

LONDON BOROUGH OF CAMDEN	WARD: ALL
REPORT TITLE: Annual HR Update 2020	
REPORT OF: Joanna Brown, Director of People and Inclusion	
FOR SUBMISSION TO: Resources and Corporate Performance Scrutiny Committee	DATE: 16 th NOV 2020
<p>SUMMARY OF REPORT</p> <p>This report has been prepared at the request of the Committee to provide an update on developments regarding the Council's workforce. This annual report provides analysis of the Council's workforce profile and an overview of work undertaken during 2019/20. Key areas covered include: workforce inclusion, resourcing, future talent, pay and reward, organisational development, health and safety, and an update on our resident workforce in Appendix A. The report also includes an overview of the impact of Covid-19 in each area, the steps taken as part of our organisational response and how this has led to reimagining the future of work going forward.</p> <p>LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION:</p> <p>No documents that require listing were used in the preparation of this report.</p> <p>CONTACT OFFICER: Urmi Kabir HR & OD Policy and Engagement Lead Corporate Services Tel: 020 7974 4037 Email: Urmi.Kabir@camden.gov.uk</p> <p>10th Floor 5 Pancras Square London N1C 4AG</p>	
<p>RECOMMENDATION(S):</p> <p>The Resources and Corporate Performance Scrutiny Committee are asked to note and comment on the contents of this report.</p>	
<p>SIGNED: </p> <p>DATE: 3rd November 2020</p>	

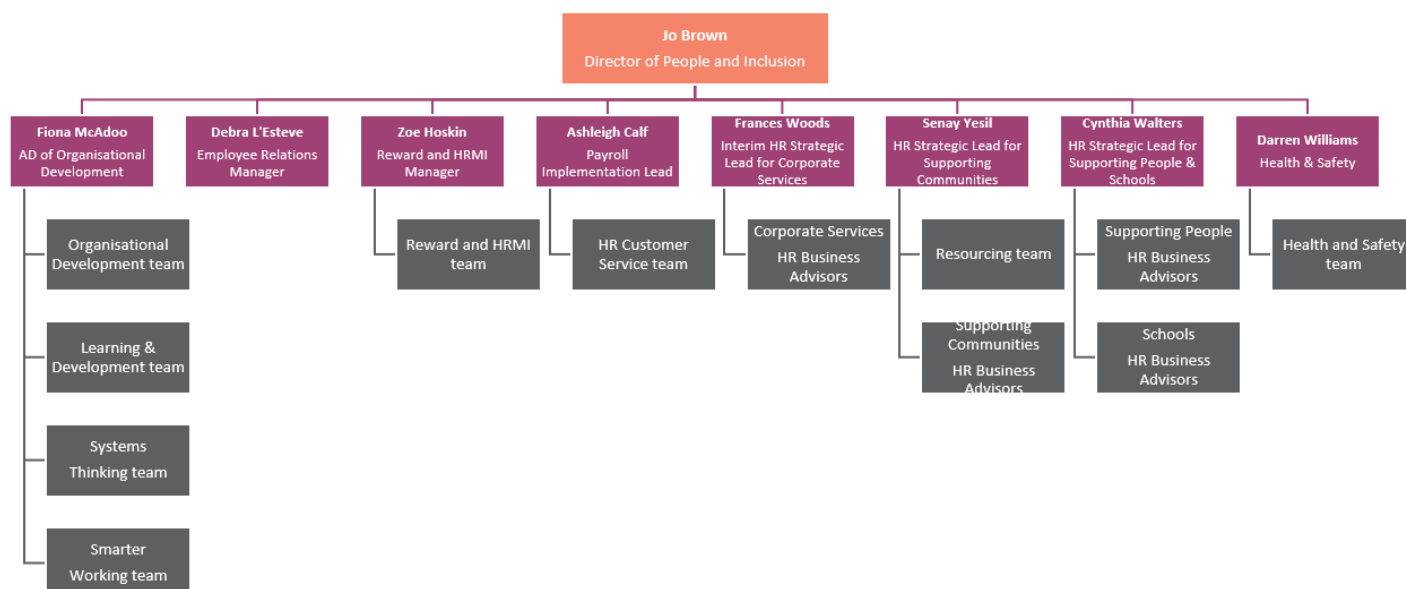
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1. Introduction

- 1.1. This report has been prepared at the request of the Committee to provide an update on developments regarding the Council's workforce. This annual report provides analysis of the Council's workforce profile and an overview of work undertaken during 2019/20. Key areas covered include: workforce inclusion, resourcing, future talent, pay and reward, organisational development, health and safety and an update on our resident workforce in Appendix A. The report also includes an overview of the impact of Covid-19 on our workforce, how we have responded and how this has led to a fundamental reimagining of how and where we work in the future.
- 1.2. Camden HR is led by Joanna Brown with a strong focus on people and inclusion which forms part of the Corporate Services directorate. Camden's aim is to be the country's best public sector employer and set the standard for good work and fair and inclusive employment. Camden HR delivers a range of support to services to the organisation and to Camden schools to deliver Our Camden Plan through recruiting and retaining a high performing and engaged workforce and supporting and enabling organisation change.
- 1.3. In summary, the service is comprised of:



2. Current workforce

- 2.1. The Camden Annual Employment Profile provides an analysis of the size and makeup of the workforce and other aspects of recruitment and employment in relation to age, disability, ethnic origin and gender, as well as religion or belief and sexual orientation, where the data is available. It contributes to ensuring that Camden fulfils its obligations under equality legislation, specifically the public sector equality duty under The Equality Act 2010.
- 2.2. Camden Council challenges itself to achieve a representative workforce at all levels. As part of this challenge, Camden's employment profile reporting provides a higher level of detail, analysis and comparison data than is standard within local authorities and openly publishes this. In advance of the publication of the 2019/20 profile, figures up to 31 March 2020 are included below:

Workforce Size

- 2.3. The total number of staff employed by the council is 4267 with a full time equivalent (FTE) of 3866. Current headcount and FTE are 15% and 18% smaller than they were in 2010/11.

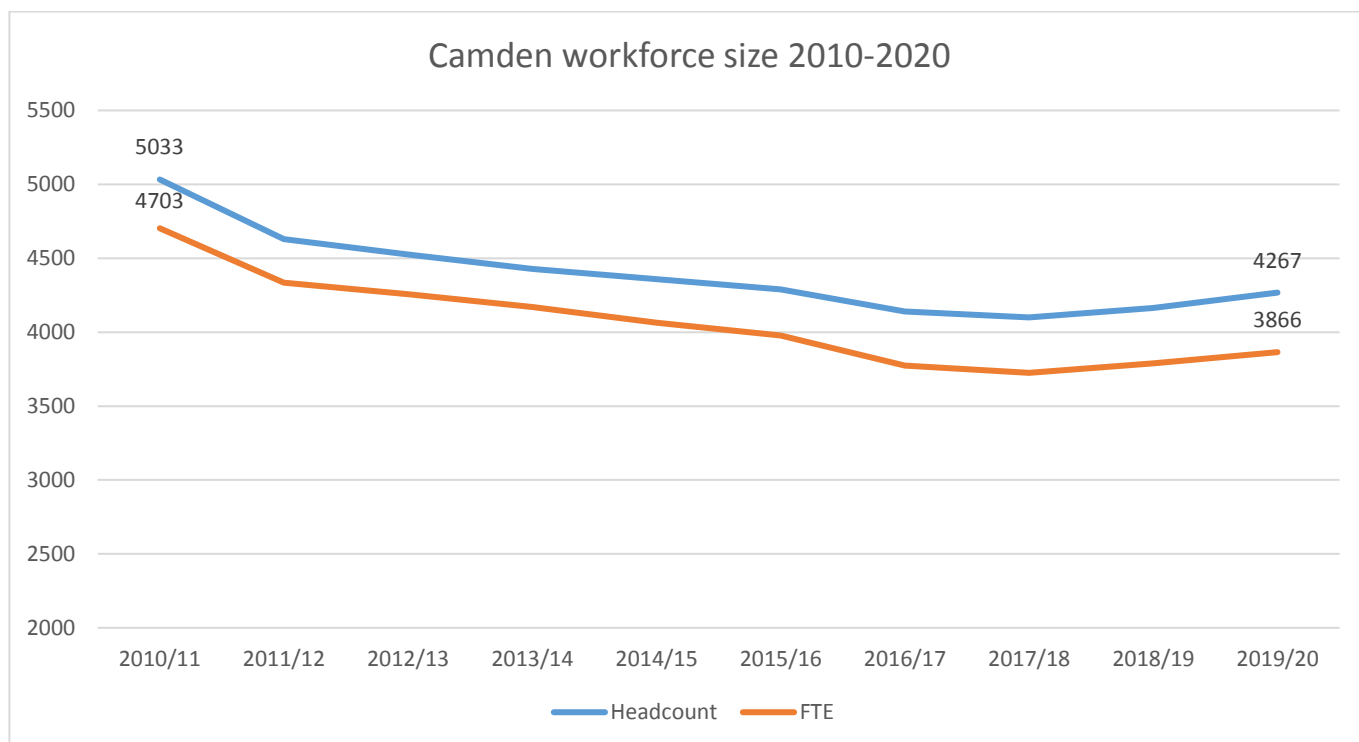


Figure 1: Current employees by headcount and FTE - 2010/11 to present

Grade Distribution

- 2.4. The table below shows the spread of the workforce by grade. The largest proportion of staff are graded at Level 3 (33%) and Level 4 (26%):

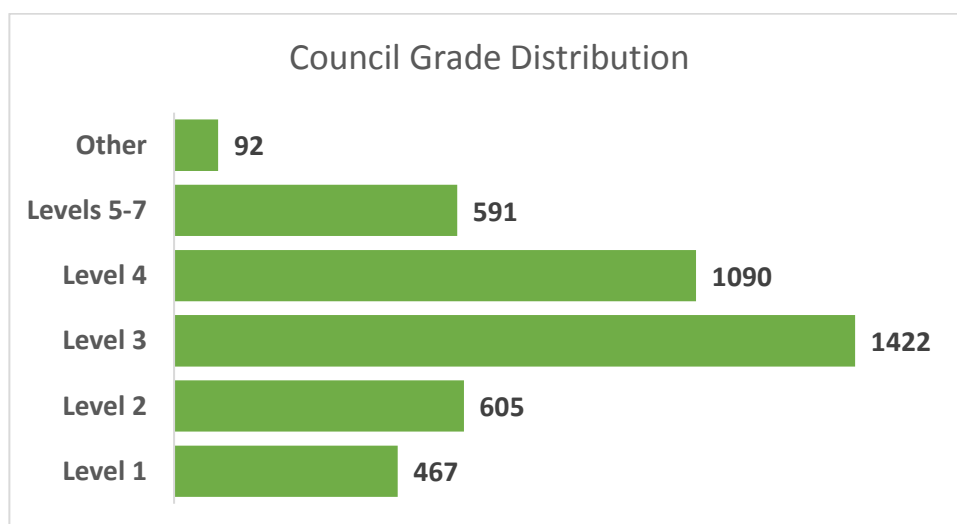


Figure 2: Distribution of current employees across grades (31 March 2020)

Gender

- 2.5. 57% of Camden Council's staff are female. This is the ninth lowest percentage of female workers across of London Boroughs, the median being 62% female.

- 2.6. Employment figures for women in local government are traditionally higher than males, due to the increased likelihood of flexible and part-time working in the public sector. The gender ratio within Camden Council has remained fairly consistent from 2010/11 to present - the average percentage of female workers within the workforce during this period being 56.7%.
- 2.7. 51.6% of the top 5% of earners in Camden Council are female, a decrease of 0.5% since 2015/16 where the figure was 52.1%. This has contributed towards our pay gap parity and compares well with the Inner London Council figure where the median is 46%.

Year	2015/16	2016/17	2017/18	2018/19	2019/20
Female	52.1%	52.7%	50.5%	50.0%	51.6%
Male	47.9%	47.3%	49.5%	50.0%	48.4%

Table 1: Gender of top 5% of earners

Disability

- 2.8. The percentage of staff with a declared disability is 4.4%. However, in the most recent (2020) Wellbeing Pulse survey, 9% of respondents said that they had either a physical, mental or learning condition that could be classed as a disability under The Equality Act 2010. We are currently in the process of updating our diversity monitoring form and engaging with our staff to improve declaration rates. We want to give staff the confidence that this information will be used appropriately to provide insight and make Camden a more inclusive place to work.

Ethnicity

- 2.9. The chart below reflects the proportion of ethnicities that make up our workforce compared to the Camden borough and London population of the working age:

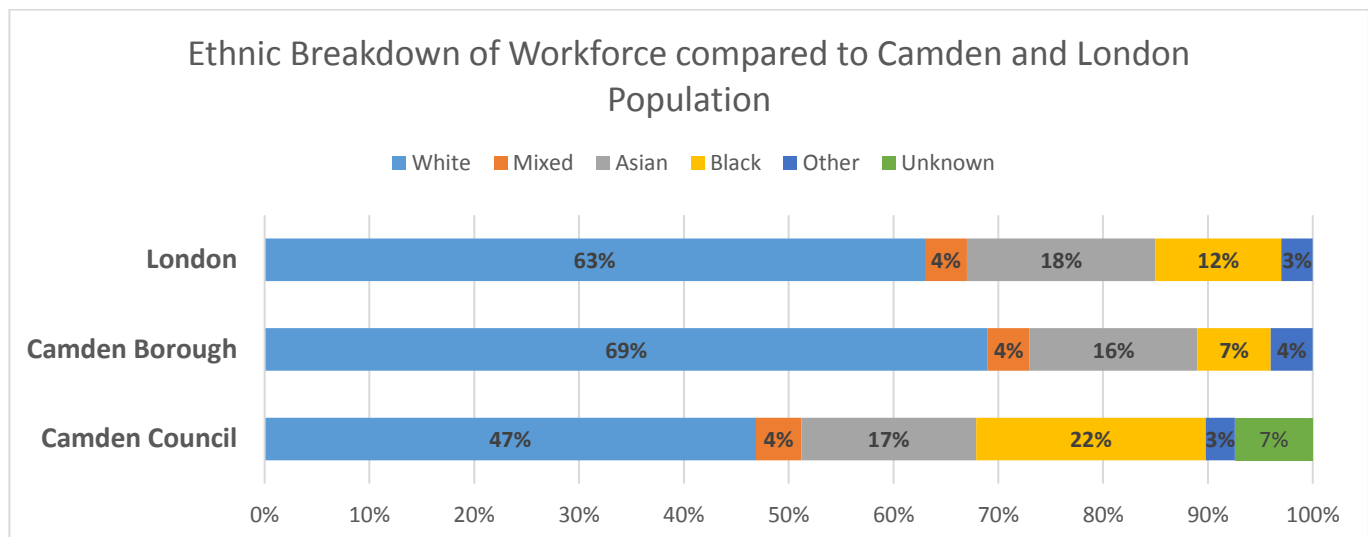


Figure 3: Ethnic breakdown of the Council staff compared to Camden Borough and London

- 2.10. Whilst 40.5% of staff are from Black, Asian and Minority Ethnic backgrounds overall, this level of representation is not equal across our grade structure. At grade level, particularly Level 4 Zone 2 and above, the proportion of Black, Asian and Other Ethnic staff is 27.4%. This figure, however, has shown a steady increase since 2011/12, only slightly decreasing by 0.2% since last year.

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
BAME	24.2%	24.1%	24.8%	25.3%	25.8%	26.1%	26.0%	27.6%	27.4%

Figure 4: Black, Asian and Minority Ethnic staff as percentage of staff at grade L4.Z2 and above¹

Age

- 2.11. Camden Council has an older age profile than the Camden borough or the London working age population. Only 4% of Camden Council's workforce is 16-24 years, compared to 16% of the working age population of Camden. This relatively low proportion of staff in the 16-24 years age group is largely expected as Camden is home to the largest student population in London due to the 11 higher education institutions situated within the borough; many in this group are in some form of education or training.

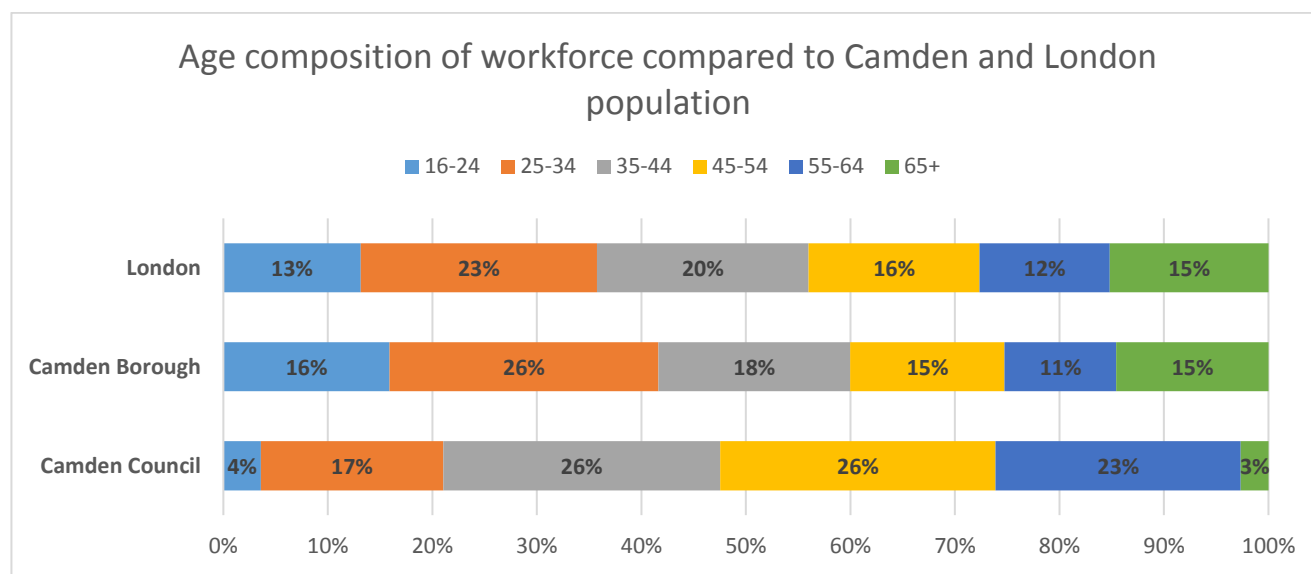


Figure 2: Age composition of workforce and Camden borough and London (31 March 2020)

Staff Resident in Camden

- 2.12. A key priority in Our Camden Plan is to increase the number of residents in local employment. To this end we began monitoring the percentage of the workforce who are also Camden residents. As of 31st March 2020, 17.4% of our staff (741) were also Camden residents. Please see Appendix A for a detailed update on our resident workforce.

Grade breakdown of employees who are Camden residents

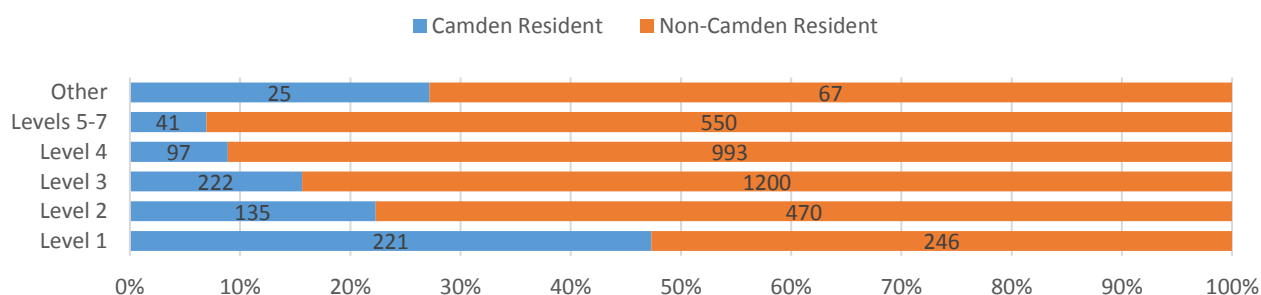
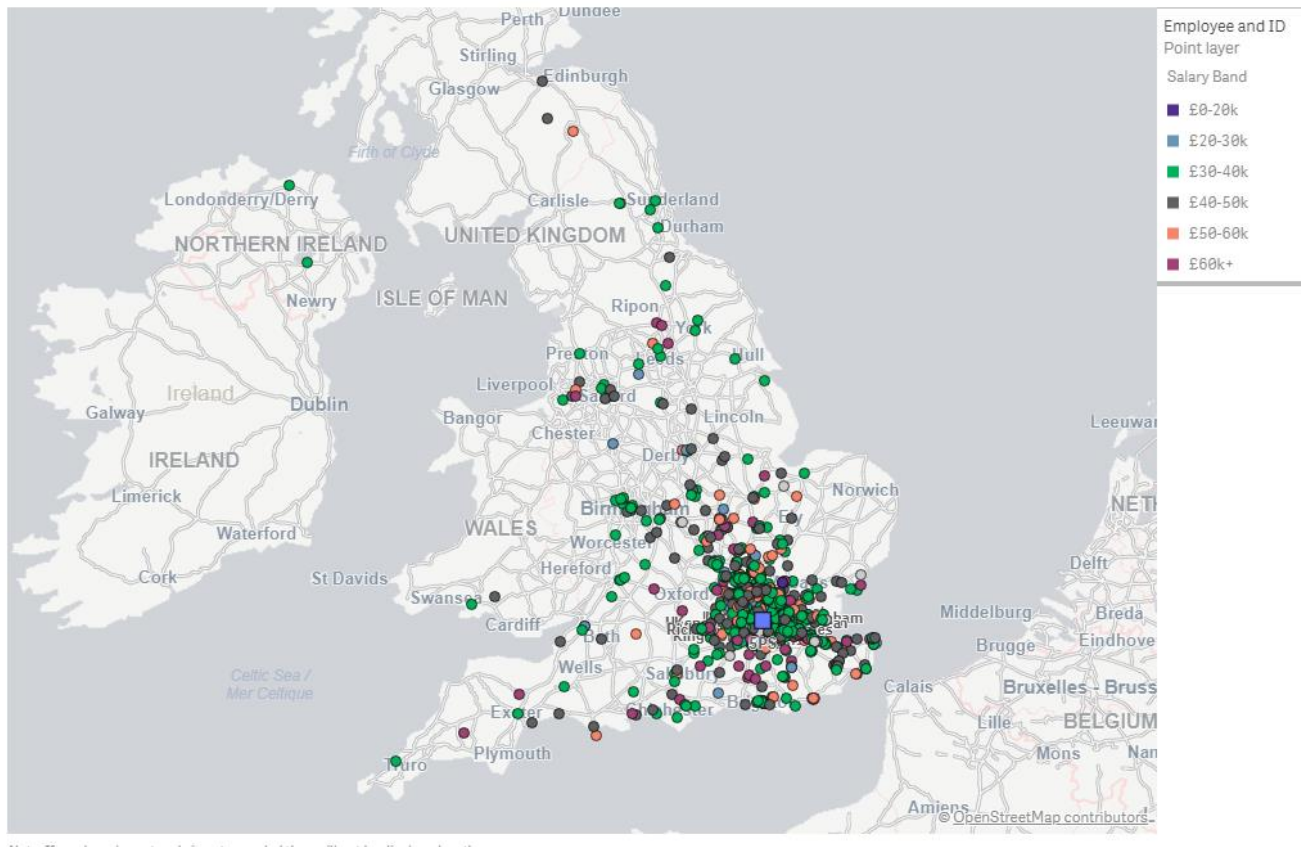


Figure 3: Grade breakdown of employees who are Camden residents as of 31 March 2020

¹ The term 'BAME' is used for reporting purposes only. We recognise that Black, Asian and Ethnic Minorities are not one homogenous group, each ethnicity has its own unique identity and experiences different types of issues.



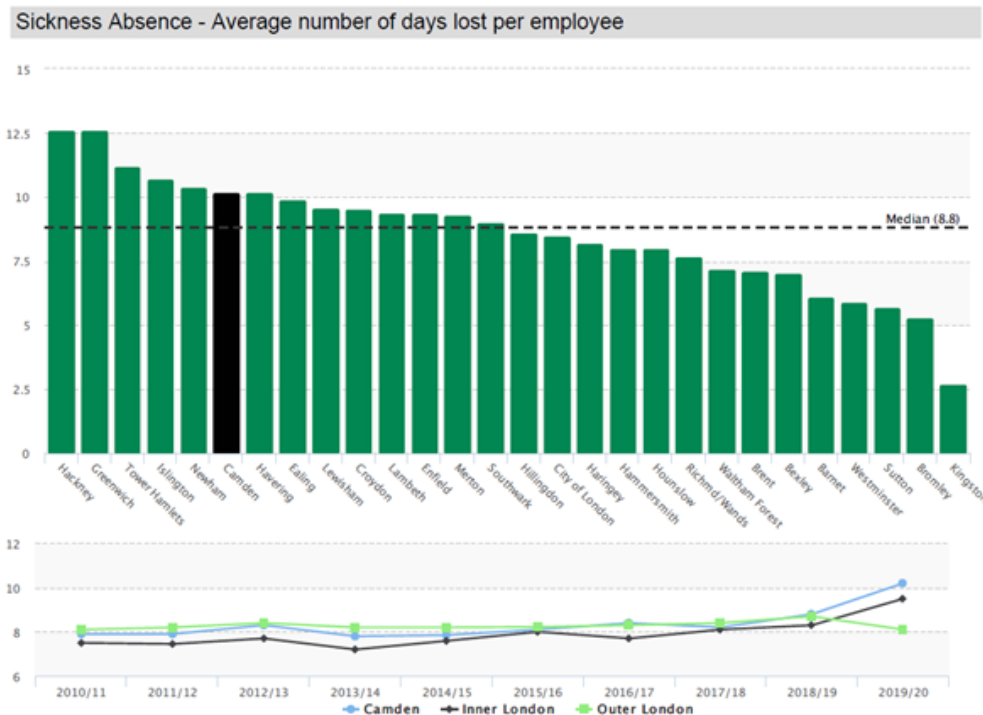
2.13. The map above shows the spread of staff, banded by their salary level. Although 17.4% reside within the borough, the majority of staff coalesce locally around London and the South East. Those in the lower pay bands (£0-30k) are more focused around Camden, whilst those in the higher pay bands (£40k+) tend to move further outwards into Greater London and beyond. The £30-40k pay band is likely to be the most evenly spread, with its proportion remaining fairly stable across distance bands – this is explored further in the tables below.

Salary Band	Under 500m	500m to 1km	1 to 5km	5 to 10km	10 to 20km	20 to 50km	50 to 100km	100 to 200km	Over 200km	Unknown	Totals
£0-20k	1	3	24	5	4	1	0	0	0	0	38
£20-30k	52	113	821	343	213	40	5	4	2	38	1631
£30-40k	34	92	691	693	705	237	63	31	21	28	2595
£40-50k	5	25	363	461	436	160	63	28	13	25	1579
£50-60k	1	3	64	100	115	52	26	9	4	3	377
£60k+	0	2	74	108	94	64	25	10	5	4	386
Total	93	238	2037	1710	1567	554	182	82	45	98	6606

Salary Band	Under 500m	500m to 1km	1 to 5km	5 to 10km	10 to 20km	20 to 50km	50 to 100km	100 to 200km	Over 200km	Unknown	Totals
£0-20k	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%
£20-30k	56%	47%	40%	20%	14%	7%	3%	5%	4%	39%	25%
£30-40k	37%	39%	34%	41%	45%	43%	35%	38%	47%	29%	39%
£40-50k	5%	11%	18%	27%	28%	29%	35%	34%	29%	26%	24%
£50-60k	1%	1%	3%	6%	7%	9%	14%	11%	9%	3%	6%
£60k+	0%	1%	4%	6%	6%	12%	14%	12%	11%	4%	6%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

3. Health and Wellbeing

- 3.1. For 2019/2020, Camden Council's average number of days lost per employee was 10.2 days, which falls in the third quartile of all the London boroughs, and the third quartile for inner London.



*Data differs from usual Camden Reporting Metrics due to specific methodology used by London Councils.

- 3.2. Camden's average number of days lost per employee has risen by 15.9% since the last survey in 2018/19, when it was 8.8 days. This compares with a median average change of +14.5% for inner London since 2018/19.
- 3.3. Changes to recording sick leave on Oracle were made live in December 2019 which will enable us to better capture absence data and identify and respond to trends. It is now mandatory to enter a sickness absence reason, and we have removed the 'Other' option so employees can be more specific when entering their reason.
- 3.4. Stress, Depression, Mental Health, Fatigues syndrome is among the top 6 absence reasons across the Council with the longest average length of absence. A number of initiatives have been undertaken to support employees.
- 3.5. In 2019, Camden signed up to the Time to Change employer pledge to demonstrate commitment to change how we think and act about mental health in the workplace and make sure that employees who are facing these problems feel supported. An action plan to help get employees talking more about mental health was developed and signed off by Chief Executive and Leader in February 2020. Initiatives included sharing stories from staff of their experiences of mental health and better equipping line managers to have conversations about mental health by signposting range of support available through the managers workshops and ensuring our policies help address these issues.
- 3.6. In January 2020, Camden launched a new staff wellbeing campaign called 'Looking after each other at work' consisting of 4 wellbeing strands – physical, mental, financial and social. In February, we hosted a wellbeing week including free activities available

throughout such as; yoga and mindfulness sessions, blood pressure checks, smoking cessation support, financial seminars, guided walks and on-site massage clinics which proved so popular it is now a regular monthly event.

- 3.7. We also signposted the 'Able Futures', government initiative specifically focussed on providing free and confidential specialist mental health support for staff. We worked with Public Health to encourage more physical activity within the workplace including provision of yoga sessions during lunchtimes at 5PS and signage around the building encouraging staff to get moving more by using the stairs rather than lifts.

4. Conscious Inclusion

- 4.1. Our Commitment to Conscious Inclusion statement was published in autumn 2019. It sets out actions that we committed to take forward to become a truly inclusive organisation in relation to race, gender and neurodiversity and how we would achieve this through a focus on Our Systems, Our Leadership and How We Show up at Work.
- 4.2. The statement is a live document and since its publication the environment has shifted considerably: The Covid-19 pandemic has both revealed and exacerbated existing structural inequalities that have disproportionately affected people from Black, Asian and Other Ethnic backgrounds.
- 4.3. We have worked closely with colleagues across the organisation to listen to their lived experience, to look even more closely at our Conscious Inclusion Statement following the experience of the pandemic. This has led us to challenge our thinking about how much further we can go in being a truly inclusive organisation.
- 4.4. This has resulted in our reaffirmed commitment to tackling racial inequality within the workforce, the setting up of a Task and Finish Group and Staff Inclusion Forums to hold us to account.

Inclusion work during Covid-19

- 4.5. Working in exceptional circumstances, it was recognised that the Covid-19 pandemic would pose a number of challenges for our employees. To understand in real time how our workforce was feeling, we began running organisational Pulse Surveys which would inform where we needed to focus activity to provide support and reassurance.
- 4.6. The Pulse Surveys found that Black Asian and Minority Ethnic staff were more anxious about the risk of exposure to Covid-19 and slightly less likely to feel well supported by the organisation (73% / 77%). Although the numbers of respondents were too small to be statistically significant, the survey results also showed that disabled staff were more likely to be concerned about their health and Camden's LGBTQ+ staff felt more disconnected from their team.
- 4.7. In response to the Pulse Survey findings the Council carried out additional inclusion work with staff. This included:
 - Communicating a clear message both via Essentials and from individual managers that staff are not expected to work if they are unwell and reassurance that no punitive action would be taken against such staff.
 - A personal letter from our Chief Executive, Jenny Rowlands, to all Black, Asian and staff of other ethnicities to acknowledge the specific impact of Covid-19 on them, reaffirm our commitment to racial equality, and reiterate the previously communicated message around not working if unwell.

- Running a series of eight focus groups for our Black, Asian and minority ethnic staff, to better understand their experiences during the pandemic and what we could do to most effectively support them.
- Ensuring that all staff working on the front line were able to access a Covid-19 test if they needed one and providing all staff with relevant PPE equipment.
- Completing risk assessments for all services and individuals who were asked to come into work ensuring that we protected staff.
- Making our buildings Covid secure so that staff who needed to use them were able to.
- Creating a comprehensive 'Looking after each other during Covid-19' wellbeing offer for staff, available on Essentials. This includes resources for staff living alone, staff who were shielding or vulnerable to Covid-19, Carers, parents who were home schooling, LGBT+ staff and staff who have experienced a bereavement. It also includes general resources on mental, physical, social and financial well-being.

In-focus look at Race Equality work

- 4.8. We have also reviewed our Race Equality Action Plan based on additional insight and evidence gained during this time. This insight and evidence has been gained through:
- A series of focus groups for Black, Asian and minority ethnic staff from across all levels, services areas and directorates. As mentioned above, these were originally set up to better understand how Covid-19 was impacting Black, Asian and minority ethnic staff. However, given events which took place during the immediate Covid-19 response, including the murder of George Floyd, we doubled the number of focus groups because the response was so strong. Many staff wanted to speak about their own lived experiences and thoughts more generally and many White colleagues wanted to understand what more they could and should be doing to support their colleagues and residents.
 - To that end we extended the focus groups to include supporting service wide conversations for staff to be able to share their lived experience and for White colleagues to listen and better understand ally-ship.
 - Feedback gathered from the first Pulse Survey, Yammer threads in response to the BLM movement and direct replies to our Chief Executive Jenny Rowland's letter to all of our Black, Asian and minority ethnic staff affirming support, ally-ship and a renewed commitment to eradicate inequality in Camden.
 - Ongoing conversations with Camden's disproportionality working group and Camden Black Workers Group.
 - Feedback from the new role, Director of Equalities and Disproportionality, which was created along with the newly set up Task and Finish Group on Race & Equality acting as a catalyst group comprised of staff from across the organisation.

Updating our Race Equality Action Plan (see Appendix B)

- 4.9. To reflect the expanded level of action we have created an updated Race Equality Action Plan. The plan focuses the emphasis of our work on removing structural and systemic barriers. It also includes introducing a set of anti-racism resources and training, emphasising that it is all of our responsibilities to challenge racism and inequality, as well as the following:
- Creating more opportunities for open and honest conversations with each other.
 - Looking again at our sponsorship and mentoring programme to see how we could develop it further in light of staff feedback, including mutual (sometimes known as reverse) mentoring.

- Working with our workforce to develop a series of anti-racism resources – including websites, podcasts, books, blogs etc. – to help us all to learn from each other.
- Creating a way for staff to raise concerns and report issues or discriminatory behaviour anonymously.
- Looking at how we can go further with anonymised recruitment and how can be more transparent and inclusive in our interview process.
- Creating the fixed term role of Director of Equalities position to accelerate our progress on these areas.

4.10. We have also established Staff Inclusion Forums, the first of which have shaped the Race Equality Action Plan. These are a way for us to be more open and transparent in our work, as well as to initiate two-way conversations so that more staff than ever are able to get involved in developing and shaping our work on race equality in Camden. We ran four sessions as part of our first series of forums, each session fully booked with 10 attendees each.

Wider Inclusion work

4.11. As outlined in paragraph 3.1., our conscious inclusion statement sets out actions to help us become a truly inclusive organisation. Over the last year this has included the following:

- Our leaders have demonstrated visible leadership by becoming sponsors of our Inclusion work. Jon Rowney, Executive Director of Corporate Services is our Inclusion sponsor.
- Following the departure of David Joyce earlier this year, Phoebe Morris-Jones, Head of Cabinet Office, has been appointed Camden's LGBT Sponsor.
- We launched our Sponsorship and Mentoring programme in December 2019, with 23 sponsorees and 52 mentees.
- Between June 2019 and March 2020, we delivered 43 Managers Workshops for all People Managers to attend. 73% of managers attended. These provided a deeper understanding into our expectations of what it means to be a manager at Camden – supporting them to get the basics right.
- We are currently conducting an end-to-end recruitment review through an Inclusion lens. This includes setting up an inclusive recruitment working group to review how we write job descriptions, where we advertise roles and how we carry out interviews.
- Delivering a number of workshops and developed a new Unconscious Bias e-learning module – designed to help all staff and people managers to better understand the impact of, and mitigate against, unconscious bias.
- Launched a Guide to Being a Manager in Camden which brought together in one place the basic information and knowledge managers need to 'get the basics right' in their role as a manager. The document focuses on Managing Yourself, Managing People, Managing the Basics and has conscious inclusion at its core.
- Launched a Diversity Data campaign in order to improve the personal information we hold on our staff to better measure disproportionality and the impact of our inclusion work.
- We have extended our pilot on anonymised recruitment for senior roles and are actively reviewing the end to end recruitment process including developing training for all people involved in interview panels.
- Continued to support our Staff Networks, including the newly formed Disability Network. We have set up regular meetings between our individual networks and HR, and have set up opportunities for the networks to meet with each other in order to develop intersectional events and activities.

Sponsorship and Mentoring

- 4.12. In April 2020, during Covid-19, the decision was taken to pause the scheme recognising that for many this will have been a challenging period and the Council's response to the pandemic needed to be prioritised.
- 4.13. We know that some participants continued to meet with their mentor or sponsor during this period and colleagues from Organisational Development continued to offer several learning forums to ensure mentees and sponsorees were supported throughout this time. All participants have also been offered the opportunity to take up an Emerging Leader Apprenticeship Level 5, with Solace. Five applications have been received which are now being assessed by Solace.
- 4.14. As part of the Race Equality Action Plan we committed to reviewing the scheme to see how far we can go. In September 2020 all participants of the scheme were surveyed to help inform the scheme and 60% of participants responded. The insight from the survey and participants' feedback will directly inform how we move forward. This will include:
- Re matching sponsorees to sponsors, where their sponsor has left the organisation.
 - Resetting the expectations of the scheme and extending the 'formal' aspect of the scheme to March 2021. This allows time to be made up following the need to pause earlier this year.
 - Providing a renewed framework for support for all participants.
 - Developing an updated evaluation framework which reflects the disruption as a result of pausing the scheme due to Covid-19.

The Stonewall Index 2020

- 4.15. In September 2019 we entered the Stonewall Index for the very first time to benchmark our organisational practices so that we can develop and drive through actions to ensure we are fully inclusive for our staff, citizens and prospective employees that identify as LGBT+. We ranked 249 out of over 500 entries, and 19th out of 33 local authority entries - usually, new entrants rank in the lower quartile.
- 4.16. Since completing the Stonewall benchmarking exercise we published our Commitment to Trans Equality, as well as reviewing the personal information data that we request from candidates at recruitment and which we hold on all of our existing employees. We updated our title fields and gender fields to ensure that candidates and colleagues who wish to describe their gender in a non-binary way, have different options to do so. We also worked with our LGBT+ staff network, trade unions and Stonewall to rework and update all of our family leave policies to make this inclusive of all families and removed all gendered language. We have also updated our Dignity at Work policy to include specific examples of homophobic, biphobic and transphobic abuse.
- 4.17. In addition, this year due to Covid-19, we hosted a range of virtual events to celebrate Pride 2020 including sharing staff stories as part the We Make Camden Proud campaign, creating Pride At Home Guides, streaming videos from our LGBT+ staff network and developing We Make Camden Proud email signature banners as a visible symbol of our commitment to stand together with our LGBT+ communities.

Policy Improvement

- 4.18. We also began looking at our people policies with a critical eye to ensure we are enabling all staff and managers to get the basics right. As a result, in May 2020 we worked together with our trade unions to develop [Our HR Policy Statement](#). This explicitly outlines our organisational commitment to carrying out our people procedures fairly and inclusively, along with signposting support available for staff and fundamental responsibilities.
- 4.19. Alongside this, we renewed our [Dignity at Work Policy](#), [Addressing Domestic Violence & Abuse Policy](#) and [Family Leave](#) provisions to reflect our focus on diversity and bringing our best selves to work. We are continuing to review each area of our people policies to ensure there is greater rigour and will be updating these over the upcoming year.

Gender Pay Gap (GPG)

- 4.20. 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 fifth version of the report this year (report covering the snapshot date of 31 March 2020), still going beyond the statutory requirements, by including analysis by disability and ethnicity.
- 4.21. The data revealed the gender pay gap had moved closer to parity but is still slightly in favour of women, with 0.6% median and 4.6% mean pay gaps recorded. This is largely caused by the slightly higher proportion of women in the upper middle and top 25% quartiles of the earning spectrum.
- 4.22. The table below highlights Camden's position as part of London Councils data:

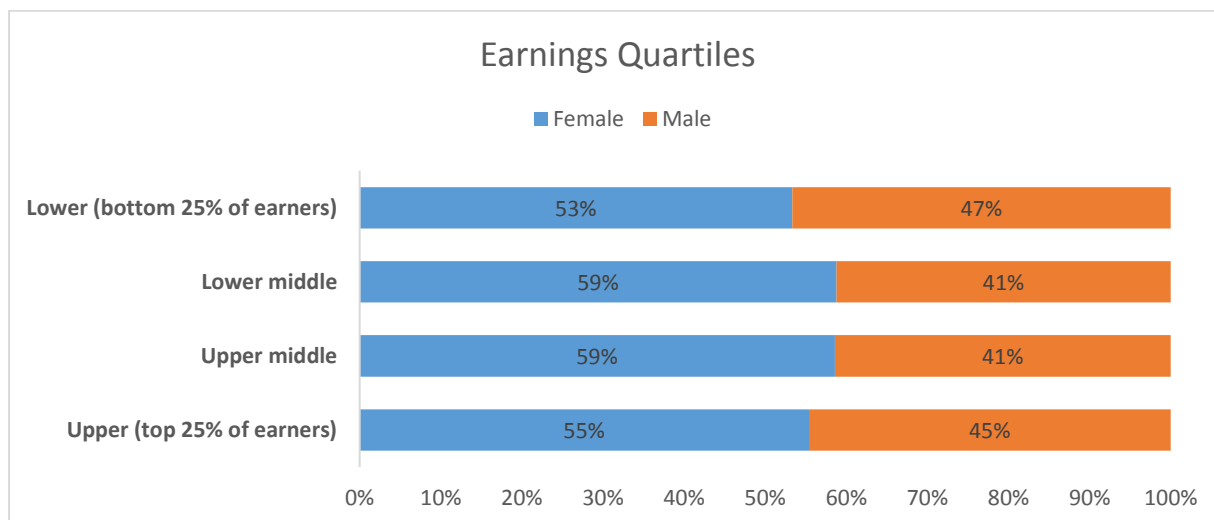


Figure 4: 2019-20 Gender pay gap quartiles

- 4.23. Camden's additional analysis of ethnicity pay gap data showed that median and mean gaps of 10.1% and 16.8% 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. Analysis of the disability pay gap revealed a more even distribution of disabled employees and that was reflected in median and mean gaps of 1.3% and 2.7% respectively.

5. Workforce Resourcing

Turnover

- 5.1. Overall turnover increased from 10% in 2018/19 to 11.2% in 2019/20. Voluntary turnover (which corresponds to resignations) increased slightly to 7.7%. On both figures, Camden is below the London boroughs median which is 8.3% for resignations and 14% for overall turnover. The critical turnover rate (employees with less than one year's service) for Camden was high for 2019-20 compared to last year, increasing from 6.7% to 20%.

Attraction and Resourcing

- 5.2. During 2019-20, the Camden Resourcing team made 717 job offers to internal and external candidates, with a 95% vacancy fulfilment rate overall which has increased from 88% in 2018-19.
- 5.3. We developed our Employer Value Proposition (EVP) in order to recognise our uniqueness as an employer and support our efforts to be truly inclusive as an organisation. At the heart of our new brand are our people, we see them as human beings, not job titles and our EVP showcases this by focusing on Camden employees and telling their stories. Our EVP brand book is included in the supplementary documents attached to this report.

Temporary Agency Staff

- 5.4. 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	Percentage of Total Workforce Spend on Agency Workers (Based on Agency Cost - Total Charge)
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	£220,110,337	13.0%
2020/21	402	4249	£4,172,415	£33,452,919	£37,625,333	11.1%

- 5.5. Agency workers in 2018/19 increased to 458 and again to 460 in 2019/20. The increase in cost is mainly due to the changes in pay rate costs and higher number of interims and specialist consultants working on high profile corporate projects. We are expecting a decrease in agency costs in 2020/21 due to renegotiated rates with Matrix SCM and the current vacancy rate of 5% which includes agency workers. The agency fees and managed service provider's fee has not increased throughout this contract term.

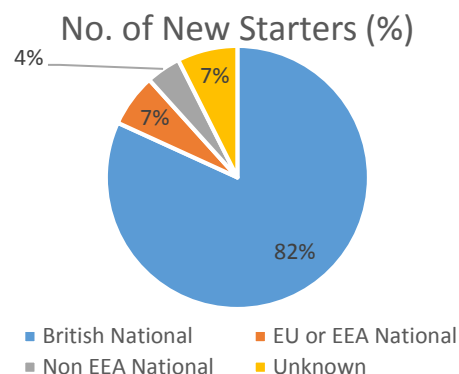
Redeployment Hub

- 5.6. In response to Covid-19, we set up a redeployment hub so we could rapidly deploy staff across the organisation where the need was greatest. We made 199 redeployments including 25 temporary workers to critical roles such as the Front Line Presence team and the outreach team. Of these redeployments, we deployed 20 staff externally to the Covid-19 London Strategic Coordinating Group working together with other public sector employees to coordinate an effective response to, and recovery from, the Covid-19 outbreak for London communities and businesses. We know that this number was actually

much higher as some redeployment happened locally outside of the hub, e.g. trade workers/our repairs team were redeployed to do the food delivery service.

Brexit

- 5.7. The impact of Brexit continues to be a concern to many organisations, with many expressing apprehension about the free movement of people and the ability to recruit from EU countries - this is cited for both manual labour and for professional roles.
- 5.8. As of March 2020, Camden employs 292 EU nationals in directorates. This is a small proportion of the workforce (6.9%) and it has remained consistent over a number of years with marginal increase comparing to 6.7% in 2017.
- 5.9. The proportion of starters from EU and Non-EU countries over the last six years has increased from 5% last year to 7% this year.



6. Future talent

Apprentices

- 6.1. In March 2020, 130 people working within the council were undertaking apprenticeships, a 33% increase on the previous year. Apprenticeship training spans a wide range of occupations and provides qualifications ranging from GCSE level to fully accredited Masters degrees. We are working with services to identify areas where highly skilled roles are in short supply, such as Planning, Surveying, Social Work and ICT. Services are being encouraged to use apprenticeships to build career progression pathways into team structures, addressing long term skills gaps more cost effectively and increase job satisfaction and employee retention.
- 6.2. The public sector apprenticeship target was introduced in 2017. Public sector bodies with 250 or more staff in England have a target to employ an average of at least 2.3% of their staff as new apprentice starts annually over the period 1 April 2017 to 31 March 2021. In Camden this target equates to 136 new starts annually. Camden has used a phased approach to increase performance against this target year on year since it was introduced. Camden started 83 new apprenticeships in 2019/20 which equals 1.46% of our staff or 63% of the public sector target.

Work Experience

- 6.3. The STEAM team developed a Virtual Work Experience programme to mitigate against students missing out on the opportunity to gain important work experience due to Covid-19, working with 9 employers to design placements (Google, Francis Crick Institute, Central Saint Martin's, Skanska, CSJV, Springer Nature, HS2, Camden Council and Regent's Place). Placements in the council included: 8 in the Inclusive Economy Team, 7 in the Housing and Homelessness team, and 6 in Digital Customer experience team. HR also contributed to the overall delivery – giving a presentation on how the council works at the beginning of the week.
- 6.4. Just under 200 students from Years 11, 12 and 13 at Camden schools took part in July, with a focus on recruiting Black, Asian and Ethnic Minority young people and those eligible for Free School Meals. 86% would recommend virtual work experience to other students,

88% felt they learned skills that they wouldn't have gained through school or other activities. 70% feel more confident about entering the world of work, and 58% agreed or strongly agreed that they now have a clearer idea about the career path they would like to follow in the future. Plans are being developed to grow the programme.

7. Pay, terms and conditions

- 7.1. The Council remains committed to maintaining pay at a level that allows people to provide their families with the essentials of life and has for a number of years ensured that employees are paid above the rate of the London Living Wage (LLW). As part of Camden's minimum earnings guarantee, pay at lower levels was increased again in the April 2019 pay award following its agreement with Camden's recognised trade unions. The minimum level of pay rose by 6.1% to £21,231 (£11.31), increasing the gap between it and the new LLW rate of £10.55. Above-average pay increases were again applied on a sliding scale for those earning up to £30,000.
- 7.2. The Council's commitment to a progressive approach to pay has been further demonstrated by increases to the apprentice pay scale. On 1 April 2019 the minimum rate of apprentice pay was increased to the LLW rate of £10.55 and is pegged to the LLW for future increases.

Officer Terms and Conditions

- 7.3. In 2012-13, 65% of staff accepted an invitation to move to Camden's modernised terms and conditions. In May 2018, the process to invite the 620 staff who remained on old terms and conditions of employment to join colleagues on Camden's terms was launched. The invitation process was phased by directorate and enabled 80% of those remaining to transfer with effect from 1 December 2018.
- 7.4. Currently, only 2.6% of workforce remain on old terms and conditions. Next steps proposed to conclude the transfer of remaining directorate staff and offer schools the opportunity for their staff to transfer to the new terms and conditions were outlined in a report to the Audit & Corporate Governance Committee in February 2020. However, in order to focus on supporting Camden's response to Covid-19, work on this was put on hold and will be reviewed again in 2021.
- 7.5. In February 2020 the Audit and Corporate Governance Committee were updated on the 2019 review of rewards and agreed the following changes to Officer Terms and Conditions as part of the new Camden Reward Strategy.
- Enhanced annual leave provisions (with effect from 1 September 2019): increasing basic annual leave entitlement from 25 days to 26 days, and increasing annual leave after 5 years continuous service to 30 days
 - Night duty allowance: this allowance can now be paid in conjunction with the High Disruption allowance if employee's shift schedule matches criteria for both payments
 - High disruption allowance: criteria changed to allow employees with highly disruptive shift pattern who are not working through the night get the payments.
- 7.6. As part of the Camden reward strategy the following changes have also been made to family leave (effective for babies due or born on or after 1 January 2020):
- removal of the 6 month service requirement to receive occupational pay for paternity, maternity, adoption and shared parental leave
 - introduction of new leave and pay for the parents of premature babies and full term but hospitalised babies in line with the 'Employer with a Heart Chartermark'

- introduction of leave and pay for foster carers, prospective foster carers and ‘special guardians’. As a result of these changes we have now been accredited as a Fostering Friendly Employer² by the Fostering Network.

7.7. To support Camden’s response to Covid-19 time limited variations to certain terms and conditions and staff benefits were agreed in April. These changes were made to both support the organisation’s response to Covid-19 and provide reassurance to staff during uncertain financial times. These are covered in Appendix C.

8. Continuous Learning and Improvement (OD and L&D)

8.1. The Organisational Development and Learning and Development team are continuing to transform the learning and development offer in Camden to support the organisation to deliver Our Camden Plan whilst also ensuring staff have the training they require to work safely and carry out their roles effectively.

Getting the Basics Right

8.2. In any large, complex organisation there will always remain a need for certain mandatory, statutory, core and/or role specific learning, as well as technical skills and abilities (e.g. digital skills). The L&D function is committed to delivering on these responsibilities whilst ensuring we do so in a way which is fit for purpose and proportionate to the organisation’s needs.

8.3. Between December 2019 and February 2020, all staff were required to refresh their Mandatory Learning, six e-learning modules on key topics including safeguarding and data handling. This year included a new module on Conscious Inclusion, which was developed in partnership with our staff networks. By 27th February 2020 3,737 (97% of the workforce) had completed all their modules and the organisation had achieved full compliance (95% completion.)

Increasing Learning Opportunities across Camden

8.4. Camden staff, partners and members of the voluntary and community sector completed over 6,000 learning opportunities in 2019/20 (this excludes Mandatory Learning). The offer includes a mix of face-to-face training, e-learning and lunch and learn sessions for staff. This is a huge increase on 2018/19, as we have built on our classroom learning offer to develop new and different ways to engage staff across Camden.

9. Transformation through Covid-19

9.1. The HR&OD service has played a key operational leadership role in the Council’s response to Covid-19 and have:

- Designed and made the Council’s Distribution hub operational in 2 days, and designed and implemented a sustainable digital order, stock and delivery system within 2 weeks.
- Run the Council’s Distribution hub, through which:
 - **1.1 million** items of PPE have been procured
 - **100+** tonnes of food donations have been received
 - **27,000** food parcels have been purchased, picked and packed

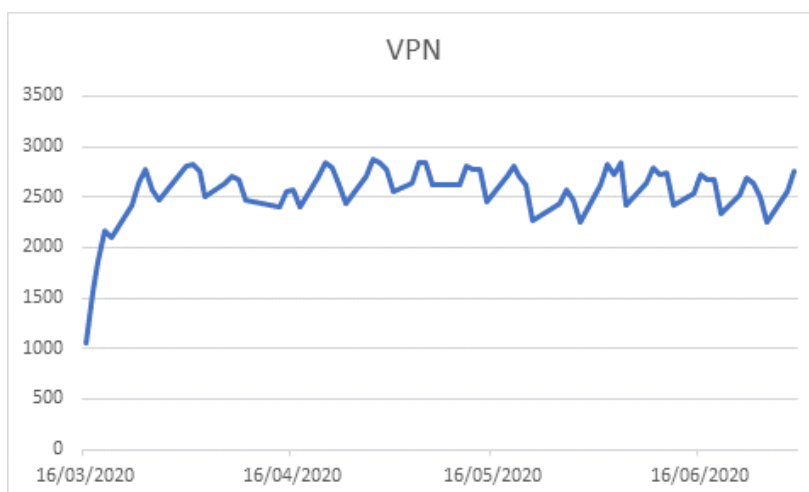
² <https://www.thefosteringnetwork.org.uk/get-involved/championing-fostering/fostering-friendly>

- Over **1m items have been delivered, including 950k** items of PPE, **30k** food parcels and **100k** tons of food
- Food delivery has now largely been carefully transitioned to community providers. PPE is ongoing at 8,000 items per week.
- Set up the Redeployment Hub, an internal temping agency to move staff to where they were most needed. When needing to rapidly deploy 6 people to help with emergency food parcels, the redeployment hub enabled us to have the first people on site within 37 minutes of the request being made. This model is now to become BAU through a cross-council skills network and internal recruitment first approach.
- Established the process by which 6,770 critical workers could park near their workplace during lockdown. Feedback indicated this was a real morale boost for NHS staff.
- Set up the Council's system for getting staff tested, and established and ran the borough's Covid-19 Mobile Testing Units alongside London Resilience and the Army.
- Devised an approach to 'service transition' which has enabled services to return to our workplaces where necessary, and led on implementing this approach alongside colleagues in the Covid-Secure Working Group.
- Devised a process for responding to positive Covid-19 cases amongst Camden staff.

10. Organisational Response to Covid-19 and The Future of Work

Supporting the Organisation to Work from Home

- 10.1. The pandemic accelerated the move towards Camden becoming a truly flexible and agile organisation with staff increasingly working away from the office becoming the norm. We effectively moved nearly all Council business via online meetings, including core emergency management functions, & political decision-making and used technology to connect with previously hard-to-reach groups and our partners. Before the pandemic, approximately 1000 users accessed Camden's VPN, overnight this increased to over 2500 remote users:



- 10.2. To support this transition, we accelerated the whole organisation roll out of Microsoft Teams and worked with colleagues in Public Health to develop a series of Covid-19 FAQ guidance which is regularly being updated and communicated across the

organisation. We also set up a Covid-19 query inbox which is monitored daily by HR, ensuring we are continuously communicating the latest advice to protect our workforce.

- 10.3. In addition, to respond to our organisation's needs we developed our first all-staff pulse survey. One of the key areas of support that staff identified was needing help with their home working set up. As such, it was decided to offer staff the opportunity to have office chairs and/or monitors delivered to their home. A process and request form were put in place in the middle of June 2020 so that staff could request equipment. As a result, during the second pulse survey, 83% of staff agreed that they have "adequate information on how to adapt to home working, including how to access office equipment". Since then we have developed a more sustainable approach, which will involve staff who are mostly home working to reclaim the cost of purchasing a desk chair up to the value of £100.

Making our Buildings Safe

- 10.4. While the majority of staff have been working from home since the start of lockdown (70-80%), many of our key workers have been travelling around the borough and in our workplaces throughout. There are currently 58 Camden services operating at least partly from our workplaces.
- 10.5. Since May, considerable work has been done to understand which services need to be operating from workplaces in order to deliver effectively for residents, and to support them to do this in a Covid-secure way. We consulted with our trade unions while developing risk assessments for buildings, services and vulnerable individuals with safety being the top priority and these have been signed off by DMTs.

Workforce Wellbeing

- 10.6. Working in unprecedented times it was recognised that the pandemic would pose a number of challenges and we knew that the continued wellbeing of our staff was our priority. As the organisation went into lock-down we took the opportunity to bring staff wellbeing into even greater focus – whether staff were working remotely, on the front line or leading and motivating teams.
- 10.7. Each week from Mid-March, we built on our wellbeing principles to improve our level of support for Camden staff. We provided space for discussion, connection with others and opportunity for people to reflect on how people were feeling and what they needed to cope in the lockdown situation. We established:
- Reflective pauses for staff, managers, parents and carers, for staff in lockdown solo, observing Ramadan, for LGBT+ staff and for those who were shielding.
 - Co-working hours, bringing people together to work on pieces of work or to 'be-with- colleagues' as far as possible as they would be in a usual work environment.
 - A comprehensive range of resources on Essentials covering all aspects of wellbeing: emotional, physical, financial, social and teams. Resources included tips and tools and links to expert providers, articles, podcasts and helplines.

Future of Work

10.8. 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;
- How we re-think our workplaces;
- How we develop our digital workspace and technology to support a flexible working environment.

10.9. 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 Covid-19 to inform our approach going forward, recognising that emergent thinking may need to shift as the circumstances continue to change.

11. Comments of the Borough Solicitor

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

12. Comments of the Director of Finance

There are no finance comments arising from this report.

REPORT ENDS.

Appendix A – Resident Workforce Report

- 1.1. The 2011 Census revealed that 21% of Camden residents live and work within the borough. Camden is also home to the largest student population in London, with more than 26,500 higher education students living in Camden, 54% of whom are from overseas. This means that a sizeable proportion of the population is transient and economically inactive. However, given the demographics of the borough, we have still seen a marginal increase in the size of our resident workforce compared to 2016. As of 31st March 2020, 17.4% of our staff (741) were also Camden residents.
- 1.2. During 2019/20, 14.05% of all applications received were from candidates who either declared themselves to be a Camden resident or whose postcode indicated that they lived within the borough. This is slightly lower than the 15.9% figure in 2018/19.

Breakdown of 2016/17 Applicants by Selection Stage

Area	Camden Resident	Non-Camden Resident	Not Declared on Application
Applications	12.4%	86.4%	1.1%
Short Listed	11.9%	83.4%	4.7%
Offered	10.9%	80.5%	8.6%
Camden Workforce	14.5%	85.5%	

Breakdown of 2017/18 Applicants by Selection Stage

Area	Camden Resident	Non-Camden Resident	Not Declared on Application
Applications	13.2%	86.7%	0.0%
Short Listed	10.5%	89.4%	0.1%
Offered	11.3%	88.7%	0.0%
Camden Workforce	14.9%	85.1%	

Breakdown of 2018/2019 Applicants by Selection Stage

Area	Camden Resident	Non-Camden Resident	Not Declared on Application
Applications	15.9%	83.9%	0.17%
Short Listed	11.8%	87.9%	0.3%
Offered	11.3%	88.5%	0.2%
Camden Workforce	14.8%	85.2%	

Breakdown of 2019/2020 Applicants by Selection Stage

Area	Camden Resident	Non-Camden Resident	Not Declared on Application
Applications	14.05%	85.94%	0.02%
Short Listed	11.63%	88.37%	
Offered	13.67%	86.33%	
Camden Workforce	17.40%	82.60%	

- 1.3. Of the 741 members of staff that make up our resident workforce over half are concentrated in our Supporting Communities directorate (46.3%), whereas Corporate Services has the lowest proportion, while nearly two thirds of residents are in Level 1 to 3 roles. In addition, areas with higher resident employee representation include Early Intervention and Prevention and Housing Management.

Breakdown of 2019/20 Resident Workforce by Directorate

Directorate	Camden Resident	Non-Camden Resident	Total of Camden Workforce
Corporate Services	16.3%	26.0%	24.3%
Supporting Communities	46.3%	35.3%	37.2%
Supporting People	37.4%	38.7%	38.5%
Grand Total	100.0%	100.0%	100.0%

Breakdown of 2019/20 Resident Workforce by Division

Division	Camden Resident	Non-Camden Resident	Total Camden Workforce
Adult Social Care	4.59%	9.02%	8.25%
Children's Safeguarding and Social Work	3.91%	7.01%	6.47%
Communications Service	0.54%	0.85%	0.80%
Community Services	12.15%	7.91%	8.65%
Customer Services	4.86%	8.91%	8.20%
Development	0.40%	1.62%	1.41%
Digital and Data Services	2.29%	4.08%	3.77%
Early Intervention and Prevention	20.51%	12.11%	13.57%
Education (Achievement and Aspiration)	1.89%	1.33%	1.43%
Finance and Procurement	1.48%	2.61%	2.41%
High Speed II	0.40%	0.23%	0.26%
Housing Management	18.35%	9.47%	11.01%
Housing Support Services	5.80%	8.17%	7.76%

Human Resources	1.21%	2.44%	2.23%
Integrated Commissioning	0.67%	1.02%	0.96%
Law and Governance	5.26%	4.62%	4.73%
North London Waste Authority	0.00%	0.77%	0.63%
Place, Sustainability and Economy	5.53%	6.72%	6.52%
Property Management	9.31%	9.25%	9.26%
Resident Safety	0.13%	0.11%	0.12%
Strategy and Change	0.67%	1.59%	1.43%
Directorate Level*	0.00%	0.17%	0.14%
Grand Total	100.00%	100.00%	100.00%

Breakdown of 2019/20 Resident Workforce by Grade

Level	Camden Resident	Non-Camden Resident	Total of Camden Workforce
Level 1	29.8%	7.0%	10.9%
Level 2	18.2%	13.3%	14.2%
Level 3	30.0%	34.0%	33.3%
Level 4	13.1%	28.2%	25.5%
Levels 5-7	5.5%	15.6%	13.9%
Other	3.4%	1.9%	2.2%
Grand Total	100.0%	100.0%	100.0%

- 1.4. In terms of the demographics of our resident workforce, the proportion of men and women is in line with our overall workforce gender ratio. Over a third of our resident employees are from BAME backgrounds and a higher proportion are aged 16-24 compared to our non-resident workforce. This may be due to the number of apprentices the Council recruits every year to help local residents enter the labour market. The percentage of employees that have declared disability information is 5.5% which is in line with the overall workforce disclosure rate. For comparison, 9% of the staff who completed the 2020 Wellbeing survey declared a disability which suggests the actual figure across all staff may be higher due to under reporting.

Breakdown of 2019/2020 Resident Workforce by Gender

Gender	Camden Resident	Non-Camden Resident	Total of Camden Workforce
Female	55.6%	57.0%	56.8%
Male	44.4%	43.0%	43.2%
Grand Total	100.0%	100.0%	100.0%

Breakdown of 2019/2020 Resident Workforce by Ethnicity

Ethnicity	Camden Resident	Non-Camden Resident	Total of Camden Workforce
White	49.3%	48.1%	48.3%
BAME (Aggregated)	37.1%	41.2%	40.5%
Asian	12.3%	10.1%	10.5%
Mixed	15.8%	24.5%	23.0%
Black	5.0%	4.0%	4.2%
Other	4.0%	2.7%	2.9%
Prefer Not to Say	13.6%	10.6%	11.2%
Grand Total	100.0%	100.0%	100.0%

Breakdown of 2019/2020 Resident Workforce by Age Band

Age Band	Camden Resident	Non-Camden Resident	Total of Camden Workforce
16-24	12.0%	1.8%	3.6%
25-34	19.8%	17.0%	17.5%
35-44	17.7%	28.3%	26.5%
45-54	21.1%	27.5%	26.4%
55-64	25.1%	23.1%	23.5%
65+	4.3%	2.3%	2.6%
Grand Total	100.0%	100.0%	100.0%

Breakdown of 2019/2020 Resident Workforce by Disability Disclosure

Disability Disclosure	Camden Resident	Non-Camden Resident	Total of Camden Workforce
Yes - Disabled	5.5%	4.2%	4.4%
No - Not Disabled	48.2%	54.4%	53.3%
Prefer Not to Say	46.3%	41.4%	42.3%
Grand Total	100.00%	100.00%	100.00%

- 1.5. A core theme of Our Camden Plan is improving employment opportunities for local residents so we have used a range of methods to help increase our own resident workforce. In 2014, we became the country's first Timewise Council with the aim of reducing maternal unemployment and child poverty in the borough. We have been recognised as a model employer, influencing local businesses to commit to providing good quality flexible job opportunities. To encourage residents furthest away from the labour market into employment, this year we launched the Camden Returner's Programme aimed at individuals who have been out of work on a career break. As a result, we have a cohort of four individuals who joined the Council in May 2019, and we will look to expand the programme across more areas of the Council after monitoring the success of this smaller cohort.
- 1.6. Alongside this, we work closely with KXR (Kings Cross Recruit) who specialise in getting residents into work for the businesses of the King's Cross area. Their current area of focus is administration, customer services, hospitality, facilities management and retail positions.
- 1.7. We have ensured that Matrix, our temporary worker supplier are linked in with Camden Employment and Skills Provider Network. Matrix have facilitated Employability workshops with Somers Town Job Hub for individuals who are long term unemployed, providing job seeking advice and practising group interviews with residents.
- 1.8. We have improved Camden's career site by providing barrier free recruitment process for disabled candidates. To improve attraction rates for disabled candidates, we have developed testimonials from existing disabled employees and piloted work trials for specific roles as an adjustment. In addition, we carried out an audit on our adverts and commissioned ongoing professional copy-writing training for our recruitment team to ensure we are being inclusive in the language used to attract diverse candidates.
- 1.9. In 2018, we trialled 'Ban the Box', an initiative introduced by Business in the Community aimed at improving fair access to employment by removing the criminal declaration at the beginning of the recruitment life cycle. For all non-DBS roles, we removed the criminal declaration question at the initial start of the application to tap into valuable candidates with spent or unspent convictions and encourage applications from these hard to reach communities. Since evaluating the trial, we have implemented 'Ban the Box' longer term as this contributes to our wider inclusive employment and recruitment practices while still maintaining our safeguarding standards.
- 1.10. This year we also introduced Recruitment Surgeries for local people. A core theme of our Camden Plan is improving employment opportunities for local residents and to support residents furthest away from the labour market into employment, encouraging residents to apply for council jobs. We undertook several bespoke recruitment campaigns aimed at local residents and have successfully appointed a number of residents into roles within the council.
- 1.11. However, we also wanted to focus on those candidates who expressed an interest but did not progress to the next stages of the selection process. We invited those who were unsuccessful to Recruitment Surgeries focused on discussing current vacant posts, demonstrating how to use the recruitment portal to apply for jobs and provide practical support on selection processes. The surgeries were well attended and there has been success in that at least one of the attendees eventually securing work with Camden.

- 1.12. As part of our local employment support offer, we hosted an open day in September 2019 for Camden's Somali Women's Network with the aim of helping them find career opportunities, develop their CV writing skills and provide general employment support. The involvement from local and national support groups/networks was very encouraging as was the interest from the women's group itself. A number of attendees were successfully appointed to the role of Community Safety Partner, an exciting new role working in the Safer Camden Network. The roles will be part of a network of officers from across the Council who will aim to build stronger links in the community, link data with local intelligence, and find locally led solutions to tackling crime and antisocial behaviour.
- 1.13. Although we are using a range of targeted initiatives to encourage residents to apply for jobs within the Council, we know that average house prices in Camden are 1.7 times higher than Greater London and 3.4 times that for England & Wales. In addition, the mean monthly private sector rent for a two bedroom property in Camden is £2,166, 30% higher than the London average which suggests our employees may find it unaffordable to live in the borough (Camden Business and Employment Bulletin, February 2019). To respond to the local housing/rental market, in 2017/18 the Council built 62 properties to let at subsidised Camden Living rent with three year tenancies to middle income households. Camden staff and residents received priority to demonstrate our commitment to supporting our resident workforce.

Appendix B – Race Equality Action Plan September 2020

	Senior leaders show visible leadership and speak out to challenge the system to create a fairer, more inclusive organisation
Our leadership	<ol style="list-style-type: none"> 1. Senior leaders visibly and vocally challenge organisational inequality and encourage their teams to do the same 2. Senior leaders ensure that all Black, Asian and Minority Ethnic staff at senior levels are provided with appropriate support, training and preparation and therefore are not 'set up to fail'
	Our Sponsorship and Mentoring scheme effectively supports participants to achieve their career goals
Our leadership	<ol style="list-style-type: none"> 1. Review the sponsorship and mentoring scheme to see how much further we can go 2. Make more explicit the mutual {reverse} mentoring element of the scheme for sponsors and mentors and include it in the evaluation measures 3. Ensure participants are able to access practical development opportunities. e.g. apprenticeships, management and leadership qualifications as well as exposure to practical experience at the next level 4. Revisit and relaunch expectations for our sponsors and mentors
	People can be their best selves at work: they feel psychologically safe to share their experiences and are able to be open and honest with colleagues throughout the organisation hierarchy.
How we show up at work	<ol style="list-style-type: none"> 1. Provide ongoing opportunities for staff to share their experience, feedback and inform our work through the creation of a Staff Inclusion Forum 2. Diversity, Inclusion and Belonging is a standing item for discussion at team, service and departmental meetings. 3. Promote the EAP for specialised counselling for those have experienced racism
	All staff, demonstrate active ally-ship and are expected to challenge racism in all its forms.
How we show up at work	<ol style="list-style-type: none"> 1. Package of anti-racism resources to be developed focusing on how to recognise and challenge racism, including resources for managers and Active Bystander training 2. Provide staff with knowledge and resources to learn about white privilege and become more impactful allies 3. Expand and develop inclusion section in Corporate Induction so that expectations are clear and staff feel psychologically safe
	There are clear routes for reporting racism, whether directly experienced or overheard, that staff feel safe and comfortable using
Our Systems	<ol style="list-style-type: none"> 1. Policies concerning racism, including our Dignity at Work policy, make clear how to report all aspects of racism, including if this is overheard or if it comes from a service user or resident. 2. Practices and policies are clearly and regularly communicated to staff so staff are aware of reporting routes 3. Equality Champions (from all levels of the organisation) are trained in order to be trusted and confidential first points of contact for staff to raise concerns with

	There is greater transparency, accountability and rigour applied throughout all people management processes
Our systems	<ol style="list-style-type: none"> 1. Disproportionality data is reported and reviewed around Absence Management, Grievance, Underperformance and Disciplinary (AMGUD) cases, exit interviews, reward and recognition and management decisions 2. My Performance scheme demonstrates a greater focus on inclusion, support and advice is readily available about how to have great developmental conversations between staff and managers
	Our end to end recruitment and selection processes are fair and unbiased this is reflected in our candidates and in our final appointments decisions.
Our systems	<ol style="list-style-type: none"> 1. Review the whole end to end process of recruitment and selection. Understanding how and where the process is disadvantaging Black, Asian and Minority staff. This will include and result in 2. Reviewing how we write job descriptions and where we advertise for applicants 3. Reviewing how we interview: the questions we ask, the assessment tools we use, a focus on capability not just experience, demonstrating inclusion becomes a key criteria for selection, transparency of scoring criteria, behaviour type interview questions are replaced. 4. All interviewing panels will be diverse in their make up 5. No all white candidate shortlists for Level 5 and above 6. All internal candidates will be offered constructive feedback following interview 7. Understanding 'privilege' and how this can show up in the recruitment process 8. Positive action, understood as measures to address imbalance in opportunity that underrepresented groups may face 9. Anonymised recruitment for leadership roles 10. Guaranteed exit interviews for all staff.
	Development opportunities and progression pathways are clear and accessible
Our systems	<ol style="list-style-type: none"> 1. Review how we 'offer' secondments and introduce automatic preferment for those wanting roles that they have been seconded to 2. Review how we can better use redeployment to provide meaningful development opportunities and job progression 3. Better utilise apprenticeships as gateways to development opportunities at more senior levels 4. Look at succession planning, talent development and career and progression paths
	Our people data reflects the makeup of our organisation and we are using it to better understand disproportionality to take relevant action.
Our systems	<ol style="list-style-type: none"> 1. Launch data collection campaign 2. Review data we currently publish to ensure that we are being as transparent as possible 3. Ensure that we are analysing all data in regard to ethnicity where it involves pay or a benefit

Appendix C - Temporary variations to T&Cs and benefits during COVID19

Term, Condition or Benefit	Variation
<p>Overtime and bank holiday working To meet demand in some services during April and May there was an increase in the need for staff to work additional hours and/or over bank holiday weekends. This was usually as a result of a reduction in workforce capacity due to COVID-19 related absences and self-isolations, and/or an increase in service demands as a direct result of COVID-19. Practitioner Manager grades (Level 3 and above) are usually only eligible to claim Time off in Lieu (TOIL) when working additional hours/overtime or working on a bank holiday.</p>	<ul style="list-style-type: none"> - Overtime: Practitioner Manager grades became eligible to be paid overtime at the same rate as Service Practitioner grades (Time plus 10%). - Bank Holiday Working: Practitioner Manager grades required to work on bank holiday became eligible to be paid same rate as Service Practitioner grades: Time plus 10% and time off in lieu (TOIL) for each hour worked on the bank holiday. Exceptionally, if agreed by the Head of Service, TOIL for bank holidays could be paid at plain time rate to both Practitioner Manager and Service Provider grades.
<p>My Reward Scheme The My Reward Scheme allows staff on Camden terms and conditions to be recognised at any point in the year through the award of 1% or 2% non-consolidated reward payments (up to a maximum of 2% in a rolling 366 days) or £40 recognition vouchers.</p>	<ul style="list-style-type: none"> - 1% and 2% Awards: To recognise the exceptional effort by front line staff in response to COVID-19 it was agreed that the 2% cap for reward and recognition would be lifted for April and May and additional awards made with the approval of the Head of Service. Payments were also opened up to staff that would not normally be eligible as they are not on Camden terms and conditions. - £40 recognition vouchers: in April we initiated discussions with our supplier Edenred to an online platform to enable us to issue e-vouchers to staff in place of the existing paper vouchers.
<p>Dependency Leave To support staff with some of the caring-related challenges they may be facing we enhanced our approach to dependency leave for the 2019/2020 leave year. Recognising the challenges lockdown posed to making alternative care arrangements staff and managers were further encouraged to discuss flexible working options, particularly flexibility about when work was done, or to agree further time off, such as annual leave or special leave.</p>	<ul style="list-style-type: none"> - Allowed staff to use dependency leave more flexibly – including taking part days - Increased our paid dependency leave allowance from five days to 10 days – to help cover any exceptional circumstances where the care requirements of dependent(s) meant that was not possible for staff to work at all, or for some periods of time.

<p>Annual Leave</p> <p>The annual leave year for all Camden staff runs from September to August. Our resourcing position meant that the majority of staff were still able take their annual leave. Our key message to staff was that for their wellbeing it was important for them to still take their annual leave and only cancel it if asked to do so for essential service delivery</p>	<ul style="list-style-type: none"> - Brought forward the launch of our new leave banking scheme to enable staff to bank up to 5 days of annual leave which can be used at a later date beyond 2020/2021 (usually this would be limited to 2 days). - Increased total carry over to 10 days, but require up to 5 days to be banked - In very exceptional circumstances the carryover of leave in excess of 10 days was agreed by the relevant Director. - We agreed to cancel any untaken additional annual leave staff may have purchased (through salary sacrifice) and pay the salary that would otherwise have been sacrificed.
<p>Cycle to Work Scheme</p> <p>Cycle to Work is a salary sacrifice scheme that enables staff to save 25% - 39% on purchasing a bike and accessories. Staff pay nothing upfront and make repayments over the following twelve monthly months.</p>	<ul style="list-style-type: none"> - In April the £1,000 cap on cycle to work loans was removed to support staff transition to alternative green transport.
<p>Season Ticket Loans</p> <p>To help staff pay for travel to work we offer an interest-free season ticket loan. When lockdown was announced the majority of staff with season tickets wished to cancel their tickets and repay their loan.</p>	<ul style="list-style-type: none"> - In April we agreed with our provider that the £10 administration charge for providing ticket refunds would be lifted.
<p>Gym Membership</p> <p>Although gyms have re-opened their capacity is limited in order to maintain social distancing. There may also be staff who will not feel safe, or are unable to return to the gym at that time. We are therefore maintaining contact with GLL to understand what options may be available to members, such keeping their membership frozen for a longer period</p>	<ul style="list-style-type: none"> - In April (when gyms closed) all staff memberships and monthly repayments were frozen. We have currently agreed with our provider that staff can freeze their membership until the end of January 2021. In addition, we have reached agreement with our provider that for staff, who do not live near a Better gym facility and will not be returning to work from a Camden base in the foreseeable future have the option to cancel their current membership.