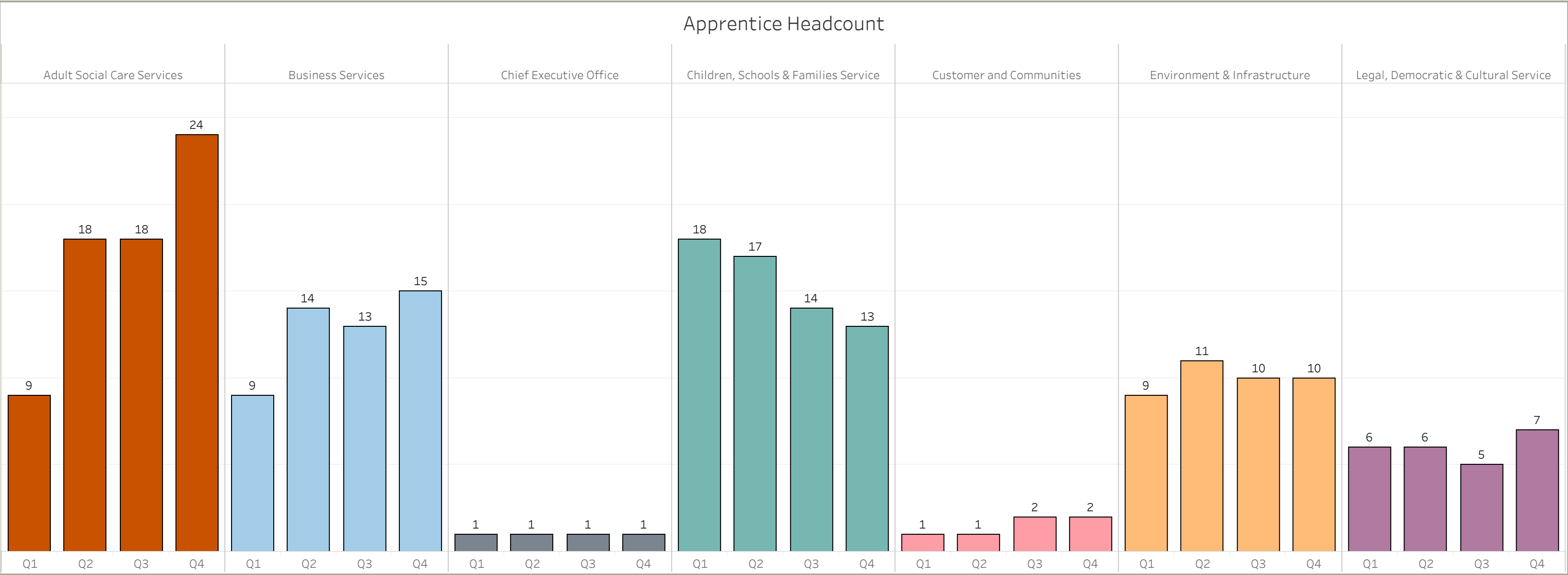


**HUMAN RESOURCES &  
ORGANISATIONAL  
DEVELOPMENT  
STRATEGY  
2017 – 2019**

**Health and Productivity  
Dashboard**

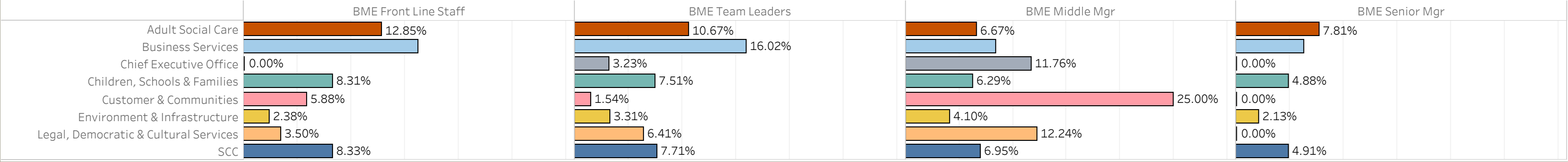


Sustain: Vacancies & Apprentice Rates

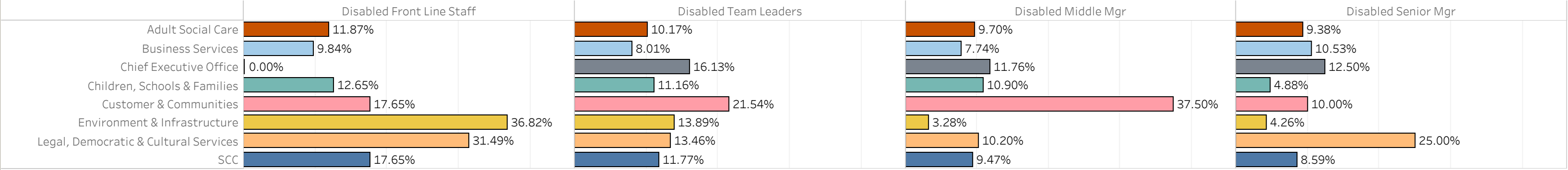


Enable: Equality and Diversity

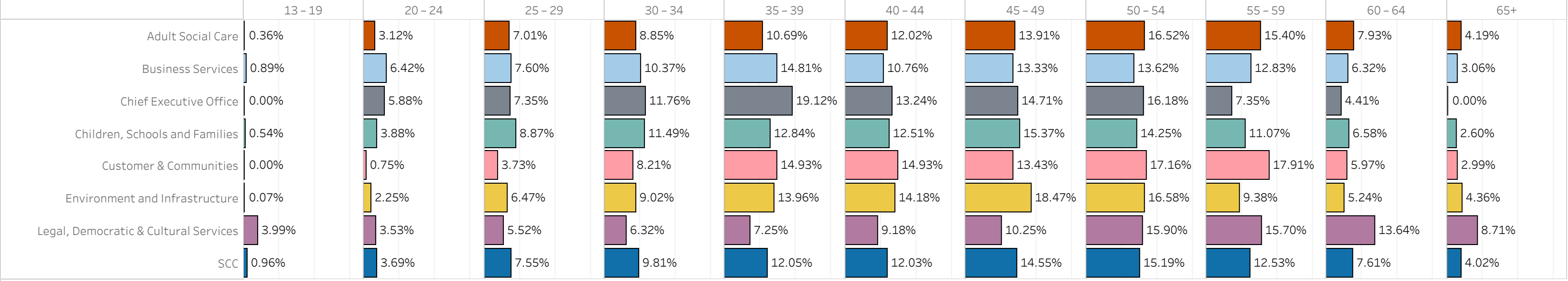
Black, Minority Ethnic Workforce Profile  
End of Quarter 4 2016/17



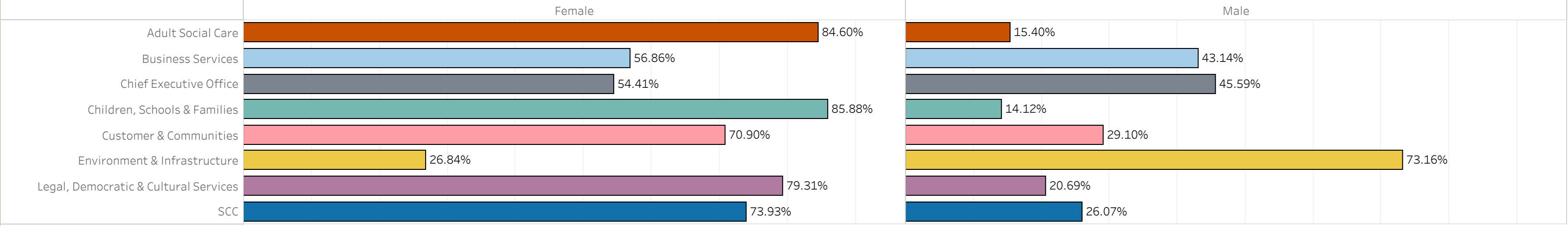
Disabled Workforce



Age Profile of Workforce



Gender Profile





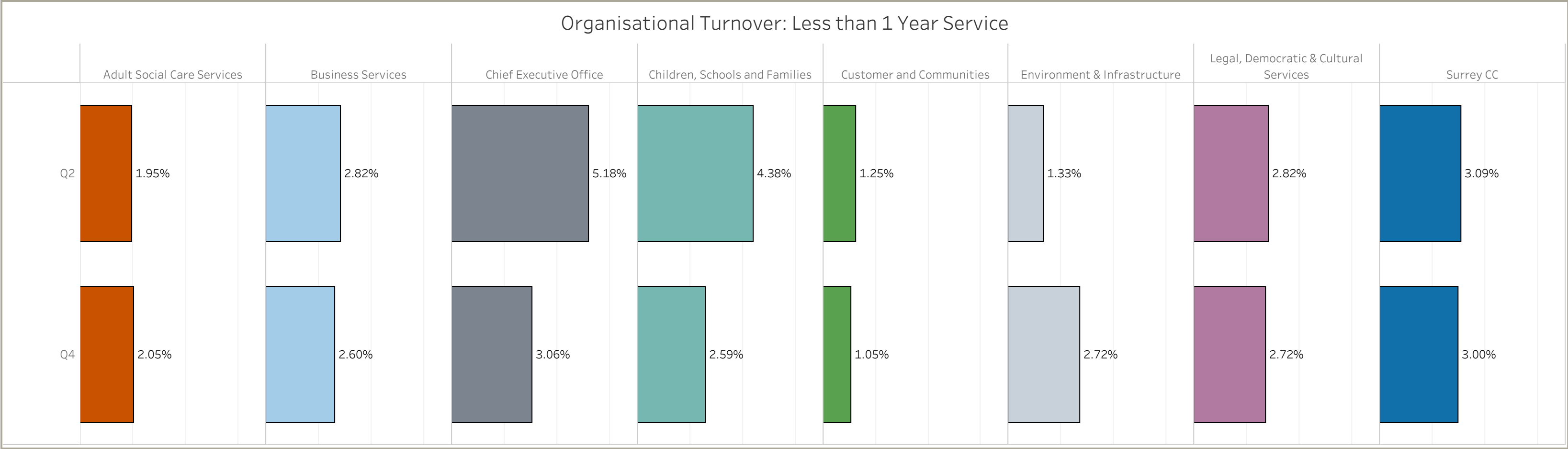
Enable: Internal & External Appointment Rates

Under Construction

Internal Promotions

Under Construction

Enable: Organisational Turnover

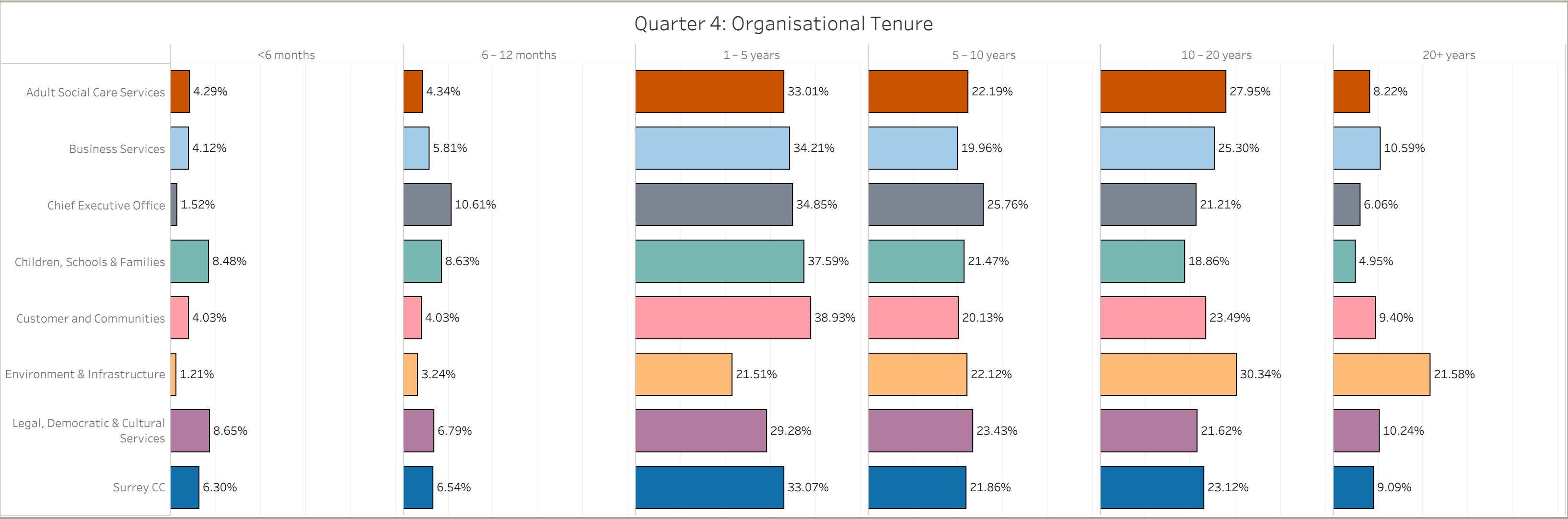
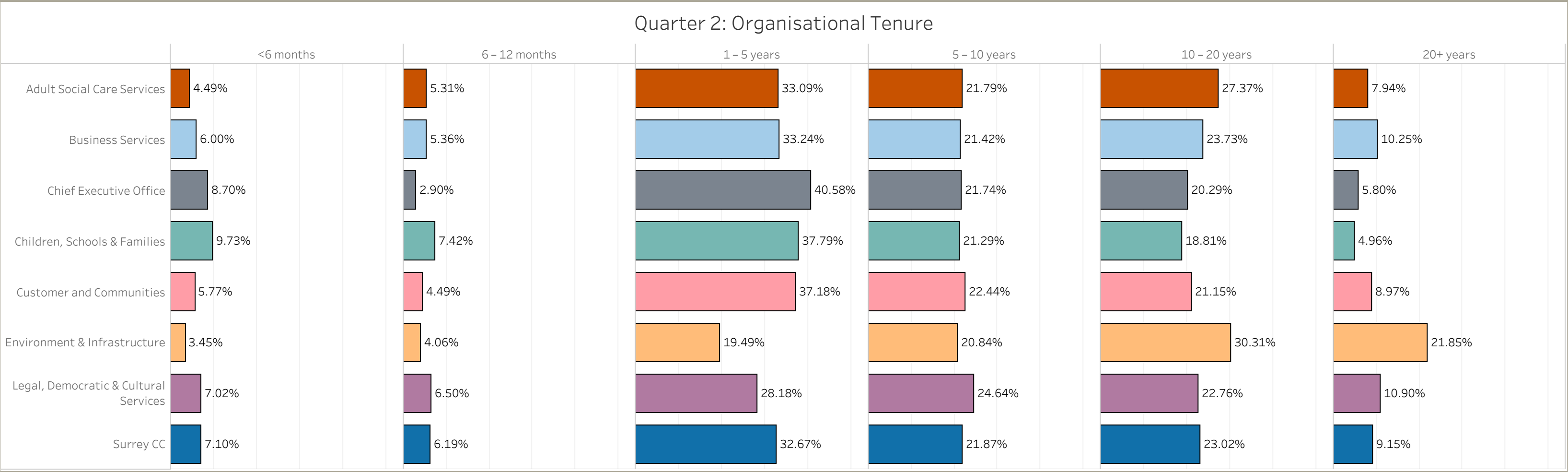


Organisational Turnover

Under Construction



Organisational Tenure



Enable: Productive workforce days

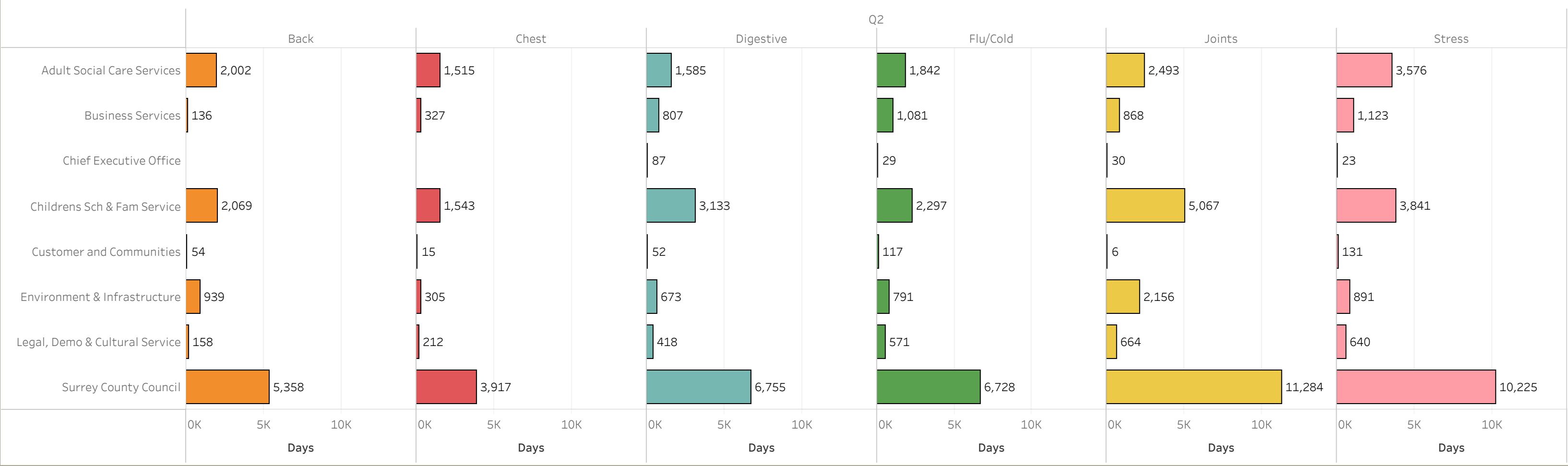
Under Construction



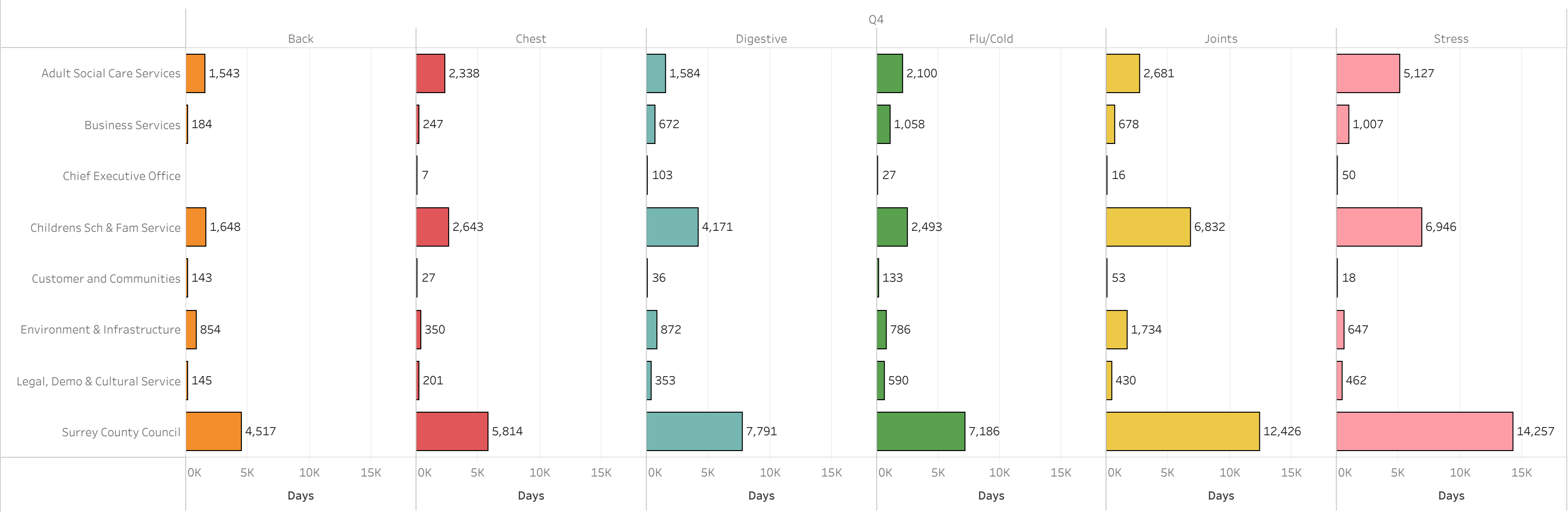


Enable: Sustainable absence

Total Sickness Absence Days: End of Quarter 2

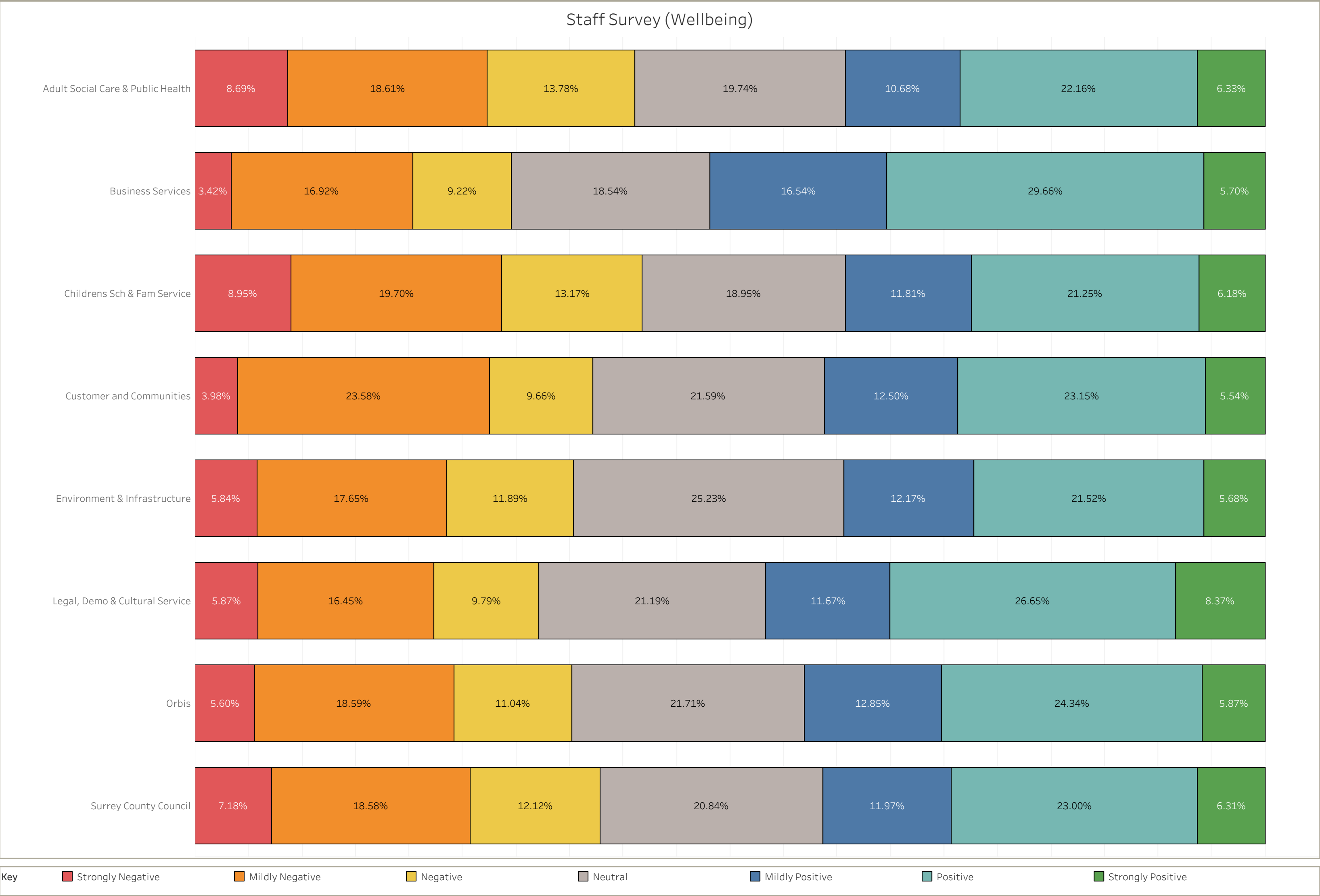


Total Sickness Absence Days: End of Quarter 4



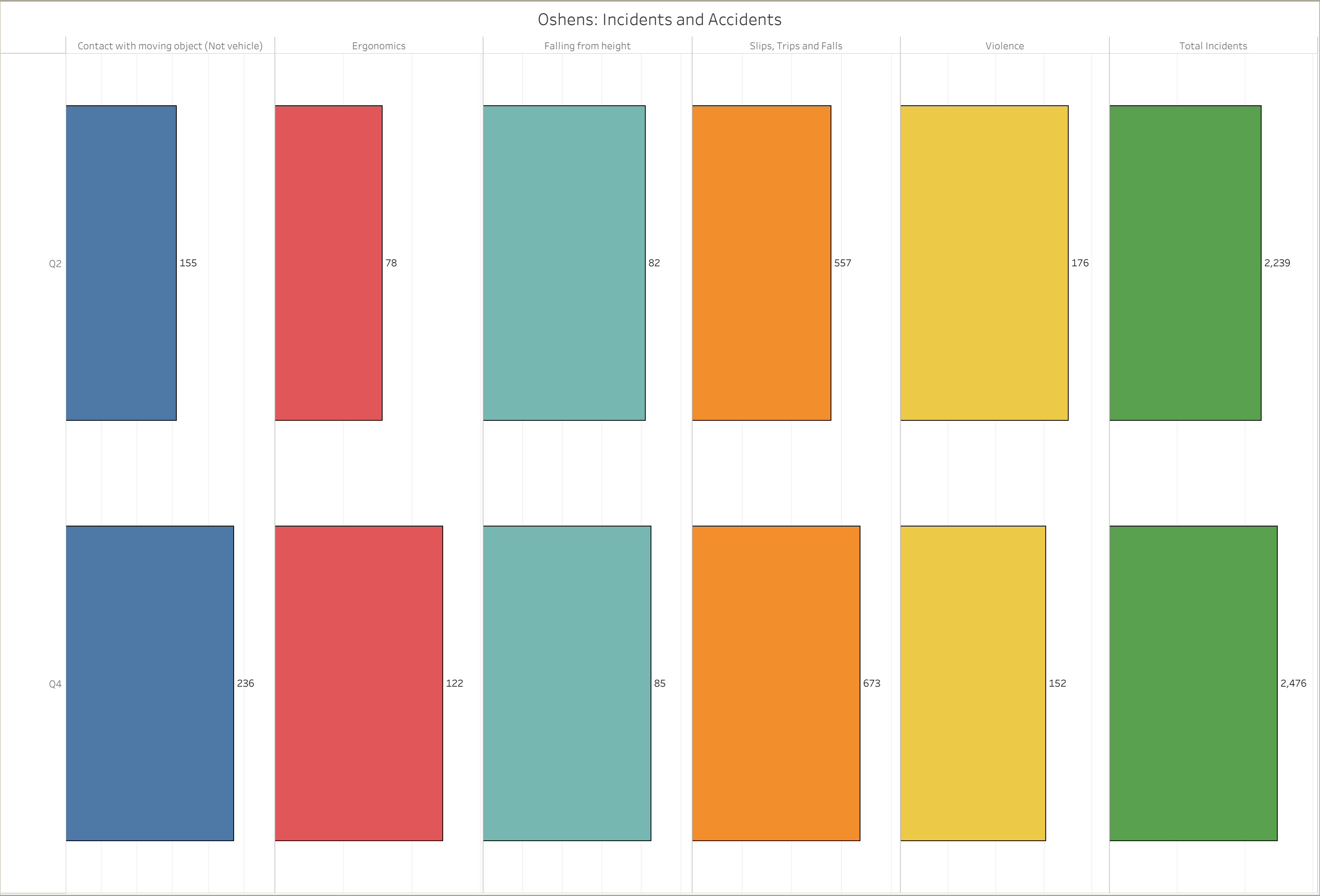


Enable: Workplace wellbeing





Enable: Health and Safety

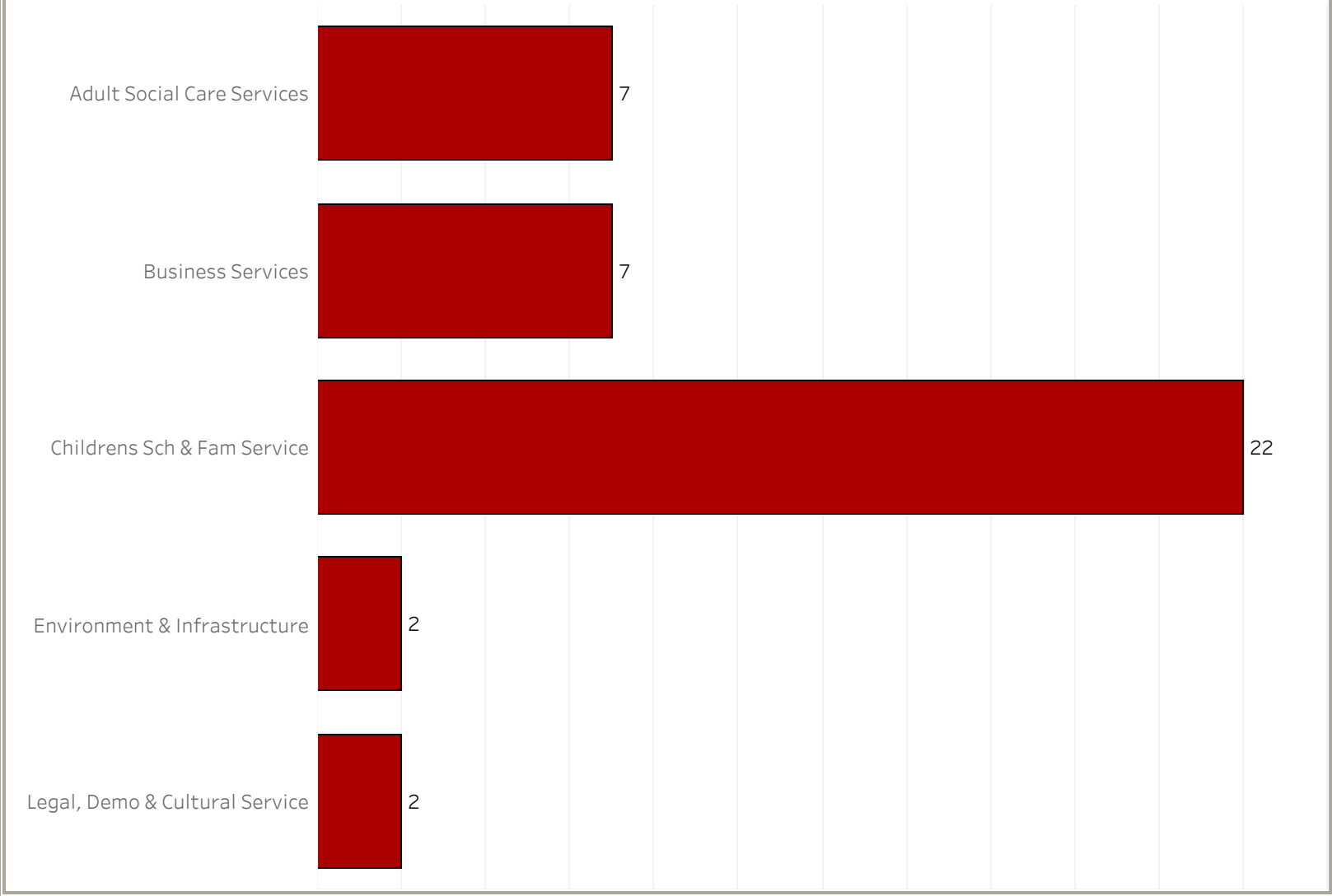


Achieve: Appraisal Scores

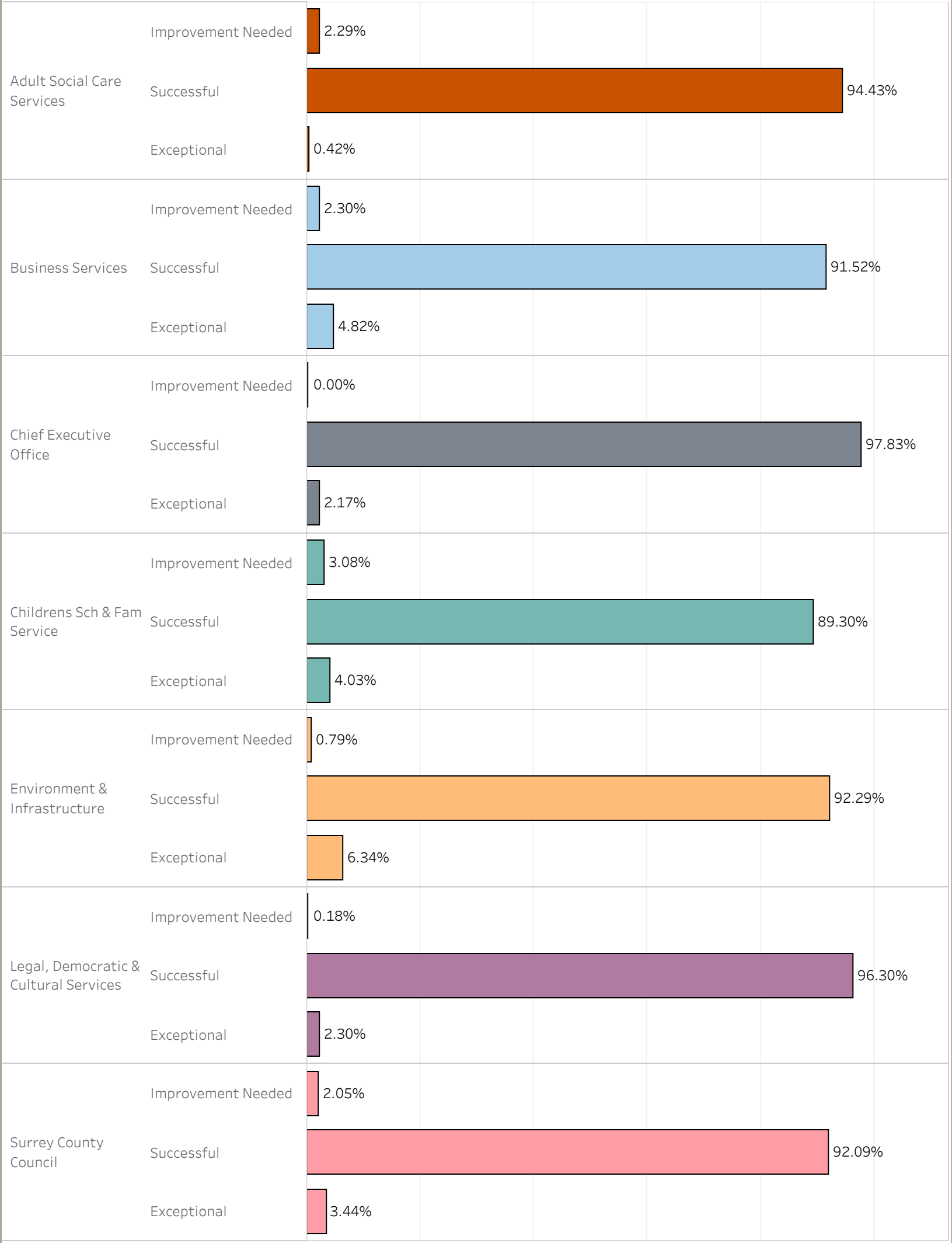
Employees completing essential training (16/17)

Under Construction

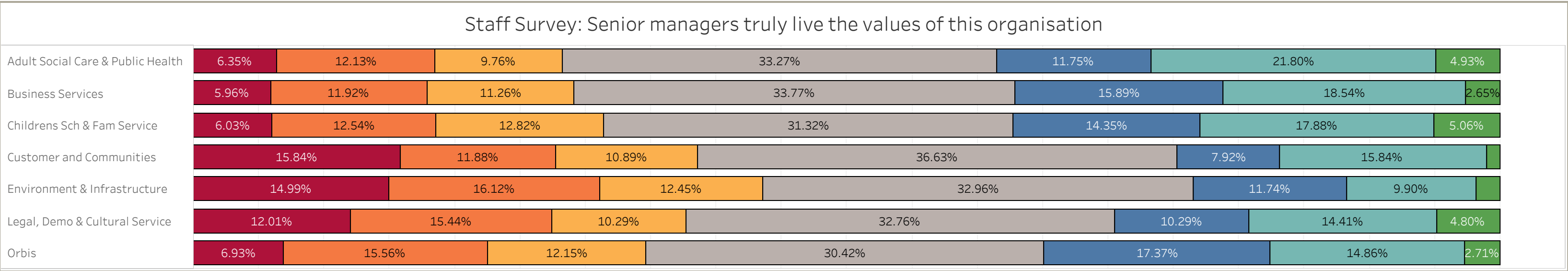
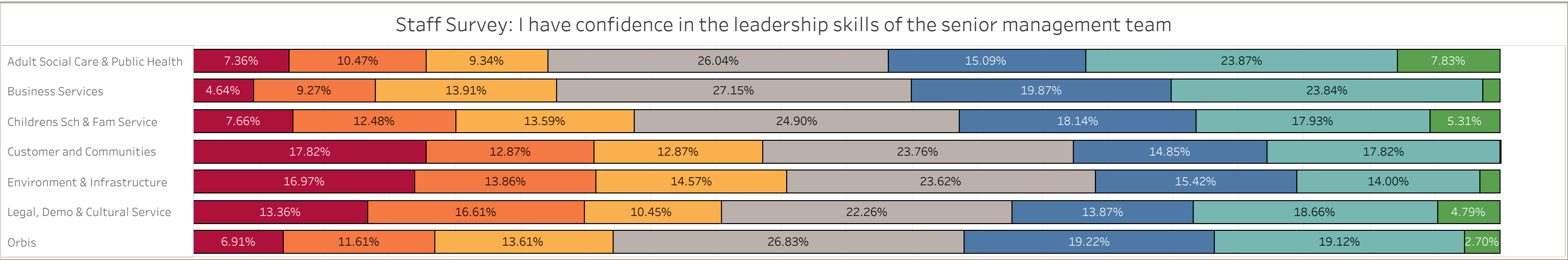
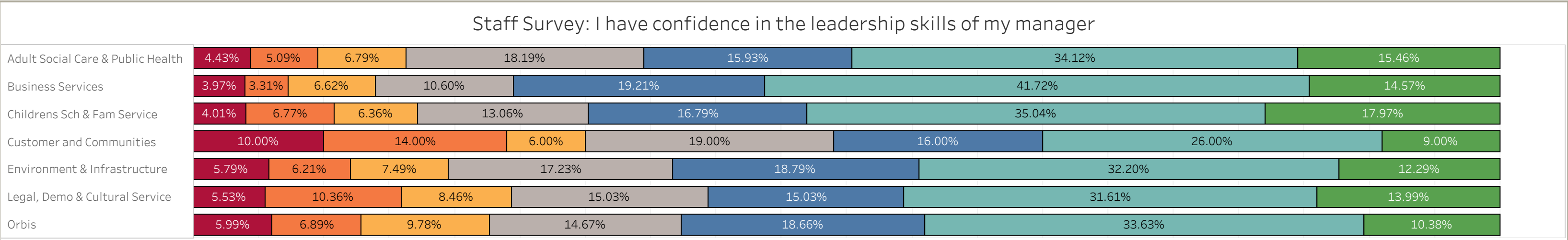
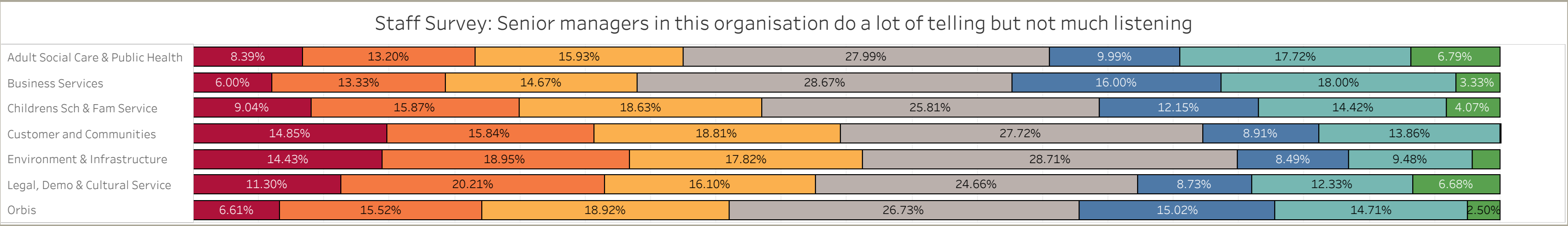
'Improvement Needed' Appraisal Rating for 2 Years



Appraisal Scores (16/17)



Achieve: Staff Survey (Leadership)



Key: Strongly Disagree Disagree Slightly Disagree Neither Agree nor Disagree Slightly Agree Agree Strongly Agree