

Meeting: **Employment Committee**

Date/Time: **Thursday, 18 September 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

Miss. H. Butler CC (Chairman)

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

Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leicestershire.gov.uk>

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 22 May 2025.	(Pages 3 - 8)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	

6. Presentation of petitions under Standing Order 35.
7. Health, Safety and Wellbeing Annual Report 2024-25. Director of Corporate Resources (Pages 9 - 18)
8. National Joint Council Pay Award, Chief Officer Pay Award and Chief Executive Pay Award 2025-26. Director of Corporate Resources (Pages 19 - 24)
9. Review of Employer Discretions - Pension Regulations. Director of Corporate Resources (Pages 25 - 40)
10. Workforce Report 2025-26 - Quarter 1 Update. Director of Corporate Resources (Pages 41 - 54)
11. Organisational Change Policy and Procedure: Action Plans. Chief Executive (Pages 55 - 60)
12. Any other items which the Chairman has decided to take as urgent.
13. Date of Next Meeting.

The next meeting of the Committee is scheduled to be held on 4 December 2025.
14. Exclusion of the Press and Public.

The press and public are likely to be excluded during the following item of business in accordance with Section 100(A) of the Local Government Act 1972:
 - *Working Arrangements Policy and Guidance.*
15. Working Arrangements Policy and Guidance. Director of Corporate Resources (Pages 61 - 70)



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 22 May 2025.

PRESENT

Miss. H. Butler CC
Mr. M. H. Charlesworth CC
Mr. G. Cooke CC
Mr. A. Innes CC
Mr. B. Lovegrove CC

Mr. J. Miah CC
Mr. P. Morris CC
Mr. O. O'Shea JP CC
Mr. P. Rudkin CC
Mrs B. Seaton CC

1. Appointment of Chairman.

It was moved by Mr Andrew Innes and seconded by Mr Peter Morris:

“That Miss Helen Butler be elected Chairman for the period until the next Annual Meeting of the Council”.

The motion was put and carried. Five members voting for the motion and four against.

RESOLVED:

That Miss Helen Butler be elected Chairman for the period until the next Annual Meeting of the Council.

Miss Helen Butler CC – In the Chair

2. Election of Vice-Chairman.

It was moved by Miss Helen Butler and seconded by Mr Peter Morris:

“That Mr Paul Rudkin be elected Vice Chairman for the period until the next Annual Meeting of the Council.”

It was moved by Mr Ozzy O'Shea JP and seconded by Mr Brian Lovegrove:

“That Mr Jewel Miah be elected Vice Chairman for the period until the next Annual Meeting of the Council”.

The Chairman informed members that both candidates had been duly proposed and seconded. In accordance with item 4 of Standing Order 27 a secret ballot would therefore take place.

The Chief Executive announced the results of the ballot, as follows:

Five votes for Mr Paul Rudkin, four votes for Mr Jewel Miah and one abstention. The motion “That Mr Paul Rudkin be elected Vice Chairman for the period until the next Annual Meeting of the Council” was carried.

RESOLVED:

That Mr Paul Rudkin be elected Vice Chairman for the period until the next Annual Meeting of the Council.

3. Minutes of the meeting held on 6 February 2025.

The minutes of the meeting held on 6 February 2025 were taken as read, confirmed and signed.

4. Question Time.

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

5. Questions asked by members under Standing Order 7(3) and 7(5).

The Chief Executive reported that no questions had been received 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.

There were no urgent items for consideration.

7. Declarations of interest in respect of items on the agenda.

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.

8. Presentation of petitions under Standing Order 35.

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

9. People Strategy 2024 - 2028 Overview.

The Committee considered a report and presentation of the Director of Corporate Resources which provided an update on how the agreed People Strategy 2024-2028 was being reviewed. The report also outlined the cycle of quarterly updates which would be presented to the Committee. A copy of the report and presentation, marked 'Agenda Item 9', are filed with these minutes.

Arising from discussion, the following points were made:

- (i) In response to a question relating to recruitment and retention, the Director stated that whilst the rate of staff turnover across the Authority was 13-14%, there were additional challenges in recruiting to specific specialist roles. This was in line with a national shortfall of specially qualified applicants for certain roles. In addition to recruitment and retention challenges, the Authority also had an aging workforce

which was expected to contribute to staffing pressures. The Council continued to promote the benefits of a career within the Authority.

- (ii) The Director advised members that gathering demographic information about employees was undertaken in order to understand the representation and inclusion of different groups. The data would be utilised in order to identify disparities, track progress on diversity and inclusion initiatives, and to ensure that the workforce was representative of the community. The Council would continue to encourage staff to disclosed demographic data, as a number of staff did not do so.

RESOLVED:

That the update provided on progress against the agreed People Strategy and the cycle of quarterly updates to be presented to the Committee, be noted.

10. Workforce Report 2024 - 2028.

The Committee considered a report of the Director of Corporate Resources which provided an update on workforce information and performance measures for the period of 2024/2025. This included details on headcount, Full Time Equivalent (FTE), absence rates and reason, and reported Annual Performance Reviews (APR). A copy of the report and presentation, marked 'Agenda Item 10', are filed with these minutes.

Arising from discussion, the following points were made:

- (i) In response to a question asked, the Director stated that staff vacancies were not held within the corporate HR system. Instead, staffing budgets were allocated within individual service areas and vacancies were recorded within individual financial systems. Members noted that the Council had introduced escalated financial controls in December 2023 and part of these controls required all recruitment to be approved by the relevant senior management team, Director, and People Services. Managers were encouraged to consider all options for resourcing teams before advertising for recruitment.
- (ii) With regards to an increase in the Council's FTE over the period 2024 to 2025, the Director stated that this was understood to be due to both recruitment challenges within the Authority and the rising cost of living nationally. As both challenges continued, existing staff had become more willing to take on additional hours, with a number of staff transitioning from part-time to full-time work.
- (iii) The Director acknowledged that the overall APR compliance rate was not at an acceptable level and assured members that the Council continued to encourage managers to undertake APRs with their staff on a regular basis. The Reviews were important in providing the opportunity for staff to provide feedback and discuss performance and progression. It had been identified that whilst the Reviews were largely being conducted, completion was not consistently recorded on the central recording system. People Services would undertake work in order to simplify the recording and reporting process and would provide additional support to services where staff predominantly operated remotely.
- (iv) With regards to levels of absence across the Authority, members noted that managers were expected to follow the attendance management process set out within the Council's Managing Attendance and Medical Capability Policy and

Procedure. People Services continued to support managers with attendance management, and HR business partners provided dedicated support to services where attendance levels became a significant issue. There had been a reduction in the overall rate of absence across the organisation and People Services would focus on continuing with work undertaken in order to sustain this.

- (v) Stress, depression and mental health continued to be the leading reason for absence across the Authority. Cases were understood to be as a result of both personal and work related challenges. The Council's wellbeing offer continued to be well utilised, and staff who had utilised the offer often remained within work whilst doing so.
- (vi) It was noted that 'reason for absence' data was based on information presented by the employee either at the first point of reporting absence, when presenting a fit note from a healthcare professional, or when returning to work. The Council's Managing Attendance and Medical Capability Policy and Procedure outlined that staff could self-certify for up to seven days and then would be required to present a fit note for longer periods of absence.

RESOLVED:

That the update provided on workforce information and performance measures for the period of 2024/2025, including details on headcount, Full Time Equivalent (FTE), Absence rates and reason, and reported Annual Performance Reviews (APR), be noted.

11. People Strategy Update - Leadership and Workforce Development.

The Committee considered a report of the Director of Corporate Resources which provided an update on progress made in relation to Leadership and Workforce Development projects, part of the Council's People Strategy. A copy of the report and presentation, marked 'Agenda Item 11', are filed with these minutes.

Arising from discussion, the following points were made:

- (i) In response to a question relating to the Council's approach to hybrid working, the Director stated that office based staff continued to work in a hybrid way at various locations, which included County Hall and at home. A review of the Council's Smarter Working Policy and Guidance would be undertaken in order to ensure that it was appropriate. Staff productivity, as well as the advantages and disadvantages for working in a hybrid way, would be considered as part of the review. The outcome of this work would be presented to the Committee at a future meeting.
- (ii) Members noted that a new learning management system had been introduced. The system would offer improved functionality and increased usability, at a similar cost, than the previous system.

RESOLVED:

- (a) That the update on progress made in relation to Leadership and Workforce Development projects which are part of the Council's People Strategy, be noted.

- (b) That the Director of Corporate Resources be requested to present the outcome of a review of the Council's Smarter Working Policy and Guidance to the Committee at a future meeting.

12. 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 12' 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.

13. Date of Next Meeting.

RESOLVED:

That the next meeting of the Committee would be held on 18 September 2025 at 10:00am.

10.00 - 11.12 am
22 May 2025

CHAIRMAN

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EMPLOYMENT COMMITTEE: 18 SEPTEMBER 2025

HEALTH, SAFETY AND WELLBEING **ANNUAL REPORT 2024-2025**

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to present to the Employment Committee an overview of Health, Safety and Wellbeing performance during the period 2024-2025. This details the Council's overall position on Health, Safety and Wellbeing.

Policy Framework and Previous Decisions

2. The County Council is required, under the Management of the Health and Safety at Work Regulations 1999, to have in place an occupational health and safety management system. This system requires the council to have a Health and Safety Strategy, and to consult and communicate with all interested parties on health and safety performance.
3. The Council's Health and Safety Strategy 2020-2025 details key performance indicators for the Council, progress for which is included in this Health, Safety and Wellbeing annual report.

Background

4. The health, safety and wellbeing of staff, service users and customers is of paramount importance to the council. The Health, Safety and Wellbeing Team continuously monitors, so far as is possible, performance in this area to ensure the council meets its legal requirements and, where necessary, improves standards.
5. This report provides a high-level overview of health and safety performance across the council. Each department has a departmental annual report with a detailed specific plan to improve compliance.
6. The following areas will be covered within this report:
 - Accident and Incident Data
 - Health and Safety Audits
 - Mandatory Health and Safety Training
 - Key Performance Indicators

- Priorities and Projects
- Wellbeing Service

Accident and Incident Data

7. The Council uses the Assess.NET system to report all accidents and incidents. The table below (figure 1) shows the number of accidents and incidents that have been reported across the Council, along with the percentage change over the past three years.

Incident Type	2024/25	% Change	2023/24	% Change	2022/23
Injury	899	+12%	801	+0.1%	800
Near Miss	309	-28%	432	+33%	325
Property Damage	253	+47%	172	+10%	157
Violent Incident	197	+34%	147	+21%	121
Illness/Disease	24	+140%	10	-38%	16
Total	1682	+7%	1562	+10%	1419
RIDDOR	25	-4%	26	-28%	36

Figure 1

8. Children and Family Wellbeing Centres, Leicestershire Traded Services (LTS) Catering, Recycling and Household Waste Sites, Provider Services, Highways Operations, and Passenger Fleet consistently report the most accidents, reflecting the nature of their services and associated risks.
9. Despite a 12% increase in reported injuries this year, there has been an overall decline in injuries over the past five years, with 1,082 injuries recorded in 2019/20. Additionally, the proportion of injuries relative to total incidents in 2024/25 rose by only 2.2%, indicating that this change is not statistically significant.
10. Accident and incident data is closely monitored as part of quarterly reporting and the Council encourages a 'no blame' culture whereby staff feel safe to report any accident or incident, no matter how serious it is. In addition, managers are required to conduct an accident investigation each time an incident is reported to identify the root cause and rectify any issues. To reflect the seriousness, each RIDDOR reportable incident (reportable to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) is investigated thoroughly by a Health, Safety and Wellbeing Advisor and the manager is provided with an action plan with the steps they need to take to prevent recurrence.

11. The number of near misses reported has decreased by 28%. The number of near misses reported in 2024/25 is less than half the number of injuries reported. It is commonly theorised (Heinrich Pyramid) that for every 300 near misses that occur in the workplace, 30 minor accidents and 1 serious accident occur. This theory suggests that within the Authority, many near misses likely go unreported. In 2025, the Health, Safety and Wellbeing team will be relaunching a near miss reporting campaign aimed at improving near miss reporting across the authority.

Health and Safety Audits

12. The Health, Safety and Wellbeing team conducts annual audits across various council services and schools, with each service audited every five years. Council occupied sites also undergo health and safety inspections every three years.
13. A total of 37 audits took place in 2024/25, with major nonconformities being raised in eight of those audits. The major nonconformities were mainly in relation to inadequate risk assessment and risk control.
14. After each audit, service managers or head teachers receive a detailed report and action plan to address any noncompliance. Each department within the Authority is updated quarterly on audit outcomes and progress. Noncompliance issues not resolved within required deadlines are reported to the Assistant Director or Director.

Mandatory Health and Safety Training

15. The Health, Safety and Wellbeing Team and Learning and Development have set mandatory health and safety courses for all employees or managers to meet the Council's legal training requirements.
16. These mandatory courses are as follows:
 - Health and Safety Essentials – mandatory for all staff;
 - Management of Health and Safety - mandatory for all managers;
 - Display Screen Equipment (DSE) – mandatory for all computer users;
 - DSE assessment – not training, however mandatory upon completion of the DSE training.
17. Additional health and safety, and job-specific training is available through Learning and Development. Managers are responsible for identifying the training requirement for each job role.
18. The Health, Safety, and Wellbeing Team closely monitor the Council's adherence to mandatory training requirements, with compliance updates provided to each department's management team as part of the quarterly reporting process.

19. Figure 2 below displays the compliance data, accurate from end of March 2025.

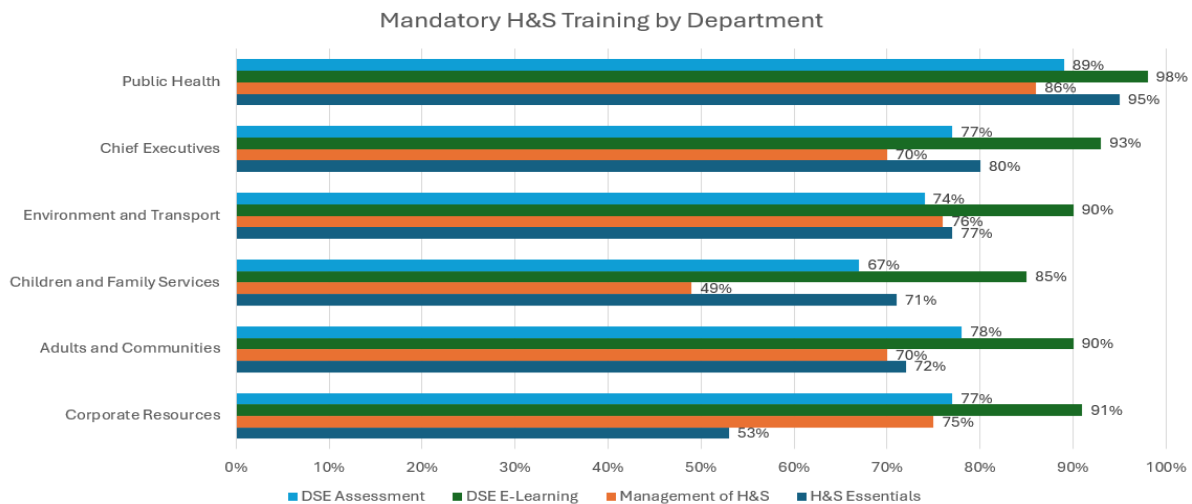


Figure 2

20. Overall compliance for each course is shown in Figure 3 below, accurate from end of March 2025.

Course	Compliance
Management of Health and Safety	69%
Health and Safety Essentials	74%
DSE Training	89%
DSE Assessment	74%

Figure 3

21. Compliance with mandatory health and safety training has improved over the past 12 months in most areas, however areas of noncompliance have been highlighted as part of departmental reports. For example, the Children and Family Services department noted that Management of Health and Safety is its lowest area of compliance. To help address this, specific training sessions will be arranged by the Health, Safety and Wellbeing team and the management team will be requesting that all managers who have not yet completed this training, book onto one of the sessions to boost compliance in this area. Health and Safety Essentials training compliance is also set to improve in Corporate Resources once the training has been rolled out to LTS Catering staff.
22. To further support compliance, both face-to-face and online training options are available, for several of the Health and Safety courses, to accommodate various learning preferences. In January 2025, Learning and Development introduced a new platform, Thrive, which facilitates better monitoring of training compliance. Additionally, a recently launched Tableau dashboard enables department-level tracking of all mandatory training. Starting in 2025, the Health, Safety and Wellbeing

Team contact all new managers via email to invite them to participate in the 'Management of Health and Safety' course as a prompt, to help improve compliance.

Health and Safety - Key Performance Indicators

23. The following summary outlines the performance against Key Performance Indicators (KPIs) set out in the 2020–2025 Health and Safety Strategy, focusing on compliance, accident reduction, and manager training.
24. The KPI to reduce major nonconformities in audits by 10% yearly was not consistently achieved, with fluctuations in audit outcomes. During 2024/25, there were eight audits identifying major nonconformities, up from four the previous year. Numbers of noncompliance's varied considerably over the five-year period, in part due to the Covid-19 pandemic which halted audits in 2020/21.
25. The Council consistently met its KPI of producing audit reports and action plans within five working days of audit completion, achieving this target 100% of the time across all years.
26. Efforts to reduce workplace accidents resulting in injury by 10% annually were only partially successful, despite a 12% increase in reported injuries this year, there has been an overall decline in injuries over the past five years, with 1,082 injuries recorded in 2019/20. Additionally, the proportion of injuries relative to total incidents in 2024/25 rose by only 2.2%, indicating that this change is not statistically significant.
27. Regarding RIDDOR reportable incidents, the target was to reduce these by 10% each year. The number dropped by 4% in 2024/25, and a 7% reduction was achieved over the five-year span using 2019/20 as the baseline (2020/21 data discounted due to Covid-19). Every RIDDOR reportable incident was investigated, maintaining a 100% compliance rate.
28. Finally, the KPI to boost the percentage of managers trained in Health and Safety by 10% was met, rising from 54% in April 2022 to 69% in April 2025, reflecting steady progress over several years. This has further increased to 74% in August 2025.
29. Overall, the Council has made improvements in key areas, despite challenges posed by the pandemic and fluctuating performance in some metrics. New KPI's will be set within the 2025/2030 Strategy.

Health and Safety - Priorities and Projects

30. Over the past 12 months, the Health, Safety and Wellbeing Team has undertaken a substantial amount of proactive work to continuously improve the service offering to the council, including:

- Launching the Health and Safety Essentials Training.
- Introducing revised training on Fire Safety, Risk Assessment, DSE, and Management of Health and Safety.
- Collaborating with the Communications Team to launch monthly Health, Safety and Wellbeing bulletins and intranet updates.
- Publishing updated health and safety management system guidance, aligned with the Plan, Do, Check, Act model.
- Maintaining and reviewing the suite of health and safety guidance available on the intranet.
- Continuing business-as-usual activities such as audits, inspections, and investigations.
- Maintaining ISO 45001 certification.

31. Priorities for 2025/2026 include:

- Continuing business-as-usual activities, including auditing, inspecting, supporting and advising managers, and investigating RIDDOR reportable incidents.
- Supporting the health and safety management of the rural estate in collaboration with Property Services colleagues.
- Launching a new Health and Safety Strategy for 2025–2030 and delivering campaigns to meet the new KPIs outlined in the strategy.
- Continuing to share health and safety updates and information through corporate communication channels.
- Launching a campaign to improve near miss reporting.
- Working with departments to further improve compliance with health and safety training.
- Launching revised eLearning modules on topics such as manual handling, working at height, asbestos management, and COSHH, following the transition to Thrive.
- Managing the re-procurement of a lone working management solution. The contract that is currently in place provides high risk lone workers with a mobile app which gives them access to an emergency alert, allowing them to call for help in an emergency.

Wellbeing Service

32. The Leicestershire County Council Wellbeing Service continues to play a pivotal role in supporting the emotional and mental health of employees. Staffed by five qualified counsellors, the Service offers tailored support through in-person, online, and telephone counselling, ensuring accessibility across hybrid working arrangements.

Wellbeing - Key Performance Indicators

33. Over the past five years, referrals into the Wellbeing Service have more than doubled, rising from 213 to 455.
34. In 2024–2025 alone, 401 individual employees accessed support, with the Children and Families Service and Adults and Communities

departments accounting for the highest referral volumes. The Service delivered 3,224 sessions this year, including counselling, advice, and single-session support such as 'Pause to Talk', menopause clinics, and same-day advice. 'Pause to Talk' is an alternative to traditional counselling which offers staff an opportunity to talk to a counsellor during a 'one off', thirty-minute session. This scheme helps to reduce the waiting list for traditional counselling and supports staff that need short term support.

35. Work-related stress (WRS) remains the most prevalent issue, reported by 33% of clients, followed by anxiety (27%), personal relationships (17%), bereavement (13%), and depression (12%). A significant proportion of those reporting WRS also experience anxiety, often describing symptoms of burnout and impaired cognitive function.
36. Despite this, 85% of employees that accessed support were attending work, 15% were either absent from work due to sickness; suspended or undergoing a therapeutic return to work. Of those off sick, work-related stress or anxiety was cited as a presenting issue in 82% of cases.
37. In order to help tackle work related stress, the Wellbeing Service are launching a new course titled 'Managing Stress at Work for Managers.' This course aims to train managers in their legal responsibilities to manage stress in the workplace, whilst also exploring essential tools to prevent and tackle sources of stress. The course will demonstrate techniques from the Health and Safety Executive, to manage stress within a team and with individual employees. There will be an emphasis on 'soft skills', as well as teaching managers how to deal with their own experiences of stress.

Wellbeing - Priorities and Projects

38. Further service developments and initiatives launched or in progress include:
 - **Fibromyalgia Survey** – 101 responses highlighted the need for increased awareness and flexible support for Central Sensitivity Disorders. This data will inform the development of resources to support staff managing this condition.
 - **Sudden Death Guidance** – developed with HR to support teams affected by employee deaths.
 - **Posters for managing crisis calls** – for frontline staff managing abusive or suicidal calls.
 - **Suicide Training** – to help equip managers with the knowledge and skills to take appropriate steps to support staff in crisis.
 - **Trainee Therapist Placements** – developing a handbook to support trainee counsellors joining the service as part of a temporary placement.
 - **Outreach Campaigns** – posters and attendance at departmental events to raise awareness.

- **Depression Resources** – interim e-learning module published, full course in development.
 - **Bereavement Listeners** – staff who have been trained to be a listening ear and a supportive first step for employees that have experienced a bereavement.
39. The Corporate Wellbeing Board has also been reestablished, the terms of reference have been updated and agreed and a new action plan for April 2025-March 2027 has been agreed.
40. The new action plan is aligned to the Health Needs Assessment undertaken by the Public Health, topics discussed in the counselling room and the Councils COMMS Plan on Wellbeing. This plan contains the seven topics:
- Mental Health;
 - Diet and Healthy Eating;
 - Physical Activity;
 - Sleep;
 - Line Managers;
 - Financial;
 - General Health and Wellbeing topics.
41. The Council will launch, in the latter part of 2025, a men's health campaign to address stigma around seeking wellbeing or health support.

Recommendations

42. It is recommended that the Employment Committee notes the Health, Safety and Wellbeing Annual Report 2024-25 and endorses the work, undertaken in partnership with departments, by the Health, Safety and Wellbeing Service to keep the council compliant in this area.

Background Papers

43. None.

Circulation under the Local Issues Alert Procedure

44. None.

Equality Implications

45. There are no equalities implications arising directly from this report.

Human Rights Implications

46. There are no human rights implications arising directly from this report.

Officer(s) to Contact

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EMPLOYMENT COMMITTEE: 18 SEPTEMBER 2025

NATIONAL JOINT COUNCIL PAY AWARD, CHIEF OFFICER PAY AWARD AND CHIEF EXECUTIVE PAY AWARD 2025-2026

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to outline the action taken by the Chief Executive in order to implement the nationally negotiated National Joint Council (NJC), Joint National Council (JNC) for Chief Officers, and Joint National Council for Chief Executive's pay award for the period 2025 - 2026 for all employees.

Policy Framework and Previous Decisions

2. The Chief Executive agreed, following consultation with the Chairman and Spokesmen of the Employment Committee, to exercise his delegated powers in the event of matters of urgency to enable the pay award for the period 2025 – 26 to be implemented for employees on grades 2 to 22. This allowed employees to receive the appropriate pay increase for basic pay and back pay in August, with the increase for some allowances being paid in September.

Background

3. Whilst the Council has adopted local rather than national pay scales, it has remained part of the national pay bargaining machinery and is committed to applying NJC and JNC pay awards to employees on grades 2 to 22 inclusive. In order to implement these, it is necessary to seek approval from the Employment Committee.

Key Points

4. Agreement has been reached on NJC rates of pay, applicable from 1 April 2025 (covering the period 1 April 2025 to 31 March 2026). This equates to an increase of 3.2% applied to all pay points between grade 2 and 17 inclusive.
5. The JNC Chief Officer and JNC Chief Executive Pay Arrangements have also been agreed at the same rate from 1 April 2025. This equates to an increase of 3.2% applied to all pay points between grade 18 and 22 inclusive.

Recommendations

6. The Committee note the action taken in respect of the implementation of the NJC and JNC pay awards for employees on grades 2 to 22.

Background Papers

7. None.

Circulation under the Local Issues Alert Procedure

8. None.

Equalities implications

9. There are no equalities implications arising from the recommendations in this report.

Human Rights Implications

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

Appendix

Leicestershire County Council Grade Structure April 2025 – March 2026

Officer to Contact:

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 Assistant Director
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Leicestershire County Council Grade Structure

April 2025 - March 2026

Grade	Pay Point	From 1 April 2025	
		Salary	Hourly Rate
2	1	£24,423	£12.65
	2	£24,423	£12.65
3	3	£24,423	£12.65
	4	£24,582	£12.73
4	5	£24,804	£12.85
	6	£24,999	£12.95
5	7	£25,191	£13.05
	8	£25,590	£13.25
6	9	£25,995	£13.46
	10	£26,409	£13.68
7	11	£26,832	£13.90
	12	£27,261	£14.12
	13	£27,702	£14.35
	14	£28,146	£14.58
8	15	£28,605	£14.82
	16	£29,547	£15.30
	17	£30,030	£15.55
	18	£31,029	£16.07
9	19	£32,070	£16.61
	20	£32,601	£16.89
	21	£33,708	£17.46
	22	£34,359	£17.80
10	23	£35,451	£18.36
	24	£36,612	£18.96
	25	£37,836	£19.60
	26	£39,165	£20.29
11	27	£39,939	£20.69
	28	£40,791	£21.13
	29	£41,706	£21.60

	30	£42,699	£22.12
12	31	£43,860	£22.72
	32	£45,084	£23.35
	33	£46,401	£24.03
	34	£47,829	£24.77
13	35	£49,221	£25.49
	36	£50,670	£26.25
	37	£52,194	£27.03
	38	£53,826	£27.88
14	39	£55,443	£28.72
	40	£57,213	£29.63
	41	£59,088	£30.61
	42	£61,116	£31.66
15	43	£63,027	£32.65
	44	£65,043	£33.69
	45	£67,146	£34.78
	46	£69,342	£35.92
16	47	£72,024	£37.31
	48	£74,874	£38.78
	49	£77,922	£40.36
	50	£81,300	£42.11
17	51	£84,810	£43.93
	52	£88,488	£45.83
	53	£92,352	£47.84
	54	£96,405	£49.93
18	55	£98,673	£51.11
	56	£102,810	£53.25
	57	£107,106	£55.48
	58	£111,606	£57.81
19	59	£122,883	£63.65
	60	£125,973	£65.25
	61	£131,808	£68.27
	62	£138,090	£71.53
20	63	£142,404	£73.76
	64	£146,928	£76.10
	65	£151,713	£78.58
	66	£156,855	£81.25

21	67	£154,227	£79.88
	68	£161,223	£83.51
	69	£168,540	£87.30
	70	£176,202	£91.27
22	71	£205,686	£106.54
	72	£212,913	£110.28
	73	£220,500	£114.21
	74	£234,171	£121.29

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**EMPLOYMENT COMMITTEE: 18 SEPTEMBER 2025****REVIEW OF EMPLOYER DISCRETIONS - PENSION REGULATIONS****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose**

1. This report seeks the Committee's approval of certain policy decisions afforded to the County Council as a scheme employer under the provisions of the Local Government Pension Scheme (LGPS).

Background

2. The pension regulations require the County Council to formulate, publish and keep under review its policies in respect of certain areas of the Scheme where it may exercise its discretion. There are numerous mandatory discretions but the fall under four main areas:
 - (i) Additional pension;
 - (ii) Flexible retirement;
 - (iii) Switching on Rule of 85 (R85); and,
 - (iv) Waiving of Early Retirement Reductions actuarial reduction.
3. Details of the discretions and the Council's current policy in relation to how they are exercised are set out in Appendix 1. These were approved by the Committee at its meeting on 13 September 2018 following an update to Leicestershire Pension Fund Employer Discretions Guide (Appendix 2), and it is returning to Employment Committee given a decision to make a change to the Policy to allow the provision of Shared Cost Additional Voluntary Contribution via a Salary Sacrifice scheme. Shared Cost Additional Voluntary Contribution through a Salary Sacrifice scheme enables individuals to make extra contributions towards their pension, while also allowing both individuals and employers to save on tax and National Insurance contributions.
5. Whilst there is no requirement to have a written policy on all discretions, the report sets out a review of further three regulations (Appendix 3) which the Council has agreed, in order to provide clarity for LGPS members. These were also highlighted in the report to Employment Committee on 13 September 2018 and 26 September 2024, and no changes are proposed in relation to:
 - (i) Election to transfer and aggregate pension within 12 months;
 - (ii) Allocation of contribution pension band and review period;
 - (iii) Assumed pensionable pay.

6. In addition to the review of the mandatory and non mandatory discretions there is a position statement around Leicestershire County Council's operational approach to pension regulations (Appendix 4). It is not classed as a requiring the Employment Committee's approval, the Committee is asked to note that they are occasionally used in the spirit of being open and transparent around the operational use of LGPS Regulations. This specifically relates to:
- (i) Dismissal on the grounds of business efficiency.

Recommendations

7. The Committee is asked to:
- a) Approve of change to Leicestershire County Council pension mandatory discretion under Local Government Pension Scheme (LGPS) Regulations (Appendix 1) to allow payment of Shared Cost Additional Voluntary Contribution via a Salary Sacrifice Scheme;
 - b) Note non mandatory discretion under LGPS Regulations contained within Appendix 3 of the report; and,
 - c) Note Leicestershire County Council's operational approach to Pensions Regulations contained within Appendix 4 of the report.

Background Papers

8. LGPS Discretions Paper - 26 September 2024
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MID=7425#AI80070>

Circulation under Local Issues Alert Procedures

9. None.

Equality Implications

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

Human Rights Implications

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

Appendices

Appendix 1 – Local Government Pension Scheme Regulations Policy statement on all eligible employees

Appendix 2 – Leicestershire Pension Fund Employer Discretions Guide

Appendix 3 – Non-Mandatory discretion under LGPS Regulations

Appendix 4 - LCC operational approach to Pensions Regulations

Officer to Contact

Andrew Stewart

Head of People Services

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Appendix 1 – Mandatory discretion under LGPS Regulations

As per LGPS Regulations Policy statement on all eligible employees. This statement is applicable to all employees of Leicestershire County Council who are eligible to be members of the LGPS.

There is a requirement to publish the following mandatory discretion under LGPS Regulations.

Requirement	Explanation	Employer's Policy
Additional pension	<p>An employer may resolve to award a member additional pension of not more than £8,344 as at 1 April 2024 (The limit increases annually in line with the cost of living) a year within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency.</p> <p>Discretions are:</p> <ul style="list-style-type: none"> Whether, how much, and in what circumstances to contribute to a shared cost APC scheme. 	<p>The Council previously agreed there are no normal circumstances in which the Council would contribute to a Shared Cost APC scheme</p> <p>No change to LCC discretions</p>

Requirement	Explanation	Employer's Policy
Additional pension	<p>LGPS Regulations 2013 – Regulation 17: Whether, how much, and in what circumstances to contribute to a Shared Cost Additional Voluntary Contribution (SCAVC) arrangement</p> <p>Shared Cost Additional Voluntary Contribution (SCAVC) Facility This discretion allows the Employer to maintain and contribute to an employee's Additional Voluntary Contribution Scheme.</p>	<p>The Council will pay Shared Cost AVC contributions where an employee has elected to pay AVC's by salary sacrifice. The amount of these employer SCAVC contributions will not exceed the amount of salary sacrificed by the employee.</p> <p>This is at the discretion of the Council or Council's chosen SCAVC provider (if and when appointed) and is subject to the employee meeting the conditions for acceptance into the salary sacrifice SCAVC scheme, which may be withdrawn or amended at any time.</p> <p>This will not have any effect on the AVC facility available where the employee only is able to make such contributions.</p> <p>Change to LCC discretions</p>

Requirement	Explanation	Employer's Policy
Additional pension	<p>An employer may resolve to award a member additional pension of not more than £8,344 as at 1 April 2024 (The limit increases annually in line with the cost of living) a year within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency.</p> <p>Discretions are:</p> <ul style="list-style-type: none"> • Whether, at full cost to the Scheme employer, to grant extra annual pension, up to the LGPS additional pension limit (reviewed annually) to an active member, or within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency. 	<p>The Council will not normally grant any additional pension.</p> <p>Exceptions may be considered where</p> <ul style="list-style-type: none"> • there is a cost or waive reduction in a potential redundancy situation • where a reduction may occur through redeployment; or • in other exceptional circumstances supported by a business case. <p>No change to LCC discretions</p>
Flexible Retirement	<p>An active member who has attained the age of 55 or over who reduces working hours or grade of an employment may, with the Scheme employer's consent, elect to receive immediate payment of all or part of the retirement pension to which that member would be entitled in respect of that employment if that member were not an employee in local government service on the date of the reduction in hours or grade, adjusted by the amount shown as appropriate in actuarial guidance issued by the Secretary of State.</p> <p>As an employer you need to determine the conditions under which you would approve a flexible retirement taking place.</p> <p>Discretions are:</p>	<p>The Council has previously agreed to release pension where there is no cost and not to waive any reduction.</p> <p>Members must reduce their hours by a minimum of 40% and/or reduce their grade</p> <p>No change to LCC discretions</p>

- | | | |
|--|---|--|
| | <ul style="list-style-type: none">• Whether all or some benefits can be paid if an employee over 55 reduces their hours or grade (flexible retirement). | |
|--|---|--|

Requirement	Explanation	Employer's Policy
Switching on "Rule of 85" (R85)	<p>R85 is a complex protection for scheme members who were in the LGPS before 1st October 2006. A member will satisfy R85 when their age plus length of LGPS membership (in whole years) adds up to 85.</p> <p>For most scheme members R85 only protects pension benefits accrued from their membership before 1st April 2008. Ordinarily where a member has met R85 and is retiring and drawing their pension after 60, it applies automatically.</p> <p>However, where a member has met R85 and is retiring and drawing their pension between age 55 and 60, the employer has the power to "switch on" R85 at a cost.</p> <p>Discretions are:</p> <ul style="list-style-type: none"> • Whether to "switch on" the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60 (active members and leavers since 1st April 2014). • Whether to "switch on" the 85 year rule for a deferred member voluntarily drawing benefits on or after age 55 and before age 60 (leavers between 1st April 2008 and 31st March 2014). • Whether to "switch on" the 85 year rule for a deferred member voluntarily drawing benefits on or after age 55 and before age 60 (leavers between 1st April 1998 and 31st March 2008 plus councillors). 	<p>The Council has previously not adopted this discretion.</p> <p>No change to LCC discretions</p>

Requirement	Explanation	Employer's Policy
Waiving of Early Retirement Reductions (Actuarial reduction)	<p>An employer has the discretion, under a number of retirement scenarios, to waive actuarial reductions on compassionate grounds. The cost of which would fall upon the employer.</p> <ul style="list-style-type: none"> • Whether to waive, in whole or in part, actuarial reduction on benefits which a member voluntarily draws before normal pension age (active members and leavers since 1st April 2014). • Whether to waive, in whole or part, actuarial reduction on benefits paid on flexible retirement (active members and leavers since 1st April 2014). • Whether to waive any actuarial reduction on pre and/or post April 2014 benefits paid early on compassionate grounds (active members and leavers since 1st April 2014). • Whether to waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early (leavers between 01/04/2008 – 31/03/2014). • Waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early (leavers between 01/04/1998 – 31/03/2008 and councillors). 	<p>The Council previously agreed there are no normal circumstances in which to waive early retirement reductions</p> <p>Exceptional circumstances require the Employment Committee and the Director involved will consider any cases and will decide whether the actuarial reductions should be waived. In all cases the financial position of the County Council must be considered.</p> <p>No change to LCC discretions</p>

Appendix 2 – Leicestershire Pension Fund Employer Discretions Guide

<https://www.leicestershire.gov.uk/sites/default/files/2024-01/Leicestershire-pension-fund-employer-discretions-guide.pdf>

Appendix 3 – Non-Mandatory discretion under LGPS Regulations

There is a recommendation to publish the following non-mandatory discretion under LGPS Regulations.

Requirement	Explanation	Employer's Policy
Election to transfer or aggregate within 12 months	<p>This discretion allows the Employer extend the 12 month limit a member has in which to elect to transfer other pension rights into the LGPS. This has to be with the agreement of the Administering Authority.</p> <p>Discretions are:</p> <ul style="list-style-type: none"> Whether to extend the 12-month limit a member has in which to elect to transfer other pension rights into the LGPS. This must be with the agreement of the Administering Authority. 	<p>The Council as the Administering Authority will not normally allow an extension of the 12 month limit.</p> <p>Extenuating circumstances may apply where evidence exists that</p> <ul style="list-style-type: none"> an election was made within 12 months but his was not received by the administering authority the member was not aware of the 12 month limit due to maladministration <p>No change to LCC discretions</p>
Allocation of contribution pension band and review period	<p>This discretion allows the Employer to determine which contribution band is allocated on joining the scheme and at each April. It also determines the circumstances when an employee's band may be reviewed.</p> <p>Discretions are:</p> <ul style="list-style-type: none"> Whether to determine which contribution band is allocated on joining the scheme and at each April. It also determines the circumstances when an employee's band may be reviewed. 	<p>The Council previously agreed this would be based on</p> <ul style="list-style-type: none"> Base pay on actual pay in April plus previous years overtime Run an exercise half yearly as a check and re-band up or down where necessary Re-band on all contractual changes, but not ad hoc hours changes and re-band upon a pay award.

		No change to LCC discretions
Assumed pensionable pay	<p>This discretion allows the Employer to determine whether to include in the calculation of assumed pensionable pay the amount of any “regular lump sum payment”.</p> <p>This is in cases where an employee’s pay needs to be calculated where their pay has been reduced due to certain absences in order that they are not unduly advantaged or disadvantaged.</p> <p>In practice such decisions are made by the pensions team as part of the processing of an individual case.</p>	<p>The Council previously agreed this would be based on</p> <ul style="list-style-type: none"> • individual cases where necessary to establish in a fair, equitable and justifiable way what the members likely pay would have been but for the absence, and • cases where this pay is to be used for future enhancements whether that level of pay would have been received every year to normal retirement age. <p>No change to LCC discretions</p>

Appendix 4 - LCC operational approach to Pensions Regulations

In addition we have the following position statements around LCC operational approach to pensions. They are not classed as a requiring the Employment Committee's approval, the Committee is asked to note that they are occasionally used. As per previous Employment Committee reports these are published in the context of being open and transparent around our operational use of LGPS Regulations.

Requirement	Explanation	Employer's Policy
Dismissal on the grounds of business efficiency	<p>Where an active member who has attained the age of 55 or over is dismissed from an employment by reason of redundancy or business efficiency, or whose employment is terminated by mutual consent on grounds of business efficiency, that member is entitled to, and must take immediate payment of -</p> <ul style="list-style-type: none"> a) retirement pension relating to that employment payable under regulation 16 (additional pension contributions), adjusted by the amount shown as appropriate in actuarial guidance issued by the Secretary of State; and b) any other retirement pension relating to that active member's pension account payable under these Regulations, without reduction. 	<p>The Council will not normally retire someone who is dismissed on the grounds of business efficiency.</p> <p>Exceptional circumstances may apply where:</p> <ul style="list-style-type: none"> • there is an agreed business case • termination is on the grounds of business efficiency • there is mutual consent of termination on the grounds of business efficiency. • any cost for the release of early payment must be paid in full by the Council. <p>No change to LCC discretions</p>

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EMPLOYMENT COMMITTEE: 18 SEPTEMBER 2025
WORKFORCE REPORT 2025 – 2026 QUARTER 1 UPDATE
REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide the Committee with an update on workforce information and performance measures for Quarter 1 of 2025/2026. This includes details relating to 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.
3. The Committee considered the Annual Workforce Report 2024/2025 on 22 May 2025.

Background

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

Resource Implications

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

Timetable for Decisions

6. Not applicable.

Recommendations

7. It is recommended that Employment committee note the content of the Workforce Quarter 1 Report 2025-2026.

Background Papers

8. People Strategy 2024-2028 paper – 23 May 2024:
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7424&Ver=4>
9. Workforce Update – 6 February 2025:
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7896&Ver=4>
10. Workforce Report 2024/2025 – 22 May 2025
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7897&Ver=4>

Circulation under the Local Issues Alert Procedure

11. None.

Equality Implications

12. A breakdown of workforce by protected characteristic was reported in February 2025 and is planned to be reported annually to the Employment Committee as part of a Workforce Update, following 1 January each year, along with other statutory Equality reporting requirements.

Human Right Implications

13. The Department has worked on reporting HR cases from 01 April 2025 which is now included within the report.

Appendix

Workforce Quarter 1 Report 2025-2026

Officer to Contact

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

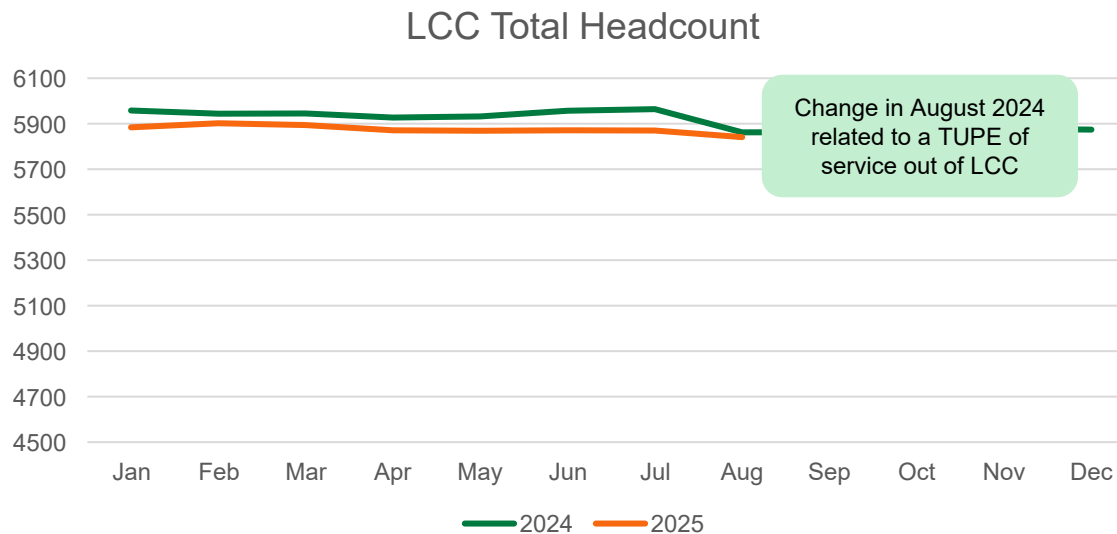
Andrew Stewart
Head of People Services
Tel: 0116 3055924
Email: andrew.stewart@leics.gov.uk

Workforce Report Q1 2025-2026 Update

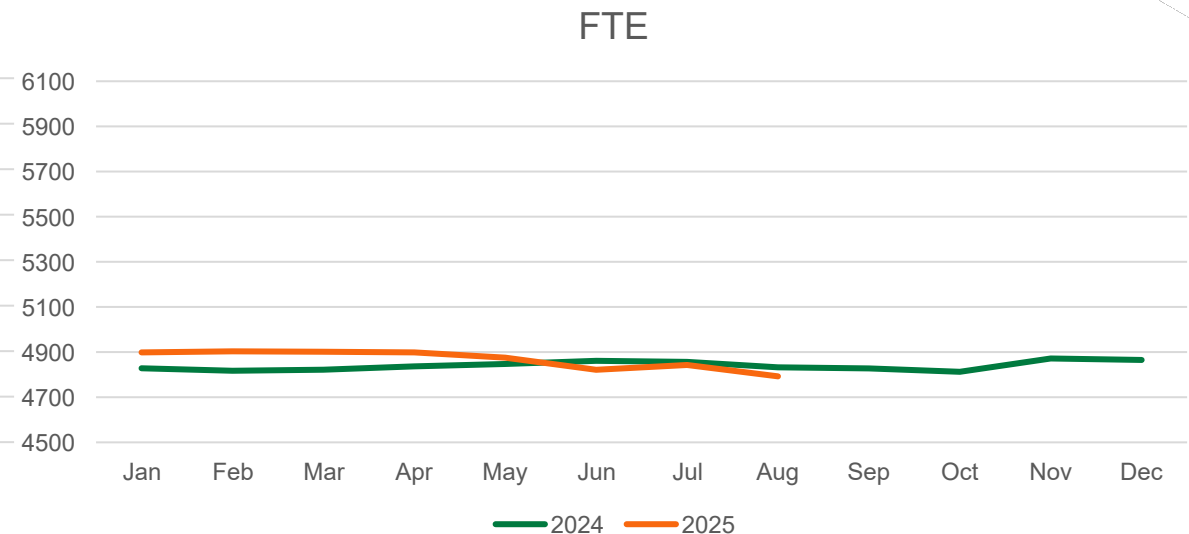
Employment Committee

2025/26 LCC Headcount and FTE

This includes employees on LCC terms and conditions, excluding maintained Schools.
August 2025 we have a headcount of 5841, which is a full time equivalent (FTE) of 4792.47



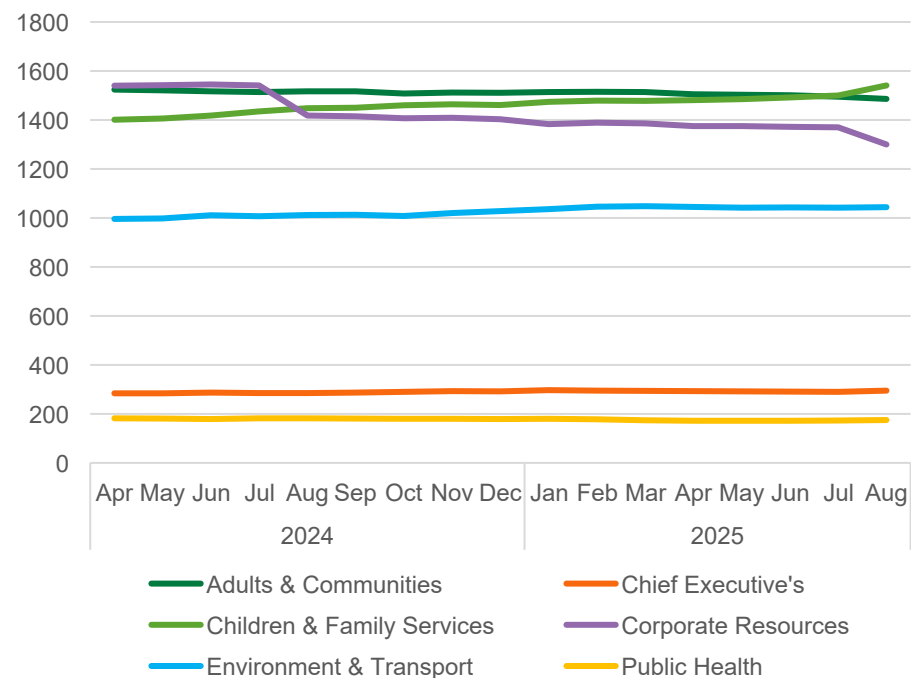
Headcount refers to the total number of employees within LCC at a given time. It provides a snapshot of workforce size, helping understand the number of people employed by LCC.



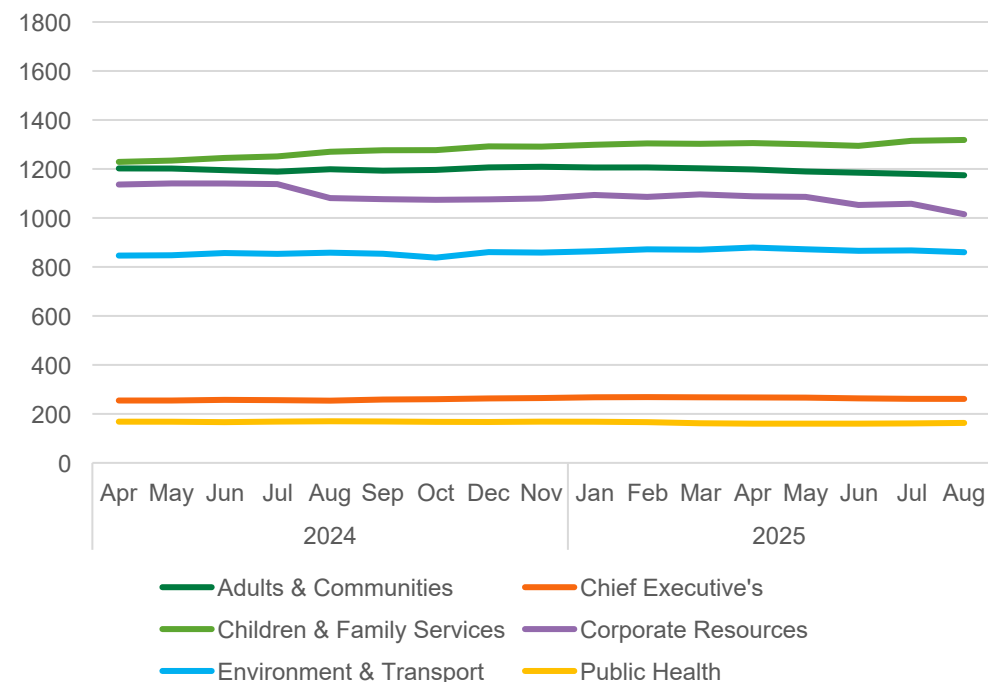
Full Time Equivalent (FTE) is a metric that represents the total number of hours worked by employees, converted into the equivalent number of full-time employees based on a standard 37 hour work week. This helps understand the actual workforce capacity, regardless of part-time or variable working hours.

2025/26 Departmental Headcount and FTE

Headcount by Department



FTE by Department



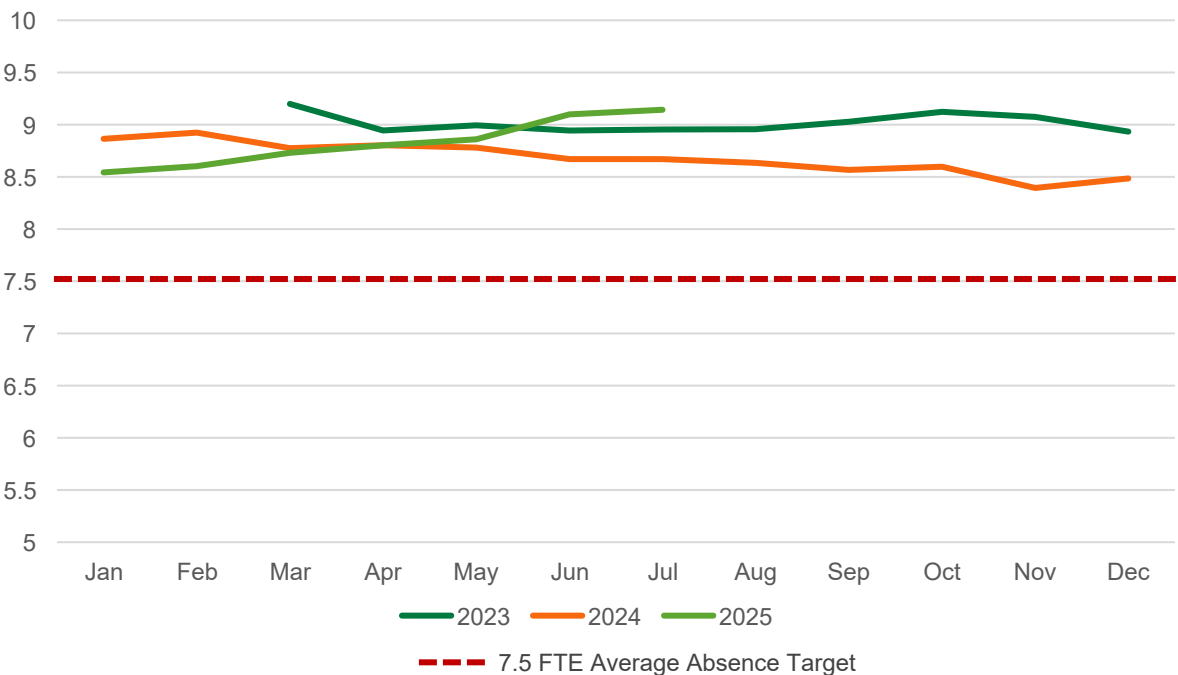
Overall, LCC has experienced a decrease in both Headcount (21) and FTE (39.95 FTE) compared to the previous year.

Detailed breakdown of the changes:

- Corporate Resources saw a reduction of 65.95 FTE since last year, primarily due to school kitchen staff transferring to new suppliers under TUPE arrangements.
- Children & Family Service reported an increase of 48.18 FTE since last year. This is largely due to efforts to convert agency social workers to permanent positions, in response to new regulations requiring agency workers to have three years of local authority employment. Additionally, the a new pay cap for agency rates, which will be fully implemented by 1 October 2025 (e.g. Senior social worker Level 3 capped at £38 per hour in our region) has influenced this change.

Q1 2025/26 LCC Absence

LCC Average FTE Absence



The average number of Full-Time Equivalent (FTE) days lost to sickness per employee over a given timeframe is determined by dividing the total FTE days lost by the total number of FTE employees. This measure allows organisations to evaluate how effectively they manage sickness absence.

The LCC Average FTE Absence graphs indicate that after a period of decline (improvement), absence rates have been rising since the winter. We were anticipating fluctuations in absence rates, especially during the winter flu season, which we address by providing access to NHS vaccination programs, however the trend has continued. As part of our HR cases (slide 9). We are also seeing absence case management increasing proportionately, demonstrating we continue to actively review and manage individual absence to support departments and managers. But we need to understand the negative trend. Are employees actually less healthy? What could we do to manage absence more effectively? We need a deeper understanding of the health and organisational factors driving behaviour and attendance. The Committee will receive an update on this work in December.

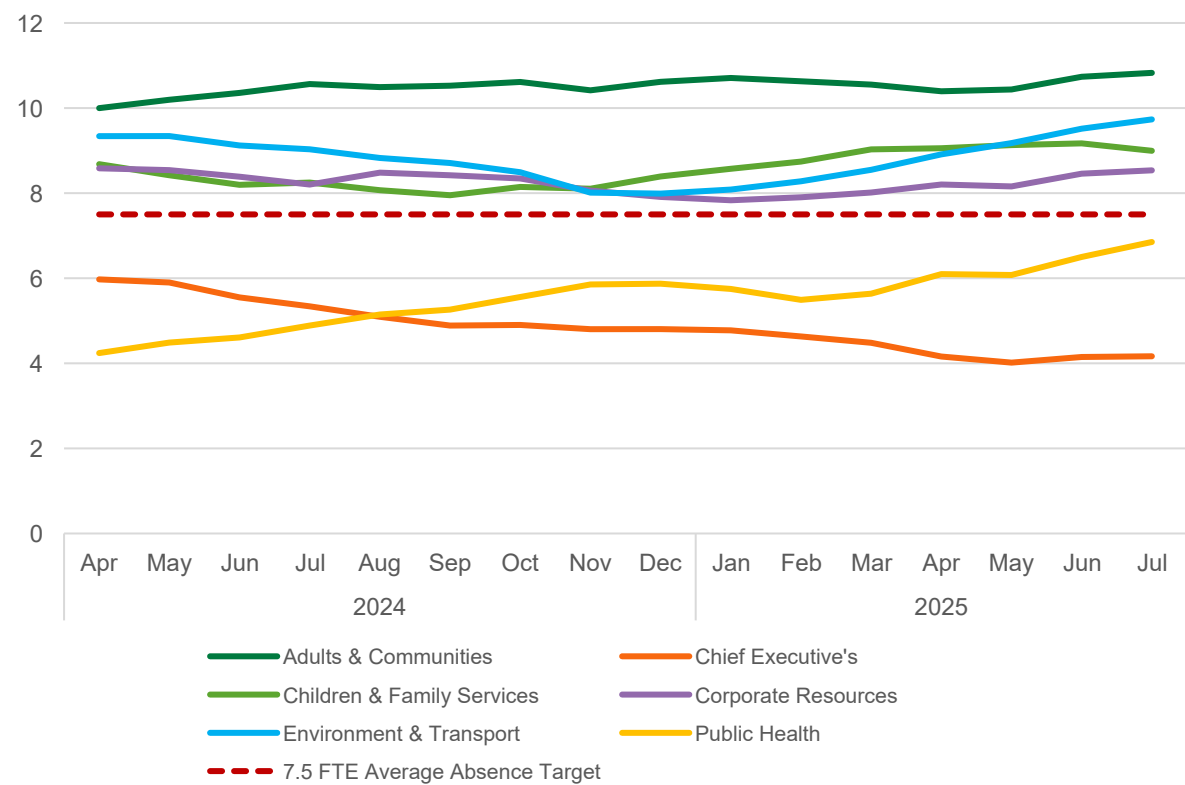
Chartered Institute for Personal Development is reporting that 2025, UK sickness absence has rose to 9.4 days per employee the highest in a decade and a 62% increase since 2019. Mental health, stress, and musculoskeletal issues being the leading causes.

LCC Average FTE Absence by Month	2023	2024	2025
Jan	9.01	8.86	8.54
Feb	9.14	8.92	8.60
Mar	9.20	8.78	8.73
Apr	8.94	8.80	8.80
May	8.99	8.78	8.86
Jun	8.94	8.67	9.10
Jul	8.95	8.67	9.14
Aug	8.96	8.63	
Sep	9.03	8.57	
Oct	9.12	8.60	
Nov	9.07	8.39	
Dec	8.93	8.49	

Year	Quarter 1 Absence FTE Comparison
2017	9.72
2018	9.64
2019	9.26
2020	9.48
2021	9.51
2022	9.55
2023	8.96
2024	8.75
2025	8.92

Q1 2025/26 Departmental Absence

LCC Departmental Average FTE Absence



LCC Average FTE Absence by Month	Adults & Communities	Chief Executive's	Children & Family Services	Corporate Resources	Environment & Transport	Public Health
Apr 24	10.00	5.97	8.68	8.58	9.34	4.24
May 24	10.20	5.90	8.42	8.54	9.34	4.49
Jun 24	10.36	5.55	8.20	8.39	9.12	4.61
Jul 24	10.56	5.34	8.25	8.20	9.03	4.89
Aug 24	10.49	5.09	8.07	8.48	8.83	5.15
Sep 24	10.53	4.89	7.95	8.42	8.71	5.26
Oct 24	10.61	4.90	8.15	8.34	8.49	5.56
Nov 24	10.42	4.80	8.10	8.06	8.01	5.85
Dec 24	10.62	4.80	8.39	7.91	7.99	5.87
Jan 25	10.71	4.77	8.57	7.83	8.08	5.75
Feb 25	10.63	4.63	8.74	7.90	8.28	5.49
Mar 25	10.55	4.48	9.03	8.01	8.55	5.64
Apr 25	10.39	4.16	9.06	8.20	8.91	6.10
May 25	10.44	4.02	9.13	8.16	9.18	6.08
Jun 25	10.74	4.15	9.17	8.46	9.52	6.50
Jul 25	10.83	4.17	9.00	8.54	9.73	6.85

- Absence rates correspond to the size of the Department's FTE, meaning that a single long-term absence in smaller departments such as Public Health and Chief Exec can significantly impact their reported figures.
- Last year, we observed improvements in absence rates within Children and Family Services, Environment and Transport, and Corporate Resources. Subsequently performance in these areas has reduced, which would suggest that our position would be much worse had we not had put in place the improvement last year, compared with national trends.

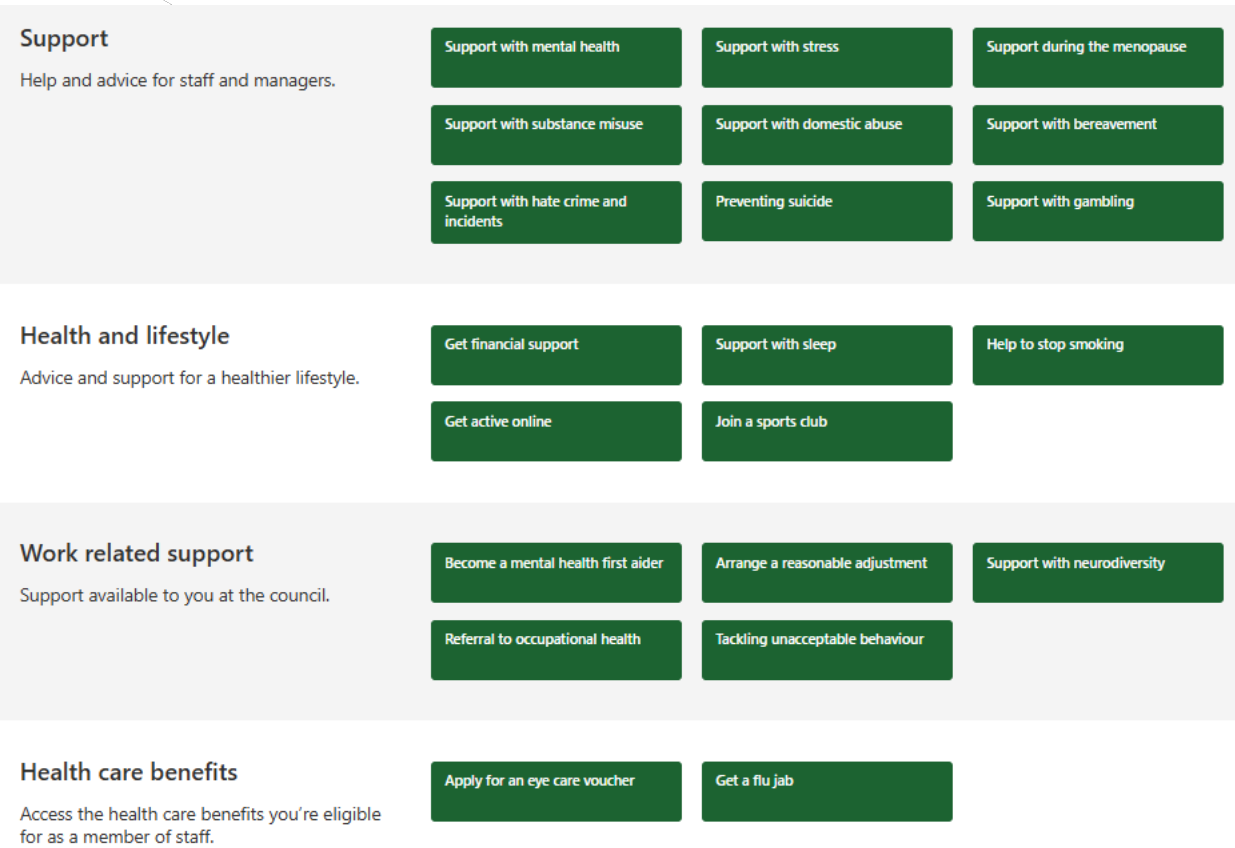
Q1 2025/26 LCC Absence reasons by Financial Year

% of FTE days lost by absence reason	21/22	22/23	23/24	24/25	Q1 25/26
Stress/depression, mental health	25.40%	26.80%	31.40%	25.78%	29.32%
Other Musculo-skeletal	17.90%	12.40%	13.20%	12.77%	14.26%
Combined covid-19 & cough/cold & flu	18.20%	17.30%	11.50%	11.83%	10.19%
Gastro-stomach, digestion	6.30%	6.10%	6.20%	8.09%	7.74%
Chest & respiratory	6.20%	6.00%	4.60%	4.98%	4.19%
Back and neck	11.10%	3.80%	4.40%	4.39%	3.94%
Neurological	4.30%	4.40%	4.30%	4.43%	4.20%
Cancer	4.50%	4.30%	4.70%	3.52%	5.20%
Eye, ear, nose & mouth/dental & throat	3.00%	2.80%	3.40%	3.01%	5.10%
Not disclosed	4.40%	5.80%	3.70%	6.63%	5.43%

- **Stress/depression, mental health** continues to be our highest long term sickness absence reason. Within departments - lowest is reporting at 27.55% in Public Health with highest 39.81% in Chief Execs.
- **Combined covid-19 & cough/cold & flu** is our highest short term sickness absence reason. Although when broken down some departments this can be Gastro-stomach related absence.
- **Not disclosed** is use when the absence is not given at the time of reported or where absence reason needs to be kept confidential and not maintained on payroll record.

Wellbeing support

We provide a lot of support in relating to staff health and wellbeing. All of which is available to staff and their managers via the intranet.



The screenshot displays a webpage titled 'Support' with the subtitle 'Help and advice for staff and managers.' It features a grid of green buttons for various support services. Below this is a 'Health and lifestyle' section with the subtitle 'Advice and support for a healthier lifestyle.' followed by more green buttons. The 'Work related support' section, subtitled 'Support available to you at the council.', also contains a grid of green buttons. Finally, the 'Health care benefits' section, subtitled 'Access the health care benefits you're eligible for as a member of staff.', includes two green buttons.

Support	Support with mental health	Support with stress	Support during the menopause
	Support with substance misuse	Support with domestic abuse	Support with bereavement
	Support with hate crime and incidents	Preventing suicide	Support with gambling

Health and lifestyle	Get financial support	Support with sleep	Help to stop smoking
	Get active online	Join a sports club	

Work related support	Become a mental health first aider	Arrange a reasonable adjustment	Support with neurodiversity
	Referral to occupational health	Tackling unacceptable behaviour	

Health care benefits	Apply for an eye care voucher	Get a flu jab

Counselling

Staff can request professional assistance via council's Wellbeing Service either via email or telephone.

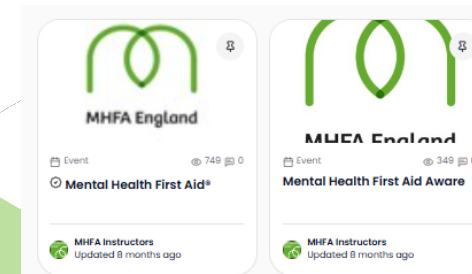
Access support as an individual

There are learning activities that staff can benefit from to expand your knowledge and understanding, these include:

- [Managing stress pathway | Learning Hub](#)
- [Personal resilience | Learning Hub](#) digital learning
- [Unpacking your stress container workshop | Learning hub](#)

MHFA

Managers and staff can get trained as an accredited Mental Health First Aid (MHFA)



Wellbeing support (cont.)

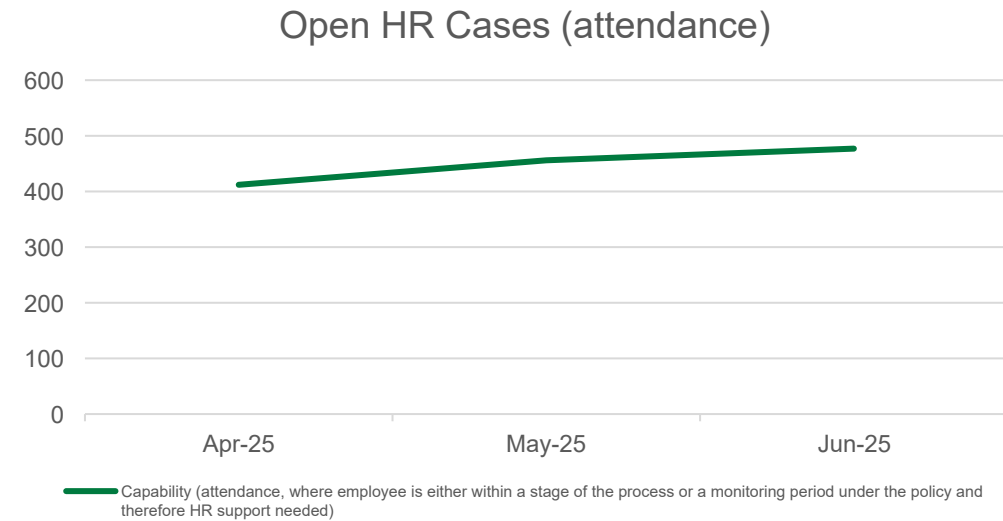
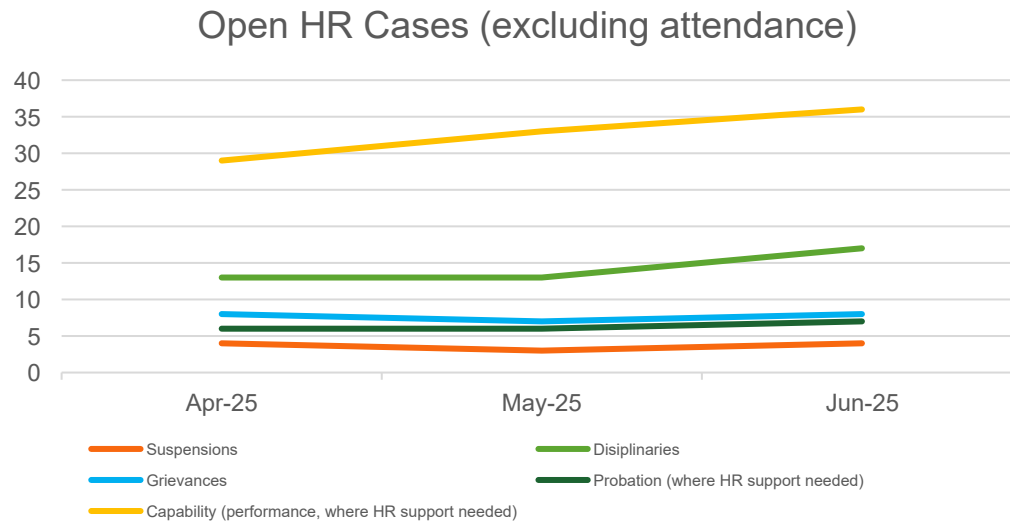
We provide additional support to people in the event of an emergency or incident. All of which is available to staff and their managers via the front page of the intranet.

Violence and aggression	Support with hate crime and incidents	Tackling unacceptable behaviour	Following the grievance policy and procedure
Accidents and injuries	Deal with a first aid situation	Prevent slips, trips and falls	Report an accident
Emotional distress	Preventing suicide	Support with mental health	Support with stress
	Support with substance misuse	Support with domestic abuse	
Bereavement	Support with bereavement	Take emergency, bereavement or unplanned leave	Manage the death of an employee
Damage to property	Fire and emergency procedures	Reporting an issue on council premises	
Terrorist activity	Report a security issue	Information security incidents	
Fraud and bribery	Fraud	Working for us - Code of conduct	



Most staff that access counselling service are in work and are accessing the service for additional support to remain at work (over 80%).

Q1 2025/26 LCC HR Open cases



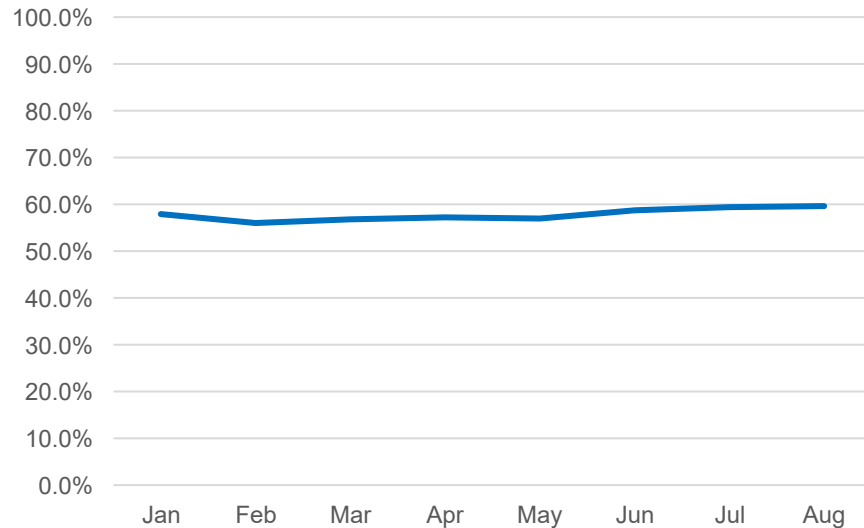
We are now reporting anonymised numbers of open case management activity from 01 April 2025. It shows we:

- have a low number of formal cases i.e. grievance and disciplinary
- Proactive in managing capability i.e. performance and attendance cases. Especially attendance in line with 448 people on average, with 8% of the workforce under a formal stage in the absence process.

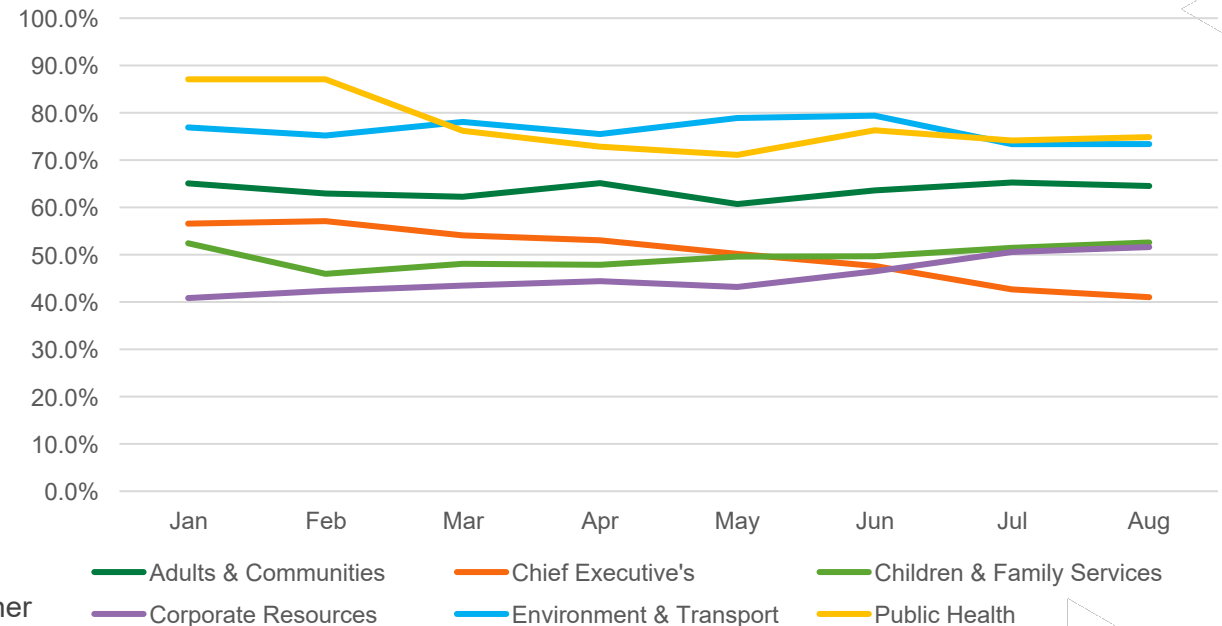
For information the majority of suspensions relate to substance misuse/nonnegative testing for drugs and alcohol in safety critical roles.

Q1 2025/26 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.

People related activity in last quarter

- Review of 'Smarter Working' Policy.
- Implemented the pay award in August.
- Preparation of review of Employment Rights Bill to ensure we are taking reasonable steps to prevent sexual harassment.

Chief Executive Recruitment

- Appointment panel determined
- Advertising permanent role
- Working with Starfish to support with executive search and selection
- Advert planned in MJ – 18 September
- Closing date – 19 October
- Final interviews – w/c 17 November
- Full Council – 5 December. Required to approve the appointment of the Head of Paid Service in line with The Local Authorities (Standing Orders) (England) Regulations 2001 Schedule 1 Part II paragraph 4(1).



EMPLOYMENT COMMITTEE – 18 SEPTEMBER 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.

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EMPLOYMENT COMMITTEE – 18 SEPTEMBER 2025

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Adults & Communities - Adult Learning Service	20/06/2025	31/07/2025	0
Corporate Resources - Coalville Community Resource Centre	10/03/2025	13/05/2025	0

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EMPLOYMENT COMMITTEE – 18 SEPTEMBER 2025
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Predicted Compulsory Redundancies
Corporate Resources - Fin Ops 2025	13/06/2025	Consultation closed 17.07.25	Selection for new/vacant posts w/c 28.07.2025	9
Public Health - Public Health Service Review	19/06/2025	19.6.25 - AP approved 24.6.25 - AP Ready to Launch	Predicted launch date 30.6.25	0
Adults & Communities - SCIP	31/03/2025	Final meeting held on 14th May 2025. Changes to proposals as a result of consultation with staff - only 1 FTE to be made redundant and removal of one of the vacancies (0.4 FTE; this will allow to continue with one of the at risk posts). Redundancy notice issued.	Redundancy taking effect 14th August 2025.	1
Adults & Communities - Adult Learning Service - Curriculum Team	24/06/2025	Formal consultation starts 30.6.25	31.7.25 Notice served to 8 individuals 2 Individuals are progressing through to interview	0

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By virtue of paragraph(s) 4, 10 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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