

PERSONNEL COMMITTEE

16 June 2008

HUMAN RESOURCES – OUTTURN REPORT

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

Contact Officer: Alison Gavin Tel No: 01962 848233 [agavin@winchester.gov.uk](mailto:agavin@winchester.gov.uk)

RECENT REFERENCES:

PER140 Human Resources Directorate Performance Monitoring - 3 March 2008

PER124 Human Resources Directorate Outturn Report 2007 - 19 July 2007

EXECUTIVE SUMMARY:

This report sets out the outturn information related to the Business Plan for Human Resources Division setting out the Corporate Health indicators and local performance indicators covering the period 1 April 2007 to 31 March 2008.

RECOMMENDATIONS:

1. That the outturn figures 2007/08 for Head of Organisational Development be noted.
2. That the Committee raises with the Portfolio Holder any issues arising from the Performance Indicators, and considers whether any items of significance need to be drawn to the attention of Cabinet.

## PERSONNEL COMMITTEE

16 June 2008

### HUMAN RESOURCES - OUTTURN 2007/08

#### Report of the Head of Organisational Development

#### DETAIL:

##### 1 Introduction

- 1.1 This report covers the Business Plan outturn information for 2007 – 2008 for the Human Resources Division and includes the outturn figures for the Corporate Health Indicators and local indicators for that period.

##### 2. Performance Indicators

- 2.1 The Corporate Health Indicators and the local performance indicators covering the period 1 April 2007 to 31 March 2008 are shown in Appendix 1. There are some changes in the Corporate Health Indicator information. The proportion of women in the top 5% of earners has decreased to 33.3%. This is as a result of a decrease of one female member of staff falling into the top 5% and not the actual loss of a member of staff. However, the indicator remains within the top quartile of district councils. The way in which the indicator is calculated means that the total number of people may change and cause an increase or decrease in the indicator without change in the actual number of female employees in this group. This indicator may continue to fluctuate in the future depending on turnover and organisational change.
- 2.2 Both indicators have increased slightly over the last quarter, with the number of disabled staff employed now close to the top quartile for District Councils. The number differs significantly from that reported at outturn last year. However, this is as a result of a change to the way in which the indicator was calculated and a follow up exercise carried out to confirm the disability status of staff. The number of ethnic minority staff is consistent with that reported last year and remains below the Top Quartile. The Corporate Equalities and Diversity group continues to work on the implementation of the Inclusion, Cohesion and Equality (ICE) Strategy promoting both gender, race and disability equality. Recruitment continues to be monitored to ensure that requirements under the Equalities legislation are complied with and we continue to advertise in specialist ethnic and disability publications to promote Winchester City Council as an employer.
- 2.3 There have been five early retirements over the last year. The outturn indicator is significantly higher than the target which predicted no early retirements in the year. These are a result of restructures in two Divisions carried out to improve service delivery and to meet business needs. The business case for each retirement was agreed by this committee as part of the restructure process. There have been no early retirements on ill health grounds.
- 2.4 As a result of work to raise the profile of absence and absence management, the levels of sickness absence have again reduced steadily over the year from an average of 9.2 days per employee at the beginning of the year to the current level of an average of 8.5 days per employee. This equates to a total of 4021 days lost to sickness absence. Currently the top quartile figure for district councils is an average

of 8.29 days lost per employee. The current sickness absence target for 08/09 is 8 days per employee which will represent a total reduction in sickness absence levels of 2.2 days per employee over the 2 year period from 05/06 to 08/09. Absence information is provided to Heads of Division on a monthly basis and a quarterly league table of absence is published comparing absence levels across Divisions. Further guidance has also been produced for use with the absence information to support managers in dealing with absence. Work continues on the action plan agreed by Personnel Committee to continue to reduce current sickness absence levels to meet the sickness absence target and exceed it in 2008/09, placing the Council amongst the best performing District Councils.

- 2.5 There were two formal grievances raised over the year consistent with the previous year. There has been a decrease in the number of disciplinary cases heard. There have been no tribunal applications received within the period.
- 2.6 The number of voluntary leavers has not been a BVPI for the last few years and therefore there is no quartile information for comparison. Turnover has been retained as a local indicator as it provides useful information on the stability of the organisation. Comparison has been made with national surveys undertaken by the Chartered Institute of Personnel & Development (CIPD) which indicate that nationally turnover levels have increased. The national average turnover level in the public sector has shown increases over the last two years and currently stands at 13.7% (CIPD 2006). The Council's turnover has further increased this year to 16%. Turnover levels vary from region to region with the highest rates being found in regions, such as Winchester, where unemployment is low and alternative employment is easy to find. A planned programme of work is included in this years Business Plan for Organisational Development which aims to improve the levels of recruitment and retention across the organisation and includes strategies to develop staff and improve skills and capacity internally.
- 2.7 The number of internal transfers has decreased significantly from last year to 2.2%. During this period there has been an organisation wide restructuring and other smaller scale restructures within directorates along with efficiency savings with vacancy management which will have impacted upon this figure.
- 2.8 There have been a higher number of posts assessed and graded by Job Evaluation grading panels over the year compared to the previous year. This includes a number of appeals at stage 2 covering re-grading requests and new posts created as a result of divisional restructures and to meet specific business needs.

### 3. Equal Opportunities Monitoring

- 3.1 Appendix 3 shows the breakdown by gender and race of current staff within the Council. The figures show consistency in the percentages of female (65%) and male (38%) staff employed from the last outturn report (PER124). The disability monitoring information is shown in Appendix 1.
- 3.2 The monitoring of ethnic minority staff is done under the national classifications which allow us to make national and local comparisons. There has been an increase in the number of staff employed from ethnic minority groups, due to the revised method of calculation as explained in 2.2 above, although the indicator remains below the ethnic profile for the local area. The implementation of the ICE strategy and further developments in recruitment and retention are aimed at increasing the proportion of ethnic minority staff employed to reflect the population profile of the district.

3.3 Appendix 2 also shows a breakdown by gender, disability and race of applicants received, applicants short listed and those appointed over the year 2007/08. The information shows that the volume of recruitment has been significantly higher than the previous year with a total of 1933 applications processed compared to 1664 the previous year. This is an increase in recruitment activity of 16% with over 50% of all applications processed being received in the third quarter of the year following the lifting of Vacancy Management. Recruitment activity reduced over the final quarter of the year but remained at a higher level over all than the beginning of the year. A total of 121 appointments were made from 435 interviews carried out.

#### 4. Business Plan Performance

4.1 The HR Business Plan for 2007/08 was agreed by Principal Resources Committee and by the Portfolio Holder for Finance and Resources in March 2008. Appendix 3 to this report details the progress made against the 2007/08 Key Priorities. The monitoring information shows that the division has made good progress against the majority of the targets set with the main outcomes detailed below. Where corporate priorities have changed, the divisions limited resources have been diverted from other projects which has caused slippage in some areas. Where appropriate, these targets have been included in the 2008/9 Business Plan as priorities for the coming year.

4.2 The Human Resources division continues to develop the workforce monitoring information sent to Division Heads including information on establishment and workforce profiling. Further work continues with Finance division to produce workforce information to compliment the financial information being developed for Heads of Division.

4.3 Following further changes in the Pension Regulations, a new Severance Strategy was developed and agreed by Personnel Committee in July 2008 to replace the strategy agreed the previous year. Further changes to the Regulations affecting all staff were implemented successfully at the end of the year.

4.4 Following the evaluation of the proof of concept areas, and the successful move of staff from Avalon House, a suite of policies were agreed to support the continued roll out of the Flexible Working project. Phase 1 of the roll out is now underway covering services such as Building Control, Planning and Access and Infrastructure.

4.5 The Recruitment Portal was implemented in partnership with HLOWLA and has now replaced the Council's on-line job site. The Portal is showing some significant savings in administration time but has not been in use for long enough to demonstrate significant efficiency savings.

4.6 A revised questionnaire was developed to measure staff engagement and a survey was undertaken during the year. The results showed high levels of engagement across a number of areas, such as staff reward and organisational architecture, and CMT and Heads of Division are implementing action plans to increase levels of engagement across the remaining areas.

4.7 Whilst the majority of the work of the HR division is reactive and demand led, the Business Plan provides information on the key priorities identified for the year. Project work has also been undertaken which was not included in the Business Plan initially and is shown in Appendix 4. This additional work relates to changes in the divisions, legislation and national requirements which have arisen during the year.

OTHER CONSIDERATIONS:5 CORPORATE STRATEGY (RELEVANCE TO):

- 5.1 Preparation of the budget had regard to the Corporate Strategy. Monitoring of income and expenditure and review of the final position is an intrinsic part of measuring whether the Strategy's objectives have been achieved.

6 RESOURCE IMPLICATIONS:

- 6.1 These are contained in the detail of the report.

BACKGROUND DOCUMENTS:

Held in the Human Resources Division

APPENDICES:

- Appendix 1 Human Resources Performance Indicators
- Appendix 2 Equal Opportunities Monitoring – Current Staff and Recruitment
- Appendix 3 Human Resources Division Business Plan Monitoring
- Appendix 4 Additional work undertaken and not included in the Business Plan
- Appendix 5 Health and Safety Outturn

Key Performance Indicators Quarter 4 and Outturn 2007/08  
Appendix 1

PER 146

BVPI	Purpose	Yr -1 (06/07)	06/07 Q1	07/08 Q1	06/07 Q2	07/08 Q2	06/07 Q3	07/08 Q3	06/07 Q4	07/08 Q4	OUTURN 07/08	Top Quartile
2a	Equality Standard for Local Government	1	1	1	1	1	1	1	1	1	1	N/A
2b	Duty to promote race equality	68.5%	68.5%	68.5%	68.5%	68.5%	68.5%	89%	68.5	89%	89%	N/A
11a	5% top earners who are women	37.97%	36%	36.7%	40%	32.1%	40%	38.5%	36.6%	33.3%	33.3%	28.93%
11b	5% top earners who are ethnic	0	0	0	0	0	0	0	0	0	0	1.98%
11c	5% top earners with a disability	0	0	0	0	0	0	0	0	0	0	N/A
12	Number of days sick per member of staff	9.2	9.4	8.7	9	8.7	9	8.6	9.2	8.5	8.5	8.29
14	Number of early retirements as a percentage of staff	0.42%	0.4%	0.22%	0	0.23%	0	0	0	0.75%	1.25%	0%
15	Number of ill health retirements as a percentage of staff	0	0	0	0	0	0	0.24%	0	0	0.25%	0%
16a	Number of staff with disabilities within organization	7.84%	1.5%	6.9%	1.43%	4.5%	1.43%	3.5%	7.84	4%	4%	4.10%
17a	Number of staff from ethnic minorities within organisation	1.88%	1%	1.48%	1%	1.53%	1%	1.49%	1.88	1.83%	1.83%	2.5%
Local	Number of women leaving to go on maternity leave	12	5	3	3	1	3	3	2	6	13	n/a
Local	Number of men taking paternity leave	n/a	n/a	0	n/a	0	n/a	0	0	0	0	n/a
Local	Number of formal grievance cases	1	0	0	1	0	1	0	0	2	2	n/a
Local	Number of formal disciplinary cases	7	1	1	4	0	4	1	0	0	2	n/a
Local	Number of employment tribunals	1	0	0	0	0	0	0	1	0	0	n/a
Local	Number of referrals to Occupational Health	18	1	7	6	8	8	7	6	3	25	n/a
Local	Number of long-term ill health cases (over 40 days over rolling 12 month period)	18	1	13	8	17	No info available	10	18	10	10	n/a

Key Performance Indicators Quarter 4 and Outturn 2007/08  
Appendix 1

PER 146

	Purpose	Yr -1 (05/06)	06/07 Q2	07/08 Q2	06/07 Q2	07/08 Q2	06/07 Q3	07/08 Q3	06/07 Q4	07/08 Q4	OUTURN 07/08	Top quartile
Local	HR Invoices paid within 30 days	96.74%	-	98.5%	96.2%	99%	100%	100%	94%	100%	99.4%	n/a
Local	Number of JE NJC Panel post reviews	19	4	8	8	5	3	9	4	6	28	n/a
Local	Number of JE Hay Panel post reviews	5	5	0	0	0	0	0	0	0	0	n/a
Local	Number of voluntary leavers as a percentage of staff (excludes early retirements on efficiency grounds)	15.32%	4.46%	4.8%	4.25%	4%	4.71%	3.9%	1.9%	4.8%	16%	13.7% (CIPD 2006 – public sector)
Local	Number of people offered permanent contracts who declined the offer	7	3	1	4	1	0	0	0	1	3	n/a
Local	Percentage of employees transferring between permanent posts internally	5.26%	2.1%	0.6%	1.24%	0.7%	1.57%	0.5%	0.35	0.4%	2.2%	n/a
Local	Number of leavers against leaving code as percentage of total number of leavers											
	A1: Ext appointment – public sector	11	3	4	3	1	5	3	0	3	11	
	A2: Ext appointment – private sector	9	1	6	3	3	3	3	2	9	21	
	AO: External appointment – unknown	4	3	0	0	0	0	0	1	1	1	
	C: Retired	11	7	2	2	2	2	4	0	1	9	
	D: Redundant	3	2	1	0	1	1	2	0	3	7	
	E: Maternity	3	0	0	1	0	1	0	1	0	0	
	F: Moved out of area	7	2	1	1	3	4	1	0	0	5	
	G: College	5	0	2	4	0	1	0	0	0	2	
	H: Dismissal	4	0	1	1	1	3	0	0	0	2	
	I: Failed probation	1	0	0	0	0	1	0	0	0	0	
	J: Personal reasons (i.e. to travel abroad)	9	4	5	4	5	1	4	0	3	17	
	K: Died	0	0	0	0	1	0	0	0	0	1	
	L: End of contract	5	1	1	1	1	2	3	1	2	7	
	M: Long term Sickness	0	0	0	0	0	0	0	0	0	0	
	Not known(Other)	9	1	0	4	2	3	0	1	0	2	

Establishment numbers

	Establishment FTE	FTE in post	Headcount	Vacant FTE
Q1	523.17	496.21	577	38.29
Q2	523.17	492.85	569	30.39
Q3	523.17	472.14	542	42.29
Q4	523.17	458.76	535	64.41 *

\* A significant level of recruitment underway for the beginning of the year to fill vacancies held during vacancy management process during end of 2007. 23 new starters in last quarter of the year and a further 26 new employees recruited to vacancies but whose start dates fall outside the reporting period

**Note:**

On corporate health indicators, increase in numbers of staff meeting the indicator will not always give consistent percentage increase as the denominator used changes as establishment and vacancies change.

Top Quartile – uses all other districts as comparator rather than those with similar profiles to WCC

Vacant FTE – includes all vacancies including part posts which cannot be recruited to.



	Applications received		Applicants Shortlisted		Successful Candidates	
	Total	1933	Total	435	Total	121
	No.	%	No.	%	No.	%
Male	775	40%	141	32%	36	31%
Female	978	51%	287	66%	85	69%
Not given	171	9%	1	0%	0	0%
Undecided	1	0%	0	0%	0	0%

<b>White</b>						
British	1241	70%	361	81%	67	89%
Irish	11	1%	3	0%	0	0%
Other	67	4%	18	6%	2	6%
<b>Mixed</b>						
White/Black Caribbean	7	1%	3	1%	0	0%
White/Black African	16	0%	6	0%	0	0%
White/Asian	15	1%	2	1%	0	0%
Other	14	0%	2	0%	0	0%
<b>Asian/Asian British</b>						
Indian	27	1%	3	0%	0	0%
Pakistani	1	0%	0	0%	0	0%
Bangladeshi	0	0%	0	0%	0	0%
Other	8	0%	0	0%	0	0%
<b>Black/Black British</b>						
Caribbean	0	0%	0	0%	0	0%
African	12	2%	5	2%	0	0%
Other	2	0%	0	0%	0	0%
<b>Chinese or other ethnic group</b>						0
Chinese or other ethnic group	6	0%	3	1%	1	3%
Other	3	0%	0	0%	0	0%
Not Given	688	19%	29	7%	8	3%

**b)**

Equal Opportunities Monitoring Quarter 4 2007/08			PER146 Appendix 2 (a)			
<b>Current Employees*</b>	538.5 (ave headcount in post)					
	<b>No.</b>	<b>%</b>				
Male	349	65%				
Female	207	38%				
White	482	90%				
Mixed	1	0.2%				
Asian/Asian British	1	0.2%				
Other Asian background	2	0.4%				
White/Black British Caribbean	1	0.2%				
White/Black British African	1	0.2%				
Other Black background	1	0.2%				
Chinese or other ethnic group	2	0.4%				
Not given	44	8.2%				
<b>Recruitment</b>	<b>Applications received</b>		<b>Applicants Shortlisted</b>		<b>Successful Candidates</b>	
	<b>Total</b>	521	<b>Total</b>	135	<b>Total</b>	36
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Male	220	42%	50	37%	11	31%
Female	301	58%	85	63%	25	69%
Not given	0	0%	0	0.0%	0	0%
Undecided	0	0%	0	0.0%	0	0%
Disabled	15	3%	6	4.4%	0	0%
<b>White</b>						
British	367	70%	110	81.5%	32	89%
Irish	4	0.8%	0	0.0%	0	0%
Other	23	4%	8	5.9%	2	6%
<b>Mixed</b>						
White/Black Caribbean	5	1.0%	2	1.5%	0	0%
White/Black African	2	0.4%	0	0.0%	0	0%
White/Asian	5	1.0%	2	1.5%	0	0%
Other	0	0.0%	0	0.0%	0	0%
<b>Asian/Asian British</b>						
Indian	4	1%	0	0.0%	0	0%
Pakistani	0	0.0%	0	0.0%	0	0%
Bangladeshi	0	0.0%	0	0.0%	0	0%
Other	0	0.0%	0	0.0%	0	0%
<b>Black/Black British</b>						
Caribbean	0	0%	0	0.0%	0	0%
African	9	2%	3	2.2%	0	0%
Other	1	0%	0	0.0%	0	0%
<b>Chinese or other ethnic group</b>						0
Chinese or other ethnic group	2	0.4%	1	0.7%	1	3%
Other	0	0.0%	0	0.0%	0	0%
Not Given	99	19%	9	6.7%	1	3%

Review of Achievement against Business Plan 2007/08

Service Priority	PI/Target/ Objective	Actual
Development & implementation of Transformation Strategy	Strategy agreed with action plan	Draft strategy presented to CMT March
Roll out of Flexible Working Project	Continuing implementation of flexible working practices across the Council following evaluation of proof of concept areas	Key milestones achieved. Flexible working policies agreed. Proof of concept areas evaluated and phase 1 programme roll-out underway
Development and implementation of an Inclusion, Cohesion and Equality (ICE) Strategy and Action Plan with Equality Policy	Legal compliance. Improvements in diversity profile of Council. Improved level of access to services for all community.	ICE Strategy in place, Revised Equality Policy and Action Plan completed and Disability Equality Scheme in place. Draft Age, Sexual Orientation & Religion or Belief combined Equality Scheme developed. Impact Assessment Race Equality Scheme reviewed and revised, draft being consulted on. Equality Impact Assessments being conducted in Housing and Communications. Reference groups to be set up linked to LSP and Social Inclusion Group.
Implementation of proposed restructure	Staff changes achieved by May 2007	Achieved - Hay Job evaluations to be conducted in April/May. Subsequent additional divisional restructures completed to ensure cost effective service delivery.
IIP reassessment	Re-accreditation	IIP re-assessment rescheduled for September 2008.
Development & implementation of a Recruitment strategy to ensure a planned approach to encourage wider participation in expressing interest in working for the City Council	Increased response rates and decrease in long term vacancies.	Recruitment portal implemented end of February 08. Timetable for recruitment strategy slipped due to need to support divisions during unanticipated operational requirements and the implementation of vacancy management during the year. Anticipated completion moved to end of March 08 and linked to the development of an Employee Total Reward Package.

Resource Review	Reduction in overtime costs and cost of agency staff. Vacancy monitoring systems implemented. Processes put in place for awarding honoraria.	Preferred agency agreement implemented offering reduced rates for agency staff. Work ongoing with Financial Services to assess both financial and human resources to implement robust workforce monitoring and information systems. Work to ensure accurate staff data completed and systems developed to maintain. Work in progress to assess cost of overtime, honoraria & agency staff.
Development of a learning portal and recruitment portal in partnership with HIOWLA	Efficiency savings from administration. Increase in response rates. Increase in competency levels.	Recruitment portal in place however not had sufficient time for any efficiency savings to be realised as yet. Learning portal in use and continuing to develop with a number of external participants attending WCC training courses. Competency levels to be measured and monitored when on-line appraisal system in place.
Development & implementation of a Retention Strategy to ensure that Council has a planned approach to retaining the key skills and experience required to deliver the service most effectively	Turnover levels maintained at national average. Effective skills and knowledge transfer.	Severance Policy in place. Change management policy drafted. Pay & Reward strategy to be developed targeted to attracting and retaining staff.
CMT/Heads of Service - Management Development linked to the Transformation Strategy	Increase in qualified managers. Increase in level of management competency on appraisal.	Coaching in place for all senior managers. CMS programme run with Royal Hampshire County Hospital
Support the Accommodation Review to include review of car parking and lease cars	Decrease in office space required. Parking made available to support flexible working	Flexible working programme in place. Moves from Avalon House completed and short term parking made available within Guildhall to support flexible working. Programme continuing in accordance with Flexible Working project plan to further reduce requirements for office space.
Review of employment policies in accordance with review timetable		Achieved
Development of Severance Strategy	Strategy developed to comply with changes in Pension Regulations and to offer fair and affordable severance payments	Achieved

Development of suite of standard management reports for workforce planning	Overall reduction in absence and vacancy rates. More effective monitoring of turnover levels and diversity	Achieved – regular absence and establishment reports produced for Heads of Service. Profiling reports developed.
Implementation of EDRMS pilot and full implementation	New processes in place. Reduction in storage requirements	Achieved – EDRMS implemented. Storage requirements reduced.
Continued implementation & development of Selima HR/Payroll system including data auditing	Efficiency gains through e-forms, on-line appraisal, mileage claims and training	Overtime eforms in place. On-line appraisal to be implemented early next year.
Review of Staff Attitude Survey	Identify the most efficient and effective method of measuring staff attitude	Achieved – revised staff attitude survey carried out to measure staff engagement.
Implementation of Covalent	PI information held available for outturn reporting.	Achieved
Manager development of core manager skills for new and existing managers		Ongoing
Partnership working with HIOWLA on coaching for senior managers	Increase in management competency levels	Achieved – coaching in place for senior managers. Effectiveness to be measured through competency assessment process
Development of E-learning resources & EDCL	Increase skill levels monitored through appraisal	Not progressed due to long term vacancy for Learning & Development Advisor
Implementation of Stress Management Action Plan	Reduced stress related absence	Not achieved – monitoring of stress related absence included as part of overall absence monitoring.
Absence Management	Reduced levels of absence	Achieved – absence levels decreased beyond BVPI target set. Action plan in place to further reduce absence levels to achieve second target set.
Development of HR intranet and on line services including VDU assessment, total reward package		On line VDU assessment in place across the Council. Total Reward Package being developed as part of the Pay & Reward Strategy.

<b>Other Achievements in 2007/08 (not included in 2006/07 Business Plan)</b>
Accountancy restructure
Cultural Services restructure
Restructure of Directors PA support
Production of management reports and information in support of vacancy management
Data cleansing on HR/Payroll system to ensure accurate workforce monitoring
Work to establish partnership with Royal Hampshire County Hospital
Support of the re-tender of CCTV contract
Development and implementation of policy for Employer Supported Volunteering
Support for Choice Based Lettings contract
HLOWLA Wellbeing project
Increased work on absence management due to additional absence targets set by Members
Implementation of new Pension Regulations in September 2007 and April 2008
Restructure of Extra Sheltered Housing Service

## **OCCUPATIONAL HEALTH, SAFETY & WELFARE REVIEW 2007/8**

### **Accident / occupational ill health statistics**

#### **Employees**

During the period April 1<sup>st</sup> 2007 to March 31<sup>st</sup> 2008, there were 23 accident book entries involving employees, the number of entries for the previous twelve months was 18.

The breakdown of the type of accident / injury sustained was as follows (the figures for 2006/7 are in brackets):

Accidents causing bruising	4 – (8)
Accidents causing minor cuts	8 – (3)
Trips / slips	5 – (3)
Manual handling (musculoskeletal injury)	4 – (2)

#### **Reportable Accidents**

There were no accidents that were notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Accidents are reportable if the employee was absent from work for more than 3 days, excluding the day on which the accident occurred, or the employee suffers a major injury such as a fracture. The figure for reportable accidents for the previous 12 month period was 4 (3 employees / 1 member of the public).

#### **Non Employees** (figures for 2006/7 in brackets)

There were 37 (43) entries for the period in question. Of these, 2 were contractors working on Council premises and 4 were visitors to the City Museums. The remainder were all at the Meadowside Centre and the breakdown is as follows:

##### **Meadowside Centre** – 31 (33)

Sport related injuries 28 (27)  
Skateboard park injuries 1 (4)  
Crèche 1 (2)

##### **River Park Leisure Centre**

The centre is operated by DC Leisure and accident statistics are forwarded to the Sport & Physical Activity Officer in the Cultural Services Division. A breakdown of the figures for 2007/8 can be provided if required.



## Miscellaneous

In addition to the above, there was one incident when a first aid trained Council employee attended to a member of the public where the accident occurred on a public footpath in the vicinity of the Council offices and one incident when a member of the public felt unwell whilst on Council premises.

## Accident trends

The total number of recorded accidents involving members of staff is on a par with the previous year and all were minor in nature, none being classed as reportable to the enforcing authority (Health and Safety Executive). There are no discernable trends were specific action is likely to have a significant impact on the accident rate. However, the frequency of health and safety refresher training is to be reviewed.

Similarly, the number of recorded incidents involving members of the public remains consistent with the vast majority being sport or exercise related at the Meadowside Centre.

## Reported Incidents (Verbal abuse / threats)

There were 6 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. In addition there were 5 recorded incidents involving parking attendants. The corresponding figures for 2006/7 were 11 and 2 respectively. In addition to the incidents involving employees, there were 8 reports from contractors working on behalf of the Council (Contract & Property Services).

## Occupational ill health

- There were 25 referrals to the Council's occupational health advisor. This compares with 33 for 2006/7.
- There were 47 incidents of sickness absence due to stress, resulting in 705 working days lost which equates to 17.5% of all sickness absence. The corresponding figures for the previous year were 999 days (23%).
- 7 members of staff contacted the counselling service during 2007/8; the corresponding figure for the previous year was 14.

## Conclusion

Winchester City Council continues to maintain a low accident rate as would be expected for a primarily office based organisation. As with many organisations, particularly in the service sector, occupational ill health now accounts for most work related sickness absence with musculoskeletal problems and stress related illness being the major causes.

Overall, incidence of verbal abuse / threats against members of staff is similar to the previous year. It should be noted that housing maintenance contractors are now actively advising the client officer of incidents involving Council tenants and these are now recorded separately.

### **Safety related training**

During the period April 1<sup>st</sup> 2007 and March 31<sup>st</sup> 2008 the following safety training courses / briefings were organised with approximate attendance:

- Corporate induction training – 2 health and safety modules (50 attendees).
- Manual handling – 2 half day courses (18 attendees).
- Fire safety training – 1 half day course, including practical exercise (20 attendees).
- Display screen equipment (DSE) workstation safety training – 2 one day courses for trainer / assessors (10 attendees).
- Risk assessment – 1 one day courses for divisional / directorate risk assessors (12 attendees).
- Coping at the sharp end (managing aggression) – 1 one day course for frontline staff (14 attendees).

In addition to the above, the following non corporate, team specific health and safety briefings / training were undertaken:

- Health and safety training (various topics) - Managers and care assistants employed in extra care sheltered housing schemes in accordance with the accreditation requirements of the Commission for Social Care Inspection.
- Revisions to the Construction (Design and Management) Regulations – Property Services.
- Health and safety briefings for Scheme Managers – Supported Housing Services.

### **Review of Action Plan 2007/8**

#### Post Restructuring Review

There is currently a full complement of directorate / divisional risk assessors to cover all current work activities. A list of risk assessors, guidance on the risk assessment process and pro forma can be found on the Intranet under health and safety.

Similarly, officers have been nominated and trained in each division to act as co-ordinators for the DSEasy online workstation assessment programme which has been phased in over the last six months. This includes a training and test module. In addition to managing the administrative element, co-ordinators have had training in workstation ergonomics to enable them to give colleagues practical assistance.

#### Staff / Trade Union Consultation

The proposal to establish an internal joint safety committee incorporating Unison health and safety representatives and divisional health and safety co-ordinators has been agreed in principle. However, to provide more effective management with regards wider cross cutting issues such as contract management, a Corporate Health and Safety Management Group is to be convened.

#### Fire Safety

A corporate strategy has been drawn up and premises prioritised according to the level of risk based on occupancy and activity. Fire alarm systems linked to a remote monitoring site have been registered with Hampshire Fire and Rescue Service. Central Control is not currently classed as a monitoring site for fire alarm systems and is not subject to the Fire Service policy.

#### Contract Management

The review of corporate buildings on a site by site basis to identify site managers, key contracts, client officers, service providers and existing contract monitoring arrangements has commenced.

The waste collection service was audited in January by the Health and Safety Executive (HSE) covering both the contractor and the Council as client for the service. No formal interventions were required but comment was made on the management of contracts and contractors and the need for a more formalised approach to contract monitoring and associated record keeping.

As mentioned above, a Corporate Health and Safety Management Group is to be convened to provide a strategic overview of contract management.

#### Home / Distance Working

In line with the corporate policy to promote flexible working in various formats, revised guidance on managing the health and safety risks has been drawn up and can be found on the Intranet. A pre-home working inspection checklist has been produced for use by divisional display screen equipment co-ordinators to assess suitability for home working from an ergonomic / work equipment perspective.

### Supported Housing Safety Assessment

A health and safety audit of all the sheltered housing schemes including hostel accommodation, extra care homes and the mobile warden service, in accordance with the Hampshire County Council review of the supported housing service, was completed and a report submitted to the Housing Services Manager.

### On line workstation assessment

As mentioned under the heading of post restructuring review, the roll out of the DSEasy online workstation self assessment programme software to the principal users of display screen equipment commenced in November 2007 (500 licences). The software programme includes guidance on good working practices and a compulsory assessment test. Supporting software to remind staff to adjust display screen equipment and furniture prior to commencing work and to take regular breaks is being evaluated in response to the increase in hot desking and remote working.

### Pandemic flu

To support business continuity planning a pandemic influenza plan has been drawn up which includes guidance on managing the occupational health implications to staff of maintaining services to the community, including risk assessing home visits, personal protective equipment, hygiene facilities and cleaning regimes and general safety implications if employees are transferred to other work activities to cover for sickness absence.

### Occupational Health, Safety and Welfare Information

Review and update corporate health and safety policies, procedures and guidance notes on the Intranet health & safety page are regularly reviewed and updated as required.

## **HEALTH & SAFETY ACTION PLAN 2008/9**

### **Annual Action Plan**

The Health & Safety Action Plan highlights the principal occupational health safety and welfare issues that will need to be addressed. 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.

Some health and safety issues by their very nature are cyclic, particularly in areas such as health and safety training for staff in 'at risk work activities' and the review and updating of corporate health and safety policies, procedures and guidance notes. Similarly, carrying out a fire risk assessment of all premises to which the public has access and / or Council employees work, as well as risk assessing work activities in general, need to be periodically reviewed to ensure they are still valid.

### **Training**

As in previous years, health and safety training has been targeted at the principal risk areas such as manual handling and dealing with potentially aggressive customers and as such these courses are run on at least an annual basis to pick up newly appointed staff and to provide refresher training as required.

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

### **Specific Occupational Health, Safety and Welfare Issues:**

#### **Health & safety core training requirements / competencies**

The aim was to ensure that employees undertake the health and safety training that their particular work activity requires. This is in order to meet legal requirements under the Health and Safety at Work etc Act and associated claims liability.

As highlighted in a previous report, some progress has been made, particularly with regards the identification of training plans for supported housing staff. Now that a Learning & Development Officer has been appointed, there having been no one in post for approximately eight months, it is hoped to progress this initiative and to link it to the Selima software management system.

*Lead Officer – Learning & Development Advisor*

### Stress Management

The reduction in sickness absence due to stress related illness through proactive management is seen as a priority occupational health issue by the Health and Safety Executive (HSE).

A staff stress survey was undertaken in 2006 using the HSE assessment and evaluation tool and specific sickness absence monitoring was introduced. A follow up survey will be undertaken during the current year to measure the effectiveness of the interventions and to gauge divisional trends.

*Lead Officer – Principal Human Resources Advisor*

### Inter- Authority Auditing

A consistent and robust approach to contractor selection and contract monitoring has been identified as a county wide issue. Consequently, the selection and monitoring of contractors is the subject of the next Inter-Authority Auditing module and the pilot audit of Gosport Borough Council has been completed.

*Lead Officer – Health and Safety Advisor*

### Legionella

The management of water systems susceptible to legionella is a significant issue particularly with regards public health. The current position is that a specialist consultancy is completing site specific risk assessments of Council managed property and software to record and manage the ongoing treatment and testing regimes is being assessed.

*Lead Officer – Building Services Manager*

### Roles and Responsibilities

Health and safety roles and responsibilities have been included in the appraisal form which is now on the Selima management system. To support this initiative, the job descriptions of senior managers will be reviewed to ensure that roles and responsibilities are clearly identified and cross referenced to the organisational section of the corporate safety policy.

*Lead Officer – Head of Organisational Development*

### Supported Housing Safety Assessment

The review of the sheltered housing schemes, temporary accommodation sites and the mobile warden service is undertaken annually as required under the Hampshire County Council supported housing programme.

*Lead Officer – Health and Safety Advisor / Housing Services Manager*

### Asbestos Management

Following the legal requirement to manage asbestos containing materials (ACMs) in non domestic premises, including communal areas in Council owned flats (Control of Asbestos Regulations 2006 – regulation 4); to review current inspection regimes, arrangements for passing information on ACMs to third parties and the cost benefit of limited asbestos removal.

*Lead Officer – Chief Estates Officer / Head of Contract and Property Services*

### Road Transport

To review the current guidance on good practice against the HSE / Department of Transport booklet – ‘Driving at Work: Managing work-related road safety’, including document checks (roadworthiness / business insurance / driving licence), claims record and driver training / assessment requirements.

*Lead Officer – Risk and Insurance Advisor / Health and Safety Advisor*

### The Provision of Fire Fighting Equipment

To review the provision of fire fighting equipment in the communal areas of housing schemes and flats following the withdrawal of on site managers and recent guidance from the Hampshire Fire and Rescue Service’s Community Safety Department on fire extinguisher safety.

*Lead Officer – Building Services Manager / Health and Safety Advisor*