

Meeting: **Employment Committee**

Date/Time: **Thursday, 10 September 2026 at 10.00 am**

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

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

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Membership

Mr. H. Fowler CC (Chairman)

Mr. M. Bools CC	Mr. J. Miah CC
Mrs. L. Broadley CC	Mr. P. Morris CC
Mr. M. H. Charlesworth CC	Dr. D. North CC
Mr. G. Cooke CC	Mr. O. O'Shea JP CC
Mr. A. Innes CC	Mr. P. Rudkin CC
Mr. B. Lovegrove CC	Mrs D. Taylor CC

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AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 21 May 2026.	(Pages 5 - 12)
2. Question Time.	
3. Questions asked by members under Standing Order 32 (2).	

Democratic Services ◦ Department of Public Health, Communities, Law and Governance
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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 33.
7. Pay Policy Statement 2027/28. Director of Corporate Resources (Pages 13 - 30)
8. National Joint Council Pay Award and Chief Executive Pay Award 2026-2027. Director of Corporate Resources (Pages 31 - 38)
9. Workforce Update 2026-2027 Quarter 1. Director of Corporate Resources (Pages 39 - 46)
10. Working Arrangements Policy - Implementation Update. Director of Corporate Resources (Pages 47 - 54)
11. Health, Safety and Wellbeing Annual Report 2025-2026. Director of Corporate Resources (Pages 55 - 64)
12. Review of Employment Committee Terms of Reference and Work Programme. Director of Corporate Resources (Pages 65 - 74)
13. Organisational Change Policy and Procedure: Action Plans. Director of Corporate Resources (Pages 75 - 80)
14. Dates of Future Meetings.

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

Meetings of the Employment Committee in 2027 are scheduled to be held at 14:00 on the following dates:

4 February 2027
 27 May 2027
 23 September 2027
 2 December 2027

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



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 21 May 2026.

PRESENT

Miss H. Butler CC	Dr. D. North CC
Mr. M. H. Charlesworth CC	Mr. O. O'Shea JP CC
Mr. H. Fowler CC	Mr. P. Rudkin CC
Mr. B. Lovegrove CC	Mrs D. Taylor CC
Mr. P. Morris CC	

1. Election of Chairman.

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

“That Mr Harrison Fowler be elected Chairman for the period until the next Annual Meeting of the Council.”

It was moved by Mrs Deborah Taylor and seconded by Mr Ozzy O'Shea JP:

“That Mr Brian Lovegrove be elected Chairman for the period until the next Annual Meeting of the Council.”

The Chief Executive informed members that both candidates had been duly proposed and seconded and in accordance with Standing Order 25 a secret ballot would therefore take place.

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

Five votes for Mr Harrison Fowler, three votes for Mr Brian Lovegrove and one abstention. The motion “That Mr Harrison Fowler be elected Chairman for the period until the next Annual Meeting of the Council” was therefore carried.

RESOLVED:

That Mr Harrison Fowler be elected Chairman for the period until the next Annual Meeting of the Council.

Mr H. Fowler CC - In the Chair

2. Election of Vice-Chairman.

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

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

It was moved by Mrs Deborah Taylor and seconded by Mr Ozzy O'Shea JP:

“That Mr Brian Lovegrove be elected Vice-Chairman for the period until the next Annual Meeting of the Council.”

The Chief Executive informed members that both candidates had been duly proposed and seconded and in accordance with Standing Order 25 a secret ballot would therefore take place.

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

Five votes for Mr Paul Rudkin, three votes for Mr Brian Lovegrove and one abstention. The motion “That Mr Paul Rudkin be elected Chairman for the period until the next Annual Meeting of the Council” was therefore carried.

RESOLVED:

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

3. Minutes of the previous meeting.

The minutes of the meeting held on 5th February 2026 were taken as read, confirmed and signed.

4. Question Time.

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

5. Questions asked by members.

The Chief Executive reported that no questions had been received under Standing Order 32(1).

6. Urgent Items.

There were no urgent items for consideration.

7. 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.

8. Presentation of petitions under Standing Order 33.

The Chief Executive reported that no petitions had been received under Standing Order 33.

9. Workforce Annual Report 2025-26.

The Committee considered a report of the Director of Corporate Resources which provided an update on workforce information and performance measures for 2025/26, including 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 9' is filed with these minutes.

Arising from discussion, the following points were made:

- (i) It was noted that there were fewer people employed overall by the County Council, but that, in some areas, employees were working increased hours.
- (ii) Absence levels remained slightly above the Council's target of 7.5 FTE days lost, although the position had improved and reflected expected seasonal pressures over the winter period.
- (iii) Members were assured that absence continued to be actively managed through established HR measures and that, from March, there had been a stronger emphasis on performance management and the consistent recording of absence data, with reminders issued where improvement was needed.
- (iv) In response to questions, the Committee was advised that the numbers of staff absent for stress and mental health reasons had been consistent for a number of years and that, whilst no single trend had emerged, the causes reflected a combination of work-related pressures and issues in employees' personal lives. Members noted that wider uncertainty, including Local Government Reorganisation, could also be a contributing factor for some staff.
- (v) A Member asked whether home working had altered sickness reporting arrangements and was advised that the same reporting and return to work procedures applied regardless of work location. Employees were required to notify their manager before their start time if they were unfit for work, and a return-to-work interview was required to be conducted within 24 hours of the employee returning.
- (vi) A Member sought further information on the balance between permanent and agency staff numbers, what cost savings arose from this and what impact the national wage increase applied at the start of the financial year had on such costs/savings. The Director undertook to provide this information after the meeting.
- (vii) At the request of Members, the Director undertook to provide additional information on critical vacancies, hard to fill posts and the extent to which labour market conditions, an ageing workforce and uncertainty associated with Local Government Reorganisation were affecting recruitment.
- (viii) It was questioned whether the absence target of 7.5 FTE days remained realistic and should be reviewed. The Director confirmed that this remained deliberately ambitious to maintain focus on attendance management. Members were assured that Departmental Management Teams reviewed absence data monthly. It was acknowledged that there were notable variations between front-line and back-office services in terms of absence levels, and it was suggested that a breakdown across service areas might be beneficial so that the data could be better understood. The Director agreed to consider how future reporting could present a clearer analysis of absence data and where appropriate, how this might be considered by the

Committee in closed session.

- (ix) Members raised concern at the low recorded completion rate for annual performance reviews. The Director undertook to provide further evidence to give assurance that reviews were taking place but not always being recorded on the system.
- (x) Further questions were raised regarding the overall cost of sickness absence to the organisation and what safeguards had been put in place to ensure that any reported absence was genuine. It was noted that the Council's approach relied on robust management oversight, supported by return-to-work interviews, well established trigger points within the process, scrutiny of patterns of absence and regular reviews by managers, Chief Officers and HR. It was acknowledged that no system could ever be completely fool proof, but Members were assured that a strong management culture and regular monitoring were central to the Council's approach.
- (xi) It was noted that a range of support was made available for employees, including an in-house counselling service, externally commissioned support where required, stress risk assessments, wellbeing plans, a HSE stress assessment tool, and training on resilience and stress management. The Director further advised that management information on absence was circulated monthly through management chains and that an update could be included in the Health, Safety and Wellbeing report due in September specifically on this area.

RESOLVED:

- (a) That the update on workforce information and performance measures for 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 further information on the following:
 - (i) The general cost of staff absence;
 - (ii) the overall saving in the total pay bill, if as suggested the Council was employing few staff and less agency workers;
 - (iii) the impact fewer agency staff had on the total pay bill, given the national hourly rate wage increase;
 - (iv) additional information on critical vacancies, hard to fill posts and the extent to which labour market conditions, an ageing workforce and uncertainty associated with Local Government Reorganisation were affecting recruitment;
 - (v) to provide further evidence to give assurance that Annual Performance Reviews were taking place;
- (c) That the Director of Corporate Resources be requested to consider how future reporting could present a clearer analysis of absence data across service areas and where appropriate, how this might be considered by the Committee in closed

session

- (d) That all written answers to questions taken away from the meeting be circulated to all members of the Committee and also recorded in the minutes for the public record.

[Subsequent to the meeting the following information was provided to Members on the matters requested in paragraph (b) above. The Committee had requested that this be recorded in the minutes.]

- (i) An average FTE absence was 8.92 days which relates to a 3.5% absence rate to the workforce. This was an estimated cost to the Council of just over £400,000 a month.*
- (ii) An overall saving on the total pay bill had not been achieved, compared with last year. As whilst we have made savings against agency costs from the last financial year this has not translated into an overall saving in the total pay bill because our FTE increased and workforce costs increased.*
- (iii) Fewer agency staff helped offset the impact of the national hourly rate increase, resulting in lower agency expenditure than last year. However, this did not reduce the total pay bill due to wider workforce cost pressures.*
- (iv) For some professional groups, the available supply of candidates is limited because roles require specific qualifications, training and experience. This is particularly the case in areas such as social work, engineering and educational psychology. At the same time, demand for these skills remains high across the wider labour market, increasing competition for experienced candidates. In services such as social work, waste management and driver roles, the Council is competing with other authorities as well as private sector employers for a similar workforce.*

Recent agency caps and related controls in children's social work have supported some conversion from agency to substantive posts. However, these measures do not in themselves address the underlying shortage of qualified professionals or the sustained level of demand.

The longer-term response lies in workforce planning, including growing and developing talent through recruitment, training and retention activity. While there remains a risk of losing employees to the wider market, investing in development can strengthen workforce resilience and support retention. The full impact of Local Government Reorganisation is not yet clear, although it is creating some uncertainty, particularly at senior level, while potentially changing the competitive landscape over time.

- (v) Evidence from the departments indicates that Annual Performance Reviews are taking place, although completion is not yet recorded consistently on the central system.*

HR is therefore strengthening the recording and reporting process, including simplified system requirements and automated reminders, to provide greater assurance through future reporting.]

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to provide an overview of the Occupational Health (OH) Service Provision between April 2025 and March 2026, as requested by the Committee at its meeting on 5 February 2026. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

Arising from discussion, the following points were made:

- (i) It was noted that arrangements with the current OH provider operated on a pay-as-you-go basis. A budget allocation of £175,000 to £200,000 had been made to support the use of such services as and when necessary.
- (ii) Members noted that the current contract was operating well and that the service was meeting the ten working day target to see referrals in all cases.
- (iii) The Committee asked for additional information on the total number of referrals made and the success rate in supporting employees back into work. The Director confirmed that this could be included in the planned Annual Health, Safety and Wellbeing update to be presented to the Committee in September.
- (iv) A Member commented that future reports would benefit from a more presentation-based and user-friendly format, with a clearer explanation of graphs and acronyms. The Director further undertook to consider this when presenting the Annual Health, Safety and Wellbeing update in September.
- (v) In response to questions about contract history, the Committee was advised that the Council had always maintained an OH service, that a number of different providers had been used over time and selected through the Councils required procurement process.
- (vi) It was noted the OH providers performance was regularly monitored. Whilst previous providers had not always delivered the standard of management information required, reporting by the current provider had significantly improved. Managers could seek advice through HR and OH at various stages when managing staff absence.
- (vii) It was noted that self-referral by employees to OH was not available as it was not intended to operate as a diagnostic service. It was noted that referrals were completed with input from both the employee and employer so that a holistic view could be taken.

RESOLVED:

- (a) That the overview of the Occupational Health (OH) Service Provision between April 2025 and March 2026 be noted;
- (b) That the Director be requested to provide further information on the total number of referrals to OH made and the success rate in supporting employees back into work as part of the planned Annual Health, Safety and Wellbeing Report to be presented to the Committee in September;
- (c) That the Director consider how best to present the data contained in the Annual Health, Safety and Wellbeing Report noting that a presentation-based and user-

friendly format, with a clearer explanation of graphs and acronyms would be beneficial.

11. Working Arrangements Update.

The Committee received an update on the revised Working Arrangements Policy previously approved by the Committee and which would come into force from 1 June 2026.

Arising from discussion, the following points were noted:

- (i) Following the Committee's decision in February, the proposals had been revised and agreement reached with the trade unions allowing for implementation activity to commence at the beginning of March. Staff had been given advance notice of the changes and managers had been asked to hold discussions with their teams about future office attendance. To support a consistent approach to communication with staff advice had been provided and sessions held with senior managers and line managers.
- (ii) In preparation, work was being undertaken ahead of the 1 June implementation date both at County Hall and within departments to ensure that workspaces, team locations and desk availability were aligned with expected attendance levels. Car parking arrangements were also being reviewed and new permits reissued in light of changing workplace patterns with checks to be introduced to ensure that facilities were used appropriately.
- (iii) In response to questions, Members were advised that the policy had been available internally online from the beginning of March.
- (iv) It was noted that the Policy would apply from 1 June rather than being introduced on a phased basis, although some individuals might still be making practical adjustments at that point which would be overseen by their managers.
- (v) It was noted that staff behaviour had already begun to change, with more employees attending the workplace in advance of formal implementation.
- (vi) Work was underway to assess daily attendance levels, available desk capacity and any emerging accommodation gaps. It was proposed that a report on the overall impact of the changes would be brought back to the Committee in September.
- (vii) In relation to productivity, Members were advised that baseline work had recently been undertaken across the organisation, with support from Newton, to enable future comparisons to be made.
- (viii) A Member queried if parking pressures arose, whether additional land could be used to increase the amount of parking space available. It was noted that there site and planning conditions applied to this land related to the provision of sports facilities on the site.

RESOLVED:

That the update now provided on the revised Working Arrangements Policy previously approved by the Committee be noted.

12. Organisational Change Policy and Procedure: Action Plans.

The Committee considered a report of the Chief Executive which provided an update on current Action Plans which contained provision for compulsory redundancy. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

A Member questioned the need for such Action Plans to be presented to the Committee, noting that to have clear oversight of these, more detail would be needed which would be impractical and possibly inappropriate for the Committee to receive. It was noted that a review would be undertaken regarding future reporting to the Committee on such matters to check if this remained appropriate and aligned with its current terms of reference.

RESOLVED:

- (a) That the update on current Action Plans which contain provision for compulsory redundancy be noted;
- (b) That the Chief Executive consider the reasons and merit of presenting this type of report to the Committee in future.

13. Date of Next Meeting.

RESOLVED:

That the next meeting of the Committee be held at 10.00am on 10 September 2026.

10.00 - 11.05 am
21 May 2026

CHAIRMAN

**EMPLOYMENT COMMITTEE: 10 SEPTEMBER 2026****PAY POLICY STATEMENT 2027/28****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose**

1. The purpose of this report is to seek the approval of the Employment Committee to the Council's Pay Policy Statement for 2027/28, attached as Appendix A to this report, for submission to the full County Council at its meeting on 18 February 2026. The Pay Policy Statement is appended to this report. The Statement explains, in a single public document, how the Council determines pay for its employees, including its lowest paid employees and chief officers.

Background

2. Section 38 of the Localism Act 2011 requires local authorities in England and Wales to produce a Pay Policy Statement for each financial year. The Statement must be approved by the Full County Council and published on the Council's website before the start of the financial year to which it relates.
3. The main purpose of a Statement is to provide public transparency and accountability regarding the Council's approach to employee pay. It enables elected members and the public to understand how public funds are used to pay the Council's workforce and demonstrates that decisions are made in a fair, consistent and proportionate way.
4. The Statement records pay and reward arrangements that have already been agreed and are applied by the Council. It does not determine or amend employees' terms and conditions.
5. The Statement must set out the Council's policies in relation to:
 - (a) The remuneration of its chief officers;
 - (b) The remuneration of its lowest-paid employees; and
 - (c) The relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers.
6. For the purposes of the Statement, remuneration includes basic salary, bonuses and other allowances or entitlements related to employment.

7. The Council is required to publish its Pay Policy Statement for 2027/28 on or before 1st April 2027.

Key Points

8. The proposed Pay Policy Statement attached as Appendix A sets out:
 - a. The Council's approach to job evaluation and the grading of posts;
 - b. The relevant terms and conditions relating to additional payments that employees may be eligible to receive, such as night enhancement and overtime;
 - c. The Council's 'pay multiple' which compares the pay of the highest paid employee with the median average salary of the Council's workforce, (excluding schools but including ESPO). This means that the highest salary was 5.99 times the median salary as at 31st March 2026.
 - d. That there is no distinction between chief officers and other employees in relation to pension entitlements and severance payments;
 - e. The Council's approach to the re-engagement of former employees.

How Local Government Pay Arrangements Work

9. Local Government pay arrangements involve both local decisions and national negotiations. The Council introduced its own locally agreed pay structure in 2002 following implementation of the Hay job evaluation scheme. Job evaluation is a structured method of comparing the responsibilities and demands of different jobs so that posts can be placed within an appropriate grade.
10. Although the Council determines its own grades and pay points, its employment contracts explicitly reference nationally agreed terms and conditions commonly known as the 'Green Book'. These nationally agreed terms negotiated through the National Joint Council for Local Government Services. The Council is also contractually bound to the annual national pay award negotiated through the NJC) bargaining arrangements for employees on Green Book terms.
11. The NJC brings together representatives of local government employers and recognised trade unions to negotiate national pay awards and other core terms and conditions for most local government employees. When a national pay award is agreed, the Council is therefore contractually required to apply it to employees covered by Green Book terms. The Employment Committee must approve its implementation within the Council's local pay structure.
12. Separate national negotiating arrangements apply to senior employees:

- employees on Grades 18 to 21 are covered by the Joint Negotiating Committee for Chief Officers of Local Authorities; and
 - the Chief Executive, on Grade 22, is covered by the Joint Negotiating Committee for Local Authority Chief Executives.
- These bodies negotiate national pay arrangements for chief officers and chief executives separately from the NJC arrangements outlined above.

2026/27 Pay Awards

13. A national pay award of 3.3% was agreed for 2026/27. The award applies from 1 April 2026. The 3.3% pay award applies to:
- Employees up to grade 17 who are covered by NJC Green Book terms;
 - Chief Officers on grades 18 to 21;
 - the Chief Executive.
14. The Chief Officer award for Grades 18 to 21 was implemented in July 2026 following national agreement and consultation with the Chairman and Spokespersons of the Employment Committee.
15. The pay awards for employees on Grades up to grade 17 and for the Chief Executive are subject to approval by the Employment Committee. Once approved, the revised pay structure will reflect the nationally agreed 3.3% increase from 1 April 2026.

Recommendations

16. The Committee is asked to approve the Pay Policy Statement for 2027/28 for submission to Full County Council.

Equalities implications

17. There are no equalities implications arising from the recommendations of this report.

Human Rights implications

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

Background Papers

19. None.

Circulation under the Local Issues Alert Procedure

20. None

Officer to Contact:

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Appendix A

a

Pay Policy Statement - 2027/2028

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Purpose

As a responsible employer Leicestershire County Council is committed to delivering a fair, equitable and transparent policy covering pay and other employee benefits which improves flexibility in delivering services and provides value for money.

Within the framework of its terms and conditions of employment, the Council aims to develop and maintain appropriate pay systems and benefit packages to attract and retain motivated, flexible people who take responsibility, work as a team, improve performance and acquire new skills.

This Pay Policy Statement sets out the Council's policies relating to the pay of its workforce for the period from 1st April 2026 to 31st March 2027, in particular the:

- Remuneration of chief officers;
- Remuneration of the lowest-paid employees;
- Relationship between the remuneration of chief officers and employees who are not chief officers.

The statement meets the Council's obligations under the Localism Act 2011 and will enable the elected members of the Council to make decisions on pay.

The Council's Pay Policy Statement will be agreed by Full Council before the beginning of each financial year and will then be published on the County Council's website ([Click here](#)). The statement may also be amended by Full Council during the course of the year if necessary.

Scope

This statement applies to all employees of Leicestershire County Council employed under the conditions of service of the following bodies:

- National Joint Council for Local Government Services;
- Joint Negotiating Committee for Chief Officers of Local Authorities;
- Joint Negotiating Committee for Local Authority Chief Executives;
- School Teachers' Pay and Conditions (for Centrally Employed Teachers);
- Soulbury Committee.

It is not applicable to employees based in schools and colleges with delegated budgets.

Definitions

For the purposes of this Pay Policy Statement the following definitions will apply:

Remuneration

This includes three elements:

- Basic salary;
- Pension;
- Any other allowances arising from employment.

Chief Officers

Under the Localism Act 2011 a Chief Officer is defined as:

- The head of the Council's paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- Its monitoring officer designated under section 5(1) of that Act;
- A statutory chief officer mentioned in section 2(6) of that Act;
- A non-statutory chief officer mentioned in section 2(7) of that Act;
- A deputy chief officer mentioned in section 2(8) of that Act.

In Leicestershire County Council this definition would apply to the posts set out in [Appendix A](#).

Definition of a Day's Pay

The definition of a day's pay is the hours worked on the day multiplied by the employee's hourly rate of pay.

Lowest Paid Employees

This refers to employees on Grade 2, Pay Point 1. This definition has been adopted as it is the lowest level of remuneration attached to a post within the Council. The lowest pay point value with effect from 1 April 2026 is £ 13.28, which exceeds the National Living Wage rate (£12.71) at that date.

Pay and Grading Structure

The grading of all posts in the Council, except Centrally Employed Teachers, is determined using the nationally recognised Hay Job Evaluation Scheme. This is in order to ensure that all posts are graded and therefore rewarded financially through a fair and non-discriminatory process, that there is consistency in treatment between posts and that the Council complies with equal pay legislation. The scheme is an analytical one that takes into consideration three key elements of a post:

- Know How - the levels of knowledge, skill and experience (gained through work experience, education and training) which are required to perform the job successfully;
- Problem Solving - the complexity of thinking required to perform the job when applying Know How;
- Accountability - the impact the job has on the organisation and the constraints that the job holder has on acting independently.

Part of the guidance from Hay when introducing the scheme was that there should be a minimum of a 33.3% differential between the Chief Executive and the highest paid Chief Officer.

Basic pay is paid in accordance with the evaluated grade of the post. Each grade comprises a range of pay points. A copy of the Council's pay and grading structure is attached at [Appendix B](#).

The introduction of the National Living Wage with effect from 1 April 2016 had a substantial impact upon the Council's pay structure, in particular the lowest pay grades. This was further compounded by the implementation of subsequent pay awards which followed the national pay awards made by the NJC. From 1st April 2019, a revised pay structure was established which ensured that the provisions set out by the NJC pay award for 2019/20 were met. The Council's revised pay structure also addressed several other priorities including the introduction of meaningful progression, addressing some of the Council's recruitment and retention challenges, and some ability to accommodate future pay awards as appropriate.

Annual pay awards for all employees except Centrally Employed Teachers and those employed on Soulbury Committee conditions will be agreed by Employment Committee having regard to any agreement reached by the relevant national negotiating bodies. The current pay award of 3.3% for all employees up to and including Grade 17 follows the national award made by the National Joint Council for Local Government Employees and covers the period up to 31 March 2027.

A pay award of 3.3% covering the same period was agreed for employees on Joint Negotiating Committee (JNC) terms and conditions for Chief Executives.

For employees on JNC terms and conditions for Chief Officers, a pay award of 3.3% was agreed for the period up to 31 March 2027.

Annual pay awards for centrally employed teachers and those on Soulbury Committee conditions will be in accordance with those agreed by the respective national bodies.

Details of the national pay scales for Centrally Employed Teachers are available on the [Gov.uk website](https://www.gov.uk).

Employees in post when a pay award is due but who subsequently leave the Council before it is implemented are entitled to receive the difference in pay. To claim backdating from their date of leaving they must contact the Employee Service Centre.

Details of senior management remuneration are published annually on the Council's website as part of this Pay Policy Statement and in the [Council's Statement of Accounts](#). A copy of the information for 2026/2027 contained in the Pay Policy Statement is attached at [Appendix A](#).

The 'pay multiple' - the ratio between the highest paid full-time equivalent (FTE) salary (Grade 22) and the median average salary of the Council's workforce – is 1:5.99 (excluding schools) as at 31st March 2026.

Remuneration on Appointment

All employees are usually appointed to the minimum pay point applicable to the grade of the post. If the employee is already being paid above the minimum pay point, managers have discretion in some circumstances to appoint to a higher pay point, subject to the maximum of the grade.

Where it is necessary for a newly appointed employee to relocate in order to take up a post, the Council may make a contribution towards the reimbursement of relocation expenses in line with the Relocation Policy.

Employment Committee is given the opportunity to consider salary packages over £100,000 before new posts are established and advertised.

Market Supplements

There is provision for the award of market supplements where a job has been evaluated under the Hay Job Evaluation Scheme, and the resulting salary is proven to be out of step with the market rate for the job. The award of market supplement is subject to the agreement of the Chief Executive, or the Chair or Vice Chair of the Employment Committee. If approved, market supplements are awarded for a period of up to three years. Details of the scheme can be found in the Council's Recruitment and Retention Incentives Policy.

Incremental Progression

Centrally Employed Teachers

A locally agreed Pay Policy for Centrally Employed Teachers has been in place since April 2014.

Soulbury Employees

Employees covered by the Soulbury Agreement are eligible to receive annual increments on 1st September each year until they reach the maximum for the grade of their job.

Other Employees

Subject to one year's satisfactory service in the grade, employees are eligible to receive annual increments on 1st April each year until they reach the maximum pay point for the grade of their job. Where circumstances warrant, accelerated increments may be granted by a Chief Officer.

Career Graded Posts

Employees subject to career grade schemes will progress in line with the arrangements for that post.

Additional Payments

Employees are eligible to receive a flat-rate enhancement for working at night.

Employees are eligible to receive enhancements for working on public holidays.

Employees in posts graded 1-9 who work additional hours are eligible to receive payment at plain time rate for hours worked; employees in Grades 10-14 who work additional hours are not eligible to be paid but may receive time off in lieu (other than in exceptional circumstances); and for employees in Grades 15 and above, there is no entitlement to pay or time off in lieu for working additional hours. Details of these provisions are set out in the Council's Pay Arrangements Policy.

Employees required to "sleep in" on the premises receive an allowance as agreed by the National Joint Council for Local Government Services.

Employees required to participate in a standby rota due to the nature of their job will receive an allowance based on that agreed by the National Joint Council for Local Government Services as part of the annual pay award.

Other Allowances

All senior officers on grade 18 and above receive allowances as detailed in the Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities and the Joint Negotiating Committee for Local Authority Chief Executives.

However, where these conditions are silent, or do not cover an allowance or process, the Chief Executive and senior officers receive the same as those employees covered by the National Joint Council for Local Government Services.

A copy of the School Teachers' Pay and Conditions document can be found on the [Gov.uk website](https://www.gov.uk). Copies of the conditions of service for all other employees covered by this statement can be requested from the [Local Government Association](https://www.local.gov.uk).

Professional Fees

The Council reimburses annual registration or comparable fees to employees who are unable to practise their professions unless such fees are paid. Professional fees are also paid to employees who are being sponsored to undertake training leading to a professional qualification. However, once the qualification has been gained, the individual will become responsible for paying their own professional fees.

The Council pays the annual subscription for Chief Officers to Societies of Chief Officers and similar organisations.

Car Allowances

All posts, including Chief Officers, within Leicestershire County Council may claim mileage paid at HRMC rates for business travel. The Council operates a car benefit salary sacrifice scheme, open to all eligible employees.

First Aid Allowances

Employees who are classified as a 'designated first-aider' are eligible to receive an allowance.

All designated first-aiders (but not appointed persons) will receive an allowance of 1% of the salary for pay point 5, pro rata to hours worked. The allowance will not be used in calculating any enhancements.

Bonus Payments

The Council does not pay any group of employees a bonus.

Pension Benefits

Centrally Employed Teachers

All Centrally Employed Teachers are eligible to join the Teachers' Pension Scheme. Employees within Leicestershire Youth Service and Leicestershire Adult Learning Service may also join if their role gives eligibility to join the scheme. The scheme is a statutory scheme with contributions from employees and employers. Details of the scheme can be found on the [Teachers' Pension Scheme website](#).

Other Employees

All employees under the age of 75 are eligible to join the Local Government Pension Scheme. The scheme is a statutory scheme with contributions from employees and employers. Details of the scheme can be found on the [Leicestershire County Council Pension Fund](#) site.

The scheme allows for the exercise of discretion on the enhancement of retirement benefits. The Council will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees.

The scheme provides for flexible retirement. To be eligible to request flexible retirement, the Council requires that an employee must either reduce their working hours by a minimum of 40% and/or be appointed to a post on a lower grade. In applying this provision no distinction is made between employees.

Under the Local Government Pension Scheme, employees who return to work after drawing their pension will not have their pension abated (i.e. reduced or suspended) except where they have been previously awarded "added years".

The Council does not award "added years" to employees and has not done so since 2006.

Honoraria

Subject to certain conditions, employees (excluding Centrally Employed Teachers) who are temporarily required to undertake some or all of the duties of a higher graded post are eligible to be paid an honorarium. Details of the scheme can be found in the Council's Honorarium and Acting-Up Policy and Procedure.

Salary Protection

Details of the Council's salary protection provisions that apply to employees who are redeployed into a new post as a result of organisational change can be found in the Council's Organisational Change Policy and Procedure.

Details of the Council's salary protection provisions that apply to employees whose post is downgraded as a result of a grading review can be found in the Council's Job Evaluation Guidance.

The provisions relating to safeguarding (pay protection) set out in the School Teachers Pay and Conditions Document apply to centrally employed teachers. Other Council employees are eligible to receive salary protection for a period of up to one year if they are redeployed into a lower-graded post, with the amount of protection depending on the difference between the grades of their former job and new job.

Severance Payments

Early Retirement (Efficiency of Service)

The Local Government Pension Scheme allows employers certain discretionary powers but the Council's usual policy is not to enhance pension benefits for any employee. Therefore, there are no provisions for employees to seek early retirement on the grounds of efficiency of the service.

Redundancy

The Council has a single redundancy scheme which applies to all employees. Redundancy payments are calculated in accordance with the Employment Rights Act 1996 and the 2006 Discretionary Compensation Regulations and are based on the employee's age, length of continuous local government service and salary. Details of the redundancy scheme can be found in the Council's Organisational Change Policy and Procedure.

The Council does not provide any further payment to employees leaving the Council's employment other than in respect of accrued annual leave.

Employees who have TUPE transferred into the Council on redundancy terms which are more favourable than those detailed above will retain these provisions as per TUPE legislation.

Full Council will be given the opportunity to vote on severance packages over £100,000 before they are approved.

Special Severance Payments

Special severance payments (additional, discretionary sums paid on top of statutory and contractual redundancy or severance terms including, any payments reached under a settlement agreement and certain PILON payments) of £100,000 and above must be approved by a vote of full council.

Special severance payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service, with a clear record of the Leader's approval and that of any others who have signed off the payment.

Special severance payments below £20,000 must be approved according to the Council's scheme of delegation.

Re-Engagement of Employees

Where employees have left the Council's employment due to voluntary redundancy (with or without release of pension benefits) or settlement agreement within the last

12 months, re-engagement will only be considered in exceptional circumstances where there is a business-critical reason. Details can be found in the Council's Policy on the Re-Engagement of Former Employees¹.

The above restriction does not apply where an employee was dismissed on the grounds of voluntary redundancy but without an entitlement to a redundancy payment and/or pension benefits, or where an employee was made compulsorily redundant.

Where it is agreed that a former employee should be offered re-employment with the Council during the 12 month non re-engagement period, the individual will be required to repay either all or a proportion of the severance payment received from the Council. The amount to be recovered will depend on the time that has elapsed since they received the payment. The individual must be advised of this requirement when they are provisionally offered the post.

Any necessary adjustments to pension would be made in accordance with the scheme regulations.

Employees who are offered another post with any organisation covered by the Modification Order Act prior to their redundancy leaving date and commence this post within 4 weeks of that date are not eligible to receive their redundancy payment.

Publication and Access to Information

This Pay Policy Statement will be published on the Council's website, together with the Council's pay and grading structure and information relating to senior management remuneration.

¹ Please note that the term voluntary redundancy does not apply to those employees who have volunteered to be made compulsorily redundant.

Appendix A - Senior Management Remuneration 2026/2027

The information below shows the total pay received by Senior Officers (as defined in the Localism Act) within the County Council for the financial year 2026/27. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2026/27.

All the jobs listed below have been ranked in terms of level of responsibility within a job evaluation framework applied to all County Council employees (excluding teaching staff). Rates of pay have then been determined with reference to market rates within similar local government authorities.

Post Title	Total Pay
	£'000
Chief Executive's Office	
Chief Executive	212
Adults & Cultural Services	
Director of Adults & Communities	162
Assistant Director - Access Integration and Prevention	115
Assistant Director - Operational Commissioning	115
Assistant Director - Strategic Commissioning	115
Children & Family Services	
Director of Children and Family Services	147
Assistant Director, Education, Inclusion and Additional Needs	115
Interim Assistant Director – Targeted Early Help & Children's Social Care	102
Corporate Resources	
Director of Corporate Resources and Deputy Chief Executive	167
Assistant Director - IT, Communications & Digital, Commercial & Customer Services	143
Assistant Director - Finance, Transformation & Commissioning	136
Assistant Director - People, Property and Business Services	130
Growth, Environment & Transport	
Director	162
Assistant Director	143
Assistant Director	115
Assistant Director - Highways and Transport Operations	102

Public Health, Communities, Law and Governance	
Director of Public Health	162
Assistant Director (Law and Governance)	127
Assistant Director – Delivery	115
Assistant Chief Executive	106
Assistant Director - Commissioning	102
Eastern Shires Purchasing Organisation (ESPO)	
Managing Director	162
Director (Operations)	115
Director (Procurement & Compliance)	115
Director - Business Development & Growth	111

Appendix B - Pay and Grading Structure

Leicestershire County Council Grade Structure

April 2026 - March 2027

Grade	Pay Point	From 1 April 2026	
		Salary	Hourly Rate
2	1	£25,629	£13.28
	2	£25,629	£13.28
3	3	£25,629	£13.28
	4	£25,629	£13.28
4	5	£25,629	£13.28
	6	£25,824	£13.38
5	7	£26,022	£13.48
	8	£26,436	£13.69
6	9	£26,853	£13.91
	10	£27,282	£14.13
7	11	£27,717	£14.36
	12	£28,161	£14.59
	13	£28,617	£14.82
	14	£29,076	£15.06
8	15	£29,550	£15.31
	16	£30,522	£15.81
	17	£31,023	£16.07
	18	£32,055	£16.60
9	19	£33,129	£17.16
	20	£33,678	£17.44
	21	£34,821	£18.04
	22	£35,493	£18.38
10	23	£36,621	£18.97
	24	£37,821	£19.59
	25	£39,087	£20.25
	26	£40,458	£20.96
11	27	£41,259	£21.37
	28	£42,138	£21.83
	29	£43,083	£22.32
	30	£44,109	£22.85

12	31	£45,309	£23.47
	32	£46,572	£24.12
	33	£47,934	£24.83
	34	£49,407	£25.59
13	35	£50,847	£26.34
	36	£52,344	£27.11
	37	£53,916	£27.93
	38	£55,602	£28.80
14	39	£57,273	£29.67
	40	£59,103	£30.61
	41	£61,038	£31.62
	42	£63,135	£32.70
15	43	£65,109	£33.72
	44	£67,191	£34.80
	45	£69,363	£35.93
	46	£71,631	£37.10
16	47	£74,403	£38.54
	48	£77,346	£40.06
	49	£80,493	£41.69
	50	£83,985	£43.50
17	51	£87,609	£45.38
	52	£91,410	£47.35
	53	£95,400	£49.41
	54	£99,588	£51.58
18	55	£101,931	£52.80
	56	£106,203	£55.01
	57	£110,643	£57.31
	58	£115,290	£59.72
19	59	£126,939	£65.75
	60	£130,131	£67.40
	61	£136,158	£70.53
	62	£142,647	£73.89
20	63	£147,105	£76.20
	64	£151,779	£78.62
	65	£156,720	£81.18
	66	£162,033	£83.93
21	67	£159,318	£82.52
	68	£166,545	£86.26

	69	£174,102	£90.18
	70	£182,019	£94.28
22	71	£212,475	£110.06
	72	£219,939	£113.92
	73	£227,778	£117.98
	74	£241,899	£125.30

**EMPLOYMENT COMMITTEE: 10 SEPTEMBER 2026****NATIONAL JOINT COUNCIL PAY AWARD AND CHIEF
EXECUTIVE PAY AWARD 2026-2027****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose**

1. The purpose of this report is to seek approval from the Committee to implement the nationally negotiated:
 - a. National Joint Council (NJC) pay award for the period 2026-2027 for all employees on Grades 2-17 inclusive; and,
 - b. Joint National Council (JNC) for Chief Executive's pay award for the period 2026-2027 for the Chief Executive (Grade 22).

Policy Framework and Previous Decisions

2. The Chief Executive agreed, following consultation with the Chair and Spokesperson of the Employment Committee, to exercise their delegated powers in the event of matters of urgency to enable the pay award for the period 2026 – 27 to be implemented for employees with Joint National Council (JNC) for Chief Officers Conditions of Service (Grades 18-21 inclusive). This allowed employees to receive the appropriate pay increase for basic pay and back pay in July 2026.

Background

3. Whilst the Council has adopted local rather than national pay scales, it has remained part of the national pay bargaining machinery and is contractually committed to applying NJC and JNC pay awards to employees on grades 2-22 inclusive. To implement these, it is necessary to seek approval from the Employment Committee.
4. The Council is also committed to matching the minimum salary on the national NJC pay scale, which usually allows for clearance above the anticipated National Living/Minimum Wage rate for the following year i.e. applicable from 1 April 2027.
5. As part of the previous year's pay settlement, the lowest salary on the NJC national pay scale increased with effect from 1 April 2026, to maintain clearance above the National Living/Minimum Wage rate.

Key Points

6. Agreement has been reached on NJC rates of pay, applicable from 1 April 2026 (covering the period 1 April 2026 to 31 March 2027). This equates to an increase of 3.3%.
7. The JNC Chief Executive Pay Award has been agreed at the same rate from 1 April 2026. This equates to an increase of 3.3% applied to Grade 22.
8. The Chief Officers' pay award was also agreed at 3.3%.

Implementation

9. Following consultation with the Employment Committee, it is intended that the implementation of the basic pay and back pay for NJC and JNC Chief Executives' pay awards is actioned in September pay, with the increase for some allowances in October pay. This approach is consistent with the nationally agreed expectation that employers implement the award as 'swiftly as possible', recognises that the award is effective from 1 April 2026, and ensures that employees receive the pay and back pay to which they are contractually entitled without unnecessary delay.

Recommendations

10. The Committee is asked to;
 - a) Approve the implementation of the NJC pay award for employees in Grades 2 – 17 inclusive, and the JNC Chief Executive pay award (Grade 22).
 - b) Note the action taken in respect of the implementation of the Joint National Council (JNC) for Chief Officers Conditions of Service (Grades 18-21 inclusive).

Background Papers

11. None.

Circulation under the Local Issues Alert Procedure

12. None

Equality Implications

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

Human Rights Implications

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

Appendices

Leicestershire County Council Grading Structure April 2026 – March 2027

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Leicestershire County Council Grade Structure

April 2026 - March 2027

Grade	Pay Point	From 1 April 2026	
		Salary	Hourly Rate
2	1	£25,629	£13.28
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	68	£166,545	£86.26
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	74	£241,899	£125.30

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**EMPLOYMENT COMMITTEE: 10 SEPTEMBER 2026****WORKFORCE REPORT 2026 – 2027 QUARTER 1****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose of the Report**

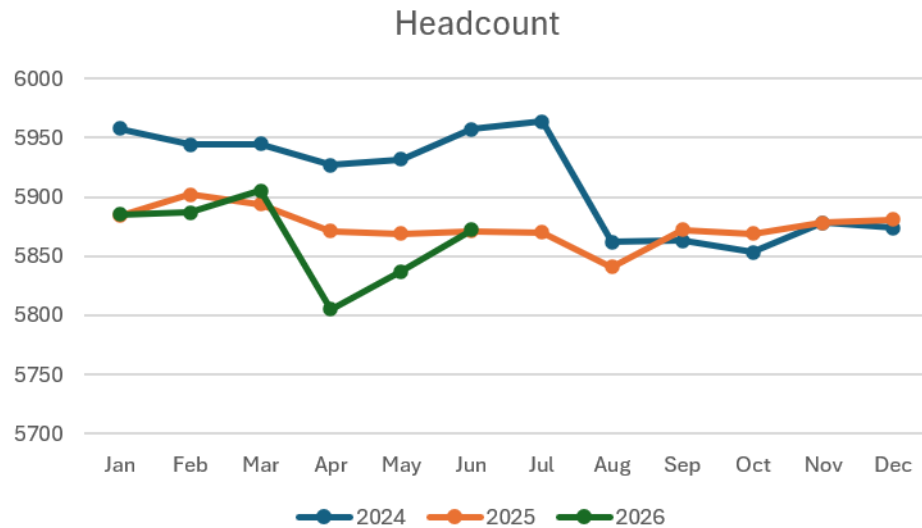
1. The purpose of this report is to provide the Employment Committee with Quarter 1 workforce information for 2026/2027, setting out the scale and composition of the Council's workforce, highlighting key workforce trends and supporting the Committee in discharging its constitutional assurance role.

Policy Framework and Previous Decisions

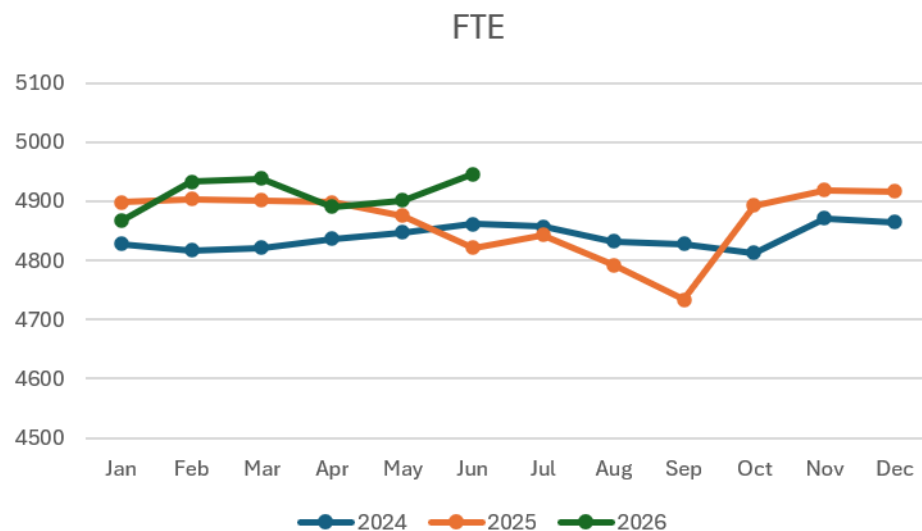
2. The staff employed by Leicestershire County Council are governed by the Terms and Conditions that form part of their contract of employment.
3. The Committee considered the Annual Workforce Report 2025/2026 on 21 May 2026.

Background**Organisational Headcount and FTE**

4. This includes employees on Leicestershire County Council terms and conditions but excludes those employed within ESPO and Maintained Schools. As of June 2026, the Council's headcount was 5872, which is a full time equivalent (FTE) of 4945.64.
 - Adults and Cultural Services (1578 Headcount, 1266.06 FTE)
 - Children and Family Services (1645 Headcount, 1450.45 FTE)
 - Corporate Resources (1145 Headcount, 945.37 FTE)
 - Growth, Environment and Transport (1117 Headcount, 936.89 FTE)
 - Public Health, Communities, Law and Governance (385 Headcount, 346.87 FTE)
5. The Council has experienced a decrease in headcount of 72 but an increase in FTE of 127.96 compared with this time last year.
6. Graphs 1 and 2 below provide the headline organisational trend for headcount and FTE, supported by the definitions used for workforce reporting.



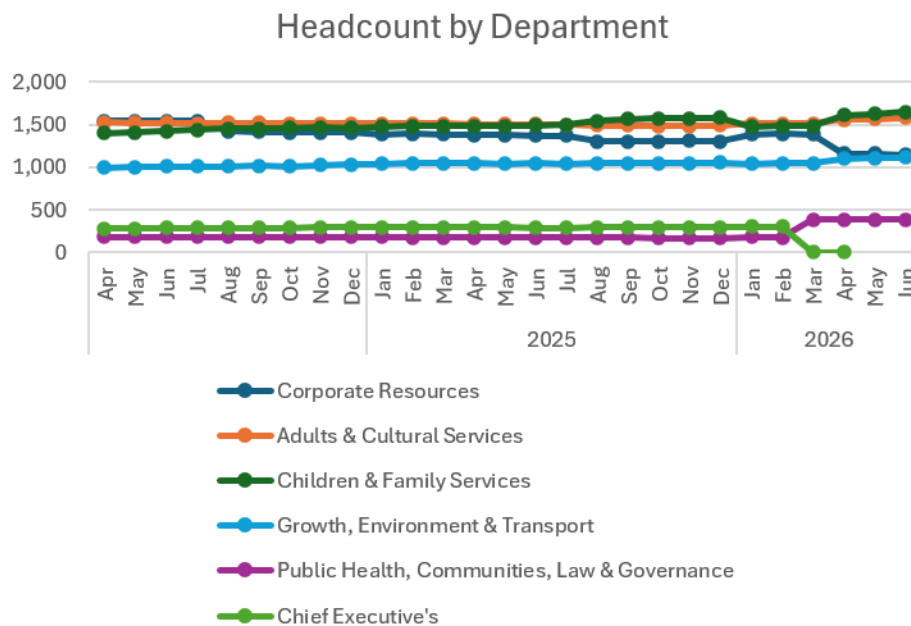
Graph 1



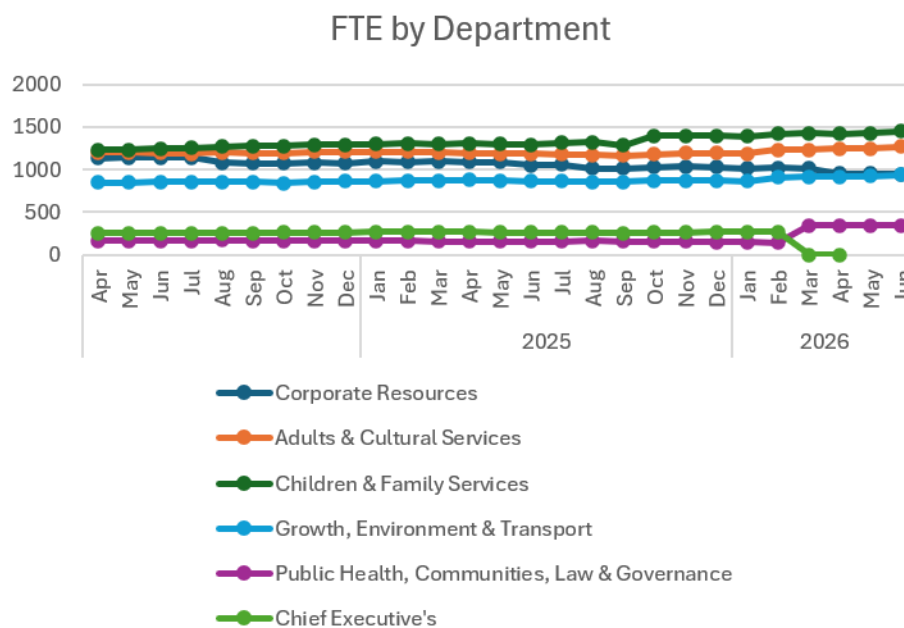
Graph 2

7. Graph 1 shows a reduction in overall headcount over the period, with the June 2026 position lower than the equivalent point last year.
8. Graph 2 shows an increase in FTE over the same period, indicating that the Council's contracted workforce capacity has increased despite the reduction in employee numbers.
9. The year-on-year comparison and the trend shown in Graphs 1 and 2 indicate that the Council employs fewer people overall but has more contracted capacity. This reflects changes in the make-up of the workforce, including working patterns, the balance between full-time and part-time roles, and structural or service changes during the period. This can make day-to-day workforce management more straightforward, for example by reducing the number of APRs, one-to-ones and individual employment arrangements that managers need to oversee. However, the trend and impact will continue to be monitored alongside service demand, vacancies and recruitment activity.

Departmental Headcount and FTE



Graph 3



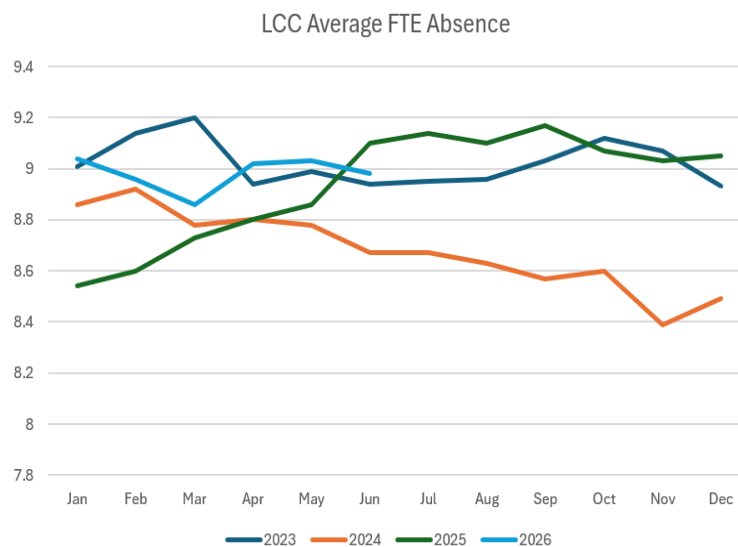
Graph 4

10. Departmental headcount and FTE data is affected by structural and reporting changes during the period. In particular, Corporate Resources reduced following the TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) transfer of school kitchen staff to new suppliers, while Public Health, Communities, Law and Governance increased following the transfer of services from the former Chief Executive's Department. Departmental name changes also affect year-on-year comparability.
11. Graphs 3 and 4 provide the departmental breakdown of headcount and FTE, showing where the most significant movements have occurred.

12. Corporate Resources shows the most significant reduction in both headcount and FTE, largely reflecting the TUPE transfer of school kitchen staff to new suppliers rather than an underlying reduction across the wider department.
13. Public Health, Communities, Law and Governance shows an increase in both headcount and FTE, reflecting the movement of services from the former Chief Executive's Department into that department.
14. The departmental charts therefore show both workforce movement and the impact of organisational reconfiguration, so year-on-year comparisons should be interpreted with caution.

Absence

15. As at June 2026, the Council's sickness absence rate was 3.53%, equating to an average of 8.98 days lost per full-time employee over the previous 12 months.



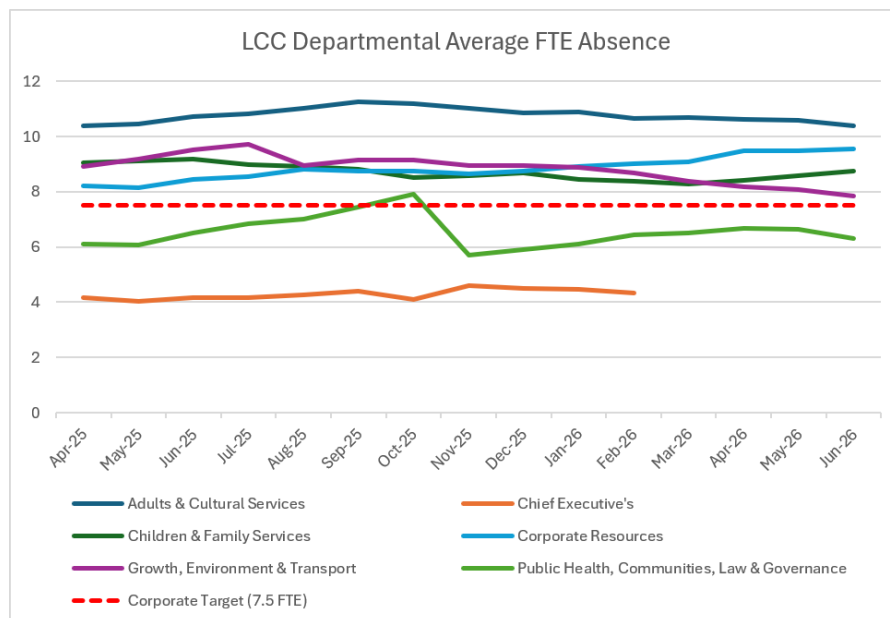
Graph 5

16. The Council has retained the 7.5-day target because it provides a consistent benchmark and maintains a clear expectation that absence needs to reduce. Revising the target upwards to reflect performance could risk normalising higher absence levels and weakening the focus on early intervention, wellbeing support and consistent management action.
17. The monthly breakdown shows that absence has remained within a relatively narrow range during 2026 to date, moving between 8.86 and 9.04 days lost per FTE. This suggests a stable position. Within Quarter 1, there has been a slight reduction from 9.02 days in April to 8.98 days in June. The June 2026 position is also marginally lower than June 2025, but remains above June 2024, indicating that further sustained improvement is needed before the Council moves closer to target.

Month	2023	2024	2025	2026
January	9.01	8.86	8.54	9.04
February	9.14	8.92	8.60	8.96
March	9.20	8.78	8.73	8.86
April	8.94	8.80	8.80	9.02
May	8.99	8.78	8.86	9.03
June	8.94	8.67	9.10	8.98

Table 6

18. The Council employs a wide range of professions across very different service areas, so departmental absence performance is particularly useful in understanding the overall absence position. It shows where absence pressures are concentrated, highlights variation between services and helps ensure that management action, wellbeing support and attendance interventions are targeted where they are most needed.



Graph 7

Department	Jun-26 rolling 12-month FTE days lost	Jun-26 % absence
Adults and Cultural Services	10.39	4.09%
Children and Family Services	8.75	3.45%
Corporate Resources	9.54	3.75%
Growth, Environment and Transport	7.85	3.09%
Public Health, Communities, Law and Governance	6.32	2.47%

Table 7

19. Adults and Cultural Services has the highest departmental absence rate at 4.09%, which is above the Council average and should remain a focus for departmental monitoring and support.

20. Public Health, Communities, Law and Governance has the lowest reported departmental absence rate at 2.47%, which is below the Council target equivalent and provides a useful comparator for understanding variation across services.
21. The departmental spread indicates that absence is not uniform across the organisation, and local management action should continue to be informed by service-specific patterns, causes and operational pressures.
22. 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.
23. 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.

Absence reason	2023/24	2024/25	2025/26	2026/27 Q1
Stress, depression and mental health	31.4%	25.7%	28.2%	32.2%
Other musculoskeletal	13.2%	12.8%	12.4%	10.9%
Covid-19, coughs, colds and flu	11.5%	11.8%	11.3%	4.9%
Gastro, stomach and digestion	6.2%	8.1%	7.7%	7.4%
Chest and respiratory	4.0%	5.0%	3.9%	3.5%
Back and neck	6.0%	4.4%	3.9%	7.4%
Neurological	4.3%	4.4%	3.7%	5.4%
Cancer	4.7%	3.5%	4.0%	3.3%
Eye, ear, nose, mouth, dental and throat	3.4%	3.0%	4.3%	5.0%
Not disclosed	3.7%	6.6%	4.3%	3.8%

Table 8

24. The wider benchmarking position provides important context: the Council compares favourably with the NHS and remains broadly in line with the all-sector comparator when measured in average FTE days lost. However, absence remains above the Council's internal target, so benchmarking should be viewed as context rather than a reason to reduce management focus.

Benchmark comparator	Average FTE days lost	Equivalent % sickness absence
Leicestershire County Council (June 2026)	8.98	3.53%
Leicestershire County Council target	7.50	2.88%
NHS (April 2026)	17.61	5.0%
All sectors average (September 2025)	9.04	4.1%
Non-profit sector average (September 2025)	6.50	Not available
Private sector services average (September 2025)	9.10	Not available
Public services average (April 2025)	13.30	Not available

Table 9

25. Overall, the absence data shows a stable but persistently above-target position. While the Council compares favourably with some external benchmarks, absence remains above the internal target and varies across departments and absence reasons. The focus will therefore remain on consistent application of the Attendance Management Policy, early intervention, effective return-to-work discussions, Occupational Health referrals where appropriate, and targeted wellbeing support, particularly in relation to stress, depression and mental health.

Resource Implications

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

Equality Implications

27. Changes in workforce demographics are to be reported on an annual basis. Currently planned for May 2027.
28. There are no equality implications arising from the recommendations in this report.

Human Right Implications

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

Recommendations

30. It is recommended that Employment Committee note the content of the Workforce Quarter 1 Report 2026-2027.

Background Papers

Annual Workforce Report – 2025/26 – 21 May 2026

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=8437&Ver=4>

Workforce Report - 2025/2026 Quarter 3 – 05 February 2026

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=8436&Ver=4>

Circulation under the Local Issues Alert Procedure

31. None.

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EMPLOYMENT COMMITTEE: 10 SEPTEMBER 2026

WORKING ARRANGEMENTS POLICY – IMPLEMENTATION UPDATE

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to update the Employment Committee on the implementation of the Council's Working Arrangements Policy, following the Committee's previous consideration of the policy in September 2025, December 2025 and February 2026.
2. The report provides assurance on the implementation approach, progress made across the organisation, the support provided to managers and staff, the management of individual circumstances, and the arrangements for ongoing monitoring and review.

Background

3. The Council's previous Smarter Working Policy was introduced in 2015 and provided the framework for flexible, productive and inclusive working arrangements across the organisation. Following the significant changes to working practices since the Covid-19 pandemic, and the completion of the Council's Ways of Working office refit programme, the policy was reviewed during 2025 to ensure that the Council's approach remained aligned with organisational, service and workforce requirements.
4. In September 2025, the Employment Committee approved consultation on a proposed new Working Arrangements Policy and Guidance. The proposed policy was intended to provide greater clarity and consistency on where, when and how employees are expected to work, while continuing to recognise the Council's legal obligations, the importance of staff wellbeing, and the need to maintain effective service delivery.
5. Consultation took place with the recognised trade unions, staff and staff network groups. Feedback highlighted a range of concerns about increased onsite attendance on wellbeing, productivity, inclusion, caring responsibilities, reasonable adjustments, recruitment and retention, office space and parking.

The committee considered the feedback at its December 2025 and February 2026 meetings.

6. Following the committee meeting in February 2026, further discussion took place with the recognised trade unions and a final version of the Working Arrangements Policy was agreed with them. The agreed policy was published in March 2026, alongside supporting guidance and communications for managers and staff. The policy was implemented across teams and service areas by 31 May 2026.

Overview of the Agreed Policy

7. The agreed Working Arrangements Policy replaces the former Smarter Working Policy. Its purpose is to ensure that working arrangements support the delivery of high-quality services to the people of Leicestershire, enable employees to maximise performance and productivity, maintain appropriate visibility and accessibility as a public service provider, and retain flexibility where this supports service and individual needs.
8. The Policy makes clear that working arrangements should be determined by service requirements, organisational need and individual circumstances. It expects managers to determine the working arrangements that best support delivery of their services, while applying the policy fairly and consistently.
9. The policy confirms that the Council expects work to be carried out primarily at Council workplaces where this is required by the role, service need or contractual workplace location. Working from home remains subject to the needs of the service and discussion with, and permission from, the employee's manager.
10. The policy provides for different working arrangements, including fixed, field-based, hybrid working where appropriate. It recognises that the Council has a diverse range of roles and services and that one approach will not be suitable for all employees or teams.
11. The policy does not replace employees' statutory right to request flexible working. It also maintains the Council's duty to consider reasonable adjustments under the Equality Act 2010 and provides for temporary adjustments through an Inclusion Commitment process where appropriate.
12. The policy also sets out expectations for professional conduct and collaboration, including standards relating to working locations, availability, rest breaks, shared workspaces, use of Council premises, online meetings, professional presentation, calendar sharing, communication, new starters and recruitment.

Implementation Approach and Progress

13. Implementation began in March 2026 following publication of the agreed policy, supporting guidance, briefing sessions, frequently asked questions and a manager toolkit. The implementation period gave managers time to consider service requirements, engage with teams and hold individual discussions with staff before arrangements were confirmed.
14. Managers were asked to review existing working arrangements and confirm whether they continued to support service delivery, performance, collaboration, staff development, customer responsiveness and effective use of Council workplaces.
15. The implementation approach was based on the following principles:
 - working arrangements should be driven by service need, not presenteeism or personal preference;
 - managers should apply the policy consistently, while taking account of individual circumstances;
 - staff should have the opportunity to discuss their working arrangements with their manager;
 - temporary adjustments should be documented and reviewed appropriately;
 - longer-term changes should be considered through the appropriate policy route, including statutory flexible working requests where required;
 - the Council should continue to support reasonable adjustments for disabled employees;
 - decisions should be capable of being explained and justified by reference to service requirements, organisational need and individual circumstances.
16. Corporate communications and manager support were provided throughout implementation. Staff were informed that the revised policy had been agreed with the recognised trade unions and that managers would discuss arrangements with them individually and as teams.
17. Departmental Management Teams were responsible for ensuring that implementation took place within their services and that the policy was applied in a way that was locally appropriate but consistent with the corporate framework. Departments have reported that most implementation discussions have been managed locally and constructively. In many teams, the policy has formalised or clarified arrangements that were already operating in practice. In other areas, managers have used the policy as an opportunity to increase on-site or team-based working where this supports service delivery, learning, collaboration, supervision or customer responsiveness.
18. The Corporate Management Team has received updates on implementation and has considered the operational impacts arising from the policy, including

service delivery, management consistency, workplace capacity and staff support. This provides assurance that implementation is being overseen corporately, that any emerging issues are being considered at an appropriate senior level, and that arrangements are in place to manage operational impacts through normal departmental, People Services and property management processes.

19. The policy has now been implemented across the organisation. The implementation process has reinforced the importance of management accountability. Managers are expected to keep working arrangements under review and ensure that they remain appropriate as service needs change.

Trade Union Engagement

20. The recognised trade unions agreed the revised policy before implementation commenced. This provided a more stable basis for implementation and reduced the risk of industrial relations escalation.
21. Engagement with trade unions has continued through the Council's established consultation and negotiation arrangements. Any themes arising from implementation can be raised through these mechanisms and considered as part of ongoing review.

Equalities and Inclusion

22. Equalities considerations have remained central to implementation. Feedback received during the consultation process highlighted the potential impact of changes to working arrangements on disabled staff, staff with long-term health conditions, staff with caring responsibilities and staff who rely on flexibility to manage personal circumstances.
23. The agreed policy seeks to mitigate these risks by requiring managers to consider service need and individual circumstances on a case-by-case basis.
24. The Policy explicitly preserves the statutory right to request flexible working and the requirement to consider reasonable adjustments. The Inclusion Commitment process provides a practical mechanism for documenting and reviewing temporary adjustments where appropriate.
25. During implementation, managers have been reminded that decisions must be fair, evidence-based and capable of being justified. Particular care is required where changes to working arrangements may affect disabled employees, employees with caring responsibilities or those with other circumstances that may require adjustment or flexibility.
26. Departments will continue to monitor themes arising from implementation, including whether any groups of staff appear to be disproportionately affected

by changes to working arrangements. Any emerging concerns will be considered through departmental management arrangements and, where appropriate, through People Services and trade union engagement.

Resource and Property Implications

27. The implementation of the policy has implications for the use of Council workplaces, including office occupancy, desk availability, meeting space, parking, equipment, ICT and facilities management.
28. Departments continue to consider how office space is used most effectively, including how teams can work together when on site, how shared workspaces are managed, and how arrangements support collaboration, supervision and service delivery.
29. The Policy also supports the Council's wider estate objectives by enabling a more evidence-based understanding of how office space is used and what is required to support effective service delivery.
30. There may be ongoing premises and facilities implications associated with increased use of Council workplaces in some service areas, including utilities, cleaning, consumables, security and car parking management. These will continue to be monitored through normal departmental and corporate property arrangements.

Monitoring and Review

31. Working arrangements will continue to be reviewed through normal management practice, with departments monitoring any recurring themes or issues that may require further guidance or corporate consideration.
32. People Services will continue to provide advice and monitor themes arising from queries, flexible working requests, Inclusion Commitments, reasonable adjustment discussions and trade union feedback, including whether further manager guidance, communications or policy clarification is required.
33. It is proposed that future updates to Employment Committee are provided by exception, where implementation identifies a material employment risk, a compliance issue, a significant employee relations matter, or a proposed change to the policy requiring Committee consideration.

Equalities Implications

34. An Equality Impact Assessment has been completed for the Working Arrangements Policy. The assessment identified that the policy may have a greater impact on some groups, particularly disabled employees, employees

with caring responsibilities, and those who are pregnant or returning from maternity leave, due to the expectation that attendance at Council workplaces remains the default working arrangement. However, the policy includes a range of mitigating measures, including statutory flexible working arrangements, Inclusion Commitments, reasonable adjustments, and a requirement for managers to consider individual circumstances when agreeing working arrangements. The assessment concluded that the Policy is proportionate to its aims of supporting effective service delivery, collaboration and organisational performance, and that appropriate safeguards are in place to minimise any adverse impacts.

Human Rights Implications

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

Recommendations

36. The Employment Committee is asked to:
- a) note that the revised policy was agreed with the recognised trade unions before implementation commenced;
 - b) note the support provided to managers and staff during implementation, including guidance, communications and People Services advice;
 - c) note the ongoing arrangements for monitoring the application of the policy, including consideration of equality, legal, employment relations, property and service delivery implications; and
 - d) agree that future updates be brought to the Committee by exception, e.g., proposed policy change requiring Committee consideration.

Background Papers

Working Arrangements Policy and Guidance, Employment Committee, 18 September 2025:

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

Working Arrangements Policy – Consultation Feedback and Implementation, Employment Committee, 4 December 2025:

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

Working Arrangements Policy, Employment Committee, 5 February 2026:

<https://democracy.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=8436&Ver=4>

Circulation under the Local Issues Alert Procedure

37. None.

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EMPLOYMENT COMMITTEE: 10 SEPTEMBER 2026

HEALTH, SAFETY AND WELLBEING **ANNUAL REPORT 2025-2026**

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide assurance to the Employment Committee that the Council is effectively managing its health, safety and wellbeing responsibilities. The report sets out progress against relevant statutory duties, key performance indicators and service priorities during 2025/26.

Policy Framework and Previous Decisions

2. The County Council is required, under the Management of the Health and Safety at Work Regulations 1999, to have in place an occupational health and safety management system. This system requires the Council to have a Health and Safety Strategy, and to consult and communicate with all interested parties on health and safety performance.
3. The Council's Health and Safety Strategy 2025-2030 details key performance indicators for the Council, progress for which is included in this Health, Safety and Wellbeing annual report.

Background

4. The health, safety and wellbeing of staff, service users and customers is of paramount importance to the Council. The Health, Safety and Wellbeing Team provides oversight, advice and assurance across the Council, monitoring performance to support compliance with statutory responsibilities, identify areas for improvement and promote consistently high standards.
5. This report provides a high-level overview of health and safety performance across the Council. More detailed departmental annual reports and service-level improvement plans support local monitoring, compliance and continuous improvement.
6. The following areas will be covered within this report:
 - Accident and Incident Data

- Health and Safety Audits
- Mandatory Health and Safety Training
- Key Performance Indicators
- Priorities and Projects
- Wellbeing Service

Accident and Incident Data

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

Incident Type	2025/2026	% Change	2024/25	% Change	2023/24
Injury	806	-12%	899	+12%	801
Near Miss	448	+45%	309	-28%	432
Property Damage	229	-9%	253	+47%	172
Violent Incident	180	-9%	197	+34%	147
Illness/Disease	22	-8%	24	140%	10
Total	1685	0%	1682	+7%	1562
RIDDOR	20	-23%	26	0%	26

Figure 1

8. Children and Family Wellbeing Centres, Leicestershire Traded Services (LTS) Catering, Recycling and Household Waste Sites, Direct Services, Highways Operations, Beaumanor Outdoor Learning and Passenger Fleet consistently report the most accidents, reflecting the nature of their services and associated risks.
9. Accident and incident data is monitored through quarterly reporting. The Council promotes a positive, 'no blame' reporting culture so that staff feel able to report accidents, incidents and near misses, regardless of severity. This supports early identification of risks and helps services take preventative action.
10. Managers are required to investigate each reported incident to identify the root cause and address any issues. Due to their seriousness, all RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable incidents are investigated thoroughly by a Health, Safety and Wellbeing Advisor. Following the investigation, the relevant manager is provided with an action plan setting out the steps required to reduce the risk of recurrence.

11. In 2025/26, 448 near misses were reported, compared with 309 in 2024/25, representing a 45% increase. This follows work by the Health, Safety and Wellbeing Team to promote the importance of reporting near misses. Higher levels of reporting are positive, as they provide more opportunities to identify risks and take action before an injury occurs.
12. Encouragingly, the increase in near miss reporting has been accompanied by a 12% reduction in reported injuries and a 23% reduction in RIDDOR reportable incidents. This suggests that the Council's focus on promoting near miss reporting is supporting earlier identification of risks and preventative action. Continued work to strengthen reporting and investigation will help build on this progress and further reduce the likelihood of injuries occurring.
13. In 2025/26, 180 violent incidents were reported, compared with 197 in 2024/25, representing a 9% decrease. This reduction is encouraging and reflects the Council's continued focus on prevention, reporting and support for employees working in higher-risk settings.
14. A range of measures are in place to help protect staff, including body worn cameras, lone working devices and targeted interventions in higher-risk service areas. The Council also continues to promote the reporting of all violent incidents, regardless of severity, so that managers and the Health, Safety and Wellbeing Team can identify trends, review controls and take action where further protection is required. Where incidents occur, managers are expected to review the circumstances, consider whether additional control measures are needed and take steps to reduce the likelihood of recurrence.

Health and Safety Audits

15. The Health, Safety and Wellbeing team conducts annual audits across various council services and schools, with each service audited every five years. Council occupied sites also undergo health and safety inspections every three years.
16. After each audit, service managers or head teachers receive a detailed report and action plan to address any noncompliance. Each department within the Authority is updated quarterly on audit outcomes and progress. Noncompliance issues not resolved within required deadlines are reported to the Assistant Director or Director.

Mandatory Health and Safety Training

17. The Health, Safety and Wellbeing Team and the Learning and Development Service have set mandatory health and safety courses for all employees or managers to meet the Council's legal training requirements.
18. These mandatory courses are as follows:

- Health and Safety Essentials – mandatory for all staff;
 - Management of Health and Safety - mandatory for all managers;
 - Display Screen Equipment (DSE) – mandatory for all computer users;
 - DSE assessment – not training, however mandatory upon completion of the DSE training.
19. Additional health and safety, and job-specific training is available through Learning and Development. Managers are responsible for identifying the training requirement for each job role.
 20. The Health, Safety, and Wellbeing Team closely monitor the Council's adherence to mandatory training requirements, with compliance updates provided to each department's management team as part of the quarterly reporting process.
 21. Figure 2 below displays the compliance data, accurate from end of March 2026. It is important to note that in April 2026, the Chief Executives and Public Health departments were merged to form a new department: Public Health, Communities, Law and Governance. Consequently, the training data from Thrive reflects this newly established department.

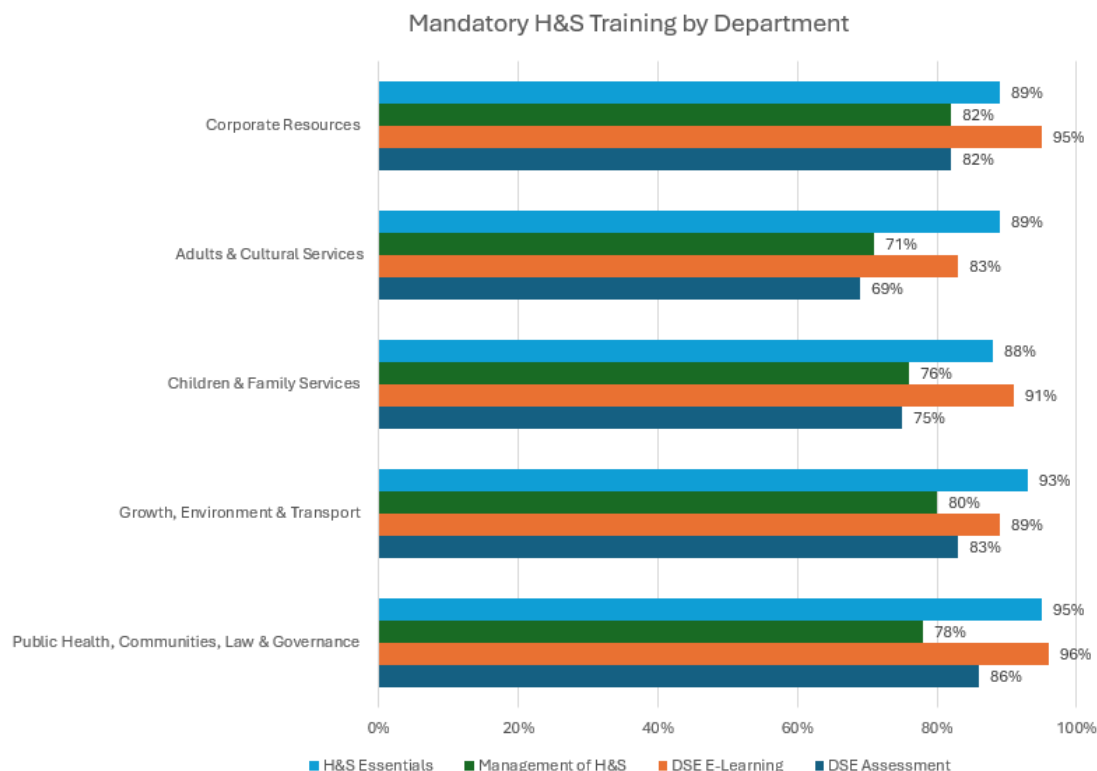


Figure 2

22. Overall compliance for each a course is shown in Figure 3 below, accurate from end of March 2026.

Course	Compliance
Management of Health and Safety	77%
Health and Safety Essentials	91%
DSE Training	91%
DSE Assessment	79%

Figure 3

23. Compliance with mandatory health and safety training has improved over the past 12 months:
- **Management of Health and Safety** compliance has increased by 8% (71% compliance in 2024/2025 compared to 77% compliance in 2025/2026);
 - **Health and Safety Essentials** compliance has increased by 16% (75% compliance in 2024/2025 compared to 91% compliance in 2025/2026);
 - **DSE E-learning** compliance has remained constant at 91% compliance;
 - **DSE Assessment** compliance has increased by 2% (77% compliance in 2024/2025 compared to 79% compliance in 2025/2026).
24. In 2025/2026 the Health, Safety and Wellbeing Team arranged five additional Management of Health and Safety training sessions for Children and Family Services to help boost compliance. In the last 12 months, Children and Family Services have increased their Management of Health and Safety training compliance by 27%, and although this is positive, the department's compliance is currently at 76% and therefore further improvement is required.
25. To further support compliance, both face-to-face and online training options are available, for several of the health and safety courses, to accommodate various learning preferences. The Health, Safety and Wellbeing Team continue to contact all new managers via email to invite them to participate in the 'Management of Health and Safety' course as a prompt, to help improve compliance. The Health, Safety and Wellbeing Team now also email all managers who are due to complete the Management of Health and Safety training and yet to book onto a course on a quarterly basis.

Health and Safety - Key Performance Indicators

26. The following summary outlines the performance against Key Performance Indicators (KPIs) set out in the 2025–2030 Health and Safety Strategy, focusing on compliance, accident reduction, and manager training.
27. The KPI to ensure all services receive an occupational health and safety audit within a five-year period has been achieved in 2025/2026, with a

total of 37 audits conducted including five audits of Oakfield Secondary sites before transferring into the County Council. Currently there are a total 175 teams/services and County Council maintained schools.

28. The KPI to ensure all buildings occupied by County Council staff receive a three yearly health and safety inspection has been achieved in 2025/2026 as 89 buildings were inspected, out of a total of 192 buildings.
29. The following four KPI's have also been set:
 - To increase reporting of near misses compared to injuries over the five-year strategy period.
 - Achieve a 10% decrease in injuries caused by Slip, Trips and Falls over the five-year strategy period.
 - Achieve a 10% reduction in RIDDOR reportable incidents over the five-year strategy period.
 - Increase percentage of managers that have undertaken management of health and safety training, achieving 95% compliance by the end of the five-year strategy period
30. As it is the first year of the strategy, it is difficult to comment on the progress however compared to 2024/2025, positive progress has been achieved.

Health and Safety - Priorities and Projects

31. Over the past 12 months, the Health, Safety and Wellbeing Team has undertaken a substantial amount of proactive work to continuously improve the service offering to the council, including:
 - Launching a new Health and Safety Strategy for 2025–2030 and delivering campaigns to meet the new KPIs outlined in the strategy, including:
 - Launching a campaign to improve near miss reporting.
 - Launching a campaign on slips, trips and falls focussing on reducing the occurrence of slip, trip and fall injuries.
 - Launching a new Child Seat e-learning course.
 - Procuring a new supplier for the provision of ergonomic equipment.
 - Establishing a revised process for triaging DSE assessments to ensure employees are advised correctly on workstation adjustments.
 - Arranging a Men's Mental Health Awareness Week which included men's talking groups and an external speaker from Andy Man's Club to deliver a talk on Mental Health that was facilitated both in person and online.
 - Launching revised eLearning modules for manual handling, working at height, asbestos management, legionella and COSHH, following the transition to Thrive.

- Collaborating with the Communications Team to share health and safety updates and information through corporate communication channels.
 - Maintaining and reviewing the suite of health and safety guidance available on the intranet.
 - Continuing business-as-usual activities such as audits, inspections, and investigations.
 - Maintaining ISO 45001 certification.
32. Priorities for 2026/2027 include:
- Continuing business-as-usual activities, including auditing, inspecting, supporting and advising managers, and investigating RIDDOR reportable incidents.
 - Continuing to share health and safety updates and information through corporate communication channels.
 - Maintaining and reviewing the suite of health and safety guidance available on the intranet.
 - Maintaining ISO 45001 certification.
 - Managing the re-procurement of a lone working management solution.
 - Working with the Business Intelligence team to create an accident and incident dashboard on Tableau to improve the analysis of accident and incident data at team and service level
 - Launching a campaign to increase compliance with the manual handling regulations
 - Increasing the number of incident investigations undertaken by managers to assist with reducing the number of injuries and RIDDOR reportable incidents.
 - Launching a campaign to improve compliance with Regulation 3 of the Management of Health and Safety at Work Regulations in relation to suitable and sufficient risk assessment

Wellbeing Service

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

Wellbeing - Key Performance Indicators

34. Over the past five years, referrals into the Wellbeing Service have risen from 213 to 380. This reflects sustained demand for employee wellbeing support and the important role the Service plays in helping staff access support at an early stage.
35. In 2025–2026 alone, 308 individual employees accessed support, with the Children and Families Service and Adults and Cultural Services

departments accounting for the highest referral volumes. The Service delivered 2808 sessions this year, including counselling, advice, and single-session support such as 'Pause to Talk', menopause clinics, and same-day advice. 'Pause to Talk' is an alternative to traditional counselling which offers staff an opportunity to talk to a counsellor during a 'one off', thirty-minute session. This scheme helps to reduce the waiting list for traditional counselling and supports staff that need short term support.

36. Work-related stress (WRS) remains the most prevalent issue, reported by 28% of clients, followed by anxiety (14%), personal relationships (11%), bereavement (10%), and personal stress (9%).
37. Despite this, 84% of employees that accessed support were attending work, 15% were either absent from work due to sickness; suspended or undergoing a therapeutic return to work. Of those off sick, work-related stress or anxiety was cited as a presenting issue in 82% of cases. Additionally, 71% of staff that completed a confidential survey following counselling stated that the counselling sessions helped them to stay in work and avoid taking sick leave.
38. In order to help tackle work related stress, the Wellbeing Service have developed a new course titled 'Managing Stress at Work for Managers' which was piloted in June. This course aims to train managers in their legal responsibilities to manage stress in the workplace, whilst also exploring essential tools to prevent and tackle sources of stress. The course will demonstrate techniques from the Health and Safety Executive, to manage stress within a team and with individual employees. There will be an emphasis on 'soft skills', as well as teaching managers how to deal with their own experiences of stress.

Wellbeing - Priorities and Projects

39. Further service developments and initiatives launched or in progress include:
 - **Fibromyalgia** – following a survey to understand the needs of employees with Central Sensitivity Disorders, 101 responses highlighted the need for increased awareness and flexible support for Central Sensitivity Disorders. In response to the survey, the Wellbeing Service has developed some resources to support employees with Central Sensitivity Disorders and to raise awareness and confidence for line managers to support their staff:
 - Fibromyalgia and Other Central Sensitivity Syndromes Awareness E-Learning.
 - Webpage – Support with central sensitivity syndromes.
 - Reasonable adjustments to support with Fibromyalgia at work.
 - Fibromyalgia Recovery Guidance.

- **Trainee Therapist Placements** – a handbook has been developed to support trainee counsellors joining the service as part of a temporary placement.
 - **Reaching out** - the Wellbeing Service has been reaching out to employees in different ways including a presence at zero discrimination day and the New Starters Network event. The team offered events during Men's Mental Health week and provided tailored training and support to the Mental Health Assertive In reach team.
 - **Newly qualified social worker practitioners** - the wellbeing service have delivered two training events for newly qualified social workers, to support them to establish healthy ways of working, to manage workload, stay well at work and avoid burnout, which can have significant knock-on effects on service delivery.
 - **Depression training** – the Service are currently in the final stages of developing a depression awareness e-learning course to support employees struggling with low mood, to understand the disorder and find holistic ways of managing symptoms and finding a route to recovery.
40. The Corporate Wellbeing Board continues to be chaired by Lucy Littlefair (Assistant Director - People, Property and Business Services) and the group is working towards the action plan for April 2025-March 2027.
41. The Action Plan is aligned to the Health Needs Assessment undertaken by the Public Health, topics discussed in the counselling room and the Councils COMMS Plan on Wellbeing. This plan contains the seven topics:
- Mental Health;
 - Diet and Healthy Eating;
 - Physical Activity;
 - Sleep;
 - Line Managers;
 - Financial;
 - General Health and Wellbeing topics.
42. A Men's Mental Health Awareness Week was organised in January 2026 where activities took place including two men's talking groups organised by the wellbeing team and facilitated by two volunteers from within the council and an external speaker from Andys Man Club visited County Hall and Croft Highways Depot to deliver a talk on Mental Health accessed by over 200 employees both in person and online.

Recommendations

43. It is recommended that the Employment Committee notes the Health, Safety and Wellbeing Annual Report 2025-26 and endorses the work,

undertaken in partnership with departments, by the Health, Safety and Wellbeing Service to keep the Council compliant in this area.

Background Papers

44. None.

Circulation under the Local Issues Alert Procedure

45. None.

Equality Implications

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

Human Rights Implications

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

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EMPLOYMENT COMMITTEE: 10 SEPTEMBER 2026

REVIEW OF EMPLOYMENT COMMITTEE TERMS OF REFERENCE AND WORK PROGRAMME

REPORT BY THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. This report summarises the constitutional duties of Leicestershire County Council's Employment Committee, which is a regulatory non-executive committee and suggests how to strengthen the assurance and accountability provided by members of this committee.

Policy Framework and Previous Decisions

2. The Employment Committee's role is set out in the County Council's Constitution.

Background

3. The Employment Committee's schedule of business has developed and increased over time to include regular consideration of a broad range of workforce data and operational matters. Although this information can provide useful organisational context, a significant amount of the Committee's time is now spent debating matters that do not, in themselves, require a decision or assurance under its constitutional remit.
4. To ensure clearer member governance, this paper therefore proposes refocusing the Employment Committee so that its work is realigned with its constitutional functions and better able to concentrate on matters requiring member decision or assurance. This will support a more purposeful, business-focused work programme and ensure that the Committee's time is directed towards those matters for which it has a defined constitutional responsibility.
5. This would also align the Committee's approach with that adopted by other local authorities where members commonly concentrate on key areas such as significant changes to employment policies, terms and conditions, statutory and legal compliance, senior officer employment matters and strategic workforce assurance.
6. Routine operational workforce information would continue to be managed through well-established officer arrangements. With proportionate reporting to the Committee continuing where the information identifies a significant organisational risk, requires member assurance or supports a decision within its

remit. This would provide a clearer distinction between member governance and operational management in accordance with the Committee's constitutional remit. It would also strengthen accountability and enable the Committees to be properly focused on areas where member oversight adds most value.

Role of the Employment Committee

7. The Employment Committee's role, as set out in the Council's Constitution, includes the following:

- Determining the terms and conditions on which staff hold office, including disciplinary and grievance procedures (Part 3, Section B, paragraph 3).
- Making effective arrangements to ensure compliance with employment legislation and, where necessary, employment codes of practice (Part 3, Section B, paragraph 3).
- Receiving a quarterly Organisational Change report which provides information on the number of redundancies (Part 4F, Rule 19).
- Appointing an Independent Investigating Officer where disciplinary action is being considered in relation to the Head of Paid Service, Monitoring Officer or Chief Financial Officer, to examine the circumstances of the case and advise the Committee on any action to be taken (Part 4H, Rule 11).
- Considering the advice of any appointed Independent Investigating Officer and making a recommendation to Council, including any terms for cessation of employment (Part 4H, Rule 11).

Its remit does not include power to:

- appoint subcommittees (Part 3, Section B, paragraph 1); or
- consult or negotiate with representatives of the recognised trade unions, as other mechanisms exist within the County Council to undertake these functions (Part 3, Section B, paragraph 4).

8. The Chief Executive, as Head of Paid Service, has statutory responsibilities under section 4 of the Local Government and Housing Act 1989 in relation to the coordination of the Council's functions, the number and grades of staff required, the organisation of the Council's staff, and the appointment and proper management of staff. These responsibilities operate alongside the powers delegated by the County Council to the Chief Executive and other chief officers which include day to day operation matters such as the appointment of employees below chief officer level, implementation of staffing structure changes within approved budgets and policies, and employment decisions taken in accordance with local conditions of service and personnel procedures.

9. The Employment Committee's role should therefore focus on matters expressly reserved to it by the Constitution, including significant changes to terms and conditions, statutory or constitutional assurance, and matters formally referred through the Council's recognised employment governance

arrangements

Pay Policy Statement on behalf of Full Council

10. In line with the Chief Executives' statutory responsibilities as outlined above, Part 2 (Articles), paragraph 12.02(a) of the Constitution states:

“The Head of Paid Service will determine and report as necessary to full County Council on the manner in which the discharge of the County Council's functions is coordinated, the number and grade of officers required for the discharge of functions and the organisation of officers and will ensure that an annual pay policy statement is approved by the full County Council.”

11. To satisfy this responsibility the Chief Executive presents a Pay Policy Statement to the Employment Committee each year. This enables members to carry out their assurance role in relation to that Statement. The Committee must be consulted so that it can satisfy itself that the Statement has been reviewed in accordance with the Council's statutory duties under section 38 of the Localism Act 2011; that it reflects current national pay negotiation arrangements; that it sets out the Council's annual approach to pay, grading, remuneration, severance and related employment matters; and that it is suitable for recommendation to the full Council for approval and publication by 1 April each year.
12. The Employment Committee normally considers the Statement in September. It is then presented to the full Council in December and published before 1 April.

Trade Union (TU) Recognition and Procedural Agreement

13. Day-to-day consultation and negotiation with the recognised trade unions takes place through the Corporate Negotiating and Consultative Committee (CNCC) and the Children and Family Services Departmental Negotiating and Consultative Committee (DNCC), in accordance with the Trade Union Recognition and Procedural Agreement. The CNCC and DNCC are accountable to the Employment Committee and refer matters to it only where necessary. For example, a matter may be referred where a proposed change to terms and conditions could have a significant effect on the workforce. A recent example of this would be the recent change to working arrangements.
14. Any changes to the CNCC or DNCC Constitution and Terms of Reference should be reported to the Employment Committee.
15. The Employment Committee may end the CNCC or DNCC arrangements if the management side and the joint trade union side cannot mutually agree to dissolve them.

Review of the Current Terms of Reference

16. The current detailed terms of reference for the Committee include several standing reports containing broad workforce data and operational updates. Although these reports provide useful background information, the majority of

material does not require a decision or provide any assurance directly linked to the Employment Committee's role and responsibilities.

17. The current model may therefore blur the legally and constitutionally important distinction between the Committee's strategic decision-making and assurance role and the operational management of individual employees. Except where legislation or the Constitution expressly provides for member involvement in specified senior officer appointments, dismissals or disciplinary matters, decisions affecting individual members of staff legally fall to the Chief Executive, as Head of Paid Service, or officers acting under delegated authority and in accordance with the Council's employment procedures.
18. To support this review, the forward plan will be refocused so that the Committee receives information only where it is needed to:
 - Make a decision reserved to Employment Committee members, such as significant and major changes to employment policies and procedures;
 - Obtain reasonable assurance that effective arrangements are in place to comply with employment law and, where necessary, relevant codes of practice. New employment legislation can represent a financial and reputational risk to the organisation, and therefore it is essential for the Employment Committee to have oversight on these matters,
 - Consider a matter referred through the Council's recognised consultation and negotiation arrangements, namely CNCC and DNCC.
19. Routine quarterly workforce data and operational matters will continue to be managed by officers through established management and governance arrangements. They will be reported to the Employment Committee only by exception.
20. The Committee will, however, receive an annual workforce information report to support its assurance role. This will provide a consolidated overview of key workforce matters, including relevant trends, statutory reporting requirements and areas of organisational risk. The report will include information relating to key workforce KPIs, such as absence levels, retention statistics, workforce demographics and other indicators relevant to workforce planning and organisational resilience. This will enable members to satisfy themselves that appropriate arrangements are in place to manage workforce issues effectively and comply with employment legislation and relevant codes of practice. The annual report will provide strategic assurance and context, rather than routine operational management information.

Recommended Operating Model

21. It is recommended that the Employment Committee adopts a decision and assurance-based approach in line with its constitutional duties. The Committee should continue to meet four times a year, with additional meetings arranged only where an urgent matter requires a member decision. Items for consideration will be in one of the three following areas:

- **Decision report:** matters where the Constitution reserves the decision to the Employment Committee, including relevant changes to terms and conditions. Routine operational policy amendments are dealt with under appropriate officer delegations. However, significant policy amendments resulting in changes to employment terms and conditions, requiring member determination, will be reported to the Committee.
 - **Assurance report:** documented and concise evidence that effective arrangements are in place to comply with new and existing employment law and relevant codes of practice.
 - **Referred matter:** matters formally referred through the Council's recognised consultation and negotiation arrangements.
22. The work programme should contain only statutory or constitutionally required reports, planned assurance reports and known decisions. The programme will be reviewed at each meeting so that reports can be added, brought forward, deferred or removed where circumstances change.
23. It should be noted that the proposed Employment Committee work programme applies to the County Council's existing governance arrangements. Any future role for an employment committee, or equivalent member body, within the shadow authority will be determined as part of the shadow authority governance arrangements for Local Government Reorganisation. It is also recognised that Local Government Reorganisation is likely to give rise to a range of employment, workforce and governance matters requiring determination as the new arrangements develop. Where such matters fall within the County Council's existing governance framework or require member assurance or decision before new arrangements are established, they will be brought forward for consideration in accordance with the Committee's constitutional remit.

Background Papers

24. None.

Circulation under the Local Issues Alert Procedure

25. None.

Equality Implications

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

Human Right Implications

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

Recommendation

28. The Employment Committee is recommended to approve the decision and assurance-based approach described in this report and to agree that its Terms of Reference, work programme and report templates be revised accordingly.

Appendices

Appendix A – Proposed Terms of Reference

Appendix B – Proposed Employment Committee – Work Programme

Officer to Contact

Lucy Littlefair

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EMPLOYMENT COMMITTEE

TERMS OF REFERENCE

Background

The Employment Committee ensures accountability for the terms and conditions on which staff hold office, including contractual policies and procedures, and for ensuring that effective arrangements are in place to secure compliance with employment legislation and, where 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 item is considered at each meeting:
 - Organisational Change: Summary of Action Plans – in line with the Organisational Change Policy and Procedure. This is for assurance purposes.
- The following items are considered annually:
 - Statutory Pay Gap Reporting. (This is for assurance purposes)
 - Employment Law Update (This is for assurance purposes)
 - The Pay Policy Statement – considered by the Committee at its September meeting before approval by the County Council by the end of the financial year.
 - Health and Safety Annual Report. (This is for assurance purposes)
 - Workforce Demographic Annual Report (This is for assurance purposes)
 - Committee Forward Plan

Membership of the Employment Committee

Following the Annual Meeting of the County Council on 13 May 2026, the membership of the Committee is as follows:

Mark Bools CC
 Linda Broadley CC
 Michael Charlesworth CC
 Graham Cooke CC
 Harrison Fowler CC (Chairman)
 Andrew Innes CC
 Bryan Lovegrove CC
 Jewel Miah CC

Peter Morris CC
 Ozzy O'Shea CC
 Paul Rudkin CC (Vice-Chairman)
 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;
 - 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.

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.

Employment Committee Work Programme 2027/2028

Meeting	Item	Lead Officer
10 December 2026	Employment Committee Work Programme 2027/2028	Assistant Director - People, Property and Business Services
	Working Arrangements Update	Assistant Director - People, Property and Business Services
	Employment Law update	Head of People Services / Assistant Head of Law
	Org Change: Summary of Action Plans	Head of People Services
TBC February 2027	Statutory Pay Gap Reporting	Head of People Services
	Org Change: Summary of Action Plans	Head of People Services
TBC May 2027	Workforce Annual Report	Head of People Services
	Dates of future meetings	Chair/Vice Chair
	Org Change: Summary of Action Plans	Head of People Services
TBC September 2027	Pay Policy Statement	Assistant Director - People, Property and Business Services
	Health and Safety Annual Report	Health, Safety & Wellbeing Team Manager
	Org Change: Summary of Action Plans	Head of People Services
TBC December 2027	Employment Committee Work Programme 2028/2029	Assistant Director - People, Property and Business Services
	Employment Law update	Head of People Services / Assistant Head of Law
	Org Change: Summary of Action Plans	Head of People Services
TBC February 2028	Statutory Pay Gap Reporting	Head of People Services
	Org Change: Summary of Action Plans	Head of People Services

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EMPLOYMENT COMMITTEE: 10 SEPTEMBER 2026

ORGANISATIONAL CHANGE POLICY AND PROCEDURE

SUMMARY OF ACTION PLANS

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

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 – 10 SEPTEMBER 2026

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Corporate Resources - Beaumanor Activities	24/03/2026	13/05/2026	0
Children & Families - SENA Business Support	20/03/2026	01/06/2026	0
Children & Families - Youth & Justice - IMPACT Project Action Plan	16/06/2026	31/08/2026	2
Corporate Resources - Catering, Hospitality and Country Parks	01/04/2026	01/06/2025	0
Adults & Communities - Adult Learning - Employability and Digital Skills	18/05/2026	09/07/2026	0

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EMPLOYMENT COMMITTEE – 10 SEPTEMBER 2026
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Predicted Compulsory Redundancies
Corporate Resources - School Food Service Management and Administration	24/03/2026	Action plan consultation launched on 25.3.26 and has ended. Redundancy Notices issued and forms sent through to pensions.	Responding to final queries and team to process leaver details. One further employee has secured redeployment and will be commencing a trial.	8
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 with effect from 01/09/2026.	0
Corporate Resources - School Food Mobile Kitchen Staff	13/05/2026	Consultation has closed. Redundancy notices issued.	Final queries and paperwork to be sent to payroll.	2
Children & Families - Early Years Inclusion and Childcare Service (CET)	25/09/2025	Strike action has happened. Dispute Hearing took place on 25/03/2026. 19/05/2026 - New action plan launched - offering Voluntary Redundancy as an option (as an outcome of dispute negotiations) consultation was planned to end 23/06/2026. NEU balloted members for further strike action 31/07/2026 dates to be confirmed.	Consultation extended until Wed 06/07/2026 to allow for a full response to be provided to EEs/TUs and considered. Discussions with the NEU remain ongoing.	15
Children & Families - Youth and Justice Service	07/05/2026	AP to be launched 05/05/26 - delayed Formal consultation commenced on 12/05/26 The end of consultation on 09/06/2026	The end of funding/notice etc on 30/09/2026	1

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