

Agenda for Personnel Committee Tuesday, 17th October, 2023, 10.00 am

Members of Personnel Committee

Councillors: E Rylance (Chair), J Loudoun (Vice-Chair), P Arnott, K Blakey, V Bonetta, M Chapman, T Dumper, P Faithfull, D Haggerty, M Hartnell, P Hayward, N Hookway, M Martin, S Richards and E Wragg

Venue: Council Chamber, Blackdown House, Honiton

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9 October 2023; re-issued 13 October 2023

This meeting is being recorded for subsequent publication on the Council's website and will be streamed live to the [East Devon District Council Youtube Channel](#)

- 1 Public speaking
- 2 Minutes of the previous meeting held on 4 July 2023 (Pages 3 - 7)
To agree the minutes of the previous meeting held on 4 July 2023.
- 3 Apologies
- 4 Declarations of interest
Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)
- 5 Matters of urgency
Information on [matters of urgency](#) is available online
- 6 Confidential/exempt item(s)
To agree any items to be dealt with after the public (including the Press) have been excluded. There are no items which officers recommend should be dealt with in this way.
- 7 **Investors in People** (Pages 8 - 13)
- 8 **People data report** (Pages 14 - 22)
- 9 **HR Team update**
The Human Resources Manager will give a verbal update to the Committee.

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Members of the public exercising their right to speak during Public Speaking will be recorded.

[Decision making and equalities](#)

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EAST DEVON DISTRICT COUNCIL

Minutes of the meeting of Personnel Committee held at Council Chamber, Blackdown House, Honiton on 4 July 2023

Attendance list at end of document

The meeting started at 10.00 am and ended at 10.54 am

1 Public speaking

None.

2 Minutes of the previous meeting

The minutes of the previous meeting held on 6 February 2023 were agreed.

3 Declarations of interest

None.

4 Matters of urgency

None.

5 Confidential/exempt item(s)

None.

6 Working for East Devon District Council

The report set out how the Council's pay and terms and conditions are determined, the current workforce priorities and some of the actions taken in recent years to support those.

The actions included to date covered:

- Reward review
- Worksmart
- Employer brand and recruitment process review
- Grow your Own
- Happy Healthy Here, Learning and development and Staff Benefits
- Workforce planning
- People data
- liP

Debate on the report included:

- Clarification on workforce planning, specifically in terms of the number of existing staff that had been promoted or developed into other roles. Whilst specific numbers could not be given, a number of examples of opportunities for staff were outlined;
- Desire for an expansion of the report provided into a formal briefing session for both committee and other Members at a future date;
- liP status results would come before the committee at their next scheduled meeting.

RESOLVED that the report be noted.

7 **Grow our own project update**

The report set out an update on the 'grow our own' project which aims to support recruitment, retention and succession planning for the workforce. The report also included a snapshot of some of the initiatives, including apprenticeships and work experience. The project had focus on the long-term development of staff, with regular updates being provided to the committee.

Debate on the topic included:

- Recent press coverage of the experiences of recruiting younger employees elsewhere in the country. This reported lack of engagement but it was confirmed that this had not been experienced locally, in fact any engagement had been positive;
- Contact had been made with all secondary schools in the local area; some more engaging than others to date. The Council were hosting a meeting of career leads of local schools at Blackdown House in October to help establish how they could all work together to deliver opportunities for students entering the job market;
- Balancing the risk of newly qualified apprenticeships leaving for other employers, against the opportunities. Whilst it was early in the process to establish a retention rate for the District Council, such schemes elsewhere had reported a high percentage of retention following qualification;
- Outlining the types and breadth of apprenticeship schemes available to the Council would be beneficial to add for any briefing session to the committee and other Members;
- Work experience schemes were being developed, and were often dependent on when individual schools released students – often at different times of the year.

The Chair commented of her pride in the offer available to both existing staff and to students, which may provide an alternative to university and associated student loan debt.

RESOLVED that the report be noted.

8 **Transgender Visibility**

The following statement was read out on behalf of Councillor Violet Bonetta:

"Firstly, I apologise that I am unable to be here this morning in person, I am away and out of the country.

I would like to start off by saying it is great to see progress being made on my predecessor's motion of transgender visibility being implemented in the council. As the first openly transgender Cllr on East Devon, it is great to see progress being made on areas that are going to impact transgender people positively in our local area.

I am happy to see the councils push on their HR systems provider to allow for different titles for non-binary and other gender non-conforming individuals. The introduction of a trans equality policy for members of staff is very much a welcomed addition too, alongside the introduction of trans-specific training later this year. I truly believe the introduction of these policies will thoroughly benefit any current or future trans or gender non-conforming staff at East Devon, making them feel more welcomed and accepted in their workplace. This will be furthered by a trans and non-binary staff network, which I understand will be introduced if there is demand for it.

In relation to the Stonewall Diversity Champions programme, I would have to disagree with the report where it states Stonewall offers "controversial advice" and promotes "trans-extremism", but I do accept the fact that the programme may not be cost-effective

for the council at this time and accept that the Council should not join the Stonewall Diversity Champions programme.

Therefore, I urge all members this morning to vote for the recommendations made in this report. The introduction of these policies is essential if our council wants to support trans and gender non-conforming people, especially in a political climate where many of us feel unsafe and unwelcomed."

The HR Manager set out the report findings, which followed an investigation into work required to meet the agreed motion at Council on 22 February 2023 on transgender visibility. This included information sought from other councils on whether they have, or plan to use, the Stonewall Programme. On the basis of the information found, and the resources available elsewhere, the recommendation was put to the committee not to implement that programme. Other actions to address transgender visibility were set out and discussed by the committee.

Debate included:

- Agreement of the proposals put forward;
- Awareness of the Stonewall Diversity Champions programme associated costs and other organisations no longer signed up to it;
- Assessing if toilets throughout Blackdown House should all be classed as unisex; in response, the current arrangements were a direct result of consultation with staff to reach a compromise; these views can be sought again if required;
- Other organisations existed to provide advice and assistance to the council on transgender and gender non-conforming issues.

RESOLVED that

1. that the Council will not implement the Stonewall Diversity Champions programme due to concerns raised;
2. that staff views on the introduction of a staff network to support non-binary and transgender employees is explored as part of the planned staff survey later this year;
3. that the Council will continue to ensure the completion of mandatory equality, diversity and inclusion training for staff and explore specific training once available;
4. that the Member Development Panel review equality, diversity and inclusion training for members;
5. the introduction of a new Trans Equality Policy, as shown at Appendix 1 of the report, be agreed.

9 Recruitment, Relocation and Overseas Employment policies

The committee were asked to approve changes to the Recruitment and Relocation policies and to agree a new policy on the employment of people who reside overseas.

The existing Recruitment Policy had been reviewed to make it more user friendly and support a positive candidate journey. The Relocation Policy had also been reviewed and required approval.

Whilst there were no current overseas resident employees, the opportunity had been taken to review the implications of this, including the complexities of employment law and tax that would arise from an employee living in another country. The proposal was therefore to not employ anyone living overseas.

Discussion included:

- Assurances that right to work processes were robustly in place for all potential employees;
- Relocations would be considered on a case by case basis. The policy had only been used rarely in recent years;
- Managers would identify where posts had the requirement for the employee to be living in the local area;
- General agreement with the policy changes as proposed.

RESOLVED that

1. **The proposed changes to the Recruitment and Relocation Policies be approved;**
2. **That the Council policy to not employ people who reside overseas due to the legal, cost and other issues associated with such an arrangements, be approved.**

10 **People data**

The regular report to committee provides key data on the workforce, to support policy decision making and an overview of workforce matters. It also included the annual People Data Report for 2022/23, which set out a wider range of detail on workforce matters. The data was also regularly share with Strategic Management Team.

Clarification was sought on a disparity between a reported absence figure of the Housing Service to the Housing Review Board, and the figures represented in the report. Detail would be checked and supplied back to that Councillor.

In response to a question, the grievance level of 2 during 2022/23 was regarded as a short-term spike and not typical.

The process for exit questionnaires, which had been recently updated, was outlined in response to a question asking if they were undertaken.

RESOLVED that the report be noted.

Attendance List

Councillors present:

E Rylance (Chair)
J Loudoun (Vice-Chair)
K Blakey
M Chapman
T Dumper
P Faithfull
D Haggerty
M Hartnell
N Hookway
M Martin

Councillors also present (for some or all the meeting)

I Barlow

Officers in attendance:

Joanna Fellows, Corporate HR Manager
Debbie Meakin, Democratic Services Officer
Mark Williams, Chief Executive

Councillor apologies:

P Arnott
V Bonetta
P Hayward
S Richards
E Wragg

Chair

Date:



Report to: **Personnel Committee**

Date of Meeting 17th October 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Investors in People

Report summary:

This report summarises the findings and planned actions as a result of the Council's Investors in People (IiP) reaccreditation which took place earlier this year.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That Committee note the findings and endorse the proposed actions.

Reason for recommendation:

To ensure that the findings of the Investors in People reaccreditation inform the Council's approach to the deployment, management and development of its people.

Officer: Jo Fellows, HR Manager jfellows@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergency Response
- ☐ Coast, Country and Environment
- ☒ Council and Corporate Co-ordination
- ☐ Communications and Democracy
- ☐ Economy
- ☐ Finance and Assets
- ☐ Strategic Planning
- ☐ Sustainable Homes and Communities
- ☐ Culture, Leisure, Sport and Tourism

Equalities impact Medium Impact

The agreed actions may have equality, diversity and inclusion impacts. Where these relate to changes in policy or practice, an equality impact assessment will be developed.

Climate change Low Impact

Risk: Medium Risk; Failure to implement actions linked to the Investors in People findings may have an impact on employee relations and therefore it is important that developments are regularly shared with staff, as the action plan progresses, and the Council continues to seek employee feedback. This report will also be shared with UNISON at Joint Staff Forum.

Links to background information n/a

Link to [Council Plan](#)

Priorities (check which apply)

- ☐ Better homes and communities for all
 - ☐ A greener East Devon
 - ☐ A resilient economy
-

Report in full

1. East Devon District Council first achieved Investor in People (IiP) accreditation in 2006 and was awarded the Gold standard in 2012 and Platinum in 2019. In early 2023 the Council underwent reaccreditation, which consisted of the following process:
 - Context meeting with SMT+.
 - Online staff survey – achieving an 82% response rate in 2023, compared to 80.65% in 2019.
 - Development of a 'Storyboard' to showcase actions taken since the last accreditation in 2019 – the first time the Council had produced this.
 - On site interviews by the IiP assessor with a random sample of 44 employees, over four days.
2. Following this process, the Council was awarded the Gold standard, with a number of the themes now being considered at Advanced rather than High Performing level. This report summarises the key findings and proposed actions, which will be taken as part of the wider Council Plan and Peer Review work.
3. A summary of the IiP Standard is at Appendix 1.
4. **IiP Findings**
 - 4.1. The IiP reaccreditation report highlighted that the following Indicators were particular areas for some improvement, although there remained some positive features:
 - 4.1.1. **Leading and Inspiring People** – People are clear about the organisation vision and purpose but trust in leaders has slightly reduced and staff still feel that leadership capability could be improved. The 'golden thread' was described as continuing to be 'as strong as ever' and people 'are very clear of where the organisation is heading and how much they feel part of the journey'. It was recognised that a 'sense of connection' has been particularly challenging during recent years with the pandemic and there is a need to redevelop this.
 - 4.1.2. **Managing Performance** – The 'golden thread' remains strong but there are inconsistencies in some areas around how performance is managed. The assessor noted that 'people were able to articulate quite clearly what is expected of them in both their day to day duties and the behaviours expected of them. The thread that runs through the organisation's vision, mission and values is not only visible but lived and breathed through the golden thread'. They also stated that the 'performance management culture has matured since the last IiP assessment'. However, there were some inconsistencies in management practice regarding poor performance that were highlighted, which linked with the need to further develop management capability in some areas.

4.1.3. **Building Capability** – There a wide range of excellent learning and development opportunities available but people are struggling to find time to utilise them. The assessor stated that 'there is most definitely a learning and development culture within EDDC and this is evident at every level', with the improvements to workforce planning supporting this.

4.2. The report identified the following Indicators as areas where some improvement may be helpful:

4.2.1. **Living the Organisations Values** – The Council's values remain important to the organisation but there are some inconsistencies in practice. The survey found that 83.5% of staff fully agree that their 'behaviour reflects the organisation's values' and the assessor commented that 'your people do share your values and hold them in high regard. They know they are a differentiator and that they underpin your reputation'. However, although two of the values indicators remain at high performing, there has been a decline in overall scores and feedback highlighted inconsistencies with how some staff felt that the values were demonstrated in practice.

4.2.2. **Recognising and Rewarding High Performance** – The work undertaken to improve pay rates through the Reward Review is recognised but there are inconsistencies in how performance and contribution are valued. The Reward Review has had a positive impact, with staff feeling that 'their views were actively sought during the consultation period'. The report also highlights how Worksmart, staff development and external recognition are all helping. For example, 'everyone I spoke to shared with me how flexible the organisation has been', people 'have been rewarded...(through) identifying their potential which led to promotion' and 'you have received external recognition (that highlights) the incredible work you do'. However, inconsistencies were highlighted – 'people did share with me their personal experiences of how the reward and recognition culture are embedded or in some cases not embedded at all'. The report recommends that leaders invest more time in their people to get to know what motivates them and the recognition mechanisms are actively used by all managers.

4.2.3. **Delivering Continuous Improvement** - Delivering continuous improvement remains strong, but there needs to be greater individual accountability to support this and there needs to be time set aside to reflect and learn. The assessor commented on the 'incredibly strong culture of 'making things happen' albeit people believe this has lapsed since the pandemic'. However, the report states that there is an opportunity 'to encourage more people to take responsibility for improving the way 'we/I' do things', although it is recognised that 'most of the people I met spoke to me about how they are always looking for ways to improve but don't always have the time to work on them or have the resources available to push things through.' The report recommends that time is built in to reflect upon and improve practice, giving people time 'to be more proactive...(to) think and not just react'. Opportunities through the learning and development offer and other routes, to continue to 'look outside the organisation' also remain important.

4.2.4. **Creating Sustainable Success** – The Council continues to focus on the future and understand the external context. Staff talked to the assessor about how they are 'fully committed' to the organisation, how it cares for their wellbeing, that they have a positive impact on communities and people are confident about the future, with 68.7% of staff strongly agreeing to the statement that 'my organisation has a plan for the future'. However, although 'people confirmed during conversations...that EDDC's approach to change is open, inclusive and well communicated' there was a feeling that 'so many changes have been forced on the organisation in the past few years', for example as a result of the pandemic, that this has had an impact on whether people feel that they are embracing or being forced to change.

4.3. The following Indicators remained High Performing:

4.3.1. **Structuring Work** – The Council continues to empower and involve people, with high engagement evidenced by the survey response rate. The assessor states that ‘there is a strong culture of supporting and encouraging people to make decisions’ and ‘it is the norm to try new things, put forward new ideas and take positive risks’. However, they recommend that to retain high performance the Council ‘continue to develop open and honest relationships between leaders and their teams’ and perhaps consider leaders acting as ‘mentors for their colleagues on a peer to peer level’ to support this’.

4.3.2. **Empowering and Involving People** - Work is well structured and there are regular reviews of roles and opportunities for autonomy and collaboration. This has been developed further through the introduction of improved workforce planning and by the Council ‘continually reviewing your workforce, ensuring that they have the right skills, in the right place at the right time’, with the assessor seeing ‘huge development in this area since our last review’, despite ‘extremely challenging times’. However, the report recognises that ‘more can be done to make career mapping more visible and clearer’.

4.4. Although there are areas for improvement and despite the change from Gold to Platinum, the Council’s average scores from the staff survey remained high, compared to the average for the sector. This is also highlighted in the liP report which states that the 2023 reaccreditation outcome ‘is testament to the whole EDDC’s team ethos of working hard, showing passion, caring for those whom they serve and a genuine desire to keep things going in the most difficult times.’ The report also acknowledges the ‘unprecedented and challenging circumstances’ that the Council has experienced since the 2019 assessment.

4.5. The report also highlighted that both the Housing and StreetScene survey results had improved significantly from the last review, which the assessor stated was also endorsed through the onsite interviews. The assessor stated that ‘people recognise that there are still challenges ahead in Housing and there always will be, but the overall feedback was positive and extremely encouraging’. She commented that ‘the StreetScene team were happy and enjoying their roles, (with comments such as) ‘best job I’ve ever had’ and ‘I love working here’’. The service level survey data will be analysed further and provided to service management teams to inform the 2024/25 workforce planning process.

5. Proposed Actions

5.1. The following actions are proposed and will be progressed as part of the Council Plan, service and workforce planning and Peer Review work:

- 5.1.1. Review and continue to embed the Council’s Values and Behaviours Framework.
- 5.1.2. Determine resource requirements to support achievement of the Council Plan and reflect in service and workforce plans.
- 5.1.3. Review the leadership and management development offer, initially for senior leaders (linking to the recent Council Motion) and then cascading to others.
- 5.1.4. Review the performance improvement policy and guidance and provide refresher training for managers.
- 5.1.5. Review Performance Excellence Reviews (PERs) and 1:1s to ensure consistency in application and completion, individual accountability is explicit and acted upon and high performance and potential are recognised and appropriate actions taken.
- 5.1.6. Continue to communicate the learning and development offer and keep it under review, informed by workforce plans, staff feedback and organisational developments.
- 5.1.7. Continue to monitor mandatory and other training take-up and impacts.
- 5.1.8. Continue to develop and embed workforce planning to mitigate against recruitment, retention and succession planning challenges.

- 5.1.9. Progress 'grow our own' project plan to support career pathways and succession planning.
 - 5.1.10. Continue to monitor pay rates through external benchmarking and analysis of people data reports.
 - 5.1.11. Continue to embed the post pandemic Star Awards scheme and consider how this could link to PERs.
 - 5.1.12. Re-establish regular staff surveys.
 - 5.1.13. Continue to progress Worksmart action plan to embed and evaluate impact of post pandemic working arrangements.
 - 5.1.14. Continue regular communication with staff, through Stay Connected, Staff Awareness Sessions and other means.
 - 5.1.15. Continue to develop the HR Business Partner role to provide proactive support to service area managers, including supporting workforce planning and coaching managers to develop their competence.
6. The liP reaccreditation process has provided a good insight into the Council's current culture and the views of employees. The timing of the reaccreditation has also been useful, allowing the actions to be progressed alongside the new Council Plan and to inform the Peer Review. Committee will continue to be informed of progress.
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Financial implications:

There are no direct financial implications in the recommendations.

Legal implications:

There are no substantive legal issues to be added to the report.

Appendix 1 – the liP Standard

liP assess against their standard which is based on good practice. It focuses on three key areas:

- Leading - this is about effective leadership, how we live our values and behaviours and how we empower and involve staff.
- Supporting – this is about managing performance, recognising and rewarding high performance and structuring work to enable clear decision-making and to encourage collaborative working.
- Improving – this is about building capability through developing staff, delivering continuous improvement and creating sustainable success through embracing change.



Levels range from:

- Developed – that there is evidence that the indicators are in place and understood.
- Established – that there is evidence that the indicators are being engaged with and activated.
- Advanced – that there is evidence that the indicators are being used and are creating positive outcomes.
- High Performing – that there is evidence that the indicators are fully embedded and continuously improving.

To achieve Platinum status an organisation has to evidence High Performing in a significant number of areas.

Report to: **Personnel Committee**

Date of Meeting 17th October 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



People Data Report

Report summary:

This report provides key data on the workforce, to support policy decision making and an overview of workforce matters.

Is the proposed decision in accordance with

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That the Committee endorses the content of the report.

Reason for recommendation:

To support policy decision making and an overview of workforce matters.

Officer: Jo Fellows, HR Manager. jfellows@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergency Response
- ☐ Coast, Country and Environment
- ☒ Council and Corporate Co-ordination
- ☐ Democracy, Transparency and Communications
- ☐ Economy and Assets
- ☐ Finance
- ☐ Strategic Planning
- ☐ Sustainable Homes and Communities
- ☐ Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk;

Links to background information [211130 People Data Proposals Report for Personnel Cttee FINAL.pdf \(eastdevon.gov.uk\)](#)

Link to [Council Plan](#)

Priorities (check which apply)

- ☐ Better homes and communities for all
 - ☐ A greener East Devon
 - ☐ A resilient economy
-

Report in full

1. This report provides a regular update on key people data, as agreed by Committee in November 2021, and aims to inform policy decisions and to provide an overview of workforce matters. Analysis is summarised below, with the full data at appendix 1.
2. The latest report reflects the data available from the HR system up to 31st August 2023 unless otherwise stated.
3. Particular areas to note are:
 - 4.1. Headcount has decreased slightly from 549 in May 2023 to 541 and remains within budget.
 - 4.2. Market supplements have increased slightly from 8 posts to 11 since May. Market Supplements are for specific roles where recruitment and retention is challenging because market forces dictate salary levels. Market Supplements are subject to annual review.
 - 4.3. Vacancies are at 46, compared to 34 in May, but remain lower than 60 in August 2022. When considering this against the headcount, vacancies as a proportion of headcount has increased from 6.19% to 8.5%. More than half of all vacancies are currently being actively recruited to.
 - 4.4. The average time taken to fill vacancies has reduced to 96.35 days since May when it was 108.92 days and is now below general benchmarking data which indicates that c100 days is around the average time taken by organisations to fill posts. We are reviewing the recruitment process, have streamlined the Authority to Recruit process and have recently updated recruiting managers, which we anticipate will assist with recruiting vacant posts in a timely manner.
 - 4.5. The number of agency workers has increased by 9 since the last reporting period, with 45 in August compared to 36 in May 2023. This is due to StreetScene seasonal demands and backfilling of vacant posts whilst permanent replacements are recruited mainly in Housing and Planning. Additional support has also been required for the Homes for Ukraine Project and we are also hosting an Intern through Exeter University in Countryside and Leisure.
 - 4.6. As previously reported the annual cumulative voluntary turnover rate at the end of March 2023 was 12.62% which was higher than the annual turnover rate for 2021/22 which was 9.91%. We are beginning to see a return to pre-pandemic turnover rates and the current forecast for cumulative voluntary turnover for 2023/24 is 9.57%. There has been a small increase in non-voluntary turnover in August as a result of 3 dismissals and sadly a death in service of one of our colleagues.

- 4.7. Sickness absence levels are continuing to decrease from 0.81 days in May 2023 to 0.76 days in August 23. The projected forecast is currently 9.18 days, which is still above our target of an end of year absence of 8.5 days per FTE. Of note is the following:
- As has previously been reported, cases of medium- and long-term absence because of personal stress, anxiety, and fatigue due to bereavement and continued operational demands continue to feature.
 - Stomach, kidney, liver, and digestive issues is now the most commonly cited reason for short term sickness absence along with cold/flu in second place. Phased return has replaced Covid-19 as one of the most cited reasons for short term absence – this is the first time since reporting to Personnel Committee that Covid-19 has not featured in the top 3 reasons for short term absence.
 - Sickness absence continues to be actively managed, and employees are supported in accordance with the Absence Management Policy.

Financial implications:

There are no recommendations within the report.

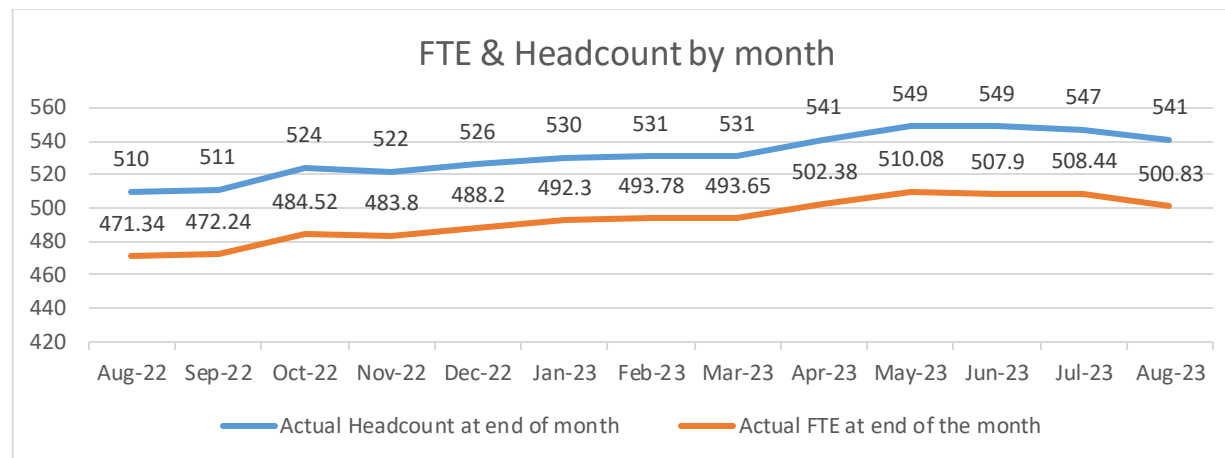
Legal implications:

There are no specific legal implications requiring comment.

East Devon District Council People Data

Data as at: 31.08.23

Headcount



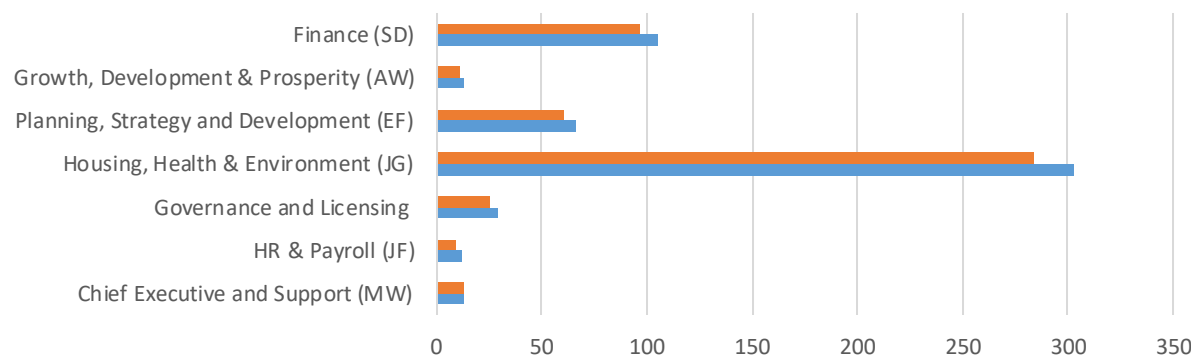
Actual Headcount:	541
Full Time Equivalent:	500.83
Budgeted FTE for 2023/24:	557.3

This data incorporates permanent, fixed term and apprentice employees. It excludes casuals, agency workers and contractors.

Headcount is the actual number of employees.

Full Time Equivalent (FTE) measures employees in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of full time hours. A full-time person is therefore counted as 1 FTE, while a part-time worker is a proportion of 1 FTE. For example, a part-timer employed for 18.5 hours a week where full-time work consists of 37 hours, is counted as 0.5 FTE.

Headcount and FTE by Service Area (as at 31.08.23)



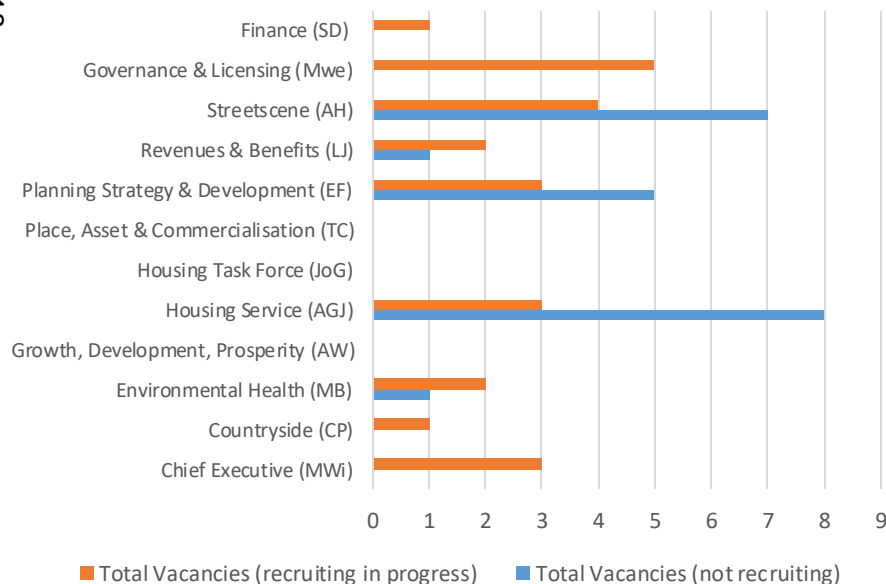
	Chief Executive and Support (MW)	HR & Payroll (JF)	Governance and Licensing	Housing, Health & Environment (JG)	Planning, Strategy and Development (EF)	Growth, Development & Prosperity (AW)	Finance (SD)
FTE	12.81	9.6	25.4	283.89	60.87	11.3	96.93
Headcount	13	12	29	303	66	13	105

FTE Headcount

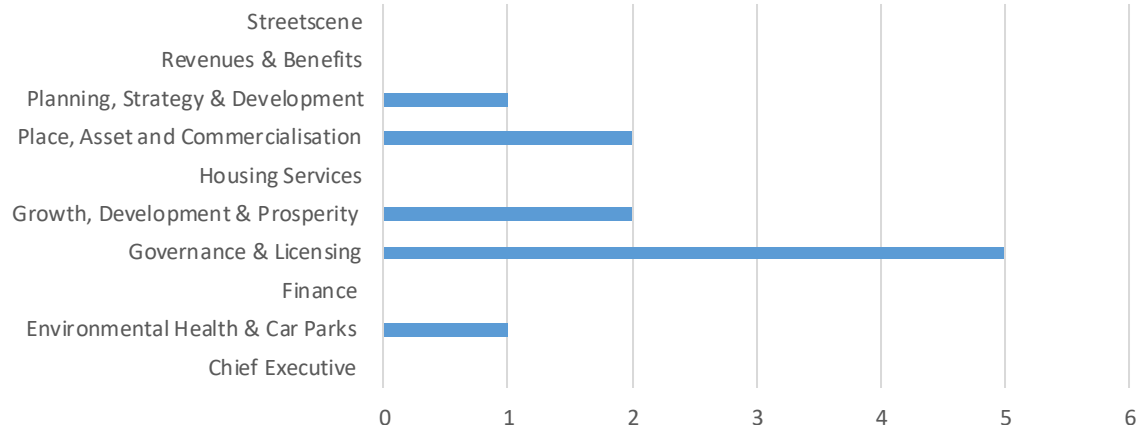
Vacancies, Agency Workers, Market Supplements and

	This month	Last reporting period
Total Vacancies for EDDC (Recruiting in Progress & Not Recruiting)	46 (8.50 % of headcount)	34 (6.19% of headcount)
Total number of Market Supplements	11	8
Average length of time a Recruiting in Progress vacancy is vacant	96.35	108.92
Total Positions filled by Agency	45	36

Vacancy data by Service Lead (as at 01.09.23)



Positions by Service Subject to a Market Supplement (as 01.09.23)



Last Reporting Period – this was 31 May 2023, as reported to Personnel Committee in July 2023.

NOT Recruiting Vacancies - Vacancies that are not currently part of the recruiting process, where a valid Authority to Recruit is in place or the position has been vacant for less than 1 month. This may be because they are on hold or recruitment is being prepared.

Recruiting in Progress - Vacancies being recruited to.

Average length of time a vacancy is vacant – this counts the number of calendar days a Recruiting in Progress Vacancy has been vacant. The count is from either when the post became vacant or when a new post was added to the HR system. It is only possible to calculate this figure for the Council as a whole due to HR system capabilities.

Agency - The number of posts that are currently filled by Agency Workers. The numbers by Service or costs are not held centrally in the HR system.

Market Supplement – An additional payment made in excess of the job evaluated grade because of recruitment issues linked to market pressures, as per the Market Supplement Policy. Based on the number of people rather than vacant positions that may attract a market supplement.

Turnover

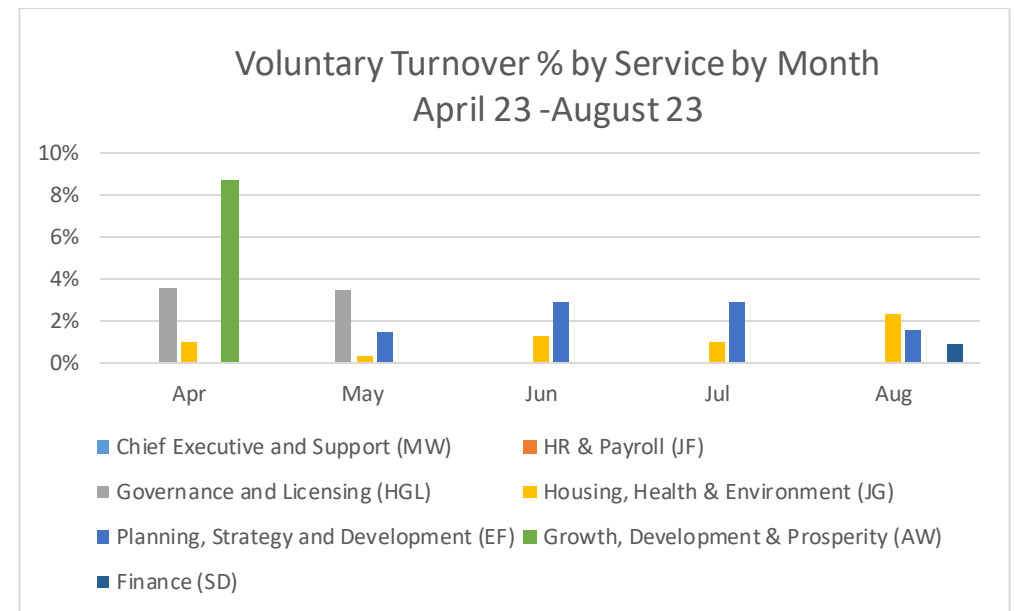
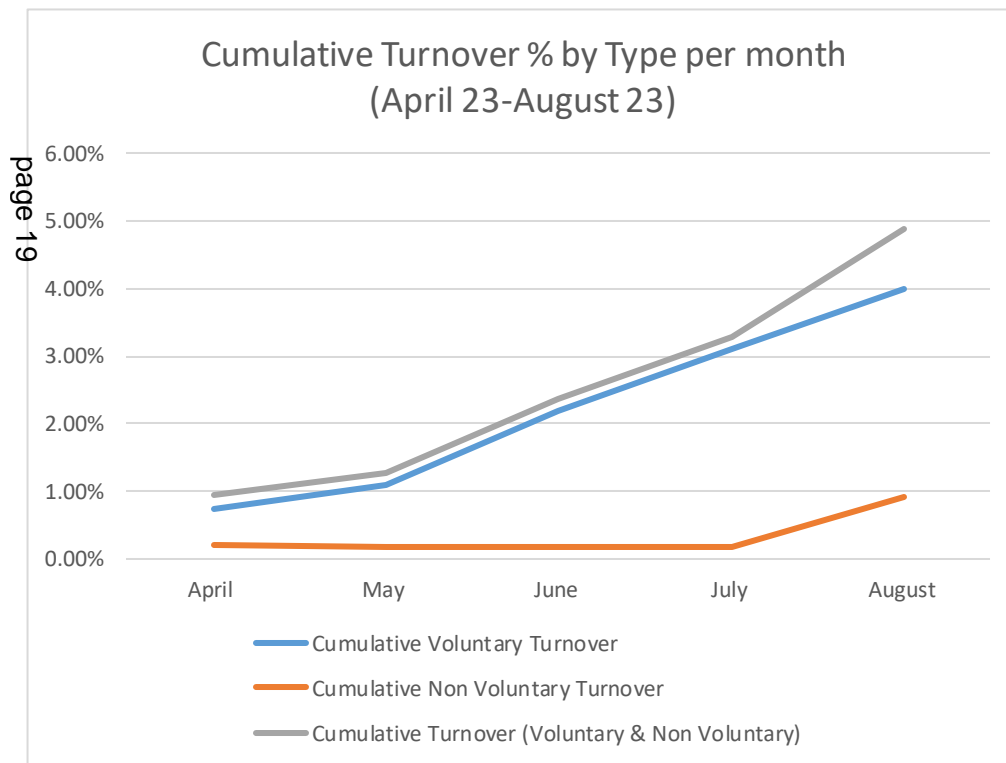
Cumulative Voluntary Turnover as at 31.08.23	Projected Voluntary Turnover	Cumulative Non-Voluntary Turnover as at 31.08.23	Projected Non Voluntary Turnover	Cumulative Turnover (Voluntary & Non-Voluntary)	Projected Turnover (Voluntary & Non Voluntary)
3.99%	9.57%	0.91%	2.18%	4.90%	11.76%

Employee turnover is measured by the percentage of leavers during a period and is shown as a cumulative month on month trend.

Voluntary turnover only includes resignations.

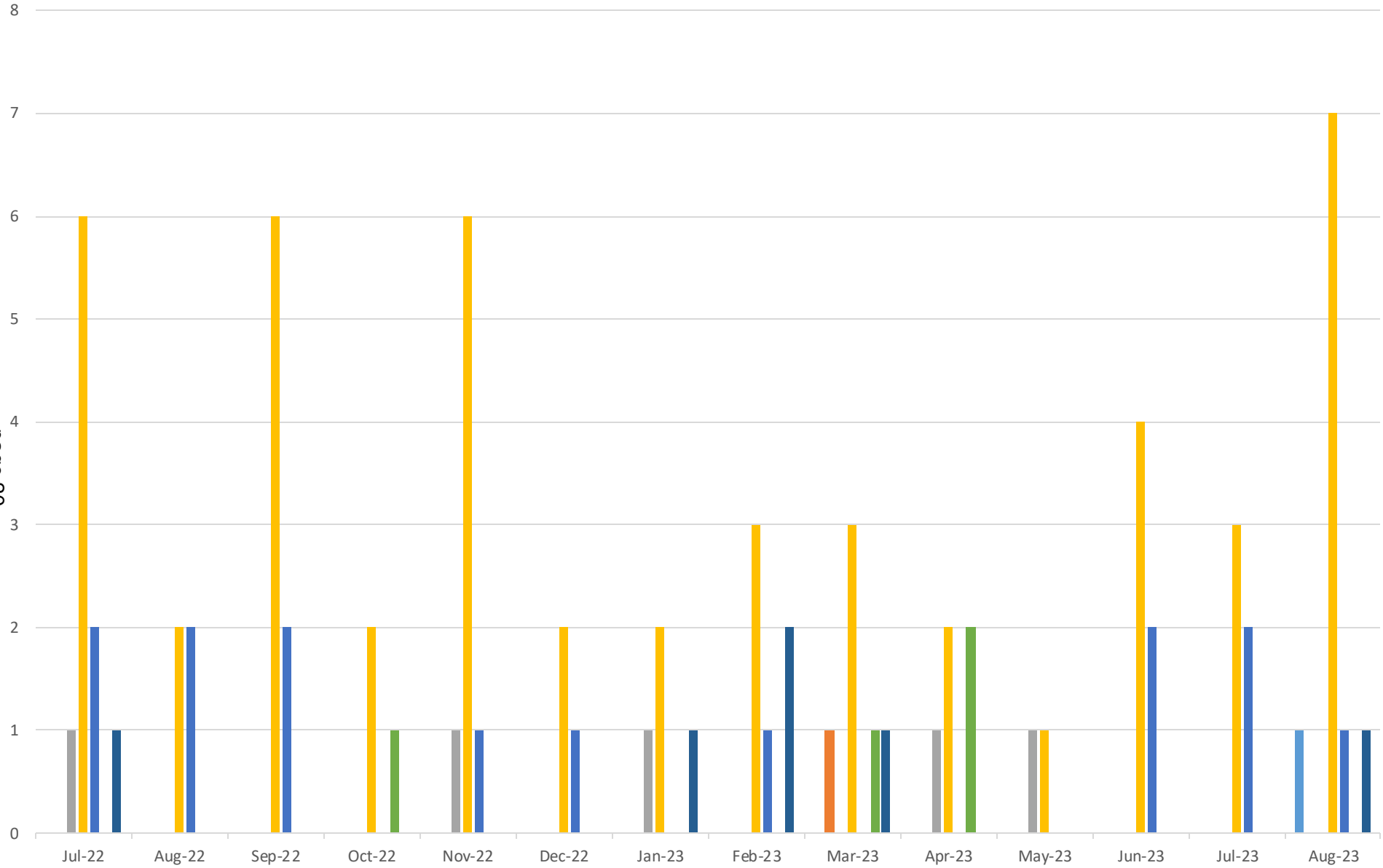
Non-voluntary Turnover includes dismissals, redundancy, end of fixed term contracts, and ill health retirement.

Projected turnover figures are estimates for the whole year based on information to date, this figure will fluctuate and stabilise as we progress through the fiscal year.



Actual Leavers by Service for the period July 22 to August 23

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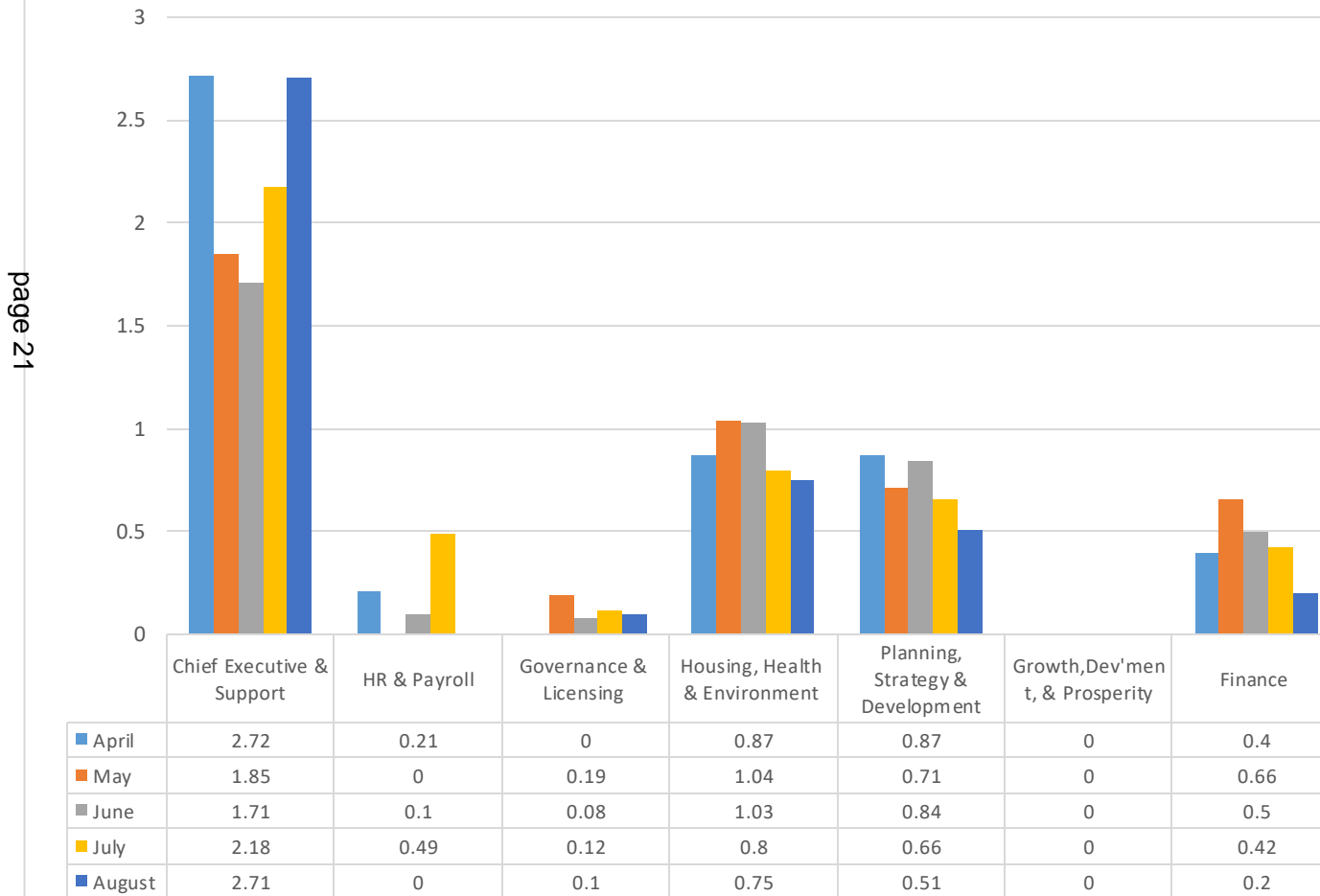


Chief Executive and Support (MW) HR & Payroll (JF) Governance and Licensing (HGL) Housing, Health & Environment (JG)
 Planning, Strategy and Development (EF) Growth, Development & Prosperity (AW) Finance (SD)

Sickness Absence

Working days lost per FTE (Apr 23 to August 23)	Working days lost per FTE (Apr 22 to August 22)	Working days lost per FTE for last Reporting Period (May 2023)	This reporting period (August 2023)
3.82 (0.81 days per month) *	4.90 (0.98 days per month)	0.81 days	0.76 days

Working days lost per FTE by service area April 23 to August 23

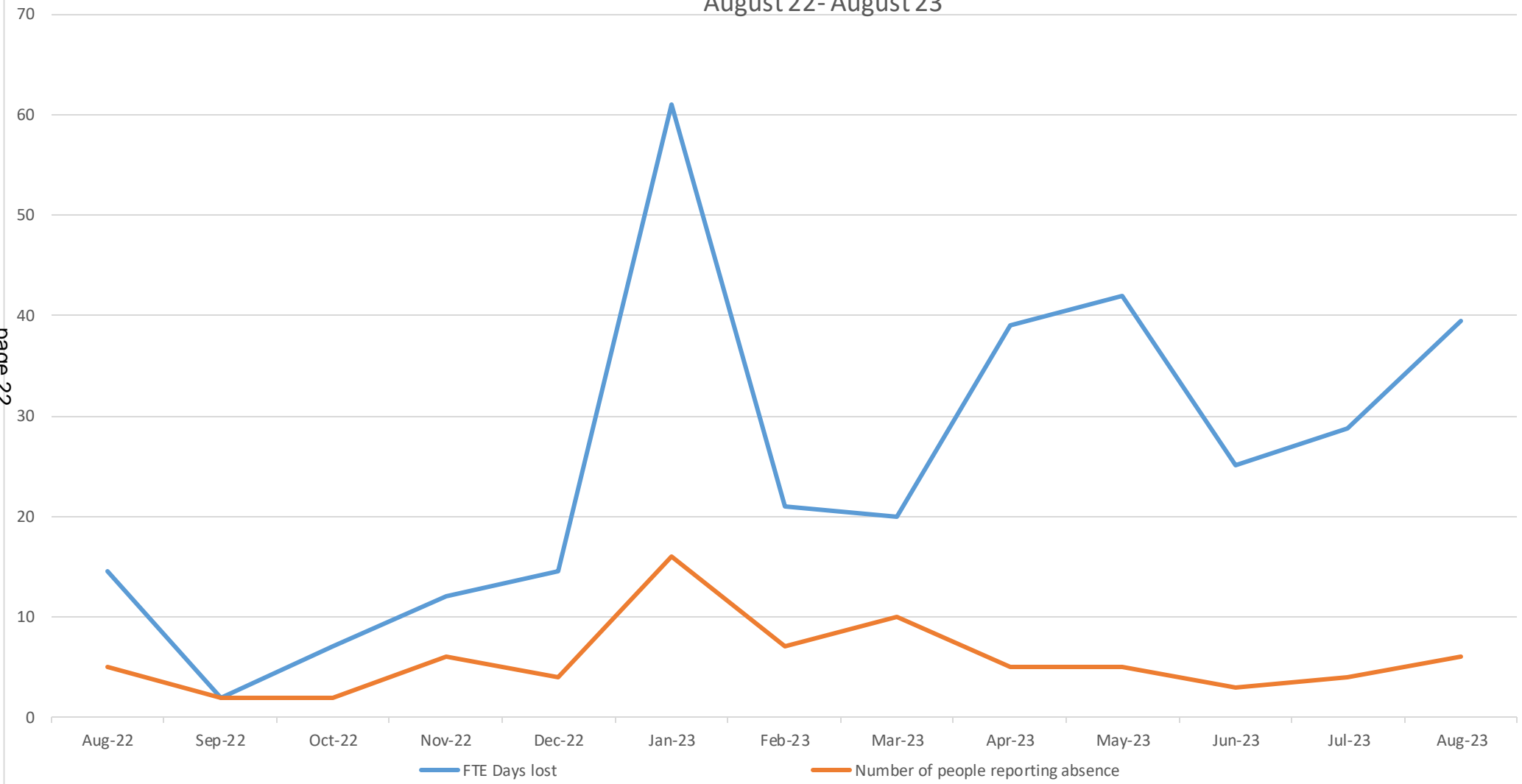


Top 3 reasons for absence

Short term (<8 days)	<ol style="list-style-type: none"> 1. Stomach, Kidney, Liver, Digestion 2. Cold/Flu 3. Phased Return
Medium term (>8 days, <2 months)	<ol style="list-style-type: none"> 1. Personal stress, anxiety, fatigue 2. Other Muscular -Skeletal Problems 3. Stomach, Kidney, Liver, Digestion
Long term (>2 months)	<ol style="list-style-type: none"> 1. Personal stress, anxiety, fatigue 2. Other Muscular-Skeletal Problems 3. Covid -19 (positive test only)

**Based on current information the projected figure for end of year absence per FTE is currently 9.18 days per FTE, the annual target is 8.5 days per FTE*

FTE days lost to Covid-19 (Positive Test)
August 22- August 23



Report to: **Personnel Committee**

Date of Meeting 17th October 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A



Chief Executive Recruitment

Report summary:

To advise on the recruitment process to appoint a new Chief Executive.

Is the proposed decision in accordance with:

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

Recommendation:

That Committee confirm the requirement to convene the Interviewing Sub Committee as part of the upcoming recruitment and selection process for the Chief Executive post and names are provided as soon as possible to support recruitment planning.

Reason for recommendation:

The appointment of the Head of Paid Service (Chief Executive) requires approval by Council, following the recommendation of the Interviewing (Chief Officers) Sub Committee, as set out in the Personnel Committee Terms of Reference and the Employment Procedure Rules.

Officer: Jo Fellows, HR Manager jfellows@eastdevon.gov.uk

Portfolio(s) (check which apply):

- ☐ Climate Action and Emergency Response
- ☐ Coast, Country and Environment
- ☒ Council and Corporate Co-ordination
- ☐ Communications and Democracy
- ☐ Economy
- ☐ Finance and Assets
- ☐ Strategic Planning
- ☐ Sustainable Homes and Communities
- ☐ Culture, Leisure, Sport and Tourism

Equalities impact Medium Impact

Recruitment and selection will be undertaken in accordance with employment and equality law and the Council's policy and procedures.

Climate change Low Impact

Risk: Medium Risk; Failure to recruit to this key and statutory role in the Council could lead to service disruption and an inability to undertake Council business.

Links to background information n/a

Link to [Council Plan](#)

Priorities (check which apply)

- ☐ Better homes and communities for all
- ☐ A greener East Devon
- ☐ A resilient economy

Report in full

1. This report advises on the recruitment and selection process to appoint a new Chief Executive who will act as the Council's Head of Paid Service, Returning and Electoral Registration Officer.

2. Background

- The Chief Executive is employed on Joint Negotiating Committee (JNC) Chief Executive terms and conditions.
 - The Council is required to have a designated Head of Paid Service who acts as the Council's Chief Executive. The Council is also required to have a designated Returning Officer and Electoral Registration Officer, which have traditionally also been part of the Chief Executive role and it is proposed that this continues.
 - The Council's Employment Procedure Rules (Part 4, paragraph 4.8 of the Constitution) state that full Council will approve the appointment of the Head of Paid Service following the recommendation of such an appointment by the Interviewing Sub Committee. The Sub Committee consists of seven councillors drawn from the membership of the Personnel Committee which shall include at least one member of the Cabinet, subject to the rules relating to political balance/proportionality (Personnel Committee Terms of Reference, Part 3, Section 2, paragraph 2.10.6).
3. An executive search agency has been commissioned to support the recruitment process. This is standard practice for roles at this level as it provides access to a wide range of potential candidates and specialist advice and support, which is particularly helpful given the continuing challenging employment market. This approach has also proved beneficial during the recent Director recruitments. The agency will develop a recruitment campaign, liaise with potential candidates and support the selection process. The costs of commissioning the agency will be covered by the salary costs saved whilst the post is vacant. The agency has begun high level preparatory work so that the Council can commence recruitment as soon as possible.

4. The planned timescale for the recruitment and selection process is as follows:
 - Mid October 2023 –preparatory work by the agency and go live with recruitment advert.
 - 19th November 2023 – closing date for applications.
 - w/c 20th November 2023 - initial sifting by the agency and recruitment briefing and longlist meeting with Interviewing Sub Committee.
 - w/c 27th November 2023 – preliminary interviews.
 - w/c 4th December 2023 – final shortlist and assessment centre briefing with the Interviewing Sub Committee. Psychometric and media testing for candidates.
 - w/c 11th December 2023 – assessment centre selection process, including Sub Committee interviews.
 - Early January 2024 – Council and Cabinet member objection procedures followed.
 - January – March/April 2024 – onboarding of successful candidate, commencement of employment (subject to notice requirements) and commencement of induction.
 5. The Interviewing Sub Committee will be required to make recommendations to full Council about the proposed appointment and it is proposed that Sub Committee membership is confirmed as soon as possible to enable the HR Manager and executive search agency to undertake preparatory work with the Sub Committee in advance of the selection process.
 6. The existing interim arrangements agreed with Full Council to cover the Chief Executive's duties will continue until the appointment of the new postholder.
 7. Committee will be kept informed of progress.
-

Financial implications:

Council have approved a £30k budget for a recruitment budget. Having received further details from the recruitment agency the costs are likely to be in the order of £35k, the additional costs can be recovered from savings made from the CEO salary budget currently being made.

Legal implications:

As is outlined in the report, the procedure for the recruitment of a Chief Executive is set out in the Officer Procedure Rules. This requires appointment by Full Council following a recommendation by the Interviewing Sub-Committee. Full Council can only appoint where no well-founded objection has been made by a Member of the Cabinet. Council makes the final decision on whether a complaint is well-founded.