


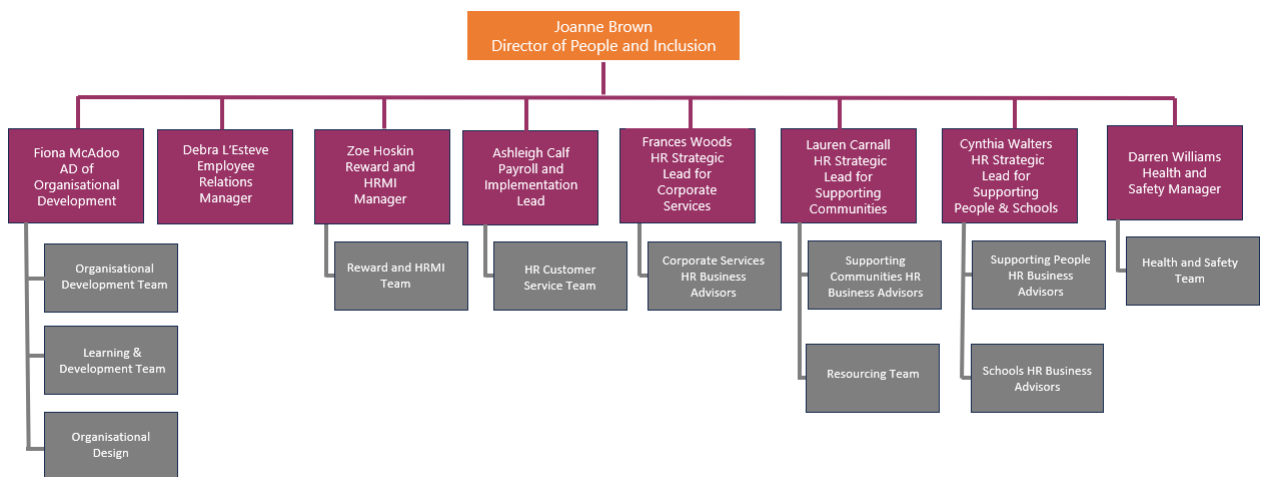
<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARD:</b> All wards
<b>REPORT TITLE:</b> HR Annual Report 2023	
<b>REPORT OF:</b> The Director of People and Inclusion	
<b>FOR SUBMISSION TO:</b> The Resources and Corporate Performance Scrutiny Committee	<b>DATE</b> 14th November 2023
<p><b>SUMMARY OF REPORT</b></p> <p>This report has been compiled in response to the Committee's request for an update on the Council's workforce. It offers an annual review of the Council's workforce composition and outlines the activities carried out during 2022/23. The report encompasses critical aspects such as workforce diversity and inclusivity, talent acquisition, pay, compensation and recognition, future of work and flexibility, employee well-being, and assistance provided to staff in navigating the challenges posed by the rising cost of living.</p> <p><b>Local Government Act 1972 – Access to Information</b> No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer:</p> <p>Patricia Hillman HR Project Lead Corporate Services 5 Pancras Square London N1C 5AG</p> <p>Patricia Hillman: <a href="mailto:Patricia.Hillman@camden.gov.uk">Patricia.Hillman@camden.gov.uk</a></p>	
<p><b>RECOMMENDATIONS</b></p> <p>The Resources and Corporate Performance Scrutiny Committee is asked to note the contents of the report.</p>	
<p><b>Signed</b> </p> <p><b>Director of People and Inclusion.</b></p> <p><b>Date : 1<sup>st</sup> November 2023</b></p>	

# 1. Purpose of Report

1.1. This report has been compiled in response to the Committee's request for an update on the Council's workforce-related developments. It serves as an annual review, offering an in-depth examination of the Council's workforce composition and a summary of activities undertaken during the 2022/23 period. The report addresses critical areas such as workforce diversity, resource allocation, future talent acquisition, compensation and recognition, organisational growth, health and safety measures, and provides an update on our people management AMGUD casework.

Under the guidance of Joanna Brown, Director of People and Inclusion, Camden HR places a significant emphasis on prioritising people and inclusivity. Camden aspires to become the leading public sector employer in the country, establishing a benchmark for exemplary work practices and fostering a climate of fairness and inclusiveness in employment. Camden HR provides a spectrum of services to both the organisation and Camden's educational institutions and partners, working towards delivering the visions set out in We Make Camden and The Way We Work.

1.2. In Summary, the service is comprised of:



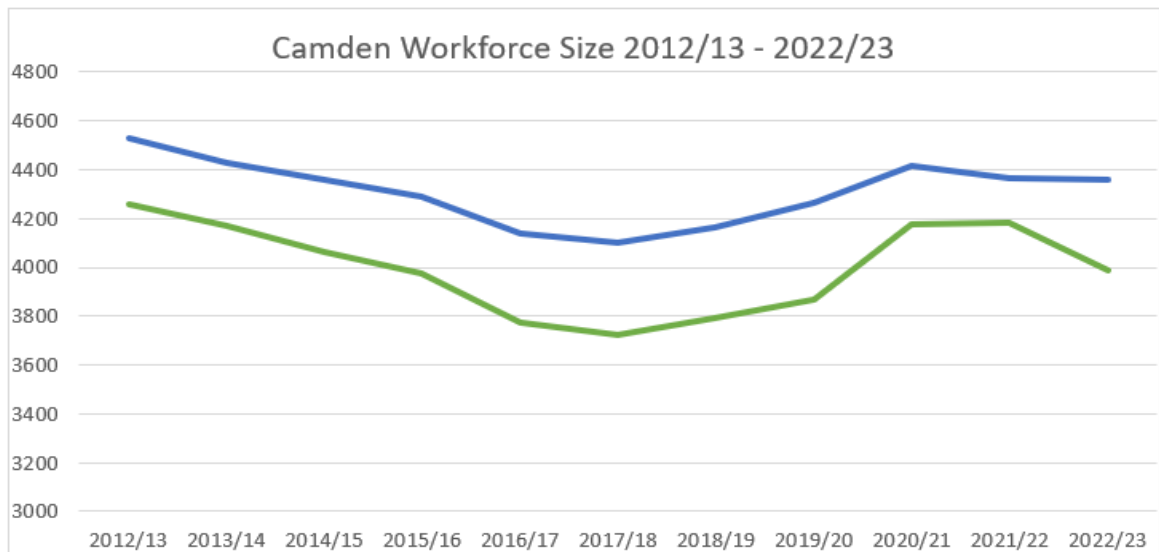
# 2. Current Workforce

2.1. The Camden Annual Employment Profile offers an analysis of the workforce's size, composition, and various recruitment and employment areas, including age, disability, ethnic background, gender, religion or belief, and sexual orientation where applicable data is accessible. This analysis plays a crucial role in guaranteeing that Camden adheres to its responsibilities outlined in equality legislation, particularly in accordance with the public sector equality duty stipulated in The Equality Act of 2010.

2.2. Camden Council is dedicated to achieving a workforce that is representative at all levels. To meet this objective, Camden's employment profile reporting provides a higher level of detail, analysis, and comparative data, all of which is openly disclosed. Ahead of the release of the 2022/23 annual employment profile, the figures up to 31 March 2023 are included below:

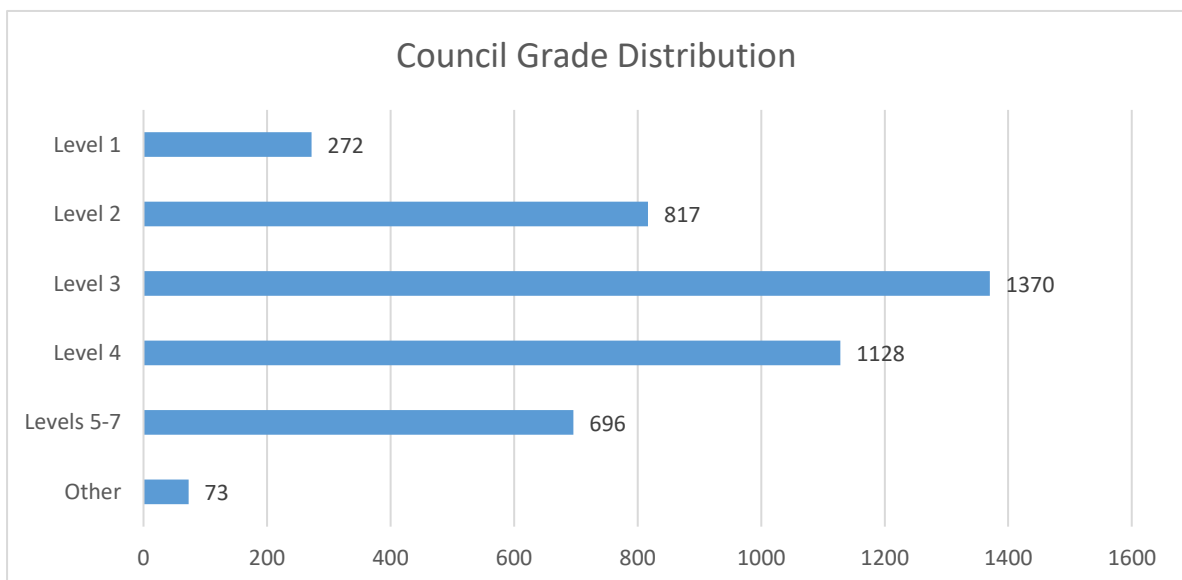
## Workforce Size

2.3. The total number of staff employed by the council is 4,356 with a full-time equivalent (FTE) of 3,987. Current headcount and FTE are 3.76% and 6.35% smaller than they were in 2012/13.



## Grade Distribution

2.4. The table presented below illustrates the distribution of the workforce according to grade. The largest proportion of employees fall under Level 3 (31.5%) and Level 4 (25.9%):



## Gender

- 2.5. Females make up 55.9% of Camden Council's workforce. This percentage ranks Camden as the eighth lowest among London Boroughs, with the median being 59.8% female representation.
- 2.6. Historically, employment numbers for women in local government tend to be higher than those for men. This is attributed to the greater prevalence of flexible and part-time work opportunities in the public sector. The gender ratio within Camden Council has remained fairly consistent from 2015/16 to present - the average percentage of female workers within the workforce during this period being 50.1%.
- 2.7. In Camden Council, 49.8% of the highest 5% earners are women, which shows a slight decrease of 0.7% since 2017/18 when the figure was 50.5%. This has played a role in achieving greater gender pay parity and is favourable in comparison to the Inner London Council average, where the median stands at 51.5%.

Directorate	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Female	50.5%	50.0%	51.6%	46.5%	47.9%	49.8%
Male	49.5%	50.0%	48.4%	53.5%	52.1%	51.2%

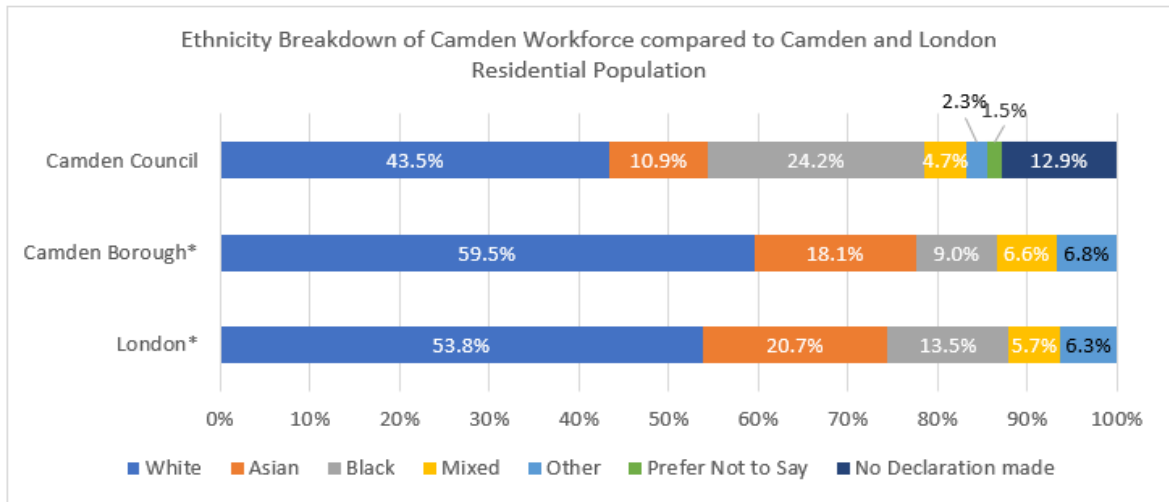
## Disability

- 2.8. Currently, 7.3% of staff have formally shared their disability status. However, according to the most recent (2023) Wellbeing Pulse survey, 13% of respondents indicated having a condition, whether physical, mental, or related to learning, that could be categorised as a disability under The Equality Act of 2010. We are revising our diversity monitoring form and actively involving our staff to enhance the sharing of this information. Our aim is to assure staff that this information will be handled with care, providing valuable insights and contributing to making Camden a more inclusive workplace.

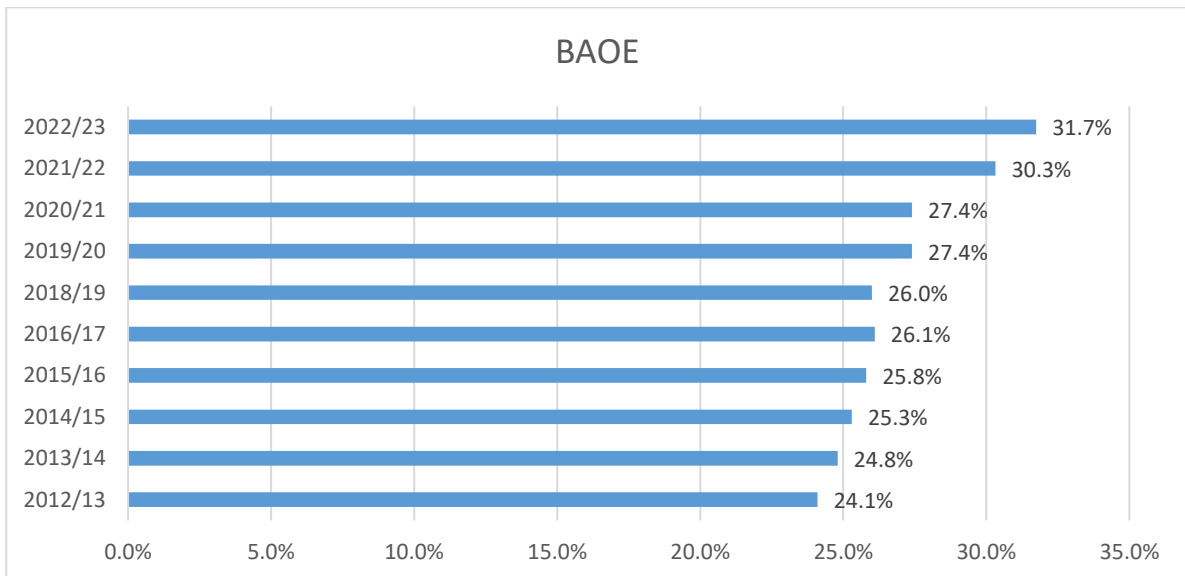
Directorate	Disabled	Not Disabled	Prefer Not to Say	Unknown	Grand Total
Corporate Services	9.1%	62.2%	5.0%	23.7%	100.0%
Supporting Communities	6.0%	57.0%	1.3%	35.6%	100.0%
Supporting People	8.0%	59.1%	0.6%	32.3%	100.0%
<b>Grand Total</b>	<b>7.3%</b>	<b>58.9%</b>	<b>2.0%</b>	<b>31.9%</b>	<b>100.0%</b>

## Ethnicity

- 2.9. The chart provided illustrates the representation of different ethnicities within our workforce in comparison to the working-age populations of both the Camden borough and London:



2.10. While 46.2% of our staff come from Black, Asian, and Minority Ethnic backgrounds in total, this representation is not uniform throughout our grade hierarchy. Specifically, at higher grade levels, notably Level 4 Zone 2 and above, the proportion of Black, Asian, and Other Ethnic staff is 31.7%. However, it's noteworthy that this figure has exhibited a consistent upward trend since 2012/13. Also of note is the progress made at the most senior level where over 40% of our directors are from Black, Asian and other ethnic backgrounds which for the first time brings us in line with the community.

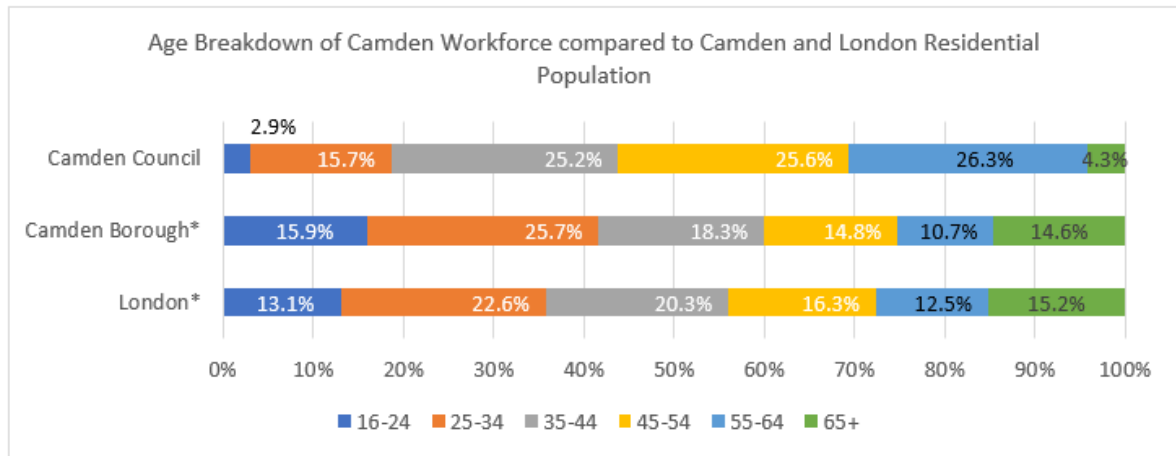


Between 2012 and 2020, the proportion of BAOE staff either stayed constant or experienced a 1% increase, resulting in a total cumulative increase of 3%. However, the period from 2020 to 2023, spanning just three years, has witnessed a growth of slightly over 4%, demonstrating a substantial surge in the rate of increase.

## Age

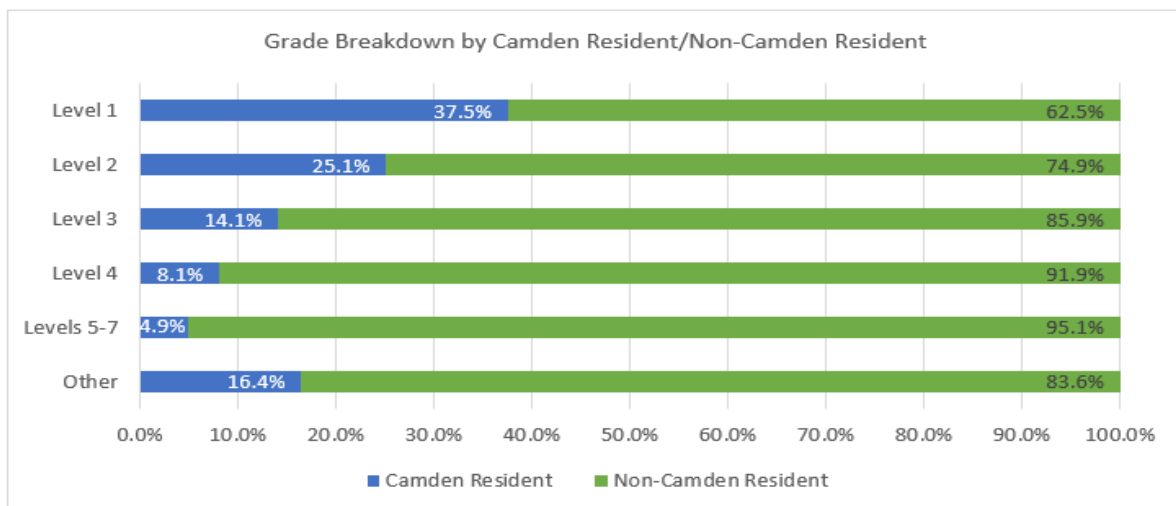
2.11. The age distribution of Camden Council's workforce is notably older compared to both the working-age population of the Camden Borough and London as a whole. Specifically, only 2.9% of Camden Council's employees fall within the 16-24 year age bracket, in contrast to 15.9% of the working-age population in Camden. This lower

percentage of staff in the 16–24 year age range is largely anticipated, given that Camden hosts the largest student population in London, owing to the presence of 11 higher education institutions within the borough. Many individuals in this age group are engaged in some form of education or training.



### Staff Resident in Camden

2.12. A key priority outlined in We Make Camden is to enhance employment opportunities for local residents. To achieve this objective, we have taken the initiative to monitor the percentage of our workforce living in Camden. As of 31<sup>st</sup> March 2023, 14.6% of our staff (637 individuals) were also residents of Camden. This represents a decrease of 2.49% from the previous year when the council employed 746 individuals (17.09%).

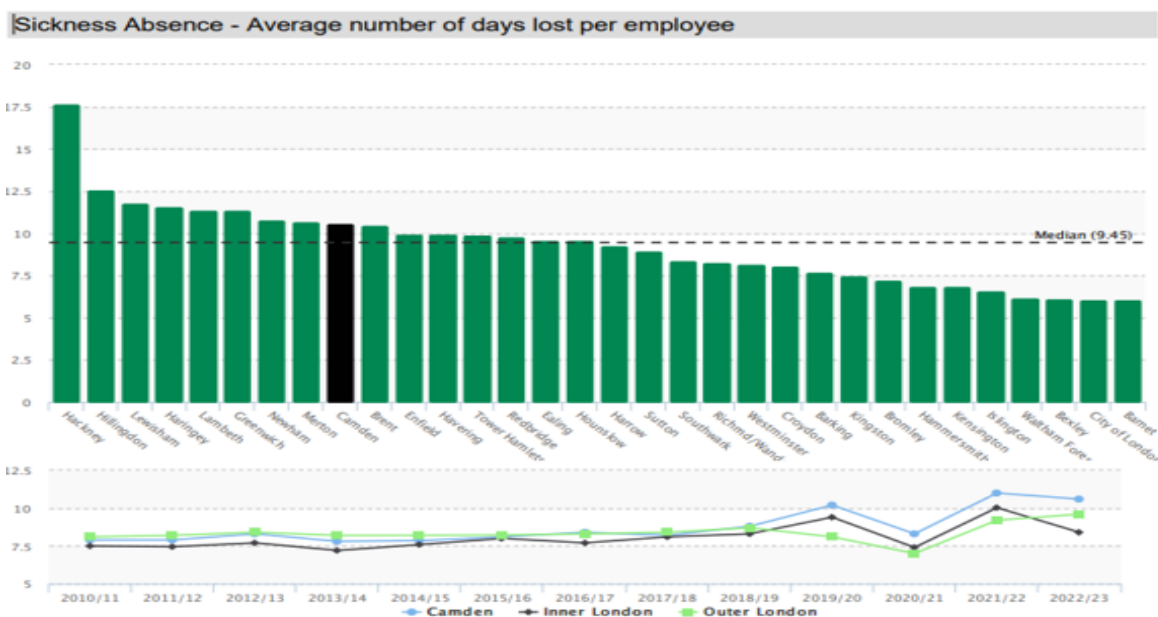


2.13. The table below provides information on the distance at which staff members (Inclusive of Agency workers) live from the 5PS.

Distance (mi) to 5PS Banding	Current Employee Count
1 to 5mi	3,186
5 to 10mi	1,928
10 to 20mi	798
0.5 to 1mi	512
20 to 50mi	417
Under 0.5mi	235
50 to 100mi	140
100 to 200mi	83
-	78
Over 200mi	14

### 3. Health and Wellbeing

3.1. For 2022/2023, Camden Council's average number of days lost per employee was 10.6 days, which falls in the third quartile of all the London Boroughs, and the third quartile for inner London.

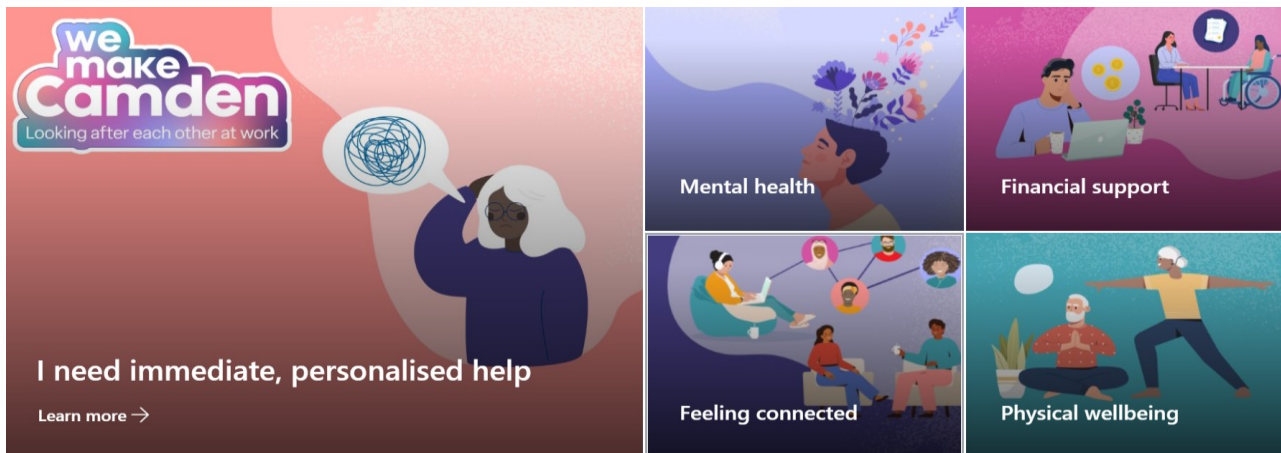


3.2. Camden's average number of days lost per employee has fallen by 3.6% since the last survey in 2021/22, when it was 11 days. This compares with a median average change of -16.3% for inner London since 2021/22.

3.3. Ensuring the health and wellbeing of our staff remains a top priority in Camden. During the pandemic, we expanded our wellbeing initiatives to encompass emotional, physical, financial, and social wellbeing.

In acknowledgement of the effectiveness and expansion of our wellbeing programs in spring 2023, we consolidated the diverse offerings and introduced a dedicated wellbeing microsite.

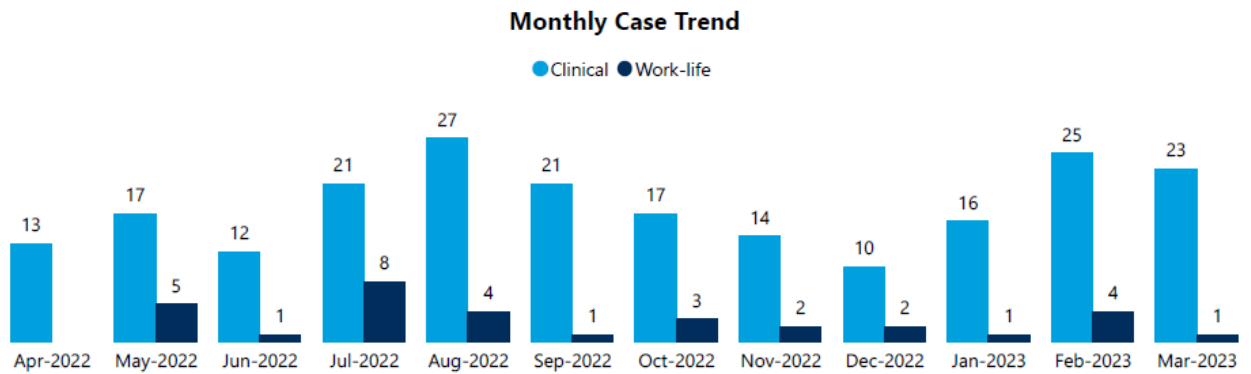
The microsite offers a range of wellbeing support, conveniently organised under the following categories:



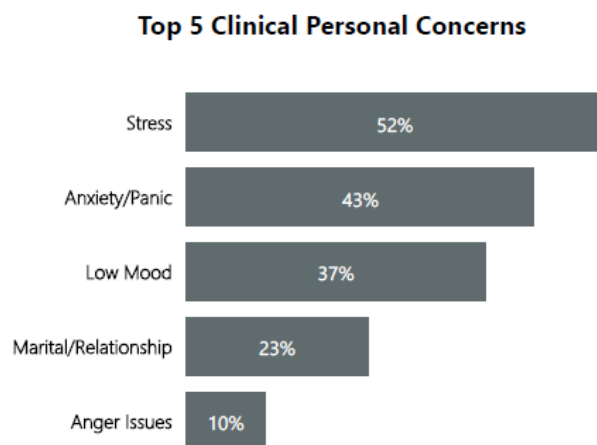
3.4. The microsite is thorough and undergoes regular updates to align with national wellbeing events, such as Mental Health Awareness Week and World Mental Health Day. It also addresses specific aspects relevant to Camden, like connecting our physical wellbeing with the Borough's green spaces, outdoor fitness areas, and complimentary fitness events.

3.5. The council's Employee Assistance Programme (EAP) offers staff and their family members access to confidential emotional support from qualified counsellors, free of charge. This service is accessible around the clock, every day of the year. Our data shows that 248 employees used the EAP over the last 12 months which is a decrease of 26 from the previous year.





3.6. The provided data reveals that out of the total cases, 216 were categorised as clinical, with the remaining cases pertaining to work-life issues.



3.7. Among the clinical cases, there is a further distinction between personal and workplace-related concerns. The above graph illustrates the primary reasons for clinical personal concerns, accounting for 74% of cases, while the graph below highlights the top reasons for clinical workplace concerns, which make up the remaining 26%.



In May, the Council marked Mental Health Awareness Week with a concentrated emphasis on the theme of anxiety. Camden HR organised a series of webinars facilitated by mental health experts from ThinkWell, covering topics such as:

- Developing Mental Resilience,
- Dealing with Anxiety,
- the importance of self-care.
- Emotional wellbeing

These seminars were recorded and are now permanently available on the microsite.

3.8. Camden HR have also created an in-house podcast series dedicated to various aspects of wellbeing. These podcasts aim to showcase staff experiences and narratives, illustrating how they've managed difficult situations. Over the past year, we've produced and recorded seven podcast episodes, exceeding 750 plays (averaging more than 100 plays per episode). The episodes are as follows:

- **Episode 1: "Psyched Up!"** In this episode, our Educational Psychologists delve into their wellbeing strategies and offer insights into how their team navigated through the challenges of the pandemic. They share valuable lessons that we can all apply in our lives.
- **Episode 2: "Cover-to-Cover":** In this episode, members of our Library Services Team recount their experiences providing support throughout the borough during the pandemic. They discuss how we can all engage with and attentively listen to our communities.
- **Episode 3: "Bussing the Boost"** This episode highlights the efforts of the Vaccine Bus Team as they discuss the vital role of health buses in our communities.
- **Episode 4: "Mind Map"** is a collaborative effort between Camden Council and Camden and Islington NHS Foundation Trust. In this episode, we gain insight into the experiences of our colleagues regarding mental health and wellbeing, both prior to and during the COVID-19 lockdowns, extending into the period beyond. This discussion is part of our observance of Mental Health Awareness Week.
- **Episode 5: "Cost of Living"** In anticipation of World Mental Health Day, our panellists centre their discussion on the cost of living. They explore how the current demanding financial circumstances can impact our mental health and overall wellbeing.
- **Episode 6: "More Than a Flush"** We delve into the connection between menopause, anxiety, and their implications for Mental Health Awareness Week. This episode sheds light on how these factors can manifest in the workplace.
- **Episode 7: "Leading Light"** centres on leadership, exploring what provides purpose and motivation for leaders, and how they can navigate pressures while prioritising their wellbeing. The episode also touches on best practices and strategies, including the importance of self-awareness.

### Physical Wellbeing & Social Connection

3.9. Based on feedback from previous staff surveys, it became evident that feeling connected to our Borough was a top priority for our staff. In response, the Council offer a series of evening wellbeing walks around the borough (organised by Camden Guides). These walks provide an opportunity to become more acquainted with Camden as a place, a community, and a borough. Alongside the wellbeing walks, the Council launched yoga for staff in our buildings. This was also on the back of staff feedback.

## Support for Staff through Cost-of-Living Crisis

3.10. Camden's existing pay and benefits package for staff encompasses various forms of support, which are outlined in detail in Appendix One. Notably, there are two recent additions to this package:

- Childcare Deposit loan scheme - an interest-free loan to support staff with the upfront payment of registration deposit/fees and the first month of childcare fees.
- Beyond card –a prepaid shopping card that gives employees up to 15% cashback every time they shop at over seventy popular retailers, in-store and online.

3.11. In response to the current financial challenges affecting living costs, Camden HR has been actively promoting awareness of the existing support available by Camden. We have also been signposting individuals towards other sources of advice. Our initiatives have included:

- In November 2022, we organised a marketplace event for staff to engage with our benefit providers. This provided them with an opportunity to learn about the support options and receive guidance on debt management. During Mental Health Week, we launched a podcast to spotlight the diverse array of support services accessible to our staff, as well as outlining the Council's efforts in aiding our residents.
- We wrote to all frontline staff to highlight the available support and provide directions to additional resources and assistance.
- Reintroduction of our routine schedule of financial education seminars conducted by external experts, covering topics like general financial literacy and pre-retirement planning.
- Partnering with HSBC, we are initiating an ongoing series of practical financial wellbeing webinars for our staff. These sessions will cover a wide array of topics, including optimising your finances, effective debt management, and strategies for dealing with the escalating cost of living.

In anticipation of the 2023 Winter period, HR has initiated a review of our internal communication and engagement strategy in response to the cost-of-living crisis. Our objective is to ensure that all staff members are informed about the available support, understand how to utilise it, and are equipped to guide colleagues and residents towards assistance when necessary.

## Future of work

3.12. Throughout the pandemic and as the council transitioned into a more flexible and hybrid work model for many of our services, HR has established our Future of Work Programme. This initiative encompassed the following key areas of focus:

- Advancing our People and Culture initiatives
- Optimising our use of buildings.
- Ensuring we have the right technology to support the future of work.

## **People and Culture**

### **Flexibility**

- 3.13. It's evident that numerous services have undergone significant transformations in their operations compared to just a few years ago. Colleagues have demonstrated ingenuity and efficiency in how they engage with citizens and one another, whether in person, through hybrid approaches, or virtually. This shift has facilitated the adoption of more hybrid work models for some services, enabling them to adapt office usage while capitalising on the advantages of remote working.
- 3.14. The Council observed a gradual rise in the number of individuals using our facilities, with an average of 800 people at peak times in 5PS. While this figure is still notably lower than pre-pandemic levels, it's evident that hybrid work arrangements are becoming the new norm for the majority of staff.
- 3.15. Undoubtedly, flexible working has emerged as a crucial factor for organisations aiming to retain and attract talent. It not only benefits individuals working within these organisations but also extends a wider range of opportunities to groups that may face disadvantages in the employment market, such as women and caregivers.

To ensure all colleagues remain connected to the Borough, the Council requests that all departments ensure that colleagues spend at least some time each week physically present in Camden. This is crucial for fostering connections with our communities and colleagues. For those colleagues directly involved in serving citizens and working in the community, it is anticipated that they will be in our buildings more frequently than not. It is up to Directors to set expectations for individuals in their services beyond the guidance that has been set organisationally.

- 3.16. As part of our dedication to flexibility, HR have been crafting a fresh flexible working commitment to supersede our current policy. This new commitment will also incorporate forthcoming alterations in legislation. Our collaboration with Timewise has played a significant role in this effort. The commitment will encompass both informal and formal flexible working arrangements, supplemented by illustrative case studies and a manager's toolkit to facilitate ongoing discussions regarding flexible work arrangements.

In addition to this we know that there is a perception in some services, predominantly front line, that access to flexible working across the organisation favours those who are mostly desk based or are in senior positions. We are working closely with front line services such as Repairs, Adults Social Care and Contact Camden to explore the barriers to and experiences of flexible working to better understand what gets in the way for staff in these areas. With our insights, we will be conducting small scale experiments to trial different flexible working arrangements that consider the needs of the resident, service area and the individual seeking to work flexibly.

### **A focus on how we use our buildings.**

- 3.17. As a component of our Future of Work initiative, the council have undertaken pilot projects to implement several alterations to its facilities. These include:
- Installed private calling booths to ensure enhanced confidentiality during video or phone calls.

- Established presentation areas dedicated to group presentations and interactions. These spaces are fully equipped for virtual participation, enabling colleagues to join in remotely or gather around a screen for presentations and discussions. This fosters a stronger sense of collaboration and unity in the workspace.
- Implemented writing walls in select areas, providing a space for colleagues to brainstorm, generate ideas, and collaborate in person, free from screens.
- We are in the process of extending these improvements across our floors, incorporating feedback and insights. This includes implementing changes at Holmes Road and Vadnie Bish House, as well as other locations where services identify a need.

## Café

3.18. We understand that fostering social connections within our Borough and among our workforce is crucial for productivity and overall well-being. In response to feedback from the organisation and in recognition of the increased utilisation of our office spaces, we redesigned the café space on Level 2 at 5PS after conducting a procurement exercise.

The café:

- Prioritises accessibility for disabled staff.
- Utilises a self-service model allowing staff to purchase hot and cold food and beverages through contactless payment or a top-up Pay365 account (facilitating payment via thumbprint).
- Operates on a profit-sharing system, where café profits are reinvested to lower product prices.
- Demonstrates a commitment to social value and sustainability, with fair trade and sustainably sourced coffee and a portion of food sourced from local suppliers. Encourages the use of reusable cups and cutlery.
- Focuses on minimising food waste by monitoring the take-up of products and re-stocking according to demand. Any surplus fresh food is also donated to local organisations.
- Offers value-driven pricing, such as all hot drinks available for £1 per cup and provides a 20% discount on café purchases (excluding hot drinks) for those spending £4.50 or more in a single transaction when registered for a Pay365 account.

3.19. The café's usage is regularly assessed, and foot traffic often correlates with the number of staff present at 5PS. We are actively exploring methods to encourage more staff to utilise the café, and this is reinforced by our dedication to maintaining a competitive offering compared to nearby options in the King's Cross area. Our recent interactions with managers revealed a positive reception to the introduction of the café at 5PS, which was warmly welcomed by many of our staff.

## Technology

3.20. The Council has upgraded over 500 monitors across 5PS to a more modern HD, widescreen, built-in camera and power passthrough monitor to support workers coming into our central office location. We are continuing to monitor the demand for monitors in our buildings.

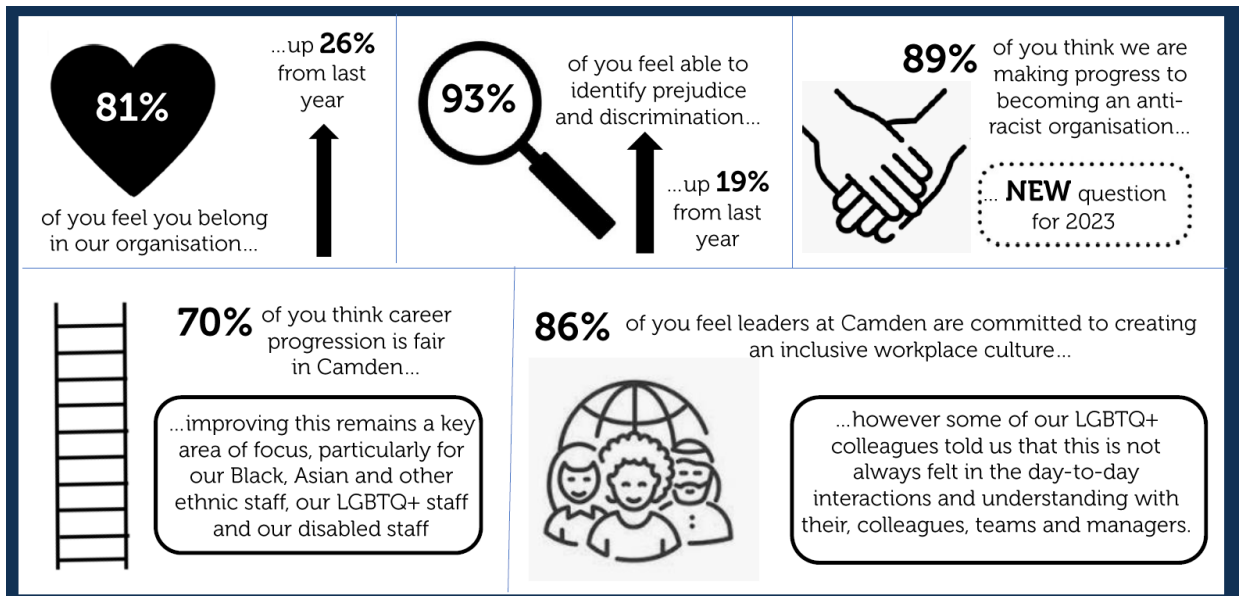
- 3.21. The Council have upgraded 26 rooms across the estate, including 5PS, Crowndale, Town Hall, Holmes Road and York Way with modern hybrid meeting equipment. This equipment ranges from supporting small meeting rooms that hold 4 individuals through to much larger rooms that can hold up to 24 individuals for a hybrid meeting experience. This allows staff to hold a seamless experience for meetings with online and in-person participants. We are continuing to review the demand for this equipment and discuss with departments individual needs when appropriate.
- 3.22. The Council have upgraded our room and space booking system 'Matrix' to a cloud-based solution which allows us to run the most up-to-date system. This has led to quality-of-life improvements, including the removal of dual bookings caused by staff circumventing the system.
- 3.23. The Technology Adoption team continues to work with staff to identify and enable tools and software that can support hybrid working across teams and departments. With this year enabling Miro as an online collaboration tool and working with organisational development to identify and enable an online mentoring platform to support the organisations wider aims.

The team also continues to work with identified pilot departments to move their files from Shared Drives into Microsoft Teams. These pilots are being undertaken to build a wider approach for the rest of the organisation to continue the modernisation of our work practices in a now hybrid working environment.

#### **4. Workforce Diversity and Inclusion**

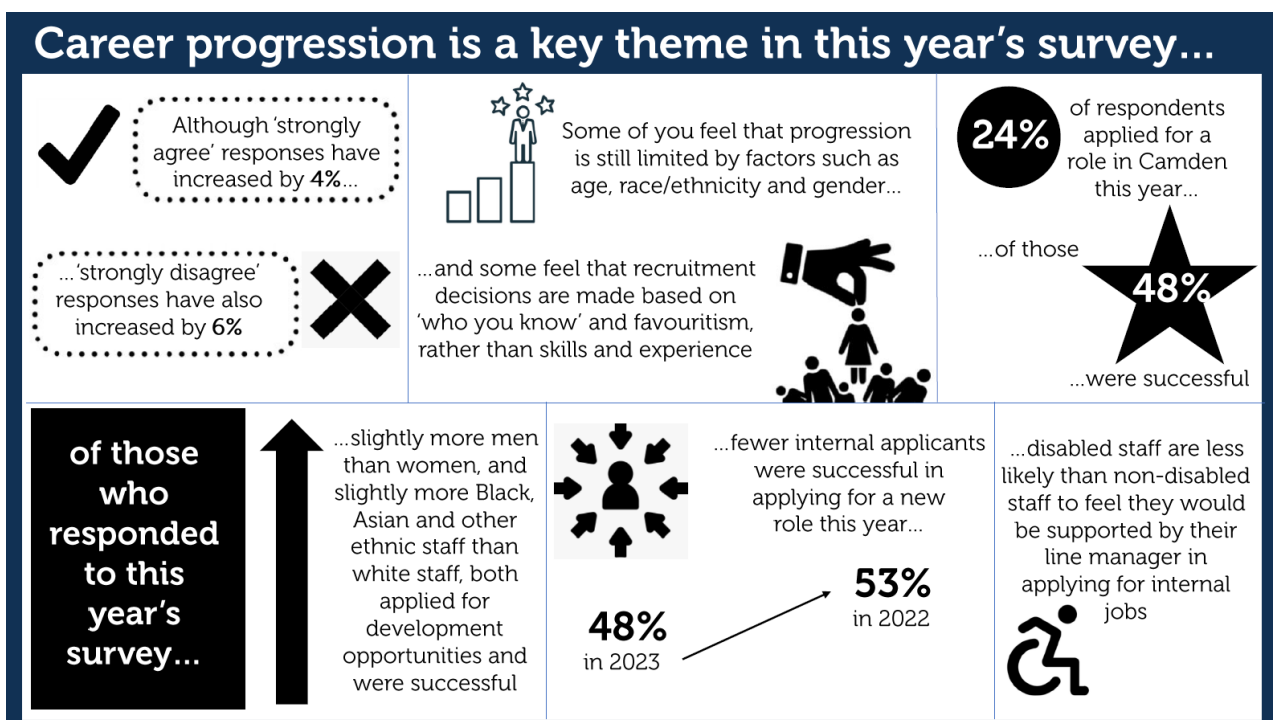
##### Pulse Survey

- 4.1. Camden conducted its third inclusion-focused pulse survey. We were committed to running an annual inclusion-focused pulse survey to ensure we were well-informed about our inclusion work, allowing us to adapt as needed in order to become the inclusive organisation we aspired to be.
- 4.2. Overall, the feedback was positive, showing significant improvements compared to the previous year, which reflects the positive outcomes of our collective efforts. Specifically, 81% indicated a strong sense of belonging to the organisation, marking a noteworthy 26% surge from the prior year. Additionally, 93% expressed confidence in their ability to recognise prejudice and discrimination, reflecting a notable 19% increase from the previous year. Moreover, 70% of the staff believed that career progression in Camden was fair, while 86% felt that the leaders at Camden were genuinely dedicated to fostering an inclusive workplace environment.



4.3. The respondents' demographics closely mirror both the individual and organisational demographics of Camden's staff. This offers valuable insights, encompassing balanced representation in terms of gender, ethnicity, age, sexual orientation, and religion. This year, we also integrated Social-economic demographics, shedding light on specific aspects within Camden's community, such as single parents, individuals with caregiving responsibilities, refugees, and staff members who adhere to a faith.

4.4. A prevalent theme arising from this year's pulse survey pertains to career development and training, constituting 16% of the comments. Specifically, participants expressed interest in career planning, opportunities for secondments, job shadowing, and mentoring.



4.5. Additionally, there were suggestions for broader support systems for employees dealing with disability, neurodiversity, or mental health and well-being concerns. This encompassed calls for reasonable accommodations and additional assistance in these areas.

It is evident that there have been positive improvements over the past year. However, certain critical areas, particularly our efforts concerning LGBTQ, Disability, and career progression, require more focused attention.

### Anti-Racist Learning Offer

4.6. Camden's Anti-Racism Learning program is a pivotal component of our Race Equality Action Plan. This learning offer equips employees with the knowledge and resources to actively recognise and confront racism in its various manifestations. Additionally, it empowers people managers to grasp and pledge to foster anti-racist leadership practices.

4.7. The learning offer was launched in May 2021 and is categorised into three phases:

Phase 1 (May – September 2021) - creating a shared understanding of racism across the organisation through the design and delivery of virtual Education, Reflection and Managers sessions for staff with digital access. These were delivered via Zoom by internally recruited Anti-racism learning offer facilitators together with our external partner In Diverse Company [IDC].

Phase 2 (October 2021 – May 2022) – focused on embedding the design, delivery and future shape of Anti-Racist Learning into the organisation and delivering the learning offer through face-to-face sessions to those who were able to access or join the previously delivered virtual sessions. This encompassed sessions for front-line workers, those lacking digital access, and sessions for new employees as part of their induction process.

To date, the educational sessions have reached a total of 95% of staff members.

Phase 3 (May 2022 – onwards) – During this period, we integrated the learning into the organisation to make the adoption of anti-racist behaviours a standard practice. This encompassed:

- **Anti-Racism E-Learning Module** – This module distilled the insights from both face-to-face and online education sessions into an easily accessible digital format. It has been integrated into Camden's mandatory learning offer, guaranteeing that all staff members undergo this training at least once every two years. Additionally, it is readily accessible to all new employees and those returning after extended periods of absence, such as parental leave, career breaks, or prolonged sick leave.
- **Managers Session** - In addition to the anti-racism e-learning module, managers are mandated to participate in a two-hour virtual anti-racism session tailored specifically for managerial roles. This session is accompanied by preparatory and follow-up exercises that must be completed. Attendance is compulsory to ensure that managers are equipped with the necessary knowledge and skills to address anti-racism effectively within the organisation.
- **Learning resources** - We have curated a collection of Anti-Racism Learning Resources accessible through Camden's Learning and Development Hub. These resources cover a range of topics related to anti-racism, including subjects like micro-aggressions. They are designed to empower staff to pursue independent learning on these crucial issues.



- **Shared Learning and experiences** - We organised an event for local businesses and various Local Authorities across London to disseminate our anti-racism progress, with a particular emphasis on the learning resources we offer.

### Trauma Support Offer

4.8. As a result of the council's Anti-Racism efforts, it became apparent that many of our colleagues are contending with a wide spectrum of issues and emotions linked to trauma. This includes experiences such as grief, loss, burnout, and the enduring impact of racial and various other types of trauma. These issues may have been exacerbated by the heightened attention on the injustices that many of our colleagues still grapple with. Consequently, we have introduced a new well-being initiative specifically tailored to support colleagues affected by trauma in all its manifestations. This program complements our existing Employee Assistance Programme (EAP) and features trauma-informed coaching, as well as access to qualified counsellors who specialise in trauma-related matters. As of now, 160 individuals have sought out and utilised this support.

### Reporting Discrimination

4.9. The insights garnered from the Anti-Racism Learning Offer have underscored the importance of healing, learning, and restoration in our endeavour to transform into an anti-racist organisation. Throughout, our colleagues have expressed the need for a secure and confident avenue to report instances of discrimination, seeking assurance that they will be heard and provided with information about available options.

4.10. During 2023 we have developed a restorative approach to reporting discrimination that will be launched in the autumn.

There are two integral components to this approach:

- 1) **Reporting:** HR wants to create a safe, accessible way for staff to report incidents of discrimination that they trust, which also enables us to collect data so that we can understand the overall picture of these incidents within the organisation.
- 2) **Restoration:** The approach HR are working towards is one that focuses on healing. HR's aim is to create a working environment that is safe, supportive and enables staff to thrive. To do this, we need to create an approach that recognises the hurt that has been caused and looks for ways to restore the relationship through creating a learning environment. This is not about reaching a judgment but about healing a relationship.

4.11. While it's recognised that not all incidents may be suitable for this approach, HR has learned through insights gathered from focus groups, staff inclusion forums, and the Council Anti-Racism Learning Offer that a significant portion of discrimination experienced by our staff manifests as microaggressions, often without harmful intent. In cases where a staff member is open to learning, willing to comprehend the impact of their behaviour, and committed to making necessary changes, we should aim to adopt a restorative and healing approach.

4.12. The Reporting Discrimination hub will comprise a diverse team of 10-12 colleagues, each bringing a range of lived experiences to the table. These colleagues will serve

as an optional initial point of contact for staff to confidentially report any instances of discrimination they may witness, hear about, or personally experience. Comprehensive training will be conducted by the Samaritans to equip the members of the hub with the necessary skills and knowledge.

### Disability Learning Offer

4.13. Camden's Disability Inclusion Learning Offer was introduced in October 2022 and is targeted at all People Managers and HR employees. This program equips managers with tailored knowledge to effectively assist disabled staff and ensures a uniform level of understanding and proficiency throughout the organisation. This programme has been delivered in partnership, with Inclusion London, which is London's sole pan-disability organisation led by Deaf and Disabled individuals.

The learning offer content included:

- Understanding what it means to be disabled, including visible and non-visible disabilities.
- A thorough understanding of the social model of disability.
- Legal and ethical context, including understanding rights and privileges under the Equality Act 2010
- How to effectively identify, minimise, and eliminate barriers, while simultaneously enhancing access and inclusivity.
- Camden specific knowledge including our reasonable adjustment process, our Wellbeing Passport, Camden's Disability Charter and utilising Occupational Health resources.
- Guidance on addressing common issues, including the use of appropriate language.

As of now, a total of 750 people, including managers, senior leaders, and members of HR and equalities teams, have participated in one of the workshops.

### LGBTQ+

4.14. The council remain dedicated as Stonewall Diversity champions and is committed to promoting LGBTQ+ equality. In November 2022, we revised our pledge to trans equality to more effectively address the needs of non-binary staff. This document is instrumental in guaranteeing that all trans individuals are treated with dignity and that we foster a positive and supportive workplace environment. Additionally, in December 2022, we introduced new material in our mandatory Conscious Inclusion e-learning module, which features expanded and improved information regarding LGBTQ+ identities.

4.15. The Council's Senior Leadership consistently conveys a resolute message regarding LGBTQ+ inclusion, actively confronting inequality, and motivating their teams to do the same. An illustrative instance occurred in June 2023 during our 'atrium' briefing, where Osian Jones, our Senior LGBTQ+ Sponsor, emphasised the significance of Pride month, the ongoing battle for genuine LGBTQ+ equality, and the vital role of robust and outspoken allyship.

4.16. In July 2023, a group of 50 Camden staff, councillors, along with their families and friends, united to participate in the 2023 Pride in London parade. By joining millions of others throughout the capital, we collectively celebrated our LGBTQ+ communities and amplified our voice in the ongoing pursuit of genuine LGBTQ+ equality and advancement.

We collaborate with Gendered Intelligence, a local company based in Camden, to conduct a range of Trans Awareness workshops. These sessions provide valuable insights into what it means to be transgender and how to be a supportive trans ally. To date, we have organised a total of 11 workshops.

### Menopause and Period Awareness

4.17. Camden HR has reviewed, updated and relaunched our Menopause Commitment, which acknowledges that each individual experiencing perimenopause or menopause will have distinct symptom experiences. Its objective is to make accommodations for individual circumstances wherever possible. In line with this commitment, we have:

- Introduced portable USB fans that can be connected to staff members' laptops or computers.
- Ensured the availability of complimentary menstrual products in all our primary buildings.
- Encouraged staff to seek out quiet spaces for short breaks to manage symptoms or take medication.
- Initiated a series of workshops for managers aimed at destigmatising menopause and understanding its impact on women's lives.
- Conducted eight workshops within our organisation to break down stigma, normalise conversations about periods and menopause, and cultivate a working environment that is truly inclusive for everyone.

### Bloody Good Employer

4.18. In September 2022, Camden officially joined 'Bloody Good Employers', an initiative designed to empower employers to actively engage in conversations surrounding menstruation and cultivate a more inclusive workplace for individuals who menstruate. The council firmly believe that nobody should face any form of disadvantage due to menstruation. This is why we are committed to establishing enduring, sustainable measures to provide support for our staff, ensuring that nobody ever feels embarrassed or uncomfortable while they are at work.

The Council's endeavours as Bloody Good Employers have entailed:

- Conducting a staff survey to gain deeper insights into the perspectives and encounters related to menstruation within the organisation.
- Undertaking a self-assessment of HR and Camden leadership to gauge the existing support framework and evaluate how effectively we cater to the needs of individuals who menstruate in the workplace.
- Hosting a series of workshops with a focus on:
- Challenging norms, dispelling myths, and eradicating stigma surrounding menstruation.

- Enhancing awareness of issues arising from menstruation, appreciating cultural variations in menstruation practices, and fostering greater comprehension.
- Communication and fostering inclusive leadership.

A total of 54 individuals participated in these workshops, and we anticipate that the insights gathered will propel us towards achieving the distinction of becoming the first local authority recognised as a Bloody Good Employer.

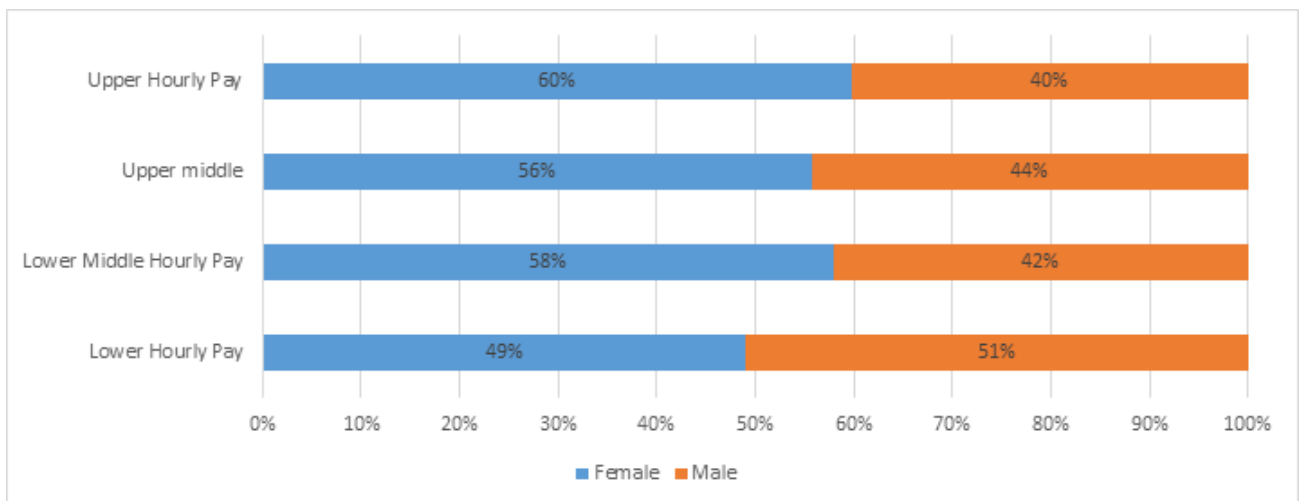
As a direct outcome of this initiative, HR has implemented the provision of free period products in all restrooms within the council's primary facilities. Additionally, HR is currently in the process of formulating an organisational action plan to further solidify our commitment.

### Gender Pay Gap (GPG)

4.19. Having become one of the first organisations in the country to independently publish a pay analysis of its workforce by gender in October 2015, Camden will soon be publishing its eighth version of the report this year (report covering the snapshot date of 31 March 2023), still going beyond the statutory requirements, by including analysis by disability and ethnicity.

The data indicates a slight gender pay gap in favour of women, with a recorded median gap of 4.5% and a mean gap of 1.7%. This is primarily attributable to the slightly higher representation of women in the upper middle and top 25% quartiles of the earning range.

4.20. The table below highlights Camden's position as part of London Councils data:



4.21. Camden's additional analysis of ethnicity pay gap data showed that median and mean gaps of 11.2% and 13.3% between Black, Asian and Minority Ethnic staff and white staff. We attribute this to the higher proportion of Black, Asian and Minority Ethnic staff employees in the lower quartiles of the earnings distribution.

4.22. Analysis of the disability pay gap revealed a more even distribution of disabled employees and that was reflected in median and mean gaps of 1.1% and 1.4% respectively.

## 5. Workforce Resourcing

### Turnover

5.1. In the fiscal year 2022-23, there was an increase in overall turnover, rising from 9.5% in the previous year to 11.9%. Voluntary turnover, which includes resignations, also saw an increase of 1.8% from 6% to 7.8%. Both of these figures position Camden below the median for London boroughs, which stands at 11.1% for resignations and 14.7% for overall turnover. The critical turnover rate for employees with less than one year's service in Camden remained consistent at 9.1% compared to the previous year.

### Attraction and Resourcing

5.2. During 2022-23, the Camden Resourcing team made a total of 799 job offers to both internal and external candidates, achieving an overall vacancy fulfilment rate of 84.1%. This marks an increase from the previous year, 2021-22, when 629 job offers were made, resulting representative workforce indicating a notable improvement of 10.8%.

5.3. We're in the process of enhancing our Employer Value Proposition (EVP) to acknowledge our unique position as an employer and advance our goal of true inclusivity as an organisation. At the core of our redefined brand is a deep appreciation for our people as individuals, valuing them beyond their job titles. Our EVP will exemplify this by spotlighting the experiences and narratives of Camden employees. These enhancements will notably elevate the significance of shared purpose and social values.

5.4. In Autumn 2020, we established an Inclusive Recruitment Working Group comprising a diverse team of staff to conduct a thorough review of our recruitment process. With the valuable input of this group, we've been dedicated to enhancing the fairness of our recruitment procedures.

Our accomplishments so far include:

- Implementation of anonymised recruitment for Senior roles through the Be-Applied Platform from 2019 to 2022.
- Comprehensive review of job profiles and adverts, ensuring they are inclusive and accessible. Additionally, we advertise on leading D&I sites such as Vercida and Stonewall's job board, Proud Employers.
- Initiation of the inclusive recruitment volunteers' program, boasting a roster of 60 trained volunteers from diverse backgrounds. These volunteers play a vital role in ensuring diverse representation on recruitment panels. We're currently in the process of recruiting a second cohort to expand this initiative.
- Conducted Hiring Manager Training, with a refresh in November 2021. Over 150 managers have been trained, covering best practices for fair, transparent, and inclusive recruitment processes.

Active engagement and communication efforts, which encompass sharing positive stories, regular communication with People Managers, and organising two 'show and tell' sessions to keep the organisation informed about our progress and its impact.

5.5. In July 2022, we introduced the "No All-White Shortlist" pilot, which became mandatory in October of the same year. Currently, we are testing this approach for all

Level 5 and higher roles to gauge its effectiveness in promoting fair recruitment practices, comparing it with anonymised recruitment. Preliminary findings indicate a positive impact on BAOE headcount at Level 4, although further analysis is underway for Level 5 and above positions to understand its influence on senior levels. Notably, we've successfully recruited a diverse candidate into the ACS SMT using this approach. As we approach the 12-month milestone, we're preparing to review the data to assess the pilot's impact and its distinctions from anonymised recruitment.

- 5.6. The Council has been actively supporting our residents and refugees, recently hosting our first recruitment event tailored specifically for refugees. Our HR service has been working in close partnership with Inclusive Economy to offer residents valuable assistance in job applications, work experience, and connecting them with our Camden Talent pool. As a result of these efforts, we've successfully welcomed two new hires to Camden.

Our commitment to diversity is evident in the table provided, which illustrates the percentage of staff hired from Black, Asian, Mixed, or other ethnic minority backgrounds. We're proud to report a steady increase in recruits from these diverse backgrounds each year.

December 2020 – 30.33%	December 2021 – 32.59%	December 2022 – 33.66%
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### Talent Pool

- 5.7. In February 2022, Matrix SCM was granted the agency staffing contract, and together we integrated a talent pool feature into their existing platform. This creates opportunities for temporary roles to be filled by our residents, aligning with the Council's goal of facilitating stable, well-paid work, which we recognise as pivotal to broader outcomes such as health, well-being, and secure housing.
- 5.8. Since its launch in November 2022, we've been actively recruiting Camden residents for Level 1-3 agency roles through the Talent Pool. Our aim is to meet temporary staffing needs whenever possible from our resident talent pool. So far, we've successfully recruited 18 residents into temporary positions in the 10 months since its inception. 67% of these workers remain employed, with some transitioning into permanent roles at the council.
- 5.9. Currently, we have 85 active users in the Talent Pool, and data indicates a 5% monthly growth in our pool. Looking ahead, we plan to continue our close collaboration with Good Work Camden and Job Hub colleagues to expand the pool and extend its application to Level 4-5 roles. Certain positions, like social workers and ICT roles, may require more specialised skills, prompting us to continue using agency suppliers in tandem with our Camden Talent Pool.

## Temporary Agency Staff

5.10. The table below outlines the Council's yearly spend on our contingent workforce:

Financial Year	Agency average headcount	Camden Employee average headcount	Agency Cost (Total Charge)	Camden Employee Cost	Total Employee Spend <sup>^</sup>	Percentage of Total Workforce Spend on Agency Workers*
2015/16	462	4323	£18,374,673	£172,687,385	£191,062,058	9.6%
2016/17	438	4237	£18,213,024	£175,369,289	£193,582,313	9.4%
2017/18	448	4093	£20,334,674	£174,715,566	£195,050,240	10.4%
2018/19	458	4114	£24,410,651	£180,992,688	£205,403,339	11.9%
2019/20	460	4190	£28,724,195	£191,386,143	£220,110,338	13.0%
2020/21	381	4356	£23,141,050	£203,016,562	£226,157,612	10.2%
2021/22	438	4386	£23,673,850	£191,348,009	£215,021,859	11.0%
2022/23	476	4355	£28,378,200	£226,460,552	£254,838,753	11.1%
2023/24 to date~	555	4377	£14,420,951	£97,476,053	£111,897,004	12.9%

5.11. Agency workers in 2021/22 increased to 438 and again to 476 in 2022/23. Expenditure has seen a notable rise due to several factors, primarily stemming from an expanded workforce, particularly in the interim positions which constitute a significant portion of our expenses. This category encompasses external IR35 consultants, who are now overseen through Matrix as part of our heightened IR35 compliance efforts.

## **6. Future Talent**

### Internal Progressions

6.1. As well as ensuring our external recruitment is inclusive we have also focused on growing our own. We have established a career coaching program accessible to all staff, empowering them to take proactive steps in advancing their careers. Later this year we will re-launch our mentoring and sponsorship initiatives to promote greater equity and diversity, as well as introducing a tech-style profile matching solution.

6.2. In addition, we've introduced an Emerging Leaders program funded through an apprenticeship levy, which offers staff the opportunity to nurture talented individuals and groups into leadership positions.

### Internal Apprenticeships

6.3. We continue to advocate for the benefits of apprenticeships and to generate opportunities that align with organisational requirements. During 2022/23 twenty-eight staff enrolled on apprenticeship qualifications. This approach not only supports the sustainable development of apprenticeships but also fosters progression and long-term retention within the organisation whenever feasible.

6.4. Camden is continually integrating its internal apprenticeship program to support staff in engaging with apprenticeship courses and attaining qualifications relevant to their chosen fields.

- 6.5. In Adult Social Care, several staff from the social work and occupational therapy teams are in the process of attaining their qualifications in Camden. Two members of staff hold the distinction of being the first ASC apprentices to successfully complete the social work degree apprenticeship. Their dedication and diligence over the past three years have been remarkable, with a rigorous schedule of university studies one day a week, complemented by practical application in their roles for the remaining four days. These individuals are now officially qualified as social workers and are poised to embark on their ASYE year.
- 6.6. This year, we've partnered with Solace, which offers a city-wide emerging leader apprenticeship program in London. Eleven members of the Camden team have secured a spot in this internal apprenticeship initiative. The program is due to commence in October 2023 and will span two years. Throughout this period, we'll be actively engaged in monitoring and evaluating their learning journey to chart their career growth.

### External Apprenticeships

- 6.7. As of March 2023, there were 116 individuals within the Council engaged in apprenticeships, with 53 of them being recent hires. We are actively collaborating with directorates and services to pinpoint additional opportunities for recruiting and training new talent through apprenticeship programs. Since March 2021, we have achieved a notable 125% increase in new apprentice recruits. The spectrum of apprenticeship training covers a wide array of occupations, offering qualifications ranging from GCSE level up to fully accredited Masters degrees. We're leveraging apprenticeships to enhance the skills of our staff, providing training in crucial areas like social work, town planning, and accountancy. Furthermore, services are being encouraged to utilise apprenticeships to construct clear career progression pathways within their teams, effectively addressing long-term skills gaps while simultaneously enhancing job satisfaction and employee retention.
- 6.8. Public sector organisations with 250 or more staff in England are mandated to annually report apprentice starts as a percentage of their staff headcount. Camden's performance in this regard was significantly impacted by the pandemic, dropping from a peak of 1.46% in 2019/2020 to a low of 0.67% in 2020/21. However, we have demonstrated steady improvement each subsequent year, achieving a rate of 1.11% in 2022/23. Moreover, we are poised to continue this positive trend and anticipate a further increase in the upcoming year.

## **7. Pay Changes, Terms and Conditions**

- 7.1. Camden has a track record of pioneering fair pay. In 2012, we proudly attained accreditation as an employer with the Living Wage Foundation. To further this commitment and narrow the disparity between the Council's lowest and highest earners, we took substantial steps. Specifically, from 1<sup>st</sup> January 2015, we implemented a minimum earnings guarantee, increasing the earnings of our lowest-paid employees.
- 7.2. Our pay strategy is oriented towards offering compensation above the median for all positions. As a result, we have shifted away from adhering strictly to the NJC pay spine, aligning with a broader trend seen in several other London Boroughs. This approach allows us to more effectively address this agenda at a local level.



- 7.3. In response to the challenging economic climate and the pressures in the labour market, we have conducted a comprehensive review of the pay schemes in Camden over the past year. The recommendations stemming from the initial phase of this review received approval from the Audit & Corporate Governance Committee in June 2023 and were put into effect in September.
- 7.4. Maintaining our status as an upper quartile pay employer holds significant importance in preserving our competitiveness within the employment market. It's worth noting that our broader brand and employment proposition are already robust. This aspect is crucial in our ongoing efforts to attract and retain high-calibre talent, particularly given our Inner London location. In the initial phase, we thus prioritised benchmarking our pay against the London and South East Public and Not for Profit Sector.
- 7.5. The analysis demonstrated that we maintain competitiveness in terms of pay across most of our salary grades. However, we noted a growing trend of being less competitive at levels 5 and 6, as well as at the Chief Officer level. While our lower grade salaries held up well against market standards, they were particularly susceptible to agreements regarding the local government pay award and shifts related to the London Living Wage. Therefore, it was imperative to proactively safeguard these salaries, not only to maintain our status as a Living Wage Employer but also to facilitate the Council's ability to endorse an increased Minimum Earnings Guarantee.
- 7.6. In light of these findings, we have initiated a restructuring of our two lowest pay levels, with initial adjustments taking effect from 1st April 2023. Additional changes are scheduled for implementation in April 2024 and April 2024, as depicted in the figure below.

Pay Points	Current	2023 changes	2024 changes	2025 changes
1				
2	Level 1 Zone 1	-		
3				
4		Level 1 Zone 2		
5				
6	Level 1 Zone 3	Level 1 Zone 3	Level 1 Zone 2	
7				
8				
9			Level 1 Zone 3	Level 1 Zone 2
10				Level 1 Zone 3
11	Level 2 Zone 1	Level 2 Zone 1	Level 2 Zone 1	Level 1 Zone 3
12				
13				Level 2 Zone 1
14				
15				
16	Level 2 Zone 2	Level 2 Zone 2	Level 2 Zone 2	Level 2 Zone 1
17				
18				Level 2 Zone 2
19				
20				

7.7. These changes enabled us to commit to a new Minimum Earnings Guarantee increasing our minimum salary from £24,974 (£13.30 per hour) to £25,841 (£13.77 per hour). This is equal to £1.82 per hour (or 15%) more than the current LLW of £11.95 per hour. The national pay award for 2023 has not yet been agreed however modelling using the National Employers final offer showed this would result in an hourly rate of just over £15 per hour.

7.8. To support improved recruitment and retention and maintain our market position at the higher end of our pay structure we uplifted the minimum of the pay bands for pay grades Level 5 Zone 2 to Level 6 Zone 3. These changes aligned the midpoint with our target market position of upper quartile and reduced overlap between the pay bands.

Level	Zone	Minimum	New Minimum	Mid-point	New Mid-point	Maximum
Level 5	Zone 1	£49,930	No change	£53,736.50	No change	£57,543
	Zone 2	£53,897	£55,832	£59,623.50	£60,591	£65,350
Level 6	Zone 1	£63,268	£64,086	£70,035	£70,444	£76,802
	Zone 2	£72,636	£79,072	£80,446.50	£83,664.50	£88,257
	Zone 3	£78,676	£89,544	£88,869.50	£94,303.50	£99,063

7.9. We recognise that in addition to these adjustments to our pay band then opening up the range for appointment salaries and progression management will be required to align pay to the market anchor over time. Phase two of the review is therefore focussed on these aspects as well as changes to the My Reward Scheme to ensure the pay scheme meets the changing needs of the Council whilst minimising the potential for inequity to occur.

## 8. Organisational Development

### Imagination Work

8.1. In Camden, we believe in the capacity and innovation of our staff and communities to develop new ideas and new ways to tackle the complex challenges in our Borough. We Make Camden captures our communities' imaginative vision for the future of our place and challenges us to act differently in the way we partner with citizens and communities to make the vision a reality. With increasing pressure on Council staff to deliver the same quality of services with less, the risk is that we get stuck into narrow thinking, focussed on immediate solutions. We need to build towards greater visions of how things could be, as well as fix the here and now. We see Imagination Activism as a means by which we can think differently, to transform the system and create something better.

8.2. Camden Imagines makes the case that we should:

- See imagination as an emerging competency of 21<sup>st</sup> century civil leadership.

- Prioritise building imaginative capacity in our teams and organisations.
- Imbed imagination in our organisation at the level of governance.
- Equip employees with horizontal leadership skills to unleash cross-collaboration.
- Embark on collective imagining with communities.

8.3. We engaged Moral Imaginations to conduct an 8-week program, equipping 32 Council employees with the tools and skills to serve as Imagination Activists throughout the organisation. The program was crafted with the following objectives in mind:

- Broaden and reshape perspectives.
- Equip with creative tools and techniques.
- Cultivate new habits and ways of working.
- Build commitment to imaginative practices.
- Establish a foundation for more profound policy and governance transformation.

8.4. The program had four primary objectives:

- Increase imagination capacity, as an emerging competency of civic leadership.
- Boost agency and confidence in fostering psychological safety at work.
- Equip participants with skills and tools for generating, prototyping, and iterating new ideas.
- Strengthen cross-organisational relationships, breaking down silos.

8.5. We intentionally selected the 32 participants from various departments and pay grades within the Council. This deliberate approach has fostered lasting relationships between services that previously did not exist.

8.6. The program has resulted in the following accomplishments:

- All participants reported a high level of imaginative capacity, with 92% noting a significant increase.
- 82% of participants reported an increased sense of psychological safety at work, with 69% noting a significant improvement.
- 100% of participants felt they had gained practical tools to incorporate imagination into their teams and everyday work.

8.7. We've recently initiated Phase Two, which involves:

- Incorporating Imagination Activism into our Senior Leadership Group development programme.
- Establishing a Community of Practice to support the initial 32 IAs and help them embed skills across their teams.
- Instituting a regular Imagination Drop-In session on the 2nd floor, co-hosted with Think & Do.

### Mandatory Learning

8.8. The Mandatory Learning modules serve as foundational training that every employee must complete. They are designed to assist staff in working safely, improving interpersonal relationships, and safeguarding information and resources. Additionally, they enable Camden to adhere to the regulations governing these areas.

The core compliance eLearning modules consist of:

- Conscious Inclusion
- Fire Safety
- Fraud Awareness
- Health and Safety
- Information Handling
- Introduction to Safeguarding

These courses undergo regular updates to ensure they remain relevant, meet the latest legal requirements, and align with strategic objectives.

8.9. In recent years, achieving genuine inclusivity within the council has been a paramount and pressing objective. Organisation-wide efforts have been made to ensure that all staff members feel secure, valued, and included. As a testament to this commitment, in June 2022, the Corporate Management Team (CMT) resolved to incorporate three additional eLearning modules into the 2023 Cohort of Corporate Mandatory Learning. These modules are:

- Anti-Racism
- Introduction to Domestic Violence and Abuse
- Suicide Awareness

Between 5th December 2022, and 22nd January 2023, the entire workforce participated in a mandatory learning update, encompassing all nine modules. Staff with no digital access to the eLearning modules received face-to-face abridged versions of the nine modules.

8.10. By 10th February 23, 4,154 staff members (97%) had successfully completed all nine modules. Camden maintains a commitment to continuous compliance through an automated system, and new hires receive reminders to complete all nine modules within one month of joining the organisation.

### Corporate Induction

8.11. The onboarding process encompasses a monthly in-person Corporate Induction for all newly hired staff and managers under Camden's employment terms and conditions. This comprehensive induction spans 1.5 days and offers participants an introduction to various aspects of the Council:

- The Council's aspirations and priorities as outlined in We Make Camden and The Way We Work.
- The organisational and political structure, inclusive of governance practices.
- Employee expectations, encompassing the code of conduct.
- Internal employee benefits, covering learning and development, the My Performance framework, staff benefits, networks, and well-being.
- Fundamental IT platforms and applications.

8.12. The Corporate Induction features a guided walking tour of the vicinity surrounding Kings Cross and 5 Pancras Square, along with a leadership breakfast. During this breakfast session, participants engage in a question and answer exchange with three senior leaders from the Council.

8.13. In addition to the Corporate Induction, newly appointed or internally promoted people managers are offered the opportunity to attend a half-day Managers Induction. These sessions are conducted virtually on a quarterly basis. The content of these sessions provides an overview of the essential responsibilities associated with managing within Camden. This encompasses My Performance conversations, inclusion, effective use of our facilities, team collaboration, health, safety, well-being, financial budgeting, recruitment, and available learning and development opportunities. The Managers Induction is further reinforced by an accessible online guide that offers additional information and support accessible to all managers throughout the organisation.

## 9. Absence Management, Grievance, Underperformance and Disciplinary

9.1. Absence Management, Grievance, Underperformance, and Disciplinary data collection continues to allow Camden to effectively monitor staff wellbeing and to identify and resolve issues as they arise.

### Summary of AMGUD Cases – Directorate

Directorate	Absence Management		Disciplinary		Grievance		Underperformance		Total	
	No of cases	Average (%)	No. of cases	Average (%)	No. of cases	Average (%)	No. of cases	Average (%)	No of cases	Average (%)
Corporate Services	21	16%	6	19%	2	13%	1	20%	30	16%
Supporting Communities	64	48%	16	52%	7	44%	2	40%	89	48%
Supporting People	48	36%	9	29%	7	44%	2	40%	66	36%
<b>Total</b>	<b>133</b>	<b>100%</b>	<b>31</b>	<b>100%</b>	<b>16</b>	<b>100%</b>	<b>5</b>	<b>100%</b>	<b>185</b>	<b>100%</b>

### Absence Management

#### Average Sickness Days 2022-2023

Directorate	Average No. Working days Sick Leave per Employee
Corporate Services	9.1
Supporting Communities	11.8
Supporting People	10.2
<b>Total</b>	<b>10.7</b>

In all Directorates, the average number of sick days per employee stands at 10.7. The Supporting Communities Directorate has the highest average number of sick days per employee, followed by the Supporting People Directorate.

9.2. In the 2022-23 period, there were a total of 185 relevant AMGUD cases, marking an increase of 9 cases from the previous year. Among these cases, Absence Management cases constituted the majority, accounting for 71.9% of all AMGUD cases. The distribution of cases across Directorates remained roughly proportionate to their respective sizes.

In September 2020, we introduced an updated Sickness Absence Management Procedure aimed at fostering a more supportive and inclusive approach to staff sickness.

We also acknowledged that the primary causes for prolonged, continuous absence were cited as 'Anxiety/Stress/Depression/other Psychological Illness'. In light of this, we've heightened our efforts in promoting staff well-being and have launched a dedicated Wellbeing Microsite.

### Grievance

- 9.3. In this period, a total of 16 grievances were submitted, which is a slight decrease of two compared to the previous year, 2021/22. Grievances are typically raised when there are ongoing management processes related to an employee's performance, conduct, or sickness absence.
- 9.4. The most frequent concerns expressed in these grievances pertain to allegations of bullying or micro-management. Additionally, in two cases, allegations of discrimination were included as a factor. One case involved race-related discrimination, while the other was related to disability discrimination.

### Underperformance

- 9.5. The total count of underperformance cases has decreased in this period, showing a reduction of eight cases. This shift could be attributed to managers adopting a more relational approach, engaging in early conversations with employees, and subsequently implementing tailored training and support measures. It's worth mentioning that probationary cases are encompassed within this category, accounting for two cases in this period.

### Disciplinary

- 9.6. During this period, there has been a notable rise in the number of formal disciplinary cases, which primarily contributes to the overall increase in AMGUD cases compared to the previous year. It's important to note that assessing trends in disciplinary cases is challenging, as the reasons for taking formal action range from isolated, severe incidents (where no prior concerns existed) to more routine concerns about behaviour and attitude at work.
- 9.7. In instances of recurring concerns, managers may opt to issue a formal written warning (which occurred in three cases during this period). However, there's also a growing trend towards a more relational approach, with managers opting to provide further training and support instead of imposing formal sanctions (which was observed in five cases).
- 9.8. For the more serious cases, the reasons behind taking formal action vary widely, from police investigations to the recurrence of past behavioural issues. The outcomes of these cases also vary, with three resulting in final written warnings, three leading to dismissals, and in some instances (three cases), the employee chose to resign during the disciplinary process. Notably, the three dismissals did not lead to any appeals.

## **10. Comments of the Borough Solicitor**

The Borough Solicitor has been consulted and has no legal comments to add.

**11. Comments of the Director of Finance**

There are no finance comments arising from this report.

**12. Environmental Implications**

There are no Environmental Implications.

**REPORT ENDS**

## **Appendix One**

### **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
- Annual leave: 27 days, increasing to 31 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
- Parents of premature babies - additional leave and pay between actual birth date and due date
- Parents of 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
- Staff who are Parents or Carers – up to 5 days of paid Dependency leave
- Disability Leave - up to 10 additional days of leave at full pay for our staff who have declared a disability or declared that they are a carer to attend planned appointments etc.
- 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
- Bereavement Leave – up to 10 days of paid leave
- Public Duties – up to 10 days' paid leave per year in total to undertake public duties
- Jury Service – paid time off for the duration (there is no statutory entitlement to continue being paid whilst on Jury Service)
- Volunteering – one day of paid leave to volunteer with an organisation based in Camden
- Other types of paid and unpaid leave are also available such as sabbatical/employment break, and special leave to cover other exceptional circumstances.

#### **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.
- Ongoing programme of financial wellbeing webinars giving practical advice on a range of topics including – making the most of your money, managing debt, coping with the rising cost of living etc.
- Financial wellbeing support and guidance accessed 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.
- Byond card – a prepaid shopping card that gives employees up to 15% cashback every time they shop at over seventy popular retailers, in-store and online.
- 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.
- Childcare deposit loan – an interest free loan of up to £2,000 repayable over up to 10 months to support staff with the upfront payment of registration deposit/fees and first month of childcare fees.
- 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.

## 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.