



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

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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Does the report contain any exempt or confidential information not for publication?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