LLAIS

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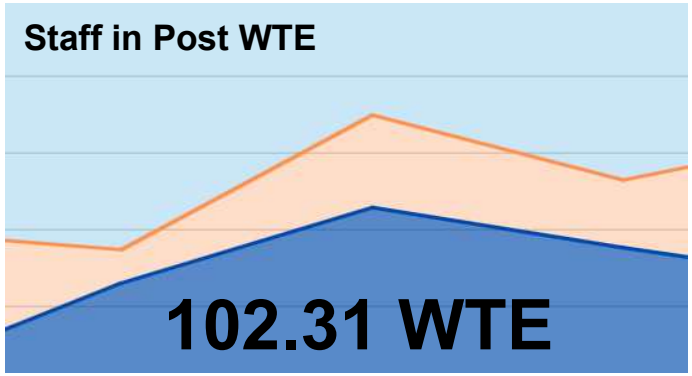
# People Performance Dashboard

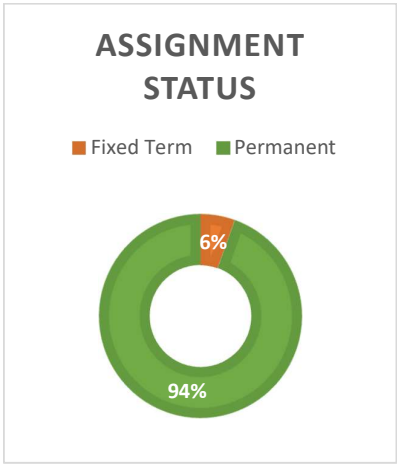
## 24 June 2026 – 29 September 2026

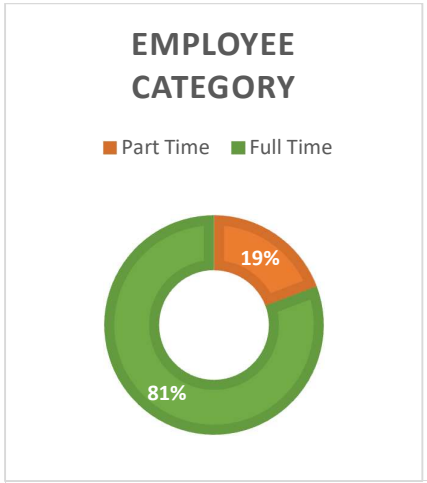
# Employee Transformation & Sustainability of Workforce

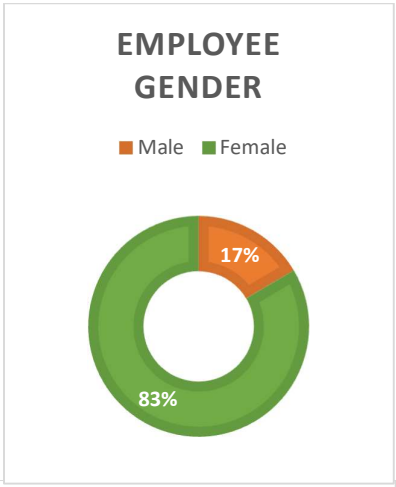


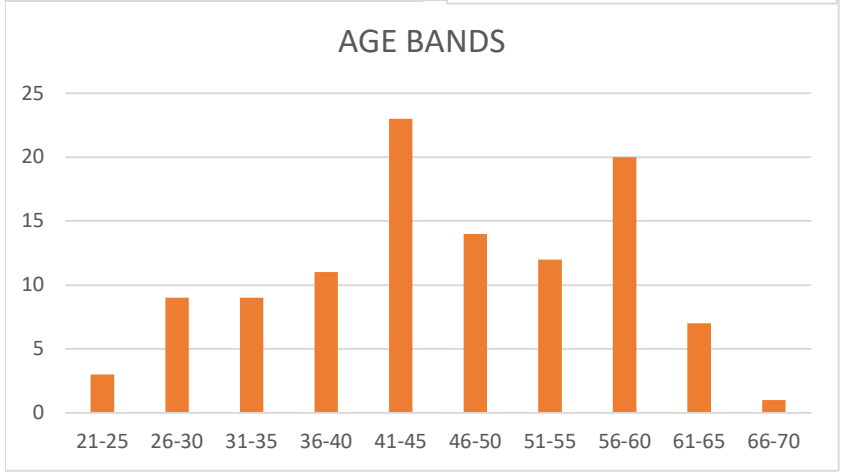

**Total staff in post:**

109



## Employee Transformation & Sustainability of Workforce

| | Male | Female |
|---|---|---|
| **Band 3** | 0 | 3 |
| **Band 4** | 2 | 18 |
| **Band 5** | 2 | 13 |
| **Band 6** | 5 | 36 |
| **Band 7** | 2 | 10 |
| **Band 8a** | 1 | 0 |
| **Band 8b** | 3 | 9 |
| **Band 8c** | 2 | 1 |
| **Band 9** | 1 | 0 |
| **VSM** | 0 | 1 |

### Posts Advertised:
July 2026 – Sept 2026

4

### Agency Staff:
July 2026 – Sept 2026

13

### JD Evaluation:
July 2026 – Sept 2026

5

### New Starters:
July 2026 – Sept 2026

**4**

**Gender:**

Female
3



Male
1



| Job title | Current Status |
|---|---|
| Finance Officer | Start date 19/10/2026. |
| Complaints Advocate | Start date 25/09/2026 |
| Community Engagement Officer (Expression of interest) | Internal secondment start date 01/10/2026 |
| Governance and Risk Manager (Maternity Cover) | Offer made |

### Turnover - Percentage of Staff Retained

**98.17%**

**There were 2 leavers during the reporting period.**

| What the chart tells us | Areas of Concern/Observation | Actions/Mitigations |
|---|---|---|
| Staff in Post<br>As of 29 September 2026, Llais employed 109 employees with a whole time equivalent of 102.31.<br><br>6% (6) of the workforce is currently on a fixed term contract.<br><br>83% (91) of the workforce are female, 17% (18) are Male.<br><br>19% (21) work part time.<br><br>Vacancies / Recruitment<br>3 roles were advertised externally and 1 expression of interest advertised internally.<br><br>During this period, there were 5 Job descriptions undergoing evaluation.<br><br>A total of 4 new starters joined Llais during the reporting period, 3 females, 1 male.<br><br>Agency Staff<br>There were 13 individuals working for Llais via agency during the reporting period.<br><br>Staff Retention / Leavers<br>There were 2 leavers in the reporting period. | Job Evaluation<br>The timeframe for shared services to evaluate job descriptions continues to be several weeks and sometimes months which is leading to a delay in being able to advertise posts.<br><br>Agency Staff<br>The number of individuals working for Llais via an agency remains high. This is in large part due to delays in roles being evaluated by Shared Services.<br><br>Staff Retention/Leavers<br>Two members of staff left in Quarter 2; both were offered the option to attend an exit interview in person or to complete an online exit interview survey. Both declined this option therefore there is no exit interview data available as to their reasons for leaving. | Job Evaluation<br>JDs are sent to Shared Services for evaluation, whist we have no control over the timeframe for completion, we have observed several roles that have been sent back due to a 'mismatch' with existing NHS role profiles. The People team are looking to attend Job Evaluation training in Q3 and Q4 to improve our internal understanding of how roles are evaluated and reduce the number of roles which are declined due to a mismatch. Whilst the People team will be unable to evaluate internal Llais roles, they will be able to sit on NHS evaluation panels, increasing the available of panel members available to assess Llais JDs.<br><br>Agency Staff<br>A new Complaints Advocacy and Support Officer JD have been evaluated, and this role will go out to advert imminently, replacing three of the positions currently filled by agency. An additional People And OD Business Partner will be advertised in October replacing a further role filled via agency. It is anticipated that by December, the number of agency staff will have reduced to 9. |

# Employee Health & Wellbeing

**Sickness Absence Average Percentage Jul - Sept 26:**

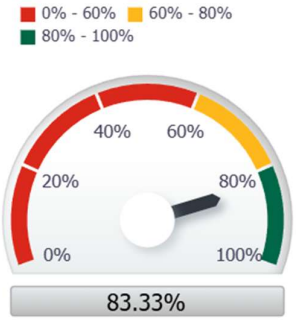
**7.78%%**

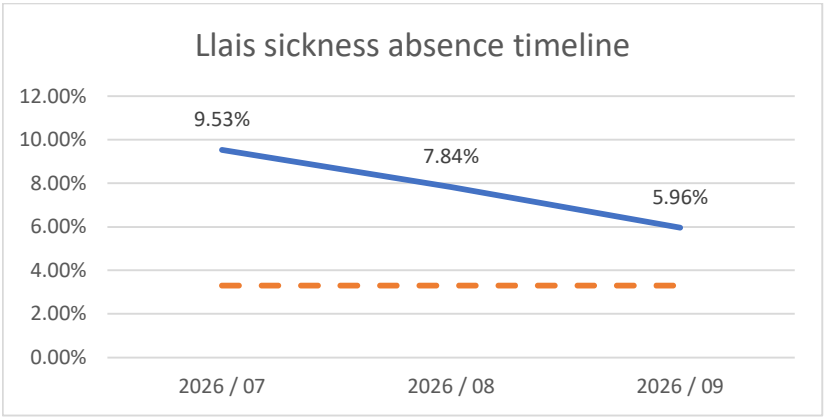
**Sickness Absence: Average Number of Staff lost per month:**

**6.94 WTE**

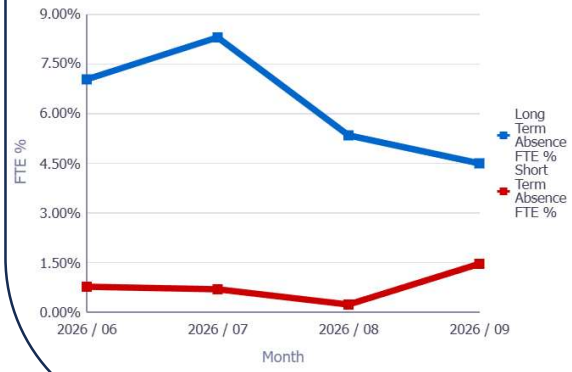


**Return to Work Discussions %**




Absence Long Term/Short Term




**Total number of days lost during Quarter 2 due to sickness absence:**

**740**



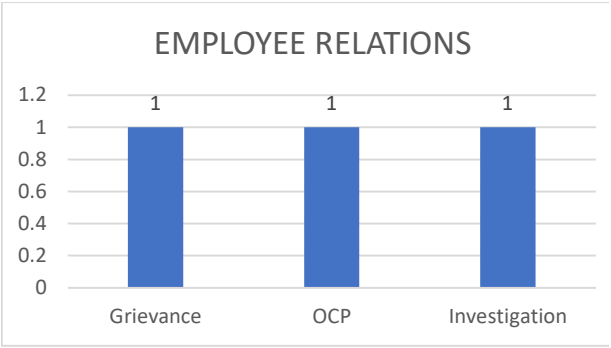
Top Absence reasons by Absence Days

| Absence Reason | Headcount | Abs Occurrences | FTE Days Lost | % |
|---|---|---|---|---|
| S10 Anxiety/stress/depression/other psychiatric illnesses | 11 | 11 | 323.13 | 47.0 |
| S98 Other known causes | 4 | 4 | 156.20 | 22.7 |
| S12 Other musculoskeletal problems | 3 | 3 | 70.40 | 10.2 |
| S19 Heart, cardiac & circulatory problems | 2 | 2 | 64.33 | 9.4 |
| S99 Physical health condition | 1 | 1 | 47.00 | 6.8 |
| S25 Gastrointestinal problems | 6 | 6 | 10.00 | 1.5 |
| S13 Cold, Cough, Flu - Influenza | 2 | 2 | 5.00 | 0.7 |
| S26 Genitourinary & gynaecological disorders | 2 | 2 | 4.00 | 0.6 |
| S16 Headache / migraine | 4 | 4 | 3.91 | 0.6 |
| S21 Ear, nose, throat (ENT) | 1 | 1 | 2.00 | 0.3 |

| What the chart tells us | Areas of Concern/Observations | Actions/Mitigations |
|---|---|---|
| <u>Sickness Absence</u><br>Sickness absence for Q2 is reported at an average of 7.78%, representing a slight improvement compared to 7.80% in the previous quarter. However, this remains above the organisational target of 3.30%.<br><br>Return to Work (RTW) interviews recorded on ESR for the quarter stand at 83.33%, reflecting an increase from 73.68% in the previous quarter.<br><br>There has been a reduction in the whole-time equivalent (WTE) average number of staff absent each month, decreasing from 7.71 to 6.94, however an increase in the total number of days lost, which has risen to 740 days from 703 days in the previous quarter.<br><br>The top four reasons for sickness absence during the reporting period were:<br>• Anxiety/stress/depression/other psychiatric illnesses – 323 days lost.<br>• Other known causes (not elsewhere classified) – 156 days lost.<br>• Other musculoskeletal problems – 70 days lost.<br>• Heart and/or cardiac conditions – 64 days lost. | <u>Sickness Absence</u><br>Anxiety/stress/depression accounts for 47% of the top sickness absence reasons recorded however most long-term sickness absence are contributed to personal / other health reasons.<br><br>Whilst the average sickness absence rate is high at 7.78 this is only slightly higher than the 12-month average absence rate for NHS Wales, reported at 6.4%<br><br>The organisational target has remained the same since 2023 however research from the CIPD shows that average absence levels have increased by 2.2 days per year per employee since 2023.<br><br>There has been an increase in the number of days lost to sickness in quarter two from quarter one. This is reflective of a slight increase in the number of short-term absences of seven days or longer taken in this period.<br><br><u>Return to Work Interviews</u><br>There remains inconsistency with some managers either not conducting RTW meetings with their employees or not recording the meeting dates on ESR. | <u>Long Term Sickness</u><br>The People Team continues to play an active role in supporting long-term sickness (LTS) cases. This includes attendance at LTS meetings and providing guidance to both managers and employees.<br><br>This support ensures that cases are managed consistently and in line with the Managing Attendance at Work Policy.<br><br><u>Return to Work Interviews</u><br>Monthly regional meetings with managers continue to take place, where sickness absence is reviewed, including discussion around the completion of Return to Work (RTW) meetings.<br><br>Managers are provided with monthly dashboards which clearly highlight gaps in compliance, including where RTW meetings have not been undertaken or recorded.<br><br>In addition, the People Team proactively engage with managers to highlight outstanding RTW meetings and to prompt updates to ESR where records are incomplete or missing. |

## Employee Transformation & Sustainability of Workforce




e-Learning update – Current Position as from 29 September 2026

| | Previous Quarter | This Quarter |
|---|---|---|
| Fire Safety | 99% | 99% |
| Health & Safety | 97% | 97% |
| Infection Prevention and Control | 94% | 94% |
| Information Governance | 99% | 99% |
| Treating Me Fairly (Equality & Diversity) | 95% | 95% |
| Moving & Handling | 98% | 98% |
| Resuscitation | 97% | 97% |
| Safeguarding People | 93% | 93% |
| Violence & Aggression | 93% | 93% |
| Foundations in Improvement | 91% | 91% |
| Paul Ridd Learning Disability | 94% | 94% |
| Violence Against Women | 89% | 89% |
| Anti-Racism | 88% | 88% |

The average percentage for all mandatory e-Learning on ESR **89%**

Prevention of Sexual Harassment is currently at **36%**

| What the chart tells us | Areas of Concern/Observations | Actions/Mitigations |
|---|---|---|
| <u>Mandatory e-Learning</u><br>Compliance levels continue to improve; however, none of the 13 mandatory modules are 100% compliant. The average compliance rate across all modules is currently 89%, representing a decrease from 93% in the previous quarter.<br><br>The Prevention of Sexual Harassment Policy and e-Learning module, introduced in March 2026 and included within the mandatory training, currently has low completion rates. To date, only 39 employees (36%) have completed the module.<br><br><u>PADR</u><br>The ESR system indicates that the organisational compliance rate for recording Appraisal, Performance and Pay Progression Meetings is currently 58.72%, representing an increase from 38.32% in the previous quarter.<br><br><u>Employee Relations</u><br>Throughout quarter 2, the People team have supported with is one grievance, one investigation and one OCP consultation, | <u>ESR Mandatory e-Learning</u><br>Mandatory training completions have reduced slightly this quarter in large part due to the number of new starters. All new colleagues are expected to complete their mandatory elearning within three months however the data reported includes new colleagues with less than three months tenure.<br><br>Data reported is also inclusive of colleagues who are out of the organisation due to long term sick, bereavement, maternity/paternity and shared parental leave. There are currently four colleagues off on maternity leave and five on long term sick which will impact the accuracy of the figures reported.<br><br>Completion rates for the Understanding Sexual Harassment and Victimisation e-learning module remain an area of concern with fewer than half of the workforce having completed the training.<br><br><u>PADR</u><br>Whilst there has been an increase of 20.4% in the number of appraisals carried out since Q1, further work is needed to ensure appraisals are carried out on time and recorded. The figures quotes do include employees off on long term sick and maternity/paternity leave. | <u>ESR Mandatory e-Learning</u><br>Overall compliance continues to improve, with progress regularly communicated to managers through the monthly compliance dashboards.<br><br>The People Team is actively supporting this by reinforcing key messages at regional monthly meetings, alongside direct engagement with both managers and individual staff where required.<br><br>The Prevention of Sexual Harassment elearning is a module designed outside of ESR by Llais and as such doesn't appear on colleague's outstanding elearning on ESR. A further reminder will be issued to all colleagues to reinforce completion of the Understanding Sexual Harassment and Victimisation e-learning module.<br><br><u>PADR</u><br>Progress and completion rates will continue to be monitored and discussed at the regional monthly meetings.<br><br>Two new frameworks are in development - Llais Conversations and the Contribution and Development framework. Once introduced, the frameworks will further strengthen the frequency and quality of 121 and appraisal conversations across Llais. |

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