

London Borough of Camden
Annual Employment Profile
2016/17

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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 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.

The profile shows us that our overall workforce demographic are gradually changing with the workforce aging and increasingly drawn from Black and Minority Ethnic (BAME) backgrounds. Areas of interest include the following:

- In terms of overall representation, Camden Council has a higher proportion of staff from BAME backgrounds than the Camden borough population with total BAME representation up again from last year to 40% of the workforce
- The proportion of part-time staff is now over 19%, returning to a level similar to that seen in 2009/10 having dipped to 15% in 2013/14
- The proportion of the workforce over 55 has continued to increase; they now form 22% of the workforce which is an increase from 15% in 2008/9
- The proportion of staff earning over £40,000 from a BAME background increased slightly to 25.5%, a smaller increase than previous years but maintaining an upward trajectory
- The proportion of females in the top 5% of earners increased to 53%, which is almost representative of the proportion of women in the workforce. The gradual increase in this metric can be seen in the results of the gender pay gap reporting
- 14% of the workforce are Camden residents, with the highest proportion being in Supporting Communities, where 18% of staff were residents, which was double the 9% in Corporate Services.
- There were 384 new starters in Camden in 2016/17. Corporate Services had the highest proportion of new starters within its workforce at 11%.
- 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
- Recruitment outcomes appeared to differ slightly by gender and ethnicity, with female and white candidates securing slightly higher proportions of roles than they applied for - this is an area we are looking into to understand any patterns and barriers which may be present
- Turnover and absence rates remained within the range observed over recent years with no significant variations in underlying patterns.

1 Introduction

1.1 Purpose of report

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

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

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

1.2 Equality 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.

The next iteration of the Camden Plan, Camden 2025 is currently being drafted and the equality objectives will be reviewed in light of the priorities identified to ensure they remain central to our strategy in coming years.

2 Current Employees

2.1 Overview

The total number of staff employed by the council on 31 March 2017 was 4140 with a full time equivalent (FTE) of 3773.¹ This number has decreased from 4290 (headcount) and 3978 (FTE) respectively since 31 March 2016. The table below shows the distribution of staff across directorates.

Table 2.1.1 Current employees by Directorate as of 31st March 2017

Directorate	Headcount	Headcount (%)	FTE
Corporate Services	1158	28.0%	1089
Supporting Communities	1436	34.7%	1306
Supporting People	1546	37.3%	1377
Total	4140	100%	3773

¹ 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

Trends

Both headcount and FTE figures have steadily reduced over the past eight 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	2016/17
Headcount	5238	5033	4630	4526	4429	4359	4290	4140
FTE	4865	4703	4335	4257	4170	4065	3978	3773

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.

19% of Camden staff worked part time in 2016/17; this is a one percentage point increase on 2015/16. Supporting People has the highest percentage of part time workers at 25%.

Table 2.2.1 Current employees by pattern of work (percentage)

Directorate	Full Time	Part Time	Total
Corporate Services	85%	15%	100%
Supporting Communities	83%	17%	100%
Supporting People	75%	25%	100%
Total	81%	19%	100%

Trends

Part-time working has increased this year again as shown in the table below. Agile and flexible working are embedded in Camden's ways of working and we therefore encourage all applicants to tell us on their application whether they would like to be considered for part time/flexible working, and hiring managers are prompted to discuss this during the recruitment process. In 2016 30% of candidate expressed an interest in flexible working at the application stage. This was down from the 47% registered in 2015 but is still above the proportion of Camden staff working part-time and is likely to reflect an increasing maturity around the topic where aspects such as homeworking are considered part of standard agile working practice.

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
PT Workers	18.8%	18.1%	18.2%	16.3%	15.1%	16.9%	17.7%	19.4%

2.3 Age band

The age group with the highest percentage of workers within the organisation is 44-54 year olds, closely followed by the 35-44 year old group. Within individual directorates, Corporate Services has the highest

level of 25-34 year old staff (23%) whilst Supporting Communities and Supporting People have an older age profile with higher percentages of workers aged between 55 and upwards.

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	4%	23%	31%	26%	14%	1%	100%
Supporting Communities	5%	17%	24%	28%	24%	3%	100%
Supporting People	1%	16%	28%	32%	21%	2%	100%
Total	3%	19%	27%	29%	20%	2%	100%

Representativeness of current workforce: Age

Camden Council continues to have an older age profile than Camden borough or the London working age population. Only 3% of Camden Council's workforce is 16-24 years compared to 16% 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, the borough of Camden and London

Council/Area	16-24	25-34	35-44	45-54	55-64	65+	All ages
Camden Council	3%	19%	27%	29%	20%	2%	100%
Camden borough*	16%	26%	19%	15%	10%	14%	100%
London*	14%	24%	20%	16%	11%	15%	100%

Source:

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

Grade/salary

As with previous years, staff from young age band tend to be employed on lower grades than older 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
£0-£20k	36%	9%	11%	18%	24%	3%	100%
£20k-£30k	5%	22%	22%	27%	20%	3%	100%
£30k-£40k	1%	22%	31%	28%	17%	2%	100%
£40k-£50k	0%	12%	32%	32%	22%	1%	100%
£50k-£60k	0%	4%	31%	40%	23%	2%	100%
£60k+	0%	3%	24%	36%	35%	3%	100%
Total	3%	19%	27%	29%	20%	2%	100%

Trends and comparisons

The proportion of the employees aged 65+ has increased from 0.7% to 2% of the workforce since 2009/10. There was also a substantial increase in the 55-64 age group, from 14% of the workforce in 2009/10 to 20% of the workforce in 2016/17. These trends correspond with the pattern of British workers now tending to work longer and retire later in response to changes to pensions and retirement ages.

Table 2.3.4 Age profile of Camden Council 2009/10 – 2016/17

Age Band	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
16-24	3%	3%	2%	2%	3%	3%	4%	3%
25-34	25%	24%	24%	23%	22%	20%	20%	19%
35-44	26%	26%	26%	27%	27%	27%	27%	27%
45-54	30%	31%	32%	31%	30%	30%	29%	29%
55-64	14%	15%	15%	16%	17%	18%	19%	20%
65+	1%	1%	1%	1%	2%	2%	2%	2%

2.4 Disability disclosure

The percentage of staff with a declared disability remains at 3.1% The breakdown by directorate is shown in the table below.

Table 2.4.1 Current Employees by Directorate as of 31st March 2017

Directorate	Disabled	Not Disabled	Unknown/Prefer Not to Say	Total
Corporate Services	4%	80%	16%	100%
Supporting Communities	2%	79%	18%	100%
Supporting People	3%	79%	17%	100%
Total	3%	80%	17%	100%

Trends and comparisons

In 2016/17 3.3% of Camden employees had declared a disability. This is a small increase from 3.2% in 2015/16. Between 2009/10 and 2016/17 disability disclosure has remained consistent in a range 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 where the average is 5.38%, putting Camden in the bottom third of London councils.

2.5 Ethnicity

53% of Camden's workforce are from a White background whilst 40% of the workforce are from Black, Asian and Minority Ethnic (BAME) groups, an increase of 1% from 2015/16. The ethnicity of the remaining 7% of staff within the organisation is unknown.

Table 2.5.1 Current employees by banded ethnic origin (percentage)

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say	Total
Corporate Services	48%	4%	16%	23%	3%	7%	100%
Supporting Communities	60%	3%	8%	19%	3%	7%	100%
Supporting People	51%	3%	8%	28%	4%	6%	100%
Grand total	53%	3%	10%	23%	3%	7%	100%

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. The proportion of staff from white backgrounds working within Camden Council is below the proportion of Borough and London's working age population. Staff from Black backgrounds make up 23% of Camden Council staff, but account for only 7% of the Camden's working age population and 12% of London's working age population. In comparison, Asian staff at the Council are under-represented. 10% of Camden Council staff comes from

an Asian background compared to 16% of the Camden borough and 18% of London working age populations.

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

Council/Area	White	Mixed	Asian	Black	Other	Prefer not to say	Total
Camden Council	53%	3%	10%	23%	3%	7%	100%
Camden borough*	69%	4%	16%	7%	4%	0%	100%
London*	63%	4%	18%	12%	3%	0%	100%

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

Grade/salary

One of Camden’s workforce equality metrics monitors differences in pay between staff from White and BME backgrounds. Staff from White backgrounds tended to be on higher grades than staff from other backgrounds. This is an area that we are focusing attention on in order to improve the position via recruitment, development and how we approach talent and succession. The 31 March 2017 position is shown in the table below.

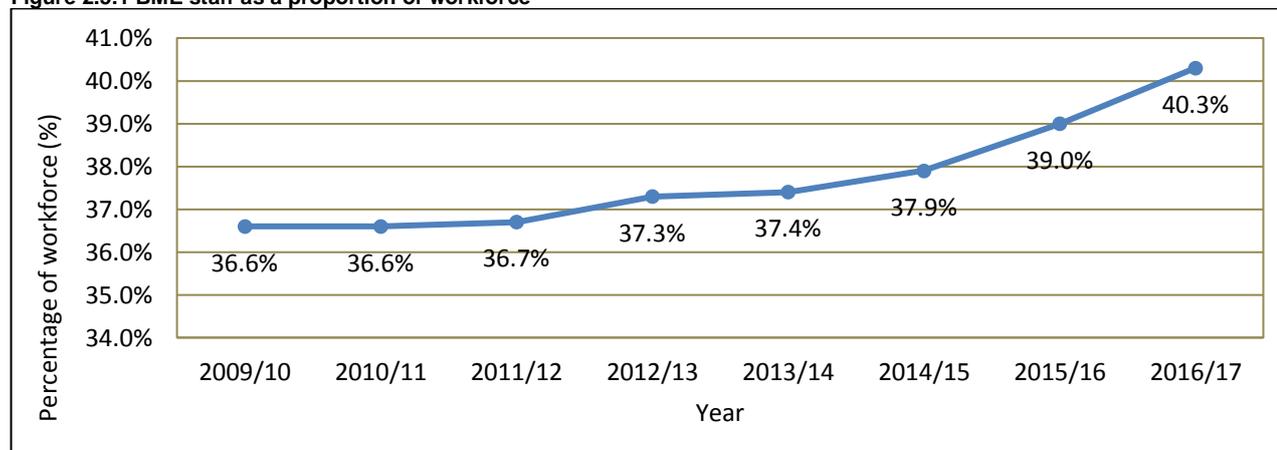
Table 2.5.3 Ethnicity and grade of current employees

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say
Level 1.Zones 1-3	9%	8%	10%	15%	16%	18%
Level 2.Zones 1-2	14%	17%	23%	23%	19%	22%
Level 3.Zones 1-2	31%	41%	38%	40%	39%	29%
Level 4.Zones 1-2	28%	22%	21%	17%	21%	14%
Levels 5-7	17%	10%	8%	5%	4%	10%
Other	1%	1%	0%	0%	1%	7%
Grand total	100%	100%	100%	100%	100%	100%

Trends and comparisons

The proportion of BAME staff within the workforce has continued to increase in 2016/17:

Figure 2.5.1 BME staff as a proportion of workforce



The proportion of staff from a BAME background among those earning over £40,000 per year continues to increase year-on-year as shown in the table below.

Table 2.5.4 BME staff as percentage of staff earning over £40,000

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
BAME	19.8%	19.8%	20.5%	20.6%	23.4%	24.3%	25.4%	25.5%

2.6 Gender

56% of Camden Council's staff are female. The table below shows the gender proportions of staff by directorates. Supporting People has the largest difference with 72% female employees.

Table 2.6.1 Current employees by gender (percentage)

Directorate	Female	Male	Total
Corporate Services	55%	45%	100%
Supporting Communities	40%	60%	100%
Supporting People	72%	28%	100%
Total	56%	44%	100%

Representativeness of current workforce: Gender

There is a lower proportion of male staff in Camden Council than in the borough of Camden and London working age populations, which are 50% and 49% respectively, but in keeping with patterns observed across local authorities.

Grade/salary

The table below shows the distribution of gender by grade, with higher proportions of females at all but the level 1 grade.

Table 2.6.2 Distribution of males and females by grade

Directorate	Female	Male
Level 1.Zones 1-3	39%	61%
Level 2.Zones 1-2	55%	45%
Level 3.Zones 1-2	61%	39%
Level 4.Zones 1-2	58%	42%
Levels 5-7	57%	43%
Other	84%	16%
Grand Total	56%	44%

Trends and Comparisons

The gender ratio within Camden Council has remained fairly consistent from 2009/10 to present. The average percentage of female workers within the workforce during this period was 56.8% compared to 43.1% 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
Female	57%	57%	58%	57%	56%	57%	56%	56%
Male	43%	43%	43%	43%	44%	42%	44%	44%

The proportion of top 5% of earners within the council who were female increased to 53%. This is currently the 10th highest figure amongst other London Boroughs. Since this measure was introduced in

2014/15, the percentage of top 5% earners who are female has increased by 5% to bring it close to the overall proportion of female employees.

Table 2.6.4 Gender of top 5% of earners

Year	2014/15	2015/16	2016/17
Female	48%	52%	53%
Male	52%	48%	47%

Gender pay gap reporting

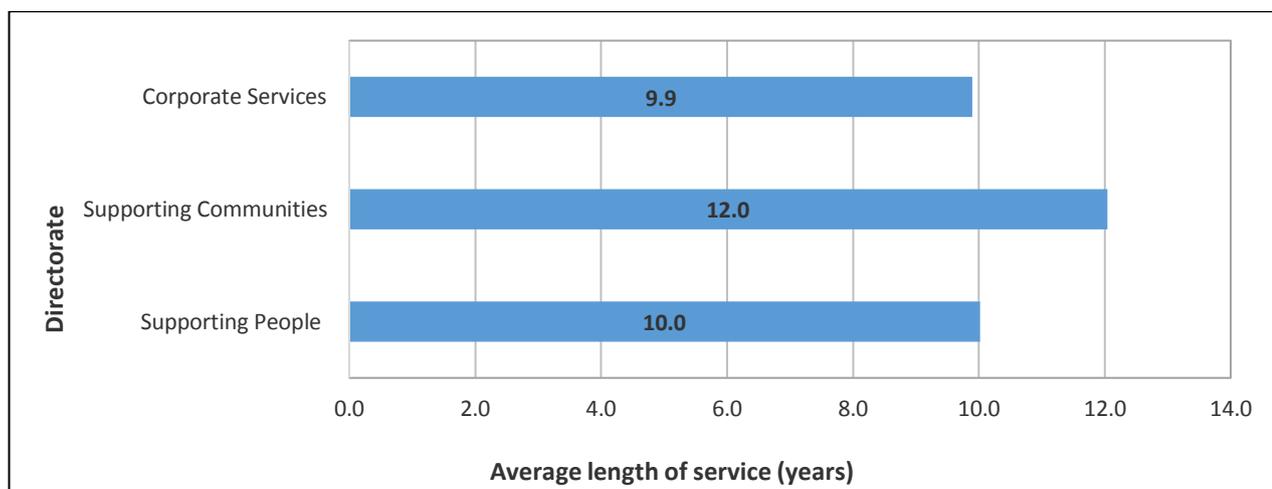
Since Camden became the first organisation in the country to independently publish a pay analysis of its workforce by gender in October 2015, the government has introduced mandatory reporting of gender pay gap data for organisations of 250 employees or more. To align future reporting outputs, Camden has adopted the government’s prescribed reporting methodology. For the snapshot date of 31 March 2017, this revealed a median pay gap of 3.5% in favour of women, and a mean pay gap of 0.9% in favour of women.

The full report with further analysis by grade and length of service is published [here](#).

2.7 Length of service

The chart below shows the average length of service is lowest in Corporate Services and highest in Supporting Communities. This can be seen in the context of Table 2.3.1 which revealed a younger age profile in Corporate Services, and higher proportions of older workers in Supporting Communities.

Figure 2.7.1 Average length of service by directorate

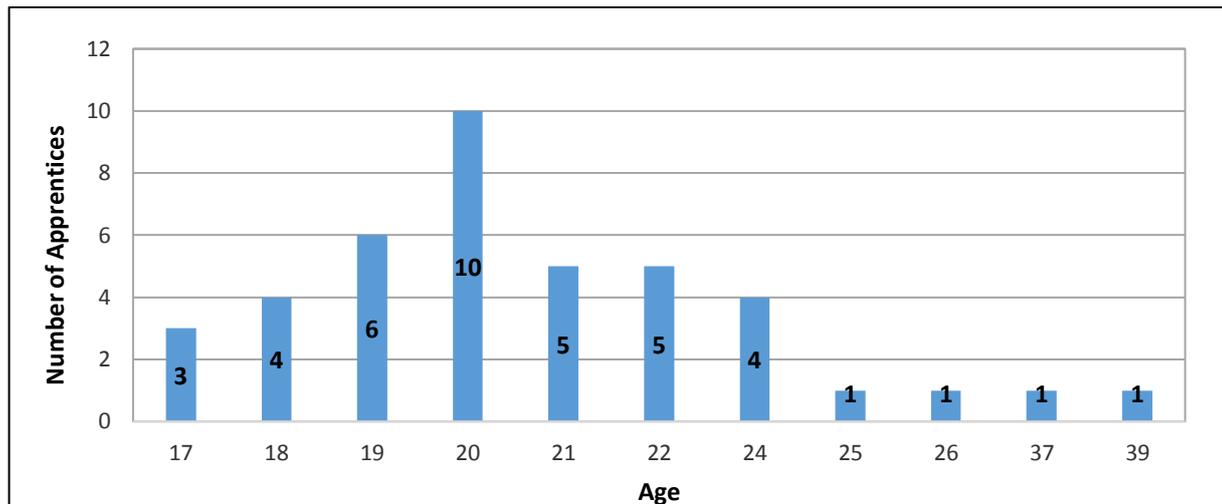


2.8 Apprentices

Apprenticeships provide a way to gain a vocational qualification while in work. Apprentices are paid and gain valuable experience on the job while studying. Employers covers the cost of the training fees and form a valuable part of talent pipelines for organisations like Camden.

The following chart highlights the age profile of Camden’s apprentices in 2016/17, demonstrating their value as a source of younger workers who can be trained and deployed in services with growing demand and in some cases, limited availability of candidates through standard recruitment routes. The age profile of apprentices is expected to change somewhat in coming years however as age-related funding restrictions have been lifted from April 2017.

Figure 2.8.1 Age profile of Apprentices



Supporting Communities account for the majority of apprenticeships, followed closely by Corporate Services:

Table 2.8.1 Total number of Apprentices employed at the London Borough of Camden as of 31st March 2017

Directorate	Total number of Apprentices
Corporate Services	16
Supporting Communities	21
Supporting People	4
Total	41

Apprenticeships - Looking ahead

Apprenticeships have changed significantly since April 2017. The government introduced the Enterprise Act 2016 that proposes 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. Camden is working towards this target by starting 75 apprentices this year, up from 28 apprentice starts over 2016/17.

The government also introduced the Apprenticeship Levy on organisations with a payroll of over £3 million. This new tax levies an amount equal to 0.5% of an organisations payroll, which is then held in a digital account. The funds in this account can only be spent on training apprentices and therefore it encourages organisations to offer more apprenticeships. Late in 2017, Camden had already committed £118,500 of the levy account funds to pay for a wide range of apprenticeship training in subjects such as Business Administration, Customer Service, Carpentry, Bricklaying, Welding, Surveying, Team Leading and Management.

Apprenticeships are now far more accessible to people of any age over 16 and people that have previous higher qualifications such as degrees. The range of apprenticeship qualifications on offer has also improved and now ranges from GCSE equivalent to Masters degrees.

Since April 2017, apprenticeships in Camden Council have been offered to internal staff as well as external apprenticeship recruitment. Apprenticeships now provide a way for staff to develop skills that support the work of services across the council. Apprentice recruitment opportunities are offered to Camden residents, Camden care leavers or former Camden secondary school students of all ages from 16 and above.

As the age restrictions for apprenticeship funding has been lifted, more people over 25 are now doing apprenticeships in the Council. Camden carried out a successful pilot scheme to offer part time apprenticeships to parents aged 25 and over as a route to return to work. The lessons learned from this pilot helped us to include apprenticeships for residents aged 25 and over as an integral part of our apprenticeship offer.

2.9 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 31st March 2017, 24.7% of the workforce had completed a declaration for religion or belief. Therefore, Camden does not currently hold enough data to complete analysis of the breakdown of the workforce by religion or belief. However, of those who have made a declaration, 37.2% declared themselves as Christians, which was the highest religion or belief category. For context, in the 2016 staff survey 40% of staff declared themselves as Christian and 29% said that they had no religion or belief. A communication campaign is being planned for 2018 to encourage greater declaration of personal information.

2.10 Sexual orientation

Camden started gathering information from its employees on sexual orientation in early 2015. As of 31st March 2017, only 23.7% of the workforce had completed a declaration for sexual orientation. Therefore, Camden do not currently hold enough data to complete analysis on sexual orientation. . However, of those who have made a declaration, 74.0% declared themselves as heterosexual. For comparison, in the 2016 staff survey, 78% of staff declared themselves as heterosexual. The communication campaign being planned for 2018 will encourage greater declaration of personal information.

2.11 Staff Resident in Camden

The Camden Plan makes reference to an aspiration to have increased the number of Camden residents in local employment. We have begun monitoring the percentage of the workforce who are also a Camden resident. As of the 31st March 2017, 14% of the workforce are Camden residents.

Table 2.11.1 Percentage of workforce residents in Camden Council as of 31st March 2017

Directorate	Camden Resident			
	Headcount		Percentage	
	Yes	No	Yes	No
Corporate Services	106	1052	9%	91%
Supporting Communities	263	1173	18%	82%
Supporting People	230	1316	15%	85%
Total	599	3541	14%	86%

2.12 Actions to improve Camden Council's diversity monitoring

In 2017 Camden launched a new integrated HR/Finance system which will offer opportunities to improve our data on diversity for all our employees. This new system gives direct access to all employees making it easier for employees to update their personal information and self-declare more easily. The upcoming self-declaration campaign will focus on the importance of declaring and updating personal information, allowing us to build deeper insights into our workforce.

3 Recruitment

3.1 Overview

There follows a summary of 2016-17 recruitment data by age, ethnicity and gender. The disability and sub-ethnicity dimensions have not been included in this year's profile as the disclosure level and/or size of the populations was not sufficient to make their analyses meaningful.

There were 384 new starters in Camden in 2016/17. Corporate Services had the highest proportion of new starters within its workforce at 11%.

Table 3.1.1 Proportion of starters within directorate (percentage)

Directorate	Starters	Non Starters
Corporate Services	11%	89%
Supporting Communities	7%	93%
Supporting People	9%	91%
Total	9%	91%

4928 job applications were submitted to Camden in 2016/17. The table below shows most were for roles in Corporate Services, correlating with the higher proportion of starters in the directorate.

Table 3.1.2 Applicants by directorate (headcount)

Directorate	Number of Applications
Corporate Services	2552
Supporting Communities	1250
Supporting People	1126
Total	4928

Corporate Services roles also received the highest number of applications per vacancy, which will have increased the overall number of applications further:

Table 3.1.3 Average applicants per job by directorate

Directorate	Average Number of Applications per Vacancy
Corporate Services	23.2
Supporting Communities	14.0
Supporting People	11.3
Overall average	16.5

3.2 Age

The average age of starters (36 years) was lower than the average age of the existing workforce (44 years). The table below shows the average age of starters was lowest in Corporate Services and highest in Supporting People, mirroring the overall age profiles in the directorates.

Table 3.2.1 Average age of starter by directorate

Directorate	Average Age (Years)
Corporate Services	34
Supporting Communities	35
Supporting People	39
Average Age across Council	36

The table below shows the proportion of applicants by banded age in each directorate, with the respective age profiles corresponding to the average age of starters in table 3.2.1.

Table 3.2.2 Applicants by directorate and age band (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+	Prefer not to say	Total
Corporate Services	26%	36%	20%	11%	3%	0%	4%	100%
Supporting Communities	18%	38%	22%	14%	5%	0%	4%	100%
Supporting People	9%	34%	24%	22%	6%	0%	5%	100%
Total	20%	36%	22%	14%	4%	0%	4%	100%

Representativeness of Starters and Applicants by Age

Both the borough and London as a whole have a more even distribution across the working ages than those applying and joining Camden. This is to be expected as the propensity to change and apply for jobs diminishes as people grow older, while those of 65+ who live in Camden or London have a higher propensity to have retired.

We can also observe that the proportions of people applying from different age bands correspond quite closely to those being hired. Those in the 55-64 band were hired in slightly higher proportions than they applied, while 16-24 were the reverse, though again this is to be expected given their respective experience levels which will impact their suitability for roles and understanding of recruitment processes.

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

Council/Area	16-24	25-34	35-44	45-54	55-64	65+	Prefer not to say
Camden Council New Starters	15%	36%	26%	16%	8%	0%	0%
Camden Council Applicants	20%	36%	22%	14%	4%	0%	4%
Camden Borough*	16%	26%	19%	15%	10%	14%	0%
London*	14%	24%	20%	16%	11%	15%	0%

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

3.3 Ethnicity

150 employees from a BAME background joined Camden in 2016/17, meaning the overall percentage of new starters from a BAME background was 39%. This has decreased from the 47% to join in 2015/16 but remained higher than previous years and broadly matches the overall proportion of BAME staff.

Table 3.3.1 Percentage of starters from a BME background

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
BME	37%	36%	37%	37%	37%	35%	47%	39%

Within the BAME cohort of joiners, those from a black background made up the largest group, followed by those with mixed backgrounds.

Table 3.3.2 Starters by Directorate and banded ethnic origin (percentage)

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say	All Ethnic groups
Corporate Services	52%	13%	5%	21%	2%	7%	100%
Supporting Communities	46%	12%	5%	17%	1%	19%	100%
Supporting People	55%	4%	3%	31%	2%	5%	100%
Grand Total	51%	9%	4%	23%	2%	10%	100%

When comparing application levels in the table below to hires in the table above, we observe that the proportion of joiners from a white background was higher than their application levels, while the reverse was the case among those from an Asian background. Smaller differences are noted in other groups. We are currently conducted further analysis into the data to understand potential barriers within our processes.

Table 3.3.3 Applicants by directorate and ethnicity (percentage)

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say	Total
Corporate Services	39%	4%	21%	26%	4%	5%	100%
Supporting Communities	51%	6%	13%	22%	4%	4%	100%
Supporting People	35%	4%	14%	39%	2%	5%	100%
Percentage of Total Applicants	41%	5%	18%	28%	4%	5%	100%

Representativeness of starters, short-listed and applicants by ethnicity

The table below shows the ethnicity of people at the different stages of the recruitment process, in relation to the working age populations of the Camden borough and London. The proportion of white residents in both London and Camden is well above the proportion of white people in the processes. Conversely, the proportion of people from a black background who apply to and join Camden is well above the Camden and London level. Applications from Asian backgrounds are consistent with levels of residency, but fall beneath in terms of starters as discussed above.

Table 3.3.4 Applications, short-listed candidates, job offer, current staff and leavers by ethnicity*

Council/Area	White	Mixed	Asian	Black	Other
Applications	43%	5%	18%	30%	4%
Short Listed	50%	6%	11%	31%	2%
Job Offer	55%	8%	11%	25%	2%
Starters	57%	10%	5%	26%	2%
Camden Workforce	57%	4%	11%	25%	4%
Camden Leavers	65%	6%	8%	17%	4%
Camden Residents (Working Age)	69%	7%	16%	4%	4%
London (Working Age)	63%	12%	18%	4%	3%

* Ethnicity of unknown has been excluded to make it easier to compare stages which means the proportions of starters differs slightly with Table 3.32

Starting positions and grades

The table below shows the proportion of starters in each grade by ethnicity. Those from a white background formed larger majorities in higher grades at Level 4 and above, while the share of BAME staff was higher in lower grades.

Table 3.3.5 Starters by ethnicity and grade

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say
Level 1.Zones 1-3	48%	3%	14%	18%	4%	13%
Level 2.Zones 1-2	44%	5%	5%	33%	2%	11%
Level 3.Zones 1-2	53%	5%	12%	23%	1%	5%
Level 4.Zones 1-2	71%	3%	7%	9%	4%	6%
Levels 5-7	78%	5%	3%	4%	1%	8%
Other	39%	11%	0%	11%	0%	39%
Grand Total	58%	4%	9%	17%	3%	9%

3.4 Gender

60% of starters were female. The highest percentage of female starters was in Supporting Communities (74%), while Corporate Services had the lowest percentage (46%).

Table 3.4.1 Starters by directorate and gender (percentage)

Directorate	Female	Male
Corporate Services	54%	46%
Supporting Communities	49%	51%
Supporting People	74%	26%
Total	60%	40%

Women formed the majority of hires despite accounting for a marginally lower proportion (47%) of applications than men. Within the respective directorates, this is especially pronounced in Supporting Communities where men made 62% of applications but achieved 51% of the hires. In each directorate women were hired in higher proportions than they applied in.

Table 3.4.2 Applicants by directorate and gender (percentage)

Directorate	Female	Male	Prefer not to say	Total
Corporate Services	44%	55%	1%	100%
Supporting Communities	36%	62%	1%	100%
Supporting People	67%	31%	2%	100%
Percentage of Total Applicants	47%	52%	1%	100%

The table below shows that it appears to be the shortlisting stage of the recruitment process where females make up significant ground on males, progressing to the next stage in far higher proportions than men achieve. The different outcomes observed support the established theory that men are more likely to apply for roles where they meet some but not all of the criteria, while women are more likely to limit their applications to roles where they meet all of the criteria.

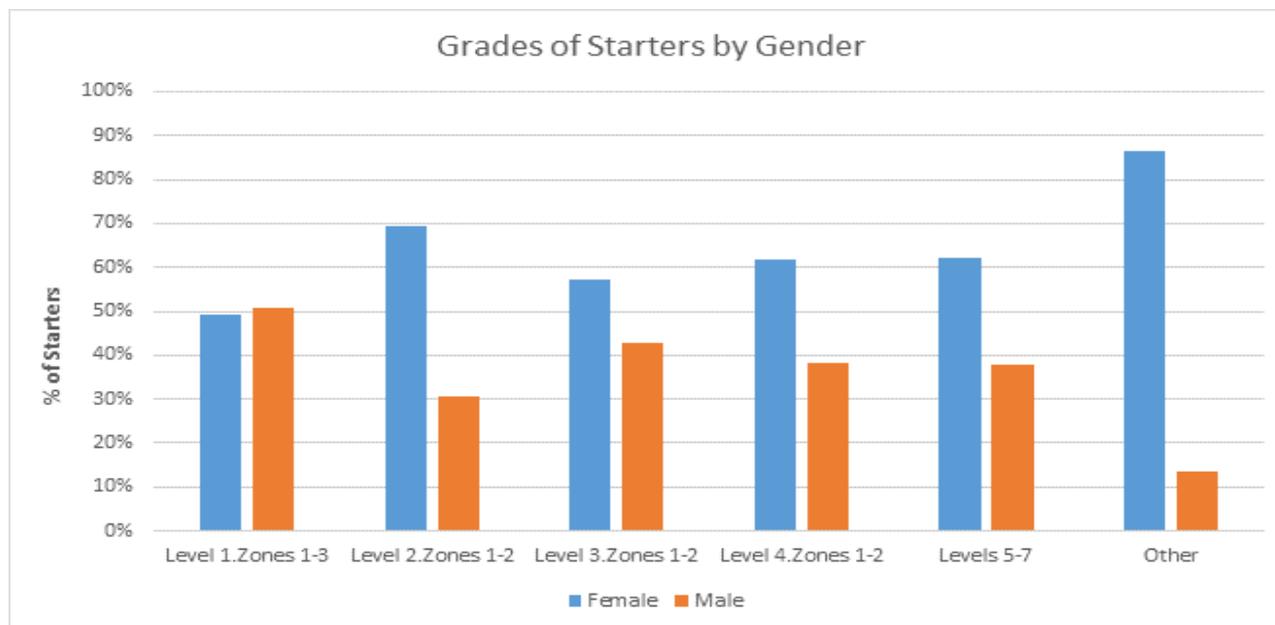
Table 3.4.3 Candidates shortlisted by gender

Gender	Shortlisted: Yes	Shortlisted: No	Overall Percentage of Applicants
Female	58%	45%	47%
Male	37%	54%	52%
Prefer Not to Say	5%	1%	1%
Total	100%	100%	100%

Starting positions and grades

Females were more likely to be appointed in all grades apart from those at Level 1.

Figure 3.4.1 Grade of starters by gender



3.5 Applications Submitted by Gender and ethnicity

In the ethnicity and gender sections above (3.3 and 3.4 respectively) we observed that the proportion of applicants from an Asian background was higher than the proportion who go on to be hired, and the same was true of male applications in comparisons to hires. The table below shows that significantly more males from an Asian background applied than Asian females. We will explore this further as part of the additional analysis referenced above.

Table 3.5.1 Ethnicity and gender of applicants

Directorate	Female	Male
White	47%	53%
Mixed	50%	50%
Asian	38%	62%
Black	55%	45%
Other	44%	56%
Total	48%	52%

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

Camden Council is into the 4th year of accreditation with Timewise and 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. Last 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.

Camden are actively seeking to improve links with targeted communities in order to gain access to as diverse a pool of applicants as possible. As part of this strategy all Camden jobs are advertised on the Vercida job board where Camden also have contributory access to their “notice board”. This is an interactive site which combines a broad range of perspectives, from job seekers and industry leading experts, to the diversity policy makers. Camden utilises this website to highlight what we are doing as a Council to encourage diversity, which in turn promotes us as an employer. The site also offers a platform for discussion on topics including; Age, Religion or Belief, Careers, Disability, Ethnicity, Gender, Inclusion, Leadership and LGBT.

Camden continue to work closely with KXR (Kings Cross 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 continue to advertise Camden roles helping ensure Camden jobs are reaching our own local talent. KXR have recently appointed a new Branch Manager and are now more active in engaging with the local community. They will be holding recruitment events for local people to attend where Camden and other local employers will also have a presence.

In 2017 we 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. As part of the network Camden is committed to identifying opportunities for people with a disability or long-term health condition and providing effective support once in employment. 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. With the support of the Business Disability Forum (BDF) who host the Network, Camden has made improvements to the inclusive language of its jobsite as well as the advice and support that we provide to hiring managers around adjustments to our recruitment and selection processes.

In August 2017, Camden launched their new recruitment system; Taleo, replacing TalentLink. The system is designed to improve Camden’s recruitment process and the candidate experience. With this new system Camden launched the new Jobs portal dedicated to Camden Council jobs. Camden have also integrated psychometric testing into the recruitment system Taleo which will give all Hiring Managers an opportunity to ensure candidates complete the relevant tests to help assist in the interview process, and thus making it more likely they get the right person for the job. Ability tests and personality questionnaires are proven methods for assessing critical qualities for job success, such as solving problems, communicating effectively, and being innovative and creative. In addition to the barrier free text, all adverts also promote Agile/Flexible working which include a link to a document outlining our Agile Working options and have links directing people to information about diversity and benefits.

Culture of awareness in equality, diversity and inclusion

Alongside interventions to improve employment outcomes through recruitment interventions, 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 currently includes an e-learning module specifically on equality, diversity and inclusion, and a face to face workshop on interview training for hiring managers which has advice on avoiding bias throughout and interview training workshop for hiring managers. We are currently reviewing all of the support and development that we provide to people managers at Camden and new content will have enhanced messages around equality, diversity and inclusion built into them. This recognises the importance of both behaviour and process change to increase employment outcomes for underrepresented groups.

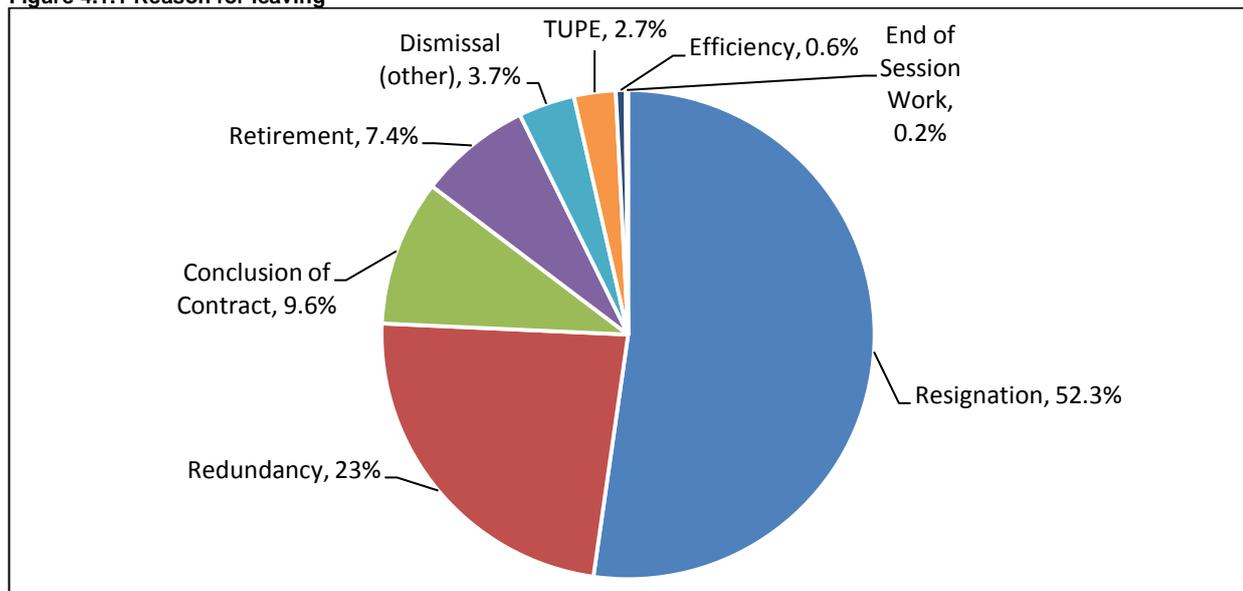
4 Turnover

4.1 Overview

622 employees left Camden Council in 2016/17 and the chart below provides a breakdown of the reason for leaving. 52.3% (325) resigned from their positions, this is a slight increase from 51.5% (322) in 2015/16. The number of redundancies increased to 146 (23.5%) of all leavers compared to 103 (16.5%) in 2015/16. This is due to a number of restructures which occurred throughout the organisation, most notably within the Early Intervention & Prevention (59) and Community Services (42) Divisions.

The employees whose leaving reason was TUPE were based within Environmental Services and transferred over as a result of commencement of Camden's new Environmental Services Contract.

Figure 4.1.1 Reason for leaving



4.2 Rate of turnover and voluntary turnover (resignations)

Overall turnover remained at 14% in 2016/17. Voluntary turnover, (which corresponds to resignations) increased slightly from 7% in 2015/16 to 8%.

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

Directorate	All Turnover	Voluntary Turnover	Voluntary turnover as a proportion of all turnover
Corporate Services	13%	8%	59%
Supporting Communities	14%	6%	41%
Supporting People	16%	8%	57%
Percentage of Total Applicants	14%	8%	52%

4.3 Voluntary turnover – age

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

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

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Corporate Services	15%	13%	9%	3%	4%	15%
Supporting Communities	17%	13%	8%	3%	1%	2%
Supporting People	33%	19%	10%	5%	5%	4%
Total	19%	15%	9%	4%	3%	5%

4.4 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.

Table 4.4.1 Voluntary turnover by directorate and disability (percentage)

Directorate	Disabled	Not Disabled	Unknown/prefer not to say
Corporate Services	2%	8%	9%
Supporting Communities	0%	6%	8%
Supporting People	8%	10%	8%
Total	4%	8%	9%

4.5 Voluntary turnover – ethnicity

The voluntary turnover rate from staff from a mixed background is noticeably higher than amongst staff from other backgrounds, though the number of people in this group is not as high as other group so statistical significance is questionable. Voluntary turnover among white employees was marginally higher than that of BAME staff.

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

Directorate	White	Mixed	Asian	Black	Other	Prefer Not to Say	BAME
Corporate Services	9%	14%	6%	3%	13%	13%	6%
Supporting Communities	5%	15%	5%	4%	2%	16%	5%
Supporting People	12%	18%	10%	4%	5%	10%	6%
Total	8%	16%	7%	4%	6%	14%	6%

4.6 Voluntary turnover – gender

During 2016/17 the overall voluntary turnover was the same for male and female workers at 8%. Supporting People had a slightly higher proportion of females voluntarily leaving the organisation compared to males.

Table 4.6.1 Voluntary turnover by directorate and gender (percentage)

Directorate	Female	Male
Corporate Services	7%	9%
Supporting Communities	5%	6%
Supporting People	10%	8%
Total	8%	8%

4.7 Voluntary turnover – length of service band

Voluntary turnover was at its highest amongst staff with 1-2 years' service and at each lowest amongst employees with 11-24 years' service (2%) and 25 years and above (1%).

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

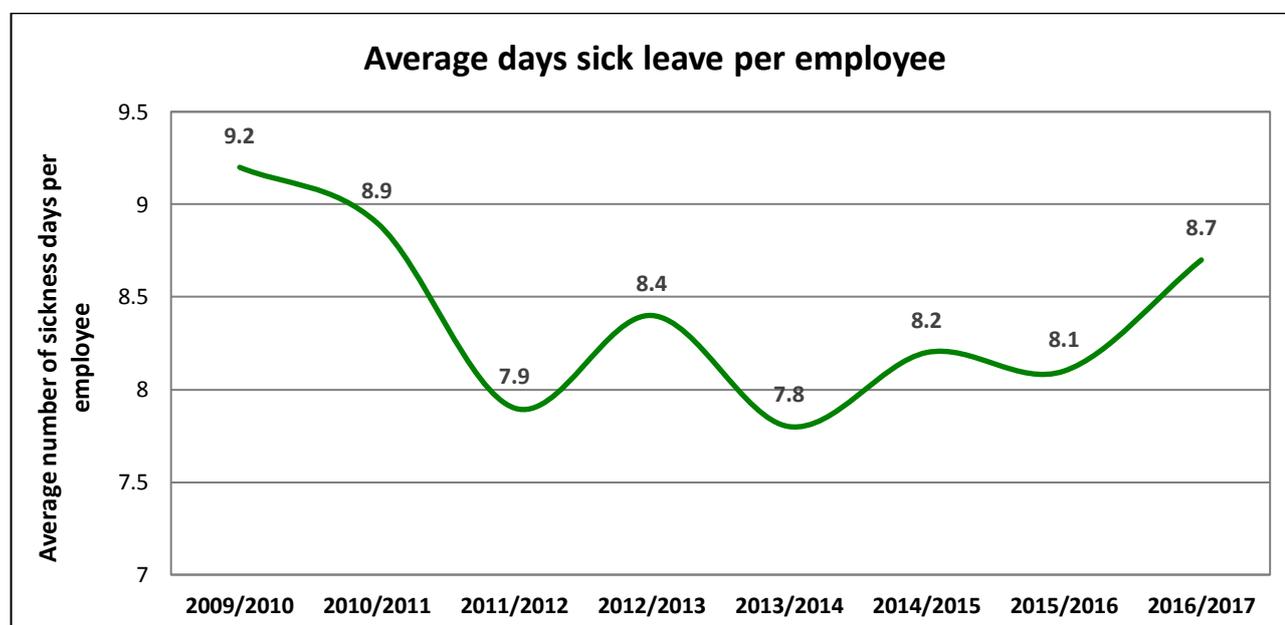
Directorate	Less than 1 Year	1-2 Years	3-5 Years	6-10 Years	11-24 Years	25 Year and above
Corporate Services	15%	16%	12%	4%	3%	1%
Supporting Communities	13%	12%	12%	6%	1%	0%
Supporting People	13%	18%	11%	10%	3%	3%
Total	14%	16%	11%	7%	2%	1%

5 Sickness Absence

5.1 Overview

Camden employees took an average of 8.7 days sick leave during 2016/17, increasing from 8.1 days in 2015/16. The chart below shows that this remains within a range established over the past 8 years:

Figure 5.1.1 Trend of average sickness absence day per employee



In comparison to inner London boroughs Camden is marginally above the median of 7.8 days. The below table provides a breakdown of the average number of days per employee by Directorate.

Table 5.1.1 Average sickness absence days by directorate

Directorate	Average days sick leave per employee
Corporate Services	8.1
Supporting Communities	9.2
Supporting People	8.7
Total	8.7

5.2 Sickness management cases

There were 323 sickness absence management cases actively undertaken² during 2016/2017. The cases were equally spread across the three Directorates.

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	111	34%
Supporting Communities	105	33%
Supporting People	106	33%
Total	323	100%

5.3 Sickness management cases by Age

The highest proportion of sickness absence cases occurred in the 45 to 54 age band (29%), followed by the 55-64 age band (26%). This is consistent with the 2015-16 findings.

Table 5.3.1 Absence management cases by age (percentage)

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Corporate Services	8%	23%	21%	26%	21%	2%
Supporting Communities	8%	10%	18%	29%	27%	8%
Supporting People	1%	6%	30%	32%	29%	3%
Total	5%	13%	23%	29%	26%	4%
Percentage of workforce (headcount)	3%	19%	27%	29%	20%	2%

5.4 Ethnic origin

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

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

Directorate	White	Mixed	Asian	Black	Other	Prefer not to say
Corporate Services	42%	3%	14%	29%	1%	11%
Supporting Communities	61%	3%	8%	18%	3%	8%
Supporting People	50%	6%	3%	27%	3%	12%
Total	51%	4%	8%	25%	2%	10%
Percentage of workforce	53%	3%	10%	23%	3%	7%

² These cases were either formally managed under the Absence Management Policy & Procedure or were informal cases supported by HR.

5.5 Gender

As with Ethnic Origin, the total figures for sickness absence and sickness absence 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	58%	42%
Supporting Communities	29%	71%
Supporting People	66%	34%
Total	51%	49%
Percentage of Workforce	56%	44%

5.6 Measures to support workforce wellbeing

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

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

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

In the latter part of 2017 we began working with a new occupational health provider, seeking to address the cause of work-related mental health problems by using data more extensively to generate insights which will inform wellbeing benefits and strategies, while one-to-one feedback allows managers to take positive action on an individual level. We are continuing to encourage people to access our Employee Assistance Programme for support and advice, and promoting their calendar of events. In October 2017 we also supported World Mental Health day with a series of events designed to encourage people to talk about mental health.

6 Grievance, disciplinary and underperformance

6.1 Overview

There were 166 grievance, disciplinary and underperformance cases in 2016/17. This is an increase on the 123 recorded in 2015/16 but fewer than the 171 reported in 2014/15. The relatively low number of cases means we are unable to provide further breakdowns by different characteristics as the numbers are too small to be statistically significant.

Table 6.1.1 Grievances, disciplinary and underperformance cases by directorate

Directorate	Disciplinary Cases	Grievance Cases	Underperformance Cases	Total
Corporate Services	41	12	21	74
Supporting Communities	26	11	6	43
Supporting People	25	10	14	49
Total	92	33	41	166

6.2 Disciplinary Cases

There were 92 disciplinary cases during 2016/17, this is within the range established over the past eight years.

Table 6.2.1 Disciplinary cases between 2009/10 – 2016/17

Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Disciplinary	100	103	105	80	76	105	65	92

6.3 Grievance Cases

33 grievance cases occurred during 2016/17, this is also consistent with previous years.

Table 6.3.1 Grievance cases between 2009/10 – 2016/17

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

6.4 Formal underperformance cases

Again, the 41 cases which occurred in 2016/17 were consistent with previous years.

Table 6.4.1 Underperformance cases 2009/10 – 2016/17

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

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
Prefer not to say	Data not Recorded

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

FTE Full Time Equivalent

Report coverage

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

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

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

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

Data and methodology

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

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

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

Ethnic categories used

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