

# Investing in Our People

**Enfield Council's  
Workforce Strategy  
2023-2028**



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# Foreword

**Whilst every day is different, we all come to work for the same purpose, to help make Enfield a borough of opportunity where all members of our diverse community can share in its success. Whatever role we have in the Council, we are all here to make this vision a reality.**

We have in Enfield some of the most exciting transformational regeneration projects happening anywhere in the United Kingdom. As a Council, we are changing the lives of young and vulnerable people through youth programmes and projects. We deliver award-winning environmental programmes which are enhancing our green spaces and waterways, helping London in our journey to net zero and adapt to a changing climate. Our rich history of industry, invention, innovation and growth makes us the borough we are today. We will use this story of Enfield, the people and the place, to attract and retain the talent. Our [Council Plan 2023-2026](#) sets out how we are investing in Enfield to deliver on five priorities for the borough and its residents. This includes clean and green places; strong, healthy and safe communities, thriving children and young people; more and better homes; and an economy that works for everyone.

Our staff are our most important asset, and we can only deliver on our Plan and address the challenges and opportunities ahead together, with every one of us playing our part. This strategy sets out how we are developing as a high performing organisation that is collaborative, innovative, and inclusive, where we let talent flourish and develop the skills we need to succeed. It outlines how we will equip our workforce so we meet the needs of our communities, now and in the future, so as the Council and our services evolve, we will have the right people, with the right skills, connected to our communities and working together for Enfield.

We need to recruit the best talent, empower and develop our staff to help them thrive; celebrate and value each other's differences, and treat each other with respect so everyone working at the Council is supported to reach their potential.

Over the last decade we have faced unprecedented financial challenge and change, and we will continue to do so in the years ahead. We will need to use limited resources smartly to support all those who live, learn, work in or visit Enfield in the most effective and efficient way possible.

This strategy, along with each department's own tailored workplans for their services which will address their specific and unique challenges, will enable us to do this.



**Ian Davis**  
Chief Executive



# Our vision, values and behaviours

**Our vision for the workforce is to have the right people, with the right skills, connected to our communities and working together for Enfield.**

We will deliver this vision by focusing on four key priorities:

- 1) Resourcing and talent
- 2) Developing our people
- 3) Culture and transformational change
- 4) Making our mark on equality, diversity and inclusion

Our values are to be bold; make a difference; and show you care.

Our behaviours are to take responsibility; be open, honest and respectful; listen and learn; and work together to find solutions.

We expect everyone, regardless of who they are and what they do for the Council, to demonstrate these values and behaviours. This is how we work collaboratively, flexibly and constructively with residents, colleagues and partners. It is not just about what we do, it is how we do it.



## Take responsibility

We're willing to make decisions and hold ourselves accountable for them. Our staff have a positive can-do attitude and see problems as challenges to be overcome. We accept responsibility for service delivery, are clear about our service offer and deliver what we promise.



## Are open, honest and respectful

We're comfortable and confident with difficulties and barriers we face. We're able to constructively challenge the way things are done where there is evidence that it affects service delivery. Challenges are approached professionally, with the aim of reaching a mutually agreeable resolution.



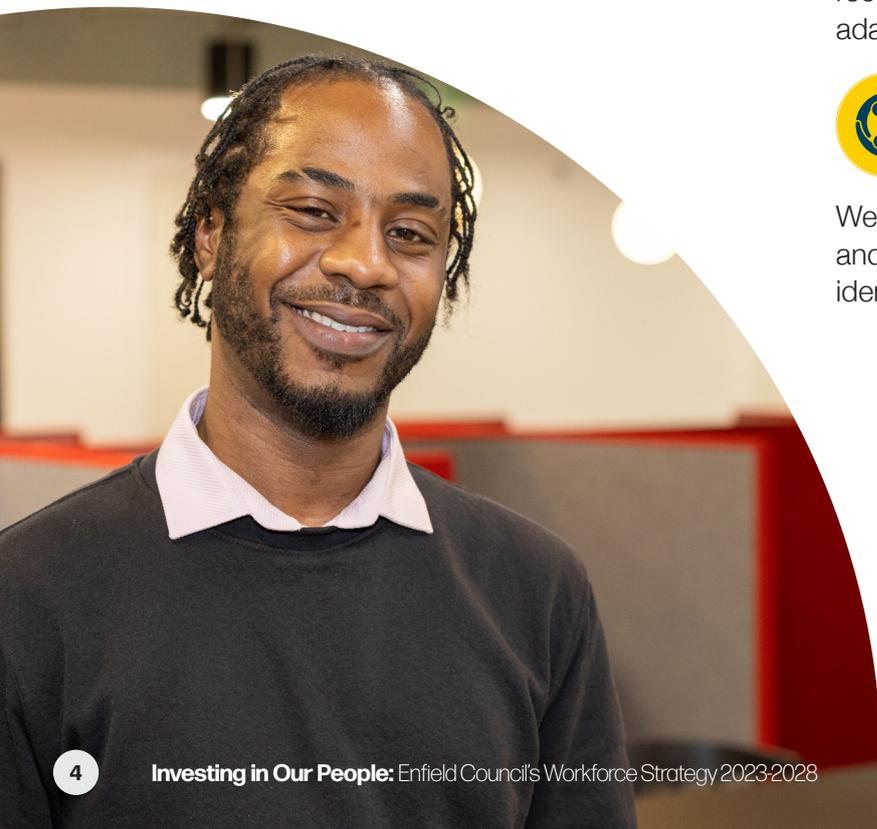
## Listen and learn

We listen and reflect on other's concerns to understand their point of view. We're able to receive constructive feedback and be prepared to adapt the way we operate and deliver services.



## Work together to find solutions

We work collaboratively with other departments and partners, sharing our knowledge and skills to identify solutions to address customer concerns



# Our workforce today<sup>1</sup>

As at December 2022, we directly employ 3,705 people on a range of employment contracts including full-time, part-time, job share, term-time and fixed term. We also have 542 (full-time equivalent) agency workers in post.

Enfield Council has several staff-led equalities working groups that represent different groups within our workforce: Women into Leadership; LGBTQ+ Staff Group; Disability Working Group; Mental Health and Wellbeing Group; Ethnic Minority Network and Young Professionals Network. These groups play an important part in unlocking the potential of our diverse workforce and in helping to support staff to overcome challenges.

## Age

- 25.3% of our borough population are aged over 55 years old, while 33% of our workforce are aged 55 and over.
- 15% of our borough population are aged between 15-24 years old, while 3% of our workforce are aged under 24 years old.

## Disability

- 6% of Enfield Council staff have declared a disability on our HR system. This is slightly lower than the London average at 6.3%.
- Across the borough, people affected by a disability have an employment rate that is 36.9 percentage points lower than that of people who are not affected by disability. This is higher than both London (26.3 percentage points) and England (26.6 percentage points) averages.<sup>2</sup>

## Gender

- 63% of Enfield Council staff are female and 37% are male.
- 60% of heads of service are female and 44% of directors are female.

## Ethnicity

- 35% of Enfield Council staff are from Black, Asian, Mixed and Other ethnic backgrounds, compared to 41% of our borough population.
- 65% of heads of service and directors are from the White British ethnic group, while only 12% are from Black ethnic groups.
- 26% of Enfield council staff at lower grades (SC1-PO2 and salary equivalent roles) are from ethnic backgrounds.

## Pay Gap Analysis

- Women earn £1 for every £1 men earn at the Council when comparing the median (average) hourly pay – women's median pay is therefore 0% lower than men's median pay.<sup>3</sup>
- Women's mean (average) hourly pay is 2.5% lower than men.
- The median (average) hourly pay for staff from White ethnic groups was 1.7% higher than for staff from Black, Asian, Mixed and Other ethnic backgrounds.
- The mean (average) hourly rate is 7.3% higher for staff from White ethnic groups than staff from Black, Asian and Other ethnic backgrounds.

<sup>1</sup> Workforce data is correct as of February 2023

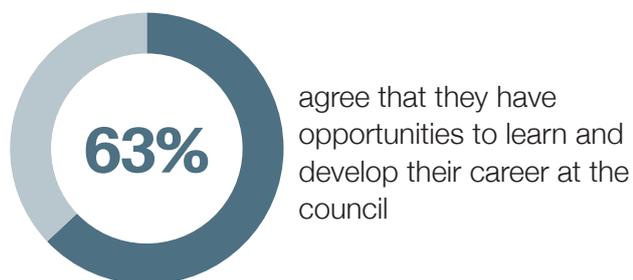
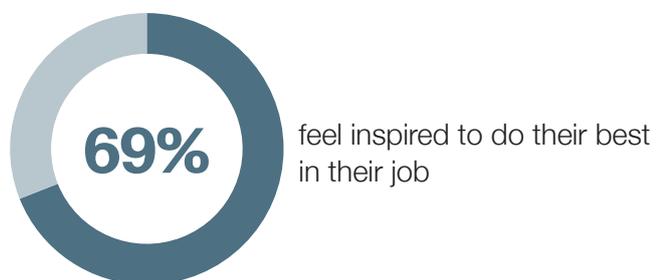
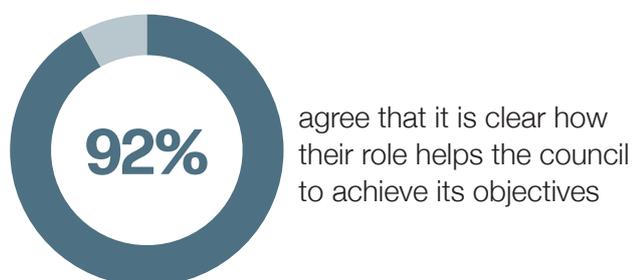
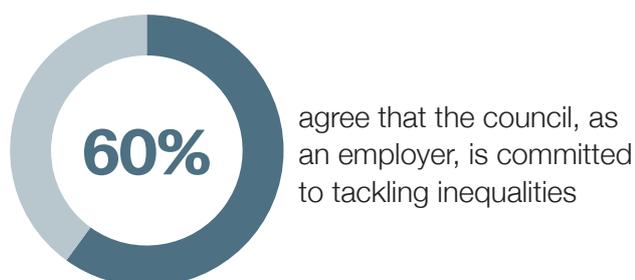
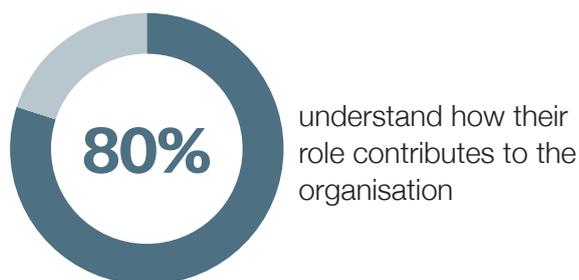
<sup>2</sup> Department of Work and Pensions, The Employment of Disabled People 2021

<sup>3</sup> Median is often considered a better indicator of pay parity because it excludes payments at the start and end of a list and therefore rules out large or small payments that can skew mean averages.

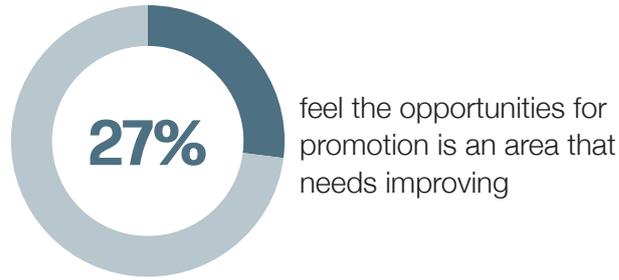
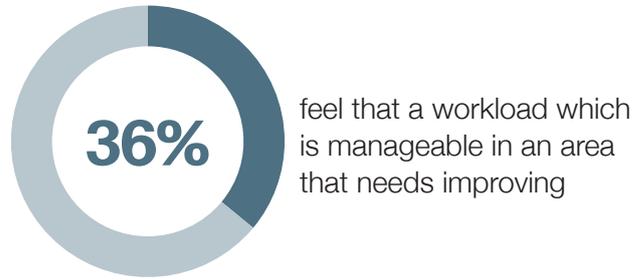
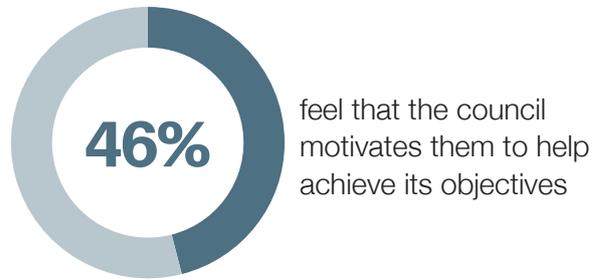
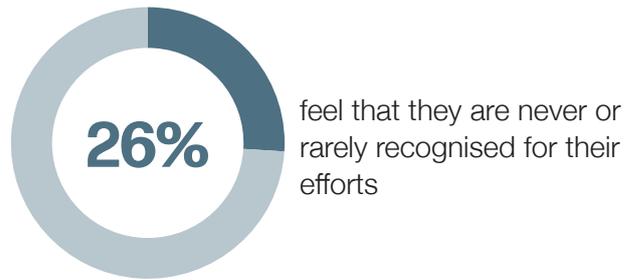
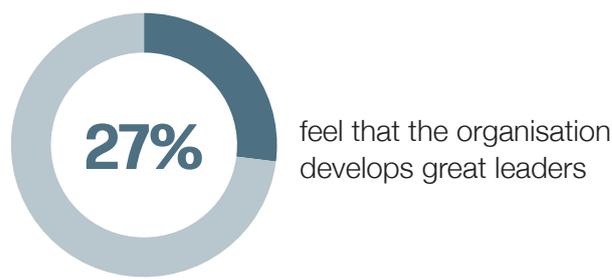
# What our staff tell us about working at Enfield

Since 2020, we have carried out six short 'pulse' surveys and an 'Investors in People' diagnostic survey. The feedback in these surveys have been used to identify our four priorities and our actions.

## Areas of strength include:



## Areas for further improvement include:



# Challenges and opportunities

As a local authority, we face an uncertain funding future. Since 2010, Enfield Council's central government funding has been cut by 60%, whilst the borough's population has grown by 13%. We need to find ways to do more with less, to be imaginative in how we solve challenges and be prepared to flex and change our approaches as the environment we're operating in changes around us.

## Technological advancements

Digital technologies will play a critical role in preparing our workforce for the future. As technology advances, the interactions and ways of working with partners and residents are changing. With this comes a need to develop our workforce to meet the needs and expectations of our residents – as well as the changing requirements of the

Council, as a community leader, service provider and commissioner. It is vital we build effective strategic alliances and collaborate within the Council as well as with our partners to ensure we provide responsive and high performing services, using technology in a way that benefits everyone.

Technology to support home working across organisations and businesses advanced quickly during the Covid-19 pandemic, and this has had a long-term impact on employee's expectations and aspirations regarding their career and work life balance. Offering hybrid working creates an opportunity to attract a wider talent pool who have the ability and the desire to work flexibly, but we need to do this in a way which still enables our workforce to work effectively as a team and to have a strong connection to Enfield and work directly with our communities.





overly complex bureaucracy in local government. We want to create a culture that is more agile, trusting, supportive and empowering. If staff are trusted, respected and given responsibilities, we can unlock the full potential of our workforce and grow the next generation of leaders to drive our organisation forward.

We also need to do more to attract talented people interested in public sector work more generally, to come to work for Enfield Council. We need to develop a stronger employer brand, based on what is special and unique about Enfield and how the Council is innovatively responding to challenges facing our communities. We are a diverse borough with some of the most exciting transformational regeneration projects happening across London and the South East. We are changing the lives of young and vulnerable people through youth programmes and projects. We deliver award-winning environmental programmes which are enhancing our green spaces and waterways, helping London in our journey to net zero and adapt to a changing climate. We have a rich history of industry, invention, innovation, and growth. We will use this story of Enfield, the people and the place, to develop a new 'brand' to attract and retain the best talent.

## Recruitment and Retention

The workforce itself, and how we need to recruit and retain staff, is also changing. For many, retirement expectations have changed and evolved, with people working longer into older age as a result of increases in the state pension age and financial pressures. However, alongside this there are workforce shortages and recruitment challenges for local government across the country in social care, digital services, human resources, planning, environmental and housing services.

These changes are prompting us to reflect more deeply on who is choosing careers in local government, why they choose it and what can help encourage the best talent to choose Enfield Council. Recent staff survey results show that employees are drawn to work at Enfield Council because they want to contribute to their community and to help support the public.<sup>4</sup> But while a public service ethos attracts people, they can become frustrated and demotivated by

## Responding to new requirements

There are big changes ahead in how we will deliver services and projects – health and social care integration; planning reform; reforms to children's social care; and changing requirements to respond to the climate crisis. Our workforce needs to be aware, agile and responsive to all this change, and we need to be able and ready to adapt and flex to achieve the best for our communities. We will need to support our staff to develop new skills in order to meet new requirements.

<sup>4</sup> Pulse Survey of staff July 2022 (804 respondents – 21% said that they most value working at the Council because of 'civic duty/working for local people')

# Our four priorities for the workforce

**Our goal is to increase employees' sense of belonging and connection with the Council and its purpose to invest in Enfield to create a borough of opportunity where all members of our diverse community can share in its success. We want employees to feel pride in their role and to understand how their individual work is essential for the Council's wider success.**

This strategy sets out how we are developing as a high performing organisation that is collaborative, innovative and inclusive, where we let talent flourish and develop the skills we need to succeed.

We will equip our workforce to meet the needs of our communities now and in the future, so as the Council and our services evolve, we will have the right people, with the right skills, connected to our communities and working together for Enfield.

**To achieve this, we will focus on four key priorities:**

- Resourcing and talent
- Developing our people
- Culture and transformational change
- Making our mark on equality, diversity and inclusion

**To identify these priorities, we have:**

- analysed data on the experiences of different groups within our workforce
- analysed national research on workforce development
- learnt from successful approaches taken by councils elsewhere, as well as other public sector and private organisations



# Resourcing and talent

## What do we want to achieve?

We will be a local government employer of choice; attracting, developing and retaining the best talent. We will develop a clear employee brand, based on what is unique, exciting, and inspiring about Enfield and the communities who live, study and work here. We will have effective recruitment and retention policies which use this brand to attract and retain the best talent, and which give us user-friendly, efficient, fair and transparent processes for people to apply to join us.

We will support our staff from the start of their employment to the end, ensuring we meet their individual needs as well as the operational needs of the organisation. We will support pathways into the organisation through apprenticeships, internships, graduate programmes and work experience placements and improve our approach to comprehensive workforce planning.

## Why is this a priority?

The Council is working in times of unprecedented change and challenge. Across local government, we are experiencing severe challenges in recruiting and retaining essential staff. We must address workforce shortages to continue to deliver accessible and responsive services, whilst anticipating the future challenges we may face and decide what sort of organisation we will become.

As a community leader, for example, we want to support young people into sustainable employment opportunities, especially those who are experiencing multiple disadvantages in the labour market, such as care leavers and adults with special educational needs and disabilities. Service driven supported internships, apprenticeships, graduate and work experience programmes can help young people to launch their careers in local government and gain valuable skills while also bringing new talent into our workforce.

To deliver high quality services and deliver transformational change for our communities, we need the best people working for us. A compelling employee brand which shows our sense of purpose rooted in place demonstrates we are a value driven, inclusive employer; helps us promote the benefits of working for us and increases our ability to attract the best people to come join our team.



What we will do:	How we will measure it during years 1 and 2 of our strategy:	Lead:
Conduct a skills audit across the Council to identify talent and where we have skills gaps and use this to inform future learning and development plans.	Skills audit and new corporate learning and development plan in place by June 2024.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> <li>• HR Business Partner Managers</li> </ul>
Develop strategic workforce plans for each directorate, as part of service planning, which address specific workforce and skills shortages.	Every department has a strategic workforce plan for their service areas which are reviewed quarterly by Directorate Management Teams, in place by April 2024.	<ul style="list-style-type: none"> <li>• Directorate Management Teams</li> <li>• Head of HR Operations &amp; HR Business Partner Teams</li> </ul>
Develop our employer brand and media presence with our new dedicated recruitment microsite to attract a wider and more diverse audience for job opportunities, using real life stories to recruit the best and highlight the value of working for Enfield.	Average time to hire based on the number of working days from the date of advert to issuing of contract for all advertised roles.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• Resource, Workforce Planning &amp; HR System Manager</li> <li>• Head of Policy and Strategy</li> </ul>
Establish a values-based recruitment approach so that we recruit people into new roles who demonstrate they share our values.	New job description templates and values-based recruitment policy in place by September 2024.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• Resource, Workforce Planning &amp; HR System Manager</li> </ul>
Review our employee benefits offer to ensure it is competitive with other public sector employers.	Updated benefits offer on recruitment site by April 2024.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Executive Management Team</li> </ul>
Work with partners to promote working for the Council at local schools and colleges and develop a clear work experience offer for Enfield school and college pupils.	New work experience offer is in place by April 2024 which includes a target for the number of placements to be provided each academic year.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• Head of Policy and Strategy</li> <li>• Director of Education</li> <li>• HR Business Partner Managers</li> </ul>
Identify and ring fence appropriate opportunities for paid employment for vulnerable groups.	The Council will provide up to three paid roles ringed fenced for vulnerable groups per year.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• Director of Adult Social Care</li> <li>• Executive Management Team</li> </ul>
Develop a process that enables guaranteed interviews for care leavers who meet the minimum requirements for advertised roles.	Report on the number of applications received from care leavers who are shortlisted for interview.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• Director of Children and Family Services</li> </ul>

What we will do:	How we will measure it during years 1 and 2 of our strategy:	Lead:
Improve equalities monitoring data of job applicants and continue to analyse application and shortlisting data to identify ways to make our recruitment more inclusive and to ensure non-discrimination.	Analysis of recruitment equalities monitoring data is completed annually and presented to EMT within the workforce annual report.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• Resource, Workforce Planning &amp; HR System Manager</li> </ul>
Support all recruiting managers to have diverse recruitment panels for shortlisting and interviews. (Also an action for Priority 4.)	Information is provided for all recruiting managers to ensure they have a diverse recruitment panel by September 2023.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• Resource, Workforce Planning &amp; HR System Manager</li> </ul>
Enhance our working relationship with the National Graduate Development Programme and increase our presence at job fairs to attract new talent.	Successfully participate in the annual scheme and recruit the agreed quota of graduates.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> </ul>
Work together to explore solutions to help key workers in hard to recruit roles find suitably priced homes in the borough.	A new offer is in place to provide housing for identified key workers employed at the Council, by April 2024.	<ul style="list-style-type: none"> <li>• Executive Director of Place</li> <li>• Executive Director of People</li> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> </ul>
Encourage staff to complete our exit interview and monitor reasons for leaving to learn from our workforce and make improvements to the employee experience.	Increase in the number of staff completing the exit interview over the next three years.	<ul style="list-style-type: none"> <li>• All managers</li> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> </ul>

# Developing our people

## What do we want to achieve?

To support our employees, we will establish and implement effective people, performance and talent management systems. We will develop our teams, so they have the skills to provide responsive services, using innovation, flexibility, and transparent and informed decision making. Our staff will be clear on the direction of the organisation and resilient to meet the challenges that lie ahead. This will ensure the Council anticipates, plans for and tackles current and future challenges, by establishing a workforce that's listened to, collaborates, is high performing and delivers value for money.

We will develop inclusive leaders across the organisation, who are committed to the Council's vision and demonstrate our behaviours and values. Our leaders will work collaboratively to set and drive our ambitions for Enfield, inspiring shared purpose and developing a culture of inclusion, continuous learning and professional development. We want our staff to take ownership of their learning and development, where the council provides opportunities for this to happen.

## Why is this a priority?

What was once seen as a 'job for life' has now been replaced by a more agile career path. While they are here, employees are increasingly likely to value being able to develop the skills that matter most to them. We need to continue to provide opportunities for our staff to learn and grow and for staff to take development opportunities when they arise.

We need our leaders to support their teams using emotional intelligence, flexibility, a clear people-focus and using fair and consistent approaches to managing their staff. Our leaders need to work effectively with elected members to get the best outcomes for local communities. They need to confidently and competently navigate local government processes to support timely and evidence-based decisions; to guide their teams when needed; and to trust their teams to deliver.

They should seek opportunities to stretch their knowledge and capability to effectively lead the organisation together, to live our values and deliver positive change for our communities and our borough.

Enfield must foster leadership behaviours across all levels in response to the funding and resourcing challenges we face as an organisation, and the challenges we need to address for our communities. We must equip colleagues with the knowledge and technology to solve problems and create the conditions for collaboration, cooperation and innovation. This will help us to deliver impactful services in increasingly challenging circumstances in the short and medium term, as well as develop our next generation of talented senior leaders.

With an increased focus on strong partnership and collaborative working, our workforce will need to be adaptive and innovative, with the competency to manage 'beyond their remit.' Even our most experienced managers may need support to learn new ways of working, to develop their knowledge of different parts of the organisation so they can work more flexibly; and to deliver on new areas of work – whether that's using new digital technology; having different types of conversations with residents to deliver our early help model; or doing things in new ways to take proactive climate action and deliver on our net zero targets.



What we will do:	How we will measure it during years 1 and 2 of our strategy:	Lead:
Work with the senior leadership team to visibly embed our values in their behaviours and decision making, through our competency framework, so that there is no gap between what leaders say and what they do.	Annual increase in the percentage of staff who say that senior management actions show they are committed to building a diverse and inclusive workforce, in our Pulse survey and focus groups.	<ul style="list-style-type: none"> <li>Executive and Departmental Management Teams</li> </ul>
Promote a culture of continuous learning and development and provide protected time for all staff which enables them to complete their mandatory training and develop professionally in their role each year.	<p>Annual increase in the percentage of staff, with access to ILEARN, who complete mandatory training.</p> <p>Annual increase in the percentage of staff who say that they have opportunities to learn and develop their career at the Council, in our Pulse Survey.</p>	<ul style="list-style-type: none"> <li>Departmental Management Teams</li> <li>Director of HR and OD</li> <li>Head of Employee Experience</li> </ul>
Support managers and staff to integrate learning, development and career aspirations into regular performance conversations, through enhanced PDRs focusing on how staff can continuously develop in their role. This may include on-the-job training which stretches them, training programmes, access to a mentoring scheme, and attendance at relevant webinars and events.	<p>Annual increase in the percentage of eligible staff, with access to ILEARN, whose PDR is up to date.</p> <p>Annual increase in the percentage of staff who say that they have opportunities to learn and develop their career at the Council, in our Pulse Survey.</p>	<ul style="list-style-type: none"> <li>Departmental Management Teams</li> <li>Director of HR and OD</li> <li>Head of Employee Experience</li> </ul>
Create, advertise and recruit to secondment opportunities; and release staff for secondment opportunities where business needs allow.	<p>Develop and implement a new approach to secondments, as part of a recruitment policy, that supports developmental opportunities by October 2023.</p> <p>Number of secondments in each Directorate reported to DMTs and EMT by April 2024.</p> <p>Number of staff from each Directorate on secondment opportunities at partner organisations reported to DMTs and EMT by April 2024.</p>	<ul style="list-style-type: none"> <li>Director of HR and OD</li> <li>Head of HR Operations</li> <li>Directorate Management Teams</li> <li>Hiring Managers</li> </ul>
Create career pathways and training programmes for people at all levels of the organisation, so staff can clearly see how they can develop in order to successfully take on leadership roles.	New existing leaders and future leadership development programmes are agreed and in place by June 2024.	<ul style="list-style-type: none"> <li>Director of HR and OD</li> <li>Directorate Management Teams</li> <li>Head of Employee Experience</li> </ul>
Provide up to date digital equipment and training for staff to enable them to meet the requirements of their role.	Annual increase in the percentage of staff who agree, in a new IT survey, that they have the equipment and technology they need to do their job effectively.	<ul style="list-style-type: none"> <li>Director of Digital, Data and Technology</li> </ul>

# Culture and transformational change

## What do we want to achieve?

We want our staff to know that they matter to us. A culture that supports and involves staff requires a strong strategic narrative, clear leadership and engaged leaders and managers to encourage and act on staff feedback. We want staff to have clear goals agreed with their manager and to receive the right balance of autonomy and support to deliver on these goals. These goals need to link back to our Council Plan priorities and principles, so that all staff see the role they play in the overarching Plan for the Council. We will ensure individual contribution, potential and difference is valued and that we support each other and our teams. This will help us to create a positive working environment that will support staff in their physical and mental wellbeing.

## Why is this a priority?

We need to increasingly find ways to do more with less, working closer than ever with our communities to solve increasingly complex challenges. To help us find the best way to do this, we need everyone working at the Council to develop a deep understanding of Enfield and the existing strengths and assets within our borough. This will help us to empower our communities to support each other and to help us find long-term solutions together, shifting our focus away from crisis reaction and towards early intervention and positive transformation ensuring a borough that will thrive for the future.

Developing a workforce that feels connected to and can meet the current and future needs of our residents is important to our ability to deliver the ambitious outcomes we want to achieve for Enfield. To realise this, we need to develop creative, inclusive communication mechanisms so all Council staff, particularly those who don't access information online, understand the Council's vision, ambitions, and the important role they play in delivering the overarching Council Plan.

We know there are, at times, difficult decisions to be made, but we can manage these through open and honest conversations and work to build a sense of pride and identity. It is crucial that staff are involved in decision-making at the earliest opportunity, and we will promote various forums to encourage engagement, collaboration and gather feedback. We will also continue to build on our strong Trade Union partnership and maintain transparency, openness and constructive challenge on all aspects of our work.





For all staff at all grades, people can only do their best if they feel healthy and well. Putting psychological safety, health and wellbeing at the centre of our approach to management is key to delivering on our ambition to be an employer of choice and an organisation that our staff are proud to work for. We need managers to be confident in having effective health and wellbeing conversations with their staff. Our flexible working approach provides many great benefits for managing work-life balance, in particular for staff with childcare, caring, and other responsibilities. We want to make sure that this approach is consistent across the organisation, whilst enabling managers to be creative to meet changing business needs. This will ensure staff feel valued, safe and included, supporting them and the organisation to perform at our best.

Recent staff surveys show middle managers have lower rates of satisfaction within the organisation.<sup>5</sup> To address this, it is important we develop our management capability so we can implement a consistent and empowering approach. To help us achieve this we need to develop highly trained, collaborative and effective managers who can take an active role in deciding how we recognise and reward our employees – coaching and developing them to deliver our services to the highest standard, while also supporting career progression through attractive development opportunities. Our staff will be trusted, respected and given responsibilities to rise to the challenge and perform beyond expectations.

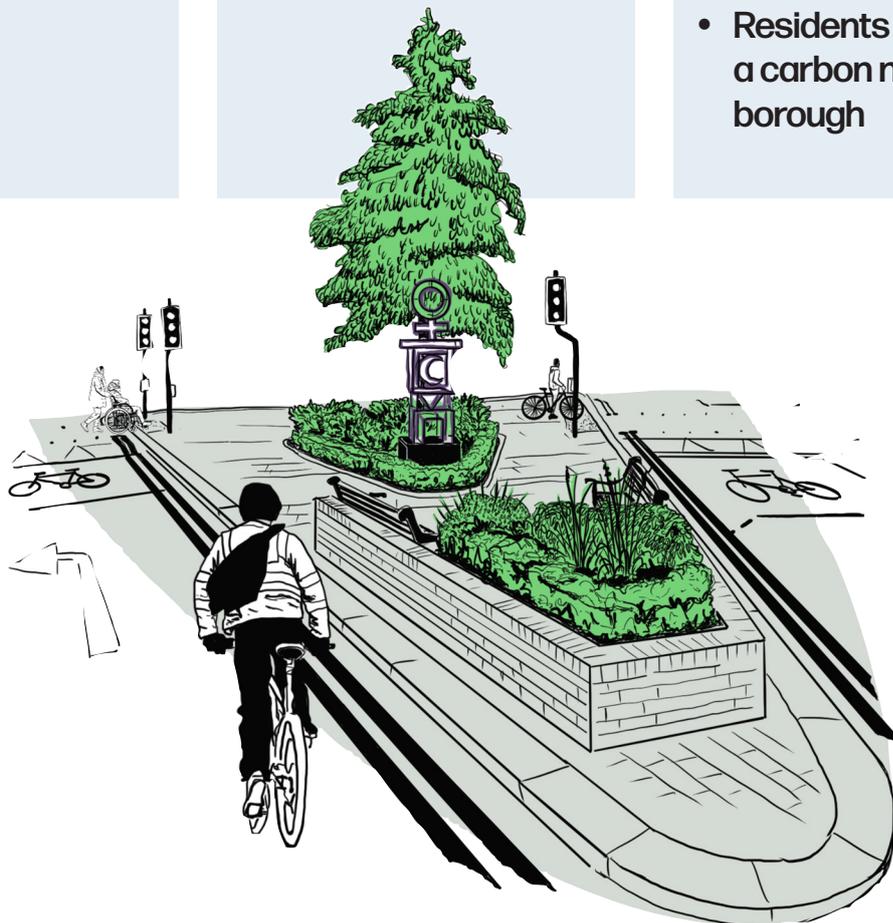


<sup>5</sup> Pulse Survey of staff April 2022 (556 respondents) and July 2022 (804 respondents)

What we will do:	How we will measure it during years 1 and 2 of our strategy:	Lead:
<p>Ensure our managers are confident to have effective conversations with staff including discussing physical health and wellbeing as part of regular supervision and performance development reviews.</p>	<p>Decrease in the number of employees who have a sickness absence of 28 days or more.</p> <p>Decrease in the number of employees who had three or more periods of sickness absence in the last 3 months.</p> <p>Decrease in the number of employees who have accumulated 6 or more working days of short-term sickness absence (duration less than 28 calendar days) in the last 6 months.</p>	<ul style="list-style-type: none"> <li>• Departmental Management Teams</li> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> </ul>
<p>Embed our values and behaviours in our recruitment processes and performance development reviews.</p>	<p>Annual increase in the percentage of staff who say that they understand the vision, priorities and values of the Council in our Pulse Survey.</p>	<ul style="list-style-type: none"> <li>• Departmental Management Teams</li> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> </ul>
<p>Develop creative, inclusive communication mechanisms so all Council staff, particularly those who don't access information offline, are informed of Council news and developments.</p>	<p>Annual increase in the percentage of staff who say that they feel informed about Council and departmental developments in our Pulse Survey.</p>	<ul style="list-style-type: none"> <li>• All Mangers</li> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> <li>• Head of Communications</li> </ul>
<p>Improve opportunities for staff to give feedback and to receive responses on how to improve the organisation and services.</p>	<p>Results from quarterly staff pulse surveys published within 48 working days of the survey closing.</p>	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> <li>• Head of Policy and Strategy</li> </ul>

## Investing in Enfield

Priorities	Principles	Future outcomes
<ul style="list-style-type: none"> <li>• Clean and green places</li> <li>• Strong, healthy and safe communities</li> <li>• Thriving children and young people</li> <li>• More and better homes</li> <li>• An economy that works for everyone</li> </ul>	<ul style="list-style-type: none"> <li>• Fairer Enfield</li> <li>• Accessible and responsive services</li> <li>• Financial resilience</li> <li>• Collaboration and early help</li> <li>• Climate conscious</li> </ul>	<ul style="list-style-type: none"> <li>• Residents live happy, healthy and safe lives</li> <li>• Residents earn enough to support themselves and their families</li> <li>• Children and young people do well at all levels of learning</li> <li>• Residents age well</li> <li>• Residents live in good quality homes they can afford</li> <li>• Residents live in a carbon neutral borough</li> </ul>



# Making our mark on equality, diversity and inclusion

## What do we want to achieve?

In [Fairer Enfield 2021-25](#), our equality, diversity and inclusion policy, we outline our ambition to be an organisation where local people choose to work and develop good careers; where staff from different backgrounds work together harmoniously and productively and everyone feels valued. Discrimination of any form will not be tolerated by the Council.

By 2030, we want our workforce to reflect Enfield's communities – at all levels – so we can support and deliver the best outcomes for residents. To achieve this, we will continue to improve the diversity of our senior leadership team and our overall workforce, making sure that equality and inclusion is embedded across the organisation.



## Why is this a priority?

At the heart of local government is an ambition for everyone to be treated fairly, with respect and with equal access to resources and opportunities. This should be true for both the communities we serve and for our workplaces. We want to enhance Enfield's national, regional and local reputation as a leader in inclusive practice.

Valuing differences plays a key role in attracting and retaining talent and is an important component of any successful organisation. Employing and engaging with people who have a diverse range of backgrounds, experiences and ideas increases creativity and leads to better problem solving and decision making.

We must provide a safe and accessible working environment for all existing and potential employees, one that is free from harassment and discrimination, where individual values, beliefs, identities and cultures are respected. Please see London's Council Anti-Racism Statement, which the Council has signed up to, in Appendix 1.

Clear and fair employment policies, with guidance and support for managers to ensure they are consistently applied, is vital to create this environment. Where decisions are left to managers' discretion, guidelines must help reduce inconsistencies. We will continue to deliver our comprehensive training programme for all staff to address unconscious bias, tackle structural racism, and help all staff to work positively in a diverse and inclusive workforce.

In 2020 following the murder of George Floyd, working in partnership with colleagues in Adult Social Care, a staff and manager's toolkit was developed and endorsed by the Equality, Diversity, and Inclusion Board to continue our commitment and discussions on standing against all racism. This toolkit is included in Appendix 2.

What we will do:	How we will measure it during years 1 and 2 of our strategy:	Lead:
Encourage all staff to declare their protected characteristics confidentially through employee self-service. This will improve the quantity and quality of equalities data we hold about our workforce to help us make more insightful decisions.	Increase in the workforce diversity disclosure rate over the three years.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> </ul>
Review and update our human resources policies (including those relating to recruitment, learning and development, performance appraisal and employee relations) to ensure they are inclusive and accessible for all staff, regardless of protected characteristics.	All HR policies have been reviewed within the preceding two years, by April 2024.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of HR Operations</li> <li>• HR Business Partner Managers</li> </ul>
Provide training and support to enable staff to manage and/or work within a diverse and inclusive workforce; and deliver services, infrastructure and projects which are inclusive, non-discriminatory and tackle inequality for local people.	Annual increase in the percentage of staff who agree that the Council is committed to building a diverse workforce in our Pulse survey.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> </ul>
Support all recruiting managers to have diverse recruitment panels for shortlisting and interviews. (Also, an action for Priority 1.)	Information is provided for all recruiting managers to ensure they have a diverse recruitment panel by September 2023.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> <li>• Head of HR Operations</li> </ul>
Support employees to participate in staff networks as part of their professional development and wellbeing and grant staff reasonable remitted time from their daily role in order to do this, as part of being on the respective network boards.	Annual increase in the number of staff participating in staff network boards.	<ul style="list-style-type: none"> <li>• All managers</li> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> <li>• Directorate Management Teams</li> </ul>
Enhance the diversity of our workforce, so that by 2030 it is representative of the community at all grades.	Annual progress to close our gender and ethnicity pay gaps.	<ul style="list-style-type: none"> <li>• Executive Management Team</li> <li>• Director of HR and OD</li> <li>• Hiring manager</li> </ul>
Lead on the preparation for external benchmarking audits such as the Inclusive Employer's Accreditation to ensure we are taking the correct actions to improve inclusivity.	Achieve Inclusive Employer's Accreditation.	<ul style="list-style-type: none"> <li>• Director of HR and OD</li> <li>• Head of Employee Experience</li> </ul>

# Our Staff Pledge

We have developed a staff pledge, which reflects our values and behaviours; makes clear what every person working at Enfield can expect from us as their employer; and in return what we can expect from them.

Our pledge reflects our values and behaviours and is also based on a review of best practice and research on what makes somewhere a good place to work.

As an employer, we will ...	As employees, we will ...
Provide effective and honest leadership where leaders listen and are open, honest and respectful.	Listen, be open, honest, respectful and trustworthy.
Provide fair pay, good working conditions and a good range of employee benefits.	Take responsibility and work to deliver the best outcomes for everyone in Enfield.
Treat everyone fairly and equally, take reports of harassment or discrimination seriously and handle any experiences sensitively and confidentially.	Treat everyone fairly and equally and report incidents where people are being treated unfairly, harassed or discriminated against.
Support you to look after your health and wellbeing.	Care for my health and wellbeing.
Listen to you and put appropriate ideas and feedback into action, developing a culture which supports innovation and continuous improvement.	Work together with colleagues and partners to find solutions by sharing my ideas to deliver great results.
Support you to improve outcomes in Enfield's communities.	Make a difference, show I care.
Invest in you, offering opportunities for you to learn, develop and grow.	Be bold, take opportunities to learn, grow and share my learning to inform and empower others.

# Measuring success and adapting our approach

Progress in delivering on our workforce priorities will be subject to ongoing review. Our strategy will be amended as required, based on evidence of our performance and changes in employment regulations, relevant policies or new research findings as required. We will expect leaders, trade unions and staff to play their full role by commenting on and identifying any gaps that might emerge over time and giving their views to our HR department. The strategy will be reviewed in November 2024, and the actions refreshed and developed as required on an annual basis.

Progress made towards achieving our workforce priorities will be monitored annually by the Executive Management Team. Each directorate will develop their own service plan to deliver on the organisation-wide priorities outlined in our new Council Plan, including workforce priorities set out in this strategy. Quarterly reports will be made to Directorate Management Teams to monitor their progress.

Progress towards achieving our workforce priorities will be supported by the findings of the Council's Annual Workforce Report. This report examines the size, shape and diversity of the workforce, learning and development opportunities, sickness and absence rates, staff turnover and promotes pay transparency. A review of progress against the first full year of this new strategy will be contained in the 2023/24 Annual Workforce Report.



# Appendix 1: London Council's Anti-Racism Statement

**'Local authorities in London are committed to achieving racial equality because we recognise that persistent racial inequalities are unacceptable and adversely affect all Londoners.'**

We know that some groups are more likely to face inequality, experience poor outcomes and to live in poverty. We also know that this is sometimes used as an excuse not to acknowledge racial inequality. But groups don't happen to be more disadvantaged by chance. Structural disadvantage is rooted in racism and discrimination that are both historical and current.

We do have legislation to protect against overt racism, negative attitudes and treatment, but many of the systems that discriminate do so because of more subtle and covert unchecked "prejudice, assumptions, ignorance, thoughtlessness and racist stereotyping."

This wording draws on the Macpherson Report 1999 definition of institutional racism which is still relevant today. This is a dehumanising process that is unacceptable, and communities are tired of being treated this way.

We cannot let another generation down by not responding what remains a clear and compelling articulation of what must change.'



# Appendix 2: Adult Social Care – Equality, Diversity and Inclusion Pledge and Framework

## Equality, Diversity and Inclusion Pledge

The London Borough of Enfield does not accept discrimination, racism or abuse, verbal or otherwise towards any of our staff or the wider associated community.

We define an equal and inclusive borough as one where all residents, service users, Council staff and elected members are supported to fulfil their potential, are treated equally with respect, and are actively involved in shaping the decisions that will affect their workplace and wider community.

We will not accept overt examples of racism and discrimination, but also those subtleties that can make our colleagues feel discriminated against or a victim to racism.

All Staff should be able to come to work feeling safe and comfortable and not fear being treated differently because they have protected characteristics.

All staff should be able to practice in a comfortable and trusting environment.

LBE have HR policies that support this belief through clear guidelines and procedures.

There are behaviours and values that everyone working for the Council must demonstrate and the actions they must take to make this a reality.

The following four core values form the framework for a fairer Enfield:

## Equal Outcomes

We will treat everyone fairly and equally, so that our staff, partners, and communities have the same opportunities, regardless of their protected characteristics or socio-economic status. To do this, we will move beyond treating ‘everyone the same’ and instead make sure that we meet the different needs of individuals and groups. This is essential to address discrimination and disadvantage in an unequal society.

## Respect

We will treat everyone with dignity and respect. “Respect” can be defined as having due regard for a person’s feelings and wishes. Negative behaviours such as discrimination, harassment and intimidation undermine people’s dignity, prevent equality, and reinforce disadvantage.

## Diversity

We will appreciate the value of differences between individuals and groups. We will celebrate the rich diversity, culture and heritage of our community and work with our partners to ensure that everyone in Enfield can safely express their views, religion, beliefs, feelings and wishes. Promoting the benefits of a diverse community helps to break down barriers and negative attitudes created through lack of understanding and misinformation and helps to promote social cohesion and good community relations.

## Inclusion

We will support communities from across the protected groups to actively participate in community life and to influence decision-making. We will support disadvantaged groups to have the opportunity to help shape policy and service changes which will affect them. We will take action to support minority groups to be proportionately represented in leadership roles across the Council.

### This is our pledge to you:

- We take this seriously. If you feel that a member of staff or work colleague has been racist or behaved in an unacceptable manner towards you, we strongly encourage you tell someone who you trust and feel comfortable with at work. This could be a colleague or a line manager. Their role and grade are irrelevant. Don't keep it to yourself.
- The person you have told is encouraged to share this with a manager. This can be with you there or without you there, whichever you find more comfortable.
- Any experiences will be always handled sensitively and confidentially.
- To take this seriously, the management team cannot hold these incidents privately to themselves but gather HR advice to decide appropriate action.
- You will be always at the centre of this; it will not be done without you but with your full involvement.
- The management team will discuss EDI issues as part of the regular monthly management meeting agenda. (Not personal stories or incidents)

## Tools to help you start your EDI Team conversations

### EDI Framework: 'We All Belong'

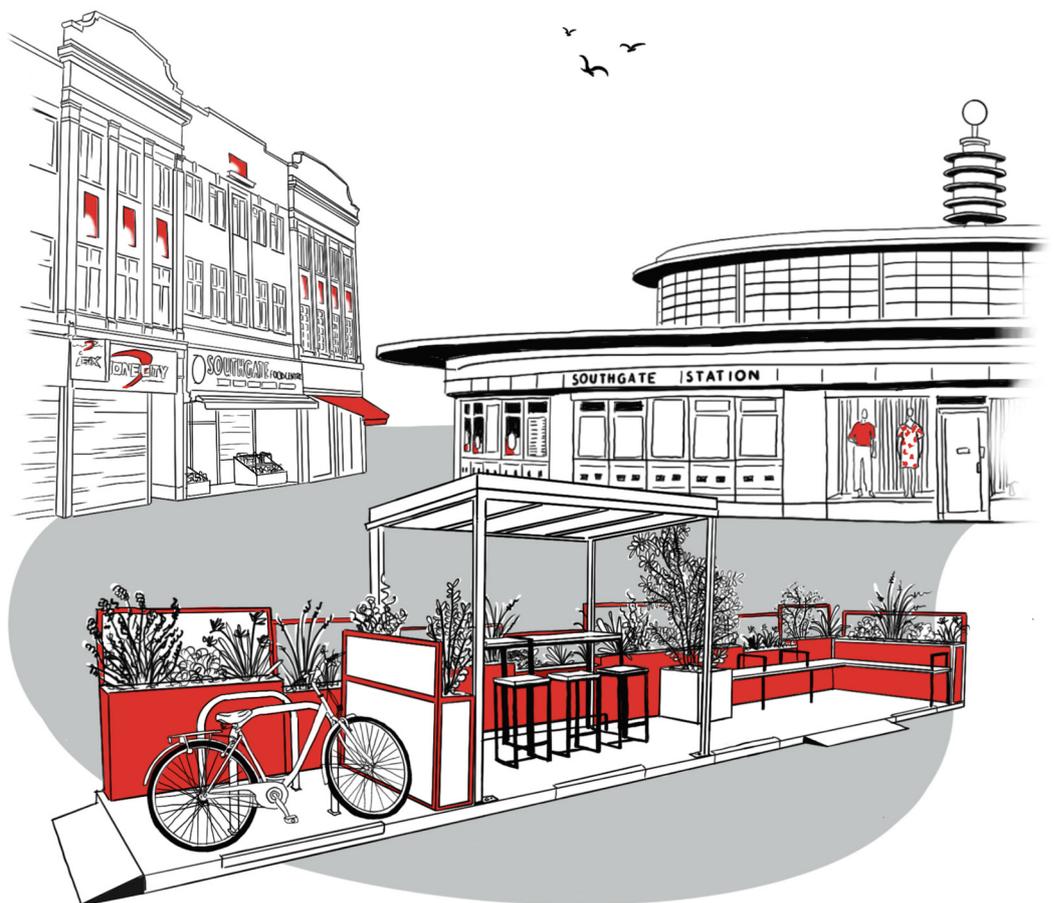
#### Aims:

1. Promote and create safe and inclusive workplaces: where everyone feels safe and able to bring their whole self to work, and EDI issues are discussed openly, honestly and respectfully with a view to learning from each other and celebrating and respecting diversity.
2. Promote and foster inclusion: where people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment where everyone feels that they belong without having to conform, that their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances.
3. Promote and value diversity: recognising difference, and acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of the organisation's customers



## Framework:

Objectives/ideas	Actions
<p><b>Launch – We All Belong – to the service and get employees to explain what they understand about EDI</b></p>	<p>Send email to the team stating that there is going to be a discussion at the next team meeting that relates to EDI and getting an understanding of what staff understand of the EDI policy.</p> <ul style="list-style-type: none"> <li>• Set agenda item at team meetings</li> </ul>
<p><b>Benchmark – Collect staff views and feelings on current state of D&amp;I</b></p>	<p>Staff pulse survey – <a href="#">Diversity and Inclusion</a></p> <ul style="list-style-type: none"> <li>• Add question to gauge how staff rate D&amp;I currently in service/team</li> <li>• Add question to identify what staff feel about and ideas they have to promote D&amp;I moving forward</li> </ul> <p>Repeat after 3-6 months to measure progress, feelings, impact.</p>
<p><b>Discuss D&amp;I and wellbeing at team meetings</b></p>	<p>Meetings held fortnightly. Alternate:</p> <ul style="list-style-type: none"> <li>• <b>Meeting 1:</b> 10 minutes to go round and invite staff to share key moments in their work or private life since last meeting – an achievement, a challenge</li> <li>• <b>Meeting 2:</b> 20-minute talk by staff member about their authentic self – what they’re proud of, challenges they’ve faced, what they’d like colleagues to know about them</li> <li>• <b>Meeting 3:</b> Arrange different team discussions related to the EDI activity ideas.</li> </ul> <p>Issue video clip/blog article, or undertake eLearning relating to D&amp;I topic prior to meeting and discuss at meeting.</p>
<p><b>Create a workplace pledge that reflects and supports the Council’s values and behaviours as well as reflecting D&amp;I factors</b></p>	<p>Create a project team of staff, managers and senior leaders to work together and on equal footing to create a bespoke D&amp;I pledge that everyone can sign up to.</p> <p><b>This could build on any agreed generic EDI pledge that has already been agreed at ADMT but personalised for that specific team.</b></p>



## Thank you for reading our Workforce Strategy.

If you would like to find out more about our plans and services, how we're doing and how to get involved, please visit our website:

<https://www.enfield.gov.uk/services/your-council/investing-in-enfield>

 Enfield Council  Enfield Council