



CAMDEN COUNCIL ANNUAL EMPLOYMENT PROFILE

2020-21

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Executive Summary

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

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

Key findings in this year's report include:

- Council Overview
 - There are 4,418 staff working at the council, an increase on last year
 - 19.8% of staff are working part-time, slightly down on last year
 - The mean length of service is 10.7 years, whilst the median is 7.4 years
 - Over half of staff are in salary levels 3 and 4
 - There were 7,353 job applications in 2020-21, 1,103 of which were shortlisted and 432 of those received a formal job offer
 - 421 new starters joined, nearly 60% of which were in Supporting Communities
 - There were 307 leavers in 2020-21, 45% of which were in Supporting Communities
 - The number one reason for leaving was voluntary resignation
 - There are 69 apprentices currently working at Camden
 - The overall turnover rate was 7.1%
 - 17.3% of staff live in Camden, down slightly on last year
 - There were 242 'Absence Management, Grievance, Underperformance and Disciplinary' (AMGUD) cases in 2020-21, the majority of which were Absence Management related
 - Sickness absence and staff availability this this year is significantly affected by the Covid-19 pandemic, with the average sick leave being 8.3 days
 - The majority of self-isolations and shielding cases were in Supporting Communities
- Gender
 - 55% of staff are female, 45% are male – this is the closest to parity the workforce has been since 2011.
 - Female staff are more likely to work part time than their male colleagues, but the proportion of male staff working part time has increased since last year
 - There are only marginal gender differences in lengths of service
 - The proportion of male staff at levels 5-7 and female staff at levels 3 and 4 have increased slightly
 - There are still more female staff within the top 5% of earners, however the gap has reduced slightly since last year.
 - Female applicants are short listed and receive formal job offers at a higher rate than male applicants, although 52% of new starters during the period were male

- Over 60% of leavers were female and there is some variation in reasons for leaving between female and male staff
- 49% of apprentices are female
- Female staff were proportionally overrepresented in Grievance cases, whilst male staff were overrepresented in disciplinary cases, however the small number of cases overall means any small variation can have a significant impact on percentage calculations
- Female staff are overrepresented in sickness absence figures across all three directorates, and by 6.3% overall
- Male staff were 2% more likely than their female colleagues to need to self-isolate and or shield

- Sexual Orientation
 - Sexual orientation data is not as comprehensive as we would like, making robust analysis difficult
 - Bi and Gay or Lesbian staff now comprise nearly 7% of the council, a slight increase since last year
 - There is significant deviation in lengths of service amongst different sexual orientations
 - The proportion of Gay and Lesbian staff increases as the salary grade increases
 - Nearly 5% of new starters were Bi, Gay or Lesbian in 2020-21
 - The sexual orientation of leavers was largely proportional
 - 6% of apprentices have declared as being Bi, Gay or Lesbian
 - The number of unknowns and 'prefer not to say' are significantly skewing the data on reasons for the leaving
 - AMGUD and absence cases were largely proportional amongst different sexual orientations

- Ethnicity
 - Almost 40% of staff are from Black, Asian and Other Ethnic backgrounds
 - Asian and White staff are underrepresented at Camden, when compared against the Borough and London as a whole
 - Asian staff are the least likely to work full time, whilst Black staff are the most likely
 - The proportion of Black, Asian and Other Ethnicity staff is stable from levels 1 – 3, but then notably drops off at level 4 upwards. The proportion of White staff increases as the salary band increases.
 - White staff have the longest mean years of service, whilst Other ethnicity staff have the longest median. Mixed ethnicity staff have the lowest lengths of service
 - Applicants from a White ethnicity form a third of all applications, and over 40% of both short listing and formal job offers.
 - Of the 421 new starters at Camden, Unknowns formed the largest proportion at nearly 45%.
 - Black, Asian and Other Ethnic staff overall were underrepresented amongst leavers
 - Almost 60% of apprentices are from Black, Asian and Other Ethnicity backgrounds
 - Black, Asian and Other Ethnicity staff are slightly less likely to live in Camden than their White colleagues
 - Absence Management and Disciplinary cases are broadly in proportion to the workforce composition with the exception of White staff who are significantly underrepresented across all case types.

- Nationality
 - British Nationals continue to be the largest nationality group at Camden, and this group has grown by 0.4% since last year.
 - Non-EEA Nationals are the least likely to work part-time
 - EU EEA Nationals length of service is 15-17% less than the Council's overall figure, whilst Non-EEA Nationals is 23-24% less
 - The majority of applications continue to be from British Nationals, as it was last year, and they are also the majority of candidates short listed and to receive formal job offers.
 - Nearly 70% of new starters were British Nationals
 - The different nationality groups leave at a rate proportionate to their composition of the Council.
 - 91% of apprentices are British Nationals
 - British, EU and EEA nationals live in Camden at rate similar to the overall figure.
 - British Nationals are 3.6% overrepresented in overall AMGUD cases, and are overrepresented in all case types barring Managing Underperformance
 - EU, EEA and Non-EEA Nationals' absences are largely proportional
 - Self-isolations and shielding rates were largely proportional for British Nationals.

- Religion
 - Religion declarations are significantly low, making robust analysis difficult
 - Unknowns form over 70% of religious declarations, or lack of in this case
 - Most religious groups do not deviate significantly from the 80.2%/19.8% full time/part time split
 - The proportion of Muslim staff appears to decrease more significantly as salary band increases
 - The largest group of new starters to declare were Christians at just over 23%, and those with no religion or belief were the second largest at almost 15%.
 - Nearly 63% of the 307 leavers in 2020-21 were Unknowns.
 - Almost a third of apprentices were from a Muslim background
 - Muslim staff are the most likely to live in the borough, with over a third doing so
 - Absence cases were largely proportional for most religious groups

- Age
 - The largest age group at Camden is those aged 45-54 at 26%, with those aged 35-44 closely following at 25.9%
 - Most age groups do not deviate significantly from the Council's overall 89.2%/19.8% full time/part time split
 - The distribution of age groups amongst salary bands and lengths of service are largely expected
 - 25-34 year olds are the largest candidate pool, being almost 36% of applicants and only marginally reducing at the short listing and formal job offers stage.
 - 25-34 year olds were the largest group of new starters at 23%, closely followed by the 35-44 group at 22.8%
 - The 25-34 and 16-24 age groups were noticeably overrepresented amongst leavers with resignation or conclusion of contract being the main reasons for them leaving.
 - 16-24 year olds were overrepresented in dismissals, albeit there were only 13 dismissals in total during 2020-21
 - The vast majority of apprentices are in the 16-24 age group

- 16-24 year olds are the only group identified, across all different characteristics examined in this report, to be more likely to live in Camden than not to
- AMGUD cases, absences, and self-isolations and shielding cases are largely proportional to the composition of each age groups across the Council
- Disability
 - Significantly low declaration rates for a number of years continue to inhibit are ability to analyse patterns amongst this group
 - Of the 4,418 staff at Camden, 2029 – 47.4% – are Unknowns. The proportion of disabled and prefer not to say declarations has largely remained the same.
 - The working patterns of staff who have declared to be disabled or not to have a disability are largely in line with the Council’s overall figure.
 - The proportion of staff declaring a disability increases from Levels 1 to 3, and then decreases at level 4 and 5
 - Candidates are very unlikely to provide any type of disability declaration – with almost 92.8% of those at the application stage not providing one.
 - Nearly 98% of the 421 new starters were Unknowns
 - Disabled staff leave at rates largely proportional to the composition of the Council
 - Both disabled and prefer not to say groups live in Camden at rates 8.3% and 4.7% higher than the overall figure.
 - Absences for staff who ‘prefer not to say’ are largely proportional. Disabled staff are slightly overrepresented by 2.6%, whilst those who have declared not to have a disability are underrepresented by 1.8%.
 - Self-isolation and shielding results are not significantly higher or lower than expected, being fairly proportional to the overall make-up of the council

Introduction

Purpose of report

The employment profile enables the organisation and stakeholders to understand trends, review policy and practice, and implement new and existing policies. It considers the Council's current workforce profile in relation to previous years and where possible compares it to the profile of the borough as well as the wider London results. It helps to assess the impact of people management practices on employees, and the composition of its workforce as it strives to meet the strategic objectives set out in Camden 2025 and Our Camden Plan.

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

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

Equality and Inclusion

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

Understanding the composition of our workforce and their experiences are key to achieving these aims and to support this in 2020 we reviewed diversity data options to better reflect our workforce, and encouraged staff to update their details. This included changing options to reflect our understanding of the social model of disability¹ – that someone is disabled by environmental and social barriers, and not by their medical condition. We also shared staff's personal diversity stories and used focus groups to help us better understand the experiences of different groups.

We recognise that inequalities experienced by individuals vary across different ethnic groups. We have worked closely with colleagues to listen to their lived experience and to look closer at our Conscious Inclusion Statement following the first wave of the pandemic. We have been challenging our thinking about how much further we can go towards being a truly inclusive Council. Based on additional insight and evidence gained from March 2020 onwards, we have taken steps to review our Race Equality Action Plan and from feedback received have taken action, including:

- Improving **guidance on pay management** and putting in greater controls on pay exceptions to ensure decisions are evidence based and unbiased.
- Creating more opportunities for open and honest conversations through the **Staff Inclusion Forums** and the **creation of Safe Spaces** for staff across all three directorates.

¹ <https://www.scope.org.uk/about-us/social-model-of-disability/>

- **Extending our Sponsorship and Mentoring** scheme and commissioning an **external evaluation** of this programme from the EW Group, to capture learning and inform next steps.
- Establishing a **Recruitment Working Group**, exploring how we can go further with reforming our recruitment and selection process. We are reviewing the end-to-end process of recruitment and selection to understand how and where the process is disadvantaging Black, Asian and other ethnic staff. We have also introduced **anonymised recruitment** for Level 5 roles and above - already showing positive results, and have introduced Inclusive Recruitment training for hiring managers.
- Recognising that traditional hiring methods can allow for unconscious bias and can be unethical and ineffective, we piloted using the '**Be Applied**' platform to help reduce potential for missing out on hiring staff from under-represented backgrounds.
- Supporting the setting up of **Women of Colour Progression Networks**, within each of our directorates, acknowledging that the experiences of, and specific barriers faced by, Black, Asian and other ethnicities are relevant both in and outside of the workplace. The networks focus on development and progression for Black, Asian and Other Ethnicity women through staff-led opportunities including webinars and mentoring.
- Setting up **Race Equality Catalyst Groups** in each directorate to ensure more nuanced race equality work is undertaken in individual services.
- Looking at our **processes for reporting racism and other forms of discrimination** and how these can be improved to feel safer and more accessible for staff

The Council is committed to drive forward the anti-racism work at scale and pace, working collaboratively with staff from across the workforce to deliver structural change. Utilising all newly established mechanisms will allow us to deliver on the commitment to become a truly inclusive organisation.

Council Overview

Headcounts

As of the 31st March 2021, the total number of staff directly employed by the Council was 4,418, with a full-time equivalent (FTE)² of 4,176 - an 8% increase on 2019/20. *Figure 1* shows that Supporting Communities is now our largest directorate, whilst Corporate Services remains our smallest. Supporting Communities and Supporting People have notably grown and shrunk respectively, following the restructure and transfer of the Housing Support Services Division from Supporting People to Supporting Communities. Arrows represent increases/decreases in headcount since last year and percentage figures show the proportionate size each directorate as of 31 March 2021. In *Figure 2* we can see that Camden has been slowly growing since the 2017/18 financial year, increasing by 318 staff overall – much of this growth being a result of the in-sourcing of services over this period. However, Camden is still 5% smaller than it was in 2011/12.

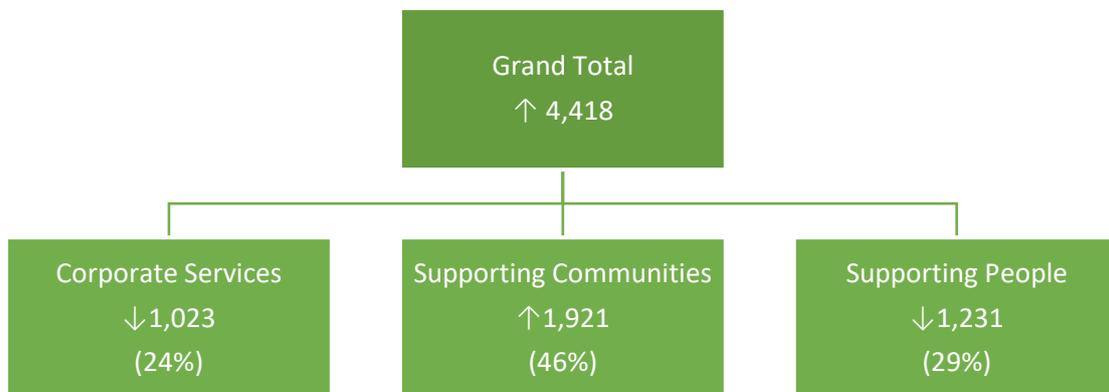


Figure 1: Staff Headcount as of 31/03/21

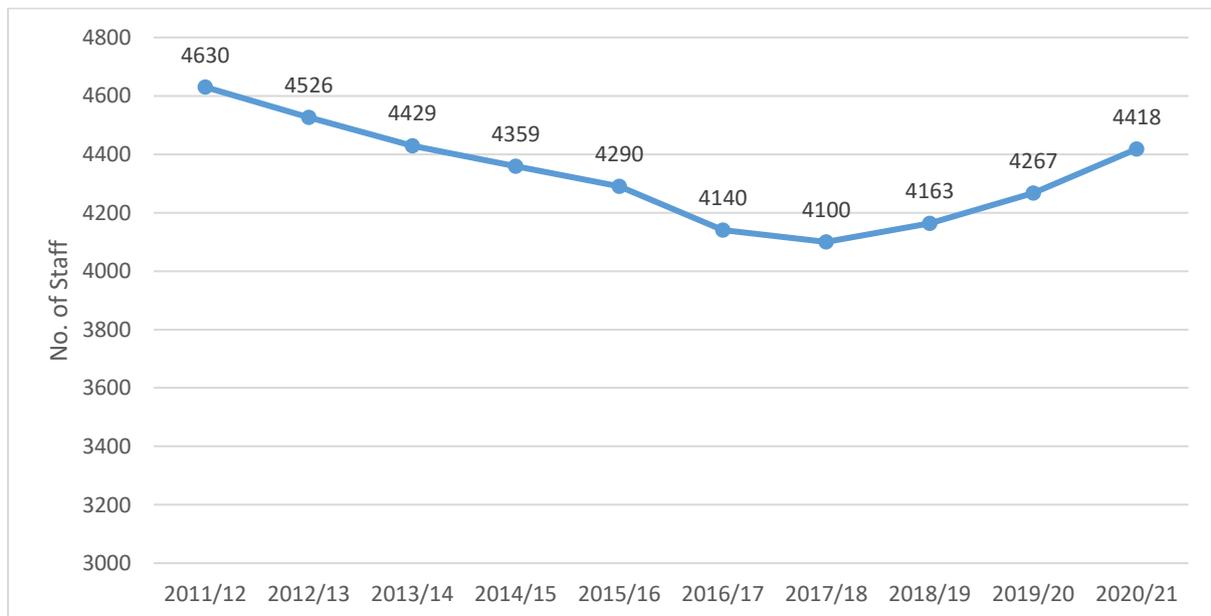


Figure 2: Headcounts 2011-2021

² An FTE of 1.0 means that the employee is equivalent to that of a full-time worker. Whilst an FTE of less than 1.0 means that the employee is part time.

Patterns of Work, Grades and Length of Service

Camden Council has long promoted flexible and agile working, and this is reflected in our workforce. With 19.8% of staff overall, and 25% in Supporting People currently working part-time Camden continues to provide an environment that supports this way of working. As you can see in *Table 1*, this has been a developing trend – with the proportion of part-time staff growing by 1.6% since 2011/12. With the substantial disruption caused by COVID-19, most of the Council workforce transitioned to working from home in March 2020. Staff in key frontline services continued to work from Camden bases throughout with other staff returning in phases from summer 2021.

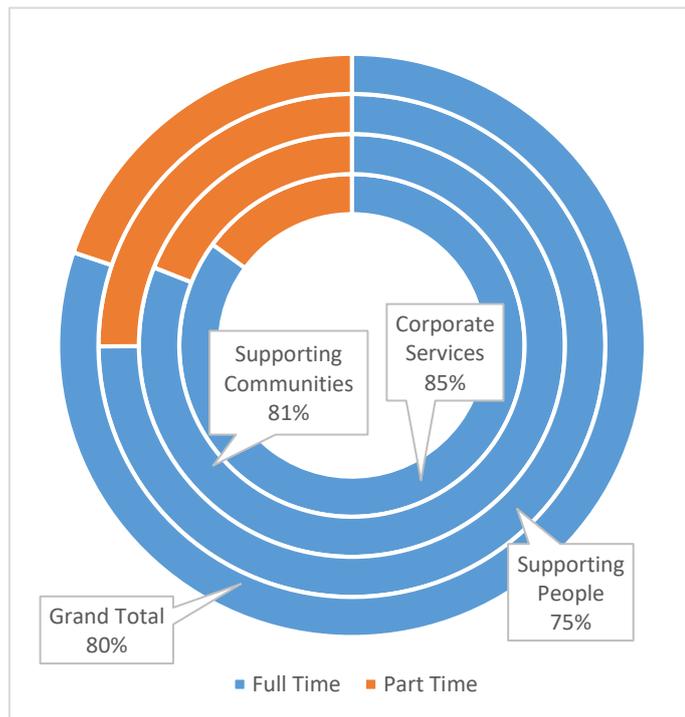


Figure 3: Directorates FT vs. PT

Table 1: Part Time Staff Trends 2011-2021

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Part Time	18.2%	16.3%	15.1%	16.9%	17.7%	19.4%	19.4%	19.4%	20.0%	19.8%

Staff remain at Camden for an average of 10.7 years and a median of 7.4 – the former being 0.2 years higher than in 2019-20. Overall, those staff in Corporate Services remain the longest, with an average and median of 10.9 and 7.7 years respectively. Since March 2013, the average length of service has increased by 5%, suggesting that Camden’s focus on retaining staff via training and internal promotions is effective.

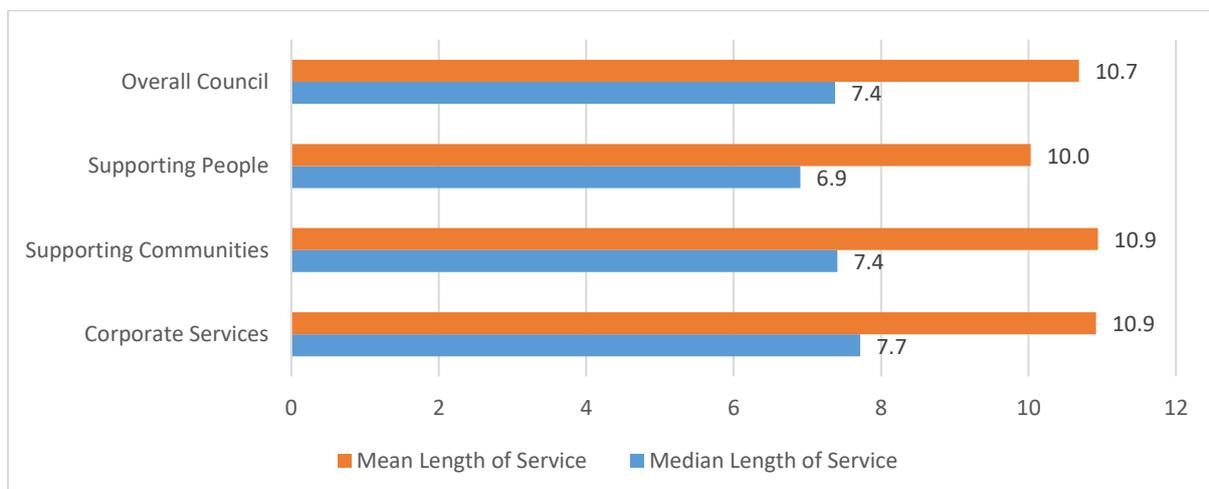


Figure 4: Directorates and Length of Service

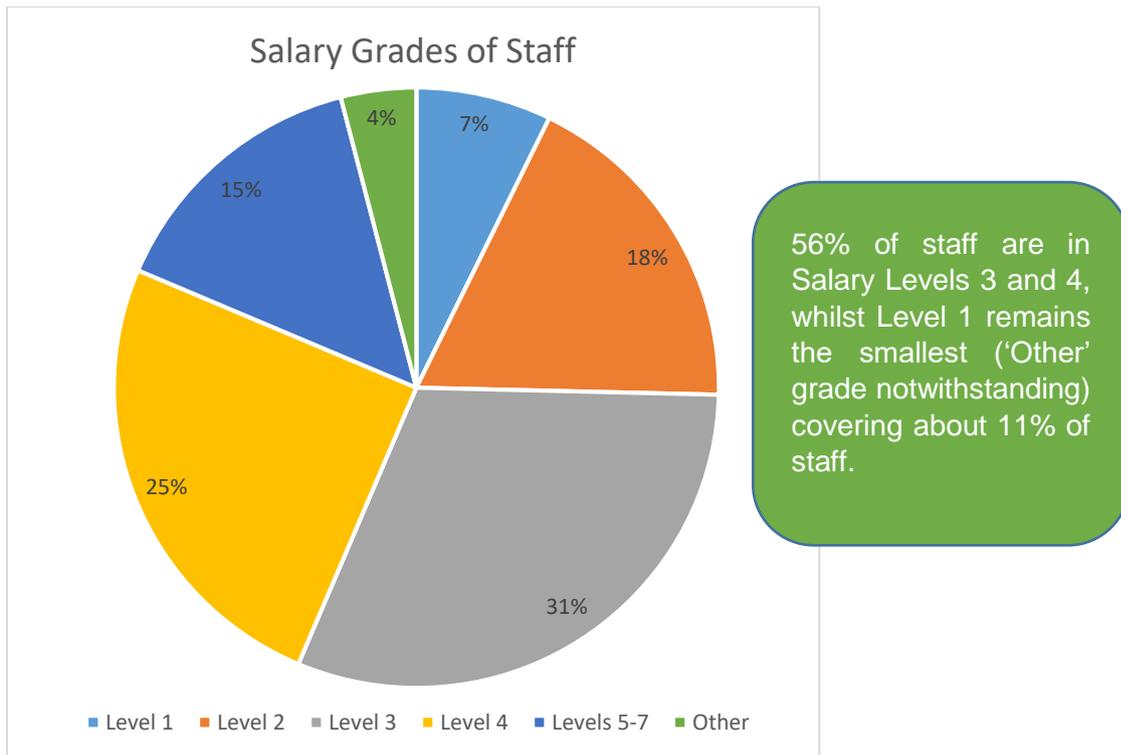


Figure 5: Salary Grades of Staff

Recruitment, Leavers and Apprentices

Camden Council remains a desirable place to work, and our recruitment, leavers and apprenticeships data shows this. In 2020-21 there were 7,353 applications. Of those, 1,103 were shortlisted and 432 of those went on to receive a formal job offer. To put it another way, 6% of applicants received a formal job offer. Nearly half of all applications were for roles in Supporting Communities. Supporting People would, however, short list and make more formal offers than the other two Directorates. Corporate Services remained the most stable across the different stages and made a much smaller proportion of formal job offers than it did in 2019/20 (43%).

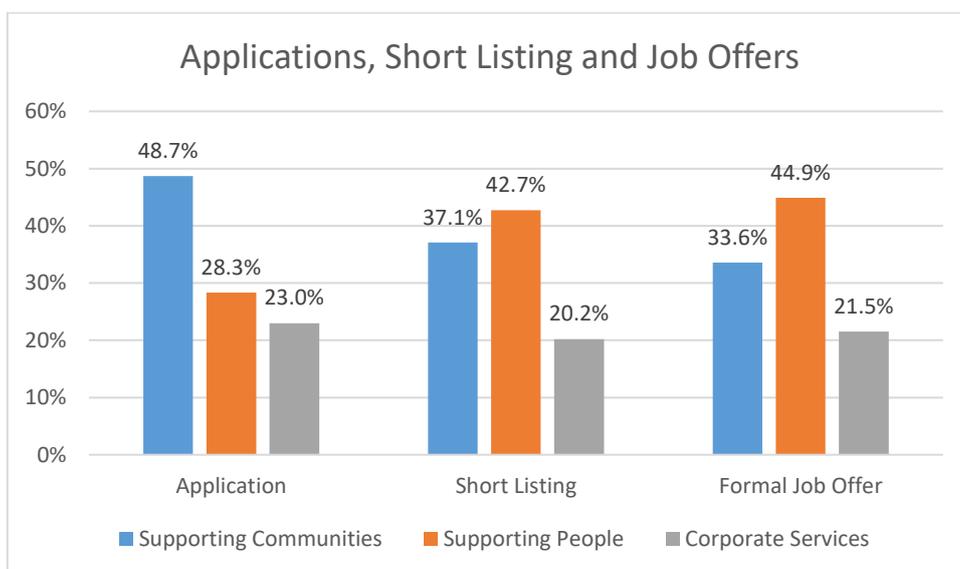


Figure 6: Applications, Short Listing and Job Offers by Directorate

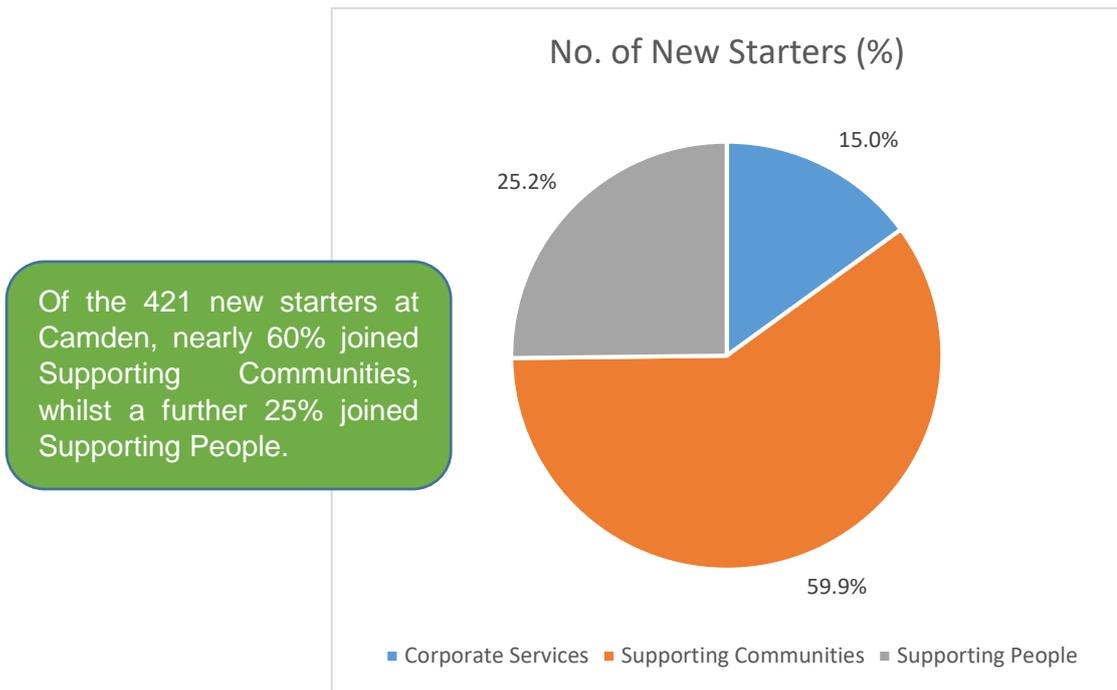


Figure 7: New Starters by Directorate

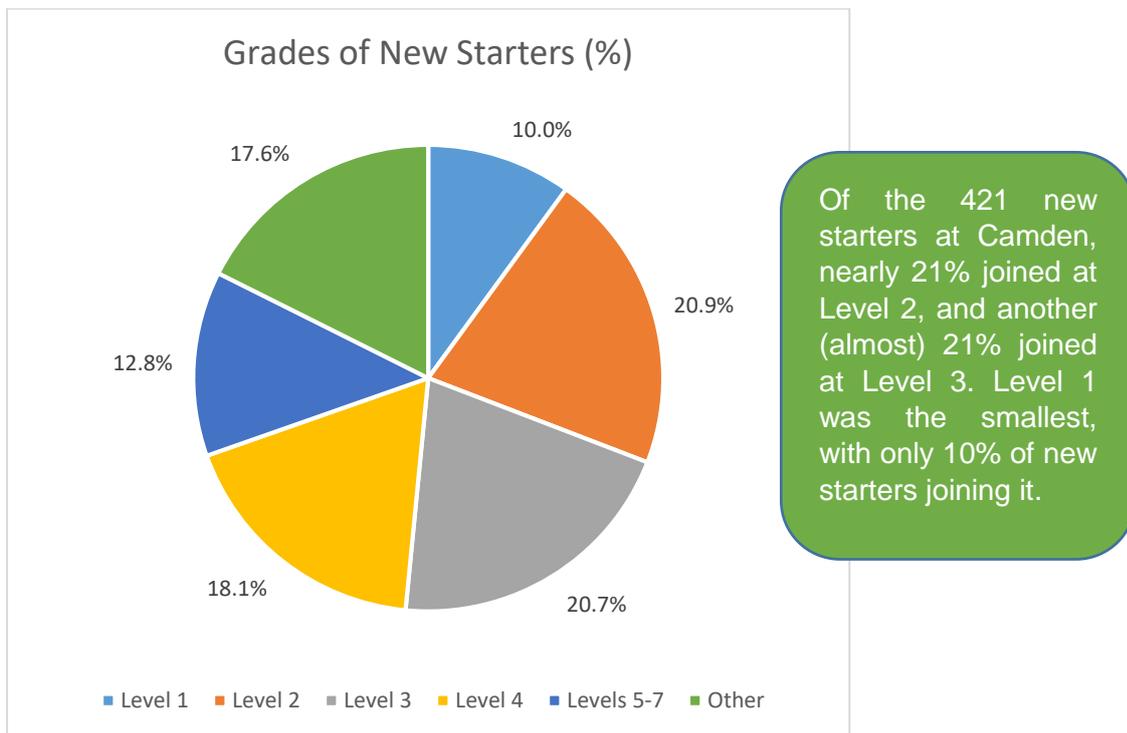


Figure 8: New Starters by Grade

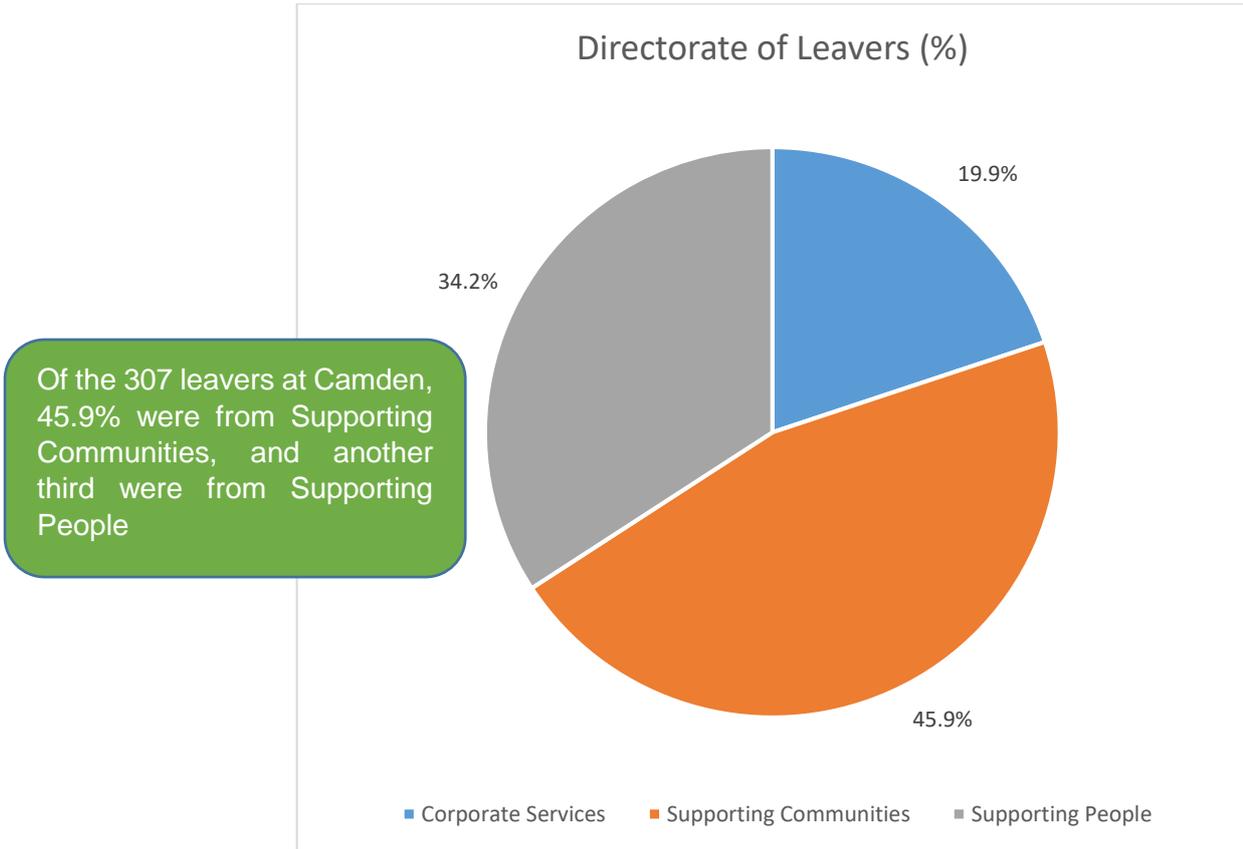


Figure 9: Directorates of Leavers

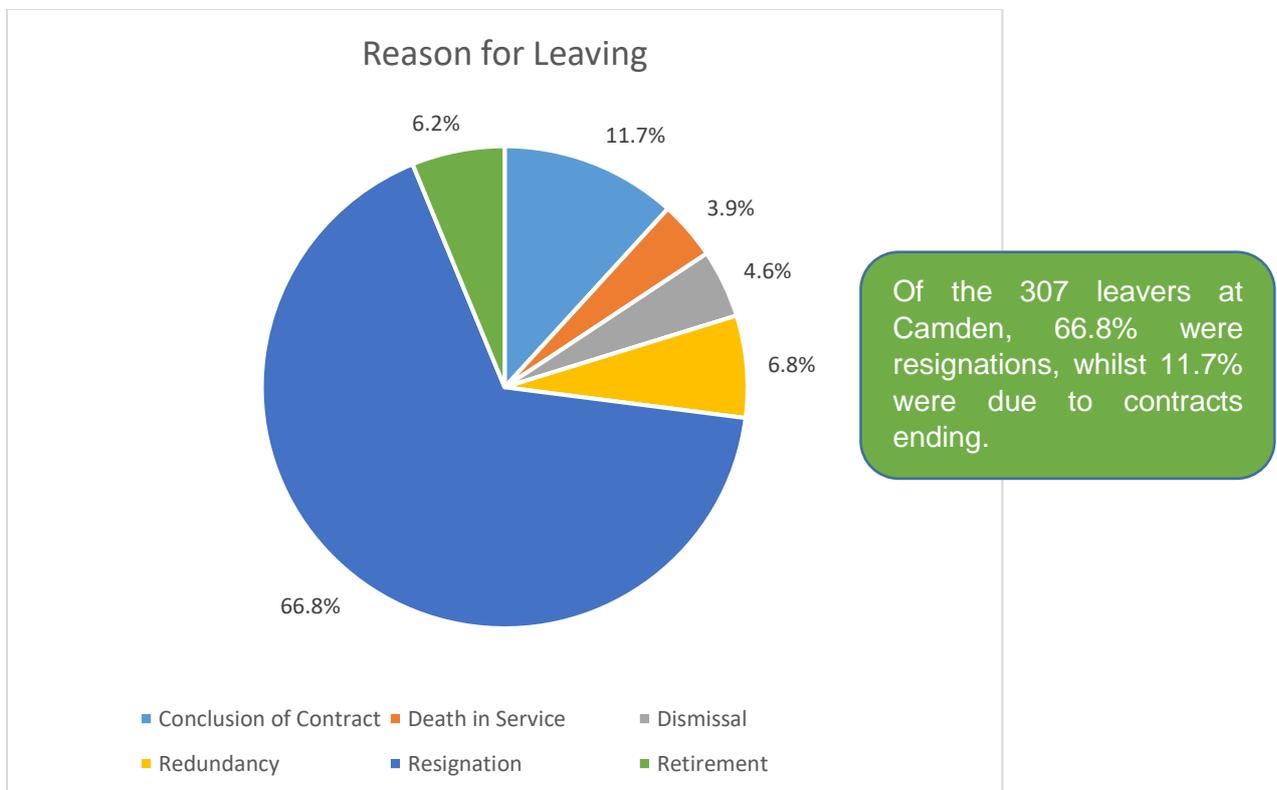


Figure 10: Reason for Leaving

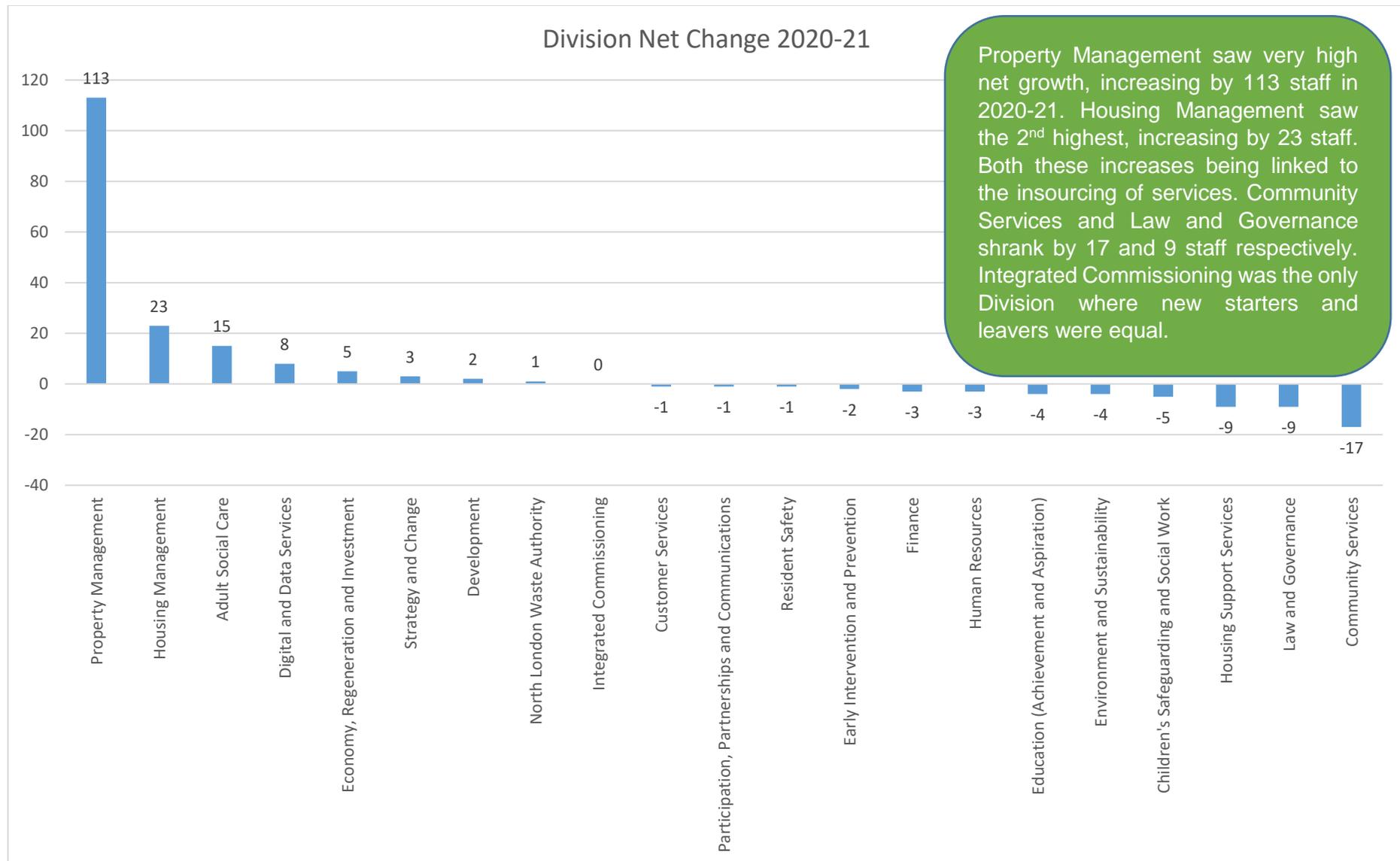


Figure 11: Division Net Change 2020-21

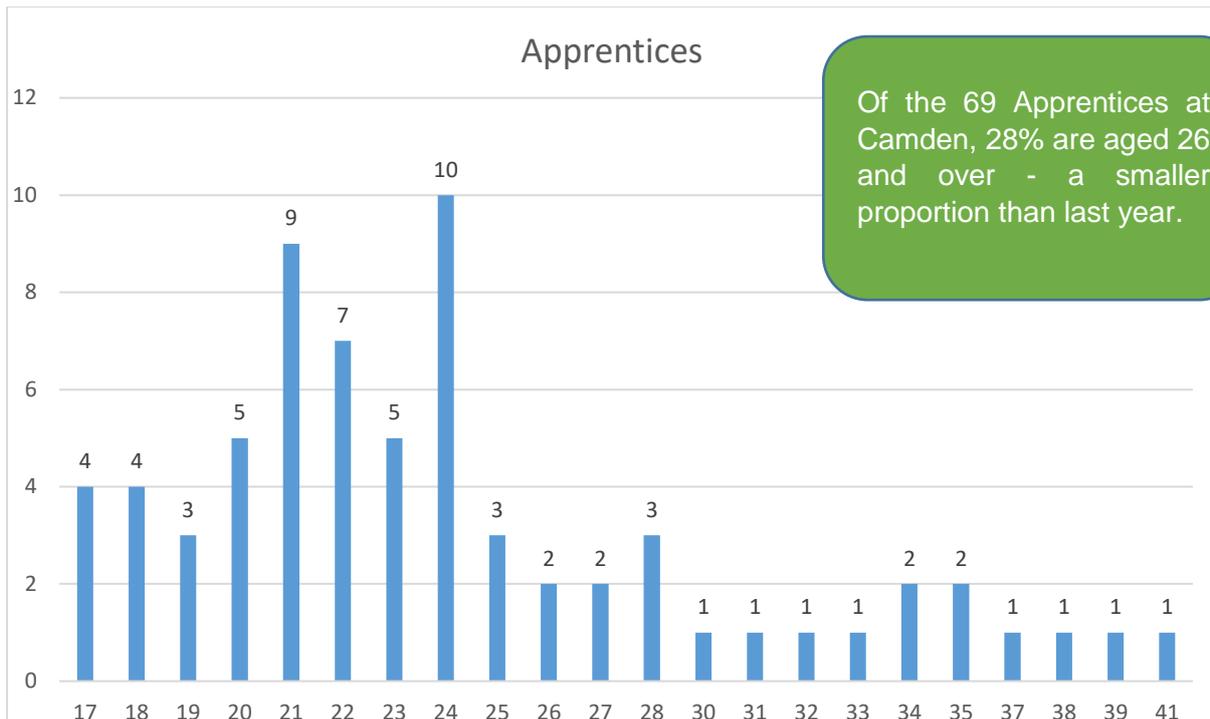


Figure 12: Age of Apprentices

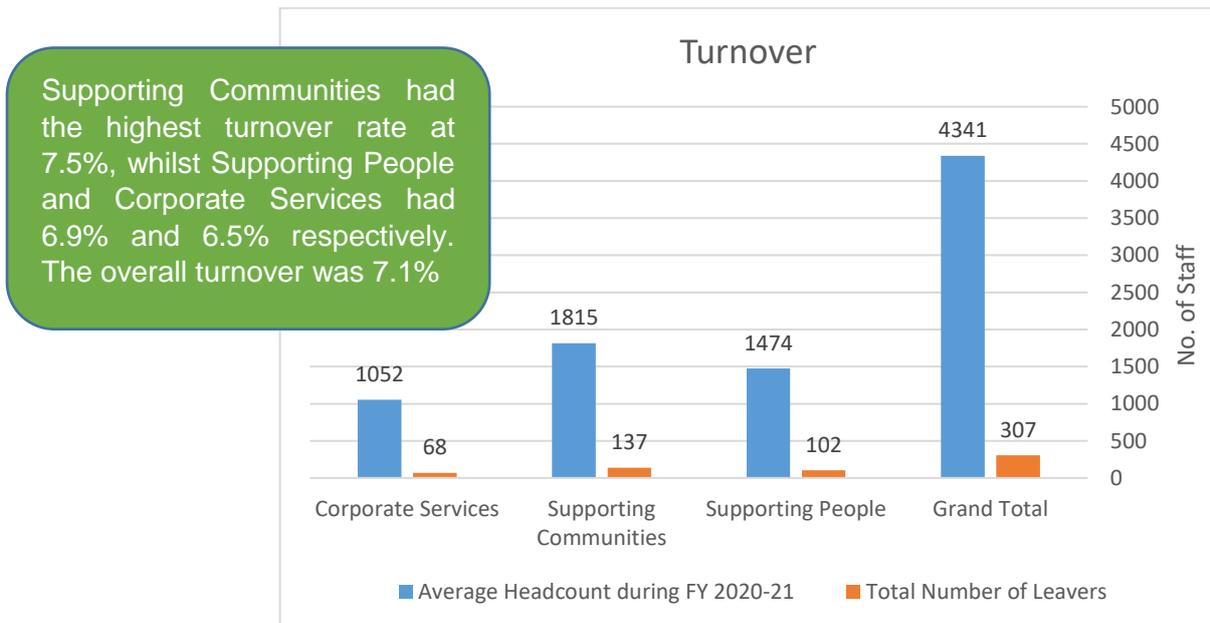


Figure 13: Turnover for 2020-21

Staff Resident in Camden

Camden remains an attractive place to both work and live in. As the table below shows, 17.3% (766) of Council staff live in the Borough. Supporting Communities has the largest proportion with almost 20% of its staff living in the Borough, whilst Corporate Services has the smallest at 12.5%

Directorate	Camden Resident	Non-Camden Resident
Corporate Services	↑12.5%	↓87.5%
Supporting Communities	↓19.9%	↑80.1%
Supporting People	↑17.2%	↓82.8%
Grand Total	↓17.3%	↑82.7%

Table 2: Resident in Camden - Directorate

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

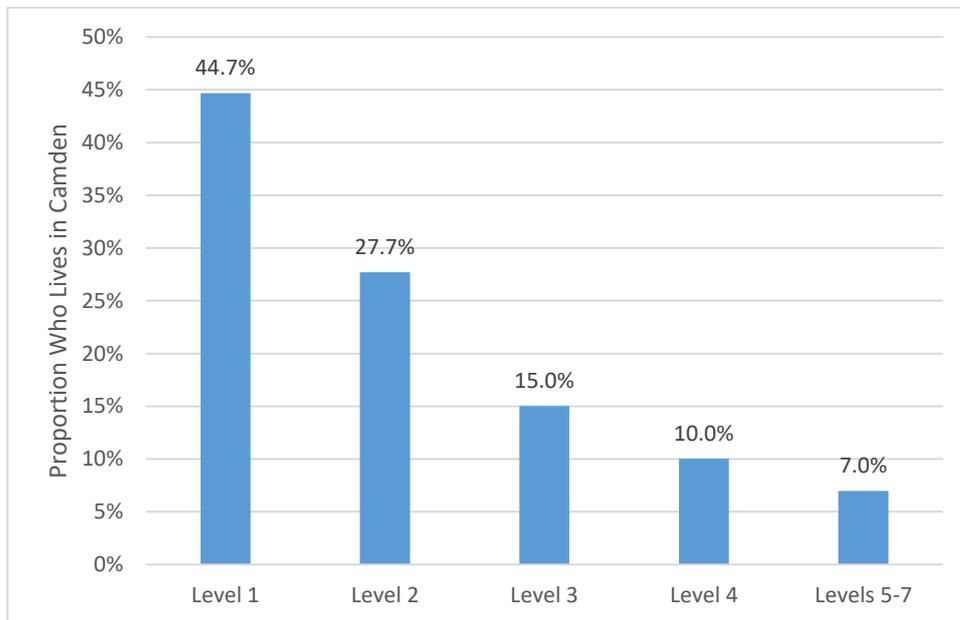


Figure 14: Camden Residence - Salary Grade

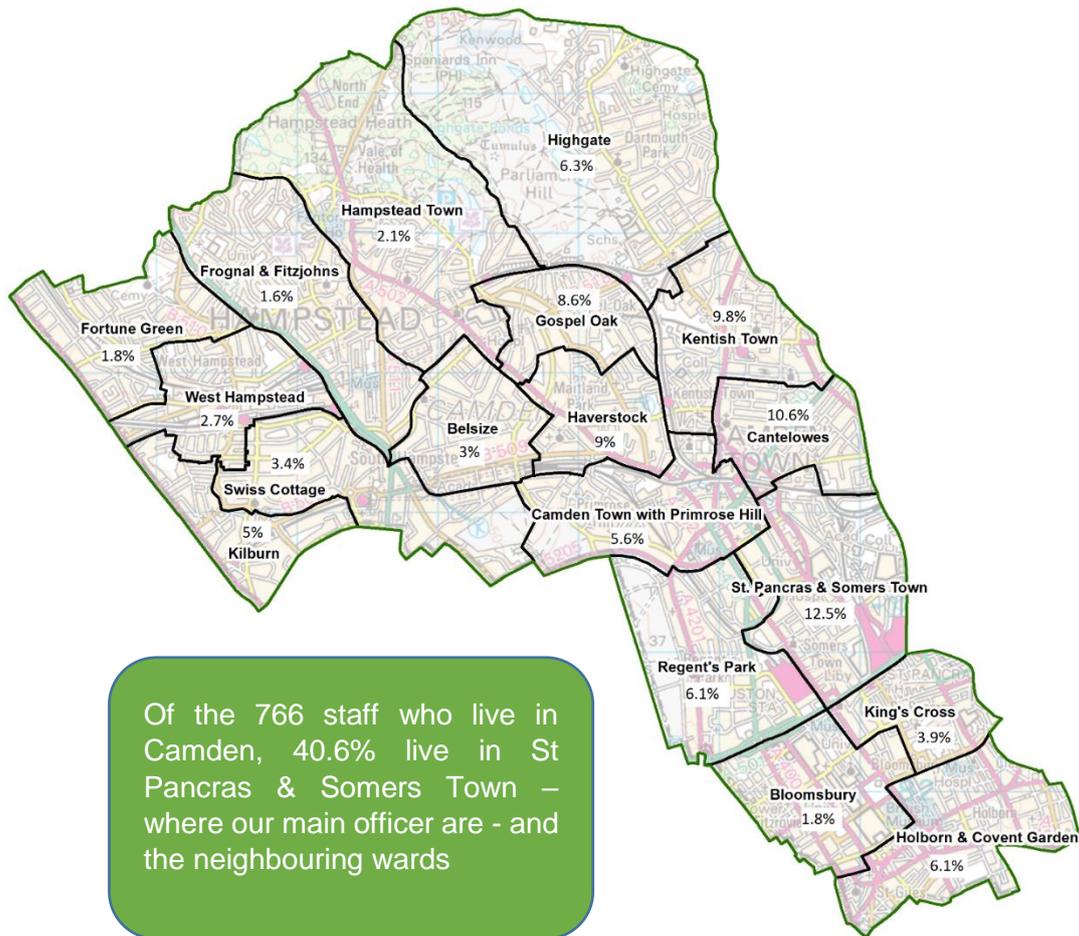


Figure 15: Camden Residence – Wards

AMGUD and Absences

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

Directorate	Absence Management		Disciplinary		Grievance		Managing Underperformance		Grand Total	
	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)	No. of Cases	No. of Cases (%)
Corporate Services	64	39%	13	33%	5	42%	12	50%	94	39%
Supporting Communities	67	40%	23	58%	6	50%	7	29%	103	43%
Supporting People	35	21%	4	10%	1	8%	5	21%	45	19%
Grand Total	166	100%	40	100%	12	100%	24	100%	242	100%

Overall, there were 242 relevant AMGUD cases in 2020-21, the majority (69%) of which were Absence Management related. Cases were not proportionate to Directorate size, with Corporate Services being 15% overrepresented and Supporting People being 10% underrepresented.

Staff sickness and availability to work has been significantly affected by the Covid-19 pandemic. Many staff were self-isolating and or shielding at various points during the year, however were still working – therefore were not recorded as “sick”, they will be included in separate tables/graphs as appropriate.

Directorate	Average Days sick leave per employee
Corporate Services	7.7
Supporting Communities	7.8
Supporting People	9.5
Total	8.3

Table 3: Sickness Absence Days - Directorate

Across all Directorates the average number of day’s sickness is actually slightly lower than last year, by 0.7 days. Supporting People had the highest average number of day’s sickness, which is to be expected as a significant number of roles in the Directorate are resident or service user facing.

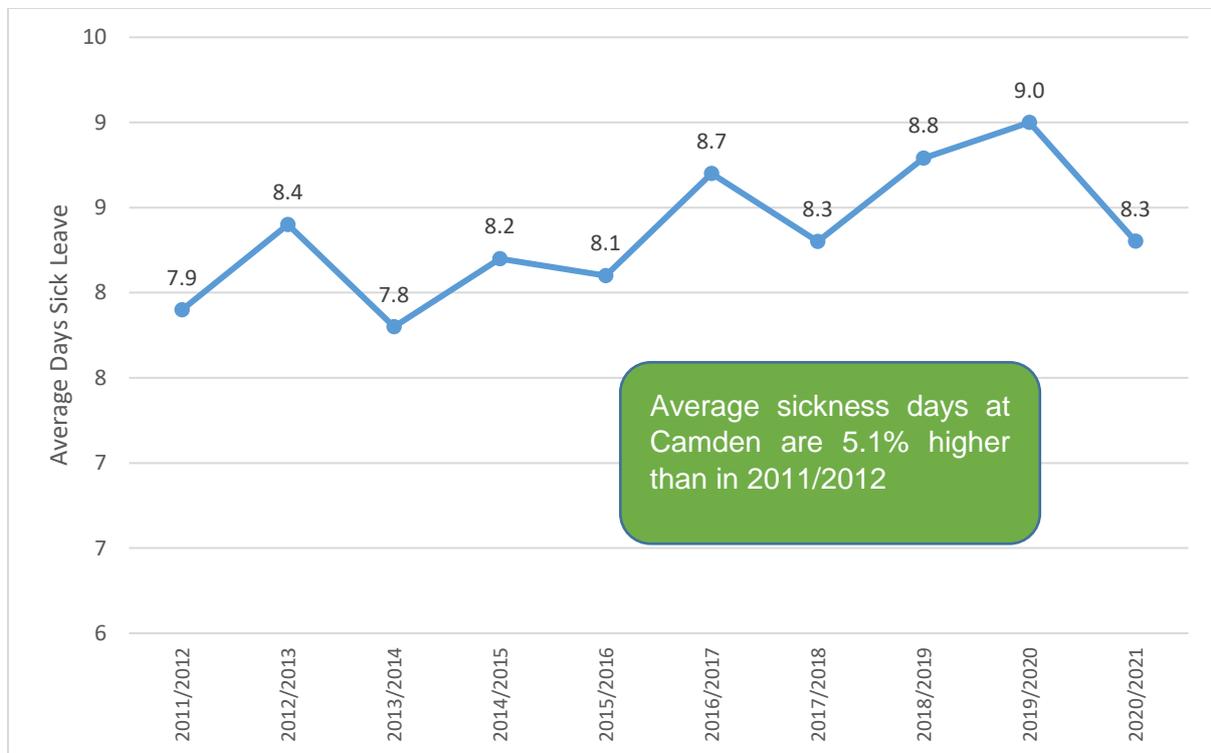


Figure 16: Average Sickness Days 2011-2020

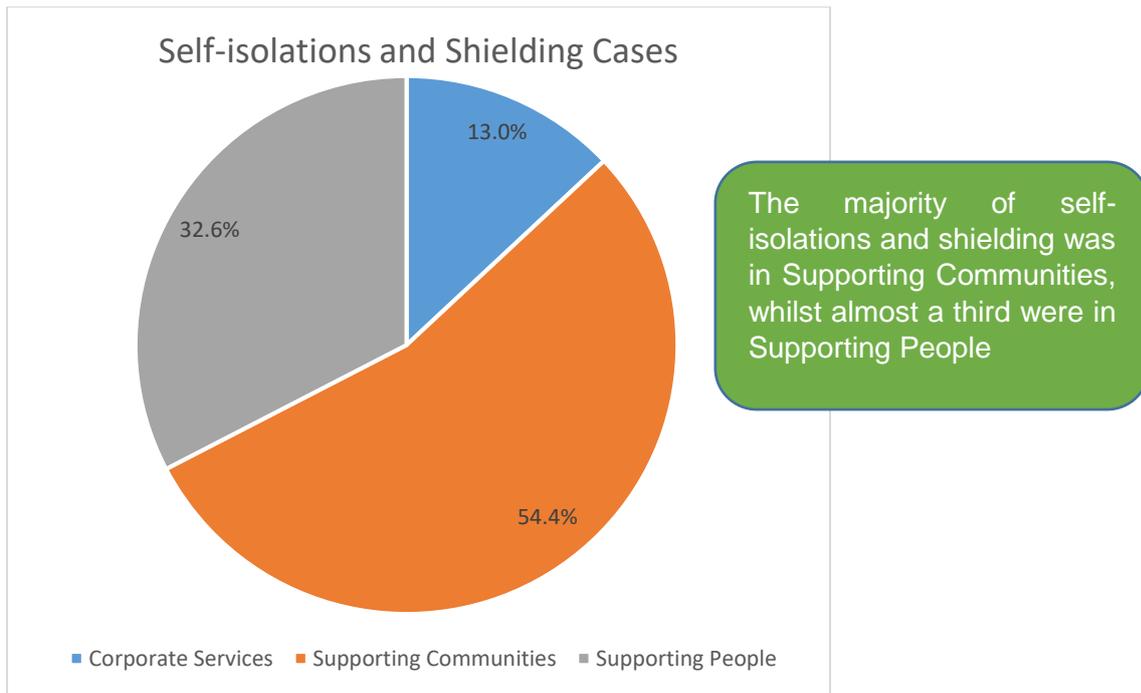


Figure 17: Self-isolations and Shielding Cases – Directorates

Gender

Camden Council endeavours to make itself a safe and inclusive place for women and men. Since 2017/18, it has annually reported its salary differences to the Government's Gender Pay Gap Service³, using that data to ensure fair hiring practices and promote equal pay and bonus distribution as standard.

Headcounts

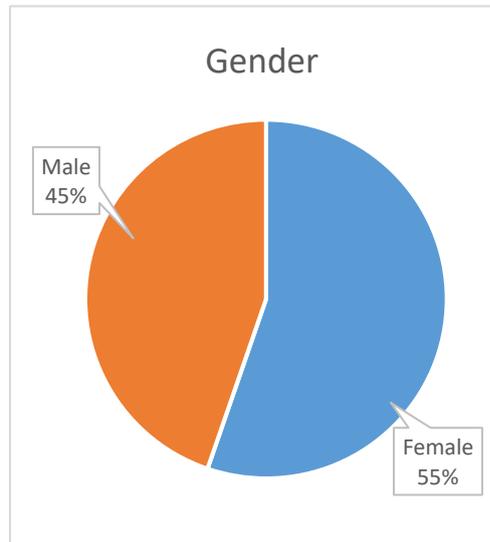


Figure 19: Composition of Council - Gender

Directorate	Female	Male	Total
Corporate Services	↓55.5%	↑44.5%	100.0%
Supporting Communities	↔41.0%	↔59.0%	100.0%
Supporting People	↑77.3%	↓22.7%	100.0%
Grand Total	↓55.3%	↑44.7%	100.0%
Camden Borough	49.8%	50.2%	100.0%
London	50.4%	49.6%	100.0%

Figure 18: Directorate, Gender and Working Population Breakdown

Female staff continue to be the majority at Camden, however that majority has shrank slightly from 57% last year to 55%. The proportion of female staff in Supporting People has increased by nearly 5%, whilst the proportion of male staff in Corporate Services has increased by 0.5%. The Council is reasonably representative of both Camden Borough and London as a whole, however the proportion of female staff is slightly higher than expected in comparison. *Table 4* shows us that the gap between female and male staff is 10.5%, the lowest it has been since 2011.

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Female	57.5%	56.9%	56.0%	56.8%	56.4%	56.3%	56.4%	56.3%	56.8%	55.3%
Male	42.5%	43.1%	44.0%	42.3%	43.6%	43.7%	43.6%	43.7%	43.2%	44.7%

Table 4: Proportion of Female/Male Staff since 2011

³ You can find Camden's most recent Gender Pay Gap data [here](#)

Patterns of Work, Grades and Length of Service

Female staff are over twice as likely as male staff to work part time. However, the proportion of male staff working part time has increased since last year, whilst the proportion of part time female staff has decreased slightly too.

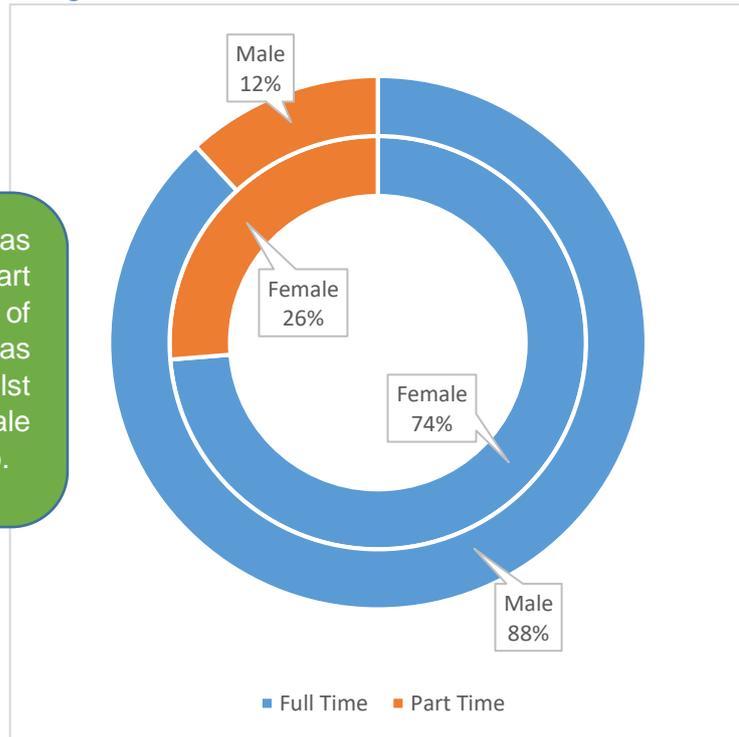
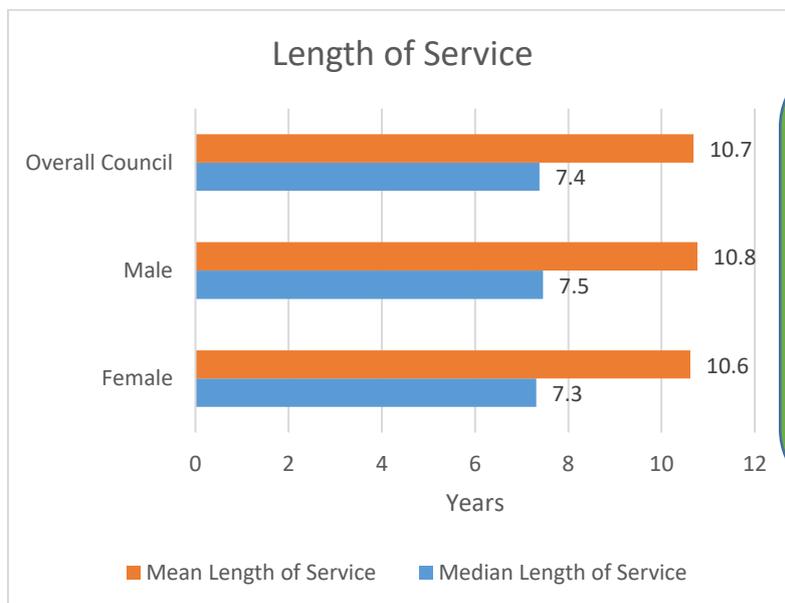


Figure 20: FT/PT - Gender



Male staff stay at Camden for marginally longer than female staff. The mean and median male lengths of service have decreased slightly since last year, whilst the female mean has increased and the median decreased – again both only marginally.

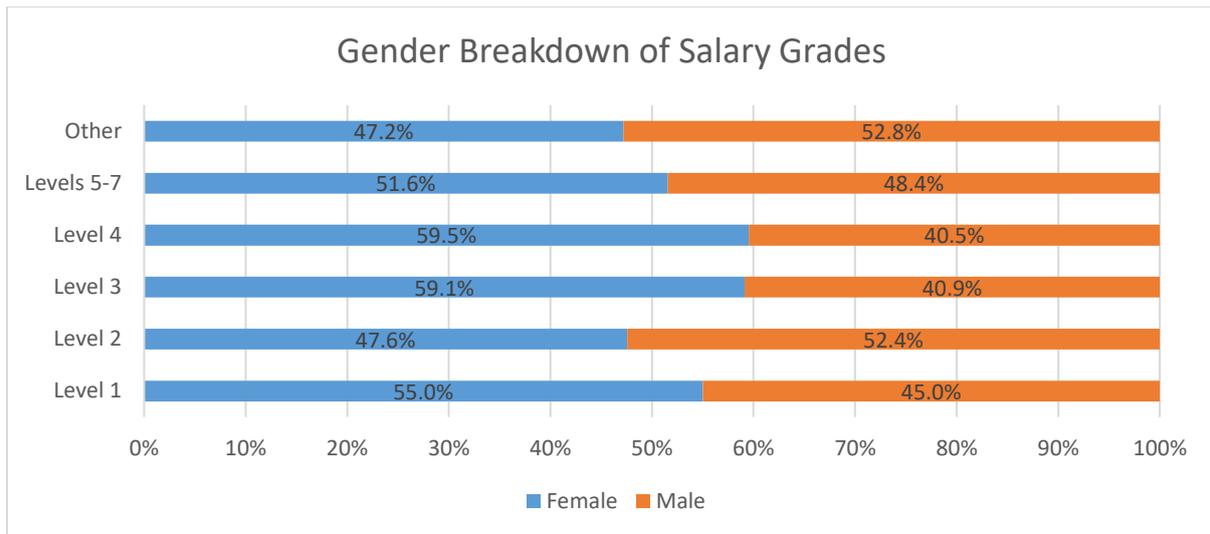
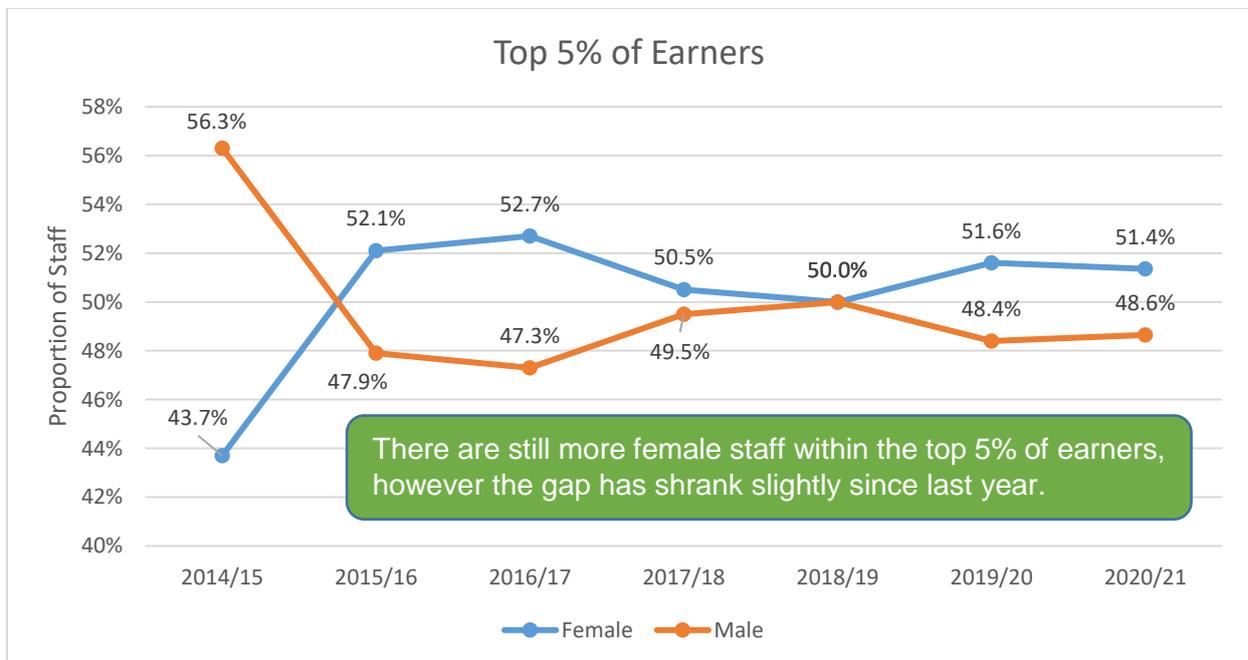


Figure 21: Salary Grades – Gender

There is variance in the gender distribution of staff across different salary grades, as there was last year. The proportion of male staff at levels 5-7 has increased slightly, and has increased significantly at level 2. The proportion of female staff at levels 3 and 4 has increased slightly, and significantly at level 1. Female staff continue to outnumber male staff at most levels – except for ‘Other’ and level 2.

Figure 22: Top 5% of Earners - Gender



Recruitment, Leavers and Apprentices

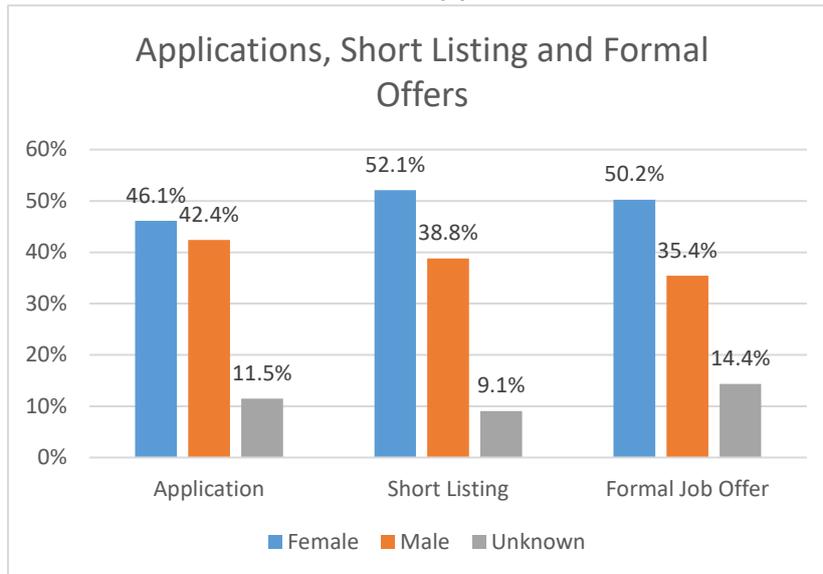


Figure 23: Applications, Short Listing and Formal Offers - Gender

You will see in *Figure 23* an 'unknown' response for gender – this is because it is an optional question in the application process. Men and women largely apply for jobs at Camden at the same rate, with women slightly higher by 3.7%. This changes at later stages; whereby women are shortlisted 13.3% more of the time than men, and are 14.8% more likely to receive a job offer. The proportion of male applicants decreases at each stage of the process.

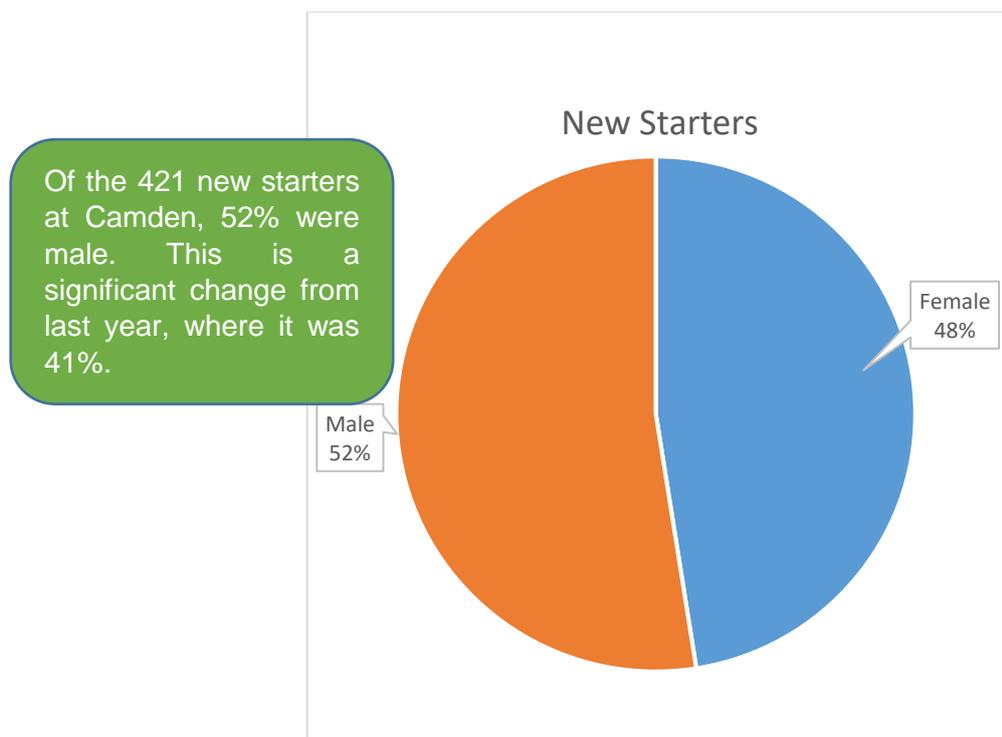
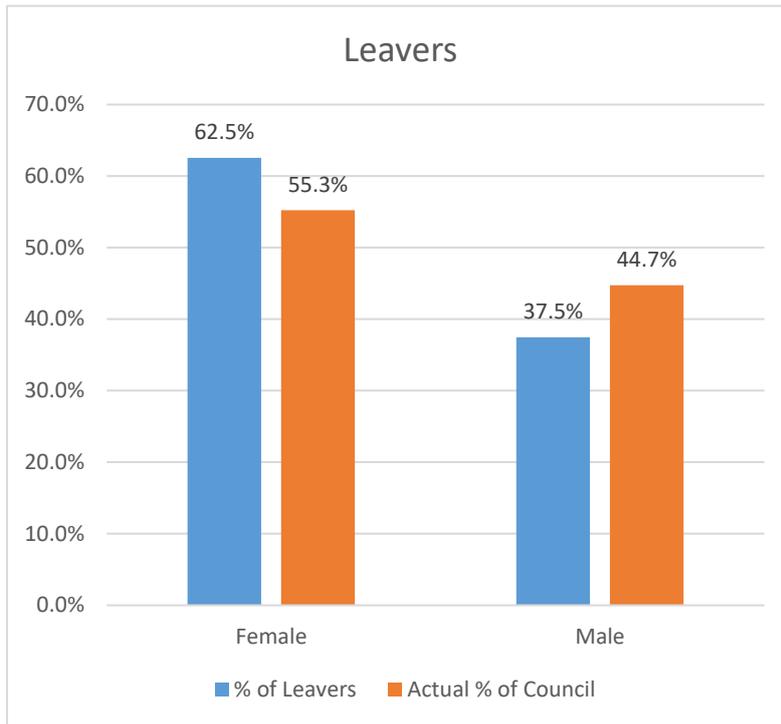


Figure 24: New Starters – Gender

Figure 25: Leavers - Gender



Of the 307 leavers in 2020-21, over 62% were female staff. Female staff were 7.3% overrepresented amongst leavers, a switch from being underrepresented last year. There is significant variation in reasons for leaving between female and male staff; as can be seen in *Table 5*, two of the most evident are Death in Service and Retirement. Of the 12 deaths in service in 2020-21, 66.7% were male staff. Although, thankfully, a relatively low number, male staff forming such a majority is notable. Of the 19 staff to retire in 2020-21, nearly 80% were female.

Gender	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
Female	61.1%	33.3%	35.7%	23.8%	68.8%	78.9%	62.5%
Male	38.9%	66.7%	64.3%	76.2%	31.2%	21.1%	37.5%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 5: Reasons for Leaving – Gender

Amongst the current 69 apprentices, the proportion of men and women is almost equal. The proportion of male apprentices actually increased by from 41%.

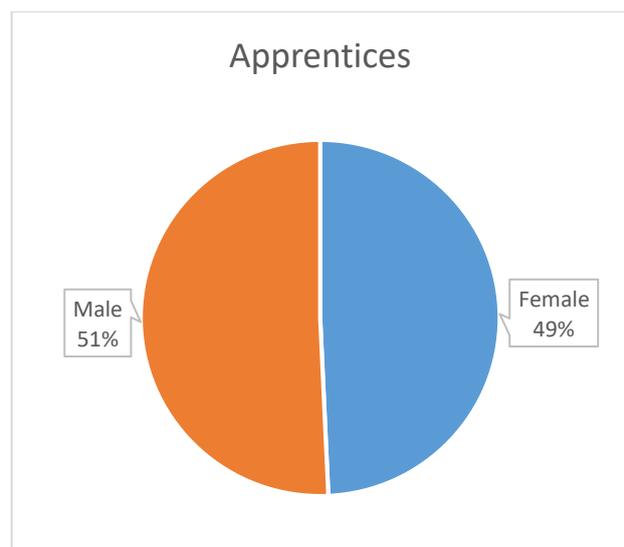
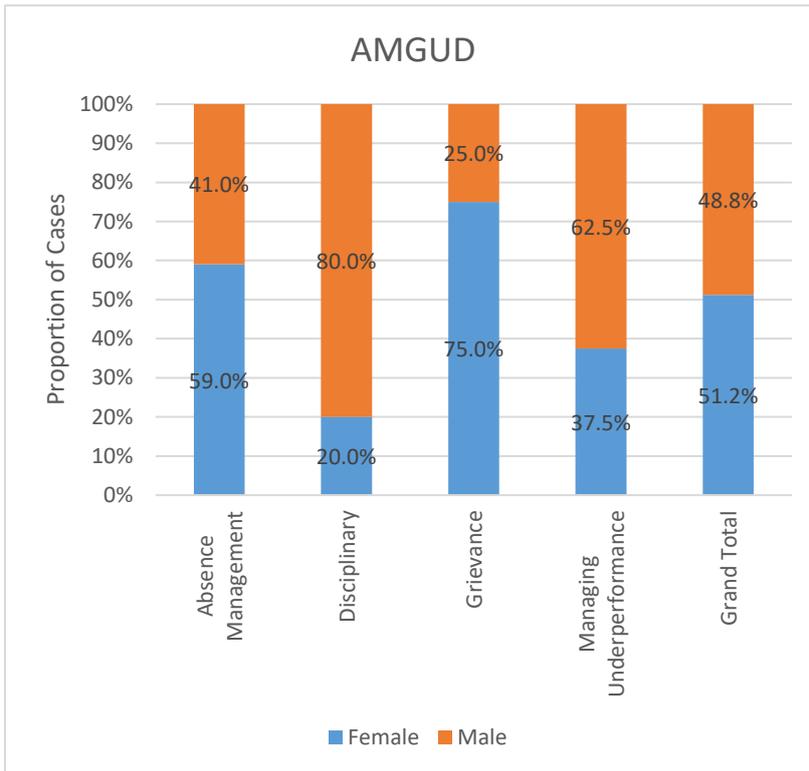


Figure 26: Apprentices – Gender

AMGUD and Absences



Male staff are overrepresented in AMGUD cases by 4.3%, and there is significant variation between the genders in the different AMGUD categories. 80% of the 40 disciplinary cases involved male staff, whilst 75% of the 12 grievances involved female staff. Both of these are quite significantly skewed against one gender, although the small number of cases overall mean any variation one way.

Figure 27: AMGUD - Gender

Females are overrepresented in sickness absence figures across all three directorates, and by 6.3% overall. Supporting People is the closest to accurately reflecting the actual composition of the directorate, however male staff are still underrepresented there by almost 3%.

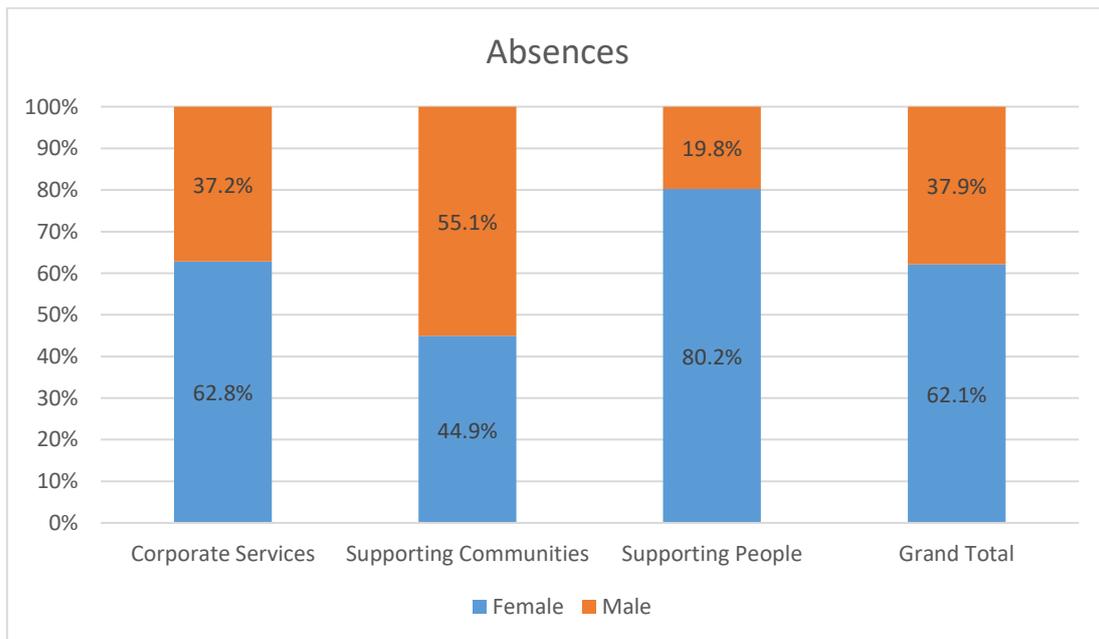


Figure 28: Absences - Gender and Directorate

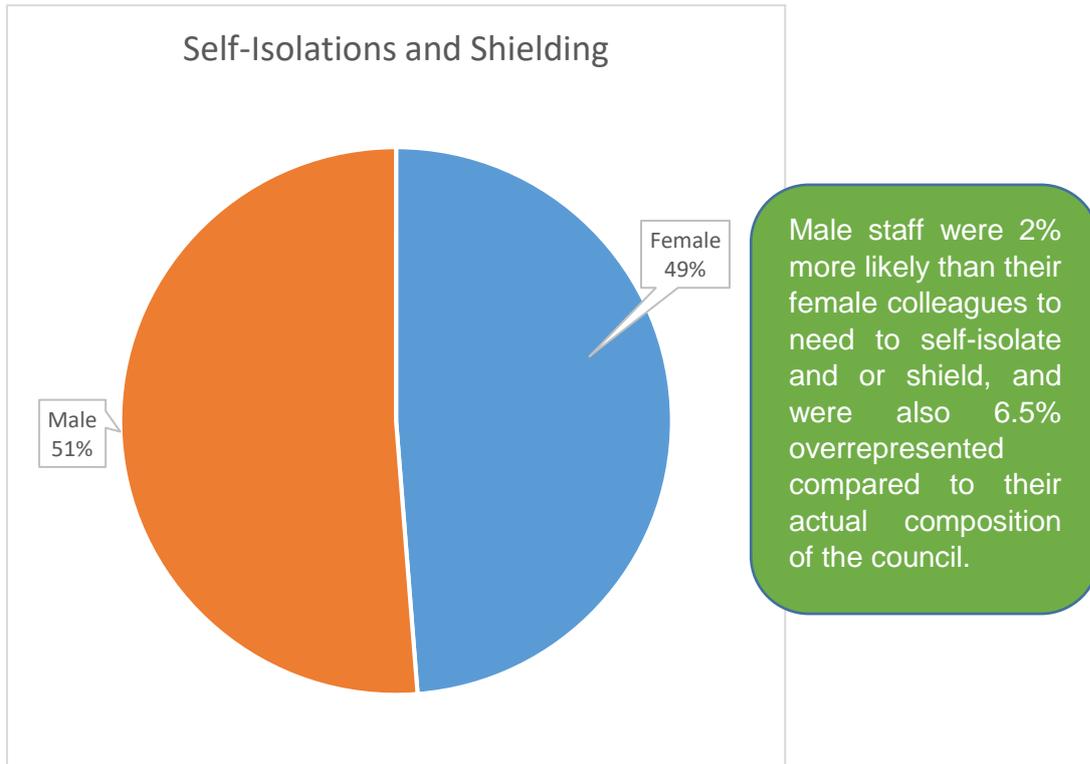
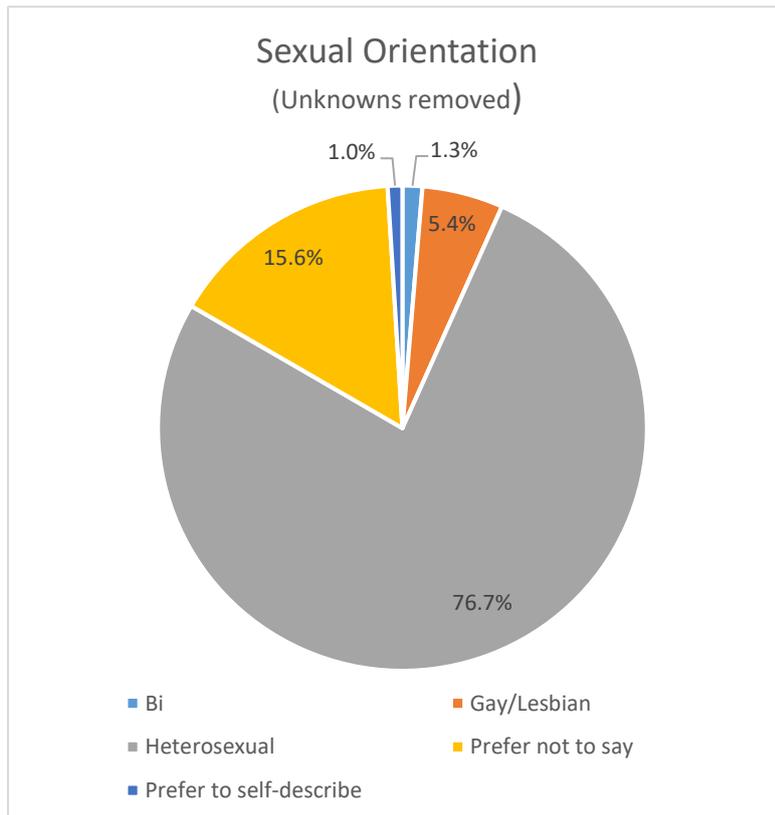


Figure 29: Self-isolations and Shielding – Gender

Sexual Orientation

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

Headcounts



Bi and Gay/Lesbian staff now comprise nearly 7% of the council, a slightly increase since last year. The proportion of ‘prefer not to say’ has also decreased by 1.9% since last year. 2,665 ‘unknowns’ have been removed, as they were last year. Albeit there are fewer unknowns this time around, it still outnumbers actual declarations by almost 3 to 2, so will significantly obscure the true figure.

Figure 30: Sexual Orientation

Grades and Length of Service

There is significant deviation and variation in length of service amongst different sexual orientations and against the overall council figure, and this is likely in part due to the high number of unknowns. The median length of service for Bi staff is less than half that of the Overall Council. Whilst Heterosexual staff have on (mean) average 3 years fewer years of service than the Council overall. Gay and Lesbian staff are the closest to mirroring the overall council figure, but even then it is still slightly lower.

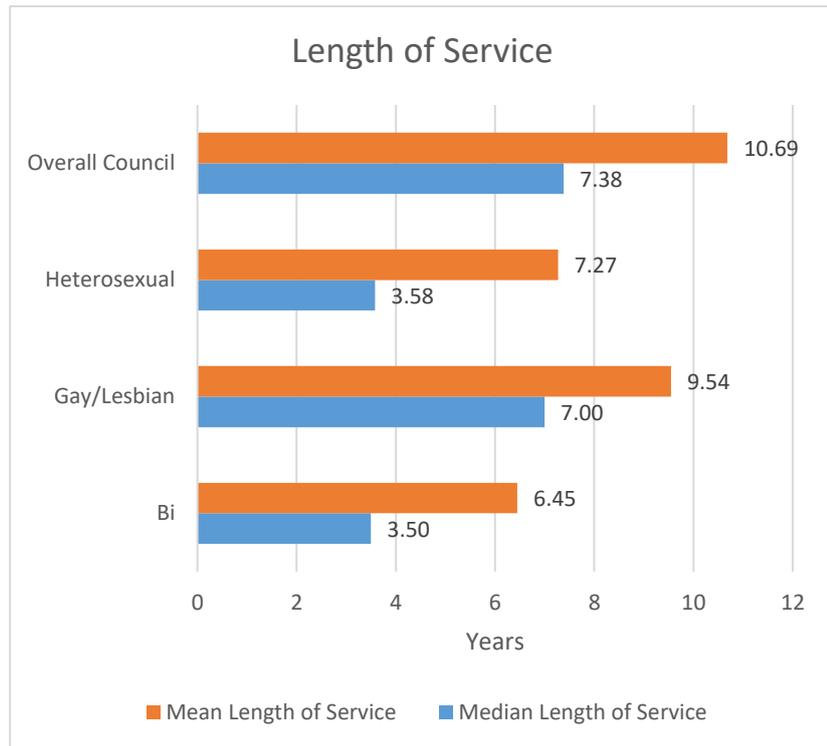


Figure 31: Length of Service - Sexual Orientation

Employment Grades	Bi	Gay/ Lesbian	Heterosexual	Grand Total
Level 1	1.1%	2.2%	96.8%	100%
Level 2	1.0%	3.4%	95.7%	100%
Level 3	1.7%	5.9%	92.4%	100%
Level 4	1.6%	7.2%	91.1%	100%
Levels 5-7	1.6%	9.8%	88.5%	100%
Other	5.9%	11.8%	82.4%	100%
Grand Total	1.6%	6.4%	92.0%	100%

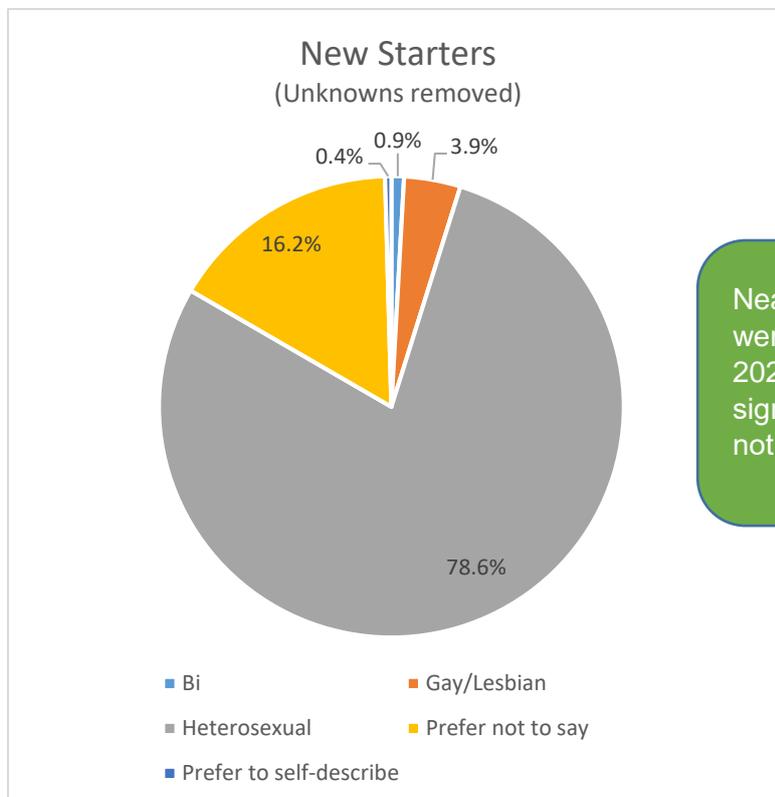
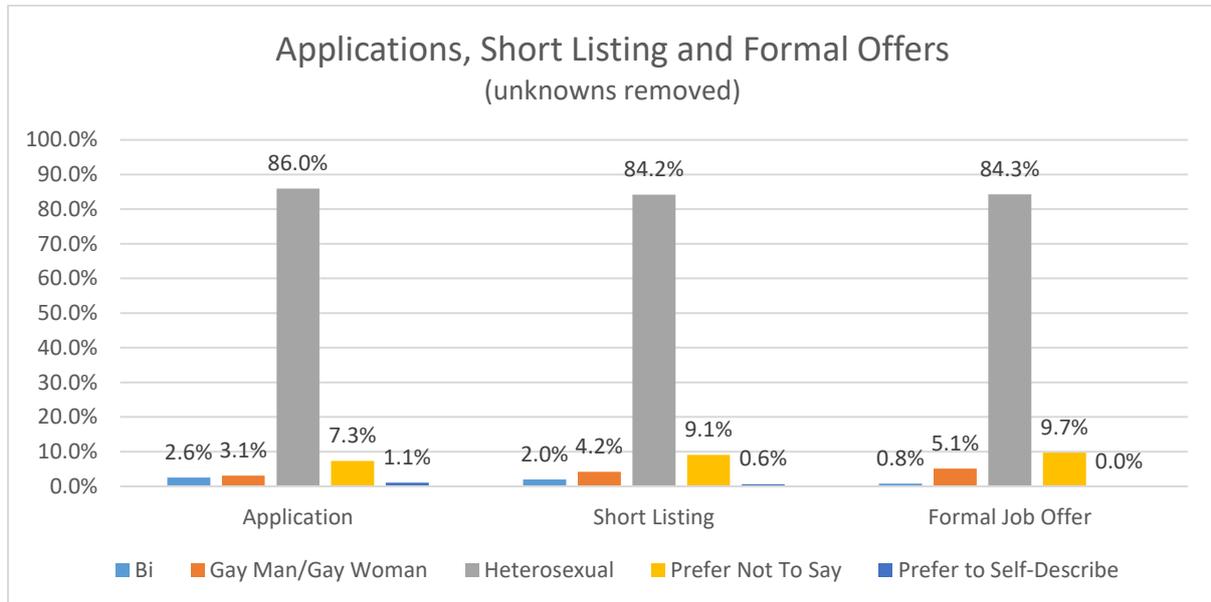
Table 6: Salary Grades - Sexual Orientation

You will note in Table 6 that unknowns and 'prefer not to say' and 'prefer to self-describe' have been removed for clarity purposes, as they were in last year's report. The proportion of gay and lesbian increases as the salary grade increases, this pattern was also observed last year. There is notable deviation from the overall figures in the 'other' grade, with bi and gay men and women being notably overrepresented, and heterosexual staff being underrepresented – there is no clear explanation for this other than the number of unknowns potentially skewing the data. It should also be noted that a small proportion of Level 1 staff have declared to be Bi or gay man or woman, whereas in the 2019-20 0% had declared.

Recruitment, Leavers and Apprentices

The proportion of Bi and staff who would prefer to self-describe decreases at every stage of the recruitment process. The proportion of heterosexual staff decreases marginally at the short listing stage, but increases slightly at the formal job offer stage. The proportion of gay men and women and those applicants who would prefer not to say increases at each subsequent stage of the process.

Figure 32: Applications, Short Listing and Formal Offers - Sexual Orientation



Nearly 5% of new starters were Bi, Gay or Lesbian in 2020-21. There was a significant portion of "prefer not to say" in this section.

Figure 33: New Starters - Sexual Orientation

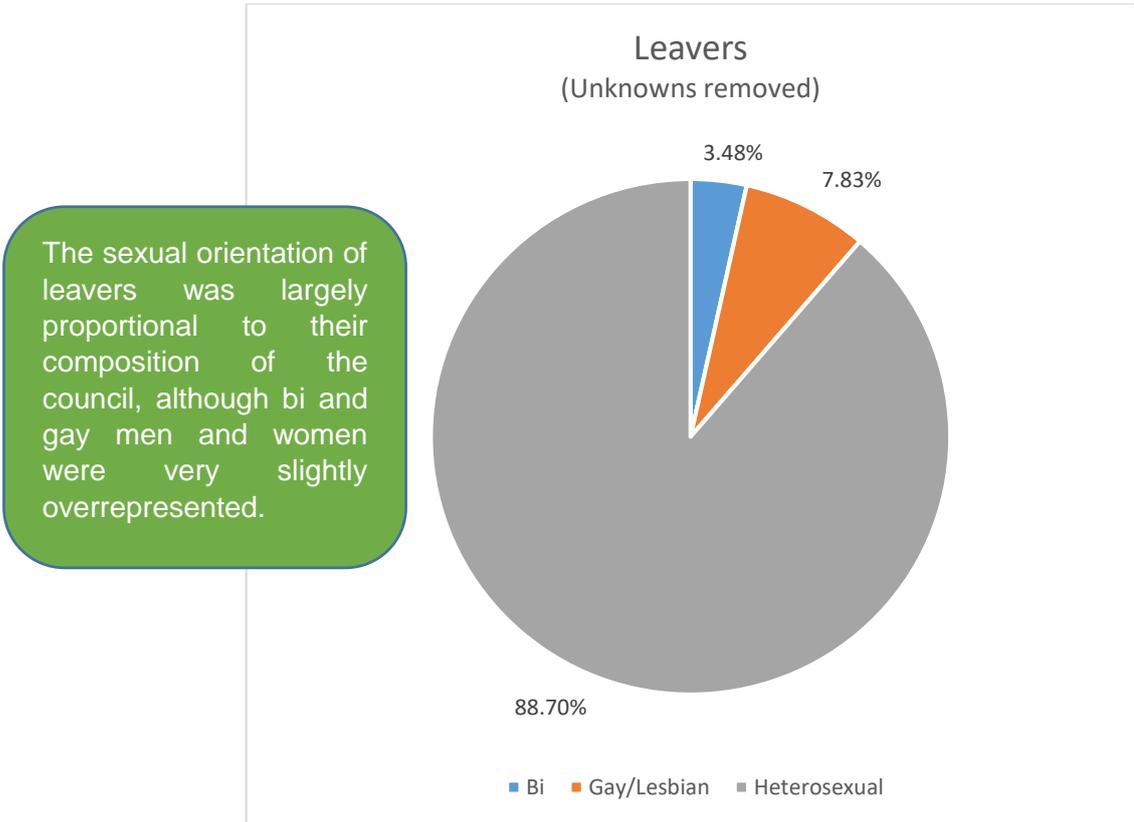
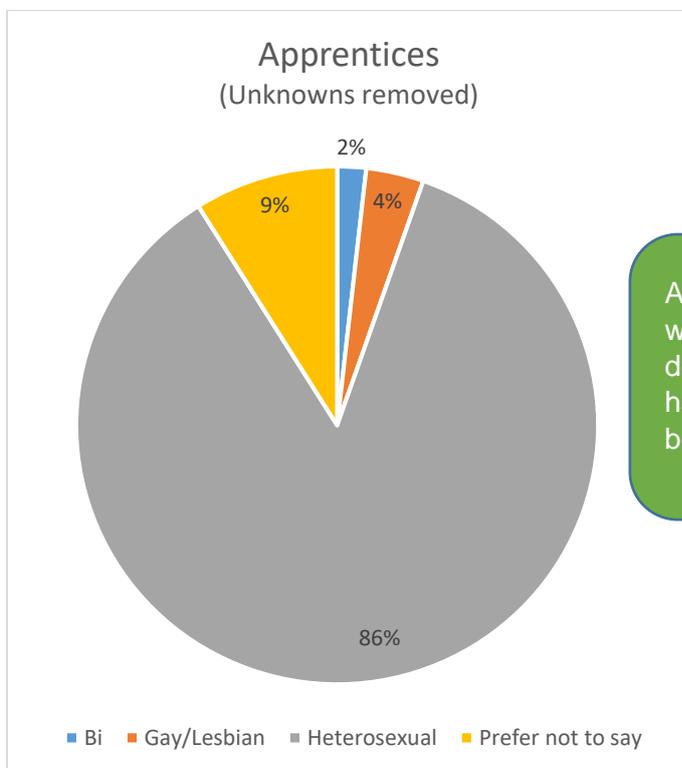


Figure 34: Leavers - Sexual Orientation



As opposed to last year, where there were no LGBT+ declaring apprentices, 6% have now declared as either being bi or gay/lesbian

Figure 35: Apprentices - Sexual Orientation

Table 7: Reasons for Leaving - Sexual Orientation

Gender	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
Bi	2.78%	0.00%	0.00%	0.00%	1.46%	0.00%	1.30%
Gay/Lesbian	0.00%	25.00%	7.14%	0.00%	2.44%	0.00%	2.93%
Heterosexual	30.56%	16.67%	35.71%	28.57%	37.56%	5.26%	33.22%
Prefer not to answer	0.00%	0.00%	0.00%	0.00%	0.49%	0.00%	0.33%
Prefer not to say	19.44%	8.33%	7.14%	0.00%	4.88%	0.00%	6.19%
Prefer to self-describe	2.78%	0.00%	0.00%	0.00%	0.49%	0.00%	0.65%
Unknown	44.44%	50.00%	50.00%	71.43%	52.68%	94.74%	55.37%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The number of unknowns, 'prefer not to say' and 'prefer to self-describe' are significantly skewing the data on reasons for the leaving. It is concerning that 25% of the 12 deaths in service in were amongst gay and lesbian staff, even when factoring in the unknowns issues. This may be purely coincidental, but should be monitored.

AMGUD and Absences

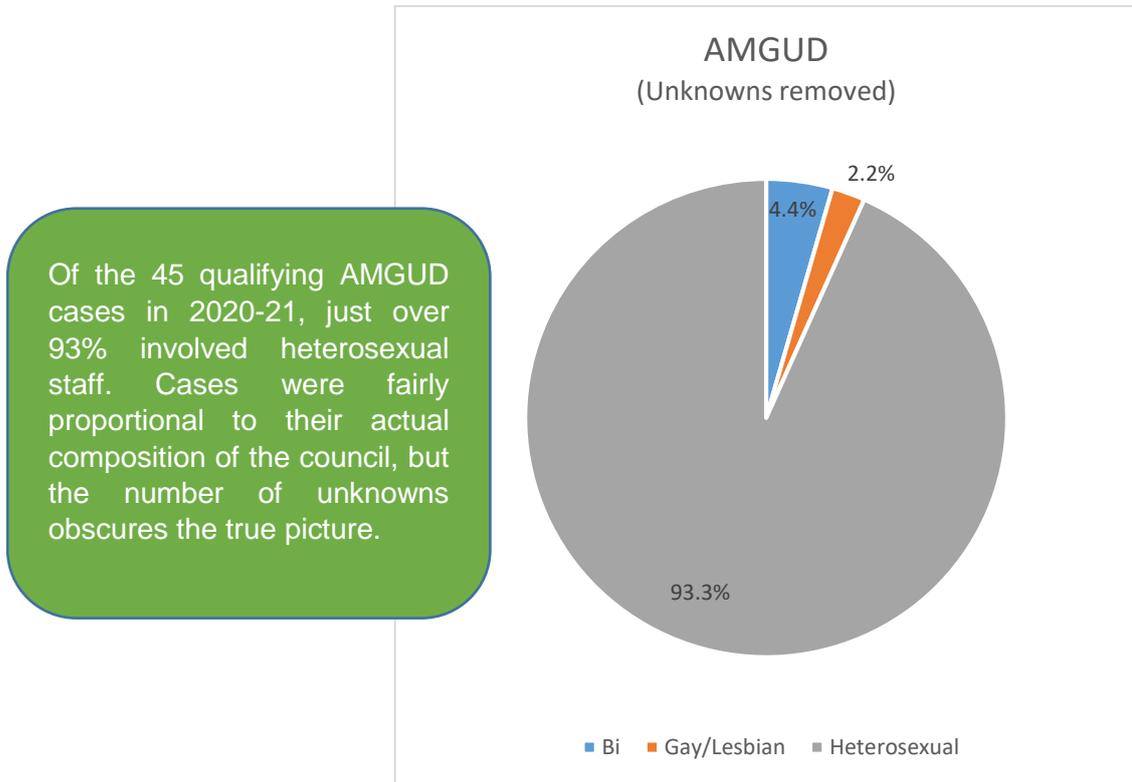


Figure 36: AMGUD - Sexual Orientation

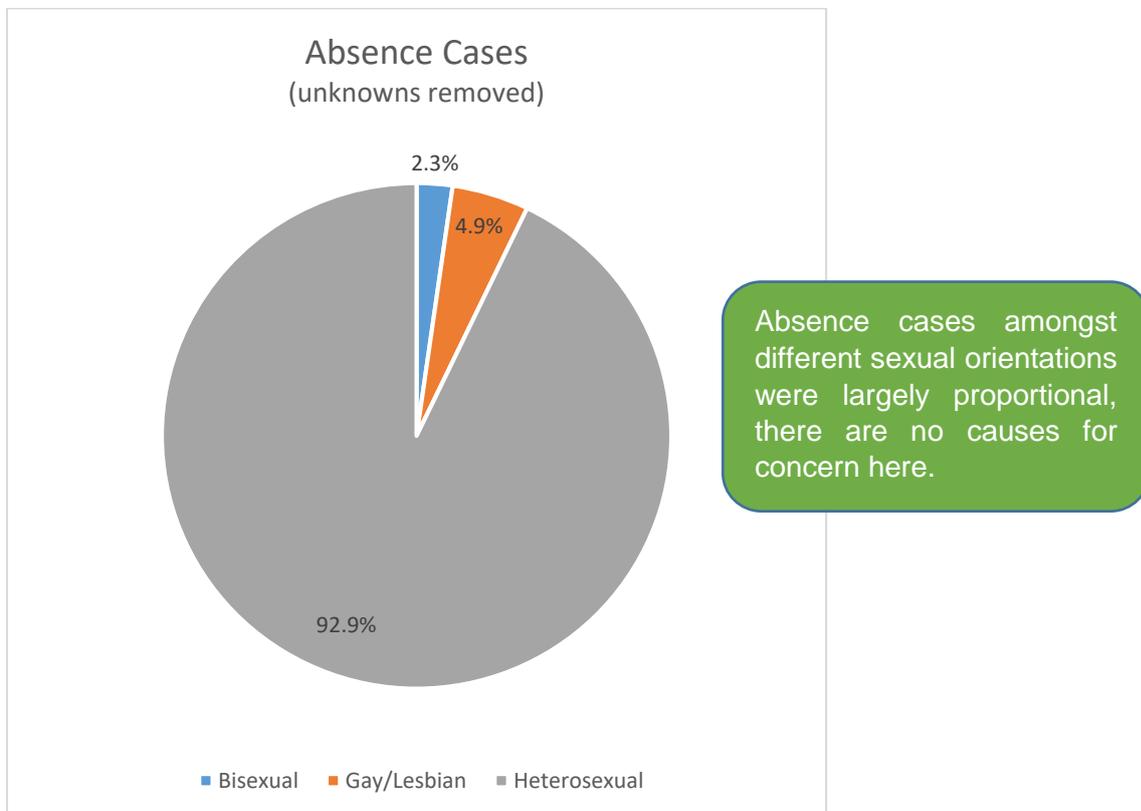


Figure 37: Absences - Sexual Orientation

Ethnicity

The London Borough of Camden is one of the most ethnically, culturally and religiously diverse places in the country, and it is the Council’s aim that its workforce reflects that. Tackling inequality sits at the heart of our Camden 2025 vision – and we are committed to becoming a truly inclusive organisation. We are determined to make real, meaningful and lasting change happen across our organisation and, as noted at the beginning of this report, have committed to a number of specific actions.

Headcounts

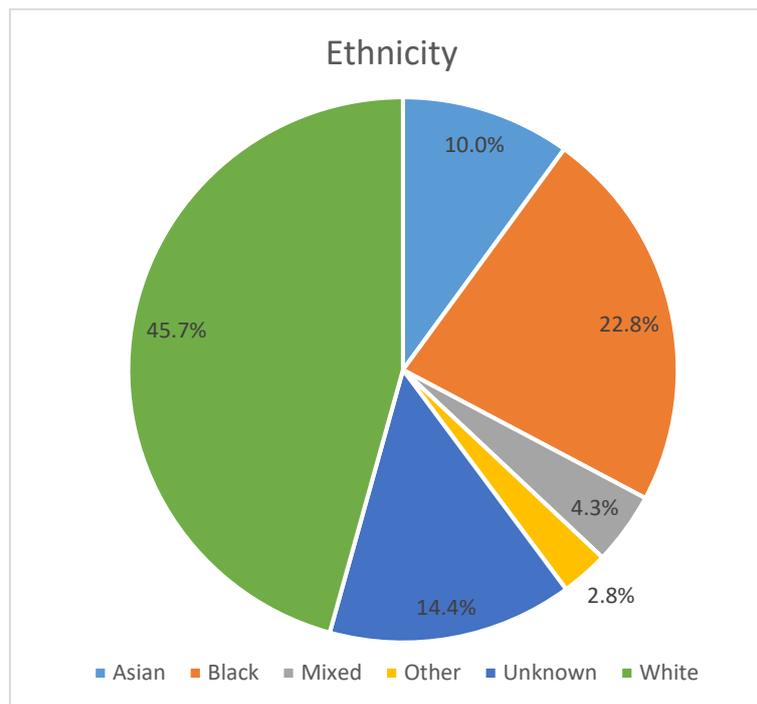


Figure 38: Composition of the Council - Ethnicity

Of the 4,418 staff working at Camden, white staff form the largest single ethnic group at 45.7%. The second largest, forming almost a quarter of the workforce, are black. The distribution of ethnicities across the three directorates varies notably in a few places, but is otherwise fairly proportional. There is a 6.8% higher than expected proportion of Asian staff in Corporate Services, which in turn leads to the higher Black, Asian and Other Ethnicity⁴ figure in the directorate. There is a 5.4% overrepresentation of unknown ethnicities in Supporting Communities.

Directorate	Asian	Black	Mixed	Other	Unknown	White	Total	BAOE
Corporate Services	↑16.8%	↓21.1%	↓4.2%	↔2.8%	↑8.7%	↓46.4%	100.0%	↓ 44.9%
Supporting Communities	↓6.7%	↑21.6%	↑4.1%	↓2.4%	↓19.8%	↓45.4%	100.0%	↑ 34.7%
Supporting People	↔9.6%	↓26.1%	↑4.7%	↓3.4%	↑10.6%	↑45.5%	100.0%	↓ 43.9%
Grand Total	↓10.0%	↓22.8%	↑4.3%	↓2.8%	↑14.4%	↓45.7%	100.0%	↓ 39.9%

Table 8: Directorates – Ethnicity

⁴ The term ‘Black, Asian and other ethnicities’ is used for reporting purposes only. The acronym ‘BAOE’ is used in data tables and charts when this is necessary for presentational purposes. We recognise that Black, Asian and other ethnicities are not one homogenous group, each ethnicity has its own unique identity and experience different barriers.

Table 9: Borough, London and Council - Ethnicity

Directorate	Asian	Black	Mixed	Other	Unknown	White
Camden Council	10%	23%	4%	3%	14%	46%
Camden Borough ⁵	16%	7%	4%	4%	0%	69%
London ⁶	18%	12%	4%	3%	0%	63%

Staff who have declared mixed ethnicity, accurately represent the Borough and London as a whole, whilst other ethnicity staff closely match too. However, Asian and White staff are underrepresented at Camden, the latter quite notably. Black staff are also 11-16% overrepresented at the Council.

Patterns of Work, Grades and Length of Service

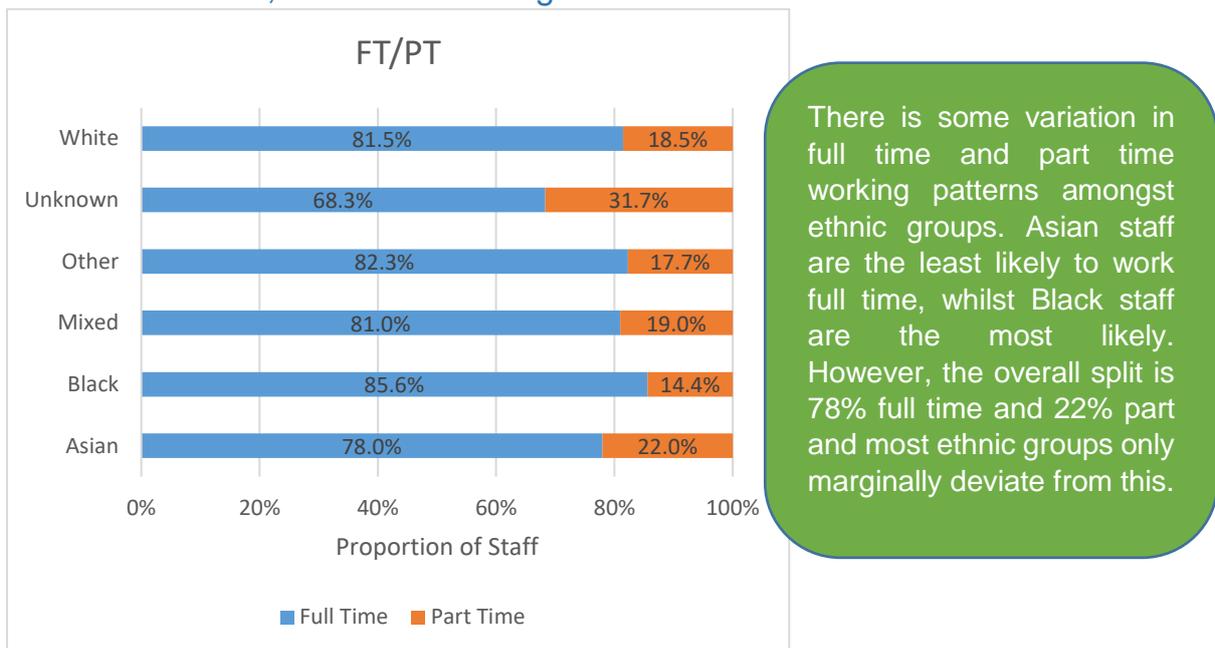


Figure 39: FT/PT – Ethnicity

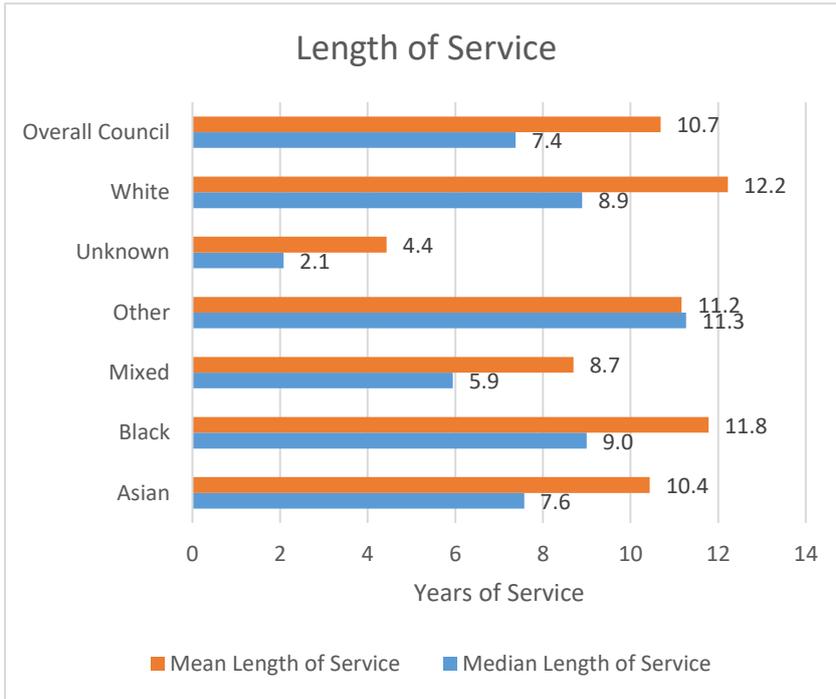
Employment Grades	Asian	Black	Mixed	Other	Unknown	White	Grand Total	BAOE
Level 1	14%	24%	5%	6%	22%	29%	100%	49%
Level 2	9%	32%	4%	3%	13%	38%	100%	49%
Level 3	13%	28%	4%	3%	11%	40%	100%	49%
Level 4	9%	19%	5%	2%	9%	56%	100%	35%
Levels 5-7	6%	11%	4%	2%	10%	67%	100%	23%
Other	3%	1%	0%	1%	85%	10%	100%	5%
Grand Total	10%	23%	4%	3%	14%	46%	100%	40%

Table 10: Employment Grades - Ethnicity

The proportion of Black, Asian and Other Ethnicity staff is stable from levels 1 – 3, but then notably drops off at level 4 upwards. The proportion of White staff increases as the salary band increases, the same as it did last year. Black staff are the most underrepresented at levels 5-7, being 12% lower than expected, and this was observed last year as well. The strangely large proportion of unknowns (85%) in the 'other' category should be investigated, but may partly be explained by the less stable and or temporary nature of the jobs in the grade.

⁵ This data is from the 2011 Census, you can find it the full data catalogue [here](#)

⁶ This data is from the 2011 Census, you can find it the full data catalogue [here](#)



Unknowns continue (this was observed last year) to be a significant outlier, working 6.3 and 5.3 years less than overall mean and median. White staff have the longest mean years of service, whilst Other ethnicity staff have the longest median. Mixed ethnicity staff have the lowest lengths of service, a pattern holding from last year, working 2 and 1.5 years less than overall mean and median.

Figure 40: Length of Service - Ethnicity

Recruitment, Leavers and Apprentices

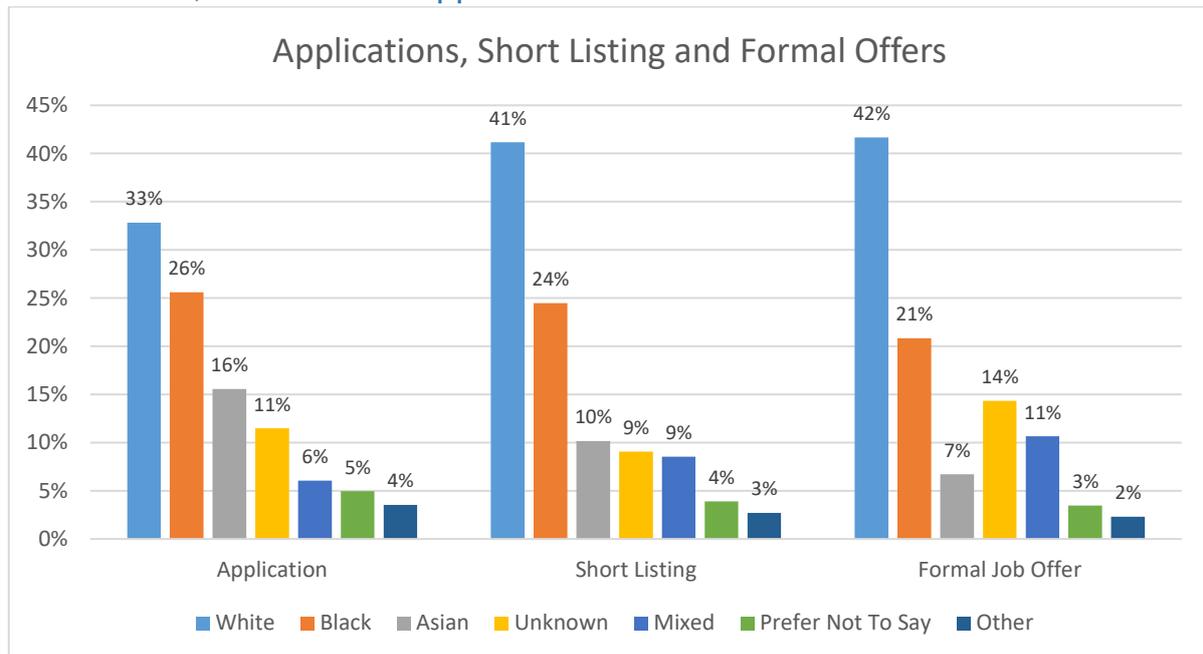


Figure 41: Applications, Short Listing and Job Offers - Ethnicity

Applicants from a white ethnicity form a third of all applications, and over 40% of both short listing and formal job offers. The only other ethnic group to consistently grow at each stage of the process are those of applicants with mixed ethnicity. The proportion of Black, Asian and Other ethnicity groups consistently decreases at each stage of the applications process, indicating that further investigation for possible bias may be needed.

Of the 421 new starters at Camden, unknowns formed the largest proportion at nearly 45%. White staff declared at the highest rate at nearly 29%, whilst Black staff were the second highest at nearly 15%.

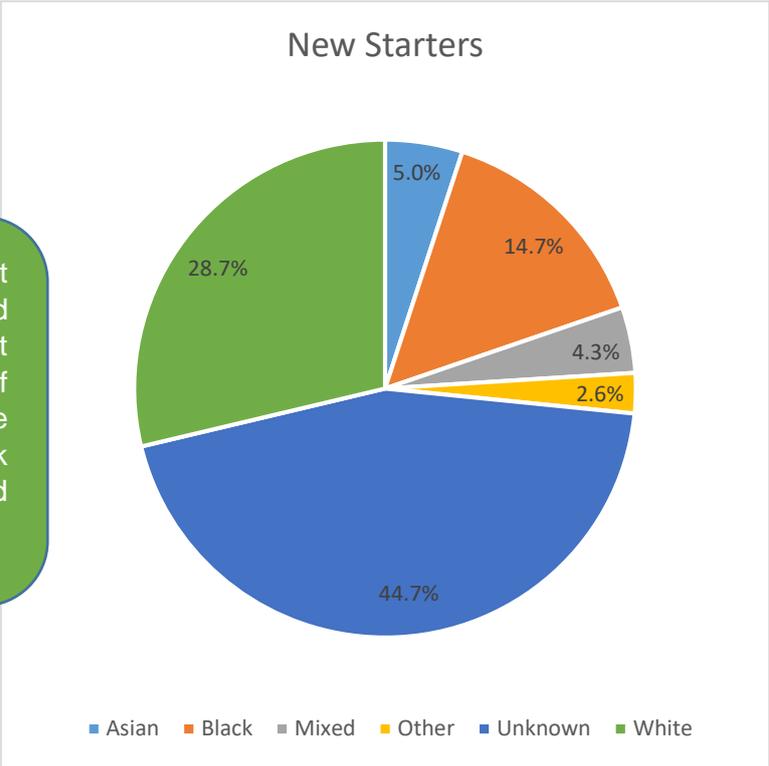


Figure 42: New Starters - Ethnicity

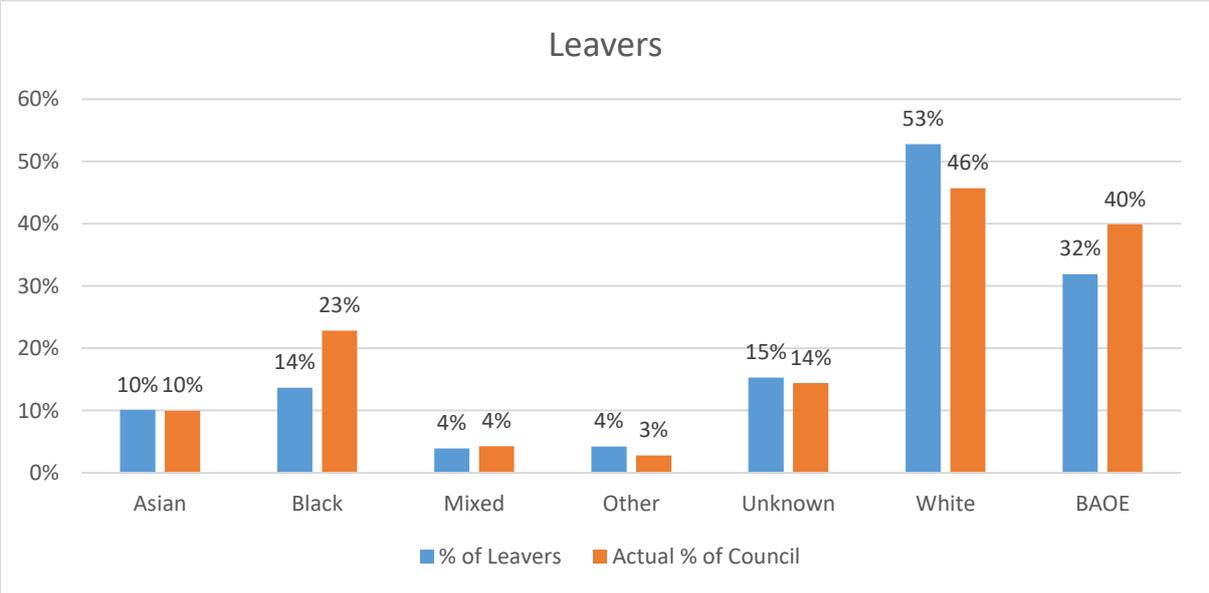


Figure 43: Leavers - Ethnicity

Asian, Mixed and Other ethnicity staff left Camden in numbers largely proportional to their composition of the Council. Black, Asian and Other Ethnicity staff overall were underrepresented amongst leavers, and this seems to be primarily driven by Black staff who were 9% underrepresented. White staff left the council at rate 7% higher than expected.

Table 11: Reasons for Leaving - Ethnicity

Ethnicity	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
Asian	13.89%	8.33%	14.29%	4.76%	10.73%	0.00%	10.10%
Black	13.89%	0.00%	28.57%	14.29%	13.66%	10.53%	13.68%
Mixed	2.78%	0.00%	0.00%	0.00%	5.37%	0.00%	3.91%
Other	8.33%	0.00%	0.00%	4.76%	3.41%	10.53%	4.23%
Unknown	30.56%	8.33%	7.14%	9.52%	15.61%	0.00%	15.31%
White	30.56%	83.33%	50.00%	66.67%	51.22%	78.95%	52.77%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
BAOE	38.9%	8.3%	42.9%	23.8%	33.2%	21.1%	31.9%

Although there were only 14 cases of Dismissal in 2020-21, this was the largest reason for Black, Asian and Other Ethnicity staff – as a group – for leaving. 83% of the 12 staff who died in service were white, almost twice their actual composition of the Council.

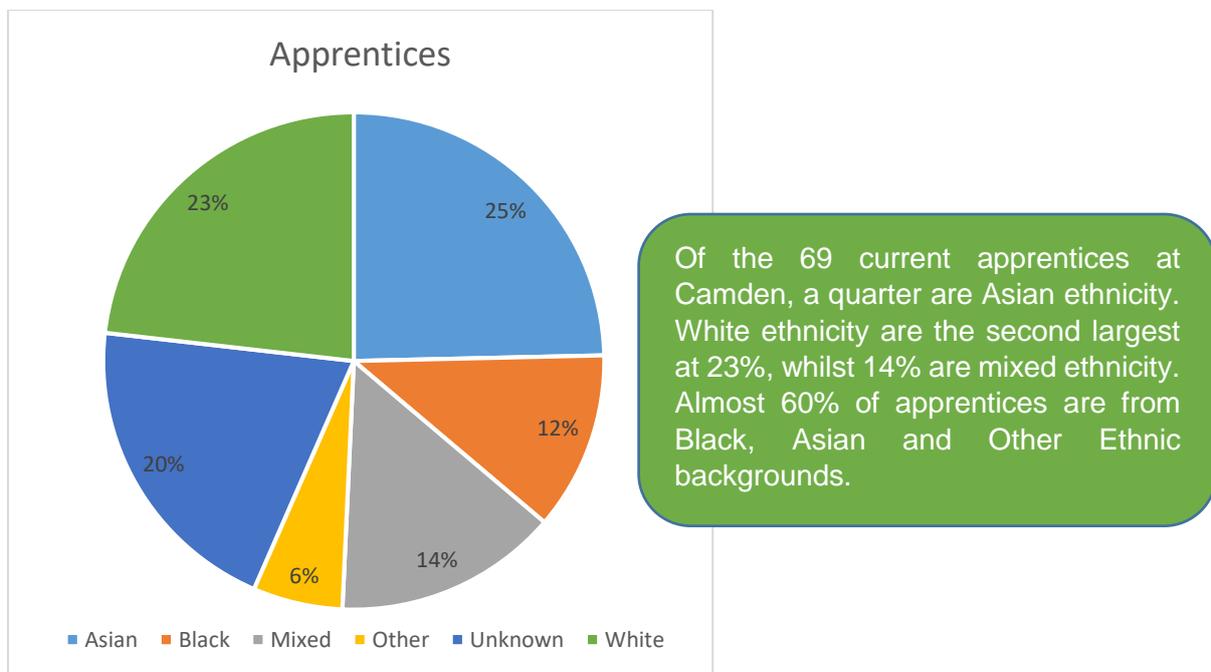


Figure 44: Apprentices – Ethnicity

Staff Resident in Camden

Black, Asian and Other Ethnicity staff – as a single group – are slightly less likely to live in Camden than their White counterparts, and 1.4% less likely than the Council overall. However, Asian staff are the most likely to live in Camden amongst all ethnic groups.

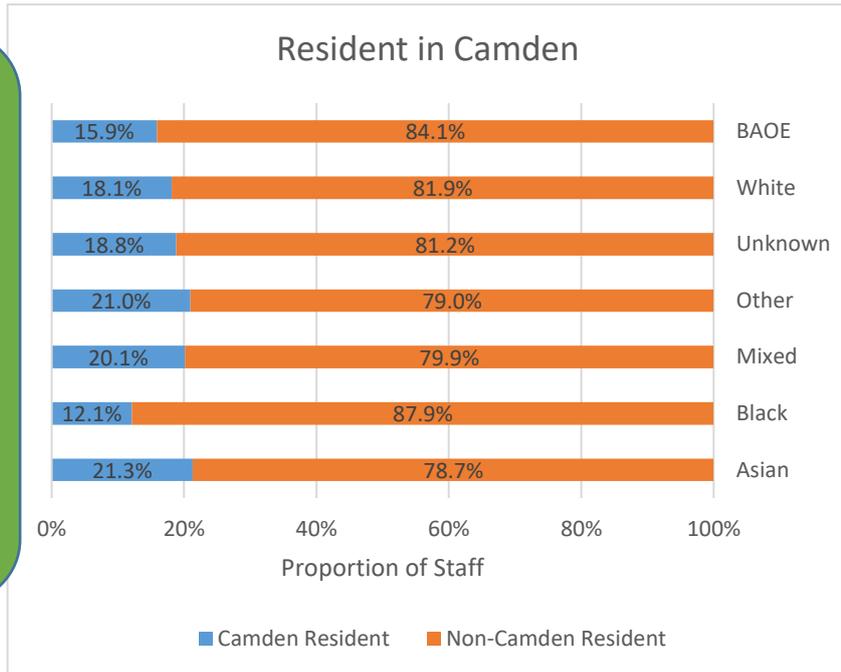
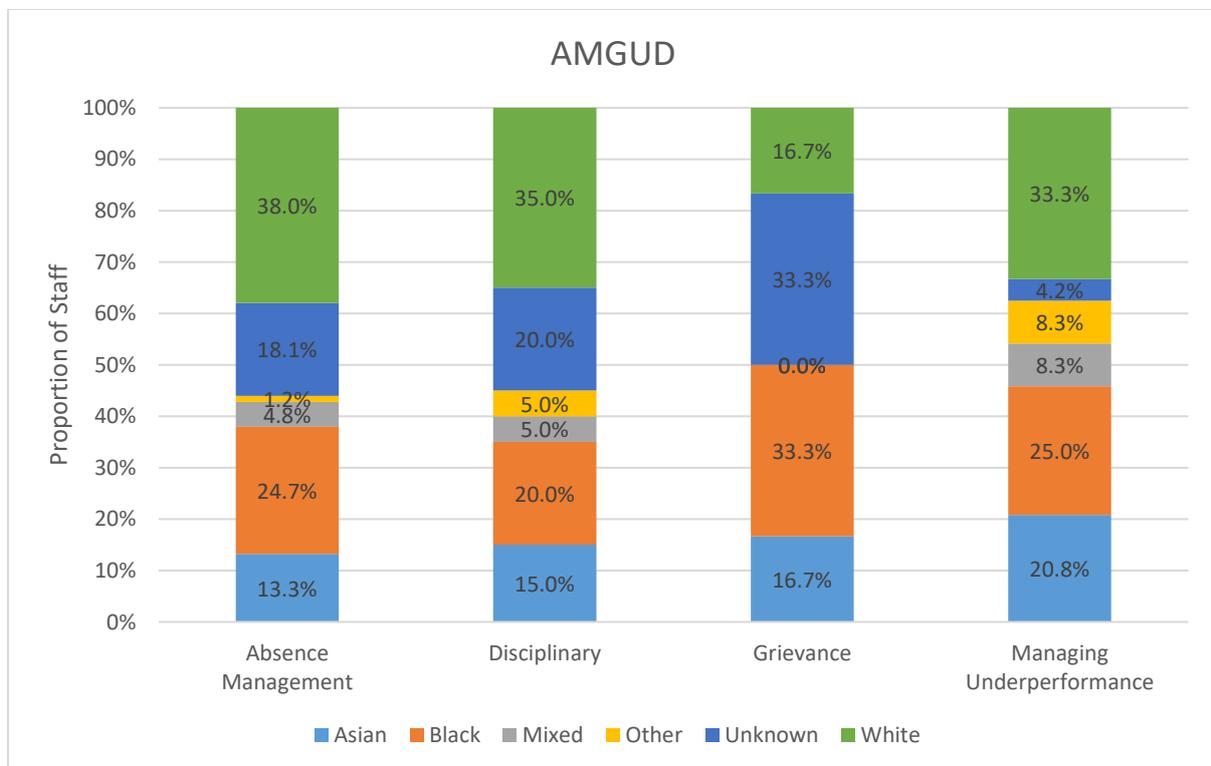


Figure 45: Staff Residency - Ethnicity

AMGUD and Absences

Figure 46: AMGUD - Ethnicity



Absence Management and Disciplinary cases are broadly in proportion to the workforce composition with the exception of White staff who are significantly underrepresented across all case types. Asian staff are 10% of Council, but nearly 21% of 24 managing underperformance cases in 2020-21, whilst Black staff and those of Unknown ethnic origin are overrepresented in the 12 grievance cases.

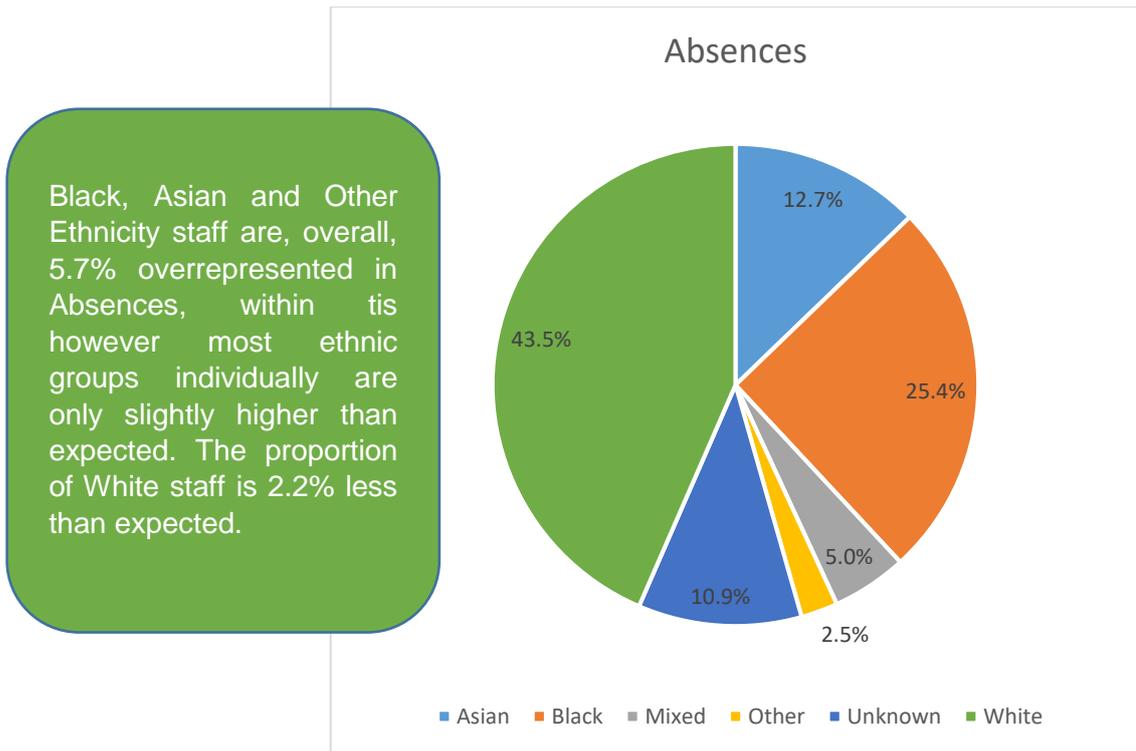
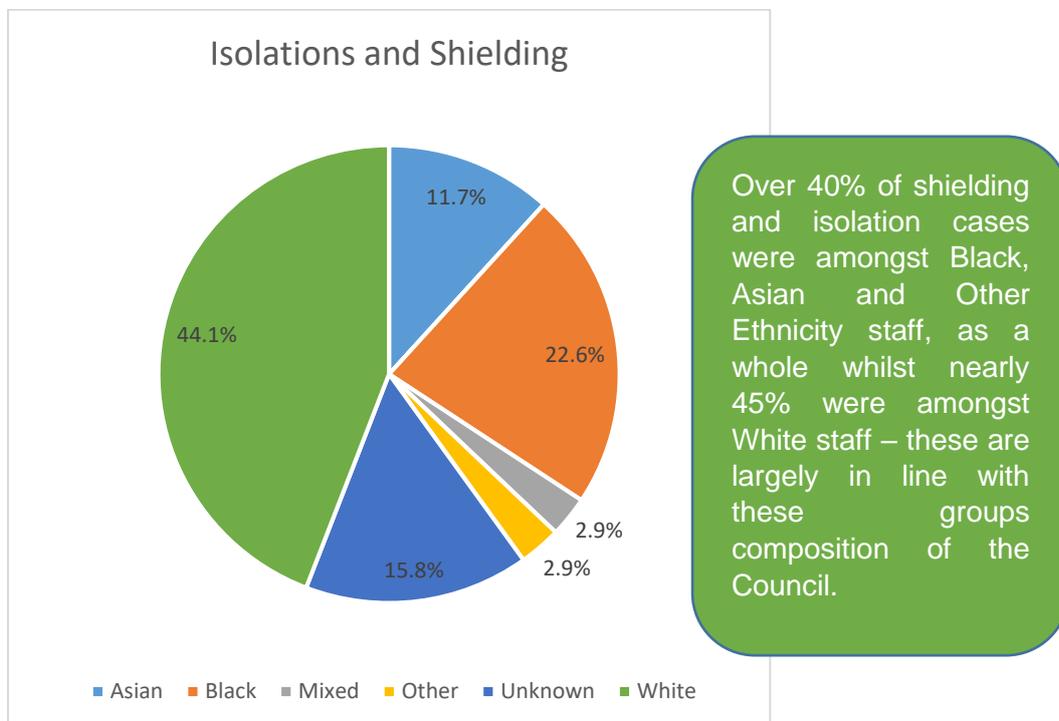


Figure 47: Absences - Ethnicity

Figure 48: Self-Isolations and Shielding - Ethnicity



Nationality

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

Headcounts

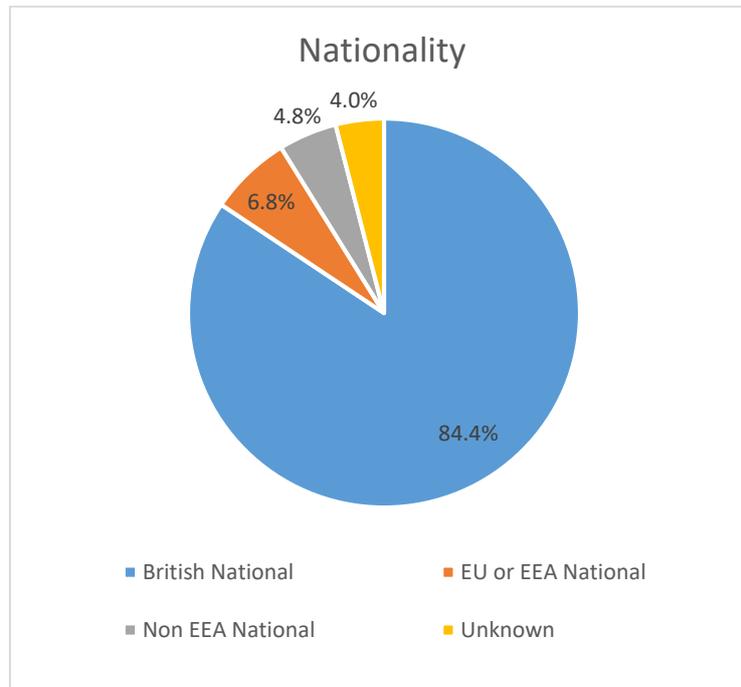


Figure 49: Headcounts - Nationality

British Nationals continue to be the largest nationality group at Camden, and this group has grown by 0.4% since last year. The proportion of EU/EEA Nationalist has reduced by 0.1% since last year, whilst Non EEA Nationals has increased by 0.5%. Group proportions largely remain the same across the Directorates, apart from British Nationals in Supporting Communities, however this partly seems to be driven by the unusually large proportion of Unknowns in the Directorate.

Directorate	British National	EU or EEA National	Non EEA National	Unknown	Total
Corporate Services	88.1%	5.4%	4.4%	2.2%	100.0%
Supporting Communities	81.5%	6.6%	4.6%	7.3%	100.0%
Supporting People	86.1%	8.2%	5.5%	0.2%	100.0%
Grand Total	84.4%	6.8%	4.8%	4.0%	100.0%

Table 12: Directorate Headcounts - Nationality

Patterns of Work, Grades and Length of Service

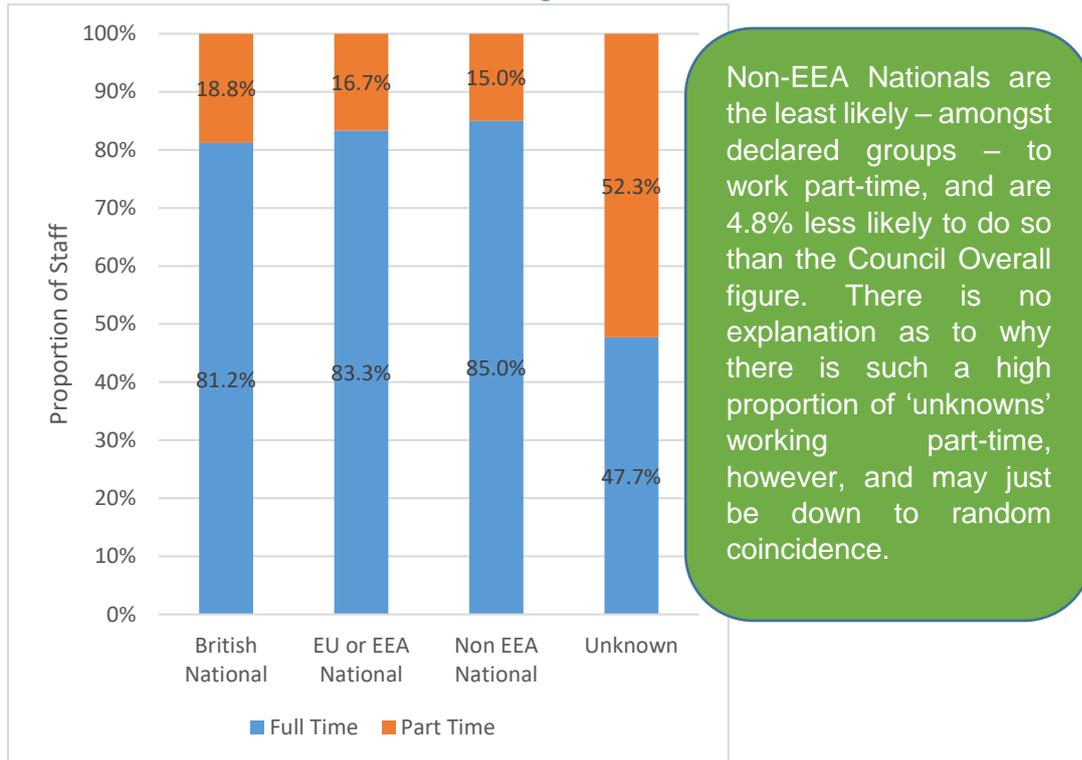


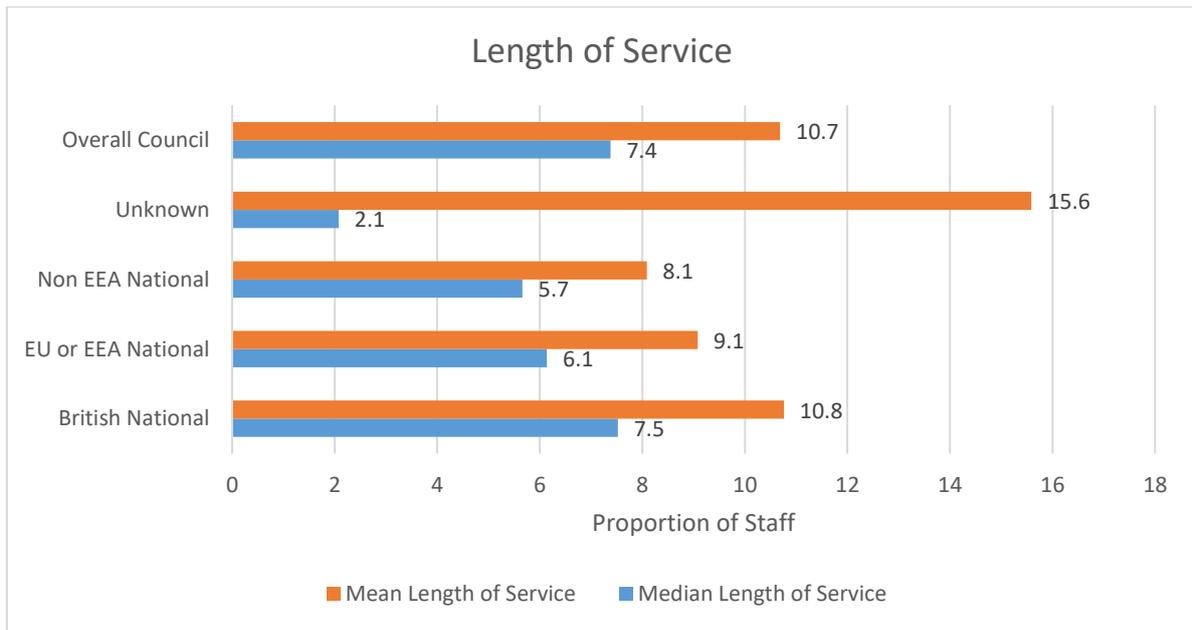
Figure 50: FT/PT - Nationality

Employment Grades	British National	EU or EEA National	Non EEA National	Unknown	Grand Total
Level 1	85%	8%	6%	1%	100%
Level 2	82%	7%	9%	2%	100%
Level 3	87%	7%	4%	2%	100%
Level 4	87%	8%	4%	1%	100%
Levels 5-7	88%	6%	3%	3%	100%
Other	40%	4%	3%	53%	100%
Grand Total	84%	7%	5%	4%	100%

Table 13: Grades – Nationality

There are no notable nationality outliers in levels 1 through to 7. The only outlier identified is in the ‘other’ salary band, where British nationals are underrepresented by 44% whilst other EU, EEA and Non EEA nationals are also marginally underrepresented. This appears to be driven by the significantly large number of unknowns, nearly 50% higher than expected, in the pay band.

Figure 51: Length of Service - Nationality



British Nationals Length of Service is only 0.1 year higher than the Council’s Overall figure. However, EU EEA Nationals length of service is 15-17% less than the Council’s Overall figure, whilst Non-EEA Nationals is 23-24% less. The unknown figure is very erratic, with the median figure being 72% less than Council Overall, whilst its mean is 46% higher.

Recruitment, Leavers and Apprentices

The majority of applications continue to be from British Nationals, as it was last year, and they are also the majority of candidates short listed and to receive formal job offers. The proportion of EU and EEA applications decreases at the short listing stage but then increases at the formal job offer stage. The proportions of both Non-EEA Nationals and ‘Unknowns’ decreases at each stage of the process.

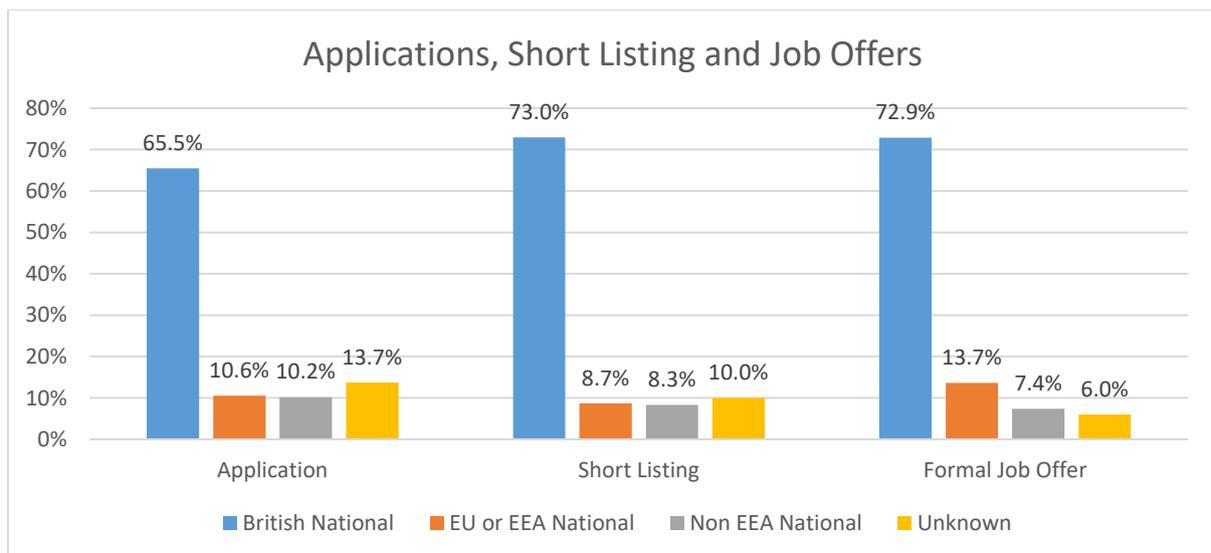


Figure 52: Applications, Short Listing and Job Offers - Nationality

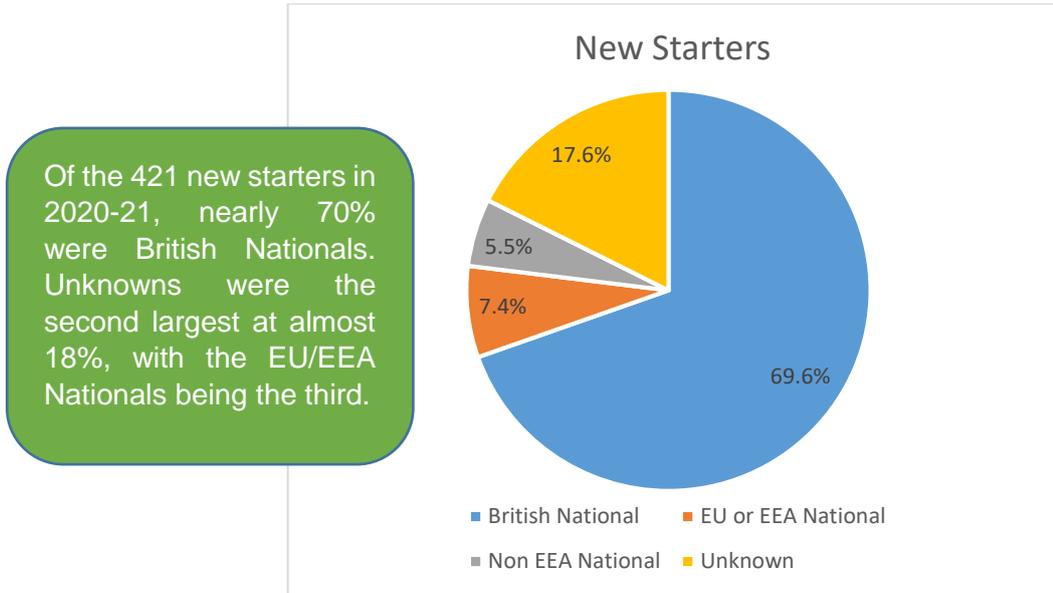
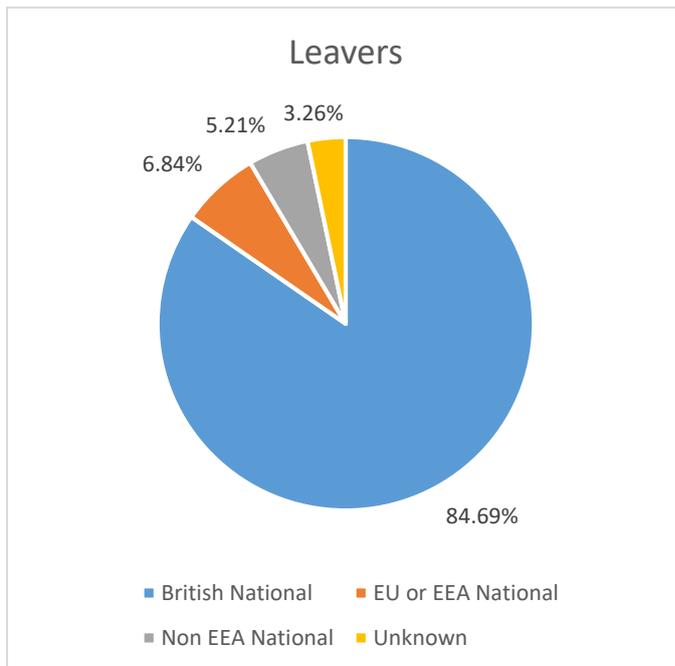


Figure 53: New Starters - Nationality

Table 14: Reason for Leaving

	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
British National	88.9%	83.3%	92.9%	81.0%	84.9%	73.7%	84.7%
EU or EEA National	2.8%	8.3%	0.0%	14.3%	5.9%	21.1%	6.8%
Non EEA National	2.8%	0.0%	7.1%	0.0%	6.8%	0.0%	5.2%
Unknown	5.6%	8.3%	0.0%	4.8%	2.4%	5.3%	3.3%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



Overall, the different nationality groups leave at a rate proportionate to their composition of the Council. Four of the six reasons for leaving are also largely proportionate. Dismissal and retirement are somewhat outliers however. British Nationals are overrepresented by nearly 8% in dismissals, whilst EU or EEA Nationals are notably underrepresented, however this is likely to just be because of the relatively few (13) dismissal cases over the period. EU and EEA Nationals retire at a rate 14.2% higher than expected, again this may just be because of the relatively few (19) retirement cases over the period.

Figure 54: Leavers - Nationality

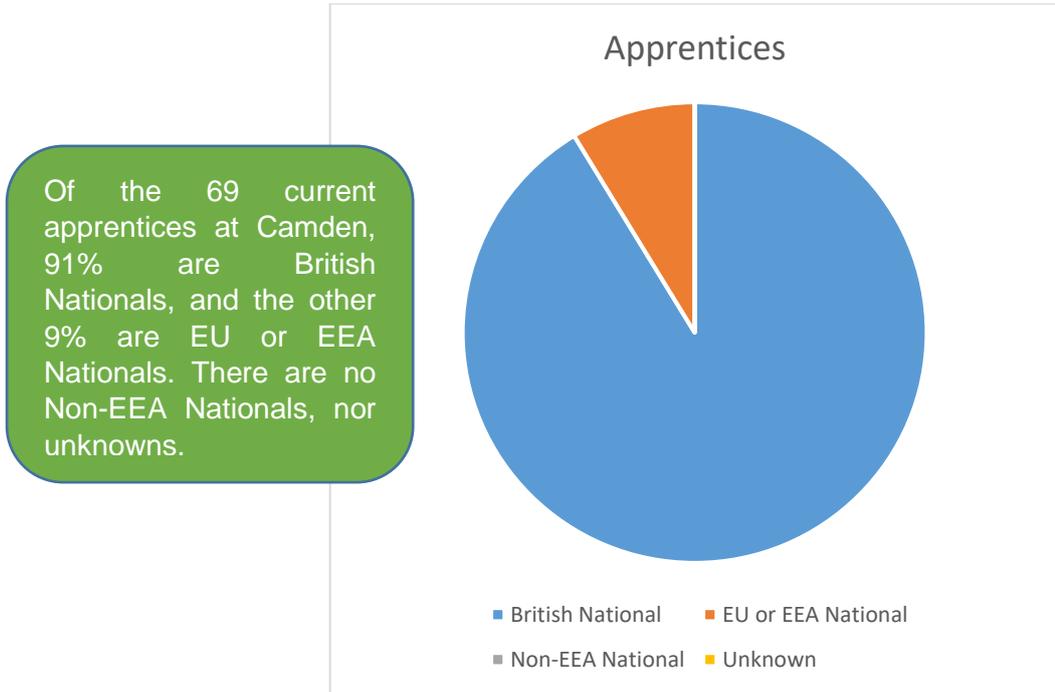


Figure 55: Apprentices – Nationality

Staff Resident in Camden

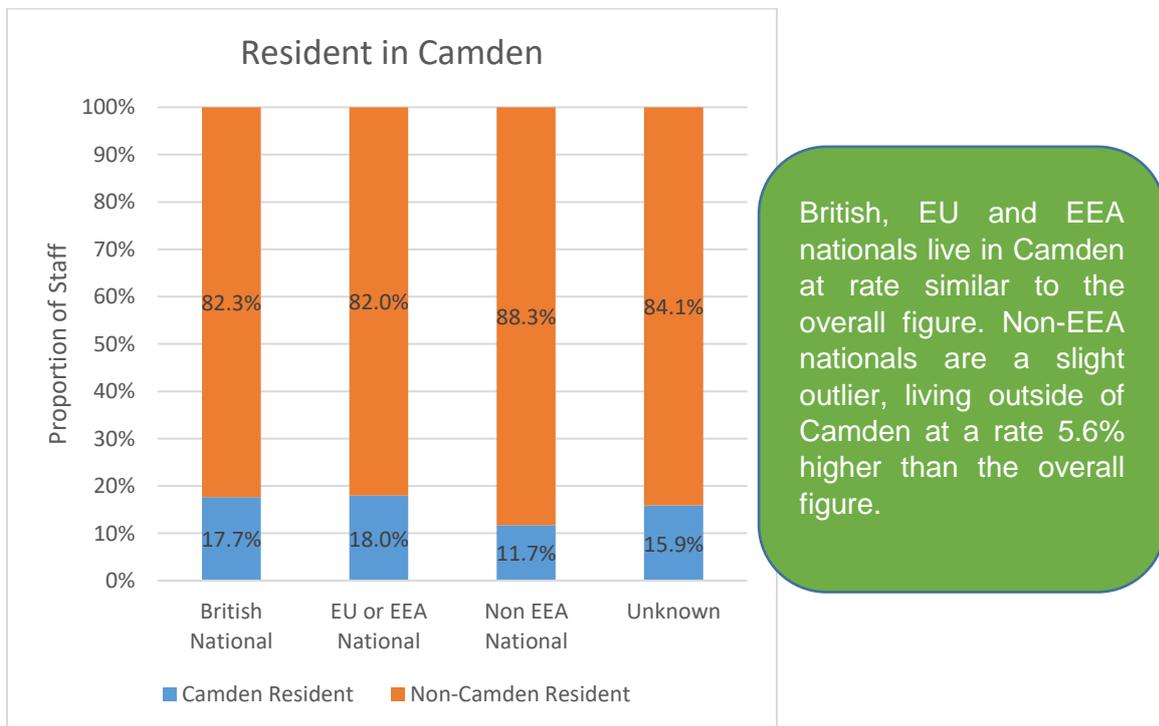


Figure 56: Resident in Camden – Nationality

AMGUD and Absences

British Nationals are 3.6% overrepresented in overall AMGUD cases, and are overrepresented in all types barring Managing Underperformance. The rate of grievance cases against EU or EEA Nationals is slightly higher than expected, and both disciplinary and grievances against Non-EEA Nationals is lower than expected.

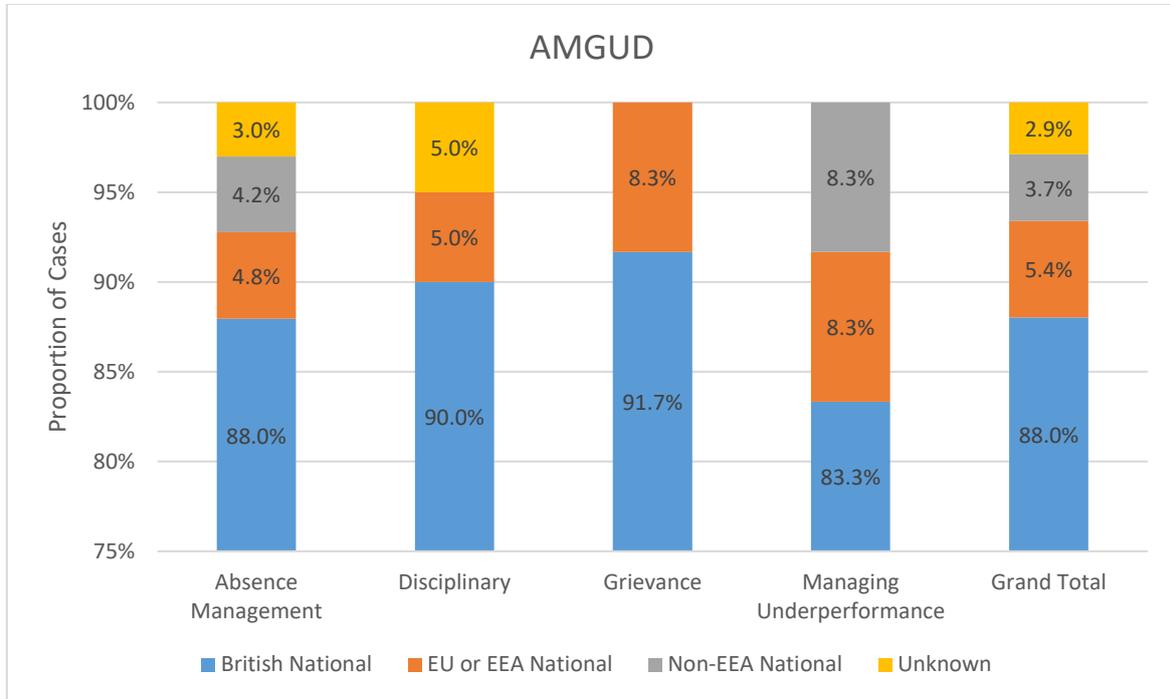


Figure 57: AMGUD - Nationality

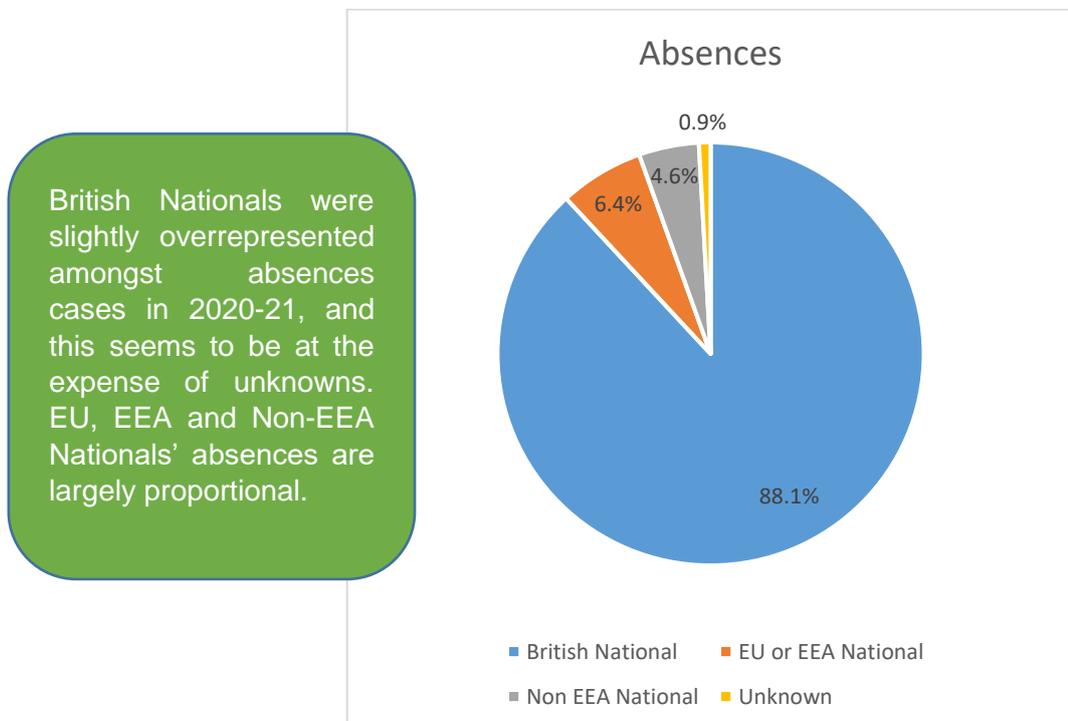
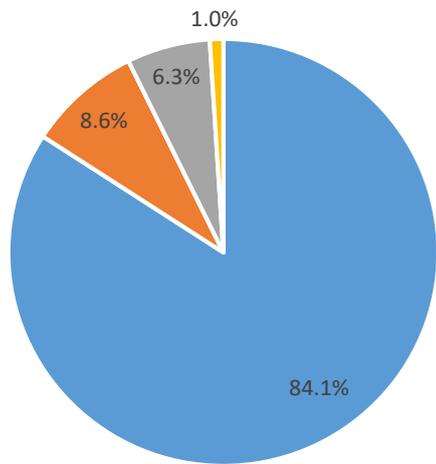


Figure 58: Absences - Nationality

Self-Isolations and Shielding



■ British National ■ EU or EEA National
■ Non EEA National ■ Unknown

Self-isolations and shielding rates were largely proportional for British Nationals. The rate was slightly higher for EU, EEA and Non-EEA Nationals, which appears to have been at the expense of unknowns.

Religion

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

Headcounts

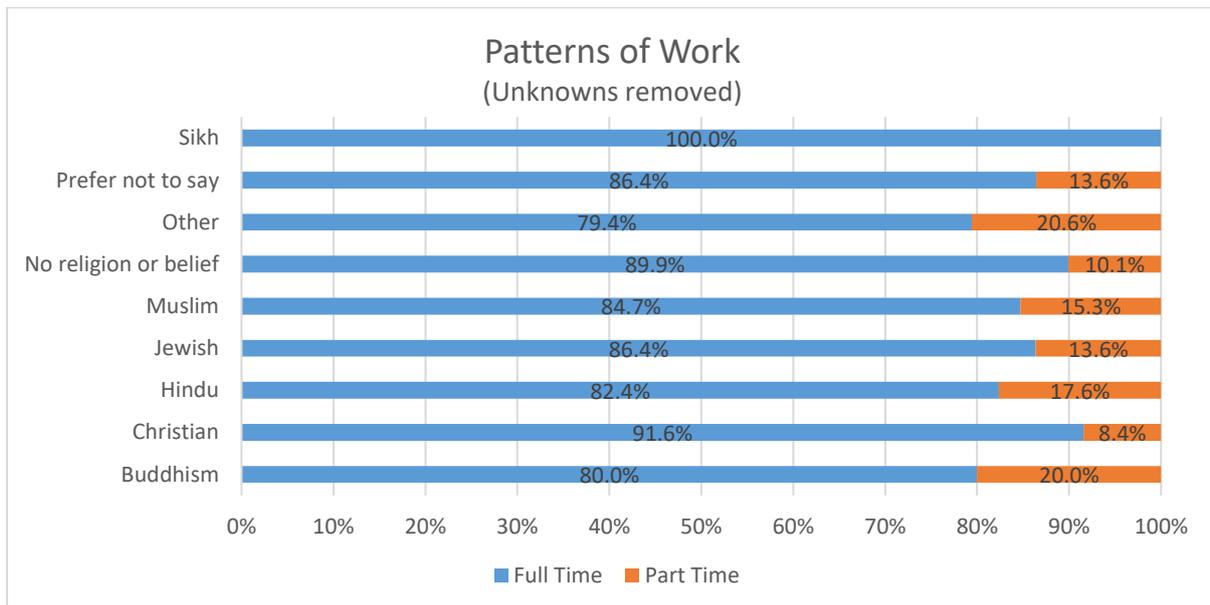
Religion	No. of Staff	Proportion of Staff	Proportion of Staff if unknowns removed
Buddhist	5	0.1%	0.4%
Christian	486	11.0%	36.8%
Hindu	34	0.8%	2.6%
Jewish	22	0.5%	1.7%
Muslim	144	3.3%	10.9%
No religion or belief	347	7.9%	26.2%
Other	68	1.5%	5.1%
Prefer not to say	206	4.7%	15.6%
Sikh	10	0.2%	0.8%
Unknown	3,096	70.1%	
Grand Total	4,418	100%	100%

Unknowns form over 70% of religious declarations, or lack of in this case. This will significantly skew all other results. Christians form the second largest group at 11%, staff with no religion or belief are the third largest at almost 8%, and staff who would prefer not to say are fourth at almost 5%.

Table 15: Headcounts - Religion

Patterns of Work and Grades

Figure 59: FT/PT - Religion



Most religious groups do not deviate significantly from the 80.2%/19.8% overall split. It is unlikely that 100% of Sikh staff are actually full-time; the very high number of unknowns is likely to be the cause of this skew.

Table 16: Salary Grades - Religion

Employment Grades	Buddhist	Christian	Hindu	Jewish	Muslim	No religion	Other	Prefer not to say	Sikh	Grand Total
Level 1	0.0%	28.8%	0.0%	0.0%	26.9%	15.4%	4.8%	24.0%	0.0%	100.0%
Level 2	0.9%	41.1%	0.9%	0.5%	15.0%	16.8%	7.9%	16.8%	0.0%	100.0%
Level 3	0.5%	41.4%	2.9%	1.5%	13.4%	19.7%	5.1%	14.1%	1.5%	100.0%
Level 4	0.0%	38.9%	3.8%	2.4%	4.6%	32.1%	4.1%	13.0%	1.1%	100.0%
Levels 5-7	0.5%	23.5%	2.5%	2.9%	3.9%	44.1%	4.4%	18.1%	0.0%	100.0%
Other	0.0%	33.3%	4.8%	0.0%	19.0%	28.6%	4.8%	9.5%	0.0%	100.0%
Grand Total	0.4%	36.8%	2.6%	1.7%	10.9%	26.2%	5.1%	15.6%	0.8%	100.0%

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

Recruitment, Leavers and Apprentices

The proportion of Buddhist, Jewish and Sikh candidates remains largely stable across the recruitment process, with only minor fluctuations at each stage. The proportion of 'other' and 'prefer not to say' candidates increases at every stage. Muslim candidates are the only group to decrease at each stage, with the proportion of reducing by nearly 8% between the application and short listing phase.

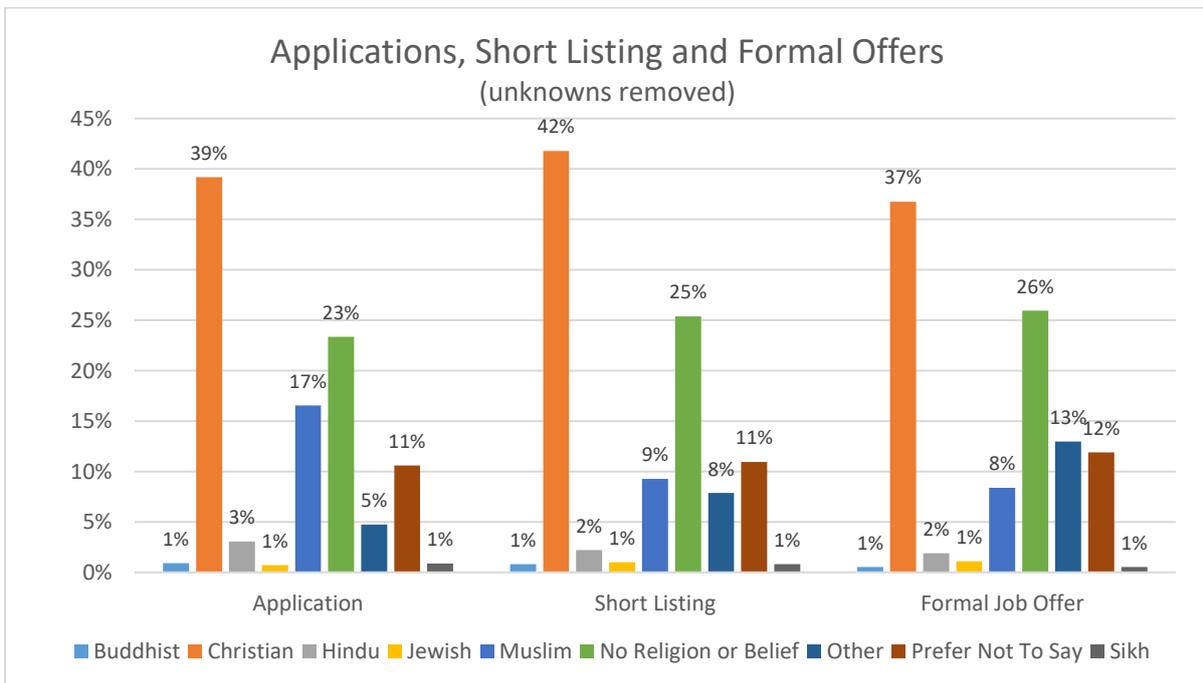


Figure 60: Applications, Short Listing and Formal Offers - Religion

Over a third of the 421 new-starters in 2020-21 are unknowns. The largest group of new starters to declare were Christians at just over 23%, and those with no religion or belief were the second largest at almost 15%. There were no Buddhist amongst new starters, or at least none that declared this.

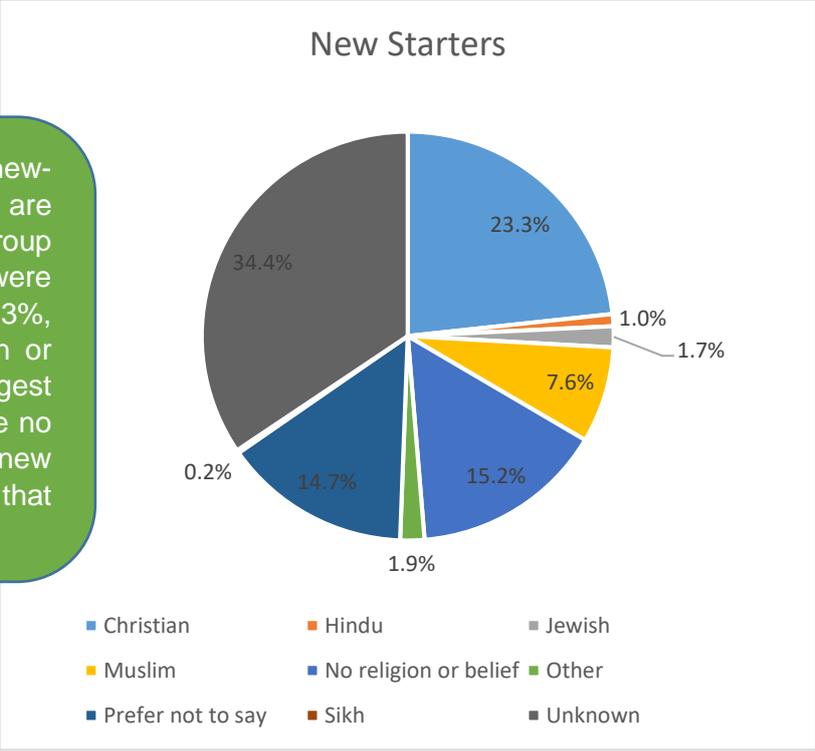
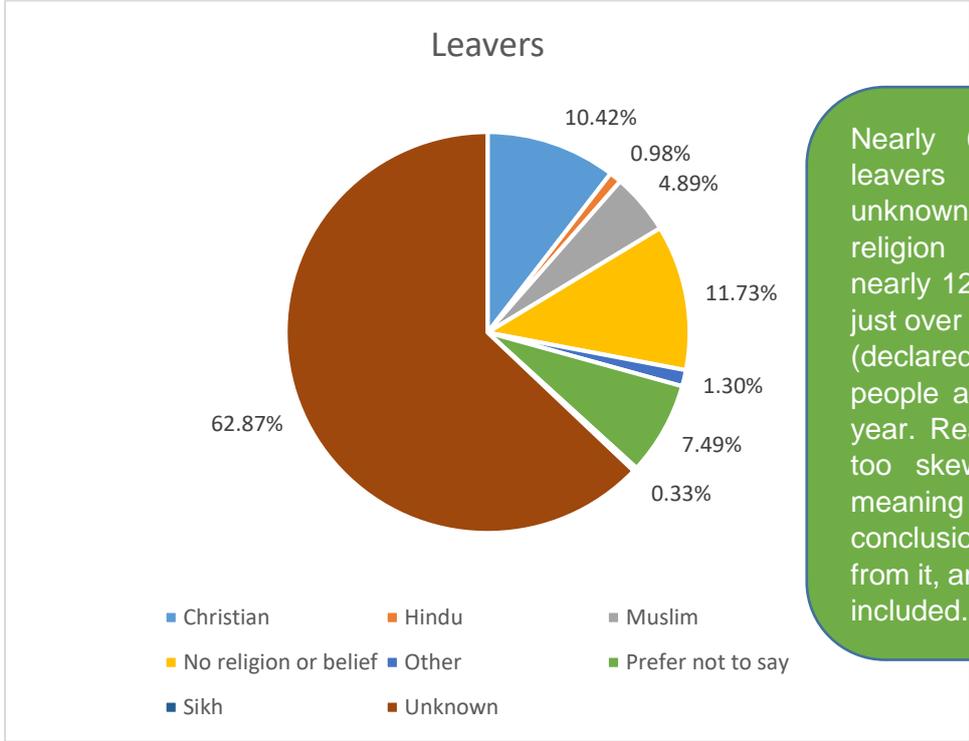


Figure 61: New Starters - Religion



Nearly 63% of the 307 leavers in 2020-21 were unknowns. Those with no religion or belief formed nearly 12%, whilst Christians just over 10%. There were no (declared) Jewish or Buddhist people amongst leavers this year. Reasons for leaving is too skewed by unknowns, meaning no useful conclusions can be drawn from it, and so it has not been included.

Figure 62: Leavers - Religion

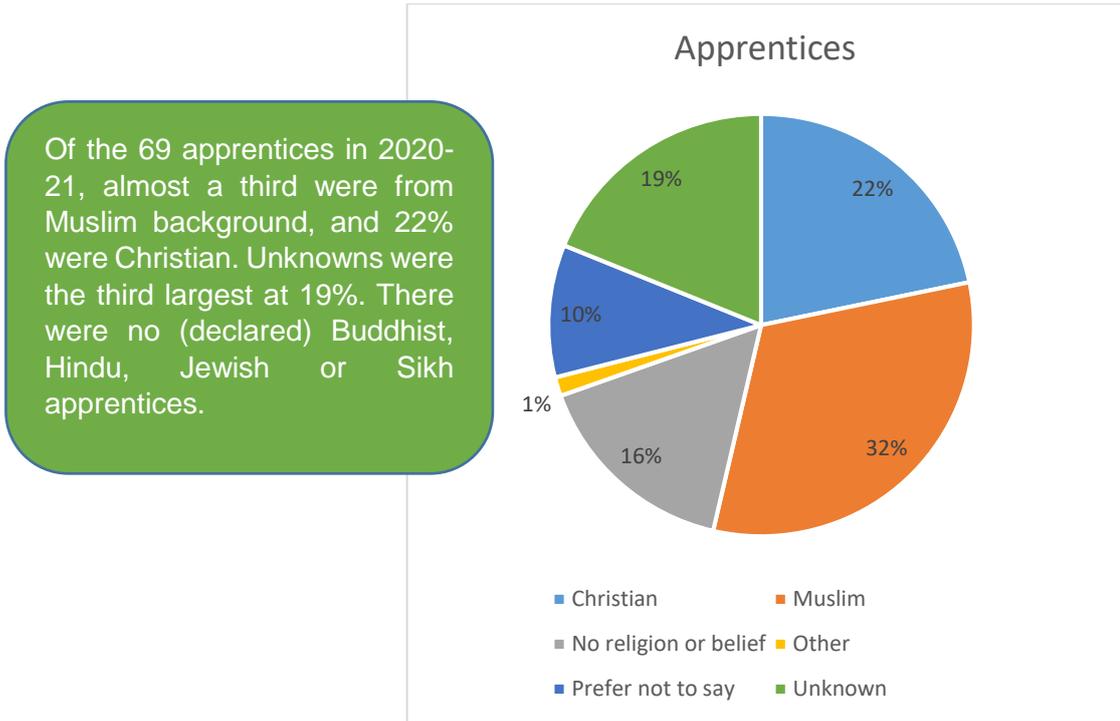
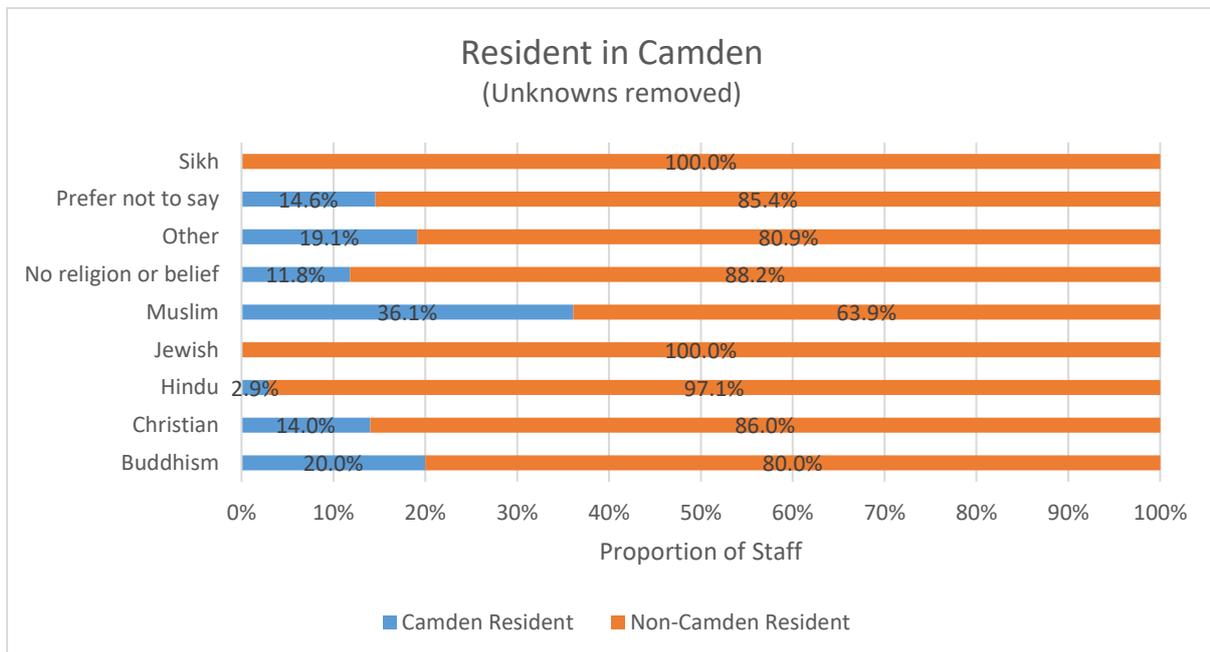


Figure 63: Apprentices - Religion

Staff Resident in Camden

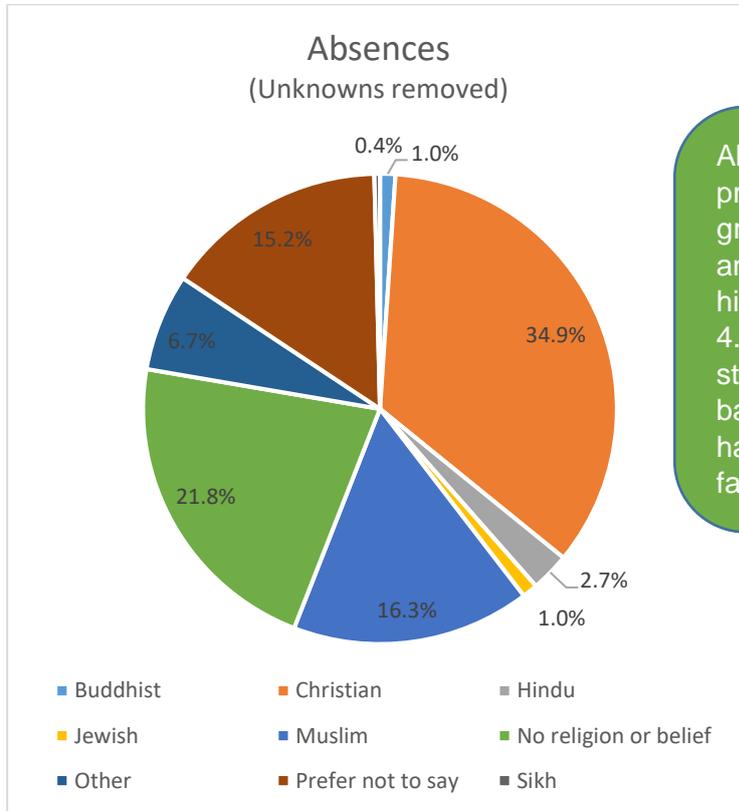
Figure 64: Staff Resident in Camden - Religion



According to *Figure 62*, 100% of Sikh and Jewish staff live outside of Camden –this might be a result of skewing from the significant number of unknowns. Muslim staff are the most likely

to live in the borough, with over a third doing so. Hindu staff are the least likely to, with just under 3% living in Camden.

Sickness Absences



Absence cases were largely proportional for most religious groups. The levels of absences amongst Muslim were 5.4% higher than expected, and 4.4% lower than expected for staff with no religion of background. Unknowns, which have been removed, may be a factor in this.

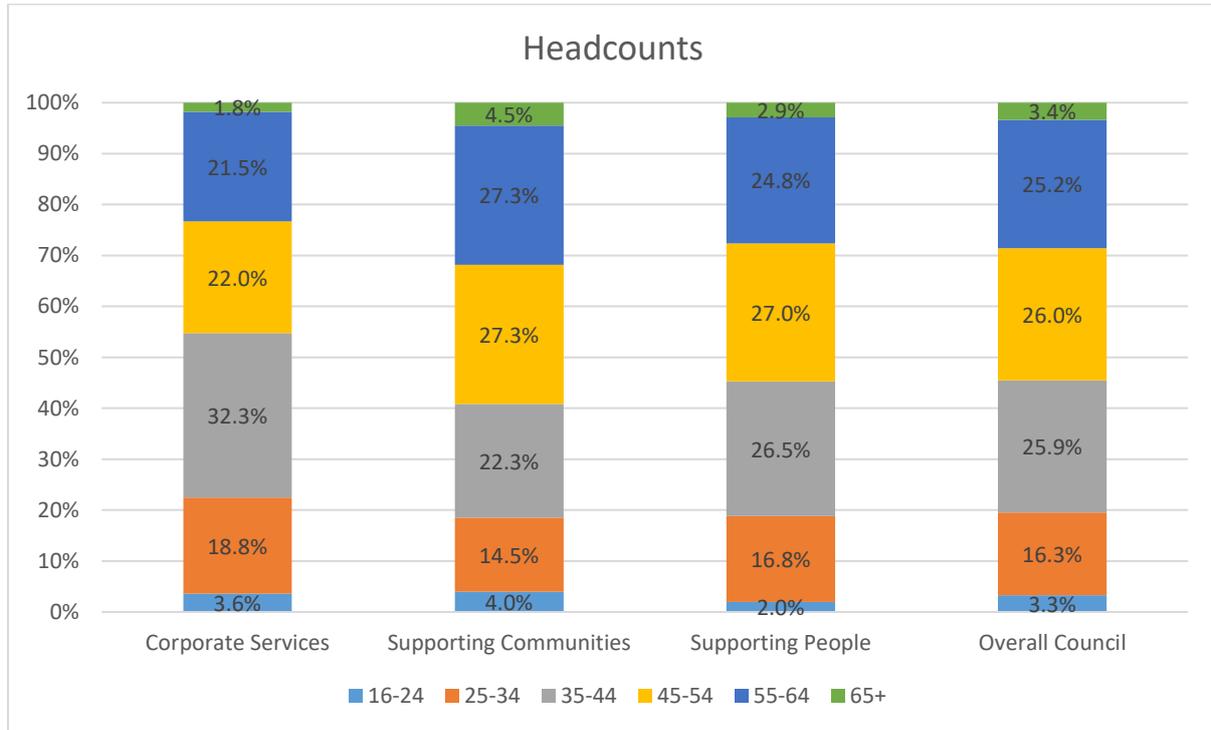
Figure 65: Absences – Religion

Age

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

Headcounts

Figure 66: Headcounts and Directorates - Age



The largest age group at Camden is those aged 45-54 at 26%, with those aged 35-44 closely following at 25.9%. The smallest group is those aged 16-24. These proportions largely hold across Directorates, with 1-3% fluctuations amongst them.

Figure 67: Age Profile Trends 2011-21

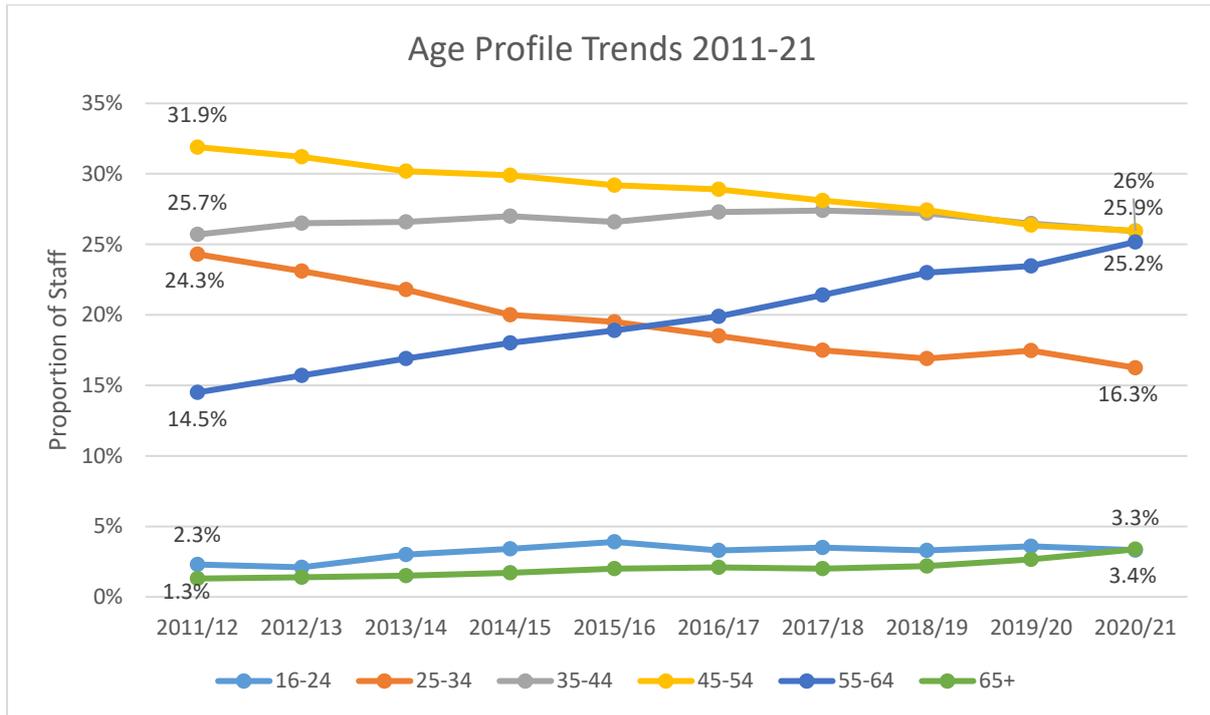


Figure 65 shows the proportion of different age groups at Camden over the last 10 years. The proportion of 55-64 year olds has seen the largest increase, growing by 10.7% from 14.5% to 25.2%. 35-44 year olds saw the smallest increase, only growing by 0.2% over the period. Conversely, the largest decrease was amongst the 25-34 age band, reducing by 8% from 24.3% to 16.3%. 45-54 year olds saw the smallest decrease, reducing by 5.9% over the period. Camden as an organisation has a significant way to go in order to accurately reflect the age profile of the Borough and London as a whole, and this can be seen in Figure 66 below. Both 16-24 year olds and those over 65 are significantly underrepresented at the Council, ranging from 10 to 13% underrepresentation. Those aged 55-64 are the most overrepresented, being 13-14% higher than expected.

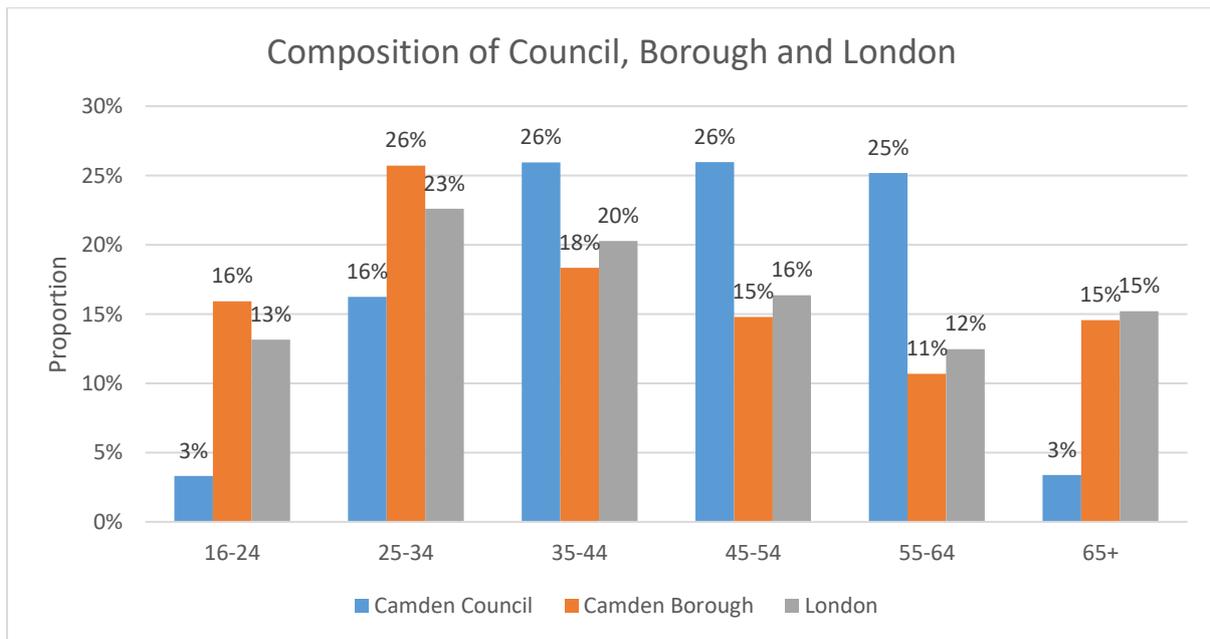


Figure 68: Composition of Council, Borough and London - Age

Patterns of Work, Grades and Length of Service

Most age groups do not deviate significantly from the Council's overall 89.2%/19.8% full time/part time split, and this was pattern was observed last year. The one clear exception to this is those aged 65 and over, who are the only group identified that is more likely to work part time than full time.

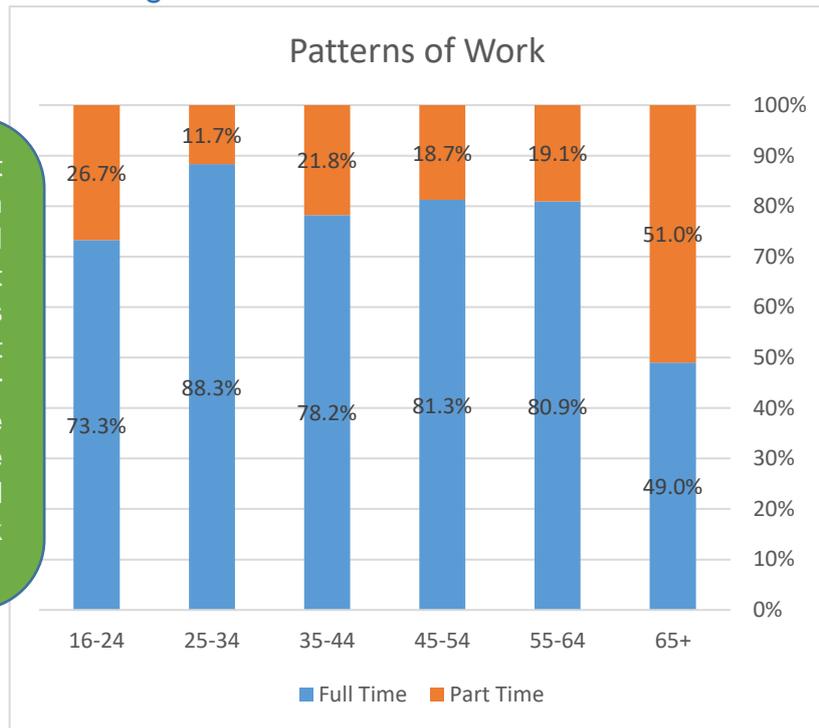


Figure 69: Patterns of Work – Age

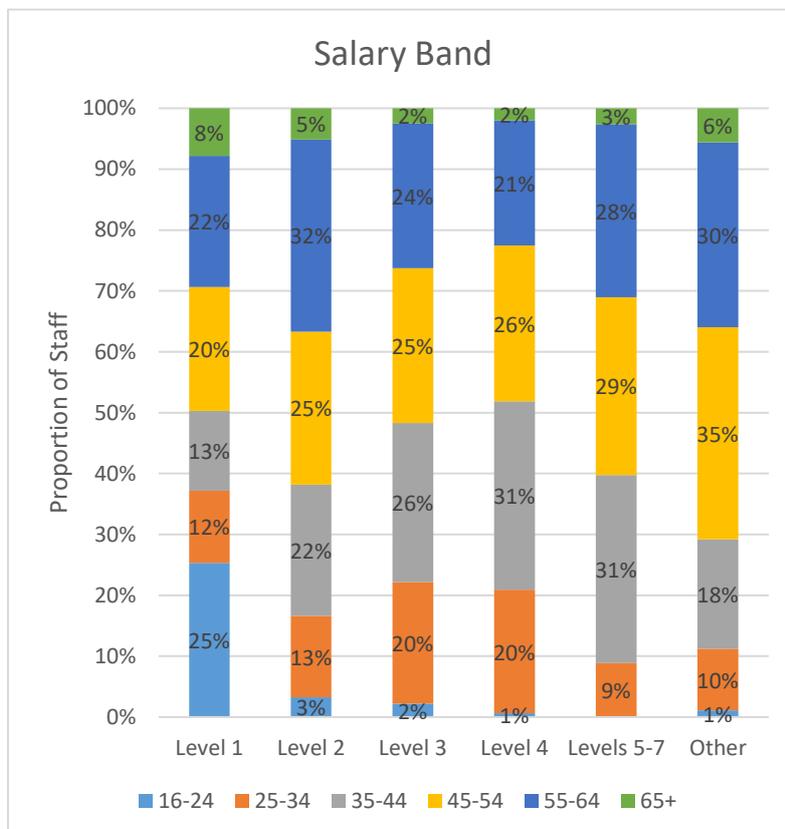
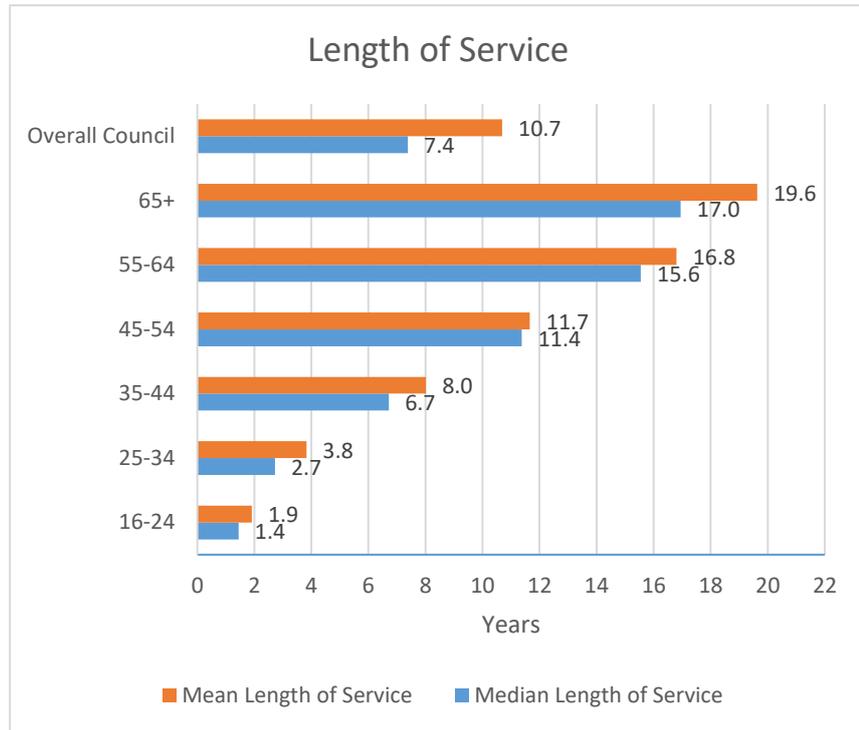


Figure 70: Salary - Age

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

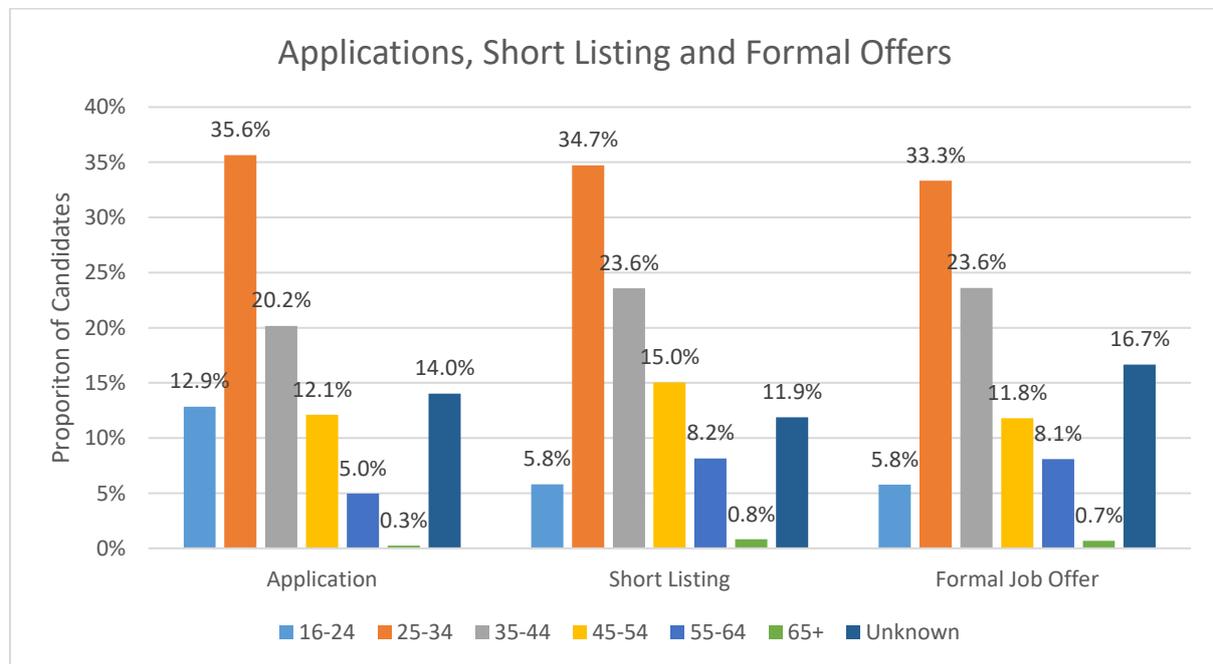
Again, the significant deviation from the overall council length of service figure amongst different age groups should come as no surprise. The mean and median length of service consistently grows as age increases. Those 16-24 are likely to be just starting their career, whilst those 65 and over will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

Figure 71: Length of Service - Age



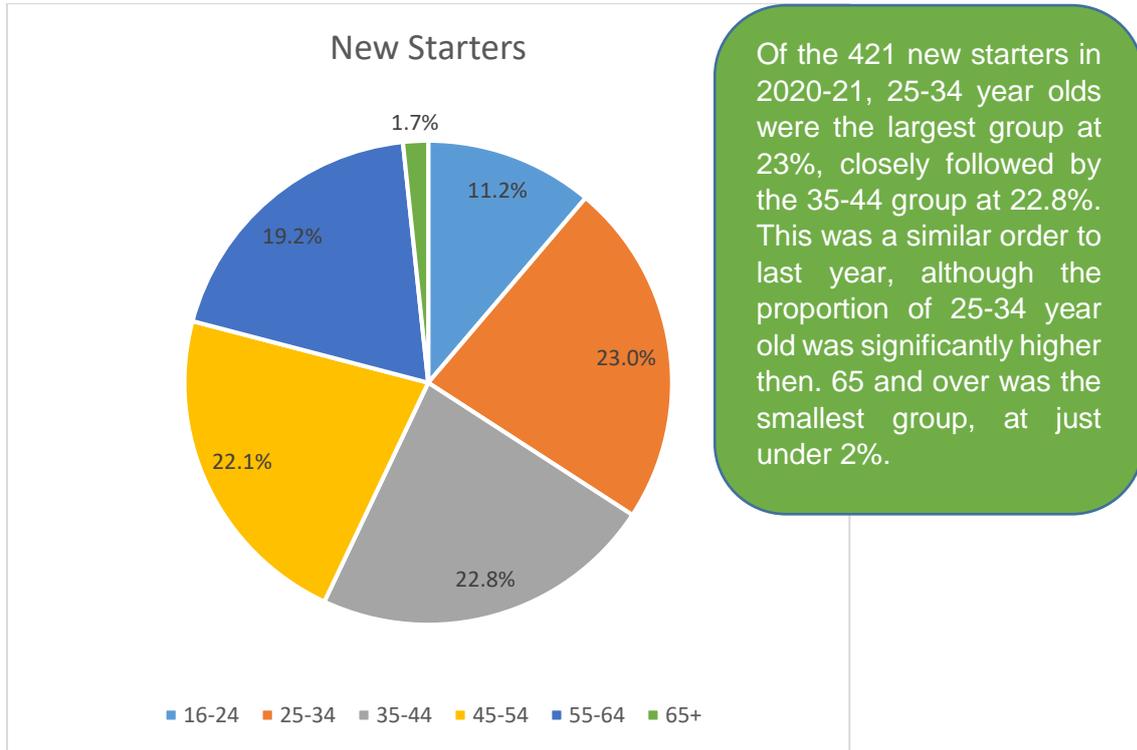
Recruitment, Leavers and Apprentices

Figure 72: Applications, Short Listing and Formal Offers - Age



25-34 year olds are the largest candidate pool, being almost 36% of applicants and only marginally reducing at the short listing and formal job offers stage. Conversely, those 65 and older being the smallest, only 0.3% of the 7,353 applicants were from that age group. The 16-24 age groups sees the biggest reduction, with over half off applicants from that age group not making it to the short listing stage. The unknown age group sees the biggest proportional increase, rising from 11.9% at the short listing stage to 16.7% of formal job offers.

Figure 73: New Starters - Age



The 25-34 and 16-24 age groups were noticeably overrepresented amongst the 307 leavers in 2020-21, being 8% and 4% higher than expected. Conversely, the 45-45 and 55-64 age groups were notably underrepresented at 10% and 5% respectively.

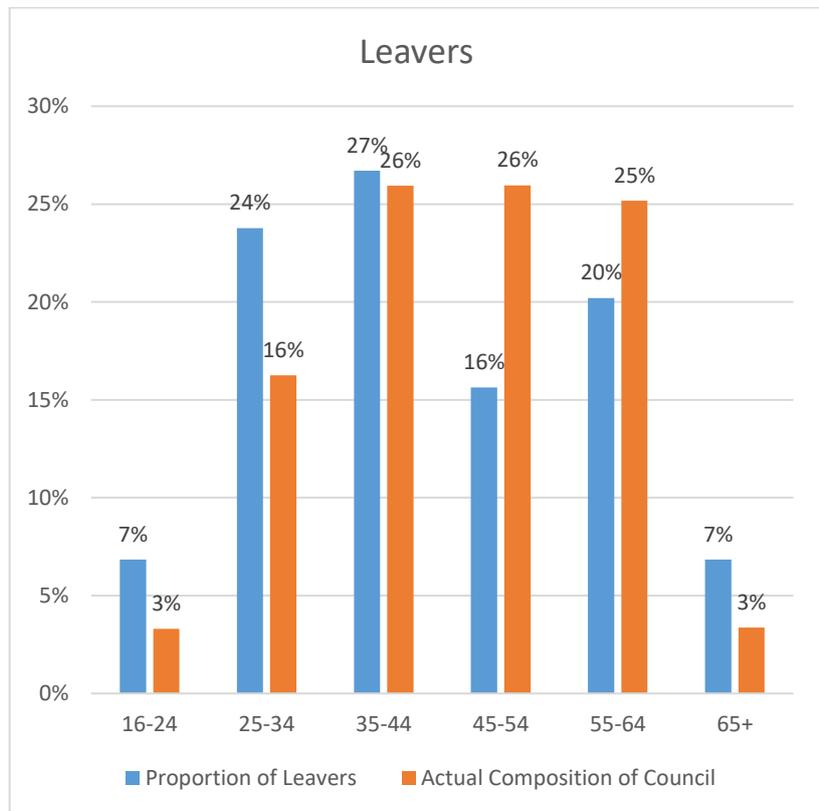


Figure 74: Leavers - Age

Table 17: Reason for Leaving - Age

Row Labels	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Grand Total
16-24	19.44%	0.00%	21.43%	0.00%	5.37%	0.00%	6.84%
25-34	25.00%	0.00%	0.00%	4.76%	30.73%	0.00%	23.78%
35-44	30.56%	25.00%	28.57%	9.52%	30.24%	0.00%	26.71%
45-54	8.33%	0.00%	21.43%	4.76%	19.51%	5.26%	15.64%
55-64	16.67%	50.00%	14.29%	57.14%	11.22%	68.42%	20.20%
65+	0.00%	25.00%	14.29%	23.81%	2.93%	26.32%	6.84%
Grand Total	100%	100%	100%	100%	100%	100%	100%

The proportion of 16-24 being dismissed is considerably high, albeit there were only 13 cases in total in 2020-21. Redundancies appear to be hitting the 55-64 group substantially harder than others, the rate being almost 30% higher than their actual composition of the Council.

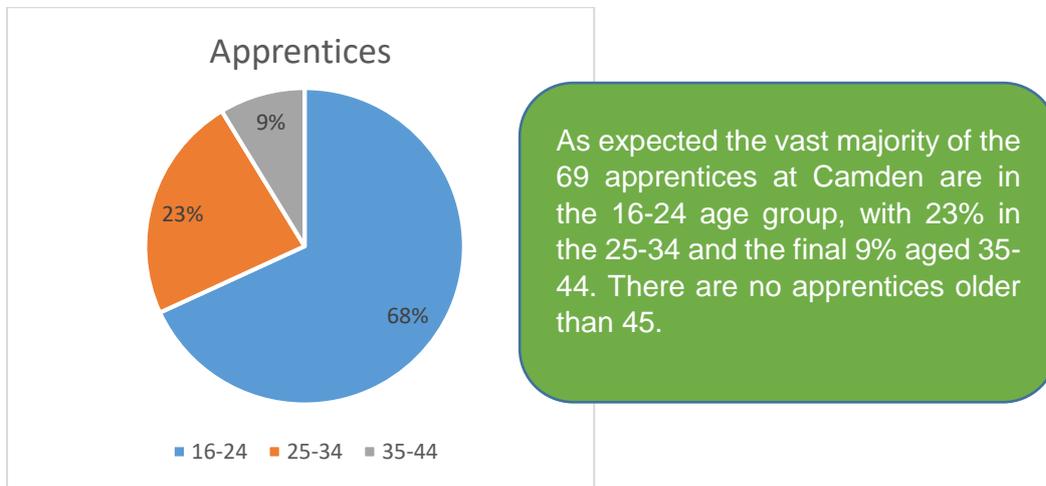
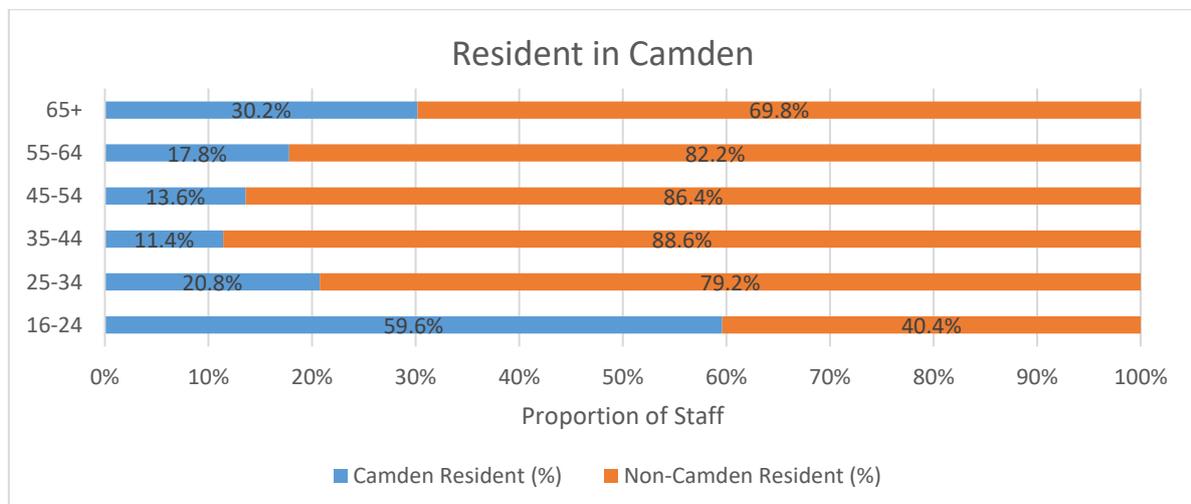


Figure 75: Apprentices – Age

Staff Resident in Camden

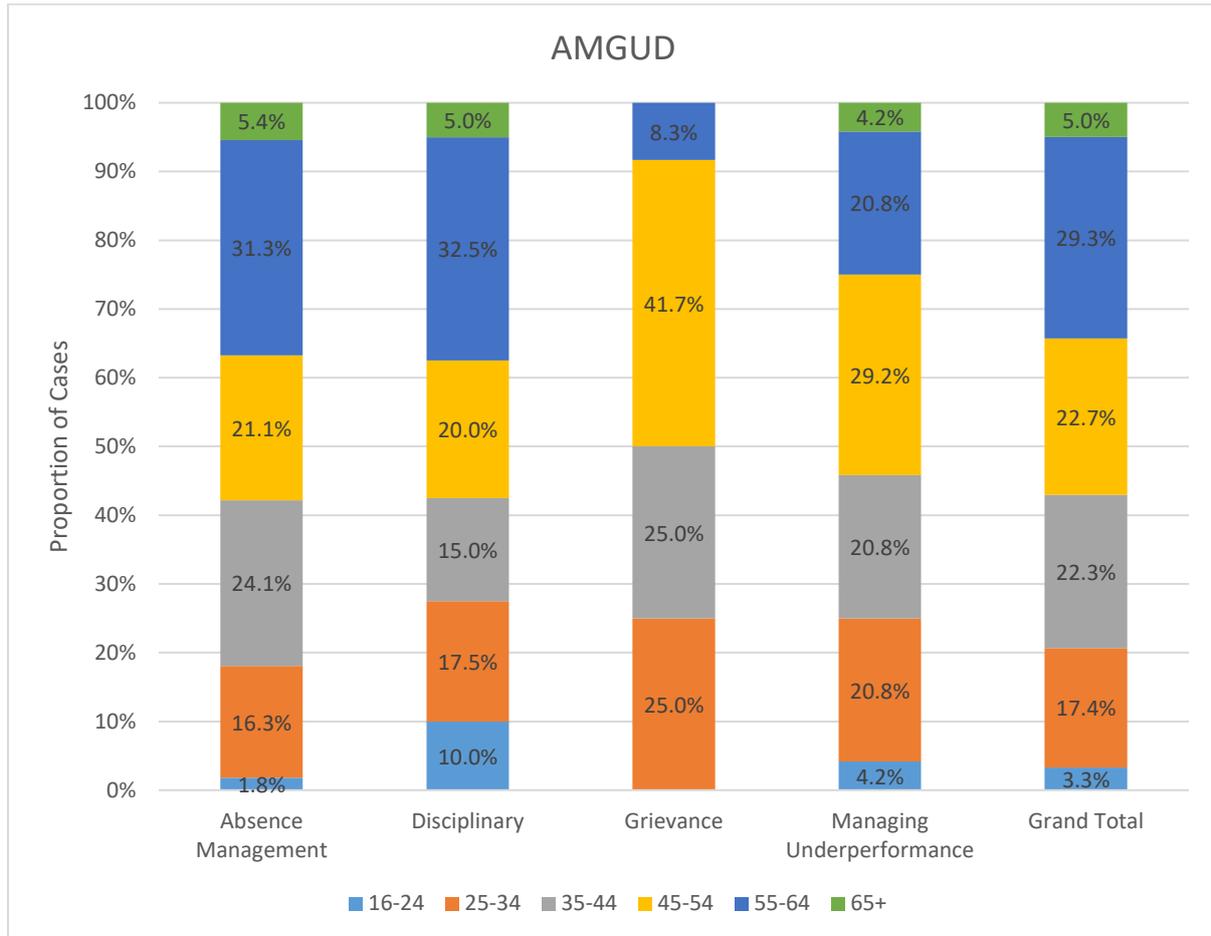
Figure 76: Staff Resident in Camden - Age



Four of the six age bands to not deviate much from Camden’s overall 17.3%/82.7% Camden resident/Non-Camden Resident split. Those aged 16-24 and 65+ are the outliers. The latter has an almost 13% higher likelihood of living in the Borough than staff overall. The former group, however, is over 42% more likely to live in the Borough. It is the only group identified, across all different characteristics examined in this report, to be more likely to live in Camden than not to. This pattern was also observed in last year’s report, the proportion actually increasing since then.

AMGUD and Sickness Absences

Figure 77: AMGUD - Age



Overall, the different age groups AMGUD cases are largely proportional to their composition of the council. At the most extreme, the 55-64 age group is 4.2% higher than expected, and the 35-44 is 3.6% lower than expected. Proportions are more erratic within the different case types. The 45-54 age group is overrepresented amongst grievance cases, whilst the 55-64 group are significantly underrepresented. Disciplinary cases against the 35-44 group are notably higher than expected as well.

Figure 78: Absences - Age

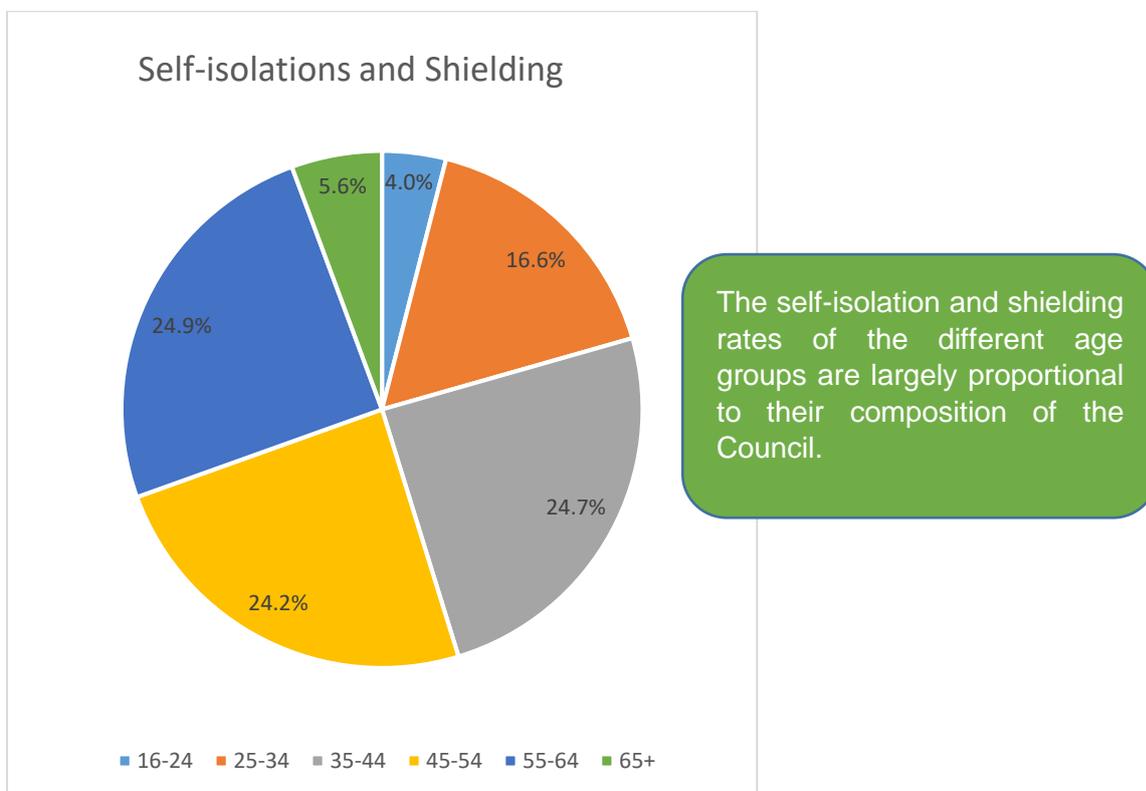
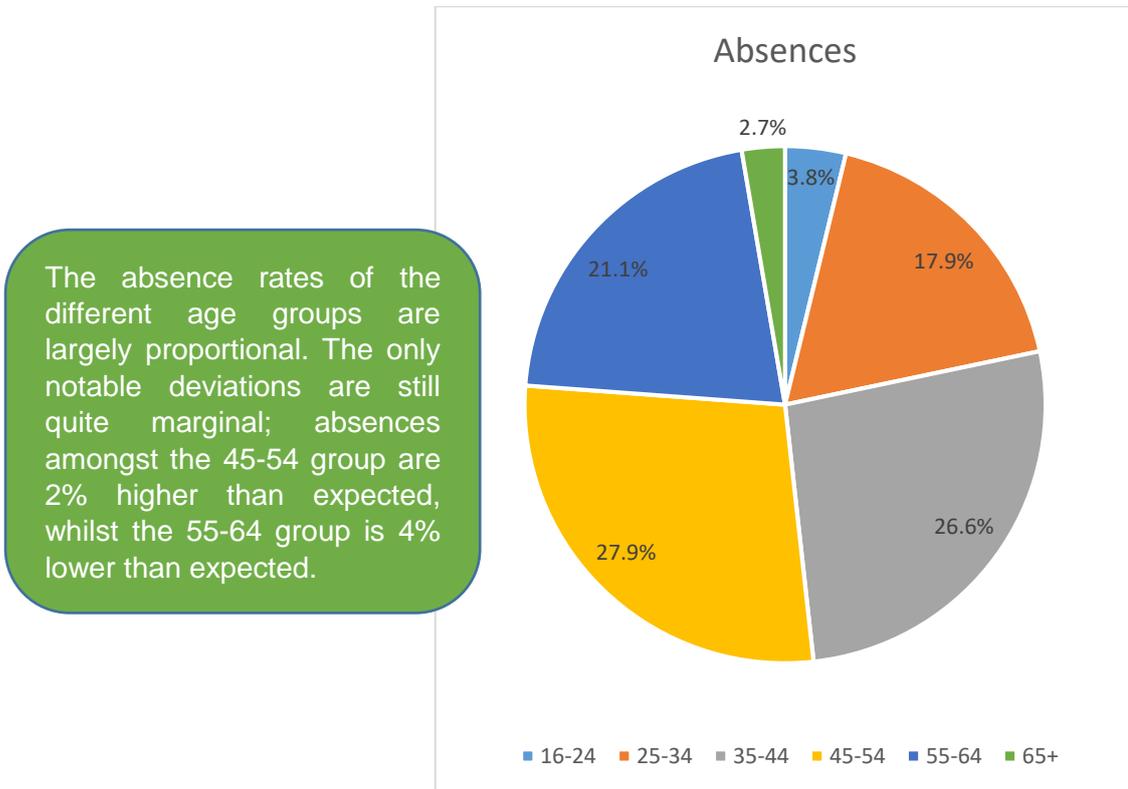


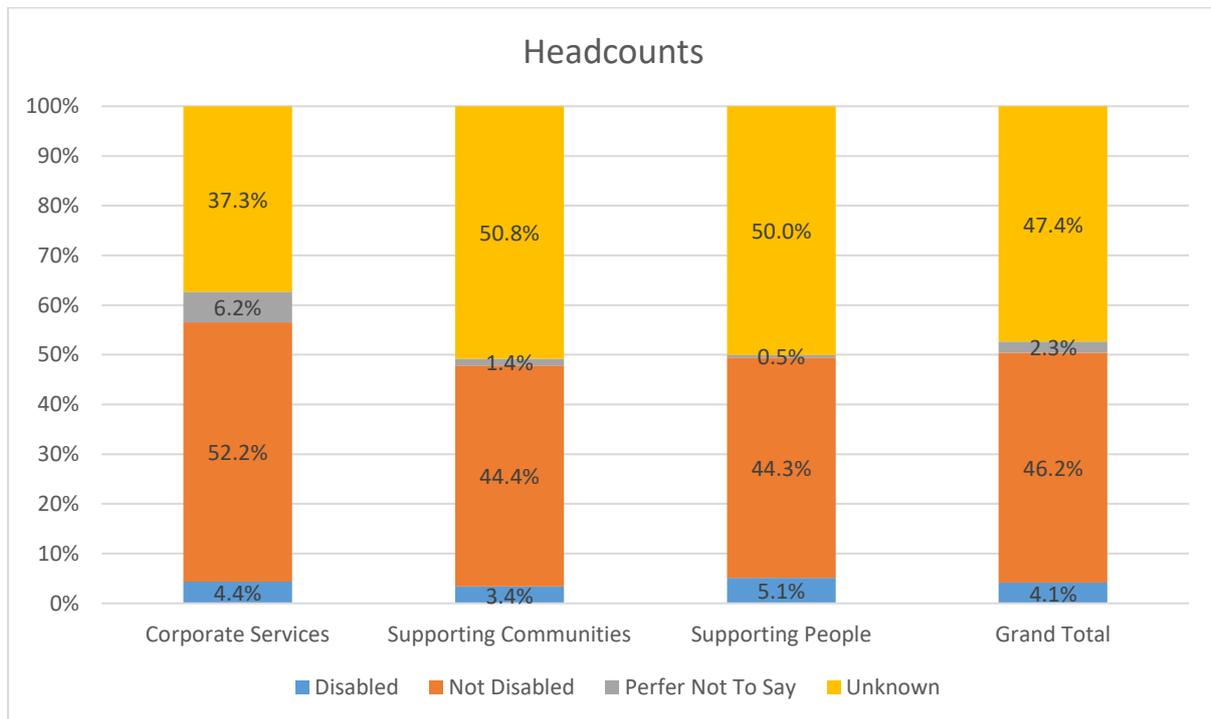
Figure 79: Self-isolations and Shielding - Age

Disability

It is critical that Camden Council is a disability friendly organisation. We have worked over the years to ensure disabled staff feel welcome and included, for example making sure all our buildings are accessible and establishing disability working groups. Unfortunately, we have also had significantly low declaration rates for a number of years – meaning that our data is not reflecting the true picture. As a result, we continue to focus on the work that we have been doing, to make sure those staff with a disability – particularly mental health related – but have not declared one, feel comfortable to do so.

Headcounts

Figure 80: Headcounts and Directorates - Disability



Of the 4,418 staff at Camden, 2029 – 47.4% – are unknowns. The proportion of disabled and prefer not to say declarations has largely remained the same. The unknowns issue appears to be slightly less of a problem in Corporate Services, but will undoubtedly be skewing the information regardless.

Patterns of Work, Grades and Length of Service

Figure 81: Patterns of Work - Disability

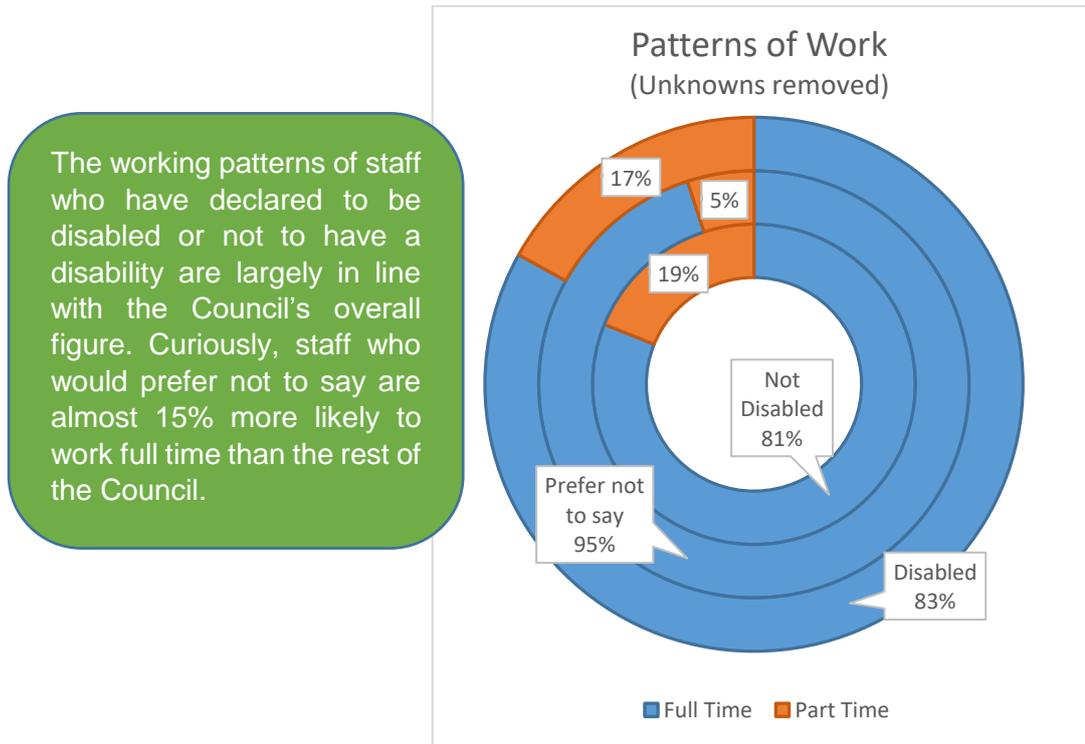
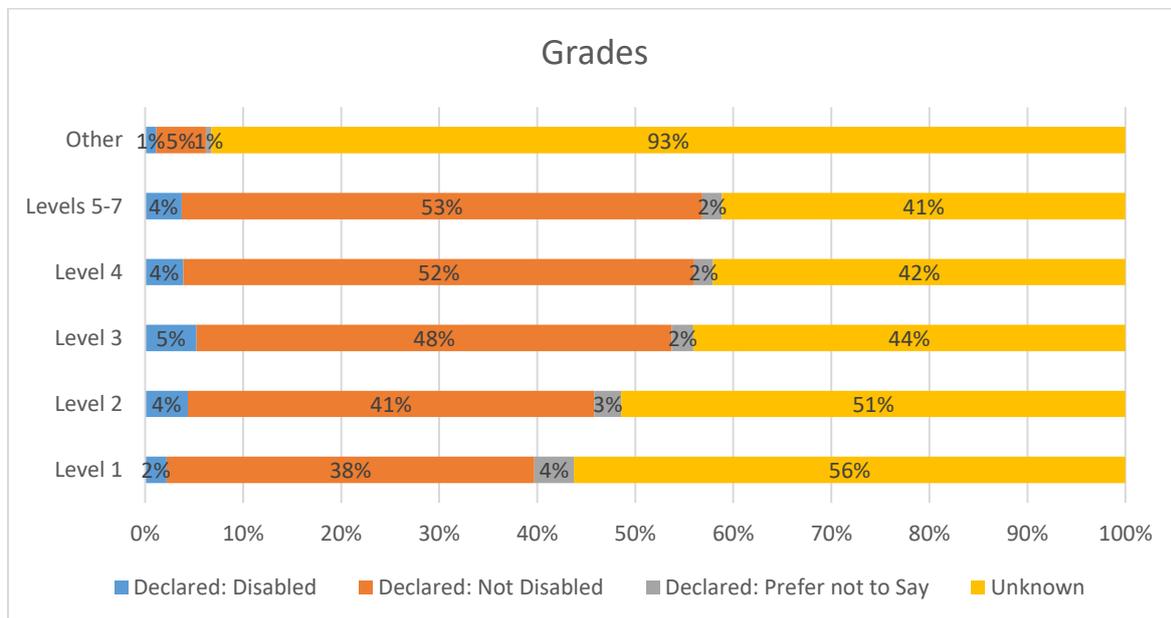


Figure 82: Salary Grades - Disability



The 'Other' salary band has been removed from *Figure 80* as 93% were unknowns, meaning no useful or usable conclusions could be made about it. The proportion of staff declaring a disability increases from Levels 1 to 3, and then decreases from level 4 onwards. A similar pattern was observed last year. The proportion of not disabled staff consistently increases as the salary grade does, however this seems to be due to the proportion of unknowns decreasing at those levels too.

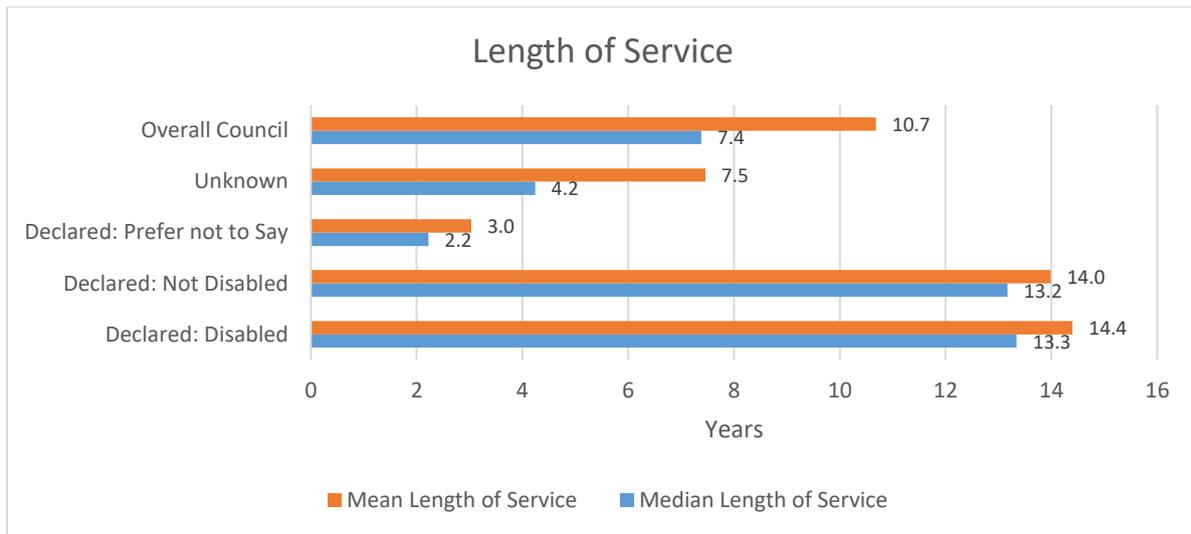
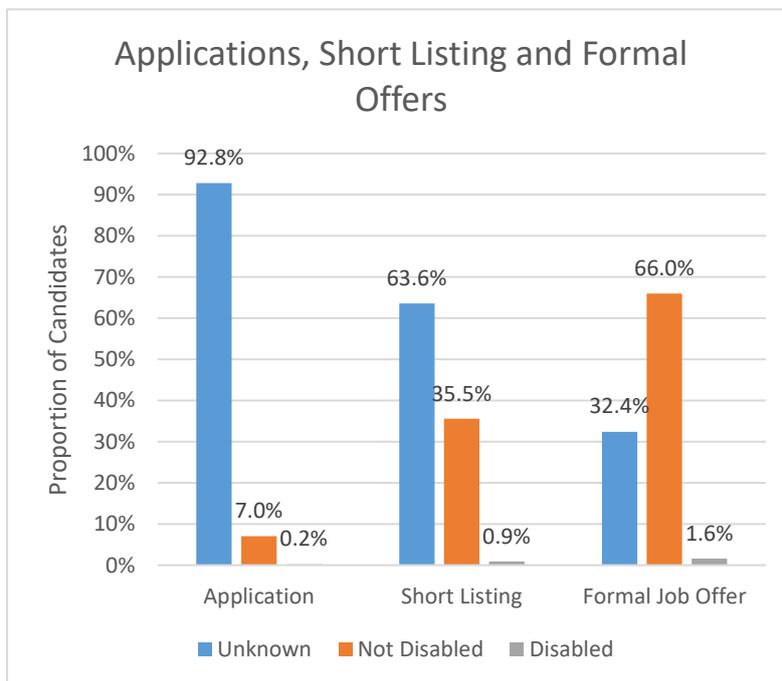


Figure 83: Length of Service – Disability

Due to the high number of unknowns, the length of service values for other declarations will be skewed by more extreme values. Regardless, disabled staff remain at the council for 3.7-5.9 years more than the Council overall. Staff who have declared not to have a disability work at Camden for 3.7-6.0 years more than the Camden overall figures. Staff who would prefer not to say have a significantly shorter length of service.

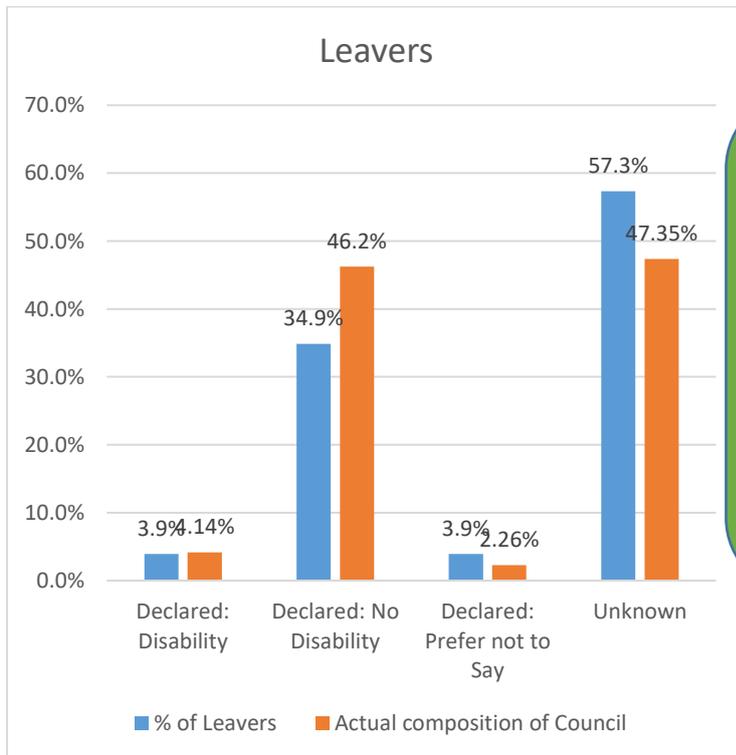
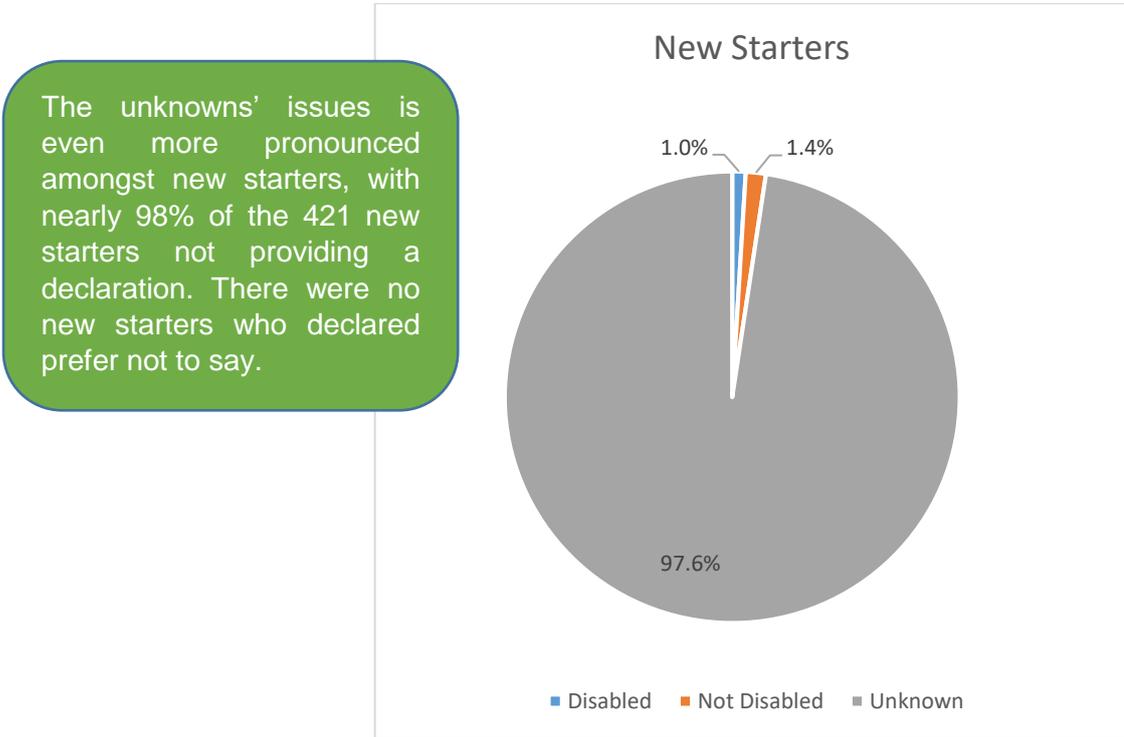
Recruitment, Leavers and Apprentices



Candidates are very unlikely to provide any type of disability declaration – with almost 92.8% of those at the application stage not providing one. The proportion of staff without a declared disability significantly increases at each stage of the process. The proportion of candidates declaring a disability also increases at each stage, albeit not by as a significant amount.

Figure 84: Applications, Short Listing and Formal Offers - Disability

Figure 85: New Starters - Disability



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

Figure 86: Leavers – Disability

Staff Resident in Camden

Unknowns live in the Borough at a rate fairly similar to the Council's overall figure, the other groups see some notable deviation from this. Both disabled and prefer not to say groups live in Camden at rates 8.3% and 4.7% higher than the overall figure. Conversely, staff who have declared not to have a disability are 2.3% less likely to live in Camden.

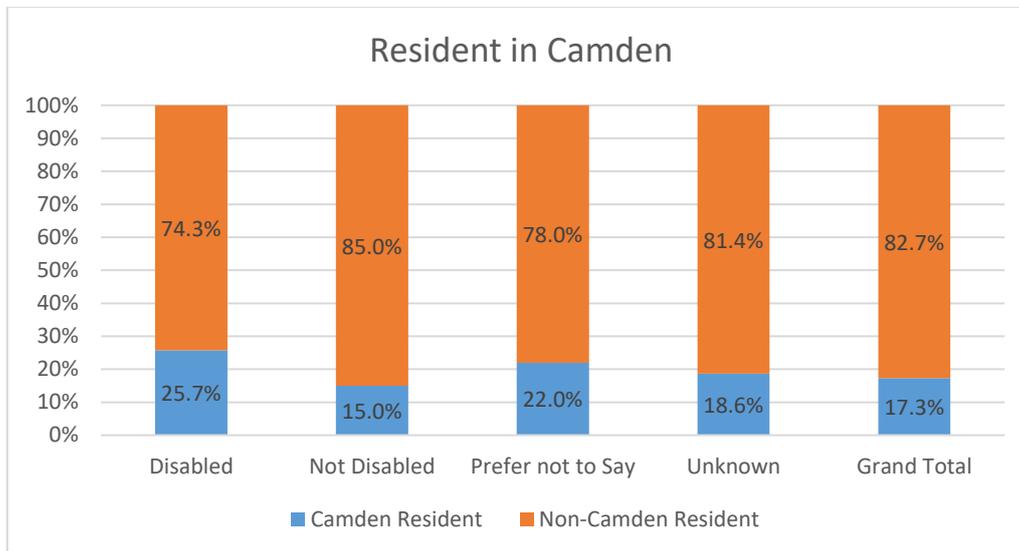


Figure 87: Resident in Camden - Disability

AMGUD and Absences

Table 18: AMGUD - Disability

Disability Status	Absence Management	Disciplinary	Grievance	Underperformance	Grand Total
Not Disabled	36.1%	35.0%	33.3%	20.8%	34.3%
Prefer not to say	3.6%	0.0%	0.0%	8.3%	3.3%
Disabled	7.8%	0.0%	0.0%	8.3%	6.2%
Unknown	52.4%	65.0%	66.7%	62.5%	56.2%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%

Staff who have declared not to have a disability are 11.9% underrepresented, whilst disabled staff are 2.1% overrepresented in AMGUD cases. Unknowns are 8.8% underrepresented. Prefer not to say are largely proportional. There is some variation amongst the different types, as well. Disabled staff and those staff who would prefer not to say have no grievance or underperformance cases against them. The significant proportion of unknowns might be the cause of these 0% figures.

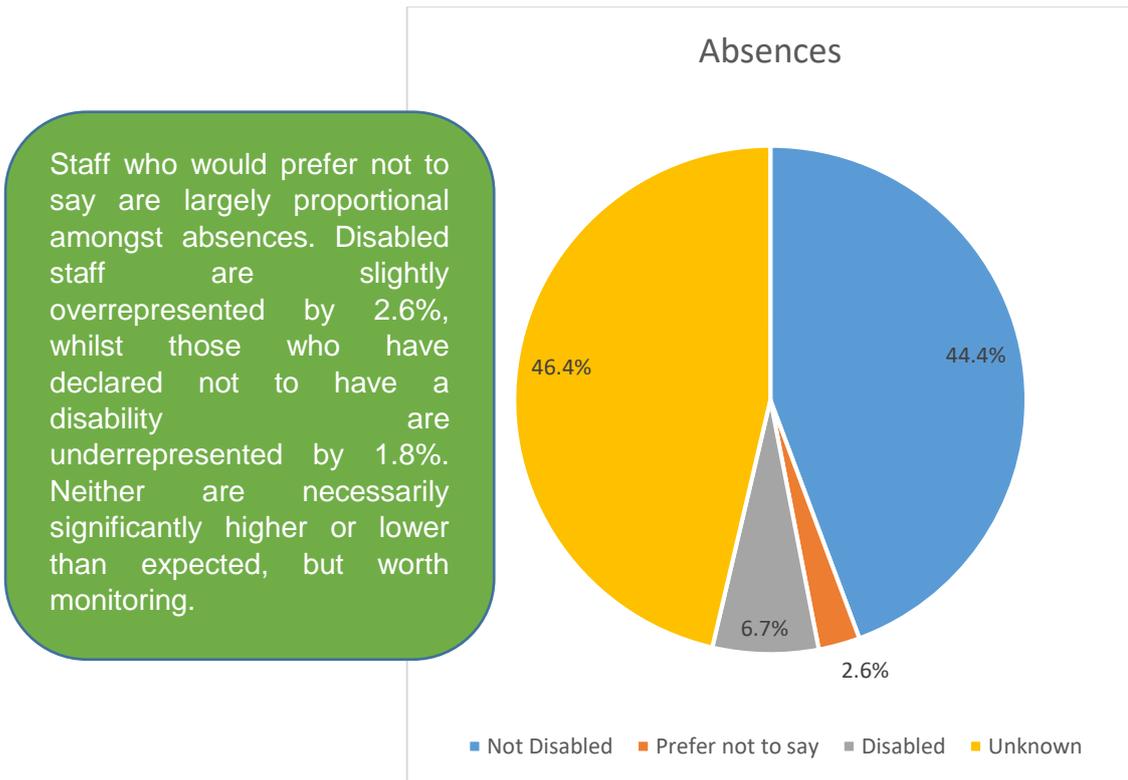
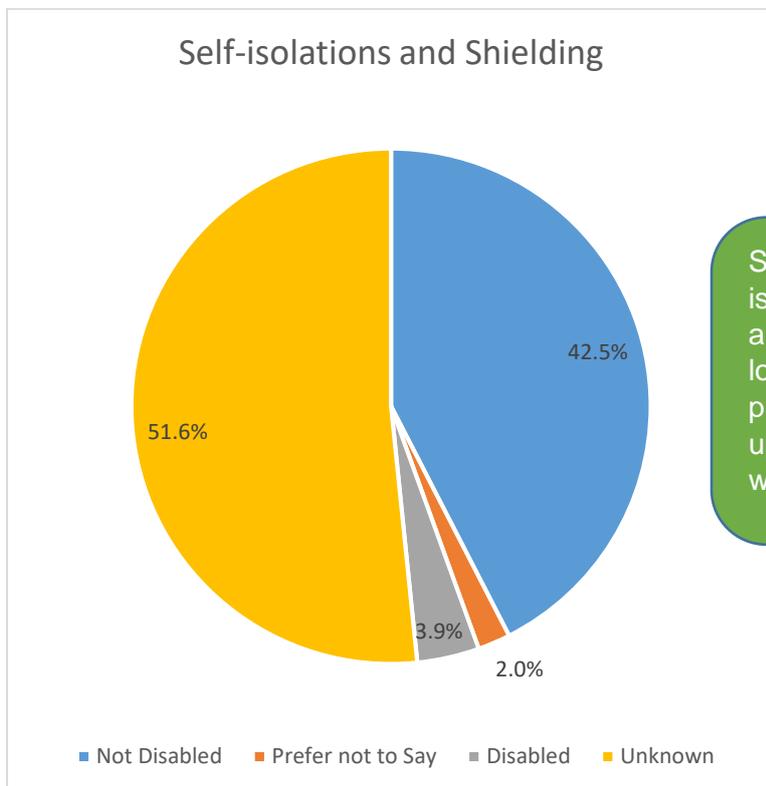


Figure 88: Absences - Disability



Similar to the above, the self-isolation and shielding results are not significantly higher or lower than expected, being fairly proportional to the overall make-up of the council, but is still worth monitoring.

Figure 89: Self-isolations and Shielding - Disability

[REPORT ENDS]

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Ethnic categories used

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

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

Nationality Groups

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

Report Coverage

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

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

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

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

Data and methodology

Data relating to job applications was taken from the recruitment system Oracle Taleo. Most data relating to current employees was taken from the Council's Oracle HR management system (HRMS). Gender and date of birth are compulsory fields making this data more comprehensive and reliable. Disability declaration, ethnic origin, religion or belief and sexual orientation are not compulsory fields, and the small numbers of people in some of these categories have meant it has not been possible to report on all aspects by these characteristics.

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

Data for current employees is provided as of the 31st March 2021. Data for all other sections relates to the period 1st April 2020 to 31st March 2021, apart from where forward context is provided.