

REPORT: Human Resources Operations at Exeter City Council

Pre and Post HR Review Assessment

Customer Focus Scrutiny Committee

Date: 13th November 2025

Report of: Jo Yelland, Strategic Director, People and Communities

Report prepared by: Lydia Wilson – Head of Service – Human Resources (HR), Workforce & Organisational Development (OD)

1. Executive Summary

- 1.1 This report presents a comparative overview of HR operations and delivery at Exeter City Council before and after the independent HR review conducted in March 2024. It evaluates the structural, procedural, and cultural changes implemented to improve HR effectiveness, workforce planning, employee relations and service delivery. The report also identifies ongoing challenges and opportunities for continued development.

2. Background and Context

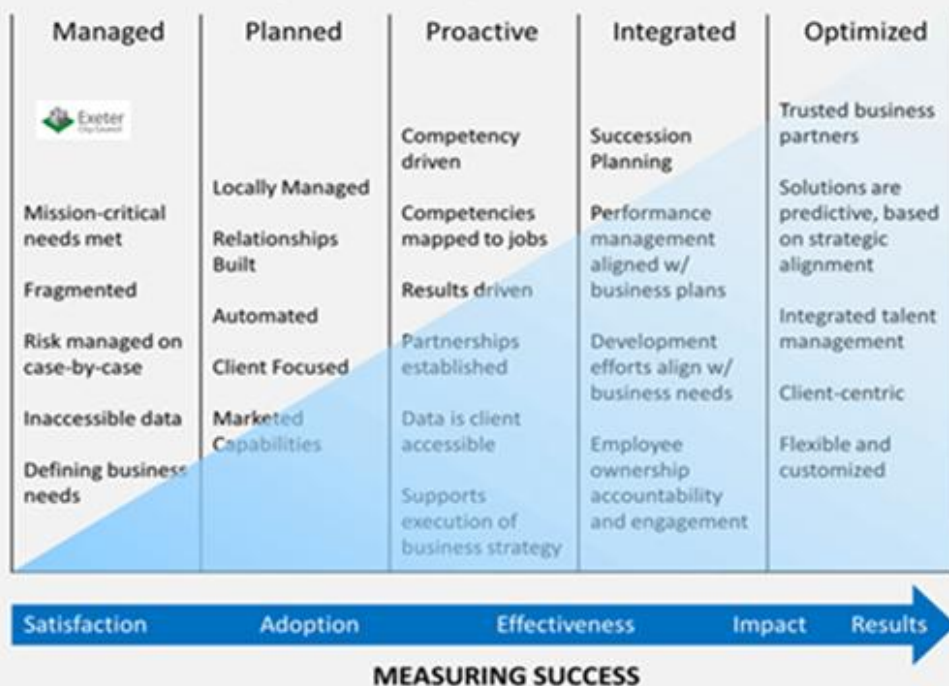
- 2.1 The independent review focused on defining the requirements of an HR/OD function that would be fit for purpose as the Council continues its transformation programme, to meet its strategic aims and objectives. The review aimed to identify what would be needed to better align HR operations with the council's strategic goals, enhance workforce capabilities, and modernise people management functions.
- 2.2 The findings of the independent review highlighted that HR within ECC continued to be a reactive service, resources were focused on transactional activity, and it was not providing the necessary level of expertise required within a consistently changing and evolving environment.

3. HR Review – Issues

- 3.1 The reviewer used a HR maturity model matrix to assess current position of the service and the report concluded that it was in a 'managed state' (**Table1**).
- 3.2 Key issues identified:
- Focus was to meet the critical needs of operational demand
 - Fragmented ownership, unclear accountability, joint working relationships not evident
 - Risk managed on a case-by-case basis
 - Inaccessible data for managers and employees to self-service
 - HR not aligned to business needs and priorities

HUMAN RESOURCE DEVELOPMENT

Human Resource Development Maturity Model



HR Transactional support is an ongoing requirement, however volume reduces as technology becomes the enabler for self-service.
HR resources refocused on strategic HR delivery which drives business impact, delivery and return on investment.

Table 1: HR Maturity Model

4. Independent HR Review – Recommendations

4.1 The report identified that ECC needs to focus on moving from a 'managed state' to a 'proactive state'. A managed state would encompass the following elements.

- Competency driven
- Results driven
- Partnerships established
- Data being client accessible
- Supporting the execution of business strategy

4.2 Recommendations

- **Automation:** Implementation of an HR Information System that is fit for purpose and drives self-service and management information (MI) insight and data.
- **Process Improvement:** Review HR administration processes, streamline and drive sustained improvements in terms of efficiency and automation.
- **Accessibility:** Introduce/update user friendly platform for Managers and Employees to access key information sources/guidance.
- **Policies & Practices:** Implementation plans for revised policies that ensure effective delivery to target audience, knowledge building and embedding ways of working.

- **Values & Leadership:** Values review to ensure they meet with the strategic direction of ECC, and development of values framework and identification of Leadership Development Programme.
- **Operating Model:** Transition to a new HR operating model with an emphasis and focus on People & Culture.

5. Independent HR Review – Progress Update

- 5.1 Following the independent HR review, a comprehensive HR Improvement Plan was set out with clear objectives, actions and timeframes established to address the issues and proceed with the recommendations identified within the report (section 4).
- 5.2 The plan was designed so that all actions are fully implemented by March 2026. Appendix A shows the detailed project plan and status of each activity. Below is a summary of the actions that have been completed or are in progress.

5.3 IT Systems

- 5.4 A full review of the **iTrent HR System** has been undertaken, leading to the formation of a dedicated project group and improvement plan. The aim is to optimise system usage by automating processes, enhancing self-service functionality, and reducing the transactional and administrative workload currently undertaken by the HR team.

This includes:

- Implementation of the onboarding module, significantly reducing administrative tasks and streamlining the new starter process
 - Automated workflows and email notifications for new starters, leavers, and internal movers
 - Employee self-service offboarding, enabling smoother transitions and clearer responsibilities
 - Right to Work checks reporting and workflow alerts, including breach notifications to ensure compliance
 - Digital checklists to support consistent and timely completion of onboarding, offboarding, and internal movement tasks
- 5.6 A new **Corporate HR Business Intelligence Dashboard** has been developed to track key metrics and drive strategic decision-making processes. Metrics currently tracked include:
- Absence rates and trends
 - Turnover and retention figures
 - Equality, Diversity & Inclusion (EDI) indicators
 - Vacancies
- 5.7 A new **HR SharePoint site** is currently being developed, including a dedicated People Hub designed to streamline access to HR information, empower employees and managers, and enhance the overall employee experience at Exeter City Council.

This site will replace the existing staff intranet and will serve as a central, user-friendly platform for:

- HR policies and procedures
- Guidance documents and toolkits
- Templates for common HR processes
- FAQs and self-service resources
- Links to key systems such as iTrent and the HR BI Dashboard

The People Hub will support a more agile and informed workforce by making essential HR resources easily accessible and aligned with organisational priorities.

- 5.8 A new **door access system at the Civic Centre** has been implemented to enhance the safety, security and operational efficiency with controlled and auditable access.

5.9 Talent Acquisition

- 5.10 Proposal to maximise the utilisation of **ECC apprenticeship levy** has been agreed with the aim of implementing a council-wide apprenticeship scheme to address critical skills shortages, provide career pathways for frontline staff and support vulnerable community members such as young people leaving care and people with lived experience of homelessness.

- 5.11 **Recruitment and Onboarding Process Improvement.** A project group and improvement plan have been established to streamline and enhance the recruitment and onboarding experience. The focus is on ensuring processes are inclusive, efficient, candidate-focused, and aligned with the Council's strategic workforce goals: attracting, selecting, and integrating the best talent to deliver on corporate objectives.

- 5.12 **Key initiatives being developed include:**

- **Creation of a new web site landing page** for job applications, designed to improve accessibility, showcase the Council's employer brand, and provide a more engaging candidate experience
- **Analysis of hard-to-fill roles**, with adaptations to recruitment strategies and processes to better address these challenges
- **Implementation of the iTrent onboarding module**, reducing administrative burden and improving the consistency and efficiency of the new starter journey
- **Automation of emails and workflows** for new starters, leavers, and internal movers, ensuring timely communication and task completion
- **Introduction of digital checklists** to support managers and HR in delivering a smooth and compliant onboarding and offboarding experience

5.13 Learning & Development

- 5.14 A **strategic leadership development programme** has been commissioned and is currently being delivered, with the aim of creating a cohesive, high performance Extended Leadership Team that is aligned to the Council's strategic priorities and values.

- 5.15** A range of **people management skills** workshops have been designed and are currently being delivered across the council to upskill managers in areas of absence management, investigations and difficult conversations.

5.16 Employee Experience

- 5.17** A thorough **review of 24 HR policies** has been undertaken to ensure they are current, legally compliant and aligned with organisational values and best practice, to support effective people management and positive employee experience. Also 3 new policies have been introduced; Hybrid Working, Secondments and Neonatal Leave. A robust system for review has also been established.

- 5.18** A comprehensive review of the **Occupational Health Service** has been conducted and project plan and group established to improve the services effectiveness, accessibility, and alignment with organisational priorities, with the aim of enhancing employee wellbeing, reducing absence rates and supporting a healthy, productive workforce. As part of this improvement programme, a full tender exercise is being undertaken to procure a new Occupational Health provider. The aim is to secure a supplier that offers a modern, responsive, and evidence-based service aligned with the Council's strategic workforce priorities and commitment to employee wellbeing

- 5.19** **An enhanced staff survey** has been created and successfully rolled out to employees, designed to capture meaningful insights into employee engagement, satisfaction, and feedback. The results have been analysed through a newly developed Business Intelligence dashboard, enabling senior leadership and management to make data-informed decisions and shape targeted action plans that support workforce wellbeing and organisational improvement. (overview of results in Appendix D)

- 5.20** An improved **Industrial Relations (IR) framework has been** designed, in consultation with Trade Unions, and launched to provide an integrated and modernised approach to IR ensuring ECC offer a robust, transparent and inclusive approach to engaging staff and their Union representatives in policy and organisational changes.

5.21 Equality, Diversity and Inclusion (EDI)

- 5.22** **An invited EDI Local Government Association Mini Peer Review** has taken place which identified improvements to the councils EDI framework and provisions to ensure the council is effective, inclusive and aligned with current legislation, best practice and the council's strategic objective to tackle social exclusion in all its work. EDI task force established with EDI objectives and EDI policy agreed and published, development of an EDI training framework for employees and members and improved EDI data (Appendix B).

5.23 Structural Changes

- Appointment of a Strategic Director People and Communities in July 2024
- Appointment of a new Head of HR Workforce Planning and OD: commenced in post February 2025.
- A new HR model aligning HRBPs to service areas implemented providing strategic support to the Extended Leadership Team.

- Independent review of Corporate Health & Safety commissioned resulting in transfer of Health and Safety and work function to HR (September 2025) . Recruitment of 2 new senior leadership health and safety roles is underway

6. Measurements and KPIs

6.1 Being able to produce meaningful data, to measure against KPIs are essential because they enable the transformation of the function from reactive and administrative to proactive and strategic. An overarching aim of the HR Improvement Plan is to be able to produce data to support HR decisions aligned to the organisational strategy. The following KPIs can now be measured and used as benchmarks by serving as a reference point overtime, across departments and against local government/public sector standards. These have been incorporated in the HR, Workforce and OD business plan.

	Baseline Information		Targets		
Description	2024/25	Comparator*	2025/6	2026/7	2027/8
Sickness absence rate (%)	5.40%*	2.9%	4%	3%	2.5%
Absence Cost	£892,260* (approx. £1140/per person)	£800-£1000 / employee/yr in local gov	>£800/ employee	>£800/ employee	>£800/ employee
% Turnover rate	13.70%*	25%	<10%	<10%	<10%
% Staff Survey Response rate	52%*	50-60%	60%	65%	70%
% Vacancy rate	9.56%	9.6%	7.5%	6.5%	5%
Time to hire (days)	30 days	42 days	<30 days	<30 days	<30 days
% apprenticeship levy spend	19%	44.5%	45%	60%	80%
% workforce over age 55	56.67% 41+ 34.74% 51+ (30% under the age of 30)*	66.9% 40-64 34.9% 55+	Increase under 30 workforce by 5%	+5%	+5%

***Comparator figures obtained from ONS, CIPD, Infinistats, LGA**

****ECCs BI Dashboard Data can be found in Appendix C**

7. Future Challenges and Next Steps

7.1 The workplace and workforce are constantly changing and for local government in particular, HR faces a unique and complex set of challenges including Local Government Review (LGR), budget constraints, evolving technology and workforce expectations. As such, ECC HR will continually evolve its approach and plans to meet the demands of a rapidly changing landscape. This includes:

- **Building leadership capacity to manage-reform** driven organisational change
- **Integrating AI tools into HR functions** such as, Chatbot on HR SharePoint for instant answers and resource guidance, Automated transcription of formal

hearing notes, AI-supported job evaluations for consistency and efficiency, Recruitment shortlisting automation for faster, objective screening,

- **Conducting skills audits and targeted training initiatives to create a future-ready workforce** through the development of a strategic learning and development programme.
- **Strengthening the PDR (in full) and Supervision process** that focuses on accountability and continuous development
- **Strengthening and Prioritising Corporate Health and Safety at work leadership**
- **Prioritise diversity, equity and inclusion** addressing systemic gaps and supporting underrepresented groups
- **Focus on employee reward and recognition, wellbeing, engagement and mental health support**
- **Continue to drive digital transformation** and improve HR systems, such as the Learning Management System (My Compliance and Nexus) and Electronic Staff files (EDRM) and Assessment (Corporate Health and Safety Reporting).
- **To further review, streamline and digitalise HR processes** including sickness absence, leavers and movers
- **Foster a proactive health and safety culture** by implementing robust risk management strategies and systems, ensuring compliance with relevant legislation and through digital innovation improve safety performance and data driven decision making.

8. Recommendations

The committee is asked to note the contents of this report and the considerable progress in delivering the HR Improvement Plan

9. Appendices

- **Appendix A:** HR Improvement Plan
- **Appendix B:** EDI Project Plan
- **Appendix C:** ECC BI Dashboard Data
- **Appendix D:** Staff Survey results

Appendix A – HR Improvement Plan

Work Area	Category	Overall Objective	Activity	RAG Status	Time Frame												
					Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
1. Systems	1.1 iTrent Organisation Structure Aligned	iTrent to be fully reflective of Council Structure to enable correct reporting at all levels, and data extract for People Dashboard	* New org structures created with Head of Srv	Complete													
			* All new structures updated on iTrent	Complete													
			* Reports run and checked with Head Of via BP	Complete													
			* Test with BI Dashboard	Complete													
			* Ownership of Org Charts BP process agreed	Complete													
	1.2 Door Access	Implement new door access system for Civic Centre - ensure reporting functionality is in place	* Run reports following providers system update (Car Access)	Complete													
	1.3 Emergency Contact /EDI Data	Ensure iTrent is up to date with Emergency Contacts, and that this is reviewed regularly and owned by Ensure employees have had the opportunity to update	* Run report following completion of Org Structure reporting on iTrent	Complete													
			* EDI Report produced/linked with BI Dashboard - shared with EDI	Complete													
			* Decision on whether further comms is required/annual reminder	Complete													
				Complete													
	1.4 iTrent short term fixes and health	Optimisation of 'back end' iTrent to support user experience, reduce system failures, manual work	* Agree on iTrent fixes to support user experience and with no visible 'knock' on for end user	Complete													
			*Decide on whether to commission MHR to complete Health Check	Complete													
	1.5 Sharepoint Development & Launch	Create People HUB on Sharepoint for all to use - to replace Intranet in order to streamline access to HR information, empower employees and managers	* Kick off meeting scheduled 18/3 scheduled with DB	Complete													
			* Assign Project Mgr/Business Analyst to support project	Complete													
* Create/shape 'tiles' categories required			Complete														
* Upskill, knowledge build and assign HR Owners			In progress														
* Develop detailed plan/ownership of 'tiles'			In progress														
* Develop/deliver/engage end user			In progress														
* Execute and review			In progress														
1.6 EDRM Review	Review Personnel Records storing/classification in line with regulation/working practices Employment information ICO	* Review Guidance/undertake review of EDRM	Not yet started														
		* Identify areas of improvement/strengths/actions required	Not yet started														
		* Implement changes and process improvements	Not yet started														
1.7 My Compliance/Nexus Review	Review both systems - ownership of My Compliance by H	* Full review of utilisation/reporting/link to iTrent	In progress														
		* Any suggested changes reviewed, agreed and actioned	In progress														

Work Area	Category	Overall Objective	Activity	RAG Status	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
2. Talent Acquisition	2.1 Apprenticeship Approach/Levy	Understand how levy is received, ownership, spend and Levy utilised for harder to fill roles, succession planning, supporting care leavers and homelessness back into work	*Develop Strategic Paper for JY review *Develop detailed plan for delivery, considering partnerships/grants	Complete													
				In progress													
	2.2 Recruitment End to End Process	Review full end to end process, and develop new Reduce 'touch points' define process and improve/promote ECC Brand/attraction strategy Review user experience for both Managers and Applicants Clear ownership of roles across full process, drafting placing adverts through to offer process	* Assign Project Mgr/Business Analyst to support project * Map out end to end process 'as is' then 'to be' * Build in automation functionalities/opportunities - See MHR Output Report * Develop and deliver detailed project plan and assign owners/time frame * Develop and deliver communication/engagement/trg plan for end users * Execute and review	Complete													
				Complete													
				Complete													
				Complete													
				Complete													
				In progress													
				Not yet started													
				Complete													
	2.3 Onboarding End to End Process	Review full end to end process from Offer Letter, Develop new streamlined approach replacing manual Reduce administration/manual tasks/touchpoints for Advisory Team	* Assign Project Mgr/Business Analyst to support project * Map out end to end process 'as is' then 'to be' (several * Build in automation functionalities/opportunities - See MHR Output Report * Develop and deliver detailed project plan and assign owners/time frame * Develop and deliver communication/engagement/trg plan for end users * Execute and review	Complete													
				Complete													
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Work Area	Category	Overall Objective	Activity	RAG Status	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
3. Learning & Development	3.1 Leadership Development	Ensure effective delivery of Leadership Development	* Point of contact/oversee effective delivery of with Red	Complete													
			* Monitor Progress	Complete													
			* Evaluation and further actions	In progress													
	3.2 Management Development	Upskill Managers in operational people practices Dev opportunities for those unsuccessful for DCN	* Range of short people-management courses rollout during 2025	Complete													
			* Bespoke prog leaders identified as potential 'talent pipeline'	On hold													
			* Evaluation of interventions	In progress													
	3.3 PDR and supervision Process	Review effectiveness of current process and automation Reporting functionality via iTrent	* Evaluation of current PDR Process	In progress													
			* Build in automation functionalities - See MHR Output Report	Not yet started													
			* Communicate process changes to end users and timeframe for uploading	Not yet started													

Work Area	Category	Overall Objective	Activity	RAG Status	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
4. Employee Experience	4.1 Policies & Procedures	All People Policies introduced by 31/3/25 Policy ownership handed over to Lead for annual review cycle and ownership Ownership of Whistleblowing Policy to incorporate into People Policies	* Ensure all Policies are launched and rolled out via My Compl	Complete													
			* Identify clear HR ownership of Policies in line with framework	Complete													
			* Determine review process and enact	Complete													
	4.2 Occupational Health - Contract Management	Ensure effective contract management of OH provider	* Review OH Audit Report - <i>Final Report Feb 2025</i>	Complete													
			* Engage OH Provider to address issues raised	Complete													
			* Develop joint delivery plan to address issues linked with 4.3	Complete													
			* Introduce regular contract reviews	Complete													
	4.3 Occupational Health - Referral Process/Systems	Introduce effective OH Referral process, invoicing and gateway to ensure OH provision is cost effective and meets demands	* Review OH Audit Report - <i>Final Report Feb 2025</i>	Complete													
			* Identify key processes and changes (including Mgt referral and	Complete													
			* Communicate/upskill Managers as required	Complete													
	4.4 Sickness Absence Process	Review full end to end process Develop new streamlined user friendly approach to reporting/tracking abs Include effective system functionality and processes to support effective management	* Assign Project Mgr/Business Analyst to support project	Complete													
			* Map out end to end process 'as is' then 'to be' (several workshops)	In progress													
			* Build in automation functionalities/opportunities - See MHR Output Report	In progress													
			* Develop and deliver detailed project plan and assign owners/time frame	In progress													
			* Develop and deliver communication/engagement/trg plan for end users	In progress													
			* Execute and review	In progress													
			* Assign Project Mgr/Business Analyst to support project	Complete													
	4.5 Movers Process	Review end to end process and automate to reduce error and duplication of effort	* Map out end to end process 'as is' then 'to be' (several workshops)	In progress													
			* Build in automation functionalities/opportunities - See MHR Output Report	In progress													

Work Area	Category	Overall Objective	Activity	RAG Status	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
4. Employee Experience	4.6 Leavers Process	Review end to end process and automate to reduce error and duplication of effort	* Assign Project Mgr/Business Analyst to support project	Complete													
			* Map out end to end process ' as is' then' to be' (several workshops)	In progress													
			* Build in automation functionalities/opportunities - See MHR Output Report	In progress													
			* Upskill (as needed) and communicate changes	In progress													
	4.7 Employee Survey	Review and Implement ECC Employee Survey for 2025	* Review previous employee surveys at ECC and results	Complete													
			* Design survey questions and format for 2025 and get feedback from JY, LB and HR Team	Complete													
			* Paper for SMB inc draft survey for approval	Complete													
			* Develop Comms plan and launch	Complete													
			* Execute and Review	Complete													
			* Analysis of results and next steps	Complete													
5. EDI	5.1 EDI Task Force Plan	Implementaion of the EDI Action plan developed from the EDI review in 2024	* Review the provision of EDI Training for staff and members	Complete													
			* Review the governance of EQIAs	Complete													
			* Consider the introduction of staff networks	Complete													
			* Publish an offer for care leavers	In progress													

Appendix B – EDI Project Plan

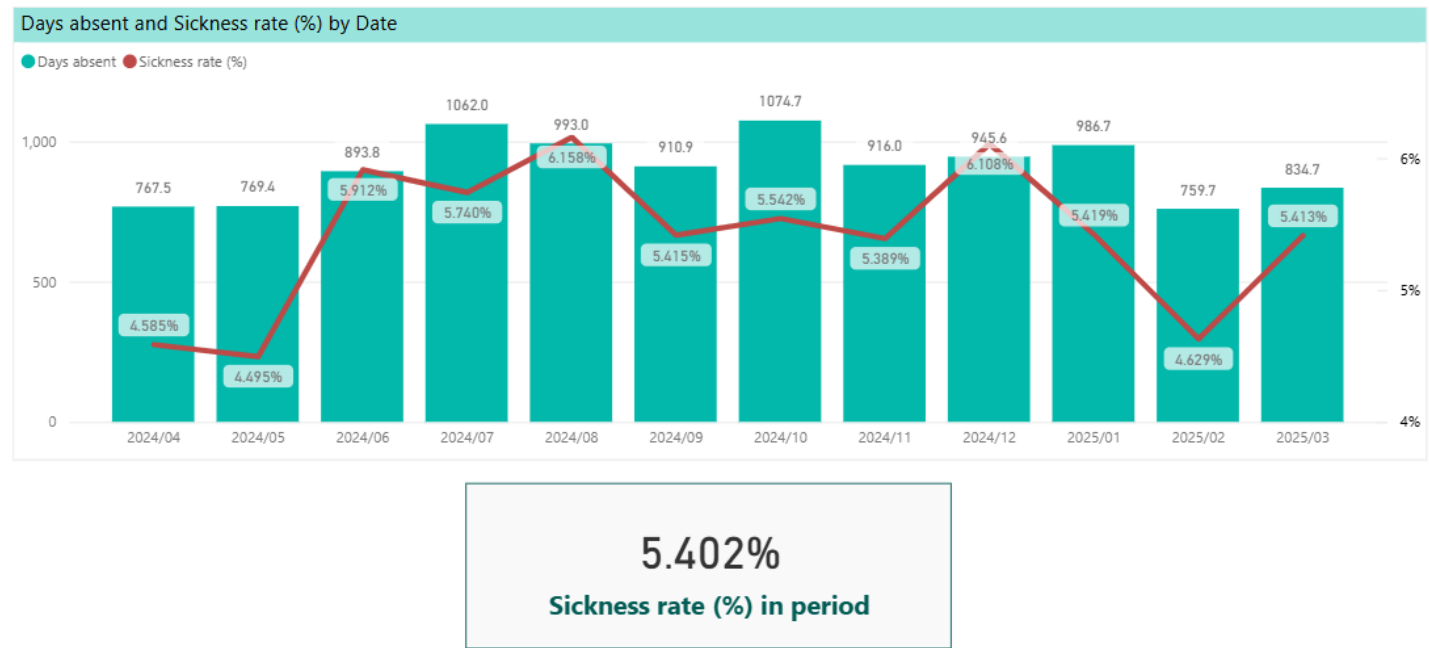
LGA Mini Peer Review Recommendation	Action Plan	Lead	By When	RAG
All staff in person marketplace event for chief executive to share EDI vision	EDI review findings and high-level action plan to be included in CEO all Staff briefings during Oct/Nov 2024	Executive Office Manager	May-25	
Develop a longer-term EDI Strategy supported by action plan	Consider developing a strategy which builds on the actions in this plan and proposes further activity for the medium and long term. A review of the Equality, Diversity and Inclusion Policy to be done at the same time to ensure it reflects the organisation restructure, learning from the LGA review and complements any strategy and action plan.	Policy Officer – Equality, Diversity & Inclusion and Safeguarding	Mar-25	
Review the provision of EDI training for officers	A revised suite of Equality, Diversity and Inclusion Training will be identified and piloted. The training will be a mixture of generic self-assessment sessions focussed on raising awareness of the legal context and minimum requirements of behaviour and values followed by in person behavioural change focussed workshops exploring themes such as unconscious bias, neurodiversity and gender identity.	Policy Officer – Equality, Diversity & Inclusion and Safeguarding	Mar-25	
Review the provision of EDI training for Members	A revised suite of Equality, Diversity and Inclusion Training specifically for members will be identified and piloted	Policy Officer – Equality, Diversity & Inclusion and Safeguarding Committee Services Manager	Mar-25	

<p>EDI dashboard:</p> <ul style="list-style-type: none"> - Use Power BI to create workforce representation dashboard - Consider communications to staff highlighting who will have access to their data and create a specific plan to engage staff in manual roles - Publish workforce data to be PSED compliant 	<p>As part of the HR Improvement Plan a campaign to encourage staff to provide EDI data either directly into ITrent or via a form completed in conversation with a line manager</p>	<p>Head of Service HR & OD</p>	<p>31/3/25</p>	
	<p>The new Corporate Performance Framework will include a suite of “People” dashboard</p>	<p>Head of Service Digital and Data</p>	<p>Jan-25</p>	
<p>The governance of EqlAs is limited and the quality and understanding of how to complete them effectively varies</p>	<p>Review the governance of EQIAs and make proposals which include addressing the quality of assessments, that actions are followed up and assessments are published in a way that means they are easily accessible to residents</p>	<p>Policy Officer – Equality, Diversity & Inclusion and Safeguarding</p>	<p>Mar-25</p>	
<p>Establish specific, achievable and measurable equality objectives in consultation with stakeholders and staff</p>	<p>In 2024 the Council undertook the LGA residents survey which highlighted some important differences by way of experiencing the city and of contact with the Council from our more diverse and priority communities. During 2025 the Council will engage residents in these communities through focus groups to get a better understanding of what residents feel the council could do better.</p>	<p>Consultation and Engagement Manager (under recruitment)</p>	<p>Mar-25</p>	
<p>Increase collaboration with established community groups to benefit service design and delivery</p>	<p>We will build on the links established by Wellbeing Exeter to a range of community groups representing people with protected characteristics and work with them to establish service redesign panels to input into service changes as we roll out the Digital</p>	<p>Head of Service Customers and Communities</p>	<p>Mar-25</p>	

Publish service user data to be PSED compliant	As we roll out customer accounts during 2024/25 we will be systematically collecting basic customer data which we will be able to analyse and share	Head of Service Customers and Communities	Ongoing	
<p>Introduce a page of EDI information in the regular staff newsletter</p> <p>All staff briefing once a quarter to update on EDI related activity e.g. menopause policy, EDI champions</p>	As part of the HR Improvement Plan launched in October 2024, we will be reviewing all our internal staff communications and creating a new Share Point site for all people issues. We will ensure that EDI information and themes are incorporated fully into this work	Head of HR& OD	Mar-25	
	Include an action within the Communications Plan that sets out how the council will engage with colleagues across the organisation about EDI priorities and initiatives	Executive Office Manager	Mar-25	
Develop terms of reference for the Equality Champions group with a clear scope, objectives, outcomes and training	Terms of reference to be reviewed and updated	Policy Officer - Equality, Diversity & Inclusion and Safeguarding	Feb-25	
<p>Develop a strategy for increasing the representation of employees with protected characteristics</p> <p>Implement Positive Action by focussing on talent, progression and succession</p> <p>Explore graduate programme and apprenticeships to address workforce shortages and underrepresentation</p>	As we implement the HR Improvement Programme we will be reviewing our approach to succession planning, workforce development and recruitment and will ensure EDI issues are embedded in all the actions we take and the changes we make	Head of Service HR &OD	Sep-25	
Consider introduction of staff networks	Through the staff survey we will ask staff which networks they would like to see developed and we will use the Menopause network as a model to develop others as requested.	Head of Service HR & OD	May-25	
Publish and implement offer for care experienced young people	Work with Leisure and Live and Move to develop a wellbeing offer	Policy Officer - Equality, Diversity & Inclusion and Safeguarding	Mar-25	

Appendix B – ECC BI Dashboard Data

Sickness Absence Rate



Sickness Absence Cost

Sickness cost by directorate and team	
Directorate	Cost
⊕ Chief Executive	£5,534.80
⊕ Corporate Resources	£79,253.59
⊕ Operational Services	£463,184.24
⊕ People & Community	£167,090.30
⊕ Place	£177,198.01
Total	£892,260.93

Avg duration of sickness (days)

6.97

Avg days off per employee

13.72

Avg FTE over period

706

Age Profile

All staff age brackets		
Age Bracket	Headcount	As %
a) < 18	18	1.59%
b) 18 - 30	335	29.62%
c) 31 - 40	137	12.11%
d) 41 - 50	248	21.93%
e) 51 - 60	257	22.72%
f) > 60	136	12.02%
Total	1131	100.00%

Turnover Rate

Turnover for financial year and quarter			
xFY	Average headcount	Leavers	Turnover
⊕ 2022/2023	801.67	-118	14.71%
⊕ 2023/2024	779.08	-114	14.61%
⊕ 2024/2025	781.50	-107	13.70%
⊕ 2025/2026	775.17	-46	5.93%
Total	785.67	-385	48.95%




Staff Survey Completion Rate

Home | Staff Survey Responses





Filter by Directorate

All














Key Indicator of % Completed

From	To
 0.00%	39.99%
 40.00%	59.99%
 60.00%	100.00%

By Directorate

Directorate	Surveys Completed	% Completed Survey	# of Employees
Corporate Resources	65	 63.1%	103
Operational Services	90	 32.3%	279
People & Communities	112	 77.8%	144
Place	132	 54.5%	242
Total	399	52%	768

By Service Area (Exc. SMB and Executive Office)

Service Area	Surveys Completed	% Completed Survey	# of Employees
Asset Maintenance	27	 58.7%	46
City Centre, Community Safety and Net Zero	15	 60%	25
City Development	26	 70.3%	37
Commercial Assets (incl. Matford Centre & Car Parks)	13	 52%	25
Culture, Communications & Tourism (incl. RAMM)	57	 70.4%	81
Customers & Communities	36	 128.6%	28
Digital & Data	4	 100%	4
Engineering, Harbour & Tree Management	14	 63.6%	22
Environmental Health	17	 73.9%	23
Finance, Revenues & Benefits	32	 58.2%	55
Housing	60	 60%	100
HR, Workforce Planning & OD	12	 100%	12
Legal, Procurement, Elections & Democratic Services	20	 87%	23
Leisure	34	 34.3%	99
Public & Green Space	28	 32.6%	86
Waste Management & Fleet	4	 3.9%	102
Total	399	52%	768

Staff Survey 2025