



FORWARD TOGETHER

HR MI report Slough Borough Council November 2025



FORWARD TOGETHER

Executive summary

- | | |
|---|--|
|  | Line Managers' participation rate in LEAD Programme has been satisfactory – 87% of line managers have either started or completed the training |
|  | Interim spend has gone up by 28% this month due to higher timesheet submission |
| | The declaration rate of EDI information remains low |
| | The % of completed 121's & Mandatory Training remains low |
| | Sickness Absence rate is quite high across the council while the return-to-work completion rate is low |

2. CORE METRICS

Total Headcount – November 2025

Directorate	Perma	Interims	Total
Adult Services	157	56	213
Chief Execs Office	80	23	103
Children Services	223	44	267
Corporate Services	181	64	245
Law and governance	23	3	26
Public Health & Public Protection	72	11	83
Regeneration, Housing & Environment	327	122	449
Grand Total	1063	323	1386

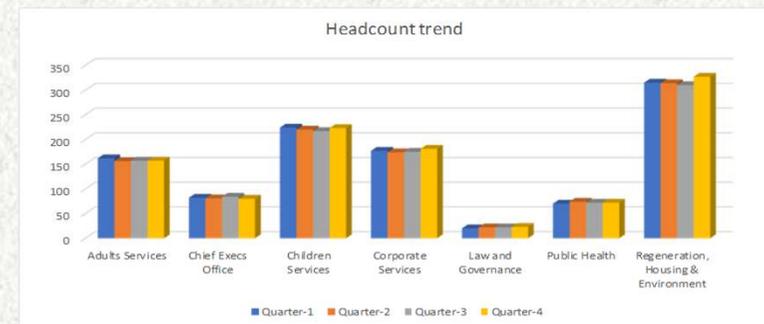
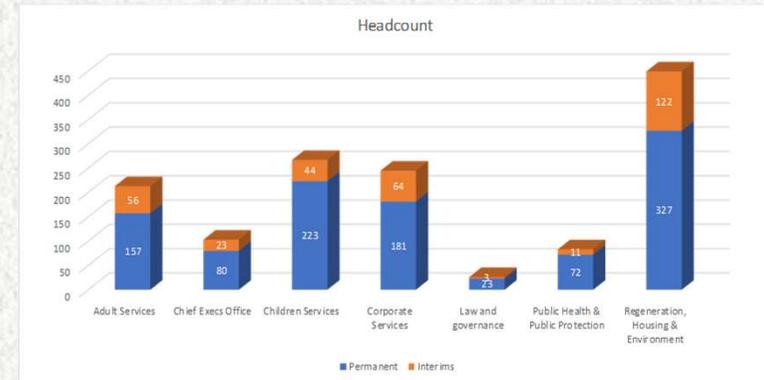
- The total number of staff is 1,386
- This is split into 1,064 permanent staff and 323
- Permanent staff increased by 7, and Interims decreased by 7

Note

Data provided based on available information on Unit 4 BW.

*Includes permanent and FTC staff

*Does NOT include Agency staff, apprentices and contractors.

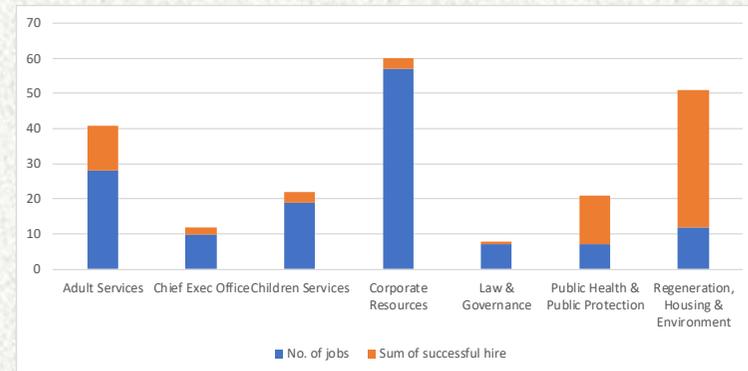


Recruitment Update – December 2024 to November 2025



Directorates	Job posted	Successful hire	Successful Rate
Adult Services	41	13	32%
Chief Exec Office	12	2	17%
Children Services	22	3	14%
Corporate Resources	60	3	5%
Law & Governance	8	1	13%
Public Health & Public Protection	21	14	67%
Regeneration, Housing & Environment	51	39	76%
Grand Total	215	75	35%

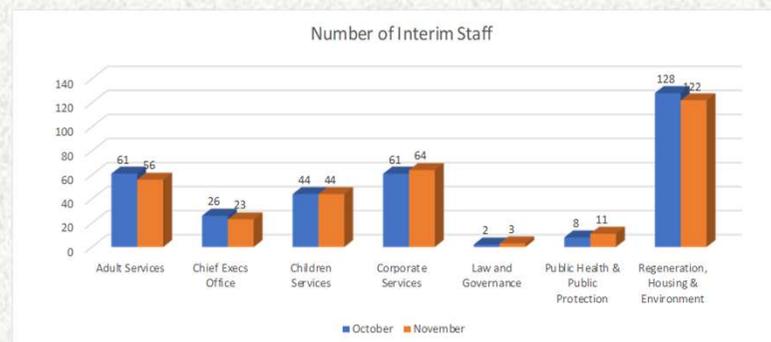
- 35% of successful hiring rate over the past 12 months
- All data extracted directly from Talos.





Number of interim staff by Directorate – October/ November 2025

Directorate	October	November
Adult Services	61	56
Chief Execs Office	26	23
Children Services	44	44
Corporate Services	61	64
Law and Governance	2	3
Public Health & Public Protection	8	11
Regeneration, Housing & Environment	128	122
Grand Total	330	323

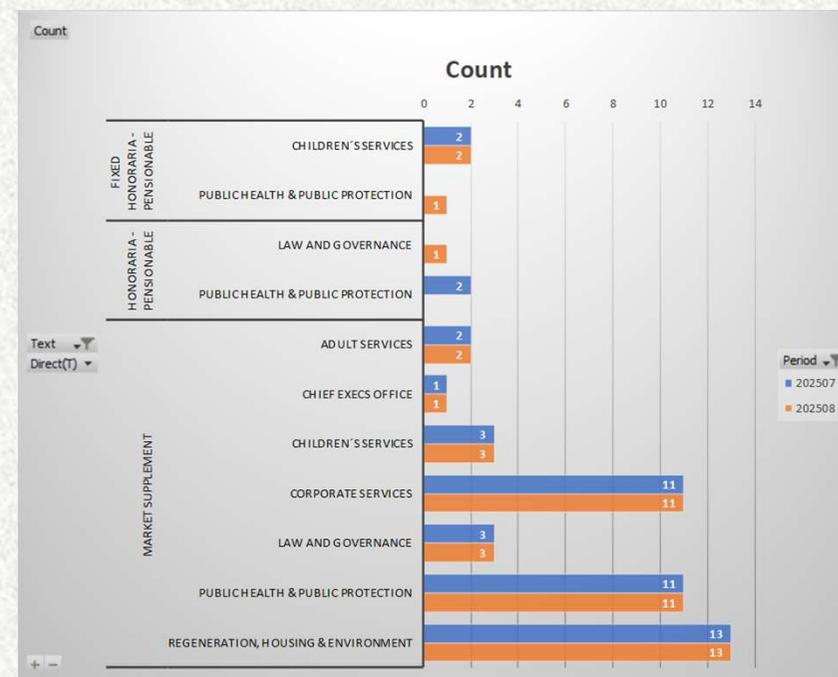


- Interims decreased by 7
- The number of interim staff may vary due to late starters and leavers on Matrix, depending on the date of the report.
- Commissioners are under CEO



Market supplements and Honorariums: Count of Staff – October/ November 2025

Directorate	Oct-25	Nov-25
Fixed Honoraria - Pensionable	2	3
Children's Services	2	2
Public Health & Public Protection	0	1
Honoraria - Pensionable	2	1
Law and Governance	0	1
Public Health & Public Protection	2	0
Market Supplement	44	44
Adult Services	2	2
Chief Execs Office	1	1
Children's Services	3	3
Corporate Services	11	11
Law and Governance	3	3
Public Health & Public Protection	11	11
Regeneration, Housing & Environment	13	13
Grand Total	47	48

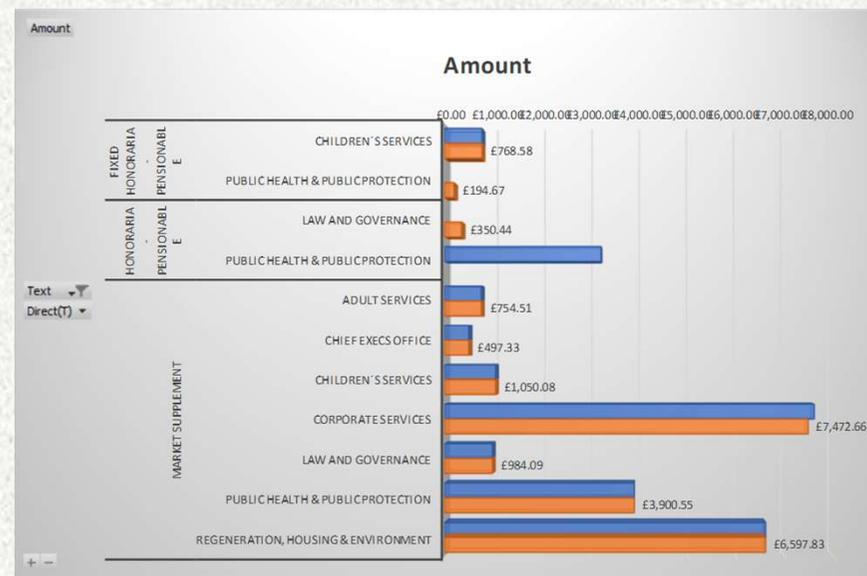


- No. of staff receiving market supplement/ honorarium has slightly increased
- 44 staff are currently receiving market supplement across SBC



Market supplements and Honorariums Amounts – October/ November 2025

Directorate	Oct-25	Nov-25
Fixed Honoraria - Pensionable	£768.58	£963.25
Children's Services	£768.58	£768.58
Public Health & Public Protection	£0.00	£194.67
Honoraria - Pensionable	£3,218.00	£350.44
Law and Governance	£0.00	£350.44
Public Health & Public Protection	£3,218.00	£0.00
Market Supplement	£21,382.05	£21,257.05
Adult Services	£754.51	£754.51
Chief Execs Office	£497.33	£497.33
Children's Services	£1,050.08	£1,050.08
Corporate Services	£7,597.66	£7,472.66
Law and Governance	£984.09	£984.09
Public Health & Public Protection	£3,900.55	£3,900.55
Regeneration, Housing & Environment	£6,597.83	£6,597.83
Grand Total	£25,368.63	£22,570.74



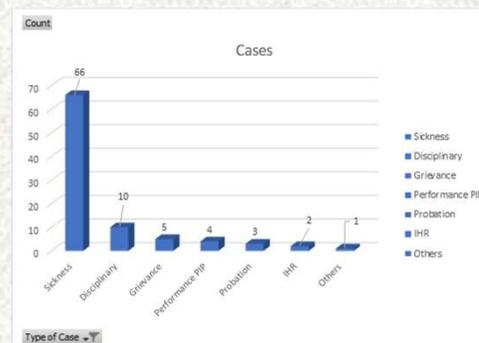
- Amount of payment is quite similar to the previous month, £3k less due to one-off honoraria in PHPP



Casework- Overall November 2025

HR Case Type	Count
Sickness	66
Disciplinary	10
Grievance	5
Performance PIP	4
Probation	3
IHR	2
Others	1
Grand Total	91

Directorate	Tribunal cases
Adult Services	0
Chief Executive	0
Children Services	1
Corporate Services	0
Law & Governance	0
Public Health	0
Regeneration, Housing & Environment	2
Total	3



HR Case Type	Adult Services	Chief Executive	Children Services	Corporate Services	Law & Governance	Public Health & Public Protection	Regeneration, Housing & Environment	Grand Total
Disciplinary	0	0	4	0	0	0	5	10
Grievance	1	1	0	2	0	0	1	5
IHR	0	0	1	1	0	0	0	2
Others	0	0	0	1	0	0	0	1
Sickness	6	11	10	9	3	2	25	66
Probation	0	0	1	0	1	0	1	3
Performance PIP	2	0	0	0	1	1	0	4
Grand Total	9	12	16	13	6	3	32	91

Sickness Stages	Adult Services	Chief Executive	Children Services	Corporate Services	Law & Governance	Public Health & Public Protection	Regeneration, Housing & Environment	Grand Total
Stage 1	6	10	7	9	2	1	19	54
Stage 2	0	1	3	0	1	0	6	11
Stage 3	0	0	0	0	0	1	0	1
Grand Total	6	11	10	9	3	2	25	66

- The number of HR cases remain quite high across SBC – 91 cases
- Sickness remains the highest number of HR cases amongst all types of cases

3. WORKFORCE PLANNING AND TURNOVER

Note

Data provided based on available information on Unit 4 BW.

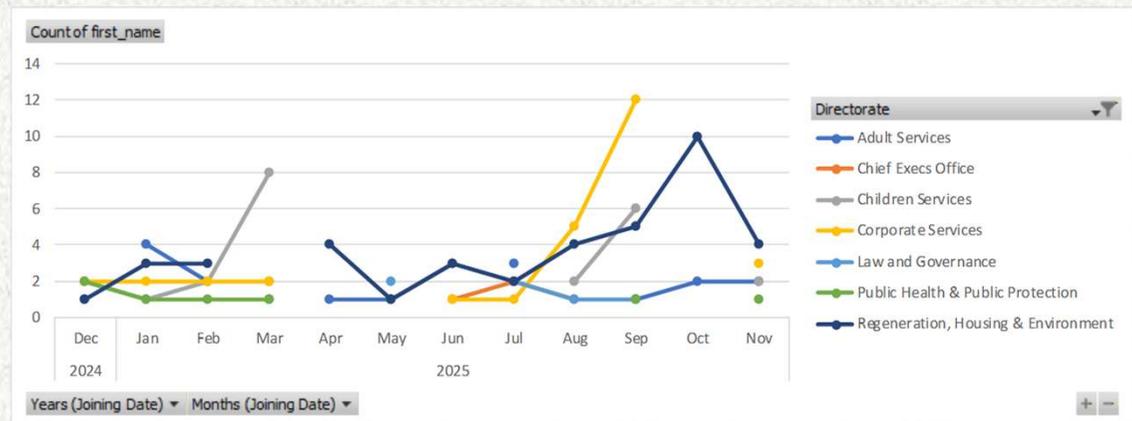
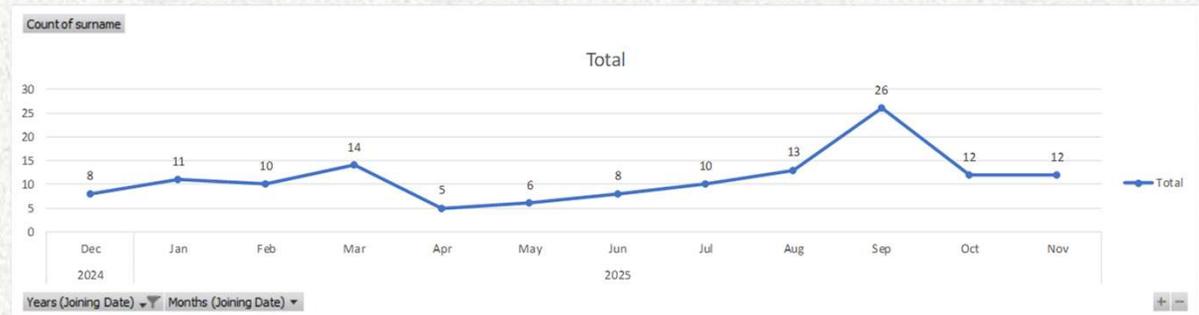
*Includes permanent and FTC staff

*Does NOT include apprentices and contractors.



Starters November 2025

Directorate	Count
Adult Services	2
Chief Execs Off	0
Children Servic	2
Corporate Serv	3
Law and Gover	0
Public Health &	1
Regeneration, I	4
Total	12

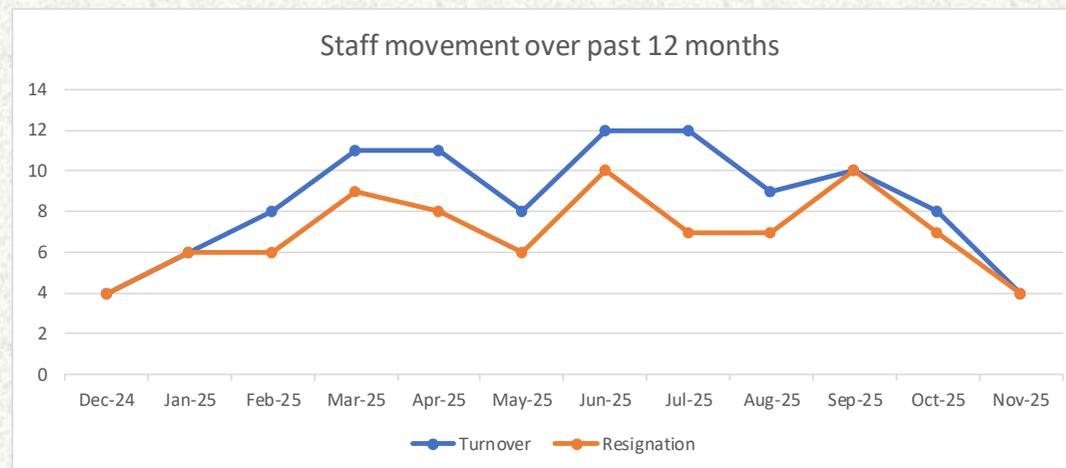


- 12 new members of staff started in November

Year to date – Leavers



Month	Turnover	Resignation
Dec-24	4	4
Jan-25	6	6
Feb-25	8	6
Mar-25	11	9
Apr-25	11	8
May-25	8	6
Jun-25	12	10
Jul-25	12	7
Aug-25	9	7
Sep-25	10	10
Oct-25	8	7
Nov-25	4	4
Grand Total	103	84

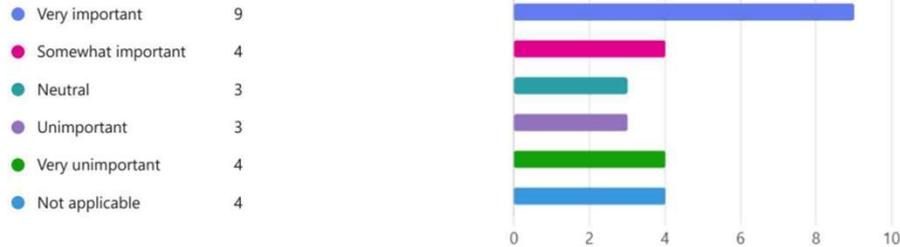


- The turnover rate is 9.78% & resignation rate is 7.98%
- Civil Service turnover rate in 2024/25 – turnover rate is 7.1% & resignation rate is 3.6%

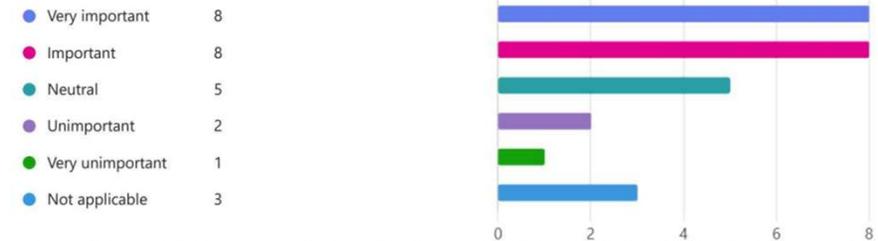
Exit Interviews since September 2024



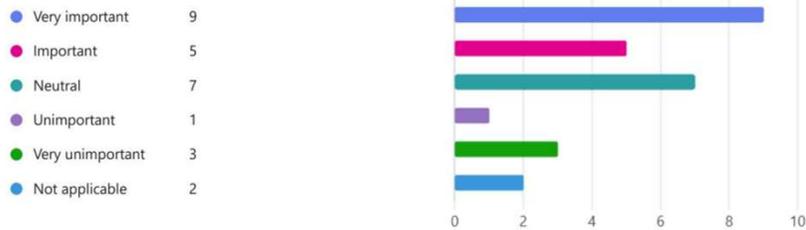
How important were your career prospects and development, in making your decision to leave?



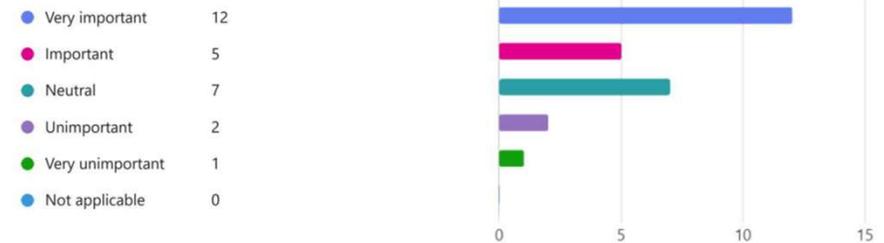
How important was the culture of your organisation, in making your decision to leave?



How important was the extent to which you felt fairly treated, respected and valued at work, in making your decision to leave?



How important was your workload and work/life balance, in making your decision to leave?



- HR are actively inviting leavers into exit interviews to collect feedback to help us improve our council's policies, culture, and work environment
- 27 staff have agreed to participate in exit interviews since September 2024
- Organisational culture, Organisational change, workload & career development continue to be main contributing factors for people leaving SBC
- We would like to ask managers to encourage all leavers to take part in the exit interviews

4. LEADERSHIP DEVELOPMENT AND EFFECTIVENESS



•% Completion of monthly 1:1s

121 completed data (November)	Completed	Not Completed
Adult Services	7.46%	92.54%
Chief Execs Office	17.02%	82.98%
Children Services	3.70%	96.30%
Corporate Resources	24.79%	75.21%
Law and Governance	8.33%	91.67%
Public Health & Public Protection	39.71%	60.29%
Regeneration, Housing and Environment	3.85%	96.15%
Average	14.98%	85.02%

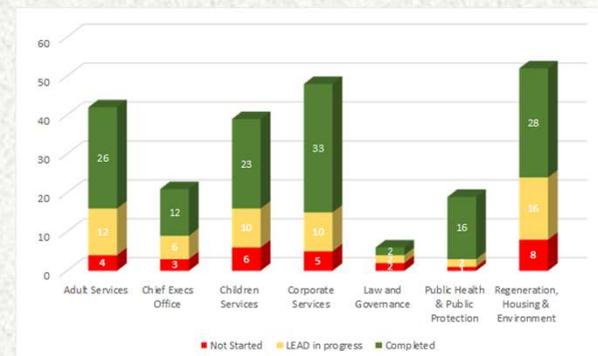


- The % of completed 121 is still significantly low across the council
- Improving the rate of completed 121 is essential for maintaining an effective and motivated workforce and reducing the incidence of sickness
- Line managers to take proactive steps to complete 121's



Uptake of LEAD program – November 2025

Directorate	Not Started	LEAD in progress	Completed	Completion %
Adult Services	4	12	26	62%
Chief Execs Office	3	6	12	57%
Children Services	6	10	23	59%
Corporate Services	5	10	33	69%
Law and Governance	2	2	2	33%
Public Health & Public Protection	1	2	16	84%
Regeneration, Housing & Environment	8	16	28	54%
Grand Total	29	58	140	62%



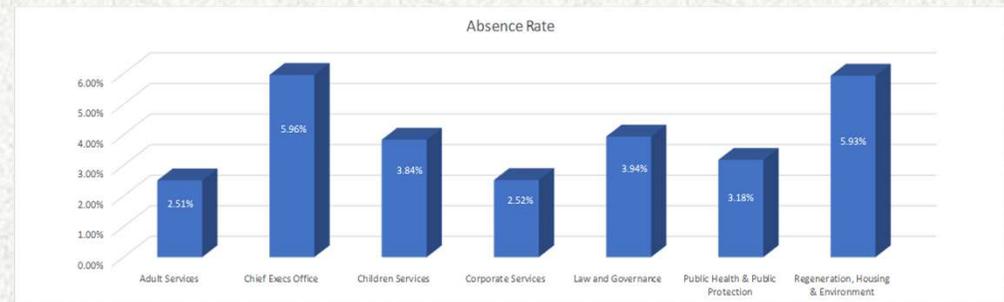
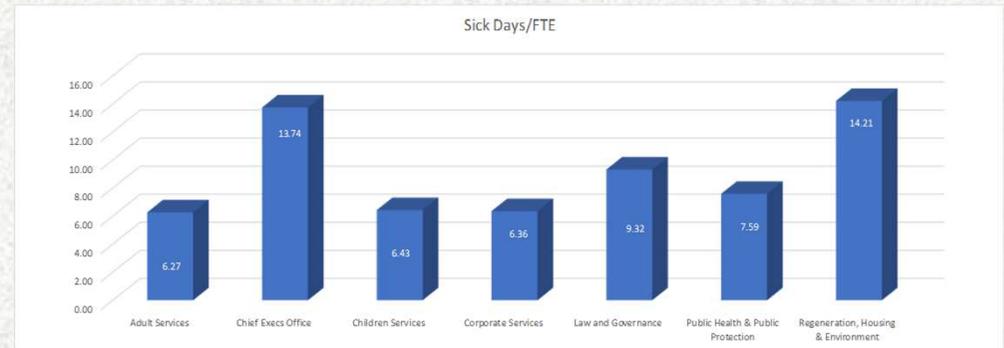
- The mandatory **LEAD Programme** went live in January 2025. This includes every line manager within SBC expected to complete 4 modules in approximately 4 weeks.
- The training is designed to equip managers with the key leadership skills needed to effectively lead themselves and their teams through change.
- New session launched since July.
- 140 out of 227 line managers have completed their LMEP (62% completion rate)
- 87% of line managers have either started / completed the program

5. ABSENCE MANAGEMENT AND WELL-BEING



Sickness: December 2024 - November 2025

Directorate	Sick Days/FTE	Money lost/FTE	Absence Rate
Adult Services	6.27	£588.88	2.51%
Chief Execs Office	13.74	£1,318.06	5.96%
Children Services	6.43	£556.06	3.84%
Corporate Services	6.36	£702.81	2.52%
Law and Governance	9.32	£919.42	3.94%
Public Health & Public Protection	7.59	£947.94	3.18%
Regeneration, Housing & Environment	14.21	£1,223.98	5.93%
Average	9.48	£883.11	4.17%



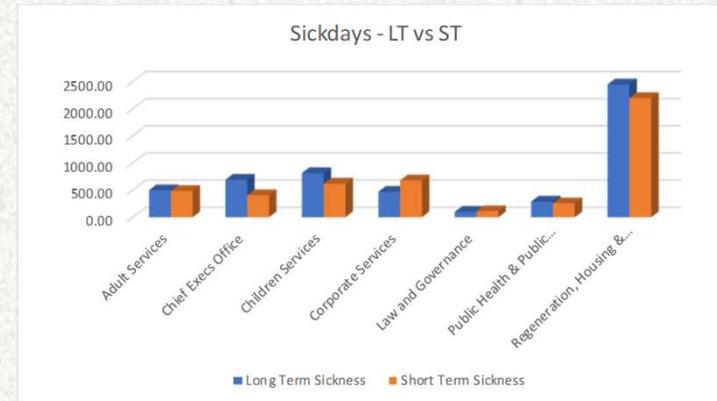
- The average day lost is high across the council and the average is higher than the reported average per FTE for civil services published in the gov site (7.8 days/ FTE as of 31 March 2024)
- The average absence rate (4.17%) is also high across the council comparing to the report rate for public sector published in Statista (2.9% for the year 2024)
- Line managers should take proactive action to decrease the incidence of sickness by encouraging participation in employee wellbeing initiatives and completing RTW forms promptly

Long Term vs Short Term Sickness: December 2024 – November 2025



Total Sick Days

Directorate	Long Term Sickness	Short Term Sickness
Adult Services	498.62	485.01
Chief Execs Office	691.62	407.80
Children Services	814.22	619.59
Corporate Services	469.73	680.63
Law and Governance	101.00	113.27
Public Health & Public Protection	288.11	258.17
Regeneration, Housing & Environment	2449.01	2196.84
Grand Total	5312.32	4761.30



Total Money Lost

Directorate	Long Term Sickness	Short Term Sickness
Adult Services	£47,339.73	£45,113.75
Chief Execs Office	£68,119.90	£37,324.85
Children Services	£65,465.36	£58,536.97
Corporate Services	£49,046.07	£78,162.78
Law and Governance	£9,759.55	£11,387.22
Public Health & Public Protection	£36,720.93	£31,531.08
Regeneration, Housing & Environment	£214,600.84	£185,641.89
Grand Total	£491,052.38	£447,698.55



- 53% of sick days are Long Term Sickness and 47% of sick days are Short Term Sickness
- RHE has the highest number for both ST (46% of total sick days) & LT (46% of total sick days) sickness.

Long Term vs Short Term Sickness: December 2024 – November 2025



No. of Staff on LT/ST Sickness – Year to Date

Directorate	LT	ST
Adult Services	10	57
Chief Execs Office	9	52
Children Services	15	88
Corporate Services	12	77
Law and Governance	3	11
Public Health & Public Protection	7	36
Regeneration, Housing & Environment	36	187
Grand Total	92	508

No of Staff on LT/ST Sickness – Ongoing (as of 1st December 2025)

Directorate	LT	ST
Adult Services	0	2
Chief Execs Office	2	0
Children Services	2	3
Corporate Services	3	0
Law and Governance	1	0
Public Health & Public Protection	1	0
Regeneration, Housing & Environment	5	4
Grand Total	14	9

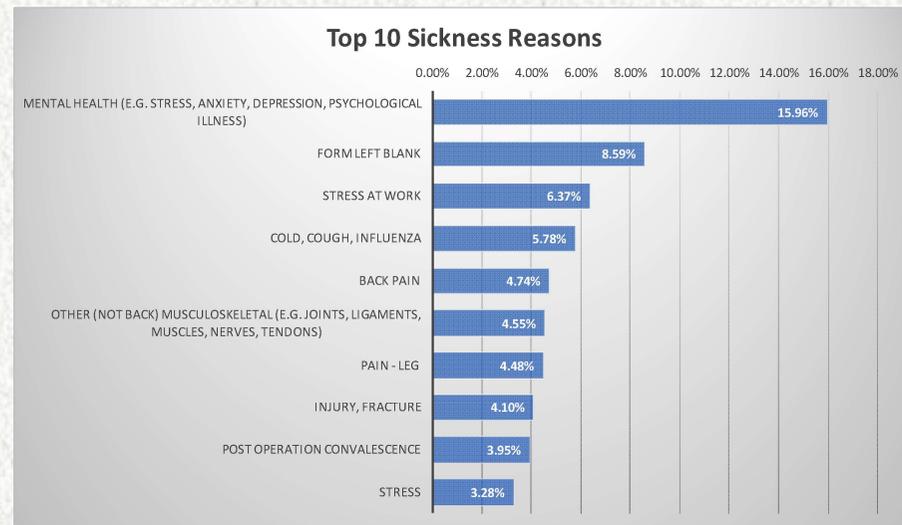
- 92 staff were on Long Term Sickness over the past 12 months while 508 staff were on Short Term Sickness
- There are currently 14 LT sickness and 9 ST sickness across the council

Sickness: December 2024 - November 2025



Top 10 Sickness Reasons

- Across the council, almost 16% of absences are due to mental health (25% including stress/ stress at work)
- This highlights the importance of employee wellbeing initiatives and strengthens the case for completing RTW forms promptly
- Around 8% of absence reasons have not been completed by line managers. Line managers must ensure that the absence reason field on the form is always filled in and never left blank.

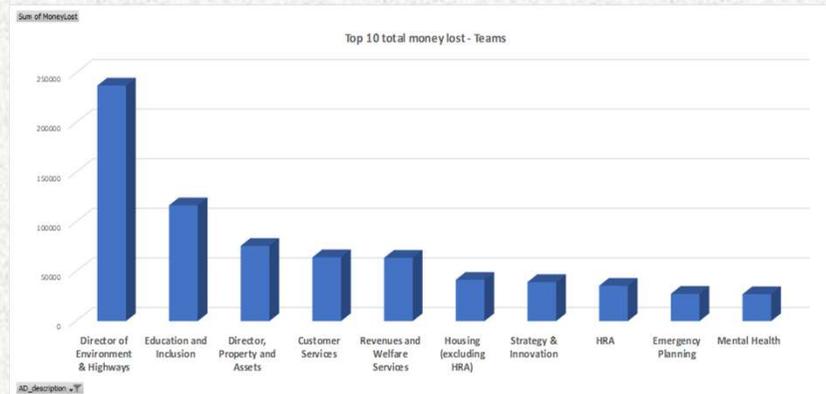
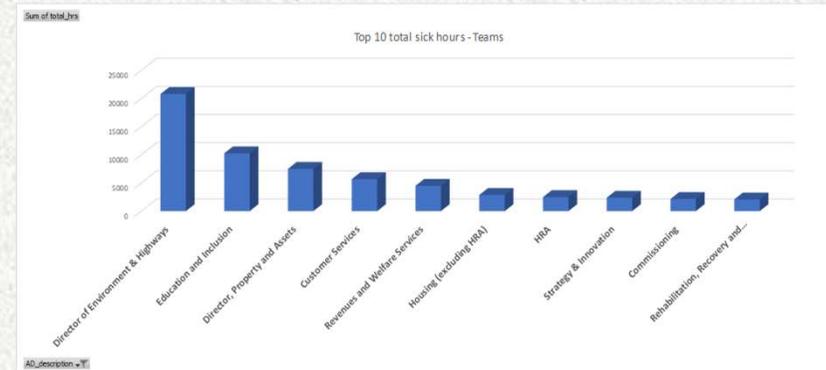


Sickness: November 2024 – October 2025



Top 10 Teams

- Team with the highest sick hours and money lost is Environmental Services (DSO)
- Nearly half of the top 10 teams are from RHE
- Manual work and heavy duties of the job nature in RHE appears to be the main contributing factor to the high sickness rate



Return to Work: December 2024 – November 2025



Directorates	No RTW	RTW Completed
Adults Services	95.81%	4.19%
Chief Execs Office	51.05%	48.95%
Children's Services	78.28%	21.72%
Corporate Resources	85.02%	14.98%
Law and Governance	86.67%	13.33%
Public Health & Public Protection	87.80%	12.20%
Regeneration, Housing & Environment	83.72%	16.28%
Grand Total	80.63%	19.37%

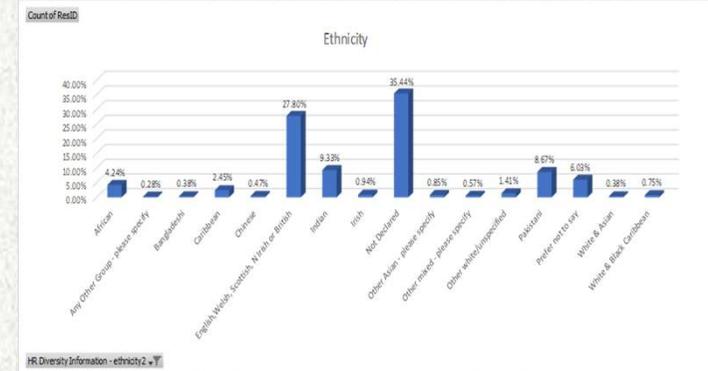
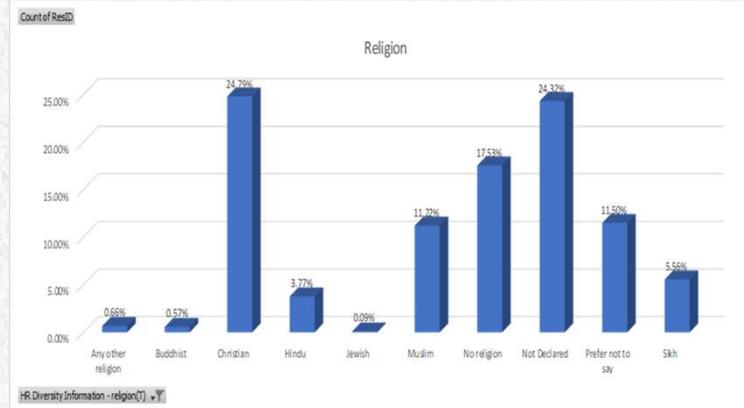
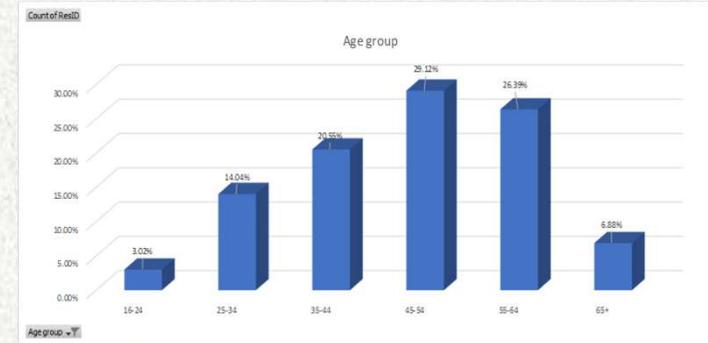
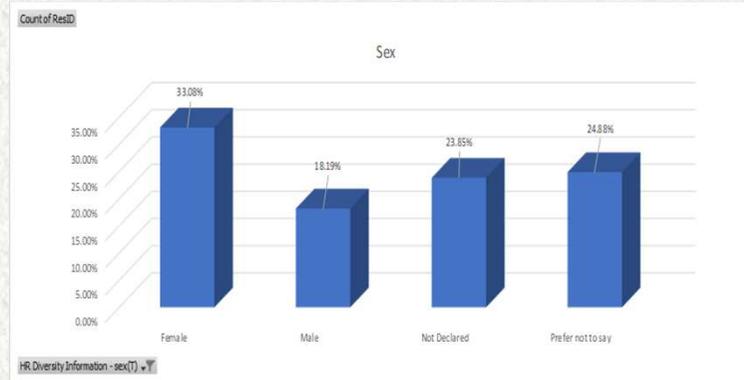
- RTW completion rate is low across SBC. 80% of staff have not completed their RTW for their sickness absences
- When these aren't completed, we may miss early signs of wellbeing issues or recurring absence patterns

6. DIVERSITY, EQUITY AND INCLUSION



Representation across age, gender, religion and ethnicity – All Staff

- The council is striving to better represent the community it serves, however measuring current workforce diversity is a challenge due to Diversity information not being completed in Unit 4
- 40% of staff across SBC have not yet completed the entire declaration



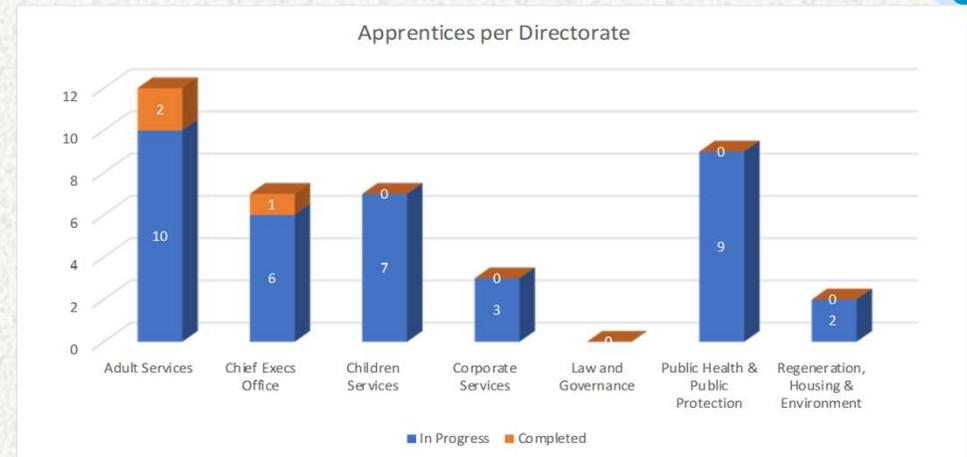
Number of Apprentices per Directorate – November 2025



Directorate	In Progress	Completed	dropped
Adult Services	10	2	0
Chief Execs Office	6	1	2
Children Services	7	0	1
Corporate Services	3	0	0
Law and Governance	0	0	0
Public Health & Public Regeneration, Housing & Environment	9	0	0
	2	0	0
Total	37	3	3

Apprenticeship Level	Count
2	0
3	13
4	13
5	0
6	10
7	1
Total	37

Movement in November	Count
Dropped off	1



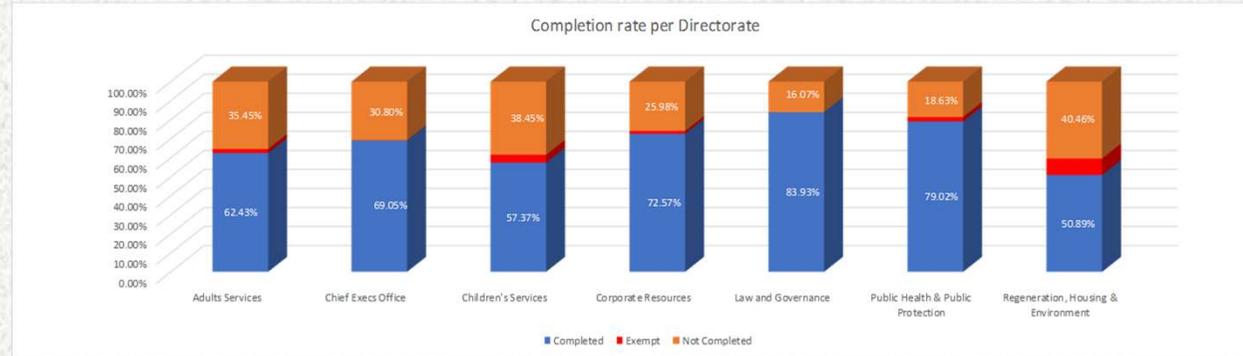
- After a period of apprenticeship freeze, the council has restarted the Apprenticeship scheme
- Adults Services has the highest number of apprentices
- The scheme is critical for succession planning and for developing a talented and committed workforce
- 3 apprentices have already completed their apprenticeships.
- 1 dropped off for November due to workload

7. TRAINING: PER DIRECTORATE – November 2025



Directorate	Completed	Exempt	Not Completed
Adults Services	62.43%	2.12%	35.45%
Chief Execs Office	69.05%	0.15%	30.80%
Children's Services	57.37%	4.18%	38.45%
Corporate Resources	72.57%	1.45%	25.98%
Law and Governance	83.93%	0.00%	16.07%
Public Health & Public Protection	79.02%	2.35%	18.63%
Regeneration, Housing & Environment	50.89%	8.65%	40.46%
Average	61.70%	4.20%	34.10%

- Completion of mandatory training is central to maintaining an effective workforce
- Exemptions are given in specific circumstances, for example lorry drivers in Regen are exempt from Display Screen courses as they're not applicable.
- Children Services has the highest % of not completed mandatory training, followed by RHE and then Adult Services
- Line managers to proactively encourage completion of mandatory training and book time in their team's calendars to allow staff to undertake the training
- Completion rate is still quite low across the whole council – 62% completion rate



Training: Per Course



Course	Completed	Exempt	Not Completed
Display Screen Equipment and Self-Assessment	41.91%	15.02%	43.07%
Equality in the Workplace	68.34%	0.54%	31.12%
Information Security including GDPR	52.39%	11.33%	36.29%
Introduction to Health and Safety	72.65%	1.31%	26.04%
Joint Safeguarding Awareness	77.97%	0.54%	21.49%
Prevent	62.71%	0.15%	37.13%
Whistleblowing with Confidence	55.93%	0.54%	43.53%
Average	61.70%	4.20%	34.10%

- Completion of mandatory training is central to maintaining an effective workforce
- Line managers to proactively encourage completion of mandatory training and book time in their team's calendars to allow staff to undertake the training
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