

Our Workforce KPIs and Dashboard

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|--------------------|----------------------------------|
| Quarterly Report | Q3 2021/22 – October to December |
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| Target Audience | Leadership Group |



| | |
|---------------------|--|
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1 Introduction

Welcome to the HR Quarterly Dashboard for Leadership Group.

This dashboard is designed to be easily and quickly read. It is intended to highlight where KPIs are being met, including identifying trends, areas of concern and facilitating early interventions.

Using data in this way will help us plan and develop our people to deliver future services in a more efficient and effective way. It will also help us understand the effectiveness of our policies in supporting the organisation’s strategic priorities, including our response to Covid-19 and promoting diversity and equality.

Whilst the dashboard is produced quarterly, more regular monthly analysis is provided. This analysis will be reviewed by Group Heads and the HR Management Team. Group Heads can add extra text including commentary and action plans to their own reports for group use.

There are no equality implications arising from the creation of this dashboard. Equality data is, however, part of the information monitored.

There are no privacy impact implications as the data is non-identifiable and is of a generic nature.

2 References

| | Name of Reference | Description of Reference | Owner | Location |
|---|--------------------------------------|---|---------------------------|------------------------------|
| 1 | Data Governance & Reporting Process | This set of documents define the process, governance and key stakeholder responsibilities to produce, review and maintain effective data reporting and management | Lorna Foreman, Head of HR | HR Analytics Sharepoint site |
| 2 | Our Workforce KPI & Metric Catalogue | A catalogue which provides a plain english description, technical calculation and lists all data sources for each metric used within this report | Lorna Foreman, Head of HR | HR Analytics Sharepoint site |

3 Glossary of Terms

| Term | Description | Example |
|---------------------------|---|--|
| Dashboard | This is the terminology used to describe a visual report which has been designed to present groups of KPIs and Metrics in a quick easily interpreted format. It is aligned to improvement activities that support the delivery of our strategic goals and priorities. | n/a |
| Metric | A metric is a standard measure that provides meaningful information that leads to evidence-based decision making. Metrics can be a single measure or the result of a standard calculation. | Metrics are grouped by: Workforce Demographics, Efficiency and Effectiveness |
| Key Performance Indicator | A Key Performance Indicators (KPIs) are value and goal based, which drives what we are measuring (metric). Not all metrics are KPIs. | List of KPIs in section 4 |
| Workforce Demographics | These are metrics that focus on our staffing profile | Headcount, FTE, Gender, disability etc |
| Efficiency metrics | These are concerned with the overall (physical and mental) wellbeing of our staff. They include detailed analysis of planned and unplanned absence and any policies concerned with supporting staff wellbeing. This also includes metrics and reasons for unplanned absences | Planned Absence Unplanned Absence, Counts of Reasons for unplanned actions |
| Effectiveness metrics | These are metrics which are designed to measure how effective we are as an organisation in recruiting and retaining our staff and deploying staff in the right areas. | Average time for recruitment, successful completion of probation, staff survey results, training stats |
| Outcomes | Achieving good and positive outcomes for our Members, our organisation, and our staff are at the heart of our people and culture strategy; therefore, our KPIs and underlying metrics are designed to ensure that we can measure how effective we are at planning for and achieving good outcomes for all | Efficiency and Effectiveness metrics |

4 Dashboard Key

The following table provides a list of key identifiers to assist in interpreting the graphs and charts within the dashboard

| Key / Element | |
|---------------|---|
| KPI | Table / graph headers formatted like this denotes a KPI |
| Metric | Table / graph headers formatted this way denotes an informative metric or general description |
| ----- | A dotted line denotes a comparative value |
| ————— | A solid line denotes a hard target value |
| | |

5 KPIs

KPIs and lower level metrics are shown at Organisation level and (where appropriate) broken down by Group. The exact methods of calculation and source data are detailed in 'Our Workforce KPI and Metric catalogue' located in the HR Analytics SharePoint site; in addition, our KPIs are listed below

| Metric Type | KPI Name | Description | Target Value | Report frequency | Metrics section |
|-------------|-------------------|--|---|---|--|
| Efficiency | Attendance Rate % | <p>The number of hours attended as a percentage of available hours in the reporting month.</p> <p>*Where 'available hours' is the sum of the contracted number of hours across all of the staff in the measurement set</p> | <p>Pre-Covid Actual: 96%</p> <p>Seasonal differences may occur</p> | <p>Group Heads</p> <ul style="list-style-type: none"> • Monthly <p>LG</p> <ul style="list-style-type: none"> • Quarterly • 6-monthly interim report • Annual full report <p>SPCB</p> <ul style="list-style-type: none"> • Quarterly, through the corporate reporting arrangements | 6.1: Headcount, Diversity & Attendance |



| Metric Type | KPI Name | Description | Target Value | Report frequency | Metrics section |
|---------------|---|---|---|---|---|
| Efficiency | Unplanned Absence Rate % | <p>The number of hours unplanned absence as a percentage of available hours in the reporting month.</p> <p>*Where 'available hours' is the sum of the contracted number of hours across all of the staff in the measurement set</p> | 4% | <p>Group Heads</p> <ul style="list-style-type: none"> Monthly <p>LG</p> <ul style="list-style-type: none"> Quarterly 6-monthly interim report Annual full report <p>SPCB</p> <ul style="list-style-type: none"> Quarterly, through the corporate reporting arrangements | 8.1: Health & Wellbeing / Unplanned Absence |
| Effectiveness | Turnover Rate % | <p>The number of staff who have left the business during the reporting period as a percentage of the total staff employed at the start of the reporting period.</p> <p>Typically reported monthly then calculated as an annualised figure</p> | Same time-period for 2019/20 (pre-Covid) is used as a reference | <p>LG</p> <ul style="list-style-type: none"> Quarterly 6-monthly interim report Annual full report <p>SPCB</p> <ul style="list-style-type: none"> Quarterly, through the corporate reporting arrangements | 6.1: Headcount, Diversity & Attendance |
| Effectiveness | Culture of Respect - Number of Complaints | The number of complaints recorded by the Independent Support Service | 0 instances in line with zero tolerance policy | <p>LG</p> <ul style="list-style-type: none"> Quarterly Annual full report <p>SPCB</p> <ul style="list-style-type: none"> Annual, full report | 6.1: Headcount, Diversity & Attendance |



| Metric Type | KPI Name | Description | Target Value | Report frequency | Metrics section |
|---------------|--|---|---|---|--|
| Effectiveness | Diversity Pay Gaps | The median hourly rates of pay by gender, race and disability. The median pay is the middle point of the staff population | Gender: 0.9% (target must be within a tolerance level of either plus or minus 5%) Ethnicity: 21% Disability: 0.9% | LG <ul style="list-style-type: none"> 6-monthly report Annual full report SPCB <ul style="list-style-type: none"> Annual full report | 6.1: Headcount, Diversity & Attendance |
| Effectiveness | Organisation al Response to Covid 19 Emergency | The percentage of staff who state 'I feel confident that my employer has made the right decisions to keep me safe whilst carrying out my role at this time' | 91% | LG <ul style="list-style-type: none"> 6-monthly questionnaire SPCB <ul style="list-style-type: none"> 6-monthly questionnaire | 8.2 Health & Wellbeing – Staff Risk Assessment |
| Effectiveness | Staff Satisfaction | The percentage of staff who state 'I feel proud to work for my organisation' | 86% | LG <ul style="list-style-type: none"> 6-monthly questionnaire SPCB <ul style="list-style-type: none"> 6-monthly questionnaire | 8.2 Health & Wellbeing – Staff Risk Assessment |

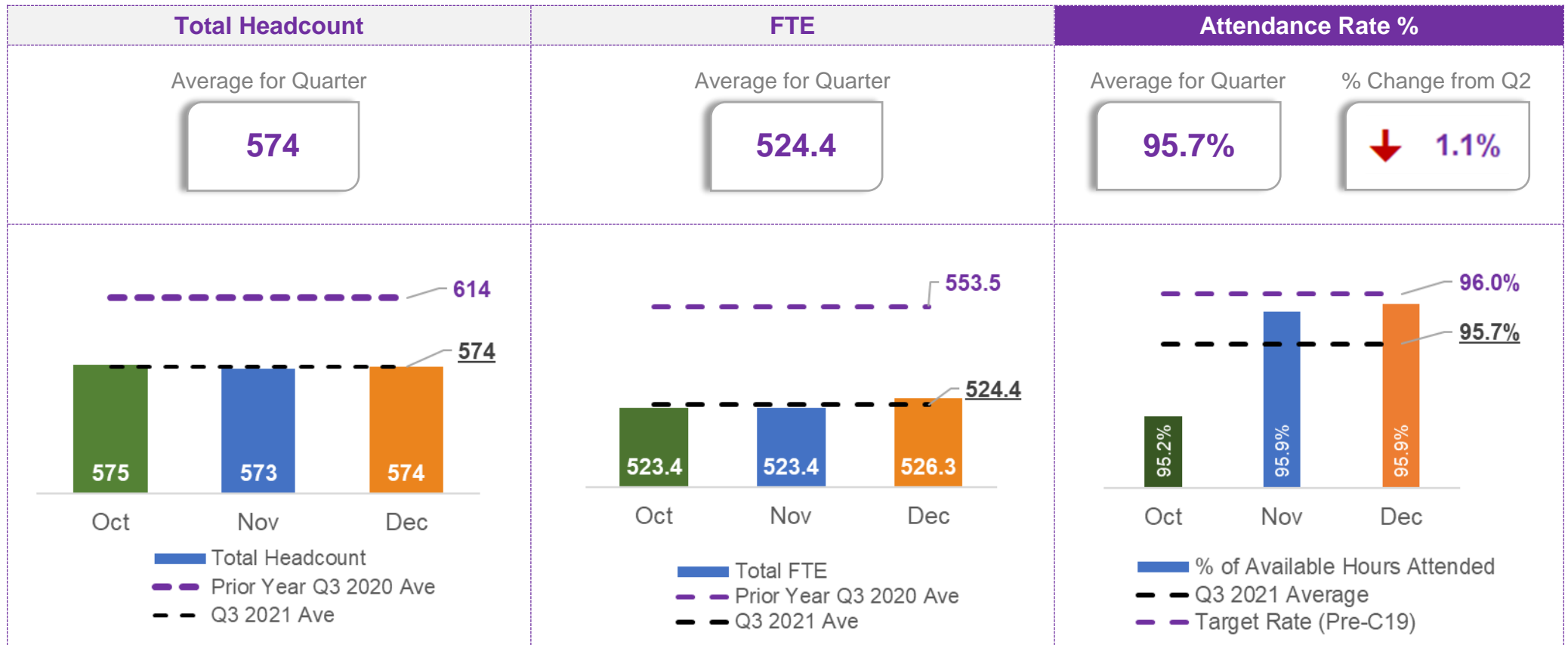
6 High Level Summary

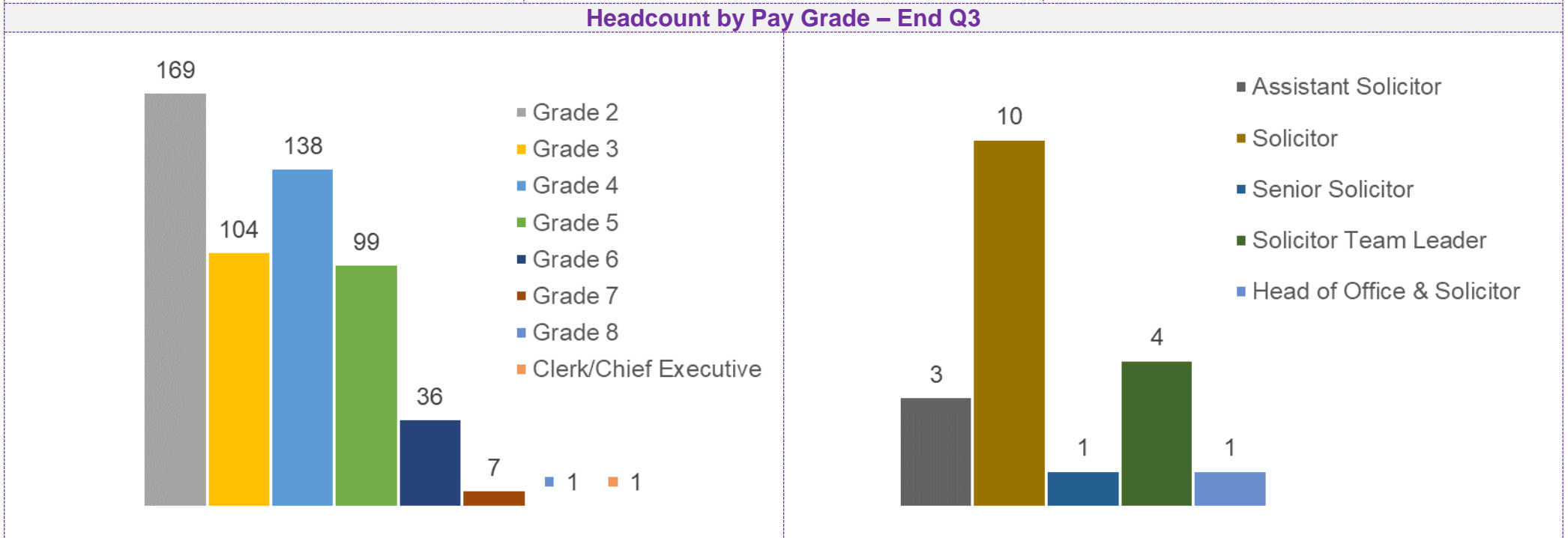
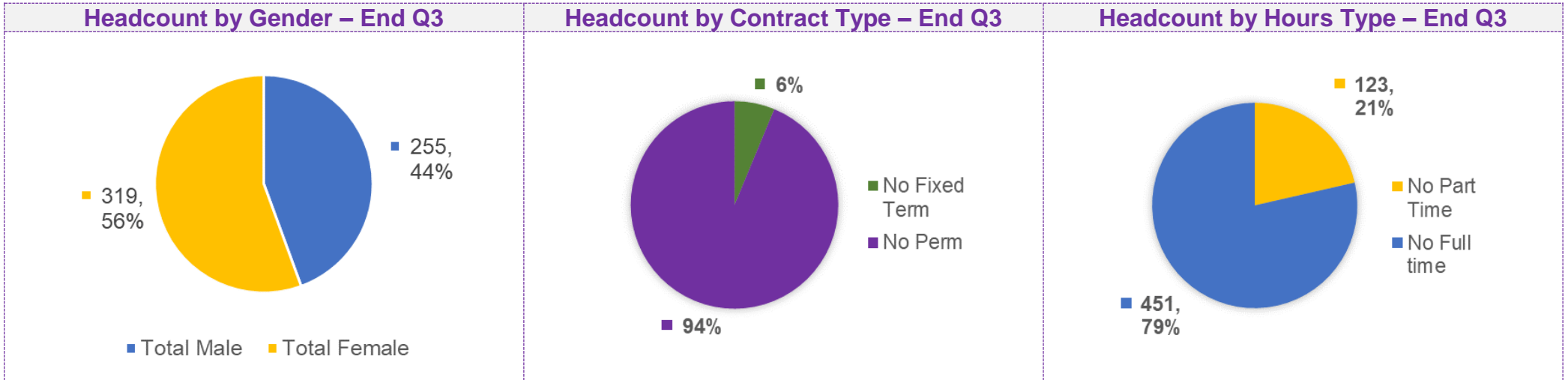
| Report Summary Completed by: | |
|------------------------------|--|
| | |

7 Workforce Demographics

The following graphs and summary data give a view of the organisation (overall and by group where applicable), demographics and attendance statistics through the reporting Quarter. For those metrics where change over time is essential to the analysis, then the data has been collated and presented at each month end, with an average calculated for the full quarter; applicable targets and previous time periods are shown for comparative purposes where appropriate. For those metrics or information where changes over time are not critical they are shown as either a single figure at quarter end, or as an average for the complete time-period.

7.1 Organisational Level



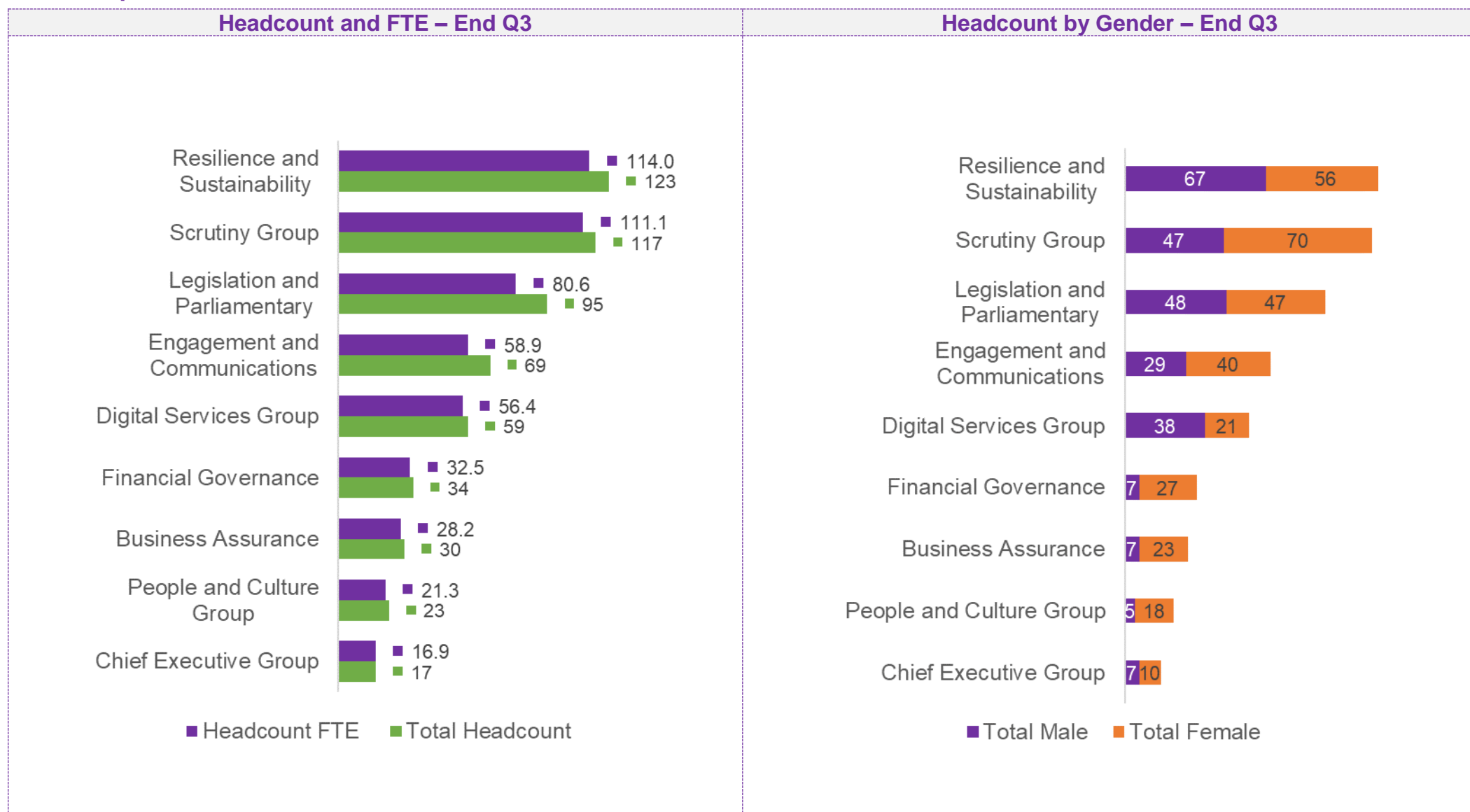


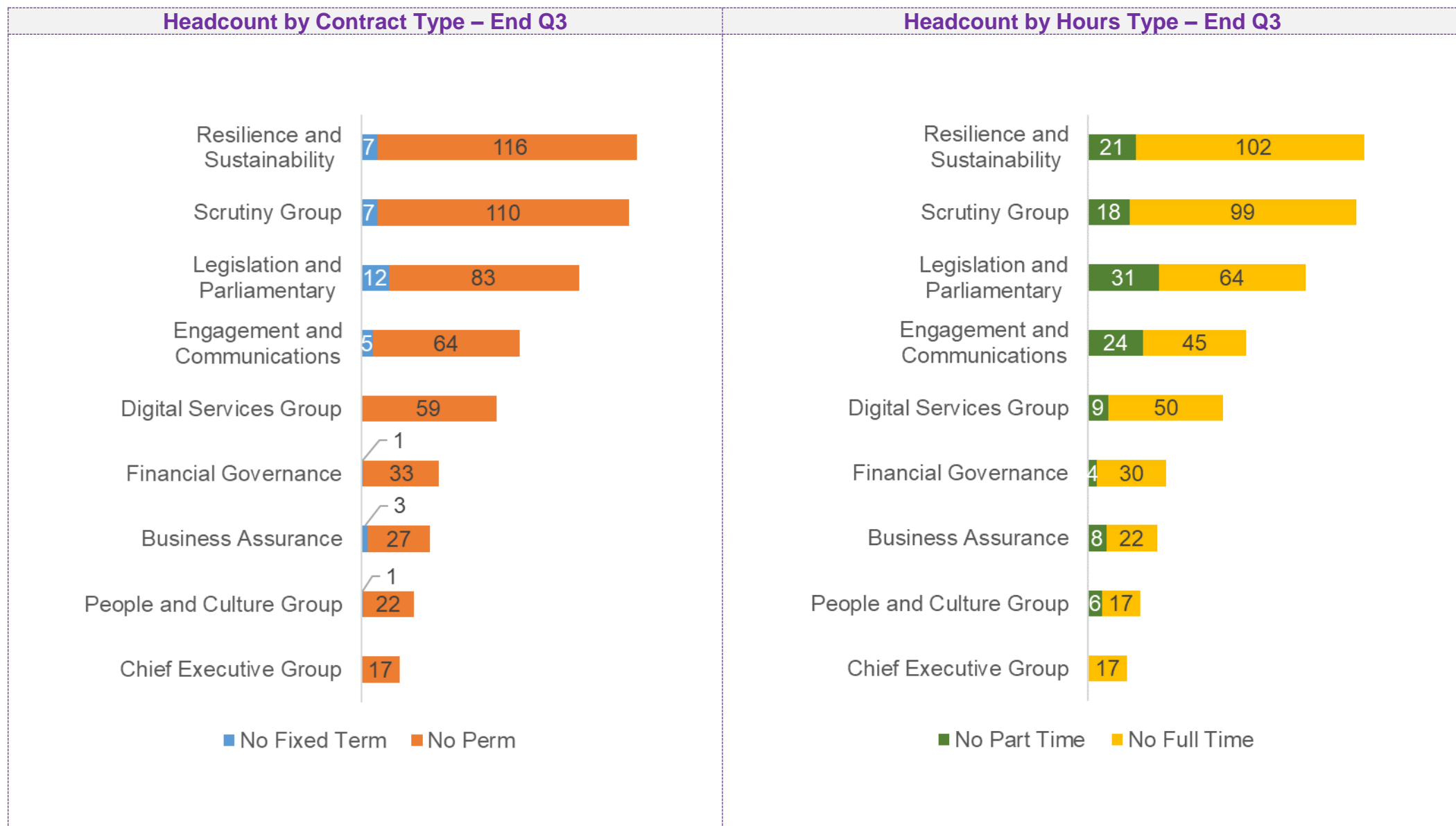


| Turnover Rate % | Turnover (Resignation) % | Leaver Detail | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|--------------------------------|------------------------------|--------|------|------|------|--------|------|------|------|--------|------|------|------|---|-------|-----------------------------|--------------------------------|--------|------|------|--------|------|------|--------|------|------|---|----------|------------|----------------------------|----|--------------------|-----|-------------------------------|-----|------------|-----|
| <p>Cumulative Turnover – To End Q3</p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 100px; margin: 0 auto;">8.6%</div> | <p>Cumulative Turnover – To End Q3</p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 100px; margin: 0 auto;">4.6%</div> | <p>Total Leavers – Q3</p> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 100px; margin: 0 auto;">13</div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <caption>Turnover Rate Data (Oct-21 to Dec-21)</caption> <thead> <tr> <th>Month</th> <th>Turnover Rate Per Month (%)</th> <th>Turnover Rate Year-to-Date (%)</th> <th>Cumulative Turnover 2019 (%)</th> </tr> </thead> <tbody> <tr> <td>Oct-21</td> <td>0.5%</td> <td>7.2%</td> <td>7.2%</td> </tr> <tr> <td>Nov-21</td> <td>0.7%</td> <td>8.2%</td> <td>7.5%</td> </tr> <tr> <td>Dec-21</td> <td>0.2%</td> <td>8.6%</td> <td>8.2%</td> </tr> </tbody> </table> | Month | Turnover Rate Per Month (%) | Turnover Rate Year-to-Date (%) | Cumulative Turnover 2019 (%) | Oct-21 | 0.5% | 7.2% | 7.2% | Nov-21 | 0.7% | 8.2% | 7.5% | Dec-21 | 0.2% | 8.6% | 8.2% | <table border="1"> <caption>Turnover (Resignation) Data (Oct-21 to Dec-21)</caption> <thead> <tr> <th>Month</th> <th>Turnover Rate Per Month (%)</th> <th>Turnover Rate Year-to-Date (%)</th> </tr> </thead> <tbody> <tr> <td>Oct-21</td> <td>0.5%</td> <td>3.7%</td> </tr> <tr> <td>Nov-21</td> <td>0.7%</td> <td>4.4%</td> </tr> <tr> <td>Dec-21</td> <td>0.2%</td> <td>4.6%</td> </tr> </tbody> </table> | Month | Turnover Rate Per Month (%) | Turnover Rate Year-to-Date (%) | Oct-21 | 0.5% | 3.7% | Nov-21 | 0.7% | 4.4% | Dec-21 | 0.2% | 4.6% | <table border="1"> <caption>Leaver Detail Breakdown</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>End of Fixed Term Contract</td> <td>8%</td> </tr> <tr> <td>Normal Resignation</td> <td>46%</td> </tr> <tr> <td>Resignation - Less Than 2 Yrs</td> <td>15%</td> </tr> <tr> <td>Retirement</td> <td>31%</td> </tr> </tbody> </table> | Category | Percentage | End of Fixed Term Contract | 8% | Normal Resignation | 46% | Resignation - Less Than 2 Yrs | 15% | Retirement | 31% |
| Month | Turnover Rate Per Month (%) | Turnover Rate Year-to-Date (%) | Cumulative Turnover 2019 (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oct-21 | 0.5% | 7.2% | 7.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nov-21 | 0.7% | 8.2% | 7.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Dec-21 | 0.2% | 8.6% | 8.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Month | Turnover Rate Per Month (%) | Turnover Rate Year-to-Date (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Dec-21 | 0.2% | 4.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Category | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| End of Fixed Term Contract | 8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Normal Resignation | 46% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Resignation - Less Than 2 Yrs | 15% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Retirement | 31% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



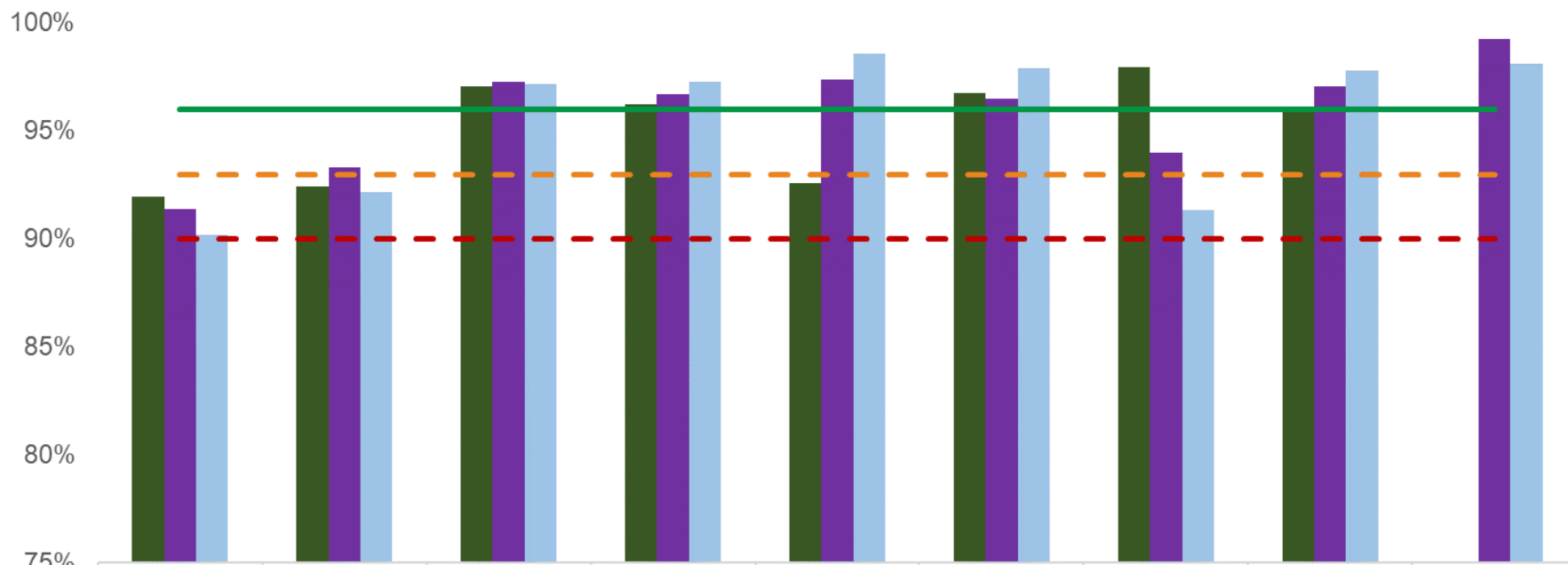
7.2 Group Level



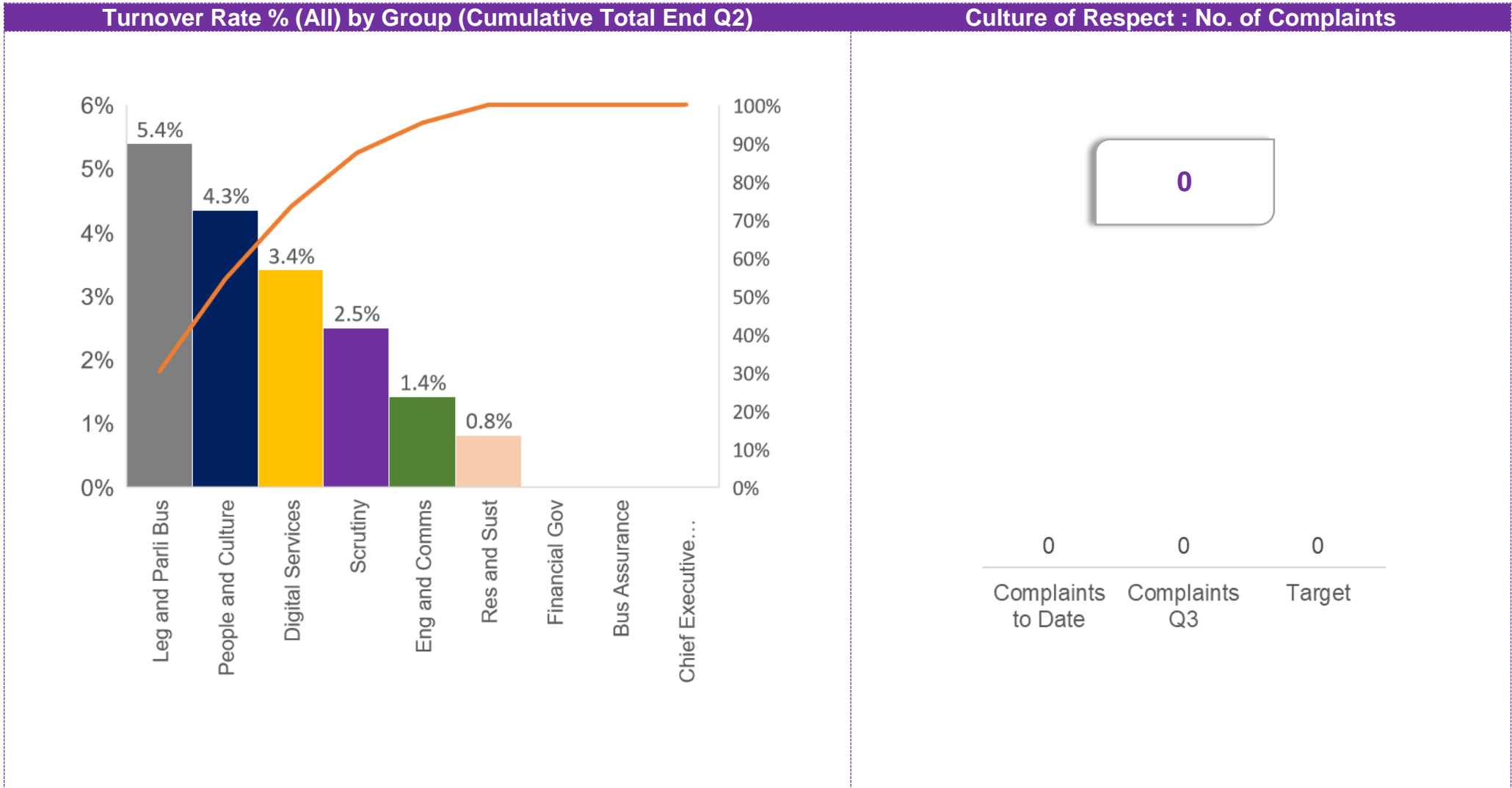




Attendance Rate % Q3 Trend



| | Financial Govern | Resilience and Sustain | Engagement and Comms | Digital Services Group | Business Assurance | Legislation & Parliamentary | Chief Executive Group | Scrutiny Group | People & Culture Group |
|----------------------|------------------|------------------------|----------------------|------------------------|--------------------|-----------------------------|-----------------------|----------------|------------------------|
| ■ Oct | 92.0% | 92.4% | 97.1% | 96.3% | 92.6% | 96.8% | 98.0% | 95.9% | 0.0% |
| ■ Nov | 91.4% | 93.3% | 97.3% | 96.7% | 97.4% | 96.5% | 94.0% | 97.1% | 99.3% |
| ■ Dec | 90.2% | 92.2% | 97.2% | 97.3% | 98.6% | 97.9% | 91.3% | 97.8% | 98.1% |
| - - - Status - Red | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% | 90.0% |
| - - - Status - Amber | 93.0% | 93.0% | 93.0% | 93.0% | 93.0% | 93.0% | 93.0% | 93.0% | 93.0% |
| — Status - Green | 96.0% | 96.0% | 96.0% | 96.0% | 96.0% | 96.0% | 96.0% | 96.0% | 96.0% |





Recruitment

APPLICATION

20 
Minority Ethnic

80 
White

5 
Not Indicated

INTERVIEW

6 
Minority Ethnic

27 
White

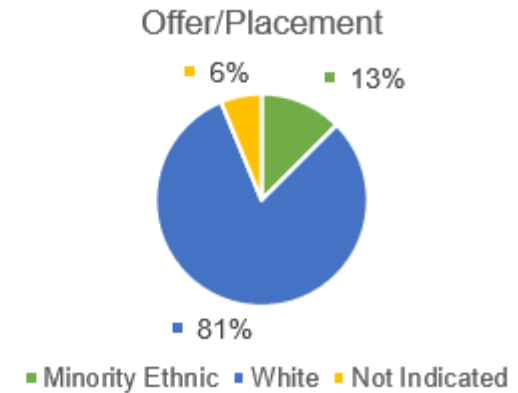
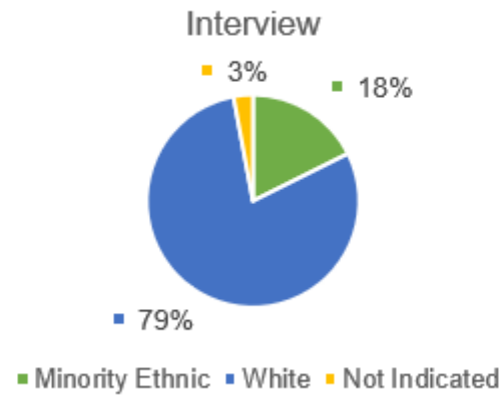
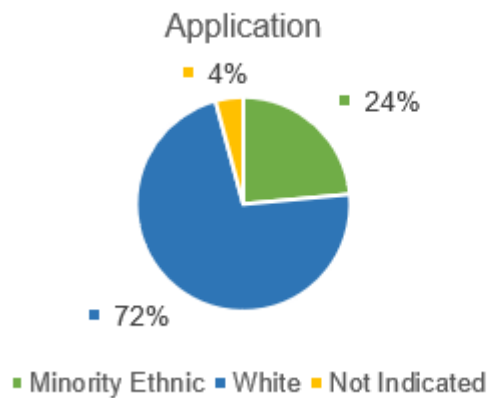
1 
Not Indicated

OFFER/PLACEMENT

2 
Minority Ethnic

12 
White

1 
Not Indicated





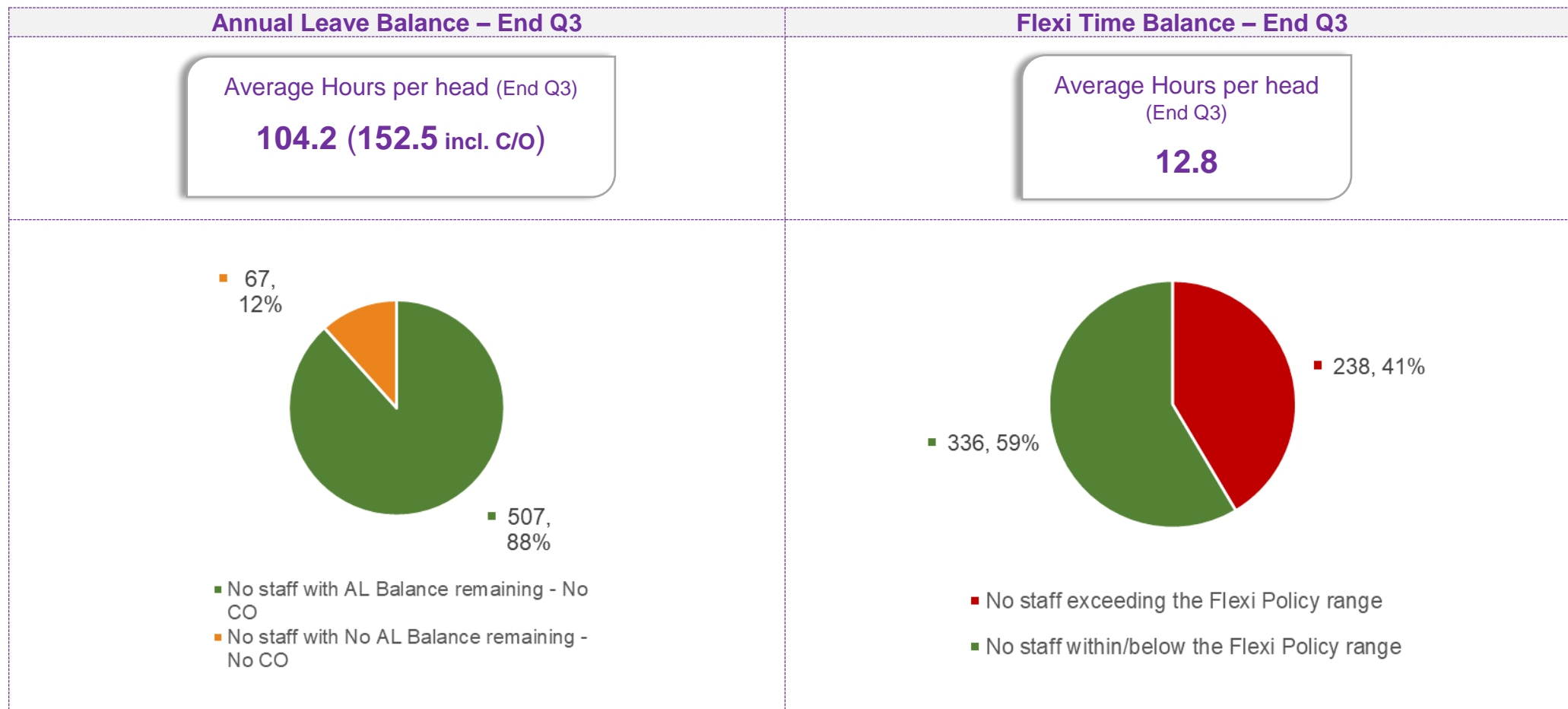
Comments on Headcount, Diversity and/or Attendance this Quarter

See Executive Summary

8 Planned Absence

The following graphs and summary data give a view of the organisation position (overall and by group where required) on annual leave balance remaining and flexi-balance position. These metrics are not comparable to show month by month trend as they cross year-end and so they are shown as an end of quarter point in time or as an average hours per head over the full quarter.

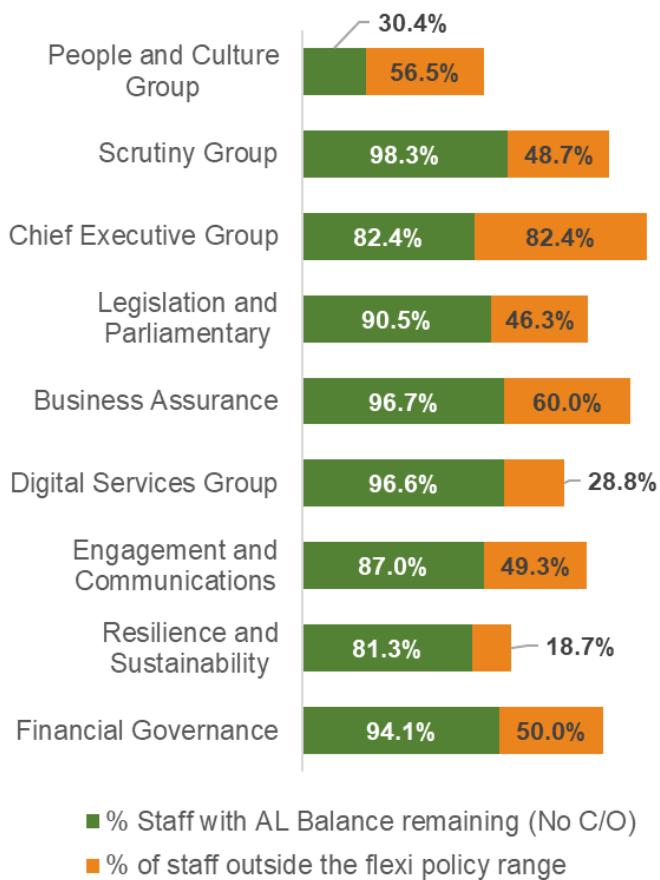
8.1 Organisational Level



8.2 Group Level

Chart shows profile of how staff within each group manages their planned leave. It shows staff with an annual leave balance at the time of reporting; staff with a flexi balance which is outside the (+/- 14.48 hours pro-rata) policy boundaries and finally the percentage of staff who have both an annual leave balance and an outside-policy flexi balance, at the time of reporting.

Annual Leave Balance and Flexi Policy alignment (End Q3)





Comments on Planned Absence this Quarter

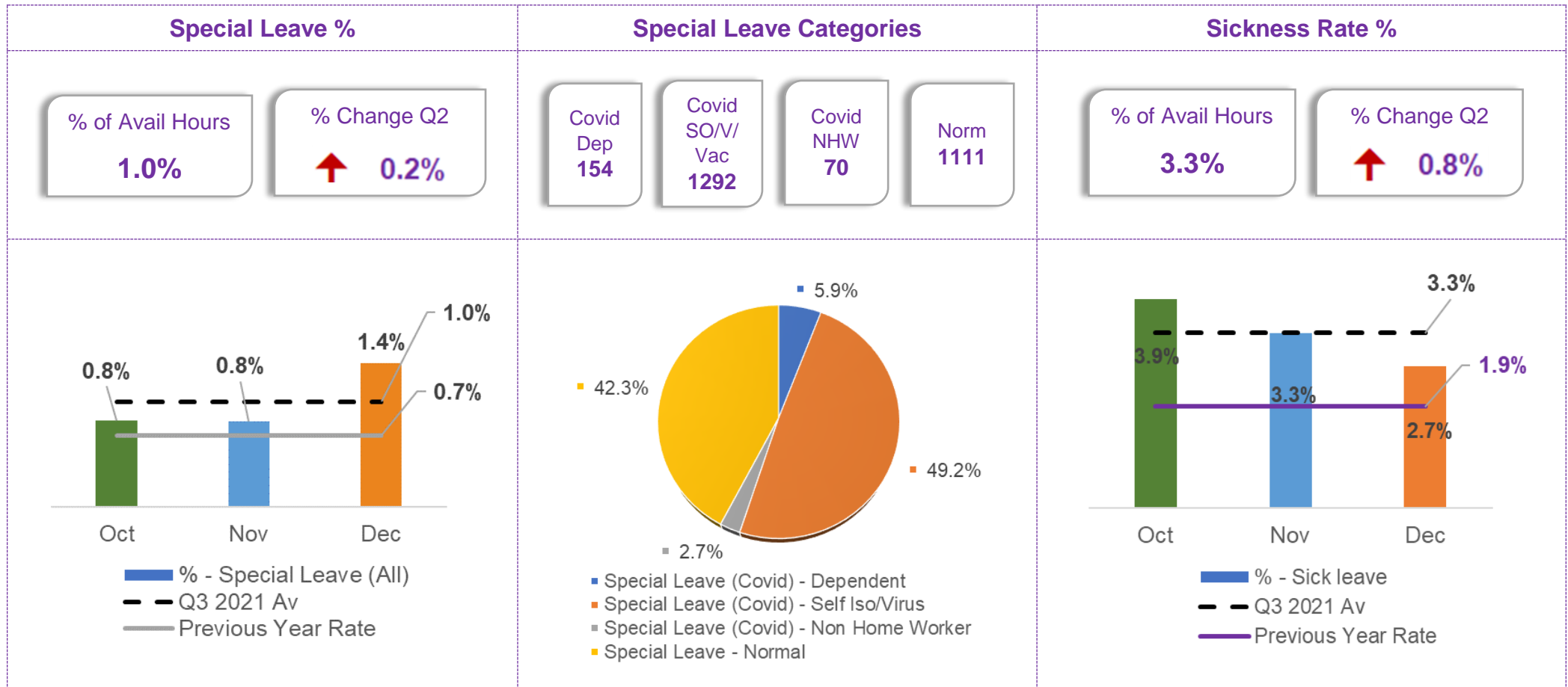
See Executive Summary

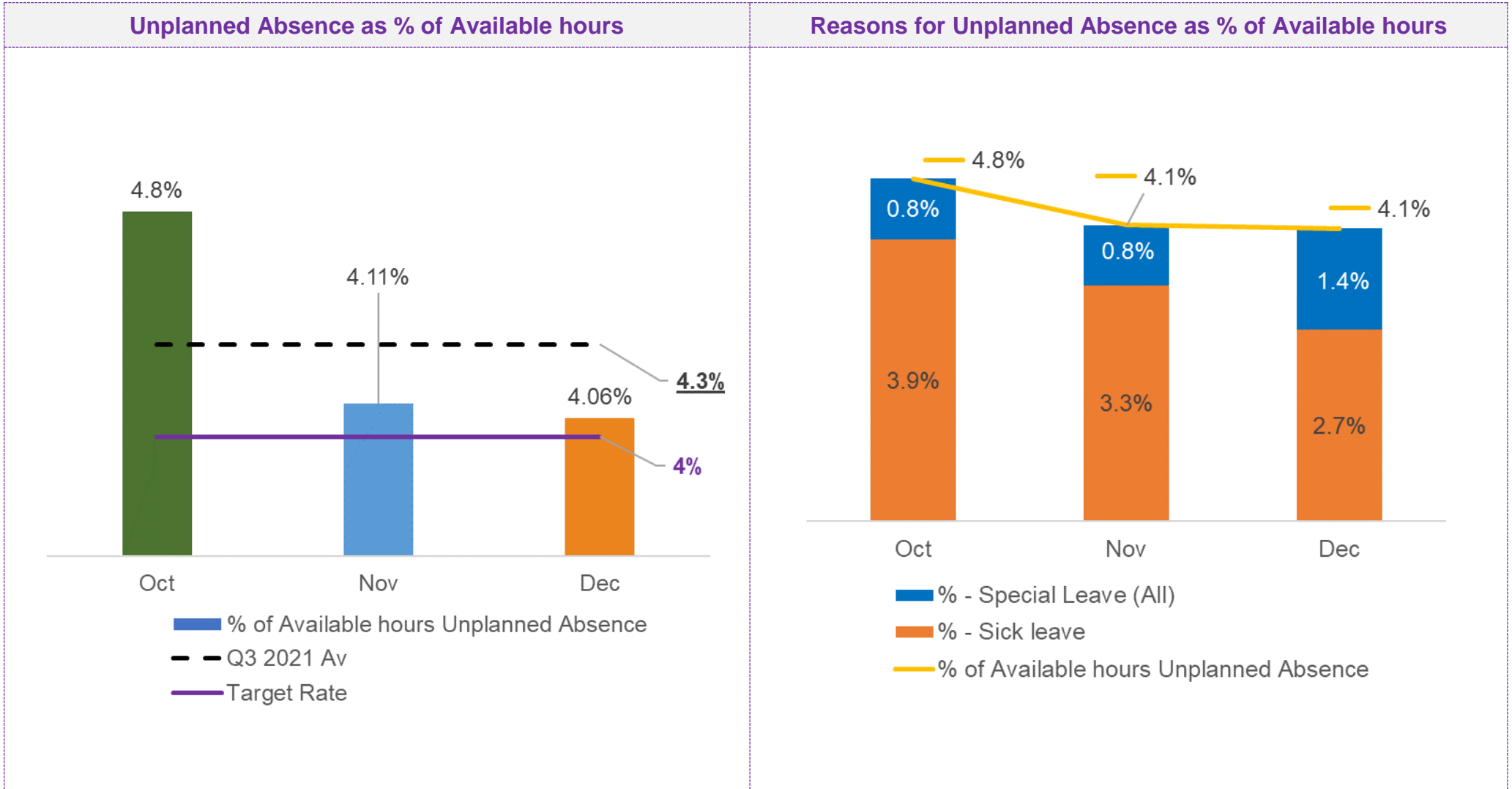
9 Health & Wellbeing:

9.1 Health & Wellbeing Unplanned Absence

9.1.1 Organisation Level

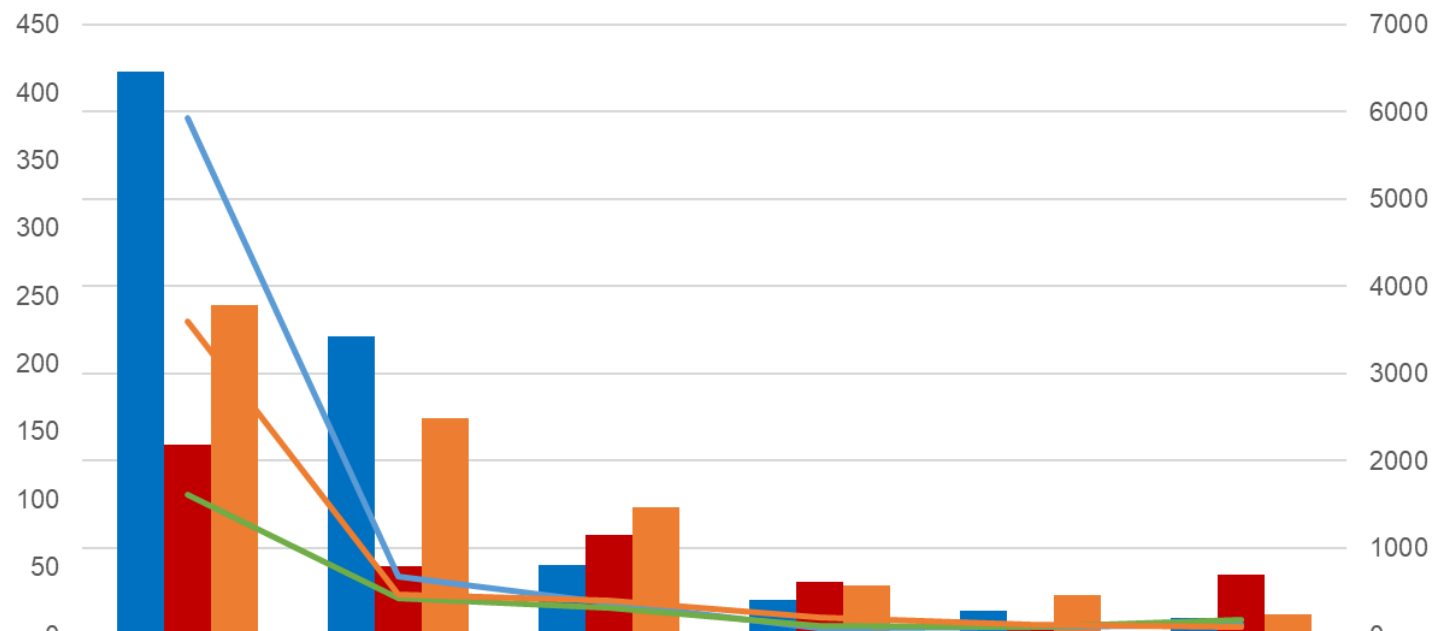
The following set of graphs and data will give a view of the rates for each category of unplanned absence for each month end and also as an average for the quarter at the time of the report.



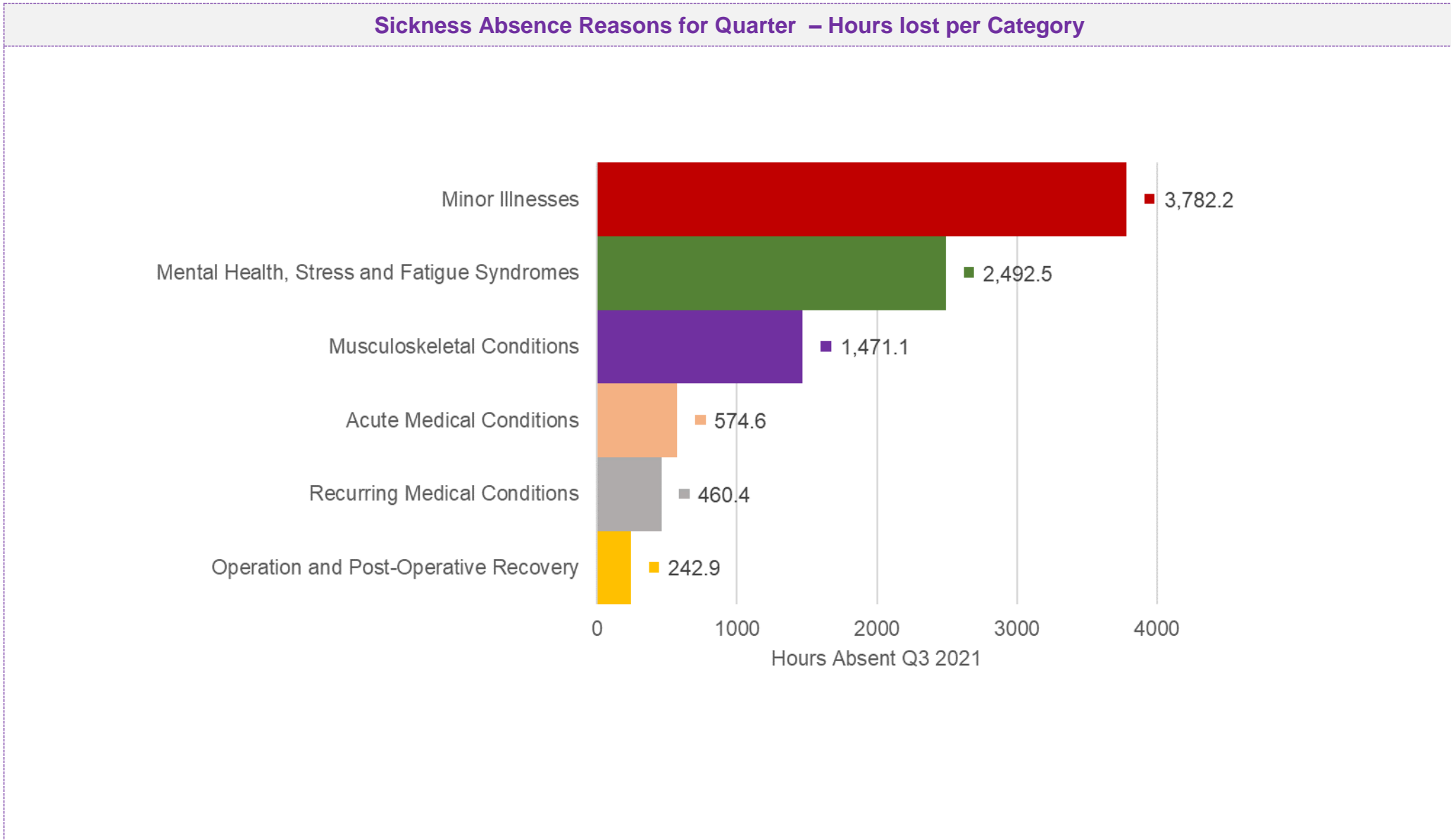




Sickness Absence Breakdown : Total hours absent and number of absence instances – Q3 2019/20 : Q3 2021/22



| | Minor Illnesses | Mental Health, Stress and Fatigue Syndromes | Musculoskeletal Conditions | Acute Medical Conditions | Recurring Medical Conditions | Operation and Post-Operative Recovery |
|---------------------|-----------------|---|----------------------------|--------------------------|------------------------------|---------------------------------------|
| Hours (Q3 2019) | 6467.14 | 3422.65 | 800.87 | 400.2 | 286.75 | 192.4 |
| Hours (Q3 2020) | 2179.53 | 794.83 | 1151.12 | 611.85 | 75.42 | 692.96 |
| Hours (Q3 2021) | 3782.24 | 2492.54 | 1471.1 | 574.6 | 460.4 | 242.9 |
| Instances (Q3 2019) | 381 | 43 | 24 | 5 | 6 | 8 |
| Instances (Q3 2020) | 104 | 27 | 20 | 7 | 6 | 11 |
| Instances (Q3 2021) | 231 | 30 | 26 | 13 | 8 | 6 |



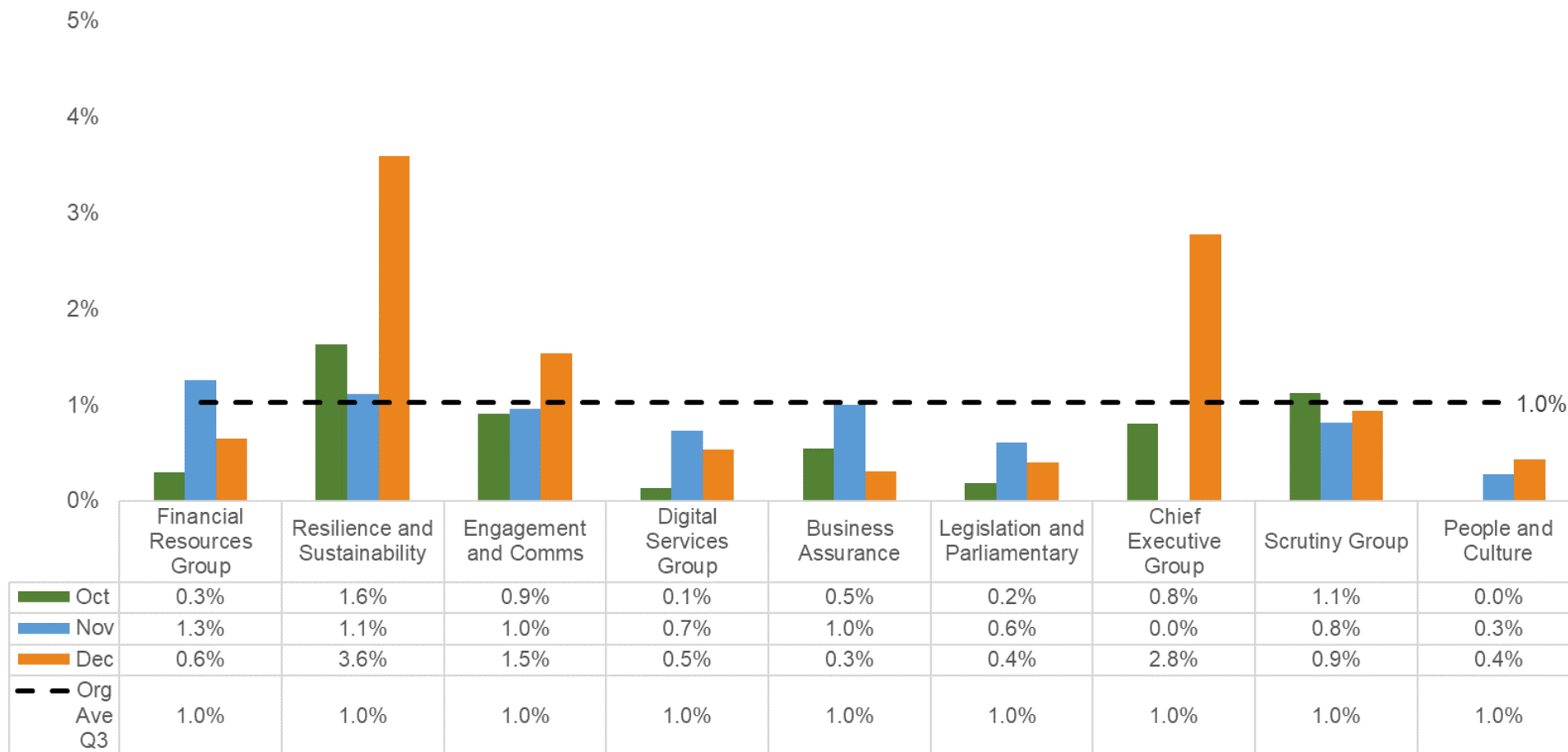


Comments on Unplanned Absence this Quarter

See Executive Summary

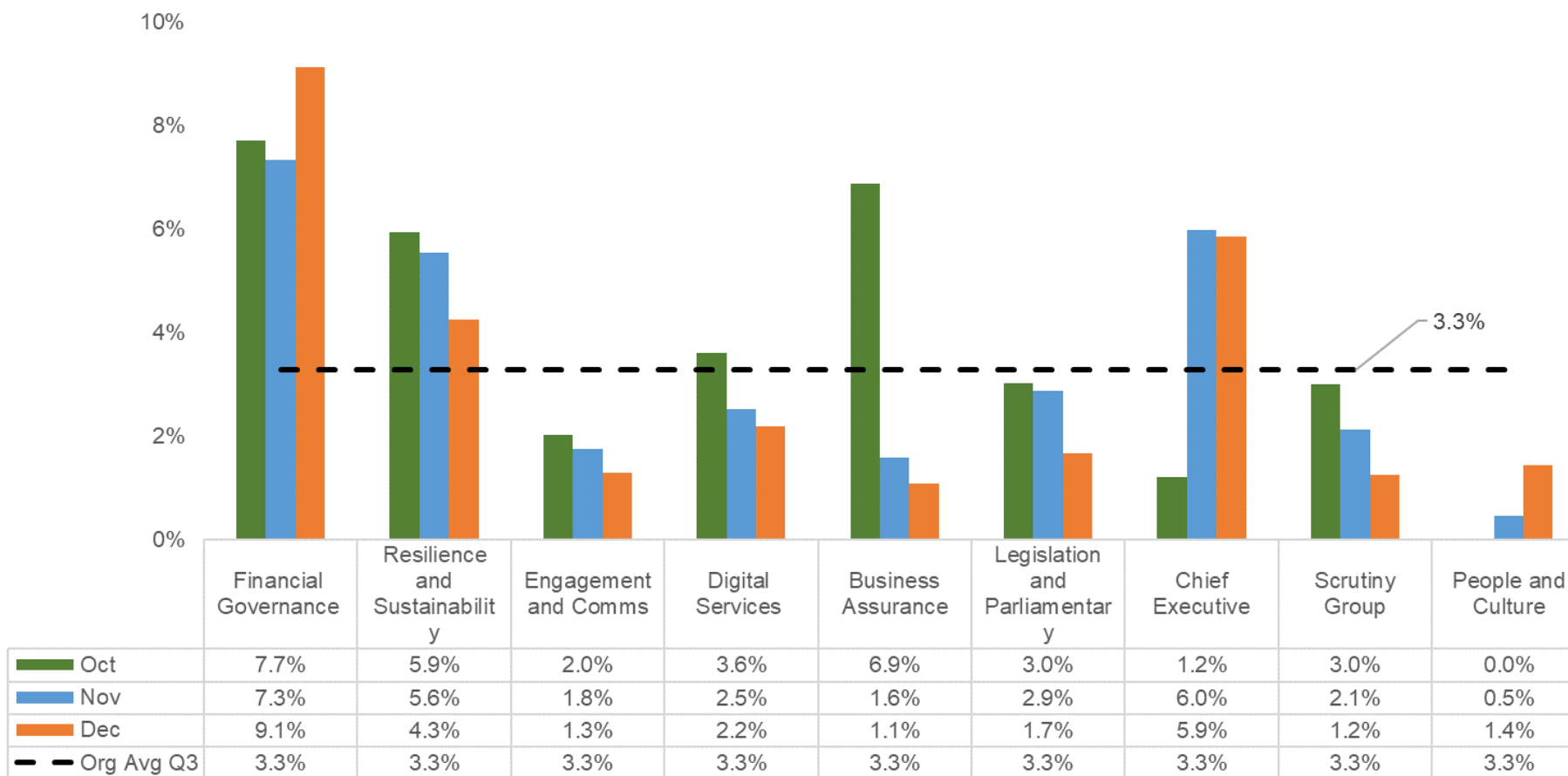
9.1.2 Group Level

Special Leave % All Q3

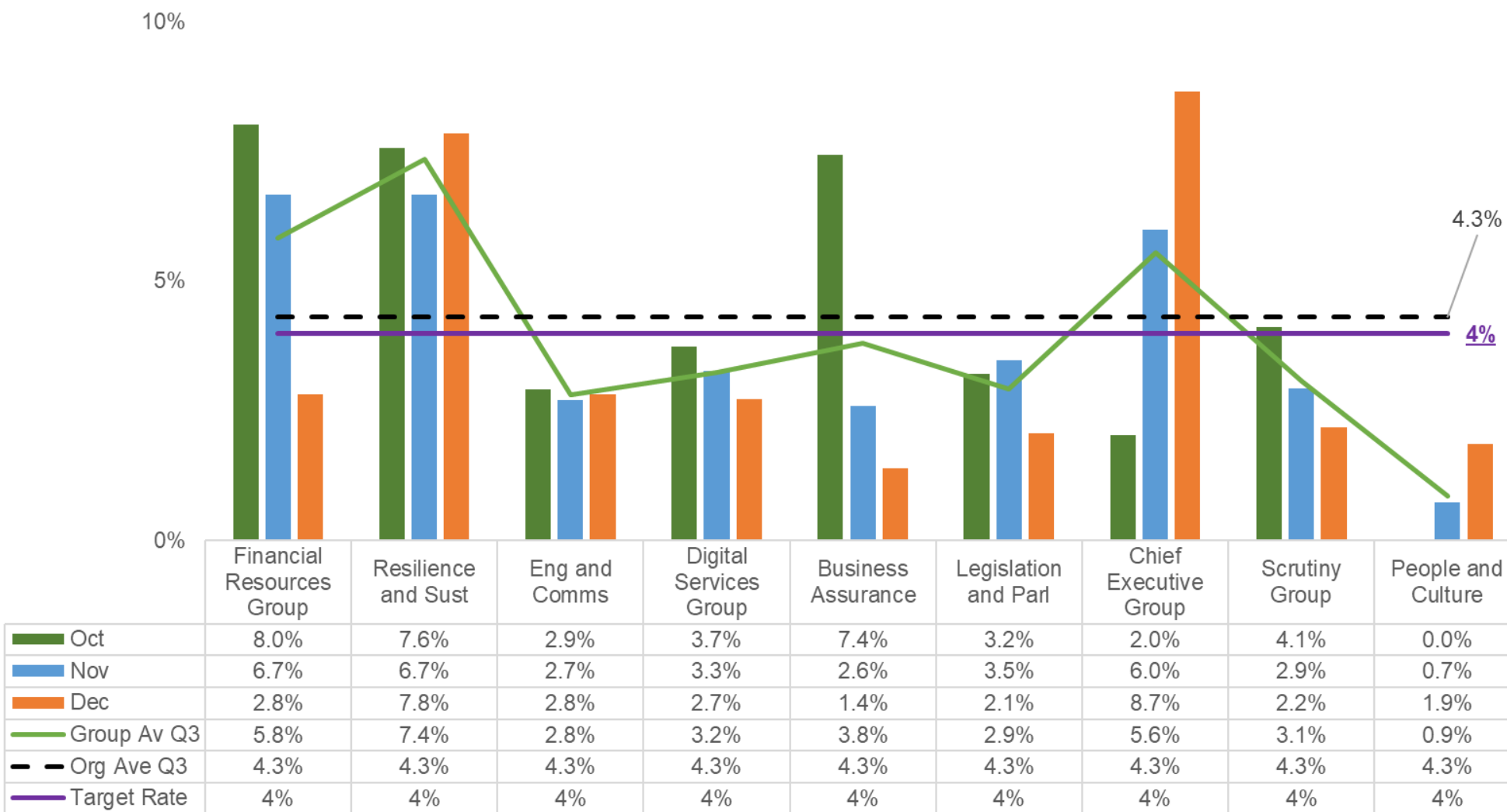




Sickness Rate % Q3

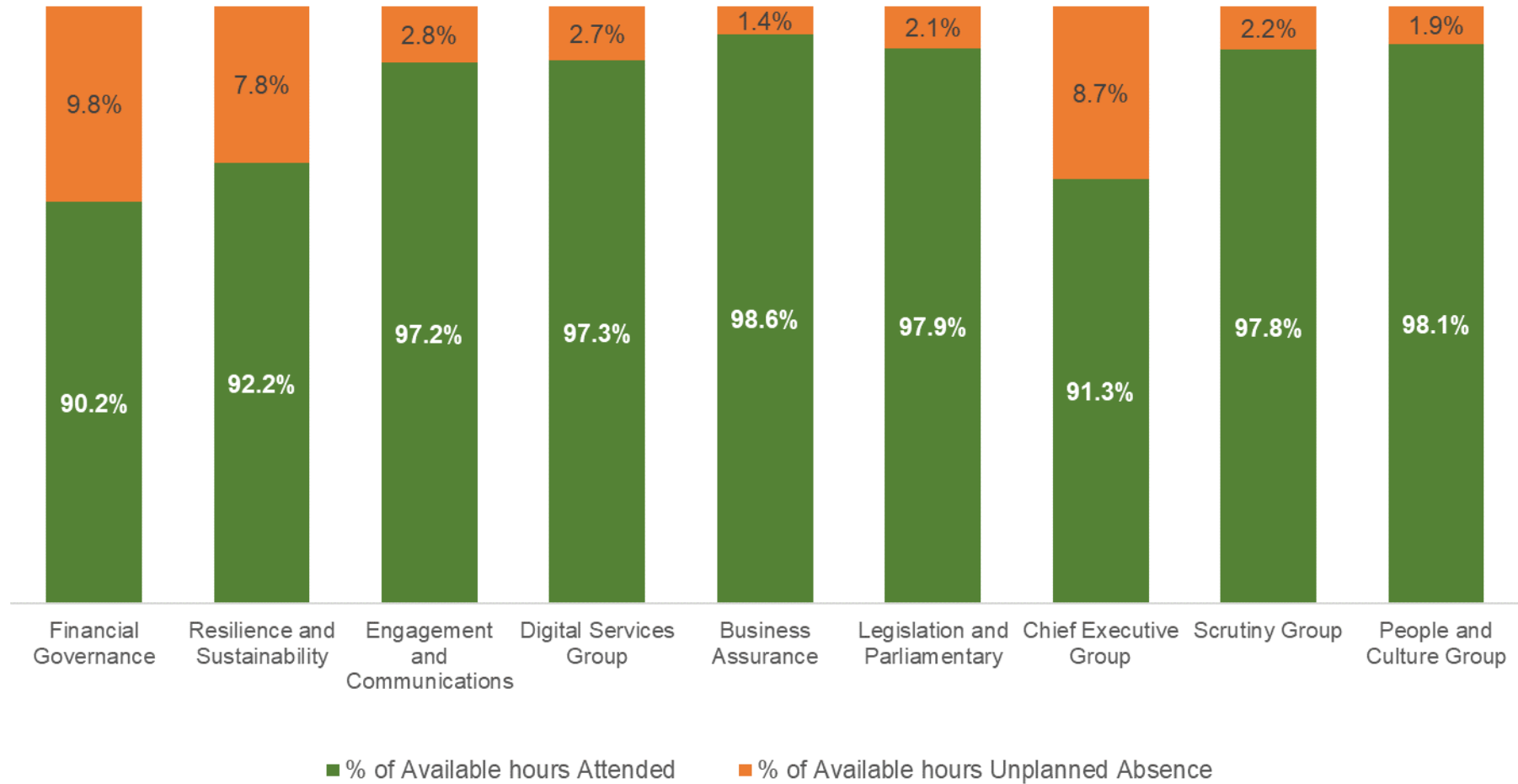


Unplanned Absence % of Available Hours – Q3 by Group by Month



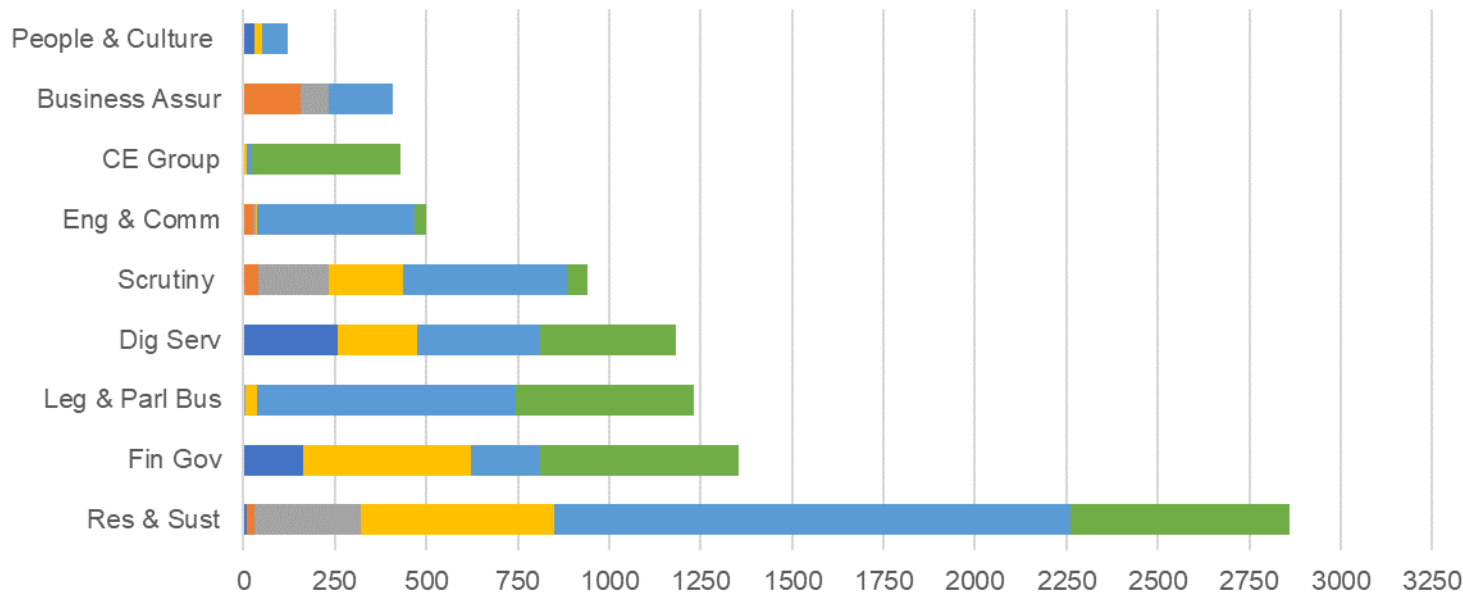


Unplanned Absence % of Available Hours – Quarterly Group Rates





Sickness Absence breakdown by Group – Quarterly Reason Summary



| | Res & Sust | Fin Gov | Leg & Parl Bus | Dig Serv | Scrutiny | Eng & Comm | CE Group | Business Assur | People & Culture |
|---|------------|---------|----------------|----------|----------|------------|----------|----------------|------------------|
| ■ Recurring Medical Conditions | 9.0 | 162.8 | 0.0 | 259.0 | 0.0 | 0.0 | 0.0 | 0.0 | 29.6 |
| ■ Operation and Post-Operative Recovery | 20.0 | 0.0 | 0.0 | 0.0 | 41.6 | 25.9 | 0.0 | 155.4 | 0.0 |
| ■ Acute Medical Conditions | 290.0 | 0.0 | 7.0 | 0.0 | 192.4 | 7.5 | 0.0 | 77.7 | 0.0 |
| ■ Musculoskeletal Conditions | 530.0 | 458.8 | 29.6 | 214.6 | 203.5 | 5.0 | 7.4 | 0.0 | 22.2 |
| ■ Minor Illnesses | 1412.1 | 189.2 | 706.9 | 337.1 | 446.5 | 430.9 | 14.8 | 176.0 | 68.8 |
| ■ Mental Health, Stress and Fatigue Syndromes | 598.4 | 543.7 | 489.0 | 370.0 | 54.9 | 29.6 | 407.0 | 0.0 | 0.0 |

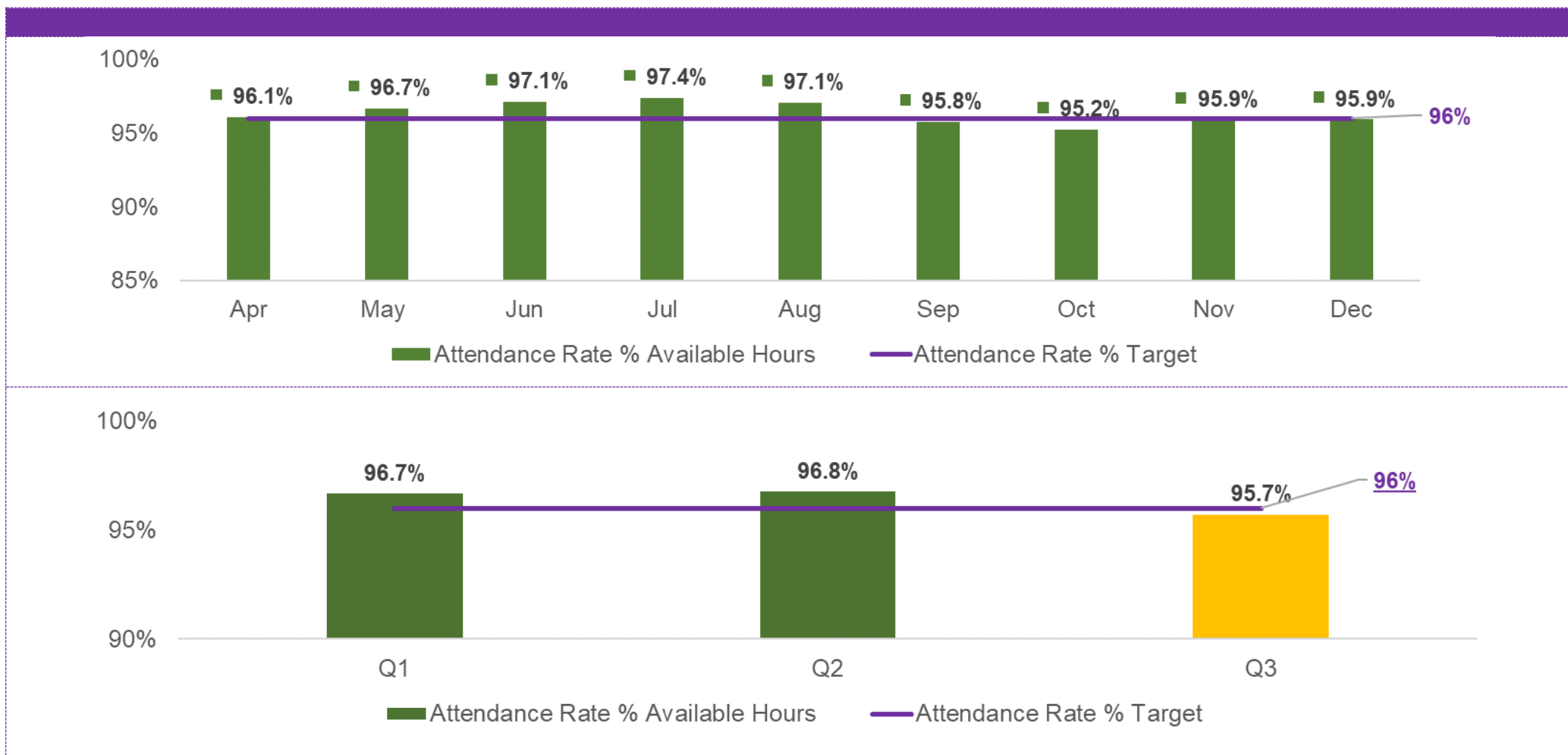


Comments on Group Unplanned Absence this period

See Executive Summary

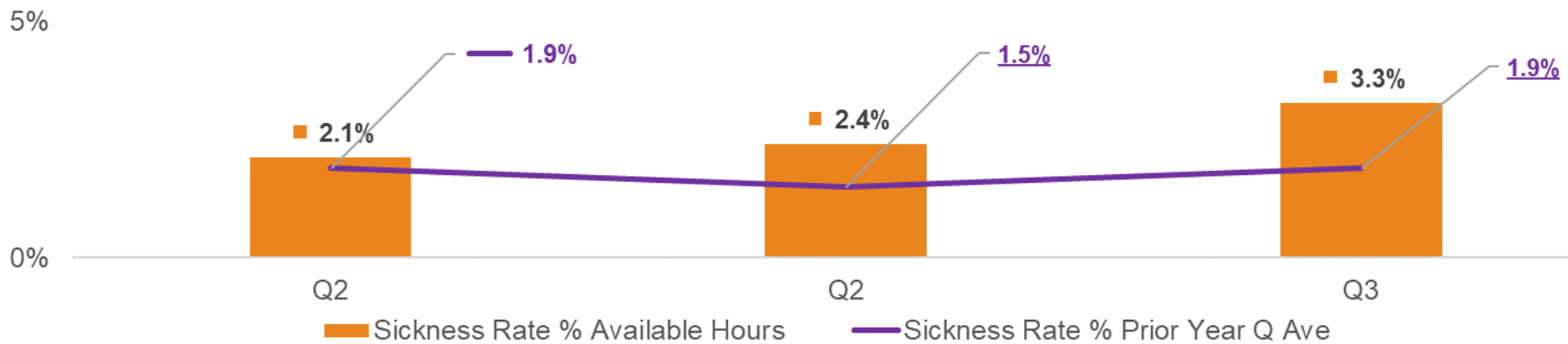
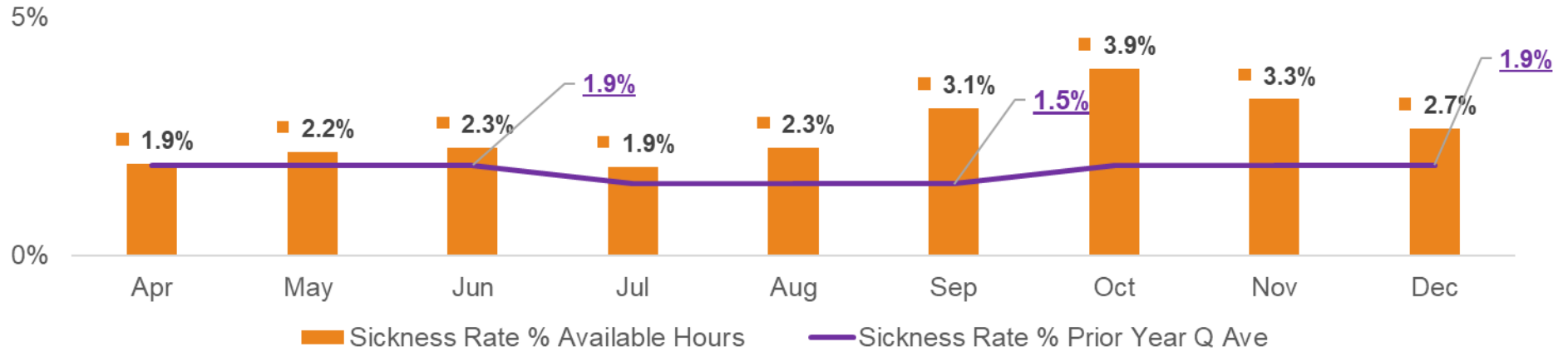
10 Trends – Quarter on Quarter (Month on Month at high level)

The trends below will include KPIs and key measures which the Leadership Group agree should be monitored over time. All Trends will show the Pre-Covid target value.





Sickness Rate as % of available hours - 1st Graph shows month on month values, second graph shows Quarterly averages





Comments on Trends this month

See Executive Summary



11 Tracked Actions

| Open actions being tracked elsewhere | | | | |
|--------------------------------------|--------|---------------|--------------|------------|
| Date Opened | Metric | Short Summary | Action Owner | Tracker ID |
| | | | | |
| | | | | |
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End of Report