

NOTICE OF MEETING

Meeting: HR COMMITTEE

Date and Time: THURSDAY, 6 JUNE 2019, AT 10.00 AM*

Place: COMMITTEE ROOM 1, APPLETREE COURT,
LYNDHURST

Telephone enquiries to: Lyndhurst (023) 8028 5000
023 8028 5588 - ask for Andy Rogers
Email: andy.rogers@nfdc.gov.uk

PUBLIC PARTICIPATION:

*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Cabinet's terms of reference which are not on the public agenda; and/or
 - (b) on individual items on the public agenda, when the Chairman calls that item.
- Speeches may not exceed three minutes. Anyone wishing to speak should contact the name and number shown above.

Bob Jackson
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

- 1. INTRODUCTION TO HR COMMITTEE AND TERMS OF REFERENCE**
(Pages 1 - 2)
- 2. HR UPDATE** (Pages 3 - 14)
To receive an update on various HR issues including the HR Action Plan and Strategy, and policies relating to employee wellbeing and sabbaticals.
- 3. HR METRICS REPORT 2019** (Pages 15 - 24)
To note trend data on various employee and workforce related issues.

4. ANNUAL SICKNESS ABSENCE REPORT (Pages 25 - 30)

To note sickness absence trends and actions taken.

5. EMPLOYEE AND PUBLIC ACCIDENT/INCIDENT STATISTICS (Pages 31 - 48)

To note details of accidents and incidents involving Council employees and members of the public from 1 April 2018 to 31 March 2019, comparing results with previous years to review the Organisation's performance.

To:

Councillors:

Barry Rickman (Chairman)
Mark Steele (Vice-Chairman)
Hilary Brand
Kate Crisell

Councillors:

Michael Harris
Maureen Holding
Mahmoud Kangarani
John Ward

HR COMMITTEE – 6 JUNE 2019

HR COMMITTEE - TERMS OF REFERENCE

1. To advise the Council on the local pay and reward strategy for employees and their terms and conditions.
2. To make recommendations to Council on the Pay Policy Statement.
3. To receive regular updates on Health, Safety and Welfare of the Council's employees.
4. To respond on behalf of the Council to consultation papers on matters falling under the specific terms of reference of the Committee.
5. Subject to compliance with any provisions within legislation and the Council's Constitution, to delegate any of the functions of the committee to an officer of the Council.

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HR COMMITTEE – 6 JUNE 2019

UPDATE

1. BACKGROUND

- 1.1 The HR Strategy for 2018 – 2022 includes an action plan (Appendix A) and this report will cover recent changes which have been introduced in order to achieve the desired outcomes of the action plan.

2. ITRENT HR SYSTEM

- 2.1 The council has procured a new HR / Payroll system called ITrent and we went live with the payroll element, employee self-service and manager self-service from April this year.
- 2.2 We are calling the system the HR Hub. It has provided improved management information, it allows employees to access the system from home and supports the principles of smarter working.
- 2.3 Feedback from employees and managers has been very positive. The new look and feel of the system gives a more modern and fresh approach to HR information.
- 2.4 There are further elements that will be introduced into payroll including:
- Fast Entry Timesheets for Leisure Centres
 - On Line Overtime Claims
- 2.5 Further modules will be rolled out during this year including:
- Travel and Expenses (including NPA and Members)
 - Recruitment
 - Learning and Development
 - Performance

3. SABBATICAL LEAVE

- 3.1 EMT are pleased to have endorsed the introduction of a Sabbatical Leave policy. (Appendix B).
- 3.2 EMT recognise that in some areas recruitment and retention is becoming increasingly difficult and that any measure that may help to address this would be welcome.
- 3.3 The policy would enable employees to take a break from the workplace (normally for personal reasons) without feeling that resigning is the only way to do this.

- 3.4 It is envisaged that this policy could support staff during a difficult time whilst allowing them to return to the workplace and therefore retaining the skills and knowledge longer term within the council.

4. EMPLOYEE WELLBEING POLICY

- 4.1 The HR Strategy action plan specifically looks to promote wellbeing initiatives to support both physical and mental wellbeing
- 4.2 The Wellbeing Policy (Appendix C) seeks to bring together a number of initiatives that the Council already supports and also introduces the smarter working aspect and its effect on wellbeing.
- 4.3 The policy also now provides information on the Mental Health First Aiders within the council and the support and resources which are available.
- 4.4 EMT were happy to support the policy and in particular were pleased to note the commitment made to support both flexible working and mental health.

5. PAY

- 5.1 We are committed to reviewing our pay structures this year and ensuring that they are flexible and fit for purpose.
- 5.2 We have over the last year implemented changes to our Bands 1-4 however pay remains a key issue at all levels as recruitment and retention becomes increasingly difficult.
- 5.3 We have a Pay and Reward Work Programme (Appendix D) and we will be reviewing these issues at the Employee Side Liaison Panel before recommendations are put before this Committee.

6. MOVING FORWARD

- 6.1 We will continue to look for ways to deliver the requirement of the HR Strategy implementing best practice.
- 6.2 We remain committed to providing terms and conditions that will make us an employer of choice.
- 6.3 Further updates of progress made will be reported at each HR Committee.

For further information contact:

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Title: HR Service Manager
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HR Strategy 2018- 2022

Appendix A: ACTION PLAN

Theme	Project	Outcome Desired	Start	End
Attract and Retain	Review and Develop Pay Structures	To have flexible pay structures which are capable of supporting market demands	July 2018	April 2019
Attract and Retain	Review Employee benefits	Review and recommend changes to the current employee benefits package which complement the remuneration and would lead to a comprehensive employee package.	Jan 2019	Dec 2019
Attract and Retain	Promote NFDC and an employer of choice	Use social media careers events and external partnerships. Build and retain good relationships with local schools and universities.	July 2019	Ongoing
Attract and Retain	Encourage employees to engage with the organisation.	Promotion of good communications and feedback from employees. Create an environment where employees feel able and willing to share views.	June 2018	Ongoing
Attract and Retain	Building Resilience within the organisation	Promotion of learning and development opportunities. Creating and promoting an environment which encourages staff to be curious and always searching for improvement. Promoting wellbeing initiatives to support both physical and mental wellbeing.	Jan 2019	Dec 2019
Smarter Working	Learning for managers in performance management for mobile workers	Performance becomes more about meaningful outcomes.	Jan 2019	Dec 2020
Smarter Working	Guidelines for all staff that work flexibly	Staff are comfortable and able to cope with change. Staff expectations are discussed and agreed. Staff develop a resilience to cope with changing demands and new ways of working	May 2018	Dec 2020
Smarter Working	Training in technology to support mobile working	To enable the maximum benefit to be gained from the combination of smarter working and technology	July 2019	Ongoing
Smarter Working	Communications and Staff involvement	To ensure that Staff concerns and issues are picked up. To ensure that consistent corporate messages are cascaded through the organisation. To encourage and enable good internal communications.	July 2018	Ongoing
Smarter Working	HR policies to support flexible working	As flexible/smarter working develops to review HR policies to ensure they are fit for purpose and support new working methods	July 2019	Dec 2021
Modernising the way we work	Procurement of a new HR/Payroll system	To increase efficiency and effectiveness of the HR/Payroll information. Provide improved managers information. To enable corporate and statutory returns to be completed efficiently.	April 2019	March 2020

HR Strategy 2018- 2022

Appendix A: ACTION PLAN

Future Skills	Maintaining our talent pool	Developing and investing in our existing staff to ensure that we build skills required for the future.	Jan 2019	Ongoing
Future Skills	Apprenticeships	Delivering and supporting apprenticeship opportunities for both new and existing staff.	Jan 2019	Ongoing
Future Skills	Promoting curiousness and best practice	Building a culture which promotes and encourages staff to look outside the organisation. Supporting staff to try new methods and within reason to take risks on new ideas.	Jan 2019	Ongoing
Changes in Service Delivery	Promote and support ideas for different delivery methods	Ensure support for managers at times of change. Ensuring the right skills and knowledge are available.	Jan 2019	Dec 2022
Changes in Service Delivery	Partnership Working	Support managers and encourage their thinking to include partnership possibilities. Provide training and support to facilitate this.	Dec 2019	Dec 2022
Future Leadership and Capabilities	Review of the performance management system	Review and replace with a more modernised process. Allowing for performance management to be focussed on meaningful outcomes rather than inputs.	Jan 2021	Dec 2021
Future Leadership and Capabilities	Sharing and best practice	To promote external events and partnerships so enable the sharing of best practice and sharing of knowledge. Encouraging managers to look outside the organisation	Jun 2018	Jun 2022

Sabbatical Leave Policy

1.0 Introduction

1.1 The council recognises the importance of employee's work life balance and personal development. This can include returning to full time education, research, caring responsibilities, travel or other issues. We do however also recognise that staffing levels must at all times remain in line with the business needs.

2.0 Length of sabbatical leave

2.1 Sabbatical leave is suitable for a period of more than one month and up to a maximum of twelve months.

2.2 If employees wish to take less than one months' leave then they should either request to take annual leave or unpaid leave or perhaps a mixture of both to cover the period of time.

2.3 The council would not normally consider a break of more than 12 months.

3.0 Eligibility

3.1 Employees with two or more years' service at the point that the sabbatical leave would start are eligible to apply. Both full and part time staff would be eligible subject to working a minimum of 18.5 hours per week.

3.2 Employees may request more than one period of sabbatical leave during their employment subject to them having returned to work for a period of no less than two years before any further request is made.

4.0 Requests for sabbatical leave

4.1 All requests must be made in writing in the first instance addressed to the line manager. The request should state the preferred start date, the duration and the purpose.

4.2 Employees should clearly state how they feel the council may be affected by their absence and how they feel any potential problems may be overcome.

4.3 The line manager must discuss the request with the service manager. All requests should be brought to EMT for a decision before any response is given to the employee. Any response should be in writing. EMT will ensure that a fair and consistent approach is taken across the organisation.

4.4 The council will consider any request that is made however the decision as to whether or not to grant the sabbatical leave will be entirely at the council's discretion. There is no right of appeal against the decision.

5.0 Terms and Conditions during sabbaticals

- 5.1 During the period of the sabbatical the employee will not be paid any salary. This includes any other payments or benefits such as car allowance.
- 5.2 All of the other terms of the employees contract of employment will remain in force. These include notice periods, confidentiality clauses, pension membership.
- 5.3 Employees may be asked to take any untaken accrued annual leave before their sabbatical starts.
- 5.4 During their sabbatical employees will continue to accrue statutory annual leave but not contractual annual leave. Statutory annual leave is currently 20 days per annum including bank holidays.
- 5.5 An employee must get permission if they wish to take up any other paid employment or any consultancy service to other organisations on a self-employed basis during their sabbatical.
- 5.6 If the employee is a member of the Local Government Pension Scheme, they will be sent a form to complete from Payroll which confirms whether or not they would like to pay the employee's contribution during the period they are taking unpaid leave. If they wish to pay the contributions, they must return the form to Payroll within 30 days from receipt. If you do not return it within this time, Payroll will not deduct the contributions and this will constitute a break in pensionable service

6.0 Staying in contact

- 6.1 In advance of the sabbatical leave starting the line manager should arrange to stay in contact during the period of leave. Typically arrangements should be made to make contact about once a month.
- 6.2 This contact will also enable the manager to keep the employee informed of any workplace developments such as reorganisation, training opportunities or job opportunities. Similarly the employee should keep the council informed of any changes in personal circumstances such as change of address.

7.0 Returning to Work

- 7.1 When the sabbatical leave ends the employee will return to the same job as before or if that is not reasonably practical, to a job of equivalent seniority and on terms and conditions not less favourable than those that would have applied had the sabbatical not been taken.
- 7.2 The employees period of service will be regarded as continuous service for all statutory purposes. However the period of service will be treated as paused for the purposes of service related benefits such as long service awards and contractual redundancy pay.

EMPLOYEE WELLBEING POLICY

1.0 Introduction.

- 1.1 NFDC has developed an employee wellbeing policy to manage its obligations to maintain the mental health and overall wellbeing of all staff. It covers the organisation's commitment to employee health, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives, communication and training on health issues, the range of support available for the maintenance of good mental health and our commitment to handling individual issues.

2.0 Objectives

- 2.1 The aim of this policy is to set out our commitment to the mental health and wellbeing of our employees. It will set out how we will fulfil our legal obligation, describe the responsibilities of both managers and employees and list the range of services and specialists available to help employees maintain health and wellbeing. We recognise that wellbeing and performance are linked and that by improving employee's ability to handle pressure and to balance work and home life will ultimately lead to improved individual and organisational performance.

3.0 Organisational Commitment

- 3.1 We have legal obligations under health and safety legislation to manage risks to the health and safety of employees. This includes operating the business in a way that minimises harm to employee's mental health, for example by ensuring that the demands of jobs are not unacceptable and having policies and procedures in place to support individuals experiencing mental ill health at work.
- 3.2 We will put in place measures to prevent and manage risks to employee wellbeing, together with appropriate training and support. It will seek to foster a mentally healthy culture by incorporating these principles into manager training sessions and running regular clinics to raise awareness of mental health issues at work.

4.0 Line Manager Responsibilities

- 4.1 Line managers will put in place measures to minimise the risks to employee wellbeing.
- 4.2 In particular line managers must ensure that they take steps to reduce the risks to employee health and wellbeing by:

- Ensuring that the right people are recruited to the right jobs and that a good match is obtained between individuals recruited and job descriptions;
- Keeping employees in the team updated on developments at work and how these might affect their job and workload;
- Ensuring that employees know who to approach with problems concerning their role and how to pursue issues with senior management;
- Taking appropriate prompt action when matters are brought to their attention
- Making sure jobs are designed fairly and that work is allocated appropriately between teams;
- Ensuring work stations are regularly assessed to ensure that they are appropriate and fit for purpose.
- Act as role models for appropriate behaviour, and care for their own mental health and overall wellbeing

5.0 Human Resources Responsibilities

5.1 Human Resources will develop organisational wide policies and procedures to protect the wellbeing of employees. They will assist managers in supporting individuals and liaise with Occupational Health or other external individuals or companies with the object of helping employees to maintain good mental health and general wellbeing.

6.0 Occupational Health Responsibilities

6.1 Occupational Health will provide a comprehensive service designed to help employees stay in work or return to work after experiencing mental health problems or any physical health problems. This will include medical assessments of an individuals' fitness to return to work following referrals from Human Resources. A phased return to work or adjustment of duties may be recommended.

7.0 Employees Responsibilities

7.1 Employees must take responsibility for managing their own health and wellbeing by adopting good health behaviours (for example in relation to diet, fitness, alcohol consumption and smoking) and informing their manager if they believe work or the work environment poses a risk to their health.

8.0 Health Promotion Initiatives

8.1 NFDC will engage in a range of health promotion initiatives designed to raise awareness of health and lifestyle issues affecting mental health and wellbeing and line managers and employees are expected to participate.

We will run training courses on:

- Stress Management
- Mental Health First Aid Training
- Mental Health for managers sessions
- Dignity at work sessions
- Dealing with difficult customers/situations
- Mindfulness sessions

Other opportunities that are offered to employees include:

- Flu jabs for operational employees
- Health checks are organised each year. These are free for staff on bands 1-4 who work over 18.5 hours per week. Other employees can book a health check at a reduced rate of £35. (2019)
- Reduced membership fees at Leisure Centres. (under review)

8.2 Employees will also be encouraged to establish clubs and groups designed to foster wellbeing, for example lunchtime walks, table tennis or pilates.

9.0 Training and communications

9.1 Line managers are responsible for ensuring all employees are up to date with corporate matters in order to feel connected to the goals of the Council. Regular meaningful communication with their team should be two way, allowing employees to raise matters as well as receive information. Communication should be through one to one meetings, team meetings, emails and forestnet as appropriate to the matter in hand.

9.2 Line managers and employees should regularly discuss individual training needs to ensure that employees have the necessary skills to cope with ever changing job demands.

9.3 Line managers must give employees regular feedback on their performance and allow them the opportunity to raise any concerns that they may have. Line managers should work with employees in a supportive way to achieve required goals, reviewing these at regular appropriate intervals.

10.0 Smarter Working

10.1 The Councils move towards smarter working allows many employees much greater flexibility in their work life balance with the ability to work off site and within the community delivering services to the public.

- 10.2 For employees this can lead to increased productivity and a greater sense of overall wellbeing as a result of being more in control of working hours as agreed with their manager.
- 10.3 The work café provides employees with a modern environment in which to relax during lunchtime encouraging cross service conversations or an informal meeting place during the day.
- 10.4 An almost hidden benefit of the smarter working is the decrease in commuter mileage. This benefits both the individual and the council in terms of its' environmental objectives.

11.0 Other Measures Available

- 11.1 Other measures available to support employees in maintaining good health and wellbeing include:
- NFDC has 12 trained Mental Health First Aiders – see information on Forestnet
 - Procedures for reporting and handling inappropriate behaviour including our grievance procedure.
 - Structured approach to managing ill health including Occupational Health referrals as required.
 - Reduced Gym Membership at Leisure centres.(under review)
 - Flexible Working Opportunities
 - Employee Assistance programme including counselling support on a range of issues.
 - Dependants Leave, Parental Leave and Compassionate Leave policies.
 - Sabbatical leave policy.

Pay and Reward

Work Programme 2019/2020

Activity	Progress	Target Date
Pay Award Review of Pay Award for April 2019	Completed	April 2019
Operational Review To include: <ul style="list-style-type: none">• Consideration for what elements should be included.• Timeframe for payments• Disqualification from payment• How much the payment should be• Appeal process	Draft report on Attendance Allowance agreed at EMT 20/5/19 Report to ESLP end of June/ July for discussion.	
Housing Maintenance Review To include: <ul style="list-style-type: none">• Who is eligible• What will be covered?• Possible different grading structure but with scp links to main structure.• Timeframe for payments• Disqualification• Appeal process	Consultant engaged. Initial report received. Consultant due in 7 June for further discussion.	

<p>Health and Leisure Review</p> <ul style="list-style-type: none"> - Pending current market testing exercise 		
<p>Salary structure Review</p> <ul style="list-style-type: none"> - Bands 5-6 - Bands 7-9 - Review of Band width - Consider new bands created - Need to review market pressures 	<p>Consultant engaged.</p> <p>Initial report due end of May 2019.</p>	
<p>Senior Management Band Review</p> <ul style="list-style-type: none"> - Band 10 and above - Need to review current structure - Increase flexibility - Allow for market demands to influence grade - Review current empty SCP's 	<p>Initial report due from consultant end of May/ June for consideration.</p>	
<p>Reward Scheme</p> <ul style="list-style-type: none"> - Consider options for reward. - Not linked to SCP. - Set amounts linked to Band - Reviewed to ensure consistency - Appeal process. 	<p>Options to be considered once Pay Structure has been agreed.</p>	

EMT – 7 MAY 2019
 HR COMMITTEE – 6 JUNE 2019

HR METRICS AND PERFORMANCE MONITORING

1. PURPOSE OF REPORT

1.1 To provide data on a number of HR issues in order that better informed business decisions can be made within the council.

2. BACKGROUND

2.1 The HR Metrics report has been used to compare data since 2017 and replaced the annual employee report.

3. WHERE WE NEED TO BE

3.1 As good practice we should regularly benchmark how the organisation is performing on a targeted set of essential HR metrics.

3.2 The data can be used to compare policies and practices with other employers.

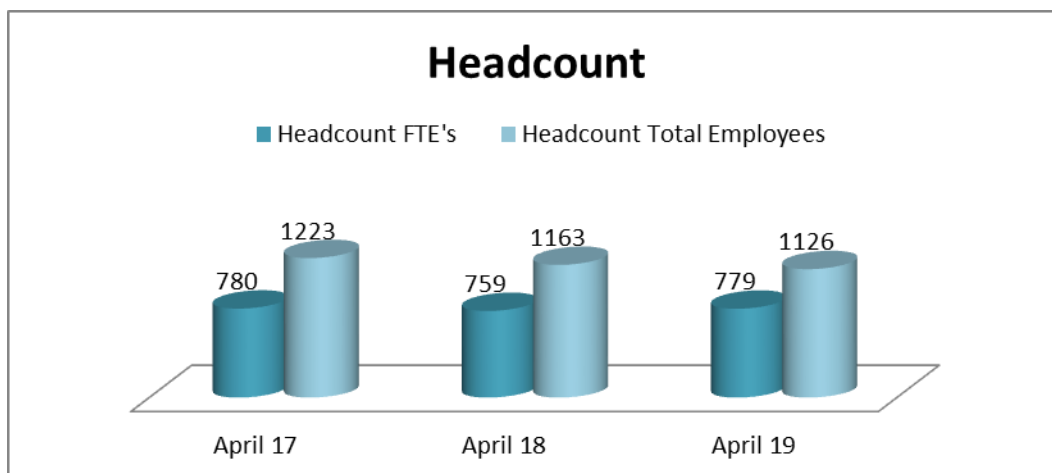
3.3 The results will enable HR to be more proactive in identifying areas for improvement.

4. KEY CORPORATE DATA

4.1 Headcount

	01/04/2017	01/04/2018	01/04/2019
Total Employees	1223	1163	1126

	01/04/2017	01/04/2018	01/04/2019
FTE's	780	759	779



4.2 Employee Turnover

Year	Voluntary resignations only	Contract Terminations	Turnover (combined)
16/17	8.07%	8.31%	16.38%
17/18	7.66%	6.23%	13.89%
18/19	16%	10%	26%

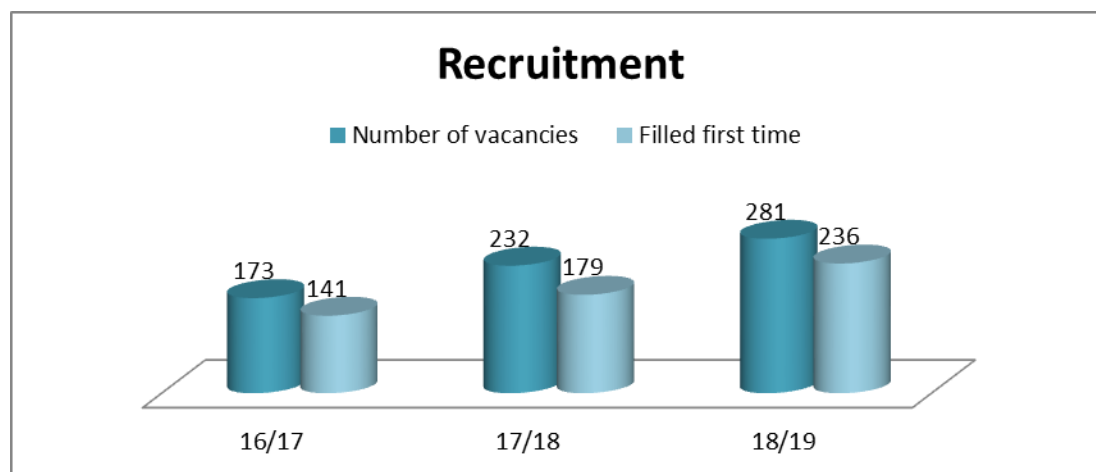
Voluntary resignation have increased this year – this is likely to be due in part to the Leisure review, where some employees chose to resign rather than take redundancy meaning they are able to apply for roles within the Council in the future. (Those taking redundancy are not entitled to return to work for the Council unless there are exceptional circumstances).

Out of 232 new starters on probation during the period, only three were dismissed during their probationary period. This means that 99% were successful in completing their probation.

4.3 Recruitment & Retention

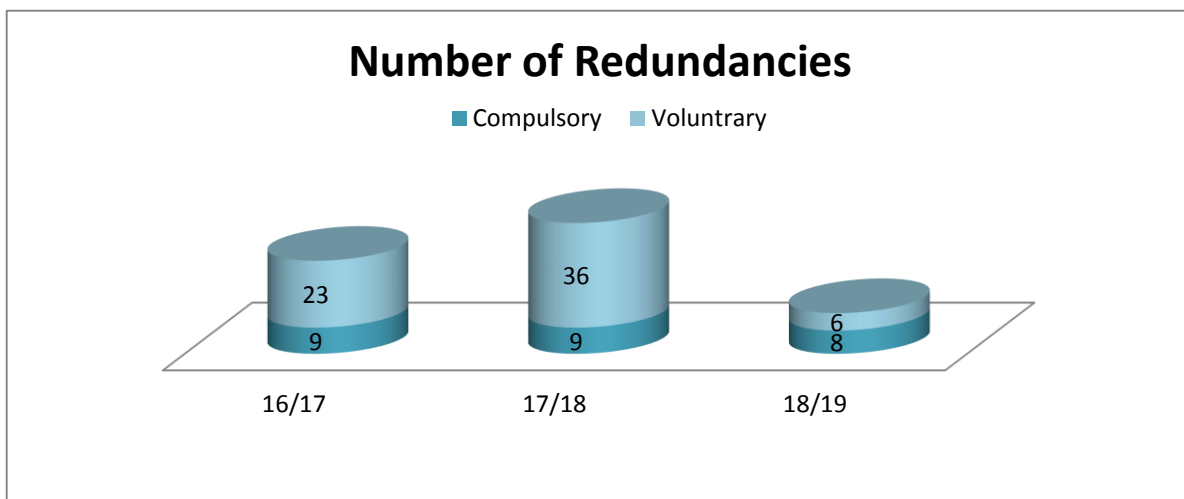
Although the number of vacancies increased last year, we took less average days to fill the posts. We have also bettered our % of posts filled first time, as shown below.

Year	16/17	17/18	18/19
Number of Vacancies	173	232	281
Average days to fill (from closing date to offer made)	13	11	9
% filled first time	81%	77%	84%



4.4 Redundancies (included in 4.2 above)

Year	Number / % workforce Compulsory	Number / % workforce Voluntary	Number / % workforce Total
16/17	9 / 0.73%	23 / 1.88%	32 / 2.62%
17/18	9/0.77%	36 / 3.10%	45* / 3.87% (* inc 19 from Leisure Reception Review)
18/19	8/0.71%	6/0.53%	14 / 1.24%



4.5 Workforce Data

% female employees across the Council = 50% (51% for 17/18).

% of top 5% earners that are women = 40% (up by 13% on last year).

% employees who declared themselves as from an ethnic minority = 0.80% (up by 0.2% on last year), an increase of three people. In the 2011 Office of National Statistics Census the percentage of population within the New Forest District declaring themselves as from an ethnic minority was 2.4%.

Disability is now self-declared in the HR Hub. Only one person has declared they have a disability. In the previous system last year, 26 people were listed as having a disability. This information was not automatically populated from one system to another and relies on employees declaring it on there themselves.

5 GENDER PAY GAP

This data is based on the data from 31st March 2018 as reported on the government website *gov.uk*

5.1 Gender Pay Gap Quartiles

These figures are arrived at by working out all the hourly rates and then allocating employees into four equal bands. Where the information spans across two quartiles we must ensure that the relative proportion of male and female employees receiving that rate of pay are allocated in each of those quartiles. The results for the Council are as follows:

Band	Males	Females	Description
A	227	266	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	200	293	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	136	357	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	223	271	Includes all employees whose standard hourly rate places them above the upper quartile.

Band A (lowest paid)	Band B	Band C	Band D (highest paid)
Male 46%	Male 40.6%	Male 27.06%	Male 45.2%
Female 54%	Female 59.4%	Female 72.4%	Female 55%

5.2 Mean Gender Pay Gap

The results for the Council are as follows:

- A standard mean male hourly rate of £11.9422
- A standard mean female hourly rate of £11.3402

Mean Gender Pay Gap (%)	Mean Gender Pay Gap (£)
5.04%	£0.60

5.3 Median Gender Pay Gap

The results for the Council are as follows:

- A standard median male hourly rate of £10.6609
- A standard median female hourly rate of £11.3134

Median Gender Pay Gap (%)	Median Gender Pay Gap (£)
-6.12%	-65p

5.4 Mean Gender Bonus Gap

Mean Gender Bonus Gap (%)	Mean Gender Bonus Gap (£)
0%	£0

5.5 Median Gender Bonus Gap

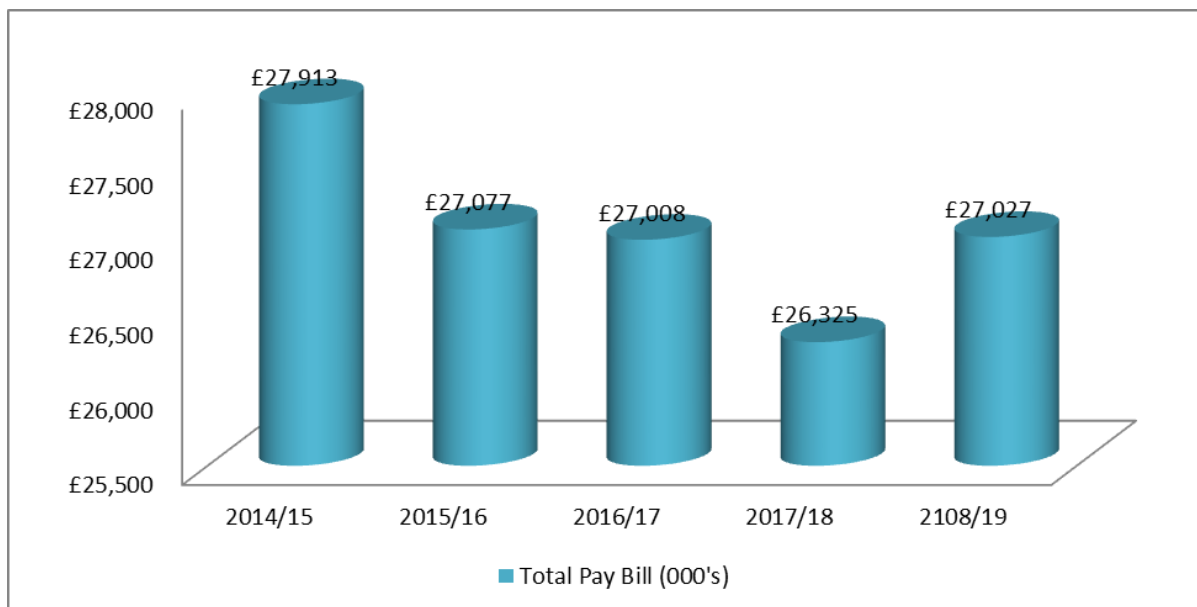
Median Gender Bonus Gap (%)	Median Gender Bonus Gap (£)
0%	£0

6 PAY BILL INFORMATION

6.1 Pay Bill Overview

The paybill has increased by £702,000 this year; this is an increase of 2.67% from the previous year.

(000's)	2016/17	2017/18	2018/19
Total Pay Bill	£27,008	£26,325	27,027



6.2 Pay bill breakdown

Paybill information for 2017/18

	£	TOTAL £	Paybill as %
Total Gross Pay	21,890,024.98		
Employers' NI	1,759,354.00		
Employers' Super	2,675,898.77	26,325,277.75	
General Fund Original Budgeted Expenditure	85,150,980		
HRA Original Budgeted Expenditure	27,919,290	113,070,270	23.28%

Paybill information for 2018/19

	£	TOTAL £	Paybill as %
Total Gross Pay	22,259,532.29		
Employers' NI	1,803,895.65		
Employers' Super	2,964,230.79	27,027,658.73	
General Fund Original Budgeted Expenditure	86,662,450		

HRA Original Budgeted Expenditure	27,667,450	114,329,900	23.64%
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6.3 Other pay measures

	17/18	18/19
Double increments/ advancements	5 people	7 people
Increments withheld	3 people	1 person
Increment progression (in line with T&C's)	392 people	459 people
No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)	763 people	659 people
Additional payments	17 people	3 people

In accordance with The Local Government Association guidance on the Government's requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earnings across the organisation as a multiple). Based on current salaries for 1st April 2019 this remains the same as last year. It has been calculated as follows:

Chief Executive Remuneration	£118,123
Employees Median average remuneration	£22,264
Ratio	5.31

7 HR CASE MANAGEMENT

7.1 Disciplinary and Grievance Case Management

Disciplinaries

Total number of Disciplinaries in 2016/17= 33

Total number of Disciplinaries in 2017/18 = 14

Total number of Disciplinaries in 2018/19 = 17 information below

Disciplinaries 18/19:	Number 17
Number of S1, S2, S3 (combined figure)	14
Number of these where people appealed the decision	2
Number of these appeals where decision was upheld	2
Number of dismissal hearings (Stage 4)	3
Number of dismissals as a result	1
Number of dismissal appeals (member appeals)	0
Number of dismissal appeals upheld	0
Number of tribunal cases	0

Grievances

Total number of Grievances in 2016/17 = 4

Total number of Grievances in 2017/18 = 10

Total number of Grievances in 2018/19 = 4 information below

Grievances 18/19:	Number 4
Number resolved informally after form submitted	1
Number of Stage 1's	2
Number of S1's not upheld	0
Number of S1's progressed to S2	1
Number of those that progressed to S2 where decision not upheld	0

Number gone straight to Stage 2's	1
Number of straight to S2's where decision not upheld	0

7.2 Other case work

Area of work	Number of cases 17/18	Number of cases 18/19
Occupational Health Referrals	38	41
Maternity	16	14
Paternity	14	9
Shared parental leave requests	0	0

8 KEY HR DATA

8.1 A key statistic for HR is the number of HR people per headcount of the organisation. Note: This figure does not include those employed in the payroll function, but does include HR Advisory support to the National Park.

No in HR	Headcount (inc NPA)	Median (Inc NPA)
10	1126 (1211)	112 (121)

This compares very favourably with the results of the XpertHR survey of both public and private sectors which shows a median number of employees per HR practitioner as being 1:65 in 2019.

9 LEARNING & DEVELOPMENT

9.1 Training spend

Year	2016/17	2017/18	2018/19
Amount and % budget spent	£170,928 62%	£224,670 77%	£231,814 81%
Spend per employee	£166	£139	£205

The training spend as a percentage of the overall paybill is 0.85%.

Generic training requirements across services will be met with appropriate learning methods. As with last year, priority is given to employee wellbeing – in February 2019 we trained 12 Mental Health First Aiders, and ran mental health awareness training for all managers. During 2019/20 we will continue this year with Dignity at Work training and Mindfulness training both open to all employees.

The council currently has 24 e-learning modules which employees are requested to complete (if relevant to their role) on a regular basis. The cost associated with this relates to the down time the employees spend completing the modules. This is not currently logged as a cost to the authority.

9.2 Apprenticeships

9.2.1 We had five employees on Apprenticeship contracts with us this year, equating to 0.44% of workforce.

The 17 established employees undertaking training through the apprenticeship route (1.46% of the workforce) in supervisory, middle and senior management skills are nearing the end of their apprenticeships. These will be completed by July 2019.

11 apprenticeships have been through Solent University; Solent keep in good contact with us as the employer on delegate progress.

This means we have 1.9% of our workforce in training apprentice schemes, although slightly decreased from last years' figure of 2.06%, this is still nearly at the Government set target 'to aim for' of 2.3%.

It is important to remember that all apprentices are required to take 20% of their working week for completion of the apprenticeship.

- 9.2.2 Management development continues to be a high priority for the Council, and when all management apprenticeships are complete, an impact review will be carried out, to determine outcomes from the delegates, the managers and EMT.

This feedback will be considered to help inform management development options for the future.

9.3 Work Experience

We provided three work experience placements this year.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications arising from this report.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 There are no direct environmental implications arising from this report.

12. CRIME & DISORDER IMPLICATIONS

- 12.1 None

13. EQUALITY & DIVERSITY IMPLICATIONS

- 13.1 None

14. EMT COMMENTS

- 14.1 The majority of redundancies in 18/19 were in Leisure, these have assisted with the overall savings sought in Leisure.
- 14.2 It is recognised that the majority of the 2.67% increase in the paybill can be accounted for by way of the pay increase, the final part of the review of band 1-4 roles, as well as the 1% employer pension cost increase.
- 14.3 Regarding management apprenticeships, it is important to remember why these were initially undertaken – primarily because we recognised a gap in the skills of some of managers' which we wanted to address, and secondly to make the best use of our apprenticeship levy. We fully support an evaluation of the benefits felt by both delegates and managers later in the year before assessing options for the following year.
- 14.4 Overall good information provided and pleased with the outcomes detailed in the report.

15. EMPLOYEE FORUM AND EMPLOYEE SIDE COMMENTS

Employee Forum Comments:

15.1 Recruitment

Suggestion: retitle this section to 'Recruitment and Retention' and add statistics for '% successfully completed probationary period'. This would be an indicator that shows the success of recruitment processes and that it is not just 'bums on seats'.

Is it worth stating we are utilising social media more for recruitment?

15.2 Pay

Interesting that 59% of employees are at the top of their band and only 1 increment was withheld from all employees? Are we planning to review pay structure?

15.3 Training

In relation to employee access to training. Of the courses mentioned in the report most appeared to have very limited spaces and were filled quickly. Even popular courses, for e.g. Mental Health First Aid don't seem to be repeated – will this be addressed?.

Also, what are the councils plans to ensure everyone is fully able to utilise the new ICT equipment – will we have access to training?

Finally The Training Spend per employee doesn't seem very high – it would be useful to see how this compares to other organisations.

Employee Side Comments:

No employee side comments have been received.

16. RESPONSE TO EMPLOYEE/EMPLOYEE SIDE COMMENTS

16.1 This section has now been retitled 'Recruitment and Retention'.

We already use social media such as Facebook, Linked in and other relevant sites.

As stated in 4.2 above 99% of new starters were successful in completing their probationary period.

16.2 There is a work programme to review our pay structure. Further details will be available later in the year and will be subject to separate reports to ESLP and the HR Committee.

16.3 We try to match demand to resources available (budget, time, accommodation). Managing mental health well is a high priority to the Council and in addition to the trained Mental Health First Aiders, we provided open sessions for all managers on managing mental health at work, and are shortly providing dignity at work and mindfulness training. We will continue to assess demand and endeavour to meet this successfully.

Phase two of the HR Hub will include the introduction of a training module which we will use to capture demands and needs for training. This will enable us to effectively monitor what training we have the greatest demand for and react accordingly.

The launch of the HR hub has been supported by demo sessions and guidance notes.

The Office 365 project and other ICT projects will be rolled out by relevant services, and where appropriate training and guidance will be given to support this.

Training spend per FTE figures are not readily available or comparable; CIPD survey 2016 details 2015 figures so is almost five years out of date.

17. RECOMMENDATIONS

17.1 That the HR Committee notes the contents of the report.

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ANNUAL SICKNESS ABSENCE REPORT

1. INTRODUCTION

1.1 This report gives an update on the Councils approach to managing sickness absence and provides trend data for the 2018/19 financial year.

2. BACKGROUND

2.1 Sickness absence continues to be a key performance indicator for the Council.

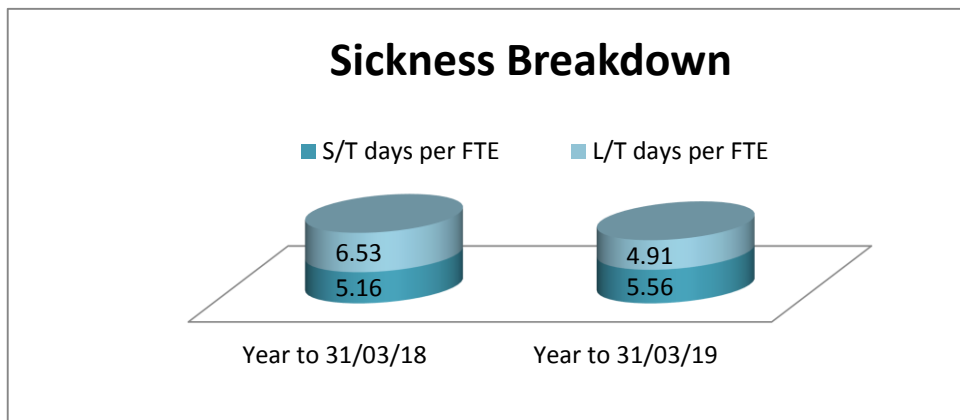
3. SICKNESS ABSENCE DATA

3.1 The table below compares full time equivalent (FTE) working days lost due to sickness for the year to March 18 compared to the year to March 19 and the percentage of working time lost.

Years	Year to 31/03/18	Year to 31/03/19
Total days lost	8876	8157
Average days per FTE	11.69	10.47
% of working time lost	4.50%	4.02%

3.2 The absence figure has reduced by 1.22 days per FTE and 0.48% less working days lost compared to last year.

3.3 Short and long term sickness absence days per FTE:



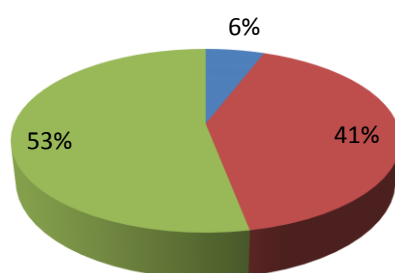
3.4 Long term absence (sickness of 20 days or more) remains high with 85% of the cases in the last year being within our operational service areas. Commonly in long term sickness cases, it can take a protracted length of time to receive correct diagnosis and action, with potential for extended recuperation. There are currently 28 employees off long term sick accounting for a total of 475 days open long term sickness (as opposed to 32 people and over 2000 days last year).

3.5 There has been 1 ill health retirement this year, and 2 Case Review dismissals. This compares to 2 ill health retirements and 2 Case Review dismissals the previous year.

3.6 The chart below shows a breakdown of sickness days over the year to 31st March 19:

Breakdown of sickness days

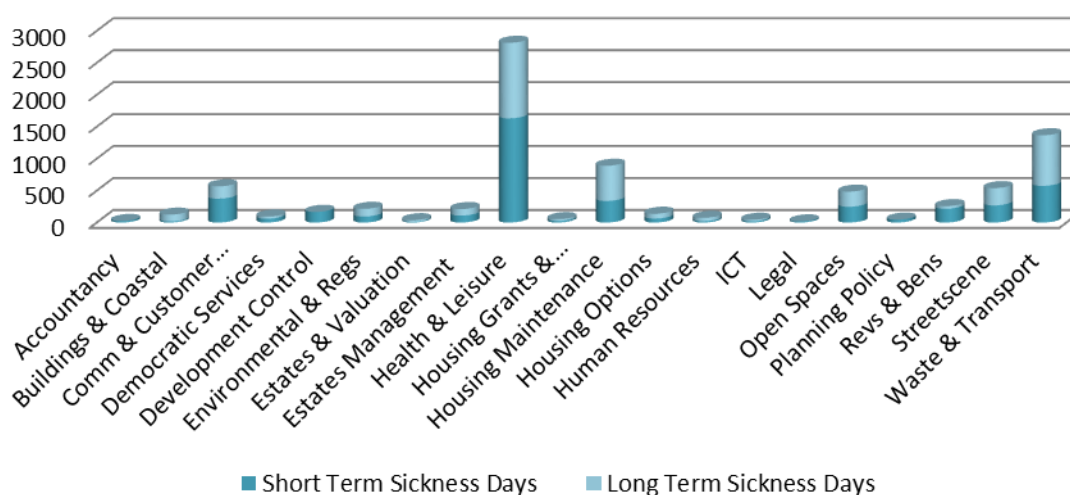
■ Open long term days ■ Other long term days ■ Short term days



3.7 As at 31st March 2019 those off long term, 21 are on full pay, 1 is on half pay plus statutory sick pay, 6 are on statutory sick pay.

3.8 The graph below details the sickness days per Service area as at 31/03/2019:

Days sick by service area



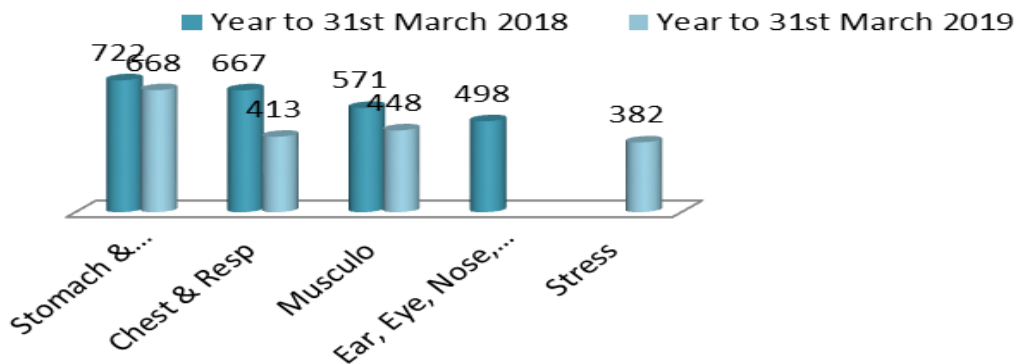
3.9 The main reasons overall for sickness absence across the Council can be broken down as detailed below.

Reasons for sickness	Year to 31/03/2018 (days lost)	Year to 31/03/2019 (days lost)
Musculo skeletal	1660	1052
Stress/Depression	1262	812
Chest & respiratory	1121	321
Stomach & Kidney	1042	514

Compared across the last two years, the table highlights that musculo skeletal remains the highest reason for sickness. Stress and Depression has decreased by 450 days but has risen into one of the top four reasons for short term sickness.

3.10 Whilst return to work meetings are carried out for all periods of sickness absence, and more formal meetings are held with those that hit a trigger for short and long term sickness, it is easier to keep track of individual long term sickness matters. Short Term trends are not generally identified outside of formal meetings. To assist with this, data is provided on overall short term sickness trends. The graph below shows a breakdown of the highest reason by number of days for Short Term absence:

Short term sickness reason comparison



3.11 The average cost of sickness absence per day is £92.

3.12 The April 2019 CIPD Health & Wellbeing at Work Survey details an average of 4.4 days sickness absence per FTE compared with 8.8 days average per FTE in the public sector. It states that larger organisations (with over 1000 employees) have significantly higher sickness than those with less than 500 employees. It also details mental health is the 1st highest cause of long term sickness and the 4th highest cause for short term sickness across sectors.

4. SICKNESS ABSENCE ACTION PLAN

4.1 Management information is key to effective sickness absence management. It is a key objective of all Service Managers to ensure sickness is managed effectively. Online sickness absence reports and trend data are available for all managers.

4.2 A robust Sickness Absence procedure is in place, which includes return to work meetings and short & long term triggers. The HR Advisory Team advise and assist managers through the Sickness Absence procedure. The Team continue to run the Absence Management 'Brief Bite' training session for supervisors and managers at least twice a year to ensure that those new to managing at the Council or those requiring a refresher are fully trained in the Council's formal process.

4.3 The Council is also continuing to take a number of preventative steps in relation to sickness absence:

4.3.1 We offer the Employee Assistance Programme 'Workplace Wellness' through Right Management. It offers a free 24-hour telephone helpline, 365 days a year and covers issues as diverse as emotional/personal, legal, financial, marital/family, work/career and drugs/alcohol. If recommended, there may be a further opportunity to discuss problems face-to-face with a trained counsellor. This service is regularly promoted and fully funded by the Council.

4.3.2 We have continued to run resilience workshops, and have additionally run training on embracing, managing and implementing change linked to smarter working across all services for employees and managers, we have received excellent feedback on these.

4.3.3 Flu jabs – After successful take up last year, 41 flu jab vouchers have been given to our operational workforce (and Environmental Health Officers due to the nature of their work) free of charge. These will continue to be offered for 2019/20.

4.3.4 Health checks – Another two full days of Health checks (36 checks) have been arranged to take place in spring and are fully subscribed to. These remain free of charge to those on

band 4 or below working over 18.5 hours per week, charged to the relevant business unit, to all others there was a £35 charge. The checks included: Height, Weight, BMI, Body Fat, Diabetes, Total Cholesterol, HDL Cholesterol, Blood Pressure, ECG, and are undertaken by a qualified nurse.

4.4 Mental Health and Employee wellbeing continues to be a high priority area for assisting employees; the supportive measures available are:

- We have hosted Mental Health First Aider training, and now have 12 fully trained mental health first aiders across the council, with contact details on Forestnet.
- Additionally we have used MIND to run a series of 2 hour manager awareness sessions on mental health.
- During 2019/20 we will be running Dignity at Work training in June and July.
- We are also offering Mindfulness workshops, open to all employees to attend.

5. FINANCIAL IMPLICATIONS

5.1 There are direct financial implications related to this report.

6. ENVIRONMENTAL IMPLICATIONS

6.1 There are no environmental implications arising from this report.

7. CRIME AND DISORDER IMPLICATIONS

7.1 There are no crime and disorder implications arising from this report.

8. EQUALITY AND DIVERSITY IMPLICATIONS

8.1 There are no equality and diversity implications arising from this report.

9. EMT COMMENTS

9.1 This report shows a pleasing continuation of trend.

The sickness figures by service are actual days lost to sickness. It should be noted that Leisure staff account for 40% of the total number of employees, therefore sickness figures are expected to reflect this.

9.2 Pleased to see the continuing emphasis on managing our mental health. We are very supportive of the commitment to 12 Mental Health First Aidiers across the Council.

9.3 The new HR Hub now provides managers with up to date reports and dashboard highlights to assist with timely management and support of sickness cases. These will assist managers and make improvements and greater benefits.

10. EMPLOYEE FORUM AND EMPLOYEE SIDE COMMENTS

Employee Forum Comments:

10.1 Do the figures show a whole year? I ask because the months in the title are different (October and March) – suggestion: change 'Year to' to '12 months' possibly?

- 10.2 Section 3.9 states stress and depression is now in the top 4 reasons for short term sickness but this is not included in the chart in 3.10?
- 10.3 In Section 4.3.3 do you know how many staff overall were given flu jabs?

Employee Side Comments:

- 10.4 No employee side comments have been received.

11. RESPONSE TO EMPLOYEE/EMPLOYEE SIDE FEEDBACK

- 11.1 All figures are over a year. Report has been updated to reflect 'year to' throughout.
- 11.2 The chart in 3.10 has been updated to reflect this.
- 11.3 41 flu jab vouchers were given out to the workforce this year.

12. RECOMMENDATIONS

- 12.1 That the HR Committee notes the sickness levels for 2018/19, and supports the action plan.

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EXECUTIVE MANAGEMENT TEAM: 21 MAY 2019
HR COMMITTEE: 6 JUNE 2019

EMPLOYEE AND PUBLIC ACCIDENT/INCIDENT STATISTICS 2018/19

1. INTRODUCTION

- 1.1. The following report provides details of accidents and incidents involving council employees and members of public from 1 April 2018 to 31 March 2019, and compares results with previous years to review the organisations performance.
- 1.2. Members of the public include those who use our facilities, visit our land and housing tenants.
- 1.3. Trends will be examined and conclusions and recommendations drawn from accident/incident investigations.
- 1.4. Certain key words and phrases will be used regularly throughout this report:

Accident: an unplanned event that results in injury or damage to property.

Incident: Near miss: an unplanned event that, while not causing harm, has the potential to cause injury or damage to property.

Operational Services: This includes: Waste & Transport, Streetscene and Open Spaces.

Corporate Services: This includes: Business Improvement and Customer Services, Environment and Regulation, Legal, Democratic, Financial, Human Resources, Coastal and Public Facilities, Policy and Strategy, ICT, Planning and Building Control.

Housing Services: This includes Housing Maintenance, Housing Estates and Management Support and Housing Options.

Leisure Services: This includes the five Health and Leisure Centres.

2. FINDINGS – EMPLOYEE ACCIDENTS AND INCIDENTS

2.1 Number of Accidents and Incidents

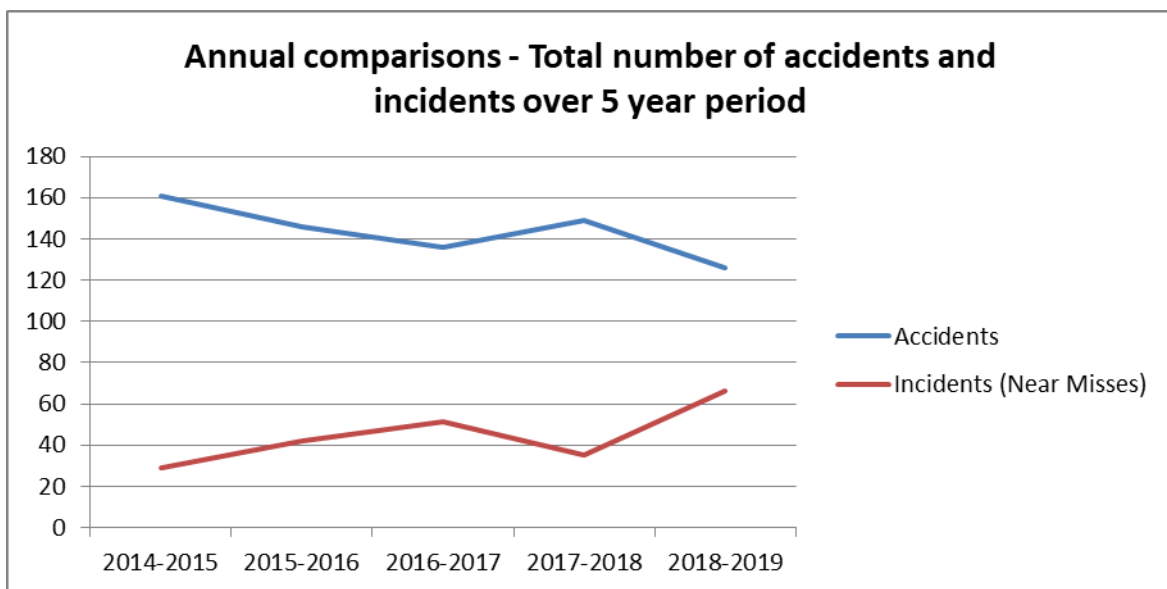
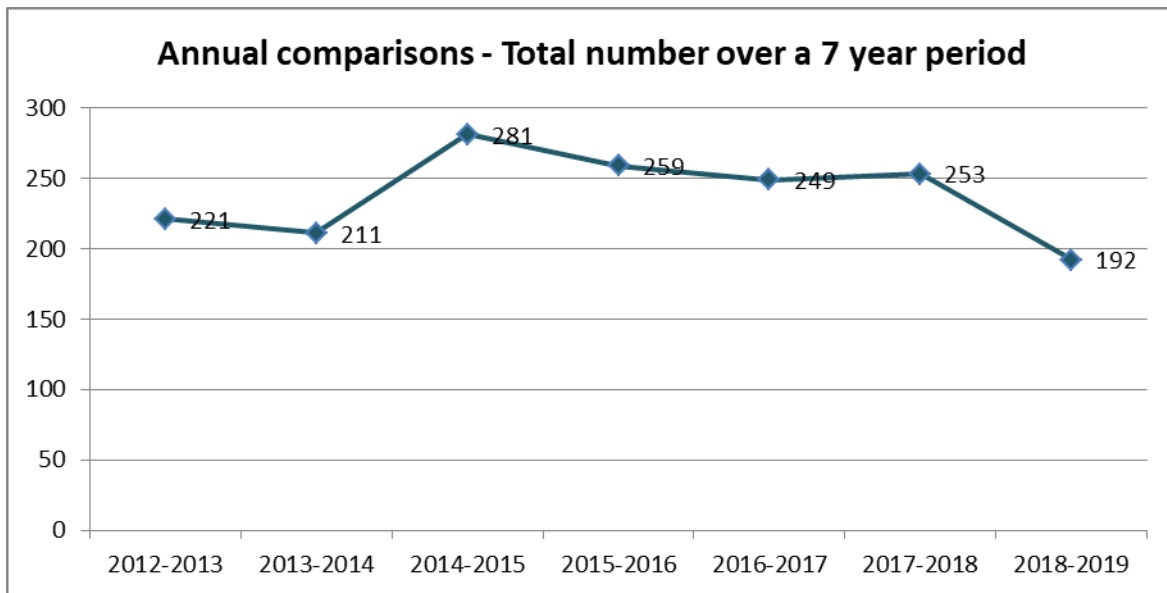
In 2018/19 a total of 192 accidents and incidents (near misses) were reported, a decrease of 67 from the previous year.

126 of these were accidents with injuries compared to 151 the previous year; 8 of these were reportable to the Health and Safety Executive in accordance with the Reporting of Injuries, Disease, and Dangerous Occurrences Regulations 2013 (RIDDOR). See Appendix 1 for reportable accidents.

There were 66 incidents (near misses) without injuries in comparison to 35 the previous year.

There were 55 vehicle incidents in comparison to 73 the previous year - see section 4.3 Vehicle/Motor incidents for further information.

It is a positive to see the trend in reducing accidents and vehicle incidents whilst increasing near miss reporting.



2.2 **Operational Services** - The majority of accidents and incidents reported in 2018/19 occurred within the operational service areas. Accidents were predominantly reported by Refuse and incidents by Enforcement. The majority of vehicle accidents and incidents reported for 2018/19 also occurred within Refuse; however there were also reports within Housing Maintenance, Streetscene and Grounds Maintenance.

A total of 86 accidents and incidents were reported, a decrease of 5 from the previous year. 48 of these were accidents with injuries, a positive reduction of 38% from the previous year; 6 being reportable under RIDDOR. There were 38 near misses during 2018/19, a promising increase of 171% from the previous year. It was noted that the number of retrospective accidents reported during the year, with no evidence that the injury was caused whilst at work, has reduced considerably in response to the guidance that was circulated and training provided to all operational supervisors.

Near miss reporting has increased however this reporting will continue to be encouraged across the services. This allows for trends to be identified and lessons learned, preventing serious accidents.

A total of 55 vehicle incidents were reported, a decrease of 18 from the previous year - see section 4.3 Vehicle/Motor incidents for further information.

- 2.3 **Housing Maintenance (formerly Building Works)** – A total of 23 accidents and incidents were reported, a decrease of 16 from the previous year. 17 of these were accidents with injuries, a positive decrease of 7 from the previous year; with only 1 being reportable under RIDDOR. There were only 6 near misses reported during 2018/19, a decrease of 9 from the previous year.

The reduced number of near miss reports is not beneficial to the service in order to prevent accidents. It is important that the service encourages reporting of both accidents and incidents however minor, via service days, tool box talks, safety panels, newsletters, bulletins, communications and safety training.

- 2.4 **Housing Estates Management & Support and Housing Options** - A total of 20 accidents and incidents were reported, an increase of 17 from the previous year, 7 of these were accidents with injuries, an increase of 5 from the previous year; not reportable under RIDDOR. There were 13 near misses during 2018/19, an increase of 11 from the previous year.

Although the services have increased reporting of accidents and incidents, the health and safety team do not consider this to be a true reflection of the number occurring within these services such as those of an abusive/threatening nature experienced by officers especially during interviews. Near miss cards have been introduced for ease of reporting and should be encouraged to be used.

Property damage and identification of construction hazards are other areas expected to be reported on. These services must encourage these types of incidents to be reported in order for the organisation to understand the risks presented to employees and learn from any incidents in order to make improvements for prevention.

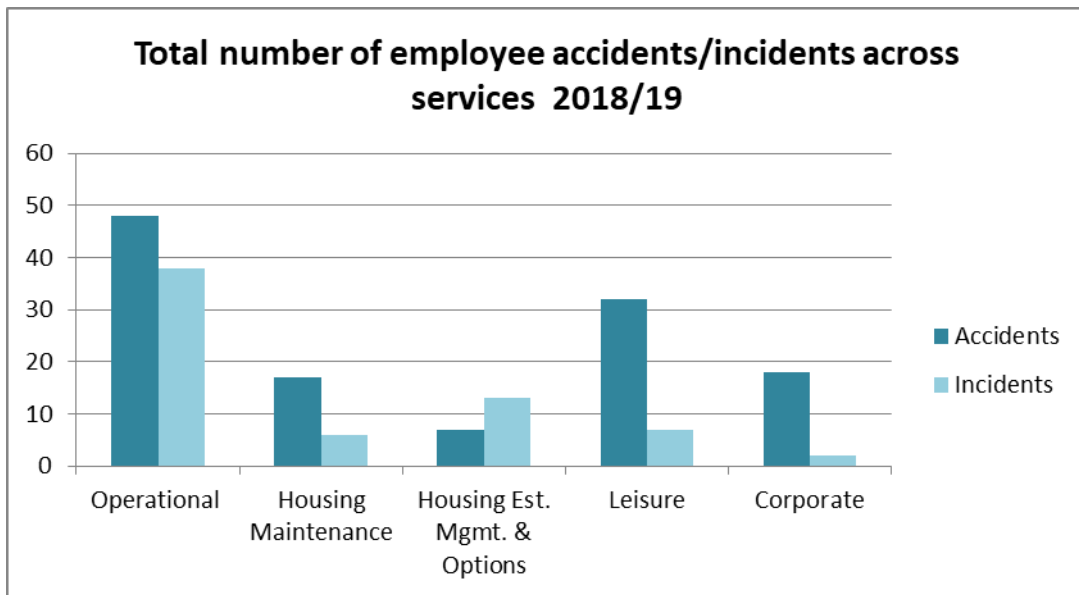
- 2.5 **Leisure Services** – A total of 39 accidents and incidents were reported, a positive decrease of 9 from the previous year. 32 of these were accidents with injuries, a positive reduction of 13 from the previous year; with only 1 being reportable under RIDDOR. There were 7 near misses reported during 2018/19.

35% of employee accidents and incidents occurred whilst moving equipment, this is in accordance with the previous year.

The service must remain mindful when arranging activities to avoid the need to move and transport heavy equipment such as spin bikes and staging units.

It remains an objective to encourage increased levels of near miss reporting to identify any interventions required to prevent accidents occurring in the future. The current number of reports is not a true reflection of the incidents experienced in reality.

- 2.6 **Corporate Services** – The total number of accidents and incidents reported were 20, this is an increase of 14 from the previous year. 18 of these were accidents with injuries in comparison to 5 for the previous year, none being reportable under RIDDOR. There were 2 near misses, an increase of 1 from the previous year.



- 2.7 Most of the RIDDOR's were reported as a result of over 7 days absences from work, however one related to asbestos disturbance. It was agreed to take a more conservative approach and report due to unknown risk significance.

3. ACCIDENT/INCIDENT RATES

$$\frac{\text{Number of accidents/incidents} \times 100}{\text{Number of employees}}$$

- 3.1 The accident/incident rate per 100 employees for the authority for 2018/19 is 17, a positive reduction in comparison to 22 the previous year. This means that for every 100 employees, 17 will experience an accident/incident each year.
- 3.2 The accident rate for the authority for 2018/19 is 11, a positive decrease of 2 from the previous year.

The incident (near miss) rate for the authority for 2018/19 is 6, a 100% increase from the previous year.

The vehicle incident rate for the authority for 2018/19 is 5, a decrease of 1 from the previous year.

Note: The number of employees is an average end of year figure of 1126 for 2018/19.

- 3.3 Whilst a reduction in accident rate is preferred it remains an objective to encourage high levels of near miss reporting to identify any interventions required to prevent accidents occurring in the future.
- 3.4 There have been no successful insurance claims to date concerning a workplace accident. 1 claim was closed during 2018/19 and liability denied. 3 new claims have been opened.

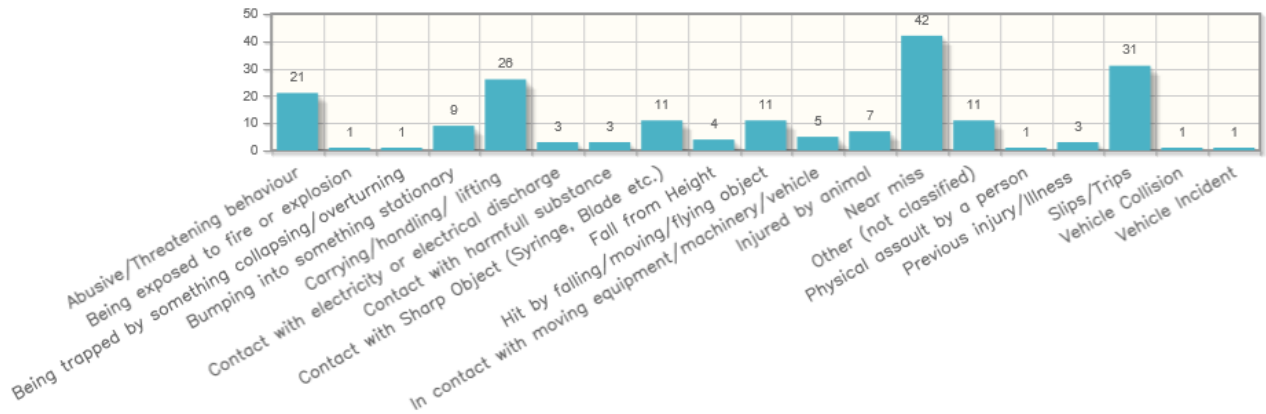
4 TYPES OF ACCIDENTS AND INCIDENTS

4.1 Accidents

As expected, and in accordance with national figures and trends slips, trip and falls and manual handling remain the two main causes of accidents closely followed by

abusive/threatening behaviour. This is as a result of the health and safety teams efforts to ensure this type of incident is being reported.

Slips and trips are the highest causes of accidents across the authority, predominantly within the Operational Services. In 2018/19 there were 31 recorded, in accordance with the previous year.



There has been a reduction in manual handling injuries with only 26 reported in comparison to 45 the previous year. This indicates that continuing awareness training and monitoring and the introduction of easily accessible onsite competent manual handling trainers in Operational Services, has had a positive effect on this type of accident.

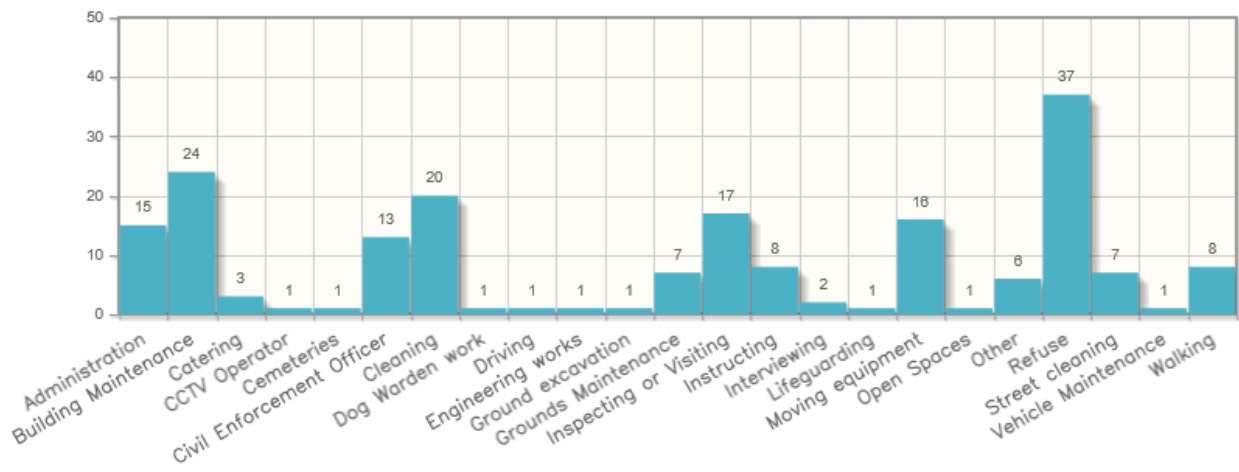
There were 15 back injuries, a 50% decrease from the previous year, 10 of which were reported from within Operational Services, predominantly refuse, in comparison to 19 the previous year.

Contact with sharp objects has also been a contributing cause of a number of the accidents, however this has reduced to 11 from 16 reported last year. This has been highlighted and discussed at the operational safety panel. Initiatives have been established including correspondence to all district residents on discarding sharp objects safely.

Being hit by falling/moving/flying object has also been a contributing cause predominantly within the leisure services as a result of moving equipment, however this has also reduced to 11 from 17 reported the previous year. Only one of these was reportable and this has been fully investigated, with recommendations for management.

As expected, accidents and incidents (near misses) mainly result from the following processes:

- Refuse
- Building Maintenance
- Cleaning
- Inspecting and Visiting
- Moving Equipment



4.2 Near Miss Incidents

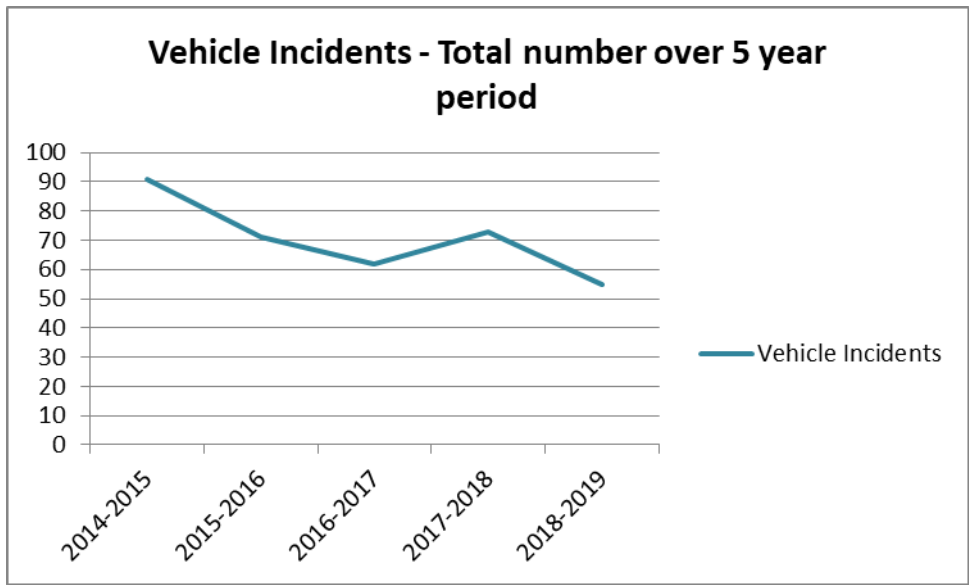
There were 66 near misses reported in 2018/19, this is an increase of 31 from the previous year.

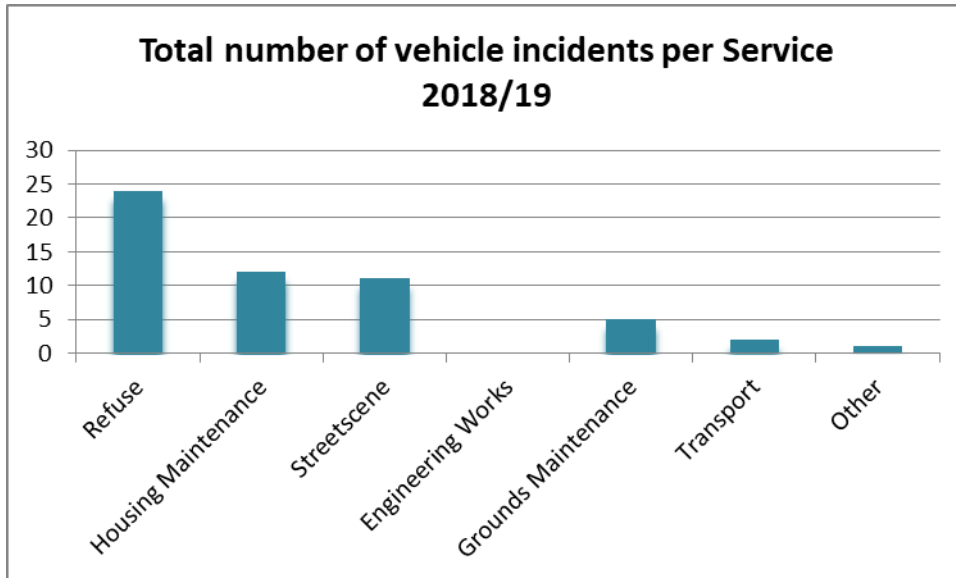
This increase is very positive and it remains an objective to encourage high levels of near miss reporting to identify any interventions required to prevent accidents occurring in the future. Other services need to adopt the culture demonstrated within Operational and Housing services to enable issues to be identified and risk control measures improved.

The marked increase during 2018/19 in near miss reporting within the Housing Estates and Management Support is a positive step in enabling lessons to be learnt and to prevent accidents.

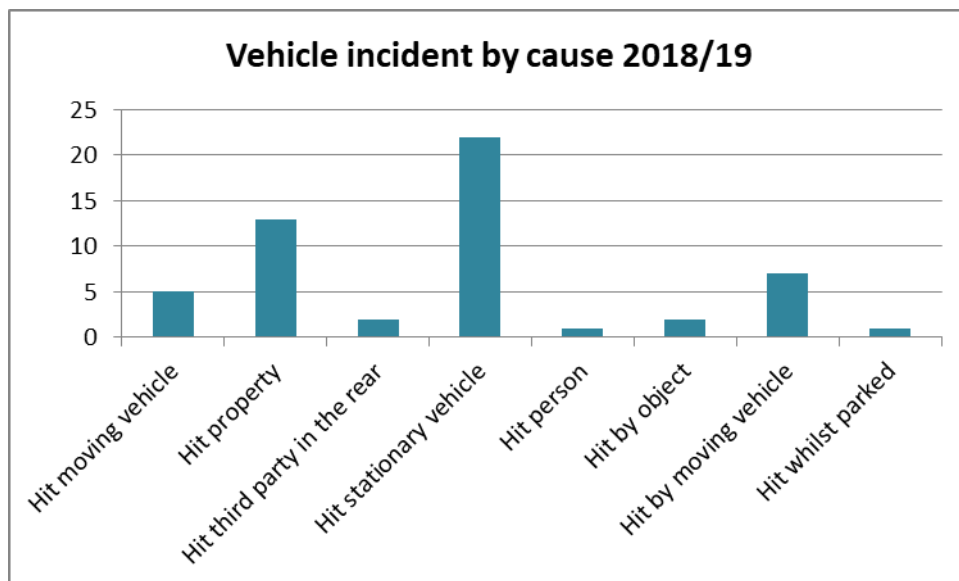
4.3 Vehicle/Motor Incidents

The total number of vehicle incidents reported during this period is showing a significant decrease of 25% from the previous year and lowest recorded in 5 years.





Last year, a total of 73 vehicle incidents occurred, compared to this year's total of 55 which is a decrease of 18 from the previous year and the lowest ever recorded. The majority were from Refuse, Housing Maintenance and Streetscene and 45% of the incidents occurred whilst reversing in comparison to 34% the previous year.



Reminders have been given to Managers to ensure induction, tool box talks and eye tests are being completed in accordance with the agreed standards. Measures have also been introduced to combat repeated incidents including a requirement to complete a driver assessment with an external provider.

A review of the content and delivery of both the driver and waste handbook and training for reversing assistants has been completed. Hand signals have been simplified in accordance with advice from the HSE and we wait for any further steer on additional recommendations. Since this, the trend shows a reduction in incidents for both quarter 3 and 4 in comparison to the previous year.

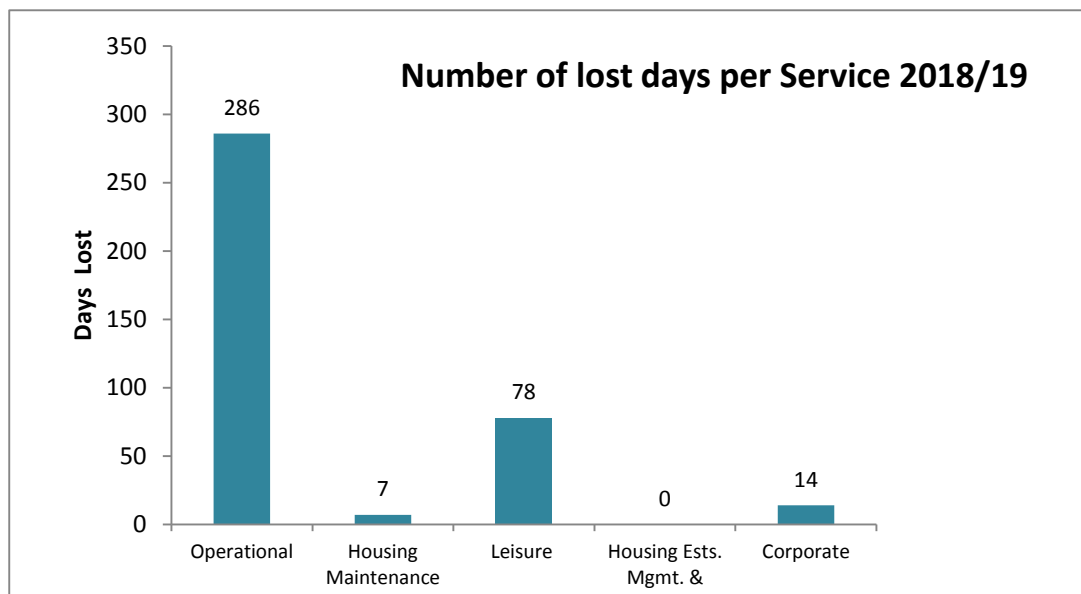
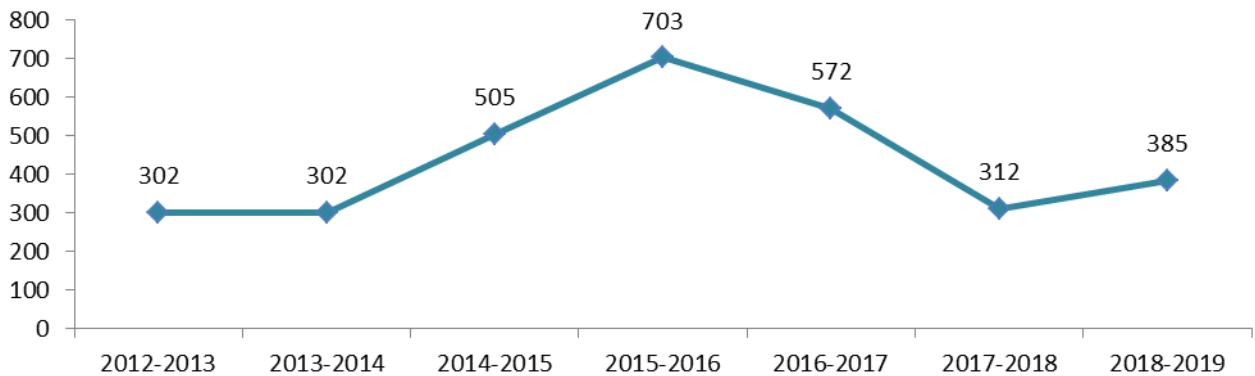
Feedback has identified concerns over the standard of applicants for driver roles which may contribute to incidents.

5 WORKING DAYS LOST DUE TO ACCIDENT AND INCIDENTS

5.1 The total number of days lost due to accidents in 2018/19 was 385; an increase of 73 days from the previous year. Of the 8 RIDDOR accidents, days lost totalled 268 within Operational, Housing Maintenance and Leisure Services. 5 of these being long term sickness injury cases over 20 days that totalled 242 days, one of which is still ongoing.

The remaining 3 reportable accidents resulted in short term sickness injury cases totalling 26 days in comparison to 65 the previous year.

Number of days lost - annual comparisons for 7 years



6 MEMBERS OF PUBLIC ACCIDENTS AND INCIDENTS

6.1 Non-Leisure

There were 18 reported public accidents/incidents excluding those that occur within the leisure centres, an increase of 800% in comparison to the previous year. It is positive to see this improvement in reporting culture. The Health and Safety Unit have placed their efforts on encouraging and making it easier for officers to report to enable the organisation to understand and respond as appropriate.

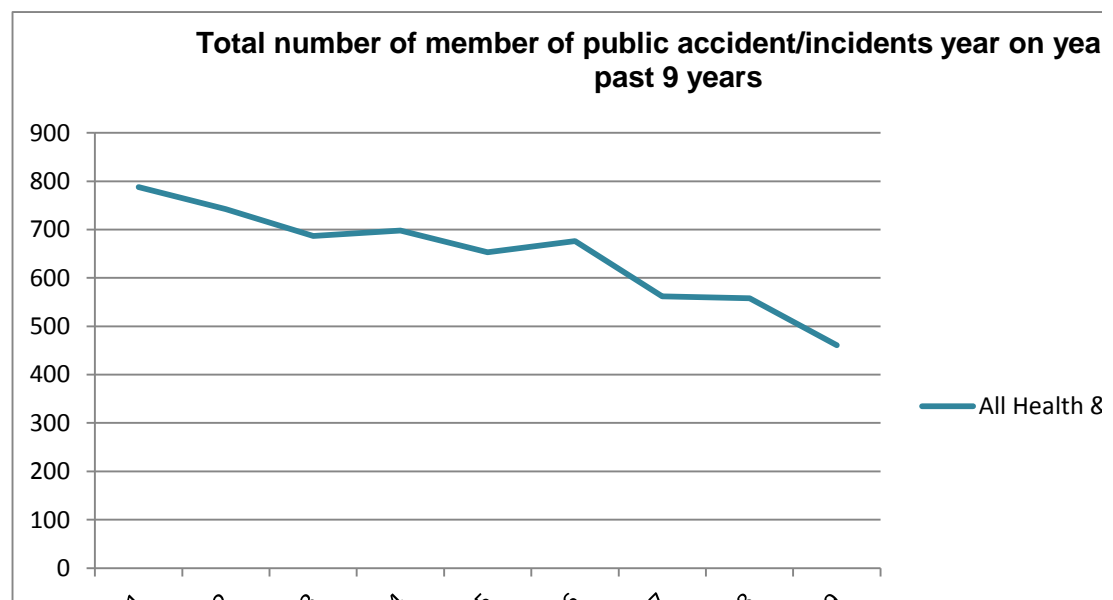
The majority of these were incidents reported by housing tenants in relation to fire or gas exposure with no injuries sustained, suitable emergency services called and areas made safe.

Accidents/incidents to 4 members of public were also reported by information officers. These were minor accidents and incidents suffered as a result of natural causes (seizures).

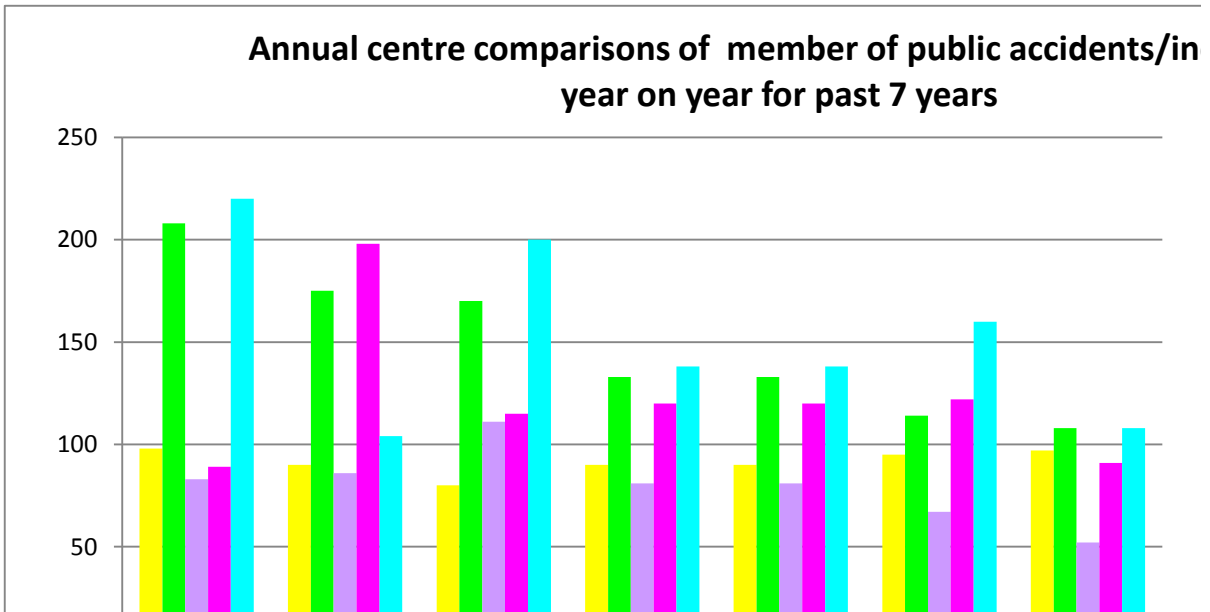
6.2 Leisure Centres

There were 461 public accidents and incidents, including 54 near misses, reported during 2018/19, with 2 being reportable to the Health and Safety Executive in accordance with the Reporting of Injuries, Disease, and Dangerous Occurrences Regulations 2013. 90% resulted in injury. See appendix ii for reportable accidents.

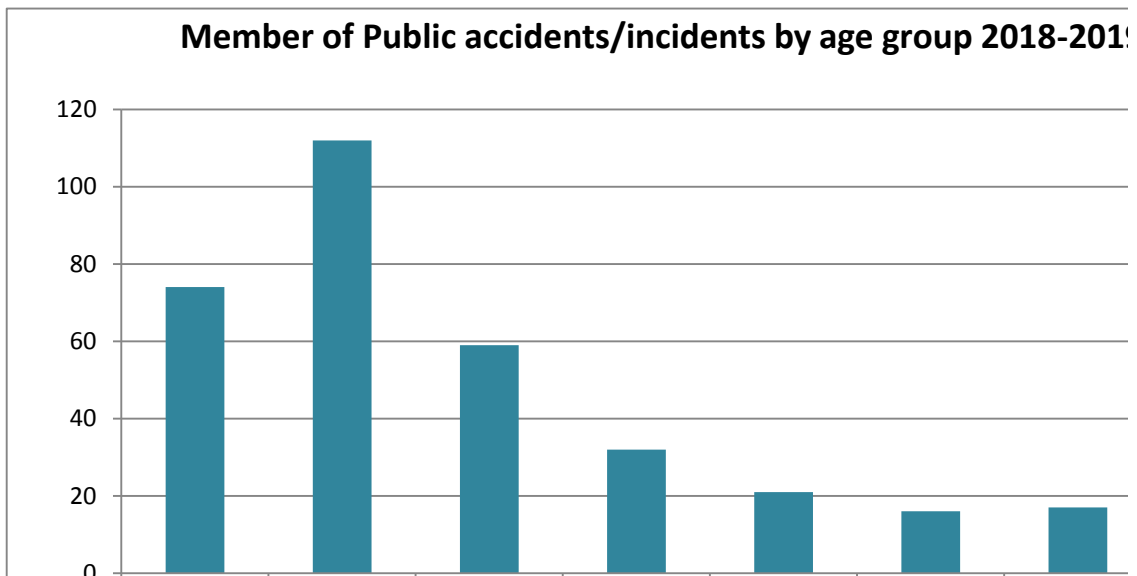
This is another decrease, from the previous year's figure of 558 and its record lowest in 9 years. While this figure still appears high, it needs to be considered in the context of the business undertaking, with five busy centres operating seven days a week.



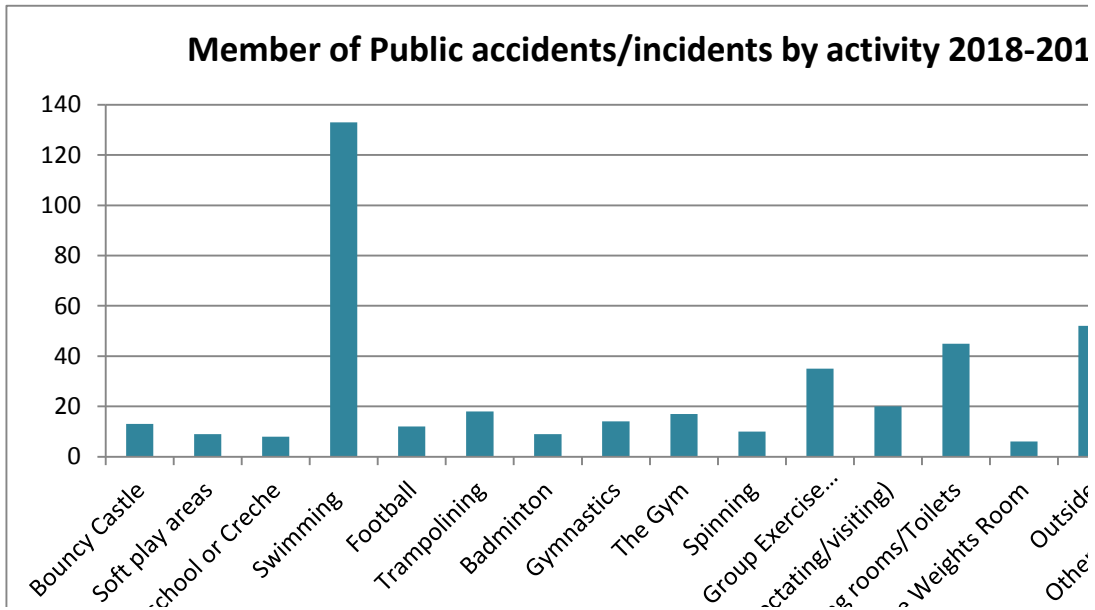
6.3 Ringwood and Applemore usually experience a higher number of accidents/incidents in comparison to other centres. This is predominantly due to the fact that they operate play-sites and facilitate bookings for junior activities/clubs resulting in children unintentionally colliding with one another or falling over. Applemore have also run a Pre-School.



6.4 As mentioned in paragraph 6.3 and shown below, young people using the facilities suffer the majority of accidents/incidents with a total of 74 in the 0-4yrs category, 112 in the 5-11yrs category and 59 in the 12-17yrs category.



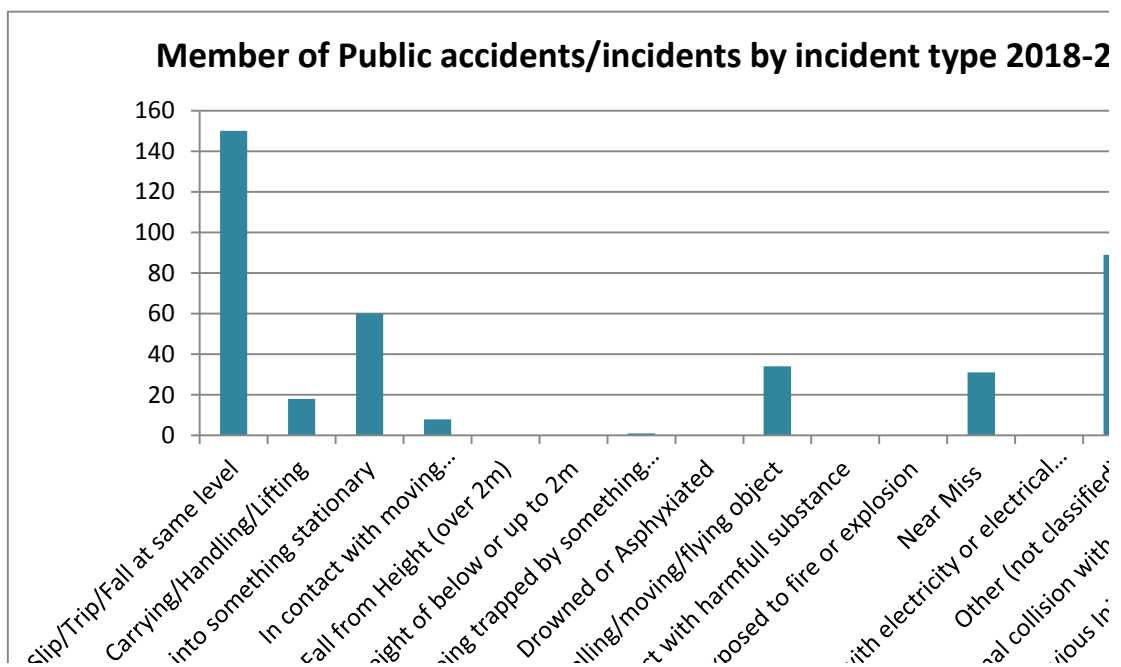
6.5 Swimming including casual, academy and club sessions remains the most common activity for accidents/incidents. With over 4000 swimmers on swim academy and pool sessions running 7 days a week this is to be expected. The pool hall is always supervised when pools are in use, hence any accidents/incidents, however minor being reported and logged.

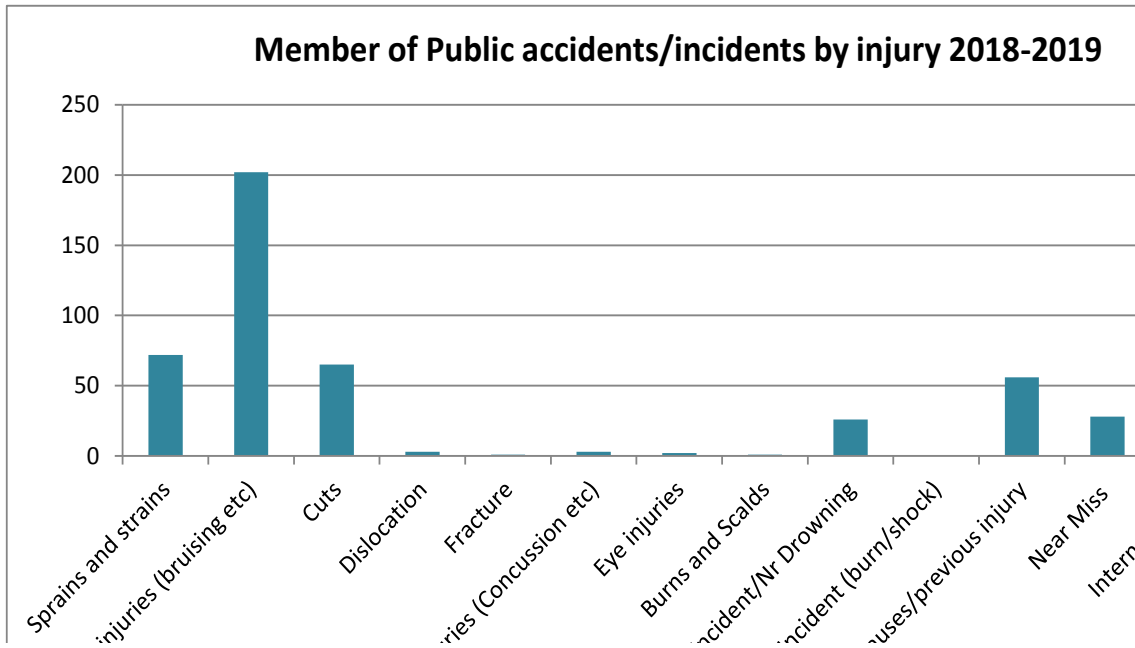


6.6 The breakdown of accident/incident and injury show clear trends. The most common causes being slips, trips and falls, and the most common injuries being superficial injuries (bruising), sprains and strains and cuts.

A number of causes of accidents/incidents are recorded under 'Other' (not classified); these include feeling dizzy after exercise, feeling a muscle pull during an activity and feeling nauseas during exercise.

It is worth noting that 12% of these reported accidents/incidents are also as a result of natural causes/previous injury such as seizures, diabetic attacks, nose bleeds and cuts and wounds from old injuries which re-open whilst taking part in activities.





6.7 In June 2015, the service introduced the Near Miss Quick Record Cards. It is vital to collate information on near misses to prevent further injuries and possible fatalities and the service was previously underreporting. Since the introduction of these cards, near misses increased by **500%** from 9 to 54 in 2015/16.

This year the same number were reported in accordance with previous years. All centres have received a further stock of cards and have been reminded and encouraged to continue to use them.

6.8 ACCIDENT/INCIDENT RATES - Throughput

$$\frac{\text{Number of accidents/incidents} \times 10,000}{\text{Throughput}}$$

The Centres have been unable to provide throughput figures for 2018/19 however according to throughput stats recorded by the Centres last year; there were approximately 1.4 million visits.

The accident/incident rate for the Service for 2017/18 was 3.77.

This means that for every 10,000 visits to the Centre's approximately 4 people suffered an accident/incident.

With the reduction in actual accidents recorded and the assumption that throughput has been consistent on last year I would estimate a reduced rate for 2018/19.

7 FINANCIAL IMPLICATIONS

7.1 Risk management and the prevention of claims arising as well as effectively defending claims received help manage the council's financial losses and the likelihood of premium increases.

- 7.2 There have been no successful insurance claims to date concerning a workplace accident. Due to the resolution times of claims and settlements being made this is not necessarily reflective of the final positions. 1 claim was closed during 2018/19 and liability denied. 3 new claims have been opened.
- 7.3 Diligent and systematic maintenance and inspections of an open space assisted with the defence of a trip claim this year made by a member of public in 2014. Officers who attended court were commended on their performance by our barrister.
- 7.4 There were 55 motor claims costing £113,550.37 in total, a reduction of £14,718.96 on last year.
- 7.5 Considering the corporate average salary and cost of sickness per day, 385 lost days equates to an estimated cost of £33,495.00. In addition to this there will be costs associated with sickness cover, equipment repair, officer time to investigate, re-stock of first aid supplies, reputation etc.

8 CONCLUSIONS

- 8.1 This year's employee accidents show a decrease from the previous year and the lowest recorded in 7 years. A high number of these accidents were caused through slips, trips and falls and manual handling.
- 8.2 The decrease in manual handling injuries indicates that, continuing awareness training and monitoring and the introduction of easily accessible onsite competent manual handling trainers in Operational Services, has had a positive effect on this type of accident.
- 8.3 Efforts have been made by the Transport Manager to investigate vehicle incidents and a number of actions have been implemented. The total number of vehicle incidents this year is the lowest on record.
- 8.4 This year's member of public accidents/incidents within the leisure centres shows a downward trend from the previous year and is at its lowest recorded in 9 years.
- 8.5 Employees need to be encouraged across all services to report all accidents and incidents. Near miss reporting remains low in some service areas and this information is vital in learning lessons and preventing accidents in the future.
- 8.6 It has to be accepted that the physical nature of the health and leisure centres and operational services will always present the potential for injury to employees and public.
- 8.7 There are over 7000 fitness direct members and 4000 swimmers registered on swim academy across the 5 health and leisure centres. Whilst business performance has increased the number of accidents has continued to reduce. This is a very good result and reflects the positive health and safety culture throughout the centres.
- 8.8 With the organisational restructures and service groupings continue to take shape, it will be important for Senior Managers to include positive health and safety culture as one of their business priorities.
- 8.9 Health and Safety performance statistics:
- Hit Target Key?

- ✓✓ Exceeded target
- ✓ Hit target
- Marginally missed target
- ▲ Missed target

	Desired direction of travel	Target 2018/19	Actual 2018/19	Hit Target?	Target 2019/20
Employee Accidents	↓	130	126	✓✓	115
Public Accidents	↓	500	413	✓✓	390
Employee Near Misses	↑	70	66	●	80
Vehicle Incidents	↓	55	55	✓	50
Public Near Misses	↑	60	66	✓✓	80
Employee Occupational Diseases	→	0	0	✓	0

9 RECOMMENDATIONS

- 9.1 EMT are asked to note this very positive health and safety performance.
- 9.2 Service Managers are required to promote a strong health and safety culture through a continued drive of encouraging accident and near miss reporting, active monitoring and identification of trends. This will prompt the review of risk assessments and safe working methods.
- 9.3 All employees should continue to work in a safe and responsible manner and bring to the attention of their line managers any health and safety concerns, accidents and near misses.
- 9.4 All Managers should continue to promote the reporting of accidents/incidents, in particular to encourage near miss reporting.
- 9.5 Measures to be introduced by all to reduce harm by continually implementing suitable control measures and improving working methods.

For further information contact:

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Background Papers:

None

APRIL 2018 – MARCH 2019, EMPLOYEE RIDDOR ACCIDENTS

Individual employee accidents resulting in day's lost.

In accordance with the HSE incidents (RIDDOR- Reporting of injuries, Disease and Dangerous Occurrences Regulations)

Accidents must be reported where they result in an employee or self-employed person being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury. This seven day period does not include the day of the accident, but does include weekends and rest days. The report must be made within 15 days of the accident.

Job Title & Incident No.	Injury	Body Part	Days Lost	Description of Accident	Remedial Action
Refuse Operative - 2686	Sprains and Strains	Back	47 as at 31/03/19	During a glass collection round, operative picked up glass box and pulled his back.	Told to take care and check weight prior to lifting as per manual handling training.
Driver (HGV) - 2683	Cuts	Hand	51	Operative's vehicle had broken down and he was taken back to the depot by a maintenance technician. The depot was locked up so the maintenance technician unlocked the depot, the waste operative went to get changed and the maintenance technician left, locking the gate. Once the waste operative had got changed he came back to find the maintenance technician had left and relocked the gate. The waste operative decided to climb the gate rather than use his key or phone for assistance and in doing so cut his hand on the top of the gate.	After investigation it was found that the waste operative had a key to the gate but did not realise and made the decision to climb the gate without giving any thought to calling for assistance. Review of lone working arrangements for depots, in particular Ringwood, taking place.
Leisure Attendant - 2674	Cuts	Foot	65 (Phased return)	Whilst setting up the staging unit for an exercise class attendant pulled down the first side, had a look to see if it was out properly and the stage collapsed onto her right foot and caused a severe cut.	After investigation further specific training was identified to ensure correct set up of the equipment.
Refuse Operative - 2627	Sprains and Strains	Hand	39	Step gave way beneath operative whilst on waste round resulting in fall on to back/leg.	Operative taken to hospital complaining of back pain, x-rays all clear and no

				*Note, this incident occurred at Parkside, Hounslow not Park Close as written on accident report form.	further treatment required. Step repaired by Housing Maintenance on 25/10/18.
Refuse Operative - 2612	Sprains and Strains	Back	14	Whilst putting refuse sacks in the back of the truck felt a twinge in lower back which became worse.	Pain killers taken. Reminded to practice safe manual handling techniques.
Housing Operative - 2622	Near Miss	Other	0	Boiler Replacement - needed to remove some boxing to relocate the flue. The bottom section of boxing was ply, when he started to remove top section of boxing it snapped and was identified as AIB board containing asbestos.	Warned tenant. Remedial action was adhered to as of HSE Guidance of any disturbance of unforeseen ACM's.
Refuse Operative - 2562	Sprains and Strains	Back	12	Bent to pick up refuse sack, sack was heavy and felt back just go. Pain to left hand side of back.	Painkillers taken initially. Operative reminded to check weight of bags before attempting to lift and when lifting observe correct manual handling technique.
Refuse Operative - 2530	Sprains and Strains	Lower Limb	40	Operative slipped on mud at the side of the road and felt something go in his leg and heard a popping sound.	Advised to seek further medical assistance. Visited hospital on 29/4 and confirmed torn muscle

April 2018 – March 2019, LEISURE CENTRES - MEMBER OF PUBLIC RIDDOR Accidents.

In accordance with the HSE incidents (RIDDOR- Reporting of injuries, Disease and Dangerous Occurrences Regulations 2013)

Accidents to members of the public or others who are not at work must be reported if they result in an injury from a work activity and the person is taken directly from the scene of the accident to hospital for treatment to that injury.

MEMBERS OF PUBLIC ACCIDENTS					
Leisure Centre	Gender & Age	Injury	Part of Body	Description of Accident	Remedial Action
Ringwood	Male - 18-25yrs	Fracture	Elbow	During trampoline club fell funny and fractured elbow.	Ice pack given, supported the ankle. 999 – Partner took to hospital.
Ringwood	Male - 26-38yrs	Cuts	Hand	Whilst playing football went in for a tackle running at speed and impaled/sliced hand on corner of fence/boards between pitches (metal joining part).	Checked area where he cut his hand. Sat down, elevated, applied pressure on wound - given 3 bandages. Interim remedial works on sharp areas to ATP divider boards. Servicing documentation signed off as fit for purpose.

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