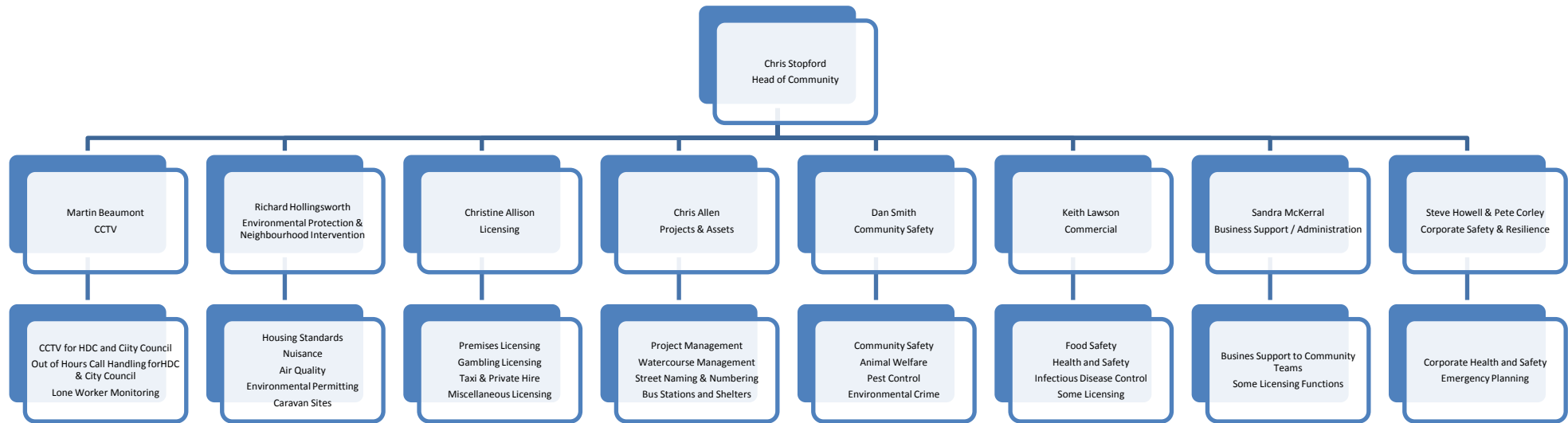


Departmental Structure (Team Leaders & Functions)



Summarise key employment issues:

- The whole of the service has now been subjected to the zero based budgeting process, some work continues to ensure that the outcomes of the zero basing are embedded within the service, including but not exclusively, the restructure of the Projects & Assets team, and the application of LEAN working practices to the licensing service
- Management of one member of the team on long term sick, have facilitated a phased return to work and continue to address some of the underlying issues relating to the sickness absence, including a stress management plan
- With three vacancies within the team, work continues to understand the impact of carrying the vacancies to determine the best approach to maintaining service provision whilst working within the Council's 'Plan on a Page' for the medium term financial strategy. Impacts of the vacancies are being felt within the Commercial (Food and Health & Safety) and Licensing team in particular

Summarise any recent or planned restructures:

- **Environmental Protection & Neighbourhood Intervention**

When the Environmental Protection team Leader post became vacant, the opportunity was taken to review the structure of the two teams, after a three month trial, it was confirmed within the structure that the Neighbourhood Intervention Team Leader would assume the additional management responsibilities of the Environmental Protection team.

- **Projects & Assets Team**

Informal consultation has been completed at the end of January 2016, collating the responses and working with Staff Council and Human Resources to commence a Formal Consultation exercise.

- **Community Safety**

The transfer of colleagues from Operations will mean that the Community Safety team structure will need to be reviewed, informal consultation planned for March 2016

Support personal development:

- **Increase in Skills & Training Days**

- The Division continues to support continued professional development for all members of the team. For those holding professional qualifications in Environmental Health and Engineering the professional bodies have stipulated continued professional development targets. In addition, the Food Standards Agency sent out requirements of continued professional development for competency of authorised officers
- Three members of the Environmental Health team have completed a qualification in Teaching Principles and Practice to enable them to deliver high quality training to our business community, focussing initially on Level 2 Food Safety, but with options to extend to the more advanced Level 3 Food Safety, and other specialised training
- CCTV Operators need to hold Security Industry Authority licences and this carries a mandatory training element prior to the granting of the Operators licence, the two new Operators in the team are being supported through this mandatory training in preparation for their licence applications
- Colleagues facing 'at risk' status as part of the ongoing organisation restructures have been provided with training in 'Marketing your skills and interview techniques'

Deliver great leadership and management

- **Staff Turnover** (employees on permanent contracts leaving the service as a percentage of average permanent employees in service)
 - January-December 2015 = 10%

Supporting Narrative
Five employees left the service during the year. Three of them left for new jobs outside HDC, one was dismissed and one died in service.

Promote a healthy and safe work environment

- **Number of reported H&S incidents**
 - No health and safety incidents reported by the team in the last 12 months.

- **Absenteeism Levels**

○ Days/FTE	Total	Days
2014/15 – Q4	2.5	86.0
2015/16 – Q1	2.6	86.5
2015/16 – Q2	2.0	85.5
2015/16 – Q3	2.0	84.0

Annual Rolling Average, 7.8 days per FTE based on 46.96 FTE

Supporting Narrative

The days lost/FTE measure fell despite the number of days lost remaining constant because the number of staff increased between Q1 and Q2 when CCTV staff transferred from Operations.

This sickness contained one longer term sick for which a formal investigation has been commenced, with a view to managing the member of staff in a return to work, discounting this one case from the Division total the sickness falls to 5.7 days per FTE

Enable involvement in decision-making

- **Employee survey participation levels**
 - Community had a 36% response rate in 2015.

Supporting Narrative
The average response rate across HDC was 55%.

Manage talent and succession planning

- **Internal appointments**

No Internal appointments have been made in the last 12 months, mainly due to a stable employment base and no opportunities arising within the Service
- **Appraisals rating**

All staff within the Community Division received an appraisal at the start of 2015/16, and a six month review of the appraisals has been completed. All appraisals included a personal development plan identifying both professional and personal development areas, facilitated by a range of mentoring, shadding and external training