

## **Audit Committee - HR workforce and sickness data update June 2019**

### **Context:**

As a Council, we're investing in the people, skills and tools we need to be an evidence led organisation - supporting officers and members to make best use of our data to put information at the heart of our decision making.

At present, managers and senior officers have only a limited view of summary data relating to their workforce. By providing this information in a more accessible format, we can support senior managers across the organisation to better understand trends in staff sickness and consider appropriate interventions to best support staff health and wellbeing.

To address this data gap, we have been working across ICT and HR on a focused project to provide business intelligence reporting in a dynamic, interactive dashboard. We recognise that there are a large number of use cases for better access to this data from senior officers to managers of small teams as well as broader audiences including Audit Committee and Local Joint Committees. Our focus has been on delivering value quickly by developing a data product in the first instance, for Directors across the organisation. This approach has allowed us to focus in on a set of user needs and understand how best to present this data while putting in place the building blocks of data feeds required to extend this work to meet the needs of additional users in the future.

### **Our vision for the first phase of this work:**

*Directors have easy access to near live, reliable and easy to understand, HR workforce data. This should be interactive, secure, relevant to their division and supplemented by a regular email report.*

A draft dashboard was produced in early 2019 using our corporate Business Intelligence tool, Qlik Sense and we carried out a series of user testing with Group Directors, a selection of Directorate Leadership Teams and various users across HR to help develop a beta dashboard

The dashboards were launched in early June and we will continue to collect user feedback. We are now looking to develop a second iteration to meet the needs of Heads of Service.

### **Outstanding issues / related work:**

Accurate workforce and sickness reporting is reliant on simple, embedded processes which support good quality data on our workforce. We are confident that iTrent sickness data is of good quality currently where reported. We are also confident that sickness reporting is likely to continue to improve as a result of this work with our reporting highlighting any areas where managers may be under-reporting sickness.

However, we need to spend some time looking at the data structure for the organisation below Heads of Service as we move onto the next phase of work. This will ensure we present data on sickness and workforce to the correct Head of Service within each Directorate. We will begin by working closely with Neighbourhoods and Housing on the roll out of this next iteration of the HR Summary Reports.

Neighbourhoods and Housing are also interested in looking in more detail at how we can model their data to understand how the changing demographics of their workforce may impact their service in future.

**HR summary reporting to Audit Committee:**

We are aware that Audit Committee would like improve access to HR workforce and sickness reporting. We are intending to work with the Head of HR to develop a first draft of a summary data report for the next meeting in October 2019 building on our work to date. This is likely to include an overview of sickness absence by directorate, by cause of absence and with the ability to understand variance by length of service and grade as well as differences in sickness patterns across long and short term sickness.