

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 22 May 2025 at 10.00 am**

*Location:* **Sparkenhoe Committee Room, County Hall, Glenfield**

*Contact:* **Damien Buckley (0116 305 0183)**

*Email:* **damien.buckley@leics.gov.uk**

### **Membership**

Mrs. L. Broadley CC    Mr. J. Miah CC  
Ms. H. Butler CC    Mr. P. Morris CC  
Mr. M. H. Charlesworth CC    Mr. O. O'Shea JP CC  
Mr. G. Cooke CC    Mr. P. Rudkin CC  
Mr. S. J. Galton CC    Mrs B. Seaton CC  
Mr. A. Innes CC    Mr. A. Thorp CC  
Mr. B. Lovegrove CC

### **AGENDA**

<u>Item</u>	<u>Report by</u>
1. Appointment of Chairman.	
2. Election of Vice-Chairman.	
3. Minutes of the meeting held on 6 February 2025.	(Pages 3 - 6)
4. Question Time.	
5. Questions asked by members under Standing Order 7(3) and 7(5).	
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
7. Declarations of interest in respect of items on the agenda.	



8. Presentation of petitions under Standing Order 35.
9. People Strategy 2024 - 2028 Overview. Director of Corporate Resources (Pages 7 - 32)
10. Workforce Report 2024 - 2028. Director of Corporate Resources (Pages 33 - 42)
11. People Strategy Update - Leadership and Workforce Development. Director of Corporate Resources (Pages 43 - 46)
12. Organisational Change Policy and Procedure: Action Plans. Chief Executive (Pages 47 - 52)
13. Date of Next Meeting.

The next meeting of the Committee is scheduled to be held on 18 September 2025 at 10:00am.

14. Any other items which the Chairman has decided to take as urgent.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 6 February 2025.

PRESENT

Mr. L. Breckon JP CC (in the Chair)

Mrs. L. Broadley CC  
Mr. B. Champion CC

Mr J. Poland CC  
Mr. R. J. Shepherd CC

12. Minutes of the previous meeting.

The minutes of the meeting held on 12 December 2024 were taken as read, confirmed and signed.

13. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 34.

14. Questions asked by members.

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

15. Urgent Items.

There were no urgent items for consideration.

16. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

17. Presentation of petitions.

The Chief Executive reported that no petitions had been received under Standing Order 35.

18. Workforce Update 2024-25.

The Committee received a presentation from the Director of Corporate Resources relating to workforce demographic, attendance metrics, and diversity and inclusion statistics. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

Arising from discussion, the following points were raised:

- (i) With regards to workforce demographic, a member questioned the difference between the categories 'Prefers not to state' and 'No information', in relation to data held on ethnicity, gender identity, sexual orientation, and disability status. The Committee were informed that 'Prefers not to state' represented instances where an employee had selected this response. 'No information' represented instances where there had been no response provided at all. The Committee suggested that staff should be encouraged to provide equality monitoring information in order to ensure that the Council clearly understood its workforce demographic and could introduce interventions to address disproportionality where necessary.
- (ii) A member questioned the gender split within the Council's workforce demographic. The presentation showed that 73.5% of staff were female and 26.5% were male. The Director advised that this was a result of a larger female workforce within services such as social care and the school food service.
- (iii) Members were pleased with the format of the presentation. However, one member asked whether more information relating to attendance management could be presented on an annual basis in order for the Committee to have oversight of progress in this area. The Director suggested that this data could be provided within an annual focus on workforce performance.
- (iv) A member questioned whether the Committee could be presented with data relating to disciplinary action and performance management, with a focus on how quickly issues were resolved. The Director suggested that this information could be presented within a future Workforce Update.

#### RESOLVED:

That the update provided on the workforce for 2024-25, be noted.

#### 19. People Strategy Update - Recruitment and Retention.

The Committee considered a report of the Director of Corporate Resources which provided an overview of progress made in relation to recruitment and retention projects as outlined within the Council's People Strategy. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

In introducing the report, the Director stated that there was an error in the table following paragraph seven. The data in the top line of the table was for 2023 and the data in the bottom line was for 2024.

Arising from discussion, the following points were raised:

- (i) The Council continued to undertake work in order to address the use of agency staff to reduce the costs associated with agency arrangements and would continue to promote the benefits of direct employment with the Authority. The Director acknowledged that for some roles there was often too high an expectation in terms of experience which could deter younger people from applying for such roles.
- (ii) In terms of making the recruitment process inclusive and accessible for neurodiverse applicants, clear questioning around reasonable adjustments was undertaken at the beginning of the application process in order for hiring managers

to make adjustments at an early stage. Members noted that some organisations welcomed neurodiversity in the recruitment process in order to create a more inclusive and innovative workforce, and it was suggested that this could be a useful strategy for consideration.

- (iii) A member raised a question regarding local government reorganisation and the affect that the proposed changes could have on recruitment and retention. The Director acknowledged this concern and stated that the Council would continue to focus on promoting itself as a good employer.

RESOLVED:

That the action taken and future next steps outlined in the report to address the challenge of recruitment and retention, be noted.

20. Pay Gap Reporting.

The Committee considered a report on pay gap reporting which presented the initial results regarding annual gender pay gap reporting to 31 March 2024, as well as pay gap data for ethnicity, disability and sexual orientation. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

The Director emphasised that it was important to present pay gap data present in order to illustrate changes in the workforce demographic and to identify the work undertaken across the Council to help people with protected characteristics to overcome barriers in the workplace. Members noted that the Learning and Development Service offered a range of development training to support all members of staff, with specific training available to women and underrepresented communities.

RESOLVED:

- (a) That the content of the report on pay gap data relating to gender, ethnicity, disability and sexual orientation, be noted.
- (b) That publication of Gender Pay Gap data by 30 March 2025, be approved.

21. Organisational Change Policy and Procedure: Action Plans.

The Committee considered a report of the Chief Executive which provided an update of the current Action Plans which contain provision for compulsory redundancy and details of progress on their implementation. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

RESOLVED:

That the update of the current Action Plans which contain provision for compulsory redundancy and details of progress on their implementation, be noted.

22. Date of Next Meeting.

That the next meeting of the Committee would be held on 22 May 2025 at 10:00am.

10.00 - 11.01 am  
06 February 2025

CHAIRMAN



## **EMPLOYMENT COMMITTEE – 22 MAY 2025**

### **PEOPLE STRATEGY 2024 – 2028 OVERVIEW**

#### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

##### **Purpose of the Report**

1. The purpose of this report is to update the Employment Committee on how the agreed People Strategy 2024-2028 is being reviewed and confirm the cycle of quarterly updates to the committee. The Strategy is appended to this report.

##### **Policy Framework and Previous Decisions**

2. The People Strategy 2024-2028 was reviewed and ratified in May 2024.
3. The previous People Strategy 2020-2024 was presented to the Employment Committee on 3 December 2020 and ratified on 4 February 2021.
4. The purpose of the Strategy is to set out how the organisation intends to manage and develop its workforce over a four-year period. It is essentially a work plan, to ensure the appropriate support and focus is given to providing learning and development opportunities, managing performance and productivity effectively and supporting the wellbeing and mental health of employees at work.
5. The Strategy aims to ensure that Leicestershire County Council can attract and retain a committed workforce, who work to the organisational values and behaviours in order to support Leicestershire's communities.

##### **Background**

###### **People Strategy for 2024-2028**

6. The People Strategy for 2024-2028 is a high-level plan that looks across the whole of the workforce and has been developed following an evaluation exercise of the previous People Strategy, as well as an assessment of known and anticipated workforce priorities and trends over the next four years.

### **Delivery of the People Strategy 2024 - 2028**

7. The People Strategy is a live document on the intranet and internet. The intranet also has a short video to guide people through what it sets out.
8. The People Strategy is split into four themes. The plan is, that on a quarterly basis, reports are presented to the Committee outlining work undertaken and planned:
  - a. **Leadership, management and workforce development** - Paper to be received by Employment Committee May 2025;
  - b. **Performance Management** - Paper to be received by Employment Committee December 2025;
  - c. **Recruitment, Retention and workforce planning** - Paper received by Employment Committee February 2025;
  - d. **Organisational Culture** - Paper to be received by Employment Committee September 2025.
9. It is important that the Strategy and associated plans are used as a basis to communicate with the workforce on the measures that are in place to support staff in all aspects of their employment with the Council. The implementation and socialisation of the strategy contribute to ensuring that individuals feel informed on its focus.
10. The Strategy is reviewed on an annual basis to ensure that the themes, focus and activities remain relevant to the operating context. The Corporate Management Team and Employment Committee are consulted on suggested updates.

### **Resource Implications**

11. The projects which sit behind the strategy are planned and scoped based on existing resource within People Services.

### **Timetable for Decisions**

12. Decisions required will be communicated within quarterly themed updates, and as part of drafting of the next strategy in 2027.

## Our People Strategy roadmap

### Engagement and governance



### Recommendations

13. It is recommended that Employment committee note the roadmap of the current people strategy People Strategy 2024 – 2028.

### Background Papers

Update on the People Strategy – 23 May 2024:

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7424&Ver=4>

### Circulation under the Local Issues Alert Procedure

14. None.

### Equality Implications/Other Impact Assessments

15. An Equality Impact Assessment has been undertaken on the Strategy and considerations are included within People Strategy 2024-2028. Subsequent Impact assessments will also be undertaken where the need arises to comply with the legislation in this area.

### Human Right Implications

16. A Human Rights Impact Assessment has been undertaken on the Strategy and considerations are included within People Strategy 2024-2028. Subsequent Impact assessments will also be undertaken where the need arises to comply with the legislation in this area.

**Other Implications and Impact Assessments**

17. Workplace Health and Wellbeing considerations have been included within considerations are included within People Strategy 2024-2028.

**Appendix**

People Strategy 2024-2028

**Officer to Contact**

Lucy Littlefair  
Assistant Director (Corporate Services)  
Tel: 0116 3056123  
Email: [lucy.littlefair@leics.gov.uk](mailto:lucy.littlefair@leics.gov.uk)

Andrew Stewart  
Head of People Services  
Tel: 0116 3055924  
Email: [andrew.stewart@leics.gov.uk](mailto:andrew.stewart@leics.gov.uk)

# People Strategy

## 2024 - 2028





## Introduction

This People Strategy for 2024-2028 sets out our high-level workforce plans for the next four years. It outlines the initiatives and programmes of work based on a broad set of principles.

Working in  
smarter, more  
innovative ways

Improving service  
delivery as part  
of continuous  
improvement

Developing our  
culture using  
our values and  
behaviours

Ensuring that we  
have inspiring  
leaders and great  
managers

Attracting  
and developing  
talent

Focus on  
efficiencies and  
reducing cost

Improving  
colleagues' health  
and wellbeing at  
work





## Context

There is no question that we are operating in an extremely challenging financial environment, which is likely to continue for the life of this strategy. Through effective financial planning and prudent financial management we continue to manage the impact of the wider financial environment. This means however that we must have a clear focus on performance, productivity, efficiency and effectiveness. Whilst building and improving workplace wellbeing, organisational culture, and ensure that our commitment to equality, diversity and inclusion remains strong.

We are a values led organisation.  
We take pride in fostering and  
building a safe environment where  
colleagues come to work to have  
belonging and purpose.

**93.3%**  
Rate us as  
good  
employer

**92.5%**  
Agree we are  
committed to equality  
and diversity

**92.4%**  
Agree we trust  
them to carry out  
their job effectively

**90.6%**  
Agree we treat people  
with fairness and  
respect at work



Based on our 2023 staff survey results

# Overview



# Overview



## Our People Vision

We are a values led organisation that people are proud to work for

## Our Strategic People Objectives

- A place where people want to work
- A diverse workforce where everyone can be themselves
- A confident, capable and engaged workforce
- Support people with their mental and physical wellbeing
- Nurture growth, talent and development
- Enable people to change and work smarter



## Our Strategic Outcomes

**Great Communities** To have active and inclusive communities in which people support each other and participate in service design and delivery

**Safe and Well** Ensuring that people are safe and protected from harm, live in a healthy environment and have the opportunities and support they need to live active, independent and fulfilling lives

**Strong Economy, Transport and Infrastructure:** Use local innovation and skills to build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering

**Improved Opportunities:** All children and young people get the best start for life and have the opportunities they need to fulfil their potential, regardless of their circumstances.

**Clean and Green** The need to protect and enhance the environment and tackle climate change.



## Our Smarter Working Principles

- Work takes place at effective locations, effective times and focuses on performance and outcomes
- Colleagues are trusted with more choice about where work is carried out to support autonomous working and help colleagues achieve a good work life balance
- Technology supports colleagues to work flexibly and to collaborate and connect from anywhere.
- Leaders play a key role in championing and role-modelling smarter working best practice
- Our workspaces are accessible and welcoming, providing different areas for collaboration and focus
- Smarter working supports and strengthens our commitment to equality, diversity and inclusion



## Our Values

**Positivity** – we find the best way to get things done and aspire to be the best we can be. We deliver quality services and inspire others to deliver results

**Trust and respect** – we take ownership and accountability for our actions. We value diversity. We are inclusive and listen to the views of others

**Flexibility** – we adapt to support the needs of the business. We work creatively, collaboratively and support our colleagues

**Openness and transparency** – we are honest with the people we work with and serve. We share information and communicate clearly.



## Our Leadership Behaviours

**Drive** – Proactively managing services

**Think** – taking the time to reflect and analyse

**Feel** – using emotional intelligence

**Connect** – building impactful working relationships

**Inspire** – igniting creativity supporting innovation and role modelling.





# Our workforce

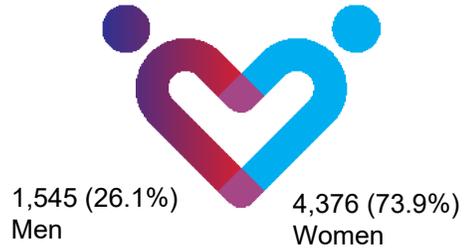
We employ  
**5,921 people\***



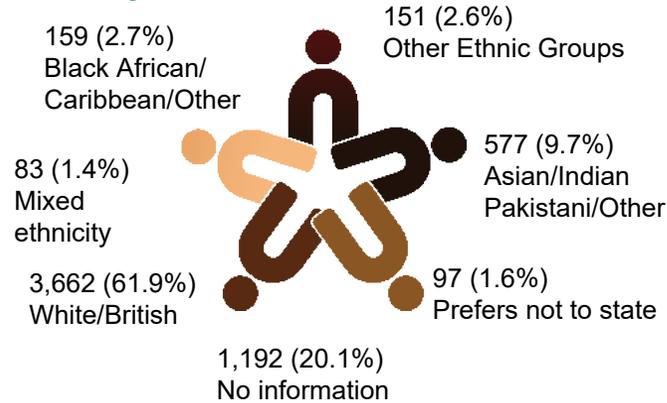
\* as of 01 January 2024

# Our workforce

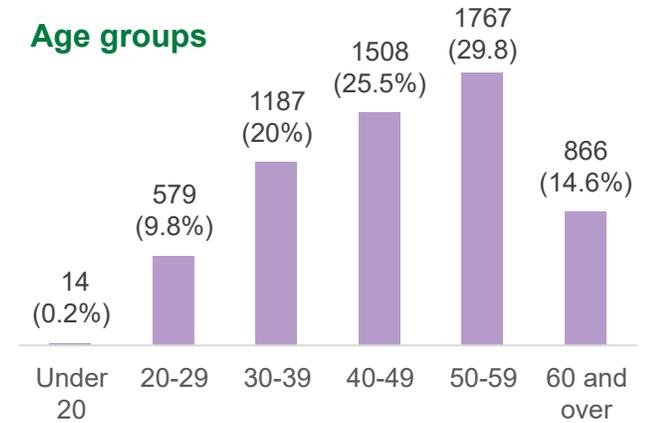
## Gender



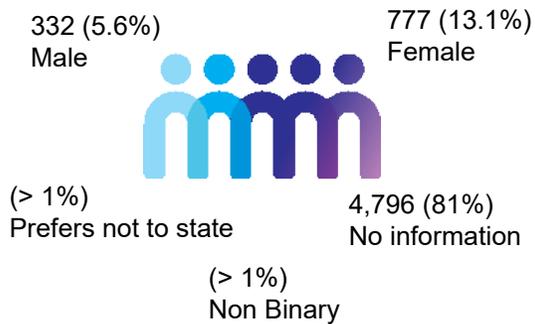
## Ethnicity



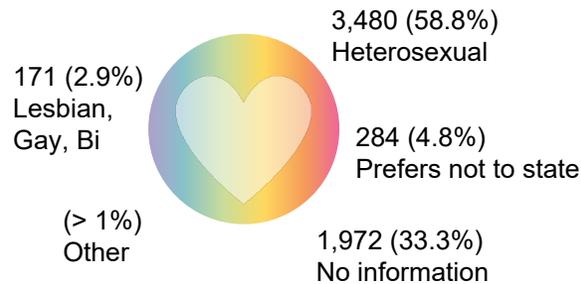
## Age groups



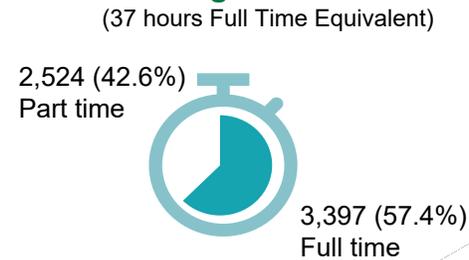
## Gender identity



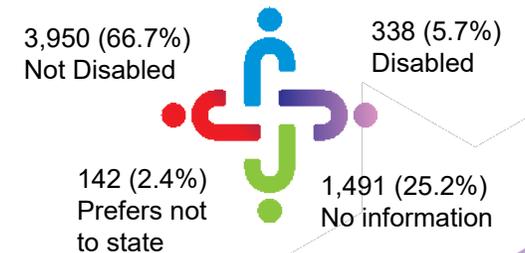
## Sexual orientation



## Working hours



## Disability status



# People Strategy

Our people themes for 2024-2028



# Leadership, management and workforce development



## Objective

**Leicestershire County Council nurtures growth, talent and development.**

Delivery of key programmes of work that cover:

- A strategic leadership development offer that builds upon our aspiring and supervisory programmes, management programmes and coaching strategies.
- Review and procure a learning management system that is effective for staff and managers and which also represents value for money.
- An apprenticeship strategy that recognises and supports talent, improves the uptake and makes best use of the apprenticeship levy.
- An approach to be defined around graduate schemes.
- A talent strategy designed to support long-term workforce development.
- A programme that re-energises people to lead, manage and communicate change positively using our values, leadership behaviours and continuous improvement methodologies.

## Objective

**Leicestershire County Council has a confident, capable and engaged workforce.**

Delivery of key programmes of work that cover:

- An emphasis on doing the basics well – managing performance, supporting well-being, and nurturing talent
- Cultivating self-reliant, competent managers, aligned with our Leadership Behavioural Framework
- Senior ownership and leadership of workforce performance, promoting transparency and inclusivity with managers and staff
- Review People Performance Dashboard/scorecards/workforce system capability working to management self service for workforce reporting
- Driving performance through a clear evidence base, use of data and supporting tools, adopting continuous improvement methodologies



# Performance management

# Recruitment, retention and workforce planning



## Objective

**Leicestershire County Council is an employer that people want to work for.**

Delivery of key programmes of work that cover:

- A review of our recruitment system and processes which will include onboarding, embedding values and behaviours and a review of selection methods.
- Providing workforce information to support recruitment and retention in the form of regular and valuable data and an evidence led approach to workforce and succession planning.
- A number of projects to enhance our employer brand, through marketing, building relationships with schools and colleges and working to attract a more representative workforce.

## Objective

**Leicestershire County Council continues to evolve and to enable colleagues to work in smarter ways.**

Delivery of key programmes of work that cover:

- Leading on employee related elements of the council's equality, diversity and inclusion (EDI) strategy to create a real sense of belonging for all our colleagues.
- Building on our ways of working, as an employer with a progressive approach to workforce flexibility.
- Encouraging innovation, flexibility, positive change and continuous improvement among employees and managers.
- Support employer accreditation for various aspects of EDI work.
- Maintaining a safe and respectful working environment free from bullying, harassment and victimisation.
- A clear focus on a workforce that reflects our values and contributes to the delivery of the Council's strategic outcomes.

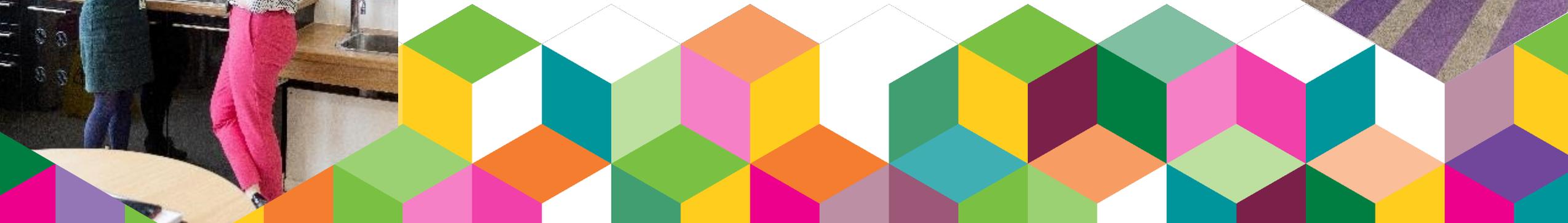


# Organisational culture

# Workplace wellbeing

Supporting the health, safety, and wellbeing of our colleagues is a top priority for us. According to our recent staff survey in 2023, 92.7% of colleagues are aware of how to access our wide range of wellbeing services, and 86.6% have a positive perception of the available support – both significant achievements. It is crucial to maintain this level of engagement.

Moving forward, we must focus on assisting managers and colleagues in identifying signs of burnout and better supporting stress management at work. This is vital as over 40% of our colleagues view some level of work-related stress as a concern, and mental health / stress / depression (personal and/or work related) accounts for over 25% of our sickness absence. The survey also highlighted the need to tailor our services to better meet the unique needs of our colleagues.





# WORKPLACE WELLBEING



## Objective

**Leicestershire County Council supports people with their mental and physical wellbeing**

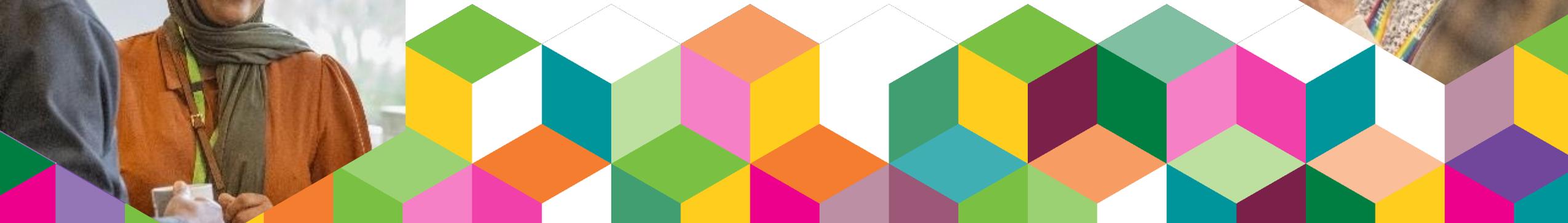
To achieve these goals, we propose to:

- Continuously refining our wellbeing offer to ensure high-quality services for colleagues and managers.
- Strengthen ties with our BAME, Disabled Workers and LGBTQ+ staff network, as well as the Working Carers' group to address specific wellbeing needs of all groups and to eliminate barriers to accessing support.
- Support and promote local and national campaigns focusing on health and wellbeing at work.
- Develop an annual communication and engagement plan for the service to reach all colleagues.

# Equality Diversity and Inclusion (EDI)

We are committed to equality, diversity and inclusion as part of our values.

We aspire to build an organisation with a workforce that reflects the communities that we serve and is judged as a workplace where every individual, regardless of their background, experiences fairness, dignity, respect and equal opportunities. We will foster an organisational culture that is inclusive and equitable so people are able to bring their whole selves to work and feel a sense of belonging.



## Objective

### **Leicestershire County Council has a diverse workforce where everyone can be themselves**

We will support the development, design and delivery of the workforce elements of the Equality, Diversity & Inclusion strategy including:

- Embedding the commitment to Equalities, Diversity & Inclusion at all levels including strong leaders who will champion this agenda.
- Continuing to develop a culturally aware and representative workforce.
- Having in place inclusive HR policies and practices.
- Ensuring equality and diversity across the employee lifecycle.



**Equality  
Diversity and  
Inclusion (EDI)**

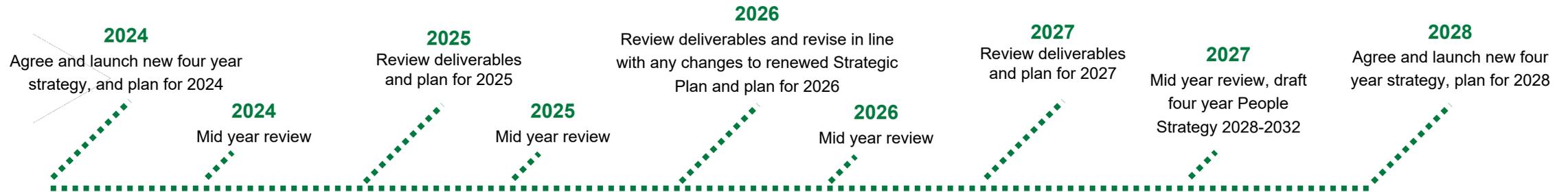
# People Strategy

2024 - 2028



# Our People Strategy roadmap

## Engagement and governance



In order to support delivery of this strategy across the next four years we will have:

- Detailed project briefs and plans to support delivery of objectives
- Regular communication and briefings to key stakeholders on key projects and activity
- Regular reviews of delivery against objectives



# People Strategy 2024 – 2028

For more information  
please contact

**Andrew Stewart**  
**Head of People Services**

☎ 0116 3055924

✉ [andrew.stewart@leics.gov.uk](mailto:andrew.stewart@leics.gov.uk)



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## **EMPLOYMENT COMMITTEE – 22 MAY 2025**

### **WORKFORCE REPORT 2024 – 2025**

## **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

### **Purpose of the Report**

1. The purpose of this report is to provide an update on workforce information and performance measures for the period of 2024/2025. This includes details on headcount, Full Time Equivalent (FTE), Absence rates and reason, and reported Annual Performance Reviews (APR).

### **Policy Framework and Previous Decisions**

2. These procedures are governed by employment legislation and HR policy and procedures.

### **Background**

3. Background figures along with current performance is contained within the appendix to this report.

### **Resource Implications**

4. There are no resource implications arising from the recommendations of this report.

### **Timetable for Decisions**

5. Not applicable.

### **Recommendations**

6. It is recommended that Employment committee note the content of the presentation.

### **Background Papers**

People Strategy 2024-2028 paper – 23 May 2024:

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CIId=212&MIId=7424&Ver=4>

Workforce Update – 6 February 2025:

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7896&Ver=4>

### **Circulation under the Local Issues Alert Procedure**

7. None.

### **Equality Implications/Other Impact Assessments**

8. Breakdown of workforce by protected characteristic was reported in February 2025 and is planned to be reported annually in the Employment Committee Workforce following 01 January each year along with other statutory Equality reporting requirements.

### **Human Right Implications**

9. The Department is working on reporting HR cases and Employment Tribunals from 01 April 2025 to be reported at Employment Committee in September 2025 as Quarter 1 2025/2026 information.

### **Appendix**

Workforce Report 2024-2025

### **Officer to Contact**

Lucy Littlefair  
Assistant Director (Corporate Services)  
Tel: 0116 3056123  
Email: [lucy.littlefair@leics.gov.uk](mailto:lucy.littlefair@leics.gov.uk)

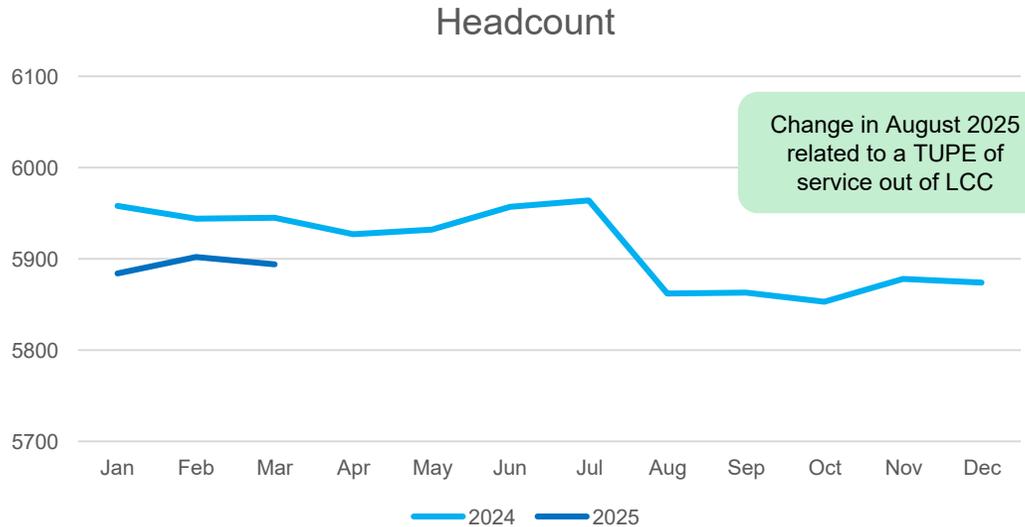
Andrew Stewart  
Head of People Services  
Tel: 0116 3055924  
Email: [andrew.stewart@leics.gov.uk](mailto:andrew.stewart@leics.gov.uk)

# Workforce Report 2024-2025

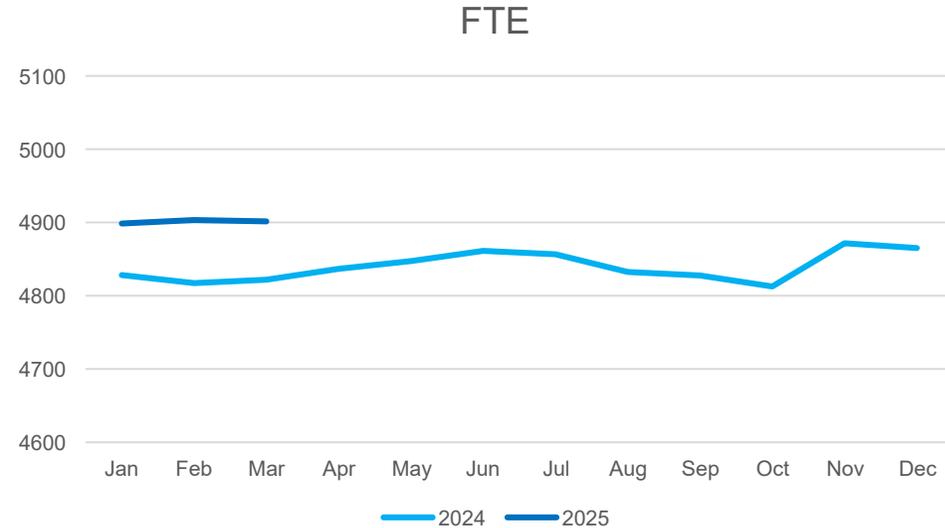
## Employment Committee

# 2024/25 LCC Headcount and FTE

This includes employees on LCC terms and conditions, excluding maintained Schools.  
March 2025 we have a headcount of 5894, which is a full time equivalent (FTE) of 4901.46



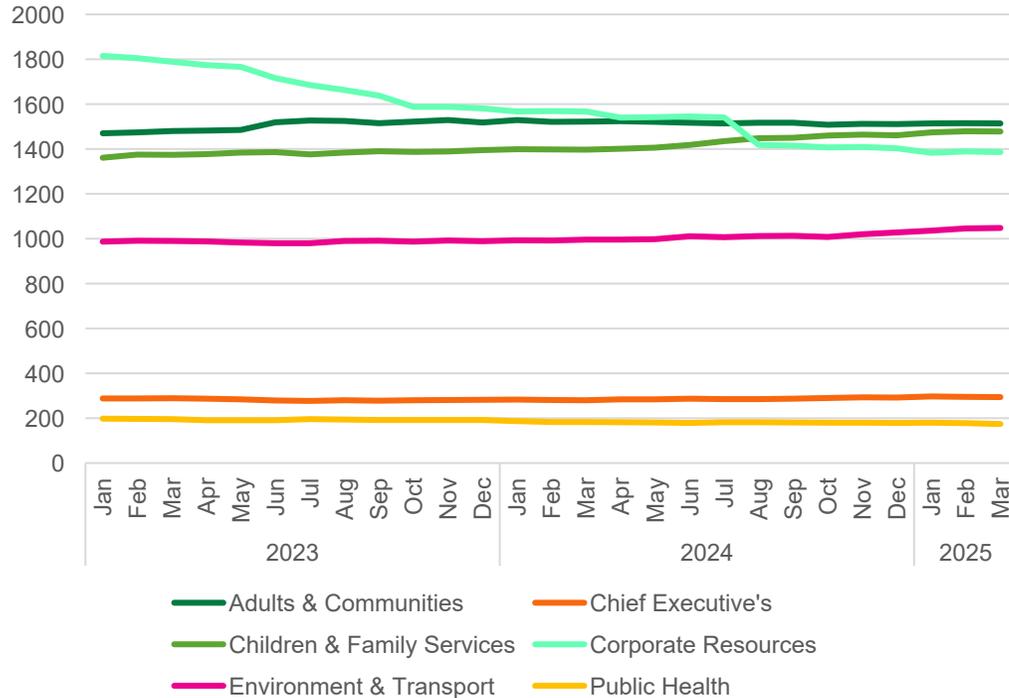
Headcount refers to the total number of employees within LCC at a given time. It provides a snapshot of workforce size, helping understand the number of people employed by LCC.



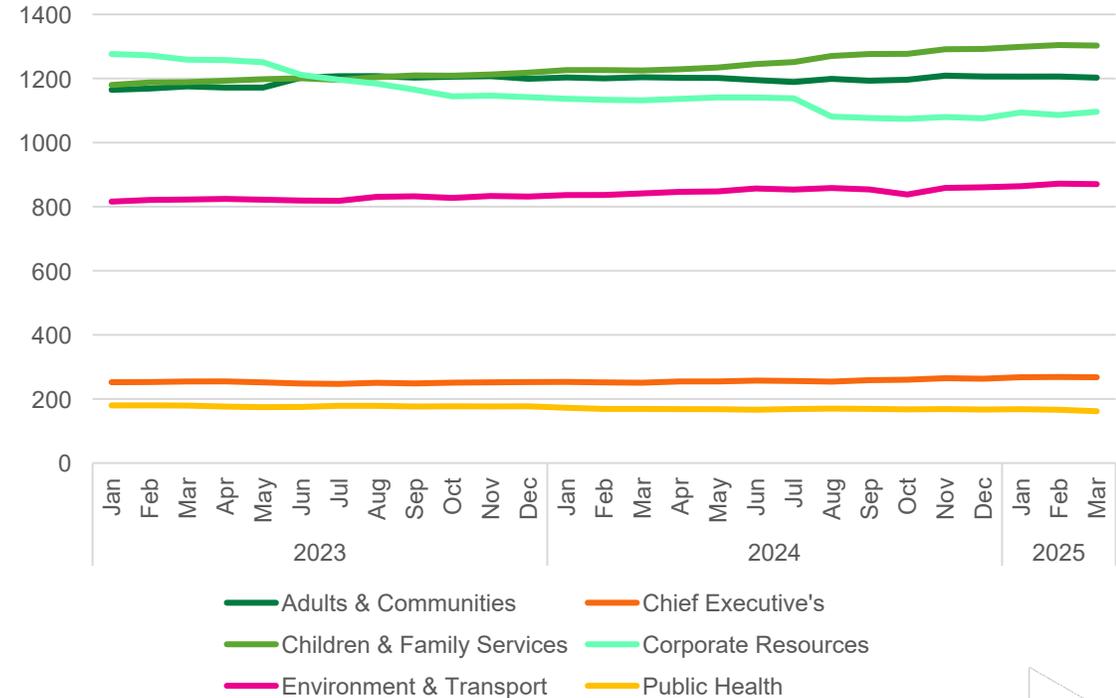
Full Time Equivalent (FTE) is a metric that represents the total number of hours worked by employees, converted into the equivalent number of full-time employees based on a standard 37 hour work week. This helps understand the actual workforce capacity, regardless of part-time or variable working hours.

# 2024/25 Departmental Headcount and FTE

Headcount by Department



FTE by Department

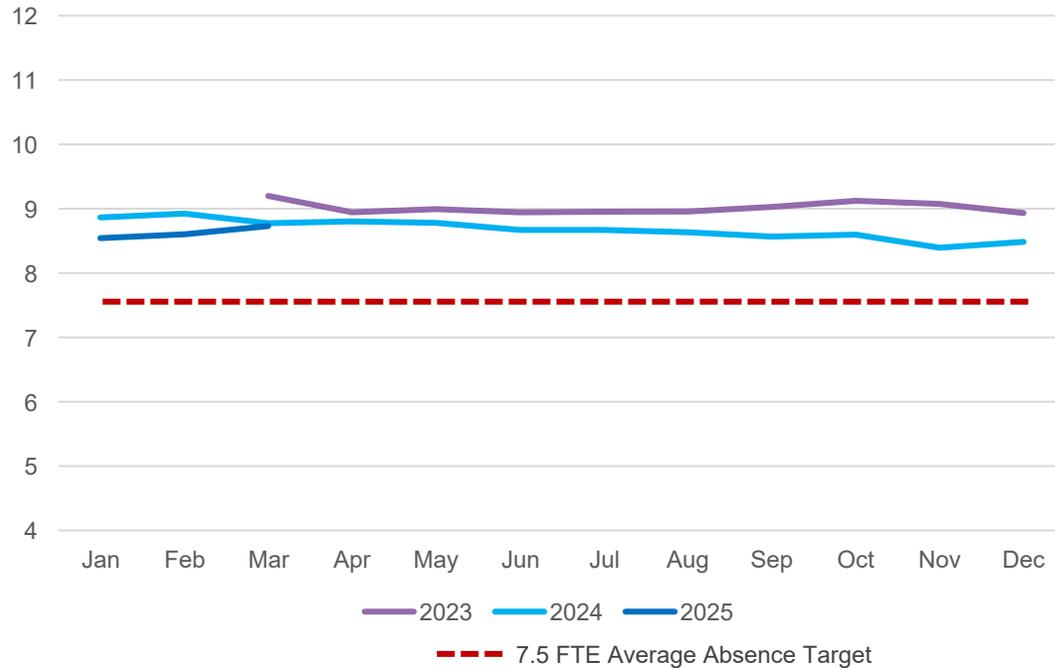


## Headcount and FTE

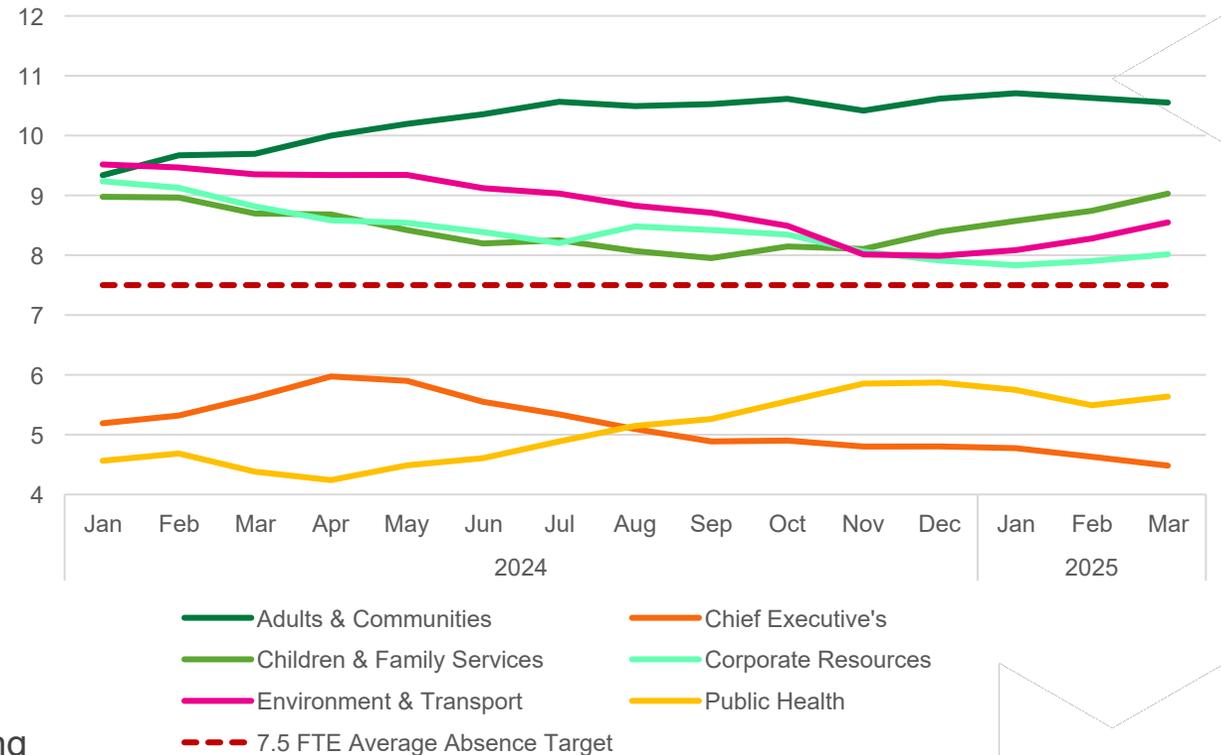
LCC have seen a decline in headcount and an increase in FTE. Meaning that we are employing fewer people, but existing staff are working more hours and/or employing more people on full time contracts.

# 2024/25 LCC & Departmental Absence

LCC Average FTE Absence



LCC Departmental Average FTE Absence



The average number of Full-Time Equivalent (FTE) days lost due to sickness per employee over a specific period. It is calculated by dividing the total FTE days lost by the total number of FTE employees. This metric helps organisations assess their performance in managing sickness absence.

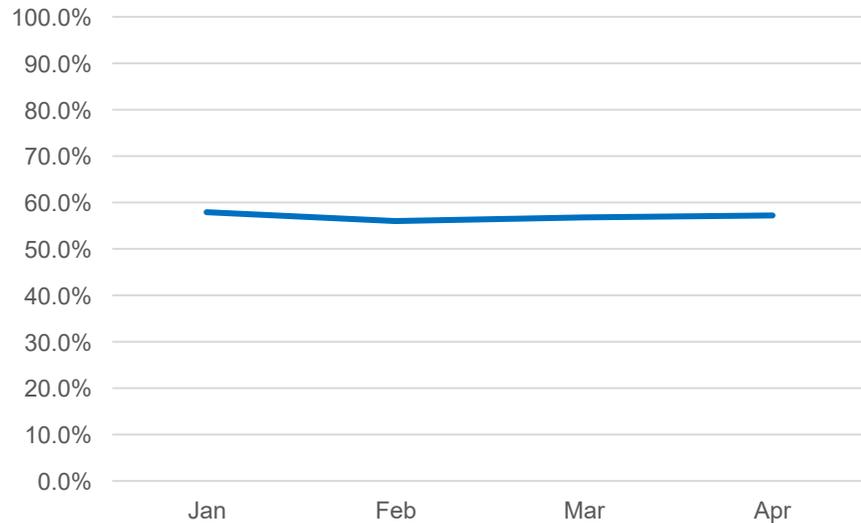
The LCC Average FTE Absence graphs shows a year on year improvement in attendance.

# 2024/25 LCC Absence reasons by Financial Year

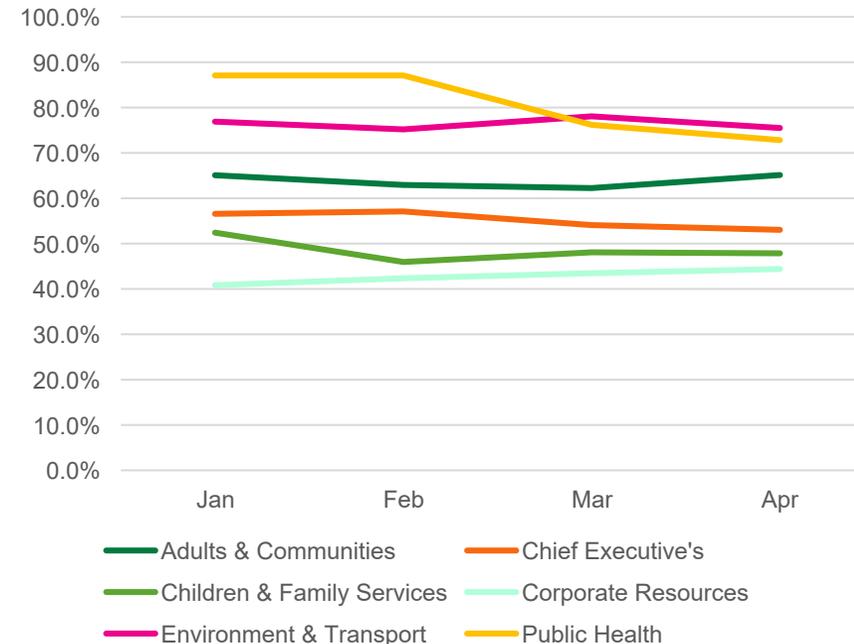
<b>% of FTE days lost by absence reason</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
Stress/depression, mental health	25.40%	26.80%	31.40%	25.78%
Other musculo-skeletal	17.90%	12.40%	13.20%	12.77%
Combined covid-19 & cough/cold & flu	18.20%	17.30%	11.50%	11.83%
Gastro-stomach, digestion	6.30%	6.10%	6.20%	8.09%
Chest & respiratory	6.20%	6.00%	4.60%	4.98%
Back and neck	11.10%	3.80%	4.40%	4.39%
Neurological	4.30%	4.40%	4.30%	4.43%
Cancer	4.50%	4.30%	4.70%	3.52%
Eye, ear, nose & mouth/dental & throat	3.00%	2.80%	3.40%	3.01%
Not disclosed	4.40%	5.80%	3.70%	6.63%

# Q4 2024/25 LCC and Department APR Compliance rates

LCC APR Compliance rates



Departmental APR Compliance rates



Annual Performance Reviews (APR) should be completed once a year. A higher compliance rate shows that most employees are receiving regular feedback, which can help improve their performance and development. Conversely, a lower compliance rate might suggest that many employees are missing out on valuable feedback, potentially impacting their growth and the overall effectiveness of the organisation.

We have begun reporting this from Q4 2024/2025 as agreed at February 2025 Employment Committee.

We have identified that APR's are being conducted; however, there completion is not consistently being recorded on our central recording system. To address this issue, the HR is working on a solution to simplify the recording and reporting process. This includes implementing automated reminders to ensure that all APRs are promptly and accurately recorded in the system. This initiative aims to enhance compliance and provide a more streamlined and efficient way to manage performance reviews.

# Key activity since last employment committee

- Preparation for the 2025 biannual staff survey to be launched in the summer.
- Planning and preparing for the reporting of anonymised case management activity from 01 April 2025, e.g. disciplinarys, grievances
- Developing and embedding the new Learning Management System which launched in January 2025.
- Completing the review of HR services to ensure we are delivering efficient services to departments
- Planning for Year 2 projects under the People Strategy

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## **EMPLOYMENT COMMITTEE – 22 MAY 2025**

### **PEOPLE STRATEGY UPDATE – LEADERSHIP AND WORKFORCE DEVELOPMENT**

#### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

##### **Purpose of the Report**

1. The purpose of this report is to update the Employment Committee on progress made in relation to Leadership and Workforce Development projects which are part of the Council's People Strategy.

##### **Policy Framework and Previous Decisions**

2. On 23 May 2024, the Employment Committee approved the People Strategy 2024 – 2028.
3. The People Strategy identifies the workforce priorities for the Council between 2024 – 28. The Strategy provides the framework by which the Council will take key workforce priorities forward, all focused on making sure that the Council achieves its strategic objectives. It is divided into three themes: Workforce and Culture, Leadership and Workforce Development and Performance Management.
4. A key programme of activity was identified relating to Leadership and Workforce Development. This was implementation of a new Learning Management System.

##### **Background**

5. The Council has had a Learning Hub, previously provided by Learning Pool, in place since 2015. This has enabled employees to access digital learning resources and manage their own workshop bookings.
6. In 2024 a procurement exercise was undertaken to ensure the Council was receiving best value for money and had a Learning Management System with the functionality to meet the changing needs of the organisation, particularly in regard to reporting mandatory training compliance
7. Following the procurement exercise a contract was signed with Thrive, an organisation with experience of providing Learning Management

Systems within both the Private and Public Sectors. This was at the same cost as the previous system.

8. The new Learning Hub was made available to all employees in January 2025.

### **Progress to date**

9. This has been a huge undertaking, closing down one Learning Management System “Learning Pool” and updating migrating to a new system “Thrive”. Prior to implementation of the new “Learning Hub” a number of briefing sessions were held for both managers and employees to provide information on the functionality of the new Learning Hub. These were well attended and feedback from attendees noted the improvements from the previous system.
10. Work has been undertaken with managers to demonstrate how they can report on mandatory training compliance within their teams and services.
11. The Service has migrated 70,084 users to have access to the new Learning Hub. This includes all employees of LCC. The organisation provides a wide range of e-Learning training some hosted training on behalf of the county.
12. All 1200 volunteers working for Leicestershire County Council can now access the Learning Hub and specific training has been developed to assist them in undertaking their roles.
13. Since the launch in January 2025 there have been 207,000 views/hits of learning content.
14. A Learning Hub app is now available to employees, both on corporate devices and their own mobile phones and tablets.
15. Work is being undertaken to provide a bespoke area for elected members within the Learning Hub.

### **Next steps**

16. The second year of the People Strategy is committed to the following Leadership and Workforce Development projects:
  - i. To undertake further work to utilise the functionality of the new Learning Hub, promoting self service for employees and improved data reporting.
  - ii. Development of a Talent Approach for The Council that supports retention, development and provides pathways to young people into entry level roles and apprenticeships.

- iii. To further develop the Leadership and Management Development offer to support Senior Managers to work strategically and to lead within the context of Local Government reorganisation.

### **Conclusion**

17. Leadership and Workforce development continues to be a key focus of the People Strategy and a future update to Employment Committee will be provided at the appropriate time.

### **Recommendation**

18. The Employment Committee is asked to consider and note the action taken so far and future next steps outlined in the report to address the work undertaken to support Leadership and Workforce Development.

### **Background Papers**

People Strategy 2024-2028:

<https://democracy.leics.gov.uk/documents/s182890/Appendix+-+People+Strategy+2024-2028.pdf>

### **Circulation under the Local Issues Alert Procedure**

19. None

### **Equality and Human Rights Implications/Other Impact Assessments**

20. An Equality and Human Rights Impact Assessment will be carried out for specific policies and procedures where appropriate.

### **Officer to Contact**

Lucy Littlefair  
Assistant Director, Corporate Services  
Corporate Resources Department  
Tel: 01163056333  
Email: [lucy.littlefair@leics.gov.uk](mailto:lucy.littlefair@leics.gov.uk)

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## **EMPLOYMENT COMMITTEE – 22 May 2025**

### **ORGANISATIONAL CHANGE POLICY AND PROCEDURE**

#### **SUMMARY OF ACTION PLANS**

#### **REPORT OF THE CHIEF EXECUTIVE**

##### **Purpose of the Report**

1. The purpose of this report is to present the Employment Committee with an update of the current Action Plans which contain provision for compulsory redundancy and details of progress on their implementation.

##### **Policy Framework and Previous Decisions**

2. At its meeting on 11 February 2010, the Committee approved a new Organisational Change Policy and Procedure (replacing the 'Policy in the Event of Redeployment and Redundancy') together with revised arrangements through which the Committee would exercise its oversight of the implementation of that procedure. In accordance with that decision, summaries of current Action Plans are attached to this report.

##### **Background**

3. Following the decisions made on 11 February 2010, the arrangements also involve presenting a summary of any outstanding comments or concerns raised by members of the Committee.
4. There are no outstanding comments or concerns on this occasion.
5. Members are asked to indicate where they wish a representative of the department concerned to be present to answer any questions in relation to any particular Action Plan, if they have not already done so.

##### **Recommendations**

6. That the update provided on the current Action Plans which contain provision for compulsory redundancy, and details of progress in their implementation, be noted.

##### **Background Papers**

7. None

**Circulation under the Local Issues Alert Procedure**

8. None.

**Equality Implications/Other Impact Assessments**

9. The Organisational Change Policy and Procedure is designed to ensure that changes which impact on employees are implemented in a fair and non-discriminatory manner.

**Human Right Implications**

10. There are no human rights implications arising from the recommendations in this report.

**List of Appendices**

Appendix A – Summary of Current Action Plans - Implementation Completed.

Appendix B – Summary of Current Action Plans - Implementation Underway.

**Officer to Contact**

Damien Buckley, Democratic Services Officer

☎ 0116 305 0183

Email: [damien.buckley@leics.gov.uk](mailto:damien.buckley@leics.gov.uk)

Lucy Littlefair, Assistant Director - People, Property and Transformation

☎ 0116 305 6333

Email: [Lucy.Littlefair@leics.gov.uk](mailto:Lucy.Littlefair@leics.gov.uk)

EMPLOYMENT COMMITTEE – 22 MAY 2025

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Adults & Communities - Melton Short Breaks/Supported Living and Day Services	01/08/2024	31/10/2024	0
Children & Families - Standby Payments - Fostering Team Managers	11/11/2024	29/01/2025	0
Chief Executives - Creative Leicestershire Officer	08/01/2025	11/04/2025	1
Chief Executives - Resilience Team - Romulus Court to County Hall		28/03/2025	0
Environment & Transport - Business Services Finance Team	25/02/2025	07/04/2025	0
Adults & Communities - MH 3C's - Getting help in the neighbourhood	01/02/2025	31/03/2025	0

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**EMPLOYMENT COMMITTEE – 22 MAY 2025**  
**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY**

<b>Action Plan</b>	<b>Date Approved</b>	<b>Current Position</b>	<b>Next Steps</b>	<b>Predicted Compulsory Redundancies</b>
Adults & Communities - SCIP	31/03/2025	Consultation extended until 14 <sup>th</sup> May 2025 to accommodate a mid point review meeting (30 <sup>th</sup> April). Department considering comments raised.	Consultation to close on 14 <sup>th</sup> May 2025.	2

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