

London Borough of Camden  
Annual Employment Profile  
2015/16

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## Executive summary

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

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

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

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

The profile shows us that our overall workforce demographic is still changing very slowly with the workforce aging and increasingly drawn from Black and Minority Ethnic (BME) backgrounds. Areas of interest include the following:

- In terms of overall representation, Camden Council has a higher proportion of staff from BME backgrounds than the Camden borough population with total BME representation up again from last year to 39% of the workforce.
- The proportion of part time staff has increased from 2014/15 and is now at 18% of the workforce up from 17%.
- The proportion of the workforce 65+ has increased from 0.7% to 2% of the workforce over the last 7 years, a 1.3 percentage point increase. There was also a substantial increase in the 55-64 years age group, from 14.2% of the workforce to 18.9% of the workforce. The proportion of the workforce aged 16-24 it at its highest level since 2009 at 3.9%.
- The proportion of staff who earn over £40,000, who are from a BME background, one of Camden's Equality Objective measures, continues to show an upwards trend, at 25.42% in 2015/16 up from 24.3% in 2014/15.
- Starters were relatively young compared to the current Camden Council workforce. The average age of starters was 36.4 years compared to 44 years for the current workforce. 48% of all new starters were under the age of 35. 17% of starters were 16-24 years compared to 4% of the current workforce.
- The proportion of new starters from a BME background 2015/16 has increased significantly to 46.5% and is at its highest level over the last seven years.
- Camden employees took an average of 8.1 days sick leave during 2015/16. This is a very small decrease from 8.2 days in 2014/15. Camden Council ranks in the middle of London boroughs in terms of the number of sickness days.

## 1 Introduction

### 1.1 Purpose of report

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

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

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

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

### 1.2 Equality objectives

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

- protect the social mix of the borough, supporting all our communities to get on well together;
- improve the economic chances for Camden's most disadvantaged groups;
- prioritise support to those most in need, informed by a greater understanding of our communities;
- ensure all residents have access to the help they need to resolve their problem;
- increase the opportunity for all Camden residents to fulfil their potential and participate in the renewal of the borough; and
- actively promote staff development and career progression opportunities to ensure equality of representation at all levels across the organisation.

## 2 Current Employees

### 2.1 Overview

The total number of staff employed by the council was 4290 with a full time equivalent (FTE) of 3978.<sup>1</sup> This number has decreased from 4359 (headcount) and 4065 (FTE) respectively since 31 March 2015. The table below shows the distribution of staff across directorates.

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

**Table 2.1.1 Current employees by directorate as of 31<sup>st</sup> March 2016**

Directorate	Headcount	Headcount (%)	FTE
Central Services <sup>2</sup>	924	21%	887
<i>Finance</i>	682	16%	656
<i>Law and Governance</i>	57	1%	55
<i>Strategy and Organisation Development</i>	185	4%	175
Children Schools and Families	990	23%	878
Culture and Environment	948	22%	837
Housing and Adult Social Care	1428	33%	1375
<b>Total</b>	<b>4,290</b>	<b>100%</b>	<b>3,978</b>

## Trends

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

**Table 2.1.2 Current employees by headcount and FTE – trend data**

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

## 2.2 Patterns of work

18% of Camden staff worked part time in 2015/16; this is a one percentage point increase on 2014/15. Children Schools and Families had the highest percentage of part time employees at 29% which is eleven percentage points more than the LBC figure.

**Table 2.2.1 Current employees by pattern of work (percentage)**

Directorate	Full Time	Part Time	Both
Central Services	88%	12%	100%
<i>Finance</i>	89%	11%	100%
<i>Law and Governance</i>	88%	12%	100%
<i>Strategy and Organisation Development</i>	84%	16%	100%
Children Schools and Families	71%	29%	100%
Culture and Environment	78%	23%	100%
Housing and Adult Social Care	90%	10%	100%
<b>Total</b>	<b>83%</b>	<b>18%</b>	<b>100%</b>

At Camden we view work as an activity not a place, we focus on performance not presenteeism. Our Agile working policy is about bringing people, processes, technology, time and place together to collaborate and work in the most effective way to deliver better services. Agile working is about combining flexible-time and flexible-location options giving greater choice and control for Camden and employees over where and when work is done and services are delivered, making the best use of new technology.

<sup>2</sup> As of 1 April 2016 the council has a new three-directorate structure following a recent restructure. The data in this report reflects the old structure in line with the period the data corresponds to. The new structure will be reflected in next year's report.

Camden was accredited as the country's first Timewise Council in April 2014. This accreditation scheme helps councils stimulate flexibility in the local jobs market by sharing learning from their own workforce practice, using this experience to influence suppliers and local employers. Camden has continued to champion the Timewise Council scheme and part time and flexible working across the Council and the wider sector. In 2015 we hosted the first Timewise Council Roundtable and attended meetings with many different Councils to help them understand our journey with both Timewise and the broader part time and flexible working agenda.

In 2016 we took part in Timewise 'Hire Me My Way' campaign which shone a light on flexible hiring practices. Less than 9% of jobs earning over £20,000 are advertised on a flexible basis, compared to 20% of jobs where the salary is below £20,000. There is a correlation between lower paid work and flexibility and often its women and minorities being locked out of the jobs market.

Being a Timewise Council is part of our focus on maternal employment and our approach to tackling child poverty and complements the work the Council is doing to help staff work more flexibly, such as equipping them with modern technology that allows them to work anywhere, be it a council office or from home. Another aim is to help residents find work that fits with their caring responsibilities and raises their living standards, building on the principles of the Living Wage.

In the 2016 staff survey 75% of respondents said they were satisfied with the opportunities for flexible working. This is an increase from the 2014 staff survey, where the figure was 66%. Only 8% of respondents in the 2016 survey said that they were not satisfied.

## Trends

Part time working has increased this year again as shown in the table below. As part of Camden's Timewise accreditation we ask all applicants to specify on their application whether they would like to be considered for part time/flexible working. In 2015 47% applicants expressed an interest in flexible working at the application stage. This was an increase of 8% compared to 2014 indicating increasing levels of confidence amongst applicants to request and discuss part time and flexible working during recruitment.

**Table 2.2.2 Percentage of part time workers, 2009/10 – 2015/16**

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
PT workers	18.8%	18.1%	18.2%	16.3%	15.1%	16.9%	17.7%

## 2.3 Age band

The table below shows age band by directorate. It shows some differences in the profile of the directorates. Housing and Adult Social Care has the lowest proportion of 25-34 years staff (13%), while Strategy and Organisation Development and Culture and Environment has the highest proportion of employees aged 25-34 (24%). At the 55-64 bracket this trend is reversed. Housing and Adult Social Care has a high proportion of 55-64 years staff at 24% and Strategy and Organisational Development has a low proportion of 55-64 years staff at 9%.

**Table 2.3.1 Current employees by age band (percentage)**

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All ages
Central Services	5%	21%	29%	29%	14%	1%	100%
Finance	6%	21%	27%	30%	15%	1%	100%
Law and Governance	0%	21%	32%	30%	18%	0%	100%
Strategy and Organisation Development	5%	24%	37%	24%	9%	1%	100%
Children Schools and Families	1%	23%	28%	29%	18%	1%	100%
Culture and Environment	5%	24%	28%	22%	17%	3%	100%
Housing and Adult Social Care	4%	13%	23%	34%	24%	3%	100%
<b>Total</b>	<b>4%</b>	<b>19%</b>	<b>27%</b>	<b>29%</b>	<b>19%</b>	<b>2%</b>	<b>100%</b>

## Representativeness of current workforce: Age

Camden Council has an older age profile than Camden borough or the London working age population. Only 4% of Camden Council's workforce is 16-24 years compared to 17% of the working age population of Camden. This relatively low proportion of staff in the 16-24 years age group is largely expected as many in this age group are in some form of education or training.

Table 2.3.2 Age composition of workforce and Camden borough and London

Council / area	16-24	25-34	35-44	45-54	55-64	65+	All ages
Camden Council	4%	19%	27%	29%	19%	2%	100%
Camden borough*	16%	26%	19%	14%	10%	14%	100%
London*	14%	25%	20%	16%	11%	14%	100%

\*Source: ONS mid-year estimate of usual resident population at 30 June 2015, © Crown Copyright, OGL, 2016

## Grade / salary

Staff from younger age bands tended to be employed on lower grades than older staff. For example 34% of staff aged between 45-54 years earns a salary of £40K to £50K compared to less than 1% of 16-24 years staff. This corresponds with normal expectations of career progression. As grades are linked to salary, older staff tend to earn more than younger staff.

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
£0k - £20k	36%	8%	10%	19%	23%	3%	100%
£20k - £30k	6%	23%	22%	27%	19%	3%	100%
£30k - £40k	1%	25%	29%	28%	15%	1%	100%
£40k - £50k	0%	10%	33%	34%	22%	1%	100%
£50k - £60k	0%	3%	33%	39%	25%	0%	100%
£60k+	0%	3%	20%	39%	34%	5%	100%
<b>Total</b>	<b>4%</b>	<b>19%</b>	<b>27%</b>	<b>29%</b>	<b>19%</b>	<b>2%</b>	<b>100%</b>

## Trends and comparisons

The proportion of the workforce 65+ has increased from 0.7% to 2% of the workforce over the last 7 years, a 1.3 percentage point increase. There was also a substantial increase in the 55-64 years age group, from 14.2% of the workforce to 18.9% of the workforce. The proportion of the workforce aged 16-24 is at its highest level since 2009 at 3.9%.

Table 2.3.4 Age profile of Camden Council 2009/10 – 2015/16

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

## 2.4 Disability disclosure

The percentage of staff with a declared disability is 3.1% of the workforce and has not significantly changed since 2014/15 (3.3%). The breakdown by directorate is shown in the table below.

Table 2.4.1 Current Employees by Directorate as of 31st March 2016

Directorate	Disabled	Not Disabled	Unknown/Prefer not to say	Total
Central Services	3.4%	86.4%	10.3%	100.0%
Strategy and Organisation Development	5.4%	83.8%	10.8%	100.0%
Children Schools and Families	2.5%	84.9%	12.5%	100.0%
Culture and Environment	2.8%	87.9%	9.3%	100.0%
Housing and Adult Social Care	3.6%	83.8%	12.6%	100.0%
<b>Total</b>	<b>3.1%</b>	<b>85.5%</b>	<b>11.4%</b>	<b>100.0%</b>

In the recent 2016 staff survey, 6% of respondents said that they had either a physical, mental or learning condition that could be classed as a disability under the Equality Act 2010. The largest single category after ‘Other’ and ‘Prefer not to say’ was ‘Mental Ill Health’.

### Representativeness of current workforce: disability

The table below shows declared disability as measured by HR’s Oracle system, the 2016 staff survey and a government (Department of Work and Pensions) national estimate. In the staff survey, 6% of staff said that they had a disability compared with 3.1% through self-entry. This is less than the government estimate of disability prevalence in the UK working age population, but this estimate includes disabled people who are not able to work. The table below would indicate that employees are less likely to declare a disability at the recruitment stage and more likely once employed through an anonymous survey.

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

Directorate	Disabled	Not Disabled	Unknown	All
Employee Self-entry	3.1%	85.5%	11.4%	100%
Staff Survey	6%	89%	4%	100%
DWP national estimate	16%*	84%	n/a	100%

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

### Trends and Comparisons

Between 2009/10 and 2015/16 disability disclosure has remained static between 3.1% and 3.4% of the workforce. The proportion of declared disabled workers in Camden Council is relatively low compared to other London boroughs and is in the bottom third of London councils. The average for London councils was 5.15% of the workforce with a declared disability.

### Measures to improve employment outcomes for people with disabilities and health conditions

Improving employment outcomes for Camden residents who face health and disability barriers is a key priority for the Council, and an important lever in delivering the aims of the Camden Plan around reducing unemployment and tackling inequality. To achieve this, as well as taking measures to improve the health and wellbeing of our own workforce (see section 8.8), the Council is delivering several pilot approaches aimed at supporting more Camden residents with health conditions and disabilities to improve their wellbeing through accessing sustainable employment: :

- **Camden Ability** is supporting local employers to improve their knowledge and confidence to employ people with learning and physical disabilities and/or long-term health conditions. The pilot will engage 50 people with long-term health conditions and disabilities and support 35 people into sustainable work

The Council itself is a participating member of the Camden Ability Network. This is complementary and additional to the support which the Council is receiving as a Business Disability Forum (BDF) member, as referenced in Sections 2.16 and 8.8.

- **Camden Work & Wellbeing** and **Camden IPS (Individual Placement Support)** are two pilots developing evidence-based approaches to supporting people with mental health conditions with a strong focus on improving health and wellbeing and accessing sustainable employment, working closely with secondary and primary mental health services and Jobcentre Plus.
- **Working Capital** is Central London's flagship employment support pilot, providing intensive and holistic caseworker support to ESA (Employment and Support Allowance) who have left the Work Programme without securing a job, making the case for more effective and joined-up employment support for long-term unemployed residents and people with health conditions and disabilities. The pilot will support 3,860 residents across Central London over 5 years.

## 2.5 Ethnicity

54% of Camden's workforce are from a White background, 22% are from a Black background, 9% from an Asian background and 3% from a Mixed background. The ethnicity of 7% of staff was unknown. In total, 39% of staff are from Black and Minority Ethnic (BME) groups. The percentage of staff from a Black, Asian, Mixed or Other background has increased up from 37.9% in 2014/15.

**Table 2.5.1 Current employees by banded ethnic origin (headcount)**

Directorate	White	Mixed	Asian	Black	Other	Not known
Central Services	485	32	124	187	34	62
Children Schools and Families	542	33	95	219	48	88
Culture and Environment	551	46	96	166	31	58
Housing and Adult Social Care	766	36	99	389	38	100
<b>Total</b>	<b>2318</b>	<b>150</b>	<b>405</b>	<b>965</b>	<b>151</b>	<b>301</b>

**Table 2.5.2 Current employees by banded ethnic origin (percentage)**

Directorate	White	Mixed	Asian	Black	Other	Not known	All
Central Services	52%	3%	13%	20%	4%	7%	100%
Children Schools and Families	52%	4%	9%	23%	5%	8%	100%
Culture and Environment	58%	5%	10%	18%	3%	6%	100%
Housing and Adult Social Care	54%	3%	7%	27%	3%	7%	100%
<b>Camden Council</b>	<b>54%</b>	<b>3%</b>	<b>9%</b>	<b>22%</b>	<b>4%</b>	<b>7%</b>	<b>100%</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 Camden borough and London. The proportion of staff from White backgrounds in Camden Council is below the proportion in Camden and London working age populations. Staff from Black backgrounds make up 22% of Camden Council staff, but 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. 9% of Camden Council staff comes from an Asian background compared to 16% of Camden borough and 18% of London working age populations.

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

Directorate	White	Mixed	Asian	Black	Other	Not known	All
<b>Camden Council</b>	54%	3%	9%	22%	4%	7%	100%
<b>Camden borough*</b>	69%	4%	16%	7%	4%	0%	100%
<b>London*</b>	63%	4%	18%	12%	3%	0%	100%

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

The table below shows a more detailed ethnic breakdown of Camden's Council Workforce in comparison to Camden Borough and London.

Table 2.5.4 Selected ethnic categories and proportion of workforce

Ethnic Group	Ethnic Category	Headcount	Percentage of Workforce	People aged 16+	
				Camden	Greater London
White	White; English / Welsh / Scottish / Northern Irish / British	1762	41.1%	46%	47%
	White; Irish	198	4.6%	4%	3%
	White; Other White	358	8.3%	20%	14%
White Total		2318	54.0%		
Mixed	Mixed; Other Mixed	54	1.3%	2%	1%
	Mixed; White and Asian	30	0.7%	1%	1%
	Mixed; White and Black African	14	0.3%	1%	1%
	Mixed; White and Black Caribbean	52	1.2%	1%	1%
Mixed Total		150	3.5%		
Asian	Bangladeshi	147	3.4%	4%	2%
	Indian	129	3.0%	3%	7%
	Other Asian	86	2.0%	4%	5%
	Pakistani	43	1.0%	1%	2%
Asian Total		405	9.4%		
Black	Black/African/Caribbean/Black British; African	391	9.1%	4%	6%
	Black/African/Caribbean/Black British; Caribbean	404	9.4%	1%	4%
	Black/African/Caribbean/Black British; Other Black inc. Somalian	170	4.0%	1%	2%
Black Total		965	22.5%		
Other	Chinese	27	0.6%	3%	2%
	Other Ethnic Group; Any Other Ethnic Group inc. Arab	124	2.9%	4%	3%
Other Total		151	3.5%		
Prefer Not to Say	Prefer Not to Say	301	7.0%		
Prefer Not to Say Total		309	7.0%		
Grand Total		4,290	100.00%	100.0%	100.0%

The proportion of White British, the largest ethnic group in both Camden Council and Camden borough, is 41.1% of Camden employees compared with Camden Borough (46%) and London (47%). Several groups make up a higher proportion of Camden Council's workforce than their proportion of the workforce in either Camden borough or London:

- Staff from Black Caribbean backgrounds make up 9.4% of Camden Council's workforce, but 1% of Camden borough's population and 4% of London's working age population.
- Staff from Black African backgrounds make up 9.1% of Camden Council's workforce, but 4% of Camden borough's and 6% London's population.

Conversely, White Other makes up 20% of Camden borough and 14% of London, but only 8.3% of Camden Council.

### Grade / salary

One of Camden's workforce equality objectives monitors differences in pay between staff from White and BME backgrounds. It is defined as the proportion of staff who earn over £40,000, who are from a BME background and has shown an upward trend in recent years and continues to increase to 25.42% in 2015/16. The table below shows changes in this indicator between 2009/10 and 2015/16.

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

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/2016
BME	19.80%	19.80%	20.50%	20.55%	23.37%	24.33%	25.42%

Staff from White backgrounds tended to be on higher grades than staff from other backgrounds, which mirrors the wider labour market. This is an area that we are focusing attention on in order to improve the

position. The current position is shown in the table below. 16% of staff from White backgrounds are on Levels 5-7 compared to 5% of staff from Black and 8% from Asian backgrounds.

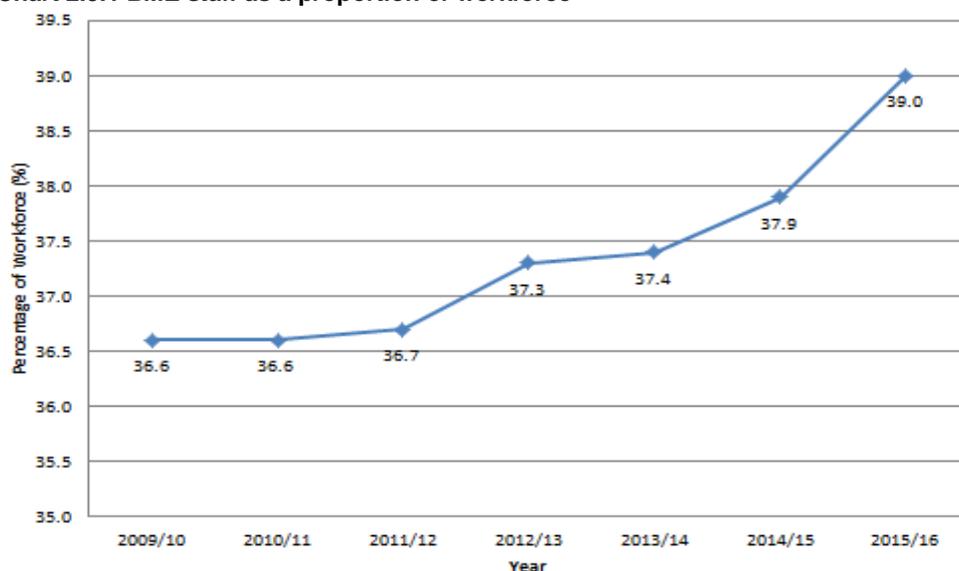
**Table 2.5.6 Ethnicity and grade of current employees**

Grade	White	Mixed	Asian	Black	Other	Not known
Level 1, zone 1-3	10%	13%	11%	16%	21%	19%
Level 2, zone 1-2	16%	16%	24%	25%	15%	23%
Level 3, zone 1-2	31%	36%	37%	39%	36%	27%
Level 4, zone 1-2	28%	26%	20%	16%	21%	12%
Level 5 - 7	16%	9%	8%	5%	5%	13%
Other Grades	1%	0%	0%	0%	2%	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Trends and comparisons

Looking at data over the last seven years, it is possible to see that the proportion of BME staff in the workforce is still gradually increasing. The chart below shows that the BME proportion of the workforce has increased since 2009/10, with the biggest yearly increase this year at over 1%.

**Chart 2.5.1 BME staff as a proportion of workforce**



Camden is in the middle third of London boroughs in terms of its BME composition, with 39% of its staff from BME background. The proportion of BME staff in Camden Council is higher than the proportion of BME residents in Camden borough (31%).

## 2.6 Gender

56% of Camden Council's staff are female. The table below shows the gender proportions of staff by directorates. Children Schools and Families continue to have the largest gender difference with 79% female employees.

**Table 2.6.1 Current employees by gender (percentage)**

Directorate	Female	Male
Central Services	55%	45%
<i>Finance</i>	50%	50%
<i>Law and Governance</i>	63%	37%
<i>Strategy and Organisation Development</i>	69%	31%
Children Schools and Families	79%	21%
Culture and Environment	51%	49%
Housing and Adult Social Care	45%	55%
<b>Total</b>	<b>56%</b>	<b>44%</b>

**Representativeness of current workforce: Gender**

There is a lower proportion of male staff in Camden Council than in the Camden and London working age populations (which is 50%), but there is considerable variation between directorates. As mentioned, within Children Schools and Families 79% of staff are female. In Finance and Culture and Environment the gender split is fairly equal.

**Grade / salary**

The chart below shows the distribution of grade by gender.

**Table 2.6.2 Distribution of males and females by grade**

Grade	Female	Male
Level 1, zone 1-3	10%	16%
Level 2, zone 1-2	18%	20%
Level 3, zone 1-2	36%	30%
Level 4, zone 1-2	23%	22%
Level 5 – 7	12%	11%
Other Grades	1%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>

**Trends and Comparisons**

56% of Camden Council's staff are female. This is the fifth lowest of London boroughs. With the average for London Boroughs at 62% female. Employment figures for women in local government are traditionally higher than males.

Looking at data over seven years shows that the gender ratio has stayed fairly static between 56% and 57.5% for females.

**Table 2.6.3 Employees by gender**

Gender	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Female	57.3%	57.4%	57.5%	56.9%	56.0%	56.8%	56.4%
Male	42.7%	42.6%	42.5%	43.1%	44.0%	43.2%	43.6%

52% of the top 5% of earners in Camden Council are female, a very small decrease from 2014/15 where the figures was 53%.

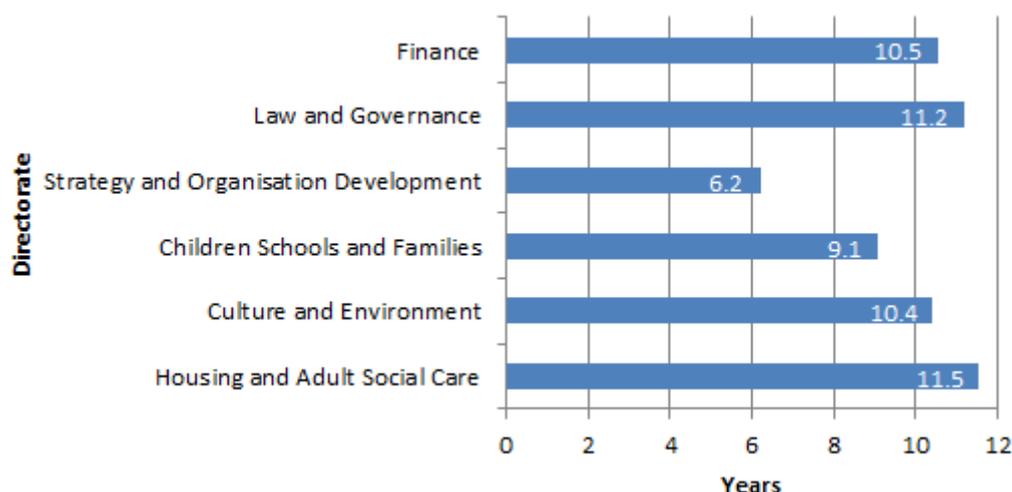
**Table 2.6.4 Gender of top 5% of earners**

Female	Male	Total
52%	48%	100%

## 2.7 Length of service

The table below shows the average length of service by directorate. Length of service is closely associated with staff turnover, the proportion of new starters and age profile (staff turnover and new starters are discussed in later sections). Low average service length is associated with a younger age profile, more starters and higher turnover. Housing and Adult Social Care has the highest average length of service at 11.5 years. Strategy and Organisation Development had the lowest average length of service at 6.2 years.

**Graph 2.7.1 Average length of service by directorate**



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

**Table 2.7.1 Average length of service (Years) by division with highest and lowest length of service\***

Division	Length of service
Camden - Human Resources	4.1
Corporate Communications Team	5.9
Achievement and Aspiration	7.1
Culture and Customers	11.7
Property Services	12.2
Housing Management	13.8

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

## 2.8 Apprentices

### Apprenticeships in Camden Council

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

As of 31<sup>st</sup> March 2016 there were a total of 65 apprentices working for Camden Council, closely aligned to the 2014/15 figure of 66.

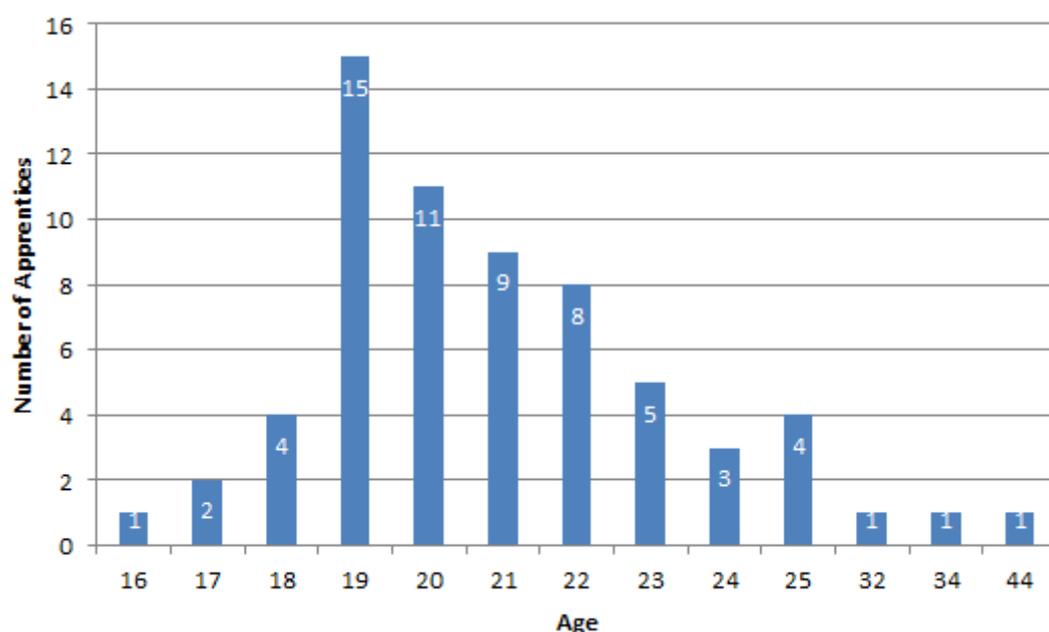
The Enterprise Act, proposes that all public sector organisations with more than 250 staff will need to achieve a target of 2.3% of their workforce starting apprenticeships each year. This will mean from April 2017 Camden will increase the number of apprentices it employs to at least 90.

The Apprenticeship Levy is a new tax coming in from April 2017, which levies 0.5% of all organisations payroll. Organisations can claim it back in the form of digital vouchers to be spent on training apprentices. The purpose of the Levy is to encourage employers to take on more apprentices and spend more on training apprenticeships. Camden will aim to make good use of the levy vouchers to cover the cost of training the additional apprentices the Council will employ.

These new policies offer Camden opportunities to recruit a broader range of staff and meet targets for greater diversity of the workforce.

The age profile, of apprentices is shown in the chart below. Apprentices have slightly lowered the age profile of Camden Council workforce. This is to some degree mitigating the long-term trend of the aging of the Camden Council workforce.

**Chart 2.8.1 Age profile of apprentices**



43% of apprentices are employed in Housing and Adult Social Care, 29% are employed with Central services.

**Table 2.8.1 Total Number of Apprentices employed at the London Borough of Camden as of 31st March 2016**

Directorate	Total Number of Apprentices
Central Services	19
<i>Finance</i>	18
<i>Strategy and Organisation Development</i>	1
Children Schools and Families	4
Culture and Environment	14
Housing and Adult Social Care	28
<b>Grand Total</b>	<b>65</b>

### **Camden’s apprenticeship service**

This delivers 250 apprenticeships per year across the borough, focusing on supporting residents to access vocational learning opportunities to reduce youth unemployment:

- Camden Apprenticeships support teams across Camden Council and external employers to create non-construction apprenticeship vacancies and facilitates the recruitment process. The service also supports 16-24 year old Camden residents and school leavers to access the vacancies. The service also provides post-employment support to help sustain employment.
- King's Cross Construction Skills Centre (KXCSC) supports Camden and Islington residents to access jobs and apprenticeships in the construction industry and offers a dedicated construction skills training facility to provide people with basic construction skills and qualifications. The service has become more accessible for a wider range of residents and now supports people aged 16 and above with no upper age limit.
- Adult apprenticeships – This year the Council created two part time adult apprenticeships for Camden residents aged 25+ who have a child aged 12 or below.

## 2.9 Measures to improve employment outcomes for young people

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

- 1) Since 2014 the duty to commission careers guidance in schools has shifted from the local authority to schools and Colleges. Camden retains a team of Careers and Connexions advisers who deliver Universal Careers Guidance as well as information, advice, guidance and support to young people at risk of becoming NEET and other vulnerable young people. This is delivered through a traded service model.
- 2) Careers and Connexions advisers work within area three youth hubs across Camden supporting young people who are not in education, employment or training (NEET) in the community.
- 3) There are three Careers and Connexions advisers whose services are directed at vulnerable young people who are NEET in youth offending, Looked after young people and young people who have disabilities.
- 4) The Camden and Careers service is running a European Social Fund project in Camden called the CALM Project. The project supports NEET young people to re-engage into education or work and training
- 5) A monthly Connexions newsletter is sent to all NEET young people 16 -19 to inform them of up and coming opportunities in training, apprenticeships and education.
- 6) The Council is running the Camden STEAM (Science, Technology, Engineering, Arts and Maths) Commission which is bringing together businesses, schools and other members of the community to identify actions that will help Camden young residents to develop the STEAM fusion skills and reduce any barriers they face to participating in and contributing to the Camden's growing STEAM sectors.
- 7) Camden Fitzrovia Youth in Action deliver long and short term mentoring programmes "Inspiring Action" and In-Sight" to Camden residents. The programmes match young people with a mentor who can help them to develop the confidence and skills they need to progress into apprenticeships, business start-ups and other employment and training outcomes.

## 2.10 Graduates

As part of our approach to attracting and developing new talent in Camden, we have developed a new approach to graduate recruitment. On 19<sup>th</sup> September 2016 we welcomed 6 new graduates to Camden working across Finance, HR and ICT, as well as our National Scheme graduate, who will move around

the organisation in front facing roles, starting with Housing. We are hoping that this approach will support us in developing a talent pipeline which will, in turn, contribute to diversity across the organisation and greater representation of people employed from the local borough . We will be working closely with local schools, colleges and universities to attract more people from the local areas to apply for the graduate opportunities. Data from this exercise show encouraging results, with 3 candidates out of 6 appointed candidates from a BME background (50%). All of the graduates are under 25 and show real potential to become future leaders.

## 2.11 Religion or belief

The council 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 in E-HR. As of 31<sup>st</sup> March 2016, 20% of the workforce had completed a declaration for religion or belief, therefore there is currently not enough data to complete any analysis of the breakdown of the workforce by religion or belief, however of those who have made a declaration, 48% declared themselves as Christians, which was the highest religion or belief category. In the 2016 staff survey 40% of staff declared themselves as Christian and 29% said that they had no religion or belief. These were the two highest categories.

## 2.12 Sexual orientation

The council started gathering information from its employees on sexual orientation in early 2015, through the recruitment process and a one off exercise to self-declare in E-HR. As of 31<sup>st</sup> March 2016, 19% of the workforce had completed a declaration for sexual orientation, therefore there is currently not enough data to complete any analysis of the breakdown of the workforce sexual orientation however of those who have made a declaration, 91% declared themselves as heterosexual. In the 2016 staff survey 78% of staff delared themselves as heterosexual.

Sexual identity is also now part of official government statistics. As part of its huge household survey, the Office for National Statistics (ONS) found 1.1% reported their identity as gay or lesbian and 0.4% of respondents reported themselves as bisexual to ONS.

## 2.13 Staff Resident in Camden

The Councils Camden Plan makes reference to an aspiration to have increased the number of Camden residents gaining local employment. We have started monitoring the % of the workforce who are also a Camden resident. As of the 31<sup>st</sup> March 2016 17% of the workforce are Camden residents.

**Table 2.13.1 Percentage of workforce resident in London Borough as of 31<sup>st</sup> March 2016**

Directorate	Camden Resident				Total
	Yes	No	Yes %	No %	
Children Schools and Families	199	791	20%	80%	990
Culture and Environment	143	805	15%	85%	948
Finance	86	596	13%	87%	682
Housing and Adult Social Care	281	1147	20%	80%	1428
Law and Governance	4	53	7%	93%	57
Strategy and Organisation Development	12	173	6%	94%	185
<b>Grand Total</b>	<b>725</b>	<b>3565</b>	<b>17%</b>	<b>83%</b>	<b>4290</b>

## 2.14 Actions to improve Camden Councils diversity monitoring

In early 2017 Camden will be launching a new integrated HR/finance system which will offer opportunities to improve the processes in which Camden captures Diversity information and we will continue to engage with our workforce to encourage employees to complete diversity information. This new system will make it easier for employees to self-declare, as this system will be compatible with mobile devices allowing employees to update their personal information on the go.

## 2.15 Interventions to address differential outcomes for current workforce

In May this year, Camden became a member of the Business Disability Forum (BDF) to support activity around disability in employment. The BDF is a leading business disability organisation that provides expert guidance to support organisations to become more disability confident. The BDF has more than 20 years' experience working with both public and private sector organisations. As a result of the membership, we now have a range of line manager guides available to support managers when faced with issues concerning disability in employment, such as Reasonable Adjustments, Mental Health and Working with Disabled Colleagues. Managers are also able to access an expert consultant via the BDF's Advice line.

We are also reviewing the content of some on-line videos which will provide additional guidance on making reasonable adjustments and also dealing with employees with mental health conditions. Once reviewed, these will subsequently be made available to all managers.

Camden is also a member of the Employers Network for Equality and Inclusion (ENEI) and we are able use this network to establish links with other organisations, both from public and private sector to learn from and develop areas of good practice.

We have established links with the Camden Ability Network which is funded jointly by Camden and Jobcentre Plus to support employers to become disability aware and recruit and retain people with health conditions and disabilities. Camden is working with the Ability Network and wider employment support providers to promote opportunities at Camden, including our flexible working offer, access to reasonable adjustments and ongoing in-work support.

We are progressing with the next phase of Camden's mentoring programme. We are working collaboratively with colleagues across the Council to establish one Camden-wide, approach to mentoring that will meet a number of identified needs, including how we develop future leaders, improve representation of protected characteristic groups at more senior levels, and develop our workforce to reach their potential.

Camden has rolled out an awareness raising programme of learning on equality, diversity and inclusion, tackling the issue of unconscious bias and its impact on decision making in the workforce. This includes both e-learning modules and a workshop for all line managers. There will be further communications to re-emphasise the requirement for all staff to complete all mandatory learning modules.

Camden launched a new Performance Development scheme in January 2016. The new process was developed in response to feedback that the current system was perceived as demotivating and lacked transparency. In contrast to the previous scheme, the new scheme also provides an opportunity for those staff on lower grades to receive performance related pay for performing well. In October 2015, Camden Council became the first organisation in the country to independently publish a pay analysis of its workforce by gender ahead of the forthcoming legislation. In addition Camden also published a breakdown of the pay gap by both disability and ethnicity. The data was a breakdown of the pay gap as of 31 March 2015 which will be updated and published annually as part of our commitment to data transparency.

The data from March 2015 didn't show that we had significant pay gaps in Camden and the total overall gender pay level gap was just one per cent. There was a gender pay gap of 12.4% at Level 6 (Gender) Zone 1 in favor of males however this group has a small population of 29 employees, and has long standing male employees at the top of the Level, versus recent female new starters commencing at the bottom of the Level.

The full report can be viewed at <http://news.camden.gov.uk/first-full-pay-gap-analysis-in-the-uk-revealed/>

### 3 Starters

#### 3.1 Overview

There were 568 new starters in Camden in 2015/16. Strategy & Organisation Development had the largest proportion (23%).

**Table 3.1.1 Proportion of starters in directorate (%)**

Directorate	Starters	Non starters
Central Services	15%	85%
<i>Finance</i>	14%	86%
<i>Law and Governance</i>	9%	91%
<i>Strategy &amp; Organisation Development</i>	23%	77%
Children Schools and Families	13%	87%
Culture and Environment	12%	88%
Housing and Adult Social Care	13%	87%
<b>Total</b>	<b>13%</b>	<b>87%</b>

#### 3.2 Age

Starters were relatively young compared to the current Camden Council workforce. The average age of starters was 36.4 years compared to 44 years for the current workforce. 48% of all new starters were under the age of 35. 17% of starters were 16-24 years compared to 4% of the current workforce. There was relatively little difference between directorates in the average starting age, as shown in the table below.

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

Directorate	Age (Years)
Finance	37.2
Law and Governance	30.8
Strategy & Organisation Development	38.0
Children Schools and Families	36.5
Culture and Environment	32.7
Housing and Adult Social Care	38.3
<b>Average</b>	<b>36.4</b>

#### **Representativeness of Starters: Age**

The table shows that the age profile of starters in Camden Council is relatively similar to the age profile of Camden Borough and London working age populations. A small difference occurred at the 35-44 years age category, which accounted for 26% of starters and 19% of Camden's population.

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

	16-24	25-34	35-44	45-54	55-64	65+
Camden Council	17%	31%	26%	18%	7%	1%
Camden Borough	16%	26%	19%	14%	10%	14%
London	14%	25%	20%	16%	11%	14%

### 3.3 Disability disclosure

The proportion of new starters who declared a disability in 2015/16 was 2.1% (12) compared to 1.6% (6) in 2014/15. As the number of new starters is so small, no breakdown by directorate for disability disclosure is included. The number of new starters who preferred not to say when asked to declare whether they had a disability has fallen dramatically from 41% in 2014/15 to 10% in 2015/2016. This is due to improvements in the recruitment process.

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

Directorate	Disabled	Not Disabled	Unknown/Prefer Not to Say
Starters	2%	88%	10%
UK*	16%	84%	n/a

\* as estimated by the DWP

#### Representativeness of starters: disability

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

### 3.4 Ethnicity

264 employees from a BME background started at Camden Council in 2015/16 and the overall percentage of new starters from a BME background is 46.5%. This is an increase from 2014/15 where 182 employees from a BME background started at Camden Council, with a percentage of 35%.

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

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say	All ethnic groups
Central Services	44%	5%	15%	21%	4%	11%	100%
Children Schools and Families	48%	9%	8%	24%	6%	6%	100%
Culture and Environment	55%	9%	12%	16%	4%	5%	100%
Housing and Adult Social Care	36%	4%	8%	38%	3%	11%	100%
<b>Total</b>	<b>45%</b>	<b>6%</b>	<b>11%</b>	<b>26%</b>	<b>4%</b>	<b>9%</b>	<b>100%</b>

#### Representativeness of starters: Ethnicity

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

Table 3.4.2 Representativeness of starters in relation to working age populations

Directorate	White	Mixed	Asian	Black	Other	Prefer Not to Say	All ethnic groups
Starters	45%	6%	11%	26%	4%	9%	100%
Camden Borough	69%	4%	16%	7%	4%	0%	100%
London	63%	4%	18%	12%	3%	0%	100%

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

**Table 3.4.3 Selected ethnic group of starters**

Ethnic Group	Ethnic Category	Headcount	Percentage of Starters
White	White; English / Welsh / Scottish / Northern Irish / British	185	32.6%
	White; Irish	21	3.7%
	White; Other White	49	8.6%
White Total		255	44.9%
Mixed	Mixed; Other Mixed	8	1.4%
	Mixed; White and Asian	7	1.2%
	Mixed; White and Black African	7	1.2%
	Mixed; White and Black Caribbean	14	2.5%
Mixed Total		36	6.3%
Asian	Bangladeshi	17	3.0%
	Indian	18	3.2%
	Other Asian	10	1.8%
	Pakistani	15	2.6%
Asian Total		60	10.6%
Black	Black/African/Caribbean/Black British; African Inc. Somalian	84	14.8%
	Black/African/Caribbean/Black British; Caribbean	37	6.5%
	Black/African/Caribbean/Black British; Other Black	25	4.4%
Black Total		146	25.7%
Other	Chinese	5	0.9%
	Other Ethnic Group; Any Other Ethnic Group Inc. Arab	17	3.0%
Other Total		22	3.9%
Prefer Not to Say	Prefer Not to Say	49	8.6%
Prefer Not to Say Total		100	8.6%
Grand Total		568	100.0%

### Trends & comparisons

The proportion of new starters from a BME background 2015/16 has increased significantly to 46.5% and is at its highest level over the last seven years. This is shown in the table below.

**Table 3.4.4 Percentage of starters from a BME background**

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
BME staff	36.6%	36.1%	36.7%	37.3%	37.4%	35.1%	46.5%

### 3.5 Gender

59% of starters were female. The highest percentage of female starters was in Children Schools and Families (85%), while Culture and Environment had the lowest percentage (49%).

**Table 3.5.1 Starters by directorate and gender (percentage)**

Directorate	Female	Male
Central Services	51%	49%
Children Schools and Families	85%	15%
Culture and Environment	49%	51%
Housing and Adult Social Care	53%	47%
<b>Total</b>	<b>59%</b>	<b>41%</b>

### Representativeness of starters: Gender

As 50% of the Camden and London workforce is male, male starters were slightly under-represented in Camden Council as a whole, though by a relatively small margin. Males were under-represented in Children Schools and Families where just 15% of starters were male but there were slightly more male starters in Culture and Environment.

### 3.6 Starting positions and grades

#### Ethnicity

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

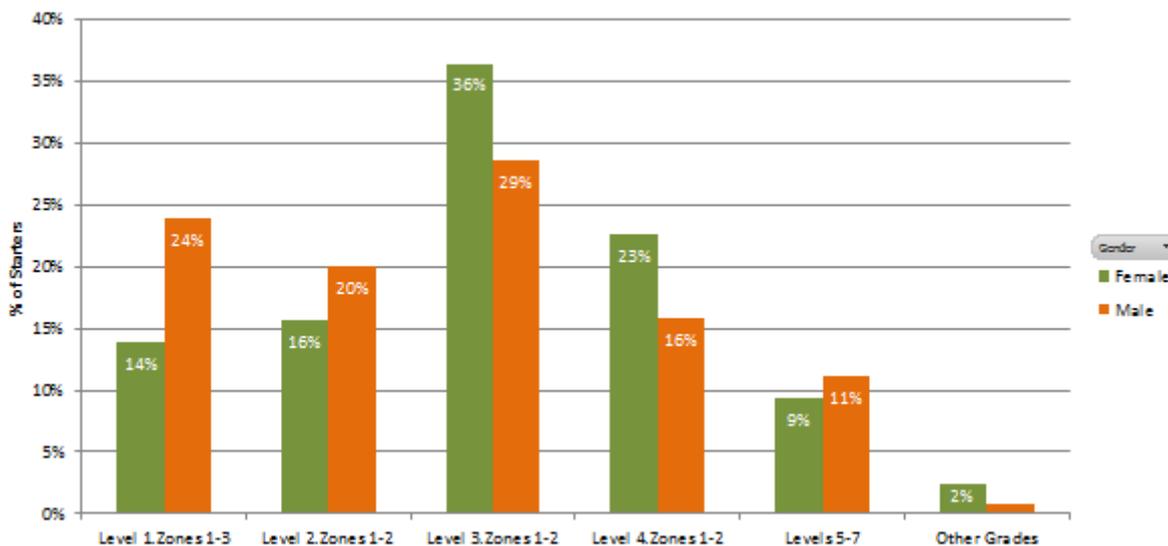
**Table 3.6.1 Starters by ethnicity and grade**

Grade	White	Mixed	Asian	Black	Other	Unknown
Level 1, zone 1-3	12%	25%	18%	16%	32%	43%
Level 2, zone 1-2	15%	14%	18%	21%	27%	14%
Level 3, zones 1-2	31%	25%	38%	43%	32%	16%
Level 4, zones 1-2	25%	22%	20%	16%	9%	6%
Level 5 -7	16%	6%	5%	3%	0%	16%
Other Grades	2%	8%	0%	1%	0%	4%
All levels	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

#### Gender

Females were more likely to start on the middle grades and less likely to start on the lower grades. There was a small difference at the higher grades, with slightly more males starting at level 5-7.

**Chart 3.6.1 Grade of starters by gender**



## 4 Applications

### 4.1 Overview

6829 job applications were submitted to Camden in 2015/16. The chart below shows a breakdown in applications by directorate.

**Table 4.1.1 Applicants by directorate (headcount)**

Directorate	Number of Applicants
Central Services	2179
<i>Finance</i>	1482
<i>Law and Governance</i>	34
<i>Strategy and Organisation Development</i>	663
Children Schools and Families	1553
Culture and Environment	1591
Housing and Adult Social Care	1506
<b>Total</b>	<b>6829</b>

## 4.2 Age

The table below shows the proportion of applicants by banded age in each directorate.

**Table 4.2.1 Applicants by directorate and age band (percentage)**

Directorate	16-24	25-34	35-44	45-54	55 and over	Prefer not to say	Total
Central Services	14%	37%	24%	16%	3%	5%	100%
<i>Finance</i>	14%	37%	23%	16%	4%	5%	100%
<i>Law and Governance</i>	21%	35%	12%	21%	9%	3%	100%
<i>Strategy and Organisation Development</i>	12%	37%	27%	16%	3%	6%	100%
Children Schools and Families	14%	36%	23%	18%	4%	4%	100%
Culture and Environment	18%	40%	22%	13%	2%	4%	100%
Housing and Adult Social Care	12%	37%	25%	17%	5%	5%	100%
<b>Camden Council</b>	<b>14%</b>	<b>38%</b>	<b>24%</b>	<b>16%</b>	<b>4%</b>	<b>5%</b>	<b>100%</b>

### Representativeness of applications: age

The age profile of applicants to Camden Council is compared with the working age population for Camden and London in the table below. The age profile of applicants to Camden Council departs most significantly from the working age population for the 25-34 years age category. 38% of applicants to Camden Council were aged 25-34 compared to 26% of Camden's working age population in this age group and 25% of London's working age population in this age group.

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

Council / area	16-24	25-34	35-44	45-54	55-64	65+	Prefer not to say	All ages
<b>Camden Council</b>	14%	38%	24%	16%	3%	0%	5%	100%
<b>Camden borough</b>	17%	26%	19%	14%	10%	14%	N/a	100%
<b>London</b>	14%	25%	20%	16%	11%	14%	N/a	100%

## 4.3 Disability disclosure

The proportion of disabled applicants who declared a disability was lower than the government estimate of disability in the working age population. 3% of applicants declared a disability, 5% preferred not to say and 92% said they were not disabled. The government estimates that 16% in the working age population are disabled. While it is likely that a proportion of applicants who preferred not to say whether they were disabled or not were in fact disabled, the extent of this is uncertain.

Directorate	Disabled	Not Disabled	Prefer not to say	Total
Central Services	3%	94%	3%	100%

<i>Finance</i>	3%	94%	3%	100%
<i>Law and Governance</i>	6%	88%	6%	100%
<i>Strategy and Organisation Development</i>	4%	92%	4%	100%
Children Schools and Families	4%	91%	5%	100%
Culture and Environment	2%	92%	6%	100%
Housing and Adult Social Care	5%	90%	5%	100%
<b>Total</b>	<b>3%</b>	<b>92%</b>	<b>5%</b>	<b>100%</b>

#### 4.4 Ethnicity

The proportion of staff from different ethnic groups applying to different directorates varied, as shown below. 47% of applications to Strategy and Organisation Development were from White backgrounds compared to 33% in Finance and Housing and Adult Social Care. 37% of applications to Housing and Adult Social Care were from Black backgrounds compared to 15% in Law and Governance.

**Table 4.4.1 Applicants by directorate and ethnicity (percentage)**

Directorate	White	Mixed	Asian	Black	Other	Unknown
Central Services	37%	5%	23%	28%	4%	3%
<i>Finance</i>	33%	5%	25%	29%	4%	4%
<i>Law and Governance</i>	35%	12%	35%	15%	3%	0%
<i>Strategy &amp; Organisation Development</i>	47%	5%	17%	25%	3%	3%
Children Schools and Families	43%	6%	13%	31%	4%	3%
Culture and Environment	45%	6%	17%	25%	4%	3%
Housing and Adult Social Care	33%	6%	17%	37%	4%	4%
<b>Total (% of Total Applicants)</b>	<b>39%</b>	<b>6%</b>	<b>18%</b>	<b>30%</b>	<b>4%</b>	<b>4%</b>

#### Representativeness of applications: ethnicity

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

**Table 4.4.2 Ethnicity of applicant and working age population**

Camden Council / area	White	Mixed	Asian	Black	Other	Unknown	All ethnic groups
<b>Camden Council</b>	39%	6%	18%	30%	4%	4%	100%
<b>Camden Borough</b>	69%	4%	16%	7%	4%	0%	100%
<b>London</b>	63%	4%	18%	12%	3%	0%	100%

The table below shows a more detailed breakdown of the ethnic category of applicants. The proportion of applicants from White British backgrounds is lower than the proportion of White British residents in the working age populations of Camden and London. In particular, applicants from White Other backgrounds were under-represented. More than double the number of White Other applicants would be expected if Other White applicants applied in proportion to their proportion of the Camden and London populations. Conversely, applicants from Black African and Black Caribbean have a higher number of applicants than would be expected given their presence in Camden and London's working age population.

**Table 4.4.3 Detailed ethnic breakdown of applicants**

Ethnic Group	Ethnic Category	Headcount	Percentage of Total Applicants	Camden	Greater London
White	White; English / Welsh / Scottish / Northern Irish / British	1637	24.0%	46%	47%
	White; Irish	116	1.7%	4%	3%
	White; Other White	939	13.8%	20%	14%
White Total		2692	39.4%		
Mixed	Mixed; Other Mixed	136	2.0%	2%	1%
	Mixed; White and Asian	70	1.0%	1%	1%
	Mixed; White and Black African	56	0.8%	1%	1%
	Mixed; White and Black Caribbean	114	1.7%	1%	1%
Mixed Total		376	5.5%		
Asian	Bangladeshi	463	6.8%	4%	2%
	Indian	416	6.1%	3%	7%
	Other Asian	167	2.4%	4%	5%
	Pakistani	183	2.7%	1%	2%
Asian Total		1229	18.0%		
Black	Black/African/Caribbean/Black British; African	933	13.7%	4%	6%
	Black/African/Caribbean/Black British; Caribbean	466	6.8%	1%	4%
	Black/African/Caribbean/Black British; Other Black Inc. Somalian	640	9.4%	1%	2%
Black Total		2039	29.9%		
Other	Chinese	66	1.0%	3%	2%
	Other Ethnic Group; Any Other Ethnic Group Inc. Arab	187	2.7%	4%	3%
Other Total		253	3.7%		
Prefer Not to Say	Prefer Not to Say	240	3.5%		
Prefer Not to Say Total		240	3.5%		
<b>Grand Total</b>		<b>6829</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

## 4.5 Gender

54% of applicants overall were female, but this varied between directorates. 56% of applications to Finance were male, while 75% of applications to Children Schools and Families were female.

**Table 4.5.1 Applicants by directorate and gender (percentage)**

Directorate	Female	Male	Prefer not to say	Both
Central Services	47%	51%	1%	100%
<i>Finance</i>	43%	56%	1%	100%
<i>Law and Governance</i>	71%	29%	0%	100%
<i>Strategy and Organisation Development</i>	56%	42%	2%	100%
Children Schools and Families	75%	22%	3%	100%
Culture and Environment	46%	52%	2%	100%
Housing and Adult Social Care	51%	47%	2%	100%
<b>Total</b>	<b>54%</b>	<b>44%</b>	<b>2%</b>	<b>100%</b>

## 4.6 Gender and ethnicity

The higher number of applicants from females compared to males is more pronounced for applicants from a mixed background (63%). This is shown in the table below. There were slightly more applications from males with an Asian background than females from an Asian background.

**Table 4.6.1 Ethnicity and gender of applicants**

Ethnicity	Female	Male
White	57%	43%
Mixed	63%	37%
Asian	45%	55%
Black	59%	41%
Other	49%	51%
Total	55%	45%

## 4.7 Recruitment Interventions

Camden Council has been involved with Timewise now for the last 3 years since gaining the accreditation. Since April 2015 all vacancies have been posted to the Timewise and Women Like Us job boards. Their market is aimed at women that are qualified and non-qualified professionals seeking employment with organisations that have flexibility in their employment. Earlier this year, Timewise launched their Hire Me My Way Campaign and Camden supported this campaign, along with 25 other employers, to demonstrate our commitment to flexible working.

We are actively seeking to improve our links with targeted communities in order to gain access to as diverse a pool of applicants as possible. All our jobs are now advertised on the diversityjobs.co.uk job board. We also have contributory access to thebigidea.co.uk. 'The big I.D.E.A' stands for Inclusion, Diversity, Equality and Accessibility. This website is an interactive site which combines a broad range of perspectives, from job seekers and industry leading experts, to the diversity policy makers. Camden can utilise this website to highlight what we are doing as a Council to encourage diversity, which in turn will promote us as an employer of choice. The site also offers a platform for discussion on topics including; Age, Belief, Careers, Disability, Ethnicity, Gender, Inclusion, Leadership and LGBT. We are also improving links with Economic Development colleagues on how they communicate with their targeted communities and how we can ensure they advertise our roles as part of their own strategy or are they guiding candidates to our job board.

We are also working closely with KXR (KX Recruit) who specialise in getting residents from the boroughs of Camden and Islington into work for the businesses of the King's Cross area. They focus on administration, customer services, hospitality, facilities management and retail positions but are now also looking to recruit to more specialist roles. They now advertise our roles helping us ensure our jobs are reaching our own local talent.

In January 2016, Camden launched their recruitment website "Together We Are Camden" designed to promote Camden as an employer of choice both in London and nationally, and in addition to this launched its own profile on Glassdoor, which is a "Trip Advisor" for employers, in a move to improve our social media presence and attract quality candidates.

## 5 Short-listing

### 5.1 Overview

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

Average applicant per job by directorate is shown in the table below with the average number of applications per vacancy at 8.3. Strategy and Organisation Development had the highest average number of applications per vacancy at 15.8 and Law and Governance had the lowest at 6.8.

**Table 5.1.1 Average applicants per job by directorate**

Directorate	Average number of Applications per Vacancy
Central Services	10.4
<i>Finance</i>	9.1
<i>Law and Governance</i>	6.8
<i>Strategy and Organisation Development</i>	15.8
Children Schools and Families	7.1
Culture and Environment	8.9
Housing and Adult Social Care	7.0
<b>Total</b>	<b>8.3</b>

## 5.2 Age

The age band with the largest number of shortlisted applicants in 2015/16 was the 55-64 group with 40% of short-listed candidates. The 16-24 age band had the lowest percentage shortlisted at 16%.

**Table 5.2.1 Shortlisted applicants by age band**

Age Band	Shortlisted: Yes	Shortlisted: No	Total Number of Applications	Percentage Shortlisted
16-24	159	827	986	16%
25-34	632	1935	2567	25%
35-44	529	1088	1617	33%
45-54	351	745	1096	32%
55-64	94	141	235	40%
65+	3	5	8	N/a (too little data)
Prefer not to say	146	174	320	46%
<b>Total</b>	<b>1914</b>	<b>4915</b>	<b>6829</b>	<b>28%</b>

The low rate of short-listing for young applicants is not unusual in the labour market. With relatively little job experience, young people tend to apply for more jobs than applicants in older groups.

## 5.3 Disability disclosure

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

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

Disability Disclosure	Shortlisted: Yes	Shortlisted: No	Total Number of Applications
Disabled	32%	68%	100%
Not Disabled	27%	73%	100%
Prefer Not to Say	45%	55%	100%
<b>Total</b>	<b>28%</b>	<b>72%</b>	<b>100%</b>

## 5.4 Ethnicity

The proportion of short-listed applicants from a BME background was 30% which is slightly higher than the overall percentage of shortlisted candidates of 28%. 24% of shortlisted applicants were from a black background and the number of short-listed applicants from an Asian background was 21%.

**Table 5.4.1 Shortlisted applicants by banded ethnic origin**

Ethnic Origin	Shortlisted: Yes	Shortlisted: No	Total Number of Applications	Percentage Shortlisted
White	895	1797	2692	33%
Mixed	87	289	376	23%
Asian	260	969	1229	21%
Black	498	1541	2039	24%
Other	59	194	253	23%
Prefer not to say	115	125	240	48%
<b>Total</b>	<b>1914</b>	<b>4915</b>	<b>6829</b>	<b>28%</b>

A more detailed ethnic breakdown of short-listing candidates is shown in the table below. It is useful to look at more detailed ethnic categories here, as the broad ethnic categories mask very different outcomes within the broad category. For example, White Irish has a higher rate of short-listing than White Other, the lowest rate of short-listing within the White Ethnic group. 37% of White Irish applicants were short-listed compared to 26% of White Other applicants. Other ethnicities with relatively high rates of short-listing include Chinese at 36% and Mixed White and Black Caribbean at 31%. Ethnic groups with low rates of short-listing include Mixed White and Black African (14%) and Bangladeshi (18%).

**Table 5.4.3 Ethnicity of applicant and rate of short-listing**

Ethnic Group	Ethnic Category	Shortlisted: Yes	Shortlisted: No	Percentage Shortlisted
White	White; English / Welsh / Scottish / Northern Irish / British	612	1025	37%
	White; Irish	40	76	34%
	White; Other White	243	696	26%
White Total		895	1797	33%
Mixed	Mixed; Other Mixed	29	107	21%
	Mixed; White and Asian	15	55	21%
	Mixed; White and Black African	8	48	14%
	Mixed; White and Black Caribbean	35	79	31%
Mixed Total		87	289	23%
Asian	Bangladeshi	85	378	18%
	Indian	98	318	24%
	Other Asian	40	127	24%
	Pakistani	37	146	20%
Asian Total		260	969	21%
Black	Black/African/Caribbean/Black British; African	210	723	23%
	Black/African/Caribbean/Black British; Caribbean	133	333	29%
	Black/African/Caribbean/Black British; Other Black inc. Somalian	155	485	24%
Black Total		498	1541	24%
Other	Chinese	24	42	36%
	Other Ethnic Group; Any Other Ethnic Group inc. Arab	35	152	19%
Other Total		59	194	23%
Prefer Not to Say	Prefer Not to Say	115	125	48%
Prefer Not to Say Total		115	125	48%
Grand Total		1914	4915	28%

## 5.5 Gender

57% of shortlisted applicants were female and 38% were male.

**Table 5.5.1 Shortlisted applicants by gender**

Gender	Shortlisted: Yes	Shortlisted: No	Overall
Female	57%	53%	54%
Male	38%	46%	44%
Prefer not to say	5%	1%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Rate of short-listing

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

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

Gender	Shortlisted: Yes	Shortlisted: No	Total Number of Applications	Percentage Shortlisted
Female	1092	2602	3694	30%
Male	729	2268	2997	24%
Prefer not to say	93	45	138	67%
<b>Total</b>	<b>1914</b>	<b>4915</b>	<b>6829</b>	<b>28%</b>

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

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

### 6.1 Age

The table below shows the proportions of applicants, short-listed candidates, candidates offered a job, current staff and leavers and compares this with the working age populations of Camden and London. The proportion of 16-24 years applicants is fairly proportionate to the population of Camden and London. However, this age group is under-represented at the short-listing, job offer stage and in the current workforce. The 55-64 years group is between 4-5% at all stage of the selection process. However, this age group make up a larger proportion of Camden Council's current workforce than Camden borough and London.

**Table 6.1.1 Recruitment, current staff and leavers by age\***

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All
<b>Applications</b>	15%	39%	25%	17%	4%	0%	100%
<b>Short-listing</b>	9%	36%	30%	20%	5%	0%	100%
<b>Job offer</b>	9%	37%	32%	16%	5%	0%	100%
<b>Current staff</b>	4%	19%	27%	29%	19%	2%	100%
<b>Leavers-All</b>	6%	23%	30%	19%	19%	4%	100%
<b>Camden borough</b>	17%	26%	19%	14%	10%	14%	100%
<b>London</b>	14%	25%	20%	16%	11%	14%	100%

\* Those with an unknown age have been excluded to make it easier to compare stages

### 6.2 Ethnicity

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

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

Directorate	White	Mixed	Asian	Black	Other	all
Applications	41%	6%	19%	31%	4%	100%
Shortlisting	50%	5%	14%	28%	3%	100%
Job offer	54%	4%	14%	24%	3%	100%
Current staff	58%	4%	10%	24%	4%	100%
Leavers-All	58%	10%	4%	25%	4%	100%
Camden Borough	69%	4%	16%	7%	4%	100%
London	63%	4%	18%	12%	3%	100%

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

Candidates from White backgrounds made up 41% of applicants, 50% of short-listed candidates and 54% of job offers. This indicates that White candidates were relatively successful at the short-listing stage and at the job offer stage following the short-listing.

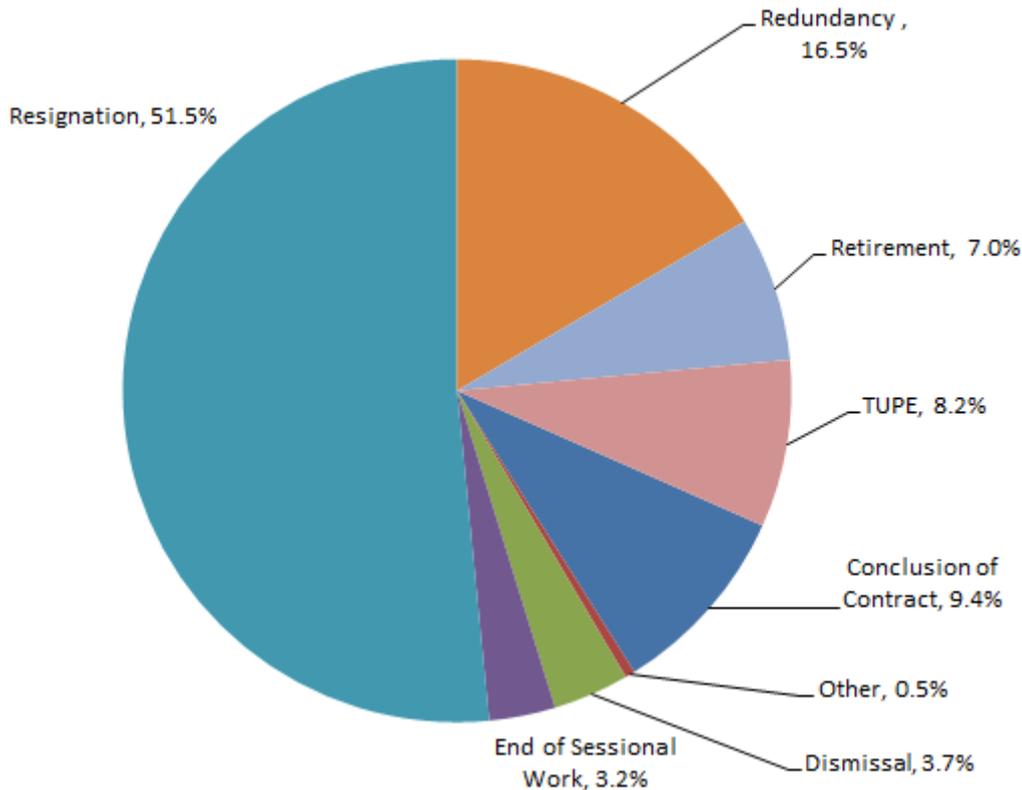
Candidates from Black backgrounds made up 31% of applicants and 28% of short-listed candidates and 24% of job offers. The proportion of job offers to short-listed candidates from Black backgrounds was close to the proportion who were short-listed.

## 7 Turnover

### 7.1 Overview

625 employees left Camden Council in 2015/16. The composition of these leavers is shown in the chart below. 51.5% (322) resigned from their positions compared to 60.6% (375) in 2014/15. This was by far the single largest category. The number of redundancies slightly increased to 103(16.5%) of all leavers in 2015/2016 compared to 86 (13.9%) of all leavers in 2014/15.

Chart 7.1.1 Reason for leaving



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

Overall turnover remained at 14% in 2015/16. Voluntary turnover, (which corresponds to resignations) decreased from 9% in 2014/15 to 7% in 2015/16. Strategy and Organisation Development had the highest rate of overall turnover (22%) and voluntary turnover. Law and Governance had the lowest level of turnover (7%) and voluntary turnover at 4%. The column on the right shows the proportion of turnover which is voluntary by directorate. This is highly variable between directorates and could reflect a number of factors such as restructuring within the directorate. Leavers in Children Schools and Families are mostly likely to have left voluntarily. 63% of leavers in this directorate left voluntarily. Leavers in Housing and Adult Social Care were the least likely to leave voluntarily. Voluntary turnover rates can reflect a number of factors including age profile and transferable skills.

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

Directorate	All turnover	Voluntary Turnover	Voluntary turnover as a proportion of all turnover
Central Services	15%	8%	51%
<i>Finance</i>	14%	7%	49%
<i>Law and Governance</i>	7%	4%	50%
<i>Strategy and Organisation Development</i>	22%	12%	56%
Children Schools and Families	16%	10%	63%
Culture and Environment	12%	7%	62%
Housing and Adult Social Care	15%	6%	38%
<b>Total</b>	<b>14%</b>	<b>7%</b>	<b>52%</b>

## 7.3 Voluntary turnover – age

The highest voluntary turnover rate was amongst staff aged between 25 to 34; the voluntary turnover rate for this age group was 12% in 2015/16 a decrease from 2014/15 (16%). Voluntary turnover was lowest in the 55-64 age group at 3%.

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

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Central Services	13%	10%	11%	3%	4%	24%
<i>Finance</i>	15%	5%	13%	3%	4%	15%
<i>Law and Governance</i>	0%	8%	6%	0%	0%	0%
<i>Strategy and Organisation Development</i>	0%	25%	9%	3%	8%	50%
Children Schools and Families	15%	17%	15%	4%	3%	0%
Culture and Environment	9%	9%	8%	7%	3%	9%
Housing and Adult Social Care	5%	12%	6%	5%	3%	6%
<b>Total</b>	<b>10%</b>	<b>12%</b>	<b>10%</b>	<b>5%</b>	<b>3%</b>	<b>8%</b>

## 7.4 Voluntary turnover – disability disclosure

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

Directorate	Disabled	Not Disabled	Prefer Not to Say
Central Services	10%	7%	15%
<i>Finance</i>	4%	6%	14%
<i>Law and Governance</i>	0%	4%	0%
<i>Strategy and Organisation Development</i>	25%	10%	20%
Children Schools and Families	4%	10%	13%
Culture and Environment	7%	6%	18%
Housing and Adult Social Care	0%	5%	13%
<b>Total</b>	<b>4%</b>	<b>7%</b>	<b>14%</b>

## 7.5 Voluntary turnover – ethnicity

The voluntary turnover rate from staff from a white background and an other background is 8% which is slightly higher than the voluntary turnover rate from staff from other ethnic backgrounds.

Directorate	White	Mixed	Asian	Black	Other	Prefer not to Say
Central Services	8%	6%	6%	4%	12%	18%
<i>Finance</i>	7%	8%	4%	5%	15%	15%
<i>Law and Governance</i>	6%	0%	0%	0%	0%	0%
<i>Strategy and Organisation Development</i>	13%	0%	16%	0%	0%	30%
Children Schools and Families	10%	9%	11%	9%	13%	12%
Culture and Environment	7%	7%	6%	7%	6%	13%
Housing and Adult Social Care	7%	0%	4%	3%	0%	12%
<b>Total</b>	<b>8%</b>	<b>6%</b>	<b>7%</b>	<b>5%</b>	<b>8%</b>	<b>13%</b>

## 7.6 Voluntary turnover – gender

Females have a slightly higher overall voluntary turnover rate at 9% compared to males (6%). Central Services had a slightly higher proportion of males voluntarily leaving the organisation compared to females.

**Table 7.6.1 Voluntary turnover by directorate and gender (percentage)**

Directorate	Female	Male
Central Services	7%	8%
<i>Finance</i>	6%	8%
<i>Law and Governance</i>	3%	5%
<i>Strategy and Organisation Development</i>	12%	13%
Children Schools and Families	10%	10%
Culture and Environment	9%	6%
Housing and Adult Social Care	8%	4%
<b>Total</b>	<b>9%</b>	<b>6%</b>

## 7.7 Voluntary turnover – length of service band

Voluntary turnover was slightly higher amongst staff with 0-5 years' service and lowest amongst staff with 11-24 years' service (4%) and 25 years and above (1%).

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

Directorate	Less than 1 Year	1-2 Years	3-5 Years	6-10 Years	11-24 Years	25 Years and above
Central Services	15%	13%	9%	6%	4%	1%
<i>Finance</i>	15%	12%	9%	6%	4%	1%
<i>Law and Governance</i>	50%	0%	0%	6%	0%	0%
<i>Strategy and Organisation Development</i>	12%	18%	16%	10%	6%	0%
Children Schools and Families	12%	18%	15%	8%	5%	0%
Culture and Environment	16%	10%	13%	5%	4%	2%
Housing and Adult Social Care	9%	8%	10%	6%	3%	1%
<b>Total</b>	<b>13%</b>	<b>12%</b>	<b>12%</b>	<b>7%</b>	<b>4%</b>	<b>1%</b>

## 7.8 Reasons for leaving

This section analyses the leaving reason for staff that left the organisation in 2015/16 by each equality strand.

### Ethnicity

The table below shows the leaving reasons of staff that left the organisation. Of the staff that left the organisation, resignation was by far the most likely reason for leaving, for all ethnic groups. Of the staff that left in 2015/16, staff from white background was more likely to leave because of retirement. Staff from a Black background was slightly more likely to have left because of TUPE or dismissal.

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

Reason for Leaving Employee Profile	White	Mixed	Asian	Black	Other	Prefer not to say	Total
Conclusion of Contract	46%	10%	3%	22%	3%	15%	100%
Dismissal	13%	22%	0%	52%	4%	9%	100%
End of Session Work	40%	10%	20%	0%	0%	30%	100%
Normal Resignation (Core PI)	58%	8%	2%	15%	4%	12%	100%
Redundancy	46%	10%	3%	29%	3%	10%	100%
Retirement	73%	9%	0%	16%	0%	2%	100%
TUPE	37%	2%	6%	47%	6%	2%	100%
<b>Total</b>	<b>52%</b>	<b>9%</b>	<b>3%</b>	<b>22%</b>	<b>3%</b>	<b>11%</b>	<b>100%</b>

### Age

The table below shows reason for leaving the organisation by age group. Of the staff that left Camden Council, retirement, TUPE and redundancy was the most common reason for leaving for the 55-64 age group and retirement for the 65+ group. Resignation was the most common reason for leaving for the 25-34 groups. Conclusion of Contract was the most common reason for leaving for the 16-24 age groups.

**Table 7.7.2 Reason for leaving by age group**

Reason for Leaving Employee Profile	16-24	25-34	35-44	45-54	55-64	65+	Grand Total
Conclusion of Contract	22.0%	30.5%	30.5%	10.2%	5.1%	1.7%	100.0%
Dismissal	0.0%	21.7%	47.8%	17.4%	4.3%	8.7%	100.0%
End of Session Work	40.0%	15.0%	25.0%	0.0%	20.0%	0.0%	100.0%
Normal Resignation (Core PI)	5.0%	31.4%	35.7%	18.9%	7.1%	1.9%	100.0%
Redundancy	0.0%	9.7%	19.4%	31.1%	36.9%	2.9%	100.0%
Retirement	0.0%	0.0%	0.0%	4.5%	65.9%	29.5%	100.0%
TUPE	0.0%	7.8%	29.4%	25.5%	37.3%	0.0%	100.0%
<b>Total</b>	<b>5.9%</b>	<b>22.6%</b>	<b>29.6%</b>	<b>19.0%</b>	<b>18.9%</b>	<b>4.0%</b>	<b>100.0%</b>

## Gender

There were a higher proportion of males who were dismissed or who retired than females.

Reason for Leaving Employee Profile	Female	Male	Total
Conclusion of Contract	68%	32%	100%
Dismissal	30%	70%	100%
End of Session Work	60%	40%	100%
Normal Resignation (Core PI)	65%	35%	100%
Redundancy	58%	42%	100%
Retirement	45%	55%	100%
TUPE	84%	16%	100%
<b>Total</b>	<b>63%</b>	<b>37%</b>	<b>100%</b>

## 8 Sickness Absence

### 8.1 Overview

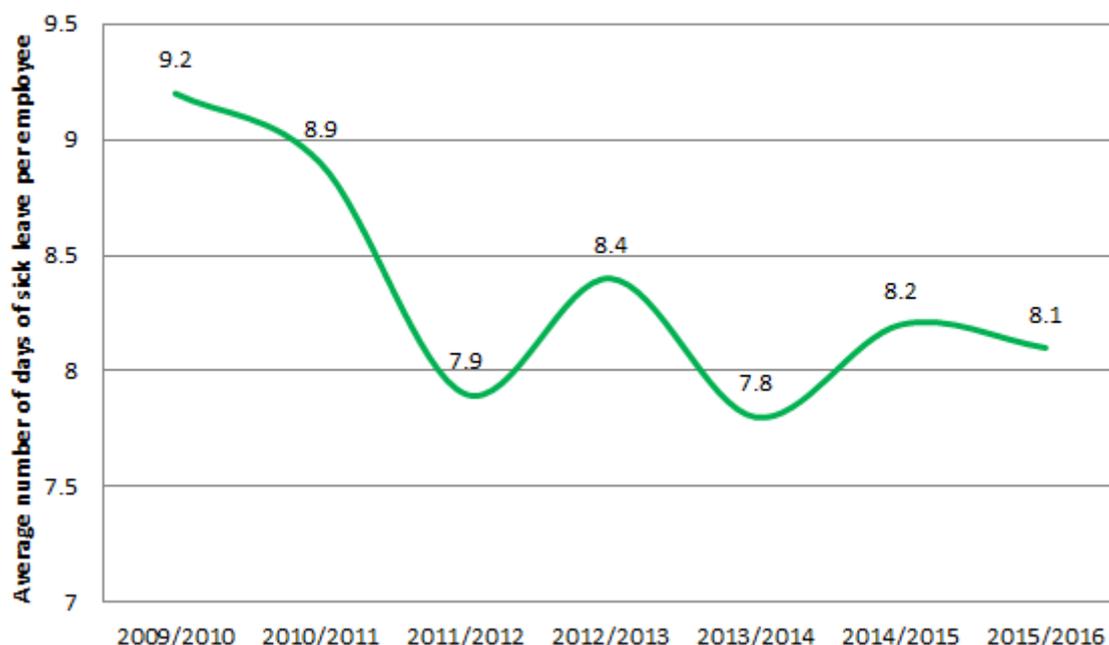
Camden employees took an average of 8.1 days sick leave during 2015/16. This is a very small decrease from 8.2 days in 2014/15. Camden Council ranks in the middle of London boroughs in terms of the number of sickness days. The amount of sickness lost in Camden Council to short-term and long-term sickness is both close to the average of London boroughs. Housing and Adult Social Care had the highest rate of average days' sick leave per employee with 10 days while Law and Governance had the lowest at 5.2 days.

**Table 8.1.1 Average sickness absence days by directorate**

Directorate	Average days sick leave per employee
Central Services	6.2
<i>Finance</i>	6.4
<i>Law and Governance</i>	5.2
<i>Strategy and Organisation Development</i>	5.6
Children Schools and Families	7.6
Culture and Environment	7.5
Housing and Adult Social Care	10.0
<b>London Borough of Camden</b>	<b>8.1</b>

Chart 8.1.1 Trend of average sickness absence day per employee

**Trend of average sickness days per employee**



## 8.2 Sickness management cases

There were 255 sickness absence management cases actively undertaken<sup>3</sup> during 2015/2016; a very small increase on 2014/15 where there were 241 cases. The directorate with the highest number of cases was Housing and Adult Social Care with 52% of all cases. This corresponds with the department with the highest sickness absence.

Table 8.2.1 Absence management cases by directorate (headcount and percentage)

Directorate	2015/16 Absence management cases	2015/16 As % of total absence cases	2014/15 As % of total absence cases
Central Services	34	13%	9%
Finance	31	12%	8%
Law and Governance	0	0%	0%
Strategy & Organisation Development	3	1%	1%
Children Schools and Families	37	15%	17%
Culture and Environment	51	20%	23%
Housing and Adult Social Care	133	52%	50%
<b>Total</b>	<b>255</b>	<b>100%</b>	<b>100%</b>

## 8.3 Age

The largest number of sickness absence cases occurred in the 45 to 54 age band (30%) followed by the 55-64 age band (26%).

<sup>3</sup> These cases were either formally managed under the Absence Management Policy & Procedure or were informal cases supported by HR.

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

Directorate	16-24	25-35	35-44	45-54	55-64	65+	Total
Central Services	4	5	7	5	11	2	34
<i>Finance</i>	4	5	6	5	9	2	31
<i>Law and Governance</i>	0	0	0	0	0	0	0
<i>Strategy &amp; Organisation Development</i>	0	0	1	0	2	0	3
Children Schools and Families	0	5	14	10	8	0	37
Culture and Environment	2	12	10	12	14	1	51
Housing and Adult Social Care	6	11	26	49	33	8	133
<b>Total</b>	<b>12</b>	<b>33</b>	<b>57</b>	<b>76</b>	<b>66</b>	<b>11</b>	<b>255</b>
% of workforce (Headcount)	7%	4%	5%	6%	8%	13%	6%
% of absence cases	5%	13%	22%	30%	26%	4%	100%

## 8.4 Disability disclosure

Staff who declared a disability took about twice as many sick days on average as staff who did not declare a disability. The proportion of sickness absence cases for employees who have a declared disability was 7% in 2015/16. The number of cases is too few to allow for a breakdown by directorate.

**Table 8.4.1 Absence management cases by disability (headcount and percentage)**

	Disabled	Not Disabled	Prefer not to Say	Total
<b>Total</b>	<b>7%</b>	<b>83%</b>	<b>10%</b>	<b>100%</b>
% of Workforce (Headcount)	3.1%	85.5%	11.4%	100.0%
Average number of Absence days	16.6	7.8	8.0	8.1

## 8.5 Ethnic origin

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

**Table 8.5.1 Absence management cases by ethnicity (headcount and percentage)**

Directorate	White	Mixed	Asian	Black	Other	Prefer Not to Say	Grand Total
Central Services	50%	6%	21%	21%	0%	3%	100%
Children Schools and Families	35%	5%	11%	32%	8%	8%	100%
Culture and Environment	47%	6%	10%	31%	4%	2%	100%
Housing and Adult Social Care	61%	2%	7%	19%	4%	8%	100%
<b>Total</b>	<b>53%</b>	<b>4%</b>	<b>10%</b>	<b>24%</b>	<b>4%</b>	<b>6%</b>	<b>100%</b>
% of workforce (Headcount)	54%	3%	9%	22%	4%	7%	100%

## 8.6 Gender

50% of all sickness absence cases in 2015/2016 were for female members of staff.

**Table 8.6.1 Sickness absence cases by directorate and gender (percentage)**

Directorate	Female	Male	Grand Total
Central Services	32%	68%	100%
Children Schools and Families	76%	24%	100%
Culture and Environment	63%	37%	100%
Housing and Adult Social Care	42%	58%	100%
<b>Total</b>	<b>50%</b>	<b>50%</b>	<b>100%</b>
% of workforce (Headcount)	56%	44%	100%

## 8.7 Type of sickness absence

The graph below shows the number of total days of sickness absence by illness type. Mental health related sickness absence accounted for 5657 days which was the 2<sup>nd</sup> highest category after other. Other Muscular-skeletal Problems, accounted for 2721 days.

**Chart 8.7.1 Total number of days' sickness absence by illness type**

Absence Reason	Total Number of Absence Days Lost
Accident at Work	997
Back Problems	1871
Chest, Respiratory	2329
Disability related	458
Eye, Ear, Nose, Mouth/Dental	999
Genitor-Urinary	320
Heart, Blood Pressure, Circulation	928
Infection	1588
Infection Pandemic Flu (Confirmed)	226
Infection Pandemic Flu (Suspected)	415
Neurological	471
Other	6958
Other Muscular-skeletal Problems	2721
Pregnancy Related	791
Stomach, Liver, Kidney, Digestion	2161
Stress, Depression, Mental Health, Fatigue Syndrome	5657
Reason not Recorded	2992
<b>Grand Total</b>	<b>31881</b>

## 8.8 Measures to support workforce wellbeing

We are currently preparing to sign up to become a 'Mindful Employer' which is a Charter for Employers who are Positive about Mental Health. This is a voluntary agreement which aims to show our public commitment to working towards a set of principles demonstrating a positive and enabling attitude to employees and job applicants with mental health issues. This will form part of our recruitment branding, aimed at increasing applications from candidates with mental health conditions.

All employees have access to a 24/7 employee support service that provides information and advice on a wide range of work, family and personal issues as well as one to one counselling. The Council also provide training to staff and managers on personal resilience training and managing stress in the workplace.

Camden HR is currently working closely with colleagues in Public Health and other services to progress activities that support workforce wellbeing. The overall aim is to ensure that employers in Camden, including the Council, understand the benefits of promoting health and wellbeing amongst their workforce and reap the benefits of having healthy engaged staff.

A key part of this is to position the Council as a leader and role model in promoting wellbeing in the workplace. An Officer working group has been established to develop a Wellbeing Strategy for the Council with key tasks to better understand the current wellbeing of our staff and to promote a range of activity that can promote greater wellbeing. Priority areas for activity to promote wellbeing include developing mental health awareness and coordinating support for employees with mental health needs. In developing our approach we are working with the Business Disability Forum to learn from best practice elsewhere.

The staff engagement survey (October 2016) includes key questions related to wellbeing enabling us to establish a 'workforce wellbeing index'. In 2016 this will provide the Council with a baseline measure of workforce wellbeing that will in future be used as a one measure of success for the workforce wellbeing strategy.

## 9 Grievance, disciplinary and underperformance

### 9.1 Overview

There were 123 grievances, disciplinary and underperformance cases in 2015/16 compared to 171 cases in 2014/15. The number of grievance cases increased from 33 in 2014/15 to 37 in 2015/16. The number of underperformance cases decreased from 33 to 21. The relatively low numbers of cases makes it difficult to use analytical techniques such as breaking down the protected characteristics as the breakdown is likely to indicate a random pattern rather than a meaningful difference. For this reason, this section contains relatively little analysis, but tries to use intelligence to provide context where possible.

Directorate	Disciplinary	Grievance	Underperformance	Grand Total
Central Services	13	10	3	26
Children Schools and Families	6	7	7	20
Culture and Environment	12	5	1	18
Housing and Adult Social Care	34	15	10	59
<b>Total</b>	<b>65</b>	<b>37</b>	<b>21</b>	<b>123</b>

### 9.2 Grievance Cases

37 grievances were recorded in 2015/2016. As with previous years, the largest number was reported within Housing and Adult Social Care. The table below shows the number of grievance cases between 2009/10 and 2015/16.

**Table 9.2 Grievance cases between 2009/10 – 2015/16**

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Grievances	57	54	46	29	40	33	37

### 9.3 Disciplinary cases

There were 65 disciplinary cases in 2015/16. As in previous years, Housing and Adult Social Care had the highest number of cases. The table below shows disciplinary cases since 2009/10.

**Table 9.3 Disciplinary cases 2009/10 – 2015/16**

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Disciplinary cases	100	103	105	80	76	105	65

#### 9.4 Formal underperformance cases

Housing and Adult Social Care had the highest number of cases (10). The table below shows underperformance cases since 2009/10. There is not a clear trend in underperformance cases.

**Table 9.4 Underperformance cases 2009/10 – 2015/16**

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Underperformance	34	47	38	33	43	33	21

## 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
Prefer Not to Say	Data not Recorded

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

**FTE** Full Time Equivalent

#### Report coverage

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

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

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

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

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

- Agency workers.

### **Data and methodology**

Data relating to job applications was taken from the recruitment 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 and ethnic origin are not compulsory fields. Some analysis of religion and sexual orientation is included in the report and is based on the 2014 staff survey.

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

Data for current employees is provided as of the 31<sup>st</sup> March 2016. Data for all other sections relates to the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.

### **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.