

Meeting: **Employment Committee**

Date/Time: **Thursday, 5 February 2026 at 10.00 am**

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

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

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Membership

Miss H. Butler CC (Chairman)

Mrs. L. Broadley CC	Mr. B. Lovegrove CC
Mr. M. H. Charlesworth CC	Mr. J. Miah CC
Mr. G. Cooke CC	Mr. P. Morris CC
Mr. H. Fowler CC	Mr. O. O'Shea JP CC
Mr. S. J. Galton CC	Mr. P. Rudkin CC
Mr. A. Innes CC	Mrs D. Taylor 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 5 December 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. Work Programme 2026. Director of Corporate Resources (Pages 9 - 14)
8. Gender Pay Gap Reporting. Director of Corporate Resources (Pages 15 - 26)
9. Workforce Report 2025-26 Quarter 3 Update. Director of Corporate Resources (Pages 27 - 44)
10. Organisational Change Policy and Procedure: Action Plans. Chief Executive (Pages 45 - 50)
11. Date of Next Meeting.

The next meeting of the Committee is scheduled to be held on 21 May 2026.
12. Any other items which the Chairman has decided to take as urgent.
13. Exclusion of the Press and Public.

The press and public are likely to be excluded during the following items of business in accordance with Section 100(A) of the Local Government Act 1972:
 - *Attendance Management – Focus on Adults and Communities.*
 - *Working Arrangements Policy.*
14. Attendance Management - Focus on Adults and Communities. Director of Corporate Resources (Pages 51 - 60)
15. Working Arrangements Policy. Director of Corporate Resources (Pages 61 - 92)



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 4 December 2025.

PRESENT

Miss H. Butler CC (in the Chair)

Mrs. L. Broadley CC
Mr. M. H. Charlesworth CC
Mr. G. Cooke CC
Mr. H. Fowler CC
Mr. S. J. Galton 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

28. Minutes of the previous meeting.

The minutes of the meeting held on 18 September 2025 were taken as read, confirmed and signed.

29. Question Time.

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

30. 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).

31. Urgent Items.

There were no urgent items for consideration.

32. 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.

33. Presentation of petitions under Standing Order 35.

There were no petitions.

34. Pay Policy Statement 2026/27.

The Committee considered a report of the Director of Corporate Resources which sought approval for the submission of the Council's Pay Policy Statement for 2026/27 to the

County Council for approval on 18 February 2026. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

Arising from discussion, the following points were made:

- (i) In response to a question asked, the Director stated that the purpose of the Pay Policy Statement was to set out the Council's policies relating to the pay of its workforce. The Statement was reviewed annually and enabled elected members of the Council to make decisions on pay.
- (ii) It was noted that the most recently revised pay structure had taken effect from 1 April 2019, in order to ensure that the provisions set out by the National Joint Council (NJC) pay award for 2019/20 were met. An analysis of the pay structure was expected to take place in 2026, against considerations in relation to pay negotiations for 2026/27, an increase in the national minimum wage, and the Council's financial position, in order to determine whether a review of the structure should be required.
- (iii) A question was asked regarding the approval process of the Pay Policy Statement. The Director for Law and Governance advised that the Employment Committee, as the body responsible for determining the terms and conditions on which staff held office, was the body responsible for approving the Pay Policy Statement for submission to full County Council. Under Section 38 of the Localism Act, local authorities in England and Wales were required to produce a Pay Policy Statement for each financial year which must have been approved by full County Council. The Council was therefore required to publish the Pay Policy Statement for 2026/27 on or before 1 April 2026. As the Policy Statement was not an executive function, it would not be considered by the Cabinet or by an Overview and Scrutiny Committee. In the event that the Committee did not approve the Policy Statement for submission to full County Council, amendment of the Policy Statement would be required, as per recommendations made by the Committee. It would then be presented to the Committee at a future meeting for approval for submission to full County Council.
- (iv) It was noted that the Council adopted a local pay and grading structure, but that it was similar to the national Local Government Pay and Grading Structure. The Council remained part of the national pay bargaining machinery and was committed to applying NJC and Joint National Council (JNC) pay awards to employees on grades 2 to 22 inclusive. The grading of all posts in the Council, except Centrally Employed Teachers, was determined using the nationally recognised Hay Job Evaluation Scheme. It was noted that all employees were usually appointed to the minimum pay point applicable to the grade of the post. However, managers had discretion in some circumstances in order to appoint to a higher pay point, subject to the maximum of the grade.
- (v) The Council continued to publish the salary paid to each of its senior officers. The figures included taxable benefits. It was noted that the Chief Executive received an additional payment for their role as Electoral Registration Officer.
- (vi) In response to a question asked regarding the last time Council employees had not received an annual salary increase, the Director agreed to provide this information following the meeting.

It was moved by Mr. J. Miah CC and seconded by Mr. B. Lovegrove:

“That the Pay Policy Statement for 2026/27 be approved for submission to full County Council”.

The motion was put and carried, seven members voting for the motion and six against.

RESOLVED:

- (a) That the Council’s Pay Policy Statement for 2026/27 be approved for submission to the full County Council at its meeting on 18 February 2026.
- (b) That the Director of Corporate resources be requested to provide the Employment Committee with information relating to the last time the Council employees had not received an annual salary increase, following the meeting.

35. Workforce Report 2025-26, Quarter 2 Update.

The Committee considered a report of the Director of Corporate Resources which provided an update on workforce information and performance measures for Quarter 2 of 2025/2026. This included details relating to headcount, Full Time Equivalent (FTE), absence rates and reason, and reported completion of Annual Performance Reviews (APR). A copy of the report, marked “Agenda Item 8”, is filed with these minutes.

Arising from discussion, the following points were made:

- (i) With regards to attendance management, the Director stated that return to work interviews continued to be conducted with staff by managers after any period of absence. Managers were responsible for applying the Council’s Attendance Management Policy. The Policy provided a procedure framework for managers in order to support an employee where there were concerns regarding an employee's ability to carry out their role to a satisfactory level due to medical reasons. It was noted that managers were expected to apply the policy in a fair, consistent, and supportive manner, taking all reasonable steps to assist the employee in order to reach and maintain required levels of attendance and performance whilst balancing the need for service delivery. Where long-term illness impacted on an employee’s ability to attend work and their ability to perform their role, it was expected that most cases would be resolved within 12 months. Where concerns continued, it could be necessary for the Council to consider terminating the employee’s employment once the appropriate stage of the policy had been reached. The Director agreed to provide members with information relating to the number of employees dismissed due to poor attendance.
- (ii) With regards to support for staff experiencing mental health concerns, the Director stated that managers received training regarding managing stress at work in order to support employees within their teams. Employees could also be trained as an accredited Mental Health First Aider. The course taught individuals to recognise, understand, and respond to someone who was experiencing a mental health issue. It was noted that the wellbeing service was crucial in supporting staff to continue to work and therefore contribute to service delivery. Members were assured that where trends were identified within service areas, stress risk assessments were undertaken in order to recognise and address areas of concern.

- (iii) It was noted that the average absence rate across all public sector services was 3.8%, in comparison to the Council's average absence rate of 3.48%. The Director stated that work would continue to be undertaken in order to reduce the average absence rate to below the Council's target of 2.88%.
- (iv) It was noted that a detailed analysis of attendance management activity in the Adults and Communities Department would be presented to the Committee at the meeting on 5 February 2026.
- (v) A question was raised regarding the non-disclosed category for sickness absence. The Director stated that managers were encouraged to ensure that sickness absence data was entered into the system. However, members noted that some of this data related to individuals not declaring a reason for sickness during the self-certification period.
- (vi) In response to a question raised, the Director agreed to provide the Employment Committee with a report relating to Occupational Health, at a future meeting.
- (vii) 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.
- (viii) A question was asked with regards to the cost of agency staff across the organisation. That the Director of Corporate Resources agreed to provide the Committee with information relating to the annual cost of agency staff per head, following the meeting.
- (ix) Concern was raised that context had not been presented alongside percentages relating to absence data. The Director agreed to provide context alongside percentages within future reports presented to the Committee.
- (x) With regards to the reported number of open HR Cases, the Director stated that this referred to the number of cases which were active in the system as they required ongoing monitoring. This included circumstances where the issue in question had been resolved.

RESOLVED:

- (a) That the update on workforce information and performance measures for Quarter 2 2025/26, including details relating to headcount, Full Time Equivalent (FTE), absence rates and reason, and reported completion of Annual Performance Reviews (APR), be noted.
- (b) That the Director of Corporate Resources be requested to provide the Employment Committee with:
 - (i) A detailed analysis of attendance management activity in the Adults and Communities department, at the meeting on 5 February 2026.
 - (ii) A report relating to occupational health, at a future meeting.
 - (iii) Information relating to disciplinary action, at a future meeting.

- (iv) Information relating to the annual cost of agency workers, following the meeting.

36. Organisational Change Policy and Procedure: Action Plans.

The Committee considered a report of the Chief Executive which presented the current Action Plans which contained provision for compulsory redundancy and details of progress made with their implementation. A copy of the report marked 'Agenda Item 9' 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.

37. Date of future Meetings.

RESOLVED:

That meetings of the Committee in 2026 would take place at 10:00 on the following dates:

5 February 2026

21 May 2026

10 September 2026

10 December 2026

38. Exclusion of the Press and Public.

RESOLVED:

That under Section 100A of the Local Government Act 1972, the public be excluded for the remaining item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 4, 5 and 10 of Part 1 of Schedule 12A of the Act and that, in all circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

39. Working Arrangements Policy – Consultation Feedback and Implementation.

The Committee considered an exempt report of the Director of Corporate Resources which provided an update on the feedback received from staff, staff network groups and trade unions, following consultation on the Council's proposed Working Arrangements Policy and Guidance, and sought a decision from the Committee regarding how the Council should proceed. A copy of the report, marked 'Agenda Item 13', is filed with these minutes. The Report was not for publication virtue of paragraphs 4, 5 and 10 of Schedule 12(A) of the Local Government Act 1972.

The Director responded to questions regarding the proposed Working Arrangements Policy and Guidance, as well as feedback received from staff, staff network groups and trade unions. The Committee were presented with four options for consideration regarding how the Council should proceed.

It was moved by Mr. M. Charlesworth CC and seconded by Mr. H. Fowler CC:

“That Option D, as outlined within paragraph 51 of the report, be supported”.

The motion was put and carried, eight members voting for, and five voting against.

It was noted that external legal advice would be sought in order to ensure the Committee received an independent opinion. This advice would be presented to the Committee at its next meeting.

RESOLVED:

That Option D, as outlined within paragraph 51 of the report, be supported, subject to the consideration of external legal advice which is to be presented at the next meeting of the Employment Committee.

10.00 - 11.43 am
04 December 2025

CHAIRMAN



EMPLOYMENT COMMITTEE – 5 FEBRUARY 2026

WORK PROGRAMME 2026

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to consult the Employment Committee on the proposed reporting timetable on relevant workforce matters and agree the work programme for 2025.

Policy Framework and Previous Decisions

2. The Committee were consulted in September 2024 on the opportunity to refresh the profile of workforce / People Services related data and activity across the organisation by providing more regular reporting to departmental management teams, the corporate management team, and Employment Committee. The Committee were in support of the aim.

Background

3. The Terms of Reference for the Committee were agreed in December 2024. They included an additional standing agenda item – Workforce Update, which was included to provide the Committee with regular updates as well as an annual report in May each year, detailing the profile of the workforce, employee turnover and stability, recruitment trends and the nature of employment contracts.
4. The Committee will also receive updates against the priorities within the People Strategy. When relevant reports will also explain the impacts on the Council's policies and procedures of any legislative changes or case law.
5. The intention is to ensure the committee understand the opportunities and challenges in managing a large workforce, across a diverse range of services and departments.
6. Included in Appendix A is a draft work programme for approval, detailing the reports that will be presented and considered at each meeting.

Recommendations

7. The Committee is asked to:
 - a) Approve the Work Programme for 2026.
 - b) Note the contents of the Terms of Reference.

Background Papers

8. None

Circulation under the Local Issues Alert Procedure

9. None

Equality Implications/Other Impact Assessments

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

Human Right Implications

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

Officer to Contact

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EMPLOYMENT COMMITTEE**TERMS OF REFERENCE****Background**

Employment Committee has the power to determine the terms and conditions on which staff hold office, including disciplinary and grievance procedures, and making effective arrangements to ensure compliance with employment legislation and, when necessary, employment codes of practice.

The above functions are subject to delegated powers (Part 3, Section D of the County Council's Constitution) and Officer Employment Procedure Rules (Part 4H).

Method of Operation

- The Committee meets four times a year or more often if required (special meetings).
- The following standing items are considered at each meeting:
 - Organisational Change: Summary of Action Plans – in line with the Organisational Change Policy and Procedure.
 - Workforce Update – including workforce profile and quarterly sickness absence data.
- The following items are considered on an annual basis:
 - Gender Pay Gap Reporting.
 - The Pay Policy Statement - considered by the Committee at its meeting in September. This has to be agreed by the County Council before the end of financial year.
 - Health and Safety Annual Report.
 - Workforce Annual Report
 - People Strategy
 - Committee Work Programme / Forward Plan

Membership of the Employment Committee

The Committee comprises of 13 members, six Reform, three Conservative, two Liberal Democrat, one Labour and one Independent. The membership of the Committee is as follows:

Helen Butler CC (Chairman)
 Paul Rudkin CC (Vice-Chairman)
 Linda Broadley CC
 Michael Charlesworth CC
 Graham Cooke CC
 Harrison Fowler CC

Simon Galton CC
 Andrew Innes CC
 Bryan Lovegrove CC
 Jewel Miah CC
 Peter Morris CC
 Ozzy O'Shea JP CC
 Deborah Taylor CC

Responsibility for Functions

The County Council's Constitution sets out how the County Council operates, how decisions are made and the procedures which are followed to make sure these are efficient, transparent and accountable to local people.

In line with Part 3 of the County Council's Constitution:

1. The Employment Committee shall not have power to appoint subcommittees.
2. The extent to which the non-executive powers within the Committee's remit have been delegated to chief officers, either by the full County Council or by the Committee (or by any of the bodies previously charged with the functions now within its remit), will be found:
 - (a) in the general scheme of delegation to heads of departments which appears in Section D of this Part; and
 - (b) in the record of specific delegations maintained by the Chief Executive for public inspection at County Hall and which constitutes Part 9 of this Constitution.
3. Subject to the delegations described in paragraph 2, and to the provisions of the Officer Employment Procedure Rules (Part 4H of the Constitution) the functions delegated to the Committee shall be:
 - (a) power to determine the terms and conditions on which staff hold office, including disciplinary and grievance procedures.
 - (b) making effective arrangements to ensure compliance with employment legislation and, where necessary, employment codes of practice.
4. The powers of the Employment Committee shall not extend to consultations or negotiations with representatives of the recognised trade unions since other mechanisms exist within the County Council to undertake these functions.

[Leicestershire County Council Constitution](#)

Employment Committee - Work Programme 2026

Meeting	Item
5 February 2026	Gender Pay Gap Reporting
	Employment Committee Work Programme 2026
	Org Change: Summary of Action Plans
	Workforce Update – including Managing Attendance and resolving conflict
	Attendance Management – A&C (Exempt report)
	Working Arrangements (Exempt report)
21 May 2026	Dates of future meetings/Chair/Vice Chair
	Workforce Annual report
	Org Change: Summary of Action Plans
	Attendance Management Update – Occupational Health (Exempt report)
10 September 2026	Health and Safety Annual Report
	Workforce Update
	Pay Policy Statement
	Org Change: Summary of Action Plans
	Working Arrangements (Exempt report)
10 December 2026	Workforce Update
	Employment Committee Work Programme 2027
	Learning and Development Update
	Org Change: Summary of Action Plans
	Attendance Management – Area TBC (Exempt report)

Regular Items:

Pay Policy Statement (Sept meeting) as has to be agreed by Full Council before the end of financial year usually at Council in Dec.
 Org Change: Summary of Action Plans (Every meeting)
 Workforce Update – including Managing Attendance (Every meeting)
 Gender Pay Gap Reporting (Feb meeting)

Health and Safety Annual Report (September meeting)
Dates of future meetings/Chair/Vice Chair (May or Sept meeting)
Workforce Annual report (May meeting)



EMPLOYMENT COMMITTEE: 05 FEBRUARY 2026

GENDER PAY GAP REPORTING

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to present the results regarding Gender Pay Gap reporting for Leicestershire County Council. This report shows results for 31 March 2025, and a comparison is also made against the results for the previous three years.

Policy Framework and Previous Decisions

2. Gender Pay Gap reporting is a statutory requirement under section 78 of the Equality Act 2010, requiring larger employers (those with more than 250 employees) to publish pay information to show whether or not there are differences in pay between their male and female employees.
3. Employers are required to publish their data by 30 March 2026.

Background

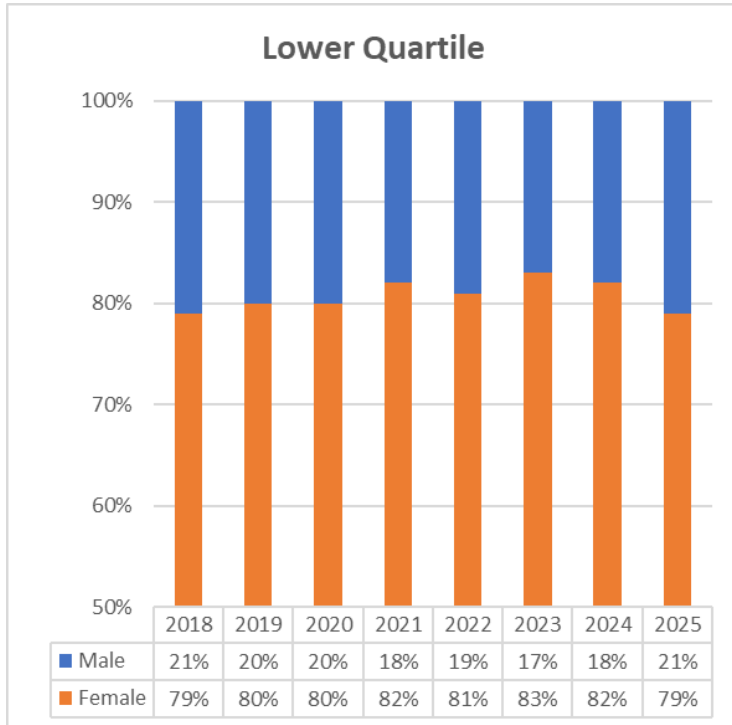
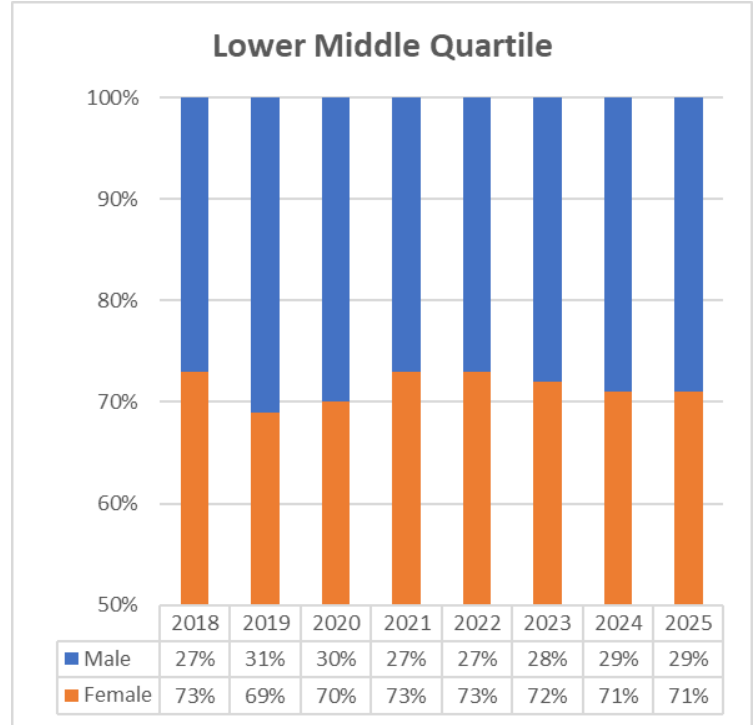
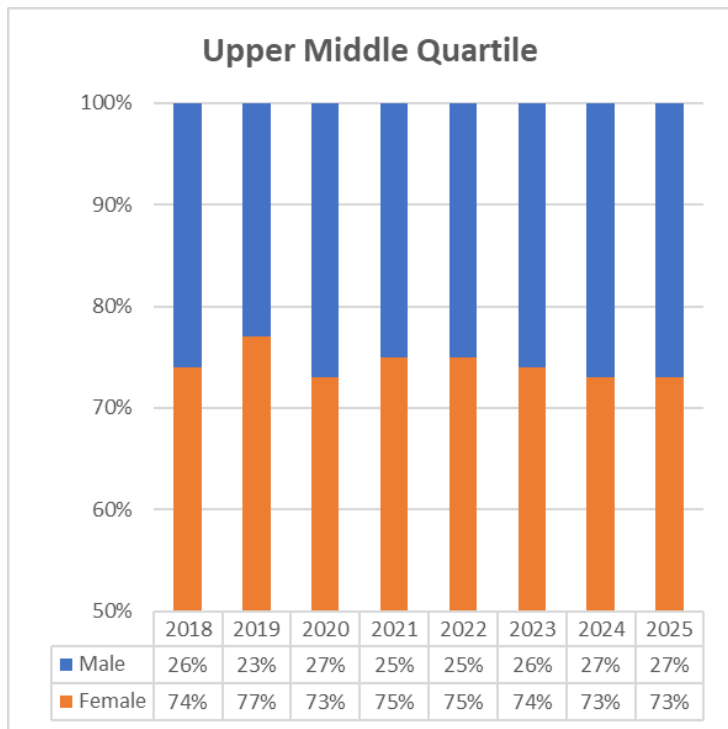
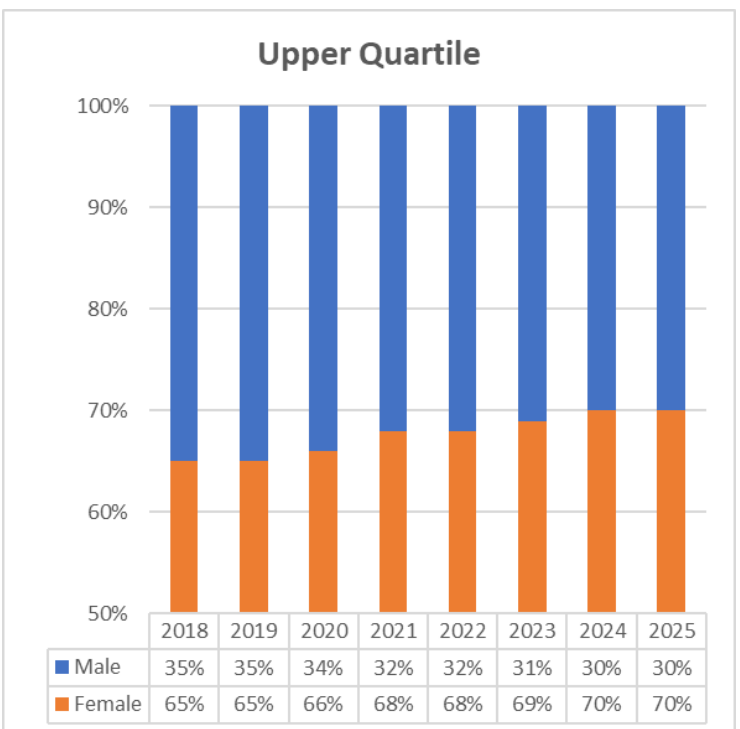
4. From 6 April 2017 any UK employer that has 250 or more employees has been required by law to publish and report specific figures about their Gender Pay Gap.
5. It is intended to give transparency and senior accountability for structural gender inequality, rather than to adjudicate individual equal pay claims.
6. We are required to compare average pay across quartiles (four even parts i.e. Lower, Lower). The gender pay gap intent is to highlight workforce patterns that disadvantage women pay overall. Public reporting ensures these pay patterns are visible externally and reviewed on an annual basis.
7. While gender pay gap reporting is not an equal pay audit, it plays a critical preventative role in managing equal pay risk. The process compels the Council to analyse pay data in detail, identify outliers and understand where gaps originate. Large or persistent gaps act as indicators of areas that warrant deeper review, such as grading structures or allowances.

8. The following figures have to be reported annually on the Council's website and published by central government. A glossary of terms is attached at Appendix 1:
- **Mean Gender Pay Gap** – The difference between the mean hourly rate of pay of male full-pay employees and that of female full-pay employees.
 - **Median Gender Pay Gap** – The difference between the median hourly rate of pay of male full-pay employees and that of female full-pay employees.
 - **Mean bonus Gender Pay Gap** – The difference between the mean bonus pay paid to male employees and that paid to female employees.
 - **Median bonus Gender Pay Gap** – The difference between the median bonus pay paid to male employees and that paid to female employees.
 - **Proportion of males and females receiving a bonus payment** – The proportion of male and female employees who were paid bonus pay during the period.
 - **Proportion of males and females in each pay quartile** – The proportion of male and female full-pay employees in the lower, lower middle, upper middle and upper quartile pay bands.
9. The figures must be calculated using a specific reference date – this is called the 'snapshot date'. For public sector organisations the snapshot date is 31 March each year. Organisations must publish within a year of the snapshot date; hence the Council will need to publish their 31 March 2025 results by 30 March 2026 to meet legislative requirements.

Results comparison: March 2022-March 2025

10. The initial results are set out below, of which all percentages are rounded to the nearest whole number.
- **Mean Gender Pay Gap:**
 - i. **March 2022:** Females mean hourly rate is **11%** lower than males;
 - ii. **March 2023:** Females mean hourly rate is **9%** lower than males;
 - iii. **March 2024:** Females mean hourly rate is **7%** lower than males;
 - iv. **March 2025:** Females mean hourly rate is **5%** lower than males.

- **Median Gender Pay Gap:**
 - i. **March 2022:** Females median hourly rate is **8%** lower than males;
 - ii. **March 2023:** Females median hourly rate is **9%** lower than males;
 - iii. **March 2024:** Females median hourly rate is **5%** lower than males;
 - iv. **March 2025:** Females median hourly rate is **5%** lower than males.
 - **Mean bonus Gender Pay Gap** – Not applicable.
 - **Median bonus Gender Pay Gap** – Not applicable.
 - **Proportion of males and females receiving a bonus payment** – Not applicable.
 - **Proportion of males and females in each pay quartile** – see results in Tables 1-4 below. As at 31 March 2025 there were 73% females and 27% males employed across the Council which is the same percentage as in March 2024.
11. The Council's workforce is predominantly female, with a large number of females undertaking job roles up to and including grades 10, compared to the spread of male employees throughout all the grades.
 12. As evidenced in Table 1, early indications suggest that from 2024 to 2025 there has been a slight decrease in females in the lower quartile which will have had an impact on the mean and median pay gap results. The percentage of females in the upper quartiles remains consistent.

Table 1-4 - Proportion of males and females in each pay quartile**Table 1****Table 2****Table 3****Table 4**

13. The increase in female representation in more senior roles has continued along with a slight decrease in females in the lower quartile which will account for the slight decrease in the median pay gap figure for this year.
14. Leicestershire County Council is reporting a 5% median and a 5% mean gender pay gap. In comparison, Newcastle City Council has a median of 2% and a mean of 0% and Warwickshire County Council a median of 5% and mean of 1%. Devon County Council report a median of 9% and a mean of 7% and Oxfordshire County Council a median of 2% and a mean of 0%. This shows a disparity in results.
15. A comparative table showing the Council against other councils which have already published their results for March 2025 (rounded to nearest whole figure) can be found at Appendix 2.

Why is there a pay gap?

16. A Gender Pay Gap and Equal Pay are often confused and are not the same. Issues of equal pay arise where men and women are paid differently by the same employer for doing the same work or work of equal value. The gender pay gap shows the differences in average pay between men and women capturing any pay inequalities resulting from differences in the sorts of jobs performed by men and women.
17. Birmingham and Glasgow faced financial liabilities running into hundreds of millions after long-standing structural relating to Equal Pay issues went unchallenged. Gender pay gap reporting strengthens pay governance, supports early intervention and materially reduces the risk of significant future equal pay exposure.
18. Leicestershire County Council gender pay gap is not caused by unequal pay for doing the same job. Men and women are paid equally for roles of the same grade and value based on Hay Job evaluation methodology. Our gap exists largely because of how roles are distributed across the organisation, with men more likely to be employed in higher-graded and senior positions and women more heavily represented in lower-graded roles.
19. The gap is also influenced by occupational and societal factors. Many lower paid roles, such as care and teaching, have historically been viewed as “female” professions, while senior and leadership roles remain disproportionately male. Nationally, career progression, caring responsibilities, and longstanding gender stereotypes continue to affect progression and development opportunities and representation at different levels. Over time, our gender pay gap will reduce through more women progressing into senior roles and a more balanced gender mix

across all grades and occupations, including more men working in lower-graded and traditionally female roles.

20. This pattern is common across local authorities and the wider public sector and average earnings for men are higher overall, even where pay structures are fair and transparent.

What are we doing to mitigate our Gender Pay Gap

21. The Council demonstrates its commitment redress the gender pay gap by ensuring
- Everyone should have a fair chance to apply for Council roles, with recruitment focused squarely on skills, capability and suitability. Our aim is to ensure job information is clear, neutral and free from unnecessary barriers so that appointments are made on merit.
 - There should be equal opportunity to progress, through hard work and ability, and the Council are committed to ensure that employees who demonstrate talent, effort and ambition have a fair route to develop and progress. We will continue reviewing our processes and removing unnecessary obstacles, we aim to create a system where advancement reflects performance and contribution.
 - We will continue to review policies that promote work life balance, such as flexible arrangements and leave provisions, consistently and fairly. Our focus is on ensuring that all staff can balance work and personal responsibilities in a way that supports productivity, job satisfaction and value for money for residents.

Recommendations

22. The Committee is asked to note the content of the report and support publication of Gender Pay Gap by 30 March 2026.

Background Papers

Central government Gender Pay Gap reporting overview.

<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

List of employers publishing their Gender Pay Gap data.

<https://gender-pay-gap.service.gov.uk/Viewing/search-results>

Advisory, Conciliation and Arbitration Service (ACAS) guidance

<http://www.acas.org.uk/index.aspx?articleid=5768>

Government Legislation

<https://www.legislation.gov.uk/ukdsi/2017/9780111152010>

Equalities & Human Rights Impact Assessments (EHRIA)

<https://www.leicestershire.gov.uk/about-the-council/equality-and-diversity/equality-human-rights-impact-assessments-ehrias/ehria-overview>

Circulation under the Local Issues Alert Procedure

23. None.

Equality Implications

24. The Gender Pay Gap analysis has not identified any specific concerns, given the nature and profile of the workforce. Each department within Leicestershire County Council has also completed Equality and Human Rights Impact Assessments (EHRIA's) at least once since 2014-2015. Results from these have also not highlighted any specific concerns and there are therefore no equalities and human rights issues to address.

Human Rights Implications

25. There are no human rights implication arising from the recommendations within this report.

List of Appendices

Appendix 1: Glossary of key terms

Appendix 2: Comparative table with Councils that have currently published their gender pay gap

Officer to Contact

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Appendix 1

Glossary of key terms

Full-pay Employees	'Full-pay Employees' are employees that are paid their full usual pay during the pay period in which the snapshot date falls (31 March 2025 for the Council)
Mean	The mean can be defined as the average of a set of numbers. This is achieved by adding up the values and then dividing by the number of values
Median	The median can be defined as the middle number in a ranked list of numbers. The median can be used to determine an approximate average
Quartile	<p>Quartiles divide ranked data into four quarters. These are:</p> <ul style="list-style-type: none"> • Lower quartile - The lowest 25% of numbers • Lower middle quartile - The second lowest 25% of numbers • Upper middle quartile - The second highest 25% of numbers • Upper quartile - The highest 25% of numbers

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Comparative table showing the Council against other councils who have already published their Gender Pay Gap results for March 2026 (rounded to nearest whole figure)

Employer	Employee headcount	Gender pay gap (hourly pay)		Percentage of women in each pay quarter			
		Mean	Median	Lower	Lower middle	Upper middle	Upper
Leicestershire County Council	5000 to 19,999	5% lower than males	5% lower than males	79%	71%	73%	70%
Devon County Council	5000 to 19,999	7% lower than males	9% lower than males	80%	78%	70%	68%
Newcastle City Council	5000 to 19,999	0%	2% lower than males	66%	54%	56%	62%
Oxfordshire County Council	5000 to 19,999	2% lower than males	0%	71%	61%	36%	66%
Warwickshire County Council	5000 to 19,999	1% lower than males	5% lower than males	71%	74%	66%	70%

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EMPLOYMENT COMMITTEE: 05 FEBRUARY 2026

WORKFORCE REPORT 2025 – 2026 QUARTER 3 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 3 of 2025/2026. This includes details relating to headcount, Full Time Equivalent (FTE), absence rates and reason, and reported completion of 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 and Workforce Report Q1 2025-2026 Update on 18 September 2025 and Workforce Report Q2 2025-2026 Update on 04 December 2025.

Background

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

Headcount and FTE

5. This includes employees on Leicestershire County Council terms and conditions, excluding maintained Schools. As of December 2025, the Council's headcount was 5881, which is a full time equivalent (FTE) of 4916.39.
 - Chief Executive's (299 headcount, 268.66 FTE)
 - Environment and Transport (1,050 headcount, 872.37 FTE)
 - Children and Family Services (1,576 headcount, 1394.17 FTE)
 - Public Health (165 headcount, 152.21 FTE)
 - Corporate Resources (1,303 Headcount, 1031.89 FTE)
 - Adults and Communities (1,488 Headcount, 1197.34 FTE)
6. The Council has experienced an increase in both headcount (7) and FTE (51.3 FTE) compared to this time last year.

7. In addition, a graphical representation of the changes at organisational level, along with a description of the headcount and FTE definition, can be found at Graphs 1 and 2 of the appendix. Key points of note are as follows:
 - Corporate Resources has seen a reduction of 100 headcount and 43.94 FTE since last year, primarily due to school kitchen staff transferring to new suppliers under Transfer of Undertakings (Protection of Employment) (TUPE) arrangements.
 - Children and Family Services has increased by 115 headcount and 101.98 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. The new pay cap for agency rates, which completed in October 2025 (e.g. Senior social worker Level 3 capped at £38 per hour in this region), has also influenced the rise in headcount.
8. Further detail on the departmental changes can be found at Graphs 3 and 4 of the appendix.

Agency use

9. In 2025, the Council contracted on average 289 agency workers per month across the council, via a central managed service provider. This detail can be found at Graph 6 of the appendix. These include a wide variety of roles across multiple services.
10. In 2025, the Council spent on average £1.5M a month on agency. This compares to just over £22M of the average monthly substantive staffing bill.
11. There has been a reduction in agency spend within Children's and Family Services corresponds to an increase workforce headcount and FTE. There has been an increase in Environment & Transport agency spend given the project base specialist nature of their work. This has been offset by external funding received by the Council through engineering, planning and infrastructure projects.

Absence

12. As of October 2025, the Council's sickness absence rate was 3.47% which equates to an average of 9.11 days lost per full-time employee. This remains above the Council's target of 7.5 FTE days lost (approx. 2.88%).
13. The Council is performing better than the NHS (4.07%) and public sector employers (3.8%). Performance remains above private sector services (2.80%) and UK employers overall (3.3%) sickness absence averages. Further information can be found at Graph 5 and Tables 1 and 2 of the appendix.
14. The Council's departmental performance is as follows:
 - Adults and Communities (4.15%)
 - Chief Executive's (1.49%)
 - Children and Family Services (3.34%)
 - Corporate Resources (3.33%)
 - Environment and Transport (3.52%)
 - Public Health (3.44%)

15. Managers continue to actively manage any absences, conducting return to work interviews, monitoring the time, length and reasons for absence, referring individuals to Occupational Health, and following the informal and formal elements of the Council's Attendance Management Policy.
16. Stress, depression, and mental health remain the leading causes of long-term sickness absence within the organisation and the Council is committed to continuing to provide current targeted support and counselling interventions. Short-term absences are most frequently attributed to Covid-19, coughs, colds, and flu.
17. As of December, the Council had 549 employees being actively managed within the attendance management process. Further detail can be found at Graph 10 of the appendix.

Employment Relations

18. The Council continues to report anonymised numbers of open case management activity from 01 April 2025. It shows that the Authority has a low number of formal cases, i.e. grievance and disciplinary, and is proactive in managing capability, i.e. performance and attendance cases. Further detail can be found at Graphs 9 and 10 of the appendix.
19. The number of staff dismissed on the grounds of capability has also been included. In 2025 20 employment contracts were terminated on the grounds of capability; an additional 14 ill health retirements. In total six more people than in 2024 and six less than 2023.

Annual Performance Reviews (APR)

20. As of December 2025, the online recording process is reporting a 57.1% APR completion rate. The reported figures for annual performance reviews (APRs) does not fully reflect the true number of staff who have participated in their yearly review. This under-representation occurs because the APR paperwork and associated meetings are not systematically recorded in a central system. Instead, managers are responsible for updating each employee's HR record with the date of their review meeting. As this update is a separate administrative task, it is sometimes overlooked, resulting in incomplete data capture for APRs across departments.
21. Departmental performance in completing APRs is outlined below.
 - Adults and Communities – 53.8%
 - Chief Executive's recorded – 41.7%
 - Children and Family Services – 53.6%
 - Corporate Resources – 50.9%
 - Environment and Transport – 74.1%
 - Public Health – 65.5%
22. These figures highlight where there is a need to focus improvement. Further detail can be found at Graphs 11 and 12 of the appendix.

23. In order to address this issue, HR is working on a solution to simplify both the recording and reporting processes. This includes the implementation of automated reminders, which will help ensure all APRs are promptly and accurately captured in the system. The aim of this initiative is to enhance compliance and offer a more streamlined and effective approach to managing performance reviews. This work is expected to be completed by April 2026, aligning with the new financial year and the requirements for next year's reporting.

Resource Implications

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

Recommendations

25. It is recommended that Employment committee note the content of the Workforce Quarter 3 Report 2025-2026.

Background Papers

People Strategy 2024-2028 paper – 23 May 2024:

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

Workforce Report – Annual Report 2024/2025 – 22 May 2025

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7897&Ver=4>

Workforce Report - 2024/2025 Quarter 1 – 18 September 2025

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7898&Ver=4>

Workforce Report - 2024/2025 Quarter 2 – 04 December 2025

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7899&Ver=4>

Circulation under the Local Issues Alert Procedure

26. None.

Equality Implications

27. A breakdown of workforce demographic profile by protected characteristic is reported in the appendix we have also included how it compares to last years. Overall there has been an improvement in performance across recording all protective characteristics reported. This is reported to Employment Committee as part of a Workforce Update, following 1 January each year, along with other statutory Equality reporting requirements.

Human Right Implications

28. Not applicable.

Appendix

Workforce Report presentation

Officer to Contact

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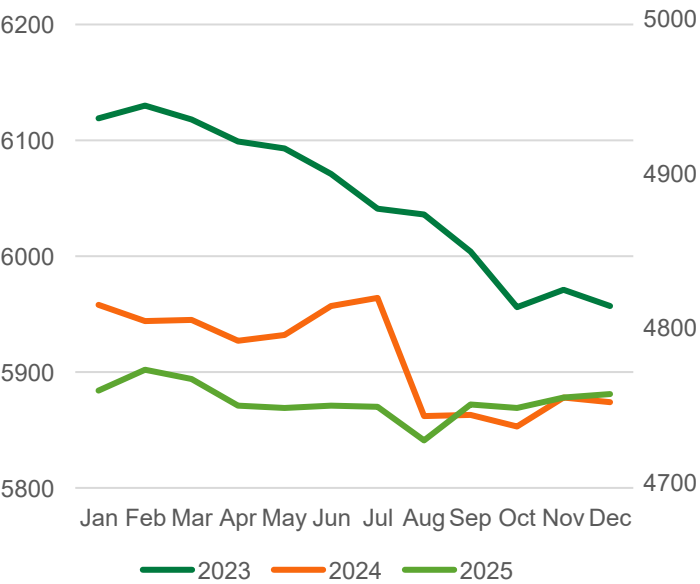
Workforce Report Q3 2025-2026 Update

Employment Committee

2025/26 LCC Headcount and FTE – Q3

As December 2025 - headcount of 5881, which is a full time equivalent (FTE) of 4916.39. Increase of 28 staff from Q1 and 16 staff in Q2 2024/25.

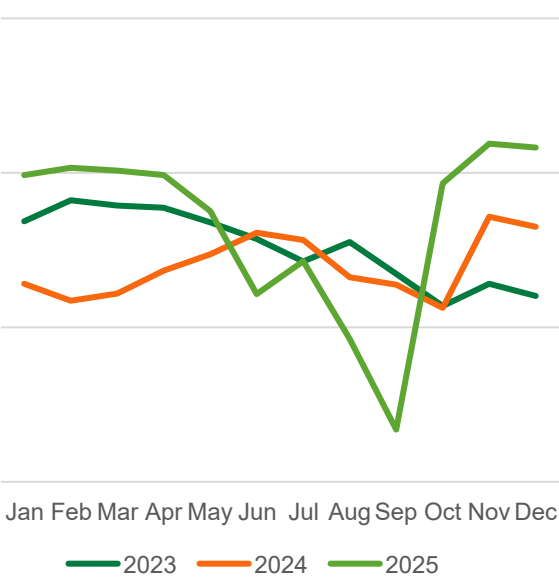
Headcount



Graph 1.

Headcount refers to the total number of LCC employees. It provides a snapshot of workforce size (excluding agency staff)

FTE



Graph 2.

FTE tells you how many full-time employees your workforce is equal to, by adding up everyone's hours—even if some people work part-time or different hours.

What does the data show?

Headcount: From 6,119 in January 2023 to 5881 in December 2025.

FTE: From 4,868.6 in January 2023 to 4916.39 in December 2025

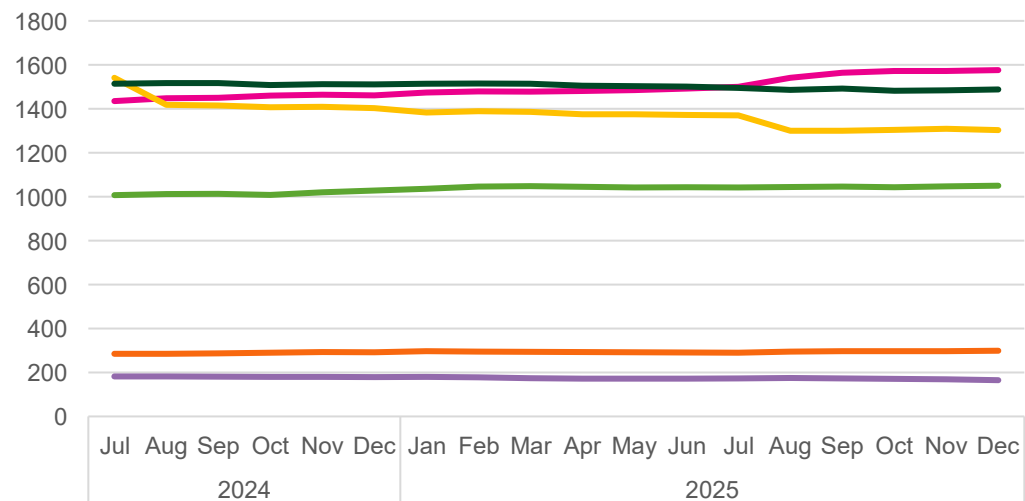
Shows a reduction in the total number of employees, but a slight increase in overall workforce capacity.

Why track both?

Headcount shows the number of individuals, while FTE reflects actual workforce capacity, accounting for part-time and flexible arrangements. This distinction is essential for budgeting, resource planning, and compliance.

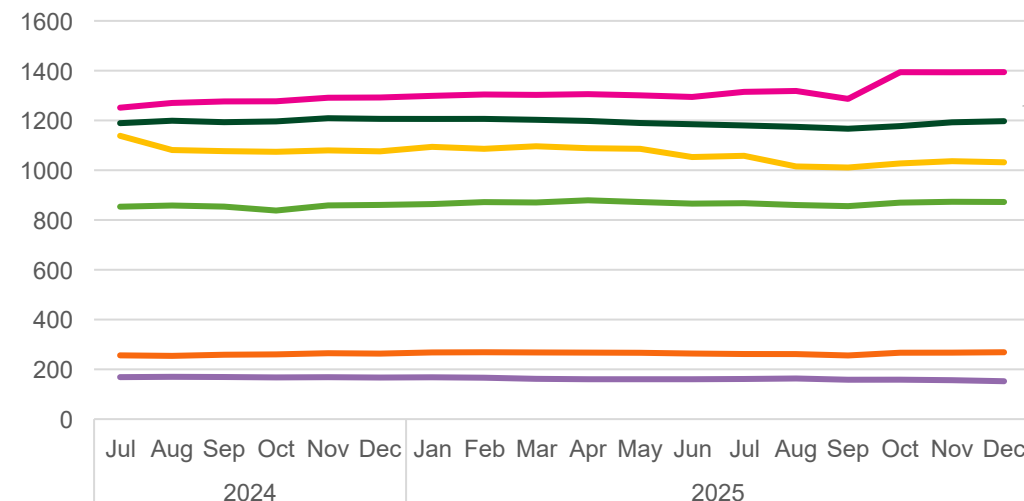
2025/26 Departmental Headcount and FTE

Headcount by Department



Graph 3.

FTE by Department

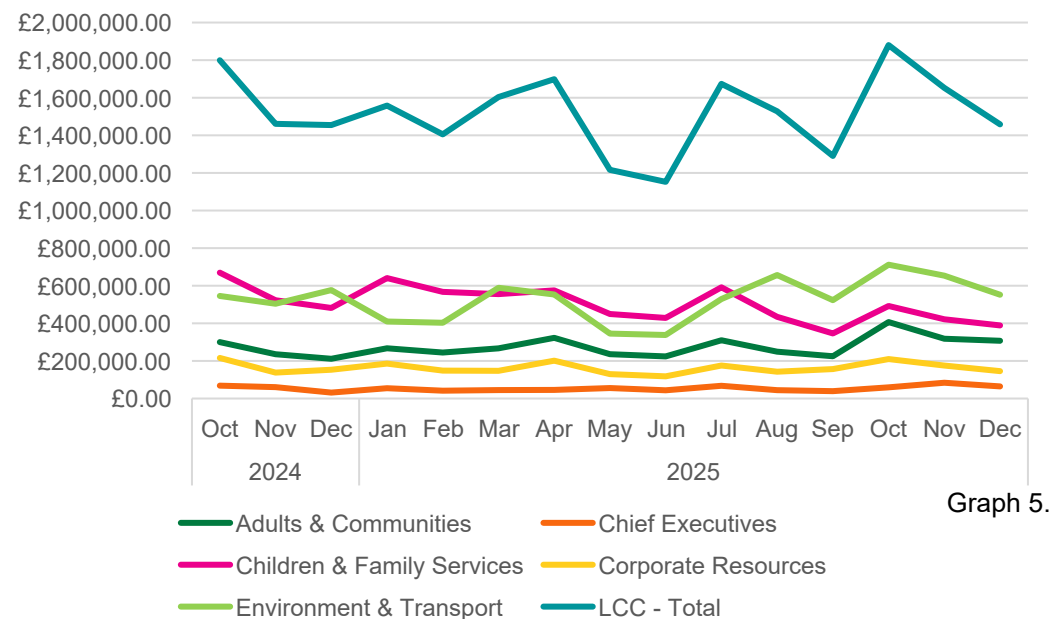


Graph 4.

- Chief Executive's (299 headcount, 268.66 FTE)
- Environment and Transport (1,050 headcount, 872.37 FTE)
- Children and Family Services (1,576 headcount, 1394.17 FTE)
- Public Health (165 headcount, 152.21 FTE)
- Corporate Resources (1,303 Headcount, 1031.89 FTE)
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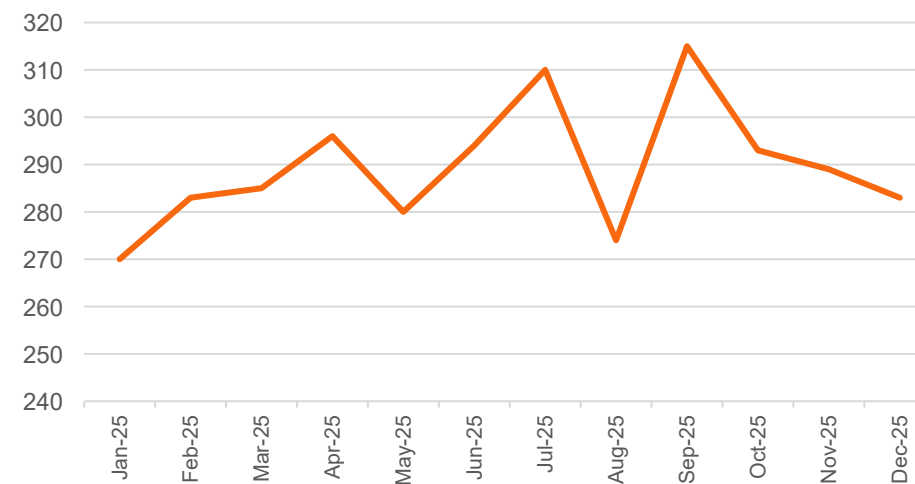
Agency use

Agency Spend



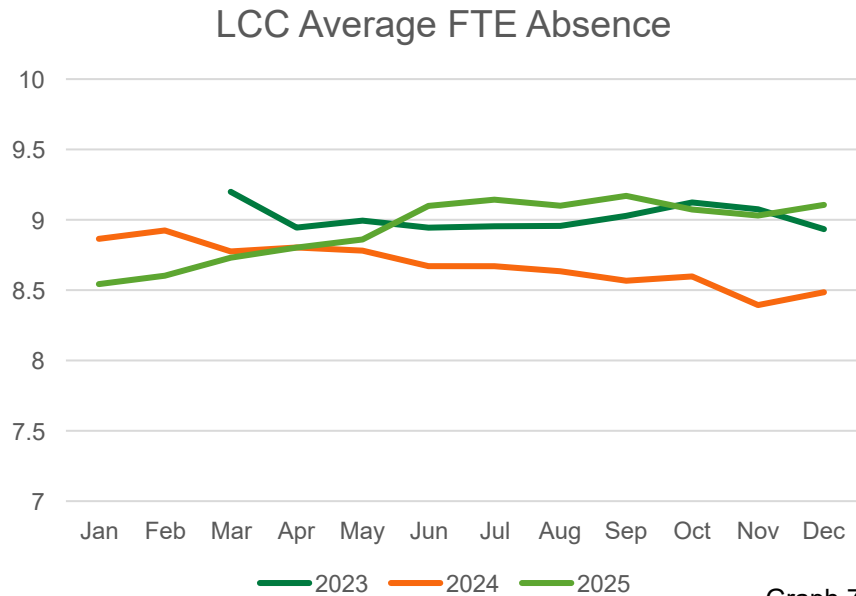
- LCC spent approx. £1.5M a month on temporary workforce last year
- No agency spend in Public Health
- Reduction in agency spend in Children's and family services corresponds to an increase workforce headcount and FTE

LCC Total agency use via MSP - Headcount



- MSP = Manged Service Provider of agency staff
- Agency spend and headcount can be different as headcount is based on when resources is used and spend is when it is paid
- MSP headcount excludes service contracts

Q3 2025/26 LCC Absence



Graph 7.

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	9.10
Sep	9.03	8.57	9.17
Oct	9.12	8.60	9.07
Nov	9.07	8.39	9.03
Dec	8.93	8.49	9.11

Absence FTE	Quarter 1	Quarter 2	Quarter 3
2017	9.72	9.6	10.37
2018	9.64	9.59	9.55
2019	9.26	9.25	9.65
2020	9.48	8.94	8.20
2021	9.51	8.5	9.05
2022	9.55	9.44	9.27
2023	8.96	8.98	9.62
2024	8.75	8.62	8.5
2025	8.92	9.17	9.11

The public sector usually report absence by calculating the average number of Full-Time Equivalent (FTE) days lost to sickness per employee over a given timeframe. At the end of December 2025, the average FTE absence was **9.11 days**.

The private sector report their absence by a percentage of days lost to absence:

Absence Rate (%) = (Total Days Lost Due to Absence ÷ Total Available Workdays) × 100

The absence rate (%) for LCC at the end of December was **3.47%**

Overall Absence Trend:

The average number of FTE absence days per employee had gradually decreased from 2023 to 2024, but in 2025, there has been an increase, from June onwards

Seasonal Patterns: Absence rates are lowest in spring (April/May) and rise during the summer and autumn months (June to October), peaking in September and October each year

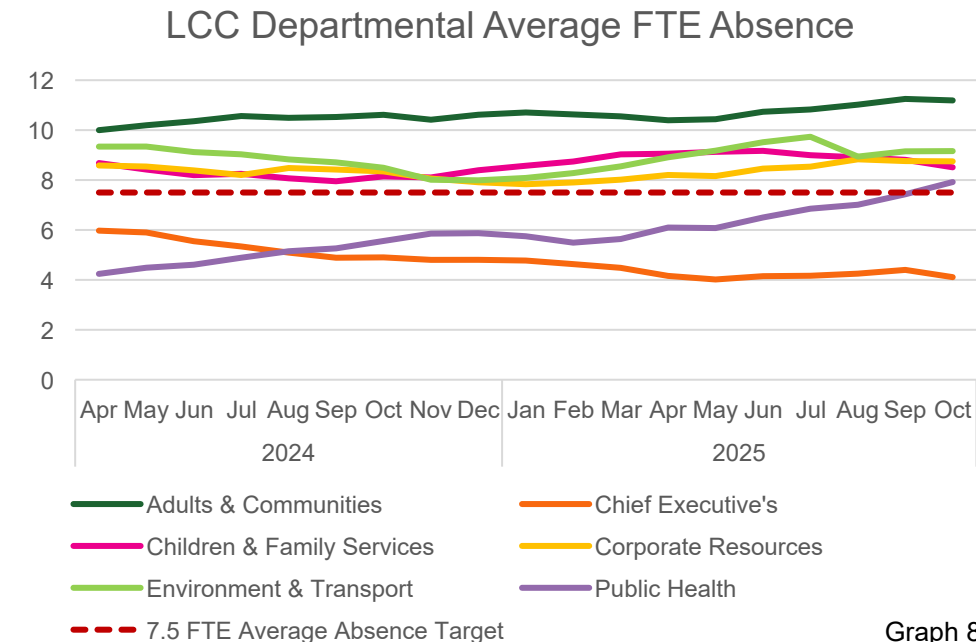
Year-on-Year Comparison:

2023: Absence rates start high and remain fairly stable.

2024: Slight improvement, with lower absence rates throughout most months.

2025: Absence rates begin lower but increase sharply in the summer and autumn, reaching the highest point in September (9.17 days)

Q2 2025/26 Departmental Absence



Graph 8.

LCC Average FTE Absence by Month	Adults & Communities	Chief Executive's	Children & Family Services	Corporate Resources	Environment & Transport	Public Health
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
Aug-25	11.02	4.25	8.91	8.83	8.94	7.01
Sep-25	11.25	4.40	8.81	8.76	9.15	7.43
Oct-25	11.19	4.11	8.51	8.75	9.16	7.92
Nov-25	11.03	3.96	8.59	8.66	9.12	8.35
Dec-25	10.89	3.91	8.76	8.75	9.23	9.04

Dec-25 % Sickness Absence	4.15%	1.49%	3.34%	3.33%	3.52%	3.44%
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Departmental Absence Analysis – Key Insights

Adults & Communities consistently records the highest average FTE absence, rising from 10.42 in Nov-24 to 11.19 in Oct-25, with a peak sickness absence rate of 11.25% in September 2025.

Chief Executive's department maintains the lowest absence rates throughout the year, ending at 3.91 FTE days and 1.48% sickness absence in October 2025—well below the council target.

Children & Family Services, **Corporate Resources**, and **Environment & Transport** show absence rates, generally between 8 and 9 FTE days, with slight increases over the year. Their December sickness absence is 3.34%.

Public Health shows a notable upward trend, reaching 9.04 FTE days and 3.44% sickness absence by December 2025.

All departments except Chief Executive's exceed the council's target absence rate (7.5 FTE) in December 2025, highlighting areas for improvement.

Seasonal increases are evident across most departments, with higher absence rates observed in the summer and autumn months (Jun–Oct).

We have Adults and Communities coming to present a private agenda item at Employment Committee given their high absence rate.

Absence Reason

Percentage of FTE days lost by absence reason	21/22 Year End	22/23 Year End	23/24 Year End	24/25 Year End	Q1 25/26	Q2 25/26	Q3 25/26
Stress/depression, mental health	25.40%	26.80%	31.40%	25.78%	29.32%	23.83%	27.92%
Other musculo-skeletal	17.90%	12.40%	13.20%	12.77%	14.26%	16.41%	11.39%
Combined covid-19 & cough/cold & flu	18.20%	17.30%	11.50%	11.83%	10.19%	17.24%	14.19%
Gastro-stomach, digestion	6.30%	6.10%	6.20%	8.09%	7.74%	12.23%	7.38%
Chest & respiratory	6.20%	6.00%	4.60%	4.98%	4.19%	4.92%	3.67%
Back and neck	11.10%	3.80%	4.40%	4.39%	3.94%	9.12%	3.25%
Neurological	4.30%	4.40%	4.30%	4.43%	4.20%	5.07%	4.20%
Cancer	4.50%	4.30%	4.70%	3.52%	5.20%	1.08%	5.20%
Eye, ear, nose & mouth/dental & throat	3.00%	2.80%	3.40%	3.01%	5.10%	6.04%	5.10%
Not disclosed	4.40%	5.80%	3.70%	6.63%	5.43%	3.57%	5.43%

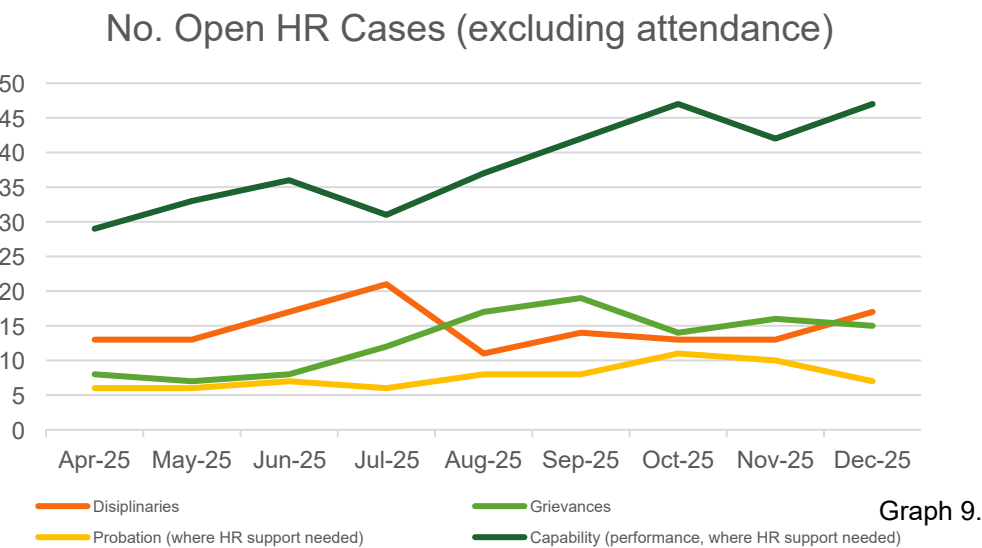
The data shows that absence is concentrated in a small number of recurring reasons. In Q3 2025/26, over half of all absence days (around 54%) were attributed to three categories: stress, depression and mental health; Covid-19/coughs, colds and flu; and musculo-skeletal conditions. This pattern is consistent across previous years and indicates that these are ongoing, structural drivers of absence.

Stress, depression and mental health remains the single largest reason for absence, accounting for nearly 28% of all days lost in Q3 2025/26. While this has fluctuated over time, it has consistently been the most common reason reported by employees when absent from work.

Physical health conditions, particularly musculo-skeletal **issues**, also contribute a significant proportion of absence and show some quarter-to-quarter volatility, often reflecting changes in a small number of longer-term cases. Infectious and seasonal illness, including coughs, colds, flu and Covid-19, continues to be a material contributor and is subject to seasonal variation.

A small proportion of absence is recorded as “not disclosed”, which slightly limits full understanding of absence causes.

Q3 2025/26 LCC HR Open cases



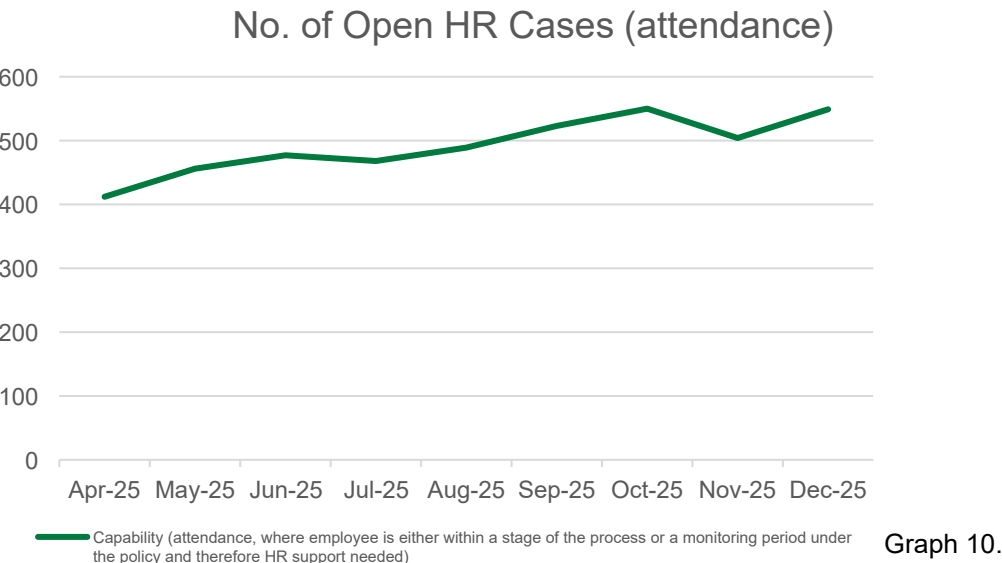
- Both formal Performance and Absence management cases have risen in the last 9 months.
- We have 15 active Disiplinaryies and 17 Grievances cases as of end of December 2025.
- Note - low case numbers.

Reason for termination	2023	2024	2025
Dismissal - Conduct	3	14	11
Dismissal - Capabiliy (Performance / Probation/Attendance)	20	19	20
Ill health (Dismissal/Retirement)	20	9	14

The number of employees recorded as dismissed due to poor attendance is drawn from our capability process outcomes. We have summarised capability cases as factors often overlap and contribute jointly to the final decision.

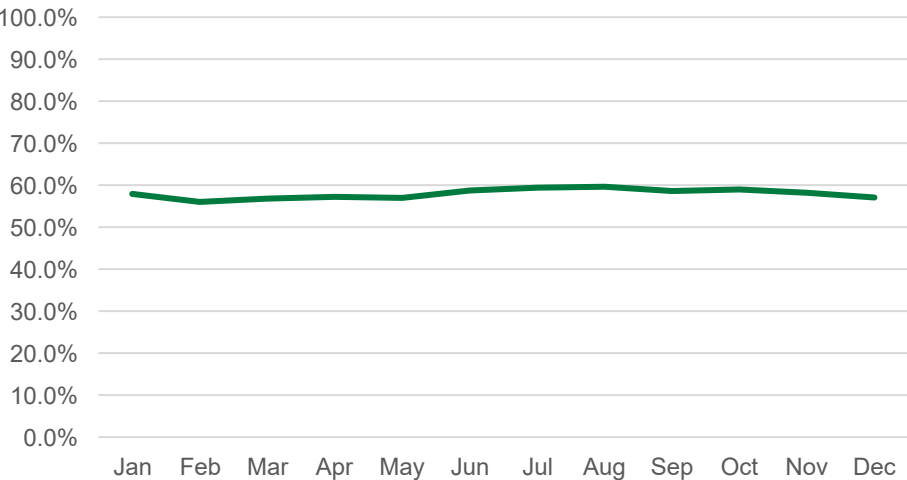
We also include cases that resulted in ill health dismissal / retirement. These indicate where there was an underlying health condition that cause the absence.

These figures do not include employees who chose to resign voluntarily while going through the capability process.



Q2 2025/26 LCC and Department APR Compliance rates

LCC APR Compliance rates

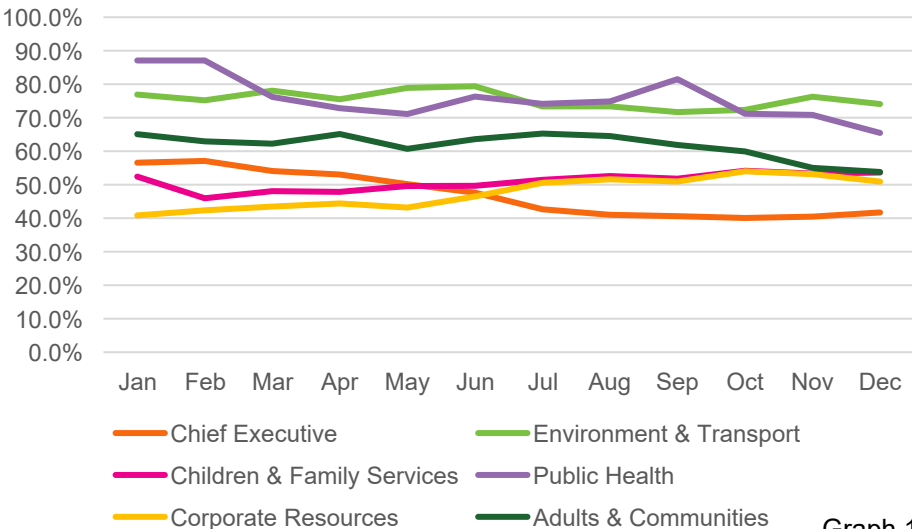


Graph 11.

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 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.

Department APR Compliance rates



Graph 12.

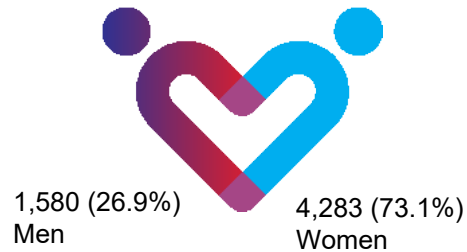
Q3 Performance

Adults and Communities – 53.8%
Chief Executive's recorded – 41.7%
Children and Family Services – 53.6%
Corporate Resources – 50.9%
Environment and Transport – 74.1%
Public Health – 65.5%

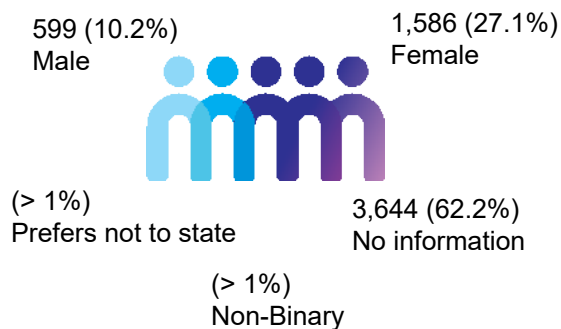
Workforce Demographic Profile

Based on effective date of 01 January 2026

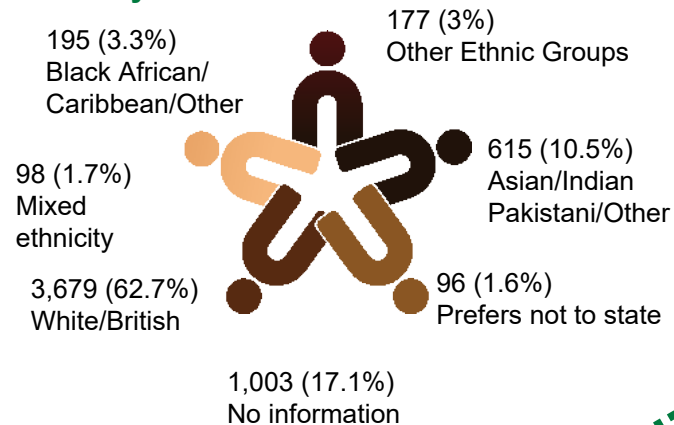
Gender



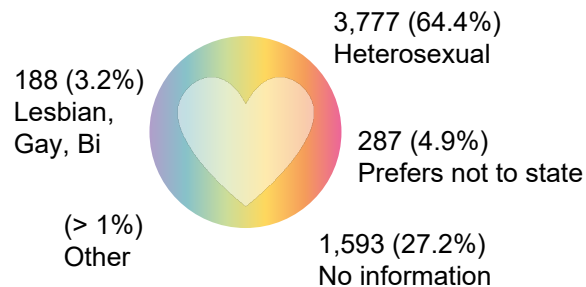
Gender identity



Ethnicity

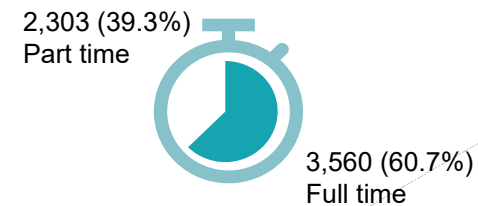


Sexual orientation

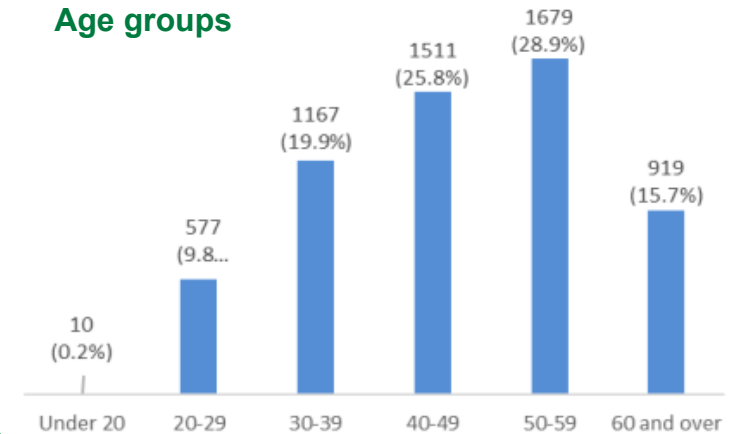


Working hours

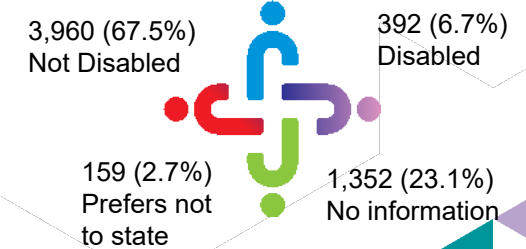
(37 hours Full Time Equivalent)



Age groups



Disability status



Workforce Demographic Profile (cont)

Comparing 2025 with 2026 workforce data

Gender



For Information only
Shift +0.4% Men
(which relates to +30 men and -12 women)

In 2025 a member of our Team received a national award for their contribution and support relating to LCC approach to Menopause.

Ethnicity



Improved performance
Increase in capturing information i.e. reduction of -1.6% No ethnicity information, which is an increase of 102 declarations.

Age groups

For Information only
44.6% of workforce is within 15 year or less of reaching retirement age which is a +0.1% compared with last year

Disability status



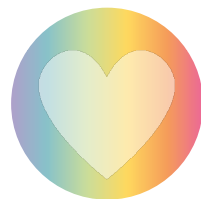
Improved performance
Increase in capturing information i.e. reduction of -0.7% No Disability information, which is an increase of 55 declarations.

Gender identity



Improved performance
Increase in capturing workforce data on gender identity i.e. reduction in -9.9% No gender identity information. Which is an increase of 581 declarations

Sexual orientation



Improved performance
Increase in capturing information i.e. reduction of -3.3% for staff with No LGBT information recorded, which is an increase of 204 declarations.

Working hours (37 hours Full Time Equivalent)



For Information only
Shift +1.2% Full time, which is a shift of 80 headcount

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EMPLOYMENT COMMITTEE – 05 FEBRUARY 2026

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

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EMPLOYMENT COMMITTEE – 05 FEBRUARY 2026

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Children & Families - Targeted Family Help Review	21/10/2025	13/01/2026	0
Corporate Resources - LTS H&S	21/10/2025	22/12/2025	0
Public Health - Public Health Service Review	19/06/2025	16/12/2025	7

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EMPLOYMENT COMMITTEE – 05 FEBRUARY 2026
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Predicted Compulsory Redundancies
Corporate Resources - Strategic Property Services	13/11/2025	Action Plan launched 25.11.25	Final AP to be issued following close of consultation on 29.12.25; selection process	0
Children & Families - Early Years Inclusion and Childcare Service	25/09/2025	<p>01/12/2025 - TU mtgs took place on 10/11 and 01/12. Details of revised proposals discussed with TU, seeking their feedback.</p> <p>03/11/2025 - still in consultation - strong feeling and challenge being presented by CET staff and TU. LA T&C staff providing some challenge & resistance to all year round working.</p> <p>Ongoing mtgs with TUs scheduled. Staff comms happening to provide updates.</p> <p>The consultation was launched on 30/09/2025.</p> <p>AP and slides from presentation shared with all staff in scope.</p>	<p>*w/c 08/12 revised AP and EHRIA to be shared with TUs, mtg scheduled (if reqd for 17/12)/ Working to a Re-Launch w/c 12/01/26.</p> <p>*Follow-up TU mtgs being scheduled for potentially wc 10/11/2025</p> <p>*Dept considering feedback and challenges presented. As a result, AP proposals are being reconsidered by the dept. and alternative proposals are in draft, pending further TU dialogue and dept approvals etc.</p>	0

Children & Families - Business Development, Partnerships and Funding Manager		Role has changed due to external pressures. New JD went to JE on 4.11.25. Same grade - 11. Post holder has been doing the role for a number of months, therefore proposed comparable role and 'light touch' action plan. Action plan was authorised at the end of Dec	Consultation to be launched WC 5 th January 2026	0
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