

London Borough of Camden
Annual Employment Profile &
Analysis
2013/14

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Executive summary

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

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

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

Like all local authorities and indeed all employers, we operate in a wider labour market and representation can not change overnight. For example underrepresentation of BME staff at more senior grades is a concern for most employers. We are taking action to try and change this and we are seeing increases in the number of BME staff on salaries of over £40,000 however there is room for further improvement.

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

The profile shows us that our overall workforce demographic is changing very slowly with the workforce aging and increasingly drawn from Black and Minority Ethnic (BME) backgrounds. However, the rate of change is very gradual, with the average age increasing by a quarter of a year annually and the proportion of staff from BME backgrounds increasing by a quarter of percentage point annually. Areas of interest include the following:

- In terms of overall representation, Camden Council has a higher proportion of staff from BME backgrounds than the proportion in the borough population. However, a more detailed breakdown shows that some groups, e.g. staff from Asian backgrounds are underrepresented.
- We are underrepresented in the younger worker group (<25yrs). Although many in this group are in education or training, many are seeking employment and the data suggests there is more to understand here. In particular there is an opportunity to target entry level roles at this group and to review our selection criteria in order to support our important work around NEETs. Camden has an above average proportion of under 25yrs workers, compared to other boroughs and the youngest average age of any London borough.
- We are seeing some patterns with certain parts of the organisation having higher than expected numbers of e.g. females in lower graded posts, despite the fact that females on average earn more than males. We want to look into these areas in more detail to understand whether there are any barriers to progression for certain groups of staff. We are also looking at better ways of monitoring and tracking progression and promotions.
- There remain differences in ethnicity at different grades, although we have seen a significant increase in employees from BME backgrounds earning over £40K. This has been one of the strongest upward trends identified in this report, with an increase of just under one percentage point annually over the last five years.

However, there are fewer applications from candidates from BME backgrounds at more senior levels. In general we receive more applications for lower graded jobs and there are also more

applicants from BME backgrounds for these jobs, resulting in lower shortlisting rates for those groups. It is worth noting that the percentage of applicants and employees from black backgrounds in particular is significantly higher than Camden and London averages, demonstrating success in attracting and retaining from that group in particular.

- We already started to explore alternative ways of sourcing candidates, particularly from BME backgrounds into more senior roles. In addition, we are continuing to consider opportunities to achieve our equality objective, which is to “promote staff development and career progression across the organisation to ensure equality of promotion prospects”. We are close to concluding the pilot year of our mentoring scheme, targeted at BME employees in its first year and have recently launched an aspiring leaders pilot with good representation.
- Casework is more concentrated in some areas than others, particularly in housing & adult social care. We will be looking at this in more detail to understand better what is underlying this and will take the opportunity of our new HR service to encourage early intervention and to prevent issues escalating.

1 Introduction

1.1 Purpose of report

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

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

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

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

1.2 Socio-economic equality

Employment outcomes discussed in this report are influenced by a range of socio-economic factors outside of the council. These will often have a substantial impact on employment and recruitment. There is considerable research which indicates that social class plays a substantial role in labour market outcomes. However, the duty to monitor and improve outcomes in this area, originally included in the 2010 Equality Act, has not been implemented by the current government. Social class manifests itself through factors such as ethnicity. For example, employment outcomes and education outcomes for individuals from White working class backgrounds are often relatively poor. The attainment of White British pupils is split by social class to a greater extent than any other ethnic group.¹ For example, 26.4% of white British boys eligible for free school meals achieved 5 or more GCSEs at grade A* to C or equivalent including English and mathematics. This is lower than other ethnic groups and compares with the national average of 58.8%.²

This is something that we need to be aware of when determining which groups interventions should be targeted at. For example, interventions to improve outcomes that are targeted at BME groups will not be available to individuals from certain White backgrounds for whom similar challenges could exist. Some public sector organisations are already monitoring the socio-economic backgrounds of their staff to ensure that staff from under-privileged backgrounds are represented and this is something that we will consider as part of our improving approach to workforce analysis.

1.3 Equality objectives

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

- protect the social mix of the borough, supporting all our communities to get on well together;
- improve the economic chances for Camden's most disadvantaged groups;
- prioritise support to those most in need, informed by a greater understanding of our communities;
- ensure all residents have access to the help they need to resolve their problem;

¹ Strand 2008. Minority Ethnic Pupils in the Longitudinal Study of Young People in England.

² Department for Education, GCSE AND EQUIVALENT ATTAINMENT BY PUPIL CHARACTERISTICS IN ENGLAND, 2011/12

- increase the opportunity for all Camden residents to fulfil their potential and participate in the renewal of the borough; and
- promote staff development and career progression across the organisation to ensure equality of promotion prospects.

2 Current Employees

2.1 Overview

The total number of staff employed by the council was 4,429 with a full time equivalent (FTE) of 4,170.³ This number has decreased from 4,526 (headcount) and 4,256.8 (FTE) respectively since 31 March 2013. This represents a 2.1% decrease in the headcount and 2% decrease in the FTE total. The table below shows the distribution of staff across directorates.

Table 2.1.1 Current employees by directorate as of 31st March 2014

Directorate	Headcount	Headcount (%)	FTE
Central Services	783	18%	759
Finance	548	12%	533
Law and Governance	62	1%	60
Strategy and Organisation Development	173	4%	165
Children Schools and Families	1107	25%	1008
Culture and Environment	966	22%	886
Housing and Adult Social Care	1573	36%	1517
Total	4,429	100%	4,170

Trends

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

Table 2.1.2 Current employees by headcount and FTE – trend data

Year	2009/10	2010/11	2011/12	2012/13	2013/14
Headcount	5238	5033	4630	4526	4429
FTE	4865	4703	4335	4257	4170

2.2 Patterns of work

15% of Camden staff worked part time in 2013/14; this is a one percentage point reduction on 2012/13. Children Schools and Families had the highest percentage of part time employees at 24% which is nine percentage points more than the LBC figure. There are a number of other flexible working arrangements in use in Camden Council, such as compressed working and homeworking, which are not presently recorded. The new approach to employment equality monitoring will allow employees to record their flexible working arrangements and enable the Council to better adapt and improve policies in this area.

Camden was recently accredited as the first Timewise Council, which reinforces our commitment to flexible working. Becoming a Timewise Council is part of our focus on maternal employment and our approach to tackling child poverty. The Equality Taskforce's findings linked the lack of quality, part-time and flexible jobs in London with lower rates of mothers in work.

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

³ An FTE of 1 means that the person is equivalent to a full-time worker, while an FTE of 0.5 that the worker is only half-time

Table 2.2.1 Current employees by pattern of work (percentage)

Directorate	Full Time	Part Time	Both
Central Services	90%	10%	100%
Finance	91%	9%	100%
Law and Governance	87%	13%	100%
Strategy and Organisation Development	86%	14%	100%
Children Schools and Families	76%	24%	100%
Culture and Environment	82%	18%	100%
Housing and Adult Social Care	90%	10%	100%
Total	85%	15%	100%

Trends

Part time working specifically has been on a slight downward trend over the last five years as shown in the table below. This aligns with an increase in alternative flexible working opportunities that are not currently formally recorded, such as compressed working and flexible start and finish times and improvements in agile technology that permit homeworking. We also have many staff on term-time only arrangements. The downward trend has been about two thirds of a percentage point a year.

Table 2.2.2 Percentage of part time workers, 2009/10 – 2013/14

Year	2009/10	2010/11	2011/12	2012/13	2013/14
PT workers	18.8%	18.1%	18.2%	16.3%	16.4%

2.3 Age band

The table below shows age band by directorate. It shows some relatively large differences in the profile of the directorates. Housing and Adult Social Care has a low proportion of 16-24 years staff, while Strategy and Organisation Development has a high proportion.

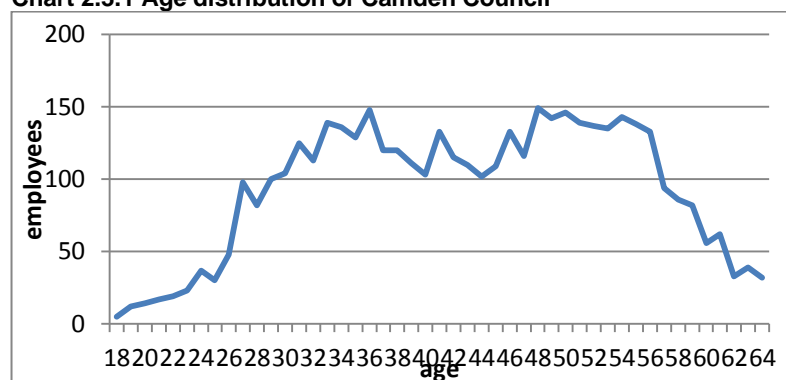
Table 2.3.1 Current employees by age band (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All ages
Central Services	3%	25%	26%	31%	14%	1%	100%
Finance	3%	21%	26%	34%	16%	2%	100%
Law and Governance	2%	24%	27%	31%	16%	0%	100%
Strategy and Organisation Development	5%	38%	26%	23%	8%	0%	100%
Children Schools and Families	2%	25%	30%	27%	15%	1%	100%
Culture and Environment	2%	28%	29%	25%	14%	1%	100%
Housing and Adult Social Care	4%	14%	23%	36%	22%	2%	100%
Total	3%	22%	27%	30%	17%	1%	100%

The number of Camden employees aged between 16 and 24 increased by one percentage point in 2013/14 and accounted for 3% of the workforce (132) compared to 2% (95) in 2012/13. As the number of employees in this age group is low, the increase in the proportion of 16-24 years has been more than countered by the increase in the 55-64 years employees, resulting in an increase in the average age of Camden Council's workforce. The highest proportion of this age group were based in Housing and Adult Social Care. A breakdown of age by directorate is shown in the table below.

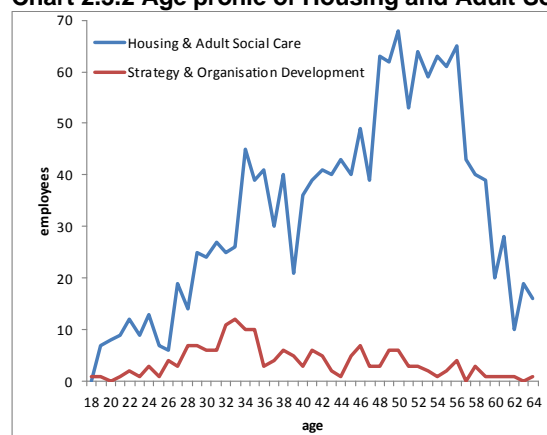
Camden Council's age profile shows a twin peak, with an initial sharp peak at 36 years and later a peak between 48 years and 54 years. Almost a quarter of Camden Council's workforce is concentrated in this later peak.

Chart 2.3.1 Age distribution of Camden Council



The age profile of the different directorates vary. The chart below contrasts the relatively older age profile of Housing and Adult Social Care with the relatively young profile of Strategy and Organisation Development. Housing and Adult Social Care has a peak between the ages of 48 years and 56 years. 36% of its staff are concentrated in this peak. The age distribution has a number of implications for the future as this age group approaches an age at which they are able to draw their pension. (There is no longer a default retirement age). The peak age for Strategy and Organisation Development is early 30s.

Chart 2.3.2 Age profile of Housing and Adult Social Care, Strategy and Organisation Development



Representativeness of current workforce: Age

Camden Council has an older age profile than Camden borough or the London working age population. Only 3% of Camden Council's workforce is 16-24 years compared to 20% of the working age population. This relatively low proportion of staff in the 16-24 years age group is largely expected as many in this age group are in some form of education or training. However, this is an area that we wish to look into further. Conversely, 17% of Camden Council is 55-64 years compared to 12% of the borough population.

As discussed above, the profile of directorates is fairly variable, with most directorates having an under-representation of younger people in relation to the working age population. Strategy & Organisation Development is an exception and has an under-representation of 55-64 years workers and a relatively high number of 25-34 years employees in relation to Camden's and London's working age populations.

Table 2.3.2 Age composition of workforce and Camden borough and London

Council / area	16-24	25-34	35-44	45-54	55-64	65+	All ages
Camden Council	3%	22%	27%	30%	17%	1%	100%
Camden borough	20%	31%	22%	15%	12%	n/a	100%
London	18%	29%	23%	18%	13%	n/a	100%

Grade / salary

Staff from younger age bands tended to be employed on lower grades than older staff. For example 32% of staff aged between 45-54 years were on grades 4-7 compared to less than 1% of 16-24 years staff and 25% of 25-34 years staff. This corresponds with normal expectations of career progression. As grades are linked to salary, older staff tend to earn more than younger staff. There is no difference in salary for staff from different age groups on the same grade.

The table below shows salary and age band. While the average salary peaks in the 45-54 years age group, there is relatively little difference with the average salary in the adjacent age groups.

Table 2.3.3 Employees by salary and age bands (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All ages
£0k - £20k	28%	8%	17%	22%	21%	3%	100%
£20k - £30k	4%	25%	20%	28%	19%	2%	100%
£30k - £40k	1%	27%	29%	30%	12%	1%	100%
£40k - £50k	0%	13%	33%	34%	20%	1%	100%
£50k - £60k	0%	12%	30%	37%	21%	0%	100%
£60k+	0%	3%	20%	48%	28%	2%	100%
Total	3%	22%	27%	30%	17%	1%	100%

While staff in the younger age group are on lower grades with lower salaries, they are *more likely* than older age groups to experience progression through grades (although progression is common to both older and younger age groups). This is based on comparing changes in grades over the 2010 – 2014 period. This sort of pattern in which young people start on relatively low grades and experience grade and salary progression is typical in organisations.

Trends and comparisons

The trend is for the workforce to age by just over a quarter of a year annually. While the average age of the workforce is increasingly gradually, there are proportionately larger increases in older age categories. The proportion of the workforce 65+ has increased from 0.7% to 1.5% of the workforce, a 0.8 percentage points increase, but this also represents a doubling of the proportion of workers in this age group. There was also a substantial increase in the 55-64 years age group, from 14.2% of the workforce to 16.9% of the workforce.

Table 2.3.4 Age profile of Camden Council 2009/10 – 2013/14

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

Camden Council has the youngest age profile of any London borough at just under 44 years.

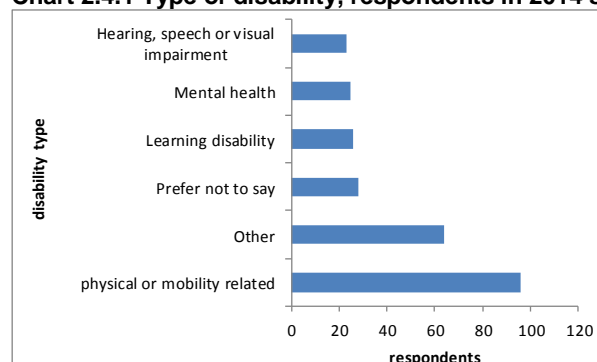
2.4 Disability disclosure

The percentage of staff with a declared disability (151) is just over 3% of the workforce and has not significantly changed since 2012/13 or in the longer term. Disability disclosure is not broken down by directorate here as it is not possible to make meaningful comparisons between directorates as the numbers are too small. We are currently consulting with staff and representative groups with a view to enabling staff to provide us with more information about the kind of disability they have. This will also help us to provide better and more targeted support and guidance to staff and managers on managing disability in the workplace.

Staff who declared a disability tended to be slightly older than staff who did not declare a disability, with an average age of 47.5 compared to 44. This reflects a national pattern in which disability is more frequent in older age groups. More male staff (3.7%) than female staff (3.2%) declared a disability. This gender difference differs from the national picture.⁴

The staff survey provides a more detailed breakdown of disability. The chart below shows a breakdown of types of disability as revealed in the staff survey. Physical or mobility related disability was the single largest category, but it is possible that mental health related illness was under-reported to a greater extent than other types of disability. Research suggests that mental health is often perceived to be a more stigmatised disability.⁵

Chart 2.4.1 Type of disability, respondents in 2014 staff survey



Representativeness of current workforce: disability

The table below shows declared disability as measured by HR's Oracle system, the 2014 staff survey and a government (Department of Work and Pensions) national estimate. In the staff survey, 10% of staff said that they had a disability. This is less than the government estimate of disability prevalence in the UK working age population, but this estimate includes disabled people who are not able to work, a crude estimate based on figures from Employment Support Allowance data, suggests that about 11% of the working age population has a disability and is able to work. This is close to the Camden staff survey figure. The data does not allow for absolute certainty here but suggests that disability figures for Camden are not dissimilar to national figures.

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

Directorate	Disabled	Not Disabled	Unknown	All
Employee Self-entry	3%	84%	12%	100%
Staff Survey	9%	76%	15%	100%
DWP national estimate	16%	86%	na	100%

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

Grade / salary

Staff who declared that they were not disabled tended to be on higher grades than staff who did declare a disability. 30% of staff who did not declare a disability were on levels 4-7 compared to 25% of staff who did declare a disability.

Trends and Comparisons

Between 2009/10 and 2013/14 disability disclosure was between 3.2% and 3.4% of the workforce. The proportion of declared disabled workers in Camden Council is relatively low compared to other London boroughs and is in the bottom third of London councils although our survey data suggests the figure is much higher and this data has not been refreshed for some years. For this reason, disability is one of the areas we intend to focus on in our planned monitoring exercise.

⁴ Papworth Trust disability facts and figures 2010

⁵ For example, this is discussed in a report by Mind and Rethink - Stigma Shout, Service user and carer experiences of stigma and discrimination

2.5 Ethnicity

56% of Camden's workforce was from a White background, 23% were from a Black background, 9% from an Asian background and 3% from a Mixed background. In total, 34% of staff were from Black and Minority Ethnic (BME) groups. The ethnicity of 7% of staff was unknown. Removing the unknowns (which is often done when reporting ethnic composition) would increase the percentage of all known groups, with the proportion of BME staff rising to 40% of the workforce. The percentage of staff from a Black, Asian, Mixed or Other background did not change significantly in 2013/14. Children Schools & Families had the highest proportion of staff from a BME background at 41%, but there was relatively little difference in the overall BME composition at directorate level.

Table 2.5.1 Current employees by banded ethnic origin (headcount)

Directorate	White	Mixed	Asian	Black	Other	Not known
Central Services	450	22	99	127	28	57
Children Schools and Families	584	36	105	260	44	78
Culture and Environment	591	25	97	172	27	54
Housing and Adult Social Care	855	36	102	442	34	104
Total	2480	119	403	1001	133	293

Table 2.5.2 Current employees by banded ethnic origin (percentage)

Directorate	White	Mixed	Asian	Black	Other	Not known	All
Central Services	58%	3%	13%	16%	4%	7%	100%
Children Schools and Families	53%	3%	10%	24%	4%	7%	100%
Culture and Environment	61%	3%	10%	18%	3%	6%	100%
Housing and Adult Social Care	54%	2%	7%	28%	2%	7%	100%
Camden Council	56%	3%	9%	23%	3%	7%	100%

Representativeness of current workforce: Ethnicity

The importance of the ethnic composition of Camden Council is reflected in the creation of a corporate performance indicator to monitor this. This indicator tracks the percentage of staff from a BME background within the Council's workforce. 37.4% of staff were from a BME background in Q4 2013/14 an increase from 37.1% in Q1 2013/14.

The table below shows the ethnicity of the current workforce and compares it with the working age populations of Camden borough and London. The proportion of staff from White backgrounds in Camden Council is below the proportion in Camden and London working age populations, If 'not knowns' are included in the figure, however, then it is broadly proportionate to Camden and the working age population. Staff from Black backgrounds make up 23% of Camden Council staff, but 8% of the Camden's working age population and 13% of London's working age population. In comparison, Asian staff at the Council are under-represented. 9% of Camden Council staff come from an Asian background compared to 16% of Camden borough and 19% of London working age populations.

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

Directorate	White	Mixed	Asian	Black	Other	Not known	All
Camden Council	56%	3%	9%	23%	3%	7%	100%
Camden borough	66%	6%	16%	8%	4%	na	100%
London	60%	6%	19%	13%	3%	na	100%

The table below shows a more detailed ethnic breakdown of Camden Council and comparison populations. Again, unknowns are not included, so the actual percentage of staff in ethnic categories will be higher than those shown here. In this case the whole residential populations of Camden and London are used.

Table 2.5.4 Selected ethnic categories, proportion of workforce and total Camden borough and London populations

Ethnic category	Camden Council	Camden borough	London
White British	42%	44%	45%
Black/African/Caribbean/Black British; African	10%	5%	7%
White; Other White	8%	19%	13%
Black Caribbean	9%	2%	4%
White; Irish	5%	3%	2%
Other Black	3%	5%	7%
Asian/Asian British; Bangladeshi	3%	6%	3%
Other Ethnic Group; Any Other Ethnic Group	3%	2%	2%
Asian/Asian British; Indian	3%	3%	7%
Asian/Asian British; Other Asian	2%	4%	5%

The proportion of White British, the largest ethnic group in both Camden Council and Camden borough, is 42% and just above this in Camden Borough and London. Several groups make up a higher proportion of Camden Council's workforce than their proportion of the workforce in either Camden borough or London:

- Staff from Black Caribbean backgrounds make up 9% of Camden Council's workforce, but 2% of Camden borough's population and 4% of London's working age population.
- Staff from Black African backgrounds make up 10% of Camden Council's workforce, but 7% of Camden borough's and London's population.

Conversely, several groups make up a lower proportion of Camden Council's workforce than would be expected by their presence in the population:

- White Other makes up 19% of Camden borough and 13% of London, but only 8% of Camden Council.
- Other Asian, the single largest group of which comprises Sri Lankan, but also includes Iranian and Iraqi categories, is also under-represented.

Two possible explanations for the under-representation of residents from South Asian and White Other backgrounds could lie in the recent demographic changes and relatively limited English language skills. Both South Asian and Polish residents were identified in the 2011 Census as being more likely to have limited English language skills.

Grade / salary

A corporate performance indicator monitors differences in pay between staff from White and BME backgrounds. It is defined as the proportion of staff who earn over £40,000, who are from a BME background. In Q4 2013/14 it was 23.37% and has shown an upward trend in recent years and already in 2014/15 seems to be increasing. The table below shows changes in this indicator between 2009/10 and 2013/14. In comparison to the sorts of changes that an organisation typically experiences in the workforce, which are usually very gradual, the increase of staff earning over £40,000 who are from a BME background represents a relatively large increase.

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

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

Staff from White backgrounds tended to be on higher grades than staff from other backgrounds, which mirrors the wider labour market. This is an area that we are focusing attention on in order to improve the position. The current position is shown in the table below. 14% of staff from White backgrounds are on Levels 4-7 compared to 7% of staff from Asian backgrounds and 5% of staff from Black backgrounds. Staff from Black backgrounds are most likely to be on lower grades. There is relatively little difference in the rate of being on Level 1 for staff from White, Mixed and Asian backgrounds.

Table 2.5.6 Ethnicity and grade of current employees

Grade	White	Mixed	Asian	Black	Other	Unknown
Level 1, zone 1-3	11%	13%	12%	19%	19%	15%
Level 2, zone 1-2	16%	18%	24%	24%	23%	25%
Level 3, zone 1-2	36%	45%	38%	41%	36%	34%
Level 4, zone 1-2	23%	20%	19%	12%	14%	15%
Level 5 - 7	14%	5%	7%	5%	7%	12%
All levels	100%	100%	100%	100%	100%	100%

Drivers of grade differences

There are a number of drivers of the difference in grades between ethnic groups. Some of these mentioned below:

- (1) Age is one of the drivers. This is particularly relevant for staff from Mixed and Asian backgrounds, who tend to have a younger age profile than the general population. Comparing grades by ethnicity within the same age groups shows diminished difference in grade between staff from White, Mixed and Asian backgrounds. In the 45-54 years age group, for example, staff from Mixed backgrounds have very similar salary levels to staff from White backgrounds. Staff from Asian backgrounds in this age group, tended to be on grades only marginally below staff from White backgrounds.
- (2) Directorates and divisions: Staff from Black, Asian and Mixed backgrounds are more prevalent in directorates and divisions with lower grades / pay. For example, staff from Black backgrounds make up 11% of staff in Strategy and Organisation Development, a directorate with a relatively high proportion of senior grades. Divisions with higher proportions of White staff tended to have higher graded roles and, subsequently higher average salaries.
- (3) Starting role / grade: Staff from Black, Asian and Mixed backgrounds tend to start in jobs which pay less than staff from White backgrounds (this is discussed in the later section on starters). This is also reflected in the relatively low proportion of staff from Black, Asian and White backgrounds who apply for jobs in the higher salary bands (discussed later in the section on applications). A breakdown of starting grade by ethnicity is discussed in more detail in the starters section.

Gender and ethnicity

Gender and ethnicity seem to combine in a distinctive way for some groups from non-White backgrounds for both grade and presence in the workforce. Groups from several ethnic categories were predominantly female. Over 71% of staff from Caribbean backgrounds, for example, were female. However, groups with relatively low economic female participation in the labour market, such as females from Bangladeshi and Pakistani backgrounds, made up a higher proportion of the workforce than their male counterparts.

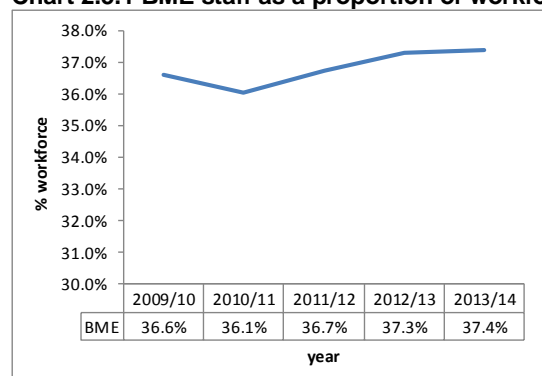
Females from Black backgrounds tended to be on significantly higher grades than males from Black backgrounds. There was a similar pattern for staff from Mixed and Other backgrounds. This difference in grades was less pronounced when males and females from White backgrounds are compared. Wider labour market data indicates that the males from Black backgrounds tend to earn less than females from Black backgrounds, a reversal of the gender pay gap which exists in the UK labour market.⁶ Males from Asian backgrounds tended to be on similar or slightly higher grades in Camden Council than females from Asian backgrounds.

Trends and comparisons

Looking at data over the last five years, it is possible to see that the proportion of BME staff in the workforce is gradually increasing. The chart below shows that the BME proportion of the workforce has increased since 2009/10, but at a very gradual rate, about one quarter of one percentage point annually. While the BME group is increasing overall, this increase is accounted for by an increase in the proportion of staff from Mixed and Asian backgrounds rather than an increase in the proportion of staff from Black backgrounds.

⁶ An Anatomy of Inequality, p223.

Chart 2.5.1 BME staff as a proportion of workforce



Camden is in the top third of London boroughs in terms of its BME composition, with just over 37% of its staff from BME backgrounds, the 11th highest of London boroughs. The proportion of BME staff in Camden Council is higher than the proportion of BME residents in Camden borough, by four percentage points. This is the sixth highest of London boroughs, with most boroughs having a lower proportion of BME staff than in their borough populations.

Camden ranks in the middle of London boroughs in terms of BME staff earning in the top 5%, with 14% of staff in the top 5% of earners coming from BME backgrounds. Wider career development initiatives are currently being developed that will assist in further improving representation in the top 5% earners.

2.6 Gender

56% of Camden Council's staff were female. The table below shows the gender proportions of staff by directorates. Children Schools and Families continues to have the largest gender difference with 78% female employees, a slight decrease from 2012/13.

Table 2.6.1 Current employees by gender (percentage)

Directorate	Female	Male	both
Central Services	49%	51%	100%
Finance	42%	58%	100%
Law and Governance	58%	42%	100%
Strategy and Organisation Development	68%	32%	100%
Children Schools and Families	78%	22%	100%
Culture and Environment	50%	50%	100%
Housing and Adult Social Care	48%	52%	100%
Total	56%	44%	100%

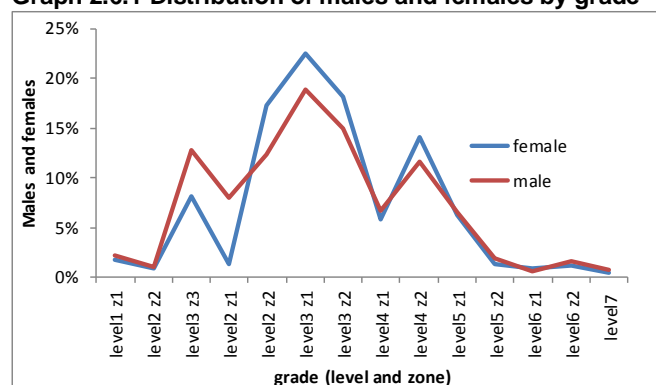
Representativeness of current workforce: Gender

There is a lower proportion of male staff in Camden Council than in the Camden and London working age populations (which is 50%), but there is considerable variation between directorates. 58% of staff in Finance are male. In Housing and Adult Social Care and Culture and Environment the gender split is fairly equal. In the other directorates, there are more females. As mentioned, within Children Schools and Families 78% of staff are female.

Grade / salary

The chart below shows the distribution of grade by gender. Males are significantly more likely to be on the lowest grades compared to females and less likely to be on the medium grades than females. The gender difference diminishes at the higher grades, with males slightly more likely to be on Level 7, though the difference is not statistically significant.

Graph 2.6.1 Distribution of males and females by grade



In two of the directorates, females are noticeably more likely to be on higher grades than males; these are in Strategy and Organisation Development and Housing and Adult Social Care. In three directorates, males tended to be on higher grades than females, though the difference was relatively marginal: Finance, Culture and Environment and Children Schools and Families.

Females are more likely to be on higher grades relative to males, and to have higher salaries relative to males, in the 16-24 years age group. In older age groups, males are more likely to be on similar grades to females. This is reflected in a reduction of salary differences in older age groups.

A similar change in gender pay differences with increasing age is apparent in the labour market as a whole. There are different ways of comparing male/female earnings, but most comparisons show that the gap is relatively small in younger age groups and higher in older age groups, with males earning considerably more than females.⁷ Female earnings peak at 34 years, while male earnings peak at 50⁸.

Trends and Comparisons

56% of Camden Council's staff were female. This is the fifth lowest of London boroughs; employment figures for women in local government are particularly high.

The proportion of female staff decreased slightly from 56.9% in 2012/13 to 56% in 2013/14. Looking at data over five years shows a very gradual trend for the proportion of female staff to decrease, by about one third of a percentage point a year. This is shown in the table below.

Table 2.6.2 Employees by gender over 5 years

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

48% of the top 5% of earners in Camden Council are female. This is relatively average for London boroughs, though it is much closer to the borough with the highest percentage (57%) than it is to the borough with the lowest percentage (25%).

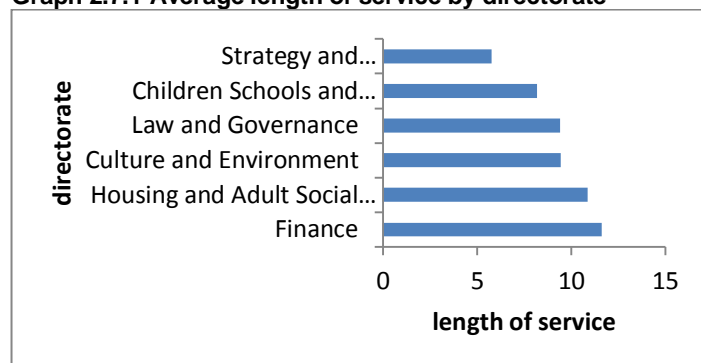
2.7 Length of service

Length of service has shown a very gradual trend to increase over the last five years, at a rate of just under a quarter of a percentage point a year. The table below shows the average length of service by directorate. Length of service is closely associated with staff turnover, the proportion of new starters and age profile (staff turnover and new starts are discussed in later sections). Low average service length is associated with a younger age profile, more starters and higher turnover. These are all associated with, for example, Strategy and Organisation Development.

⁷ For example, Women in the Labour Market., ONS

⁸ UK Wages Over the Past Four Decades – 2014, ONS

Graph 2.7.1 Average length of service by directorate



Over the last year, the proportion of staff with more than five years' service increased slightly from 65% to 66%. The percentage of staff with less than one year's service also increased from 10% to 11% with Strategy and Organisation Development having the highest percentage of staff with less than one year's service at 25%.

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

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

Division	Length of service
Corporate Communications Team	5
Camden - Human Resources	5
Corporate Strategy	5
Housing Management	12
NHS Foundation Trust	12
Property Services	14
Revenues	15

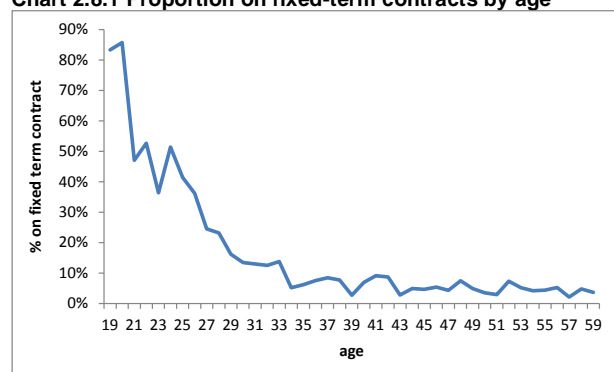
*Divisions at the top and bottom of the distribution included when there are at least 35 staff.

Males have a slightly higher length of service at 10 years compared to 9.6 years for females. Staff from Mixed backgrounds have a lower average length of service than other ethnic groups at 6 years compared to the average of 10 years. This to a large degree reflects the age profile of staff from Mixed backgrounds.

2.8 Permanent and contract

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

Chart 2.8.1 Proportion on fixed-term contracts by age



Just over 4% of Camden's staff were on temporary contracts, used to resource projects funded externally but also to mitigate against reductions from permanent staff in the event of imminent staffing reductions. The number of fixed-term staff is slightly above the London borough average.

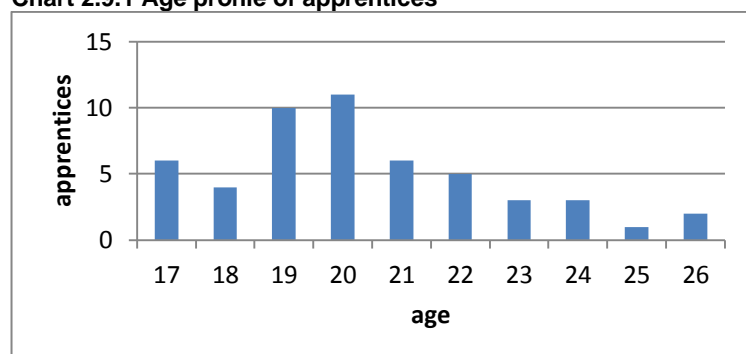
2.9 Apprentices and youth unemployment deprivation

Apprenticeships in Camden Council

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

In the last year, there were 51 apprentices working for Camden Council. Their age profile is shown in the chart below. 34 apprentices started in 2013/14 and 13 the year before and this is increasing. Apprentices have slightly lowered the age profile of Camden Council. Without apprentices the average age of Camden Council would be about one third of a year higher. This is to some degree mitigating the long-term trend of the aging of the Camden Council workforce.

Chart 2.9.1 Age profile of apprentices



Over half of apprentices work in Housing and Adult Social Care, with fewer than 10 apprentices in each of the other directorates. Apprentices are evenly split on gender lines, with 26 females and 25 males. The ethnic composition of Camden Council apprentices reflects the ethnic composition of Camden's population.

Camden's apprenticeship service

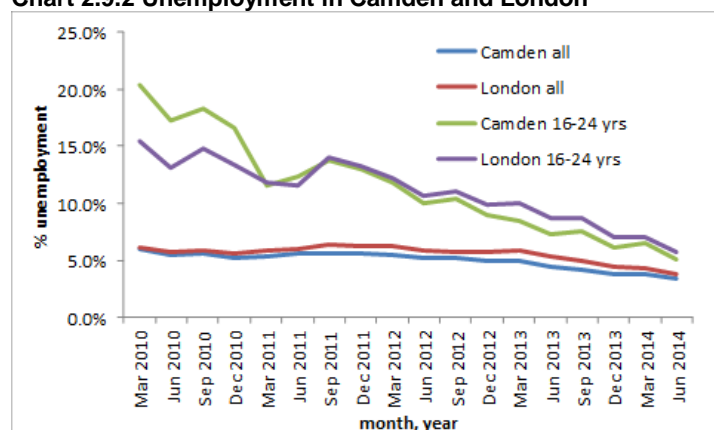
This delivers over 240 apprenticeships per year across the borough, focusing on supporting residents to access vocational learning opportunities to reduce youth unemployment:

- Camden Apprenticeships support teams across Camden Council and external employers to create apprenticeship vacancies and facilitates the recruitment process. The service also supports 16-24 year old Camden residents and school leavers to access the vacancies. The service also provides post-employment support to help sustain employment.
- Adult apprenticeships - the Council has also launched a pilot to create ten part time apprenticeships for Camden residents aged 25+ who have a child aged 12 or below. A number of these opportunities will be with the Council.
- King's Cross Construction Skills Centre (KXCSC) supports Camden and Islington residents to access jobs and apprenticeships in the construction industry.

Youth unemployment and NEETs

Youth unemployment in June 2014 in Camden was 5.1%, compared to 5.7% in Greater London and 6.2% in Great Britain. The relatively rapid fall in youth unemployment over the last four years is shown in the graph below.

Chart 2.9.2 Unemployment in Camden and London*



Source: GLA *uses claimant count which tend to produce a low measure of unemployment

Youth unemployment started to increase in early 2008 in Camden, London and Great Britain, indicating that the problems relating to youth unemployment and the transition to the labour market from education are structural as well as cyclical. In other words, problems for young people entering the labour market were worsened by the 2008 recession, but the recession was not the sole cause. Young people who do not participate in higher education are often thought to have particular difficulty in transitioning to the labour market. Apprentices are one way of supporting this group.

2.10 Measures to improve employment outcomes for young people

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

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

2.11 Religion or belief

The council has not previously gathered information from its employees on religion or belief, although it now plans to do so. Instead, a brief analysis of responses to the 2014 staff survey is included below.

The table below shows results from the summer 2014 Camden Council staff survey. Atheist was the single largest belief with 19% of respondents declaring themselves atheist. 42% stated that their religion was Christian, which increased to 53% once prefer not to say and don't know are excluded.

Table 2.11.1 Religious or belief, 2014 Staff Survey

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

2.12 Sexual orientation

The council has not previously gathered information from staff on sexual orientation, although it now plans to do so. Instead, the table below shows the results from the summer 2014 staff survey to the question on sexual orientation. 78% of respondents described their sexual orientation as heterosexual and 5% as gay or lesbian. Research from the Office for National Statistics, using sophisticated questions to measure sexual identity estimates that 1.5% of the UK population is gay or lesbian.

Table 2.12.1 Sexual orientation / identity, 2014 Staff Survey

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

*number add up to 101% due to rounding

2.13 Interventions to address differential outcomes for current workforce

The Council is committed to promoting staff development and career progression across the organisation to ensure equality of promotion prospects and we have identified this as one of our equality objectives. We have recently launched new portals for learning and development and career development as well as providing support and training for managers so that they can carry out career conversations with their staff.

In September 2013, we launched our first Camden mentoring scheme. This scheme was targeted at staff from BME backgrounds in its first year. We are evaluating the scheme, which is ongoing and will be looking at our workforce information to determine which group our scheme should target in its second year. Work is also underway to assess the options for spreading the reach of mentoring more widely throughout the workforce, beyond the formal scheme. The importance of supporting career progression at the lower grades and increasing progression of staff from a diverse background to grade 4 and above is recognised.

We are also piloting an aspiring leaders programme in Children Schools and Families, recognising the exceptional talent we have in Camden. The aim of the pilot is to identify and develop staff who

demonstrate high leadership potential, develop Camden's leaders of the future and to increase diversity in our future leaders. Fourteen staff were selected for the pilot. The profile of participants who applied was 15% BME and 74% female. The profile of participants on the pilot is 21% BME staff, 78% female. The pilot launched in September 2014 and will conclude in March 2015.

3 Starters

3.1 Overview

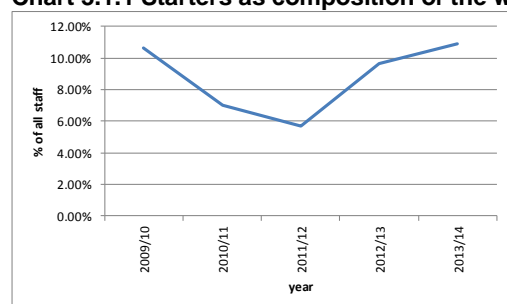
There were 547 new starters in Camden in 2013/14 (12% of the total number of employees in post on 31st March 2014). Strategy & Organisation Development had the largest proportion (28%).

Table 3.1.1 Proportion of starters in directorate (%)

Directorate	Starters	Non starters
Central Services	16%	84%
Finance	12%	88%
Law and Governance	10%	90%
Strategy & Organisation Development	28%	72%
Children Schools and Families	13%	87%
Culture and Environment	15%	85%
Housing and Adult Social Care	9%	91%
Total	12%	88%

There does not appear to be any clear long-term trend in the proportion of starters beginning working in Camden Council, but there was a dip in the proportion of starters in the middle period between 2009/10 – 2013/14. This is shown in the chart below.

Chart 3.1.1 Starters as composition of the workforce



3.2 Age

Starters were relatively young compared to the current Camden Council workforce. The average age of starters was 35.5 years compared to 43.5 years for the current workforce. 57% of all new starters were under the age of 35. 18% of starters were 16-24 years compared to 3% of the current workforce. There was relatively little difference between directorates in the average starting age, as shown in the table below.

Table 3.2.1 Average age of starter by directorate

Directorate	age
Housing and Adult Social Care	36.7
Children Schools and Families	35.9
Finance	34.7
Culture and Environment	34.4
Strategy and Organisation Development	34.3
Law and Governance	33.7

While the difference in the average starting age for the directorates was relatively minor, it is interesting to note that Housing & Adult Social Care has the oldest average starter age of any directorate. As discussed in the previous “Current” section of this report, Housing and Adult Social Care has the oldest age profile of the directorates and seem to also be recruiting relatively older staff. There were some differences in the starting age of different ethnic groups. Starters from Black backgrounds had the oldest

average age at 39 years compared to starters from a Mixed background, the youngest, who had an average starting age of 32 years.

Apprentices are discussed in the previous section, but it is worth noting that 34 apprentices started work at Camden Council in 2013/14. The average age of starters would have been one year older had a new cohort of apprentices not joined the organisation. The average age of starters in Housing and Adult Social Care was 39 years excluding apprentices compared to under 37 years including apprentices. This results from a high number of apprentices joining Housing and Adult Social Care.

Representativeness of Starters: Age

The table shows that the age profile of starters in Camden Council is relatively similar to the age profile of Camden Borough and London working age populations. A difference occurred at the 25-34 years age category, which accounted for 39% of starters and 31% of Camden's population and in the 55-64 years age group, which accounted for 6% of starters and 12% of Camden's working age population.

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

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Camden Council	18.0%	39%	21%	17%	6%	<1%
Camden Borough	20%	31%	22%	15%	12%	Na
London	18%	29%	23%	18%	13%	Na

There is no discernible long-term trend in the age of starters.

3.3 Disability disclosure

The proportion of new starters who declared a disability in 2013/14 was 1.6% (9) compared to 2.7% (13) in 2012/13. This is not a statistically significant difference. As the number of new starters is so small, no breakdown by directorate for disability disclosure is included.

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

Directorate	Disabled	Not Disabled	Prefer Not to Say
Starters	2%	89%	9%
UK*	14%	Na	na

* as estimated by the DWP

Representativeness of starters: disability

The 2% of starters who had declared a disability is likely to significantly understate the percentage of starters who actually have a disability, but it is not possible to say by how much. The small number of starters with a declared disability does not enable further analysis.

3.4 Ethnicity

201 employees from a BME background started at Camden Council in 2013/14 and the overall percentage of new starters from a BME background remains at 37%. It has not been possible to show a breakdown of the Central Services directorates due to the small number of starters in these directorates

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

Directorate	White	Mixed, Asian + Other	Black	Prefer Not to Say	All ethnic groups
Central Services	49%	22%	17%	12%	100%
Children Schools and Families	60%	12%	19%	6%	100%
Culture and Environment	56%	23%	18%	6%	100%
Housing and Adult Social Care	56%	12%	22%	10%	100%
Total	56%	13%	19%	7%	100%

Representativeness of starters: Ethnicity

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

Table 3.4.2 Representativeness of starters in relation to working age populations

Directorate	White	Mixed	Asian	Black	Other	Unknown	All ethnic groups
Starters	56%	4%	10%	19%	3%	7%	100%
Camden Borough	66%	6%	16%	8%	4%	na	100%
London	60%	6%	19%	13%	3%	na	100%

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

Table 3.4.3 Selected ethnic group of starters compared to Camden and London.

Ethnicity	Camden Council starters	Camden borough	London
White British	44%	44%	45%
Black African	8%	5%	7%
Other White background	8%	19%	13%
Black Caribbean	7%	2%	4%
White Irish	4%	3%	2%
Any other Asian background	4%	4%	5%
Other Black background	4%	2%	2%
Other ethnic groups	16%	21%	22%

Trends & comparisons

There seems to be a gradual upward trend in the proportion of starters from a BME background, of just over one quarter of one percentage point a year. This is shown in the table below.

Table 3.4.4 Percentage of starters from a BME background

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

3.5 Gender

55% of starters were female. The highest percentage of female starters was in Children Schools and Families (74%), while Housing and Adult Social Care had the lowest percentage (35%).

Table 3.5.1 Starters by directorate and gender (percentage)

Directorate	Female	Male
Central Services	53%	47%
Children Schools and Families	74%	26%
Culture and Environment	57%	43%
Housing and Adult Social Care	35%	65%
Total	55%	45%

Representativeness of starters: Gender

As 50% of the Camden and London workforce is male, male starters were under-represented in Camden Council as a whole, though by a relatively small margin. Males were also under-represented in five of the seven directorates. In Strategy and Organisation Development and Children Schools and Families, 26% of starters were male. However in Finance and Housing and Adult Social Care females were under-represented; just under two thirds of starters were male. Analysis of data between 2009/10 and 2013/14 shows that there is a gradual trend for the percentage of females in the workforce to increase, by about half a percentage point a year.

3.6 Starting positions and grades

Ethnicity

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

Table 3.6.1 Starters by ethnicity and grade

Row Labels	White	Mixed	Asian	Black	Other	Unknown
Level 1, zone 1-3	13%	19%	11%	23%	17%	26%
Level 2, zone 1-2	21%	10%	21%	27%	42%	13%
Level 3, zones 1-3	35%	52%	40%	35%	25%	32%
Level 4, zones 1-2	20%	14%	21%	10%	8%	16%
Level 5 -7	12%	5%	6%	5%	8%	13%
All levels	100%	100%	100%	100%	100%	100%

Breaking ethnicity down into narrower categories shows that starters from Indian backgrounds tend to start on similar grades to starters from White Irish and British backgrounds. Starters from African and Bangladeshi backgrounds tended to start on relatively low grades.

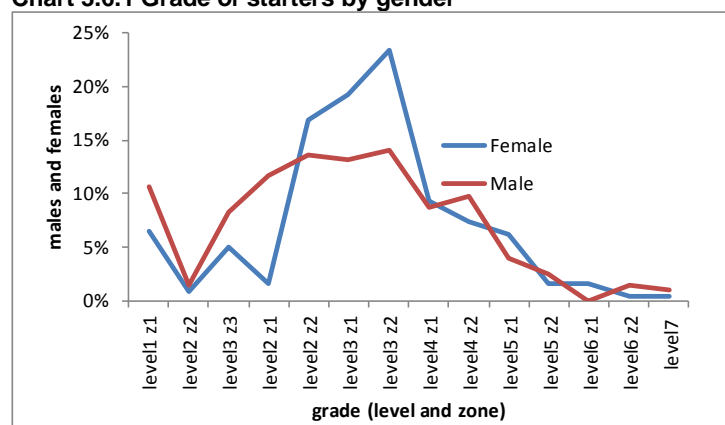
Age

Younger starters tended to start on relatively low grades. This reflects the relatively higher level of experience and skills usually held by older workers.

Gender

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

Chart 3.6.1 Grade of starters by gender



Disability

Staff who declared a disability tended to start on slightly lower grades than staff who said that they were not disabled.

4 Applications

4.1 Overview

Just under 14,000 job applications were submitted to Camden in 2013/14 compared to just under 18,000 in 2012/13, a decrease of over 4,000. A more detailed discussion of the decrease in applications is included later. The chart below shows a breakdown in applications by directorate. (Applications per vacancy is discussed later).

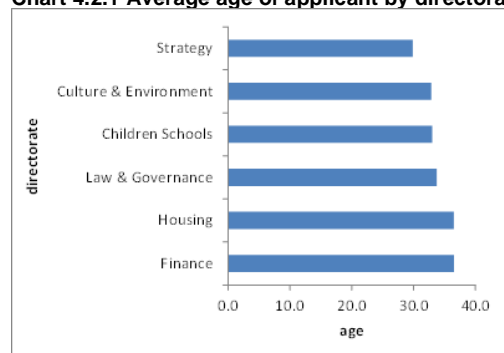
Table 4.1.1 Applicants by directorate (headcount)

Directorate	Number of Applicants
Central Services	3,149
Finance	1,012
Law and Governance	159
Strategy and Organisation Development	1,978
Children Schools and Families	4,126
Culture and Environment	3,668
Housing and Adult Social Care	2,917
Total	13,860

4.2 Age

The average age of applicants was 33.5 compared to 43.5 for the current workforce. There was variation in the age profile of the applicants to different directorates. The chart below shows the average age of applicant for directorates. Applicants to Strategy & Organisation Development had the youngest average applicant age.

Chart 4.2.1 Average age of applicant by directorate



The table below shows the proportion of applicants under 35 years in each directorate. This again shows that Strategy & Organisation Development had the youngest age profile. 75% of applicants to Strategy and Organisation Development were under 35 years, compared to 49% in Housing & Adult Social Care.

Table 4.2.1 Applicants by directorate and age band (percentage)

Directorate	Under 35	35 years and over
Central Services	65%	35%
Finance	47%	53%
Law and Governance	61%	39%
Strategy and Organisation Development	75%	25%
Children Schools and Families	63%	37%
Culture and Environment	64%	36%
Housing and Adult Social Care	49%	51%
All applicants	64%	36%

Representativeness of applications: age

The age profile of applicants to Camden Council is compared with the working age population for Camden, London and England in the table below. The age profile of applicants to Camden Council departs most significantly from the working age population for the 55-64 years age category. 3.5% of applicants to Camden Council were aged 55-64 compared to 12% of Camden's working age population in this age group and 13% of London's working age population in this age group.

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

Council / area	16-24	25-34	35-44	45-54	55-64	65+	All ages
Camden Council	18%	43%	21%	15%	3.5%	0%	100%
Camden borough	20%	31%	22%	15%	12%	n/a	100%
London	18%	29%	23%	18%	13%	n/a	100%

It should be noted that in certain circumstances the Local Government Pension Scheme permits retirement from the age of 55 which can have an impact on applications from this age group. 73% of staff in the 55-64 years age group had continuous service compared to 50% of staff in the 25 to 44 years group demonstrating extended service within local government and therefore membership of its pension scheme.

4.3 Disability disclosure

The proportion of disabled applicants who declared a disability was lower than the government estimate of disability in the working age population. 3% of applicants declared a disability, 22% preferred not to say and 75% said they were not disabled. The government estimates that 16% or 5.8m adults in the working age population are disabled (though the estimate for London is 15% of the working age population)⁹. While it is likely that a proportion of applicants who preferred not to say whether they were disabled or not were in fact disabled, the extent of this is uncertain. The data does not allow for further analysis. Employment Support Allowance (ESA) requires applicants to undertake a work capability assessment, but less than half of people who report a disability were on a disability benefit. 2.49m people were on either ESA or incapacity benefit in May 2013. It seems that one third of ESA claims are in the "work-related activity" group, and are therefore considered fit for work. Removing the estimated number of claimants who are deemed not fit to work, leaves an estimate of 11% of the working age population who are disabled and fit for work.

4.4 Ethnicity

The proportion of staff from different ethnic groups applying to different directorates varied, as shown below. 44% of applications to Strategy and Organisation Development were from White backgrounds compared to 28% in Finance. 31% of applications to Housing and Adult Social Care were from Black backgrounds compared to 17% in Culture and Environment.

Table 4.4.1 Applicants by directorate and ethnicity (percentage)

Directorate	White	Mixed	Asian	Black	Other	Unknown	All
Central Services	38%	4%	14%	20%	4%	21%	58%
Finance	28%	3%	22%	24%	5%	19%	55%
Law and Governance	28%	6%	15%	24%	2%	26%	60%
Strategy & Organisation Development	44%	4%	11%	17%	3%	21%	66%
Children Schools and Families	33%	4%	11%	25%	3%	24%	53%
Culture and Environment	40%	4%	12%	17%	2%	25%	61%
Housing and Adult Social Care	30%	5%	12%	31%	4%	18%	54%
Total	35%	4%	12%	23%	3%	22%	56%

⁹ Family Resource Survey estimate, estimate of disability prevalence

Representativeness of applications: ethnicity

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

Table 4.4.2 Ethnicity of applicant and working age population

Camden Council / area	White	Mixed	Asian	Black	Other	Unknown	All ethnic groups
Camden Council	35%	4%	12%	23%	3%	22%	100%
Camden Borough	66%	6%	16%	8%	4%	na	100%
London	60%	6%	19%	13%	3%	na	100%

The table below shows a more detailed breakdown of the ethnic category of applicants. The proportion of applicants from White British backgrounds is lower than the proportion of White British residents in the working age populations of Camden and London. There are fewer applicants from White British backgrounds compared to the working age population of Camden and London. In particular, applicants from White Other backgrounds were under-represented. More than double the number of White Other applicants would be expected if Other White applicants applied in proportion to their proportion of the Camden and London working age populations. Conversely, applicants from Black African and Black Caribbean have a higher number of applicants than would be expected given their presence in Camden and London's working age population. Applicants from Indian and Other Asian backgrounds (the single largest of which is Sri Lankan) are underrepresented compared to the London working age population.

Table 4.4.3 Detailed ethnic breakdown of applicants

Ethnic category*	Applicants	Camden borough	London
White; British	32%	44%	45%
Black; African	16%	5%	7%
Black; Caribbean	10%	2%	4%
White; Other White	9%	19%	13%
Asian; Bangladeshi	6%	6%	3%
Indian	5%	3%	7%
Other Ethnic Group	5%	2%	2%
Black; Other Black	4%	2%	2%
White; Irish	3%	3%	2%
Other Asian	2%	4%	5%
Asian; Pakistani	2%	1%	3%
Mixed; Other Mixed	2%	2%	1%
Mixed: White and Black Caribbean	2%	1%	1%
Mixed; White and Asian	1%	2%	1%
All	100%	100%	100%

* Chinese and Mixed White and Black Other were excluded as the numbers were small

4.5 Gender

1,243 (57%) applicants were female, but this varied between directorates. 73% of applications to Finance were male, while 73% of applications to Children Schools and Families were female.

Table 4.5.1 Applicants by directorate and gender (percentage)

Directorate	Female	Male	Both
Central Services	48%	52%	100%
Finance	27%	73%	100%
Law and Governance	48%	52%	100%
Strategy and Organisation Development	59%	41%	100%
Children Schools and Families	73%	27%	100%
Culture and Environment	50%	50%	100%
Housing and Adult Social Care	52%	48%	100%
Total	57%	43%	100%

Representativeness of applications: gender

While females overall were more likely to apply for jobs at Camden Council than males, the gender difference was most pronounced in younger females. Females comprised 59% of under 35 years applicants, compared to 57% of applicants overall. This might reflect a view among younger females that Camden Council is a family friendly employer. To the extent that younger females hold a positive view of Camden Council, this could be influenced by Timewise. Camden Council has become the country's first ever Timewise Council. This accreditation scheme helps councils stimulate flexibility in the local jobs market by sharing learning from their own workforce practice, using this experience to influence suppliers and local employers. Timewise Council status forms part of Camden's wider plan to help parents balance work with childcare.

4.6 Gender and ethnicity

It is interesting to note that the higher number of applicants from females compared to males, is more pronounced for all groups, other than applicants from Asian background, in groups from BME backgrounds. This is shown in the table below. Males made up 35% of applicants from Other backgrounds (compared to females making up 65% of applicants), 38% of applicants from Mixed backgrounds and 39% of applicants from Black backgrounds. Interestingly, there were slightly more applications from males with an Asian background than females from an Asian background. The gap between male and female applicants from an Asian background was most pronounced in Finance where 81% of applicants from an Asian background were male.

Table 4.6.1 Ethnicity and gender of applicants

Ethnicity	Female	Male	both
Asian	49%	51%	100%
Black	61%	39%	100%
Mixed	62%	38%	100%
Other	65%	35%	100%
White	56%	44%	100%
Total	57%	43%	100%

4.7 Changes in applications

The section explores some of the changes in applications in 2013/14 compared to 2012/13 and tries to shed light on the reduction in applications to Camden Council over this period from approximately 18,000 to 14,000.

The table below shows the number of applications by directorate for 2012/13 and 2013/14. There were substantial drops in the number of applications to Housing and Adult Social Care and Children Schools and Families. There was a substantial increase in the number of applications to Strategy and Organisation Development and Culture and Environment.

Table 4.7.1 Change in number of application

Directorate	2013/14	2012/14	change	% change
Central Services	2987	3149	162	5%
<i>Finance</i>	1227	1012	-215	-18%
<i>Law and Governance</i>	533	159	-374	-70%
<i>S and OD</i>	1227	1978	751	61%
Children Schools and Families	6782	4126	-2656	-39%
Culture and Environment	2945	3668	723	25%
Housing and Adult Social Care	5119	2917	-2202	-43%
Total	17833	13860	-3973	-22%

The table below shows the average number of applications per vacancy for the directorates. The number of applications per job is less than half comparing 2012/13 and 2013/14. The decline in the number of application per vacancy was particularly large in Finance and Law and Governance, a 75% and 78% reduction in applications per vacancy. Whilst all directorates received fewer applications per vacancy, Culture and Environment had a relatively moderate decrease of around 20% in the number of applications per vacancy.

Table 4.7.2 Applications per vacancy 2012/13 and 2013/14

Directorate	2012/13	2013/14	% change
Central Services	42	15	-64%
Finance	41	9	-78%
Law and Governance	48	12	-75%
S and OD	41	24	-41%
Children Schools and Families	41	14	-66%
Culture and Environment	27	21	-20%
Housing and Adult Social Care	28	12	-56%
Total	34	15	-55%

Age

The decrease in applications in 2013/14 was relatively evenly spread across age groups, although there was a smaller decrease in applications from younger age groups. The percentage of applicants aged between 16 and 24 continues to increase year on year with 18% of applicants coming from this group in 2013/14.

Ethnicity

The table below shows that the number of applications from Black and Asian backgrounds decreased more rapidly than the number of applicants from White backgrounds. There was a particularly large drop in applicants from Black backgrounds, though it remains the case that there is still a higher number of applicants from Black backgrounds than applicants from White backgrounds once the ethnic composition of London and Camden is taken into account.

Table 4.7.3 Change in number of applications, 2012/13 – 2013/14 by ethnicity

Ethnicity	2012/13	2013/14	change	% change
White	5423	4873	-550	-10%
Mixed	709	580	-129	-18%
Asian	2279	1704	-575	-25%
Black	4785	3179	-1606	-34%
Other	351	455	104	30%
Total	13547	10791	-2756	-20%

The decrease in applications by different ethnic groups varied by directorate. Some of the largest drops in applications were in Children Schools and Families and Housing and Adult Social Care. Children Schools and Families recorded the largest drop in Black and Asian applicants relative to White applicants. 922 fewer Black candidates and 490 Asian candidates applied to Children Schools and Families compared to 506 fewer White candidates, a 47% drop in the number of Black candidates, a 53% drop in the number of Asian candidates and a 27% drop in the number of White candidates.

The table below shows applications per vacancy for 2012/13 and 2013/14. There were large falls in all applications per vacancy in all directorates, with the exception of Culture and Environment. The largest fall was in Children, Schools and Families, which saw a 65% decrease in applications per vacancy. Children, Schools and Families also has a relatively high proportion of applicants from BME backgrounds. Culture and Environment and Strategy Organisation Development both saw more modest decreases in applications; both these directorates also attract relatively fewer applicants from BME backgrounds.

Table 4.7.4 Applications per vacancy

Directorate	2012/13	2013/14
Central Services	42	15
<i>Finance</i>	41	9
<i>Law and Governance</i>	48	12
<i>S and OD</i>	41	24
Children Schools and Families	41	14
Culture and Environment	27	21
Housing and Adult Social Care	28	12

Gender

There was a 23% decrease in the number of female applicants compared to a 17% decrease in the number of male applicants. Changes in the number of applications by gender also varied by directorate. One of the starkest differences was in applications to Finance. There was a 50% decrease in applications by female candidates to Finance and a 20% increase in the number of male candidates.

Change in types of jobs advertised.

There were relatively fewer jobs advertised with salaries under £20,000 and relatively more jobs advertised with salaries above £50,000. There also seems to have been a relative decrease in jobs advertised in the £20,000 - £30,000 in 2013/14. This salary band attracts the most applicants of any salary band and a decrease in the applications in this salary band could partly explain the reduction in the number of applications in 2013/14.

External factors

It is likely that external labour market factors have played a role in these changes. The unemployment rate of Black people and to a less extent Asian people is higher than the unemployment rate of White people and increased rapidly from the start of 2008. In the year to September 2013, the unemployment rate among Black people was 17% compared to 7% for White people. There are no up to date figures for unemployment among ethnic minorities, but with the overall decrease in unemployment, it is likely that unemployment rates among ethnic minority groups has fallen more rapidly (already starting from a higher unemployment rate). Lower rates of unemployment are likely to reduce the number of applications made.

Full time earnings in London did not change in London from 2012 to 2013, so it is not the case the wages in Camden Council have fallen relative to the London labour market. Unemployment fell in 2013 and 2014 (the unemployment rates for June were 8.1% in 2012, 7.6% in 2013 and 6.4% in 2014) and this might explain part of the decrease in the number of applications.

4.8 Applicants and salary bands

For the first quarter of 2014, it is possible to look at the ethnicity of applicants to the different salary bands.¹⁰

Ethnicity

The table below shows the proportion of applications for each salary band by ethnic group. 24% of applications to the salary category up to £20,000 were from a White background, compared to 24% who were from an Asian background and 43% who were from a Black background. This contrasts with the £50,000 salary group, where 64% of applicants were from a White background and, but only 13% of applicants from a Black background and 12% of applicants from an Asian background.

Table 4.8.1 Application for salary bands by ethnic group

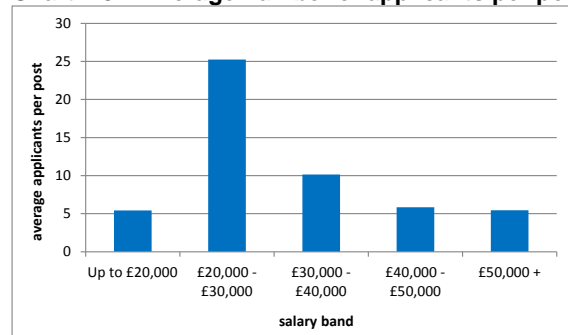
Ethnic group	Up to £20,000	£20,000 - £30,000	£30,000 - £40,000	£40,000 - £50,000	£50,000 +
White	24%	31%	43%	53%	64%
Asian	24%	26%	17%	16%	12%
Mixed	5%	6%	6%	3%	5%
Black	43%	31%	29%	25%	13%
Other	5%	6%	6%	3%	5%
All Ethnicities	100%	100%	100%	100%	100%

Wider labour market data indicates a fairly complicated pattern of earnings differences between ethnic groups, which is very different for males and females. The highest hourly earnings were for male workers from Chinese backgrounds, with workers from White and Indian backgrounds receiving slightly less. The ethnic profile of female earnings is very different to the ethnic profile of male earnings. Women from Black Caribbean and Other Mixed backgrounds have the highest hourly earnings and women from White British backgrounds having relatively low earnings.

Part of the explanation for the way that applications for higher paid jobs vary by ethnicity is the age profile of applicants from different ethnic groups. Applicants from Asian and Mixed backgrounds tend to have a younger age profile and younger applicants tend to apply for jobs at lower grades. However, staff from Black backgrounds are on average slightly older, so this explanation does not apply to applicants from Black backgrounds.

The chart below shows the average number of applicants for posts in each salary band. The salary bands £20,000 - £30,000 followed by the £30,000 - £40,000 attracted the most per job. This is possibly linked to the so called “hollowing out” of the labour market in which middle income or intermediate jobs decrease relatively to higher and lower end jobs.¹¹ A consequence of this could be people with intermediate skill applying for relatively fewer intermediate level jobs. Applicants from Black and Asian backgrounds are relatively likely to apply for jobs in this band and the high number of applicants will result in relatively lower rates of short-listings.

Chart 4.8.1 Average number of applicants per post



¹⁰ Camden Council moved from Igrasp to Talentlink in January 2014.

¹¹ Centre for Cities.

Applicants from White backgrounds made 51% of applicants with fewer than 20 applicants (compared to 45% of applicants overall).

Intervention to address unequal levels of applications

The Council has recently brought its resourcing team back in-house. Part of the role of the new team will be to work closely with Economic Development and other colleagues and partners to increase applications from hard to reach groups. The new team has already started to look at alternative ways of sourcing a wide range of candidates. It is also working with advertising partners to explore the best methods of attracting candidates from BME backgrounds for more senior roles. The Resourcing Team is taking a number of steps including:

- The recruitment team are currently involved in a project with the Economic Development team to gain funding for a pre-employment course and job application support for hard to reach groups.
- Working with external agencies such as Kings Cross Recruit and Job Centre Plus to advertise our vacancies and encourage applications
- Ensuring that, where possible, Camden Council advertise permanent and fixed term part time vacancies on Timewise – a job board which specialises in advertising part time and flexible jobs and works with these groups of candidates
- Attending job fairs and networking events to engage with wide range of candidates

In addition to the work of the Resourcing Team, there are a number of organisations that the council works with in the borough who are supporting Camden residents into work, education and training, who are represented in Camden's Employment and Skills Network. This includes Jobcentre Plus, King's Cross Recruit, a number of Voluntary and Community Organisations, local Further Education colleges, and housing associations. The council wishes to promote its vacancies to the partners of the Employment and Skills Network to encourage more referrals of Camden's unemployed job seeking residents.

Some of the partners that Camden Council works with are discussed below:

- (1) Training Link. Three quarters of students are from BME background, with a substantial number of participants from Bangladeshi backgrounds.
- (2) Employability Team. Helps workless Camden parents with children under 5 years of age to get ready for work or to look for training opportunities. The team offers one to one support and free workshops to improve parents' confidence and pre-employment skills. They can help with interview skills and practice, writing a CV or application form and accessing work placement opportunities.
- (3) West Euston Partnership Information Advice and Guidance Employment Outreach Project. This scheme offers Camden residents free advice in the areas of employment, education and training. It provides one-to-one support including: careers advice and back-to-work planning, CV development, job application advice and interview skills. A high proportion of participants are from BME backgrounds.
- (4) Communities into Training and Employment. This scheme offers information, advice and guidance on employment and training for unemployed residents of Camden.

The Council and NHS' Clinical Commissioning Group jointly commission services to help residents with particularly challenging barriers to work. This includes:

- the Mental Health Working service delivered by Remploy, Twining's and Hillside Clubhouse to support residents with mental health issues to move into work and to retain employment,
- the Aftercare and Social Inclusion Service delivered by the Single Homelessness Project that helps residents with substance misuse issues and at risk of homelessness,
- support for residents with learning disabilities through the Camden Society

5 Short-listing

5.1 Overview

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

Rates of short-listing varied by directorate and division. Short-listing by directorate is shown in the table below. Finance had the highest rate of short-listing at 12%, Culture and Environment had the lowest rate of short-listing at 5%, followed by Strategy and Organisation Development at 6%. This to a large degree reflects the kind of jobs available and the number of applicants for jobs in those directorates.

Table 5.1.1 Average applicants per job by directorate

Directorate	applicants per job
Children Schools and Families	25
Culture and Environment	38
Finance	16
Housing and Adult Social Care	20
Law and Governance	16
Strategy and Organisation Development	46
Camden Council	27

5.2 Age

The age band with the largest number of shortlisted applicants in 2013/14 was the 25 to 34 group with 44% of short-listed candidates. There was a slight increase in the number of 16-24 years short-listed candidates in 2013/14.

Table 5.2.1 Shortlisted applicants by age band

Age Band	Headcount	Percentage
16-24	82	8%
25-34	445	44%
35-44	243	24%
45-54	154	15%
55-64	28	3%
Total	1,020	100%

Rate of short-listing: Age

The 16-24 years age group had the lowest rate of short-listing, 4% compared to the 10% rate for 35-44 years applicants. The rate of short-listing in the adjacent age brackets was similar to 35-44 years applicants. The low rate of short-listing for young applicants is not unusual in the labour market. With relatively little job experience, young people tend to apply for more jobs than applicants in older groups.

Table 5.2.2 Rates of short-listing by age group

Age Band	Short-listed	Not short-listed
16-24	4%	96%
25-34	9%	91%
35-44	10%	90%
45-54	9%	91%
55-64	7%	93%
Total	9%	91%

Camden Council is taking a numbers actions to address the problem of youth worklessness. This is discussed at the end of the section.

5.3 Disability disclosure

46 (4.5%) of all shortlisted applicants declared a disability in 2013. It is not possible to determine the actual percentage of short-listed candidates who were disabled as many disabled candidates prefer not to declare their disability.

Rate of short-listing: disability

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

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

Disability disclosure	rate of short-listing	rate of non-short-listing	both
Disabled	11%	89%	100%
Not Disabled	9%	91%	100%
Prefer Not to Say	2%	98%	100%
Total	7%	93%	100%

5.4 Ethnicity

The proportion of short-listed applicants from a BME background increased slightly to 41.5%. 21% of shortlisted applicants were from a black background and the number of short-listed applicants from an Asian background increased to 12%.

Table 5.4.1 Shortlisted applicants by banded ethnic origin

Ethnicity	Headcount	Percentage
White	529	52%
Mixed	56	4%
Asian	117	12%
Black	216	21%
Other	45	4%
Prefer not to say	68	7%
Total	963	100%

Rate of short-listing

The table below shows rates of short-listing for the different ethnic groups. The White ethnic group has the highest short-listing rate at 11%, just ahead of the Mixed and Other groups, with a 10% rate of short-listing. As discussed in the previous section on applications, applicants from BME backgrounds were more likely to apply for jobs with more applicants, which will tend to lower the rate at which they are short-listed. Applicants from White backgrounds made up 51% of applicants with fewer than 20 applicants (compared to 45% of applicants overall) increasing their chance of shortlisting.

Table 5.4.2 Rate of short-listing by ethnicity of applicant

Ethnicity	short-listed	not short-listed	Both
White	11%	89%	100%
Mixed	10%	90%	100%
Asian	7%	93%	100%
Black	7%	93%	100%
Other	10%	90%	100%
Total	9%	91%	100%

A more detailed ethnic breakdown of short-listing candidates is shown in the table below. It is useful to look at more detailed ethnic categories here, as the broad ethnic categories mask very different outcomes within the broad category. For example, White British has the highest rate of short-listing and White Other, the lowest rate of short-listing. It would not be possible to differentiate White British and White Other in the overall “White” category. 13% of White British applicants were short-listed compared to 5% of White Other applicants. Other ethnicities with relatively high rates of short-listing include Other, White Irish and Mixed White and Black Caribbean. Ethnic groups with low rates of short-listing include White Other, Other Mixed, Bangladeshi, African and Mixed White and Asian.

Table 5.4.3 Ethnicity of applicant and rate of short-listing

Ethnic category*	short-listed	not-short -listed	both
White;British	13%	87%	100%
Other Ethnic Group	10%	90%	100%
White; Irish	9%	91%	100%
Mixed: White and Black Caribbean	9%	91%	100%
Other Asian	8%	92%	100%
Black; Other Black	8%	92%	100%
Black; Caribbean	8%	92%	100%
Indian	7%	93%	100%
Asian; Pakistani	7%	93%	100%
Mixed; White and Asian	6%	94%	100%
Black; African	6%	94%	100%
Asian; Bangladeshi	6%	94%	100%
Mixed; Other Mixed	5%	95%	100%
White; Other White	5%	95%	100%

* Chinese and Mixed White and African not included as numbers too small

5.5 Gender

59% of shortlisted applicants were female, an increase compared to 2012/13.

Table 5.5.1 Shortlisted applicants by gender

Gender	Headcount	Percentage
Female	576	59%
Male	395	41%
Total	971	100%

Rate of short-listing

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

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

Gender	Short-listed	Not short-listed	Total
Female	9%	91%	100%
Male	8%	92%	100%
Total	9%	91%	100%

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

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

6.1 Age

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

Table 6.1.1 Recruitment, current staff and leavers by age

Directorate	16-24	25-34	35-44	45-54	55-64	All
Applications	19%	45%	22%	11%	4%	100%
Short-listing	9%	47%	25%	16%	3%	100%
Job offer*	9%	46%	24%	17%	3%	100%
Current staff	3%	22%	27%	31%	17%	100%
Leavers	6%	29%	22%	21%	17%	100%
Camden borough	20%	31%	22%	15%	12%	100%
London	18%	29%	23%	18%	13%	100%

6.2 Ethnicity

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

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

Directorate	White	Mixed	Asian	Black	Other	all
Applications	45%	5%	16%	29%	4%	100%
Shortlisting	55%	6%	12%	22%	5%	100%
Job offer	62%	5%	9%	21%	3%	100%
Current staff	60%	3%	10%	24%	3%	100%
Leavers	60%	3%	10%	25%	3%	100%
Camden Borough	66%	6%	16%	8%	4%	100%
London	60%	6%	19%	13%	3%	100%

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

Candidates from White backgrounds made up 45% of applicants, 55% of short-listed candidates and 62% of job offers. This indicates that White candidates were relatively successful at the short-listing stage and at the job offer stage following the short-listing. A number of factors could explain this pattern, for example, as discussed earlier, candidates from Black, Asian and Mixed backgrounds were more likely to apply for jobs where there were higher numbers of applicants.

Candidates from Black backgrounds made up 29% of applicants and 22% of short-listed candidates, a difference of seven percentage points. The proportion of job offers to short-listed candidates from Black backgrounds was close to the proportion who were short-listed, 22% compared to 20.5%, indicating that candidates from Black backgrounds are relatively more likely to move from short-listing to job offer than from application to short-listing.

Is the ethnic composition of Camden Council changing?

For the ethnic composition of Camden Council to change it would be necessary for either the ethnic composition of new starters (job offers used here, which is very closely related) to be different from the current staff or for the ethnic composition of leavers to be different from the current staff. As the table above makes clear, the ethnicity of job offers and leavers is very close to the ethnicity of current staff. This means that the ethnic composition of Camden Council is not changing very noticeably; specifically, the detailed analysis of trend data, indicates that the BME composition is increasing by about a quarter of one percentage point a year.

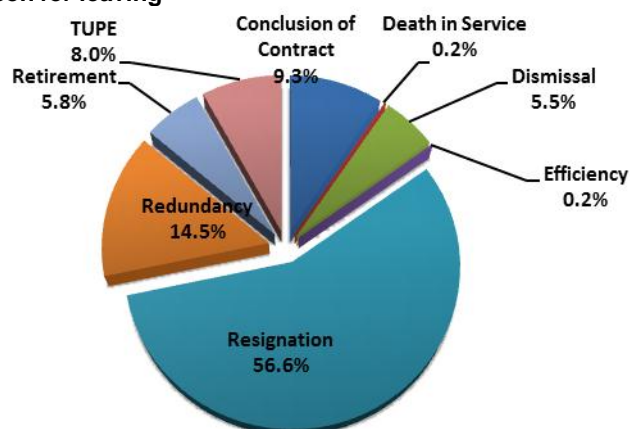
7 Turnover

7.1 Overview

601 employees left Camden Council in 2013/14. The composition of these leavers is shown in the chart below. 57% (340) resigned from their positions compared to 44% in 2012/13. This is 7.5% of all staff, the ninth highest of London boroughs. This was by far the single largest category. The number of redundancies decreased from 189 (38%) of all leavers in 2012/13 to 87 (15%) in 2013/14 while the number of employees classified as TUPE increased from 10 (2%) in 2012/13 to 48 (8%) in 2013/14. These changes indicate the reduced restructuring that took place in 2013/14 compared to 2012/13.

There are no figures collected for turnover for London boroughs, but it is possible to compare the proportion of starters in London boroughs, which is likely to be related to turnover. 11% of Camden's staff had less than one year's service. This is the sixth highest of London boroughs.

Chart 7.1.1 Reason for leaving



7.2 Rate of turnover and voluntary turnover (resignations)

Overall turnover increased slightly from 13% to 13.4% in 2013/14. Voluntary turnover, (which corresponds to resignations) increased from 4.8% in 2012/13 to 7.6% in 2013/14. The increase in voluntary turnover is consistent with a tightening of the labour market. Strategy and Organisation Development had the highest rate of overall turnover (27%) and voluntary turnover. Housing and Adult Social Care had the joint lowest level of turnover (12%) and voluntary turnover at 4%. The column on the right shows the proportion of turnover which is voluntary by directorate. This is highly variable between directorates and could reflect a number of factors such as restructuring within the directorate. Leavers in Children Schools and Families are mostly likely to have left voluntarily. 79% of leavers in this directorate left voluntarily. Leavers in Housing and Adult Social Care were the least likely to leave voluntarily. Voluntary turnover rates can reflect a number of factors including age profile and transferable skills. The high voluntary turnover of Strategy and Organisation Development, for example, could to some degree reflect the relatively young age profile.

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

Directorate	All turnover	Voluntary turnover	Voluntary turnover as proportion of all turnover
Central Services	19%	11%	58%
Finance	16%	9%	56%
Law and Governance	16%	11%	69%
Strategy and Organisation Development	27%	17%	63%
Children Schools and Families	14%	11%	79%
Culture and Environment	12%	6%	50%
Housing and Adult Social Care	12%	4%	33%

7.3 Voluntary turnover – age

The highest voluntary turnover rate was amongst staff aged between 25 to 34; the voluntary turnover rate for this age group also increased from 8% in 2012/13 to 14% in 2013/14. Voluntary turnover was lowest in the 55-64 age group at 3%.

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

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Central Services	11%	18%	12%	8%	5%	0%
Finance	9%	18%	12%	4%	5%	0%
Law and Governance	0%	7%	17%	10%	11%	0%
Strategy and Organisation Development	14%	19%	11%	23%	6%	0%
Children Schools and Families	12%	16%	13%	6%	3%	17%
Culture and Environment	14%	13%	5%	3%	1%	13%
Housing and Adult Social Care	8%	9%	6%	3%	3%	0%
Total	10%	14%	9%	4%	3%	6%

7.4 Voluntary turnover – disability disclosure

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

7.5 Voluntary turnover – ethnicity

The voluntary turnover rate from staff from a BME background increased from 4.5% (75) in 2012/13 to 6.4% (107) in 2013/14.

7.6 Voluntary turnover – gender

Female members of staff were more likely to voluntarily leave the organisation. A breakdown by directorate is shown in the table below.

Table 7.6.1 Voluntary turnover by directorate and gender (percentage)

Directorate	Female	Male
Central Services	11%	12%
Finance	7%	11%
Law and Governance	13%	8%
Strategy and Organisation Development	17%	16%
Children Schools and Families	11%	9%
Culture and Environment	7%	6%
Housing and Adult Social Care	4%	5%
Total	8%	7%

7.6 Voluntary turnover – length of service band

Voluntary turnover was greatest amongst staff with 1 to 2 years' service (18%) and lowest amongst staff with 10-24 years' service (3%).

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

Directorate	Less than 1 Year	1-2 Years	2-4 Years	3-5 Years	5-10 Years	10-24 Years
Central Services	17%	21%	19%	20%	11%	6%
Children Schools and Families	14%	25%	15%	12%	11%	4%
Culture and Environment	11%	15%	7%	12%	6%	3%
Housing and Adult Social Care	8%	14%	3%	6%	5%	2%
Total	12%	18%	10%	12%	8%	3%

7.7 Reasons for leaving

This section analyses the leaving reason for staff who left the organisation in 2013/14 by equality strand.

Ethnicity

The table below shows the leaving reasons of staff who left the organisation. This table does not show the overall likelihood of staff leaving the organisation. Of the staff who left the organisation, resignation was by far the most likely reason for leaving, for all ethnic groups. Of the staff who left in 2013/14, staff from Asian and Mixed backgrounds were the least likely to leave because of redundancy; staff from Black backgrounds were most likely to have left because of redundancy. These differences partly reflect the different age profiles of ethnic categories in Camden Council.

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

Reason for leaving	White	Mixed	Asian	Black
Conclusion of Contract	9%	7%	15%	15%
Dismissal	3%	0%	7%	10%
Redundancy	11%	7%	6%	15%
Resignation	67%	76%	65%	41%
Retirement	7%	0%	6%	2%
TUPE	2%	10%	1%	17%
Grand Total	100%	100%	100%	100%

Older staff were more likely to leave because of redundancy and staff from Asian and Mixed backgrounds had a relatively young age profile; staff from Black backgrounds had a relatively older age profile. 56% of redundancies were compulsory and 44% were voluntary. Staff over 55 years were more likely to experience compulsory rather than voluntary redundancy. Younger staff were more likely to take voluntary redundancy. 15% of staff from Black backgrounds who left Camden Council, left for this reason compared to 11% for staff from White backgrounds and 7% of staff from Mixed backgrounds. The differences were not statistically significant.

48 staff members were transferred under the Transfer of Undertakings (Protection of Employment) Regulations. Most (47) were in Housing & Adult Social Care (Residential Service for Older People). They transferred following a planned programme of restructure of residential care homes. Residents moved out of the Ingestre and Wellesley Road centres to a new purpose built facility at Maitland Park, the running of which was awarded to Shaw Healthcare following a rigorous competitive process. Rates of dismissal varied slightly between ethnic groups, but the numbers involved are small (48) and differences not statistically significant. Housing & Adult Social Care has the highest number of dismissals which is likely due to higher numbers of grievance, underperformance and disciplinary cases in this area.

Age

The table below shows reason for leaving the organisation by age group. Of the staff who left Camden Council, resignation was the most common reason for leaving for all age groups apart from the 55-64 age group. Over three quarters of the 25-44 years age group who left Camden Council resigned. 29% of 55-64 year old who left the Council, left because of redundancy compared to 4% of 25-34 year olds.

Table 7.7.2 Reason for leaving by age group

Row Labels	16-24	25-34	35-44	45-54	55-64
Conclusion of Contract	37%	10%	9%	9%	4%
Dismissal	10%	3%	5%	7%	3%
Efficiency	0%	0%	0%	0%	1%
Redundancy	0%	4%	7%	19%	29%
Resignation	53%	81%	76%	54%	26%
Retirement	0%	0%	1%	1%	24%
TUPE	0%	1%	2%	10%	13%

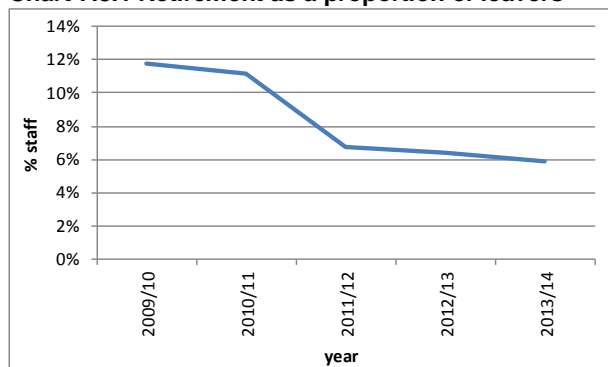
Gender

Over twice as many females as males left the organisation. There was relatively little difference in reasons for leaving. Males were more likely to leave because of a dismissal (of leavers, 9% of males and 4% of females left because of a dismissal).

7.8 Trends

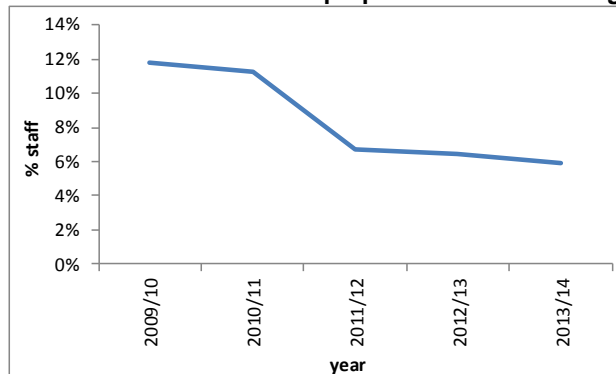
Retirement has been decreasing as a proportion of leavers, from just under 12% in 2009/10 to 6% in 2013/14, this represents a trend reduction of two percentage points annually. There appears to be a very gradual trend for the retirement age to increase which is likely to be connected to changes to the Local Government Pension Scheme. In 2009/10 the retirement age was about 60½ years and was just under 63 years in 2013/14.

Chart 7.8.1 Retirement as a proportion of leavers



Dismissals have been decreasing as a proportion of staff leaving, by just under one percentage point a year. The only type of dismissal which showed a clear downward trend was dismissal due to ill health.

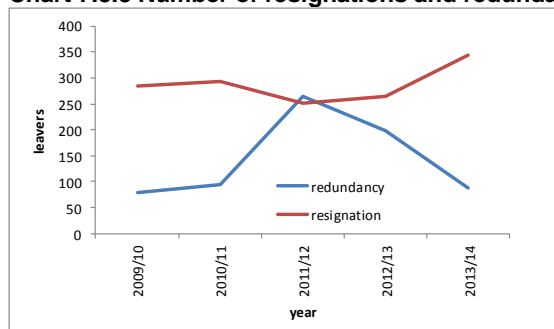
Chart 7.8.2 Dismissals as a proportion of staff leaving



Relationship between resignation and redundancy

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

Chart 7.8.3 Number of resignations and redundancies



8 Sickness Absence

8.1 Overview

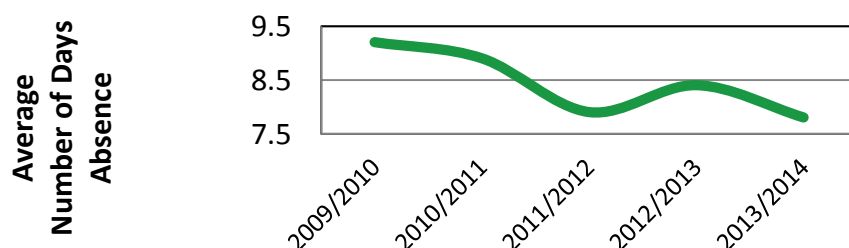
Camden employees took an average of 7.8 days sick leave during 2013/14. This is a decrease of 0.6% percentage points on 2012/13. Camden Council ranks in the middle of London boroughs in terms of the number of sickness days. 10.7 sickness days was the highest of any London borough and 5.5 days the lowest. The amount of sickness lost in Camden Council to short-term and long-term sickness are both close to the average of London boroughs. None of the causes of sickness absence such as back pain or stress were unusually high or low in Camden Council. Housing and Adult Social Care had the highest rate of average days' sick leave per employee with 9 days while Law and Governance had the lowest at 3 days.

Table 8.1.1 Average sickness absence days by directorate

Directorate	Average days sick leave per employee
Central Services	7
Finance	7
Law and Governance	3
Strategy and Organisation Development	8
Children Schools and Families	8
Culture and Environment	7
Housing and Adult Social Care	9
Total	8

The chart below shows long-term sickness absence days.

Chart 8.1.1 Trend of average sickness absence day per employee



8.2 Sickness management cases

There were 300 sickness absence management cases actively undertaken¹² during 2013/2014; a 14.5% reduction on 2012/13 (351). The directorate with the highest number of cases was Housing and Adult Social Care with 43% of all cases.

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

Directorate	Absence management cases	As % of total absence cases
Central Services	43	14%
Finance	33	11%
Law and Governance	2	1%
Strategy & Organisation Development	8	3%
Children Schools and Families	52	17%
Culture and Environment	76	25%
Housing and Adult Social Care	129	43%

¹² These cases were either formally managed under the Absence Management Policy & Procedure or were informal cases supported by HR.

Total	300	100%
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8.3 Age

The largest number of sickness absence cases occurred in the 45 to 54 age band (31%) followed by the 35 to 34 age band (24%). There is no statistically significant sickness absence pattern by age.

8.4 Disability disclosure

Staff who declared a disability took about twice as many sick days on average as staff who did not declare a disability. The proportion of sickness absence cases for employees who have a declared disability was just under 8% in 2013/14. The number of cases is too few to allow for a breakdown by directorate.

8.5 Ethnic origin

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

8.6 Gender

57% of all sickness absence cases in 2013/2014 were for female members of staff; a 5.4% decrease on 2012/13. This reflects the gender profile of Camden Council.

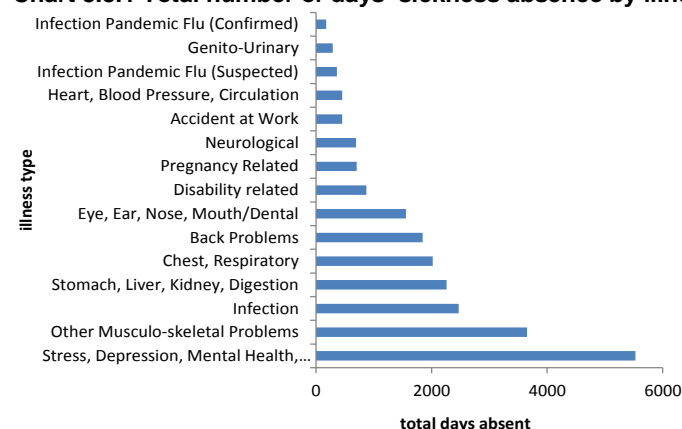
Table 8.7.1 Sickness absence cases by directorate and gender (percentage)

Directorate	Female	Male
Central Services	44%	56%
Children Schools and Families	85%	15%
Culture and Environment	60%	40%
Housing and Adult Social Care	48%	52%
Total	57%	43%

8.7 Type of sickness absence and occupational health referral

The graph below shows the number of total days of sickness absence by illness type. This is arguably more important than the number of periods of sickness absence. Mental health related sickness absence accounts for more days than any other category, despite the relatively low number of periods of mental health related absence. Other Musculo-skeletal Problems, account for the second highest number of sickness absence days, followed by Chest, Respiratory problems. These three illness types account for half of all sick days, (where the sickness type has been classified).

Chart 8.8.1 Total number of days' sickness absence by illness type



Types of illness resulting in occupational health referrals

During the calendar year 2013, there were 664 occupational health referrals. 34% of referrals to occupational health were for musculoskeletal problems, compared to 25% for mental health type problems.

9 Grievance, disciplinary and underperformance

9.1 Overview

There were 170 grievance, disciplinary and underperformance cases in 2013/14 compared to 152 cases in 2012/13, an increase of 18 (11%). The number of grievance cases increased from 29 in 2012/13 to 41 in 2013/14. The number of performance cases increased from 38 to 43. The relatively low numbers of cases makes it difficult to use analytical techniques such as breaking down the overall number by directorate or protected characteristics as the breakdown is likely to indicate a random pattern rather than a meaningful difference. For this reason, this section contains relatively little analysis, but tries to use intelligence to provide context where possible.

9.2 Grievance Cases

40 grievances were recorded in 2013/2014. As with previous years, the largest number were reported within Housing and Adult Social Care. 58% of grievance cases took place in Housing and Adult Social Care. The table below shows the number of grievance cases between 2009/10 and 2013/14. There has been a downward trend in the number of grievance cases, though there was an increase in the number of cases in 2013/14.

Table 9.2 Grievance cases between 2009/10 – 2013/14

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

9.3 Disciplinary cases

There were 86 disciplinary cases in 2013/14. As in previous years, Housing and Adult Social Care had the highest number of cases and accounted for 63% of all cases. The table below shows grievance cases since 2009/10. Disciplinary cases decreased substantially in 2012/13 and decreased by four cases in 2013/14.

Table 9.3 Disciplinary cases 2009/10 – 2013/14

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

9.4 Formal underperformance cases

The number of underperformance cases increased from 38 in 2012/13 to 43 in 2013/2014. Housing and Adult Social Care had the highest number of cases (17) which accounted for 39.5% of all underperformance cases closely followed by Children Schools and Families with 35% of all cases. The table below shows underperformance cases since 2009/10. There is not a clear trend in underperformance cases.

Table 9.4 Underperformance cases 2009/10 – 2013/14

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

9.5 Interpreting grievance, disciplinary and underperformance data

Grievance, disciplinary and underperformance data need to be interpreted with care as they do not necessarily reveal differences in the characteristics and conduct of the staff, but could instead reflect difference in management style and in particular the degree to which formal or informal methods are used to deal with work problems. These three areas, (grievance, disciplinary and underperformance) are interconnected with disciplinary procedures often following underperformance cases and grievance cases sometimes following underperformance and disciplinary cases.

Housing and Adult Social Care has higher rates of grievance and disciplinary cases and also the joint (along with Children Schools and Families) highest underperformance cases. A formal management style is one explanation for this, supported by a parallel approach to dealing with sickness absence, where there is a relatively high level of sickness absence management cases, but fairly typical level of

sickness absence. Housing and Adult Social Care has relatively average rates of sickness absence, but comparatively higher rates of formal sickness management cases. We will be looking at this in more detail to understand better what is underlying this and will take the opportunity of our new HR service to encourage early intervention and to prevent issues escalating.

Appendix

Glossary

Banded ethnic groups / banded ethnic origin.

The categories reflect the 2011 Census categories, with additional local groups to reflect Camden's internal monitoring.

Ethnic Group	Ethnic Category
White	Albanian (excluding Kosovan)
	Greek or Greek Cypriot
	Kosovan
	Turkish or Turkish Cypriot
	White British
	White Irish
	Any other White background
Mixed	White and African
	White and Asian
	White and Caribbean
	Any other Mixed background
Asian	Bangladeshi
	Indian
	Pakistani
	Any other Asian background
Black	African Congolese
	African Nigerian
	African Somalian
	Black Caribbean
	Any other Black background
Other	Chinese
	Any other Group
Prefer Not to Say	Data not recorded

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

FTE Full Time Equivalent

Report coverage

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

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

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

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

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

Data and methodology

Data relating to job applications was taken from the recruitment systems Lumesse iGRasp, which was in operation in the part of the year leading up to 31st December 2013, and Lumesse TalentLink, which has been in operation since 1st January 2014. Most data relating to current employees was taken from the Council's Oracle HR management system (HRMS). Gender and date of birth are compulsory fields making this data more comprehensive and reliable. Disability declaration and ethnic origin are not

compulsory fields. Some analysis of religion and sexual orientation is included in the report and is based on the 2014 staff survey as staff have not previously been asked to provide this data.

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

Data for current employees is provided as of the 31st March 2014. Data for all other sections relates to the period 1st April 2013 to 31st March 2014.

Camden Council is in the process of modernising its workforce equality employment monitoring, which will better reflect demographic changes around, for example, ethnicity, provide more detailed information around, for example disability and areas of interest such as flexible working arrangements.

Socio-economic context

Employment outcomes discussed in this report are influenced by a range of socio-economic factors outside of the Council. These will often have a substantial impact on employment and recruitment and these external factors are occasionally referred to in the report. Two examples are briefly discussed:

- Rates of unemployment have changed significantly between 2012/13 and 2013/14 and unevenly for some of the groups discussed in this report. As unemployment decreases, unemployment from ethnic minority groups, particularly those from Black backgrounds, is likely to decrease at a more rapid rate, having increased relatively sharply during the early stages of the recession.¹³
- Language is another example of a potential barrier to employment which impacts on different groups at different rates. This is likely to reduce the representativeness of the workforce in relation to the Camden and London population. According to the 2011 Census, which asked questions on language proficiency for the first time, of the residents whose main language was not English, a fifth could not speak English well or very well. 22% of residents in London have a main language other than English. The main non-English language was Polish, followed by five South Asian languages. Both these groups are under-represented in Camden Council.

These external factors are occasionally referred to in the report.

Explaining differences between groups

This report identifies many outcomes which differ between groups. Attention is often focused on groups with less positive outcomes when they are seen to be disadvantaged.¹⁴ A wide range of factors has been suggested as contributing to ethnic differences in labour market performance: discrimination, cultural preferences (e.g., family versus individual influences on job choice), education, job search and use of networks. Migration also plays a role, affecting English language skill, knowledge of the labour market and job search processes and networks.

Ethnic categories used

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

¹³ Research indicates the ethnic minority employment is highly cyclical, in other words it increases relatively strongly during a recession.

¹⁴ It is interesting to look at broader labour market hourly earnings differences across equality strands. For example, the highest earning male ethnic groups is Chinese, followed by White British, Other Mixed and Indian. There is very little difference between the last three groups. For females, the highest earning ethnic groups were Other Mixed, Black Caribbean and Chinese. White British Women were among the lowest earning ethnic groups. Anatomy of Inequality. P131

Protecting staff identities in presenting information

In line with conventions in the presentation of data used elsewhere, data is not broken down in a way that allows individuals to be identified. For this reason, data is not presented on any protected characteristic in which the breakdown reveals a figure of less than 10. This ensures that the Council does not breach data protection legislation and also ensures that staff can feel confident that the personal information they provide is protected.