

PERSONNEL COMMITTEE

15 JUNE 2015

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN
2014/15

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

Contact Officer: Alison Gavin Tel: 01962 848 233 Email: agavin@winchester.gov.uk

RECENT REFERENCES:

[PER261](#) – Organisational Development Performance Monitoring Second and Third Quarter 2014/15 – 2 February 2015

EXECUTIVE SUMMARY:

This report sets out a range of performance information relating to the human resources of the Council. This includes an update covering the fourth quarter of 2014/15 against performance indicators for sickness absence, staff turnover and the Council's staff establishment. This also shows the end of year position and the comparison with the previous two years.

A review of the work undertaken in the areas of Occupational Health, Safety and Welfare and Training during the last year are attached as appendices to the report.

RECOMMENDATION:

That the Committee raises with the Portfolio Holder any issues arising from the performance information included in the report and considers whether any items of significance need to be drawn to the attention of Cabinet.

PERSONNEL COMMITTEE

15 JUNE 2015

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN 2014/15

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report sets out performance information for the human resources of the Council for the fourth and final quarter of 2014/15 by way of a range of key performance indicators.
- 1.2 The performance information in this report gives an overview of the personnel aspects of the whole organisation and gives an insight into the Council's performance in managing the workforce efficiently and effectively. A selection of this information is presented to the Corporate Management Team and Heads of Teams on a monthly basis to assist in the management of the organisation.

2. Performance Indicators

- 2.1 Appendix 1 sets out performance monitoring information for a range of performance indicators relating to staff attendance, staff turnover and the Council's staff establishment.
- 2.2 Members will note more detailed comments on individual charts and graphs included within Appendix 1. These charts and graphs have all been drawn from the Council's performance management system; Covalent.
- 2.3 Appendix 2 includes an update against the statutory performance indicators related to human resources that the Council is required to publish annually.

3. Occupational Health, Safety & Welfare Review

- 3.1 Appendix 3 provides the annual review of the work undertaken in this area during 2014/15.

4. Training and Development Review

- 4.1 Appendix 4 provides the annual review for 2014/15 for this service area

OTHER CONSIDERATIONS:

5. COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

5.1 The need to make the best use of all available resources by continued clear financial planning within the City Council is an integral part for the delivery of the Community Strategy.

6. RESOURCE IMPLICATIONS:

6.1 Contained in the detail of the report.

7. RISK MANAGEMENT ISSUES

7.1 Increased levels of absence or staff turnover impacts on the productivity and the ability to deliver a cost effective service for the Council.

BACKGROUND DOCUMENTS:

Performance data held within the Organisational Development Team.

APPENDICES:

Appendix 1 Organisational Development Performance Indicators

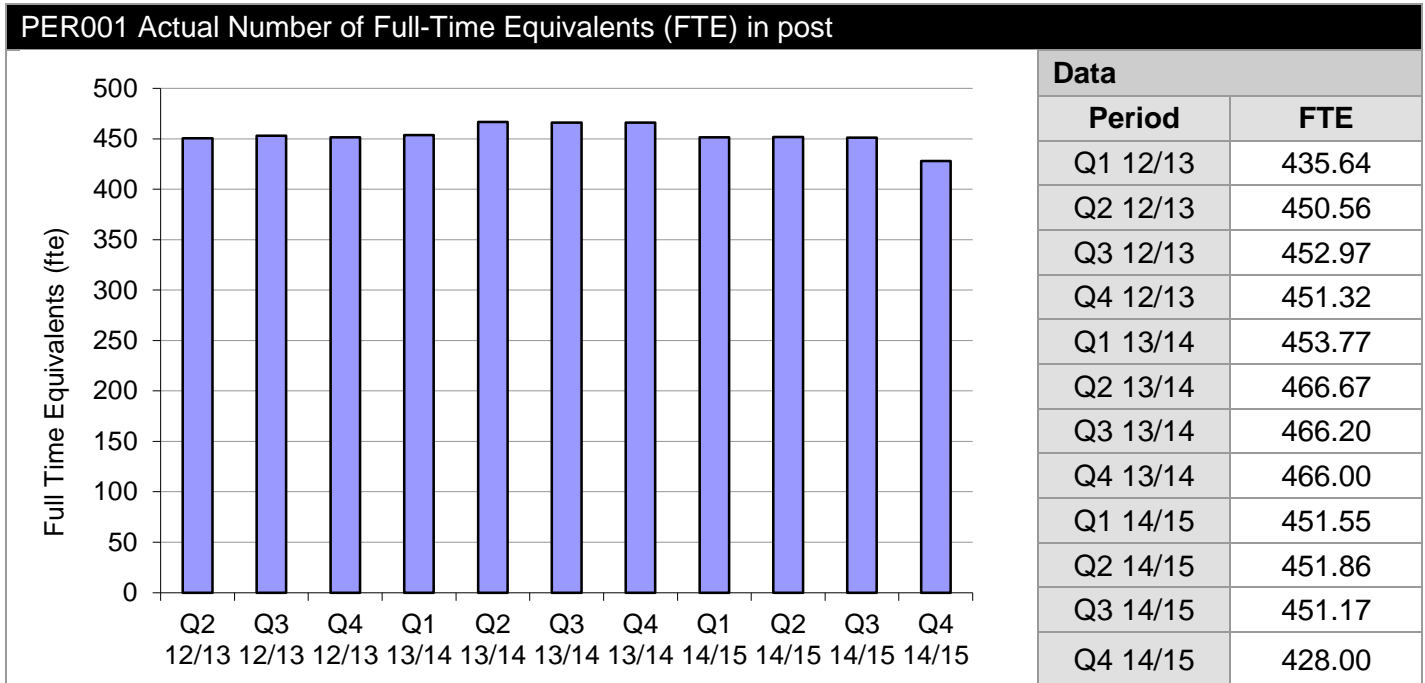
Appendix 2 Annual Performance Report 2014/15

Appendix 3 Occupational Health, Safety & Welfare Review – 2014/15

Appendix 4 Training and Development Review – 2014/15

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q4 2014/15 update

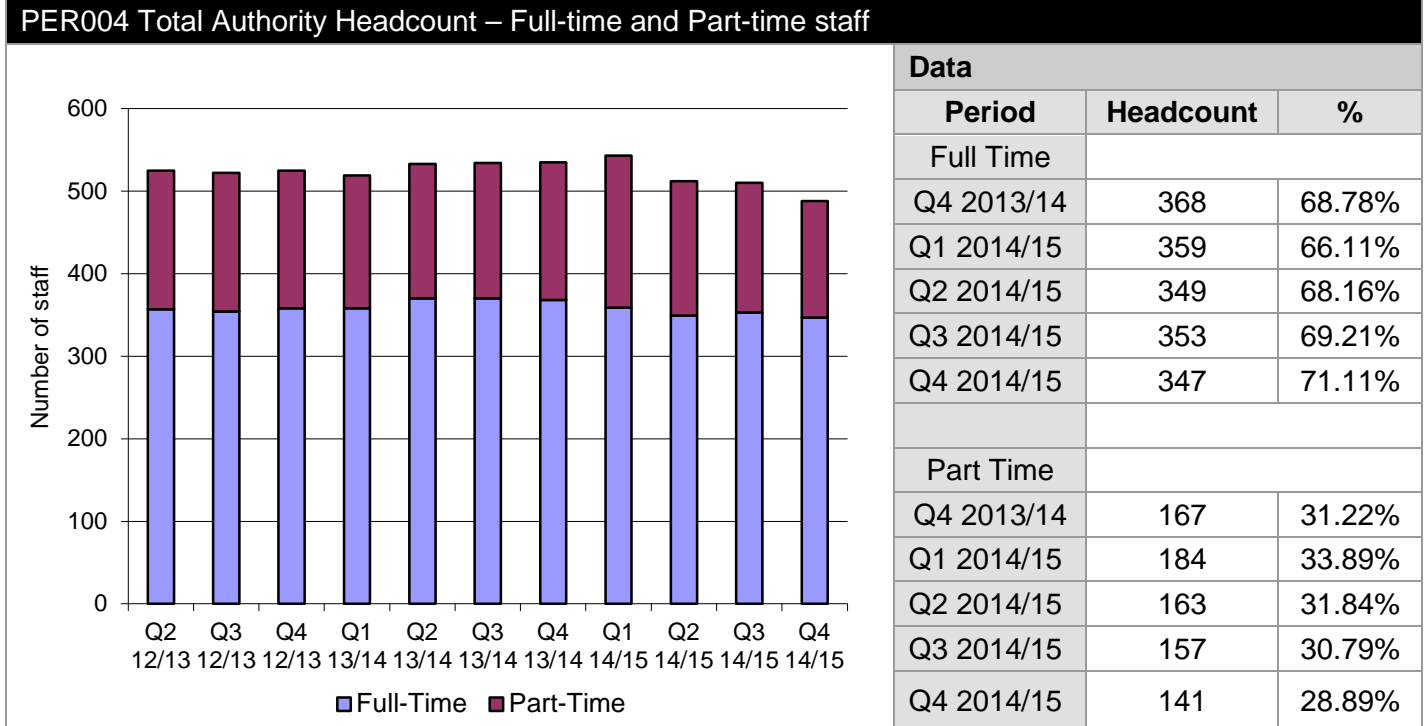
Establishment Indicators**Latest Comments -**

This chart shows the actual number of full-time equivalents that are in post at the end of each quarter (31 March, 30 June, 30 September and 31 December) and includes temporary posts that are covering for example, maternity leave and other vacancies.

The quarterly number of full time equivalents (fte) in post has decreased significantly over the last quarter by 23.17fte. This is in the main due to the staff reductions arising from the changes to the Sheltered Housing and Extra Care Management services (report CAB2613(HSG) refers.

The continuing focus on budgets and the need to make savings where possible has resulted in vacant posts being reviewed on an individual post basis before being recruited to.

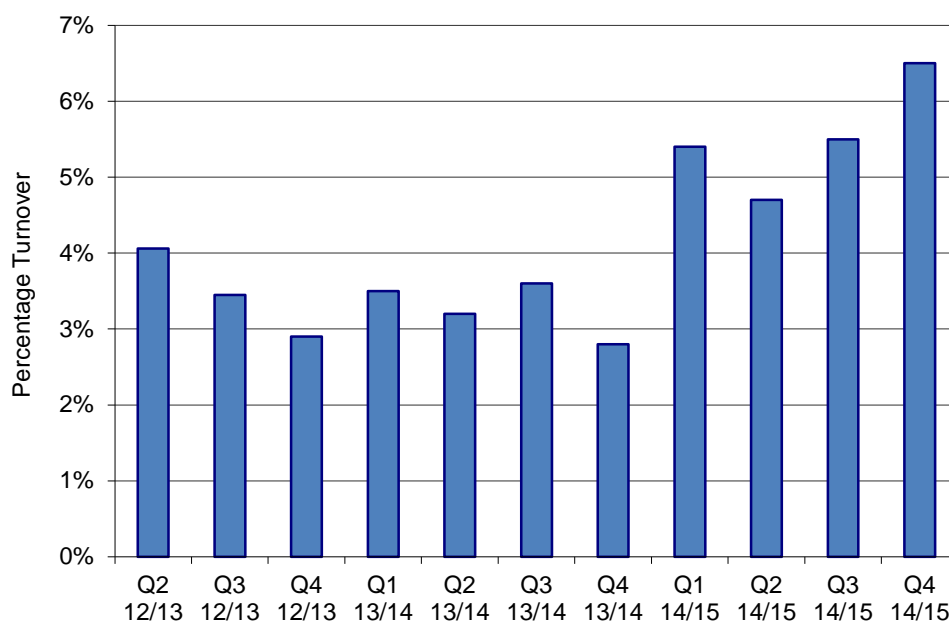
Where possible vacant posts will be held with the 1team process applied to all posts ensuring that internal resources are fully utilised.



Latest Comments –

This chart shows the actual number and percentage of full-time and part-time staff employed by the Council at the end of each quarter (30 June, 30 September and 31 December and 31 March).

The total headcount at the end of quarter four was 488 which shows a decrease of 22 when compared to the previous quarter. This is a result of the staff reductions in the Sheltered Housing and Extra Care Management teams many of whom were part-time staff.

PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time & Part Time – Quarterly)**Data**

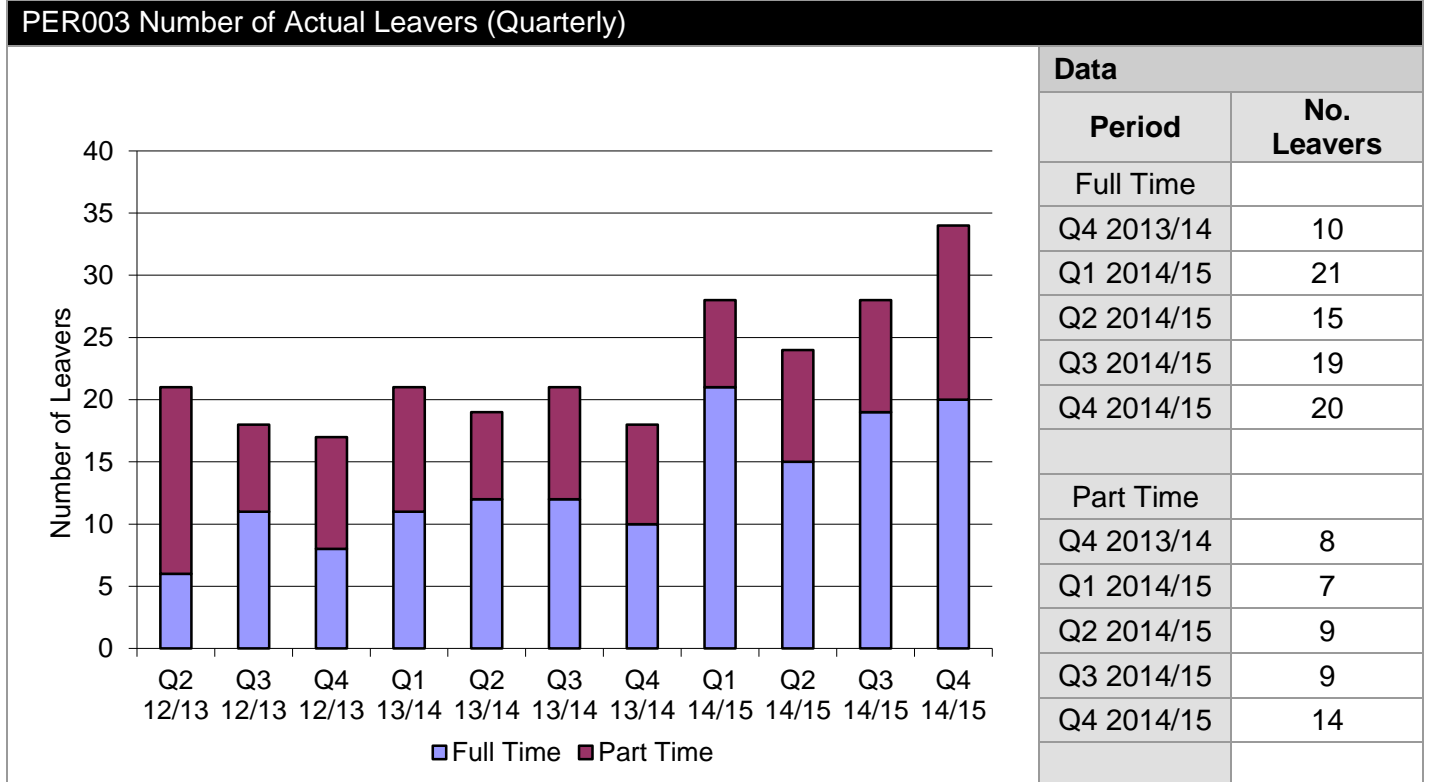
Period	Turnover
Q1 2012/13	4.17%
Q2 2012/13	4.06%
Q3 2012/13	3.45%
Q4 2012/13	2.90%
Q1 2013/14	3.50%
Q2 2013/14	3.20%
Q3 2013/14	3.60%
Q4 2013/14	2.80%
Q1 2014/15	5.40%
Q2 2014/15	4.70%
Q3 2014/15	5.50%
Q4 2014/15	6.50%

Latest Comments –

This chart presents the number of actual leavers per quarter as a percentage of the total headcount for the Council. Any internal moves between posts and departments are not shown as leavers within this data.

The actual number of leavers in quarter three was 28 compared to 24 for quarter two of 2014/15. More detail is included with the chart on the next page. The main reason for the increase in the number of leavers is the changes to the Sheltered Housing service.

The regular monitoring of staff turnover is particularly important as a high turnover figure may indicate low staff morale or other issues within the organisation.



Latest Comments:

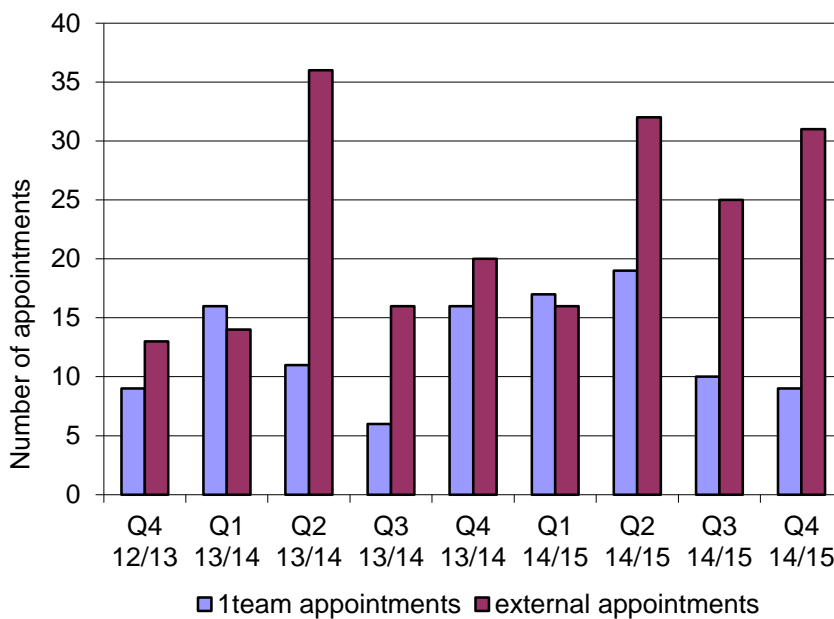
This chart shows the number of actual leavers per quarter (Apr-Jun, Jul-Sept, Oct-Dec and Jan-Mar) and is broken down between full-time and part-time staff.

The number of leavers in the period January to March (Q4 2014/15) included 2 from Built Environment, 3 from Business Management, 2 from Environment and Licensing, 1 from Estates and 1 from IMT. The figure also includes the changes in the Housing Services team.

The continued use of the 1team process enables resources to be allocated to priority areas if required after someone leaves.

Exit questionnaires are completed and interviews held with leavers and the results or comments closely monitored so as to identify any trends in areas or for example reasons for leaving.

PER007 Analysis of appointments to vacant posts (Quarterly)



Data		
Period	1team app't	External app't
Q2 2012/13	10	30
Q3 2012/13	15	21
Q4 2012/13	9	13
Q1 2013/14	16	14
Q2 2013/14	11	36
Q3 2013/14	6	16
Q4 2013/14	16	20
Q1 2014/15	17	16
Q2 2014/15	19	32
Q3 2014/15	10	25
Q4 2014/15	9	31

Latest Comments:

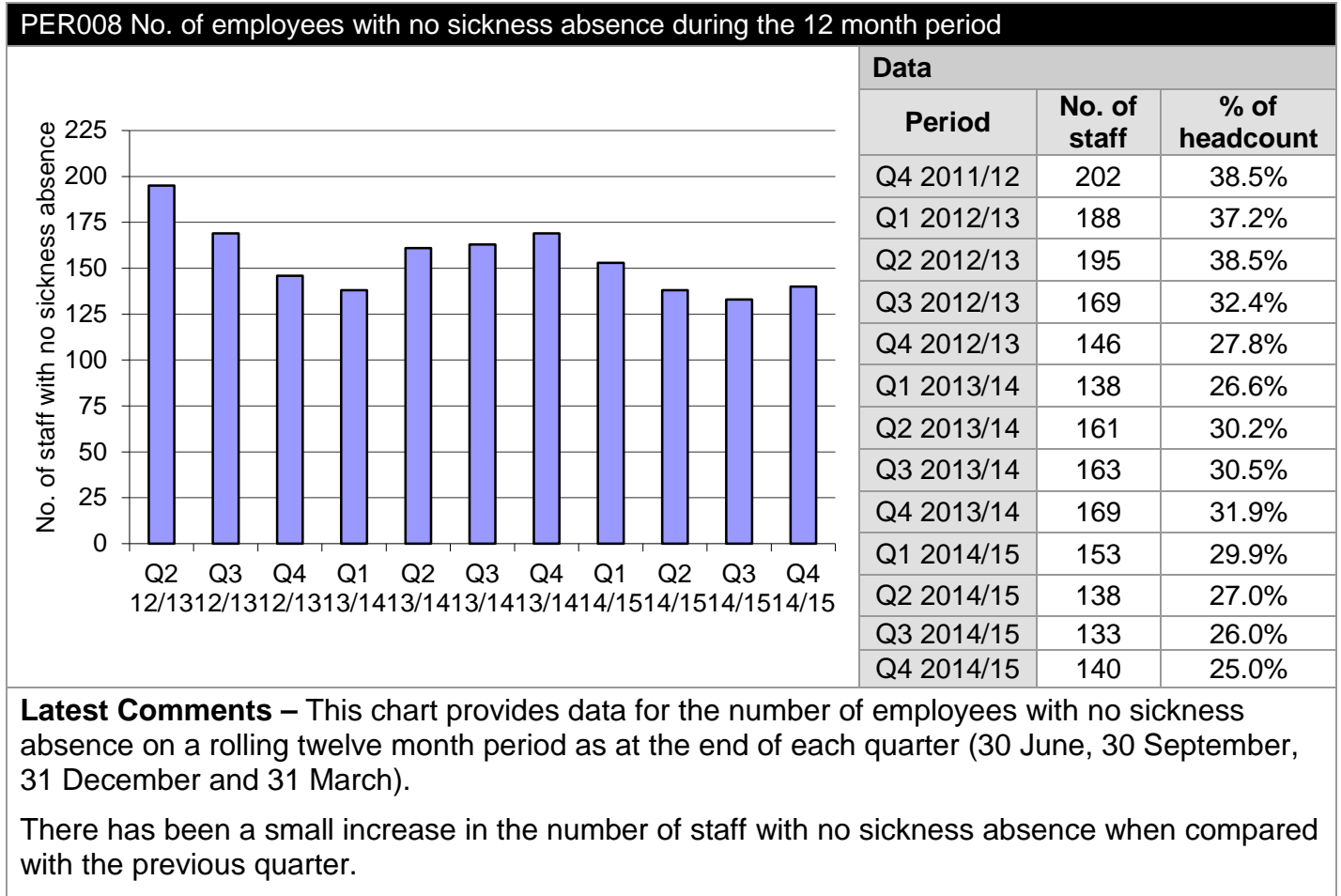
This chart provides information on the number of appointments made to vacant posts during each quarter and whether the post was filled with an internal (1team) or external candidate.

The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2013 on average 39% of vacant posts have been filled using internal candidates following the 1team process. It should be noted that the number of staff appointed in each quarter does not reconcile with the number of posts advertised in the same period as a result of the recruitment and vacancy management process.

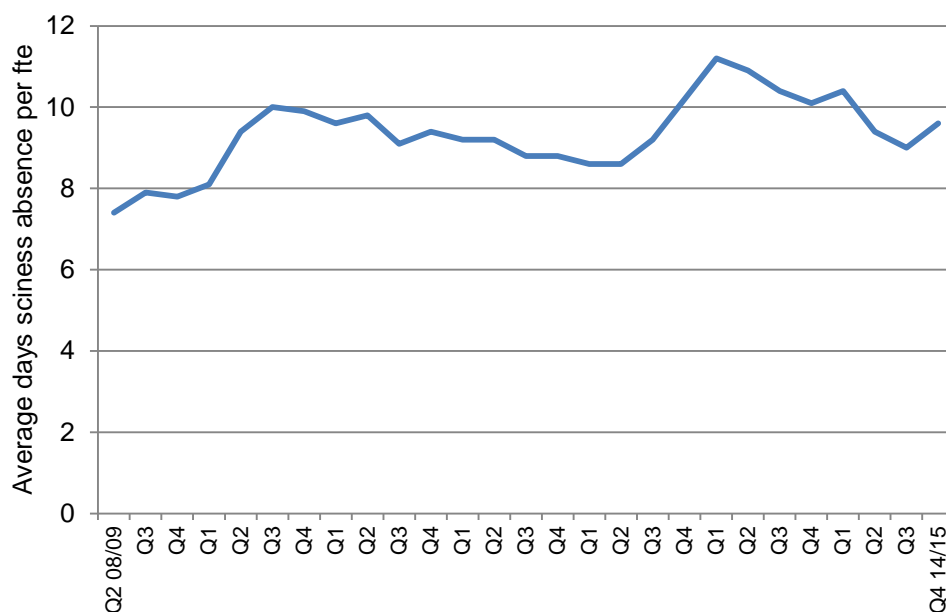
The total number of external appointments made during quarter four includes appointments to Built Environment, Business Management, Environment and Licensing, Estates, Housing Services, and Revenues.

Included in the number of staff who have been appointed following the 1team process includes moves to Built Environment, Business Management, Communications and Estates teams.

Attendance and Sickness Indicators



PER009 Average number of days of sickness per person per rolling year (all sickness)



Data	
Period	Days of sickness
Q4 2011/12	8.8
Q1 2012/13	8.6
Q2 2012/13	8.6
Q3 2012/13	9.2
Q4 2012/13	10.2
Q1 2013/14	11.2
Q2 2013/14	10.9
Q3 2013/14	10.4
Q4 2013/14	10.1
Q1 2014/15	10.4
Q2 2014/15	9.4
Q3 2014/15	9.0
Q4 2014/15	9.6

Latest Comments – This chart provides data for the average number of sickness days taken per staff member across the whole Council on a rolling twelve month period as at the end of each quarter (31 March, 30 June, 30 September and 31 December).

The sickness absence figure for the twelve month period ending 31 March 2015 (Q4 2014/15) is 9.6 days sickness per member of staff which is a decrease of 0.6 days when compared to the previous period.

The 9.6 days includes a number of staff who have been off on long term sick during the twelve month period and this has a significant impact on the figure. Human Resources advisors have resolved a number of long term sickness cases recently, either by the employee leaving the organisation or returning to work.

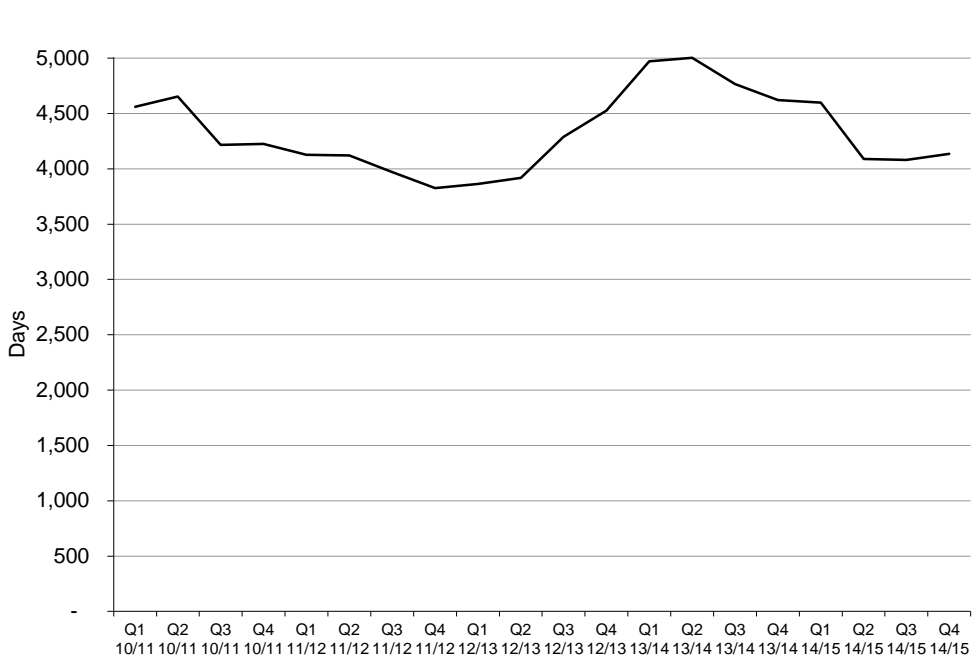
The average days sickness for the year April 2014 to March 2015 compares favorably with the previous year which was 10.1 days.

A number of staff who had been absent on long term sickness (over 20 days) during the twelve month period left the organisation during March 2015 following close working between the individual, Human Resources and Occupational Health to resolve the issues. These cases are the equivalent to an average of 1.85 days sickness.

After allowing for these now resolved long term cases the average sickness per member of staff would be 7.75 days.

One of the largest single reasons for long term sickness absence is personal stress and depression. All cases reported relating to stress either of a personal nature or work related are dealt with in a swift and robust manner. More details on the reasons for sickness absence are included on page 14 of the Report.

PER0011 Total Number of Days of Sickness absence (rolling year)



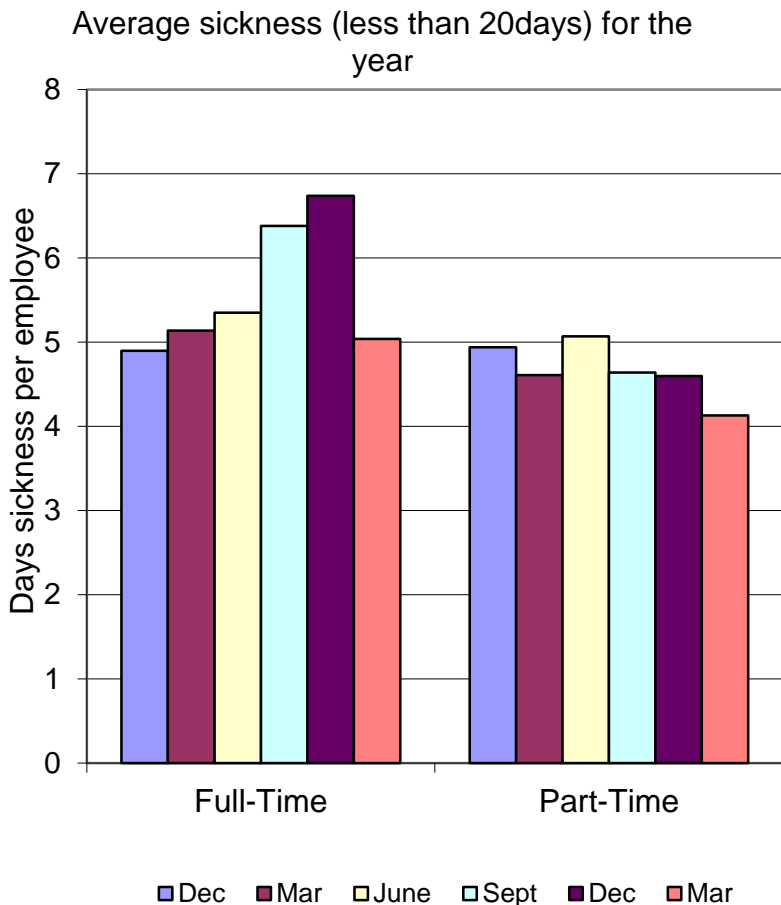
Data	
Period	No. Days sickness
Q4 2011/12	3,825
Q1 2012/13	3,863
Q2 2012/13	3,917
Q3 2012/13	4,287
Q4 2012/13	4,525
Q1 2013/14	4,971
Q2 2013/14	5,004
Q3 2013/14	4,765
Q4 2013/14	4,622
Q1 2014/15	4,599
Q2 2014/15	4,089
Q3 2014/15	4,081
Q4 2014/15	4,135

Latest Comments – This chart presents the total number of days taken as sickness absence by staff in the twelve months ending 30 June, 30 September, 31 December and 31 March.

The total number of days sickness absence taken during the twelve month period ending 31 December 2014 (Q3 2014/15) has further decreased when compared to the previous quarter.

An analysis of the total number of periods of sickness (4,081 days for the twelve months ending 31 December 2014) is given in the next two charts and includes a breakdown between full-time and part-time staff and absence of less than 20 days and more than 20 days.

PER0015 Analysis of staff sickness absence of less than 20 days (Full-time and Part-time staff)



Data		
	Average no. working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 Jun	5.35	187
30 Sept	6.38	189
31 Dec	6.74	208
31 Mar	5.04	211
Part-Time		
Yr ending		
30 Jun	5.07	87
30 Sept	4.64	95
31 Dec	4.60	89
31 Mar	4.13	86
Combined		
Yr ending		
30 Jun	5.26	274
30 Sept	5.79	284
31 Dec	6.10	297
31 Mar	9.17	297

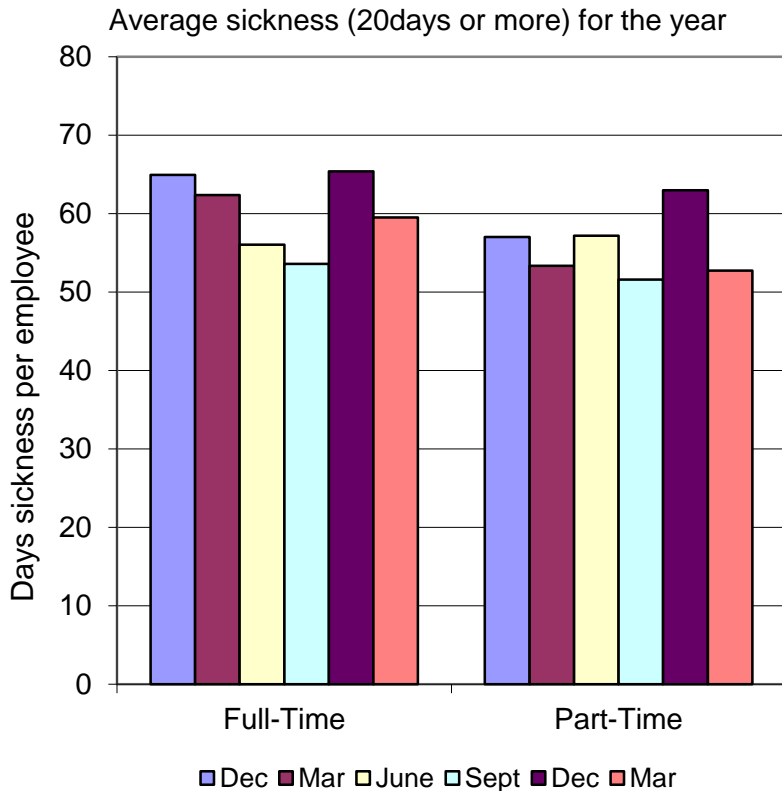
Latest Comments –

This chart shows the average number of days sickness absence per City Council employee where the total absence was **less** than 20 days in the twelve month period ending the 31 March, 30 June, 30 September and 31 December. Staff that had no sickness in the period are excluded from these figures. The data is further analysed between full-time and part-time staff.

For the year ending 31 March 2015, 86 part-time and 211 full-time staff each took a total of less than 20 days sickness in the 12 month period.

The total number of days taken as sickness, where the total was less than 20 days per employee was 1,419 days (1,064 days by full-time staff and 355 days by part-time staff). Please also refer to page 5 showing the total number of staff split between full time and part time.

PER0016 Analysis of staff sickness absence of 20 days or more (Full-time and Part-time staff)



Data		
	Average no. of working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 Jun	56.06	40
30 Sept	53.60	35
31 Dec	65.40	25
31 Mar	59.51	35
Part-Time		
Yr ending		
30 Jun	57.19	16
30 Sept	51.58	11
31 Dec	57.81	11
31 Mar	52.72	12
Combined		
Yr ending		
30 Jun	56.38	56
30 Sept	53.12	46
31 Dec	63.08	36
31 Mar	57.78	47

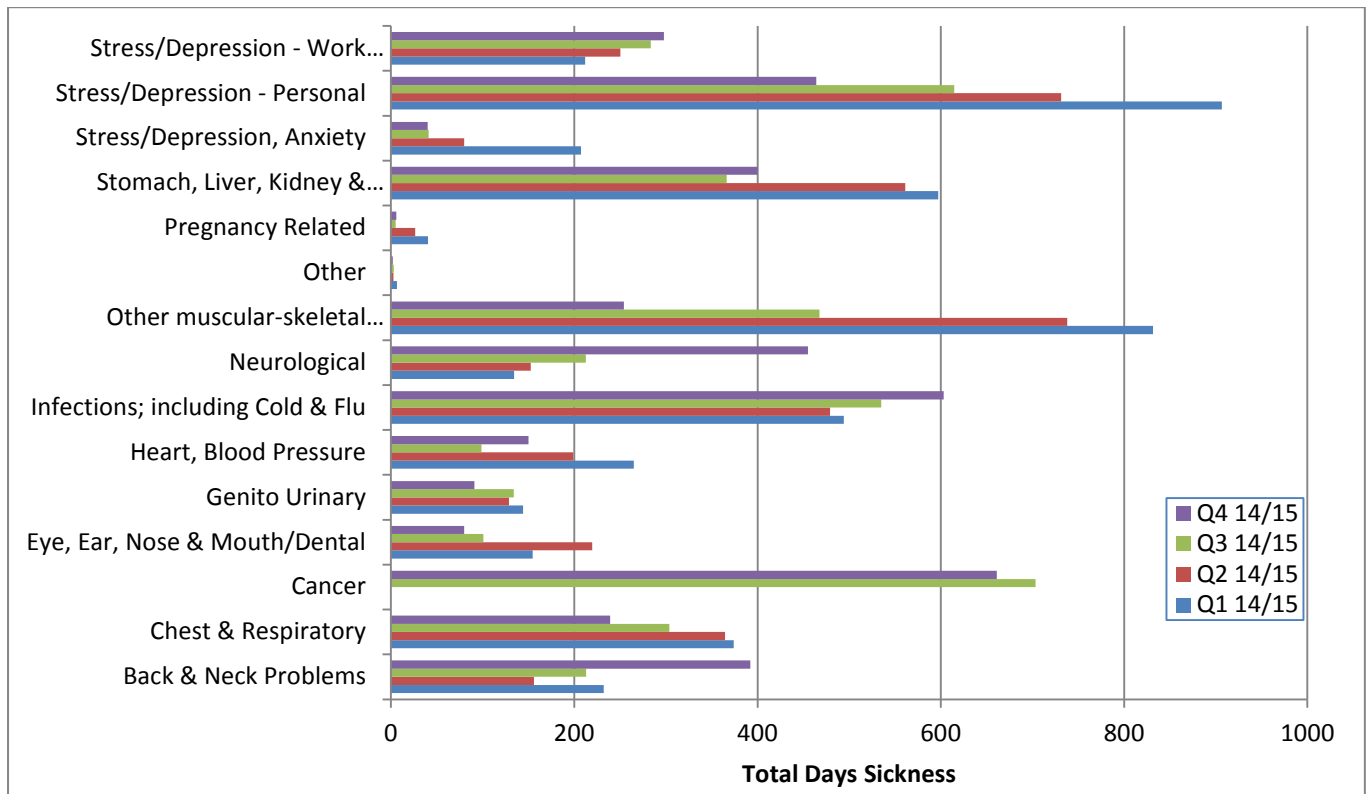
Latest Comments –

This chart shows the average number of days sickness absence per City Council employee where the total absence was 20 days or more in the twelve month period ending the 31 March, 30 June, 30 September and 31 December. The data is further analysed between full-time and part-time staff.

For the year ending 31 March 2015, 11 part-time and 34 full-time staff each took 20 days or more sickness in the period.

The total number of days taken as sickness, where the total was 20 days or more per employee was 2,715 days (2,083 by full-time staff and 632 by part-time staff).

The average length of sickness for the year ending 31 March 2015 for both part-time and full-time staff, where the total was 20 days or more is 57.78 days.

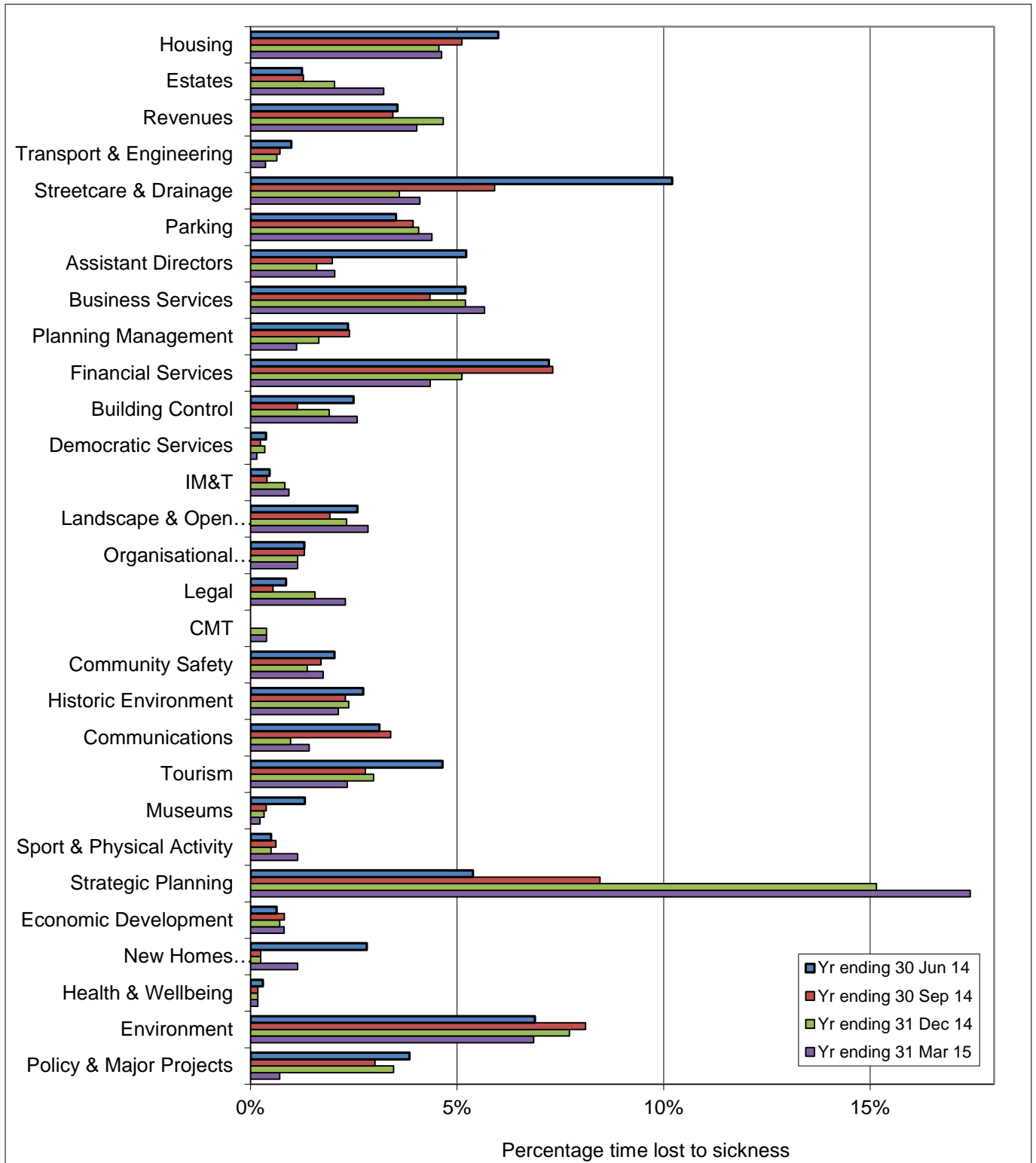
Analysis of Sickness Absence by Reason (12 month rolling year)**Latest Comment:**

The reason for the highest combined of short term and long term sickness absence has in the past been stress and depression for personal reasons. Through regular monitoring of sickness absence and effective case management it was identified that a number of staff were undergoing treatment for cancer. This has led to the creation of a specific absence category being added to the system to record this type of absence. This allows Human Resources to ensure that appropriate support is available to the individual and colleagues. It should be noted that in these cases they can be shown in both long and short term absence where the Council facilitates the continued working alongside treatment following medical advice and any appropriate adjustments that are required.

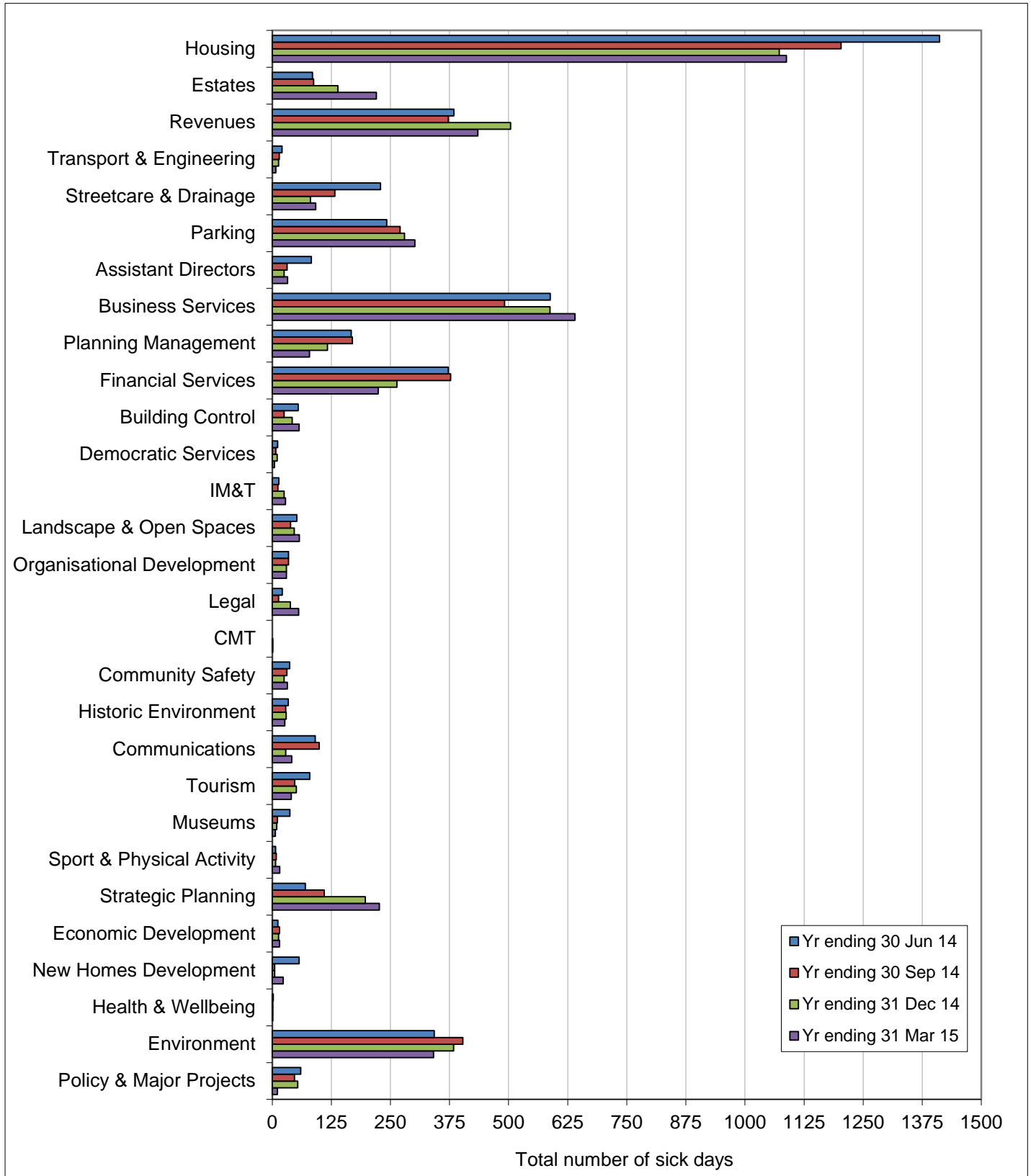
All Sickness by Absence Reason (Days)					
Reason Summary	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15
Back & Neck Problems	351	232	156	213	392
Cancer	Data not collected			703	661
Chest & Respiratory; incl. Chest Infection	207	374	364	303	239
Eye, Ear, Nose & Mouth/Dental	170	154	219	100	80
Genito Urinary; inc Menstrual Problems	119	144	129	134	91
Heart, Blood Pressure & Circulation	267	265	199	98	150
Infections; including Cold & Flu	482	494	479	535	603
Neurological; inc Headaches & Migraine	137	134	152	212	455
Other musculo-skeletal problem	788	831	737	468	254
Other	6	6	3	3	2
Pregnancy Related	39	40	26	5	6
Stomach, Liver, Kidney & Digestion	584	597	561	366	400
Stress - cause unknown	324	207	80	41	40
Stress/Depression - Personal	974	906	731	615	464
Stress/Depression - Work Related	172	212	250	283	298

Sickness Absence – further information

The chart below gives details of the total number of sickness days absence by team as a percentage of total available days for the 12 month period ending 31 December 2014. By way of a comparison the figures for the twelve month period ending 30 September, 30 June and 31 March 2014 have also been included. The total number of days available per member of staff does not take account of public holidays or annual leave entitlement.

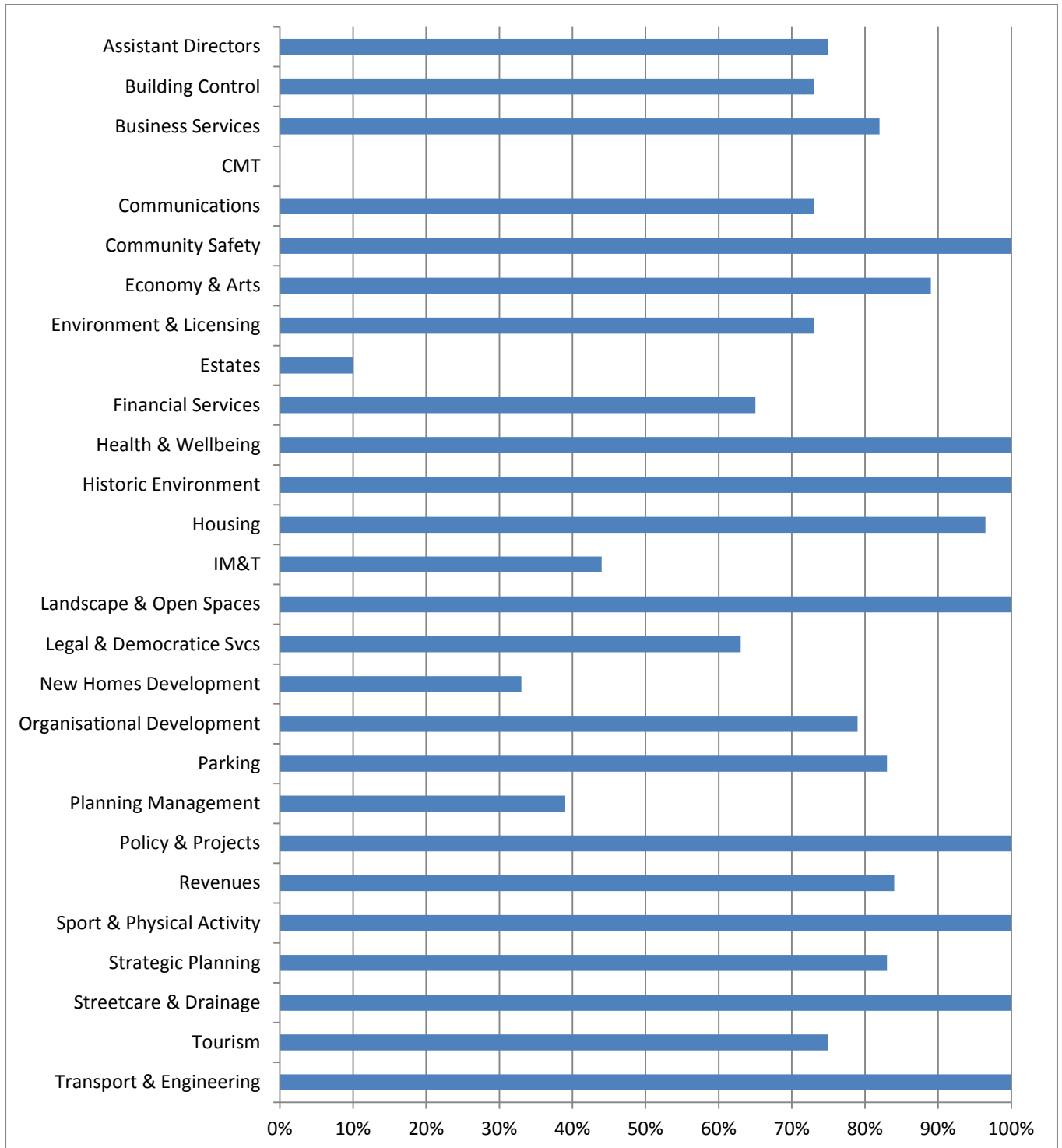


The following chart gives details of the total number of sickness days by team for the 12 month period ending 31 March 2015. By way of a comparison the figures for the twelve month period ending 31 December, 30 September and 30 June 2014 have also been included.



Percentage of completed appraisals by team

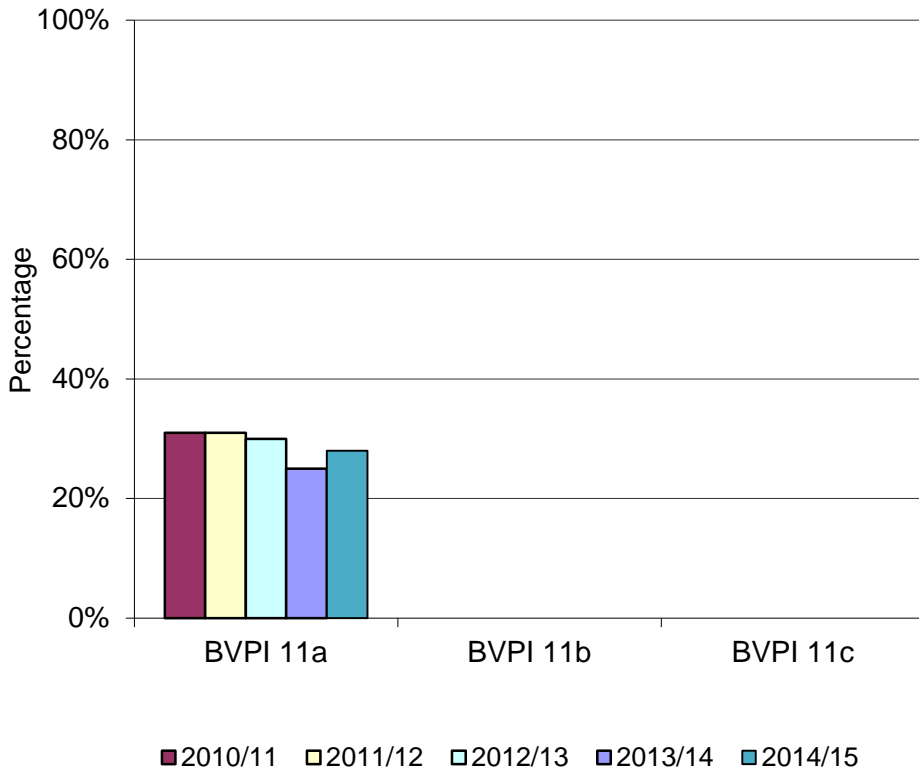
This chart shows the percentage of appraisals completed as at 1 June 2015.



Annual Performance Report

Best Value Performance Indicators

BVPI 111 Top 5% earners who are a) women, b) ethnic minority, c) with a disability



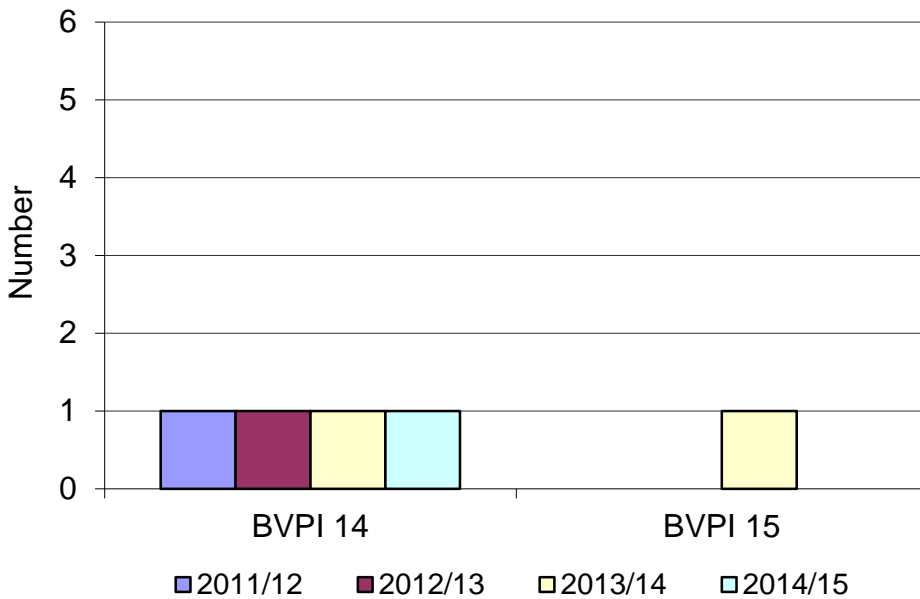
Data	
Year	Value
BVPI 11a	
2009/10	34.00%
2010/11	31.00%
2011/12	31.00%
2012/13	30.00%
2013/14	25.00%
2014/15	28.00%
BVPI 11b	
2009/10	0.00%
2010/11	0.00%
2011/12	0.00%
2012/13	0.00%
2013/14	0.00%
2014/15	0.00%
BVPI 11c	
2009/10	0.00%
2010/11	0.00%
2011/12	0.00%
2012/13	0.00%
2013/14	0.00%
2014/15	0.00%

Latest Comments - Top 5% of earners

The number of the top 5% of earners (BVPI 11a) who are women has increased by 3% in 2014/15 compared to 2013/14. The number of female staff employed by the Council remains consistently high (see chart on page 21) 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 this figure.

The number of staff in the top 5% of earners who are from an ethnic minority background (BVPI 11b) or who have a disability (BVPI 11c) remains at 0.00%.

BVPI 14 Number of Early Retirements and BVPI 15 Number of ill health retirements

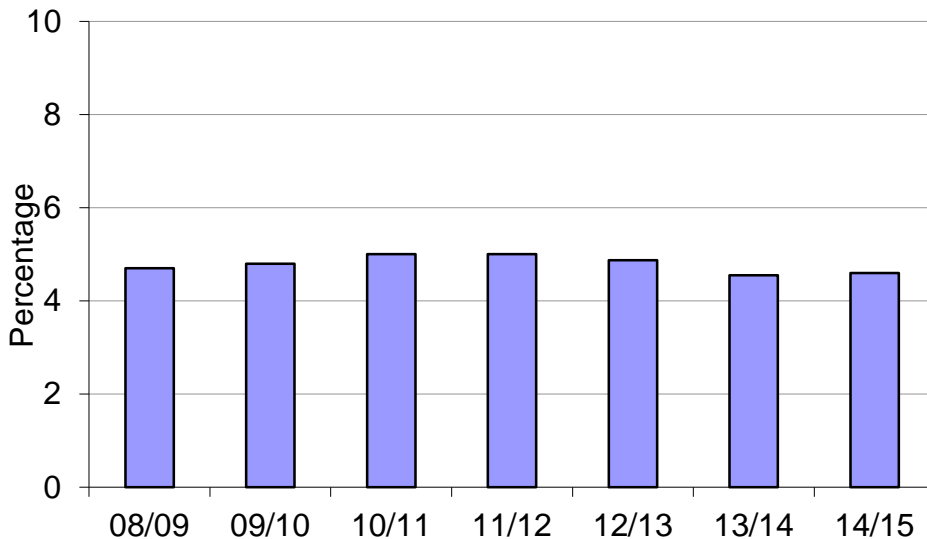


Data	
Year	No of Staff
BVPI 14	
2011/12	1
2012/13	1
2013/14	1
2014/15	1
BVPI 15	
2011/12	0
2012/13	0
2013/14	1
2014/15	0

Latest Comments:

There has been 1 early retirement with WCC consent in 2014/15 and no early retirements due to ill health in the last year.

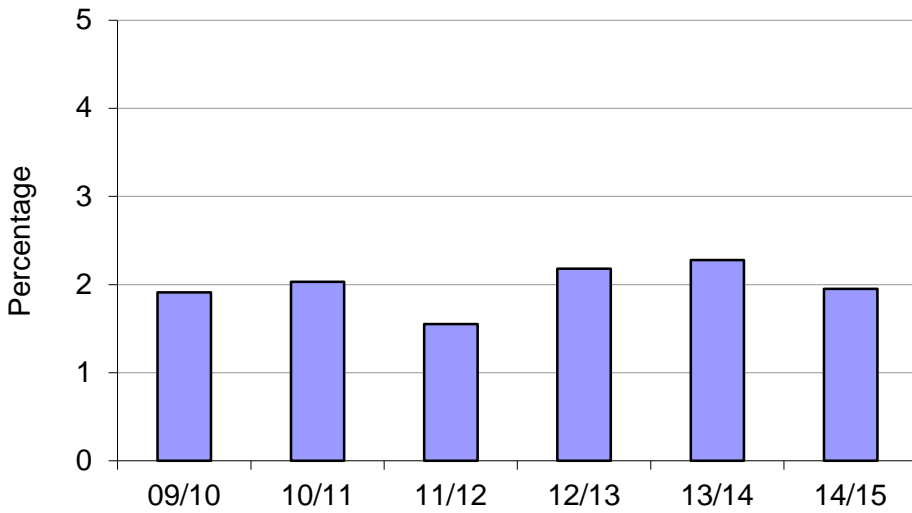
BVPI 16 Percentage of employees with a disability



Data	
Year	Value
2007/08	4.00%
2008/09	4.70%
2009/10	4.80%
2010/11	5.00%
2011/12	5.00%
2012/13	4.87%
2013/14	4.55%
2014/15	4.60%

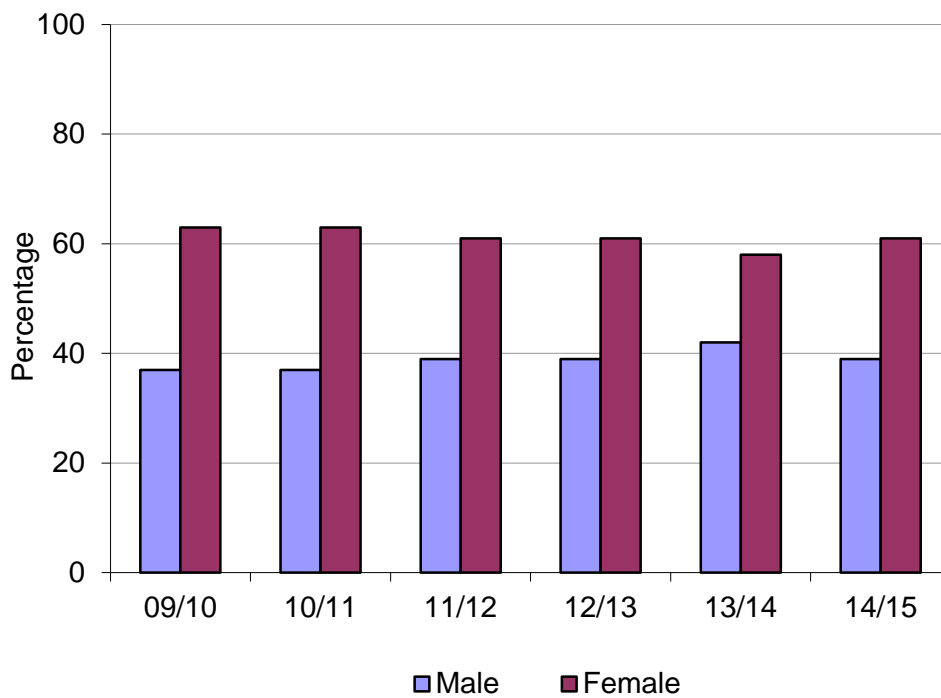
Latest Comments – The percentage of disabled staff employed has remained the same. Work continues to ensure that disability status is accurately recorded with staff feeling confident that their disability will not have a negative impact on their employment or career aspirations. The Management of Absence Policy ensures that every effort is made to keep staff who are able to work in suitable employment.

BVPI 17a Percentage Ethnic Minority representation in the workforce



Data	
Year	Value
2007/08	1.83%
2008/09	1.89%
2009/10	1.91%
2010/11	2.03%
2011/12	1.55%
2012/13	2.18%
2013/14	2.28%
2014/15	1.95%

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

Council Staff Profile Report**Gender Profile – Percentage of staff who are male or female****Data**

Year	Value
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Male

2009/10	37%
2010/11	37%
2011/12	39%
2012/13	39%
2013/14	42%
2014/15	39%

Female

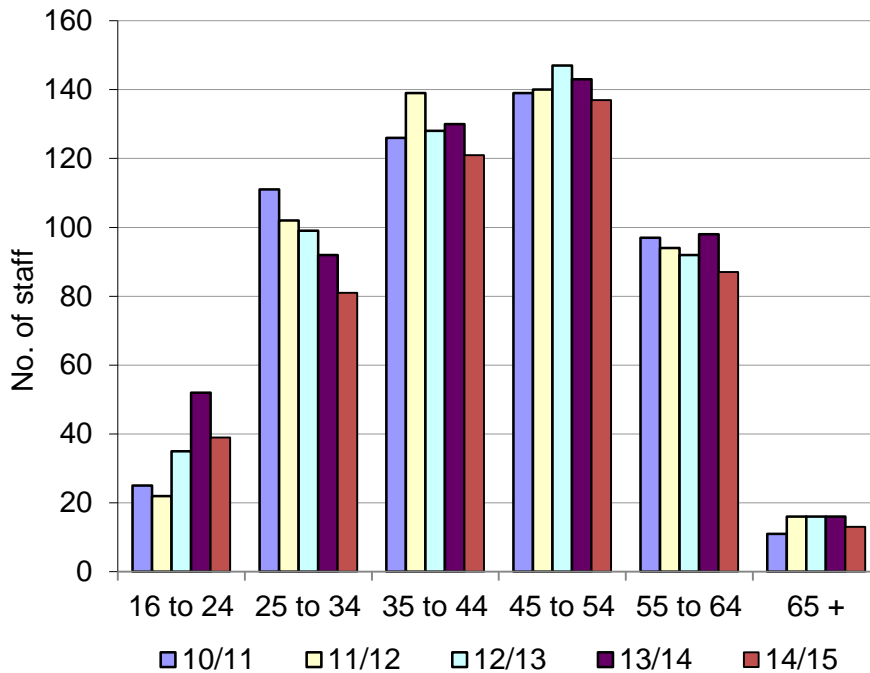
2009/10	63%
2010/11	63%
2011/12	61%
2012/13	61%
2013/14	58%
2014/15	61%

Latest Comments – The Council's gender profile had remained consistent with approximately two thirds of the staff being female. However, when looked at in conjunction with the indicator for the top 5% of earners, where only one third 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.

A flexible working approach is promoted for all staff and has scored highly on the Best Places to Work staff survey as a major recruitment and retention tool for the organisation.

Staff Age Profile



Data

Age Group	No of Staff	
	13/14	14/15
16 to 24	52	39
25 to 34	91	81
35 to 44	130	121
45 to 54	143	137
55 to 64	98	87
65 +	16	13

Latest Comments – The Council's age profile has seen some fluctuations when comparing the figures for 2014/15 with those for 2013/14.

The reduction in each of the age groups in 2014/15 has in the main been caused by the recent loss of staff arising from the reorganisation of Sheltered Housing staff (report CAB2613 (HSG) refers).

Over a quarter of all staff fall within the 45 to 54 age group and a significant number will have worked for the Council for a long time. It is likely that in time this will cause an increase in the 55 - 64 age range.

Workforce development plans and the use of 1team aim to ensure that there is a good flow of new talent into the Council and to ensure succession plans are in place for skills and knowledge transfer so the continuity of service can be maintained.

There may also be an increase in the 65+ age group in coming years with pension changes and people also want to continue their working life.

OCCUPATIONAL HEALTH, SAFETY & WELFARE REVIEW 2014/15**Accident / occupational ill health statistics****Employees**

During the period April 1st 2014 to March 31st 2015, there were 23 accidents involving employees, of which 5 involved Streetcare operatives; the number of entries for the previous twelve months was 21.

The breakdown of the type of accident / injury sustained was as follows:

Accidents resulting in bruising	9
Accidents resulting in cuts / abrasions	2
Musculoskeletal injury	7
Scalding	3
Burns	1
Dog bite	1

Reportable Accidents

All the aforementioned accidents resulted in minor injury bar one where the employee sustained a broken arm and was taken to hospital. As this is classed as a major injury the accident had to be notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). During the previous year there were 3 reportable accidents all classed as slips or trips and all occurred while undertaking site visits.

Non Employees

There were 11 reported accidents involving members of the public on Council premises of which 5 required paramedic assistance and in 3 the injured person was advised to go to A&E as a precaution; there were 12 accidents in the previous year. With regards location, 2 were in the Westgate Museum now managed by Hampshire Cultural Trust, 7 in the Guildhall of which 2 were in Café 1871 and 1 on the Guildhall steps. The other two accidents both involved Council tenants who slipped on wet paving.

River Park Leisure Centre / Meadowside Leisure Centre

These centres are operated by Places for People Leisure and accident statistics are forwarded to the Sports & Physical Activity Team. A breakdown of the figures for 2014/15 can be provided if required.

Dangerous Occurrence

There were no incidents that would be classed as dangerous occurrences that had to be notified to the HSE.

Miscellaneous

In addition to the above, there were 3 incidents where a member of the public was taken ill on Council premises and required first aid assistance from a member of staff. There were also 4 incidents where a member of staff was taken ill and first aid was rendered and one case of an employee self harming; a first aider attended but due to the severity of the injury an ambulance was called.

Accident trends

The total number of recorded accidents involving members of staff was similar to previous years and the majority were relatively minor in nature bar the aforementioned reportable accident. With regards sickness absence following an accident sustained whilst at work, the number of days recorded on the Selima HR & Payroll System was 55, all of which was attributed to the reportable accident.

With regards the location of the 23 accidents, 6 occurred when undertaking site visits or working on the district, 9 were in the Guildhall of which 3 were catering related, 1 was at Bar End Depot, 4 in Council offices and 3 in the Guildhall yard.

Health and Safety Executive accident statistics have identified slips and trips as being the commonest cause of accidents in the workplace followed by musculoskeletal injury due to manual handling; these statistics were mirrored locally with over half the accidents being attributed to these causes. Manual handling training courses are regularly delivered for staff that undertake manual handling on a regular basis. With regards slips and trips, the vast majority of accidents occurred when working on the district and weather conditions was a contributory factor.

Similarly, the main cause of accidents involving members of the public was slips and trips which accounted for 9 but none could be attributed to defective surfaces, tripping hazards or poor cleaning regimes.

Apart from this, there were no discernable trends where specific action is likely to have a significant impact on the accident rate.

Reported Incidents (Verbal abuse / threats)

There were 8 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; of these 6 involved council tenants or licensees. In addition there were 2 recorded incidents involving civil enforcement officers. The corresponding figures for 2013/14 were 12 and 5 respectively.

The Risk Register (Safety) is periodically reviewed and entries deleted based on severity and the time that has elapsed since the incident occurred; there are currently 52 people on the register of which 40 are in social housing.

Occupational ill health

- There were 71 new referrals to the Council's occupational health consultant, this compares with 57 for 2013/14. Due to the varied nature of health referrals, the initial assessment process, subsequent rehabilitation and reassessment can be a lengthy process and a number of cases are ongoing.
- With regards the number of incidents of sickness absence and working days lost due to work related stress and non work related stress, anxiety or depression, these can be found in the main report (page 14).

The HR team are now using a stress questionnaire based on the Health and Safety Executive's stress management standards, to assist in the identification of potential work pressures or demands which may be causing an individual to perceive they are feeling under excessive pressure or are feeling stressed, on a case by case basis.

- There was no sickness absence recorded on the Selima Human Resources and Payroll System due to occupational ill health other than work related stress.
- 9 members of staff contacted the counselling service during 2014/15; the corresponding figure for the previous year was 14.

Conclusion

Winchester City Council continues to maintain a low accident rate as would be expected for a primarily office based organisation; the transfer in 2011 of some higher risk work activities previously carried out by Serco has not had a significant affect on accident rates and work related sickness absence. Although the number of recorded accidents for the Street Care Team has increased to 5 from 2 the previous year, all were minor in nature and did not lead to any sickness absence.

As for many organisations, particularly in the service sector, occupational ill health is the major cause of work related sickness absence.

The number of recorded incidents of verbal abuse and threats against members of staff has shown a decrease from the previous year; the deterrent affect of badge video cameras could be a factor in the reduction of incidents involving civil enforcement officers.

Safety related training

During the period April 1st 2014 to March 31st 2015 the following safety training courses were delivered:

- Fire safety training (including the practical use of fire extinguishers) – 1 half day course.

- Ladder safety training – shared courses with Eastleigh Borough Council.
- Refresher training for first aiders on the use of defibrillators – 1 half day course and a one hour course on the use of defibrillators for Councillors.
- First aid at work (full qualification) – 4 three day courses.
- New Roads & Street Works Act training for managers and client officers who are responsible for working on the highway – 1 two day course.
- Conflict management training – 1 half day course, plus additional shared courses with Eastleigh Borough Council.
- Manual handling training for various teams including Parking Services / IM&T / Environmental Health / Solutions / Guildhall staff – 2 half day courses.

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

- In conjunction with South East Employers, a course on the revised Construction Design & Management Regulations for surveyors and engineers involved in construction and maintenance projects.
- Street Care Team – A range of task specific training courses including working in confined spaces, ladder safety, working on the highway, road traffic management, operating fork lift trucks and the use of high pressure jetting equipment.

Review of the Action Plan for 2014/15

Supported Housing Safety Assessment

In accordance with the Hampshire County Council review of the supported housing service, a health and safety audit of all the sheltered housing schemes including hostel accommodation, extra care homes and the older persons support officer service was completed and the service review reports submitted to the Housing Options & Services Manager.

Driving for the Council

As highlighted in the previous report, as part of the risk management process for managing transport, the claims record for medium and high risk drivers, based on work related mileage, have been assessed but there was no correlation between the two and as a consequence there is currently no business case for external driver assessment or the provision of defensive driving courses for Council employees. Similarly, the driving records for staff involved in accidents while driving fleet vehicles have also been reviewed and no one has been identified as needing driver training due to a poor accident record.

Fire Risk Assessment

The Regulatory Reform (Fire Safety) Order requires fire risk assessments to be carried out on all premises to which the public has access and / or Council employees work. In accordance with Hampshire Fire & Rescue Service best practice, all teams with a fire safety management role were advised to carry out an annual review of the buildings in their premises portfolio to ensure there have been no material alterations to the buildings or the management of these sites that could affect fire safety.

Staff Vaccination

For the third year, staff in a range of front line services were offered free winter flu vaccination vouchers although the take up was down by 40% from the previous year.

The Investors in People Health & Wellbeing Award assessor commented that a number of employees raised staff vaccination when interviewed and felt that they should be considered as front line staff. Boots has yet to confirm that they will be running the voucher scheme this winter, if they do the categories of staff that will be offered free vaccination will be reviewed.

Working in flooded areas

Following last years flooding, health and safety risk assessments have been drawn up for staff who have to work in flood water, primarily the Street Care Team, and those who visit flooded areas in an incident liaison role to assess conditions and to co-ordinate the Council response.

General flood safety guidance has also been reviewed, amended and reissued. The Street Care Team has now been issued with floatation gear in addition to waders and harnesses.

Team risk assessments

In response to an internal audit report which identified a problem locating health and safety risk assessments, a central repository for all team risk assessments has now been set up on the intranet.

Depot facilities - Street Care / Pest Control Services

Bar End Depot was to be vacated when Biffa, Dennis Eagle and the Landscape Group moved to a new depot at Barfield Close. For a number of reasons the Streetcare Team is still in situ and it appears that the planned relocation will not take place during the current year.

HEALTH & SAFETY ACTION PLAN 2015/16**ANNUAL ACTION PLAN**

The Health & Safety Action Plan highlights the principal occupational health safety and welfare topics that the Council will need to address.

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 or the delivery of services. However, following the publication of the Lofstedt report the emphasis has been on simplifying the health and safety regulatory framework and reviewing current Approved Codes of Practice and guidance with a view to making the guidance more succinct and user friendly.

In addition, the HSE and partnership groups are now targeting their resources at the higher risk work activities such as construction and the waste collection and recycling industry. As a consequence there is unlikely to be any changes in health and safety legislation that is likely to have a significant impact on the City Council or the delivery of services.

As highlighted in previous reports, some health and safety issues are by their very nature 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, work specific risk assessments need to be regularly reviewed to ensure they are still valid and to identify and assess any new work activities that have been introduced; an example being the new Housing Estates Management Team.

Training

As in previous years, health and safety training has been targeted at the principal risk areas such as manual handling, working at height, dealing with potentially aggressive persons and fire safety and as such these courses are regularly delivered to pick up newly appointed staff and to provide refresher training as required; an increasing number of courses are now facilitated by Eastleigh Borough Council.

As highlighted previously, members of the Street Care Team attend a wide range of training / refresher training courses to cover the higher risk work activities and the specialist plant, machine tools and equipment that the team use.

Specific Occupational Health, Safety and Welfare Issues:**Occupational Health, Safety and Welfare Information**

Corporate health and safety policies, procedures and guidance notes on the Intranet health & safety page will be regularly reviewed and updated as required. The provision of team risk assessors and display screen equipment (DSE) administrators will be reviewed periodically to ensure there is adequate cover in each team and staff training will be arranged where required. With regards the use of

DSE, a new compact version of the online training, test and workstation self assessment modules has been introduced.

Lead Officer – Corporate Health and Safety Adviser.

E-Learning

The joint initiative with Eastleigh Borough Council to develop 'common user' online training programmes and to move to a new software provider is being extended into the current year due to resource issues. This will include a number of e-learning health and safety training modules covering fire safety, dealing with aggression, slips, trips and falls and manual handling and it is intended to increase the range of topics which will include stress management.

Lead Officer – Learning and Development Manager

Supported Housing Safety Assessment

As required under the Hampshire County Council supported housing programme, an annual audit of the supported housing service will be undertaken. However, since the last audit the service has undergone major changes bar the Temporary Accommodation Team which continues to be responsible for managing the hostel accommodation, The Community Support Team has been disbanded and the lifeline service is now provided by Chichester Careline which has led to the closure of Central Control.

The new Sheltered & Extra Care Housing Team has more of a facilities management role as opposed to providing a direct care support service and following the reclassification of some sites the number of sheltered schemes is now down to twelve with two extra care schemes managed by Radian Housing.

Lead Officer – Head of Housing Management & Allocations

Workplace Wellbeing Charter

The Council has achieved the Investors in People Health & Wellbeing Award and as highlighted in last years report the Council is also seeking Workplace Wellbeing Chartered accreditation. This is an ongoing project that requires input from a number of teams including HR, Facilities, Sports & Physical Activity and the Health at Work Group to submit a portfolio of evidence showing commitment and achievement over a range of health related topics which includes health and safety management.

Lead Teams – Health Protection / Facilities / Health at Work Group / HR

Lone Working

Lone working is a significant risk for teams undertaking site visits, particularly out of hours and in inclement weather and these teams have developed their own procedures to meet their service delivery requirements. Parking Services has introduced a GPS based tracking system for their vehicles and CEOs patrolling on

foot and this system is also used by the Community Safety Team; in addition to being an effective lone working control measure there are service delivery benefits.

The intention was to assess the viability of extending the system to cover other teams and two of the potential beneficiaries would have been the 24/7 Community Support Service and the Streetcare standby service. However, the former was disbanded earlier in the year and providing a tracking monitor at Central Control for out of hours call outs is no longer an option.

As a consequence, there is limited scope to expand the current system due to the time constraints i.e. office opening hours, and the cost of providing equipment at satellite sites such as Bar End Depot. There may however be scope for adding the Animal Welfare Service and the new Housing Estates Management Team to the existing service as both are City Offices based and primarily work during normal office hours and this is currently being assessed.

Lead Officer – Corporate Health and Safety Adviser

Contract Management – Waste Collection / Grounds Maintenance

The waste collection service and the management thereof was audited by the HSE in 2011/12 with a planned revisit to all councils providing a waste collection service, both in house and contracted out, during the next twelve months. The HSE has also confirmed that litter picking, street cleaning and verge cutting are classed as road maintenance activities and the Safety at Street Works and Road Works code of practice will apply and this is now a legal requirement for these activities.

In light of this, the current contract monitoring arrangements for the waste collection and grounds maintenance contracts will be reviewed as well as the Health and Safety training requirements for the contract monitoring officers.

Lead Officer – Joint EHDC/WCC Contracts Manager

TRAINING AND DEVELOPMENT REVIEW 2014/15

Corporate Training Activities 2014/15

Set against a backdrop of economic, social, environmental and technical change, Local Government is continually under pressure to improve. Winchester City Council has continued during the period under review to ensure that learning and development opportunities are available to all staff. Partnership working with Eastleigh Borough Council has been strengthened to include the establishment of the Learning and Development team working across both councils, shared costs for the provision of a Learning Management System including E-Learning packages and shared provision of training courses to achieve required budget savings.

During the financial year 2014-2015, Winchester City Council achieved the prestigious Investors in People (IIP) Gold Award, 58 Councils have IIP Gold accreditation nationally and only one in Hampshire. The Council was highly recommended for being an '*Effective and Efficient Council*' and it was observed that the Council had become more agile, resilient and forward thinking. The IIP assessor, Cath Parish recommended the Council for its continued dedication and commitment to developing staff.

The total training budget for Winchester City Council for 2014/15 was £154,152. The budget is comprised of £67,544 allocated to management development, funding corporate priorities and core training activities. Individual teams were allocated £86,608 for specific training requirements covering qualification, updates and Continuous Professional Development. A further £50,000 was allocated to corporate wide training needs linked to "Making things Happen" and included project management training, resilience and optimism training and contract management training.

During the financial year 2014- 2015, the Learning and Development section within the Human Resources team has organised;

5 management development programmes, 4 of which were delivered through partnership working with Eastleigh Borough Council and 1 with Simplyhealth;
34 corporate training sessions, 11 of which were delivered through partnership working with Eastleigh Borough Council and Test Valley Borough Council;
6 health and safety courses; this figure does not take into account the training that is organized by the Health and Safety Advisor and departments.

In 2014/15 the on-line appraisal scheme has been used to enable the improved planning and management of training. This has allowed the training budget to be allocated on priority. Priority has been given to Continuous Professional Development requirements, followed by training which is essential or legally required.

Additionally there is an on-line evaluation system through Survey Monkey enabling the measurement of the effectiveness of the training and development solutions delivered to Council employees. The evaluation is carried out in two stages;

immediately after employees have attended a course to measure satisfaction with the learning and after three-six months to measure the impact of the learning on the job and the organisation. This on-line evaluation system allows ease of use and of collating the data given. In addition to collated data, the evaluation can be used to establish the value of particular courses and providers. Details are available in the learning and development metrics tables appended (Table 1).

Corporate training priorities were also delivered including equalities, safeguarding of children and vulnerable adults and customer service.

In addition to the provision of the general corporate training programme, during 2014/15 the Learning and Development team delivered the following corporate development activities:

- a) Joint working with Eastleigh Borough Council in the development and launching of the learning portal. The learning portal hosts a varied number of learning solutions to complement the face-to-face learning. More staff are learning through the Council's E-learning platform. During the period under review, 377 staff members accessed e-learning courses.
- b) Support for our apprenticeship programme. Thirteen apprentices completed their apprenticeship programme, six were offered employment within the Council and two continued to a higher level NVQ qualification. 5 more apprentices were recruited across the Council. The Learning and Development team supported the development of the apprentices through mentoring, their qualification programme, volunteering projects and the introduction of a life skills programme.
- c) The Aspire leadership development programme, our innovative development programme for managers who have the potential to become future leaders. This course is run jointly with Eastleigh Borough Council and is now in its seventh year. In addition to the individual development benefits, it has provided the organisation with a valuable resource of enthusiastic managers with high potential.
- d) Provision of health and safety training, including manual handling, risk assessment and dealing with violence to staff.
- e) Provision of management and leadership development through a series of short courses, a longer Team Leader course run jointly with Eastleigh Borough Council and an accredited programme, the ILM Certificate in Leadership and Management.
- f) The development of self-assessment tools based on the staff and management competencies to be hosted on the Aspire Learning Portal. It is intended that the self-assessment tools will assist both staff and managers to identify areas of strength and areas for development during the appraisal process.

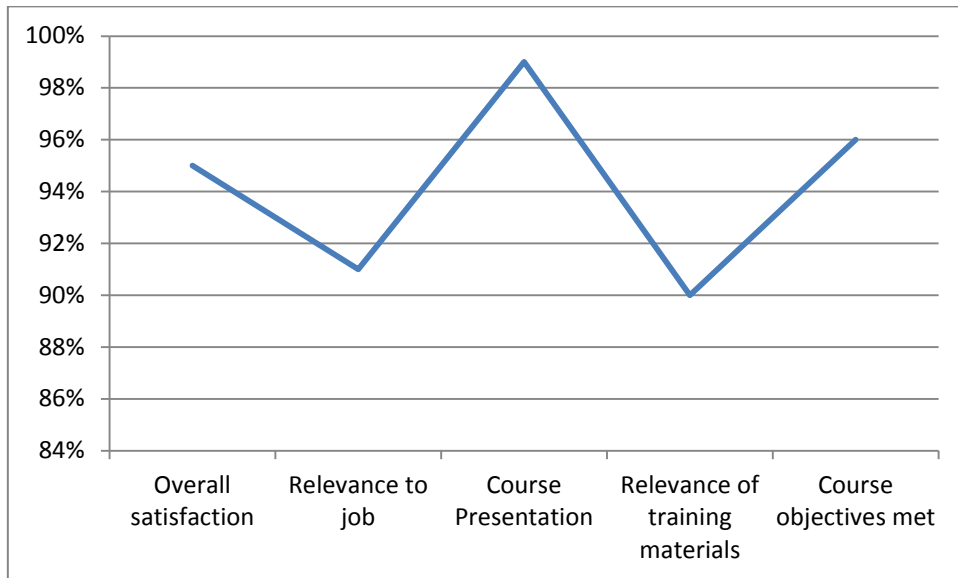
Team Training Activities 2014/15

The team training budgets for 2014/15 were allocated to teams based on training and development requirements identified at appraisal. These include professional qualifications, meeting CPD requirements, job specific skills and team training requirements. The team training budgets were then controlled and monitored by each Head of Team.

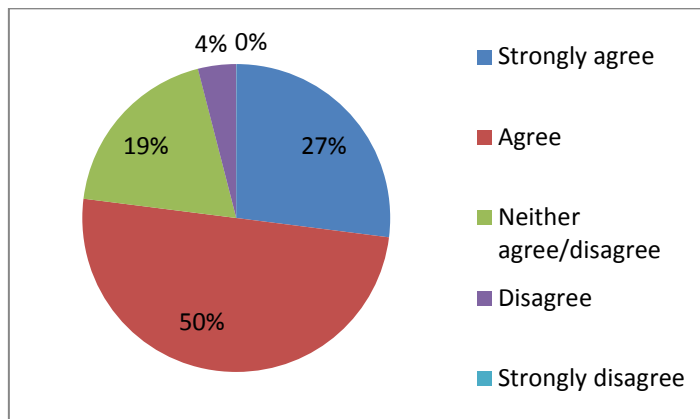
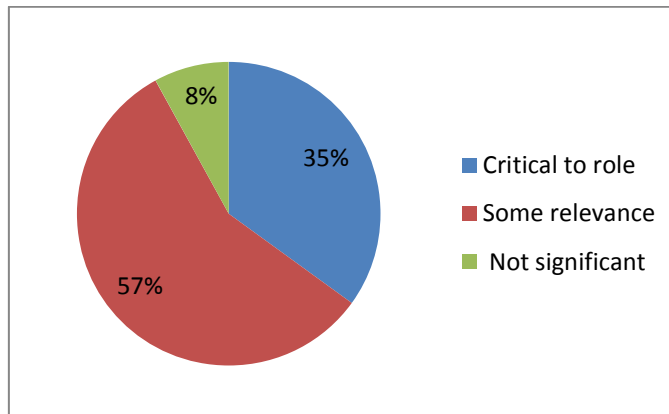
Table 2 shows the budget allocation for training and development for 2014/15 and the actual expenditure for the same period. The full delivery of learning events has been delayed due to the late start following budget allocation after the collation of learning needs as part of the Appraisal process. This year, budgets will be allocated to teams as previously and monitored throughout the year to ensure that staff are receiving the training identified through appraisal as this may include professional development, legally required training and the development required to ensure good levels of service provision.

Table 1 - Learning and Development Metrics

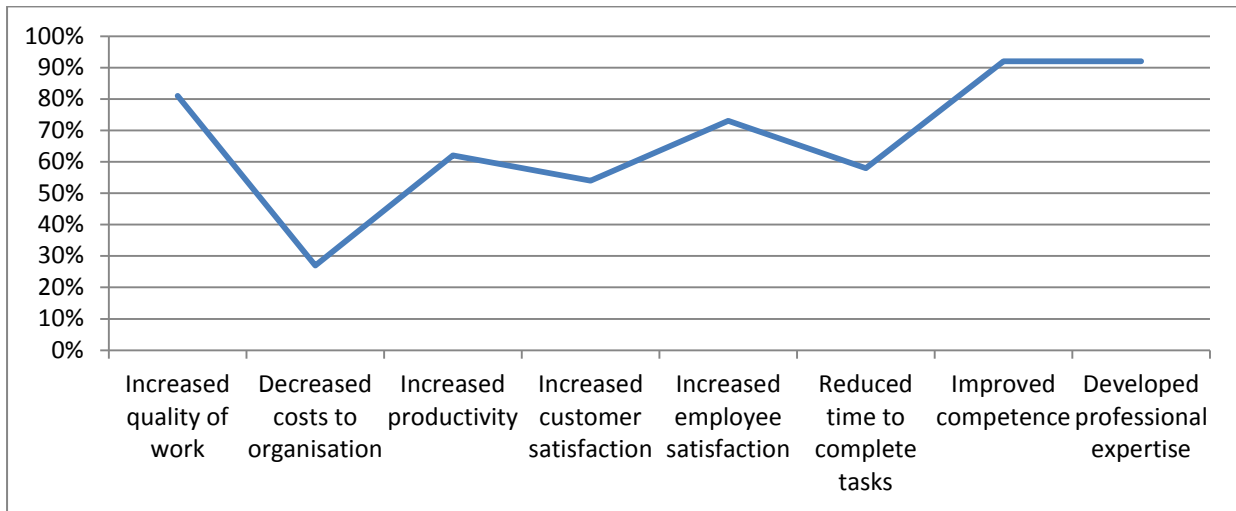
Learner Satisfaction



Job impact



Business results



Return on Investment

- | | | |
|--------------------------|---|-----|
| <input type="checkbox"/> | Positive return on investment in own career development | 96% |
| <input type="checkbox"/> | Positive return on investment for organisation | 92% |

Table 2 – Training Expenditure by Team 2014/15

Team	Budget	Actual	Variance	Manager Comments
Building Control	2,400	1,531	869	New building regulations only announced at the very end of March therefore no training courses available until 2015/2016.
Business Management	3,852	278	3,574	
CMT + Ads	0	0	0	
Communications	1,395	0	1,395	
Community Grants	570	0	570	
Community Safety	2,475	735	1,740	
Development Management	13,110	6,134	6,976	The underspend was due to the ability to purchase a season ticket for Planning CPD this year (each year the offer is different) at a significantly reduced cost (than if each CPD session was purchased individually (approx £4/5K saving). RTPI did not run the Planning Summer school this year which two Senior Managers would have attended – as identified through appraisals. Some-in house training was provided and some training was funded corporately.
Engineering & Transport	780	300	480	
Environmental & Licensing	9,558	7,217	2,341	
Estates	0	8,304	-8,304	
Financial Services	1,890	6,223	-4,333	The budget did not include the prior year commitments to ongoing courses.

Historic Environment	882	713	169	One officer's planned attendance at the IFA conference was not pursued as planned as the programme was not sufficiently focused. Other savings made by contributing to CPD events and obtaining free places as a result.
Health & Wellbeing	0	0	0	
Housing (general fund)	50,000	7,068	42,932	
Housing (HRA)	41,000	28,750	12,250	
Organisational Development	3,000	4,317	-1,317	The over spend was due to unforeseen essential TUPE training required as a result of change in legislation.
IM & T	5,500	3,732	1,768	
Landscape & Open Spaces	6,960	7,201	-241	Although there is a slight overspend, all training was essential in order for the professional officers to remain up to date. In addition, some of this budget will be returned to WCC due to a member of the team leaving within the final year of an MA which WCC were part paying for.
Legal & Democratic Services	7,190	6,759	431	
Policy & Major Projects	900	299	601	The variance is due to that a member of the team's PRINCE2 training was funded from the corporate budget as it was agreed this was a corporate training need.
Museums	0	0	0	
New homes Delivery	1,128	935	193	
Parking	2,160	1,319	842	Due to availability of staff, the planned Blue badge training for the team was not delivered until April 2015.

Revenues	1,686	1,875	-189	The overspend is due unexpected statute driven training arising during the financial year.
Sport and Physical Activity	2,460	85	2,375	
Strategic Planning	6,900	315	6,585	The reason for the lack of spending of the budget is largely because the courses or training that team members have done has been at low/no cost. As most team members have CPD requirements to meet through their membership of the Royal Town Planning Institute I am satisfied that CPD opportunities have been available.
Streetcare	13,680	3,372	10,308	
Corporate Training	117,544	60,335	57,209	The roll-out of Emotional Intelligence and Resilience training for managers has been delayed due to the late start following budget allocation after the collation of learning needs as part of the Appraisal process. The order for this training was made before 31 st March 2015 though it was delivered in April and June.
Total	300,152	157,797	142,355	