

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE: Annual Reward and Terms and Conditions Update	
REPORT OF: Director of People and Inclusion	
FOR SUBMISSION TO: Audit and Corporate Governance Committee	DATE: 17 November 2022
<p>SUMMARY OF REPORT</p> <p>This report provides an overview of Camden's Reward Strategy and terms and conditions across the Council. An update is given of:</p> <ul style="list-style-type: none"> • the Council's reward package and changes made during 2021/22 • work done to implement changes to the terms and conditions of Camden staff • politically restricted positions within the Council <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used on the preparation of this report.</p> <p>Contact Officer: Zoe Hoskin Reward & HRMI Manager Corporate Services 5 Pancras Square London N1C 5AG Telephone: 020 7974 1807 E-mail: zoe.hoskin@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>The Audit and Corporate Governance Committee is asked to note the content of the report.</p>	

Signed: 
Joanna Brown, Director of People and Inclusion

Date: 28 October 2022

1. Purpose of Report

1.1. This report provides updates on:











- Camden’s Reward Strategy and developments during 2021/22
- the implementation of Camden terms and conditions across the Council
- politically restricted positions within the Council

1.2. The Audit and Corporate Governance Committee has oversight of these areas and is asked to note the contents of the report.

2. Camden’s Reward Strategy

2.1. Reward can be defined as everything an employee values from their employment. This means Camden’s reward strategy is a key factor in its ability to attract, motivate and develop high-performing employees.

2.2. [We Make Camden](#) – our refreshed vision for the future of Camden published in March 2022 sets out our ambitions for the future of our borough. Camden has identified ten big issues facing the borough, which include four Camden Missions and six Camden Challenges.

The 4 Missions we want to achieve over the coming years are:		The 6 Challenges we want to achieve over the coming years are:	
	Diversity: By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow		Safety: Everyone is safe at home and safe in our communities
	Young people: By 2025, every young person has access to economic opportunity that enables them to be safe and secure		Debt: Everyone can get the support they need to avoid debt and be financially secure
	Food: By 2030, everyone eats well every day with nutritious, affordable, sustainable food		Digital: Everyone in Camden can access and be part of a digital society
	Estates and neighbourhoods: By 2030, Camden’s estates and their neighbourhoods are healthy, sustainable and unlock creativity		Loneliness: No one in Camden is socially isolated without the means to connect to their community
			Housing: Camden has enough decent, safe, warm, and family-friendly housing to support our communities
			Climate emergency: Camden’s local economy tackles the climate emergency

2.3. ‘The Way We Work’ is our organisational vision for change, a live document with ‘how might we’ conversations and staff conversations about how to mobilise the We Make Camden vision. Phase one of developing this involved engaging with staff from across the organisation to get their thoughts and feedback. Over the coming months we will be using the insights gained from staff to further develop our approach.

2.4. In the wake of the pandemic we are also exploring, through our ‘Future of Work’ project, how we create conditions that enable Camden staff to thrive in a flexible working environment, so that they can deliver for and with the people of Camden.

As well as ensuring that our accommodation, people support and technology are geared up to support staff to do their jobs effectively as the nature of work changes going forward this includes embedding the wider changes we want to see across our organisation: empathetic leadership, working flexibly, culture of experimentation, and purposeful work etc.

2.5. Camden’s Employee Value Proposition (EVP) supports We Make Camden by setting out the key values and behaviours that the Council embeds in its work as follows.

- being ambitious in everything we do
- standing together with our communities to challenge inequality and call out discrimination
- seeking innovation and celebrating our creativity
- being confident in our diversity
- being brave to make tough decisions
- enabling and sharing our power with everyone around us
- being inspired by our history, but always looking to improve
- embracing our residents and welcoming everyone
- creating a place where everyone has a chance to succeed and nobody gets left behind

2.6. The purpose of the Reward Strategy is to support recruitment and retention of staff and ensure that employees are rewarded and recognised for behaviours that are in line with the Way We Work vision and support achievement of We Make Camden. The Reward Strategy will be reviewed over the coming year to reflect insights from the evolution of the Way We Work and the Future of Work.

2.7. Camden’s Reward Strategy is designed around five key pillars that have common characteristics and reinforce each other.

Fair Pay	<ul style="list-style-type: none"> • Maintain a fair, inclusive and transparent approach to pay
Benefits	<ul style="list-style-type: none"> • Support employees to achieve and maintain a good quality of life at every stage of life
Wellbeing	<ul style="list-style-type: none"> • Support employees to maintain good physical and mental wellbeing and financial wellbeing
Development	<ul style="list-style-type: none"> • Ensure every employee has access to development including: Formal and on-the-job training; opportunity to work on stretching projects and career progression
Work with social purpose	<ul style="list-style-type: none"> • Use every opportunity through our approach to reward to address the climate crisis, contribute to communities and social responsibility, increase social value and be fair and inclusive

- 2.8. The overarching principles of the Reward Strategy are to:
- lead the local authorities market in terms of pay and where possible remain competitive with the private sector
 - encourage behaviours that add value to the citizens of Camden
 - offer benefits that allow employees to be closer to the communities they serve
 - create a positive environment in the workplace that supports employees wellbeing and creativity
 - offer flexibility to suit individual circumstances where possible, recognising the diversity of the workforce
 - be sustainable and support the Council's efforts to reduce its impact on the environment
- 2.9. We are currently operating in an unusual and uncertain context, which affects our ability to plan a long term response. The external economic conditions and increasingly tight labour market have seen pressure put on the existing pay scheme and pay policy. Staff turnover is increasing, recruitment is at a record level and we are dealing with a high volume of pay exception requests. The post-lockdown return to offices has also influenced the nature and appeal of the Camden offer.
- 2.10. We know that rises to the cost of living can feel daunting and challenging, especially at a time when many are already struggling. In Camden we want to do all we can to make sure our staff have access to financial help and support. The following sections provide an overview of Camden's current reward package and proposed areas for development.

Pillar 1: Fair Pay

- 2.11. Camden have a long history of leading the way on fair pay and equality. We became an accredited employer with the Living Wage Foundation in 2012. To build on this and lower the gap between the Council's lowest and highest paid employees the Council increased the pay of its lowest paid staff from 1 January 2015 with the introduction of a minimum earnings guarantee. With effect from 1 April 2021 the minimum salary increased to £22,416 (£11.95 per hour), which is in excess of the current London Living Wage rate of £11.05 per hour announced on 9 November 2021.
- 2.12. We have set our pay strategy to pay above median for all roles which has meant that we have moved away from the NJC pay spine in order to respond to this agenda locally as have many other London Boroughs.
- 2.13. The current 'My Reward' scheme was introduced in 2016 and, allows employees to receive £40 vouchers and non-consolidated 1% or 2% of salary payments as a recognition of significant achievements. When consolidated cost of living and performance related salary increases are included this enables employees to

receive up to circa 6% each year. This continues to be unusual in the public sector where there is generally limited scope to make discretionary payments.

- 2.14. Having a clear framework for pay management decisions is important to support our aim of:
- Tackling inequality and mitigating potential bias in our system
 - Maintaining a transparent and fair approach, by being clear where there is discretion and how decisions are made
 - Holding ourselves to account and being open to scrutiny by publishing information on discretionary pay decisions
- 2.15. In early 2021, to promote understanding and ensure our approach to pay management is transparent to all staff as part of our commitment to openness and transparency we published more detailed information about the Council's approach to pay and reward on the Council's intranet and refreshed our 'pay exception' process.
- 2.16. Increasing pay transparency is a topic we've taken a leading and visible position on for some time, voluntarily reporting our gender, ethnicity and disability pay gap since 2015, one of only a few organisations to go beyond the statutory requirements, both then and now.
- 2.17. We are pleased to report that we continue to see progress towards closing pay gaps where they exist. We were particularly pleased to see for the first time in the 2020/21 pay gap report a more obvious shift in closing the pay gap between staff in Black, Asian and Other Ethnicity groups and White staff. The ethnicity pay gap within Camden is driven by more White employees being employed in senior roles and fixing this requires progressive change. Whilst there is still more to do, this year we are seeing the work we have been doing over a number of years begin to have a positive impact - with the proportion of staff from Black, Asian and Other Ethnicity groups increasing at all pay quartiles, other than the bottom 25% of earners and representation at Chief Officer level increasing by 9%. The increase in representation and narrowing of the mean pay gap are great first steps towards parity and our ongoing work should see this trend continue in future years.
- 2.18. The existence of pay gaps does not however mean that there is an issue with equal pay. At Camden we are confident that employees are paid equally, irrespective of gender, race or disability, for doing equivalent jobs across our organisation. We continue to take action to address any pay gaps and to make sure our policies and practices are fair.
- 2.19. In recent years there has been an increased focus on pay equity. We therefore commissioned independent external legal advice earlier this year to review the Camden Pay Scheme and determine whether any elements of the current 'pay policy' are potentially inherently discriminatory. The outcome of this was reassuring with the advisor concluding that 'I am satisfied that there is nothing inherently discriminatory within the Council's pay system.'

2.20. As noted above our pay strategy is to pay above median for all roles, therefore to support this and as part of our response to the challenging economic conditions, we are currently undertaking a review of the pay scheme. This includes benchmarking our pay against the market and looking at changes that could be made to ensure the pay scheme meets the changing needs of the Council whilst minimising the potential for inequity to occur. We will present the findings of the review and any recommendations for change to the Committee in due course.

Pillar 2: Benefits

2.21. Benefits offer employees non-monetary awards that are not linked to performance and can be used to enhance and support other key activities. Benefit packages can determine whether candidates are attracted to organisations, and whether employees stay at them. As they impact directly on work-life balance, they also have a direct link to another key pillar of our reward strategy – wellbeing.

2.22. Camden's current pay and benefits offer to staff covers a range of support and details of this are set out in Appendix One. This includes two new loan schemes that were introduced for staff this year.

- Tenancy deposit loan – an interest free loan of up to £3,000 repayable over up to 10 months to support staff with paying tenancy deposit costs.
- Immigration loan – an interest free loan of up to £5,000 repayable over up to 36 months that staff can use towards payment, for them and their dependents, of British Citizenship or Indefinite Leave to Remain application fees or the payment of the Healthcare surcharge to the UK Visas & Immigration Service.

2.23. In April 2021 we introduced a 'Shared Cost' Additional Voluntary Contribution (AVC) Scheme to support staff save more for the future. These are similar to standard AVCs, but attract both tax relief and National Insurance relief because the cost is 'shared' through a salary sacrifice agreement enabling staff to save more for retirement in a cost-efficient way. The take up by staff since launch has been very encouraging with 3.7% of staff in the Local Government Pension Scheme currently having an active plan. The associated savings for staff and Camden from reduced Employer NI Contributions are as follows.

- Total number current plans: 188
- Total current monthly value of salary sacrificed by employees: £73,882
- Total employee tax and NI savings in Year 1: £279,494
- Total employer NI savings in Year 1 (before fees): £116,816

2.24. In light of the current cost of living squeeze we have been raising awareness of the existing support available through Camden and signposting to other sources of advice. This includes:

- A market place event planned for September where staff can speak with our benefit providers, find out more about the support available to them, and obtain advice/information on avoiding some of the common scams (frauds) that are increasing and how to access support for anyone who finds themselves involved with illegal money lenders (loan sharks).
 - Reintroduction our regular programme of financial education seminars delivered by external advisors on general financial education and pre-retirement planning.
- 2.25. We have reviewed the support we can offer staff and we are looking at options to further enhance this. This includes the introduction later this month of a Childcare Deposit Loan - an interest free loan to support staff with the upfront payment of registration deposit/fees and first month of childcare fees. Other options identified for further exploration are the potential for staff to sell some of their annual leave and introduction of a new salary sacrifice scheme to support staff with the purchase of home appliances and technology. We will also keep the overall benefit package to ensure it continues to be of value and relevance to staff and aligns with our organisational vision and values.

Pillar 3: Wellbeing

- 2.26. In 2025, everyone in Camden, including colleagues should be able to live a healthy, independent life. We have committed to putting health and wellbeing at the forefront of all that we do and intervening early to ensure we prevent long term illness. As an employer we want to ensure our workforce wellbeing reflects our ambition for the borough.
- 2.27. We aim to make work a place where everyone feels valued, safe and respected and our wellbeing offer is aimed to support employees' emotional and mental wellbeing, physical and financial wellbeing as well as ensuring people feel connected to the Borough and each other as we emerge post pandemic.
- 2.28. The wellbeing approach supports the reductions of potential long-term absence, helps people to be productive, connected and happy in the workplace. Our wellbeing offer is broad and wide ranging – Appendix Two shows the development of the offer since 2020
- 2.29. During 2022 we have added to the offer, some notable areas to spotlight are:
- Providing culturally aware coaching and wellbeing support to those who have been impacted by the Anti-Racism Learning Offer as well as those who have been significantly impacted by the last two years of the pandemic. This offer has honed in on support for those affected by grief, trauma, racism, and our wider inclusion work.
 - Launching Our Commitment to Pregnancy Loss Leave recognising that people affected may need time away from work including marking anniversaries, notable dates and to deal with the emotional aspect of this loss. We also commissioned support sessions for those who have experienced pregnancy loss.

- Providing up to ten days leave to support those who have experienced domestic abuse and launch our commitment on Addressing Domestic Violence & Abuse at Work. As part of this work Camden has signed-up to the Employers Domestic Abuse Covenant (EDAC) which works to identify sustainable workplace opportunities for women affected by domestic abuse
 - We launched our wellbeing passport which provides an opportunity for staff to make their line managers aware of anything additional that is going on in their lives that they might require specific adjustments or arrangements for. These should support an employee to thrive at work, enable them to manage their health condition or continue to care for their loved one and balance the needs of the service. The passport aims to reduce the need for conversations to be repeated and arrangements to be re-agreed if the individual changes role or gets a new line manager.
 - Developing a Camden Wellbeing Podcast series which involved talking to a number of specialists across the organisation such as Education Psychologists, Social Workers, and Library staff to share how they have focused on wellbeing, tools and techniques. To date the podcasts have been downloaded some 700 times.
- 2.30. We have been an accredited Timewise Employer for over six years demonstrating our commitment to flexible working to help balance work and other life demands, and have been recognised as a role model employer.
- 2.31. Throughout 2022 we have continued our partnership with Timewise to review our flexibility further and so that we can use our employer influence across the Borough to flag bear Fair Flexible employment. This work continues and will launch an updated approach by 2023.
- 2.32. We were an early adopter of the Mayor's Good Work Standard and were rated as excellent when we received accreditation. This reflects the many ways in which we are striving for the best possible working conditions for our colleagues and our commitment to a healthy, fair and inclusive workplace.
- 2.33. In March 2020 we refreshed our Domestic Violence Policy, which provides information on support staff can access from Camden and guidance for managers. All staff have access to and are encouraged to complete Domestic Violence awareness training to improve awareness of the signs of abuse and know where to go/signpost other to for help. We now provide 10 days of additional leave for victims of domestic violence and abuse, the aim of this is to allow employees time to make practical arrangements, take a break from work commitments and facilitate leaving an abusive partner or family member. Staff can also access support through Camden Safety Net, who provide independent, free and confidential safety support and advice to those affected by domestic and sexual violence.
- 2.34. Camden signed up to the Employers Domestic Abuse Covenant (EDAC) in March 2022 and have pledged to support women affected by abuse to enter or re-enter the workplace. We've established a cross-council EDAC working group who will lead on carrying forward the work in our developing action plan which

outlines long term and sustainable solutions for supporting women affected by domestic abuse to enter and re-enter the workplace. As part of this work, we aim to raise awareness of domestic abuse in the workplace, encourage meaningful conversations and identify opportunities which will enable survivors to thrive and develop new skills.

2.35. Camden's wellbeing offer is described using the following headings for ease and clarity of access and the figure below summarises what is within each element of the offer to support staff wellbeing.

- I or someone I know is struggling and I need help now
- Emotional and mental wellbeing
- Physical wellbeing
- Financial wellbeing
- Feeling connected

I'm (or someone I know) is struggling and I need help now

Able Futures	Provides confidential support, advice and strategies for dealing with mental health at work.
Bereavement Support	A range of helplines, resources such as Cruse Specialists, to help staff deal with bereavement.
Access to mental health first aiders	We deliver mental health first aid training to staff and managers so that staff can access support as and when needed.
Trauma and Grief Coaching	Targeted at colleagues affected by issues around racism
Wellbeing coaching and Counselling	Targeted at moving staff forward for those affected by grief, trauma from the pandemic, stress and feelings of overwhelm.

Emotional and mental wellbeing
Helping you to think and feel well

Physical wellbeing
Helping you with your physical health

Financial wellbeing
Helping you with your financial wellbeing

Feeling connected
Helping you to feel connected to colleagues, the organisation and the Borough

- Pearman – Shaw workshop series: e.g. The Psychology of Resilience
- Pearm Kandola seminar – how to support your Resilience
- Wellbeing podcasts
- Interactive Wellbeing workshops
- Wellbeing passport
- Coaching for Wellbeing: Rebecca- Monique and Jai Thade
- Mental health first aid and mental health awareness training
- 1:2:1 counselling through e Employee Assistance Programme
- Creating healthy work/life balance - bitesize videos.
- Menopause/ perimenopause [the 40s Woman workshop]
- Apps and podcasts: e.g. MindSpace, Breathpod, Calm, Dr Ragan Chatterjee
- Camden approach to flexible working
- Discounted hypnotherapy

- On site – breathwork & yoga stretch
- Wellbeing passport
- BodyWorksOn site massage
- Menopause/ perimenopause [the 40s Woman workshop]
- Wellbeing assessments
- Advice on living healthier – diet and nutritional advice e.g. bootstrap cook
- Promotion of existing groups e.g. Running club; Bike club
- Lunch time walk and talk group- UCL weekly walks
- Promotion of KX workouts
- Corporate gym membership scheme
- Free eye tests and seasonal flu jabs
- BackCare awareness sessions
- Stop Smoking Support
- On-site massage clinic
- Osteopathy – 20% discount
- Domestic Violence support leave
- Disability Leave

- Cost of living work support and support for staff
- Financial wellbeing support and guidance through the Employee Assistance Programme
- Financial Advice line
- Fluent sessions to provide financial support in a 1:2:1 setting or through bespoke educational seminars
- Support to reduce costs through benefit schemes (e.g. for bikes and health insurance) and access to lifestyle discounts
- Support for cost effective saving for the future through LG Pension Scheme and SCAVC schemes
- Staff loan schemes e.g. for season travel tickets, tenancy deposit, immigration fees.
- Ability to save with or repay loans to London Capital Credit Union via payroll

- Walking tours of the borough and it's communities
- Volunteering scheme - re-promoting this to create greater sense of social value
- Market place style events/ roadshows on the 2nd floor and other buildings promoting community businesses/groups
- Live wellbeing classes i.e. yoga, breathwork
- Wellbeing for returners - maternity, career breaks, adoption, parental leave etc.
- Yammer groups – for example, mindfulness, Camden friends of yoga, soul etc.
- Staff Networks and groups e.g. Carers network, Menopause, Rainbow and Black Workers Groups

2.36. We recognise that the pandemic has created a big shift in the way organisations are operating and this has opened up a range of opportunities in the way we define, design and accelerate the future of work in Camden. To this end, we are undertaking work in three areas:

- How we support our people to connect with each other, the Borough and it's communities
 - How we re-think our workplaces
 - How we develop our digital workspace and technology to support our staff to thrive in a flexible working environment.
- 2.37. The work taking place under these areas cut across each other and fundamentally changes the way we work as an organisation. We will use the learning and practices we have implemented during the pandemic to inform our approach going forward, recognising that emergent thinking may need to shift as the circumstances continue to change. Key wellbeing themes include:
- Promoting and sustaining a healthy workplace creating a healthy, inclusive and compassionate culture
 - Reducing stress levels and looking after our colleagues to maintain good mental health
 - Connecting with our communities and each other by promoting social wellbeing activities
 - Celebrating our colleagues and recognising the hard work and achievements across the organisation.
- 2.38. Following the sudden, tragic death of a colleague within our buildings last year we rapidly put in place specific bereavement support for staff. We have subsequently developed a 'Suicide Prevention Action Plan' in conjunction with guidance from the Samaritans and Public Health, which is designed to help embed suicide prevention strategies in our policies, support those at risk and act as a resource to provide support across the workforce. As part of this action plan we are asking staff to complete 'Suicide Awareness' training by the Zero Suicide Alliance which will form part of our mandatory learning offer 2022-23 and are delivering a series of mental health awareness sessions in the workplace to help people recognise the signs and symptoms and how to help those who may be struggling
- 2.39. We recognise that different stages of and events in life can bring various wellbeing challenges and we aim to create an inclusive work environment that is supportive at every life stage and enhance the support available to staff. This includes:
- Providing seminars on mid-life and pre-retirement financial planning and facilitating access to 121 advice from independent financial adviser
 - Having an active Menopause and Perimenopause community and will be delivering events and seminars to continue to promote mid-life wellbeing which will include information on health issues, exercise and nutrition.
 - Providing a Return to the Workplace induction and wellbeing focus for those who have been away for a period of time e.g. career break, maternity leave, paternity leave, adoption, sickness etc.

Pillar 4: Development

- 2.40. We are passionate about always wanting to improve. This means as an organisation we need to learn and adapt continuously, learning when things go wrong and acting quickly. We need our staff to learn and develop so we can deliver the ambitions set out in We Make Camden. As the pace of change increases through technological advances and innovations, this focus on continuous development is a win-win for the organisation and the prospects of individuals and their careers.
- 2.41. Camden's approach in recent years has been to expand the avenues for learning beyond formal classroom training. The offer now encompasses online resources in the Learning & Development Hub and Just in Time toolkit to make learning available at the point of need enabling the development of in-role skills and knowledge.
- 2.42. Following the accelerated transformation in how we learn inspired by the pandemic, the vast majority of the learning and development offer remains online. The new ways the organisation found to support staff to gain the knowledge and skills continue to deliver positive outcomes. This has included: :
- the expansion of topics covered by 'Learning Resource Packs' – collections of articles, videos and activities that support people to develop. These encompass knowledge on key issues e.g. domestic violence and abuse, as well as management and relational skills and abilities, e.g. listening and asking questions, reflection, and compassion.
 - shorter, online development sessions have enabled staff to access learning sessions during their working day, for example the 'Let's Talk Management' series supporting relationship based management approaches
 - teams and services being able to open up sessions to wider staff groups, such as the 'knowledge café' talks in the Inclusive Economy team or anti-racism seminars and learning opportunities. This more open approach to learning means that all staff have a greater opportunity to develop and learn from each other.
- 2.43. Some of our learning has moved back into the classroom, where an in person session is beneficial to the learning outcomes or where protected time is required to support attendance. We will continue to monitor how these new ways of learning support development in Camden but we are confident that we can provide more opportunities to more staff by maintaining a blended learning offer.
- 2.44. Camden continue to embed the apprenticeship offer internally to enable staff to undertake apprenticeship qualifications. The apprenticeship qualification offer is well established, some examples include, in our Finance service where staff are accessing Camden's levy funds to cover training costs of £21k per learner for Chartered Institute of Public Finance and Accountancy (CIPFA) qualifications. Camden staff are also undertaking qualifications with universities based in our borough including Development staff undertaking their MSc Royal Town Planning at UCL, and staff studying Leadership qualifications at Birkbeck. This

has provided a key breakthrough enabling the mainstreaming of professional development needs of services to be supported with levy funds.

- 2.45. Adult Social Care and Children's Safeguarding services are establishing apprenticeship routes to upskill and retain staff. Currently, four Adult Social Care staff are studying for their Social Work degree at Kingston University and two staff are studying for their Occupational Therapist degree at Coventry University. This is a rolling programme with the next cohort of Camden staff starting Social Work and Occupational Therapy degrees in September 2022.
- 2.46. We continue to work with services to promote the advantages of apprenticeships and create opportunities wherever they meet organisational needs. This also ensures that we are taking a sustainable approach to apprenticeship creation which leads to progression and retention within the organisation wherever possible.
- 2.47. Through insights gained from significant staff engagement around equality and inclusion we have made a number of key commitments in relation to development and progression opportunities. One example of this is the Men of Colour Progression Network was formed in October 2021 and is currently made up of 90 staff members and managers who self-identify with the group.
- 2.48. The purpose of the network is to provide a space where men of colour can come together to share their experiences, vulnerabilities, network, learn and receive emotional support from one another. This space was created in direct response to Camden's Race Equality Action Plan and the acknowledgement of challenges faced by Black men in the organisation, and meets virtually via Teams on average every 6-8 weeks.
- 2.49. Since the network was first established the group has been able to explore what the barriers are for staff for example in respect of career progression, some of the questions that have been explored in these discussions include, how Camden feels for them and where do they feel they fit or can add value. Being together as a collective has ensured that no one feels alone. For some, development in this space has meant being more open or socially confident, for others it has been a place to reflect on their career journeys. Members of the network have described being more in control of their futures or being able to move forward within the organisation.
- 2.50. One key outcome of the progression network has been developing and delivering a mentoring scheme for members to aid career progression as defined by the individual. Senior colleagues have been mentoring/coaching fellow members of the group, this started in May 2022 and is progressing well with 8-10 mentor/mentee relationships being matched and formed. Relationships are believed to be going well as both parties are reported to be pleased with their matches.
- 2.51. The network has also provided learning and development opportunities such as, workshops and guest speakers, through their attendance the network has been able to explore championing their resilience, having a deep dive on imposter syndrome - how it affects them in the present and how to try and overcome it.

- 2.52. In addition, members of the network have been able to provide their thoughts and input to corporate diversity and inclusion activities, such as inclusive recruitment and reporting discrimination. This has enabled members to feel involved and empowered.
- 2.53. In the future, the network aim is to see its members thrive and progress in the organisation, feel happy and confident in their working environment, and to continue to promote healthy and positive wellbeing.
- 2.54. A significant amount of work has taken place over the last two years to create a fairer, more inclusive recruitment process. We now have a specific Inclusive Resourcing Advisor, whose role is to advise hiring managers on recruiting in the most inclusive way.
- 2.55. We have set up an Inclusive Recruitment Working Group to conduct an end-to-end review of the recruitment process. The working group consists of diverse people from across the organisation, so that these voices are included from the very beginning of this work. With the Working Group's support, we have implemented a series of changes including:
- Introducing anonymised recruitment for Level 5 roles and above – we have seen really positive results from doing this. Since January 2021, 52% of candidates appointed via our anonymous recruitment platform have been from Black, Asian and other Ethnic backgrounds.
 - Launching our 'Inclusive Recruitment Volunteer Programme' – recruiting staff, particularly Black, Asian and other ethnic staff, to be available to take part in the recruitment process where hiring managers cannot otherwise ensure diversity in the shortlisting and interview stages. We now have 60 volunteers signed up.
 - Letting managers know that all panels need to be diverse in both gender and ethnicity, and removing any rules around seniority levels for interview panellists
 - Introducing Inclusive Recruitment training for Hiring Managers which began in November – we have trained 100 managers during that time
 - We are also developing a workshop and support for staff to think about and take action to promote their progression this will help with application writing, interview skills, career planning as well as strategies for developing expertise, applying for jobs and practices that enable people to be effective in their jobs

Pillar 5: Work with a social purpose

- 2.56. With the increased attention on climate change and wider societal issues in recent years, the expectation for organisations to take a more active role in creating social value both internally and externally has grown. Internal research in 2019 highlighted that Camden employees are engaged by the opportunity to shape the organisation and the city around them, and feel proud of the work the Council does. The Council's continued focus on social value therefore enhances the final pillar of the reward package.

2.57. Camden initiatives that support work with social purpose include:

- **Volunteering programme:** Launched in autumn 2019. Staff receive one day per year to volunteer for a cause based in Camden. It is expected to aid wellbeing, development and strengthen the connection between staff and the Council's purpose.
- **Payroll giving scheme:** This provision enables staff to contribute to the social value agenda with a focus on causes which matter to them in a tax efficient way

2.58. During the pandemic we had a strong focus on keeping our Residents safe, with a number of staff having the opportunity to support this through volunteering to be redeployed to a range of projects. This included, organising the Food Bank with partner organisations, setting up and running Lateral Flow Test Centres, and establishing the Camden Health Bus to support our communities' access vaccinations. We have since developed this offer and are now providing a Camden Mobile Health Bus that provides health checks by GPs and community nurses in the heart of Camden's communities. To date 669 diabetes prevention checks have been provided and almost 7,000 vaccines.

2.59. Camden continues to take a leading role in championing diversity and inclusion internally and externally and we are committed to leading by example. To support our aim of being a truly inclusive organisation and to making sure that each and every member of our workforce feels supported, able and safe to bring their best selves to work our work in this area includes:

- **Race Inclusion:** We are moving into Phase 3 of the Anti-Racism Learning Offer. This phase involves embedding the learning deeper into the organisation so anti-racist behaviour and thinking becomes 'business as usual'. The specific actions we need to take for this include:
 - Delivering the Education Session face-to-face for staff whose first language is not English and reaching out to those staff who've not yet attended an Education Session.
 - Ensuring that our new starters and re-joiners have access to the Education Session. This will also form part of our mandatory learning approach (the E-Learning module).
 - Ensuring that all our managers to engage with anti-racist learning, setting an example and showing their commitment to their team members.
 - Creating more opportunities for staff to deepen and expand their learning, as well as to reflect on that learning, and rolling out the anti-racist learning resources, which are available on the L&D Hub.
- **Reporting Discrimination:** Creating safe, trustworthy and accessible routes for reporting discrimination is a key part of our Race Equality Action Plan. A working group which included staff network members, members of HR and Union leads was set up in late 2021 to look at the current process and a new, improved restorative approach. Currently, this is considering to

whom and how do you report discrimination, training and support for those involved in the process and finally, what happens when the process is completed.

- **LGBTIQ+ inclusion:** We entered into Stonewalls Workplace Equality Index, the definitive benchmarking tool for employers to measure our progress on lesbian, gay, bi and trans (LGBT) inclusion. We ranked 47th out of around 450 organisations, improving on our ranking by over 200 places since our last submission. We were the highest ranked council and achieved a gold award. This is great recognition of the work we have done, and continue to do, around LGBTIQ+ inclusion.
- **Disability Inclusion:** We have introduced Disability Leave, are working towards making our buildings more accessible and participated in awareness raising events such as Disability History Month and Neurodiversity awareness days. In October we are launching a Disability Inclusion Learning Offer which will give key people in the organisation greater knowledge and confidence in pro-actively supporting Disabled staff in the workplace.

3. Camden Terms and Conditions

- 3.1. In 2012, the Committee agreed to a reformed pay scheme and conditions of service for staff across the Council and an approach to implementation. The key drivers for the change were to modernise our terms and conditions to reflect our position as a high performing council, creating a more flexible way of working and contribute to a savings target as part of the Medium Term Financial Strategy through a reduction in the pay bill.
- 3.2. The changes were packaged together and branded Camden Pay, Performance and Development (CPPD) which included the following components:
 - Introduction of Job Families
 - New Pay structure with pay ranges
 - Performance Management linked to pay
 - Revised Terms and Conditions (increase in working week, decrease in annual leave, reduction in premium payments, for example, overtime and enhancements for weekend working)
- 3.3. A comparison table showing the main differences in terms and conditions between the old and current terms and conditions is detailed in Appendix 3.

Directorate-based staff terms and conditions

- 3.4. In 2012, staff were invited to move to the new arrangements on a voluntary basis with a compensatory buy-out payment of £1,000 (pro rata for part time staff). Additional 'top up' payments were made to compensate for the loss of premium payments for those staff who would no longer be eligible. From 1 October 2012, all new appointments were on the new pay and terms and conditions. The effective date of the change for existing staff was 1 April 2013.

- 3.5. The changes applied to non-school based staff employed under National Joint Council (NJC) officer terms, with the exception of senior managers who had already moved to a modernised pay and terms contract in 2010. Staff covered by other negotiating bodies e.g. Craft, Youth and Soulbury were excluded.
- 3.6. In November 2017, staff in the Repairs Service (one of the groups covered by other negotiating bodies) were also invited to move across to Camden's pay and terms and conditions. This was in direct response to emerging recruitment and retention issues and a positive sign-up rate (86% of staff in scope) was achieved.
- 3.7. As part of the approach outlined in the report to the Committee in 2012, it was agreed the Council would carry out a review of the total number of staff who remain on the national arrangements after a period of 3 years from 1 April 2013, with a view to considering when to move all staff across in order to minimise equal pay risks.
- 3.8. A paper was taken to Camden Management Team (CMT) in January 2017 to review the situation and if there was a desire to give staff a second opportunity to move to Camden pay, terms and conditions on a voluntary basis in 2017, with a potential follow-up exercise where dismissal and re-engagement of any remaining staff was considered. CMT were supportive of a second opportunity but due to other priorities, planning for this had to be deferred.
- 3.9. The second opportunity for employees remaining on the old arrangements to transfer concluded in November 2018 with 71% of staff accepting and transferring with effect from 1 December 2018.
- 3.10. School based staff and those staff covered by other negotiating bodies continued to be out of scope of this second sign up window e.g. centrally employed Teachers, Youth and Soulbury (e.g. Educational Psychologists). There was a commitment to review this position at a later date.
- 3.11. Follow up work since then has focused on steps and processes to remove the barriers stopping people transferring. Recent outcomes include, the transition to Camden terms and conditions of all but 2 staff within Libraries and 58 staff in property services that were previously on TUPE protected terms and conditions. We will continue with this approach whilst the review of the Camden pay scheme is undertaken, as outcomes from this this may create opportunities to ease transition of remaining staff.
- 3.12. As the options have gradually been exhausted the numbers of staff remaining have decreased. Overall, 92.9% of staff are now covered by the new scheme, with the remaining 1.5% (63 staff) on the old scheme and 5.6% are covered by other terms and conditions.

School based non-teaching staff terms and conditions

- 3.13. Any duality of pay arrangement across one employer (with the exceptions as outlined above) results in potential equal pay liabilities.
- 3.14. An important distinction across the schools workforce is the status of the schools; the Council is considered the employer of the c.1,200 staff in Community schools, but not of the c.600 based in voluntary-aided schools. While Community School

staff could compare their pay and terms and conditions with directorate-based staff, it is considered that those based in voluntary-aided schools could not. Therefore, it is the 1,200 staff based in Community schools that create potential risk of equal pay claims in the future.

- 3.15. As the Community schools staff can be treated as direct comparators to the directorate-based staff, the terms and conditions the Council will need to consider whether to move to harmonise across this element of the workforce. Additional factors to consider at this stage are the impact of the new government and the likely position on academisation of schools.
- 3.16. The majority of school-based staff do not receive any additional allowances or overtime as part of their pay. As a result, there should be very few employees who would see any reductions in salary were the Council to decide to undertake this exercise. The term-time contract used in schools will also mean that differences in annual leave across old and new terms will have limited impact. This would likely make the process more straightforward from an engagement and sign-up perspective.
- 3.17. In the 2021 update to the Committee we advised that when the Council has a greater clarity on the government's plans for schools, it will begin consultation with schools and trade unions on whether a review is required and in that even what form that will take. We do however not yet have further clarity on this point and this is unlikely to change until the outcome of the Conservative leadership contest is known. Should further clarity be forthcoming however, the earliest we would review our position would be on completion of the current review of the Camden pay scheme.

4. Politically Restricted Positions

- 4.1. The Local Government and Housing Act 1989 (LGHA) introduced the principle of politically restricted posts (PoRPs) and of restricting the political activities of local authority employees.
- 4.2. Subsequent legislative changes amended the responsibilities of local authorities and broadened the scope of posts to be considered politically sensitive. Specifically:
 - Under Section 3A of the LGHA, from 1 April 2008 in England the responsibility for granting exemptions passed from the Independent Adjudicator to local standards committees.
 - The Local Democracy, Economic Development and Construction Act 2009, with effect from 12 January 2010, listed PoRPs solely based on salary level.
- 4.3. The Localism Act 2011 again changed the position. Following the Localism Act, the decision-making on whether or not an employee should be on the sensitive post list specified by the Council itself now rests solely with the Head of Paid Service, who in Camden is the Chief Executive. In making that decision the Chief Executive must consult with the Borough Solicitor.

- 4.4. Including a position on the list of politically restricted posts disqualifies the post-holder from standing for or holding elected office as:
- a local councillor
 - a MP
 - a Member of the Welsh Assembly
 - the Mayor of London or a Constituency / London-wide Assembly Member
- 4.5. It also means he/she is unable to take up any other active political role either in or outside the workplace, such as:
- acting as an election agent or sub-agent for any candidate for election;
 - holding office in a political party;
 - canvassing at elections;
 - speaking or writing publicly (other than in an official capacity) to affect public support for a political party.
- 4.6. No active participation within the political party is allowed, but the post-holder is:
- permitted to hold membership of political parties;
 - permitted to display a poster or other document at home or in their car or other personal possessions.
- 4.7. Inclusion on the list of politically restricted posts has no other effect if there is no intention to take up the prohibited activities. This is incorporated in Camden's terms and conditions of employment.
- 4.8. The LGHA separates politically restricted posts into two categories.
- a) **'Specified' posts** - which the Act states are politically restricted. People in these posts are debarred from politically active roles with no provision to review the restriction. This includes:
- the Head of the Paid Service (HoPS) (Section 4 LGHA);
 - statutory chief officers (including the director of children's service and the director of adult social services);
 - non-statutory chief officers (officers reporting to the HoPS excluding secretarial/support staff);
 - deputy chief officers (officers reporting to a statutory or non-statutory chief officer - excluding secretarial/support staff);
 - the Monitoring Officer (Section 5 LGHA)
- b) **'Sensitive' posts** which each local authority decides are politically restricted. People in these roles wishing to take up a politically active role may request a review of the restriction.

- 4.9. Camden policy is that all Senior Management posts are classified as sensitive along with other positions where either or both of the LGHA’s criteria apply. This includes leadership level and posts at Level 5, Zone 2 and above. Also, some principal officers who give advice regularly to the council/elected Members or speak on behalf of Camden.
- 4.10. Staff wishing to take up political activities may request to be removed from the PoRPs list if restricted on sensitive-duties related grounds. Formal applications for removal must be submitted in writing to the Borough Solicitor and will include the job profile and the applicant’s case that they cannot influence council policy and/or the criteria was incorrectly applied. The Borough Solicitor will review the circumstances for the post’s inclusion and make a recommendation to the Head of Paid Service whose decision is final.
- 4.11. The Council’s PoRPs list is created and maintained as a live document by the Director of People and Inclusion. The current list of politically restricted posts in Camden is attached as Appendix 4.
- 4.12. Currently 457 posts are classified as politically restricted. The following table shows how these posts are distributed across the Council.

	Specified	Sensitive	Total
Corporate Services	9	146	155
Supporting Communities	7	173	180
Supporting People	6	116	122
Total	22	435	457

5. Conclusion

- 5.1. This has sought to be a comprehensive overview of Camden’s Reward Strategy, and the implementation of Camden terms and conditions across the Council and current status of politically restricted posts. The Committee is asked to note the contents of the report.

6. Finance Comments of the Executive Director Corporate Services

- 6.1. This report gives an overview of the Council’s reward package and changes made during 2021/22 and the implementation of Camden terms and conditions across the Council.
- 6.2. All employee costs are met from service budgets, the financial impact of the various elements of the reward strategy depend on the number and grade of officers at any time.

7. Legal Comments of the Borough Solicitor

- 7.1. The Borough Solicitor has been consulted and has no further comments.

8. Appendices

- Appendix 1 – Summary of Camden Staff Benefits and External Accreditations
- Appendix 2 – Development of the Wellbeing Offer since 2020
- Appendix 3 – Summary of main differences between old and current Terms and Conditions
- Appendix 4 - List of Politically Restricted Posts

REPORT ENDS

Summary of Camden staff benefits and external accreditations

Quality of life/work-life balance

- Agile working: Flexible work from any location (where role allows)
- Working Abroad Scheme: this enables staff to work from abroad for a period of up to 6 weeks, (subject to risk assessment conditions being met) to facilitate staff reconnecting with family living abroad and the need to accommodate quarantine arrangements
- Annual leave: 26 days, increasing to 30 days after 5 years of service, with the option to purchase up to an additional 3 days
- Leave Banking Scheme: this enables staff to bank up to 10 annual leave days over a 5 year period which can be used to take an extended holiday.
- Family leave and occupational pay available from day 1 of employment for:
 - Appointments related to pregnancy/adoption (all at full pay for Birth Parent/Main Adopter and 2 at full pay for Other Parent/Adopter)
 - Staff taking Paternity leave (2 weeks at full pay)
 - Staff taking Maternity, Adoption, or Shared Parental leave (6 months at full pay)
 - Staff experiencing Pregnancy Loss (10 days at full pay), Supporting Dependents.
 - Parents of premature babies (additional leave and pay between actual birth date and due date) and full term but hospitalised babies (up to 4 weeks of additional leave at full pay)
 - Staff who are Foster Carers, prospective Foster Carers and 'Special Guardians' (up to 5 days of additional leave at full pay)
- Other types of paid and unpaid leave such as Sabbatical/employment break, special leave etc.

Physical and Mental Health and Wellbeing

- Disability Leave - up to 10 additional days of leave at full pay for our staff who have declared a disability to attend planned appointments related to their disability
- 10 days of additional leave at full pay for victims of domestic violence and abuse - to allow employees time to make practical arrangements, take a break from work commitments and facilitate leaving an abusive partner or family member.
- 1:2:1 counselling, support and guidance on a wide range of areas through our Employee Assistance Programme
- Free eye tests and seasonal flu jabs

- Advice and support for healthier living including: stop smoking support, Workshops on nutrition and healthy eating, Backcare awareness, breathwork, yoga and mindfulness sessions, and exercise groups
- On-site massage clinic, Osteopathy - 25% discount, Discounted Hypnotherapy
- Life stage workshops, e.g. perimenopause, menopause, pre-retirement planning etc.
- Wellbeing, mindfulness & resilience training and workshops
- Mental health awareness training
- Give as You Earn – payroll giving scheme

Financial Advice and Guidance

- One to one financial advice and guidance through our external independent financial advisers. Staff can access one free financial advice session with a financial expert. We are also in process of agreeing delivery of a new series of webinars/face to face workshops and webinars for staff.
- Financial wellbeing support and guidance is available through our Employee Assistance Programme – their website has a specific section for financial wellbeing, which has range of articles, checklists and resources as well as access to counselling if required.

Support to reduce costs

- Cycle to Work and City Bike salary sacrifice schemes save staff 32-42% on hire and purchase of a bike and accessories or the cost of City Bike hire membership with payments spread equally across 12 months. Savings come as this scheme attracts both tax and National Insurance relief.
- Staff noticeboard – where local discounts and other offers are found and advertised by staff. Also offers a forum for staff wanting to buy or sell goods, give items away, or find somewhere to live.
- Lifestyle Discounts – many discounts are accessible to staff through Kaarp and CSSC from savings on everyday shopping to entertainment and family days out. We also promote a range of other individual discounts/offers to Camden staff from companies such as e.g. Microsoft, EE, Dell, Warren Beds etc. EE Perk (20% discount)
- Health Plan – option to join at discounted local government rates that provides access to face-to-face check-ups or appointments, video GP services and 24/7 access to a counsellor as well as cash back on medical expenses e.g. dental, chiropody, physiotherapy, hospital admission etc.
- Childcare vouchers – a salary sacrifice scheme closed to new applicants since government changes in 2018, but for those for those still eligible vouchers may be obtained and used to pay for childcare for children up to the age of 15, or 16

for children with disabilities. The savings come as the scheme attracts both tax relief and National Insurance relief.

Saving for future

- Pension Scheme – The Local Government Pensions Scheme (LGPS) provides valuable benefits and protections for staff and their family. Staff can pay lower contributions and build up your pension more slowly when times are financially tough. This is called the 50/50 section of the LGPS - staff keep full life and ill-health cover if they join the 50/50 section.
- Shared Cost AVC scheme – cost effective saving to increase value of pension as this scheme attracts both tax relief and National Insurance relief because the cost is 'shared' through a salary sacrifice agreement. Guidance and advice on LGPS and saving for the future is accessible from the Knowledge Centre and helpline. A regular programme of webinars are also available.
- London Capital Credit Union (and Camden Mutual Credit Union) – these not for profit organisations offer savings accounts and we have arrangements in place for deductions to be made via payroll. Saving with a credit union can increase the chances of a loan application being approved by them and give access to lower interest rates.

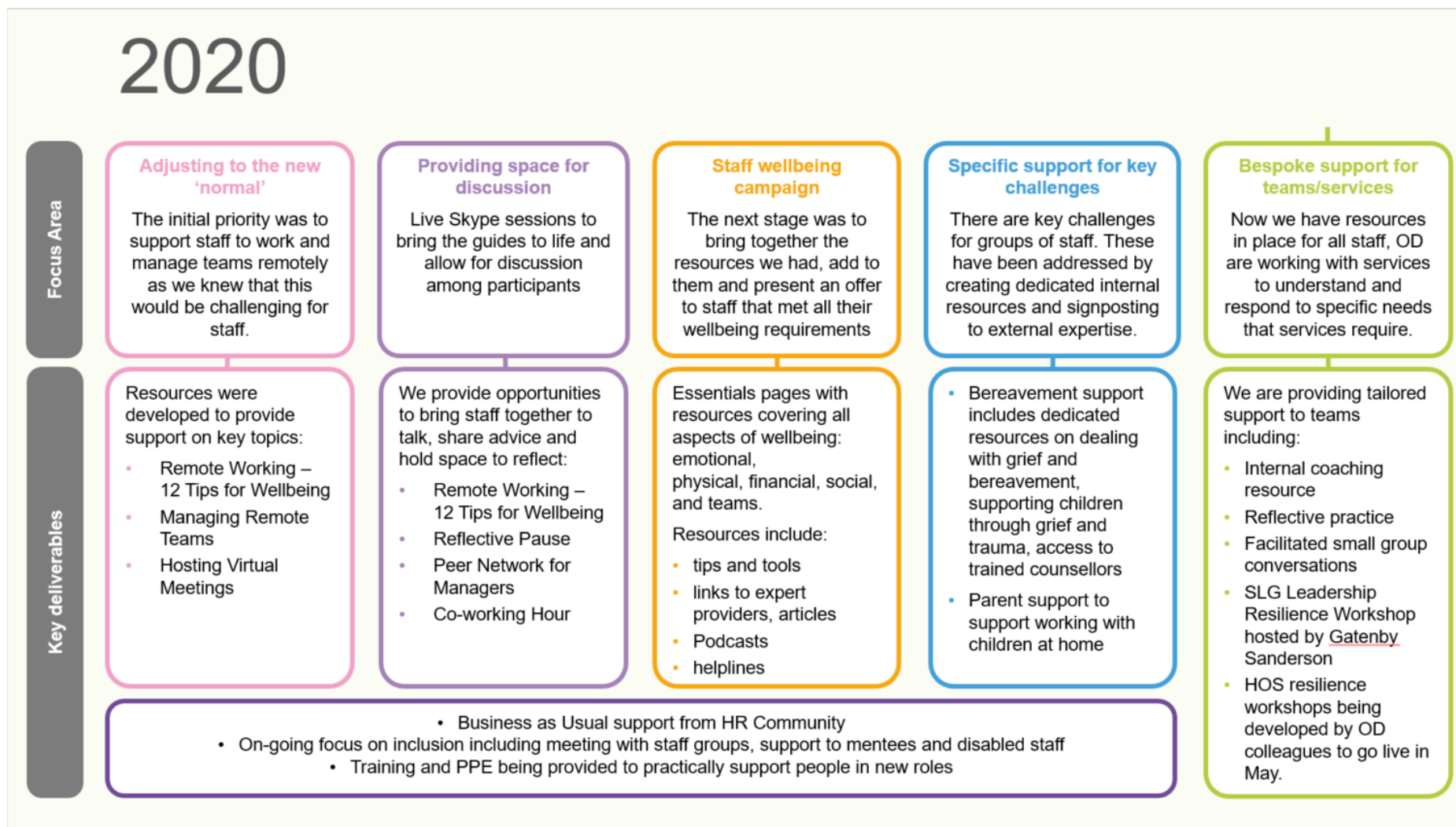
Loans

- Tenancy deposit loan – an interest free loan of up to £3,000 repayable over up to 10 months to support staff with paying tenancy deposit costs.
- Season travel ticket loan – an interest free loan enabling staff to benefit from reduced travel costs by purchasing an annual season ticket but spreading the cost of over 10 months.
- Immigration loan – an interest free loan of up to £5,000 repayable over up to 36 months that staff can use towards payment, for them and their dependents, of British Citizenship or Indefinite Leave to Remain application fees or the payment of the Healthcare surcharge to the UK Visas & Immigration Service.
- Corporate Gym membership – an interest free loan enabling staff to benefit from reduced price by paying annual membership fee upfront, but spreading the cost over 10 months.
- London Capital Credit Union (and Camden Mutual Credit Union) – these not for profit organisations offer loans and we have arrangements in place for deductions to be made via payroll. Staff that otherwise find it difficult to gain access to credit can potentially access loans with a lower interest rate than standard high street/other lenders.
- ***Coming Soon* childcare deposit loan** – an interest free loan to support staff with the upfront payment of registration deposit/fees and first month of childcare fees. Details are currently under development, but this is due to be rolled out in summer.

External Accreditations

- We have been an accredited employer with [The Living Wage Foundation](#) since 2012.
- We have been an accredited [Timewise Employer](#) for over six years demonstrating our commitment to flexible working to help balance work and other life demands, and have been recognised as a role model employer.
- We were an early adopter of the [Mayor's Good Work Standard](#) and were rated as excellent when we received accreditation. This reflects the many ways in which we are striving for the best possible working conditions for our colleagues and our commitment to a healthy, fair and inclusive workplace.
- The support we provide to the parents of premature babies and full term but hospitalised babies is accredited by the ['Employer with a Heart Chartermark'](#)
- In 2020 we were accredited as a 'Fostering Friendly Employer' by the [Fostering Network](#) for the additional support provide for staff we who are prospective or approved foster carers
- In 2021 ranked 47th out of around 450 organisations in [Stonewalls Workplace Equality Index](#), We were the highest ranked council and achieved a gold award. This is great recognition of the work we have done, and continue to do, around LGBTIQ+ inclusion.

Development of the Wellbeing Offer since 2020



....into 2021

Bereavement support

Sharing our [bereavement support resources](#) – featuring a range of links to specialist support, including helplines, one-to-one counselling, articles and tool/tips

Bespoke team sessions provided by Re-think (an external organisation who specialise in supporting people dealing with traumatic bereavement)

1:1 mental health first aid check-in conversation with a C&I Mental Health Trust Psychologist

Signposting to expert support via our Employee Assistance Programme (EAP), Cruse (a specialist bereavement charity) and the Samaritans

Live wellbeing-focused sessions for all staff

Pause for Thought – Online sessions facilitated by OD and L&D for people to connect with others and to reflect individually.

Focused on specific topics such as managing fatigue, coping with anxiety, seasonal affective disorder (SAD).

Peer Support Networks – online sessions for people to support each other. This includes for Staff who are shielding, staff who are in lockdown solo and younger staff members, particularly those in less suitable living situations

Workshops: Top Tips for Winter wellbeing– The OD and L&D team will facilitate a 50 minute weekly workshop

Supporting work-life balance

Encouraging staff to take time out of their day to have a break We know people feel they don't have permission to do this, either giving themselves permission or from elsewhere. We wanted to break this perception and encourage people to take regular breaks by

- reduce time spent in meetings: aim for 50 mins instead of an hour, or 25 mins instead of half an hour.
- Taking their annual leave, especially over the festive period. Including an additional one day annual leave allocation on NYE.
- Take a lunch break, promoting outside activities.
- **Workshop: Switching off for a healthy work-life balance** – The OD and L&D team will facilitate a 45 mins weekly workshop which includes tips on how to have healthy boundaries with work

Wellbeing for Managers

We know we needed to reach managers to support them not only with their own resilience and wellbeing but understand and support their staff.

Leadership resilience sessions – exploring the national trends, psychology of 'permission' to take breaks and the leadership role in supporting organisation wellbeing.

Pause for Thought for Managers – Online facilitated for people to connect with others and to reflect individually. Focused on topics such as how managers can support connectedness and wellbeing in the workspace, the compassionate manager, and the importance of encouraging staff to take breaks and have a health work-life balance

Guidance document - Top tips for managers: winter wellbeing for you and your team

.....2021 into 2022

'Sharp end' support

'Culturally competent' wellbeing coaching for those affected by grief, trauma, racism and our wider inclusion work.

Launch of Our Commitment to Pregnancy Loss Leave and Commissioned support sessions for those who have experienced pregnancy loss.

Support for those who have experienced domestic abuse- up to 10 days leave. Launch our commitment on Addressing Domestic Violence & Abuse at Work

Sign-up to the Employers Domestic Abuse Covenant (EDAC) and identify sustainable workplace opportunities for women affected by domestic abuse

Tailoring our approach to individuals and staff groups

Launch of our **wellbeing passport**

Working closely with **our staff networks** such as Rainbow Group, Disability Networks, Camden Black Workers group, MOC and WOC progressions groups and younger staff networks to ensure staff know they are supported.

Working with Mobilise - who provide support for Carers throughout Covid

Medi gold Seminars - with a focus on health & wellbeing and keeping people in work, safe and well.

Reaching more staff in new ways

Camden Podcast Series
Psyched up - Educational psychologists
Cover to cover : libraries, arts and tourism service
Bussing the Boost: vaccine and community health team
Mind map: mental health awareness

Online exercise sessions: 30 minute sessions led by Camden Personal Trainers

Mindfulness meditation sessions: these highly successful session will continue as a weekly event

Plus foundation wellbeing provision

Free eye tests and flu jabs

Workshops on nutrition

[Backcare](#) awareness session

On-site massage clinic

Stop smoking support

Osteopathy - 25% discount

Camden's approach to flexible working

Mental health awareness training

Discounted Hypnotherapy

Volunteering programme

Staff networks: Carers network, Menopause group, Rainbow group, Black workers group, young peoples group, disabled workers network

Independent financial advice

Camden Plus Credit Union

Summary of main differences between 'old NJC' and Camden Terms and Conditions (T&C)

	Old NJC T&C	Camden T&C										
Working Week	<p>35</p> <p>Premium payment made for work as part of normal working week on weekends and bank holidays.</p>	<p>36</p> <p>Normal working hours are:</p> <ul style="list-style-type: none"> Monday to Friday, 7am to 10pm Saturday and Sunday, 8am to 5pm <p>Work within these hours will not attract a premium payment. Where an employee works outside of these hours, premium payments would not apply unless the working pattern is disruptive or employees are required to work during the night</p>										
Annual Leave	<table border="1"> <thead> <tr> <th>Entitlement</th> <th>Maximum levels</th> </tr> </thead> <tbody> <tr> <td>Annual leave on commencement</td> <td>20/23</td> </tr> <tr> <td>Additional leave</td> <td>5 (statutory and privilege days)</td> </tr> <tr> <td>Long service leave</td> <td>10</td> </tr> <tr> <td>Total possible</td> <td>35/38</td> </tr> </tbody> </table>	Entitlement	Maximum levels	Annual leave on commencement	20/23	Additional leave	5 (statutory and privilege days)	Long service leave	10	Total possible	35/38	<p>26 days plus 4 additional days after 5 years for new staff.</p> <p>Staff who transferred from old to new, were able to accrue annual leave until 31 March 2015 and then had their entitlements frozen.</p>
Entitlement	Maximum levels											
Annual leave on commencement	20/23											
Additional leave	5 (statutory and privilege days)											
Long service leave	10											
Total possible	35/38											

Notice Period	<table border="1"> <thead> <tr> <th>Camden grade</th> <th>Notice required</th> </tr> </thead> <tbody> <tr> <td>PO5 and above</td> <td>12 weeks</td> </tr> <tr> <td>PO1 – PO4</td> <td>8 weeks</td> </tr> <tr> <td>Scale 1 – SO2</td> <td>4 weeks</td> </tr> </tbody> </table>	Camden grade	Notice required	PO5 and above	12 weeks	PO1 – PO4	8 weeks	Scale 1 – SO2	4 weeks	<table border="1"> <thead> <tr> <th>Grade</th> <th>Notice required</th> </tr> </thead> <tbody> <tr> <td>P&M segment</td> <td>8 weeks</td> </tr> <tr> <td>SP segment</td> <td>4 weeks</td> </tr> </tbody> </table>	Grade	Notice required	P&M segment	8 weeks	SP segment	4 weeks
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Overtime	Up to SCP28 Time and a half Monday to Saturday and double time Sunday and bank holiday	<p>Plain time + 10% (Christmas Day – plain time + 50%)</p> <p><i>Only staff in the Service Provider segment are eligible for overtime payments.</i></p>														
Night Period	Time and a third 8pm – 6am.	<p>minimum of three hours worked between 10pm and 6am.</p> <p>Plain time + 23%</p>														
Bank Holiday Pay	Employees required to work on a public or extra statutory holiday shall, in addition to the normal pay for that day, be paid at plain time rate for all hours worked within their normal working hours for that day. In addition, at a later date, TOIL.	<p>Service Provider segment: 10% on top of basic pay + TOIL (time off in lieu); Christmas Day – 50% on top of basic pay + TOIL</p> <p>Practitioner & Manager segment: TOIL only; Christmas Day – 50% on top of basic pay + TOIL</p>														

List of Politically Restricted Posts

Directorate	Division	Section	Position Name
Corporate Services			727110.Chief Executive
Corporate Services			727111.Executive Director Corporate Services
Corporate Services	Corporate Strategy and Policy Design		727121.Director of Corporate Strategy and Policy Design
Corporate Services	Corporate Strategy and Policy Design		733492.Head of Corporate Strategy
Corporate Services	Corporate Strategy and Policy Design		733493.Strategic Research and Evidence Lead
Corporate Services	Corporate Strategy and Policy Design		734526.Head of Service Design and Policy Design
Corporate Services	Corporate Strategy and Policy Design		734783.Lead Policy Designer
Corporate Services	Corporate Strategy and Policy Design		733491.Head of Policy Design
Corporate Services	Corporate Strategy and Policy Design		733494.Lead Delivery Manager
Corporate Services	Customer Services	Benefits	734531.Tackling Poverty Programme Manager
Corporate Services	Customer Services	Benefits	703609.Head of Benefits
Corporate Services	Customer Services	Benefits	735377.Business Rates and Accuracy Service Manager
Corporate Services	Customer Services	Benefits	735380.Council Tax & CTS Service Manager
Corporate Services	Customer Services	Contact Camden	732196.Registration Service Manager / Proper Officer
Corporate Services	Customer Services	Contact Camden	709928.Head of Customer and Registration Services
Corporate Services	Customer Services	Contact Camden	731161.Customer Service Manager - Contact Camden
Corporate Services	Customer Services	Contact Camden	733526.Customer Service Manager - Welfare and Strategy
Corporate Services	Customer Services	Council Tax and Business Rates	729921.Head of Council Tax and Business Rates
Corporate Services	Customer Services	Credit Control	725904.Head of Credit Control
Corporate Services	Customer Services	Credit Control and Income Management	730477.Head of Credit Control and Income Management
Corporate Services	Customer Services	Parking Operations	728299.Operations Manager
Corporate Services	Customer Services	Parking Operations	728298.Process and Investigations Manager

Directorate	Division	Section	Position Name
Corporate Services	Customer Services	Parking Operations	723300.Head of Parking Operations
Corporate Services	Customer Services		727120.Director of Customer Services
Corporate Services	Digital and Data Services	Applications	731341.Applications Support Manager
Corporate Services	Digital and Data Services	Applications	734718.Applications Rationalisation Manager
Corporate Services	Digital and Data Services	Applications	731349.Applications Support Manager
Corporate Services	Digital and Data Services	Applications	730218.Software Development Manager
Corporate Services	Digital and Data Services	Applications	730217.Head of Applications
Corporate Services	Digital and Data Services	Data and Analytics	730283.Chief Data Officer
Corporate Services	Digital and Data Services	Digital Products and Services	733719.Head of Digital Product
Corporate Services	Digital and Data Services	Digital Products and Services	734498.Operations and Relationships Manager
Corporate Services	Digital and Data Services	Digital Products and Services	734499.Lead Agile Delivery Manager
Corporate Services	Digital and Data Services	Digital Products and Services	734502.Digital Design Lead
Corporate Services	Digital and Data Services	Digital Products and Services	734503.Lead Content Designer
Corporate Services	Digital and Data Services	Digital Products and Services	734507.Lead Product Designer
Corporate Services	Digital and Data Services	Digital Products and Services	734511.Lead Product Manager
Corporate Services	Digital and Data Services	Digital Products and Services	734516.Tech Lead
Corporate Services	Digital and Data Services	Digital Products and Services	734517.Full Stack Developer
Corporate Services	Digital and Data Services	Digital Products and Services	734518.Full Stack Developer
Corporate Services	Digital and Data Services	Digital Transformation	734024.Lead Agile Delivery Manager
Corporate Services	Digital and Data Services	IT Business Management	730307.Head of IT Business Management
Corporate Services	Digital and Data Services	Senior Leadership Team	726437.Chief Digital and Information Officer
Corporate Services	Digital and Data Services	Senior Leadership Team	734096.Principal Technical Architect
Corporate Services	Digital and Data Services	Senior Leadership Team	728093.Head of Applications and Business Solutions
Corporate Services	Digital and Data Services	Technology	731328.Applications Support Manager
Corporate Services	Digital and Data Services	Technology	734009.Information Security Manager
Corporate Services	Digital and Data Services	Technology	730361.Infrastructure Manager
Corporate Services	Digital and Data Services	Technology	734389.Cloud Architect

Directorate	Division	Section	Position Name
Corporate Services	Digital and Data Services	Technology	730371.User Experience and Support Manager
Corporate Services	Digital and Data Services	Technology	730349.Head of Technology
Corporate Services	Digital and Data Services	Technology	734391.Security Architect
Corporate Services	Digital and Data Services	Technology	734390.Network Architect
Corporate Services	Digital and Data Services	Technology	735155.Technology Adoption Manager
Corporate Services	Equalities and Disproportionality Team		733950.Director of Equalities and Disproportionality
Corporate Services	Equalities and Disproportionality Team		733951.Equalities and Systems Change Lead
Corporate Services	Equalities and Disproportionality Team		733925.Equalities and Systems Change Lead
Corporate Services	Finance		727119.Director of Finance
Corporate Services	Finance		731860.Senior Category Manager
Corporate Services	Finance		726228.Category Manager
Corporate Services	Finance		729249.Consultant
Corporate Services	Finance		732819.Head of Procurement and Social Value
Corporate Services	Finance		733063.Interim Director of Finance
Corporate Services	Finance	Applications – HR and Finance	730212.Head of HR and Financial Systems
Corporate Services	Finance	Corporate Services Finance	728318.Head of Finance (Corporate Services)
Corporate Services	Finance	Financial Reporting and Controls	728347.Financial Reporting Manager
Corporate Services	Finance	Inclusive Innovation Network	732136.Lead Role
Corporate Services	Finance	Inclusive Innovation Network	732137.Inclusive Innovation Network Catalyst
Corporate Services	Finance	Inclusive Innovation Network	732138.Inclusive Innovation Network Catalyst
Corporate Services	Finance	Internal Audit and Risk	708478.Audit Manager
Corporate Services	Finance	Internal Audit and Risk	721643.Risk Manager
Corporate Services	Finance	Internal Audit and Risk	703475.Head of Internal Audit, Investigations and Risk Management
Corporate Services	Finance	Smarter Working Programme	726565.Oracle HCM Cloud Functional Consultant
Corporate Services	Finance	Smarter Working Programme	729663.Oracle Cloud Payroll Project Manager

Directorate	Division	Section	Position Name
Corporate Services	Finance	Supporting Communities Finance	728314.Head of Finance (Supporting Communities)
Corporate Services	Finance	Supporting Communities Finance	728314.Head of Finance (Supporting Communities)
Corporate Services	Finance	Supporting Communities Finance	728355.Team Leader (HRA & Capital Projects)
Corporate Services	Finance	Supporting Communities Finance	735144.Head of CIP
Corporate Services	Finance	Supporting People Finance	728324.Team Leader (Health and Care)
Corporate Services	Finance	Supporting People Finance	728327.Head of Finance (Supporting People)
Corporate Services	Finance	Treasury and Financial Reporting	728380.Head of Treasury & Financial Services
Corporate Services	Human Resources		727118.Director of People and Inclusion
Corporate Services	Human Resources		722366.HR Strategic Lead
Corporate Services	Human Resources		722447.HR Strategic Lead
Corporate Services	Human Resources		722448.HR Strategic Lead
Corporate Services	Human Resources		722449.HR Strategic Lead
Corporate Services	Human Resources		729468.Associate Director Organisational Development
Corporate Services	Human Resources	Human Resources - Expert Advisors	726102.Employee Relations Manager
Corporate Services	Human Resources	Human Resources - Expert Advisors	731961.Reward & HRMI Manager
Corporate Services	Human Resources	Human Resources - Health and Safety	723097.Health and Safety Manager
Corporate Services	Human Resources	Human Resources - Organisation Development	727174.Learning and Development Lead
Corporate Services	Human Resources	Human Resources - Organisation Development	727323.OD Lead
Corporate Services	Human Resources	Human Resources - Organisation Development	730144.Organisational Design Lead
Corporate Services	Human Resources	Human Resources - Organisation Development	730693.Organisational Design Lead
Corporate Services	Human Resources	Human Resources - Organisation Development	729062.Systems Thinking Lead
Corporate Services	Human Resources	Human Resources - Resourcing	726287.Resourcing Manager
Corporate Services	Law and Governance		727116.Borough Solicitor
Corporate Services	Law and Governance	Business Support	721866.Head of Business Support
Corporate Services	Law and Governance	Business Support	721881.Service Manager - Business support.

Directorate	Division	Section	Position Name
Corporate Services	Law and Governance	Democratic and Committee Services	729370.Senior Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	717677.Principal Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	717678.Principal Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	717680.Principal Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	717681.Principal Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	725149.Principal Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	725819.Committee Services Manager
Corporate Services	Law and Governance	Democratic and Committee Services	727795.Principal Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	727795.Principal Committee Officer
Corporate Services	Law and Governance	Democratic and Committee Services	734212.Deputy Committee Services Manager
Corporate Services	Law and Governance	Democratic and Committee Services	734362.Elections Manager
Corporate Services	Law and Governance	Democratic and Committee Services	707772.Mayors Officer
Corporate Services	Law and Governance	Democratic and Committee Services	725991.Mayor's Project Officer
Corporate Services	Law and Governance	Legal Services	709600.Principal Lawyer
Corporate Services	Law and Governance	Legal Services	709578.Principal Lawyer
Corporate Services	Law and Governance	Legal Services	722490.Principal Lawyer
Corporate Services	Law and Governance	Procurement	726225.Senior Category Manager
Corporate Services	Law and Governance	Procurement	726226.Category Manager
Corporate Services	Law and Governance	Procurement	726227.Category Manager
Corporate Services	Law and Governance	Procurement	726229.Category Manager
Corporate Services	Law and Governance	Procurement	726230.Category Manager
Corporate Services	Law and Governance	Procurement	732198.Category Manager
Corporate Services	Law and Governance	Procurement	733751.Head of Procurement and Social Value
Corporate Services	Law and Governance	Procurement	709875.Head of Procurement
Corporate Services	Law and Governance	Procurement	723848.Business Development and Contract Manager
Corporate Services	Law and Governance	Procurement	730834.Strategic Contracts and Responsible Procurement Manager
Corporate Services	Law and Governance	Procurement	732197.Category Manager

Directorate	Division	Section	Position Name
Corporate Services	Participation, Partnerships and Communications		731184.Senior Communications Manager
Corporate Services	Participation, Partnerships and Communications		731190.Designer
Corporate Services	Participation, Partnerships and Communications	Cabinet Office	730691.Head of Cabinet Office
Corporate Services	Participation, Partnerships and Communications	Cabinet Office	733744.Cabinet Officer
Corporate Services	Participation, Partnerships and Communications	Cabinet Office	733743.Cabinet Officer
Corporate Services	Participation, Partnerships and Communications	Chief Executive's Office	727966.Head of Chief Executive Office
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	728303.Director of Participation, Partnerships and Communications
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	725269.Media & External Relations Officer
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	728300.Head of Strategic Communications
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	728301.Head of Media and External Relations
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	728302.Media Manager
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	731186.Media & External Relations Officer
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	731216.Media & External Relations Officer
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	734056.Communications Lead
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	725267.Public Affairs Manager
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	725270.Media & External Relations Officer
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	728023.Media and External Relations Officer
Corporate Services	Participation, Partnerships and Communications	Communications Service Team	732804.Interim Strategic Lead (Covid Test and Track)

Directorate	Division	Section	Position Name
Corporate Services	Participation, Partnerships and Communications	Creative Service	730818.Print Co-ordinator and Production Assistant
Corporate Services	Participation, Partnerships and Communications	Creative Service	731188.Designer
Corporate Services	Participation, Partnerships and Communications	Creative Service	731189.Designer
Corporate Services	Participation, Partnerships and Communications	Creative Service	731201.Creative Services Manager
Corporate Services	Participation, Partnerships and Communications	Creative Service	725282.Creative Services Manager
Corporate Services	Participation, Partnerships and Communications	Participation and Partnerships	733721.Head of Participation and Partnerships
Corporate Services	Participation, Partnerships and Communications	Participation and Partnerships	733722.Participation Lead
Corporate Services	Participation, Partnerships and Communications	Participation and Partnerships	733723.Participation Lead
Corporate Services	Participation, Partnerships and Communications	Participation and Partnerships	733724.Partnership Lead
Corporate Services	Participation, Partnerships and Communications	Participation and Partnerships	734050.Participation Lead
Corporate Services	Strategy and Change	Strategy and Change Team	723718.Head of Strategy Corporate Services
Supporting Communities			727122.Executive Director of Supporting Communities
Supporting Communities			733235.Head of HS2 Special Projects
Supporting Communities			734854.Head of Housing Transformation
Supporting Communities			732803.Head of Programmes Supporting Communities
Supporting Communities	Community Services		727123.Director of Community Services
Supporting Communities	Community Services		730883.Head of Safer Camden Network
Supporting Communities	Community Services		732995.Community Response Programme Lead
Supporting Communities	Community Services		734043.Head of Community Safety & Public Protection
Supporting Communities	Community Services		735033.Strategic Lead Refugee Communities
Supporting Communities	Community Services	Community Partnership Unit	726590.Head of Community Partnerships
Supporting Communities	Community Services	Community Safety and Emergency Management	724028.Head of Community Safety and Emergency Management

Directorate	Division	Section	Position Name
Supporting Communities	Community Services	Community Safety and Emergency Management	734791.Resilience & Public Security Manager
Supporting Communities	Community Services	Community Safety and Emergency Management	734792.Community Safety Manager
Supporting Communities	Community Services	Community Safety and Emergency Management	734793.Community Safety Manager
Supporting Communities	Community Services	Community Safety and Emergency Management	733882.Rough Sleeping Commissioner
Supporting Communities	Community Services	Community Safety and Emergency Management	727472.No Place for Hate Manager
Supporting Communities	Community Services	Community Safety and Emergency Management	727473.Community Delivery Manager
Supporting Communities	Community Services	Community Safety and Emergency Management	727476.Community Engagement Manager
Supporting Communities	Community Services	Community Safety and Emergency Management	727475.Response Manager
Supporting Communities	Community Services	Green Space	728885.Head of Green Spaces
Supporting Communities	Community Services	Libraries Arts and Tourism	735053.Head of Culture
Supporting Communities	Community Services	Libraries Arts and Tourism	727370.Events Team Manager
Supporting Communities	Community Services	Libraries Arts and Tourism	735150.Head of Libraries
Supporting Communities	Community Services	Public Protection	728886.Head of Public Protection
Supporting Communities	Community Services	Public Protection	734461.Public Protection Manager
Supporting Communities	Community Services	Public Protection	729022.Senior Coroner
Supporting Communities	Community Services	Public Protection	734398.Coronial Services and Business Development Manager
Supporting Communities	Community Services	Public Protection	729026.Environmental Health Manager
Supporting Communities	Community Services	Regulatory Services	708253.Head of Regulatory Services
Supporting Communities	Community Services	Sport and Physical Activity	710247.Head of Sport and Physical Activity
Supporting Communities	Community Services	Sport and Physical Activity	728738.Strategy and Partnership Manager
Supporting Communities	Development		727135.Director of Development
Supporting Communities	Development	Asset Strategy and Valuations	729711.Head of Sales (New Homes)
Supporting Communities	Development	Asset Strategy and Valuations	723887.Head of Asset Strategy and Valuations

Directorate	Division	Section	Position Name
Supporting Communities	Development	Asset Strategy and Valuations	723889.Senior Asset Strategy and Valuation Surveyor
Supporting Communities	Development	Asset Strategy and Valuations	723890.Senior Asset Strategy and Valuation Surveyor
Supporting Communities	Development	Commercial and Community Property	734492.Head of Property
Supporting Communities	Development	Commercial and Community Property	733966.Senior Valuation Practitioner Commercial
Supporting Communities	Development	Commercial and Community Property	734714.Property Programme Manager
Supporting Communities	Development	Commercial and Community Property	723895.Senior Valuation Practitioner Commercial and Community
Supporting Communities	Development	Commercial and Community Property	725337.Senior Area Review Surveyor
Supporting Communities	Development	Community Investment and Regeneration	711200.Head of Community Investment and Regeneration
Supporting Communities	Development	Community Investment and Regeneration	734395.Senior Development Manager (Wendling)
Supporting Communities	Development	Corporate Accommodation	711643.Programme Manager - Corporate Accommodation
Supporting Communities	Development	Regeneration and Development	732145.Chief Planning Officer
Supporting Communities	Development	Regeneration and Development	710208.Head of CIP Programme Office
Supporting Communities	Development	Regeneration and Development	711694.Team Leader Regeneration
Supporting Communities	Development	Regeneration and Development	718522.Team Leader Regeneration
Supporting Communities	Development	Regeneration and Development	723150.Head of CIP Development
Supporting Communities	Development	Regeneration and Development	723150.Head of CIP Development
Supporting Communities	Development	Regeneration and Development	730193.Head of CIP Development
Supporting Communities	Development	Regeneration and Development	723540.Strategic Development Lead
Supporting Communities	Development	Regeneration and Development	734309.Strategic Development Lead
Supporting Communities	Development	Regeneration and Development	723535.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	723536.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	723538.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	723532.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	723532.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	723532.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	723533.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	723537.Senior Development Manager

Directorate	Division	Section	Position Name
Supporting Communities	Development	Regeneration and Development	723539.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	730497.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	732319.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	732320.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	731983.Technical Design Manager
Supporting Communities	Development		731800.Senior Development Manager
Supporting Communities	Development	Regeneration and Development	727805.Team Leader Regeneration
Supporting Communities	Development	Regeneration and Development	732158.Team Leader Regeneration
Supporting Communities	Development	Regeneration and Development	723534.Development Team Leader
Supporting Communities	Economy, Regeneration and Investment	Development Management	733402.Head of Development Management
Supporting Communities	Economy, Regeneration and Investment	Development Management	733446.Appeals and Enforcement Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	733403.Planning Applications Team Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	733404.Planning Applications Team Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	733405.Planning Applications Team Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	727802.Appeals and Enforcement Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	725845.Resource Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	725868.Planning Solutions Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	725869.Planning Solutions Manager
Supporting Communities	Economy, Regeneration and Investment	Development Management	725870.Planning Solutions Manager
Supporting Communities	Economy, Regeneration and Investment	Euston Regeneration	733694.Head of Euston Regeneration
Supporting Communities	Economy, Regeneration and Investment		732769.Director of Economy, Regeneration and Investment

Directorate	Division	Section	Position Name
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	725833.Head of Placeshaping - Economic Development
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	730652.Head of Inclusive Economy
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	723834.Team Manager
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	729057.Strategic Lead - Planning Policy and Implementation
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	727866.Strategic Lead Economic Growth
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	727867.Strategic Lead Regeneration and Place
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	730207.STEAM Hub Lead
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	723846.Regeneration & Place Manager
Supporting Communities	Economy, Regeneration and Investment	Placeshaping	728697.Strategic Lead - Infrastructure and Growth
Supporting Communities	Environment and Sustainability		732770.Director of Environment and Sustainability
Supporting Communities	Environment and Sustainability	Building Control	702848.Head of Building Control
Supporting Communities	Environment and Sustainability	Building Control	729162.Building Control Service Manager
Supporting Communities	Environment and Sustainability	Camden Accessible Travel	722522.Head of Camden Accessible Travel Solutions
Supporting Communities	Environment and Sustainability	Engineering Services	732405.Chief Engineer
Supporting Communities	Environment and Sustainability	Engineering Services	710034.Head of Engineering Services
Supporting Communities	Environment and Sustainability	Engineering Services	725546.Highways Manager
Supporting Communities	Environment and Sustainability	Engineering Services	725533.Streetworks Authorisations and Compliance Manager
Supporting Communities	Environment and Sustainability	Environment Services	710333.Head of Environment Services
Supporting Communities	Environment and Sustainability	Environment Services	732827.Market Development Manager
Supporting Communities	Environment and Sustainability	Environment Services	710330.Environmental Services Manager
Supporting Communities	Environment and Sustainability	Sustainability Air Quality and Energy	729207.Head of Sustainability, Air Quality and Energy
Supporting Communities	Environment and Sustainability	Sustainability Air Quality and Energy	728286.Energy and Sustainability Manager
Supporting Communities	Environment and Sustainability	Transport Planning and Parking Strategy	725352.Major Projects Programme Manager

Directorate	Division	Section	Position Name
Supporting Communities	Environment and Sustainability	Transport Planning and Parking Strategy	732471.Strategic Lead Transport Planning
Supporting Communities	High Speed II		726587.Head of HS2 Programme Delivery
Supporting Communities	High Speed II		731621.Head of Euston Regeneration
Supporting Communities	Housing		734846.Director of Housing
Supporting Communities	Housing	Housing Management	733240.Head of Voids Programme
Supporting Communities	Housing	Housing Management	721639.Head of Estates Management
Supporting Communities	Housing	Housing Management	731368.EM Service Development Manager
Supporting Communities	Housing	Housing Management	726056.Head of Landlord Services
Supporting Communities	Housing	Housing Management	732845.Landlord Services Manager
Supporting Communities	Housing	Housing Management	732846.Landlord Services Manager
Supporting Communities	Housing	Housing Management	732847.Landlord Services Manager - Development and Partnerships
Supporting Communities	Housing	Housing Management	732074.Rents and Charges Service Manager
Supporting Communities	Housing	Housing Management	724091.Head of Leaseholder Services
Supporting Communities	Housing	Housing Management	711745.Head of Tenant and Leaseholder Engagement
Supporting Communities	Housing	Housing Management	728278.Head Of Tenant Participation and SHS - Interim
Supporting Communities	Housing	Housing Support Services	733882.Rough Sleeping Commissioner
Supporting Communities	Housing	Housing Support Services	709923.Housing Commissioning and Partnership Manager
Supporting Communities	Housing	Housing Support Services	726317.Head of Housing Needs
Supporting Communities	Housing	Housing Support Services	728060.Private Sector Housing Service Manager
Supporting Communities	Housing	Housing Support Services	710409.Head of Housing Supply Initiatives and Partnerships
Supporting Communities	Housing	Housing Support Services	704616.Head of Temporary Accommodation
Supporting Communities	Housing	Housing Support Services	734434.Head of Homelessness System Transformation
Supporting Communities	Property Management		727126.Director of Property Management
Supporting Communities	Property Management		732532.Technical Project Lead
Supporting Communities	Property Management	Better Homes Delivery	730430.Project Director
Supporting Communities	Property Management	Capital Works	732533.Head of Capital Works
Supporting Communities	Property Management	Capital Works	732563.Programme Manager

Directorate	Division	Section	Position Name
Supporting Communities	Property Management	Capital Works	732553.Programme Manager
Supporting Communities	Property Management	Capital Works	732534.Programme Manager
Supporting Communities	Property Management	Capital Works	732534.Programme Manager
Supporting Communities	Property Management	Capital Works	732535.Programme Manager
Supporting Communities	Property Management	Capital Works	732570.Contract Building Surveyor
Supporting Communities	Property Management	Chalcots Project Team	733297.Project Director Chalcots
Supporting Communities	Property Management	Chalcots Project Team	734313.Programme Manager (Chalcots)
Supporting Communities	Property Management	CSF Property and Contracts	710625.Contracts Performance and Commercial Manager
Supporting Communities	Property Management	CSF Property and Contracts	723158.Senior Special Projects Manager
Supporting Communities	Property Management	Facilities Management (PM)	729187.Head of Facilities Management
Supporting Communities	Property Management	Facilities Management (PM)	734098.Technical FM Lead
Supporting Communities	Property Management	Property Customer Service and Engagement	732670.Head of Property Customer Services & Engagement
Supporting Communities	Property Management	Property Customer Service and Engagement	734131.Customer Service Manager - HRCC
Supporting Communities	Property Management	Property Services	723911.Senior Building Surveyor
Supporting Communities	Property Management	Property Services	723912.Senior Building Surveyor
Supporting Communities	Property Management	Property Services	723914.Senior Practitioner - Corporate Building Management
Supporting Communities	Property Management	Property Services	726498.Senior Building Surveyor
Supporting Communities	Property Management	Property Services	731240.Head of Security
Supporting Communities	Property Management	Property Services	731931.Senior Practitioner (Facilities Management)
Supporting Communities	Property Management	Repairs and Operations (PM)	733318.Head of Repairs and Operations
Supporting Communities	Property Management	Repairs and Operations (PM)	732621.M&E Operations Manager
Supporting Communities	Property Management	Repairs and Operations (PM)	732599.Major Repairs Operations Manager
Supporting Communities	Property Management	Repairs and Operations (PM)	732658.Repairs & Operations Service Delivery Team Leader
Supporting Communities	Property Management	Repairs and Operations (PM)	732590.Repairs & Operations Team Leader
Supporting Communities	Property Management	Repairs and Operations (PM)	732591.Repairs & Operations Team Leader
Supporting Communities	Property Management	Repairs and Operations (PM)	732614.Specialist Works Operations Manager

Directorate	Division	Section	Position Name
Supporting Communities	Property Management	Repairs and Operations (PM)	732603.Voids Operations Manager
Supporting Communities	Property Management	Repairs and Operations (PM)	732597.Building Surveyor
Supporting Communities	Property Management	Resident and Building Safety	734064.Head of Resident & Building Safety
Supporting Communities	Property Management	Resident and Building Safety	734065.Fire Safety Advisor Manager
Supporting Communities	Property Management	Resident and Building Safety	734070.Health and Safety Manager
Supporting Communities	Property Management	Resident and Building Safety	734080.Contract Building Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732714.Head of Strategic Asset Management and Compliance
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732716.Asset Strategy & Schools Investment Team Leader
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732725.Contract Resourcing Team Leader
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732723.Contract Building Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732724.Contract Building Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732729.Quantity Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732730.Quantity Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732731.Quantity Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	733319.Quantity Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732728.Quantity Surveyor
Supporting Communities	Property Management	Strategic Asset Management and Compliance	732762.Property Data, Programmes & Systems Team Leader
Supporting Communities	Resident Safety		728403.Head of Resident Safety Engagement Strategy
Supporting Communities	Resident Safety		732479.Programme Director Neighbourhoods
Supporting Communities	Supporting Communities Strategy Team		733772.Head of Strategy Supporting Communities
Supporting Communities	Supporting Communities Strategy Team		733773.Portfolio Lead

Directorate	Division	Section	Position Name
Supporting Communities	Supporting Communities Strategy Team		733785.Portfolio Lead
Supporting People			733467.Executive Director of Supporting People
Supporting People	Adult Social Care		732284.Director of Adult Social Care
Supporting People	Adult Social Care		733717.SAPB Independent Chair
Supporting People	Adult Social Care	Community Integrated Learning Disabilities Service	727369.Head of integrated Learning Disability Service
Supporting People	Adult Social Care	Community Integrated Learning Disabilities Service	711786.Service Manager
Supporting People	Adult Social Care	NHS Foundation Trust	728260.Head of Social Work in Mental Health
Supporting People	Adult Social Care	NHS Foundation Trust	733393.ASC Service Manager in Mental Health
Supporting People	Adult Social Care	NHS Foundation Trust	729233.Service Manager AMHP
Supporting People	Adult Social Care	NHS Foundation Trust	729240.Service Manager
Supporting People	Adult Social Care	NHS Foundation Trust	711002.Service Manager
Supporting People	Adult Social Care	NHS Foundation Trust	723326.Substance Misuse Head of Social Care
Supporting People	Adult Social Care	Service Provision	731642.Head of Provider Services
Supporting People	Adult Social Care	Support and Safeguarding Adults	727169.Head of Support and Safeguarding Adults
Supporting People	Adult Social Care	Support and Safeguarding Adults	725298.Principal Social Worker
Supporting People	Adult Social Care	Support and Safeguarding Adults	726039.Service Manager
Supporting People	Adult Social Care	Support and Safeguarding Adults	727715.Service Manager
Supporting People	Adult Social Care	Support and Safeguarding Adults	732016.Service Manager
Supporting People	Adult Social Care	Support and Safeguarding Adults	727645.Service Manager
Supporting People	Adult Social Care	Support and Safeguarding Adults	732053.Service Manager
Supporting People	Adult Social Care	Transformation and Performance	728273.Head of Transformation and Performance
Supporting People	Adult Social Care	Transformation and Performance	728712.Service Manager - Prevention and Wellbeing
Supporting People	Children's Safeguarding and Social Work		727131.Director of Children's Safeguarding and Social Work
Supporting People	Children's Safeguarding and Social Work		734086.Head of Service for Practice Development

Directorate	Division	Section	Position Name
Supporting People	Children's Safeguarding and Social Work		734424.Performance Development Consultant
Supporting People	Children's Safeguarding and Social Work		734996.Head of Service for Practice Development
Supporting People	Children's Safeguarding and Social Work	Children and Young People Disability Service	707875.Head of CYPDS
Supporting People	Children's Safeguarding and Social Work	Children in Need	721812.Head of Children in Need
Supporting People	Children's Safeguarding and Social Work	Children in Need	727641.Service Manager
Supporting People	Children's Safeguarding and Social Work	Children in Need	727642.Service Manager
Supporting People	Children's Safeguarding and Social Work	Children in Need	732200.Service Manager
Supporting People	Children's Safeguarding and Social Work	Children in Need	734527.Family Group Conference Team Manager
Supporting People	Children's Safeguarding and Social Work	Children in Need	724004.Service Manager
Supporting People	Children's Safeguarding and Social Work	Children in Need	729248.Service Manager - FGC and Restorative Practice
Supporting People	Children's Safeguarding and Social Work	Children's Care Provision	722048.Head of Children's Care Provision
Supporting People	Children's Safeguarding and Social Work	Children's Care Provision	727356.Service Manager
Supporting People	Children's Safeguarding and Social Work	Children's Care Provision	733749.Service Manager - Agency Advisor
Supporting People	Children's Safeguarding and Social Work	Children's Care Provision	730201.Strategy and Commissioning Manager
Supporting People	Children's Safeguarding and Social Work	Children's Care Provision	727357.Service Manager
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	728099.Head of Children's Quality Assurance
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	700301.IRO Service Manager
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	723659.CSCB Business Manager

Directorate	Division	Section	Position Name
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	734422.Service Manager- Legal Proceedings & Case Progression
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	707004.Service Development Manager
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	728234.Specialist Children's QA Manager
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	731628.Service Manager for Child Protection and LADO
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	734788.Service Manager Safeguarding and Quality Assurance
Supporting People	Children's Safeguarding and Social Work	Children's Quality Assurance	734789.Service Manager Safeguarding and Quality Assurance
Supporting People	Children's Safeguarding and Social Work	Looked After Children	708817.Head of Looked After Children
Supporting People	Children's Safeguarding and Social Work	Looked After Children	734810.Service Manager
Supporting People	Children's Safeguarding and Social Work	Virtual School	725956.Deputy Head of Virtual School
Supporting People	Children's Safeguarding and Social Work	Virtual School	726008.Education Consultant
Supporting People	Children's Safeguarding and Social Work	Virtual School	726009.Education Consultant
Supporting People	Children's Safeguarding and Social Work	Virtual School	728000.Education Consultant
Supporting People	Children's Safeguarding and Social Work	Virtual School	728001.Post-16 Education, Training & Employment (ETE) Manager
Supporting People	Early Intervention and Prevention		727128.Director of Early Intervention and Prevention
Supporting People	Early Intervention and Prevention		732991.London Resettlement Partnership Strategic Manager
Supporting People	Early Intervention and Prevention		732991.London Resettlement Partnership Strategic Manager
Supporting People	Early Intervention and Prevention		734083.London Accommodation Pathfinder Strategic Manager
Supporting People	Early Intervention and Prevention	Adult Community Learning	710720.Head of Adult Community Learning

Directorate	Division	Section	Position Name
Supporting People	Early Intervention and Prevention	Early Years	700630.Head of Early Years
Supporting People	Early Intervention and Prevention	Early Years	732464.Locality Leader
Supporting People	Early Intervention and Prevention	Early Years	732465.Locality Leader
Supporting People	Early Intervention and Prevention	Early Years	730105.Early Years Quality Support and Training Manager
Supporting People	Early Intervention and Prevention	Early Years	729740.Operations Manager
Supporting People	Early Intervention and Prevention	Early Years	729741.Locality Leader
Supporting People	Early Intervention and Prevention	Early Years	729742.Locality Leader
Supporting People	Early Intervention and Prevention	Early Years	734457.Project Manager
Supporting People	Early Intervention and Prevention	Early Years	732507.Service Lead (Health Visiting and Family Support)
Supporting People	Early Intervention and Prevention	Early Years	729694.Locality Leader
Supporting People	Early Intervention and Prevention	Early Years	732434.Locality Leader
Supporting People	Early Intervention and Prevention	Family Support and Complex Families	725501.Head of Family Support and Complex Families
Supporting People	Early Intervention and Prevention	Family Support and Complex Families	727474.Violence Against Women and Girls Lead
Supporting People	Early Intervention and Prevention	Family Support and Complex Families	709513.Family Service Manager
Supporting People	Early Intervention and Prevention	Family Support and Complex Families	727314.Service Manager - Early Help Community and Practice
Supporting People	Early Intervention and Prevention	Family Support and Complex Families	727314.Service Manager - Early Help Community and Practice
Supporting People	Early Intervention and Prevention	Family Support and Complex Families	727820.Service Manager Early Help Complex Families
Supporting People	Early Intervention and Prevention	Integrated Youth Service	709289.Head of Integrated Youth Services

Directorate	Division	Section	Position Name
Supporting People	Early Intervention and Prevention	Integrated Youth Service	727224.Service Manager
Supporting People	Early Intervention and Prevention	Integrated Youth Service	727224.Service Manager
Supporting People	Early Intervention and Prevention	Integrated Youth Service	731977.Service Manager (Youth Violence and Exploitation)
Supporting People	Early Intervention and Prevention	Integrated Youth Service	709354.Service Manager
Supporting People	Early Intervention and Prevention	Integrated Youth Service	720867.Service Manager
Supporting People	Early Intervention and Prevention	Integrated Youth Service	710445.Deputy Head of Integrated Youth Support Service
Supporting People	Early Intervention and Prevention	SEIIS (Special Education and Inclusive Education Service)	728110.Head of SEN and Inclusive Intervention Services
Supporting People	Early Intervention and Prevention	SEIIS (Special Education and Inclusive Education Service)	730638.Finance and Commissioning Manager
Supporting People	Education (Achievement and Aspiration)	Camden Learning	727878.Director Camden Learning
Supporting People	Education (Achievement and Aspiration)	Camden Learning	731629.Senior School Inclusion Adviser
Supporting People	Education (Achievement and Aspiration)	Camden Learning	734700.Director of STEAM & Partnerships
Supporting People	Education (Achievement and Aspiration)	Camden Learning	734704.Head of Music Service
Supporting People	Education (Achievement and Aspiration)	Camden Learning	727285.Head of Learning, School Improvement and Partnership
Supporting People	Education (Achievement and Aspiration)	Camden Learning	733322.Director of STEAM & Partnerships
Supporting People	Education (Achievement and Aspiration)	Camden Learning	734712.Managing Director
Supporting People	Education (Achievement and Aspiration)	Camden Learning	733184.Chief Operating Officer
Supporting People	Integrated Commissioning		728083.Director of Education Commissioning
Supporting People	Integrated Commissioning		726597.Commissioning Manager
Supporting People	Integrated Commissioning		730705.Head of Education Commissioning and School Organisation

Directorate	Division	Section	Position Name
Supporting People	Integrated Commissioning		733996.Adult Social Care Workforce Programme Manager
Supporting People	Integrated Commissioning	Adults	730846.Head of Adults Commissioning
Supporting People	Integrated Commissioning	Adults	730846.Head of Adults Commissioning
Supporting People	Integrated Commissioning	Adults	726606.Strategic Commissioner
Supporting People	Integrated Commissioning	Adults	726608.Strategic Commissioner
Supporting People	Integrated Commissioning	Adults	727988.Strategic Commissioner
Supporting People	Integrated Commissioning	Adults	726609.Strategic Commissioner
Supporting People	Integrated Commissioning	Children and Families Commissioning	724024.Head of Children's Integrated Commissioning
Supporting People	Integrated Commissioning	Children and Families Commissioning	724024.Head of Children's Integrated Commissioning
Supporting People	Integrated Commissioning	Children and Families Commissioning	724025.Head of Children's Integrated Commissioning
Supporting People	Integrated Commissioning	Children and Families Commissioning	725427.Strategic Commissioning Manager
Supporting People	Integrated Commissioning	Children and Families Commissioning	725428.Strategic Commissioning Manager
Supporting People	Integrated Commissioning	Children and Families Commissioning	725429.Strategic Commissioning Manager
Supporting People	Integrated Commissioning	Mental Health and Learning Disabilities	726613.Strategic Commissioner
Supporting People	Integrated Commissioning	Mental Health and Learning Disabilities	726613.Strategic Commissioner
Supporting People	Integrated Commissioning	Mental Health and Learning Disabilities	726614.Strategic Commissioner
Supporting People	North London Councils Programme Team		729073.Programme Lead STP
Supporting People	North London Councils Programme Team		734725.Strategic Lead Children and Young People
Supporting People	North London Councils Programme Team		734726.Adult Social Care Markets Commissioning Lead
Supporting People	North London Councils Programme Team		735047.Integrated Care System Policy Lead
Supporting People	Supporting People Strategy Team		733837.Head of Strategy Supporting People
Supporting People	Supporting People Strategy Team		731982.Portfolio Lead

Directorate	Division	Section	Position Name
Supporting People	Supporting People Strategy Team		733850.Programme Lead
Supporting People	Supporting People Strategy Team		733862.Portfolio Lead
Supporting People	Supporting People Strategy Team		733865.Portfolio Lead
Supporting People	Supporting People Strategy Team		734483.Portfolio lead

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