

## London Borough of Enfield

**Committee Name:** Staff Appeals, Appointments & Remuneration Committee

**Meeting Date:** 16 November 2021

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**Subject:** Annual Workforce Report

**Cabinet Member:** Cllr Nesil Caliskan

**Executive Director:** Ian Davis/Tinu Olowe

**Key Decision:** No

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### 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

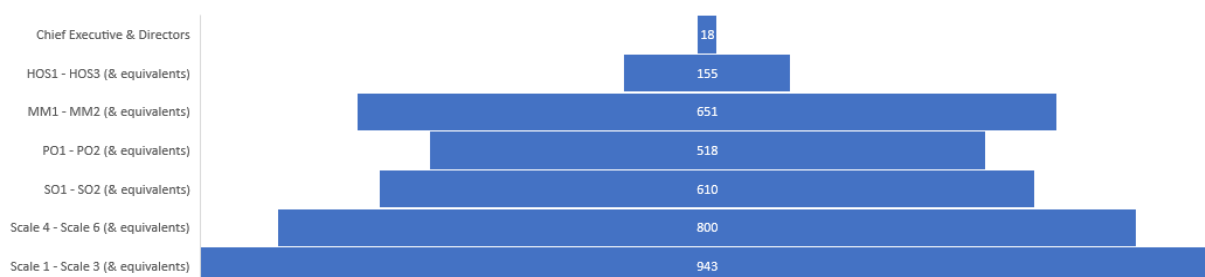
Table 4: Directly Employed Headcount & FTE by Department

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%
<b>Grand Total</b>	<b>943</b>	<b>800</b>	<b>610</b>	<b>518</b>	<b>651</b>	<b>155</b>	<b>18</b>	<b>3695</b>	

*\*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%
<b>Grand Total</b>	<b>943</b>	<b>800</b>	<b>610</b>	<b>518</b>	<b>651</b>	<b>155</b>	<b>18</b>	<b>3695</b>	

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%
<b>Grand Total</b>	<b>669</b>	<b>723</b>	<b>565</b>	<b>516</b>	<b>513</b>	<b>126</b>	<b>12</b>	<b>5</b>	<b>3129</b>	

- 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%
<b>Grand Total</b>	<b>180</b>	<b>4.9%</b>	<b>151</b>	<b>4.8%</b>	<b>134</b>	<b>4.5%</b>

Table 17: Disability by Department

Department	% Disability
Chief Executive Department	5.58%
People Department	5.68%
Place Department	4.29%
Resources Department	4.47%
<b>Grand Total</b>	<b>4.87%</b>

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 long term sickness	FTE days lost to short term sickness	% FTE days lost to long term sickness	FTE days lost to short term sickness	Occs	Occs of long term	Occs of short term	% Occs of long term	% Occs of short term
<b>Corporate</b>	<b>32,370</b>	<b>21,186</b>	<b>11,184</b>	<b>65%</b>	<b>35%</b>	<b>3106</b>	<b>493</b>	<b>2613</b>	<b>16%</b>	<b>84%</b>
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
<b>All Covid absence</b>	<b>109.7</b>	<b>2877.6</b>	<b>7047.5</b>	<b>2482.0</b>	<b>12516.9</b>
<b>All Covid absence exc. Self isolation</b>	<b>95.7</b>	<b>1560.2</b>	<b>5166.1</b>	<b>603.8</b>	<b>7425.8</b>
<b>Grand Total</b>	<b>1169.9</b>	<b>11250.0</b>	<b>18429.3</b>	<b>6611.5</b>	<b>37460.6</b>
<b>Grand Total exc. Self isolation</b>	<b>1155.9</b>	<b>9932.6</b>	<b>16547.8</b>	<b>4733.3</b>	<b>32369.5</b>

- 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:**

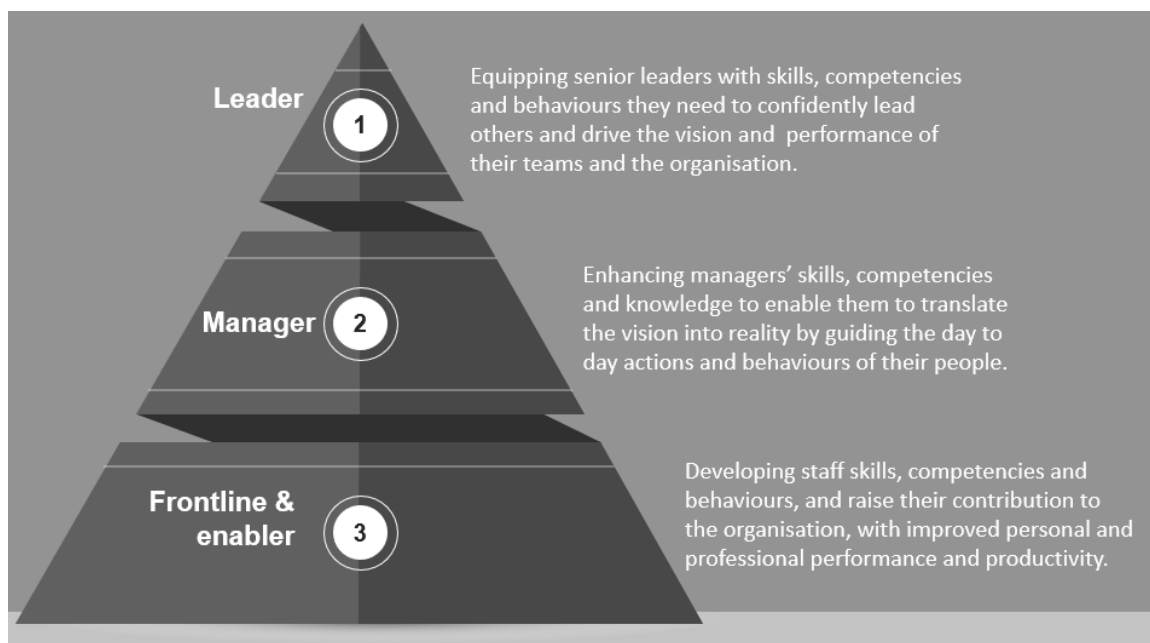
- i. The Associate HR Business Partner attend monthly sickness boards with the relevant Director and Heads of Service to discuss absence cases and produce an action plan for all long-term absence cases.
- ii. Short-term absence is reviewed and managers and HR work together to manage in line with the 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

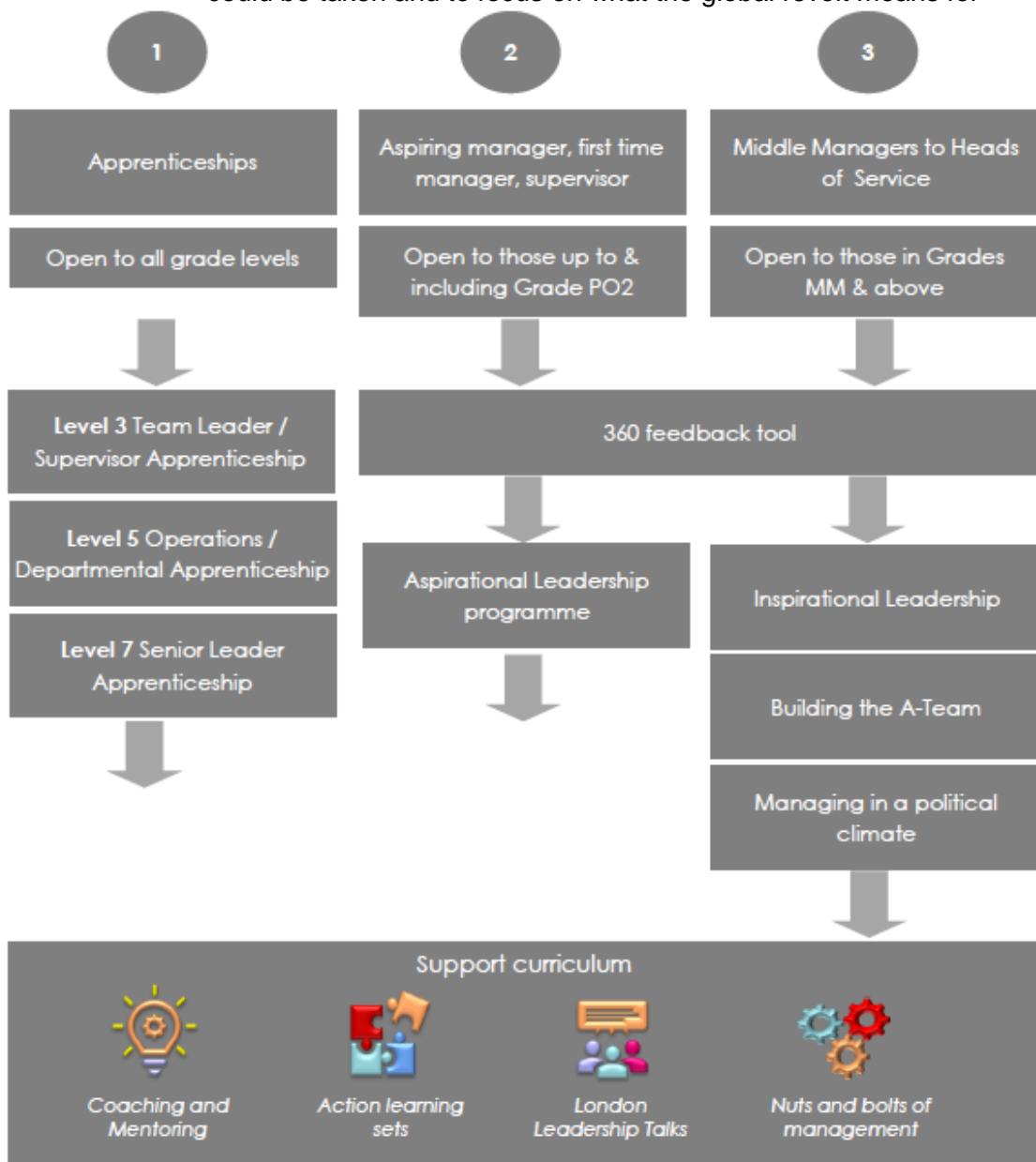
- i. The council looks to its managers to lead, motivate, and inspire front line staff to cope with change and to continue to give our residents, businesses, and communities the best possible service we can.
- ii. The Leadership Development Curriculum was launched in January 2021 and designed with three 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

<b>Learning event / course</b>	<b>Notes</b>
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

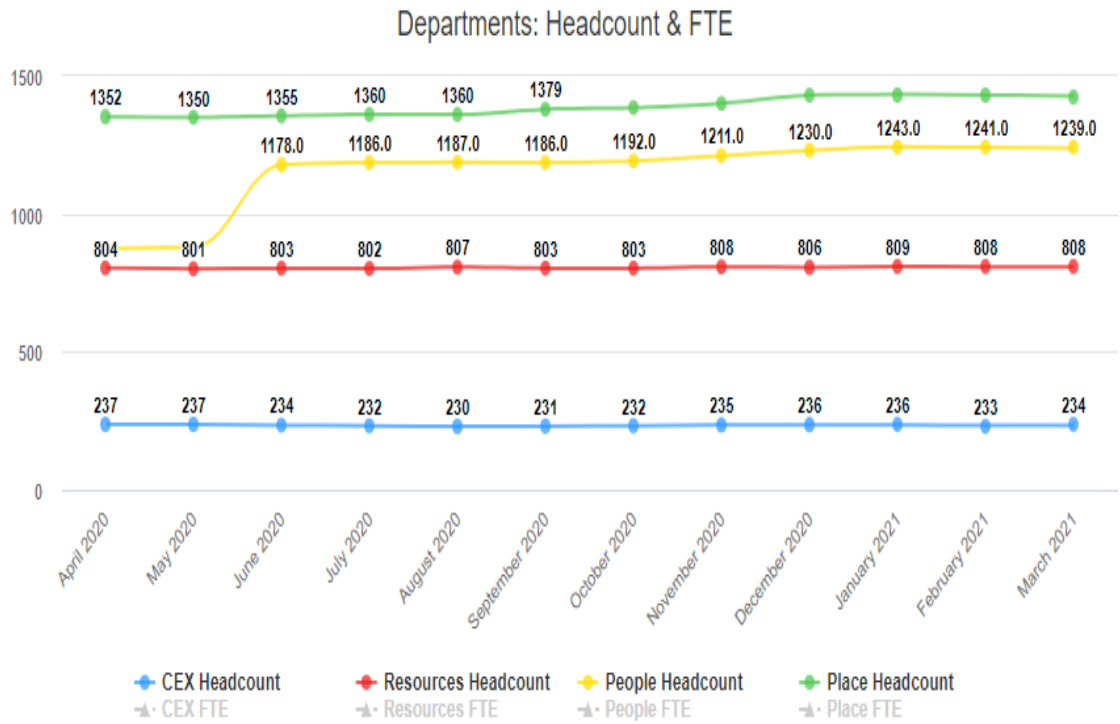
**Table 2: Agency Headcount and FTE**

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

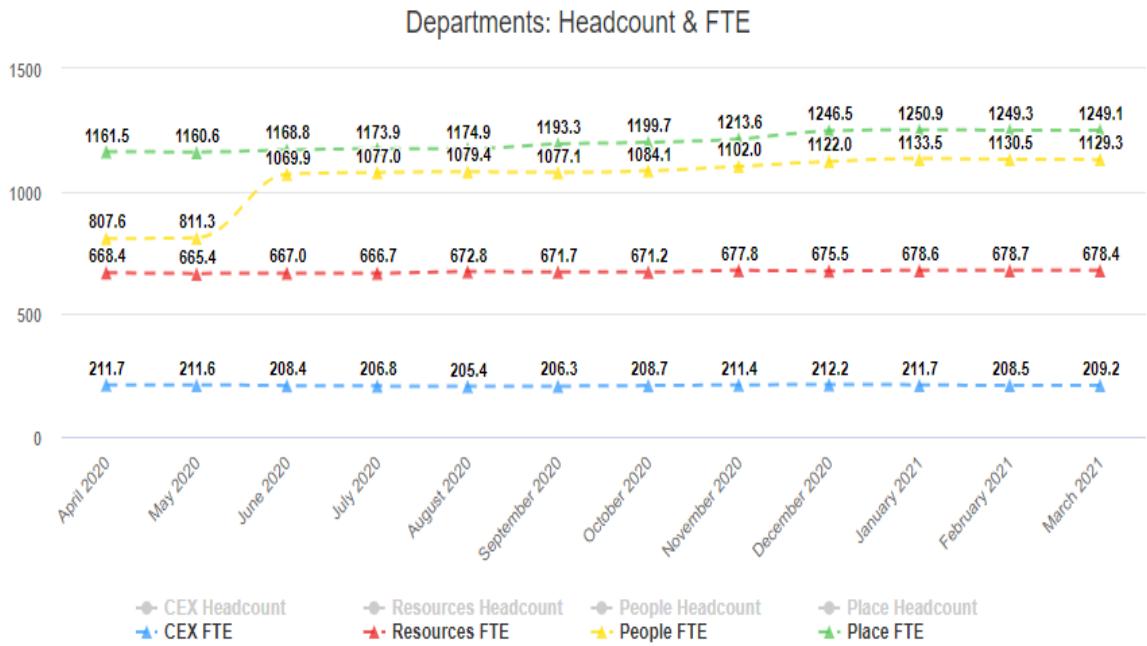
**Table 3: Total Workforce Headcount and FTE**

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

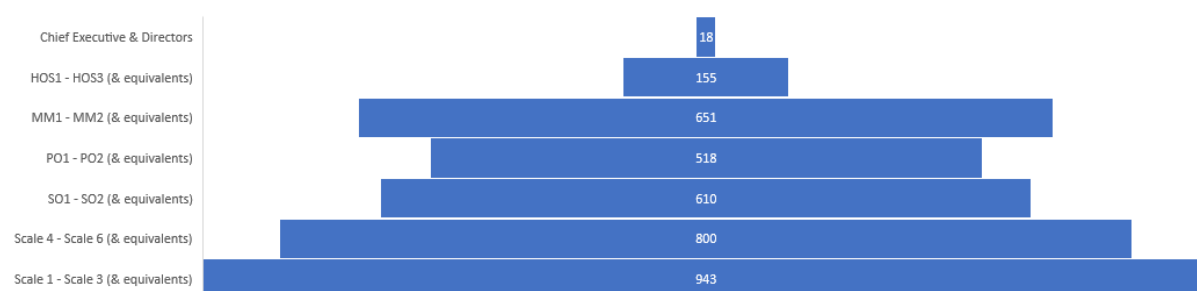
**Chart 1: Headcount by department**



**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
<b>Starters</b>	<b>207</b>	<b>19</b>	<b>60</b>	<b>29</b>	<b>29</b>	<b>47</b>	<b>49</b>	<b>64</b>	<b>82</b>	<b>38</b>	<b>21</b>	<b>36</b>	<b>681</b>

- 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**

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

**Gender Pay Gap 2020/21**

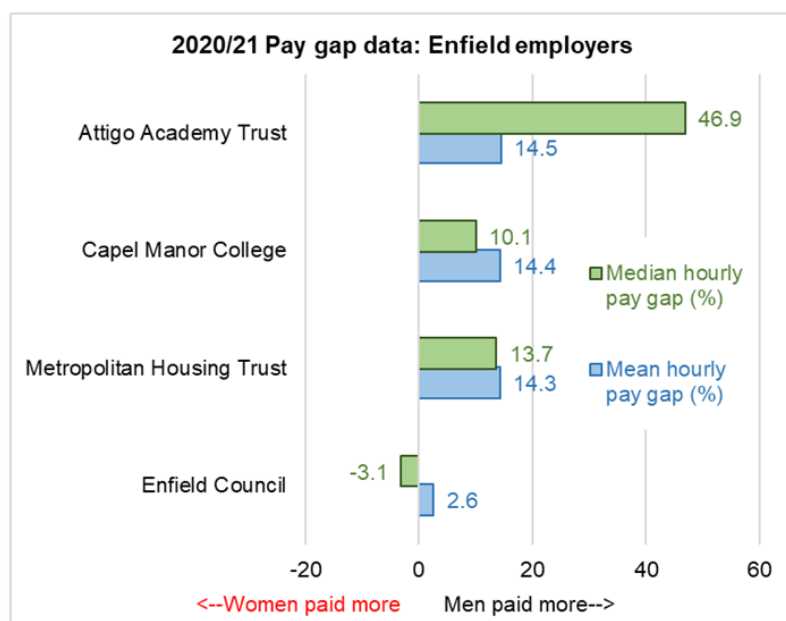
**Table 10: Enfield Council: Gender Pay Gap summary: Trend by year - Mean and Median hourly rates**

<b>Pay rates</b>	<b>Gender pay gap</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
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 5<sup>th</sup> 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	
<b>% of UK businesses with hourly pay favouring men</b>	<b>88.9</b>	<b>Higher</b>	<b>81.9</b>	<b>Higher</b>
No. of UK Businesses with no gender difference in hourly pay	31		261	
<b>% of UK businesses with no gender difference in hourly pay</b>	<b>0.8</b>	<b>Lower</b>	<b>6.6</b>	<b>Lower</b>
No. of UK Businesses with hourly pay favouring women	406		454	
<b>% of UK business with hourly pay favouring women</b>	<b>10.3</b>	<b>Lower</b>	<b>11.5</b>	<b>Lower</b>

\* 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 28<sup>th</sup> 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
<b>Enfield</b>	<b>1000 to 4999</b>	<b>2.6</b>	<b>-3.1</b>	<b>51.0</b>	<b>67.0</b>	<b>67.0</b>	<b>61.0</b>
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%
<b>Grand Total</b>	<b>943</b>	<b>800</b>	<b>610</b>	<b>518</b>	<b>651</b>	<b>155</b>	<b>18</b>	<b>3695</b>	

\*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%
<b>Grand Total</b>	<b>943</b>	<b>800</b>	<b>610</b>	<b>518</b>	<b>651</b>	<b>155</b>	<b>18</b>	<b>3695</b>	

**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%
<b>Grand Total</b>	<b>669</b>	<b>723</b>	<b>565</b>	<b>516</b>	<b>513</b>	<b>126</b>	<b>12</b>	<b>5</b>	<b>3129</b>	

**Table 17: Ethnicity Profile by Grade**

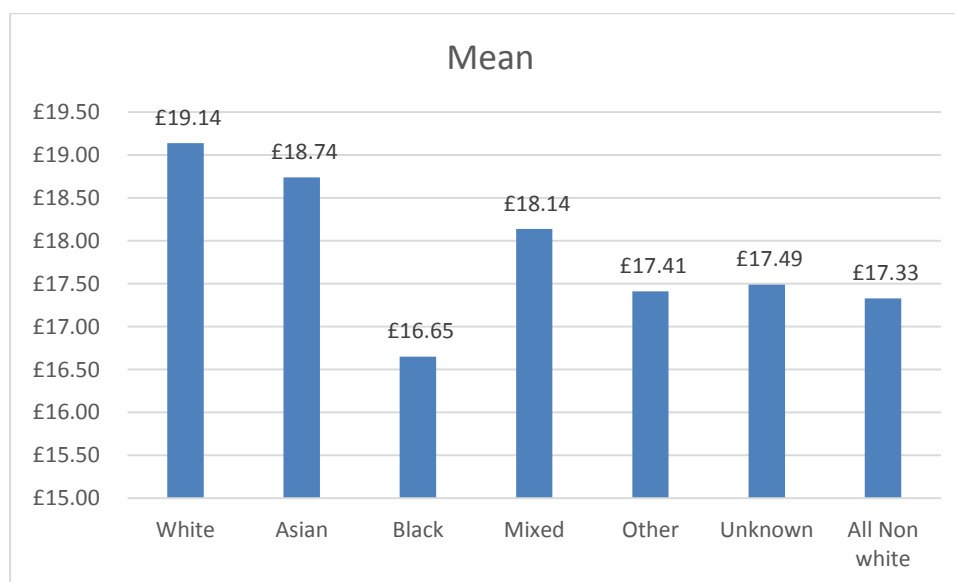
Ethnicity Group	1. Sc1-Sc3 & Salary Equivalents	2. Sc4-Sc6 & Salary Equivalents	3. SO1-SO2 & Equivalents	4. PO1-PO2 & Equivalents	5. MM1-MM2 & Equivalents	6. HOS 1 HOS 2 & Equivalents	7. Chief Executive & Directors	Grand Total
Ethnic Minority Groups	326	308	217	187	239	26	3	1306
Unknown/Refused	167	49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

**Ethnicity Pay Gap**

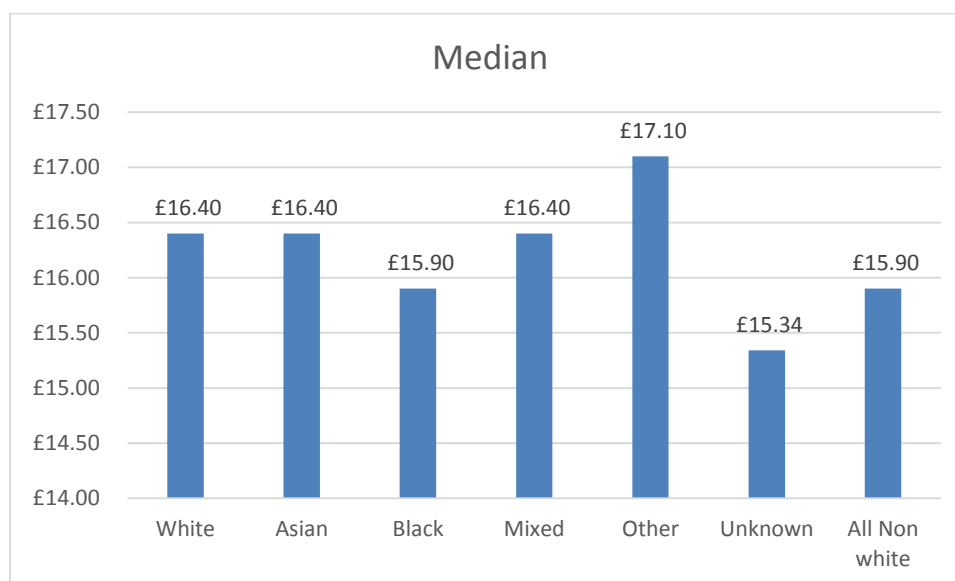
Organisations are not required to report on ethnicity pay gap on the same basis as the Gender Pay Gap. The information below shows the Ethnicity Pay Gap for Enfield Council (based on hourly rates).

The latest data is as at 31<sup>st</sup> 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%
<b>Grand Total</b>	<b>180</b>	<b>4.9%</b>	<b>151</b>	<b>4.8%</b>	<b>134</b>	<b>4.5%</b>

**Table 20: Disability by Department**

Department	% Disability
Chief Executive Department	5.58%
People Department	5.68%
Place Department	4.29%
Resources Department	4.47%
<b>Grand Total</b>	<b>4.87%</b>

**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
<b>Enfield</b>	<b>32,370</b>	<b>21,186</b>	<b>11,184</b>	<b>66%</b>	<b>35%</b>	<b>3106</b>	<b>493</b>	<b>2613</b>	<b>16%</b>	<b>84%</b>
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**

<b>Covid related absence</b>	<b>Chief Executive</b>	<b>People</b>	<b>Place</b>	<b>Resources</b>	<b>Grand Total</b>
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
<b>All Covid absence</b>	<b>109.7</b>	<b>2877.6</b>	<b>7047.5</b>	<b>2482.0</b>	<b>12516.9</b>
<b>All Covid absence exc. Self isolation</b>	<b>95.7</b>	<b>1560.2</b>	<b>5166.1</b>	<b>603.8</b>	<b>7425.8</b>
<b>Grand Total</b>	<b>1169.9</b>	<b>11250.0</b>	<b>18429.3</b>	<b>6611.5</b>	<b>37460.6</b>
<b>Grand Total exc. Self isolation</b>	<b>1155.9</b>	<b>9932.6</b>	<b>16547.8</b>	<b>4733.3</b>	<b>32369.5</b>