



Agenda for Personnel Committee Tuesday, 31st March, 2026, 10.00 am

Members of Personnel Committee

Councillors: E Rylance (Chair), J Loudoun (Vice-Chair), P Arnott, A Bailey, B Bailey, K Blakey, V Bonetta, J Brown, M Chapman, T Dumper, J Heath, N Hookway, Y Levine and E Wragg

Venue: Council Chamber, Blackdown House, Honiton

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(or group number 01395 517546)

23 March 2026

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- 1 Minutes of the previous meeting (Pages 3 - 7)
To agree the minutes of the previous meeting held on 28 January 2026.
- 2 Apologies
- 3 Declarations of interest
Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)
- 4 Public speaking
- 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 Health and Safety update quarter 3 (Pages 8 - 19)
- 8 People Data (Pages 20 - 28)
- 9 HR update (Pages 29 - 34)
- 10 2025 LGA Survey results (Pages 35 - 46)

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[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 28 January 2026****Attendance list at end of document**

The meeting started at 10.00 am and ended at 11.02 am

12 Minutes of the previous meeting

The minutes of the meeting held on 10th September 2025 were confirmed as a correct record.

13 Declarations of interest

None.

14 Public speaking

None.

15 Matters of urgency

None.

16 Confidential/exempt item(s)

None.

17 People data

The Assistant Director – People and Performance presented her report, highlighting the following from the People Data set out to end of November 2025.

- Workforce size: Headcount increased from 556 to 565 and FTE from 519.35 to 529.34, bringing staffing close to the budgeted FTE of 565.4 and strengthening operational capacity for the final quarter. Of these, market supplements had been applied to 10 posts, totalling 22 employees in receipt of a supplement (up by 1 compared to the previous report).
- Vacancy administration changes were ongoing to improve alignment between HR and Finance systems; figures will change once reconciliation work is complete.
- Vacancies had increased slightly from 66 to 67, with 29 posts currently being actively recruited and 14 offers made. The average time to fill vacancies was 57.28 days, improving from 59.12 and well below the LGA benchmark of around 100 days.
- Combined turnover: 8.55% year to date, projected at 12.82% (below LGA average of 13.5%). 48 leavers to end of November, of which 81.2% voluntary and 27.1% career moves.
- Phased returns from sickness absence had been removed from reporting to improve benchmarking accuracy.
- Projected year-end absence: 10.60 days lost per FTE (improved from July forecast of 11.42, but above target of 8.5 and 2024/25 outturn of 10.28).

- Work-related stress remains the leading cause of long-term absence.
- Ongoing actions include wellbeing support, management training, complex case management, and enhanced mandatory stress-related training

Questions and comments from the committee included:

- Whilst recognising why removing phased return data helped give a clearer picture to the data, care must be taken to monitor any impact should there be a large number of employees in this phase at any one time;
- Members were reminded that phased return to work usually happened up to a maximum of a six week period and was carefully managed between the manager and HR professionals, handled consistently across the authority;
- Members were assured that succession planning was taken into consideration as part of the process of service planning, and the impact on smaller teams was taken into account;
- Long term sickness data had been separated out into the report as requested by the committee; however it was not possible to benchmark this with other authorities or the CIPD as that data was for all absences;
- Welcoming the 5.71 days lost per FTE per annum as a positive indicator, as that was well below the LGA expectation of approximately 8 – 9 days per employee;
- Reported stress absences were recorded where possible into a work/personal split, and both managers and HR business partners worked with the employee to help understand the reasons behind the absence to work on solutions to help that individual return to work.

The Committee noted the report.

18 **People Strategy update**

The Assistant Director – People and Performance presented her report on the newly launched People Strategy, with an update on progress made.

As a reminder to Members, the report set out the basis of the strategy following extensive staff engagement. The strategy was launched on 25 November 2025, and sets out ambitions under three themes:

Connect (belonging, engagement, leadership and accountability),
Grow (development, capability building and future readiness), and
Thrive (wellbeing, inclusion, resilience and readiness for change).

The launch was supported by a virtual all-staff briefing led by the Chief Executive and Assistant Director - People and Performance, alongside management floor walks, depot visits, and informal “Coffee, Cake & Connect” sessions to encourage dialogue and feedback.

The People Focused strategy provides stability and reassurance during LGR, reinforcing organisational commitment to staff and supporting wellbeing, engagement and change management during a period of uncertainty.

Progress since the launch includes:

- Weekly staff newsletter rebranded as *One Team East Devon*, aligned to the strategy themes.
- Continued development of the staff hub, with strong engagement (390 views on the People Focused page).
- Volunteers sought for staff-led groups under Connect and Thrive.

- Publication of the supporting action plan, *Focusing on Action*.
- Ongoing communication and follow-up on staff survey actions.
- Change and Resilience workshops piloted, with wider rollout planned for 2026.

Next steps covered:

- Establishing staff-led engagement groups and develop a Communication and Engagement Plan
- Launch a mentoring programme, review recruitment and induction processes, and create a Managers Hub.
- Develop an Equality, Diversity and Inclusion training programme, refresh one-to-one and performance reviews, and roll out Change and Resilience workshops.

Questions and comments from Committee members included:

- Senior staff undertaking floor walks were a positive approach;
- Refreshed people strategy was timely to help staff cope with the approaching changes brought by local government reform;
- One Team East Devon ethos helped break down silo working.

RESOLVED that the Personnel Committee

1. noted the successful launch of the People Strategy – People Focused.
2. endorsed the ongoing implementation of the strategy and key actions.
3. supported continued engagement and communication to embed the strategy across the organisation.

19 **Staff survey update**

The Assistant Director – People and Performance advised the Committee of the 60% response rate to the staff survey. To address anonymity concerns, respondents were only asked to identify their directorate. Independent analysis was supported by People Insights.

The headline results were:

- Overall engagement score: 63%.
- Strengths identified:
 - Strong teamwork (84% agree teams work well together).
 - High levels of manager support (79%).
 - Positive work–life balance and flexibility (72%).
 - Majority find work meaningful and fulfilling (75%).
- Areas for improvement:
 - Leadership visibility and communication (34% agree leaders are visible and approachable; 39% feel feedback is acted upon).
 - Workload and capacity (54% feel workload is manageable).
 - Bullying and harassment: 27% reported witnessing incidents in the past 12 months, although 65% feel confident raising concerns.

Actions taken and underway included:

- Ongoing communication with staff, including publication of full results, infographics and “you said, we did/will” updates, with clear links to the People Strategy and action plan.
- Survey results reviewed in depth at SLT away days, informing leadership priorities and commitments.

- The People Strategy (*People Focused*) launched, with a live action plan demonstrating how staff feedback has shaped priorities and actions, including the introduction of staff-led feedback groups.
- Leadership commitments introduced for each People Strategy theme, supported by individual SLT people pledges published on the staff hub. Progress is now a standing SLT agenda item.
- Directorate-specific actions identified, with each directorate agreeing three priority areas based on their survey feedback.
- Mandatory training review underway, including increased frequency of bullying and harassment training (from three to two years) and the introduction of preventing sexual harassment training in November 2025.
- Workload and capacity addressed through Cabinet-led prioritisation, Directorate Plans identifying work to stop or pause, and ongoing review of resourcing pressures.

The committee were advised that the next steps would be:

- Delivery of actions will be monitored through the People Strategy (*People Focused*) and the *Focusing on Action* plan, with defined measures for each theme.
- Regular progress reporting to SLT and updates to Personnel Committee.
- Further targeted surveys planned, alongside a commitment to annual staff surveys, to track progress over time, particularly in the context of Local Government Reorganisation.
- Acknowledgement that culture change will take time, requiring sustained focus, consistency and clear long-term outcomes.

Questions and comments from the Committee included:

- Praise for the work achieved by a largely new senior management team in a short space of time;
- Wellbeing resources were being pulled together to be in once place for ease of access for all staff;
- Care not to generate survey fatigue;
- Councillors should be viewed as a resource for ideas whilst mindful of not impacting on operational decisions; such suggestions should go via the relevant Portfolio Holder or through the Councillor Enquiry form.

The Committee noted the report.

20 **Corporate Health and Safety Policy update**

The Assistant Director – Environmental Health provided a report to the committee, which set out that the Council has had a Corporate Health and Safety Policy in place for many years. While the Chief Executive signs an updated policy statement annually, the core policy format dates from 2004 and was last fully reviewed in 2017. As a result, it no longer fully reflected organisational changes or developments in health and safety practice.

These updates were:

- Reflecting the current organisational structure.
- Wording revised and clarified.
- Responsibilities of Members explicitly clarified.

There were no questions from the Committee, therefore it was

RESOLVED that revised Corporate Health and Safety Policy be approved.

Attendance List

Councillors present:

E Rylance (Chair)
J Loudoun (Vice-Chair)
P Arnott
K Blakey
T Dumper
J Heath
Y Levine
E Wragg

Councillors also present (for some or all the meeting)

Officers in attendance:

Matthew Blythe, Assistant Director Environmental Health
Debbie Meakin, Democratic Services Officer
Gemma Roberts, Assistant Director for People and Performance
Melanie Wellman, Director Governance (virtual)

Councillor apologies:

A Bailey
B Bailey
V Bonetta
J Brown
N Hookway
S Jackson

Chair

Date:



Report to: **Personnel Committee**

Date of Meeting 31 March 2026

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Quarter 3 Health and Safety Report 2025/6

Report summary:

East Devon District Council has a moral and legal responsibility for the health, safety and welfare of its staff, members, customers and partners. For this reason, the Council employs specialist, qualified officers who are based in the Environmental Health Service, to advise the Council on health and safety matters and ensure compliance.

This report is review of the Council's performance in relation to Health and Safety and the work carried out by the Corporate Health and Safety Team during Quarter 3 of 2025/26.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

- To note the findings of the report.

Reason for recommendation:

To ensure that the Council is compliant with Health and Safety law.

Officers: Matt Blythe, matt.blythe@eastdevon.gov.uk , Jeremy Prichard, Jeremy.pritchard@eastdevon.gov.uk.

Portfolio(s) (check which apply):

- Assets and Economy
- Communications and Democracy
- Council, Corporate and External Engagement
- Culture, Leisure, Sport and Tourism
- Environment - Nature and Climate
- Environment - Operational
- Finance
- Place, Infrastructure and Strategic Planning
- Sustainable Homes and Communities

Equalities impact Low Impact

Climate change Low Impact

Risk: Low Risk; The risk related to this report is low. However, failure to deliver the action plan could potentially increase risk of accidents and/or enforcement action.

Links to background information

Link to [Council Plan](#)

Priorities (check which apply)

- A supported and engaged community
 - Carbon neutrality and ecological recovery
 - Resilient economy that supports local business
 - Financially secure and improving quality of services
-

Report in full

1. Introduction

The Health and Safety at Work Act 1974, imposes duties on employers for the health and safety of its employees and non-employees who are affected by the 'work activity'. These wide-ranging duties include:

- assess risks to employees, customers, partners and any other people who could be affected by their activities;
- arrange for the effective planning, organisation, control, monitoring and review of preventive and protective measures;
- have a written health and safety policy if they employ five or more people;
- ensure they have access to competent health and safety advice;
- consult employees about their risks at work and current preventive and protective measures.

Failure to comply with these requirements can have serious consequences – for both organisations and individuals. Sanctions include fines, imprisonment and disqualification.

In order to assist EDDC to discharge its responsibilities as an employer it employs two health and safety officers who are based in the Commercial Premises Team in the Environmental Health Service and managed by a Principal Environmental Health Officer (PEHO). The Corporate Health and Safety Officer tends to focus on corporate policies and procedures whereas the Operational Health and Safety Officer focuses on Street Scene as this is the highest hazard area of work. However, under the management of the PEHO resilience across all services is assured.

2. Q3. 20226 – Highlights

A full review of Q3. is given in appendix 1. Key points to highlight:

- Implementation of the new Corporate Safety and Lone Worker systems are progressing well.
- Meeting of Central Joint Safety Panel on 18/11/25. Currently reviewing membership criteria before arranging next meeting.
- No reportable (to HSE) accidents in Q3. Other accidents and violent incident reports reviewed and investigated as necessary.
- Significant amount of training delivered in Q3.
- Site audits carried out. Significant progress in addressing issues.
- Fire and blue light drills up to date.
- Service risk assessments currently being updated.

3. Conclusion

The Council continues to make good progress in delivering on its key health and safety projects whilst ensuring that day to day management of health and safety matters is under control.

Financial implications:

There are no direct financial implication arising from this report.

Legal implications:

The legal issues are covered in the report

OCCUPATIONAL HEALTH AND SAFETY REPORT

QUARTER 3 – OCT-DEC 25

Agenda

- 1 Items for note/discussion/comments
- 2 Accident reports
- 3 Violence reports
- 4 Lone Worker App usage
- 5 Health and Safety training
- 6 Health and Safety audits/inspections
- 7 Tests, drills and evacuations
- 8 Risk Assessments
- 9 Appendix (Accident report summary, Database summary)

1. ITEMS FOR DISCUSSION/COMMENTS

| Item | Comments | Action |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Meeting of Central Joint Safety Panel on 18/11/25. | Reviewing membership/TOR and booking next meeting. |
| 2. | Procurement of new health and safety system ongoing | Current focus on introducing lone worker system (see below). |
| 3. | List of lone worker app users provided by Strata and list of lone worker pendant users supplied by HSG. | Identify current users of lone worker app and pendant and create up to date spreadsheet with current users of both systems and current need for both devices. |
| 4. | Hand Arm Vibration Testing for 2025 completed. 130 bits of kit tested over the course of the year in Streetscene | Move on to year 2 of the plan, which should see over half of the equipment in Streetscene tested. |
| 5. | Depot audits (CD, MSD) Vastly improved, December audit found 20 minor issues – housekeeping, pothole, chemicals and Battery charging placement | Audits have reduced from Bi-weekly to monthly due to improvement. |
| 6. | Risk assessment register does not reflect current organisational chart. Changes have highlighted structural changes as well as personnel (i.e. trained managers) and gaps in risk assessments. | Update risk assessment register in line with new organisational charts. Identify new managers and risk assessment training needs. Organise risk assessment training. |
| 7. | Quarterly Streetscene Health and Safety meeting completed. | Discussed ongoing Health and safety within the service, Area Officers bringing ideas to the forefront. |

8. ACCIDENT REPORT STATISTICS

December

| Service | |
|----------------------------------|----------|
| Streetscene | 2 |
| Place, Assets, Commercialisation | 1 |
| | |
| Total | 3 |

| Location | |
|----------------|----------|
| Manstone Depot | 1 |
| Clyst St Mary | 1 |
| Exmouth LED | 1 |
| | |
| Total | 3 |

| Accident type | |
|-------------------------------------------|----------|
| Slip, trip or fall on same level | 1 |
| Damage to vehicle, equipment or machinery | 1 |
| Fall from height | 1 |
| | |
| Total | 3 |

RIDDOR

| Service | Team | Place | Type |
|---------|------|-------|------|
| N/a | | | |

November

| Service | |
|------------------------------|----------|
| CSC | 1 |
| Member of the general public | 2 |
| Streetscene | 2 |
| | |
| Total | 5 |

| Location | |
|------------------------------|----------|
| Manstone Depot | 1 |
| ETH | 1 |
| Bumble and Bee Café, Exmouth | 1 |
| Sidbury Cemetery | 1 |
| Salting Hill | 1 |
| | |
| Total | 5 |

| Accident type | |
|-------------------------------------------|----------|
| Struck by moving object | 1 |
| Other | 1 |
| Slip, trip or fall on same level | 1 |
| Slip, trip or fall on same level | 1 |
| Damage to vehicle, equipment or machinery | 1 |
| | |
| Total | 5 |

RIDDOR

| Service | Team | Place | Type |
|---------|------|-------|------|
| N/a | | | |

October

| Service | |
|------------------------------|----------|
| Streetscene | 4 |
| Member of the general public | 5 |
| | |
| Total | 9 |

| Location | |
|--------------------------|----------|
| BDH | 2 |
| Budleigh High Street | 2 |
| Churchill Court, Exmouth | 2 |
| Four Elms Hill | 1 |
| Manor Pavilion Theatre | 1 |
| Pound Lane, Exmouth | 1 |
| | |
| Total | 9 |

| Accident type | |
|-------------------------------------------|----------|
| Damage to vehicle, equipment or machinery | 3 |
| Other | 4 |
| Slip, trip or fall on same level | 2 |
| | |
| Total | 9 |

RIDDOR

| Service | Team | Place | Type |
|---------|------|-------|------|
| N/a | | | |

9. VIOLENCE REPORT STATISTICS

December

| Date | Service | Team | Place | Type |
|------------|---------|------|-------|------|
| No reports | | | | |

November

| Date | Service | Team | Place | Type |
|----------|---------|-------------------|--------------------------|---------------------------------------------------|
| | | | | |
| 19/11/25 | Housing | Estate Management | Blackmore Court, Exmouth | Referred by outside agency, threatening behaviour |
| 07/11/25 | Finance | CSC | ETH | Intimidation or harassment, threatening behaviour |

October

| Date | Service | Team | Place | Type |
|----------|----------------------|----------------------------------|--------------------|--------------------------------------------------------------------|
| 01/10/25 | Member of the public | | Tenants property - | Harassment, neighbour dispute |
| 03/10/25 | Housing | Homelessness and Housing Options | BDH | Threatening behaviour, violence |
| 30/10/25 | Housing | Homelessness and Housing Options | BDH | Intimidation or harassment |
| 30/10/25 | Housing | Homelessness and Housing Options | BDH | Intimidation or harassment – Double entry |
| 30/10/25 | Housing | Homelessness and Housing Options | BDH | Intimidation or harassment – further information to previous entry |

10. LONE WORKER APP USAGE

December

| | October | November | December |
|-------------|---------|----------|----------|
| Total Uses | 1573.00 | 1433 | 1185 |
| Total Users | 101 | 99 | 98 |
| Average Use | 15.57 | 14.47 | 12.09 |

11. HEALTH AND SAFETY TRAINING

| Course title | Date | Attendees | Service |
|-------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IOSH Managing Safety Training | TBC | | |
| Director's training | 04/02/25 | Chloe Woodman Andy King Emma Congerton Anita Williams Gemma Roberts Ed Freeman Julia Woodbridge | Communications, Culture & Marketing Housing Regulated Services Housing Statutory Services Legal People and Performance Planning Strategy and Development Streetscene |
| Conflict and de-escalation training | TBC | | |
| Risk Assessment for manager part 1 | 03/11/25 | Kay Barnes Andi Loosemore Stephen McNaughton Andy Shaw | Housing Housing Housing Property and Asset |
| Risk Assessment for manager part 1 | 24/11/25 | Will Dommett Alistair Jeans Danielle Furzey Deb Jamieson Angie Knight Rebecca Meakin Phillippa Norsworthy | Countryside and Leisure Countryside and Leisure Housing Housing Housing Housing Environmental Health |
| Risk Assessment for manager part 1 | 26/11/25 | Tim Cox Liam Goodwin Melody Trott Graham Baker Richard Seager Paul Osborne Jody Harding | Environmental Health Environmental Health Environmental Health Property and Asset Property and Asset Countryside and Leisure Housing |
| Duty Manager training | | | |
| Fire Warden training 1 | 31/10/25 | Claire Clifford Peter Crofts Andrew Gordon-Raby Oliver Hodgson Barry Mason Luke Morgan Robert Pow Vicki Saunders Karen Stephenson James Stoneman Tanya Trott Julia Woodbridge | Streetscene Streetscene Streetscene Streetscene / Environmental Health Streetscene Streetscene Streetscene Streetscene Streetscene Streetscene Streetscene Streetscene |
| Fire Warden Training 2 | 24/11/25 | Sherryl Allen Cat Easeman Gemma Girvan Fiona Page-Turner Howard Silvills | Communications, Culture & Marketing Communications, Culture & Marketing Communications, Culture & Marketing Communications, Culture & Marketing Communications, Culture & Marketing |

| | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| First Aid training | 23/10/25 | Shane Cooper Kristina Hewat-Boyne Leah Steele | Housing Housing Housing |
| First Aid training | 04/11/25 | Sherryl Allen Anna Aroussi Fiona Page-Turner Susan Redish Howard Sivills Mark Chapman Neil Dyble Paul Jaina David Rochford Graham Trude Josh Worthington | Communications, Culture & Marketing Communications, Culture & Marketing Communications, Culture & Marketing Communications, Culture & Marketing Environmental Health Streetscene Streetscene Streetscene Streetscene Streetscene |
| Toolbox talk – lone working | 09/10/25 | Kathy Archer-Parsons Andy Shaw John Taylor Marc Taylor Oliver Smith Joshua Govus | Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset |
| Toolbox talk – Driving for work | 09/10/25 | Kathy Archer-Parsons Andy Shaw John Taylor Marc Taylor Oliver Smith Joshua Govus | Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset Compliance - Property and Asset |
| Streetscene Tool Box talks: Manual Handling Hand Arm Vibration Dust / Pollen and other airborne contaminants Mental Health awareness Lone Working Fire Safety and Heat Exhaustion Working Near Water Driving (Include Winter, Depots) Hazardous Substances (COSHH) Working in low light conditions Cliff Safety Slips Trips and Falls | | All of Streetscene Operations. | Streetscene. |

12. HEALTH AND SAFETY SITE AUDITS

| Site/Venue | Inspection date |
|------------------|-------------------------------------------------------------------------|
| Camperdown Depot | 17/12/2025 - 23 outstanding issues. Several of the works now booked in. |

| | |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Manstone Depot | 09/12/2025 - 22 issues raised - some works engineers have taken the lead of. The rest are minor actions, housekeeping, slips and trips, lighting and storage. - Meeting on 07/01/2026 10 actions had been completed with several others due for completion by Friday. |
| Withycombe Pitches and Changing Rooms | 16/12/2025 - 1 Minor issue raised – Nets left on the floor by the main door. |
| Phear Park Work Base | 16/12/2025 - 4 minor issues raised – 1 light not working, 2 housekeeping issues and eye wash out of date. (changed on the day) |
| Manor Gardens Work Base | 16/12/2025 - 5 minor issued raised – Shelving / racking required for more space |
| Ottery St Mary Work Base | N/A not currently used. |
| Connaught Gardens Work Base | 11/12/2025 - 2 minor issues raised, Completed on the day. |
| Blackmore Gardens Work Base | 11/12/2025 - 3 issues raised. 1 completed on the day. The other two are minor issues |
| Blackmore Gardens Bowling Club Work Base | 11/12/2025 - 1 minor issue raised, out of date poster. |
| Honiton Work Base | 09/12/2025 - 0 issues raised |
| Sidford Changing Rooms and Playing Pitches | 10/12/2025 - 0 issues raised |
| Sidmouth Cemetery Work Base and Chapel (Storage Area) | N/a due in January |
| Axminster Millway Rise Work Base | 10/12/2025 - 4 issues raised, 2 maintenance technician jobs and 2 minor issues |
| Seaton Seafield Gardens Work Base | 10/12/2025 - 12 issues raised, 10 minor, 1 for a broken security fence and the other is location of lithium battery charging units. |
| Thelma Hulbert Gallery | 21/10/25 – Follow up visit to include fire risk assessment response. Met with manager to discuss provision of evacuation chair/sled and training in use of equipment. All other items completed. |
| Manor Pavilion Theatre | |
| Seaton Wetlands – Discovery Hut | |
| East Devon Business Centre | |
| | |
| | |

13. TESTS, DRILLS AND EVACUATIONS

| Site | Type of test / drill / evacuation | Date |
|------------|-----------------------------------|---------------------|
| BDH | Fire drill | 02/10/25 |
| ETH | Fire drill | 06/10/25 |
| BDH | Blue light | 09/12/25 |
| ETH | Blue light | 15/12/25 |
| Camperdown | Drill | 17/12/2025 09:00am |
| Manstone | Drill | 09/12/2025 11:10am |
| EDBC | Fire drill | Booked for 20/01/26 |

14. SERVICE RISK ASSESSMENTS

| Directorate | Service | Team | Risk Assessments | Overdue |
|------------------------|--------------------------------------------------|-----------------------------------------------------|------------------|---------|
| Finance | Revs & Bens, Customer Access, Fraud & Compliance | Customer Access | 2 | 2 |
| Finance | Revs & Bens, Customer Access, Fraud & Compliance | Council Tax | 9 | 9 |
| Governance & Licensing | Communications, Culture & Marketing | Manor Pavilion Theatre | 1 | 0 |
| Governance & Licensing | Communications, Culture & Marketing | Thelma Hulbert Gallery | 7 | 0 |
| Governance & Licensing | Communications, Culture & Marketing | Events | 30 | 0 |
| Governance & Licensing | Communications, Culture & Marketing | Wedding | 5 | 0 |
| Governance & Licensing | Democratic Services | Democratic Services | 1 | 0 |
| Governance & Licensing | Electoral Services | Electoral Services | | |
| Governance & Licensing | Legal | Legal | 1 | 0 |
| Housing & Health | Environmental Health | Commercial | | |
| Housing & Health | Environmental Health | Environmental Protection | 2 | 0 |
| Housing & Health | Environmental Health | Licensing | 2 | 0 |
| Housing & Health | Housing - Programme, Development & Investment | Housing Systems/information & analysis/right to buy | | |
| Housing & Health | Housing Regulated Services | Landlord Services | 2 | 0 |
| Housing & Health | Housing Regulated Services | Property & Assets | 4 | 3 |
| Housing & Health | Housing Regulated Services | Tenancy Services | 16 | 16 |
| Housing & Health | Housing Solutions | Housing Allocations | | |
| Housing & Health | Housing Solutions | Housing Options | 8 | 8 |
| Housing & Health | Housing Strategy & Operations | Housing Sustainment & Resettlement | | |
| Housing & Health | Housing Strategy & Operations | Housing Sustainment & Resettlement | | |
| Housing & Health | Housing Strategy & Operations | Private Sector Housing | 1 | 0 |
| Housing & Health | Housing Strategy & Operations | Tenants & Communities | | |
| Place | Countryside & Leisure | Arboricultural | 7 | 0 |
| Place | Countryside & Leisure | Countryside - Activities | | |
| Place | Countryside & Leisure | Ecology | | |
| Place | Countryside & Leisure | Habitat Regulation | | |
| Place | Countryside & Leisure | National Landscape | 1 | 0 |
| Place | Place, Asset & Commercialisation | Estates | 1 | 0 |
| Place | Place, Asset & Commercialisation | Parking Services | 1 | 0 |
| Place | Place, Asset & Commercialisation | Placemaking & Major Projects | | |
| Place | Place, Asset & Commercialisation | Principle Building Surveyor | | |
| Place | Place, Asset & Commercialisation | Property & Estates | 12 | 0 |
| Place | Place, Asset & Commercialisation | Property & Estates | | |
| Place | Planning Strategy & Development Management | Building Control | 1 | 0 |
| Place | Planning Strategy & Development Management | Development Management | | |
| Place | Planning Strategy & Development Management | Growth, Development, Prosperity | | |
| Place | Planning Strategy & Development Management | Growth, Development, Prosperity | | |
| Place | Planning Strategy & Development Management | New Communities | | |
| Place | Planning Strategy & Development Management | Planning Policy | | |
| Streetscene | Fleet & Equipment | | 20 | 0 |
| Streetscene | Project Engineers | | 5 | 0 |

| | | | | |
|-------------|------------------------------|------------------------|-----|---|
| Streetscene | Recycling & Waste Operations | | 8 | 0 |
| Streetscene | Streetscene Operations | Business Support | 3 | 0 |
| Streetscene | Streetscene Operations | Beach Safety | 10 | 0 |
| Streetscene | Streetscene Operations | Streetscene Operations | 132 | 0 |
| Streetscene | Streetscene Operations | Trees Team | 15 | 0 |



Report to: Personnel Committee

Date of Meeting 31st March 2026

Heading/Title: People Data

Cabinet Member(s): Cllr John Loudoun

Director/Assistant Director: Melanie Wellman

Author and Directorate: Gemma Roberts, Governance

Contact Details: Gemma.roberts@eastdevon.gov.uk

Key decision No n/a

If a Key Decision has it appeared on Forward Plan

Document classification: Part A Public Document

Exemption applied: None

1. Background

- 1.1 This latest people data report reflects the data available up to the end of January 2026 unless otherwise stated. Analysis is summarised below, with the full data at Appendix 1. Particular areas to note from the people data are:
- 1.2 Headcount has risen from 565 in November to 569, with FTE increasing from 529.34 to 532.52. This increase brings us closer to the budgeted establishment of 565.4 FTE and enhances operational capacity as we near the end of the financial year.
- 1.3 Market Supplements are currently being applied to 10 posts and the number of employees in receipt of a market supplement has decreased by 1 since the last reporting period, with a current total of 21. Market Supplements are for specific roles where recruitment and retention are challenging due to market forces. All market supplements are subject to annual review; the next annual review will be in April 2026.
- 1.4 As previously reported, a vacancy administration change was implemented last year to better align records with Finance and assist accurate budget monitoring. This process is still ongoing, and work is now taking place with Assistant Directors to understand the current position, which will allow for easy reconciliation moving forward. Given this, current figures being reported will change following the conclusion of this piece of work. At the time of writing the total number of vacancies reported on the HR system has decreased 67 to 57 this will decrease once Assistant Directors have confirmed

which posts are no longer required or where budget has been diverted to other posts to maintain operational efficiency.

- 1.5 The current number of posts being actively recruited to at the time of writing is 24, and appointments have been made to 13 which are pending start. The remaining 34 posts are being reviewed, as part of the work mentioned at 2.3. We know this figure will reduce once this work has been completed.
- 1.6 Agency filled positions have decreased from 29 to 20. This reduction is the result of cleansing iTrent data, removing individuals no longer with an assignment, and resolving missing leaver notifications from managers.
- 1.7 The average length of time to fill a vacancy from advertising is up from 57.28 days to 84.73 days (LGA reports circa 100 days as a benchmark). When aggregated across a longer timeline, 61.85 days (Feb 2025), 59.12 days (July 25) and 57,28 days (Nov 2025), the broader trend is significantly lower and remains within a margin of below 62 days. This indicates the increase shown in this reporting period is likely attributable to the shorter period between this and the last report and also the period over the Christmas period where recruitment is stalled. This increase is likely due in part to the lag during the Christmas Closure Break.
- 1.8 Cumulative voluntary turnover stands at 7.82% to January, with a projected year-end of 9.38% (down from a November projection of 10.42%). Combined turnover is 10.49% year-to-date, with a projected year-end of 12.58%. The LGA cite 13.5% as the average annual turnover rate across all authorities in England. Overall we have had 58 leavers to end of January slightly less than the same period last year by 2. There are clear indications that drivers for voluntary turnover are dominated by retirements accounting for 28%. Alongside this Career moves (accepted another role, career progression, relocation/travel) are the largest single theme at 27.1%.
- 1.9 Involuntary turnover has increased compared to the same period last year when non voluntary turnover was sitting at 1.78% compared to this years 2.67%. This level of involuntary turnover is still within what would be expected for an organisation of our size and complexity. HR continue to monitor these cases closely and to ensure timely resolution.
- 1.10 The projected end-year sickness absence is 10.60 days lost per FTE, an improvement on the July forecast of 11.42 FTE days lost per FTE though still above the corporate target of 8.5 and marginally above the 2024/25 outturn of 10.28. Work-related stress is the leading cause of long-term absence, a theme which is not unique to East Devon District Council and aligns with National Trends (CIPD). The main identified drivers of work-related stress are varied and often multifaceted but typically linked to interpersonal or team-based issues and stress associated with formal processes. If we extrapolate long term sickness absence from the total number of days lost, the projected end of year sickness absence would be 5.13 FTE days lost per employee. Targeted interventions continue, including wellbeing support, management training, and case management for complex absences.

2. Recommendations/Decision

That the Committee note the content of the report.

3. Reasons for Recommendations/Decision

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

4. Options n/a

5. **Relevance to Council Plan/priorities**

Set out how report links to the Council Plan/priorities:

- A supported and engaged community that has the right homes in the right places, with appropriate infrastructure
- A sustainable environment that is moving towards carbon neutrality and which promotes ecological recovery.
- A vibrant and resilient economy that supports local business, provides local jobs and leads to a reduction in poverty and inequality.
- A well-managed, financially secure and continuously improving council that delivers quality services

6. **Financial Comments/Implications**

There are no direct financial implications in the recommendations.

7. **Legal Comments/Implications**

There are no specific legal implications requiring comment.

8. **Risk Implications**

Not applicable.

9. **Equality Implications (Public Sector Equality Duty)**

Equality consideration is embedded within HR practice and where required Equality Impact Assessments are undertaken for relevant work. The people data is compiled with consideration of equality implications and to ensure confidentiality.

10. **HR and Workforce Implications**

As detailed within main body of report.

11. **Community Safety Implications (Crime and Disorder)** Not applicable.

12. **Climate Change Implications** Not applicable.

13. **Health & Safety and Health & Wellbeing Implications** Not applicable.

14. **Procurement and Social Value implications** Not applicable.

15. **Land and Buildings (non-housing)/Asset Management Implications** Not applicable.

16. **Overview and Scrutiny Committees Comments/Recommendations** Not applicable.

17. **Digital and Data** Not applicable.

18. **Consultation and Engagement** Not applicable.

19. **Communications** Not applicable.

20. **Next Steps** Not applicable.

21. **Appendices**

Appendix 1 – Full People Data

22. **Background Papers**

Not applicable.

Proposed Report Sign Off process

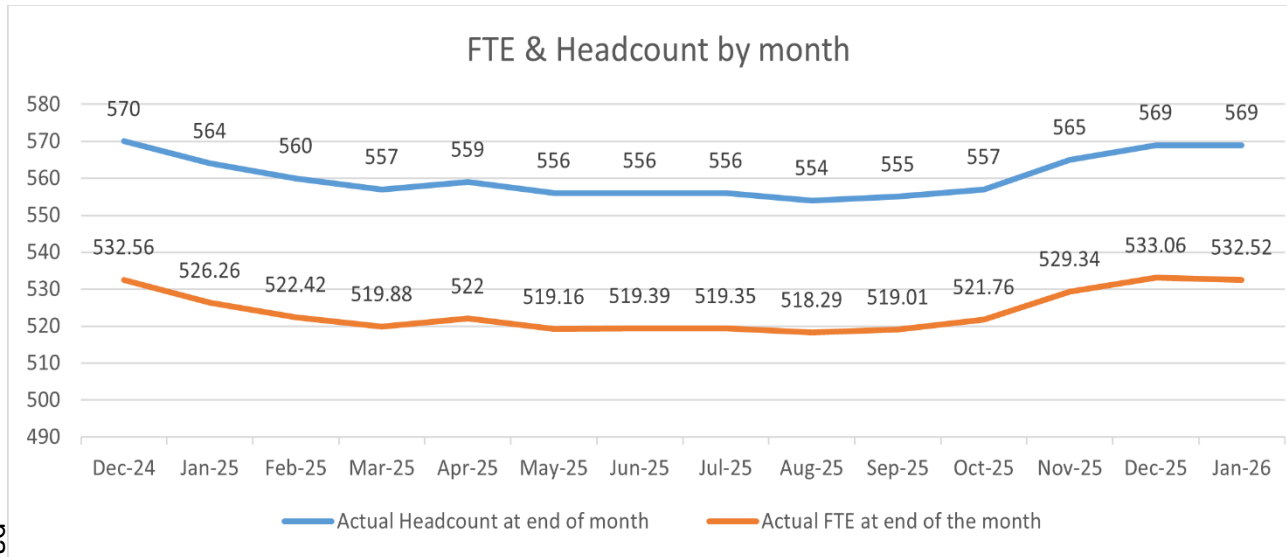
Please make sure you have obtained the relevant sign off and the date completed before submitting your report to Democratic Services.

| | Officer Name | Date requested | Date Completed |
|---------------------------|--------------------------------------------------------------------------------------|-----------------------|-----------------------|
| Legal & Governance | Monitoring Officer or Deputy Monitoring Officer | 10/3/2025 | 10/3/2025 |
| Finance | Section 151 Officer or Deputy S151 Officer | 10/3/2025 | 10/3/2025 |
| Communications | communications@eastdevon.gov.uk | | n/a |
| Digital and Data | digital@eastdevon.gov.uk | | n/a |
| Engagement | engagement@eastdevon.gov.uk | | n/a |
| HR | HR Lead | | 10/03/2025 |
| Equalities | Equality Officer | | n/a |
| Chief Executive | Chief Executive | | n/a |
| Director | Relevant Director | 10/3/2025 | 10/3/2025 |
| Assistant Director(s) | Relevant Assistant Director(s) | N/A | n/a |
| Cabinet Lead Member(s) | Relevant Lead Member (s) | 20/3/2025 | Required |
| Executive Leadership Team | ELT | 10/3/2025 | 10/3/2025 |
| Strategic Leadership Team | SLT | | If applicable |

East Devon District Council People Data

Data as at: 31.01.26

Headcount



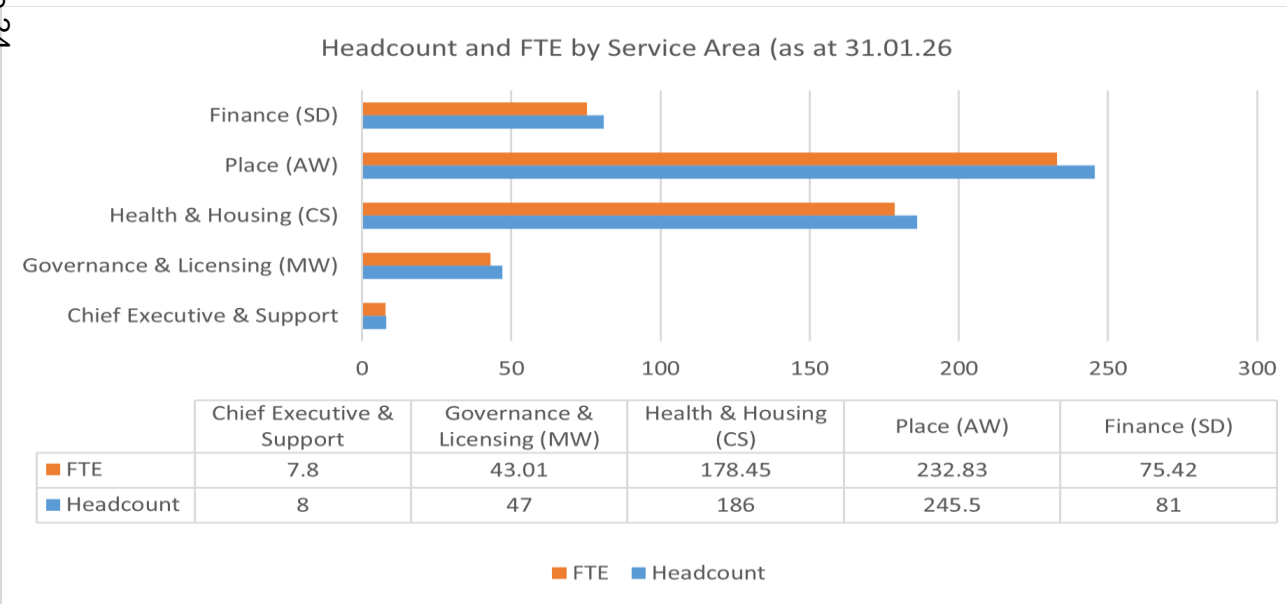
| | |
|------------------------------------|--------|
| Actual Headcount: | 569 |
| Full Time Equivalent (FTE): | 532.52 |
| Budgeted FTE for 2025/26 | 565.4 |

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.

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Vacancies, Agency Workers, Market Supplements

| | This month (31.01.26) | Last reporting period (30.11.25) |
|-----------------------------------------------------------------------------------|-----------------------------|-------------------------------------|
| Total Vacancies for EDDC (Recruiting in Progress & Not Recruiting) | 57 (10.01% of headcount) | 67 (11.85% of headcount) |
| Total number of Market Supplements | 21 | 22 |
| Average length of time to recruit a vacancy from the point of advertising. | 84.73 days | 57.28 days |
| Total Positions filled by Agency | 20 | 29 |

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Last Reporting Period – this was 30 November 25, as reported to Personnel Committee in January 2026.

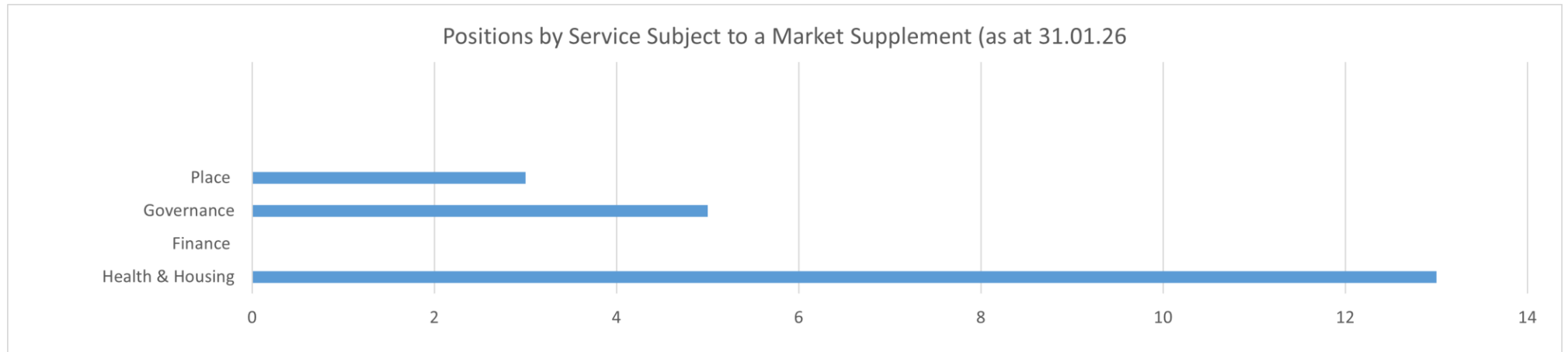
NOT Recruiting Vacancies - Vacancies that are not currently part of the recruiting process. This may be because they are on hold or recruitment is being prepared, or being backfilled internally by honorarium or secondment whilst decisions are being made.

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 recruitment campaign 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 but HR and Finance are currently working on improvements to where data is held.

Market Supplement – An additional payment made in excess



Turnover

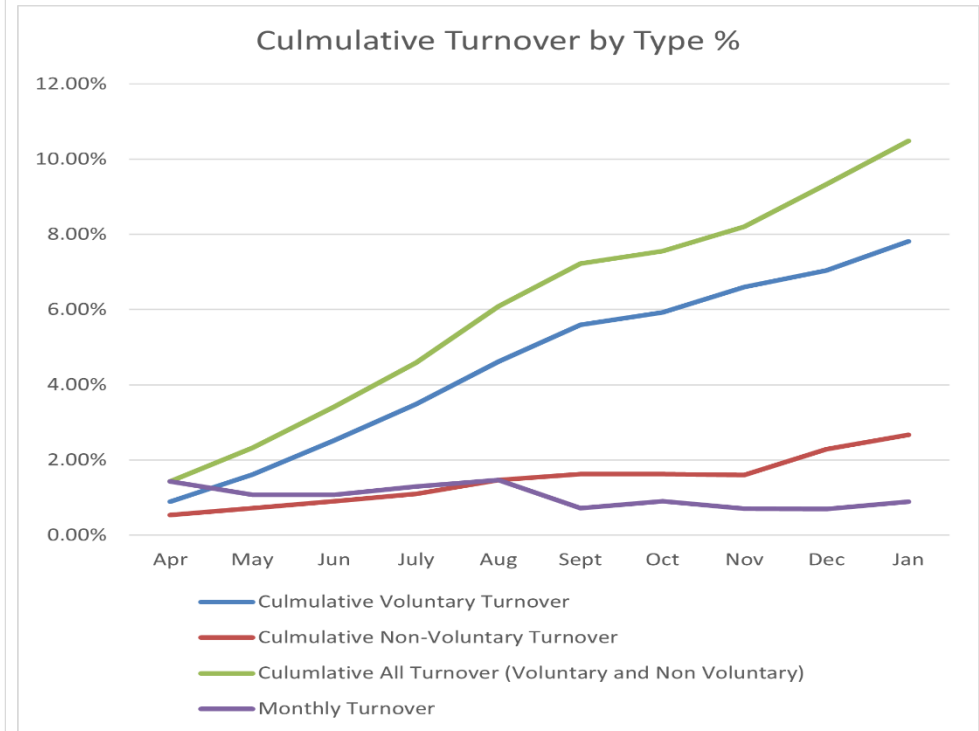
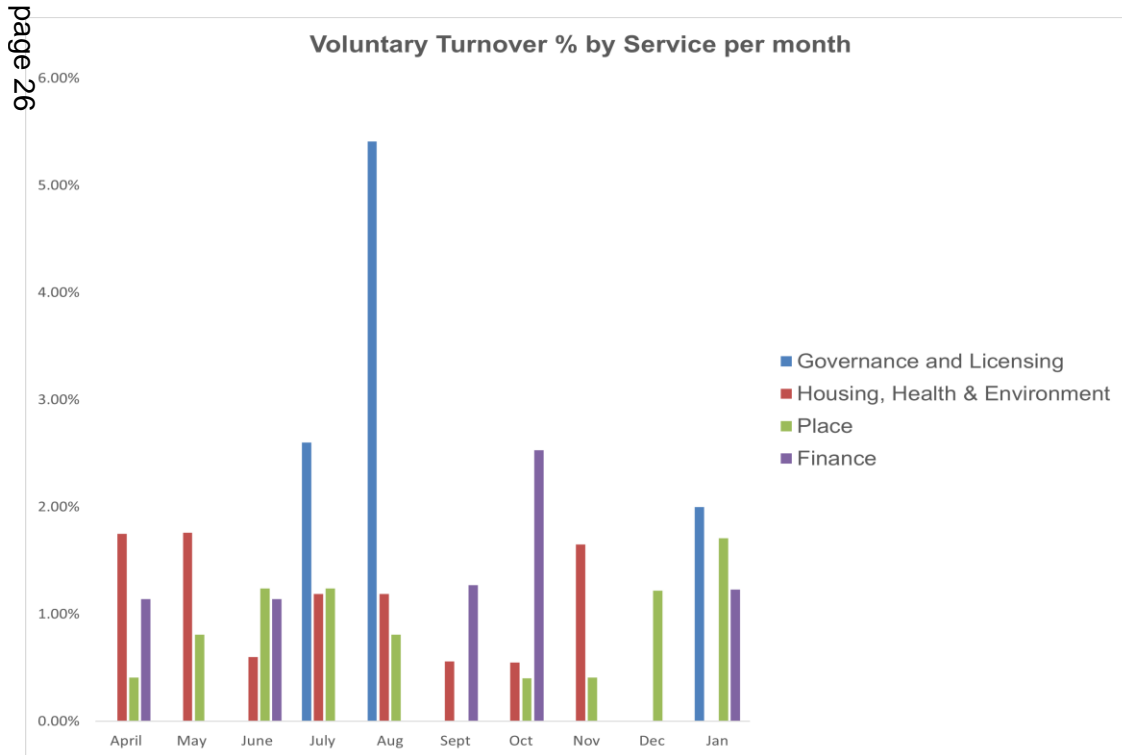
| Cumulative Voluntary Turnover as at 31.01.26 | Projected Voluntary Turnover to 31.03.26 | Cumulative Non-Voluntary Turnover as at 31.01.26 | Projected Non Voluntary Turnover to 31.03.26 | Cumulative Turnover (Voluntary & Non-Voluntary) As 31.01.26 | Projected Turnover (Voluntary & Non Voluntary) to 31.03.26 |
|----------------------------------------------|------------------------------------------|--------------------------------------------------|----------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------|
| 7.82% | 9.38% | 2.67% | 3.2% | 10.49% | 12.58% |

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

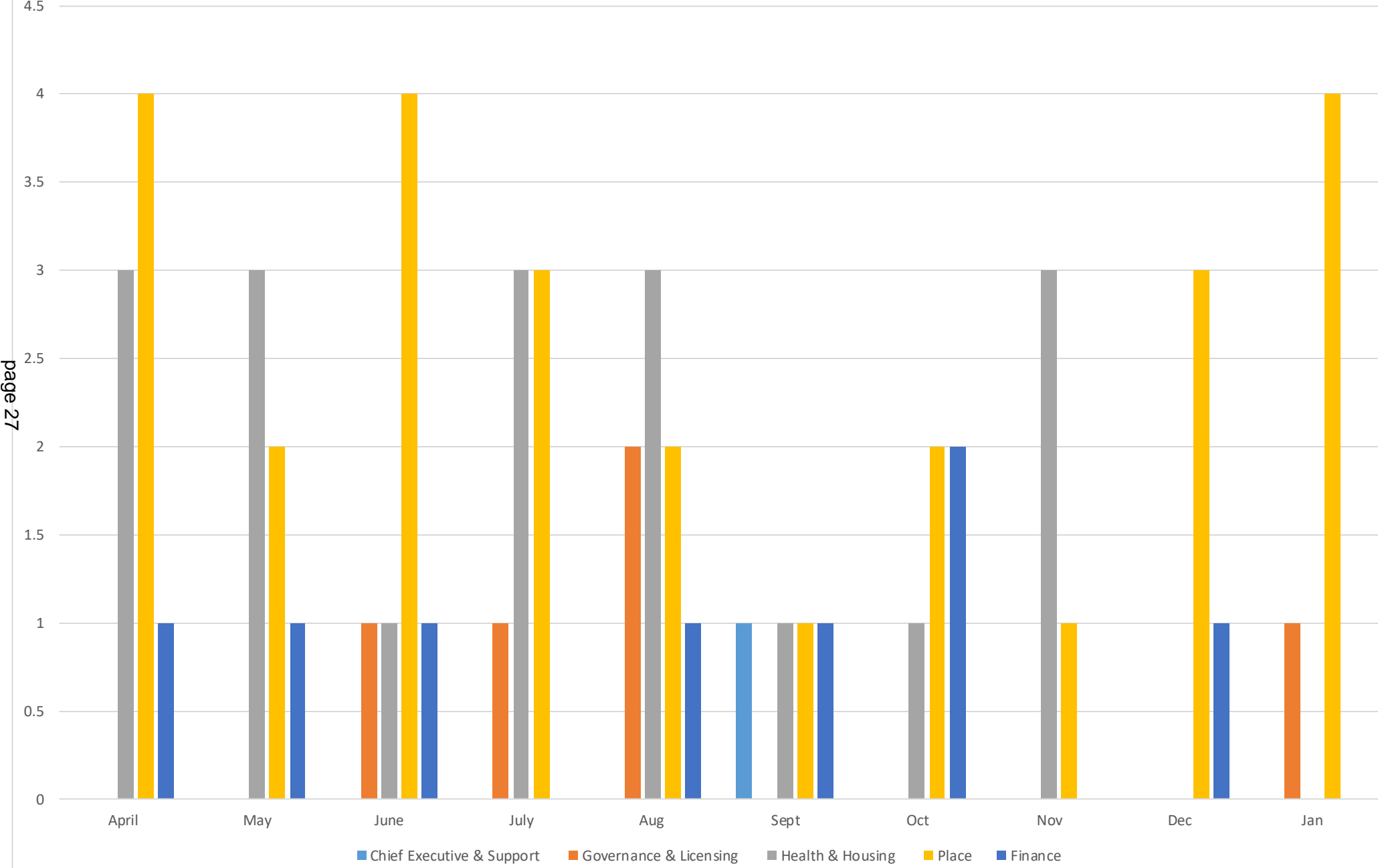
Voluntary turnover only includes resignations.

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 April 25 to January 26



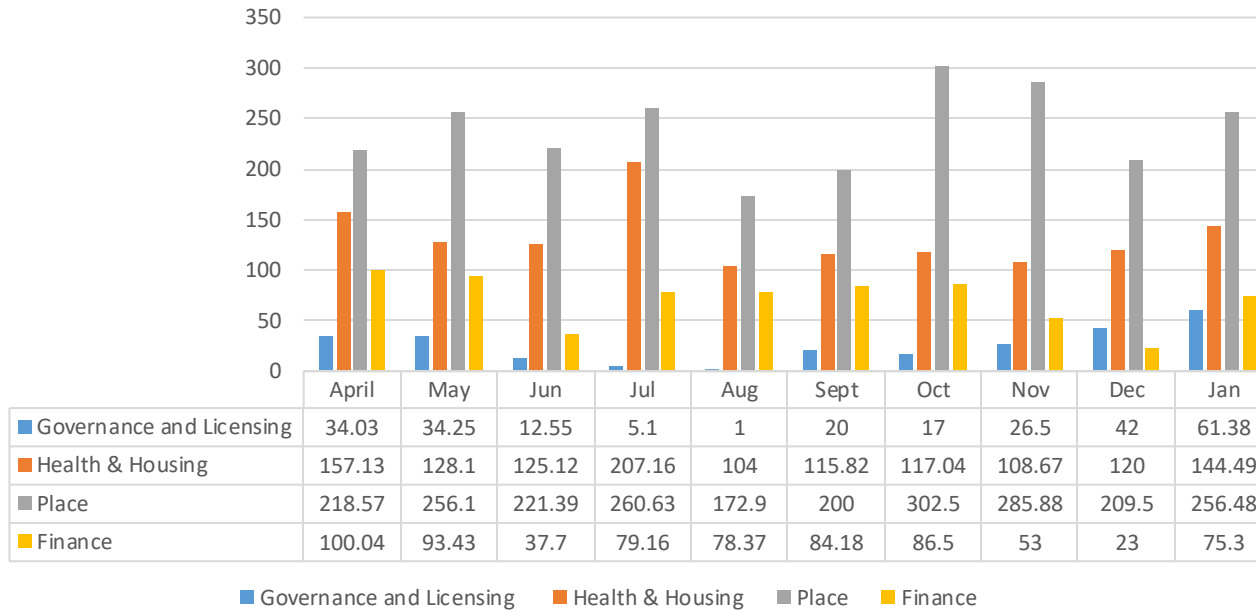
Sickness Absence

| | |
|---------------------------------------------------------|---------------------------------------------------------|
| Working days lost per FTE (Apr 25 to January 26) | Working days lost per FTE (Apr 24 to January 26) |
| 8.82 FTE Days | 8.22 FTE days |

| Top 3 reasons for absence | |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Short term (<8 days) | <ol style="list-style-type: none"> 1. Cold/Flu 2. Stomach, Kidney, Liver, Digestion 3. Neurological, headaches & migraines |
| Medium term (>8 days, <2 months) | <ol style="list-style-type: none"> 1. Stress, anxiety, fatigue (Personal) 2. Hospital Treatment 3. Hospital treatment/operation |
| Long term (>2 months) | <ol style="list-style-type: none"> 1. Stress, Anxiety, Fatigue (work) 2. Other Muscular-Skeletal 3. Hospital Investigations |

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Total FTE working days lost per service (April 25-January 26)



**Based on current information the projected figure for end of year absence per FTE is currently 10.58 days per FTE, the annual target is 8.5 days per FTE*

Report to: Personnel Committee

Date of Meeting 31st March 2026

Heading/Title: HR Update

Cabinet Member(s): Cllr John Loudoun

Director/Assistant Director: Melanie Wellman

Author and Directorate: Gemma Roberts, Governance

Contact Details: Gemma.roberts@eastdevon.gov.uk

Key decision No

If a Key Decision has it appeared on Forward Plan

Document classification: Part A Public Document

Exemption applied: None

1. Background

Generally, Human Resources continue to be busy with business as usual, development activity and support to key organisational projects, such as LATco, Exmouth Town Hall and considerations for Community Asset Transfer. This report provides an overview of some key areas of activity across the organisation in relation to people activity.

1.1 People Strategy & Staff Survey

We held a staff briefing on the 11th March, providing an update on Local Government Reorganisation, the people strategy, plans for the project management office and EdenServ, the new Recycling and Waste Local Authority Traded Company.

We are focusing on visibility and communication following feedback from staff in the staff survey and we hope that staff briefing support in showing the commitment to improve in these areas. A further staff briefing is being planned for 4-6 weeks to update on Directorate Plan and the year ahead.

Key areas of update in relation to the people strategy and staff survey include;

Mentoring

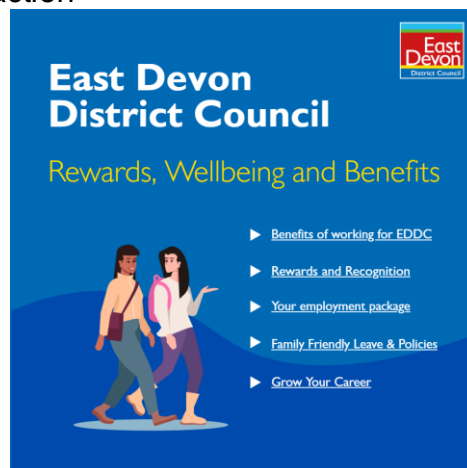
The introduction of a mentoring programme is something that's come through strongly via staff feedback. A framework has now been developed, and we're currently putting the infrastructure around it. Our plan is to go live in April.

Coffee & Connect

We heard from staff that they want to know each other better and connect across the organisation. This has become more of a challenge post covid so we want to be intentional in creating opportunities for people to come other and would be looking for this to be driven by staff. We held a lunchtime coffee and connect to mark International Women's Day. It went really well and we hope for more in future.

Total Reward Information

We committed to creating a one-stop show that brings together the full reward package. This has been developed and we are just in the process of finalising to then share and go live on the One Team East Devon hub. We will also look to create an external version to support recruitment and attraction



Staff Survey and Directorate Priorities

Staff feedback has been fully integrated into the people strategy action plan and as you are aware each directorate has identified three priority areas. All Directors have now agreed actions and are being communicated and discussed locally.

Staff Led Groups – How We Connect / Safe & Supported

As part of the strategy we want to ensure employees have a voice and input in different ways. To support this and ensure employee perspective is understood in key areas we are setting up two staff lead groups, relating to how we connect and how we ensure staff feel safe and supported. We have developed a purpose and terms of reference for these groups and will shortly facilitate a kick off meeting for both.

Performance Excellence Reviews (PERs) & 1-2-1 Review

To ensure PERs and 1-2-1's align with the people strategy and refreshed behaviours we are in the process of reviewing both. This includes a review of the annual timing of PERs, as the current window does not work for a number of teams.

1.2 Employment Rights Act

The Employment Rights Act 2025 represents the most significant overhaul of UK employment law in a generation. It updates and amends major existing legislation, including the Employment Rights Act 1996, and forms a central part of the Government's *Plan to Make Work Pay*, aimed at improving job security, fairness and working conditions across the labour market. The Act received Royal Assent on 18 December 2025 and is being implemented in stages across 2026 and 2027.

Work will take place over this period to ensure we comply with changes as they go live, updating policies and procedures as required. We have recently shared an update with all managers to ensure they are informed of the changes and what they mean for East Devon District Council.

1.3 Team representing East Devon at the South West Challenge

We have a team of four representing the Council at the South West Challenge on 26th March. The challenge involves making decisions about a fictional authority. It is a brilliant opportunity to showcase skills, teamwork and creativity and get a taste of what its like to be a senior manager.

1.4 We Grow - Learning and Development

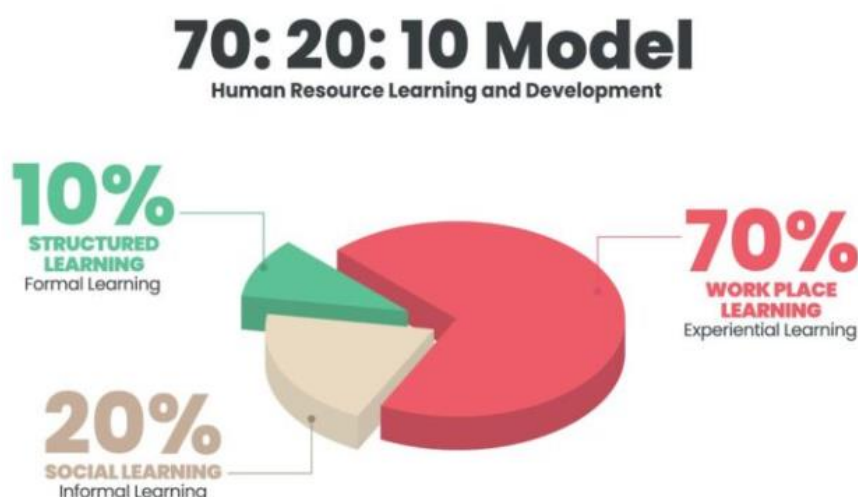
Grow Our Own

We currently have 14 active apprentices. Between April 2025 and March 2026 we have had nine apprentices successfully complete their programme. Our apprentices are across a mix of levels from level 6 to 2. No levy funds have expired during the last financial year, and the Council is currently spending an average of £7,887 per month on apprenticeship training.

The government's 10% top up on levy contributions is due to be removed as part of national apprenticeship funding reforms taking effect from April 2026. This means that the Council will no longer receive the additional 10% uplift on levy payments from 2026 onwards. While this does not impact the current financial year, it will reduce the total levy funding available in future, however the actual top up payments are small in comparison to the Council's overall monthly contribution and at this stage the 10% top up is not expected to impact significantly. We will continue to ensure that apprenticeship funding is spent within 24 months to avoid losing this through expired funding and monitor closely.

Learning and Development Plan

The 2026/27 learning and development plan is currently being developed. In line with people strategy commitment under the Grow theme we are looking at the training offered and how it is delivered. Considering the 70:20:10 model, as detailed below and ensuring we offer a blend of methods, ensuring we are not only focusing on formal training opportunities but also understanding the impact of on-the-job experience and learning from colleagues (as demonstrated through the introduction of the mentoring programme). We are also considering whether full days to move to ½ days to better accommodate busy workloads.



At the end of 2025 we piloted change and resilience workshops, which received positive feedback (see comments below) and all participants reporting increased confidence in dealing with change. Given this we are now incorporating these throughout 2026/27 as part of our committed to prepare people for Local Government Reorganisation.

“Understanding different mindsets and being able to see practical strategies and coping mechanisms was incredibly valuable. More people in our team should attend this course.”

"Learning how to deal with and understand change, and the coping mechanisms that can support this, was extremely helpful. More staff, including managers, should attend"

Linked to the review of PERs we will also be looking to introduce a learning analysis to engage managers on what is needed from the learning plan for the coming year. This will be introduced in 2026 to inform the 2027/28 plan.

1.4 Streetscene Workforce Update

Great work has been happening in Streetscene to address workforce matters. Streetscene have combined permanent and seasonal resourcing needs to better utilise agencies to meet demand. All roles have been reviewed to ensure they are only asking for essential and this has resulted in the need for a driving license being removed as a requirement for some roles. Alongside this a new application form has been created which will be used for future recruitment campaigns to support engagement and accessibility.



A recruitment fair was held on the 13th March, taking place at Camperdown Depot. This resulted in 15 people registering interesting. In addition, there are plans for date in April at Manstone Depot.

We are in the process of reviewing the induction pack to ensure a robust approach to onboarding to ensure all new starters have a positive experience.

1.5 New Benefit – Additional Voluntary Contributions



Payroll have been working hard to introduce a new benefit for staff. From May 2026 we will be offering staff the opportunity to increase their pension savings through a salary sacrifice scheme, known as additional voluntary contributions (AVC). This will result in savings on tax and national insurance (NI). The Council will also achieve an NI saving.

This is being sourced through My Money Matters who will facilitate the implementation of the scheme.

2 Recommendations/Decision

To note the content of this update.

3 Reasons for Recommendations/Decision

To ensure members of Personnel Committee are up to date with activity taking place across HR.

4 Options

N/A

5 Relevance to Council Plan/priorities

Set out how report links to the Council Plan/priorities:

- A supported and engaged community that has the right homes in the right places, with appropriate infrastructure
- A sustainable environment that is moving towards carbon neutrality and which promotes ecological recovery.
- A vibrant and resilient economy that supports local business, provides local jobs and leads to a reduction in poverty and inequality.
- A well-managed, financially secure and continuously improving council that delivers quality services

6 Financial Comments/Implications

There are no direct financial implications in the recommendations.

7 Legal Comments/Implications

There are no direct legal implications in the recommendations.

8 Risk Implications

Not applicable.

9 Equality Implications (Public Sector Equality Duty)

Equality consideration is embedded within HR practice and where required Equality Impact Assessments are undertaken for relevant work.

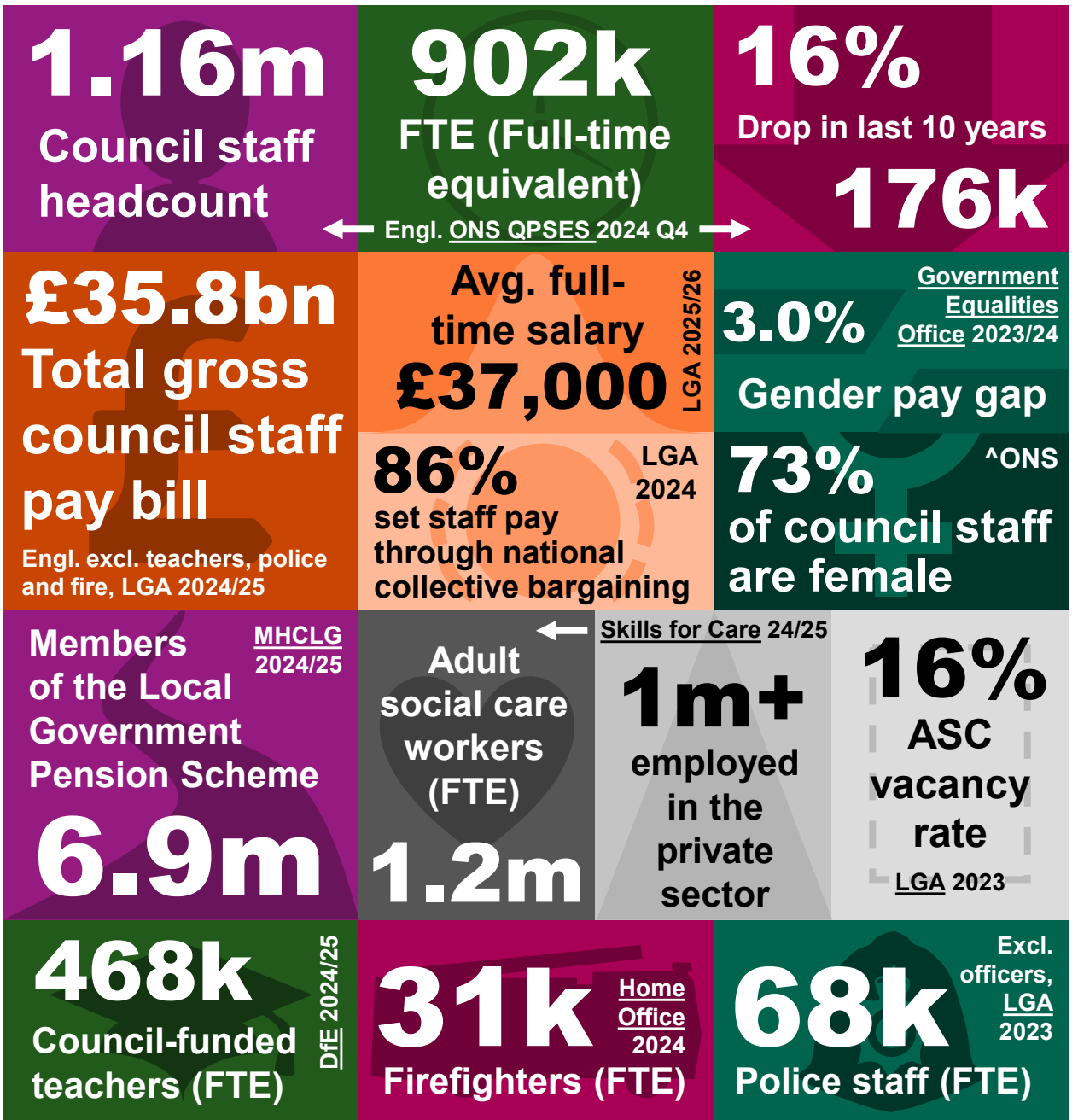
- 10 HR and Workforce Implications**
As detailed within main body of report.
- 11 Community Safety Implications (Crime and Disorder)** Not applicable.
- 12 Climate Change Implications** Not applicable.
- 13 Health & Safety and Health & Wellbeing Implications** Detailed within main body of report, where applicable.
- 14 Procurement and Social Value implications** Not applicable.
- 15 Land and Buildings (non-housing)/Asset Management Implications** Not applicable.
- 16 Overview and Scrutiny Committees Comments/Recommendations** Not applicable.
- 17 Digital and Data** Not applicable.
- 18 Consultation and Engagement** Not applicable.
- 19 Communications** Not applicable.
- 20 Next Steps** Not applicable.
- 21 Appendices** Not applicable.
- 22 Background Papers** Not applicable.

Proposed Report Sign Off process

Please make sure you have obtained the relevant sign off and the date completed before submitting your report to Democratic Services.

| | Officer Name | Date requested | Date Completed |
|---------------------------|--------------------------------------------------------------------------------------|-----------------------|-----------------------|
| Legal & Governance | Monitoring Officer or Deputy Monitoring Officer | 12/3/2025 | 13/3/2025 |
| Finance | Section 151 Officer or Deputy S151 Officer | 17/3/2025 | 17/3/2025 |
| Communications | communications@eastdevon.gov.uk | | If applicable |
| Digital and Data | digital@eastdevon.gov.uk | | If applicable |
| Engagement | engagement@eastdevon.gov.uk | | If applicable |
| HR | HR Lead | | If applicable |
| Equalities | Equality Officer | | Required |
| Chief Executive | Chief Executive | | If applicable |
| Director | Relevant Director | 12/3/2025 | Required |
| Assistant Director(s) | Relevant Assistant Director(s) | N/A | Required |
| Cabinet Lead Member(s) | Relevant Lead Member (s) | 20/3/2025 | Required |
| Executive Leadership Team | ELT | 17/3/2025 | Required |
| Strategic Leadership Team | SLT | | If applicable |

The local government workforce system is vast, varied and often complex, and covered by a wide variety of data collections. This collection of infographics brings the key sources together to shed light on the sector.



Size of the sector

November 2025

8.3k headcount in top 3 management tiers
 InfiniStats
 Mar 2024

468k

council-funded teachers (513k HC)

Department for Education (DfE), Schools workforce in England 2024/25

902k

Council staff (1.2m HC)

Office for National Statistics (ONS), Quarterly Public Sector Employment Survey (QPSES) Q2 2025

↓ DOWN 16% (176k)
 since Q2 2015

40k FRS staff (**45k** HC)

31k

Firefighters (35k HC)
Home Office 2024

96k FTE

1.2m

Adult social care staff (1.4m HC)

Skills for Care, The state of the adult social care sector and workforce in England 2023/24

68k

Police staff excl. officers (74k HC) ← LGA Police staff survey 2023

Figures apply to: England
 HC = headcount
 Circle size is proportional to FTE

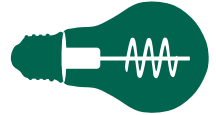
All figures apply to: England

94%

Of councils experienced **recruitment and retention difficulties**

LGA Workforce Strategy Survey 2025

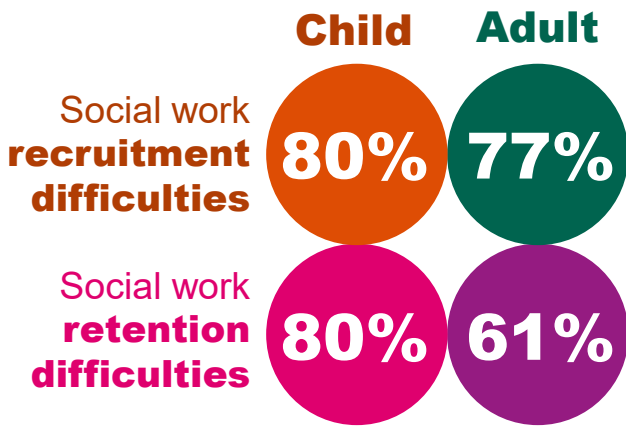
Staff training & development:



£418k average net training spend
73% plan to maintain or increase
90% have a 'grow your own' scheme

Hours and job security:

65% directly employ zero hours staff
263 avg. zero hours staff per council
92% have not used 'fire and rehire' policies in the last 5 years



28 average HR staff per council
41% decreased HR staff in 3 years
24% lack necessary resources
92% prefer or require CIPD quals
33% using or developing AI for HR
45% have an AI usage staff policy

Agency: **44k** HC, **35k** FTE, **7%**

Temps: **23k** HC, **19k** FTE, **4%**

Annual leavers: **73k**, **12%**

Vacancies: **57k**, **9%**

Avg. sick days per worker: **8.8**

InfiniStats benchmarking Mar 2024

Within adult social care:

- 111k** vacant posts (7% rate)
- 23.1%** turnover rate
- 45%** 3+ years in the role
- 45%** with relevant qualification
- 4.5** avg. sick days per year

Skills for Care ASC Workforce 2024/25

14.3k

Apprenticeship starts across 244 councils

97%

at a Level 7 (Master's) standard



top 3 most popular:

- Senior leader (78%)
- Accounts or tax professional (75%)
- Chartered town planner (70%)



7 apprenticeship starts avg per district council



101 avg per single tier or county council



90%

have an apprenticeship strategy or action plan in place or being developed



84%

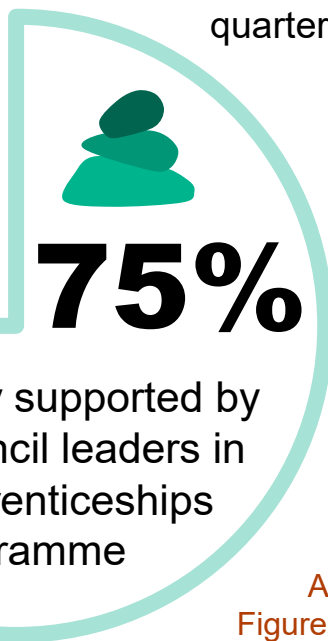
have a plan in place to promote apprenticeships to looked after children, care leavers, and underdeveloped groups, or are developing one

37%

pay the apprentice National Living Wage



91% hold progress reviews at least quarterly



75%

Significantly supported by senior council leaders in their apprenticeships programme

49%

say that apprenticeships are helping their council address recruitment and retention issues



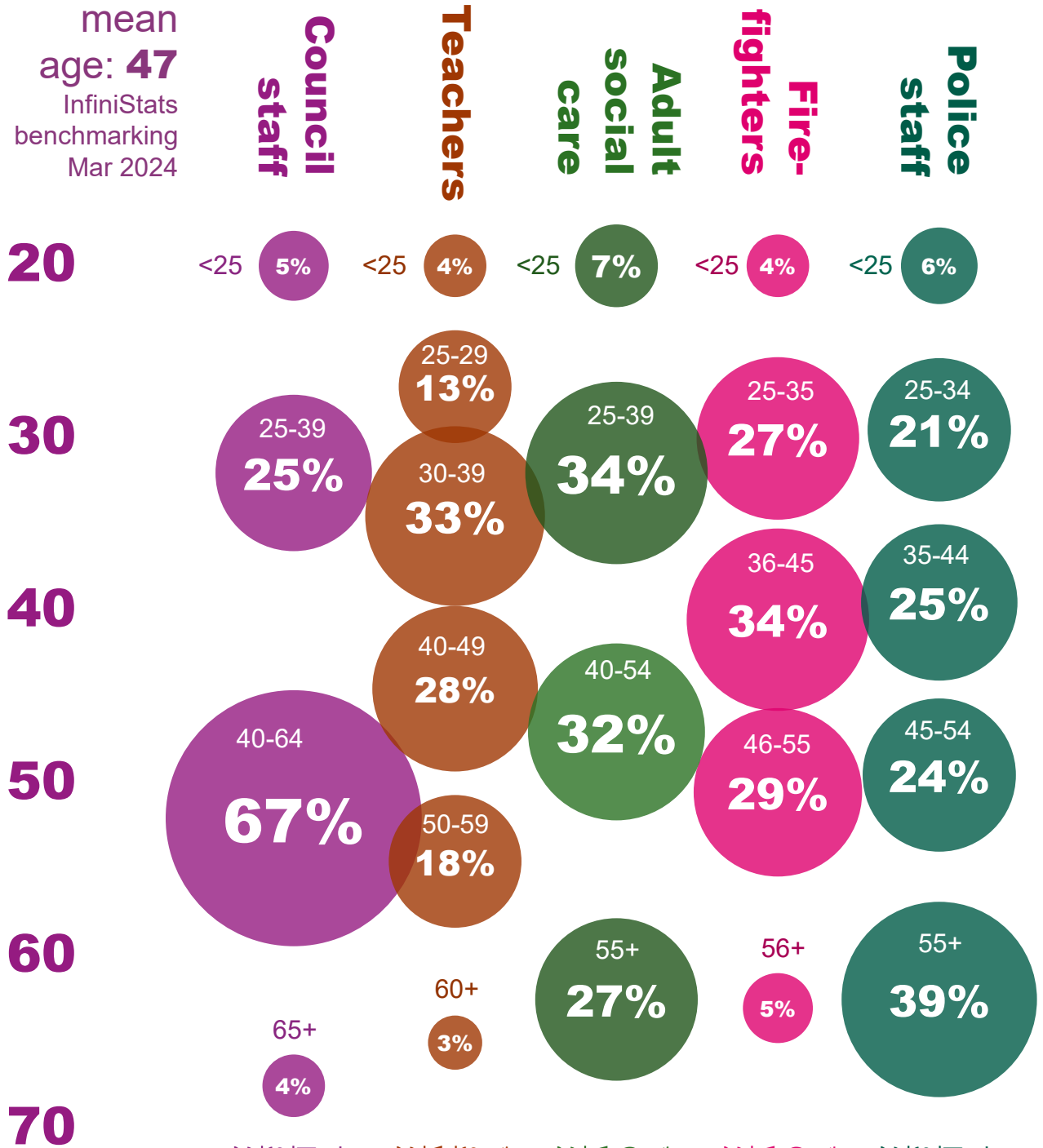
LGA Apprenticeships Survey 2024

All Figures apply to: England

Staff age groups

November 2025

mean age: **47**
InfiniStats benchmarking Mar 2024



Figures apply to:
* England
† England and Wales

† LGA Earnings Survey 2019/20

* DfE Schools workforce 2024/25

* Skills for Care ASC Workforce 2023/24

* Home Office Fire Workforce 2024

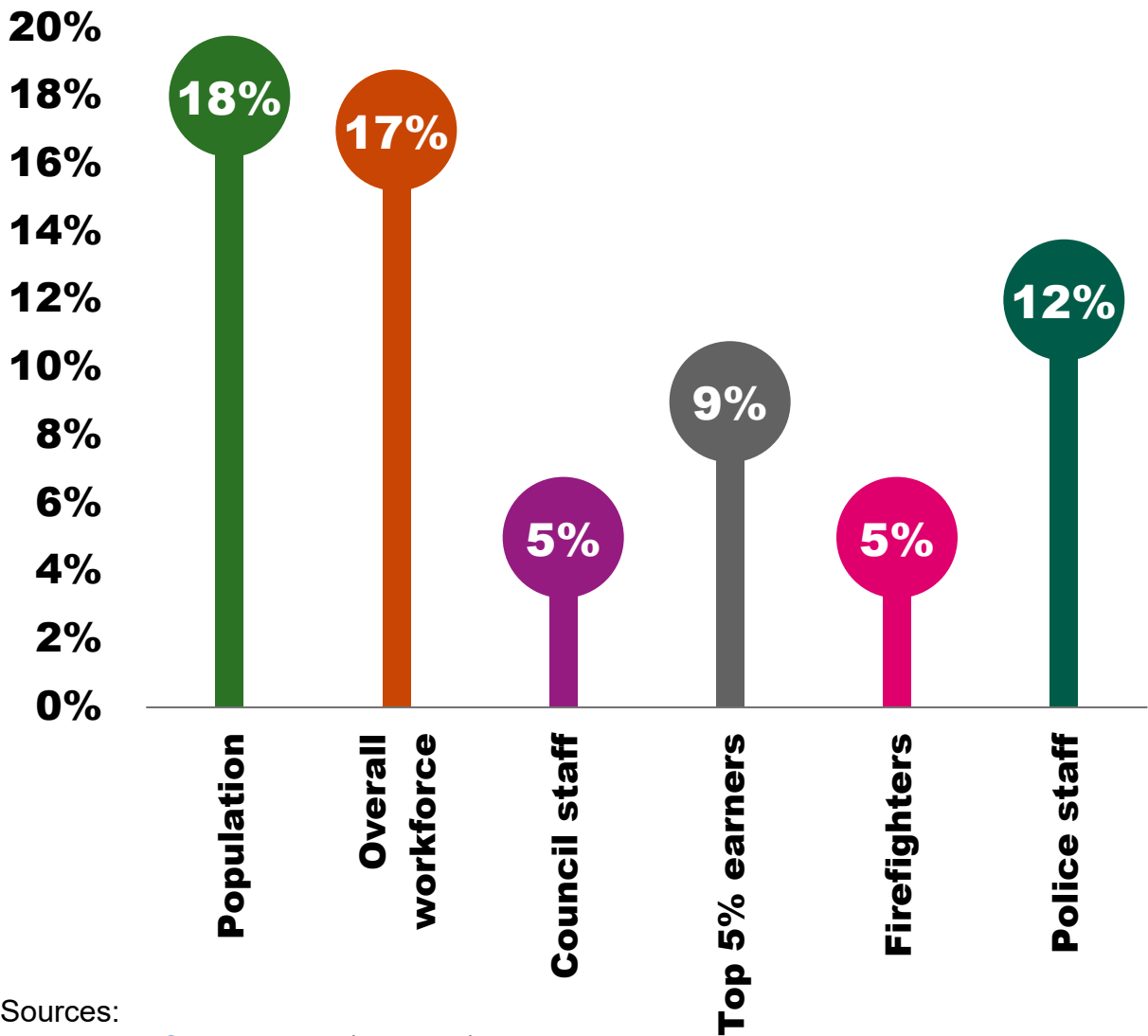
† LGA Police Staff Survey 2023

Staff ethnicity

November 2025

| Workforce % breakdown | White | Asian | Black | Mixed | Other | Source |
|---------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------------------------------|
| England Population | 81% | 10% | 4% | 3% | 2% | Census 2021 |
| England and Wales overall workforce | 85% | 8% | 4% | 2% | 2% | E&W Annual Population Survey 2022 |
| English council staff | 89% | 4% | 5% | 1% | 1% | LGA Earnings Survey 2019/20 |
| Top 5% of English council earners | 89% | 11% | | | | LGA Workforce Strategy Survey 2025 |
| Teachers (England) | 89% | 6% | 3% | 2% | 1% | DfE Schools Workforce 2024/25 |
| Adult social care staff (England) | 68% | 11% | 18% | 2% | 1% | Skills for Care ASC Workforce 2023/24 |
| Firefighters (England) | 95% | 1% | 1% | 3% | 1% | Home Office Fire Workforce 2024 |
| Police staff (excl. officers, Engl. & Wales) | 95% | 3% | 1% | 1% | 0% | LGA Police Staff Survey 2023 |

Percentage with a disability



Sources:

Population: [Census 2021](#) (England)

National workforce: [Department for Work and Pensions, The employment of disabled people 2025](#) (England & Wales)

Council staff: [LGA Earnings and Demography Survey 2019/20](#) (England & Wales)

Top 5% of council earners: LGA Workforce Strategy Survey 2025 (England)

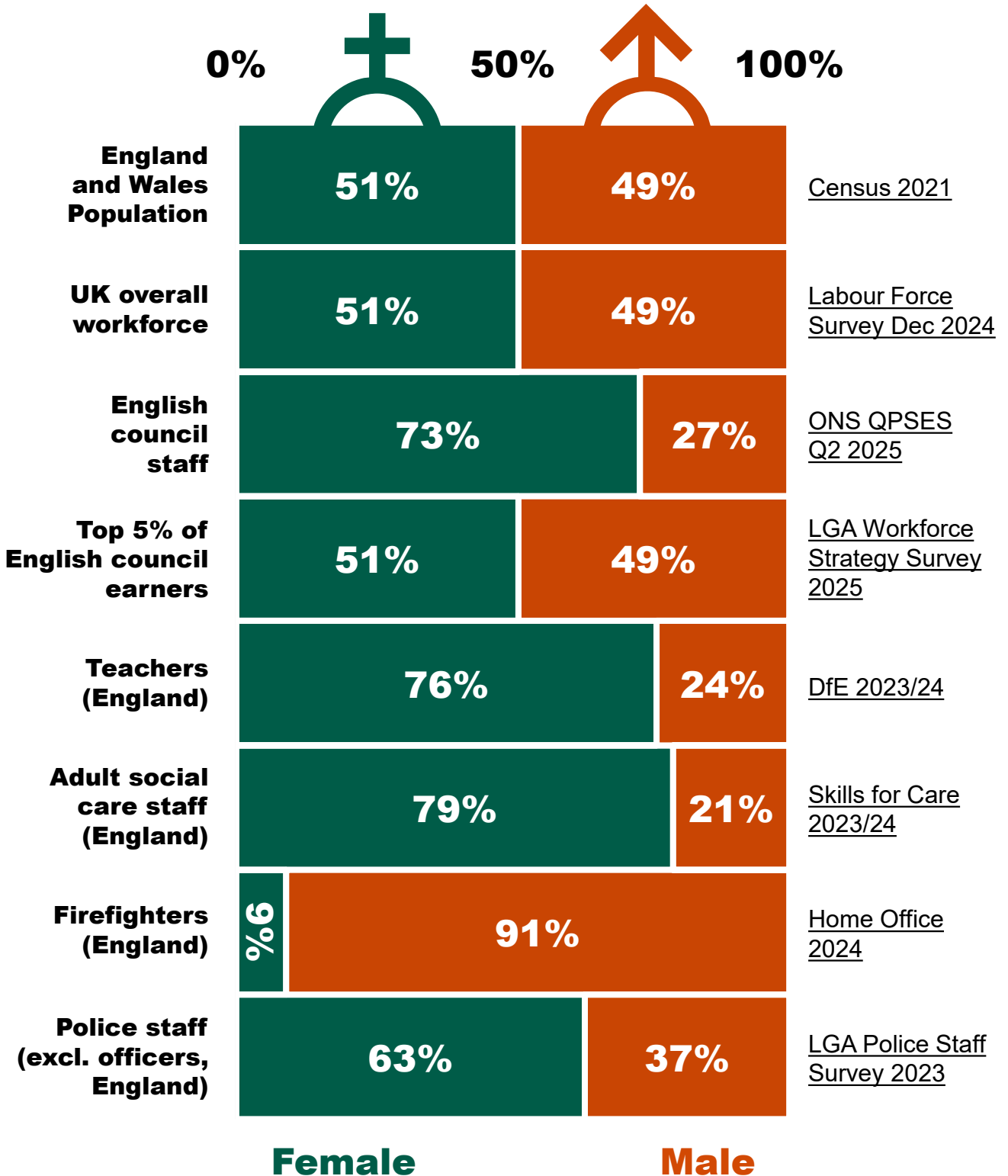
Firefighters: [Home Office Fire Workforce 2024](#) (England)

Police staff (excludes officers): [LGA Police Staff Survey 2023](#) (England & Wales)

Note: differences in methodology, time period and substantial proportions for whom disability status is not known mean that these results should be interpreted with caution.

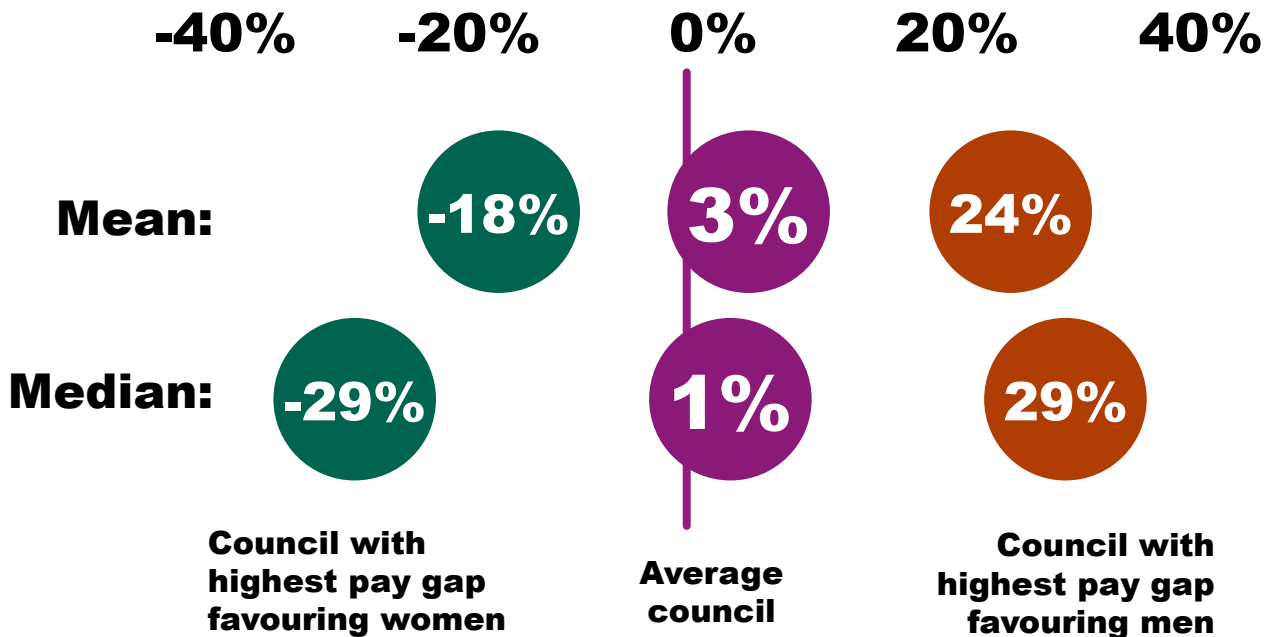
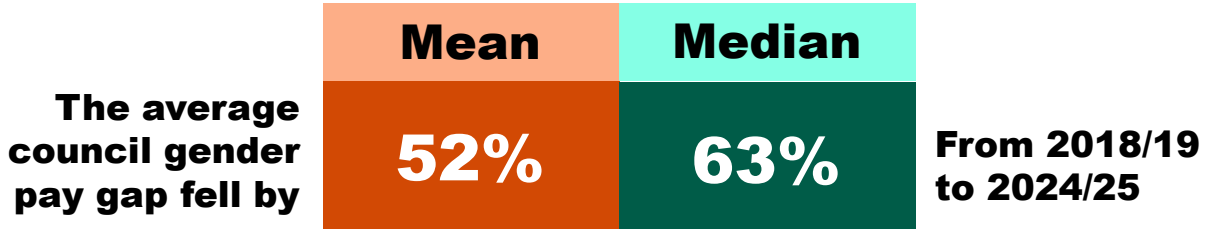
Gender of staff

November 2025

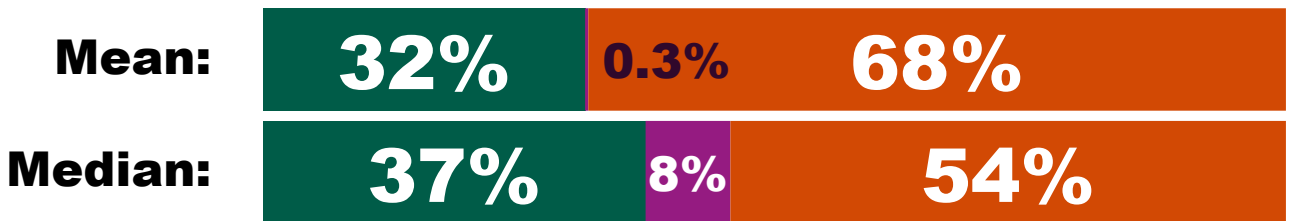


Gender pay gap

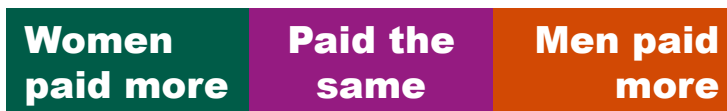
November 2025



Breakdown of councils by pay gap status:



All figures apply to: England

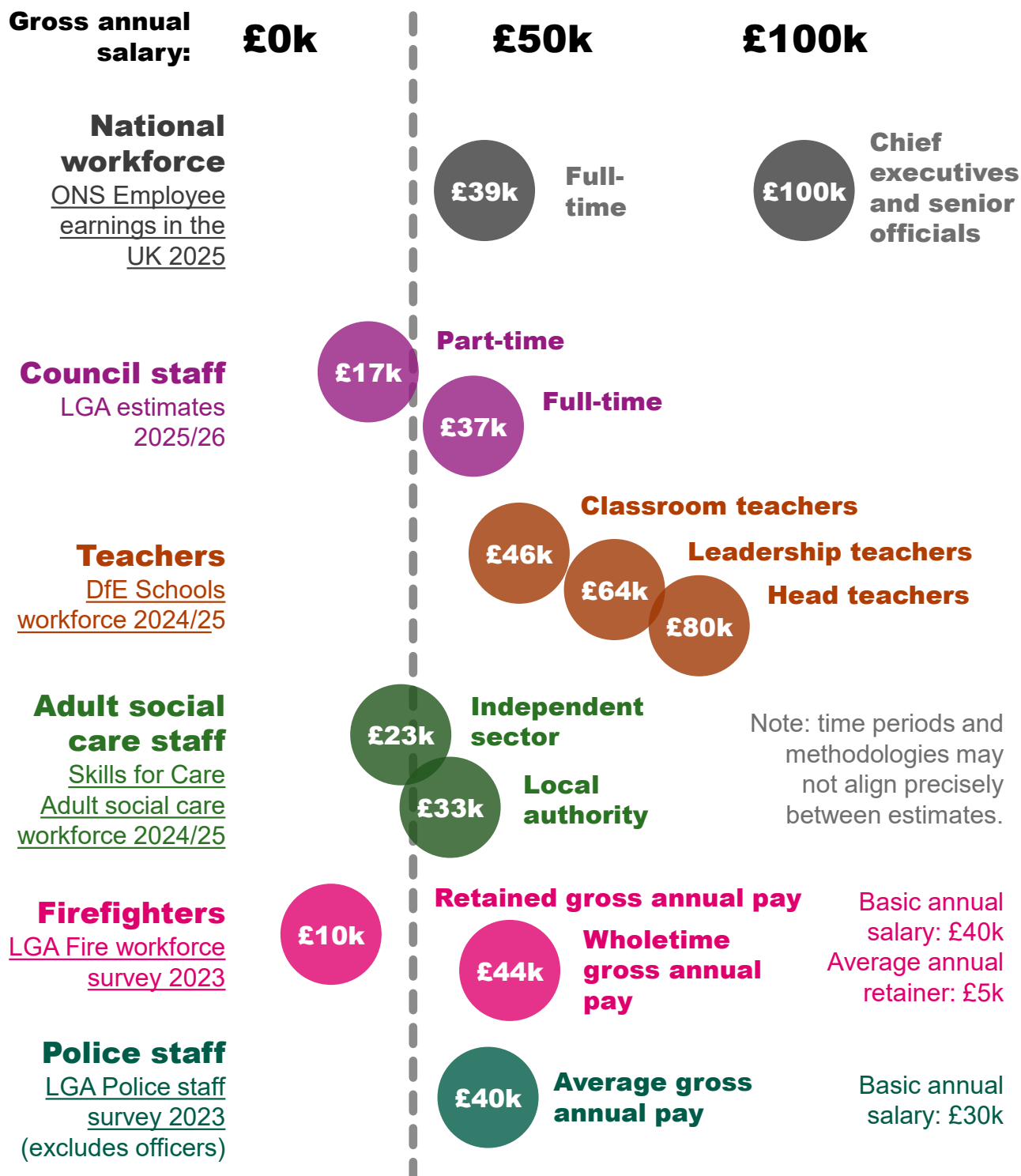


Source: [Government Equalities Office, Statutory Return, 2024/25. Available on LG Inform](#)
 Note: the mean gives an overall indication of the pay gap, but can be distorted by very large or small pay rates or bonuses. The median gives a good indication of a 'typical' situation, but might not pick up pay gap issues among the lowest or highest paid employees.

Average salaries

November 2025

£25.5k – National Living Wage full-time annual salary (LGA analysis of [gov.uk rate](https://gov.uk/rate), April 2025)



Total pay bills

November 2025

All figures apply to: England

£35.8bn

Total gross pay bill for council staff

LGA estimates 2024/25

including **£7.3bn** additional pay

(national insurance, location allowances, pension contributions, etc)

Excludes teachers and staff employed by council contractors

£1.2bn

Total fire pay bill

LGA Fire workforce survey 2023

£105m

Pay for retained firefighters

£3.1bn

£35.6bn

Total adult social care pay bill

LGA analysis of Skills for Care Adult social care workforce 2023/24

£2.3bn

Total Gross police staff pay bill

Excl. officers

including

£258m additional pay

LGA Police staff survey 2023

£1.4bn

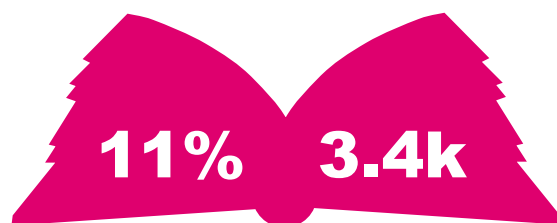
in direct payments



Staff employed on **NJC Green Book** conditions of staff FTE in English councils

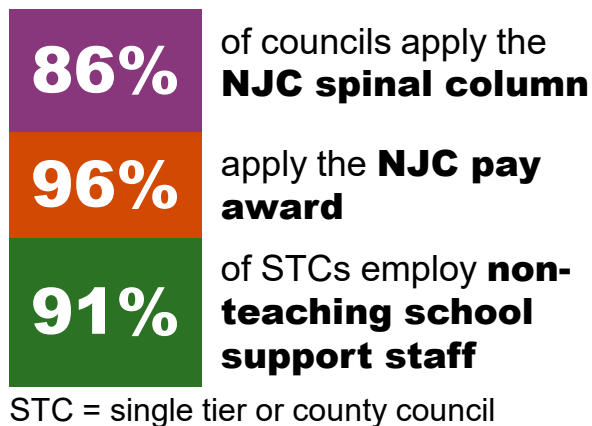
£23.7bn total pay bill

Includes **school support staff**:



of councils employ craft workers on **NJC Red Book** conditions total Red Book craft workers across all councils

82% of councils employ staff on **NJC Chief Officer** conditions
7.5k total staff across all councils
 All figures apply to: England



STC = single tier or county council

The **National Joint Council (NJC)** for Local Government Services is the negotiating body for local government workers and includes employer and trade union representatives.

The **NJC pay spine** is a standardised scale of pay rates agreed by the NJC and adjusted periodically to reflect changes set out in collective agreements. Pay awards agreed by the NJC may also be applied to other staff.

‘Green Book’ staff are those employed within the collective bargaining framework established by the NJC, including central council staff and non-teaching schools staff, but not teachers, firefighters and others that are separately bargained, such as: **Craft workers** (skilled manual labourers). The **‘Red Book’** is a framework negotiated by a separate JNC to cover these workers.

The **Chief Officers JNC** exists to negotiate pay and conditions for senior officers in councils, and there is a distinct **Chief Executives JNC** that applies to the most senior council staff.

Source: LGA pay spine review 2024