



To: Finance and Corporate Services Scrutiny Board

Date: 17th January 2020

Subject: HR Scorecard

1 Purpose of the Note

- 1.1 This note details the development of an 'HR scorecard' which is being created to report on key performance indicators (KPI's) relating to the workforce.

2 Recommendations

- 2.1 Scrutiny Board (1) are being asked to endorse this development and provide feedback on the content of the card including style, layout and the information provided.

3 Information/Background

- 3.1 Previous committees have received quarterly workforce metrics, which is detailed management information designed to enable a review of information at a very local level. The scorecard is being developed to provide a Council wide workforce overview, with the information being provided on a regularly basis, which is currently quarterly. Reporting will be the 'people' metrics to indicate how the City Council is performing, with the report highlighting where KPI's are being met and areas of concern, facilitating early intervention.
- 3.2 The scorecard is being designed to be easily and quickly read therefore understood through how the metrics are presented and reported. It is important that the data is presented in such a way to secure engagement and therefore where appropriate action to address good/poor performance.
- 3.3 The areas of information made available have been expanded to include not just turnover but the actual increase of 'new hires' i.e. new starters to the Council and agency workers spend for transparency purposes. Time to hire metrics will also be included once the new electronic recruitment system is introduced in April 2020. The data looks at overall sickness as well as on a divisional basis, by days lost, reason and numbers of long- term cases. Additional information details casework , which provides a 'health check' of the organisation in terms of the employee relations climate, along with the statutory and mandatory training figures. Finally , monitoring the equality, diversity and inclusion (EDI) data is important and is part of the EDI action plan so is important to track , we need to know who we employ so appropriate support is available in the workplace.
- 3.4 Many of these areas of work , have targets either as a KPI or because its an area HR recognise, we need to improve upon. An example being the turnover target is 10%, where as for absence HR have set themselves a target of reducing stress, anxiety and depression because its the highest reason for absence by 5% over the next 12 months.
- 3.5 The data presented relates to quarter two and is the first time the scorecard has been used, to support from all Directors. For this quarter the data shows that agency spend is reducing but there is a slight increase in both permanent and temporary appointments which is positive. Turnover is on target overall at just under 10% , balanced by Place

having a lower position than People. Sickness absence for the Council is at 11.76 days which is over the 8-day target and is a cause for concern. This shows in the lack of movement in the long-term case numbers and reasons both are static in terms of numbers. Statutory and mandatory training also remains at a consistent position; however, the EDI data is improving.

- 3.6 The priority areas for HR are absence management , improving statutory and mandatory training along with continuing to reduce the agency spend.

Susanna Newing
Director of Human Resources
Email susanna.newing@coventry.gov.uk