

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS:</b> All
<b>REPORT TITLE</b> Review of Camden Pay and Reward Schemes	
<b>REPORT OF</b> Director of People & Inclusion	
<b>FOR SUBMISSION TO</b> Audit & Corporate Governance Committee	<b>DATE</b> 27 November 2025
<b>SUMMARY OF REPORT</b>  <p>This report seeks the approval of the Audit &amp; Corporate Governance Committee for a proposed change to the Council's My Reward Scheme, which involves removing the 1% payment option and replacing it with a single 2% reward. The change is part of the Council's wider Pay and Performance Review – Phase Two, which aims to ensure Camden's pay and reward framework remains equitable, transparent, and sustainable in the current economic and labour market context.</p> <p>The proposal aims to enhance equity, simplicity, and budget consistency in the application of performance-related recognition across the organisation, while maintaining flexibility for managers to recognise exceptional contributions.</p> <p><b>Local Government Act 1972 – Access to Information</b></p> <p>No documents that require listing have been used in the preparation of this report.</p> <p><b>Contact Officer:</b>  Joanna Brown  Director of People &amp; Inclusion  5 Pancras Square  London  N1C 4AG  Tel: 020 7974 6302  E-mail: <a href="mailto:joanna.brown@camden.gov.uk">joanna.brown@camden.gov.uk</a></p>	
<b>RECOMMENDATIONS</b>  <p>That the Audit &amp; Corporate Governance Committee:</p> <ul style="list-style-type: none"> <li>(i) Approve the amendment to the My Reward Scheme to remove the 1% payment option, retaining a single 2% payment option.</li> <li>(ii) Note the broader context of the Pay and Performance Review – Phase Two, including proposals to modernise pay, recognition, and performance frameworks, as referenced in paragraph 4.5.</li> </ul>	

(iii) Note the commitment in paragraph 8.1 to review the impact of the revised My Reward Scheme after six months of implementation, and delegate the completion of this review to the Director of People & Inclusion. Should the review result in further changes to the My Reward Scheme being proposed, these will be reported back to the Committee.

Signed: 

Date: 17 November 2025

## **1. Purpose of Report**

- 1.1. The purpose of this report is to seek the Committee's approval for the proposed amendment to the My Reward Scheme, which removes the 1% payment option. This change forms part of a wider programme to modernise Camden's pay and performance framework and aligns with the Council's ambition to be an employer of choice, embedding fairness, transparency, and inclusion in all aspects of employment practice.
- 1.2. The Audit and Corporate Governance Committee is responsible for determining the terms and conditions on which officers hold office. Therefore, the Committee is asked to note the report's findings and approve the proposed changes to the My Reward Scheme.

## **2. Background and Context**

- 2.1. Camden's Pay and Performance Review – Phase Two builds on work completed in Phase One, which aligned pay with market upper quartile levels and introduced a new Minimum Earnings Guarantee. Phase Two focuses on three key areas: appointment pay, recognition, and performance. Together, these changes aim to strengthen Camden's employment offer, support recruitment and retention, and reinforce the Council's culture of relational working and inclusive decision-making.
- 2.2. The My Reward Scheme forms an important part of Camden's recognition framework, offering managers flexibility to recognise sustained high performance. Currently, awards can be made at either 1% or 2% of salary.
- 2.3. Usage of the scheme has remained consistent in recent years. In 2024/25, 1,404 staff members received My Reward payments, with a total spend of approximately £ 1.1 m (excluding oncosts), with the spend split 30/70 between the two award types. c£330k on 1% and c£771k on 2% awards.
- 2.4. Analysis of recent years' data indicates that while overall usage of the scheme has been equitable across grades, gender, and ethnicity, differences remain between the distribution of 1% and 2% awards. Simplifying the scheme to a single 2% rate will help improve equity and consistency of recognition.

## **3. Economic and Labour Market Context**

- 3.1. As outlined in the "Annual Reward and Terms and Conditions Update" report presented to this Committee in the previous agenda item, the Council continues to operate within a challenging and uncertain external environment, shaped by evolving national economic and labour market conditions.
- 3.2. Despite seeing some "green shoots" of recovery, the economy and labour market context remain challenging. Across local government, recruitment and retention pressures persist in key professional areas, driven by cost-of-living

increases, competition from the private sector, and national pay constraints. Inflationary pressures continue to affect household incomes and Council budgets, reinforcing the importance of a fair and sustainable pay and reward framework that supports Camden's financial resilience while ensuring staff feel valued and recognised.

#### **4. Proposal for change**

4.1. The My Reward Scheme currently provides for managers to make recognition payments equivalent to either 1% or 2% of an employee's salary. It is proposed that the 1% payment option be withdrawn, retaining a single 2% award level.

4.2. This amendment is proposed in order to:

- **Simplify scheme administration and improve clarity of application.**  
Feedback from managers and People Advisors indicates that the dual-option structure has led to uncertainty and inconsistent practice across service areas. A single, clearly defined award level will simplify decision-making, reduce administrative burden, and enhance understanding and transparency for both managers and employees.
- **Promote equity and consistency in recognition outcomes.**  
Internal analysis of scheme usage, summarised in Table 1 below, shows that the 1% award level is used more frequently in certain services and for specific staff groups, resulting in uneven patterns of recognition. Amending the scheme's structure to 'design out' the potential for inconsistency by retaining only the 2% option will support a more equitable approach, reducing variations in outcomes across grades, directorates, and demographic groups, and aligning with the Council's commitment to fair and transparent pay and rewards.
- **Reinforce a culture of meaningful and proportionate recognition.**  
Research by the Chartered Institute of Personnel and Development (CIPD) and the Local Government Association (LGA) highlights that recognition has the greatest impact when perceived as significant and proportionate to the achievement. Internal analysis and qualitative feedback indicate that the existence of two award levels has, at times, led to perceptions of unfairness. Staff receiving the lower (1%) award have expressed uncertainty about the basis for the distinction, which can have a demotivating effect and undermine the scheme's intended purpose of providing positive recognition. Retaining a single, higher-value award will strengthen the perceived value of the scheme, helping to embed a culture of genuine and meaningful recognition.
- **Enhance financial predictability and governance.**  
A single award level will facilitate improved financial planning, consistent application across services, and clearer alignment with overall workforce budgets. It will also enable more straightforward reporting and monitoring to ensure equitable and sustainable use of the scheme.

**Table 1: Summary Analysis of Scheme usage (2021 – 2025)**

Year	Total Awards	Proportion of 1 % Level	Proportion at 2 % Level	Comments
2021/22	1,473	50%	50%	1% option used predominantly in lower-graded roles and customer-facing services.
2022/23	1,338	45%	55%	The use of the 2% option increased following engagement with managers, which promoted more consistent practice.
2023/24	1,457	45%	55%	Persistent variation between directorates; 2% option remains less frequently used in lower pay bands.
2024/25	1,404	48%	52%	Use of the 1% award remains more prevalent at lower grades (Levels 2-3), where it accounts for over 60% of awards, whereas higher grades (Levels 4 - 6) show a greater proportion of 2% awards

- 4.3. It is difficult to predict the impact of the changes on behaviour. Managers may hesitate to use the 2% award for "smaller wins," leading to fewer awards being granted overall. Alternatively, some managers may use the 2% more readily, treating it as the default recognition. Employee perception may also vary. Some may view the 2% only scheme as more meaningful (larger reward), while others may feel recognition is less frequent.
- 4.4. To promote greater awareness and understanding of the My Reward Scheme, clear guidance around awards will be developed, aligned with the wider Performance framework and highlighted as part of the broader communications and engagement planned for all changes being made as part of the Pay and Performance Review.
- 4.5. The wider Pay and Performance Review Phase Two work includes amendments to appointment pay discretions, increases to the My Recognition voucher value (from £40 to £50), and a refreshed performance framework to embed Camden's leadership model and inclusion principles. These proposals are referenced here for context only, as their approval is delegated to the Executive Director of Corporate Services. An overview of these wider changes is included in Appendix One.

## **5. Financial Implications**

- 5.1. The proposed change is expected to be cost-neutral within existing budgets, and managers will be required to continue operating within their existing service salary budgets. Analysis of previous years' expenditure indicates that

the average total annual expenditure on My Reward payments has remained stable at approximately £1 million per annum (2021–2024). While the removal of the 1% award level could marginally increase the average individual payment value, this is anticipated to be offset by the modest overall volume of awards made each year and by the clearer eligibility guidance being introduced alongside this change.

- 5.2. The simplification of the scheme is also expected to generate minor administrative efficiencies through reduced processing and reporting requirements. These efficiencies will support improved budget management and consistency of monitoring across services. No additional funding is sought as part of this proposal. Financial impacts will be reviewed as part of the six-month post-implementation evaluation.

## **6. Equality Implications**

- 6.1. Camden has a long tradition of promoting equality and has been voluntarily reporting on gender, ethnicity and disability pay gaps since 2015. We are pleased to report that we continue to see progress towards closing pay gaps where they exist.
- 6.2. An equality screening has been undertaken and indicates that the proposal will have a positive impact in promoting fairness and consistency of recognition across all protected groups (See Appendix Two). Analysis of historic scheme usage revealed that the lower (1%) award option has been applied more frequently in certain service areas and among staff groups with lower grades or greater diversity. Removing this option will reduce the potential for differential treatment in recognition outcomes.
- 6.3. Because Camden's percentage awards are one-off recognitions of exceptional performance rather than outcomes of formal annual ratings, removing the 1% award could potentially reduce flexibility in recognising smaller-scale contributions. This may inadvertently disadvantage groups more represented in lower-graded roles. To mitigate this risk, there will be explicit communication of inclusive recognition criteria and strengthened equality monitoring of all discretionary awards, to ensure all staff have equitable opportunities for acknowledgement.
- 6.4. The proposed scheme amendment supports the Council's strategic commitments to make Camden Council a fairer, safer and more inclusive place to work for all. It aligns with findings from the Council's published Pay Gap Reports, which emphasise the need to reduce disparities arising from structural and procedural inconsistencies in pay and reward decisions.
- 6.5. The People & Inclusion service will continue to monitor the distribution of recognition awards by service area, grade, gender, ethnicity and other protected characteristics through annual workforce reporting to ensure that equitable outcomes are maintained and that no unintended adverse impacts arise. Initial post-implementation monitoring will be conducted six months after

implementation to ensure that the revisions support Camden's equality, diversity, and inclusion objectives.

## **7. Legal Implications**

- 7.1. The proposed change does not alter employees' contractual pay entitlements. The removal of the 1% payment option and retention of the 2% level is compliant with employment law and falls within the Council's existing discretionary, non-contractual, reward framework. The My Reward Scheme does not form part of employees' contractual pay; therefore, no contractual variation or individual consultation is required.

## **8. Implementation and Monitoring**

- 8.1. Subject to Committee approval, the revised My Reward Scheme will be implemented from April 2026. The People & Inclusion service will oversee implementation, provide updated guidance to managers, and conduct an evaluation six months post-implementation. The review will assess scheme usage, equality outcomes, and financial impacts, with findings reported to the Camden Management Team (CMT). Should the review result in further changes to the My Reward Scheme being proposed, these will be reported back to the Committee.
- 8.2. Initial engagement on the proposed amendment took place during phase one of Camden's Pay & Performance Review with CMT, Directorate Management Teams (DMTs), the recognised trade unions, staff networks, and focus groups. More recently, as the proposals for phase 2 changes have been developed, engagement and input have been sought from Corporate Services DMT, CMT, and the recognised trade unions.
- 8.3. Stakeholders were supportive of the rationale for simplification and emphasised the importance of maintaining transparent and equitable decision-making criteria for reward allocations. Feedback from managers highlighted that a single, higher-value award level would improve understanding and reduce perceived inconsistencies in recognition outcomes. No objections have been raised by recognised trade unions, subject to continued monitoring of the scheme's equality impact following implementation.
- 8.4. Subject to approval, the change will take effect from 1 April 2026, coinciding with the start of the new financial year to ensure alignment with workforce planning and budget cycles. Key implementation actions include:
- October to December 2025 – Development of materials and implementation plan. Unions and key stakeholder engagement.
  - January 2026 – Final drafts for approval with People & Inclusion Senior Management Team
  - February to April 2026 – organisation-wide communications (warm-up and go-live), staff engagement, drop-in sessions (virtual and in-person)
  - April 2026 - Go-live renewed pay, performance, and recognition.

## **9. Summary and Conclusion**

- 9.1. The removal of the 1% payment option from the My Reward Scheme forms part of Camden's broader approach to creating a fair, transparent, and financially sustainable pay and recognition framework. The change simplifies the scheme, supports consistency in application, and strengthens alignment with Camden's employment brand and values. It will contribute to a culture where staff feel valued and recognised for their contributions, reinforcing Camden's position as an employer of choice.

## **10. Comments of the Director of Finance**

- 10.1. This report seeks the approval of the Audit & Corporate Governance Committee for a proposed change to the Council's My Reward Scheme, which involves removing the 1% payment option and replacing it with a single 2% reward.
- 10.2. This proposed change is expected to be cost-neutral within existing budgets, and managers will be required to continue operating within their existing service salary budgets.

## **11. Legal Comments of the Borough Solicitor**

- 11.1. When making their decisions, the decision maker must take into account the Council's equality duties. In summary, these legal obligations require the Council, when exercising its functions, to have 'due regard' to the need to: eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act; to advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and foster good relations between people who share a relevant protected characteristic and those who do not (which involves tackling prejudice and promoting understanding).
- 11.2. Under the Duty, the relevant statutory protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Race, Religion, Sex, and Sexual Orientation. In respect of the first aim, the protected characteristic of marriage and civil partnership is also relevant. In discharging the Duty, the Council has also given a public commitment to give due weight to evidence in relation to the Key Local Characteristics relating to the groups of people referred to page 13 of the Equalities Impact Assessment (EIA – Appendix 2) (given the strong probability that many people within those groups will have protected characteristics). The relevant groups are Foster carers, Looked-after children/care leavers, Low-income households, Refugees and asylum seekers, Parents (of any gender, with children aged under 18), People who are homeless, Private rental tenants in deprived areas, Single parent households and Social housing tenants. The EIA in Appendix 2 sets out the considerations for each protected characteristic and the potential impact.



## **12. Environmental Implications**

12.1. The proposals in this report have no environmental impacts.

## **13. Appendices**

- Appendix 1: Summary of Pay and Performance Review – Phase Two Proposals
- Appendix 2: Equalities Impact Assessment

**REPORT ENDS**

## Appendix 1: Summary of Pay and Performance Review – Phase Two Proposals

### Overview

Phase Two of Camden's Pay and Performance Review represents a coherent package of reforms designed to modernise pay and reward arrangements, reinforce Camden's values and culture, and ensure the Council continues to attract and retain high-quality, diverse talent.

The combined changes are intended to:

- Create a fair, transparent and equitable pay and reward framework.
- Empower managers to make informed and accountable decisions within clear corporate parameters.
- Foster a culture of recognition and continuous development, aligned to Camden's leadership and relational working model.
- Support the Council's financial sustainability by ensuring pay and rewards are applied consistently and within budget.

The proposals comprise four interrelated areas: Appointment Pay, Recognition, Reward, and Performance.

### 1. Appointment Pay – Enabling Fair and Flexible Recruitment

Current position:

Appointment salaries are currently determined within a defined pay range, but managers have limited discretion, often leading to pay exceptions to secure skilled candidates in a competitive labour market.

Proposed change:

- Managers will have discretion to appoint up to the "anchor point" (25% above the minimum) of the pay band where the candidate is assessed as fully competent for the role.
- Appointments above this anchor point will require review and approval by People & Inclusion.
- Staff who can demonstrate they are fully competent in their current role may be eligible for accelerated progression to the 25% anchor point outside of the normal annual cycle.

Grade	Building		Established		Leading	
	Min	25%		75%		Max
Level 3 Zone 1	£38,923	£40,130		£42,543		£43,749
Level 3 Zone 2	£42,221	£43,651		£46,511		£47,940
Level 4 Zone 1	£46,006	£47,587		£50,749		£52,329
Level 4 Zone 2	£50,537	£52,299		£55,822		£57,583
Level 5 Zone 1	£55,581	£57,546		£61,474		£63,438
Level 5 Zone 2	£61,672	£64,207		£69,277		£71,811
Level 6 Zone 1	£70,422	£73,915		£80,901		£84,394
Level 6 Zone 2	£86,889	£89,413		£94,460		£96,983
Level 6 Zone 3	£98,397	£101,012		£106,242		£108,856

Building	Established	Leading
<ul style="list-style-type: none"> <li>• Learning about the organisation, culture, and role. They need more guidance and feedback as they find their feet. They show enthusiasm and potential but are not yet consistent.</li> </ul>	<ul style="list-style-type: none"> <li>• Confident in their day-to-day responsibilities. They understand how the organisation works and can deliver reliably with less support. They adapt to different situations and contribute steadily</li> </ul>	<ul style="list-style-type: none"> <li>• Have moved beyond their role basics. They actively improve how things are done, take initiative, and may mentor others. They set an example in how they work and contribute to the wider team/organisation.</li> </ul>

#### Intended benefits:

- Greater flexibility to respond to market pressures while maintaining fairness.
- Consistent, transparent application of discretion to prevent re-emergence of pay gaps. Strengthened recruitment and retention in hard-to-fill roles.

#### Safeguards and monitoring:

- The proposed changes largely reflect what is already happening through the current pay exception process. Currently, only 26.8% of new hires start at the minimum of the pay range.
- Zoning the pay bands as illustrated above and using 'anchor points' to guide and manage expectations will help us maintain consistency and equity in decision-making.
- Finance and People & Inclusion will jointly monitor salary spend and equity outcomes.
- A six-month post-implementation review will ensure pay decisions remain aligned to Camden's equality and inclusion objectives.

## 2. My Recognition Scheme – Strengthening Everyday Recognition

#### Current position:

Managers can award recognition vouchers valued at £40 for exceptional effort or contribution. The scheme's usage has doubled in recent years, indicating increasing engagement.

Year	Number issued
2024/25	1,581
2023/24	1,122
2022/23	794
2021/22	684

#### Proposed change:

- Increase voucher value from £40 to £50 (a 25% uplift).
- Continue funding through service salary budgets, with clearer guidance for consistent use.
- Introduce a new digital benefits platform to make recognition more visible and accessible.
- Develop proposals for Long Service recognition linked to five-year intervals.

Intended benefits:

- Enhances the visibility and perceived value of recognition.
- Promotes a culture of appreciation across all levels and services.
- Supports Camden's reputation as a supportive and people-centred employer.

Financial impact:

- Estimated additional spend of approximately £20,000 per annum based on current usage, to be met from existing budgets.

### **3. My Reward Scheme – Simplifying Performance-Based Payments** (subject of this report)

Current position:

The My Reward Scheme allows managers to award performance-related payments at either 1% or 2% of salary. Although overall distribution is improving, variation remains between the two award levels.

Proposed change (for Committee approval):

- Remove the 1% payment option, retaining a single 2% rate.

Intended benefits:

- Simplifies administration and strengthens transparency.
- Promotes equity and consistency in how performance-based rewards are applied.
- Reinforces meaningful recognition for sustained high performance.
- Supports budget control through predictable use of a single award rate.

Monitoring:

- People & Inclusion will conduct a six-month post-implementation review of usage, equality impacts, and financial implications.

### **4. Performance Framework – Embedding Camden's Leadership and Development Culture**

Current position:

The existing framework focuses on annual performance assessment but does not fully reflect Camden's culture of relational working and inclusive leadership.

Proposed change:

- Refresh and rename the My Performance Framework to reflect continuous learning, feedback, and progression.
- Emphasise quality conversations through regular (quarterly) touchpoints and informal feedback.
- Align performance discussions with Camden's leadership model, "relational" and "adult-to-adult" approach, empowering colleagues to take ownership of their development.
- Strengthen links between performance, progression, recognition, and reward.

Intended benefits:

- Builds a more developmental and inclusive approach to performance management.
- Ensures recognition and progression are based on transparent and consistent criteria.
- Embeds Camden's culture of trust, empowerment, and collaboration.

Implementation support:

- Guidance and toolkits for managers and staff.
- Links to corporate mentoring, coaching, and leadership development offers.

### **Combined Impact on Camden's Employer Brand**

Together, these reforms:

- Reinforce Camden's commitment to fair pay, inclusion, and transparency.
- Ensure the employment offer is competitive and attractive in a tight labour market.
- Empower managers with clear, flexible frameworks for decision-making.
- Promote a consistent culture of recognition and development, enhancing staff engagement and retention.
- Strengthen Camden's position as a progressive, values-led employer of choice in local government.

# **Camden Council Equality Impact Assessment Form**

# Camden Council Equality Impact Assessment Form

Title of the activity	
Review of The Camden Pay & Reward Schemes - Phase 2. Proposal to amend the My Reward Scheme to remove the 1% payment option and retain a single 2% rate.	
Officer accountable for the EqlA (e.g. director or project sponsor)	
Full name:	Joanna Brown
Position:	Director of People & Inclusion
Directorate:	Corporate Services
Email:	joanna.brown@camden.gov.uk
Lead person completing the EqlA (author)	
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Position:	Employment & Total Reward Lead
Directorate:	Corporate Services
Email:	zoe.hoskin@camden.gov.uk
Person reviewing the EqlA (reviewer)	
Full name:	Maria Fiorio
Position:	Employee Experience Lead - Inclusion
Directorate:	Corporate Services
Email:	maria.fiorio@camden.gov.uk
Version number and date of update	
v1.1 (17/11/2025)	

## Step 1: Clarifying aims

### 1.a Is it a new activity or one that is under review or being changed?

- ☐ New  
☐ Under review  
☒ Being changed

### 1.b. Which groups are affected by this activity?

- ☒ Staff  
☐ Residents  
☐ Contractors  
☐ Other (please detail):

### 1.c Which Directorate does the activity fall under:

- ☐ Supporting People  
☐ Supporting Communities  
☒ Corporate Services  
☒ More than one Directorate. Please specify:

The People & Inclusion service within the Corporate Services directorate oversees the My Reward Scheme; however, it applies to all staff employed on Camden's Service Provider, Practitioner & Manager pay schemes.

# Camden Council Equality Impact Assessment Form

## 1.d Outline the aims/objectives/scope of the activity. (You should aim for a summary, rather than copying large amounts of text from elsewhere.)

Camden's Pay and Performance Review - Phase Two builds on work completed in Phase One, which aligned pay with market upper quartile levels and introduced a new Minimum Earnings Guarantee. Phase Two focuses on three key areas: appointment pay, recognition, and performance. Together, these changes aim to strengthen Camden's employment offer, support recruitment and retention, and reinforce the Council's culture of relational working and inclusive decision-making.

The My Reward Scheme forms an important part of Camden's recognition framework, offering managers flexibility to recognise sustained high performance. Currently, awards can be made at either 1% or 2% of salary (capped at a maximum of 2% in a rolling year period).

Usage of the scheme has remained consistent in recent years. In 2024/25, 1,404 staff members received My Reward payments, with a total spend of approximately £ 1.1 m (excluding oncosts), with the spend split 30/70 between the two award types. c£330k on 1% and c£771k on 2% awards.

Analysis of recent data indicates that, while overall usage of the scheme has been equitable across grades, gender, and ethnicity, differences persist in the distribution of 1% and 2% awards. A single, clearly defined award level will simplify decision-making and enhance understanding and transparency for both managers and employees. Simplifying the scheme to a single 2% rate will help improve equity and consistency of recognition.

## Step 2: Data and evidence

What data do you have about the people affected by the activity, for example, those who use a service? Where did you get that data from (existing data gathered generally) or have you gone out and got it and what does it say about the protected characteristics and the other characteristics about which the council is interested?

Is there currently any evidence of discrimination or disadvantage to the groups?

What will the impact of the changes be?

You should try to identify any data and/or evidence about people who have a **combination, or intersection, of two or more characteristics**. For example, homeless women, older disabled people or young Black men.

## 2.a Consider any relevant data and evidence in relation to all Equality Act protected characteristics:

- ☒ Age
- ☒ Disability, including family carers<sup>2</sup>
- ☐ Gender reassignment<sup>3</sup>
- ☐ Marriage and civil partnership
- ☐ Pregnancy and maternity
- ☒ Race
- ☐ Religion or belief



# Camden Council Equality Impact Assessment Form

☒ Sex

☐ Sexual orientation

## Age

The Council analyses data on the composition of the workforce in its annual employment profile reports published on Camden's opendata site. The largest age group at Camden is those aged between 45 and 54, at 25.4%, closely followed by those aged 55-64, at 24.3%, and those aged 35-44, at 23.5%. The smallest age groups within the Council are those aged 16-24, at 3.3%, and those aged 65 and above.

The distribution of the age groups amongst salary bands is broadly as expected. For younger employees, primarily those in the 16-24 age group, their current role at Camden may be their first or second job, so they are expected to start at the lower end and work their way up the grade levels. The lower end of the 25-34 group will follow a similar pattern, still developing their work experience.

## Disability, including family carers

Of the 4,887 employees at Camden, 1,448 (30.3%) have an unknown disability status. 9.1% of employees have declared themselves to have a disability. The high proportion of unknowns significantly hinders a robust analysis of pay data by disability, as this 'missing data' continues to skew the analysis. Analysis of performance-related payments is conducted as part of the annual pay gap reports, which are also published on Camden's Open Data site. My Reward Scheme payments are one of the payments included in this PRP analysis.

The 2024/25 analysis showed that the mean PRP pay gap continues to favour staff who have not declared a disability, increasing from 7.5% to 10.4% Whilst this year, the median has flipped from 6.1% in favour. Of staff who have declared themselves not to have a disability, to 2.6% in favour of staff who declared a disability.

## Gender reassignment

The Council continues to offer staff the option to declare their gender reassignment status in the HR system. However, the available data is insufficient to support robust analysis.

## Marriage and civil partnership

The Council continues to offer staff options to declare their status in the HR system. However, the available data is insufficient to support robust analysis.

## Pregnancy and maternity

The Council records maternity leave in the HR system; however, this does not capture data for all staff who are pregnant. The available data is insufficient to support robust analysis.

## Race

Of the 4,887 employees working at Camden, White employees continue to form the largest single ethnic group, at 41.2%. Black employees are the second largest group, accounting for just under a quarter of the workforce. The proportion of employees of Black, Asian and Other ethnicities increased by 0.7% overall compared to last year.

## Camden Council Equality Impact Assessment Form

While the distribution of 1% and 2% awards is relatively proportionate, White staff received a greater share of higher-value 2% awards (57.8%) compared with Black, Asian and Other Ethnicity staff (42.2%). Disparities are most evident at senior levels (Levels 4–6), reflecting the ongoing underrepresentation of Black, Asian and Other Ethnicity staff in higher grades. The PRP ethnicity pay gap (mean 20.6%, median 16.7%) continues to favour White staff.

### **Religion or belief**

The Council continues to offer staff the option to declare their religion or belief in the HR system. However, the available data is insufficient to support robust analysis. 46.6% employees have not shared their religion and belief declarations. This figure has decreased by 4.4% compared to last year as the Council continues to make concerted efforts to encourage people to update their diversity details. Of employees who have declared a religious belief, Christians continue to make up the most significant proportion of employees within the Council, followed by those who have declared themselves to have no religion or belief.

### **Sex**

Female employees make up the majority of the workforce at Camden, accounting for 56.5%. Female staff received a slightly higher overall proportion of both 1% (60.4%) and 2% (56.1%) awards, broadly matching their workforce representation. However, some variation exists by grade – women were underrepresented in 1% awards at Level 1 and in 2% awards at Level 6, but overrepresented at mid-level grades. The overall PRP gap continues to favour male staff (mean 10.1%, median 9.1%), indicating men may be more likely to receive higher-value awards.

### **Sexual orientation**

The Council continues to offer staff the option to declare their sexual orientation in the HR system. However, the available data is insufficient to support robust analysis. 2,066 members of staff have yet to declare information relating to sexual orientation, accounting for 42.3% of employees; however, this is a 7.9% improvement in declaration rates compared to last year.

### **Intersectional Groups**

Female employees are twice as likely as male employees to work part-time 72.2% of part-time workers are female. The 2024/25 pay analysis revealed that both full-time and part-time female staff members continue to earn more than their male colleagues. Analysis of 1% and 2% awards revealed no disproportionality in the distribution of awards between full-time and part-time workers. Full-time 1% awards: slightly higher than female workforce share (53.2%); Part-time 1% Close to workforce pattern (71.2% female), Full-time 2% awards: Matches workforce pattern (53.2% female), Part-time 2% awards: Matches workforce pattern (71.2% female).

## Camden Council Equality Impact Assessment Form

### 2.b Consider evidence in relation to the additional characteristics that the Council is concerned about:

- ☐ Foster carers
- ☒ Looked after children/care leavers
- ☐ Low-income households
- ☐ Refugees and asylum seekers
- ☒ Parents (of any gender, with children aged under 18)
- ☐ People who are homeless
- ☐ Private rental tenants in deprived areas
- ☐ Single parent households
- ☐ Social housing tenants
- ☐ Any other, please specify

#### **Foster carers.**

Camden does not hold data on staff that identifies those who are also foster carers.

#### **Looked after children/care leavers**

Camden does not hold data in the HR system that would identify staff who are care-experienced. When this question was included as a demographic in the anonymous 2025 employee experience survey, 51 staff members shared that they were care-experienced.

#### **Low-income households**

Camden does not hold data on staff that identifies those who may be part of a low-income household.

#### **Refugees and asylum seekers**

Camden does not hold data on staff that identifies those who may be refugees or asylum seekers.

#### **Parents (of any gender, with children aged under 18)**

The Council continues to offer staff options for sharing this information in the HR system. However, the available data is insufficient to support robust analysis.

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**People who are homeless**

All staff have a home address recorded in the HR system.

**Private rental tenants in deprived areas**

Camden does not hold data on staff who may be private rental tenants in areas of deprivation.

**Single parent households**

Camden does not hold data on staff who may be single parents.

**Social housing tenants**

Camden does not hold data of staff who may be social housing tenants.

**Any other, please specify**

**2.c Have you found any data or evidence about intersectionality. This could be statistically significant data on disproportionality or evidence of disadvantage or discrimination for people who have a combination, or intersection, of two or more characteristics.**

Where we have robust data sets to analyse intersectionality, e.g. gender, age and ethnicity, no evidence of disproportionality has been identified for people who have a combination, or intersection, of two or more characteristics.

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## Step 3: Impact

Given the evidence listed in step 2, consider and describe what potential **positive and negative impacts** this work could have on people, related to their **protected characteristics** and the **other characteristics** about which the Council is interested.

Make sure you think about all three aims of the public sector equality duty. Have you identified any actual or potential discrimination against one or more groups? How could you have a positive impact on advancing equality of opportunity for a particular group? Are there opportunities within the activity to promote “good relations” – a better understanding or relationship between people who share a protected characteristic and others?

### 1.b Potential negative impact on protected characteristics

Protected Characteristic	Is there potential negative impact? (Yes or No)	Explain the potential negative impact
Age	No	
Disability including carers	No	
Gender reassignment	No	
Marriage/civil partnership	No	

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Protected Characteristic	Is there potential negative impact? (Yes or No)	Explain the potential negative impact
Pregnancy/ maternity	No	
Race	Yes	The ad-hoc nature of awards increases reliance on managerial discretion and visibility of work. Retaining only the higher (2%) award may favour staff with greater access to high-profile projects, where White staff are currently over-represented.
Religion or belief	No	
Sex	Yes	Removal of the 1% award may reduce opportunities to recognise smaller-scale or team-based achievements, where women have historically received a higher share of awards. Because 2% awards tend to be made for exceptional, higher-profile achievements, there is a risk that men (particularly in senior or project-lead roles) will receive proportionally more recognition. However, a single-tier system could also improve transparency and consistency.
Sexual orientation	No	

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## 1.c Potential positive impact on protected characteristics

Protected Characteristic	Is there potential positive impact? (Yes or No)	Explain the potential positive impact
Age	No	
Disability including carers	No	
Gender reassignment	No	
Marriage/civil partnership	No	
Pregnancy/ maternity	No	

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Protected Characteristic	Is there potential positive impact? (Yes or No)	Explain the potential positive impact
Race	Yes	A single-tier system should improve transparency and consistency. Analysis of historic scheme usage over 3 years revealed that the lower (1%) award option has been applied more frequently in certain service areas and among staff groups with lower grades or greater diversity. Removing this option will reduce the potential for differential treatment in recognition outcomes. Modelling using actual award data also showed that removing the 1% option would contribute to reducing the ethnicity PRP gap.
Religion or belief	No	
Sex	Yes	A single-tier system should improve transparency and consistency. Analysis of historical scheme usage over 3 years and modelling using actual award data indicates that the Gender PRP pay gap would reduce significantly as representation across pay grades is relatively consistent.
Sexual orientation	No	



# Camden Council Equality Impact Assessment Form

## 1.d Potential negative impact on other characteristics

Characteristic	Is there potential negative impact? (Yes or No)	Explain the potential negative impact
Foster carers	No	
Looked after children/care leavers	No	
Low-income households	No	
Refugees and asylum seekers	No	
Parents (of any gender, with children aged under 18)	No	

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Characteristic	Is there potential negative impact? (Yes or No)	Explain the potential negative impact
People who are homeless	No	
Private rental tenants in deprived areas	No	
Single parent households	No	
Social housing tenants	No	
Any other, please specify.	n/a	

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## 1.e Potential positive impact on other characteristics

Characteristic	Is there potential positive impact? (Yes or No)	Explain the potential positive impact
Foster carers	No	
Looked after children/care leavers	No	
Low-income households	No	
Refugees and asylum seekers	No	
Parents (of any gender, with children aged under 18)	No	

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Characteristic	Is there potential positive impact? (Yes or No)	Explain the potential positive impact
People who are homeless	No	
Private rental tenants in deprived areas	No	
Single parent households	No	
Social housing tenants	No	
Any other, please specify	n/a	

**1.f Consider intersectionality.**<sup>4</sup> Given the evidence listed in step 2, consider and describe any potential **positive and negative impacts** this activity could have on people who have a **combination, or intersection, of two or more characteristics**. For example, people who are young, trans and homeless, disabled people on low incomes, or Asian women.

None identified

<sup>2</sup> Intersectionality refers to the interconnected nature of social categorisations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

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## Step 4: Engagement - co-production, involvement or consultation with those affected

### 2.a How have the opinions of people potentially affected by the activity, or those of organisations representing them, informed your work?

List the groups you intend to engage and reference any previous relevant activities, including relevant formal consultation? <sup>5</sup>	If engagement has taken place, what issues were raised in relation to one or more of the protected characteristics or the other characteristics about which the Council takes an interest, including multiple or intersecting impacts for people who have two or more of the relevant characteristics?
Recognised Trade Union	Initial discussions and the sharing of detailed analysis of the likely equality impact of various options being considered for changes to the My Reward scheme were undertaken during the first phase of the project in 2022/23. An update on phase 2 of the project was noted in the Corporate JCC meeting in September 2025, with further details of the changes being shared in a separate meeting to specifically go through all changes in-scope of the project. There will be further engagement regarding the materials and guidance being prepared to support implementation of the scheme and the proposed monitoring.
Staff Networks	The proposed amendments will be shared, and there will be engagement regarding the materials and guidance being prepared to support implementation of the scheme and the proposed monitoring.
Senior Leadership Group	The proposed amendments will be shared, and there will be engagement regarding the materials and guidance being prepared to support implementation of the scheme and the proposed monitoring.
P&I colleagues	The proposed amendments will be shared, and there will be engagement regarding the materials and guidance being prepared to support implementation of the scheme and the proposed monitoring.
Managers	The proposed amendments will be shared and there will be engagement regarding the materials and guidance being prepared to support implementation of the scheme.
Staff	The proposed amendments will be shared and there will be engagement regarding the materials and guidance being prepared to support implementation of the scheme.

<sup>3</sup> This could include our staff networks, advisory groups and local community groups, advice agencies and charities.

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**4.b. Where relevant, record any engagement you have had with other teams or directorates within the Council and/or with external partners or suppliers that you are working with to deliver this activity. This is essential where the mitigations for any potential negative impacts rely on the delivery of work by other teams.**

Between September and October 2025, the project engaged with the People & Inclusion SMT, Corporate Services DMT, and the Camden Management Team. The purpose of this was to share details of the proposed changes, obtain input and ensure support.

### Step 5: Informed decision-making

**5. Having assessed the potential positive and/or negative impact of the activity, what do you propose to do next?**

Please select one of the options below and provide a rationale (for most EqlAs this will be box 1). Remember to review this and consider any additional evidence from the operation of the activity.

<b>1. Change the activity to mitigate potential negative impacts identified and/or to include additional positive impacts that can address disproportionality or otherwise promote equality or good relations.</b>	We will, subject to approval by the Audit & Corporate Governance Committee, progress with the proposed amendment to the My Reward Scheme. The actions outlined above to mitigate potential negative impacts will be implemented as part of developing and launching the updated scheme guidance. A review of the impact of the changes undertaken six months post-implementation has been committed to, to identify any issues and enable actions to be taken to mitigate them.
<b>2. Continue the work as it is because no potential negative impacts have been found</b>	
<b>3. Justify and continue the work despite negative impacts (please provide justification – this must be a proportionate means of achieving a legitimate aim)</b>	

## Camden Council Equality Impact Assessment Form

<b>4. Stop the work because discrimination is unjustifiable and there is no obvious way to mitigate the negative impact</b>	
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## Step 6: Action planning

**6. You must address any negative impacts identified in steps 3 and/or 4. Please demonstrate how you will do this or record any actions already taken to do this.**

Please remember to add any positive actions you can take that further any potential or actual positive impacts identified in step 3 and 4.

Make sure you consult with or inform others who will need to deliver actions.

Action	Due	Owner
Reinforce clear, published criteria for “outstanding” contribution through engagement with managers at scheme launch and ongoing.	April 2026 (and ongoing)	Employment & Total Reward Lead
Continue to track all awards by gender, ethnicity and grade (and disability where data sets are sufficiently robust to enable this)	ongoing	Employment & Total Reward Lead
Conduct a 6-month review of the impact of the scheme changes	October/November 2026	Employment & Total Reward Lead
Continue annual analysis of reward aligned with pay gap analysis and reporting.	Annually	Employment & Total Reward Lead

## Step 7: EqlA Advisor

Ask a colleague, preferably in another team or directorate, to ‘sense check’ your approach to the EqlA and ask them to review the EqlA form before completing it.

They should be able to clearly understand from what you have recorded here the process you have undertaken to assess the equality impacts, what your analysis tells you about positive and negative actual or potential impact, and what decisions you have made and actions you have identified as a result.

They may make suggestions for evidence or impacts that you have not identified. If this happens, you should consider revising the EqlA form before completing this version and setting a date for its review.

If you feel you could benefit from further advice, please contact the Equalities service at [equalities@camden.gov.uk](mailto:equalities@camden.gov.uk)



Step 8: Sign-off

<b>EqIA author</b>	Name Zoe Hoskin Job title Employment & Total Reward Lead Date 17 November 2025
<b>EqIA advisor / reviewer</b>	Name Maria Fiorio Job title Employee Experience Lead - Inclusion Date 17 November 2025
<b>Senior accountable officer</b>	Name Joanna Brown Job title Director of People & Inclusion Date 17 November 2025