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| LONDON BOROUGH OF CAMDEN | WARDS: All |
| REPORT TITLE Annual People and Inclusion Service Update | |
| REPORT OF Director of People and Inclusion | |
| FOR SUBMISSION TO The Resources and Corporate Performance Scrutiny Committee | DATE 25 February 2025 |
| <p>SUMMARY OF REPORT</p> <p>This report has been compiled in response to the Committee's request for an update on the Council's workforce. The report provides an overview of the People and Inclusion Service and its role in supporting the Council effectively to attract, motivate, and develop high-performing employees to deliver the Council's ambitions for the future of the borough.</p> <p>Local Government Act 1972 – Access to Information</p> <p>The following documents have been used in the preparation of this report:</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Zoe Hoskin Employment & Total Reward Lead Corporate Services 5 Pancras Square London N1C 5AG Telephone: 020 7974 1807 E-mail: zoe.hoskin@camden.gov.uk</p> | |
| <p>RECOMMENDATION</p> <p>The Resources and Corporate Performance Scrutiny Committee is asked to note the contents of the report.</p> | |

Signed: 

Date: 14 February 2025

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, as part of its role to scrutinise the strategic and corporate policies and performance of the Council.
- 1.2. The Committee is asked to note the contents of the report which provides an overview of the People and Inclusion Service and its role in supporting the Council to effectively attract, motivate, and develop high-performing employees to deliver the Council's ambitions for the future of the borough. Key areas of focus include:
 - Workforce composition
 - Workforce health and wellbeing
 - Pay terms and conditions
 - Workforce culture and environment
 - Employee Experience
 - Workforce Resourcing
 - Workforce Development

2. Economic and Labour market context











- 2.1. Over the past five years the Council has been operating in a turbulent environment. From needing to pivot and respond quickly to the pandemic whilst keeping staff safe, to emerging post pandemic into challenging economic and labour market conditions and the need to act and support residents through the cost-of-living crisis. We continue to operate in an uncertain context, with external economic and labour market conditions continuing to challenge the recruitment and retention of staff.
- 2.2. Whilst we are seeing the green shoots of recovery, employment and economic inactivity currently remains worse than before the pandemic. Inflation has dropped significantly since the peak of 10.7% in the fourth quarter of 2022 and was at 2% in the third quarter of 2024. However, the most recent analysis by the Office of National Statistics indicates that the cost of living remains a challenge for most people, with the most reported reasons for a rise in cost-of-living continuing to be the price of their food shop, gas and electricity bills and fuel.
- 2.3. The vacancy rate in the UK has continued to drop over the past year, however, the industry sectors where vacancy levels increased the most from their pre-pandemic levels, and remain high, encompass roles in several key Council services. This indicates that whilst there has been an overall softening in demand across the labour market the Council will continue to face challenges recruiting people with the right skills to fill some roles.

3. Camden Context

- 3.1. We Make Camden¹ – the Council's refreshed vision for the future of Camden published in March 2022, sets out the Council's ambitions for the future of the

¹ <https://www.wemakecamden.org.uk/about/>

borough. Camden has identified ten big issues facing the borough, which include four Camden Missions and six Camden Challenges.

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| <p>The 4 Missions we want to achieve over the coming years are:</p> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Diversity: By 2030, those holding positions of power in Camden are as diverse as our community – and the next generation is ready to follow</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Young people: By 2025, every young person has access to economic opportunity that enables them to be safe and secure</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Food: By 2030, everyone eats well every day with nutritious, affordable, sustainable food</p> </div> <div style="border: 1px solid #ccc; padding: 5px;">  <p>Estates and neighbourhoods: By 2030, Camden's estates and their neighbourhoods are healthy, sustainable and unlock creativity</p> </div> | <p>The 6 Challenges we want to achieve over the coming years are:</p> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Safety: Everyone is safe at home and safe in our communities</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Debt: Everyone can get the support they need to avoid debt and be financially secure</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Digital: Everyone in Camden can access and be part of a digital society</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Loneliness: No one in Camden is socially isolated without the means to connect to their community</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;">  <p>Housing: Camden has enough decent, safe, warm, and family-friendly housing to support our communities</p> </div> <div style="border: 1px solid #ccc; padding: 5px;">  <p>Climate emergency: Camden's local economy tackles the climate emergency</p> </div> |
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3.2. 'We Make Camden' focuses on what the Council wants to achieve and 'The Way We Work' focuses on how the Council will go about achieving it. The Council is taking a new approach so 'The Way We Work' is where all the things being learned are brought together this progresses, so that more people can understand the approach and contribute towards its success.

4. People and Inclusion Service

- 4.1. 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 inclusivity in employment. The People and Inclusion Service provides a range of services to both the Council and Camden's educational institutions and partners, working towards delivering the visions set out in We Make Camden and The Way We Work. Camden's ability to effectively attract, motivate and develop high-performing employees is a key factor in ensuring delivery of the Council's ambitions for the future of the borough.
- 4.2. Camden recognises that over the last few years there has been a big shift in the way organisations are operating, and this has opened a range of opportunities in the way the Council can define, design, and accelerate the way we work in Camden. Since the pandemic the Council has focused on: how to support people to connect with each other, the Borough, and its communities; how to re-think the Council's workplaces; how leaders support staff to work in new ways, and how the Council develops its digital workspace and technology to support staff to thrive in a flexible working environment.
- 4.3. The Council is now also focusing its attention on how we work to deliver the ambitions as set out in We Make Camden and The Way We Work. This is about how the Council creates the context and conditions in which people are supported to do their work with

an increasing degree of trust, autonomy, and proactivity — and to clarify the expectations and role of leaders and managers in embedding and nurturing this throughout the Council.

- 4.4. Camden is on an organisational journey: transitioning from a bureaucratic, process-focused organisation to a relational, people-focused one. This shift requires a fundamental review of how staff work to support this transformation.
- 4.5. Being relational as an organisation means putting people at the centre of what the Council does, building trust, having empathy, and fundamentally focusing on relationships. Starting from a position of trust where the Council treats employees as adults trusting them to do work effectively and achieve results. Ensuring there is freedom with responsibility anchored by guiding principles and always ensuring there is coherence between the Council's values and actions, whilst coaching managers to use their judgement from a place of empathy, compassion and trust.
- 4.6. Over the last few years, the People and Inclusion service has collaborated with colleagues across the organisation to understand what is required to ensure our services are relational. This has included a comprehensive review of all People and Inclusion services and redesigning these to be more flexible and responsive to the evolving needs of the council, ensuring that the service delivers the best possible support to the workforce.
- 4.7. The ambition of the changes made to the People & Inclusion Service is to ensure the service is best placed to support the organisation to envisage a different future. The new People and Inclusion Service went live on 20 January 2025 and is comprised of the following three service areas.
 - **People Operations:** this service is critical as the front door to People and Inclusion being the first point of contact for help and guidance for staff with queries and supporting the organisation with recruitment, payroll, reward, data and systems, and health & safety.
 - **People Relations:** this service collaborates with managers and staff with deep empathy, to create the right culture for people to perform their best at work and embed restorative practice and case management practices.
 - **Employee Experience:** this service has three core areas of expertise: Innovation Insight and Learning; Relational Practice and Wellbeing; and Inclusion and Culture change. These teams collaborate with colleagues to develop the structural conditions people work in; the relationships people foster at work, navigating with dignity and respect difficult conversations, and understanding what enables people to thrive.
- 4.8. Camden's payroll team currently manage twelve payrolls for the Council and other organisations including the payroll services for forty-nine schools. This will increase to eighteen payrolls in April 2025, when the Council will begin providing payroll services to a further three schools.
- 4.9. The People and Inclusion service also continues to operate the Community Health Bus partnering with local GPs to tackle health inequalities across the borough. The team provide preventative diabetes checks that help tackle inequalities in health outcomes across Camden. The team also work with UCLH to provide Covid, Flu and MMR

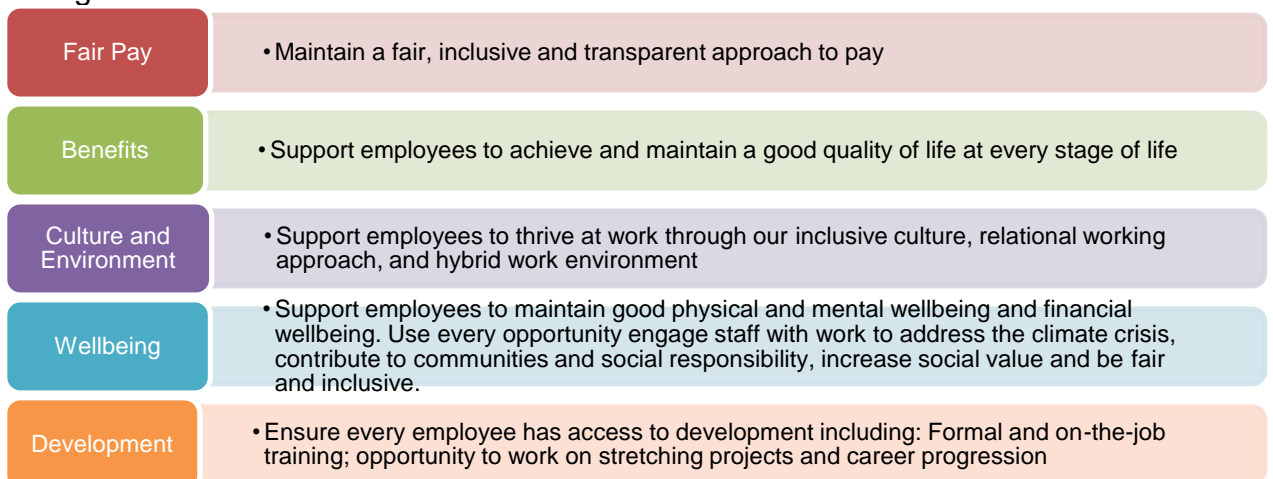
vaccinations across the borough and improve uptake, especially for Camden’s most vulnerable residents. The service expanded this year to offer simple 'make every contact count' health checks and has provided a host of other services, such as the nighttime safe haven in Camden Town. The team were honoured to receive a Nursing Times Award for the wellbeing checks delivered to North Central London care home staff. The team also picked up a Runners-Up award for their innovative approach to MMR vaccinations.

4.10. The goal of the People and Inclusion service is to enable Camden to be a more inclusive, people-focused workplace which reflects the organisation's commitment to its employees' well-being, diversity, and overall experience. This will enable Camden to effectively attract, motivate and develop high-performing employees to deliver of the Council’s ambitions for the future of the borough. Camden’s Employee Value proposition and Reward Strategy are part of a strategic approach to achieve these goals.

4.11. Camden’s Employee Value Proposition (EVP) supports We Make Camden by setting out the key values and behaviours that the Council embeds in its work which are the following.

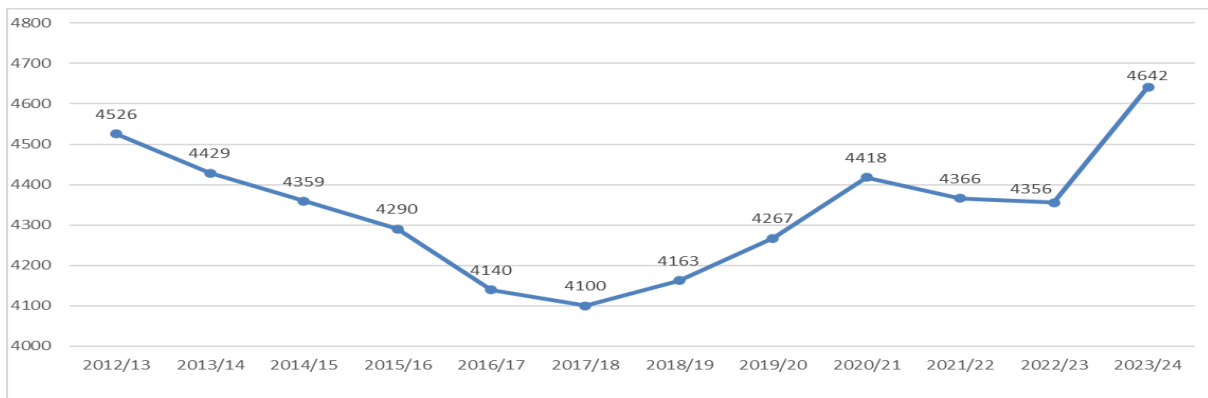
- being ambitious in everything we do
- standing together with our communities to challenge inequality and call out discrimination
- seeking innovation and celebrating our creativity
- being confident in our diversity
- being brave to make tough decisions
- enabling and sharing our power with everyone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

4.12. Camden’s Reward Strategy supports delivery of We Make Camden by ensuring employees can work in an environment where they feel valued and able to do their best work and make a difference. The Reward Strategy is designed around key pillars that have common characteristics and reinforce each other. These are illustrated in the figure below.

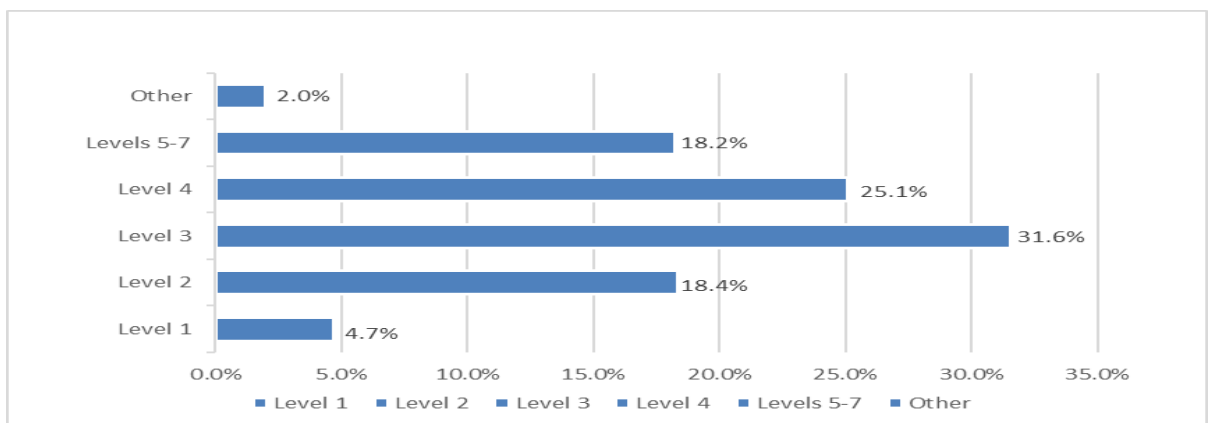


5. Workforce Composition

- 5.1. 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.
- 5.2. The 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. Workforce figures provided in this report are taken from the most recent Annual Employment Profile and reflect the position as of 31 March 2024.
- 5.3. The number of staff employed by Camden increased 6.6% during 20204/24 with 4,642 staff employed by the Council at end of March 2024. As illustrated by the figure below this followed two years of contraction. Most of this growth relates to staff in Council Services that were previously outsourced moving back in house and staff TUPE transfers to the Council. More recent workforce figures show the workforce continued to grow at a slower rate during 2024 with 4,775 staff employed at end of September 2024 an increase of 2.9% on March 2024.



- 5.4. There has been no notable change in the proportion of staff employed at each salary Level. Most staff (56.7%) continue to be employed at salary Level 3 and Level 4.



5.5. A key priority outlined in We Make Camden is to enhance employment opportunities for residents. As the table below shows, 14.8% (687) of Council staff live in the borough. This is an increase of fifty people from 2022-23 when the percentage of staff who lived in the borough was 14.6%. The Children and Learning directorate has the largest percentage of its staff living in the borough at 17.9%, whilst Adults and Health has the smallest at 9.2%.

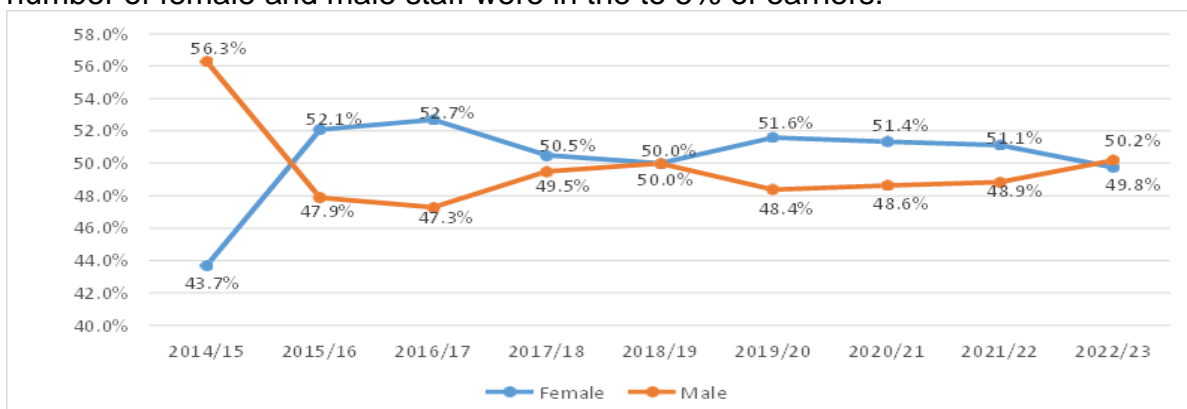
| Directorate | Headcount | | Percentage | |
|-----------------------------|-----------------|---------------------|-----------------|---------------------|
| | Camden Resident | Non-Camden Resident | Camden Resident | Non-Camden Resident |
| Adults and Health | 51 | 502 | 9.2% | 90.8% |
| Children and Learning | 161 | 738 | 17.9% | 82.1% |
| Corporate Services | 127 | 857 | 12.9% | 87.1% |
| Supporting Communities | 348 | 1858 | 15.8% | 84.2% |
| Directorates Overall | 687 | 3955 | 14.8% | 85.2% |

5.6. There is however a consistent pattern that shows as staff progress or join at higher salary levels, the less likely they are to live in Camden. Level 1 continues to have the highest proportion of Camden residents at 25.6% closely followed by Level 2 (25.1%). Levels 5-7 has the lowest proportion of Camden residents at 5.3%.

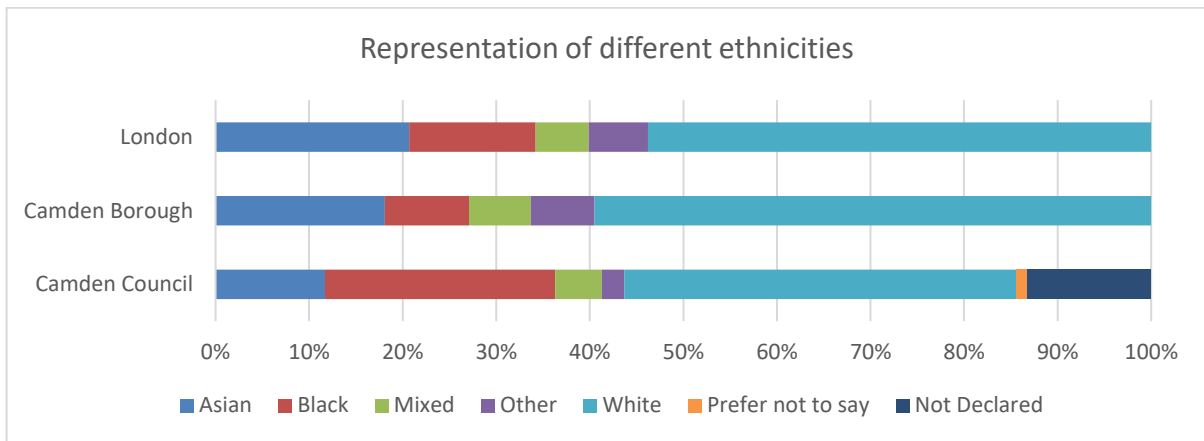
5.7. Female staff continue to be the majority at Camden, the proportion decreasing slightly from 55.9% to 55.6% compared to the previous year. The gender ratio within Camden Council has remained consistent over the past ten years with the average percentage of female workers within the workforce during this period being 56.2%. The Children and Learning directorate has the highest proportion of female staff within its workforce whilst Supporting Communities has the lowest.

5.8. 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. When compared to other London Councils Camden has the eighth lowest proportion of female staff, with the median being 59.21%.

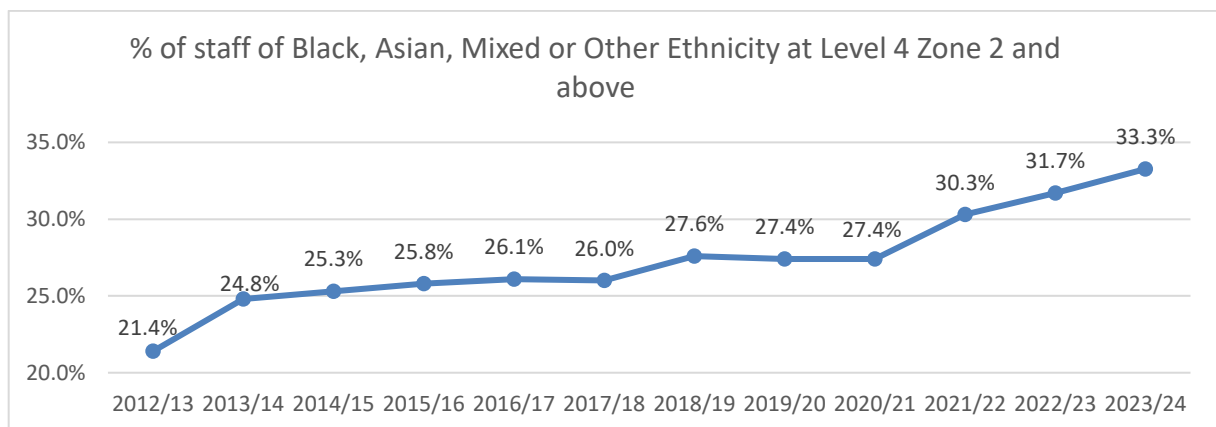
5.9. 49.8% of the Council's highest 5% earners are women. As the figure below illustrates this is a slight decrease on previous years and the first time this has dropped below 50% since 2015. The gap between genders is now the lowest since 2019 when equal number of female and male staff were in the to 5% of earners.



5.10. The chart below illustrates the representation of different ethnicities within the Council's workforce in comparison to the working age population of the Camden borough and London. White staff form the largest single ethnic group at 41.9%, this is a reduction of 1.5% from last year. The second largest group, accounting for almost a quarter of the workforce, are Black staff. The proportion of staff of Black, Asian, and Other ethnicities increased by 1.7% overall.

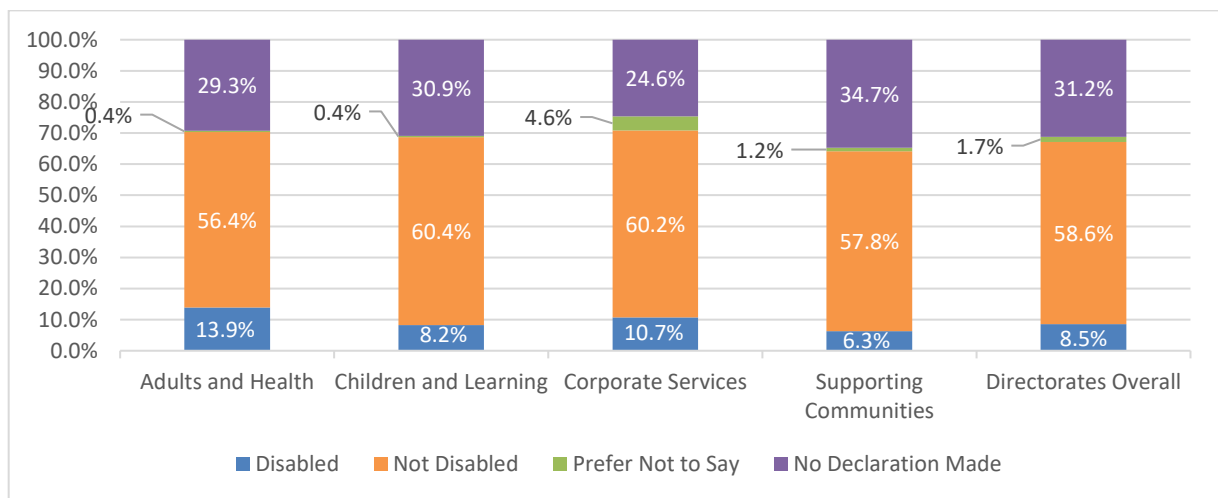


5.11. There has been an increase in the representation of Black, Asian, Mixed, and other ethnic staff across all grades compared to last year. Black, Asian, and Other ethnicities staff make up most staff at Levels 2 and 3 within the Council at 52.0% and 51.4%, respectively. The greatest proportion of White staff still exists at Levels 5 to 7, but the proportion has decreased from 64.5% to 59.8%. As the table below illustrates there continues to be an increase the proportion of staff of Black, Asian, and Other ethnicities working at Level 4 Zone 2 and above. 38.46% of our Chief Officers (Level 7) are Black, Asian, or Other ethnicity and representative of the Camden Residential population (40.48%) and almost representative of the workforce (43.58%).

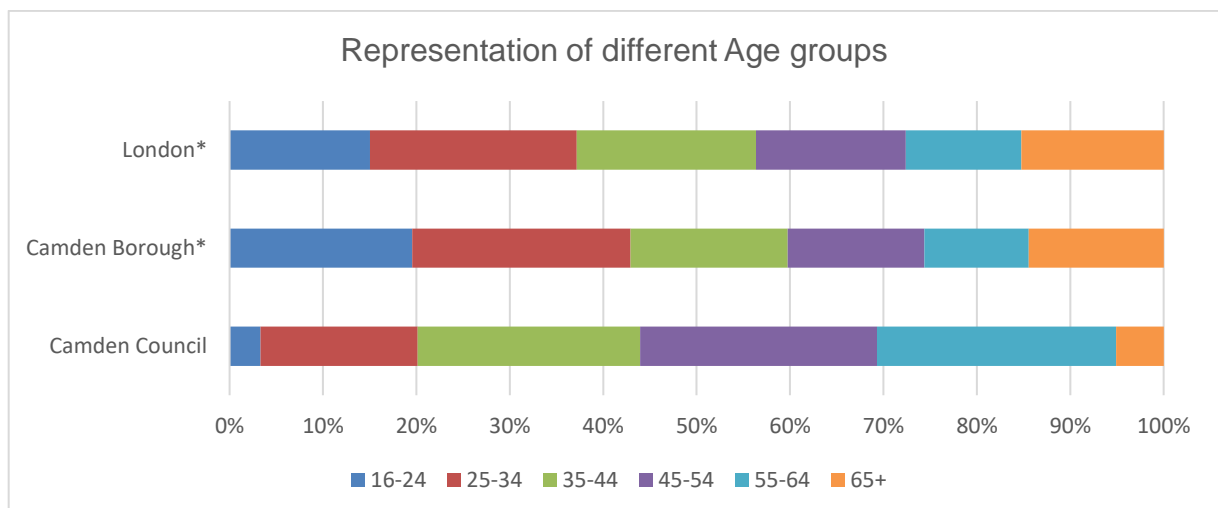


5.12. It is important that Camden is a disability friendly organisation. The Council has worked over the years to ensure disabled staff feel welcome and included, for example making sure all Council buildings are accessible and establishing disability working groups. Over the last few years particularly, the Council have made a concerted effort to create a more disability inclusive workplace, celebrating Disability History Month, launching Camden Disability Charter, embedding a Wellbeing Passport, and rolling out a Disability Inclusion Learning Offer.

5.13. Unfortunately, the Council has had significantly low declaration rates for many years – meaning that workforce data is not reflecting the true picture. At present, the proportion of staff within the Council who have yet to make a disability declaration is 31.2%. This is a slight improvement with 0.7% more declarations compared to last year and the Council continues to focus on work to make sure that disabled staff who have not declared, feel comfortable to do so. As the chart below illustrates there are variance in declarations between directorates, but overall, 8.5% of staff have declared they have a disability an increase of 1.2% compared to last year.

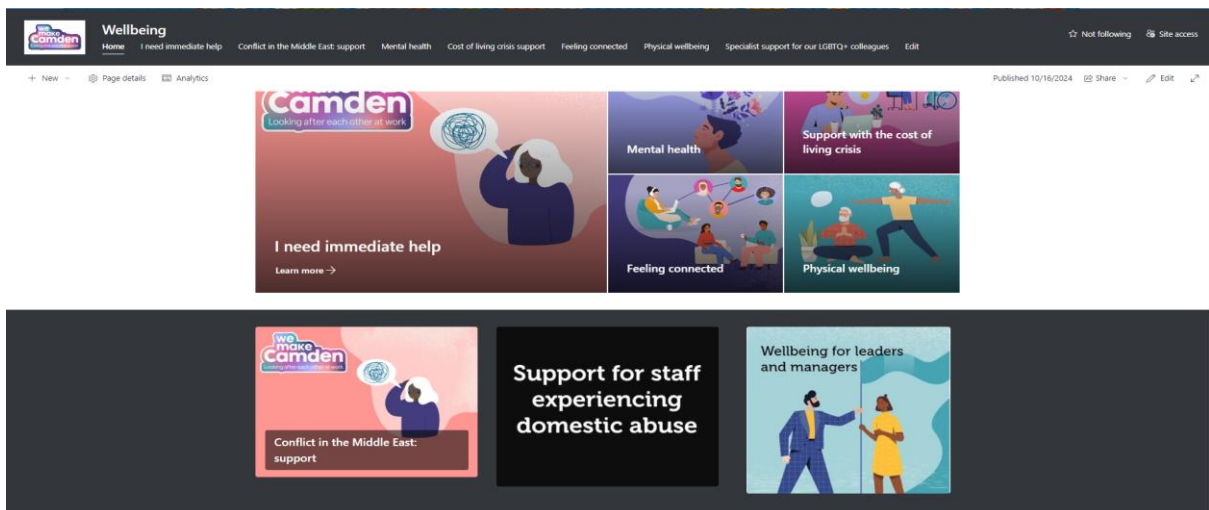


5.14. The chart below illustrates how Camden’s workforce is balanced across the key working age bands 25 to 60 year so age. Whilst only 2.9% of the Council's employees fall within the 16-to-24-year age bracket, in contrast to 15.9% of the working-age population in Camden this is largely anticipated, 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.



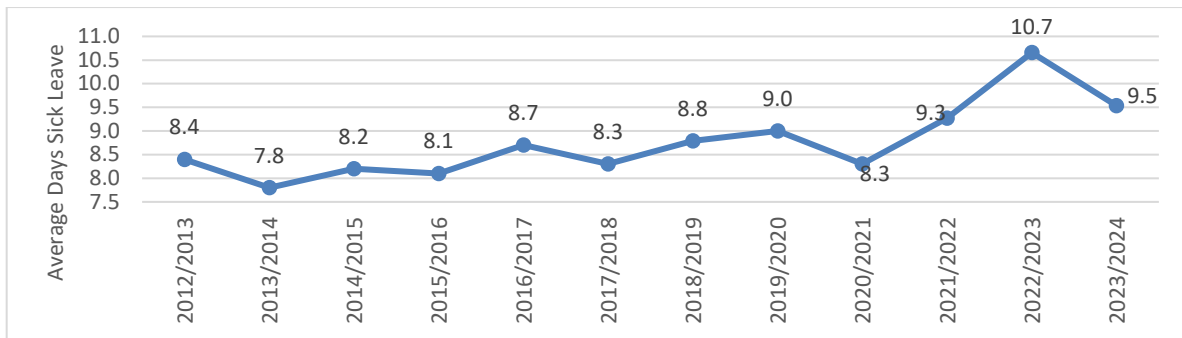
6. Workforce Health and Wellbeing

- 6.1. In 2025, everyone in Camden, including colleagues should be able to live a healthy, independent life. The Council are committed to putting health and wellbeing at the forefront of all that it does and intervening early to avert long term illness. As an employer we want to ensure workforce wellbeing reflects the Council's ambition for the borough.
- 6.2. The Council aims for a workplace where everyone feels valued, safe, and respected and the wellbeing offer is designed to support employees' emotional, mental, physical and financial wellbeing in addition to ensuring people feel connected to the Borough and each other.
- 6.3. The Council's wellbeing offer is broad and wide ranging. In acknowledgement of the effectiveness and expansion of the wellbeing program the diverse offerings have been consolidated on a dedicated wellbeing microsite to help staff quickly find the type of support they need.



- 6.4. The microsite offers a range of wellbeing support, conveniently organised in categories as illustrated in the figure above. The microsite is regularly updated to align promotions with national wellbeing events, such as Mental Health Awareness Week and World Mental Health Day. It also connects staff with Camden for example by highlighting physical wellbeing opportunities provided by the borough's green spaces, outdoor fitness areas, and complimentary fitness events.
- 6.5. The Council continues to produce its in-house podcast series dedicated to various aspects of wellbeing pertinent to Camden. These podcasts aim to highlight staff experiences and narratives, illustrating how they have managed difficult situations, as well as provide information on available resources to bolster staff wellbeing.
- 6.6. The Council is always keen to receive staff suggestions about workplace wellbeing, the most recent has resulted in the launch of a workplace choir which is going from strength to strength.

- 6.7. As a result of the Council's anti-racism work, it became apparent that many staff 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 staff still grapple with. Consequently, the Council has introduced a new well-being initiative specifically tailored to support staff affected by trauma in all its manifestations. This program complements the existing Employee Assistance Programme (EAP) and features trauma-informed coaching, as well as access to qualified counsellors who specialise in trauma-related matters. In 2024 the offer was expanded further to include four professional areas of support, and 160 individuals have already sought out and used this support.
- 6.8. Following a procurement exercise new suppliers were appointed in November 2024 for Occupational Health services and an Employee Assistance Programme (EAP).
- 6.9. The People Asset Management (PAM) Group were awarded the Occupational Health contract to provide pre-employment health checks for new starters, medical advice for existing staff to enable them to remain in or return to work along with ill health retirement assessments. PAM have experience of working with Central and Local Government throughout the UK and offer in person appointments to those who require them. They can provide a quick turnaround in cases with end-to-end time from initial referral to appointment to report between 10-12 working days. The new contract uses a pay as you go service and means the Council will pay far less compared to the fixed rate price per employee model of its previous provider which is expected to result in lower overall costs to the Council.
- 6.10. Wellbeing Solutions are the new EAP provider and represent an improvement on the previous supplier by providing more comprehensive support for staff and their immediate family members at a lower fixed price. They provide a 24/7 helpline plus life chat accessible through their EAP web portal. They have mental health trained call handlers to direct staff to the most appropriate support at the first time of asking and everyone who contacts them gets 1 hour of support as an initial triage plus a further five counselling sessions if deemed necessary.
- 6.11. Traditionally the EAP was underutilised so several awareness sessions have been delivered to highlight how the service can provide support to staff and their family members as well as handing out information cards to staff, especially to those in frontline services.
- 6.12. The average number of working days sickness absence taken per employee decreased compared to last year by 1.2 days from 10.7 days to 9.5. This is positive, showing the first decrease in sickness since the pandemic as illustrated by the chart below. Supporting Communities continue to have the highest average number of sickness absence days per employee followed by Children and Learning. This is expected as these directorates have the highest proportion of roles that are based in the community and involve manual work.



7. Pay, terms and conditions

- 7.1. Camden have a long history of leading the way on fair pay and equality. The Council became an accredited employer with the Living Wage Foundation in 2012. To build on this and lower the gap between the Council's lowest and highest paid employees the Council increased the pay of its lowest paid staff from 1 January 2015 with the introduction of a minimum earnings guarantee.
- 7.2. The Council has set its pay strategy to pay above the market median and target the upper quartile for all roles, which has meant the Council has moved away from the NJC pay spine to respond to this agenda locally as have some other London Boroughs.
- 7.3. Remaining an upper quartile pay employer is important in retaining the Council's competitiveness in the employment market – although, Camden's wider brand and employment offer is strong. This is vital to continue to recruit and retain high calibre talent, particularly given Camden's Inner London location.
- 7.4. As part of the Council's response to the challenging economic conditions and labour market pressures it continues to review pay in key areas particularly where there is a recognised skills shortage and where appropriate put in place pay packages to support the recruitment and retention of staff.
- 7.5. Salaries at the Council's lower grades continue to compare well to the market, and in April 2025 the third stage of restructuring for our lowest pay levels will be implemented (as agreed by the Audit & Corporate Governance Committee in June 2023), completing an investment of c£1million in the Council's lowest paid staff. All the changes are illustrated in the figure at Appendix 1.
- 7.6. These changes enable Camden to commit to a new Minimum Earnings Guarantee and from April 2025 the minimum salary will be £31,730 (£16.91 per hour). This is £3.06 per hour (or 22.1%) more than the current London Living Wage of £13.85 per hour.
- 7.7. Increasing pay transparency is a topic that Camden have taken a leading and visible position on for some time, voluntarily reporting the Council's gender, ethnicity and disability pay gap since 2015, one of only a few organisations to go beyond the statutory requirements, both then and now.

- 7.8. In 2022 Camden became the first local authority to publish its gender pension gap. Whilst Camden's gender pay gap is small and slightly favours women a gender pension gap exists in the pension fund. The gender pension gap is attributable to both historical gender pay gaps and continuing differences in working patterns between genders. Shining a light on this disparity will help the Council raise the profile of this important issue and there is a commitment to regularly reporting on the gender pension gap in future.
- 7.9. The Council is pleased to report continuing progress towards closing pay gaps where they exist. The headline ethnicity pay gap within Camden is driven by more White staff being employed in senior roles and more Black, Asian, and Other Ethnicity staff being employed at lower levels and addressing this requires progressive change. Whilst there is still more to do, the Council is seeing the work done over several years beginning to have a positive impact.
- 7.10. The number and proportion of Black, Asian, and Other ethnicity staff at senior grades (Level 5 to Level 7) has continued to increase. There are now 253 Black, Asian, or Other ethnicity staff within these grades accounting for 29.5% of all staff in these grades and as noted above Chief Officers (Level 7) are now representative of the Camden Residential population (40.48%) and almost representative of the workforce (43.58%).
- 7.11. Benefits offer employees non-monetary awards that are not linked to performance and can be used to enhance and support other key activities. Benefit packages can determine whether candidates are attracted to organisations, and whether employees remain with them. Camden's staff benefits cover a range of support offers and details of these are set out in Appendix 2. Staff take up has continued to increase across all benefits over the past year.
- 7.12. The Council continues to keep the overall benefit package under review to ensure it continues to be of value and relevance to staff and aligns with Camden's organisational vision and values. The current focus is on making existing benefits more accessible by streamlining how staff can access information and sign up for benefits they are interested in. Alongside these opportunities that these changes could provide for expanding the current offer are being explored.
- 7.13. In the knowledge that staff are still experiencing a cost-of-living squeeze during 2024 the Council continued to raise awareness of the existing support available through Camden and signposting to other sources of advice. Being clear that support is available for everyone – not just those in extreme financial hardship. Work to deliver this has included:
- Continuing to promote the breadth of the offers – through regular communications, events, and roadshows to frontline buildings. Writing to all frontline staff to highlight the support available and signposting to other resources/support.
 - Equipping colleagues with the information they need to be able to support and signpost colleagues and residents.
 - Expanding the financial education offer to be more accessible to more staff and enhancing the resources and advice they can access.
 - Running a regular programme of financial education seminars delivered by external advisors on general financial education and pre-retirement planning.

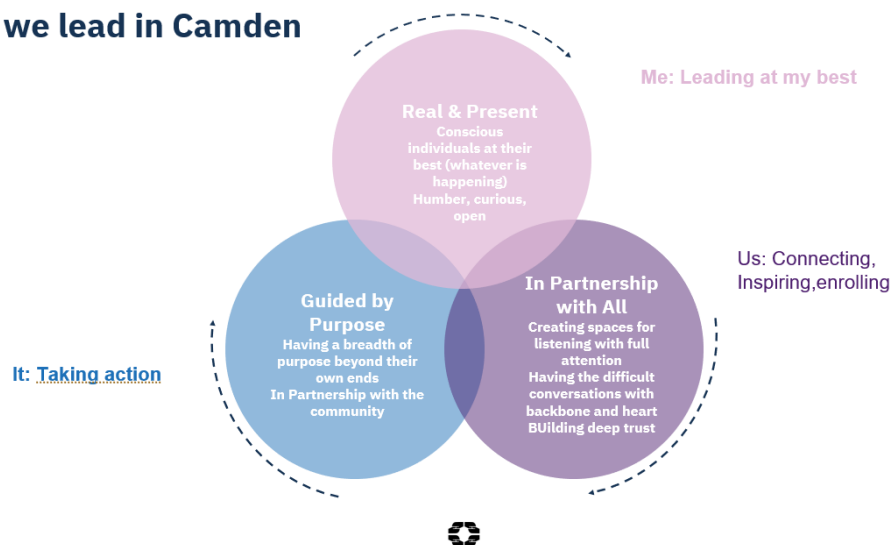
- Promoting an ongoing programme of financial wellbeing webinars delivered by HSBC giving practical advice on a range of topics including – making the most of your money, managing debt, coping with the rising cost of living etc.

8. Workforce Culture and Environment

8.1. To complement Camden's organisational journey transitioning from a bureaucratic, process-focused organisation to a relational, people-focused one, the Council has developed Camden's Model of Leadership, anchored in deep learning and reflections about how the Council has adapted since the pandemic, how Camden mobilises to deliver its missions and challenges, and how to put relationships at the heart of what the Council does. The model is based on three core components illustrated in the diagram below:

- How we lead at our best - by being real and present, humble, curious, and self-aware
- How we work in Partnership with all - being able to work relationally and inspire others
- Taking action and being conscious of what needs to change - working with a breadth or purpose beyond our own ends.

How we lead in Camden



8.2. Since January 2024, the Council has trained nine Camden Leadership Facilitators to deliver and embed the programme, with more being trained. The Leadership programme has been rolled out to 150 Heads of Service and Senior Leaders across all directorates.

8.3. In 2024 Camden appointed its first Director of Relational Practice and is now developing a Centre of Relational Practice. The purpose of this is to ensure the Council embeds relational work into its approach to working with citizens, each other, its leadership model and builds on the positive sector-leading work the Council has developed in social work.

- 8.4. The learning and practices the Council implemented during the pandemic has informed its approach enabling staff to develop a greater connection to their purpose, each other, and residents. The key themes continue to be:
- Promoting and sustaining a healthy workplace creating a healthy, inclusive, and compassionate culture
 - Reducing stress levels and looking after our colleagues to maintain good mental health
 - Connecting with our communities and each other by promoting social wellbeing activities
 - Celebrating our colleagues and recognising the hard work and achievements across the organisation.
- 8.5. With the increased attention on climate change, race equality and wider societal issues in recent years, the expectation of staff for their employers to take a more active role in creating social value both internally and externally has grown. The Council's continued focus on social value helps support the recruitment and retention of staff, particularly younger workers that are more values focussed than ever before.
- 8.6. In June 2024 Camden was awarded full accreditation as a Borough of Sanctuary, celebrating its long and proud history of welcoming and supporting refugees, building refugee facing services with partners and speaking with one voice on the issues that make a difference for refugee communities.
- 8.7. Camden continues to take a leading role in championing diversity and inclusion internally and externally and is committed to leading by example. Key actions to support the Council's aim of being a truly inclusive organisation and to make sure that every member of the workforce feels supported, able and safe to bring their best selves to work include:
- **Staff networks and inclusion groups:** Three new staff groups have been created this year - the Muslim network, the Jewish staff group and the Women's network. These complement the existing groups - Camden Black Workers Group, Rainbow Camden, Camden Disability network, Carers Network, Menopause Network, Neurodiverse group, Men of Colour Progression network, Women of Colour Progression network.
 - **Reporting Discrimination:** Camden is a committed anti-racist organisation with a zero-tolerance approach to discrimination in all its forms. The Council encourages people to speak up, be an ally, so that it can ensure there is a positive and safe working environment for everyone. The Council also understands that it may be difficult to raise an issue or 'call it out' via the more formal routes, therefore in June 2024 a 'Reporting discrimination hub' was launched to give people a chance to talk about issues related to discrimination on the individual's terms. The creation of the Hub has been a collective effort led by staff over three years, aiming to create a more human and inclusive approach, accessible to all, based on empathy and understanding, and placing wellbeing right at the heart.
 - **Race Inclusion:** The Council continues to empower staff and people managers to grasp and pledge to foster anti-racist leadership practices through the Anti-Racism module in the mandatory learning portfolio, resources in corporate induction for new

staff and managers, and in the 'Guide to be a people manager in Camden' and a collection of anti-racism resources accessible through the Council's Learning and Development Hub covering a range of topics related to anti-racism, including subjects like micro-aggressions. The Council also runs safe spaces for staff across the organisation where Black, Asian and Other ethnicities can share experiences and support each other.

In 2024, Camden partnered with The Runnymede Trust to undertake innovative new research to build understanding of how employees from minoritised ethnic backgrounds access and experience flexible working in the Council. Their research findings and recommendations will underpin the development of practical solutions to support the Council in its work to create inclusive workplaces where everyone has a level of autonomy and control over their working pattern.

Throughout the year, the Council raises awareness through staff events, communication, and activities around race equality, collaborating closely with staff groups (Camden Black Worker Group, Race Catalyst groups, Men of Colour Progression Network, Women of Colour Progression Network). 2024 also saw the Council celebrate Camden's fifth Black History Season since extending Black History Month in 2020. The programme dedicates three months, from October to December to celebrating the incredible and wonderful achievements and contributions of Black people across Camden and the UK.

- **LGBTIQ+ Inclusion:** Camden continue to strive for LGBTQ+ equality. Recent activity in this area includes updating the Council's commitment to trans equality so it better addresses the needs of non-binary staff, launching Inclusive recruitment training for hiring managers which includes information about being inclusive of LGBTQ+ applicants and updating content in the mandatory learning on Conscious Inclusion, which includes updated and enhanced information about LGBTQ+ identities. The Council also continues to work closely with Camden's Rainbow Network to celebrate identities and raise awareness through staff events (including marching at Pride), internal communication and activities around LGBTQ+ inclusion.
- **Disability:** Camden collaborates closely with the Staff Disability Network to make the organisation more inclusive for disabled staff. The Disability Charter details the Council's commitment to all staff that it will take actions which are in the best interests of the disabled community, including offering Disability Leave and using a Wellbeing Passport. The Council has enhanced its learning offer to improve awareness around neurodiversity which is signposted along with all resources around Disability awareness that exists in Camden's Learning and Development Hub which covers specific knowledge about how to support disabled staff to thrive at work. It helps to ensure that there is consistency in the understanding and knowledge level, about disability inclusion, across the organisation. The Council continues to raise awareness around visible and non-visible disability throughout the year via key dates in Camden's Inclusion Calendar as well as in the corporate induction and mandatory learning offer for all staff and people managers.
- **Violence against Women and girls:** in March 2022 Camden became the first London Borough to sign up to the Employers Domestic Abuse Covenant (EDAC) pledging to support women affected by abuse to enter or re-enter the workplace.

Work has continued over the past year to refresh the Council's Domestic Violence Policy and increase awareness. Everyone at Camden now receives basic training on how to recognise the signs of domestic abuse and support someone in making a disclosure. We want to build a culture where there is no longer stigma and secrecy that can often further isolate survivors from their families, friends, and society.

- **Care Conscious Council:** in January 2024 Camden adopted 'care experience' as a key local characteristic alongside its statutory duty under s149 of the Equality Act 2010 meaning that in discharging the duty the Council has also given a public commitment to give due weight to evidence in relation to those who are in care, who are care leavers, or who have had a past experience of care. As an inclusive employer, the Council wants to provide as many opportunities as possible for the young people in the borough and ensure employees with care experience thrive in the organisation. One of the ways the Council is hoping to achieve this is through the Camden Internship Scheme, which was launched in September 2023 with an initial cohort of six interns across various Council departments. Whilst the internship is for 18 months, one of the six interns has already progressed to a permanent role in the Council. The support provided to these interns is currently being reviewed ahead of the next cohort joining in Spring 2025.

- 8.8. As Timewise's first Fair, Flexible Borough Camden is dedicated to offering flexible work options, and that is why the Council have launched a brand-new flexible working policy. This policy reflects recent legislative changes (April 2024) and incorporates valuable insights from Camden's partnership with Timewise. The policy covers both formal and informal arrangements, providing clear examples through case studies. It also includes a manager's toolkit to support ongoing discussions about flexible work.
- 8.9. The Council understand concerns that some roles, particularly those in frontline services, may have limited access to flexible work compared to desk-based or senior positions. To address this, the People and Inclusion service are collaborating with teams including Repairs, Adult Social Care, and Contact Camden and working together to identify barriers and understand the specific needs of frontline staff regarding flexible work. Based on these insights, pilot programs are being conducted to assess different flexible working models that consider the needs of residents, service areas, and individual employees seeking flexibility.
- 8.10. The Council believes in fostering an inclusive workplace where everyone can thrive. The insights gained through this research, along with the accountability provided by The Runnymede Trust and Timewise, are crucial in driving greater workplace equality. The Council is constantly striving to improve, and open communication about these findings is a crucial step in that direction.
- 8.11. In 2022 Camden began its journey to become a certified Bloody Good Employer and in December 2023 became accredited. Bloody Good Employers is an initiative from Bloody Good Period – for employers who want to create long-term positive change to normalise menstruation in the workplace and support everyone who menstruates at work.
- 8.12. During 2024 further work was delivered during 2024 to respond to staff feedback and:

- provide free access to menstrual and bladder leak products in all the Council's main buildings as well as USB fans
- begin reviewing policies and practices to reference menstrual health where needed, and develop a complimentary commitment to sit alongside the Council's new Menopause Commitment
- host workshops – run by Bloody Good Employers and focused on challenging myths and stigma, developing a better understanding of menstruation and inclusive leadership on menstruation.
- launch E-learning for all colleagues to complete with services offered in person workshops for those who do not use laptops as a part of their usual duties
- manager training sessions on Menopause in the workplace, the Council's expectations of managers and how to support team members.

8.13. The work outlined above to support employees to thrive at work through our inclusive culture, relational working approach, and hybrid work environment is wide ranging, but crucial to ensuring a positive employee experience and support the recruitment and retention of staff.

8.14. Mandatory Learning modules serve as foundational training that every member of staff 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:

- Anti-Racism
- Conscious Inclusion
- Fire and Resident Safety
- Fraud Awareness
- Health and Safety
- Information Handling
- Introduction to Domestic Violence and Abuse
- Introduction to Safeguarding

8.15. All new starters are required to complete the learning during their induction period and all staff are required to undertake refresher learning every two years. These courses undergo regular updates to ensure they remain relevant, meet the latest legal requirements, and align with strategic objectives. All courses were reviewed ahead of the current Mandatory Learning Refresher window that opened in December 2024 and closes in February 2025.

8.16. 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

- 8.17. 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.
- 8.18. In addition to Corporate Induction, newly appointed or internally promoted people managers are invited to a quarterly New Managers Induction (delivered virtually). The purpose of these sessions is to support and guide new managers, and for everyone to come away with an understanding of the core values and abilities of what it is to be a people manager in Camden. New Managers Induction cover practical guidance, tools, and tips that managers can use in their day-to-day roles and highlights relational working - putting colleagues at the centre of what we do, building trust, having empathy, and focussing on relationships.
- 8.19. Analysis of Absence Management, Grievance, Underperformance, and Disciplinary cases continues to allow Camden to effectively monitor staff wellbeing and to identify and resolve issues as they arise. There were 233 cases in 2023-24, an increase of forty-eight from last year. Absence Management cases continue to make up the majority (78.5%) of all cases as shown in the table below.

| Directorate | Absence Management | | Disciplinary | | Grievance | | Managing Under-performance | | Total Cases | |
|------------------------|--------------------|-------------|--------------|-------------|-----------|-------------|----------------------------|-------------|-------------|-------------|
| | No. cases | % of cases | No. cases | % of cases | No. cases | % of cases | No. cases | % of cases | No. cases | % of cases |
| Adults and Health | 9 | 5% | 1 | 6% | 6 | 27% | 0 | 0% | 16 | 7% |
| Children and Learning | 28 | 15% | 1 | 6% | 5 | 23% | 0 | 0% | 34 | 15% |
| Corporate Services | 27 | 15% | 1 | 6% | 1 | 5% | 3 | 25% | 32 | 14% |
| Supporting Communities | 119 | 65% | 13 | 81% | 10 | 45% | 9 | 75% | 151 | 65% |
| Overall | 183 | 100% | 16 | 100% | 22 | 100% | 12 | 100% | 233 | 100% |

9. Employee Experience

- 9.1. The 2024 Employee Experience staff survey built on the Council's annual inclusion pulse surveys to take closer and more rounded look at the experiences of staff working in Camden – recognising that becoming a truly inclusive organisation impacts on every part of our working lives in the organisation.
- 9.2. The survey included new questions to help the Council understand more about employee experience at work, including role, team, manager and connection to Camden residents and communities.
- 9.3. The 'About you' section of the survey was also expanded to find out more about the demographic make-up of the workforce – such as whether staff are care experienced. Additional questions were also included to help better understand how different aspects of staff 'socio-economic' backgrounds, may have influenced their career

progression within Camden. This information helps the Council make better decisions in creating a more inclusive and supportive work environment for all employees.

- 9.4. The survey was open for during November and December 2024 and just over 45% of employees responded to the survey, which is almost double the response to the shorter 2023 survey. Response rates varied notably across the four directorates with 13% response rate in Adult and Health, 18% in Children and Learning, 26% in Corporate Services, to a high of 40% in Supporting Communities, with 3% of staff not sharing their directorate. Analysis work is underway and full survey results will be shared with staff later in Spring.

10. Workforce Resourcing

- 10.1. Turnover and recruitment data indicates that Camden Council remains a desirable place to work. During 2023/24, 412 staff left the Council and the overall turnover rate for staff was 9.2%, a decrease of 2.7% from last year. Children and Learning had the highest turnover rate at 12.2%.
- 10.2. Despite the reduction in turnover recruitment activity remained high - a combination of replacement posts and new posts in growth areas - with Camden advertising 1,116 vacancies during 2023/24. 19,239 completed applications were submitted in response to these vacancies. With 3,030 of these applications were shortlisted (15.8%) and 924 (4.8%) went on to receive a formal job offer. A vacancy fulfilment rate of 82.8%.
- 10.3. In line with Camden's commitment to inclusion and fairness, over the past three years the Council has piloted and successfully rolled out several inclusive recruitment practices. This includes: no all white short lists for level 5 and above roles, Hiring manager training and the inclusive recruitment volunteer programme – recruiting staff particularly Black, Asian, and Other ethnic staff, to be available to take part in the recruitment process where hiring managers cannot otherwise ensure diversity in the shortlisting and interview stages.
- 10.4. All Camden's inclusive recruitment initiatives help to ensure each stage of the recruitment cycle is accessible and relevant to people from a diverse range of backgrounds to enhance diversity and ensure that there is no discrimination against any group of people. The Council's Inclusive Recruitment Working Group continues to steer and advise on work to embed inclusive recruitment processes.
- 10.5. Talent attraction is changing and moving away from traditional job boards with focus being on Social Media platforms such as LinkedIn, Twitter and TikTok. Camden have increased its usage of social media where the Council can better highlight its employer brand, culture, and employee proposition.
- 10.6. In addition to the resourcing team promoting vacancies of these platforms hiring managers are encouraged to engage on these platforms using their own professional networks to ensure the right people are reached. The childrens social work recruitment campaign undertaken in 2024 made significant use of online platforms with promotional videos and other collateral being produced that can be used in future recruitment campaigns. A social work recruitment event was also held in October

2024 for potential applicants to meet leaders and staff across the Directorate. Fifty people attended the recruitment event, fifteen of these were experienced social workers, twelve people applied and were shortlisted with the result that all ten of the social worker vacancies at that time were filled.

10.7. Alongside this agency continued to play a solid role in meeting temporary resource needs, with 1,344 Agency Placements filled across 2023/24 by the Council's Neutral Vendor, Matrix-SCM. Agency workers are primarily used for short term cover of absences/whilst vacant posts are recruited to, or as a source of specialist skills required for a fixed period. Agency workers can in some cases remain a part of the workforce for longer period where there are specific skills shortages and recruitment challenges. One example of this would be social workers, however the success of the children's social work recruitment campaign noted above has resulted in reduction in reduced long term agency placements in that area.

10.8. As the table below shows over the past five years agency workers have on average made up around 10% of Camden's total workforce headcount. Agency use and costs have increased year on year since the decrease seen during the pandemic in 2020/21. This is reflective of the tight recruitment market we have been operating in with cover being required for longer periods where the Council has faced challenges in recruiting to specific roles. This increase was also attributable in part to greater usage of specialist interims to support key improvement projects where specialist skills were required.

| Financial year | Average agency headcount | Agency as % of total workforce headcount (average) | Agency cost total | Agency as % of total workforce spend |
|-----------------|--------------------------|--|-------------------|--------------------------------------|
| 2019/20 | 460 | 9.9% | £28,724,195 | 13.0% |
| 2020/21 | 381 | 8.1% | £23,141,050 | 10.2% |
| 2021/22 | 438 | 9.1% | £23,673,850 | 11.0% |
| 2022/23 | 476 | 9.9% | £28,278,200 | 11.1% |
| 2023/24 | 585 | 11.6% | £31,456,942 | 11.7% |
| 2024/25 to date | 642 | 10.5% | £29,514,530 | 9.0% |

10.9. The Council continues to see successes with the Camden Talent Pool that has been integrated into the agency supply framework. This creates opportunities for temporary roles to be filled by Camden residents, aligning with the Council's goal of facilitating stable, well-paid work, which is recognised as pivotal to broader outcomes such as health, well-being, and secure housing.

10.10. The Council's aim is to meet temporary staffing needs whenever possible from the resident talent pool. Over the past year 72 residents have been successfully recruited into temporary positions. This includes thirty-four residents engaged to support the national and local elections. Some residents have also transitioned into permanent roles at the council. Currently, we have 270 active users in the Talent Pool, which continues to grow month on month.

10.11. Over the past twelve months the Council has made significant changes in its approach to safe staffing processes, making these more efficient and user-friendly by

embracing online technology. The Council has transitioned from paper-based applications to online platforms, which has improved the customer experience and reduced the time it takes to complete checks. The visa process has also been streamlined the, making it transparent and easy to follow enabling the Council to manage all visa enquiries quickly and efficiently.

11. Workforce Development

- 11.1. Camden are passionate about always wanting to improve. This means as an organisation the Council needs to learn and adapt continuously, learning from both and when things go wrong, and responding quickly. The Council needs staff to learn and develop to deliver the ambitions set out in We Make Camden. As the pace of change increases through technological advances and innovations, this focus on continuous development is a win-win for the organisation and the prospects of individuals and their careers.
- 11.2. Camden's approach in recent years has been to expand the avenues for learning beyond formal classroom training. The offer now encompasses online resources in the Learning & Development Hub and Just in Time toolkit to make learning available at the point of need enabling the development of in-role skills and knowledge, with an increasing focus on facilitating in role learning transfer.
- 11.3. Following the accelerated transformation in how the Council supports staff learning inspired by the pandemic, about half of facilitated learning remains online. The new ways the Council found to support staff to develop their knowledge, and skills continue to deliver positive outcomes.
- 11.4. The Council is now restructuring the Learning and Development team and shifting to a 'federated' model, where learning specialists will be more closely aligned with the teams and services they support. This will enable learning experiences to be better aligned with the needs of individual teams and to feel more bespoke. The new model will allow the corporate Learning and Development team to focus more on work with colleagues across Camden to develop the organisational learning culture. The approach is being piloted in current projects such as The Way We Work in Housing – with this co-working bringing about meaningful behavioural and cultural change.
- 11.5. Work continues to develop a shared understanding and approach to 'progression in Camden – moving away from 'traditional' definitions of progression (career development, learning, and training) to understanding what progress looks like for individuals, managers, and the Council. Progression is a shared responsibility between the individual, manager and the Council and the aim of this work is to empower staff with the right tools and conditions and support managers unlock their team's potential. In 2023 the Council began delivering monthly career conversation workshops to facilitate staff taking ownership of their personal progression journey - providing a space for staff to discuss their career progression and receive tools to get to their next role.

- 11.6. Through insights gained from significant staff engagement around equality and inclusion the Council has made key commitments in relation to development and progression opportunities.
- 11.7. Camden's new mentoring scheme launched in April 2024 is designed to create a more networked organisation that is focused on sharing skills, expertise, and knowledge to help develop and retain staff, where people have the autonomy to make decisions. The programme ensures greater equity and diversity, targeting a wider audience and using a tech-style profile matching solution.
- 11.8. When taking forward the programme of work on progression the Council has worked closely with staff groups to understand the gaps and needs of staff, and co-create an offer that is open to all, enabling greater flexibility and increasing opportunity for people to match with who they want as well as encouraging all to become a mentor by introducing a reverse mentoring option. So far, 171 participants have registered from across directorates. The programme is currently being reviewed and adapted ahead of it being re-opened for other staff to register.
- 11.9. The Council has piloted opportunities for Black, Asian, and Other ethnic staff at Directorate Management Team (DMT) and Senior Management Team (SMT) level through creating a rotation of up to 3 months for staff members to take part in DMT and SMT conversations and decision making. The success of this approach is currently being evaluated to understand how it may form part of ongoing development and inclusion work.
- 11.10. This year to support the development of Camden's future leaders we launched an 'Emerging Leaders Programme.' The programme is offered through Solace's 'Pan London Emerging Leaders Apprenticeship Programme' that aims to develop talented individuals and groups into leadership positions. Eleven Camden staff have been successful in gaining a place on this programme that started in October with a duration of two years. During this time, the Council will undertake monitoring and evaluation of their learning to map their career progression. The Council also launched our 'Black on Board' programme which aims to train a group of ten staff and residents on board leadership.
- 11.11. There are currently 122 apprentices on programme in Camden (excluding schools), sixty-five of these are new apprentice recruits and fifty-seven are existing staff. The breakdown of apprenticeship levels that existing staff are working towards shows that the majority are undertaking Level 7 (39) or Level 6 (14%) qualification. Whilst 30% are working towards Level 5 and 19% studying at Levels 3 and 4.
- 11.12. Most staff training apprenticeships in Camden (36 out of 57) fall under four coordinated programmes targeted at skills shortage areas - Finance, Social Workers and occupational Therapists, Town Planners, and the Camden Wide "Emerging Leader" programme mentioned above.
- 11.13. Since 2017, 74 staff completed an apprenticeship and forty-six of these (62%) still work for Camden. Records show that 32 (70%) of those still working in Camden, have progressed to a new role. The high rate of staff progression into a role related to their

apprenticeship are a good indication that the training helps to support staff development and retention.

11.14. The Council continues to work with services to promote the advantages of apprenticeships and create opportunities wherever they meet organisational needs. This also ensures that the Council is taking a sustainable approach to apprenticeship creation which leads to progression and retention within the organisation wherever possible.

12. Finance Comments of the Executive Director Corporate Services

12.1. There are no finance comments arising from this report.

13. Legal Comments of the Borough Solicitor

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

14. Environmental Implications

14.1. The contents of this report have no environmental impacts.

15. Appendices

- Appendix 1: Summary of Camden Pay Scheme Changes
- Appendix 2: Summary of Camden staff benefits and external accreditations

REPORT ENDS

Summary of Camden Pay Scheme Changes

Futureproofing Level 1 and Level 2

| Pay Points | 2022 | 2023 | 2024 current | 2025 planned changes |
|------------|----------------|----------------|----------------|----------------------|
| 1 | | | | |
| 2 | Level 1 Zone 1 | - | | |
| 3 | | | | |
| 4 | | Level 1 Zone 2 | | |
| 5 | | | | |
| 6 | Level 1 Zone 3 | Level 1 Zone 3 | | |
| 7 | | | Level 1 Zone 2 | |
| 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 2 |
| 12 | | | | Level 1 Zone 3 |
| 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 | | | | |

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 ten 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 one of employment for:
 - Appointments related to pregnancy/adoption - all at full pay for Birth Parent/Main Adopter and two at full pay for Other Parent/Adopter
 - Staff taking Paternity leave - 4 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
 - 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 ten additional days of leave at full pay for our staff who have declared a disability, or care for someone with 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, Back care 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.
- Regular face to face workshops for staff on 'planning your financial future into retirement and beyond'.
- 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 partner My Money Matters. This includes a series of webinars designed to staff you take charge of your finances, tools, and resources to help with budgeting and building healthy financial habits.
- Support through our Employee Assistance Programme with a range of articles, checklists, and resources section available via their website, 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.
- 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.
- Extras discounts – offer staff savings of up to 10% on gift cards, eGifts, and gift card top ups for over one hundred brands and sixty different retailers that can be used to save money on everything from the weekly food shop and eating out, to travel and entertainment.
- 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 fifteen, or sixteen 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 their pension more slowly when times are financially tough. This is called the 50/50 section of the LGPS - staff retain 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 is 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 Foundation² since 2012.
- We have been an accredited Timewise Employer³ for over six years demonstrating our commitment to flexible working to help balance work and other life demands, and have been recognised as a role model employer.

² <https://www.livingwage.org.uk/>

³ <https://timewise.co.uk/consultancy-services/accreditation/>

- We were an early adopter of the Mayor's Good Work Standard⁴ 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'⁵
- In 2020 we were accredited as a 'Fostering Friendly Employer' by the Fostering Network⁶ for the additional support provide for staff we who are prospective or approved foster carers
- In December 2023 we became accredited by Bloody Good Employers⁷ this is an initiative from Bloody Good Period for employers who want to create long-term positive change to normalise menstruation in the workplace and support everyone who menstruates at work. r
- In March 2022 Camden became the first London Borough to sign up to the Employers Domestic Abuse Covenant⁸ (EDAC) pledging to support women affected by abuse to enter or re-enter the workplace
- In 2021 we were accredited as a Disability Confident Employer⁹ and are in the process of renewing this status.

⁴ <https://www.london.gov.uk/what-we-do/business-and-economy/supporting-business/good-work-standard-gws-0>

⁵ <https://www.thesmallestthings.org/employer-with-heart>

⁶ <https://www.thefosteringnetwork.org.uk/get-involved/championing-fostering/fostering-friendly>

⁷ <https://www.bloodygoodemployers.com/>

⁸ <https://edacuk.org/>

⁹ <https://www.gov.uk/government/collections/disability-confident-campaign>