REPORT TITLE: ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING – OUTTURN 2016/17

25 JULY 2017

REPORT OF PORTFOLIO HOLDER: CLLR GODFREY – (PORTFOLIO HOLDER FOR PROFESSIONAL SERVICES)

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

WARDS: GENERAL

PURPOSE:

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 2016/17 against performance indicators for sickness absence, staff turnover and the Council's staff establishment.

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

RECOMMENDATION:

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

IMPLICATIONS:

1.   COUNCIL STRATEGY OUTCOME

1.1   The need to manage and monitor the staff resources at the Council is essential in delivering front line services to the residents of the District and achieving the outcomes as set out in the Council Strategy.

2.   FINANCIAL IMPLICATIONS

2.1   There are no direct financial implications arising from this report.

3.   LEGAL AND PROCUREMENT IMPLICATIONS

3.1   None.

4.   WORKFORCE IMPLICATIONS

4.1   This report presents monitoring data relating to the workforce of the Council including sickness absence, staff turnover and numbers of new starters and leavers. Increased or excessive staff sickness can have an impact on the Council to be able to deliver effectively front line services and deliver the projects and actions that are included in Portfolio Plans.

4.2   High staff turnover within the Council can lead to increased costs arising from the employment of agency staff used to cover vacancies and the cost of recruitment.

5.   PROPERTY AND ASSET IMPLICATIONS

5.1   None.

6.   CONSULTATION AND COMMUNICATION

6.1   Consultation on the content of the report has been undertaken with the Portfolio Holder for Professional Services and the Chairman on Personnel Committee.

7.   ENVIRONMENTAL CONSIDERATIONS

7.1   None.

8.   EQUALITY IMPACT ASSESSMENT

8.1   None Required.

9.   RISK MANAGEMENT

Risk	Mitigation	Opportunities
Property	n/a	n/a
Community Support	n/a	n/a
Timescales	n/a	n/a

Project capacity		
Financial / VfM	Regular monitoring of staffing costs ensures that actual expenditure is kept within budget.	
Legal		
Innovation		
Reputation		
Other		

10. SUPPORTING INFORMATON:

10.1 This report sets out performance information for the human resources of the Council for the fourth and final quarter of 2016/17 by way of a range of key performance indicators.

10.2 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.
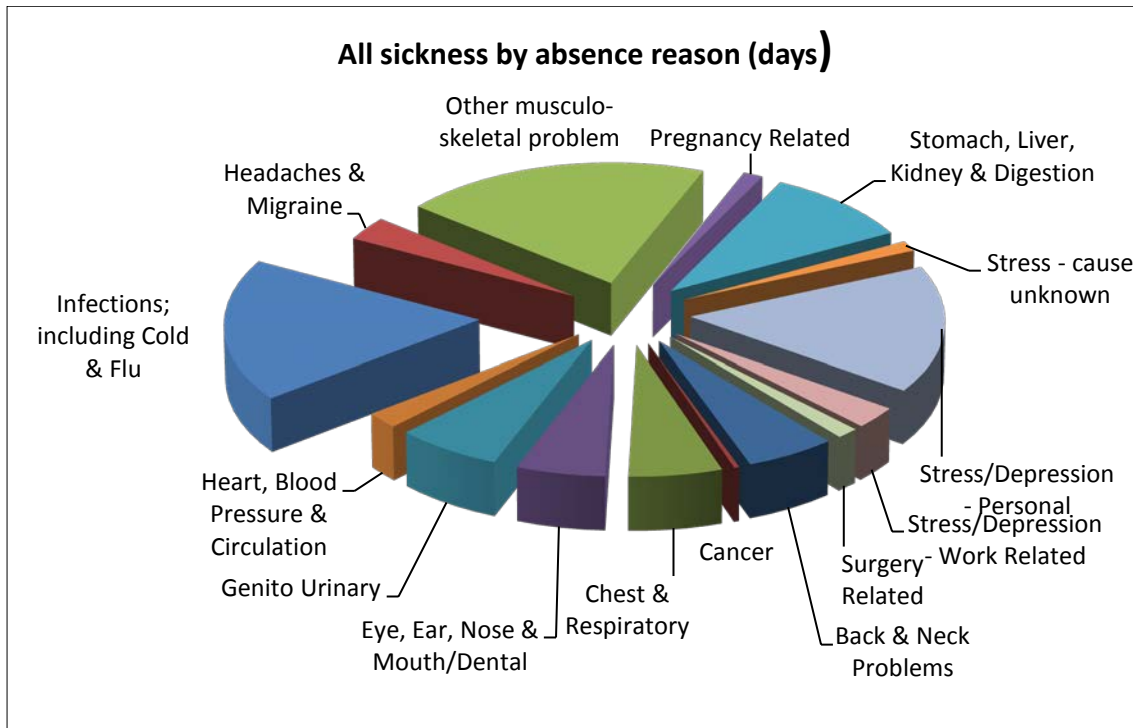
11. Performance Indicators

11.1 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.

11.2 Charts are included in the Appendix that provide a detailed analysis of sickness absence broken down by long-term (more than 20 days) and short-term (less than 20 days) sickness. This data is further analysed between part-time and full-time staff.

11.3 Members will note more detailed comments on individual charts and graphs included within Appendix 1. The data for these charts and graphs has been extracted from the Council's Selima HR system.

12. Staff Sickness

12.1 Staff sickness continues to be monitored very closely with detailed reports made available to managers after the end of each month. Further high level reports are presented to Corporate Management Team on a monthly basis and Performance Management Team quarterly.

12.2 The staff sickness during the 12 month period ending 31 March 2017 continues to show that the reason for the highest number of days absence is due to non work related stress and depression. The Council continues to provide support through the Counselling Service and signposting to other support groups as appropriate.

12.3 The following chart provides an analysis of the reasons for sickness taken during the 12 month period to 31 March 2017. Further information and a comparison with previous reporting periods are included on page 16 of Appendix 1.

All sickness by absence reason (days)

12.4 The Local Government Association (LGA) continues to collect quarterly data for a small number of performance indicators, including sickness absence from authorities on a voluntary basis. The most recent data published by the LGA relates to the fourth quarter of 2016/17.

12.5 The table below provides a comparison of the quarterly data for Winchester and all English district local authorities, where the data has been submitted to the LGA.
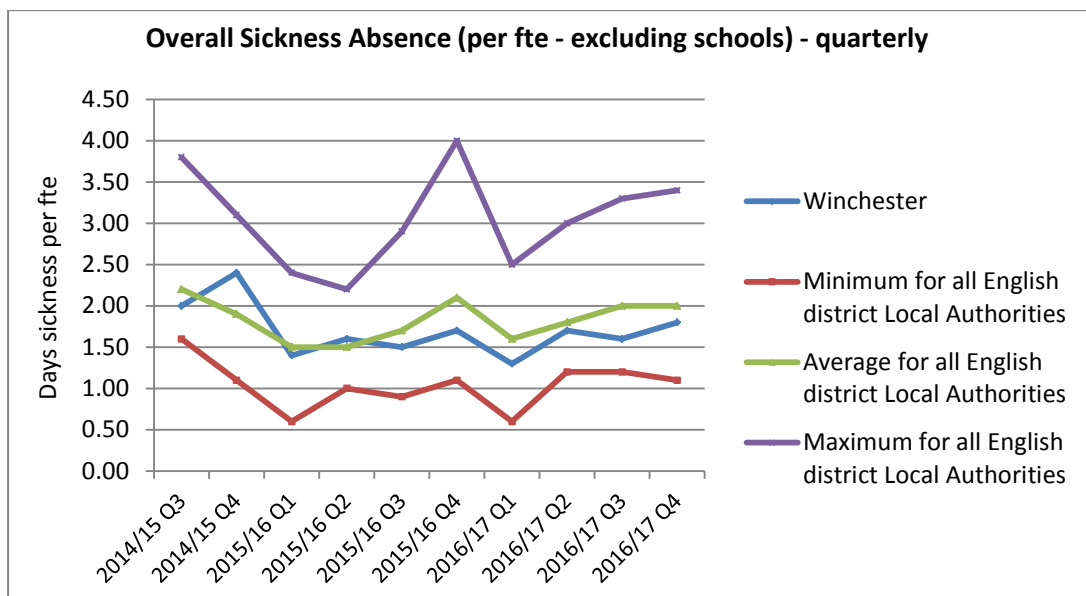
12.6   The data (period Q4 2016/17) shows that Winchester continues to have a lower sickness absence rate (1.8 days per fte) than the average (2.0 days per fte) of all the local authorities who have submitted their data for the same period which reflects the ongoing work of the Organisational Development Team and Managers to reduce the sickness levels at the Council.

13.   Occupational Health, Safety & Welfare Review

13.1   Appendix 3 provides the annual review of the work undertaken in this area during 2016/17.

14.   Training and Development Review

14.1   Appendix 4 provides the annual review for 2016/17 for this service area.

15.   OTHER OPTIONS CONSIDERED AND REJECTED:

15.1   Not required.

BACKGROUND DOCUMENTS

Previous Committee Reports:-

PER295   Organisational Development Second Quarter Performance Monitoring

Other Background Documents:-

None.

APPENDICES:

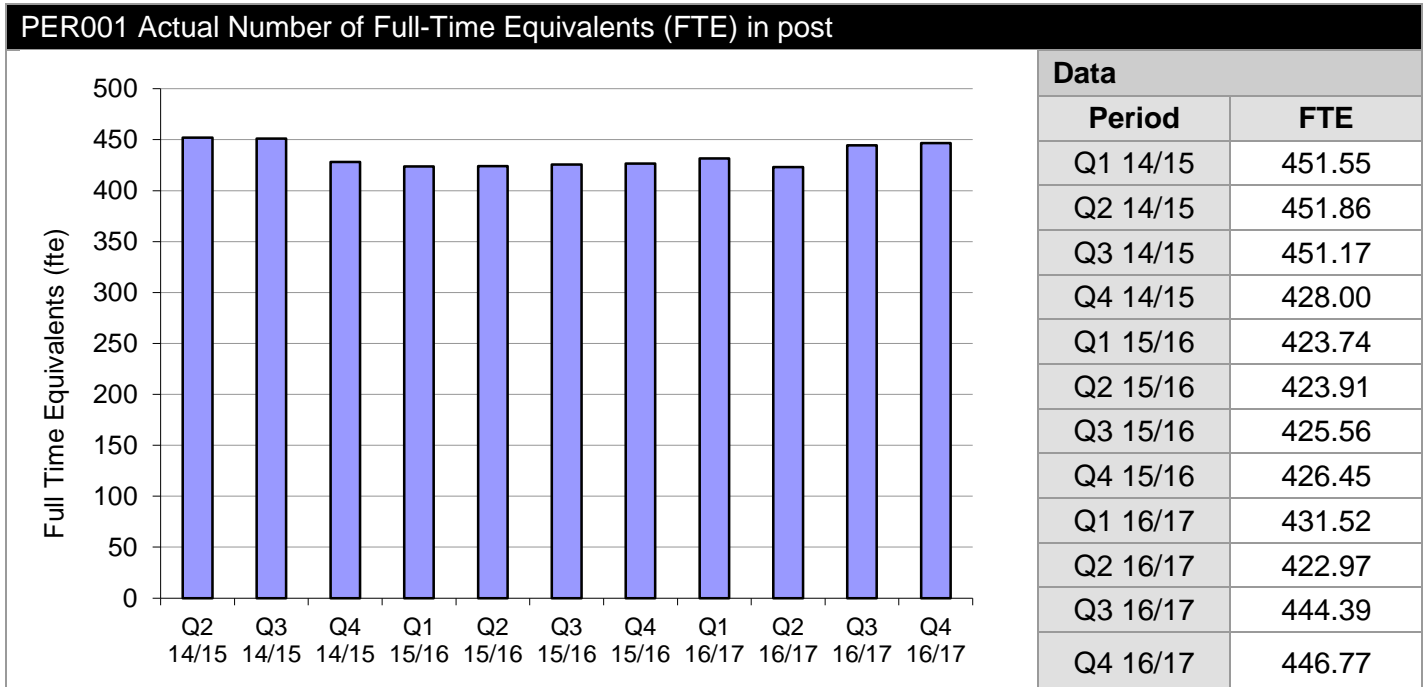Appendix 1   Organisational Development Performance Report.

Appendix 2   Annual Performance Report 20161/7

Appendix 3   Occupational Health, Safety & Welfare Review – 2016/17

Appendix 4   Training and Development Review 2016/17

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q4 2016/17 update

<u>Establishment Indicators</u>

PER001 Actual Number of Full-Time Equivalents (FTE) in post

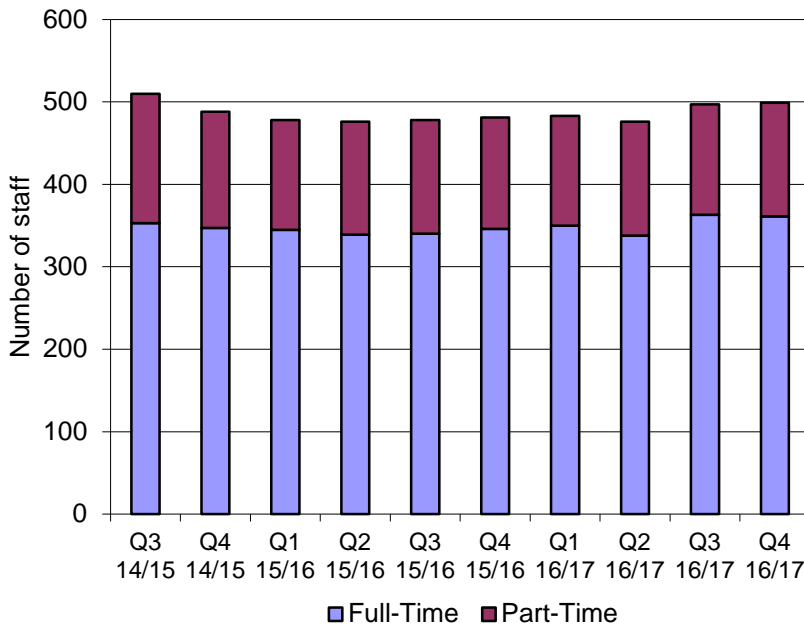| Data	
Period	**FTE**
Q1 14/15	451.55
Q2 14/15	451.86
Q3 14/15	451.17
Q4 14/15	428.00
Q1 15/16	423.74
Q2 15/16	423.91
Q3 15/16	425.56
Q4 15/16	426.45
Q1 16/17	431.52
Q2 16/17	422.97
Q3 16/17	444.39
Q4 16/17	446.77

Latest Comments -

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

The quarterly number of full time equivalents (fte) in post has increased during the three months by 21.42fte and will fluctuate both up and down due to the needs of the Council.

The continuing focus on budgets and the need to manage staff costs within budget has resulted in vacant posts being reviewed on an individual post basis before being recruited to.
Where possible vacant posts will be held with the 1team process applied to all posts ensuring that internal resources are fully utilised.

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

Data		
Period	**Headcount**	**%**
Full Time		
Q4 2015/16	346	71.93%
Q1 2016/17	350	72.46%
Q2 2016/17	338	71.00%
Q3 2016/17	363	73.04%
Q4 2016/17	361	72.34%
Part Time		
Q4 2015/16	135	28.07%
Q1 2016/17	133	27.54%
Q2 2016/17	138	29.00%
Q3 2016/17	134	26.96%
Q4 2016/17	138	27.66%

Latest Comments –

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

The total headcount at the end of quarter four was 499 which shows a net increase of 2 when compared to the previous quarter.

This is a net result of the staff appointments in the Organisational Development, Built Environment, Economy and Communities, IM&T, Housing Services, Estates, Legal and Democratic, CX Unit, Benefits and Finance which is offset by leavers during the period (further details on page 8 of the Report).

PER005 Turnover - No. of leavers as a percentage of total headcount (Full Time & Part Time – Quarterly)
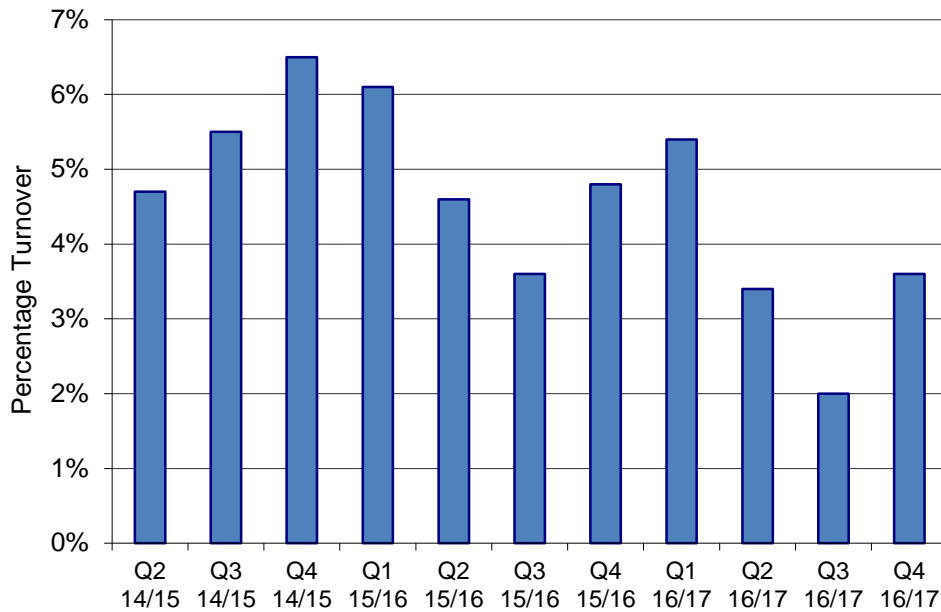
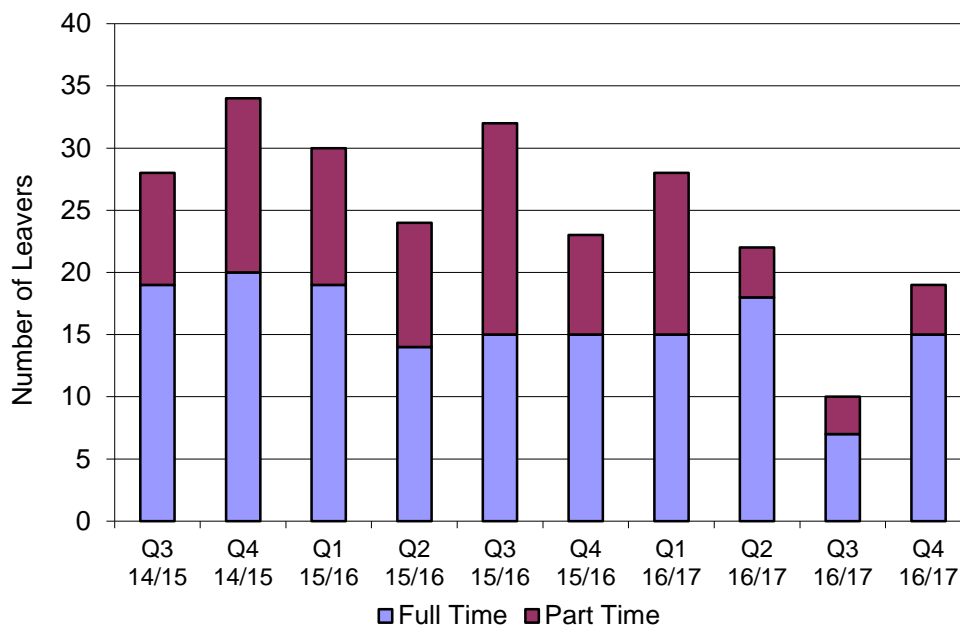| Data	
Period	**Turnover**
Q4 2013/14	2.80%
Q1 2014/15	5.40%
Q2 2014/15	4.70%
Q3 2014/15	5.50%
Q4 2014/15	6.50%
Q1 2015/16	6.10%
Q2 2015/16	4.60%
Q3 2015/16	3.60%
Q4 2015/16	4.80%
Q1 2016/17	5.40%
Q2 2016/17	3.40%
Q3 2016/17	2.00%
Q4 2016/17	3.60%

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

The actual number of leavers in quarter four was 19 compared to 10 for quarter three of 2016/17. More detail on the numbers of leavers is included in the chart on the next page.

PER003 Number of Actual Leavers (Quarterly)

Data	
Period	**No. Leavers**
Full Time	
Q4 2015/16	15
Q1 2016/17	15
Q2 2016/17	18
Q3 2016/17	7
Q4 2016/17	15
Part Time	
Q4 2015/16	8
Q1 2016/17	13
Q2 2016/17	4
Q3 2016/17	3
Q4 2016/17	4

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 2016/17) included 6 from Built Environment, 3 from Economic and Communities, 2 from Estates, 1 from Housing Services, 1 from Legal and Democratic, 3 from Organisational Development and 3 from Policy and Planning.

The reasons for leaving during Q4 2016/17 can be summarised as:

End of temporary or fixed term contract	2
Resignation	12
Retirement	2
Redundancy	1
Dismissal	1

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

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

PER007 Analysis of appointments to vacant posts (Quarterly)
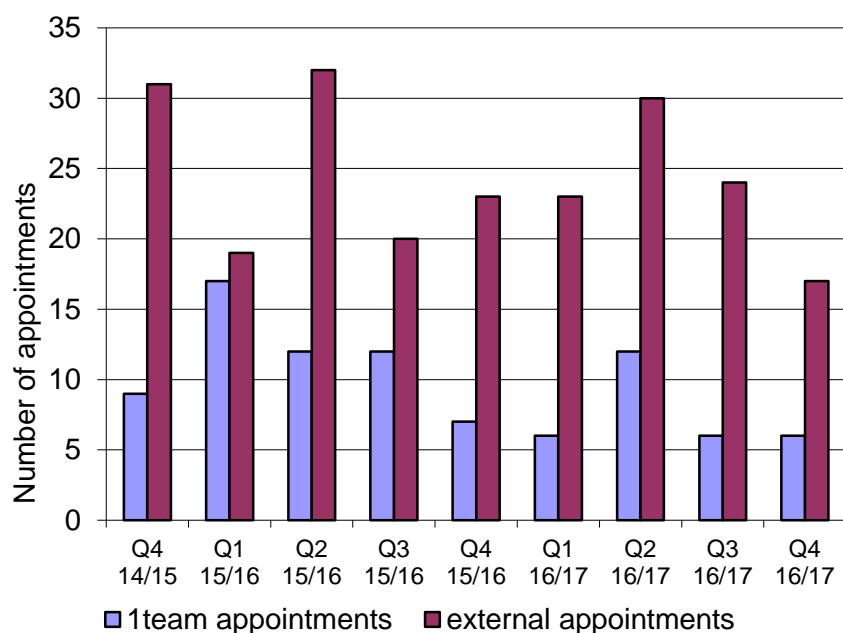
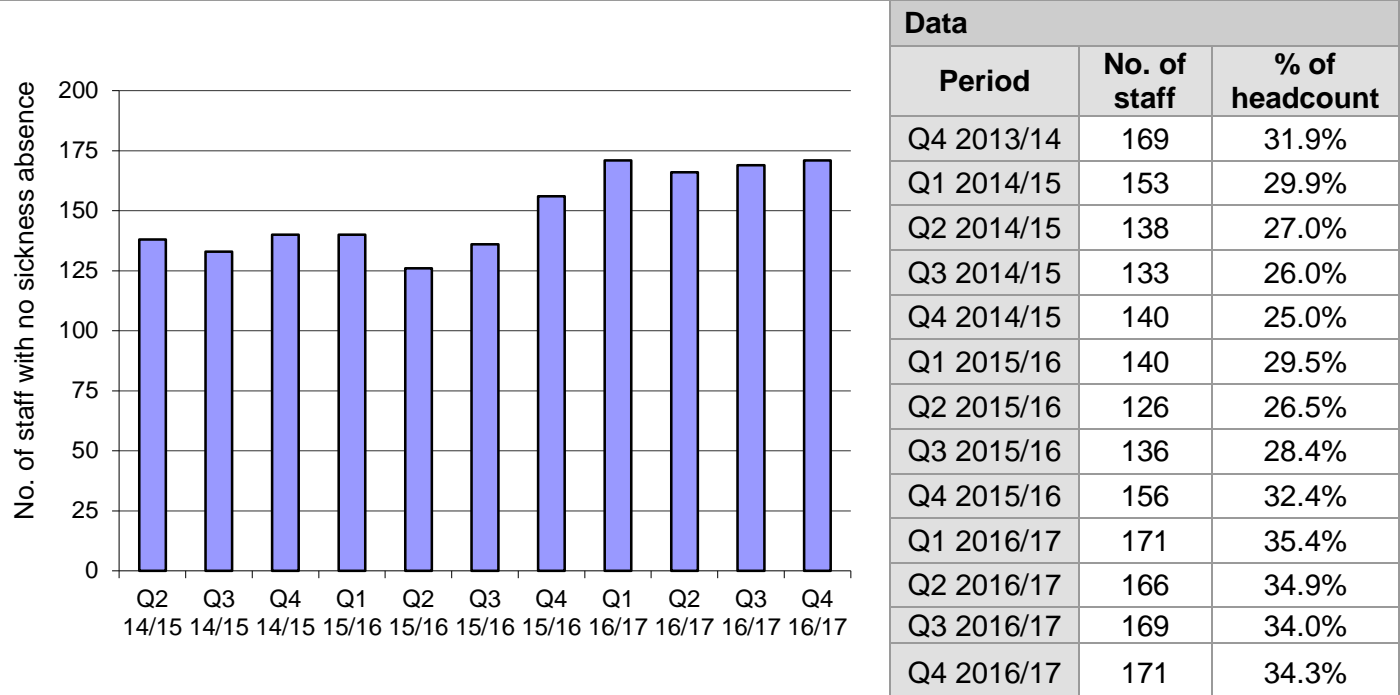| Data		
Period	**1team app't**	**External app't**
Q1 2014/15	17	16
Q2 2014/15	19	32
Q3 2014/15	10	25
Q4 2014/15	9	31
Q1 2015/16	17	19
Q2 2015/16	12	32
Q3 2015/16	12	20
Q4 2015/16	7	23
Q1 2016/17	6	23
Q2 2016/17	12	30
Q3 2016/17	6	24
Q4 2016/17	6	17

Latest Comments:

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

The majority of vacancies are advertised in the first instance internally for a two week period and then externally should the internal recruitment process not be successful. Since the 1 April 2013 an average 36% of vacant posts have been filled using internal candidates following the 1team process. It should be noted that the number of staff appointed in each quarter does not reconcile with the number of posts advertised in the same period as a result of the recruitment and vacancy management process.

Included in the number of staff who have been appointed following the 1team process includes moves to Built Environment, Organisational Development. Finance, Housing and Economy and Communities.
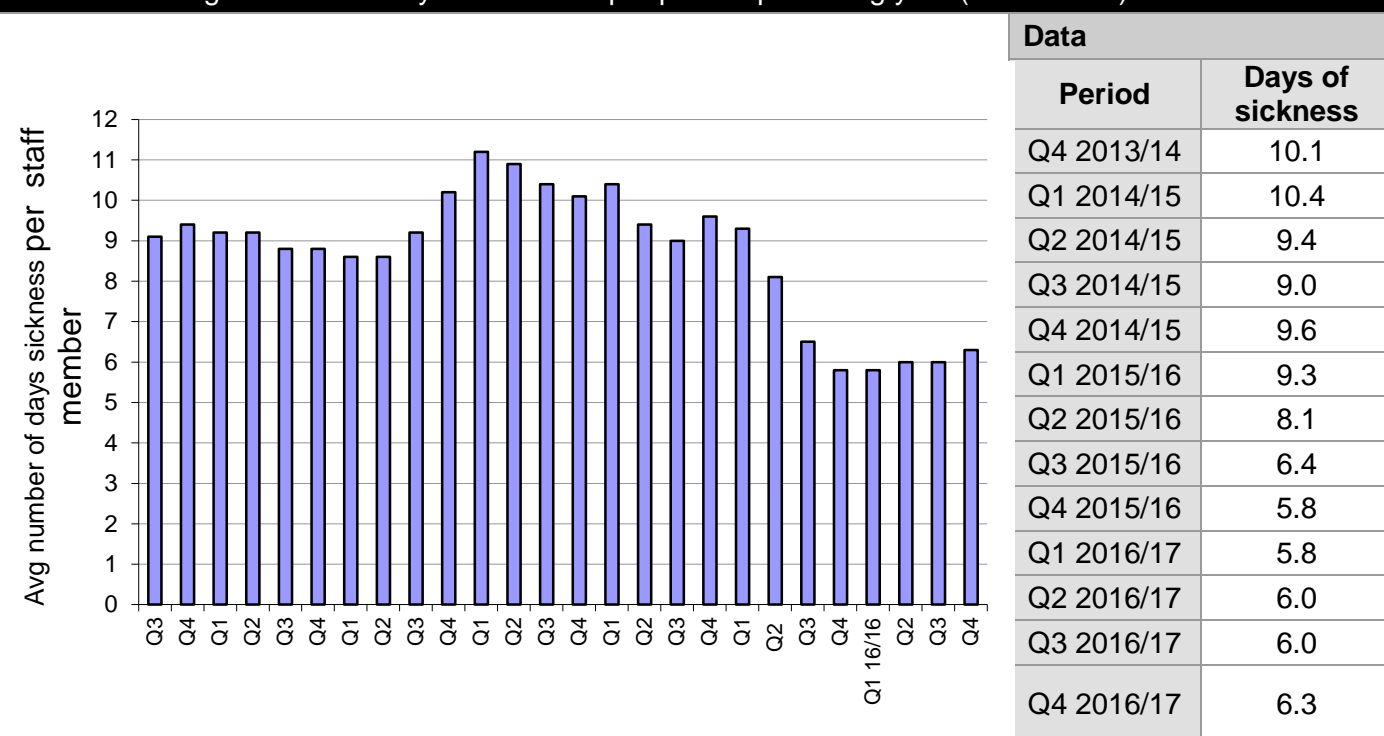
Attendance and Sickness Indicators

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

Data		
Period	**No. of staff**	**% of headcount**
Q4 2013/14	169	31.9%
Q1 2014/15	153	29.9%
Q2 2014/15	138	27.0%
Q3 2014/15	133	26.0%
Q4 2014/15	140	25.0%
Q1 2015/16	140	29.5%
Q2 2015/16	126	26.5%
Q3 2015/16	136	28.4%
Q4 2015/16	156	32.4%
Q1 2016/17	171	35.4%
Q2 2016/17	166	34.9%
Q3 2016/17	169	34.0%
Q4 2016/17	171	34.3%

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

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

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

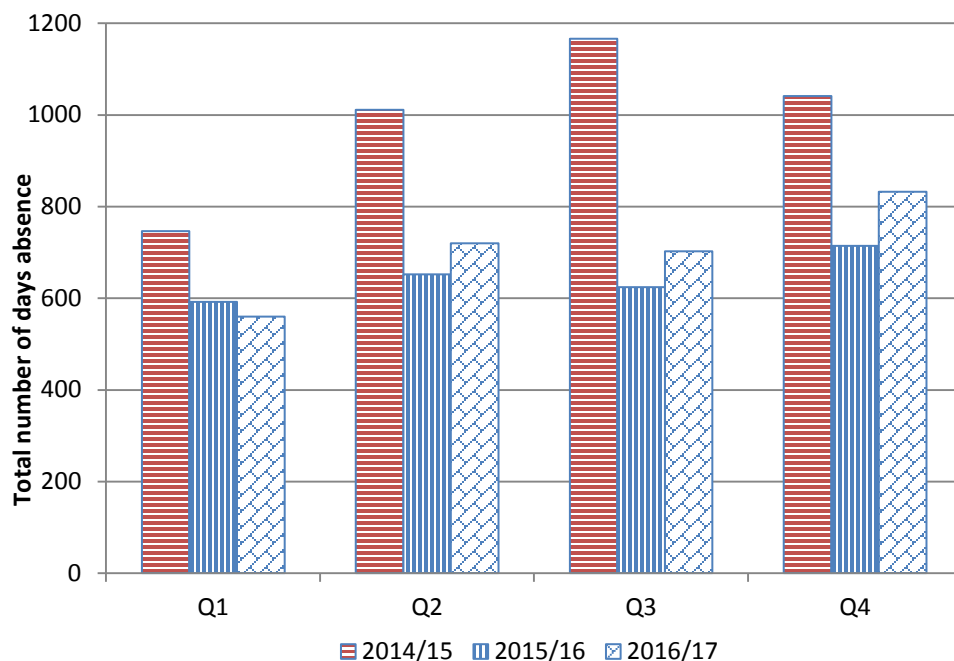| Data	
Period	**Days of sickness**
Q4 2013/14	10.1
Q1 2014/15	10.4
Q2 2014/15	9.4
Q3 2014/15	9.0
Q4 2014/15	9.6
Q1 2015/16	9.3
Q2 2015/16	8.1
Q3 2015/16	6.4
Q4 2015/16	5.8
Q1 2016/17	5.8
Q2 2016/17	6.0
Q3 2016/17	6.0
Q4 2016/17	6.3

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

The sickness absence figure for the twelve month period ending 31 March 2017 (Q4 2016/17) has increased marginally from 6.0 to 6.3 days sickness per member of staff when compared to the previous period.

This increase relates to a small number of staff being absent due to long term sickness. These cases have now been resolved with the individuals either returning to work or leaving the Council.

PER0011 Total Number of Days of Sickness absence – per quarter

Data	
Period	No. Days sickness
Q4 2013/14	995
Q1 2014/15	746
Q2 2014/15	1,011
Q3 2014/15	1,166
Q4 2014/15	1,041
Q1 2015/16	592
Q2 2015/16	652
Q3 2015/16	624
Q4 2015/16	714
Q1 2016/17	560
Q2 2016/17	720
Q3 2016/17	703
Q4 2016/17	832

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

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

Generally the number of days recorded as sickness will be higher during the winter months. This is because there is an increase in the number of staff who have colds, flu and infections during this period, although this usually deceases during the spring and summer months.

The Council continues to provide free flu vaccinations to front line staff and this year for the first time; this offer was extended to include all staff.

In the run up to Christmas 2016, 102 staff requested flu vaccinations, compared to 52 last year.

The absence figures will be monitored to try and assess the impact this may have on the levels of sickness absence.

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
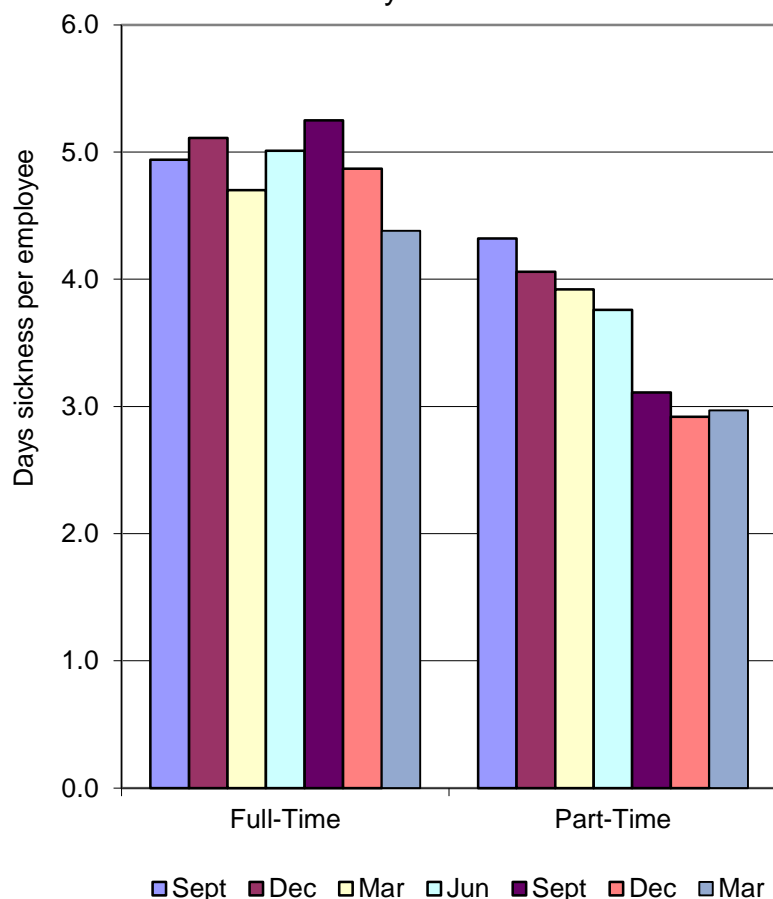
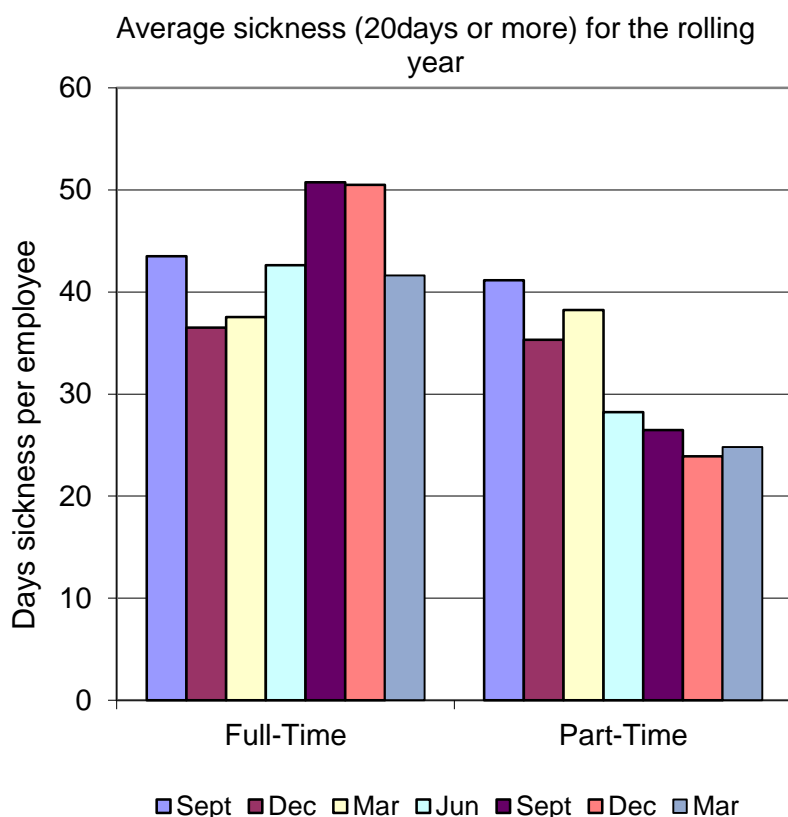| Data		
	Average no. working days taken as sick	No. of staff with sickness
Full-Time		
Yr ending		
30 June 16	5.01	199
30 Sept 16	5.25	195
31 Dec 16	4.87	210
31 Mar 17	4.38	203
Part-Time		
Yr ending		
30 June 16	3.76	85
30 Sept 16	3.11	90
31 Dec 16	2.92	89
31 Mar 17	2.97	83
Combined		
Yr ending		
30 June 16	4.63	283
30 Sept 16	4.57	285
31 Dec 16	4.36	299
31 Mar 17	3.97	286

Latest Comments –

This chart shows the average number of days sickness absence per City Council employee where the total absence was **less** than 20 days in the twelve month period ending the 31 March, 30 June, 30 September and 31 December.

Staff that had no sickness in the period are excluded from these figures. The data is further analysed between full-time and part-time staff.

The figures show that there has been a decrease in the number of full-time staff (203 compared to 210 staff at the end of December 2016) taking short term sickness absence which has resulted in a reduction in the total number of days sickness taken.

For part-time staff, the numbers have also decreased as at the end of March 2017 (83 staff compared to 89).

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

Average sickness (20days or more) for the rolling year

Data		
	Average no. of working days taken as sick	**No. of staff with sickness**
Full-Time		
Yr ending		
30 June 16	42.63	24
30 Sept 16	50.74	23
31 Dec 16	50.50	26
31 Mar 17	41.60	30
Part-Time		
Yr ending		
30 June 16	28.24	5
30 Sept 16	26.46	5
31 Dec 16	23.89	5
31 Mar 17	24.82	5
Combined		
Yr ending		
30 June 16	40.18	29
30 Sept 16	46.40	28
31 Dec 16	46.21	31
31 Mar 17	39.20	35

Latest Comments –

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

The figures show that there has been an increase in the number of full-time staff (30 compared to 26 staff at the end of December 2016) taking long term sickness absence although the average length of sickness has reduced from 50.5 days to 41.6 days sickness.

The average number of days taken for sickness during the year ending 31 March 2017 for both part-time and full-time staff, where the total was 20 days or more is 39.20 days.

The HR Team continue to advise managers, providing statistics relating to sickness, training, referral to Occupational Health and case management.

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

| All Sickness by Absence Reason (Days)					
Reason Summary	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Direction of Travel
Back & Neck Problems	120	121	129	155	⬆
Cancer	27	27	5	9	⬆
Chest & Respiratory; incl. Chest Infection	106	132	130	161	⬆
Eye, Ear, Nose & Mouth/Dental	105	52	84	153	⬆
Genito Urinary; inc Menstrual Problems	114	154	180	182	⬆
Heart, Blood Pressure & Circulation	106	121	69	58	⬇
Infections; including Cold & Flu	560	540	592	509	⬇
Neurological; inc Headaches & Migraine	95	81	80	86	⬆
Other musculo-skeletal problem	265	361	519	566	⬆
Pregnancy Related	21	31	33	36	⬆
Stomach, Liver, Kidney & Digestion	294	245	265	274	⬆
Stress - cause unknown	25	26	21	37	⬆
Stress/Depression - Personal	479	544	513	455	⬇
Stress/Depression - Work Related	164	127	90	78	⬇
Surgery Related	n/a	n/a	n/a	38	⬆
Work Accident/injury	n/a	n/a	5	3	⬇

Latest Comment:

The reason for the highest combined short term and long term sickness absence has in the past been stress and depression for personal reasons. This remains to be the case and the figure referred to above relates to a small number of individuals who have experienced extreme personal circumstances during the reporting period. The absence has been managed through HR Business Partners working closely with Heads of Teams. Human Resources ensure that those absent with stress related absence are referred to Occupational Health early for support. They are also reminded of the support available to them through the Counselling Service and from time to time, other therapeutic services are engaged on a case by case basis where more specific support is deemed appropriate by the Occupational Health Consultant. This allows Human Resources to ensure that appropriate support is available to the individual and to assist with return to work at the earliest opportunity.

There is also an increase in absence due to musculoskeletal problems; this category of sickness includes fractures and dislocations which mainly occur outside of the workplace (see also the decline in work accident/injury reported above)

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 2017. By way of a comparison the figures for the twelve month period ending 31 December 2016, 30 September 2016 and 30 June 2016 have also been included. The total number of days available per member of staff does not take account of public holidays or annual leave entitlement.
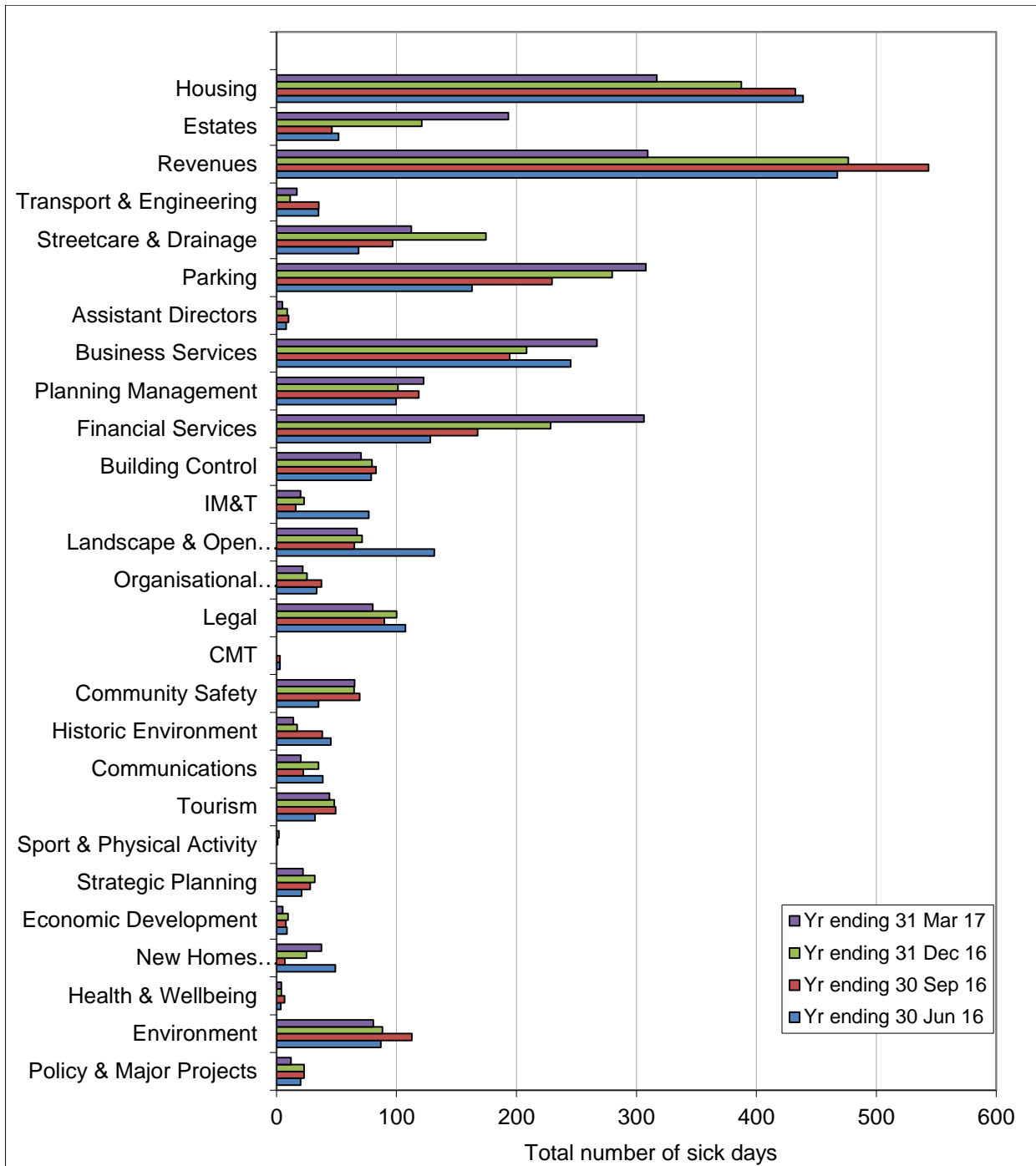
The following chart gives details of the total number of sickness days by team for the 12 month period ending 31 March 2017. By way of a comparison the figures for the twelve month period ending 31 December, 30 September and 30 June 2016 have also been included.
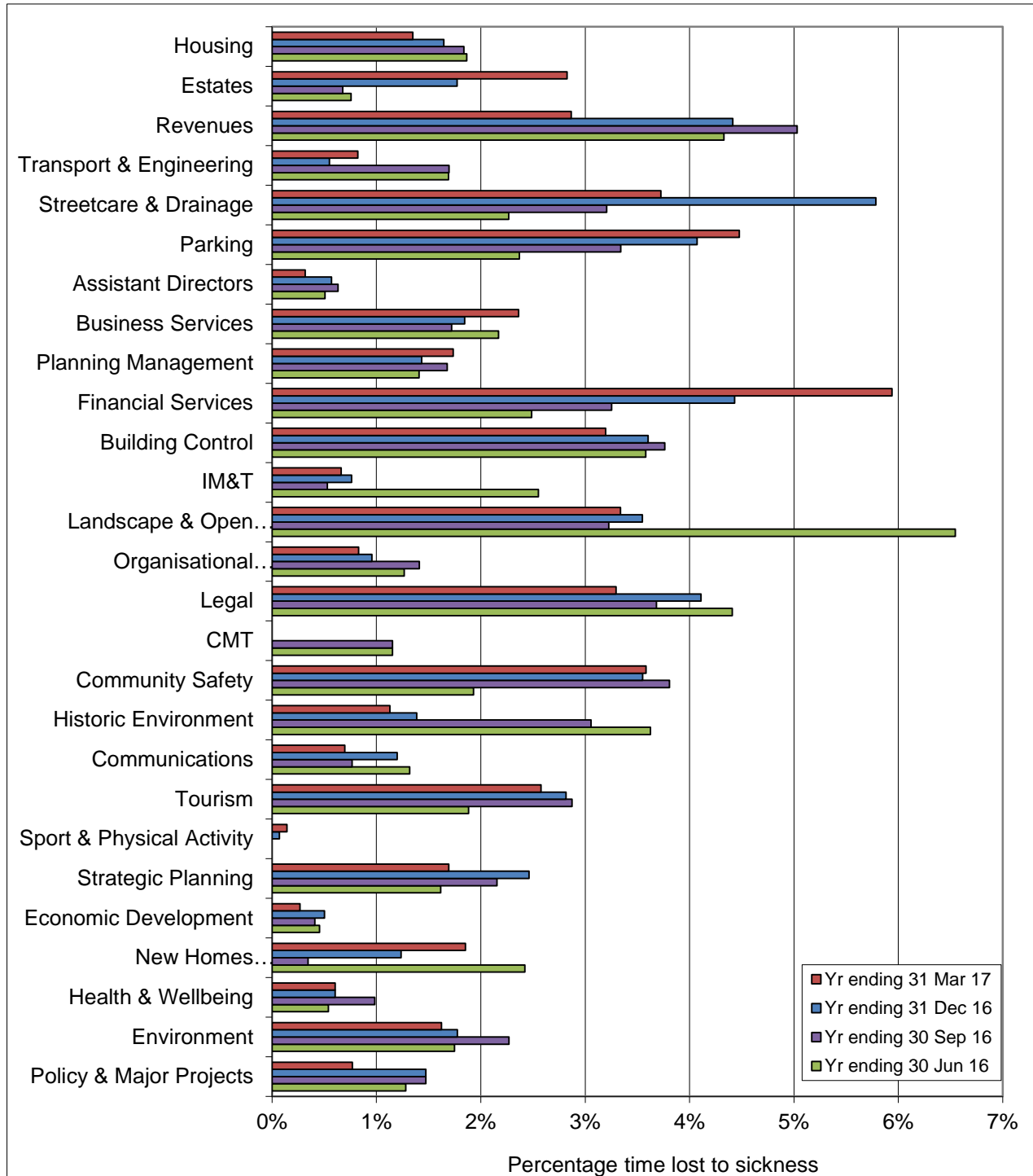
2016/17 Annual Performance Report

Former Best Value Performance Indicators

| BVPI 111 Top 5% earners who are a) women, b) ethnic minority, c) with a disability		
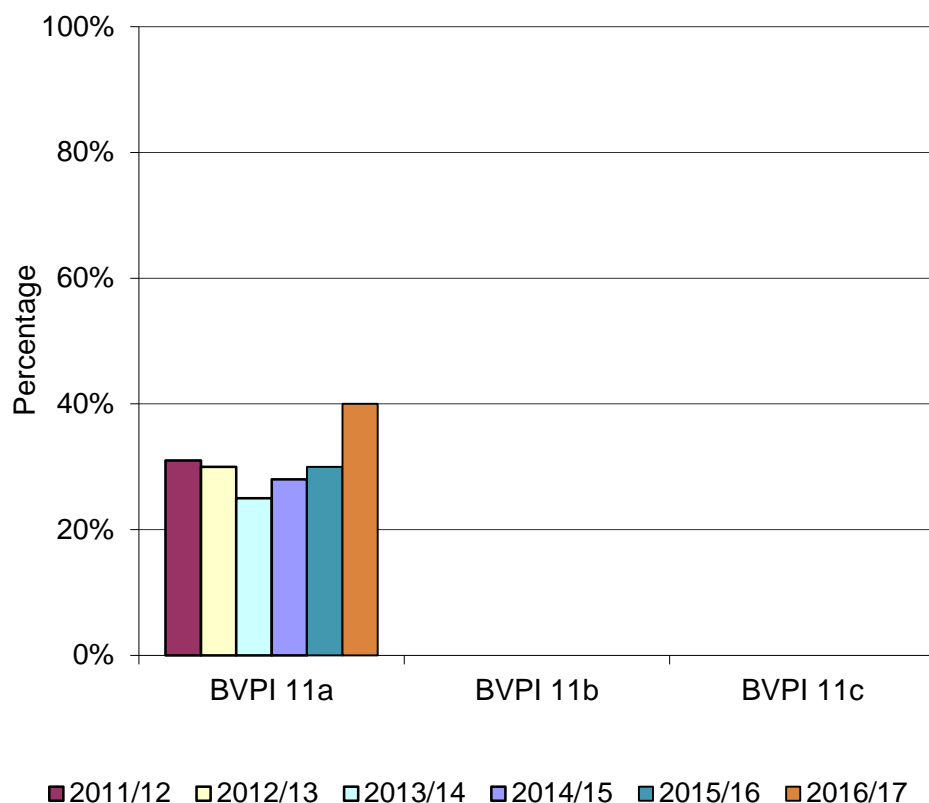
Data	
Year	**Value**
BVPI 11a	
2011/12	31.00%
2012/13	30.00%
2013/14	25.00%
2014/15	28.00%
2015/16	30.43%
2016/17	40.00%
BVPI 11b	
2011/12	0.00%
2012/13	0.00%
2013/14	0.00%
2014/15	0.00%
2015/16	0.00%
2016/17	0.00%
BVPI 11c	
2011/12	0.00%
2012/13	0.00%
2013/14	0.00%
2014/15	0.00%
2015/16	0.00%
2016/17	0.00%

Chart legend: ■2011/12 □2012/13 □2013/14 ■2014/15 ■2015/16 ■2016/17

Latest Comments - **Top 5% of earners**

The number of the top 5% of earners (BVPI 11a) who are women has increased by 2.43% in 2015/16 compared to 2014/15. The number of female staff employed by the Council remains consistently high (see chart on page 21) and is in the top quartile for district councils. Recruitment practices continue to be monitored to ensure equality. However, as turnover amongst this group of staff is relatively low, there is limited scope to impact significantly on this figure.

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

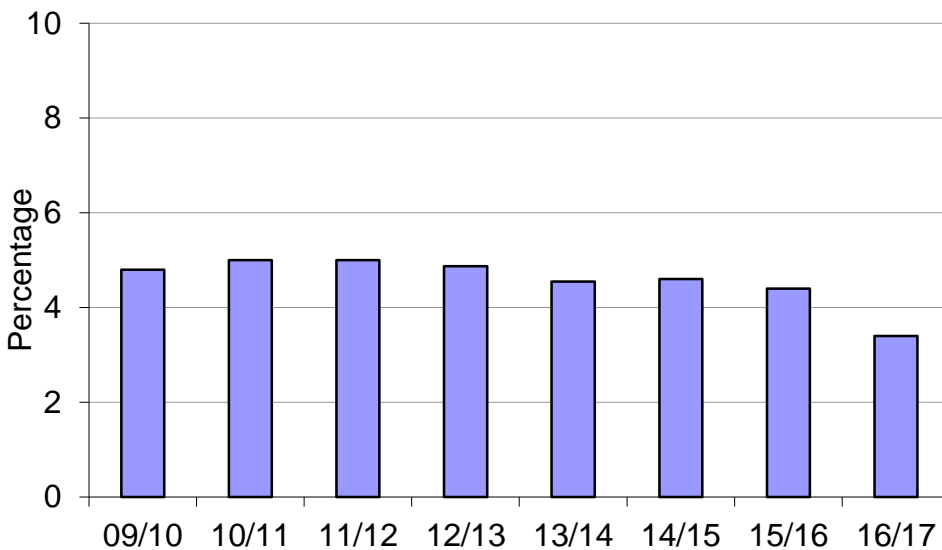## BVPI 14 Number of Early Retirements and BVPI 15 Number of ill health retirements
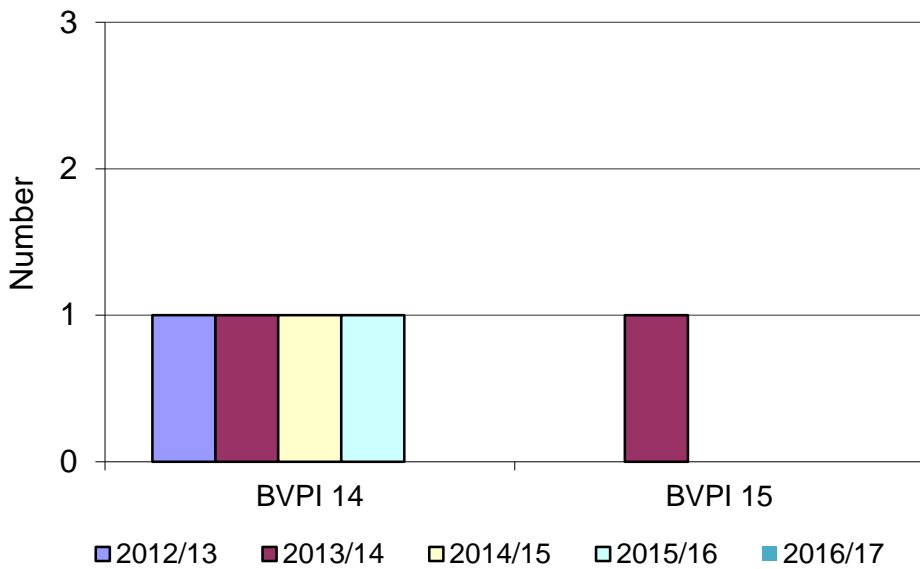
Data	
Year	No of Staff
BVPI 14	
2013/14	1
2014/15	1
2015/16	1
2016/17	0
BVPI 15	
2013/14	1
2014/15	0
2015/16	0
2016/17	0

Latest Comments:
There have been no early retirements in the period 2016/17.

BVPI 16 Percentage of employees with a disability

Data	
Year	Value
2007/08	4.00%
2008/09	4.70%
2009/10	4.80%
2010/11	5.00%
2011/12	5.00%
2012/13	4.87%
2013/14	4.55%
2014/15	4.60%
2015/16	4.40%
2016/17	3.40%

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

BVPI 17a Percentage Ethnic Minority representation in the workforce
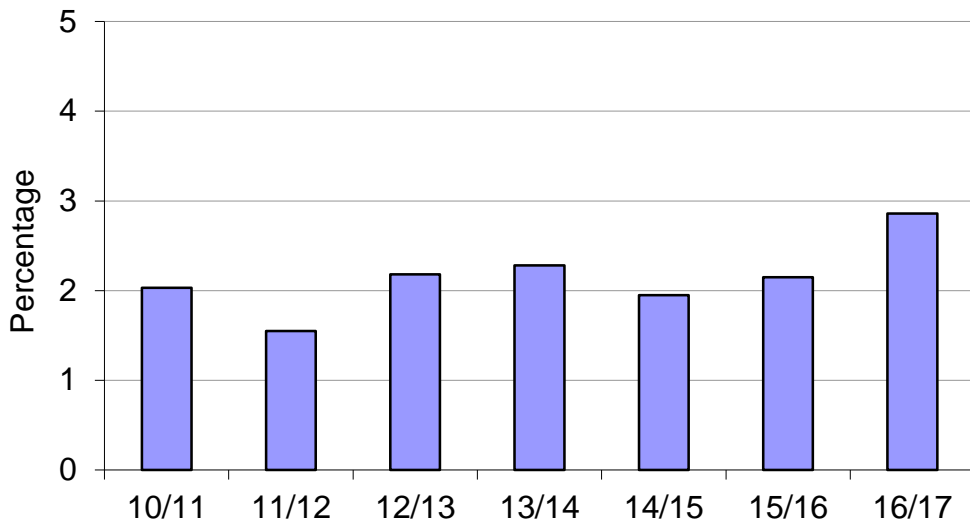
Data	
Year	**Value**
2007/08	1.83%
2008/09	1.89%
2009/10	1.91%
2010/11	2.03%
2011/12	1.55%
2012/13	2.18%
2013/14	2.28%
2014/15	1.95%
2015/16	2.15%
2016/17	2.86%

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

Council Staff Profile Report

## Gender Profile – Percentage of staff who are male or female

Data	
Year	**Value**
Male	
2011/12	39%
2012/13	39%
2013/14	42%
2014/15	39%
2015/16	39%
2016/17	39%
Female	
2011/12	61%
2012/13	61%
2013/14	58%
2014/15	61%
2015/16	61%
2016/17	61%

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

The Council's approach to flexible working supports the female workforce, traditionally seen as undertaking the main childcare role, in allowing a good work life balance for those with families and dependants. As the economic climate and societies attitudes change these percentages may balance out more as more men take a more flexible approach to work and seek employers who can support that.

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

Staff Age Profile
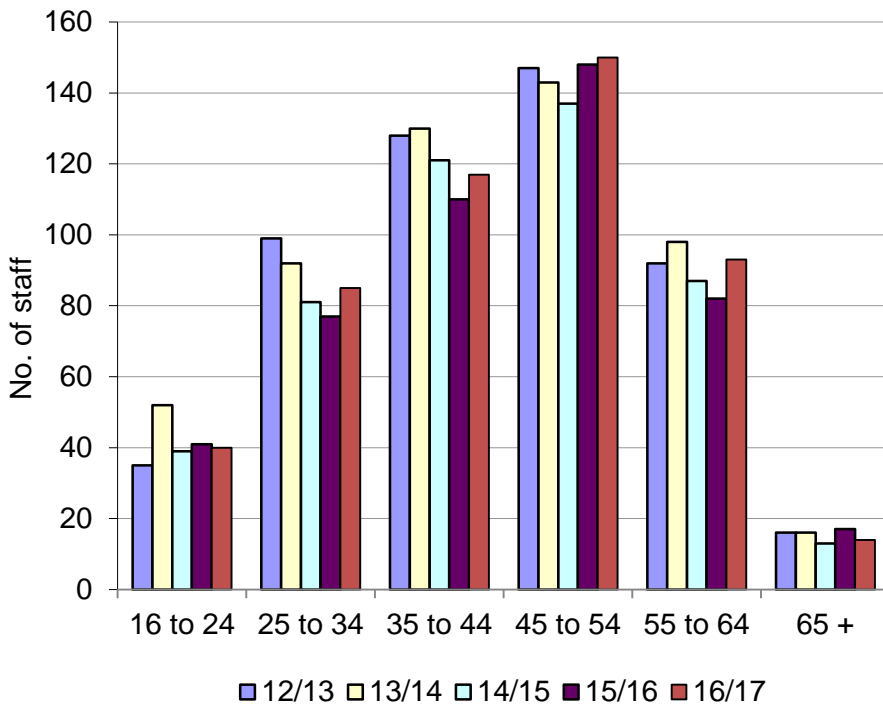
Data		
Age Group	**No of Staff**	**No of Staff**
	15/16	**16/17**
16 to 24	41	40
25 to 34	77	85
35 to 44	110	117
45 to 54	148	150
55 to 64	82	93
65 +	17	14

Latest Comments – The Council's age profile has seen some fluctuations when comparing the figures for 2015/16 with those for 2016/17.

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

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

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

Occupational, Health, Safety & Welfare Review

Accident / occupational ill health statistics

Employee events

During the period April 1st 2016 to March 31st 2017, there were 18 accident book entries relating to injuries involving employees. None of these events involved significant (reportable) injury.

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

Accidents resulting in bruising	4
Accidents resulting in cuts / abrasions	6
Musculoskeletal injury	4
Scalding	2
Burns	1
Wasp stings	1

WCC staff incident by location

6 x occurred out of the office

3 x Special maintenance team when working outside

1x Historical specialist officer undertaking inspection of a thatched roof

2 x Road traffic incidents one of which resulted in a precautionary hospital visit where neck strain was specified.

12 x events occurred on WCC premises;

1 x staff member fell from a desk whist trying to close a window! resulting in an ankle strain.

3 x Manual handling related events one of which resulted in a Hand injury (trapped thumb) occurred in the Guildhall event rooms that incurred 4.5 days lost time and light duties. The others were very minor strains

1 x Guildhall staff member suffered minor cut hand on broken glass at an event

 4 x minor catering events recorded in the1871 café

1 x significant catering event occurred at the Matilda care home kitchen in that an oven door shattered during use resulting in minor bruising

2 x events in office kitchens; 1 x minor scald and 1 bruised when struck by the closing door

Reportable Accidents

There were no reportable incidents recorded in this period

Dangerous Occurrence

There were no dangerous occurrences recorded in this period.

Non-Employees events

A child sustained minor burns from hot grease dripping from a burger that he was served in the Guildhall courtyard. His parent washed the area with cold water and took no further action.

There was one incident in which a German member of the public fell at he cider fair event and suffered a minor cut to his hand he was treated by a WCC first aider.

There were 3 incidents recorded in which WCC first aid staff assisted members of the public who became unwell on Council premises.

There were also two recorded events in which WCC first aiders assisted members of the public were injured in the road outside of the WCC premises.

Verbal abuse / threats

There were a total of 14 incidents recorded in this period

Civil enforcement officers - 11

Housing - 2

Income office -1

Occupational ill health

- There were 50 new referrals to the Council's occupational health consultant, this compares with 53 for 2015/16. Due to the varied nature of health referrals, the initial assessment process, subsequent rehabilitation and reassessment can be a lengthy process and a number of cases are ongoing.
- With regards the number of incidents of sickness absence and working days lost due to work related stress and non work related stress, anxiety or depression, these can be found in the main report.
- There was no sickness absence recorded on the Selima Human Resources and Payroll System due to occupational ill health other than work related stress.
- 15 members of staff contacted the counselling service during 2016/17; the corresponding figure for the previous year was 13

TRAINING AND DEVELOPMENT REVIEW 2016/17

Corporate Training Activities 2016/17

1. Introduction

I.   The report provides an overview of corporate training, learning and development activities completed during 2016/17.

II.   In line with previous years the assessment of the priorities during the year were identified from a number of different sources. This includes the Corporate Plan, Service Training Plans, discussions between the Learning and Development Manager, HR Business Partners and managers and employees. Organisational Development is responsible for allocating resources from the corporate training budget to meet the needs identified.

III.   A variety of learning and development interventions have been provided. During 2016/17 the focus has been on Leadership & Management Development, training on various Microsoft Office packages, development of 'soft skills' such as communication, resilience and coping with pressures of work, Health & Safety training and as well as supporting a number of employees through academic study relevant to their roles.

IV.   The Aspire Learning Portal has been further developed to provide alternative forms of learning including e-learning resources, bite-size videos and links to relevant websites.

V.   Due to the significant amount of organisational change they were undertaking at that time, Eastleigh Borough Council gave notice to WCC and terminated the partnership working in December 2016. This was obviously a disappointing development especially when the partnership was well established with the two councils sharing the costs for the provision of a Learning Management System including E-Learning packages and shared provision of training courses. However, work is already underway to partner with Test Valley Council to share the costs of the Learning Management System. Furthermore, the Council is further exploring working and in discussion with Basingstoke and Deane Borough Council and Test Valley Council including the sharing of corporate training plans and sharing costs where possible.

VI.   The Council's apprenticeship programme continues to grow from strength to strength offering Apprenticeships from NVQ Level 2 to Level 6 or equivalent, in a wide range of service areas. In September 2016 the Council employed our first 2 Chartered Surveying Degree apprenticeships based in Building Control and Estates Regeneration. The success of our work with local schools and colleges and our offer of work experience placements has resulted in the Council being awarded the Silver Standard of the Industrial Cadet Framework.

VII.   All corporate learning interventions are assessed through the completion of individual evaluation forms. These are reviewed by the Learning and Development Team and any issues arising are considered when further learning activities are planned.

2. Detail – Review of 2016/17

I. The Learning and Development Team delivered and supported 159 different training, learning and development programmes and provided 512.75 days of training. Based on current headcount of employees in the Council this equates to 2.99 training days per employee.

II. 6 management development programmes, 2 of which were delivered through partnership working with Eastleigh Borough Council and 1 with Simplyhealth;

III. 64 corporate training sessions, 14 of which were delivered through partnership working with Eastleigh Borough Council;

IV. 4 health and safety courses; this figure does not take into account the training that is organized by the Health and Safety Advisor and departments. The health and safety training provided included manual handling training, eco-safe driving and fire safety.

V. In addition to the provision of the general corporate training programme, the Learning and Development team continued the development of the learning portal. During the period under review, 348 enrolments for face to face training and 1,073 enrolments for E-Learning packages were recorded. A further 1,633 'hits' were recorded showing the various pages of the Learning Management System viewed by staff members.

VI. The Safeguarding E-learning package has been reviewed in consultation with the Corporate Safeguarding group. Designed using the new 'adapt' software, the Safeguarding E-learning was launched council wide in March and also shared with partner councils.

VII. Our apprenticeship programme has continued to grow and our partnership with other councils has increased by 2 more district councils with a total of 5 councils working together to share best practice and costs in the delivery of a modern apprenticeship programme. There is interest from 2 more district councils to join the partnership in 2017/18.

VIII. The Council is part of the trail blazer group developing the Chartered Town Planner degree apprenticeship. Supported by the Royal Town Planning Institute (RTPI), the Trailblazer Group will develop the standard and the end-point-assessment. The group consists of employers, both public and private, supported by a wider consultative group of other employers, universities and training providers. The Council is also working with the University of Winchester and other employers to register and develop the degree apprenticeship in Sports Development.

IX. 11 apprentices completed their apprenticeship programme, 6 were offered employment within the Council, 1 was offered employment by another council and 1 continued to a degree apprenticeship qualification with the Council. 9 more apprentices were recruited across the Council. The Learning and Development team supported the development of the apprentices through mentoring, their qualification programme, volunteering projects and the provision of a life skills programme in partnership with other councils.

X.   The Council continued to support local schools and colleges by providing 23 work experience placements for pupils from years 10 and 11, college students and university students. Co-ordinated by the Learning and Development Team this provides a valuable opportunity for young people to gain an insight into Local Government, and raises the profile of the Council within the community. These are generally for short periods ranging from a day up to a week, although longer placements have also been provided when required. A number of students on work placement have gone on to apply for apprenticeship positions with the council.

3. Evaluation

I.   To ensure effective use of resources, it is important that we evaluate all council training activities, ensuring we are making the most of our limited resources. We will review current processes and amend as necessary, to enable us to measure the effectiveness of current training programmes, to enable us to make improvements where necessary which will in turn enhance services and ensure Organisational Development continues to provide value for money.

II. An on-line evaluation system through Survey Monkey has been developed and is continually redesigned to enable the measurement of the effectiveness of the training and development solutions delivered to Council employees. The evaluation is carried out in two stages; immediately after employees have attended a course to measure satisfaction with the learning and after 6 months to measure the impact of the learning on the job and the organisation. This on-line evaluation system allows ease of use and of collating the data given. In addition to collated data, the evaluation can be used to establish the value of particular courses and providers. Details are available in the learning and development metrics tables appended (Table 1).

4. Budget

I.   The total training budget approved by CMT for Winchester City Council for 2016/17 was £220,454. The budget is comprised of £79,671 allocated to management development, funding corporate priorities and core training activities. Service teams were allocated £140,783 for specific training requirements covering professional qualification, updates and Continuous Professional Development.

5. Service Team Training Activities 2016/17

I.   The Service team training budgets for 2016/17 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 Service.

II. This year, budgets will be allocated to teams as previously and monitored throughout the year to ensure that employees 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.

6. Priorities for 2017/18

I.   The Council's Workforce Development Strategy aligns the development of people with the improvement of services. The Corporate Training Plan for 2017/18 reflects the priorities in the Workforce Development Strategy, in addition to other identified needs arising from the Council Strategy, Service Training Plans and discussions between the Learning and Development Manager, HR Business Partners and managers and employees. The following priorities have been identified for inclusion within the Council's Corporate Training Plan for 2017/18.

II. Leadership and management development programmes will be completed for senior, middle, first line and aspiring managers. The training, learning and development takes a blended approach, and includes modular content, workshops, internal and external short programmes, e-learning options, self-assessment tools and coaching support to address individual, service and succession planning needs.

III. A number of corporate training programmes to support the implementation of the Council Strategy will be available including developing an entrepreneurial approach, commercial thinking, political awareness training, media training, change management and contract management.

IV. It is important that a range of learning opportunities to meet the training needs identified through the appraisal process is available to council employees. A blended approach will be undertaken to deliver soft skills training such as Handling Difficult Conversations, Building Resilience, Time Management, Report Writing, and the delivery of various Microsoft Office training packages.

V.   There will be a fundamental review of the appraisal process to ensure that the process is fit for purpose, develops and grows employees personally and professionally and aligns individual and team goals to the organisational goals, vision and values. It is intended that the new appraisal process will be ready for the cycle of appraisals in February 2018.

VI. Organisational Development will continue to deliver a rolling programme of Health and Safety training, which includes health and safety awareness, training for risk assessors, and manual handling techniques. New courses including updates and refreshers for first aid and fire warden training will be delivered.

VII. Whilst funding for the training of Elected Members is provided from a different budget, the Learning and Development Team will continue to support the development of Elected Members by offering relevant E-Learning courses such as Safeguarding, Social Media and Chairing Meetings set up in a dedicated 'Members Space' on Aspire. The 'Members Space' will be an information hub that members can visit to browse E-learning and other resources which we hope will prove to be a useful toolkit in their role. The content will be entirely optional.

VIII. A tailor made Safeguarding E-learning module for Members has been developed to launch this new service to members. Support will be provided through a series of training sessions in the IT Training Room to coincide with various committee

meetings between July and October. The Learning and Development team will be on hand to demonstrate how to access the training, give guidance on how to complete the training and answer any questions.
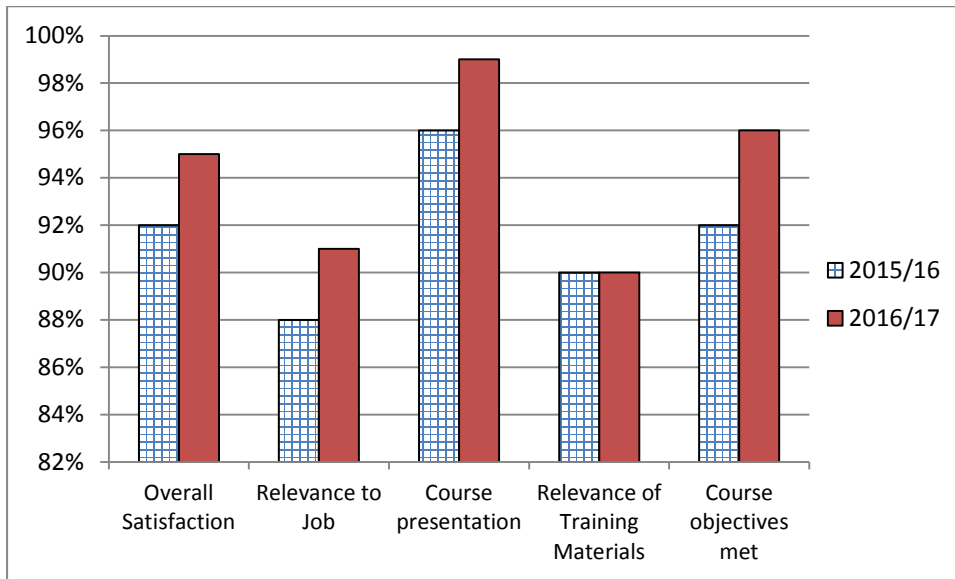
IX.   Organisational Development will continue to deliver training on Equality and Fairness to all staff. To meet the needs of the Council, consideration will be made as to whether this can be done on-line to reduce the time employees are off their job, via E-learning.
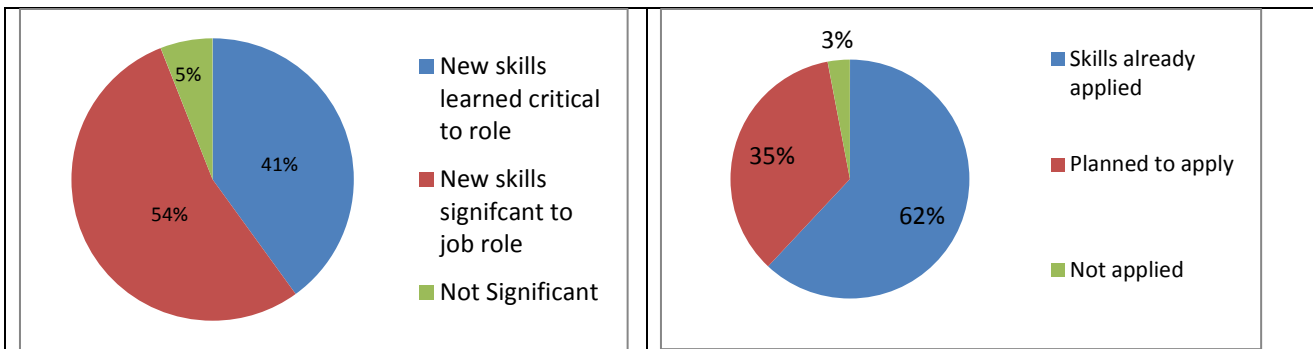
7. Conclusion

I.   This report has provided an overview of training, learning and development activity during 2016/17 and recommends the prioritisation of training linked to the implementation of the Council Strategy, leadership and management development training, along with addressing the training needs identified through the appraisal process and discussions between the learning and development team, HR Business Partners, managers and employees.

Table 1 - Learning and Development Metrics

Learner Satisfaction

Job impact

Business results