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STAFF APPEALS, APPOINTMENT AND REMUNERATION COMMITTEE

**Tuesday, 16th November, 2021 at 6.30 pm in the Council Chamber,
Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

co : Ian Barnes (Deputy Leader of the Council), Dinah Barry, Nesil Caliskan (Leader of the Council), Mustafa Cetinkaya (Associate Cabinet Member (Enfield South East)), Margaret Greer, Charith Gunawardena, Christine Hamilton (Deputy Mayor), Rick Jewell (Cabinet Member for Environment), Joanne Laban (Leader of the Opposition and the Conservative Group), Michael Rye OBE, Edward Smith, Claire Stewart and Doug Taylor

Officers: Ian Davis (Chief Executive), Fay Hammond (Executive Director Resources), Tinu Olowe (Director of Human Resources & Operational Design), Julie Mimmagh (Head of Human Resources Operations), Robyn McIntock (Governance Officer)

AGENDA – PART 1

- 1. WELCOME AND APOLOGIES**
- 2. DECLARATIONS OF INTEREST**

Members of the Forum are invited to identify any disclosable pecuniary, other pecuniary or non-pecuniary interests relevant to items on the agenda.

- 3. MINUTES OF MEETING HELD 29 APRIL 2021 (Pages 1 - 2)**

To agree the attached minutes of the Staff Appeals, Appointments and Remuneration Committee dated 29 April 2021.

4. NATIONAL PAY AWARD

To receive a verbal update on the current National Pay Award.

5. ANNUAL WORKFORCE REPORT (Pages 3 - 48)

To receive the Annual Workforce Report.

6. SENIOR LEADERSHIP STRUCTURE WITHIN PLACE

To receive a verbal update on the senior leadership structure within Place.

7. SENIOR DIRECTOR APPOINTMENTS

Verbal update from Tinu Olowe on;

- Director of Finance Capital & Commercial
- Director of Finance, Corporate
- Director of Public Health

MINUTES OF THE MEETING OF THE STAFF APPEALS, APPOINTMENT AND REMUNERATION COMMITTEE HELD ON THURSDAY, 29TH APRIL, 2021

MEMBERS: Councillors Nesil Caliskan (Leader of the Council) and Edward Smith

Officers:

Ian Davis, Chief Executive, Fay Hammond, Executive Director Resources, Tinu Olowe, Director of Human Resources and Organisational Design, Julie Mimmagh, Head of Human Resources Operations and Clare Bryant, Senior Governance Officer.

1. WELCOME & APOLOGIES

Apologies for absence were received from Councillor Ian Barnes.

2. DECLARATIONS OF INTEREST

No declarations of interest were received.

3. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 12 January 2021 were agreed.

4. GENDER & ETHNICITY PAY GAP REPORTS & ANNUAL STATEMENTS

The Committee received a report from Tinu Olowe, Director of Human Resources & Organisational Design. The Director of Human Resources & Organisation Design and Julie Mimmagh, Head of Human Resources Operations provided a detailed presentation on the report.

The following key points were made following the presentation:

- The work taking place goes above the Councils statutory duty.
- Innovations, such as the Ethnic Minority Network and Women into Leadership, set up by the Council are workforce driven and these networks have expressed a strong requirement that work needs to continue to address and challenge inequalities, where this exists. It is also recognised as an important element of cultural change.
- Councillor Smith raised concerns about unconscious bias training following the Government's report which said that it delivered no impact. The Council is committed to continuing to deliver inequalities training, although it may be rebranded and delivered in different ways. Councillors' ideas on reducing the pay gap and increasing representation at senior levels were welcomed.
- Ian Davis, Chief Executive, stated he was committed to creating a positive work place and culture which does not discriminate and continues to work on reducing inequalities. Feedback received by Ian

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from officers who attended the unconscious bias training has been positive and made officers reflect on their own experiences. It is important that the Council's workforce is representative of the community it supports.

- It was felt that the best way to close the pay gap and increase opportunities at senior levels within the Council would be to nurture the talents of the Council's current workforce.
- Officers were asked to keep presentations to 10-15 minutes at future meetings.

The Committee noted the report. Officers were thanked for their presentation and attendance at the meeting.

5. REVIEW OF RESOURCES SENIOR MANAGEMENT STRUCTURE

The Committee received a report from Fay Hammond, Executive Director of Resources, on the review of Resources Senior Management Structure.

Following an independent review of the finance structure undertaken by CIPFA, the report sought to create a second Director of Finance post within the Resources Directorate. One Finance Director would focus on the budget and capital within the Council, the other Director would focus on profit and loss, statement of accounts and hold the Section 151 duty for Lee Valley parks. The report had previously been shared with the trade unions who raised no concerns. Income is received by the Council for a Section 151 Officer for Lee Valley Park Authority; this would partially be used to fund the new post. The cost of this post can be covered within existing staffing budgets for 2020/21, however, a growth item may be needed to be included in the medium financial plan.

Councillor Smith felt that this was a good idea as there is currently a clear resource issue, and he would like this to be taken to the Conservative Group meetings. Fay informed the Committee the Cabinet Member and Shadow Cabinet members for Finance were briefed on this proposal and made aware of the paper prior to this meeting. Councillor Caliskan supports the idea and asked the Director of Finance to continue to keep members updates.

The Committee agreed the proposals and thanked Fay for her attendance.

6. DATES OF FUTURE MEETINGS

The future dates of the Committee will be circulated after the Council's Annual Meeting.

London Borough of Enfield**Committee Name: Staff Appeals, Appointments & Remuneration Committee****Meeting Date: 16 November 2021**

Subject: Annual Workforce Report**Cabinet Member: Cllr Nesil Caliskan****Executive Director: Ian Davis/Tinu Olowe****Key Decision: No**

Purpose of Report

1. The purpose of this report is to provide the Staff Appeals, Appointments & Remuneration Committee with an overview of the Council's annual workforce as at 31 March 2021.

Proposal(s)

2. This report is for noting.

Relevance to the Council's Corporate Plan

3. As an organisation we are committed to engaging with our workforce. As part of our cross-cutting themes of being a modern council, we work towards having an empowered, responsive and happy workforce.
4. This report provides a high-level overview of key workforce data and the relevant trends to inform the Council's workforce strategies and priorities.

Background

5. LBE strongly believes our workforce is our greatest asset. It is only with a dedicated and skilled workforce that the council can realise its vision to make Enfield **a better place to live and work**, with fairness for all, economic growth and sustainability, and strong communities.
6. The Council produces an annual workforce report that includes key workforce data, including total workforce headcount, turnover, equalities and sickness absence that is used to monitor workforce performance indicators and inform the Council's workforce strategy and initiatives.
7. This report provides an update on key aspects of our progress, including information on the makeup of our workforce, recruitment, learning and development and pay.
8. This report comes at a time when our workforce has faced unprecedented challenges in light of the Covid-19 pandemic. The resilience displayed by the workforce over the past 12 months, only reinforces the vitally important role of having a sustainable organisational culture that invests in its workforce to ensure the smooth running of services and the Borough.

9. All data and comments included in this report reflect Council's Annual Workforce Report 2020/21 and is based on data at 31 March 2021.

Main Considerations for the Council

10. Size and Shape of the Workforce

The following tables show the directly employed, agency worker and total workforce using both headcount (total workers) and full-time equivalent (FTE).

Table 1: Directly Employed Headcount & FTE

Corporate	Headcount	Difference year on year	FTE	Difference year on year
31 March 2021	3695	566	3266	445.13
31 March 2020	3129	136	2820.87	149.80
31 March 2019	2993	50	2671.07	55.13

Table 2: Agency Worker Headcount & FTE

Agency	Headcount	Difference year on year	FTE	Difference year on year
31 March 2021	564	-64	455	12.9
31 March 2020	628	16	442.1	-66.77
31 March 2019	612	-165	508.87	-22.26

Table 3: Total Workforce Headcount & FTE

Corporate	Headcount	Difference year on year	FTE	Difference year on year
31 March 2021	4259	502	3721	458.03
31 March 2020	3757	152	3262.97	83.03
31 March 2019	3605	-115	3179.94	32.87

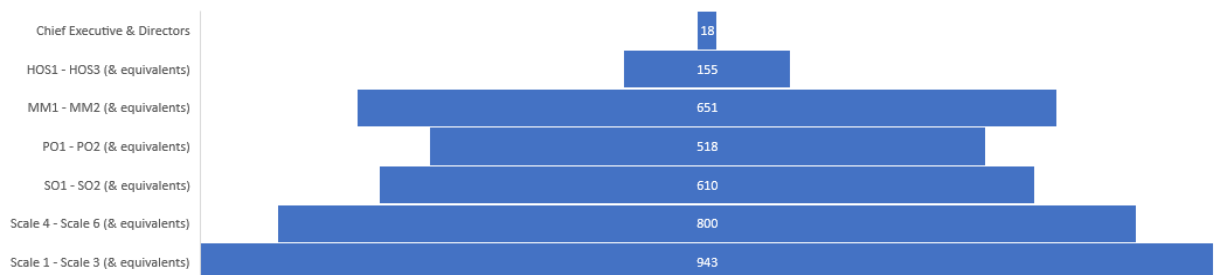
Table 4: Directly Employed Headcount & FTE by Department

a) Department	31 March 2021		31 March 2020	
	Headcount	FTE	Headcount	FTE
CEX	234	209.2	236	211.3
D Resources	808	678.4	844	690.4
e People	1239	1129.3	871	809.4
c Place	1414	1249.1	1178	1109.7
t Corporate	3695	3266.0	3129	2820.8

y
Employed Headcount in Enfield is 3695 (March 2021). Average in London is lower at 2685 (March 2020), however, some Councils outsource some service provision.

- b) Agency Headcount has decreased but when converted to FTE there is a slight increase. Our agency FTE was 455, the London Average is 392, however as mentioned above some Councils outsource some service provision.
- c) Both directly employed headcount and agency headcount has increased but it should be noted that the Council insourced cleaning services from Enfield Norse in April 2020 (approx. 150 headcount) and insourced adult social care from IWE in June 2020 (approx. 300 headcount).
- d) In addition to the insourced services, the Council's agency worker reduction plan led to permanent or fixed term recruitment to a number of posts previously covered by long-term agency workers. At the same time agency worker requirements increased in a number of front-line services as part of the Council's response to the Covid-19 pandemic.

Chart 1: Headcount by Grade



- e) The Council's lower pay grades (Scale 6 and below) has the highest headcount. The lower tier (Scale 1 to 3) will include front-line manual staff in Public Realm and care.

11. Starters, Leavers and Turnover

- a) 681 employees joined the Council between April 2020 and March 2021. This compares with 600 new starters in the previous year.

- b) The above figure includes approximately 150 staff who TUPE transferred from Enfield Norse.
- c) These figures do not include 290 directly employed staff transferred from IWE Ltd to the Council on 1 June 2020.

Table 5: Annual Turnover by department

Department	Turnover year ending Mar 2021	Leavers year ending Mar 2021	Turnover year ending Mar 2020	Leavers year ending Mar 2020
CEX	7.73%	18	7.60%	18
Resources	6.70%	54	22%	186
People	8.19%	101	11.60%	102
Place	6.18%	88	6.60%	78
Corporate	7.06%	261	12.20%	384

- d) Across all departments and at a Corporate level, turnover has fallen. This could be partly due staff preferring stability and not looking to leave the Council due to the Covid-19 pandemic.
- e) Across London, the latest available London Councils data for turnover is for 2019/20 and was 11.88%.

Table 6: Leaving Reasons

Reason	April 2020 - March 2021	April 2019 - March 2020	London Councils (March 2020)
Resignations	56.70%	53.40%	64.93%
Retirements	19.16%	7.50%	8.51%
Dismissals	3.45%	2.30%	4.69%
Redundancies	12.26%	10.10%	10.42%
Transfers	0.00%	22.50%	2.61%
Others	8.43%	4.10%	8.34%

- f) Resignations are the main reason for leaving followed by retirements and redundancies.
- g) The number of staff leaving to retire has increased in 2020/21 and is higher than the London Councils average.

Table 7: Length of Service

Length of Service	Enfield Council March 2021	Enfield Council March 2020	Enfield Council March 2019	London Councils (March 2020)
Less than 1 year	9.77%	14.40%	11.10%	11.27%
1 - < 2 years	11.31%	9.10%	8.70%	10.80%
2 to < 3 years	7.31%	7.20%	6.80%	8.26%
3 to < 5 years	10.53%	9.80%	11.40%	12.70%
5 to < 10 years	17.05%	16.90%	16.30%	17.33%
10 to < 15 years	13.64%	15.10%	17.30%	14.67%
15 to < 20 years	14.59%	14.20%	13.90%	11.54%
20+ years	15.81%	13.40%	14.40%	13.42%

- h) Length of service remains reasonably consistent and compares favourably with the London Councils benchmark data for other London local authorities.

12. Equalities and Diversity

The following tables will show the profile of the directly employed workforce by different equality strands, gender, age, ethnicity and disability.

Table 8: Gender and Part Time Workers

Enfield Council	Full Time	Part Time
Female	53.9%	85.7%
Male	46.1%	14.3%

Table 9: Gender by Department

CEX	
Female	74.3%
Male	25.8%
People	
Female	79.3%
Male	20.7%
Place	
Female	39.4%
Male	60.6%
Resources	
Female	73.5%
Male	26.6%
All	
Female	62.4%
Male	37.6%

- a) 62.4% of the workforce in Enfield are Female. This matches the position across London councils.

- b) There is a disparity across departments, within the People department 79.3% of the workforce are female; in Place it's just 39.42%. This is, however, a significant increase on last year where females made up just 28% of the Place department.
- c) This is potentially reflective of historic trends with males making up more of the manual workforce in the Place department.

Table 10: Enfield Council: Gender Pay Gap summary: Trend by year - Mean and Median hourly rates

Pay rates	Gender pay gap				
	2016/17	2017/18	2018/19	2019/20	2020/21
Mean hourly rate	6.40%	4.50%	3.90%	2.60%	1.80%
Median hourly rate	1.50%	-2.90%	-6.10%	-3.10%	-3.20%

- d) The Council has made good progress reducing the gender pay gap and compares favourably at a local, national and London level based on the latest available benchmark data for 2019/20 (see the tables in Appendix 1).

Table 11: Age Profile by Pay Grade (Headcount)

Corporate	Sc1-Sc3	Sc4-Sc6	SO1-SO2	PO1-PO2	MM1-MM2	HOS 1 HOS 2 HOS 3	Chief Executive & Directors	Grand Total	% of workforce
1. 16 to 24	42	43	22	12	2	0	0	121	3.27%
2. 25 to 34	75	148	122	95	96	1	0	537	14.53%
3. 35 to 44	165	147	162	149	180	38	2	843	22.81%
4. 45 to 54	262	206	174	142	194	69	7	1054	28.53%
5. 55 to 64	301	217	110	102	163	45	8	946	25.60%
6. 65+	98	39	20	18	16	2	1	194	5.25%
Grand Total	943	800	610	518	651	155	18	3695	

**Includes equivalent grades*

Table 12: Age Profile by Department (Percentage)

Age	CEX	People	Place	Resources	All
1. 16 to 24	7.7%	2.2%	2.5%	5.1%	3.3%
2. 25 to 34	16.3%	15.8%	13.6%	13.6%	14.5%
3. 35 to 44	22.7%	23.8%	21.4%	23.8%	22.8%
4. 45 to 54	33.9%	26.0%	28.1%	31.6%	28.5%
5. 55 to 64	16.3%	27.2%	26.8%	23.8%	25.6%
6. 65+	3.0%	5.0%	7.7%	2.0%	5.3%

- e) The Chief Executive department has a lower average age.
- f) In comparison with London Councils, in terms of age Enfield Council have a slightly higher percentage of staff in the 65+ age profile; 5.25% compared to

3.74% across London.

- g) The average age of our workforce is 47. The lowest is Barking at 41 and highest Barnet at 49.5. Enfield is slightly higher than the London average, which is 46.

Table 13: 2021 Ethnicity Profile by Grade

Ethnicity	1. Sc1-Sc3 & Salary Equivalents	2. Sc4-Sc6 & Salary Equivalents	3. SO1-SO2 & Equivalents	4. PO1-PO2 & Equivalents	5. MM1-MM2 & Equivalents	6. HOS 1 HOS 2 & Equivalents	7. Chief Executive & Directors	Grand Total	%
Bangladeshi	9	22	12	5	13	2		63	1.71%
Black African	136	65	44	53	50	6	1	355	9.61%
Black Caribbean	81	80	59	40	47	5		312	8.44%
Chinese		2	1	3	5			11	0.30%
Greek or Greek Cypriot	22	28	20	19	13	7	1	110	2.98%
Indian	5	27	17	19	26	6	1	101	2.73%
Mixed	20	30	26	19	36		1	132	3.57%
Other Asian or Asian British	9	16	9	11	10	1		56	1.52%
Other Black or Black British	46	47	36	20	38	6		193	5.22%
Other Ethnic	18	12	7	9	7			53	1.43%
Pakistani	2	7	6	8	7			30	0.81%
Prefer not to say	4	11	7	3	4	4		33	0.89%
Turkish or Turkish Cypriot	25	25	19	19	7	2		97	2.63%
Unknown	163	38	34	21	37	8	2	303	8.20%
White	403	390	313	269	351	108	12	1846	49.96%
Grand Total	943	800	610	518	651	155	18	3695	

Table 14: 2020 Ethnicity Profile by Grade

Ethnicity 2020	1. Sc1-Sc3 & Salary Equivalents	2. Sc4-Sc6 & Salary Equivalents	3. SO1-SO2 & Equivalents	4. PO1-PO2 & Equivalents	5. MM1-MM2 & Equivalents	6. HOS 1 HOS 2 & Equivalents	7. Assistant Directors	8. Chief Executive & Directors	Grand Total	%
Bangladeshi	7	21	10	4	8	2			52	1.66%
Black African	80	51	38	49	27	6	1		252	8.05%
Black Caribbean	63	65	48	39	34	4			253	8.09%
Chinese		3		2	4				9	0.29%
Greek or Greek Cypriot	24	26	20	18	13	6		1	108	3.45%
Indian	3	27	15	18	22	4	1		90	2.88%
Mixed	18	27	24	24	22	1	1		117	3.74%
Other Asian or Asian British	5	16	9	10	8				48	1.53%
Other Black or Black British	27	41	33	28	21	4			154	4.92%
Other Ethnic	12	8	4	12	7				43	1.37%
Pakistani	3	8	5	3	5	1			25	0.80%
Prefer not to say	3	12	8	2	2	4			31	0.99%
Turkish or Turkish Cypriot	31	27	15	18	8	1			100	3.20%
Unknown	56	32	29	21	24	4	1		167	5.34%
White	337	359	307	268	308	89	8	4	1680	53.69%
Grand Total	669	723	565	516	513	126	12	5	3129	

- h) There has been an increase in the diversity of staff at HOS and above over the last 2 years.
- i) 35.35% of staff are from ethnic minority backgrounds; this compares to 38.31% of the local population.

- j) Consistent with central government and National Census classifications, both Greek/Greek Cypriot and Turkish/Turkish Cypriot ethnicity are classified as 'any other white background'.

Table 15: Ethnicity Pay Gap

Pay rates	All non-white pay gap 2019/20	All non-white gap 2018/19	All non-white gap 2017/18
Mean hourly rate	9.5%	10.5%	9.7%
Median hourly rate	3%	5.8%	9.2%

- k) The overall impact on the Council's ethnicity pay gap has seen a gradual decrease in the mean pay gap and a median pay gap.
- l) The Council's ethnicity pay gap is higher than the national average but compares favourably with the London ethnicity pay gap as reported by the Office of National Statistics (Ethnicity pay gaps: 2019, ONS October 2020).

Table 16: Disability by grade

Grade Banding	2021		2020		2019	
	Number	%	Number	%	Number	%
Sc1-Sc3 & Salary Equivalents	44	4.7%	35	5.2%	22	3.3%
Sc4-Sc6 & Salary Equivalents	42	5.3%	33	4.6%	32	4.4%
SO1-SO2 & Equivalents	20	3.3%	20	3.5%	21	4.0%
PO1-PO2 & Equivalents	28	5.4%	32	6.2%	29	6.3%
MM1-MM2 & Equivalents	37	5.7%	23	4.5%	26	5.4%
HOS 1 HOS 2 & Equivalents	7	4.5%	6	4.8%	3	3.0%
Chief Executive & Directors	2	11.1%	2	11.8%	1	6.7%
Grand Total	180	4.9%	151	4.8%	134	4.5%

Table 17: Disability by Department

Department	% Disability
Chief Executive Department	5.58%
People Department	5.68%
Place Department	4.29%
Resources Department	4.47%
Grand Total	4.87%

Table 18: Disability comparison with Local data

Comparison with Local Data				
Enfield Council	Mar 2021	Mar 2020	London Councils Mar 2020	Economically Active Population (London)*
Declared a disability	4.9%	4.8%	6.3%	7.2%

- m) The People department has the highest % of staff with a disclosed disability.
- n) 4.9% of staff have declared a disability. The average across London is 6.3% (This ranges from 2% in Hillingdon to 9.5% in Brent).
- o) It should be noted that not all workers with a disability choose to disclose this information. This is typical across most organisations and not just Enfield.

13. Sickness Absence

Table 19: FTE Days Lost to Sickness Absence

	Average Annual Days Lost per FTE*	FTE Days Lost*
April 2020 - March 2021	10.32 days per FTE	32,370
April 2019 - March 2020	9.40 days per FTE	25,730
April 2018 - March 2019	9.03 days per FTE	23,979

- a) Average Sickness days per FTE is the standard way of reporting sickness absence.
- b) There has been an increase in Average Annual FTE days lost in the 20-21 Financial Year.
- c) Sickness absence includes sickness relating to Covid-19 and has contributed to higher levels of sickness absence since March 2020.
- d) Monthly monitoring reports are sent to all directors on those staff that hit the trigger points for absence. Where sickness absence is higher Directorates hold sickness boards to ensure absence is appropriately managed.

Table 20: Sickness Absence by Departments – Apr 20 to Mar 21 (Days vs Occurrences)

	FTE days lost to all sickness	FTE days lost to <u>long</u> term sickness	FTE days lost to <u>short</u> term sickness	% FTE days lost to <u>long</u> term sickness	FTE days lost to <u>short</u> term sickness	Occs	Occs of long term	Occs of short term	% Occs of long term	% Occs of short term
Corporate	32,370	21,186	11,184	65%	35%	3106	493	2613	16%	84%
Chief Executive	1,156	603	553	52%	48%	226	16	210	7%	93%
People	9,933	6,115	3,817	62%	38%	952	157	795	16%	84%
Place	16,548	11,764	4,784	71%	29%	1239	248	991	20%	80%
Resources	4,733	2,704	2,030	57%	43%	689	72	617	10%	90%

Key: Occs = Occurrences

Table 21: Top causes of sickness absence

Sickness Category	FTE Days Lost 2020/21	FTE Days Lost 2019/20	% FTE Days Lost 2020/21	% FTE Days Lost 2019/20
Anxiety/stress/depression/other psychiatric illnesses	6297	5785	19.45%	22.48%
New Sick Self Isolation (COVID RELATED)	4621	527	14.28%	2.05%
Other musculoskeletal problems - exclude back problems- include neck problems	3366	3011	10.40%	11.70%
New Covid-19 (COVID RELATED)	2592	72	8.01%	0.28%

The above percentages are a percentage of overall sickness absence.

Table 22: Covid-19 Absence by Department

Covid related absence	Chief Executive Department	People Department	Place Department	Resources Department	Grand Total
New #Infectious Disease (COVID RELATED)	5.0	171.4	2.5	33.3	212.2
New #Self Isolation (COVID RELATED)	14.0	1317.4	1881.4	1878.2	5091.1
New Covid-19 (COVID RELATED)	76.2	1092.6	999.5	423.9	2592.3
New Sick Self Isolation (COVID RELATED)	14.6	296.1	4164.1	146.6	4621.4
All Covid absence	109.7	2877.6	7047.5	2482.0	12516.9
All Covid absence exc. Self isolation	95.7	1560.2	5166.1	603.8	7425.8
Grand Total	1169.9	11250.0	18429.3	6611.5	37460.6
Grand Total exc. Self isolation	1155.9	9932.6	16547.8	4733.3	32369.5

- e) The Place and People departments have high numbers of frontline workers. The combination of a frontline workforce required to work in the community, and the consequences of the Covid-19 pandemic will have had a direct impact on the absence stats. Frontline workers who have been working out in the community delivering services throughout the pandemic, they are at greater risk of contracting Covid-19 than staff who work primarily have worked from home.
- f) There are a number of cases where the absence has been prolonged or directly caused by the delay to non-urgent operations; standard outpatient care such as physiotherapy and pain management clinics; access to mental health services; delays in getting GP appointments and subsequent referrals.
- g) It should also be noted that manual workforces typically have higher levels of sickness absence (not just within Enfield).
- h) The corporate target of 7.96 days is exceeded by the People and Place departments.
- i) Across the council 13.6% of absence was attributed to self-isolation; this, however, was 28.4% in the Resources department that includes the Schools

Catering Service that we adversely impacted by the requirement to self-isolate as ‘bubbles’ of staff groups and students were sent home due to contact with a confirmed case of Covid-19.

j) 22.29% of all absence (including self-isolation) was owing to Covid-19 related reasons – in Place this is 31.2%.

k) **Interventions to ensure absence is proactively managed:**

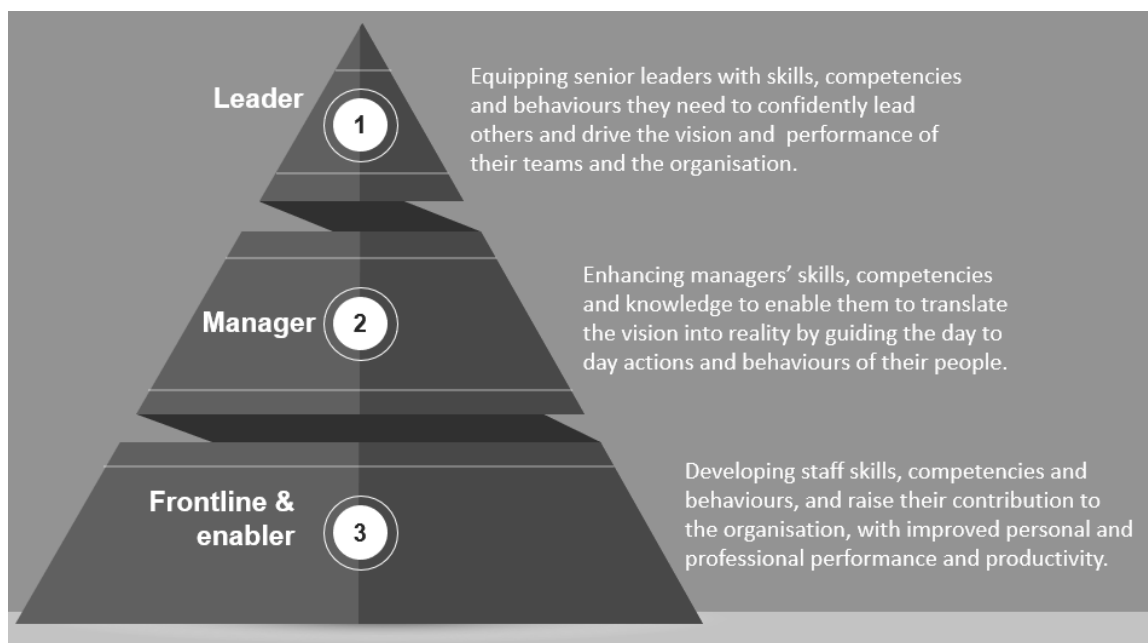
- i. The Associate HR Business Partner attend monthly sickness boards with the relevant Director and Heads of Service to discuss absence cases and produce an action plan for all long-term absence cases.
- ii. Short-term absence is reviewed and managers and HR work together to manage in line with the procedure, e.g. timely referral to occupational health, return to work meetings arranged promptly and formal stage meetings arranged in line with trigger levels.
- iii. Support services are offered to staff such as access to physiotherapy to aid an early return to work, rather than long waiting times with NHS.
- iv. Where appropriate HR and managers actively engage and work with our Occupational Health provider to progress ill health retirement requests in a timely manner.

14. Learning and Organisational Development

a) Learning and Development

- i. The L&OD function provides a blended offer of internal, external courses and eLearning. The Corporate learning and development approach focuses on three levels – 1. Leader, Manager and our frontline enablers.

Diagramme 1: Corporate Learning and Development Approach



- ii. The Learning and Development programme is delivered through our well-established Learner Management System (LMS). The system is used to manage, report on and evaluate the learning and development activities coordinated or supported by the organisations Learning and Development teams.
- iii. It should be noted that the data below only relates to training activities that have been coordinated and recorded in the council's LMS, ILEARN. Events organised by the staff networks are also recorded on the LMS, where known. However, managers and staff do still record additional training / learning and development locally.
- iv. In 2020 / 2021, a total of 3,447 members of staff accessed 183 eLearning courses. A total of 9,911 colleagues attended 613 learning activities delivered either face to face or virtually. As mentioned before, this data only relates to learning and development activities coordinated or supported by the LMS. This means that there will be some local learning/development activities that cannot be reported on, at this time.
- v. In light of the pandemic and the lockdowns during 2020 /2021, corporate face to face training and workshops were rewritten, condensed and delivered virtually using Microsoft Teams. Going forward and in line with Smart Working, the delivery of virtual training will continue. Face to face training will be made available to workers with no access to online delivery methods.

b) Behaviour and Competency Framework.

- i. Enfield Councils Behaviour and Competency Framework was launched in June 2020. The framework was designed in collaboration with over 300 managers across the organisation. The four behaviours are;
 - Take responsibility
 - Open, honest and respectful
 - Listen and learn
 - Work together to find solutions
- ii. Four experiential competencies support the Behaviour Framework to promote positive behaviours across the organisation and are critical to achieving cultural change. The four competency clusters are:
 1. Customer focus
 2. Deliver service performance
 3. Focus on continuous improvement
 4. Political awareness and context
- iii. A programme of learning and organisation interventions were designed to embed the behaviours supporting the cultural change process including a bespoke 360° feedback tool. Amendments were also made to the performance management framework which now requires colleagues to demonstrate how they live our behaviours and competencies in their job roles.

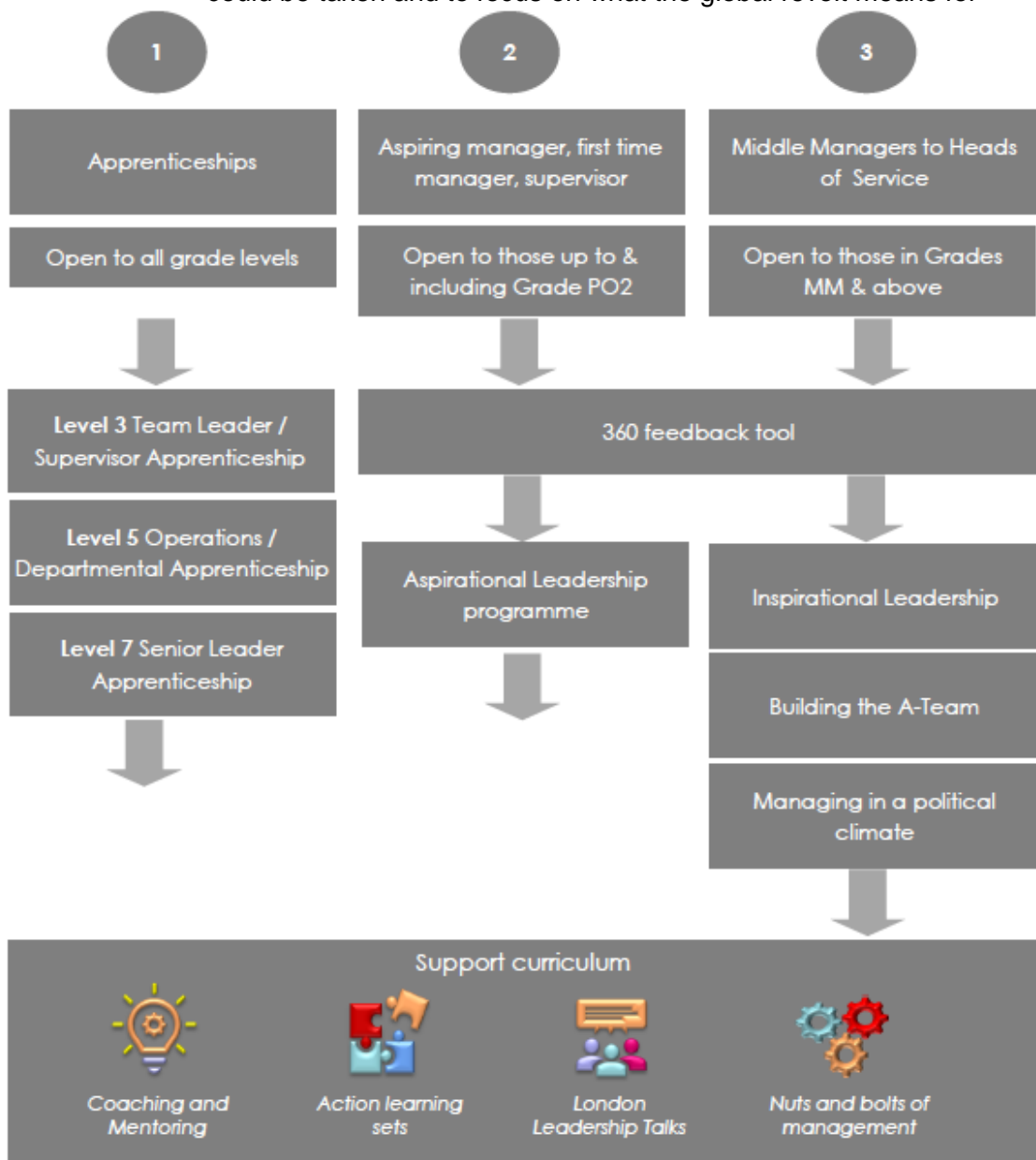
- c) **Leadership Development Curriculum** was launched January 2021
- i. The council looks to its managers to lead, motivate, and inspire front line staff to cope with change and to continue to give our residents, businesses, and communities the best possible service we can.
 - ii. The Leadership Development Curriculum was launched in January 2021 and designed with three streams to enable all levels of staff to develop their leadership and management skills. The Core programme consists of three streams.
 1. Apprenticeships – formal qualification route open to all
 2. Aspirational Leadership – supervisor and first-time managers
 3. Inspirational Leadership – Middle Managers to Heads of Service

Diagramme 2: *The Leadership Development Curriculum*

- iii. 61 colleagues have attended the Aspirational Leadership Programme and 54 colleagues have attended the Inspirational Leadership Programme. Both programmes will continue to grow and develop.

d) Equality, Diversity and Inclusion

- i. The killing of George Floyd in the US along with other racial killings by police officers, reported and unreported in the media, sparked a global revolt against institutional racism. The Learning and Organisational Development Team used two open invite focus group events as an opportunity to reflect on how people were feeling at the time, to discuss what steps towards the elimination of institutional racism could be taken and to focus on what the global revolt means for



Enfield Council as an employer.

- ii. Feedback from these focused groups helped to strengthen the Diversity and Inclusion Programme which now contains twelve learning initiatives, eLearning modules and workshops focusing on all areas of EDI. The programme modules are available and / or delivered regularly throughout the year.

Table 23: Current Equality, Diversity and Inclusion Programme

Learning event / course	Notes
Equality and Diversity in the Workplace	Mandatory for new starters
Stonewall Workplace Allies Programme	Delivered November 2020
Equality Impact Assessments	Launched Sept 2020
Recruitment & Selection	
Unconscious Bias	
Disability & Discrimination	
Mental Health Awareness	
Deaf Awareness - eLearning	
BLM Kickstart conversations	Bespoke and on demand
Black on Board Programme	Runs March – November 2021
Threshold Career Workshops for BME women	Delivered February and March 2021
Building Inclusion at Enfield (Senior Leaders)	Delivered Feb and March 2021

- iii. The Council lead the collaboration with four other London Councils to deliver the Black on Board Programme. Designed to train and mentor 25 ethnic minorities candidates over a nine-month period to take up board positions. The council also worked with other London Councils to deliver a Career Development Programme designed to train and mentor female ethnic minorities candidates to help plan their career paths.

e) Performance Development Reviews (PDR)

- i. Our Performance Development Review is a process for individual employees and those concerned with their performance, typically line managers, to discuss their performance and development, as well as the support they need in their role. It's used to both assess recent performance and focus on future objectives, opportunities and resources needed.
- ii. The PDR process was previously carried out locally by managers. The results from our staff Pulse Survey (July 2020) showed only 50% of staff had received a PDR. An inbuilt electronic performance development tool from our LMS was introduced across the council for the 2021 / 22 performance development cycle. This helps to ensure all staff receive a PDR on a regular basis and the information from PDR meetings is captured online and analysis of overall results will inform wider learning and organisational development needs of the Council.
- iii. The PDR process was also updated to improve the PDR experience for staff setting out a consistent development processes across the

organisation and empowering colleagues to lead on their objectives setting and to feedback on their performance and development needs.

- iv. Initial results of new PDR process have shown a 40% increase on completion results.

Safeguarding Implications

15. No safeguarding implications have been identified as a result of this report.

Public Health Implications

16. No public health implications have been identified as a result of this report.

Equalities Impact of the Proposal

17. The data contained in this report will be used to inform the Council's equalities objectives that have been agreed following the launch of the Fairer Enfield Strategy. Other measures have been put in place and are documented in the Council's Gender and Ethnicity Pay Gap Reports.

Environmental and Climate Change Considerations

18. No environmental and climate change considerations have been identified as a result of this report.

Risks that may arise if the proposed decision and related work is not taken

19. This report is for noting and does not require a decision. The data contained in this report will be used to inform the development of the Council's Workforce Strategy. Not using this data to inform relevant strategies and interventions could result in an increased risk of challenge.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

20. This report is for noting and does not require a decision. The data contained in this report will be used to inform the development of the Council's Workforce Strategy. Not using this data to inform relevant strategies and interventions could result in an increased risk of challenge

Financial Implications

21. There are no financial implications

Legal Implications

22. Under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

23. The public sector equality duty, under section 149 of the Equality Act 2010 requires authorities to have due regard to the need to: (i) Eliminate discrimination, harassment, victimisation, or other prohibited conduct; (ii) Advance equality of opportunity between persons who share a relevant protected characteristic and

those who do not share it; (iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

24. The PSED general duty is a continuing one. The production of the Annual Workforce Report, the continued implementation of the Workforce Strategy and the development and implementation of these policies will assist the council in complying with that general duty.

Workforce Implications

25. This report provides a high-level overview of key workforce data and the relevant trends to inform the Council's workforce strategies and priorities.

Property Implications

26. No property implications have been identified as a result of this report.

Other Implications

27. None identified

Options Considered

28. To use the data contained in this report to inform workforce strategies, policy development and workforce initiatives and interventions.

Conclusions

29. The shape and size of the Council remains stable and growth in the overall workforce reflects the decision to insource cleaning services and IWE.
30. The Council continues to make progress closing both the gender and ethnicity pay gap but recognises more work needs to be done to further close the ethnicity pay gap. The workforce objectives agreed as part of the Fairer Enfield action plan will support this work.
31. Overall sickness absence is above the corporate target for the People and Place departments. COVID related absence has contributed to higher absence rates over the past year. On-going support and initiatives are in place to support and reduce sickness absence.
32. This report has focussed on the previous year (2020/21), however we have already identified and are implementing multiple cross cutting plans to continue embedding our new behaviours, develop our staff and implement new ways of working.
33. Organisational and workforce considerations remain a key and critical focus of the Council to ensure continued high-quality service delivery because of the outstanding calibre of its workforce.
34. We will continue to monitor our practices and seek to embed equalities, as part of our commitment to move towards an inclusive, diverse workforce in which employees achieve their potential and best equip us to achieve our objectives as a council, moving forward.
-

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Date of report 06/10/2021

Appendices

Appendix 1 – Workforce Tables and Charts

Background Papers

This report is based on workforce data that is included in Appendix 1

Annual Workforce Data 2020-2021

Index of Tables and Charts

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Size and Shape**Table 1: Directly Employed Headcount and FTE**

Corporate	Headcount	Difference year on year	FTE	Difference year on year
31 March 2021	3695	566	3266	445.13
31 March 2020	3129	136	2820.87	149.80
31 March 2019	2993	50	2671.07	55.13

Table 2: Agency Headcount and FTE

Agency	Headcount	Difference year on year	FTE	Difference year on year
31 March 2021	564	-64	455	12.9
31 March 2020	628	16	442.1	-66.77
31 March 2019	612	-165	508.87	-22.26

Table 3: Total Workforce Headcount and FTE

Corporate	Headcount	Difference year on year	FTE	Difference year on year
31 March 2021	4259	502	3721	458.03
31 March 2020	3757	152	3262.97	83.03
31 March 2019	3605	-115	3179.94	32.87

Chart 1: Headcount by department

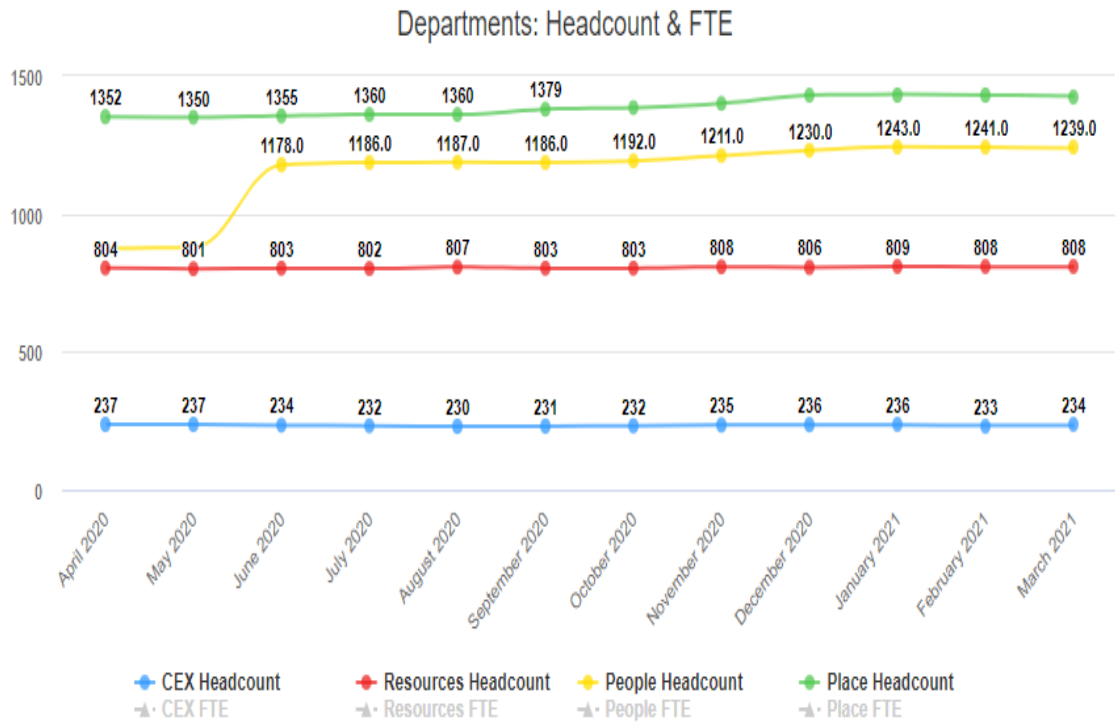


Chart 2: FTE by department

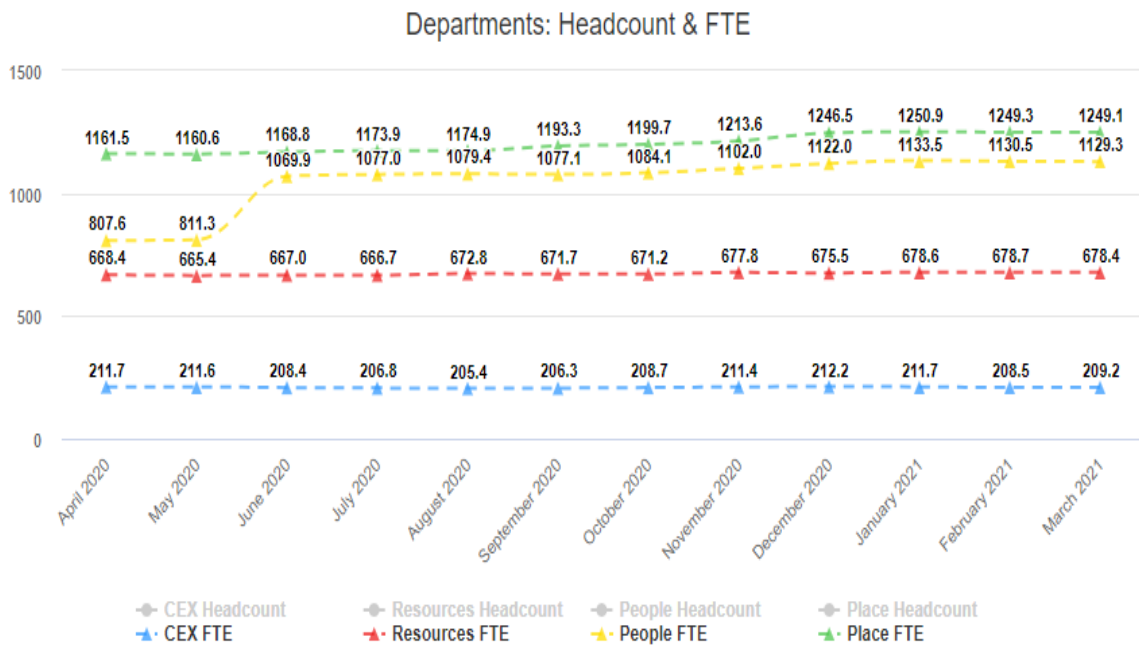
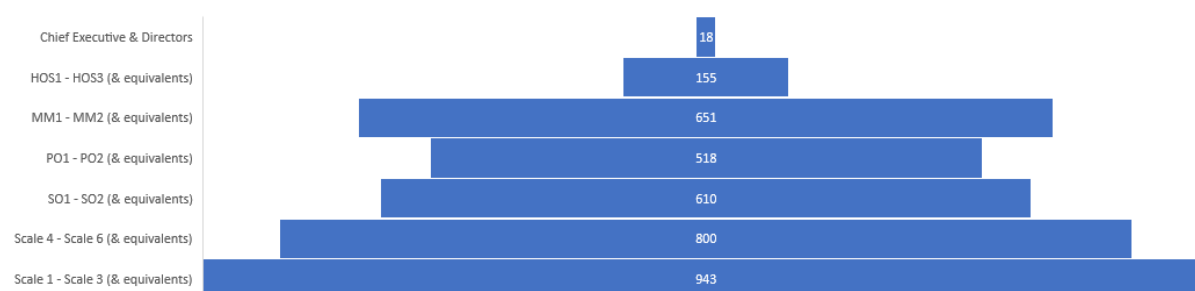


Chart 3: Headcount by Grade**Starters/Leavers/Turnover****Table 4: Starters by month**

Corporate Staff	April 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sept 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Yearly Total
Starters	207	19	60	29	29	47	49	64	82	38	21	36	681

- As a comparison, the total starters for 2019/20 were 600
- These figures only include new joiners to the Council and exclude internal appointments
- These figures include staff who TUPE transferred to the Council in April 2020 but do not include 290 directly employed staff transferred from IWE Ltd to the Council on 1 June 2020. The IWE staff were already employees of a Council owned subsidiary company.

Table 5: Annual Turnover by department

Department	Turnover year ending Mar 2021	Leavers year ending Mar 2021	Turnover year ending Mar 2020	Leavers year ending Mar 2020
CEX	7.73%	18	7.60%	18
Resources	6.70%	54	22%	186
People	8.19%	101	11.60%	102
Place	6.18%	88	6.60%	78
Corporate	7.06%	261	12.20%	384

Table 6: Leaving Reasons

Reason	April 2020 - March 2021	April 2019 - March 2020	London Councils (March 2020)
Resignations	56.70%	53.40%	64.93%
Retirements*	19.16%	7.50%	8.51%
Dismissals	3.45%	2.30%	4.69%
Redundancies	12.26%	10.10%	10.42%
Transfers	0.00%	22.50%	2.61%
Others	8.43%	4.10%	8.34%

*The retirement, redundancy category has been classified under Retirement.

Table 7: Length of Service

Length of Service	Enfield Council March 2021	Enfield Council March 2020	Enfield Council March 2019	London Councils (March 2020)
Less than 1 year	9.77%	14.40%	11.10%	11.27%
1 - < 2 years	11.31%	9.10%	8.70%	10.80%
2 to < 3 years	7.31%	7.20%	6.80%	8.26%
3 to < 5 years	10.53%	9.80%	11.40%	12.70%
5 to < 10 years	17.05%	16.90%	16.30%	17.33%
10 to < 15 years	13.64%	15.10%	17.30%	14.67%
15 to < 20 years	14.59%	14.20%	13.90%	11.54%
20+ years	15.81%	13.40%	14.40%	13.42%

Equality and Diversity

Table 8: Gender and Part Time Workers

Enfield Council	Full Time	Part Time
Female	53.9%	85.7%
Male	46.1%	14.3%

Table 9: Gender by Department

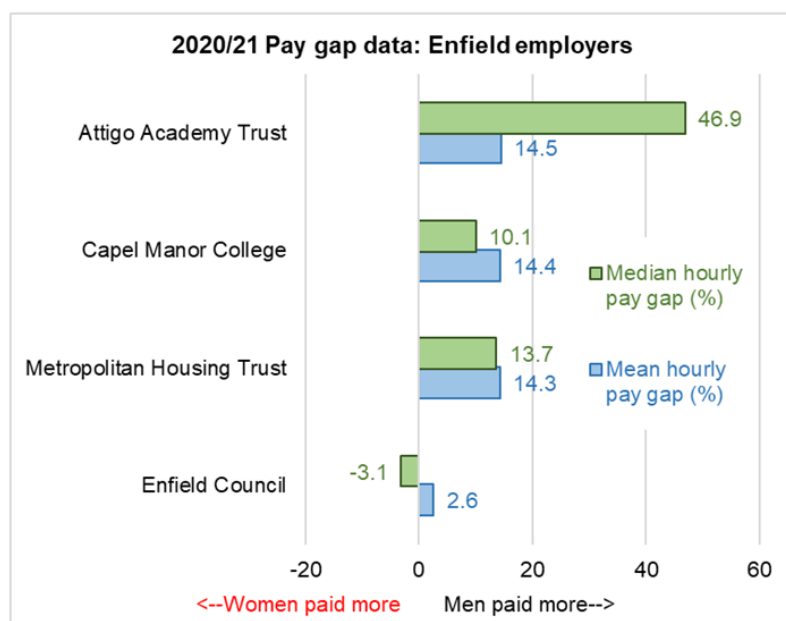
CEX	
Female	74.3%
Male	25.8%
People	
Female	79.3%
Male	20.7%
Place	
Female	39.4%
Male	60.6%
Resources	
Female	73.5%
Male	26.6%
All	
Female	62.4%
Male	37.6%

Gender Pay Gap 2020/21**Table 10: Enfield Council: Gender Pay Gap summary: Trend by year - Mean and Median hourly rates**

Pay rates	Gender pay gap				
	2016/17	2017/18	2018/19	2019/20	2020/21
Mean hourly rate	6.40%	4.50%	3.90%	2.60%	1.80%
Median hourly rate	1.50%	-2.90%	-6.10%	-3.10%	-3.20%

Gender Pay Gap Benchmark Data

Chart 4: The Local Picture



The National Picture

Nationally, the number of employers who have submitted their 2020/21 Gender Pay Gap data to the government to date is far lower than usual – 3,944 businesses as opposed to 5,734 at this point last year. The government has extended the deadline for submission for this period to 5th October 2021, so the picture we have is incomplete. Nonetheless, of those employers who have submitted their data, the summarised headline information is below.

Table 11: National Gender Pay Gap

Measure	Mean Hourly Pay		Median Hourly Pay	
	2020/21	Higher or lower than previous period?	2020/21	Higher or lower than previous period?
Total UK Businesses in dataset	3944	Lower	3944	Lower
No. of UK Businesses with hourly pay favouring men	3507		3229	
% of UK businesses with hourly pay favouring men	88.9	Higher	81.9	Higher
No. of UK Businesses with no gender difference in hourly pay	31		261	
% of UK businesses with no gender difference in hourly pay	0.8	Lower	6.6	Lower
No. of UK Businesses with hourly pay favouring women	406		454	
% of UK business with hourly pay favouring women	10.3	Lower	11.5	Lower

* Period as defined by UK Govt website (in reality this refers to data harvested at end of 2019/20)

London boroughs as employers

Only eighteen of the thirty-three London boroughs had submitted their data by 28th June 2021, and the main Gender Pay Gap measures for these are shown in the table below.

Table 12: London Councils Gender Pay Gap Reporting

London borough	Employer Size	% Difference in hourly rate (Mean)	% Difference in hourly rate (Median)	% in Lower Pay Quartile who are women	% in Lower Middle Pay Quartile who are women	% in Upper Middle pay quartile who are women	% in Top pay quartile who are women
Southwark	Not Provided	-6.6	-10.0	51.1	59.7	58.4	29.9
Newham	1000 to 4999	-4.4	-4.5	42.2	60.5	58.5	65.2
Enfield	1000 to 4999	2.6	-3.1	51.0	67.0	67.0	61.0
Havering	1000 to 4999	2.6	-1.5	63.1	68.3	70.1	68.9
Camden	1000 to 4999	-4.6	-0.6	53.0	59.0	59.0	55.0
Barking and Dagenham	1000 to 4999	2.4	-0.2	53.0	64.0	64.0	53.0
City of London	5000 to 19,999	5.6	0.0	45.7	52.2	53.2	43.9
Hillingdon	1000 to 4999	4.2	0.0	59.0	68.1	67.9	61.5
Hounslow	1000 to 4999	4.1	0.0	67.3	66.2	68.7	62.5
Hackney	1000 to 4999	1.2	3.5	52.3	52.9	58.2	52.4
Lambeth	1000 to 4999	2.7	3.8	59.0	65.0	61.0	54.0
Haringey	1000 to 4999	5.3	4.1	61.0	71.0	66.0	59.0
Tower Hamlets	Not Provided	8.0	4.1	70.5	65.5	57.9	57.6
Merton	1000 to 4999	7.9	4.3	74.0	73.0	64.0	63.0
Brent	1000 to 4999	5.7	6.8	63.0	72.0	63.0	56.0
Kensington and Chelsea	1000 to 4999	6.9	7.4	62.9	65.9	58.1	53.7
Waltham Forest	1000 to 4999	13.0	9.9	74.7	74.8	66.2	58.1
Westminster	1000 to 4999	8.9	10.9	58.0	66.0	55.0	50.0

Southwark Council pays women an hourly rate which is, on average, 10% higher than that paid to men (Median hourly pay measure), but they have a smaller proportion of women in the top pay quartile than any other borough in the capital.

Only six boroughs that have returned data have a median pay gap in favour of women, while three pay a median hourly rate which is the same for both genders (City of London, Hillingdon and Hounslow).

Age Profile**Table 13: Age Profile by Pay Grade (Headcount)**

Corporate	Sc1- Sc3	Sc4- Sc6	SO1- SO2	PO1- PO2	MM1- MM2	HOS 1 HOS 2 HOS 3	Chief Executive & Directors	Grand Total	% of workforce
1. 16 to 24	42	43	22	12	2	0	0	121	3.27%
2. 25 to 34	75	148	122	95	96	1	0	537	14.53%
3. 35 to 44	165	147	162	149	180	38	2	843	22.81%
4. 45 to 54	262	206	174	142	194	69	7	1054	28.53%
5. 55 to 64	301	217	110	102	163	45	8	946	25.60%
6. 65+	98	39	20	18	16	2	1	194	5.25%
Grand Total	943	800	610	518	651	155	18	3695	

*Includes equivalent grades

Table 14: Age Profile by Pay Grade (Percentage)

Age	CEX	People	Place	Resources	All
1. 16 to 24	7.7%	2.2%	2.5%	5.1%	3.3%
2. 25 to 34	16.3%	15.8%	13.6%	13.6%	14.5%
3. 35 to 44	22.7%	23.8%	21.4%	23.8%	22.8%
4. 45 to 54	33.9%	26.0%	28.1%	31.6%	28.5%
5. 55 to 64	16.3%	27.2%	26.8%	23.8%	25.6%
6. 65+	3.0%	5.0%	7.7%	2.0%	5.3%

Table 15: 2021 Ethnicity Profile

Ethnicity	1. Sc1-Sc3 & Salary Equivalents	2. Sc4-Sc6 & Salary Equivalents	3. SO1-SO2 & Equivalents	4. PO1-PO2 & Equivalents	5. MM1-MM2 & Equivalents	6. HOS 1 HOS 2 & Equivalents	7. Chief Executive & Directors	Grand Total	%
Bangladeshi	9	22	12	5	13	2		63	1.71%
Black African	136	65	44	53	50	6	1	355	9.61%
Black Caribbean	81	80	59	40	47	5		312	8.44%
Chinese		2	1	3	5			11	0.30%
Greek or Greek Cypriot	22	28	20	19	13	7	1	110	2.98%
Indian	5	27	17	19	26	6	1	101	2.73%
Mixed	20	30	26	19	36		1	132	3.57%
Other Asian or Asian British	9	16	9	11	10	1		56	1.52%
Other Black or Black British	46	47	36	20	38	6		193	5.22%
Other Ethnic	18	12	7	9	7			53	1.43%
Pakistani	2	7	6	8	7			30	0.81%
Prefer not to say	4	11	7	3	4	4		33	0.89%
Turkish or Turkish Cypriot	25	25	19	19	7	2		97	2.63%
Unknown	163	38	34	21	37	8	2	303	8.20%
White	403	390	313	269	351	108	12	1846	49.96%
Grand Total	943	800	610	518	651	155	18	3695	

Table 16: 2020 Ethnicity Profile

Ethnicity 2020	1. Sc1-Sc3 & Salary Equivalents	2. Sc4-Sc6 & Salary Equivalents	3. SO1-SO2 & Equivalents	4. PO1-PO2 & Equivalents	5. MM1-MM2 & Equivalents	6. HOS 1 HOS 2 & Equivalents	7. Assistant Directors	8. Chief Executive & Directors	Grand Total	%
Bangladeshi	7	21	10	4	8	2			52	1.66%
Black African	80	51	38	49	27	6	1		252	8.05%
Black Caribbean	63	65	48	39	34	4			253	8.09%
Chinese		3		2	4				9	0.29%
Greek or Greek Cypriot	24	26	20	18	13	6		1	108	3.45%
Indian	3	27	15	18	22	4	1		90	2.88%
Mixed	18	27	24	24	22	1	1		117	3.74%
Other Asian or Asian British	5	16	9	10	8				48	1.53%
Other Black or Black British	27	41	33	28	21	4			154	4.92%
Other Ethnic	12	8	4	12	7				43	1.37%
Pakistani	3	8	5	3	5	1			25	0.80%
Prefer not to say	3	12	8	2	2	4			31	0.99%
Turkish or Turkish Cypriot	31	27	15	18	8	1			100	3.20%
Unknown	56	32	29	21	24	4	1		167	5.34%
White	337	359	307	268	308	89	8	4	1680	53.69%
Grand Total	669	723	565	516	513	126	12	5	3129	

Table 17: Ethnicity Profile by Grade

Ethnicity Group	1. Sc1-Sc3 & Salary Equivalents	2. Sc4-Sc6 & Salary Equivalents	3. SO1-SO2 & Equivalents	4. PO1-PO2 & Equivalents	5. MM1-MM2 & Equivalents	6. HOS 1 HOS 2 & Equivalents	7. Chief Executive & Directors	Grand Total
Ethnic Minority Groups	326	308	217	187	239	26	3	1306
Unknown/Refused	167	49	41	24	41	12	2	336
White	450	443	352	307	371	117	13	2053
Grand Total	943	800	610	518	651	155	18	3695
% BAME	34.57%	38.50%	35.57%	36.10%	36.71%	16.77%	16.67%	35.35%

Ethnicity Pay Gap

Organisations are not required to report on ethnicity pay gap on the same basis as the Gender Pay Gap. The information below shows the Ethnicity Pay Gap for Enfield Council (based on hourly rates).

The latest data is as at 31st March 2020 with the March 2021 data to be realised in the next month.

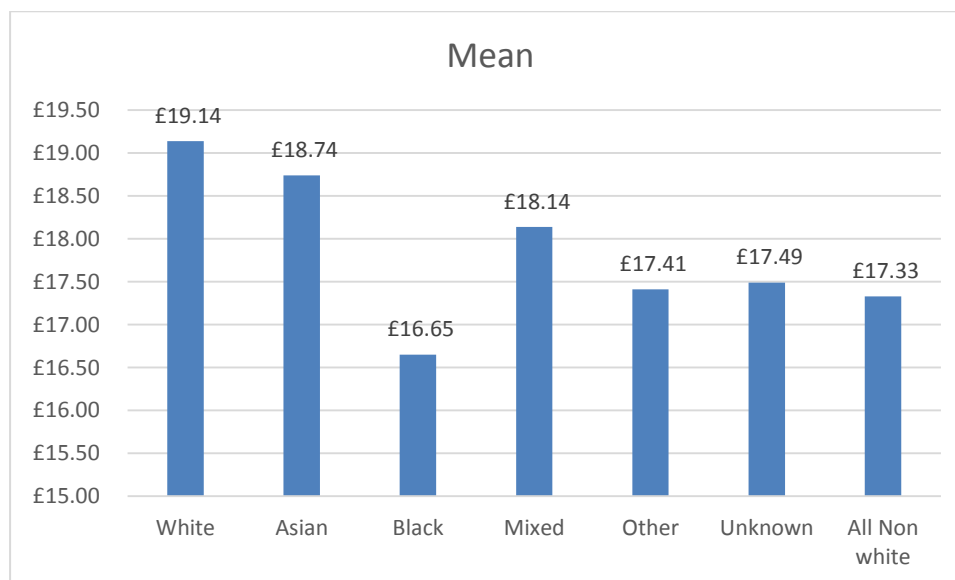
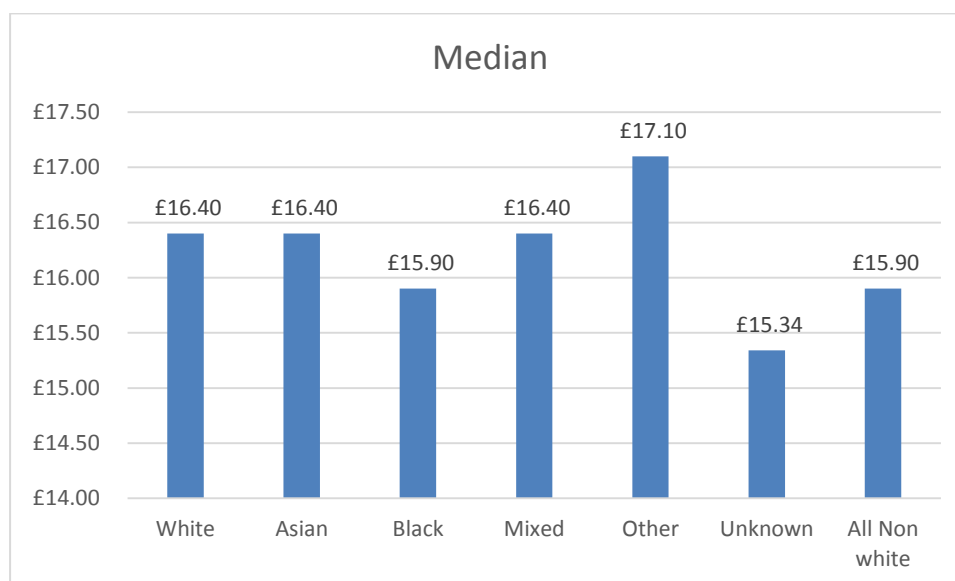
Chart 5: 2020 Mean Ethnicity Pay Gap

Chart 6: 2020 Median Ethnicity Pay Gap**Table 18: 3 Year Ethnicity Pay Gap by ethnic grouping**

2020 Ethnicity Pay Gap				
Ethnic Group	Mean	Difference	Median	Difference
White	£19.14	-	£16.40	-
Asian	£18.74	£0.40	£16.40	£0.00
Black	£16.65	£2.49	£15.90	£0.50
Mixed	£18.14	£1.00	£16.40	£0.00
Other	£17.41	£1.73	£17.10	-£0.70
Unknown	£17.49	£1.65	£15.34	£1.06
All Non white	£17.33	£1.81	£15.90	£0.50
2019 Ethnicity Pay Gap				
Ethnic Group	Mean	Difference	Median	Difference
White	£18.32	-	£16.08	-
Asian	£17.84	£0.48	£16.08	£0.00
Black	£15.88	£2.44	£15.15	£0.93
Mixed	£16.70	£1.62	£15.69	£0.39
Other	£16.11	£2.21	£14.20	£1.88
Unknown	£16.55	£1.77	£14.61	£1.47
All Non white	£16.40	£1.92	£15.15	£0.93
2018 Ethnicity Pay Gap				
Ethnic	Mean	Difference	Median	Difference
White	£17.28	-	£15.71	-
Asian	£17.10	£0.18	£15.71	£0.00
Black	£15.08	£2.20	£14.27	£1.44
Mixed	£16.29	£0.99	£14.53	£1.18
Other	£15.71	£1.57	£14.61	£1.10
Unknown	£15.26	£2.02	£13.44	£2.27
All Non white	£15.60	£1.68	£14.27	£1.44

Disability Profile**Table 19: Disability by grade**

Pay Grade	2021		2020		2019	
	Number	%	Number	%	Number	%
1. Sc1-Sc3 & Salary Equivalents	44	4.7%	35	5.2%	22	3.3%
2. Sc4-Sc6 & Salary Equivalents	42	5.3%	33	4.6%	32	4.4%
3. SO1-SO2 & Equivalents	20	3.3%	20	3.5%	21	4.0%
4. PO1-PO2 & Equivalents	28	5.4%	32	6.2%	29	6.3%
5. MM1-MM2 & Equivalents	37	5.7%	23	4.5%	26	5.4%
6. HOS 1 HOS 2 & Equivalents	7	4.5%	6	4.8%	3	3.0%
7. Chief Executive & Directors	2	11.1%	2	11.8%	1	6.7%
Grand Total	180	4.9%	151	4.8%	134	4.5%

Table 20: Disability by Department

Department	% Disability
Chief Executive Department	5.58%
People Department	5.68%
Place Department	4.29%
Resources Department	4.47%
Grand Total	4.87%

Table 21: Disability comparison with Local data

Comparison with Local Data				
Enfield Council	Mar 2021	Mar 2020	London Councils Mar 2020	Economically Active Population (London)*
Declared a disability	4.9%	4.8%	6.3%	7.2% total working population

- Source: Census 2011

Sickness Absence

Table 22: FTE Days Lost to Sickness Absence

	Average Annual Days Lost per FTE*	FTE Days Lost*
Enfield Council April 2020 - March 2021	10.32 days per FTE	32,370
Enfield Council April 2019 - March 2020	9.40 days per FTE	25,730
Enfield Council April 2018 - March 2019	9.03 days per FTE	23,979

Table 23: Sickness by Departments – Apr 20 to Mar 21 – Days vs Occurrences

Department	FTE days lost to all sickness	FTE days lost to <u>long</u> term sickness	FTE days lost to <u>short</u> term sickness	% FTE days lost to <u>long</u> term sickness	FTE days lost to <u>short</u> term sickness	Occs	Occs of long term	Occs of short term	% Occs of long term	% Occs of short term
Enfield	32,370	21,186	11,184	66%	35%	3106	493	2613	16%	84%
Chief Executive Department	1,156	603	553	52%	48%	226	16	210	7%	93%
People Department	9,933	6,115	3,817	62%	38%	952	157	795	16%	84%
Place Department	16,548	11,764	4,784	71%	29%	1239	248	991	20%	80%
Resources Department	4,733	2,704	2,030	57%	43%	689	72	617	10%	90%

Key: Occs = Occurrences

Table 24: Top causes of sickness absence

Sickness Category	FTE Days Lost 2020/21	FTE Days Lost 2019/20	% FTE Days Lost 2020/21	% FTE Days Lost 2019/20
Anxiety/stress/depression/other psychiatric illnesses	6297	5785	19.45%	22.48%
New Sick Self Isolation (COVID RELATED)	4621	527	14.28%	2.05%
Other musculoskeletal problems - exclude back problems- include neck problems	3366	3011	10.40%	11.70%
New Covid-19 (COVID RELATED)	2592	72	8.01%	0.28%

Table 25: Covid-19 Absence by Department

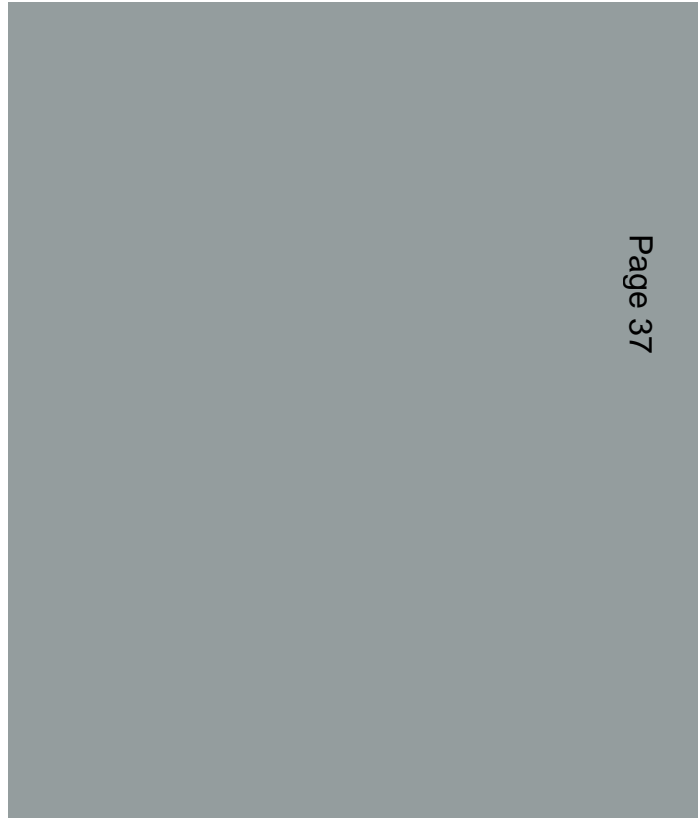
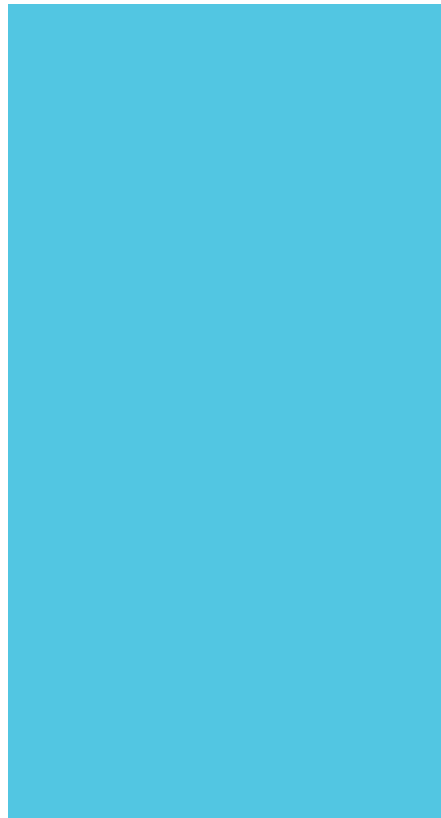
Covid related absence	Chief Executive	People	Place	Resources	Grand Total
New #Infectious Disease (COVID RELATED)	5.0	171.4	2.5	33.3	212.2
New #Self Isolation (COVID RELATED)	14.0	1317.4	1881.4	1878.2	5091.1
New Covid-19 (COVID RELATED)	76.2	1092.6	999.5	423.9	2592.3
New Sick Self Isolation (COVID RELATED)	14.6	296.1	4164.1	146.6	4621.4
All Covid absence	109.7	2877.6	7047.5	2482.0	12516.9
All Covid absence exc. Self isolation	95.7	1560.2	5166.1	603.8	7425.8
Grand Total	1169.9	11250.0	18429.3	6611.5	37460.6
Grand Total exc. Self isolation	1155.9	9932.6	16547.8	4733.3	32369.5

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Annual Workforce Report

2020 / 2021



Our workforce report provides data and information for FY 2020 / 2021

This report provides an update on key aspects of our progress, including information on the makeup of our workforce, recruitment, learning and development and pay.

Our workforce is our greatest asset.

It is only with a dedicated and skilled workforce that the council can realise its vision to make Enfield a better place to live and work, with fairness for all, economic growth and sustainability, and strong communities.



ORGANISATIONAL STRUCTURE

01



STARTER, LEAVER & TURNOVER

04



WORKFORCE DIVERSITY

05



SICKNESS & ABSENCE

09



EMPLOYEE EXPERIENCE

10

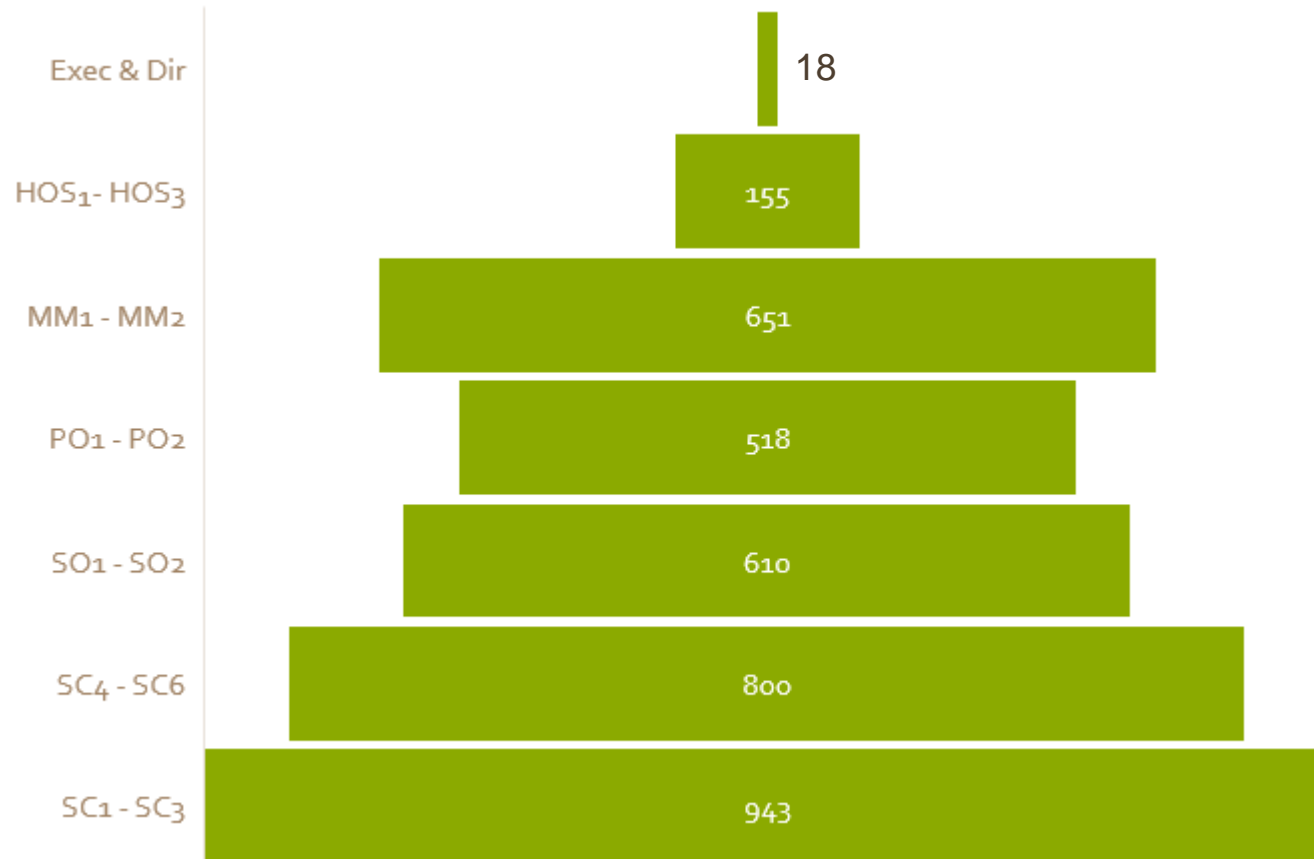


CONCLUSION

11

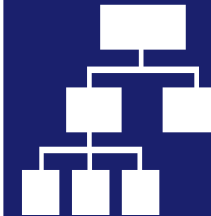
Our Organisational Structure

Headcount by grade



This tells us shape of each directorate and division will vary from this according to staffing and skills requirements which is why the organisation is not a typical pyramid formation. Overall, the workforce is increasing with more middle manager roles.

Directly Employed FTE

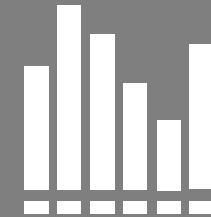


3,266

↑14.6%

Directly employed headcount is +32% higher than London average, however some Councils outsource some service provisions.

Agency Worker FTE



455

↑2.9%

Headcount has decreased but FTE equivalent is slight increase. London Average is 392, however some Councils outsource some service unlike LBE.

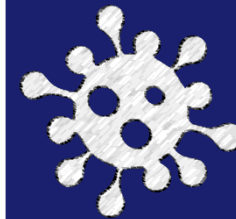
Total Workforce Headcount



↑12.5%

4,259

Both directly employed & agency headcount increased. Insourced cleaning services in April 2020 (approx. 150) and insourced adult social care in June 2020 (approx. 300).

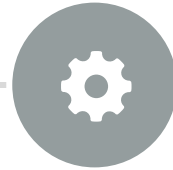


In addition to the insourced services, the Council's agency worker reduction plan led to permanent or fixed term recruitment to a number of posts previously covered by long-term agency workers. Agency worker requirements increased in several front-line services in response to the Covid-19 pandemic.

Starters, Leavers and Turnover

 **New starters** **681**

681 employees joined the Council between April 2020 and March 2021. This compares with 600 new starters in the previous year..



12.7% increase

This includes 150 TUPE transfer from Enfield Norse.

 **Turnover** **7.06%**

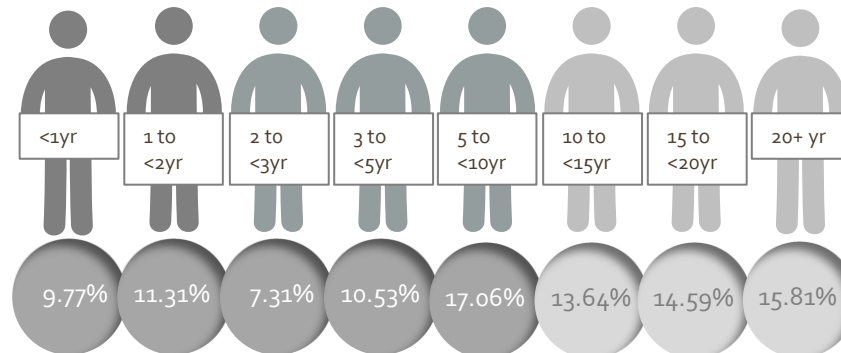
Across all departments, turnover has fallen. This could be partly due to staff preferring job stability during Covid-19 pandemic. 261 colleagues left.



11.88% average

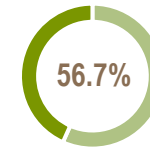
Across London, the latest available London Councils data for turnover in 2019 / 20 and was 11.88%. Enfield Council was 12.20%

Length of service remains reasonably consistent and compares favourably with the London Councils benchmark data for other London local authorities

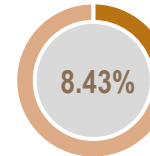


Leaving Reasons

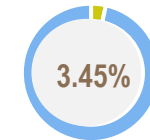
Resignations are the main reason for leaving followed by retirements and redundancies. The number of staff leaving to retire has increased in 2020/21 and is higher than the London Councils average (8.51%).



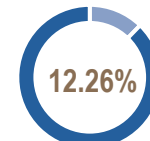
Resignations



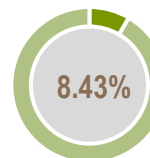
Retirements



Dismissals



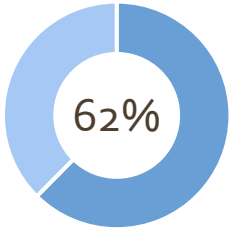
Redundancies



Others

Workforce Diversity - Gender

62.4%

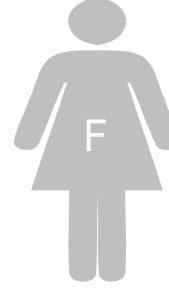


Of the workforce are female



Gender & Part Time Workers

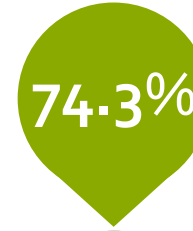
46.1% Full Time 53.9%
14.3% Part Time 85.7%



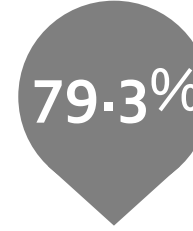
Gender by Department

F

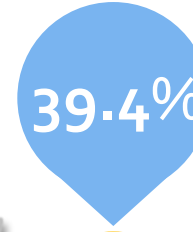
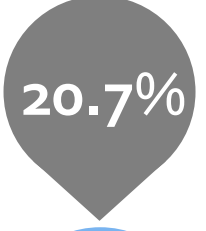
M



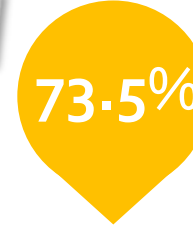
CEX



People



Place



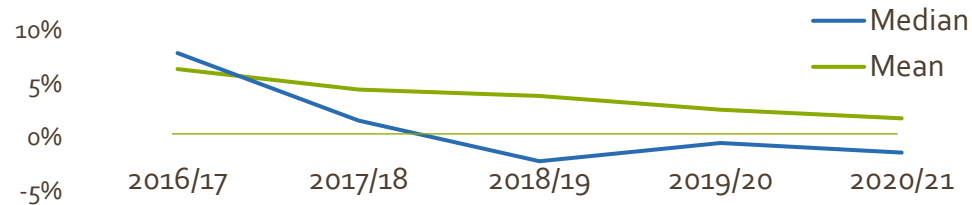
Resources



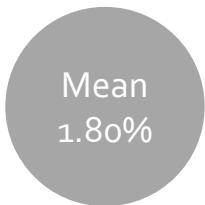
Gender Pay Gap

In Enfield Council, women are paid more than men, according to the MEDIAN hourly rate, while men earn more on the MEAN hourly rate measure. As a Median figure the trend of women being paid more than men continues

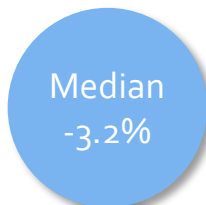
Gender Pay Gap Trend



Gender Pay Gap 2020 / 21



Hourly
rate



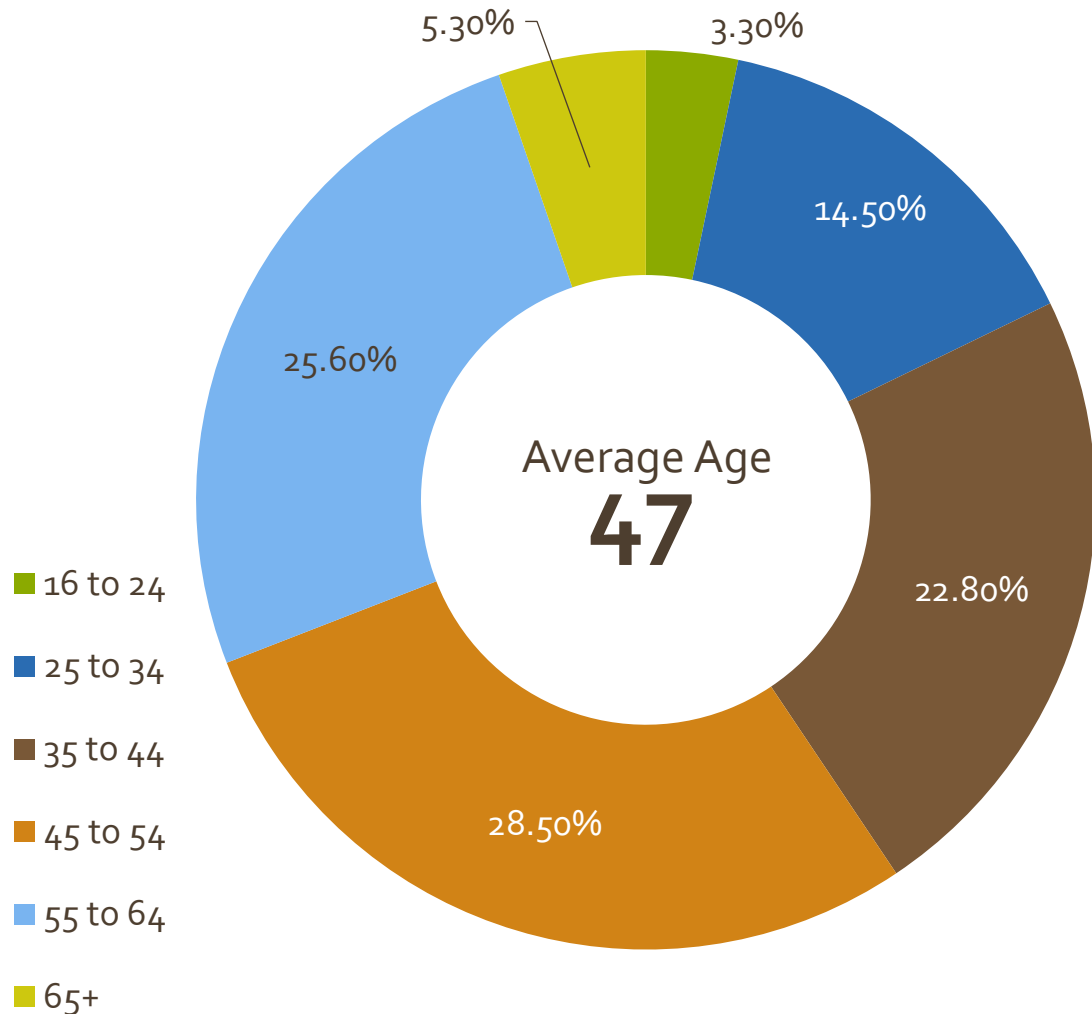
Gender by Department

There is disparity across departments: People department 79.3% of the workforce are female; Place it's just 39.42%. This is, however, a significant increase on last year where females made up just 28% of the Place department.

This is potentially reflective of historic trends with males making up more of the manual workforce in the Place department.

Workforce Diversity – Age Profile

Age profile of Organisation



Age profile by department

Age	CEX	People	Place	Resources
16 to 24	7.7%	2.2%	2.5%	5.1%
25 to 34	16.3%	15.8%	13.6%	13.6%
35 to 44	22.7%	23.8%	21.4%	23.8%
45 to 54	33.9%	26.0%	28.1%	31.6%
55 to 64	16.3%	27.2%	26.8%	23.8%
65+	3.0%	5.0%	7.7%	2.0%

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Key Highlights

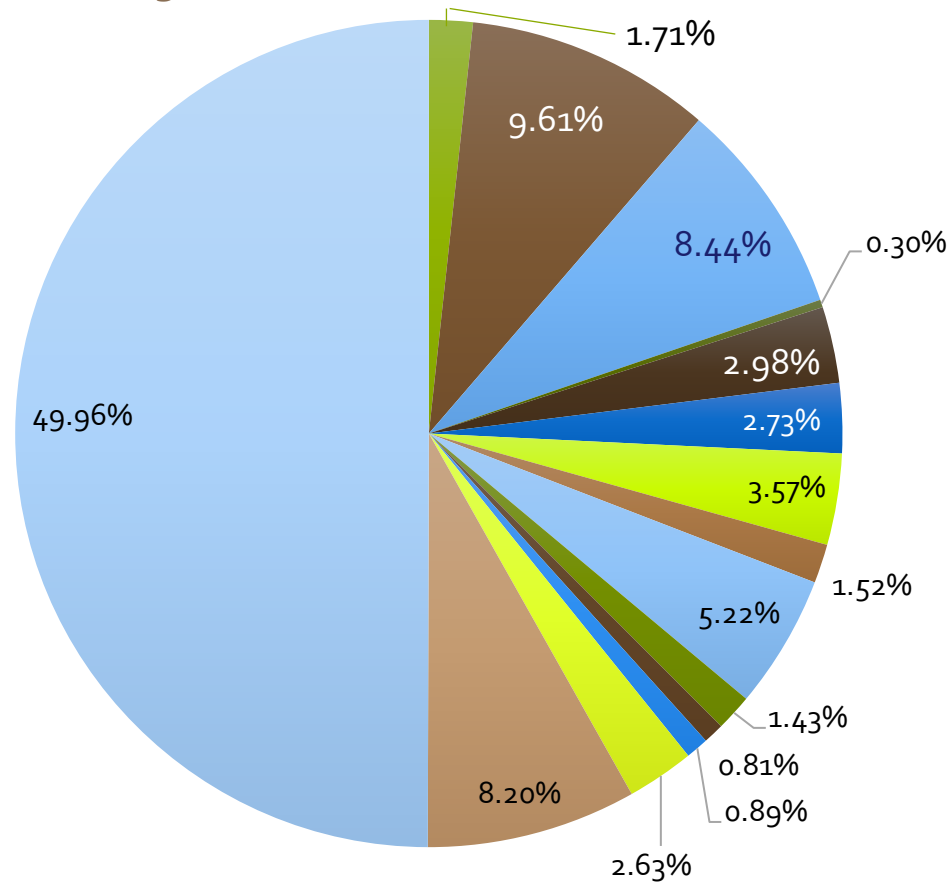
The Chief Executive department has a lower average age.

In comparison with London Councils, in terms of age Enfield Council have a slightly higher percentage of staff in the 65+ age profile; 5.25% compared to 3.74% across London

The average age of our workforce is 47. Enfield is slightly higher than the London average, which is 46

Workforce Diversity – Ethnicity Profile

Ethnicity profile of Organisation



- Bangladeshi
- Black African
- Black Caribbean
- Chinese
- Greek or Greek Cypriot
- Indian
- Mixed
- Other Asian or Asian British
- Other Black or Black British
- Other Ethnic
- Pakistani
- Prefer not to Say
- Turkish or Turkish Cypriot
- Unknown
- White

Ethnicity pay gap

Pay rates	All non-white pay gap 2019/20	All non-white gap 2018/19	All non-white gap 2017/18
Mean hourly rate	9.5%	10.5%	9.7%
Median hourly rate	3%	5.8%	9.2%

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Key Highlights

- There has been an increase in the diversity of staff at HOS grade and above over the last 2 years. 35.35% of staff are from Ethnic Minority backgrounds; this compares to 38.31% of the local population.
- The overall impact on the Council's ethnicity pay gap has seen a gradual decrease in the mean pay gap and a median pay gap.
- The Council's ethnicity pay gap is higher than the national average but compares favourably with the London ethnicity pay gap as reported by the Office of National Statistics (Ethnicity pay gaps: 2019, ONS October 2020).

Workforce Diversity – Disability Profile

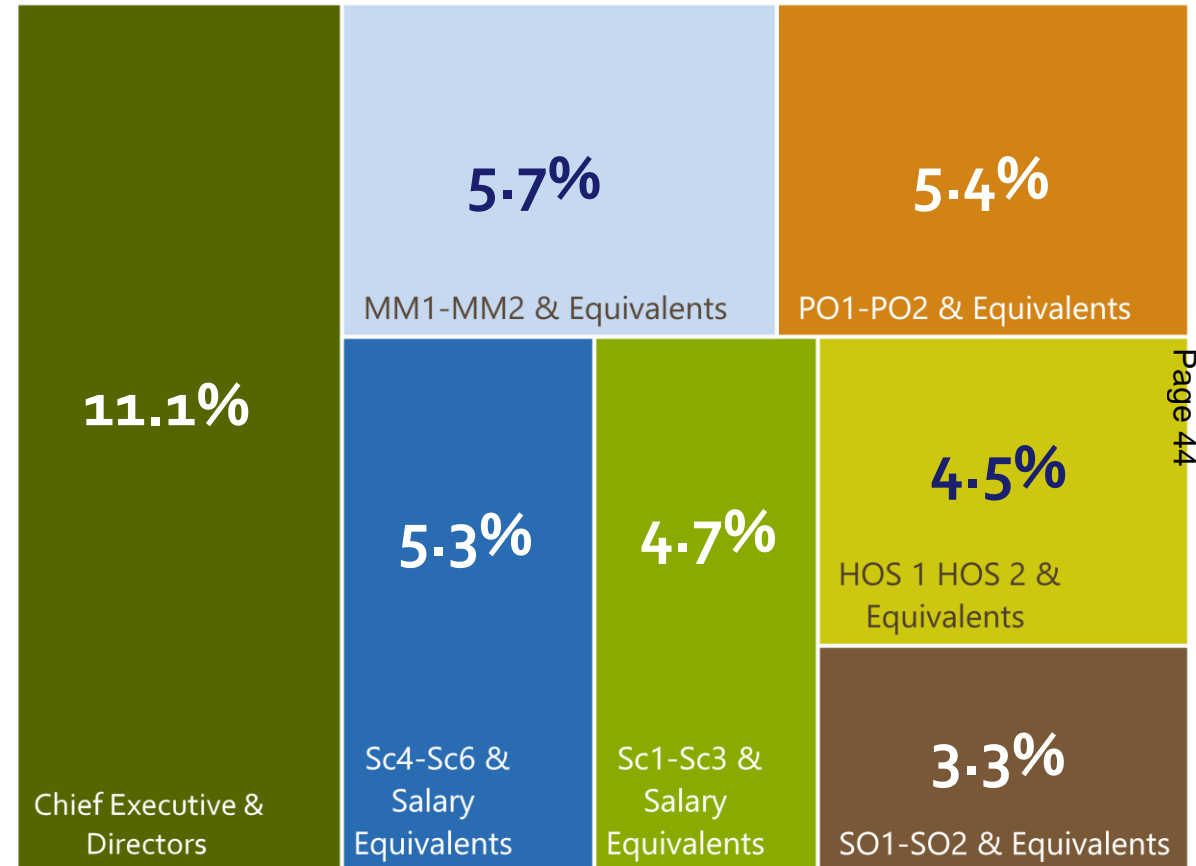
Disability comparison with Local data

Enfield Council	Mar 2021	Mar 2020	London Councils Mar 2020	Economically Active Population (London)*
Declared a disability	4.9%	4.8%	6.3%	7.2%

Key Highlights

- 4.9% of staff have declared a disability. The average across London is 6.3%
- It should be noted that not all workers with a disability choose to disclose this information. This is typical across most organisations and not just Enfield Council.

Disability percentages by grade



Sickness Absence



Average annual days lost per full time employee

April 2020 - March 2021	10.32 days
April 2019 - March 2020	9.40 days
April 2018 - March 2019	9.03 days

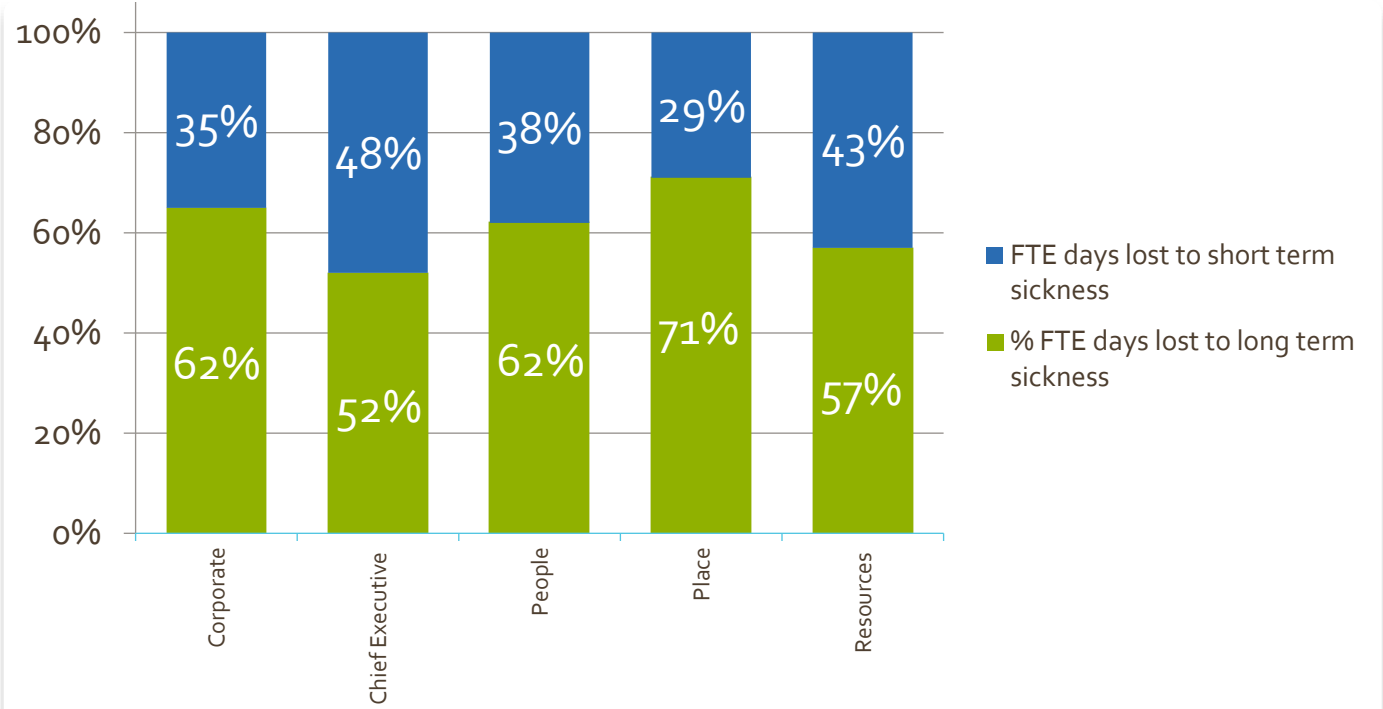


Top causes of sickness absence 2020 / 2021

Anxiety/stress/depression/other psychiatric illnesses	19.45 %
Self Isolation (COVID RELATED)	14.28%
Other musculoskeletal problems - exclude back problems- include neck problems	10.40 %
Covid-19 (COVID RELATED SICKNESS)	8.01 %

Sickness absence includes sickness relating to Covid-19 and has contributed to higher levels of sickness absence since March 2020. 22.29% of all absence (including self-isolation) was owing to Covid-19 related reasons.

Short vs. long term sickness by department



- The Place and People departments have high numbers of frontline workers. The combination of a frontline workforce required to work in the community, and the consequences of the Covid-19 pandemic will have had a direct impact on the absence stats.
- There are a number of cases where the absence has been prolonged or directly caused by the delay to non-urgent operations; standard outpatient care such as physiotherapy and pain management clinics; access to mental health services; delays in getting GP appointments and subsequent referrals.

Employee Experience

Key developments this year

01

Workshops converted for online delivery

In light of the pandemic and lockdowns, corporate face to face training & workshops were rewritten, condensed & delivered virtually. Our eLearning suite was also updated.

Behaviour & competency framework

Our Behaviour & Competency Framework was launched and supported by a number of interventions to help embed our culture change process

02

03

Equality, Diversity & Inclusion Programme

In response to BLM, open invite focus groups helped develop our EDI programme. Enfield led on joint project with 4 London Councils to start Black on Board Programme. Enfield also became Stonewall Champions.

Leadership Development Curriculum

Leadership development curriculum launched & includes Inspirational Leadership for current managers, Aspirational Leadership for aspiring managers, & a 360° feedback tool.

04

05

Performance development review relaunch

Our PDR process was updated to improve the experience & set a consistent approach across the Council. An electronic performance development tool was introduced.

Our values

Be bold | Make a difference | Show you care

Our behaviours

- Take responsibility
- Open, honest & respectful
- Listen & learn
- Work together to find solutions



Our competencies

- Customer focus
- Deliver service performance
- Focus on continuous improvement
- Political awareness & context



Our development approach

Equipping senior leaders with skills, competencies & behaviours to confidently lead others & drive the vision & performance of their teams & the organisation.

Enhancing managers' skills, competencies & knowledge to enable them to translate the vision into reality by guiding the day to day actions & behaviours of their people.

Developing staff skills, competencies & behaviours, & raise their contribution to the organisation, with improved personal & professional performance & productivity.

9,911

Number of spaces attended on training workshops

613

Number Virtual or face to face workshops delivered

3,447

Number of eLearning modules completed

183

Number of eLearning courses available

Conclusion

- The shape and size of the Council remains stable and growth in the overall workforce reflects the decision to insource cleaning services and IWE.
- The Council continues to make progress closing both the gender and ethnicity pay gap but recognises more work needs to be done to further close the ethnicity pay gap. The workforce objectives agreed as part of the Fairer Enfield action plan will support this work.
- Overall sickness absence is above the corporate target for the People and Place departments. COVID related absence has contributed to higher absence rates over the past year. On-going support and initiatives are in place to support and reduce sickness absence.
- This report has focussed on the previous year (2020/21), however we have already identified and are implementing multiple cross cutting plans to continue embedding our new behaviours, develop our staff and implement new ways of working.
- Organisational and workforce considerations remain a key and critical focus of the Council to ensure continued high-quality service delivery because of the outstanding calibre of its workforce.
- We will continue to monitor our practices and seek to embed equalities, as part of our commitment to move towards an inclusive, diverse workforce in which employees achieve their potential and best equip us to achieve our objectives as a council, moving forward.

Our workforce is our greatest asset.

*It is only with a dedicated and skilled workforce that the council can realise its vision to make Enfield a **better place to live and work**, with fairness for all, economic growth and sustainability, and strong communities.*

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