

PERSONNEL COMMITTEE

8 June 2009

ORGANISATIONAL DEVELOPMENT – OUTTURN REPORT 2008/09

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER161 Human Resources Directorate Performance Monitoring 23February 2009

PER124 Human Resources Directorate Outturn Report 2008

EXECUTIVE SUMMARY:

This report sets out the outturn information related to the Business Plan for Organisational Development Division setting out the performance indicators covering the period 1 April 2008 to 31 March 2009.

RECOMMENDATIONS:

1. That the outturn figures 2008/09 for Head of Organisational Development be noted.
2. That the Committee raises with the Portfolio Holder any issues arising from the Performance Indicators, and considers whether any items of significance need to be drawn to the attention of Cabinet.

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ORGANISATIONAL DEVELOPMENT – OUTTURN REPORT 2008/09

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report covers the Business Plan outturn information for 2008 – 2009 for the Organisational Development Division and includes the outturn figures for the performance indicators for that period.
- 1.2 In May 2008 changes were made to the National Data Set which meant that there was no longer a national requirement to collect Corporate Health Indicators. This provided the opportunity to revisit the performance indicators used by the Organisational Development Division and to establish new indicators that offered a better insight into the Council's performance in managing the workforce efficiently and effectively.
- 1.3 Research amongst other local district councils established that the majority proposed to continue to monitor a number of the national Corporate Health Indicators, including those relating to gender, ethnic and disability which remained a requirement under Equalities and Diversity legislation. All other Councils contacted also intended to continue to monitor sickness absence (BVPI12) as the management of absence remains a key driver in the public sector.
- 1.4 These changes meant that quartile information was no longer available in the same way and benchmarking processes were set up both through national organisations and through South East Employers to ensure that comparator information remained available.
- 1.2 The new local performance indicator set was introduced in quarter 1 2008 and reported in a new graphical format to this Committee in June. Following positive feedback from Members, this format has been adopted and continued throughout the year. Performance indicators continue to be developed throughout the year, particularly those in relation to recruitment and appraisal where new technology was introduced.

2. Performance Indicators

2.1 Establishment Scorecard

- 2.1.1 The end of the 4 month vacancy freeze implemented through the last quarters of 2007/08, resulted in the average number of fte in post increasing at the

beginning of the 2008/09 year as staff recruited to those posts held vacant commenced employment in Q2 of 2008/09. Turnover at the end of the year sits at 12.7%, a decrease of around 20% from the end of December. As a result the fte and headcount in post has remained consistent throughout the remaining year possibly due to the current financial climate which has caused the job market to contract. The vacancy rate has dropped from a high of 8.8% at the beginning of the year to 3.3% at outturn. As part of the budget savings process, a number of longstanding vacancies have been removed from the establishment during the year, which coupled with lower turnover have produced an overall reduction in vacancy rates. Work continues through vacancy management to consider each vacancy as it arises with the view to Council priorities and where savings can be achieved.

2.2 Absence Scorecard

- 2.2.1 The sickness absence figures at outturn stand at 7.8 days per person, exceeding the sickness absence target of 8 days. The continued work on absence management throughout the year has ensured that the figures have remained stable throughout the year with a gradual downward trend. Winchester City Council currently has the second lowest absence levels within the Region, which has an average of 9.68 days per person. The level of sickness absence within the public sector as a whole is 9.8 days per person and in the private sector 7.2 days (CIPD July 2008)

The Organisational Development Business Plan contains absence targets which aim to reduce sickness absence to an average of 7 days per person by 2012. Achieving these targets would set the Council on a comparable level with the private sector.

As a result of the reduction in sickness absence levels from 9.3 days in 2006/07 to the current levels, efficiency savings of approximately £90,000 have been achieved over the 2 year period. A further £30,000 can be identified as efficiency savings from staff with high levels of absence who have left the Council but who still show on the 12 month rolling absence reports.

Absence information, including information of cost of absence for each member of staff, continues to be produced on a Divisional basis ensuring that the profile of absence management remains high. Those staff identified with high levels of absence will be managed through the appropriate absence management process with a view to further reducing absence levels.

2.3 BVPI Scorecard

- 2.3.1 Although there is no longer a requirement to publish these national corporate health indicators, they provide useful monitoring information and therefore continue to be collected.

There is little change in the BVPIs with those used for monitoring diversity showing a gradual upward trend. Whilst there is an increase in the number of

disabled and BME staff employed, the actual number of staff falling within those definitions has not changed. The percentage increase is a result of the decrease in the overall number of staff employed.

2.4 Training Scorecard

- 2.4.1 The training budget has traditionally been split into corporate training, managed centrally by the Learning and Development Advisor, and Divisional budgets managed by Heads of Division. The central budget has been used to put in place corporate training needs identified through appraisal and individual development plans whilst the Divisional training budget is used for specific Divisional training needs, professional training and CPD.

From April 2009, the training budgets have been combined and will be managed centrally. Training needs will be identified through appraisal using the on line appraisal system and any specific requests for training will be considered against departmental and corporate priorities. With the centralisation of the budget, savings of £60,000 have been identified for 2009/10. Changes in the financial monitoring systems also mean that training spend can be monitored on a monthly basis enabling training spend to be allocated more effectively.

2.5 Profile Scorecard

- 2.5.1 The profile information is produced on an annual basis and used to inform workforce development plans. As part of this process a number of indicators including age, gender and service are considered and used to develop workforce plans which will ensure that workforce has the skills and capacity to enable the Council to meet the business priorities of the future.

3. Business Plan Performance

- 3.1 The HR Business Plan for 2008/09 was agreed by Resources Scrutiny Panel and by the Portfolio Holder for Finance and Resources in March 2008. Appendix 2 to this report details the progress made against the 2008/09 Key Priorities. The monitoring information shows that the Division has made good progress against the majority of the targets set with the main outcomes detailed below. Where corporate priorities have changed, the Divisions limited resources have been diverted from other projects which has caused slippage in some areas. Where appropriate, these targets have been included in the 2009/10 Business Plan as priorities for the coming year.
- 3.2 The Human Resources Division continues to develop the workforce monitoring information including increased working with Finance to ensure accurate employment costs are available, resulting in monthly workforce reports being set up. Workforce information is now reported to CMT on a monthly basis to complement the budget information reported. Division Heads receive monthly workforce monitoring reports including information on

absence, establishment and workforce profiling. In addition, regular benchmarking is carried out both across the region and nationally for workforce monitoring and to ensure that the HR Division continues to offer an effective and efficient service.

- 3.3 There have been some developments in employment legislation over the last year and as a result the Council's relevant policies and procedures have been reviewed, including Discipline and Grievance following the abolition of the Statutory Discipline and Dismissal Procedure.
- 3.4 The Flexible Working Project, Changing Working Practices, which forms part of the 2010 Agenda, has been rolled out across the Council with the successful move of staff out of Abbey Mill and the changes to City Offices being implemented. Work is continuing to facilitate the move of Car Parks to City Offices. The Flexible Working Project has been short-listed for the People and Workforce Achievement of the Year Award presented by the Municipal Journal.
- 3.5 The Recruitment Portal was implemented in partnership with HIOWLA at the end of last year and has now replaced the Council's on-line job site and all but replaced paper advertising. Since the introduction of the portal The levels of applications received for each post has increased, although some of the more recent increases must be attributed to the financial climate. The portal has been further developed to allow managers to review and short list applications on line and for short listed applicants to select their own interview slots. This streamlining of processes has enabled the increase in administrative work linked to the increase in the number of applications to be accommodated and allowed resources to be redirected to case work and priorities within the Business Plan.

The introduction of the Recruitment Portal has enabled total savings of £92,000 over the period 2007/08 to 2009/10. This is made up of a £22,000 reduction in advertising costs from 2007/08 to 2008/09, due to the implementation of the recruitment portal and a change to sign post advertising in print, and a further £70,000 reduction in the recruitment budget for 2008/09 to 2009/10.

- 3.6 The new on line appraisal scheme was implemented and on line appraisals carried out for the first time this year. Approximately half of all appraisals had been recorded on the HR system at the time of the report and regular monitoring reports can now be produced to ensure that appraisals are taking place across the Council. The on line appraisal scheme will allow information to be produced to help focus corporate training plans and divisional training requirements to meet both business and individual needs and for the training budget to be allocated effectively.
- 3.7 Whilst a significant amount of the work of the HR Division is reactive and demand led, the Business Plan provides information on the key priorities identified for the year. Project work has also been undertaken which was not included in the Business Plan initially and is shown in Appendix 3. This

additional work relates to changes in the Divisions, legislation and national requirements which have arisen during the year.

OTHER CONSIDERATIONS:

6 SUSTAINABLE COMMUNITY STRATEGY AND CORPORATE BUSINESS PLAN (RELEVANCE TO):

6.1 Preparation of the budget had regard to the Community Strategy. Monitoring of income and expenditure and review of the final position is an intrinsic part of measuring whether the Strategy's objectives have been achieved.

7 RESOURCE IMPLICATIONS:

7.1 These are contained in the detail of the report.

8. RISK MANAGEMENT ISSUES

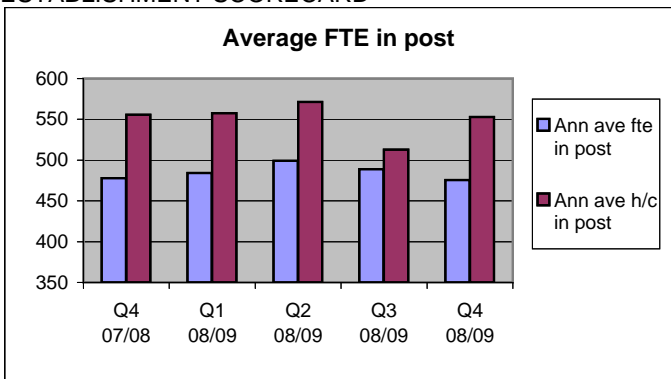
This report is for information purposes so the Council's Risk Management approach does not need to be included.

BACKGROUND DOCUMENTS:

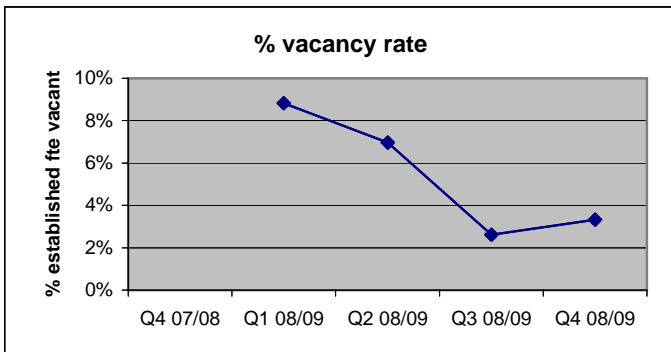
Held in the Organisational Development Division

APPENDICES:

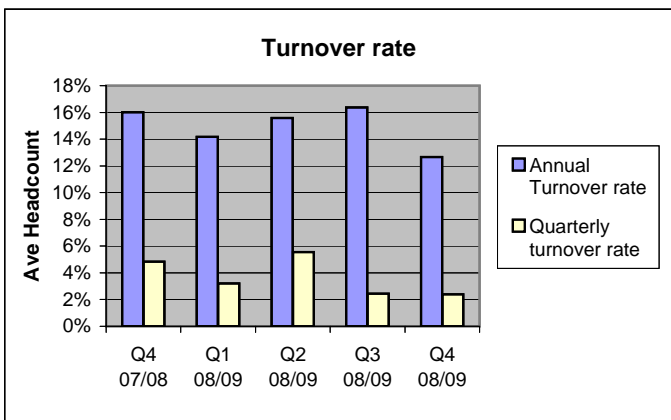
Appendix 1a-f	Human Resources Performance Indicators
Appendix 2	Human Resources Division Business Plan Monitoring
Appendix 3	Additional work undertaken and not included in the Business Plan 2008/09
Appendix 4	Health and Safety Outturn
Appendix 5	Training and Development Outturn



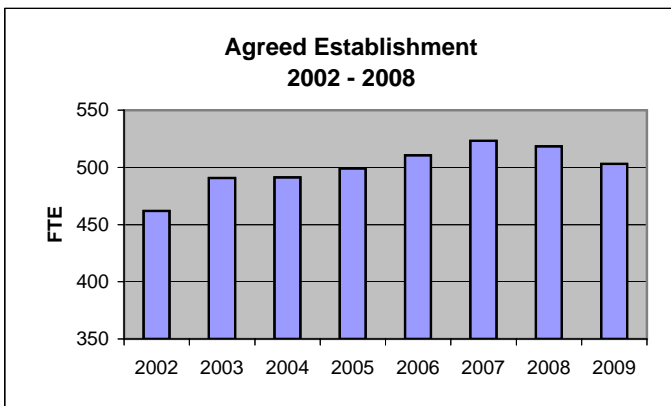
The annual average number of fte in post has again decreased over the last quarter, however the headcount in post has increased although remains below the level of quarter 1 and 2. The disparity between the headcount and fte in post can be linked to the number of staff working part time hours and the steady increase of requests for flexible working hours.



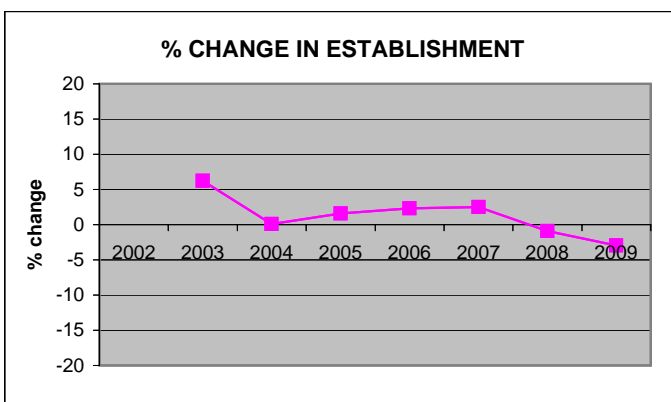
The continuing focus on budgets and the need to make savings has resulted in posts being held vacant for as part of a vacancy management process. The vacancy rate, which shows the percentage of fte on the establishment which is vacant, decreased over the first 3 quarters as posts are either recruited to or deleted from the establishment but has shown a slight increase in quarter 4. As turnover has remained low in quarter 4, the increase in vacancy rate is likely to be due to posts being held vacant in order to make savings.



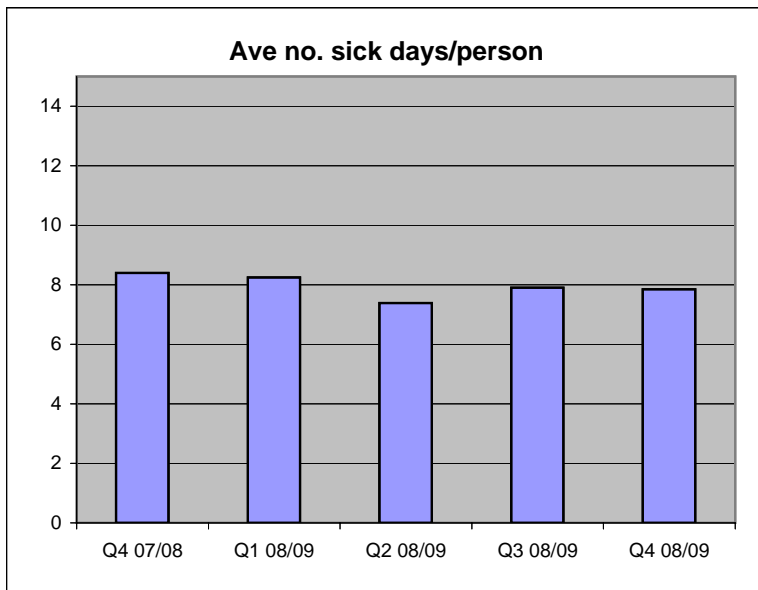
Quarterly turnover figures have remained stable this quarter which is as predicted last quarter and as expected in the current climate. The annual turnover figures show a significant decrease from 16.4% to 12.7% which is in line with expectation. Turnover figures are expected to remain low in quarter 1 as the job market continues to contract although the impact of recent restructures will show in quarter 1 figures.



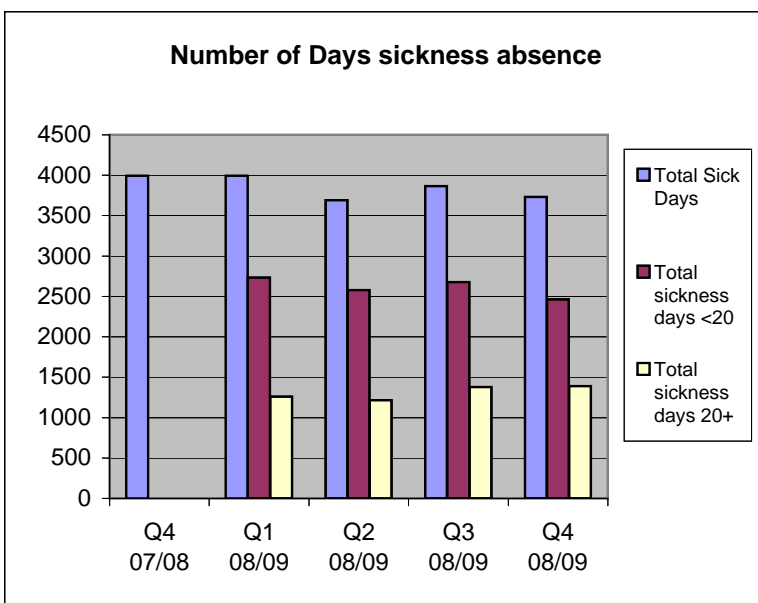
This indicator is reported annually and quarterly information is not currently available. The information is being collated with the view to reporting establishment changes on a quarterly basis. Following steady growth over the 6 years until 2007/08, divisional restructures, a period of vacancy management and the requirement for managed savings, saw a reduction in the Council's agreed establishment in 2008/09 and a further reduction for 09/10. This figure does not take into account temporary staff who are employed in non established posts or those posts that are fully funded externally. The establishment for 2009 is considered in a separate report along with analysis of the changes in the establishment since 2002/03.



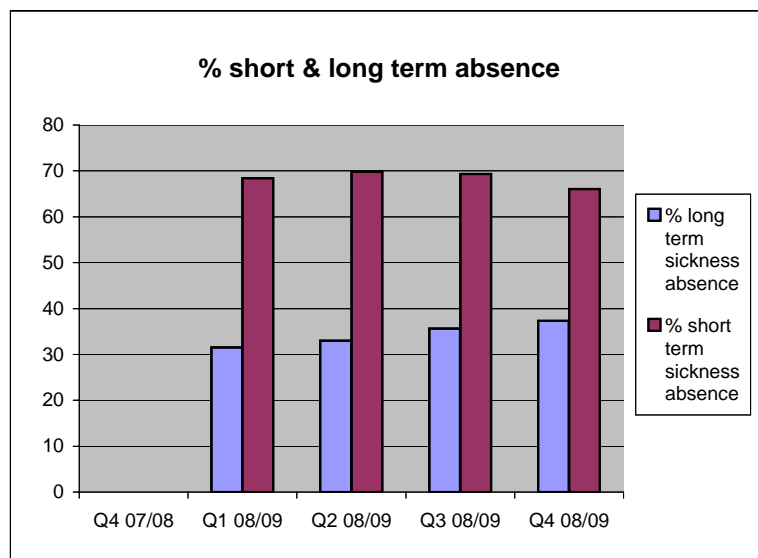
The changes in the Council establishment since 2002/03 are illustrated as a percentage increase or decrease.



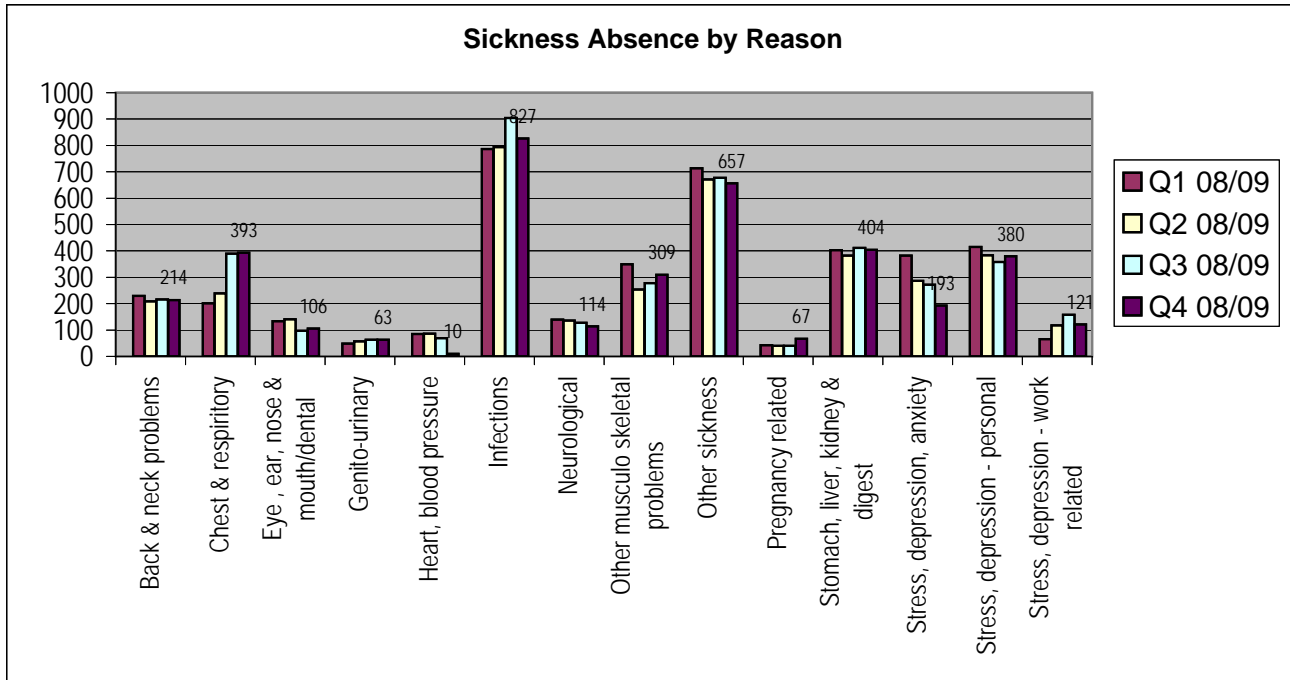
The average number of days sick per person has decreased this quarter to 7.8 days per person against an absence target of 8 days. As quarter 4 is a winter quarter, an increase in sickness absence would not have been unexpected. However, the sickness absence levels have been maintained and are the second lowest in the region against a regional average of 9.68 days per person. Work continues with managers to address sickness absence within divisions and to reduce the overall absence figures further towards the targets set out in the Business Plan.



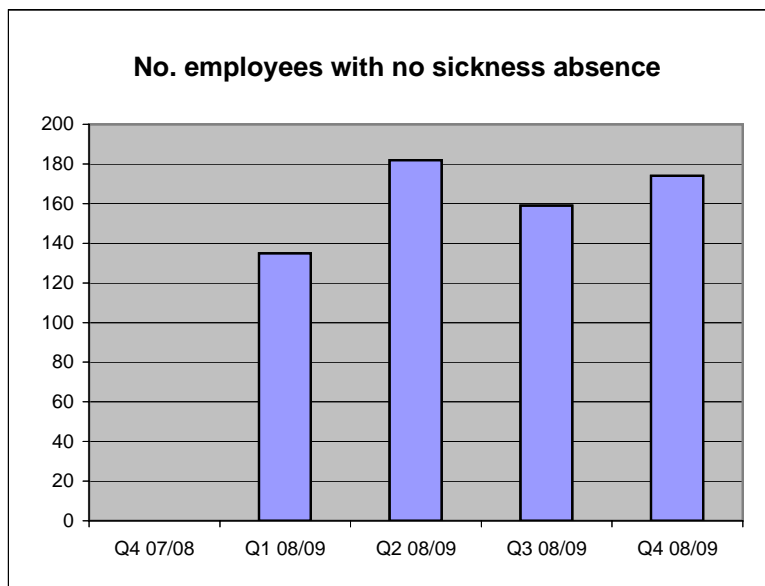
The number of days sickness absence attributable to short term sickness absence has decreased by 216 days (8%) over the last quarter which is unexpected over a winter quarter. Long term absence has shown a slight increase. The cases of long term sickness absence are being managed on an individual basis under the Policy for Managing Sickness Absence and every attempt is being made to ensure as quick a resolution as possible.



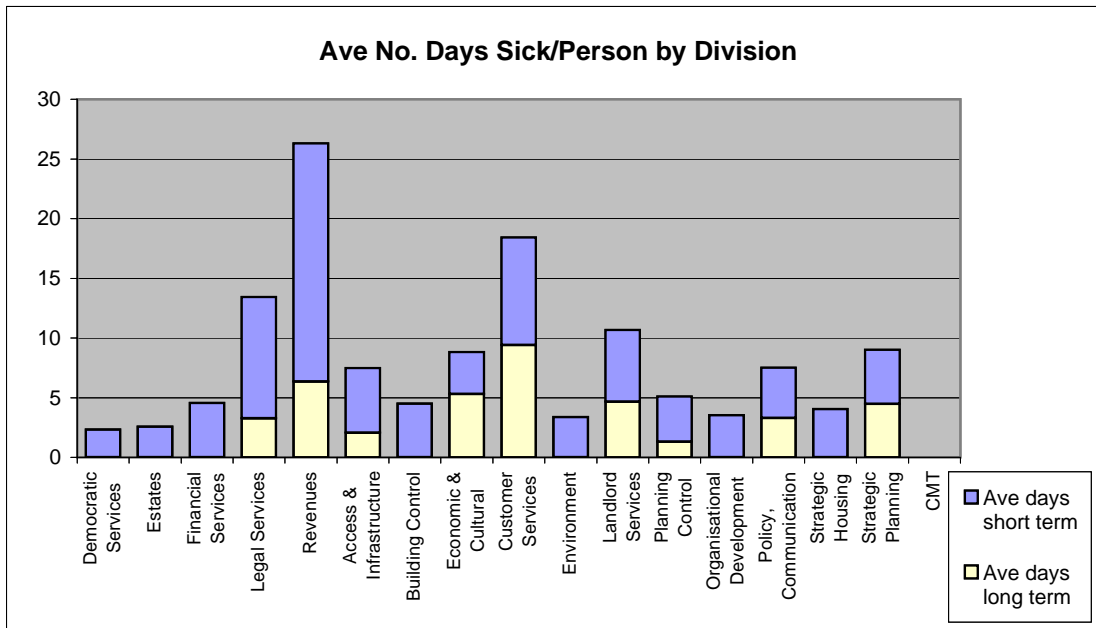
Illustrated as a percentage, breakdown of long and short term sickness absence shows that, whilst the split has remained fairly consistent with approximately 60% absence due to short term absence, there has been steady increase in the proportion of long term absence over the year and a gradual decrease in short term absence.



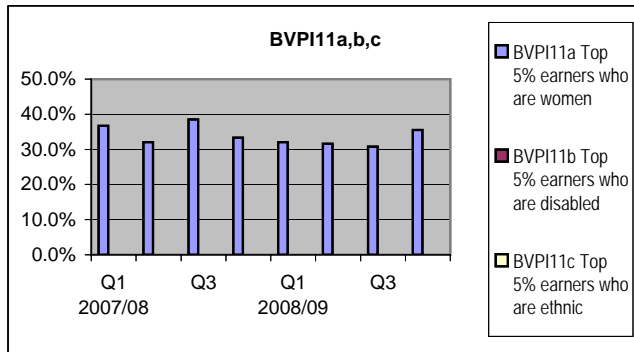
The number of days sick attributable to 'infections' has decreased this quarter which is less likely in a winter quarter but still remains the main cause of sickness absence. Stress related absence is the second highest cause of absence however this is broken down into personal stress, work related stress and general stress. As individual stress categories, the level of absence caused by both general stress and work related stress has reduced this quarter but there has been an increase in stress attributed to personal reasons. Any cases of stress, particularly when attributed to work are investigated and action taken to adjust work where possible. Where personal stress is identified as the cause, welfare plans are put in place, including access to the counselling service. Causes of absence will continue to be monitored to ensure that staff are not overstretched as a result of the flexible resource management causing work to have a detrimental effect on their health. Stress is one of the key areas of focus for the Corporate Health and Safety Committee.



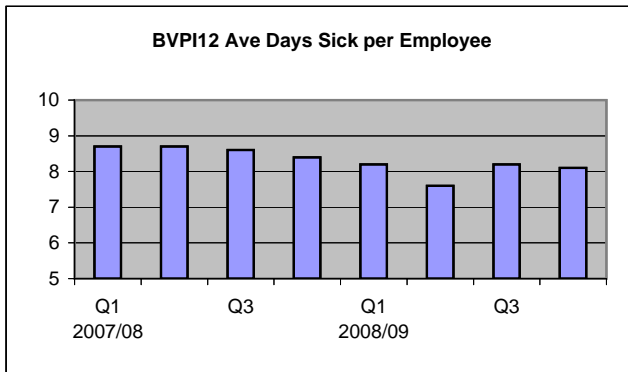
There has been a 8.6% increase in the number of staff who have had no sickness absence in the last 12 months. This links with the overall decrease in sickness absence over the quarter but is unusual over a winter quarter. The work undertaken with divisions on absence management along with corporate strategies on employee engagement continue to seek to increase this number over the coming year.



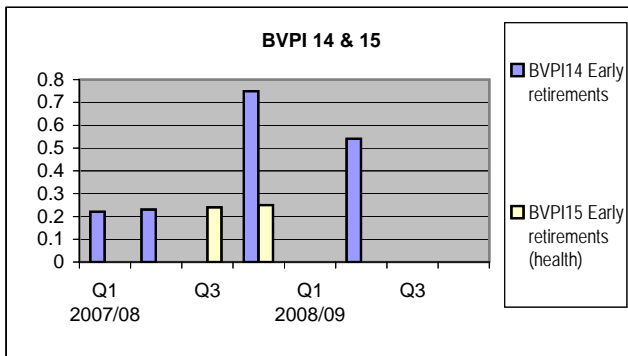
The breakdown of sickness absence by division shows the total number of sickness absence days in each Division, split between short term and long term (over 20 consecutive working days) absence. Whilst long term absence cases are dealt with on a case by case basis, this information allows the focus of absence management to be given to areas showing high levels of short term absence.



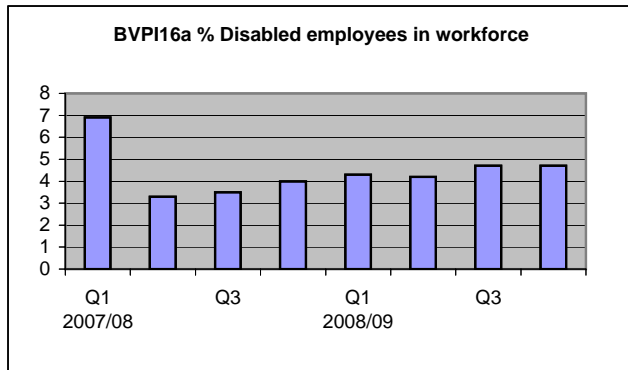
The number of ethnic minority and disabled staff employed at this level remains unchanged. The number of female staff employed remains consistently high and is in the top quartile for district councils. Recruitment practices continue to be monitored to ensure equality however as turnover amongst this group of staff is relatively low there is limited scope to impact significantly on a quarterly basis.



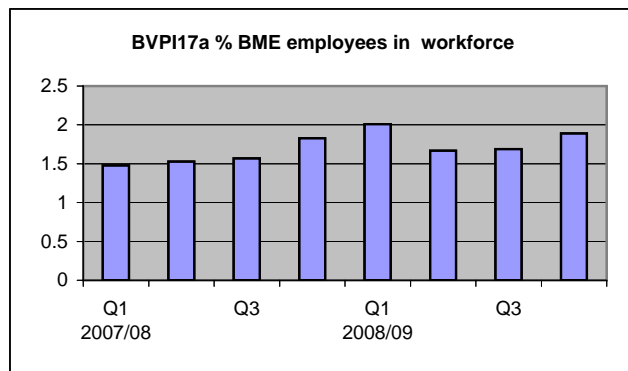
The overall levels of sickness absence decreased this quarter to 7.8 days per person, just below the target of 8 days per person and against a regional average of 9.68 days per person. The last quarter is a winter quarter so generally an increase in absence levels would be expected, however this is not the case and the Council's approach to absence management has continued to show improvements in overall absence levels. Detailed absence profiling is shown in the Attendance Scorecard



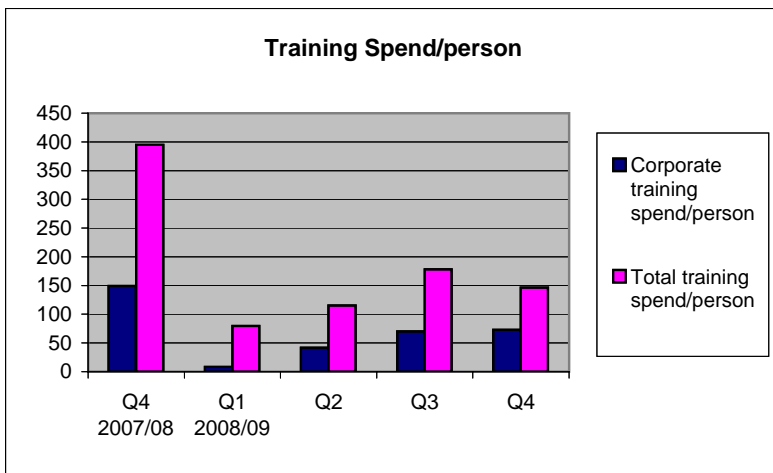
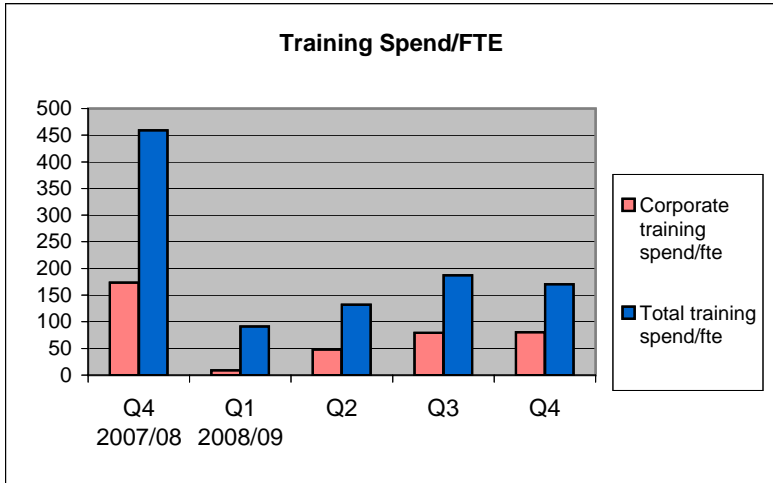
There have been no early retirements this quarter either as a result of ill health or redundancy. With ongoing organisational change anticipated, there is a possibility that there may be further early retirements in the coming year.



The percentage of disabled staff employed remains stable this quarter although the general trend remains upwards. The significant drop between quarter 1 and 2 in 07/08 relates to a change in the way in which the indicator was calculated rather than an actual increase in number. Work continues to ensure that disability status is accurately recorded with staff feeling confident that their disability will not have a negative impact on their employment or career aspirations. The management of absence policy ensures that every effort is made to keep staff who are able to work in suitable employment.

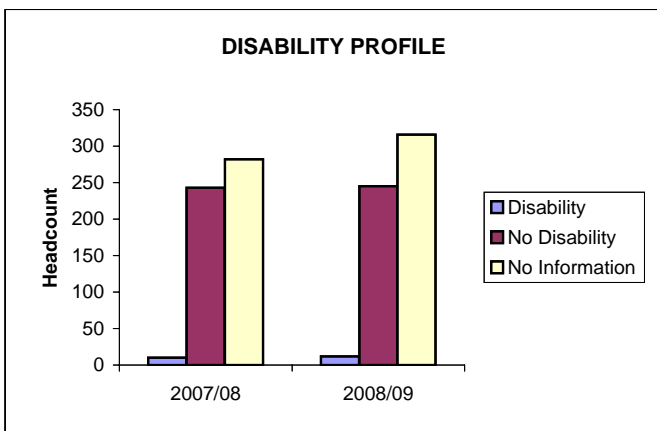
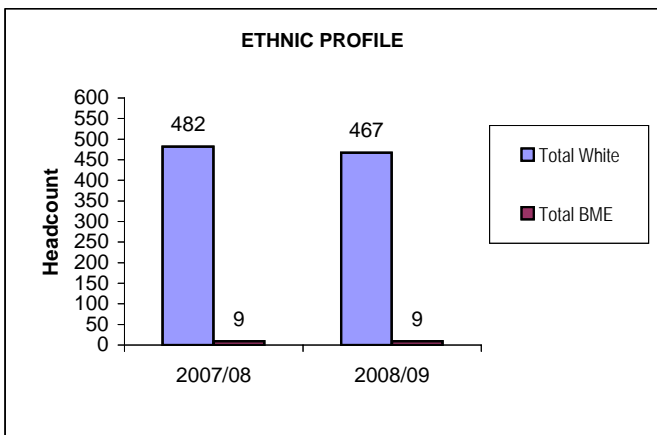
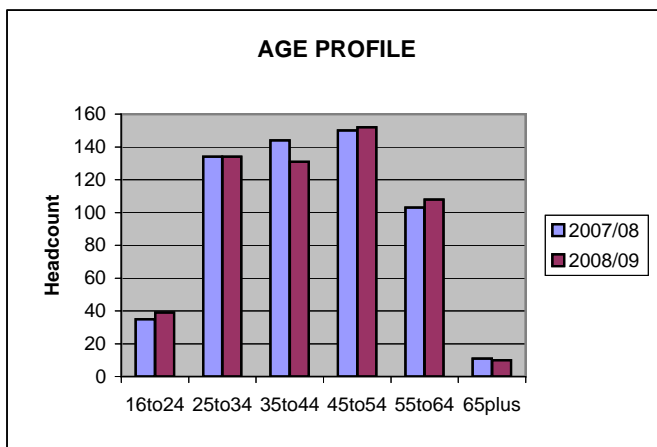
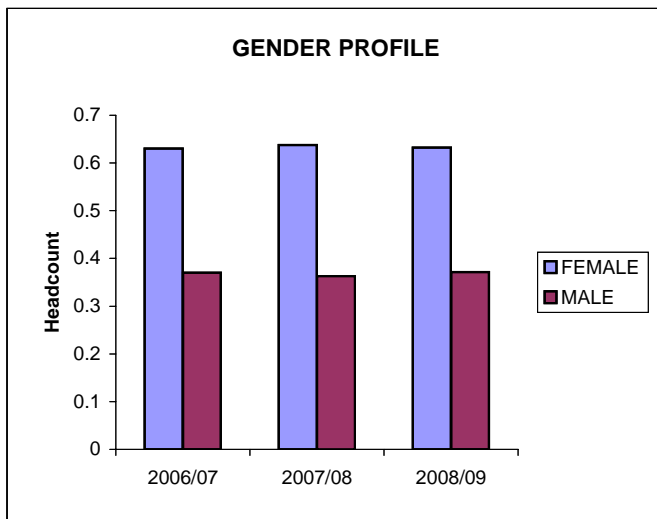


There has been an increase in the percentage of staff from ethnic minority groups. The general trend has been upwards and the overall percentage remains higher than the same period last year. Work continues to promote equalities in employment and in service provision.



The corporate training budget is managed by the Learning and Development Advisor and is used to carry out corporate training needs as identified both in the Corporate Training Plan and in annual appraisals. Until 2009/10, each division has also had a training budget which is spent on department specific training and CPD. The training spend has been low in quarter 1 as training plans identified through appraisal being developed and the learning interventions carried out throughout the rest of the year. Training spend in quarter 2 remains lower as less training is carried out during the summer months due to the large number of staff taking leave. The corporate training spend shows a consistent increase over the first 3 quarters. Changes in accounting practices have now enabled training spend to be monitored on a quarterly basis both for corporate and divisional training spend.

The training budget for 2009/10 has been centralised and £60,000 of savings identified. The training needs for the Council will be identified through the appraisal process and specific requests for training will be considered against departmental and corporate priorities.



The Council's gender profile has remained consistent year on year with 2/3 of the staff female. However, looked at in conjunction with the indicator for the top 5% of earners, where only 1/3 are female, the majority of female staff are employed in lower graded posts. The Council offers a significant number of roles, for example within the care profession, which are traditionally female dominated roles and this coupled with the Council's ongoing approach to flexible working has set the current gender profile. Through the Council's flexible working policies, flexible working options are now being offered to all staff. As the economic climate and societies attitudes change these percentages may balance out more as more men take a more flexible approach to work and seek employers who can support that.

The Council's age profile remains consistent year on year with the majority of staff employed falling within the 25 - 54 age range. There are a large number of staff with long service who now fall within the 45 - 54 age range and which is likely to cause an increase in the 55 - 64 age range in coming years. Workforce development plans aim to ensure that there is a good flow of new talent to ensure succession plans are in place for skills and knowledge transfer so the continuity of service can be maintained. There may be an increase in the 65+ age group in coming years as retirement age changes and pension values decrease and people extend their working life.

The Council's ethnic profile remains low with 1.89% of the workforce (9 staff) from BME groups. There is an increase on last year although this is due to an overall decrease in the number of staff employed rather than an increase in actual staff from BME groups. The resident population for the Winchester area shows 4.7% BME groups however, this figure is total population and includes those who are not of working age

There has been no significant change in the number of staff declaring a disability (an increase from 10 - 12 staff) although the number of staff who have not submitted any information has increased. The census for the resident population of the Winchester district shows that approximately 9.6% of people under retirement age declare a disability which falls within the definition of the DDA. An annual request is made for staff to update their personal details held on the HR/Payroll system and in the past this has impacted on the overall disability figures by increasing the amount of information known.

HR Quarterly Business Plan Monitoring












Generated on: 20 May 2009



Rows are sorted by Code.

Action Code	Action Title	Description	Expected Outcome	Status Icon	Progress	Due Date	Latest Status Update
08/HRE/HRE/001	Equality Impact Assessment	To carry out Equality Impact Assessments across all service Divisions	The Equality Standard will be superceded by the Equality Framework. A definitive outcome will be added following publication of the finalised Framework and our assesment process		33 %	31/03/2011	Responding to the consultation on the Equality Framework and preparing to revise action plans in the light of changes highlighted
08/HRE/HRE/002	Flexible Working Phase 1	Project Plan included in 2010 suite of project plans	Increase level of flexible working practices across the organisation with a view to reducing the over requirement for office accommodation and so provide increased customer service along with cost savings.		100 %	31/03/2009	Storage audit completed. First clearing day completed. Phase 2 City Offices continuing in line with project plan.
08/HRE/HRE/003	Management Development Programme	Continued coaching for SMG	Increase overall capacity of management team		100 %	30/09/2008	Information on Management Development on Training Portal. Coaching programme for SMG completed and evaluated. Monitoring ongoing success through appraisal outcomes.
08/HRE/HRE/004	Pay and Reward Strategy	To develop an approach to pay and reward which will attract and retain high calibre staff	Implementation of a Pay and Reward Strategy which will make WCC employer of choice in the area		100 %	31/03/2009	Implementation of Total Reward system delayed to end April 09 to ensure data quality.
08/HRE/HRE/005	Review of Race Equality Scheme	Review Race Equality Scheme against legislative requirements	Race Equality Scheme in place which meets legislative requirements		100 %	31/03/2009	Draft Single Equality Scheme to be released for consultation
08/HRE/HRE/006	Implement Change Management Strategy	Strategy and procedure which supports managers in a consistent, planned approach to change, complies with legislation and good practice.	Change management strategy in place		100 %	30/09/2008	Process for managing change in place to comply with need for consultation and communication as well as legislative requirements
08/HRE/HRE/007	Corporate Training Plan	Development and agreement of corporate training plan	Corporate training plan implemented for 2008/09		100 %	01/09/2008	Corporate training plan agreed and implented
08/HRE/HRE/008	Talent Management Programme	Talent management programme to enable development opportunities to existing talented staff through series of placements and secondments	Increase in capacity of staff through exposure to roles developing skills which may be underutilised		100 %	30/11/2008	Programme agreed. 4 candidates selected and matched to secondment posts. Funding difficulties being investigated for further posts.

APPENDIX 2

08/HRE/HRE/009	Review and development of new PIs	New local PIs to enable effective monitoring of workforce	Revised set of PIs agreed		100 %	01/09/2008	Reporting to new scorecard. Further PIs being developed in line with new on line appraisal system
08/HRE/HRE/010	Implementation of Workplace Volunteering	Implement policy for Employer Supported Volunteering	Employees supported in providing service back to community through voluntary work		100 %	30/06/2008	In place and in use
08/HSE/HSE/0019	Review of Workforce Development Plan	Review existing plan to incorporate revised national guidance and to ensure meets workforce development needs for the next 5 years	Revised workforce development plan agreed and implemented		50 %	30/10/2009	Draft strategy for flexible resource management to be agreed with CMT
08/HSE/HSE/011	Set up Health & Safety Committee	H&S committee set up in line with legislative requirements	H&S committee meeting regularly		100 %	30/06/2008	Committee set up and representatives identified
08/HSE/HSE/012	Appointment of Staff Representatives	Staff representatives appointed for consultation purposes in line with ICE legislation	Regular staff consultation meetings held, improvements in communication		40 %	31/10/2008	Appointment of staff representatives delayed due to changing work priorities
08/HSE/HSE/013	Implementation of on line appraisal	Appraisal system developed for on line appraisal recording on Selima	Appraisals recorded on line. Appraisal monitoring reports developed		100 %	30/09/2008	System in use. Reporting being developed for outturn
08/HSE/HSE/014	Diversity Training	Diversity Training undertaken in line with ICE strategy action plan	Completion of divisional impact assessments for all priority 1 areas		100 %	31/07/2008	
08/HSE/HSE/015	Service Review	Fundamental service review	Service review completed		100 %	30/09/2008	
08/HSE/HSE/016	Review of Induction	Undertake review of current induction and implement any proposed recommendations	Employee induction to WCC is improved and streamlined		100 %	31/07/2008	E-induction live. Corporate induction programme rolled out and positively received
08/HSE/HSE/017	Review of People Strategy	People Strategy reviewed to ensure that it meets the workforce development aims of the City Council	Revised People Strategy in place		33 %	31/10/2009	Draft strategy for Flexible Resource Management to be agreed by CMT
08/HSE/HSE/018	Support implementation of Local Access Points	Local Access Points developed and staffed to improve local access to services	Local Access Points implemented		100 %	31/03/2009	Local Access Points live

Action Status

	Completed
	Assigned; In Progress
	Unassigned; Check Progress; Not Started
	Overdue
	Cancelled

Other Achievements in 2008/09 not included in 07/08 Business Plan
Restructure of Partnerships & Communications Division
Restructure of Design & Print
HLOWLA Waste Management project
Development of workforce monitoring & vacancy management systems with Financial Services

OCCUPATIONAL HEALTH, SAFETY & WELFARE REVIEW 2008/9

Accident / occupational ill health statistics

Employees

During the period April 1st 2008 to March 31st 2009, there were 18 accident book entries involving employees, the number of entries for the previous twelve months was 23.

The breakdown of the type of accident / injury sustained was as follows (the figures for 2007/8 are in brackets):

Accidents causing bruising	7 – (4)
Accidents causing minor cuts	1 – (8)
Trips / slips	8 – (5)
Manual handling (musculoskeletal injury)	1 – (4)

Reportable Accidents

There were no accidents that were notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Accidents are reportable if the employee was absent from work for more than 3 days, excluding the day on which the accident occurred, or the employee suffers a major injury such as a fracture. There were no reportable accidents during the previous 12 month period.

Non Employees (figures for 2007/8 in brackets)

There were 33 (37) entries for the period in question. Of these, 1 was in the Guildhall and 7 were visitors to the City Museums. The remainder were all at the Meadowside Centre and the breakdown is as follows:

Meadowside Centre – 25 (31)

Sport related injuries 21 (28)
Skateboard park injuries 4 (1)

River Park Leisure Centre

The centre is operated by DC Leisure and accident statistics are forwarded to the Sport & Physical Activity Officer in the Cultural Services Division. A breakdown of the figures for 2008/9 can be provided if required.

Miscellaneous

In addition to the above, there were three incidents when a first aid trained Council employee attended to a member of the public where the accident occurred on a public footpath in the vicinity of the Council offices and three incidents when a person fainted or collapsed on Council premises.

Accident trends

The total number of recorded accidents involving members of staff is on a par with previous years and all were minor in nature, none being classed as reportable to the enforcing authority (Health and Safety Executive). There are no discernable trends were specific action is likely to have a significant impact on the accident rate.

In line with Health and Safety Executive statistics, slips and trips were the commonest cause of accidents involving members of the public (excluding sport related injury) and staff but none of the incidents recorded on council owned premises could be attributed to defective surfaces, poor cleaning regimes or trip hazards such as trailing cables.

Overall there was a slight decrease in the number of recorded incidents involving members of the public, approximately two thirds being sport or exercise related at the Meadowside Centre.

Reported Incidents (Verbal abuse / threats)

There were 9 recorded incidents where an employee was threatened or subjected to verbal abuse and the perpetrator's home address could be identified and he / she resided in the district. In addition there were 6 recorded incidents involving parking attendants. The corresponding figures for 2007/8 were 6 and 5 respectively. In addition to the incidents involving employees, there were 2 reports from contractors working on behalf of the Council (Contract & Property Services) which compares with 8 the previous year.

Occupational ill health

- There were 35 referrals to the Council's occupational health consultant, this compares with 25 for 2007/8.
- There were 50 incidents of sickness absence due to stress, resulting in 694 working days lost which equates to 18.6% of all sickness absence. The corresponding figures for the previous year were 47 cases and 705 days absence (17.5% of all sickness absence).

- Other than stress related absence, it is not currently possible to record sickness absence due to other forms of occupational ill health on the Selima Human Resources and Payroll System; this is to be reviewed.
- 3 members of staff contacted the counselling service during 2008/9; the corresponding figure for the previous year was 7.

Conclusion

Winchester City Council continues to maintain a low accident rate as would be expected for a primarily office based organisation. As with many organisations, particularly in the service sector, occupational ill health accounts for most work related sickness absence with stress related illness being the major cause.

There has been a slight increase in the number of recorded incidents of verbal abuse / threats against members of staff working in Customer Services.

Safety related training

During the period April 1st 2008 and March 31st 2009 the following safety training courses / briefings were organised with approximate attendance:

- Manual handling – 2 half day courses (16 attendees).
- Fire safety training – 1 half day course, including practical exercise (11 attendees).
- Risk assessment – 1 one day courses for divisional / directorate risk assessors (11 attendees).
- Coping at the sharp end (managing aggression) – 1 one day course for frontline staff (15 attendees).

In addition to the above, the following team / group specific health and safety briefings / training were undertaken:

- Health and safety training (various topics) - Managers and care assistants employed in extra care sheltered housing schemes in accordance with the accreditation requirements of the Commission for Social Care Inspection.
- Health and safety briefings for Scheme Managers – Supported Housing Services.
- DVD based refresher training for qualified first aiders to supplement the statutory three yearly refresher training.
- DVD based refresher training for corporate Fire Marshals.

E learning

During 2008/9 an E induction programme has been developed and this incorporates an introduction to health and safety. In addition, four interactive health and safety modules have been developed to supplement the induction programme, these cover the key topics of slips, trips and falls, fire safety, manual handling and violence and aggression in the workplace. The DSEasy online workstation assessment programme incorporates a training and test module.

Review of Action Plan 2008/9

Staff / Trade Union Consultation

A Corporate Health and Safety Management Group has been established, chaired by the Head of Organisational Development, which reports to the Corporate Management Team. Membership includes Unison health and safety representatives, the Risk Management and Insurance Advisor, the Health and Safety Advisor, a Divisional Head and other officers are co-opted as required; the minutes are posted on the Intranet.

An internal safety committee comprised of divisional health and safety co-ordinators and chaired by the Health and Safety Advisor has been established. The committee reports to the Corporate Management Group and the primary role is to monitor health and safety management at divisional level.

Contract Management

The review of corporate buildings on a site by site basis to identify site managers, key contracts, client officers, service providers and existing contract monitoring arrangements was started but not progressed, primarily due to staff changes and overriding priorities. This topic was identified as a priority by the Corporate Management Group and spreadsheets and covering guidance is to be resent to site managers, the information being collated by the Building Services Manager and the Facilities Manager.

Lead Officer – Building Services Manager / Facilities Manager

Supported Housing Safety Assessment

A health and safety audit of all the sheltered housing schemes including hostel accommodation, extra care homes and the mobile warden service, in accordance with the Hampshire County Council review of the supported housing service, has been completed and the service review report for submission to the Housing Services Manager is currently being drafted.

Roles and Responsibilities

Specific reference to health and safety management responsibilities has been added to the job descriptions of senior managers.

Health & safety core training requirements / competencies

The aim was to ensure that employees undertake the health and safety training that their particular work activity requires using the Selima Human Resources and Payroll System. This is in order to meet legal requirements under the Health and Safety at Work etc Act and associated claims liability.

This initiative was not progressed as the priorities for the then newly appointed Learning and Development Advisor were Investors in People Accreditation, rolling out the online appraisal programme and developing the E induction programme. As a consequence, this has been deferred to the current year.

Lead Officer – Learning & Development Advisor

Stress Management

The reduction in sickness absence due to stress related illness through proactive management is seen as a priority occupational health issue by the Health and Safety Executive (HSE) and as such has also been identified by the Corporate Health and Safety Management Group as a priority topic.

The previous staff stress survey was in 2006 but due to resource issues it was not possible to undertake the survey during 2008/9 however, the question set has been revised to be compatible with the revised Health and Safety Executive's stress assessment and evaluation tool and the questionnaire should be issued to all Council employees during the next few weeks.

Lead Officer – Principal Personnel Advisor

Road Transport

The current guidance has been revised with additional sections on the use of satellite navigation systems and for employees who use their own vehicles on Council business. Document checks (driving licence / business insurance / MOT) are now checked on appointment and as part of the Selima appraisal process.

Asbestos Management

The current arrangements for managing asbestos containing materials (ACMs) in non domestic premises have been reviewed (Control of Asbestos Regulations 2006 – regulation 4). This included the provision of site registers, the retention of a specialist consultancy to survey corporate sites and the annual in house inspection of communal areas in blocks of flats. Low risk garages are to be re-inspected this year and asbestos awareness training is to be reviewed following the recent change in principal contractors.

Legionella

The management of water systems susceptible to legionella is a significant issue particularly with regards public health. The site specific risk assessments of Council managed premises have been completed by a specialist contractor. Where required, water treatment and testing regimes are now in place and remedial work which was identified has been prioritised and is being rolled out.

HEALTH & SAFETY ACTION PLAN 2009/10

Annual Action Plan

The Health & Safety Action Plan highlights the principal occupational health safety and welfare issues that will need to be addressed. The programme is not exhaustive and will be amended if other specific topics arise during the period in question i.e. in response to a change in health and safety legislation.

Some health and safety issues by their very nature are cyclic, particularly in areas such as health and safety training for staff in 'at risk work activities' and the review and updating of corporate health and safety policies, procedures and guidance notes. Similarly, carrying out a fire risk assessment of all premises to which the public has access and / or Council employees work, as well as risk assessing work activities in general, need to be periodically reviewed to ensure they are still valid.

Training

As in previous years, health and safety training has been targeted at the principal risk areas such as manual handling and dealing with potentially aggressive customers and as such these courses are run on at least an annual basis to pick up newly appointed staff and to provide refresher training as required.

New members of staff will go through the new E Induction programme which will include modules on fire safety, violence and aggression in the workplace, manual handling and slips, trips and falls. These modules can also be used for refresher training but are not a substitute for conventional training which will be provided where there are specific work related risks.

This cycle of safety training will continue with additional courses organised on an ad hoc basis in response to any changes in health and safety legislation that would impact on the Council's work activities.

Specific Occupational Health, Safety and Welfare Issues:

Ongoing issues

As highlighted in the review, a number of initiatives were deferred or could not be completed during 2008/9 and these will form part of the action plan for the current year. Topics include the stress at work survey, site based contract management and the identification of core health and safety training requirements.

Occupational Health, Safety and Welfare Information

Corporate health and safety policies, procedures and guidance notes on the Intranet health & safety page are regularly reviewed and updated as required.

Inter- Authority Auditing

The topic of the next Inter – Authority Audit will be the selection and monitoring of contractors, primarily service contracts as this was identified as a countywide safety management issue and has also been identified as a priority by the Corporate Health and Safety Management Group. The health and safety co-ordinators have been asked to identify the major service contracts within their division, who the client officer is for each of the contracts and what monitoring arrangements and associated record keeping is in place.

The question set which will be used by the external auditors will be issued to the appropriate divisions to gauge the current level of compliance with recognised best practice. The date for the audit has not been set but is likely to be towards the end of the current financial year.

Lead Officer – Health and Safety Advisor

Fire Risk Assessments

This topic was identified as one of the three health and safety priorities by the Corporate Health and Safety Management Group. Fire risk assessments have been completed and / or reviewed for all the larger high risk sites such as the Guildhall, office accommodation, leisure centres and museums and assessments for the low risk sites such as public conveniences and communal areas in flats are underway.

To supplement the assessments for the Guildhall and Abbey House, the site managers are considering drawing up salvage recovery plans and the provision of protective materials for the removal and temporary storage of valuable and / or historic artefacts in the event of a live fire situation at either location.

Lead Officer – Various site managers

Supported Housing Safety Assessment

The review of the sheltered housing schemes, temporary accommodation sites and the mobile warden service is undertaken annually as required under the Hampshire County Council supported housing programme.

Lead Officer – Health and Safety Advisor / Housing Services Manager

The Provision of Fire Fighting Equipment

A review of the provision of fire fighting equipment in the communal areas of housing schemes and flats following the withdrawal of on site managers and the issuing of guidance from the Hampshire Fire and Rescue Service's Community Safety Department on fire extinguisher safety was in the 2008/9 action plan. This is being carried out as part of the fire risk assessment surveys of low risk premises which is underway but not completed due to resource issues. However, some inconsistencies on the provision of fire extinguishers have been identified as well as sites where extinguishers could be removed.

Lead Officer – Building Services Manager

First Aid

A new Health and Safety Executive endorsed emergency first aid training at work certificate is to be introduced later this year. A number of areas have been identified where first aid training for staff is required but not to the current fully qualified first aider standard, examples being car parking enforcement teams, sheltered housing and at low risk satellite sites such as Hyde Lodge where there are a limited number of employees.

The training requirement for employees whose work activity or location fall within this category will be collated and first aid training courses arranged.

Lead Officer – Health and Safety Advisor / Various Team Leaders

Training and Development Review 2008/09

Corporate Training Activities 2008/09

The corporate training budget for 2008/09 was £286,162. This was composed of £15,000 allocated to management development, £5,000 for IT training, £67,990 funding corporate priorities and £9,000 allocated to core training activities. Individual divisions were allocated £189,172 for specific development needs covering qualification and continuous professional development needs.

From April 2008 until March 2009, the training section within the Human Resources Division has organised 58 training sessions, of which six were health and safety courses and the remainder included the direct delivery of management development and competency based development, both through a programme of events and training specifically designed to meet individual divisional needs.

Corporate Training priorities were also delivered covering topics including training on planning policy and climate change, sustainability and equalities issues. The training development provision also included opportunities for staff to achieve National Vocational Qualifications and supporting developmental activities.

A main achievement during the year 2008/09 was the Council's reassessment for the Investors in the People award. The Council was selected to take part in a pilot of the new standards, which have been developed to make the award more stretching and more relevant to the organisation's requirements. The assessment resulted in successful reaccreditation in October 2008. The assessor noted evidence of continuous improvement in training and development, commensurate with the maintenance of the Council's Investors in People status. Some significant areas of strength within the Council including staff annual appraisals, internal communications, our approach to equal opportunities, and the range and quality of the training and development opportunities available to staff

In addition to the provision of the general corporate training programme, during 2008/09 the Human Resources Division delivered the following corporate development activities:

- a) Review of the induction sessions for new staff to provide a more engaging and effective introduction to the authority. This improvement has been well received.
- b) Introduction of an e-induction course accessed from the desktop, giving new starters important information and a structured welcome to their new role. This also allows more effective monitoring of the provision of information we are legally required to provide to new staff.

- c) Review of risk management training provision and launch of new training module.
- d) Implementation of the on-line appraisal system, to support the annual staff appraisal scheme. This provides staff with easy access to their appraisal records and improved management reporting.
- e) Extensive appraisal training to support the on-line system and to ensure managers have appropriate skills to maximise the effectiveness of appraisal meetings with their staff.
- f) Customer service leadership workshops and cascade of customer service training to provide improved service to our customers and support the Council's achievement of the Customer Service Excellence Standard.
- g) Training to support the implementation of the revised equal opportunities action plan and further training for staff to raise awareness of diversity issues and to ensure equality in the provision of quality customer service.
- h) Facilitation skills training for key staff who are involved with stakeholder dialogue to aid partnership working.
- i) Provision of health and safety training, including manual handling, risk assessment and dealing with violence to staff.
- j) Pilot study carried out of two accredited programmes leading to improved IT skills and achievement of a standardised level of IT proficiency.
- k) Launch of new e-learning portal, offering staff access to dynamic learning opportunities.
- l) Provision of protective markings training to support requirements of Government Connect.
- m) Roll-out of on-line training administration modules of HR system to enable more efficient training administration, with improved monitoring.

Divisional Training Activities 2008/09

The Divisional budgets in 2008/09 were controlled and monitored by each Head of Division. In some cases, Heads of Division or Directors increased their divisional training allocation by virement of savings in other budgets, where they consider this to be a priority.

Table 1 shows the budget allocation for training and development for 2008/09 and the actual expenditure for the same period.

Table 1 – Training Expenditure by Division 2008-09

Division	Budget	Actual	Variance
Access and Infrastructure	11230	10979	(251)
Building Control	3620	590	(3030)
Corporate Management	2910	1446	(1464)
Cultural Services	12340	13686	1346
Customer Services	7080	6748	(332)
Democratic Services	2420	5306	2886
Environment	21420	27021	5601
Estates	4012	2306	(1706)
Financial Services	5590	4818	(772)
Human Resources	2520	2174	(346)
IM & T	3250	3183	(67)
Landlord Services	59010	52770	(6240)
Legal Services	6040	8380	2340
Partnerships and Communications	4730	1133	(3597)
Planning	13150	12919	(231)
Revenues	14820	3010	(11810)
Strategic Housing	12740	15032	2292
Strategic Planning	2290	3838	1548
Corporate Training	96990	107412	10422
Total	286162	282751	(3411)