

London Borough of Camden
Annual Employment Profile 2018/19

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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, 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 is the norm within local authorities, the Council welcomes an open scrutiny of its data and welcomes any feedback from staff, trade unions, other employers 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 steadily decreased, the size of the Council's workforce has increased slightly.
- Part-time working continues to be popular, with 1 in 5 staff working reduced hours.
- 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 or because they choose to continue working for personal or financial reasons.
- 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) increased slightly by 0.1% and 1.6% compared with 2017/18. The Council has recently published a new Statement of Inclusion that also sets out some key priorities, this includes continuing work to support the progression of staff from BAME backgrounds.
- There continues to be a marginally higher proportion of women working at the Council and they make up 56.3% 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 has decreased slightly, compared with prior years, but steps to increase representation from the borough are ongoing.
- Recruitment outcomes across ethnic groups continue to appear uneven, however following a review of ethnic minority representation across the Council to understand what could be causing this and work is underway to address this.
- Overall turnover and voluntary turnover decreased slightly in comparison to 2017/18.
- Following the June 2016 EU referendum result, we have continued to monitor employee nationality data. 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. In 2018/19 however there was an increase in the number of EU/EEA Nationals applying for roles and they accounted for 7.3% of new starters, an increase of 2.2% from 2017/18.

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 residents in the borough and London as well as the overall workforce profile of other London Boroughs. 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 greater level of detail, analysis and comparison data than is the norm 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 Diversity and Inclusion.

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.

To that end the Council has published a new Statement of Inclusion in December 2019, which makes clear our commitments to ensuring Camden is a place where everyone can be their best self at work. That statement also sets out some of our key priorities for the next year.

One of those priorities is to drive forward the improvement actions to work towards Stonewall accreditation as a way of recognising how we are inclusive of our colleagues that are LGBT+. We have already made some good progress towards this, having ensured our policies are gender neutral and having created a new Statement on our Commitment to Equality for Trans Colleagues, which has been published at the end of November 2019, along with the Statement of Inclusion.

A large focus this year has been 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 commissioned an external and independent body to thoroughly investigate what could be causing their underrepresentation at those levels, we are taking action through:

- Increasing access to mentoring, coaching and sponsorship
- Increasing the scope for interventions to help managers address their assumptions and biases within all decision-making processes

Our actions, whilst prompted by our desire to increase the representation of BAME people, will benefit our culture of inclusion more broadly. For example, we launched a mentoring and sponsorship scheme in October 2019, as part of the response to the research findings, and opened it up to other underrepresented groups; disabled staff and LGBT+ colleagues.

2. Current Employees

2.1 Overview

As of 31 March 2019, the total number of staff employed by the Council was 4,163 with a full time equivalent (FTE)¹ of 3,790. The below table shows the distribution of these members of staff across directorates. These figures have increased from 4,100 (headcount) and 3,725 (FTE) since 31 March 2018.

Table 2.1.1 Current employees by Directorate as of 31 March 2019

Directorate	Headcount	Headcount (%)	FTE
Corporate Services	1107	27.4%	1037
Supporting Communities	1467	35.2%	1336
Supporting People	1589	37.4%	1417
Total	4163	100.0%	3790

Trends

With the exception of 2018/19, over the last decade both the headcount and FTE figures steadily reduced as the Council adapted to challenging public sector financial conditions. Whilst there has been a slight increase this year, overall there has been a 20.5% reduction over the past 10 years.

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	2018/19
Headcount	5238	5033	4630	4526	4429	4359	4290	4140	4100	4163
FTE	4865	4703	4335	4257	4170	4065	3978	3773	3725	3790

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 and 2017/18, 19.4% of Camden staff worked part time in 2018/19. The Supporting People Directorate continued to have the highest percentage of part time workers at 24.5%.

Table 2.2.1 Current employees by pattern of work (percentage)

Directorate	Full Time	Part Time	Total
Corporate Services	84.8%	15.2%	100%
Supporting Communities	83.1%	16.9%	100%
Supporting People	75.5%	24.5%	100%
Grand Total	80.6%	19.4%	100%

Trends

Part-time working has remained at the same level since 2016-17 and we continue to do work to facilitate the adoption of flexible working patterns across the Council. Following work with social work teams this year the number of staff with a flexible working pattern has increased from 12% to 19%. We also continue to advertise roles as being suitable for flexible working, and ask candidates to tell us on

¹ An FTE of 1.0 means that the employee is equivalent to that of a full-time worker. Whilst an FTE of less than 1.0 means that the employee is part time.

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	2018/19
Part Time Workers	18.8%	18.1%	18.2%	16.3%	15.1%	16.9%	17.7%	19.4%	19.4%	19.4%

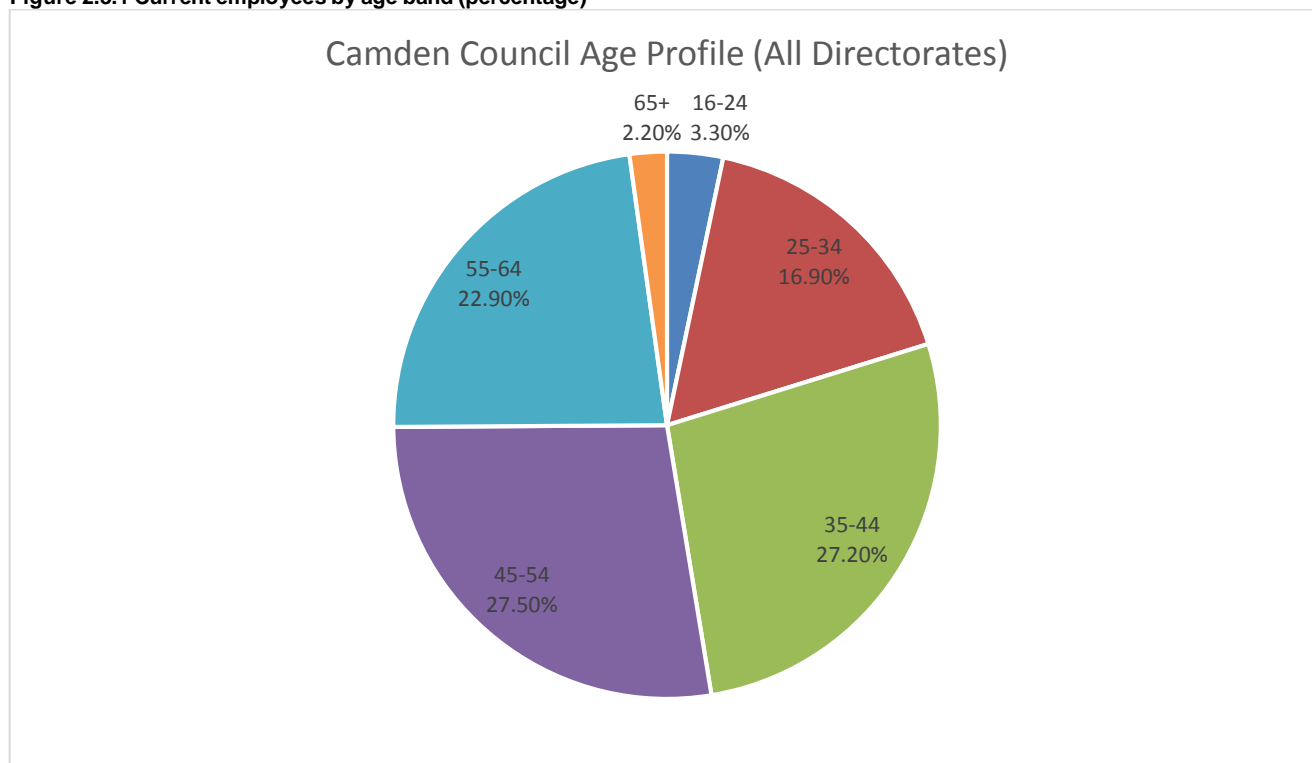
2.3 Age Profile

As in previous years', 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 23.4% 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	3.3%	20.1%	32.6%	23.3%	19.2%	1.5%	100%
Supporting Communities	4.8%	15.2%	24.0%	27.5%	25.6%	2.9%	100%
Supporting People	2.0%	16.2%	26.4%	30.5%	22.9%	2.1%	100%
Grand Total	3.3%	16.9%	27.2%	27.5%	22.9%	2.2%	100%

Figure 2.3.1 Current employees by age band (percentage)



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 decreased slightly from 3.5% to 3.3% during 2018/19. This is slightly lower than the overall mean of 3.2% across all London Councils.

This relatively low proportion of staff in the 16-24 years age group is expected as many individuals in this age group are in some form of education or training. As of quarter ending 31 March, nationally only 55.4% of 16-24 were in employment², compared to 76.1% across all working age groups³.

Table 2.3.2 Age composition of workforce, the borough of Camden and London⁴

Council/Area	16-24	25-34	35-44	45-54	55-64	65+	All Ages
Camden Council	3.3%	16.9%	27.2%	27.5%	22.9%	2.2%	100%
Camden Borough	15.9%	25.9%	18.6%	14.7%	10.5%	14.4%	100%
Greater London	13.2%	23.1%	20.2%	16.4%	12.1%	15.0%	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 where they are just beginning their careers, with a number of these employees undertaking apprenticeships. As grades are linked to salary, this means that older staff tend to earn more than younger staff.

Table 2.3.3 Employees by salary and age bands (percentage)

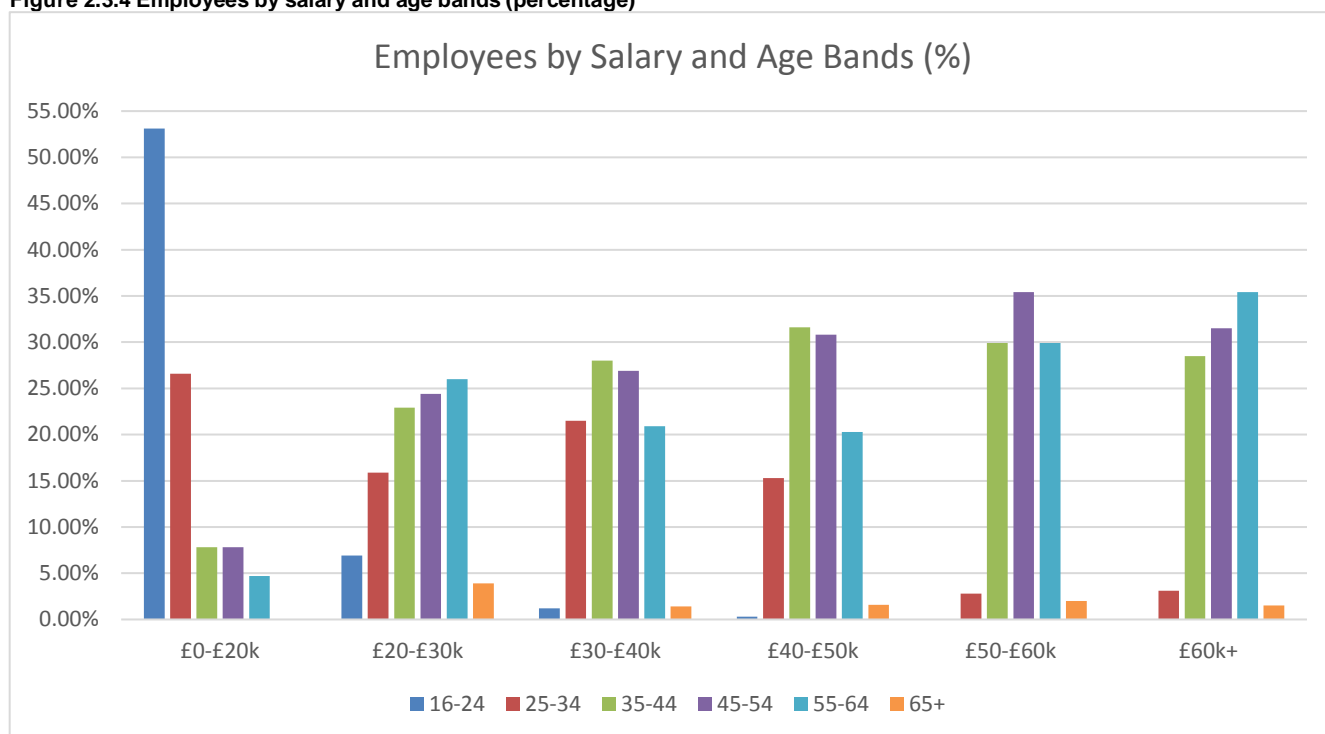
Salary Band	16-24	25-34	35-44	45-54	55-64	65+	All Ages
£0-£20k	53.1%	26.6%	7.8%	7.8%	4.7%	0.0%	100%
£20-£30k	6.9%	15.9%	22.9%	24.4%	26.0%	3.9%	100%
£30-£40k	1.2%	21.5%	28.0%	26.9%	20.9%	1.4%	100%
£40-£50k	0.3%	15.3%	31.6%	30.8%	20.3%	1.6%	100%
£50-£60k	0.0%	2.8%	29.9%	35.4%	29.9%	2.0%	100%
£60k+	0.0%	3.1%	28.5%	31.5%	35.4%	1.5%	100%
Grand Total	3.3%	16.9%	27.2%	27.4%	23.0%	2.2%	100%

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

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

⁴ <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland>

Figure 2.3.4 Employees by salary and age bands (percentage)



Trends and Comparisons

The proportion of staff aged 55 and above continued to rise in 2018/19, in keeping with a trend towards later retirement ages following changes to public sector pensions (i.e. LGPS) and the abolition of the mandatory retirement age in 2011. There has been an 8.2% reduction in the number of 25-34 year old employees since 2009/10. However, length of service of amongst the 35-44 age group would suggest that many employees previously aged 25-34 have chosen to remain in the Council.

Table 2.3.4 Age profile of Camden Council 2009/10 – 2018/19

Age Band	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
16-24	3.3%	3.0%	2.3%	2.1%	3.0%	3.4%	3.9%	3.3%	3.5%	3.3%
25-34	25.1%	24.4%	24.3%	23.1%	21.8%	20.0%	19.5%	18.5%	17.5%	16.9%
35-44	26.4%	25.6%	25.7%	26.5%	26.6%	27.0%	26.6%	27.3%	27.4%	27.2%
45-54	30.3%	31.4%	31.9%	31.2%	30.2%	29.9%	29.2%	28.9%	28.1%	27.4%
55-64	14.2%	14.7%	14.5%	15.7%	16.9%	18.0%	18.9%	19.9%	21.4%	23.0%
65+	0.7%	0.9%	1.3%	1.4%	1.5%	1.7%	2.0%	2.1%	2.0%	2.2%

Table 2.3.5: Average length of service by age band as of 31 March 2019

Age Band	Average Length of Service (Years)
16-24	1.95
25-34	3.86
35-44	7.9
45-54	11.97
55-64	17.86
65+	18.86

2.4 Disability Declaration

The percentage of staff who have declared themselves to have a disability was 3.3%; this is 0.4% increase from 2017/18. The breakdown by directorate is shown in the following table:

Table 2.4.1 Current Employees by Directorate as of 31 March 2019

Directorate	Disabled	Not Disabled	Prefer Not To Say	Unknown	Total
Corporate Services	4.5%	85.3%	0.7%	9.5%	100%
Supporting Communities	2.7%	80.6%	0.1%	16.6%	100%
Supporting People	3.0%	74.3%	0.1%	22.6%	100%
Grand Total	3.3%	79.4%	0.2%	17.0%	100%

Trends and Comparisons

The proportion of employees in Camden declaring themselves to have a disability is lower than the average number of employees declaring themselves to have a disability across all London Boroughs (5.2%). Recognising that there remains a relatively high proportion of staff where a disability declaration is not recorded, following the launch of our inclusion strategy in early 2020, staff will be invited to update their details. For comparison, 7% of the staff who completed the 2018 staff survey⁵ declared a disability, which suggests the actual figure across all staff may be higher. Disability and how we support staff with a disability will be a major focus of our Inclusion Strategy in 2020/21.

2.5 Ethnicity

50.4% of Camden's workforce are from a White background, a decrease of 1.1% from 2017/18 whilst the percentage of the workforce from a BAME background (Black, Asian, Mixed and other minority ethnic backgrounds) is now 40.3% a small increase of 0.1%. The ethnicity of the remaining 9.3% 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	Total	BAME
Corporate Services	46.6%	4.3%	16.7%	22.7%	2.5%	7.1%	100.0%	46.3%
Supporting Communities	56.6%	3.4%	7.2%	18.5%	2.5%	11.7%	100.0%	31.6%
Supporting People	47.3%	4.1%	8.6%	27.8%	3.7%	8.7%	100.0%	44.1%
Grand Total	50.4%	3.9%	10.2%	23.2%	3.0%	9.3%	100.0%	40.3%

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. BAME employees account for 40.3% of the Council's workforce, which is higher than the proportion of Borough and London's working age population. Employees declaring themselves to be of a Black background account for over half of this group (23.2%) compared to just 7.0% of Camden's residential working age population. In comparison, Asian staff at the Council are under-represented. 10.2% of Camden Council staff comes from an Asian background compared to 16% of the Camden borough and 18% of London working age populations.

⁵ The staff survey is also completed by agency staff working in Camden at the point in time that the survey invites are sent out.

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

Directorate	White	Mixed	Asian	Black	Other	Unknown	Total	BAME
Camden Council	50.4%	3.9%	10.2%	23.2%	3.0%	9.3%	100.0%	40.3%
Camden Borough*	69.0%	4.0%	16.0%	7.0%	4.0%	0.0%	100.0%	31.0%
London*	63.0%	4.0%	18.0%	12.0%	3.0%	0.0%	100.0%	37.0%

Grade/Salary

Staff from White backgrounds continue to have higher proportions of staff in more senior grades than staff from other backgrounds. The Council is working to improve the representation of BAME employees at higher levels within the organisation via recruitment, development, talent and succession planning. An ethnicity breakdown by grade as of 31 March 2019 is outlined in the below table.

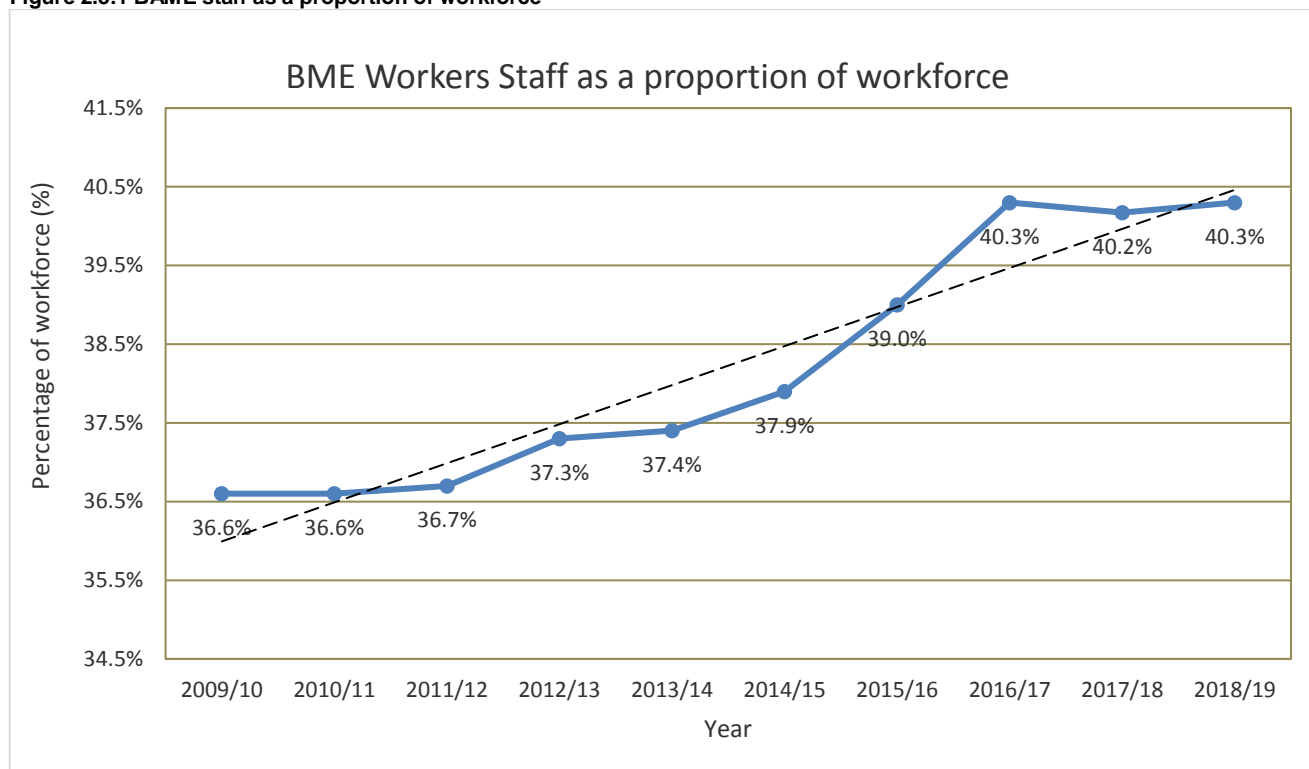
Table 2.5.3 Ethnicity breakdown of current employees broken down by grade level

Grade	White	Mixed	Asian	Black	Other	Unknown	BAME
Level 1	8.3%	8.6%	10.3%	12.8%	17.1%	20.3%	11.0%
Level 2	11.9%	15.3%	19.0%	20.1%	17.1%	12.9%	14.9%
Level 3	29.2%	37.4%	40.8%	42.5%	34.1%	32.9%	34.3%
Level 4	31.2%	27.6%	21.8%	18.9%	23.6%	15.9%	25.6%
Levels 5-7	19.1%	11.0%	7.5%	5.7%	6.5%	9.3%	13.2%
Other	0.4%	0.0%	0.5%	0.0%	1.6%	8.7%	1.1%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Trends and Comparisons

The proportion of BAME staff within the workforce increased by 0.1% in 2018/19 compared to 2017/18. This is now the same as 2016/17 with the overall trend showing a steady increase over past ten years. Conversely, the percentage of employees who have not declared their ethnicity (classified as Unknown) increased from 8.7% in 2017/18 to 9.3% in 2018/19 (+0.6%). To increase the amount of data held in regards to ethnicity and disability declarations, a declaration drive is planned for early 2020 to enable a more complete understanding of trends and patterns relating to the ethnicity of the workforce additionally our mentorship scheme may encourage more minority staff in senior positions in the future.

Figure 2.5.1 BAME staff as a proportion of workforce



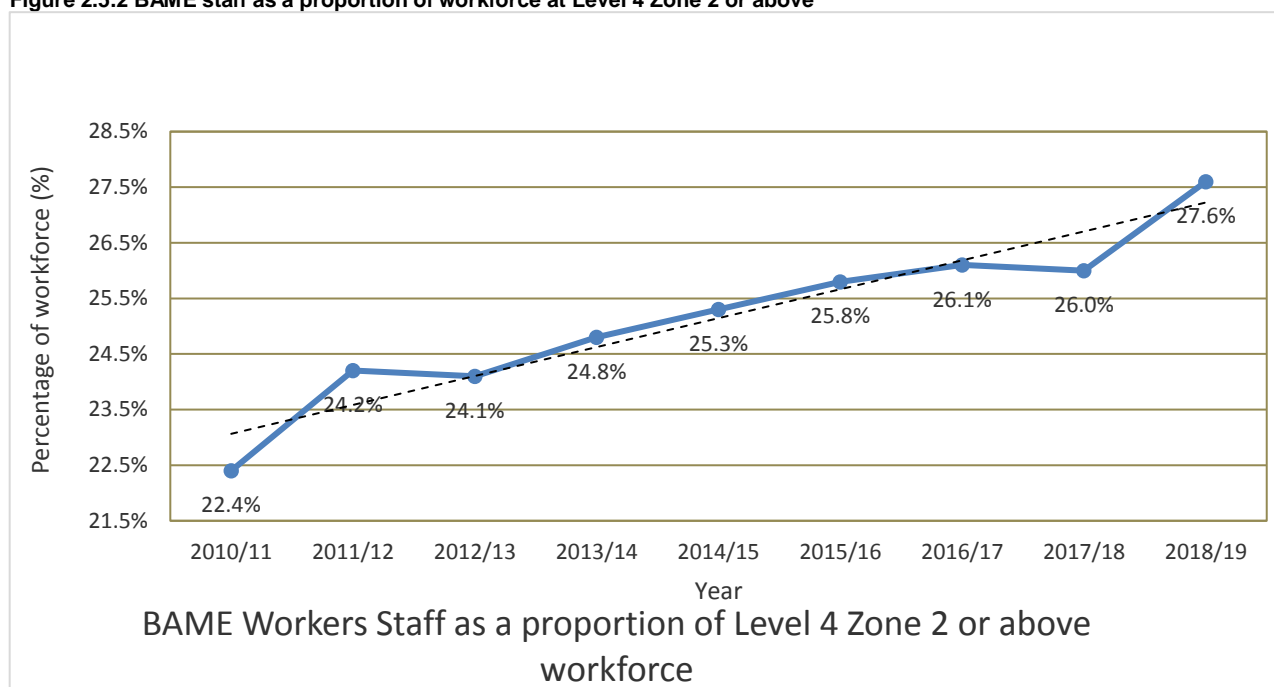
Prior to 2017/18, the Council monitored the percentage of BAME staff who were earning in excess of £40,000 per year. Starting from the 2017/18 Employment Profile the Council switched to monitoring the proportion of employees at Level 4 roles or above. The rationale behind the switch was that employees at this level had been earning £40,000 during 2009/10, therefore mapping this employee group would take into account cost of living increases, which have pushed more employees into this pay bracket over subsequent financial years.

Whilst the Council celebrate the increase of BAME staff in senior level positions since 2010/11 to address the low representation of BAME staff in higher grades. The Council commissioned an independent study from an external organisation to gain an insight on how this could be improved. One of the outcomes of the study was to encourage mentoring and sponsorship for minority groups such as BAME, LGBTQ and those with a disability, by colleagues in leadership positions.

The Council is also trialling an anonymised recruitment approach using the software Applied. This recruitment software removes all personal detail of the candidate and therefore removes the potential for any bias as part of the recruitment process. We are looking to develop people manager's mind sets to go beyond what is comfortable by encouraging them to consciously and deliberately seek different perspectives to make better decisions.

The below graph outlines how the percentage of BAME staff at this level has increased since 2010/11.

Figure 2.5.2 BAME staff as a proportion of workforce at Level 4 Zone 2 or above



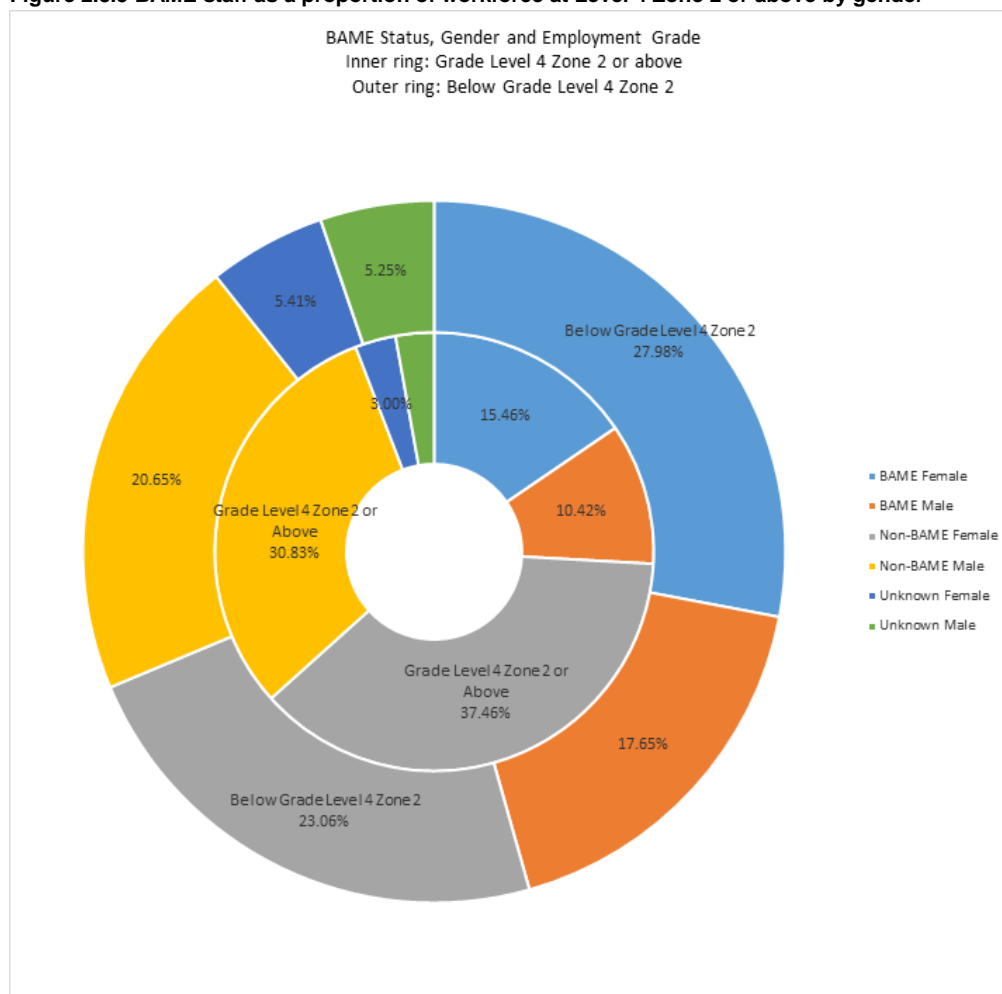
A higher proportion of female both BAME and non-BAME are earning above £40,000 (Level 4 Zone 2) per year. This could be reflective of the workforce higher female population of 56.3% as there are consistently more women than men at L4Z2+ whether BAME/non BAME. 59.28% of all BAME at L4Z2+ are female. 54.85% of all non-BAME at L4Z2+ are female. 56.3% of the entire workforce are female so broadly consistent with the overall make up of the workforce.

Table 2.5.3 BAME staff as a proportion of workforce at Level 4 Zone 2 or above by gender

BAME Status	Gender	Level 4 Zone 2 or Above?		Grand Total
		Yes	No	
BAME	Female	15.46%	27.98%	24.57%
	Male	10.42%	17.65%	15.69%
Non-BAME	Female	37.46%	23.06%	26.98%
	Male	30.83%	20.65%	23.42%
Unknown	Female	3.00%	5.41%	4.76%
	Male	2.83%	5.25%	4.59%
Grand Total		100.00%	100.00%	100.00%

When also considering gender, see Table and Figure 2.5.3, we can see both BAME/Non-BAME females are more likely to be in roles at or above Level 4 Zone 2 than BAME/Non-BAME males. 59.28% of all BAME staff at L4Z2+ are female and 54.85% of all non-BAME at L4Z2+ are female. This is broadly reflective of the overall composition of the workforce whereby 56.3% are female. The difference between genders, however, is marginally higher for Non-BAME Females and Males – 6.63%, as opposed to 5.04% for BAME Females and Males.

Figure 2.5.5 BAME staff as a proportion of workforce at Level 4 Zone 2 or above by gender



If incorporating age groups (see Table 5.2.6), note the 12.3% difference between BAME and Non-BAME staff aged 55-64.

Table 5.2.6 BAME staff as a proportion of workforce at Level 4 Zone 2 or above by gender

BAME Status	Age Band	Level 4 Zone 2 or Above?		Grand Total
		Yes	No	
BAME	16-24	0.1%	1.7%	1.3%
	25-34	3.2%	7.4%	6.2%
	35-44	8.5%	13.3%	12.0%
	45-54	8.7%	12.4%	11.4%
	55-64	5.1%	10.0%	8.7%
	65+	0.3%	0.8%	0.7%
Non-BAME	16-24	0.1%	1.2%	0.9%
	25-34	8.7%	8.8%	8.8%
	35-44	20.3%	10.2%	13.0%
	45-54	20.1%	11.4%	13.7%
	55-64	17.4%	10.9%	12.7%
	65+	1.7%	1.2%	1.3%
Unknown	16-24	0.1%	1.5%	1.1%
	25-34	0.9%	2.2%	1.8%
	35-44	1.8%	2.4%	2.3%
	45-54	2.1%	2.5%	2.4%
	55-64	0.9%	1.8%	1.5%
	65+	0.1%	0.2%	0.2%
Grand Total		100.0%	100.0%	100.0%

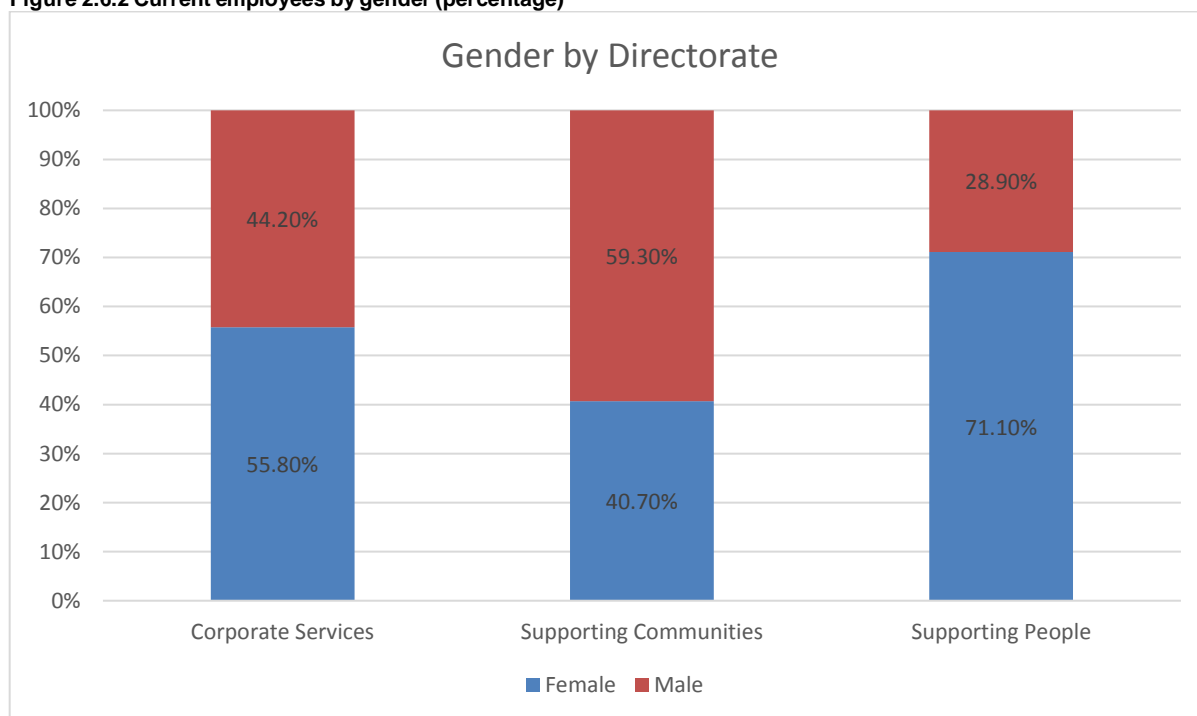
2.6 Gender

56.3% 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 71.5% of employees being female.

Table 2.6.1 Current employees by gender (percentage)

Directorate	Female	Male	Total
Corporate Services	55.8%	44.2%	100%
Supporting Communities	40.7%	59.3%	100%
Supporting People	71.1%	28.9%	100%
Grand Total	56.3%	43.7%	100%

Figure 2.6.2 Current employees by gender (percentage)



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 an almost 50/50 split exists.

Directorate	Female	Male	Total
Camden Council	56.3%	43.7%	100%
Camden Borough	50.4%	49.6%	100%
Greater London	49.6%	50.4%	100%

Grade/Salary

Compared to March 2018, there have 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.

Grade	Female	Male	Total
Level 1	41.4%	58.6%	100%
Level 2	58.7%	41.3%	100%
Level 3	56.7%	43.3%	100%
Level 4	61.0%	39.0%	100%
Levels 5-7	55.0%	45.0%	100%
Other	65.2%	34.8%	100%
Grand Total	56.3%	43.7%	100%

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 56.7% compared to 43.2% 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	2018/19
Female	57.3%	57.4%	57.5%	56.9%	56.0%	56.8%	56.4%	56.3%	56.4%	56.3%
Male	42.7%	42.6%	42.5%	43.1%	44.0%	42.3%	43.6%	43.7%	43.6%	43.7%

In regards to the top 5% of earners within the council female employees accounted for 50% of this group within Camden in 2018/19. The median figures for the top 5% of earners across all London Boroughs as of 31 March 2019 was a split 50:50 between male and female employees.

Gender Pay Gap Reporting

Camden independently published a pay analysis of its workforce by gender for a number of years, and has now published its second report⁶ 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

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

Year	2014/15	2015/16	2016/17	2017/18	2018/19
Female	43.7%	52.1%	52.7%	50.5%	50.0%
Male	56.3%	47.9%	47.3%	49.5%	50.0%

⁶Gender Pay Gap Report

2.7 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 March 2019, 26.2% 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.

2.8 Sexual Orientation

Camden started gathering information from its employees on sexual orientation in early 2015. As of 31 March 2019, only 27.2% of the workforce had completed a declaration for sexual orientation. Therefore, Camden do not currently hold enough data to complete analysis on sexual orientation. We are currently working with Stonewall and in 2019 reviewed our categories for gender and sexual orientation and staff will be invited to update their details as part of the declaration drive planned for early 2020.

2.9 Length of Service

The average length of service amongst Camden employees remained at 10.77 years as of 31 March 2019. Over the last six years, the average length of service amongst staff has increased by 5.2% based the average length of service as of 31 March 2014 (10.24 years).

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

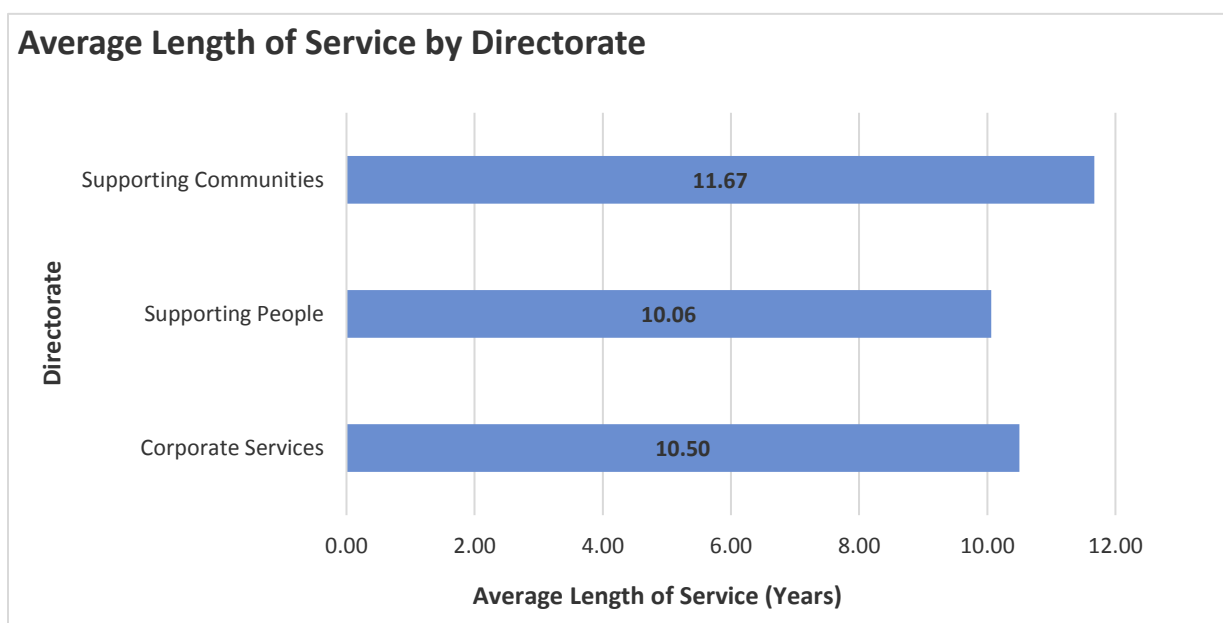


Figure 2.9.1 Average length of service by directorate

2.10 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 2019, 84.0% of the Councils' workforce were British Nationals including those who held dual citizenship. Employees known to be EU or EEA Nationals made up 6.9% of the workforce, an increase of 0.5% from 2017/18 whilst the percentage of Non EEA Nationals within the organisation increased from 4.7% to 4.9%.

Figure 2.10.1 Breakdown of workforce by Nationality Group

Directorate	British National	EU or EEA National	Non EEA National	Unknown	Total
Corporate Services	86.8%	5.3%	4.8%	3.1%	100%
Supporting Communities	83.4%	6.7%	4.7%	5.1%	100%
Supporting People	82.5%	8.1%	5.0%	4.3%	100%
Grand Total	84.0%	6.9%	4.9%	4.3%	100%

2.11 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. Apprenticeship reforms introduced in 2017 removed age restrictions on those who can undertake an apprenticeship. This meant Camden are now able to use apprenticeships to also 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. Existing Camden staff now account for 39% of apprenticeship starts compared to 0% prior to the introduction of the reforms.

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.

The reforms in April 2017 have 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 2019, 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.

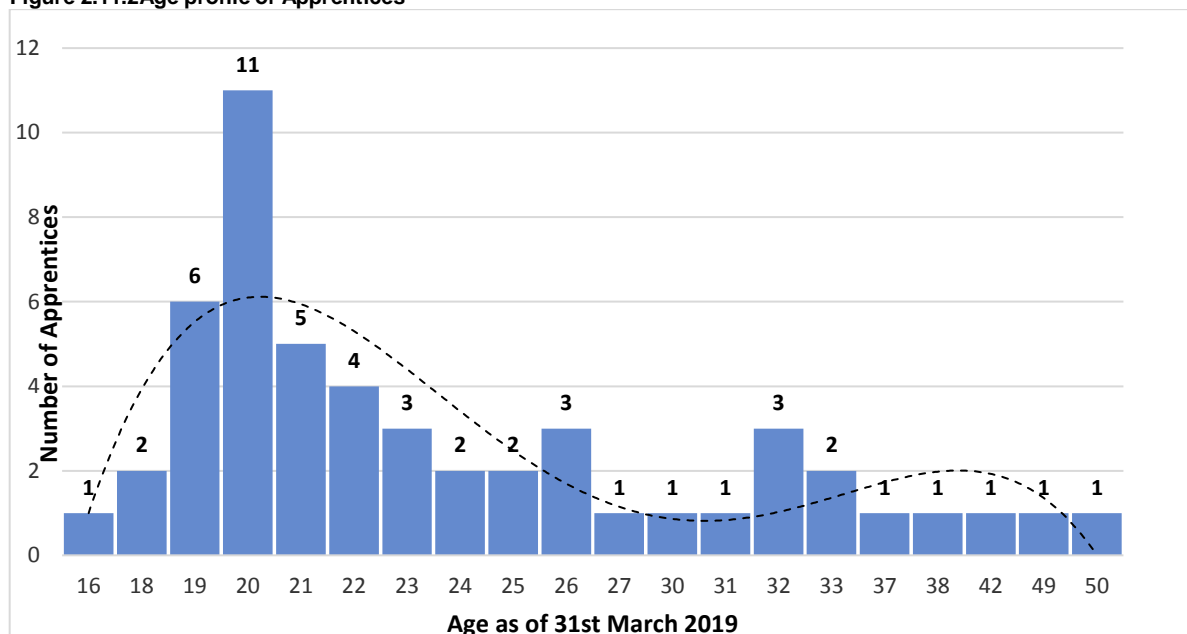
Supporting Communities account for the majority of apprenticeships, followed by Corporate Services, and Supporting People.

Table 2.11.1 Total number of Apprentices employed at the London Borough of Camden as of 31 March 2019

Directorate	Total Number of Apprentices
Corporate Services	15
Supporting Communities	24
Supporting People	13
Grand Total	52

The below graph provides a breakdown of the 52 apprentices employed by Camden. In addition to these apprentices, forty existing employees have also commenced training on qualifications funded by the apprenticeship levy between 1 April 2017 and 31st March 2019.

Figure 2.11.2 Age profile of Apprentices



Looked After Children (LAC) and Apprenticeships

There are 4,260 Looked After Children across inner London (2018) and 191 children are looked after by Camden as of 31.03.2019.

In Camden the proportion of children looked after in the 16+ category has increased year on year since 2012 when there were 24.5% of LAC. In March 2018 they made up 53.9% of all LAC, over the same period national and inner London have also shown an increase but not to the same extent. This shift in the age profile means that it is important to provide as many routes into employment in order to support the young people who will soon leave our care system.

Each year, we have on average 224 care leavers between the ages of 18-25. For this reason Camden focuses on making sure our looked after children receive as much information as possible about our apprenticeship and employment opportunities so those reaching the end of their 'child' status are best placed to make an informed decision about their next steps.

This year, the Council recruited 39 new entrant apprentices. Of the 39 newly recruited apprentices, 2 were care leavers. In total, 24 of our looked after children/care leavers between the ages of 16 - 25 went onto starting apprenticeships across London in 2019.

To ensure we are providing as much information as possible, our Apprenticeship team also sends out a weekly newsletter highlighting our latest opportunities to a wide range of referral agencies, including those engaging with LAC. This includes Camden Council staff working in LAC social work and children's care provision, temporary accommodation, integrated youth services and Connexions and community safety as well as organisations that specifically work with young people, such as local school and college careers advisors, pre-employment training organisations, local youth centres, youth-focused mental health organisations, housing associations and youth, homelessness and criminal justice charities. In collaboration with the LAC/leaving care staff and their service users, we hope to develop new and better ways to promote apprenticeships to this client group, as well as adapting the support on offer to better suit their needs.

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. 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 three Teaching apprentices funded from the levy account have now started and there is interest from other schools in taking up this training option.

The Council and community schools have increased the number of apprenticeship starts from 28 in 2016/17 up to 54 in 2017/18 and 76 in 2018/19. This number is expected to increase further in the coming year.

At 31 March 2019, Camden and community schools had committed £940k 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 2020, we expect to have committed over £1.6 million from our apprenticeship levy account to pay for apprenticeships and approximately a third of these will be higher-level apprenticeships.

2.12 Staff Resident in Camden

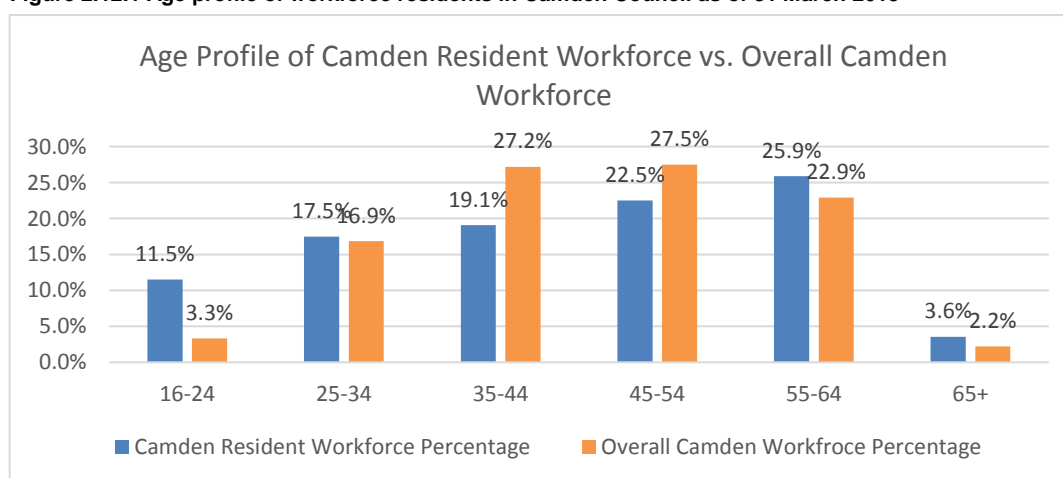
Our Camden Plan contains an aspiration to increase the number of Camden residents in local employment. As a result, the Council continues to monitor the percentage of the workforce who are also a Camden resident. As of the 31 March 2019, 14.8% of the workforce were Camden residents. This is a slight decrease from 14.9% in 2018. The work undertaken to support residents into work is summarised in the recruitment section of this report.

Table 2.12.1 Percentage of workforce residents in Camden Council as of 31 March 2019

Directorate	Headcount		Percentage	
	Camden Resident	Non-Camden Resident	Camden Resident	Non-Camden Resident
Corporate Services	105	1002	9.5%	90.5%
Supporting Communities	279	1188	19.0%	81.0%
Supporting People	234	1355	14.7%	85.3%
Grand Total	618	3545	14.8%	85.2%

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 31 March 2019



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

Grade	Headcount		Percentage	
	Camden Resident	Non-Camden Resident	Camden Resident	Non-Camden Resident
Level 1	196	260	43.0%	57.0%
Level 2	121	499	19.5%	80.5%
Level 3	184	1243	12.9%	87.1%
Level 4	68	997	6.4%	93.6%
Levels 5-7	33	516	6.0%	94.0%
Other	16	30	34.8%	65.2%
Grand Total	618	3545	14.8%	85.2%

2.13 Staff who are Carers

National statistics indicate that 1 in 9 people are now carers⁷. This could include supporting others with physical care, emotional support, liaising with professionals, managing their finances, advocating for them or may be on call in a crisis. Assuming a comparable proportion of the Camden workforce are carers this is an important area for us to understand and to develop our approach to support our workforce.

In 2019 we hosted our first employee Carers network event jointly with the Camden Carers Network. It was a huge success and Camden has committed to supporting carers, their managers and colleagues as well as it can in the workplace. The intranet now has a designated site with signposts to future events in the community run by the Camden Carers Network, useful links to extra care for health and wellbeing and our confidential counselling service. It offers a carers assessment, an opportunity to record the impact caring has on a carer's life and the support or services they need.

Camden will also be introducing a Carers Passport⁸ to aid the identification and support of carers, and provide an easily understandable offer of support or services. It also provides help and assistance to managers and provides a short cut so that carers do not have to repeatedly explain themselves.

Camden will continue to offer training and advice for managers on flexible working to ensure that Carers are supported consistently across the Council.

⁷ Source: Carers UK ([SFC 0033](#))

⁸ [Carers Passport](#)

3. Current Employees Recruitment

3.1 Overview

This section of the profile provides a summary of 2018/19 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.

464 new starters joined the London Borough of Camden in 2018/19. Corporate Services had the highest proportion of new starters within its workforce at 12.2%.

Table 3.1.1 Proportion of starters within directorate (percentage)

Directorate	Starters		Existing employees	
Corporate Services	135	12.2%	972	87.8%
Supporting Communities	168	11.5%	1299	88.5%
Supporting People	158	9.9%	1431	90.1%
Grand Total	461	11.1%	3702	88.9%

During 2018/19, the London Borough of Camden received 6,455 completed applications for roles advertised within the Council during 2018/19. Of the top five roles applied for, three were within Corporate Services (Business Support Officer, Registration Officer and Customer Service Officer). The Business Support Officer roles receiving the highest number of completed applications, received for any role during the period (158). Roles within Supporting Communities (New Homes Customer Care Officer) and Supporting People (Employability Worker) completed the top five.

Table 3.1.2 Completed applications by directorate (headcount)

Directorate	Number of Applications Received
Corporate Services	1917
Supporting Communities	2397
Supporting People	2141
Grand Total	6455

Supporting Communities received the highest number of applications whilst Corporate Services received the highest average number of applications per vacancy during 2018/19.

Table 3.1.3 Average completed applications per job by directorate

Directorate	Average Number of Applications per Vacancy
Corporate Services	16.8
Supporting Communities	15.2
Supporting People	12.7
Grand Total	14.6

3.2 Age

During 2018/19, the average age of new starters was 37 compared to 36 during the previous two financial years. This remains lower than the average of the existing workforce (45 years). The lowest average age of starters was in Corporate Services, whilst the highest was in Supporting Communities.

Table 3.2.1 Average age of starter by directorate

Directorate	Average Age (Years)
Corporate Services	35
Supporting Communities	39
Supporting People	36
Grand Total	37

The table below shows the proportion of new starters by age band within each Directorate. The age profile of starters within Corporate Services is lower than that of the other directorates as 53.6% were aged 16-34.

Table 3.2.2 Starters by directorate and age band (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+	All Ages
Corporate Services	18.1%	35.5%	23.2%	12.3%	10.1%	0.7%	100.0%
Supporting Communities	11.2%	26.5%	26.5%	26.5%	8.8%	0.6%	100.0%
Supporting People	11.5%	37.2%	23.7%	23.1%	4.5%	0.0%	100.0%
Grand Total	13.4%	32.8%	24.6%	21.1%	7.8%	0.4%	100.0%

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. However older staff do tend to be employed in higher grades as their careers are more advanced. There are also less roles at higher grades and therefore less vacancies. These staff also tend to have longer service and 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 being hired correspond quite closely to those applying from different age bands, with the exception of those aged over 55 who were hired in higher proportions than they applied.

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	13.4%	32.8%	24.6%	21.1%	7.8%	0.4%	100.0%
Camden Council Applicants	11.8%	38.3%	26.1%	17.2%	6.3%	0.2%	100%
Camden Council Workforce 18/19	3.3%	16.9%	27.2%	27.4%	23.0%	2.2%	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

166 of employees joining Camden in 2018/19 were from a BAME background, accounting for 36.01% of new starters. This is an increase of 3.11% from 2017/18. The percentage of new starters who have yet to declare their ethnicity has decreased from 29.7% to 20.5% in 2018/19.

Table 3.3.1 Percentage of starters from a BAME background (2009/10 – present)

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
BAME	37%	36%	37%	36.7%	36.7%	35.1%	46.5%	39.1%	32.9%	36.01%%

Employees from a Black background made up the largest percentage of employees from BAME joiners at 18.66% followed by those from an Asian background (12.15%).

Table 3.3.2 Percentage of starters by directorate and banded ethnic origin

Directorate	White	Asian	Mixed	Black	Other	Unknown	Total	BAME
Corporate Services	47.41%	20.00%	5.93%	18.52%	1.48%	6.67%	100.00%	45.93%
Supporting Communities	48.21%	7.74%	5.36%	14.88%	1.79%	22.02%	100.00%	29.76%
Supporting People	45.57%	10.13%	4.43%	22.78%	0.63%	16.46%	100.00%	37.97%
Grand Total	47.07%	12.15%	5.21%	18.66%	1.30%	15.62%	100.00%	37.31%

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.

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

Council/Area	White	Mixed	Asian	Black	Other	BAME
Applications	39.7%	6.4%	19.9%	30.3%	3.7%	60.30%
Short Listed	49.7%	5.4%	15.2%	26.6%	3.1%	50.30%
Job Offer	54.6%	6.1%	11.5%	25.1%	2.7%	45.40%
Starters	55.0%	5.1%	15.7%	23.0%	1.1%	44.90%
Camden Workforce	55.6%	4.2%	11.4%	25.6%	3.2%	44.40%
Camden Leavers	60.0%	3.3%	12.6%	20.7%	3.3%	39.90%
Camden Residents (Working Age)	69.0%	4.0%	16.0%	7.0%	4.0%	31.00%
London (Working Age)	63.0%	4.0%	18.0%	12.0%	3.0%	60.30%

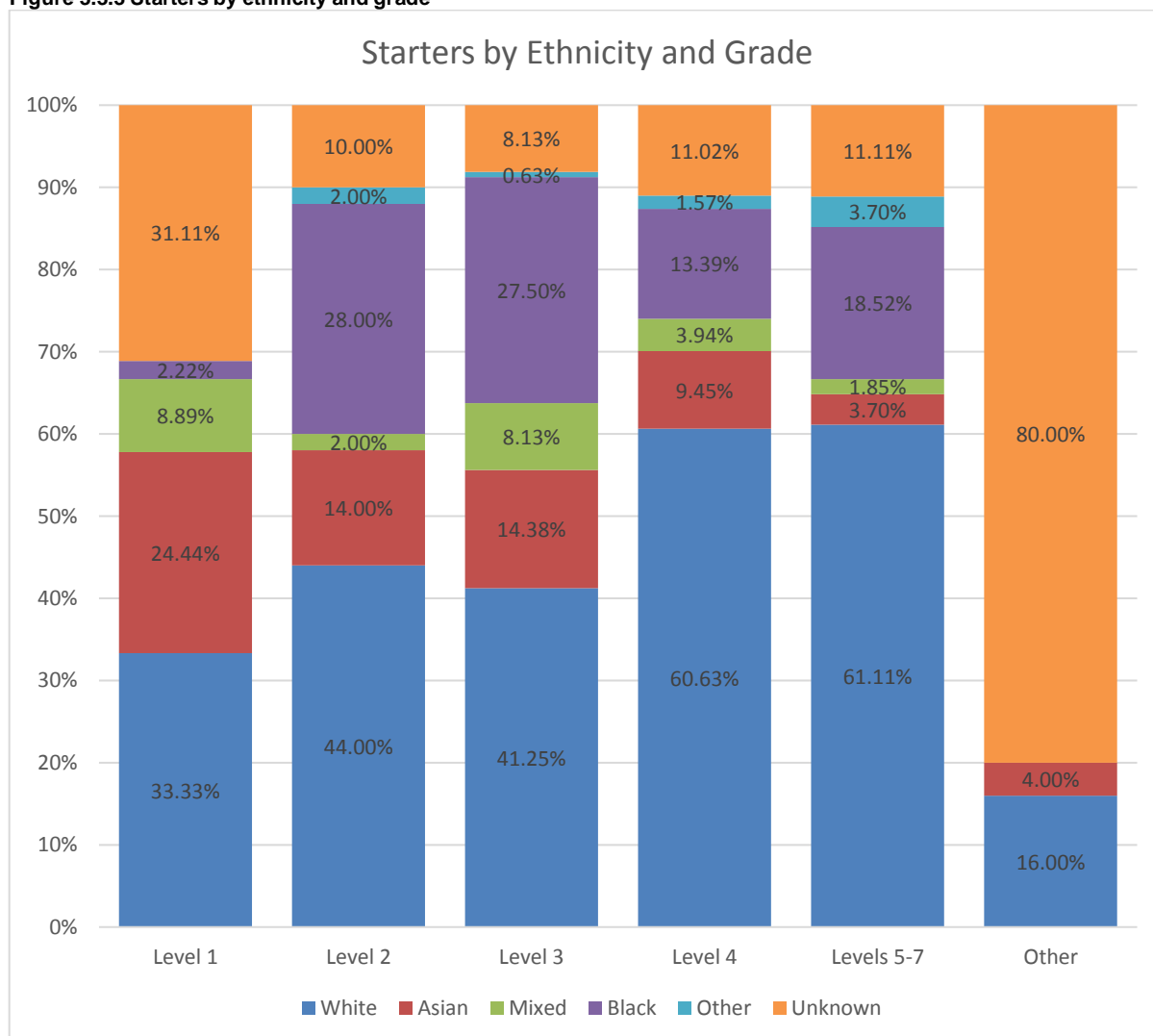
Starting Positions and Grades

The table below shows the proportion of starters in each grade broken by ethnicity. Starters known to be from a white background formed larger majorities in higher grades at Level 4 or above, whilst the share of known BAME staff was higher at Levels 1 - 3. There is a higher proportion of employees whose ethnicity is unknown at Level 1 and 'Other' grades. Starters in these grades 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 roles such as 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	33.33%	24.44%	8.89%	2.22%	0.00%	31.11%	100.00%	35.56%
Level 2	44.00%	14.00%	2.00%	28.00%	2.00%	10.00%	100.00%	46.00%
Level 3	41.25%	14.38%	8.13%	27.50%	0.63%	8.13%	100.00%	50.63%
Level 4	60.63%	9.45%	3.94%	13.39%	1.57%	11.02%	100.00%	28.35%
Levels 5-7	61.11%	3.70%	1.85%	18.52%	3.70%	11.11%	100.00%	27.78%
Other	16.00%	4.00%	0.00%	0.00%	0.00%	80.00%	100.00%	4.00%
Grand Total	47.07%	12.15%	5.21%	18.66%	1.30%	15.62%	100.00%	37.31%

Figure 3.3.3 Starters by ethnicity and grade



3.4 Gender

57.8% of starters were female. The highest percentage of female starters was in Supporting People (75.0%), while Supporting Communities had the lowest percentage (40.6%).

Table 3.4.1 Starters by directorate and gender (percentage)

Directorate	Female	Male
Corporate Services	59.4%	40.6%
Supporting Communities	40.6%	59.4%
Supporting People	75.0%	25.0%
Grand Total	57.8%	42.2%

Women accounted for both the majority of hires and applications submitted during 2018/19. Within the respective directorates, females continue to account for the majority of applications in Supporting People and males within Supporting Communities. Corporate Services received a more balanced split of applications by Gender. This is broadly consistent with the profile of the existing workforce.

Table 3.4.2 Applicants by directorate and gender (percentage)

Directorate	Female	Male	Not Declared on Application	Total
Corporate Services	45.5%	49.0%	5.4%	100%
Supporting Communities	40.5%	52.0%	7.5%	100%
Supporting People	59.6%	31.1%	9.2%	100%
Grand Total	48.4%	44.2%	7.5%	100%

As with applications received, female candidates were shortlisted in higher proportions across roles in Supporting People and slightly more than males in Corporate Services. Within Supporting Communities a higher proportion of male candidates were shortlisted.

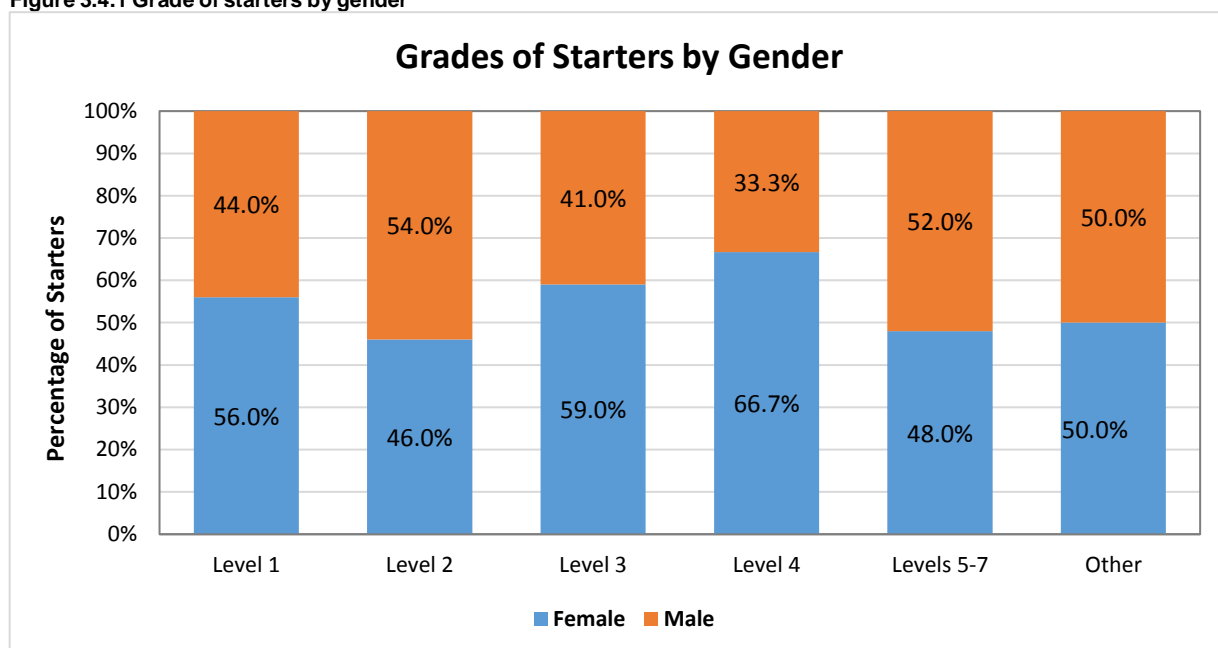
Table 3.4.3 Candidates shortlisted by gender

Directorate	Female	Male	Not Declared on Application	Total
Corporate Services	53.8%	45.7%	0.5%	100%
Supporting Communities	47.6%	49.9%	2.5%	100%
Supporting People	69.4%	28.2%	2.3%	100%
Grand Total	57.0%	41.0%	1.9%	100%

Starting Positions and Grades

Females were more likely to be appointed into roles at Levels 1-4 whilst males were more likely to be employed at Level 5-7, though numbers within this grading group are relatively small are more likely to fluctuate year on year.

Figure 3.4.1 Grade of starters by gender



3.5 Applications Submitted by Gender and Ethnicity

Excluding applicants who did not declare their ethnicity and gender on applications, the below table shows that across the Council with the exception of Black, Asian and Other, there is a fairly even split of female and male candidates applying for roles. As with 2017/18, the split is in favour of males for both Asian and Other candidates whilst the highest proportion of applications from candidates who have declared themselves Black are from women.

Table 3.5.1 Ethnicity and gender of applicants

Ethnicity	Female	Male	Total
White	52.9%	47.1%	100%
Mixed	54.8%	45.2%	100%
Asian	42.7%	57.3%	100%
Black	57.3%	42.7%	100%
Other	47.4%	52.6%	100%
Prefer Not to Say	55.2%	44.8%	100%
Grand Total	52.3%	47.7%	100%

3.6 Nationality

The highest proportion of new starters during 2018/19 were British nationals. EU/EEA Nationals accounted for 7.3% of new starters, an increase of 2.2% from 2017/18. Supporting People had the highest proportion of new starters from the EU/EEA from non-EEA countries.

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	84.8%	8.0%	7.2%	0.0%	100%
Supporting Communities	87.1%	8.8%	4.1%	0.0%	100%
Supporting People	87.8%	5.1%	5.8%	1.3%	100%
Grand Total	86.6%	7.3%	5.6%	0.4%	100%

Representativeness of Starters, Short-listed and Applicants by Nationality

The table below shows the declared nationality groupings of candidates at the various stages of the recruitment process and in relation to new starters and their representation in the workforce during 2018/19.

The proportion of EU or EEA nationals at each stage of the recruitment process and those joining the organisation during 2018/19 are higher than that of the workforce as of 31 March 2019. There has also been an overall increase of EU/EEA nationals at each stage of the process since 2017/18 particularly at application and start level (+2.4% and +2.3% respectively). The proportion of Non-EEA nationals at each stage has remained consistent over the last financial year. This would indicate that the ongoing uncertainty around Brexit has not had an effect on Non-British Nationals applying for roles within the Council.

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

Council/Area	British National	EU or EEA National	Non EEA National	Not Declared on Application	Unknown	Total
Applications	69.2%	9.9%	9.7%	11.2%		100%
Short Listed	79.0%	8.5%	5.6%	6.8%		100%
Job Offer	85.3%	7.7%	4.9%	2.1%		100%
Starters	86.6%	7.3%	5.6%		0.4%	100%
Camden Workforce	84.0%	6.9%	4.9%		4.3%	100%

3.7 Camden Residents

During 2018/19, 15.9% 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. Compared to 2017/18, this is an increase of 3.7% overall with the highest proportion of applications received from residents being for roles within Supporting People (16.9%). Roles which received the highest level of interest from Camden Residents included Registrations Officer, Reception Administrative Assistant, Customer Service Officer and Business Support 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	16.3%	83.5%	0.2%	100%
Supporting Communities	14.7%	85.1%	0.2%	100%
Supporting People	16.9%	83.0%	0.1%	100%
Grand Total	15.9%	83.9%	0.2%	100%

During the recruitment and new starter process, the proportion of applications received at application stage from Camden Residents is slightly higher than the workforce however the proportion of new starters who are Camden vs. Non-Camden Residents is consistent with the proportions within the workforce as of 31 March 2019.

Table 3.7.1 Applications, short-listed candidates, job offers and current staff by Camden/Non-Camden Residents

Council/Area	Camden Resident	Non-Camden Resident	Not Declared on Application	Unknown	Total
Applications	15.9%	83.9%	0.2%		100%
Short Listed	11.8%	87.9%	0.3%		100%
Job Offer	11.3%	88.5%	0.2%		100%
Starters	14.2%	85.8%			100%
Camden Workforce	14.8%	85.2%			100%

3.8 Looking Ahead - Improving Employment Outcomes and Increasing Representation through Recruitment Interventions

We are entering the fifth 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.

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.

We're committed to increasing diversity at Camden whilst ensuring we hire the best person for the role, regardless of their background. In line with this commitment we are currently trialling a Blind Recruitment platform called Applied which helps ensure we have a fair approach to candidate assessment, minimising the potential for unconscious bias to influence decision-making. There are several mechanisms built into the Applied platform to help ensure fairness including blind reviewing, job board analysis, gender-bias language decoding and diversity reporting.

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 a 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 and piloted work trials for specific roles as an adjustment.

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 (i.e. is this the right cultural fit).

We have piloted and now implemented the Ban the Box, 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 the 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 start an internship with us. We are aiming at increasing the number to 10 by September 2019.

After successfully completing our first Camden Career Returner scheme in 2019 we are launching our 2020 scheme in January. The programme will provide a six month paid professional placement and coaching provided by Women Returners. The Camden Career Returners programme is open to both women and men, with the aim of giving people who have taken career breaks the opportunity to refresh their skills and build professional networks, as well as offering them a longer-term opportunity with Camden.

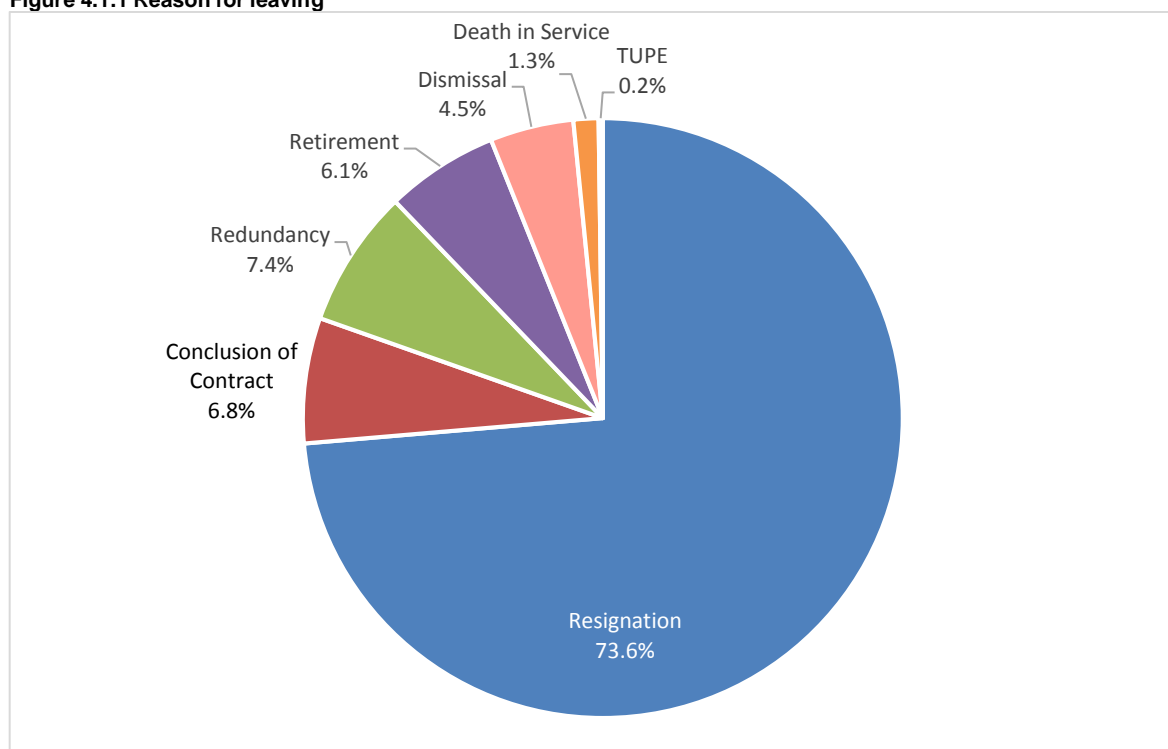
We are in the final stages of updating our Employee Value Proposition (EVP). The EVP defines why Camden is different to other organisations that we might be competing with to attract candidates. This is a compelling description of the most defining and differentiating aspects of what Camden offers, and what's expected of employees in return. When complete and launched in early 2020 our advertising to attract potential recruits will have a very different look and feel.

4. Turnover

4.1 Overview

During 2018/19, 431 employees left Camden Council and the below chart provides a breakdown of the reason for leaving. 320 (74%) of employees left their positions within the Council voluntarily compared to 298 (64.9%) of all leavers during 2017/18. The number of redundancies has continued its downward trend, dropping from 38 in 2017/18 to 27 during 2018/19. Likewise, the number of leavers due to Transfer of Undertakings (TUPE) decreased from six to one.

Figure 4.1.1 Reason for leaving



4.2 Rate of Turnover and Voluntary Turnover (Resignations)

Overall turnover decreased from 11.2% during 2017/18 to 10.4% in 2018/19. Voluntary turnover, (which relates to employees who resigned) increased slightly from 7.3% to 7.8%.

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	12.2%	9.0%	73.9%
Supporting Communities	9.5%	7.1%	75.2%
Supporting People	10.1%	7.5%	73.8%
Grand Total	10.4%	7.8%	74.2%

4.3 Voluntary Turnover – Age

Voluntary turnover levels were highest among younger age groups. This is consistent with age and the length of service observed in our current workforce and as noted 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	8.6%	15.8%	10.7%	5.5%	3.5%	0.0%
Supporting Communities	8.2%	14.7%	8.9%	5.1%	3.3%	2.4%
Supporting People	22.2%	15.9%	8.0%	3.5%	5.1%	3.3%
Grand Total	11.4%	15.5%	9.1%	4.5%	4.0%	2.3%

4.4 Voluntary Turnover – Disability Declaration

Due to the limited amount of data available for employees who selected 'Prefer Not to Say' as their disability declaration, this data was excluded from this section of the report. Based on the figures used, 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	4.1%	6.6%	21.1%	8.0%
Supporting Communities	5.0%	4.9%	16.2%	6.8%
Supporting People	5.9%	5.3%	15.0%	7.3%
Grand Total	5.0%	5.5%	16.5%	7.3%

4.5 Voluntary Turnover – Ethnicity

Voluntary turnover amongst staff from a white background remains marginally higher than that of BAME staff at 7.8% and 6.5% respectively compared to 7.6% and 5.9% in 2017/18. The most significant changes in recent years have occurred in ethnicity groups which have the lowest number of declared employees within the workplace, as they are more prone to fluctuations more than larger groups. During 2017/18, staff who declared themselves as being of 'Other' ethnicity had the highest voluntary turnover rate at 12%, but this has dropped considerably to 7.3% in 2018/19. The scale of this reduction is similar to that seen in 2017/18 for staff from a mixed background when the voluntary turnover rate for this group dropped from 16% in 2016/17 to 4%.

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

Directorate	White	Mixed	Asian	Black	Other	Unknown	BAME
Corporate Services	10.4%	6.7%	8.8%	6.4%	10.3%	9.0%	7.5%
Supporting Communities	6.0%	6.3%	13.4%	4.9%	5.6%	12.7%	7.0%
Supporting People	7.9%	4.8%	3.1%	6.2%	6.8%	14.7%	5.5%
Grand Total	7.8%	5.8%	8.2%	5.9%	7.3%	12.7%	6.5%

4.6 Voluntary Turnover – Gender

The voluntary turnover rate of female members of staff remained at 8.1% during 2018/19, whilst the voluntary turnover rate for male members of staff increased from 6.2% to 7.3% between 2017/18 and 2018/19. Corporate Services continues to the highest level of female and male voluntary turnover at 8.5% and 9.6% respectively.

Table 4.6.1 Voluntary turnover by directorate and gender (percentage)

Directorate	Female	Male
Corporate Services	8.5%	9.6%
Supporting Communities	8.1%	6.5%
Supporting People	7.9%	6.4%
Grand Total	8.1%	7.3%

4.7 Voluntary Turnover – Length of Service Band

There has been no substantial changes in terms of voluntary turnover and length of service since 2017/18. Voluntary turnover remains at its highest amongst staff with 1-2 years' service (14%) and at its lowest amongst employees with 11-24 years' service (4.0%) and 25 years and above (2.5%).

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	12.4%	16.3%	11.0%	10.8%	4.8%	1.0%
Supporting Communities	10.2%	12.9%	8.3%	8.2%	4.0%	3.3%
Supporting People	12.4%	13.6%	10.0%	5.7%	3.3%	2.5%
Grand Total	11.6%	14.0%	9.7%	7.8%	4.0%	2.5%

4.8 Leavers – Nationality Groups

Compared to 2017/18; the proportion of nationality details held for current employees and those who left the organisation increased significantly following a successful declaration drive by HR's Safer Staffing Team. British Nationals made up the highest proportion of all leavers during 2018/19 at 84.2% and this figure along with turnover for other nationality groups is representative of the overall workforce population as of 31 March 2019.

Table 4.8.1 Leavers by directorate and nationality group (percentage)

Directorate	British National	EU or EEA National	Non EEA National	Unknown
Corporate Services	91.8%	3.0%	4.5%	0.7%
Supporting Communities	80.3%	5.1%	6.6%	8.0%
Supporting People	81.3%	11.3%	3.8%	3.8%
Grand Total	84.2%	6.7%	4.9%	4.2%
Percentage of Workforce	84.0%	6.9%	4.9%	4.3%

5. Sickness Absence

5.1 Overview

Camden employees took an average of 8.8 days sick leave during 2018/19, and increased from 8.3 days in 2017/18. This is marginally higher than the 8.6 median average days taken by employees across London Councils as reported by the London Councils Group based on responses from London boroughs to their survey for 2018/19⁹.

Table 5.1.1 Average sickness absence days by directorate

Directorate	Average Days sick leave per employee
Corporate Services	7.4
Supporting Communities	8.4
Supporting People	10.2
Total	8.8

The trend line on the chart below shows that after a dip between 2009 and 2013, the average number of sick days per employee has been steadily increasing with 2018/2019 continuing this trend.

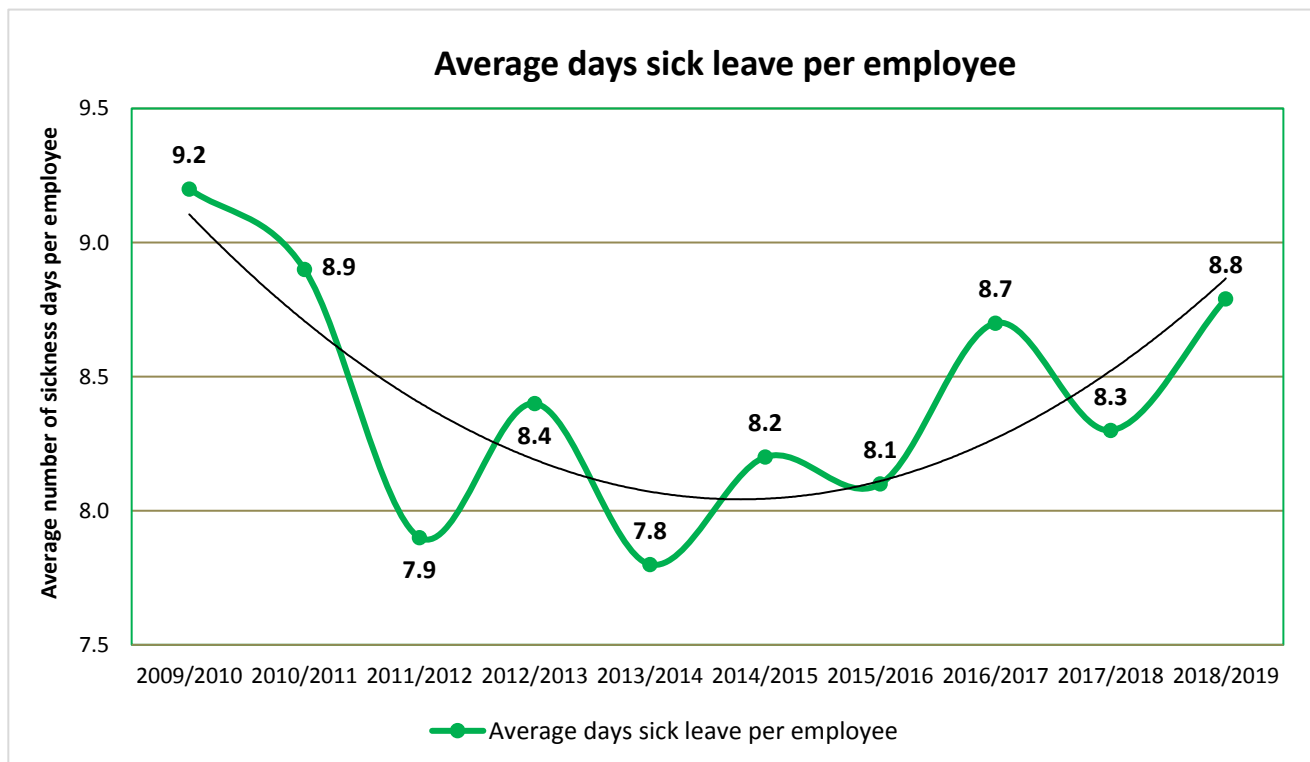


Figure 5.1.1 Trends: Average sickness absence day per employee (2009/10 – 2018/19)

⁹ London Councils analysis excludes data on employees on fixed term contracts of 1 year or under duration.

5.2 Sickness Absence Management Cases

There were 200 recorded sickness absence management cases¹⁰ during 2018/2019 compared to 301 cases in 2017/18. 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	93	46.5%
Supporting Communities	64	32.0%
Supporting People	43	21.5%
Grand Total	200	100%

5.3 Sickness Absence Management Cases by Age

The highest proportion of the sickness absence management cases occurred in the 55 to 64 age band (30.0%).

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	4.3%	23.7%	30.1%	16.1%	24.7%	1.1%	100%
Supporting Communities	12.5%	18.8%	17.2%	20.3%	28.1%	3.1%	100%
Supporting People	2.3%	14.0%	16.3%	20.9%	44.2%	2.3%	100%
Grand Total	6.5%	20.0%	23.0%	18.5%	30.0%	2.0%	100%

5.4 Sickness Absence Management Cases by 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 2019, though proportionately there is a slightly higher number of cases among Asian staff than their share of the workforce overall, while the reverse was the case for White staff.

Table 5.4.1 Absence management cases by ethnicity (percentage)

Directorate	White	Mixed	Asian	Black	Other	Unknown	Total	BAME
Corporate Services	41.9%	3.2%	16.1%	25.8%	3.2%	9.7%	100%	48.4%
Supporting Communities	53.1%	0.0%	4.7%	17.2%	3.1%	21.9%	100%	25.0%
Supporting People	44.2%	2.3%	14.0%	27.9%	9.3%	2.3%	100%	53.5%
Grand Total	46.0%	2.0%	12.0%	23.5%	4.5%	12.0%	100%	42.0%

¹⁰ These cases were either formally managed under the Absence Management Policy & Procedure or were informal cases supported by HR

5.5 Sickness Absence Management Cases by 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	63.4%	36.6%
Supporting Communities	18.8%	81.3%
Supporting People	81.4%	18.6%
Grand Total	53.0%	47.0%
Percentage of Workforce	56.3%	43.7%

The table below outlines absence by age and gender the highest proportion seems to fall into the female gender category age 45 – 54. This could as a result of highest proportion of our workforce falling into the +40 category and we have also considered it may be menopause related and therefore have created a workforce menopause support group to support our workforce going through this. Menopause related is also one of the new absence reasons we are we are creating to better define reasons.

Table 5.5.2 Sickness absence by age and gender

Gender and Age Band	Absence Days							Grand Total
	1-25	26-50	51-75	76-100	101-125	126-150	151+	
Female								
16-24	2.26%	1.65%	0.00%	0.00%	0.00%	0.00%	0.00%	2.18%
25-34	12.31%	13.22%	5.56%	7.14%	11.76%	17.65%	5.00%	12.21%
35-44	16.81%	19.83%	11.11%	17.86%	11.76%	11.76%	5.00%	16.74%
45-54	15.85%	13.22%	27.78%	10.71%	11.76%	0.00%	25.00%	15.85%
55-64	11.77%	19.01%	14.81%	17.86%	23.53%	29.41%	25.00%	12.19%
65+	0.83%	1.65%	1.85%	3.57%	0.00%	11.76%	5.00%	0.93%
Male								
16-24	2.17%	0.83%	1.85%	3.57%	0.00%	0.00%	0.00%	2.12%
25-34	6.94%	4.96%	3.70%	3.57%	5.88%	5.88%	0.00%	6.79%
35-44	9.58%	9.09%	9.26%	7.14%	11.76%	0.00%	10.00%	9.52%
45-54	12.26%	5.79%	11.11%	14.29%	5.88%	17.65%	10.00%	12.08%
55-64	8.46%	9.92%	9.26%	14.29%	17.65%	5.88%	15.00%	8.59%
65+	0.76%	0.83%	3.70%	0.00%	0.00%	0.00%	0.00%	0.78%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

The table below shows the breakdown of absence by gender and directorate. This shows that overall females within the Supporting People directorate have the highest rate of absence (32.06%). This is to some extent reflective of the composition of the workforce as Supporting People has the largest share of the workforce (37.4% of all employees, and gender breakdown with 71.1% of employees being female). The Supporting People Directorate holds the local nurseries, social workers, adult care workers and youth offending services.

Table 5.5.3 Sickness Absence by directorate and gender

Gender and Directorate	Absence Days							Grand Total
	1-25	26-50	51-75	76-100	101-125	126-150	151+	
Female								
Corporate Services	15.91%	16.53%	12.96%	10.71%	23.53%	11.76%	15.00%	15.87%
Supporting Communities	12.02%	17.36%	11.11%	14.29%	0.00%	17.65%	20.00%	12.17%
Supporting People	31.89%	34.71%	37.04%	32.14%	35.29%	41.18%	30.00%	32.06%
Male								
Corporate Services	11.01%	5.79%	5.56%	7.14%	5.88%	0.00%	5.00%	10.71%
Supporting Communities	15.56%	20.66%	20.37%	17.86%	23.53%	29.41%	25.00%	15.87%
Supporting People	13.61%	4.96%	12.96%	17.86%	11.76%	0.00%	5.00%	13.31%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

5.6 Measures to Support Workforce Wellbeing

Camden is committed to being a truly inclusive organisation where everyone can be their best selves. An important part of this is recognising 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 (EAP) Camden offers a range of initiatives and activities relating to employee well-being. There are regular health and wellbeing 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 the range of support available.

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. We continue to work closely with Public Health to ensure that 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.

Ongoing wellbeing initiatives include free eye test vouchers for computer users, discounted corporate gym membership with the window for joining now monthly and free seasonal flu vouchers for employees, with priority given to staff working in a frontline social care role, while a new health insurance offer for staff has been introduced.

We have recently reviewed and made changes to our absence reason categories - increasing from 13 to 23 categories and removing 'other' as a category. This will enable us to better capture absence data and respond to trends through health and safety measures, health promotions and wellbeing programmes highlighting support available to staff who are suffering from certain conditions.

In 2018/19 we renewed our contract with Workplace Option to provide an independent, confidential EAP to staff and their family members and continue to promote the benefits of accessing this service. This includes promoting their calendar of webinars 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.

Under the existing Occupational Health contract with Medigold we have access to 4 Wellbeing days a year and during the year ran a series of Resilience seminars which were designed to help staff understand the relationship between pressure and performance, and included practical tips for developing everyday mental health coping strategies.

For a more targeted intervention we carried out physical health checks on frontline staff within Camden's Accessible Travel Solutions (CATS) and Housing Repairs. The checks measured blood pressure, blood glucose and total cholesterol levels with those exhibiting elevated scores referred to their GP for further investigation.

Health Surveillance was also undertaken on a small number of employees due to being exposed to health hazards in their job with health checks carried out on Mortuary and Housing Repairs staff.

Over 50% of our workforce are women and 35% of the total workforce are women aged between 40 and 65. As such breaking down the stigma associated with menopause and ensuring employees have access to the support they may require is very important. A commitment to supporting employees through the menopause was launched on World menopause day, this aims to make it easier for employees to deal with issues that they may face as part of the menopause in the workplace, as well as providing managers with advice and guidance on how to support employees going through the menopause. This has strong backing amongst colleagues and an employee network 'the menopause group' has been created to provide support for anyone affected and to raise awareness of menopause in the workplace.

Camden is currently developing a more specific wellbeing strategy - this includes renewing our 'Time to Change Employer Pledge' to demonstrate commitment to mental health and developing an action plan to get employees talking about mental health. Other areas we will be focusing on are encouraging more physical activity within the workplace along with other wellbeing initiatives such as the introduction of yoga classes at key sites.

6. Maternity

Table 6.1. Maternity Leave

Period:	01/04/18-31/03/19
No. of staff on Maternity Leave as of 31/03/19	143
No. of staff who completed Maternity Leave as of 31/03/19	127

As table 6.1 shows, 143 staff were on Maternity Leave as of the 31st March 2019, whilst 127 had completed their Maternity Leave by that time.

7. Grievance, disciplinary and underperformance

7.1 Overview

The total number of grievance, disciplinary and underperformance cases recorded on the HR systems during 2018/19 was 102. This is lower than the 122 cases recorded in 2017/18. 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 7.1.1 Grievances, disciplinary and underperformance cases by directorate

Directorate	Disciplinary	Grievance	Underperformance	Total
Corporate Services	32	2	21	55
Supporting Communities	12	3	2	17
Supporting People	15	6	9	30
Grand Total	59	11	32	102

7.2 Disciplinary Cases

59 disciplinary cases were recorded on the HR systems during 2018/19. This is the lowest number of recorded cases during the last 10 financial years.

Table 7.2.1 Disciplinary cases between 2009/10 – 2018/19

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Disciplinary Cases	100	103	105	80	76	105	65	92	63	59

7.3 Grievance Cases

There were 11 grievance cases recorded during 2018/19. As with the disciplinary cases, this is the lowest number of cases over the last 10 financial years.

Table 7.3.1 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	2018/19
Grievance Cases	57	54	46	29	40	33	37	33	22	11

7.4 Formal Underperformance Cases

There were 32 recorded cases during 2018/19; this is slightly lower than the 2017/18 figure but still consistent with previous financial years.

Table 7.4.1 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	2018/19
Underperformance Cases	34	47	38	33	43	33	21	41	37	32

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 Black, 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	Latvia
	Liechtenstein	Lithuania	Luxembourg	Malta
	Netherlands	Norway	Poland	Portugal
	Republic of Ireland	Romania	Slovakia	Slovenia
	Spain	Sweden	Switzerland	
Non EEA National	Rest of the world			
Unknown	Nationality Data Not Recorded in HR System			

Report Coverage

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

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

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

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

Data and Methodology

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

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

Data for current employees is provided as of the 31 March 2019. Data for all other sections relates to the period 1 April 2018 to 31 March 2019, 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).