

PERSONNEL COMMITTEE

7 June 2010

ORGANISATIONAL DEVELOPMENT – OUTTURN REPORT 2009/10

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER169 - Human Resources Directorate Performance Monitoring Q3 09/10 – 22 Feb 2009

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 2009 to 31 March 2010.

RECOMMENDATIONS:

1. That the outturn figures 2009/10 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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7 June 2010

HUMAN RESOURCES - OUTTURN 2009/10

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report covers the Business Plan outturn information for 2009 – 2010 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.
- 1.5 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.

2. Performance Indicators

2.1 Establishment Scorecard

- 2.1.1 There has been a vacancy freeze implemented through the year. With the average number of FTE in post dropping in quarters 2, 3, and 4. The Vacancy Rate has stayed the same over the last half of the year with vacancies recruited to mainly internally with the headcount figure dropping

from 518.32 (2008) to 503.11 (2009). Turnover at the end of the year sits at 15.5% which is a significant increase showing the internal recruitment and Flexible Resource Management in action. As part of the budget savings process work continues through vacancy management to consider each vacancy as it arises with the view to Council priorities and where savings can be achieved. The use of Flexible Resource Management remains a priority and will be developed further to enable the Council to flexibly use the staff resources to meet priority needs across the organisation. The full establishment report for the Council will be presented to the next Personnel Committee.

2.2 Absence Scorecard

2.2.1 The sickness absence figures at outturn stand at 9.9 per person which shows an increase over the past three year period. 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.

2.2.2 A Member and Officer working group will convene shortly to assist in the development of sickness management processes to improve the levels of absence and will report back to a future committee.

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 and the overall numbers of staff employed will impact on the end of year figures.

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 were combined and 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 were identified for 2009/10. A further saving during the year on training spend resulted in a total of £68,500 savings. 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 this will be developed further in the coming year.

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. Occupational, Health and Safety and Welfare Review

3.1 Appendix 2 shows the review for 2009/2010 for this service.

4. Training and Development Review

4.1 Appendix 3 shows the review for 2009/2010 for this service.

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

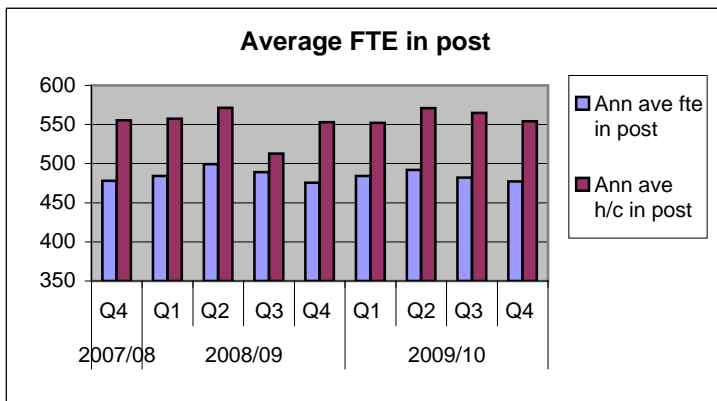
This report is for information purposes so the Council's Risk Management approach does not need to be included.

BACKGROUND DOCUMENTS:

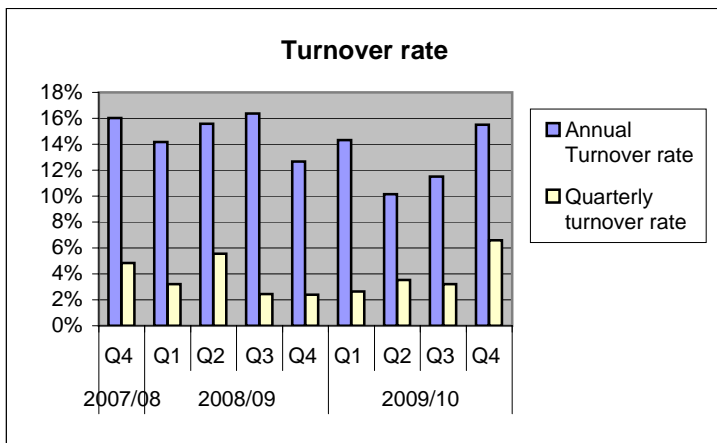
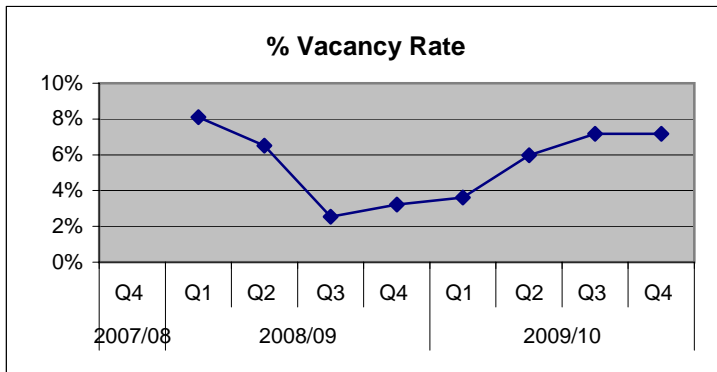
Held in the Organisational Development Division

APPENDICES:

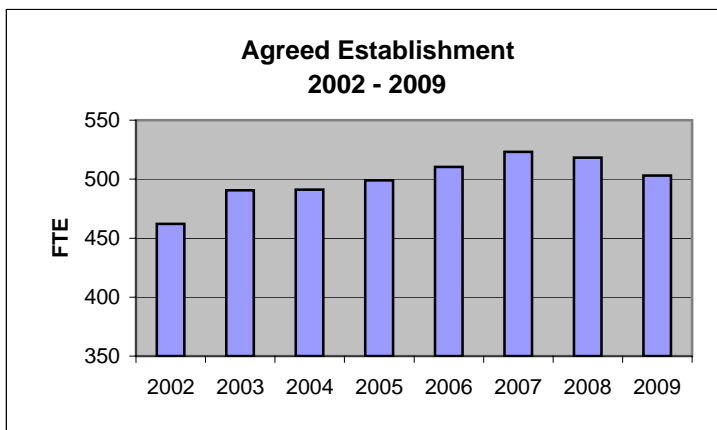
Appendix 1a-f	Human Resources Performance Indicators
Appendix 2	Health and Safety Outturn
Appendix 3	Training and Development Outturn
Appendix 4.	Organisational Development Business Plan 2009 - 2014



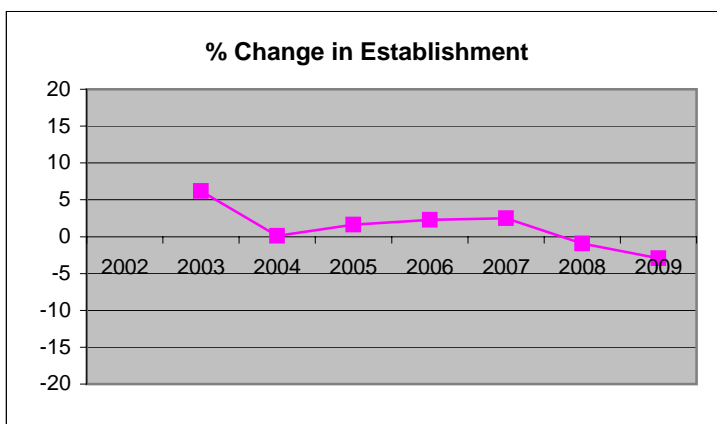
The annual average number of fte in post has decreased over the last quarter, as has the headcount in post. The vacancy rate has increased over the quarter. The continuing focus on budgets and the need to make savings has resulted in posts being held vacant for a period of time as part of a vacancy management process. Whilst a number of vacancies have been released for recruitment, the majority are being recruited to internally and therefore the vacancy rate has not decreased.



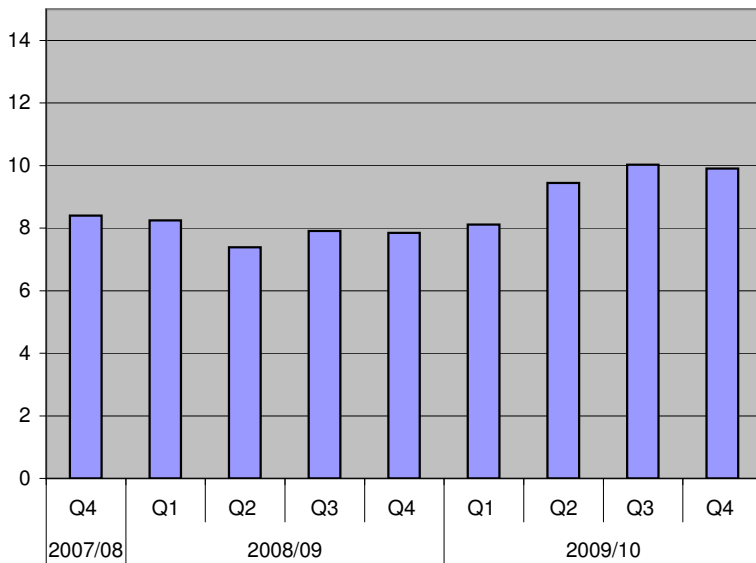
Quarterly turnover figures have increased this quarter. The annual turnover figures show an increase although, as annual figures are based on the average headcount over 12 months, they will reflect the fluctuations in headcount over that period.



This indicator is currently reported annually. Following steady growth over the 6 years until 2008, divisional restructures, a period of vacancy management and the requirement for managed savings, has seen a reduction in the Council's agreed establishment over the last 2 years. This trend will continue in the coming year as the vacancy management process has resulted in a number of posts being disestablished in order to achieve budget savings. This figure does not take into account temporary staff who are employed in non established posts or those posts that are fully funded externally.

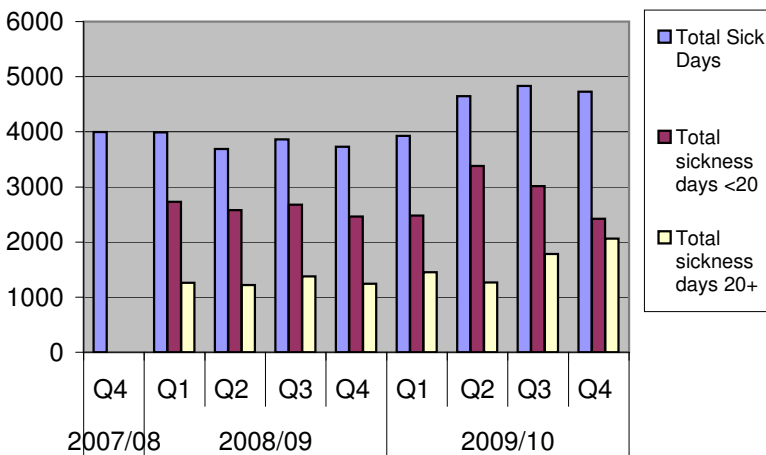


Ave no. sick days/person



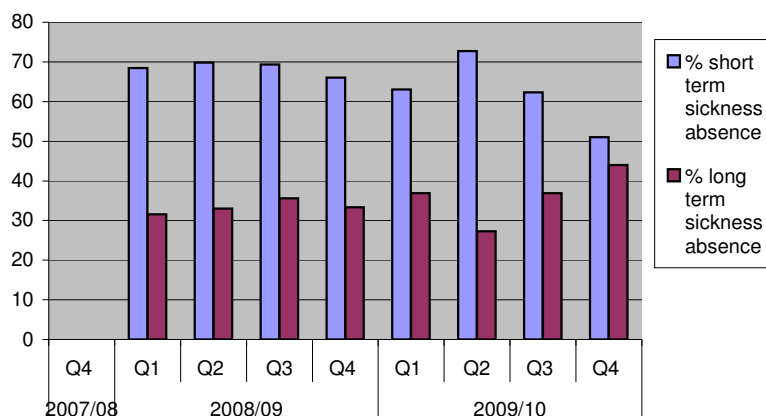
The average number of days sick per person has shown a continuing increase and has now reached the highest level for the last 3 years. The reason behind the increase appears to be an increase in the level of long term sickness absence, mostly stress related absence. It is not unanticipated that the sickness absence figures would continue to increase this quarter as the recession and the uncertainty that brings continues to put strain on peoples personal resources. This is likely to continue until the financial climate improves and the organisational changes that are being made within the Council to make the most effective and efficient use of resources may compound this. Management is working to ensure that the process of change is well managed to minimise the negative impact on staff. A number of the long term cases are no longer sickness absence cases, either because of a managed return or through dismissal. Taking these into account would reduce the sickness absence levels to 9.4 days per person.

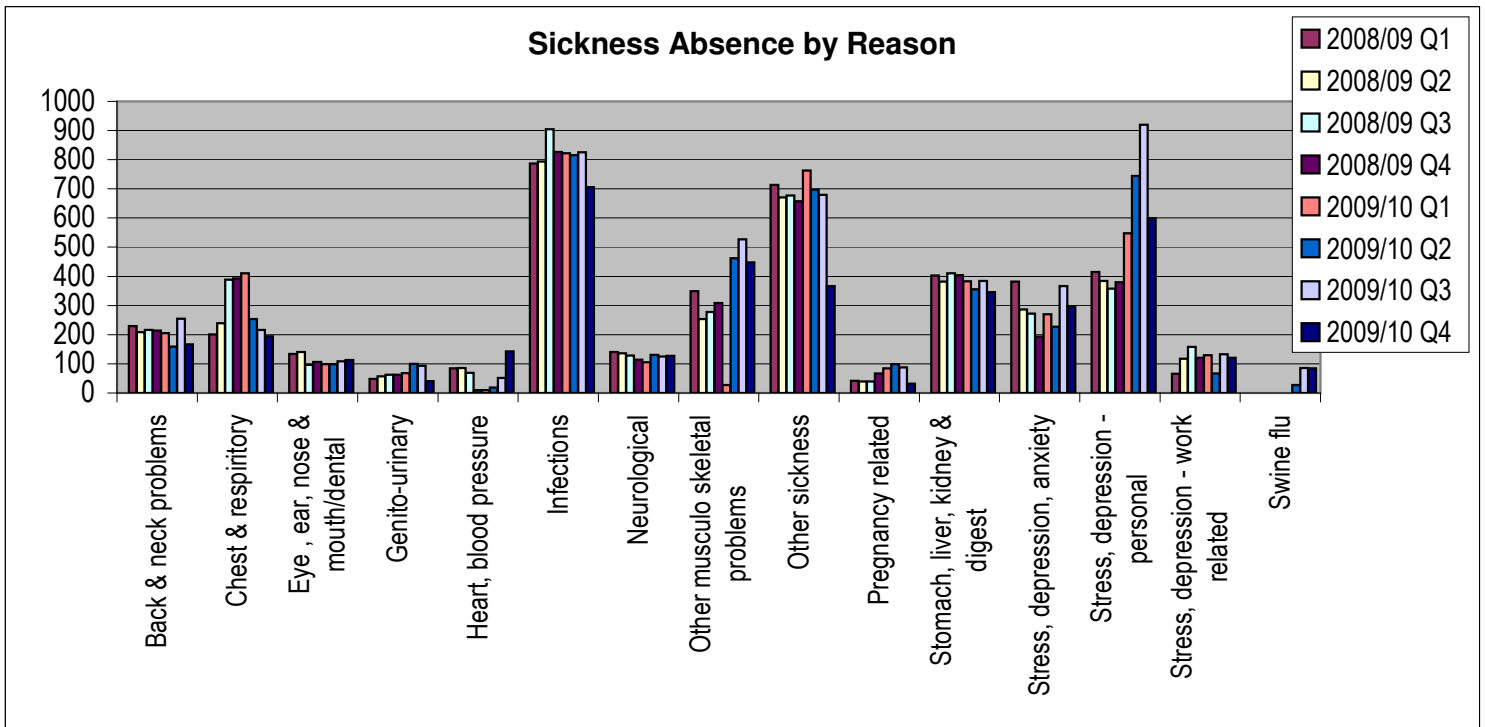
Number of Days sickness absence



The percentage of the total absence figure attributable to short term sickness absence has increased this quarter, which is expected over a winter quarter. The increase in absence levels may also have been affected by the severe weather over the Christmas period when nationally short term sickness absence levels increased, however, this is difficult to say for sure. We may therefore see a continuation of these levels of short term sickness absence in the final quarter as a result of the continued severe weather in January. Long term absence has shown an increase this quarter. 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. Of a total of 29 cases of long term sickness absence which are reported for the 12 month period to the end December 2010, only 7 cases remain currently open. The remaining cases have been either effectively managed back to work or in a minority of cases, dismissed on health grounds.

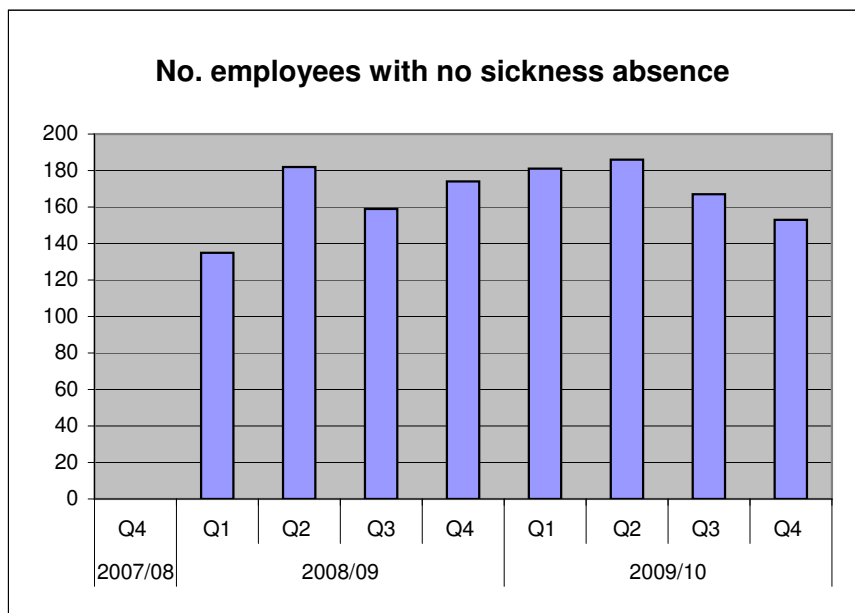
% short & long term absence





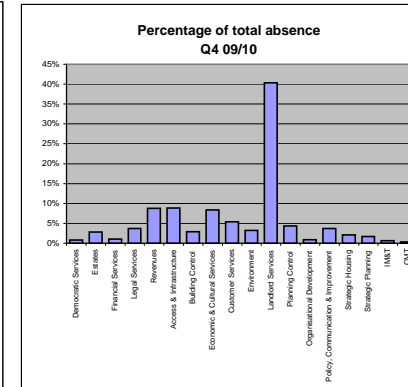
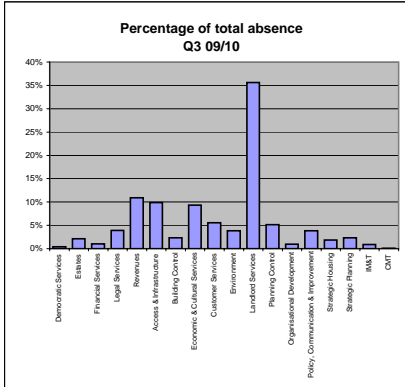
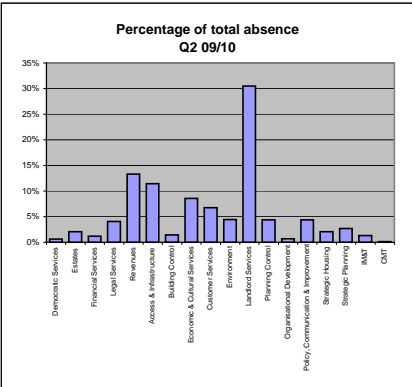
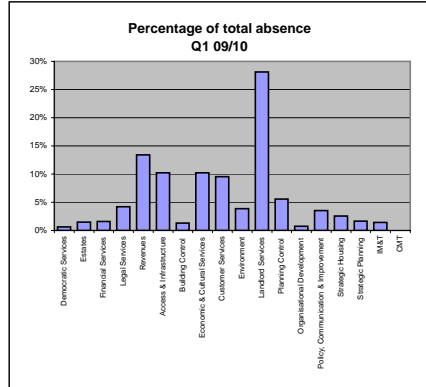
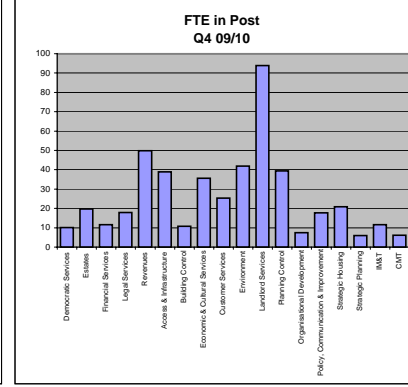
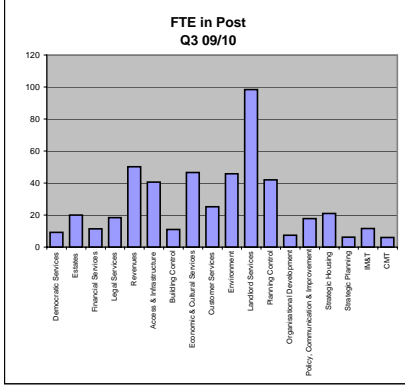
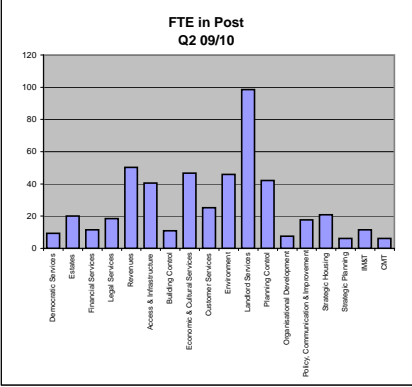
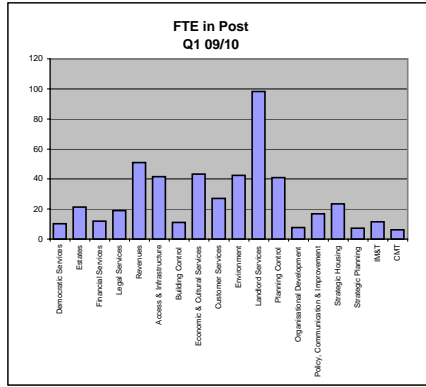
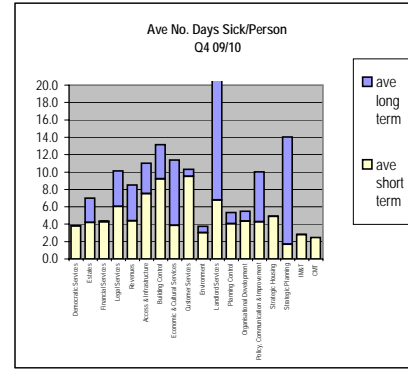
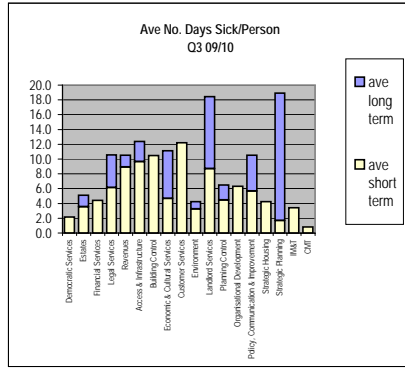
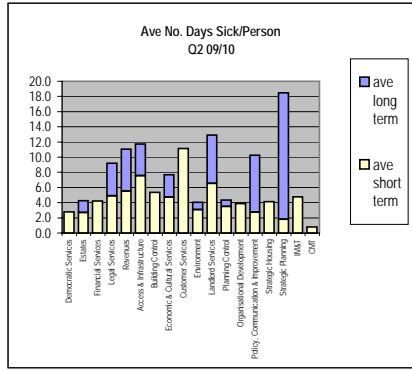
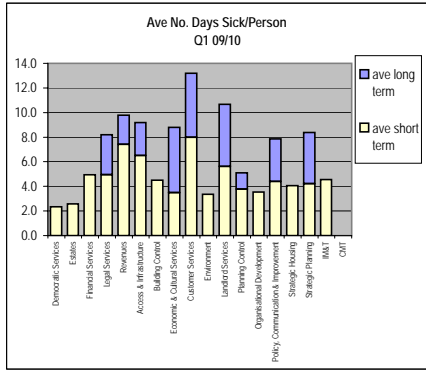
Stress related absence continues to be the highest cause of absence this quarter, with increases over all 3 categories personal, work related and general stress although work related stress remains the lowest of all three categories. A number of the cases of stress related absence are concentrated in one area and relate to the employee reaction to change at work. Action plans are being drawn up to address this with the departments affected. 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. A number of cases have been resolved under the management of absence procedure and the employee has returned to work. In a small number of cases, and where remedial action has been unsuccessful, the employee has been dismissed on the grounds of ill health. The current resource constraints facing the Council may mean that staff are being asked to do more in the time available to them and this must be monitored to ensure that staff are not overstretched causing work to

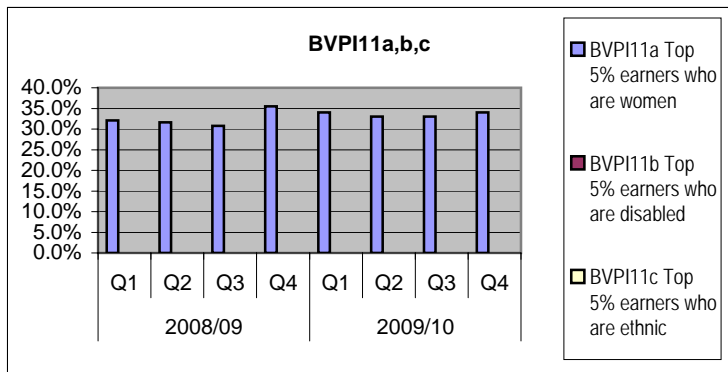
detrimental effect on their health. Stress is one of the key areas of focus for the Corporate Health and Safety Committee and is targeted as part of the absence management process. The results of the recent stress audit have been collated for discussion at CMT and SMG.



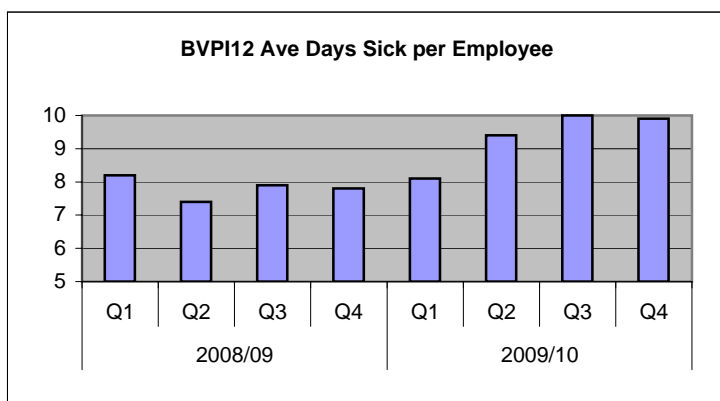
As expected over a winter quarter there has been a decrease in the number of staff who have had no sickness absence in the last 12 months. This is likely to continue to be the case in the final quarter.

DIVISIONAL ABSENCE SCORECARD

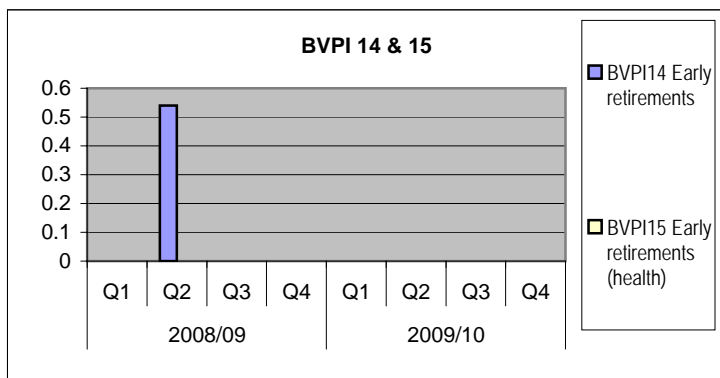




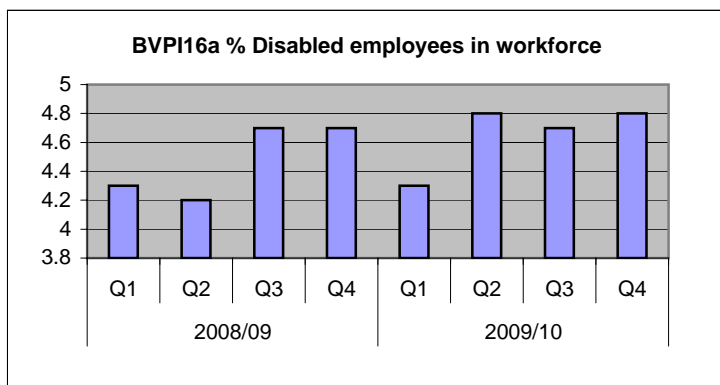
The number of ethnic minority and disabled staff employed at this level remains unchanged. The number of female staff employed remains consistently high and is in the top quartile for district councils. Recruitment practices continue to be monitored to ensure equality however as turnover amongst this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



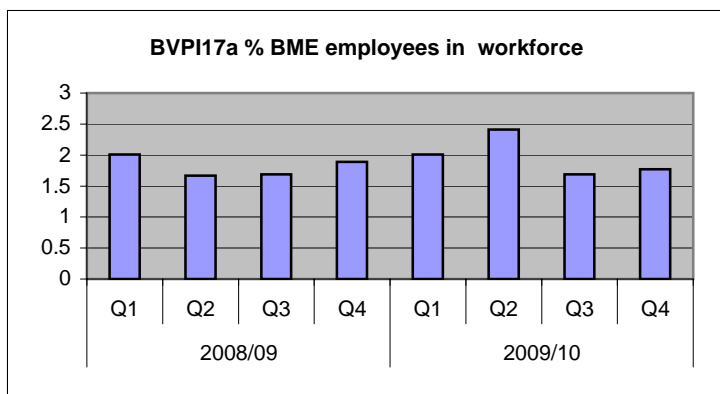
The average number of days sick per person has shown a slight decrease this quarter. The most significant rise has been seen in stress related absence, which is long term. This appears to be concentrated in one area and action plans are being set up to understand the causes of this increase and to deal with the absence.



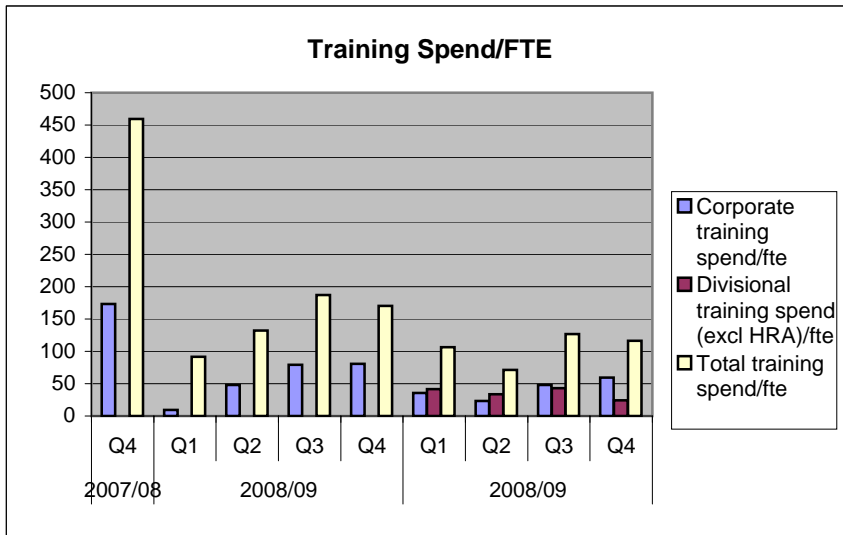
There have been no early retirements over the last 4 quarters either as a result of ill health or redundancy. With ongoing organisational change anticipated, there is a possibility that there may be early retirements in the coming year.



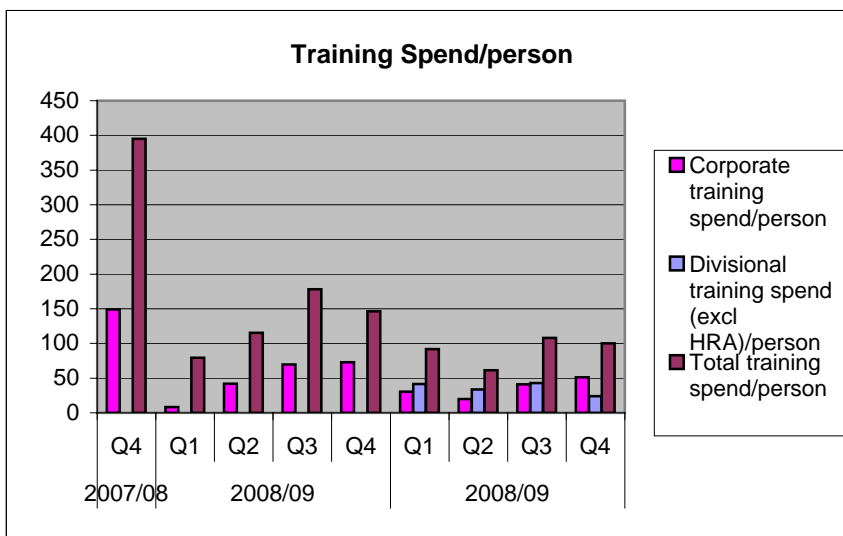
The percentage of disabled staff employed remains stable this quarter. The significant drop between quarter 1 and 2 in 07/08 relates to a change in the way in which the indicator was calculated rather than an actual increase in number. Work continues to ensure that disability status is accurately recorded 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.



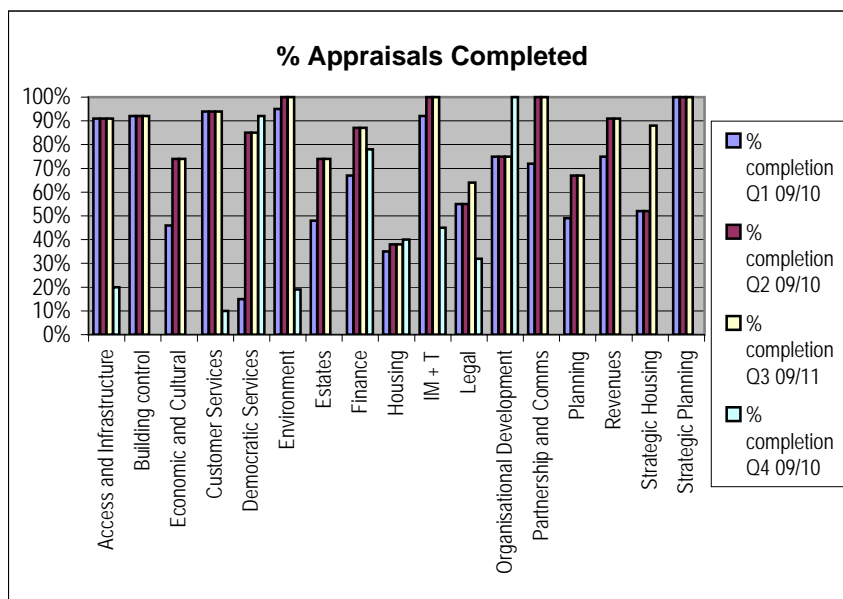
There has been a slight decrease in the percentage of staff from ethnic minority groups. Work continues to promote equalities in employment and in service provision.



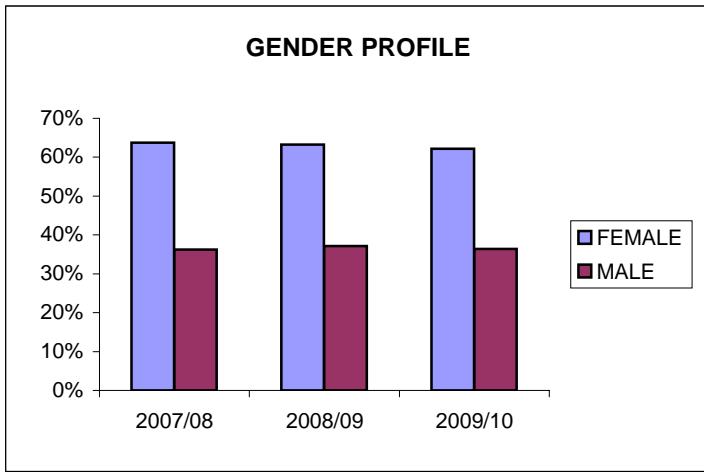
The corporate training budget is managed by the Learning and Development Advisor and is used to carry out corporate training needs as identified both in the Corporate Training Plan and in annual appraisals in line with corporate priorities. Each division also has an allocated training budget which is spent on department specific training and CPD. The training spend has been low in quarter 1 as training plans identified through appraisals are 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 within the summer months due to the larger numbers 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 apprai



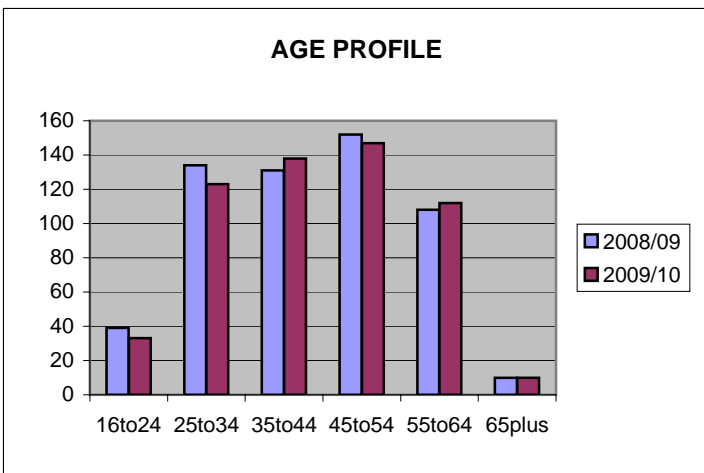
and specific requests for training will be considered against departmental and corporate priorities.



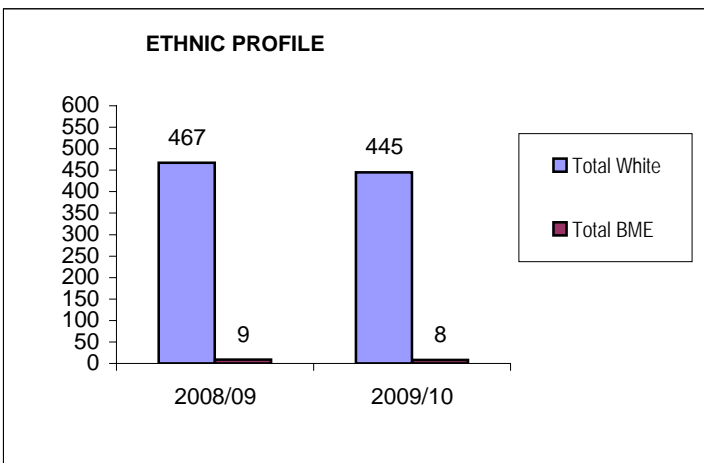
Appraisal completion shows a consistent increase over the first 3 quarters of the year. The process starts again in Q4 when appraisals for the next financial year are completed i in line with business planning. Hence the completion levels fall in Q4. Completion levels for the Housing division remain lower as some staff do not have access to the on-line appraisal system and retain paper records.



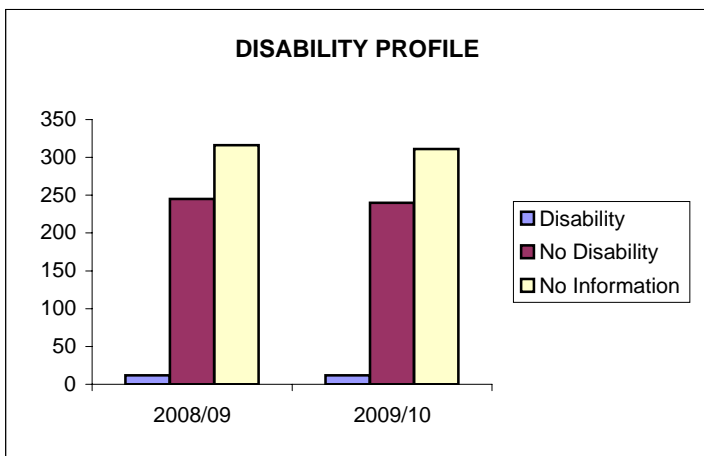
The Council's gender profile has remained consistent year on year with 2/3 of the staff female. However, looked at in conjunction with the indicator for the top 5% of earners, where only 1/3 are female, the majority of female staff are employed in lower graded posts. The Council's approach to flexible working supports the female workforce, traditionally seen as undertaking the main childcare role, in allowing a good work life balance for those with families and dependants. 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 may 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 pension values decrease and people need to extend their working life.



The Council's ethnic profile remains lower with 1.89% of the workforce (9 staff) from BME groups. This is a 1 point 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. An annual request is made for staff to update their personal details held on Selima and in the past this has impacted on the overall disability figures by increasing the amount of information known.

Appendix 2**OCCUPATIONAL HEALTH, SAFETY & WELFARE REVIEW 2009/10****Accident / occupational ill health statistics****Employees**

During the period April 1st 2009 to March 31st 2010, there were 18 accident book entries involving employees, the number of entries for the previous twelve months was also 18.

The breakdown of the type of accident / injury sustained was as follows (the figures for 2008/9 are in brackets):

Accidents causing bruising	2 – (7)
Accidents causing minor cuts	4 – (1)
Trips / slips	7 – (8)
Manual handling (musculoskeletal injury)	2 – (1)
Bitten by a dog	3 – (1)

Reportable Accidents

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

Non Employees (figures for 2008/9 in brackets)

There were 22 (33) entries for the period in question. Of these 3 involved contractors working on Council premises, 1 was attending a function in the Guildhall and 2 were visitors to the City Museums. The remaining 16 were all at the Meadowside Centre of which 13 were sport related.

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 2009/10 can be provided if required.

Dangerous Occurrence

There was one incident that was classed as a dangerous occurrence and reported to the HSE. This was the collapse of the suspended heating system in the sports hall at the Meadowside Centre which ruptured the gas supply pipe.

Miscellaneous

In addition to the above, there were 3 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 3 incidents where a person fainted or collapsed on Council premises.

Accident trends

The total number of recorded accidents involving members of staff is similar to previous years and all were minor in nature, bar one which was 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 significant decrease in the number of recorded incidents involving members of the public, and this was primarily due to a reduction in the number of sport or exercise related incidents 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 5 recorded incidents involving parking attendants. The corresponding figures for 2008/9 were 9 and 6 respectively.

In addition to the incidents involving employees, there was 1 report from contractors working on behalf of the Council (Contract & Property Services) which compares with 2 the previous year. The police provided details of 2 local residents who should not be visited alone.

Occupational ill health

- There were 37 referrals to the Council's occupational health consultant, this compares with 35 for 2008/9.
- There were 16 incidents of sickness absence due to work related stress and a further 28 incidents recorded as anxiety which may have

had an occupational health element, this culminated in 519 working days lost (121 / 398) which equates to 10.7% of all sickness absence. The corresponding figures for the previous year were 16 work related incidents and 21 recorded as absence due to anxiety resulting in 477 days absence (153 / 324);11.6% of all sickness absence.

- Other than stress related absence, it has not been possible to record sickness absence due to other forms of occupational ill health on the Selima Human Resources and Payroll System; this was due to be reviewed but has not been progressed.
- 10 members of staff contacted the counselling service during 2009/10; the corresponding figure for the previous year was 3.

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.

As for accidents, the number of recorded incidents of verbal abuse and threats against members of staff were very similar to the previous year.

Safety related training

During the period April 1st 2009 and March 31st 2010 the following safety training courses / briefings were organised with approximate attendance:

- Manual handling – 3 half day courses (28 attendees).
- Fire safety training – 1 half day course, including practical exercise (15 attendees).
- Risk assessment – 1 one day course for divisional risk assessors (14 attendees).
- Coping at the sharp end (managing aggression) – 1 one day course for frontline staff (7 attendees).
- Three defibrillators have been hired and are located in the City Offices, the Meadowside Centre and the Guildhall; 19 first aiders have been trained to use the equipment.

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.
- Health and safety training DVDs on first aid, fire safety and risk assessment are available in house and are used on an ad hoc basis.

E learning

An E induction programme was developed and introduced in 2008/9 which is completed by all new employees and this includes an introduction to health and safety and this is supplemented by four interactive health and safety modules covering the key topics of slips, trips and falls, fire safety, manual handling and violence and aggression in the workplace.

All staff were asked to complete the fire safety module in October 2009, with a follow up reminder, and there were over 85 respondents.

All new employees who regularly use display screen equipment (DSE) complete online training, test and workstation assessment modules. The assessment module can be resent to member of staff who have to relocate thus invalidating the original assessment.

Review of Action Plan 2009/10

Contract Management

Completing the review of corporate buildings on a site by site basis to identify site managers and key health and safety related contracts was delayed due to staff changes and overriding priorities. This exercise has been completed for the principal sites such as the Guildhall, West Wing, City Offices, Abbey House, the Meadowside Centre and the city museums. However, in the intervening period the Council has vacated Abbey Mill, Hyde Resources Centre and the office accommodation at Middlebrook Street.

With regards service contracts, all the principal contracts where ineffective management could have significant health and safety implications have been identified along with the client officer for each of the contracts. The client officers have been issued with the question set to be used by the external auditors; the audit was planned for February 2010 but the countywide programme is currently running approximately three months behind schedule.

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.

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 is underway with core health and safety training requirements identified for supported housing staff.

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).

A staff stress survey has been undertaken using the Health and Safety Executive's stress assessment and evaluation tool and questionnaire and there were over 220 respondents. The analysis of the results and comparison with the previous stress survey has been delayed due to software and resource issues.

Lead Officer – Principal Personnel Advisor

The Provision of Fire Fighting Equipment

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 a number of sites have been identified where, based on the level of risk, the fire extinguishers are superfluous. However, no decision has been made on removal as it is recognised that this could be a contentious issue.

Lead Officer – Building Services Manager

First Aid

A new Health and Safety Executive endorsed emergency first aid training at work certificate was introduced in October 2009. 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.

Due to budget restrictions the first training course was put back to April 1st 2010.

DRAFT HEALTH & SAFETY ACTION PLAN 2010/11

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 2009/10 and these will form part of the action plan for the current year. Topics include the analysis of the stress at work survey, site based contract management and the use of the Selima Human Resources and Payroll System for recording 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 current Inter – Authority Audit is the selection and monitoring of contractors, primarily service contracts as this was identified as a countywide safety management issue. As previously highlighted the City Council was due to be audited in February 2010 but the programme is running approximately three months behind schedule.

Lead Officer – Health and Safety Advisor

Fire Risk Assessments

Fire risk assessments have been completed and / or reviewed for all the larger high risk sites such as the Guildhall, office accommodation, leisure centres, museums and sheltered housing schemes. The assessment of the low risk sites such as public conveniences and communal areas in flats are either completed or ongoing.

As for risk assessments in general, these need to be reviewed at least annually to ensure that they are still valid, particularly in relation to sites which are being redeveloped or subject to significant internal alterations.

The report on the fatal fire in the high rise flats in Camberwell in July 2009 is still awaited and there may well be new guidance for social housing providers which will need to be considered.

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

Asbestos Management

A priority health and safety topic for the HSE as deaths due to exposure to asbestos have yet to peak and as such the arrangements for managing asbestos in both corporate premises and the housing stock will need to be regularly reviewed.

To make information on asbestos containing materials more readily accessible, providing information including site plans on the intranet is being

considered. This could be linked to the corporate asbestos policy and HSE guidance notes including task manuals.

Lead Officer – Head of Estates / Head of Contracts and Property Services
Integrated Impact Assessments

A corporate initiative to incorporate a health safety element with sustainability and equality issues in an integrated impact assessment screening process.

Lead Officer – Dr. Ian Barrett (Consultant)

Contract and Partnership Management

To review and advise on the health and safety elements of service contracts subject to retendering and proposed partnership working during the current financial year, with particular reference to recycling and waste collection services. This industry sector currently has a poor safety record and the HSE has recently issued new guidance for local authorities that have contracted out these services or are entering into waste collection partnerships.

Lead Officer – Various client officers.

Appendix 3

Training and Development Review 2009/10

Corporate Training Activities 2009/10

The corporate training budget for 2009/10 was £217,662. This represents a £68,500 budget saving as compared to the 2008/09 budget of £286,162. This year's budget comprises £15,000 allocated to management development, £53,712 funding corporate priorities and £9,000 allocated to core training activities. Individual divisions were allocated £139,950 for specific training requirements covering qualifications, updates and continuous professional development.

From April 2009 until March 2010, the training section within the Human Resources Division has organised 49 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.

A main achievement this year was that the on-line appraisal scheme was fully implemented. This improved the planning and management of training, enabling the training budget to be allocated on priority rather than on headcount as previously. Priority was given to CPD requirements, followed by training which is essential or legally required. This aided the achievement of the required budget savings identified.

Additionally this year, an improved evaluation system was developed to measure the effectiveness of the training and development solutions delivered to Council employees. This covers both internal provision and external courses and qualifications. The evaluation is carried out four weeks after attending the training to allow attendees time to implement the learning. The improved evaluation system is carried out on-line to allow ease of use and of collating the data given. In addition to collated data, the evaluation can be used to establish value of particular courses and providers. Details are available in learning and development metrics tables appended.

Corporate Training priorities were also delivered covering topics including equalities, business objects training, sustainability and support for managers in implementing flexible working within their teams. The training and development provision also included opportunities for staff to achieve National Vocational Qualifications, Apprenticeships and supporting developmental activities.

In addition to the provision of the general corporate training programme, during 2009/10 the Human Resources Division delivered the following corporate development activities:

- a) The Aspire management development programme, an innovative new development programme is for middle managers who have the potential to become future leaders. The course provided insight into strengths, skills and abilities, enabling attendees to increase their capacity and prepare for future opportunities.
- b) Training for staff to raise awareness of diversity and equality issues and to ensure equality in the provision of quality customer service. These training events were delivered jointly with Eastleigh Borough Council to share best practice between attendees and increase availability of courses.

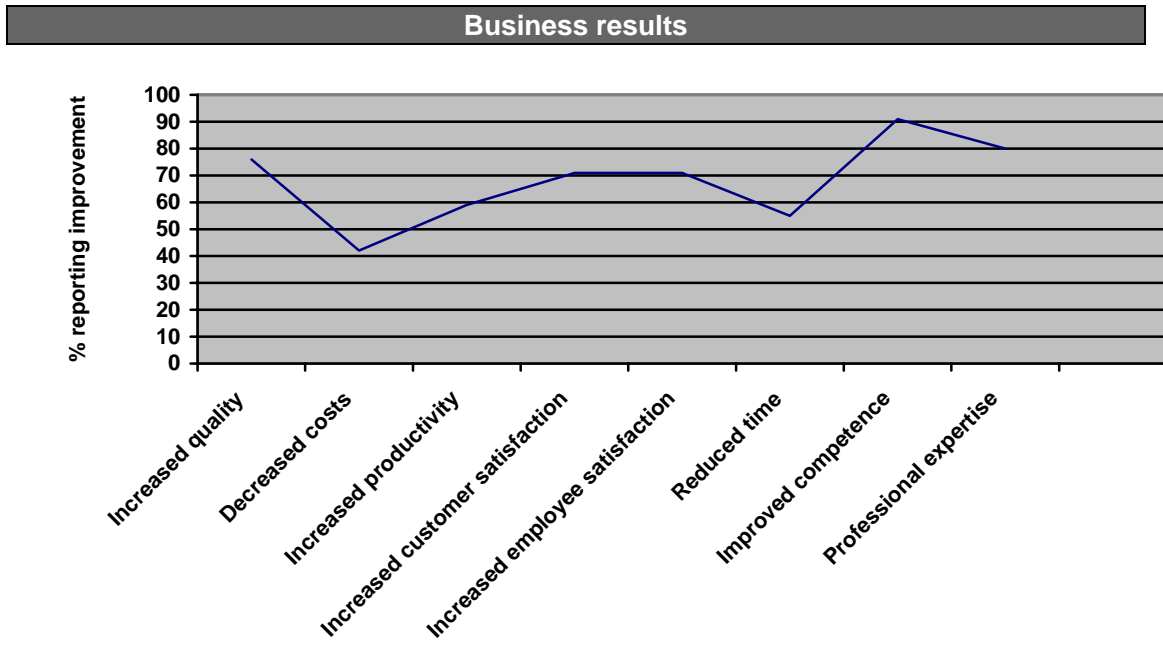
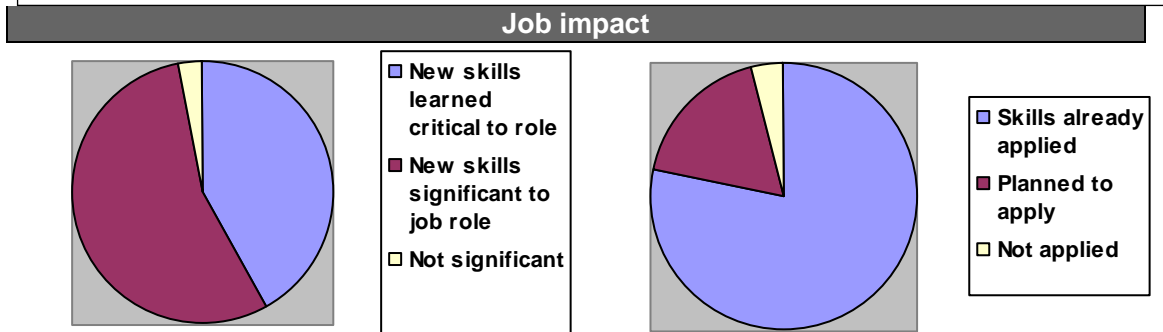
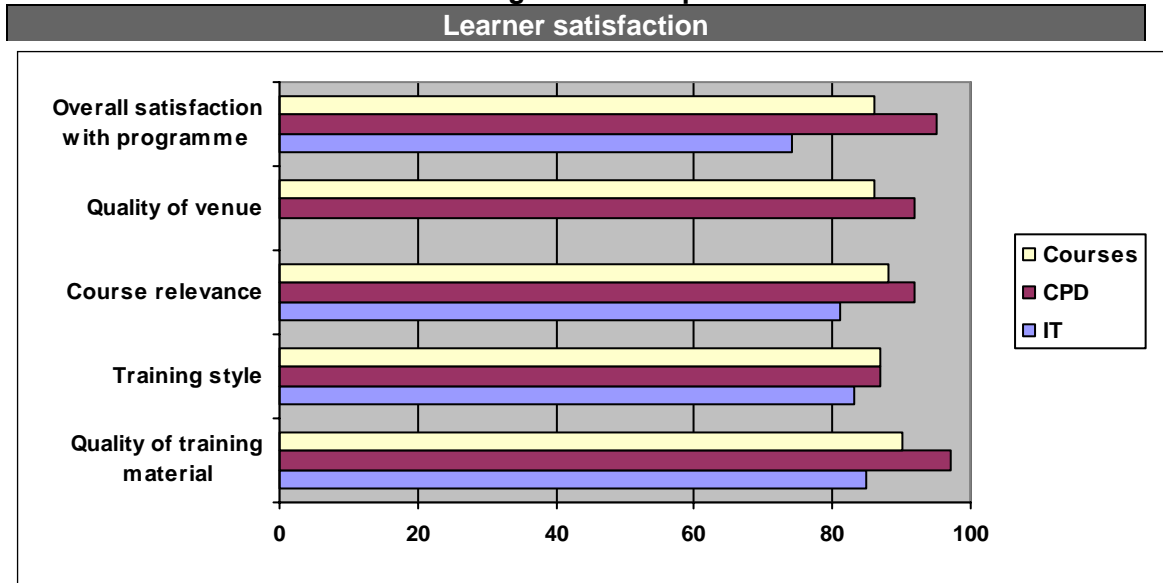
- c) Following the successful pilot of the new government accredited IT skills qualification programme in 2008-09, this has been expanded to two further cohorts, leading to improved IT skills and achievement of a standardised level of IT proficiency.
- d) Full implementation of the on-line induction for new starters. This has been extended and used as refresher training for existing staff on mandatory health and safety training, starting with fire safety training.
- e) Joint provision with HLOWLA training managers' group to provide a number of training initiatives to address needs which are common across the districts, including making partnerships work, managing change and financial management.
- f) Provision of health and safety training, including manual handling, risk assessment and dealing with violence to staff.
- g) Provision of training events to encourage staff to learn new skills they can put into action, e.g. participation in the national Learning at Work day.
- h) Provision of management and leadership development through a series of short courses, accredited programmes including the Certificate in Management and Diploma in Management and the on-going provision of the coaching programme.
- i) Development of the e-learning portal to cover all aspects of learning and development within the Council, and create a 'one-stop shop' for all training provision for staff.
- j) Customer service training to provide improved service to our customers and support the Council's achievement of the Customer Service Excellence Standard.

Divisional Training Activities 2009/10

The Divisional budgets for 2009/10 were allocated to divisions based on training and development requirements identified at appraisal. These were prioritised to ensure key elements were addressed. These were then controlled and monitored by each Head of Division. Some divisions, particularly those with high requirements for CPD and professional training, had difficulty in achieving the required training within the budget allocated.

Table 2 shows the budget allocation for training and development for 2009/10 and the actual expenditure for the same period.

Table 1 - Learning and Development Metrics



Return on Investment

- Positive return on investment in own career development 89%
- Positive return on investment for organisation 93%






Table 2 – Training Expenditure by Division 2009-10


Division	Budget	Actual	Variance
Access and Infrastructure	8688	11904	-3216
Building Control	2765	150	2615
Cultural Services	7898	4797	3101
Customer Services	790	-459	1249
Democratic Services	1580	1704	-124
Environment	15795	10327	5468
Estates	1580	1098	482
Financial Services	3949	4184	-235
Human Resources	4020	2104	1916
IM & T	2765	2425	340
Landlord Services	59010	57186	1824
Legal Services	6923	6016	907
Partnerships and Communications	3988	905	3083
Planning	8293	11721	-3428
Revenues	1580	1080	500
Strategic Housing	7503	13726	-6223
Strategic Planning	2823	18	2805
Corporate Training	77712	81920	-4208
Total	217662	210804	6858




Organisational Development Business Plan 2009-14 Top Ten Objectives








Generated on: 25 May 2010

Action Status	
	Action Completed
	Action in progress within due date
	Check progress – action approaching due date or associated milestone, not yet complete and passed due date; Action not started
	Action overdue – due date passed before action completed.
	Action cancelled

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
OD/OD/03 People Strategy & Workforce Development Plan	A strategy which ensures that employment practices are put in place now to ensure they meet present and future customer requirements and are not restricted by past practices	Review Local Government Workforce Strategy	25 Jun 2009	Yes		33 %	30 Jun 2010	The Workforce Development Plan will be reviewed in light of flexible resources management project identified for 2010/11 and recent proposals for organisational development and HR partnership working.
		Review current workforce development plan	31 Aug 2009	Yes				
		Development of principles of workforce strategy to support flexible workforce	25 Mar 2010	No				
		Consultation with managers of workforce strategy	30 Apr 2010	No				
		CMT agreement	30 May 2010	No				
		Member agreement	30 Jun 2010	No				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
OD/OD/04 Total Reward and Engagement Strategy	Improved levels of recruitment and retention	decision on extension of You at Work contract	25 Dec 2009	Yes		60 %	31 Mar 2010	Strategy in draft form, ready to launch early in 2010/11
		Implementation of Total Reward statement	31 Dec 2009	No				
		Decision on cafeteria benefits	25 Mar 2010	No				
		Implementation of salary sacrifice scheme		Yes				
		Implementation of Total Reward System		Yes				
OD/OD/05 Budget Management	Reduce the cost to the Council of overtime and agency staff. Improve allocation of training budget to ensure consistent spend	Centralisation of training budget	01 Apr 2009	Yes		66 %	31 Mar 2010	Training budget allocated in accordance with CPD requirements and development needs identified on appraisal system. Planned savings identified. Currently reviewing use of agency staff and preferred agency contract.
		quarterly reporting of training spend	30 Jun 2009	Yes				
		improved monitoring of agency staff	25 Mar 2010	No				
OD/OD/06 Support new Finance Systems	Improved workforce information	Preparation of user forum training	19 Feb 2010	No		0 %	02 Apr 2010	Support continuing following update to timetable of corporate project
		Delivery of training to user forums	26 Feb 2010	No				
		Preparation of end user training	31 Mar 2010	No				
		Delivery of end user training	02 Apr 2010	No				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
OD/OD/07 HLOWLA Waste Project	Cost efficient provision of waste service	Consultation with affected staff	25 Aug 2009	Yes		83 %	31 Mar 2011	Options developed in line with project timetable
		Options report to Members	25 Aug 2009	Yes				
		Decision on options	31 Dec 2009	Yes				
		Consultation with affected staff	25 Mar 2010	Yes				
		Implementation of joint working/contract	31 Mar 2011	No				
		Feasibility study		Yes				
OD/OD/08 Revenues shared service option	Cost efficient provision of Revenues & Benefits service	Report to Members	30 Jun 2009	Yes		100 %	31 Mar 2010	Staff transferred from TVBC. Consultation underway for restructuring within department.
		Ongoing Consultation with staff	28 Feb 2010	Yes				
		Ongoing Consultation with unions	28 Feb 2010	Yes				
		Appointment of staff to new roles	31 Mar 2010	Yes				
		Transfer of staff	31 Mar 2010	Yes				
		initial consultation with staff		Yes				
		New job descriptions produced		Yes				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
OD/OD/09 Support changes to Supported Housing Service	Cost effective provision of Housing service	development of hubs for sheltered housing	31 Jul 2009	Yes		83 %	31 Mar 2010	Further business case and project plan being developed
		Proposals for changes to supported housing developed	25 Aug 2009	Yes				
		Consultation with staff		Yes				
		Consultation with unions		Yes				
		implementation of changes		Yes				
		Tender of contract for provision of supported housing services		No				
OD/OD/10 Appraisal system	An appraisal process which supports the continued engagement and development of staff and the provision of meaningful information	Feedback to CMT		Yes		100 %	30 Sep 2010	On line appraisal system implemented. Management information being produced. Focus groups held with managers and staff to review appraisal scheme. System being developed to allow further reporting.
		Focus groups to review revised appraisal scheme		Yes				
		Monthly monitoring of completed appraisals		Yes				
		Monthly reporting to managers		Yes				
		Quarterly reporting to members		Yes				
OD/OD/11 Action Plan for Partnership working	Planned approach to the development of partnership working and delivering services with other authorities	Project plan developed to investigate and implement partnership working and shared service	25 Dec 2010	Yes		100 %	31 Dec 2010	Discussions continuing with HCC and other local authorities into options for shared HR service.

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		Discussions with neighbouring authorities		Yes				
OD/PROJ/02 Flexible Working Programme	Continued reduction in the cost of office accommodation	Transfer of Environment to City Offices	25 Aug 2009	Yes		100 %	31 Mar 2010	Car parks move to City Offices completed
		Consultation with car parks for transfer		Yes				
		Transfer of car parks to city offices		Yes				
OD/PROJ/003 Flexible Resource Management	To develop and recruit staff to meet changing priorities whilst achieving efficiencies	Establish project board and work streams	30 Apr 2010	Yes		11 %	29 Apr 2011	
		Work stream project plans developed	30 Jun 2010	No				
		Proof of concept	30 Sep 2010	No				
		Roll out of flexible resource management	31 Jan 2011	No				
		Completion and project review	31 Mar 2011	No				