EPPING FOREST DISTRICT COUNCIL
NOTES OF A MEETING OF STRONGER COUNCIL SELECT COMMITTEE
HELD ON TUESDAY, 20 JULY 2021
IN COUNCIL CHAMBER - CIVIC OFFICES
AT 7.00 - 8.42 PM

Members Present:	P Bolton (Chairman), T Matthews (Vice-Chairman), P Bhanot, S Heather, H Kane (Chairman of the Council), A Lion, R Morgan and S Neville (Leader of the Green Party Group)
Co-opted Member:	
Other members present:	S Kane, D Sunger and J H Whitehouse
Apologies for Absence:	R Bassett, H Brady, R Brookes and J Jogia
Officers Present	A Small (Strategic Director Corporate and 151 Officer), M Hassall (Interim Service Director (Strategy, Delivery & Performance)), A Hendry (Democratic Services Officer), J Budden (People, Culture & Employee Wellbeing Manager), T Carne (Corporate Communications Team Manager), N Cole (Corporate Communications Officer), J Leither (Democratic Services Officer), P Maginnis (Service Director (Corporate Services)), S Mitchell (PR Website Editor) and G Woodhall (Team Manager - Democratic & Electoral Services)

1. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

2. SUBSITUTE MEMBERS (COUNCIL MINUTE 39 - 23.7.02)

The Committee noted that Councillor S Heather would substitute for Councillor H Brady and Councillor A Lion would substitute for Councillor R Bassett for the duration of this meeting.

3. NOTES OF PREVIOUS MEETING

Resolved:

That the notes of the meeting held 13 April 2021 were agreed as a correct record.

4. DECLARATIONS OF INTEREST

There were no declarations of interest made pursuant to the Member's Code of Conduct.

5. TERMS OF REFERENCE & WORK PROGRAMME

The Select Committee noted their terms of reference and work programme. They also noted that item 3 of the work programme 'Digital Enablement' included the IT Strategy.

Mr Small noted that two other items had to be added to the programme; that of quarterly budget monitoring and the quarterly Qualis management report.

6. CORPORATE PERFORMANCE REPORTING - QTR. 1

Maryvonne Hassall the ICT Manager introduced the corporate performance reporting against the Q4 milestones and noted that some KPI Q1 data was not available at the time of this report. She went through the corporate projects on an exceptions basis only commenting on any amber issues. She noted that quite a lot of list were highlighted in blue, indicating that the projects had been completed.

Councillor Janet Whitehouse raised concerns about museum collection rationalisation project, although it was highlighted as green. She asked what was the roles of the Parish and Town councils in this, were they being consulted? M Hassall said that she would investigate and get back to her. The Chairman asked that something be added to the minutes on the involvement of the local councils.

- Post meeting update on the 'Museum Collection Rationalisation':

"The update is that all items that are stored at the North Weald storage location have been reviewed and 44 out of the 55 have been agreed to be outside the museum's collecting policy – these have been signed off by the steering committee and the PH decision process. The museum is currently exploring new homes for these items – so far 10 have been transferred to local community allotment projects to be used by the community.

In terms of local council involvement – it was extremely unlikely that the museum will be removing any items that have a local story to tell. If items from specific local areas are being considered the relevant local town or parish council will be consulted. It is likely these items will be paper documentation which will need to be transferred to the Essex Record Office which is responsible for paper archives and therefore will still very much be within the public domain.

It has been confirmed that the parish and town councils were consulted."

The item 'Reprovision of Hostel' was showing as amber as a proposal document was being brought to Governance group for discussion. Councillor Jon Whitehouse asked which hostel this was referring to. He was told that they did not have that information there and would provide a written response. Councillor Neville commented that the committee did not want generic titles that did not tell them anything. Could officers be more specific.

- Post meeting update on 'Reprovision of Hostel':

"Temporary housing for homeless People:
The provision of temporary housing for homeless people is one of the most important services provided by Epping Forest District Council. There are many reasons why someone may become homeless and the deficiencies of temporary Bed and Breakfast accommodation are well-known. We have a long and positive track record of helping people in need. For many years Epping Forest District Council has therefore provided dedicated hostel accommodation with on-site

support staff and communal facilities to help people back on to their feet and into permanent housing. Currently we have no one in B&B. Everyone is provided for within our dedicated schemes.

Around 80% of our dedicated temporary accommodation is currently based on one site. While it provides a very good service, our locations are relatively remote. Access to good local services such as schools, healthcare, public transport and employment often play key roles in helping people back into permanent housing. Easy access to the support of close family and friends can also play vital role.

In recent years we have been innovative - delivering modular units for single homeless people in an environment where they can get the support they require. However, we cannot stand still, and further innovations have the potential to make more improvements. We are therefore starting a new process of considering how to best meet the housing needs of residents who find themselves homeless in the future. Those considerations are at a very early stage and we will share more information as soon as we are able."

A Small noted that officers were refreshing projects at present and Councillor Lion added that service plans had been raised with Mr Dawe asking that they be presented to the select committees. A Small replied that was why they were going through the service plans so they could be presented to the select committee in due course. Councillor Lion noted that there was a time constraint here and that the select committees needed to design their work programmes around the service plans. In the past there had been too many verbal reports that were too late to scrutinise.

The Chairman said that this would be something to discuss at the next joint chairman's meeting.

Councillor Jon Whitehouse asked about the item on 'Digital Member Journey'. He was told that this was a focused activity to ensure members were not having issues and how they could be helped. There was still a long way to go on this. Councillor Lion noted that as a customer he was far from happy with the service at present. He had problems with his iPad which was taking a long time to fix. He would like to examine the KPIs attached to this.

The Chairman said that it was unfortunate that this had disappeared from the scrutiny programme as a lot of members were having problems. He was told that this was about continuous improvement and was not finished yet. Councillor Lion asked if there was a closure report on this project and was told that officers had not seen a final report on this.

- Post meeting update on Digital Member Journey:

"Update: A working group was set up to address Members Digital issues. Key trends and issues were identified and have been worked on by Customer Service & ICT. A full closure report and recommendations on actions going forward including one to one coaching and support sessions for Members will be provided in due course, the Officer working on this is currently off sick. In the meantime Members are encouraged to raise any ongoing ICT issues in the usual manner so that they can be logged and tracked for a timely resolution and any major issues identified."

Councillor Janet Whitehouse asked about the Council Portal where no progress was indicated. It was some time since we had a report on this though she appreciated that no real progress had been made. What was frustrating was the things that we used to have such as the yearbook that had information that was not available elsewhere and was told it would be on the Council Portal. Had there been any progress on this item? M Hassall said that no work on this had been carried out so far as there had been other priorities. Councillor S Kane noted that the yearbook was on the Modern.Gov system, he would see if a link from the website could be made for this. He noted that both he and Councillor Patel wanted this to this happen but there was always the question of priorities as we had a lot of big projects to carry out in the last few years, so this had slipped in the queue. The key point was the turnaround time, how long it took to fix a problem for members or any other customers.

Councillor H Kane said that this committee would like some information and history on this. It was important to have a report. Councillor Lion commented that it was important that projects that were closed had a closure report as it was vital for scrutiny. Councillor S Kane said he would ask for reports to be completed.

- Post meeting update on Council Portal project and Yearbook:

"Update: A full review, project brief and business case is to be completed to ensure we are clear on the expected outcomes and benefits a portal may deliver, this review will be completed 22/23.

Update: The Year Book has not been produced for two years now and was increasingly downsized for several years before that as it was deemed not in keeping with our paperless digital ways of working. It was very expensive to produce in both time and physical printing costs and was considered out of date the moment it was produced whilst the information is readily available and up to date electronically. This was previously agreed with Councillors by Simon Hill. All information is available via Councillors iPads, for any help or assistance please use Members Contact.

All projects are to have closure reports."

Councillor S Neville noting the Engagement and Wellbeing project wondered if the training mentioned would be opened up to Members as well as staff. J Budden said that officers would need to look at this and come back to him.

M Hassall then took the meeting to the Key Performance Indicators (KPIs). She noted that it was a very tight timescale to get the end statistics from the end of the last quarter to this meeting. She did have some of the finished figures here and could if wanted, go through them. However, the complete set of figures would also be reported at the next quarters report. The timings of the meetings will have to be looked at to help with this.

Councillor Neville was disappointed that there were no figures to go with the KPIs, it would be very helpful if the KPIs had some figures to go with them. It would be nice if we could synchronise everything up to have the figures in a full report so we could scrutinise it.

The Chairman added that it would be difficult to go through them all without having a complete report but asked if members had anything they wanted to highlight for the full report for the next meeting.

Councillor Lion commented that with some of the other actions such as the Local Plan Delivery, there seemed to be a lot of overlap between the select committees. There was a need to clarify who did what. He would also like the air quality around schools to be looked at. The Chairman said this would be something for the Chairs of the Select Committees to discuss when they next met as they had agreed to review this after a year's trial, which was now up. M Hassall noted that all the KPIs for all the committees was to come to a single place and put all the KPIs into a single document.

Councillor S Kane noted that this was, as just pointed out, an amalgamated report covering all projects and all Select Committees, but it might be helpful if an extra column was added to indicate which scrutiny committee each item would be going to. M Hassell said that it was in the report, but they had missed that column out to make it easier to read.

Councillor Lion noted that at the start of the report it highlighted some of the exception projects and wondered if some of these should form part of the work programme, such as 'climate action plan' 'the green infrastructure' and 'customer services: telephony solutions'.

Councillor Janet Whitehouse said that she had mentioned the Green Action Plan at the last Overview and Scrutiny Committee that used to go to the Neighbourhoods Scrutiny Committee, but she was not sure to which Committee it should go to. The Chairman said that this would also be something to debate at the joint Chairman's meeting.

RESOLVED:

That the committee reviewed and noted the progress of project delivery against Q4 milestones.

7. ACCOMMODATION PROGRAMME REPORT

Maryvonne Hassall the ICT Manager introduced the accommodation update report. She noted that things had changed since this had been written due to the opening up of restrictions as from the 19 July. This would not mean a return to the office for everyone. It was expected that people would mainly operate in a hybrid mode, sometimes in the office, sometimes at home, and sometimes at other locations, or working out in the field. The accommodation project would be formally closed within the next few weeks when they will review its outcomes and the need for further actions and the understanding of how we could use the new spaces. Familiarisation sessions have been set up and have started. Preparations were underway for the opening of the Community Hub. A provisional opening had been set for the 16th August subject to final agreement with the partners on the 2nd August. We are also still in discussions with Essex County Council about usage of some of the ground floor space for the library.

Councillor Janet Whitehouse commented that the projects were not ready for closure as members had not seen the building and they needed an opportunity to give feedback. As an example, the air conditioning went off in the evening just when the members were coming in for meetings. She also noted that the Civic Offices were being referred to as 'The Civic' which did not make sense as it was just an adjective.

Councillor Morgan noted that members had not had their familiarisations sessions as yet. The Chairman noted that a tour would be arranged on the 29th July and there had been one previously.

Councillor H Kane noted that at the beginning of the project members were asked what they would like to see in the building, but since then some of the officers had left and other people had taken over, so our suggestions were lost. Things had changed and we needed to know what had changed from the original plans and since our consultations. A Small noted that the familiarisation sessions were next week, and it seemed sensible that we waited until after that to capture members views and then come back with a further report to this committee for a further debate.

Councillor Jon Whitehouse asked why we no longer issued the clear rubbish sacks from the Civic Office reception, why was that an improvement, as it was a basic service. He was told that the number of places where you could pick them up from around the district had increased and so we no longer used the Civic Offices.

Councillor Morgan commented that originally, we were going to have a Members room, but we do not have a Members room anymore. He was told that the space was still there for Members and officers. It would be better to have this conversation after the familiarisation session next week.

RESOLVED:

The Committee noted the summary of progress on the Accommodation Programme as at 6th July 2021 when this report was written and the verbal updates.

8. BEYOND THE PANDEMIC EMPLOYEE SURVEY (APRIL-MAY 2021)

Joanne Budden the Service Manager (People, Culture & Wellbeing) introduce the report. She noted during the past year, officers had not only provided business as usual in support of our residents but assisted with other essential work on Project Shield and Highstreet recovery projects. They had completed an office refurbishment on time and on budget, improved productivity, and digitalisation for our residents, and had vastly improved employee engagement and wellbeing.

Through the pandemic many of the employees had been working remotely - no longer reliant on a fixed desk, in a fixed building, working fixed hours.

In April 2021 an employee survey was designed, this followed on from the 2020 employee wellbeing survey. This new survey was called 'Our Ways of Working 2021-2022 Beyond the Pandemic'. When completing this survey, employees were encouraged to challenge their thinking, giving them the opportunity to give valuable feedback and insight to help inform plans for beyond the pandemic and help reshape the Council's future ways of working for them and the organisation.

Part two of the survey was a selection of 8 travel questions. A short video was played, outlining the results of the survey. **A copy of this presentation as a PDF, is attached to these minutes for information.*

Councillor H Kane thanked J Budden for the presentation saying it was good to know how people felt. She then asked about the Council's out of hours service, had this not been included in the survey asking how people felt about it. She added that to the best of her knowledge, we had about three weeks without an out of hours service. J Budden said that she would investigate.

Councillor Sunger noted that the last 18 months had been difficult and challenging and thanked the staff for continuing to provide vital front line services. He was also proud that we had now trained more than 80 mental health first aiders which provided important support for the staff.

Councillor Lion said it was an interesting presentation. He asked about people working from their dining room tables how many of them would not be happy working from home. There were also other aspects of remote working, not only could people work from home or the Civic Offices, but we did have other hubs that they could use, as working from home could be very isolating. He was told that the survey covered this as it did not reference just a single site. Councillor Lion asked if people were keen to do this. He was told that as a new way of working, people would get used to this way.

Councillor Neville noted that the presentation went by too fast for them to take it all in. He asked if it actually went out to 438 people or was that just people who viewed the survey. J Budden replied that 438 employees viewed the survey, 356 started doing the survey and 292 had completed it.

He then asked how many people took up the free DRT87 transport service offer. He was told that the officer did not have that figure with her. The Chairman asked how many people would this offer affect as it only covered a specific travel corridor. J Budden said that she would have to get back to him on this as that information sat with the travel plan.

Councillor Matthews asked if the data was also collected on the age range of the responders – if people said they were happy to work from home what age range would that cover. He was told that information formed part of the survey.

Councillor H Kane asked that the presentation be sent to the Members of the committee. She then asked what would happen to this data; what would it help you to do in the future. She was told that the presentation would be sent out to councillors and that the presentation was just the top level of the data they had; there was a lot of detailed data that they had to go through and that would go to inform the people strategy and their future plans. Councillor H Kane asked if there was a timetable on what would happen next and if so, could the Committee have a report on this. She was told that officers would provide updates on this as they moved forward and evolved a strategy.

Councillor Bhanot asked what safeguards or checks were done to see what the cross section of staff was who were completing this survey; what safeguards were there to avoid duplication of the survey by the same individuals; and if 80.02% completed the survey how did that correlate to the number of staff. He was told that it went out to roughly 508 people but the survey was anonymous so we used an outside company and an employee could only complete the survey once.

Councillor Morgan asked if the officer had any data on how many staff had left over the last two years and were we up to full quota for officers now. He was told that the current turnover was 3.3%. we had lost 103 members of staff in 2018/19, and 109 in 2019/20; and this year we have so far lost 117 but 79 of these were included TUPE transfers. So, its been quite level over the past few years. The Chairman did not think that the percentage figures added up to the actual figures just given.

Councillor Janet Whitehouse asked if feedback was given to the staff who said they had problems and what was the gender balance compared to the whole council as it was 68% female and 28% male who answered the survey. She was told that the council's balance at present was 37% male and 63% female. We were evolving our wellbeing support all the time, we do a lot of employee wellbeing sessions, virtual coffee sessions, exercise classes and generally have lots of support for our employees.

Councillor Heather asked about the access staff had to private GP appointments; how did this work. He was told that staff had access to a benefits platform called 'Perkbox' part of this was to have access to private GP appointments online. They can also get private or NHS prescriptions. The Chairman asked if there was feedback to that persons own GP. He was told no, as it was part of the privacy policy, but they could ask if they could contact their GP.

A Small noted that because of the pandemic the move to homeworking had happened overnight. The survey was to take a temperature check on how the workforce felt about it. This had also happened to a large section of the country at the same time. A lot of staff do not want to come back to the offices. However, it provides challenges such as keeping people in contact and informed. This was something that we would continue to do and will continue to provide feedback to this committee. As for the DRT route that was selected; a large proportion of the workforce lived on this route. Also mentioned was the mental health training and if it could be opened up to members – this will have to be looked into, as members were not employees. But we would like to if we could.

Councillor Lion asked about staff retention, did they record staff retention by length of service? He then asked if we had a defibrillator on site? And did we have any information on home broadband services and how officers were finding their access to our corporate services at home. He was told that broadband services were part of the survey; yes, we did have a defibrillator on site and yes, they did have the figures on staff retention broken down into service areas.

The Chairman said that it would be helpful to know where the defibrillator was located.

Councillor S Kane said that it occurred to him that if we had conducted this survey in February 2020, just before Covid, we would have got very different results. We were just considering the change in office use, but then Covid hit and we had to accelerate everything by five years, and now we have people saying how nice it is working like this. Given that, was there any intention to repeat this survey in six months' time to see how people were settling into the hybrid way of working as opposed to just homeworking. J Budden noted that they carried out surveys all the time; but as for a bespoke survey, they would do another one in 6 months' time.

Councillor Sunger urged members to take the tour around the Civic Offices, they had provided a lot of technology for the staff and also working areas and non-working areas, all to support the staff. There was also the Perkbox platform and he urged members to look into that. If you kept staff happy, happy staff makes for a happy employer.

Councillor Matthews noted that the survey had engaged about half of the staff and asked if there were any plans to engage the other half to get a fuller picture. He was told that the survey was voluntary and not mandatory so you would need a mandatory element to entice everyone to complete the survey, but you would get a

lower engagement. So, we try to make it voluntary and hoped the figures would increase in time.

**Attached is also a short workforce data sheet for information.*

RESOLVED:

The Committee considered and noted the report and the accompanying video.

9. DATES OF FUTURE MEETINGS

The Committee noted their future meeting dates.

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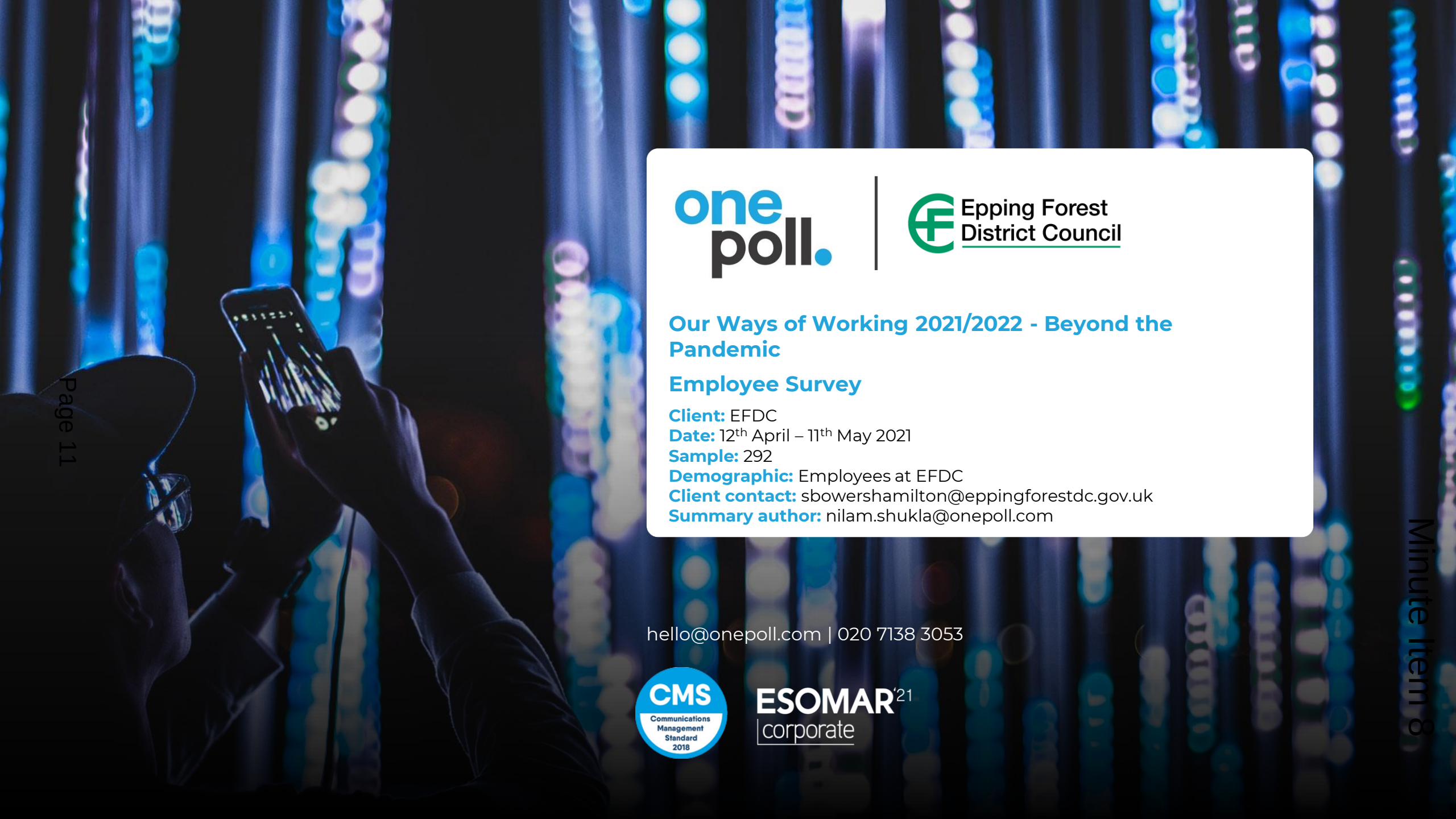


Our Ways of Working 2021/2022 - Beyond the Pandemic

Employee Survey

Client: EFDC
Date: 12th April – 11th May 2021
Sample: 292
Demographic: Employees at EFDC
Client contact: sbowershamilton@eppingforestdc.gov.uk
Summary author: nilam.shukla@onepoll.com

hello@onepoll.com | 020 7138 3053

Employees

- Over three quarters (76%) have been **working from home most of the time** since the pandemic started in March 2020
    - A fifth (20%) have been working in a **hybrid** way
    - 4% have been working from the **office/depot location all of the time** during the pandemic
    - And 1% have a job where they **must be on site**, so can't work from home

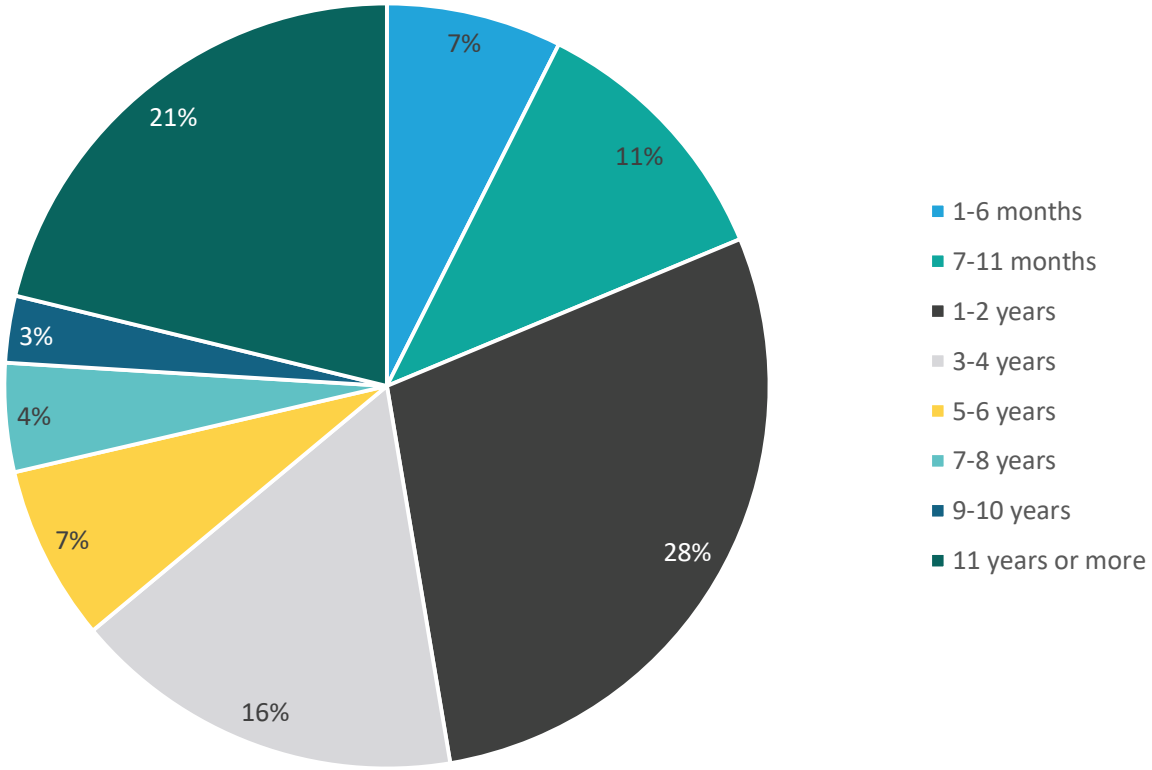
- 68% of employees who answered the survey are **female**
    - 28% are **male**

- A fifth (20%) are aged between **18-34**
- 47% are aged between **35-54**
- A third (33%) are **55 or above**

- Over three quarters (76%) are **individual contributors**
    - 16% are **managers** of **individual contributors**
    - 6% are **managers** of **other managers**
    - And 1% are **Executive Team Members**

Question:

How long have you been in your current role?



Insight

- Over a fifth (21%) have been in their role **11 months or less**
  - 44% have been there **1-4 years**
  - 14% have been there **5-10 years**
  - And 21% have been there **11 years or more**

Arrangement

- On average, employees surveyed work **35.4 hours** per week
  - 22% work **up to 35 hours**
  - Three fifths (60%) work between **36-40 hours**
  - And 17% work **41 hours or more**

- On average, employees surveyed work **4.7 days** per week
  - Over four fifths (81%) work **5 days**

- Two thirds (66%) are **currently living** with a **partner/spouse**
  - 11% live on **their own**
  - 6% live with **parents**
  - 10% have **another living arrangement**

Of those that are not single occupants (n=260):

- 46% have a **dependent** currently living with them

Working from Home

Of those that have been working from home during the pandemic (n=279):

- Over three quarters (77%) **started** working from home in **March 2020**
    - 12% started working from home between **April 2020 and July 2020**
    - 11% started working from home between **August 2020 and March 2021**
- On average, respondents currently spend **78.9%** of their working time **working from home**
    - 10% spend **under 40%**
    - 15% spend **41-80%**
    - Three quarters (75%) spend **81-100%**

Of those that can work from home AND are not single occupants (n=258):

- 12% say **more than one other** in their house will also **work from home**, going forward
    - 37% say **one other** in their house will
    - 40% say **no one** in their house will

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Factors

Of those that can work from home/remotely (n=290):

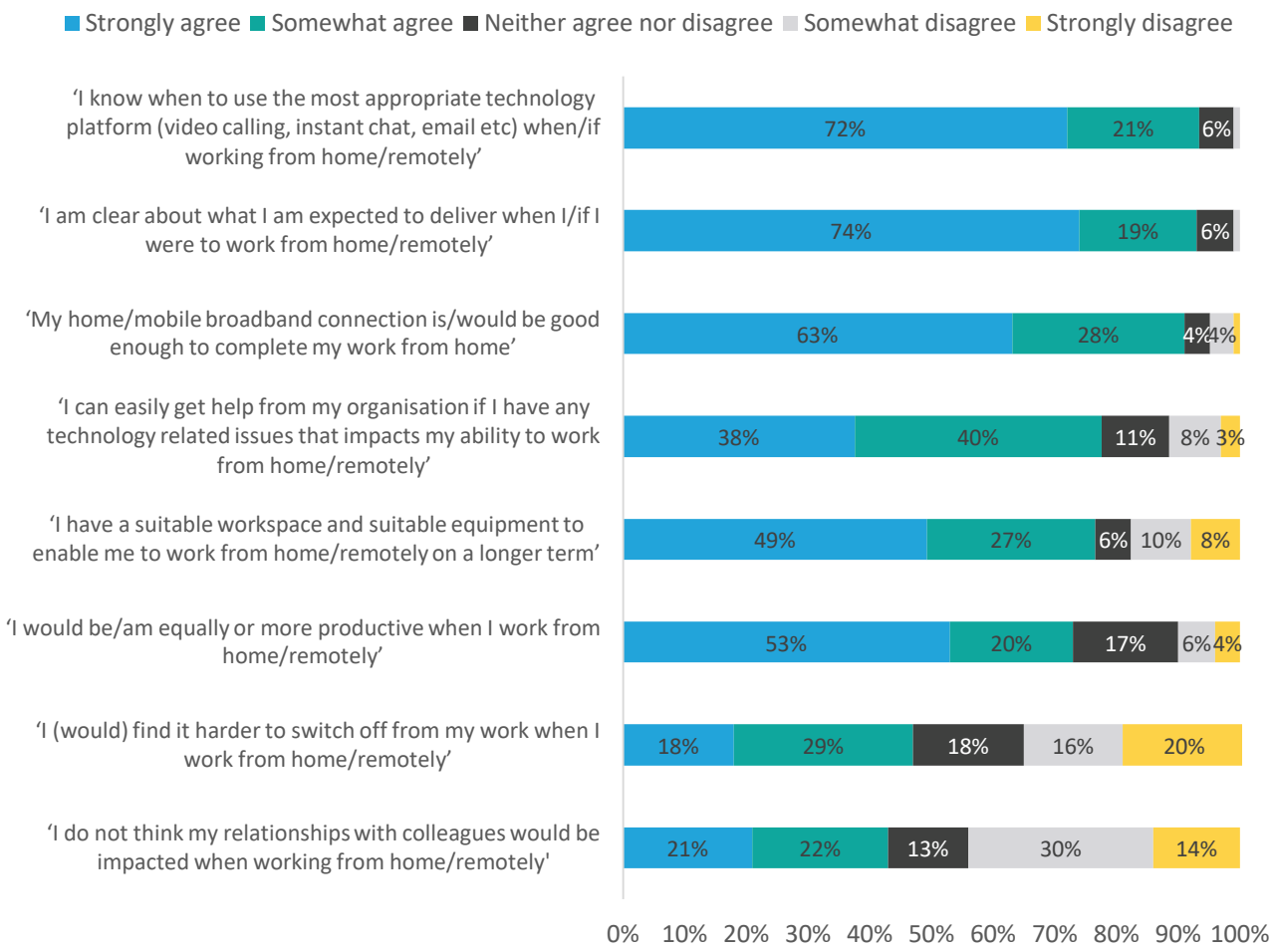
- Two fifths (40%) have a **dedicated room** in the house to work
  - 27% have a **dedicated space**
  - 2% have **separate building**
- 24% **do not have** a dedicated space

- In the **future**, respondents would **like to work from home/remotely 66.1%** of their working time on average
  - 19% want to do **under 40%**
  - 36% want to do **41-80%**
  - 45% want to do **81-100%**

- 73% **agree** that **working from home** is a **positive experience**
  - 44% **strongly agree**
- 15% **disagree** that it is a **positive experience**
  - 6% **strongly disagree**

Question:

To what extent do you agree or disagree with the following statement? '_____'



Insight

Of those that can work from home/remotely (n=290):

- 93% **agree** that they **know when** to use the most **appropriate technology** when/if working from home/remotely
  - Another 93% **agree** that they are **clear** about what they are **expected to deliver** when//if they were to work from home/remotely
  - 91% **agree** that their **home/mobile broadband connection** is/would be good enough to complete their work from home

Flexibility

- 86% of employees surveyed said that within their **current contracted hours**, they feel as though they can be **flexible in their role**

- Over four fifths (82%) **agree** that having a **flexible working pattern** is **beneficial** to them
    - 63% **strongly agree**
- Just 5% **disagree** that this is beneficial

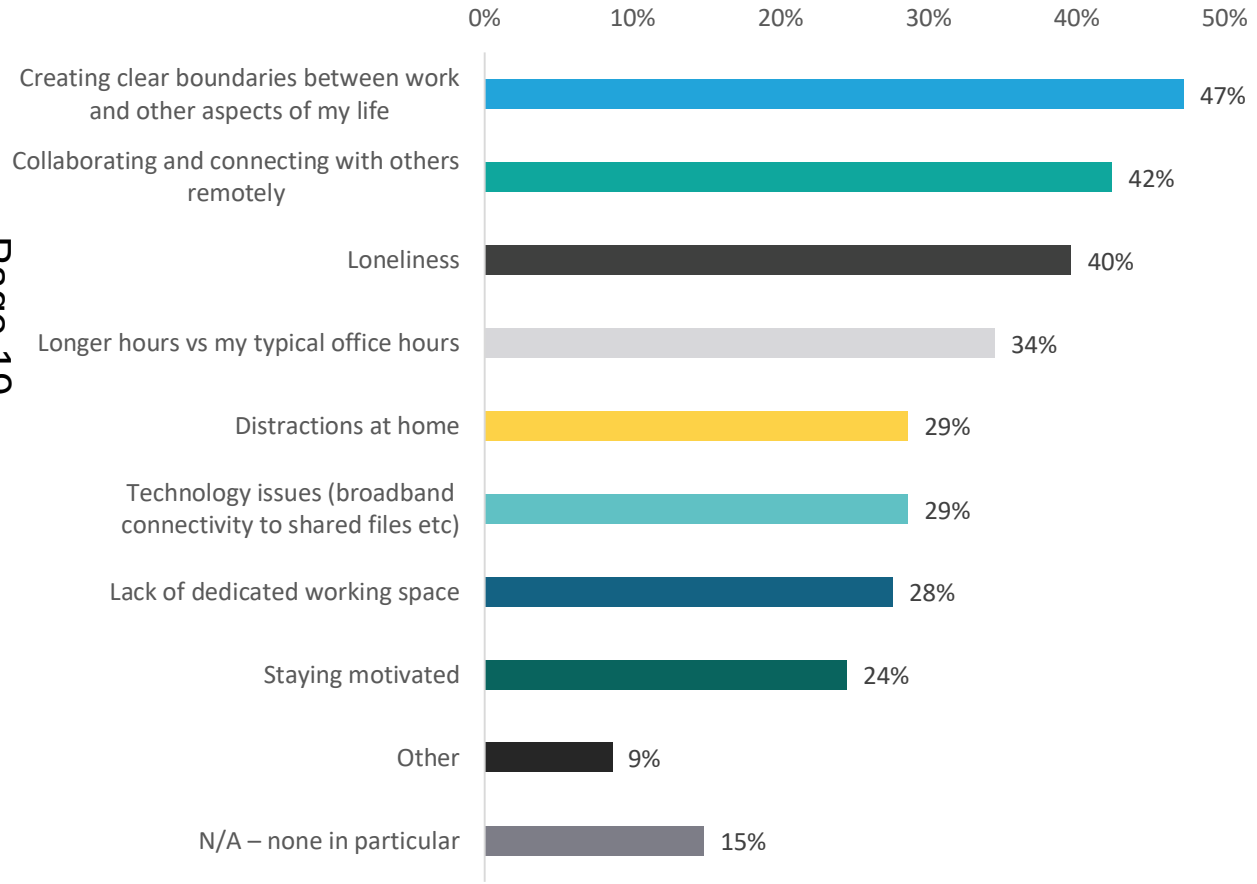
- Over three quarters (77%) **agree** that they feel their **manager** has **supported them** in understanding **how** they can **adopt flexibility** into their **working day**
    - 57% **strongly agree**
- Just 5% **disagree** that their manager has supported them

Of those that have been working from home during the pandemic (n=279):

- Over half (52%) **agree** that they feel **more isolated** since they **started to work from home**
    - 19% **strongly agree**
- 29% **disagree** that they feel isolated

Question:

What do you think are the biggest challenges of working from home/remotely? Tick all that apply



Insight

Of those that can work from home/remotely (n=290):

- Top 3 **challenges** of **working from home/remotely** are:
  - Creating clear boundaries between work and other aspects of their life (47%)
  - Collaborating and connecting with others remotely (42%)
  - Loneliness (40%)

Benefits

- **Benefits** of working in a more **effective, flexible way** from **home/remotely** are:
    1. No commute (80%)
    2. Flexibility (78%)
    3. Productivity (57%)
    4. Reduced costs (56%)
    5. Time with family (48%)
    6. Improved health (34%)

- 37% are **interested** in the **flexibility of their contract**, this would:
    - Enable them to work their hours in **any combination** over a **7-day period**
    - Offer them their flexibility to work over a **weekend**, should that suit their individual needs
- 39% are **not interested** in doing this
- And 23% are **not sure**

Travel Plan

- 88% **most frequently** used a car to get to work (prior to the Covid-19 pandemic)
    - 8% **walked**
    - 5% took the **tube**
    - 13% used **alternative transport means**

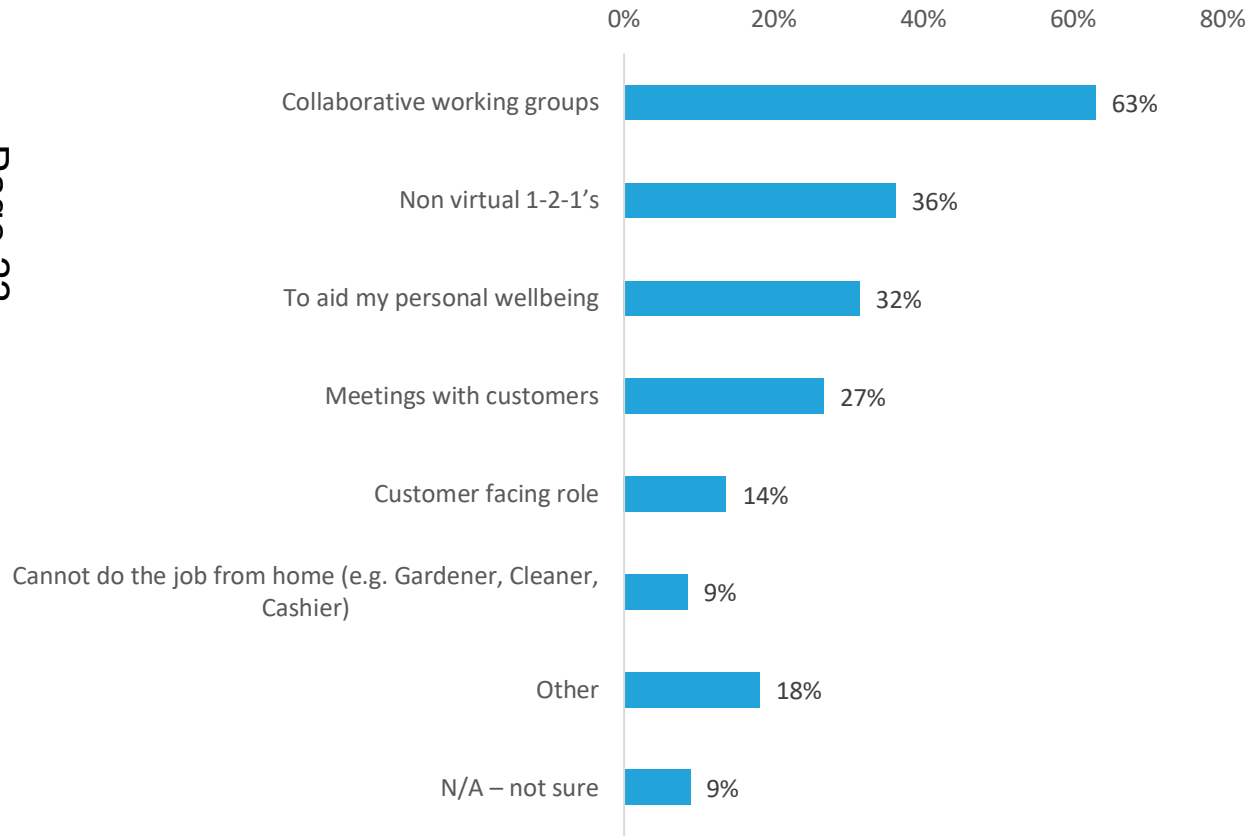
- 82% said their **preferred way(s) to travel to work** would be the **car**
- **This was followed by:**
    - Walking (11%)
    - Parking offsite with the option to use a cycle or walk for the last mile (10%)
    - Car Share (9%)

- 20% **anticipate** they might utilise **car sharing** as a mode of **sustainable and active travel** to travel to EFDC office
    - 14% may use the **bus**
    - 13% may use the **tube**
    - 10% may **walk**

Employee Survey

Question:

Working with effective flexibility, what do you anticipate may be the main reasons for travelling into the Civic Offices in the future? Tick all that apply



Insight

- Main **reasons why** employees may anticipate they need to **travel into the Civic Offices** in the future are:
    1. For collaborative working groups (63%)
    2. For non virtual 1-2-1's (36%)
    3. To aid their personal wellbeing (32%)

Routes

- 12% said they would **make use** of the option to travel to the Civic Office for work via the **DaRT87 route**
    - 17% **would not** make use of this option

- 28% would be **interested** in finding out **more information** about **car sharing commutes** if they need to travel to the Civic Office for work
    - 5% would be **very interested**
- 25% are **not particularly** interested
- And 47% are **not at all** interested

onepoll.

Any questions?

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CMS Communications Management Standard 2018

ESOMAR'21 corporate

Epping Forest District Council

WORKFORCE INFORMATION 2019/20 to 2020/21

TURNOVER	RATE	AVERAGE HEADCOUNT	AVERAGE FTE
2021/22 Quarter 1	3.28%	580	526.41
2020/21 Yearly	13.59% (ex TUPE)	581.5	525.09
	20.12% (inc TUPE)	581.5	525.09
2019/20 Yearly	17.58%	620	544.04

GENDER	
MALE	37%
FEMALE	63%

NO. OF LEAVERS BY HEADCOUNT		VOLUNTARY (e.g. Resignation/Retirement)	INVOLUNTARY (e.g. Redundancy/Tupe/Dismissal)
2021/22 Quarter	23	19	4
2020/21 Yearly	117 (79 ex TUPE)	46	71
2019/20 Yearly	109	82	27

NO. OF LEAVERS IN FIRST 12 MONTHS	
2020/21	10
2019/20	12

RETENTION RATES	
2021/21	86.5% (excluding TUPE) 80% (including TUPE)
2019/20	83.38%

NO. OF EMPLOYEES DECLARING A DISABILITY	
2020/21	6.19%
2019/20	5.80%

EMPLOYEE ETHNICITY DECLARATIONS	2020/21	2019/20
BAME (Black and Minority Ethnic)	4.29%	4.67%
White – All	71.88%	73.22%
Unknown	4.47%	5.64%
Not Declared/Withheld	18.74%	12.09%

NO OF EMPLOYEES BY LENGTH OF SERVICE AT 31.03.2021	Below 1 Year	1 – 10 Years	11-20 Years	21+ Years
	96	270	154	67

AGE PROFILE AT 31.03.2021	<21	21-30	31-40	41-50	51-60	>60
	16	69	92	111	213	77

SICKNESS	2020/21	2021/22 Q1
Total number of days lost to short term absence	1612.8	357.6
Total number of days lost to long term absence	3376.6	478
Total number of days lost to all sickness	4989.4	835.6
Average number of days lost per employee	8.58 days	1.49 days

LIVE VACANCIES	
2021/22 Q1	37