

NOTICE OF MEETING

Meeting: HR COMMITTEE

Date and Time: THURSDAY, 9 JUNE 2022, AT 10.00 AM*

Place: COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA

Enquiries to: Email: andy.rogers@nfdc.gov.uk
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PUBLIC PARTICIPATION:

Members of the public may watch this meeting live on the [Council's website](#).

*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 HR Committee'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 no later than 12.00 noon on Monday, 6 June 2022.

Kate Ryan
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

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 17 March 2022 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. HR UPDATE REPORT (Pages 3 - 6)

To receive the HR Update Report.

5. MINUTES OF EMPLOYEE SIDE LIAISON PANEL (Pages 7 - 10)

To note the minutes of the recent meeting of the Employee Side Liaison Panel.

6. HR METRICS (Pages 11 - 24)

To receive various workforce related data and statistics.

7. ANNUAL SICKNESS AND COVID ABSENCE REPORT (Pages 25 - 36)

To receive the Annual Sickness and Covid Absence Report.

8. APPRENTICESHIPS UPDATE AND FUTURE TRAINING PROPOSALS (Pages 37 - 44)

To receive an update on apprenticeships undertaken over the last year, those currently underway, and to note options for future apprenticeship, T-Levels and trainee opportunities across the Council.

9. HEALTH AND SAFETY QUARTERLY UPDATE (Pages 45 - 78)

To note the quarterly report.

10. HEALTH AND SAFETY POLICY UPDATE (Pages 79 - 80)

To note the updated Corporate Health and Safety Policy.

11. CHANGE IN DATE OF NEXT MEETING

RECOMMENDED:

That the HR Committee meeting scheduled for 15 September 2022, be moved to 10am on 11 August 2022, to meet reporting timescales.

12. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To:

Councillors

Edward Heron (Chairman)
Jill Cleary (Vice-Chairman)
Hilary Brand
Keith Craze

Councillors

Kate Crisell
Michael Harris
Maureen Holding
Mahmoud Kangarani

HR COMMITTEE – 9 June 2022

HR Update

1.0 RECOMMENDATION

1.1 That the Committee note the contents of this report.

2.0 BACKGROUND

2.1 This report gives an update on HR matters since the last HR Committee. These matters are in addition to the reactive caseload which includes job evaluations, restructuring advice, grievances, disciplinaries and sickness absence matters.

2.2 We also continue to provide Payroll and HR Advisory services to the National Park Authority. This has been agreed through a Service Level Agreement for another year.

3.0 LEARNING AT WORK WEEK

3.1 Learning at work week took place 16 – 20th May. We supported the week with publicity, and promotion of learning activities, such as:

- The chance to find out what colleagues from our enforcement team learnt on the army activity day, including winching vehicles, wearing wetsuits and holding weapons, and whet your appetite for getting involved in the future.
- Learning a quick and simple technique to help with our mental health.
- Uncovering learning by trying some of the ideas in these links provided by the Campaign for Learning especially for Learning at Work Week
- Reminder of the ability to develop wellbeing or fitness by trying a free online class
- Team videos to learn about what other teams are up to and who's who (particularly important now we are working in a hybrid way and will also be shared with new starters to enhance their joining experience).

3.2 Supported by our Chief Executive, we also encouraged leaders and aspiring leaders across the council to join the Solace 'Learning Uncovered' leadership sessions which ran across the week. We had 30 employees sign up to the programme, which can be downloaded and watched for a further month.

4.0 MENTAL HEALTH AWARENESS WEEK

4.1 In celebration of Mental Health Awareness Week 9th – 15th May we promoted the Employee Support Line newsletter focussed on Combating Loneliness, the theme of the week. This included some helpful tips on avoiding loneliness as well as spotting signs and supporting our colleagues and teams.

- 4.2 We also updated our Mental Health page with new tips and ensure our resources are up to date.
- 4.3 Our Mental Health First Aiders meet quarterly, and having refreshed our training earlier in the year, we are now using fictitious case studies to talk through together at our meetings to ensure we keep our skills current and share approaches.

5. ITRENT UPGRADE

- 5.1 As advised at the last HR Committee we are currently testing an upgrade to correct current issues with the Performance Management aspect of the system which have not been addressed in the mandatory upgrade. This has required further significant testing, and we will go live 27th May with minimal downtime that day.
- 5.2 Unfortunately to date the Performance Management current issues have not been resolved, but this has been raised as an urgent priority with iTrent directly. Now that the upgrade has taken place, the aim is still to have this matter resolved before July for the start of the new performance management cycle.
- 5.3 The password and memorable word logins are often raised as a downside to the system by users, and we had over 450 requests to reset within the last 6 months. We are working with ICT to enable 'single sign-on' for all users and envisage this should be completed by July.
- 5.4 Our iTrent contract is due for renewal in July 2022, and we are working on a direct award with ICT and iTrent.

6. RECRUITMENT

- 6.1 As of 20th May, we had 10 live vacancies.
- 6.2 During between 24th February and 20th May, we had 25 vacancies, and 24 new starters. 5 vacancies during this period were not filled first time.

7.0 INFINISTATS

- 7.1 We have joined South East Employers Infinistats. This is a data collection, benchmarking and reporting tool for organisations within the southeast region.
- 7.2 Information is collated on a range of data including HR Metrics (including workforce make up and sickness statistics), TU Membership and Facility Time, Gender Pay Gap, Terms and Conditions and Pay and Benefits including Chief Officer pay and benefits.

- 7.3 Salary benchmarking across a wide range of roles is available including office based and operational roles.
- 7.4 Data is collated and uploaded by the HR Team periodically throughout the year as surveys become available. We are in the process of uploading our information over the coming months.
- 7.5 We will use Infinistats to benchmark our performance against the range of data collated and will report this in future committees.

8.0 DISABILITY CONFIDENT

- 8.1 In May 2022 our Disability Confident Employer status was extended for a further three years. This means that we:
- remove discrimination against any employee or applicant in their access to employment, training, working conditions, promotion or dismissal
 - ensure our recruitment process is inclusive and accessible
 - communicate and promote our vacancies in methods accessible for all
 - offer interviews to any disabled person who meets the essential criteria for the role
 - anticipate and make reasonable adjustments for staff and candidates, as required
 - support existing employees who acquire a disability or long-term health condition.
- 8.2 The disability confident logo is displayed on our website and all our adverts to encourage a culture of support, inclusion and early conversation so that employees and candidates with health conditions are supported in the right way for them.

9.0 EMPLOYEE BENEFITS UPDATE

- 9.1 A contract to AVC Wise has been awarded enabling Shared Cost AVCs (Additional Voluntary Contributions) to be rolled out to our employees in the coming months. We anticipate this to be available from 1st July 2022.
- 9.2 The benefits of KAARP, CSSC (Civil Service Sports Council) Scheme and discounted membership to Freedom Leisure centres continues to be promoted to employees. This includes communications to employees, use of Forestnet and posters at our depots. CSSC did a presentation to employees covering the offers and discounts available to employees in April.
- 9.3 KAARP Benefits provide access to exclusive offers and discounts for Local Government staff. This includes discounted theme park entry and days out, savings on shopping (e)gift cards, gifts and flowers and deals on holidays, hotels and airport parking. Their service is free to use with no subscription of individual sign up.
- 9.4 Under the CSSC scheme, employees can join for £4.25 per month. Members benefit from discounts on family fun experiences, supermarket and shopping, fitness, education, gyms, home entertainment and other exclusive member benefits.

9.5 We are currently reviewing our full benefits package and considering different benefits we can provide to support our full workforce.

10.0 EQUALITY AND DIVERSITY TRAINING

10.1 As discussed at the last HR Cttee, the link for the online equality training has now been provided to all members.

For further information contact:

Name: Heleana Aylett

Title: HR Service Manager

Tel: 02380 285662

E-mail: Heleana.aylett@nfdc.gov.uk

Employee Side Liaison Panel
12 May 2022 at 10.00am via Teams

MINUTES

Employer Side Attendees:

Cllr Edward Heron
Cllr Jeremy Heron
Cllr Hilary Brand
Cllr Steve Davies (item 3)

Employee Side Representative Attendees:

Kevin Beckett
Bertie Russell
Steve Drodge

Officers Attending

Kate Ryan
Alan Bethune
Heleana Aylett
Elaine Olden
Manjit Sandhu (item 3)
Chris Noble (item 3)
Spencer Scott (item 4)

Advisors to Employee Side Attending:

Neil Duncan-Jordan– Unison
Richard White - Unite

Cllr Edward Heron introduced himself and started the meeting.

1. **Minutes** were confirmed as the correct record of last meeting.

Item raised: Item 5 – small typo to be corrected.

2. **Work Programme** – Heleana Aylett

Heleana discussed the Work Programme. Menopause Policy had been added and progress would be reported at the next meeting. Hybrid working review due in Sept. AB and HA confirmed work was commencing on the pay review, but some clarity on pay award position (which is quite late this year) was required before too much could be done; targeting December for completion.

3. **Update on Waste Strategy** – Presentation – Chris Noble and Manjit Sandhu

The Panel was joined by Manjit Sandhu, Chris Noble and Cllr Steve Davies. Manjit introduced the item and explained that it was an update in the Waste Strategy and there would be further updates in the upcoming meeting.

Chris went through the slide presentation (attached) which was very clear and self-explanatory.

Neil raised the question about recruitment, as we know recruitment is very difficult at this time and how was NFDC going to make the new job offers attractive to people looking for employment. What extra offers would be used?

MS replied that many people have enquired about the situations but had been put off by the council still using sacks etc. The move to a new system of wheeled bins etc would be more attractive. Chris said that existing employees and new employees would have training given for the new fleet of vehicles, use of the new technology and the new depot strategy. Working with the other councils who would be in the same position could cause issues, but they were hoping that all the councils would work together and stagger their roll out of recruiting.

Neil mentioned that Comms would prove to be a good advantage in the advertising of the jobs and this need to be use wisely and to best effect. Cllr E Heron confirmed it would be challenging but felt with the right advertising and package they could achieve their goal. Heleana mentioned that not all staff knew of the employee benefits, and this needed to be addressed. Cllr Hilary Brand agreed that advertising the opportunities correctly does achieve the results.

Cllr Steve Davies said that slide about opportunities was impressive and he would be looking at this on his visit to the depots.

4. **Health and Safety Issues** – standing item

4A. **Health and Safety Quarterly Update** – SS–

Spencer went through the report, discussing certain areas of the report.

Q4 accidents are up in this quarter. Five of which were reported to RIDDOR and these were listed further down in the report. Lone working review is going well and A Lone Worker hardware solution Orbis Red Alert ID badge system is to be trialled. Reviews of some of the H&S Policies are still ongoing. Much more content contained in report supplied.

Appendix 1. Accident and Incidents Reporting and Investigations Policy – SS

4B. **Corporate Health and Safety Policy** – SS–

Spencer did not go through the other reports in detail, as this was generally an update to reflect changes in staff etc but there were no material changes.

Neil commented that the report didn't elaborate on bullying/menopause/ harassment and would liked to have seen more detail for these areas. Heleana did

mention that there were individual policies set up by NFDC and she said that she would ensure that these are referenced to within the report.

5. HR Metrics – HA

Heleana went through the report highlighting various areas.

Cllr Hilary Brand asked if it could be shown which areas are recruiting and its success rate. Cllr Edward Heron said that he believed that people are now happy about changing their employment but due the last couple of years people most probably were a little concerned about moving employment.

Neil said that the data was good but did not notice gender pay, Heleana confirmed that this is usually produced in a separate report and said that she would send a report to Neil for his attention.

6. Sickness Absence – HA

Heleana went through the report.

Richard raised a question in 5 re: Management of Covid. He asked what the guidance for employees, who did not have desk related job i.e. drivers, etc, as they could not work from home. Richard felt that this could be unfair to the staff that were unable to work from home especially in light of the changes. Heleana replied that they would be asked to do a LFT which the depots hold.

Neil queried what were others as in 4.11. It said in 4.16 that there were 17 work related but not shown in any detail – what illnesses did this cover. He asked if the sickness were recorded as work related or not and how they could record this. Heleana said that she would see if there was another category in Trent that could be used. Cllr Edward Heron said they had to be careful as you could not define what is a work related illness or not as for example – stress could be due to both home and work.

Neil also brought up about the change “From 1st July it is proposed that we should treat covid as with any other sickness for sickness trigger and pay purposes” and he did not agree with this. He was asked to raise his comments to Heleana to be considered.

7. Apprenticeships – HA

The report gave a clear update on the matter. Heleana explained about the opportunities for new and existing staff on furthering their careers. They hope to advertise in June for more Apprentices.

8. Provision of parking clocks for staff – BR

Bertie asked about exploring the idea of supplying parking clocks to staff. They may help the local economy i.e. local shops etc in this uncertain time and also help

with staff struggling to afford paying to park. Cllr E Heron said this would be taken away and looked into.

9. **Councils View of Market Supplements for hard to fill posts or staff retention – BR**

Neil asked, what was the Council's longer-term view on recruitment in areas where the council have been finding it hard to recruit.

Kate said that the council had to work hard on the ways in which the jobs were advertised to attract new staff. Market supplements were not the answer to the long-term issue. Heleana said that Market supplements were only used where justified. Neil asked for an advice note on this subject. Heleana agreed to forward one to him.

10. **Availability of lunch area for staff to avoid eating at desks – BR**

Bertie had mentioned about areas for people in the office to have their lunch rather than at their desks. Heleana said that Sara had sent out previously a message saying about the use of the lunch areas and efforts had been made to re-instate seating etc to make it useable. There are a number of other small areas for people to eat. Cllr Edward Heron said that maybe some people were still a little anxious and now that the weather was improving maybe people would mix more in the garden areas and then eventually people may feel more relaxed to use the inhouse facilities.

11. **Update on mileage allowance - BR**

Neil asked if there would be any change in the Mileage Allowance and Heleana said that they were at the recommended level from HMRC and if these increased this would be followed by the council. It was discussed that a review of sustainable options may be looked at and they would come back on that idea.

Neil asked if there was any chance of seeing figures for the number of staff using their vehicle for work, together with their mileage and approximately how much it was costing the council etc could be provided.

12. **AOB**

Heleana mentioned about Casual Contracts. They had looked into the contracts and some had regular hours and these had been moved over to average hour contracts. 23 casual contracts remain. Heleana would discuss this with Neil and keep Richard in the loop.

Richard from Unite asked Cllr Heron about Solent Freeport and upskilling and asked if he could give them a nudge as they had not heard anything further. Cllr Heron was happy to do so.

Date of next meeting: 18th July.

EXECUTIVE MANAGEMENT TEAM – 26th April 2022

HR COMMITTEE – 9th June 2022

HR METRICS

1. RECOMMENDATIONS

1.1 That HR Committee note contents of the report and support the conclusions identified.

2. INTRODUCTION

2.1 The HR Metrics report has been used to compare data since 2017 and replaced the annual employee report. This report provides data from 1 April 2021 to 31 March 2022.

2.2 The aim is to provide high level overview of key workforce data and the relevant trends to inform the Councils workforce strategies and priorities.

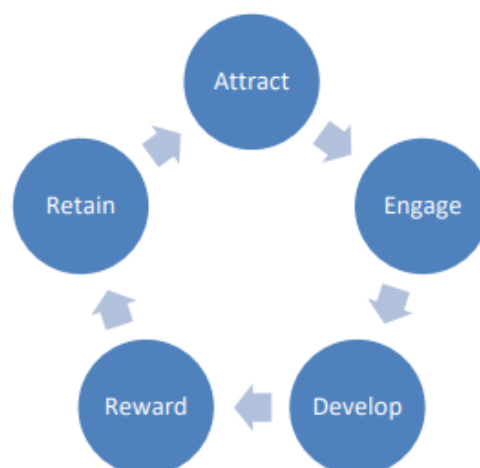
3. BACKGROUND

3.1 The structure of the report for 2022 has been updated to reflect statistics based on a typical employee lifecycle.

3.2 Whilst the structure of the report has been updated, statistics throughout the body of the report remain consistent with previous years. Included in this paper are additional statistics relating to the diversity of our employees and applicants to our recruitment campaigns.

3.3 An employee lifecycle is a HR model that identifies the stages an employee advances through an organisation. For employees, it sets out a consistent series of steps through which their career might be expected to move and for the Council it provides a useful means of analysing and understanding the workforce.

3.4 The current HR Strategy is clear in its vision to provide adaptable, flexible and modern organisation structures that can respond to the changing working environment and meet the Councils priorities. It also is clear in us striving to be an 'employer of choice'. The below employee lifecycle is identified in the strategy and will be used in this report to present the Councils current HR metrics.



4. OUR PEOPLE – CORPORATE WORKFORCE DATA

4.1 On 1 July 2021 385 Leisure Centre employees transferred to Freedom Leisure under TUPE. This significantly impacted the Councils workforce data and accounts for changes across the suite of statistics presented in the report.

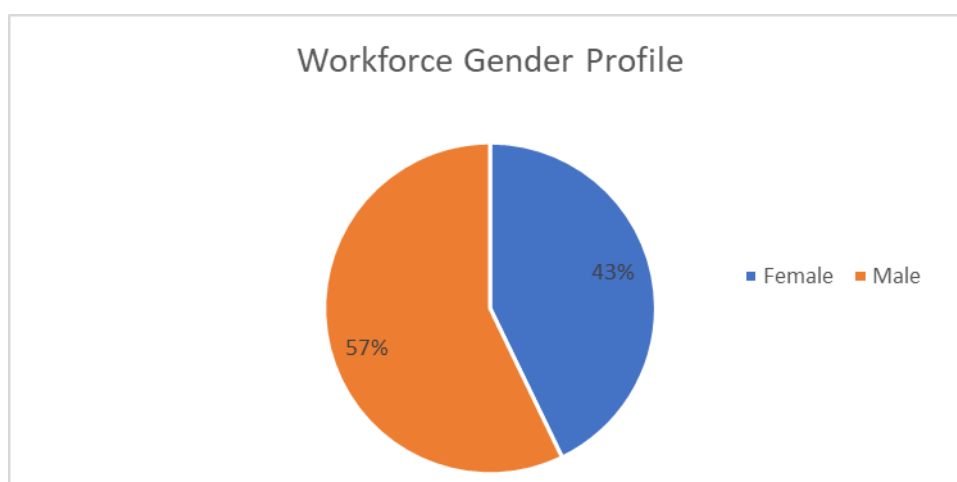
4.2 At HR Committee in September 2021 a [briefing paper](#) outlined the changed age workforce profile following the TUPE of Leisure Centre employees. This indicated a total 11.42% reduction in employees aged under 30. The gender profile of the workforce was not significantly changed as a result.

4.3 The table below compares total employees and FTE over the past three years:

4.3.1:

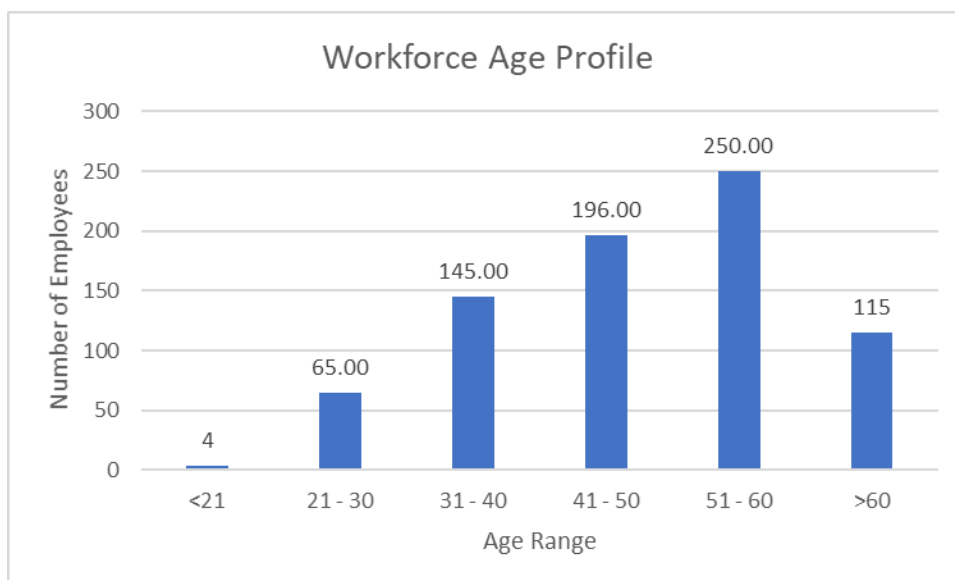
	01 April 2020	01 April 2021	01 April 2022
Total Employees	1164	1162	775
FTE	784	788	676

4.4 The below graph indicates the Councils workforce gender profile, which is 332 female employees and 443 male employees:



4.5 The below table and graph show the Councils workforce age profile. This data shows that the highest proportion of our employees, 47.1%, are aged over 51:

Age Range	Number	Percentage
<21	4	0.52%
21 – 30	65	8.39%
31 – 40	145	18.71%
41 – 50	196	25.29%
51 – 60	250	32.26%
>60	115	14.84%



- 4.6 The below table shows the Councils ethnic origin profile. 11.48% of employees have 'no ethnic code' recorded. When the Council transferred from Agresso to using iTrent for its HR Online Management system in 2019, lots of employees in the historic system did not have this data recorded. Employees are encouraged to review their information at induction and periodically throughout their employment on Employee Self Service and update it accordingly, but some information remains unfilled.

Ethnic Origin	Number	Percentage
White	645	83.23%
Asian	5	0.65%
Black	6	0.77%
Mixed	2	0.26%
Other	3	0.39%
Declined to Answer	25	3.23%
No Ethnic Code	89	11.48%
Total	775	100.00%

- 4.7 9 employees are currently recorded on the HR Hub as disabled. This is self-declared by employees and managed in consultation with the employee, their line manager and HR. This number is not a true reflection of the employees who are managing work with a health condition. The culture at the Council is to encourage all employees to talk to their manager and/or HR so we can consult and support the employee in the right way for them, agreeing reasonable adjustments as required.
- 4.8 Of the 775 total employees, 721 employees are in permanent roles. 34 employees are on fixed term contracts and there are 20 casual employees. This includes 7 Electoral Canvasser roles.

5. ATTRACT

5.1 The following table compares recruitment campaigns over the past three years:

	2019/2020	2020/2021	2021/2022
Number of Recruitment Campaigns	246	122	248 (include 28 currently live or waiting outcome from interviews)
Average days to fill (closing date to offer made)	8	14	7
Percentage filled first time	83%	94%	92%

5.2 The vacancies for this year returned to pre-pandemic figures, despite the Council no longer recruiting to Leisure Centre roles, which suggests increased turnover in other services. This same trend is identified in the Councils turnover rate, see 9.1. The time taken to fill roles has also returned to similar levels as 2019/20.

5.3 Up to 31 March 2022 the Council received 1,573 job applications. The following tables show the gender, ethnic origin, age range and disability status breakdown of these:

Gender	Number of Applicants
Male	370
Female	580
Unspecified	623

Ethnic Origin	Number of Applicants	Percentage
White	1428	90.78%
Asian	58	3.69%
Black	32	2.03%
Mixed	25	1.59%
Other	11	0.70%
Declined to Answer	19	1.21%

Age Range	Number	Percentage
<21	96	6.1%
21 – 30	414	26.32%
31 – 40	381	24.22%
41 – 50	335	21.30%
51 – 60	295	18.75%
>60	52	3.31%

Disabled Applicants	71	4.5%
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6. ENGAGE

- 6.1 All new employees undertake a full induction process when they join the Council. This includes a corporate induction with HR (additional session with the HR Advisory team if the new employee has people management responsibility). Employees complete a suite of corporate training. Line managers are responsible for role specific induction training plans and can seek support from HR throughout an employees probationary period.
- 6.2 In the 12 months from 1 April 2021 to 31 March 2022 there were 158 new starters who were required to complete probation. Of these 3 were not confirmed in post and dismissed during their probationary period. Three employees had their probation extended by three months. This means that 98% were successful in completing their probation.

7. DEVELOP

7.1 Performance Reviews

The Council has an annual Performance Review system. A detailed report at HR Committee in September 2021 outlined the process and completion rates as of 30 June 2021. This shows a completed and in progress total of 63%.

7.2 Training during 2021/22

7.2.1 Training spend comparison over the past two years:

	2020/21	2021/22
Amount Spent	£125,812	£138,090
Spend per employee	£108.27	£178.18

7.2.2 The 2021/22 training spend as a percentage of the overall pay bill is 0.44%.

7.2.3 The overall training spend has increased this year and the Councils reduced headcount results in a higher spend per employee. Conditions have enabled the return of in-person or hybrid delivered training. The ability to deliver training in the Council's hybrid meeting room has proved beneficial and is how the HR Team continue to deliver internal courses. The aim is to attract as many candidates as possible to the course.

7.2.4 Inevitably, virtual training (particular for external courses) has remained the preference over the past 12 months. This has proved beneficial to employees by often meaning increased numbers on courses and therefore better interaction and learning from others. Virtual training also significantly reduces time out of an employee's working day for travel to courses.

7.2.5 Details of corporate training undertaken for the year to 31 March 2021 are given in the table below:

Course	Number of Sessions	Number of Participants
Embracing Equality and Diversity	2	13
Chair Yoga	1	31
Conversations with Vulnerable People	1	12
Hybrid Working for Employees	3	37
Managing Hybrid Teams	2	36
Brief Bites - Mental Health and Wellbeing for Managers	1	3
Brief Bites - Sickness & Absence	1	6
Brief Bites - Day to Day Performance Management	1	9
Brief Bites - Performance Management - when things go wrong	1	7
Brief Bites - Recruitment & Selection	1	4
Mental Health First Aiders Refresher Course	2	18
Deaf Awareness and Sign Language Workshop	2	36

7.2.6 The HR Team have scheduled the following 'Brief Bites' courses during April:

Course	Number of Sessions	Number of Participants (at time of writing report)
Mental Health and Wellbeing for Managers	1	6
Sickness & Absence	1	12
Day to Day Performance Management	1	9
Performance Management - when things go wrong	1	11
Recruitment & Selection	1	6

- 7.2.7 The Council also has 20 e-learning modules which employees are required to complete, depending on relevance to their role, on a regular basis. The cost associated with this relates to down time the employee spends completing the modules. This is currently not logged as a cost to the Council. Some modules require regular renewal, this is set within the e-learning module and alerts are sent to both employee and manager by the HR Hub when this renewal is due. Authors of eLearning modules have been offered a report created by ICT so they can monitor completion and renewals across the workforce.
- 7.2.8 In October 2021 an 'eLearning amnesty' took place to support employees in ensuring their training was current. This proved successful and reduced the number of employees with outstanding eLearning renewals.
- 7.2.9 As part of the Councils continued commitment to supporting inclusion in the workforce, it was clarified in September 2021 all employees are required to complete Embracing Equality and Diversity Training every 2 years. Office based employees complete an e-learning module.
- 7.2.10 For operational employees the HR Team have developed a 30 minute you tube video that covers the same aims of the e-learning module. Since January 2022 this training has been deployed to all operational employees in the Waste and Grounds and Streetscene services. This video now forms part of the induction process for operational staff.
- 7.2.11 The HR Team continue to use the ICT training report to audit Equality training. This has significantly increased compliance across the workforce.
- 7.2.12 The HR Hub details all training undertaken by employees; records can be viewed by manager and employee, as well as HR. Corporate training course dates and details are loaded into the system and employees can request to book themselves on a course, with alerts to a manager for approval. Employees can also log courses they have been on externally, again with an approval workflow.
- 7.2.13 Through our Employee Assistance Programme free exercise and wellbeing classes have been offered to employees for 12 months (until December 2022). This has had positive update from employees, statistics available from November to February show usage of 193 classes.

7.3 HR Case Management

7.3.1 The HR Advisory Team work hard to train and support managers on effective day to day management to prevent issues escalating. However, formal process is inevitably needed in certain circumstances. The focus of these processes is on achieving the right outcome, identifying learning from situations for all and resolving matters. The table below details disciplinary, grievance and other case management:

7.3.2 Disciplinary:

	2019/2020	2020/2021	2021/2022
Number of Formal Disciplinary	19	19	10

Disciplinaries 2021/2022	Number
Informal Resolutions	16
Number of Stage 1, 2 and 3	5
Number of these where employee appealed the decision	0
Number of Stage 4 Dismissal Hearings	5
Number of Dismissals as a result	5
Number of Dismissal appeals	0
Number of Tribunal Cases	0

7.3.3 Grievances:

	2019/2020	2020/2021	2021/2022
Number of Grievances	9	3	8

Grievances 2021/22	Number
Resolved at Clarification	5
Number of Stage 1's	3
Number of Stage 1's not upheld	2
Number of Stage 1's progressed to Stage 2	0

7.3.4 Other case work:

	2020/2021	2021/2022
Occupational Health Referrals	25	37
Maternity	10	20
Paternity	4	4
Shared Parental Leave	0	0

7.4 Apprenticeships

7.4.1 This information is detailed in full in a separate report.

7.5 Work Experience

7.5.1 Due to the nature of restrictions that have been in place throughout the year and recovery from the Covid pandemic, we have not been able to provide any work experience placements during the last year. As we now move forward to 'living with Covid', we look forward to welcoming work experience placements again.

8. REWARD

8.1 The following table details additional pay information in comparison to the previous year:

	2020/21	2021/22
Double Increments/Advancements	2 employees	9 employees
Increment Withheld	2 employees	2 employees
Increment Progression (in line with T&C's)	263 posts*	169 employees
No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)	1120 posts*	595 employees
Additional payments (bonus/market supplement/honorarium)	7 people	125: Bonus: 2 Honorarium: 36 Market Supplement: 87**

*Please note this information related to posts – some people in Leisure Centres had a large number of posts, so this reflects the actual number of posts held where people either received an increment or not.

**This includes market supplement payments for 51 employees with HGV Driving essential to their role. This was introduced on 1st August 2021 and will be reviewed in March 2023.

8.2 In accordance with The Local Government Association guidance on the Governments requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earning across the organisation as a multiple). Based on pre-22/23 pay award salaries for 1st April 2022 it is as follows:

Chief Executive Remuneration	£123,192
Employee Median Average Remuneration	£24,290
Ratio	5.07

8.3 For April 2021 – March 2022 employees on band 1 received a 2.75% cost of living rise, 1.5% for Chief Officers and 1.75% for all others. The overall pay bill is lower, but this reflects the TUPE of the Health and Leisure Centre employees.

	2019/20	2020/21	2021/22
Total Pay Bill (£000's)	29,902	31,374	28,842

8.4 Paybill information for 2020/2021:

	£	TOTAL £	Paybill as %
Total Gross Pay	25,109,100.59		
Employers' NI	2,129,064.02		
Employers' Super (16.5% of gross pay)	4,136,698.85	31,374,863.46	
General Fund Original Budgeted Expenditure	77,892,030		
HRA Original Budgeted Expenditure	28,199,700	106,091,730	29.57%

8.5 Paybill information for 2021/2022:

	£	TOTAL £	Paybill as %
Total Gross Pay	22,958,285.28		
Employers' NI	2,068,746.33		
Employers' Super (16.6% if gross pay)	3,815,950.22	28,842,981.83	
General Fund Original Budgeted Expenditure	78,080,720		
HRA Original Budgeted Expenditure	29,072,770	107,153,490	26.92%

9. RETAIN

9.1 The table below compares our turnover rates over the past three years:

	2019/20	2020/21	2021/22
Voluntary Resignations	18%	9%	17.76%
Contract Terminations	4%	3.5%	3.60%*
Turnover	22%	12.5%	21.36%

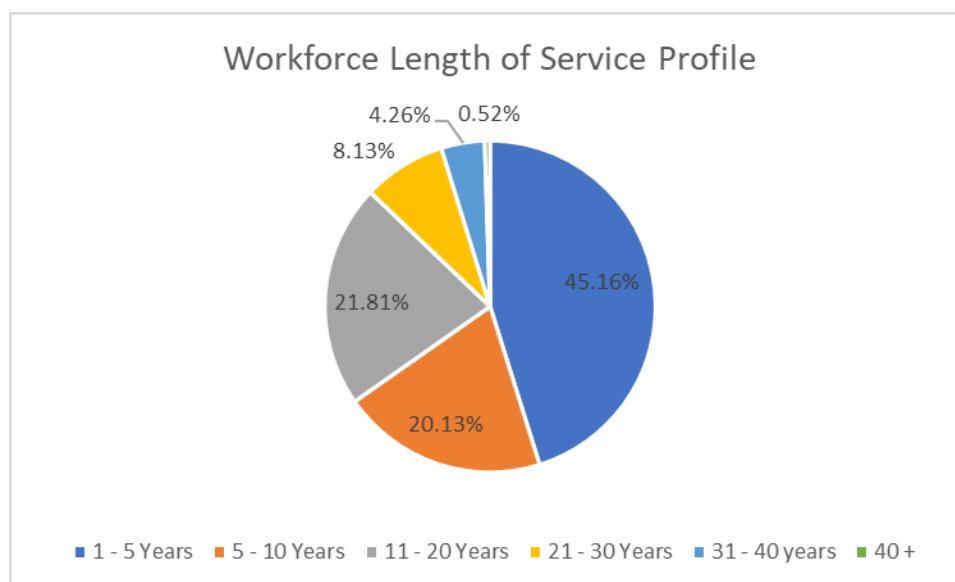
*The TUPE of Leisure Centre employees has been excluded from this statistic.

9.2 Turnover in 2021/22 returned to similar levels before the pandemic. Contract terminations has remained stable. This figure includes redundancies, of which in the past 12 months there were 2 compulsory redundancies. The table below indicates the three year trend:

	2019/20	2020/21	2021/22
Number / % Workforce: Compulsory	3 / 0.2%	0	2 / 0.26%
Number / % Workforce: Voluntary	3 / 0.2%	14 / 1.2%*	0
Number / % workforce: Total	6 / 0.4%	14 / 1.2%	2 / 0.26%

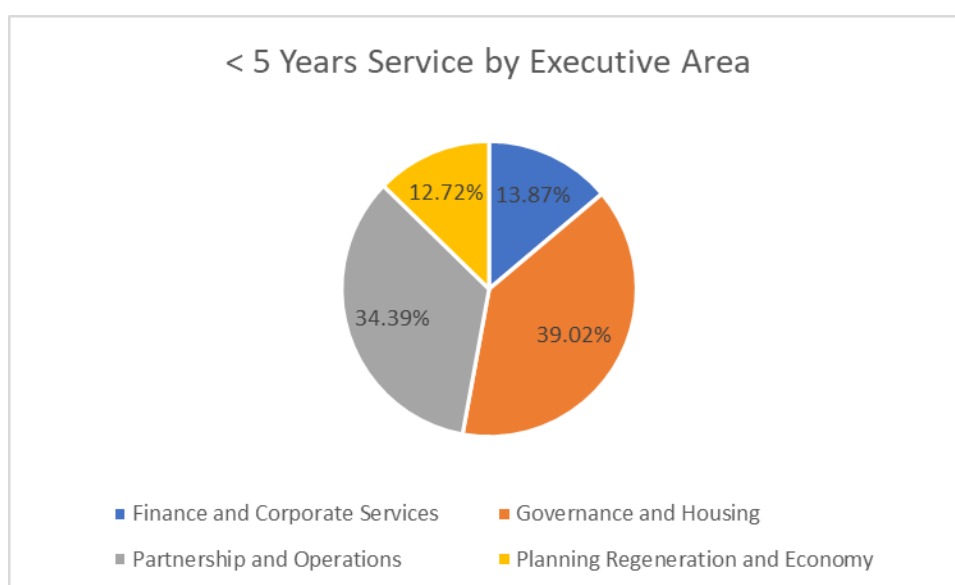
*This includes 12 from a Leisure Instructor Review. Employees were able to opt for other classes therefore these were not compulsory.

9.3 The below graph shows the Councils workforce profile by length of service of employees:



9.4 The below table and graph shows the percentage breakdown of new employees with less than 5 years' service by service area and executive area:

Service	Percentage
Corporate Accountancy	0.29%
Human Resources	1.16%
Estates and Valuation	2.60%
ICT	4.34%
Revenues and Benefits	5.49%
Elections and Business Improvement	0.87%
Housing Strategy and Development	1.16%
Legal	2.02%
Democratic Services	2.60%
Estates Management and Support	5.20%
Housing Options, Rents, Support and Private Sector Housing	8.09%
Housing Maintenance	19.08%
Communications	0.87%
Environmental and Regulation	2.89%
Open Spaces	4.91%
Streetscene	6.36%
Waste and Transport	19.36%
Economic Development	0.29%
Building Control	1.16%
Policy and Strategy	1.45%
Coastal	2.31%
Enforcement	2.89%
Development Management	4.62%



10. HR RATIOS

10.1 The following table details the number of HR employees per headcount of the Council. This figure does not include those employed in payroll, but does include HR Advisory support to the National Park.

	Number in HR	Headcount (including NPA)	Median (including NPA)
2020/2021	9	1,162 (1,242)	1:129 (1:138)
2021/2022	8	775 (854)	1:97 (1:107)

10.2 The most recent XpertHR survey from March 2021 for both private and public sectors shows a median number of employees per HR practitioner as being 1:60.

11. FINANCIAL IMPLICATIONS

11.1 There are no direct financial implications from this report.

12. CRIME & DISORDER IMPLICATIONS

12.1 None

13. ENVIRONMENTAL IMPLICATIONS

13.1 None

14. EQUALITY & DIVERSITY IMPLICATIONS

14.1 The Council is an equal opportunities employer. The work of the HR Team ensures employees are managed fairly and corporate processes applied where they are needed.

15. CONCLUSIONS

15.1 The aim of this report is to continue to monitor and review the workforce to ensure there are effective strategies and measures in place to meet the needs of the business.

15.2 Data in sections 4 – 9 identifies the changing nature of our workforce. The Council is clear in its aim to be representative of the Community we serve. In July 2020 a [Workforce Profile](#) was published. This will be updated following publication of the 2021 Census information (anticipated to be published in summer 2022) and used in consultation with the information in this report to identify trends and actions.

15.3 Casework and workplace issues continue to contribute to the workload of the HR team. The team aims to continue to support managers in finding resolutions to these issues.

15.4 There are multiple areas where there has been an impact of Covid on our people, these impacts range from attracting applicants to roles through to the mental and physical wellbeing of our teams.

15.5 The Council is aware of the benefits of benchmarking our data in comparison with other organisations. Within the next 6 months the HR team will implement South East Employers 'Infinistats'. This is a secure data collection, bench marking and reporting system across organisations from the south east region Councils.

16. EMT COMMENTS

16.1 EMT have requested that the information in this report is shared more widely with the leadership team.

16.2 The information in this report will be used to inform some of questions asked within the employee survey.

17. EMPLOYEE SIDE COMMENTS

17.1 None received

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Background Papers:

[HR Strategy](#)

EXECUTIVE MANAGEMENT TEAM - 26TH APRIL 2022

HR COMMITTEE – 9TH JUNE 2022

ANNUAL SICKNESS AND COVID ABSENCE REPORT

1. RECOMMENDATIONS

- 1.1 HR Committee note the contents of the report and support the proposed future management of Covid sickness absence's and sickness absence action plan.

2. INTRODUCTION

- 2.1 This report provides an update on the Councils approach to managing sickness absence and provides new data for the 2021/22 financial year and trend data where applicable. Sickness and absence relating to COVID are also detailed in this report.

3. BACKGROUND

- 3.1 Sickness absence continues to be a key performance indicator for the Council.
- 3.2 Since April 2021 the Government implemented its 4-step roadmap which steadily released pandemic restrictions on employee personal lives. This will have inevitably resulted in increased social interactions for employees, and the subsequent increased transmission of common infections across the public.
- 3.3 In July 2021, the Council launched its WorkSmart Hybrid working policy. This promotes flexible working for office-based staff and allows an employee to work partly from home or an alternative location, where their role allows. Staff who can work remotely does reduce the spread of common infections and the Council promotes a common sense approach to the management of this amongst teams. Additionally, this model supports employees to remain working when they may not have been able to if required to be wholly office based (for example those unable to drive after an operation).
- 3.4 The introduction of this policy has inevitably resulted in an increase in employee interaction at the offices, which the Council is supportive of in comparison to the previous year. However, this will mean a subsequent return to the spread of common infections as an unintended yet unavoidable consequence. This is evident in 4.10.
- 3.5 Managers have continued to promote good hygiene, hand washing, social distancing and use the use of PPE (within applicable guidance) across the workforce.
- 3.6 In July 2021, 385 Leisure Centre employees were transferred to Freedom Leisure under TUPE arrangements. This means that they no longer contribute to our workforce data. This has resulted in the Council's FTE reducing from 788 as of 31st March 2021 to 676 on 31st March 2022, a reduction of 12%.
- 3.7 Whilst some sickness would inevitably have resulted from Leisure employees and has therefore not contributed to the statistics for this year, the Councils full operational workforce remains (Waste and Transport, Grounds and Streetscene and Housing Maintenance). Proportionally, the operational workforce account for most of the sickness across the Council, as can be seen in 4.9 which indicates a total of 68% of the Councils sickness statistics has resulted from Operational teams. This means that a higher proportion of sickness per FTE will now result in future sickness statistic reporting, as can be seen from this years' figure (4.4).

4. SICKNESS ABSENCE DATA

Typical Sickness Absence Data including positive COVID test absence

4.1 Sickness figures include confirmed positive tests for Covid. In the past financial year positive Covid cases resulted in 842 days sick between 155 employees.

4.2 The table below compares Covid sickness cases in the past two financial years:

Year	Number of Days	Number of Employees
2020/2021	250	38
2021/2022	842	155

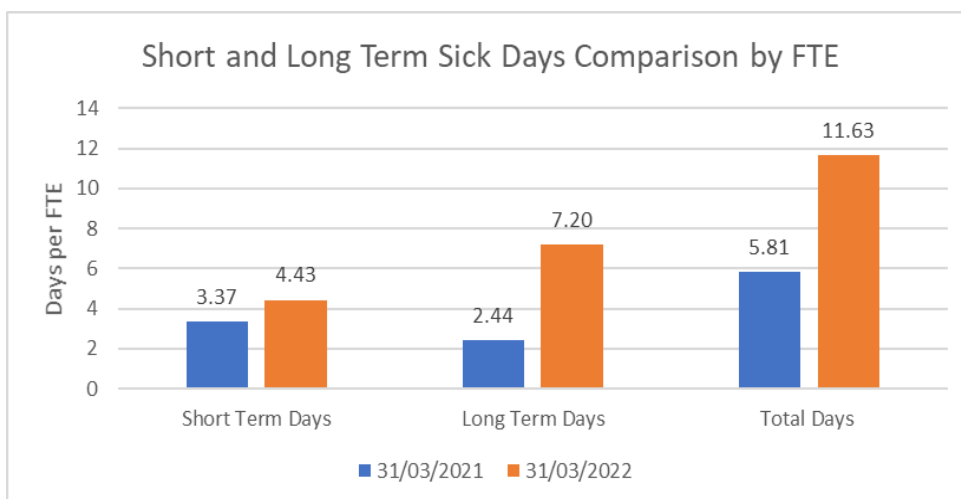
4.3 The governments improved testing programme has resulted in significantly more COVID cases being identified and confirmed through tests. This accounts for the increased number of confirmed cases. However, as pandemic restrictions eased so did the requirement for certain groups to self-isolate even when they did not have a positive case themselves. The table in 4.19 tracks the percentage decrease in the number of days lost to employees required to self-isolate.

4.4 The table below compares full time equivalent (FTE) working days lost due to sickness for the years March 20, 21 and 22, as well as the percentage of working time lost:

	Year to 31/3/2020	Year to 31/03/2021	Year to 31/03/2022
Total days lost due to Sickness	6,567	4,579	7,865
Average days per FTE	8.66	5.81	11.63
% of working time lost	3.33%	2.23%	4.46%

4.5 The total sickness absence figure has increased by 5.82 days per FTE and 2.23% more working days lost compared to last year. This is an increase of 50%. This is likely partly attributable to the reasons detailed in 3.2 – 3.7 and 4.3.

4.6 Short and long term sickness absence per FTE are shown in the following graph:



- 4.7 Long term absence (sickness of 20 days or more) has significantly increased, proportionally by 66%. 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. This has continued to be the case in the past year, with COVID resulting in increased waiting lists, putting back diagnosis and appropriate action even further. Whilst some employees who can work from home may have been able to work comfortably and recover sooner than they may have if wholly based in the office in the past year, this figure also includes our operational employees who are not able to do so. At 31st March 2022 there were 13 employees off long term sick accounting for a total of 1,070 days open long term sickness (as opposed to 9 people and over 800 days last year). All the open cases are being managed appropriately with the manager and HR.
- 4.8 There have been 3 Sickness Case reviews dismissals in the past 12 months and 2 ill health retirements. This compares to 1 case review dismissal and 1 ill health retirement the previous year.
- 4.9 The table at Appendix 1 details total sickness days and their percentage of this total per Service Area.
- 4.10 The table below identifies the average sickness days per FTE and percentage of working time lost of that service area. This is for the five Service Area's identified in appendix 1 that have the highest number of sickness days.

	FTE	Short Term Days per FTE	Long Term Days per FTE	Total Days per FTE	% Service Area Working Time Lost
Revenues & Benefits and Accountancy	66.23	3.85	7.62	11.44	4.36%
Grounds and Streetscene	80.66	4.09	5.34	9.43	3.62%
Waste and Transport	117.02	6.71	11.88	18.62	7.13%
Housing Maintenance	69.41	6.26	12.98	19.24	7.38%
Compliance and Asset Management	42.61	6.5	18.72	25.22	9.67%

- 4.11 The top reasons overall for sickness absence across the Council can be broken down as detailed below:

Reason for sickness	Year to 31/03/2020 (days lost)	Year to 31/03/2021 (days lost)	Year to 31/03/2022 (days lost)	Year to 31/03/2022 (percentage)
Musculo skeletal	1,238	995	1,917	24%
Stress/depression	1,057	988	1,802	23%
Covid	NA	250	842	11%
Stomach and Kidney	493	602	513	7%
Chest and Respiratory	550	340	610	8%
Other	3,229	1,665	2,181	28%
TOTAL	6,567	4,340	7,865	

4.12 The table highlights that musculo skeletal remains the highest reason for sickness. Stress and Depression has increased by 814 days (45%). The exacerbated impact of the pandemic on the populations mental health has been well documented. This has inevitably resulted in increased pressure on an already stretched mental health service through the NHS. 26 employees over the past 12 months have suffered a long-term sickness absence because of poor mental health.

4.13 The nature of mental health treatment takes time and support from all, including the professional treatment of the NHS, personal friends and family and employer. Mental health has been and continues to be a key area of focus for the Council as we move forward. HR continue to support managers and employees in managing employee absences of this nature both sensitively and proactively, giving tailored support based on individual need. HR have tried to utilise all available resources to promote mental health assistance for all employees and support the Councils Employee Wellbeing policy. This is detailed further in section 7 of this report.

4.14 The below tables identify the number of absences and employees for the two highest sickness absence reasons.

Musculo Skeletal:

	Number of Absences (Employees)
Short Term	109 (81)
Long Term	25 (24)
	134 (105)

Stress and Depression:

	Number of Absences (Employees)
Short Term	28 (25)
Long Term	24 (23)
	52 (48)

- 4.15 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 top five reasons for short term sickness remain the same as last year, with the addition of COVID as high short term sickness.
- 4.16 Within the figure detailed as 'other', there were 273 days sickness under the heading of 'work related', related to 17 different entries.
- 4.17 The average cost of sickness absence for 2021/22 is £839,728. This is based on the median average salary, not taking account of full/half/no pay, or any other costs such as agency cover.
- 4.18 Historically the annual CIPD Health and Wellbeing at Work Survey has detailed average days sickness per FTE for the public sector. The Council has used this information to benchmark performance. However, the pandemic has had a deep impact on the UK's labour market, resulting in unprecedented absences and differences between organisations on how this is reported and managed. This means the April 2021 and 2022 the annual CIPD Health and Wellbeing at Work Surveys do not provide this information on the basis it would not give a valid average sickness absence rate.
- 4.19 The 2022 CIPD Health and Wellbeing at Work Survey does provide key findings that are clear in our sickness absence data, these are:
- i. 67% of organisations include COVID among their top three causes of short-term absence
 - ii. Mental ill Health and Musculoskeletal injuries remain the most common causes of long-term absence
 - iii. Strategically managing wellbeing is a priority for employers

Sickness Absence Data including 'Absent with Permission – COVID' absence

- 4.20 In addition to the positive covid cases classed as sickness and detailed in 4.2, there have been 473 days lost because of covid, which are classed as 'self isolating and not working'. These are employees who do not have a positive test for the virus themselves but have needed to self isolate, for example if required before an operation or if they are unvaccinated and the virus is in their household.
- 4.21 The table below compares in the past two financial years the number of days lost for employees required to self isolate because of covid, not because they are sick themselves:

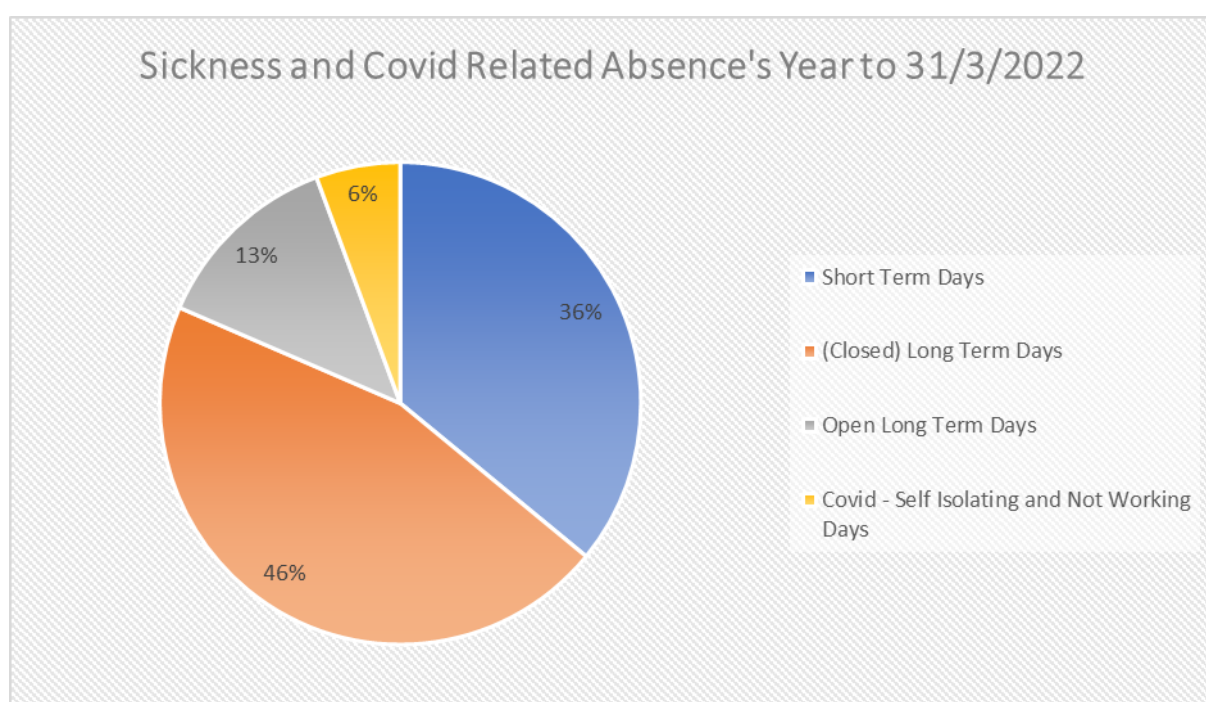
	Year to 31/03/21	Year to 31/03/22	Percentage Change
Number of Days	7,783	473	94% decrease
Number of Employees	283	62	78% decrease

- 4.22 These days were in frontline operational services such as Waste, Grounds and Streetscene and Housing Maintenance. These staff are unable to work from home and were required to isolate. The impact of these absences are significantly less than the previous year, which represents the changing nature of the pandemic and government restrictions in the past 12 months.
- 4.23 The Council continues to promote the benefits of vaccination to employees to support their own health and wellbeing whilst minimising impact on service delivery.

Sickness Absence Data Brought Together

- 4.24 The table and graph below shows the breakdown of sickness and covid related days over the year to 31 March 2022, in comparison to last year:

Absence Type	Year to 31/3/21		Year to 31/3/22	
	Number of Days	Percentage	Number of Days	Percentage
Open Long Term Days	800	7%	1,070	13%
Closed Long Term Days	1,122	9%	3,798	46%
Short Term days	2,657	21%	2,997	36%
Self Isolating and Not Working	7,783	63%	473	6%
Total days	12,362		8,338	



- 4.21 This data confirms a total reduction in 4,024 working days lost in the year up to 31 March 2022 in comparison to the year before. This is a reduction of 32.5%.

5. MANAGEMENT OF COVID ABSENCE

- 5.1 The official Government position on covid changed from 1st April, but in the midst of increasing case numbers, and a continued message of stay at home if you test positive, we have continued to exclude covid sickness from our sickness trigger points and from reducing sick pay.
- 5.2 From 1st July it is proposed that we should treat covid as with any other sickness for sickness trigger and pay purposes. This will mean:
- any reasons for sickness (including covid) will count towards hitting trigger points for further action, and (covid included in sickness triggers and covid sickness under normal sick pay)
 - all sickness (including covid) within a rolling year will be included in sick pay calculations.

6. SICKNESS ABSENCE ACTION PLAN

- 6.1 Management information is vital to effective and proactive sickness absence management. It is an objective of all Service Managers to ensure sickness is managed effectively within their teams. Online sickness absence reports and trend data are available for all managers through the Hub Management Information.
- 6.2 A robust Sickness Absence procedure is in place, which includes return to work meetings and short & long term triggers.
- 6.3 The HR Advisory Team advise and assist managers through the Sickness Absence procedure, including attendance at sickness meetings where appropriate. They provide proactive advice aiming to support successful return to work, whilst treating each case sensitively based on its individual circumstances. Phased returns and consideration of reasonable adjustments are discussed in consultation with employees to support successful return to work, particularly with protracted absences.
- 6.4 The Team have run the Absence Management 'Brief Bite' training sessions 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.
- 6.4 The Council is also continuing to take preventative steps in relation to sickness absence:
- 6.4.1 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.
- 6.4.2 The Council continues to work with Occupational Health advice to support employees based on their health needs in the workplace.
- 6.4.3 Flu jabs – As with previous years, Operational and other staff where appropriate were offered flu jabs.
- 6.4.4 The introduction of the Councils Worksmart hybrid working policy actively promotes working flexibly, aiming to improve employee wellbeing and support the right work life balance. The HR Advisory Team support managers and

employees to review all formal flexible working requests (changes to working hours and times) positively and proactively. The focus is on how the Council can accommodate changes to support employee wellbeing where business need allows.

7. MENTAL HEALTH & WELLBEING

7.1 Mental Health and Employee wellbeing continues to be a high priority area for assisting employees. The HR Advisory Team continue to support the Councils corporate [Employee Wellbeing](#) policy. Over the past year we have continued to promote a wide range of support, including:

- Launching the Vita Health Online Wellbeing and Exercises classes, available to all employees through the Employee Assistance Programme.
- Promoting the iTalk guide on managing work stress
- Promoting World Mental Health day
- Supporting the Councils 24 Mental Health First Aiders with regular group meetings to improve skills and a consistent approach across the Council. Refresher training was also available to all trained employees. We continue to promote the benefits of speaking to a Mental Health First Aider across the workforce.
- HR running 'Managing our Mental Health' session earlier this year.
- Continuing to champion managers to support employees with Wellbeing Action Plans – this helps managers to develop an awareness of working style, stress triggers and responses. The aim is to always support employee wellbeing
- Promoting the 'Time to Talk' campaign which included taking the time to meet with a colleague who you wouldn't ordinarily.
- Promoting the Employee Support Line, especially through mental health first aider conversations.
- One employee bravely promoted the support they received through the employee support line, championing the service to all employees through a short you tube video.

Our mental health pages are continued to be updated with useful resources including:

- Wellbeing newsletters from Vita Health Group and the latest edition of Mindwork
- Shout text messaging mental health support service
- Support for the LGBTQ+ community during lockdown through Shout
- Tips for Leaders on managing mental health for themselves and their teams
- Personal resilience tips useful to us all

8. FINANCIAL IMPLICATIONS

8.1 The financial implication of sickness absence on the Council is evident and has been documented in 4.15 of this report.

9. CRIME & DISORDER IMPLICATIONS

9.1 None

10. ENVIRONMENTAL IMPLICATIONS

10.1 None.

11. EQUALITY & DIVERSITY IMPLICATIONS

- 11.1 The sickness absence management procedure applies to all employees. This is interpreted fairly and consistently across the workforce whilst accounting for individual circumstances, for example where an employee has a disability.
- 11.2 Sickness cases are managed with sensitivity and based on employee health needs, whilst ensuring a fair, corporate approach.

12. CONCLUSIONS

- 12.1 There is a marked increase in sickness absence for 2021/2022, however significantly lower 'absence with permission' relating to Covid. This has resulted in lower absence overall by 4024 days (32.5% reduction) to the previous year.

13. EMT COMMENTS

- 13.1 The HR Team will work with Service Managers and implement Service Actions Plans for those areas with more than 9% sickness absence. The aim of this is to provide specific support to those area's and their employees.
- 13.2 The direction of sickness absence detailed in this report is a driver for bringing forward the employee survey with the aim to understand employee views and how this could be impacting on absences.

14. EMPLOYEE SIDE COMMENTS:

14.1

In the meeting you agreed to consider if any further data was available in relation to work-related absences, or if there was any way in which these could be recorded separately.

Our main area of concern was that of the proposal in item 5.2 to allow Covid-related sickness absence to count towards sickness absence trigger points from 1 July 2022. Both ourselves and UNITE have members whose jobs require them to be on site, rather than work from home. We are aware that for some home-based staff, contracting Covid may not prevent them from still performing their duties, but those staff who are required to be on site would be expected to stay away from work and have their absence recorded. In addition, there is also an issue of these staff being out more - either in the community or the office - in contact with either the public or other members of staff and as a result of their roles, finding themselves at greater risk of contracting the virus.

Furthermore, the government's approach of 'living with Covid' does not in itself mean that we go back to pre-pandemic arrangements. As part of the NJC machinery, we are aware that Covid-related absences have been discounted for sickness trigger purposes, and we are not aware that this approach has yet been rescinded.

Whilst we agree with the need to record all types of sickness absence, we therefore strongly oppose the suggestion that Covid related time off should be counted towards any trigger points.

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APPENDIX 1

Service Area	Number of Short Term Days and Percentage	Number of Long Term Days and Percentage	Total number of Days and Percentage
Financial and Corporate Services			
Revenues & Benefits and Accountancy	253 3.21%	505 6.42%	758 9.64%
Human Resources	8 0.10%	0	8 0.10%
ICT	49 0.62%	0	49 0.62%
Estates and Valuation	51 0.65%	50 0.64%	101 1.28%
Sub Total	361 4.58%	555 7.06%	916 11.64%
Planning Regeneration and Economy			
Policy and Strategy	47 0.60%	44 0.56%	91 1.16%
Development Management	55 0.69%	31 0.39%	86 1.09%
Building Control, Enforcement and Economic Development	123 1.56%	132 1.67%	254 3.24%
Coastal	15 0.19%	78 0.99%	93 1.18%
Sub Total	240 3.04%	285 3.61%	524 6.67%
Partnership and Operations			
Grounds and Streetscene	330 4.20%	431 5.48%	761 9.68%
Communications & Customer Services	50 0.63%	32 0.41%	82 1.04%
Environmental and Regulation	90 1.14%	153 1.95%	243 3.09%
Waste and Transport	786 9.99%	1391 17.68%	2176 27.67%
Sub Total	1,256 15.96%	2,007 25.52%	3,262 41.48%

Governance and Housing			
Democratic Services	25 0.32%	0	25 0.32%
Elections and Business Improvement	11 0.13%	0	11 0.13%
Estates Management and Support	118 1.50%	58 0.74%	176 2.23%
Housing Maintenance	435 5.53%	901 11.46%	1336 16.98%
Compliance and Asset Management	277 3.52%	798 10.14%	1075 13.66%
Housing Options, Rents, Support and Private Sector Housing	242 3.08%	235 2.99%	477 6.07%
Housing Strategy and Development	20 0.25%	30 0.38%	50 0.63%
Legal	15 0.19%	0	15 0.19%
Sub Total	1,143 14.52	2,022 25.71%	3,115 40.21%
Total	2,997 38.11%	4,868 61.89%	7,865

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HR COMMITTEE – 9th JUNE 2022

APPRENTICESHIPS UPDATE AND FUTURE TRAINING PROPOSALS

1. RECOMMENDATIONS

- 1.1 That HR Committee supports the continuation of apprenticeships where appropriate for both new apprentice recruits, as well as for training existing staff where this is the best method for doing so.

2. PURPOSE

- 2.1 The purpose of this report is to update on apprenticeships undertaken over the last year, to look at those currently underway, and to offer options for future apprenticeship, T-Levels and trainee opportunities across the council.

3. BACKGROUND

- 3.1 The Council is proud of its commitment to apprenticeships. This is fully supported by our Leader and our Executive Management Team.

- 3.2 We do this in two ways:

- By recruiting new employees as apprentices across our wide range of services
- By providing and supporting apprenticeship training for our current employees

- 3.2 The Apprenticeship Levy was introduced in 2017, and the Council pays 0.5% of our pay bill into the levy each year. Last year (2020 – 2021) that was just over £104,000. We can draw down on our levy payments to fund apprenticeship training, each monthly payment remains available for 24 months, then will expire. We can opt to transfer 25% of previous years unused levy payments to a smaller organisation if we wish to.

- 3.3 Since the introduction of the Levy, 45 people have undertaken apprenticeships with the Council: 30 of these have been undertaken by current employees and 15 as newly recruited apprentices to the Council. Where possible and appropriate, the Council will seek out opportunities to secure further employment for our apprentices. For our current employees the apprenticeships have helped them develop in their current roles, and all who have undertaken these confirm they have added value to their role as well as their personal development and confidence.

- 3.4 Apprenticeship opportunities for new apprentice recruits or current staff are always given full consideration alongside alternative options to ensure this is the best development opportunity. In doing this, we look at the following factors:

- The content of the relevant apprenticeship programme
- The skills required by the apprentice and whether these can be met by the apprenticeship
- The impact of the requirement to spend 20% of the working week 'off the job learning' - both on the employee and on the team
- The mentoring and support that can be given in the workplace
- Future opportunities to allow for the learning and development to be put into practice.

3.5 Of the 15 new employees who joined us as apprentices:

- Five have successfully completed and have now gone on to secure permanent roles with us
- Four are currently undertaking their apprenticeship
- Six have left after successful completion of their apprenticeship to pursue other interests.

3.6 Stories from some of our recent/current apprentices are attached as an appendix 'Meet our Apprentices'.

4. CURRENT SITUATION

4.1 New apprentice recruits

4.1.1. The four current new apprentice recruits are in Grounds Maintenance; 2 about to finish, 2 just started – keeping up the steady flow of apprentices within the team.

4.1.2 We advertised in the summer and were unsuccessful. As a result of researching other employer rates, we increased our year 1 apprentice pay from £4.60 per hour to the national minimum wage for 16 – 18 year olds from January 2022. At April 2022 this is now £6.83 per hour. The college say the two we have secured most recently are some of the best they have seen, so that is very positive.

4.1.3 There will be a Grounds Maintenance Operative advertised shortly and it is likely one of the apprentices will secure permanent employment.

4.1.4 The Accountancy and Revenues team are in the process of recruiting a shared apprentice at level 2 or 3 through AAT training.

4.2 Completed Diploma Management Apprenticeship

4.2.1 Three existing employees have completed the Management apprenticeship Diploma at Level 5 through Solent University – Pete Ferguson (Coastal), Dan Lacey (Housing Income) and Stewart Phillips (Streetscene), two passing with distinctions. One further manager (Scott Bailey) is due to complete in the Spring.

4.2.2 Once all have concluded, a celebratory get together will be organised in due course with our Leader and EMT.

4.2.3 When we have utilised management apprenticeships these have been funded via our levy payments, and services have accommodated the 1 day a week college time taken as the apprenticeship requires. This has had its challenges but so far has been successful.

4.2.4 EMT were keen to oversee applicants, so we 'advertised' the courses, levels 3, 5 and 6, we collated applications and then these were discussed, and participants were agreed at EMT.

4.3 Level 3 Team Leader apprenticeship

4.3.1 Four employees successfully completed the Level 3 Team Leader apprenticeship during 2021. Sophie Thompson (HR), Tim Johnson (ICT), Amanda Camsey (Enforcement), Megan Ward (Homelessness).

4.3.2 Sophie Thompson went on to be runner up in the Local Government Association 'Apprentice of the Year' competition.

4.4 Other existing staff undertaking apprenticeships

4.4.1 We have three existing staff undertaking apprenticeships:

- Sheryl Cole (Business Improvement) – Chartered Manager degree level 6 (Solent University)
- Debbie Everett (Elections) – Management Diploma level 5 (Intec business college)
- Jo Braid-Brown (Business Improvement) – Improvement Technician level 3 (Intec business college)

4.5 Other management development and other training

4.5.1 Other corporate management development costs have been met from the corporate training budget (such as Supervisory Management 2-day introductions, Managing hybrid teams, and some coaching training). The performance reviews provide an indication of how we plan for the most pressing needs. The corporate training budget is used this way for other corporate generic needs as well as management development.

4.6 Service Training Budgets

4.6.1 Additionally, there are service training budgets that management use to address service technical and mandatory needs.

4.7 Training Budgets/The Levy

4.7.1 Services typically have their own training budget mainly used to meet technical and operational requirements. There is also a corporate training budget of £23,150.

4.7.2 Currently, we have £246,000 in accrued levy funds. We add about £100,000 per annum to this. We currently have £25,000 committed for the next 12 months.

5. PROPOSAL FOR THE WAY FORWARD/CONSIDERATIONS FOR THE FUTURE

5.1 We can continue to adopt apprenticeships/training with an adhoc basis for new apprentices and existing employees, or we can work with senior managers on an agreed strategic approach.

5.2 The approach would need to consider and agree:

- How any budget requirements would be met (salary for new apprentices, cost of alternative study methods to apprenticeships)
- Time out for study (20% for apprentices)
- Mentoring support
- Suitability of training available

- Number of apprentices/trainees per service or identify specific roles
- Application/selection method for internal staff.

5.3 Opportunities:

5.3.1 Recruiting further new apprentices

As a Council we have a significant amount of money in the Apprenticeship Levy, which is currently unused. Now that a return to the office has become possible and staff are largely settled into new working routines, further consideration needs to be given to additional service areas where apprentices could be taken on.

June is a good time of year to advertise, as students plan to leave school/college. Some apprenticeships can start at any point, others have term time start dates.

Action 1:

Should the Council reaffirm a target of new apprentices across the organisation, as a percentage of overall headcount for example, to be recruited by 2023?

5.3.2 Apprenticeship opportunities for existing staff including degree level

Managers should be encouraged to have open, regular conversations regarding individual development needs and aspirations in terms of career development.

- Apprenticeships are available from Level 2 – Level 7 qualifications. There are just under 100 degree level apprenticeships available at Level 6. These range from 1 year to 3 years for completion and would be funded from Apprenticeship Levy payments.
- For example, local Solent University offers Chartered Manager degree, Senior Leader MBA as well as Level 4 apprenticeships in Project Management and Data Analyst.
- HR can research specific areas and levels to suit service requirements.

Action 2:

Should the Council set a minimum target within each executive head area, or identify specific roles, to undertake apprenticeship training by 2023?

5.3.3 T-Level industry placements

T Levels are new 2-year qualifications for 16 – 19-year-olds. Each T Level is equivalent to 3 A Levels and helps young people develop the knowledge, attitude, and practical skills to thrive in the workplace.

- Each T Level requires a 45-day industry placement. This could help us address project capacity.
- Employers access high calibre, motivated individuals and support the local area and next generation of employees.
- These are currently available in Construction, Digital & IT – Business administration. Legal Finance and Accountancy will be launched in the next year.
- Up to July 2022, employers receive a £1,000 award for each T Level placement.
- Students are not paid to undertake their T Level; it is their chosen route of study.
- There are no financial costs to the employer, however employers can opt to pay the placement person if they wish (this may impact calibre of placement student especially considering our remote locations).
- T Levels are still at an early developmental stage (launched in Sept 2020 but slowed by covid) – if we wish to move forward, we register our interest and get

connected with appropriate local colleges to see if such opportunities are available.

Action 3:

HR will continue to monitor these new qualifications with a view to putting forward NFDC as an appropriate workplace where a good alignment with a course occurs.

5.4 Trainees

Training can be Higher Apprenticeships or other training routes, but recruitment is made on the Council's pay spine according to formal JD scoring. The likelihood of recruiting someone to that role using apprenticeship pay should be considered. For 2 current advertising campaigns under consideration (Building Control and Legal) it was felt that the trainee route, although using apprenticeship training, would not have attracted staff at the apprenticeship pay rate.

Action 4:

HR will encourage managers to consider recruiting trainee positions, as opposed to requiring full experience and existing qualifications (where applicable).

5.5 Other management/leadership training

ADEPT Strategic leadership course – aimed at aspiring directors in Place (environment, planning, transport) – not currently available to district councils.

Strategic Leadership in Modern Government - ILM Level 7 qualification – specifically for Local Government, aimed at high performing senior managers aspiring to be strategic leaders.

- 9 days and 6 self-managed knowledge sharing sessions over 9 months.
- Programme Launch, incl. MBTI & 360 deg. feedback analysis
- Strategic and Commercial Thinking
- Decision Making and Innovation
- Knowledge Share Set-up
- Leading Strategic Change (3D Online Methodology)
- Strategy to Implementation
- Powerful Personal Leadership
- Developing High-performing Teams
- Making an Impact
- Virtual or classroom based, or in London.
- Course cost £5,000, bursaries available to cover 20% in some cases.
- April 2022 and September 2022 intakes.
- Established programme, undertaken by over 500 managers from 180 local authorities

Action 5:

Consider whether we wish to take some spaces on the September programme.

6. FINANCIAL IMPLICATIONS

- 6.1 Whilst apprenticeship training can be covered from our Levy fund, costs of covering work and new apprentice/trainee salary costs will need to be accounted for within established staffing levels and budget.

6.2 In general, the Council cannot afford for a marked number of new apprentice or trainee posts to be added to the establishment budget, without services identifying offsetting savings to help mitigate the additional costs.

6.3 Additional staffing budgets can be sought through the Council's Business Case process, whilst adhering to Financial Regulations in terms of necessary financial approval levels.

7. CRIME & DISORDER IMPLICATIONS

7.1 None.

8. ENVIRONMENTAL IMPLICATIONS

8.1 None.

9. EQUALITY & DIVERSITY IMPLICATIONS

9.1 Apprenticeship training routes will be identified between Service Managers and HR – as training for existing staff, opportunities will be offered and discussed across relevant teams. For new apprentice recruits, from January 2022 the increase in pay rate makes these more attractive to all potential recruits, and we will continue to advertise in an accessible way appropriate to the role.

10. DATA PROTECTION IMPLICATIONS

10.1 None.

11. EMT COMMENTS

11.1 In relation to apprenticeships and related training, EMT are supportive of continuing to utilise these opportunities where possible and appropriate.

11.2 Regarding the action points 1 – 5, EMT confirmed that specific targets would not be required, but agreed that HR would arrange a session with Service Managers to update on all these areas to:

- i. Understand current picture at NFDC
- ii. Understand opportunities available to all services
- iii. Explore benefits to all stakeholders
- iv. Discuss any barriers
- v. Gauge appetite
- vi. Plan next steps

11.3 An update paper will then be brought back to EMT to discuss and finalise the way forward for 2022/23.

12. EMPLOYEE SIDE COMMENTS

12.1 None received

For further information contact:

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EMT – 26th APRIL 2022

PORTFOLIO: Finance & Corporate Services

EMPLOYEE SIDE LIAISON PANEL – 12TH MAY 2022

HR COMMITTEE – 9TH JUNE 2022

QUARTERLY HEALTH AND SAFETY REPORT (Q4)

1. RECOMMENDATIONS

- 1.1 To note the contents of this quarterly report and be aware of the accidents and incidents recorded in Q4.
- 1.2 To note the updated Accident and Incident Reporting & Investigations Policy, the changes to the previous Policy are not significant but now better capture work practices in place.

2. INTRODUCTION

- 2.1 This report provides an update on key health, safety and welfare issues during quarter 4. It was a busy period with the continued response to Covid-19 pandemic with several updates on Government guidance, and the removal of all Covid-19 legislation and directed measures on 1st April 2022. There is no longer a legal requirement to have Covid-19 risk assessments, however, some of these risk assessments have now been adapted with a focus on Respiratory Infections. This report highlights the significant health, safety, and welfare work across the Council from January to March 2022. Feedback from the three Safety Panels is covered.
- 2.2 Q4 accidents, incidents and near misses reported are at the top end of normal parameters, up on the last quarter (and 2020/21). Five accidents were reported under RIDDOR, and are summarised in para. 5.3 to 5.9. All three safety panels met to review incidents and to review the group action tables.
- 2.3 The updated Accident and Incident Reporting & Investigations Policy is attached at appendix 3. This report has been discussed at the three Safety Panels. Although the Policy has been thoroughly updated, there are no significant changes to the practices of how accidents and incidents are reported and investigated.
- 2.4 On 25th February 2022 the Government announced/ published the Covid-19 Response: Living with Covid-19 guidance which detailed that from 31st March England would start to get back to normal and treat Covid-19 like other respiratory diseases e.g. *seasonal flu*. In February the Covid-19 procedures and advice to managers was reviewed and following the update guidance from Government on 1st April our Covid-19 guidance and risk assessments were removed or replaced.
- 2.5 Lone Working review is ongoing and will continue in Q1. The current Policy states “In most circumstances employees should have access to the lone worker mobile pin system via the use of a council mobile phone ... With increasing use of smarter working, employee location will need to be known and so during the day most services will use a sign in and out board/ Outlook diary of some form”. The internal PNC7 system has been reviewed and the registered staff using it is very low. Currently there is no performance management information sent out to managers to demonstrate the usage, of the PNC7 system, within Services/ Teams. A Lone Worker hardware solution Orbis Red Alert ID badge system is to be trialled by visiting officers in the Tenancy Account Team in the Housing Service. More detailed feedback will be given in the Q1 Health and Safety report in 2022.

- 2.6 Health and Safety Policies which are being reviewed include: Display Screen Equipment; Personal Protective Equipment; Corporate Legionella Management; Lone Working; & Occupational Road Risk.

3. TASK AND FINISH GROUPS: CDM, & ASBESTOS MANAGEMENT

- 3.1 The Construction Design Management (CDM) group met in January and April to review current construction projects and feedback on actions. Target for end of April for all members of the group to feedback on CDM training gap analysis, so that the corporate training needs can be identified and taken forward. Standard Operating Procedures in draft for the Housing Service which are being reviewed before circulation to all members for review within their own Service areas.
- 3.2 Asbestos Management Group: the groups April meeting was postponed to May due to the expected attendance being low. Members are to feedback on training needs within Services. The Corporate Asbestos Manager is now in post in the Asbestos Team (within Housing Service) and will take over some of the responsibilities for organising the Asbestos Management Group and work plan/ actions going forward.
- 3.3 Asbestos removal works at Compton and Sarum House are ongoing with the decant of residents from the first block on 11th April, with works for the asbestos removal starting from 19th April. AA Woods as the Principal Contractor has taken on the site and will be organising the asbestos removal works over 6 weeks, with the re-instatement of fire-stopping to follow the asbestos removals. Consultants Ramboll Ltd have been leading on the CDM Pre-construction Plan elements and will also be providing the resource of an Asbestos Consultant to inspect and review the works. The removal work requires a licensed removal contractor and a ASB5 notification will be made to the HSE. Analytical works are being undertaken by framework contractor Allium.

4. SAFETY PANEL FEEDBACK

- 4.1 See Appendix 2 for the merged Action Table for the three Safety Panels. Actions Tables were reviewed prior to the April meetings for Housing and Office Based Safety Panels. The Actions Table review for Operational Services will take place in May.
- 4.2 Operations Panel: The Drivers Handbook is nearing the final draft with three outstanding areas to be completed: driver medicals, the proposal is to align with the national legal standards; defect reporting; & use of mobile devices in vehicles . In Q4 there was a noted increase of damage to property - damage to public conveniences. Currently 30-40 damage reports at NFDC locations, a significant increase in damage for March 2022. Operatives being exposed to increased risk, and incidents will continue to be reported internally and to the Police (attain crime numbers for serious incidences). Discussion about use of CCTV to position cameras to manage and deter incidents. Government Respiratory Infections guidance from 1 April has led to changes in the Advice to Managers guide and the flow chart, identify scenarios and action resulting from reading the flow chart. Guidance is 5 days absence for positive test. Operationally staff unable to work from home so LFT kits available and issued when needed. Operatives are *under the weather* symptoms and well enough to work, we have a supply of tests. The Service Safety Plans for 2022/2023 have been circulated for comment.

- 4.3 Office Based Panel:** Only one incident reported in Q4, an erratic customer who visited the reception area of ATC over 2 days causing disruption – Police attended and individual informed only to visit reception with a pre-arranged appointment. Fire Safety evacuation procedures review: training has taken place in April for the fire wardens at ATC.
- 4.4 Housing Panel:** The Lone Working Policy review discussed, trial of Orbis Red Alert ID badges to take place in Q1. Feedback from one of the Safety Reps on reporting violence/ verbal abuse highlighted that the incident forms do not have a direct mechanism for raising individuals for the *Warning Marker Register* – action for H&S Team (review e-form). Near miss incident of AIB found in void property: action identified as Asbestos Surveyors Allium to get access into the voids early in the process. Concerns were raised about access to LFD test kits with some Teams having had staff off work in recent weeks with Covid-19 which had put pressure on service delivery, made more difficult due to staff running out of test kits. Confirmation that a stock of LFD kits had been received from Hampshire CC, and these would be available to Critical Workers.

5. ACCIDENTS, INCIDENTS AND NEAR MISSES

- 5.1** The accidents and near misses reported in quarter 4 are detailed in Table 1 below, the far right hand column % change details how 2021/22 compares to 2020/21.

Table 1.	Q1	Q2	Q3	Q4	Total	% change
Total Reports	59 (28)	47 (69)	43 (68)	53 (40)	202 (205)	-1.47%
Non-reportable Accidents	26 (11)	25 (34)	25 (35)	40 (18)	116 (98)	+15.52%
RIDDOR	4 (3)	5 (3)	7 (6)	5 (1)	21 (13)	+38.1%
Near Miss	27 (14)	17 (32)	11 (27)	8 (21)	63 (94)	-33.08%

- 5.2** The graphical report in Appendix 1 details the accidents, incidents, near misses in more detail. There was a total of 53 accidents/ incidents/ near misses reported across the Council, up from Q3 (43) and up on last year's Q4 figures (40). Although near miss reports have reduced there is an assumption that some verbal abuse incidents, which were previously reported in near misses, have now been included as non-reportable accidents.
- 5.3** Reportable incidents: there were 5 incidents which were reported under Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013 (RIDDOR) to the Health and Safety Executive, which included a historic injury at work (from 2019). These incidents are detailed in the paragraphs below.
- 5.4 RIDDOR 1** (reported on 10/2/22): 7-day injury, historical incident from 12/7/2019. Gas engineer undertaking a boiler replacement in tenanted property where the boiler was in an awkward position creating a manual handling risk (two man lift not possible). Individual strained neck while undertaking the work and completed the task, but neck strain resulted in 7-day absence. Incident came to light during a training sessions H&S Advisor attended with operatives. HR Hub software is being reviewed to provide managers with a RIDDOR reminder where staff recorded off work for 7 days for a work-related injury code.

- 5.5 RIDDOR 2 (10/2/22):** 7 days off work. Multi-trade work being undertaken by individual required repairs to plasterboard ceiling in tenanted property. While trying to hold a 2m x 1m plasterboard in place and reach for his battery powered screwdriver there was a pop in his right shoulder. Pain and stiffness in shoulder during the day, and later diagnosed as a torn rotator cuff in right shoulder at walk in centre. Review of risk assessment and need for better communications to ensure two operative jobs are clearly flagged.
- 5.6 RIDDOR 3 (7/3/22):** 7 days off work. Member of staff in the gas team was exiting their van carrying some small items and when stepping down jarred their back. By the time the engineer arrived at the next job the pain to his lower left side of back had worsened and unable to continue. GP signed individual off for 7 days to rest his back. No known musculoskeletal issues with the individual. No specific cause for incident.
- 5.7 RIDDOR 4 (18/3/22):** Fracture to member of the public. Soon after a gas engineer had undertaken repairs to the tenants boiler there was a water leak from the boiler onto the kitchen floor. The elderly lady attempted to mop up the water and in so doing slipped in the process resulting in a broken ankle which required treatment at hospital. Allegation that repair was not undertaken correctly, and Gas Manager has led on the investigation due to the implications of standards of work undertaken.
- 5.8 RIDDOR 5 (31/3/2022):** 7 days off work. Housing Maintenance painter tripped on the stairs when carrying an empty paint scuttle banging their knee and twisting their ankle. Due to discomfort medical advice was sought on the evening and following an x-ray a bone chip injury was identified by the fracture clinic. No damage on the stairs and suitable footwear was worn and confirmed as laced correctly.
- 5.9** There were 34 vehicle incidents during the quarter, which were reviewed on 5th April as part of the routine quarterly vehicle accident review meeting (see Table 2). Significant issues are reviewed by Insurance Officer, Transport Manager and Health and Safety Advisor. Reversing manoeuvres was the cause of most incidents in the previous quarter and additional staff training is being organised through the Council insurers.

Table 2. Vehicle Incidents 2021/22

Service/ Team	April - June	July – Sept	Oct - Dec	Jan - March	Totals
Waste	16 (13)	23 (14)	9 (11)	23 (14)	71 (52)
Housing Maintenance	6 (3)	6 (1)	2 (2)	3 (7)	17 (13)
Street Scene	4 (5)	2 (5)	3 (1)	4 (2)	13 (13)
Engineering Works	0 (0)	0 (0)	0 (0)	1 (0)	1 (0)
Open Spaces	4 (3)	3 (0)	0 (2)	3 (1)	10 (6)
Transport	0 (0)	0 (0)	0 (1)	0 (0)	0 (1)
Parking Enforcement	0 -	1 -	0 -	0 -	1 -
Other	1 (2)	0 (0)	0 (0)	0 (0)	1 (2)
Total	31 (26)	35 (20)	14 (17)	34 (24)	114 (87)

6. PROPOSED HEALTH AND SAFETY KEY PERFORMANCE INDICATORS F.L.A.G.S

- 6.1** Following on from the Q3 report and F.L.A.G.S proposal the H&S Manager has had further internal discussions. Proposal for the set of health and safety KPI's be set up

under the **F.L.A.G.S.** acronym will not be taken forward at this time but will be kept under review going forward.

7. HEALTH AND SAFETY TRAINING

- 7.1** The Health and Safety Team provide 4 mandatory e-learning courses for all staff through the Seminar software system: Office Safety; Fire Safety; Manual Handling; and Display Screen Equipment. Additionally there is Driving on Council Business, and COSHH training for relevant staff. Seminar ICT software training recently provided for those developing modules.
- 7.2** In Q4 there was a request from Housing Maintenance for a presentation/ toolbox talk to be developed on *Reporting of Accidents and Incidents* to tie in with the recent Policy update and to ensure supervisors are aware of the requirements of 7 days absences (following a work-related incident) under RIDDOR requirements. This presentation is now completed and available for delivery.
- 7.3** In Q4 internal manual handling guidance was developed to assist managers and supervisors undertaking risk assessments, based on the HSE MAC tool. Following consultation with staff the first training session was delivered in early April.
- 7.4** The Health and Safety Team are in the process of drafting a 3-hour Risk Assessor training presentation, which could become an e-learning module at a later date, to assist those in Services who have responsibility for completing and updating risk assessments.
- 7.2** In February & March 58 Housing Maintenance staff attended Manual Handling training.

8. FINANCIAL IMPLICATIONS

- 8.1** None. No significant changes to the current practices being considered.

9. CRIME & DISORDER IMPLICATIONS

- 9.1** There are none.

10. ENVIRONMENTAL IMPLICATIONS

- 10.1** There are none.

11. EQUALITY & DIVERSITY IMPLICATIONS

- 11.1** No new requirements or issues identified.

12. DATA PROTECTION IMPLICATIONS

- 12.1** No new requirements or issues identified.

13. EMT COMMENTS

- 13.1** EMT requested that additional guidance be circulated to managers on the controls which need to be in place for staff who are lone workers. The use of the telephony based internal PNC7 system can be used, or an alternative system e.g. a duty officer who logs staff going out on external visits and will log them back in. Corporate Health and Safety Manager will circulate new guidance to Heads of Service which will then be cascaded down to managers to action, where they have staff who are classed as lone workers.
- 13.2** Although there was no pattern to the 5 RIDDOR reported incidents in Q4 EMT expressed concern about the increased numbers in 2021/22, and also concern about the employee injury from 2019 being reported late. The Corporate Health and Safety Manager confirmed that a new notification had been added to the HR Hub employee sickness reporting system, so that managers now receive a reminder for a 7-day absence (due to a workplace injury) needing to be reported to the H&S Team.
- 13.3** EMT noted that the new Learning Management System which is on the ICT work programme for 2022/23 will replace the older Seminar system used for health and safety e-learning modules. The new e-learning system which will provide additional reporting capacity allowing the Corporate Health and Safety Manager to provide data on percentages of staff safety training completed.

14. EMPLOYEE SIDE COMMENTS

None received

15. Appendix:

1. Accident & Incident reporting and Accident Investigations Policy;

For further information contact:

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Background Papers:

“None”.



New Forest
DISTRICT COUNCIL

**Accident and Incidents
Reporting, and
Investigations Policy**

DOCUMENT HISTORY	
Name of Policy:	Accident and Incidents Reporting and Investigations Policy
Purpose of Policy:	This policy and subsequent arrangements outline the necessary reporting procedure, the information required in accidents, incidents (near misses) and occupational disease(s) reporting. It details the support available for a priority-based investigation of accidents, incidents and occupational illnesses and diseases. The legal duties to investigate accidents, near misses and occupational diseases are laid down in the Management of Health and Safety at Work Regulations 1999, and the Health and Safety at Work, etc. Act 1974. The reporting of certain accidents, dangerous occurrences and occupational diseases to the Health and Safety Executive (HSE) are detailed in the Reporting of Injuries, Diseases, and Dangerous Occurrence Regulations 2013.
Policy Applies to:	<p>This policy applies to all New Forest District Council employees including any individual undertaking work for the Council on a voluntary basis or those employed on work experience.</p> <p>This Policy also applies to contractors and agency staff working on any Council premises and any member of public involved in an accident or incident whilst on Council premises or as a direct result of the Council's work activities.</p>
Review frequency:	2 years
Latest Update:	February 2022
Update Overview:	February 2022: Revised policy reflecting organisational changes, the Leisure Centre transfer to Freedom Leisure, and the updated accident, incident and near miss reporting forms.

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Appendix

- i. **Accident/ incident Investigation criteria table.**
- ii. **Root Causes Checklist.**
- iii. **RIDDOR 2013 Reportable Incidents.**
- iv. **Reporting Forms: Employee/ contractor injury report form; Member of the public accident/ incident form; Employee/ contractor near miss form.**
- v. **Post-accident interview form (AIRR3).**
- vi. **H&S Team investigation form template (AIRR4).**
- vii. **Retention of investigation documentation/ data.**

SECTION 1: INTRODUCTION, AIMS & OBJECTIVES

1.1 Introduction

As a responsible employer New Forest District Council plans to reduce accidents and ill health at work to as low a level as reasonably practicable. In order to do that we must have a robust reporting procedure in place across the organisation. Having suitable and sufficient health and safety arrangements in place is seen as everyday good management practice.

This Policy has been endorsed by the Executive Management Team, and sets out the arrangements for reporting incidents and undertaking a health and safety investigation, and details the criteria for when a full investigation is required.

1.2. Aims and Objectives

The simple rule is that we want all employees to return home fit and healthy. Unfortunately on occasions an incident will happen to an employee and it is important for an investigation to be undertaken to allow lessons to be learnt, and to ensure that additional control measures are put in place (where necessary) to stop a reoccurrence.

1.3 Why do we investigate accidents and near misses?

It's important to reduce accident and occupational ill health to as low a level as reasonably practicable, and in order to do this we must learn lessons from previous accidents, incidents and near misses. The fact that an adverse event has occurred suggests that the existing risk control measures may be inadequate, so we must use these incidents as a learning opportunity so that remedial actions can be identified.

At its most simple the **objective** of an investigation can be:-

- To establish the causes of the accident/ incident;
- To identify any weaknesses in the arrangements for managing health and safety;
- To identify any corrective action(s);
- To reduce the likelihood of a recurrence;
- Not to blame any individual or group of individuals, but to work co-operatively to ensure a positive outcome and learn lessons.

An effective investigation requires a methodical, structured approach to information gathering, collation and analysis. The findings of the investigation may form the basis of an action plan to prevent the accident or incident from happening again and for improving our overall management of risk (see form at Appendix 6). It is likely that findings will identify areas of local risk assessments that need to be reviewed, or where improvements to communication, or training and instruction is required. Therefore it is important New Forest District Council has a systematic approach to determining why an accident or incident has occurred, and the steps needed to be taken to make sure a similar incident does not happen again.

SECTION 2: SCOPE

2.1 What areas does this Policy cover?

This Policy applies to all Services and workplaces of New Forest District Council, and is therefore relevant to all managers and staff, including agency workers. In order to demonstrate a positive safety culture managers must know the procedure for accident, incident and near miss reporting.

The Management of Health and Safety at Work Regulations 1999, regulation 5 (Health and Safety arrangements), requires that employers are to plan, organise, control, monitor and review the preventive and protective measures of our safety management system. The Review element guidance in the HSE Approved Code of Practice details that “establishing priorities for necessary remedial action that were discovered as a result of monitoring” is a critical part of having a robust safety culture. This duty requires us to review all relevant accidents, incidents and near misses across the Council, so that we can continuously look to improve our risk management practices.

The **managers and supervisors** across the different Services of the Council are a major part of this policy, as they are required to ensure that staff are aware of the need to report incidents, as well as ensuring staff follow safety procedures, site rules, and the controls identified in the risk assessment process. In addition to this they are required to gather information on the incident for the report form, and to assist with the investigation into the incident.

2.2 How to report Accidents, Incidents and Near Misses

There are three forms held on the Council's ForestNet pages (Templates and Forms), which are detailed in the appendix: Employee/ Contractor injury report form; Member of the public accident/ incident report form; Near miss report form. Completing the forms should in most cases be self-explanatory, but further guidance can be sought from the Corporate Health and Safety Team.

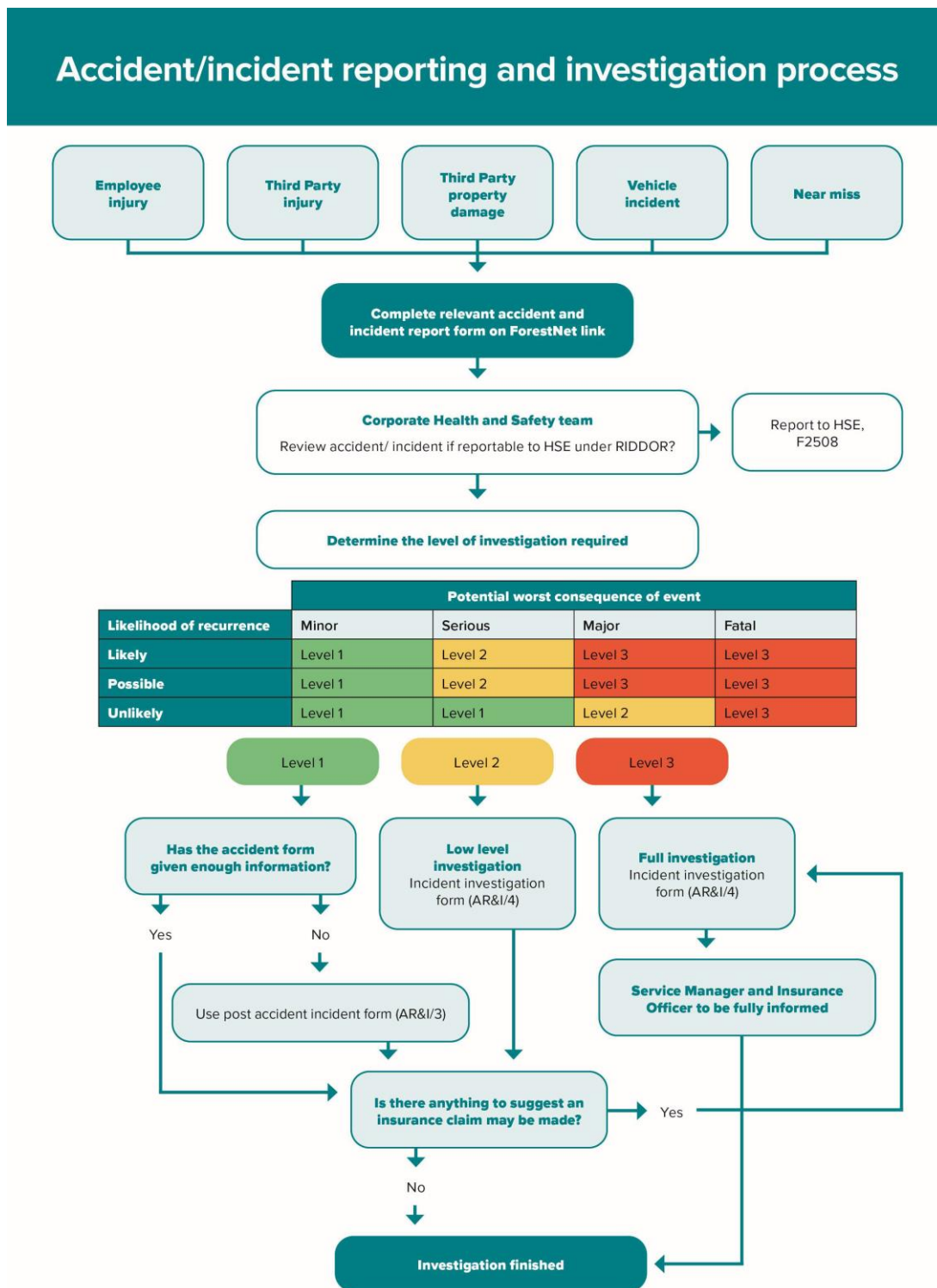
2.3 Why report near misses?

Near misses are a less obvious event as nobody will have been injured, however, near misses should not be ignored or treated lightly as they can provide valuable insight into how well health and safety is being managed within the workplace.

There is no specific legal requirement to record near misses, but the Council has a duty to protect its employees and non-employees from its work activities and by understanding near misses helps us to identify risks which require the controls to be reviewed. Recording near misses in a systematic way allows us to see if there are any patterns in when and how things go wrong, and can often identify where proactive additional measures are needed.

For those who drive commercial vehicles on behalf of the Council quick reporting cards (bump cards) are provided, which allow simple facts to be recorded which can then be passed onto a supervisor/ manager for them to complete the relevant e-form on ForestNet.

Diagram 1. Accident/ Incident Reporting and Investigation Process



SECTION 3: DEFINITIONS

Term	Definition
Accident	An unplanned event that results in injury or ill-health.
Safe System of Work (SSoW)	This is a formal procedure based on a systematic examination of the identified work processes, in order to identify the hazard(s) and putting control measures in place to reduce the risk. Often used in maintenance and repair settings. Some residual risk may remain which is controlled through training and supervision.
Risk Assessment	Organisations have a legal duty to assess the health and safety risks to employees and non-employees, which arise from its undertakings. A risk assessment is a systematic process for looking at the hazard, likelihood of it being realised and the overall risk with control measures in place. It should be reviewed regularly, usually annually.
Near Miss	Where an incident has occurred at work where no-one is injured, but under different circumstances there would have been an injury, e.g. <i>item falling from roof height which could have injured someone; pedestrian(s) close to a reversing vehicle.</i>
F2508/A form	The prescribed HSE form used to report an accident, dangerous occurrence or occupational disease under RIDDOR 2013.
Dangerous Occurrence	The list of dangerous occurrences in Schedule 2 of the RIDDOR Regulations is designed to obtain information primarily about incidents with a high potential to cause death or serious injury, but which happen relatively infrequently. They include: <i>failure of lifting equipment; an explosion or fire caused by an electrical short circuit.</i>
Human Factors	The design of plant and equipment can have a large impact on human performance. Designing tasks, equipment and workstations to suit the user can reduce human error, accidents and ill-health. Failure to observe ergonomic principles can have serious consequences. Effective use of ergonomics will make work safer, healthier and more productive.
Notifiable Disease	Detailed in paragraph 2 of Part 1 of Schedule 1 of RIDDOR 2013, and includes: <i>Hand Arm Vibration syndrome (HAVs); occupational dermatitis.</i>
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013. Legislation which places a duty on employers to report certain occupational accidents, injuries, dangerous occurrences and diseases, e.g. <i>7 day injury</i> . Reporting is to be undertaken by the Responsible Person. Reportable incidents include injuries to non-employees which results in them being taken directly to hospital for treatment.
Contractor Incident Notification Protocol	In accordance with the Corporate Control of Contractors Policy, breaches in health and safety legislation and safety standards must not be ignored. The <i>Contractor Incident Notification Protocol</i> has been implemented so should breaches in legislation occur, e.g. Construction Design Management Regulations 2015, or poor health and safety practices be observed during a site inspection, then these can be feedback to other N.F.D.C. teams.
Warning Marker Register	The WMR holds details of individual where they have been violent or aggressive to N.F.D.C. employees, or where other agencies e.g. Probation have warned N.F.D.C. of the behaviour of individuals that staff may come into contact with. Managers whose staff undertake lone visits to households should ensure these staff have access to the Register on ForestNet.
Violence and Aggression	Acts of verbal abuse, aggression and violence are unacceptable to N.F.D.C. employees, and all incidents should be recorded and reported. Use the Near Miss form on the ForestNet site.

SECTION 4: ROLES AND RESPONSIBILITIES

4.1 Executive Management Team:

- Has overall responsibility for ensuring New Forest District Council meets its duties under the Health and Safety at Work, etc Act 1974, and other relevant safety regulations;
- Ensures that New Forest District Council has competent health and safety advice available to ensure health and safety risks are managed across the organisation.

4.2 Senior Managers must:

- Ensure that health and safety policies and procedures are adhered to within their Service;
- Ensure that staff are aware of the need to report accidents, incidents, near misses and occupational disease's;
- Ensure all employees under their control have sufficient training, experience, knowledge and skill to undertake their role competently and safely;
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce.

4.3 Managers and Supervisor must:

- Ensure staff complete the relevant health and safety e-learning courses, and refreshers;
- Ensure staff are aware of relevant risk assessments, safe system of works, method statements and standard operating procedures;
- At all times ensure work is being undertaken safely in line with local standard operating procedures (our safety arrangements), and that relevant work practices have been risk assessed and have methods statements are in place (where necessary) which have identified controls;
- Ensure accidents, incidents, near misses and occupational diseases are recorded and reported through to the Corporate Health and Safety Team;
- Gather information on incidents: witnesses; equipment used; details of third parties; site conditions at the time of the incident. And support the Corporate Health and Safety team in undertaking accident investigations.

4.4 Corporate Health and Safety Team must:

- Ensure all accident, incidents, near misses and occupational diseases reported are reviewed quickly to assess the appropriate actions to take;
- Investigate accidents, incidents, near misses and occupational diseases in line with the incident investigation process, in consultation with the relevant supervisor, manager and service manager;
- Liaise with enforcement bodies on behalf of New Forest District Council, e.g. the Health and Safety Executive;
- Ensure all accidents, incidents and occupational disease's, which meet the criteria set out in RIDDOR 2013, are reported promptly to HSE, e.g. by 14 days, or earlier.

4.5 Employees must:

- Report accidents, incidents and near misses in the workplace to management.

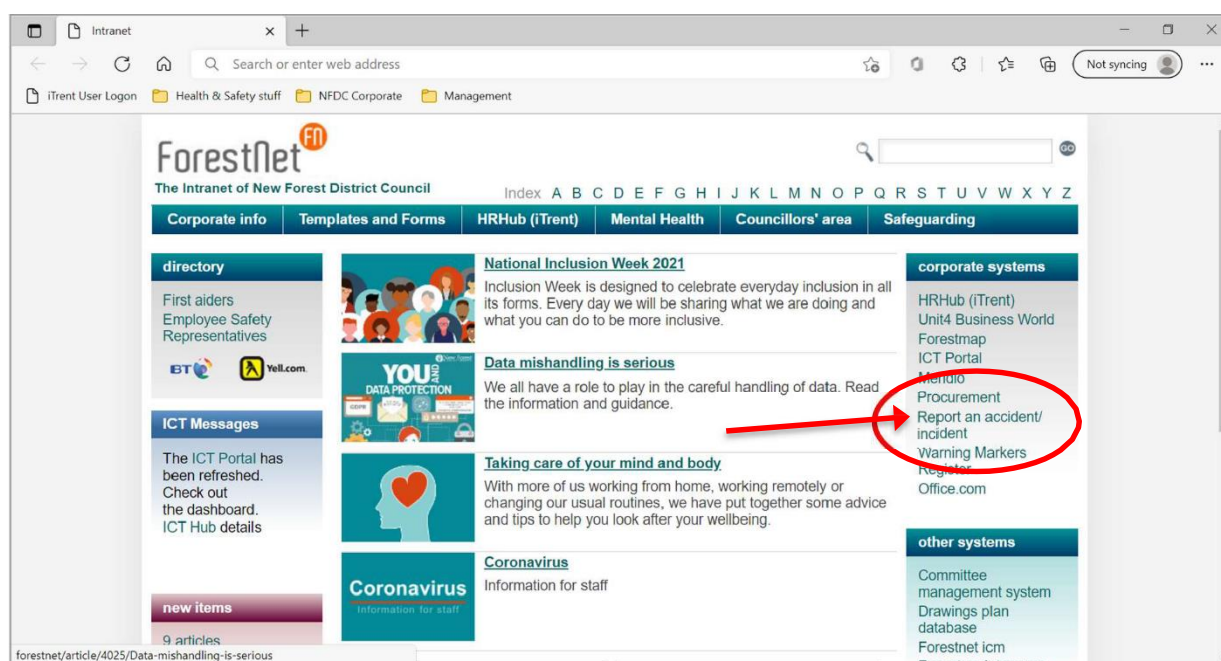
SECTION 5: ARRANGEMENTS, REPORTING INCIDENTS

5.1 Accident/ Incident Reporting

Employees must report all accidents, incidents, near misses, and cases of exposure to occupational disease, even those that do not cause injury/ time off work. Such reporting can quickly identify problem areas and allow corrective action to be taken before an injury, or another incident occurs.

Line managers must report all such incidents to the Corporate Health and Safety Team as soon as possible, or immediately in respect of a death, major injury or reportable dangerous occurrence. All accidents and incidents should be reported on the Council's template Accident and Incident Report forms, ideally using the online e-form found on ForestNet (see below) .

ForestNet report form link on front page under Corporate Systems.



Hard copy forms: If the accident/ incident is to be completed on a hard copy form write CLEARLY in **black** ink using CAPITALS, as this will usually make it much easier to read by internal staff and external 3rd parties (Insurers). The form should be signed by the employee and supervisor or line manager as soon as possible after the incident. If you have any queries please ask your Manager or a member of the Corporate Health & Safety Team.

The original form must be sent or scanned to the Health & Safety Team (email: healthandsafety@newforest.gov.uk) as soon as possible as the information is downloaded onto a database along with employee absences following accidents or incidents.

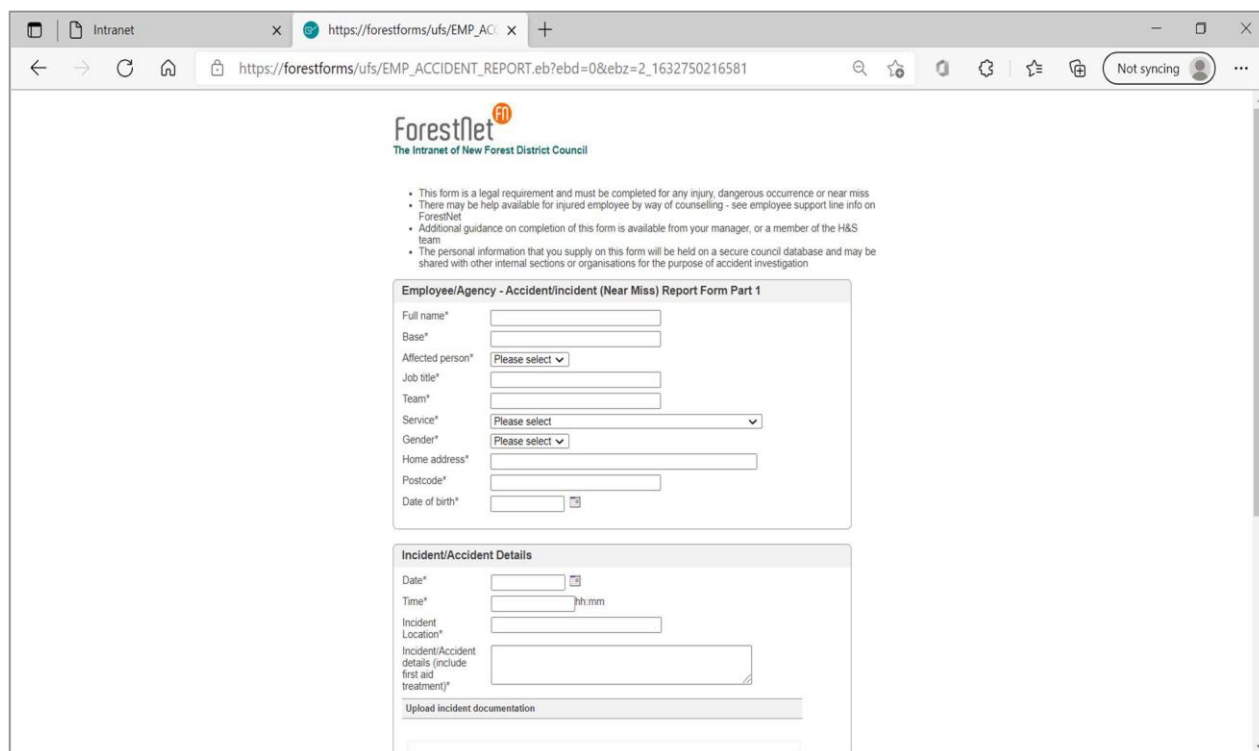
The accident and incident report forms may be available on noticeboards and can be printed off from the **Templates and Forms** page of ForestNet. *The accident and*

incident report e-form is the preferred method of reporting an accident or incident and can be completed online through ForestNet.

Employee/ Agency accident/ incident report form is available on the link below:

https://forestforms/ufs/EMP_ACCIDENT_REPORT.eb?ebd=0&ebz=2_1637746273368

Screen shot below of the e-form which once submitted will be received by the Corporate H&S Team.



The screenshot shows a web browser window displaying the ForestNet intranet. The page title is "ForestNet The Intranet of New Forest District Council". Below the header, there is a list of bullet points providing information about the form's legal requirements and data handling. The main content area is titled "Employee/Agency - Accident/Incident (Near Miss) Report Form Part 1". It contains two sections: "Employee/Agency - Accident/Incident (Near Miss) Report Form Part 1" and "Incident/Accident Details". The first section includes fields for Full name*, Base*, Affected person* (a dropdown menu), Job title*, Team*, Service* (a dropdown menu), Gender* (a dropdown menu), Home address*, Postcode*, and Date of birth*. The second section includes fields for Date*, Time* (with a time selector), Incident Location*, Incident/Accident details (include first aid treatment)*, and Upload incident documentation.

Part 1 of the e-form is to be completed by the employee/ supervisor, once this e-form is submitted a copy is then sent to their line manager who will complete part 2, including any follow up actions or investigations.

Once both parts of the e-form have been completed this is then sent to the Corporate H&S Team as a PDF and is handled in the same way as a normal form. If more information is required by the Health and Safety Team, the Supervisor/Manager may be asked to interview the employee again, or other employees to gain a better understanding of the incident. The **post-accident interview form (AIIR3)**, see appendix 5, can assist in prompting questions.

The health and safety adviser will decide whether an in-depth **Level 3** investigation is required, and will ensure that reportable accidents (under RIDDOR 2013) are notified to the Health and Safety Executive within the required time limit (dependent on the type of incident).

SECTION 6: ARRANGEMENTS, THE INVESTIGATION

6.1 Which accidents/ incidents will be investigated?

It is not necessary to investigate all reported incidents, the necessary management actions for some will be obvious and simple to introduce. It is the more serious and complicated incidents which will require a full investigation. However, it is essential that the management and workforce are involved/ informed on investigation progress.

It has been found that where there is full co-operation and consultation with employee and union safety representatives, research has shown that the number of incidents is likely to reduce. The Diagram 1 Accident/ Incident Reporting and Investigation Process (page 6) details the decision making process, as to how it is decided which incidents require a full investigation (level 3). Level 2 is for lower-level investigations.

6.2 When should an investigation start?

The urgency of an investigation will depend on the magnitude and immediacy of the risk involved, but in general the investigation will usually start by the local manager or supervisor, as they will be the first on the scene, or first to be informed. Once the details of the incident has been received by the Corporate Health and Safety Team they will take charge of the investigation if it meets the full investigation (level 3) criteria, see Diagram 1.

6.3 What makes a good investigation?

It is only by carrying out competent health and safety investigations that the root causes will be identified, which will allow lessons to be learnt. Investigations should be conducted with accident prevention in mind, not to place blame. Attempting to apportion blame during an investigation will be counter-productive, and is likely to result in individuals becoming defensive and uncooperative.

Information Gathering: It is important to have meaningful conversations with those involved in order to gain as much information as possible. A good framework to use when speaking to colleagues, and members of the public, in order to gain as much useful information as possible is to use the **PEEPO** categories for questions: People; Environment; Equipment; Procedures/ documentation; & Organisation. The questions asked for each category need to be open ones, as yes or no answers will often provide little value. The Corporate Health & Safety Team will make notes/ records of the people they speak to, and the information received as part of the investigation. This will assist when completing the Accident/ Incident Investigation Form (AIIR4).

6.4 Conclusions and Corrective Actions

Once the incident investigation report is completed it should be circulated to the relevant manager(s), supervisor(s), and safety representative (where involved). This will give those with a responsibility to carry out corrective actions with an opportunity to ask the investigator further questions, and get clarification on the conclusions. Further evidence may need to be provided from the investigator. It is of paramount important for the Corrective Actions to be high quality, and one way to support this outcome is to have **SMART objectives** (Specific, Measurable, Agreed, Realistic, and Time-bound).

SECTION 7: LIAISING WITH THIRD PARTIES

The more serious workplace incidents are required to be reported under RIDDOR 2013 to the HSE via the online F2508/A e-form. As the Responsible Persons this statutory reporting will be undertaken by members of the Corporate Health and Safety Team.

An HSE representative may contact New Forest District Council seeking further information to support the information on the F2508 submission, and this would be responded to by the Corporate Health and Safety Team, usually the adviser who completed the form. It may be the case that by assuring the HSE representative that a full internal investigation is being undertaken by a competent person, that this could persuade them a visit from a Health and Safety Inspector is not required.

Where a serious incident has resulted in the HSE asking for an interview under caution with an employee of New Forest District Council, the Corporate Health and Safety Team will provide assistance along with colleagues in the Legal Service.

Insurers

For some of the incidents which are reported, where the outcome of the incident has resulted in property damage, harm or injury to an employee or non-employee, there will be interest from the insurers of New Forest District Council.

The council will not always be liable to compensate. Often events occur which are not due to any negligence. There is no automatic right to compensation and the majority of claims are not paid. Negligence has to be established against the council for any claim to succeed and it is suggested claimants seek legal advice.

As per reporting incidents as listed in this policy, insurer's require the below as a minimum:

- Full name and address
- Exact date and time of the incident
- Exact location (photographs and or sketch map will assist)
- Brief summary of the circumstances
- The reason why you think the council is at fault for the accident.

SECTION 8: PERFORMANCE MANAGEMENT & INCIDENT STATISTICS

In order to have a positive health and safety culture it is important to be open and transparent with the accidents and incidents which occur, and the internal investigations undertaken. It is good management practice to regularly look at the performance of the health and safety management within the organisation.

Quarterly health and safety reports are taken to **Executive Management Team** which includes a breakdown of all reported incidents, and compares the numbers from one quarter to another to demonstrate the current and long-term trends. In addition the incidents which were reported under RIDDOR 2013 are highlighted, as are the priority investigations undertaken by the Corporate Health & Safety Team. This allows senior managers to have an overview of health and safety incidents, and the responsive work undertaken internally, as well as challenge the conclusions and recommendations. Also the recommended actions/ corrective actions can be reviewed, which are detailed following the conclusions of the investigation, which can also be progressed or monitored by the Executive Heads.

The same numerical information on the incidents recorded in the quarter is presented at the staff consultation **Safety Panels**, which allows transparency for the workforce. In some incidents the local Safety Representative may assist with the investigation. The conclusions and recommendations from the investigation will be detailed, and these may in turn be recorded in the Action Table for the Safety Panel. This will allow outcomes and follow-up actions to be monitored, ensuring a robust process is in place.

Appendix

- i. Table 1: Accident/ Incident Investigation Criteria;
- ii. Table 2: Root Cause checklist;
- iii. RIDDOR 2013 Reportable Incidents;
- iv. Reporting forms: Employee/ contractor Incident Investigation Form; Member of the Public accident/ incident form; Employee/ Contractor near miss form;
- v. Post accident interview form (AIIIR3);
- vi. Health and Safety Team Investigation form template (AIIIR4);
- vii. Retention of Investigation Documents;

Table 1: Accident/ Incident Investigation Criteria.

Type of Incident	Investigation & type	Reasons for non-investigation
<p>Fatality</p> <p>Investigate all fatalities unless excluded.</p>	<p>Yes</p> <p>Level 3</p>	<ul style="list-style-type: none"> • Death from adult trespass (unless management failure indicated); • Death from natural causes; • Suicide; • Road traffic incidents.
<p>Major injury</p> <p>Major injuries to all persons, incl non-employees, irrespective of cause:</p> <ul style="list-style-type: none"> • All amputations of digits past the first joint; • Amputation of hand/arm/foot/leg; • Serious multiple fractures (more than one bone); • Crush injuries leading to internal organ damage; • Head injuries involving loss of consciousness; • Burns and scalds greater than 10% of the body surface; • Permanent blinding in one or both eyes; • Any degree of scalping; • Asphyxiations. 	<p>Yes</p> <p>Level 3</p>	<ul style="list-style-type: none"> • Injury from adult trespass (unless management failure indicated); • Injury from natural causes; • Attempted suicide; • Road traffic incidents.
<p>Other RIDDOR defined major injuries</p> <p>All incidents which result in a RIDDOR defined major injury in the following categories:</p> <ul style="list-style-type: none"> • Workplace transport incidents; • Electrical incidents; • Falls from height greater than 2m; • Any incident which arose out of working in a confined space. 	<p>Yes</p> <p>Level 3</p>	<ul style="list-style-type: none"> • Injury from adult trespass (unless management failure indicated); • Injury from natural causes; • Attempted suicide; • Road traffic incidents.
<p>Diseases</p> <p>All RIDDOR reportable diseases.</p>	<p>Yes</p> <p>Level 3</p>	<ul style="list-style-type: none"> • Circumstances already investigated.

All incidents which result in day absences from work		
<p>Matter of public concern</p> <p>All incidents likely to give rise to serious public concern. This reflects views of the public at large, not just those of individuals, e.g. injured party. Consideration should be given to incidents involving:</p> <ul style="list-style-type: none"> • Children; • Vulnerable adults; • Multiple casualties where the outcome or potential outcome or breach is serious; • Matter of imminent risk; • Poor history of duty holder. 	<p>Yes</p> <p>Level 2</p>	<ul style="list-style-type: none"> • Matter not of public concern • Circumstances do not warrant investigation • Injury from adult trespass (unless management failure indicated) • Injury from natural causes unrelated to work activity • Attempted suicide • Road traffic incidents • Good history of duty holder • Matter already investigated
<p>Serious breach of H&S Law</p> <p>Breach would normally result in formal action</p>	<p>Yes</p> <p>Level 2</p>	<ul style="list-style-type: none"> • No breach of H&S law; • Breach would not normally result in formal action.
<p>Discretionary investigation</p> <ul style="list-style-type: none"> • Involving new activity or new equipment; • Suspicious circumstances; • Training of Health and Safety Advisor; • Incident which concerns an Executive Director. 	<p>Yes</p> <p>Level 2</p>	<ul style="list-style-type: none"> • Case has not been selected for discretionary investigation
<p>Minor/non-serious incidents</p>	<p>Yes</p> <p>Level 1</p>	<ul style="list-style-type: none"> • Not investigated due to minor nature of incident • Non-reportable incident/accident • Incident would not be selected on above listed criteria
General disqualifying criteria		
<ul style="list-style-type: none"> • Inadequate resources due to other priorities which have been directed by EMT; • Impracticability of investigation e.g. unavailability of witnesses, or evidence or disproportionate effort would be required; • No reasonably practicable precautions available; • Matter already investigated. 		

Table 2: Cause(s) of an accident: circle issues which apply to incident being investigated.

Unsafe Act	Unsafe Condition
<p>Improper use of equipment</p> <p>Using faulty/ defective equipment</p> <p>Removing safety devices or making them inoperative.</p> <p>Under the influence of alcohol and/or drugs.</p> <p>Failure to wear personal protective equipment (PPE).</p> <p>Horseplay.</p> <p>Incorrect lifting techniques.</p> <p>Incorrect loading/ stacking (management).</p> <p>Operation of equipment without authority</p> <p>Other: <i>please detail.</i></p>	<p>Poor housekeeping.</p> <p>Sharps (glass & needles, etc).Insufficient guards/ barriers.</p> <p>Defective tools, equipment or materials.</p> <p>Insufficient or improper protective equipment.Insufficient lighting.</p> <p>Insufficient ventilation.</p> <p>Exposure to excessive noise.</p> <p>Insufficient/ incorrect warning sign.Animal bite.</p> <p>Other: <i>please detail.</i></p>
Worker assessment/ training	Lack of support
<p>Physical incapacity</p> <p>Mental incapacity.</p> <p>Lack of knowledge (training out of date?).</p> <p>Lack of skill (inadequate training).</p> <p>Stress (excessive pressures, etc).</p> <p>Improper motivation.</p> <p>Distraction.</p> <p>Attitude.</p> <p>Motivation.</p> <p>Over confident.</p>	<p>Inadequate leadership/ supervision.Inadequate engineering.</p> <p>Inadequate purchasing.</p> <p>Inadequate maintenance.</p> <p>Inadequate tools/ equipment.Inadequate materials.</p> <p>Inadequate work standards/ procedures.Inadequate training.</p> <p>Inadequate monitoring.</p>

Appendix 3. RIDDOR 2013 Reportable incident.

Only 'responsible persons' should submit reports under RIDDOR, at New Forest District Council this is a member of the Corporate Health & Safety Team.

Specified injuries to workers

The list of 'specified injuries' in RIDDOR 2013 replaces the previous list of 'major injuries' in RIDDOR 1995. Specified injuries are (regulation 4):

- fractures, *other than to fingers, thumbs and toes*;
- amputations;
- any injury likely to lead to permanent loss of sight or reduction in sight;
- any crush injury to the head or torso causing damage to the brain or internal organs;
- serious burns (including scalding) which:
 - covers more than 10% of the body;
 - causes significant damage to the eyes, respiratory system or other vital organs.
- any scalping requiring hospital treatment;
- any loss of consciousness caused by head injury or asphyxia;
- any other injury arising from working in an enclosed space which:
 - leads to hypothermia or heat-induced illness;
 - requires resuscitation or admittance to hospital for more than 24 hours.

Further guidance should be sought from a member of the Corporate Health and Safety Team, healthandsafety@nfdc.gov.uk or there is further guidance on [specified injuries](#) at the HSE website.

Over-seven-day incapacitation of a worker

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.

Over-three-day incapacitation

Accidents must be recorded, ***but not reported where they result in a*** worker being incapacitated **for more than three consecutive days**. If you are an employer, who must keep an accident book under the Social Security (Claims and Payments) Regulations 1979, that record will be enough.

Non fatal accidents to non-workers (e.g. members of the public)

Accidents to members of the public or others who are not at work must be reported if they result in an injury and the person is taken directly from the scene of the accident to hospital for treatment to that injury. Examinations and diagnostic tests do not constitute 'treatment' in such circumstances.

There is no need to report incidents where people are taken to hospital purely as a precaution when no injury is apparent.

Occupational diseases

Employers and self-employed people must report diagnoses of certain occupational diseases, where these are likely to have been caused or made worse by their work: These diseases include:-

- carpal tunnel syndrome;

- severe cramp of the hand or forearm;
- occupational dermatitis;
- hand-arm vibration syndrome;
- occupational asthma;
- tendonitis or tenosynovitis of the hand or forearm;
- any occupational cancer;
- any disease attributed to an occupational exposure to a biological agent.

Further guidance on [occupational diseases](#) is available.

Dangerous occurrences

Dangerous occurrences are certain, specified near-miss events. Not all such events require reporting. There are 27 categories of dangerous occurrences that are relevant to most workplaces, for example:

- the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment;
- plant or equipment coming into contact with overhead power lines;
- the accidental release of any substance which could cause injury to any person.

Further guidance should be sought from a member of the Corporate Health and Safety Team.

Gas incidents

Registered gas engineers (under the Gas Safe Register,) must provide details of any gas appliances or fittings that they consider to be dangerous, to such an extent that people could die, lose consciousness or require hospital treatment. The danger could be due to the design, construction, installation, modification or servicing of that appliance or fitting, which could cause:

- an accidental leakage of gas;
- incomplete combustion of gas; or
- inadequate removal of products of the combustion of gas.

When reporting an incident employers are encourage to use the e-forms on the HSE webpages (www.hse.gov.uk), however, reporting the incident over the telephone is an option, Tel. 0845 300 9923.

Appendix. 4 Report Forms links.

https://forestforms/ufs/EMP_ACCIDENT_REPORT.eb?ebd=0&ebz=2_1637746273368

5.

ACCIDENT INVESTIGATION REPORT (AIR3 Form)

Date of accident:

Employee:

Section/ team:

Service:

Based at:

THE ACCIDENT

To be completed once you have spoken to the injured party (IP).

Where did the accident happen?

Approximately what time did the accident happen? (24 hour clock)

What happened? (give precise details)

Did the employee require any medical attention immediately after the accident? (or anyone else)

At the time of the accident, were they doing their normal job? (If no give further details)

What was the weather like at the time of the accident? Did it have any bearing on the accident?

What was the level of lighting at the time of the accident?

Were they at their normal place of work?

Did the road/pavement surface have any bearing on the accident?

Was another person (member of public) a contributing factor in the accident?

Was there any witness to the incident? Please give details of work colleagues.

Were the IP wearing full protective clothing at the time of the accident?

Have they had a similar accidents in the past? (have there been similar incidents in the team?)

PREVENTATIVE MEASURES

Was there anything that could have been done to prevent the accident happening?

Is there anything that management could do to prevent the accident happening?

Is there any training needed to prevent a similar accident? (IP to be asked this question)

If the accident was caused by lifting/stretching/twisting and resulted in back pain:

Have you had problems in the past with back pain? (N.B. Manual Handling RA to be reviewed)

Are they happy to continue with their normal job in future?

Is there anything learned from the accident which might prevent a similar accident in the future?

Signed Date
(Supervisor/ Manager)

ANALYSIS OF ACCIDENT

Was the accident preventable?

YES/NO

If yes, what preventative measure could have been taken and how are these going to be implemented in the future?

As a result of the accident, is there any training/re-training which needs to be undertaken?

YES/NO

If yes, what training is required and how will this be given and when?

Are you happy for the employee to continue in their present post?

YES/NO

If no, explain why and what you intend to do about the situation.

Is the relevant risk assessment satisfactory?

YES/NO

If no, when will a review be undertaken?

Do you believe the injuries claimed by the employee happened as a result of the accident?

YES/NO

If no, explain why and what action you will be taking as a result.

If the accident in your opinion happened as a result of the employee not wearing their full PPE or doing something they shouldn't, what further action is required?

When is the IP expected to return to work? (if absent from work for 7+ days it is RIDDOR reportable).

Signed **Date**
(Section Manager/Supervisor)

Signed **Date**
(Health and Safety Advisor)

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Appendix 6 - H&S Team Investigation form: AIR4.

Accident and Incident Investigation: **"Name of Incident"**

Parties Involved						
Relationship to Incident	Name	Address	Telephone Number	Email Address	Employee?	
					Yes	No
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>

Injuries Sustained					
Whom	Part of Body	Brief Description of Injury	Received Medical Attention	If Yes, Where?	RIDDOR Reportable?

Equipment/Vehicles Involved			
Type	Registration/Identification	Make	Model

Incident Details		
Date	Time	Exact Location
<input type="checkbox"/> Injury	<input type="checkbox"/> Near Miss	<input type="checkbox"/> Dangerous Occurrence
<input type="checkbox"/> ill Health	<input type="checkbox"/> Verbal Abuse	<input type="checkbox"/> Vehicle Related Incident

Summary of Incident

xxx

Scope of Investigation

xxx

Detail of the Incident

xxx

Investigation Analysis

Immediate Cause/s:

Underlying Cause/s:

Root Cause/s:

Corrective Actions

Actions Required:

- A
- B
- C

Actions that could be considered but are not considered imperative:

Idealistic actions:

Recommended Actions		
Action	Responsible Officer	Target Date

Evidence to Support Investigation	
Evidence	Attached as Appendix

Sign Off				
Investigator	(Name)	(Job Role)	(Signature)	(Date)
Reviewed	(Name)	(Job Role)	(Signature)	(Date)
By				

Appendix 7. - Retention of Investigation Documents

In undertaking an investigation, especially for complex incidents, there will be a need to produce or gather different types of information, e.g. staff witness statements. There will usually be a requirement to retain these investigation documents for a period of time, for example to all New Forest District Council to defend and insurance claim should one arise.

If an individual wishes to see a document or report which they believe they have been named in, or it references them, they have the right to see all or part of that document. However, they should not be allowed to see private information belonging to other individuals.

The accident investigation report should be securely disposed of once it becomes irrelevant or out of date in line with the retention schedule: retention of documents will vary from 4 years, to 40 years for employee occupational ill health information.

Information on data protection is available from the Information Commissioner – www.ico.org.uk

EMT – 26th APRIL 2022

PORTFOLIO: Finance & Corporate Services

EMPLOYEE SIDE LIAISON PANEL – 12TH MAY 2022

HR COMMITTEE – 9TH JUNE 2022

HEALTH AND SAFETY POLICY UPDATE

1. RECOMMENDATIONS

- 1.1 To note the updated Health and Safety Policy for the organisation which has been reviewed by EMT.

2. INTRODUCTION

- 2.1 The Council's Health and Safety Policy has been reviewed and updated to reflect the recent changes to Service structures, and changes to senior management in the Council.
- 2.2 Under the Health and Safety at Work Act. etc 1974 organisations (with more than 5 employees) must have a policy on how they will manage health and safety – 2(3) ... *“it shall be the duty of every employer to prepare and as often as may be appropriate revise a written statement of their general policy with respect to the health and safety at work of their employees and the organisation and arrangements ... and to bring the statement and any revision of it to the notice of all the employees.”*
- 2.3 The Policy update has been led on by the Corporate Health and Safety Manager, and reviewed by the Service Manager of Human Resources, and Executive Head of Financial & Corporate Services.

3. BACKGROUND

- 3.1 The previous Health and Safety Policy was updated in 2018 and due to changes in Service structures, and with the Leisure Centres being managed by Freedom Leisure from 2021 an update is required. It is good practice to review the Policy every year, or sooner if there have been significant changes to the structure of the organisation.
- 3.2 The overall purpose of the Policy is to demonstrate in writing the commitment of the Council to health, safety and welfare matters and the prevention of occupation injuries and ill health so far as is reasonably practicable.
- 3.3 Section 2 of the Policy details the Roles and Responsibilities for health and safety in the Council and details that EMT shall “Lead on the health and safety culture for the Council”, and “Provide strategic direction and oversight of health and safety policies and actions plan’s”. The section goes on to detail that Senior Managers shall “Ensure that health and safety policies and procedures are adhered to within their Service area”.
- 3.4 In order to successfully imbed good health and safety management practices across the organisation the Health and Safety Policy needs to be communicated out to all employees and non-employees (contractors). It is proposed that this be achieved through use of a Health and Safety Newsletter, noticeboards and by using a focused Policy Statement held on ForestNet pages and the Council Website.

- 3.5 The Policy notes that for Performance Management “there is no single reliable measure which can be used to confirm how well health and safety across the organisation is performing. Therefore we must monitor, review and report on a number of safety elements in order to successfully deliver health and safety performance”. The Corporate Health and Safety Team will take quarterly reports to EMT detailing accidents, incidents and near misses, and comment on trends within services and projects being undertaken by the team. There will be regular feedback from the three Safety Panels where formal consultation is undertaken with the workforce and Unions. In addition to this is the Operations Union meetings, and the Employee Side Liaison Panel where consultation takes place.
- 3.6 The health and safety arrangements in the Council support the work undertaken for the New Forest District Council Corporate Plan 2020 – 2024.
- 3.7 It is proposed to have hyperlinks embedded in the final document to assist those reading/ navigating it.

4. FINANCIAL IMPLICATIONS

- 4.1 None. No significant changes to the current practices being considered.

5. CRIME & DISORDER IMPLICATIONS

- 5.1 There are none.

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 There are none.

7. EQUALITY & DIVERSITY IMPLICATIONS

- 7.1 No new requirements or issues identified.

8. DATA PROTECTION IMPLICATIONS

- 8.1 No new requirements or issues identified.

9. EMT COMMENTS

EMT reviewed the updated Health and Safety Policy and agreed for it to be taken forward to Employee Side Liaison Panel and HR Committee.

10. EMPLOYEE SIDE COMMENTS

- 10.1 Employee side requested that reference was made within the document to other sources of support in particular relating to Mental Health and wellbeing of employees.

11. Appendix:

- 1. Health and Safety Policy;*

For further information contact:

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Background Papers:

“None”.