

# CAMDEN COUNCIL ANNUAL EMPLOYMENT PROFILE

2022-23

## 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:

### Overview

- There are 4,356 staff working at the Council, a decrease on last year
- 18.0% of staff are working part-time, which is a decrease of 1.9% from last year
- The mean length of service is 10.8 years, whilst the median is 7.6 years
- Over half of staff are in grade levels 3 and 4
- 11,303 job applications were received during 2022-23. Of these, 2,587 were short-listed and 815 resulted in a formal offer being made
- 596 new starters joined the Council during 2022-23. This figure includes staff who joined the Council following the recruitment process and also staff who joined the Council following a transfer of service. 47.1% of new starters were in Supporting Communities, 33.2% in Supporting People and 19.6% in Corporate Services.
- There were 518 leavers in 2022-23; the percentage of leavers assigned to each directorate is almost in proportion to those starting during the period and the overall workforce as of 31<sup>st</sup> March 2023
- The number one reason for leaving was voluntary resignation
- 62 Apprentices and Interns are currently working at Camden
- The overall turnover rate was 11.9% - an increase of 1.6% on last year
- 14.6% of staff live in Camden, a slight decrease since last year. 72.3% of staff live within 10 miles of Camden's main office base in Pancras Square
- There were 185 'Absence Management, Grievance, Underperformance and Disciplinary' (AMGUD) cases in 2022-23 – an increase of 9 cases on last year - as in previous years the majority of cases were Absence Management related
- The average absence due to sickness was 10.7 days – an increase of 1.4 days on last year

### Gender

- 56% of staff are female, 44% are male
- Female staff are twice as 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 slightly more male staff within the top 5% of earners. The difference in representation between genders has decreased to 0.4% this year, the lowest since 2018/19
- Female applicants are short listed and receive formal job offers at a notably higher rate than male applicants
- The proportion of male and female staff leaving the organisation is in proportion to those joining the Council
- 53% of apprentices are female
- Male staff were dismissed at higher rates than their female colleagues - however female colleagues were significantly more likely to experience redundancy
- Male staff continue to be overrepresented in Disciplinary cases
- Female employees accounted for the 55.9% of the workforce as of 31<sup>st</sup> March 2023 but accounted for 60.6% of all sickness absence during 2022-23. The majority of sickness absence within Corporate Services (61.2%) and Supporting People (80.6%) was taken by female staff. Within Supporting Communities, male employees accounted for 56.1% of sickness absences.
- Of the agency placements occupied during 2022-23 51.3% were filled by male contingent workers and 48.5% female contingent workers

### Sexual Orientation

- Sexual orientation data is not as comprehensive as we would like as unknowns currently account for 50.2% of all employees 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 - 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.
- 4.7% of new starters were Bi, Gay, or Lesbian or preferred to self-describe their own sexual orientation in 2022-23
- 4.8% of apprentices declared themselves as being Bi, Gay or Lesbian – an increase of 2.8% on last year.
- The number of staff with ‘unknown’ and ‘prefer not to say’ declarations are significantly skewing the data regarding leavers and reasons for the leaving
- 67.0% of agency workers declared their sexual orientation as ‘Prefer Not to Say’

### Ethnicity

- 42% of staff are from Black, Asian, and Other Ethnic backgrounds<sup>1</sup>, 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

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<sup>1</sup> The term ‘Black, Asian and Other Ethnicity’ is used for reporting 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 Ethnicity are not one homogenous group, each ethnicity has its own unique identity and experience different barriers.

- 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 staff from Black, Asian and Other Ethnic backgrounds 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
- There has been an increase in staff from Black, Asian and Other Ethnic backgrounds at all Levels except for Levels 1 and 2.
- 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
- As in previous years', applicants of White ethnicity make up the largest proportion of job applications received, short-listed and those who received a formal offer. However, the proportion of those short-listed and receiving a formal offer decreased compared to last year
- White staff accounted for the 33.2% of new starters. Unknowns account for the second largest proportion of new starters at 23.0% but the proportion has decreased considerably from 34.4% last year. Employees of Black, Asian, Mixed and Other ethnicity accounted for 39.3% of all new starters an increase of 5.8% from last year
- Staff from Black, Asian, and Other Ethnic backgrounds are slightly less likely to live in Camden than their White colleagues
- Absence Management cases are largely in proportion to the workforce composition, but White staff are underrepresented across all Grievance, Underperformance and Disciplinary cases
- The proportion of agency workers of Black, Asian, Mixed and Other Ethnicity accounted for 32.5% of contingent workers with Black workers accounting the 24.0% of this figure.

### Nationality

- British Nationals continue to be the largest nationality group at Camden – this group has shrunk by 0.4% since last year
- EU EEA Nationals mean length of service remains 1.4 years shorter than the Council's overall figure, whilst Non-EEA Nationals has increased slightly to be 2.2 years shorter
- The majority of applications continue to be from British Nationals – the same as in previous years - and they are also the majority of candidates that are short listed and receive formal job offers
- The majority of new starters continue to be British Nationals and the proportion has increased slightly from 76.5% to 77.7%. Compared to last year, the proportion of new starters who were EU/EEA Nationals or Non-EEA has increased by 2.4% and 27.4% respectively.
- 85.5% of apprentices are British Nationals
- British, EU and EEA nationals live in Camden at a rate similar to the overall figure
- British Nationals are 3.4% overrepresented in overall AMGUD cases and are specifically overrepresented in Absence Management, Grievance and Underperformance cases
- British Nationals sickness absences are largely proportional. EU/EEA Nationals are slightly underrepresented and Non EEA Nationals slightly overrepresented.
- British Nationals accounted for 84.4% of contingent workers occupying agency placements

## Religion

- Religion declarations are significantly low, making robust analysis difficult
- Unknowns (including those who have declared 'prefer not to say') account for 62.1% 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
- Of new starters that declared a religious belief, those who have declared themselves to be Christian (24.5%) continue to make up the highest proportion following by those with no religion or belief at 20.6%
- The religion or belief of 53.1% of leavers in 2022-23 was unknown. Christians accounted for the largest proportion of leavers whose religion or belief is/was known
- Muslim staff are the most likely to live in the borough, with over a quarter doing so
- 72.7% of agency workers declared their religion as 'Prefer Not to Say'

## Age

- The largest age group at Camden is 55-64 at 26.3%
- Those within the 16-24 age group and those aged 65 or over are more likely to work part time with 32.8% and 37.6% of employees in these bands currently working part time.
- The distribution of age groups amongst salary bands and lengths of service are largely expected
- The proportion of candidates not declaring their age at application stage is 80.7%, this reduces to the 49.7% during the short-listing stage and 5.9% at formal offer stage.
- Of those whose age is known, candidates falling within the 25-34 years age bracket continue to be the largest candidate pool during application, short-listing and formal offer stages
- 25-34 year olds continue to make up the largest proportion of new starters at 31.2% which is a 3.5% decrease from last year.
- The 16-24 and 25-35 age groups were noticeably overrepresented amongst leavers. This is driven by the higher proportion of staff on fixed term and temporary staff within these age bands. These age bands also have the highest proportion of leavers due to Conclusion of Contract at 23.9% and 21.7% respectively
- During the FY2022-23; 46 employees left the Council due to redundancy. The majority of these employees were over 55 years old - 37.0% of aged 55-64 and a further 34.8% aged 65+
- The vast majority of apprentices are in the 16-24 age group, but a key change since last year is that apprentices are now present within the 55-64 age bracket and there have been increases in the proportion of apprentices within the 35-44 age bracket
- 16–24-year-olds remain the only group identified, across all characteristics examined in this report, to be more likely to live in Camden than not
- AMGUD cases and absences are largely proportional to the size of each age group across the Council
- 25.0% of Agency Workers in post as of 31<sup>st</sup> March 2023 were aged 45-54, closely followed by those aged 25-34 (24.0%) and 35-44 (24.3%)

## Disability

- Low declaration rates for a number of years continue to inhibit analysis of patterns amongst this group. Of the 4,356 staff at Camden, 1,361 –staff, 31.9% have an unknown disability status. This is a small increase of 2.4% compared to last year when it was 29.4%.
- The proportion of disabled staff has increased to 7.3% with the number of staff declaring themselves not to have a disability decreasing to 58.9%
- 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
- With the exception of Level 1 and 'Other' grades, the proportion of staff with a disability is consistent with the overall proportion of the Council. These two grades do however have having a particularly high proportion of unknown records at 64.0% and 84.9% respectively. Level 3 has the highest proportion of staff with a disability at 8.5% of the overall workforce at this level.
- Compared to previous years the proportion of candidates who did not declare any information (Unknowns) in relation to disability at application stage has decreased significantly from 73.7% to 8.6%.
- Due to the decrease in the number of Unknowns at application and short-listing stage, there have been significant changes to the proportion of candidates declaring themselves to have/not have a disability
- Amongst new starters, the proportion of unknowns has reduced considerably from 85.0% in 2021-22 to 43.8% this year
- Leavers who declared themselves to have a disability increased from 2.2% to 6.6% and is much closer to the overall makeup of the Council compared to previous years'
- Disabled staff are slightly more likely to live in Camden than the overall Council figure
- Disabled staff are overrepresented across all AMGUD cases by 10.5%. They are overrepresented in Absence Management cases by 12.2%. They are also slightly overrepresented in Grievance cases.
- The majority of agency workers declared themselves not to have a disability (68.0%)

## 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 few 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.

One of the measures we committed to as part of our end-to-end recruitment review is making sure we do not have any all-white shortlists for roles at Level 5 and above. The aim of this initiative is to increase representation of Black, Asian, and Other Ethnic employees at senior levels (Level 5 and above, where underrepresentation is most significant). Our equalities data shows that this approach is having a positive impact on our Black Asian and Other Ethnic headcount however we need to review this at the 12-month mark to understand its impact. This is a big and challenging piece of work, however, continues to be a corporate priority so that our workforce represents the communities we serve.

In parallel, we have been looking at ways to create opportunities for Black, Asian, and other ethnic staff to progress in the organisation to ensure diversity and representation across different levels of our workforce. Different schemes were developed: our internal apprenticeship offer, career development coaching, and leaders programme Black on Board – which is a governance training programme designed to train and mentor Black, Asian and other ethnic people onto board positions. Moving forward, we will be developing an overarching proposition setting out principles, commitments and revisiting offers to deliver on progression and tackle the ethnicity pay gap. We will also be looking

at revisiting our mentoring and sponsorship offers to adapt it to the current needs, as well as provide career development and coaching particularly for Black, Asian, and Other Ethnic staff.

Our Disability Charter details our commitment to all staff that we will take actions which are in the best interests of the disabled community, including offering Disability Leave and our Wellbeing Passport. In 2023 we ran a comprehensive Disability Inclusion Learning Offer which all people managers, HR employees and senior leaders were required to attend. Around 1,000 people attended which is 25% of all staff. This learning covered specific knowledge about how to support disabled staff to thrive at work. It helps to ensure that there is consistency in the understanding and knowledge level, about disability inclusion, across the organisation. This work continues to be a priority area for the Council as we go forward working closely with disabled staff to hone our approach and create real, structural change.

We have also been looking at flexible working, encouraging, and empowering staff to work flexibly, regardless of the reason, providing formal and informal arrangements, including location or time of work and conversations around health and wellbeing in the workplace. We know anecdotally that this approach has particularly benefitted women and carers, who often take the bulk of home responsibilities.

Over the last twelve months, Camden has been working towards becoming a certified Bloody Good Employer, to normalise menstruation in the workplace and support everyone who menstruates at work. We have provided free access to menstrual and bladder leak products in all our main buildings and hosted workshops to develop a better understanding of menstruation and inclusive leadership on menstruation. We are looking to deliver and implement a menstrual health action plan, review our policies and practices to reference menstrual health where needed and develop e-learning modules.

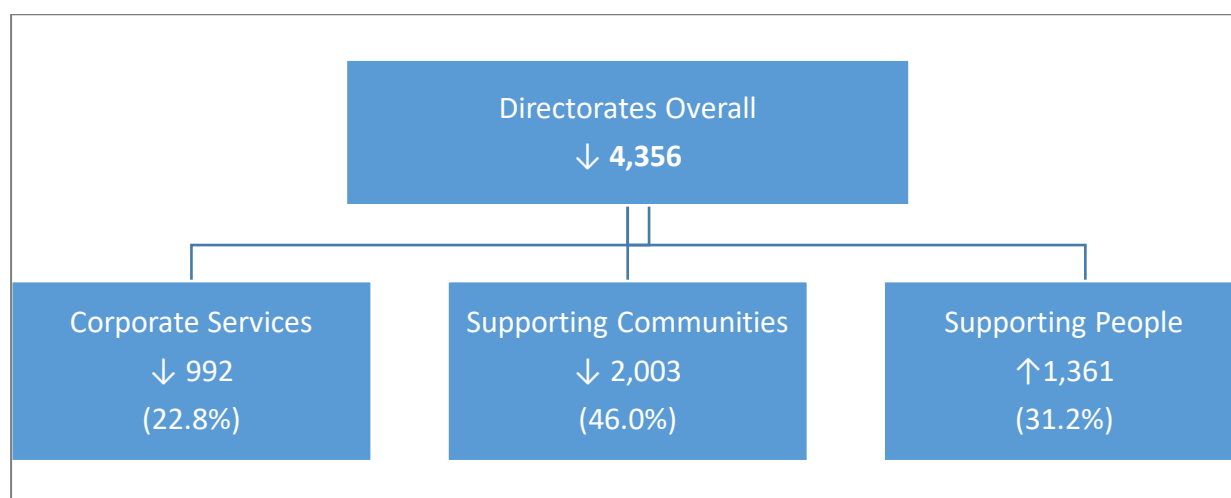


# Council Overview

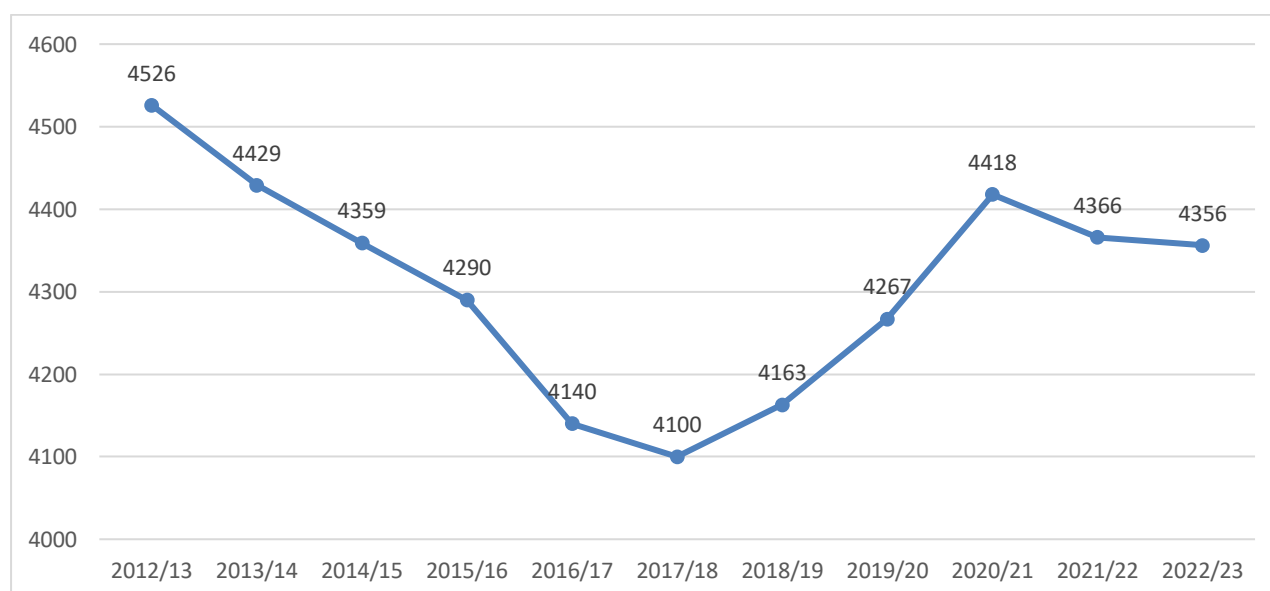
## Headcounts

As of the 31<sup>st</sup> March 2023, the total number of staff directly employed by the Council was 4,356, with a full-time equivalent (FTE)<sup>2</sup> of 3,986. As shown in Figure 1, Supporting Communities remains our largest directorate and Corporate Services our smallest. Compared to previous years' there have been no significant shifts in the sizes of individual Directorates or the Council overall. Arrows represent increases/decreases in headcount since last year and percentage figures show the proportionate size each directorate as of 31 March 2023. The Council has decreased very slightly in size- by 10 staff members.

**Figure 1: Staff Headcount as of 31st March 2023**



**Figure 2: Headcounts 2012-2023**



Although there have been no significant changes in the size of the Council's Directorates since 2021-22; a number of restructures occurred during the twelve month period ending 31st March 2023.

<sup>2</sup> 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.

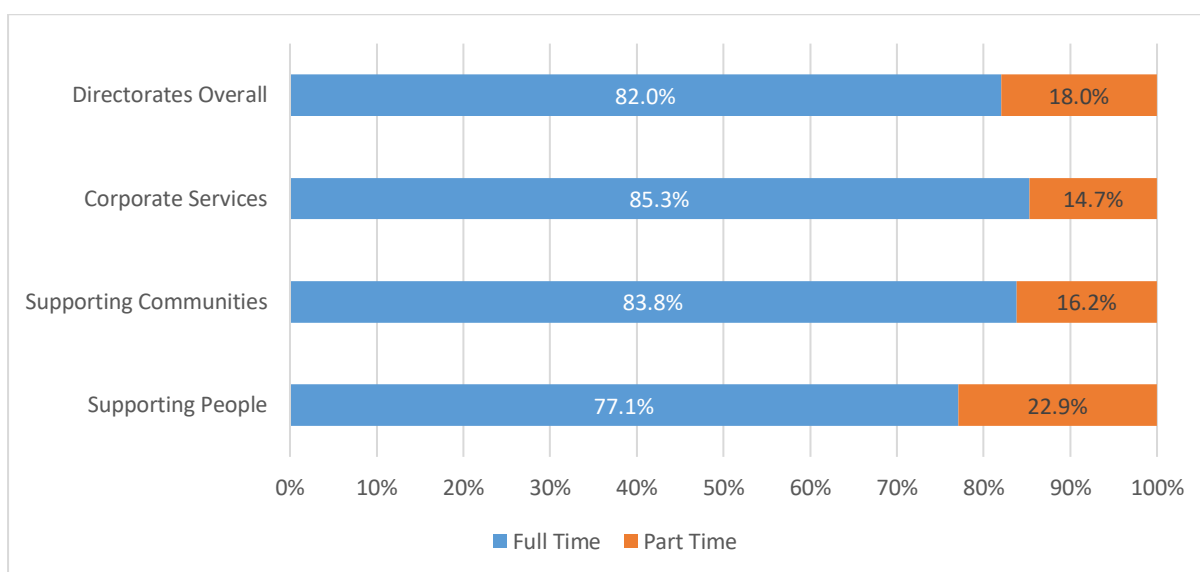
Within Supporting People; restructures occurred which resulted in the creation of the Health and Wellbeing Division and a number of staff TUPE transferred into this new area from the Public Health service previously hosted by Islington. A number of team changes which affected the sizes of the Children's Safeguarding and Social Work and Economy, Regeneration and Investment Divisions. A significant restructure also took place within the Customer Services Division of Supporting Communities which affected the Libraries service. This resulted in a number of redundancies which are discussed within the leavers section(s) of this report.

**Table 1: Headcount variation within Directorate Divisions**

Division	Headcount Variance (+/-) since 2021-22
Development	28
Health and Wellbeing	25
Children's Safeguarding and Social Work	10
Human Resources	8
Housing Management	8
Digital and Data Services	7
Adult Social Care	7
Corporate Strategy and Policy Design	5
High Speed II	5
Housing Support Services	3
Supporting Communities Strategy Team	2
Equalities and Community Strength	1
Repairs and Operations - SC	0
Resident Safety	0
Participation, Partnerships and Communications	-1
Education Commissioning and Inclusion	-1
Community Services	-5
Law and Governance	-7
Supporting People Strategy Team	-7
Environment and Sustainability	-8
Finance	-11
Economy, Regeneration and Investment	-12
Early Intervention and Prevention	-12
Customer Services	-20
Property Management	-23

## Patterns of Work, Grades and Length of Service

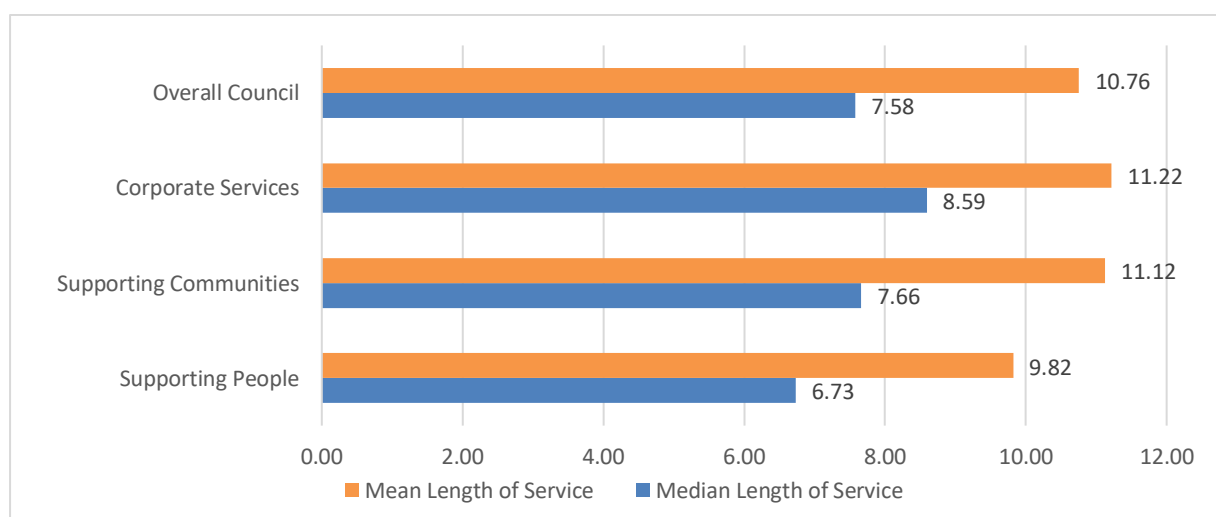
**Figure 3: Directorates Full Time vs. Part Time Workers**



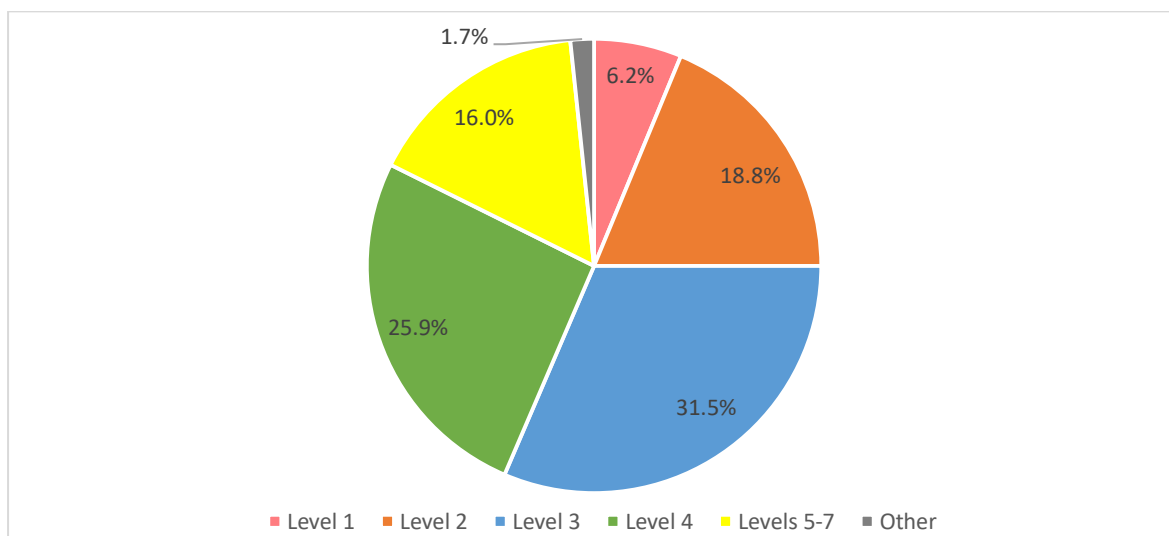
Camden Council has long promoted flexible and agile working, and this is reflected in our workforce. Compared to last year, there has been a decrease in the percentage of staff working part time; reducing from 19.8% of the overall workforce to 18.0% and, on average the percentage of part-time workers within each directorate has reduced by 1.7% since last year. The Council continues to provide an environment that supports this way of working and continues to explore who we can bring more and a wider variety of flexibility into our workforce by working with Timewise.

Staff remain at Camden for an average of 10.8 years and a median of 7.6 – the former being 0.1 years lower than in 2021-22. Staff within Corporate Services continue to have the highest average and median length of service at 11.2 and 8.6 years respectively. As of 31<sup>st</sup> March 2023, the average length of service is 5.6% higher than it was in March 2013. Increasing from 10.2 to 10.8 years over this period.

**Figure 4: Directorates and Length of Service**



**Figure 5: Salary Grades of Staff**

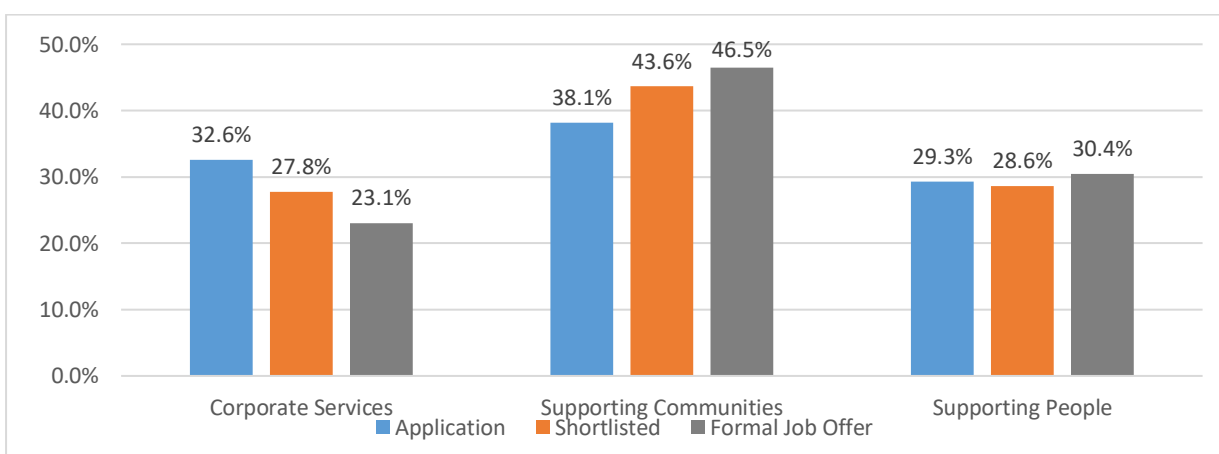


57.3% of staff within the Council are in Salary Levels 3 and 4. The proportion of staff at Level 1 remains the smallest ('Other' grade notwithstanding<sup>3</sup>) covering 6.2% of staff

## Recruitment, Starters, Leavers and Agency Usage

Camden Council remains a desirable place to work, and our recruitment, leavers, and apprenticeships data shows this. The total number of vacancies recruited to within the Council increased from 858 in 2021-22 to 950 in 2022-23 and 11,303 applications were received in response to these vacancies. Of those, 2,587 were shortlisted and 815 (7.2% of overall applicants) went on to receive a formal job offer. Supporting Communities had the highest number of applications for roles, shortlisted candidates and hires amongst the Directorates. Supporting People had the lowest level of applications this year and the figure was significantly lower than last year (29.3% this year compared to 39.0% last year). As a result of this, the proportion of shortlisted candidates and those receiving formal offers decreased compared to last year. Corporate Services continued to shortlist and appoint at the lowest level of all three directorates.

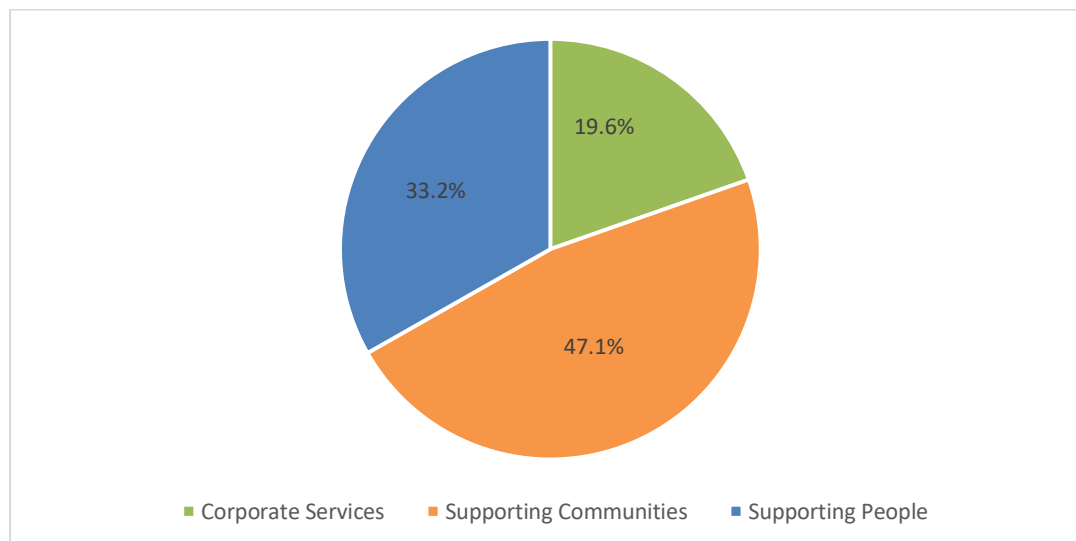
**Figure 6: Applications, Short Listing and Job Offers by Directorate**



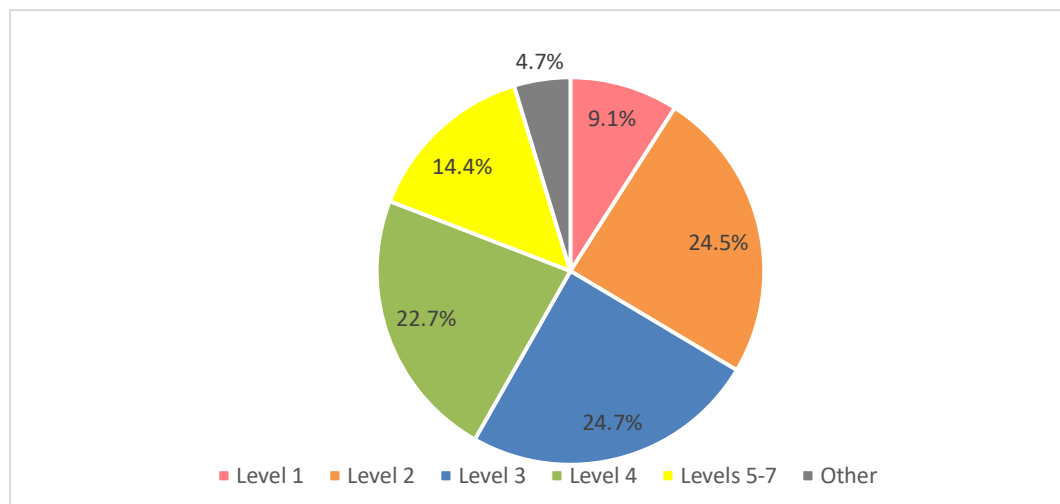
<sup>3</sup> The 'Other' grade encompasses a combination of staff that have TUPE transferred into Camden on protected, pay, terms and conditions and the sessional workers, such as music tutors and sports coaches, where pay and hours can vary significantly.

596 new starters joined the Council during 2022-23. This figure includes staff who joined the Council following the recruitment process and also staff who joined the Council following a transfer of service. Of the 596 new starters at Camden just under half (47.1%) joined Supporting Communities, whilst a further 33.2% joined Supporting People. Corporate Services continues to have the lowest number of new starters across the three Directorates at 19.6%. The proportion of new starters joining each Directorate is in proportion to the size of each Directorate as of 31<sup>st</sup> March 2023.

**Figure 7: New Starters by Directorate**



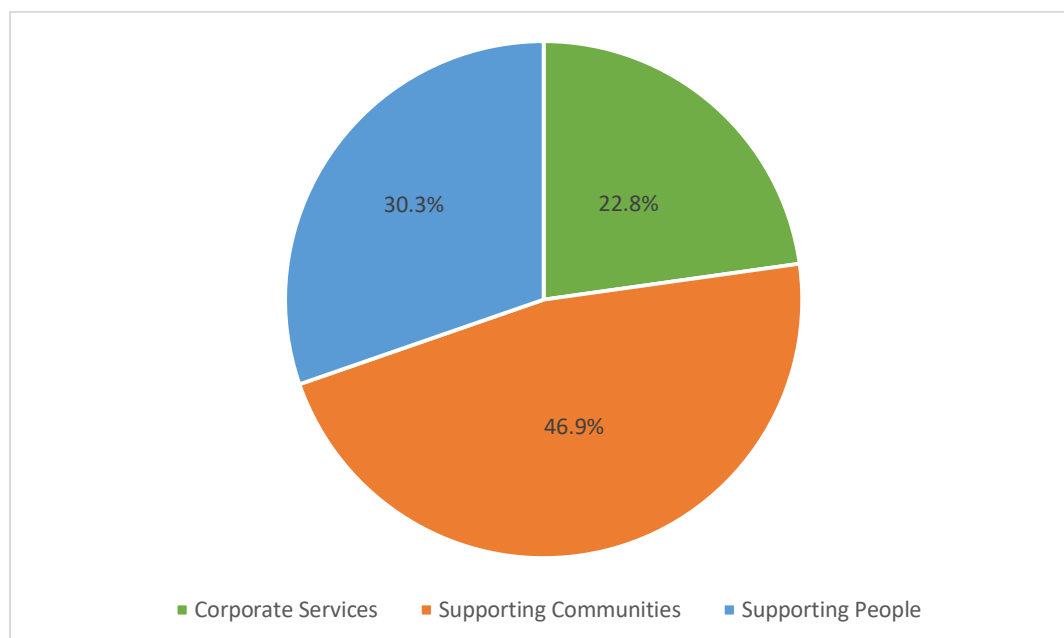
**Figure 8: New Starters by Grade Level**



71.8% of new starters joining Camden during 2022-23 joined the Council at either Level 2 (24.5%), Level 3 (24.7%) or Level 4 (22.7%). Excluding the 'Other' category, Level 1 was the smallest with only 9.1% of staff joining at that level. The proportion of staff joining the Council at Levels 1, 2 and Other is higher than the proportion of staff within the workforce as of 31<sup>st</sup> March 2023 compared to Levels 3 and 5-7 which are lower.

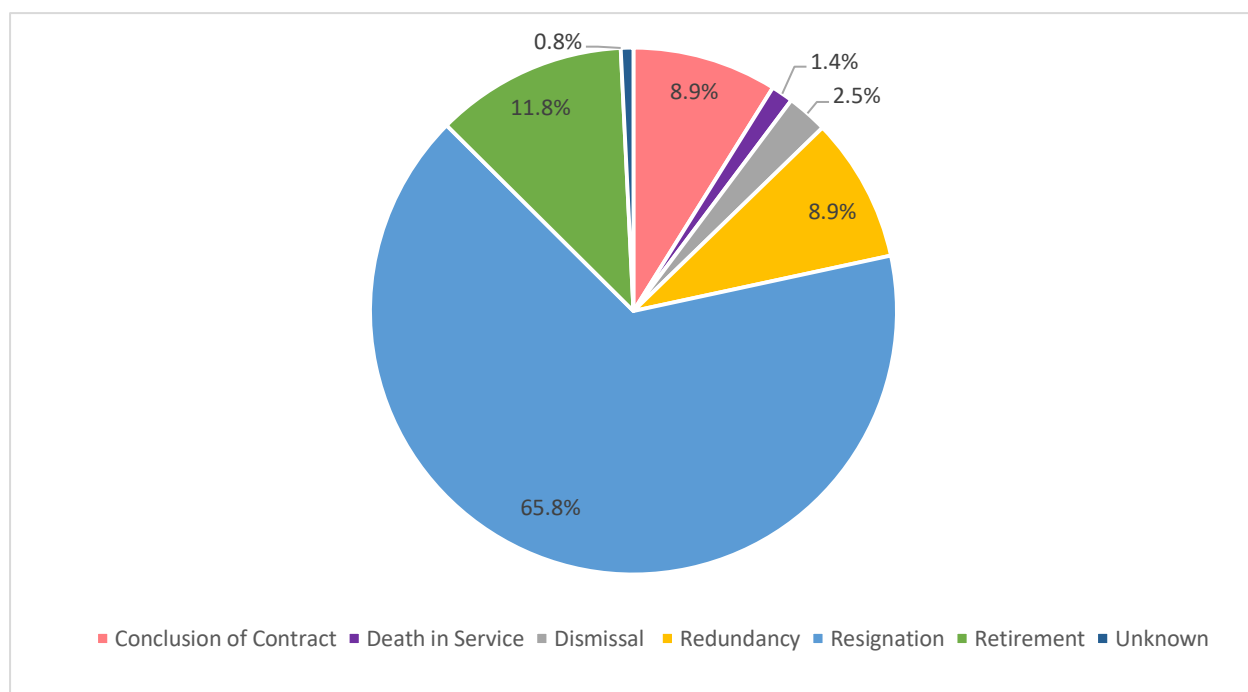
518 employees left the London Borough of Camden during 2022-23. Just under half (46.9%) of these leavers were from Supporting Communities. Corporate Services had the lowest number of leavers at 22.8%. The proportion of staff leaving the organisation by Directorate is in line with both the overall workforce as of 31<sup>st</sup> March 2023 and those who joined the Council during the Financial Year 2022-23. As with new starters, the proportion of staff leaving each Directorate is in proportion to the size of each Directorate as of 31<sup>st</sup> March 2023.

**Figure 9: Leavers by Directorate**



The majority (65.8%) of leavers left the Council due to resignation and this is a slight increase from the 61.8% seen last year. The proportion of staff leaving due to retirement or conclusion also remain at similar levels those seen in previous years. Redundancy has decreased by 3.7% compared to last year with the majority (71.7%) occurring within Supporting Communities following a number of restructures, most notably being within the Libraries service.

**Figure 10: Leavers by Leaving Reason**



## Apprentices

As of 31st March 2023 there were 62 Apprentices and Interns at Camden. This is slight reduction of 7 from the previous year. The majority of Apprentices are based within Supporting Communities followed by Supporting People and Corporate Services.

**Table 2: Number of Apprentices by Directorate**

Directorate	Total Number of Apprentices	Proportion of Apprentices (%)
Corporate Services	14	22.6%
Supporting Communities	32	51.6%
Supporting People	16	25.8%
<b>Grand Total</b>	<b>62</b>	<b>100.0%</b>

Compared to 2021-22 the number of apprentices aged 25 or over has increased substantially from 18 to 27. Apprentices aged 25 or over now account for 43.5% of all apprentices compared to 26.1% last year.

**Table 3: Number of Apprentices by Age**

Age Group	Total Number of Apprentices	Proportion of Apprentices (%)
Age 24 years or less	35	56.5%
Aged 25+	27	43.5%
<b>Grand Total</b>	<b>62</b>	<b>100.0%</b>

During 2022-23, 518 staff left the Council and the overall turnover rate for staff was 11.9%, an increase of 1.6% from last year. Supporting Communities had the highest turnover rate at 12.1% with Corporate Services and Supporting People having a turnover rate of 11.8% and 11.6% respectively.

**Table 4: Overall Turnover by Directorate**

Directorate	Average Headcount during FY2022-23	Total Number of Leavers	Overall Turnover
Corporate Services	1,002	118	11.8%
Supporting Communities	2,009	243	12.1%
Supporting People	1,350	157	11.6%
<b>Grand Total</b>	<b>4,360</b>	<b>518</b>	<b>11.9%</b>

## Staff Resident in Camden

Camden remains an attractive place to both work and live in. As the table below shows, 14.6% (637) of Council staff live in the borough. This is a decrease of 109 from the 2021-22 when the percentage of staff who lived in the borough was 17.1%. Supporting Communities has the largest percentage of its staff living in the borough at 16.6%, whilst Corporate Services has the smallest at 11.7%.

**Table 5: Staff Resident in Camden by Directorate**

Directorate	Headcount		Percentage	
	Camden Resident	Non-Camden Resident	Camden Resident	Non-Camden Resident
Corporate Services	116	876	↓11.7%	88.3%
Supporting Communities	332	1671	↓16.6%	83.4%
Supporting People	189	1172	↓13.9%	86.1%
<b>Grand Total</b>	<b>637</b>	<b>3719</b>	<b>14.6%</b>	<b>85.4%</b>

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 but compared to 2021-22; the percentage of staff who are Camden residents at each level has decreased. Level 1 continues to have the highest proportion of Camden residents at 38% compared to just 5% at Levels 5-7.

**Figure 11: Staff Resident in Camden by Pay Grade**

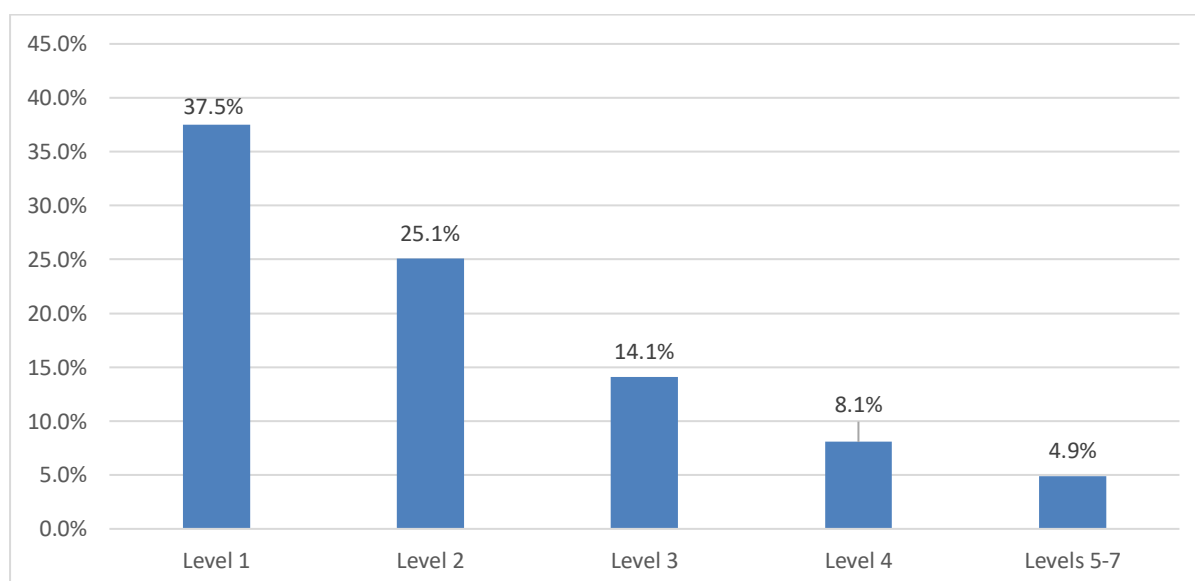
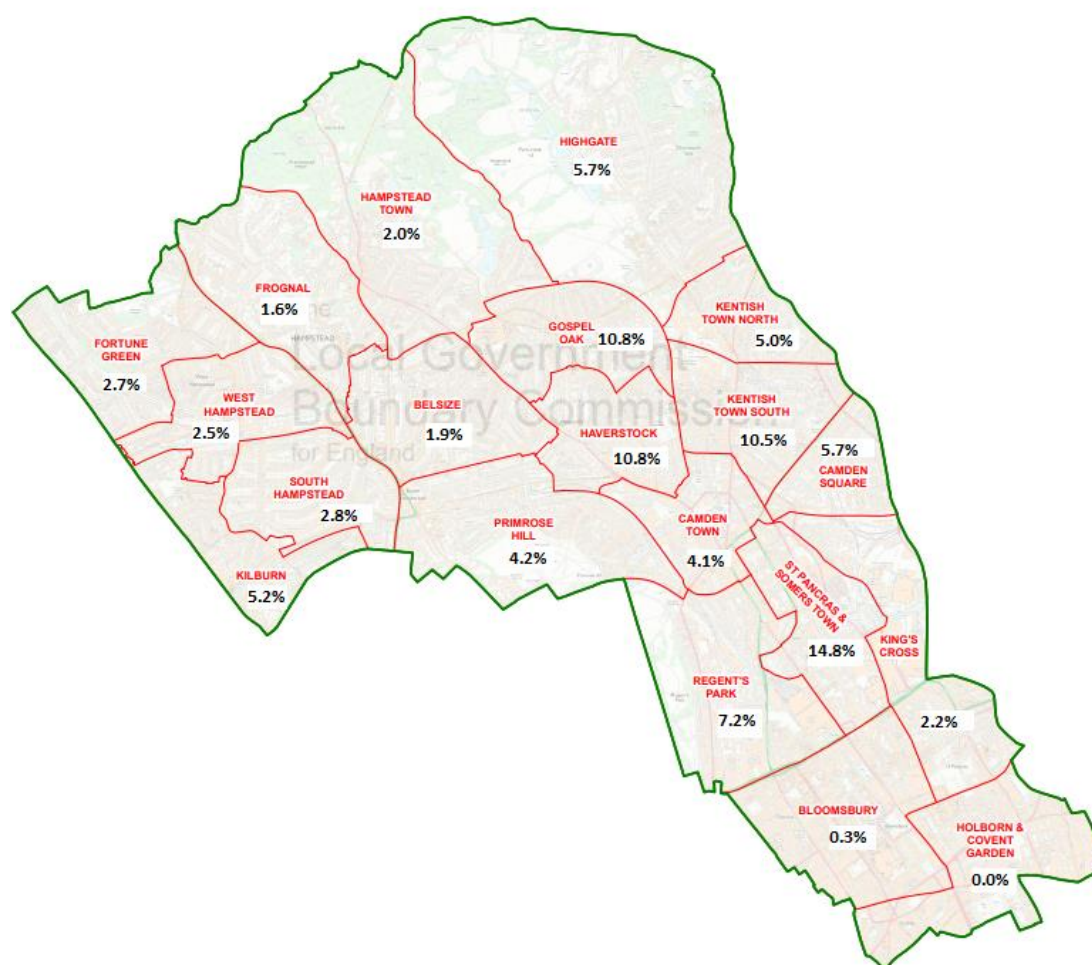




Figure 12: Staff Resident in Camden by Ward



## AMGUD and Sickness Absence

Absence Management, Grievance, Underperformance, and Disciplinary data collection continues to allow Camden to effectively monitor staff wellbeing and to identify and resolve issues as they arise.

Table 6: Summary of AMGUD Cases by Directorate

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	21	16%	6	19%	2	13%	1	20%	30	16%
Supporting Communities	64	48%	16	52%	7	44%	2	40%	89	48%
Supporting People	48	36%	9	29%	7	44%	2	40%	66	36%
<b>Grand Total</b>	<b>133</b>	<b>100.0%</b>	<b>31</b>	<b>100.0%</b>	<b>16</b>	<b>100.0%</b>	<b>5</b>	<b>100.0%</b>	<b>185</b>	<b>100.0%</b>

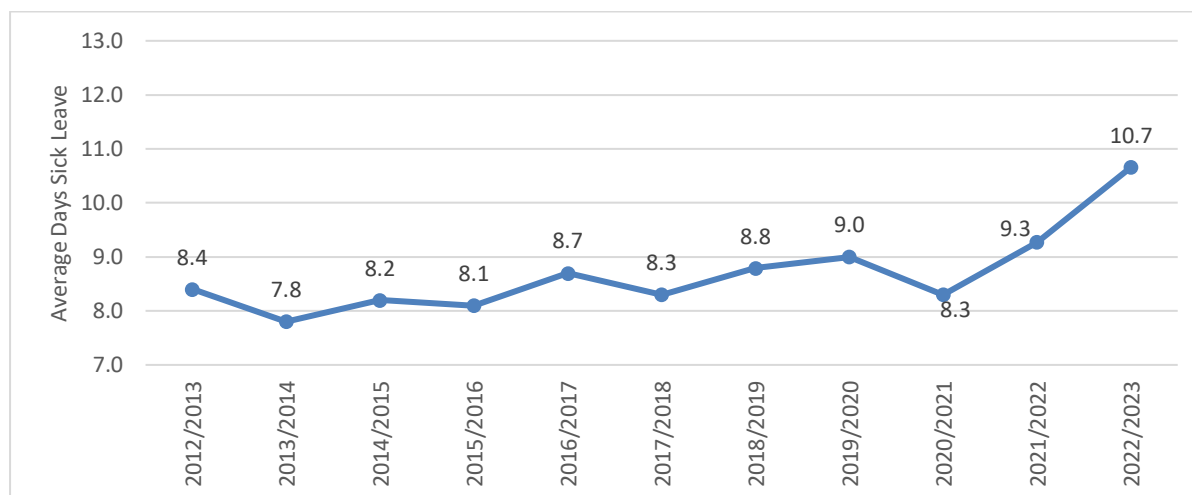
Overall, there were 185 relevant AMGUD cases in 2022-23, an increase of 9 from last year. Absence Management cases continue to make up the majority (71.9%) of all AMGUD Cases. Cases continue to be roughly proportionate to Directorate size.

**Table 7: Sickness Absence Days by Directorate**

Directorate	Average No. Working Days Sick Leave per Employee
Corporate Services	9.1
Supporting Communities	11.8
Supporting People	10.2
<b>Grand Total</b>	<b>10.7</b>

Across all Directorates the average number of day's sickness across all Directorates is 10.7 per employee. Supporting Communities has the highest average number of sickness absence days per employee followed by Supporting People. This is not unexpected given that these are the two largest Divisions and both have a higher proportion of roles that are based out in the community

**Figure 13: Average Sickness Days 2013 - 2023**



The average number of sickness absence per employee has increased by 1.4 days compared to last year. The highest increase was within the Supporting People Directorate which increased from 7.9 to 10.2 days.

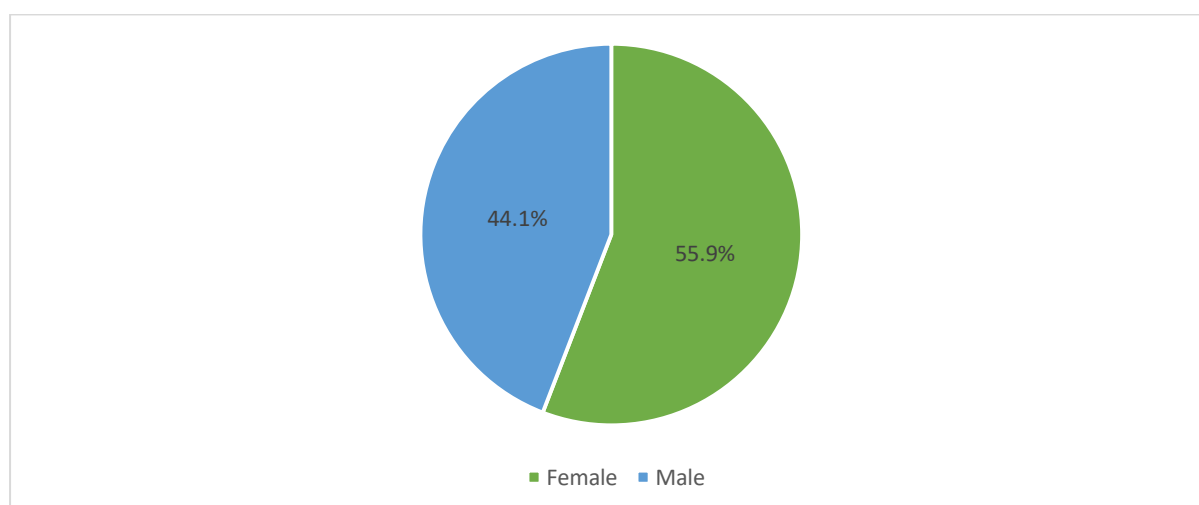
## Gender

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<sup>4</sup>, using that data to ensure fair hiring practices and promote equal pay and bonus distribution as standard.

The London Borough of Camden continues to offer non-binary gender options in Oracle. As with 2021-22, there are too few staff members to have declared themselves to analyse while protecting anonymity, and therefore we have not included details here.

## Headcounts

**Figure 14: Composition of Workforce - Gender**



**Table 8: Directorate, Gender, and Working Population Breakdown**

Directorate	Female	Male	Total
Corporate Services	56.8%	43.2%	100.0%
Supporting Communities	41.5%	58.5%	100.0%
Supporting People	76.3%	23.7%	100.0%
<b>Directorates Overall</b>	<b>55.9%</b>	<b>44.1%</b>	<b>100.0%</b>
Camden Borough	52.7%	47.3%	100.0%
London	51.5%	48.5%	100.0%

Female staff continue to be the majority at Camden, increasing from 55.3% last year to 55.9%. There have been no significant changes to the proportion of female and male employees within Corporate Services. The proportion of female staff within both Supporting Communities and Supporting People increased by 0.4% and 0.6% respectively. 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 8** shows us that the difference

<sup>4</sup> You can find Camden's most recent Gender Pay Gap data [here](#)

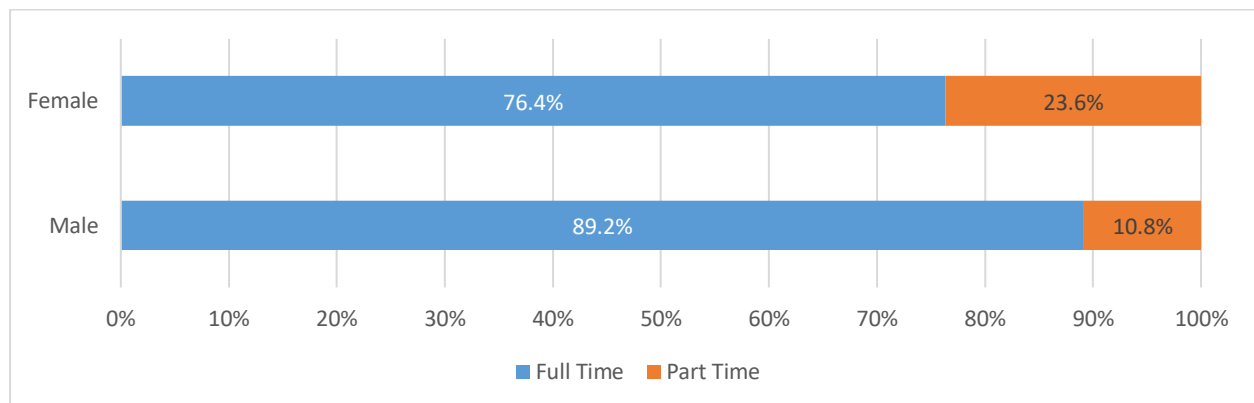
in representation between female and male staff has increased from 10.5% to 11.7%; the first change seen in the proportion of staff by gender since the financial year 2019-20.

**Table 9: Composition of Workforce - Gender 2013 - 2023**

Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Female	56.9%	56.0%	56.8%	56.4%	56.3%	56.4%	56.3%	56.8%	55.3%	55.3%	55.9%
Male	43.1%	44.0%	42.3%	43.6%	43.7%	43.6%	43.7%	43.2%	44.7%	44.7%	44.1%
Gap	13.8%	12.0%	14.5%	12.8%	12.6%	12.8%	12.6%	13.6%	10.5%	10.5%	11.7%

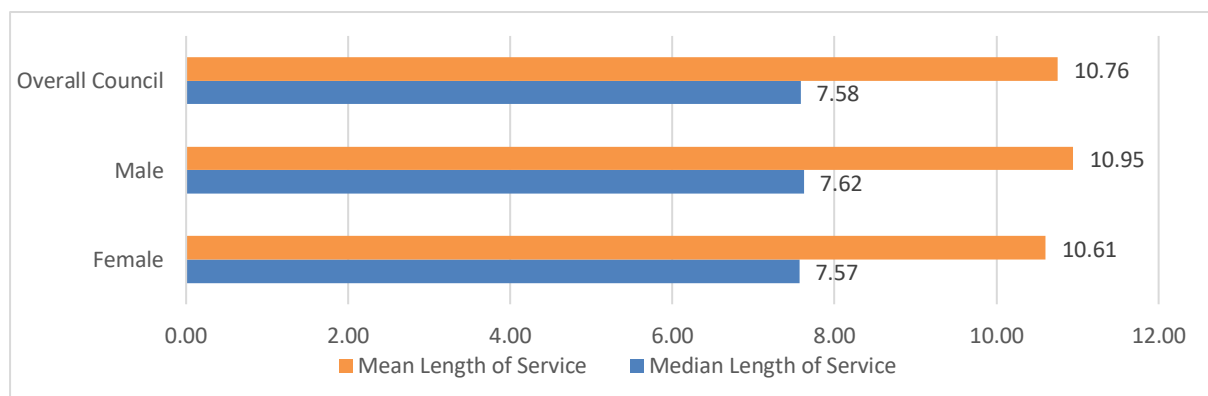
## Patterns of Work, Grades and Length of Service

**Figure 15: FT/PT - Gender**



Female staff continue to be twice as likely as male staff to work part time.

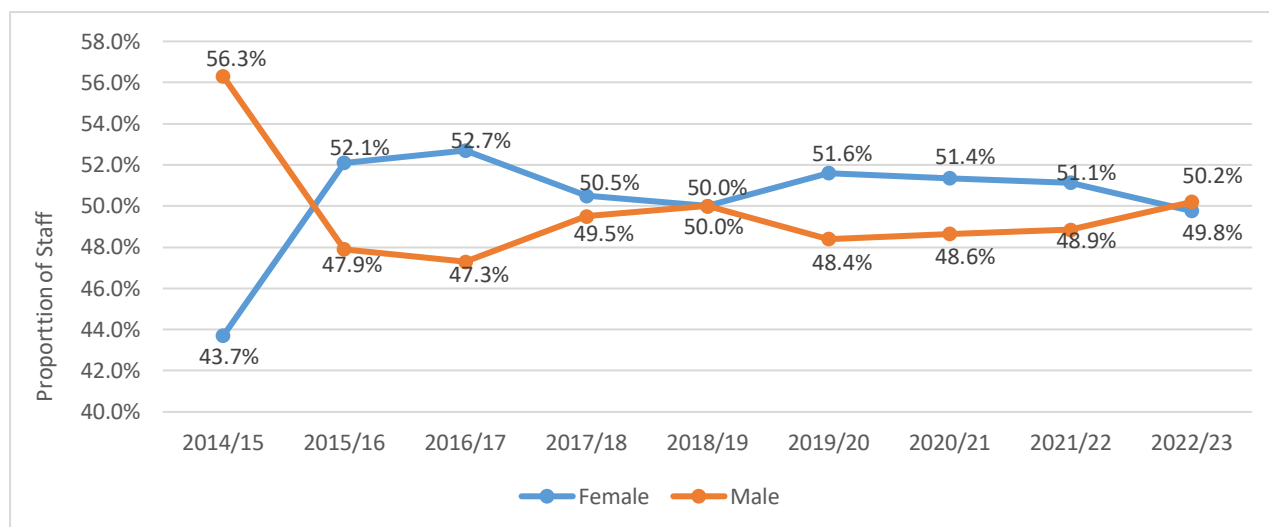
**Figure 16: Length of Service - Gender**



The overall length of service has decreased slightly since last year (from 10.9 to 10.8). Male staff continue stay at Camden for marginally longer than female staff.

In terms of the top 5% earners, there has been an increase in the proportion of males within this group from 48.9% last year to 50.2% as of March 2023. This increase means that there are now more males within the 5% of earners within the Council for the first time since 2014/15. However, the difference in representation between genders has decreased from 2.2% last year to 0.4% this year, the lowest it has been since 2018/19.

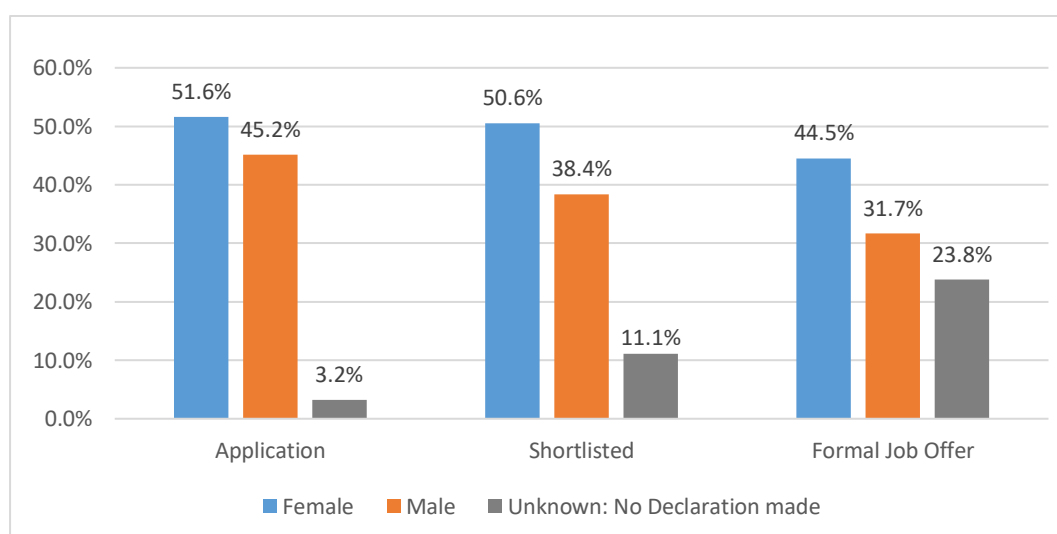
**Figure 17: Top 5% Earners - Gender**



## Recruitment, Starters, Leavers and Agency Usage

Unknown is present in the gender data for recruitment as this is an optional question in the application process and the declaration rate increases during each stage of the recruitment process from 3.2% at application stage to 23.8% during the formal stage. Women continue to apply for jobs at higher rate than men within the Council but the gap has decreased from 14.9% higher to 6.4% this year. Women are subsequently more likely to be shortlisted and appointed, with differences of 12.2% and 12.9% respectively.

**Figure 18: Applications, Short Listing and Formal Offers - Gender**

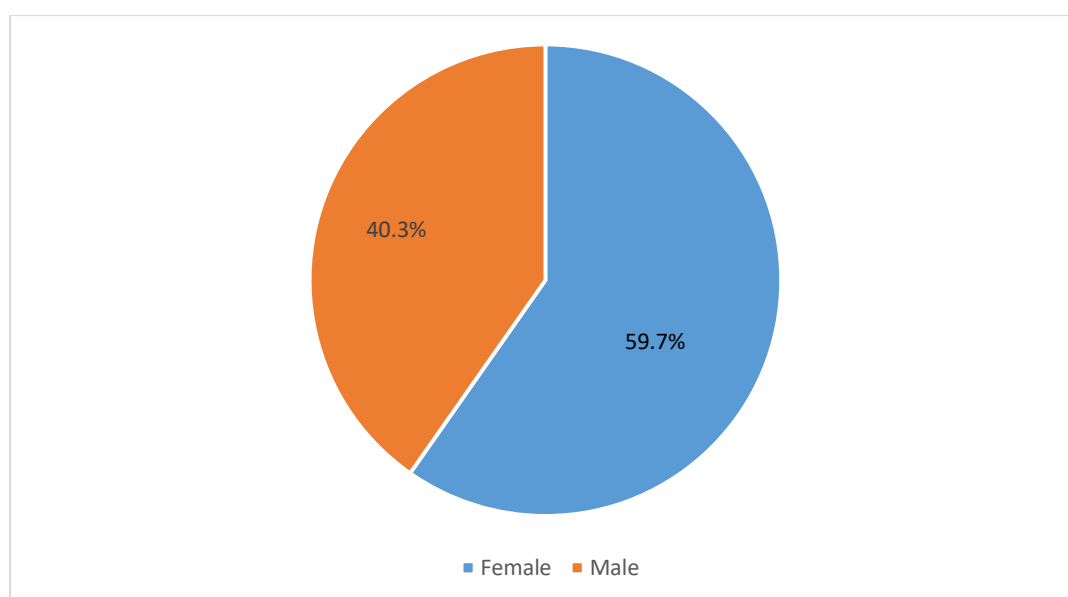


There were more new starters this year than in 2021-22. Of the 596 new starters in the Council, 59.7% were female staff and 40.3% were male. Compared to last year, there has been a 1% change in the proportion of female vs. male new starts with female new starters increasing from 58.7% of the overall number of new starters and male new staff decreasing from 41.3%.

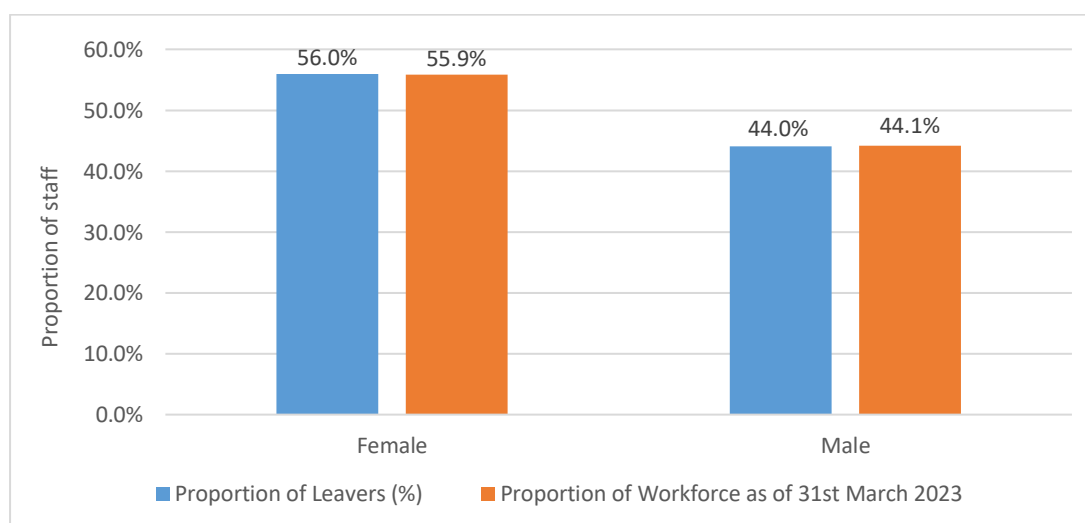
**Table 10: New Starters - Gender**

Gender	Total Number of New Starters	Total Number of New Starters (%)
Female	356	59.7%
Male	240	40.3%
<b>Grand Total</b>	<b>596</b>	<b>100.0%</b>

**Figure 19: New Starters - Gender**



**Figure 20: Leavers - Gender**



As seen in the below table, there continues to be significant variation in reasons for leaving between female and male staff. The most notable variances are: redundancies, resignations and retirements where female staff accounted for 56.5%, 57.2% and 55.7% of leavers respectively. Male staff made up the highest proportion of staff leaving due to dismissal at 53.8% however, as there were less than 15 instances in 2022-23 it is not possible to draw any definite conclusions from this small sample size.

**Table 11: Leavers - Gender & Leaving Reason**

Gender	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Unknown	Grand Total
Female	52.2%	28.6%	46.2%	56.5%	57.2%	55.7%	75.0%	56.0%
Male	47.8%	71.4%	53.8%	43.5%	42.8%	44.3%	25.0%	44.0%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

During the Financial Year 2022-23; 1,101 Agency Placements were filled by the Council's Neutral Vendor; Matrix-SCM. Of these placements; 51.3% were filled by male contingent

**Table 12: Breakdown of Agency Placements - Gender**

Gender	Total Number of New Starters (%)
Female	48.5%
Male	51.3%
Other/Prefer Not to Say	0.2%
<b>Grand Total</b>	<b>100.0%</b>

## Apprentices

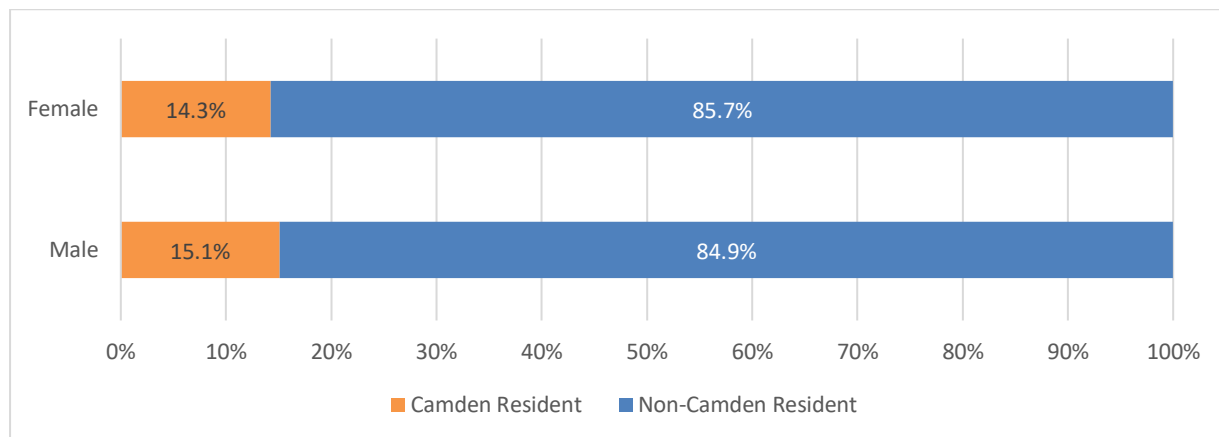
Of the 62 Apprentices at Camden as of 31<sup>st</sup> March 2023; the majority (53.2%) were female. This is a shift from last year where males made up the majority of apprentices at 55.0%.

**Table 13: Apprentices - Gender**

Gender	Proportion of Apprentices (%)
Female	53.2%
Male	46.8%
<b>Grand Total</b>	<b>100.0%</b>

## Staff Resident in Camden

**Figure 21: Staff Resident in Camden - Gender**



The proportion of Male and Female members of staff living in Camden is in line with the overall percentage of the Council (14.6%) with male being slightly more likely to be Council residents.

## AMGUD and Sickness Absence

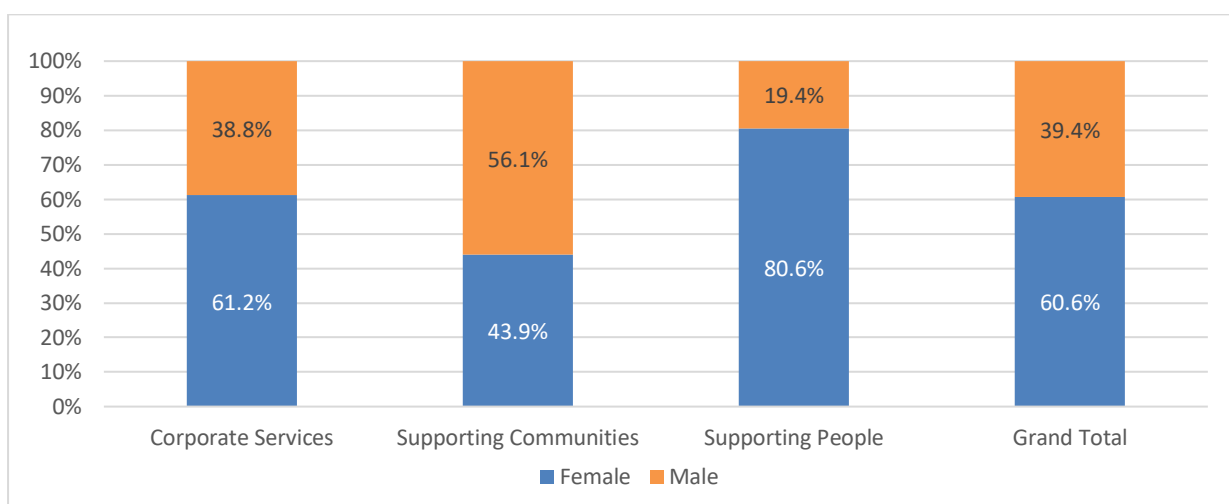
**Table 14: AMGUD Cases - Gender**

Gender	Absence Management	Disciplinary	Grievance	Managing Underperformance	Grand Total
Female	57.1%	29.0%	56.3%	20.0%	51.4%
Male	42.9%	71.0%	43.8%	80.0%	48.6%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Female staff continue to make up the majority of the 185 AMGUD cases lodged. In terms of Absence Management and Grievance cases, female staff continue to be slightly overrepresented compared to the composition of the workforce. As with last year, male staff continue to be overrepresented in terms of Disciplinary cases. There has also been a notable shift when focussing on Underperformance cases. Last year, female staff made up the greater proportion of these cases (61.5%) but this has now swung to male staff. However, we need to apply caution in drawing any firm conclusions in regards to disciplinary, grievance and underperformance cases as the number of cases lodged per year remains small.



**Figure 22: Sickness Absence - Gender & Directorate**



Females are slightly overrepresented (by 4.8%) in sickness absences compared to the composition of the overall workforce. This trend is consistent when comparing with workforce composition within Corporate Services (+4.4%) and Supporting People (+4.3%). Within Supporting Communities however, the overrepresentation of females in terms of sickness absences falls to 2.4%.

## Sexual Orientation

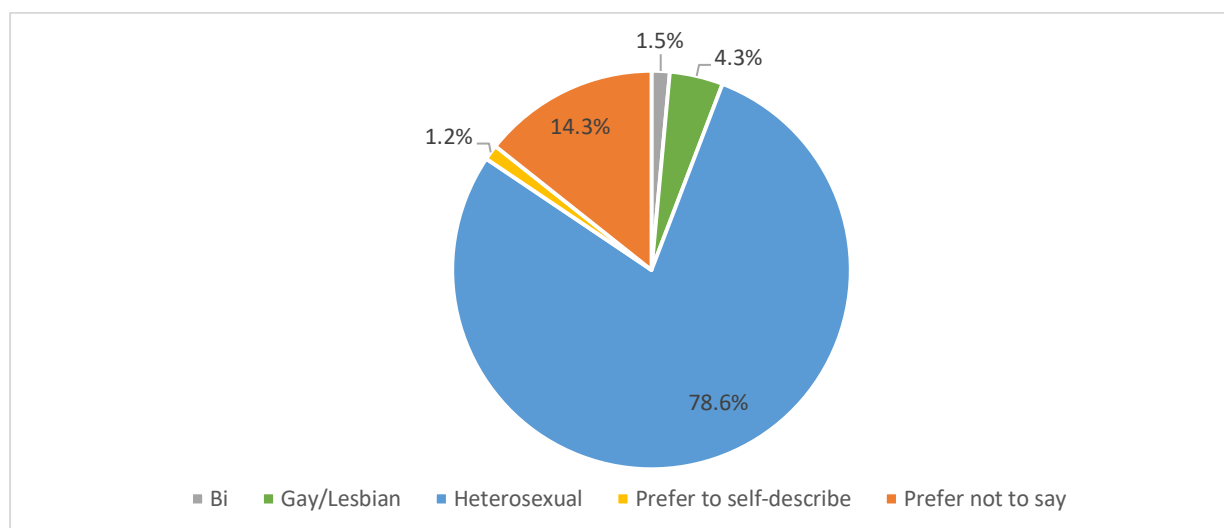
Camden Council will always strive to make itself a safe and inclusive space for the LGBTQ+ community. We continue to support and promote many equality focused working groups and networks, with Rainbow Camden (our LGBTQ+ network) being a recognised influencer within the Council. Unfortunately, the sexual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

### Headcounts

2,185 members of staff have yet to declare information relating to sexual orientation, accounting for 50.2% of staff. The subsequent analysis of workforce excludes these workers; focussing on those employees who have made a declaration.

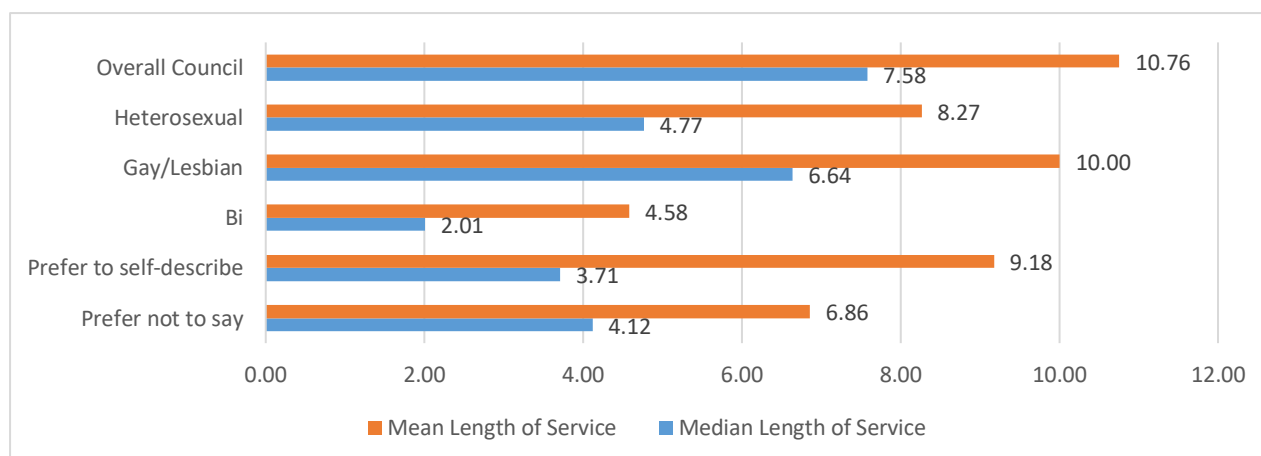
Bi, Gay/Lesbian and staff who prefer to self-describe now comprises of 7.0% of the council who have made sexual orientation declarations, an increase of 0.2% from last year.

**Figure 23: Sexual Orientation of Workforce - 'Unknowns' excluded**



## Grades and Length of Service

**Figure 24: Length of Service - Sexual Orientation ('Unknowns' excluded)**



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. As with last year, Gay and Lesbian staff are the closest to mirroring the overall Council figure, but even then, it is still slightly lower.

**Table 15: Salary grades - Sexual Orientation ('Unknowns' excluded)**

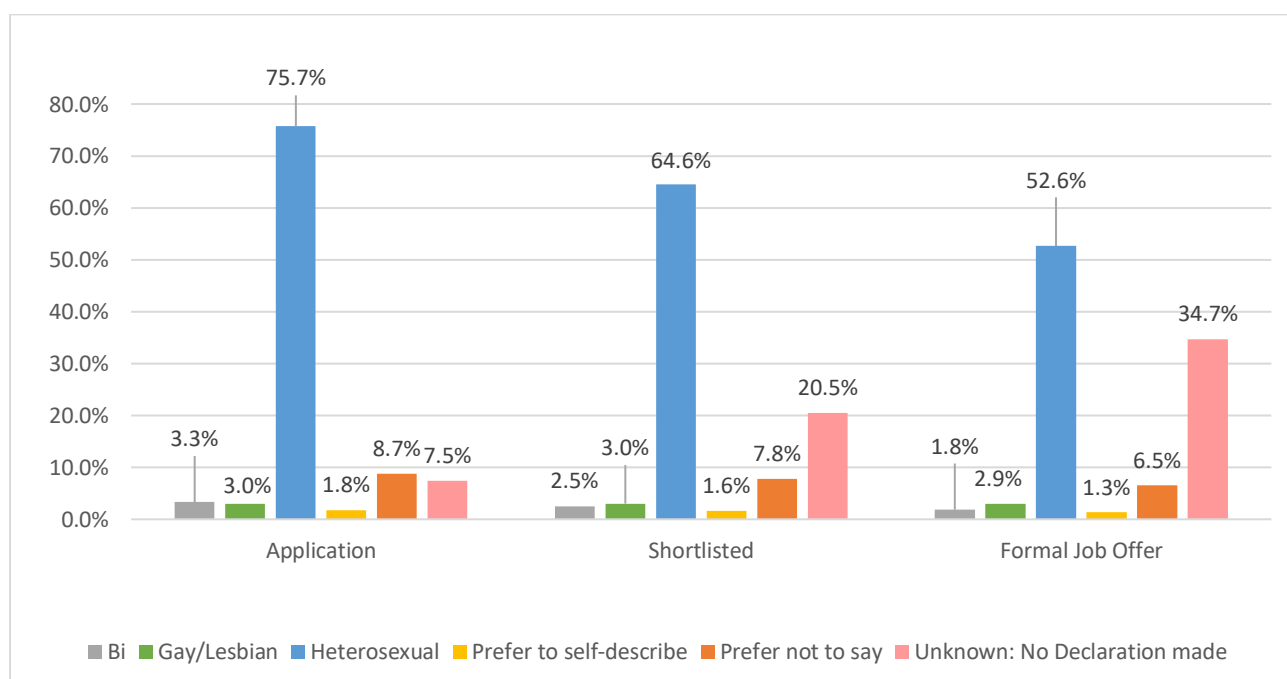
Employment Grades	Bi	Gay/Lesbian	Prefer to self-describe	Heterosexual	Prefer not to say	Grand Total
Level 1	2.7%	0.0%	4.0%	72.0%	21.3%	100.0%
Level 2	0.6%	2.5%	1.1%	75.8%	19.9%	100.0%
Level 3	1.3%	3.9%	1.2%	79.0%	14.6%	100.0%
Level 4	1.8%	5.0%	1.0%	80.4%	11.8%	100.0%
Levels 5-7	1.7%	6.2%	1.4%	79.5%	11.2%	100.0%
Other	6.3%	6.3%	0.0%	62.5%	25.0%	100.0%
<b>Grand Total</b>	<b>1.5%</b>	<b>4.3%</b>	<b>1.2%</b>	<b>78.6%</b>	<b>14.3%</b>	<b>100.0%</b>

The proportion of LGBT+ staff is highest at Levels 5-7, where 6.2% of staff are Gay/Lesbian, 1.2% are Bi and 1.4% prefer to self-describe. The highest number of staff who prefer not to say are at Level 1 (21.3%) and Other (25.0%).

## Recruitment, Starters, Leavers and Agency Usage

The proportion of candidates who have made a declaration in regards to sexual orientation decreases at each stage of the recruitment process. At Application stage, 92.5% of candidates made a declaration but this fall to 65.3% during the formal offer stage. Although the proportion of candidates declaring themselves to be from the LGBTQ+ community remains stable at each stage of the recruitment process, there is a significant decrease in the proportion of candidates declaring themselves to be heterosexual as shown in the graph below.

**Figure 25: Applications Short Listing and Formal Offers - Sexual Orientation**



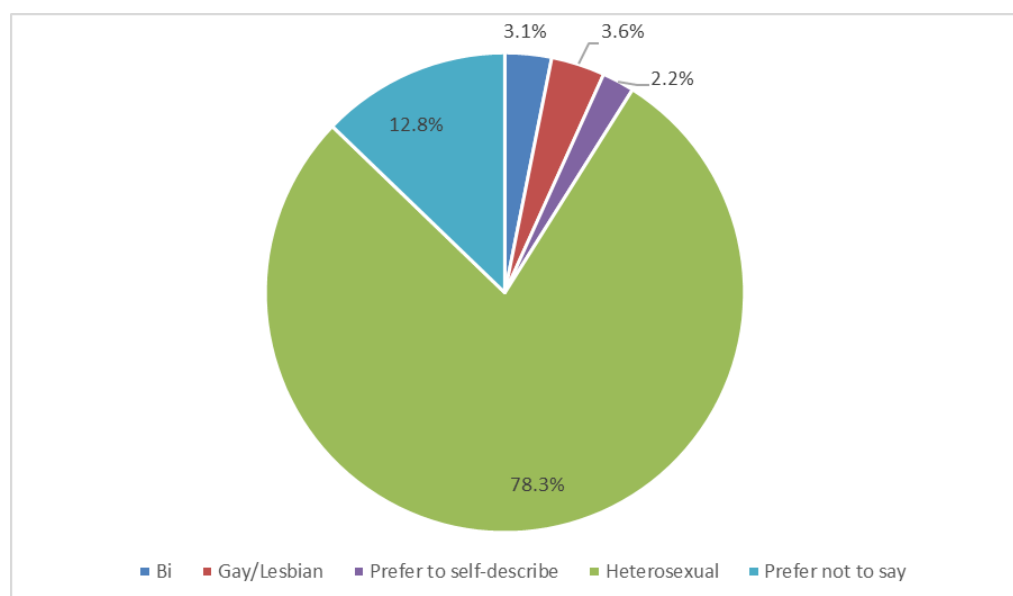
30.5% of new starters joining the Council have not made a declaration in regards to their sexual orientation and a further 8.9% have declared 'Prefer Not to Say'. The proportion of new starters joining the organisation who have declared themselves to be Bi, Gay/Lesbian or Prefer to Self-Describe is proportional to the overall workforce.

**Table 16: New Starters - Sexual Orientation**

Sexual Orientation	Total Number of Starters	Total Number of Starters (%)
Bi	13	2.2%
Gay/Lesbian	15	2.5%
Prefer to self-describe	9	1.5%
Heterosexual	324	54.4%
Prefer not to say	53	8.9%
Unknown: No Declaration made	182	30.5%
<b>Grand Total</b>	<b>596</b>	<b>100.0%</b>

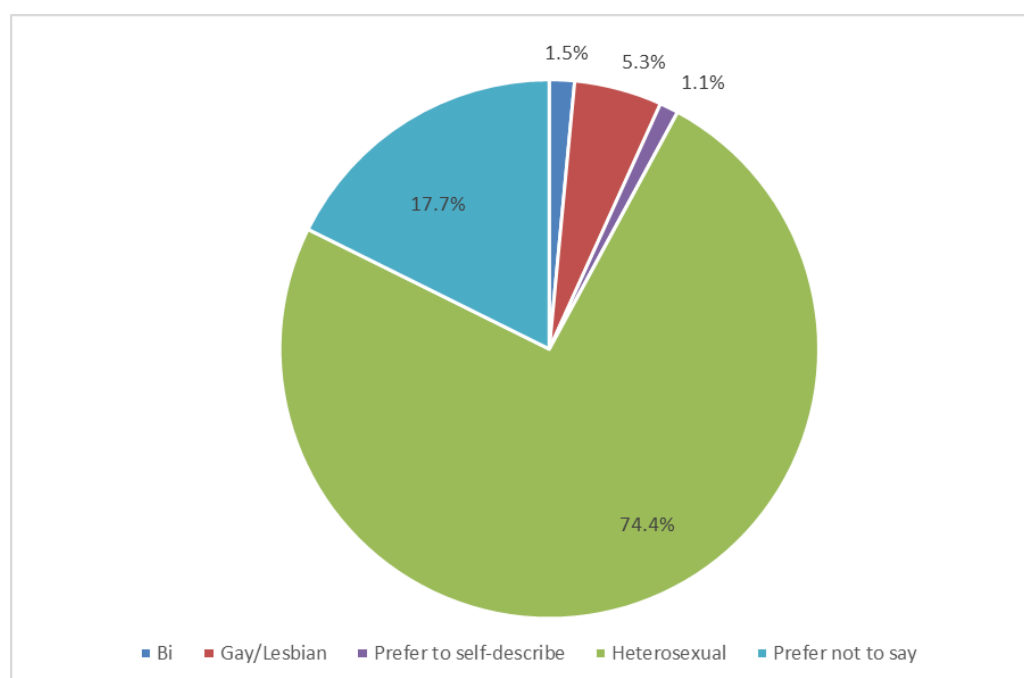
Excluding 'Unknowns'; the proportion of staff joining the Council who have declared themselves to be a member of the LGBTQ+ community increased to 8.9% in 2022-23 from 5.4% last year. The proportion of new starters declaring 'Prefer Not to Say' has decreased substantially from 31.1% last year to 12.8% in 2022-23

**Figure 26: New Starters - Sexual Orientation ('Unknowns' excluded)**



Of the 518 staff who left the Council, 7.9% declared themselves to be a member of the LGBTQ+ community. However, a considerable proportion of leavers (46.6%) had not made a declaration in regards to sexual orientation. The below graph provides a breakdown of the number of leavers by sexual orientation excluding Unknowns'

**Figure 27: Leavers - Sexual Orientation (Unknowns excluded)**



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.

**Table 17: Reasons for Leaving - Sexual Orientation**

Sexuality	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Unknown	Grand Total
Bi	0.0%	0.0%	0.0%	0.0%	0.9%	1.6%	0.0%	0.8%
Gay/Lesbian	0.0%	14.3%	0.0%	2.2%	2.9%	3.3%	0.0%	2.7%
Prefer to self-describe	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.6%
Heterosexual	52.2%	14.3%	46.2%	32.6%	40.5%	19.7%	50.0%	38.2%
Prefer not to say	23.9%	0.0%	0.0%	8.7%	8.8%	3.3%	0.0%	9.1%
Unknown: No Declaration made	23.9%	71.4%	53.8%	56.5%	46.0%	72.1%	50.0%	48.6%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The majority of the contingent workers with agency placements within the Council during the Financial Year 2022-23 declared their sexual orientation as 'Prefer Not to Say'. Heterosexual was the second highest declared sexual orientation at 25.7% whilst those of the LGBTQ+ community accounted for 5.2%. In regards to dismissals, there were less than 15 cases in 2022-23 and therefore it not possible to draw any definite conclusions from a small sample size.

**Table 18: Breakdown of Agency Placements - Sexual Orientation**

Sexuality	Total Number of Agency Placements (%)
Bi	0.3%
Gay/Lesbian	0.6%
Heterosexual	25.7%
Prefer not to say	67.0%
Prefer to self-describe	4.3%
Unknown: No Declaration made	2.1%
<b>Grand Total</b>	<b>100.0%</b>

## Apprentices

41.9% of Apprentices within Camden have yet to make a declaration whilst 50% have declared themselves to Heterosexual and 4.8% declared themselves to be a member of the LGBTQ+ Community.

**Table 19: Apprentices - Sexual Orientation**

Sexual Orientation	Proportion of Apprentices (%)
Bi	1.6%
Gay/Lesbian	3.2%
Prefer to self-describe	0.0%
Heterosexual	50.0%
Prefer not to say	3.2%
Unknown: No Declaration made	41.9%
<b>Grand Total</b>	<b>100.0%</b>

## AMGUD and Sickness Absences

Of the 185 qualifying AMGUD cases in 2022-23, 63.2% of the cases concerned employees who have yet to make a declaration in regards to sexual orientation. The below table provides a summary of the cases, but the high number of unknowns makes a robust analysis of the data difficult.

**Table 20: AMGUD Cases - Sexual Orientation**

Sexual Orientation	Absence Management	Disciplinary	Grievance	Managing Underperformance	Grand Total
Bi	0.0%	0.0%	0.0%	0.0%	0.0%
Gay/Lesbian	0.8%	0.0%	0.0%	0.0%	0.5%
Prefer to self-describe	0.8%	0.0%	0.0%	0.0%	0.5%
Heterosexual	23.3%	41.9%	43.8%	40.0%	28.6%
Prefer not to say	8.3%	3.2%	0.0%	20.0%	7.0%
Unknown	66.9%	54.8%	56.3%	40.0%	63.2%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

In terms of AMGUD cases, we need to apply caution in drawing any firm conclusions in regards to disciplinary, grievance and underperformance cases as the number of cases lodged per year remains small. In addition to this, the number of unknown records precludes a detailed analysis of sickness absences taken by employees in terms of sexual orientation. Based on data held, 50.1% of sickness absences were taken by employees who have yet to declare a declaration followed by Heterosexual staff. If unknown records were excluded, then heterosexual staff would account for 77.4% of all sickness absence taken.

**Table 21: Sickness Absences - Sexual Orientation**

Directorate	Bi	Gay/Lesbian	Prefer to self-describe	Heterosexual	Prefer not to say	Unknown: No Declaration made	Grand Total
Corporate Services	1.0%	2.9%	0.2%	44.8%	7.5%	43.5%	100.0%
Supporting Communities	0.6%	1.9%	0.4%	32.9%	6.8%	57.4%	100.0%
Supporting People	1.9%	1.6%	1.3%	41.3%	8.2%	45.8%	100.0%
<b>Grand Total</b>	<b>1.1%</b>	<b>2.0%</b>	<b>0.7%</b>	<b>38.6%</b>	<b>7.5%</b>	<b>50.1%</b>	<b>100.0%</b>
<b>Grand Total – Unknowns Excluded</b>	<b>2.3%</b>	<b>4.1%</b>	<b>1.3%</b>	<b>77.4%</b>	<b>14.9%</b>		<b>100.0%</b>

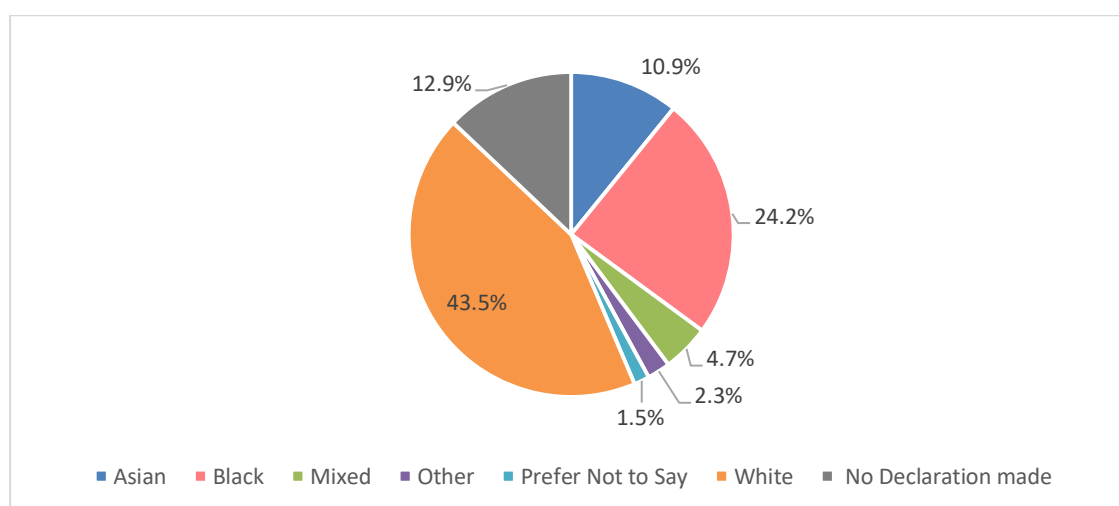
## Ethnicity

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

Of the 4,356 staff working at Camden, White staff form the largest single ethnic group at 43.5%, A 0.3% reduction from last year's profile. The second largest group, forming almost a quarter of the workforce, are Black, a 0.6% increase since last year's profile. There is a 2.0% increase in the representation of Black, Asian, and other Ethnic Staff (BAOE<sup>5</sup>) in Supporting Communities, and a 0.9% increase in representation in Supporting People.

**Figure 28: Composition of the Workforce - Ethnicity**



**Table 22: Directorates - Ethnicity**

Directorate	Asian	Black	Mixed	Other	Prefer Not to Say	White	No Declaration made	Total	BAOE
Corporate Services	17.3%	21.6%	5.5%	2.2%	1.9%	43.5%	7.9%	100.0%	46.7%
Supporting Communities	7.8%	23.6%	4.4%	2.0%	1.2%	42.9%	17.9%	100.0%	37.9%
Supporting People	10.6%	27.0%	4.6%	2.7%	1.7%	44.2%	9.3%	100.0%	44.9%
<b>Grand Total</b>	<b>10.9%</b>	<b>24.2%</b>	<b>4.7%</b>	<b>2.3%</b>	<b>1.5%</b>	<b>43.5%</b>	<b>12.9%</b>	<b>100.0%</b>	<b>42.1%</b>

<sup>5</sup> 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.



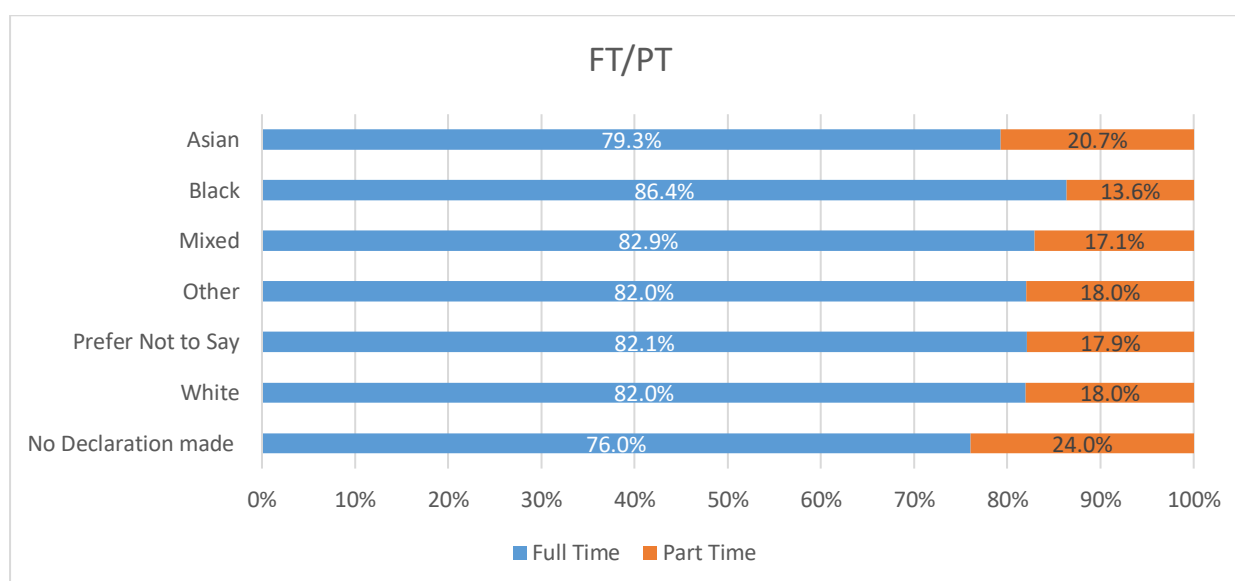
There is a 0.3% reduction in the overall number of White staff and 1% increase in the number of Black and Mixed ethnicity staff. Overall staff who have declared Mixed ethnicity and Other ethnicity are very close to being representative of the borough, being only very slightly underrepresented. However, 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.

**Table 23: Borough, London, and Council - Ethnicity**

Area	Asian	Black	Mixed	Other	Prefer Not to Say	White	No Declaration made
Camden Council	10.9%	24.2%	4.7%	2.3%	1.5%	43.5%	12.9%
Camden Borough*	18.1%	9.0%	6.6%	6.8%	0.0%	59.5%	0.0%
London*	20.7%	13.5%	5.7%	6.3%	0.0%	53.8%	0.0%

## Patterns of Work, Grades and Length of Service

**Figure 29: FT/PT - Ethnicity**



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. As previously stated; there has been a decrease in the percentage of staff working part time. In line with this, there has been a decrease in the percentage of staff working part time across all ethnic groups compared to last year.

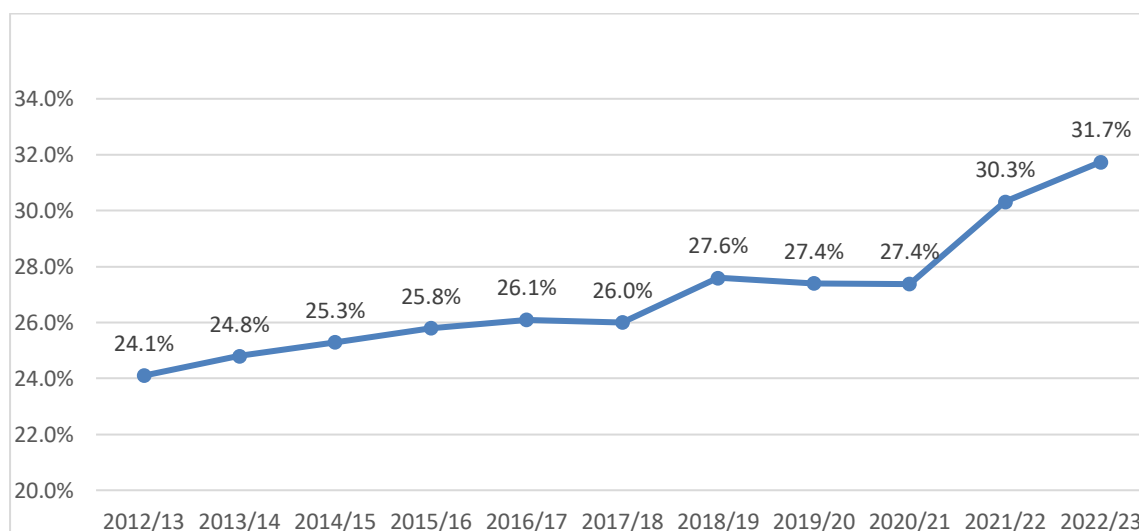
**Table 24: Salary Grades - Ethnicity**

Employment Grades	Asian	Black	Mixed	Other	Prefer Not to Say	White	No Declaration made	Grand Total	BAOE
Level 1	7.4%	23.9%	3.3%	3.7%	1.8%	22.1%	37.9%	100.0%	38.2%
Level 2	11.0%	31.3%	5.1%	2.9%	2.7%	33.9%	13.0%	100.0%	50.4%
Level 3	13.6%	29.3%	4.5%	2.6%	1.1%	37.8%	11.0%	100.0%	50.1%
Level 4	10.4%	21.4%	5.1%	1.8%	1.4%	51.1%	8.9%	100.0%	38.7%
Levels 5-7	7.3%	12.8%	4.9%	1.4%	1.3%	64.5%	7.8%	100.0%	26.4%
Other	11.0%	4.1%	0.0%	0.0%	0.0%	17.8%	67.1%	100.0%	15.1%
<b>Grand Total</b>	<b>10.9%</b>	<b>24.2%</b>	<b>4.7%</b>	<b>2.3%</b>	<b>1.5%</b>	<b>43.5%</b>	<b>12.9%</b>	<b>100.0%</b>	<b>42.1%</b>
Camden Borough*	18.1%	9.0%	6.6%	6.8%	0.0%	59.5%	0.0%	100.0%	40.5%

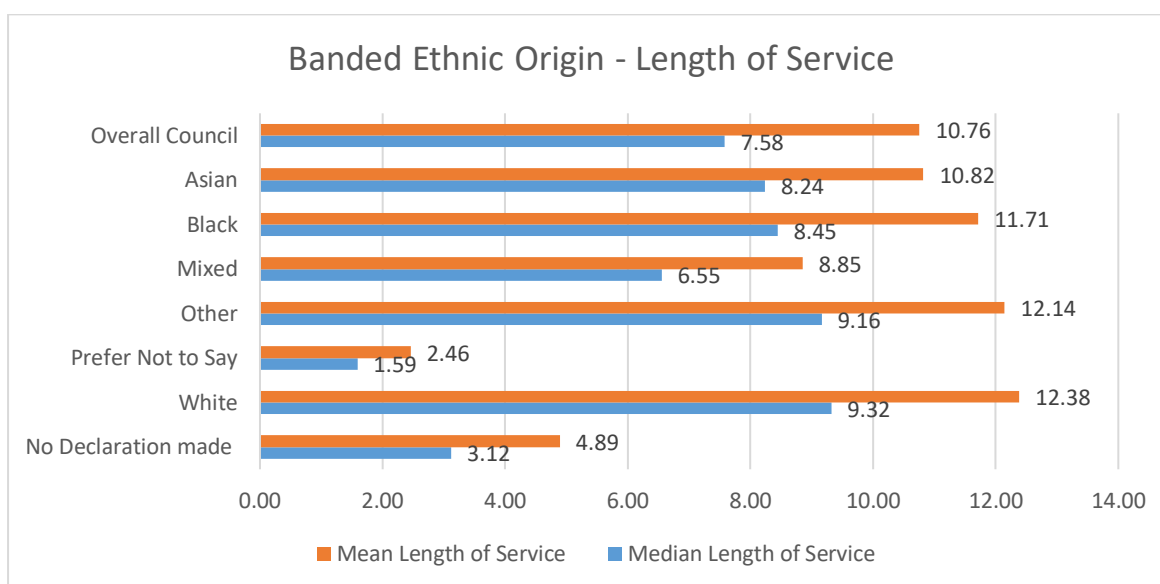
There has been a change in the representation of Black, Asian, and other ethnic staff across several grades in comparison to last year: Across Levels 1 and 2 there has been a reduction in the proportion of Black, Asian and other ethnic staff. There has been increase at Level 3 (1.7%), Level 4 (1.2%), Levels 5-7 (0.5%) and 'Other' (1.6%). The greatest proportion of White staff with the Council still exists at Levels 5-7 but the proportion of staff has decreased from 65.2% last year to 64.5%.

There continues to be an increase in the proportion of Black, Asian and Other staff working at Level 4 Zone 2 and above. Compared to last year, there has been a 1.4% increase in representation.

**Figure 30: Percentage of BAOE Staff at Level 4.2 and above**



**Figure 31: Length of Service - Ethnicity**

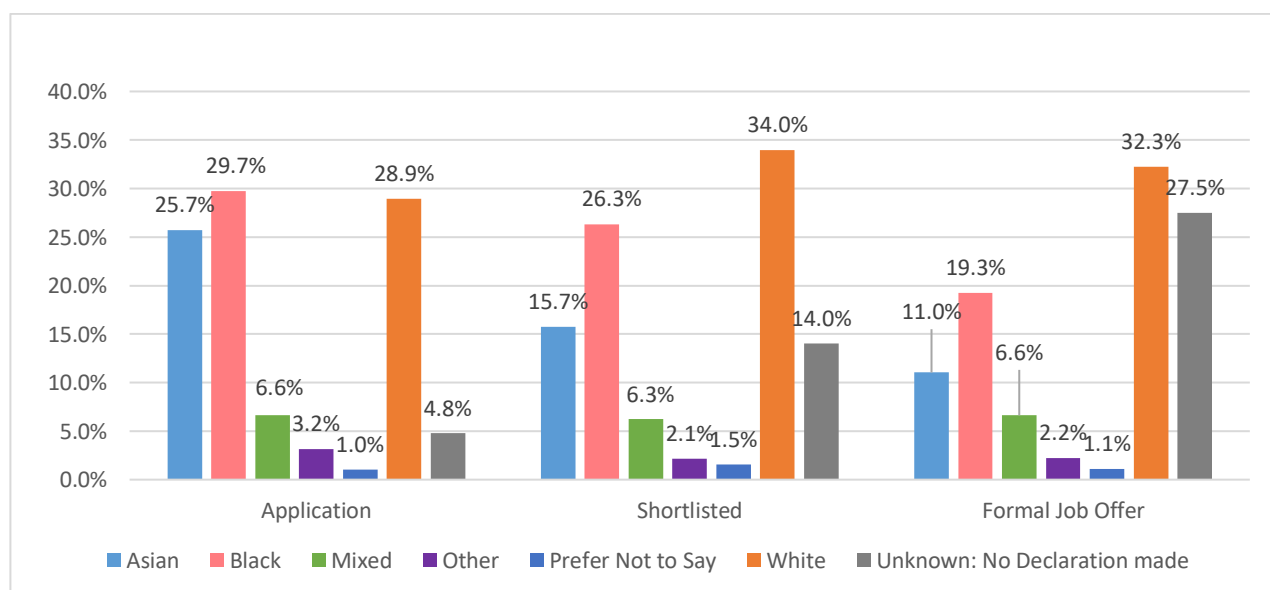


Staff who preferred not to disclose their ethnicity and staff who have yet to make an ethnicity declaration continue to be outliers in terms of length of service when measuring against the Council's overall mean and median. The length of service for staff within these groups being significantly lower than the overall mean and median. White staff continue to have the highest mean and median length of service.

## Recruitment, Starters, Leavers and Agency Usage

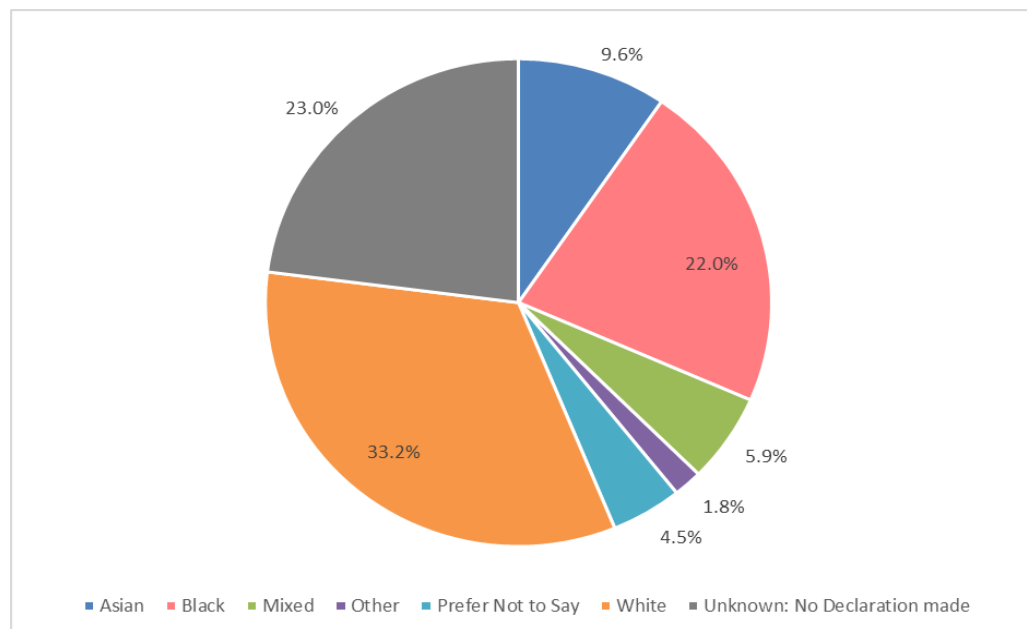
Applicants of White Ethnicity accounted for 28.9% of all applications received. As in previous years; white candidates continue to be more likely to reach the short-listing and formal offer stage. However, these proportions have decreased from 36.3% to 34.0% at short-listing stage and from 39.0% to 32.3% at offer stage. The proportion of Black and Asian candidates decreases at each stage of the application process whilst those of Other and Mixed Ethnicity and those who have declared Prefer Not to Say remain consistent at each stage of the application process.

**Figure 32: Applications, Short Listing and Job Offers - Ethnicity**

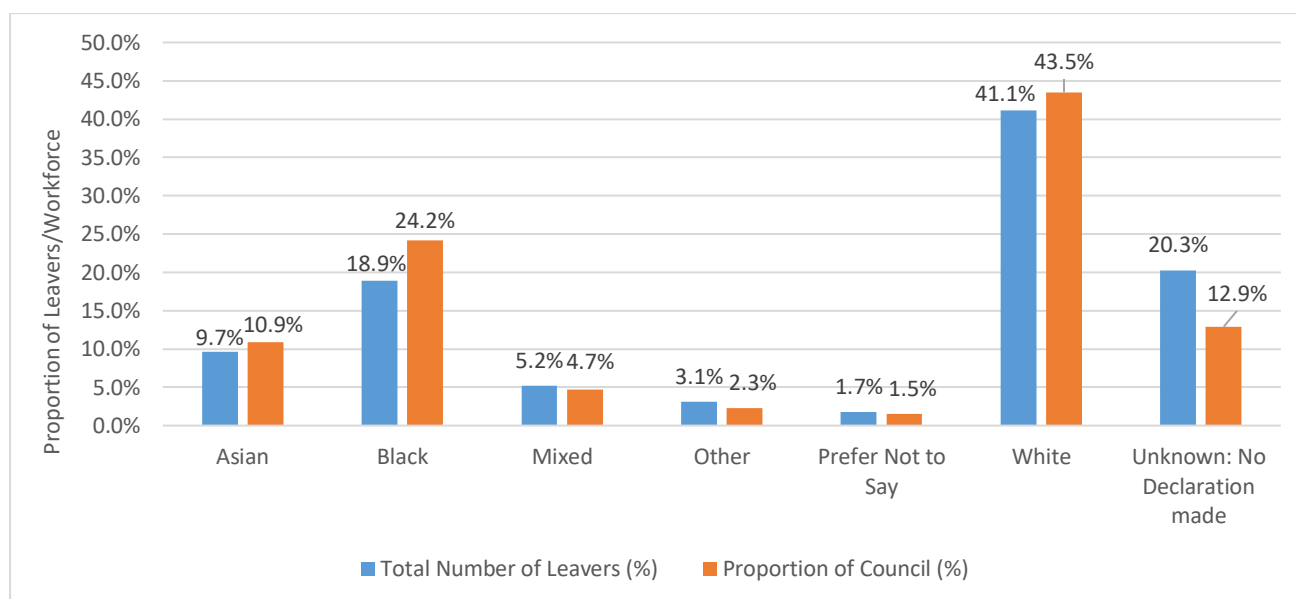


The largest groups of new starters are those of White ethnicity (33.2%), followed by Unknowns (23.0%) - this is a significant change from last year when Unknowns accounted for 34.4% of new starters. Employees of Black, Asian, Mixed and Other ethnicity accounted for 39.3% of all new starters an increase of 5.8% from last year.

**Figure 33: Starters - Ethnicity**



**Figure 34: Leavers - Ethnicity**



Leavers of Black, Asian, Mixed and Other Ethnicity accounted 36.9% of all leavers during the year compared to White Leavers who accounted for 41.1%. White staff were proportionally more likely to leave due to Redundancy and Retirement compared to staff of Black, Asian, Mixed and Other Ethnicity. Leavers of Black, Asian, Mixed and Other Ethnicity were more likely to leave due to Conclusion of Contract. In regards to dismissals, there were less than 15 cases in 2022-23 and therefore it not possible to draw any definite conclusions from a small sample size.

**Table 25: Reasons for Leaving - Ethnicity**

Ethnicity	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Unknown	Grand Total
Asian	17.4%	14.3%	23.1%	4.3%	10.0%	3.3%	0.0%	9.7%
Black	17.4%	0.0%	30.8%	15.2%	21.1%	11.5%	0.0%	18.9%
Mixed	0.0%	0.0%	7.7%	8.7%	5.6%	4.9%	0.0%	5.2%
Other	8.7%	14.3%	0.0%	4.3%	2.1%	0.0%	50.0%	3.1%
Prefer Not to Say	2.2%	0.0%	0.0%	2.2%	1.8%	1.6%	0.0%	1.7%
White	23.9%	57.1%	30.8%	58.7%	35.5%	72.1%	50.0%	41.1%
Unknown: No Declaration made	30.4%	14.3%	7.7%	6.5%	24.0%	6.6%	0.0%	20.3%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>BAOE</b>	<b>43.5%</b>	<b>28.6%</b>	<b>61.5%</b>	<b>32.6%</b>	<b>38.7%</b>	<b>19.7%</b>	<b>50.0%</b>	<b>36.9%</b>

The majority of the contingent workers who occupied agency placements within the Council during the Financial Year 2022-23 declared their ethnicity as 'Prefer Not to Say'. The proportion of workers of Black, Asian, Mixed and Other Ethnicity accounted for 32.5% of contingent workers with Black workers accounting the 24.0% of this figure. White workers accounted for 19.2% of contingent workers.

**Table 26: Breakdown of Agency Placements - Ethnicity**

Ethnicity	Proportion of Apprentices (%)
Asian	4.9%
Black	24.0%
Mixed	1.4%
Other	2.3%
Prefer Not to Say	48.3%
White	19.2%
<b>Grand Total</b>	<b>100.0%</b>

## Apprentices

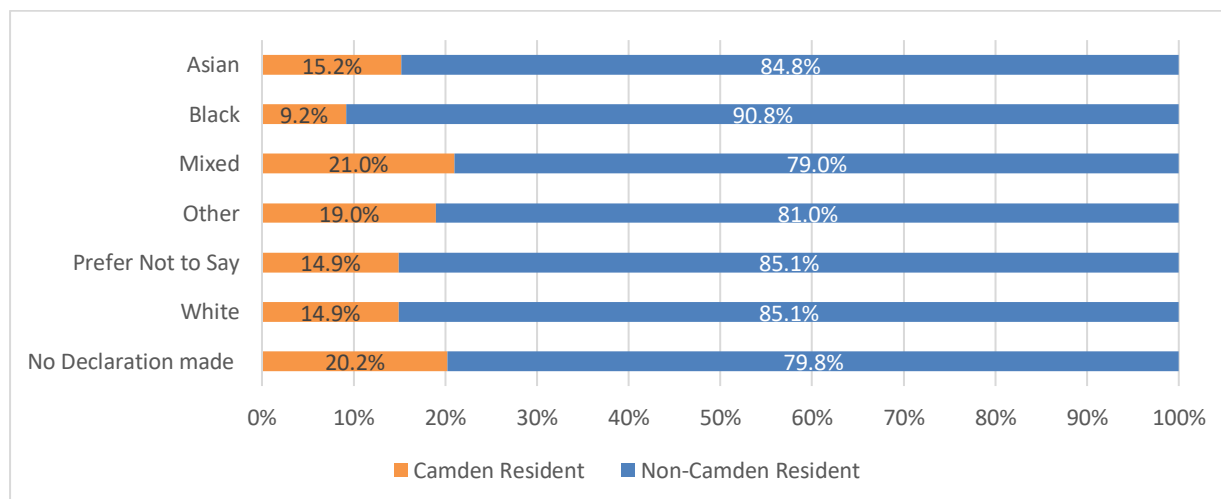
Just under a third (30.6%) of apprentices have yet to make a declaration in relation to ethnicity. White apprentices accounted for 27.4% of all apprentices, a slight decrease from 33.3% last year. The proportion of the apprentices of Black, Asian, Mixed and Other ethnicity increased from 34.8% last year to 38.7%.

**Table 27: Apprentices - Ethnicity**

Ethnicity	Total Number of Apprentices (%)
Asian	9.7%
Black	14.5%
Mixed	8.1%
Other	6.5%
Prefer Not to Say	3.2%
White	27.4%
Unknown: No Declaration made	30.6%
<b>Grand Total</b>	<b>100.0%</b>

## Staff Resident in Camden

**Figure 35: Staff Resident in Camden - Ethnicity**



Black, Asian and Other Ethnicity staff – as a single group – are slightly less likely to live in Camden than their White counterparts, and 2.0 % 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.

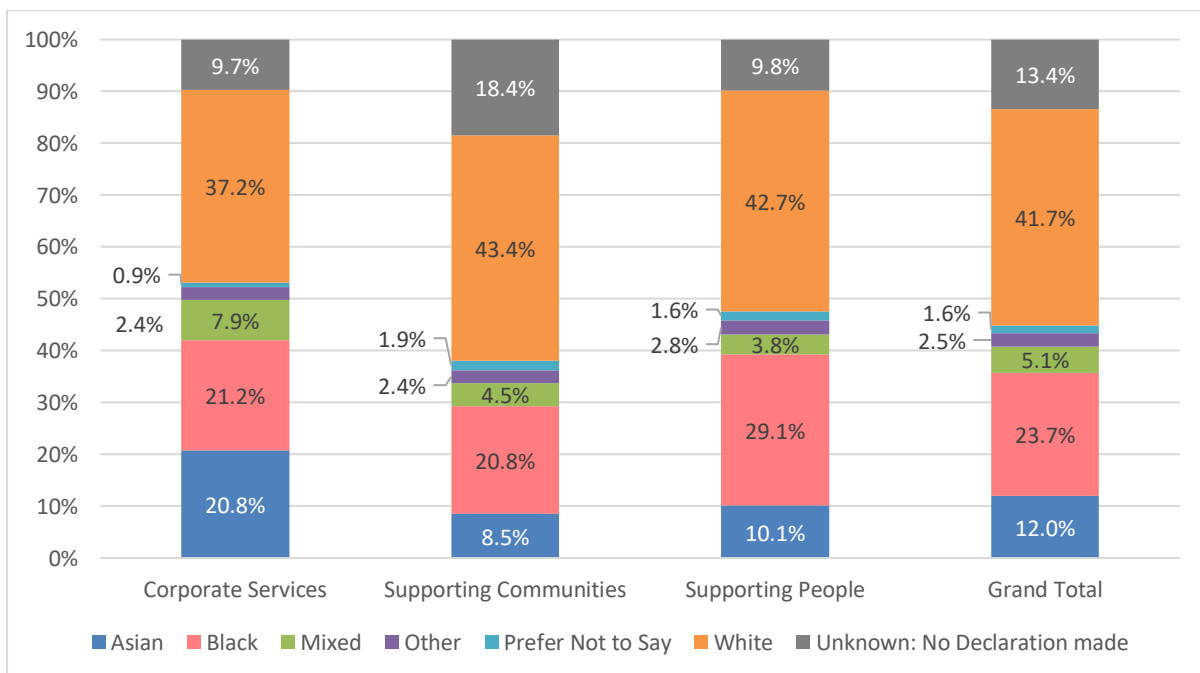
## AMGUD and Sickness Absences

**Table 28: AMGUD Cases - Ethnicity**

Ethnicity	Absence Management	Disciplinary	Grievance	Underperformance	Grand Total
Asian	6.8%	16.1%	0.0%	0.0%	7.6%
Black	19.5%	22.6%	31.3%	60.0%	22.2%
Mixed	6.8%	3.2%	0.0%	20.0%	5.9%
Other	5.3%	3.2%	6.3%	0.0%	4.9%
Prefer Not to Say	1.5%	3.2%	0.0%	20.0%	2.2%
White	46.6%	25.8%	37.5%	0.0%	41.1%
Unknown	13.5%	25.8%	25.0%	0.0%	16.2%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Absence Management cases are largely proportional across ethnicities when measured against the breakdown of the overall Council. As mentioned previously, the small numbers of disciplinary, grievance and underperformance cases make it difficult to draw any firm conclusions regarding case management. In terms of what the data has returned, White staff are underrepresented across all three case types. Black and Mixed staff are overrepresented in Grievance and Underperformance cases whilst Asian staff are overrepresented within Disciplinary cases.

**Figure 36: Sickness Absences - Ethnicity and Directorate**



Sickness absences are largely reflective of the make-up of the Council. White staff are slightly underrepresented (1.8%). Asian staff are very slightly overrepresented (1.1%)

## Nationality

### Headcounts

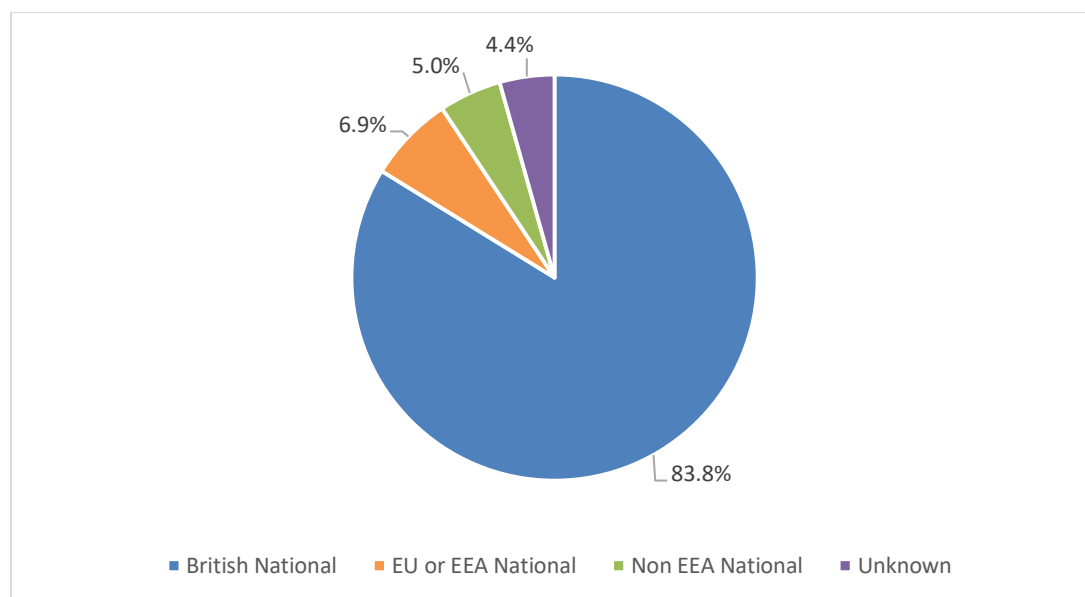
British Nationals continue to be the largest nationality group at Camden, although this group has shrunk by 0.4% since last year. The proportion of both EU/EEA Nationals and Non-EEA Nationals has increased by 0.5% since last year.

**Table 29: Directorate Headcounts - Nationality**

Directorate/Nationality	British National	EU or EEA National	Non EEA National	Unknown	Grand Total
Corporate Services	87.5%	5.2%	3.9%	3.3%	100.0%
Supporting Communities	81.8%	7.1%	5.4%	5.7%	100.0%
Supporting People	84.1%	7.6%	5.1%	3.2%	100.0%
<b>Grand Total</b>	<b>83.8%</b>	<b>6.9%</b>	<b>5.0%</b>	<b>4.4%</b>	<b>100.0%</b>

Within Directorates, there has been a decrease in the proportion of British Nationals within Corporate Services and Supporting People whilst the proportion within Supporting Communities has increased. Supporting People continues to have the highest proportion of EU/EEA Nationals whilst Supporting Communities has the highest proportion of Non-EEA Nationals.

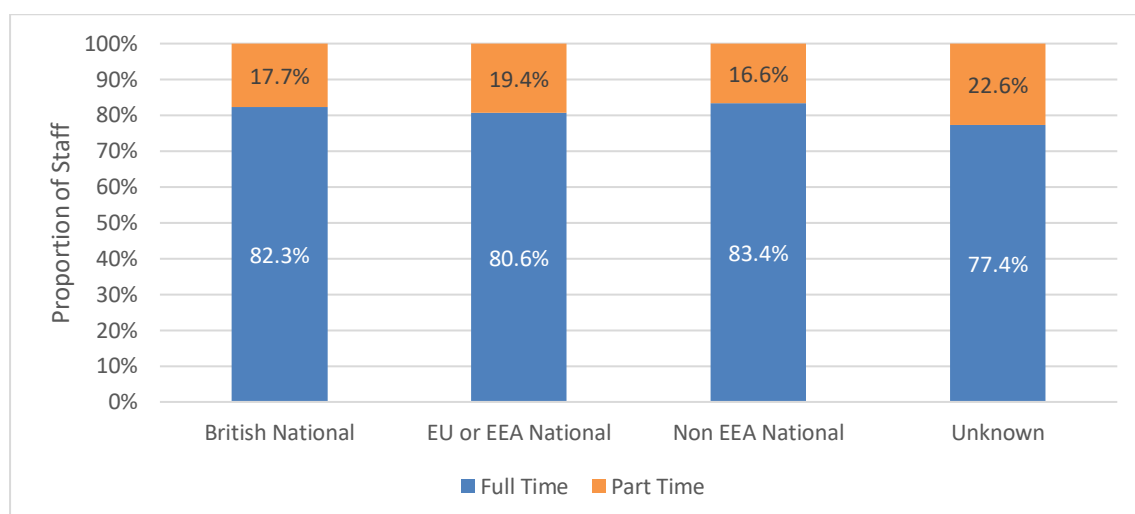
**Figure 37: Composition of Workforce - Nationality**





## Patterns of Work, Grades and Length of Service

**Figure 38: FT/PT – Nationality**



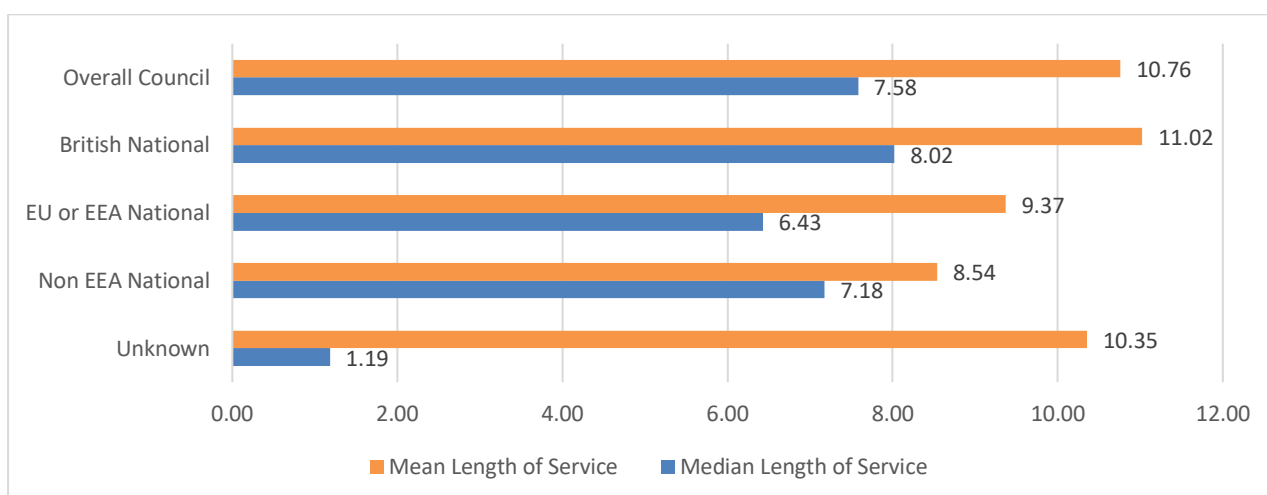
Non-EEA Nationals remain the least likely – amongst declared groups; to work part-time and are 2.6% less likely to do so than the Council Overall figure.

**Table 30: Salary Grades - Nationality**

Employment Grade	British National	EU or EEA National	Non EEA National	Unknown	Grand Total
Level 1	72.8%	7.4%	9.9%	9.9%	100.0%
Level 2	81.0%	7.0%	8.8%	3.2%	100.0%
Level 3	86.2%	6.6%	3.9%	3.3%	100.0%
Level 4	85.4%	7.1%	3.9%	3.6%	100.0%
Levels 5-7	86.1%	6.9%	2.2%	4.9%	100.0%
Other	64.4%	5.5%	6.8%	23.3%	100.0%
<b>Grand Total</b>	<b>83.8%</b>	<b>6.9%</b>	<b>5.0%</b>	<b>4.4%</b>	<b>100.0%</b>

The main outliers in terms of nationality exist within Level 1 and at 'Other' employment grades. British Nationals at these level are underrepresented by 11.0% and 19.4% when measured against the overall proportion within the Councils. Both of these levels have seen a decrease in the proportion of British Nationals since last year but no significant change has occurred with EU/EEA Nationals and Non-EEA Nationals. This change and underrepresentation can be attributed to the proportion of 'Unknown' records at this level.

**Figure 39: Length of Service - Nationality**

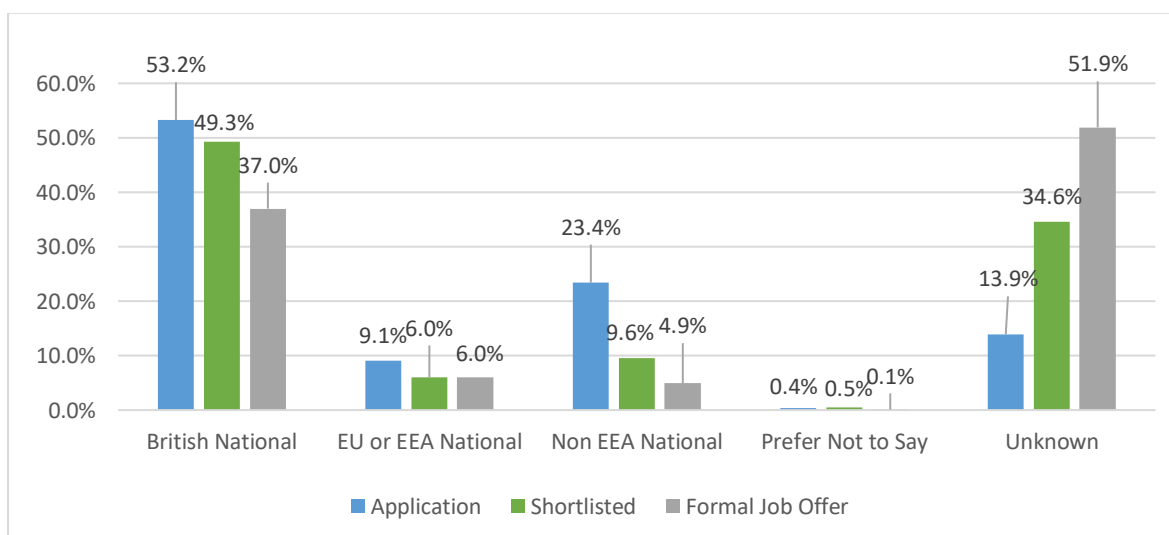


Both the mean and median length of service of British Nationals continues to be higher than the Council's Overall figure. Both the mean and median length of services for EU/EEA Nationals and Non-EEA nationals have decreased compared to last year and remain lower than the overall figure for Council staff.

## Recruitment, Starters and Leavers

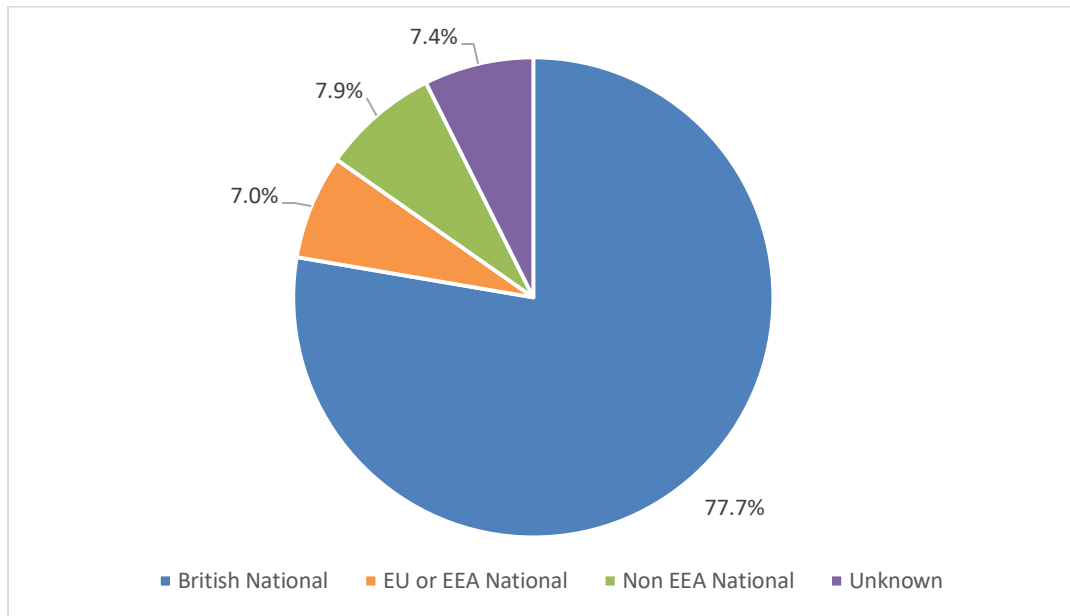
As in previous years, the majority of applications received came from British Nationals. British Nationals also accounted for the majority of candidates subsequently short-listed and received formal job offers. The proportion of applications received from Non-EEA Nationals accounted for 23.4% of all applications received but dropped to 9.6% at short-listing stage and 4.9% at formal job offer stage. The proportion of EU and EEA candidates was 9.1% at application stage, dropping to 6.0% at both short-listing and formal job offer stage. The proportion of candidates increases at both short-listing and formal offer stage.

**Figure 40: Applications, Short Listing and Job Offers - Nationality**



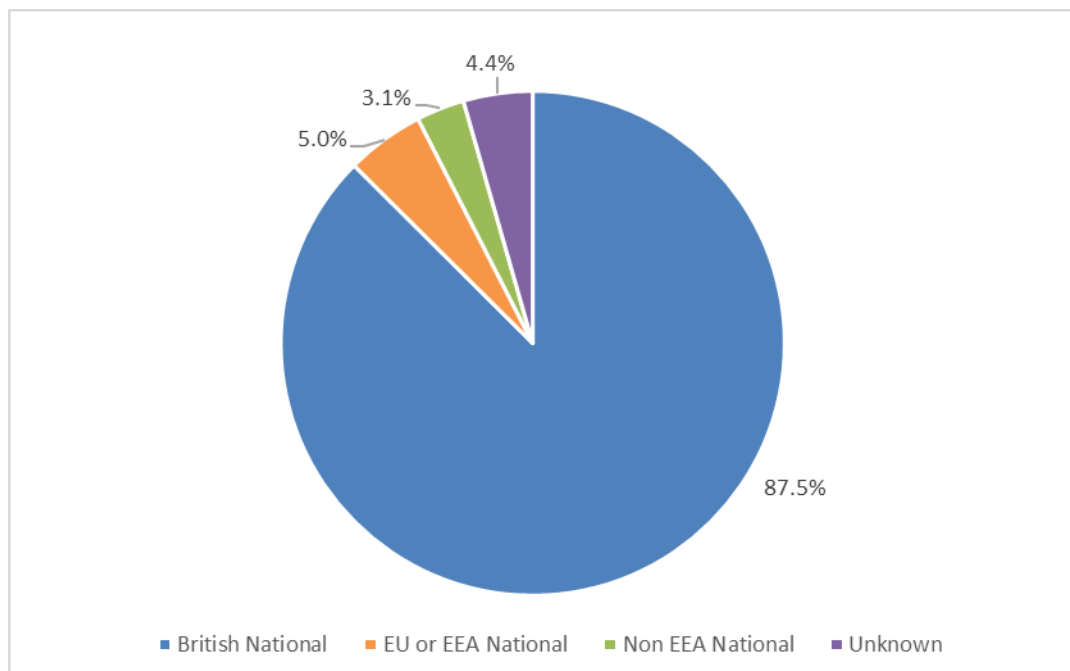
The proportion of new starters whose nationality is unknown has decreased from 15.4% to 7.4% this year. The majority of new starters continue to be British Nationals and the proportion has increased slightly from 76.5% to 77.7%. Compared to last year, the proportion of new starters who were EU/EEA Nationals or Non-EEA has increased by 2.4% and 27.4% respectively.

**Figure 41: New Starters – Nationality**



The proportion of EU/EEA Nationals, Non-EEA Nationals and Unknown leavers has decreased compared to last year however, the proportion of British Nationals increased from 81.7% to 87.5%

**Figure 42: Leavers – Nationality**



Overall, the different nationality groups leave at a rate largely proportionate to their composition of the Council, with colleagues of British Nationality leaving at a rate 3.7% higher than expected. In terms of leaving reason, with the exception of Dismissals and Redundancy, the proportion of staff leaving for each reason is consistent with the overall proportion of leavers for each group. British Nationals are more proportionately more likely to due to redundancy than those who are EU/EEA Nationals or Non-EEA Nationals. In terms of Dismissals as there were less than 15 cases in 2022-23 and the nationality of a significant number of these staff is unknown it is not possible to draw any definite conclusions from a small sample size.

**Table 31: Reason for Leaving - Nationality**

Nationality	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Unknown	Grand Total
British National	84.8%	100.0%	84.6%	93.5%	87.4%	83.6%	100.0%	87.5%
EU or EEA National	4.3%	0.0%	0.0%	4.3%	5.6%	4.9%	0.0%	5.0%
Non EEA National	0.0%	0.0%	0.0%	0.0%	4.4%	1.6%	0.0%	3.1%
Unknown	10.9%	0.0%	15.4%	2.2%	2.6%	9.8%	0.0%	4.4%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0 %</b>

British Nationals accounted for 84.4% of contingent workers occupying agency placements. Non-EEA Nationals and EU/EEA Nationals accounted for 7.6% and 4.8% of placements.

**Table 32: Breakdown of Agency Placements - Nationality**

Nationality	Total Number of Agency Placements (%)
British National	84.4%
EU or EEA National	4.8%
Non EEA National	7.6%
Unknown	3.2%
<b>Grand Total</b>	<b>100.0%</b>

## Apprentices

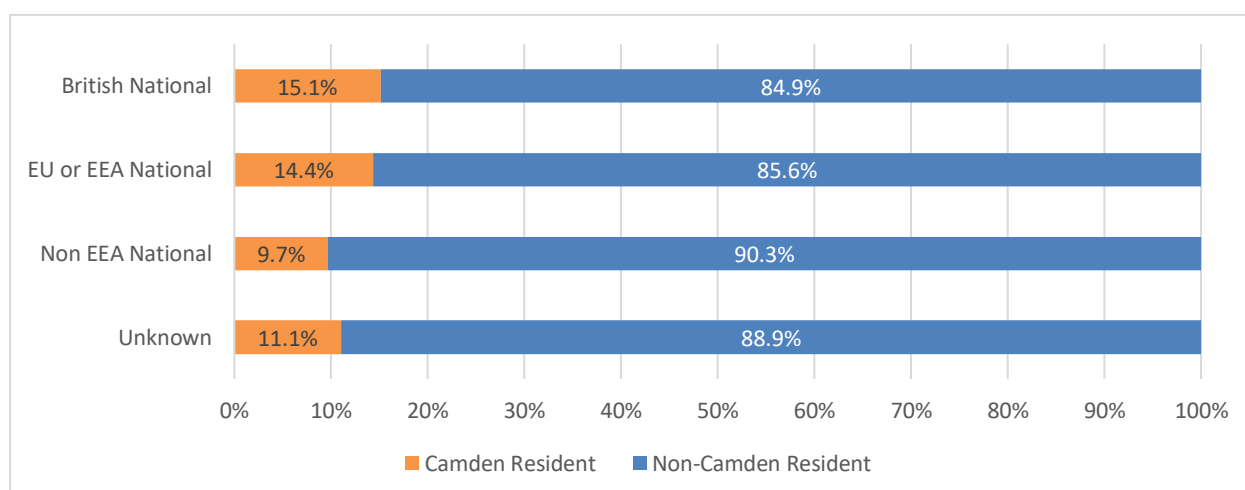
The proportion of apprentices by each nationality grouping is in line with that of the overall workforce. British National account for 85.5% of all apprentices, a slight decrease from last year. Conversely, the proportion of apprentices who are Non-EEA national increased from 1.4% to 4.8% this year.

**Table 33: Apprentices – Nationality**

Nationality	Proportion of Apprentices (%)	Proportion of Overall Workforce (%)
British National	85.5%	83.8%
EU or EEA National	6.5%	6.9%
Non EEA National	4.8%	5.0%
Unknown	3.2%	4.4%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>

## Staff Resident in Camden

**Figure 43: Staff Residency - Nationality**



Non-EEA Nationals are the least likely to live in Camden whilst the proportion of Camden/Non-Camden Residents for British Nationals and EU/EEA Nationals is in line with the overall figure for the Council.

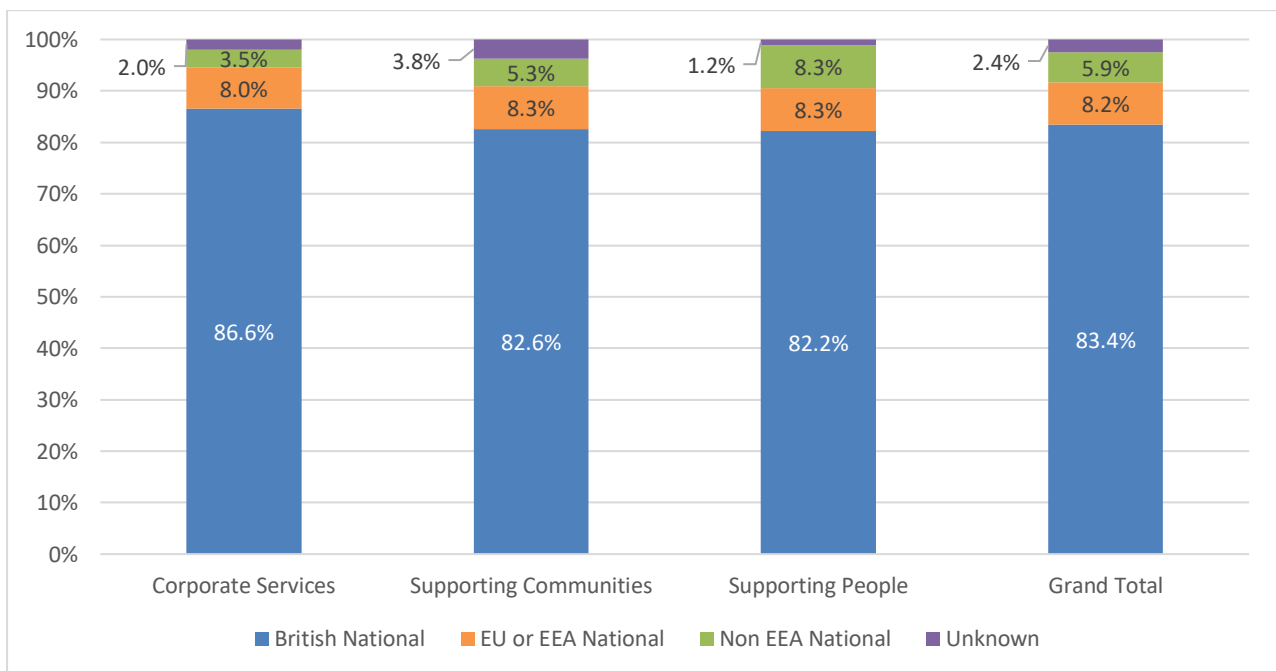
## AMGUD and Sickness Absences

The proportion of British Nationals are slightly overrepresented within Absence Management and Disciplinary cases by 3.4% and 3.3% respectively. EU/EEA Nationals are significantly overrepresented in Grievance Cases, whilst Non-EEA Nationals are slightly overrepresented within Disciplinary Cases. Where the number of Grievance and Disciplinary cases are small, this is not overly concerning. British Nationals make up 100% of the underperformance cases but only a handful of cases were lodged.

**Table 34: AMGUD Cases - Nationality**

Directorate/Nationality	Absence Management	Disciplinary	Grievance	Underperformance	Grand Total
British National	87.2%	87.1%	81.3%	100.0%	87.0%
EU or EEA National	3.8%	0.0%	18.8%	0.0%	4.3%
Non EEA National	3.8%	6.5%	0.0%	0.0%	3.8%
Unknown	5.3%	6.5%	0.0%	0.0%	4.9%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Figure 44: Sickness Absences - Ethnicity and Directorate**



The proportion of sickness absence absences taken by British Nationals is in line with that of the Council overall. EU/EEA Nationals are slightly underrepresented and Non EEA Nationals slightly overrepresented.

## Religion

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

## Headcounts

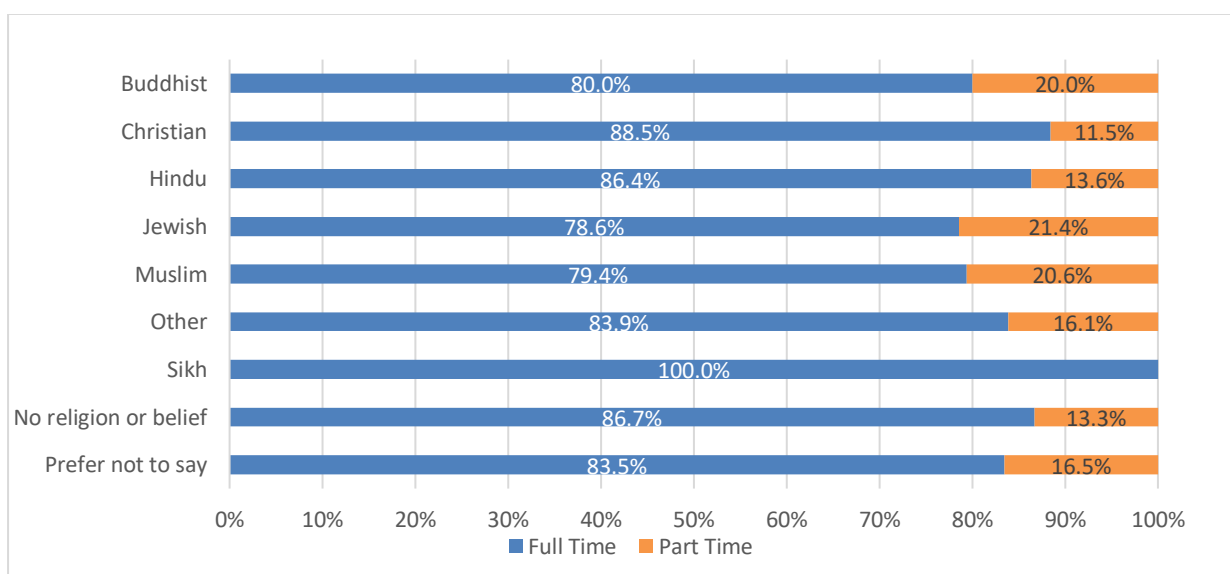
**Table 35: Headcounts - Religion**

Religion	Proportion of Staff	Proportion of Staff if Unknown's removed
Buddhist	0.1%	0.3%
Christian	16.7%	38.4%
Hindu	1.0%	2.3%
Jewish	0.6%	1.5%
Muslim	4.7%	10.7%
Other	2.8%	6.5%
Sikh	0.3%	0.7%
No religion or belief	11.6%	26.6%
Prefer not to say	5.7%	13.1%
Unknown: No Declaration made	56.4%	
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>

Unknowns account for 56.4% of religious declarations, or lack of in this case. This figure has decreased by 6.3% compared to last year as the Council continues to make concerted efforts to encourage people to update their diversity data. Of staff who have declared a religious belief, Christians continue to make up the largest proportion of staff within the Council followed by those who have declared themselves to have no religion or belief.

## Patterns of Work and Grades

**Figure 45: FT/PT – Religion (Unknowns Removed)**



Most religious groups do not deviate significantly from the 82.0% Full Time / 18.0% Part Time split within the Council. The sole outlier being Sikh staff where all staff who declared themselves to be of the Sikh faith are working full time.

**Table 36: Salary Grades - Religion**

Employment Grades	Buddhist	Christian	Hindu	Jewish	Muslim	Other	Sikh	No religion or belief	Prefer not to say	Grand Total
Level 1	0.0%	34.9%	1.2%	0.0%	17.4%	9.3%	0.0%	17.4%	19.8%	100.0%
Level 2	0.9%	43.0%	0.9%	0.0%	16.0%	9.6%	0.6%	13.4%	15.7%	100.0%
Level 3	0.3%	42.2%	2.4%	1.7%	13.4%	6.1%	0.9%	21.4%	11.6%	100.0%
Level 4	0.0%	38.4%	3.6%	1.7%	7.3%	6.5%	0.8%	29.4%	12.2%	100.0%
Levels 5-7	0.0%	28.9%	1.4%	2.5%	4.2%	4.0%	0.6%	45.9%	12.5%	100.0%
Other	0.0%	25.0%	12.5%	0.0%	25.0%	0.0%	0.0%	25.0%	12.5%	100.0%
<b>Grand Total</b>	<b>0.3%</b>	<b>38.4%</b>	<b>2.3%</b>	<b>1.5%</b>	<b>10.7%</b>	<b>6.5%</b>	<b>0.7%</b>	<b>26.6%</b>	<b>13.1%</b>	<b>100.0%</b>

Unknowns have been removed from *Table 36* 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 have erratic numbers at each level, and do not appear to follow any significant pattern as grades go up or down.

## Recruitment, Starters and Leavers

The proportion of candidates not declaring their religious beliefs increases during each stage of the recruitment process whilst those who have declared themselves to have no religion or belief remains stable across the process. With the exception of candidates declaring themselves to be Jewish, the proportion of each religious group decreases at each stage of the recruitment process. Candidates declaring themselves to be Jewish increases at both Short-listing and formal job offer stage.

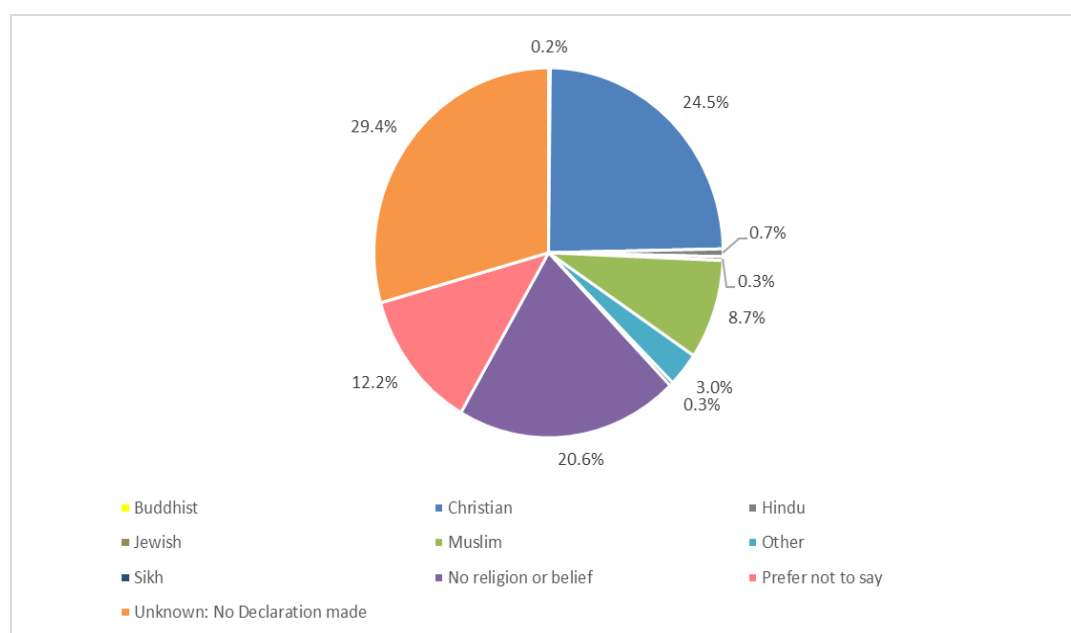
**Table 37: Applications, Short Listing and Formal Offers – Religion**

Employment Grades	Buddhist	Christian	Hindu	Jewish	Muslim	Other	Sikh	No religion or belief	Prefer not to say	Unknown
Application Stage	1.0%	33.6%	6.0%	0.9%	19.7%	3.0%	0.9%	21.1%	6.2%	7.6%
Shortlisting Stage	0.5%	29.6%	2.8%	1.1%	12.4%	3.1%	0.5%	21.9%	6.5%	21.6%
Formal Job Offer Stage	0.2%	22.7%	1.2%	1.2%	9.0%	3.2%	0.2%	20.1%	5.2%	36.9%

The religious belief of nearly a third (29.4%) of the 596 new starters in 2022-23 are unknown. Of new starters that declared a religious belief, those who have declared themselves to be Christian (24.5%) continue to make up the highest proportion following by those with no religion or belief at 20.6%.



**Figure 46: Religion – New Starters**



Over 53.1% of the leavers in 2022-23 had yet to make a declaration regarding their religion or belief but this was a slight decrease from 57.0% the previous year. As with the overall workforce and new starters, Christians accounted for the largest proportion of leavers whose religion or belief is/was known. Due to the high percentage of unknown records amongst leavers, it is not possible to carry out an accurate analysis/conclusion on specific reasons for leaving by religious belief so this has not been included in the employment profile.

The majority of the contingent workers who occupied agency placements within the Council during the Financial Year 2022-23 declared their religion as 'Prefer Not to Say'. Of those who made a declaration, 11.7% declared themselves to be of other religious belief or Christian.

**Table 38: Breakdown of Agency Placements - Religion**

Religion	Total Number of Agency Placements (%)
Buddhist	0.3%
Christian	11.7%
Hindu	0.6%
Jewish	0.0%
Muslim	2.9%
Other	11.7%
Sikh	0.1%
Prefer not to say	72.7%
<b>Grand Total</b>	<b>100.0%</b>

## Apprentices

Unknowns account for 33.9% of apprentices in terms of religious declarations which is significantly lower than the 56.4% seen in the overall workforce. No Apprentices have declared themselves to be of the Buddhist, Hindu, Jewish or Sikh faith. No religion or belief accounts for 19.4% of all apprentices, closely followed by Christian and Muslim at 16.1%

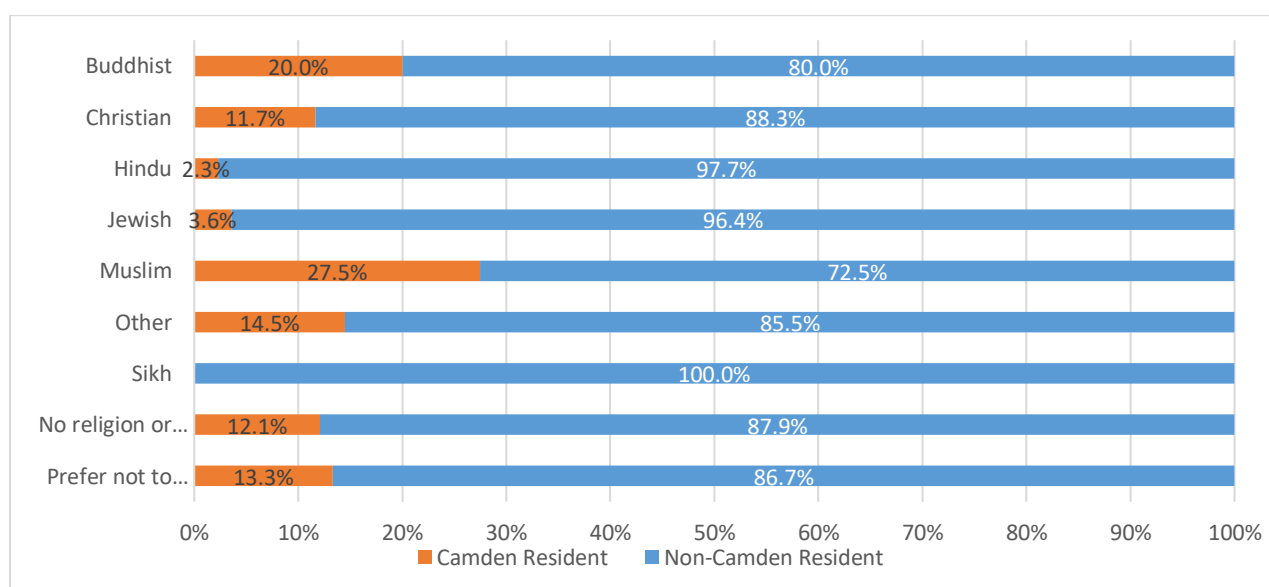
**Table 39: Apprentices - Religion**

Religion	Proportion of Apprentices (%)
Buddhist	0.0%
Christian	16.1%
Hindu	0.0%
Jewish	0.0%
Muslim	16.1%
Other	8.1%
Sikh	0.0%
No religion or belief	19.4%
Prefer not to say	6.5%
Unknown: No Declaration made	33.9%
<b>Grand Total</b>	<b>100.0%</b>

## Staff Resident in Camden

According to *Figure 47* 100% of Sikh 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 quarter doing so. Hindu and Jewish staff are the least likely to, with under 5% living in Camden.

**Figure 47: Staff Resident in Camden – Religion (Unknowns Removed)**



## AMGUD and Sickness Absences

Of the 185 qualifying AMGUD cases in 2022-23; 62.7% of the cases concerned employees who have yet to make a declaration in regards to religion. The below table provides a summary of the cases and the high number of unknowns makes a robust analysis of the data difficult.

**Table 40: AMGUD Cases – Religion**

Directorate/Religion	Absence Management	Disciplinary	Grievance	Underperformance	Grand Total
Buddhist	0.8%	0.0%	0.0%	0.0%	0.5%
Christian	18.8%	12.9%	18.8%	0.0%	17.3%
Hindu	0.0%	3.2%	0.0%	0.0%	0.5%
Jewish	0.0%	0.0%	0.0%	0.0%	0.0%
Muslim	3.8%	3.2%	6.3%	20.0%	4.3%
Other	3.8%	6.5%	0.0%	0.0%	3.8%
Sikh	0.8%	0.0%	0.0%	0.0%	0.5%
No religion or belief	3.8%	3.2%	6.3%	20.0%	4.3%
Prefer not to say	4.5%	12.9%	0.0%	20.0%	5.9%
Unknown	63.9%	58.1%	68.8%	40.0%	62.7%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Table 41: Absences – Religion and Directorate**

Directorate/Religion	Buddhist	Christian	Hindu	Jewish	Muslim	Other	Sikh	No religion or belief	Prefer not to say	Unknown	Grand Total
Corporate Services	0.2%	14.5%	2.0%	0.9%	9.0%	2.8%	0.1%	10.8%	6.5%	53.0%	100.0%
Supporting Communities	0.1%	17.3%	0.6%	0.2%	5.5%	2.3%	0.2%	7.8%	5.6%	60.4%	100.0%
Supporting People	0.3%	16.6%	0.7%	1.3%	5.3%	6.1%	0.0%	12.6%	4.9%	52.2%	100.0%
<b>Grand Total</b>	<b>0.2%</b>	<b>16.4%</b>	<b>1.0%</b>	<b>0.8%</b>	<b>6.3%</b>	<b>3.7%</b>	<b>0.1%</b>	<b>10.1%</b>	<b>5.6%</b>	<b>55.8%</b>	<b>100.0%</b>
<b>Figure - Unknown Excluded</b>	<b>0.5%</b>	<b>37.1%</b>	<b>2.3%</b>	<b>1.7%</b>	<b>14.2%</b>	<b>8.4%</b>	<b>0.3%</b>	<b>23.0%</b>	<b>12.6%</b>		<b>100.0%</b>

As with AMGUD Cases, the number of unknown records precludes a detailed analysis of sickness absences taken by employees in terms of religion. Based on data held, 55.8% of sickness absences were taken by employees who have yet to declare a declaration followed by staff who have declared their religion as Christian staff. If unknown records were excluded, then Christian staff would account for 37.1% of all sickness absence taken followed by those with no religion or belief.

## 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

The largest age group at Camden is those aged 55-64 at 26.3%, closely followed by those aged 45-54 at 25.6% and 35-44 at 25.2%. The smallest groups within the Council are those aged 16-24 at 2.9% and those aged 65+ at 4.3%. These proportions largely hold across Directorates, with 1-5% fluctuations amongst them.

**Figure 48: Headcounts and Directorates - Age**

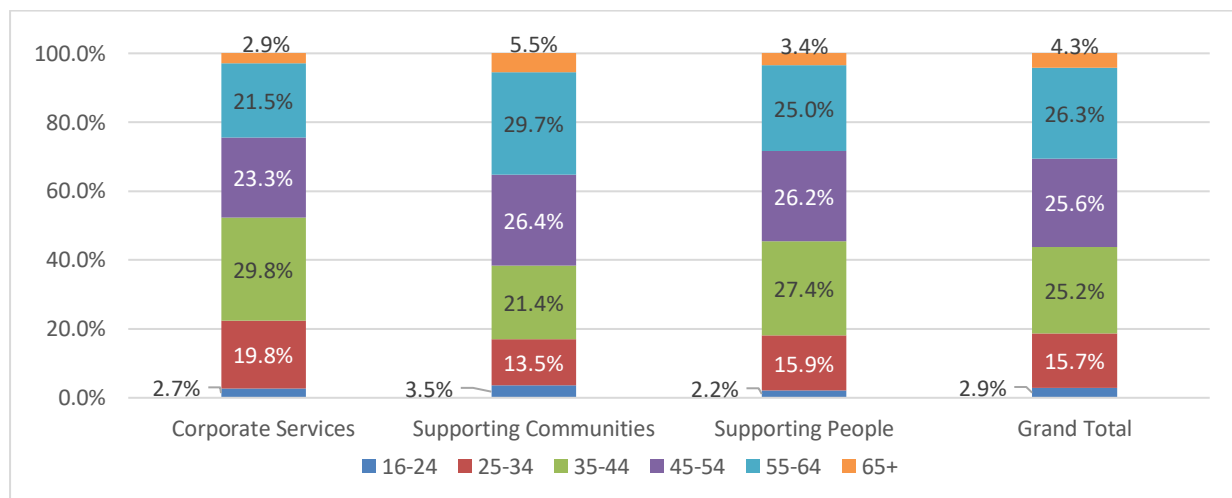
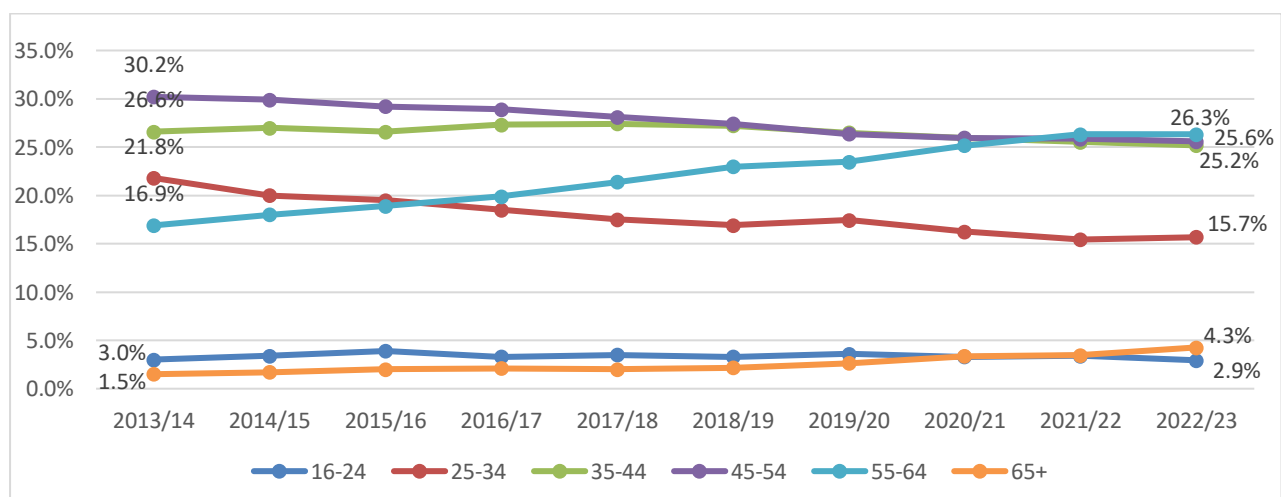
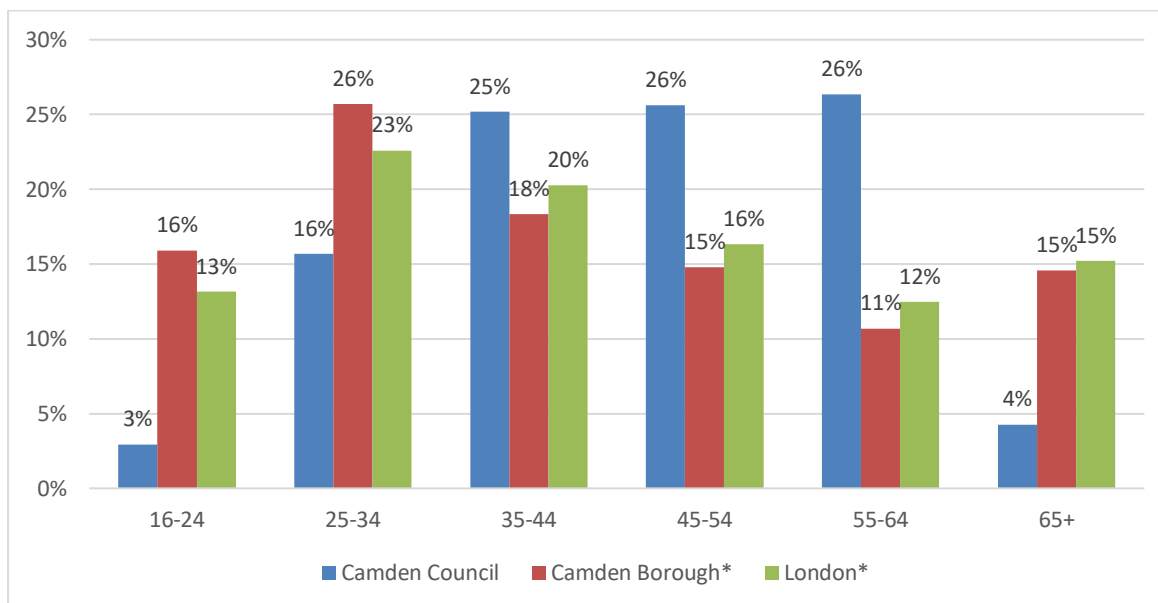


Figure 49 shows the proportion of different age groups at Camden over the last 10 years. The proportion of 55–64-year-olds has seen the largest increase, growing by 9.4% from 16.9% as of 31<sup>st</sup> March 2014 to the current figure of 26.3%. The proportion of those aged over 65 has also seen a significant increase over the last 10 years, increasing from 1.5% to 4.3%. Conversely, the largest decrease was amongst the 25-34 age band, reducing by 6.1% from 21.8% to 15.7%. The proportion of staff within the Council's in the 16-24 age group has remained consistent at around 3% over the last decade. 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 50 below. Both 16–24 year-olds and those over 65 are significantly underrepresented at the Council, ranging from 10 to 13% underrepresentation.

**Figure 49: Age Profile Trends 2013-23**

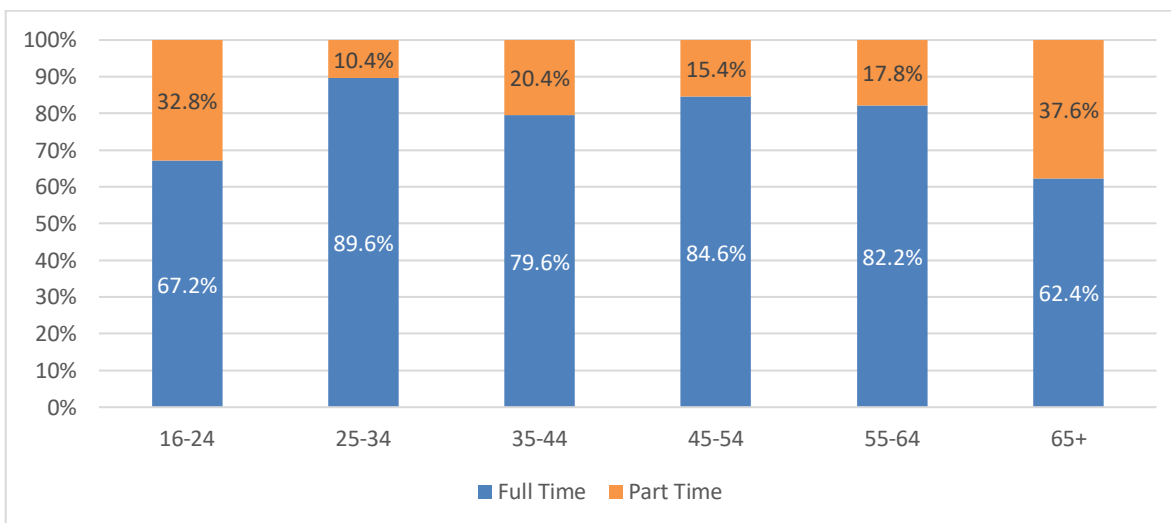


**Figure 50: Composition of Workforce, Borough, and London – Age**



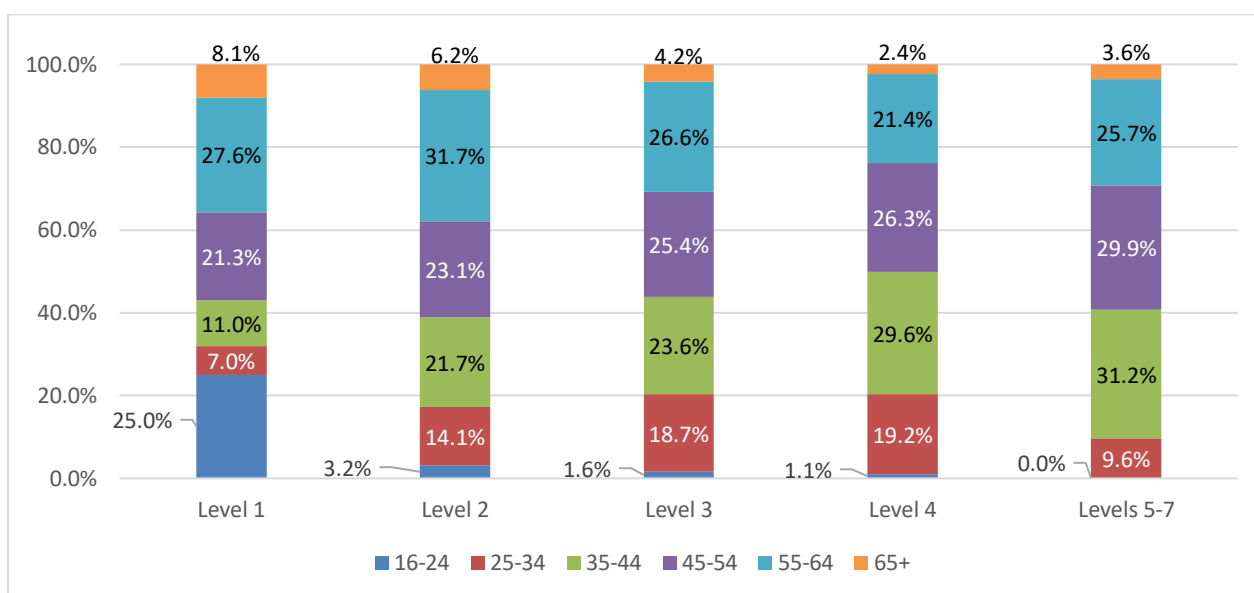
## Patterns of Work, Grades and Length of Service

**Figure 51: Patterns of Work – Age**



Staff aged between 25 – 64 do not deviate significantly from the Council's overall 82.0% Full Time / 18.0% Part Time split. However, those within the 16-24 age group and those aged 65 or over are more likely to work part time. Conversely, those within the 25-34 age range, who are disproportionately likely to work full time.

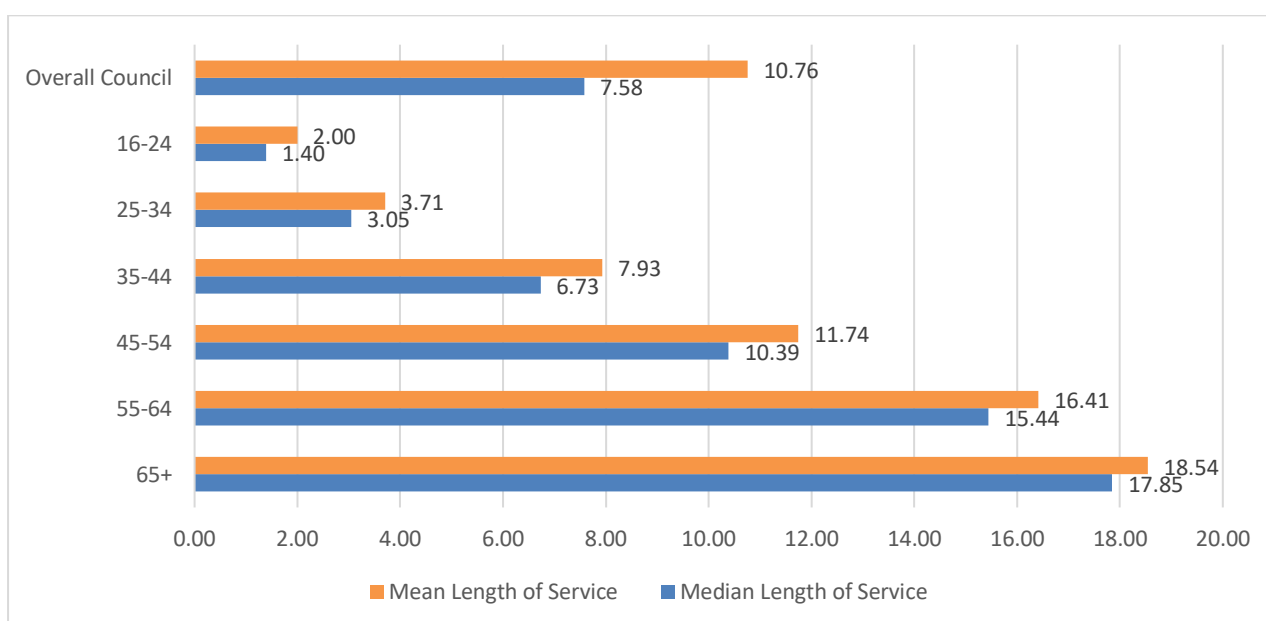
**Figure 52: Salary Grade - Age**



Although the distribution of the age groups amongst salary bands 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.

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.

**Figure 53: Length of Service - Age**

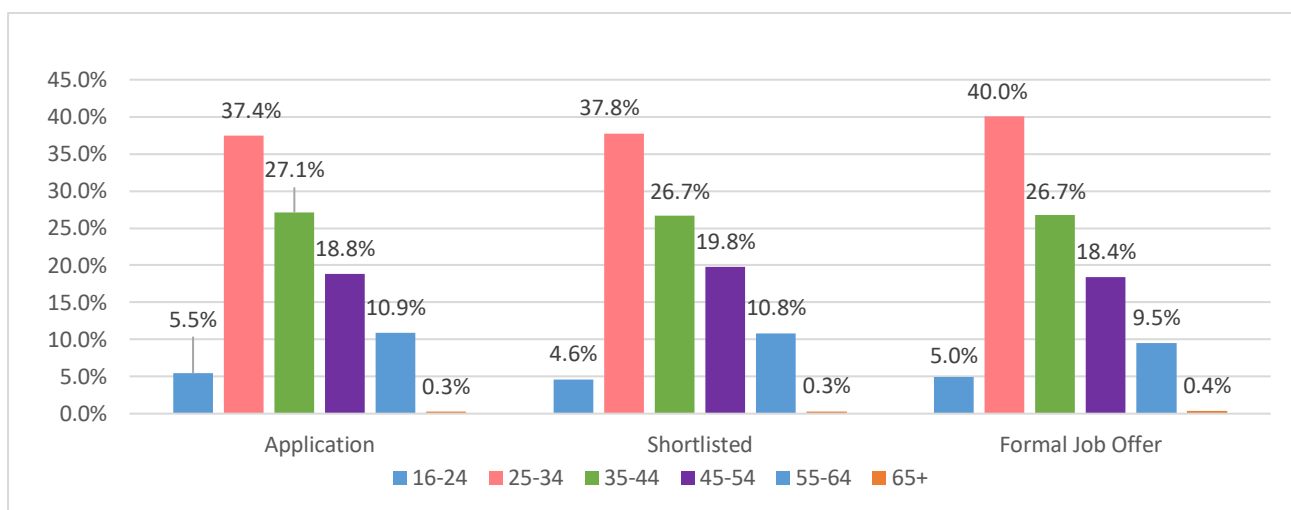


## Recruitment, Starters and Leavers

The proportion of candidates not declaring their age at application stage is 80.7%, this reduces to 49.7% during the short-listing stage and 5.9% at formal offer stage. The subsequent data and analysis excludes unknown records.

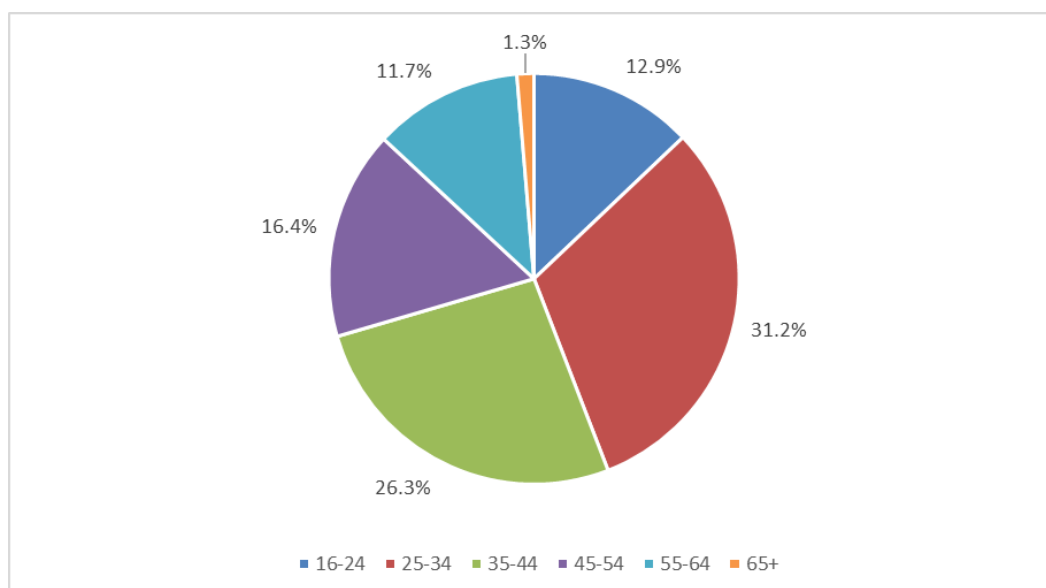
Of candidates whose age is known, the proportion of staff at each age band remains consistent at each stage of the recruitment process. Candidates falling within the 25-34 years age bracket continue to be the largest candidate pool during application, short-listing and formal offer stages. Conversely, those 65 and older make up the smallest proportion accounting for 0.05% of those whose age is known but this does increase to 0.15% at short-listing and 0.37% at the formal stages.

Figure 54: **Applications, Short Listing and Formal Offers - Age (Unknowns excluded)**



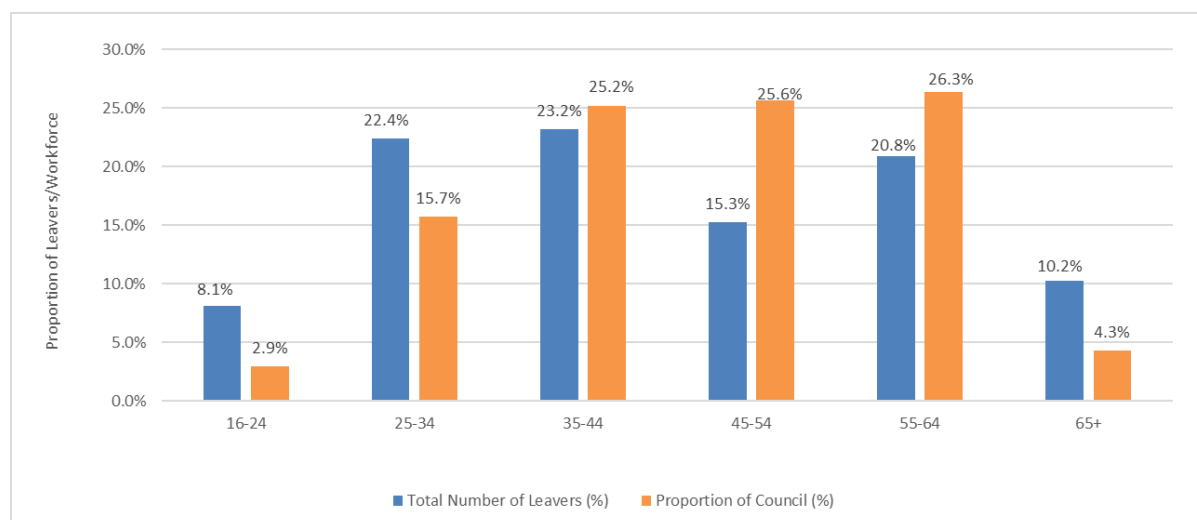
Of the 596 new starters in 2022-23, 25-34 year olds continue to make up the largest proportion of new starters at 31.2% (a 3.5% decrease from last year). The 35-44 group continues to be the second largest group at 26.3% (an increase of 7.6% from last year). 65 and over remains the smallest group at 0.3%

Figure 55: **New Starters – Age**



The 16-24 and 25-34 age groups were noticeably overrepresented amongst the 518 leavers in 2022-23 being 5.2% and 6.7% higher than expected. Conversely, the 45-45 and 55-64 age groups were notably underrepresented at 10.3% and 5.5% 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 56: Leavers - Age**



Staff leaving due to conclusion of contracts is at its highest amongst the 16-24 age group whilst dismissals are proportional the overall makeup of the workforce except within the 16-24 Age Group. As mentioned previously, the low number of cases means it not possible to draw any definite conclusions from a small sample size. Leavers due to redundancy and retirement continue to be at their highest within the 55-64 and 65+ age bands.

**Table 42: Reason for Leaving - Age**

Age Band	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Unknown	Grand Total
16-24	23.9%	0.0%	15.4%	0.0%	8.5%	0.0%	0.0%	8.1%
25-34	21.7%	0.0%	15.4%	2.2%	29.9%	0.0%	25.0%	22.4%
35-44	17.4%	0.0%	23.1%	8.7%	30.5%	1.6%	0.0%	23.2%
45-54	13.0%	28.6%	23.1%	17.4%	17.6%	0.0%	0.0%	15.3%
55-64	15.2%	57.1%	23.1%	37.0%	10.9%	60.7%	75.0%	20.8%
65+	8.7%	14.3%	0.0%	34.8%	2.6%	37.7%	0.0%	10.2%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Contingent workers aged 25-54 accounted for 76.3% of all agency placements filled during the Financial Year 2022-23; the proportion of each staff in each age group within the age range accounting for around 24%-25% of the overall number of contingent workers.



**Table 43: Breakdown of Agency Placements – Age Band**

Religion	Total Number of Agency Placements (%)
16-24	4.5%
25-34	24.0%
35-44	24.3%
45-54	25.0%
55-64	16.6%
65+	5.1%
Unknown/Prefer Not to Say	0.5%
<b>Grand Total</b>	<b>100.0%</b>

## Apprentices

As mentioned previously, the proportion of apprentices aged 24 or under is 56.5% compared to 43.5% for those aged 25 and over.

The below table shows that as age increases, the proportion of apprentices within the Council decreases. Compared to last year, apprentices are now present within the 55-64 age bracket (1.6%) and there have also been increases in the proportion of apprentices within the 35-44 (+15.0%) and 45-54 (+6.6%) age groups.

**Table 44: Apprentices - Age**

Age band	Proportion of Apprentices (%)
16-24	56.5%
25-34	14.5%
35-44	19.4%
45-54	8.1%
55-64	1.6%
65+	0.0%
<b>Grand Total</b>	<b>100.0%</b>

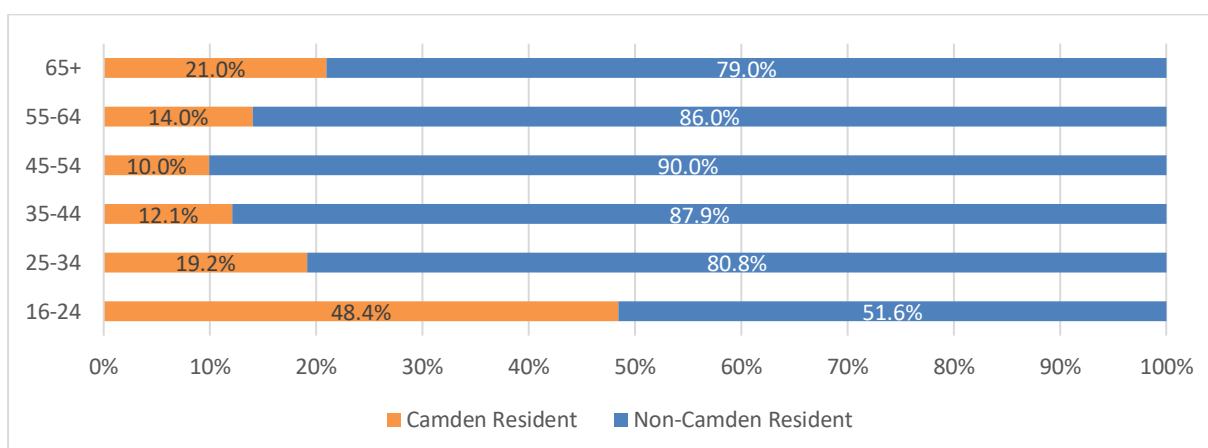
## Staff Resident in Camden

Four of the six age bands do not deviate much from Camden's overall 14.6% Resident / 85.4% Non-Resident split. Those aged 16-24 and 65+ continue to be outliers; the 16-24 age group being 34% more likely to live in the Borough than not to. The Council's Apprentice Scheme is a predominate factor within this age group as just over a quarter (27.3%) of staff in this age group are working in Apprentice roles. As one of the eligibility criteria's for non-construction apprenticeships is that applicants must "be a Camden resident, former Camden secondary school student or Camden care leaver"<sup>6</sup>; almost all staff in these roles are Camden residents.

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<sup>6</sup> Full criteria for Camden Apprenticeships are outlined on: [Camden Apprenticeships Portal](#)

**Figure 57: Staff Resident in Camden - Age**



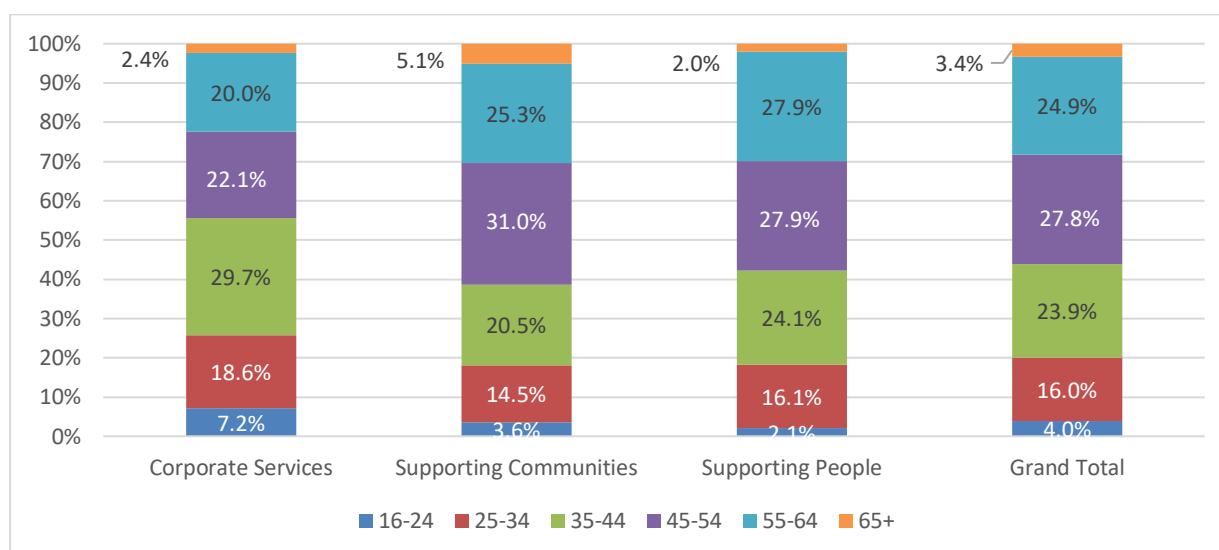
## AMGUD and Sickness Absences

**Table 45: AMGUD Cases – Age Band**

Directorate/Age Band	Absence Management	Disciplinary	Grievance	Underperformance	Grand Total
16-24	0.8%	0.0%	0.0%	40.0%	1.6%
25-34	12.8%	45.2%	12.5%	0.0%	17.8%
35-44	18.8%	9.7%	18.8%	20.0%	17.3%
45-54	27.8%	19.4%	25.0%	20.0%	25.9%
55-64	33.8%	25.8%	43.8%	20.0%	33.0%
65+	6.0%	0.0%	0.0%	0.0%	4.3%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

As with previous analysis, we need to apply caution in drawing any firm conclusions in regards to disciplinary, grievance and underperformance cases as the number of cases lodged per year remains small. Based on the data held the different age groups for AMGUD cases are largely proportional to their composition of the Council - at the most extreme, the representation of the 55-64 age group is 6.5% higher than their whilst the 35-44 is 7.9% lower. Staff aged 65+ do not factor into Disciplinary, Grievance and Underperformance. Conversely, staff aged 16-24 are overrepresented within Managing Underperformance cases, accounting for 40% of all cases but accounting for just 2.9% of the overall workforce. Disciplinary cases against the 25-34 group and Grievance cases against the 55-64 group are notably higher than expected.

**Figure 58: Sickness Absences - Age**



The sickness 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 2.2% higher than expected, whilst the 34-44 group and 55-64 group are lower than expected (at 1.3% and 1.4% lower respectively).

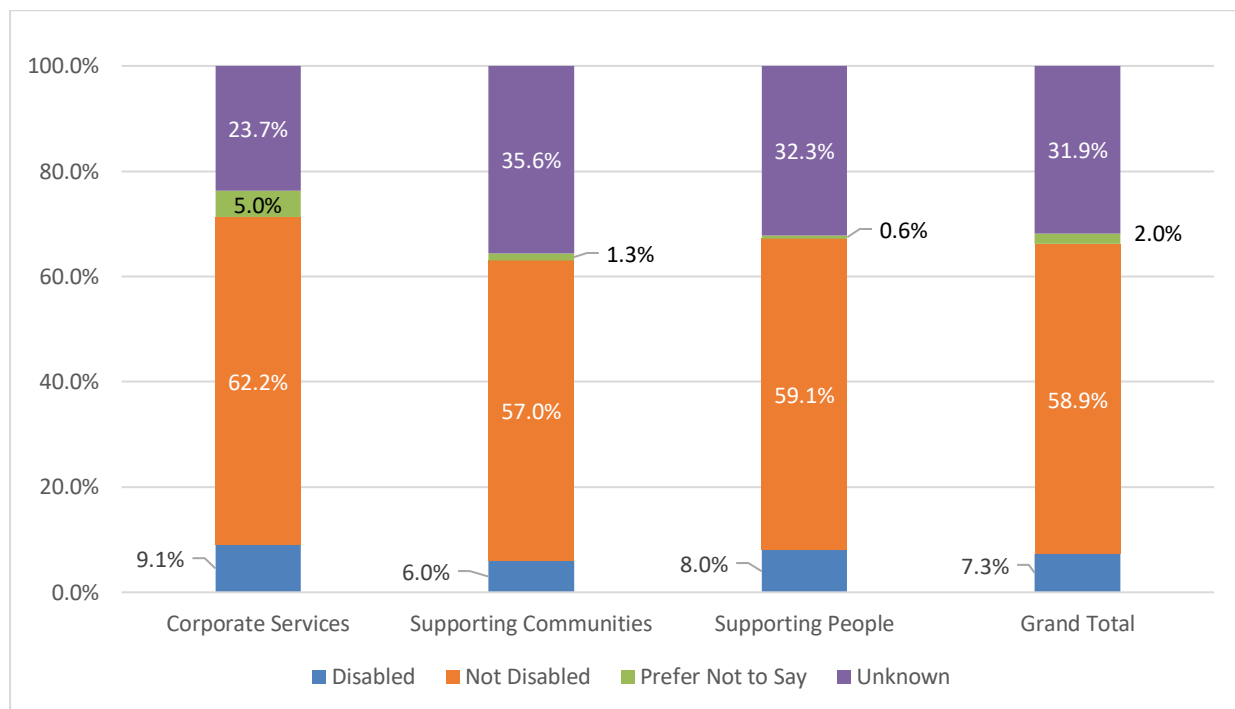
## Disability

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. At present, the proportion of staff within the Council who have yet to make a disability declaration is 31.9% and 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 59: Headcounts and Directorates - Disability**



Of the 4,356 staff at Camden, 1,361 – 31.9% - are unknowns. This is an increase of 2.4% compared to last year when it was 29.4%. The proportion of staff who have declared themselves not to have a disability has also decreased from 61.4% to 58.9% this year. However, the number of staff declared themselves to have a disability continues to increase. The figure now stands at 7.3% compared to 6.9% last year. The proportion of staff who prefer not to say is largely the same.

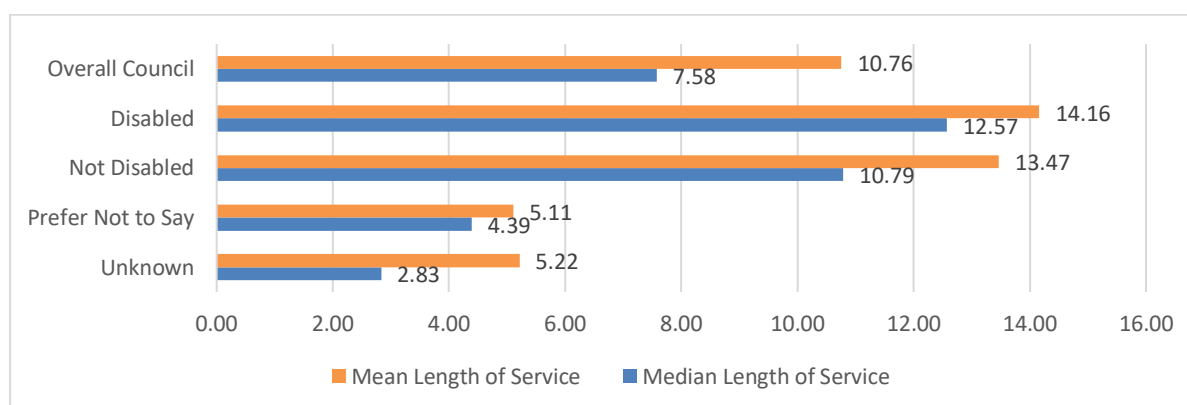
## Patterns of Work, Grades and Length of Service

**Table 46: Salary Grades - Disability**

Employment Grade	Disabled	Not Disabled	Prefer Not to Say	Unknown	Grand Total
Level 1	2.2%	33.8%	0.0%	64.0%	100.0%
Level 2	7.1%	54.5%	2.7%	35.7%	100.0%
Level 3	8.5%	62.1%	2.3%	27.0%	100.0%
Level 4	7.5%	62.9%	1.9%	27.7%	100.0%
Levels 5-7	7.3%	65.9%	1.3%	25.4%	100.0%
Other	2.7%	11.0%	1.4%	84.9%	100.0%
<b>Grand Total</b>	<b>7.3%</b>	<b>58.9%</b>	<b>2.0%</b>	<b>31.9%</b>	<b>100.0%</b>

The proportion of staff who have declared themselves as having a disability has increased across compared to last year at all levels except for Level 1. With the exception of Level 1 and 'Other' grades, the proportion of staff with a disability is consistent with the overall proportion of the Council. Within these grades, the proportion of unknowns is considerable which is skewing the data.

**Figure 60: Length of Service – Disability**



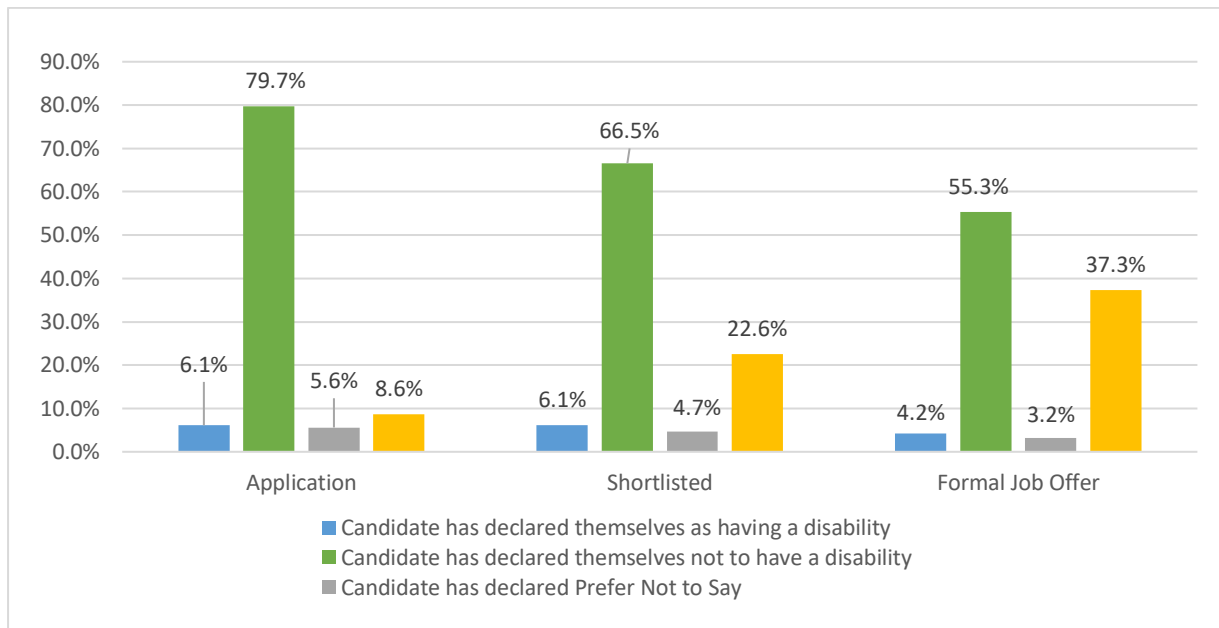
Due to the high number of unknowns, the length of service values for other declarations will be skewed by more extreme values. Based on the data held, the length of service for both staff who have declared a disability and those who have declared themselves not to have a disability is greater than that of the Council overall

## Recruitment, Starters and Leavers

Compared to previous years'; the proportion of candidates who did not declare any information (Unknowns) in relation to disability at application stage has decreased significantly from 73.7% to 8.6%. However, the proportion of Unknowns does increase at short-listing and formal stage, with the latter being 37.3% which is similar to the figure of 34.0% reported last year. Due to the decrease in the number of Unknowns at application and short-listing stage, there have been significant changes to the proportion of candidates declaring themselves to have/not have a disability. In terms of the formal job offer stage, where the number of Unknowns is consistent with the previous years';

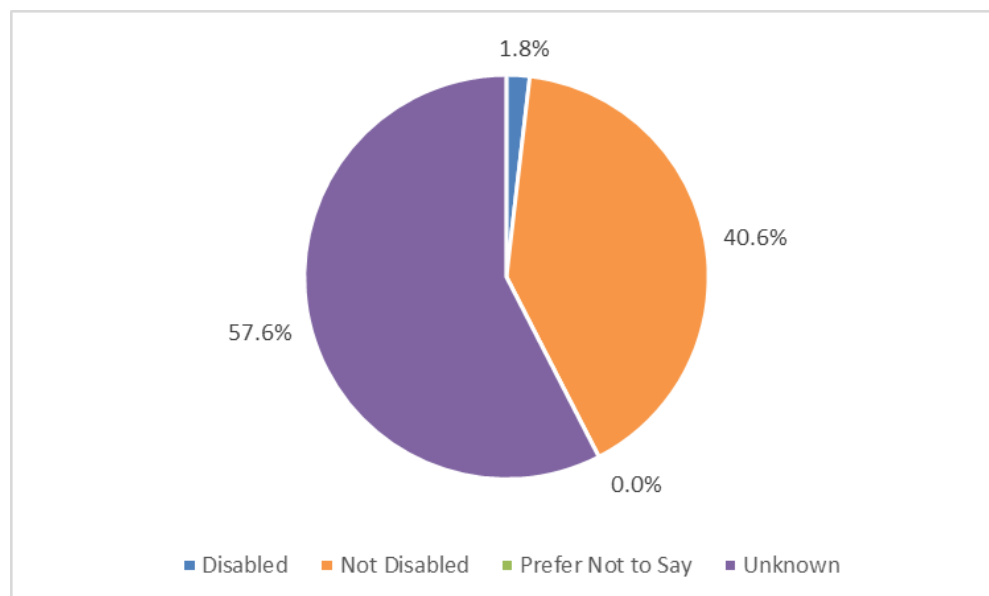
the proportion of candidates reaching this stage who have declared themselves to have a disability has increased slightly from 4.0% last year to 4.2%.

**Figure 61: Applications, Short Listing and Formal Offers – Disability**



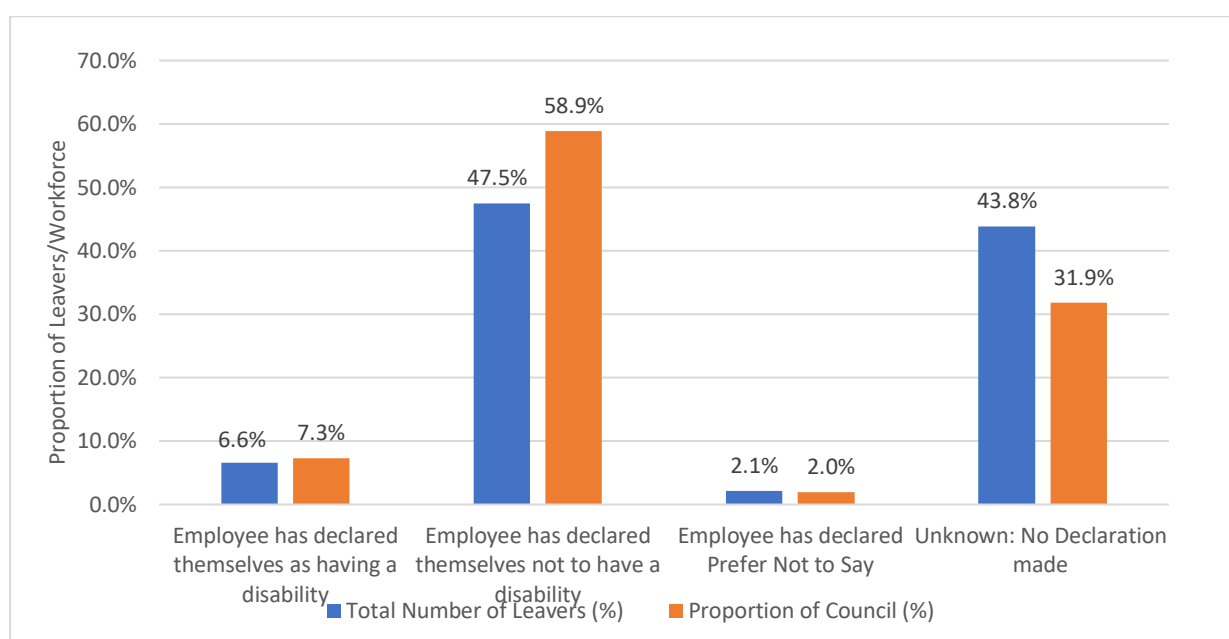
The issues is with unknown records is prominent when analysing starters data but the proportion of unknowns has reduced considerable from 93.7% in 2021-22 to 57.6% this year. There has been no change in the proportion of new starters who have declared themselves to have a disability but the proportion of staff declaring themselves not to have a disability increased from 4.3% to 40.6%. For the second year in succession, no new starters declared Prefer Not to Say.

**Figure 62: Starters - Disability**



As with the starters data, the issues with the unknown records is prominent when analysing leavers data but as with the starters data, the proportion of unknowns has reduced considerably from 85.0% in 2021-22 to 43.8% this year. Staff who have declared Prefer Not to Say continue to leave in proportion to their make up with the council. Leavers who declared themselves to have a disability increased from 2.2% to 6.6% and is much closer to the overall makeup of the Council compared to previous years'

**Figure 63: Leavers – Disability**



The majority of contingency workers occupying agency placements within the Council declared themselves not to have a disability (68.0%) following by Prefer Not to Say at 29.7%. Just 1.9% of contingent workers declared themselves to have a disability.

**Table 47: Breakdown of Agency Placements – Disability**

Disability Disclosure	Total Number of Agency Placements (%)
Yes	1.9%
No	68.0%
Other	0.4%
Prefer Not to Say	29.7%
<b>Grand Total</b>	<b>100.0%</b>

## Apprentices

The proportion of apprentices declaring themselves to have a disability increased from 4.4% last year to 8.1% and those declaring themselves not to have a disability increased from 4.4% to 11.3%. No apprentices declared 'Prefer Not to Say' but the proportion of those who have yet to make a declaration remains high at 80.6%. However, this is a decrease of 10.7% compared to last year when the proportion of unknowns was 91.3%.

As mentioned previously, the proportion of apprentices aged 24 or under is 56.5% compared to 43.5% for those aged 25 and over.

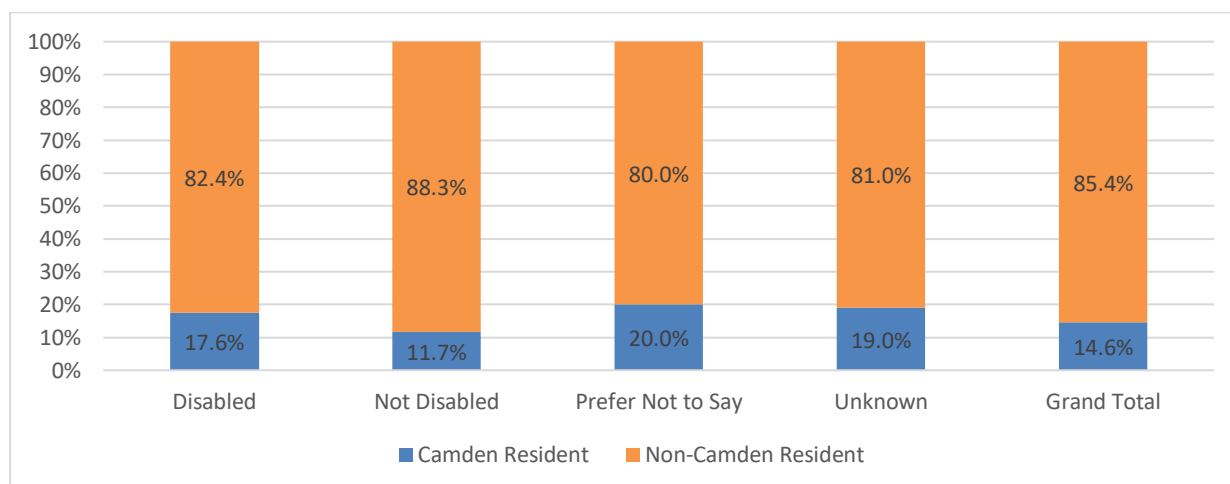
**Table 48: Apprentices – Disability Disclosure**

Disability Disclosure	Proportion of Apprentices (%)
Employee has declared themselves as having a disability	8.1%
Employee has declared themselves not to have a disability	11.3%
Prefer Not to Say	0.0%
Unknown: No Declaration made	80.6%
<b>Grand Total</b>	<b>100.0%</b>

## Staff Resident in Camden

Employees who have declared themselves to have a disability and those who have expressed Prefer Not to Say are more likely to live in Camden. Conversely, staff who have declared not to have a disability are less likely to live in the borough.

**Figure 64: Staff Resident in Camden – Disability**



## AMGUD and Sickness Absences

**Table 49: AMGUD Cases – Disability**

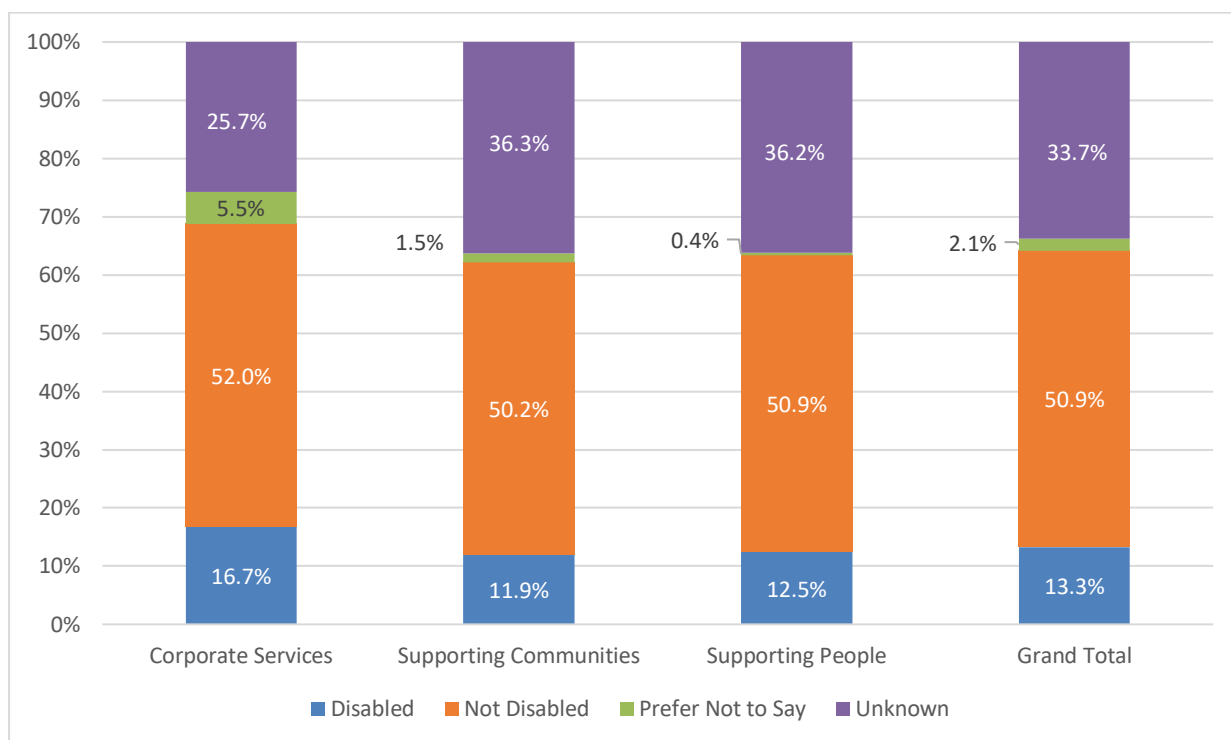
Directorate/Disability Disclosure	Absence Management	Disciplinary	Grievance	Underperformance	Grand Total
Disabled	19.5%	3.2%	37.5%	0.0%	17.8%
Not Disabled	54.1%	54.8%	37.5%	40.0%	52.4%
Prefer Not to Say	0.0%	0.0%	0.0%	20.0%	0.5%
Unknown	26.3%	41.9%	25.0%	40.0%	29.2%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

In terms of AMGUD cases and an analysis by Disability; we need to apply caution in drawing any firm conclusions in regards to disciplinary, grievance and underperformance cases as the number of cases lodged per year remains small. Based on the data, disabled staff are overrepresented across all AMGUD cases by 10.5%. This is because of an overrepresentation in Absence Management and Grievance cases. Conversely, Disabled staff are underrepresented in Disciplinary



and Underperformance cases. The proportion of Non-disabled staff within Absence Management and Disciplinary cases is representative of the Council overall.

**Figure 65: Sickness Absences - Disability**



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## 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	Ethnicity Category
White	White; English / Welsh / Scottish / Northern Irish / British
	White; Irish
	White; Gypsy or Irish Traveller
	White; Other White
Black	Black/African/Caribbean/Black British; African
	Black/African/Caribbean/Black British; Caribbean
	Black/African/Caribbean/Black British; Other Black
	Black/African/Caribbean/Black British; Somali
Asian	Bangladeshi
	Chinese
	Indian
	Other Asian
	Pakistani
Mixed	Mixed - White and Black Caribbean
	Mixed; Other Mixed
	Mixed; White and Asian
	Mixed; White and Black African
	Mixed; White and Black Caribbean

Other	Other Ethnic Group; Any Other Ethnic Group
	Other Ethnic Group; Arab
Prefer Not to Say	Prefer Not to Say
Unknown	Data not Recorded

## Nationality Groups

Nationality Group	Nationals of		
British	White; English / Welsh / Scottish / Northern Irish / British		
EU or EEA National	Austria	Belgium	Bulgaria
	Croatia	Cyprus	Czech Republic
	Denmark	Estonia	Finland
	France	Germany	Greece
	Hungary	Iceland	Ireland
	Italy	Latvia	Liechtenstein
	Lithuania	Luxembourg	Malta
	Netherlands	Norway	Poland
	Portugal	Romania	Slovakia
	Slovenia	Spain	Sweden
	Switzerland		
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

## Data and methodology

Data relating to job applications was taken from the recruitment system Oracle Recruitment Cloud (ORC). 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 31<sup>st</sup> March 2023. Data for all other sections relates to the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023, apart from where forward context is provided. Where referred to then ‘Camden Borough’ and ‘London’ data is taken from the 2011 census.