Business Intelligence Strategy

2023 - 2026

Foreword

Watford is a bold and visionary council, unapologetically ambitious, and always seeking to do things better. That's why I am pleased to share with you our first Business Intelligence Strategy which sets out how information will play a key role in ensuring that we continually improve services for our residents, businesses and community.

For any organisation to thrive and progress it must have a full understanding of the community it serves, the changing needs of that community, the quality of the services it delivers and what is required to address those changing needs. This is the role of the Business Intelligence Strategy which will ensure that Watford Council will be able to use its many data sources to inform its decision making.

This strategy will enable the Council to have an enhanced focus on multiple data sources in a variety of forms - including census data, customer feedback and our own processes. This will enable us to improve performance, determine service resource levels, direct contractual changes and inform service priorities so our services are not only high quality but also properly directed and efficient.

We have a vision which defines us as a council of the future, using the ever-changing tools at our disposal to remain a high performing organisation that delivers great services and positive change for our community. This strategy is a key component to enable us to achieve that vision.

Councillor Mark Watkin - Portfolio Holder for Resources

1. **Introduction**

"Watford is a place that thinks differently. We're always ready to challenge perceptions and the accepted way of doing things. We're a town and a council that believes anything is possible when it comes to achieving the best for Watford, our residents and our community."

Elected Mayor of Watford, Peter Taylor
Watford Borough Council Plan 2022–26

Business intelligence can transform the way in which data and information is used. It can be defined as the use of technology to combine data, software tools and best practice data analytics to support more data-driven decision making. It allows organisations to learn more about customers, to monitor performance and inform decision making. In short, business intelligence gives us more information to enable us to provide the very best services to our customers; the residents, businesses and community of Watford.

This ambition is reflected in our Council Plan 2022-26 which describes our commitment to

"Deliver a step change in how we use our data and information, so it strengthens our drive for endless improvement".

Within the framework of our values and behaviours, our Business Intelligence Strategy sets out how we will achieve our vision of an organisation driven by intelligence to meet the demands of our customers and continue to provide high quality services.

It sets out our priorities relating to the collection and management of data and, crucially, how this will be used to improve the way we work. To simply collect and present data is of limited benefit; the value of business intelligence is added when new technology, skills, partnerships and insight provide for and drive a fundamental shift in the services we provide, how we provide them and who we provide them to. Meaningful data, combined with visualisations, can help users, whether that be service heads, members or bodies such as Corporate Management Board, to gain intelligence at a glance and then take action informed by that intelligence. As such, business intelligence will be a key pillar in our continuous improvement framework.

Over the next three years, we will continue to develop our organisational culture and transform the way we use data and insight, enabling us to make better, evidence-based decisions, work more proactively, monitor performance, drive continuous improvement and rapidly respond to emerging demands and changing customer needs.

Our Business Intelligence Vision and Aims

For any change to be effective, a clear vision can help to define the improvements, innovations, new technology and ways of working essential to encouraging and gaining the commitment and support for business intelligence across the council. The right vision describes a compelling future, matches the ambition of transformational change and is bold, one of our council values.

Watford in 2026 will be….

"An information rich council which captures data accurately and efficiently and uses the insight gained from data analysis to drive performance, decision-making and transparency"

To deliver this vision, we must achieve a number of aims over the next four years. Our aims will set out how we can achieve our vision and let us know when we have fulfilled it.

As such, our use of business intelligence will facilitate new ways of working, that:

- **Enable an information-rich organisation, to pro-actively and rapidly respond to emerging customer demand.**

- **Enable rapid, evidence-based decision-making.**

- **Enable consistent delivery of more informed communications to customers.**

- **Support the council to deliver new initiatives, innovations and service improvements aligned with customer needs.**

- **Drive the development of the corporate performance framework and enable better scrutiny of council wide performance by officers and councillors.**

- **Help services to develop their use of data as a key tool to support the delivery and development of services for customers.**

In a more practical sense, the implementation of business intelligence will:

- **Enable the right information to be visible to the right people at the right time.**
  For example – Creating dashboards to show when an FOI Request response is due and giving direct access to the staff members responsible for responding or monitoring responses.

- **Presenting information in a way that supports services to look ahead and plan effectively.**
  For example: Dashboards are designed to show the pipeline of work. Officers monitoring complaints can filter by due date, and group cases by those due in the next 7 days.

- **Quickly and easily combine data from several different sources (internal and external) using Business Intelligence tools, providing a clearer picture of what is happening, why and what might happen next.**
  For example: Planning Dashboard combines data from the back office system (applications, processing time, income, caseloads) our CRM System (FOI Requests, Complaints related to the service) and our telephony system (customer call numbers, call reason) to provide a richer picture of customer experience / service performance in one place.

- **Rapidly identify issues within processes / projects and to implement improvements**
  For example: Projects dashboard allows users to identify quickly projects with amber or red status, risks or issues across the entire organisation.

- **Present large amounts of data in a visually engaging way, using dashboards and graphics to communicate information and insight at a glance.**
  For example: Filters (such as Sponsor, Council Plan Theme, Portfolio Name, Council Plan Theme, Service, Lead Portfolio Holder) will enable users to view all live project work quickly and easily. Data can be viewed as tables or charts.

Our Business Intelligence Principles

We want to make use of the creative and bold thinking Watford is known for when driving performance and making key decisions. We want to report regularly on the progress of our delivery across the council so we can celebrate our successes whilst identifying areas where we could do better. To help us identify where our use of Business Intelligence can add the most value, we will use our key principles which we will guide our implementation of this strategy.

The key principles that define our use of Business Intelligence are:

- **Driven by customer insight**

  Business intelligence will be shared and designed around outcomes for our customers, what we know about them, their journey through our services and the stages that make up that journey – our business processes. We will bring together different views of that journey from the perspectives of the customer, outcome, quality and cost and use the insight gained, in line with our Council Plan and Customer Experience Strategy, to provide an excellent customer experience for everyone who engages with the council.

- **Up to date, accessible information which is collected once and used multiple times**

  Frequent, automated data extraction, connecting directly to source systems where possible will enable our teams to identify trends and create a better understanding of not only what is happening, and how they can best react to it, but why, and how we can plan more proactively for the future. Data should be collected once and then used multiple times as necessary, ensuring that the organisation is as efficient as possible.

- **A single version of the truth**

  Data will be brought together and analysed using Business Intelligence tools to ensure key data sets are consistent across the organisation. We will improve the quality of our data to provide an accurate and meaningful view.

- **Data to be valued as an asset to be utilised**

  Recognising the value of good quality data will ensure that we can trust and rely on our business intelligence when making evidence-based decisions, as an enabler for public services. It is recognised that data held individually by services can provide greater insight when combined with other information. The value of data, intelligence and analysis will be respected when storing, sharing and disposing of it, ensuring GDPR compliance.

- **Deliver value quickly, then build on it**

  Dashboards and reports will be developed using agile methodologies to deliver knowledge and insight rapidly at low cost, then building on it. Development will be prioritised by the greatest need and where value can most quickly be added.

- **Open, shared data supporting transparency**

  Self-service access to curated reporting dashboards will remove the need to ask others to extract and manipulate data for analysis. Working closely with our commissioned services, third-party suppliers, both operational partners and IT systems it will reduce silo working and enable services to work together more effectively.
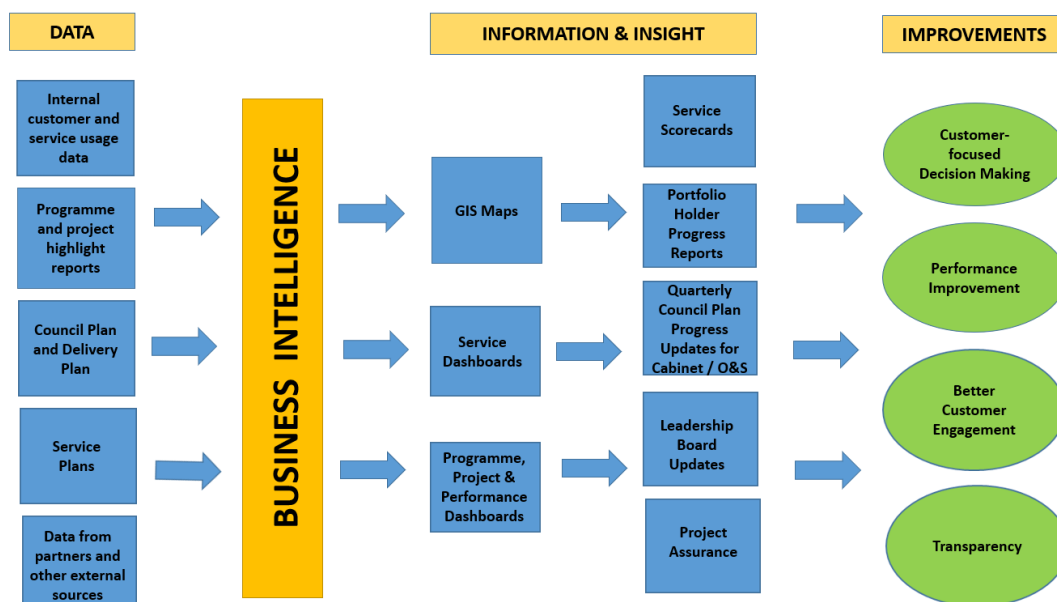
Business Intelligence and Watford

Our use of Business Intelligence cannot operate in isolation. Key to ensuring that we make the best use of the wide range of data available to the organisation will be embedding its use across the organisation.

Our Business Intelligence approach operates within the context of our corporate values and will be integral to helping us exemplify our corporate behaviours, such as ambition to make the right decisions at the right times and to consistently deliver, getting the message across about our successes and what we could do better.

As more customers choose to interact with us online, the additional data generated throughout the customer journey can be collected, analysed and used to deliver our Customer Experience Strategy; allowing us to better understand customer needs and how we can continue to improve our services to meet those needs. It can help us to understand how many customers are accessing certain contact channels, and why, allowing us to make changes to best support those who need it. It can reveal the waiting times of applications for things like council tax changes, planning or licensing so we can identify trends and adapt our resourcing accordingly. And it can provide, in near-real time, an indication of whether we are meeting our targets and, if not, what we can do differently to improve things.

A number of key customer-facing services are delivered by our partners. Working closely and collaboratively, whilst maintaining robust contract management, is vital to ensure that our commitment to high quality service delivery applies across our entire range of services. Having access to information and data on how these services are performing, and the quality of the services provided to customers via these delivery models, will subsequently be a key strand of this strategy and is reflected in the Delivery Plan.

This allows Business Intelligence to stand as a key pillar in our developing Continuous Improvement Framework, translating data into information and insight which can be used, through responding to that insight, to drive improvements across the organisation:

In addition, Business Intelligence can help to inform our strategic direction, providing valuable information from sources such as the Census, to help us understand our community and develop strategies which address the challenges faced by our town. From our Environmental Strategy and Transforming Travel in Watford Strategy, to our Economic Growth Strategy and Cultural Strategy, Business Intelligence can also help to demonstrate how we are delivering against our ambitions.

Delivering our Vision

To deliver our vision, a programme of activity will be initiated which will cement Business Intelligence as a vital part of our organisational strategy and this key business capability can provide real value to our organisation and customers.

Our programme of activity will focus on five key areas:

- **Driving Performance**

We will develop a new corporate performance framework that transforms the way performance at all levels of the Council is measured, monitored and visualised.

Data related to performance at all levels will be brought together and viewed within a single platform. This will include progress against the Council Plan, Delivery Plan, our key strategies and Service Plans as well as project and programme monitoring and internal and external KPIs from all services, including outsourced and shared services. This will create an integrated view of performance which can be reviewed with greater regularity to ensure action can be taken sooner rather than later if a change of direction or enhanced focus in a particular area is needed. Recognising the role of Business Intelligence within the council's wider ambition of continuous improvement, we will use Business Intelligence tools to build a clear picture of customer experience, which services are performing well, and which services need support.

- **Data Driven and Insight Focused**

We will develop reporting dashboards that surface additional data beyond our core KPI and Customer Experience, but which may help operational efficiencies and effectiveness or which may highlight organisational risk that requires action. We will work collaboratively across the organisation to develop dashboards iteratively using an agile development methodology, to

ensure development is undertaken in manageable steps, and flexible enough to respond to changing needs and unforeseen challenges.

One primary focus has been and will continue to be developing the Business Intelligence platform around customer experience by analysing the customer journey though all service areas.

- **Delivering Change**

    Many of the characteristics of the mature levels of data analytics capability are related to the culture of the organisation rather than the technology used, such as business led data initiatives and senior management championing best practice related to the use of data.

    We will therefore engage across the organisation (from our Corporate Management Board and Members to our Staff Ambassadors Group) to develop a programme of culture change which will enable the whole organisation to recognise the value of Business Intelligence and develop capabilities to exploit it as a key decision-making tool. We will work to improve data literacy across the organisation. We want staff at all levels to feel more confident when working with data and empowered when making data related decisions.

    We need to ensure that Business Intelligence is something staff at all levels can connect with and the new ways of working are aligned to our new Values and Behaviours Framework. To be successful we will need a culture of collaboration and openness, breaking down departmental silos and working together to eliminate inconsistencies in data held across multiple systems, and presenting one version of the truth through a common platform.

- **Resilient**

    We will ensure we have the right people and partnerships in place to support the implementation of Business Intelligence, and reduce consultancy spend on dashboard development.

    We will automate data extraction where possible, reducing manual effort required from officers, and ensuring the process of refreshing reports is frequent, robust and reliable.

    We will ensure the Business Intelligence tools we use are well managed, well utilised, user friendly and fit for purpose.

- **Enhancing Decision-Making**

    Business Intelligence tools will be used to transform data from a wide range of internal and external sources into valuable information and insights, which will be used to support the organisation to deliver new initiatives, innovations and service improvements aligned with customer needs, and deliver more informed communications to customers.

    Access to data sets will be reviewed, ensuring the right people have access to the right information at the right time, to support better decision making, whist ensuring data is surfaced within GDPR guidelines.

Our Business Intelligence Delivery Plan

To ensure that the ambition outlined within this strategy is delivered, a clear Delivery Plan has been developed which details the specific activities to be undertaken, along with a timeline outlining when these activities will be completed. Our Business Intelligence programme will sit within the Organisational Excellence portfolio and be delivered alongside other similar programmes, such as our Customer Experience programme. The progress of the strategy's delivery will be reported via our Enterprise Programme Management Office and be included within the quarterly reports to Cabinet and Overview and Scrutiny on delivery of the Council Plan.

Business Intelligence Strategy 2022-26 Delivery Plan

Workstream 1 – Driving Performance			
What we need to do	**Ref**	**How**	**By when**
Develop a corporate performance framework using Business Intelligence tools to collect, analyse and present information and insights in a way that enables better scrutiny of council wide performance by officers and councillors.	10	**Key Performance Indicator Review** Complete (External Indicators)	Q1 2023
	11	**Specification and requirements of a new *external* KPI App** developed to be used for the analysis and presentation of all external KPI data.	Q1 2023
	12	**Development of the new external KPI App.**	Q2 2023
	13	**Specification and requirements of a new *internal* KPI App** developed to be used for the analysis and presentation of all external KPI data. Will enable better monitoring of service plan delivery, and link progress to the Council Plan/Delivery Plan.	Q2 2023

	Ref		By when
	14	**Development of internal KPI App.**	Q3 2023
	15	**Implementation of Write-Back functionality**, allowing select users to update dashboards directly (full audit trail)	Q3 2023
	16	**Expansion of Customer Experience and Customer Contact dashboards**. Will enable every customer facing service to see key customer data related to their service, such as customer contact broken down by reason, channel, number of chase calls, customer satisfaction levels, general enquiries, response times.	Q3 2023
	17	**Audit of all data to inform specification and requirements for Summary Dashboards** for specific groups such as Strategic Group, CMB and Portfolio Holders.	Q3 2023
	18	**Creation of Summary Performance Dashboards**	Q3 2023
	34	**Audit of all back-office systems** (to inform what we can and can't connect easily with and where development is needed.	Q1 2024
	35	**Collection of third party data sets from operational deliver partners and commissioned services**, aligned to a review of information and data required by these services undertaken by the Community Commissioning Team.	Q1 2024

Workstream 2 – Enhanced Decision Making

What we need to do	Ref	How	By when

Support the organisation to deliver new initiatives, innovations and service improvements aligned with customer needs, and deliver more informed communications to customers.	19	**Implementation of GovMetric customer feedback from online forms**	COMPLETE
	20	**Creation of Service Dashboards** where they will provide clear benefit and enhance decision making. Prioritise customer facing services who have external KPIs and use the Customer Experience data as a base to expand from. This could include existing information, such as procurement and contract spend, or data not currently held within the Business Intelligence platform that could be introduced. Planning, EPMO, HR and CSC already have service dashboards, however they would benefit from review once performance dashboards have been completed.	Q1 – Q4 2024
	21	**Access Review of all Reporting Apps.** Business Intelligence is constantly developing and evolving alongside with services. It's essential that access to dashboards is set up in a way that ensures the right people are getting access to the right information at the right time. Initial review to be started once the council's internal Tier 4 staffing review is complete and adjustments to access made to ensure access to all reporting reflects the new arrangements. Will be reviewed every quarter.	Q2 2023
	22	**Exploration of free 3rd party data available** to provide insights related to our customers such as LG Inform and the Office of National Statistics. Data must be from reliable sources, accessible and current.	Q2 2023
	23	**Initial review of the new Census (2021) data** available, and creation of a presentation with key information about Watford residents using GIS functionality. Will include breakdown of ethnicity, age, religion by ward,	Q2 2023

	differences since the last census and comparisons with neighbouring boroughs. Can be expanded based on feedback of what Census information would be useful for services.	
24	**Creation of a Data Hub** listing all data sets that have been reviewed by the Business Intelligence team, and assessed as good quality, reliable, and up to date. Will include data that is internal and external, but no personal/sensitive data relating to individuals. Data can be used to provide customer insights, plan services and design/evidence new strategies.	Q4 2023

Workstream 3 – Data-Driven and Insight Focused

What we need to do	Ref	How	By when
Help services to develop their use of data as a key tool to support the delivery and development of services for customers. Through engagement and feedback with service leads, continue to improve data quality throughout the organisation and ensure dashboards continue to evolve in line with changing services and customer needs.	25	**Roll out of BI Champion model**	Q1 2024
	26	**Business Intelligence Officer-Sharing session**	Q3 2023
	27	**Establishment of drop-in clinic**, particularly for Champions and Super Users	Q3 2023
	28	**Development of internal resources** (videos, training, latest news including GIS, data sets available (internal and external), success stories)	Q2 2024
	29	**BI Feedback loop developed** to ensure continuous improvement of platform	Q4 2023
	30	**Updates on launch of new apps and new functionality** to CMB and other key user groups such as Tier 4 Managers and Portfolio Holders.	Q3 2023

Work stream 4 – Delivering Change

What we need to do	Ref	How	By when
Engage across the organisation to develop a program of culture change which will enable the whole organisation to recognise the value of business intelligence and develop capabilities to exploit it as a key decision-making tool. Work to improve data literacy across the organisation and support staff at all levels to feel more confident when working with data and empowered when making data related decisions.	31	**Implementation of Governance and Delivery Board** (to be joined as and when by services involved in dashboard development)	Q2 2023
	32	**Individual and small group / service training sessions** offered to all users (informal, 20 – 30 minutes tailors to specific needs)	Q4 2023
	33	**Tailored training for Directors / Associate Directors** on use of the platform (also part of culture change work stream)	Q3 2023

Work stream 5 – Resilience

What we need to do	Ref	How	By when
Ensure the right structure, staffing and line management arrangements in place to sufficiently support the implementation of Business Intelligence, and reduce consultancy spend on dashboard development as per savings agreed. Ensure the Business Intelligence tools we use are well managed, well utilized, user friendly and fit for purpose.	1	**Arc GIS Enterprise upgrade** (External and internal interactive maps)	COMPLETE
	2	**Move to Firmstep Real-time Reporting** Link Qlik platform to the new Real-time Reporting data base as each new process is migrated.	Q4 2023
	3	**Qlik server move from Node 4 to Azure**	COMPLETE
	4	**Tier 4 changes** implemented, providing a clearer structure of which officers need access to reporting dashboards, ensure the information is getting to the right people in a position to improve performance.	Q1 2023
	5	**Movement of Digital Improvement Team to Business Intelligence** to support BI platform development and build resilience, releasing BI Manager to focus on delivery of Strategy	Q1 2023

	6	**Recruitment of new Digital Improvement Officer** to join Digital Improvement Team and reduce reliance on external consultants	Q1 2023
	7	**Training for Digital Improvement Officers** to enable them to create reporting dashboards and graphics using Qlik Sense platform, and better support existing live dashboards.	Q2 2023
	8	**Identify where data extraction can be automated.** Review all live/planned reporting apps where data is extracted using files, to see if data extraction can be automated. Opportunity to automate data extraction for sickness, return to work interviews, annual leave, and customer contact through 8x8.	Q2 2023
	9	**Replace manual data extraction with automated processes** where possible. Where not possible, explore options that reduce officer time spent on producing reports to a minimum.	Q4 2023

The Business Intelligence Strategy Timeline

	Year / Quarter	2023				2024				2025
Ref	Activity	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	**Arc GIS Enterprise upgrade** (External and internal interactive maps)	Complete								
2	**Move to Firmstep Real-time Reporting**	▓	▓	▓	▓					
3	**Qlik server move from Node 4 to Azure**	Complete								
4	**Tier 4 changes implemented**	▓								
5	**Movement of Digital Improvement Team to Business Intelligence**	▓								
6	**Recruitment of new Digital Improvement Officer**	▓	▓							
7	**Training for Digital Improvement Officers**		▓							
8	**Identify where data extraction can be automated.**		▓							
9	**Replace manual data extraction with automated processes**			▓	▓					
10	**Key Performance Indicator Review** Complete (External Indicators)	▓								
11	**Specification and requirements of a new *external* KPI App**	▓								
12	**Development of the new external KPI App.**	▓	▓							
13	**Specification and requirements of a new *internal* KPI App**			▓						
14	**Development of internal KPI App.**				▓	▓				

#	Task
15	**Implementation of Write-Back functionality**, allowing select users to update dashboards directly (full audit trail)
16	**Expansion of Customer Experience and Customer Contact dashboards.**
17	**Audit of all data to inform specification and requirements for Summary Dashboards**
18	**Creation of Summary Performance Dashboards**
19	**Implementation of Govemetric customer feedback from online forms** — Complete
20	**Creation of Service Dashboards**
21	**Access Review of all Reporting Apps.**
22	**Exploration of free 3rd party data available**
23	**Initial review of the new Census data**
24	**Creation of a Data Hub**
25	**Roll out of BI Champion model**
26	**Business Intelligence Officer-Sharing session**
27	**Establishment of drop-in clinic**, particularly for Champions and Super Users
30	**Development of internal resources** (videos, training, latest news including GIS, data sets available (internal and external), success stories)
31	**Implementation of Governance and Delivery Board**
32	**Individual and small group / service training sessions** offered to all users

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	(informal, 20 – 30 minutes tailors to specific needs)										
33	**Tailored training for Directors / Associate Directors**										
34	**Audit of all back-office systems** (to inform what we can and can't connect easily with and where development is needed.										
35	**Collection of third party data sets from operational deliver partners and commissioned services**, aligned to a review of information and data required by these services undertaken by the Community Commissioning Team.										

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Appendix 1A – Existing Dashboards

Customer Experience

Sheet name	Content
Online form submissions	• All online form submissions split by service, form name, contact channel (Members portal, CSC Officer, Self Service) • Submission numbers over time, top 10 forms, bottom 10 forms
Face to face and email customer contact	• Face to face and email contact numbers over time • Filter by day, hour, channel type, service, visit reason, assistance given
Online General Enquiries	• General enquiries split by service, enquiry type • Days to respond to customer / inside or outside of SLA
Street cleansing and parks issues (Report it)	• Forms submitted over time • Filter by date, month, contact type, issue • Interactive map showing hotspot and details of individual issues
Nuisance Reports	• Forms submitted over time • Filter by date, month, contact type, issue • Interactive map showing hotspot and details of individual issues
Missed Bin Reports	• Forms submitted over time • Filter by date, month, contact type, issue • Interactive map showing hotspot and details of individual issues
Complaints	• Open and closed complaints over time by service, cause, subject, service • Easy to filter by due date • Number of complaints open by service • Can analyse lessons learned, compensation paid, number of complaints reclassified as service requests
FOI	• Open and closed FOIs over time by team, contact type, source (member of the public, press, private organisation) • Can analyse reasons for request, responses inside/outside timescales • Easy to view by due date
CSC Operations	• Staff availability and call statistics • Calls received by service over time • Number of calls resolved • Number of chase calls received for each service

Enterprise Programme Management Office

Sheet name	Content
EPMO Reports	- Ability to analyse all open projects quickly and easily by service, portfolio holder, links to council themes - Can see issues and blockages at a glance by filtering on red/amber issues, risks - Budget information and changes in spend over time - Risks, issues, benefits, decisions, actions

Planning and Building Control

Sheet name	Content
Planning Applications	- Number of planning applications received, assigned and closed over time - Caseload split by planning officer. - Ability to see number of applications closed within set timescale per officer - Application numbers by type – Major, Minor, Other - Number of applications that required an extension - Ability to filter by date/month, case officer, extension status, planning type, application type, application number.
Pre-Applications	- Number and revenue received over time - Number and revenue per case officer - Number of pre-apps published within timescales
Enforcements	- Number of enforcements over time - Officer case load (open and closed cases by case officer) - Ability to filter all cases by date/month, enforcement type, case officer, case reference
Building Control	- Number of BC cases received and closed over time - Officer case load (open and closed cases by case officer) - Number of extensions granted - Number closed within timescales
Inspections	- BC Inspections received over time - Officer case load (open and closed cases by case officer) - Ability to filter by inspection type, inspection date, case officer, application type, date/month
Enforcement Notices	- Number of enforcement notices issued over time - Ability to filter on date/month, case officer, notice code, case reference - Officer case load, split by status notice stage - Number of appeals

Economic Development

Sheet name	Content
Additional Restrictions Grant Programme	- Number of projects, grant pot, amount of grant that has been committed, % of grant committed, number of expressions of interest received, number of applications approved/rejected, number of entities supported - Project analysis over time – grant spend over time vs grant available, expressions of interest received, entities supported - Amount given to each project

Park and Open Spaces

Sheet name	Content
Tree Planting Submissions	- Tree planting online submissions over time, split by type of tree, location type - Interactive map showing all request locations

Human Resources

Sheet name	Content
Headcount	- Ability to filter headcount by date, department, gender, age, grade, employment status. - Starters/leavers data - Employee turnover
Training	- Summary data of all training courses attended (mandatory and non- mandatory training) for all staff. - Ability to filter by date, department, gender, age band, employment status, training source system, course.
Mandatory Training	- Individual staff records showing training required/completed/yet to be completed - Summary information with number and % of compliant employees - Number of training courses completed % of mandatory training complete in total, and the ability to filter by date, department, gender, age, employment status
Apprentices	- Apprentice numbers over time - Ability to filter by date, department, gender, age band, employment status - Current apprentice course costs - Current apprentices as a % of head count - Apprentice starters/leavers - Detail for each apprentice / employee number, start date, end date, course name, end point assessor, course duration, course cost, training provider

Sickness	- Average days lost to sickness - Number of long term sick (year to date) - Number of short term sick (year to date) - Number of employees with 0 absence (year to date) - Number of trigger Points - Sickness over time - Top 5 reasons for sickness - Breakdown by department - Ability to filter by date, department, gender, age band, employment status
Salaries	- Total salary cost - Average salary - Total number of salaried staff % of salaried head count - Analysis by department
Leave	- Ability to filter by date, department, gender, age band, employment status, days, hours - Analysis by Employee/Employee Number/entitlement days, carry forward days - Average entitlement days - Average carry forward days - Total entitlement days
Return to Work Interviews	- RTW interviews completed over time, split by service - Number and % completed within timescales
Appraisals	- Appraisal completions split by Service, Team, Manager Name - Able to see how many appraisals are at each stage, and identify blockages - Extra logic built in to Qlik to exclude those who are not eligible for a PDR, making the completion figures more accurate

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