



Understanding Your People Metrics

This spreadsheet outlines the HR People Metrix for your Directorate/Service for the most recent quarter. Listed below is information to help you understand the figures reported in Your People Metrics.

Sickness absence

Insights into sickness absence and the breakdown of Other* causes of absence are reported on the 'Sickness Absence Insight' Tab on this spreadsheet. Raw data for sickness absence is reported on the 'Sickness Absence' tab and includes: 7% reduction target, Days lost per FTE, Long term days per FTE, Short term days per FTE, Stress and Mental health trend, Top 3 sickness absence reasons reported as percentage of days lost and number of days lost, Top 3 episodes of sickness absence reported as the number of episodes of absence and percentage of episodes of absence.

HR Information

The 'HR Information tab' on this spreadsheet shows the raw data for Your People Metrics. This includes:

Headcount and FTE

Headcount and FTE is reported quarterly. Headcount and FTE headline figures for the most recent quarter are reported on the 'Insights' tab.

Retention, Starters and Leavers

Retention is reported as a percentage within the rolling year and the headline figures are reported on the 'Insights' tab. Starters and Leavers are reported as headcount within the current quarter and the headline figures for the most recent quarter are reported on the 'Insights' tab.

Appraisals

Appraisals are reported as the number of the appraisals input into the Your HR System from the beginning of the financial year (April 1st) to the current quarter reported. Appraisal headline figures are reported on the 'Insights' tab.

Demographics

Demographical data is reported within the current quarter. Gender and Age are reported as the headcount within the current quarter, Ethnicity is reported as a percentage of headcount within the current quarter and limited to Directorate level reporting to avoid individual identification, Disability is also reported as a percentage of headcount within the current quarter and is limited to Directorate and Service level reporting to avoid individual identification. Demographical headline figures are shown on the 'Insights' tab.

Navigating Your People Metrics

Take the time to follow these steps when reviewing your metrics This approach should enable you to identify some initial areas for focus, including what you might want to celebrate. These areas will then help you identify where you want to take some further action or a deeper dive into the data.



Consider the context...

What was happening in your Service over the last quarter? Consider the impact of external factors as well as internal. Have the actions taken since the last report had any impact?



Make use of the comparisons

How does the data compare to comparison areas e.g. Directorate / WCC? What might be contributing to the difference? Note that there may have been changes to your Service structure which means that there is no longer a valid trend comparison.



Identify areas for focus...

What improvements are you aiming for? What action are you going to take? How do these actions align and support with other Service priorities? Do you want to go further into the data?



Look through the headlines

What areas can you celebrate? What areas are causing concern?



Look for connections

What story is the data telling you? E.g. if sickness and retention is concerning what impact is this having on other metrics? Does this align any other Service performance data? What themes have can you identify?



WCC Reporting - Q3 October to December 2022

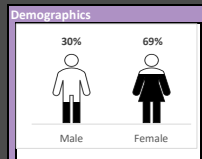
Sickness Absence				
Target (+/-1 day)	Days per FTE	Long term days per FTE	Short term days per FTE	
8.00	8.5	4.86	3.64	
Top 3 sickness absence reasons				
1st by days lost		2nd by days lost		3rd by days lost
Stress and Mental Health		Coronavirus		Musculo-Skeletal
Stress and Mental Health (% days lost)				
Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	
28.2%	26.7%	28.2%	28.8%	
Stress and Mental Health (days per fte)				
Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	
2.43	2.38	2.43	2.40	

Appraisals		
	% of appraisals Financial YTD	% Appraisals Rolling Year
Communities Directorate	37.0%	37.5%
People Directorate	29.6%	29.7%
Resources Directorate	43.1%	43.1%
Warwickshire County Council	35.9%	36.1%

Retention, New Starters, and Leaving Reasons			
	Starters	Retention Rate * Rolling year	Leavers
Communities Directorate	31	86.7%	16
People Directorate	68	86.3%	77
Resources Directorate	61	87.2%	38
Warwickshire County Council	160	86.6%	131

Headcount FTE		
	Headcount	FTE
Communities Directorate	1118	1006.8
People Directorate	2131	1789.7
Resources Directorate	1728	1430.1
Warwickshire County Council	4982	4231.0

Top Leaving Reason			
	Resignation		
2 Retirement	8%		
3 By Mutual Agreement	8%		
4 End of Contract	2%		
5 Retirement - Fire	2%		
6 Did Not Start	2%		
7 Retirement - Ill	2%		
8 Transfer	2%		
9 Dismissal	1%		
10 Failed Probation	1%		
11 New Payroll Provider	<1%		
12 Redundancy	<1%		



54.2%	
Between the ages of 25 and 50 in Warwickshire County Council	
1.5%	Gay / Lesbian
57.9%	Heterosexual / Straight
0.1%	Other
34.4%	Not Declared
4.5%	Prefer not to say

Ethnicity (WCC)	
White British	72.4%
White (non-British)	4.6%
Asian or Asian British	6.9%
Black or Black British	2.3%
Mixed	1.4%
Other Ethnic Groups	0.2%

Notes

COVID-19 – The authority continues to assess the impact of the Covid-19 pandemic and is monitoring sickness and isolation due to the virus and staff wellbeing.

Transformation – Structure changes on Your HR have are not complete in all areas. Some teams are still being updated on YourHr and this has resulted in both the previous and current team being reported on and some trend not being available. We are monitoring this and discussing any issues with HR to ensure the reporting is robust for future reporting.

Appraisals - these were due to take place between June – September, which is slightly later than usual due to Covid-19. A light touch appraisal process will be in place for this year as well.

Insights

Please note that for Q3 and subsequent reporting, changes have been made to the system to reflect the recent restructure. For the 'Sickness absence' tab:

- Teams highlighted in Grey are team names that were accurate for Q2 reporting, but have since changed for Q3 reporting and therefore there will be no data for these teams for Q3.
- Team names in red are new team names for Q3. If this is replacing an old team/s name, this will be indicated in *italics* next to the team name. Reporting will start from Q3

Sickness absence

- For Q1 and future reporting, 'Other' causes of sickness absence has divided further in order to produce the most accurate picture of sickness absence reasons across WCC. The updated list of 'other' sickness absence is listed on the sickness absence tab.
- WCC target is to reduce sickness absence to 8 days per fte (+/- 1 day). At the end of Q3, WCC actual was 8.5 days per FTE which is within the target range set for 22/23 reporting.
- All Directorates are above the target range set for 22/23 reporting, apart from the Communities Directorate which is below the target range.
- Stress and Mental Health is the top cause of absence for WCC, the same across all three directorates. For Q3, Coronavirus is the 2nd cause for sickness absence across all Directorates, aside from Communities Directorate, where the second cause for sickness absence is Musculo-Skeletal and Coronavirus is the third cause for sickness absence.
- The percentage of days lost to Stress and Mental Health for sickness absence has remained the same from Q3 21/22 to Q3 22/23. There has been an increase in the % days lost to Stress and Mental Health from Q2 22/23 (28.2%) to Q3 22/23 (28.8%). The days per FTE figure for Stress and Mental Health has slightly decreased in this time, ending Q3 22/23 with 2.40 days per fte. Further investigation into the contributing factors for this is ongoing. Wellbeing is actively being monitored using the check-in surveys.
- WCC has lost more time to long term sickness compared to short term sickness. There has been a slight decrease in long term days per FTE and a slight increase in short term days per FTE in this quarter.

Headcount and FTE

- Headcount has increased for WCC in this quarter and is higher than the same period last year.
- All Directorates report an increase in headcount in Q3 22/23, however the Resources Directorate has seen the highest increase from the previous quarter. The Resources Directorate reports a decrease in the number of leavers in Q3 22/23 (38 leavers) compared to Q2 22/23 (59 leavers). In Q3 22/23 the top leaving reason for the Resources Directorate was resignation (72%) which was also the top leaving reason in Q2 22/23, however reported slightly lower (67%). The number of starters has remained relatively stable Q3 22/23 (61 starters) and in Q2 22/23 (69 starters). This has impacted the overall headcount within this Directorate.

Appraisals

- As of the end of December, all Directorates have had an increase in the percentage of appraisals entered in Your HR compared to the previous quarter. The highest increase has been within the Communities Directorate.
- WCC percentage of appraisals financial year to date has increased from Q2 22/23 (30.1%) to Q3 22/23 (35.9%).

Retention, New starters and Leaving Reasons

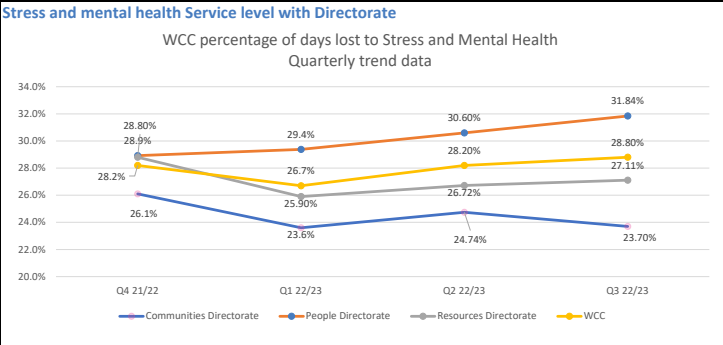
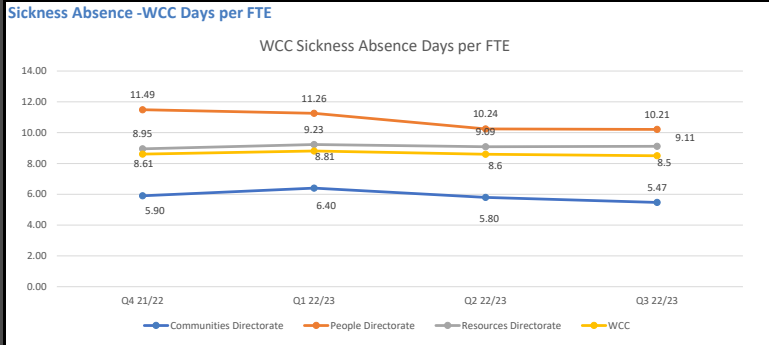
- Resignation was the top leaving reason for WCC (72%)
- For WCC, there were more starters than leavers in Q3, which is consistent across within the Communities and Resources Directorate. The People Directorate has had more leavers than starters in this quarter.
- Retention rate in the People Directorate (86.3%) is lower than what is reported at the WCC level. All other Directorates have a retention rate above what is reported at WCC level.

Demographics

- WCC Workforce comprises of a higher percentage of female employees (69%) compared to male employees (30%).
- Just over half of the WCC workforce are between the ages of 25 and 50 (54.2%).
- The majority of the WCC workforce ethnicity is White British (72.4%)



Sickness Absence - Q3 October to December 2022



Insights

The highest percentage of absence was for Stress and Mental Health which resulted in a total of 10663 days lost and accounts for 29% of absence in WCC.

The most frequent reason for absence in the rolling 12 month period is Coronavirus resulting in a total of 1376 episodes of absence. This is 25% of the episodes of absence and 17% of the days lost, suggesting it is the most frequent reason for absence and is a very significant cause of days lost.

% of return to work interviews recorded on Your HR

- For Q3 22/23 the % of return to work interviews recorded on Your HR for WCC is 11%, which is a total of 178 return to work interviews recorded from a potential 1600.
- The Resources Directorate (13%) is slightly above the WCC reported percentage of 11%.
- The Communities Directorate (11%) is the same as WCC percentage and for this quarter and the People Directorate (10%) is slightly below.

Sickness Absence Reasons by Service (days lost)

Directorate	Reason	Percentage
WCC	Stress and Mental Health	29%
	Coronavirus	17%
Communities Directorate	Stress and Mental Health	24%
	Musculo-Skeletal	20%
People Directorate	Stress and Mental Health	32%
	Coronavirus	17%
Resources Directorate	Stress and Mental Health	27%
	Coronavirus	17%

Sickness Absence Reasons by Service (episodes of absence)

Directorate	Reason	Percentage
WCC	Coronavirus	25%
	Chest or Respiratory	16%
Communities Directorate	Coronavirus	23%
	Chest or Respiratory	15%
People Directorate	Coronavirus	24%
	Chest or Respiratory	16%
Resources Directorate	Coronavirus	26%
	Chest or Respiratory	16%

Other* Absences Includes:

- Haemorrhoids
- Hernia
- Other
- Prostate Disorder
- Thyroid Condition
- Varicose Veins