

London Borough of Camden  
Annual Employment Profile &  
Analysis  
2014/15

## Contents

### Executive summary

1	Introduction .....	4
1.1	Purpose of report.....	4
1.2	Equality objectives.....	4
2	Current Employees .....	4
2.1	Overview .....	4
2.2	Patterns of work .....	5
2.3	Age band.....	6
2.4	Disability disclosure .....	8
2.5	Ethnicity.....	9
2.6	Gender .....	12
2.7	Length of service .....	14
2.8	Permanent and contract .....	14
2.9	Apprentices and youth unemployment deprivation .....	15
2.10	Measures to improve employment outcomes for young people .....	17
2.11	Religion or belief.....	18
2.12	Sexual Orientation.....	18
2.13	Actions to improve Camden's Council diversity monitoring information.....	18
2.14	Interventions to address differential outcomes for current workforce .....	19
3	Starters.....	20
3.1	Overview .....	20
3.2	Age.....	20
3.3	Disability disclosure .....	20
3.4	Ethnicity.....	21
3.5	Gender .....	22
3.6	Starting positions and grades .....	23
4	Applications.....	23
4.1	Overview .....	23
4.2	Age.....	24
4.3	Disability disclosure .....	24
4.4	Ethnicity.....	25
4.5	Gender .....	26
4.6	Gender and ethnicity .....	26
4.7	Recruitment Interventions.....	27
5	Short-listing.....	27
5.1	Overview .....	27
5.2	Age.....	28
5.3	Disability disclosure .....	28
5.4	Ethnicity.....	28
5.5	Gender .....	29
6	Overview: application, short-listing, job offer, current staff and leavers.....	30
6.1	Age.....	30
6.2	Ethnicity.....	30
7	Turnover.....	31
7.1	Overview .....	31
7.2	Rate of turnover and voluntary turnover (resignations) .....	31
7.3	Voluntary turnover – age .....	32
7.4	Voluntary turnover – disability disclosure.....	32
7.5	Voluntary turnover – ethnicity .....	32
7.6	Voluntary turnover – gender .....	33
7.7	Voluntary turnover – length of service band.....	33
7.8	Reasons for leaving.....	33

7.9 Trends.....	35
8 Sickness Absence.....	36
8.1 Overview.....	36
8.2 Sickness management cases.....	37
8.3 Age.....	37
8.4 Disability disclosure.....	37
8.5 Ethnic origin.....	38
8.6 Gender.....	38
8.7 Type of sickness absence.....	38
8.8 Measures to Improve levels of sickness absence.....	39
9 Grievance, disciplinary and underperformance.....	39
9.1 Overview.....	39
9.2 Grievance Cases.....	40
9.3 Disciplinary cases.....	40
9.4 Formal underperformance cases.....	40
Appendix.....	41
Glossary.....	41
Report coverage.....	41
Data and methodology.....	42
Ethnic categories used.....	42

## Executive summary

The Camden Annual Employment Profile provides an analysis of the size and makeup of the workforce and other aspects of recruitment and employment in relation to age, disability, ethnic origin and gender, as well as religion or belief and sexual orientation, where the data is available.

The profile contributes to ensuring that Camden fulfils its obligations under equality legislation, specifically the public sector equality duty under the 2010 Equality Act.

Camden Council constantly challenges itself to achieve the best possible representation within our workforce at all grades and parts of the organisation. By providing a higher level of detail, analysis and comparison data in its employment profile reporting than standardly done within local authorities, the Council welcomes an open scrutiny of its data and welcomes any feedback from staff, trade unions, other employees and members of the public. We wish to challenge ourselves to find ways that we can make improvements and ensure our workforce truly represent the borough they serve.

In the main when you take in to account the wider labour market Camden's employment profile doesn't highlight major causes for concern. It does help us understand where we need to put additional effort to help increase representation among some groups at some grades.

The profile shows us that our overall workforce demographic is still changing very slowly with the workforce aging and increasingly drawn from Black and Minority Ethnic (BME) backgrounds. However, the rate of change is very gradual. Areas of interest include the following:

- In terms of overall representation, Camden Council has a higher proportion of staff from BME backgrounds than the proportion in the borough population. However, a more detailed breakdown shows that some groups, e.g. staff from Asian backgrounds are underrepresented.
- Camden Council has an older age profile than Camden borough or the London working age population. 3% of Camden Council's workforce is 16-24 years compared to 17% of the working age population of Camden. This relatively low proportion of staff in the 16-24 years age group is largely expected as many in this age group are in some form of education or training but Camden is currently looking at introducing a graduate development scheme from September 2016 to improve the representation of young people working for Camden in addition to employing increased number of apprentices.
- The proportion of staff who earn over £40,000, who are from a BME background, one of Camden's Equality Objective measures, continues to show an upwards trend, at 24.3% in 2014/15, up from 23.37% in 2013/14.
- Starters were relatively young compared to the current Camden Council workforce. The average age of starters was 35.5 years compared to 44 years for the current workforce. 55% of all new starters were under the age of 35. 20% of starters were 16-24 years compared to 3% of the current workforce.
- As of 31<sup>st</sup> March 2015 there were a total of 66 apprenticeships working for Camden Council, up from 51 in 2013/14. The number of apprenticeships in Camden Council is gradually increasing with 50 apprentices starting in 2014/15, 34 apprentices starting in 2013/14 and 13 in 2012/13.
- Females tended to start their employment at Camden on higher grades than males. Females were more likely to start on the middle grades and less likely to start on the lower grades. There was relatively little difference at higher grades.

- Camden employees took an average of 8.2 days sick leave during 2014/15. This is a slight increase increase of 0.4% percentage points on 2013/14 (7.8%). Camden Council ranks in the middle of London boroughs in terms of the number of sickness days. In summer 2015 proposals were developed to create a workforce wellbeing strategy for Camden and part of this strategy will be to address increases in sickness absence.

## **1 Introduction**

### **1.1 Purpose of report**

The Camden Annual Employment Profile provides an analysis of the size and makeup of the workforce and other aspects of recruitment and employment in relation to age, disability, ethnic origin and gender, as well as religion or belief and sexual orientation, where the data is available. It contributes to ensuring that Camden fulfils its obligations under equality legislation, specifically the public sector equality duty under the 2010 Equality Act.

The profile enables the organisation and stakeholders to understand trends, review policy and practice, and implement new and existing policies. It considers the Council's current workforce profile to previous years and where possible compares it to the profile of the borough as well as the wider London results. It helps to assess the impact of people management practices on employees and the make-up of our workforce.

Camden Council challenges itself to achieve a representative workforce at all levels. As part of this challenge, Camden's employment profile reporting provides a higher level of detail, analysis and comparison data than is standardly done within local authorities and openly publishes this.

Taking into account the wider labour market Camden's employment profile does not highlight major causes for concern, but helps the Council understand where improvements can be made.

### **1.2 Equality objectives**

Equality is at the heart of Camden Council's approach to its staff and recruitment. Our objectives, published in April 2012, are:

- protect the social mix of the borough, supporting all our communities to get on well together;
- improve the economic chances for Camden's most disadvantaged groups;
- prioritise support to those most in need, informed by a greater understanding of our communities;
- ensure all residents have access to the help they need to resolve their problem;
- increase the opportunity for all Camden residents to fulfil their potential and participate in the renewal of the borough; and
- promote staff development and career progression across the organisation to ensure equality of promotion prospects.

## **2 Current Employees**

### **2.1 Overview**

The total number of staff employed by the council was 4359 with a full time equivalent (FTE) of 4065.<sup>1</sup> This number has decreased from 4429 (headcount) and 4170 (FTE) respectively since 31 March 2014. The table below shows the distribution of staff across directorates.

---

<sup>1</sup> An FTE of 1 means that the person is equivalent to a full-time worker, while an FTE of 0.5 that the worker is only half-time

**Table 2.1.1 Current employees by directorate as of 31<sup>st</sup> March 2015**

Directorate	Headcount	Headcount (%)	FTE
Central Services	894	21%	862
<i>Finance</i>	703	16%	679
<i>Law and Governance</i>	57	1%	54
<i>Strategy and Organisation Development</i>	134	3%	128
Children Schools and Families	1025	24%	910
Culture and Environment	967	22%	876
Housing and Adult Social Care	1473	34%	1418
<b>Total</b>	<b>4,359</b>	<b>100%</b>	<b>4,065</b>

## Trends

Both headcount and FTE figures have steadily reduced over the past six years, as we have adapted to the continued public sector financial challenges that we have faced.

**Table 2.1.2 Current employees by headcount and FTE – trend data**

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Headcount</b>	5238	5033	4630	4526	4429	4359
<b>FTE</b>	4865	4703	4335	4257	4170	4065

## 2.2 Patterns of work

17% of Camden staff worked part time in 2014/15; this is a two percentage point increase on 2013/14. Children Schools and Families had the highest percentage of part time employees at 29% which is twelve percentage points more than the LBC figure.

**Table 2.2.1 Current employees by pattern of work (percentage)**

Directorate	Full Time	Part Time	Both
Central Services	89%	11%	100%
<i>Finance</i>	90%	10%	100%
<i>Law and Governance</i>	88%	13%	100%
<i>Strategy and Organisation Development</i>	84%	16%	100%
Children Schools and Families	72%	29%	100%
Culture and Environment	80%	20%	100%
Housing and Adult Social Care	90%	10%	100%
<b>Total</b>	<b>83%</b>	<b>17%</b>	<b>100%</b>

At Camden we view work as an activity not a place, we focus on performance not presenteeism. Our Agile working policy is about bringing people, processes, technology, time and place together to collaborate and work in the most effective way to deliver better services. Agile working is about combining flexible-time and flexible-location options giving greater choice and control for Camden and employees over where and when work is done and services are delivered, making the best use of new technology.

Camden was accredited as the country's first Timewise Council in April 2014, which reinforces our commitment to flexible working. Becoming a Timewise Council is part of our focus on maternal

employment and our approach to tackling child poverty. This accreditation scheme helps councils stimulate flexibility in the local jobs market by sharing learning from their own workforce practice, using this experience to influence suppliers and local employers.

Another aim is to help residents find work that fits with their caring responsibilities and raises their living standards, building on the principles of the Living Wage.

Our Timewise plans complement the work the Council is doing to help staff be more flexible, such as equipping them with modern technology that allows them to work anywhere, be it a council office or from home. In the 2014 staff survey, 66% of respondents said that they were satisfied with opportunities for flexible working. Only 11% of respondents said that they were not satisfied.

From working with the Timewise Foundation, the Council has achieved success in raising awareness of the Timewise initiative. This has resulted in five councils working towards accreditation in 2015 and six others looking to undertake accreditation. Over the next year the Council will continue to build on and promote the Timewise initiative and take a leadership role. This includes seeking re-accreditation in February 2016.

## Trends

Part time working has increased by almost two percentage points ending the downward trend as shown in the table below. As part of Camden's Timewise accreditation we now ask all applicants to specify on their application whether they would like to be considered for part time/flexible working.

**Table 2.2.2 Percentage of part time workers, 2009/10 – 2014/15**

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
PT workers	18.8%	18.1%	18.2%	16.3%	15.1%	16.9%

Over the last year, the Council has made significant progress to increase job opportunities for mothers. In particular, the Council has successfully commissioned two Growth Fund projects, which are raising the profile of maternal employment and providing innovative support to mothers. These projects are: Camden Women Like Us, which is developing a universal service for mothers seeking employment; and the Camden Parents First project which is supporting long-term unemployed mothers with complex barriers to employment.

The Camden Women Like Us project is forecast to support 50 women into sustainable employment and is actively trialling a 'No Wrong Door' approach (to link partners' websites and develop joined-up referral mechanisms). The Camden Parents First project is forecast to engage 128 women with taking positive steps towards work and support 22 women into employment. It particularly supports women from Bangladeshi and Somali backgrounds.

## 2.3 Age band

The table below shows age band by directorate. It shows some relatively large differences in the profile of the directorates. Housing and Adult Social Care has a low proportion of 25-34 years staff (12%), while Strategy and Organisation Development has a high proportion of employees aged 25-34 (34%). At the 55-64 bracket this trend is reversed. Housing and Adult Social Care has a high proportion of 55-64 years staff at 24% and Strategy and Organisational Development has a low proportion of 55-64 years staff at 7%.

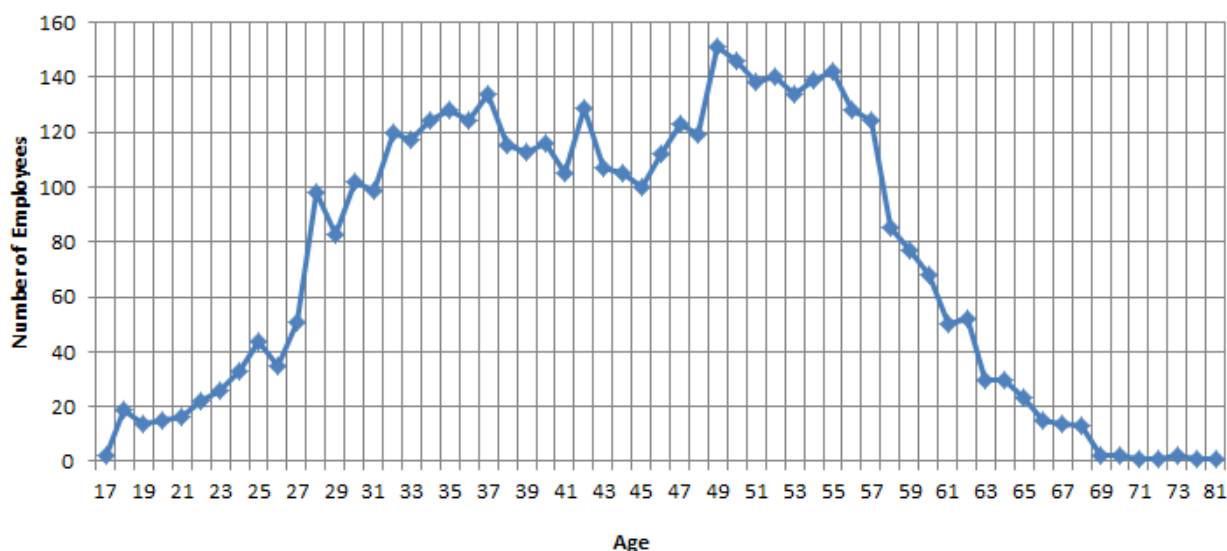
**Table 2.3.1 Current employees by age band (percentage)**

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All ages
Central Services	5%	22%	29%	30%	13%	1%	100%
Finance	6%	20%	28%	31%	13%	1%	100%
Law and Governance	0%	21%	30%	32%	18%	0%	100%
Strategy and Organisation Development	2%	34%	31%	24%	7%	1%	100%
Children Schools and Families	2%	24%	29%	27%	16%	1%	100%
Culture and Environment	2%	26%	29%	24%	16%	2%	100%
Housing and Adult Social Care	4%	12%	23%	35%	24%	2%	100%
<b>Total</b>	<b>3%</b>	<b>20%</b>	<b>27%</b>	<b>30%</b>	<b>18%</b>	<b>2%</b>	<b>100%</b>

The number of Camden employees aged between 16 and 24 stayed the same at 3% in comparison to 2013/14.

Camden Council's age profile shows a twin peak, with an initial sharp peak at 37 years and later a peak between 44 years to 55 years.

**Chart 2.3.1 Age distribution of Camden Council**



### Representativeness of current workforce: Age

Camden Council has an older age profile than Camden borough or the London working age population. Only 3% of Camden Council's workforce is 16-24 years compared to 17% of the working age population of Camden. This relatively low proportion of staff in the 16-24 years age group is largely expected as many in this age group are in some form of education or training but Camden is currently looking at introducing a graduate development scheme from September 2016 to improve the representation of young people working for Camden in addition to employing increased number of apprentices which is discussed in more detail later in the report.

**Table 2.3.2 Age composition of workforce and Camden borough and London**

Council / area	16-24	25-34	35-44	45-54	55-64	65+	All ages
<b>Camden Council</b>	3%	20%	27%	30%	18%	2%	100%
<b>Camden borough*</b>	17%	26%	19%	14%	10%	14%	100%
<b>London*</b>	14%	25%	20%	16%	11%	14%	100%

\*Source: ONS mid-year estimate of usual resident population at 30 June 2014, © Crown Copyright, OGL, 2015



## Grade / salary

Staff from younger age bands tended to be employed on lower grades than older staff. For example 34% of staff aged between 45-54 years earns a salary of £40K to £50K compared to less than 1% of 16-24 years staff. This corresponds with normal expectations of career progression. As grades are linked to salary, older staff tend to earn more than younger staff.

**Table 2.3.3 Employees by salary and age bands (percentage)**

Salary Band	16-24	25-34	35-44	45-54	55-64	65+	All ages
£0k - £20k	34%	7%	14%	19%	22%	3%	100%
£20k - £30k	4%	24%	22%	28%	19%	2%	100%
£30k - £40k	1%	25%	29%	29%	15%	1%	100%
£40k - £50k	0%	10%	35%	34%	19%	1%	100%
£50k - £60k	0%	5%	32%	36%	27%	0%	100%
£60k+	0%	3%	20%	44%	30%	4%	100%
<b>Total</b>	<b>3%</b>	<b>20%</b>	<b>27%</b>	<b>30%</b>	<b>18%</b>	<b>2%</b>	<b>100%</b>

## Trends and comparisons

While the average age of the workforce is increasing gradually, there are proportionately larger increases in older age categories. The proportion of the workforce 65+ has increased from 0.7% to 1.7% of the workforce over the last 6 years, a one percentage point increase. There was also a substantial increase in the 55-64 years age group, from 14.2% of the workforce to 18% of the workforce.

**Table 2.3.4 Age profile of Camden Council 2009/10 – 2014/15**

Age band	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
16-24	3.3%	3.0%	2.3%	2.1%	3.0%	3.4%
25-34	25.1%	24.4%	24.3%	23.1%	21.8%	20.0%
35-44	26.4%	25.6%	25.7%	26.5%	26.6%	27.0%
45-54	30.3%	31.4%	31.9%	31.2%	30.2%	29.9%
55-64	14.2%	14.7%	14.5%	15.7%	16.9%	18.0%
65+	0.7%	0.9%	1.3%	1.4%	1.5%	1.7%

## 2.4 Disability disclosure

The percentage of staff with a declared disability is 3.3% of the workforce and has not significantly changed since 2013/14 (3.4%). The breakdown by directorate is shown in the table below.

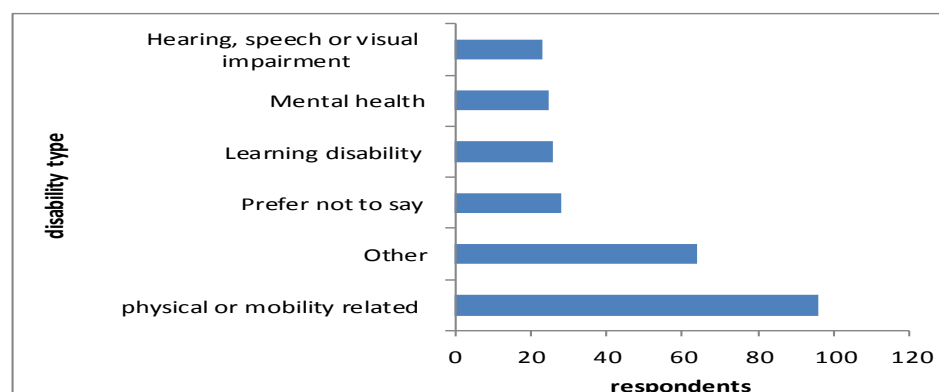
**Table 2.4.1 Current Employees by Directorate as of 31st March 2015**

Directorate	Disabled	Not Disabled	Unknown/Prefer not to say	Total
Central Services	3.5%	85.0%	11.5%	100.0%
Strategy and Organisation Development	4.5%	79.9%	15.7%	100.0%
Children Schools and Families	2.2%	84.1%	13.7%	100.0%
Culture and Environment	3.2%	86.9%	9.9%	100.0%
Housing and Adult Social Care	4.1%	82.8%	13.1%	100.0%
<b>Total</b>	<b>3.3%</b>	<b>84.5%</b>	<b>12.2%</b>	<b>100.0%</b>

An exercise was carried out in December 2014 to encourage staff self-declaration of personal information, including disability declaration. This exercise yielded limited return, with 12.2% of employees having no disability declaration recorded against their record. We are reviewing how we can encourage greater participation and engagement. This is discussed further in section 2.13.

The last staff survey provides a more detailed breakdown of disability. The chart below shows a breakdown of types of disability as revealed in the staff survey. Physical or mobility related disability was the single largest category. The next staff survey is due to be run in 2016.

**Chart 2.4.1 Type of disability, respondents in 2014 staff survey**



### Representativeness of current workforce: disability

The table below shows declared disability as measured by HR's Oracle system, the 2014 staff survey and a government (Department of Work and Pensions) national estimate. In the staff survey, 9% of staff said that they had a disability compared with 3.3% through self-entry. This is less than the government estimate of disability prevalence in the UK working age population, but this estimate includes disabled people who are not able to work. The table below would indicate that employees are less likely to declare a disability at the recruitment stage and more likely once employed through an anonymous survey.

**Table 2.4.1 Disability in Camden Council compared to staff survey disclosure and national average**

Directorate	Disabled	Not Disabled	Unknown	All
Employee Self-entry	3.3%	84.5%	12.2%	100%
Staff Survey	9%	76%	15%	100%
DWP national estimate	16%*	84%	n/a	100%

\* This estimate includes disabled people who are not currently able to work

### Trends and Comparisons

Between 2009/10 and 2014/15 disability disclosure has remained static between 3.2% and 3.4% of the workforce. The proportion of declared disabled workers in Camden Council is relatively low compared to other London boroughs and is in the bottom third of London councils. The average for London councils was 5.08% of the workforce with a declared disability.

During the next year Camden will be exploring the possibility of gaining accreditation of the 'two ticks' positive about disability symbol. The 'two ticks' positive about disability is awarded by Jobcentre Plus to employers who have made commitments to employ, keep and develop the abilities of disabled staff. To gain accreditation Camden would have to make five commitments regarding recruitment, training, retention, consultation and disability awareness which include the commitment:-

- To discuss with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities.
- To make every effort when employees become disabled to make sure they stay in employment.

## 2.5 Ethnicity

55% of Camden's workforce are from a White background, 22% are from a Black background, 9% from an Asian background and 3% from a Mixed background. In total, 37.9% of staff are from Black and Minority Ethnic (BME) groups. The ethnicity of 7% of staff was unknown. The percentage of staff from a

Black, Asian, Mixed or Other background did not change significantly from last year (37.4%). Children Schools & Families had the highest proportion of staff from a BME background at 40.2%.

**Table 2.5.1 Current employees by banded ethnic origin (headcount)**

Directorate	White	Mixed	Asian	Black	Other	Not known
Central Services	472	31	113	179	34	65
Children Schools and Families	542	33	95	219	48	88
Culture and Environment	563	37	98	173	32	64
Housing and Adult Social Care	819	32	96	397	36	93
<b>Total</b>	<b>2396</b>	<b>133</b>	<b>402</b>	<b>968</b>	<b>150</b>	<b>310</b>

**Table 2.5.2 Current employees by banded ethnic origin (percentage)**

Directorate	White	Mixed	Asian	Black	Other	Not known	All
Central Services	53%	3%	13%	20%	4%	7%	100%
Children Schools and Families	53%	3%	9%	21%	5%	9%	100%
Culture and Environment	58%	4%	10%	18%	3%	7%	100%
Housing and Adult Social Care	56%	2%	7%	27%	2%	6%	100%
<b>Camden Council</b>	<b>55%</b>	<b>3%</b>	<b>9%</b>	<b>22%</b>	<b>3%</b>	<b>7%</b>	<b>100%</b>

### Representativeness of current workforce: Ethnicity

The table below shows the ethnicity of the current workforce and compares it with the working age populations of Camden borough and London. The proportion of staff from White backgrounds in Camden Council is below the proportion in Camden and London working age populations. Staff from Black backgrounds make up 22% of Camden Council staff, but 7% of the Camden's working age population and 12% of London's working age population. In comparison, Asian staff at the Council are under-represented. 9% of Camden Council staff comes from an Asian background compared to 16% of Camden borough and 18% of London working age populations.

**Table 2.5.3 Ethnic composition Camden Council and Camden borough, London working age populations**

Directorate	White	Mixed	Asian	Black	Other	Not known	All
<b>Camden Council</b>	55%	3%	9%	22%	3%	7%	100%
<b>Camden borough*</b>	69%	4%	16%	7%	4%	0%	100%
<b>London*</b>	63%	4%	18%	12%	3%	0%	100%

*Source: 2011 Census Key Statistics Table KS201EW, © Crown Copyright, OGL, 2013*

The table below shows a more detailed ethnic breakdown of Camden's Council Workforce in comparison to Camden Borough and London.

Table 2.5.4 Selected ethnic categories and proportion of workforce

				People aged 16+	
Ethnic Group	Ethnic Category	Headcount	Percentage of Workforce	Camden	Greater London
White	White; English / Welsh / Scottish / Northern Irish / British	1,802	41.3%	46%	47%
	White; Irish	213	4.9%	4%	3%
	White; Other White	382	8.8%	20%	14%
White Total		2,397	55.0%		
Mixed	Mixed; Other Mixed	55	1.3%	2%	1%
	Mixed; White and Asian	27	0.6%	1%	1%
	Mixed; White and Black African	7	0.2%	1%	1%
	Mixed; White and Black Caribbean	44	1.0%	1%	1%
Mixed Total		133	3.1%		
Asian	Bangladeshi	145	3.3%	4%	2%
	Indian	133	3.1%	3%	7%
	Other Asian	90	2.1%	4%	5%
	Pakistani	34	0.8%	1%	2%
Asian Total		402	9.2%		
Black	Black/African/Caribbean/Black British; African	385	8.8%	4%	6%
	Black/African/Caribbean/Black British; Caribbean	417	9.6%	1%	4%
	Black/African/Caribbean/Black British; Other Black inc. Somali	166	3.8%	1%	2%
Black Total		968	22.2%		
Other	Chinese	22	0.5%	3%	2%
	Other Ethnic Group; Any Other Ethnic Group inc. Arab	128	2.9%	4%	3%
Other Total		150	3.4%		
Prefer Not to Say	Prefer Not to Say	309	7.1%		
Prefer Not to Say Total		309	7.1%		
Grand Total		4,359	100.00%	100.0%	100.0%

The proportion of White British, the largest ethnic group in both Camden Council and Camden borough, is 41.3% and just above this in Camden Borough (46%) and London (47%). Several groups make up a higher proportion of Camden Council's workforce than their proportion of the workforce in either Camden borough or London:

- Staff from Black Caribbean backgrounds make up 9.6% of Camden Council's workforce, but 1% of Camden borough's population and 4% of London's working age population.
- Staff from Black African backgrounds make up 8.8% of Camden Council's workforce, but 4% of Camden borough's and 6% London's population.

Conversely, White Other makes up 20% of Camden borough and 14% of London, but only 8.8% of Camden Council.

### Grade / salary

A performance indicator monitors differences in pay between staff from White and BME backgrounds. It is defined as the proportion of staff who earn over £40,000, who are from a BME background and has shown an upward trend in recent years and is increasing in 2014/15. The table below shows changes in this indicator between 2009/10 and 2014/15.

Table 2.5.5 BME staff as percentage of staff earning over £40,000

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
BME	19.80%	19.80%	20.50%	20.55%	23.37%	24.33%

Staff from White backgrounds tended to be on higher grades than staff from other backgrounds, which mirrors the wider labour market. This is an area that we are focusing attention on in order to improve the

position. The current position is shown in the table below. 13% of staff from White backgrounds are on Levels 5-7 compared to 8% of staff from both Black and Asian backgrounds.

Camden became the first Council to voluntarily publish pay data for its workforce, including analysis of median earnings across pay brackets according to gender, ethnicity and disability to allow close scrutiny and transparency of Camden's data.

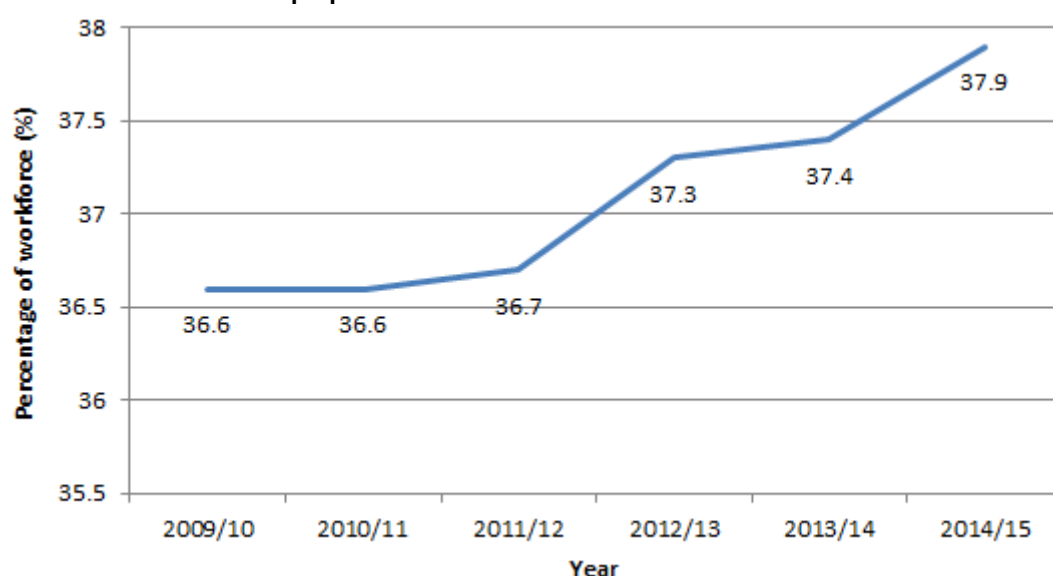
**Table 2.5.6 Ethnicity and grade of current employees**

Grade	White	Mixed	Asian	Black	Other	Not known
Level 1, zone 1-3	9%	8%	11%	20%	19%	9%
Level 2, zone 1-2	13%	16%	25%	22%	12%	18%
Level 3, zone 1-2	30%	36%	31%	34%	31%	23%
Level 4, zone 1-2	24%	20%	16%	14%	19%	12%
Level 5 - 7	13%	8%	8%	4%	3%	10%
Other Grades	11%	11%	8%	7%	15%	27%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Trends and comparisons

Looking at data over the last five years, it is possible to see that the proportion of BME staff in the workforce is gradually increasing. The chart below shows that the BME proportion of the workforce has increased since 2009/10, but at a very gradual rate, about one quarter of one percentage point annually.

**Chart 2.5.1 BME staff as a proportion of workforce**



Camden is in the middle third of London boroughs in terms of its BME composition, with just over 37.9% of its staff from BME background. The proportion of BME staff in Camden Council is higher than the proportion of BME residents in Camden borough (31%).

## 2.6 Gender

57% of Camden Council's staff were female. The table below shows the gender proportions of staff by directorates. Children Schools and Families continue to have the largest gender difference with 78% female employees.

**Table 2.6.1 Current employees by gender (percentage)**

Directorate	Female	Male
Central Services	54%	46%
<i>Finance</i>	50%	50%
<i>Law and Governance</i>	60%	40%
<i>Strategy and Organisation Development</i>	74%	26%
Children Schools and Families	78%	22%
Culture and Environment	51%	49%
Housing and Adult Social Care	48%	52%
<b>Total</b>	<b>57%</b>	<b>43%</b>

### Representativeness of current workforce: Gender

There is a lower proportion of male staff in Camden Council than in the Camden and London working age populations (which is 50%), but there is considerable variation between directorates. As mentioned, within Children Schools and Families 78% of staff are female. In Finance, Housing and Adult Social Care and Culture and Environment the gender split is fairly equal.

### Grade / salary

The chart below shows the distribution of grade by gender.

**TABLE Graph 2.6.1 Distribution of males and females by grade**

Grade	Female	Male
Level 1, zone 1-3	10%	14%
Level 2, zone 1-2	18%	15%
Level 3, zone 1-2	33%	28%
Level 4, zone 1-2	21%	19%
Level 5 - 7	9%	11%
Other Grades	10%	13%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### Trends and Comparisons

57% of Camden Council's staff were female. This is the seventh lowest of London boroughs. Employment figures for women in local government are traditionally higher than males.

Looking at data over five years shows that the gender ratio has stayed fairly static between 56% and 57.5% for females.

**Table 2.6.2 Employees by gender over 5 years**

Gender	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Female	57.3%	57.4%	57.5%	56.9%	56.0%	57.0%
Male	42.7%	42.6%	42.5%	43.1%	44.0%	43.0%

53% of the top 5% of earners in Camden Council are female, this is a increase from 2013/2014 where the figure was 48%.

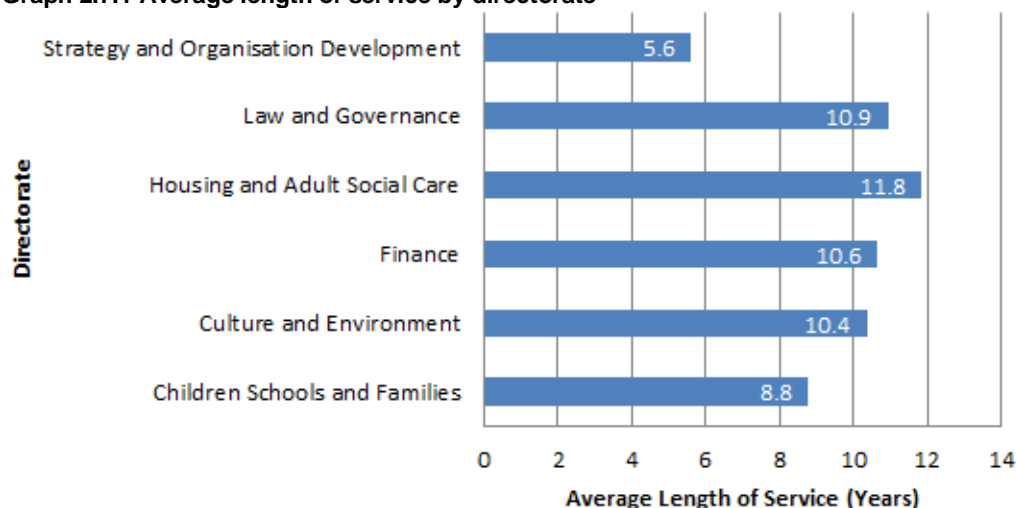
**Table 2.6.3 Gender of top 5% of earners**

Female	Male	Total
53%	47%	100%

## 2.7 Length of service

The table below shows the average length of service by directorate. Length of service is closely associated with staff turnover, the proportion of new starters and age profile (staff turnover and new starts are discussed in later sections). Low average service length is associated with a younger age profile, more starters and higher turnover. Housing and Adult Social Care has the highest average length of service at 11.8 years. Strategy and Organisation Development had the lowest average length of service at 5.6 years.

Graph 2.7.1 Average length of service by directorate



The table below shows the divisional breakdown for length of service for the divisions with longest and shortest lengths of service.

Table 2.7.1 Average length of service by division with highest and lowest length of service\*

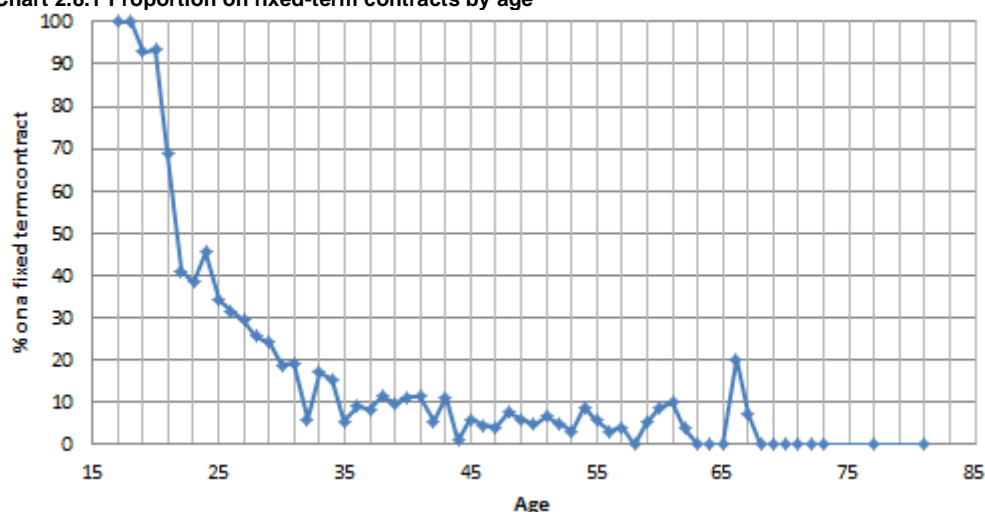
Division	Length of service
Camden - Human Resources	4
Strategic Procurement Unit	7
Family Services and Social Work	8
Culture and Customers	11
Housing Management	14
Property Services	15

\*Divisions at the top and bottom of the distribution included when there are at least 35 staff.

## 2.8 Permanent and contract

Fixed term workers are much more likely to be younger. This is shown in the chart below.

Chart 2.8.1 Proportion on fixed-term contracts by age



10.9% of staff were on a Fixed Term or Temporary Contract as of 31<sup>st</sup> March 2015, used to resource projects funded externally but also to mitigate against reductions from permanent staff in the event of imminent staffing reductions.

## 2.9 Apprentices and youth unemployment deprivation

### Apprenticeships in Camden Council

Apprenticeships are predominantly jobs available to 16-24 year-old Camden residents or former school pupils. (Some apprenticeships are available to older residents). They allow study towards a work-related qualification which usually takes between one and four years to complete. Camden Council plans to expand the number of apprenticeships within its workforce.

As of 31<sup>st</sup> March 2015 there were a total of 66 apprenticeships working for Camden Council, up from 51 in 2013/14. The number of apprenticeships in Camden Council is gradually increasing with 50 apprentices started in 2014/15, 34 apprentices started in 2013/14 and 13 in 2012/13.

The Enterprise Bill, currently out for consultation, proposes that all public sector organisations with more than 250 staff will need to meet a 2.3% target for the proportion of their workforce who are apprentices. With the current workforce, that would mean nearly 150 apprentices. More than doubling the amount of apprentices Camden currently employ.

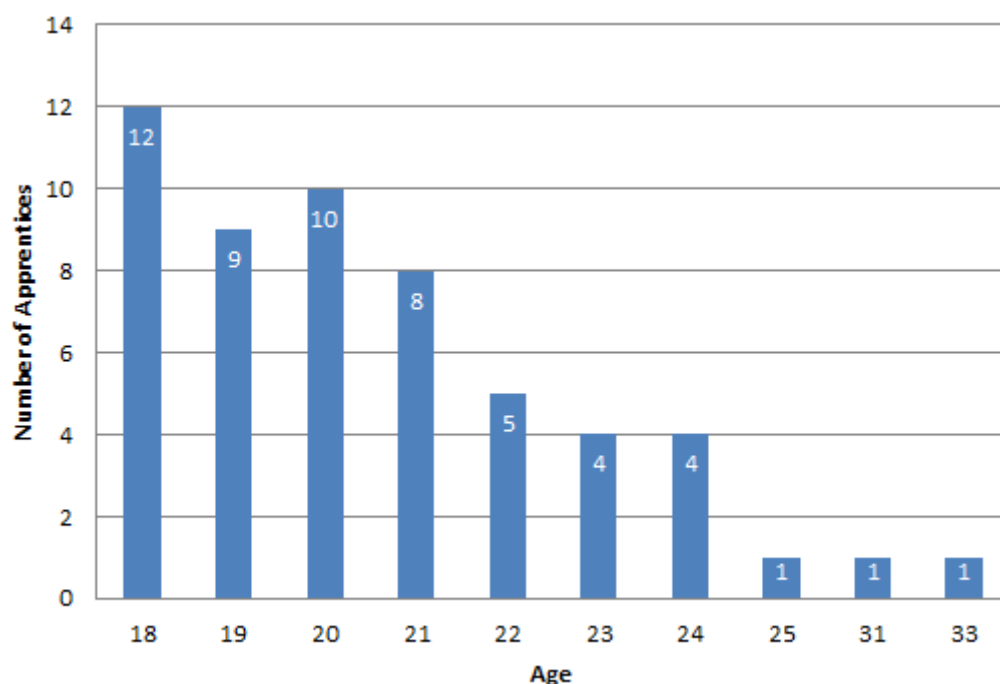
The Apprenticeship Levy is a new tax coming in from April 2017, which levies 0.5% of all organisations payroll. Organisations can claim it back in the form of digital vouchers to be spent on training apprentices. The purpose of the Levy is to encourage employers to take on more apprentices and spend more on training apprenticeships.

These new policies offer Camden opportunities to recruit a broader range of staff and meet targets for greater diversity of the workforce.

The age profile, of apprentices is shown in the chart below. Apprentices have slightly lowered the age profile of Camden Council workforce. This is to some degree mitigating the long-term trend of the aging of the Camden Council workforce.



**Chart 2.9.1 Age profile of apprentices**



38% of apprentices are employed in Housing and Adult Social Care, 30% are employed with Central services.

**Table 2.9.1 Total Number of Apprentices employed at the London Borough of Camden as of 31st March 2015**

Directorate	Total Number of Apprentices
Central Services	20
<i>Finance</i>	18
<i>Strategy and Organisation Development</i>	2
Children Schools and Families	7
Culture and Environment	14
Housing and Adult Social Care	25
<b>Grand Total</b>	<b>66</b>

### **Camden's apprenticeship service**

This delivers 250 apprenticeships per year across the borough, focusing on supporting residents to access vocational learning opportunities to reduce youth unemployment:

- Camden Apprenticeships support teams across Camden Council and external employers to create apprenticeship vacancies and facilitates the recruitment process. The service also supports 16-24 year old Camden residents and school leavers to access the vacancies. The service also provides post-employment support to help sustain employment.
- Adult apprenticeships - the Council completed a pilot to create part time apprenticeships for Camden residents aged 25+ who have a child aged 12 or below. Eleven adults were recruited into apprenticeships through this initiative and the pilot has encouraged employers to offer another two adult apprenticeships which were recruited this year. The adult apprentices were placed in the Council and with Camden based employers.

- King's Cross Construction Skills Centre (KXCSC) supports Camden and Islington residents to access jobs and apprenticeships in the construction industry and offers a dedicated construction skills training facility to provide young people with basic construction skills and qualifications.

## **Youth unemployment and NEETs**

As elsewhere in London and the UK, the Job Seekers Allowance (JSA) claimant unemployment rate for young people not in full-time education is considerably higher than for the population as a whole. The rate has been falling from a peak in mid-2009.

The number of young people aged 18-24 claiming JSA was 440 in September 2015, or 4.2% of young people in Camden excluding students. This is down from 6% on September 2014 and compares to 4.5% for London and 4% in England & Wales.

The number of young people in Camden claiming JSA has fallen by 68% since its peak in September 2009 and has fallen at a similar rate to Central London, Greater London and England & Wales. Recent youth JSA claimant numbers are considerably lower than in March 2008 and are at their lowest levels in thirty years (current data series began the mid-1980s).

### **2.10 Measures to improve employment outcomes for young people**

Camden Council and its partners are taking a number of measures to tackle youth unemployment and related problems. Below are some of the partner organisations who work with Camden Council:

- (1) Whilst recent changes have seen the duty to commission careers guidance in schools shift from the local authority to schools, Camden retains a team of Connexions advisers who deliver information, advice, guidance and support to young people who are not in employment, education or training (NEET), at risk of becoming NEET and other vulnerable young people.
- (2) Connexions personal advisers are based in all Camden schools, including pupil referral units, special schools and Westminster Kingsway College. School Connexions personal advisers work with young people identified as being at risk of becoming NEET for a number of reasons, including disengagement from the curriculum, poor behavior and poor academic performance. The young people are supported with their applications for post-16 provision as well as helping them to develop skills to support them to stay in education, employment or training.
- (3) Community Connexions advisers work within youth access points, in statutory Council services (including youth offending and leaving care) and have links to Child and Adolescent Mental Health Services, the Looked After Children's academy, the young carers group, the School Inclusion team and alternative education providers.
- (4) There are also several European Social Fund (ESF) funded projects for young people: Young people (often care leavers) are referred onto this by Council departments and will work with a REED Employment Consultant.
  - Back to Business will engage with 200 young people over 3 years, offering access to additional courses and support to remain in education.
  - Fast Forward will engage 132 young people over the next 3 years to engage in routes into social care, business administration, construction, beauty therapy, leisure, retail and catering.
  - Sending a monthly Connexions newsletter to all NEET young people 16 -19 to inform them of up and coming opportunities in training, apprenticeships and education.
- (5) Camden Fitzrovia Youth in Action deliver long and short term mentoring programmes "Inspiring Action" and In-Sight"to Camden residents. The programmes match young people with a mentor who can help them to develop the confidence and skills they need to progress into apprenticeships, business start-ups and other employment and training outcomes.

## 2.11 Religion or belief

The council started gathering information from its employees on religion or belief in early 2015, through the recruitment process and a one off exercise to self-declare in E-HR. As of 31<sup>st</sup> March 2015, 27.1% of the workforce had completed a declaration for religion or belief, therefore there is currently not enough data to complete any analysis of the breakdown of the workforce by religion or belief, however of those who have made a declaration, 36% declared themselves as Christians, which was the highest religion or belief category.

The table below shows results from the summer 2014 Camden Council staff survey. Atheist was the single largest belief with 19% of respondents declaring themselves atheist.

**Table 2.11.1 Religious or belief, 2014 Staff Survey**

Religion or belief	Respondents
Atheist	19%
Anglican	16%
Catholic	14%
Other Christian	12%
Other	6%
Muslim	5%
Hindu	2%
Buddhist	1%
Jewish	1%
Prefer not to say	21%
Don't know	4%
All responses	100%

## 2.12 Sexual orientation

The council started gathering information from its employees on sexual orientation in early 2015, through the recruitment process and a one off exercise to self-declare in E-HR. As of 31<sup>st</sup> March 2015, 26.5% of the workforce had completed a declaration for sexual orientation, therefore there is currently not enough data to complete any analysis of the breakdown of the workforce sexual orientation.

The table below shows the results from the summer 2014 staff survey to the question on sexual orientation. 78% of respondents described their sexual orientation as heterosexual and 5% as gay or lesbian. Sexual identity is also now part of official government statistics. As part of its huge household survey, the Office for National Statistics (ONS) found 1.1% reported their identity as gay or lesbian and 0.4% of respondents reported themselves as bisexual to ONS.

**Table 2.12.1 Sexual orientation / identity, 2014 Staff Survey**

Sexual orientation / identity	Respondents
Heterosexual	78%
Gay or lesbian	5%
Bisexual	1%
Prefer not to say	17%
All responses	100%

## 2.13 Actions to improve Camden Councils diversity monitoring

Effective diversity monitoring is an important tool for measuring performance and progress towards the goal of 'reducing inequality. As part of our commitment to reducing inequality, we requested that all employees take a few minutes to log into Camden HR System and update their diversity information in December 2014 and January 2015. In addition we already collect information about our employees when

they join Camden at the recruitment stage (via their application and diversity forms). We also collect information when our employees inform us of any changes.

During 2016 Camden will be launching a new integrated HR/finance system which will offer opportunities to improve the processes ease in which Camden captures Diversity information and we will continue to engage with our workforce to encourage employees to complete diversity information.

#### **2.14 Interventions to address differential outcomes for current workforce**

The Council is committed to promoting staff development and career progression across the organisation to ensure equality of promotion prospects and we have identified this as one of our equality objectives.

The Aspiring leaders pilot which started in November 2014, aimed to identify up to 15 individuals in CSF who demonstrated high leadership potential. Following selection individuals experienced a six month development programme to enable them to be better equipped to take up future opportunities in Camden.

The pilot aimed to tap into the talent that we hold in Camden to retain and develop potential leaders for the future. Overall 19 applications were received. Of those 14 were selected of which 21% were BME applicants and 78% female.

Since the end of the programme in March three of the aspiring leaders have been promoted, one of whom is from a BME background. They have provided feedback that their experience, personal awareness and thinking gained from the pilot contributed to their confidence to apply for these roles.

The council also successfully piloted a mentoring scheme, targeted at staff from a BME background at Level 4 and 5, to provide insight and exposure to leadership roles and increase, over time, their representation at leadership level. 28 joined the scheme. Of those that joined the scheme, 5 people gained promotions outside of Camden; 4 gained higher level posts within Camden, 3 on secondment and 1 to a permanent position.

The Camden mentoring programme and 'aspiring leaders' programmes were both very well received across the organisation. There are clear synergies between the two programmes notably the ambition to develop staff, tap into their potential and support progression within the organisation. Work is underway to develop our thinking about how we bring together these two programmes as well as exploring opportunities to align them with a higher level apprenticeship programme (aimed at sixth formers in the Borough who can study at a Camden University while fulfilling their apprenticeship placement in the Council). The intention of bringing these programmes together is to increase the number of BME staff represented at Head of Service level and above, to develop our own talent already employed in Camden and to increase employment opportunities for people resident in the Borough.

Camden also rolled out an awareness raising programme of learning on equality, diversity and inclusion, tackling the issue of unconscious bias and its impact on decision making in the workforce. This included both e-learning modules and a workshop for all line managers. 60% of managers attended the workshop. We are about to begin a new schedule of training on this topic. A section on unconscious bias was also incorporated into our recruitment and selection briefings for hiring managers.

Significant internal research into our current performance development scheme has been undertaken in order to propose a new approach "My Performance" that creates greater levels of engagement and motivation, is fairer to all groups of staff and builds in a 360 degree feedback mechanism for all staff along with a specific career development conversation. This will enable all staff to gain more insight into their abilities and use this insight to discuss their future direction and ambitions. The new scheme will launch in January 2016.

### 3 Starters

#### 3.1 Overview

There were 518 new starters in Camden in 2014/15. Strategy & Organisation Development had the largest proportion (22%).

**Table 3.1.1 Proportion of starters in directorate (%)**

Directorate	Starters	Non starters
Central Services	17%	83%
Finance	17%	83%
Law and Governance	7%	93%
Strategy & Organisation Development	22%	78%
Children Schools and Families	14%	86%
Culture and Environment	10%	90%
Housing and Adult Social Care	8%	92%
<b>Total</b>	<b>12%</b>	<b>88%</b>

#### 3.2 Age

Starters were relatively young compared to the current Camden Council workforce. The average age of starters was 35.5 years compared to 44 years for the current workforce. 55% of all new starters were under the age of 35. 20% of starters were 16-24 years compared to 3% of the current workforce. There was relatively little difference between directorates in the average starting age, as shown in the table below.

**Table 3.2.1 Average age of starter by directorate**

Directorate	Age (Years)
Finance	33.9
Law and Governance	30.3
Strategy & Organisation Development	41.0
Children Schools and Families	36.2
Culture and Environment	34.3
Housing and Adult Social Care	36.1
<b>Average</b>	<b>35.5</b>

#### Representativeness of Starters: Age

The table shows that the age profile of starters in Camden Council is relatively similar to the age profile of Camden Borough and London working age populations. A difference occurred at the 25-34 years age category, which accounted for 35% of starters and 26% of Camden's population and in the 55-64 years age group, which accounted for 5% of starters and 10% of Camden's working age population.

**Table 3.2.2 Age of starters compared to population of Camden Borough and London.**

	16-24	25-34	35-44	45-54	55-64	65+
<b>Camden Council</b>	18%	35%	23%	19%	5%	1%
<b>Camden Borough</b>	17%	26%	19%	14%	10%	14%
<b>London</b>	14%	25%	20%	16%	11%	14%

#### 3.3 Disability disclosure

The proportion of new starters who declared a disability in 2014/15 was 1.2% (6) compared to 1.6% (9) in 2013/14. As the number of new starters is so small, no breakdown by directorate for disability

disclosure is included. A large number of starters (41%) preferred not to say when asked to declare whether they had a disability.

**Table 3.3.1 Starters with declared disability in Camden Council and the UK**

Directorate	Disabled	Not Disabled	Prefer Not to Say
<b>Starters</b>	1%	58%	41%
<b>UK*</b>	16%	84%	n/a

\* as estimated by the DWP

### Representativeness of starters: disability

The 1% of starters who had declared a disability is likely to significantly understate the percentage of starters who actually have a disability, but it is not possible to say by how much. The small number of starters with a declared disability does not enable further analysis.

## 3.4 Ethnicity

182 employees from a BME background started at Camden Council in 2014/15 and the overall percentage of new starters from a BME background is 35%. It has not been possible to show a breakdown of the Central Services directorates due to the small number of starters in these directorates

**Table 3.4.1 Starters by directorate and banded ethnic origin (percentage)**

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say	All ethnic groups
Central Services	38%	4%	14%	16%	8%	20%	100%
Children Schools and Families	46%	3%	7%	13%	12%	19%	100%
Culture and Environment	48%	3%	9%	9%	10%	22%	100%
Housing and Adult Social Care	53%	3%	5%	17%	6%	17%	100%
<b>Total</b>	<b>46%</b>	<b>3%</b>	<b>9%</b>	<b>14%</b>	<b>9%</b>	<b>19%</b>	<b>100%</b>

### Representativeness of starters: Ethnicity

The table below shows the ethnicity of starters in relation to the working age populations of Camden borough and London. Starters from Asian and white backgrounds are underrepresented in comparison to the Camden and London working age populations.

**Table 3.4.2 Representativeness of starters in relation to working age populations**

Directorate	White	Mixed	Asian	Black	Other	Unknown	All ethnic groups
<b>Starters</b>	46%	3%	9%	14%	9%	19%	100%
<b>Camden Borough</b>	69%	4%	16%	7%	4%	0%	100%
<b>London</b>	63%	4%	18%	12%	3%	0%	100%

The table below shows a breakdown of more narrowly defined ethnic groups.

**Table 3.4.3 Selected ethnic group of starters**

Ethnic Group	Ethnic Category	Headcount	Percentage of Workforce
White	White; English / Welsh / Scottish / Northern Irish / British	185	35.7%
	White; Irish	34	6.6%
	White; Other White	17	3.3%
White Total		236	45.6%
Mixed	Mixed; Other Mixed	6	1.2%
	Mixed; White and Asian	1	0.2%
	Mixed; White and Black African	2	0.4%
	Mixed; White and Black Caribbean	8	1.5%
Mixed Total		17	3.3%
Asian	Bangladeshi	20	3.9%
	Indian	17	3.3%
	Other Asian	5	1.0%
	Pakistani	4	0.8%
Asian Total		46	8.9%
Black	Black/African/Caribbean/Black British; African	14	2.7%
	Black/African/Caribbean/Black British; Caribbean	26	5.0%
	Black/African/Caribbean/Black British; Other Black Inc. Somalian	32	6.2%
Black Total		72	13.9%
Other	Chinese	2	0.4%
	Other Ethnic Group; Any Other Ethnic Group Inc. Arab	45	8.7%
Other Total		47	9.1%
Prefer Not to Say	Prefer Not to Say	100	19.3%
Prefer Not to Say Total		100	19.3%
Grand Total		518	100.0%

## Trends & comparisons

The proportion of new starters from a BME background dipped slightly to 35.1% in 2014/15 following a gradual upward trend in the proportion of starters from a BME background. This is shown in the table below.

**Table 3.4.4 Percentage of starters from a BME background**

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
BME staff	36.6%	36.1%	36.7%	37.3%	37.4%	35.1%

## 3.5 Gender

59% of starters were female. The highest percentage of female starters was in Children Schools and Families (81%), while Central Services had the lowest percentage (48%).

**Table 3.5.1 Starters by directorate and gender (percentage)**

Directorate	Female	Male
Central Services	48%	52%
Children Schools and Families	81%	19%
Culture and Environment	55%	45%
Housing and Adult Social Care	50%	50%
<b>Total</b>	<b>59%</b>	<b>41%</b>

## Representativeness of starters: Gender

As 50% of the Camden and London workforce is male, male starters were under-represented in Camden Council as a whole, though by a relatively small margin. Males were under-represented in Children Schools and Families where just 19% of starters were male but there were slightly more male starters in Central Services.

## 3.6 Starting positions and grades

### Ethnicity

Staff from different ethnic groups tended to start their employment on different grades. This is shown in the table below. Starters from White backgrounds were more likely to start on Levels 5-7 than staff from other backgrounds. Staff from Mixed and Other backgrounds were most likely to start on Level 1 than other staff.

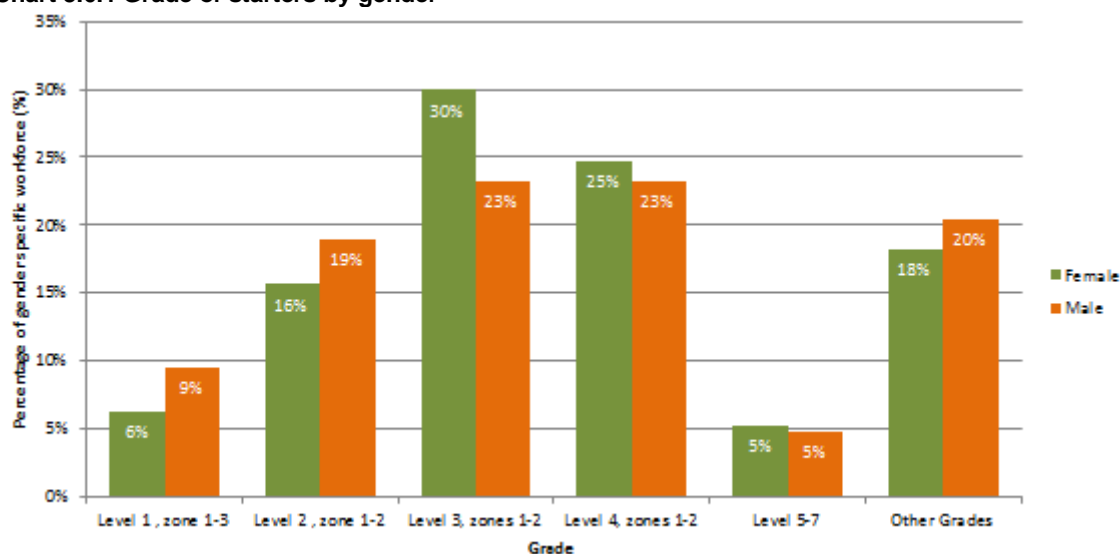
**Table 3.6.1 Starters by ethnicity and grade**

Grade	White	Mixed	Asian	Black	Other	Unknown
Level 1, zone 1-3	5%	18%	9%	10%	17%	5%
Level 2, zone 1-2	10%	12%	33%	29%	15%	19%
Level 3, zones 1-2	32%	41%	30%	33%	17%	13%
Level 4, zones 1-2	33%	12%	11%	22%	34%	7%
Level 5 -7	6%	0%	4%	1%	2%	9%
Other Grades	14%	18%	13%	4%	15%	47%
All levels	100%	100%	100%	100%	100%	100%

### Gender

Females tended to start their employment on higher grades than males as shown in the chart below. Females were more likely to start on the middle grades and less likely to start on the lower grades. There was relatively little difference at higher grades.

**Chart 3.6.1 Grade of starters by gender**



## 4 Applications

### 4.1 Overview

4,112 job applications were submitted to Camden in 2014/15. The chart below shows a breakdown in applications by directorate.



**Table 4.1.1 Applicants by directorate (headcount)**

Directorate	Number of Applicants
Central Services	784
<i>Finance</i>	479
<i>Law and Governance</i>	27
<i>Strategy and Organisation Development</i>	278
Children Schools and Families	1,064
Culture and Environment	1,171
Housing and Adult Social Care	1,093
<b>Total</b>	<b>4,112</b>

## 4.2 Age

The table below shows the proportion of applicants by banded age in each directorate.

**Table 4.2.1 Applicants by directorate and age band (percentage)**

Directorate	16-24	25-34	35-44	45-54	55 and over	Prefer not to say	Total
Central Services	13%	39%	22%	13%	4%	10%	100%
<i>Finance</i>	18%	38%	19%	10%	4%	11%	100%
<i>Law and Governance</i>	0%	22%	41%	26%	4%	7%	100%
<i>Strategy and Organisation Development</i>	7%	41%	25%	15%	4%	8%	100%
Children Schools and Families	17%	39%	23%	12%	2%	6%	100%
Culture and Environment	16%	47%	19%	11%	2%	5%	100%
Housing and Adult Social Care	8%	33%	25%	19%	5%	10%	100%
<b>Camden Council</b>	<b>14%</b>	<b>40%</b>	<b>22%</b>	<b>14%</b>	<b>3%</b>	<b>8%</b>	<b>100%</b>

### Representativeness of applications: age

The age profile of applicants to Camden Council is compared with the working age population for Camden and London in the table below. The age profile of applicants to Camden Council departs most significantly from the working age population for the 25-34 years age category. 40% of applicants to Camden Council were aged 25-34 compared to 26% of Camden's working age population in this age group and 25% of London's working age population in this age group.

**Table 4.2.2: Age profile of applicant and working age populations of Camden and London**

Council / area	16-24	25-34	35-44	45-54	55-64	65+	Prefer not to say	All ages
<b>Camden Council</b>	14%	40%	22%	14%	3%	0%	6%	100%
<b>Camden borough</b>	17%	26%	19%	14%	10%	14%	N/a	100%
<b>London</b>	14%	25%	20%	16%	11%	14%	N/a	100%

## 4.3 Disability disclosure

The proportion of disabled applicants who declared a disability was lower than the government estimate of disability in the working age population. 3% of applicants declared a disability, 6% preferred not to say and 91% said they were not disabled. The government estimates that 16% in the working age population are disabled. While it is likely that a proportion of applicants who preferred not to say whether they were disabled or not were in fact disabled, the extent of this is uncertain.

Directorate	Disabled	Not Disabled	Prefer not to say	Total
Central Services	4%	88%	8%	100%
<i>Finance</i>	2%	88%	10%	100%
<i>Law and Governance</i>	4%	93%	4%	100%
<i>Strategy and Organisation Development</i>	6%	88%	6%	100%
Children Schools and Families	4%	91%	5%	100%
Culture and Environment	3%	93%	5%	100%
Housing and Adult Social Care	3%	90%	8%	100%
<b>Total</b>	<b>3%</b>	<b>91%</b>	<b>6%</b>	<b>100%</b>

#### 4.4 Ethnicity

The proportion of staff from different ethnic groups applying to different directorates varied, as shown below. 49% of applications to Strategy and Organisation Development were from White backgrounds compared to 25% in Finance. 36% of applications to Housing and Adult Social Care were from Black backgrounds compared to 17% in Strategy and Organisation Development.

**Table 4.4.1 Applicants by directorate and ethnicity (percentage)**

Directorate	White	Mixed	Asian	Black	Other	Unknown
Central Services	34%	3%	24%	23%	6%	9%
<i>Finance</i>	25%	3%	29%	27%	6%	11%
<i>Law and Governance</i>	37%	0%	19%	30%	7%	7%
<i>Strategy &amp; Organisation Development</i>	49%	4%	16%	17%	7%	7%
Children Schools and Families	39%	5%	16%	26%	9%	5%
Culture and Environment	43%	5%	17%	24%	7%	4%
Housing and Adult Social Care	30%	4%	15%	36%	7%	8%
<b>Total (% of Total Applicants)</b>	<b>35%</b>	<b>4%</b>	<b>12%</b>	<b>23%</b>	<b>3%</b>	<b>22%</b>

#### Representativeness of applications: ethnicity

The table below shows the ethnicity of job applicants and the working age population of Camden and London. The proportion of applicants from White backgrounds is less than the proportion of the White working age population in either Camden or London. Conversely the proportion of Black applicants is higher than would be expected given the make-up of Camden and London and working age populations.

**Table 4.4.2 Ethnicity of applicant and working age population**

Camden Council / area	White	Mixed	Asian	Black	Other	Unknown	All ethnic groups
<b>Camden Council</b>	35%	4%	12%	23%	3%	22%	100%
<b>Camden Borough</b>	69%	4%	16%	7%	4%	0%	100%
<b>London</b>	63%	4%	18%	12%	3%	0%	100%

The table below shows a more detailed breakdown of the ethnic category of applicants. The proportion of applicants from White British backgrounds is lower than the proportion of White British residents in the working age populations of Camden and London. In particular, applicants from White Other backgrounds were under-represented. More than double the number of White Other applicants would be expected if Other White applicants applied in proportion to their proportion of the Camden and London populations. Conversely, applicants from Black African and Black Caribbean have a higher number of applicants than would be expected given their presence in Camden and London's working age population.

**Table 4.4.3 Detailed ethnic breakdown of applicants**

Ethnic Group	Ethnic Category	Headcount	Percentage of Total Applicants	Camden	Greater London
White	White; English / Welsh / Scottish / Northern Irish / British	1116	27.1%	46%	47%
	White; Irish	91	2.2%	4%	3%
	White; Other White	315	7.7%	20%	14%
White Total		1523	37.0%		
Mixed	Mixed; Other Mixed	76	1.8%	2%	1%
	Mixed; White and Asian	33	0.8%	1%	1%
	Mixed; White and Black African	44	1.1%	1%	1%
	Mixed; White and Black Caribbean	55	1.3%	1%	1%
Mixed Total		208	5.1%		
Asian	Bangladeshi	316	7.7%	4%	2%
	Indian	229	5.6%	3%	7%
	Other Asian	64	1.6%	4%	5%
	Pakistani	104	2.5%	1%	2%
Asian Total		713	17.3%		
Black	Black/African/Caribbean/Black British; African	568	13.8%	4%	6%
	Black/African/Caribbean/Black British; Caribbean	309	7.5%	1%	4%
	Black/African/Caribbean/Black British; Other Black Inc. Somalian	256	6.2%	1%	2%
Black Total		1133	27.6%		
Other	Chinese	22	0.5%	3%	2%
	Other Ethnic Group; Any Other Ethnic Group Inc. Arab	273	6.6%	4%	3%
Other Total		295	7.2%		
Prefer Not to Say	Prefer Not to Say	240	5.8%		
Prefer Not to Say Total		240	5.8%		
Grand Total		4112	100.0%	100.0%	100.0%

## 4.5 Gender

55% of applicants overall were female, but this varied between directorates. 53% of applications to Finance were male, while 74% of applications to Children Schools and Families were female.

**Table 4.5.1 Applicants by directorate and gender (percentage)**

Directorate	Female	Male	Prefer not to say	Both
Central Services	47%	47%	6%	100%
<i>Finance</i>	39%	53%	8%	100%
<i>Law and Governance</i>	56%	41%	4%	100%
<i>Strategy and Organisation Development</i>	58%	38%	4%	100%
Children Schools and Families	74%	24%	3%	100%
Culture and Environment	51%	47%	2%	100%
Housing and Adult Social Care	47%	47%	6%	100%
<b>Total</b>	<b>55%</b>	<b>41%</b>	<b>4%</b>	<b>100%</b>

## 4.6 Gender and ethnicity

The higher number of applicants from females compared to males is more pronounced for applicants from a mixed background (72%). This is shown in the table below. Interestingly, there were slightly more applications from males with an Asian background than females from an Asian background.

**Table 4.6.1 Ethnicity and gender of applicants**

Ethnicity	Female	Male
White	56%	44%
Mixed	72%	28%
Asian	48%	52%
Black	59%	41%
Other	69%	31%
Total	<b>57%</b>	<b>43%</b>

## 4.7 Recruitment Interventions

Camden Council has been involved with Timewise now for the last 2 years since gaining the accreditation. Since April 2015 all vacancies have been posted on their job board at no additional cost to Camden.

Timewise and Women Like Us post the jobs automatically. Their market is aimed at women that are qualified and non-qualified professionals seeking employment with organisations that have flexibility in their employment.

The number of applicants and starters declaring a disability is still relatively low with 41% of new starters preferring not to say when asked to declare if they have a disability. During the next year Camden will be exploring the possibility of gaining accreditation of the 'two ticks' positive about disability symbol. The 'two ticks' positive about disability is awarded by Job Centre Plus to employers who have made commitments to employ, keep and develop the abilities of disabled staff. To gain accreditation Camden would need to make a commitment to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities.

## 5 Short-listing

### 5.1 Overview

Short-listing is the first filtering stage for submitted applications and has a major influence on recruitment outcomes. Rates of short-listings are heavily influenced by the application stage as discussed in the applications section. If, for example, high numbers of applicants from one of the groups in a protected characteristic category apply for jobs with high numbers of applicants, then this will decrease the group's overall rate of short-listing.

Average applicant per job by directorate is shown in the table below with the average number of applications per vacancy at 7.5. This figure did not vary significantly between directorates.

**Table 5.1.1 Average applicants per job by directorate**

Directorate	Average number of Applications per Vacancy
Central Services	7.8
<i>Finance</i>	7.9
<i>Law and Governance</i>	6.8
<i>Strategy and Organisation Development</i>	7.9
Children Schools and Families	7.0
Culture and Environment	8.7
Housing and Adult Social Care	6.7
<b>Total</b>	<b>7.5</b>

## 5.2 Age

The age band with the largest number of shortlisted applicants in 2014/15 was the 55-64 group with 33% of short-listed candidates.

**Table 5.2.1 Shortlisted applicants by age band**

Age Band	Shortlisted: Yes	Shortlisted: No	Total Number of Applications	Percentage Shortlisted
16-24	70	494	564	12%
25-34	450	1182	1632	28%
35-44	279	628	907	31%
45-54	162	409	571	28%
55-64	40	80	120	33%
65+	3	4	7	N/a (too little data)
Prefer not to say	151	160	311	49%
<b>Total</b>	<b>1155</b>	<b>2957</b>	<b>4112</b>	<b>28%</b>

The 16-24 years age group had the lowest rate of short-listing, at 12% but this was an improvement on the rate from 2013/14 which was only 4%. The low rate of short-listing for young applicants is not unusual in the labour market. With relatively little job experience, young people tend to apply for more jobs than applicants in older groups.

## 5.3 Disability disclosure

The table below shows the rate at which disabled and non-disabled candidates were short-listed. Candidates who declared a disability had a higher rate of short-listing than candidates who did not declare a disability.

**Table 5.3.1 rate of short-listing for candidates who declared a disability**

Disability Disclosure	Shortlisted: Yes	Shortlisted: No	Total Number of Applications
Disabled	29%	71%	100%
Not Disabled	26%	74%	100%
Prefer Not to Say	53%	47%	100%
<b>Total</b>	<b>28%</b>	<b>72%</b>	<b>100%</b>

## 5.4 Ethnicity

The proportion of short-listed applicants from a BME background increased slightly to 44.57%. 21% of shortlisted applicants were from a black background and the number of short-listed applicants from an Asian background increased to 21%.

**Table 5.4.1 Shortlisted applicants by banded ethnic origin**

Age Band	Shortlisted: Yes	Shortlisted: No	Total Number of Applications	Percentage Shortlisted
White	509	1014	1523	33%
Mixed	54	135	189	29%
Asian	148	565	713	21%
Black	244	892	1136	21%
Other	70	225	295	24%
Prefer not to say	130	126	256	51%

<b>Total</b>	<b>1155</b>	<b>2957</b>	<b>4112</b>	<b>28%</b>
--------------	-------------	-------------	-------------	------------

The table above shows rates of short-listing for the different ethnic groups. The White ethnic group has the highest short-listing rate at 33%, just ahead of the Mixed (29%) and Other (24%) groups.

A more detailed ethnic breakdown of short-listing candidates is shown in the table below. It is useful to look at more detailed ethnic categories here, as the broad ethnic categories mask very different outcomes within the broad category. For example, White Irish has the highest rate of short-listing and White Other, the lowest rate of short-listing within the White Ethnic group. 38% of White Irish applicants were short-listed compared to 27% of White Other applicants. Other ethnicities with relatively high rates of short-listing include Mixed White and Black Caribbean and mixed others both at 33%. Ethnic groups with low rates of short-listing include Chinese (9%) and other Asian (14%).

**Table 5.4.3 Ethnicity of applicant and rate of short-listing**

<b>Ethnic Group</b>	<b>Ethnic Category</b>	<b>Shortlisted: Yes</b>	<b>Shortlisted: No</b>	<b>Percentage Shortlisted</b>
White	White; English / Welsh / Scottish / Northern Irish / British	389	727	35%
	White; Irish	35	56	38%
	White; Other White	85	230	27%
White Total		509	1014	33%
Mixed	Mixed; Other Mixed	25	51	33%
	Mixed; White and Asian	7	26	21%
	Mixed; White and Black African	9	35	20%
	Mixed; White and Black Caribbean	18	37	33%
Mixed Total		59	149	28%
Asian	Bangladeshi	61	255	19%
	Indian	61	168	27%
	Other Asian	9	55	14%
	Pakistani	17	87	16%
Asian Total		148	565	21%
Black	Black/African/Caribbean/Black British; African	106	462	19%
	Black/African/Caribbean/Black British; Caribbean	72	237	23%
	Black/African/Caribbean/Black British; Other Black inc. Somalian	61	195	24%
Black Total		239	894	21%
Other	Chinese	2	20	9%
	Other Ethnic Group; Any Other Ethnic Group inc. Arab	68	205	25%
Other Total		70	225	24%
Prefer Not to Say	Prefer Not to Say	130	110	54%
Prefer Not to Say Total		130	110	54%
Grand Total		1155	2957	28%

## 5.5 Gender

53% of shortlisted applicants were female and 37% were male.

**Table 5.5.1 Shortlisted applicants by gender**

<b>Gender</b>	<b>Shortlisted: Yes</b>	<b>Shortlisted: No</b>
Female	53%	56%
Male	37%	43%
Prefer not to say	10%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### Rate of short-listing

Rates of short-listing for males and females are shown in the table below. Females have a short-listing rate two percentage point higher than males.

**Table 5.5.2 Rate of short-listing for males and females.**

Gender	Shortlisted: Yes	Shortlisted: No	Total Number of Applications	Percentage Shortlisted
Female	609	1652	2261	27%
Male	430	1259	1689	25%
Prefer not to say	116	46	162	72%
<b>Total</b>	<b>1155</b>	<b>2957</b>	<b>4112</b>	<b>28%</b>

## 6 Overview: application, short-listing, job offer, current staff and leavers

This section gives an overview of age and ethnicity for each stage of the application process, current staff and leavers.

### 6.1 Age

The table below shows the proportions of applicants, short-listed candidates, candidates offered a job, current staff and leavers and compares this with the working age populations of Camden and London. The proportion of 16-24 years applicants is fairly proportionate to the population of Camden and London. However, this age group is under-represented at the short-listing, job offer stage and in the current workforce. The 55-64 years group is between 3-4% at all stage of the selection process. However, this age group make up a larger proportion of Camden Council's current workforce than Camden borough and London.

**Table 6.1.1 Recruitment, current staff and leavers by age\***

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All
<b>Applications</b>	15%	43%	24%	15%	3%	0%	100%
<b>Short-listing</b>	7%	45%	28%	16%	4%	0%	100%
<b>Job offer</b>	6%	46%	27%	16%	4%	0%	100%
<b>Current staff</b>	3%	20%	27%	30%	18%	2%	100%
<b>Leavers</b>	5%	39%	32%	17%	7%	0%	100%
<b>Camden borough</b>	17%	26%	19%	14%	10%	14%	100%
<b>London</b>	14%	25%	20%	16%	11%	14%	100%

\* Those with an unknown age have been excluded to make it easier to compare stages

### 6.2 Ethnicity

The table below shows the percentage, of applications, short-listed candidates, job offers current staff and leavers by ethnicity. If candidates in different ethnic groups moved equally from application to short-listing to job offer, equal proportions should be apparent in the table at the different stages.

**Table 6.2.1 Applications, short-listed candidates, job offer, current staff and leavers by ethnicity\***

Directorate	White	Mixed	Asian	Black	Other	all
<b>Applications</b>	39%	5%	18%	29%	8%	100%
<b>Shortlisting</b>	50%	5%	14%	24%	7%	100%
<b>Job offer</b>	52%	6%	12%	23%	7%	100%
<b>Current staff</b>	59%	3%	10%	24%	4%	100%
<b>Leavers</b>	69%	2%	8%	19%	2%	100%
<b>Camden Borough</b>	69%	4%	16%	7%	4%	100%
<b>London</b>	63%	4%	18%	12%	3%	100%

\* Ethnicity of unknown has been excluded to make it easier to compare stages

Candidates from White backgrounds made up 39% of applicants, 50% of short-listed candidates and 52% of job offers. This indicates that White candidates were relatively successful at the short-listing stage and at the job offer stage following the short-listing.

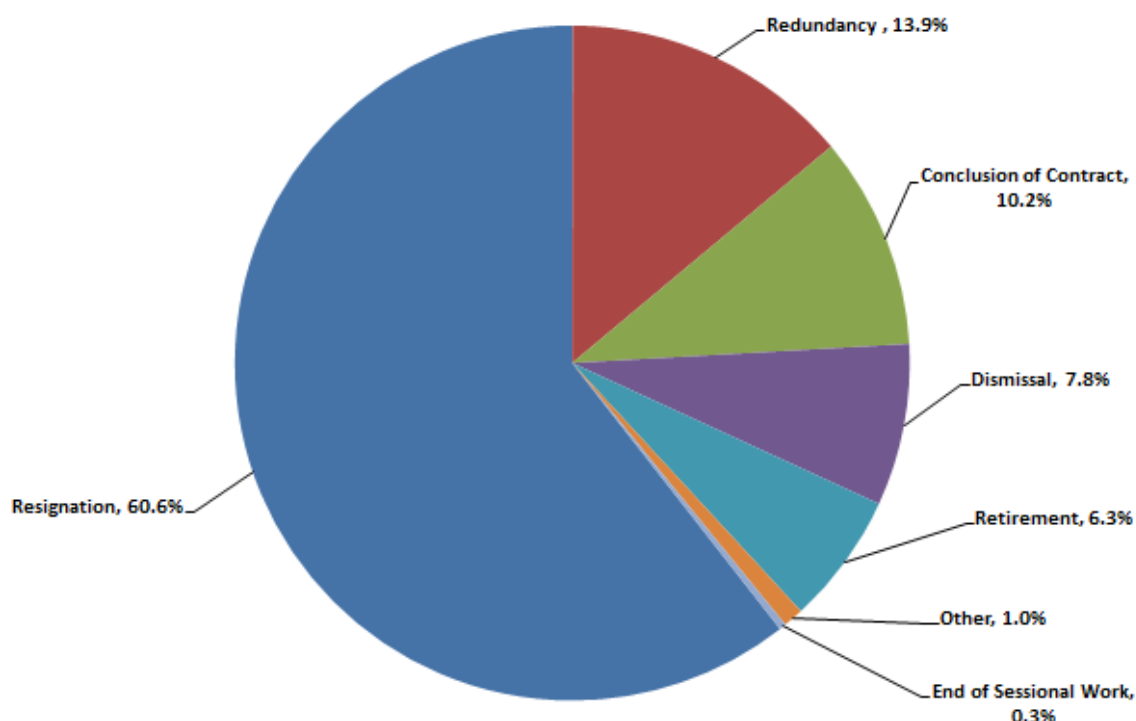
Candidates from Black backgrounds made up 29% of applicants and 24% of short-listed candidates and 23% of job offers. The proportion of job offers to short-listed candidates from Black backgrounds was close to the proportion who were short-listed.

## 7 Turnover

### 7.1 Overview

619 employees left Camden Council in 2014/15. The composition of these leavers is shown in the chart below. 60.6% (375) resigned from their positions compared to 56.6% in 2013/14. This was by far the single largest category. The number of redundancies broadly remained the same at 86 (13.9%) of all leavers in 2014/15 to 87 (14.5%) in 2013/14.

Chart 7.1.1 Reason for leaving



### 7.2 Rate of turnover and voluntary turnover (resignations)

Overall turnover increased slightly from 13.4% to 14% in 2014/15. Voluntary turnover, (which corresponds to resignations) increased from 7.6% in 2013/14 to 9% in 2014/15. Strategy and Organisation Development had the highest rate of overall turnover (33%) and voluntary turnover. During this period Strategy and Organisation Development were going through a significant change program which would have influenced the turnover rate. Culture and Environment had the lowest level of turnover (11%) and voluntary turnover at 7%. The column on the right shows the proportion of turnover which is voluntary by directorate. This is highly variable between directorates and could reflect a number of factors such as restructuring within the directorate. Leavers in Law and Governance are mostly likely to have left voluntarily. 75% of leavers in this directorate left voluntarily. Leavers in Housing and Adult Social Care were the least likely to leave voluntarily. Voluntary turnover rates can reflect a number of factors including age profile and transferable skills.



**Table 7.2.1 all turnover and voluntary turnover (% of average employees across the year)**

Directorate	All turnover	Voluntary Turnover	Voluntary turnover as a proportion of all turnover
Central Services	18%	12%	63%
<i>Finance</i>	16%	10%	64%
<i>Law and Governance</i>	13%	10%	75%
<i>Strategy and Organisation Development</i>	33%	20%	59%
Children Schools and Families	16%	10%	66%
Culture and Environment	11%	7%	60%
Housing and Adult Social Care	12%	7%	54%
<b>Total</b>	<b>14%</b>	<b>9%</b>	<b>61%</b>

### 7.3 Voluntary turnover – age

The highest voluntary turnover rate was amongst staff aged between 25 to 34; the voluntary turnover rate for this age group increased from 14% in 2013/14 to 16% in 2014/15. Voluntary turnover was lowest in the 55-64 age group at 4%.

**Table 7.3.1 Voluntary turnover by directorate and age band (percentage)**

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Central Services	21%	21%	12%	6%	5%	0%
<i>Finance</i>	18%	20%	9%	6%	4%	0%
<i>Law and Governance</i>	0%	7%	24%	5%	0%	0%
<i>Strategy and Organisation Development</i>	33%	26%	21%	9%	8%	0%
Children Schools and Families	16%	16%	11%	7%	5%	0%
Culture and Environment	5%	14%	6%	2%	3%	6%
Housing and Adult Social Care	10%	14%	10%	4%	3%	0%
<b>Total</b>	<b>13%</b>	<b>16%</b>	<b>10%</b>	<b>5%</b>	<b>4%</b>	<b>1%</b>

### 7.4 Voluntary turnover – disability disclosure

There was a slightly higher voluntary turnover rate amongst staff that had not declared a disability than those that had, but the difference was not statistically significant.

Directorate	Disabled	Not Disabled	Prefer Not to Say
Central Services	7%	11%	22%
<i>Finance</i>	9%	8%	26%
<i>Law and Governance</i>	0%	9%	50%
<i>Strategy and Organisation Development</i>	0%	23%	5%
Children Schools and Families	13%	9%	15%
Culture and Environment	6%	7%	3%
Housing and Adult Social Care	5%	7%	9%
<b>Total</b>	<b>7%</b>	<b>8%</b>	<b>12%</b>

### 7.5 Voluntary turnover – ethnicity

The voluntary turnover rate from staff from a white background is 10% which is higher than the voluntary turnover rate from staff from other ethnic backgrounds.

Directorate	White	Mixed	Asian	Black	Other	Prefer not to Say
Central Services	13%	7%	9%	9%	3%	15%
<i>Finance</i>	10%	10%	11%	8%	4%	17%
<i>Law and Governance</i>	14%	0%	0%	10%	0%	0%
<i>Strategy and Organisation Development</i>	26%	0%	6%	13%	0%	9%
Children Schools and Families	11%	9%	7%	9%	14%	12%
Culture and Environment	9%	3%	2%	4%	3%	5%
Housing and Adult Social Care	8%	3%	8%	6%	0%	6%
<b>Total</b>	<b>10%</b>	<b>6%</b>	<b>7%</b>	<b>7%</b>	<b>6%</b>	<b>9%</b>

## 7.6 Voluntary turnover – gender

There is no difference between the overall voluntary turnover rate for males and females which are both at 9%. Strategy and Organisation Development as a high proportion of males (28%) voluntarily leaving the organisation.

**Table 7.6.1 Voluntary turnover by directorate and gender (percentage)**

Directorate	Female	Male
Central Services	11%	13%
<i>Finance</i>	8%	12%
<i>Law and Governance</i>	0%	8%
<i>Strategy and Organisation Development</i>	16%	28%
Children Schools and Families	11%	9%
Culture and Environment	6%	8%
Housing and Adult Social Care	7%	7%
<b>Total</b>	<b>9%</b>	<b>9%</b>

## 7.7 Voluntary turnover – length of service band

Voluntary turnover was slightly higher amongst staff with 1 to 2 years' service (16%) and lowest amongst staff with 11-24 years' service (3%) and 25 years and above (1%).

**Table 7.6.1 Voluntary turnover by directorate and length of service band (percentage)**

Directorate	Less than 1 Year	1-2 Years	3-5 Years	6-10 Years	11-24 Years	25 Years and above
Central Services	24%	22%	17%	11%	2%	1%
<i>Finance</i>	23%	22%	16%	8%	2%	1%
<i>Law and Governance</i>	40%	0%	21%	9%	8%	0%
<i>Strategy and Organisation Development</i>	24%	28%	17%	22%	4%	0%
Children Schools and Families	11%	21%	15%	8%	3%	2%
Culture and Environment	8%	9%	11%	9%	3%	1%
Housing and Adult Social Care	14%	14%	11%	5%	3%	1%
<b>Total</b>	<b>14%</b>	<b>16%</b>	<b>13%</b>	<b>8%</b>	<b>3%</b>	<b>1%</b>

## 7.8 Reasons for leaving

This section analyses the leaving reason for staff who left the organisation in 2014/15 by equality strand.

## Ethnicity

The table below shows the leaving reasons of staff who left the organisation. Of the staff who left the organisation, resignation was by far the most likely reason for leaving, for all ethnic groups. Of the staff who left in 2014/15, staff from white background were more likely to leave because of retirement. Staff from a Black background were slightly more likely to have left because of redundancy and dismissal.

**Table 7.7.1 Reason for leaving of staff who left the organisation by ethnicity**

Reason for Leaving Employee Profile	White	Mixed	Asian	Black	Other	Prefer not to say	Total
Conclusion of Contract	51%	5%	6%	17%	3%	17%	100%
Dismissal	52%	6%	4%	31%	2%	4%	100%
End of Session Work	50%	0%	0%	0%	0%	50%	100%
Normal Resignation (Core PI)	64%	2%	7%	17%	2%	7%	100%
Other	83%	0%	17%	0%	0%	0%	100%
Redundancy	60%	1%	5%	23%	5%	6%	100%
Retirement	79%	0%	3%	18%	0%	0%	100%
<b>Total</b>	<b>63%</b>	<b>2%</b>	<b>6%</b>	<b>19%</b>	<b>2%</b>	<b>7%</b>	<b>100%</b>

## Age

The table below shows reason for leaving the organisation by age group. Of the staff who left Camden Council, retirement and redundancy was the most common reason for leaving for the 55-64 age group and retirement for the 65+ group. Resignation was the most common reason for leaving for the 25-34 group. Conclusion of Contract and Dismissal was the most common reason for leaving for the 16-24 age group.

**Table 7.7.2 Reason for leaving by age group**

Reason for Leaving Employee Profile	16-24	25-34	35-44	45-54	55-64	65+	Grand Total
Conclusion of Contract	23.8%	23.8%	20.6%	17.5%	11.1%	3.2%	100.0%
Dismissal	16.7%	25.0%	18.8%	22.9%	16.7%	0.0%	100.0%
End of Session Work	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	100.0%
Normal Resignation (Core PI)	4.8%	38.9%	31.7%	16.8%	7.5%	0.3%	100.0%
Other	0.0%	0.0%	50.0%	16.7%	33.3%	0.0%	100.0%
Redundancy	1.2%	7.0%	24.4%	22.1%	41.9%	3.5%	100.0%
Retirement	0.0%	0.0%	0.0%	2.6%	61.5%	35.9%	100.0%
<b>Total</b>	<b>6.8%</b>	<b>28.9%</b>	<b>26.8%</b>	<b>17.3%</b>	<b>17.0%</b>	<b>3.2%</b>	<b>100.0%</b>

## Gender

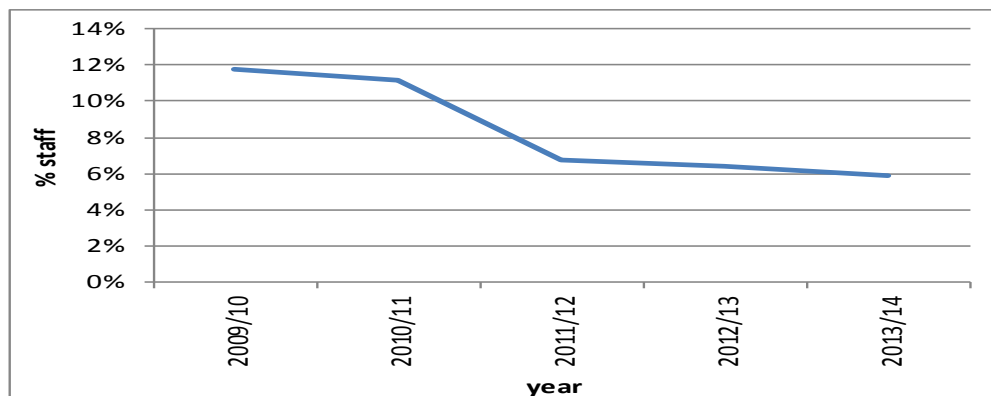
There was relatively little difference in reasons for leaving between males and females.

Reason for Leaving Employee Profile	Female	Male	Total
Conclusion of Contract	56%	44%	100%
Dismissal	46%	54%	100%
End of Session Work	100%	0%	100%
Normal Resignation (Core PI)	56%	44%	100%
Other	33%	67%	100%
Redundancy	51%	49%	100%
Retirement	44%	56%	100%
<b>Total</b>	<b>54%</b>	<b>46%</b>	<b>100%</b>

## 7.9 Trends

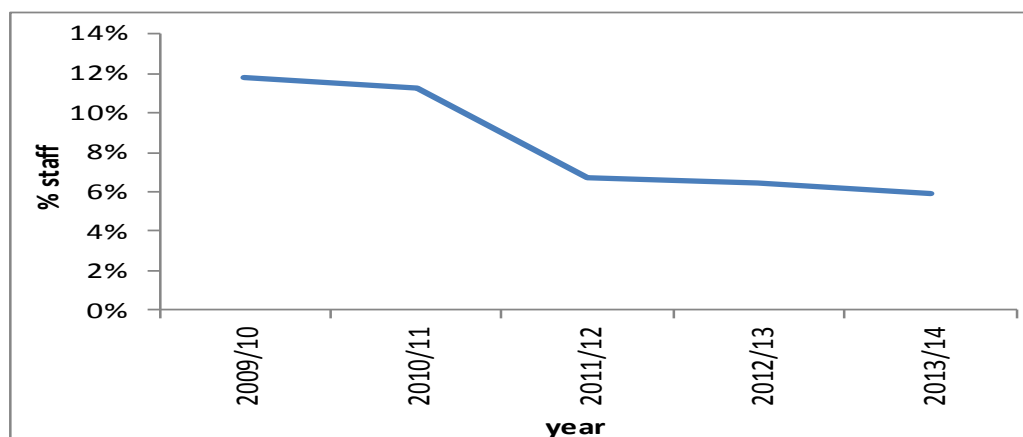
Retirement has been decreasing as a proportion of leavers, from just under 12% in 2009/10 to 6.3% in 2014/15. There appears to be a very gradual trend for the retirement age to increase which is likely to be connected to changes to the Local Government Pension Scheme.

**Chart 7.8.1 Retirement as a proportion of leavers**



Dismissals have been decreasing as a proportion of staff leaving, down from almost 12% in 2009/2010 to 7.8% in 2014/2015.

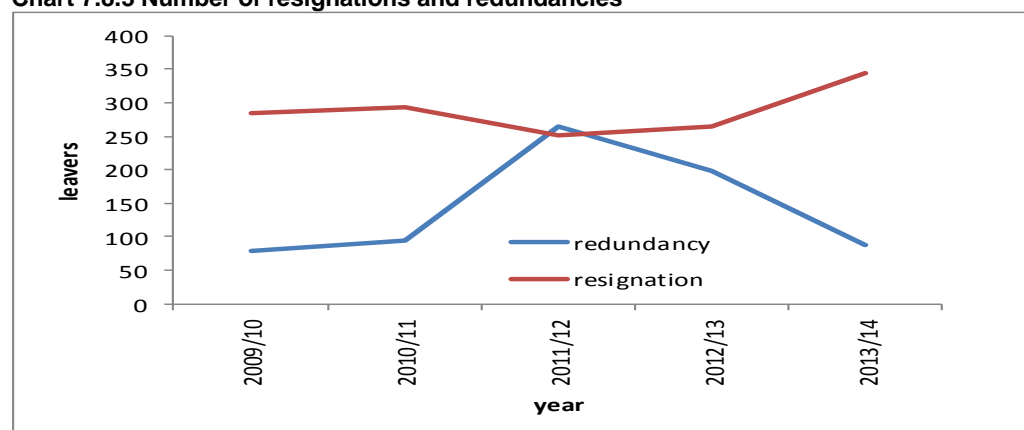
**Chart 7.8.2 Dismissals as a proportion of staff leaving**



### Relationship between resignation and redundancy

Resignations and redundancy seem to move in opposite directions. When one is high the other tends to be low and vice versa. There are some obvious candidate explanations for this pattern, including staff who want to leave holding off from resignation until made redundant.

Chart 7.8.3 Number of resignations and redundancies



## 8 Sickness Absence

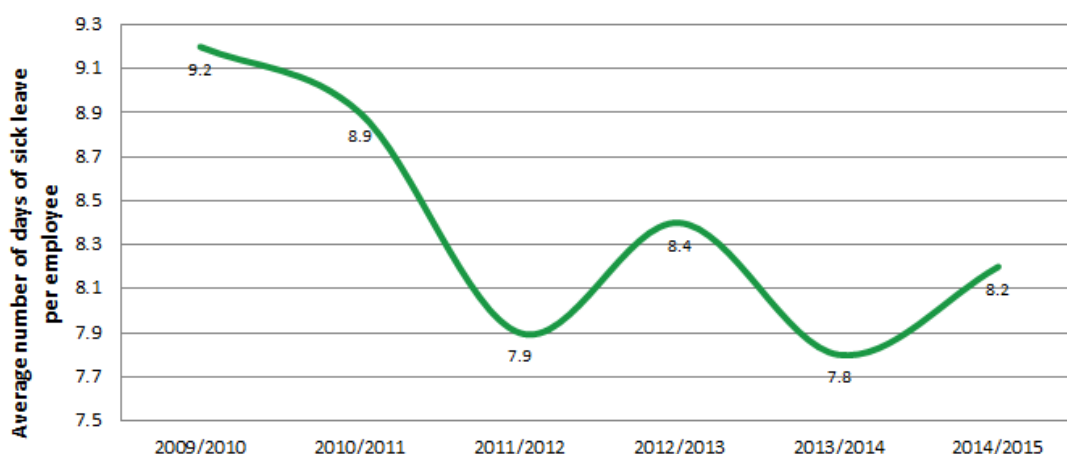
### 8.1 Overview

Camden employees took an average of 8.2 days sick leave during 2014/15. This is a slight increase increase of 0.4 percentage points on 2013/14 (7.8%). Camden Council ranks in the middle of London boroughs in terms of the number of sickness days. The amount of sickness lost in Camden Council to short-term and long-term sickness are both close to the average of London boroughs. Housing and Adult Social Care had the highest rate of average days' sick leave per employee with 10.4 days while Strategy and Organisation Development had the lowest at 3.6 days.

Table 8.1.1 Average sickness absence days by directorate

Directorate	Average days sick leave per employee
Central Services	4.5
Finance	4.7
Law and Governance	5.3
Strategy and Organisation Development	3.6
Children Schools and Families	7.6
Culture and Environment	8.8
Housing and Adult Social Care	10.4
<b>London Borough of Camden</b>	<b>8.2</b>

Chart 8.1.1 Trend of average sickness absence day per employee



## 8.2 Sickness management cases

There were 241 sickness absence management cases actively undertaken<sup>2</sup> during 2014/2015; a reduction on 2013/14 where there were 300 cases. The directorate with the highest number of cases was Housing and Adult Social Care with 50% of all cases. This corresponds with the department with the highest sickness absence.

**Table 8.2.1 Absence management cases by directorate (headcount and percentage)**

Directorate	2014/15 Absence management cases	2014/15 As % of total absence cases	2013/14 As % of total absence cases
Central Services	22	9%	14%
<i>Finance</i>	19	8%	11%
<i>Law and Governance</i>	0	0%	1%
<i>Strategy &amp; Organisation Development</i>	3	1%	3%
Children Schools and Families	42	17%	17%
Culture and Environment	56	23%	25%
Housing and Adult Social Care	121	50%	43%
<b>Total</b>	<b>241</b>	<b>100%</b>	<b>100%</b>

## 8.3 Age

The largest number of sickness absence cases occurred in the 45 to 54 age band (31%) followed by the 55-64 age band (27%).

**Table 8.3.1 Absence management cases by directorate and age (headcount and percentage)**

Directorate	16-24	25-35	35-44	45-54	55-64	65+	Total
Central Services	0	3	4	6	9	0	22
<i>Finance</i>	0	3	1	6	9	0	19
<i>Law and Governance</i>	0	0	0	0	0	0	0
<i>Strategy &amp; Organisation Development</i>	0	0	3	0	0	0	3
Children Schools and Families	0	10	11	9	12	0	42
Culture and Environment	0	11	17	16	11	1	56
Housing and Adult Social Care	3	18	21	44	32	3	121
<b>Total</b>	<b>3</b>	<b>42</b>	<b>53</b>	<b>75</b>	<b>64</b>	<b>4</b>	<b>241</b>
% of workforce (Headcount)	3%	20%	27%	30%	18%	2%	100%
% of absence cases	1%	17%	22%	31%	27%	2%	100%

## 8.4 Disability disclosure

Staff who declared a disability took about twice as many sick days on average as staff who did not declare a disability. The proportion of sickness absence cases for employees who have a declared disability was 7% in 2014/15. The number of cases is too few to allow for a breakdown by directorate.

**Table 8.4.1 Absence management cases by disability (headcount and percentage)**

	Disabled	Not Disabled	Prefer not to Say	Total
<b>Total</b>	<b>7%</b>	<b>83%</b>	<b>10%</b>	<b>100%</b>
Workforce (Headcount)	145	3682	532	4359
Average number of Absence days	15.2	7.4	6.5	7.6

<sup>2</sup> These cases were either formally managed under the Absence Management Policy & Procedure or were informal cases supported by HR.

## 8.5 Ethnic origin

The total figures for sickness absence and sickness absence cases broadly reflect the ethnic origin breakdown of the organisation.

**Table 8.5.1 Absence management cases by ethnicity (headcount and percentage)**

Directorate	White	Mixed	Asian	Black	Other	Prefer Not to Say	Grand Total
Central Services	53%	3%	11%	23%	2%	8%	100.00%
<i>Finance</i>	47%	3%	12%	27%	2%	10%	100.00%
<i>Law and Governance</i>	96%	1%	3%	0%	0%	0%	100.00%
<i>Strategy &amp; Organisation Development</i>	73%	2%	9%	13%	3%	0%	100.00%
Children Schools and Families	48%	2%	8%	28%	9%	6%	100.00%
Culture and Environment	53%	6%	10%	22%	3%	7%	100.00%
Housing and Adult Social Care	56%	2%	4%	29%	2%	6%	100.00%
<b>Total</b>	<b>53%</b>	<b>3%</b>	<b>7%</b>	<b>26%</b>	<b>3%</b>	<b>6%</b>	<b>100.00%</b>
% of workforce (Headcount)	55.0%	3.1%	9.2%	22.2%	3.4%	7.1%	100.0%
% of absence cases	53.3%	3.2%	7.2%	26.4%	3.5%	6.5%	100.0%

## 8.6 Gender

55% of all sickness absence cases in 2014/2015 were for female members of staff; a 2% decrease on 2013/14. This reflects the gender profile of Camden Council.

**Table 8.6.1 Sickness absence cases by directorate and gender (percentage)**

Directorate	Female	Male	Grand Total
Central Services	41%	59%	100%
<i>Finance</i>	42%	58%	100%
<i>Law and Governance</i>			
<i>Strategy &amp; Organisation Development</i>	33%	67%	100%
Children Schools and Families	76%	24%	100%
Culture and Environment	54%	46%	100%
Housing and Adult Social Care	51%	49%	100%
<b>Total</b>	<b>55%</b>	<b>45%</b>	<b>100%</b>
% of workforce (Headcount)	57%	43%	100.0%
% of absence cases	57%	43%	100.0%

## 8.7 Type of sickness absence

The graph below shows the number of total days of sickness absence by illness type. Mental health related sickness absence accounts for more days than any other category (6314), Other Muscular-skeletal Problems, account for the second highest number of sickness absence days, followed by Stomach, Liver, Kidney, Digestion. These three illness types account for half of all sick days, (where the sickness type has been classified).

**Chart 8.7.1 Total number of days' sickness absence by illness type**

<b>Absence Reason</b>	<b>Total Number of Absence Days Lost</b>
Accident at Work	468
Back Problems	1725
Chest, Respiratory	1929
Disability related	577
Eye, Ear, Nose, Mouth/Dental	1195
Genito-Urinary	453
Heart, Blood Pressure, Circulation	431
Infection	2152
Infection Pandemic Flu (Confirmed)	290
Infection Pandemic Flu (Suspected)	436
Neurological	438
Other	7832
Other Musculo-skeletal Problems	2599
Pregnancy Related	702
Reason Not Entered	3083
Stomach, Liver, Kidney, Digestion	2431
Stress, Depression, Mental Health, Fatigue Syndrome	6314
<b>Grand Total</b>	<b>33055</b>

## **8.8 Measures to improve levels of sickness absence**

In summer 2015 proposals were developed to create a workforce wellbeing strategy for Camden. The strategy is co-sponsored by the Assistant Director HR &OD and Director of Public Health and the key drivers of the strategy are:

- Develop and maintain a healthy and productive workforce
- Address increases in sickness absence related to mental health issues
- Reduce sickness absence overall and therefore reduce associated costs
- Improve employee engagement (employee survey results)
- Support for a multi-generational workforce
- Support staff to become more resilient and able to cope with uncertainty during times of change
- Form a part of Camden's employment 'offer' to help attract and retain the best employees
- Be a role model employer in line with public health responsibilities

A working group has been established with officers identified to lead on work streams aligned to the London Healthy Workplace Charter strands, recognising that there are some areas activity is already taking place, but others where we need develop the 'offer'.

We have also secured some funding to employ a Mental Health Wellbeing Advisor from the 'Healthy Minds' Fund. The aim is to recruit to this post in early 2016 and the focus will be on taking forward wellbeing work within Camden council and with local employers. The work will mainly focus on mental health but will be part of a range of interventions to support and promote good mental health which will be contributing to other work streams in the wellbeing plan.

## **9 Grievance, disciplinary and underperformance**

### **9.1 Overview**



There were 171 grievances, disciplinary and underperformance cases in 2014/15 compared to 170 cases in 2013/14. The number of grievance cases decreased from 41 in 2013/14 to 33 in 2014/15. The number of underperformance cases decreased from 43 to 33. The relatively low numbers of cases makes it difficult to use analytical techniques such as breaking down the protected characteristics as the breakdown is likely to indicate a random pattern rather than a meaningful difference. For this reason, this section contains relatively little analysis, but tries to use intelligence to provide context where possible.

Directorate	Disciplinary	Grievance	Underperformance	Grand Total
Central Services	5	4	4	13
<i>Finance</i>	4	2	3	9
<i>Law and Governance</i>	1	2	0	3
<i>Strategy &amp; Organisation Development</i>	0	0	1	1
Children Schools and Families	18	6	8	32
Culture and Environment	17	3	3	23
Housing and Adult Social Care	65	20	18	103
<b>Total</b>	<b>105</b>	<b>33</b>	<b>33</b>	<b>171</b>

## 9.2 Grievance Cases

33 grievances were recorded in 2014/2015. As with previous years, the largest number were reported within Housing and Adult Social Care. 61% of grievance cases took place in Housing and Adult Social Care. The table below shows the number of grievance cases between 2009/10 and 2014/15. There has been a downward trend in the number of grievance cases, though there was an increase in the number of cases in 2013/14.

**Table 9.2 Grievance cases between 2009/10 – 2014/16**

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Grievances	57	54	46	29	40	33

## 9.3 Disciplinary cases

There were 105 disciplinary cases in 2014/15. As in previous years, Housing and Adult Social Care had the highest number of cases and accounted for 62% of all cases. The table below shows disciplinary cases since 2009/10. Disciplinary cases have increased substantially in 2014/2015 following a drop in the previous two years.

**Table 9.3 Disciplinary cases 2009/10 – 2014/15**

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Disciplinary cases	100	103	105	80	76	105

## 9.4 Formal underperformance cases

The number of underperformance cases decreased from 43 in 2013/14 to 33 in 2014/15. Housing and Adult Social Care had the highest number of cases (18) which accounted for 54.5% of all underperformance cases.. The table below shows underperformance cases since 2009/10. There is not a clear trend in underperformance cases.

**Table 9.4 Underperformance cases 2009/10 – 2014/15**

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Underperformance cases	34	47	38	33	43	33

## Appendix

### Glossary

#### Banded ethnic groups / banded ethnic origin.

Ethnic Group	Ethnic Category
White	White; English / Welsh / Scottish / Northern Irish / British
	White; Irish
	White; Gypsy or Irish Traveller
	White; Other White
Mixed	Mixed; White and Black Caribbean
	Mixed; White and Black African
	Mixed; White and Asian
	Mixed; Other Mixed
Asian	Indian
	Pakistani
	Bangladeshi
	Other Asian
Black	Black/African/Caribbean/Black British; African
	Black/African/Caribbean/Black British; Caribbean
	Black/African/Caribbean/Black British; Other Black including Somali
Other	Other Ethnic Group; Any Other Ethnic Group including Arab
	Chinese
Prefer Not to Say	Data not Recorded

**BME** Black and Minority Ethnic. Officer term used to cover people from Asian, Mixed and other non-White ethnic backgrounds

**FTE** Full Time Equivalent

#### Report coverage

Unless otherwise stated, the employees included in scope of this report are those on permanent and fixed-term contracts in the following areas:

- Children, Schools and Families (CSF), which includes centrally-employed teachers
- Culture and Environment (C&E)
- Housing and Adult Social Care (HASC)
- Central Services (CS), which comprises:
  - Finance (FIN)
  - Law and Governance (L&G)
  - Strategy and Organisation Development (S&OD)

Data is often presented using the broad Central Services category as the three directorates which this covers are often too small to provide numbers safe to make public.

The following categories of staff are not in scope of this report:

- Employees of external organisations that provide services to the Council
- Teachers and other staff employed in schools
- Agency workers.

## Data and methodology

Data relating to job applications was taken from the recruitment system Lumesse TalentLink. Most data relating to current employees was taken from the Council's Oracle HR management system (HRMS). Gender and date of birth are compulsory fields making this data more comprehensive and reliable. Disability declaration and ethnic origin are not compulsory fields. Some analysis of religion and sexual orientation is included in the report and is based on the 2014 staff survey.

When reporting on ethnicity, "prefer not to say" and unknown responses are usually presented separately to be consistent with how the composition of BME groups is usually calculated and reported by Camden Council.

Data for current employees is provided as of the 31<sup>st</sup> March 2015. Data for all other sections relates to the period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015.

## Ethnic categories used

This report makes use of broad ethnic categories: White, Black, Asian, Mixed and Other. It is usually not possible to break these broad categories down further as the number of individuals in the narrower categories would be too small to make meaningful comparisons. However, these broad categories often mask substantial variation within these categories. For example, White British and White Other and Asian Indian and Asian Bangladeshi often have different work-related outcomes in Camden Council (and the labour market as a whole). More detailed understanding of these differences is likely to result in more informed interventions.