

PERSONNEL COMMITTEE

8 JULY 2014

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN
2013/14

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

PER240 – Organisational Development Performance Monitoring Quarter 3 2013/14
– 10 March 2014

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 2013/14 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

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ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN 2013/14

REPORT OF HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This report sets out performance information for the Organisational Development Team for the fourth and final quarter of 2013/14 by way of a range of key performance indicators.
- 1.2 The performance information in this report gives an overview of the personnel aspects of the whole organisation and gives an insight into the Council's performance in managing the workforce efficiently and effectively. A selection of this information is presented to the Corporate Management Team and Heads of Teams on a monthly basis to assist in the management of the organisation.

2. Performance Indicators

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

3. Occupational Health, Safety & Welfare Review

- 3.1 Appendix 3 provides the annual review of the work undertaken in this area during 2013/14

4. Training and Development Review

- 4.1 Appendix 4 provides the annual review for 2013/14 for this service area.

OTHER CONSIDERATIONS:5. SUSTAINABLE 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 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:

Held within the Organisational Development Team.

APPENDICES:

Appendix 1 Organisational Development Performance Indicators.

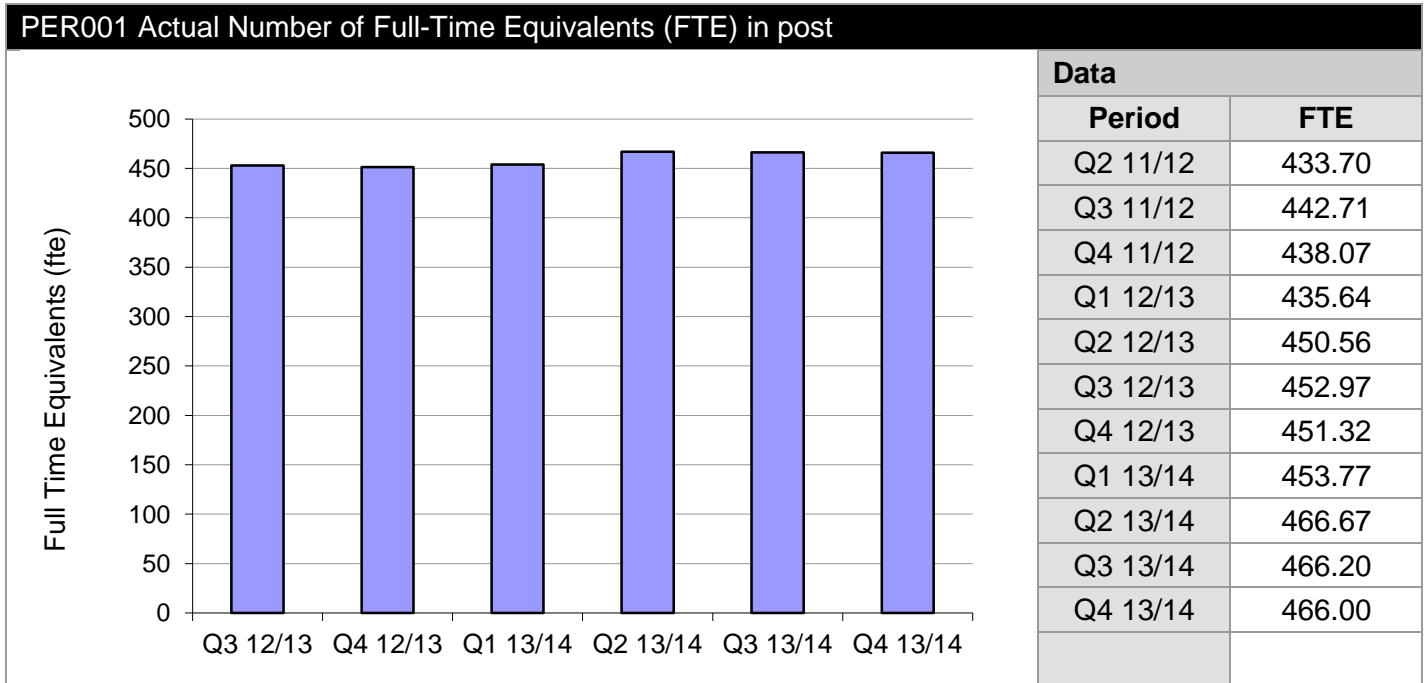
Appendix 2 Annual Performance Report 2013/14

Appendix 3 Occupational Health, Safety & Welfare Review – 2013/14

Appendix 4 Training and Development Review – 2013/14

PERSONNEL COMMITTEE

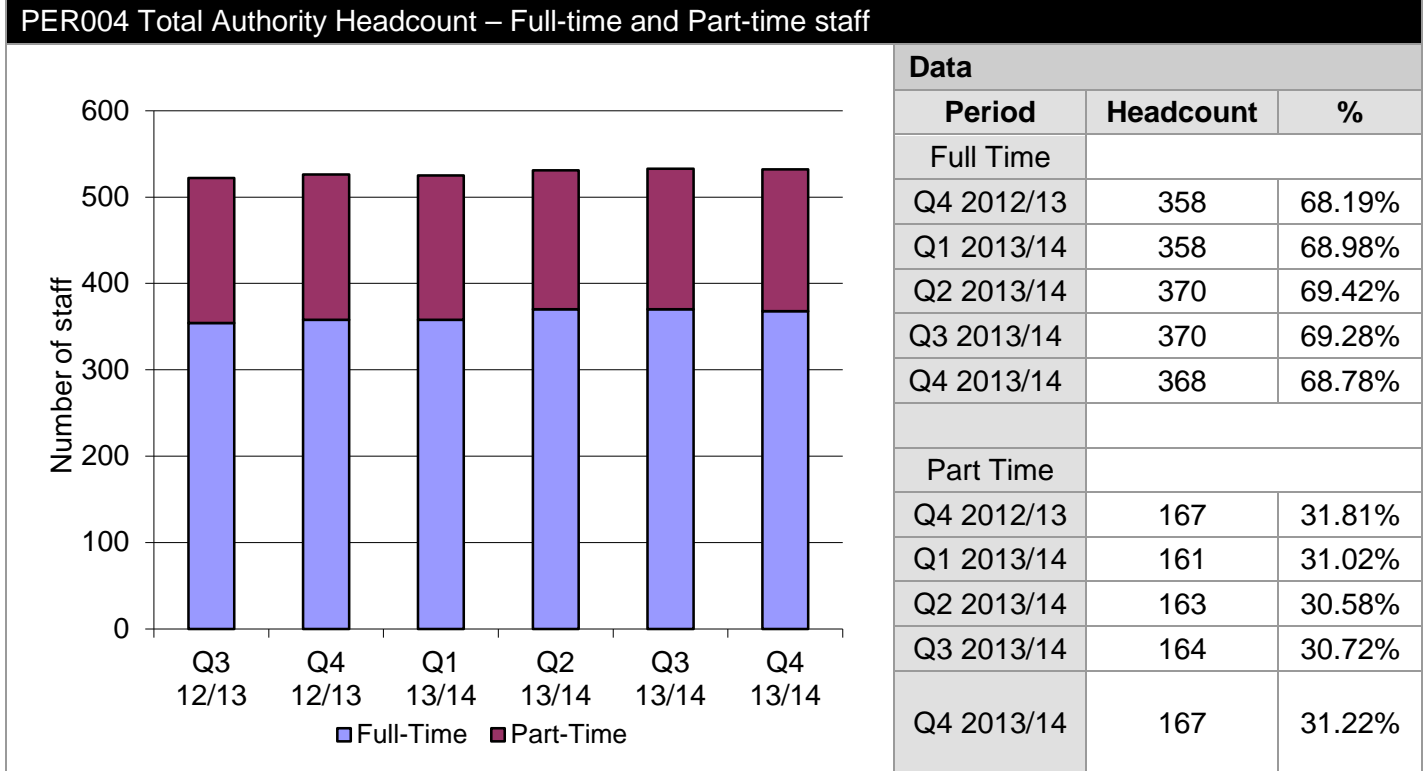
Quarterly Performance Monitoring – Q4 2013/14 update

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. It also includes the recruitment of Apprentices on the Council Apprenticeship scheme and National Graduate trainee posts.

The quarterly number of full time equivalents (fte) in post has decreased over the last quarter by 0.20 fte.

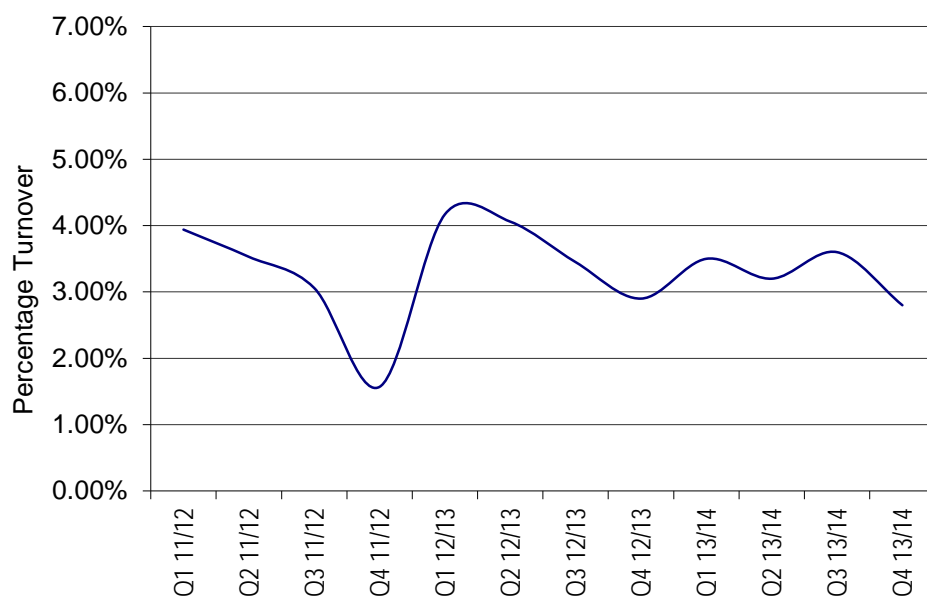
With a focus on the budget and the need to make savings posts continue to be held vacant and reviewed on a post by post basis. The 1team process is applied to all posts to be recruited to, ensuring that internal resources are fully utilised. Permanent posts are only removed from the establishment if required following Personnel Committee approval.



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 three was 535 which shows an increase of 1 when compared to the previous quarter.

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

Data

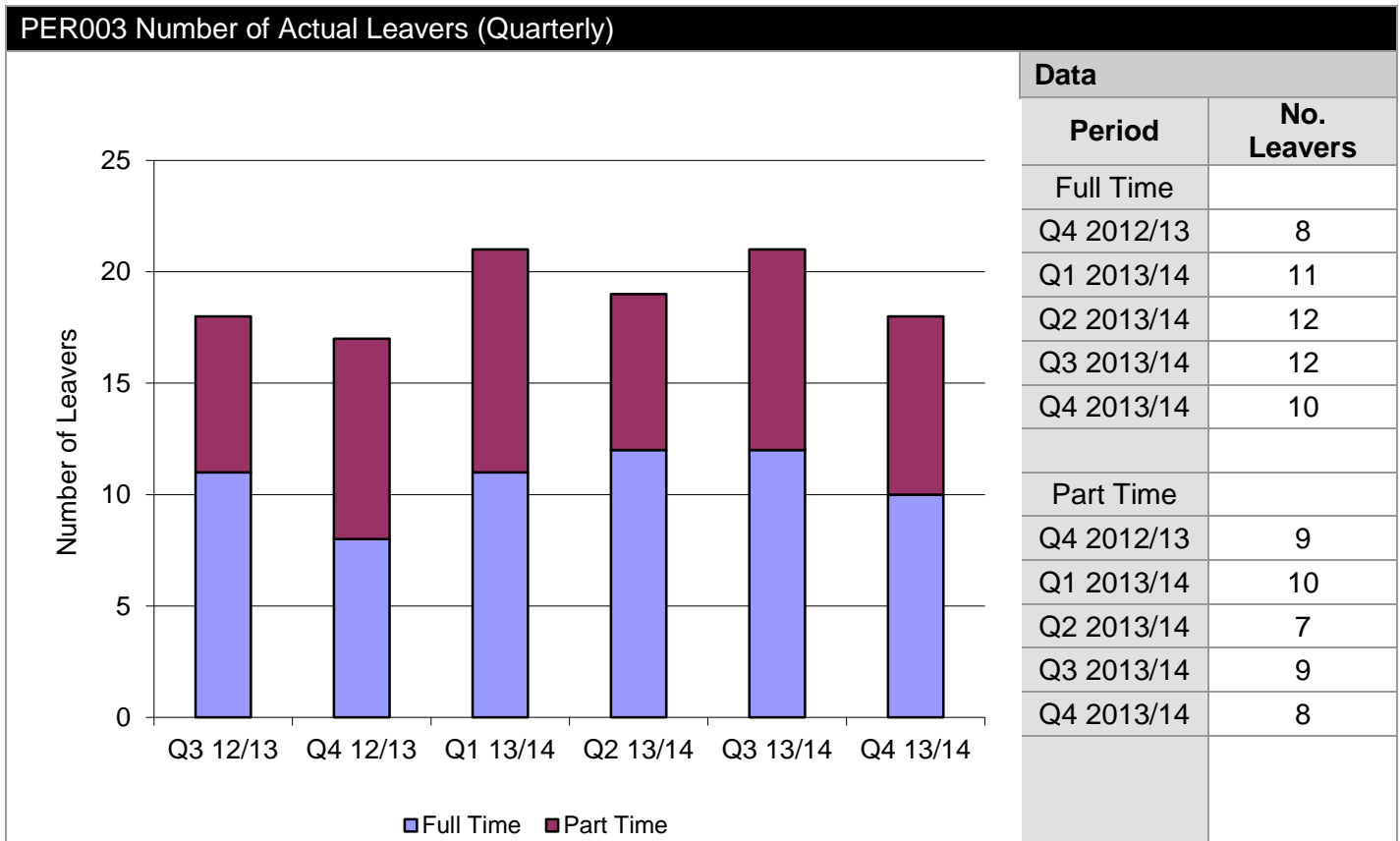
Period	Turnover
Q4 2010/11	4.09%
Q1 2011/12	3.94%
Q2 2011/12	3.53%
Q3 2011/12	3.06%
Q4 2011/12	1.57%
Q1 2012/13	4.17%
Q2 2012/13	4.06%
Q3 2012/13	3.45%
Q4 2012/13	2.90%
Q1 2013/14	3.50%
Q2 2013/14	3.20%
Q3 2013/14	3.60%
Q4 2013/14	2.80%

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 18 and for quarter three was 21. 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 or trends within the organisation.



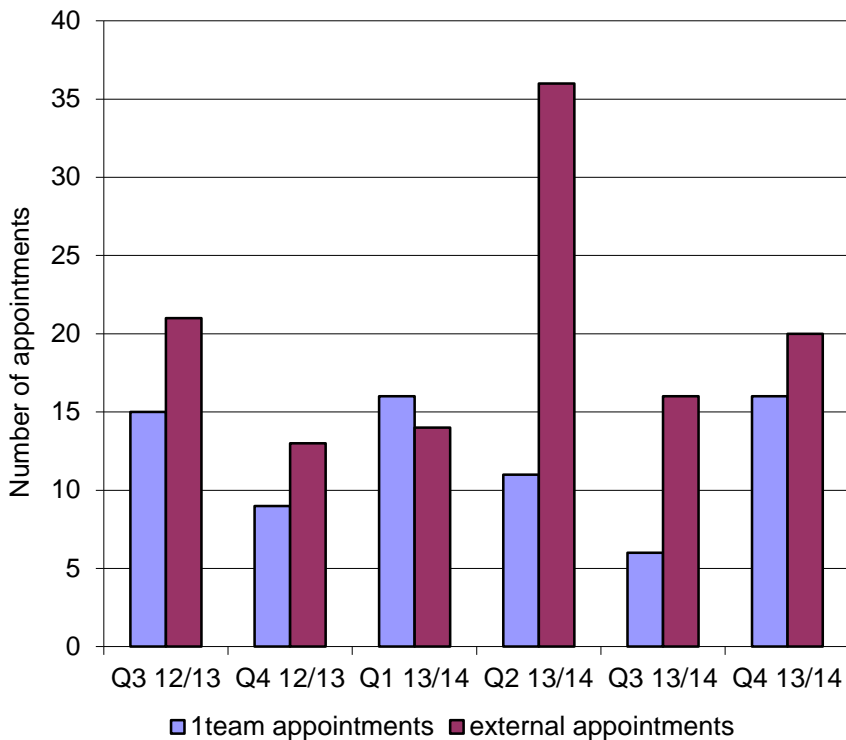
Latest Comments: This chart shows the number of actual leavers per quarter (Apr-Jun, Jul-Sept, Oct-Dec and Jan-Mar) and is broken down between full-time and part-time staff.

The number of leavers in the period January to March (Q4 2013/14) included five temporary staff whose fixed term contracts came to an end. Of the remaining thirteen leaver's four of whom were from Housing Services, three from Neighbourhood & Environment and one Communications, Economic & Communities, Financial Services, IM&T, Legal Services 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
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
Q1 2013/14	16	14
Q2 2013/14	11	36
Q3 2013/14	6	16
Q4 2013/14	16	20

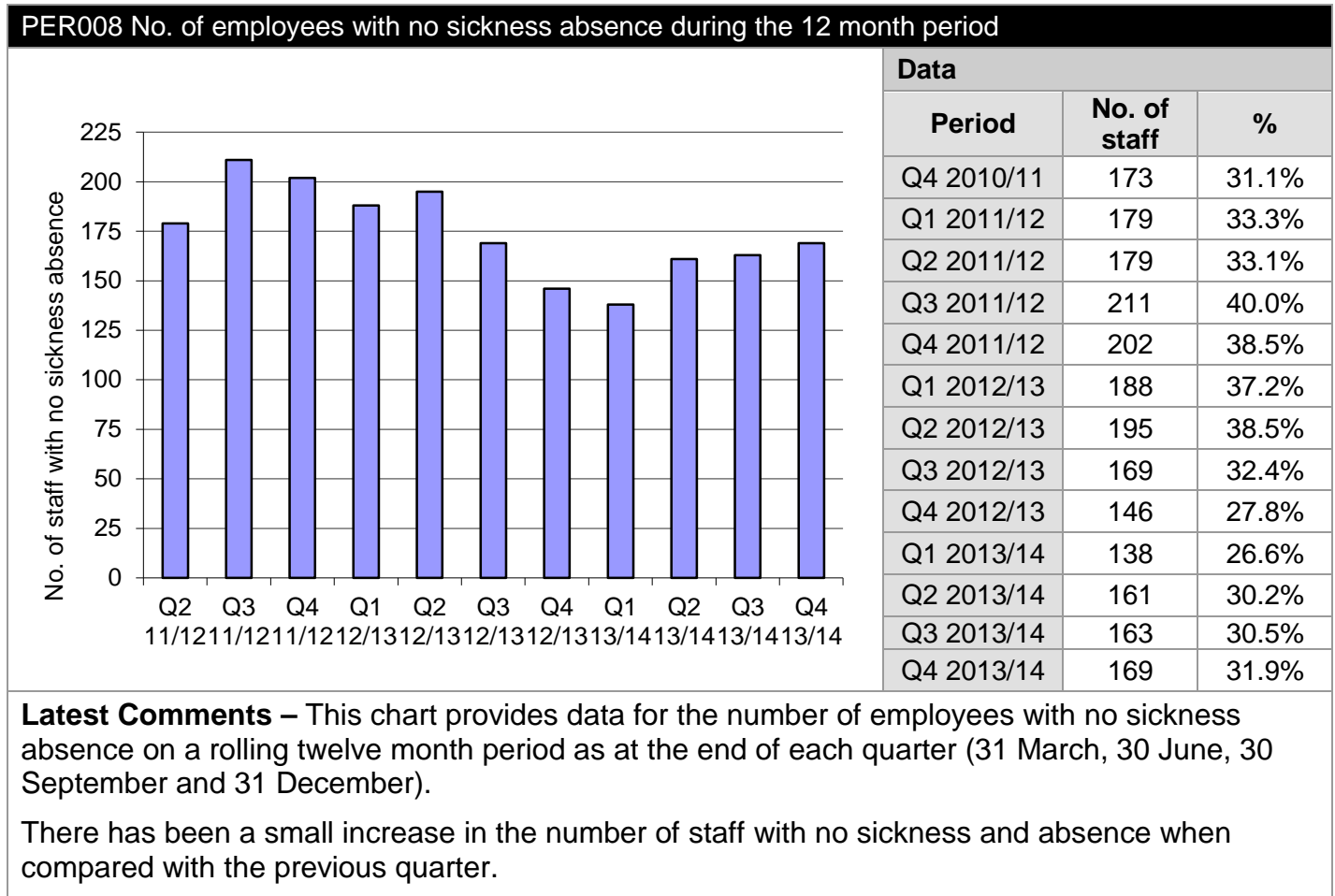
Latest Comments:

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.

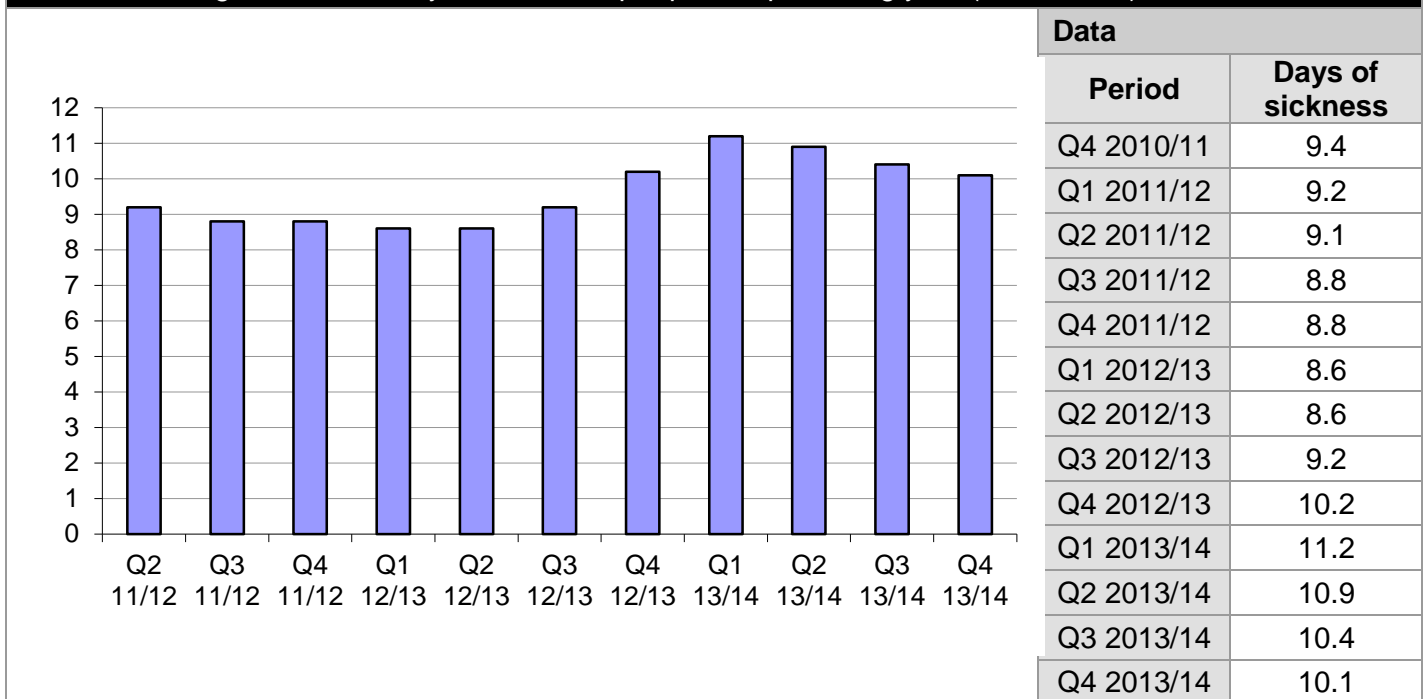
The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2013 on average 36% of vacant posts have been filled using internal candidates following the 1team process. 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 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 Built Environment, Business Management, Communications, Economic & Communities, Estates, Financial Services, Housing Services, IM&T, Legal & Democratic Services, Neighbourhood & Environment and Revenues.

Included in the number of staff who have been appointed following the 1team process includes moves to Built Environment, Business Management, Communications, Economic & Communities, Estates, Health & Wellbeing, Housing Services, IM&T, Legal and Democratic Services, Neighbourhood & Environment and Revenues.

Attendance and Sickness Indicators

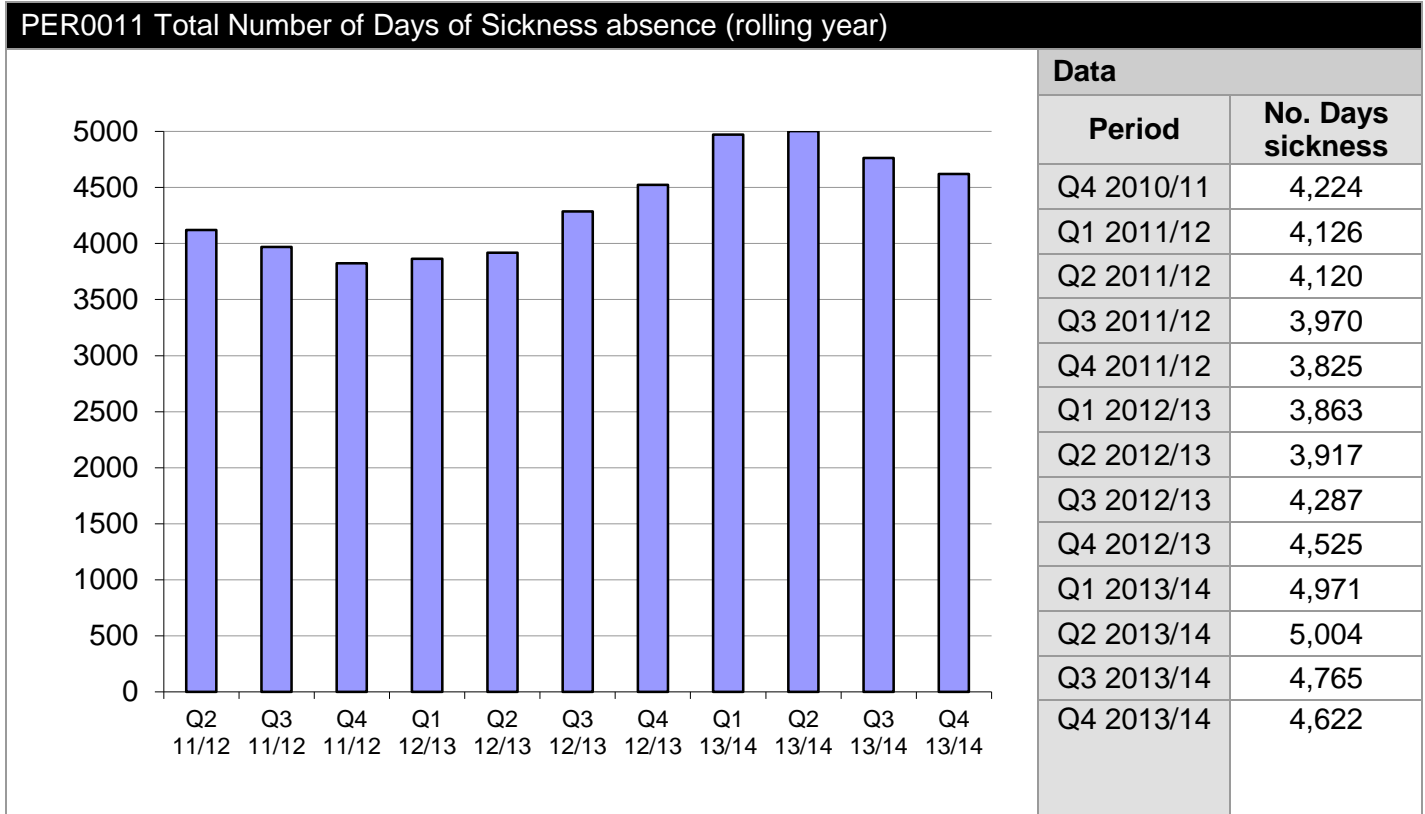
PER009 Average number of days of sickness per person per rolling year (all sickness)



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 2014 (Q4 2013/14) is 10.1 days sickness per member of staff which is a decrease of 0.3 days when compared to the previous quarter.

The 10.1 days includes a number of staff who have been off on long term sick during the twelve month period and this has a significant impact on this figure. A number of the long term sickness cases have been resolved working with Human Resources the individuals and Occupational Health to resolve the issues, either by the employee leaving the organisation or by returning to work.



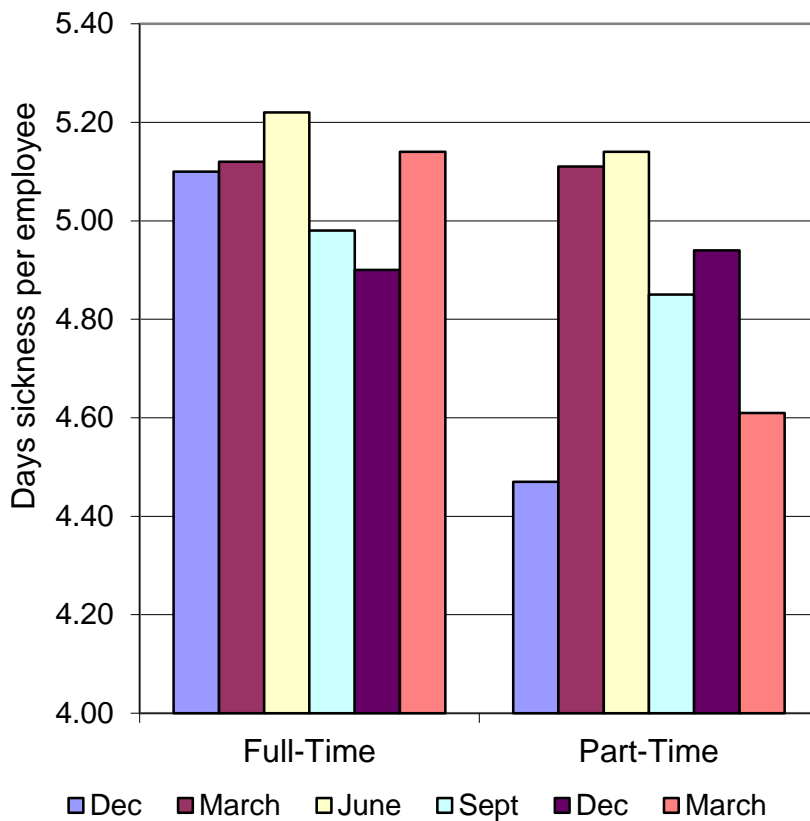
Latest Comments – This chart presents the total number of days taken as sickness absence by staff in the twelve months ending 31 March, 30 June, 30 September and 31 December.

The total number of day's sickness absence taken during the twelve month period ending March 2014 (Q4 2013/14) has decreased (143 days) when compared to the previous quarter.

An analysis of the total number of days taken as sickness (4,622 days for the twelve months ending 31 March 2014) is given in the next two charts and includes a breakdown between full-time and part-time staff and absence of less than 20 days and more than 20 days.

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

Average sickness (less than 20days) for the year



Data		
	Average no. working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 June	5.22	215
30 Sept	4.98	219
31 Dec	4.90	212
31 Mar	5.14	196
Part-Time		
Yr ending		
30 June	5.14	97
30 Sept	4.85	90
31 Dec	4.94	85
31 Mar	4.61	86
Combined		
Yr ending		
30 June	5.19	312
30 Sept	4.94	309
31 Dec	4.91	297
31 Mar	4.98	282

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 2014. 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.

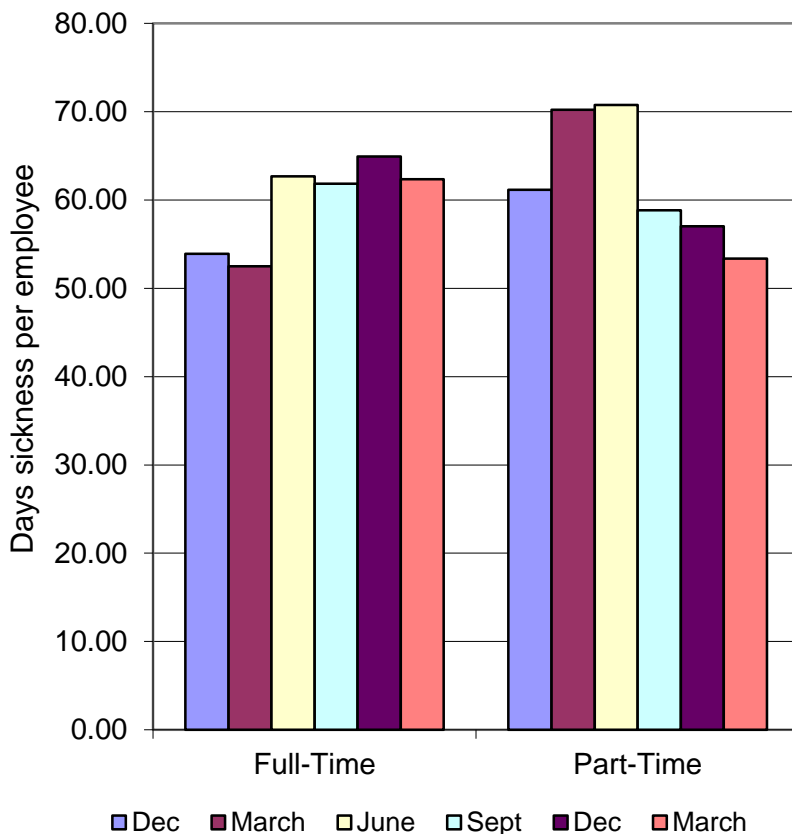
For the year ending 31 March 2014, 86 part-time and 196 full-time staff each took a total of less than 20 days sickness in the 12 month period.

The total number of days taken as sickness, where the total was less than 20 days per employee was 1,404.5 days (1,008 by full-time staff and 396.5 by part-time staff).

It should be noted that when a part-time member of staff is off sick for a day, it is counted as 1 working day with the working day that is recorded on the HR/Payroll system as being whatever the "normal" working day is for that member of staff. For the purposes of these figures however, the day is shown as a whole day at present. Work has been undertaken to distinguish part time from full time staff absence to enable improved accuracy for lost productivity due to sickness absence. This will be reported following a system upgrade which is due to be introduced in the Autumn.

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

Average sickness (20 days or more) for the year



Data

	Average no. of working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 June	62.69	39
30 Sept	61.83	41
31 Dec	64.92	36
31 Mar	62.35	37
Part-Time		
Yr ending		
30 June	70.75	12
30 Sept	58.84	16
31 Dec	57.03	17
31 Mar	53.36	17
Combined		
Yr ending		
30 June	64.59	51
30 Sept	60.99	57
31 Dec	62.39	53
31 Mar	59.57	54

Latest Comments –

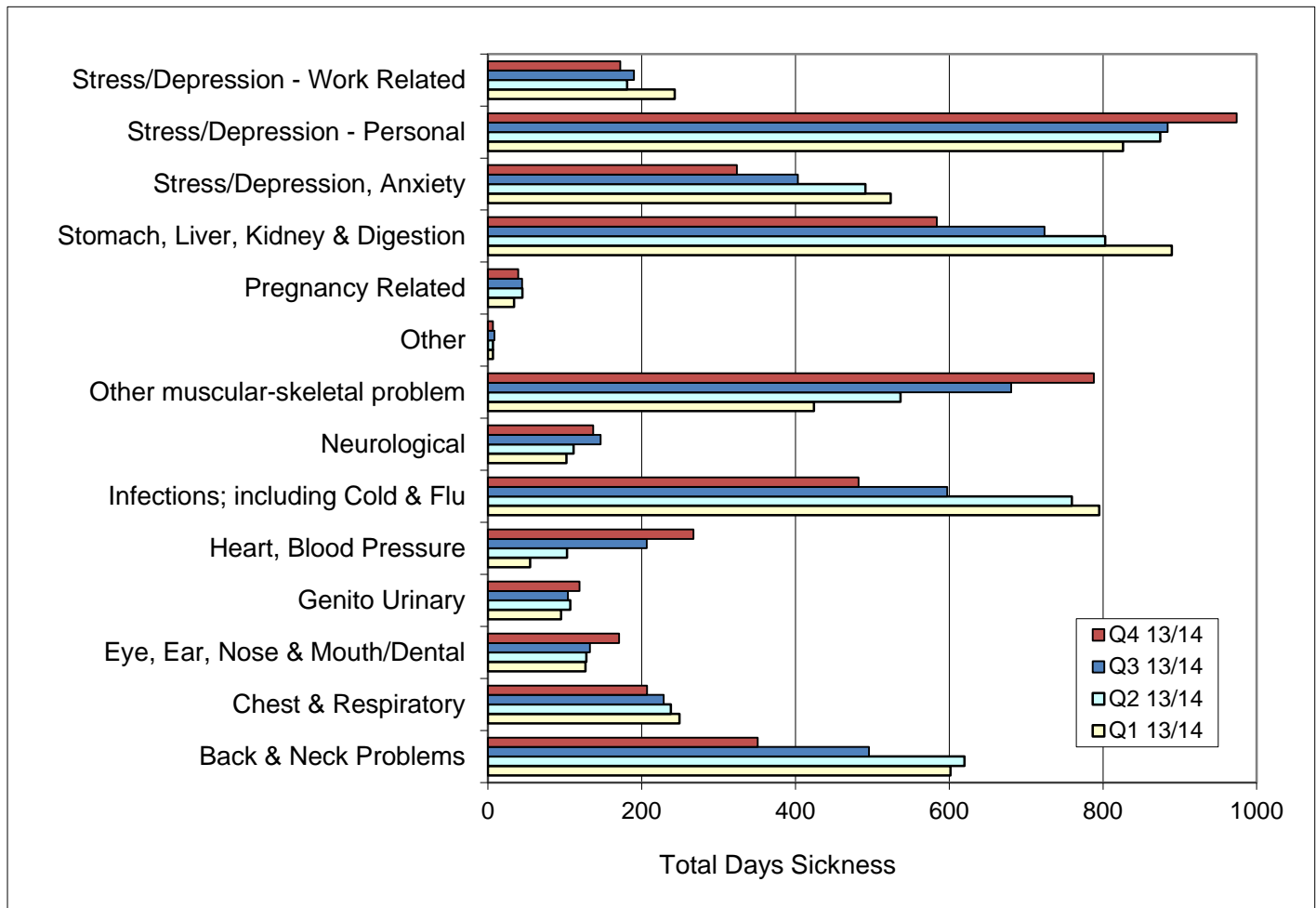
This chart shows the average number of days sickness absence per City Council employee where the total absence was 20 days or more in the twelve month period ending the 30 June, 30 September, 31 December and 31 March 2014. The data is further analysed between full-time and part-time staff.

For the year ending 31 March 2014, 17 part-time and 37 full-time staff each took 20 days or more sickness in the period.

The average sickness of over 20 days taken by part time staff continues to reduce and is now an average 53.36 days.

The total number of days taken as sickness, where the total was 20 days or more per employee was 3,217.5 days (2,307 by full-time staff and 910.5 by part-time staff).

The average length of sickness for the year ending 31 March for both part-time and full-time staff, where the total was 20 days or more is 59.58 days.

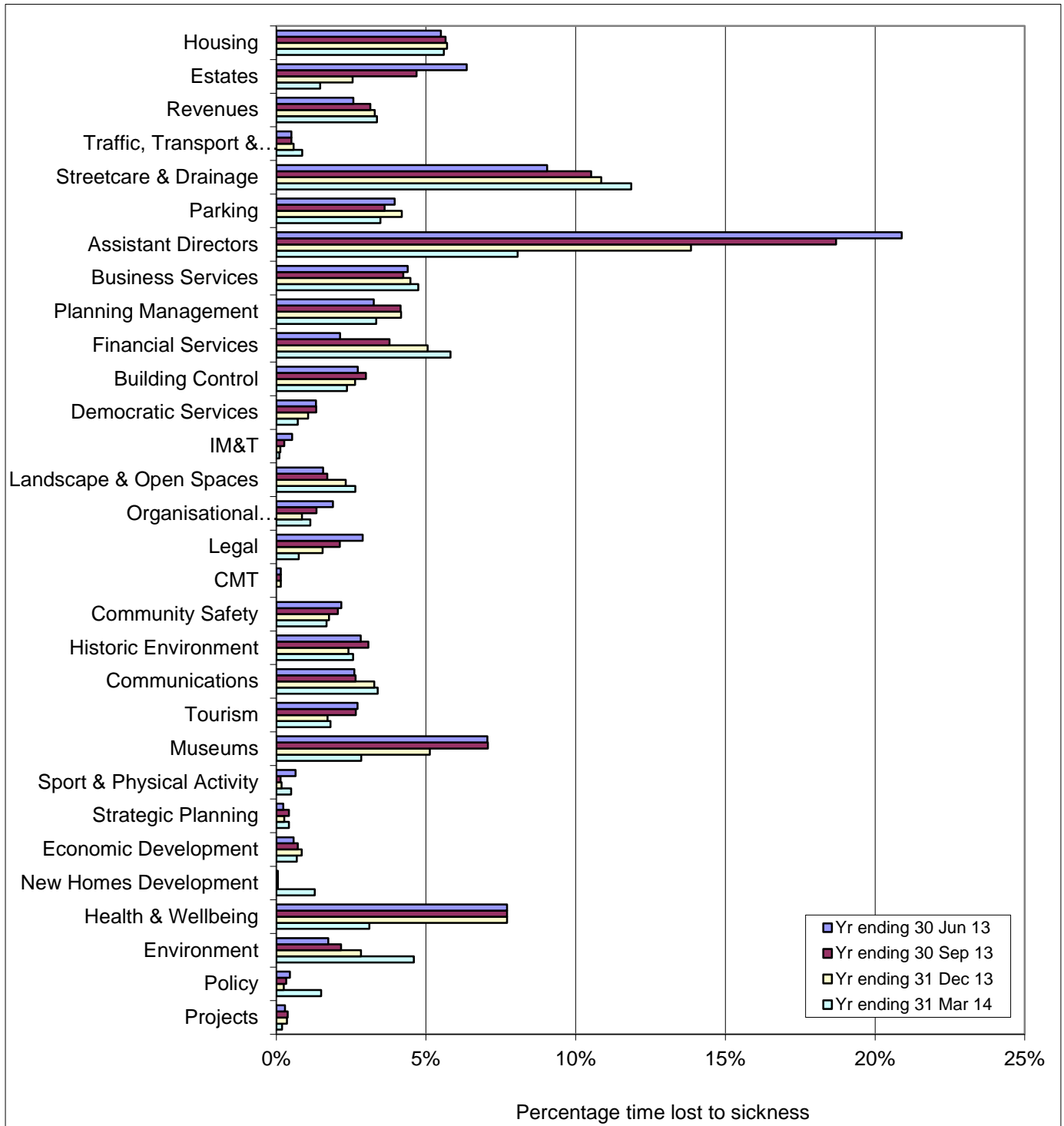
Analysis of Sickness Absence by Reason (12 month rolling year)**Latest Comment:**

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

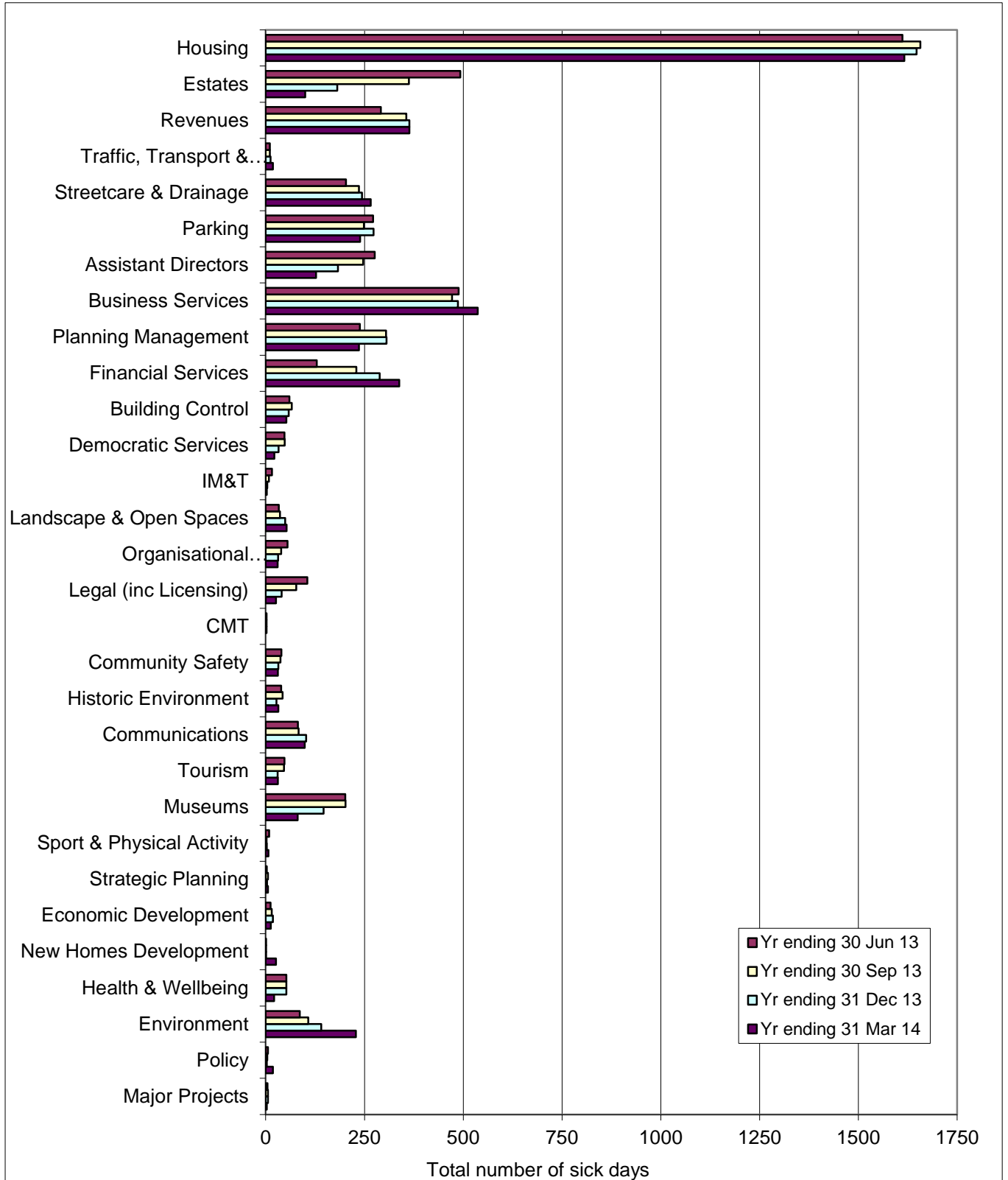
All Sickness by Absence Reason					
Reason Summary	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14
Stress/Depression - Personal	18.0%	16.6%	17.5%	18.2%	21.1%
Stress - cause unknown	6.3%	10.6%	9.8%	8.3%	7.0%
Back & Neck Problems	11.0%	12.1%	12.4%	10.3%	7.6%
Other musculo-skeletal problem	10.8%	8.5%	10.7%	14.1%	17.0%
Stress/Depression - Work Related	4.4%	4.9%	3.6%	3.9%	3.7%
Stomach, Liver, Kidney & Digestion	18.2%	17.9%	16.1%	15.0%	12.6%
Genito Urinary; inc Menstrual Problems	2.1%	1.9%	2.1%	2.1%	2.6%
Heart, Blood Pressure & Circulation	1.1%	1.1%	2.0%	4.3%	5.8%
Infections; including Cold & Flu	17.5%	16.0%	15.2%	12.3%	10.4%
Chest & Respiratory; incl. Chest Infection	5.0%	5.0%	4.8%	4.7%	4.5%
Eye, Ear, Nose & Mouth/Dental	2.9%	2.6%	2.6%	2.7%	3.7%
Neurological; inc Headaches & Migraine	1.9%	2.0%	2.2%	3.0%	3.0%
Pregnancy Related	0.7%	0.7%	0.9%	0.9%	0.9%
Other	0.1%	0.1%	0.1%	0.2%	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 2014. By way of a comparison the figures for the twelve month period ending 30 June, 30 September and 31 December 2013 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.

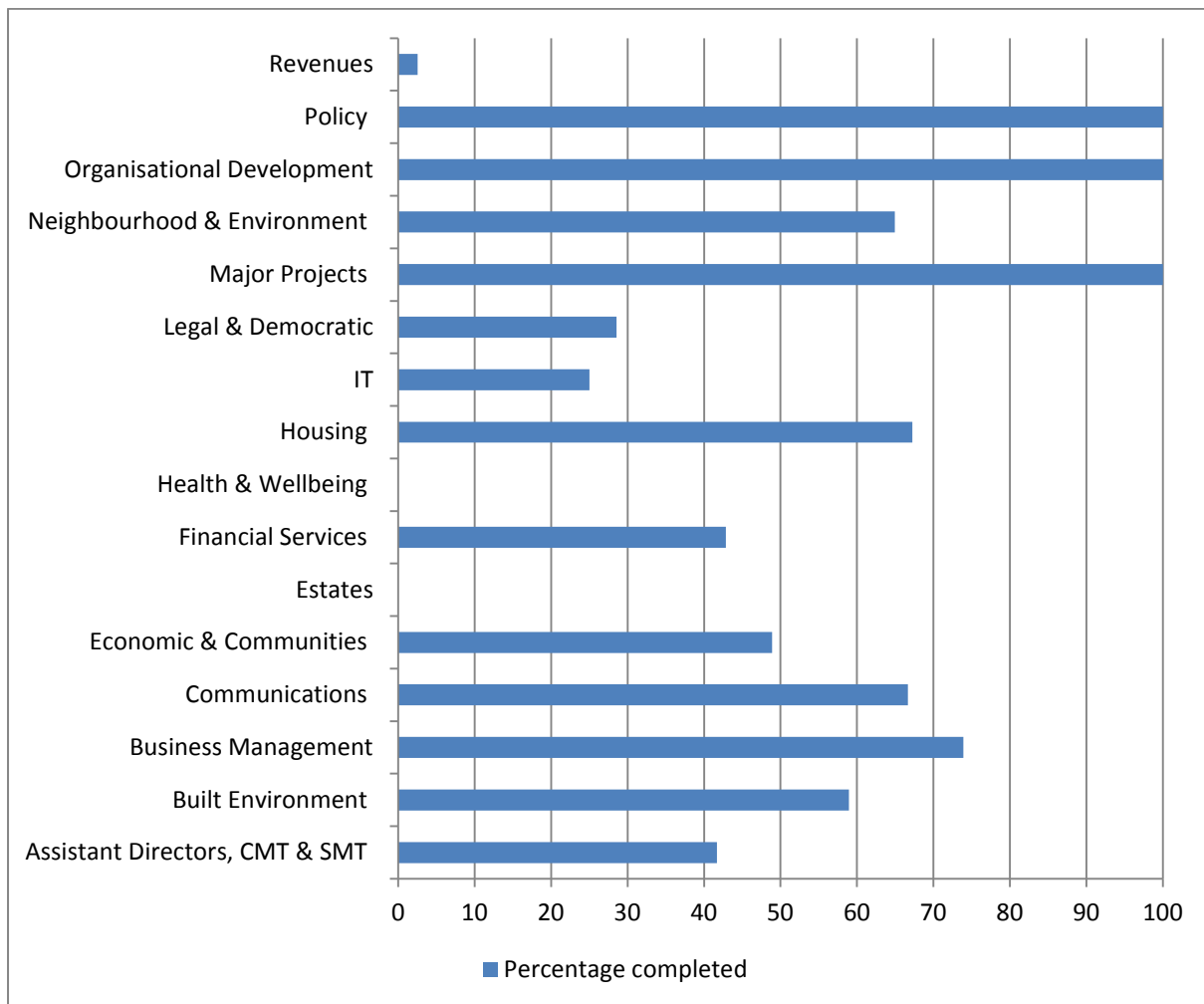


The following chart gives details of the total number of sickness days by team for the 12 month period ending 31 March 2014. By way of a comparison the figures for the twelve month period ending 30 December, 30 September and 30 June have also been included.



Percentage of completed appraisals by Team

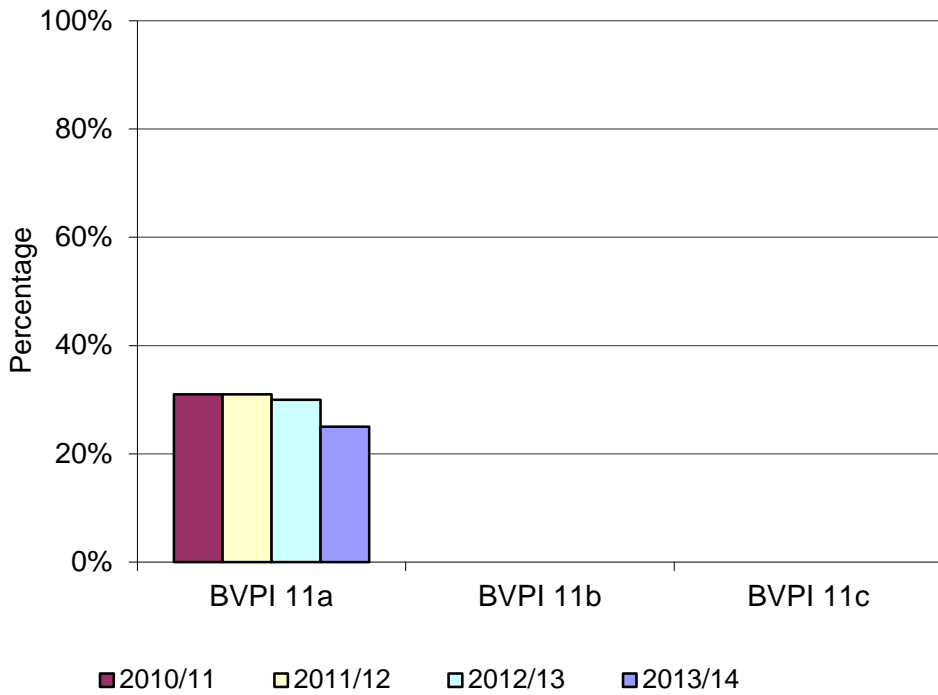
This chart shows the percentage of appraisals completed as at 31 March 2014.



Annual Performance Report

Best Value Performance Indicators

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



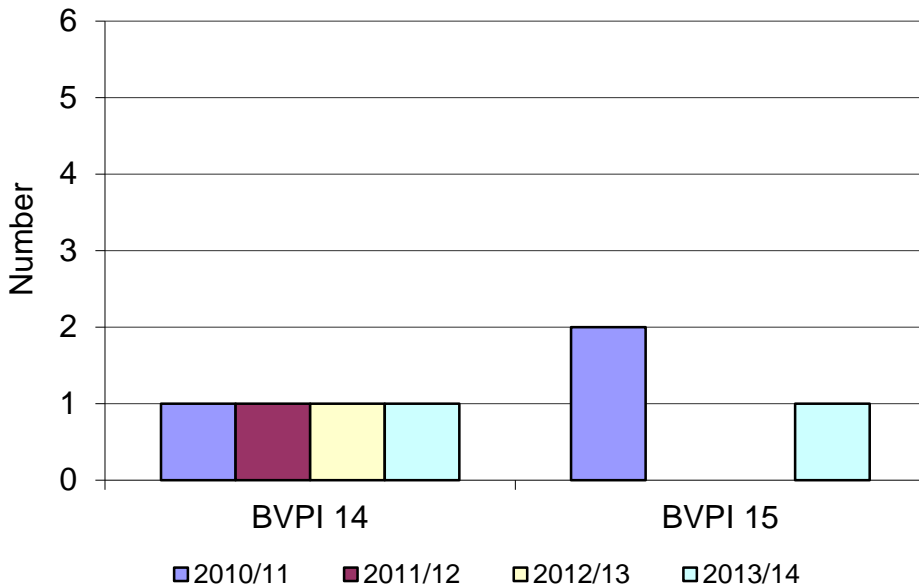
Data	
Year	Value
BVPI 11a	
2009/10	34.00%
2010/11	31.00%
2011/12	31.00%
2012/13	30.00%
2013/14	25.00%
BVPI 11b	
2009/10	0.00%
2010/11	0.00%
2011/12	0.00%
2012/13	0.00%
2013/14	0.00%
BVPI 11c	
2009/10	0.00%
2010/11	0.00%
2011/12	0.00%
2012/13	0.00%
2013/14	0.00%

Latest Comments - Top 5% of earners

The number of the top 5% of earners (BVPI 11a) who are women has reduced by 5% in 2013/14 compared to 2012/13. 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

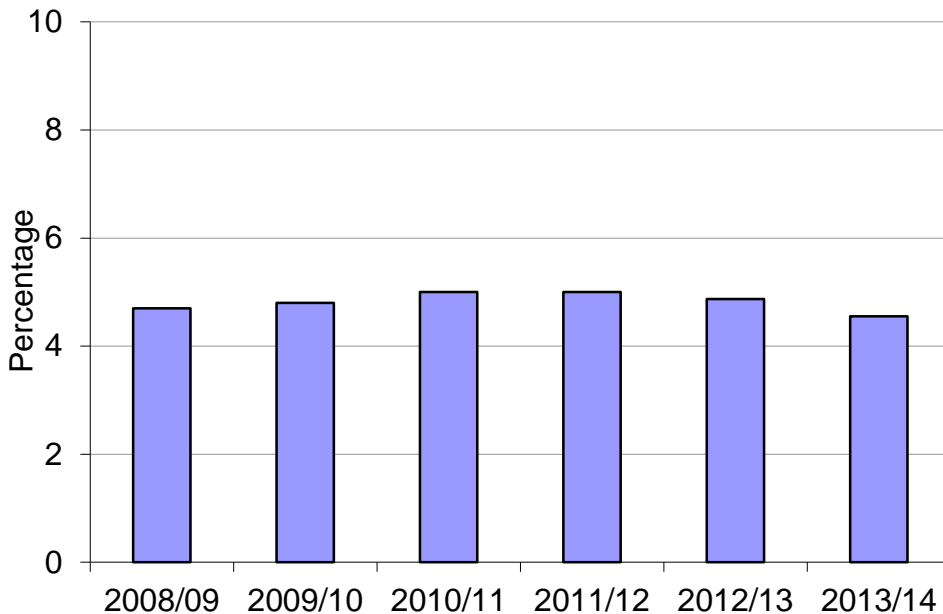


Data	
Year	Value
BVPI 14	
2010/11	1
2011/12	1
2012/13	1
2013/14	1
BVPI 15	
2010/11	2
2011/12	0
2012/13	0
2013/14	1

Latest Comments:

There has been 1 early retirement with WCC consent in 2013/14 and 1 early retirement due to ill health in the last year.

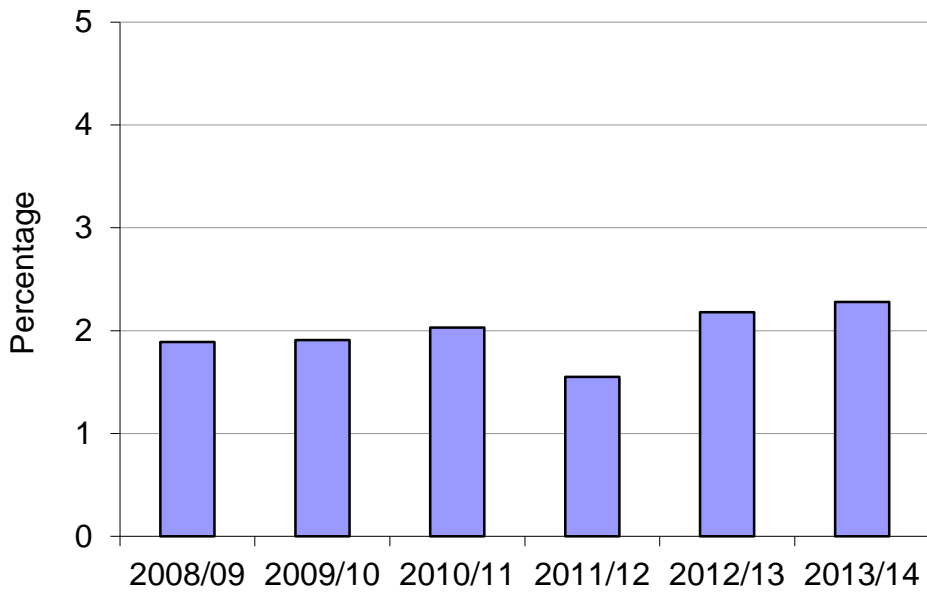
BVPI 16 Percentage of employees with a disability



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

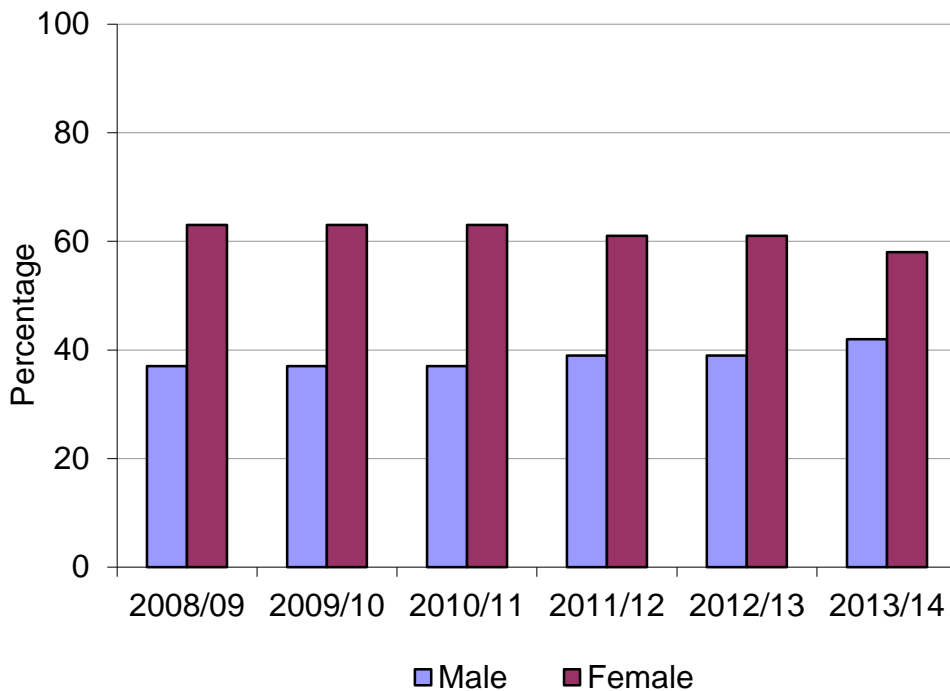
Latest Comments – The percentage of disabled staff employed has reduced slightly. Work continues to ensure that disability status is accurately recorded with staff feeling confident that their disability will not have a negative impact on their employment or career aspirations. The Management of Absence 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	1.91%
2010/11	2.03%
2011/12	1.55%
2012/13	2.18%
2013/14	2.28%

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
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Male

2008/09	37%
2009/10	37%
2010/11	37%
2011/12	39%
2012/13	39%
2013/14	42%

Female

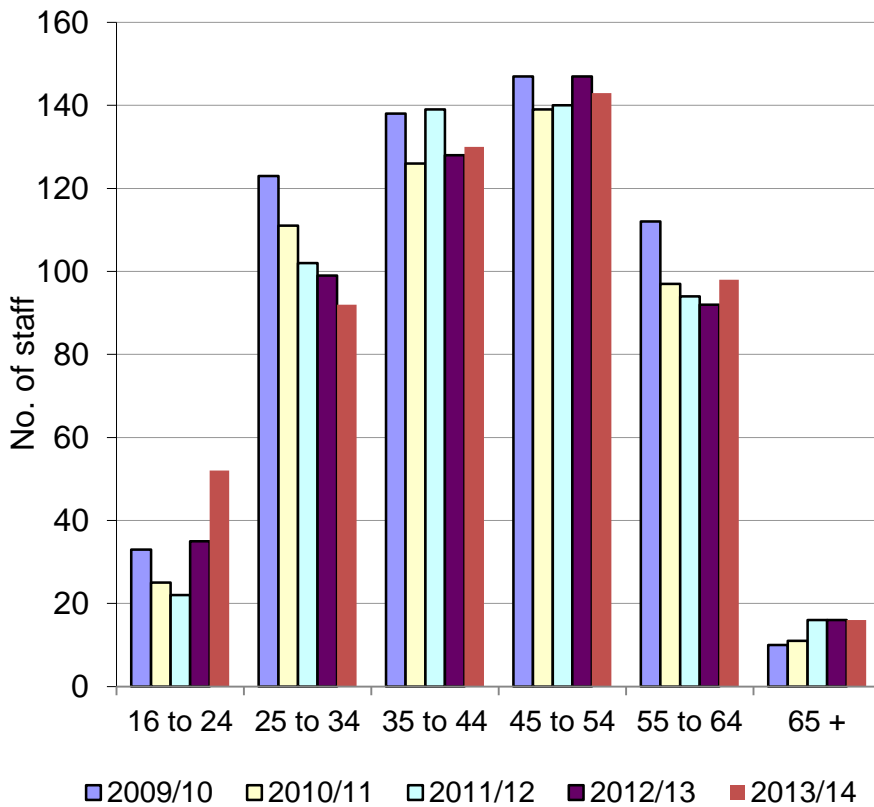
2008/09	63%
2009/10	63%
2010/11	63%
2011/12	61%
2012/13	61%
2013/14	58%

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	Value
	12/13	13/14
16 to 24	35	52
25 to 34	99	91
35 to 44	128	130
45 to 54	147	143
55 to 64	92	98
65 +	16	16

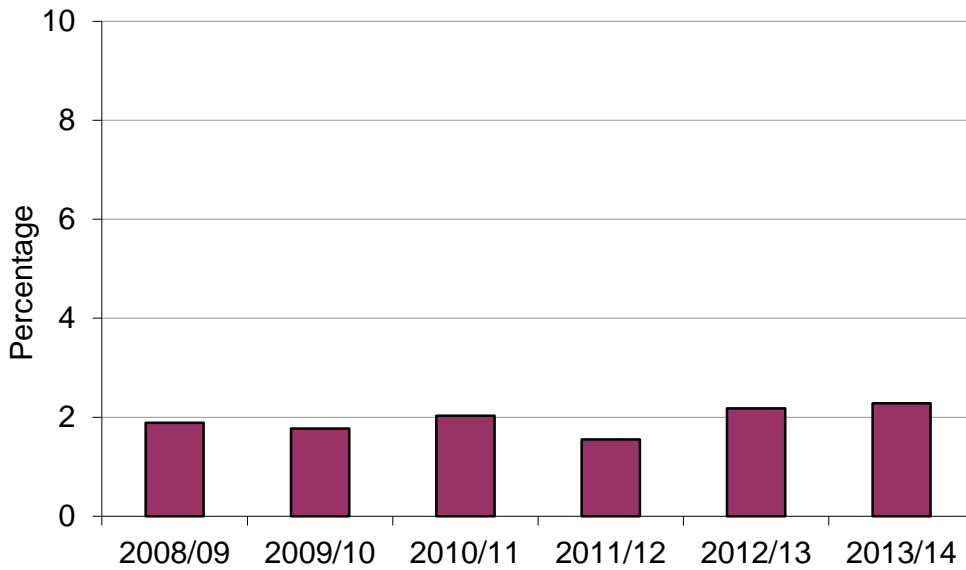
Latest Comments – The Council's age profile remains fairly consistent however due to the recruitment of apprentices and national graduate trainees the age profile of 16-24 has increased.

The majority of staff employed fall within the 45 to 54 age range.

There is a large number of staff who fall within the 45 to 54 age group and have worked for the Council for a long time. It is likely that this will 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 also 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

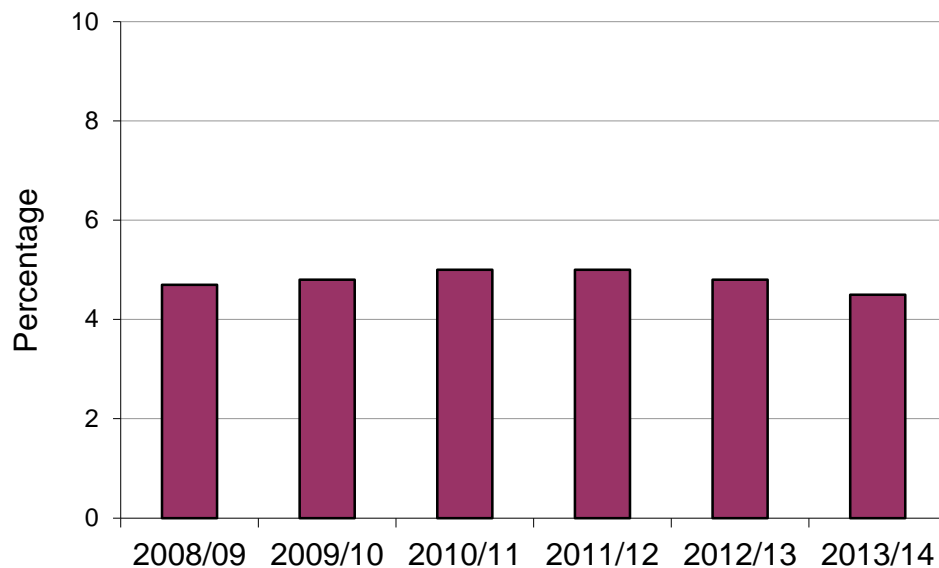


Data

Year	Value
2007/08	1.83%
2008/09	1.89%
2009/10	1.77%
2010/11	2.03%
2011/12	1.55%
2012/13	2.18%
2013/14	2.28%

Latest Comments – The Council's ethnic profile has increased by 0.1% when compared to 2012/13. 2.28% of the workforce (10 staff) are from BME groups. The resident population for the Winchester area shows 3% 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	4.8%
2013/14	4.5%

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 a reduction in the number of staff declaring a disability although the number of staff (310) 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 2013/14**Accident / occupational ill health statistics****Employees**

During the period April 1st 2013 to March 31st 2014, there were 21 minor accidents involving employees, of which 2 involved Streetcare operatives; the number of entries for the previous twelve months was 16.

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

Accidents resulting in bruising	7
Accidents resulting in cuts / abrasions	6
Musculoskeletal injury	2
Scalding	3
Burns	2
Dog bite	1

Reportable Accidents

For the past few years there have been 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, in addition to the aforementioned minor accidents, during the last year there were 3 reportable accidents all classed as slips or trips and all occurred while undertaking site visits. None of the reported accidents were investigated by the Health and Safety Executive.

Although not directly involving Council employees, a care assistant employed by Radian, that manage Danemark Court extra care home, sustained a reportable injury when using the passenger lift. The Health and Safety Executive undertook a full accident investigation and subsequently confirmed that no enforcement action would be taken.

Non Employees

There was a marked increase in the number of reported accidents involving members of the public on Council premises from 2 to 12. All resulted in minor injury of which 6 were in the City Museum, 5 in the Guildhall and 1 in Customer Services.

River Park Leisure Centre / Meadowside Leisure Centre

These centres are operated by DC Leisure and accident statistics are forwarded to the Sports & Physical Activity Team. A breakdown of the figures for 2013/14 can be provided if required.

Dangerous Occurrence

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

Miscellaneous

In addition to the above, there was 1 incident when a first aid trained Council employee attended to a member of the public where the accident occurred outside Council premises and 5 where a person was taken ill and required first aid assistance.

Accident trends

The total number of recorded accidents involving members of staff has increased but as in previous years the majority were relatively minor in nature although one employee attended A&E as a precautionary measure.

With regards the location of the 24 accidents, which includes the 3 reportable accidents, 12 occurred when undertaking site visits or working on the district, 8 were in the Guildhall of which 7 were catering related, 1 was in the City Museum, 2 in Council offices and 1 in the Guildhall yard.

According to Health and Safety Executive statistics, slips and trips are the commonest cause of accidents in the workplace and these accounted for six of the staff accidents all of which occurred while undertaking site visits / working outside. With regards accidents involving a member of the public, two were trips but none could be attributed to defective surfaces, tripping hazards or poor cleaning regimes.

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

Reported Incidents (Verbal abuse / threats)

There were 12 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 7 involved council tenants or licensees. In addition there were 5 recorded incidents involving civil enforcement officers. The corresponding figures for 2012/13 were 10 and 4 respectively.

Occupational ill health

- There were 57 new referrals to the Council's occupational health consultant, this compares with 40 for 2012/13. 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 2 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 496 working days lost (172 / 324) which equates to 10.73% of all sickness absence.

The corresponding figures for the previous year were 5 work related incidents and 6 recorded as absence due to anxiety resulting in 483 days absence (200 / 283); 10.66% of all sickness absence.

The HR team are developing a stress risk assessment tool, based on the HSE stress management standards, to assist in the identification of potential work pressures or

demands which may be causing an individual to perceive they are feeling under excessive pressure or are feeling stressed.

- 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 196.5 days recorded of which all were attributable to the three aforementioned RIDDOR reportable accidents.
- 14 members of staff contacted the counselling service during 2013/14; the corresponding figure for the previous year was 15.

Conclusion

Despite there being an increase in both minor and reportable accidents, overall Winchester City Council continues to maintain a low accident rate as would be expected for a primarily office based organisation; the transfer of some higher risk work activities previously carried out by Serco has not had a significant affect on accident rates, there having been only two minor accidents during the last twelve month period and none during the response to the flooding when the team were working long hours under very arduous conditions.

As for most 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 were similar to the previous year.

Safety related training

During the period April 1st 2013 to March 31st 2014 the following safety training courses were delivered:

- Fire safety training (including the practical use of fire extinguishers) – 1 half day course.
- Health and safety risk assessors' course, a one day course for newly appointed team risk assessors and those requiring refresher training.
- Refresher training for first aiders on the use of defibrillators – 3 half day courses and a one hour course on the use of defibrillators for Councillors.
- Emergency first aid at work – 2 one day courses.
- First aid at work (full qualification) – 4 three day courses.
- Conflict management training – 4 half day courses, plus additional shared courses with Eastleigh Borough Council.
- Manual handling training for various teams including Streetcare Team / Facilities / Environmental Health / Solutions / Guildhall staff – 2 half day courses.

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

- Health and safety training (various topics) – Managers, community support officers and the sheltered housing management team who are employed in the supported housing service.
- Street Care Team - Highway safety training, ladder safety, using mobile elevated work platforms and excavators, play equipment inspection, certificate of professional competence training for drivers of large goods vehicles and the operation of vacuum tankers and jetting equipment.

Review of the Action Plan for 2013/14

Supported Housing Safety Assessment

In accordance with the Hampshire County Council review of the supported housing service, a health and safety audit of all the sheltered housing schemes including hostel accommodation, extra care homes and the older persons support officer service was completed and the service review reports submitted to the Housing Options & Services Manager. Housing Services now has a facilities role with regards the two extra care schemes that are now managed by the Radian Group

Driving for the Council

A Transport Team was set up in Organisational Development to implement a range of measures to meet the Council's insurer's new driving management standards. Zurich Municipal reviewed these arrangements last October and the minimum standard has been achieved.

As part of the risk management process, the claims record for medium and high risk drivers, based on work related mileage, were assessed but there was no correlation between the two and therefore there is currently no business case for external driver assessment or the provision of defensive driving courses; this will be reviewed on an annual basis.

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 fire facilities management role were advised to carry out an annual review of the buildings in their premises portfolio to ensure there have been no material alterations to the buildings and services therein or the day to day management of these sites that could affect fire safety.

Staff Vaccination

For the past two winters, staff in a range of front line services have been offered free winter flu vaccination vouchers and in the first year 35 employees took advantage of the offer. Although their sickness absence recorded as being due to infection including colds and flu was virtually the same as in the previous year, sickness absence under this heading for Council staff as a whole increased by 25%; the take up last year for the Boots vouchers rose to 55 employees.

A small number of employees have been identified as being at risk of contracting hepatitis and / or tuberculosis while at work. The corporate vaccination policy has been reviewed and a service

level agreement has been signed with the Health4Work Team at the Royal Hampshire County Hospital that can also provide a wide range of specialist occupational health services.

Managing Asbestos Containing Materials

The identification, monitoring and the effective management of asbestos has been, and continues to be, a Health and Safety Executive enforcement priority. Following the issuing of revised regulations, an overarching Asbestos Management Strategy has been written with the Estates Department and Contract & Property Services being responsible for drawing up detailed asbestos management plans for the buildings in their respective property portfolios.

Staff Consultation

The Corporate Health & Safety Management Group has been amalgamated with the health and safety committee and the expanded group, which now includes direct services, facilities management and Health at Work Group representation, has been reconvened. Minutes of the meetings are forwarded to all Heads of Teams and are posted on the intranet.

HEALTH & SAFETY ACTION PLAN 2014/15

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 the delivery of services.

Inevitably, a significant number of health and safety issues are by their very nature cyclic, particularly in areas such as monitoring service delivery, health and safety training for staff in 'at risk work activities' and the review and updating of corporate health and safety policies, procedures and guidance notes.

Similarly, risk assessing work activities in general and site specific fire risk assessments need 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 conflict management and as such these courses are run periodically to train up newly appointed staff and to provide refresher training where required. Closer ties with Eastleigh Borough Council with regard learning and development has led to an increase in shared health and safety training courses.

The transfer of a number of direct services back to the Council in 2011 has required a training / refresher training programme for operatives on a range of higher risk work activities, examples being working at height, working on the highway, using pesticides and specialist equipment such as machine tools, high pressure jetting equipment and excavators.

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

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

The provision of team risk assessors and display screen equipment (DSE) administrators will be reviewed periodically to ensure there is adequate cover in each team and staff training will be arranged where required. With regards the use of DSE, a new version of the online training, test and workstation self assessment modules is currently being introduced.

A recent audit of corporate health and safety management identified a problem in locating each teams risk assessments and checking that they had been subject to an annual review. To address these inconsistencies a central repository for all team risk assessments is being developed. This will be on the intranet as opposed to the retriever document system so it can be accessed by all staff.

Lead Officer – Corporate Health and Safety Adviser.

E-Learning

The e-learning modules currently in place, which includes a number of health and safety training modules covering fire safety, dealing with aggression, slips, trips and falls and manual handling are currently being reviewed. This is a joint exercise with Eastleigh Borough Council with a view to developing 'common user' online training programmes and moving to a new software provider; the range of topics will be expanded to include stress management.

Lead Officer – Organisational Development Co-ordinator

Depot facilities - Street Care / Pest Control Services

As highlighted in previous reports, Bar End Depot was to be vacated when Biffa, Dennis Eagle and the Landscape Group moved to a new depot at Barfield Close. The Streetcare Team was to move to Unit 7 at Barfield Close with the vehicle operating licence transferring to Unit F2 Bar End Industrial Estate due to parking constraints at Barfield Close.

The relocation of the Streetcare Team and Pest Control has yet to be progressed when this occurs the new operating base 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) / Head of Estates

Supported Housing Safety Assessment

As required under the Hampshire County Council supported housing programme, an annual audit of the supported housing service is underway and there has been a major change in the

delivery of the service with the down grading of a number of sites and a split between the facilities management element now undertaken by the Sheltered Housing Management Team and the Community Support Team providing the direct care support service.

The Temporary Accommodation Team is responsible for managing the hostel accommodation which has expanded in recent years with the acquisition of two additional sites in the City.

A number of sites are now either jointly occupied or managed by other social housing providers on a 24/7 basis and on site emergency procedures need to be reviewed and communicated to site / duty managers.

Lead Officer – Housing Options & Services Manager

Workplace Wellbeing Charter

This is an on going project with the Council seeking accreditation with 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 require clarification or are either not currently or fully in place:

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

Lone Working

Staff who are lone working is a significant risk for teams undertaking site visits, particularly out of hours and in inclement weather and these teams have developed their own procedures to meet their service delivery requirements. Parking Services has introduced a GPS based tracking system for their vehicles and CEOs patrolling on foot; in addition to being an effective lone working control measure there are service delivery benefits.

The Community Safety Team has already bought in to this system and the proposal is to assess the viability of extending the system to cover other teams such as pest control, the Streetcare standby service and the 24/7 Community Support Service.

Lead Officer – Corporate Health and Safety Adviser

Working in flooded areas

Basic health and safety guidance was drawn up some years ago primarily for employees visiting flooded areas. The recent floods highlighted the need for robust flood risk assessments, guidance and procedures for staff both visiting flooded areas and teams, primarily Streetcare, who have to work in this environment with the attendant health and safety risks.

The proposal is to review current arrangements and to consider the lessons learnt on a countywide basis and to develop a set of model risk assessments and guidance notes.

Lead Officers – Emergency Planning Officer / Corporate Health & Safety Adviser / Streetcare Manager

TRAINING AND DEVELOPMENT REVIEW 2013/14**Corporate Training Activities 2013/14**

Winchester City Council recognises the strength and value of effective partnerships in contributing to the improvement of service delivery and in meeting its strategic priorities. We recognise that we do not have the resources to do everything ourselves and so we are committed to working with others to develop and deliver our shared goals more efficiently. During the period under review the council formalised partnership working with Eastleigh Borough Council. The joint working has enabled the establishment of a Learning and Development Manager post, an E-Learning and Development Officer post and a Learning and Development Assistant post working across both councils. Partnership working has had the immediate benefit of allowing the council to expand its provision in learning and development and the achievement of the required budget savings identified.

The total training budget for Winchester City Council for 2013/14 was £226,052. The budget is comprised of £58,300 allocated to management development, £38,952 funding corporate priorities and core training activities. Individual teams were allocated £128,800 for specific training requirements covering qualification, updates and Continuous Professional Development.

During the financial year 2013- 2014, the Learning and Development section within the Human Resources team has organised;

7 management development programmes, 4 of which were delivered through partnership working with Eastleigh Borough Council and 1 with Simplyhealth;
21 corporate training sessions, 11 of which were delivered through partnership working with Eastleigh Borough Council and Test Valley Borough Council;
4 health and safety courses;

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 2013/14 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 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 2013/14 the Learning and Development team delivered the following corporate development activities:

- a) Joint working with Eastleigh Borough Council in the further development and branding of the learning portal. The learning portal will be launched in 2014/15 and will be designed to help staff learn in new and innovative ways to suit different learning styles.
- b) Support for our apprenticeship programme. Seventeen 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 sixth 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) A review of the staff and management competencies in partnership working with Eastleigh Borough Council with the aim to embed the competencies in 2014/15 through recruitment and selection, induction, probation, appraisals and learning and development activities.

Team Training Activities 2013/14

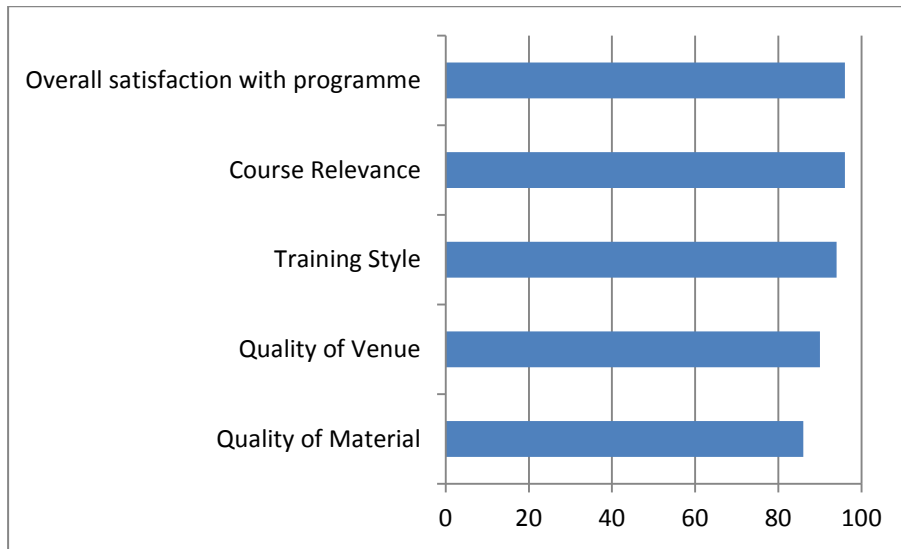
The team training budgets for 2013/14 were allocated to teams based on training and development requirements identified at appraisal. These include professional qualifications, meeting CPD requirements, job specific skills and team training requirements. The team training budgets were then controlled and monitored by each Head of Team.

Table 2 shows the budget allocation for training and development for 2013/14 and the actual expenditure for the same period. Some teams did not fully spend their allocation, despite the allocations based 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

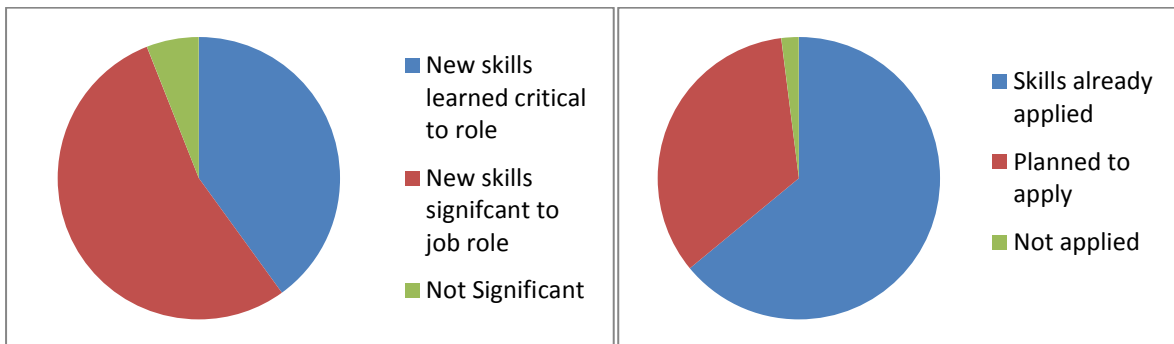
had to be postponed. The monitoring of spend throughout the year allowed some funds to be reallocated to other teams. This year, budgets will be allocated to teams as previously and monitored throughout the year to ensure that staff are receiving the training identified through appraisal as this may include professional development, legally required training and the development required to ensure good levels of service provision.

Table 1 - Learning and Development Metrics

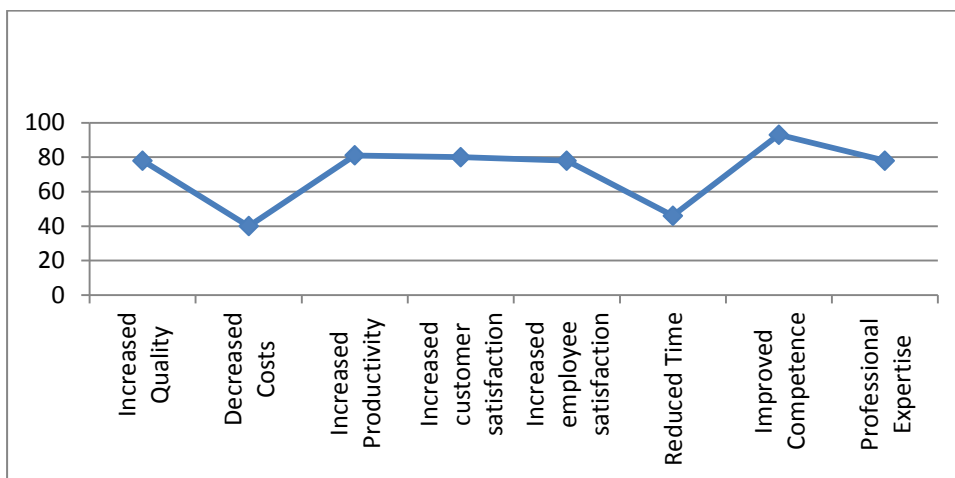
Learner Satisfaction



Job impact



Business results



Return on Investment

- Positive return on investment in own career development 89%
- Positive return on investment for organisation 94%

Table 2 – Training Expenditure by Team 2013/14

Team	Budget	Actual	Variance
Building Control	4100	1285	2815
Business Management	1870	4155	(2285)
CMT + Ads	1400	0	1400
Communications	865	1002	(137)
Community Grants	140	50	90
Community Safety	3120	1415	1705
Democratic Services	1040	4852	(3812)
Development Management	7495	6954	541
Engineering & Transport	3938	1635	2303
Environmental Health	13615	12586	1029
Estates	3907	152	3755
Financial Services	9800	7887	1913
Historic Environment	2430	740	1690
Health & Wellbeing	0	464	(464)
Housing (general fund)	0	7791	(7791)
Housing (HRA)	41900	34811	7089
Human Resources	3990	4937	(947)
IM & T	0	918	(918)
Landscape	11430	3757	7673
Legal Services	4215	3961	254
Licencing	1090	1355	(265)
Major Projects	0	1736	(1736)
Museums	1125	0	1125
New homes delivery	2000	1375	625
Parking	1330	0	1330
Policy	950	82	868
Revenues	750	545	205
Sport and Physical Activity	0	(66)	66
Strategic Planning	1400	569	831
Streetcare	4900	2201	2699
Corporate Training	97,252	83,718	13534
Total	226,052	190,867	35,185