

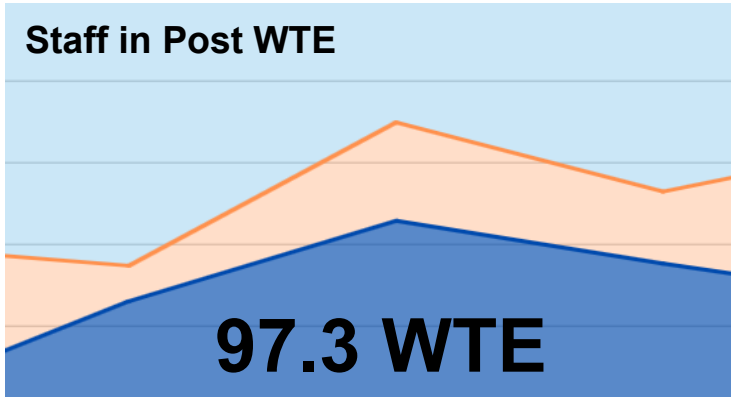


Eich llais mewn iechyd | Your voice in health
a gofal cymdeithasol | and social care

People Performance Dashboard

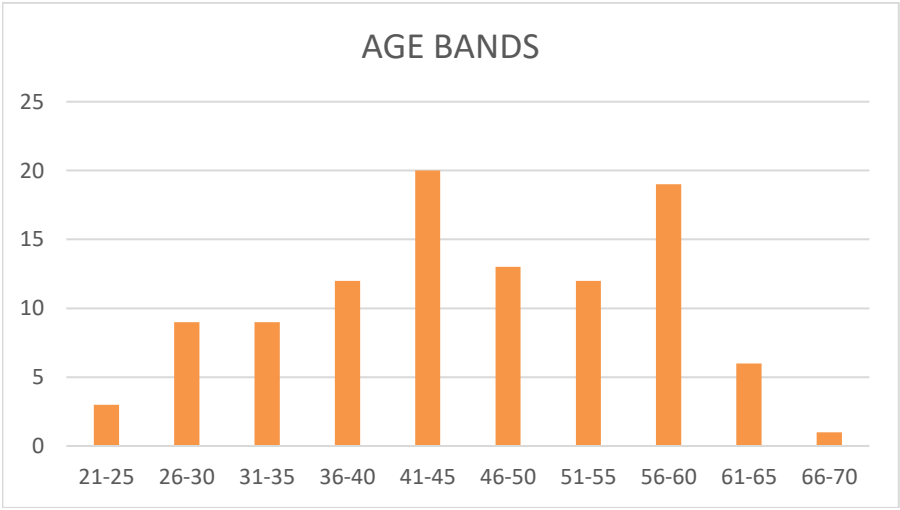
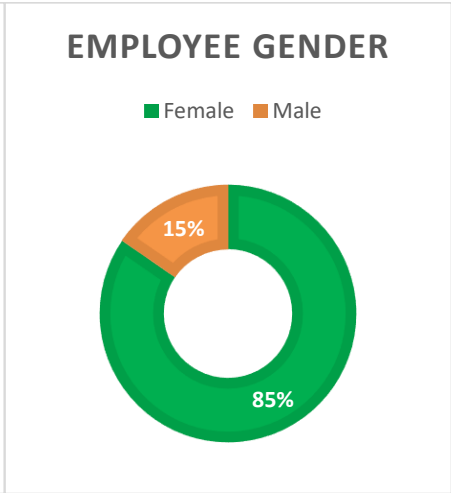
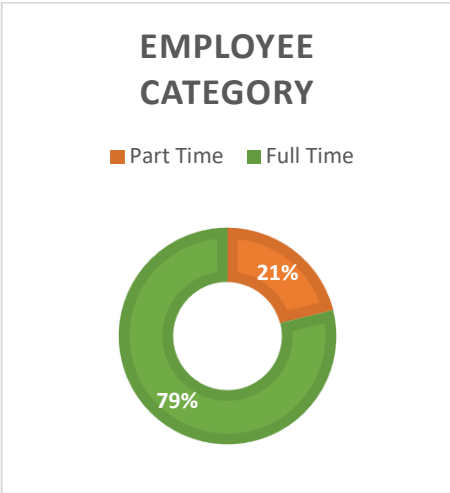
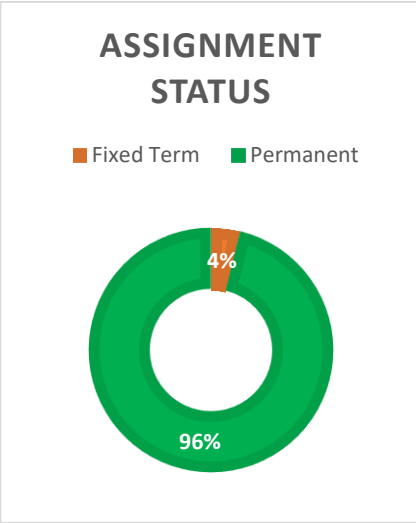
January 2026 – March 2026

Employee Transformation & Sustainability of Workforce



**Total staff
in post:**

104



Employee Transformation & Sustainability of Workforce



| | Male | Female |
|----------------|------|--------|
| Band 3 | 0 | 3 |
| Band 4 | 2 | 19 |
| Band 5 | 2 | 11 |
| Band 6 | 4 | 33 |
| Band 7 | 2 | 11 |
| Band 8a | 1 | 0 |
| Band 8b | 3 | 9 |
| Band 8c | 1 | 1 |
| Band 8d | 1 | 0 |
| VSM | 0 | 1 |

Posts Advertised:
 Jan 2026 – Mar 2026
5

Bank/Agency Staff:
 Jan 2026 – Mar 2026
14

Job Evaluation:
 Jan 2026 – Mar 2026
3

New Starters:
 Jan 2026 – Mar 2026
7

Gender:
 Female  5
 Male  2

| Job title | Current Status |
|----------------------------------------------------------------|------------------------------------------------|
| Community Engagement officer x 2 | Start date 19/02/2026 Start date 25/03/2026 |
| Regional Operations Manager | Start date 20/04/2026 |
| Corporate Director of People & Resources | Start Date 27/04/2026 |
| Regional Head of Complaints Advocacy & Engagement – West Wales | Start Date Agreed 14/05/2026 |
| Complaints Advocate - West Wales | Start date TBC |

Turnover - Percentage of Staff Retained
100%
 There were 0 leavers during the reporting period

| What the chart tells us | Areas of concern/observation | Actions/mitigations |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Staff in post</u> At the end of March 2026 Llais employed 104 members of staff with a whole time equivalent of 97.3 staff.</p> <p>4% (4) of the workforce is currently on a fixed term contract.</p> <p>85% (88) of the workforce are female, 15% (16) Male.</p> <p>21% (22) work part time.</p> <p><u>Vacancies / recruitment</u> 5 roles were advertised externally.</p> <p>During this period, there were 3 Job descriptions undergoing evaluation.</p> <p>A total of 7 new starters joined Llais during the reporting period, 5 female and 2 male.</p> <p><u>Bank/agency staff</u> There were 14 individuals working for Llais via Agency at the end of the reporting period.</p> <p><u>Staff retention / leavers</u> There were no leavers in the reporting period.</p> | <p><u>Job evaluation</u> The timeframe for shared services to evaluate job descriptions continues to be over a number of weeks which can sometimes delay being able to advertise posts.</p> <p><u>Agency staff</u> Responsibility for liaising directly with the agency sits with the Region, as they are best placed to understand what is required. The People Team can support by providing contact details were available; however, it would not be practical for the team to act as the main point of contact, as this would add unnecessary complexity without adding value.</p> | <p><u>Job evaluation</u> JDs are sent to Shared Services for evaluation, and we have no control over the timeframe for completion however, we have created a spreadsheet for monitoring purposes and will be able to request updates to assist with expectations around the timeframe going forward.</p> <p><u>Agency staff</u> It has recently come to our attention that we are required to provide the agency with four weeks' written notice when someone is due to complete their work with Llais. As the manager would be the main contact it is therefore their responsibility to ensure that takes place.</p> <p>The guidance document will be updated to reflect any changes.</p> <p>The People Team will continue to share any necessary documentation with managers to ensure completion of emergency contact form and so that the People Team can record relevant information to the tracker spreadsheet.</p> |

Employee health & well-being

Sickness absence average percentage Jan – Mar 26:

7.95%



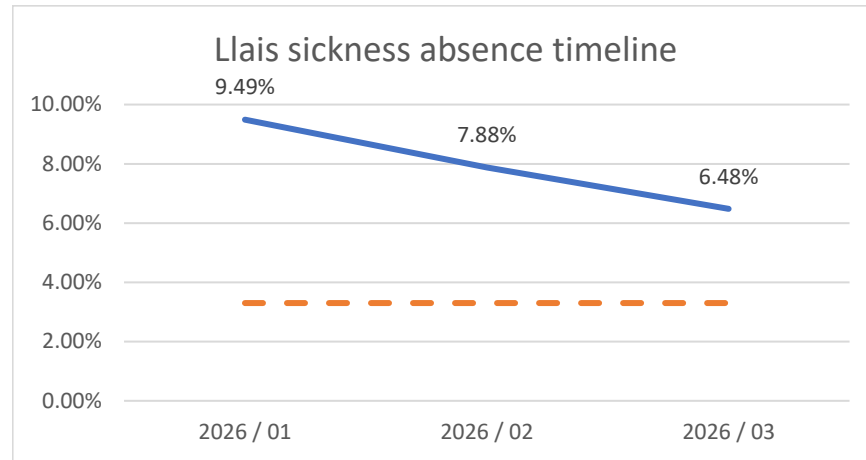
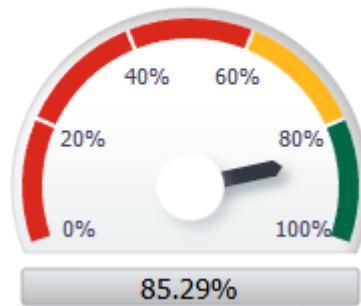
Sickness absence: Average number of staff days lost per month:

8.11 WTE



Return to work discussions %

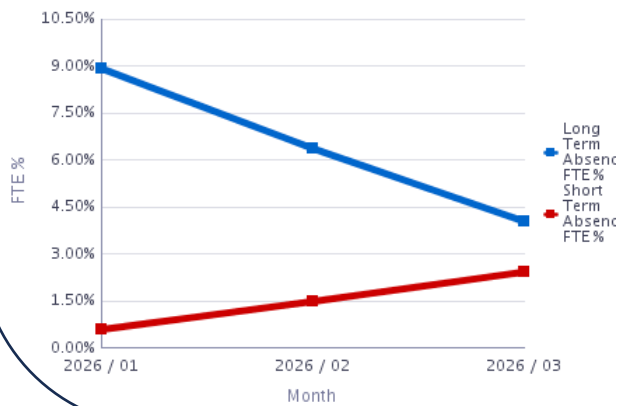
0% - 60% 60% - 80%
 80% - 100%



Top absence reasons by absence days

| Absence Reason | Headcount | Abs occurrences | FTE days lost | % |
|-----------------------------------------------------------|-----------|-----------------|---------------|------|
| S10 Anxiety/stress/depression/other psychiatric illnesses | 11 | 11 | 471.80 | 64.6 |
| S19 Heart, cardiac & circulatory problems | 1 | 1 | 60.00 | 8.2 |
| S26 Genitourinary & gynaecological disorders | 4 | 4 | 58.00 | 7.9 |
| S98 Other known causes - not elsewhere classified | 4 | 4 | 43.27 | 5.9 |
| S13 Cold, Cough, Flu - Influenza | 8 | 10 | 42.00 | 5.8 |
| S16 Headache / migraine | 3 | 3 | 30.00 | 4.1 |
| S15 Chest & respiratory problems | 2 | 2 | 16.00 | 2.2 |
| S25 Gastrointestinal problems | 4 | 4 | 9.00 | 1.2 |

Absence long term/short term



Total number of days lost during Quarter 3 due to sickness absence:

730



Employee health & wellbeing

Breakdown of long-term sickness absence

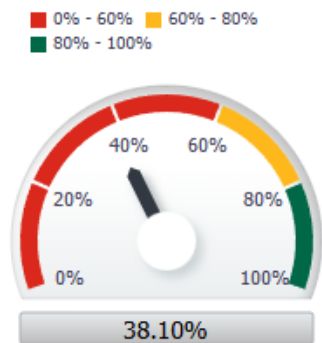
| | Long term sickness reason | Fit note reason | Work/Personal | Returned to work | Returned to work completed on the Electronic Staff Record |
|--------|-----------------------------------------------------------|------------------------------|---------------|------------------|-----------------------------------------------------------|
| Emp 1 | S10 Anxiety/stress/depression/other psychiatric illnesses | Depression | Personal | No | N/A |
| Emp 2 | S10 Anxiety/stress/depression/other psychiatric illnesses | Low mood | Personal | Yes | Yes |
| Emp 3 | S10 Anxiety/stress/depression/other psychiatric illnesses | Stress at Work | Work | No | N/A |
| Emp 4 | S10 Anxiety/stress/depression/other psychiatric illnesses | Stress Burn out | Personal | Yes | Yes |
| Emp 5 | S19 Heart, cardiac & circulatory problems | GCA | Personal | No | N/A |
| Emp 6 | S26 Genitourinary & gynaecological disorders | Recovering from surgery | Personal | Yes | Yes |
| Emp 7 | S10 Anxiety/stress/depression/other psychiatric illnesses | Depression and anxiety | Work | Yes | Yes |
| Emp 8 | S10 Anxiety/stress/depression/other psychiatric illnesses | Stress related problem | Personal | Yes | Yes |
| Emp 9 | S10 Anxiety/stress/depression/other psychiatric illnesses | Not provided | Work | Yes | Yes |
| Emp 10 | S98 Other known causes - not elsewhere classified | Not provided | Personal | Yes | Yes |
| Emp 11 | S10 Anxiety/stress/depression/other psychiatric illnesses | Stress at home | Personal | No | N/A |
| Emp 12 | S98 Other known causes - not elsewhere classified | Fatigue, Sickness Menopausal | Personal | Yes | Yes |
| Emp 13 | S10 Anxiety/stress/depression/other psychiatric illnesses | Work related stress | Work | No | N/A |
| Emp 14 | S26 Genitourinary & gynaecological disorders | Post-op monitoring | Personal | Yes | Yes |

| Previous Quarter (Oct – Dec 2025) | This Quarter (Jan – Mar 2026) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 x Employees – Work Related Stress (40%) 3 x Employees – Personal Related Stress (30%) 1 x Employee – Gynaecological disorders (10%) 1 x Employee – Heart and/or cardiac problems (10%) 1 x Employee – ? (10%) | 4 x Employees – Work Related Stress – 29% 5 x Employees – Personal Related Stress – 36% 2 x Employees – Other known causes – 14% 2 x Employee – Gynaecological disorders – 14% 1 x Employee – Heart and/or cardiac problems – 7% |

| What the chart tells us | Areas of concern/observations | Actions/mitigations |
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| <p><u>Sickness absence</u> Sickness for Q4 reports as an average of 7.95%, which is a decrease on last quarter's average of 8.85%. The target for the organisation is 3.30%.</p> <p>The return-to-work interviews recorded on the Electronic Staff Record for the quarter shows as 85.25% showing an increase from the previous quarter which was 83.96%.</p> <p>There is a decrease with the whole time equivalent (WTE) average number of staff absent from work each month from 9.17 to 8.11.</p> <p>The total number of days lost during the reporting period was 730 the previous quarter reported as 845. The four top reasons for sickness are:</p> <ul style="list-style-type: none"> • Anxiety/stress/depression/other psychiatric illness (471 days lost) • Heart, cardiac & circulatory problems (60 days lost) • Genitourinary & gynaecological disorders (58 days lost) • Other known causes - not elsewhere classified (43 days lost). <p>There have been 14 individuals off during the reporting period with a Long Term Sickness.</p> | <p><u>Sickness absence</u> Anxiety/stress/depression accounts for 64.6% of the top sickness absence reasons recorded however the majority of long-term sickness absence are contributed to personal / health reasons.</p> <p><u>Return to work interviews</u> Since issuing the monthly dashboards to managers, we have seen a slight increase in the number of return to work meetings taking place. However, some managers are still either not holding these meetings with their staff or are not recording the meeting date on the Electronic Staff Record.</p> <p>It is extremely important that return-to-work meetings are undertaken to ensure staff are appropriately supported when they return to the work environment.</p> | <p><u>Long term sickness</u> The People Team is often involved in long-term sickness (LTS) meetings and provides support to both managers and employees to ensure the Managing Attendance at Work policy is followed appropriately.</p> <p><u>Return to work interviews</u> Monthly regional meetings continue to be held with managers, during which sickness absence is discussed, including the completion of return-to-work meetings.</p> <p>Dashboards are shared with managers to clearly highlight where return to work meetings have not taken place.</p> <p>In addition, the People Team contact managers via email to advise where return to work meetings need to be completed or where the Electronic Staff Record requires updating accordingly.</p> |

Employee transformation & sustainability of workforce

Team Appraisals



e-Learning update – Current position as from 20 April 2026

| | Previous Quarter | Percentage Compliant |
|-------------------------------------------|-------------------------|-----------------------------|
| Fire Safety | 97% | 98% |
| Health & Safety | 94% | 94% |
| Infection Prevention and Control | 93% | 91% |
| Information Governance | 98% | 98% |
| Treating Me Fairly (Equality & Diversity) | 95% | 94% |
| Moving & Handling | 96% | 97% |
| Resuscitation | 93% | 95% |
| Safeguarding People | 92% | 91% |
| Violence & Aggression | 87% | 90% |
| Foundations in Improvement | 87% | 90% |
| Paul Ridd Learning Disability | 96% | 94% |
| Violence Against Women | 85% | 88% |
| Anti-Racism | 28% | 85% |

The average percentage for all mandatory e-Learning **93%**

| What the chart tells us | Areas of concern/observations | Actions/mitigations |
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| <p><u>Mandatory e-Learning</u> Compliance percentages have increased since the previous quarter; however, none of the 13 mandatory modules are yet showing 100% compliance. The average compliance rate across all 12 modules is currently 93%, compared to 88% in the previous quarter.</p> <p>The Prevention of Sexual Harassment Policy and e-Learning module was issued to staff in March 2026 which also forms part of the mandatory e-Learning, to date only 22 staff have completed it.</p> <p><u>Performance Appraisal Development Review</u> The Electronic Staff Record system shows that the compliance rate for the organisation for recording Appraisal Performance and Pay Progression Meetings is 38.10% which is a slight decrease from the previous quarter which was 38.46%</p> <p><u>Employee relations</u> We continue to provide ongoing support and advice. This proactive approach helps to reduce the number of cases being dealt with formally for which there was 1 in the reporting period.</p> <p>The people team have been involved in various different ways linking in with managers and attending any long term sickness meetings that have taken place.</p> | <p><u>Mandatory e-Learning</u> There is still a small number of employees required to complete mandatory training. They have been advised to send certificates to the people team.</p> <p>A further reminder will be sent to managers to request that staff complete the Understanding Sexual Harassment and Victimisation e-Learning module.</p> <p><u>Performance Appraisal Development Review</u> Going forward, we will focus on making sure that all appraisals are recorded on the Electronic Staff Record, not only those linked to pay progression.</p> <p>During regional monthly meetings with managers, we have been advised that annual appraisals are being scheduled with staff for April and May 2026. As a result, an increase in appraisal figures recorded on the Electronic Staff Record is expected in the next reporting period.</p> | <p><u>Mandatory e-Learning</u> Percentage compliance continues to increase and the compliance status is shared with managers via the monthly dashboards.</p> <p>The People Team continue to address at the regional monthly meetings as well as contacting managers and individuals direct.</p> <p>The Electronic Staff Record is manually updated by members of staff within the People Team where staff complete any courses on the Learning at Wales site.</p> <p>Following the reminder sent to managers regarding the Understanding Sexual Harassment and Victimisation e-learning course, we will then contact individuals directly to support and ensure staff completion.</p> <p><u>Performance Appraisal Development Review</u> We will continue to discuss at regional monthly meetings that take place.</p> |