



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

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STARTER, LEAVER & TURNOVER

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SICKNESS & ABSENCE

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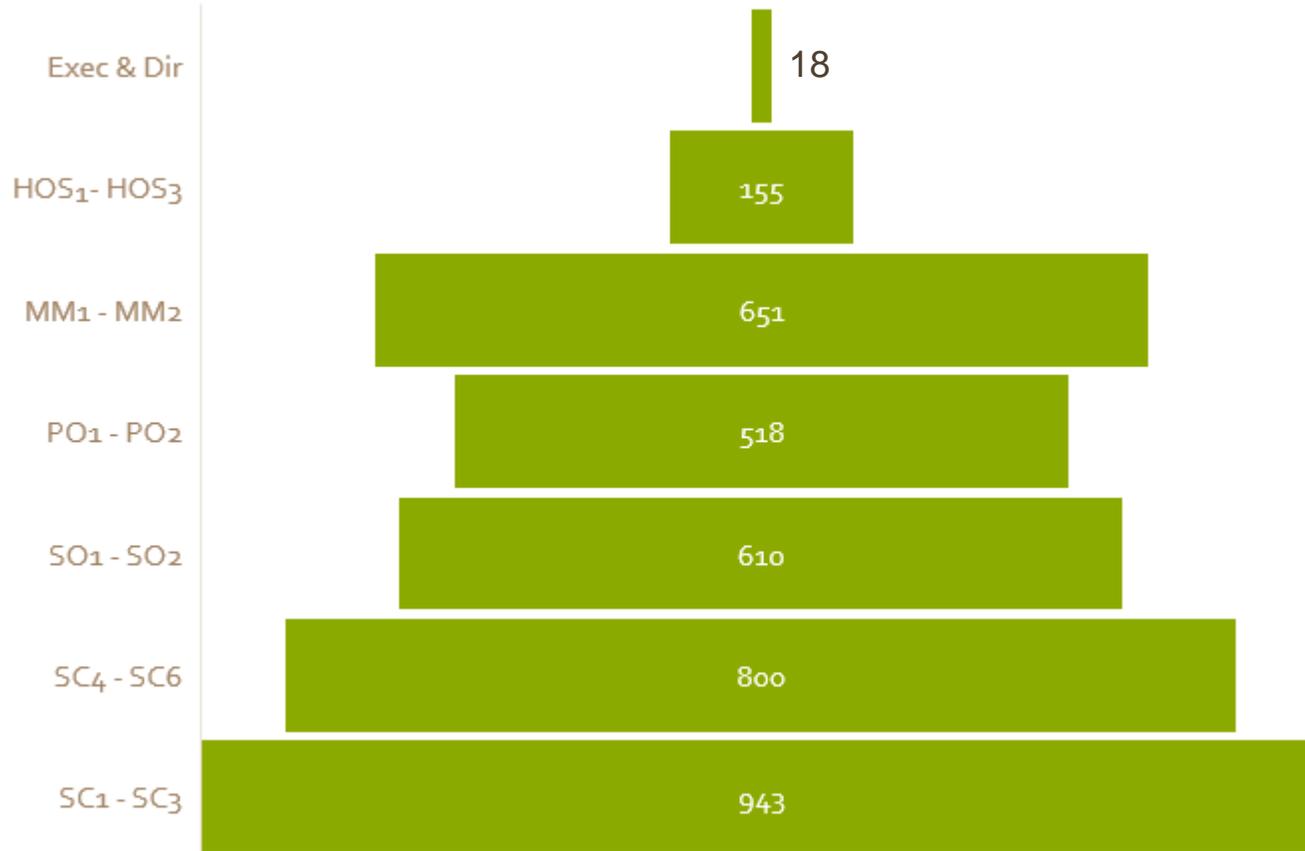


CONCLUSION

11

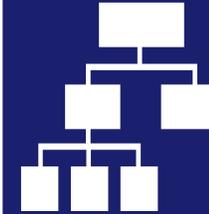
Our Organisational Structure

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

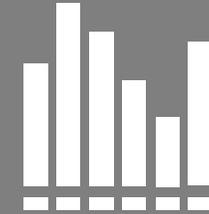


3,266

↑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.

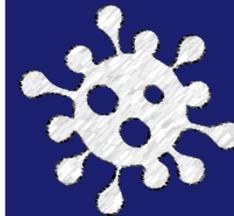
Total Workforce Headcount



↑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%**

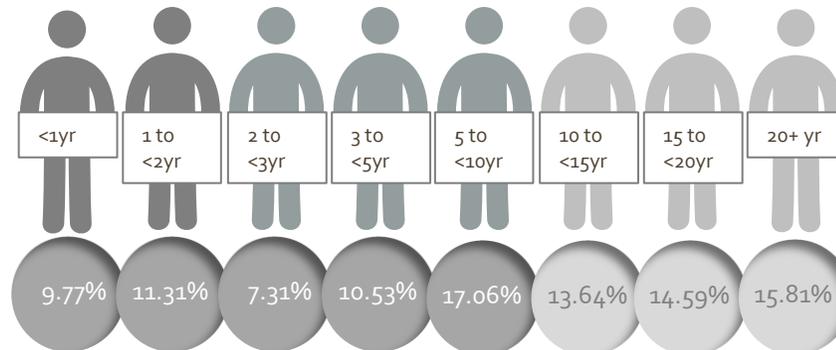
Across all departments, turnover has fallen. This could be partly due to staff preferring job stability during Covid-19 pandemic. 261 colleagues left.



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

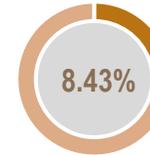


Leaving Reasons

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



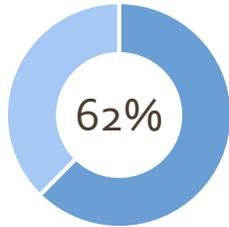
Redundancies



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



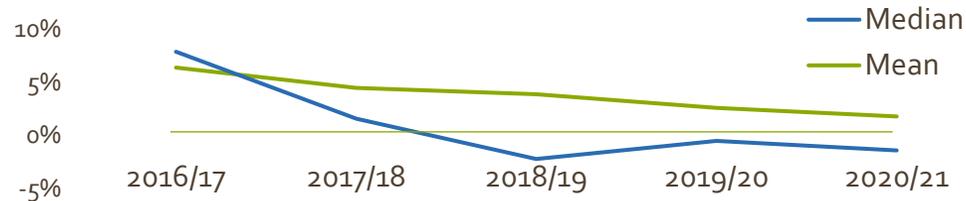
Resources



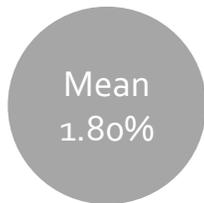
Gender Pay Gap

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

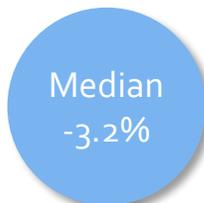
Gender Pay Gap Trend



Gender Pay Gap 2020 / 21



Hourly rate



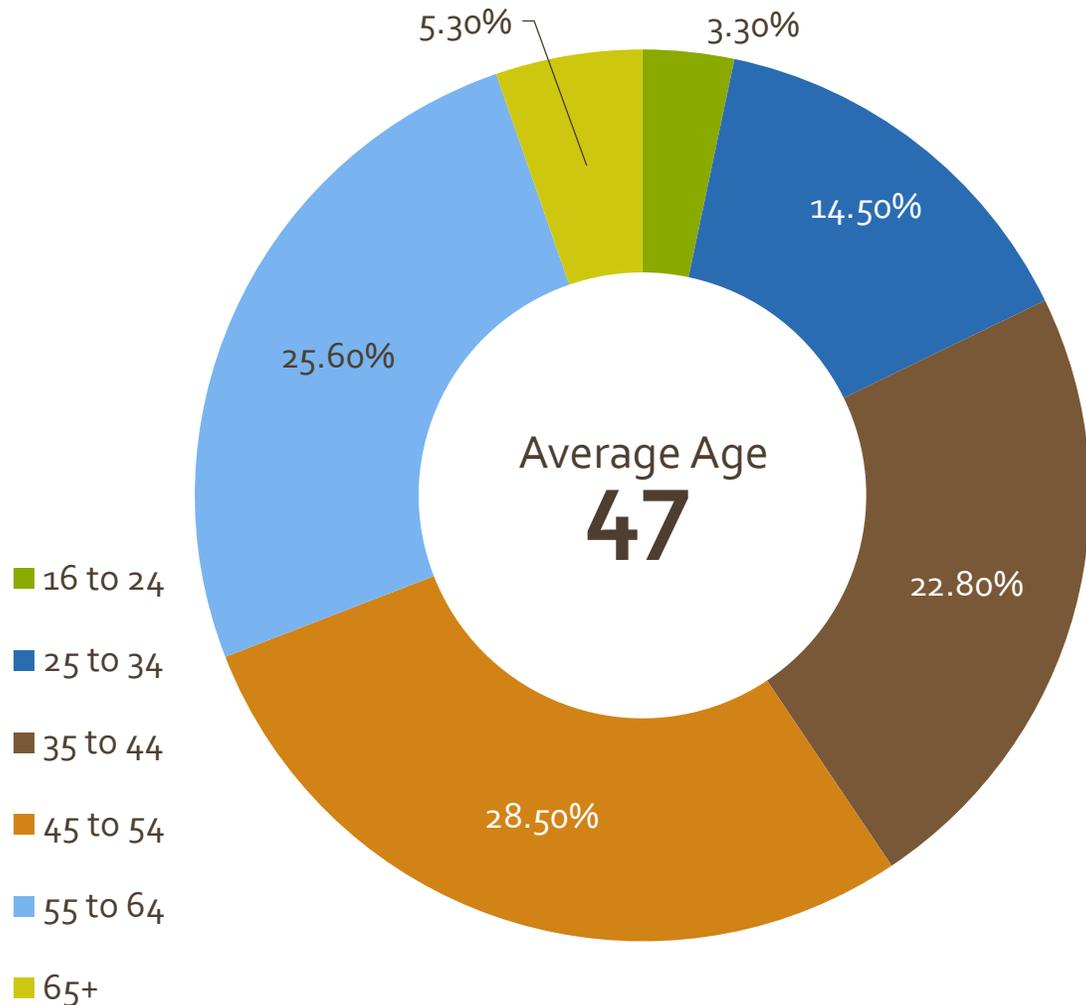
Gender by Department

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% |

Key Highlights

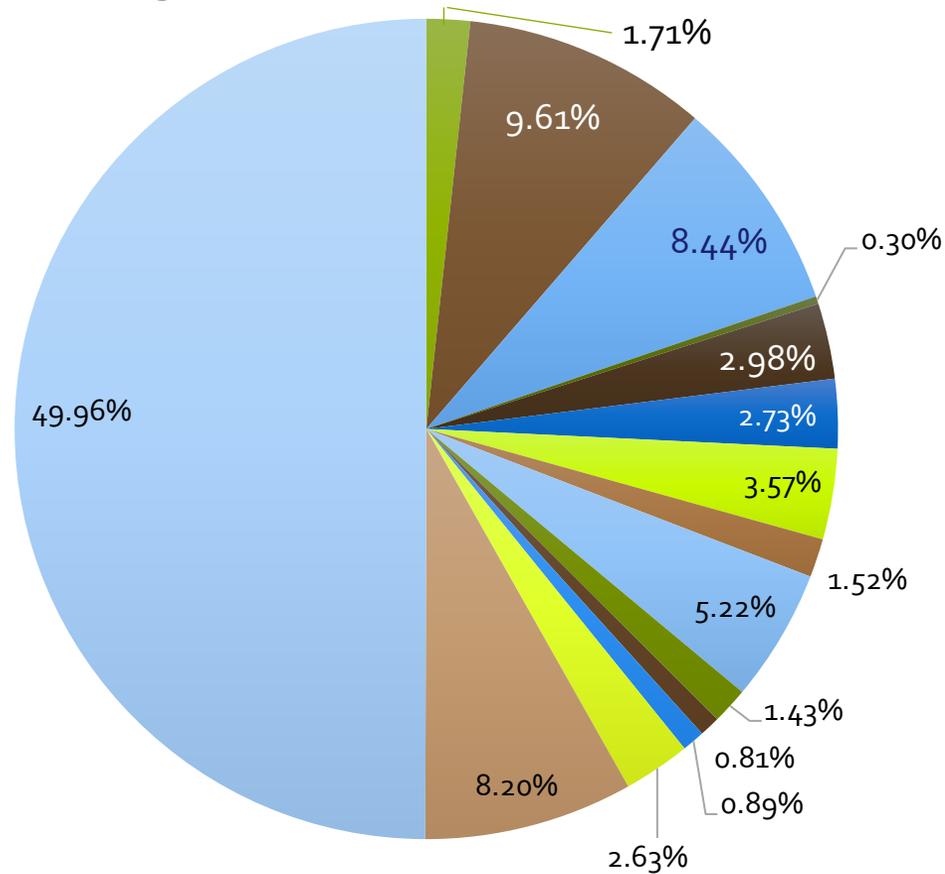
The Chief Executive department has a lower average age.

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% |

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

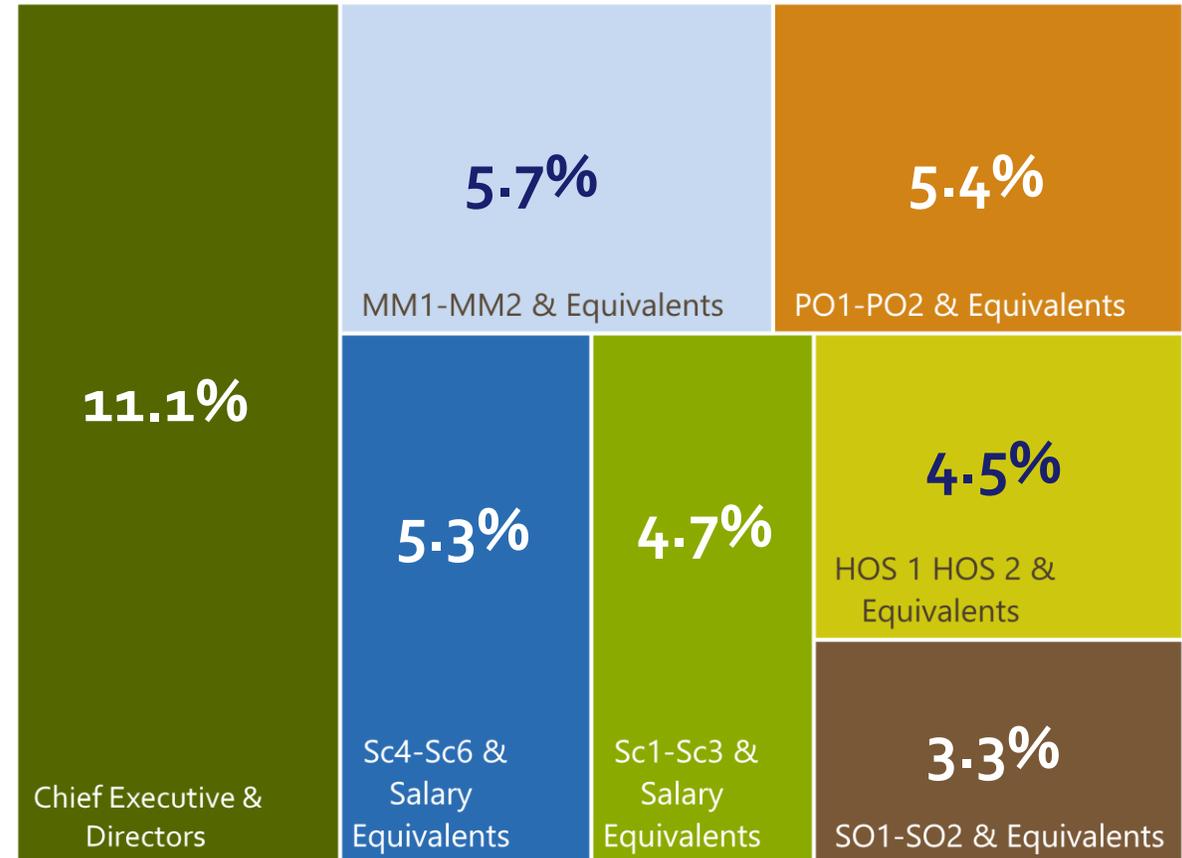
Disability comparison with Local data

| 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 |

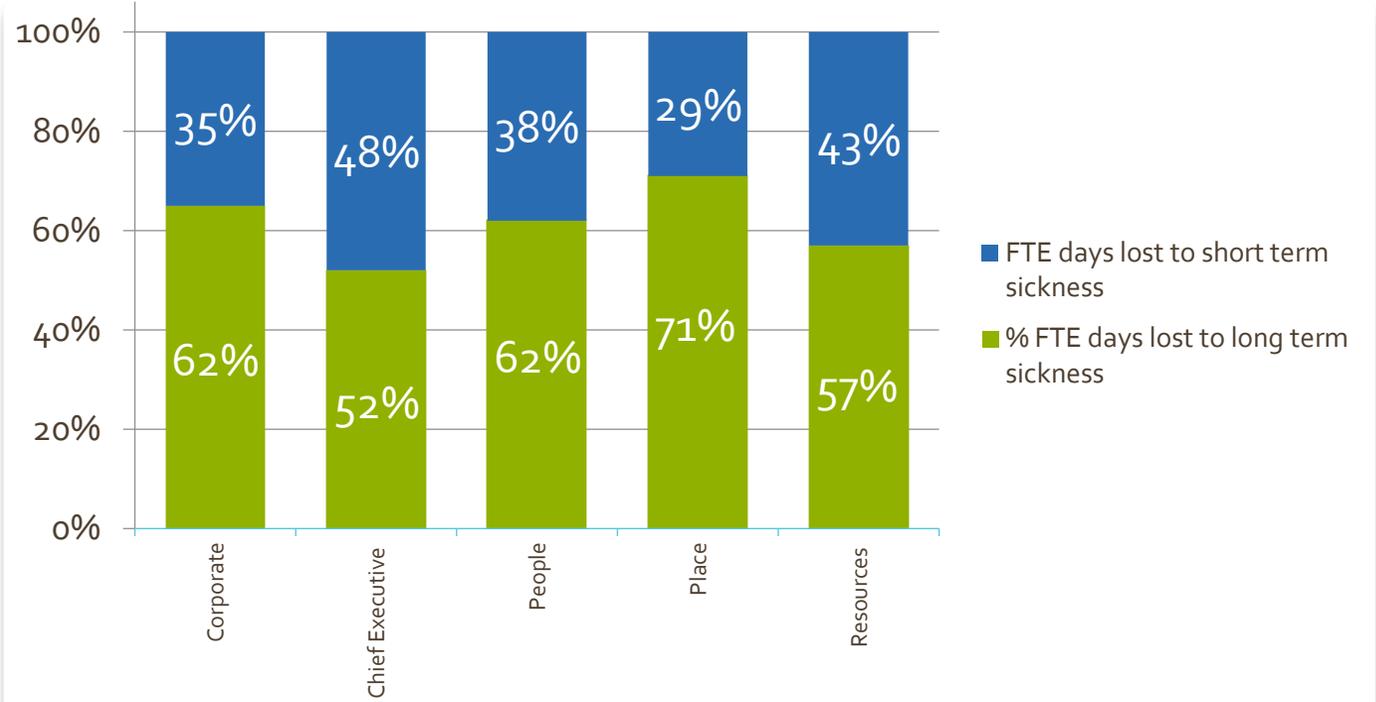


Top causes of sickness absence 2020 / 2021

| | |
|---|---------|
| 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.

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greatest asset.**

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