

Meeting: **Employment Committee**

Date/Time: **Thursday, 21 May 2026 at 10.00 am**

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

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

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

Membership

Mr. M. Bools CC Mr. B. Lovegrove CC
Mrs. L. Broadley CC Mr. J. Miah CC
Miss H. Butler CC Mr. P. Morris CC
Mr. M. H. Charlesworth CC Mr. O. O'Shea JP CC
Mr. G. Cooke CC Mr. P. Rudkin CC
Mr. H. Fowler CC Mrs D. Taylor CC
Mr. A. Innes 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. Election of Chairman.	
2. Election of Vice-Chairman.	
3. Minutes of the meeting held on 05 February 2026.	(Pages 3 - 8)
4. Question Time.	
5. Questions asked by members under Standing Order 7(3) and 7(5).	
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	

Democratic Services ◦ Department of Public Health, Communities, Law and Governance
Leicestershire County Council ◦ County Hall

Glenfield ◦ Leicestershire ◦ LE3 8RA ◦ Tel: 0116 232 3232 ◦ Email: democracy@leics.gov.uk



7. Declarations of interest in respect of items on the agenda.
8. Presentation of petitions under Standing Order 35.
9. Workforce Annual Report 2025-26. Director of Corporate Resources (Pages 9 - 30)
10. Occupational Health Report 2025-26. Director of Corporate Resources (Pages 31 - 36)
11. Working Arrangements Update.
A verbal update will be provided at the meeting. Director of Corporate Resources
12. Organisational Change Policy and Procedure: Action Plans. Chief Executive (Pages 37 - 42)
13. Any other items which the Chairman has decided to take as urgent.
14. Date of Next Meeting.

The next meeting of the Committee is scheduled to be held at 10:00 on 10 September 2026.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 5 February 2026.

PRESENT

Miss H. Butler CC (in the Chair)

Dr. J. Bloxham CC	Mr. J. Miah CC
Mr. S. L. Bray CC	Mr. P. Morris CC
Mr. M. H. Charlesworth CC	Mr. O. O'Shea JP CC
Mr. G. Cooke CC	Mr. K. Robinson CC
Mr. S. J. Galton CC	Mrs B. Seaton CC
Mr. A. Innes CC	Mrs D. Taylor CC

40. Minutes of the previous meeting.

The minutes of the meeting held on 5 December 2025 were taken as read, confirmed and signed.

41. Question Time.

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

42. Questions asked by members.

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

43. Urgent Items.

There were no urgent items for consideration.

44. 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.

45. Presentation of petitions under Standing Order 35.

There were no petitions.

46. Work Programme 2026.

The Committee considered a report of the Director of Corporate Resources which presented the proposed reporting timetable on relevant workforce matters and the Work

Programme for 2026. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

RESOLVED:

- a) That the proposed reporting timetable on relevant workforce matters and the Employment Committee Work Programme for 2026, be approved.
- b) That the contents of the Employment Committee Terms of Reference, be noted.

47. Gender Pay Gap Reporting.

The Committee considered a report of the Director of Corporate Resources which presented the results regarding Gender Pay Gap reporting for Leicestershire County Council for 31 March 2025, and a comparison against the results for the previous three years. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

It was noted that there was an error within paragraph 6 of the report; the reference to quartiles should have made reference to lower, middle, upper middle and upper quartiles.

Arising from discussion, the following points were made:

- (i) In response to a question asked, the Director outlined that the median gender pay gap was attributable to male members of staff holding higher-graded positions than female members of staff, and provided assurance that like-for-like roles continued to be paid equally.
- (ii) A member asked how the Council could encourage more men to enter stereotypically female-dominated fields such as social care without contravening the Equality Act, as such service areas could benefit from greater male representation. The Director explained that the issue often began earlier in the career pipeline, including education and qualification routes, and provided assurances that work was ongoing with the Adults and Communities and Children and Family Services departments in order to promote social work as an inclusive profession.
- (iii) It was noted that women were more likely to work part-time following childcare responsibilities, which could affect progression. The Director outlined that a flexible approach to work formed part of the Council's commitments to its staff, and highlighted the flexible policies already in place, including enhanced maternity and neonatal provisions, and support for wider caring responsibilities. The Council continued to review its policies regularly in order to ensure they were suitable.
- (iv) With regards to roles at a senior level, the Director acknowledged that the organisation had fewer job-share arrangements for senior level posts. This was an issue which had been recognised both within the organisation and within other authorities. Consideration would be undertaken on this matter as part of wider work relating to recruitment and retention

RESOLVED:

- a) That the content of the report regarding the County Councils Gender Pay Gap reporting, be noted

- b) That the publication of the Gender Pay Gap report by 30 March 2026, be noted.

48. Workforce Report 2025-26 Quarter 3 Update.

The Committee considered a report of the Director of Corporate Resources which provided an update on workforce information and performance measures for Quarter 3 of 2025/26, including details relating to headcount, Full Time Equivalent (FTE), absence rates and reason, and reported completion of Annual Performance Reviews (APRs). A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Arising from discussion, the following points were made:

- (i) With regards to ill health dismissals, a question was asked regarding under what circumstances an employee would be dismissed rather than retired on health grounds. The Director explained that dismissal occurred only where an underlying medical condition prevented the employee from returning to their contracted duties, such as following a stroke or heart attack. Although the terminology could appear stark, dismissal was the legal mechanism for ending employment in such cases and included such retirements. It was noted that capability dismissals could occur where attendance levels remained unsatisfactory, despite warnings and support, although this was distinct from ill health dismissal.
- (ii) Members of the Committee were concerned regarding agency staff expenditure. The Director explained that costs varied depending on urgency, role type and market availability, and that some specialist areas, particularly technical roles, faced significant recruitment challenges. Efforts continued to be made in order to ensure comparable pay between agency and permanent staff in order to avoid any loss permanent employees to agency work. The Director agreed to provide the Committee with information relating to how agency rates compared to those of substantive employees, as well as a breakdown of agency use between covering absence, filling vacancies, or undertaking specialist roles not delivered by Council staff members.
- (iii) Concern was raised relating to the level of stress, depression and mental-health rates which had been reported within the Adults and Communities department. It was noted that this concern would be addressed as part of a report elsewhere on the agenda which was focussed on attendance management within the Department.
- (iv) With regards to Local Government Reorganisation (LGR) across Leicester, Leicestershire and Rutland, a question was asked regarding whether vacancy management had been considered in order to minimise future redundancy costs and whether early workforce planning would be beneficial. The Director confirmed that workforce considerations formed part of ongoing preparatory work for LGR. Formal arrangements with partner authorities would be established once the direction for LGR was clear. This would allow vacancies to be managed across the wider pool of staff and reduce the need for avoidable recruitment ahead of structural change.

RESOLVED:

- (a) That the update on workforce information and performance measures for Quarter 3 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 Committee with information relating to how agency rates compared to those of substantive employees, as well as a breakdown of agency use between covering absence, filling vacancies, or undertaking specialist roles not by Council staff members.

49. 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 10' is filed with these minutes.

RESOLVED:

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

50. Date of Next Meeting.

RESOLVED:

That the next meeting of the Employment Committee would take place on 21 May 2026 at 10:00.

51. 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 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.

52. Attendance Management - Focus on Adults and Communities.

The Committee considered an exempt report of the Director of Corporate Resources, the purpose of which was to provide an overview of the sickness absence position in the Adults and Communities Department, as at the end of December 2025. A copy of the report marked 'Agenda Item 14' is filed with these minutes. The report was not for publication by virtue of paragraphs 3 and 10 of Schedule 12(A) of the Local Government Act 1972.

The Director responded to questions regarding the sickness absence position in the Adults and Communities Department, and the work which had been undertaken to mitigate the level of sickness absence within the Department. It was noted that a range of interventions had been introduced, and that sickness absence within the Department had begun to reduce.

RESOLVED:

That the overall sickness position for the Adults and Communities Department, as at the end of December 2025, and the updated sickness absence position, be noted.

53. Working Arrangements Policy.

The Committee considered an exempt report of the Director of Corporate Resources which provided the Committee with external legal advice relating to the Council's proposed Working Arrangements Policy. A copy of the report, marked 'Agenda Item 15', 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 Chairman welcomed the Chief Executive to the meeting for this item.

The Director and Chief Executive responded to questions in relation to the proposed Working Arrangements Policy and the legal advice received on the matter. With regards to how the Council should proceed, the Committee agreed with the recommendations outlined within the report.

RESOLVED:

That the proposed action outlined within paragraph 16 of the report, be supported.

10.00 - 11.32 am
05 February 2026

CHAIRMAN

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EMPLOYMENT COMMITTEE: 21 MAY 2026

WORKFORCE REPORT 2025 – 2026 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 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, the Workforce Report Q1 2025-2026 Update on 18 September 2025 and the Workforce Report Q2 2025-2026 Update on 04 December 2025.

Background

4. Background figures along with current performance is contained within Appendix A of this report.

Headcount and FTE

5. This includes employees on Leicestershire County Council terms and conditions, excluding Maintained Schools and ESPO. As of March 2026, the Council's headcount was 5905, which is a full time equivalent (FTE) of 4937.91.
 - Environment and Transport (1048 headcount, 915.72 FTE)
 - Children and Family Services (1478 Headcount, 1424.61 FTE)
 - Public Health (385 headcount, 345.23 FTE)
 - Corporate Resources (1386 Headcount, 1017.92 FTE)
 - Adults and Communities (1514 Headcount, 1231.43 FTE).
6. The Council has experienced an increase in both headcount (11) and FTE (36.45 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 within Graphs 1 and 2 of Appendix A. Key points of note are as follows:
- Corporate Resources has seen a reduction in 70.54 FTE since April 2025. This is due to the gradual transfer out of School Food Kitchens over time.
 - Children and Family Service has increased in by 118.96 FTE. This is due to the concerted effort to recruit to permanent positions, such as social work, to reduce the reliance on agency workers.
 - Public Health incorporated a number of services from the former Chief Executive's department and therefore saw a rise in both headcount and FTE.
8. Further detail on the departmental changes can be found at Graphs 3 and 4 within Appendix A.

Absence

9. As of March 2026, the Council's sickness absence rate was 3.5%, which equates to an average of 8.92 days lost per full-time employee. This remains above the Council's target of 7.5 FTE days lost (approx. 2.88%).
10. The Council is performing better than the NHS (4.07%) and public sector employers (3.8%), but 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 within Appendix A.
11. The Council's departmental performance is as follows:
- Adults and Communities- 4.21%
 - Children and Family Services- 3.26%
 - Corporate Resources- 3.58%
 - Environment and Transport- 3.30%
 - Public Health 2.56%.
12. 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.
13. 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 and viral infections.
14. As of March, the Council had 547 employees being actively managed within attendance management process. Further detail can be found within Graph 8 of Appendix A.

Employment Relations

15. 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 7 and 8 within Appendix A.

Annual Performance Reviews (APR)

16. As of March 2026, the online recording process is reporting a 58.9% APR completion rate. This is likely to be an under-representation of the number of staff who have had their yearly performance review as the APR paperwork and meeting is not recorded on a system, however managers are asked to update an employee's HR record with the date that the meeting took place. As this is a separate task, unfortunately some managers forget to complete the final part of the process. Departmental performance is shown below:
- Adults and Communities – 54.4%
 - Children and Family Services – 65.9%
 - Corporate Resources – 43.9%
 - Environment and Transport – 70.9%
 - Public Health – 73.6%.
17. These figures highlight where there is a need to focus improvement. Further detail can be found at Graphs 9 and 10 within Appendix A.
18. In order to address this issue, HR is working towards 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. In addition, Department Management Teams are updated on a monthly basis as to their completion rates.

Resource Implications

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

Timetable for Decisions

20. Not applicable.

Recommendations

21. It is recommended that Employment Committee note the content of the Workforce Report 2025-2026.

Background Papers

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

24. Workforce Report - 2025/2026 Quarter 1 – 18 September 2025
<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7898&Ver=4>
25. Workforce Report- 2025/26 Quarter 2- 04 December 2025
<https://democracy.leics.gov.uk/documents/s193472/Workforce%20Report%202025-26%20Quarter%202%20Update%20-%20Employment%20Committee%20041225.pdf>
26. Workforce Report- 2025/26 Quarter 3- 05 February 2026
<https://democracy.leics.gov.uk/documents/s194460/Workforce%20Report%202025-26%20Quarter%203%20Update%20-%20Employment%20Committee%20050226.pdf>

Circulation under the Local Issues Alert Procedure

27. None.

Equality Implications

28. A breakdown of workforce by protected characteristic was reported in February 2025 and is 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

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

Appendix

Appendix A - Workforce Data Analysis and Trends

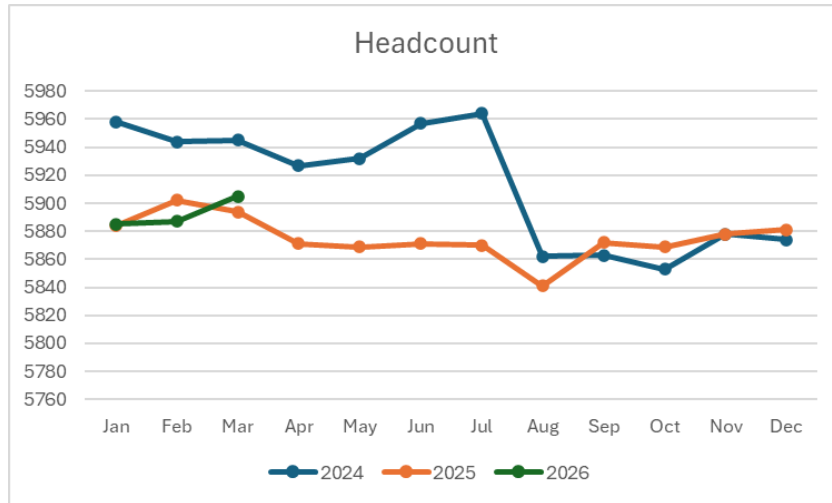
Appendix B - Workforce Report Q4 2025-2026 Update (Presentation)

Officer to Contact

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

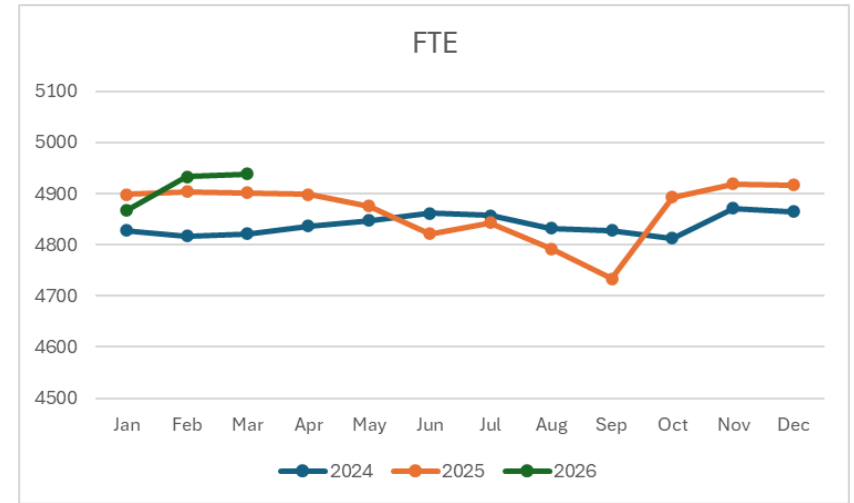
Andrew Stewart
Head of People Services
Tel: 0116 3055924
Email: andrew.stewart@leics.gov.uk

Appendix - Workforce Data Analysis and Trends
Leicestershire County Council (LCC) Headcount and FTE



Graph 1

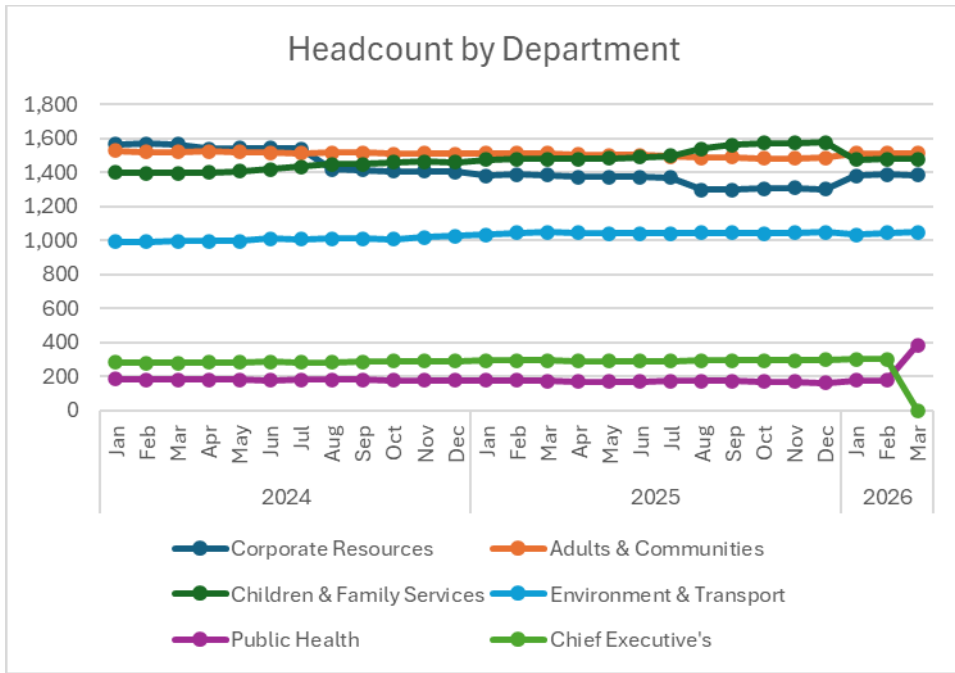
Headcount refers to the total number of LCC employees. It provides a snapshot of workforce size (excluding agency staff)



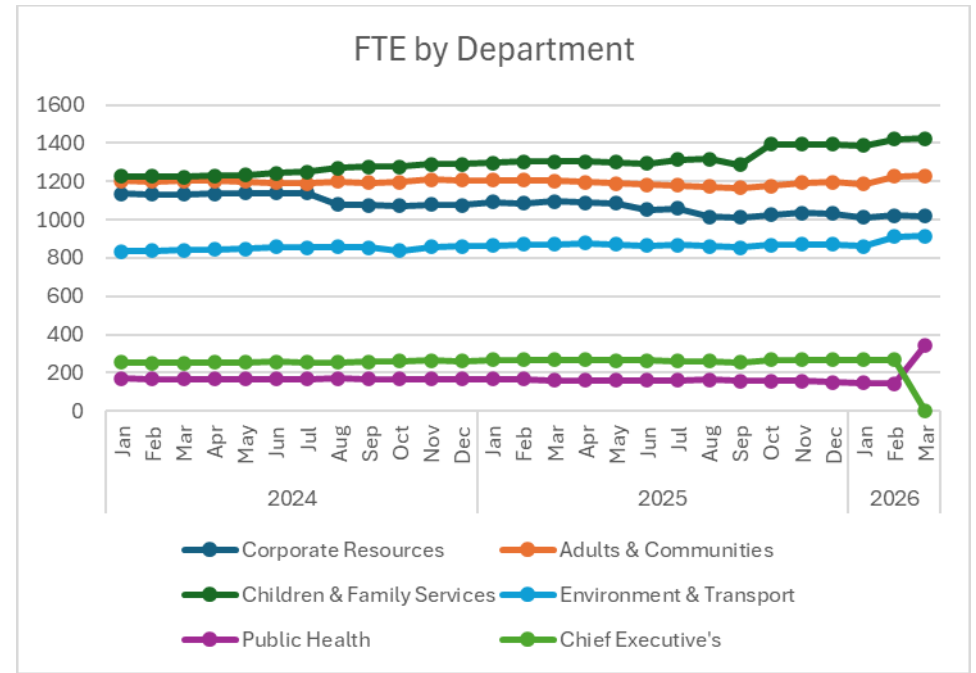
Graph 2

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.

Departmental Headcount and FTE

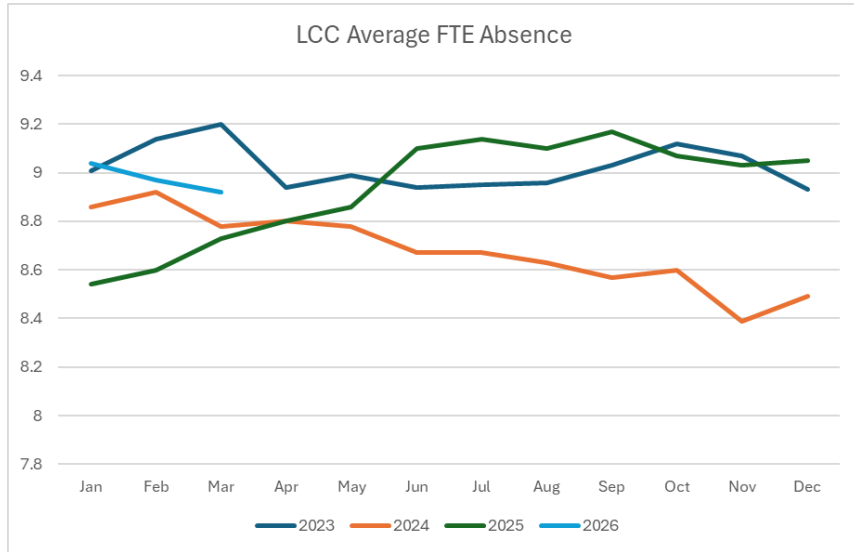


Graph 3



Graph 4

LCC Absence Trends



Graph 5

LCC Average FTE Absence by Month	2023	2024	2025	2026
Jan	9.01	8.86	8.54	9.04
Feb	9.14	8.92	8.6	8.97
Mar	9.2	8.78	8.73	8.92
Apr	8.94	8.8	8.8	Intentionally blank
May	8.99	8.78	8.86	Intentionally blank
Jun	8.94	8.67	9.1	Intentionally blank
Jul	8.95	8.67	9.14	Intentionally blank
Aug	8.96	8.63	9.1	Intentionally blank
Sep	9.03	8.57	9.17	Intentionally blank
Oct	9.12	8.6	9.07	Intentionally blank
Nov	9.07	8.39	9.03	Intentionally blank
Dec	8.93	8.49	9.05	Intentionally blank

Table 1

Public sector methodology for calculating absence: **The average number of days lost to sickness per Full-Time Equivalent (FTE) over a 12 month rolling period.**

LCC Absence Benchmarking Comparators

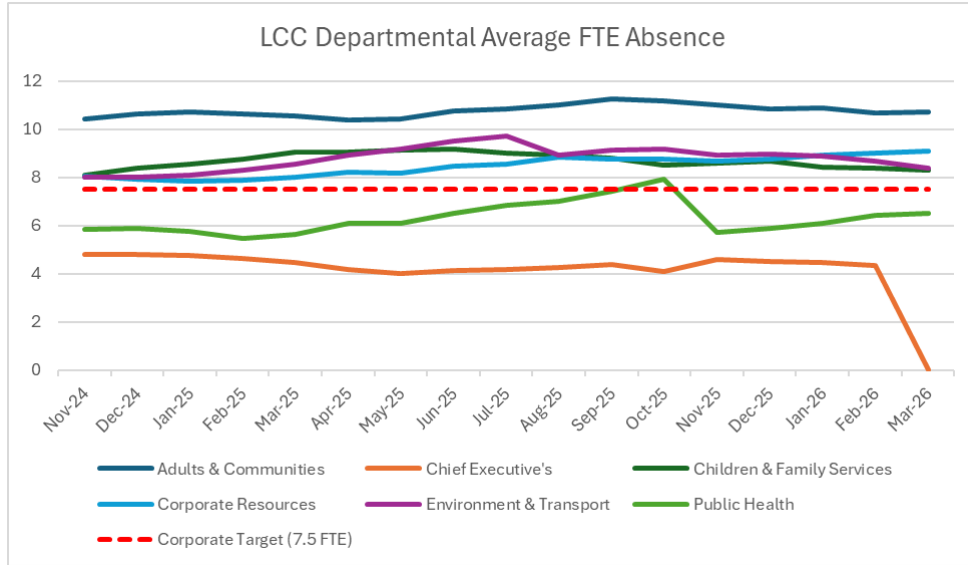
Absence Benchmark comparison	LCC Average FTE days lost (% Equivalent)	FTE days lost equivalent to % Sickness Absence
Leicestershire County Council (March 2026)	8.92	3.50%
Leicestershire County Council Target	7.50	2.88%
NHS ¹ (May 2025)	10.61	4.07%
Average absence for All Sectors (April 2025) ²	8.60	3.30%
Average absence Manufacturing and Production (April 2025) ²	8.08	3.10%
Average absence Private Sector Services (April 2025) ²	7.30	2.80%
Average absence Public Services (April 2025) ²	9.90	3.80%

Table 2

¹ May 2025 Figures, reporting 4.07% which is the equivalent of 12.84 FTE days lost <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-sickness-absence-rates/may-2025>

² Brightmine Sickness Absence Rates and Management 2025 Research <https://hrcentre.uk.brightmine.com/survey-analysis/sickness-absence-rates-and-management-research-2025/167625/>

2025/26 Departmental Absence Trends



Graph 6

LCC Average FTE Absence by Month	Adults & Communities	Chief Executive's	Children & Family Services	Corporate Resources	Environment & Transport	Public Health
Nov-24	10.42	4.8	8.1	8.06	8.01	5.85
Dec-24	10.62	4.8	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	7.9	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	8.2	8.91	6.1
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	6.5
Jul-25	10.83	4.17	9	8.54	9.73	6.85
Aug-25	11.02	4.25	8.91	8.83	8.94	7.01
Sep-25	11.25	4.4	8.81	8.76	9.15	7.43
Oct-25	11.19	4.11	8.51	8.75	9.16	7.92
Nov-25	11.02	4.6	8.59	8.66	8.94	5.72
Dec-25	10.85	4.5	8.68	8.74	8.96	5.9
Jan-26	10.9	4.47	8.44	8.92	8.9	6.1
Feb-26	10.66	4.33	8.38	9.02	8.69	6.43
Mar-26	10.7	0	8.29	9.09	8.38	6.51
Mar-26 % Sickness Absence	4.21%	0.00%	3.26%	3.58%	3.30%	2.56%

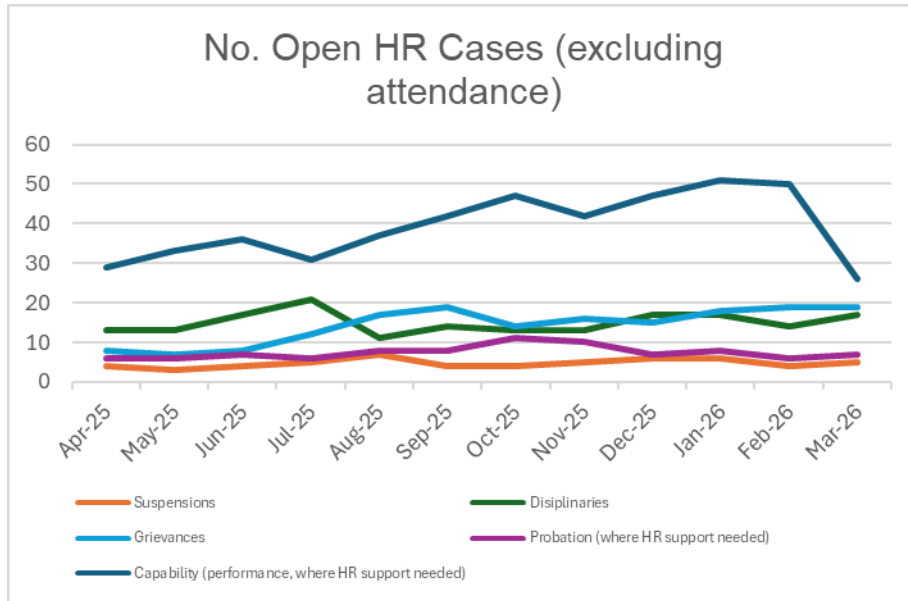
Table 3

2025/26 Absence Reason

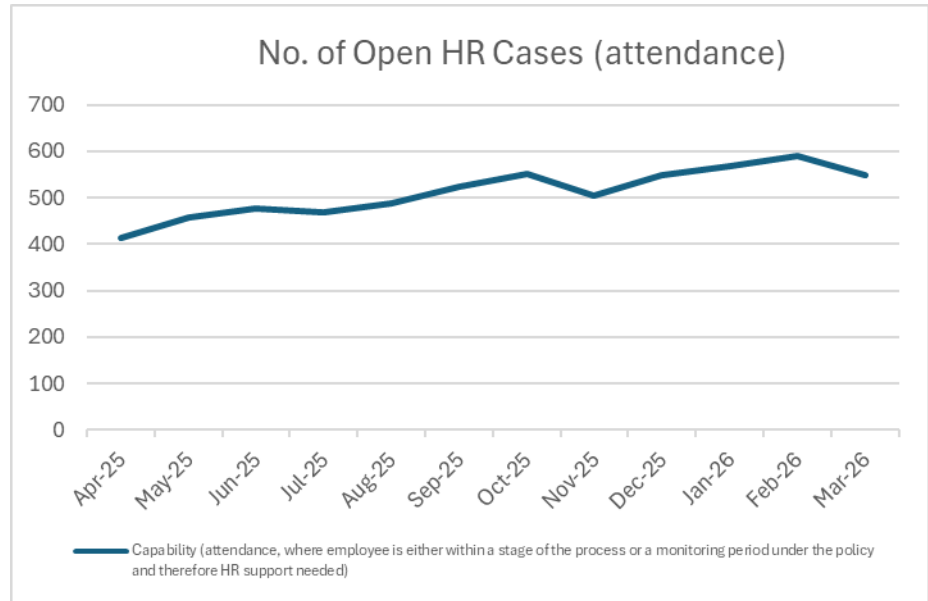
% of FTE days lost by absence reasons	21/22	22/23	23/24	24/25	25/26
Stress/depression mental health	25.40%	26.80%	31.40%	25.78%	28.29%
Other musculo-skeletal	17.90%	12.40%	13.20%	12.77%	12.44%
Combined covid-19 & cough cold flu	18.20%	17.30%	11.50%	11.83%	11.33%
Gastro-stomach, digestion	6.30%	6.10%	6.20%	8.09%	7.76%
Chest & respiratory	6.20%	6.00%	4.60%	4.98%	3.95%
Back & neck	11.10%	3.80%	4.40%	4.39%	3.94%
Neurological	4.30%	4.40%	4.30%	4.43%	3.76%
Cancer	4.50%	4.30%	4.70%	3.52%	4.53%
Eye, ear, nose & mouth/dental & throat	3.00%	2.80%	3.40%	3.01%	4.32%
Not disclosed	4.40%	5.80%	3.70%	6.63%	4.36%

Table 4

Employment Relations Cases Trends



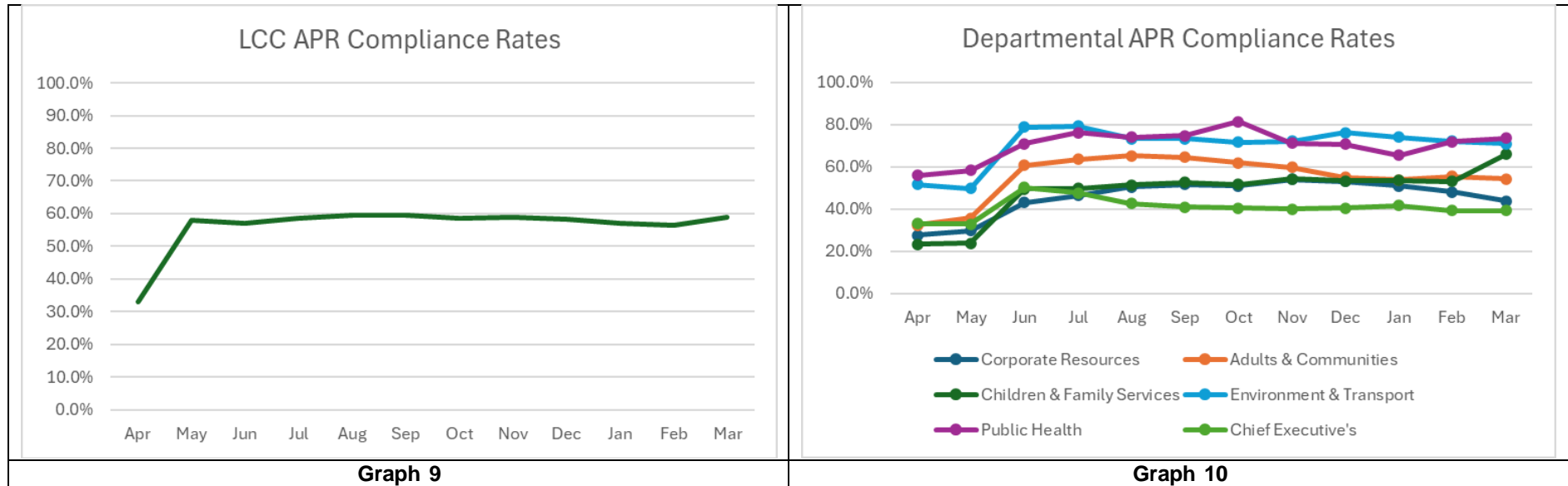
Graph 7



Graph 8

Reporting the number of active employment relations cases.

APR Compliance Rate Trends



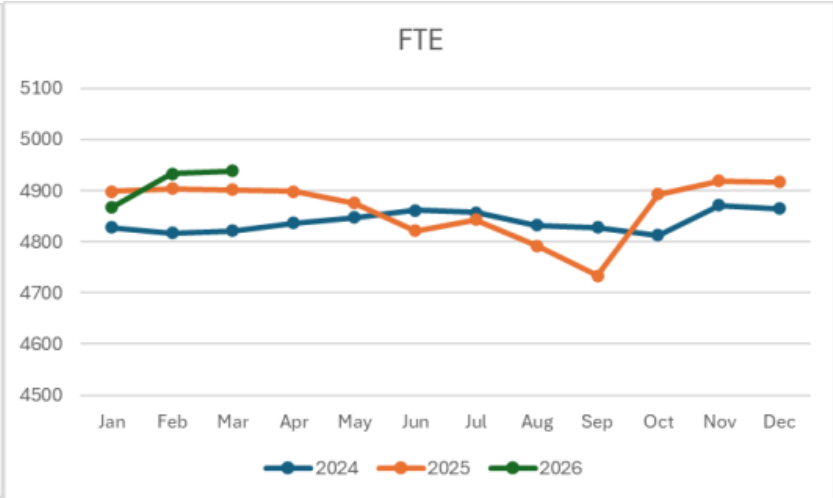
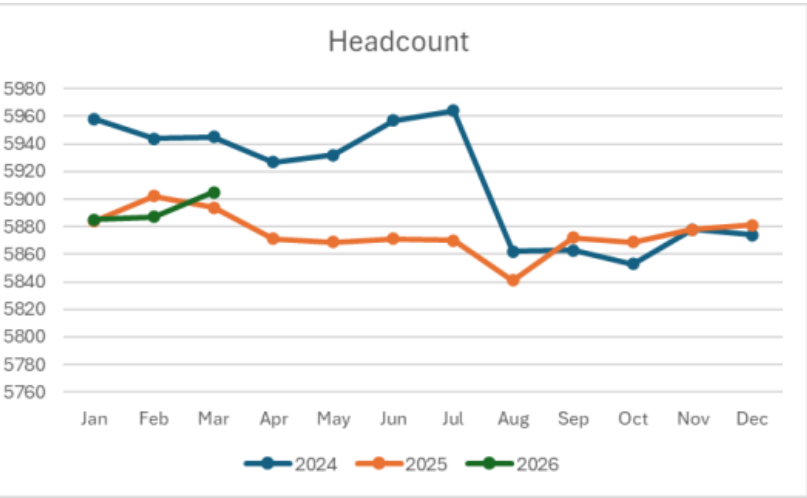
Annual Performance Reviews (APR) should be completed once a year. A higher compliance rate shows that most employees are receiving regular feedback, which can help improve their performance and development. Conversely, a lower compliance rate might suggest that many employees are missing out on valuable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

Workforce Report 2025-2026 Annual Update

Employment Committee

2025/26 LCC Headcount and FTE

In March 2026- headcount of 5905, which is a full time equivalent (FTE) of 4937.91. Increase of 24 staff since December 2025.



What does the data show?

Headcount: From 5958 in January 2024 to 5,869 in 5905 in March 2026. FTE: From 4828.19 in January 2024 to 4937.91 in March 2026. Shows a reduction in the total number of employees, but an increase in overall workforce capacity.

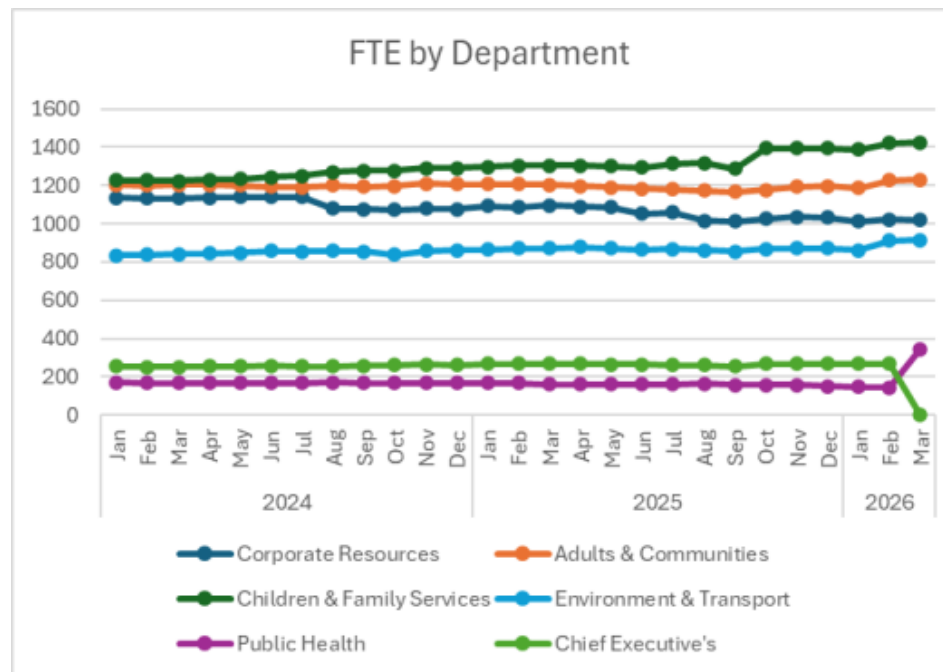
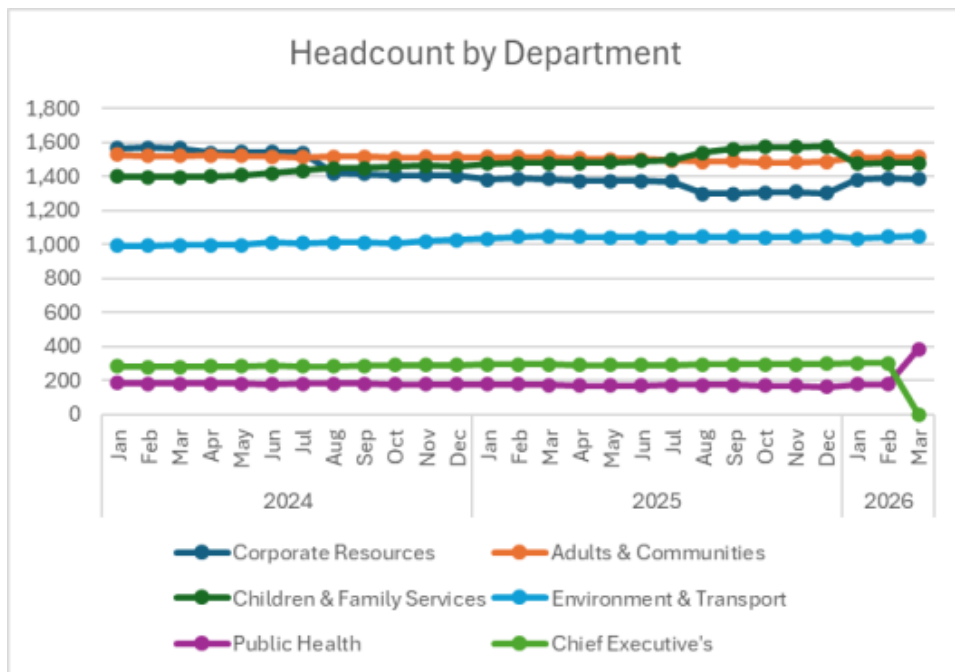
Headcount refers to the total number of LCC employees. It provides a snapshot of workforce size (excluding agency staff)

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.

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.

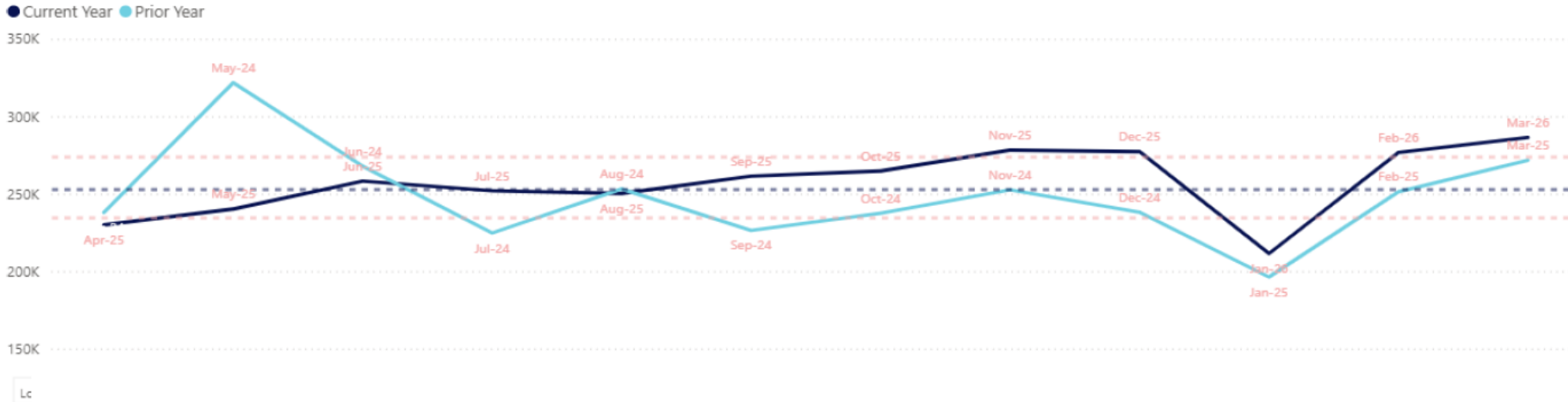
2025/26 Departmental Headcount and FTE



- Environment and Transport (1048 headcount, 915.72 FTE)
- Children and Family Services (1478 Headcount, 1424.61 FTE)
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- Corporate Resources (1386 Headcount, 1017.92 FTE)
- Adults and Communities (1514 Headcount, 1231.43 FTE).

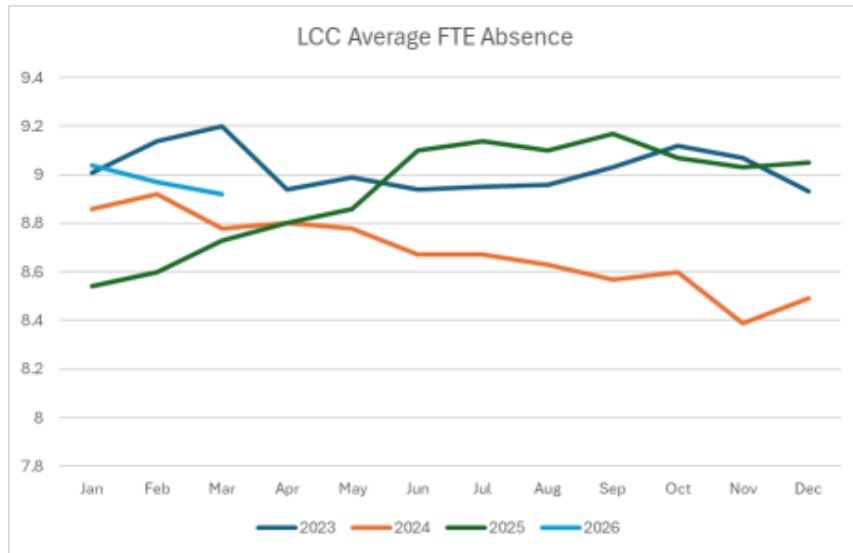
Agency staff

Directorate	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Total	
Adults and Communities	44,835	47,496	48,277	45,922	46,459	45,412	52,536	46,160	46,315	48,668	45,125	45,814	52,431	62,175	66,414	64,479	48,785	66,415	66,033	50,922	
Chief Executives	12,105	12,137	11,986	8,043	8,234	8,405	10,548	7,568	11,305	10,746	10,187	9,652	11,378	10,191	13,370	12,853	11,199	12,701	15,896	11,805	
Children & Family Services	87,026	91,532	96,838	94,907	86,813	110,132	115,827	89,064	89,583	100,356	98,644	92,661	82,224	81,098	87,777	89,428	69,901	88,975	92,238	93,767	
Children and Family Services																			2,384	92	
Corporate Resources	24,598	27,334	29,853	34,544	20,317	31,550	33,029	26,607	26,244	25,907	27,077	28,376	35,274	36,848	35,267	38,061	27,114	36,664	38,426	30,277	
Environment & Transport	56,546	58,413	65,598	54,654	44,466	55,757	59,711	60,476	66,686	72,171	70,457	73,725	79,248	73,064	74,005	71,004	53,654	70,586	69,415	63,171	
Lead for Sustainability, Fundraising & Operations																				264	10
Leicestershire County Council	1,252	485								358	430										736
Waste Contracts & Compliance													836	1,337	1,393	1,393	836	1,393	1,709	363	
Total	226,362	237,398	252,551	238,069	196,289	251,255	271,651	229,875	240,133	258,207	251,922	250,228	261,391	264,713	278,225	277,218	211,488	276,734	286,365	251,144	



- The rolling weekly average spend for March is £286,365, which is £14,714 higher than the March 2025 spend of £271,651.
- In March 2026, headcount increased by 11 compared with the same month last year, alongside an additional 626 working hours.
- As a result, March 2026 spend is trending above the annual rolling weekly average of £251,144

2025/26 LCC Absence



LCC Average FTE Absence by Month	2023	2024	2025	2026
Jan	9.01	8.86	8.54	9.04
Feb	9.14	8.92	8.6	8.97
Mar	9.2	8.78	8.73	8.92
Apr	8.94	8.8	8.8	Intentionally blank
May	8.99	8.78	8.86	Intentionally blank
Jun	8.94	8.67	9.1	Intentionally blank
Jul	8.95	8.67	9.14	Intentionally blank
Aug	8.96	8.63	9.1	Intentionally blank
Sep	9.03	8.57	9.17	Intentionally blank
Oct	9.12	8.6	9.07	Intentionally blank
Nov	9.07	8.39	9.03	Intentionally blank
Dec	8.93	8.49	9.05	Intentionally blank

Overall Absence Trend:

The average number of FTE absence days per employee had gradually decreased from 2023 to 2024. In 2025 there was an increase from June until September, but this has now started to decrease once again.

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, then starting to decrease throughout winter.

2026: Decrease continues through the winter period.

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 March 2026, the average FTE absence was **8.92 days**.

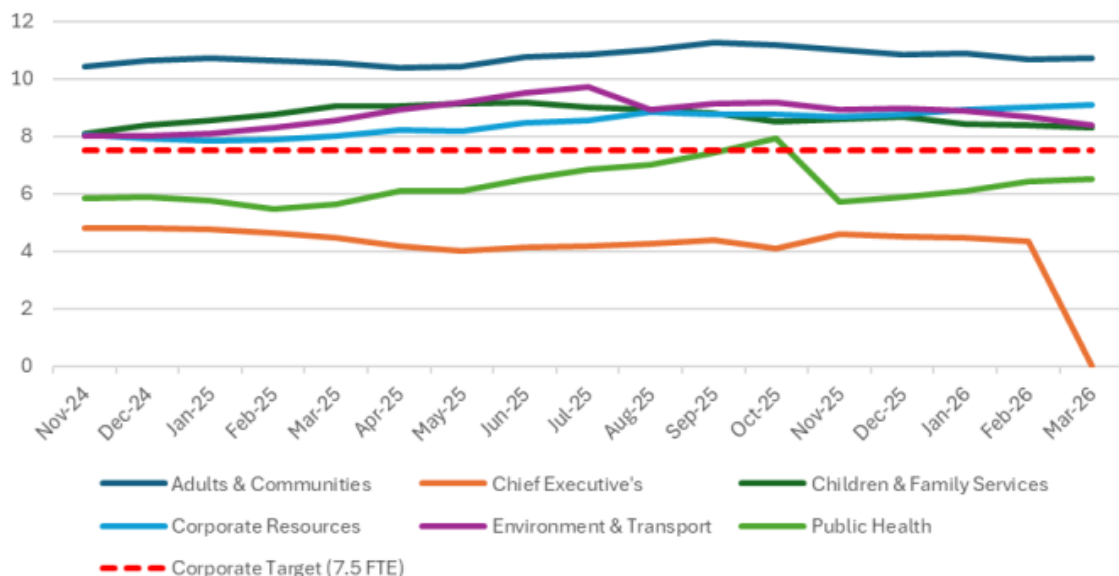
The private sector report their absence by a percentage of days lost to absence:

$$\text{Absence Rate (\%)} = \left(\frac{\text{Total Days Lost Due to Absence}}{\text{Total Available Workdays}} \right) \times 100$$

The absence rate (%) for LCC at the end of March was **3.5%**

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
Nov-24	10.42	4.8	8.1	8.06	8.01	5.85
Dec-24	10.62	4.8	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	7.9	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	8.2	8.91	6.1
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	6.5
Jul-25	10.83	4.17	9	8.54	9.73	6.85
Aug-25	11.02	4.25	8.91	8.83	8.94	7.01
Sep-25	11.25	4.4	8.81	8.76	9.15	7.43
Oct-25	11.19	4.11	8.51	8.75	9.16	7.92
Nov-25	11.02	4.6	8.59	8.66	8.94	5.72
Dec-25	10.85	4.5	8.68	8.74	8.96	5.9
Jan-26	10.9	4.47	8.44	8.92	8.9	6.1
Feb-26	10.66	4.33	8.38	9.02	8.69	6.43
Mar-26	10.7	0	8.29	9.09	8.38	6.51
Mar-26 % Sickness Absence	4.21%	0.00%	3.26%	3.58%	3.30%	2.56%

Departmental Absence Analysis – Key Insights

Adults & Communities consistently records the highest average FTE absence, rising from 10.42 in Nov-24 to 11.02 in Nov-25, with a peak sickness absence rate of 11.25% in September 2025. However, Mar-26 has seen absence rates returning closer to 2024 rates.

Chief Executive's department maintained the lowest absence rates throughout the majority of the year. This department transferred into others and therefore there is no Mar-26 figure.

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 March sickness absence rates range from 3.58% to 3.26%.

Public Health shows a notable upward trend, reaching 7.92 FTE days in Oct-25 but this reduced to 6.51 in Mar-26, with 2.56%

All departments except Public Health exceeded the council's target absence rate (7.5 FTE) in Mar-26.

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

Absence Reasons

% of FTE days lost by absence reasons	21/22	22/23	23/24	24/25	25/26
Stress/depression mental health	25.40%	26.80%	31.40%	25.78%	28.29%
Other musculo-skeletal	17.90%	12.40%	13.20%	12.77%	12.44%
Combined covid-19 & cough cold flu	18.20%	17.30%	11.50%	11.83%	11.33%
Gastro-stomach, digestion	6.30%	6.10%	6.20%	8.09%	7.76%
Chest & respiratory	6.20%	6.00%	4.60%	4.98%	3.95%
Back & neck	11.10%	3.80%	4.40%	4.39%	3.94%
Neurological	4.30%	4.40%	4.30%	4.43%	3.76%
Cancer	4.50%	4.30%	4.70%	3.52%	4.53%
Eye, ear, nose & mouth/dental & throat	3.00%	2.80%	3.40%	3.01%	4.32%
Not disclosed	4.40%	5.80%	3.70%	6.63%	4.36%

Mental Health remains the leading cause:

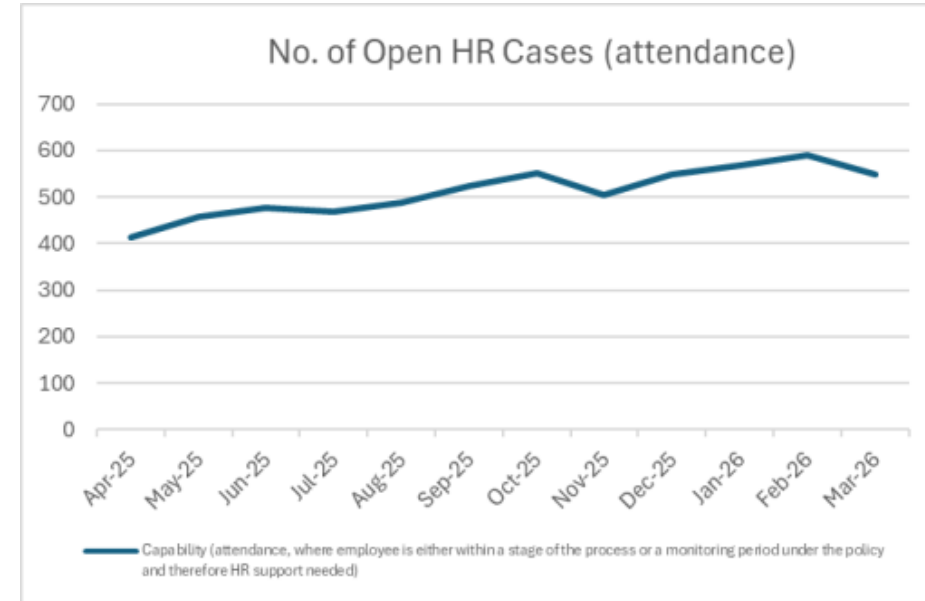
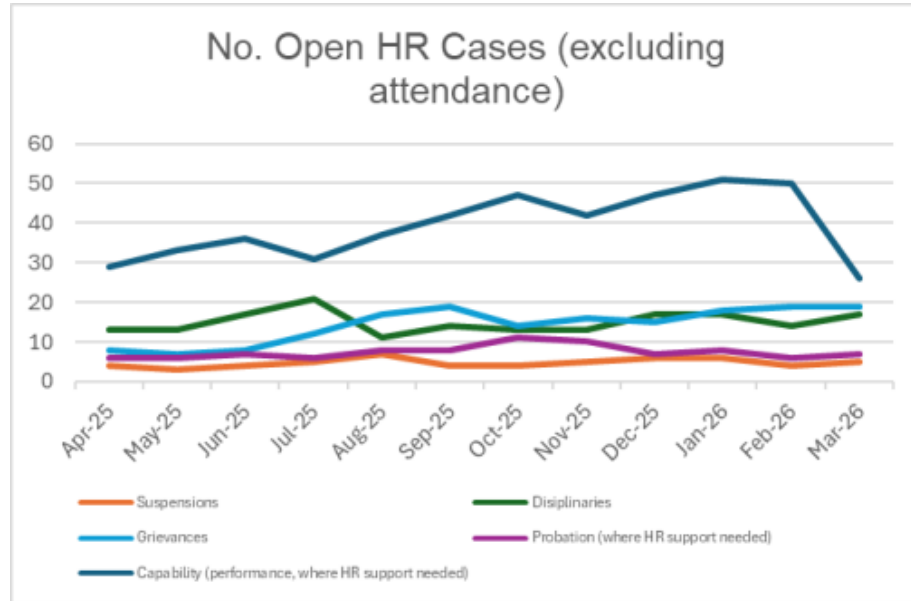
Stress/depression, mental health continues to be the leading cause of absence, rising from 25.4% in 21/22 to 31.4% in 23/24 but reducing to 28.29% in 25/26.

Rising Eye, Ear, Nose & Mouth/Dental & Throat:

This is the only absence reason that has sustained a rise between 2023 and 2026, although this is only 0.9%

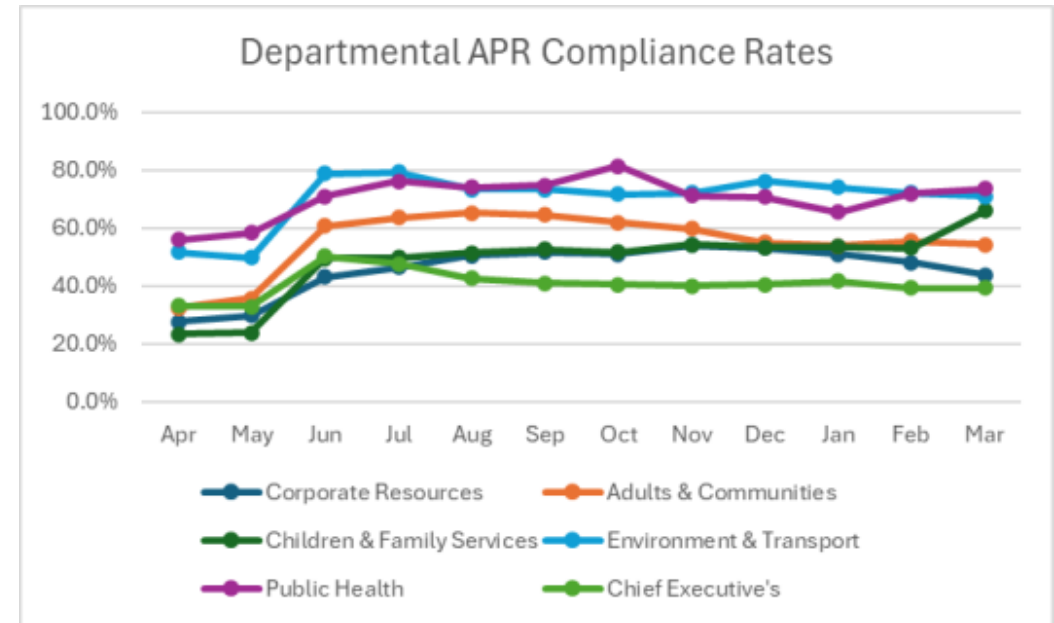
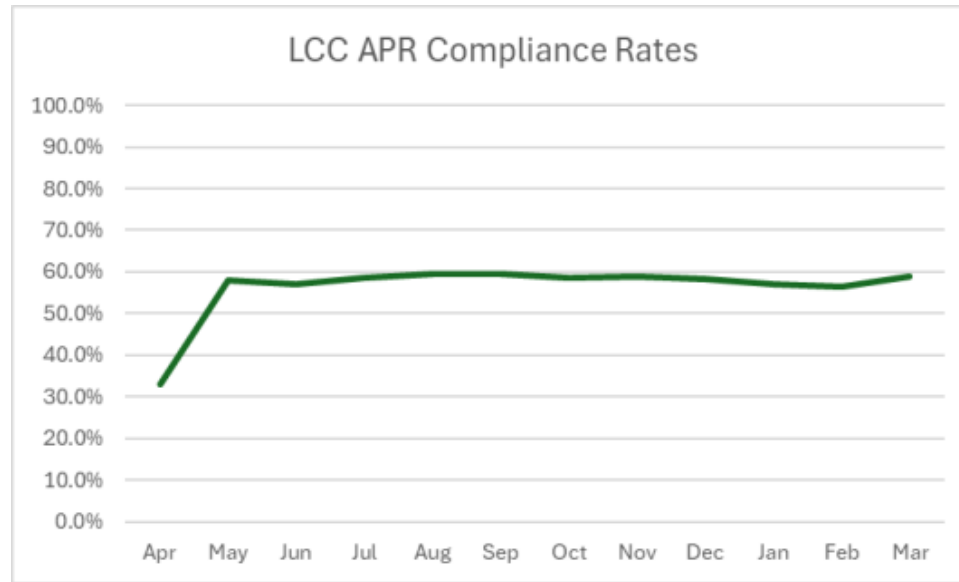
The data does support the continued targeted wellbeing and health interventions around mental health.

2025/26 LCC HR Open cases



- Absence management cases have risen, and fallen, in line with the attendance rate.
- The number of grievances have risen steadily throughout the year.
- The number of capability relating to performance reduced dramatically in March.
- Note - low case numbers.

2025/26 LCC and Department 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 identified that APR's are being conducted; however, there completion is not consistently being recorded on our central recording system. To address this issue, 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.

Q4 Performance

Adults and Communities - 54.4%
Children and Family Services - 65.9%
Corporate Resources - 43.9%
Chief Executive's - 39.3%
Environment and Transport - 70.9%
Public Health - 73.6%.

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EMPLOYMENT COMMITTEE: 21 MAY 2026

OCCUPATIONAL HEALTH REPORT 2025/2026

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to present to the Employment Committee with an overview of the Occupational Health Service provision between April 2025 and March 2026, as requested by the Committee at its meeting on 5 February 2026.

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 provider and to monitor the health of staff exposed to occupational hazards whilst at work.
3. The Council has appointed People Asset Management (PAM) to provide this service. They have been awarded the contract for two years with the option to extend a further two years. The contract commenced on 1st April 2025.

Background

4. Occupational health is a medical specialty that focuses on the health and wellbeing of employees in the workplace. Occupational health professionals ensure that employees are physically and mentally fit for their roles, and to prevent work-related illness and injury.
5. Occupational health can offer advice on ways to support and help employees to manage their health at work or to prevent sickness absence. The Service can help the employee and their manager to understand the impact of the employees' condition or any symptoms which may affect the ability to do their role and recommend reasonable adjustments. Occupational health can also support a return to work after a long-term sickness absence.
6. The Occupation Health Service provides the following services:
 - Pre Employment;

- Management Referrals;
- Health Surveillance;
- Workplace needs assessments.

Pre Employment

7. East Midlands Shared Services (EMSS) provides transactional human resources services, e.g. payroll, on behalf of the County Council. The Employment Service Centre (ESC) Recruitment Team within EMSS will arrange for a medical questionnaire to be sent to the preferred candidate. Once completed, it will be returned directly to the Council's Occupational Health Provider for assessment. In some cases, the candidate may be required to attend for a medical examination. The ESC Recruitment Team will advise the recruiting manager of the outcome of the assessment. Unless a specific request is made, EMSS will not arrange a medical for a casual appointment.

Management Referrals

8. A manager may refer an employee to the Occupational Health Service due to:
 - a current sickness absence;
 - a return to work from long-term absence;
 - concerns with an employee's behaviour or performance;
 - the need of advice on fitness to attend work;
 - the need to understand how to support an employee at work.

Following a referral, an appointment is arranged with the employee either in person or remotely. Following the appointment, a report is issued. The Council has established clear requirements of its expectation of the content of the reports and would expect the following:

- An independent, constructive report with advice;
- Fit to start date, if known;
- Clear guidance on how to support the employee to have a successful and sustained return to work or how to continue to support the employee in the workplace;
- Any barriers for the employee to return to work;
- Any reasonable adjustments or restrictions for consideration and recommended timescales;
- Suggested phased return to work plan;
- Any tools that the employee can use to assist themselves, such as signposting to other services (e.g. MIND, NHS etc.).

Health Surveillance

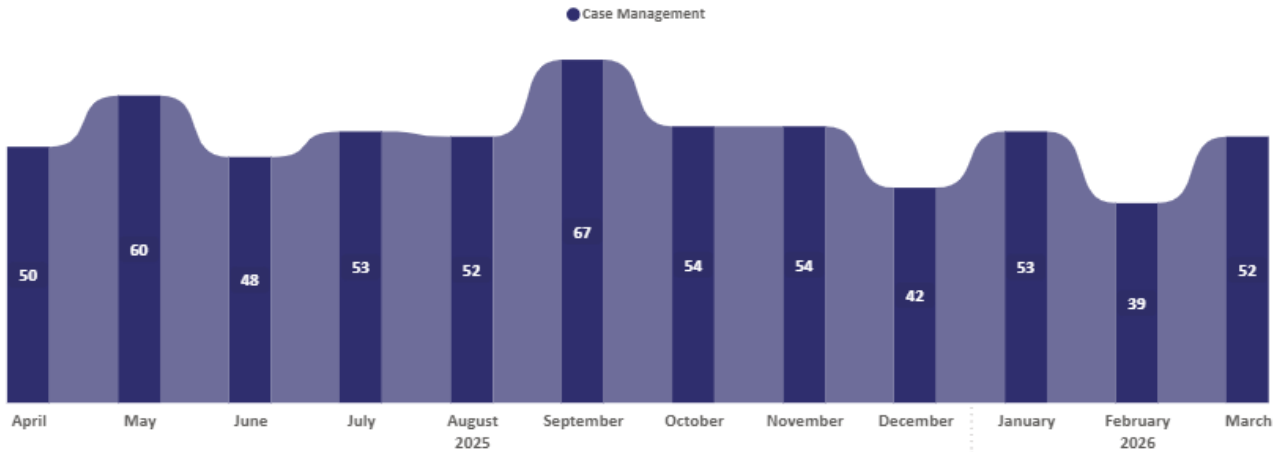
9. Health surveillance is legally required in the UK when employees are exposed to significant health risks that cannot be fully eliminated. Key regulations requiring health surveillance include:
- Management of Health and Safety at Work Regulations 1999: Requires suitable, risk-based surveillance for employees.
 - Control of Substances Hazardous to Health (COSHH) Regulations 2002: Required for exposure to chemicals, fumes, dust, and biological agents, often involving record retention for up to 50 years.
 - Control of Noise at Work Regulations 2005: Mandated for employees regularly exposed to high noise levels.
 - Control of Vibration at Work Regulations 2005: Required for employees exposed to hand-arm or whole-body vibration.
 - Ionising Radiations Regulations 2017: Covers workers exposed to radiation.
 - Control of Asbestos Regulations 2012: Requires surveillance for those exposed to asbestos.
10. Health Surveillance is undertaken within the Council's premises by mobile occupational health professionals. The surveillance will vary depending on the associated risks; however, an example is provided below for Highways Operations:
- Respiratory function;
 - Audiometry testing;
 - Blood Pressure;
 - Hand Arm Vibration;
 - Eye Test;
 - Skin Examination;

Workplace Needs Assessment

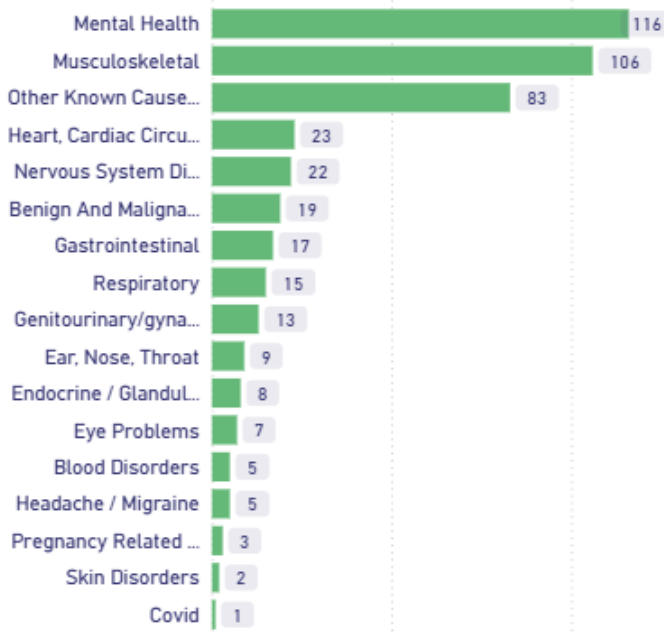
11. A Workplace Needs Assessment is a tailored, confidential assessment designed to identify practical, reasonable adjustments that enable an employee to work effectively. It focuses on removing barriers related to disability, neurodivergence, or health conditions to boost performance and wellbeing.
12. Since April 2025, three assessments have been undertaken.

Occupational Health Referral Data

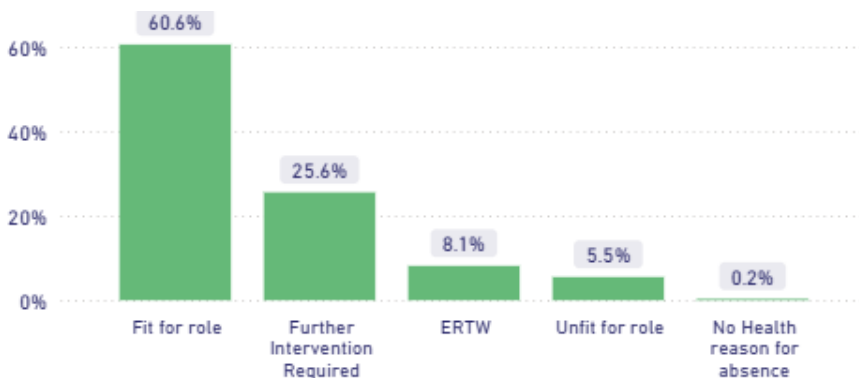
13. The graph below provides an overview of the number of management referrals from April 2025 to March 2026.



14. The graph below provides a breakdown of the ‘Clinician Identified Presenting Condition’ during management referrals from April 2025 to March 2026.



15. The graph below provides a breakdown of the outcomes following management referrals from April 2025 to March 2026.



Recommendations

16. It is recommended that the Employment Committee note the content of the Occupational Health Report 2025/2026.

Background Papers

17. None.

Circulation under the Local Issues Alert Procedure

18. None.

Equality Implications

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

Human Rights Implications

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

Officer(s) to Contact

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EMPLOYMENT COMMITTEE – 21 MAY 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.

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EMPLOYMENT COMMITTEE – 21 May 2026

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Corporate Resources - Strategic Property Services	13/11/2025	01/02/2026	0
Children & Families - Business Development, Partnerships and Funding Manager	19/12/2025	08/01/2026	0
Children & Families - Out of hours Standby Rota - Implementation of the Councils Standby Policy	20/11/2025	17/03/2026	0

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EMPLOYMENT COMMITTEE – 21 May 2026
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Predicted Compulsory Redundancies
Corporate Resources - Beaumanor Activities	24/03/2026	Plan in draft awaiting approvals. Plan release date TBC but hoping 16/02/26	To get final approval and circulate for sign off	0
Children & Families - SENA Business Support	20/03/2026	Consultation started 13.04.2026	Consultation ongoing, next meeting 27.04.2026	0
Corporate Resources - School Food Service Management and Administration	24/03/2026	Action plan consultation launched on 25.3.26	Consultation underway, followed by selection for those in a reducing pool. Notices will be staggered in line with the closure of the service.	15
Children & Families - CFA Early Years - Early Years Inclusion and Children Services (Practitioners)	25/09/2025	Formal consultation extended to 10/03/2026, to allow for TU/EE's queries to be full addressed. Consultation ended - final Action Plan issued to staff. End of consultation meeting scheduled for 24/03/2026	Admin work to be completed by Mgrs. New structure wef 01/09/2026.	0
Corporate Resources - Catering, Hospitality and Country Parks	01/04/2026	AP launched	Consultation ends on 30/04/2026; redeployment opportunities being explored	1

<p>Children & Families - Early Years Inclusion and Childcare Service (CET)</p>	<p>25/09/2025</p>	<p>"Action Plan revised and split. New Action Plan for CET only staff launched. (Separate AP[CYP/1345] launched for Practitioner roles), as both groups are under different T&Cs. New Action Plan Launched, with redeployment status granted to the identified staff. FORMAL DISPUTE LODGED by NEU. Ballot for Strike Action NEU Ballot for strike action NASWUT Dispute Hearing took place on 25/03/2026"</p>	<p>Dispute Hearing completed. Awaiting further info and HRactions/support to take. EHU sent email to HRBP 17/04 - awaiting response/feedback.</p>	<p>15</p>
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