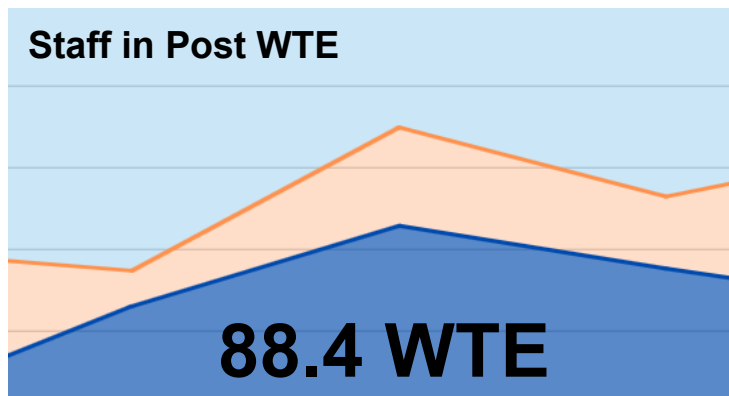


People Performance Dashboard

April 2025 – June 2025

Employee Transformation & Sustainability of Workforce

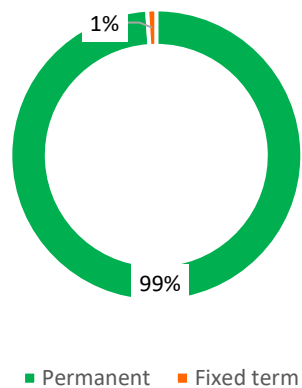
Staff in Post WTE



**Total staff
in post:**

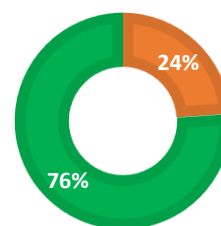
96

Assignment Status



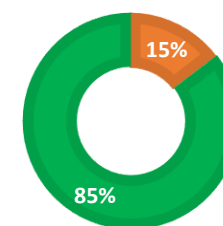
EMPLOYEE CATEGORY

■ Part time ■ Full time

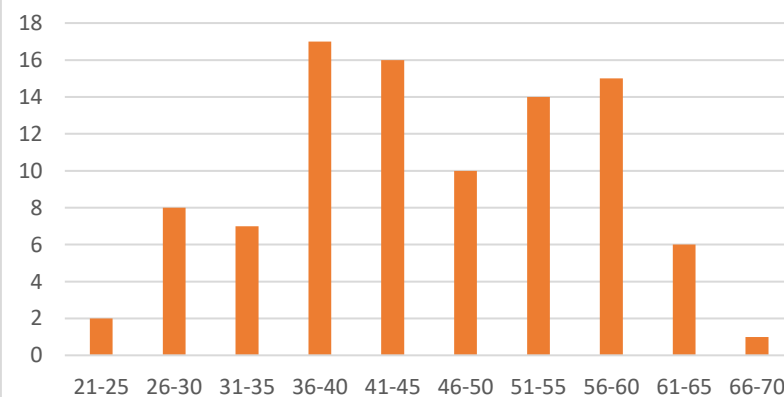


EMPLOYEE GENDER

■ Male ■ Female



Age Bands



Employee Transformation & Sustainability of Workforce

	Male	Female
Band 3	0	4
Band 4	2	18
Band 5	0	11
Band 6	3	32
Band 7	4	6
Band 8a	1	0
Band 8b	3	8
Band 8c	0	1
Band 8d	1	1
VSM	0	1

New Starters:

April 2025 – June 2025

2

Gender:

Female

1



Male

1



Posts Advertised:

April 2025 – June 2025

5

Bank/Agency Staff:

April 2025 – June 2025

11

JD Evaluation:

April 2025 – June 2025

3

Job title	Status
People & OD Manager	Starting 16/07/2025
Governance & Risk Manager	Pre-employment check stage
Administrative Assistant (P)	Pre-employment check stage
Board Secretary	Pre-employment check stage
Complaints Advocate (WW)	Start Date 14/07/2025

During the reporting quarter there were also 2 internal positions advertised (Expressions of Interest)

What the chart tells us	Areas of Concern	Actions/Mitigations
<p><u>Staff in post</u> At the end of June 2025 Llais employed 96 members of staff with a whole time equivalent of 88.4 staff</p> <p>1% (1) of the workforce is currently on a fixed term contract.</p> <p>The fixed term contact is in relation to external funding received from Tenovus for a Complaints Advocate - Cancer Specialist.</p> <p>85% (82) of the workforce are female 14 Male / 82 Female</p> <p>24% (23) work part time</p> <p><u>Vacancies / Recruitment</u> 5 roles were advertised externally:</p> <ul style="list-style-type: none"> • People & OD Manager • Governance & Risk Manager • Administrative Assistant • Board Secretary • Complaints Advocate <p>During this period, there were 3 Job descriptions undergoing evaluation.</p> <p>A total of 2 new starters joined Llais during the reporting period, 1 female, 1 male.</p>	<p><u>Bank/Agency Staff</u> The Agency & Bank staff guidance document (inc. form) has been issued to all managers who have directly recruited however, not all information has been received by workforce. There are still a small number of staff where emergency contact information is not held. This is a concern should there be an incident.</p>	<p>Strict review of any fixed term roles should be completed within appropriate timeframe.</p> <p>Males working with Llais are mostly at a more senior level (Band 6 and above). Further analysis and discussions required to look at the attraction of posts going forward.</p> <p>Workforce will again contact managers in relation to Agency/Bank Staff information that is missing to ensure details are held on file.</p>

<p><u>Bank/Agency Staff</u></p> <p>There were 11 individuals working for Llais as either Bank or Agency staff at the end of the reporting period. More than double the figure in the previous quarter. The reason is due to a number of staff leaving the organisation via the Voluntary Early Release Scheme.</p>		
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

Great Place to Work

Turnover - Percentage of Staff Retained

87%

There was 14 leavers during the reporting period

What the chart tells us

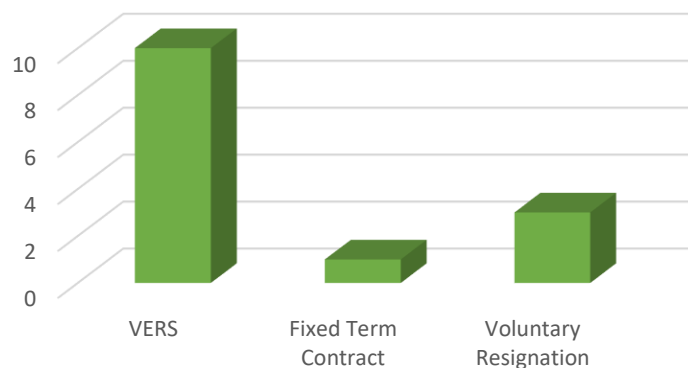
Turnover

Turnover shows a rate of 13% during the period April – June 2025.

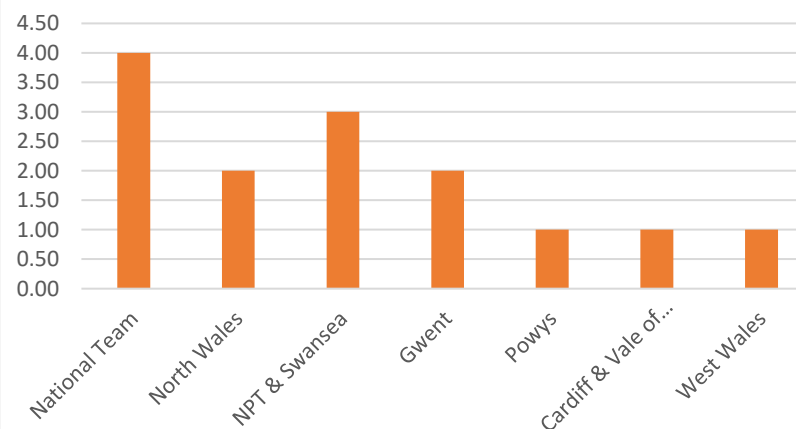
A healthy turnover rate for the UK 10% with the UK approximate being 15%

Llais over the last quarter had an employee retention rate of 87%.

Leavers Reason

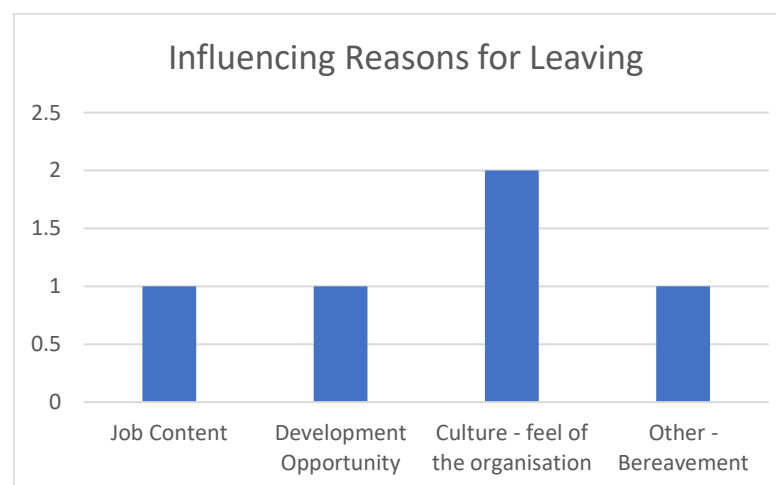
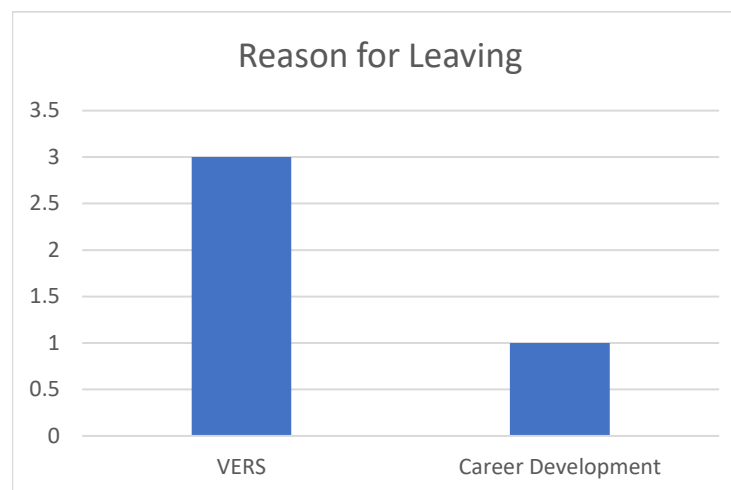


Leavers by Region



Great Place to Work

Exit Interview Information



What the chart tells us	Areas of Concern	Actions/Mitigations
<p><u>Staff Retention / Leavers</u></p> <p>In March the Voluntary Early Release Scheme was open to employees. There were a number of applications which resulted in 10 members of staff leaving the organisation with a final employment date of 31 March 2025. Termination forms were processed in this reporting period.</p> <p>There were also three individuals that left the organisation voluntarily and one left due to the end of a fixed term contract.</p> <p>The highest area with leavers was the National Team.</p> <p><u>Exit Interview/Questionnaire</u></p> <p>Of the 14 individuals that left the organisation in Quarter 1 April – June 2025 all were issued with the link to the Exit Interview Questionnaire. Four individuals completed the online form (29%). The average for the UK is 30% using a similar type of exit questionnaire.</p>		<p><u>Exit Interviews/Questionnaire</u></p> <p>The current process will be reviewed to ensure that we are capturing specific measurable data to assist with retention.</p>

Employee Health & Wellbeing

**Sickness Absence
Average Percentage
Apr – Jun 25:**

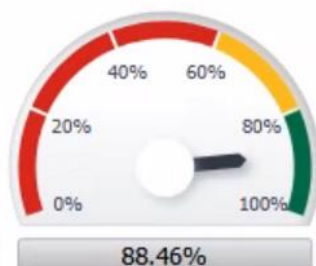
6.00%

**Sickness Absence:
Average Number of Staff
lost per month:**

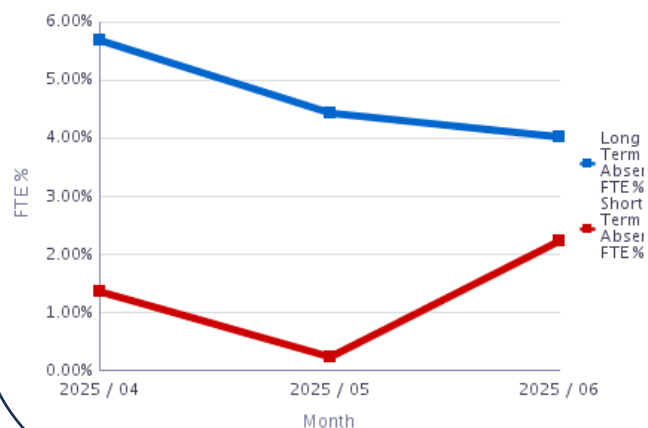
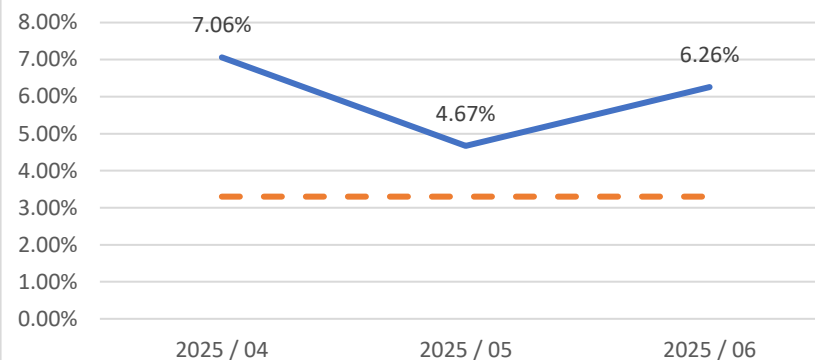
5.84 WTE

Return to Work Discussions %

0% - 60% 60% - 80%
80% - 100%



Llais Sickness Absence Timeline



**Total number of
days lost during
Quarter 4 due to
sickness absence:**

553



Absence Reason	Headcount	Abs Occurrences	Abs Days	%
S10 Anxiety/stress/depression/other psychiatric illnesses	9	9	441	79.7
S16 Headache / migraine	4	4	35	6.3
S15 Chest & respiratory problems	2	2	27	4.9
S98 Other known causes - not elsewhere classified	2	2	17	3.1
S25 Gastrointestinal problems	6	6	11	2.0
S11 Back Problems	1	1	6	1.1
S13 Cold, Cough, Flu - Influenza	3	3	5	0.9
S30 Pregnancy related disorders	1	2	4	0.7
S23 Eye problems	1	1	3	0.5
S20 Burns, poisoning, frostbite, hypothermia	1	1	2	0.4
S99 Unknown causes / Not specified	1	1	2	0.4

Employee Health & Wellbeing

Breakdown of Long Term Sickness Absence

	Long Term Sickness Reason	Work/Personal	Returned to Work
Employee 1	S10 Anxiety/stress/depression/other psychiatric illnesses	Personal	No
Employee 2	S10 Anxiety/stress/depression/other psychiatric illnesses	Personal & Work	Yes
Employee 3	S10 Anxiety/stress/depression/other psychiatric illnesses	Personal	No
Employee 4	S10 Anxiety/stress/depression/other psychiatric illnesses	Work	Yes
Employee 5	S10 Anxiety/stress/depression/other psychiatric illnesses	Personal & Work	No
Employee 6	S16 Headache / migraine	Personal & Work	Yes
Employee 7	S10 Anxiety/stress/depression/other psychiatric illnesses	Work	Yes
Employee 8	S10 Anxiety/stress/depression/other psychiatric illnesses	Personal	Yes

Previous Quarter (Jan – Mar 2025)	This Quarter (Apr – Jun 2025)
4 x Employees – Work Related Stress (29%)	2 x Employees – Work Related Stress (25%)
7 x Employees – Personal Related Stress (50%)	3 x Employees – Personal Related Stress (37.5%)
3 x Employees – Stress in relation to Bereavement (21%)	3 x Employees – Work & Personal Related Stress (37.5%)

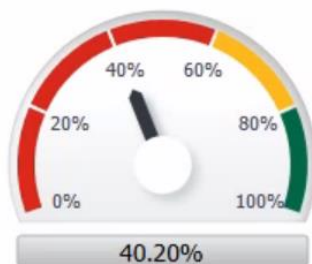
What the chart tells us	Areas of Concern	Actions/Mitigations
<p><u>Sickness Absence</u> Sickness for Q1 reports as an average of 6.00%, which is a decrease on last quarter's average of 8.62%. The target for the organisation is 3.30%.</p> <p>The return-to-work interviews recorded on ESR for the quarter shows as 88.46% showing an increase from the previous quarter showing as 71.88%.</p> <p>There is also a decrease with the whole time equivalent (WTE) staff from 9.09 to 5.84. This is most likely as a result of staff leaving the organisation (13%)</p> <p>The total number of days lost during the reporting period was 553 the previous quarter reported as 889. This is due to a decrease in this reporting period of staff on Long Term sickness Absence.</p> <p>The four top reasons for sickness are:</p> <ul style="list-style-type: none"> • Anxiety/stress/depression/other psychiatric illness (441 days lost) • Headache/migraine (35 days lost) • Chest & Respiratory Problems (27 days lost) 	<p><u>Sickness Absence</u> Anxiety/stress/depression accounts for 79.74% of the top ten sickness absence reasons recorded.</p>	<p><u>Return to Work Interviews</u> This is identified in the monthly dashboards issued to managers along with guidance and forms for processing.</p> <p>When the People Team have capacity and a full headcount is in place, it is hoped that workshops/support meetings will be delivered for managers to assist with managing absence.</p> <p>Going forward the People Team plan to work more proactively to support and encourage wellbeing at work, including promoting the 15 minute wellbeing break and reinforcing the importance with managers to hold and record regular 1:1 meetings with staff.</p> <p>Exit interview/questionnaire to be reviewed.</p>

<ul style="list-style-type: none"> • Other known causes – not else classified (17 days lost) <p>There have been eight individuals off during the reporting period with Long Term Sickness. The previous quarter was 14. Five of the eight staff off with LTS returned to work during Q1.</p> <p><u>Return to Work Interviews</u> It is important that the return-to-work meeting is conducted (and recorded on ESR) on the first day of return to work or as early as possible after the employee returns.</p> <p>We continue to see an increase in the return-to-work meetings taking place and being recorded on ESR. Monthly dashboards will continue to be issued to ensure all are recorded going forward.</p>		
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

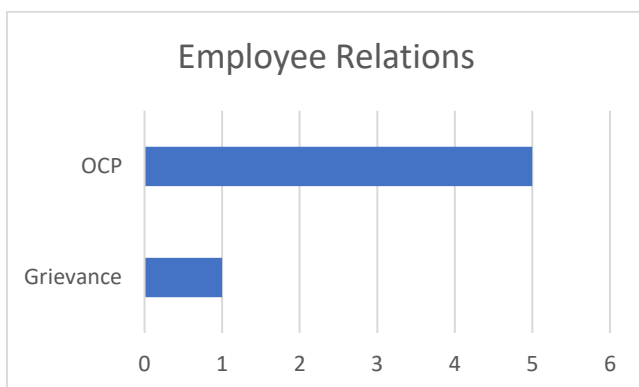
Employee Transformation & Sustainability of Workforce

Team Appraisals

0% - 60% 60% - 80%
 80% - 100%



Employee Relations



e-Learning update – 1 July 2025

	Previous Quarter	Percentage Compliant
Fire Safety	53.27%	80.21%
Health & Safety	66.36%	84.46%
Infection Prevention and Control	54.21%	70.83%
Information Governance	35.51%	79.17%
Treating Me Fairly (Equality & Diversity)	84.11%	89.58%
Moving & Handling	*	70.83%
Resuscitation	*	79.17%
Safeguarding People	*	81.25%
Violence & Aggression	*	70.83%
Foundations in Improvement	*	61.46%
Paul Ridd	*	82.29%
Violence Against Women	*	71.88%

*Not reported on previously

What the chart tells us	Areas of Concern	Actions/Mitigations
<p><u>Mandatory e-Learning</u> Percentage of compliance has increased since the previous quarter although still isn't showing as 100% for any of the 12 mandatory modules.</p> <p><u>Performance Appraisal and Development Reviews</u> The ESR system shows that the compliance rate for the organisation for recording Appraisal Performance and Pay Progression Meetings is 40.20% which is an increase from the previous quarter which was 27.19%</p> <p><u>Employee Relations</u> We continue to receive queries and questions regarding Employee Relations where we provide ongoing support and advice. This proactive approach helps to reduce the number of cases being dealt with formally</p> <p>Workforce have been involved in various different ways linking in with managers and attending any LTS meetings that have taken place.</p> <p>The Organisational Changes in relation to office relocation for four regions took place in the reporting period and one region is currently undergoing the process and is in consultation stage.</p>	<p><u>ESR Mandatory e-Learning</u> There are still a number of employees required to complete mandatory training. It is unclear at the moment if individuals have completed the courses and ESR is not accurate / up to date.</p> <p><u>Performance Appraisal and Development Reviews</u> A small number of individuals have recently missed pay progression meetings. ESR issues an email direct to the line manager approximately 3 months prior to the anniversary date. Also, individuals are identified on Monthly Dashboards that are sent to Regional Directors.</p>	<p><u>ESR Mandatory e-Learning</u> Percentage compliance continues to increase, however there are still issues with data transfer eg: some courses not showing on ESR as complete. Where an individual or manager brings to the attention of Workforce it is followed up with Shared Services.</p> <p>Further investigative work is required to identify those individuals that are not showing at 100% compliant. Workforce to contact Managers to identify their direct reports for follow up.</p> <p><u>Performance Appraisal and Development Reviews</u> Regional Directors will need to check monthly dashboards for employees requiring an appraisal but in particular a pay progression meeting. If they are not the direct line manager, they should communicate the details with their regional managers responsible.</p>

