

PERSONNEL COMMITTEE

21 JUNE 2016

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN
REPORT 2015/16

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER283](#) – Organisational Development Performance Monitoring Third Quarter
2015/16 – 7 March 2016

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 2015/16 against performance indicators for sickness absence, staff turnover and the Council's staff establishment.

A review of the work undertaken in the areas of Occupational Health, Safety and Welfare and Training and Development during the last year are also 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

21 JUNE 2016

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTURN REPORT 2015/16

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 2015/16 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. The data for these charts and graphs has been extracted from the Council's Selima HR system.
- 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. Staff Sickness

- 3.1 Staff sickness continues to be monitored very closely with detailed reports made available to managers after the end of each month. Further high level reports are presented to Corporate Management Team on a monthly basis and Performance Management Team quarterly.
- 3.2 The average number of days sickness taken during the 12 month period 1 April 2015 to 31 March 2016 has fallen further and is now at an average of 5.8 days per member of staff, this is the lowest figure for the Council for over ten years.
- 3.3 The Local Government Association (LGA) continues to collect quarterly data for a small number of performance indicators, including sickness absence from authorities on a voluntary basis. The most recent data published by the

LGA relates to the third quarter of 2015/16. Provisional data has been released only to those contributing authorities by the LGA relating to the fourth quarter of 2015/16.

- 3.4 The table below provides a comparison of the quarterly data for Winchester and all English district local authorities, where the data has been submitted to the LGA.

Overall sickness absence (per FTE – excluding schools)				
	Winchester	Minimum for all English district Local Authorities	Average for all English district Local Authorities	Maximum for all English district Local Authorities
2014/15 Q2	1.7	0.7	2.0	3.6
2014/15 Q3	2.0	1.0	2.2	3.8
2014/15 Q4	2.4	0.9	2.4	14.0
2015/16 Q1	1.4	0.6	1.8	4.3
2015/16 Q2	1.6	0.6	2.0	8.5
2015/16 Q3	1.5	1.0	2.2	3.5
2015/16 Q4	1.7	1.1	2.3	4.2

- 3.5 The most recently available data (period Q4 2015/16) shows that Winchester continues to have a lower sickness absence rate per fte than the average of the eighty six district local authorities who have submitted their data for the same period which reflects the ongoing work of the Organisational Development Team to reduce the sickness levels at the Council.

4. Occupational Health, Safety & Welfare Review

- 4.1 Appendix 3 provides the annual review of the work undertaken in this area during 2015/16.

4.2 Training and Development Review

- 4.3 Appendix 4 provides the annual review for 2015/16 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.

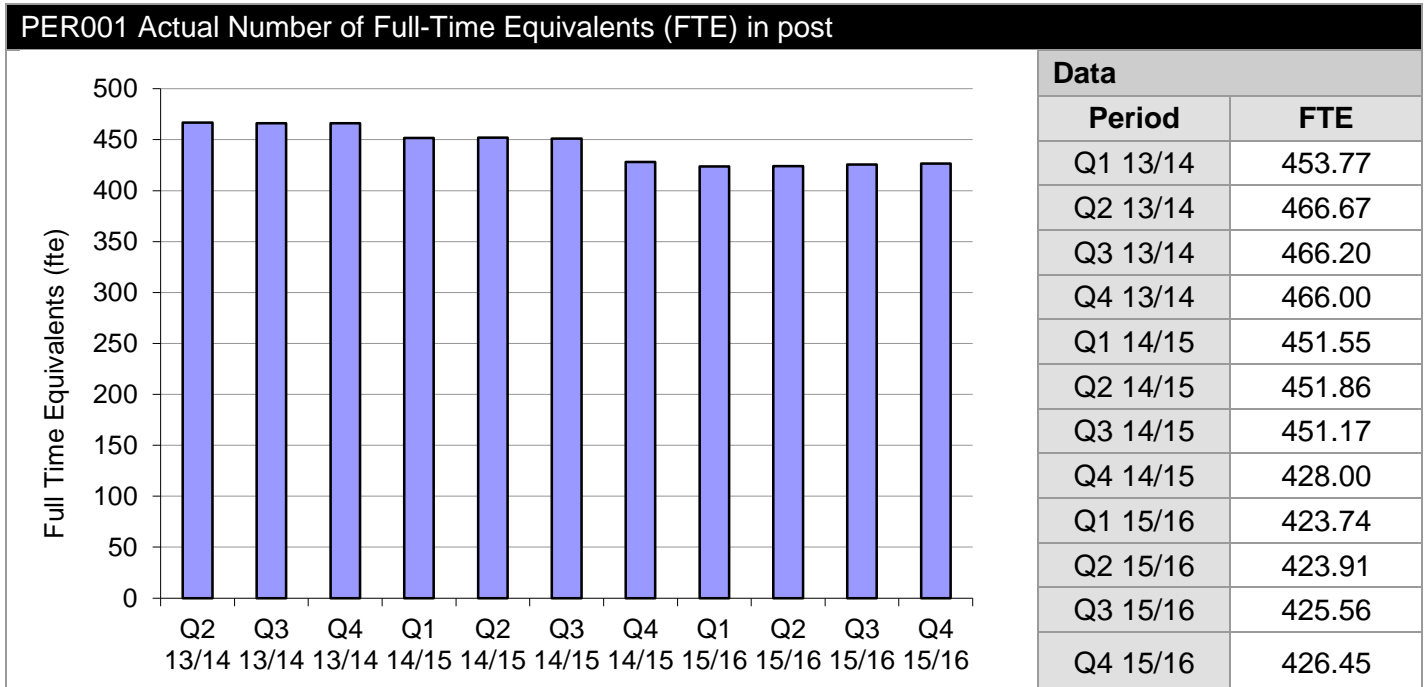
Appendix 2 Annual Performance Report 2015/16

Appendix 3 Occupational Health, Safety & Welfare Review – 2015/16

Appendix 4 Training and Development Review 2015/16

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q4 2015/16 update

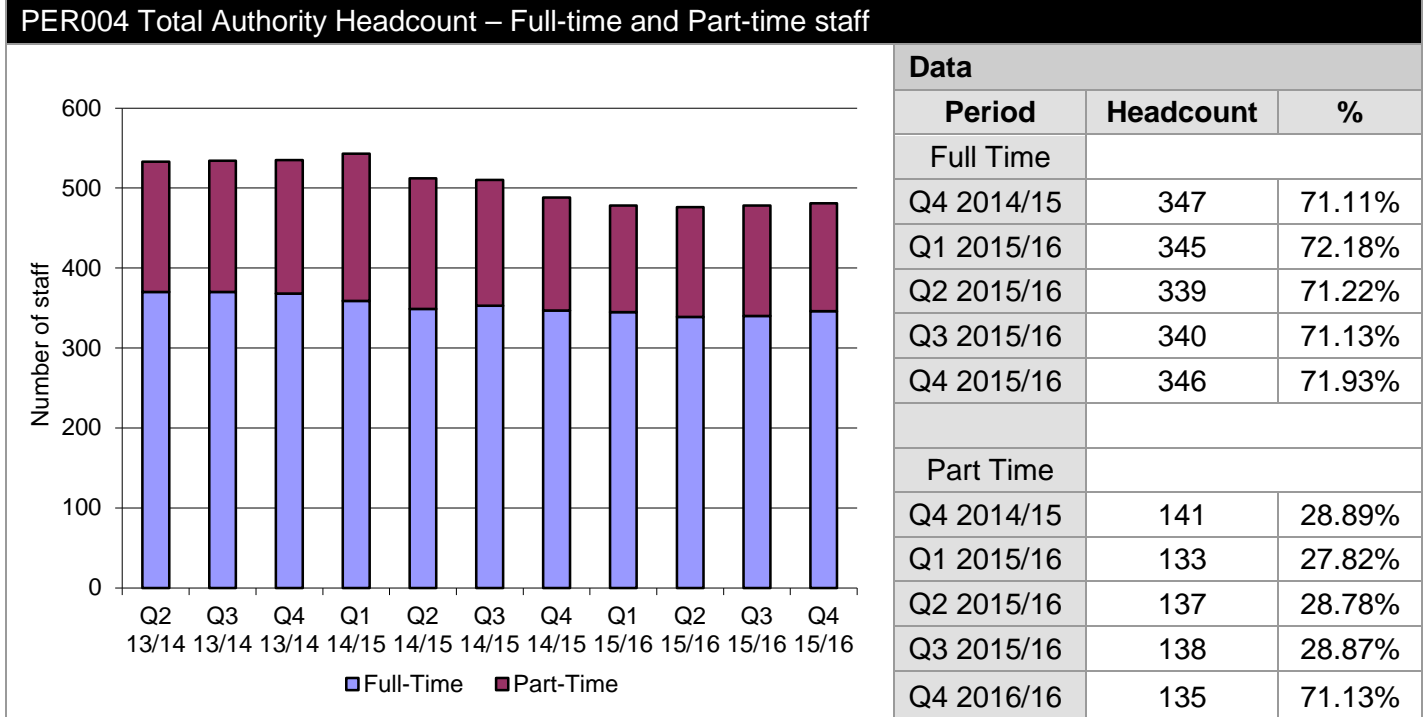
Establishment Indicators**Latest Comments -**

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 increased very slightly during the three months by 0.89 fte.

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.

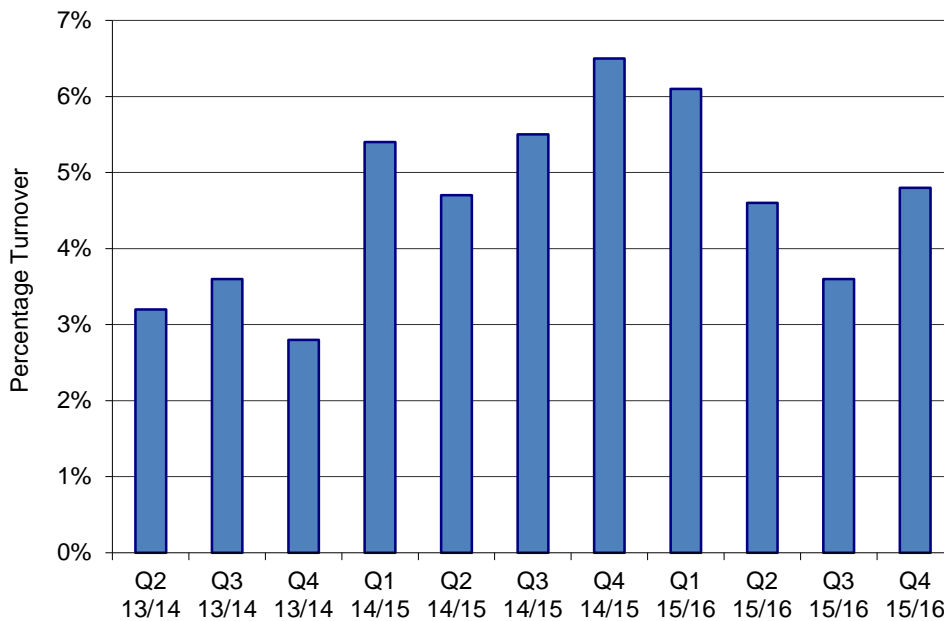


Latest Comments –

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 481 which shows a net increase of 3 when compared to the previous quarter.

This is a result of the staff appointments in the Revenues Team, Housing Services, Built Environment, Legal and Democratic Services, Policy and Planning, IM&T, Business Management, Estates, and Economy & Communities.

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

Period	Turnover
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%
Q1 2015/16	6.10%
Q2 2015/16	4.60%
Q3 2015/16	3.60%
Q4 2015/16	4.80%

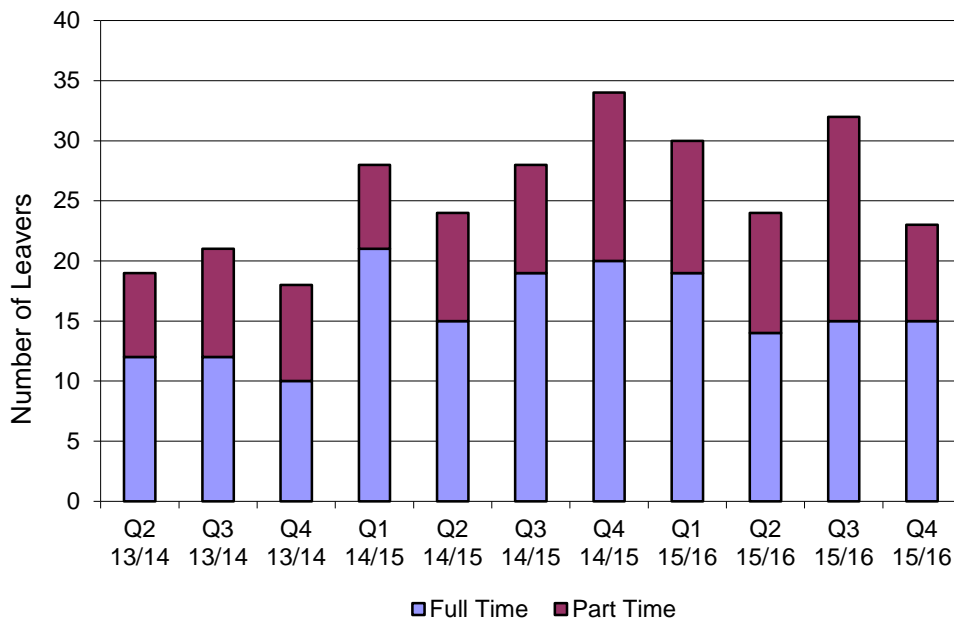
Latest Comments –

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 four was 23 compared to 17 for quarter three of 2015/16. More detail on the numbers of leavers is included in the chart on the next page.

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.

PER003 Number of Actual Leavers (Quarterly)



Data

Period	No. Leavers
Full Time	
Q4 2014/15	20
Q1 2015/16	19
Q2 2015/16	14
Q3 2015/16	13
Q4 2015/16	15
Part Time	
Q4 2014/15	14
Q1 2015/16	11
Q2 2015/16	10
Q3 2015/16	4
Q4 2015/16	8

Latest Comments:

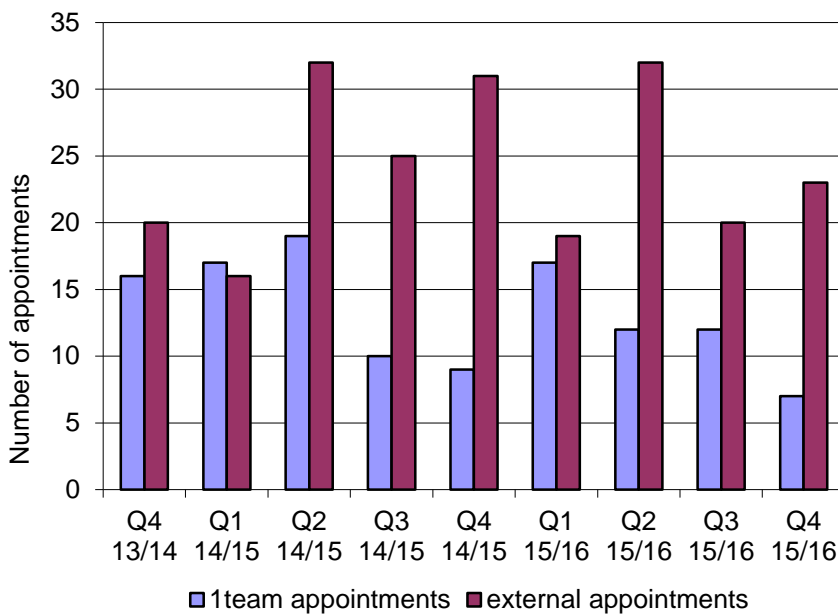
This chart shows the number of actual leavers per quarter (Apr-Jun, Jul-Sept, Oct-Dec and Jan-Mar) and is broken down between full-time and part-time staff.

The number of leavers in the period January to March (Q4 2015/16) included 1 from Economic and Communities, 7 from Built Environment, 1 from IM&T, 5 from Housing Services, 2 from Business Management, 3 from Estates, 1 from Chief Executive Unit, 1 from Finance and 2 from Revenues.

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 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
Q1 2015/16	17	19
Q2 2015/16	12	32
Q3 2015/16	12	20
Q4 2015/16	7	23

Latest Comments:

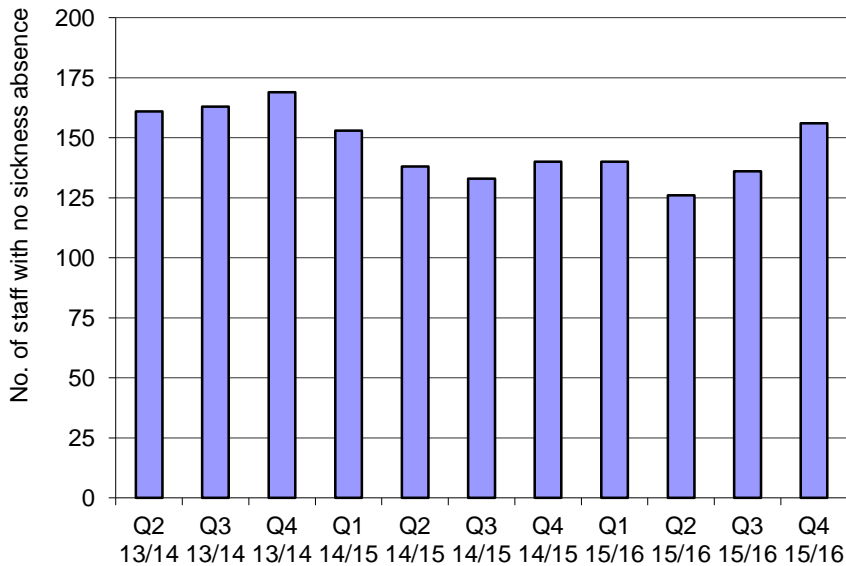
This chart provides information on the number of appointments made to vacant posts during each quarter and whether the post was filled with an internal (1team) or external candidate.

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 an average 36% 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.

Included in the number of staff who have been appointed following the 1team process includes moves to Policy and Planning, IM&T and Housing Services.

Attendance and Sickness Indicators

PER008 No. of employees with no sickness absence during the rolling 12 month period



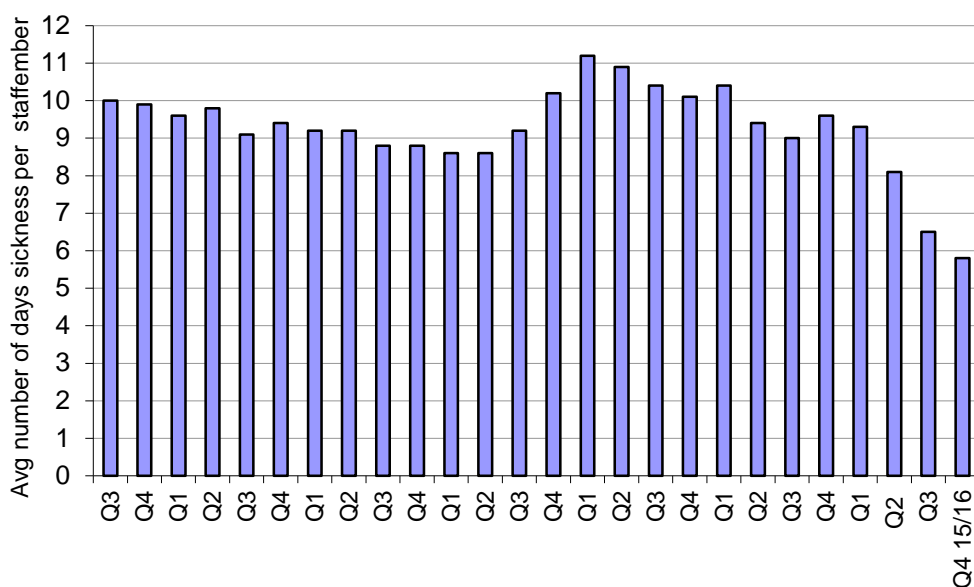
Data

Period	No. of staff	% of headcount
Q4 2012/13	146	27.8%
Q1 2013/14	138	26.6%
Q2 2013/14	161	30.2%
Q3 2013/14	163	30.5%
Q4 2013/14	169	31.9%
Q1 2014/15	153	29.9%
Q2 2014/15	138	27.0%
Q3 2014/15	133	26.0%
Q4 2014/15	140	25.0%
Q1 2015/16	140	29.5%
Q2 2015/16	126	26.5%
Q3 2015/16	136	28.4%
Q4 2015/16	156	32.0%

Latest Comments – This chart provides data for the number of employees with no sickness absence on a rolling twelve month period as at the end of each quarter (30 June, 30 September, 31 December and 31 March).

As average sickness levels fall across the Council, there has been an increase in the number of staff who have not taken any sickness in the twelve month period when compared to the previous period.

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



Data

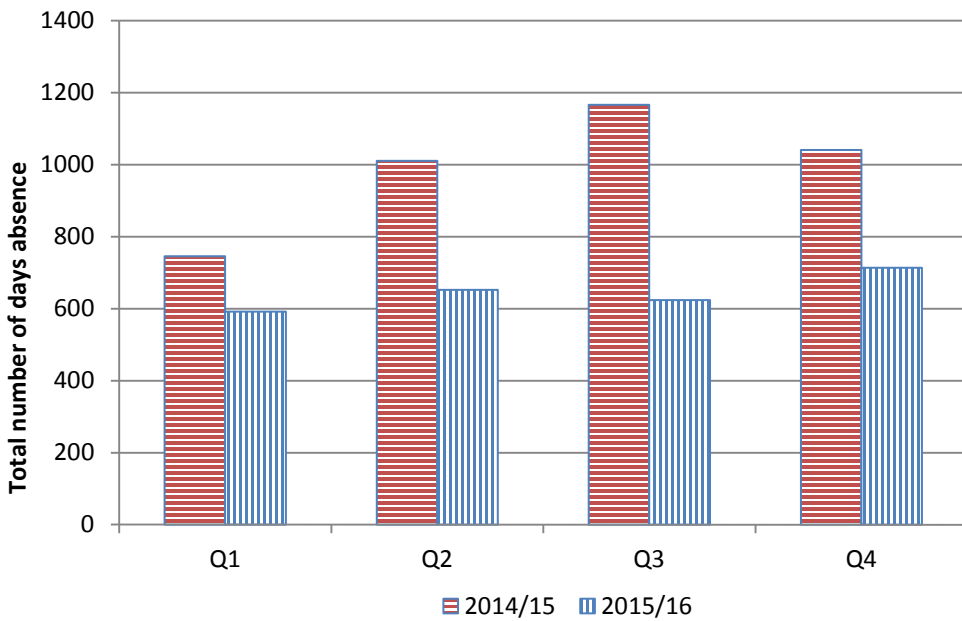
Period	Days of sickness
Q4 2012/13	10.2
Q1 2013/14	11.2
Q2 2013/14	10.9
Q3 2013/14	10.4
Q4 2013/14	10.1
Q1 2014/15	10.4
Q2 2014/15	9.4
Q3 2014/15	9.0
Q4 2014/15	9.6
Q1 2015/16	9.3
Q2 2015/16	8.1
Q3 2015/16	6.4
Q4 2015/16	5.8

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 2016 (Q4 2015/16) is 5.8 days sickness per member of staff which is a decrease of 0.6 days when compared to the previous period.

The total number of days where the sickness exceeded 20 days per member of staff during the period 1 April 2015 and 31 March 2016 was 712.35 days. The sickness was taken by 17 staff (13 full-time and 4 part-time staff) with a full time equivalent (fte) of 15.48.

PER0011 Total Number of Days of Sickness absence – per quarter



Data	
Period	No. Days sickness
Q4 2013/14	995
Q1 2014/15	746
Q2 2014/15	1,011
Q3 2014/15	1,166
Q4 2014/15	1,041
Q1 2015/16	592
Q2 2015/16	652
Q3 2015/16	624
Q4 2015/16	714

Latest Comments – This chart presents the total number of days taken as sickness absence by staff in each three month period (quarter) and was requested at the June 2015 meeting of the Committee.

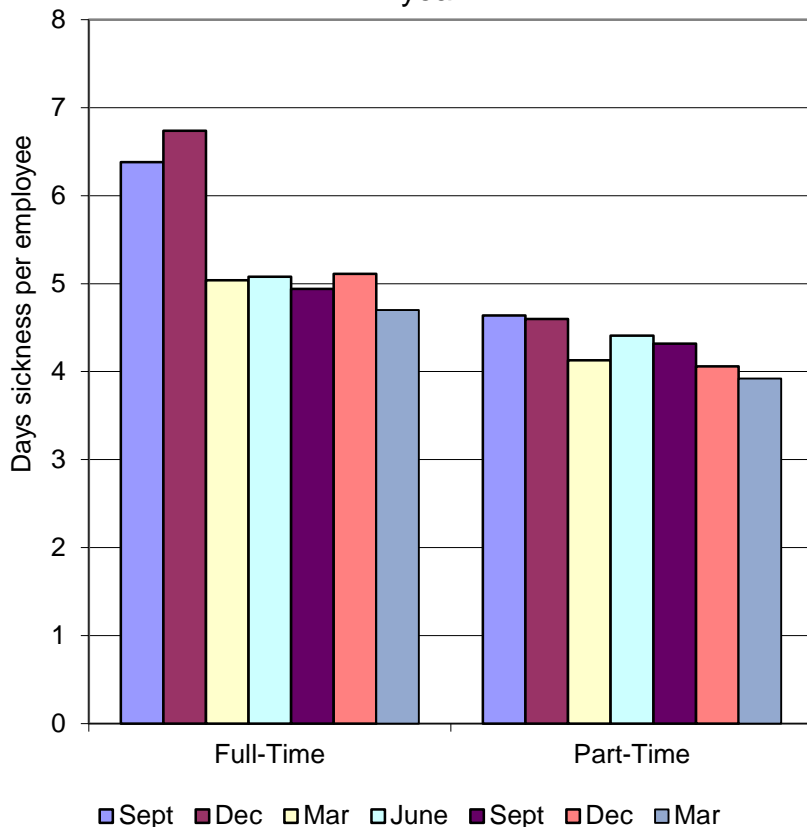
The data at this level is only available on a quarterly basis going back to 1 January 2014.

Generally the number of days taken as sickness will increase during the winter months when staff are more likely to take absence due to colds, flu and infections and then fall during the spring and summer months.

However, when comparing like for like quarterly periods, the trend is downwards showing a reduction of 327 days taken as sickness absence during Q4 2015/16 when compared to Q4 2014/15.

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

Average sickness (less than 20 days) for the year



Data

	Average no. working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 Jun	5.08	210
30 Sept	4.94	219
31 Dec	5.11	216
31 Mar	4.70	209
Part-Time		
Yr ending		
30 Jun	4.41	80
30 Sept	4.32	84
31 Dec	4.06	89
31 Mar	3.92	87
Combined		
Yr ending		
30 Jun	4.89	290
30 Sept	4.77	303
31 Dec	4.80	305
31 Mar	4.49	296

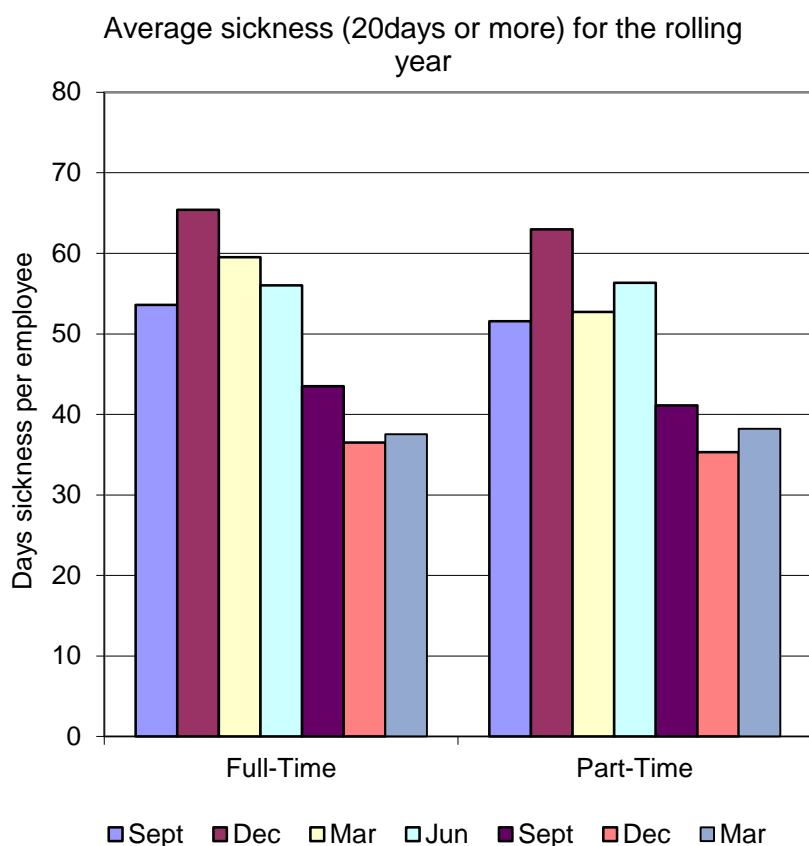
Latest Comments –

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 2016, 87 part-time and 209 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 1,465 days (1,104 days by full-time staff and 361 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	56.03	35
30 Sept	43.51	35
31 Dec	36.51	27
31 Mar	37.54	24
Part-Time		
Yr ending		
30 Jun	56.36	10
30 Sept	41.13	11
31 Dec	35.32	8
31 Mar	38.23	5
Combined		
Yr ending		
30 Jun	56.10	45
30 Sept	42.94	46
31 Dec	36.24	35
31 Mar	37.66	29

Latest Comments –

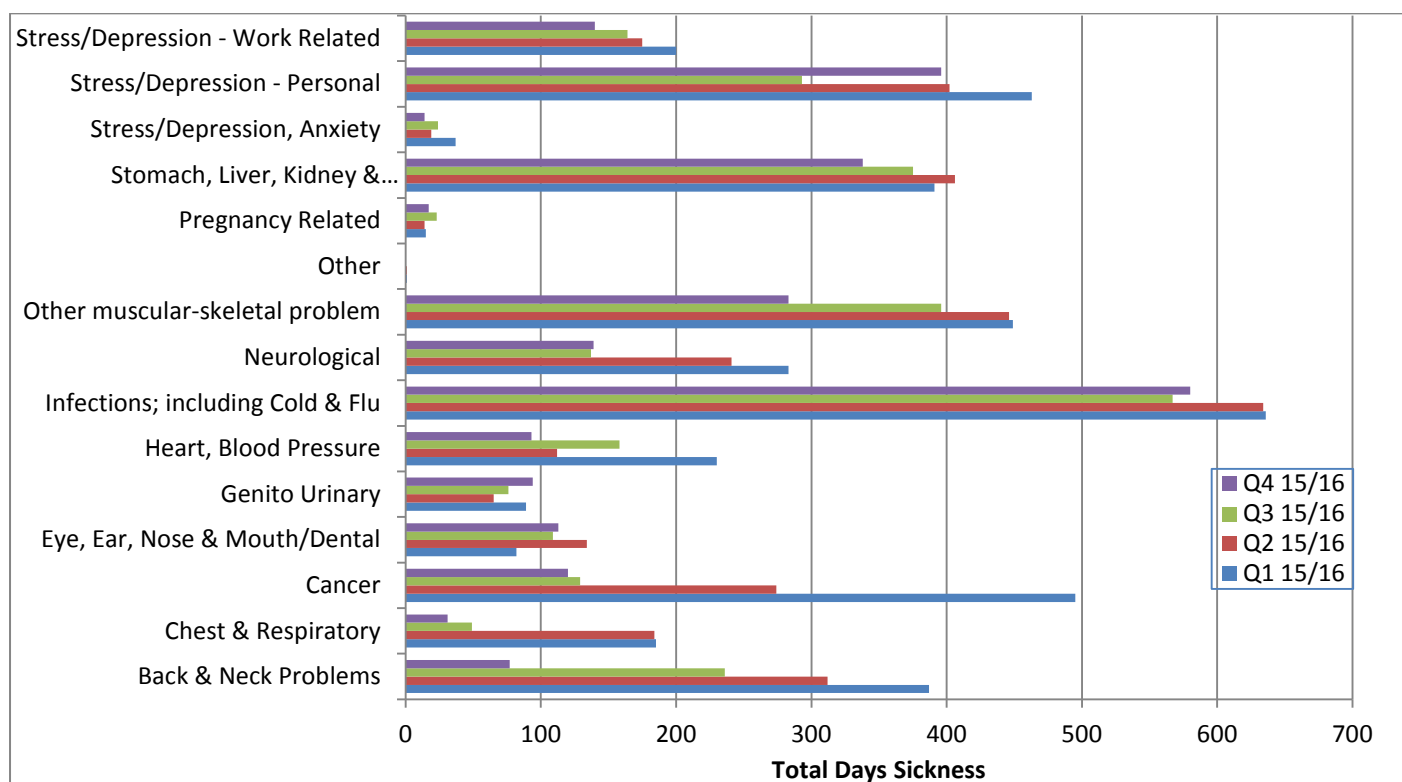
This chart shows the average number of days sickness absence per City Council employee where the total absence was 20 days or more in the twelve month period ending the 30 June, 31 March, 31 December and 30 September. The data is further analysed between full-time and part-time staff.

For the year ending 31 March 2016, 5 part-time and 24 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 1,268 days (986 by full-time staff and 283 by part-time staff).

The average length of sickness for the year ending 31 March 2016 for both part-time and full-time staff, where the total was 20 days or more is 37.66 days.

Analysis of Sickness Absence by Reason (12 month rolling year)



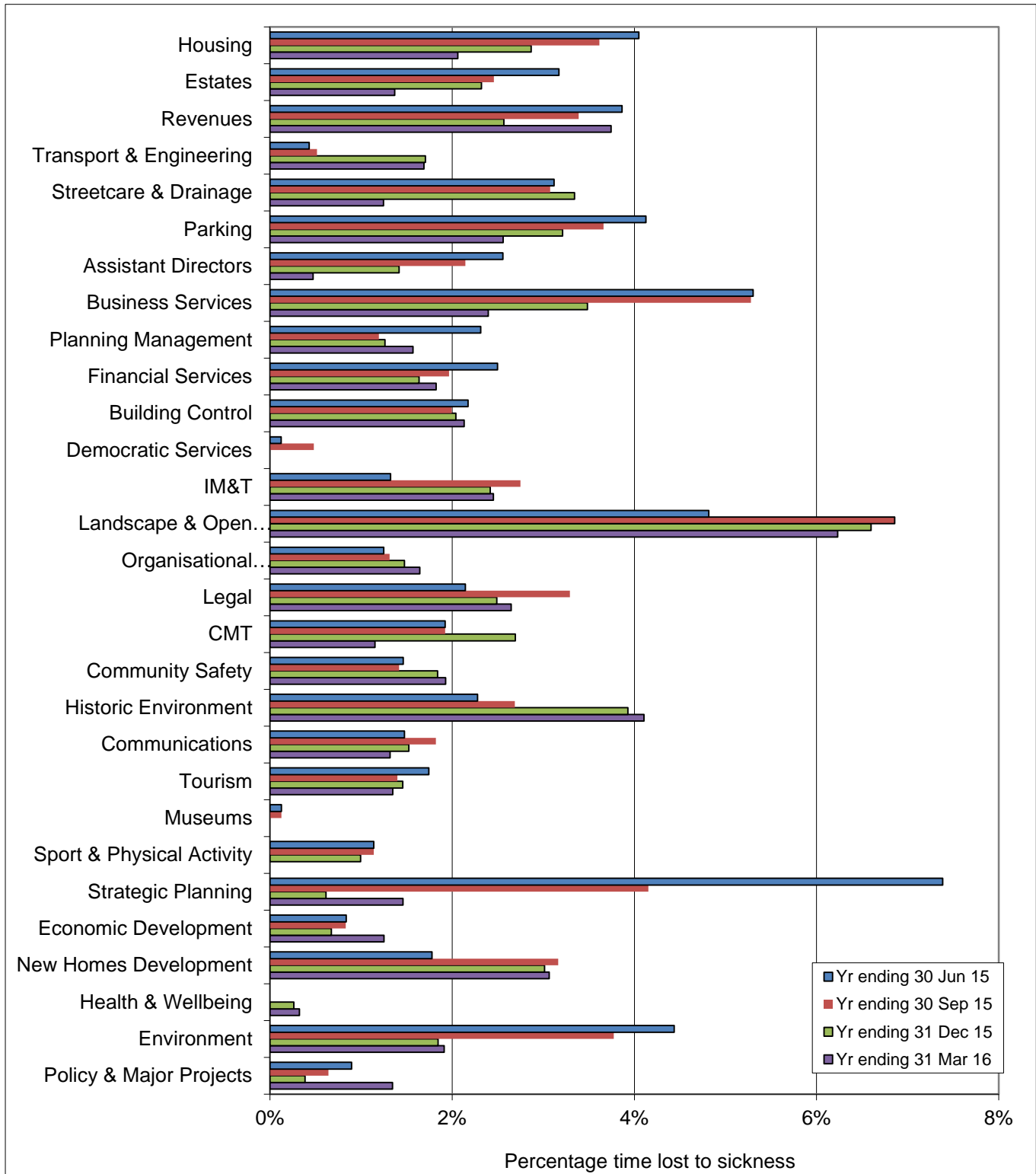
Latest Comment:

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.

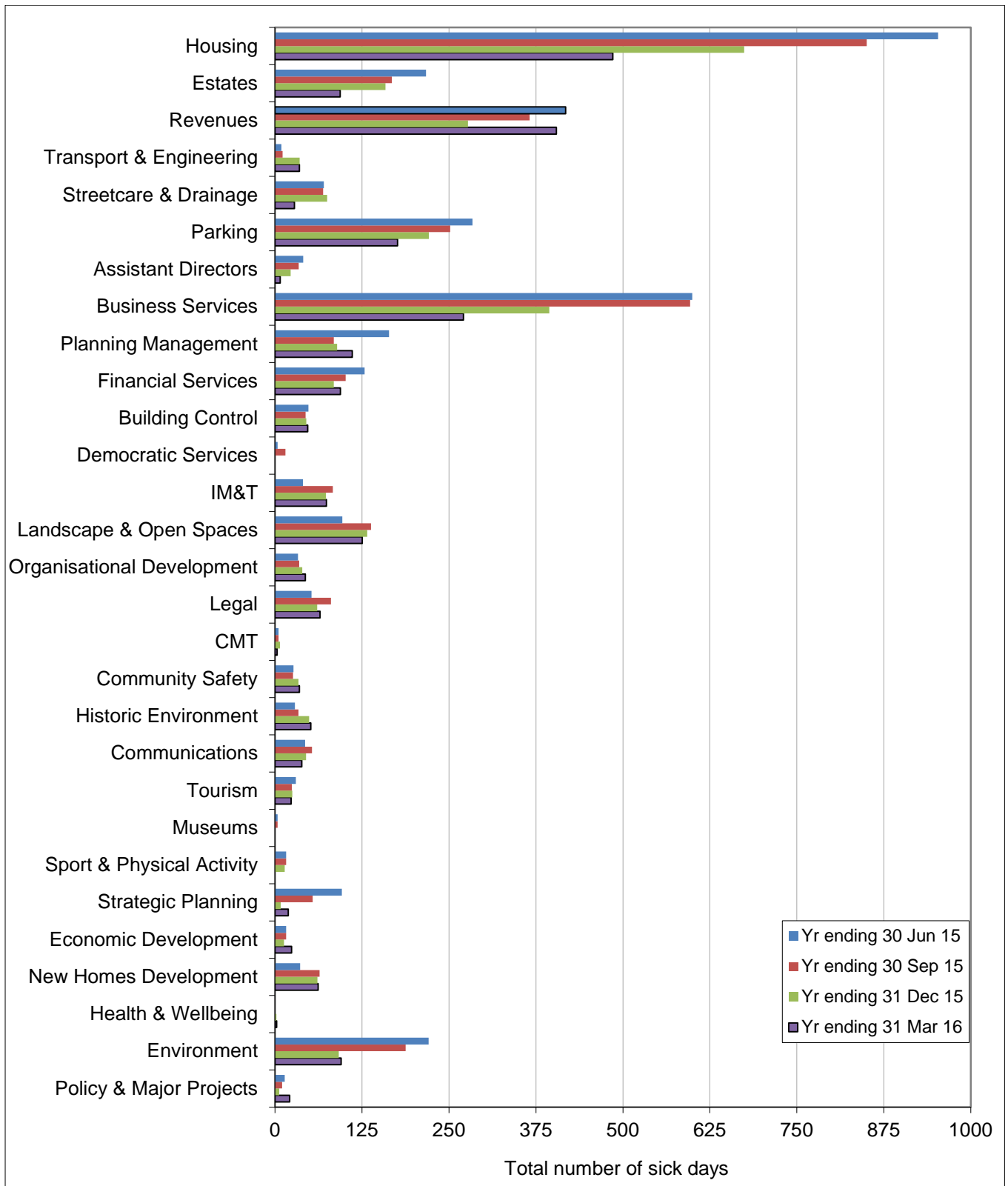
All Sickness by Absence Reason (Days)					
Reason Summary	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Back & Neck Problems	392	387	312	236	77
Cancer	661	495	274	49	31
Chest & Respiratory; incl. Chest Infection	239	185	184	129	120
Eye, Ear, Nose & Mouth/Dental	80	82	134	109	113
Genito Urinary; inc Menstrual Problems	91	89	65	76	94
Heart, Blood Pressure & Circulation	150	230	112	158	93
Infections; including Cold & Flu	603	636	634	567	580
Neurological; inc Headaches & Migraine	455	283	241	137	139
Other musculo-skeletal problem	254	449	446	396	283
Other	2	1	1	0	0
Pregnancy Related	6	15	14	23	17
Stomach, Liver, Kidney & Digestion	400	391	406	375	338
Stress - cause unknown	40	37	19	24	14
Stress/Depression - Personal	464	463	402	293	396
Stress/Depression - Work Related	298	200	175	164	140

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 March 2016. By way of a comparison the figures for the twelve month period ending 30 September 2015, 31 December 2015, 30 June 2015 and 31 March 2016 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 2016. By way of a comparison the figures for the twelve month period ending 31 December, 30 September and 30 June 2015 have also been included.



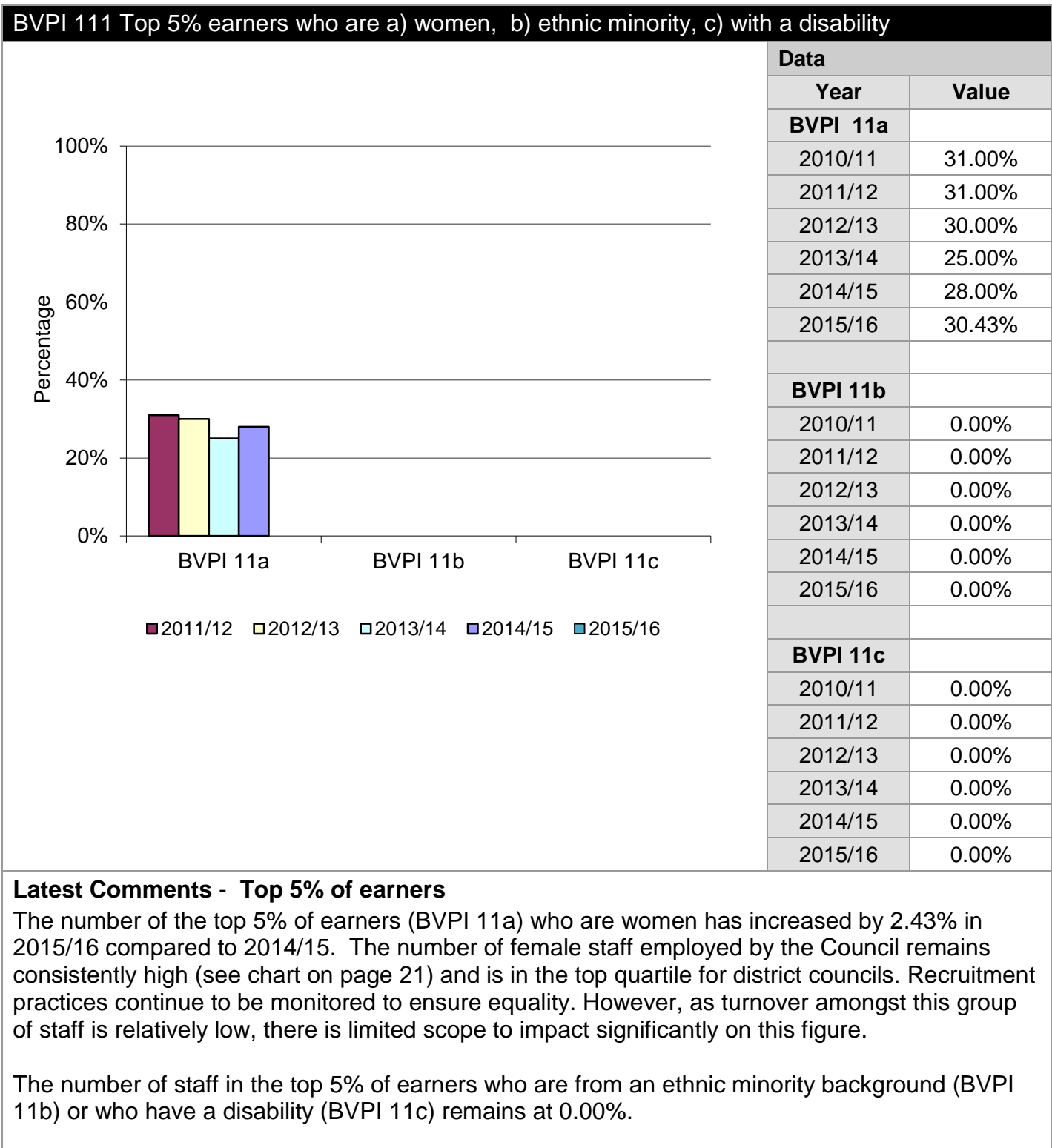
2016/17 Completed Appraisals (as at 26 May 2016)

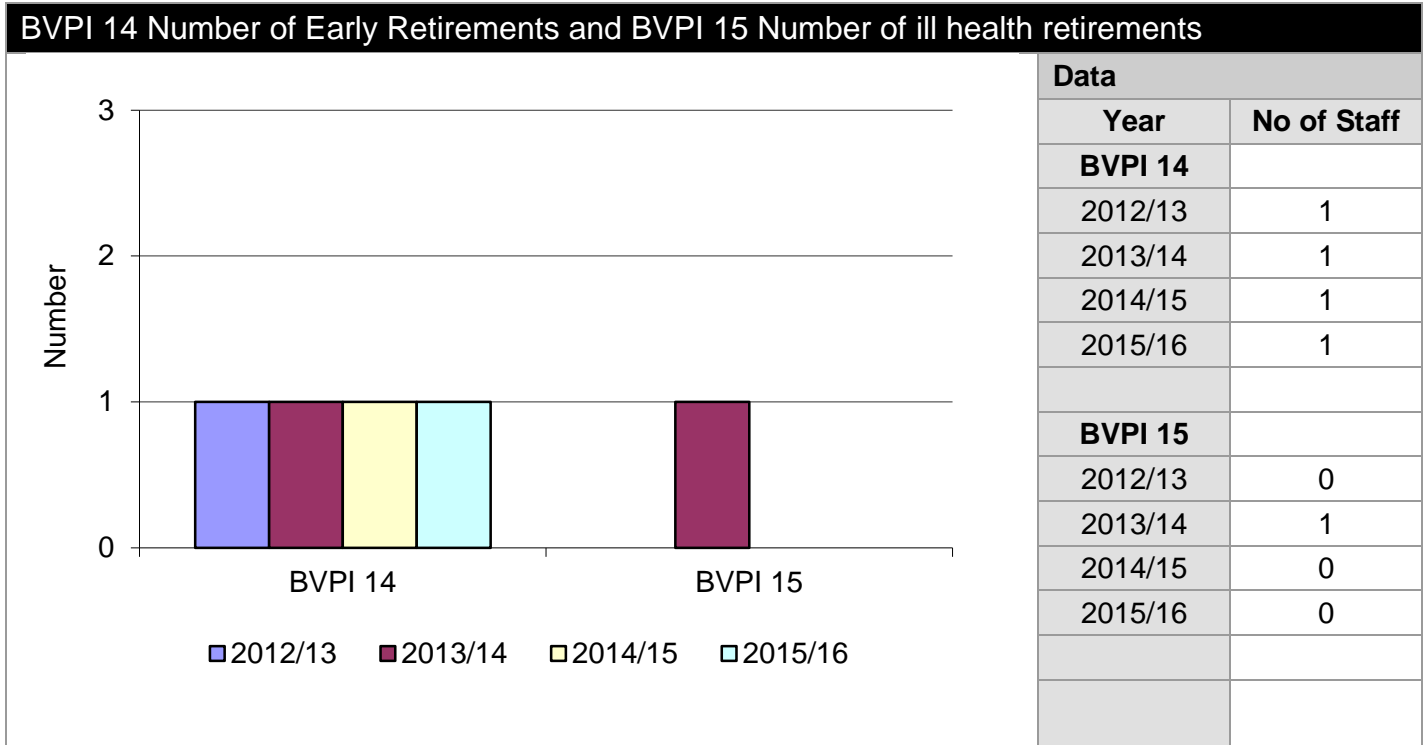
Team	Number Due	Number Completed	% Completed
Chief Executive & Director	2	0	0%
Communications	9	8	89%
Estates	11	0	0%
Estates - Facilities	21	9	43%
Organisational Development	14	13	93%
Joint Waste Contract Services	3	0	0%
Professional Services			
Business Support Team	25	24	96%
Customer Service	14	4	29%
Democratic Services	7	3	43%
Electoral Services	5	1	20%
Finance	17	9	53%
IM&T	12	11	92%
Legal Services	13	3	23%
Revenues & Benefits	42	21	50%
Economy & Communities			
Asst Director Economy & Communities	3	2	67%
Drainage and Streetcare	8	6	75%
Economy & Arts	9	7	78%
Environment and Licensing	21	20	95%
Funding	1	1	100%
Tourism	14	6	43%
Environment			
Asst Director Environment	1	1	100%
Building Control	12	10	83%
Community Safety & Neighbourhood Services	8	8	100%
Engineering & Transport	4	3	75%
Historic Environment	3	0	0%
Landscape Team	12	9	75%
Parking Enforcement	31	26	84%
Planning Control	31	16	52%
Projects Engineering	3	3	100%
Housing Services			
Business Services & Rents	8	6	75%
Contract & Property Services	24	23	96%
Health & Wellbeing	4	3	75%
Housing	2	0	0%
Housing Options and Support	11	5	45%
New Homes Delivery	9	9	100%
No Section	2	2	100%
Private Sector Housing	4	4	100%
Sport & Physical Activity	4	3	75%

Team	Number Due	Number Completed	% Completed
Tenancy Services	42	40	95%
Policy & Planning			
Asst Director Policy & Planning	1	0	0%
Policy & Major Projects	9	9	100%
Strategic Planning	6	6	100%
Grand Total	482	334	69%

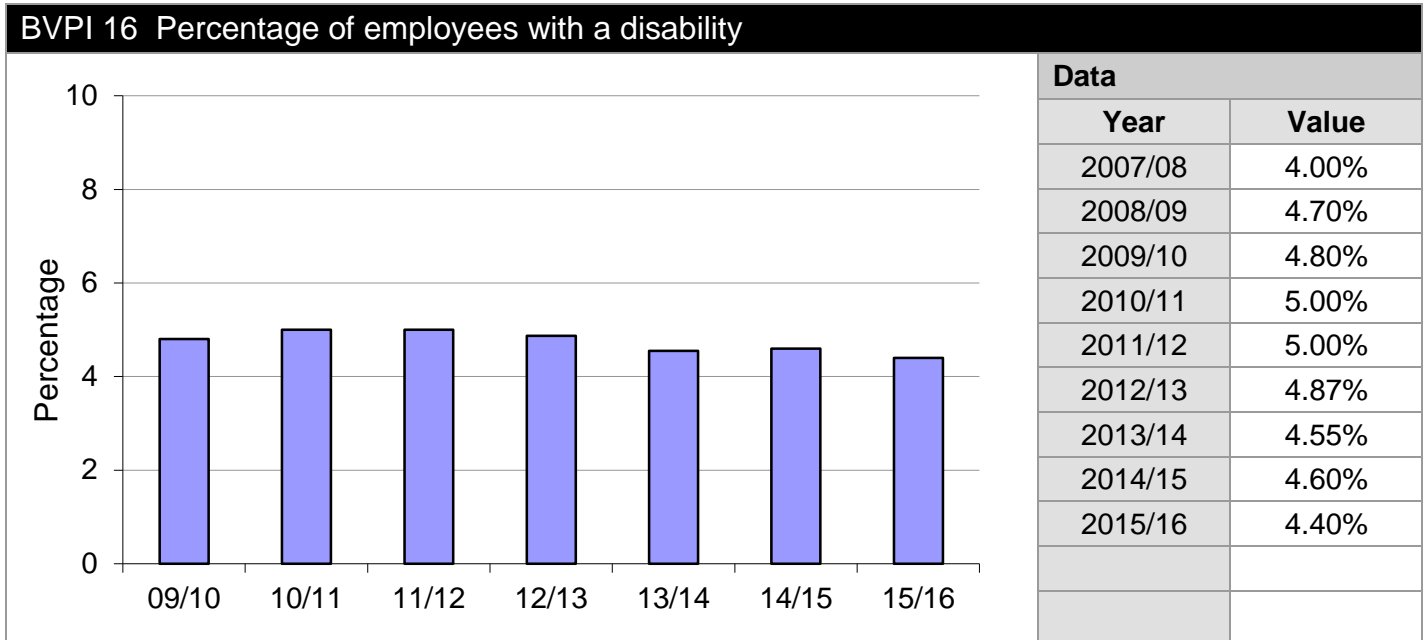
2015/16 Annual Performance Report

Best Value Performance Indicators



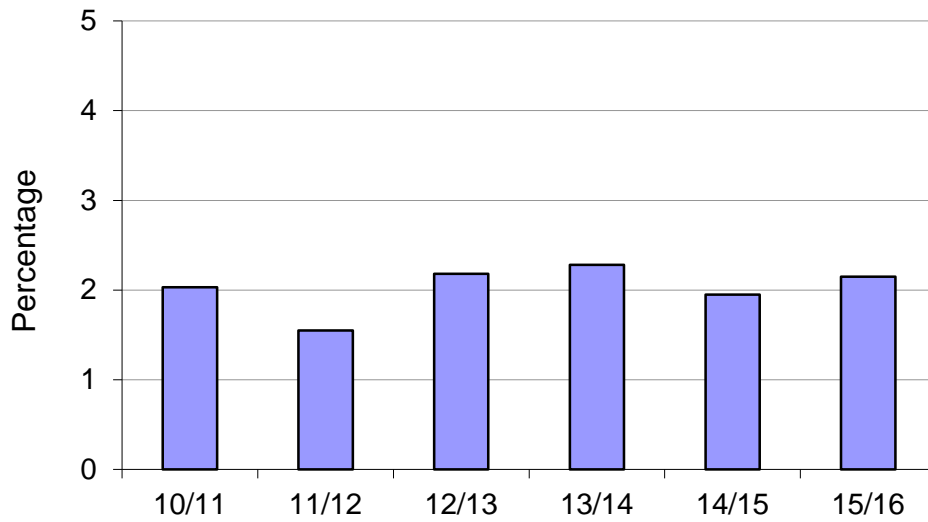


Latest Comments:
There has been 1 early retirement with WCC consent in 2015/16 and no early retirements due to ill health in the last year.



Latest Comments – The percentage of disabled staff employed has remained fairly consistent for a number of years. 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.

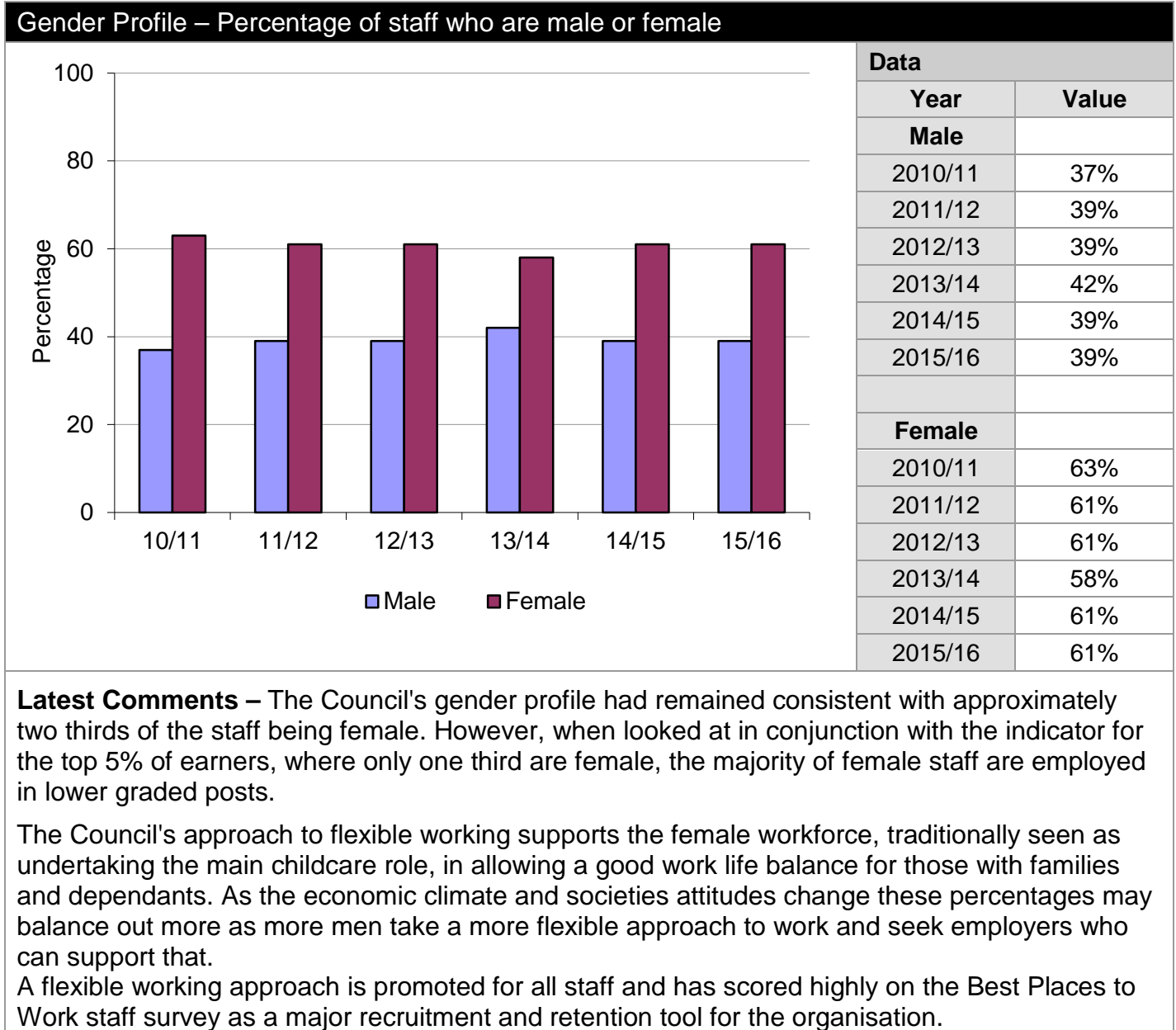
BVPI 17a Percentage Ethnic Minority representation in the workforce

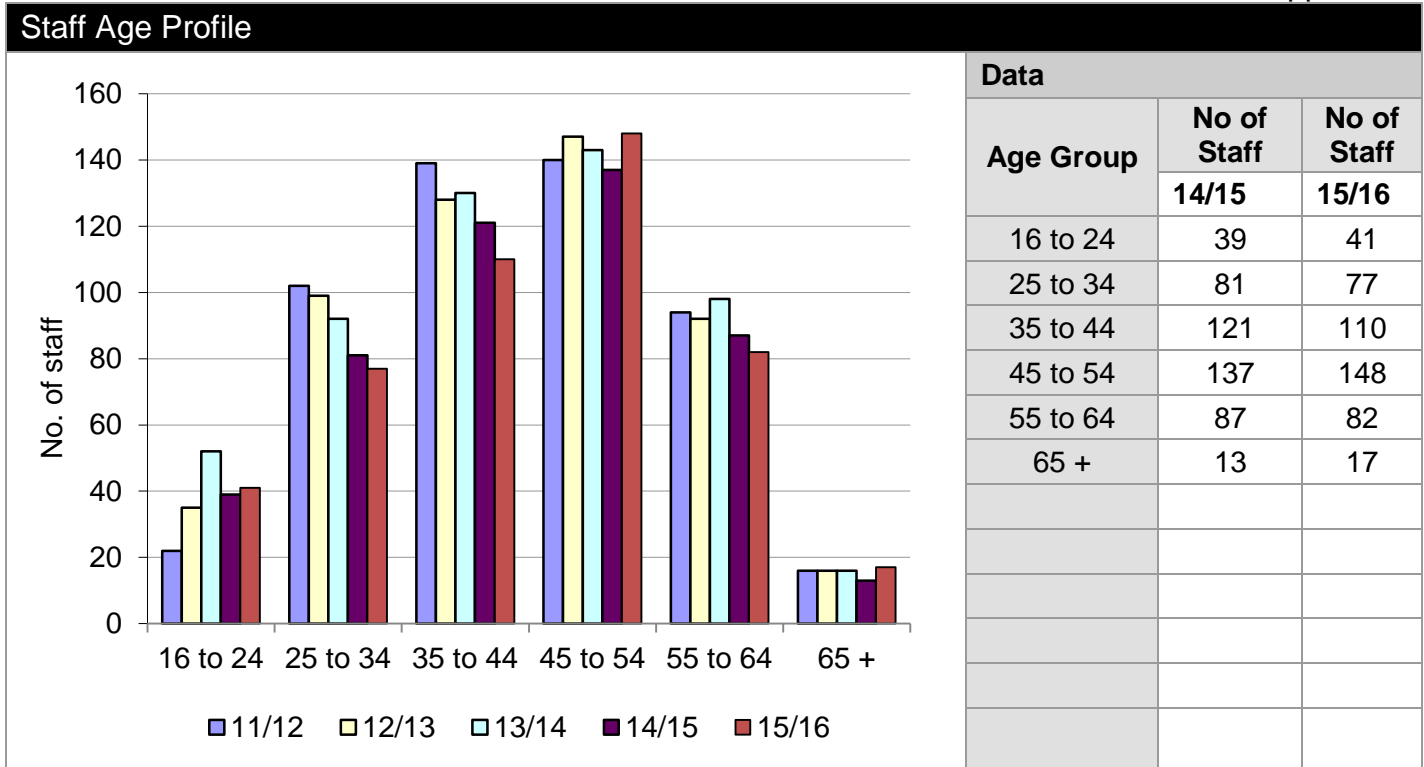


Data

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%
2015/16	2.15%

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

Council Staff Profile Report



Latest Comments – The Council's age profile has seen some fluctuations when comparing the figures for 2015/16 with those for 2014/15.

The reduction in some of the age groups in 2015/16 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 2015/16**Accident / occupational ill health statistics****Employees**

During the period April 1st 2015 to March 31st 2016, there were 19 accidents involving employees, of which 4 involved Street Care operatives; the number of recorded accidents for the previous twelve months was 23.

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

Accidents resulting in bruising	2
Accidents resulting in cuts / abrasions	7
Musculoskeletal injury	4
Scalding	3
Burns	1
Dog bite	1
Other	1

Reportable Accidents

All the aforementioned accidents resulted in relatively minor injury but three employees attended A&E as a precaution. There was however one accident where a member of the Street Care Team sustained a fractured nose; this is classed as a major injury and the accident was notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). During the previous year there was also one reportable accident.

Non Employees

There were 12 reported accidents involving members of the public on or in the immediate vicinity of Council premises of which 5 required paramedic assistance; there were 11 accidents in the previous year. In two of the accidents the person sustained a fractured hip and where admitted to hospital and as such these accidents are also reportable under the aforementioned RIDDOR regulations, unfortunately one resulted in a fatality. With regards location, 7 of the accidents were in the Guildhall, 2 were in sheltered housing schemes, the others being in Kings Walk Antique Market, Winnall flats parking area and the Somers Close skate park in Stanmore.

There was 1 accident involving a Council contractor who lost his footing when visiting a sheltered housing scheme, by his own admission the engineer tripped over his own feet.

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.

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 and a further 3 incidents where a Council employee was also taken ill and first aid was rendered; of these paramedics were called for 4 of the incidents.

Accident trends

The total number of recorded accidents involving members of staff was lower than in the previous year but in line with the average for the last 10 years which is 20. The vast majority were relatively minor in nature bar the aforementioned reportable accident which resulted in a fractured nose. With regards sickness absence following an accident sustained whilst at work, the number of days recorded on the Selima HR & Payroll System was 6 of which 4½ days were attributed to the reportable accident.

With regards the location of the 19 accidents, 10 occurred when undertaking site visits or working on the district of which one was a road traffic accident, 4 were in the Guildhall of which 3 were catering related, 3 were in the City Offices and 2 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. With regards accident causation, slips and trips accounted for 6 of the accidents and 3 were catering related (scalds / burns), of the slips and trips two thirds occurred when working off site.

The cause of the 12 accidents involving members of the public were varied, slips and trips accounted for 2 but none could be attributed to defective surfaces, tripping hazards or poor cleaning regimes and 2 were spillages of beverages in Café 71.

Overall, 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 14 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 10 involved council tenants or licensees.

In addition there were 3 recorded incidents involving civil enforcement officers. The corresponding figures for 2014/15 were 8 and 2 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 56 people on the register of which 40 are in social housing.

Occupational ill health

- There were 53 new referrals to the Council's occupational health consultant, this compares with 71 for 2014/15. 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.
- There was no sickness absence recorded on the Selima Human Resources and Payroll System due to occupational ill health other than work related stress.
- 13 members of staff contacted the counselling service during 2015/16; the corresponding figure for the previous year was 9.

Conclusion

Winchester City Council continues to maintain a low accident rate as would be expected for a primarily office based organisation; the transfer five years ago 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.

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

The number of recorded incidents of verbal abuse and threats against members of staff has increased over the previous year and it is noted that a growing number of tenants on the register have been identified as having underlying mental health issues. In addition to incidents involving members of staff, a further five people have been added to the register on the advice of the police and other agencies.

Safety related training

During the period April 1st 2015 to March 31st 2016 the following safety training courses were delivered:

- Fire safety training (including the practical use of fire extinguishers) – 2 half day courses.

- Ladder safety training – shared course with East Hampshire District council.
- Introductory course on the use of defibrillators for Guildhall staff.
- Noise at work awareness training – shared course with Eastleigh Borough Council.
- First aid at work (full qualification) – 2 three day courses for newly appointed first aiders plus two day refresher courses for current first aiders whose certificate expired during the last twelve months.
- New Roads & Street Works Act training for managers and supervisors who are responsible for overseeing work on the highway – shared two day course with East Hampshire District Council.
- Conflict management training – 2 shared half day courses with Eastleigh Borough Council.
- Manual handling training for various teams – 2 half day courses.
- Emergency first aid at work – 2 one day courses.

In addition to the above, a number of team members have undertaken task specific training on a range of topics including RoSPA play area inspections, conflict management for parking services, carrying out health & safety risk assessments, the control and use of hazardous substances, fleet vehicle driver competence assessments, temporary traffic management signage 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, the annual health and safety audit of the sheltered housing schemes, including hostel accommodation and the sheltered & extra care housing service has been completed.

Driving for the Council

As part of the risk management process for managing work related transport, the claims record for medium and high risk drivers, based on work related mileage, are assessed annually and as in previous years there is currently no business case for external driver assessment or the provision of defensive driving courses for Council employees other than for new employees who have not previously driven light commercial vehicles. Drivers who fall into this category undergo a driving assessment carried out by the County Council Road Safety Team.

A similar annual review exercise is carried out for staff involved in accidents while driving fleet vehicles and to date 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 are advised annually to carry out a 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 fourth year, the Council has taken advantage of the Boots Winter Flu vaccination voucher scheme which was offered to staff in a range of front line services. Following feedback via the Investors in People Health & Wellbeing award assessor and comments from some managers, the free vaccination offer was extended to a further 60 employees who were also deemed to be in services that had direct contact with the public.

The take up was just under 30% which is broadly in line with neighbouring authorities that offer free flu vaccination to all their employees.

Lone Working

Lone working is a significant risk for teams that undertake 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 introduced a GPS based tracking system for their vehicles and CEOs patrolling on foot which is also used by the Community Safety Team. As this is an effective lone working control measure, with added service delivery benefits, it was intended to see if this service could be rolled out to other teams, particularly in supported housing that provided a 24/7 service.

However, in the intervening period lone working has decreased particularly in supported housing due to the withdrawal of County Council funding and the closure of Central Control as a monitoring base; there were also licensing issues and technical limitations for teams based at satellite sites so this proposal has not been progressed.

The GPS tracking system is currently being reviewed with the possibility of networking the system within the offices and to satellite sites, if this goes ahead there are a number of services that could potentially benefit, an example being the Animal Welfare Team.

HEALTH & SAFETY ACTION PLAN 2016/17

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 coming twelve months i.e. in response to a change in health and safety legislation or the delivery of services.

However, as highlighted in the previous action plan, with regards changes in health and safety legislation the emphasis is on simplifying the health and safety regulatory framework and consolidating and reissuing Approved Codes of Practice and guidance that are more succinct and user friendly.

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

In the longer term the key factor in terms of changes will be the outcome of the referendum as two thirds of the health and safety legislation enacted during the last twenty five years or so has originated from the EU.

As highlighted in previous reports, a significant percentage of 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. These tend to reflect changes in management structures and corporate risk management rather than major changes in enforcing authority guidance and industry best practice.

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 or services that have been discontinued such as the Community Support / Community Alarm Monitoring Services.

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 Wintranet 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 periodically reviewed to ensure there is adequate cover in each team and staff training / briefings will be delivered where required.

Lead Officer – Corporate Health and Safety Adviser.

E-Learning

The joint initiative with Eastleigh Borough Council to develop 'common user' online health and safety training programmes and to move to a new software provider is on going; it is proposed to extend the range of e-learning modules from the current five which cover fire safety, dealing with aggression, slips, trips and falls, manual handling and an introduction to health and safety.

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. This now covers the Temporary Accommodation Service and the Sheltered & Extra Care Housing Team which now primarily has a facilities management role; the community alarm service and the on site management of the two extra care schemes having been contracted out.

Lead Officer – Head of Housing Management & Allocations

Workplace Wellbeing Charter

Achieving Workplace Wellbeing Charter accreditation is an ongoing project that requires input from a range of teams including HR, Facilities, Sports & Physical Activity and the Health at Work Group for the submission of 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

Depot facilities - Street Care / Pest Control Services

Following the move by Biffa, Dennis Eagle and the Landscape Group to a new depot at Barfield Close, the Street Care and Pest Control Teams were also due to relocate and a number of alternative sites were considered but the

move was deferred and both teams are still in situ. The current proposal is to relocate to the Old Goods Shed in Barfield Close.

When the new depot is established it will be subject to the Workplace (Health, Safety and Welfare) Regulations and there will be a wide range of occupational health, safety and welfare requirements that will need to be put in place.

Lead Teams / Officers – Estates / Head of Drainage & Street Care / Environmental Health Manager (Health Protection)

Contract Management – Waste Collection / Grounds Maintenance

Regular meetings will continue to be held with the Joint East Hampshire District Council / Winchester City Council Contract Management Team to monitor the health and safety performance of the contractors in light of enforcement action taken by the HSE for inadequate route risk assessments and the ramifications of new waste industry guidance on safe cleansing on the highway. Under the new guidance, litter picking, street cleaning and verge cutting will be classed as road maintenance activities and the Safety at Street Works and Road Works code of practice will apply to these activities.

Lead Officer – Joint EHDC / WCC Contracts Manager

Housing Sewage Treatment Works

An annual safety audit is carried out of all the housing sewage treatment works, pumping stations and the maintenance arrangements. A number of safety issues have been identified, primarily with regards safe access to wet wells, and an improvement programme is in place to address these issues based on the level of risk.

Lead Officers – Head of Drainage & Street Care / Drainage Engineer

Events on Council owned land

There are arrangements in place, with information on the internet, for prospective organisers / promoters who wish to promote community events etc via the Tourist Information Centre. There is however limited guidance if the organiser wishes to use Council owned land for their event. As a consequence not all the relevant officers have an opportunity to comment on the proposals and / or insufficient information is provided on the event and it is not uncommon for the time frame for processing applications to be unrealistic.

It is proposed to review the current guidance and online application arrangements and to see if a more robust processing procedure can be introduced to address these issues.

Lead Officers – Environmental Health Manager (Environmental Protection) / Corporate Health & Safety Adviser / Risk & Insurance Advisor

TRAINING AND DEVELOPMENT REVIEW 2015/16

Corporate Training Activities 2015/16

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 is now well established with the two councils sharing the costs for the provision of a Learning Management System including E-Learning packages and shared provision of training courses to achieve required budget savings.

Budget constraints are a continual test to local government particularly. In September 2015, Winchester City Council formed the Hampshire Apprenticeship Partnership (HAP) - a partnership of four councils. The partnership's aim is to ensure that local government apprenticeships in Hampshire are as good an option as any private sector apprenticeship; help to recruit and retain the best talent, bring a younger workforce into local government and assist with succession planning. Our Charter more clearly defines how we function and we have agreement on a partnership salary structure for the first year of our apprenticeships.

All the councils in the partnership already had established apprenticeship schemes, so the aim of the partnership has been to look at how we could work together to build on what we already offer. One aspect of this has been our 'Life Skills Programme' which brings all of our apprentices together monthly, to focus on a training topic; meeting together at one of our locations. We have shared resources and contacts with external trainers to deliver different parts of this programme. The benefit of the partnership has been cost savings to the partners, whilst also providing a much richer experience for the apprentices.

The total training budget for Winchester City Council for 2015/16 was £258,146. The budget is comprised of £84,065 allocated to management development, funding corporate priorities and core training activities. Individual teams were allocated £174,081 for specific training requirements covering professional qualification, updates and Continuous Professional Development.

During the financial year 2015- 2016, the Learning and Development section within the Human Resources team has organised;

6 management development programmes, 4 of which were delivered through partnership working with Eastleigh Borough Council and 1 with Simplyhealth;

32 corporate training sessions, 18 of which were delivered through partnership working with Eastleigh Borough Council;

5 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 2015/16 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 2015/16 the Learning and Development team delivered the following corporate development activities:

- a) Continued development of the learning portal in partnership with Eastleigh Borough Council. More staff are accessing a varied number of learning solutions through the Council's Learning Management System. During the period under review, 426 enrolments for face to face training and E-Learning packages were recorded. A further 244 'hits' were recorded showing the various pages of the Learning Management System viewed by staff members.
- b) Our apprenticeship programme, underpinned by best practice has continued to grow resulting in a partnership with 3 other district councils. Seven apprentices completed their apprenticeship programme, 3 were offered employment within the Council, two were offered employment with other councils and two continued to a higher level NVQ qualification. 9 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 provision of a life skills programme in partnership with other councils.
- 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 eighth 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 hosted on the Aspire Learning Portal. It is intended that the self-assessment tools will be embedded in the council to assist both staff and managers to identify areas of strength and areas for development during the appraisal process.

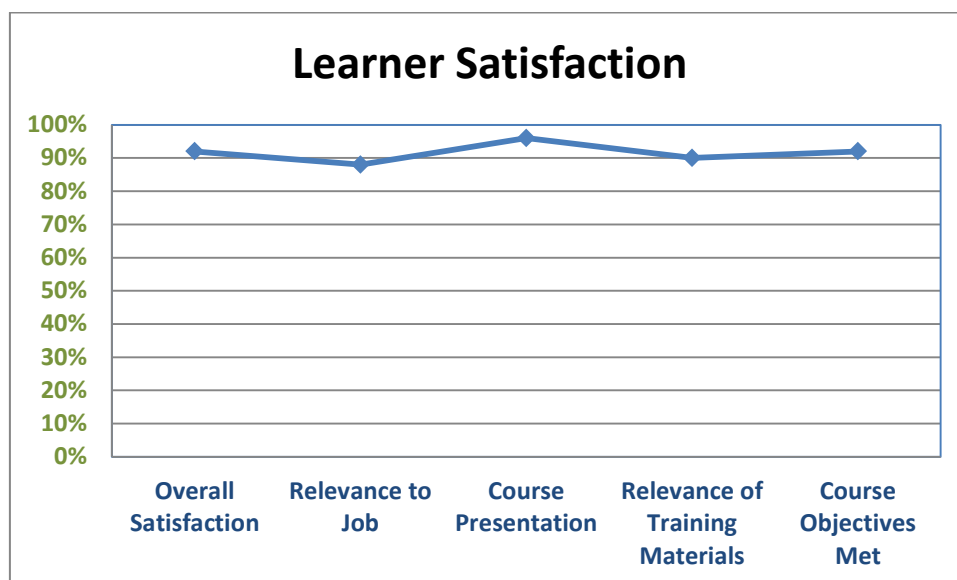
Team Training Activities 2015/16

The team training budgets for 2015/16 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.

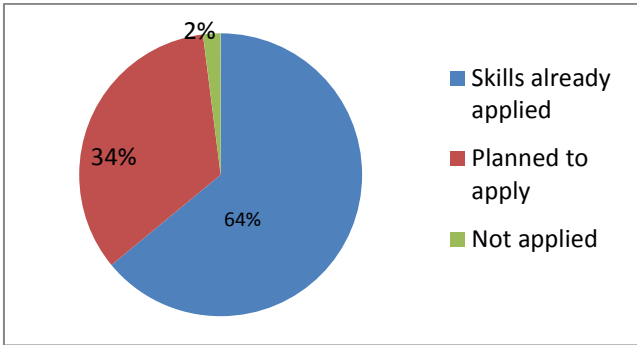
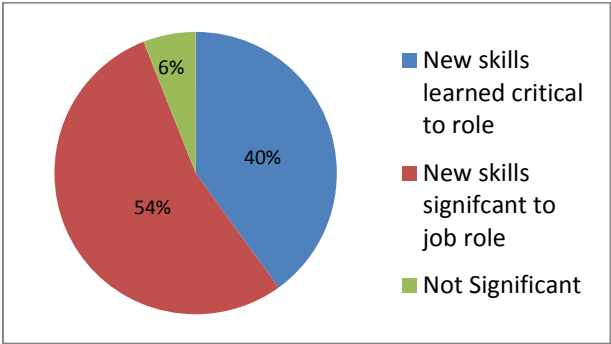
Table 2 shows the budget allocation for training and development for 2015/16 and the actual expenditure for the same period. This year, budgets will be allocated to teams as previously and monitored throughout the year to ensure that staff are receiving the training identified through appraisal as this may include professional development, legally required training and the development required to ensure good levels of service provision.

Table 1 - Learning and Development Metrics

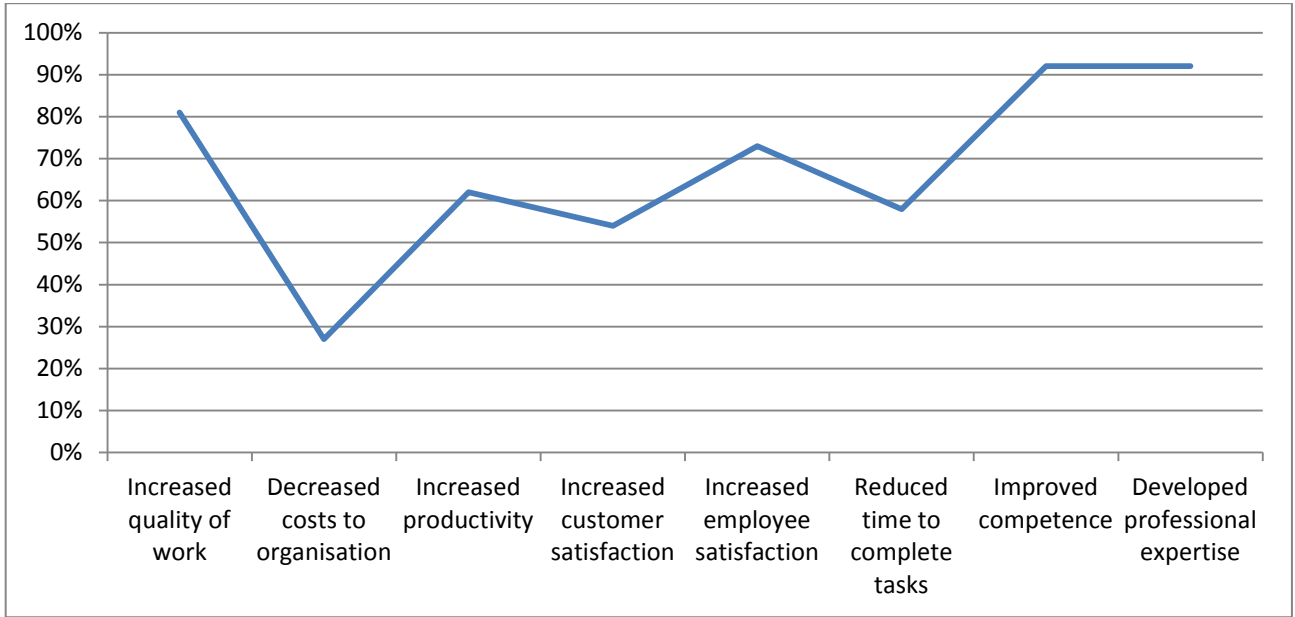
Learner Satisfaction



Job impact



Business results



Return on Investment	
<input type="checkbox"/> Positive return on investment in own career development	90%
<input type="checkbox"/> Positive return on investment for organisation	88%

Table 2 – Training Expenditure by Team 2015/16

Team	Budget £	Actual Spend £	Variance £	Manager Comments
Building Control	9,040	4,265	4,775	Expected upgrades in Building Regulations did not happen therefore there was a lack of suitable training courses
Business Management	3,648	2,880	768	The team training was completed but the priority for the Programme Management training changed and was therefore not carried out.
CMT + AD's	0	0	0	
Communications	716	0	716	The Communications team restructure led to unexpected voluntary redundancies with long gaps in posts and people during the year. In some cases there was no one in post to take up training; in others staff were in the middle of changing from one role to another and therefore uncertain of training requirements.
Community Grants	760	0	760	
Community Safety	1,720	1,553	167	One training event was cheaper than we anticipated.
Development Management	15,720	8,764.73	6,955.27	
Engineering & Transport	1,760	0	1,760	The actual spend on training for Engineering & Transport needs to be reviewed and this will be carried out as part of the appraisal for 2016."
Economy & Arts	2,251	463	1,788	The delivery of press training was delayed to April 14 in the new financial year although the order was made in the previous financial year.

Team	Budget £	Actual Spend £	Variance £	Manager Comments
Environmental & Licensing	23,656	15,267.35	8,388.65	
Estates	600	14,326.66	-13, 726.66	
Financial Services	5,666	4,508.75	1,157.25	Financial services underwent a number of changes and carried some vacancies which reduced the number of training days undertaken
Historic Environment	2,544	1,220	1,324	
Health & Wellbeing	811	120	691	
Housing Services (General Fund)	2,000	15,218.75	-13,218.75	
Housing (HRA)	42,000	45,661.25	-3,661.25	
Organizational Development	1,680	1,225	455	Commitment was based on predicted CPD requirements. We have provided CPD at a saving to the Council through the use of "early bird" discount rates and meeting CPD needs through courses provided free of charge by local solicitors.
IM & T	6,800	6,075	725	Further discounts negotiated off the back of original quotes. All IMT training that was planned was delivered as planned.
Landscape & Open Spaces	5,190	4,583.13	606.87	Due to the loss of 3 staff within the Team during this year there were a few areas of training no longer required.
Legal & Democratic Services	8,700	7,444	1,256	
Policy & Major Projects	3,688	3,945	-257	The team has grown significantly in size over the past year including a number of 1team secondments necessitating a higher amount of training than initially budgeted for. This training has addressed issues highlighted in the Independent Review report like risk and specific project management training.

Team	Budget £	Actual Spend £	Variance £	Manager Comments
New homes Delivery	8,160	1,254.62	6,905.38	
Parking	2,851	4,853.35	-2,002.35	The parking team undertook quite a lot of training in the last financial year including dealing with aggressive persons training, blue badge fraud training, in addition, new starters to the enforcement team have to undertake a weeks training course with an external provider, then there is training which comes out of appraisals and a legal requirement for being up to date on the latest legislation in CCTV monitoring.
Revenues	8,560	3,645	4,915	Due to resource issues and now year end priorities this training has had to be postponed until early in the new financial year.
Sport and Physical Activity	3,040	1,646.30	1,393.70	
Strategic Planning	3,120	615	2,505	The necessary training has been undertaken, especially CPD, but it has been possible to do most of this using cheaper/free events.
Streetcare & Drainage	6,520	3,259.15	3,260.85	
Tourism	2,880	330	2,550	
Corporate Training	84,065	92,891.54	-8,826.54	
Total	258,146	246,015.58	12,130.42	