CAMDEN COUNCIL ANNUAL EMPLOYMENT PROFILE

2021-22

Contents

Executive Summary

The Annual Camden Employment analyses the size and composition of the workforce, as well as other aspects of recruitment and employment in relation to age, disability, ethnic origin, sexual orientation, religion or belief and gender where the data is available. In doing this, the profile contributes to ensuring that Camden fulfils its obligations under equality legislation; specifically, the public sector equality duty under the Equality Act 2010 and is an important starting point for further policy making.

As a Council, Camden constantly challenges itself to achieve the best possible representation within its workforce at every level of the organisation. By providing a higher level of detail, analysis, and comparison data in its employment profile reporting; the Council welcomes an open scrutiny of its data, carefully listening to feedback from staff, trade unions, partner organisations and members of the public. The Council are constantly looking for ways to make improvements and ensure its workforce truly represents the borough it serves.

Key findings in this year's report include:

Council Overview

- There are 4,366 staff working at the Council, a decrease on last year
- 19.8% of staff are working part-time, which is the same as last year
- The mean length of service is 10.9 years, whilst the median is 7.5 years
- Over half of staff are in salary levels 3 and 4
- There were 7,786 job applications in 2021-22, 1,858 of which were shortlisted and 604 of those would receive a formal job offer
- 395 new starters joined, 42% of which were in Supporting People, 38% of which were in Supporting Communities and 20% of which were in Corporate Services
- There were 453 leavers in 2021-22; the percentage of leavers assigned to each directorate almost exactly reflects the percentage of new joiners
- The number one reason for leaving was voluntary resignation
- There are 69 apprentices currently working at Camden
- The overall turnover rate was 10.3%, up from last year
- 17.1% of staff live in Camden, down very slightly on last year
- There were 176 'Absence Management, Grievance, Underperformance and Disciplinary' (AMGUD) cases in 2021-22 (down on last year), the majority of which were Absence Management related
- The average sick leave is 9.3 days, which is one day up on last year

Gender

- 55% of staff are female, 45% are male – this is the same as last year, and the closest to parity the workforce has been since 2011
- Female staff are more likely to work part time than their male colleagues
- There are only marginal gender differences in lengths of service
- The proportion of female staff at levels 4 and 5-7 increased slightly this year
- There are still slightly more female staff within the top 5% of earners, however the gap has continued to shrink slightly since last year
- Female applicants are short listed and receive formal job offers at a notably higher rate than male applicants
- Over 58% of leavers were female; however, 59% of new starters were also female

- 55% of apprentices are male
- Male staff were dismissed at higher rates than their female colleagues; however, female colleagues were significantly more likely to experience redundancy, but 90.7% of these redundancies were voluntary
- Female staff were overrepresented in Grievance cases, whilst 70% of disciplinary cases concerned men
- The proportion of female absences is 8.2% higher than expected, although there is more sickness absence amongst male staff in Supporting Communities

Sexual Orientation

- Sexual orientation data is not as comprehensive as we would like, making robust analysis difficult
- Bi staff and Gay or Lesbian staff and staff who prefer to self-describe their sexual orientation comprise nearly 7% of the council, which is the same proportion as last year
- There is significant deviation in lengths of service amongst different sexual orientations
- The proportion of Gay and Lesbian staff increases as the salary grade increases
- 5% of new starters were Bi, Gay, or Lesbian or preferred to self-describe their own sexual orientation in 2021-22
- The proportion of Bi and Gay/Lesbian leavers was slightly higher than expected
- Only 2% of apprentices have declared as being Bi, Gay, or Lesbian – this is lower than last year
- The number of unknowns and 'prefer not to say' are significantly skewing the data on reasons for the leaving
- AMGUD and absence cases were largely proportional amongst different sexual orientations

Ethnicity

- 41% of staff are from Black, Asian, and Other Ethnic backgrounds, which is a slight increase on last year
- Asian and White staff are underrepresented at Camden, when measured against the Borough and London as a whole
- Asian staff are the least likely to work full time, whilst Black staff are the most likely. However, the differences between all ethnicities are very small
- The proportion of Black, Asian and Other Ethnicity staff is stable from levels 1 – 3, but then notably drops off at level 4 upwards. The proportion of White staff increases as the salary band increases
- However, there has been an increase in Black, Asian and Other ethnic staff at Levels 4, Levels 5-7 and at 'Other' levels since last year
- Of staff who have declared their ethnicity, White staff have both the longest mean and median length of service. Mixed ethnicity staff have the lowest length of service
- White applicants are the only ethnic group to increase representation at every stage of the recruitment process
- Of the 395 new starters at Camden, setting aside those that did not declare their ethnicity, White staff again formed the largest individual ethnic group (25.6%). This was however a reduction on previous year, with particular increases observed in the proportion of Black and Asian staff starting in Camden
- Black, Asian, and Other Ethnic staff overall were underrepresented amongst leavers

- The largest proportion of apprentices are from Black, Asian and Other Ethnicity backgrounds (34%)
- Black, Asian, and Other Ethnic staff are slightly less likely to live in Camden than their White colleagues
- Absence Management cases are largely in proportion to the workforce composition; White staff are underrepresented across all AMGUD cases

Nationality

- British Nationals continue to be the largest nationality group at Camden – this group has shrunk by 0.2% since last year
- EU EEA Nationals mean length of service is 1.4 years less than the Council's overall figure, whilst Non-EEA Nationals is 2.1 years less
- The majority of applications continue to be from British Nationals, as it was last year, and they are also the majority of candidates short listed and to receive formal job offers
- Nearly 77% of new starters were British Nationals, which is an increase on last year
- The different nationality groups leave at a rate roughly proportionate to their composition of the Council, with EU and EEA nationals leaving at a slightly higher rate
- 86% of apprentices are British Nationals
- British, EU and EEA nationals live in Camden at a rate similar to the overall figure
- British Nationals are 3.8% overrepresented in overall AMGUD cases and are specifically overrepresented in Disciplinary and Grievance cases
- EU, EEA, and Non-EEA Nationals' absences are largely proportional; however, EU and EEA nationals are overrepresented in Grievance and Managing Underperformance cases

Religion

- Religion declarations are significantly low, making robust analysis difficult
- Unknowns (including those who have declared 'prefer not to say') form close to 70% of religious declarations, or lack of in this case
- Those who have declared to be of religious belief tend to be slightly more likely to work full time
- The proportion of Muslim staff appears to decrease quite significantly as grades get higher
- The largest group of new starters to declare were Christians at 20%, and those with an Other belief were the second largest at almost 13%
- 57% of the 453 leavers in 2021-22 were Unknowns
- A quarter of apprentices were from a Muslim background
- Muslim staff are the most likely to live in the borough, with over a third doing so
- Absence cases were largely proportional for most religious groups

Age

- The largest age group at Camden is 55-64 at 26.3%
- Most age groups do not deviate significantly from the Council's overall full time/part time split, apart from the 65+ age group who are more likely to work part time.
- The distribution of age groups amongst salary bands and lengths of service are largely expected

- 25–34-year-olds are the largest candidate pool, being almost 33.5% of applicants, only marginally reducing at the short listing and then increasing again at the formal job offers stage
- 25–34-year-olds were the largest group of new starters at 34.7%
- The 25-34, 16-24 and 65+ age groups were noticeably overrepresented amongst leavers
- The proportion of 55-64 taking redundancy is considerably high
- The vast majority of apprentices are in the 16-24 age group
- 16–24-year-olds are the only group identified, across all characteristics examined in this report, to be more likely to live in Camden than not to
- AMGUD cases and absences are largely proportional to the proportions of each age group across the Council

Disability

- Low declaration rates for a number of years continue to inhibit are ability to analyse patterns amongst this group – while the number of Unknowns has shrunk considerably since last year, it is still significant
- Of the 4,366 staff at Camden, 1284 – 29.4% – are Unknowns. This is much lower than last year, where 47.4% of staff were unknowns. The proportion of prefer not to say declarations has largely remained the same
- The proportion of disabled staff and non-disabled staff have both increased. Almost 7% of staff have now declared themselves to be disabled, compared to just over 4% last year
- The working patterns of staff who have declared to be disabled or not to have a disability are largely in line with the Council's overall figure
- The proportion of staff declaring a disability increases from Levels 1 to 3, and then decreases again at levels 5-7
- Candidates are very unlikely to provide any type of disability declaration – with almost 78.7% of those at the application stage not providing one
- Nearly 94% of the 395 new starters were unknowns. This is slightly less than the proportion of unknown new starters last year
- Disabled staff leave at rates lower than their composition of the Council, as do non-disabled staff. The proportion of leavers with an unknown disability status is high, at 85%
- Disabled staff are slightly more likely to live in Camden than the overall Council figure
- Disabled staff are overrepresented in Absence Management cases by 10.9%. They are also slightly overrepresented in Grievance and, less significantly, Managing Underperformance cases

Introduction

Purpose of report

The employment 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 in relation to previous years and where possible compares it to the profile of the borough as well as the wider London results. While the data is retrospective, it helps to inform the forward-looking work of We Make Camden; how we work best together as an organisation to deliver for our residents.

Camden Council challenges itself to achieve a representative workforce at all levels. As part of this challenge, Camden's employment profile reporting provides a greater level of detail, analysis and comparison data than is standard 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.

Equality and Inclusion

Tackling inequality sits at the heart of our Camden 2025 vision – and we are determined to take radical action in order to make real, meaningful, and lasting change happen across our organisation and beyond. Our Camden Plan makes it clear that we are proud to champion equality and strive to be a truly inclusive organisation that values diversity in all respects, including diversity of thought. By doing this, we will ensure we continue to represent our communities to the best of our ability and deliver our ambitions for Camden.

Understanding the composition of our workforce and their experiences are key to achieving these aims. To support this, we have undertaken research into the experiences of different staff groups, held focus groups for insight around specific issues and listened closely to feedback from our staff networks. Moreover, over the last three years we have worked closely with these networks to encourage staff to update their diversity data, changing the language and phrasing of some of the questions we ask to make them more inclusive. We are beginning to see the results of this with an increase in declarations across some of our key demographics, particularly in the case of our disabled staff.

We recognise that inequalities experienced by individuals vary across marginalised groups, and that experiences are complex and multifaceted. We have worked closely with colleagues to listen to their lived experience and continue to do this to inform our approach. Through our Race Equality Action Plan, Disability Charter, and work with Stonewall, we have been challenging our thinking about how much further we can go towards being a truly inclusive Council. We have taken the following action to achieve our ambitions:

- Rolled out our **Anti-Racism Learning Offer**, training over 3,300 staff to understand racism in all its forms and become anti-racist allies. An E-module has now been created to train staff that are new to the organisation, and we will continue to run quarterly sessions for managers. We have also delivered targeted learning, such as sessions for managers on the experiences of Black Women at Camden

- Continued to make our **recruitment processes more inclusive** by mandating panels diverse in ethnicity and gender for Levels 5 and above and creating a group of **Inclusive Recruitment Volunteers** who can help make this happen. As well as anonymised recruitment, we have now begun trialling **non-all-white shortlists**

- In February 2022 we were awarded Stonewall's Gold Award and came 47th in their Workplace Equality Index. Commended work included adding **non-binary gender options to Oracle,** providing staff with the option to **add their pronouns to their email signature, providing Trans Awareness training** to our Senior Leaders **and the diverse range of senior leaders engaging in events and communications supporting LGBTQ+ inclusion**

- Introducing **Disability Leave**, so that disabled staff and carers can take an additional 10 days leave to attend medical appointments and other planned disability-related obligations

- Launching our **Disability Inclusion Learning Offer** specifically for managers and HR Colleagues so that we can better support our disabled staff to thrive at work.

Council Overview

Headcounts

As of the 31st March 2021, the total number of staff directly employed by the Council was 4,366, with a full-time equivalent (FTE)[1] of 4,181 – a 1.2% decrease on 2020/21. *Figure 1* shows that Supporting Communities is now our largest directorate, whilst Corporate Services remains our smallest. Supporting Communities and Supporting People have continued to grow this year, while Corporate Services has become slightly smaller. However, changes in the size of all directorates are small this year, compared to some significant shifts last year. Arrows represent increases/decreases in headcount since last year and percentage figures show the proportionate size each directorate as of 31 March 2022. In *Figure 2* we can see that this is the first time since the 2017/18 fiscal year that Camden has decreased in size, shrinking by 52 staff members (as illustrated by the arrow in Figure 1).
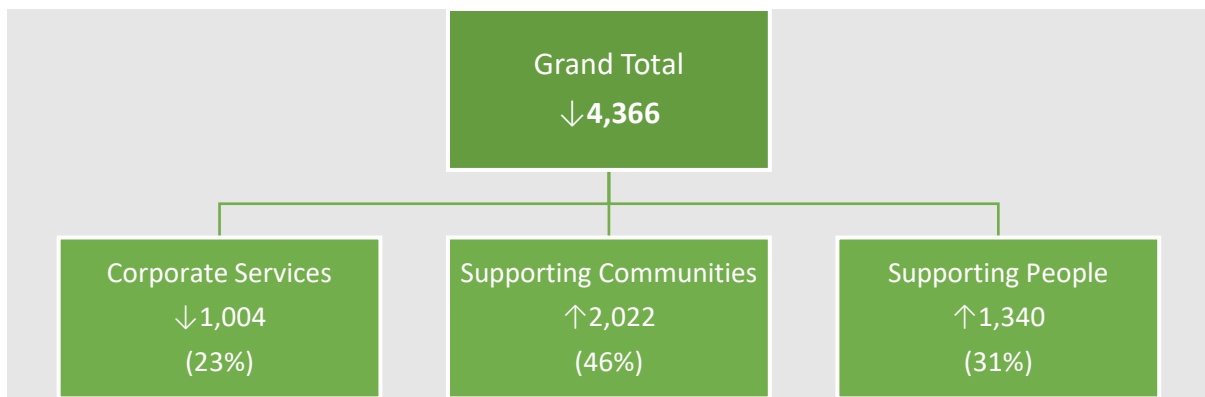
Figure 1: Staff Headcount as of 31/03/22
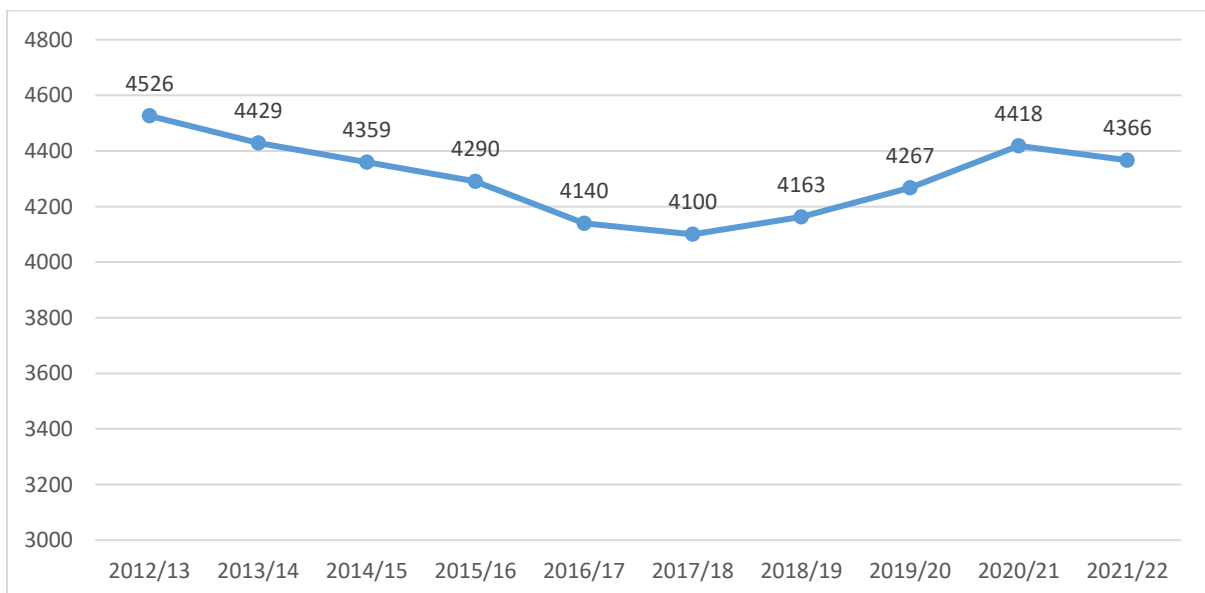
Figure 2: Headcounts 2012-2022

---

[1] An FTE of 1.0 means that the employee is equivalent to that of a full-time worker. Whilst an FTE of less than 1.0 means that the employee is part time.

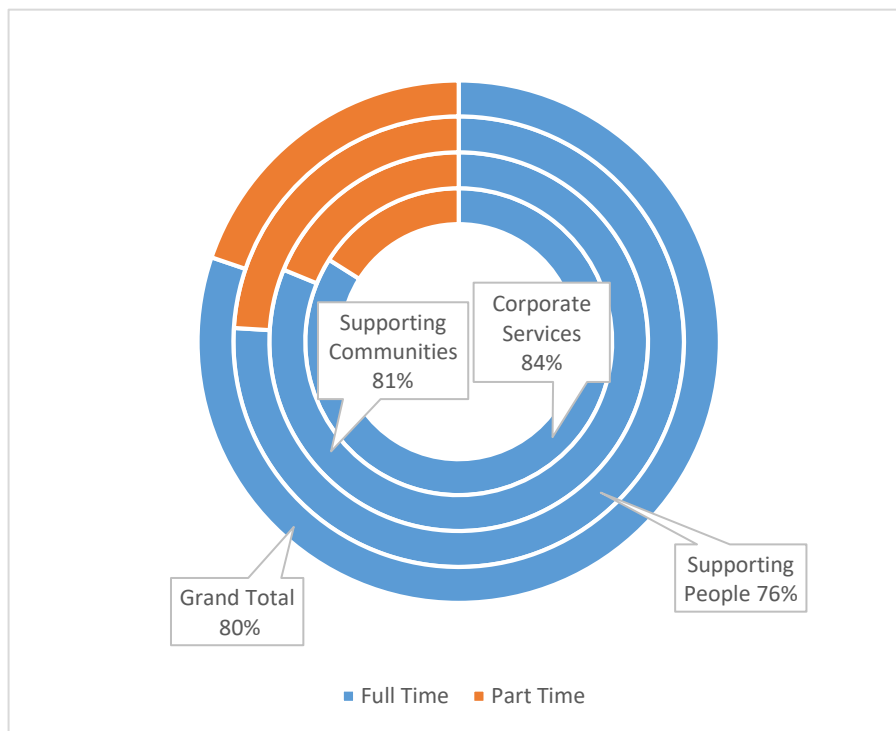## Patterns of Work, Grades and Length of Service

Figure 3: Directorates FT vs. PT

Camden Council has long promoted flexible and agile working, and this is reflected in our workforce. With 19.8% of staff overall, and 24% in Supporting People currently working part-time Camden continues to provide an environment that supports this way of working. As you can see in *Table 1,* this has been a developing trend – with the proportion of part-time staff growing by 3.5% since 2012/13. We are continuing to explore how we can bring more and a wider variety of flexibility into our workforce by working with Timewise.

Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Part Time Workers	16.3%	15.1%	16.9%	17.7%	19.4%	19.4%	19.4%	20.0%	19.8%	19.8%

Table 1: Part Time Staff Trends 2011-2021

Staff remain at Camden for an average of 10.9 years and a median of 7.5 – the former being 0.2 years higher than in 2020-21. Overall, those staff in Corporate Services remain the longest, with an average and median of 11.5 and 8.2 years, respectively. Since March 2013, the average length of service has increased by 7%, suggesting that Camden's focus on retaining staff via training and internal promotions is effective.
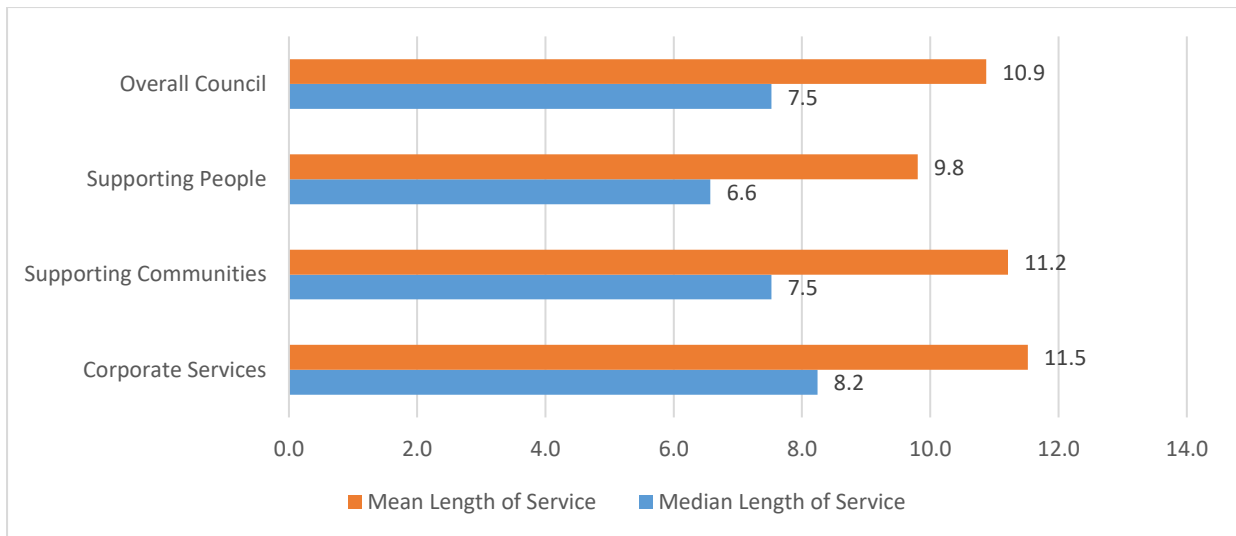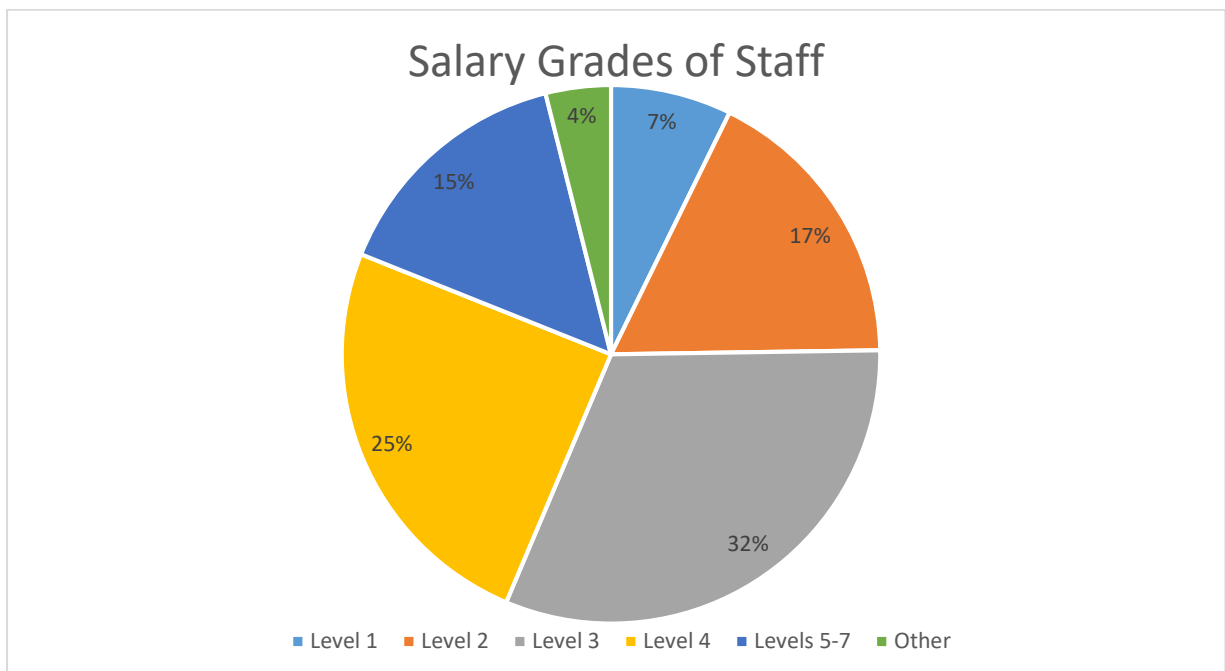
Figure 4: Directorates and Length of Service

57% of staff are in Salary Levels 3 and 4, whilst Level 1 remains the smallest ('Other' grade notwithstanding) covering about 7% of staff.

Figure 5: Salary Grades of Staff

Recruitment, Leavers, and Apprentices

Camden Council remains a desirable place to work, and our recruitment, leavers, and apprenticeships data shows this. In 2021-22 there were 8,087 applications. Of those, 1,965 were shortlisted and 629 of those went on to receive a formal job offer. To put it another way, 8% of applicants received a formal job offer. Supporting People had the highest number of applications for roles, and shortlisted and appointed at the highest rate too, with a stability across all stages. Supporting Communities had a significantly lower level of applications than last year (25% this year compared to 49% last year and, as a result, shortlisted and appointed less candidates. Corporate Services continued to shortlist and appoint at the lowest level of all three directorates but increased its proportion of applications since last year (23% last year to 36% this year).
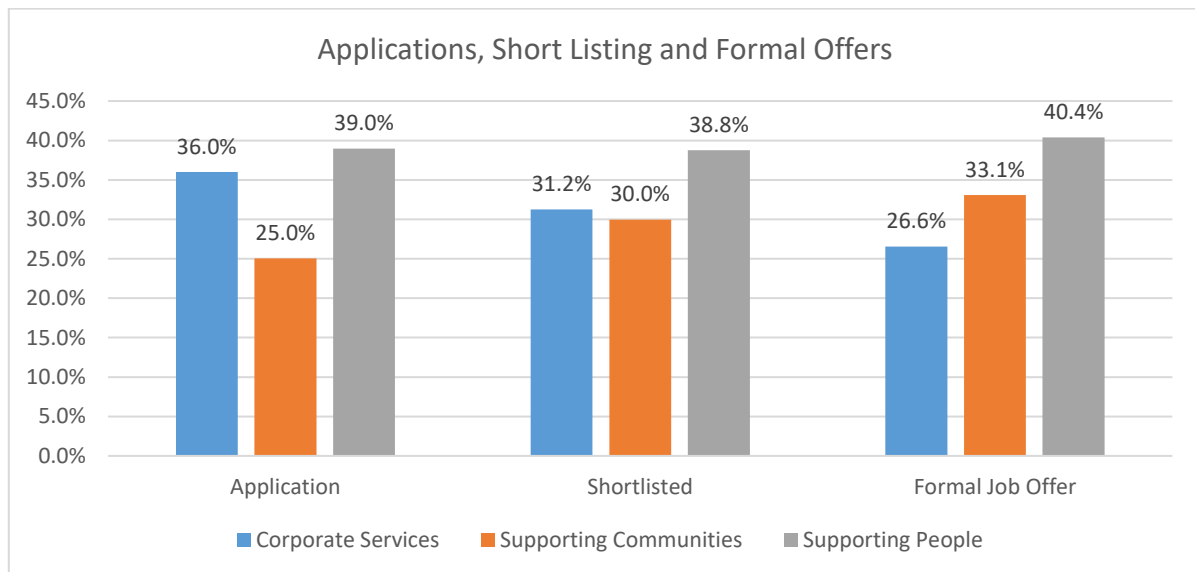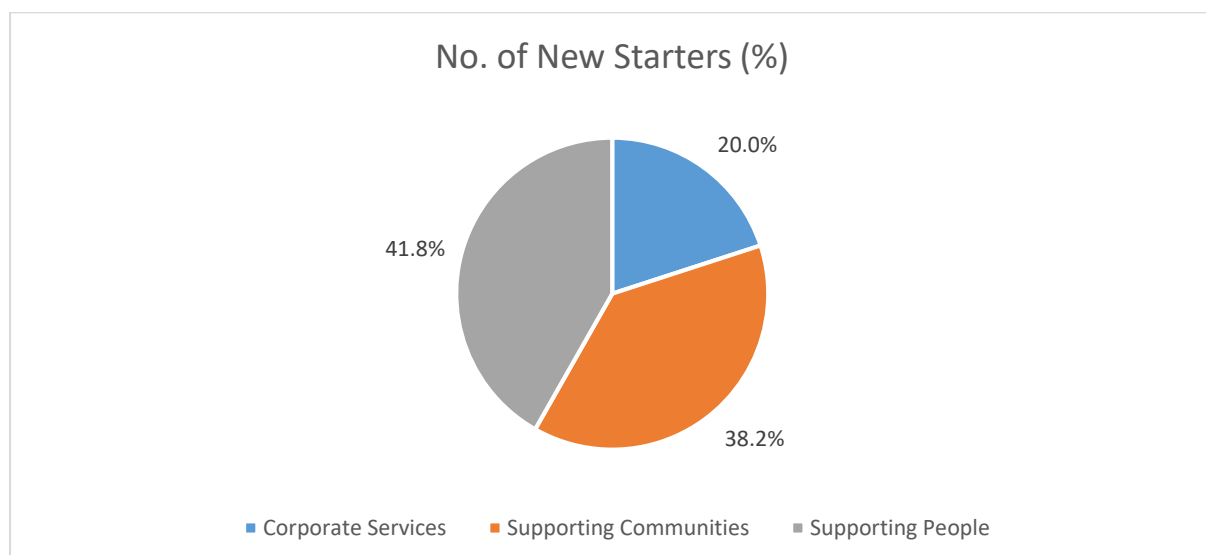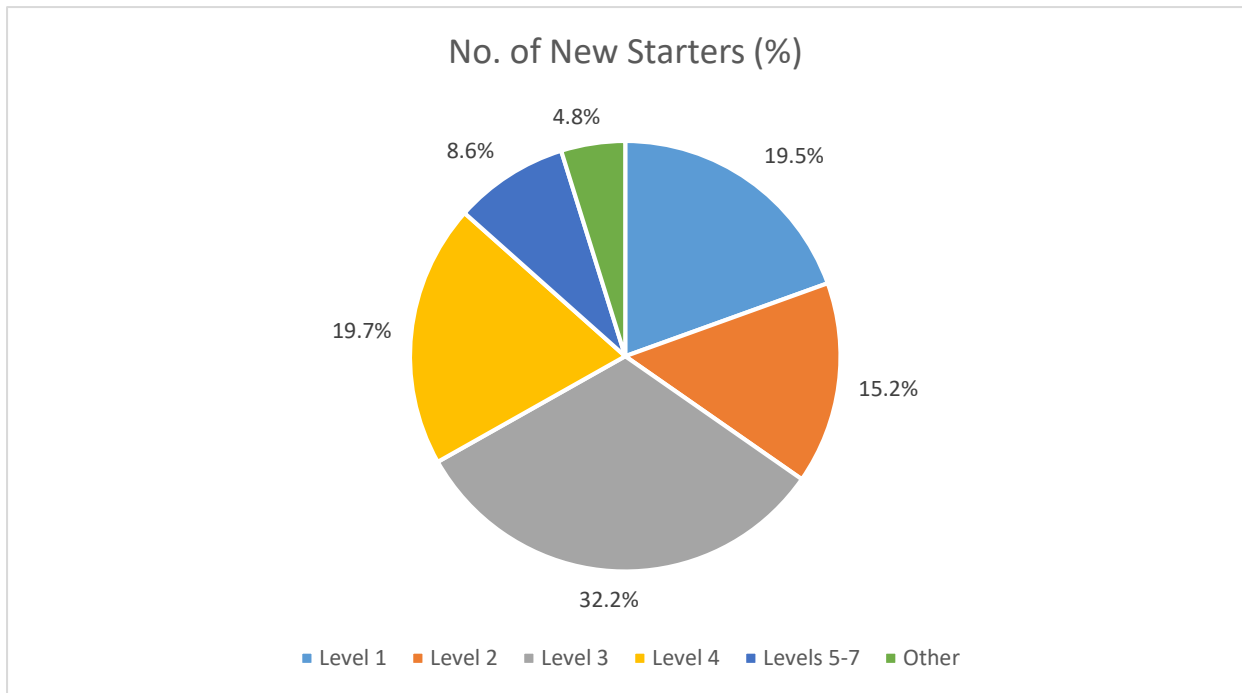

*Figure 6: Applications, Short Listing and Job Offers by Directorate*

Of the 395 new starters at Camden, over 32% joined at Level 3; another (almost) 20% joined at Levels 4 and Levels 1. Excluding the 'other' category, Levels 5-7 was the smallest category with only 8.6% of staff joining it.

Figure 7: New Starters by Directorate

No. of New Starters (%)

- Level 1: 19.5%
- Level 2: 15.2%
- Level 3: 32.2%
- Level 4: 19.7%
- Levels 5-7: 8.6%
- Other: 4.8%

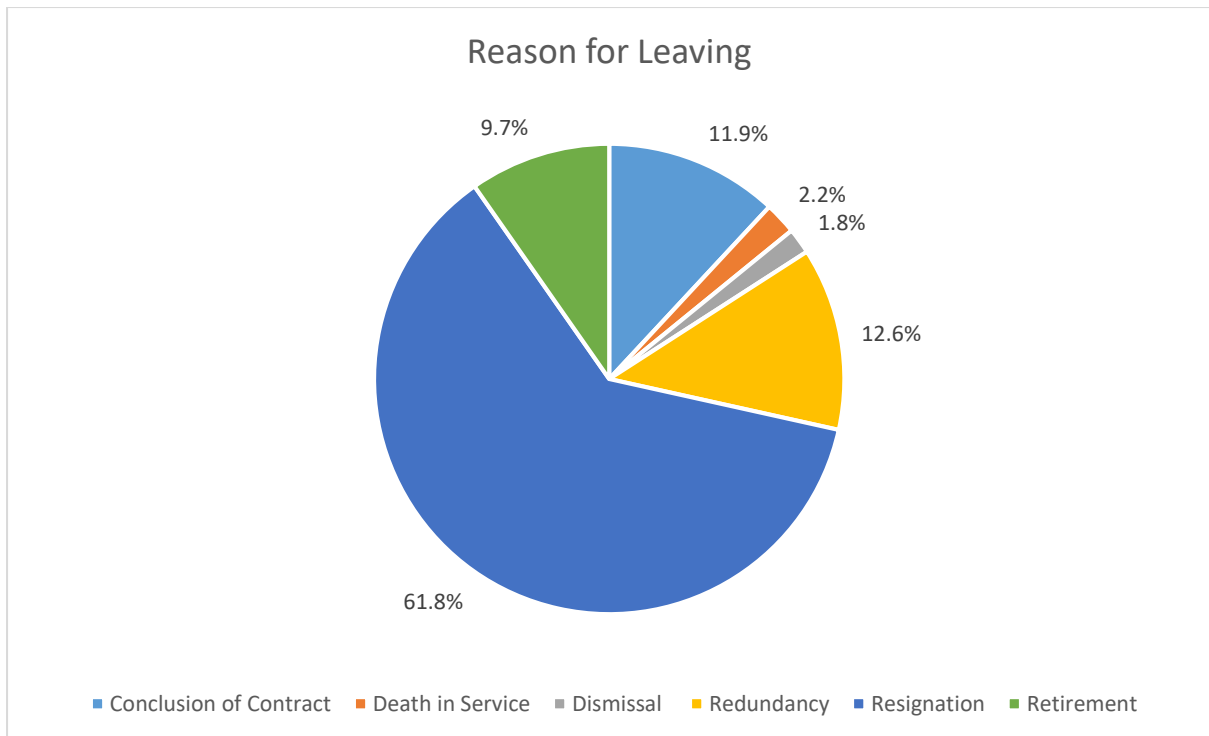Legend: ■ Level 1 ■ Level 2 ■ Level 3 ■ Level 4 ■ Levels 5-7 ■ Other

Of the 395 new starters at Camden, nearly 42% joined Supporting People, whilst a further 38% joined Supporting Communities. Corporate Services continued to have the lowest number of new starters

Figure 8: New Starters by Grade

No. of Leavers (%)

- Corporate Services: 19.2%
- Supporting Communities: 41.9%
- Supporting People: 38.9%

Legend: ■ Corporate Services ■ Supporting Communities ■ Supporting People
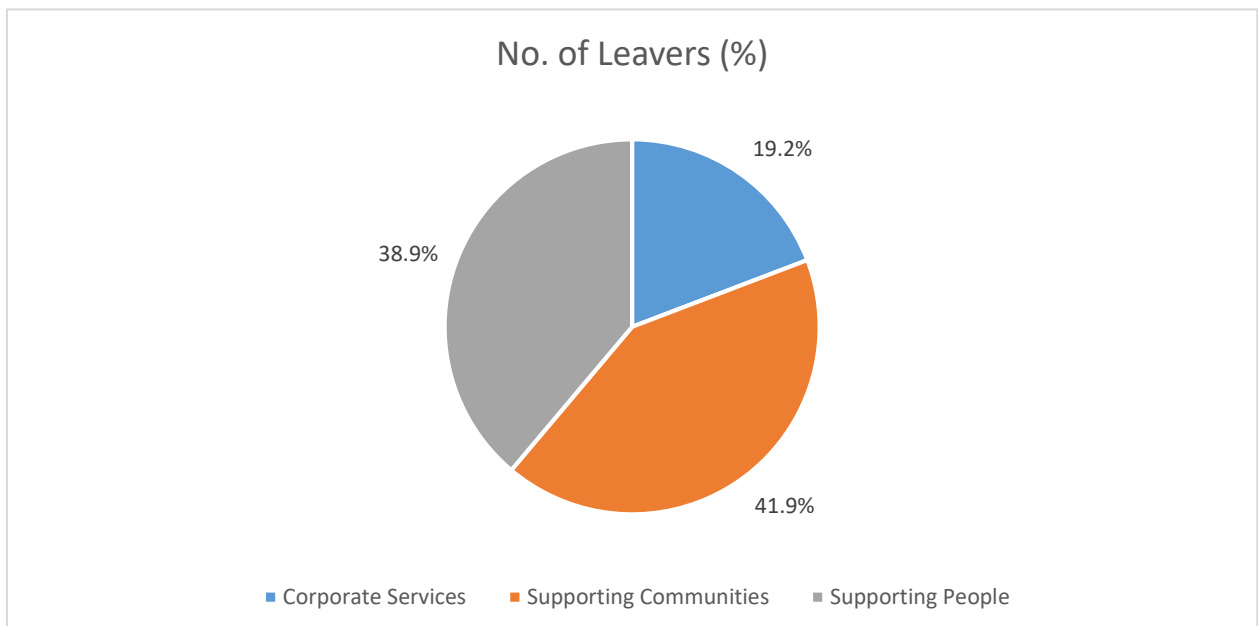
Of the 453 leavers at Camden, 42% were from Supporting Communities, and just over a third were from Supporting People.

Figure 9: Directorates of Leavers

Reason for Leaving

- Conclusion of Contract
- Death in Service
- Dismissal
- Redundancy
- Resignation
- Retirement

9.7%
11.9%
2.2%
1.8%
12.6%
61.8%

Of the 453 leavers at Camden, 61.8% were resignations, whilst 11.9% were due to contracts ending.

Figure 10: Reason for Leaving

Figure 11: Division Net Change 2021-22
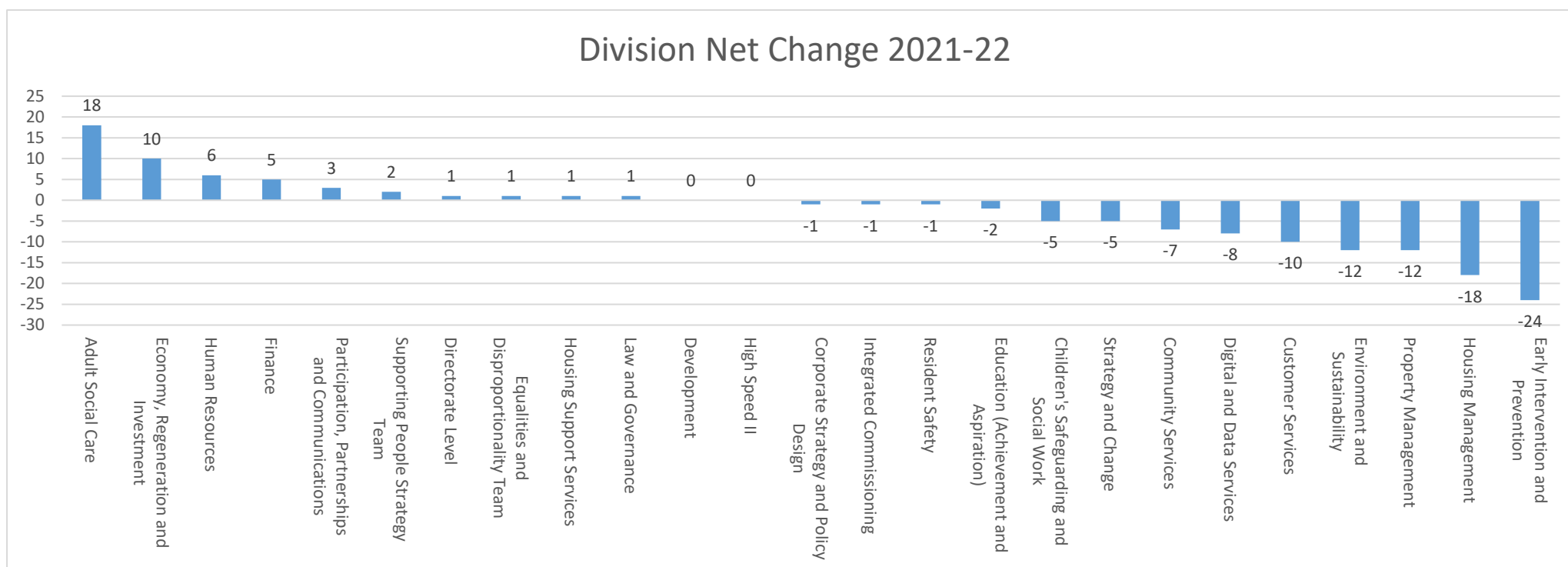
Adult social care had the highest growth this year, increasing by 18 staff. This is likely due to a reduction of agency workers (and therefore more permanent employees) and the introduction of additional apprenticeships. Economy, Regeneration and Investment saw the 2nd highest growth, increasing by 10 staff. Early Intervention and Prevention, and Housing Management shrank by 24 and 18 staff respectively. This is likely due to the closure of several Children's Centres, as well as a number of hostels and a restructure in Temporary Accommodation. Development and HS2 were the only Divisions where new starters and leavers were equal.

Age Group	Total Number of Apprentices
Age 24 years or less	51
Aged 25+	18
Grand Total	**69**

Of the 69 Apprentices at Camden, 35% are aged 24 and over - a larger proportion than last year.

Figure 12: Age of Apprentices

Directorate	Average Headcount during FY 2021-22	Total Number of Leavers	Overall Turnover
Corporate Services	1,029	87	8.5%
Supporting Communities	2,039	190	9.3%
Supporting People	1,321	176	13.3%
Grand Total	**4,389**	**453**	**10.3%**

Supporting People had the highest turnover rate at 13.3%, whilst Supporting Communities and Corporate Services had 9.3% and 8.5% respectively. The overall turnover was 10.3%, which is an increase of 3.2% since last year.

Figure 13: Turnover for 2021-22

Staff Resident in Camden

Camden remains an attractive place to both work and live in. As the table below shows, 17.1% (746) of Council staff live in the borough. Supporting Communities has the largest proportion with almost 20% of its staff living in the borough, whilst Corporate Services has the smallest at 14%

Directorate	Headcount		Percentage	
	Camden Resident	Non-Camden Resident	Camden Resident	Non-Camden Resident
Corporate Services	141	863	↑14.0%	↓86.0%
Supporting Communities	376	1,646	↓18.6%	↑81.4%
Supporting People	229	1,111	↓17.1%	↑82.9%
Grand Total	**746**	**3,620**	**17.1%**	**82.9%**

Table 2: Resident in Camden – Directorate

The same pattern from last year holds as staff move up and join at higher grades, the less likely they are to live in Camden. As *Figure 14* shows, nearly 45% of staff at Level 1 live in the borough, whilst only 6% of Levels 5-7 do. The proportion of Level 2 staff that live in Camden has increased from 22.3% last year to 27.7% this year.
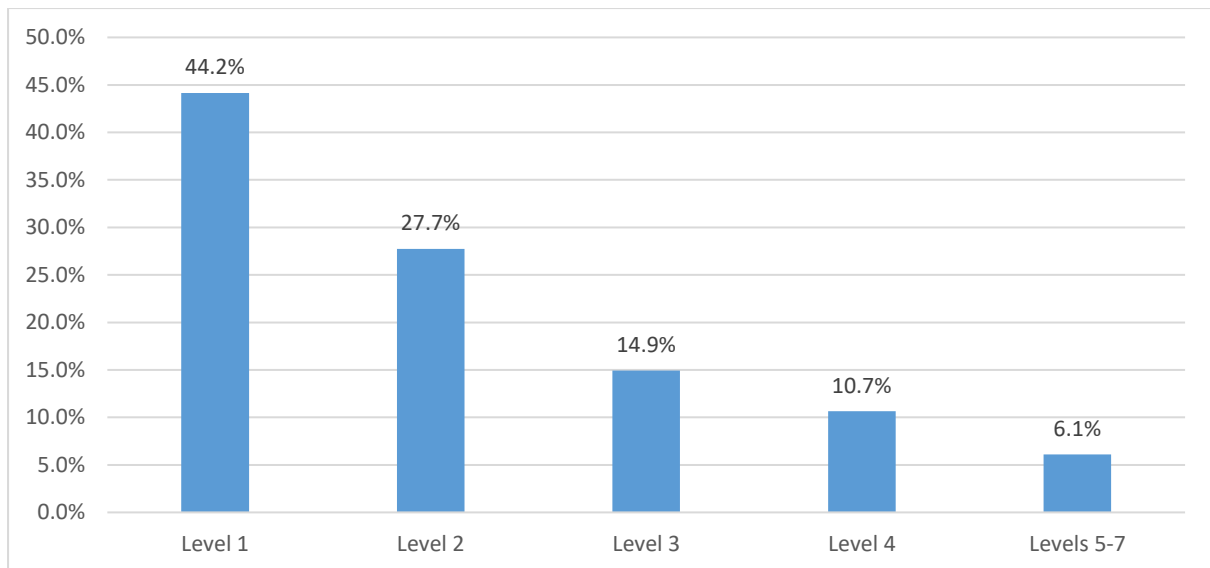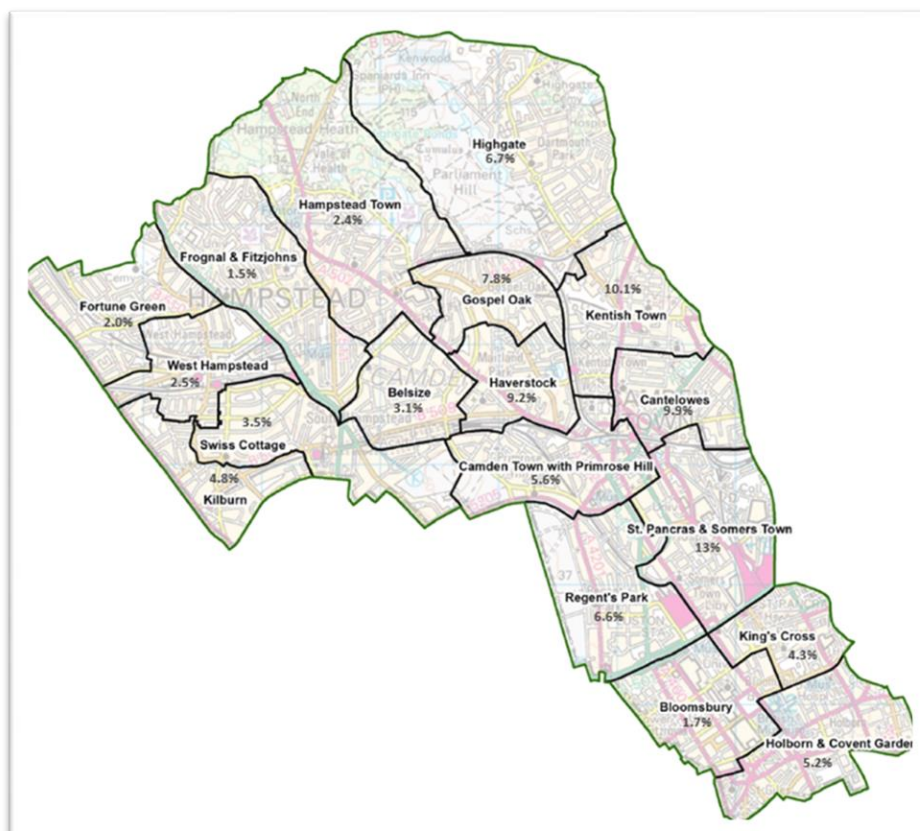

Figure 14: Camden Residence - Salary Grade

Figure 15: Camden Residence – Wards

AMGUD and Absences

Absence **M**anagement, **G**rievance, **U**nderperformance, and **D**isciplinary data collection continues to allow Camden to effectively monitor staff wellbeing and to identify and resolve issues as they arise.

Directorate	Absence Management		Disciplinary		Grievance		Managing Underperformance		Grand Total	
	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)
Corporate Services	23	17%	4	40%	4	22%	1	8%	32	18%
Supporting Communities	66	49%	5	50%	7	39%	6	46%	84	48%
Supporting People	46	34%	1	10%	7	39%	6	46%	60	34%
Grand Total	**135**	**100%**	**10**	**100%**	**18**	**100%**	**13**	**100%**	**176**	**100%**

Overall, there were 176 relevant AMGUD cases in 2021-22, which is 66 less than last year. The majority (77%) of cases were Absence Management related. Cases were roughly proportionate to Directorate size.

Directorate	Average Days sick leave per employee
Corporate Services	7.7
Supporting Communities	11.2
Supporting People	8.0
Total	9.3

Table 3: Sickness Absence Days – Directorate

Across all Directorates the average number of day's sickness is slightly higher than last year by 1 day. Supporting Communities had the highest average number of day's sickness, which is not unexpected given a higher proportion of roles in the Directorate are based in the community.

.
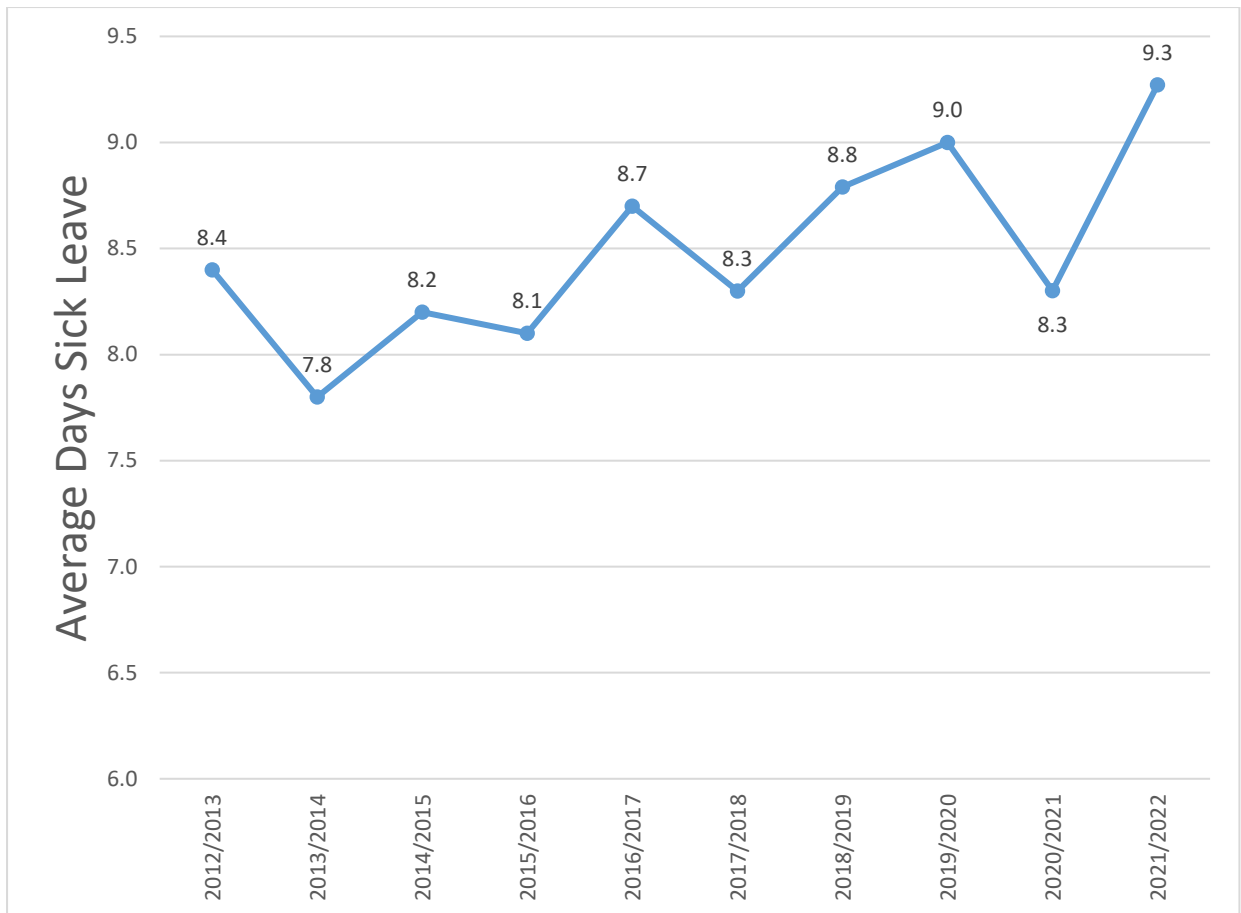
Average sickness days at Camden are 10.7% - one day higher than in 2012/2013

Figure 16: Average Sickness Days 2012-2022

Gender

Camden Council endeavours to make itself a safe and inclusive place for people of all genders. Since 2017/18, it has annually reported its salary differences to the Government's Gender Pay Gap Service[2], using that data to ensure fair hiring practices and promote equal pay and bonus distribution as standard.

For the first time this year, we added non-binary gender options to Oracle. Currently there are too few staff members who have declared themselves to be non-binary to analyse while protecting anonymity, and therefore we have not included them here.

Headcounts
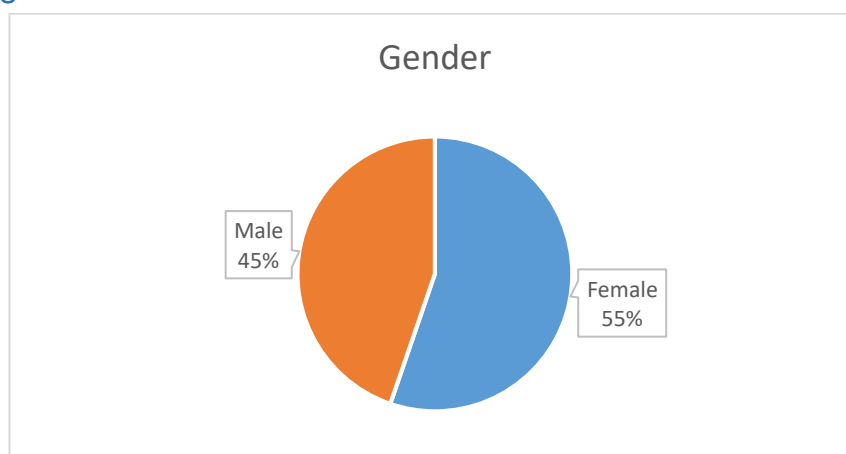
Figure 179: Composition of Council - Gender

Directorate	Female	Male	Total
Corporate Services	↑56.6%	↓43.4%	100.0%
Supporting Communities	↑41.1%	↓58.9%	100.0%
Supporting People	↓75.7%	↑24.3%	100.0%
Grand Total	**↑55.3%**	**↓44.7%**	**100.0%**
Camden Borough	52.7%	47.3%	**100.0%**
London	51.5%	48.5%	**100.0%**

Figure 18: Directorate, Gender, and Working Population Breakdown

Female staff continue to be the majority at Camden, however that majority has not grown since last year, but has remained consistent. The proportion of female staff in Corporate Services has increased by 1%, whilst the proportion of male staff in Supporting People has increased by almost 2%. The Council is reasonably representative of both Camden Borough and London as a whole, however the proportion of female staff is slightly higher than expected in comparison. *Table 4* shows us that the gap between female and male staff remains at 10.5%, the lowest it has been since 2012.

Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Female	56.9%	56.0%	56.8%	56.4%	56.3%	56.4%	56.3%	56.8%	55.3%	55.3%
Male	43.1%	44.0%	42.3%	43.6%	43.7%	43.6%	43.7%	43.2%	44.7%	44.7%
Gap	13.8%	12.0%	14.5%	12.8%	12.6%	12.8%	12.6%	13.6%	10.5%	10.5%

Table 4: Proportion of Female/Male Staff since 2012
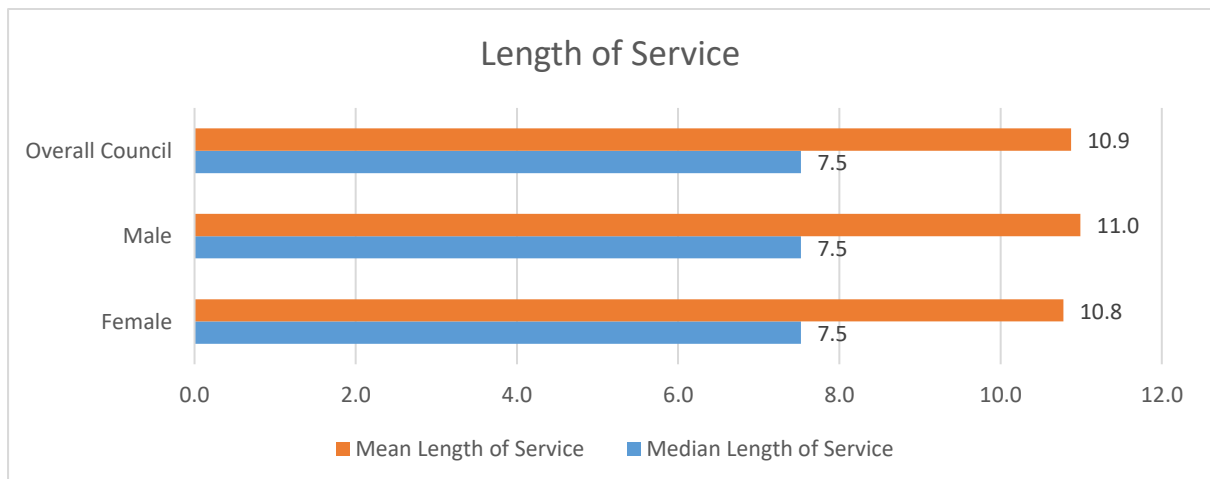
---

[2] You can find Camden's most recent Gender Pay Gap data here

Patterns of Work, Grades and Length of Service
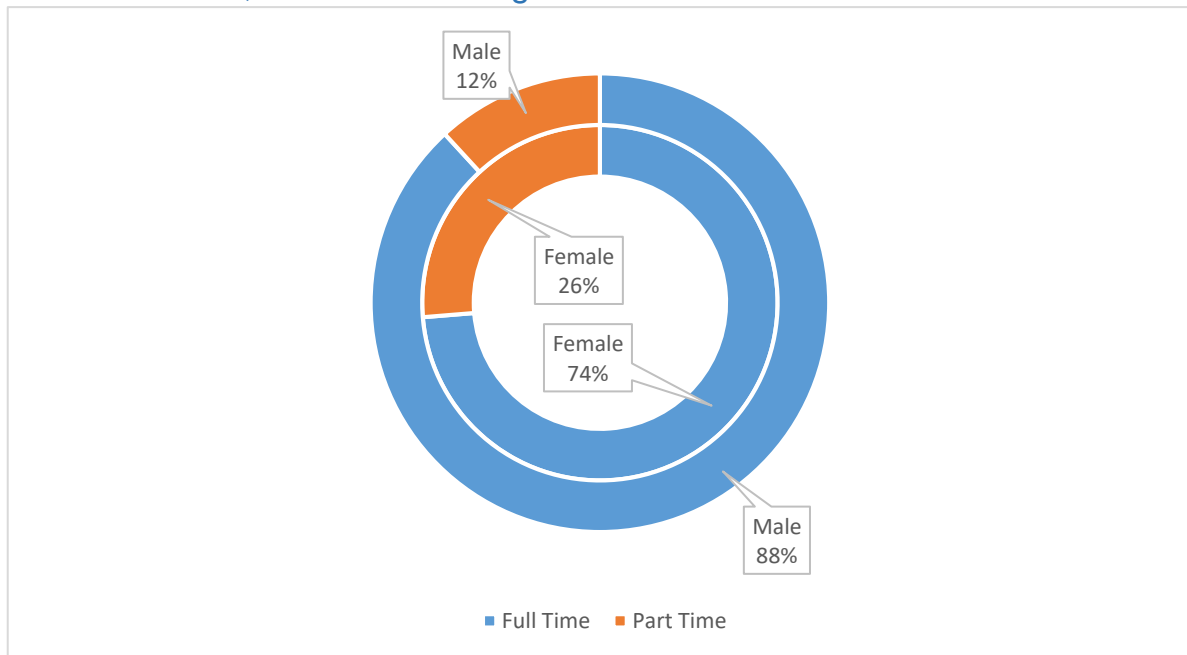
Female staff are over twice as likely as male staff to work part time, this has not changed since last year.

Figure 19: FT/PT - Gender

The overall mean length of service has increased since last year (from 10.7 to 10.9) Male staff stay at Camden for marginally longer than female staff. The mean and median for male length of service has increased slightly since last year, and the median for women has marginally increased.
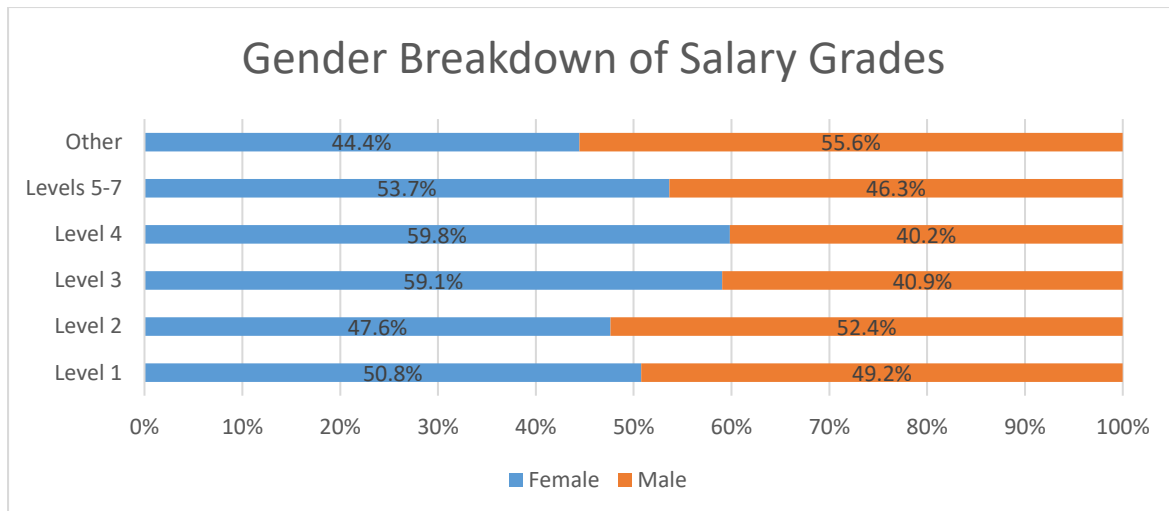
Figure 20: Salary Grades – Gender

There is variance in the gender distribution of staff across different salary grades, as there was last year. The proportion of male staff at Levels 5-7 has increased slightly [from 51.6% to 53.7%] and has decreased at Level 1 from 55.0% to 50.8%. The proportion of female staff at 'other' Level has increased from 52.8% last year to 55.6% this year. It has fallen slightly at Levels 5-7 from 48.4% to 46.3% and increased slightly at Level 1 from 45% to 49.2%.
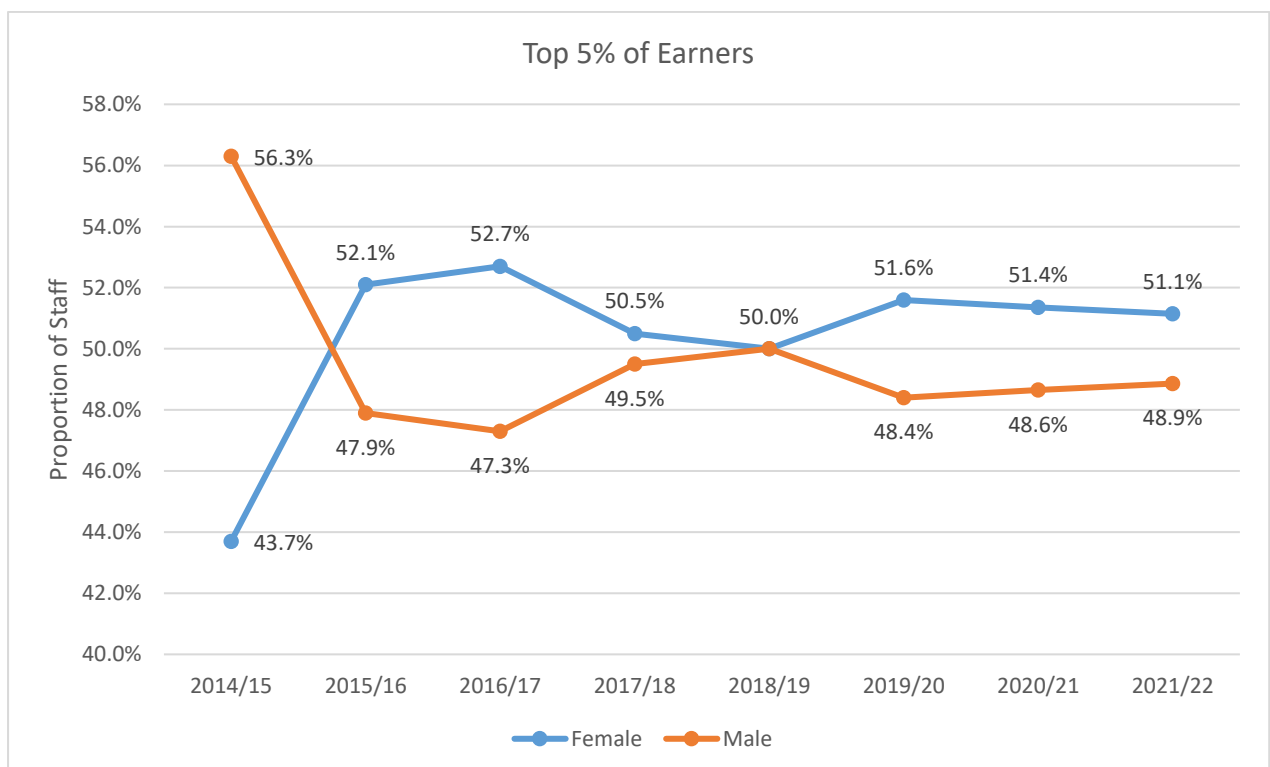
There remain more female staff within the top 5% of earners, however the gap has continued to shrink gradually since there is a gradual shrinking gap since 2019/20.

Figure 21: Top 5% of Earners - Gender
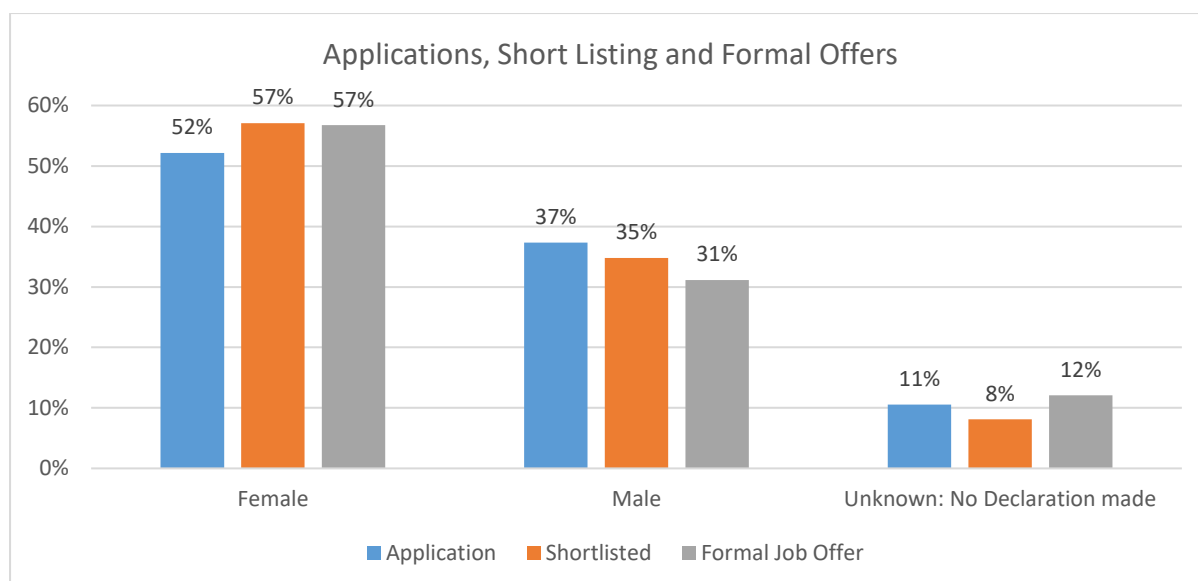
Figure 23: Applications, Shortlisting and Formal Offers - Gender

Recruitment, Leavers, and Apprentices

You will see in *Figure 23* an 'unknown' response for gender – this is because it is an optional question in the application process. Women are applying for jobs at Camden at a rate 14.9% higher than men; this is an 6.1% increase since last year. Women are subsequently more likely to be shortlisted and appointed, with differences of 22.7% and 25.6% respectively.

Gender	No. of New Starters	No. of New Starters (%)
Female	232	58.7%
Male	163	41.3%
Grand Total	**395**	**100.0%**
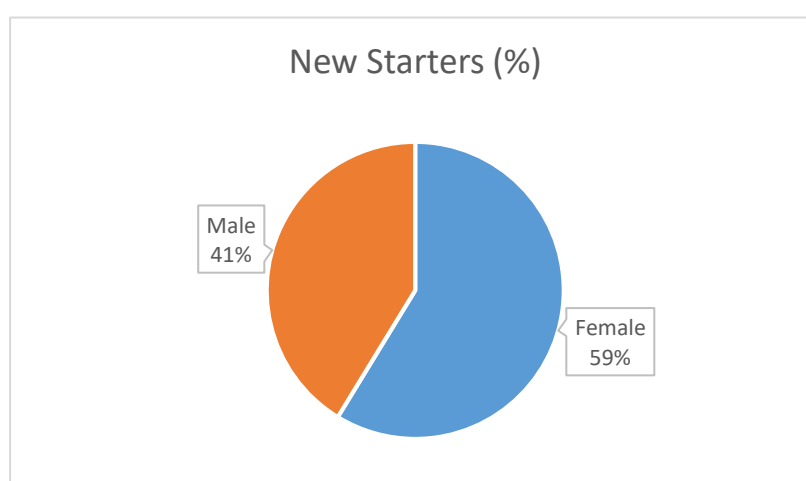
There are less new starters this year than last (421 in comparison to 395) Of the 395 new starters at Camden, 41% were male and 59% were female, this is in contrast to the previous year where 52% were male and 48% were female.

Figure 24: New Starters - Gender
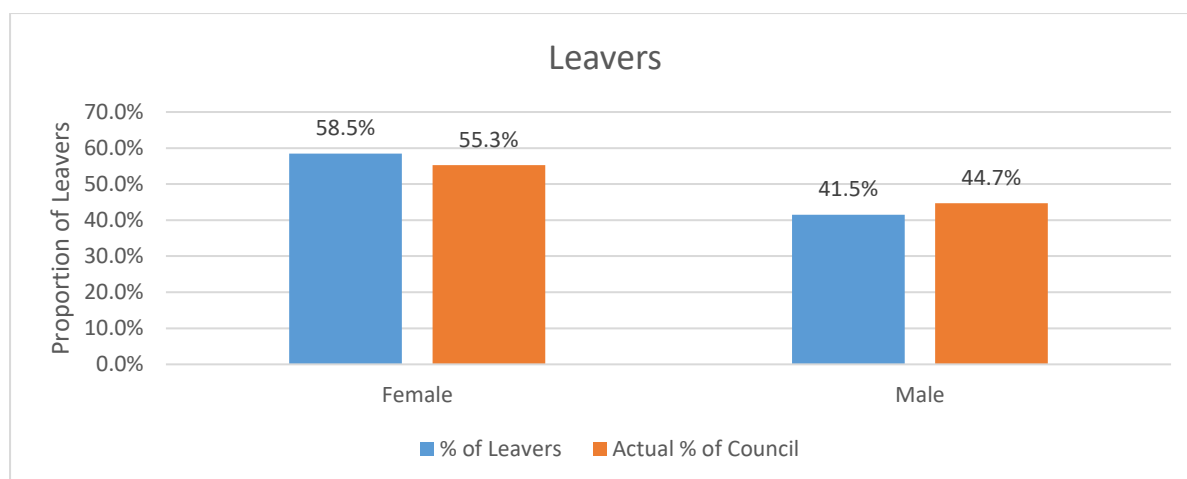
Figure 22: Leavers – Gender

Of the 453 leavers in this year the number of female leavers was less than last year (58.5% in comparison to 62.5% last year) and there was an increase in the number of male leavers - from 37.5% last year to 41.5% this year. Female staff were 3.2% overrepresented amongst leavers which was the same last year but at a far lower rate (7.5% last year).

There is some significant variation in reasons for leaving between female and male staff; as can be seen in *Table 5*. Notably, Conclusion of Contract – more female leavers (74.1%) than male (25.9%), Dismissal - more male (75%) than female (25%), and Redundancy – more female (71.9%) than male (28.1%).

Gender	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
Female	74.1%	50.0%	25.0%	71.9%	56.8%	40.9%	58.5%
Male	25.9%	50.0%	75.0%	28.1%	43.2%	59.1%	41.5%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 5: Reasons for Leaving – Gender
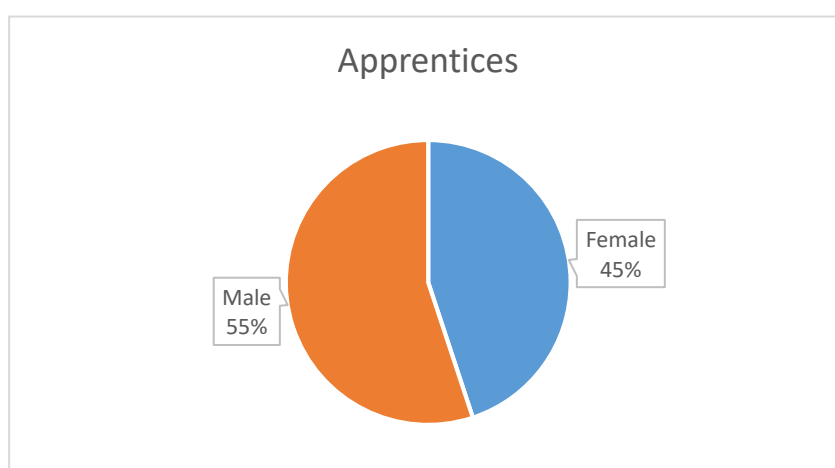
Amongst the current 69 apprentices, there are more male than female apprentices. Last year there were 4% fewer male apprentices and 4% more female apprentices. The proportion of men and women is almost equal.

Figure 23: Apprentices – Gender

AMGUD and Absences
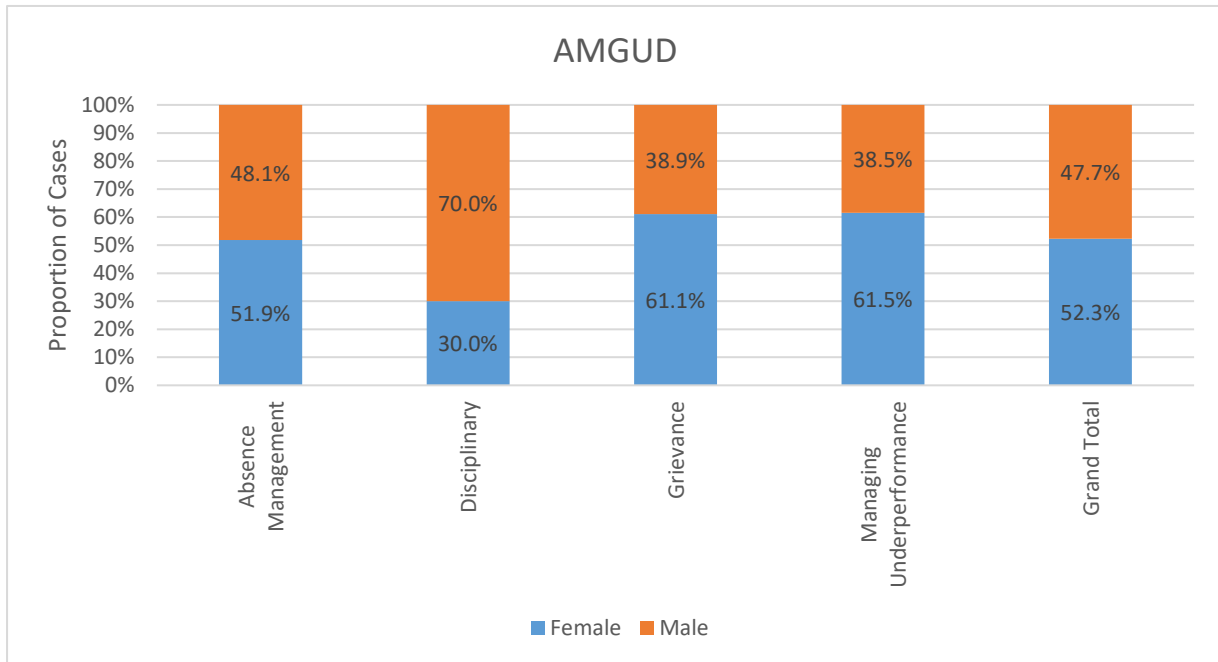
Figure 24: AMGUD - Gender

Female staff are overrepresented in all AMGUD cases, apart from Disciplinary, where men are notably over-represented. This contrasts with last year where male staff were over-represented in all cases except Grievance and Absence Management. We need to apply caution in drawing any firm conclusions here as numbers of cases are very small. However we will continue to monitor this and look for trends.

Females are slightly overrepresented (by 4.5%) in sickness absences compared to the composition of the overall workforce. This trend is consistent when comparing with workforce composition at directorate level with the lowest difference (0.2%) being in Supporting Communities.
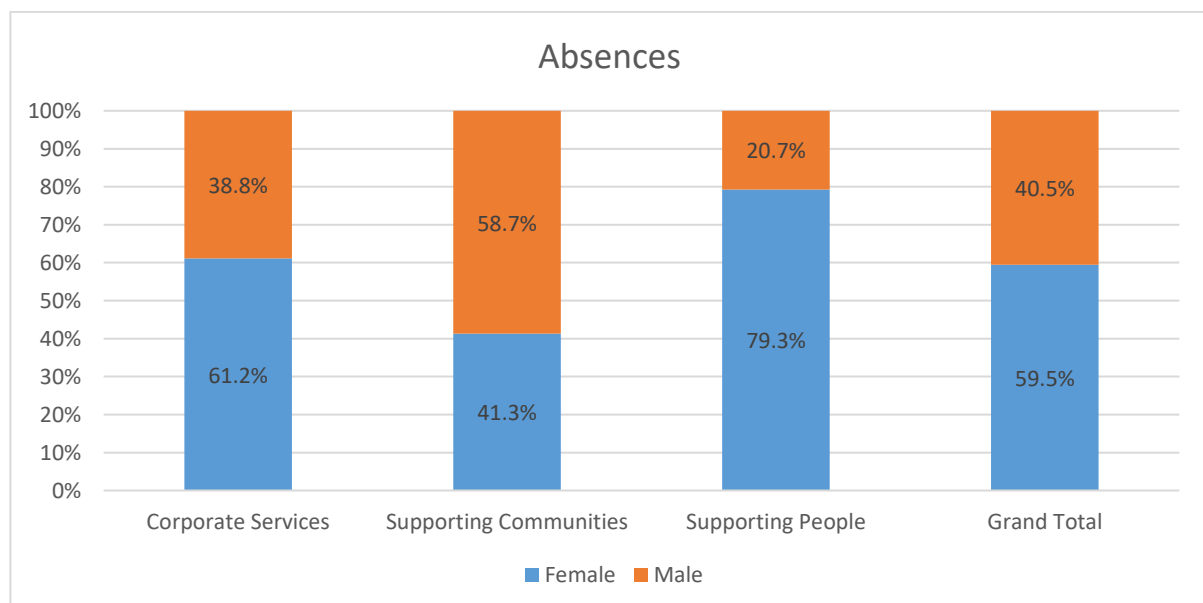
Figure 25: Absences - Gender and Directorate

Sexual Orientation

Camden Council will always strive to make itself a safe and inclusive space for the LGBTQ+ community. We continue to support and promote many equality focused working groups and networks, with Rainbow Camden (our LGBTQ+ network) being a recognised influencer within the Council. Unfortunately, the sexual orientation data is not as comprehensive as we would like – attempts are being made to address this – which makes robust analysis difficult.

Headcounts
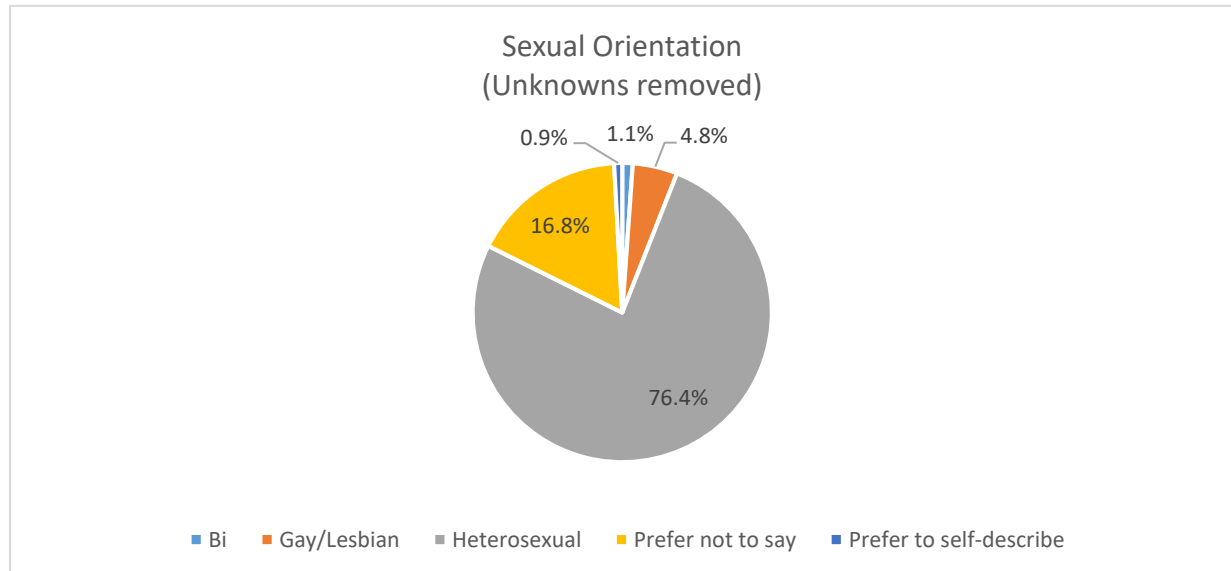
Figure 30 - Sexual Orientation

Bi and Gay/Lesbian staff now comprise just shy of 7% at 6.8% of the council, a slight decrease from comparable data last year. The proportion of 'prefer not to say' has increased by 1.2% since last year. It is worth noting that the number of staff declaring as Bi or Gay and Lesbian has not changed from last year – there has just been an increase in the number of people declaring as Heterosexual or preferring not to say.

2,423 'unknowns' have been removed, as they were making the data difficult to analyse. Albeit there are fewer unknowns this time around, they still make up 55% of the total data.

Grades and Length of Service
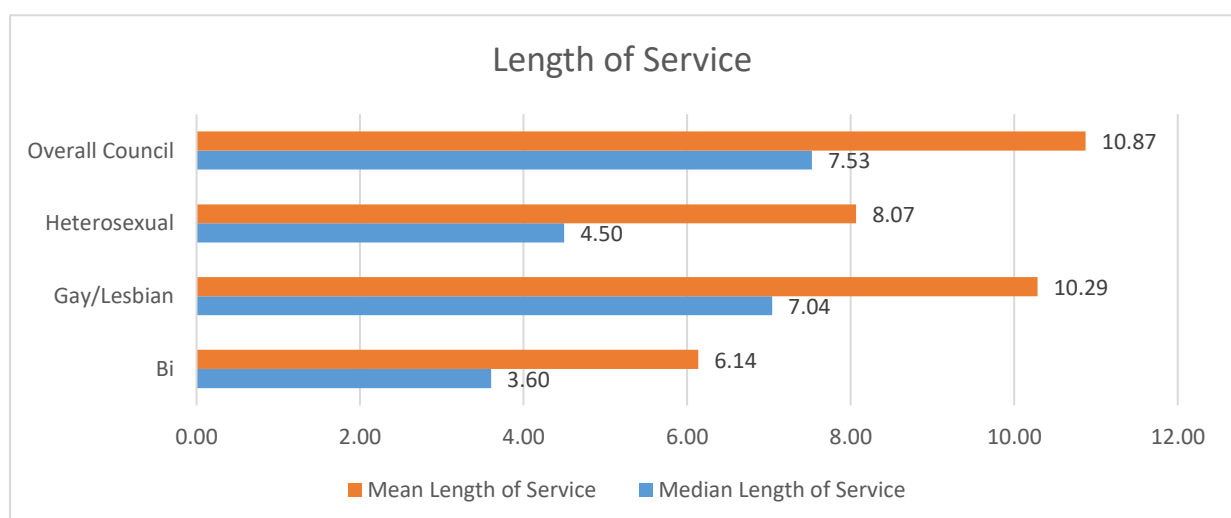
Figure 27: Length of Service - Sexual Orientation

There is significant deviation and variation in length of service amongst different sexual orientations and against the overall Council figure, and this is likely, in part, due to the high number of unknowns. The median length of service for Bi staff is less than half that of the Overall Council.

The mean length of service for Gay/ Lesbian staff has increased from 9.54 last year to 10.29 this year. Whilst Heterosexual staff have on (mean) average almost 3 years fewer years of service than the Council overall. Gay and Lesbian staff are the closest to mirroring the overall Council figure, but even then, it is still slightly lower.

Employment Grades	Bi	Heterosexual	Prefer not to say	Prefer to self-describe	Gay/Lesbian	Grand Total
Level 1	0.8%	69.0%	26.4%	2.3%	1.6%	100.0%
Level 2	0.0%	75.8%	20.7%	0.7%	2.8%	100.0%
Level 3	1.4%	74.5%	18.4%	1.1%	4.6%	100.0%
Level 4	1.5%	79.3%	12.7%	0.2%	6.3%	100.0%
Levels 5-7	0.9%	79.3%	12.7%	1.2%	6.1%	100.0%
Other	5.0%	65.0%	25.0%	0.0%	5.0%	100.0%
Grand Total	**1.1%**	**76.4%**	**16.8%**	**0.9%**	**4.8%**	**100.0%**

Table 6: Salary Grades - Sexual Orientation

The proportion of LGBT+ staff is highest at Levels 4, where 6.3% of staff are Gay/Lesbian, 1.5% are Bi and 0.2% prefer to self-describe. The highest number of staff who prefer not to say are at Levels 1 and 2, where they make up over a quarter and a fifth respectively.

Recruitment, Leavers, and Apprentices

The proportion of Bi and Gay and Lesbian staff increases at the shortlisting stage, but then decreases again at the appointment stage. The proportion of heterosexual staff decreases marginally at the short-listing stage but increases slightly at the formal job offer stage. The proportion of applicants who would prefer not to say and who would prefer to self-describe increases at each subsequent stage of the process.
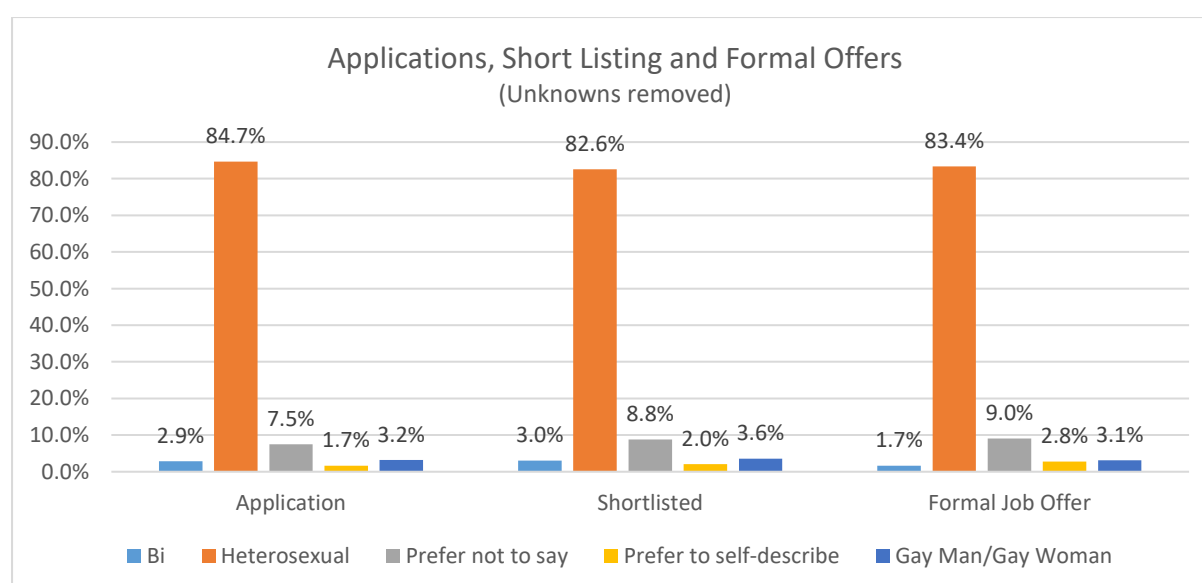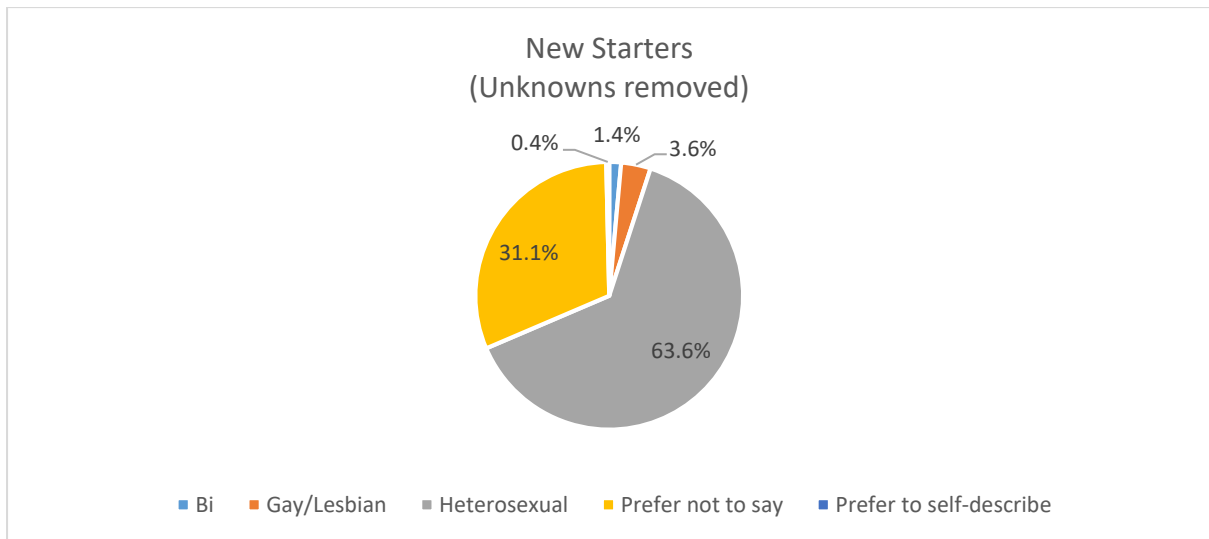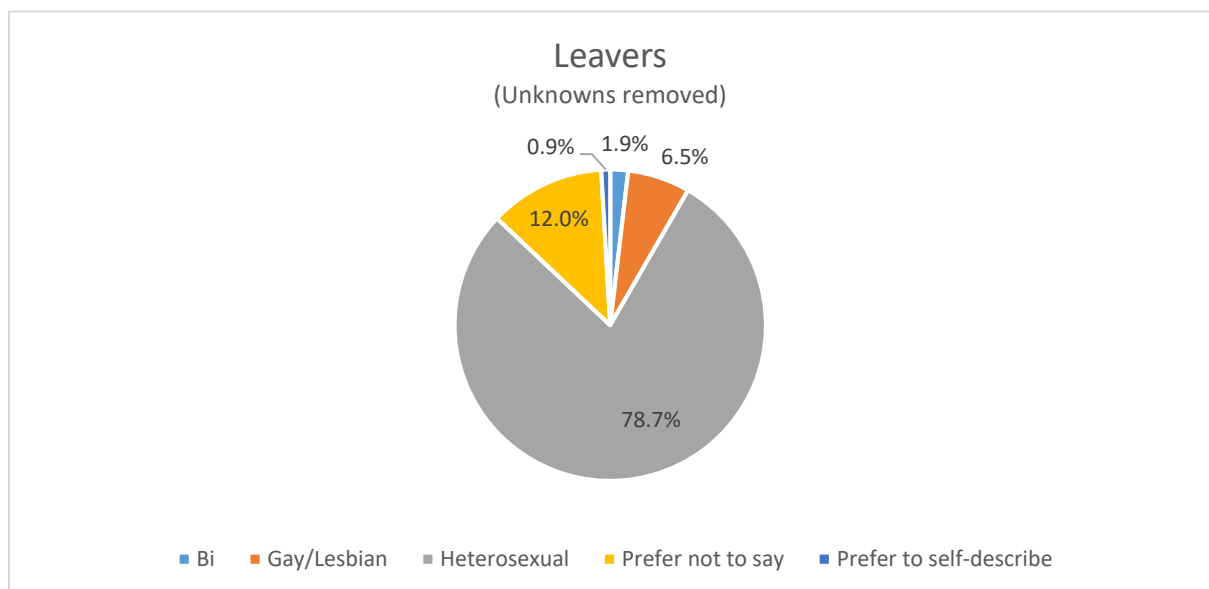

Figure 28: Applications, Short Listing and Formal Offers - Sexual Orientation

New Starters
(Unknowns removed)

0.4%   1.4%   3.6%

31.1%

63.6%

■ Bi   ■ Gay/Lesbian   ■ Heterosexual   ■ Prefer not to say   ■ Prefer to self-describe

The percentage of new starters declaring themselves to be Bi, Gay, Lesbian or preferring to self to describe is almost exactly the same as last year. There was a significant portion of "prefer not to say" in this section – 14.9% more than in 2020-21.

Figure 33: New Starters – Sexual Orientation

Leavers
(Unknowns removed)

0.9%   1.9%   6.5%

12.0%

78.7%

■ Bi   ■ Gay/Lesbian   ■ Heterosexual   ■ Prefer not to say   ■ Prefer to self-describe

The sexual orientation of leavers was largely proportional to their composition of the council, although Gay and Lesbian heterosexual staff and Bi staff were slightly overrepresented, while those who selected prefer not to say or prefer to self-describe were slightly underrepresented.

Figure 29: Leavers - Sexual Orientation

The number of unknowns ('prefer not to say' and 'unknown' declarations), are significantly skewing the data on reasons for the leaving. Despite this, there does not seem to be any observable disproportionality amongst reasons for LGBTQ+ staff leaving Camden.
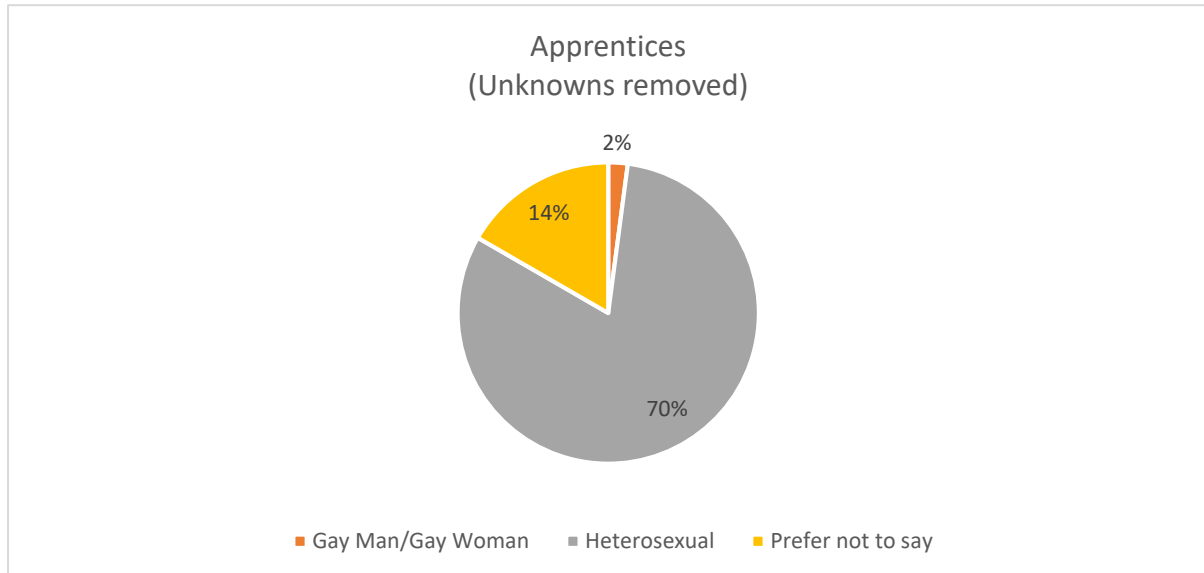
The proportion of Apprentices declaring themselves to be LGBTQ+ has decreased since last year by 4%. Notably, none of the 69 apprentices declared themselves to be Bi. Those declaring 'prefer not to say' has increased by 6%.

Figure 30: Apprentices - Sexual Orientation

Gender	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement
Bi	0.00%	0.00%	0.00%	1.75%	1.07%	0.00%
Gay/Lesbian	3.70%	0.00%	0.00%	0.00%	3.93%	2.27%
Heterosexual	68.52%	30.00%	25.00%	17.54%	38.93%	20.45%
Prefer not to say	7.41%	0.00%	12.50%	3.51%	6.79%	0.00%
Prefer to self-describe	0.00%	0.00%	0.00%	0.00%	0.71%	0.00%
Unknown	20.37%	70.00%	62.50%	77.19%	48.57%	77.27%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 7: Reasons for Leaving - Sexual Orientation

AMGUD and Absences
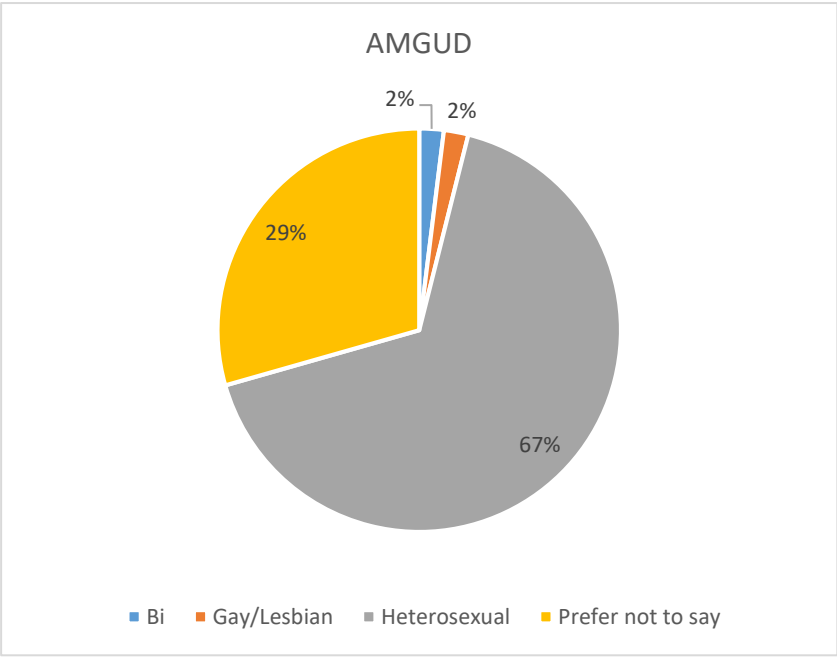
Of the 176 qualifying AMGUD cases in 2021-22, just under 67% involved heterosexual staff. Cases were fairly proportional to their actual composition of the council, but the number of unknowns obscures the true picture.

Figure 31: AMGUD - Sexual Orientation
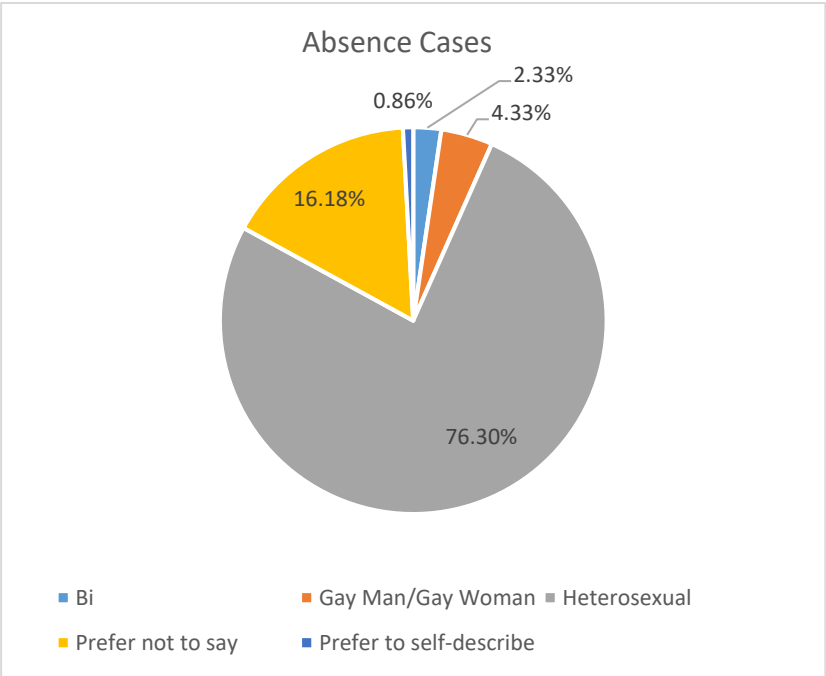
Absence cases amongst different sexual orientations were largely proportional, there are no causes for concern here.

Figure 32: Absences - Sexual Orientation

Ethnicity

The London Borough of Camden is one of the most ethnically, culturally, and religiously diverse places in the country, and it is the Council's aim that its workforce reflects that. Tackling inequality sits at the heart of We Make Camden – and we are committed to becoming a truly inclusive organisation. We are determined to make real, meaningful, and lasting change happen across our organisation and as noted at the beginning of this report, have committed to a number of specific actions.

Headcounts
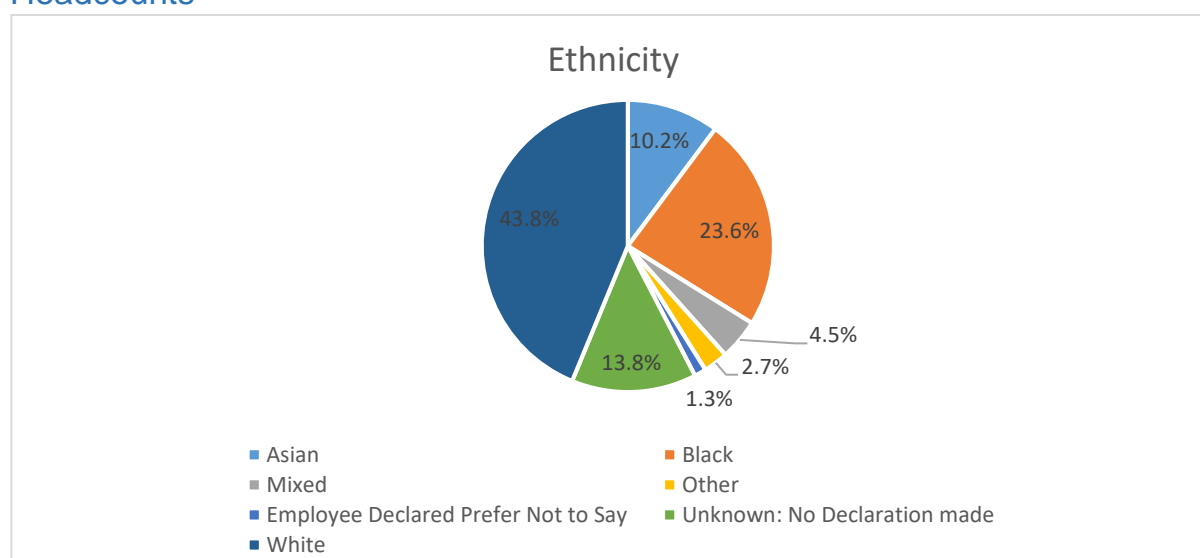
Figure 33: Composition of the Council - Ethnicity

Of the 4,366 staff working at Camden, White staff form the largest single ethnic group at 43.8%, [a 1.8% reduction from last year's profile]. The second largest, forming almost a quarter of the workforce, are Black, a 0.8% increase since last year's profile. There is a 2.8% increase in the representation of Black, Asian, and other Ethnic Staff (BAOE[3])in Corporate Services, and a 1.2% increase in representation in Supporting Communities.

Directorate	Asian	Black	Mixed	Other	Employee Declared Prefer Not to Say	Unknown: No Declaration made	White	Total	BAOE
Corporate Services	17.2%	22.5%	4.9%	3.1%	1.7%	7.7%	42.9%	100.0%	47.7%
Supporting Communities	7.0%	22.2%	4.3%	2.4%	0.9%	19.2%	44.0%	100.0%	35.9%
Supporting People	9.8%	26.6%	4.6%	3.0%	1.6%	10.4%	44.0%	100.0%	44.0%
Grand Total	**10.2%**	**23.6%**	**4.5%**	**2.7%**	**1.3%**	**13.8%**	**43.8%**	**100.0%**	**41.1%**

Table 8: Directorates – Ethnicity

---

[3] The term 'Black, Asian and other ethnicities' is used for reporting comparison purposes only. The acronym 'BAOE' is used in data tables and charts when this is necessary for presentational purposes. We recognise that Black, Asian and Other ethnicities are not one homogenous group, each ethnicity has its own unique identity and experience different barriers.

There is a 2% reduction in the overall number of White staff and 1% increase in the number of Black and Mixed ethnicity staff. Overall staff who have declared Mixed ethnicity and Other ethnicity are very close to being representative of the borough, being only very slightly underrepresented. However, Asian, and White staff are underrepresented at Camden, the latter quite notably. Black staff are also overrepresented at the Council in comparison to the composition of the overall Borough and London as a whole.

Directorate	Asian	Black	Mixed	Other	Employee Declared Prefer Not to Say	Unknown: No Declaration made	White
Camden Council	10%	24%	5%	3%	1%	14%	44%
Camden Borough	18%	9%	7%	7%	0%	0%	60%
London	21%	14%	6%	6%	0%	0%	54%

Table 9: Borough, London, and Council - Ethnicity

Patterns of Work, Grades and Length of Service
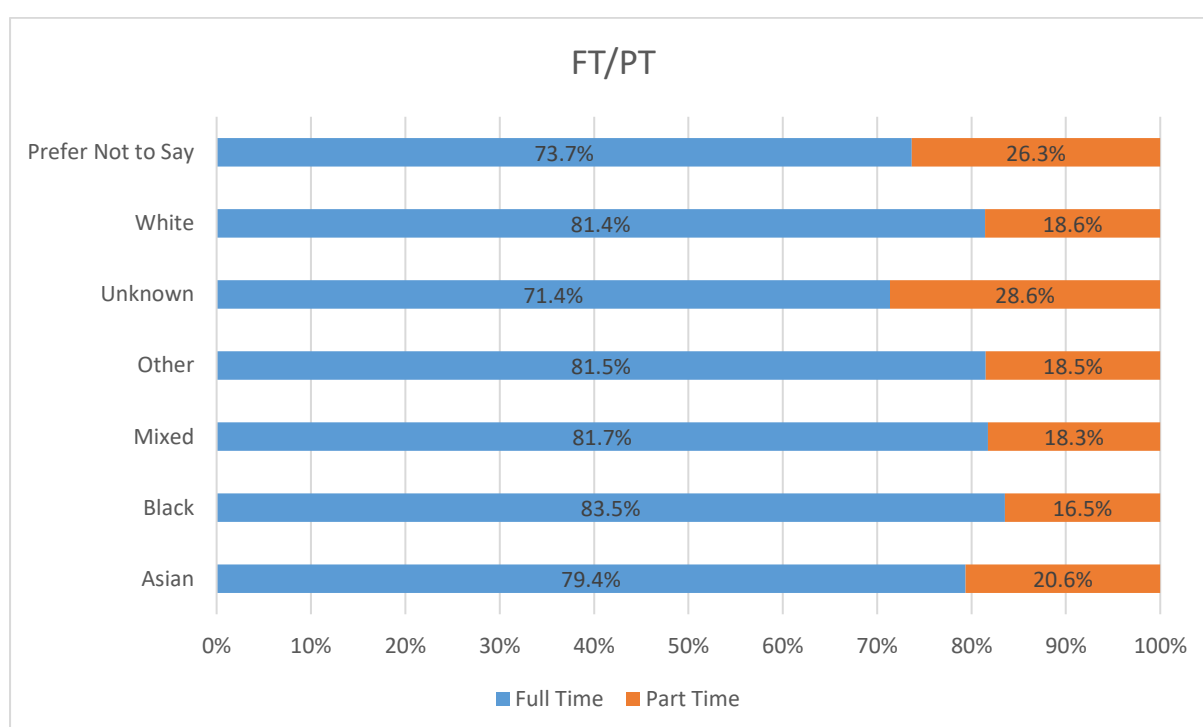
There is some variation in full time and part time working patterns amongst ethnic groups. Asian staff are the least likely to work full time, whilst Black staff are the most likely. There is an almost 3% increase in staff with 'unknown' ethnicities who work part time, an almost 2% increase in the number of Black staff working part time and an almost 2% increase in the number of Asian staff working part time.

Figure 34: FT/PT – Ethnicity

Employment Grades	Asian	Black	Mixed	Other	Unknown	White	Prefer Not to Say	Grand Total	BAOE
Level 1	12%	22%	3%	5%	24%	31%	3%	100%	42%
Level 2	10%	34%	5%	3%	11%	35%	2%	100%	52%
Level 3	13%	28%	5%	3%	12%	38%	1%	100%	48%
Level 4	10%	20%	5%	2%	8%	53%	1%	100%	37%
Levels 5-7	7%	13%	5%	2%	8%	65%	1%	100%	26%
Other	2%	11%	0%	0%	78%	8%	0%	100%	13%
Grand Total	10%	24%	5%	3%	14%	44%	1%	100%	41%
Camden Borough*	18%	9%	7%	7%	0%	60%	N/A	100%	40%

Table 10: Employment Graes - Ethnicity

There is a notable change in the representation of Black, Asian, and other ethnic staff across grades in comparison to last year: Across Levels 1,2 and 3 there is a reduction in the proportion of Black, Asian and other ethnic staff and there is an increase at Level 4 [+2%], Levels 5-7 [+3%] and 'Other' [8%]. By contrast there is a greater proportion of White staff at Level 1-3 and a decrease at Levels 4 and above.
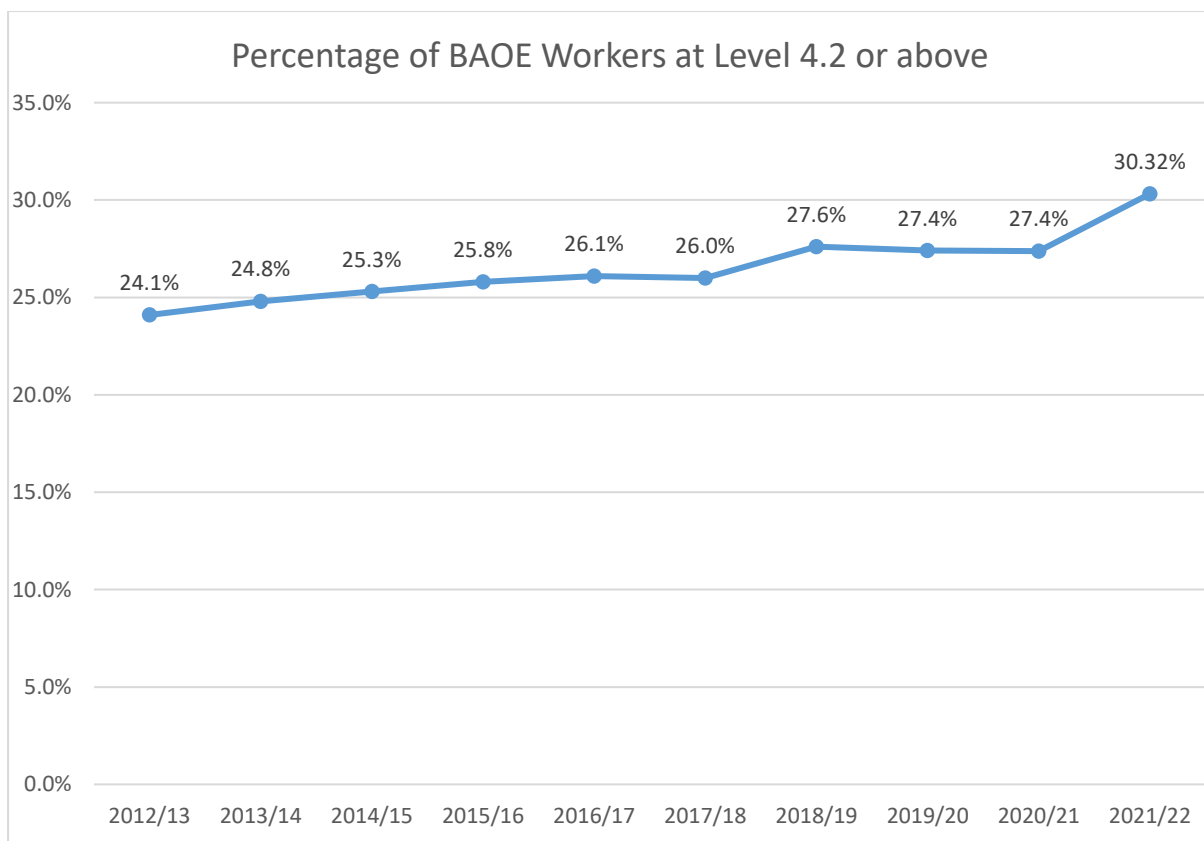
Here we can see that there has been a significant increase in Black, Asian and Other staff working at Levels 4.2 and above since 2012 (6.22%). Since last year, there has been an almost 3% increase in representation, which is very encouraging to see.
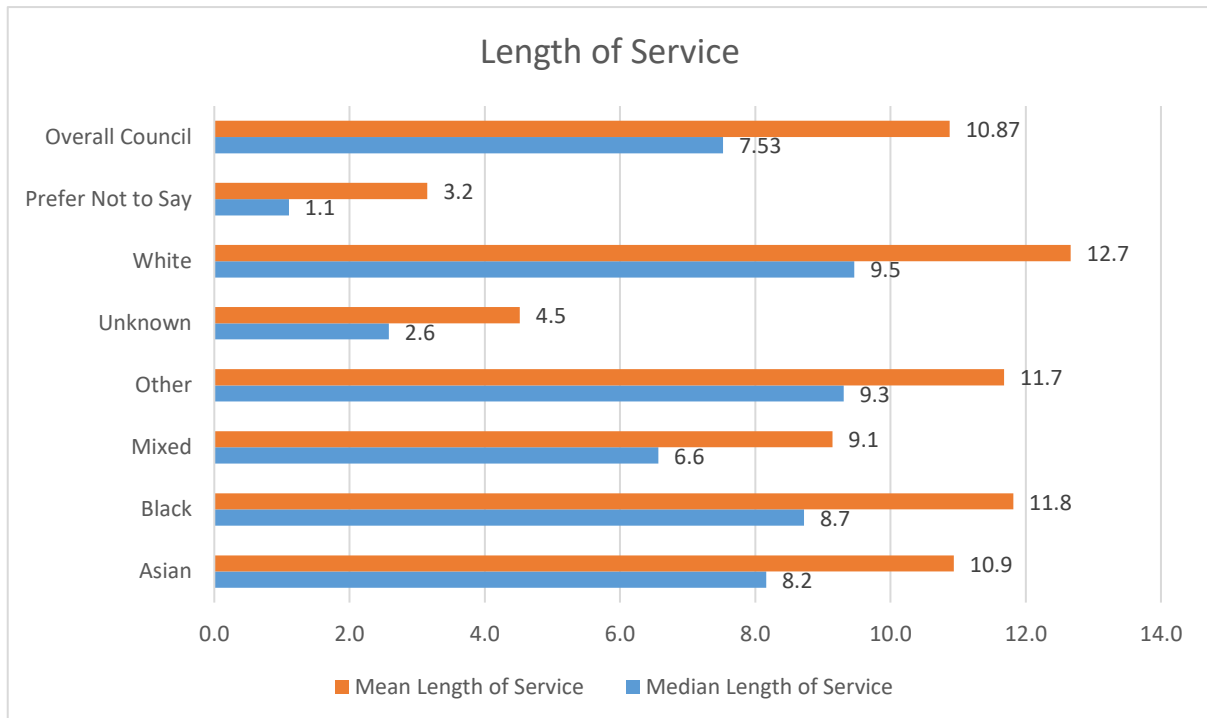
Figure 35: Length of Service - Ethnicity

Unknowns continue (this was observed last year and the year before) to be a significant outlier, working 6.37 and 4.9 years less than overall mean and median. White staff have both the longest mean years of service, and the longest median. Mixed ethnicity staff have the lowest lengths of service, working 1,7 and 0.9 years less than overall mean and median. While this is a pattern holding from last year, the gap has begun to close.

Recruitment, Leavers, and Apprentices
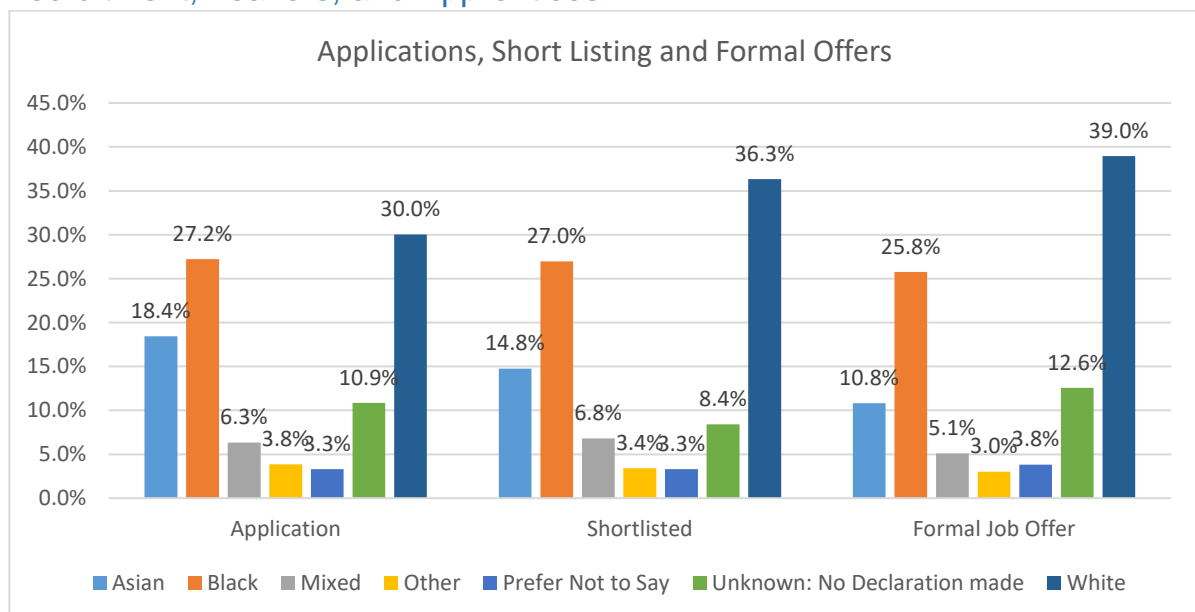
Figure 36: Applications, Short Listing and Job Offers - Ethnicity

Applicants from a White ethnicity form almost a third of all applications, and 36.3% and 39% respectively of both short listing and formal job offers. While White staff are therefore still the most likely to be appointed, this has shrunk slightly from last year. White staff were the only

ethnic group to consistently increase at each stage of the process. The proportion of Black staff and Mixed Ethnicity staff increases from application to shortlisting but then decreases again at appointment. Asian staff and those of Other ethnicities decrease at every stage of the application process. We therefore need to continue our Inclusive Recruitment work in earnest to ensure that there is no bias entering the recruitment process.
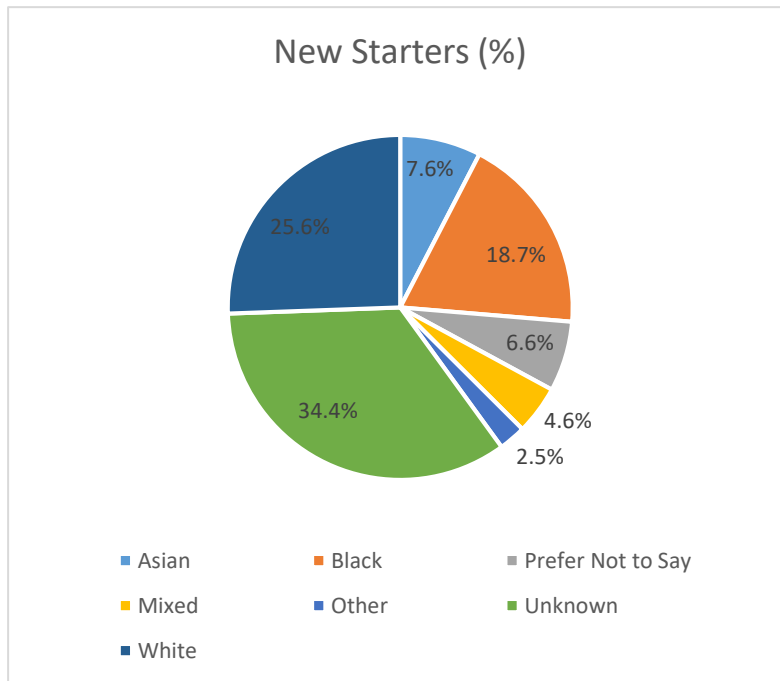
Of the 395 new starters at Camden, unknowns formed the largest proportion at nearly 34.4%. White staff declared at the highest rate at nearly 25.6%, whilst Black staff were the second highest at nearly 18.7%. We have seen an increase in Black, Asian and Mixed new starters since last year, and a decrease in White new starters.

Figure 37: New Starters - Ethnicity
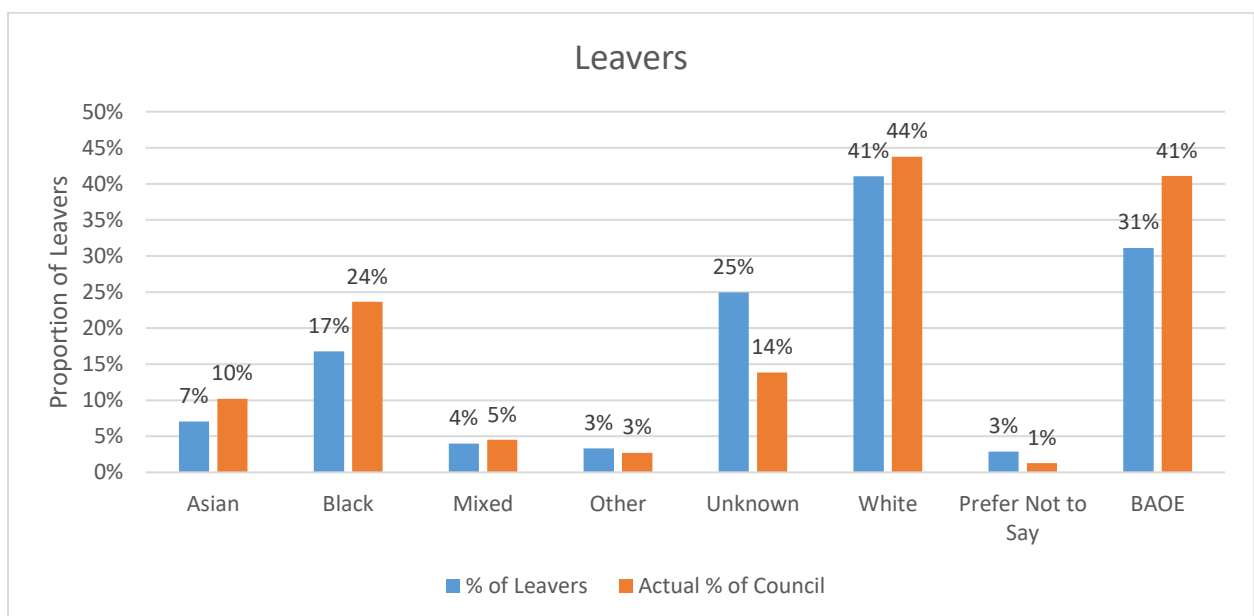
Figure 38: Leavers - Ethnicity

Mixed and Other ethnicity staff left Camden in numbers largely proportional to their composition of the Council. Black, Asian and White Ethnicity staff overall were underrepresented amongst leavers and overall, Black, Asian, and Other ethnic staff were 10% underrepresented. Unknown staff were 9% overrepresented amongst leavers, while 'Prefer not to say' were 2%.

Ethnicity	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
Asian	13.0%	0.0%	0.0%	3.5%	7.1%	6.8%	7.1%
Black	16.7%	40.0%	37.5%	36.8%	11.8%	13.6%	16.8%
Mixed	11.1%	0.0%	0.0%	0.0%	4.3%	0.0%	4.0%
Other	5.6%	0.0%	12.5%	7.0%	2.5%	0.0%	3.3%
Unknown	27.8%	30.0%	25.0%	14.0%	27.1%	20.5%	24.9%
White	18.5%	30.0%	25.0%	38.6%	43.9%	59.1%	41.1%
Prefer Not to Say	7.4%	0.0%	0.0%	0.0%	3.2%	0.0%	2.9%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
BAOE	46.3%	40.0%	50.0%	47.4%	25.7%	20.5%	31.1%

Table 10: Reasons for Leaving - Ethnicity

There were less than 10 cases of Dismissal in 2021-22 and therefore it is not possible to draw any conclusions from such a small sample size (less than 0.1% of the workforce). However we will continue to monitor trends here.

Apprentices

- Asian — 13%
- Black — 10%
- Employee Declared Prefer Not to Say — 3%
- Mixed — 7%
- Other — 4%
- Unknown: No Declaration made — 29%
- White — 33%
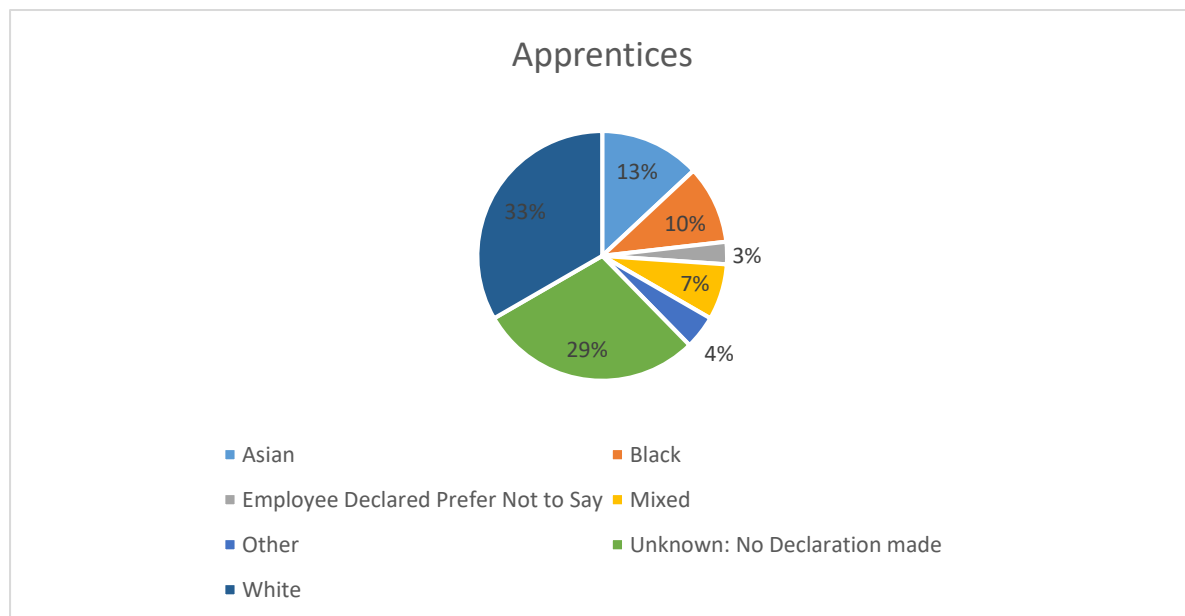
Of the 69 current apprentices at Camden, a third are of White ethnicity, while 34% are from Black, Asian and other ethnic backgrounds. We do not know the ethnicity of 32% of our apprentices.

Figure 39: Apprentices – Ethnicity

Staff Resident in Camden
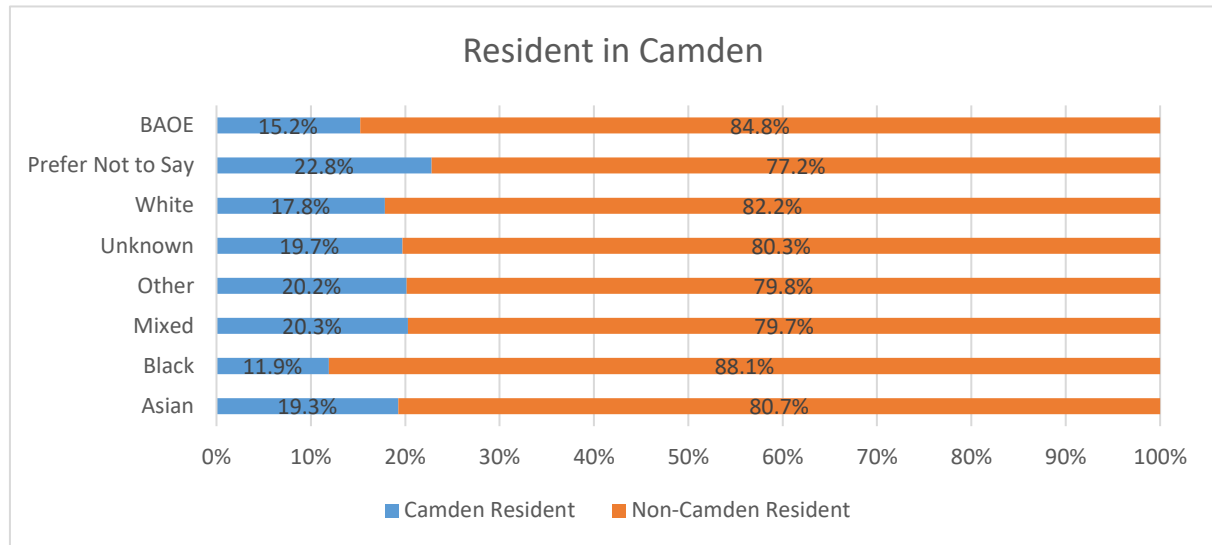
Black, Asian and Other Ethnicity staff – as a single group – are slightly less likely to live in Camden than their White counterparts, and 1.9% less likely than the Council overall. Of those who have declared their ethnicity, staff with Mixed ethnic backgrounds are the most likely to live in Camden.

Figure 40: Staff Residency - Ethnicity

AMGUD and Absences
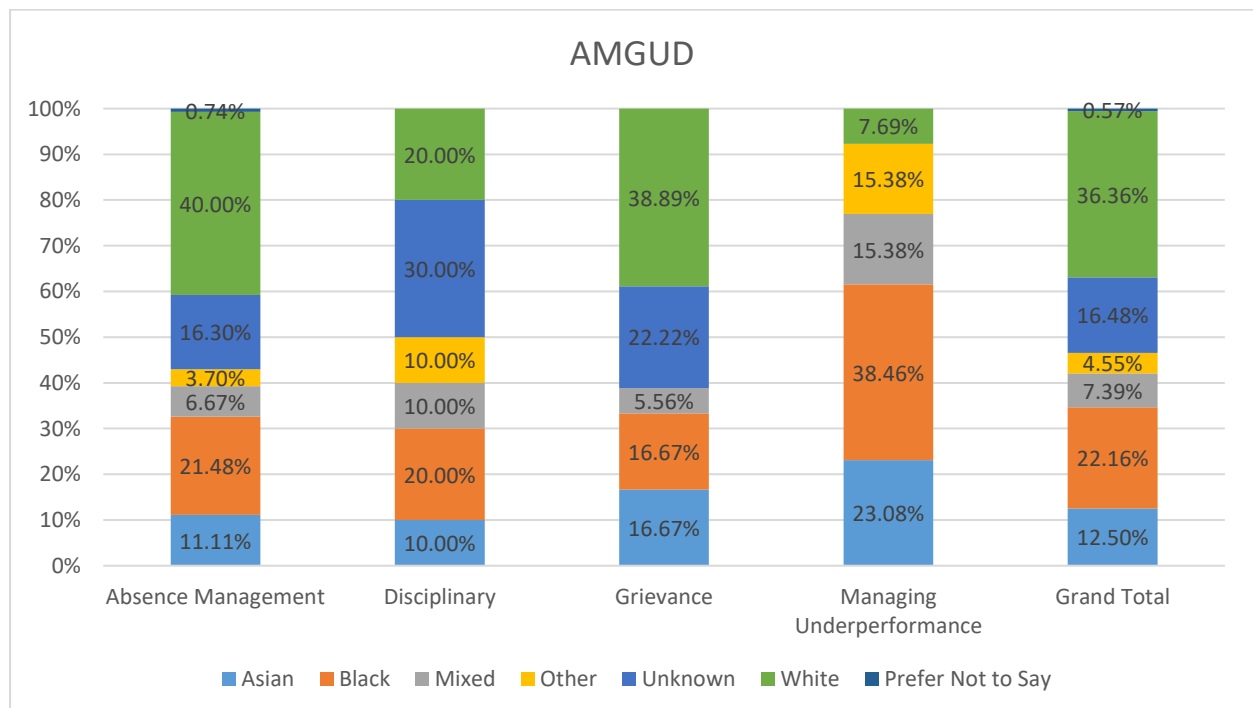
Figure 41: AMGUD - Ethnicity

White staff are significantly underrepresented across all case types, particularly Managing Underperformance and Disciplinary cases. Absence Management cases are largely proportional across ethnicity. Asian staff are 10% of Council, but nearly 23% of managing underperformance cases in 2021-22 which follows the same pattern as last year. Asian staff are also 6.5% overrepresented in Grievance cases. Black staff are 14.9% overrepresented in Managing Underperformance cases, but otherwise, underrepresented across AMGUD cases.
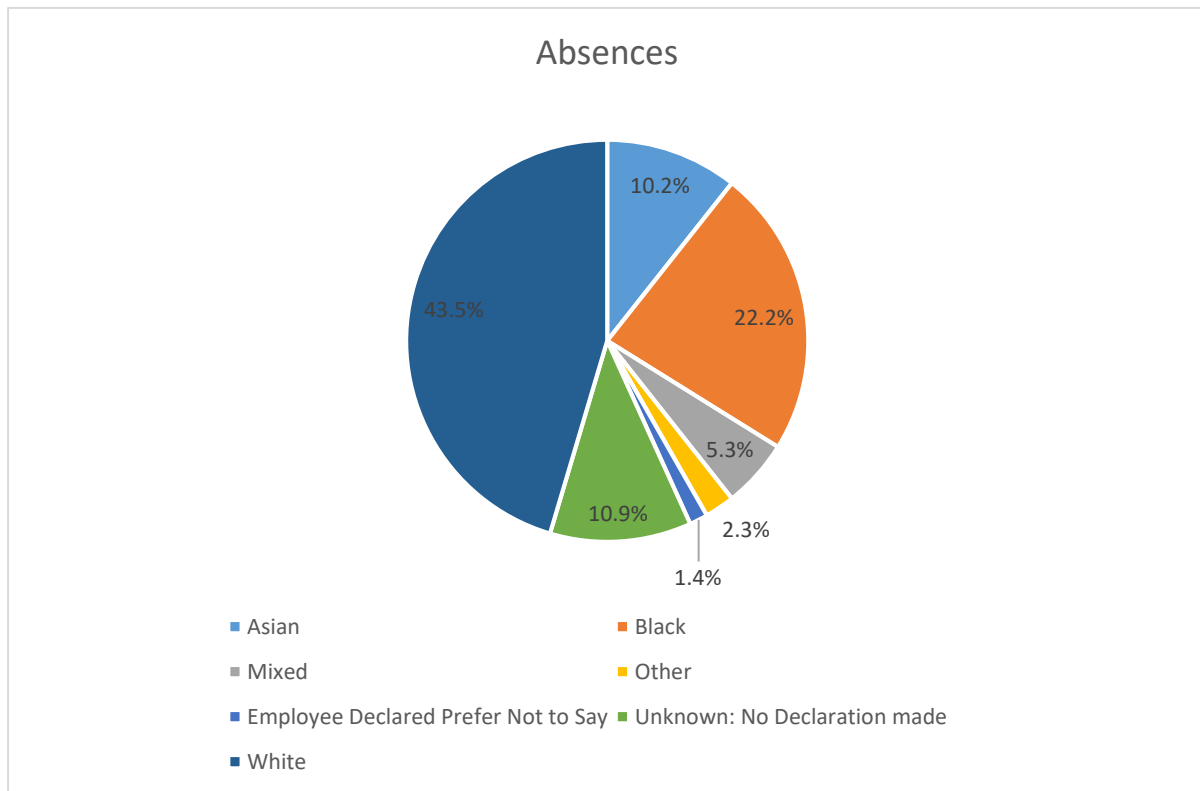
Absences are largely reflective of the make-up of the Council. Black staff are slightly underrepresented (1.4%) as are Unknown staff (2.9%). Mixed staff are very slightly overrepresented (0.9%)

Figure 42: Absences - Ethnicity

Nationality

Nationality data is not as robust as we would like it to be, making detailed analysis and comparisons difficult. Unknowns in the nationality data largely relate to staff engaged prior to the introduction of the 1996 Asylum and Immigration Act, and work continues to complete this missing data.

Headcounts
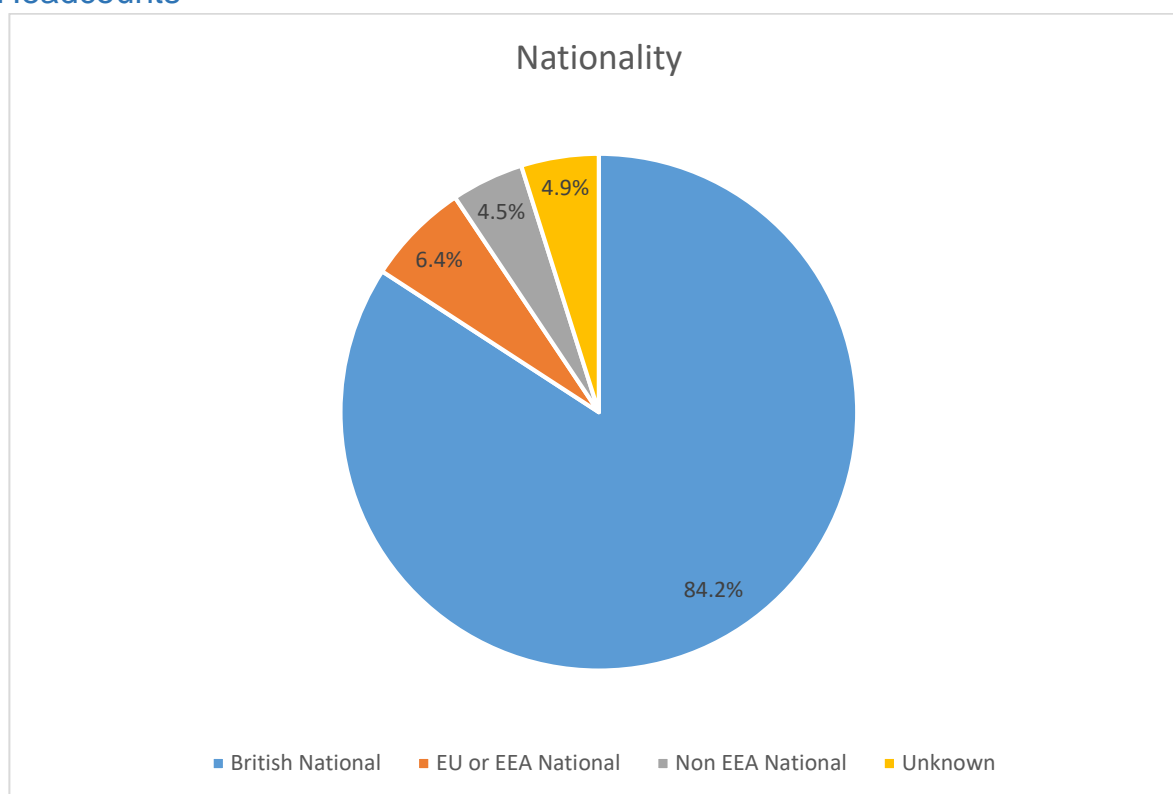
Figure 43: Headcounts - Nationality

British Nationals continue to be the largest nationality group at Camden, although this group has shrunk by 0.2% since last year. The proportion of EU/EEA Nationalist has reduced by 0.4% since last year, whilst Non-EEA Nationals has decreased by 0.3%. Group proportions largely remain the same across the Directorates, apart from British Nationals in Supporting Communities, however this partly seems to be driven by the unusually substantial proportion of Unknowns in the Directorate.

Directorate	British National	EU or EEA National	Non-EEA National	Unknown	Total
Corporate Services	89.2%	4.7%	3.9%	2.2%	100.0%
Supporting Communities	80.7%	6.3%	4.5%	8.5%	100.0%
Supporting People	85.6%	7.9%	5.1%	1.3%	100.0%
Grand Total	**84.2%**	**6.4%**	**4.5%**	**4.9%**	**100.0%**

Patterns of Work, Grades and Length of Service

Non-EEA Nationals are the least likely – amongst declared groups – to work part-time and are 2.6% less likely to do so than the Council Overall figure. There is no explanation as to why there is such a high proportion of 'unknowns' working part-time, however, and may just be down to random coincidence.

Figure 44: FT/PT – Nationality

Employment Grades	British National	EU or EEA National	Non-EEA National	Unknown	Grand Total
Level 1	82%	6%	7%	5%	100%
Level 2	83%	6%	9%	2%	100%
Level 3	87%	7%	3%	3%	100%
Level 4	87%	7%	4%	2%	100%
Levels 5-7	89%	6%	2%	3%	100%
Other	39%	4%	2%	56%	100%
Grand Total	**84%**	**6%**	**5%**	**5%**	**100%**

Table 12: Grades – Nationality

There are no notable nationality outliers in Levels 1 through to 7. The only outlier identified is in the 'other' salary band, where British nationals are underrepresented by 45% whilst other EU, EEA and Non-EEA nationals are also marginally underrepresented. This appears to be driven by the significantly substantial number of unknowns, over 50% higher than expected, in the pay band.
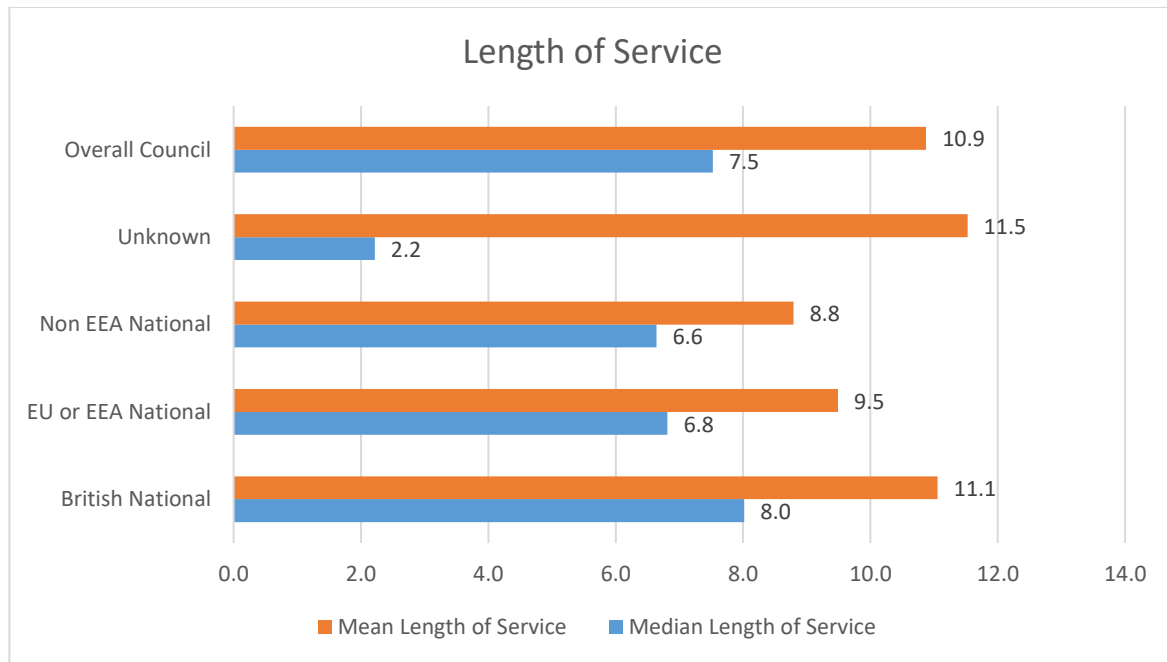
Figure 45: Length of Service - Nationality

British Nationals Mean Length of Service is only 0.2 year higher than the Council's Overall figure. However, EU and EEA Nationals mean length of service is 1.4 years less than the Council's Overall figure, whilst Non-EEA Nationals is 2.1 less. The unknown figure is very erratic, with the median figure being 71% less than Council Overall, whilst its mean is 6% higher.

Recruitment, Leavers, and Apprentices

The majority of applications continue to be from British Nationals, as it was last year, and they are also the majority of candidates short listed and to receive formal job offers. The proportion of EU and EEA applications and Non-EEA Nationals decreases at the short-listing stage but then again at the formal job offer stage. There is a significant decrease in appointments of EU and EEA candidates since last year (8.4%), contrasting with a 9% increase in unknowns.
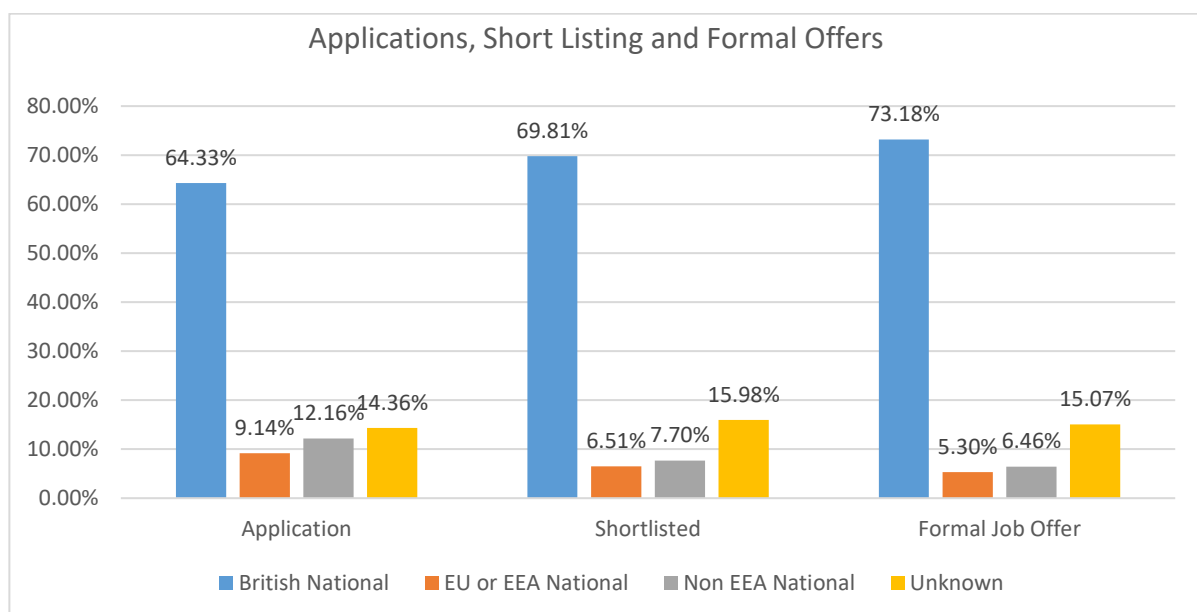
Figure 46: Applications, Short Listing and Job Offers - Nationality

New Starters (%)

- British National
- EU or EEA National
- Non EEA National
- Unknown
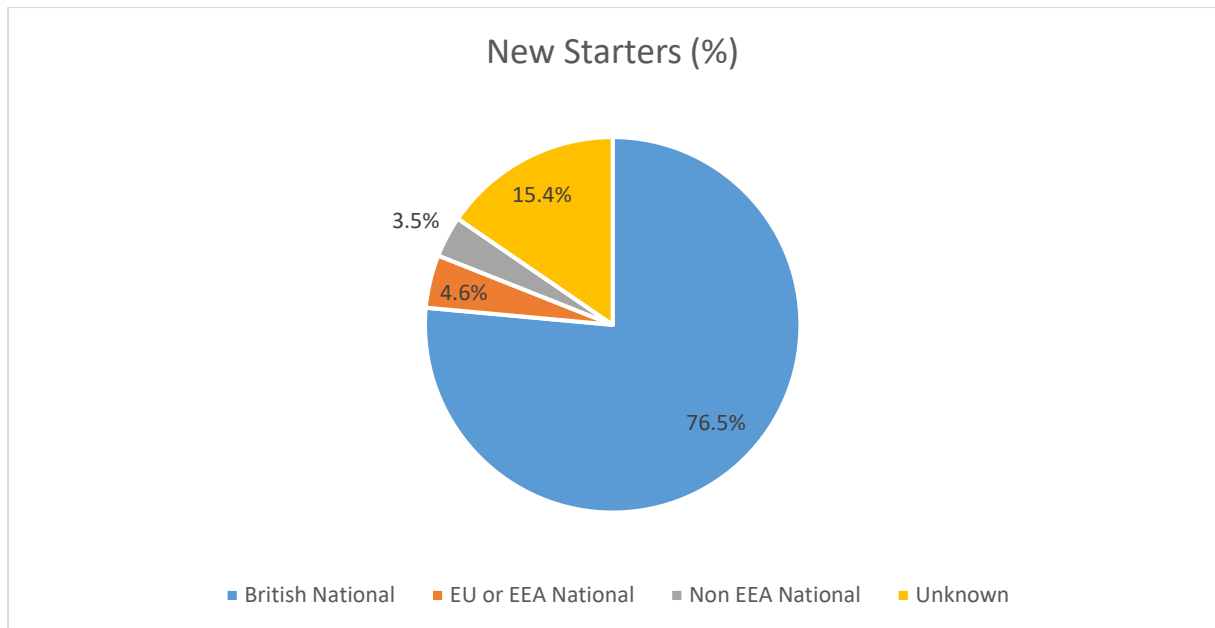
Of the 395 new starters in 201-22 nearly 77% were British Nationals, which is a 7% increase since last year. Unknowns were the second largest at almost 15%, with the EU/EEA Nationals being the third.

Figure 47: New Starters – Nationality

Nationality	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
British National	90.7%	80.0%	87.5%	89.5%	78.9%	77.3%	81.7%
EU or EEA National	3.7%	0.0%	12.5%	10.5%	8.6%	9.1%	8.2%
Non-EEA National	0.0%	20.0%	0.0%	0.0%	6.8%	2.3%	4.9%
Unknown	5.6%	0.0%	0.0%	0.0%	5.7%	11.4%	5.3%
Grand Total	100%	100%	100%	100%	100%	100%	100%

Table 13: Reason for Leaving
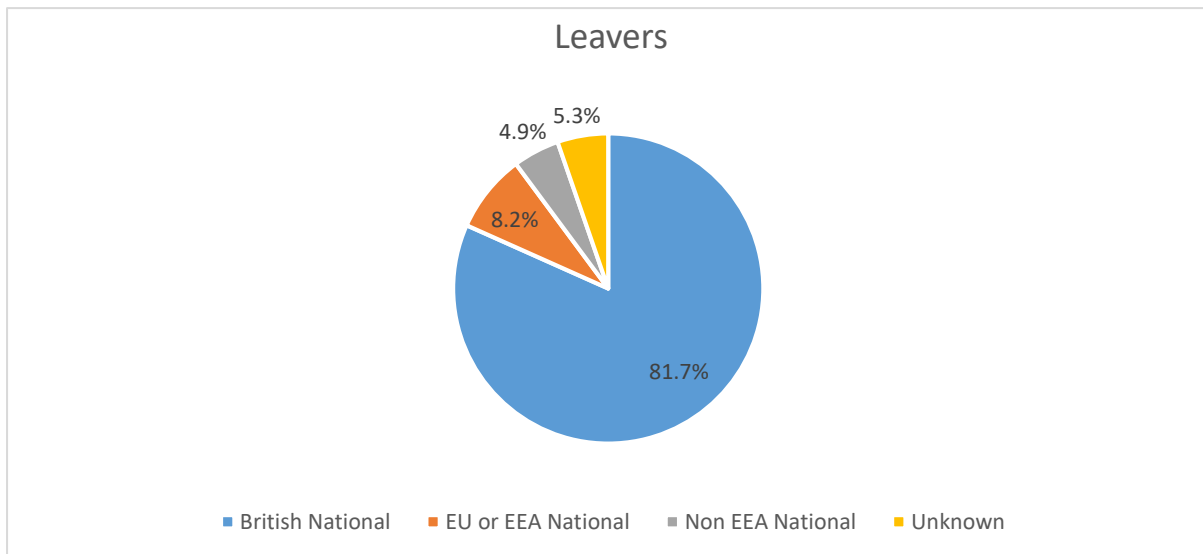
Figure 48: Leavers - Nationality

Overall, the different nationality groups leave at a rate largely proportionate to their composition of the Council, with EU and EEA colleagues leaving at a rate 1.8% higher than expected (which is the same figure as last year). EU and EEA colleagues are overrepresented in dismissal cases, redundancy, resignation, and retirement. Dismissal cases were relatively small so this is not overly concerning, however the other factors should be monitored.
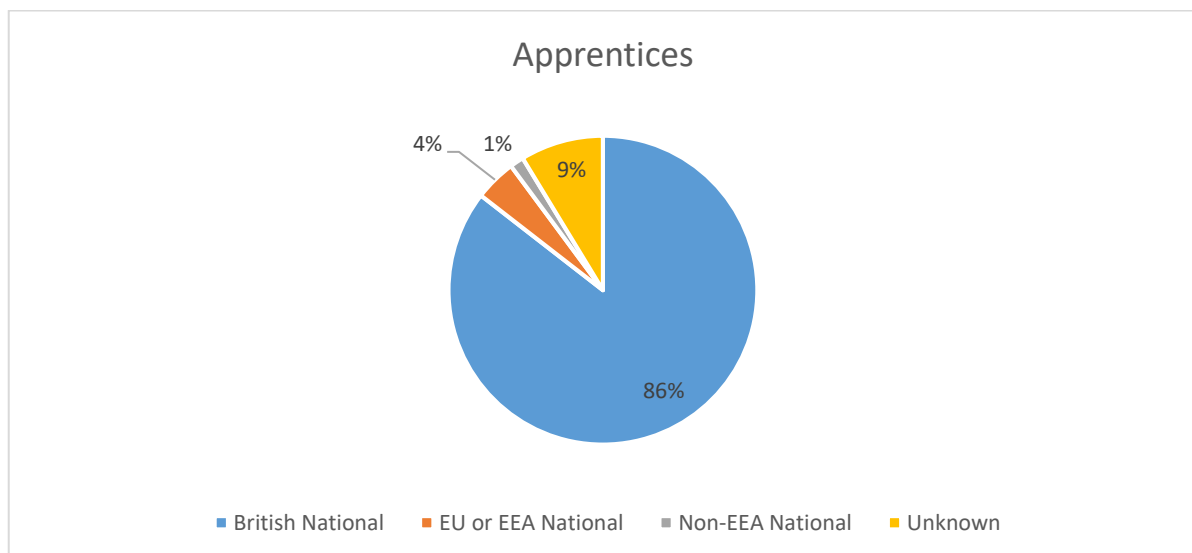
Of the 69 current apprentices at Camden, 86% are British Nationals and 9% are unknown. Both EU and EEA and Non-EEA nationals are slightly underrepresented in our Apprentice cohort.

Figure 49: Apprentices – Nationality

Staff Resident in Camden

Figure 50: Resident in Camden – Nationality
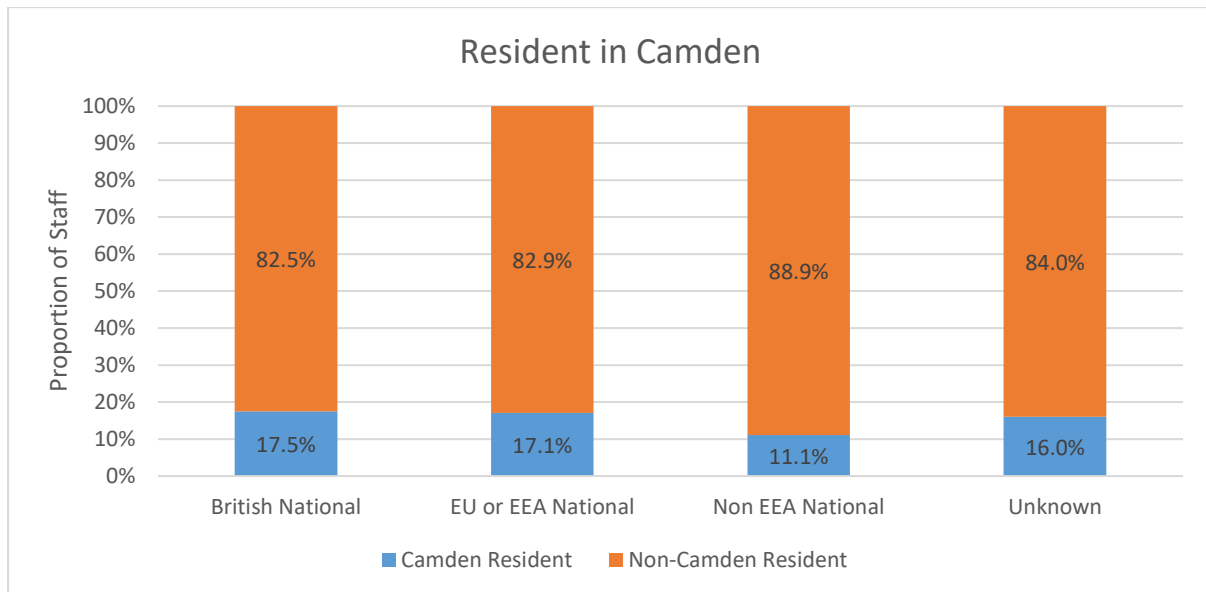
British, EU and EEA nationals and those whose nationality is unknown live in Camden at rate similar to the overall figure. Non-EEA nationals are a slight outlier, living outside of Camden at a rate 6% higher than the overall figure.

AMGUD and Absences

The overall AMGUD cases are largely proportional, although Non-EU and EEA are underrepresented by 2.2%. British Nationals are 5.8% overrepresented in Disciplinary Cases and EU and EEA residents are more significantly overrepresented in Grievance and Managing Underperformance cases (10.3% and 9% respectively). While this is almost double the EU and EEA representation from last year, the number of cases was small, so this is not overly concerning.
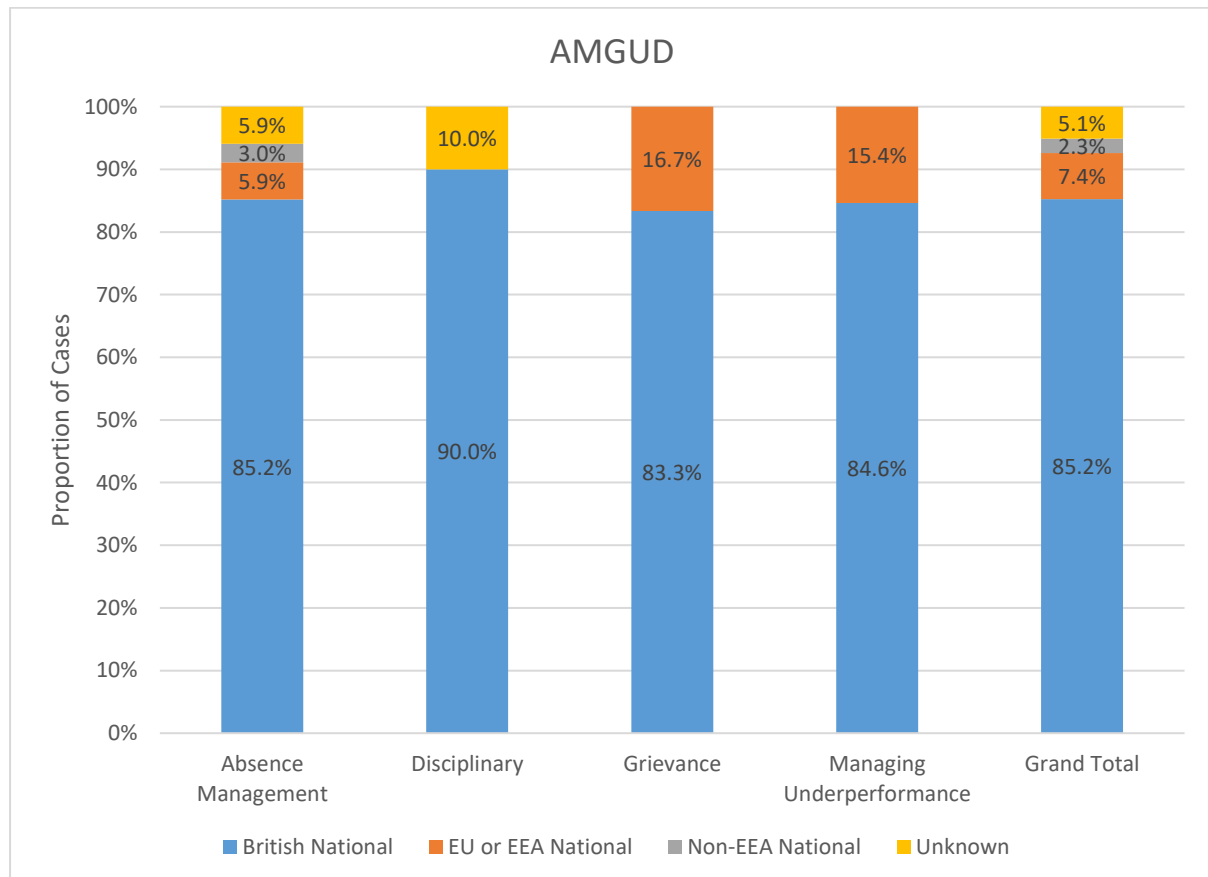
Figure 51: AMGUD - Nationality
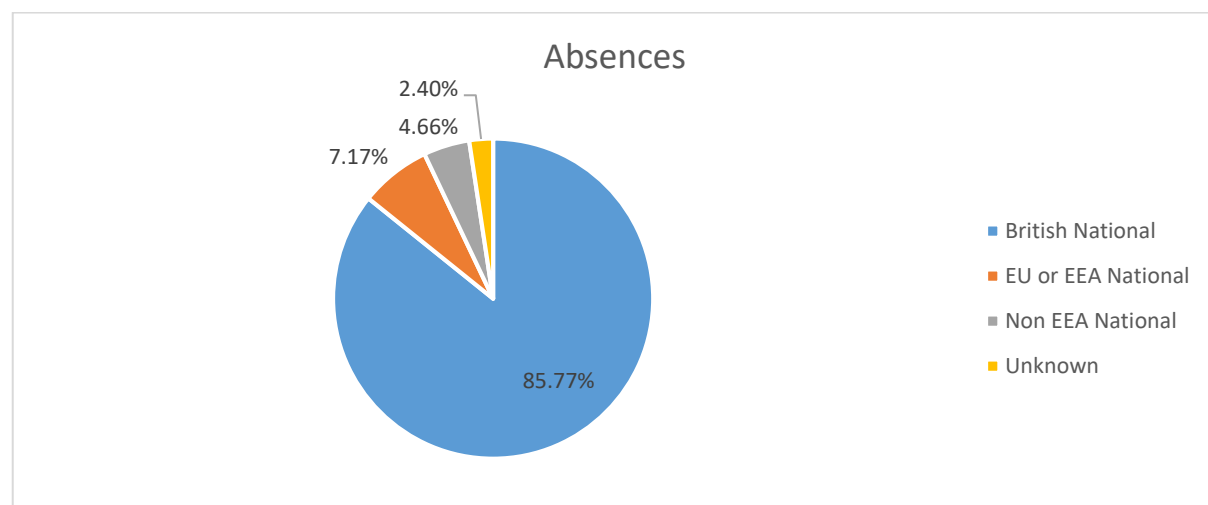
The Absence data for 2021-22 is largely proportional for all nationalities.

Figure 52: Absences - Nationality

Religion

Unfortunately, religion declarations are significantly low amongst Camden staff, making robust analysis difficult.

Headcounts

Religion	Proportion of Staff	Proportion of Staff if unknowns removed
Buddhist	0.1%	0.3%
Christian	14.0%	37.5%
Hindu	0.9%	2.5%
Jewish	0.7%	1.8%
Muslim	4.2%	11.2%
No religion or belief	8.7%	23.3%
Other	2.9%	7.7%
Prefer not to say	5.6%	15.0%
Sikh	0.3%	0.7%
Unknown: No Declaration made	62.7%	
Grand Total	**100%**	**100%**

Table 14: Headcounts - Religion

Unknowns form over almost 63% of religious declarations, or lack of in this case. This will significantly skew all other results. While this is still a substantial proportion, we have 7% less Unknowns than last year. We have been making a concerted effort to encourage people to update their diversity data and this seems to be making an impact. Christians form the second largest group at 14%, staff with no religion or belief are the third largest at almost 9%, and staff who would prefer not to say are fourth at almost 6%.

Patterns of Work and Grades
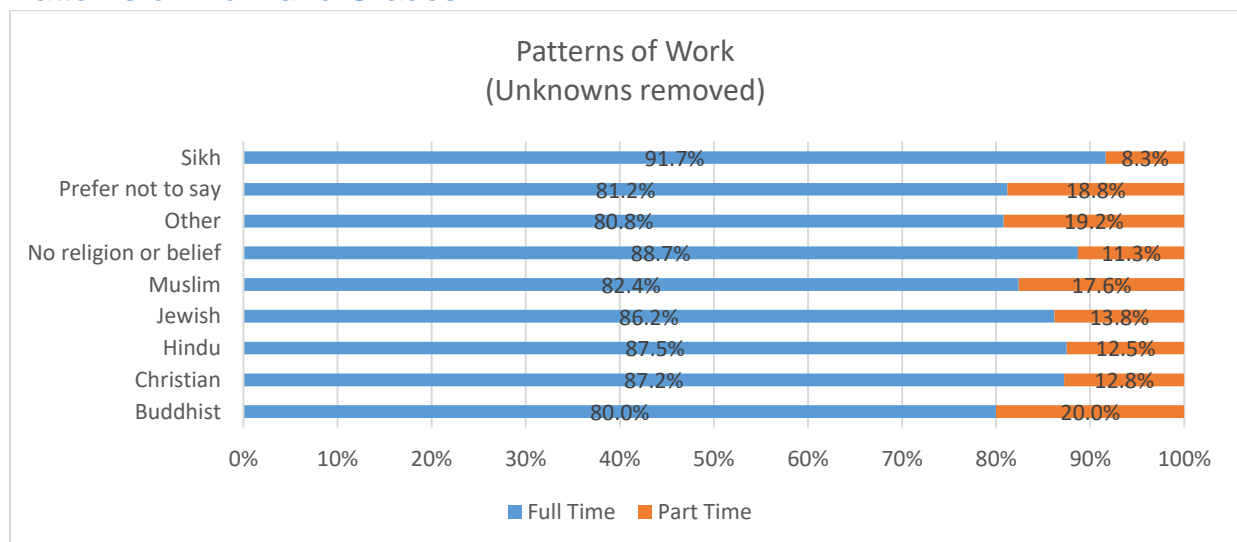
Figure 53: FT/PT - Religion

Most religious groups do not deviate significantly from the 80.2%/19.8% overall split. Sikh staff still have the lowest proportion of part-time workers, although this has risen by 8.3% since last year.

Employment Grades	Buddhist	Christian	Hindu	Jewish	Muslim	No religion or belief	Other	Prefer not to say	Sikh	Grand Total
Level 1	0.0%	29.0%	1.6%	0.0%	21.8%	14.5%	12.1%	21.0%	0.0%	100.0%
Level 2	0.7%	41.6%	1.5%	0.4%	17.6%	13.9%	10.5%	13.9%	0.0%	100.0%
Level 3	0.4%	40.6%	2.2%	2.0%	12.2%	17.9%	7.6%	15.7%	1.4%	100.0%
Level 4	0.0%	36.9%	3.9%	2.3%	7.1%	28.6%	6.7%	13.4%	1.2%	100.0%
Levels 5-7	0.4%	29.7%	1.9%	3.0%	4.9%	39.8%	4.5%	15.8%	0.0%	100.0%
Other	0.0%	58.3%	2.8%	0.0%	8.3%	13.9%	8.3%	8.3%	0.0%	100.0%
Grand Total	**0.3%**	**37.5%**	**2.5%**	**1.8%**	**11.2%**	**23.3%**	**7.7%**	**15.0%**	**0.7%**	**100.0%**

Table 15: Salary Grades - Religion

Unknowns have been removed from *Table 16*, but they will have skewed the remaining data regardless. Most groups to declare a religion are largely proportional to their composition of the council. However, the proportion of Muslim staff appears to decrease quite significantly as grades get higher and are overrepresented at the lower end as well. Staff who have declared no religion or would prefer not to say have erratic numbers at each level, and do not appear to follow any significant pattern as grades go up or down.

Recruitment, Leavers, and Apprentices

The proportion of Christian, Prefer not to say and Other candidates remain largely stable across the recruitment process, with only minor fluctuations at each stage. The proportion of candidates with No religion or belief candidates' and Jewish candidates increases at every stage. Muslim candidates and Hindu candidates are the only groups to decrease at each stage, although this is more significant for Muslim candidates with the proportion of reducing by nearly 8% between the application and short-listing phase.
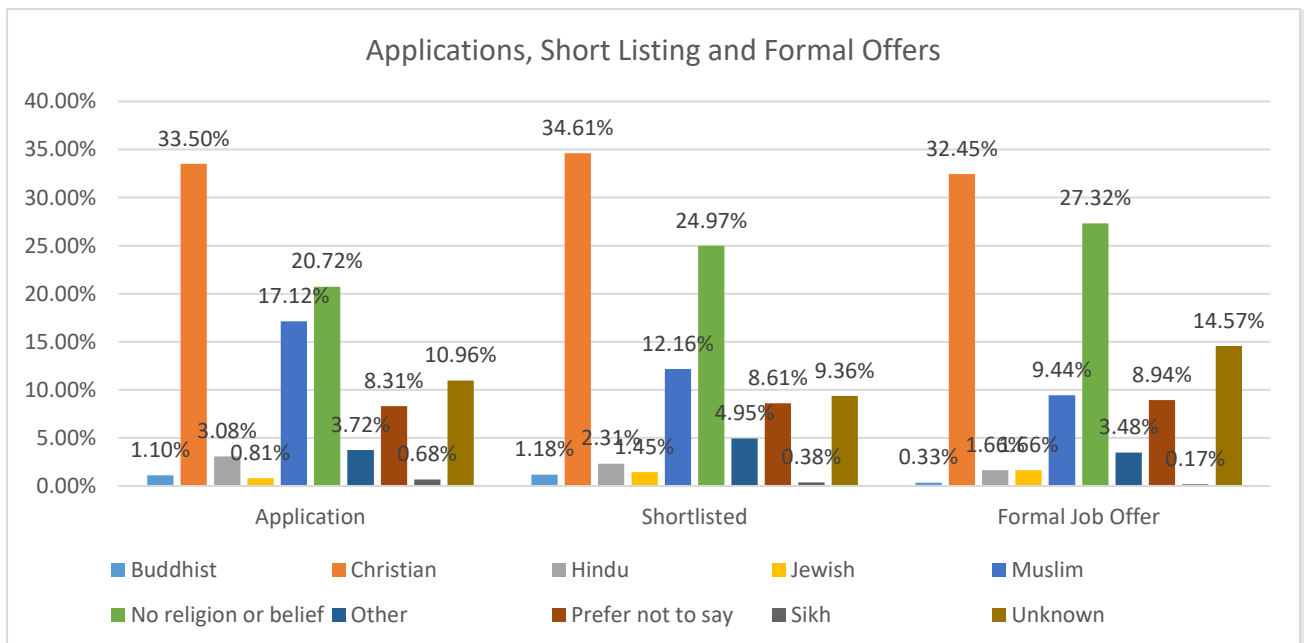
Figure 54: Applications, Short Listing and Formal Offers - Religion

New Starters

Christian 19.5% | Hindu 1.8% | Jewish 1.0% | Muslim 9.6% | No religion or belief 12.7% | Other 13.2% | Prefer not to say 17.0% | Sikh 0.0% | Unknown 25.3%
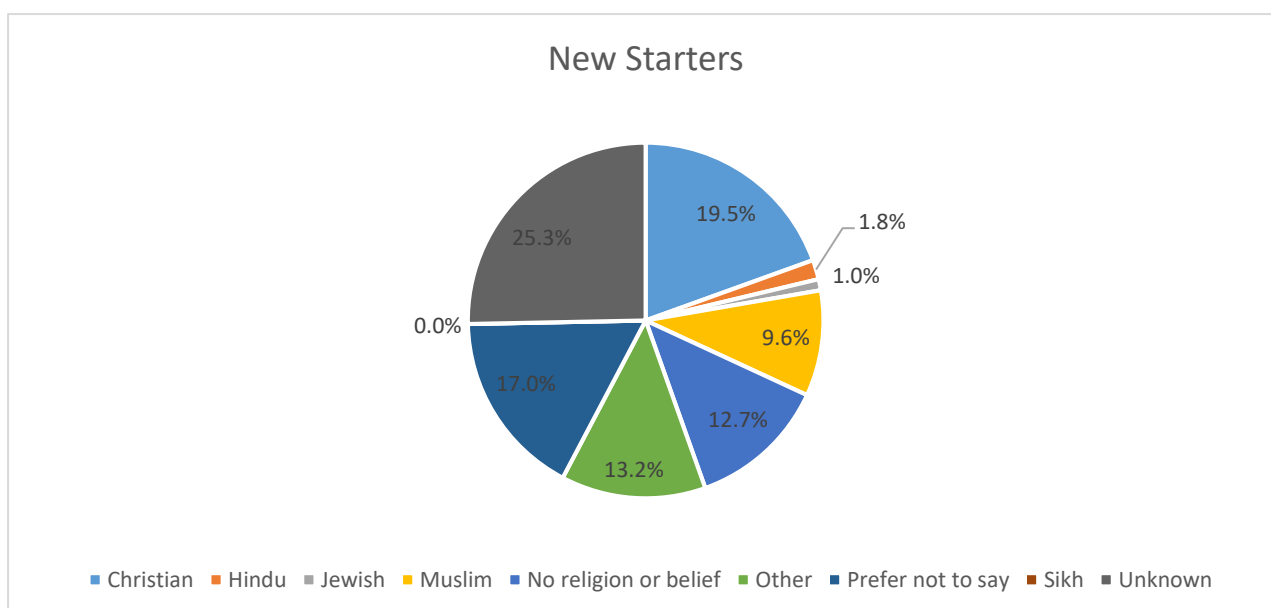
Over a quarter of the 395 new-starters in 2021-22 are unknowns. The largest group of new starters to declare were Christians at just under 20%, and those with no religion or belief were the second largest at almost 13%. There were no Buddhists amongst new starters, or at least none that declared this.

Figure 55: New Starters - Religion

Leavers

Christian 13.0% | Hindu 0.9% | Muslim 4.9% | No religion or belief 12.4% | Other 3.3% | Prefer not to say 8.4% | Unknown 57.0%
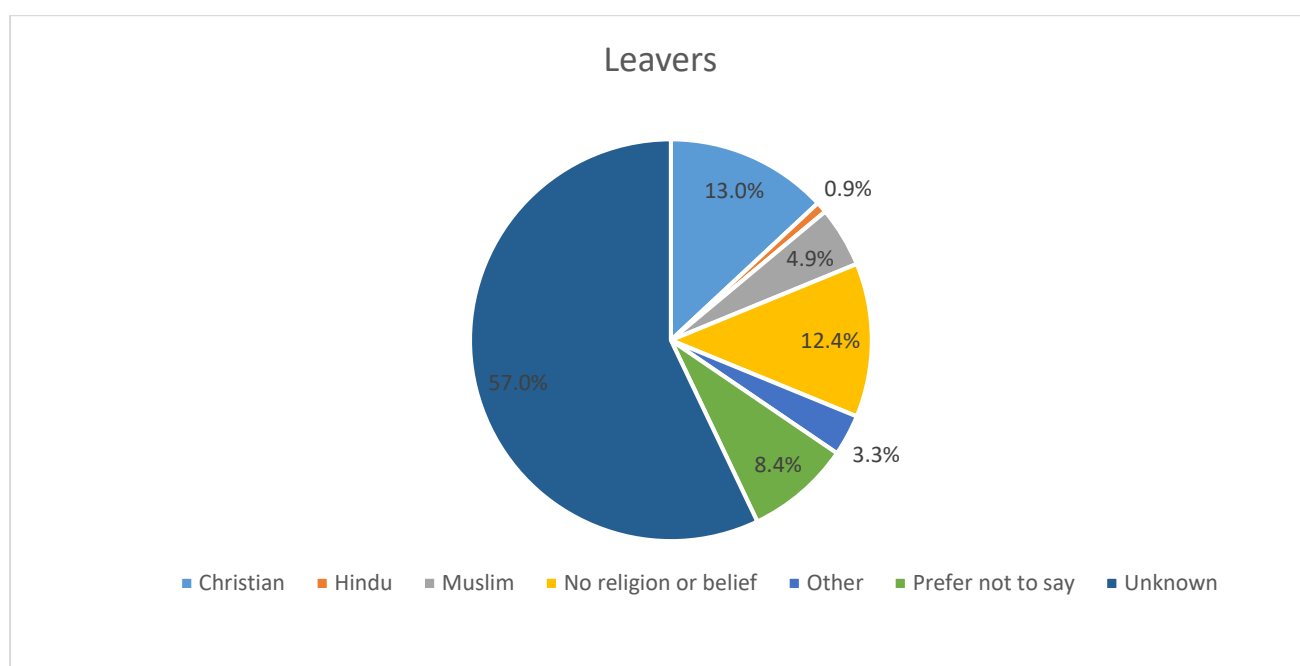
57% of the 453 leavers in 2021-22 were unknowns. Those with no religion or belief formed just over 12%, whilst Christians 13%. There were no (declared) Jewish or Buddhist people amongst leavers this year. Reasons for leaving is too skewed by unknowns, meaning no useful conclusions can be drawn from it, and so it has not been included.

Figure 57: Apprentices – Religion
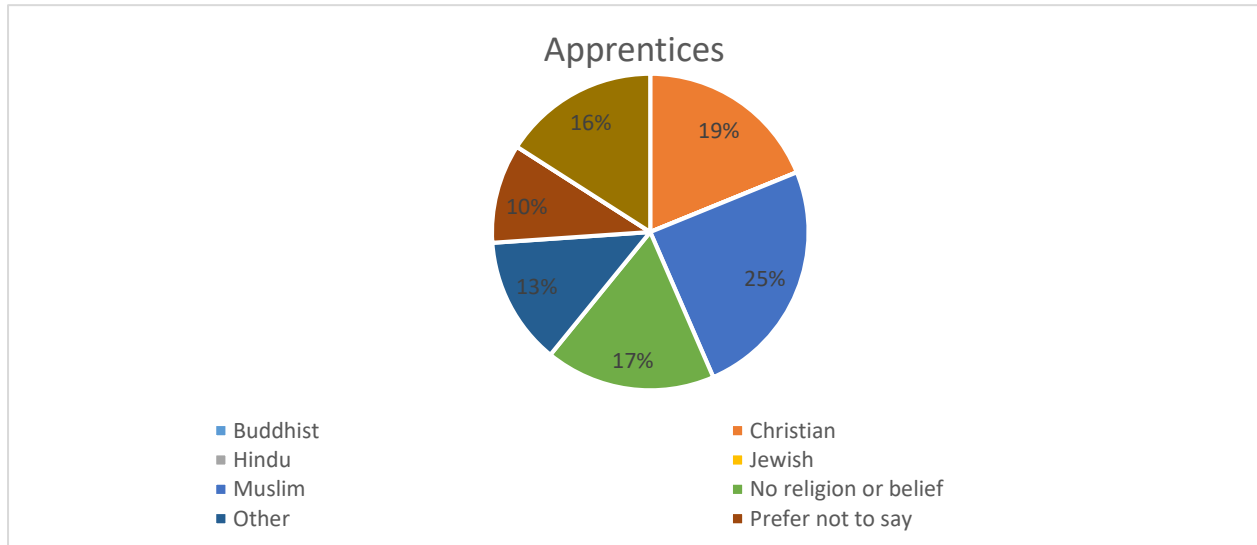
Of the 69 apprentices in 2021-22, a quarter were from a Muslim background, and 19% were Christian. Those with no religious belief were the third largest at 17%. There were no (declared) Buddhist, Hindu, Jewish or Sikh apprentices.

Staff Resident in Camden
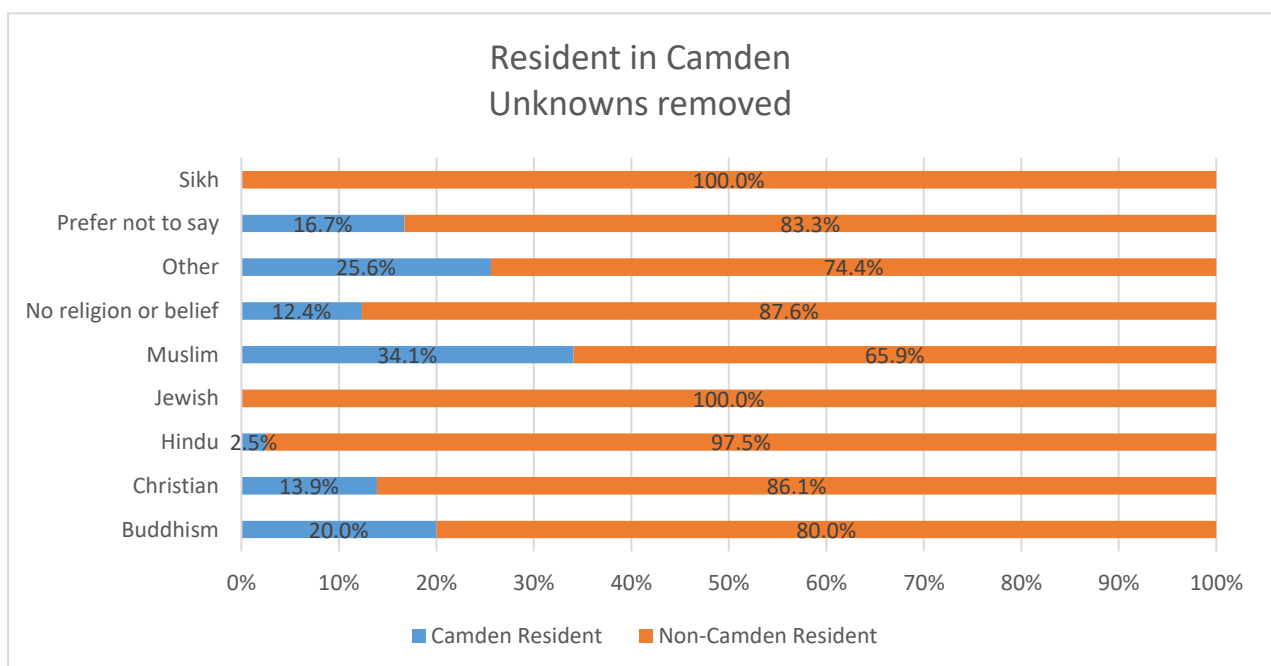
Figure 58: Staff Resident in Camden - Religion

According to *Figure 64*, 100% of Sikh and Jewish staff live outside of Camden –this might be a result of skewing from the considerable number of unknowns. Muslim staff are the most likely to live in the borough, with over a third doing so. Hindu staff are the least likely to, with just under 5% living in Camden.

Sickness Absences

Figure 59: Absences – Religion
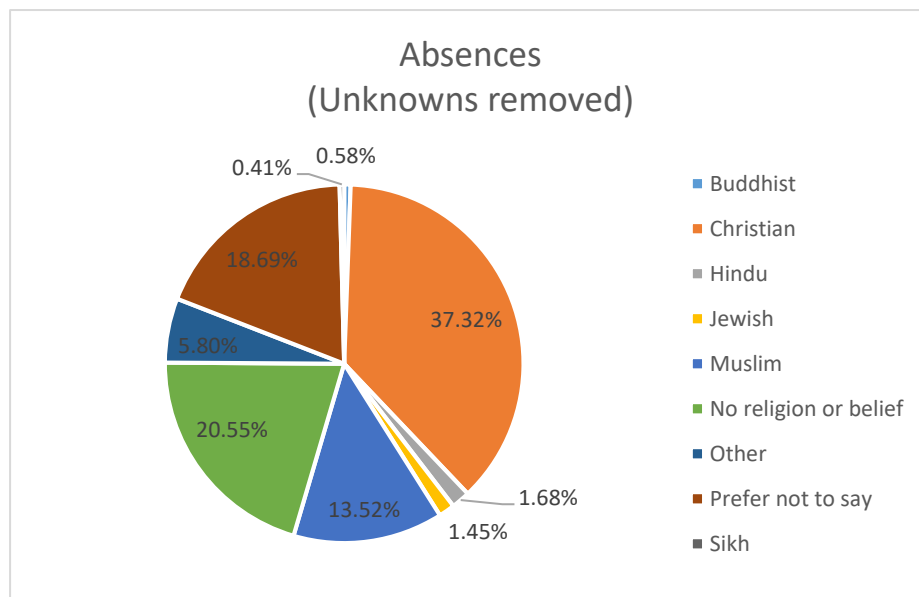
Absence cases were largely proportional for most religious groups. The levels of absences amongst those who preferred not to say were almost 4% higher than expected, and almost 3% lower than expected for staff with no religion of background. Unknowns, which have been removed, may be a factor in this.

Age

Camden Council continues to attract and develop top talent across all age groups. Whether it is through our apprenticeships and traineeships, our Graduate Scheme or internal secondment opportunities – everyone, no matter what their age, has an opportunity to thrive here.

Headcounts
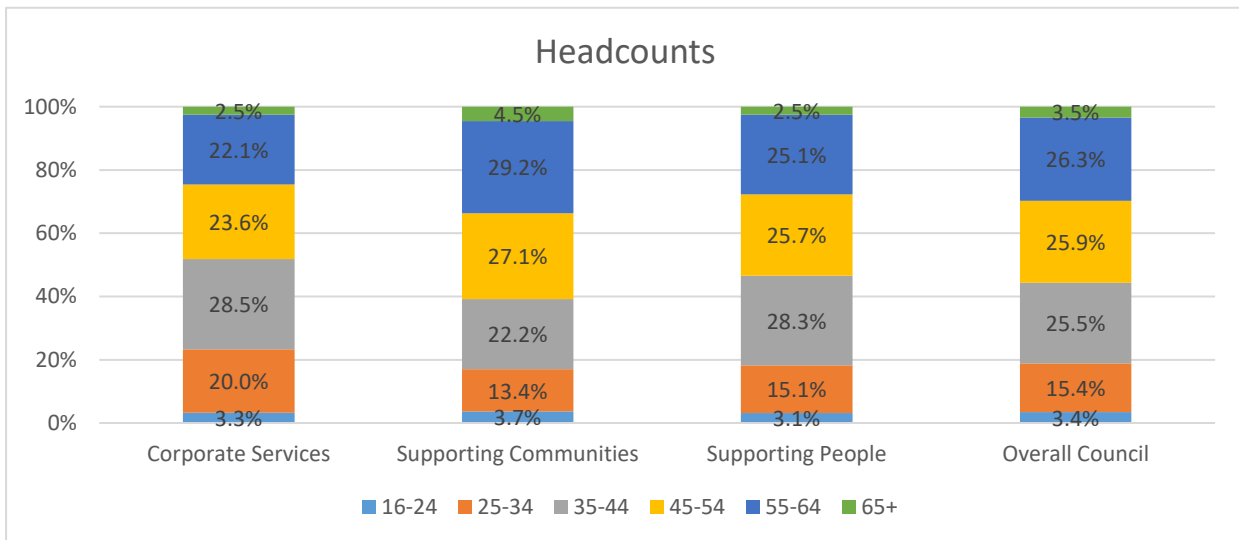
Figure 60: Headcounts and Directorates - Age

The largest age group at Camden is those aged 45-54 at 25.9%, with those aged 35-44 closely following at 25.5%. The smallest group is those aged 16-24, closely followed by those age 65+. These proportions largely hold across Directorates, with 1-5% fluctuations amongst them.
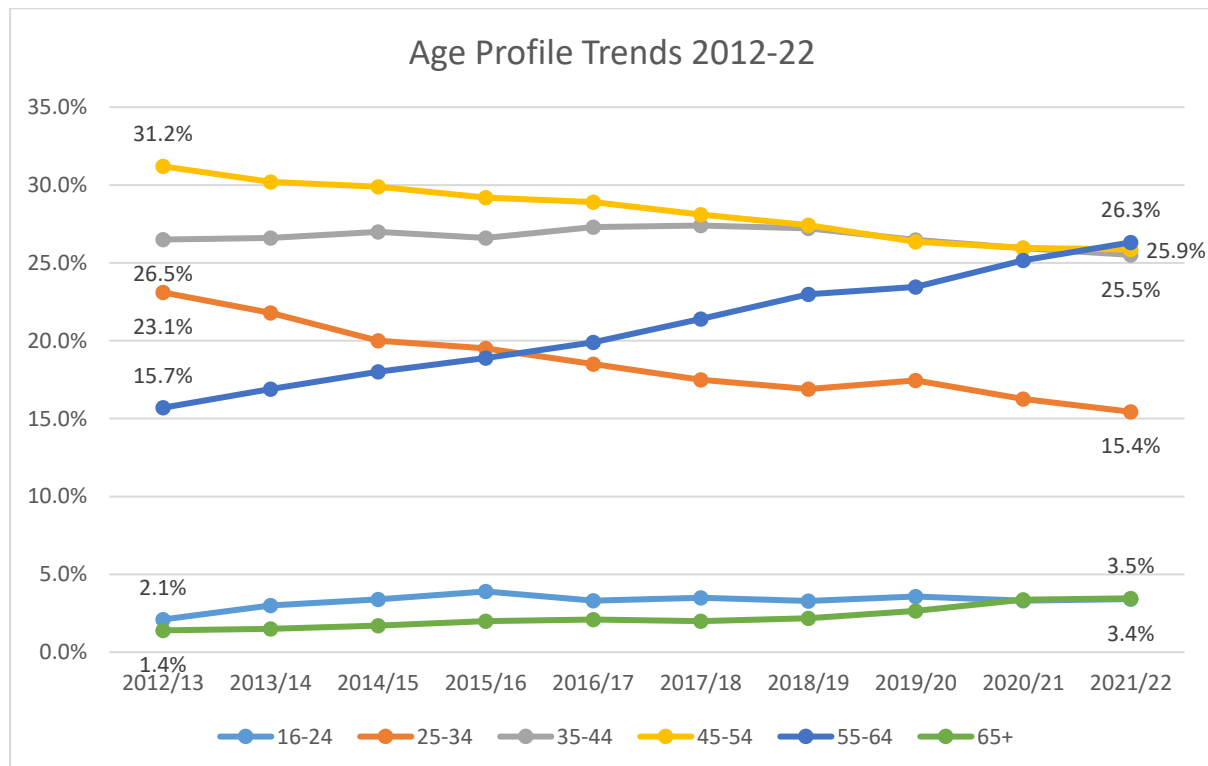
Figure 61: Age Profile Trends 2011-22

Figure 67 shows the proportion of different age groups at Camden over the last 10 years. The proportion of 55–64-year-olds has seen the largest increase, growing by 10.6% from 15.7% to 26.3%. 26–34-year-olds saw the smallest increase, only growing by 1.4% over the period. Conversely, the largest decrease was amongst the 25-34 age band, reducing by 7.7% from 23.1% to 15.4%. 45–54-year-olds saw the smallest decrease, reducing by 1% over the period. Camden as an organisation has a significant way to go to accurately reflect the age profile of the Borough and London as a whole, and this can be seen in *Figure 68* below. Both 16–24-year-olds and those over 65 are significantly underrepresented at the Council, ranging from 10 to 13% underrepresentation. Those aged 55-64 are the most overrepresented, being 14-15% higher than expected.

Composition of Council, Borough and London
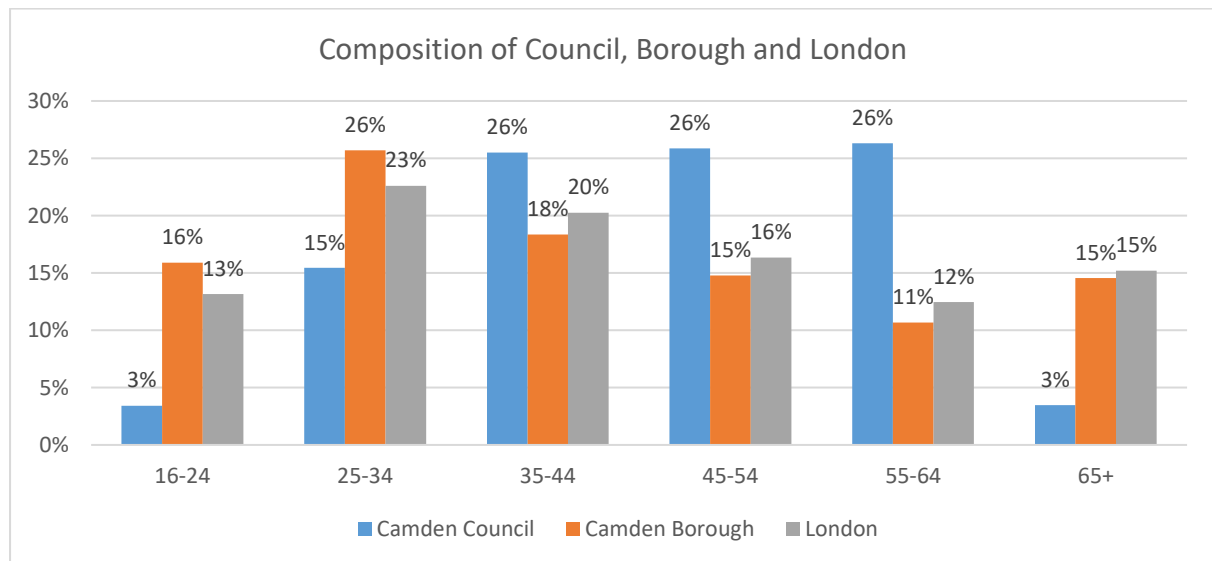
Figure 62: Composition of Council, Borough, and London - Age

Patterns of Work, Grades and Length of Service

Paterns of Work
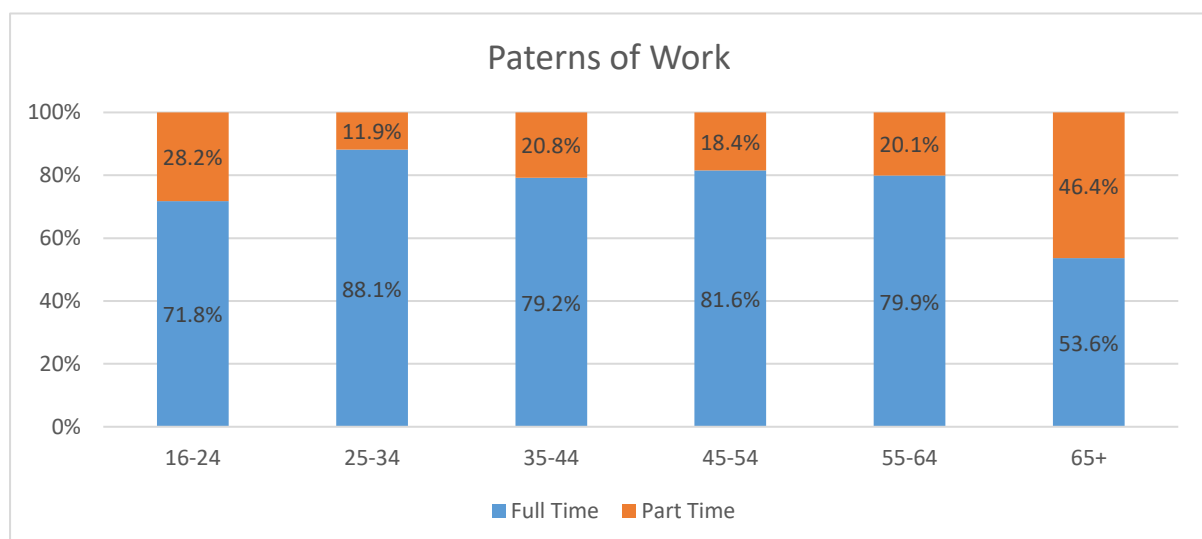
Most age groups do not deviate significantly from the Council's overall 80.2%/19.8% full time/part time split, and this pattern was observed over the last few years. The clear exception to this is those aged 65 and over, who are the only group identified that is more likely to work part time than full time, and the 25-34 age range, who are disproportionately likely to work full time.

Figure 63: Patterns of Work – Age
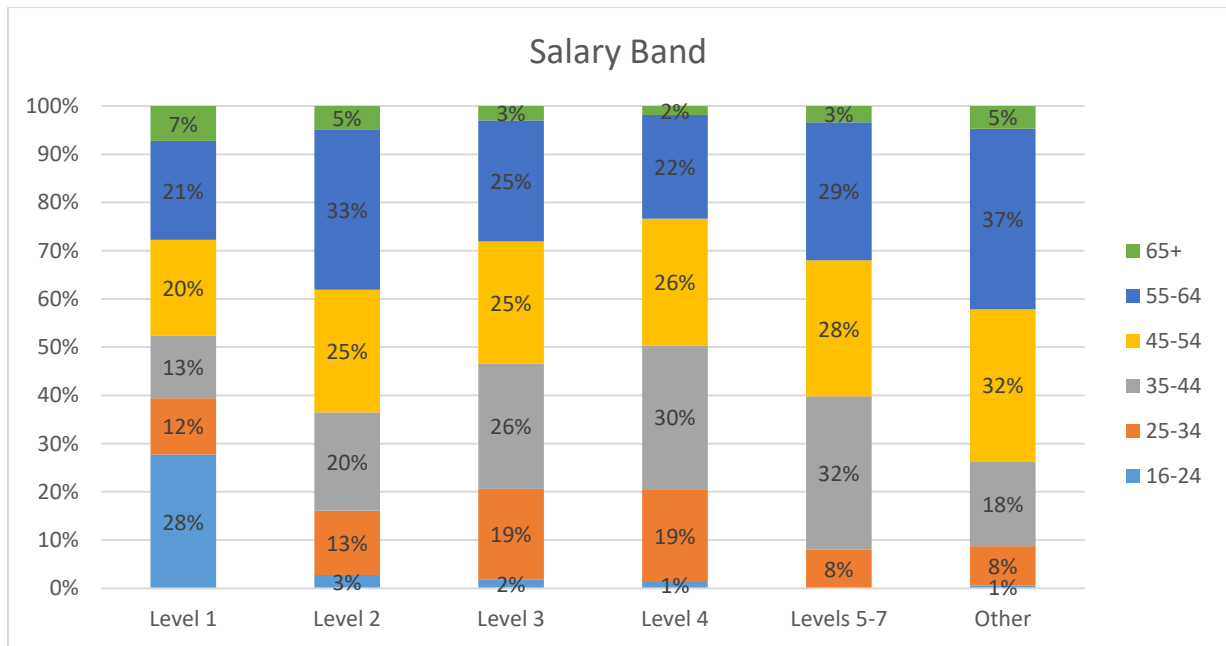
Figure 64: Salary - Age

Although the distribution of the age groups amongst salary bands may not look erratic or disproportionate, much of the results are largely expected. For younger staff, i.e., primarily the 16-24 group, their current role at Camden – particularly if an apprentice – may only be the first or second job they have ever had, so it is expected that they start at the lower end and would work their way up the grade ladder. The lower end of the 25-34 will also be following a similar pattern and would still be developing their work experience.
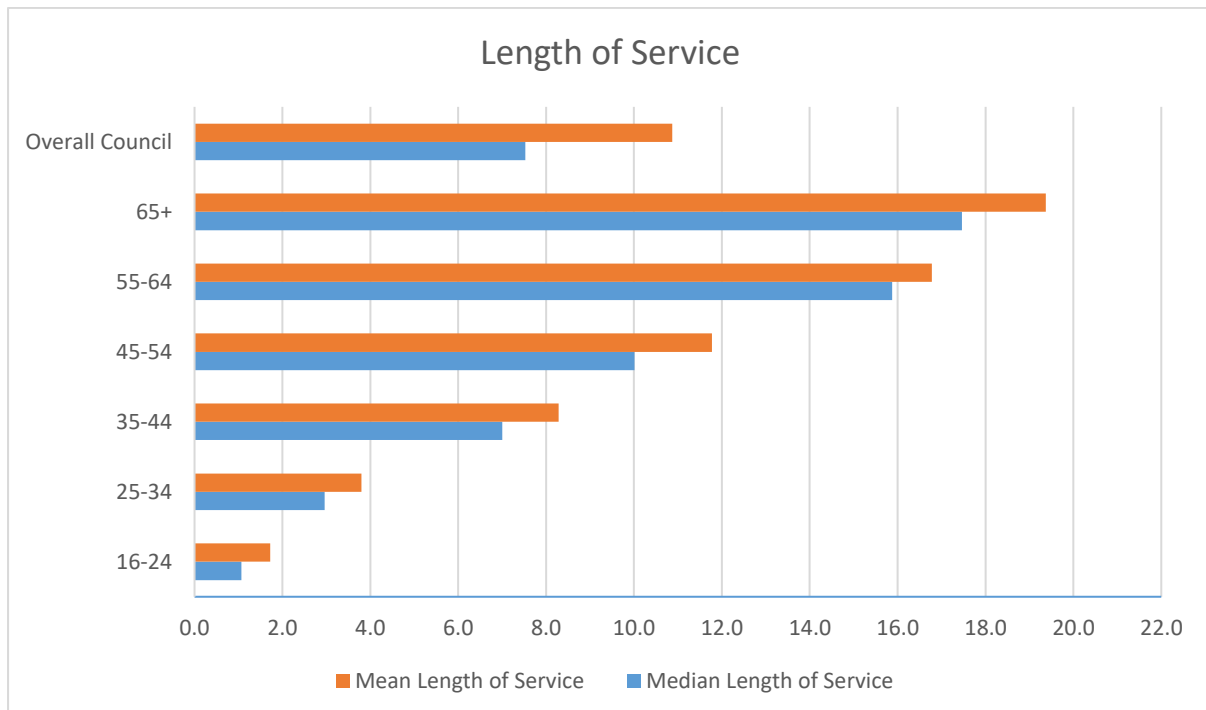
Figure 65: Length of Service - Age

Again, the significant deviation from the overall Council length of service figure amongst different age groups should come as no surprise. The mean and median length of service consistently grows as age increases. Those 16-24 are likely to be just starting their career, whilst those 65 and over will have developed their career at Camden over a longer period before they retire. These patterns were observed last year, too.

Recruitment, Leavers, and Apprentices
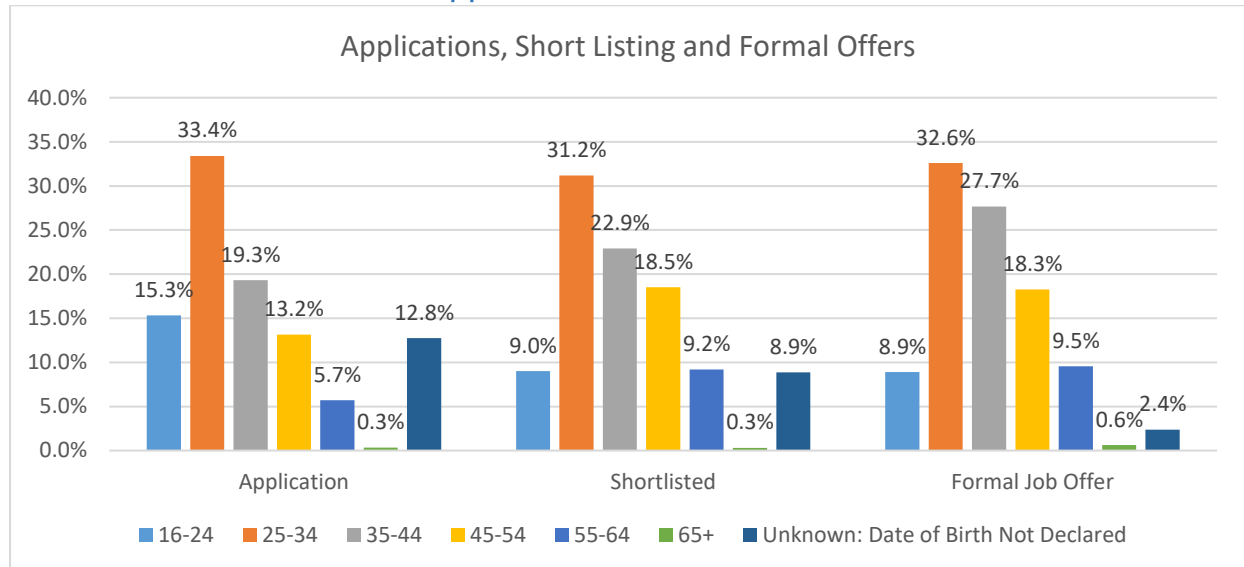
Figure 66: Applications, Short Listing and Formal Offers - Age

25–34-year-olds are the largest candidate pool, being just over 33% of applicants and only marginally reducing at the short-listing stage before increasing again at the formal job offers stage. Conversely, those 65 and older being the smallest, only 0.24% of the 8,087 applicants were from that age group. The 16-24 age groups see the biggest reduction, with just over 40% of applicants from that age group not making it to the short-listing stage. Ages 55-64 and 34-44 are the only age ranges whose proportions increase at each stage of the recruitment process.

New Starters

- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
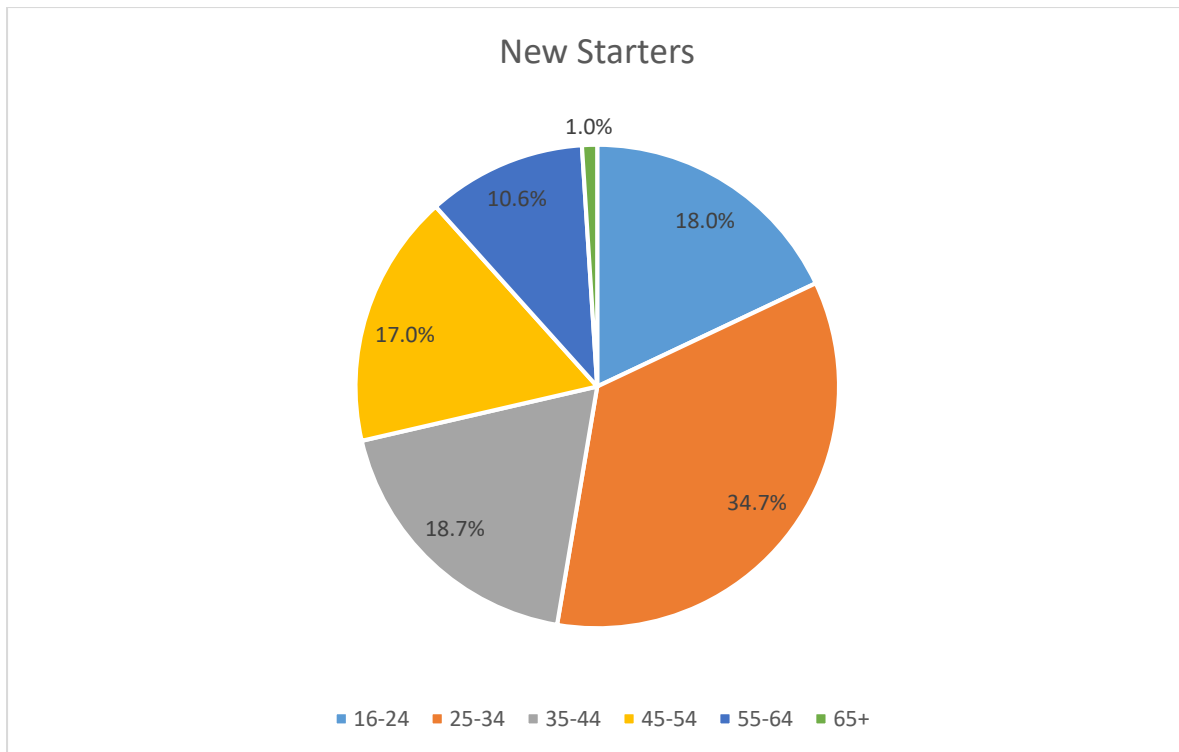
Of the 395 new starters in 2021-22, 25–34-year-olds were the largest group at 35%, followed by the 35-44 group at 19%. This was the same order as last year, although the proportion of 25-34 year olds has grown by almost 12%. 65 and over remains the smallest group, at 1%.

Figure 67: New Starters - Age

Leavers

- Proportion of Leavers
- Actual Composition of Council
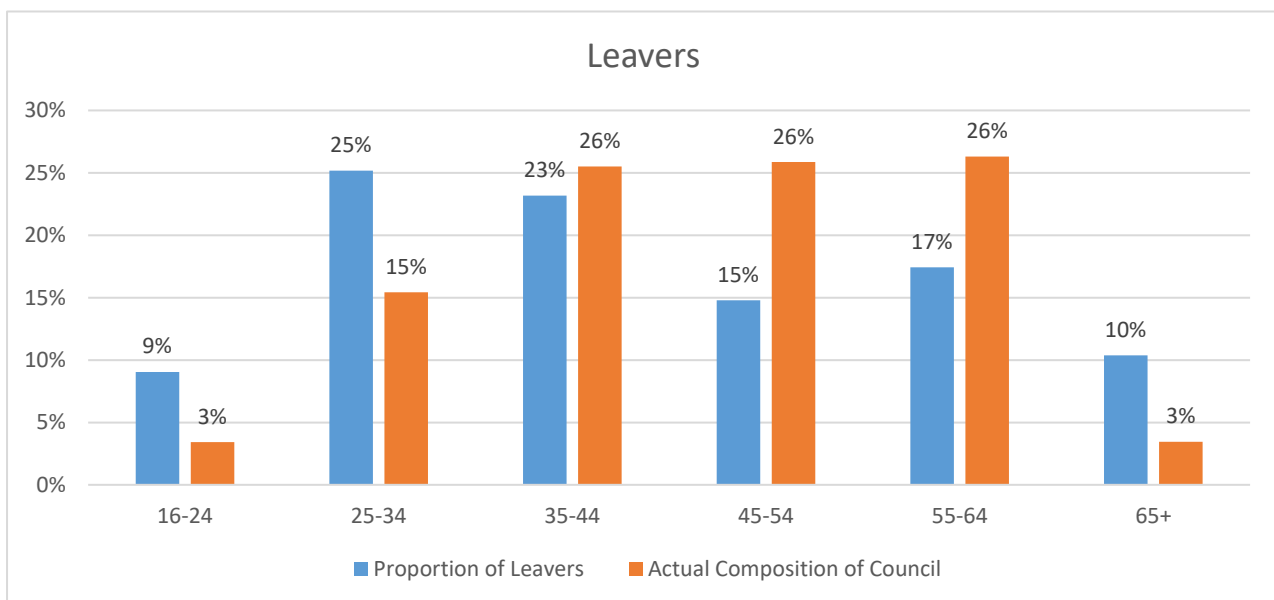
The 25-34 and 16-24 age groups were noticeably overrepresented amongst the X leavers in 2021-22 being 10% and 6% higher than expected. Conversely, the 45-45 and 55-64 age groups were notably underrepresented at 11% and 9% respectively. This is not entirely surprising, as it is not unusual for younger staff members to move around different employers at a higher rate than older colleagues.

Figure 68: Leavers - Age

Age	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
16-24	37.0%	0.0%	12.5%	5.3%	6.1%	0.0%	9.05%
25-34	40.7%	10.0%	25.0%	0.0%	31.8%	0.0%	25.17%
35-44	11.1%	10.0%	12.5%	7.0%	33.2%	0.0%	23.18%
45-54	7.4%	20.0%	12.5%	19.3%	17.5%	0.0%	14.79%
55-64	3.7%	50.0%	25.0%	49.1%	7.9%	45.5%	17.44%
65+	0.0%	10.0%	12.5%	19.3%	3.6%	54.5%	10.38%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 16: Reason for Leaving - Age

The proportion of 16-24 being dismissed is high. Although there were only a small number of cases, we saw the same last year, so this is something to be mindful of. Redundancies are affecting the 55-64 and 65+ group more than others, the rate being almost 23% and 15.8% higher than their actual composition of the Council.
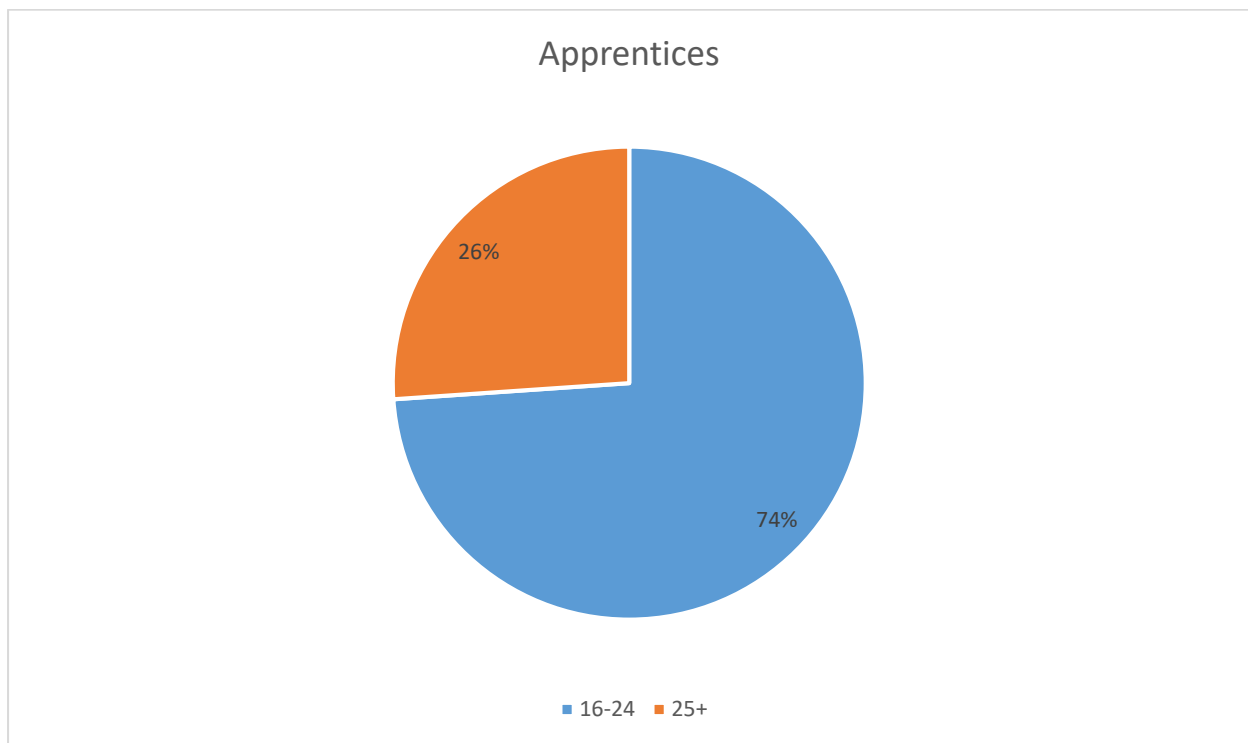
As expected, the vast majority of the 69 apprentices at Camden are in the 16-24 age group, with only 26% older than 25.

Figure 69: Apprentices – Age

Staff Resident in Camden

Resident in Camden

Age	Camden Resident (%)	Non-Camden Resident (%)
65+	25.2%	74.8%
55-64	17.0%	83.0%
45-54	12.4%	87.6%
35-44	12.6%	87.4%
25-34	21.4%	78.6%
16-24	59.7%	40.3%
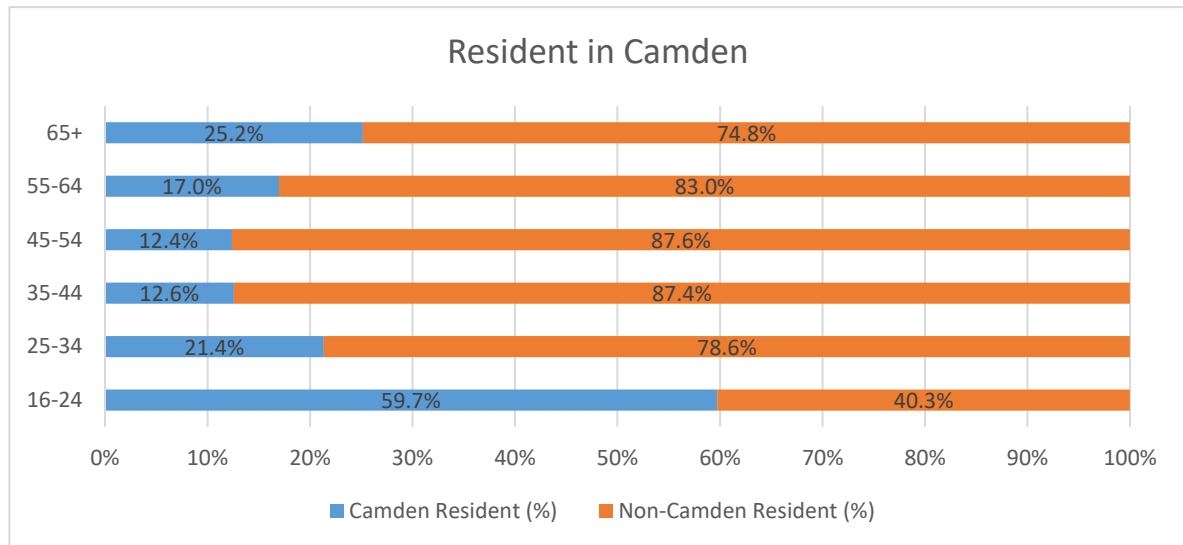
Figure 70: Staff Resident in Camden - Age

Four of the six age bands do not deviate much from Camden's overall 17.1%/82.9% Camden resident/Non-Camden Resident split. Those aged 16-24 and 65+ are the outliers. The latter has an 8% higher likelihood of living in the borough than staff overall. The former group, however, is over 42% more likely to live in the borough. It is the only group identified, across all characteristics examined in this report, to be more likely to live in Camden than not to. This pattern was also observed in last year's report.

AMGUD and Sickness Absences

AMGUD

	Absence Management	Disciplinary	Grievance	Managing Underperformance	Grand Total
65+	8.9%				6.8%
55-64	31.1%	40.0%	22.2%	38.5%	31.3%
45-54	26.7%	30.0%	44.4%	15.4%	27.8%
35-44	21.5%	20.0%	16.7%	30.8%	21.6%
25-34	11.9%	10.0%	16.7%	15.4%	11.4%
					1.1%
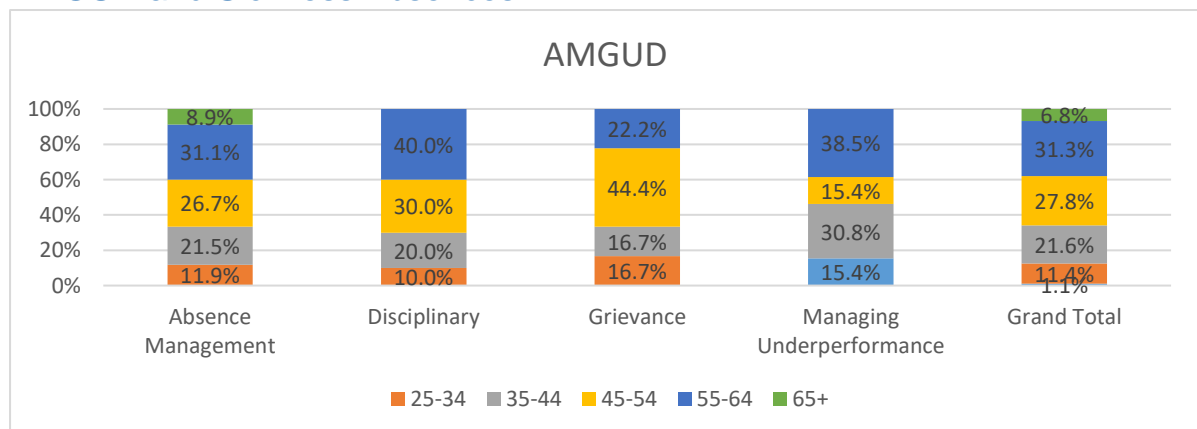
Figure 71: AMGUD - Age

Overall, the different age groups for AMGUD cases are largely proportional to their composition of the council. At the most extreme, the 55-64 age group is 5% higher than expected, and the 35-44 is 3.9% lower than expected. Proportions are more erratic within the different case types. The 55-64 age group is over 12% overrepresented amongst Managing Underperformance cases, whilst neither the 25-34 nor 65+ age groups featured in any Managing Underperformance cases. Disciplinary cases against the 55-64 group are notably higher than expected as well, whereas again, the 65+ age group did not feature.

.

Absences

2.3%
3.7%
17.0%
23.2%
25.7%
28.1%

■ 16-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+
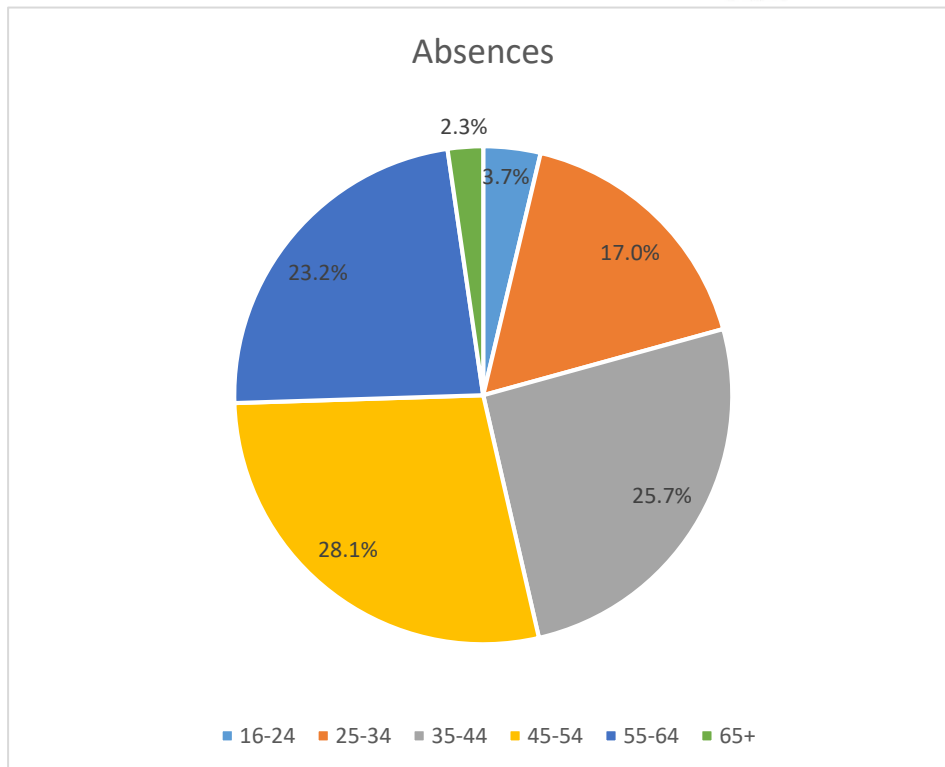
The absence rates of the different age groups are largely proportional. The only notable deviations are still quite marginal; absences amongst the 45-54 group are 2.3% higher than expected, whilst the 25-34 group is 1.6% lower than expected. The 55-64 age range is 3.1% lower than expected.

Figure 72: Absences - Age

Disability

It is critical that Camden Council is a disability friendly organisation. We have worked over the years to ensure disabled staff feel welcome and included, for example making sure all our buildings are accessible and establishing disability working groups. Over the last few years particularly, we have made a concerted effort to create a more disability inclusive workplace, celebrating Disability History Month, launching Camden Disability Charter, utilising our Wellbeing Passport, and rolling out our Disability Inclusion Learning Offer.

Unfortunately, we have also had significantly low declaration rates for a number of years – meaning that our data is not reflecting the true picture. It is positive to see that this is shifting (from 47.4% unknown staff last year, to 29.4% this year), it still makes accurate data analysis difficult.

As a result, we continue to focus on the work that we have been doing, to make sure that our disabled staff who have not declared, feel comfortable to do so.

Headcounts
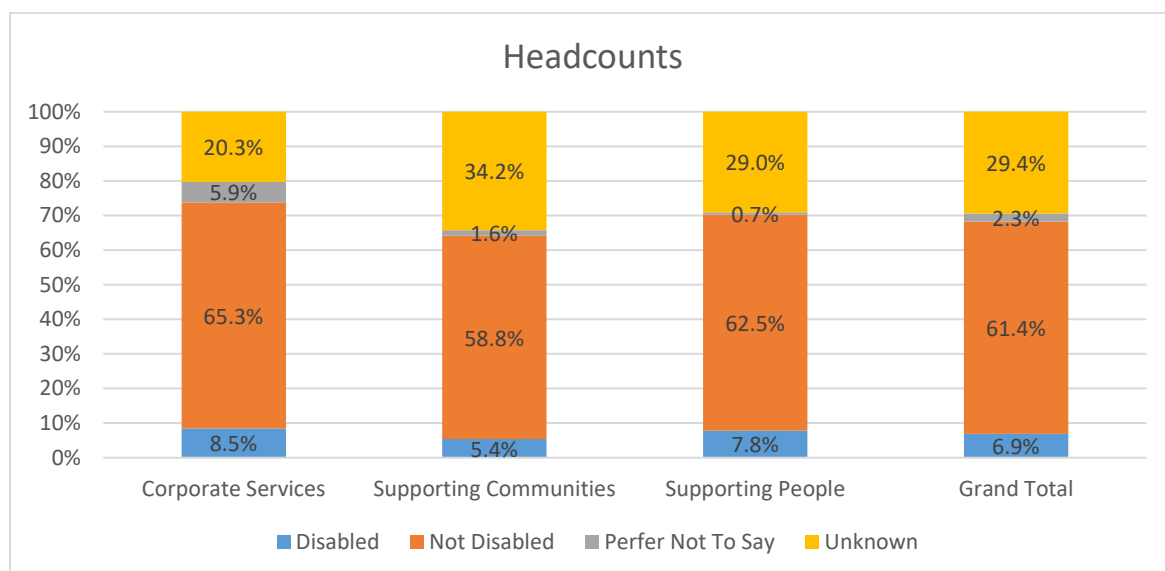
Figure 73: Headcounts and Directorates - Disability

Of the 4,366 staff at Camden, 1284 – 29.4% - are unknowns. This is significantly lower than last year, where 2029 - 47.4% - of staff were unknowns. We have run numerous campaigns over the last year to encourage people to update their diversity data and have worked closely with our Staff Disability network to do this. There was also capacity to amend records which did not migrate effectively from our previous HR system. The number of staff declaring themselves to be disabled has increased by 2.8% since 2020-21, while the number of staff declaring themselves to be non-disabled has also increased, by 20.2%. The proportion of staff who prefer not to say is largely the same.

Patterns of Work, Grades and Length of Service
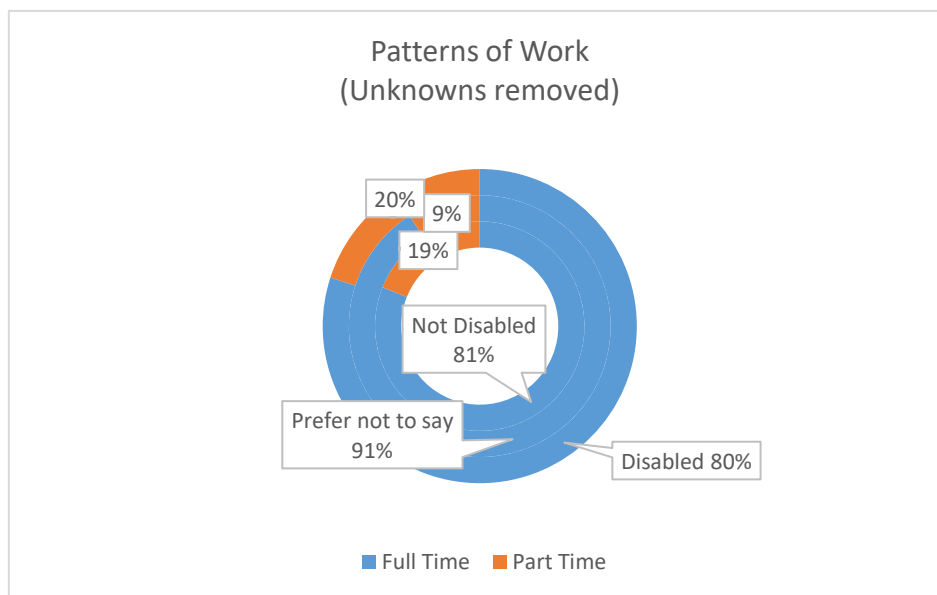
Figure 74: Patterns of Work - Disability

> The working patterns of staff who have declared to be disabled or not to have a disability are largely in line with the Council's overall figure (80.2/19.8%). Curiously, staff who would prefer not to say are almost 11% more likely to work full time than the rest of the Council.
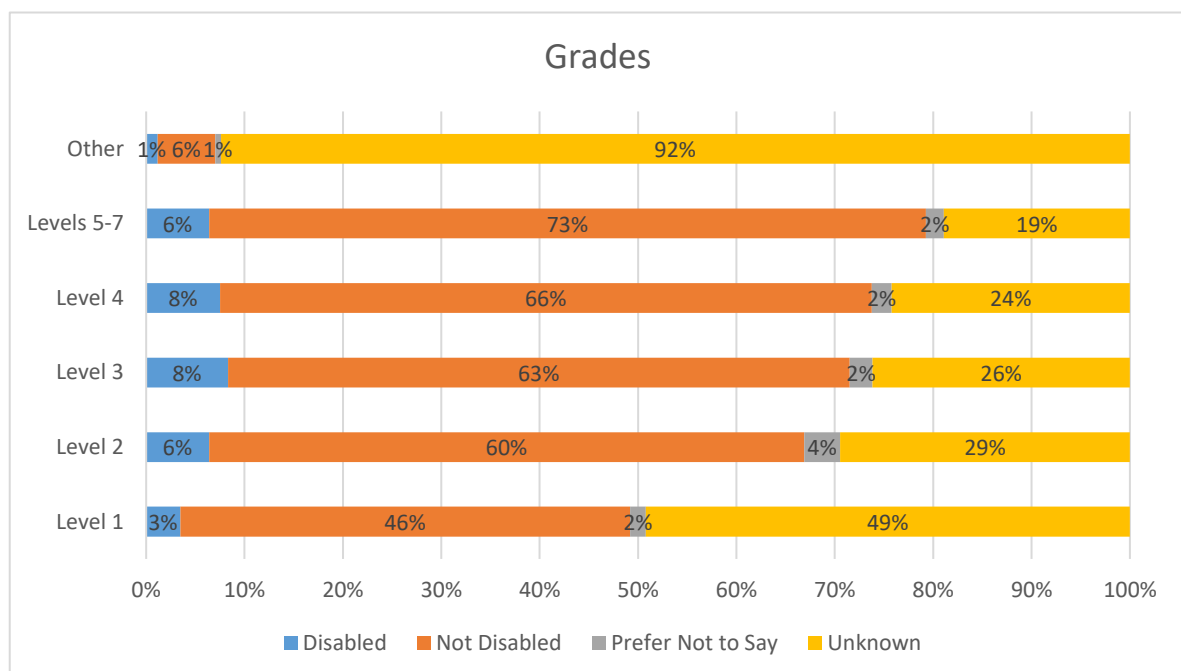
Figure 75: Salary Grades - Disability

The proportion of staff declaring a disability increases from Levels 1 to 3, and then decreases from Level 5-7 onwards. A similar pattern was observed last year. The proportion of not disabled staff consistently increases as the salary grade does, however this seems to be due to the proportion of unknowns decreasing at those levels too. The proportion of staff declaring themselves to be disabled has increased at every Level except 'Unknown' since last year, by 2-3%.
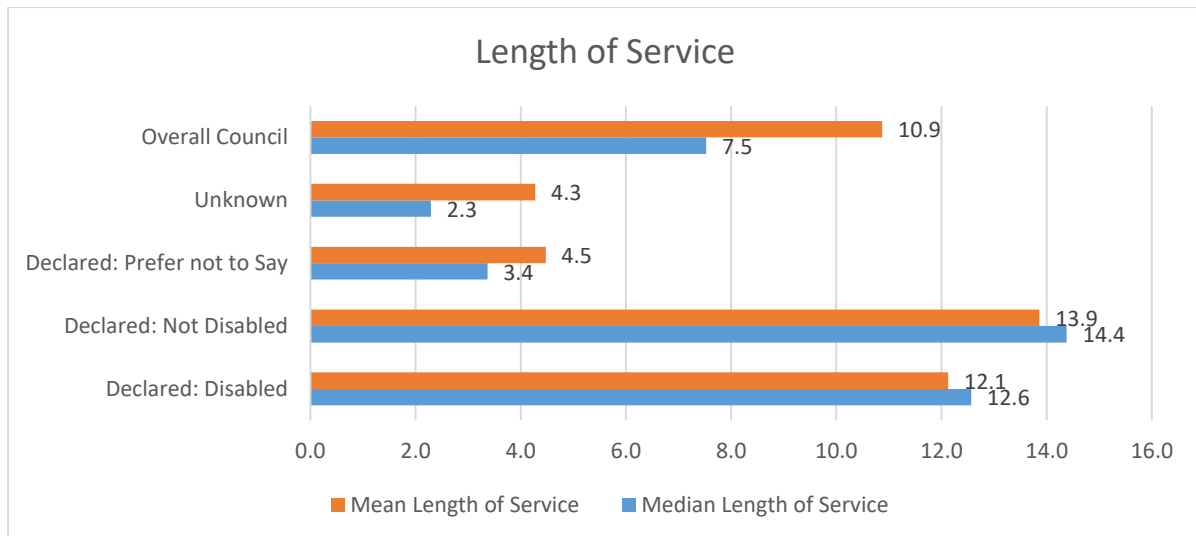
Figure 76: Length of Service – Disability

Due to the high number of unknowns, the length of service values for other declarations will be skewed by more extreme values. Regardless, disabled staff remain at the council for 1.2-5.1 years more than the Council overall. Staff who have declared not to have a disability work at Camden for 3-6.9 years more than the Camden overall figures. Staff who would prefer not to say have a significantly shorter length of service.

Recruitment, Leavers, and Apprentices
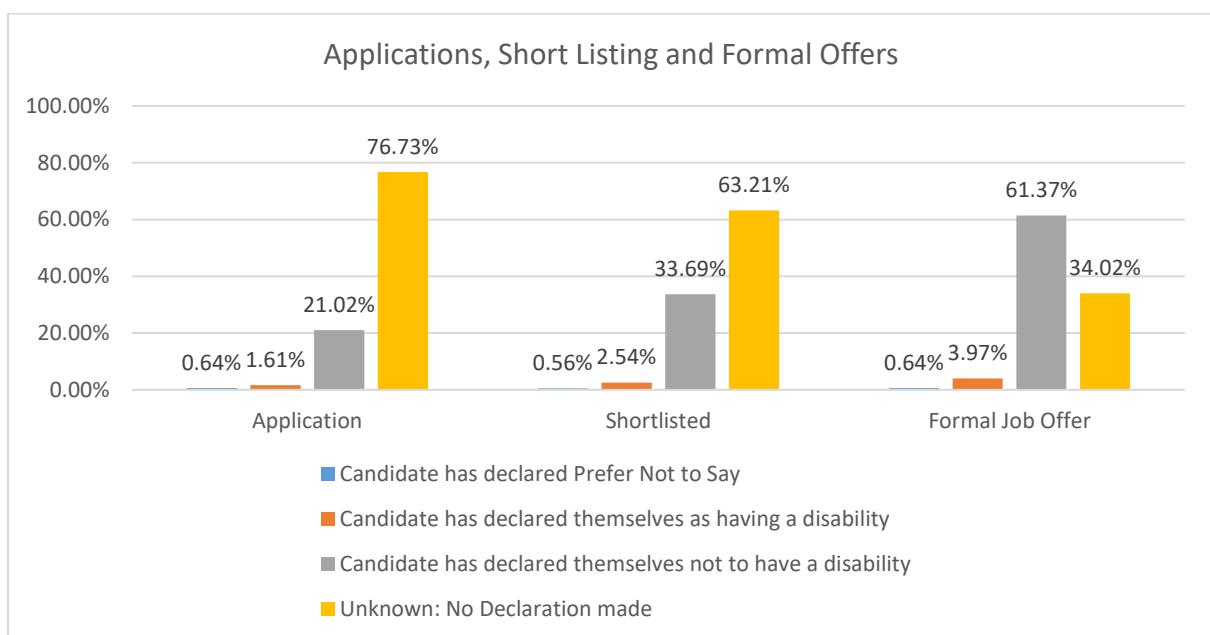
Figure 77: Applications, Short Listing and Formal Offers - Disability

Candidates are very unlikely to provide any type of disability declaration – with just over 77% of those at the application stage not providing one. While this is still a high figure, last year 92.8% of applicants had an unknown disability status, so we are seeing some improvement.

The proportion of staff declaring themselves to be non-disabled increases significantly at each stage. The proportion of candidates declaring a disability also increases at each stage, albeit not by as a significant amount.
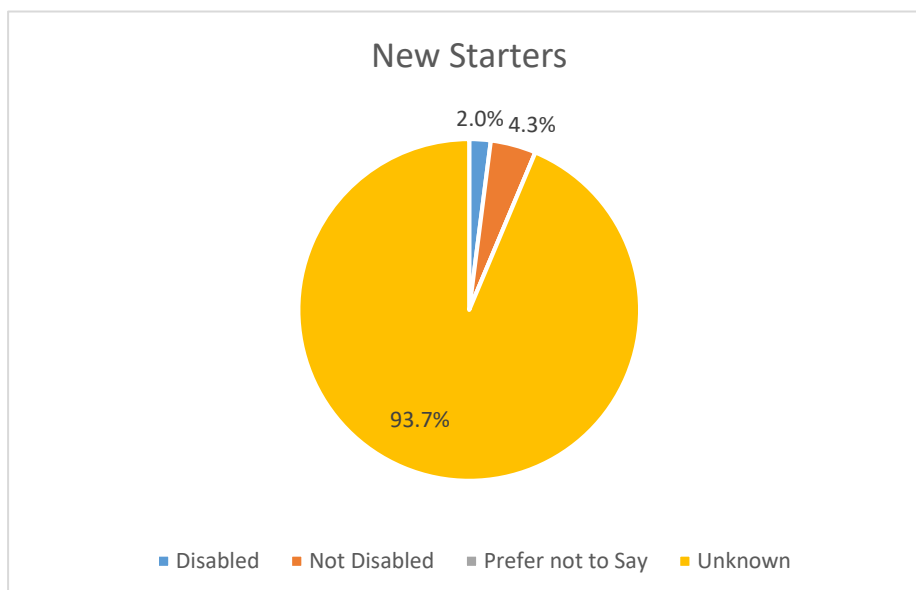
The unknowns' issues is even more pronounced amongst new starters, with nearly 93.7% of the 395 new starters not providing a declaration. There were no new starters who declared prefer not to say.

Figure 85: Starters - Disability
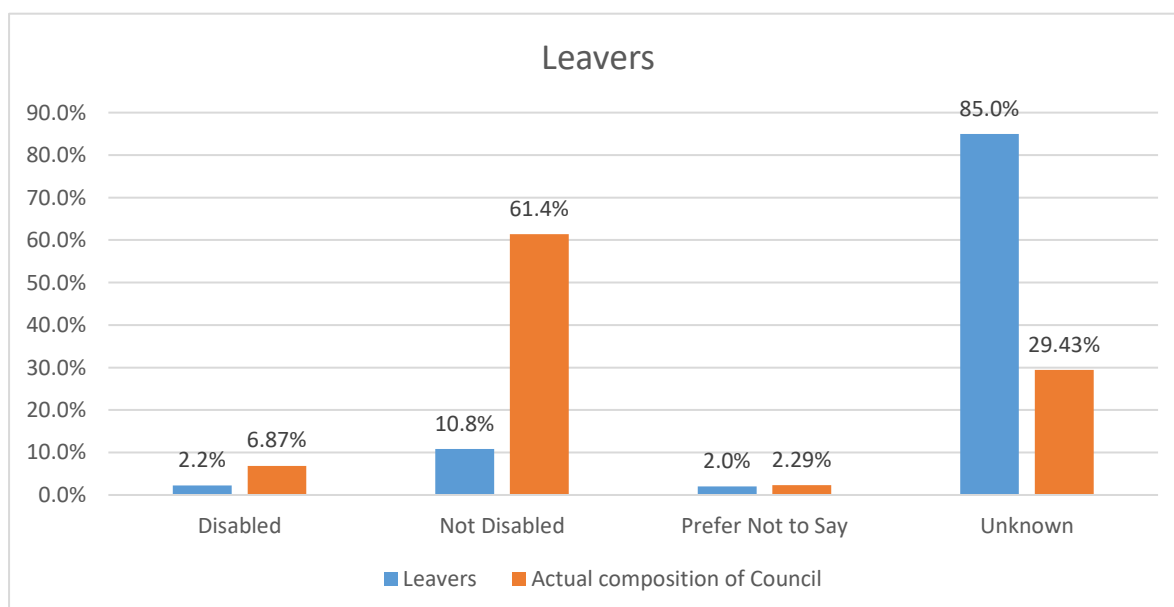
Prefer not to say staff largely leave in proportion to their make-up of the council. Non-disabled staff and disabled staff are underrepresented, and this is likely due to the high number of unknowns in this demographic. The unknowns issue prevents useful analysis of the reasons for leaving, so is not included here.

Figure 79: Leavers – Disability

Staff Resident in Camden

Unknowns live in the borough at a rate fairly similar to the Council's overall figure, the other groups see some notable deviation from this. Both disabled and prefer not to say groups live in Camden at a rate 5.1% higher than the overall figure. Conversely, staff who have declared not to have a disability are 2.3% less likely to live in Camden.
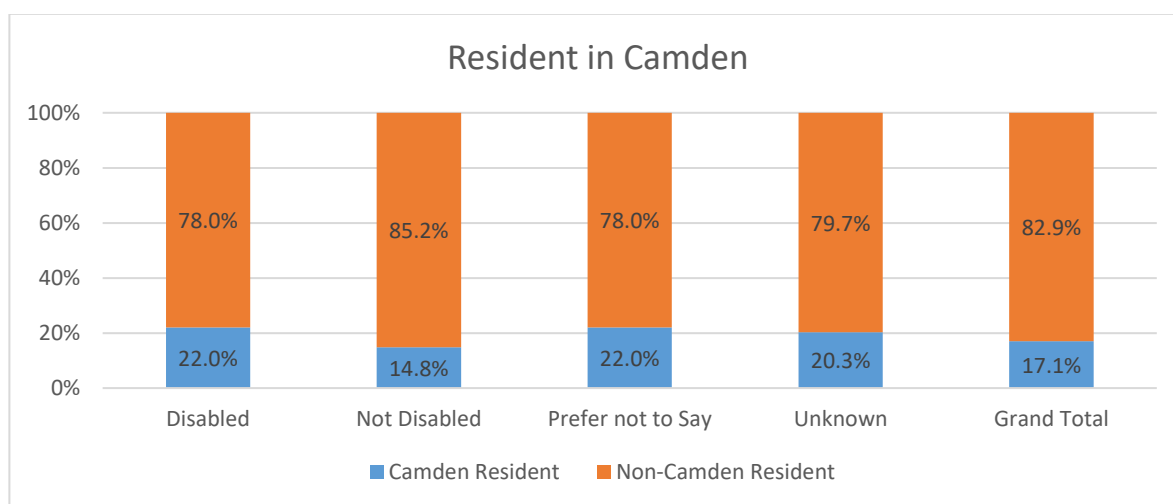
Figure 80: Resident in Camden – Disability

AMGUD and Absences

Disability Status	Absence Management	Disciplinary	Grievance	Managing Underperformance	Grand Total
Not Disabled	52.6%	70.0%	44.4%	69.2%	54.0%
Prefer not to say	2.2%	0.0%	0.0%	15.4%	2.8%
Disabled	17.8%	0.0%	11.1%	7.7%	15.3%
Unknown	27.4%	30.0%	44.4%	7.7%	27.8%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%

Table 17: AMGUD - Disability

Disabled staff are overrepresented in AMGUD cases by 8.4%. This is because of an overrepresentation in Absence Management, Grievance and Managing Underperformance cases. Non-disabled staff, on the other hand, are underrepresented by 7.4%. Disabled staff are not represented at all in Disciplinary cases, and neither are those declaring prefer not to say. The sizeable proportion of unknowns might be the cause of these 0% figures.

Figure 88: Absences - Disability
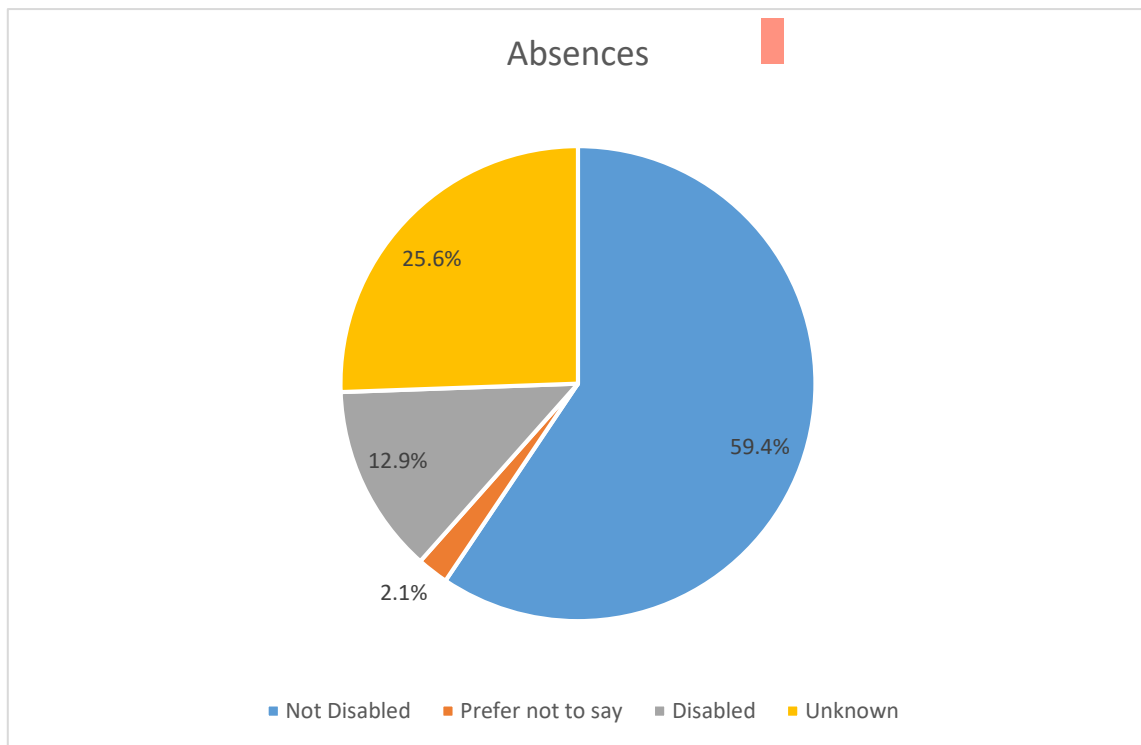
Staff who would prefer not to say are largely proportional amongst absences. Disabled staff are overrepresented by 6% whilst those who have declared not to have a disability are underrepresented by 2%. This is a similar pattern to last year and is worth monitoring.

Appendix

Figures

Tables

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).

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 Somalian
Other	Other Ethnic Group; Any Other Ethnic Group including Arab
	Chinese
Unknown	Data not Recorded

Nationality Groups

Nationality Group	Nationals of:
British	United Kingdom (including individuals who hold dual nationality)
EU or EEA National	Nationals of the below countries (including those hold dual nationality)
	Austria
	Cyprus
	Finland
	Hungary
	Liechtenstein
	Netherlands
	Republic of Ireland
	Spain
Non EEA National	Rest of the world
Unknown	Nationality Data Not Recorded in HR System

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:

- Corporate Services
- Supporting Communities
- Supporting People, which includes centrally employed teachers.

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 Oracle Taleo. 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, ethnic origin, religion or belief and sexual orientation are not compulsory fields, and the small numbers of people in some of these categories have meant it has not been possible to report on all aspects by these characteristics.

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

Data for current employees is provided as of the 31st March 2022. Data for all other sections relates to the period 1st April 2021 to 31st March 2022, apart from where forward context is provided. Where referred to then 'Camden Borough' and 'London' data is taken from the 2011 census.