

# Employment Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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Wednesday, 12 November 2025 at 10.00 am  
Council Chamber - South Kesteven House, St. Peter's Hill,  
Grantham. NG31 6PZ

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**Committee Members:** Councillor Anna Kelly, Vice-Chairman of the Council (Chairman)  
Councillor Gloria Johnson (Vice-Chairman)

Councillor Rhys Baker, Councillor Ashley Baxter, Councillor Harrish Bisnauthsing,  
Councillor Gareth Knight, Councillor Susan Sandall, Councillor Ian Stokes and  
Councillor Paul Stokes

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## Supplementary Paper

8. **HR Dashboard** (Pages 3 - 23)  
To present the HR metrics for the full year period from April to  
September 2025

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## Employment Committee

Wednesday, 12 November 2025

Report of Councillor Ashley Baxter,  
Leader of the Council,  
Cabinet Member for Finance, HR and  
Economic Development

### Human Resources Dashboard

#### Report Author

Jane Jenkinson, Senior HR Officer

Jane.Jenkinson@southkesteven.gov.uk

#### Purpose of Report

To present the HR metrics for the half-year period from April to September 2025

#### Recommendations

**The Employment Committee notes the information provided in the HR dashboard for the period April to September 2025**

#### Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective council
Which wards are impacted?	All Wards

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The staffing budget remains the most significant annual cost incurred by the Council. It is important the Council actively reviews and understands the workforce composition, operation, development and performance to ensure it remains motivated, focused and skilled to support the delivery of the Council's Corporate Plan ambitions.

*Completed by: David Scott – Assistant Director of Finance and Deputy s151 Officer*

### ***Legal and Governance***

- 1.2 There are no specific governance implications arising from this report.

*Completed by: James Welbourn, Democratic Services Manager*

## 2. Background to the Report

- 2.1. **Appendix 1** contains a presentation relating to South Kesteven District Council's people metrics for the half-year period from April to September 2025.

- 2.2 The dashboard covers the following themes from the recently refreshed People Strategy. Detail of each of the themes is outlined below:

- Workforce Planning
- Reward and Recognition
- Employee Experience
- Equality, Diversity, Inclusion and Belonging
- Learning and Development
- Wellbeing

- 2.3 **Workforce Planning**

- At 30 September 2025, the number of Full-Time Equivalent (FTE) employees (known as the 'establishment') is **595** (324 male and 271 female).
- During the year to date, the Council has had **48** new starters and **27** leavers.
- More than half (**57%**) of the workforce have been working for SKDC for less than 5 years.
- The total combined service of Officers at the Council is **5004** years.
- Exit interviews with a member of the HR team are offered to all leavers. These provide an opportunity to gather information and feedback on reasons for leaving; where relevant this is discussed with the appropriate manager.

## 2.4 **Reward and Recognition**

The annual pay award was agreed at **3.2%**. All staff received this in August, backdated to April 2025.

Benchmarking of roles within Waste and Street Scene is being undertaken to evaluate whether SKDC salaries are competitive. This is important to support recruitment and retention to roles where there is high turnover.

**21** employees were recognised with long service awards celebrating 10, 20, 30 and 40 years at the Council.

Another annual awards evening took place successfully in June, with over **235** nominations and **19** awards being given. The event was well attended by over **100** employees and received very positive feedback.

Recognition between colleagues continues to increase with over **165** 'Thank You' nominations since April this year.

## 2.5 **Employee experience**

Employee engagement is in a strong position. This is evidenced by the results of the 2025 Employee Engagement Survey, details of which have been provided in a separate report to the Employment Committee.

The Council has earned national recognition for its employee engagement as the winner of the Excellence in Employee Engagement Award at the Great British Workplace Wellbeing Awards.

## 2.6 **Equality, Diversity, Inclusion and Belonging**

The Employment Committee have received a separate report providing information on the Gender Pay Gap for 2025.

Work to ensure inclusion and belonging is reflected through networking events for a number of groups including Carers' Forum, Working Parents' Forum and Menopause Café.

Almost **50%** of the workforce are aged 50 and over and the Council are signed up to the Age-friendly Employer Pledge. This requires a commitment to at least one action a year towards better recruitment, retention and development of older workers.

## 2.7 Learning and Development

The Council currently has **43** apprenticeships: Two apprenticeships have been completed during the year and **10** new apprenticeships started. Regular apprentice network meetings are held and the most recent one in October was well attended. The current apprenticeships cover a broad range including Urban Driver Level 2 (LGV), Chartered Town Planner Level 7, Plumbing and Domestic Heating Technician Level 3 and Environmental Health Practitioner Level 6.

There have been **59** learning events throughout the year with a total of 431 employees attending. These are a combination of paid for, free and internal courses and include training for the whole workforce relating to investigations and the prevention of sexual harassment as well as 'bite-size' sessions covering topics including recruitment, sickness absence and CV writing.

Other training includes mandatory Health and Safety training, continuous professional development (CPD) requirements and job related professional qualifications such as Chartered Institute of Housing.

## 2.8 Wellbeing

The average number of days of sickness absence per FTE for the period April to September 2025 is **4.78 days**. This is a slight increase on the same period last year of **4.07 days**.

There has been an increase in the number of days of sickness absence in September 2025 when compared to September 2024. This is attributable to an increase in long term absence.

The CIPD Health and Wellbeing At Work report for 2025 reveals a record high for absence levels: **9.4 days** in 2025, up from **7.8** in 2023. It also states "*these levels reflect broader societal trends, including an ageing workforce and a rise in long-term health conditions*".

Mental ill health remains a leading cause of both short and long-term absence; other significant causes include stress and musculoskeletal issues. This is the case at SKDC as well as nationally. Return to work interviews are completed after each period of absence by the line manager. Employees are signposted to

relevant support which may be the Employee Assistance Programme or the Council's first aiders for mental health.

The Wellbeing group continue to deliver a wide range of events and initiatives. This provides the opportunity to learn new skills, including knitting, photography and painting and delivering a range of workshops and webinars on topics such as finance, sleep health and a working parent webinar.

### **3. Consultation**

- 3.1. Discussions on the HR metrics in the HR Dashboard take place with the Trade Unions.

### **4. Appendices**

- 4.1. Appendix 1 – HR Dashboard 2025-26 Year to Date

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# HR Dashboard

## Employment Committee

### 2025-26 Year to Date

6



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# Introduction

This presentation will discuss each strand, related HR metrics, and activities against each that took place from April to September 2025.



Workforce Planning

Reward & Recognition

Employee Experience

Equality, Diversity, Inclusion & Belonging

Learning & Development

Wellbeing



324



271

595

FT

475

PT

120

New Starters & Leavers

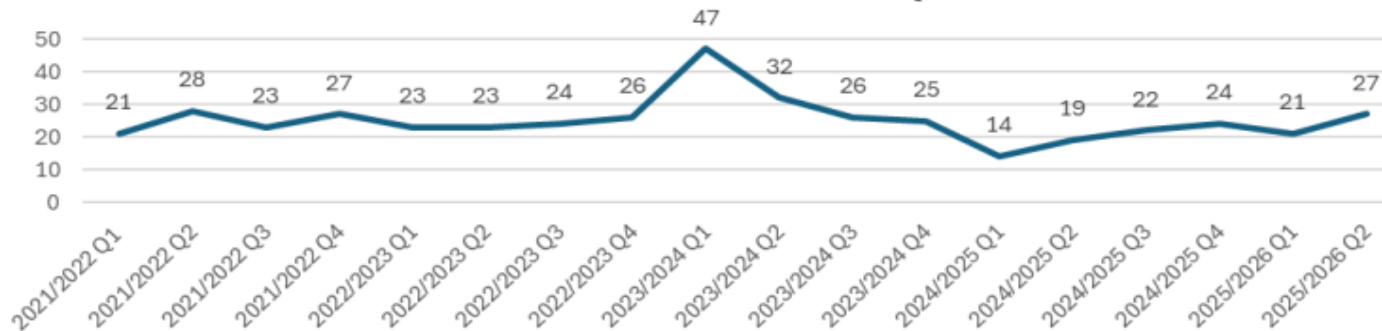


48

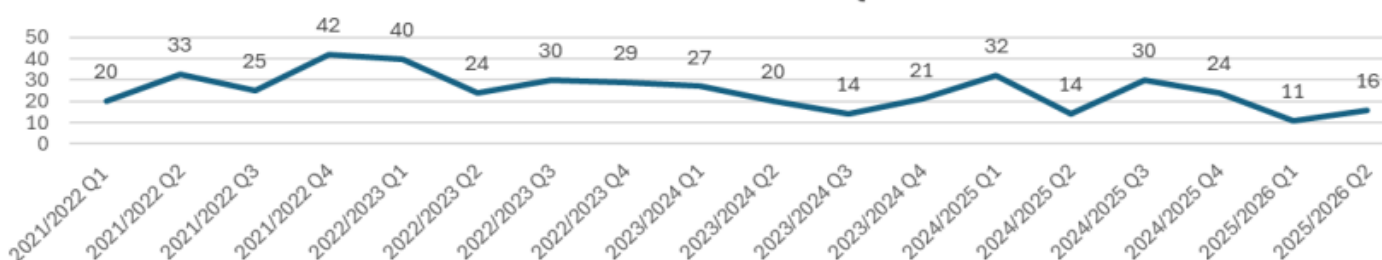


27

New Starters 21/22 - 25/26 Q2



Leavers 21/22 - 25/26 Q2



Starters and Leavers



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Workforce Planning

Reward & Recognition

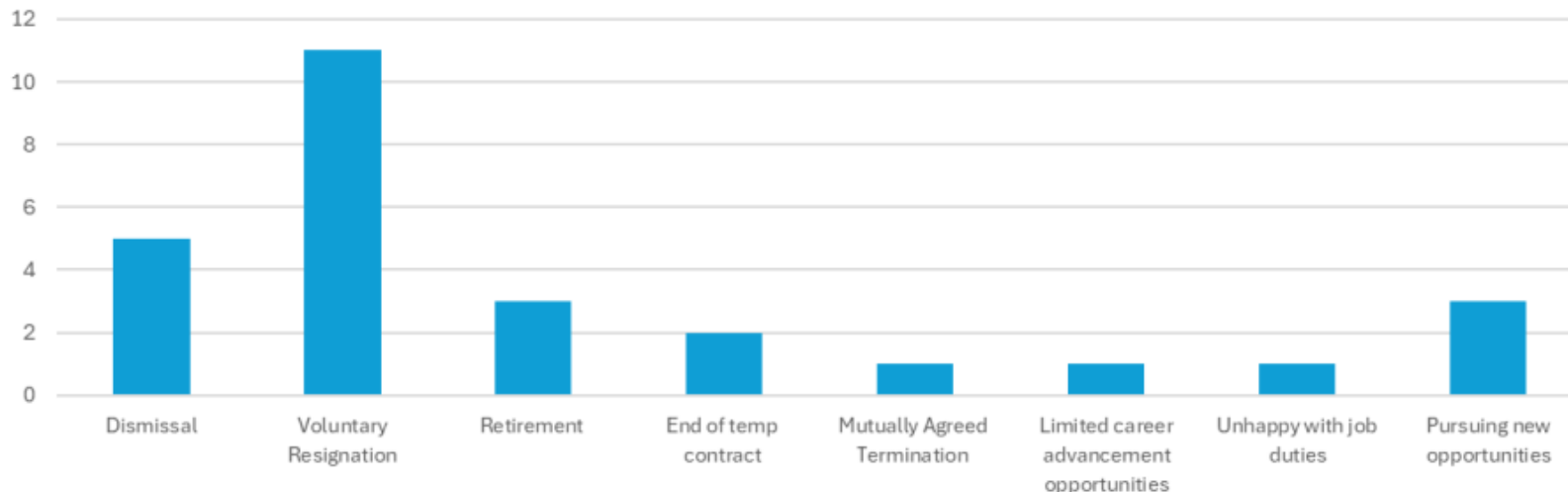
Employee Experience

Equality, Diversity, Inclusion & Belonging

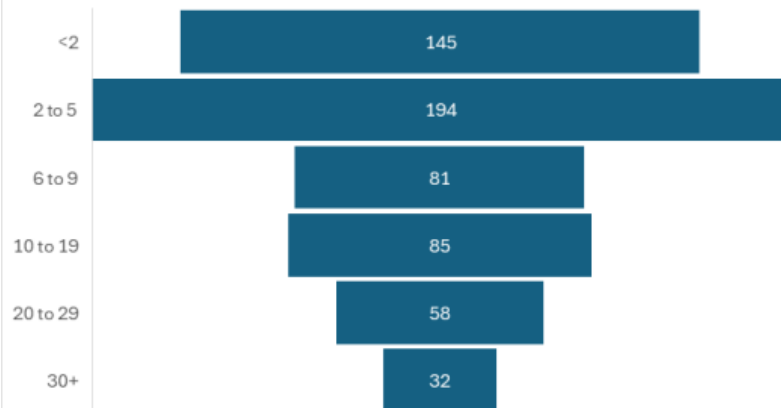
Learning & Development

Wellbeing

Reason for leaving



Headcount by Service Time (Years)



### Activity

- 5 team restructures
- Exit interviews with HR offered for all leavers to get feedback, insights and trends, and this is shared with Senior Leadership.
- Recruitment upskilling regularly offered to all Hiring Managers. Currently delivering Recruitment Bitesize sessions



Workforce Planning

Reward & Recognition

Employee Experience

Equality, Diversity, Inclusion & Belonging

Learning & Development

Wellbeing

## Our #TeamSK Recognition Strategy includes:

### Awards Evening – June 2025



Over 235 nominations for staff awards and 19 awards won during a fabulous event with over 100 employees present



### Pay Award

There was a 3.2% pay award delivered to all members of staff in August (backdated to April 2025)



### #TeamSK Thank You

#TeamSK Thank You, **over 165 nominations so far** since April 25 thanking colleagues for their hard work, achievements and support

### Long Service

There were 21 long service awards being given this financial year, celebrating 10, 20, 30 and 40 years at the Council



### Extra Leave

**5** extra days annual leave after 5 years continuous service



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Workforce Planning

Reward &  
Recognition

Employee  
Experience

Equality,  
Diversity,  
Inclusion &  
Belonging

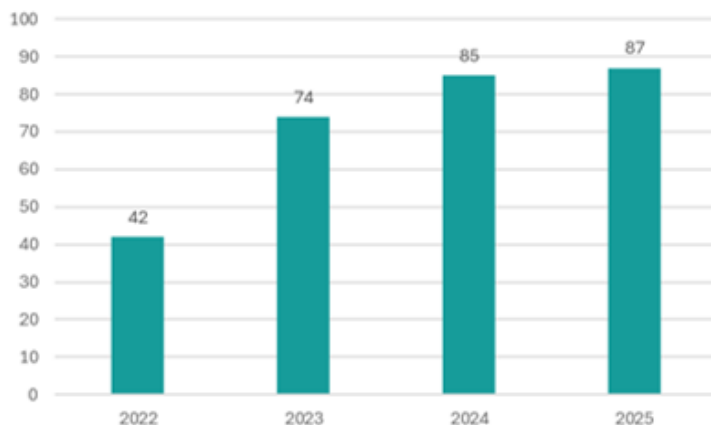
Learning &  
Development

Wellbeing

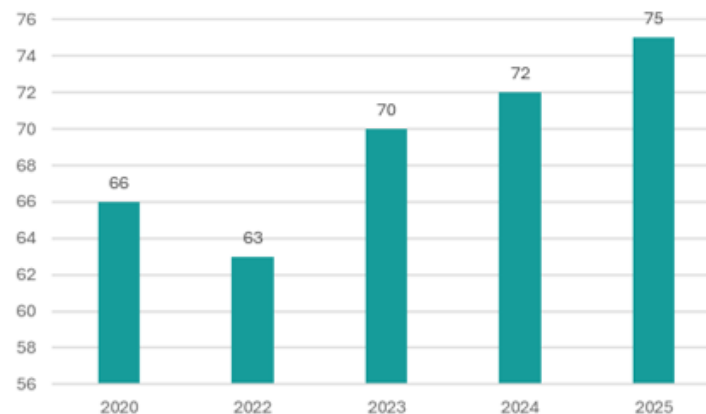
## 2025 Engagement Survey Results



RESPONSE RATE



ENGAGEMENT INDEX



Workforce Planning

Reward &  
Recognition

Employee  
Experience

Equality,  
Diversity,  
Inclusion &  
Belonging

Learning &  
Development

Wellbeing



**2025 WINNER**

**Excellence in Employee  
Engagement**



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Workforce Planning

Reward & Recognition

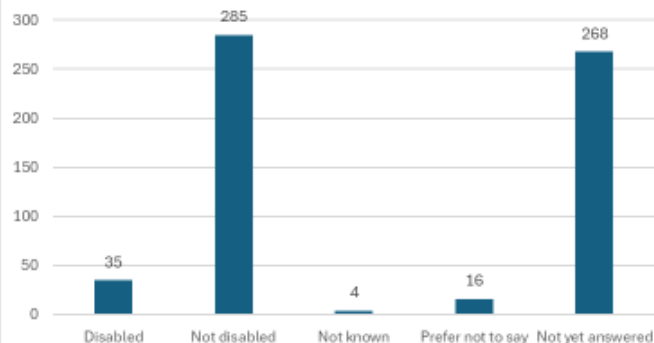
Employee Experience

Equality, Diversity, Inclusion & Belonging

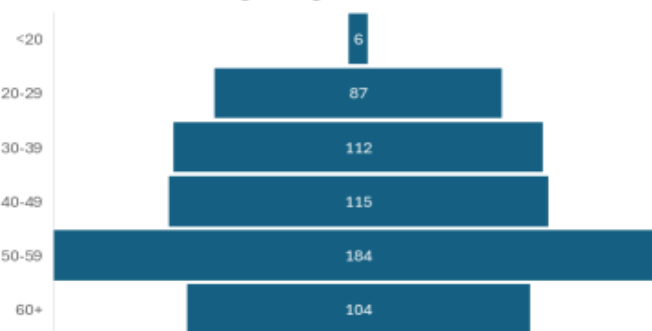
Learning & Development

Wellbeing

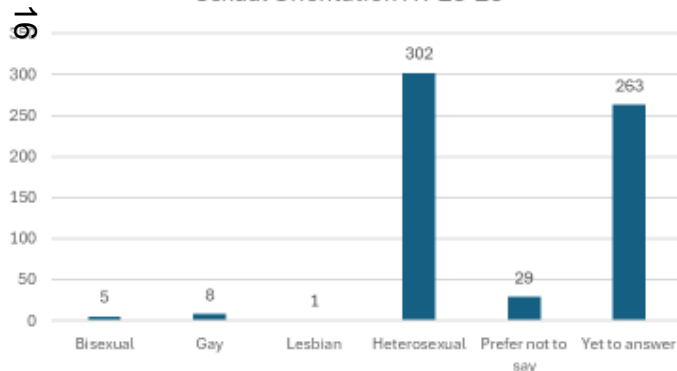
Disability HY 25/26



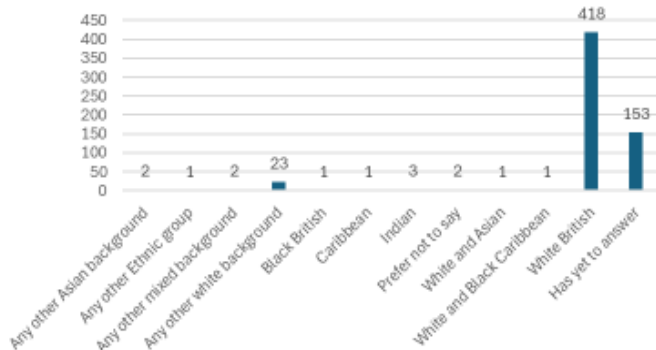
Age Range HY 25-26



Sexual Orientation HY 25-26



Ethnicity HY 25/26



**-4.93%**  
mean pay gap  
(-4.83% in 2024)

**-4.08%**  
median pay gap  
(0.80% in 2024)

**Gender Pay Gap**  
**31 March 2025**

**We're an**  
**Age-friendly**  
**Employer**

## Activity

- EDI focus how we reflect the community and ensure an inclusive internal environment.
- Focus on being an inclusive place to work including the holding the Menopause Café and launching a Carer's network, celebrating Black History Month and raising awareness of hidden disabilities.
- Blind recruitment implemented



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Workforce Planning

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## Apprentices



2

43

10

- 43 current Apprenticeships
- 2 completed so far during the year
- 10 started during the year

Most recent network meeting was 16<sup>th</sup> October 2025 and well attended.

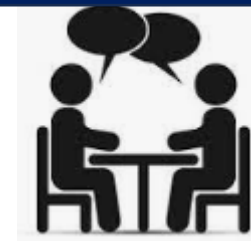
## Line Manager Forum



Line Manager Forum supports the development of 50+ managers across the Council.

6 sessions held to date.

## Appraisals



100% of appraisals completed for 25/26.

Outputs built into the Workforce Development Plan.

## Training



£88,337

431 Employees attended events

59 Learning Events

- Combination of paid for, free and internal courses.
- Learning Management System providing many online courses.

## Bitesize Learning



- Training courses sharing knowledge and expertise within the Council delivered during the year with more planned.

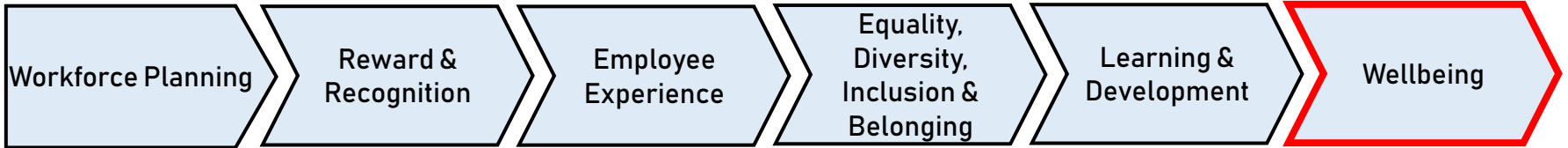
## Development Drive



- Focus on holistic development including coaching, mentoring, internal work experience etc.
- Apprenticeship interest has massively increased.

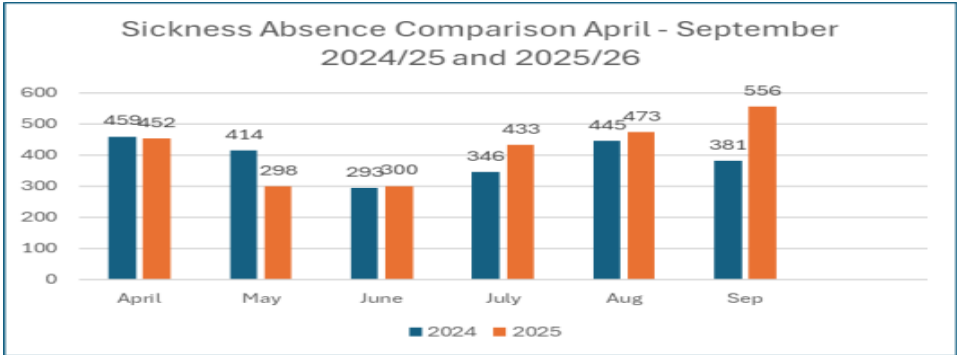


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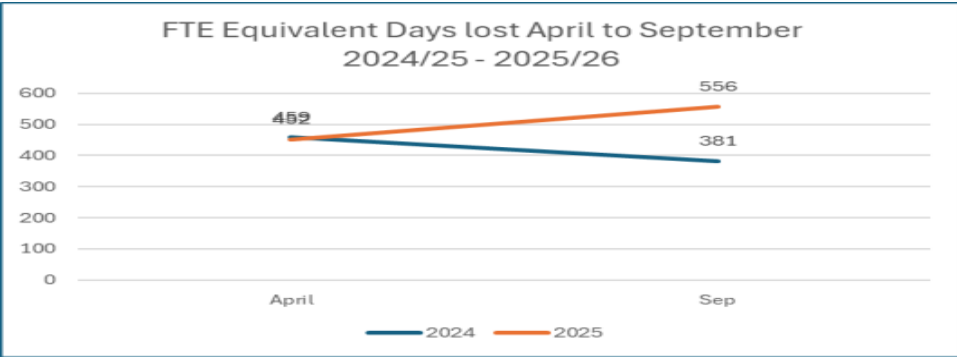


Sick Absence:

1143	1452	4.63
25/26 short term sickness FTE days	25/26 long term sickness FTE	25/26 average sickness per FTE



- 4.63 days lost per employee for full year compared to 4.07 days for the same period the previous year.



Workforce Planning

Reward & Recognition

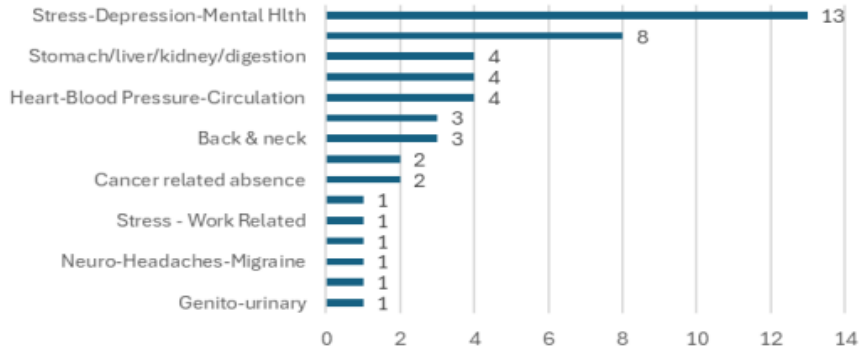
Employee Experience

Equality, Diversity, Inclusion & Belonging

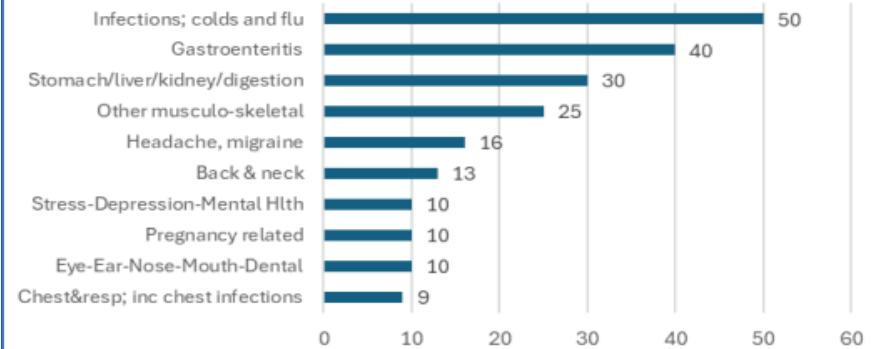
Learning & Development

Wellbeing

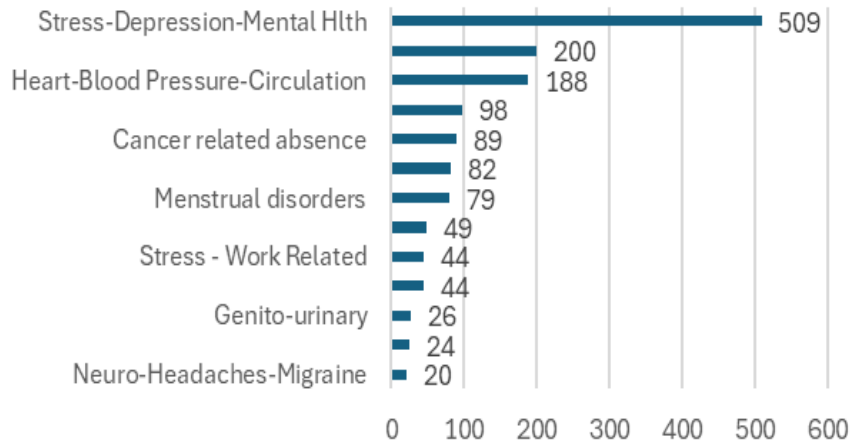
Top 10 Reasons for Absence (number of instances - Long Term)



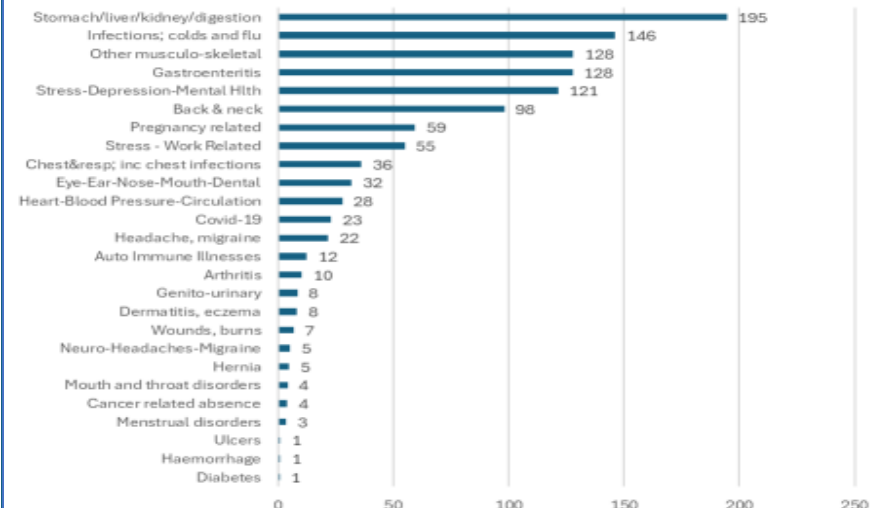
Top 10 Reasons for Absence (number of instances - Short term)



Long Term FTE Days lost



Short Term FTE Days lost



Workforce Planning

Reward &  
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Equality,  
Diversity,  
Inclusion &  
Belonging

Learning &  
Development

Wellbeing



Number of visits to  
Employee Assistance  
Programme Apr to Jun 25 :  
14 calls  
24/25 53 calls



99.7%

303 return to work  
conversations completed  
April to September 2025



Number of visits to Mental  
Health First Aiders April to  
September 2025:

**66**

52 Mental Health First Aiders  
Latest network meeting October  
2025

## Activity

- HR partnering focuses on departments attendance management.
- Longest sick absence cases have been allocated HR support.
- Bitesize sessions on Attendance Management being delivered by the HR team – both general sessions and targeted for areas with high absence levels, e.g. Waste, Street Scene, Housing Technical Services.



Workforce Planning

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### Menopause Friendly

- Menopause Cafe
- Reflexology session
- Nutritionist session
- Free sanitary products in toilets
- Kate Mitchell - Women's Health Specialist Physiotherapist session



### Learning New Skills



- Djembe Drumming (May)
- Knitting (May)
- SK Choir (May-June)
- Photography (June)
- Painting (September)

### Carers Forum



- Line Manager information session
- Employee information session
- Carers Passport & guidance
- Carers Guide
- Carers Week event (June)

### Wellbeing Plan



The Wellbeing Plan was circulated (May) to all staff, showcasing the events coming up, how to get involved and how to suggest new ideas.

**In the recent staff survey, the Wellbeing index increased from 68 to 73 and more activities delivered were attended**

### Mental & Social Wellbeing



- Finance Workshops (March/April)
- Stress awareness month (April)
- Sleep Health Workshop (April)
- Easter Egg hunt (April)
- Mental Health Awareness Week (May)
- Working Parents webinars (May)
- TeamSK Staff Awards (June)
- World Mental Health Day (October)

### Physical wellbeing



- Bike to work week (June)
- Steps Challenge (July)
- National Fitness month (September)
- Health Checks (September)

Workforce Planning

Reward &  
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Wellbeing

### Disciplinary



Factfinding  
Investigation

12



No case to  
answer

2



Awaiting  
outcome

0



1<sup>st</sup>  
Written  
Warning

0



Final  
Written  
Warning

2



Dismissal

3

### Grievances



2

### Activity

- Investigations training delivered in October
- All managers invited to disciplinary training to upskill on the new policy and completing investigations.
- 1 resignation.
- 3 settled.
- 1 informal resolution

Workforce  
Planning

Reward &  
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Wellbeing

## HR Future Focus

### Employment Rights Bill

Continuing to monitor changes that may come into effect with the Employment Rights Bill, including:

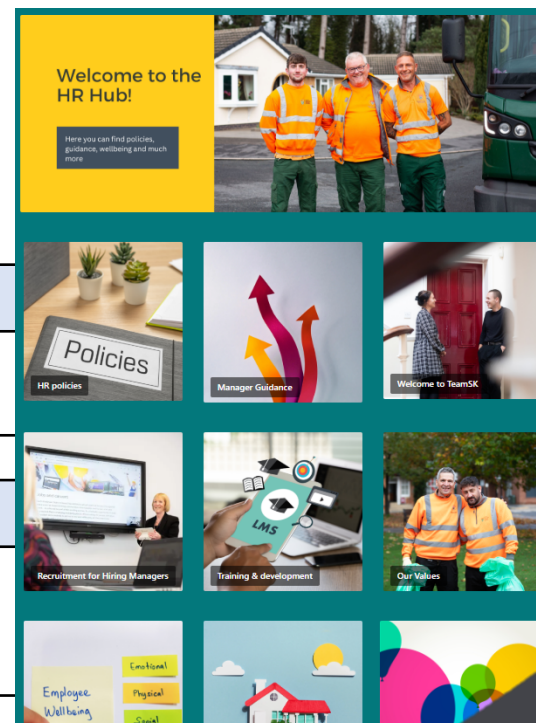
- Trade Union Reform (enhancing rights and protections)
- Statutory Sick Pay reforms (being paid from first day)
- Parental and Paternity Leave a day one right
- Tribunal award changes
- Fire and Rehire practices abolished
- Sexual Harassment mandatory training requirement
- Unfair dismissal protection from day one
- Flexible working being treated as the 'default'
- Zero hours works contract reforms

### HR Hub Development

- Continuing policy updates and manager guidance
- Accessibility to all staff including manual workers

### Other HR Focuses for 2025/26

- Local Government Reorganisation impact
- Training needs analysis (particularly with LGR in mind)
- Engagement, wellbeing and development plans deployment



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