



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?



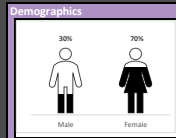
Directorate Reporting - Q4 January 2023 to March 2023

Sickness Absence			
Target (+/- 1 day)	Days per FTE	Long term days per FTE	Short term days per FTE
8.00	8.99	5.28	3.71
Top 3 sickness absence reasons			
1st by days lost	2nd by days lost	3rd by days lost	
Stress and Mental Health	Musculo-Skeletal	Coronavirus	
Stress and Mental Health (% Days Lost)			
Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23
26.4%	27.9%	28.6%	30.3%
Stress and Mental Health (Days per FTE)			
Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23
2.47	2.55	2.57	2.72

Headcount FTE		
	Headcount	FTE
Communities Directorate	1126	1012.06
People Directorate	2152	1817.53
Resources Directorate	1715	1412.71
Warwickshire County Council	4998	4246.71

Appraisals		
	% of appraisals Financial YTD	% of appraisals Rolling Year
Communities Directorate	45.4%	45.4%
People Directorate	29.9%	29.9%
Resources Directorate	45.2%	45.2%
Warwickshire County Council	38.6%	38.6%

Retention, New Starters, and Leaving Reasons			
	Starters	Retention Rate * Rolling year	Leavers
Communities Directorate	31	89.7%	31
People Directorate	87	84.9%	92
Resources Directorate	51	87.9%	47
Warwickshire County Council	169	87.1%	170
Top Leaving Reason	Resignation	56%	
2	End of Contract	12%	
3	By Mutual Agreement	11%	
4	Retirement	9%	
5	Redundancy - ill	3%	
6	Retirement - ill	3%	
7	Failed Probation	2%	
8	Retirement - Fire	2%	
9	Redundancy -	2%	
10	New Payroll provider	<1%	



54.3% Between the ages of 25 and 50 in Warwickshire County Council

33.3% Have not Declared a Sexual Orientation in Warwickshire County Council

Ethnicity (Directorate)	
White British	72.6%
White (non-british)	4.6%
Asian or Asian British	6.8%
Black or Black British	2.3%
Mixed	1.5%
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 not been complete in all areas. Some teams are still being updated on Your HR 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.

31/03/2023

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.
- An error in the shifts per FTE calculation for Fire and Rescue has impacted figures from Q1 22/23. Figures have been updated within the reporting.
- WCC target is to reduce sickness absence to 8 days per fte (+/- 1 day). At the end of Q4, WCC actual was 8.99 days per FTE which is within the target range set for 22/23 reporting.
- All Directorates are below the target range set for 22/23 reporting, apart from the People Directorate which is above the target range.
- Stress and Mental Health is the top cause of absence for WCC, the same across the Resources Directorate and People Directorate. The top cause of absence for the Communities Directorate is Musculo-Skeletal. For Q4, Coronavirus is the 3rd cause of sickness absence for WCC, however the 2nd cause for sickness absence within the Resources and People Directorate, and the fourth cause within the Communities Directorate.
- The percentage of days lost to Stress and Mental Health for sickness absence has increased from Q4 21/22 (28.2%) to Q4 22/23 (30.3%). There has been an increase in the % days lost to Stress and Mental Health from Q3 22/23 (28.6%) to Q4 22/23 (30.3%). The days per FTE figure for Stress and Mental Health has increased in this time, ending Q4 22/23 with 2.72 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 increase in long term days per FTE and a slight decrease 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.
- The People Directorate and Communities Directorate report an increase in headcount in Q4 22/23, however the Resources Directorate has seen a decrease from the previous quarter. The Resources Directorate reports an increase in the number of leavers in Q4 22/23 (47 leavers) compared to Q3 22/23 (38 leavers). In Q4 22/23 the top leaving reason for the Resources Directorate was resignation (53%) which was also the top leaving reason in Q3 22/23, however reported higher (72%). The number of starters has decreased within the Resources Directorate from Q3 22/23 (61 starters) to Q4 22/23 (51 starters). This has impacted the overall headcount within this Directorate.

Appraisals

- As of the end of March, 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 Q3 22/23 (35.9%) to Q3 22/23 (38.6%).

Retention, New starters and Leaving Reasons

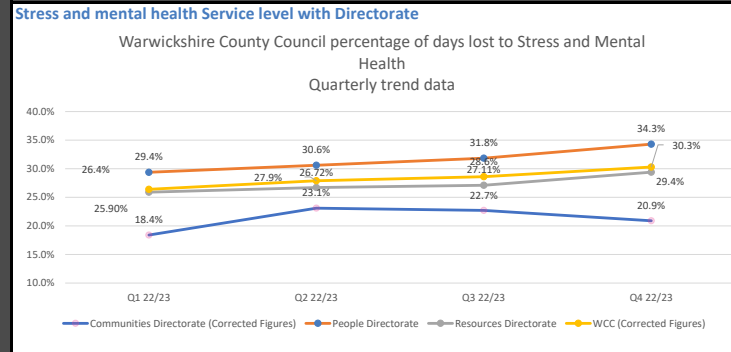
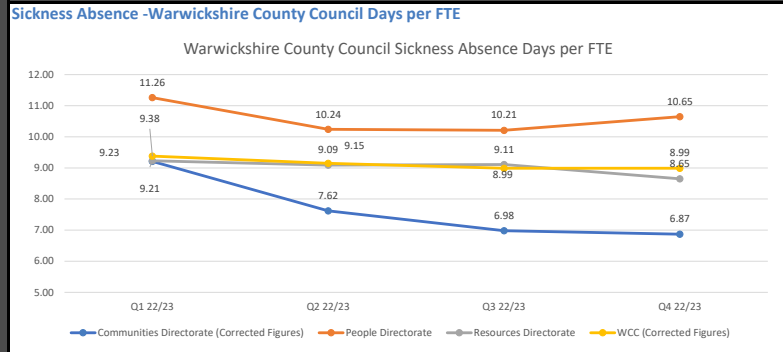
- Resignation was the top leaving reason for WCC in Q4 22/23 (56%) which has decreased from the previous quarter (72%).
- For WCC, there were more leavers than starters in Q4, which is consistent within the People Directorate. Within the Communities Directorate the number of starters and leavers was the same and within Resources Directorate their were more starters than leavers in Q4 22/23.
- Retention rate in the People Directorate (84.9%) is lower than what is reported at the WCC level, and has decreased since Q3 22/23 (86.3%). 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 (70%) compared to male employees (30%).
- Just over half of the WCC workforce are between the ages of 25 and 50 (54.3%).
- The majority of the WCC workforce ethnicity is White British (72.6%).



Sickness Absence - Q4 January 2023 - March 2023



Insights

An error in the shifts per FTE calculation for Fire and Rescue has impacted figures from Q1 22/23. Figures have been updated within the reporting.

The highest percentage of absence was for Stress and Mental Health which resulted in a total of 11438 days lost and accounts for 30% of absence in WCC.

The most frequent reason for absence in the rolling 12 month period is Chest or Respiratory resulting in a total of 1106 episodes of absence. This is 20% of the episodes of absence and 9% of the days lost, suggesting it is the most frequent reason for absence and is a significant cause of days lost.

% of return to work interviews recorded on Your HR

- For Q4 22/23 the % of return to work interviews recorded on Your HR for WCC is 14%, which is a total of 194 return to work interviews recorded from a potential 1404.
- The Resources Directorate (17%) and Communities Directorate (15%) are above the WCC reported percentage of 14%.
- The People Directorate (11%) is below the WCC percentage for this quarter.

Sickness Absence Reasons by Service (days lost)

Warwickshire County Council		
Stress and Mental Health 30%	Musculo-Skeletal 12%	Coronavirus 11%
Communities Directorate		
Musculo-Skeletal 23%	Stress and Mental Health 21%	Other 15%
People Directorate		
Stress and Mental Health 34%	Coronavirus 11%	Chest or Respiratory 9%
Resources Directorate		
Stress and Mental Health 29%	Coronavirus 13%	Musculo-Skeletal 12%

Sickness Absence Reasons by Service (episodes of absence)

Warwickshire County Council		
Chest or Respiratory 20%	Coronavirus 18%	Digestive System 13%
Communities Directorate		
Chest or Respiratory 20%	Coronavirus 19%	Digestive System 14%
People Directorate		
Chest or Respiratory 20%	Coronavirus 17%	Digestive System 13%
Resources Directorate		
Coronavirus 20%	Chest or Respiratory 20%	Digestive System 14%

Other* Absences Includes:
 Haemorrhoids
 Hernia
 Other
 Prostate Disorder
 Thyroid Condition
 Varicose Veins