

PERSONNEL COMMITTEE

17 JUNE 2013

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN
2012/13

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER233](#) – Organisational Development Performance Monitoring Quarter 3 2012/13
– 11 March 2013

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 2012/13 against performance indicators for sickness absence, staff turnover and the Council's staff establishment. Furthermore, the report includes an update on the annual statutory performance indicators.

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

17 June 2013

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN 2012/13

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report sets out performance information for the Organisational Development Team for the fourth quarter of 2012/13 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 The issues that affected the figures in the previous quarterly monitoring report ([PER233](#), Personnel Committee, 11 March 2013) have been resolved and the figures for the third quarter of 2012/13 have been recalculated for this report.
- 2.4 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 2012/13

4. Training and Development Review

- 4.1 Appendix 4 provides the annual review for 2012/13 for this service area.

OTHER CONSIDERATIONS:

5. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE 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 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 impacts on the productivity and the ability to deliver a cost effective service for the Council.

BACKGROUND DOCUMENTS:

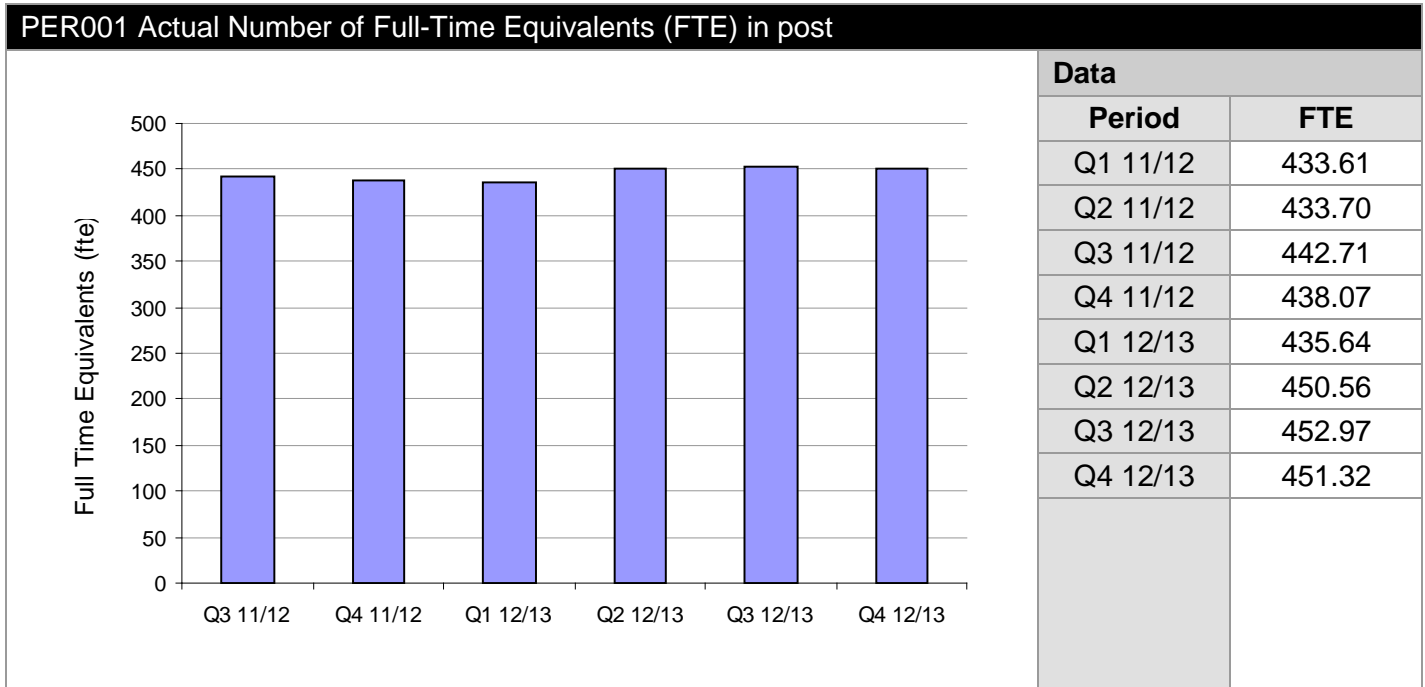
Held within the Organisational Development Team.

APPENDICES:

Appendix 1	Organisational Development Performance Indicators
Appendix 2	Annual Performance Report 2012/13
Appendix 3	Occupational Health, Safety & Welfare Review – 2012/13
Appendix 4	Training and Development Review – 2012/13

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q4 2012/13 update

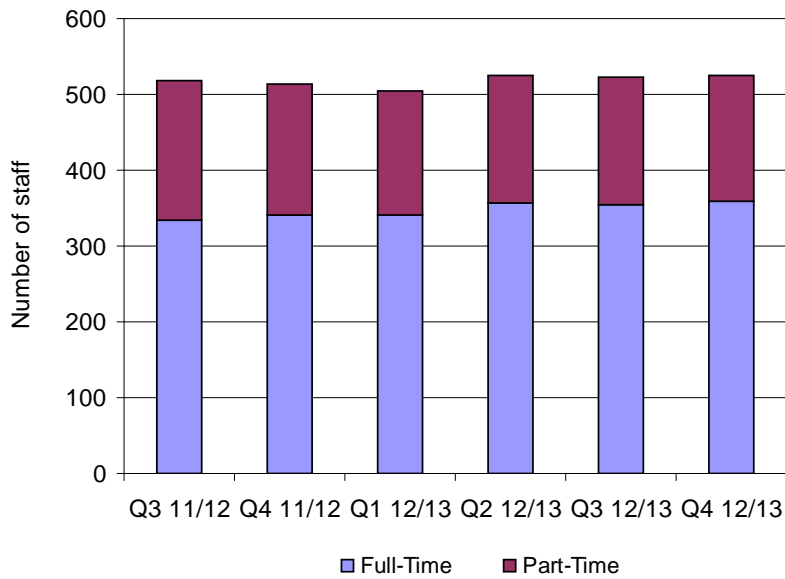
Establishment Indicators**Latest Comments -**

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 number also takes into account vacant posts and unfilled parts of posts.

The quarterly number of full time equivalents (fte) in post has reduced over the last quarter by 1.65 fte.

The continuing focus on budgets and the need to make savings has resulted in staff restructuring and posts being held vacant and reviewed for recruitment on a post by post basis. The 1team process is applied to all posts to be recruited to, ensuring that internal resources are fully utilised. Permanent posts are only removed from the establishment if required following Personnel Committee approval.

PER004 Total Authority Headcount – Full-time and Part-time staff



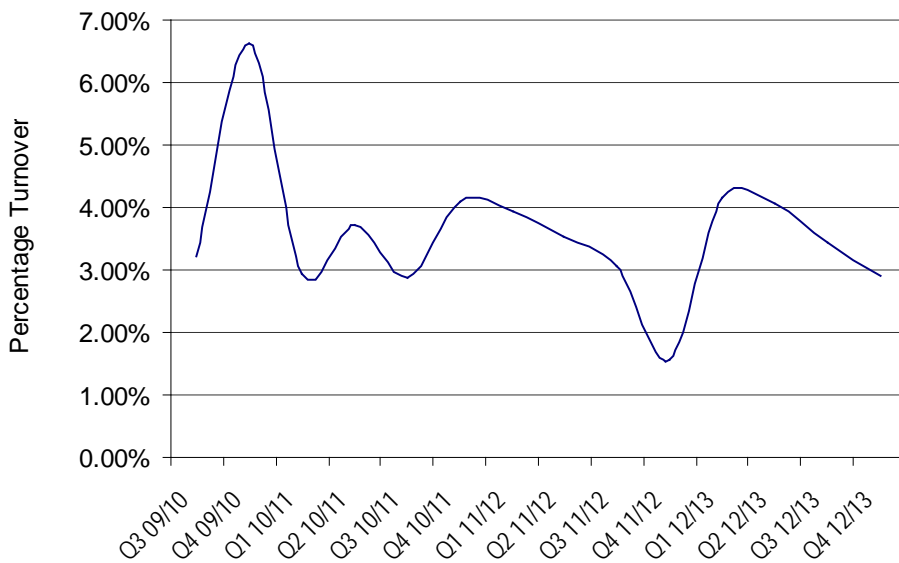
Data

Period	Headcount	%
Full Time		
Q4 2011/12	340	66.15%
Q1 2012/13	341	67.66%
Q2 2012/13	357	68.00%
Q3 2012/13	354	67.82%
Q4 2012/13	358	68.19%
Part Time		
Q4 2011/12	174	33.85%
Q1 2012/13	163	32.34%
Q2 2012/13	168	32.00%
Q3 2012/13	168	32.18%
Q4 2012/13	167	31.81%

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 (31 March, 30 June, 30 September and 31 December).

The total headcount at the end of quarter four was 525 which shows an increase of 3 compared to quarter three

PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time and Part Time)

Data

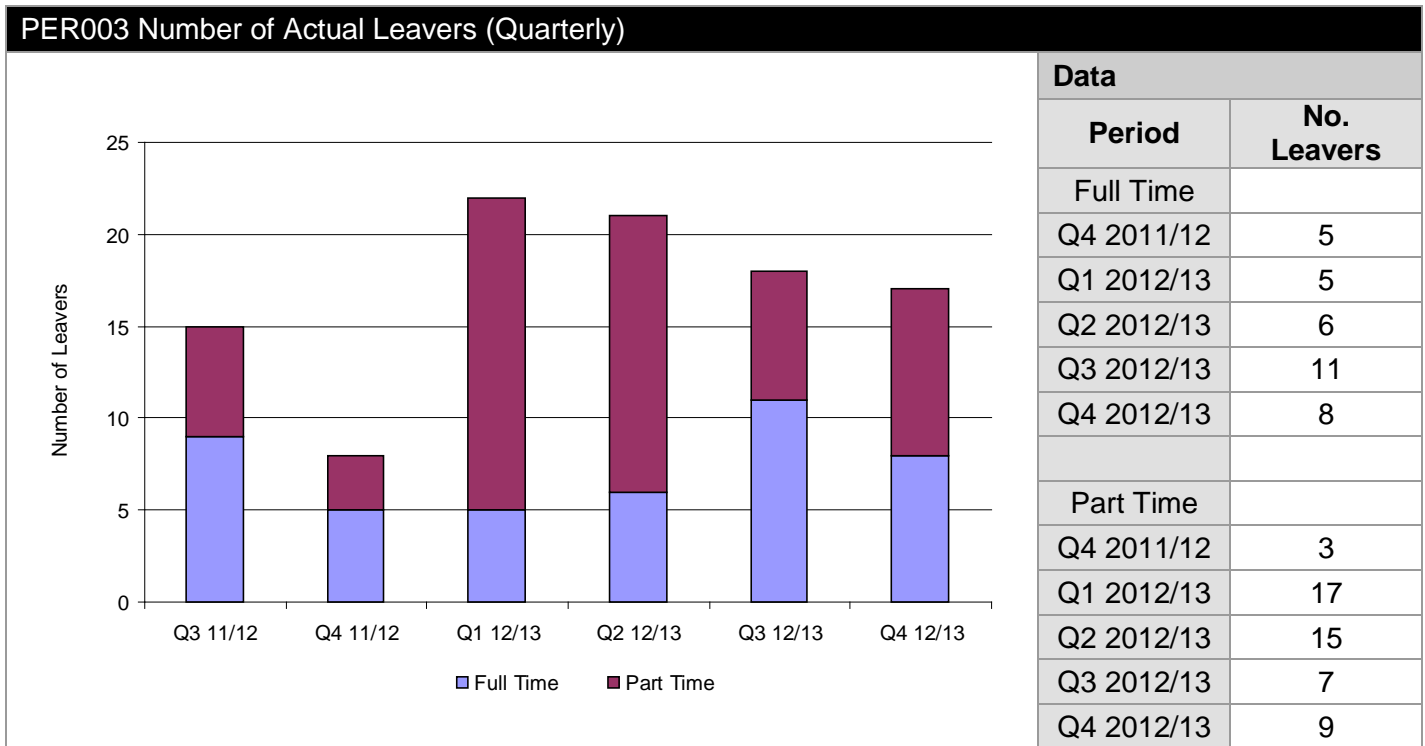
Period	Turnover
Q4 2009/10	6.61%
Q1 2010/11	2.95%
Q2 2010/11	3.73%
Q3 2010/11	2.86%
Q4 2010/11	4.09%
Q1 2011/12	3.94%
Q2 2011/12	3.53%
Q3 2011/12	3.06%
Q4 2011/12	1.57%
Q1 2012/13	4.17%
Q2 2012/13	4.06%
Q3 2012/13	3.45%
Q4 2012/13	2.90%

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 17 and more detail is included with 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 problems within the organisation.



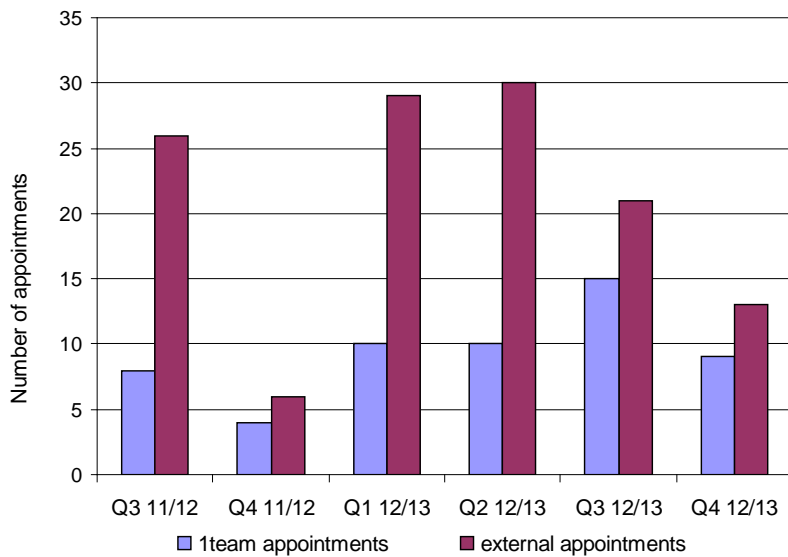
Latest Comments: This chart shows the number of actual leavers per quarter (Apr-Jun, Jul-Sept, Oct-Dec and Jan-Mar) and is broken down between full-time and part-time staff

The number of leavers in the period January to March (Q4 2012/13) included four temporary staff whose fixed term contracts came to an end and one member of staff who was covering maternity leave in Access and Infrastructure. Of the remaining twelve leaver's four of whom worked in the Guildhall, three in Access & Infrastructure and one in Customer Services, Economic, Housing, Planning and 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



Data

Period	1team app't	External app't
Q1 2011/12	12	14
Q2 2011/12	17	15
Q3 2011/12	8	26
Q4 2011/12	4	6
Q1 2012/13	10	29
Q2 2012/13	10	30
Q3 2012/13	15	21
Q4 2012/13	9	13

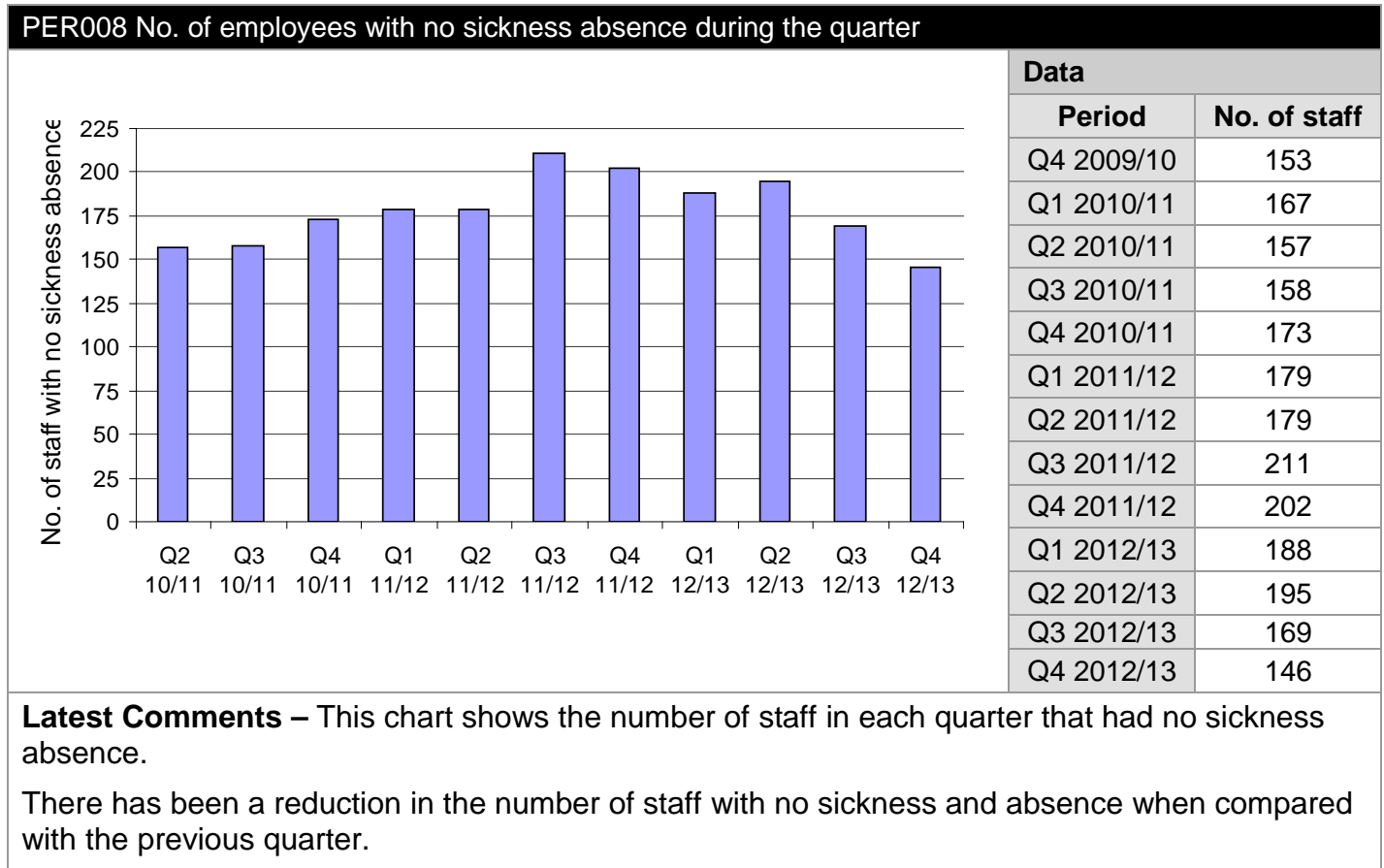
Latest Comments:

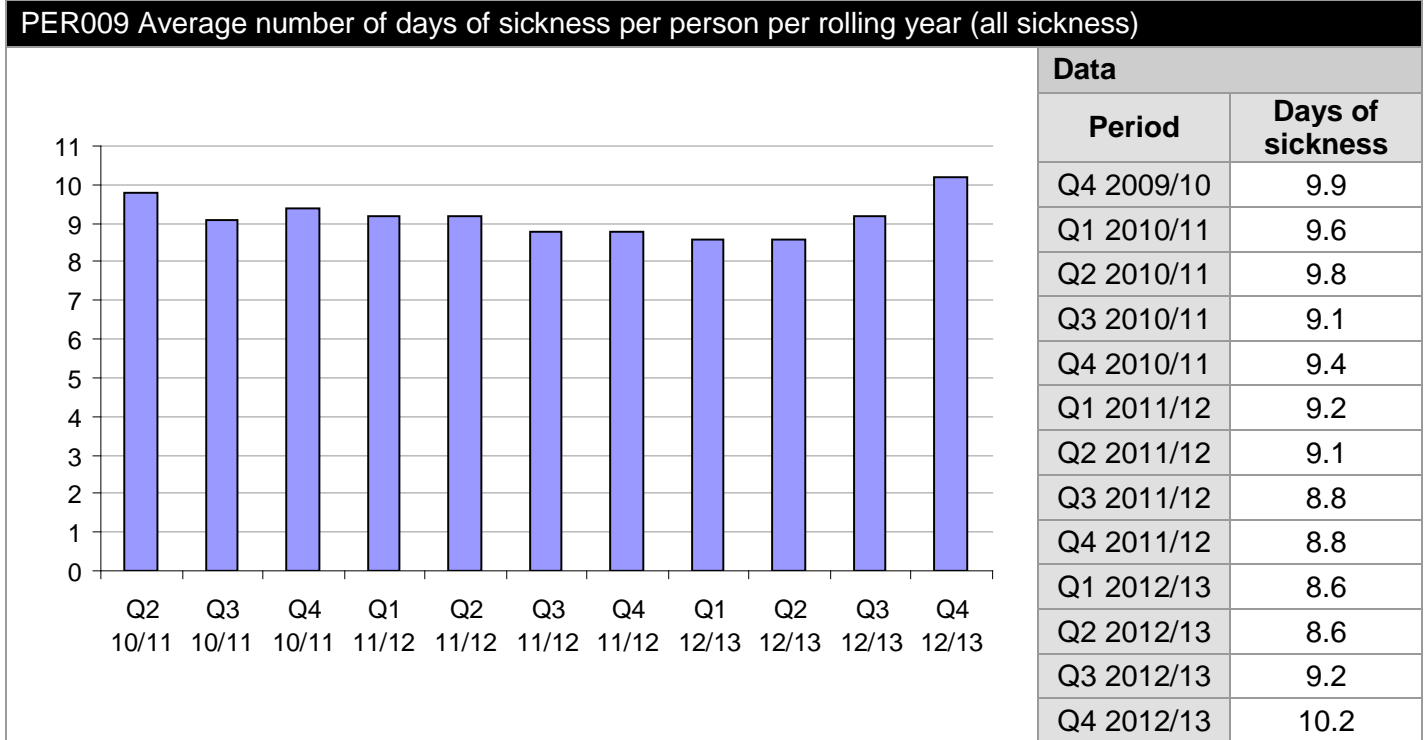
This chart provides information on the number of appointments made to vacant posts during each quarter and whether the post was filled with an internal (1team) or external candidates.

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 2012 on average 47% 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 due to the length of time the recruitment process can take and vacancy management.

The total number of external appointments made during quarter four includes appointments to Access & Infrastructure, Customer Services, Economic & Cultural Services, Estates, Housing, Human Resources, IM&T, Legal, Planning and Revenues.

Included in the number of staff who have been appointed following the 1team process includes Community Wellbeing, Environment, Housing, IM&T and Legal.

Attendance and Sickness Indicators

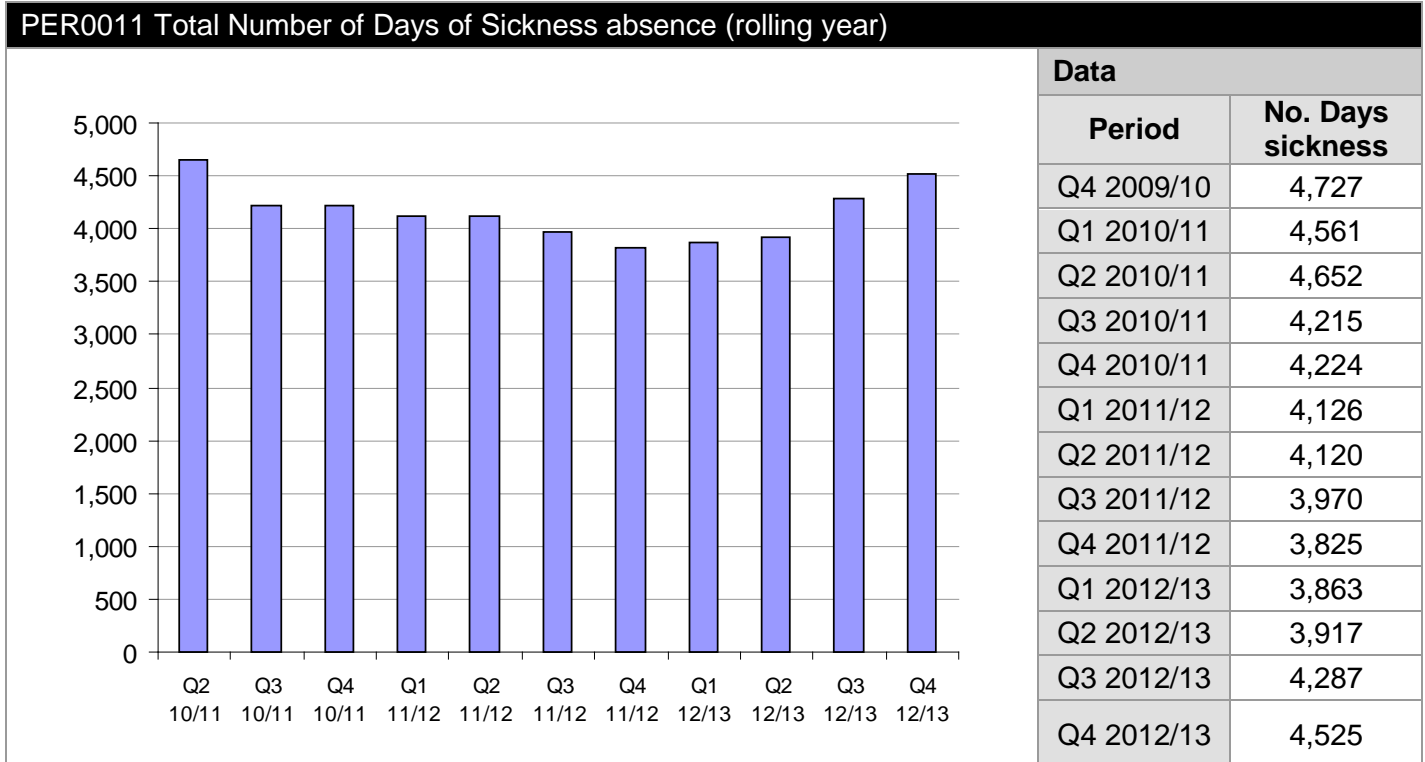


Latest Comments – This chart provides data for the average number of sickness days taken per staff member across the whole Council on a rolling twelve month period as at the end of each quarter (31 March, 30 June, 30 September and 31 December).

The sickness absence figure for the twelve month period ending March 2013 (Q4 2012/13) is 10.2 days sickness per member of staff and an increase of 1.0 when compared to the previous quarter.

There has been a gradual increase over the last six months in the amount of time taken off by staff across almost all of the different types of sickness absence.

When compared with figures from six months ago, the most notable increases in staff absence are due to stomach, liver, kidney and digestive problems which is up by 35% (211 days) and infections, cold and flu which has increased by 31% (187 days).

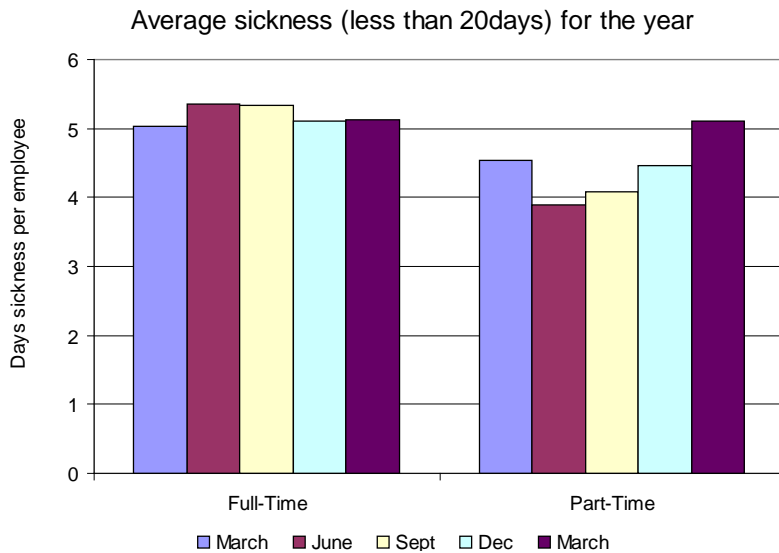


Latest Comments – This chart presents the total number of days taken as sickness absence by staff in the twelve months ending 31 March, 30 June, 30 September and 31 December.

The total number of days sickness absence taken during the twelve month period ending March 2013 (Q4 2012/13) has increased when compared to the previous quarter.

An analysis of the total number of days taken as sickness (4,525 days for the twelve months ending 31 March 2013) 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 June	5.35	188
30 Sept	5.33	188
31 Dec	5.10	209
31 Mar	5.12	217
Part-Time		
Yr ending		
30 June	3.89	82
30 Sept	4.08	83
31 Dec	4.47	95
31 Mar	5.11	96
Combined		
Yr ending		
30 June	4.87	270
30 Sept	4.95	271
31 Dec	4.90	304
31 Mar	5.11	313

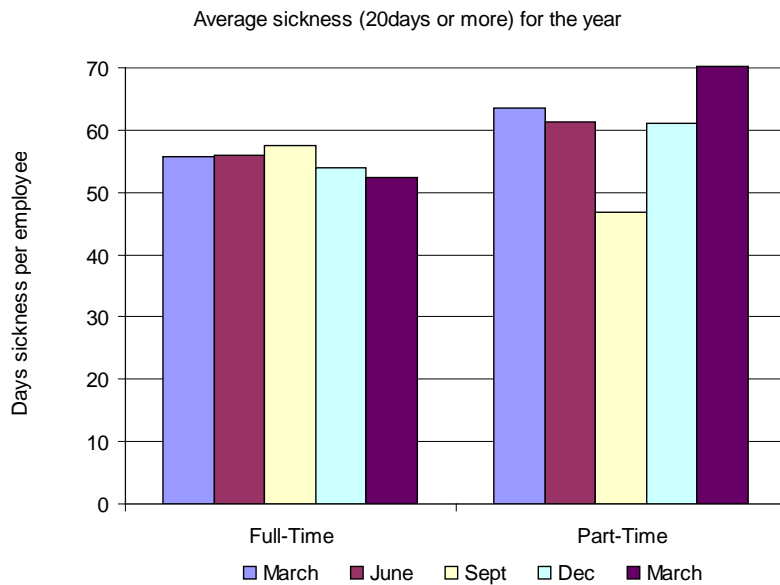
Latest Comments –

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 30 June, 30 September, 31 December and 31 March 2013. 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 2013, 96 part-time and 217 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 1,600.5 days (1,110 by full-time staff and 490.5 by part-time staff).

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 June	56.02	30
30 Sept	57.47	31
31 Dec	53.90	36
31 Mar	52.49	37
Part-Time		
Yr ending		
30 June	61.25	14
30 Sept	46.71	17
31 Dec	61.14	14
31 Mar	70.21	14
Combined		
Yr ending		
30 June	57.68	44
30 Sept	53.66	48
31 Dec	55.93	50
31 Mar	57.35	51

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, 30 September, 31 December and 31 March 2013. The data is further analysed between full-time and part-time staff.

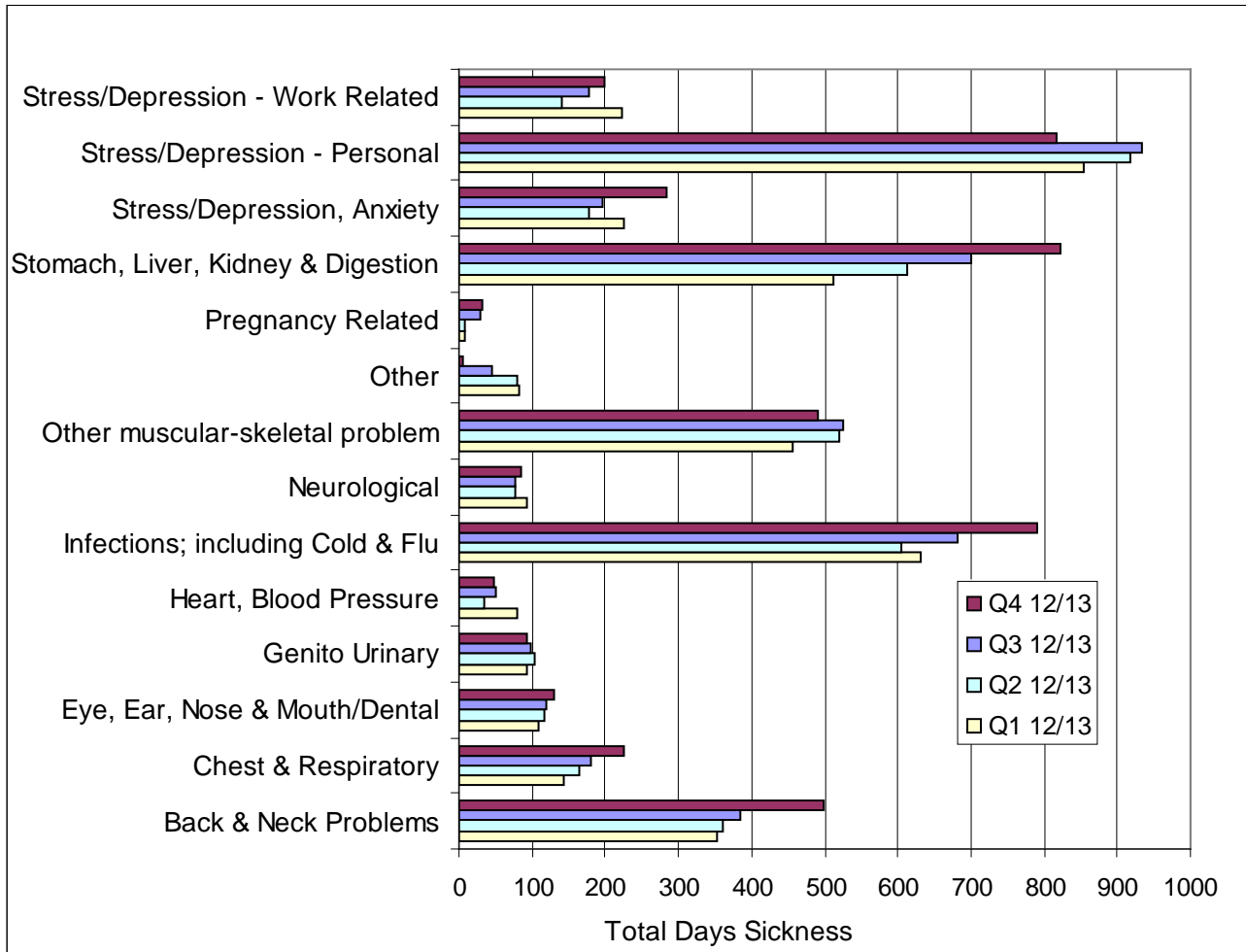
For the year ending 31 March 2013, 14 part-time and 37 full-time staff each took 20 days or more sickness in the period.

The average number of days sickness taken for part time staff has risen significantly from 61.14 days as at the end of the previous quarter to 70.21 days at the end of March.

The total number of days taken as sickness, where the total was 20 days or more per employee was 2,925 days (1,942 by full-time staff and 983 by part-time staff).

The average length of sickness for the year ending 31 March 2013 for both part-time and full-time staff, where the total was 20 days or more is 57.35 days.

Analysis of Sickness Absence by Reason (per quarter)



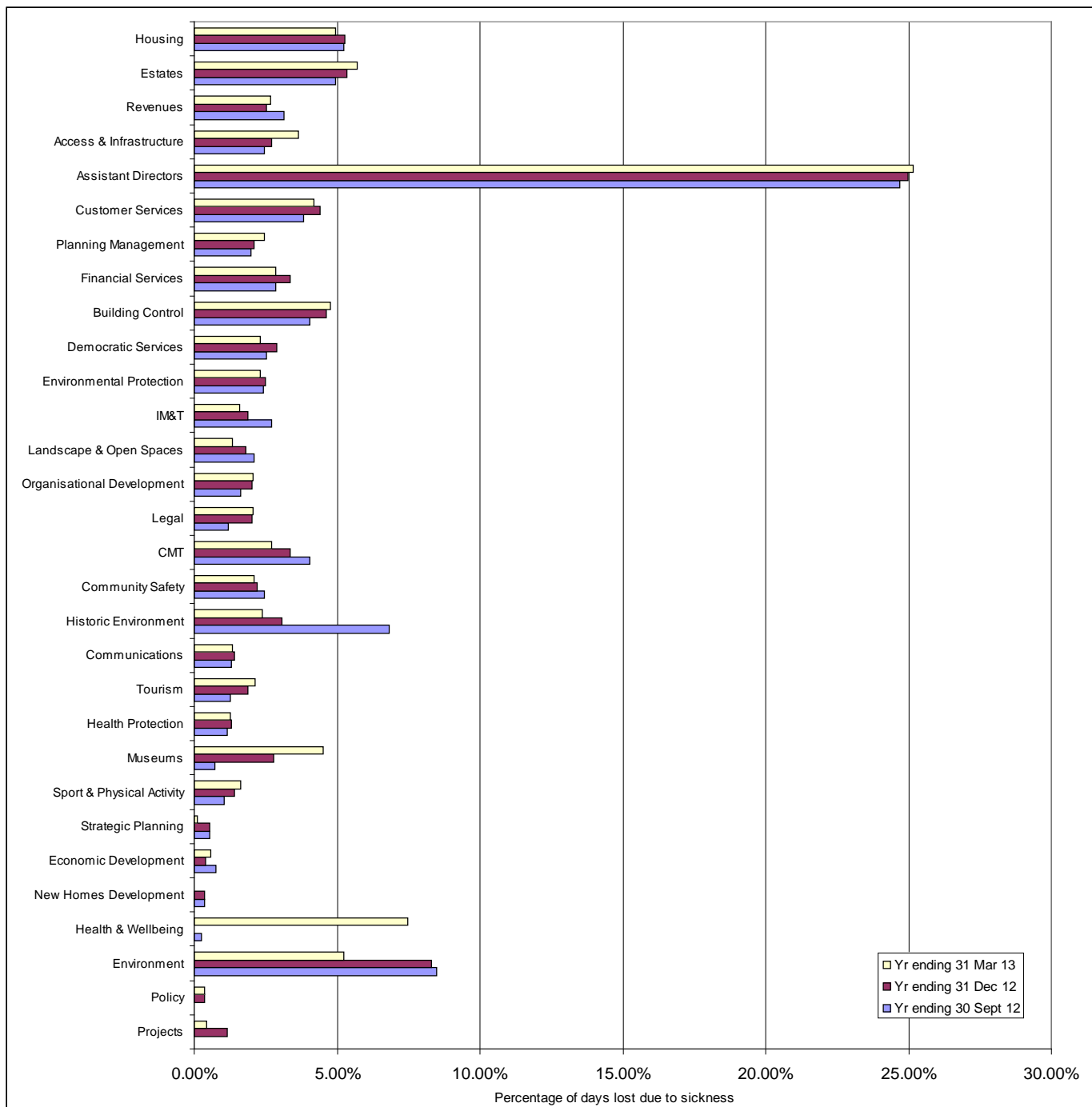
Latest Comment:

The highest combined short term and long term sickness absence reason has remained stress, depression for personal reasons.

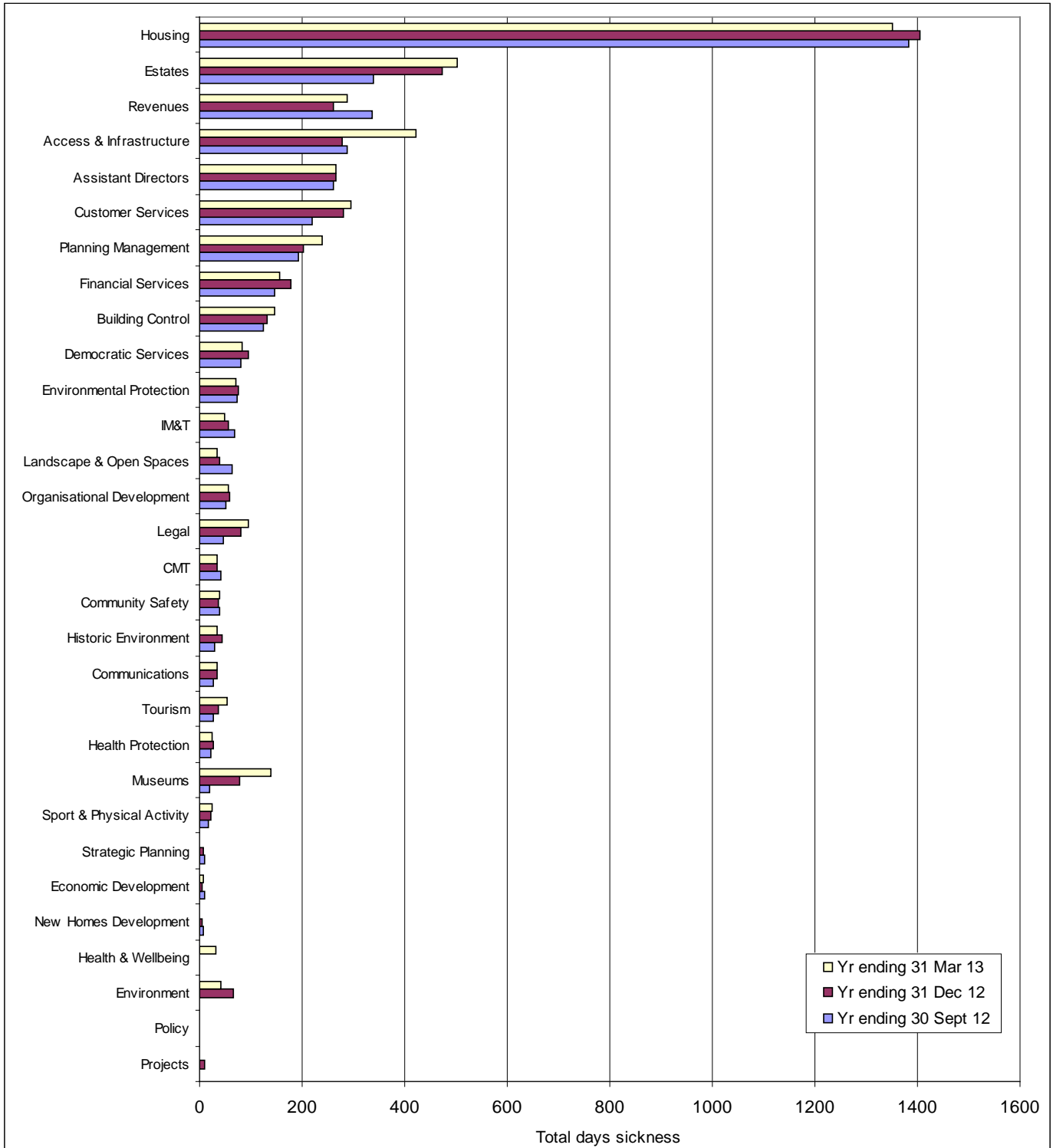
All Sickness by Absence Reason				
Reason Summary	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13
Stress/Depression - Personal	22.5%	23.7%	22.3%	18.0%
Stress - cause unknown	5.8%	4.5%	4.7%	6.3%
Back & Neck Problems	9.1%	9.2%	9.1%	11.0%
Other musculo-skeletal problem	11.8%	13.2%	12.5%	10.8%
Stress/Depression - Work Related	5.8%	3.6%	4.3%	4.4%
Stomach, Liver, Kidney & Digestion	13.2%	15.6%	16.7%	18.2%
Genito Urinary; inc Menstrual Problems	2.4%	2.6%	2.3%	2.1%
Heart, Blood Pressure & Circulation	2.1%	0.9%	1.2%	1.1%
Infections; including Cold & Flu	16.3%	15.4%	16.3%	17.5%
Chest & Respiratory; incl. Chest Infection	3.7%	4.2%	4.3%	5.0%
Eye, Ear, Nose & Mouth/Dental	2.8%	2.9%	2.8%	2.9%
Neurological; inc Headaches & Migraine	2.4%	2.0%	1.8%	1.9%
Pregnancy Related	0.0%	0.2%	0.7%	0.7%
Other	2.1%	2.0%	1.0%	0.1%

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 2013. By way of a comparison the figures for the twelve month period ending 30th September and 31 December 2012 have also been included.

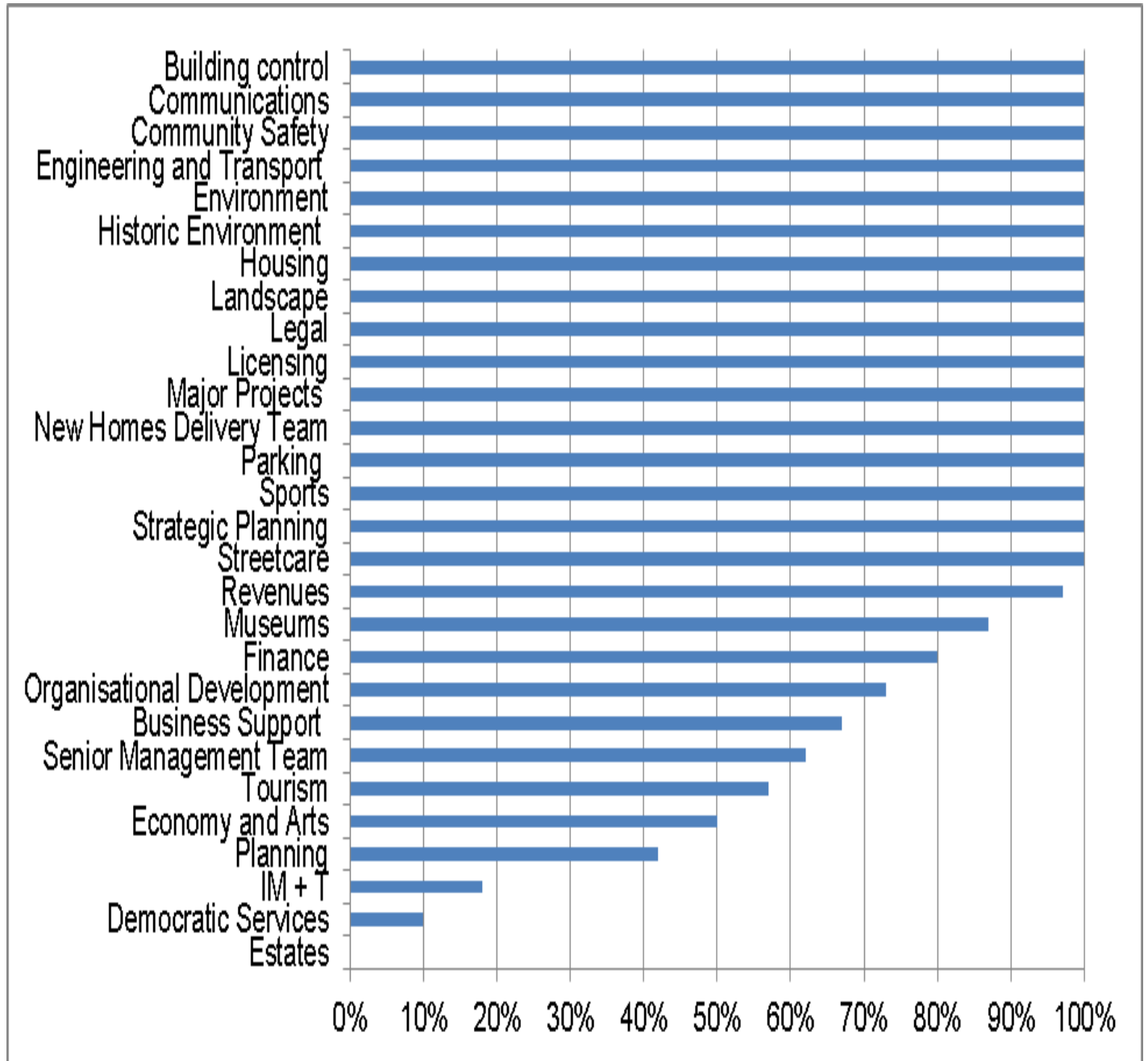


The following chart gives details of the total number of sickness days by team for the 12 month period ending 31 March 2013. By way of a comparison the figures for the twelve month period ending 30 September and 31 December 2012 have also been included.



Percentage of completed 2013/14 appraisals by Team

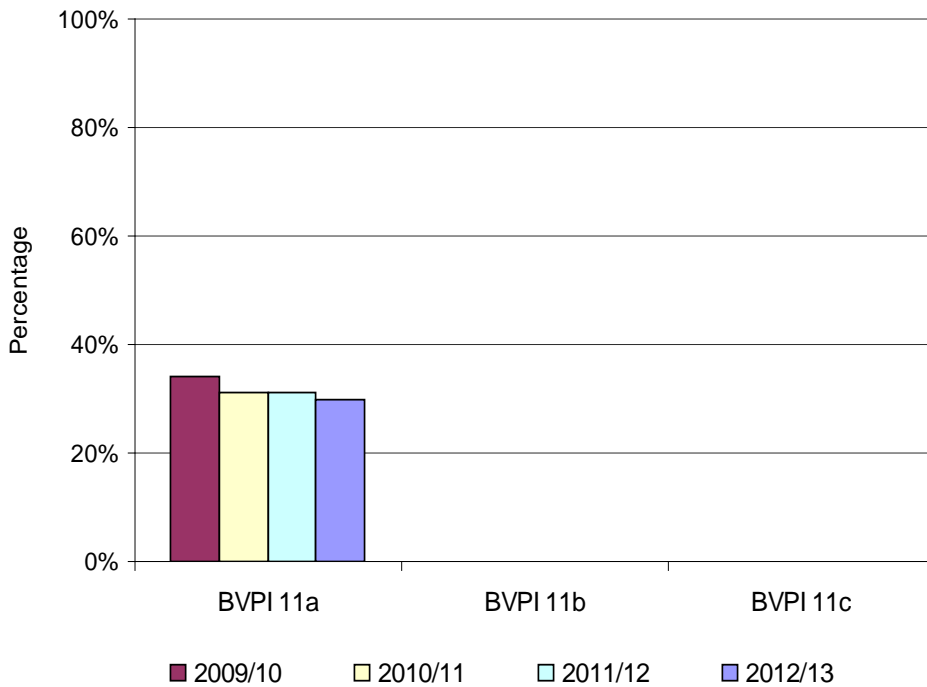
This chart shows the percentage of appraisals completed for the 2013/14 year.



Annual Performance Report

Best Value Performance Indicators

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



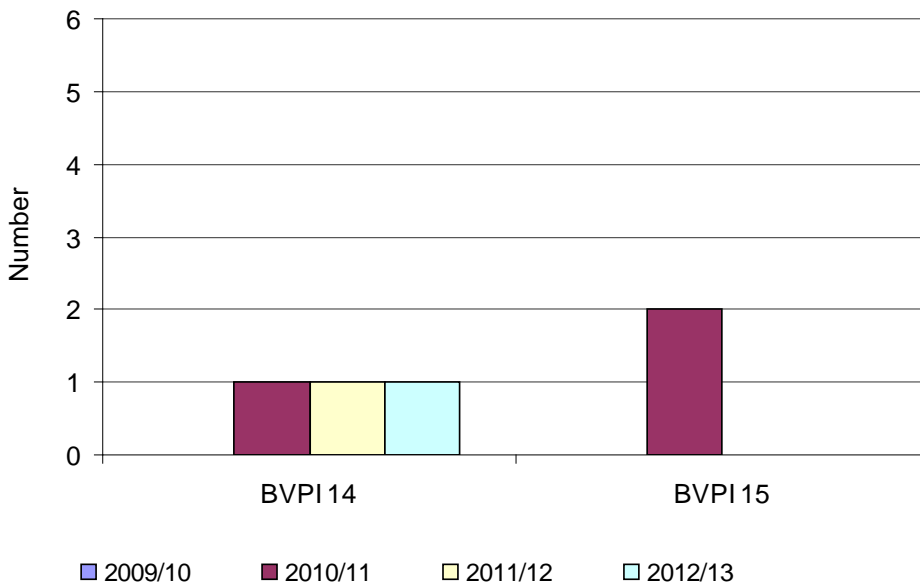
Data	
Year	Value
BVPI 11a	
2008/09	35.50%
2009/10	34.00%
2010/11	31.00%
2011/12	31.00%
2012/13	30.00%
BVPI 11b	
2008/09	0.00%
2009/10	0.00%
2010/11	0.00%
2011/12	0.00%
2012/13	0.00%
BVPI 11c	
2008/09	0.00%
2009/10	0.00%
2010/11	0.00%
2011/12	0.00%
2012/13	0.00%

Latest Comments - Top 5% of earners

The number of the top 5% of earners (BVPI 11a) who are women has reduced by 1% in 2012/13 compared to 2010/11. The number of female staff employed remains consistently high and is in the top quartile for district councils. Recruitment practices continue to be monitored to ensure equality. However, as turnover amongst this group of staff is relatively low, there is limited scope to impact significantly on this figure.

The number of staff who are from an ethnic minority background (BVPI 11b) or who have a disability (BVPI 11c) remain at 0.00%.

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

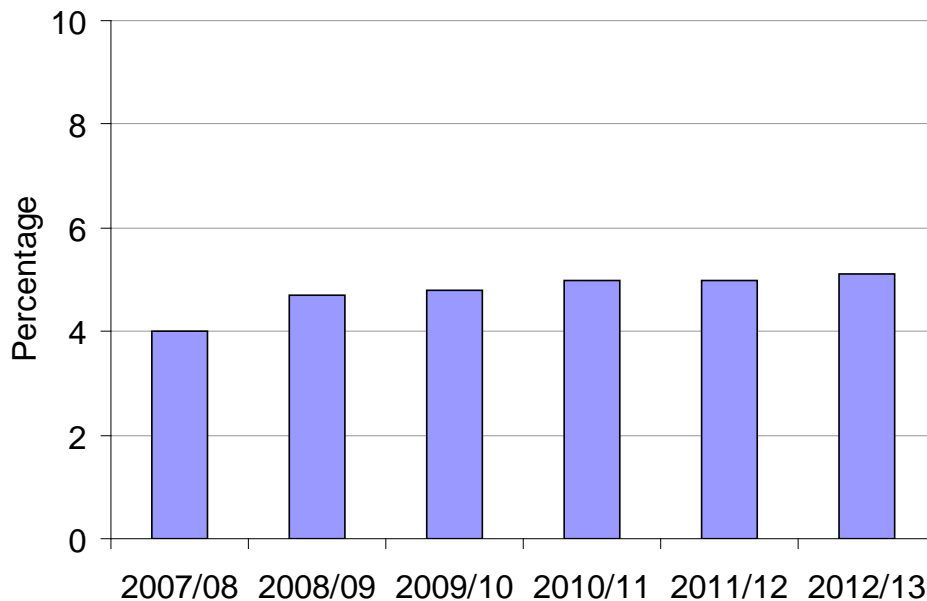


Data	
Year	Value
BVPI 14	
2009/10	0
2010/11	1
2011/12	1
2012/13	1
BVPI 15	
2009/10	0
2010/11	2
2011/12	0
2012/13	0

Latest Comments:

There has been 1 early retirement with WCC consent in 2012/13 and no early retirements due to ill health in the last year.

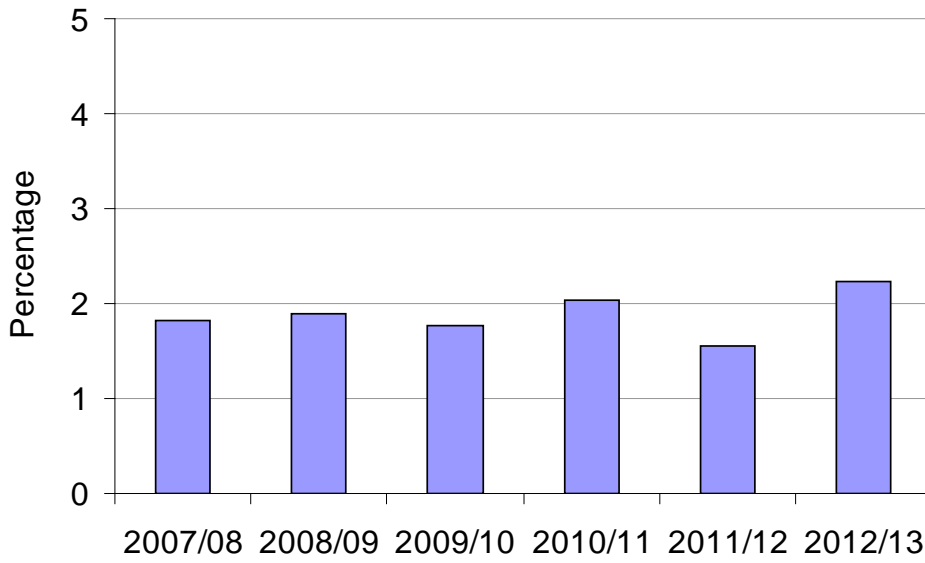
BVPI 16 Percentage of employees with a disability



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	5.11%

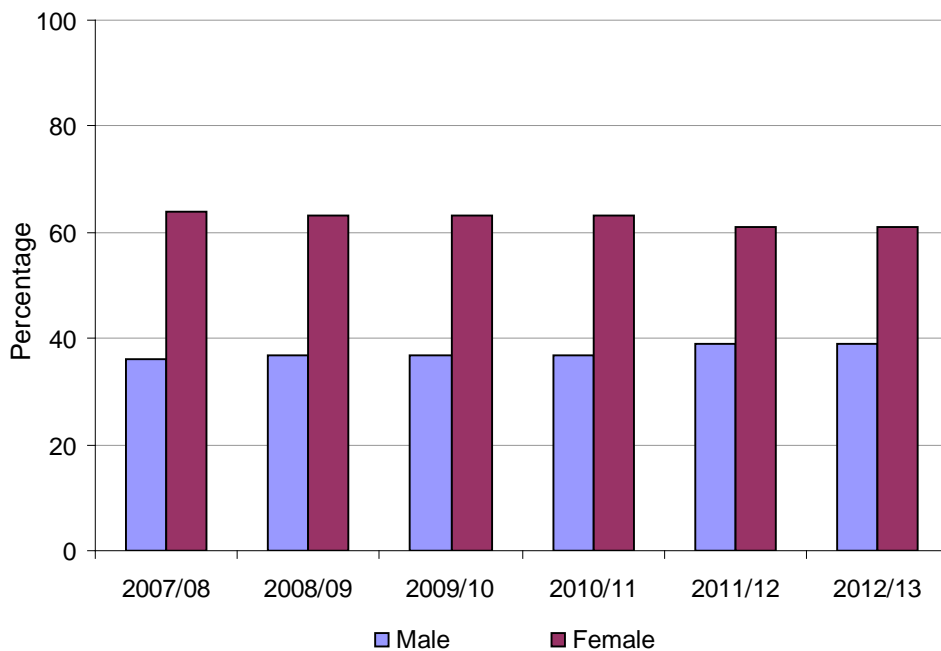
Latest Comments – The percentage of disabled staff employed has increased slightly. Work continues to ensure that disability status is accurately recorded with staff feeling confident that their disability will not have a negative impact on their employment or career aspirations. The Management of Absence 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	1.77%
2010/11	2.03%
2011/12	1.55%
2012/13	2.23%

Latest Comments – There has been an 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**Gender Profile – Percentage of staff who are male or female****Data**

Year	Value
------	-------

Male

2007/08	36%
2008/09	37%
2009/10	37%
2010/11	37%
2011/12	39%
2012/13	39%

Female

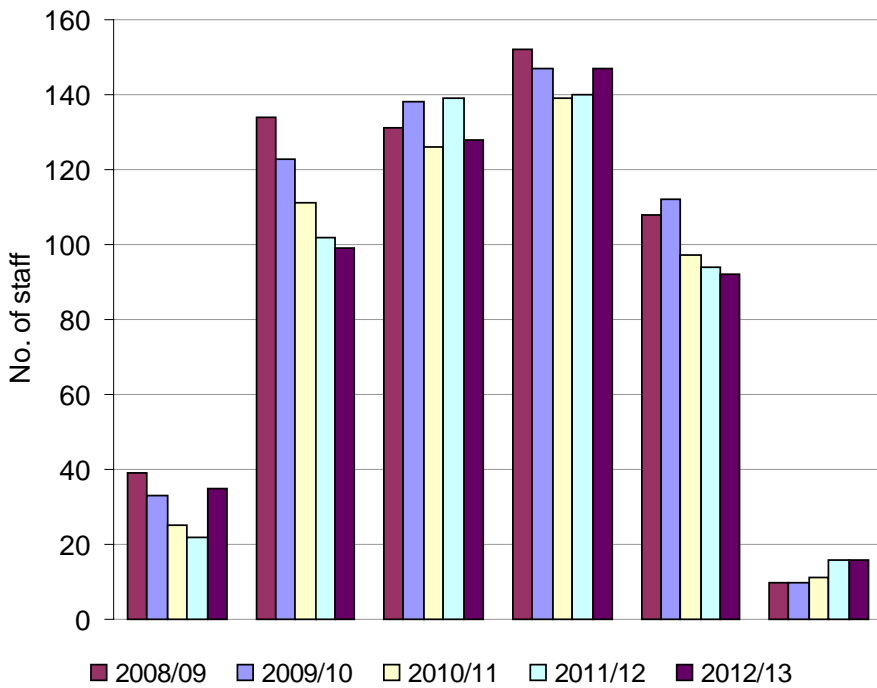
2007/08	64%
2008/09	63%
2009/10	63%
2010/11	63%
2011/12	61%
2012/13	61%

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	Value	
	11/12	12/13
16 to 24	22	35
25 to 34	102	99
35 to 44	139	128
45 to 54	140	147
55 to 64	94	92
65 +	16	16

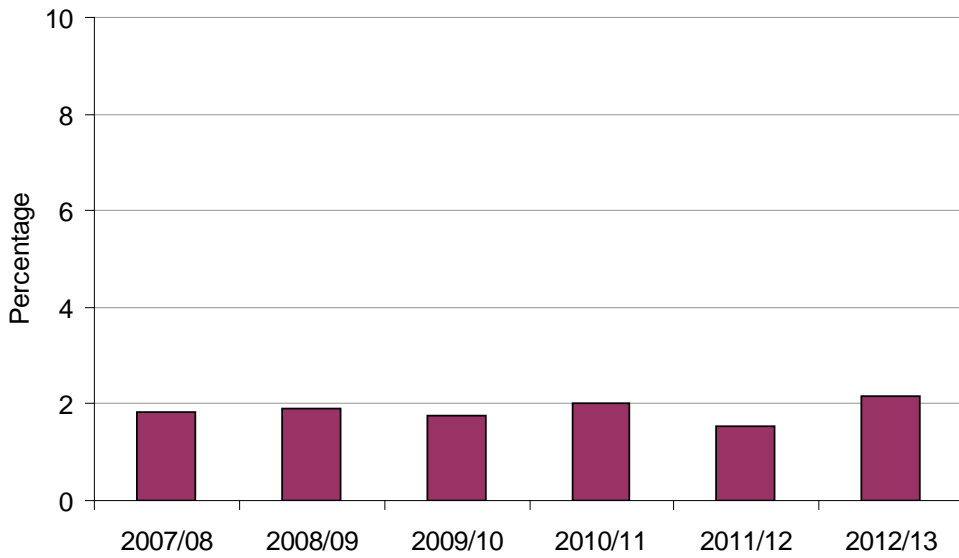
Latest Comments – The Council's age profile remains fairly consistent however due to the recruitment of apprentices and national graduate trainees the age profile of 16-24 has increased.

The majority of staff employed fall within the 35 to 44 age range.

There is a large number of staff with long service who now fall within the 45 - 54 age range and which may cause an increase in the 55 - 64 age range in coming years. Workforce development plans and the use of 1team aim to ensure that there is a good flow of new talent to ensure succession plans are in place for skills and knowledge transfer so the continuity of service can be maintained.

There may be an increase in the 65+ age group in coming years as pension values decrease and people need to extend their working life.

Percentage of staff from ethnic minority communities



Data	
Year	Value
2007/08	1.83%
2008/09	1.89%
2009/10	1.77%
2010/11	2.03%
2011/12	1.55%
2012/13	2.17%

Latest Comments – The Council's ethnic profile has increased by 0.62% when compared to 2011/12. 2.17% of the workforce (8 staff) are from BME groups. The resident population for the Winchester area shows 4.7% BME groups: however, this figure is total population and includes those who are not of working age. Work continues to collect information from staff who are not stating ethnic and diversity information to encourage them to do this.

Percentage of WCC staff with a disability (where known)



Data	
Year	Value
2007/08	4.0%
2008/09	4.7%
2009/10	4.8%
2010/11	5.0%
2011/12	5.0%
2012/13	5.1%

Latest Comments – This indicator reports the number of staff with a disability as a percentage of the total number of staff who have provided information as to whether they have a disability or not. There has been slight increase in the number of staff declaring a disability although the number of staff (297) who have not submitted any information has decreased as the number of overall staff numbers decrease. An annual request is due to be made for staff to update their personal details held on Selima and in the past this has impacted on the overall disability figures by increasing the amount of information known.

OCCUPATIONAL HEALTH, SAFETY & WELFARE REVIEW 2012/13**Accident / occupational ill health statistics****Employees**

During the period April 1st 2012 to March 31st 2013, there were 16 accident book entries involving employees, 1 of which was a Streetcare operative; the number of entries for the previous twelve months was also 16.

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

Accidents resulting in bruising	10
Accidents resulting in cuts / abrasions	2
Musculoskeletal injury	2
Scalding	1
Dog bite	1

Slips and trips accounted for 6 of the accidents of which 4 occurred while undertaking site visits / working outside.

In addition to the above, a Council vehicle (parking enforcement) was involved in a road traffic accident at Bar End; the passenger sustained whiplash injury.

Reportable Accidents

As for 2011/12 there were no accidents that had to be notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

However, as a precautionary measure the collision between a child and a bus in the High Street last January was reported to the HSE; although technically a road traffic accident and therefore not subject to reporting under RIDDOR, as it occurred in the vicinity of the street market it was considered appropriate to submit a report.

Non Employees

There were 2 reported incidents involving visitors to the City Museum, the total number of reported accidents involving members of the public on Council premises for the previous year was 7.

River Park Leisure Centre / Meadowside Leisure Centre

These two centres are operated by DC Leisure and accident statistics are forwarded to the Sports & Physical Activity Team. A breakdown of the figures for 2012/13 can be provided if required.

Dangerous Occurrence

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

Miscellaneous

In addition to the above, there were 4 incidents when a first aid trained Council employee attended to a member of the public where the accident occurred outside Council premises and 2 where a person was taken ill and required first aid assistance.

Accident trends

The total number of recorded accidents involving members of staff was the same as the previous year and the majority were relatively minor in nature although three employees attended A&E as a precautionary measure.

With regards location of the 16 accidents, 9 occurred when undertaking site visits or working on the district, 3 were in the Guildhall, 1 in the City Museum and 3 in Council offices.

In line with Health and Safety Executive statistics, slips and trips were the commonest cause of accidents accounting for six of the staff accidents and most those involving a member of the public, however where the accidents occurred indoors 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 10 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; all bar two involved council tenants or licensees. In addition there were 4 recorded incidents involving civil enforcement officers. The corresponding figures for 2011/12 were 9 and 2 respectively.

Occupational ill health

- There were 39 new referrals to the Council's occupational health consultant, this compares with 38 for 2011/12. 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.
- There were 5 incidents of sickness absence due to work related stress and a further 6 incidents recorded as anxiety (stress / depression reason unknown) which may have had an occupational health element, this culminated in 483 working days lost (200 / 283) which equates to 10.66% of all sickness absence.

The corresponding figures for the previous year were 7 work related incidents and 9 recorded as absence due to anxiety resulting in 585 days absence (211 / 374); 16% of all sickness absence.

- Sickness absence due to accidents or other forms of occupational ill health is recorded on the Selima Human Resources and Payroll System and during the period in question there were 23 days recorded of which 17 were as a result of the aforementioned road traffic accident.
- 15 members of staff contacted the counselling service during 2012/13; the corresponding figure for the previous year was 10.

Conclusion

Winchester City Council continues to maintain a low accident rate as would be expected for a primarily office based organisation; the transfer of some work activities previously carried out by Serco has not had a significant affect on accident rates, there having been only one minor accident during the last twelve month period.

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

As for accidents, the number of recorded incidents of verbal abuse and threats against members of staff is similar to the previous year. The parking enforcement team will be using video badges on a trial basis; where these have been used in neighbouring authorities there has been a marked reduction in the number of incidents.

Safety related training

During the period April 1st 2012 to March 31st 2013 the following safety training courses were delivered:

- Fire safety training (including the practical use of fire extinguishers) – 1 half day course.
- Ladder safety – 4 half day courses.
- Institution of Occupational Safety & Health Managing Safely – 2 four day courses for Winchester City Council and East Hampshire District Council employees.
- Refresher training for first aiders on the use of defibrillators – 2 half day courses.
- Gas safety training for environmental health enforcement officers and the street care team – 1 half day course.
- Manual handling training for supported housing staff / the street care team / neighbourhood wardens / Guildhall staff – 3 half day courses.

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

- Health and safety training (various topics) – Managers, care assistants and older persons support officers employed in the supported housing service in accordance with the accreditation requirements of the Care Quality Commission.
- Street Care Team - New Roads & Street Works Act highway safety training, pesticides application, erecting scaffold towers and using specialist equipment such as excavators, high pressure lances, abrasive wheels and brush cutters.
- SMT Briefing on the health and safety implications of managing service contracts and partnership working.

Review of the Action Plan for 2012/13

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 has been completed and the service review reports submitted to the Housing Services Manager.

With regards the two extra care homes, the Council has now taken on a facilities management role as service delivery on a day to day basis has been transferred to Radian Housing.

Health and Safety Executive Audit

The waste collection and recycling industry is an enforcement priority for the Health and Safety Executive (HSE) and as part of their regional enforcement programme the HSE visited both Winchester City Council and East Hampshire District Council in 2011 to audit the Serco and Veolia waste collection contracts and to review the arrangements for the selection and implementation of the new joint waste contract.

The HSE inspectors returned in August 2012 to review progress with regards implementation of the new waste contract. The inspectors were satisfied with the contract monitoring arrangements now in place but they identified a number of failings by the contractor, primarily with regards the kerbside glass collection service in East Hampshire, which necessitated enforcement action. These issues were subsequently resolved and the Improvement Notices lifted.

Driving for the Council

In response to the introduction of new management standards by the Council's insurers, a Transport Team was set up in Organisational Development to implement the required changes; this included a new corporate driver's handbook and more robust documentation checks to cover fleet vehicles, lease cars and the grey fleet (staff who use their own vehicle).

Generic mileage based driver risk assessments and occupational road risk and driving at work policies have been drawn up and revised and expanded driving at work road safety guidance has been issued; the latter including a section on driving in icy conditions.

With regards fleet vehicles, new driver responsibilities pro forma and vehicle inspection check sheets for the different types of vehicle have been drawn up and issued to team managers and their use is subject to auditing by the Transport Team.

Fire Risk Assessment

Enforced by Hampshire Fire and Rescue Service, 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. These were reviewed to ensure there have been no material changes to the premises or the day to day management of these sites that could affect fire safety.

Zurich Municipal undertook an audit of local authority risk management policies and procedures in Hampshire which included fire safety management and inspection arrangements. A number of workshops were subsequently run to address shortcomings and this included one for property services / facilities managers on fire safety, security and property maintenance risks.

Contract and Partnership Management

As highlighted in the previous report, following the review of the health and safety submissions of the contractors that tendered for the joint waste, recycling, street cleansing and grounds maintenance contracts, a model guidance note and prequalification questionnaire for client monitoring team managers has been drawn up to ensure a more robust and consistent approach to the selection of contractors and contract monitoring, primarily for higher risk service contracts.

Similarly, a guidance note and flow chart for officers involved in partnership working has been drawn up to help identify the potential health, safety and insurance implications for authorities entering into or instigating partnerships.

HEALTH & SAFETY ACTION PLAN 2013/14

ANNUAL ACTION PLAN

The Health & Safety Action Plan highlights the principal occupational health safety and welfare topics that the Council will need to consider during the current year. 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 transfer of services.

Some health and safety issues by their very nature are cyclic, particularly in areas such as health and safety training for staff in 'at risk work activities' and the review and updating of corporate health and safety policies, procedures and guidance notes is on going.

Similarly, risk assessing work activities in general needs to be periodically reviewed to ensure they are still valid and to identify and assess any new activities that have been introduced.

Training

As in previous years, health and safety training has been targeted at the principal risk areas examples being manual handling, fire safety and dealing with potentially aggressive customers and as such these courses are run periodically to train up newly appointed staff and to provide refresher training where required.

The transfer of some direct services requires specialist work activity training / refresher training for operatives on topics such as pesticide application, working on the highway, the erection of tower scaffolds, entry into confined spaces, ladder safety and using high pressure jetting equipment; refresher training is usually on a three or four yearly basis.

There will continue to be emphasis on emergency first aid at work training to provide a consistent level of cover for the supported housing service, staff at satellite sites and peripatetic workers. This training is certificated and is valid for three years with the first courses being delivered in 2010.

New members of staff go through an E Induction programme which includes modules on fire safety, violence and aggression in the workplace, manual handling and slips, trips and falls and completion has to be signed off by the employee and the line manager. These modules are currently subject to review and will be amended / updated as required.

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

Specific Occupational Health, Safety and Welfare Issues: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.

Following on from the Council restructuring exercise and staff transfers, the provision of team risk assessors and display screen equipment (DSE) administrators will be reviewed to ensure there is adequate cover in each team and staff training will be arranged where required. With regards DSE, staff relocation will also trigger a number of workstation reassessments which is co-ordinated by the team administrators.

Lead Officer – Health and Safety Adviser.

Depot facilities - Street Care / Pest Control Services

As highlighted in previous reports, Bar End Depot is to be vacated in July with Biffa, Dennis Eagle and the Landscape Group moving to a new depot at Barfield Close. The Streetcare team will be moving to Unit 7 at Barfield Close which is a vacant unit temporarily used as a site office. The Streetcare Team vehicles will be based at Unit F2 Bar End Industrial Estate and the pest control service will operate from King George V playing fields due to site constraints at Barfield Close.

The operating bases 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, examples being a traffic management plan, staff welfare facilities, compressed gas / pesticide storage, site security, first aid provision, fire safety arrangements and a range of maintenance and inspection regimes for plant, machinery and building services.

Lead Officer – Assistant Director (Neighbourhoods & Environment)

Managing Asbestos Containing Materials

The identification, monitoring and effective management of asbestos has been, and continues to be, a Health and Safety Executive enforcement priority.

Housing Services has now appointed a Compliance Officer to manage asbestos containing materials in the housing stock; the review of the Council's asbestos policy and management strategy for buildings in the Estates' commercial portfolio and the housing stock is currently underway.

Lead Officers – Corporate Property Surveyors / Property Services Compliance Officer.

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 covering sheltered housing schemes, temporary accommodation hostels and the older persons support officer service.

A wing of the sheltered housing scheme at Denmead has been refurbished and will be managed on a 24/7 basis by the YOU Trust on behalf of Hampshire County Council Adult Services so there are likely to be a number of shared site management issues covering fire safety and evacuation procedures, lift entrapment, site security, electrical appliance and water systems (legionella) maintenance and inspection regimes.

Lead Officer – Sheltered Housing Service Manager

Driver training

Following on from the introduction of the new transport management arrangements last year, the transport team will be looking at the business case for introducing driver assessments and driver training based on mileage and accident history.

Lead Team – Organisational Development (Transport Team)

Workplace Wellbeing Charter

The Council is seeking accreditation which will require input from a number of teams including HR, Facilities and Sports & Physical Activity. To achieve excellence there are a number of health and safety requirements that are either not currently or fully in place that need to be addressed:

- Regular health & safety meetings are held and there is evidence that staff groups are involved in the development of policies and work procedures. This will require reactivation of the Corporate Health & Safety Management Group and the health and safety committee and a review of the terms of reference.
- All managers receive appropriate health & safety training to an agreed standard i.e. CIEH level 3 or equivalent. To date, health and safety training for managers has been on contract management based risk.

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

Influenza Vaccination

Last year, staff in a range of front line services were offered free vaccination. The sickness records for these teams will be analysed to see if there is a business case for extending the vaccination programme to other teams.

Lead Team – Organisational Development (Human Resources)

TRAINING AND DEVELOPMENT REVIEW 2012/13

Corporate Training Activities 2012/13

The total training budget for Winchester City Council for 2012/13 was £ 196,652. The budget is comprised of £15,000 allocated to management development, £45,071 funding corporate priorities and £9,000 allocated to core training activities. Individual teams were allocated £127,581 for specific training requirements covering qualification, updates and Continuous Professional Development.

During the financial year 2012- 2013, the Learning and Development section within the Human Resources team has organised 52 training sessions of which 13 were corporate health and safety courses and the remainder included the direct delivery of management development and competency based development, both through a programme of events and training specifically designed to meet individual team needs.

In 2012/13 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. The closer management of the training budget allocation has aided the achievement of the required budget savings identified.

Additionally there is an on-line evaluation system enabling the measurement of the effectiveness of the training and development solutions delivered to Council employees. The evaluation is carried out four weeks after attending the training to allow attendees time to implement the learning. 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 2012/ 13 the Learning and Development team delivered the following corporate development activities:

- a) Joint working with Eastleigh Borough Council to deliver a number of courses. This will be expanded in 2013-14 to share our on-line e-learning and management and leadership training.
- b) Support for our apprenticeship programme. Eleven apprentices were recruited across the Council bringing significant benefits to the organisation and providing employment opportunities to young people. The Learning and Development team supported the development of the apprentices through mentoring, training workshops, their qualification programme and volunteering projects.
- c) Promotion of a positive approach to learning and development for all staff through the provision of a wide variety of learning events in Adult Learning Week.

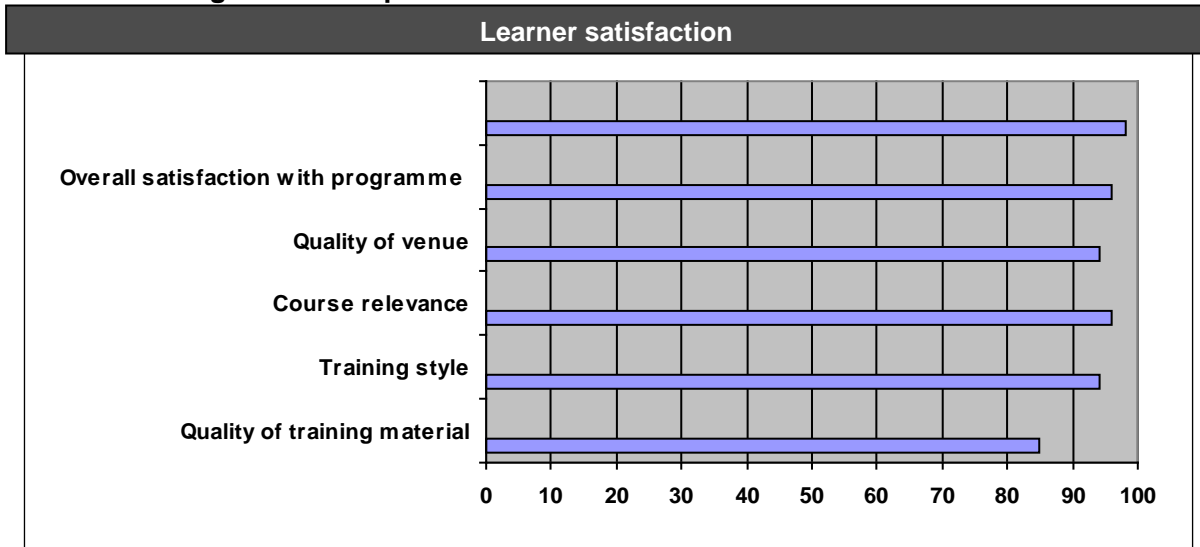
- d) Training of internal mentors to support young people joining the Council as apprentices.
- e) The Aspire leadership development programme, our innovative development programme for managers who have the potential to become future leaders. This course is run jointly with Eastleigh Borough Council and is now in its fifth year. In addition to the individual development benefits, it has provided the organisation with a valuable resource of enthusiastic managers with high potential.
- f) Provision of health and safety training, including manual handling, risk assessment and dealing with violence to staff.
- g) 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 Diploma in Management.
- h) Further development of the e-learning portal to cover all aspects of learning and development within the Council and to create a 'one stop shop' for all training provision for staff. This has allowed us to deliver a blended learning approach to our Recruitment and Selection training this year, providing a more efficient and accessible solution for managers needing this training.

Team Training Activities 2012/13

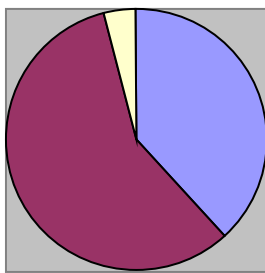
The team training budgets for 2012/13 were allocated to teams based on training and development requirements identified at appraisal. These include professional qualifications, meeting CPD requirements, job specific skills and team training requirements. The team training budgets were then controlled and monitored by each Head of Team.

Table 2 shows the budget allocation for training and development for 2012/13 and the actual expenditure for the same period. Some teams did not fully spend their allocation, despite the allocation's basis on needs identified at appraisal. Heads of teams concerned have commented that in some cases, training was achieved at less cost than budgeted because of utilising lower cost options. In other teams, priorities and workloads in the team meant that planned training had to be postponed. The monitoring of spend throughout the year allowed some funds to be reallocated to other teams. 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.

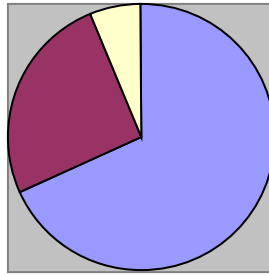
Table 1 - Learning and Development Metrics



Job impact

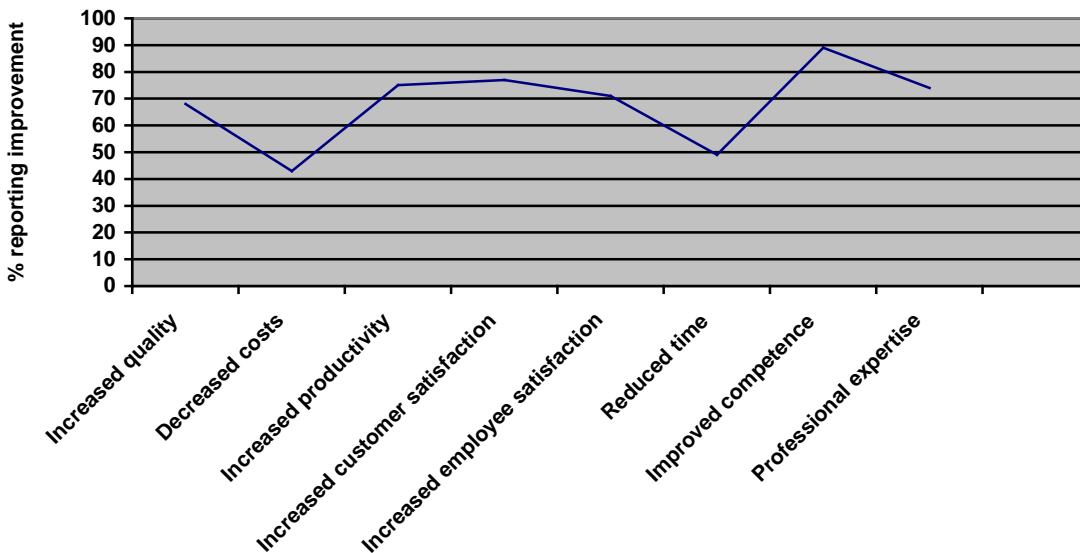


- New skills learned critical to role
- New skills significant to job role
- Not significant



- Skills already applied
- Planned to apply
- Not applied

Business results



Return on Investment

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

Table 2 – Training Expenditure by Team 2012/13

Team	Budget	Actual	Variance
	£	£	£
Access and Infrastructure	3432	2853	579
Building Control	3940	3875	65
CMT + ADs	484	21	463
Communications	1232	1023	209
Community Safety	1144	3786	(2642)
Customer Services	2500	390	2110
Democratic Services	1500	4186	(2686)
Economy and Arts	0	18	(18)
Environmental Health	16180	11827	4353
Estates	6852	1324	5528
Financial Services	13551	8253	5298
Historic Environment	1722	1301	421
Housing (general fund)	0	2353	(2353)
Housing (HRA)	38000	39745	(1745)
Human Resources	6076	7147	(1071)
IM & T	6980	6597	383
Landscape	7072	3111	3961
Legal Services	4016	4924	(908)
Museums	2156	430	1726
New homes delivery	0	3862	(3862)
Planning Development	7445	5117	2328
Policy	0	120	(120)
Revenues	1549	1790	(241)
Sport and Physical Activity	0	95	(95)
Strategic Planning	1750	135	1615
Corporate Training	69071	58652	10419
Total	196652	172935	23717