

London Borough of Camden  
Annual Employment Profile  
2017/18

# Contents

<b>1</b>	<b>Introduction</b>	<b>3</b>
1.1	Purpose of report	3
1.2	Equality	3
2.1	Overview	3
2.2	Patterns of work	4
2.3	Age Profile	5
2.4	Disability declaration	6
2.5	Ethnicity	7
2.6	Gender	9
2.7	Length of service	10
2.8	Nationality	11
2.9	Apprentices	11
2.10	Religion or belief	13
2.11	Sexual orientation	13
2.12	Staff Resident in Camden	13
<b>3</b>	<b>Recruitment</b>	<b>14</b>
3.1	Overview	14
3.2	Age	15
3.3	Ethnicity	16
3.4	Gender	17
3.7	Camden Residents	20
3.8	Looking ahead - Improving employment outcomes and increasing representation through recruitment interventions	20
<b>4</b>	<b>Turnover</b>	<b>21</b>
4.1	Overview	21
4.2	Rate of turnover and voluntary turnover (resignations)	22
4.3	Voluntary turnover – age	22
4.4	Voluntary turnover – disability declaration	23
4.5	Voluntary turnover – ethnicity	23
4.6	Voluntary turnover – gender	23
4.7	Voluntary turnover – length of service band	23
4.8	Leavers – nationality groups	24
<b>5</b>	<b>Sickness Absence</b>	<b>24</b>
5.1	Overview	24
5.2	Sickness absence management cases	25
5.3	Sickness absence management cases by Age	25
5.4	Ethnic origin	25
5.5	Gender	26
5.6	Measures to support workforce wellbeing	26
<b>6</b>	<b>Grievance, disciplinary and underperformance</b>	<b>27</b>
6.1	Overview	27
6.2	Disciplinary Cases	27
6.3	Grievance Cases	27
6.4	Formal Underperformance Cases	28
	<b>Report coverage</b>	<b>30</b>
	<b>Data and methodology</b>	<b>30</b>
	<b>Ethnic categories used</b>	<b>30</b>

## 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, 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.

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

- In comparison to prior years when staffing levels have decreased, the size of the Council's workforce did not change significantly
- Part-time working continues to be popular, with 1 in 5 staff working reduced hours while flexible working in general continues to embed into working practices with opportunities to explore it as part of the recruitment process
- The age profile of the workforce continues to gradually rise, with the proportion of staff aged over 55 rising again as the impact of pension reforms result in staff working longer
- The proportion of staff from a Black, Asian and minority ethnic (BAME) background in the Council overall and in more senior grades (Level 4 Zone 2 and above) remained in line with 2016/17
- There continues to be a marginally higher proportion of women working at the Council as they make up 56% of staff
- The age profile of apprentices has risen following the removal of age restrictions, this has helped the Council to target opportunities at those most in need of the development they offer
- The proportion of Camden resident staff remained consistent with prior years, but steps to increase representation from the borough are ongoing
- Recruitment outcomes across ethnic groups appeared uneven, these are being analysed in more detail and as part of a broader review of ethnic minority representation across the Council
- Overall turnover and voluntary turnover decreased slightly in comparison to 2016/17
- Following the June 2016 EU referendum result, employee nationality data has been reviewed. During 2017/18 no patterns appeared to emerge in turnover or employment, though the proportion of EU joiners appeared to be marginally lower than the proportion of job offers made, so this and other indicators are continuing to be monitored
- Support for employee wellbeing continues to expand with the continued growth of initiatives to aid physical and mental health

# 1 Introduction

## 1.1 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 our workforce as we strive 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 higher level of detail, analysis and comparison data than is standardly done within local authorities and openly publishes this.

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

## 1.2 Equality

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.

Our current focus is on accelerating the rate of progression of our staff from Black, Asian and Minority Ethnic (BAME) backgrounds and increasing their representation within our upper management and senior leadership levels. Having thoroughly investigated what could be causing their underrepresentation at those levels, we will be taking action through:

- Increasing access to mentoring, coaching and sponsorship
- Increase the scope for interventions to help managers address their assumptions and biases within all decision-making processes
- Increase support for staff to manage their careers
- Increase the mechanisms for staff to gain experience and exposure, such as through increased use of secondments

Our actions, whilst prompted by our desire to increase the representation of BAME people, will benefit our culture of inclusion more broadly.

# 2. Current Employees

## 2.1 Overview

As of 31 March 2017, the total number of staff employed by the council was 4100 with a full time equivalent (FTE) of 3725<sup>1</sup>. The below table shows the distribution of these members of staff across directorates. These figures have decreased from 4140 (headcount) and 3773 (FTE) since 31 March 2017.

---

<sup>1</sup> An FTE of 1 means that the person is equivalent to a full-time worker, while an FTE of less than 1.0 means that the employee is part time.

Table 2.1.1 Current employees by Directorate as of 31<sup>st</sup> March 2018

Directorate	Headcount	Headcount (%)	FTE
Corporate Services	1100	27%	1039
Supporting Communities	1417	35%	1284
Supporting People	1583	39%	1402
<b>Total</b>	<b>4100</b>	<b>100%</b>	<b>3725</b>

## Trends

Over the last nine years; both the headcount and FTE figures have steadily reduced as the council adapts to the challenging public sector financial conditions.

Table 2.1.2 Current employees by headcount and FTE (trend data)

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Headcount</b>	5238	5033	4630	4526	4429	4359	4290	4140	4100
<b>FTE</b>	4865	4703	4335	4257	4170	4065	3978	3773	3725

## 2.2 Patterns of work

In 2014 Camden became the nation's first Timewise Council and embraced a culture of agile and flexible working. Staff are able to work when and where they want in order to balance work and life commitments, within the boundaries of their individual services. This can mean working from home, any of Camden's office buildings or elsewhere, with technology fully supporting service delivery at any location and managers having grown in confidence to manage by outputs. This cultural shift has meant that staff do not always need to reduce their hours, and pay, in order to balance work and other commitments, a trend reflected in the marginal increase of part-time working since 2014.

As with 2016/17, 19.4% of Camden staff worked part time in 2017/18 and Support People Directorate continued to have the highest percentage of part time workers at 24.7%.

Table 2.2.1 Current employees by pattern of work (percentage)

Directorate	Full Time	Part Time	Total
Corporate Services	85.8%	14.2%	100%
Supporting Communities	82.6%	17.4%	100%
Supporting People	75.3%	24.7%	100%
<b>Grand Total</b>	<b>80.6%</b>	<b>19.4%</b>	<b>100%</b>

## Trends

Part-time working has remained at the same level as 2016-17. We continue to advertise roles as being suitable for flexible working, and ask candidates to tell us on their application whether they would like to be considered for part time/flexible working. Hiring managers are then prompted to discuss this during the recruitment process.

Table 2.2.2 Percentage of part time workers within workforce, 2009/10 to present

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Part Time Workers</b>	18.8%	18.1%	18.2%	16.3%	15.1%	16.9%	17.7%	19.4%	19.4%

## 2.3 Age Profile

As in previous years<sup>1</sup>, the age band with the highest percentage of workers within the organisation is 45-54 years, closely followed by 35-44 years. Supporting Communities and Supporting People continue to have an older age profile than Corporate Services, with higher percentage of workers aged 55 and upwards. Conversely, Corporate Services has the lowest age profile, with 24% of workers aged 34 or under.

Table 2.3.1 Current employees by age band (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All ages
Corporate Services	3.1%	21.3%	31.7%	25.9%	16.8%	1.2%	100%
Supporting Communities	5.4%	15.8%	24.1%	27.0%	24.5%	3.1%	100%
Supporting People	2.1%	16.4%	27.4%	30.6%	21.9%	1.7%	100%
<b>Grand Total</b>	<b>3.5%</b>	<b>17.5%</b>	<b>27.4%</b>	<b>28.1%</b>	<b>21.4%</b>	<b>2.0%</b>	<b>100%</b>

### Representativeness of current workforce: Age

As in previous years, Camden Council continues to have an older age profile than that of the Borough or the Greater London working age population. The percentage of 16-24 year olds within the Council's workforce has increased slightly from 3.3% to 3.5% during 2017/18. This is higher than the overall mean of 3.1% across all London Councils

This relatively low proportion of staff in the 16-24 years age group is to be expected as many in this age group are in some form of education or training, meaning nationally only 55.3% of 16-24 year olds were in employment<sup>2</sup>, compared to 74.8% across all age groups<sup>3</sup>.

Table 2.3.2 Age composition of workforce, the borough of Camden and London<sup>4</sup>

Council/Area	16-24	25-34	35-44	45-54	55-64	65+	All ages
Camden Council	3.5%	17.5%	27.4%	28.1%	21.4%	2.0%	100%
Camden Borough	15.6%	26.1%	18.9%	14.6%	10.4%	14.4%	100%
Greater London	13.3%	23.6%	20.1%	16.4%	11.8%	14.8%	100%

### Age bands by grade and salary

As with previous years, staff from the 16-24 age band tend to be employed on lower grades than older staff as they begin their careers, with a number of these employees undertaking an apprenticeship. As grades are linked to salary, this means older staff tend to earn more than younger staff.

Table 2.3.3 Employees by salary and age bands (percentage)

Salary Band	16-24	25-34	35-44	45-54	55-64	65+	All ages
£0-£20k	40.0%	9.0%	9.7%	19.4%	20.6%	1.3%	100%
£20-£30k	4.9%	20.1%	23.2%	25.3%	23.0%	3.5%	100%
£30k-£40k	1.5%	21.1%	30.0%	27.4%	18.8%	1.3%	100%
£40-£50k	0.0%	13.4%	31.8%	32.6%	20.5%	1.6%	100%
£50-£60k	0.0%	5.9%	28.6%	35.9%	27.3%	2.3%	100%
£60k+	0.0%	3.3%	27.5%	31.7%	35.8%	1.7%	100%
<b>Grand Total</b>	<b>3.5%</b>	<b>17.5%</b>	<b>27.4%</b>	<b>28.1%</b>	<b>21.4%</b>	<b>2.0%</b>	<b>100%</b>

<sup>2</sup> Source: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/timeseries/aivz>

<sup>3</sup> Source: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/timeseries/lf24/lms>

<sup>4</sup> Source: <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesandnorthernireland>

## Trends and comparisons

The proportion of staff aged 55 and above continued to rise in 2017-18, in keeping with a trend towards later retirement ages following changes to public sector pensions (ie LGPS). We can see there has also been a gradual decrease in the percentage of 25-34 year olds employees since 2009/10. There has been no overall net loss or gain in terms of starters and leavers within this age band since 2009/10 which suggests that there has been no reduction in the number of individuals within this band joining the council or choosing to leave. However, 57.8% of employees in the 35-44 group would have fallen into the 25-34 age group at some point between 2009/10 and 2016/17 based on their current age and length of service. This combined with the average length of service within each age group suggests that individuals are choosing to remain within the Council longer from 25-34 onwards.

Table 2.3.4 Age profile of Camden Council 2009/10 – 2017/18

Age Band	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
16-24	3.3%	3.0%	2.3%	2.1%	3.0%	3.4%	3.9%	3.3%	3.5%
25-34	25.1%	24.4%	24.3%	23.1%	21.8%	20.0%	19.5%	18.5%	17.5%
35-44	26.4%	25.6%	25.7%	26.5%	26.6%	27.0%	26.6%	27.3%	27.4%
45-54	30.3%	31.4%	31.9%	31.2%	30.2%	29.9%	29.2%	28.9%	28.1%
55-64	14.2%	14.7%	14.5%	15.7%	16.9%	18.0%	18.9%	19.9%	21.4%
65+	0.7%	0.9%	1.3%	1.4%	1.5%	1.7%	2.0%	2.1%	2.0%

Table 2.3.5 Average length of service by age band as of 31 March 2018

Age Band	Average Length of Service (Years)
16-24	1.46
25-34	3.29
35-44	6.54
45-54	9.12
55-64	12.86
65+	14.99

## 2.4 Disability declaration

The percentage of staff who have declared themselves to have a disability was 2.9%. The breakdown by directorate is shown in the table below.

Table 2.4.1 Current Employees by Directorate as of 31st March 2018

Directorate	Disabled	Not Disabled	Unknown or Prefer not to say	Total
Corporate Services	3.6%	81.2%	15.1%	100%
Supporting Communities	2.2%	75.8%	22.0%	100%
Supporting People	3.1%	78.1%	18.8%	100%
<b>Grand Total</b>	<b>2.9%</b>	<b>78.1%</b>	<b>18.4%</b>	<b>100%</b>

## Trends and comparisons

In 2017/18, 2.9% of employees declared themselves to have a disability. This is a decrease of 0.4% from 3.3% in 2016/17. This decrease mirrors the drop in the average number of employees across other London Boroughs which fell from 5.4% in 2016/17 to 5.0% in 2017/18. Recognising that there remains a relatively high proportion of staff where a disability declaration is not recorded, planning is underway to invite staff to update their details. For comparison, 7% of the staff who completed the 2018 staff survey declared a disability which suggests the actual figure across all staff may be higher due to under reporting.

### 2.5 Ethnicity

51.1% of Camden's workforce are from a White background, a decrease of 2% from 2016/17 whilst the percentage of the workforce from a BAME background (Black, Asian, Mixed and other minority ethnic backgrounds) reduced from 40.3% to 40.2% in 2017/18. The ethnicity of the remaining 8.7% of staff within the organisation is not known.

Table 2.5.1 Current employees by banded ethnic origin (percentage)

Directorate	White	Mixed	Asian	Black	Other	Unknown or Prefer Not to Say	Total	BAME
Corporate Services	47.5%	3.7%	16.3%	23.1%	2.7%	6.6%	100%	45.8%
Supporting Communities	56.9%	3.5%	7.4%	18.5%	2.7%	11.1%	100%	32.0%
Supporting People	48.4%	3.8%	8.0%	27.9%	3.9%	8.1%	100%	43.5%
<b>Grand Total</b>	<b>51.1%</b>	<b>3.7%</b>	<b>10.0%</b>	<b>23.3%</b>	<b>3.1%</b>	<b>8.7%</b>	<b>100%</b>	<b>40.2%</b>

### Representativeness of current workforce: Ethnicity

The table below shows the ethnicity of the current workforce and compares it with the working age populations of the Camden borough and London. As the London and borough data comes from the 2011 census, some of the proportions may have changed by now, but this remains the most comprehensive means for comparison. The proportion of staff from white backgrounds working within Camden Council remains below the proportion of Borough and London's working age population. Staff from Black backgrounds make up 23% of Camden Council staff, but account for only 7% of the Camden's working age population and 12% of London's working age population. In comparison, Asian staff at the Council are under-represented. 10% of Camden Council staff comes from an Asian background compared to 16% of the Camden borough and 18% of London working age populations.

Table 2.5.2 Ethnic composition Camden Council, the Camden borough and London working age populations

Council/Area	White	Mixed	Asian	Black	Other	Unknown or Prefer not to say	Total	BAME
Camden Council	51.1%	3.7%	10.0%	23.3%	3.1%	8.7%	100%	40.2%
Camden Borough	69.0%	4.0%	16.0%	7.0%	4.0%	0.0%	100%	31.0%
London	63.0%	4.0%	18.0%	12.0%	3.0%	0.0%	100%	37.0%

### Grade/salary

Staff from White backgrounds have higher proportions of staff in more senior grades than staff from other backgrounds. This is an area that we are focusing attention in order to improve representation among other groups via recruitment, development and how we approach talent and succession. The 31 March 2018 position is shown in the table below.

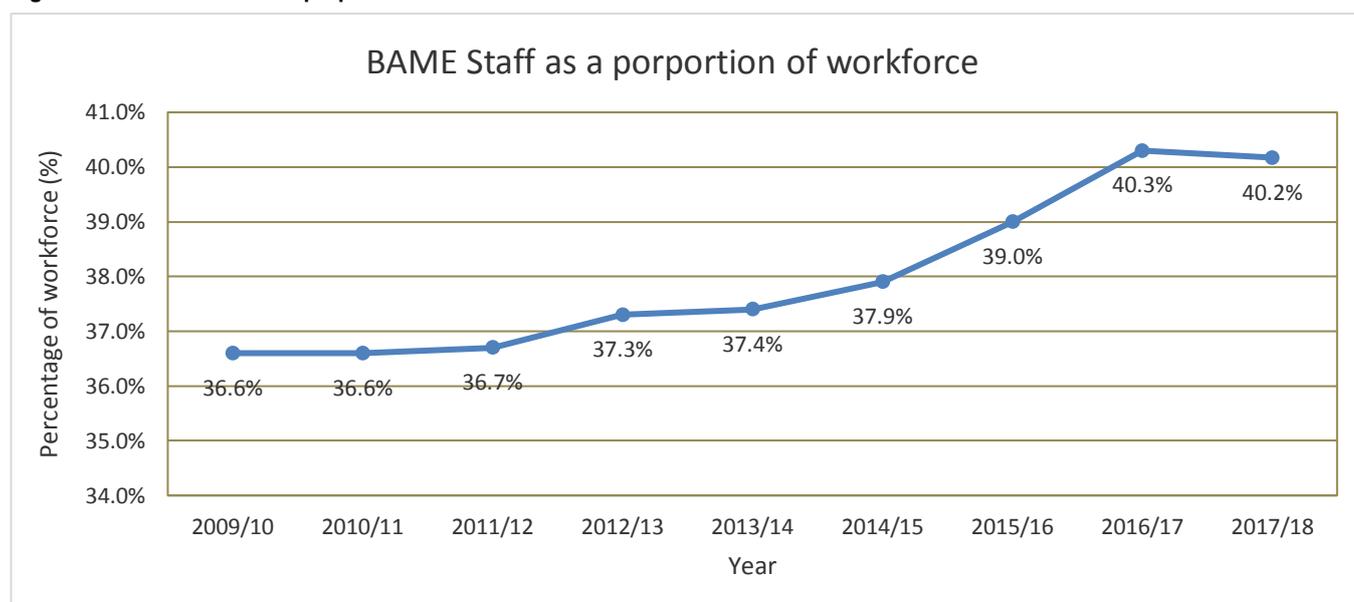
Table 2.5.3 Ethnicity and grade of current employees

Employment Profile Grades	White	Mixed	Asian	Black	Other	Unknown or Prefer Not to Say	Total	BAME
Level 1	8.6%	7.3%	9.2%	13.7%	16.3%	23.5%	11.3%	12.2%
Level 2	12.5%	18.0%	20.0%	21.0%	17.1%	13.4%	15.7%	20.2%
Level 3	30.1%	36.0%	39.7%	41.4%	39.5%	31.8%	34.4%	40.3%
Level 4	29.8%	27.3%	22.1%	19.0%	20.9%	15.4%	24.9%	20.7%
Levels 5-7	18.5%	11.3%	8.5%	4.7%	4.7%	10.1%	12.8%	6.3%
Other	0.5%	0.0%	0.5%	0.2%	1.6%	5.9%	0.9%	0.4%
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Trends and comparisons

The proportion of BAME staff within the workforce dropped by 0.2% in 2017/18, having increased consistently in prior years. However, compared to 2017/18 the number of employees who have not declared their ethnicity or have chosen the Prefer Not to Say option has increased by 2.2%. To increase the amount of data held in regards to ethnicity and disability declarations, a declaration drive is planned for 2019 to enable a more complete understanding of trends and patterns relating to the ethnicity of the workforce.

Figure 2.5.1 BAME staff as a proportion of workforce



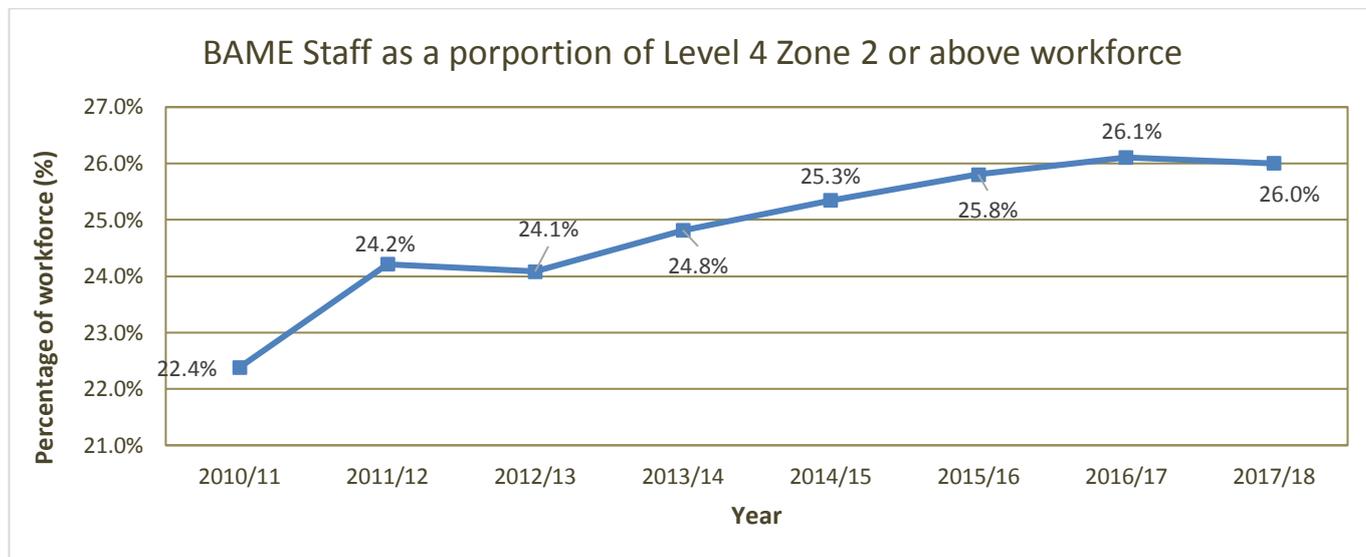
## Trends and comparisons

In previous years; the Council has monitored the percentage of BAME staff who are earning in excess of £40,000 per year. Although this has continued to increase year-on-year; using this methodology does not account for costs of living increases that have pushed more employees into this pay bracket over the last eight financial years.

For the 2017/18 employment profile we have reviewed the proportion of employees in Level 4 Zone 2 roles or above within the Council during each year from 2010/11 onwards. Staff at this level as of 31st March 2011 were earning £40,000 per more and mapping employees at this level takes into account cost of living increases since then. As such, it provides a more accurate picture of the increase in BAME staff in the upper pay ranges of the Council.

The graph below outlines how the percentage of BAME workers at Level 4 Zone 2 or above from 2010/11 has increased gradually over this period of time before levelling off this year.

Figure 2.5.2 BAME staff as a proportion of workforce



## 2.6 Gender

56% of Camden Council's staff are female. The table below shows the gender proportions of staff by directorates. Supporting People continues to have the largest difference in terms of gender split with 72% of employees being female.

Table 2.6.1 Current employees by gender (percentage)

Directorate	Female	Male	Grand Total
Corporate Services	55.2%	44.8%	100%
Supporting Communities	40.5%	59.5%	100%
Supporting People	71.5%	28.5%	100%
<b>Grand Total</b>	<b>56.4%</b>	<b>43.6%</b>	<b>100%</b>

### Representativeness of current workforce: Gender

There is a lower population of male staff within Camden Council than there is within the working populations of the borough of Camden and Greater London where a 50/50 split exists.

Council/Area	Female	Male	Total
Camden Council	55.2%	44.8%	100%
Camden Borough	49.8%	50.2%	100%
Greater London	50.5%	49.5%	100%

### Grade/salary

Compared to March 2017; there has been no substantial change in the distribution of grades by gender. Likewise, there remains a higher proportion of females at all levels except for Level 1.

Table 2.6.2 Distribution of males and females by grade

Grade	Female	Male	Grand Total
Level 1	42.2%	57.8%	100%
Level 2	58.6%	41.4%	100%
Level 3	57.7%	42.3%	100%
Level 4	60.6%	39.4%	100%
Levels 5-7	53.2%	46.8%	100%
Other	78.9%	21.1%	100%
<b>Grand Total</b>	<b>56.4%</b>	<b>43.6%</b>	<b>100%</b>

## Trends and Comparisons

The gender ratio within Camden Council has remained consistent between 2009/10 to present. The average percentage of female working across this period was 56% compared to 44% male.

Table 2.6.3 Employees by gender

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Female	57.3%	57.4%	57.5%	56.9%	56.0%	56.8%	56.4%	56.3%	56.4%
Male	42.7%	42.6%	42.5%	43.1%	44.0%	42.3%	43.6%	43.7%	43.6%

In regards to the top 5% of earners within the council. Based on information provided to the London Councils Group; female employees accounted for 50.5% of this group within Camden. The median figure for females within the top 5% of earners across all London Boroughs was 50.8% and the Councils ranked 16th out of the 32 respondents.

Table 2.6.4 Gender of top 5% of earners as per London Councils Human Capital Metrics Survey submission

Year	2014/15	2015/16	2016/17	2017/18
Female	43.7%	52.1%	52.7%	50.5%
Male	56.3%	47.9%	47.3%	49.5%

## Gender pay gap reporting

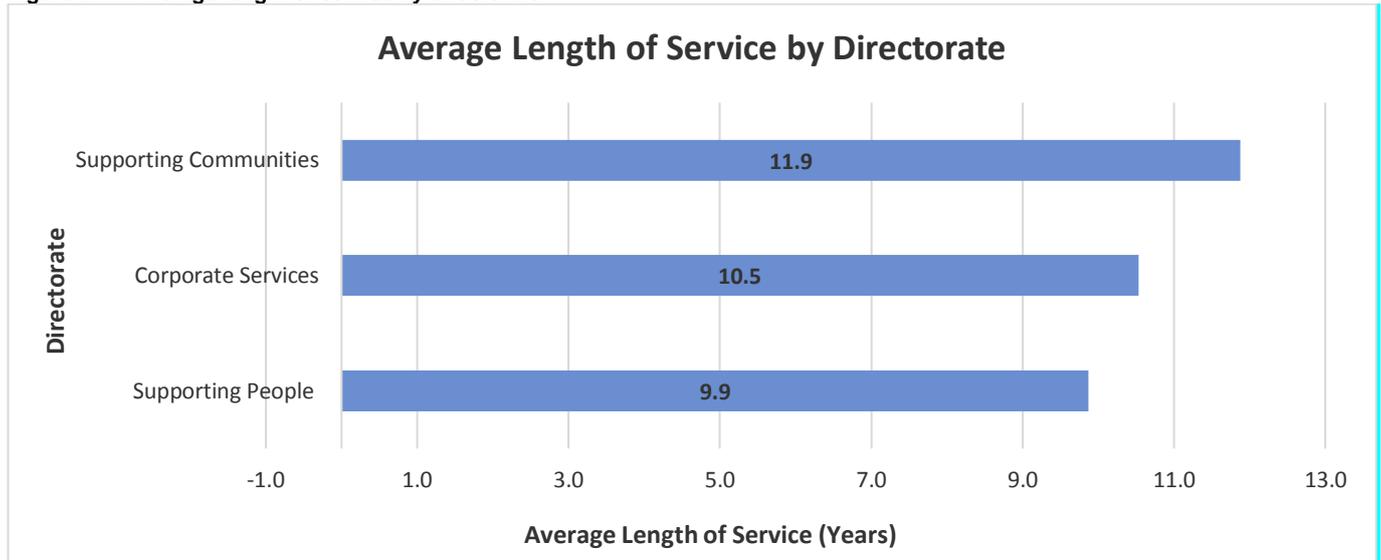
Camden has independently published a pay analysis of its workforce by gender for a number of years, and has recently [published](#) its second report based on the government's mandatory reporting requirements introduced for 2016-17. For the snapshot date of 31 March 2018, the mean and median pay gaps continued to favour women, though they had moved slightly closer to parity at 0.1% and 1.6% respectively. These figures correspond to the pattern observed in table 2.6.4.

### 2.7 Length of service

For the second consecutive year, the average length of service amongst Camden employees increased. As of 31 March 2018, the average length of service was 10.8 years compared to 10.3 and 10.7 years as of 31 March 2016 and 2017. Over the last five years, the average length of service amongst staff has increased by 5.2%.

As outlined in the below graph, Supporting People had the lowest average length service and Supporting Communities had the highest.

Figure 2.7.1 Average length of service by directorate



## 2.8 Nationality

Following the 2016 referendum on the UK's membership of the European Union, we have sought to grow our understanding of the nationalities of the workforce to enable us to support employees and inform our planning in the event of different possible outcomes to the process for exiting the EU. At 31 March 2018, 85.4% of the Councils' workforce were British Nationals including those who held dual citizenship. As shown in the table below, the remaining 14.6% of the workforce includes employees who are nationals of a country within the European Economic Area (EU or EEA Nationals) and Non-EEA Nationals from the rest of the world. The nationalities of a small percentage of employees remains unknown, so these are being reviewed and updated accordingly for future reporting.

Figure 2.8.1 Breakdown of workforce by Nationality Group

Directorate	British National	EU or EEA National	Non EEA National	Unknown	Grand Total
Corporate Services	88.1%	4.3%	4.1%	3.5%	100%
Supporting Communities	83.6%	6.2%	4.7%	5.5%	100%
Supporting People	85.2%	8.1%	5.0%	1.7%	100%
<b>Grand Total</b>	<b>85.4%</b>	<b>6.4%</b>	<b>4.7%</b>	<b>3.5%</b>	<b>100%</b>

## 2.9 Apprentices

Apprenticeships provide a way to gain a vocational qualification while in work. Apprentices are paid and gain valuable experience on the job while studying.

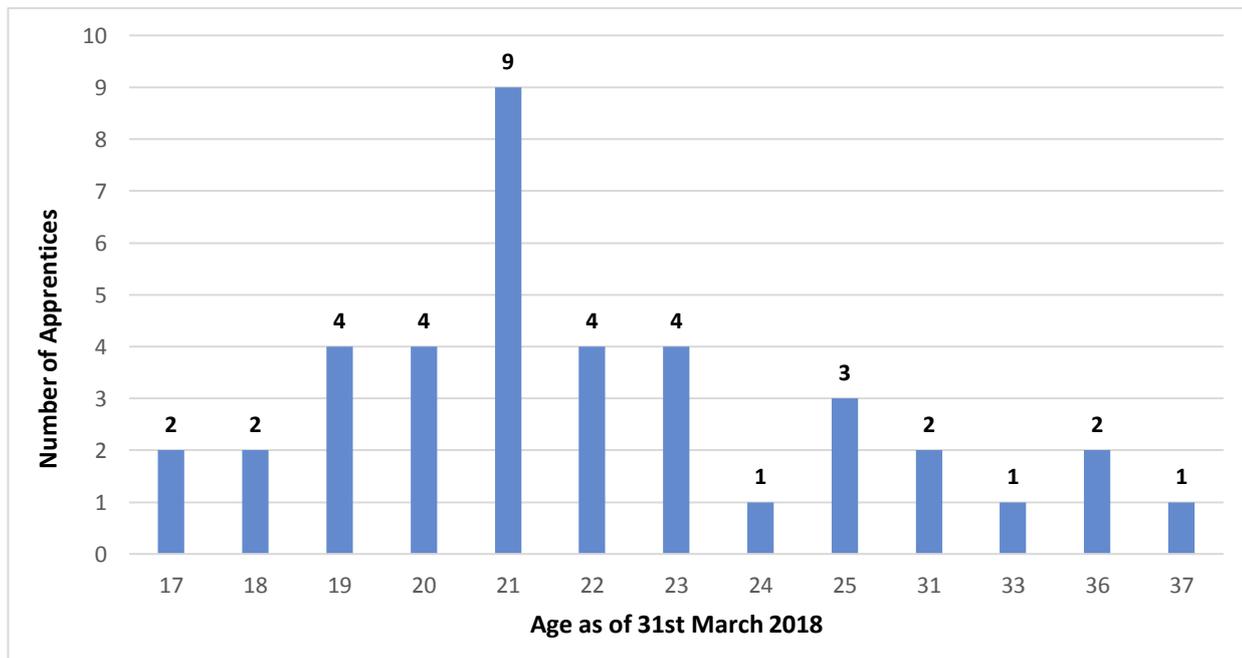
Camden's apprenticeship programme has traditionally been comprised of GCSE and A-Level equivalent qualifications. Apprentices recruited into these entry-level opportunities provide Camden with a talent pipeline that draws from the local community. These apprenticeship opportunities are ring-fenced for Camden residents, Camden care leavers or former Camden school students of all ages from 16 and above. Since April 2017 Camden has also been able to use apprenticeships to offer high quality training to our existing staff to develop a wide range of essential skills through qualifications ranging from GCSE equivalents up to Masters degrees.

The introduction of the apprenticeship levy has required all public sector organisations to pay an amount equal to 0.5% of their payroll into a digital account each month. The costs of apprenticeship training for new recruits and existing staff are met from the funds in this account.

Apprenticeship reforms introduced in 2017 removed age restrictions on those who can undertake an apprenticeship. This has enabled Camden to open up recruitment to candidates aged 16 and over. The following charts highlight the age profile of Camden’s apprentices on 31 March 2018, demonstrating their value as a source of workers who can be trained and deployed in services. Offering part-time flexible apprenticeships has also attracted a new pool of candidates seeking to fit work around other commitments.

In addition to the 39 apprentices employed by Camden, 13 existing employees have also commenced training on qualifications funded by the apprenticeship levy since it was introduced on 1st April 2017. Their age profile is set out below.

**Figure 2.9.1 Age profile of Apprentices**



Supporting Communities account for the majority of apprenticeships, followed by Corporate Services, while Supporting People have comparatively few:

**Table 2.9.1 Total number of Apprentices employed at the London Borough of Camden as of 31 March 2018**

Directorate	Total Number of Apprentices
Corporate Services	12
Supporting Communities	21
Supporting People	6
<b>Grand Total</b>	<b>39</b>

### Apprenticeships - Looking ahead

Since the apprenticeship levy was introduced in April 2017, Camden has worked to integrate apprenticeships into Camden’s talent recruitment and staff development methods. The council has increased the number of apprenticeship starts from 28 in 2016/17 up to 56 in 2017/18. This number is expected to increase further in the coming year.

Camden's community schools also pay into Camden's levy account and work is continuing to engage schools and support them to offer apprenticeships. The first 3 Teaching apprentices funded from the levy account have now started and there is interest from other schools in taking up this training option.

At 31 March 2018 Camden had committed £307k of our apprenticeship levy account funds to pay for a wide range of apprenticeship training, with subjects including CIPFA Professional Accountancy, Associate Project Manager, Business Administration and a range of trades and IT apprenticeships. We are continuing to expand the use of the apprenticeship levy to pay for a greater range of training from GCSE equivalents up to Masters Degrees. By the end of March 2019 we expect to have committed nearly £1 million from our apprenticeship levy account to pay for apprenticeships and a third of these will be higher level apprenticeships.

## 2.10 Religion or belief

Camden started gathering information from its employees on religion or belief in early 2015 through the recruitment process and a one-off exercise to self-declare. As of 31<sup>st</sup> March 2018, 27.5% of the workforce had completed a declaration for religion or belief. Therefore, Camden does not currently hold enough data to complete analysis of the breakdown of the workforce by religion or belief. However, of those who have made a declaration, 38.2% declared themselves as Christians, which was the highest religion or belief category.

## 2.11 Sexual orientation

Camden started gathering information from its employees on sexual orientation in early 2015. As of 31<sup>st</sup> March 2018, only 22.4% of the workforce had completed a declaration for sexual orientation. Therefore, Camden do not currently hold enough data to complete analysis on sexual orientation. However, of those who have made a declaration, 73.2% declared themselves as heterosexual.

## 2.12 Staff Resident in Camden

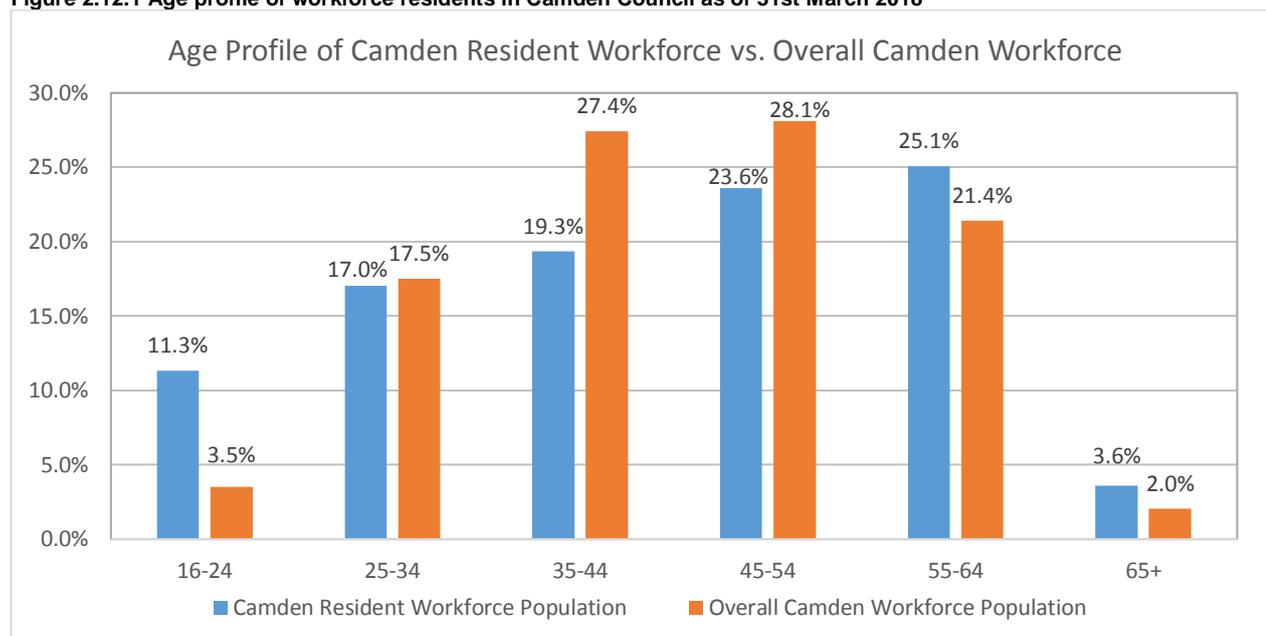
Our Camden Plan contains an aspiration to increase the number of Camden residents in local employment. We have begun monitoring the percentage of the workforce who are also a Camden resident. As of the 31<sup>st</sup> March 2018, 14.9% of the workforce are Camden residents. This is a slight increase from 14.5% in 2017, and the work undertaken to support this aspiration is summarised in the recruitment section of this report.

Table 2.12.1 Percentage of workforce residents in Camden Council as of 31st March 2018

Directorate	Camden Resident			
	Headcount		Percentage	
	Yes	No	Yes	No
Corporate Services	104	996	9.5%	90.5%
Supporting Communities	273	1144	19.3%	80.7%
Supporting People	233	1350	14.7%	85.3%
<b>Grand Total</b>	<b>610</b>	<b>3490</b>	<b>14.9%</b>	<b>85.1%</b>

The following chart compares the age profile of resident staff with that of the Council overall, it shows that resident staff are more likely to be younger (16-24 years), or older (55 years and above).

**Figure 2.12.1 Age profile of workforce residents in Camden Council as of 31st March 2018**



The table below shows that resident staff are more likely to work in lower grades, with relatively few working at Level 4 or above.

**Figure 2.12.2 Breakdown of Camden Working Population by Camden Resident vs. Non-Resident by Grade**

Directorate	Camden Resident			
	Headcount		Percentage	
	Yes	No	Yes	No
Level 1	190	275	40.9%	59.1%
Level 2	130	512	20.2%	79.8%
Level 3	169	1240	12.0%	88.0%
Level 4	66	954	6.5%	93.5%
Level 5-7	38	488	7.2%	92.8%
Other	17	21	44.7%	55.3%
<b>Grand Total</b>	<b>610</b>	<b>3490</b>	<b>14.9%</b>	<b>85.1%</b>

### 3 Recruitment

#### 3.1 Overview

This section of the profile provides a summary of 2017-18 recruitment data by age, ethnicity and gender. The disability and sub-ethnicity dimensions have not been included in this year's profile as the declaration level and/or size of the populations was not sufficient to make their analyses meaningful.

468 new starters joined the London Borough of Camden in 2017/18. Supporting People had the highest proportion of new starters within its workforce at 13%

**Table 3.1.1 Proportion of starters within directorate (percentage)**

Directorate	Starters	Non Starters
Corporate Services	8.3%	91.7%
Supporting Communities	10.4%	89.6%
Supporting People	12.6%	87.4%
<b>Grand Total</b>	<b>10.7%</b>	<b>89.3%</b>

During 2017/18, the London Borough of Camden received 7,704 completed applications for roles advertised within the Council during 2017/18. The top five jobs applied for during the period were within Corporate Services and included the Camden Graduate Trainee and Finance Graduate Trainee roles that generated 673 and 379 completed applications. Applications for these roles contributed to Corporate Services receiving the highest amount of applications.

**Table 3.1.2 Completed applications by directorate (headcount)**

Directorate	Number of Applications Received
Corporate Services	3868
Supporting Communities	1592
Supporting People	2244
<b>Grand Total</b>	<b>7704</b>

The high number of applications received for roles within Corporate Services also meant that the Directorate received the highest number of applications per vacancy.

**Table 3.1.3 Average completed applications per job by directorate**

Directorate	Average Number of Applications per Vacancy
Corporate Services	30.0
Supporting Communities	12.8
Supporting People	12.6
<b>Grand Total</b>	<b>17.9</b>

## 3.2 Age

As in 2016/17; the average age of new starters was 36 years old. This is lower than the average age of the existing workforce (45 years). The table below shows the average age of starters was lowest in Corporate Services and highest in Supporting People, mirroring the overall age profiles in the directorates.

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

Directorate	Average Age (Years)
Corporate Services	34
Supporting Communities	35
Supporting People	37
<b>Grand Total</b>	<b>36</b>

The table below shows the proportion of applicants by banded age in each directorate. It shows that the age profile of Corporate Services starters is lower than the other directorates, particularly in the 16-24 bracket, meaning that over half of joiners to the directorate were under 35.

**Table 3.2.2 Applicants by directorate and age band (percentage)**

Directorate	16-24	25-34	35-44	45-54	55-64	65+	Prefer not to say	Not Declared	Total
Corporate Services	30.1%	32.2%	16.4%	11.3%	3.2%	0.0%	2.7%	4.0%	100%
Supporting Communities	11.5%	36.7%	23.3%	16.2%	6.4%	0.1%	3.0%	2.9%	100%
Supporting People	11.4%	37.7%	22.3%	16.9%	4.7%	0.1%	3.3%	3.7%	100%
<b>Grand Total</b>	<b>20.8%</b>	<b>34.7%</b>	<b>19.5%</b>	<b>14.0%</b>	<b>4.3%</b>	<b>0.1%</b>	<b>2.9%</b>	<b>3.7%</b>	<b>100%</b>

## Representativeness of Starters and Applicants by Age

Excluding applicants who did not declare an age band as part of their original application. The age profile of those applying for roles/joining Camden was younger than the working populations of the borough and London. This is also in contrast to the age profile of the workforce overall but this is to be expected as the propensity to change and apply for roles diminishes as people grow older, while those of 65+ who live in Camden or London have a higher propensity to have retired.

We can also observe that the proportions of people applying from different age bands correspond quite closely to those being hired, with the exception of 55-64 band who were hired in slightly higher proportions than they applied, and the 16-24 band which showed the reverse. This is not surprising given their respective experience levels which will impact their suitability for roles and familiarity with recruitment processes.

Table 3.2.3 Age of starters and applicants compared to population of Camden Borough and London.

Council/Area	16-24	25-34	35-44	45-54	55-64	65+	All ages
Camden Council New Starters	16.0%	32.9%	25.9%	18.2%	7.1%	0.0%	100%
Camden Council Applicants	23.3%	37.2%	20.9%	14.9%	4.6%	0.1%	100%
Camden Borough*	15.6%	26.1%	18.9%	14.6%	10.4%	14.4%	100%
Greater London*	13.3%	23.6%	20.1%	16.4%	11.8%	14.8%	100%

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

## 3.3 Ethnicity

154 employees from a BAME background joined Camden in 2017/18, meaning the overall percentage of new starters from a BAME background was 32.9%. This has decreased from 39.1% reported in 2016/17 but this is likely to be influenced by an increase in the number of employees who have yet to declare their ethnicity, the unknown level was 29.7% in 2017/18 compared to 9.6% in 2016/17

Table 3.3.1 Percentage of starters from a BAME background

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
BAME	37%	36%	37%	36.7%	36.7%	35.1%	46.5%	39.1%	32.9%

Within the BAME cohort of joiners, those from a Black background made up the largest group, followed by those with Asian backgrounds, though these figures will also have been influenced by the increased proportion where the ethnicity is unknown.

## Representativeness of starters, short-listed and applicants by ethnicity

Excluding current employees whose ethnicity is unknown and applicants who did not declare an ethnicity as part of their applications, the below table shows the ethnicity of people at the different stage of the recruitment process and in relation to the working age populations in both Camden and London. The proportion of white residents within Camden and London is higher than the proportion of white people during each stage of recruitment. Conversely, the proportion of people from a black background who apply to and join Camden remains higher than the Camden and London Level. The difference in outcomes for White and Asian applicants is noted and will be analysed further to understand any underlying factors or patterns.

Table 3.3.2 Applications, short-listed candidates, job offer, current staff and leavers by ethnicity\*

Council/Area	White	Mixed	Asian	Black	Other
Applications	40.2%	6.0%	21.1%	28.4%	4.3%
Short Listed	49.3%	6.2%	15.4%	26.1%	3.0%
Job Offer	55.4%	6.8%	12.5%	22.7%	2.5%
Starters	53.2%	6.4%	11.9%	26.1%	2.4%
Camden Workforce	56.0%	4.0%	11.0%	25.6%	3.4%
Camden Leavers	58.9%	2.8%	9.9%	23.9%	4.5%
Camden Residents (Working Age)	69%	4%	16%	7%	4%
London (Working Age)	63%	4%	18%	12%	3%

### Starting positions and grades

The table below shows the proportion of starters in each grade broken by ethnicity. Starters who are known to be from white background formed larger majorities in higher grades at Level 4 or above, while the share of known BAME staff was higher at Levels 2 and 3. There is a higher proportion of starters who have yet to declare their ethnicity amongst Other and Level 1. Starters at these levels include employees who would not have access to the online self-service tools on a day-to-day basis to update their details e.g. those in Passenger Service Assistant, Non-Residential Caretakers, Apprentice Craft Workers and Sports Coaches.

Table 3.3.3 Starters by ethnicity and grade

Employment Profile Grades	White	Asian	Mixed	Black	Other	Unknown	Total	BAME
Level 1	18.8%	10.0%	5.0%	7.5%	2.5%	56.3%	100%	25.0%
Level 2	28.3%	15.1%	3.8%	28.3%	0.0%	24.5%	100%	47.2%
Level 3	35.2%	7.5%	6.3%	27.7%	2.5%	20.8%	100%	44.0%
Level	46.2%	7.6%	2.5%	16.8%	1.7%	25.2%	100%	28.6%
Levels 5-7	72.1%	2.3%	4.7%	0.0%	0.0%	20.9%	100%	7.0%
Other	21.4%	7.1%	0.0%	7.1%	0.0%	64.3%	100%	14.3%
<b>Grand Total</b>	<b>37.4%</b>	<b>8.3%</b>	<b>4.5%</b>	<b>18.4%</b>	<b>1.7%</b>	<b>29.7%</b>	<b>100%</b>	<b>32.9%</b>

### 3.4 Gender

56.6% of starters were female. The highest percentage of female starters was in Supporting People (66.7%), while Supporting Communities had the lowest percentage (43.1%).

Table 3.4.1 Starters by directorate and gender (percentage)

Directorate	Female	Male
Corporate Services	55.9%	44.1%
Supporting Communities	43.1%	56.9%
Supporting People	66.7%	33.3%
<b>Grand Total</b>	<b>56.6%</b>	<b>43.4%</b>

Women accounted for both the majority of hires and applications submitted during 2017/18. Within the respective directorates, women continue to account for the majority of applications in Supporting People. Corporate Services is more balanced while males formed the majority of Supporting Communities applicants.

Table 3.4.2 Applicants by directorate and gender (percentage)

Directorate	Female	Male	Not Declared on Application	Total
Corporate Services	48.8%	47.2%	4.0%	100.0%
Supporting Communities	41.0%	56.2%	2.9%	100.0%
Supporting People	64.4%	31.9%	3.7%	100.0%
<b>Grand Total</b>	<b>51.7%</b>	<b>44.6%</b>	<b>3.7%</b>	<b>100.0%</b>

Higher proportions of women were shortlisted across all directorates, with the gap between male and female candidates closing in Supporting Communities, and moving more in favour of women in Corporate Services and Supporting People.

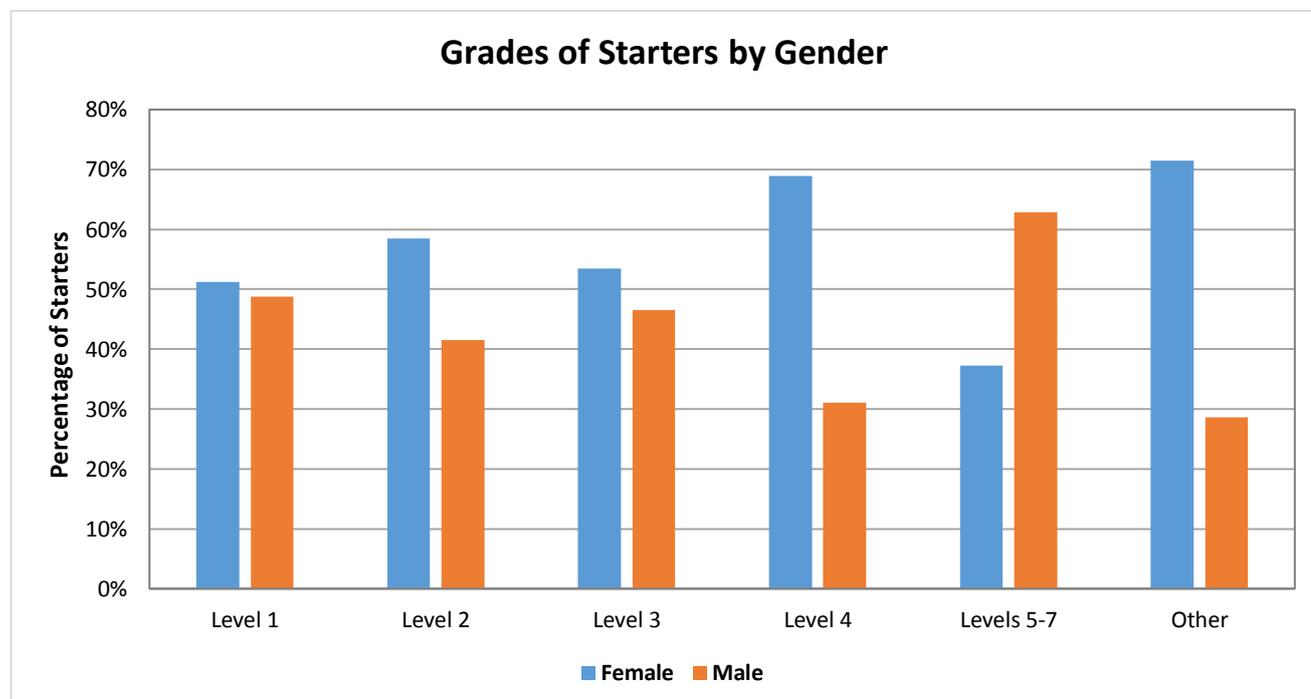
Table 3.4.3 Candidates shortlisted by gender

Directorate	Female	Male	Not Declared on Application	Total
Corporate Services	54.4%	42.5%	3.1%	100.0%
Supporting Communities	47.1%	50.7%	2.2%	100.0%
Supporting People	70.1%	27.1%	2.8%	100.0%
<b>Grand Total</b>	<b>58.8%</b>	<b>38.5%</b>	<b>2.7%</b>	<b>100.0%</b>

## Starting positions and grades

Females were more likely to be appointed in all grades apart from those at Level 5 – 7, though numbers in those grades are relatively small so more likely to fluctuate.

Figure 3.4.1 Grade of starters by gender



### 3.5 Applications Submitted by Gender and ethnicity

The table below shows a more even gender split among Asian candidates than 2016/17, while higher proportions of black women have applied than black men in 2017/18. The other large imbalance is with mixed candidates though this is a fairly small group overall so prone to fluctuations.

Table 3.5.1 Ethnicity and gender of applicants

Directorate	Female	Male	Total
White	54.8%	45.2%	100.0%
Mixed	60.9%	39.1%	100.0%
Asian	44.1%	55.9%	100.0%
Black	59.5%	40.5%	100.0%
Other	47.6%	52.4%	100.0%
Prefer Not to Say	48.8%	51.2%	100.0%
Not Declared on Application	25.0%	75.0%	100.0%
<b>Grand Total</b>	<b>53.7%</b>	<b>46.3%</b>	<b>100%</b>

### 3.6 Nationality

British nationals accounted for 86.1% of new starters during 2017/18. Corporate Services had the highest proportion of new starters who were British nationals whilst Supporting People had a higher proportion of new starters who were nationals from the EU/EEA and non-EEA.

Table 3.6.1 Starters by directorate and nationality group (percentage)

Directorate	British National	EU or EEA National	Non EEA National	Unknown	Total
Corporate Services	91.2%	4.9%	2.0%	2.0%	100%
Supporting Communities	89.5%	4.6%	3.3%	2.6%	100%
Supporting People	81.2%	5.6%	8.0%	5.2%	100%
<b>Grand Total</b>	<b>86.1%</b>	<b>5.1%</b>	<b>5.1%</b>	<b>3.6%</b>	<b>100%</b>

### Representativeness of starters, short-listed and applicants by nationality

Prior to August 2017, the recruitment process and system used by the Council did not capture the nationality of candidates applying for roles within the Council. The table below shows the declared nationality groupings of candidates at the various stage of the recruitment process and in relation to new starters and their representation in the workforce.

In the context of the country's departure from the European Union, one difference noted is the drop in proportion of EU or EEA nationals who receive offers (7.1%) in comparison to starters (5.1%). It may be that the subsequent increase in 'unknown' nationalities (3.6% of starters) account for the difference between offer and starter levels between both EU and British nationals, but this is an area we are monitoring to understand any patterns which may be emerging.

Table 3.6.1 Applications, short-listed candidates, job offer, starters and current staff by nationality group

Area	British National	EU or EEA National	Non EEA National	Not Declared on Application	Unknown	Total
Applications	72.8%	7.5%	9.5%	10.2%		100%
Short Listed	81.4%	7.0%	6.2%	5.4%		100%
Offered	87.4%	7.1%	4.6%	0.8%		100%
Starters	86.1%	5.1%	5.1%		3.6%	100%
Camden Workforce	85.4%	6.4%	4.7%		3.5%	100%

### 3.7 Camden Residents

During 2017/18, 13.2% of all applications received were from candidates who either declared themselves to be a Camden resident or whose postcode indicated that they lived within the borough. Supporting Communities received the highest proportion of applications from residents at 15.2%. Roles which received the highest level of interest from Camden Residents included Camden Graduate Trainee, Business Support Officer, Family Worker, Customer Services Officer and Registration Officers.

Table 3.7.1 Applications submitted by Camden/Non-Camden Residents

Directorate	Camden Resident	Non-Camden Resident	Not Declared on Application	Total
Corporate Services	12.1%	87.8%	0.0%	100%
Supporting Communities	15.2%	84.7%	0.1%	100%
Supporting People	13.8%	86.2%	0.0%	100%
<b>Grand Total</b>	<b>13.2%</b>	<b>86.7%</b>	<b>0.0%</b>	<b>100%</b>

At the shortlisting and offered stages of the recruitment process, the proportion of candidates who were Camden Residents remained consistent at around 11% of the overall population.

Table 3.7.1 Applications, short-listed candidates, job offer and current staff by nationality group

Area	Camden Resident	Non-Camden Resident	Not Declared on Application	Total
Applications	13.2%	86.7%	0.0%	100%
Short Listed	10.5%	89.4%	0.1%	100%
Offered	11.3%	88.7%	0.0%	100%
Camden Workforce	14.9%	85.1%		

### 3.8 Looking ahead - Improving employment outcomes and increasing representation through recruitment interventions

We are into the fourth year of accreditation with Timewise and have taken part in the Timewise 'Hire Me My Way' campaign. The messaging on flexible hiring is now consistent on all our adverts and we have seen increases in the number of employees choosing to opt for a flexible working pattern, for example within social work part time working is up from 12% to 19%.

To further improve recruitment from diverse communities, all Camden jobs are advertised on the Vercida job board (diversity and inclusion recruitment website). This is an interactive site that combines a broad range of perspectives from job seekers to the industry leading experts. Vercida also offers a platform for discussion on topics including: Age, Belief, Careers, Disability, Ethnicity, Gender, Inclusion, Leadership and LGBT.

A core theme and an ambition in Our Camden Plan is improving employment opportunities for local residents. We work closely with KXR (Kings Cross Recruit) who specialise in getting residents into work for the businesses of the King's Cross area. Their current area of focus is administration, customer services, hospitality, facilities management and retail positions.

Camden works closely with the Business Disability Forum (BDF) to attract and recruit candidates with disabilities and long-term health conditions. We have improved Camden's career site providing barrier free recruitment process for disabled candidates with all vacancies advertised via the Camden Ability Network. The Camden Ability Network aims to work with specialist agencies to support local disabled candidates into employment. To improve attraction rates for disabled candidates, we have developed testimonials from existing disabled employees, piloted work trials for specific roles as an adjustment and we are in the process of setting up training by the BDF for our resourcing team to gain more insight into different adjustments for different disabilities and health conditions.

We have employed technology to improve candidate experience, for example we launched a recruitment video where we have filmed a number of employees in various roles and settings talking about their Camden experience. We have also implemented Precise Fit, a self selection tool that gives candidates a realistic overview of 'life in Camden' and empowers candidates to make informed decisions. The tool offers timely feedback, keeps the candidate engaged, and delivers value regardless of outcome. Candidates are informed of job requirements, time commitments, and next steps, empowering them to self-select whether Camden is right for them (ie is this the right cultural fit).

We are piloting a Ban the Box campaign, It is a campaign aimed at removing criminal declaration at the application stage of the recruitment life cycle. In removing the criminal declaration box at the application stage, we can encourage candidates with spent and unspent convictions to apply for jobs with us. This will also allow people with convictions a better opportunity to compete for jobs and with over nine million people in the UK with a criminal record, it is a useful and efficient way of accessing a candidate market which tends to be diverse.

We are working closely with economic Development team and the Special education Needs (SEN) team to create opportunities for young people with SEN. We are currently piloting the scheme and have had two students with SEN who have start an internship with us. We are aiming at increasing the number 10 by September 2019.

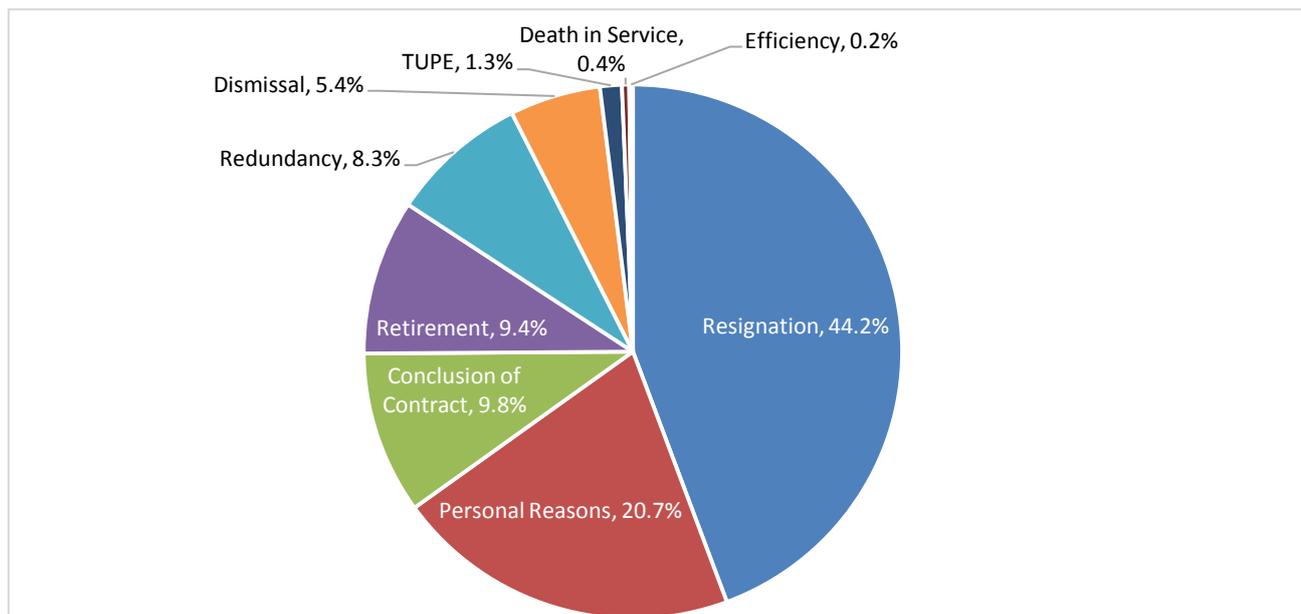
We are launching Camden returners programme is to recruit and train professionals who have been away from the workplace for a considerable amount of time due to caring responsibilities.

## **4 Turnover**

### **4.1 Overview**

During 2017/18, 459 employees left Camden Council and the below chart provides a breakdown of the reason for leaving. 298 (64.9%) of employees left their positions within the Council voluntary either through resignation or due to personal reasons compared to 325 (53.3%) of all leavers during 2016/17. The number of redundancies fell from 146 in 2016/17 to 38 during 2017/18. Likewise, the number of leavers due to Transfer of Undertakings (TUPE) decreased from 17 to 6.

Figure 4.1.1 Reason for leaving



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

Overall turnover decreased from 14% in 2016/17 to 11% in 2017/18. Voluntary turnover, (which relates to employees who resigned or left due to personal reasons) decreased from 8% to 7%.

Table 4.2.1 all turnover and voluntary turnover (percentage of average employees across the year)

Directorate	Overall Turnover	Voluntary Turnover	Voluntary turnover as proportion of all turnover
Corporate Services	13.7%	8.7%	63.6%
Supporting Communities	9.8%	5.5%	55.8%
Supporting People	10.7%	7.9%	73.7%
<b>Grand Total</b>	<b>11.2%</b>	<b>7.3%</b>	<b>64.9%</b>

#### 4.3 Voluntary turnover – age

Voluntary turnover levels were highest among younger age groups. As we observed in the age-related recruitment data, this reflects the higher propensity for people at the start of their career to change job, and the fact that this diminishes over time.

Table 4.3.1 Voluntary turnover by directorate and age band (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Corporate Services	20.0%	13.1%	11.0%	3.4%	3.4%	14.8%
Supporting Communities	11.3%	12.1%	6.3%	3.4%	1.8%	2.4%
Supporting People	7.7%	13.4%	8.5%	5.9%	4.8%	18.2%
<b>Grand Total</b>	<b>13.1%</b>	<b>12.9%</b>	<b>8.6%</b>	<b>4.5%</b>	<b>3.3%</b>	<b>9.6%</b>

#### 4.4 Voluntary turnover – disability declaration

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.

Table 4.4.1 Voluntary turnover by directorate and disability (percentage)

Directorate	Disabled	Not Disabled	Unknown	Total
Corporate Services	9.2%	7.6%	16.0%	8.7%
Supporting Communities	5.8%	5.8%	4.1%	5.5%
Supporting People	4.0%	7.7%	9.7%	7.9%
<b>Grand Total</b>	<b>6.2%</b>	<b>7.0%</b>	<b>8.9%</b>	<b>7.3%</b>

#### 4.5 Voluntary turnover – ethnicity

Voluntary turnover amongst white employees remains marginally higher than that of BAME staff at 7.6% and 5.9% respectively, last year it was 8.5% and 5.7% respectively. The voluntary turnover rate of staff from a mixed background has dropped considerably. During 2016/17, the voluntary turnover rate for this group was 16% but fell to 4% in 2017/18. During 2017/18, staff who declared themselves as being of 'Other' ethnicity had the highest voluntary turnover rate at 12% but the number of people in this group is not as high as other group so it can be prone to fluctuations.

Table 4.5.1 Voluntary turnover by directorate and ethnic origin (percentage)

Directorate	White	Asian	Mixed	Black	Other	Unknown	BAME
Corporate Services	10.0%	7.2%	4.9%	6.1%	15.2%	11.4%	6.8%
Supporting Communities	5.4%	9.5%	4.1%	5.0%	10.5%	3.1%	4.5%
Supporting People	8.4%	6.4%	3.5%	6.8%	11.3%	10.7%	6.4%
<b>Grand Total</b>	<b>7.6%</b>	<b>7.5%</b>	<b>4.1%</b>	<b>6.1%</b>	<b>12.0%</b>	<b>7.6%</b>	<b>5.9%</b>

#### 4.6 Voluntary turnover – gender

The voluntary turnover rate of female members of staff remained at 8% during 2017/18 whilst the voluntary turnover rate for male members of staff decreased from 8% to 6% over the same period. Corporate Services had the highest level of female and male voluntary turnover at 10% and 8% respectively.

Table 4.6.1 Voluntary turnover by directorate and gender (percentage)

Directorate	Female	Male
Corporate Services	9.6%	7.5%
Supporting Communities	6.5%	4.8%
Supporting People	8.1%	7.2%
<b>Grand Total</b>	<b>8.1%</b>	<b>6.2%</b>

#### 4.7 Voluntary turnover – length of service band

There has been no substantial changes in terms of voluntary turnover and length of service since 2016/17. Voluntary turnover remains at its highest amongst staff with 1-2 years' service and at its lowest amongst employees with 11-24 years' service (3%) and 25 years and above (2%).

Table 4.7.1 Voluntary turnover by directorate and length of service band (percentage)

Directorate	Less than 1 Year	1 to 2 Years	3 to 5 Years	6 to 10 Years	11 to 24 Years	25 years and above
Corporate Services	15.9%	21.5%	6.0%	9.8%	1.8%	3.0%
Supporting Communities	6.7%	12.0%	8.3%	4.1%	3.6%	0.5%
Supporting People	12.7%	13.3%	11.9%	5.8%	3.4%	4.9%
<b>Grand Total</b>	<b>11.7%</b>	<b>15.1%</b>	<b>8.9%</b>	<b>6.5%</b>	<b>3.0%</b>	<b>2.4%</b>

## 4.8 Leavers – nationality groups

The proportion of unknown nationalities among leavers is high due to the timing of when nationalities began being recorded. This is another area of interest following the 2016 EU referendum and the data should improve in 2018-19 as the declaration levels across all staff will be higher.

Table 4.8.1 Leavers by directorate and nationality group (percentage)

Directorate	British National	EU or EEA National	Non EEA National	Unknown	Total
Corporate Services	59.1%	3.2%	5.2%	32.5%	100%
Supporting Communities	51.4%	4.3%	3.6%	40.6%	100%
Supporting People	56.3%	7.2%	7.8%	28.7%	100%
<b>Grand Total</b>	<b>55.8%</b>	<b>5.0%</b>	<b>5.7%</b>	<b>33.6%</b>	<b>100%</b>

## 5 Sickness Absence

### 5.1 Overview

Camden employees took an average of 8.3 days sick leave during 2017/18, decreasing from 8.7 days in 2016/17. This is marginally higher than the 8.2 median average days taken by employees across London Councils as reported by the London Councils Group in a recently undertaken survey.

The chart below shows that this average remains within a range established over the past nine years:

Figure 5.1.1 Trend of average sickness absence day per employee

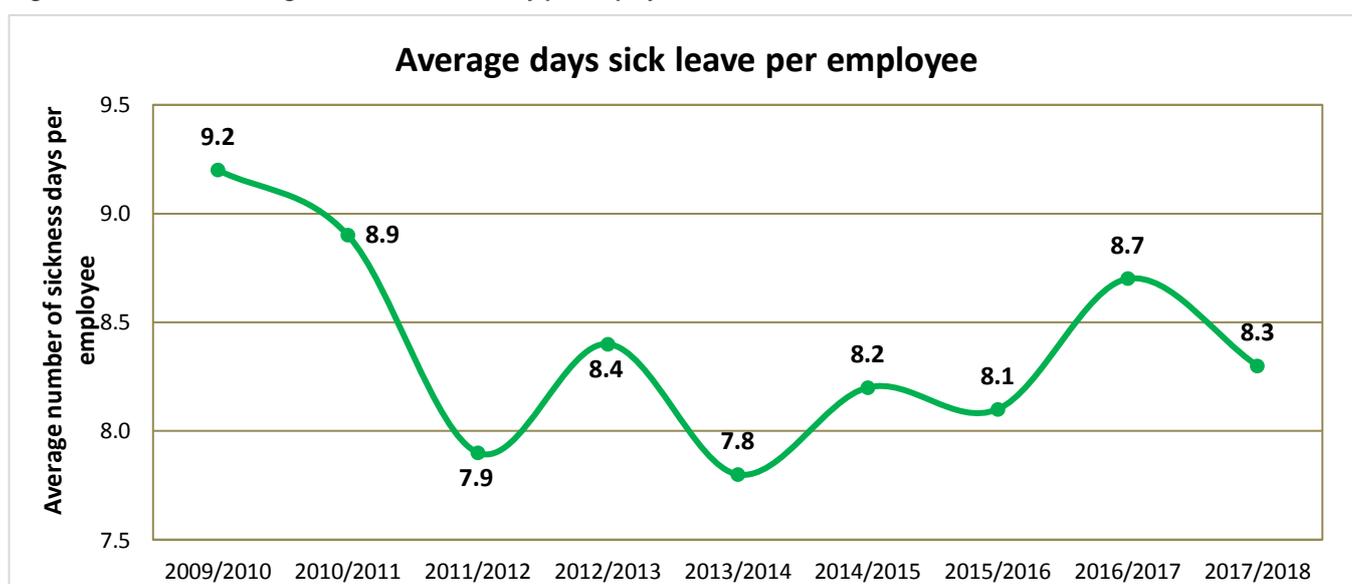


Table 5.1.1 Average sickness absence days by directorate

Directorate	Average Days sick leave per employee
Corporate Services	8.4
Supporting Communities	8.1
Supporting People	8.4
<b>Total</b>	<b>8.3</b>

## 5.2 Sickness absence management cases

There were 301 recorded sickness absence management cases<sup>5</sup> during 2017/2018 compared to 348 cases in 2016/17. The highest proportion of these cases occurred within Corporate Services.

Table 5.2.1 Absence management cases by directorate (headcount and percentage)

Directorate	Number of absence management cases	Percentage of total number of absence management cases
Corporate Services	123	40.9%
Supporting Communities	81	26.9%
Supporting People	97	32.2%
<b>Grand Total</b>	<b>301</b>	<b>100%</b>

## 5.3 Sickness absence management cases by Age

The highest proportion of the sickness absence management cases occurred in the 55 to 64 (33%) and 45-54 age bands (28%).

Table 5.3.1 Absence management cases by age (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+	Total
Corporate Services	2.4%	17.9%	21.1%	21.1%	35.0%	2.4%	100%
Supporting Communities	4.9%	18.5%	16.0%	28.4%	30.9%	1.2%	100%
Supporting People	1.0%	6.2%	20.6%	35.1%	33.0%	4.1%	100%
<b>Total</b>	<b>2.7%</b>	<b>14.3%</b>	<b>19.6%</b>	<b>27.6%</b>	<b>33.2%</b>	<b>2.7%</b>	<b>100%</b>
<b>Percentage of workforce</b>	<b>3.5%</b>	<b>17.5%</b>	<b>27.4%</b>	<b>28.1%</b>	<b>21.4%</b>	<b>2.0%</b>	<b>100%</b>

## 5.4 Ethnic origin

In terms of ethnicity, the number of recorded sickness absence management cases broadly reflects the ethnic origin breakdown of the council as of 31 March 2018, though proportionately there is a slightly higher number of cases among black staff than their share of the workforce overall, while the reverse was the case for white staff.

<sup>5</sup> These cases were either formally managed under the Absence Management Policy & Procedure or were informal cases supported by HR.

Table 5.4.1 Absence management cases by ethnicity (headcount and percentage)

Directorate	White	Mixed	Asian	Black	Other	Unknown	Total	BAME
Corporate Services	43.9%	3.3%	8.1%	34.1%	1.6%	8.9%	100%	47.2%
Supporting Communities	51.9%	2.5%	9.9%	16.0%	4.9%	14.8%	100%	33.3%
Supporting People	42.3%	5.2%	7.2%	34.0%	3.1%	8.2%	100%	49.5%
<b>Total</b>	<b>45.5%</b>	<b>3.7%</b>	<b>8.3%</b>	<b>29.2%</b>	<b>3.0%</b>	<b>10.3%</b>	<b>100%</b>	<b>44.2%</b>
<b>Percentage of workforce</b>	<b>51.1%</b>	<b>3.7%</b>	<b>10.0%</b>	<b>23.3%</b>	<b>3.1%</b>	<b>8.7%</b>	<b>100%</b>	<b>40.2%</b>

## 5.5 Gender

As with Ethnic Origin, the overall total figures for sickness absence and sickness absence management cases broadly reflect the gender breakdown of the organisation.

Table 5.5.1 Sickness absence cases by directorate and gender (percentage)

Directorate	Female	Male
Corporate Services	64.2%	35.8%
Supporting Communities	30.9%	69.1%
Supporting People	66.0%	34.0%
<b>Total</b>	<b>55.8%</b>	<b>44.2%</b>
<b>Percentage of workforce</b>	<b>56.0%</b>	<b>44.0%</b>

## 5.6 Measures to support workforce wellbeing

The Council recognises that Wellbeing is more than the avoidance of ill health and involves empowering and supporting employees to balance work and other life demands, and make positive decisions regarding lifestyle. In addition to occupational health and the Employee Assistance Programme, Camden offers a range of initiatives and activities relating to employee well-being. There are regular health and lifestyle promotions to staff communicated through our internal channels, as well as events which are linked to national wellbeing days, such as World Mental Health Day where staff are able to access information on benefits, mental health advice and a confidential drop in session.

The Council continues to develop these and to also build on existing corporate commitments such as Timewise and Time to Change. The approach has been to work closely with internal and external partners to promote and deliver wellbeing initiatives, looking for synergies and economies of scale wherever possible. This includes getting more out of existing support contracts, such as with our occupational health provider and the employee assistance programme. Where possible, lifestyle and behaviour change services commissioned by the Council for residents, such as smoking cessation, physical activity interventions, and health checks, are also promoted and offered to staff.

The Council proactively works to support staff with learning and physical disabilities and/or long-term health conditions to return to and/or sustain their attendance at work. In addition to advice from occupational health, managers have easy access to guidance on issues concerning disability in employment, and can obtain specific advice from an expert consultant via the BDF's Advice line.

Ongoing wellbeing initiatives include free eye test vouchers for computer users, discounted corporate gym membership and free season flu vouchers for employees, with priority given to staff working in a frontline social care role. During 2017/18, 278 flu vouchers were issued to employees. Additional defibrillators have been provided at our 5 Pancras Square building with provision at other key sites. We

are continuing to encourage people to access our Employee Assistance Programme (EAP) for support and advice, and promoting their calendar of events as well as their new mobile phone app function. The EAP support includes guidance information and resources on a large range of work, family and personal issues, as well as the provision of a support helpline which is available 24 hours a day, 7 days a week, 365 days a year. This is a free service which is confidential and independent from Camden.

In October 2017 we also supported World Mental Health day with a series of events designed to encourage people to talk about mental health. These included a HR drop in surgery, a HR benefits stall to inform staff about our wellbeing related benefits, such as our discounted corporate gym membership, financial planning and advice service as well as signposting a number of helpful resources available to help staff manage their wellbeing such as the EAP and mental health first aid training along with Improving Access to Psychological Therapies programme where staff can self-refer for free confidential psychological therapy in their borough.

Looking beyond 2017-18, in the latter part of 2018 we ran a series of Resilience seminars attended by 156 employees. These seminars were designed to help staff understand the relationship between pressure and performance, and included practical tips for developing everyday mental health coping strategies. Physical health checks were carried out on CATS staff at York Way Depot and the Housing Repairs staff at Holmes Road. The checks measured blood pressure, blood glucose and total cholesterol levels with those exhibiting elevated scores referred to their GP for further investigation.

## 6 Grievance, disciplinary and underperformance

### 6.1 Overview

The total number of grievance, disciplinary and underperformance cases recorded during 2017/18 is 122. This is lower than in 2016/17 when a total of 166 active cases were recorded. The relatively low number of cases means we are unable to provide further breakdowns by case type and employee characteristics as the numbers are too small to be statistically meaningful and would not comply with data protection regulations.

Table 6.1.1 Grievances, disciplinary and underperformance cases by directorate

Directorate	Disciplinary	Grievance	Underperformance	Grand Total
Corporate Services	25	5	13	43
Supporting Communities	19	6	6	31
Supporting People	19	11	18	48
<b>Grand Total</b>	<b>63</b>	<b>22</b>	<b>37</b>	<b>122</b>

### 6.2 Disciplinary Cases

There were 63 recorded disciplinary cases during 2017/18, which is the lowest number of cases over the last nine years.

Table 6.2.1 Disciplinary cases between 2009/10 – 2017/18

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Disciplinary Cases</b>	100	103	105	80	76	105	65	92	63

### 6.3 Grievance Cases

There were 22 grievance cases recorded during 2017/18. As with the disciplinary cases, this is lowest number of cases over the last nine years.

Table 6.3.1 Grievance cases between 2009/10 – 2017/18

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Grievance Cases	57	54	46	29	40	33	37	33	22

#### 6.4 Formal Underperformance Cases

There were 37 recorded cases during 2017/18 which is mid-range for the number of cases recorded over the past 9 years. .

Table 6.4.1 Underperformance cases 2009/10 – 2017/18

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Underperformance Cases	34	47	38	33	43	33	21	41	37

**REPORT ENDS**

## Appendix - Glossary

### Banded ethnic groups / banded ethnic origin.

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

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

**FTE** Full Time Equivalent

### 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	Belgium	Bulgaria	Croatia
	Cyprus	Czech Republic	Denmark	Estonia
	Finland	France	Germany	Greece
	Hungary	Iceland	Italy	Lativa
	Liechtenstein	Lithuania	Luxembourg	Malta
	Netherlands	Norway	Poland	Portugal
	Republic of Ireland	Romania	Slovakia	Solvenia
	Spain	Sweden	Switzerland	
Non EEA National	Rest of the world			
Unknown	Nationality Data Not Recorded in HR System			

## Report coverage

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

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

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

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

## Data and methodology

Data relating to job applications was taken from the recruitment system Lumesse TalentLink. Most data relating to current employees was taken from the Council's Oracle HR management system (HRMS). Gender and date of birth are compulsory fields making this data more comprehensive and reliable. Disability declaration, 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 BAME groups is usually calculated and reported by Camden Council.

Data for current employees is provided as of the 31<sup>st</sup> March 2017. Data for all other sections relates to the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017, apart from where forward context is provided.

## 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.