

PERSONNEL COMMITTEE

11 June 2012

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING REPORT
2011/12 – OUTTURN

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

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RECENT REFERENCES:

[PER204](#) – Organisational Development Performance Monitoring Report Q3 2011/12
– 28 March 2012

EXECUTIVE SUMMARY:

This outturn report sets out the performance information relating to the Business Plan for the Organisational Development Team and reports against the local performance indicators covering the period to 31 March 2012.

RECOMMENDATIONS:

1. That the outturn figures for 2011/12 for Organisational Development be noted.
2. That the Committee raises with the Portfolio Holder any issues arising from the performance information included in the report, and considers whether any items of significance need to be drawn to the attention of Cabinet.

PERSONNEL COMMITTEE

11 June 2012

ORGANISATIONAL DEVELOPMENT PERFORMANCE MONITORING 2011/12 – OUTTURN

REPORT OF THE HEAD OF ORGANISATIONAL DEVELOPMENT

DETAIL:

1 Introduction

- 1.1 This outturn report sets out performance information for the Organisational Development Team for the fourth quarter of 2011/12 and includes figures for the performance indicators for the same period.
- 1.2 The performance information in this report gives an overview of the personnel aspects of the whole organisation and gives an insight into the Council's performance in managing the workforce efficiently and effectively. A selection of this information is presented to the Corporate Management Team and Heads of Teams on a monthly basis to assist in the management of the organisation.

2. Performance Indicators

- 2.1 Appendix 1 sets out performance monitoring information for a range of performance indicators relating to staff attendance and the Council's staff establishment.
- 2.2 Members will note more detailed comments on individual charts and graphs included within the Appendix. These charts and graphs have all been drawn from the Council's performance management system; Covalent.
- 2.3 Members will be aware that it has been agreed that a number of charts would include figures for part-time and full-time staff. To maintain consistency across the reporting for the whole of 2011/12 this is not being reported this time and will be included with the Quarter 1 figures to the next cycle of meetings.
- 2.4 All staff appraisals All staff appraisals for 2011 have now been completed with 2012 appraisals underway. An update on the progress of these appraisals by team will be included in the next performance monitoring report to this Committee.

3. Organisation Profile Scorecard

The profile of the staff of the organisation is produced on an annual basis and used to inform workforce development plans. As part of this process a number of indicators including age, gender and service are

considered and used to develop workforce plans which will ensure that workforce has the skills and capacity to enable the Council to meet the business priorities of the future.

4. Occupational, Health and Safety and Welfare Review

Appendix x provides the annual review of the work for this service for 2011/12

5. Training and Development Review

Appendix 3 provides the annual review for 2011/12 for this service

6. Business Plan Performance

- 6.1 Work continues on the projects outlined in the business plan and the progress to date is shown in Appendix 4. Where progress is not on target, an explanation has been given. Projects have been amended where appropriate to reflect the changing priorities during the year.

OTHER CONSIDERATIONS:

7. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 7.1 The need to make the best use of all available resources by continued clear financial planning within the City Council is an integral part of the Community Strategy.

8. RESOURCE IMPLICATIONS:

- 8.1 Contained in the detail of the report.

9. RISK MANAGEMENT ISSUES

- 9.1 Increased levels of absence impact on productivity and the ability to deliver a cost effective service for the Council.

BACKGROUND DOCUMENTS:

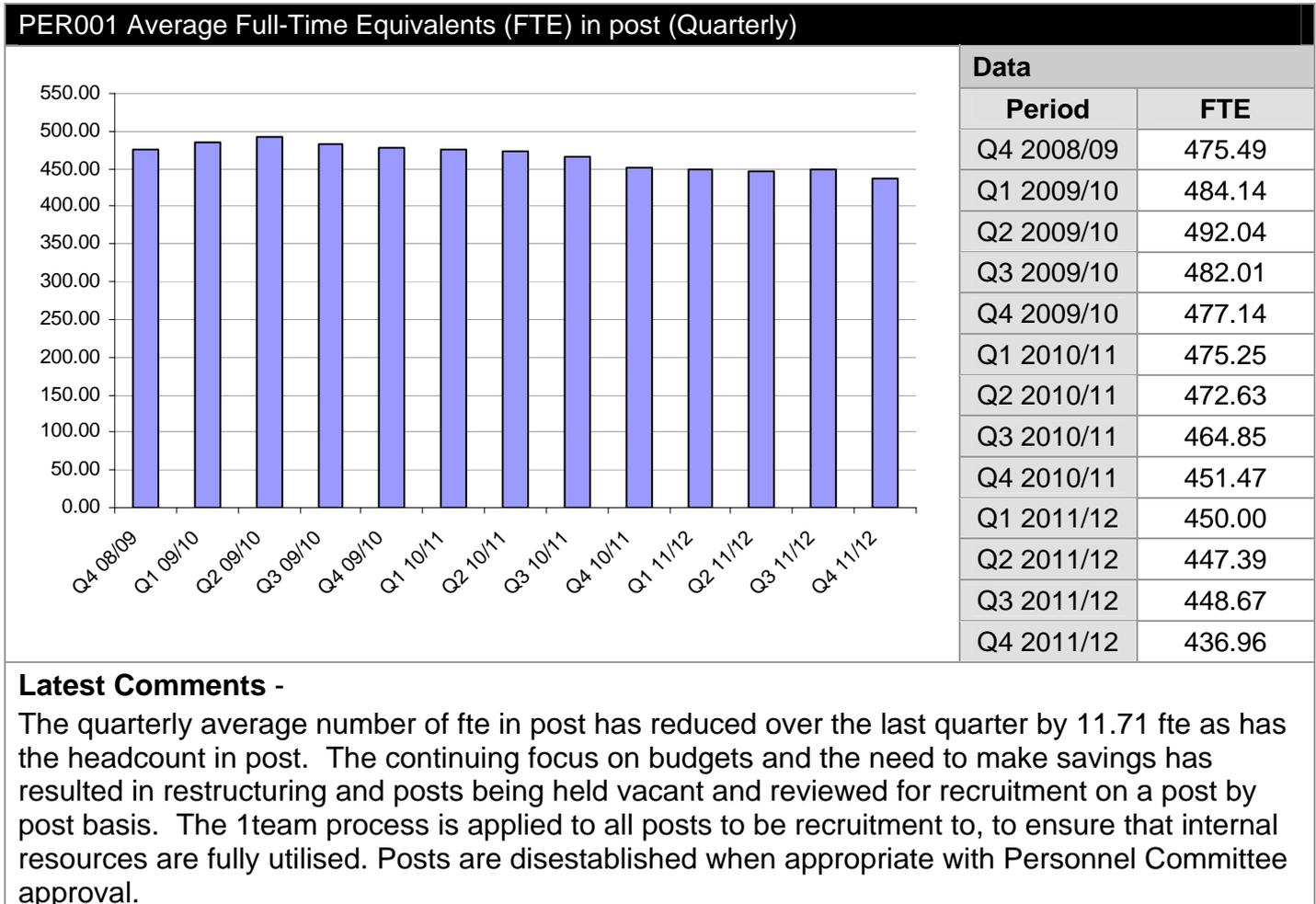
Held by the Organisational Development Team

APPENDICES:

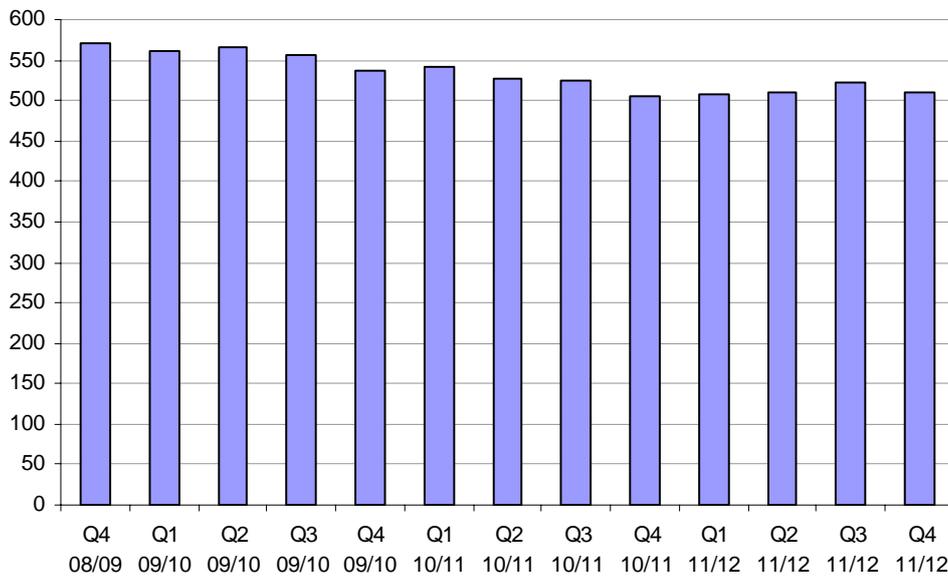
Appendix 1	Organisational Development Performance Indicators
Appendix 2	Health and Safety Annual Review
Appendix 3	Training Annual Review
Appendix 4	Organisational Development Team Business Plan Monitoring - outturn

PERSONNEL COMMITTEE

Quarterly Performance Monitoring – Q4 2011/12 update

Establishment Indicators

PER004 Total Authority Headcount

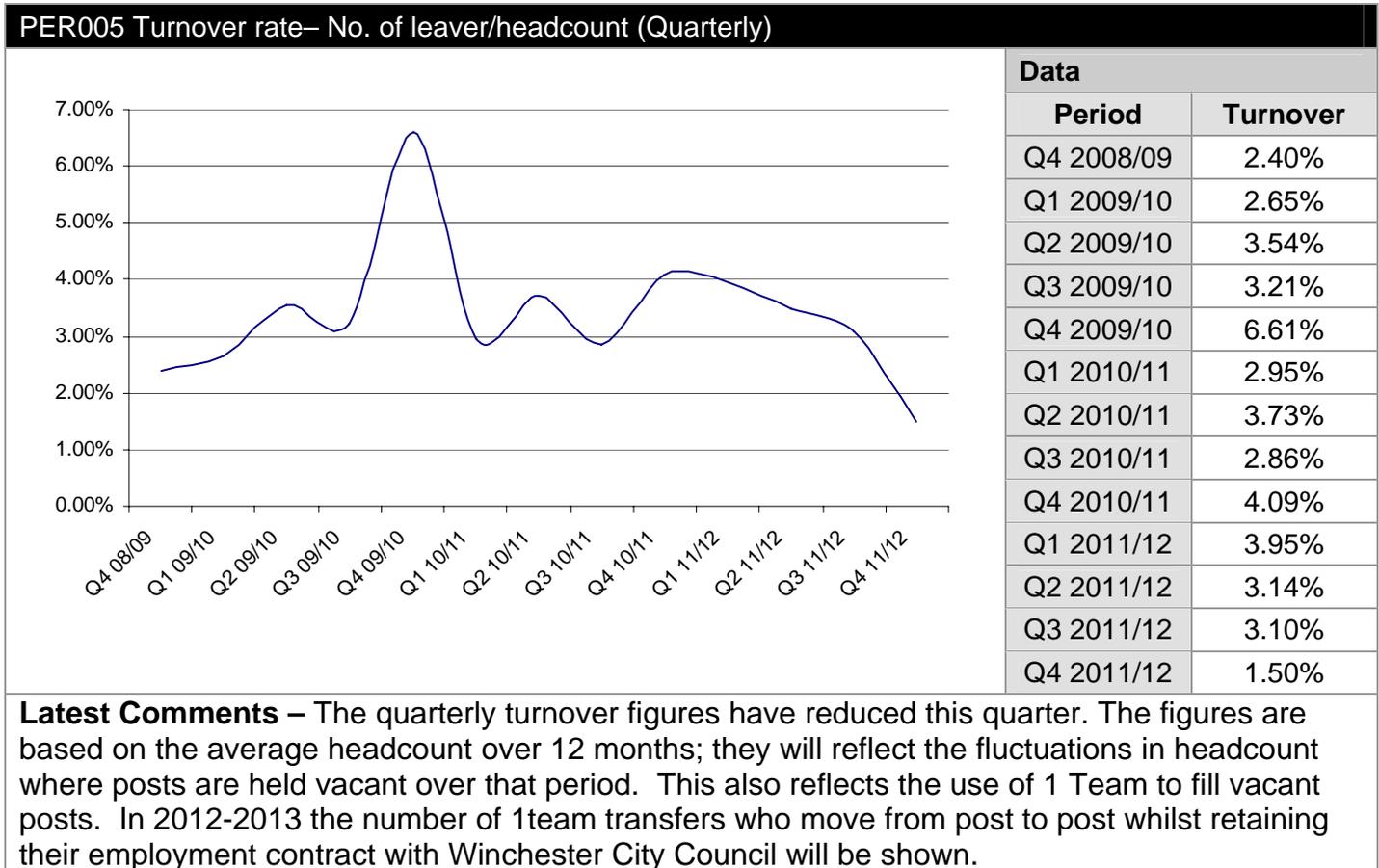


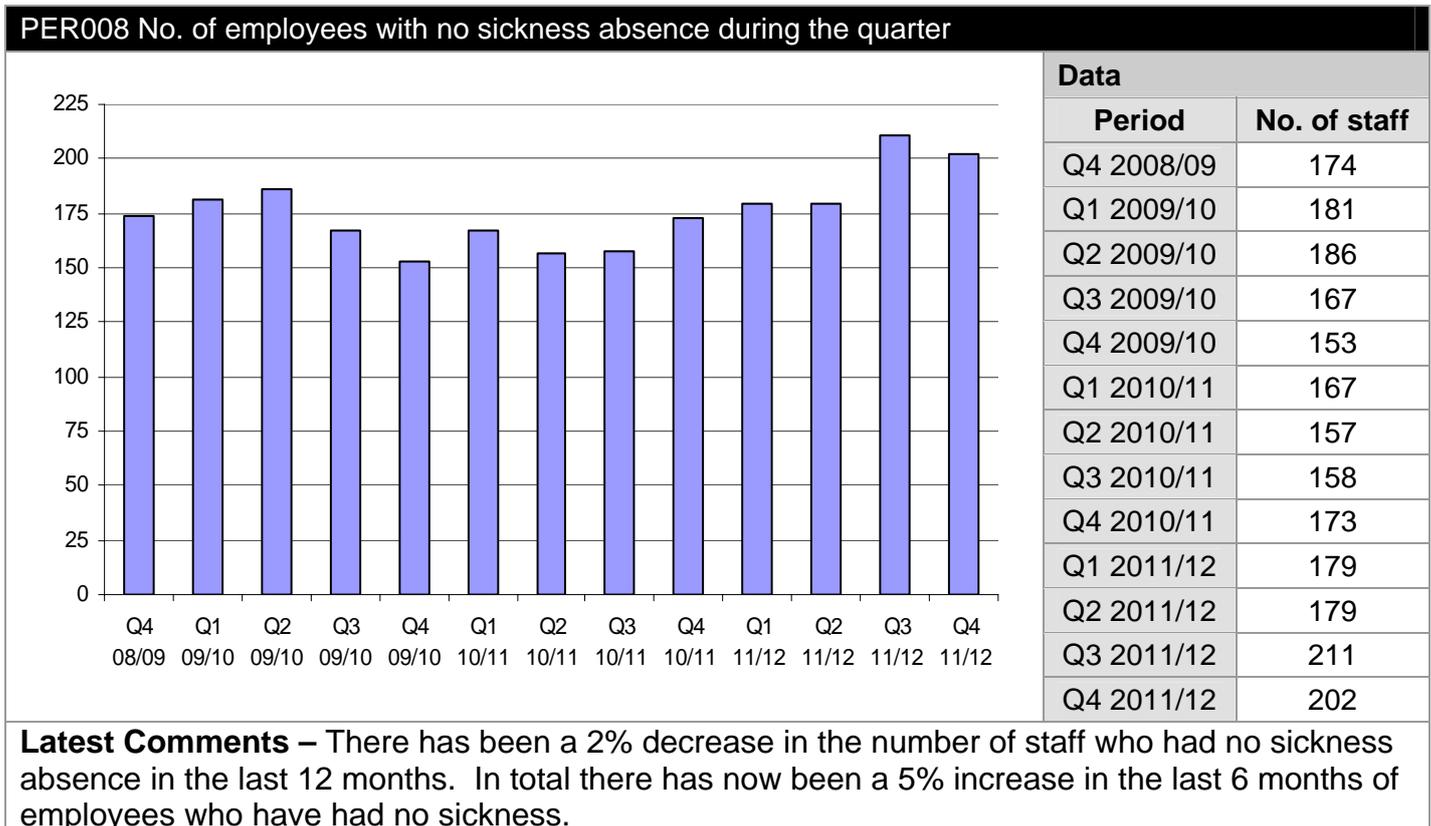
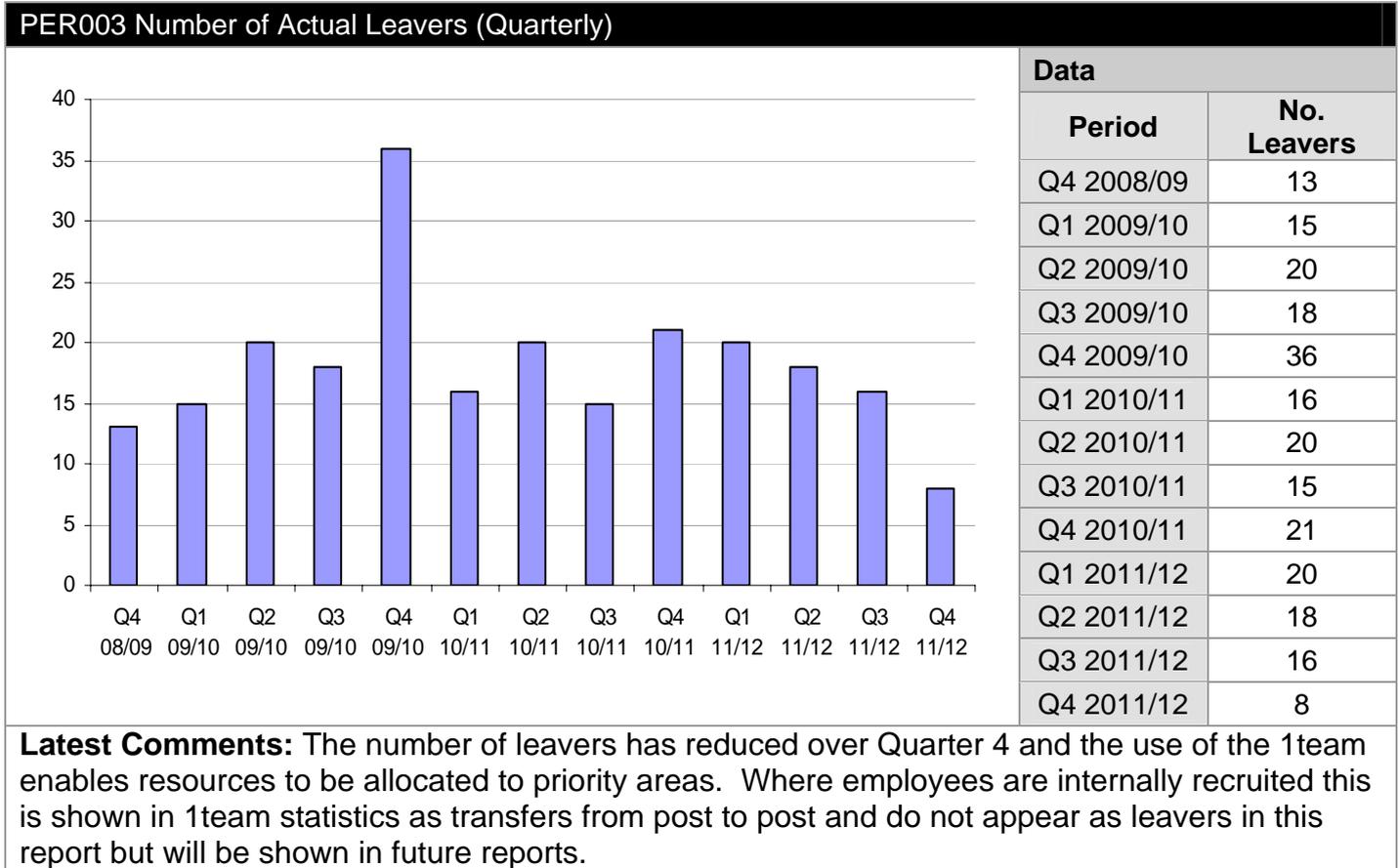
Data

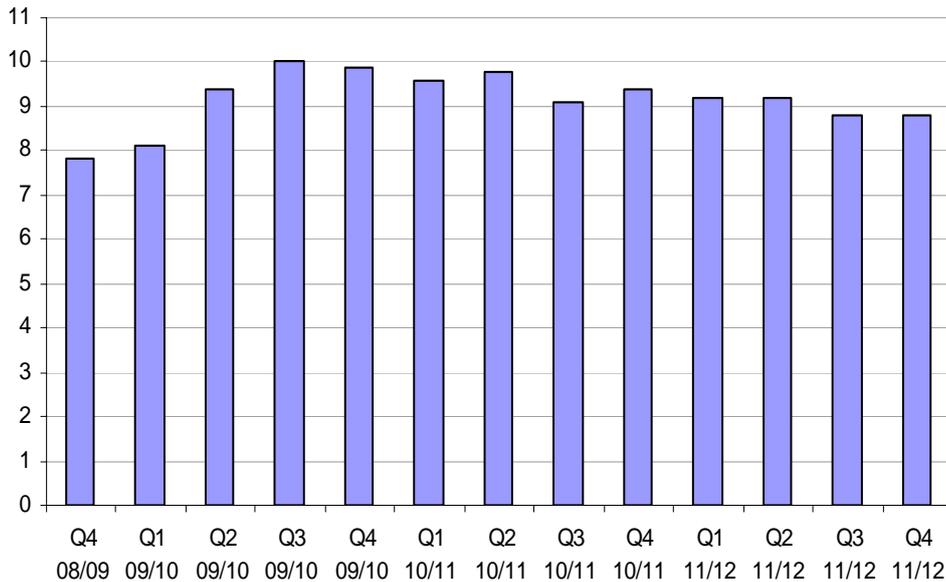
Period	Headcount
Q4 2008/09	571
Q1 2009/10	560
Q2 2009/10	567
Q3 2009/10	556
Q4 2009/10	537
Q1 2010/11	541
Q2 2010/11	527
Q3 2010/11	524
Q4 2010/11	505
Q1 2011/12	507
Q2 2011/12	510
Q3 2011/12	523
Q4 2011/12	509

Latest Comments –

The quarterly headcount has reduced by 14 over the last quarter mainly due to an increase in turnover.

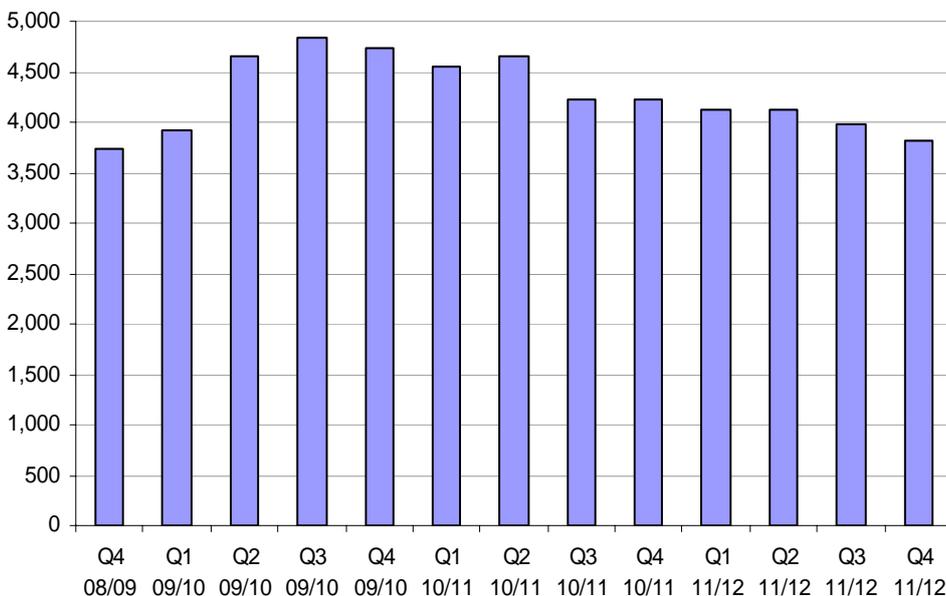


Attendance Indicators

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

Data

Period	Periods of sickness
Q4 2008/09	7.8
Q1 2009/10	8.1
Q2 2009/10	9.4
Q3 2009/10	10.0
Q4 2009/10	9.9
Q1 2010/11	9.6
Q2 2010/11	9.8
Q3 2010/11	9.1
Q4 2010/11	9.4
Q1 2011/12	9.2
Q2 2011/12	9.1
Q3 2011/12	8.8
Q4 2011/12	8.8

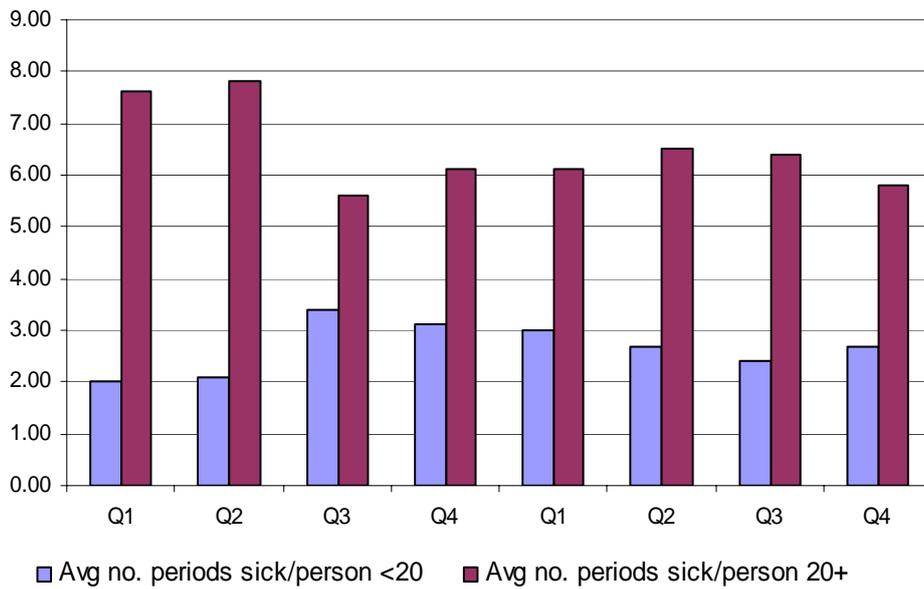
Latest Comments - The sickness absence figure has remained the same this quarter. The organisational changes that are being made within the Council to make the most effective and efficient use of resources may influence this figure in the future. Management is working to ensure that the process of change is well managed to minimise any negative impact on staff.

PER0011 Total Number of Periods of Sickness absence (per quarter)

Data

Period	No. Periods sickness
Q4 2008/09	3,730
Q1 2009/10	3,928
Q2 2009/10	4,646
Q3 2009/10	4,834
Q4 2009/10	4,727
Q1 2010/11	4,561
Q2 2010/11	4,652
Q3 2010/11	4,215
Q4 2010/11	4,224
Q1 2011/12	4,126
Q2 2011/12	4,120
Q3 2011/12	3,970
Q4 2011/12	3,825

Latest Comments - The number of periods of sickness and absence has reduced during this quarter and a revised Sickness and Absence Management Policy, designed to make further improvements to the management of this process has been agreed at the last meeting of this Committee and is being implemented.

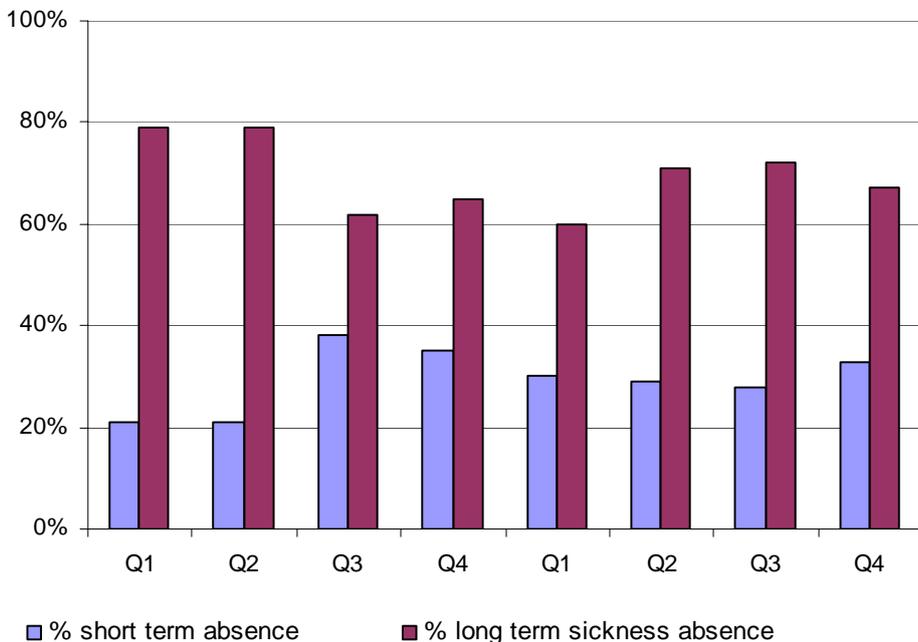
PER0013 Average number of periods of sickness per person <20 & 20+ (per quarter)



Data	
Period	No. Periods sickness <20
Q4 2010/11	3.1
Q1 2011/12	3.0
Q2 2011/12	2.7
Q3 2011/12	2.4
Q4 2011/12	2.7
Period	No. Periods sickness >20
Q4 2010/11	5.6
Q1 2011/12	6.1
Q2 2011/12	6.4
Q3 2011/12	6.4
Q4 2011/12	5.8

Latest Comments – See comments below.

PER0012 Percentage Short & Long term Absence (per quarter)

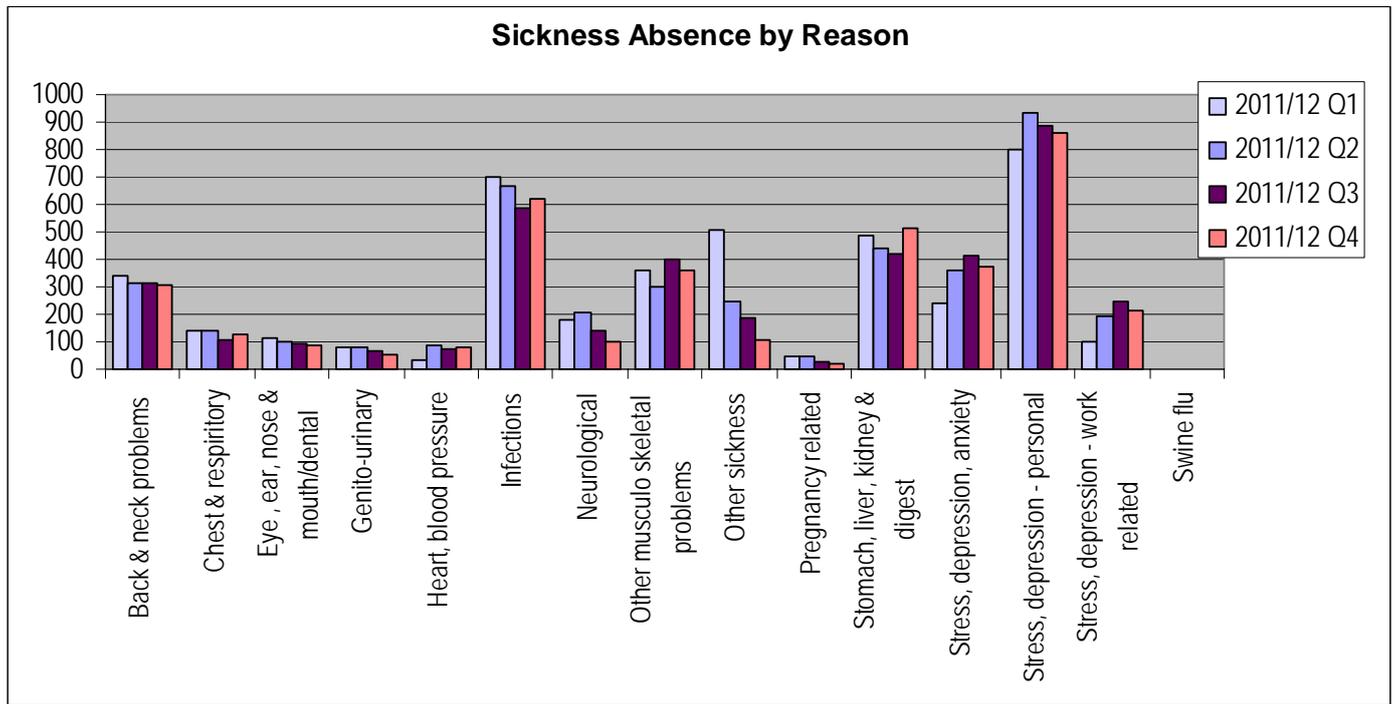


Data	
Period	% Short Term
Q4 2010/11	35%
Q1 2011/12	30%
Q2 2011/12	29%
Q3 2011/12	28%
Q4 2011/12	33%
Period	% Long Term
Q4 2010/11	65%
Q1 2011/12	60%
Q2 2011/12	71%
Q3 2011/12	72%
Q4 2011/12	67%

Latest Comments –

The percentage of long term sickness cases has reduced by 5% in the last quarter and these are being dealt with through Occupational Health Services. The percentage of short term cases has increased this quarter by 5% and continue to be managed through HR and Line Managers in accordance with the new absence management policy.

Number of Periods of Sickness Absence by Reason (per quarter)



Latest Comment:

The highest combined short term and long term sickness absence reason has remained stress, depression and personal reasons. These are being proactively managed in conjunction with Occupational Health Services to resolve these issues and a stress audit survey has been conducted. The findings and action plan will be reported to Corporate Management Team and Personnel Committee at a future meeting.

20+ day Sickness by Absence Reason	
Reason Summary	
Stress/Depression - Personal	26%
Stress - cause unknown	14%
Back & Neck Problems	13%
Other musculo-skeletal problem	12%
Stress/Depression - Work Related	10%
Stomach, Liver, Kidney & Digestion	6%
Genito Urinary; inc Menstrual Problems	4%
Heart, Blood Pressure & Circulation	3%
Infections; incl Cold & Flu	2%
Chest & Respiratory; incl Chest Infection	0%
Eye, Ear, Nose & Mouth/Dental	0%
Neurological; inc Headaches & Migraine	0%
Pregnancy Related	0%
Swine Flu	0%
OTHER	0%

Organisational Development Team - Business Plan 2011/12 Monitoring Report



Key to Status Icons

Action Status	
 Action Completed	 Overdue – Due date passed before action completed
 Action In Progress within due date	 Action Cancelled
 Check Progress – action approaching due date or associated milestone not yet complete and passed due date; Action Not Started	

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
HR Shared Service Project								
EEC/001.3a HR Shared Service Projects - including Occupational Health, Recruitment, Employee Law advice & Learning & Development Services	An efficient Human Resources (HR) service is provided and financial savings made	Individual milestones and key dates for each element of the project are held within the project plan	Ongoing	Ongoing		100 %	31-Mar-2012	<p>Employee law advice - HCC lead. No actions at this point.</p> <p>Recruitment Portal – to tender for new contract in 2013. Current contract extended to accommodate this.</p> <p>Occupational Health –</p>

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
								Tender withdrawn. Costs of service provision prohibitive. Contract not awarded. Currently seeking alternative provision with neighbouring authorities whilst maintaining service with current provider. Learning & Development – HCC lead authority. No further actions to report.
EEC/001.7a Continue our service redesign programme	All services are reviewed to ensure they provide value for money and are provided in the most efficient and effective way for its customers.	To be established once the next round of reviews is scoped	Ongoing	Ongoing		90 %	31-Mar-2012	HR Service changes agreed in PER206.
OD/OD/004 Total Reward and Engagement Strategy	Improved levels of recruitment and retention	Review of current Strategy	31-Jul-2012	Not yet due		25 %	31-Mar-2013	Not yet due.
		Develop principles for new Strategy	30-Sept-2012	Not yet due				
		Start consultation	01-Oct-2012	Not yet due				

Code & Title	Expected Outcome	Milestones	Milestone Due Date	Milestone Completed?	Status Icon	Action Progress	Action Due Date	Latest Status Update
		Consultation completed	31-Jan-2013	Not yet due				
		CMT approval	28-Feb-2013	Not yet due				
		Member approval	31-Mar-2013	Not yet due				

Training and Development Review 2011/12

Corporate Training Activities 2010/11

The total training budget for Winchester City Council for 2011/12 was £186,263. This year's budget comprises £15,000 allocated to management development, £45,288 funding corporate priorities and £9,000 allocated to core training activities. Individual teams were allocated £116,975 for specific training requirements covering qualifications, updates and Continuous Professional Development.

From April 2011 until March 2012, the training section within the Human Resources team has organised 27 training sessions, of which five were corporate health and safety courses and the remainder included the direct delivery of management development and competency based development, both through a programme of events and training specifically designed to meet individual team needs.

During 2011/12, Winchester City Council was successfully reassessed for the Investors in People award, which is the national quality standard for people management. It gives us a framework to ensure that the planning, communication, training and development within the Council is helping people do their jobs well and provide a good service to the public. In the assessment, our training and development provision was particularly commended for the close links between the provision and staff development needs identified at appraisal. In addition, the 1team project was positively noted for the opportunities that it gives staff to develop new skills.

In 2011/12 the on-line appraisal scheme has been used to enable the improved planning and management of training. This has allowed the training budget to be allocated on priority. Priority has been given to Continuous Professional Development requirements, followed by training which is essential or legally required. The closer management of the training budget allocation has aided the achievement of the required budget savings identified.

Additionally there is an on-line evaluation system enabling the measurement of the effectiveness of the training and development solutions delivered to Council employees. This covers internal provision, and will be expanded to include external courses and qualifications in this financial year. The evaluation is carried out four weeks after attending the training to allow attendees time to implement the learning. This on-line evaluation system allows ease of use and of collating the data given. In addition to collated data, the evaluation can be used to establish value of particular courses and providers. Details are available in learning and development metrics tables appended (Table 1).

Corporate training priorities were also delivered covering topics including equalities, safeguarding of children and vulnerable adults, leadership development and customer service. The training and development provision

also included opportunities for staff to achieve National Vocational Qualifications, Apprenticeships and supporting developmental activities.

In addition to the provision of the general corporate training programme, during 2011/12 the Human Resources Division delivered the following corporate development activities:

- a) The Aspire leadership development programme, our innovative development programme for middle managers who have the potential to become future leaders. The course provided insight into strengths, skills and abilities, enabling attendees to increase their capacity and prepare for future opportunities. This course is run jointly with Eastleigh Borough Council and is now in its fourth year. In addition to the individual development benefits, it has provided the organisation with a valuable resource of enthusiastic managers with high potential. This programme was commended in our Investors in People assessment.
- b) Training for staff to raise awareness of diversity and equality issues and to ensure equality in the provision of quality customer service. These training events were delivered jointly with Eastleigh Borough Council to share best practice between attendees and increase availability of courses.
- c) Training of internal mentors to support young people joining the Council to gain employment experience through the Future Jobs Fund.
- d) Use of on-line training provision has continued to increase, to include an updated on-line induction for new starters. This also been used as refresher training for existing staff on mandatory health and safety training, covering slips and trips hazards within the workplace.
- e) Provision of health and safety training, including manual handling, risk assessment and dealing with violence to staff.
- f) Provision of safeguarding training for staff who work with children and vulnerable adults. Also training covering basic awareness of safeguarding issues appropriate for all staff.
- g) Provision of management and leadership development through a series of short courses, a longer Team Leader course run jointly with Eastleigh Borough Council and an accredited programme, the Diploma in Management.
- h) Development of the e-learning portal to cover all aspects of learning and development within the Council, and create a 'one-stop shop' for all training provision for staff. This has been improved this year to provide staff with the facility to book places on courses on-line, saving time and improving efficiency.

- i) Customer service training to provide improved service to our customers and support the Council's achievement of the Customer Service Excellence Standard.

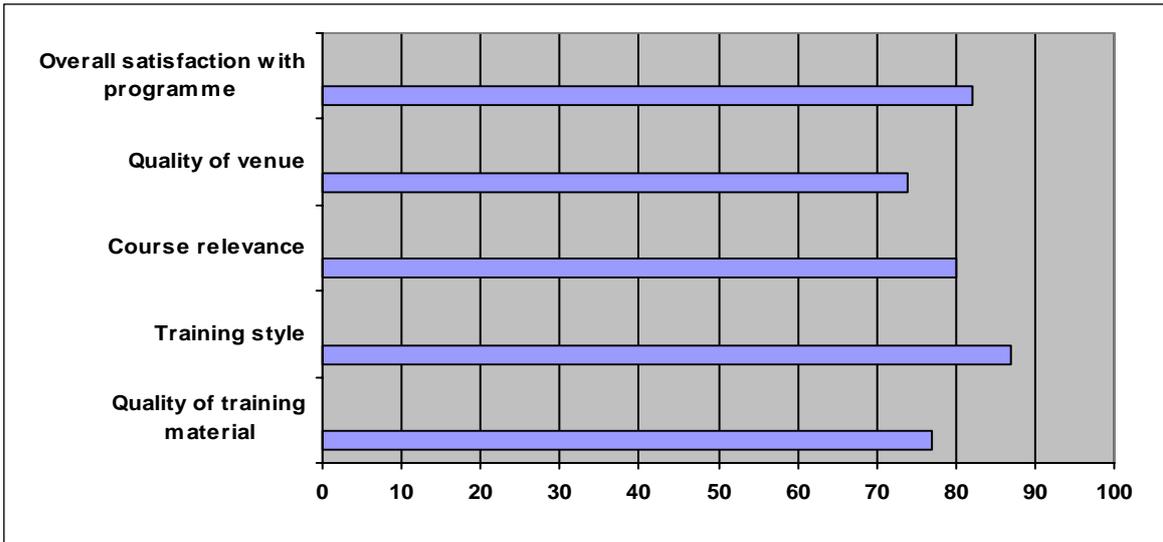
Team Training Activities 2011/12

The team training budgets for 2011/12 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. These requirements were prioritised to ensure key elements were addressed. The team training budgets were then controlled and monitored by each Head of Team.

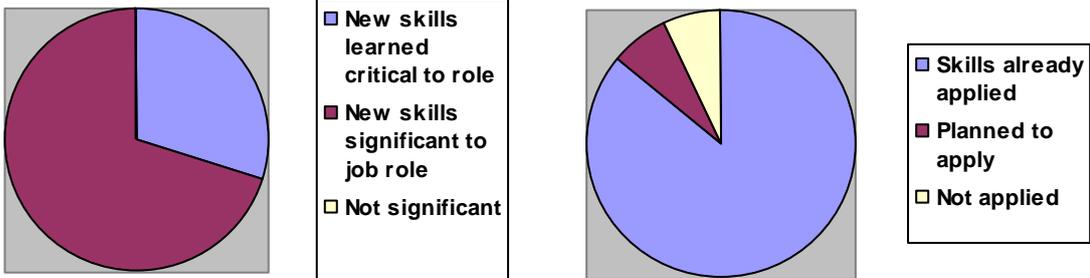
Table 2 shows the budget allocation for training and development for 2011/12 and the actual expenditure for the same period. Some teams did not fully spend their allocation, despite the allocation's basis on needs identified at appraisal. Heads of the teams concerned have commented that in some cases appropriate opportunities did not arise during the year and also that officers took advantage of training opportunities to meet their needs which were available free of charge. The monitoring of spend throughout the year allowed some funds to be reallocated to other teams. This year, budgets will be allocated to teams as previously and monitored throughout the year to ensure that staff are receiving the training identified through appraisal as this may include professional development, legally required training and development required to ensure good levels of service provision.

Table 1 - Learning and Development Metrics

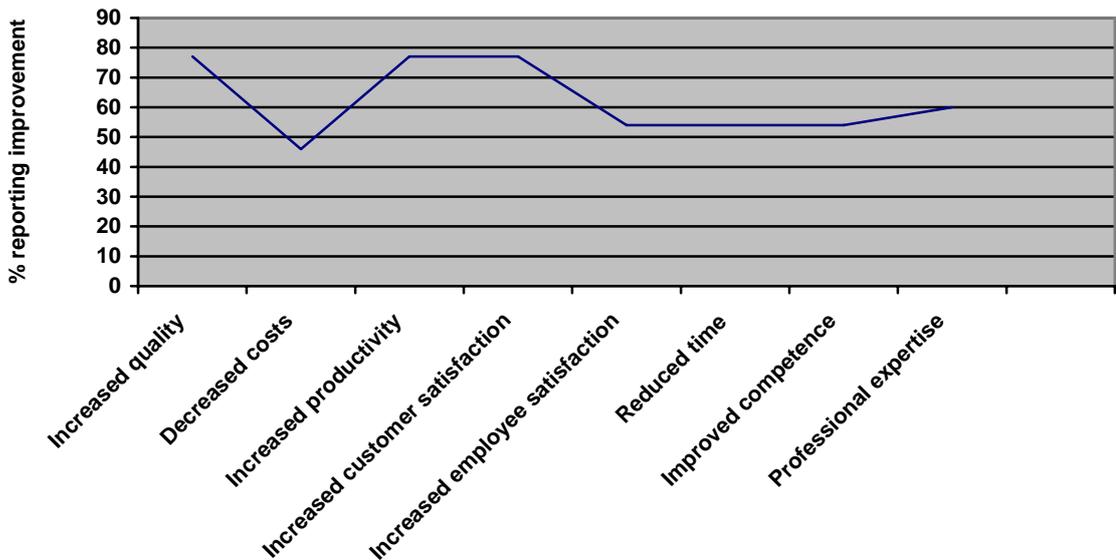
Learner satisfaction



Job impact



Business results



Return on Investment

- Positive return on investment in own career development 100%
- Positive return on investment for organisation 83%

Table 2 – Training Expenditure by Division 2010/11

Team	2011/2012		
	Budget	Actual	Variance
Access & Infrastructure	2315	4081	(1766)
Building Control	2290	1120	1170
CMT + ADs	2625	1470	1155
Communications	1350	941	409
Community Safety	1001	1056	(55)
Community wellbeing	0	589	(589)
Customer Services	0	0	0
Democratic Services	3761	3761	0
Economic Development	0	0	0
Environment	0	0	0
Environmental Protection	1400	1105	295
Estates	445	595	(150)
Financial Services	6091	8132	(2041)
Health Protection	6500	5697	803
Historic Environment	970	970	0
Human Resources	3975	1629	2346
IM&T	2623	0	2623
Landscape	2425	1005	1420
Legal Services	5625	4424	1201
Museums	225	0	225
Planning	7700	3570	4130
Revenues	1252	1450	(198)
Sports	0	0	0
Strategic Housing	4687	2420	2267
Strategic Planning	715	215	500
Team Training Total	57975	44230	13745
HRA	59000	33943	25057
Corporate Training	69288	65901	3387
Total Expenditure	186263	144074	42189

OCCUPATIONAL HEALTH, SAFETY & WELFARE REVIEW 2011/12**Accident / occupational ill health statistics****Employees**

During the period April 1st 2011 to March 31st 2012, there were 16 accident book entries involving employees, the number of entries for the previous twelve months was 22.

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

Accidents resulting in bruising	5
Accidents resulting in cuts / abrasions	6
Burns	1
Scalding	2
Other	2

Reportable Accidents

There were no accidents that had to be notified to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR); there were two reportable accidents during the previous 12 month period.

Non Employees

There were 7 entries for the period in question, the same as in the previous year; of these 2 involved contractors working on Council premises and 3 were visitors to the City Museums.

River Park Leisure Centre / Meadowside Leisure Centre

These centres are operated by DC Leisure and accident statistics are forwarded to the Sports & Physical Activity Team. A breakdown of the figures for 2011/12 can be provided if required.

Dangerous Occurrence

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

Miscellaneous

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

Accident trends

The total number of recorded accidents involving members of staff has decreased in comparison with previous years and all were relatively minor in nature although two employees attended A&E as a precautionary measure.

With regards accident location of the 16, 6 were in the Guildhall and 6 in Council offices; of the accidents in the Guildhall 4 involved catering staff. The other locations were the City Museum; the sewage treatment works at Owslebury, a Council house in Wonston and one employee was involved in a road traffic accident on the A31.

In line with Health and Safety Executive statistics, slips and trips were the commonest cause of accidents involving members of the public and this was also the cause of three of the staff accidents, which all occurred in stairwells but none of the incidents could be attributed to defective surfaces, tripping hazards or poor cleaning regimes.

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

Reported Incidents (Verbal abuse / threats)

There were 9 recorded incidents where an employee was threatened or subjected to verbal abuse and the perpetrator's home address could be identified and he / she resided in the district; all bar two involved council tenants or licensees. In addition there were 2 recorded incidents involving civil enforcement officers. The corresponding figures for 2010/11 were 13 and 2 respectively.

In addition to the incidents involving employees, the police provided details of 5 local residents who they recommend should not be visited alone.

Occupational ill health

- There were 38 new referrals to the Council's occupational health consultant, this compares with 28 for 2010/11. Due to the varied nature of health referrals, the initial assessment process, subsequent rehabilitation and reassessment can be a lengthy process and a number of cases are ongoing.
- There were 7 incidents of sickness absence due to work related stress and a further 9 incidents recorded as anxiety which may have had an occupational health element, this culminated in 585 working days lost (211 / 374) which equates to 16% of all sickness absence.

The corresponding figures for the previous year were 5 work related incidents and 5 recorded as absence due to anxiety resulting in 204.5 days absence (100.5 / 104); 4.83% of all sickness absence.

- Sickness absence due to other forms of occupational ill health is recorded on the Selima Human Resources and Payroll System and managers have been briefed accordingly but during the period in question there has been no recorded work related sickness absence other than stress and anxiety.
- 10 members of staff contacted the counselling service during 2011/12; the corresponding figure for the previous year was 9.

Conclusion

Winchester City Council continues to maintain a low accident rate as would be expected for a primarily office based organisation; the transfer of some work activities previously carried out by Serco on October 1st 2011 has not had a significant affect on accident rates, there having been one minor accident during the six month period.

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

As for accidents, the number of recorded incidents of verbal abuse and threats against members of staff has shown a decrease in comparison with the previous year.

Safety related training

During the period April 1st 2011 and March 31st 2012 the following safety training courses were organised:

- Emergency first aid at work training – 2 one day courses.
- Risk assessment for managers and team risk assessors – 1 one day course.
- Coping at the sharp end (managing aggressive customers) – 1 one day course for frontline staff.
- Refresher training for first aiders on the use of defibrillators – 2 half day courses.
- Manual handling training for supported housing staff – 3 half day courses.

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

- Health and safety training (various topics) - Managers and care assistants employed in extra care sheltered housing schemes in accordance with the accreditation requirements of the Care Quality Commission.
- Asbestos refresher training for surveyors – 2 half day courses.
- Managing Legionella in water systems – 1 one day course.
- Building site safety, working at height and managing construction projects – 1 one day course.
- Street Care Team - New Roads & Street Works Act highway safety training.

E learning

An E induction programme was developed and introduced in 2008/9 which is completed by all new employees and this includes an introduction to health and safety and is supplemented by four interactive health and safety modules covering the key topics of slips, trips and falls, fire safety, manual handling and violence and aggression in the workplace. All staff were asked to complete the fire safety module in July 2011.

Following on from internal restructuring and the relocation of a significant number of staff, many of the display screen equipment (DSE) workstation assessments were no longer valid and as part of the reassessment process over 370 members of staff have completed the online DSE training and test modules; this is an ongoing process linked to office moves and changes in personnel.

Review of the Action Plan for 2011/12

Supported Housing Safety Assessment

In accordance with the Hampshire County Council review of the supported housing service, a health and safety audit of all the sheltered housing schemes including hostel accommodation, extra care homes and the older persons support officer service has been completed and the service review reports submitted to the Housing Services Manager.

Stress Management

A staff stress survey was carried out with a 67% response rate, over 40% higher than the response rate for the previous survey in 2009; in line with HSE survey recommendations for a work force of this size, the questionnaire was sent to all employees as opposed to sample groups. The question set incorporates the Health and Safety Executive's management standards for work related stress.

The results are being compared with the previous survey and performance for each of the seven principal stressors, together with supporting information such as sickness absence and occupational health referral data and information from exit interviews, will be fed back to the Heads of Teams, CMT and the Personnel Committee.

DSEasy Training and Workstation Assessment

The DSEasy online training and workstation assessment programme was re-launched for all staff that regularly use IT equipment in September 2011, this was in response to the large number of office moves and team restructuring.

Health and Safety Executive Audit

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

The main recommendation was for the waste management team and senior board members to draw up a robust framework to manage the contractors for health and safety. This has been implemented and the HSE are due to revisit during the current year to assess the contract monitoring arrangements.

Driving for the Council

In response to a review of motor vehicle management, the introduction of new management standards by the Council's insurers and the transfer of some services from Serco, a transport team has been set up to ensure a more structured approach.

A new corporate driver's handbook has been developed and issued to staff and more robust documentation checks have been introduced which covers lease cars and the grey fleet (staff that use their own vehicle).

The Council now has a Vehicle and Operator Services Agency licence which requires a regime of daily vehicle checks, a defect recording procedure, confirmation of driver's responsibilities and the recording of driver's hours where appropriate for the badged commercial and light commercial vehicles.

Transfer of Direct Services

The work activities transferred from Serco last October have been reviewed, risk assessments and safe working procedures have been written / reformatted and issued to the operatives and training plans drawn up to cover the core health and safety training topics.

HEALTH & SAFETY ACTION PLAN 2012/13

Annual Action Plan

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

The programme is not exhaustive and will be amended if other specific topics arise during the period in question i.e. in response to a change in health and safety legislation or transfer of services.

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

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

Training

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

The transfer of some direct services will require specialist work activity training / refresher training for staff on topics such as pesticide application, working on the highway, the erection of tower scaffolds, entry into confined spaces, ladder safety and using high pressure jetting equipment.

There will continue to be emphasis on emergency first aid at work training to provide a consistent level of cover for the supported housing service, staff at satellite sites and peripatetic workers.

As highlighted in the review section, new members of staff go through an E Induction programme which includes modules on fire safety, violence and aggression in the workplace, manual handling and slips, trips and falls and completion has to be signed off by the employee and the line manager. These modules can also be used for refresher training but are not a substitute for practical group training which will be provided where there are specific work related risks.

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

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

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

Lead Officer – Health and Safety Advisor.

Fire Risk Assessment

Enforced by Hampshire Fire and Rescue Service, the Regulatory Reform (Fire Safety) Order requires fire risk assessments to be carried out on all premises to which the public has access and / or Council employees work. As for risk assessments in general, these need to be periodically reviewed to ensure there have been no material changes to the premises or the day to day management of these sites that could affect fire safety.

Lead Officers – Various Heads of Teams responsible for managing Council owned or leasehold premises.

Depot facilities - Street Care / Pest Control Services

As highlighted in last years action plan, to support the transfer of services from Serco, the Council would be moving to a new site at Bar End but for various reasons this was not progressed and the aforementioned teams continue to share the old depot with Biffa and the Landscape Group.

When the new depot is established it will be subject to the Workplace (Health, Safety and Welfare) Regulations and there will be a wide range of occupational health, safety and welfare requirements that will need to be put in place, examples being a traffic management plan, staff welfare facilities, compressed gas / pesticide storage, site security, first aid provision, fire safety arrangements and a range of maintenance and inspection regimes for plant, machinery and building services.

The Health and Safety Executive are aware of the direct labour force transfer and commented to this effect in the waste contract intervention letter.

Lead Officers – Head of Estates / Head of Access & Infrastructure.

Contract and Partnership Management

As highlighted in the 2011/12 report, following the review of the health and safety submissions of the contractors that tendered for the joint waste, recycling, street cleansing and grounds maintenance contract, a joint working party was set up with colleagues at East Hampshire and Havant to draw up a model guidance note and prequalification questionnaire pro forma for managers to ensure a more robust and consistent approach to the selection of contractors and contract monitoring. Due to changed priorities and personnel

at the neighbouring authorities, this was subsequently deferred and is now being progressed.

Similarly, with regards partnership working there can be significant health, safety and insurance issues for Councils depending on the nature of the partnership and there was minimal guidance on the risk implications for authorities entering into or instigating partnerships. A guidance note and flow chart for officers involved in partnership working is being progressed.

Lead Officers – Corporate Safety Advisors.
Managing Asbestos Containing Materials

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

New Control of Asbestos Regulations have been recently introduced and it is therefore an opportune time to review the Council's asbestos policy and management strategy to ensure the risks are being effectively managed for buildings in the Estates' commercial portfolio and the housing stock.

Lead Officers – Head of Estates / Property Services Manager.

Supported Housing Safety Assessment

As required under the Hampshire County Council supported housing programme, an annual audit of the supported housing service will be undertaken covering sheltered and extra care housing schemes, the temporary accommodation hostels and the older persons support officer service.

Lead Officer – Health and Safety Advisor.