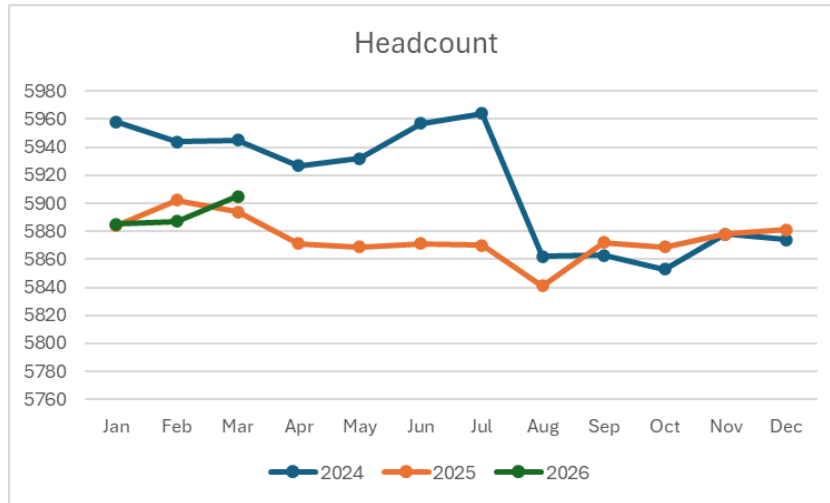
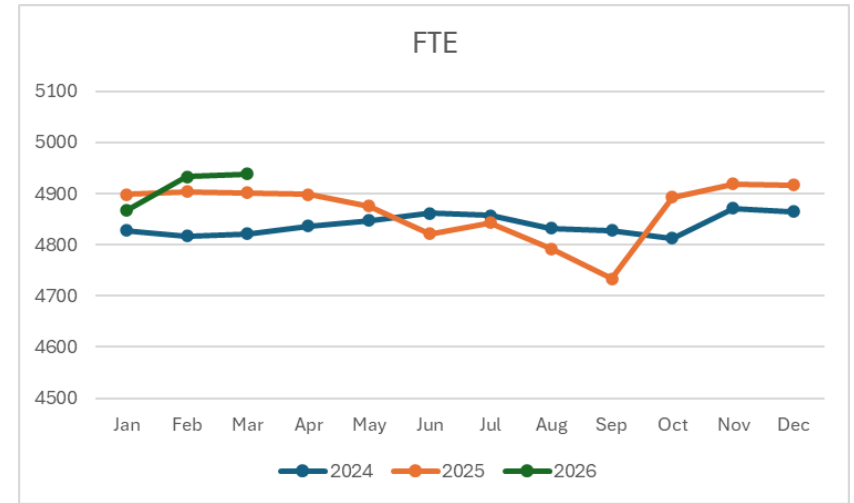


Appendix - Workforce Data Analysis and Trends
Leicestershire County Council (LCC) Headcount and FTE



Graph 1

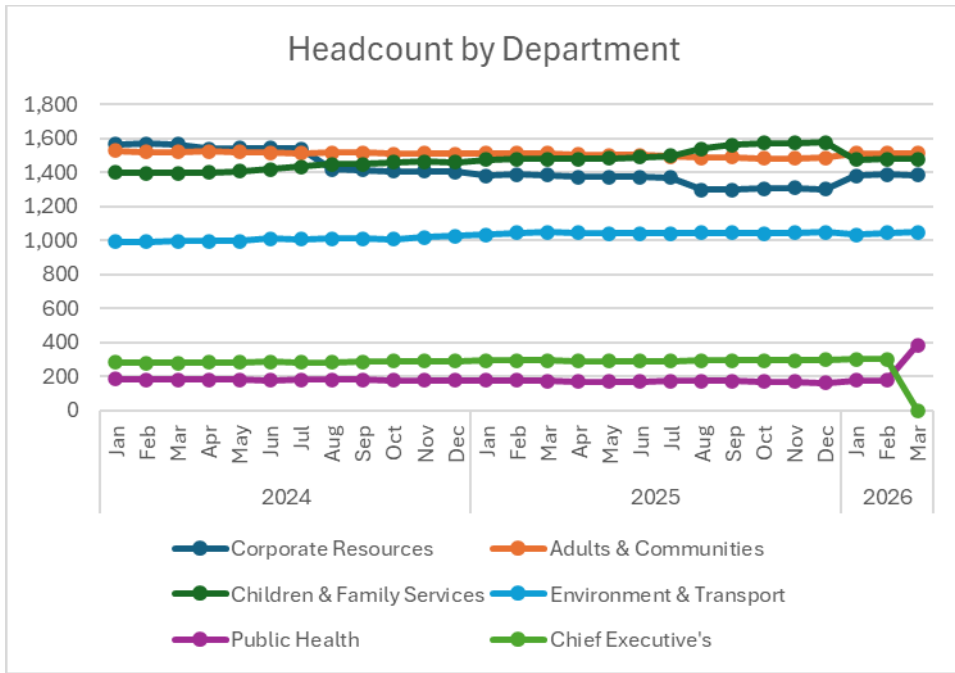
Headcount refers to the total number of LCC employees. It provides a snapshot of workforce size (excluding agency staff)



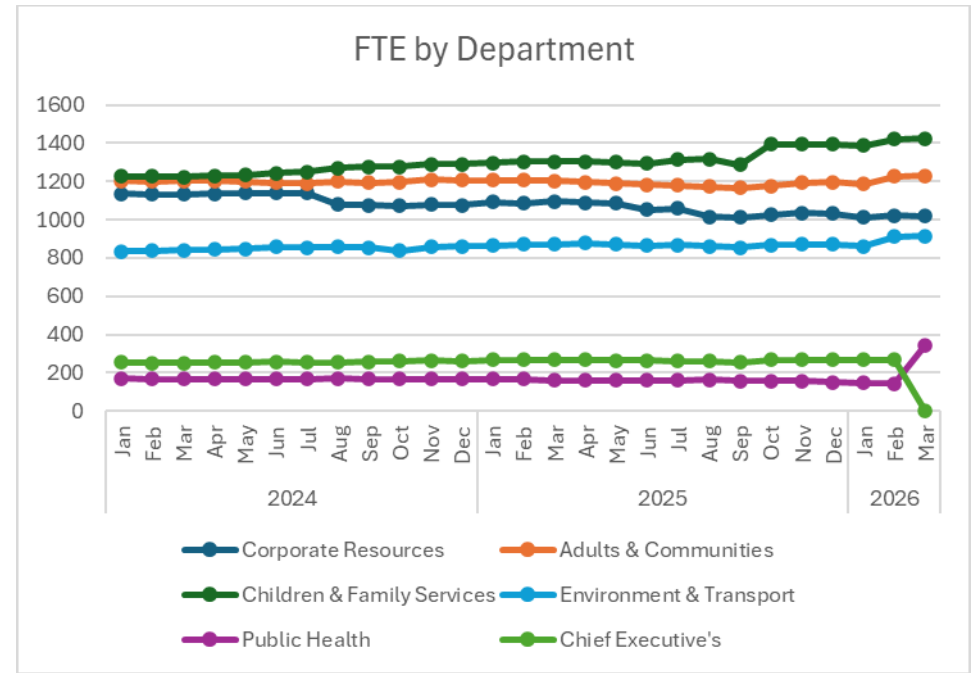
Graph 2

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

Departmental Headcount and FTE

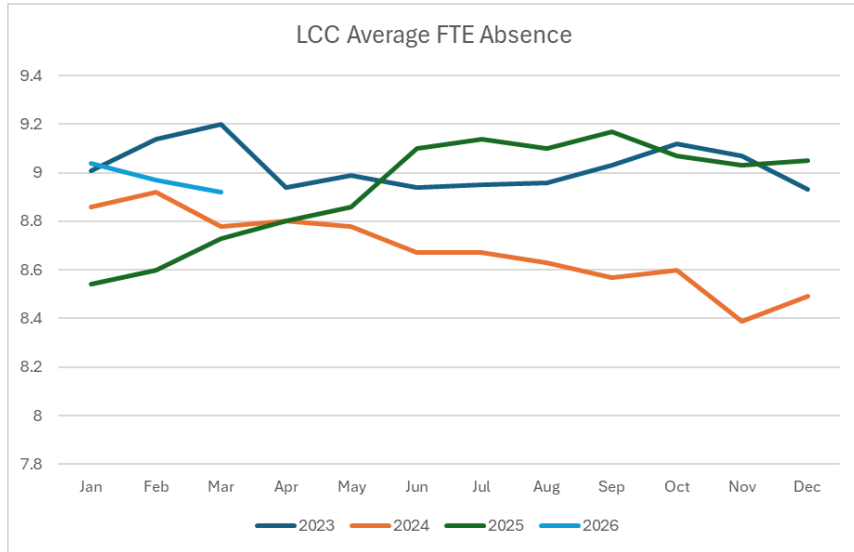


Graph 3



Graph 4

LCC Absence Trends



Graph 5

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

Table 1

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

LCC Absence Benchmarking Comparators

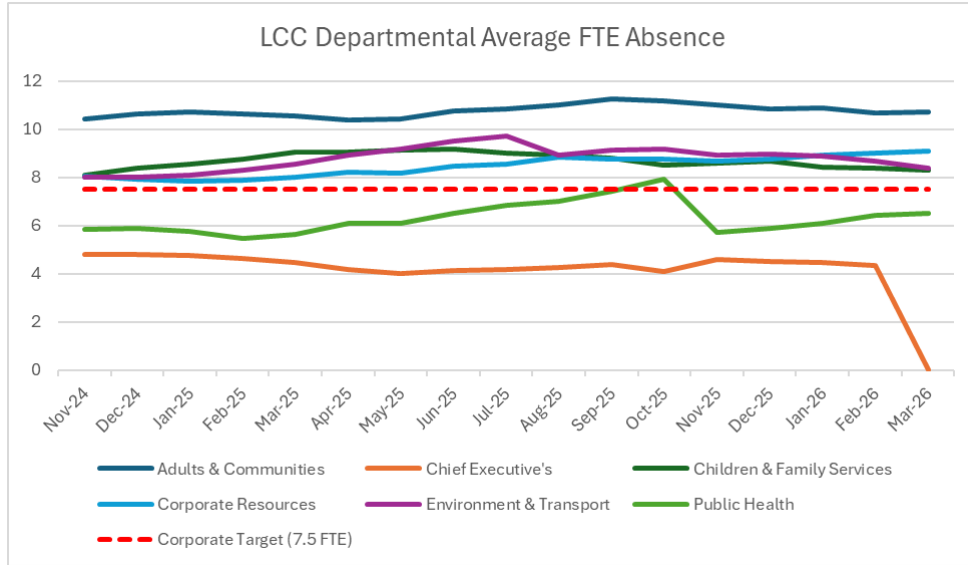
Absence Benchmark comparison	LCC Average FTE days lost (% Equivalent)	FTE days lost equivalent to % Sickness Absence
Leicestershire County Council (March 2026)	8.92	3.50%
Leicestershire County Council Target	7.50	2.88%
NHS ¹ (May 2025)	10.61	4.07%
Average absence for All Sectors (April 2025) ²	8.60	3.30%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

Table 2

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

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

2025/26 Departmental Absence Trends



Graph 6

LCC Average FTE Absence by Month	Adults & Communities	Chief Executive's	Children & Family Services	Corporate Resources	Environment & Transport	Public Health
Nov-24	10.42	4.8	8.1	8.06	8.01	5.85
Dec-24	10.62	4.8	8.39	7.91	7.99	5.87
Jan-25	10.71	4.77	8.57	7.83	8.08	5.75
Feb-25	10.63	4.63	8.74	7.9	8.28	5.49
Mar-25	10.55	4.48	9.03	8.01	8.55	5.64
Apr-25	10.39	4.16	9.06	8.2	8.91	6.1
May-25	10.44	4.02	9.13	8.16	9.18	6.08
Jun-25	10.74	4.15	9.17	8.46	9.52	6.5
Jul-25	10.83	4.17	9	8.54	9.73	6.85
Aug-25	11.02	4.25	8.91	8.83	8.94	7.01
Sep-25	11.25	4.4	8.81	8.76	9.15	7.43
Oct-25	11.19	4.11	8.51	8.75	9.16	7.92
Nov-25	11.02	4.6	8.59	8.66	8.94	5.72
Dec-25	10.85	4.5	8.68	8.74	8.96	5.9
Jan-26	10.9	4.47	8.44	8.92	8.9	6.1
Feb-26	10.66	4.33	8.38	9.02	8.69	6.43
Mar-26	10.7	0	8.29	9.09	8.38	6.51
Mar-26 % Sickness Absence	4.21%	0.00%	3.26%	3.58%	3.30%	2.56%

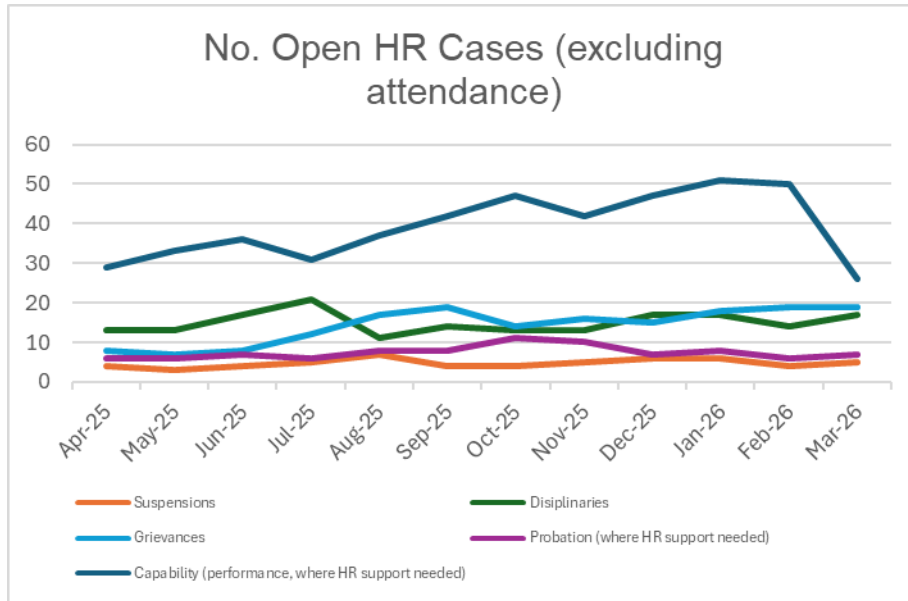
Table 3

2025/26 Absence Reason

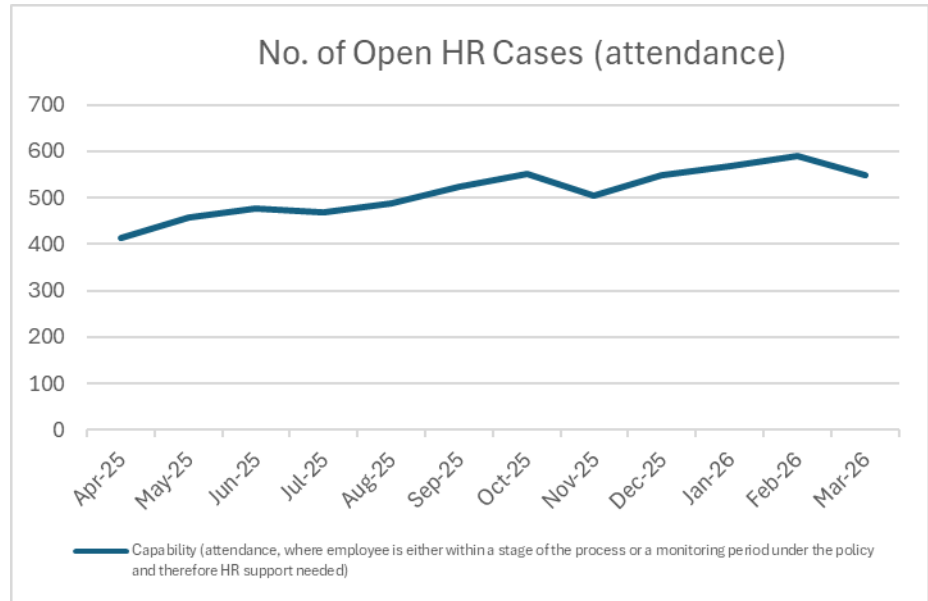
% of FTE days lost by absence reasons	21/22	22/23	23/24	24/25	25/26
Stress/depression mental health	25.40%	26.80%	31.40%	25.78%	28.29%
Other musculo-skeletal	17.90%	12.40%	13.20%	12.77%	12.44%
Combined covid-19 & cough cold flu	18.20%	17.30%	11.50%	11.83%	11.33%
Gastro-stomach, digestion	6.30%	6.10%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

Table 4

Employment Relations Cases Trends



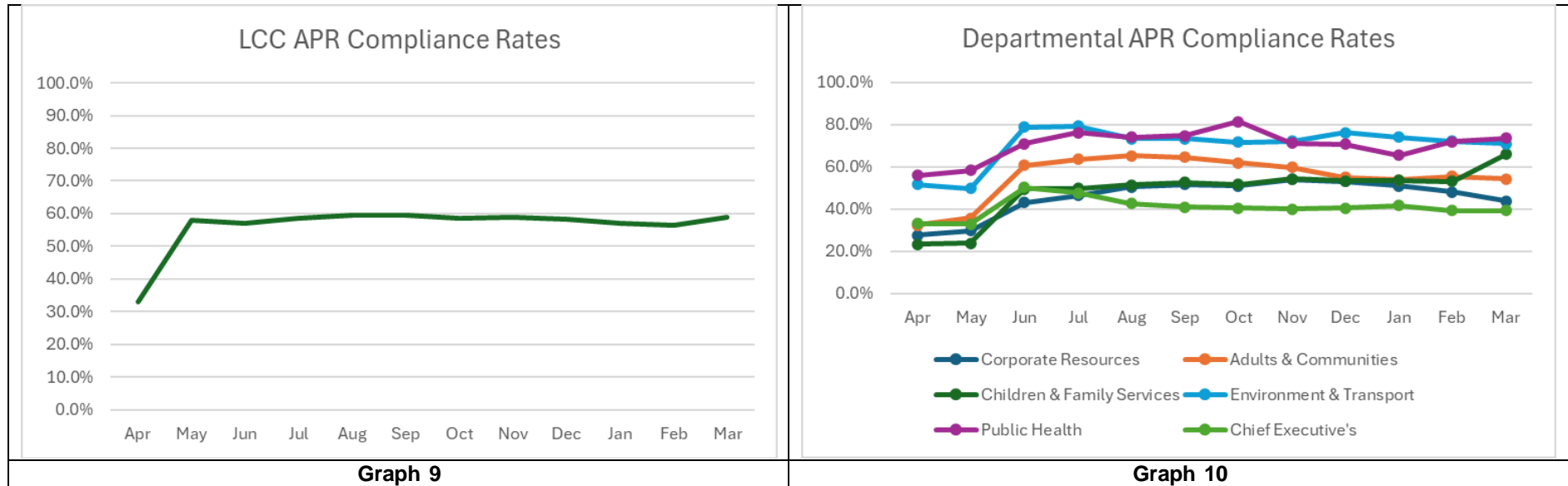
Graph 7



Graph 8

Reporting the number of active employment relations cases.

APR Compliance Rate Trends



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