

# NOTICE OF MEETING

**Meeting:** HR COMMITTEE

**Date and Time:** THURSDAY, 14 SEPTEMBER 2023, AT 10.00 AM

**Place:** COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYN DHURST, SO43 7PA

**Enquiries to:** Email: [andy.rogers@nfdc.gov.uk](mailto:andy.rogers@nfdc.gov.uk)  
Tel: 023 8028 5070

## 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) on items within the HR Committee's terms of reference which are not on the public agenda, when the Chairman calls the public participation item; 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, 11 September 2023.

Kate Ryan  
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA  
[www.newforest.gov.uk](http://www.newforest.gov.uk)

This agenda can be viewed online (<https://democracy.newforest.gov.uk>).

It can also be made available on audio tape, in Braille and large print.

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## AGENDA

### Apologies

#### 1. MINUTES

To confirm the minutes of the meeting held on 8 June 2023 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 receive any public participation in accordance with the Council's public participation scheme.

**4. HR UPDATE REPORT (Pages 3 - 6)**

To receive the HR Update Report.

**5. EMPLOYEE WORKFORCE REPORT 2022-2023 (Pages 7 - 34)**

To note key workforce data and an overview of initiatives in place to support employees in the past year.

**6. UPDATE ON LEAVERS' QUESTIONNAIRE (Pages 35 - 54)**

To receive a report on how information will be gathered from employees who are leaving NFDC employment including a new Leavers Questionnaire.

**7. QUARTERLY HEALTH AND SAFETY REPORT (Q1 2022-23) (Pages 55 - 92)**

To receive the latest Quarterly Health and Safety Report.

**8. DATES OF FUTURE MEETINGS**

To agree the following dates for meetings of the HR Committee in 2024/25:

(Thursdays at 10am)

13 June 2024

5 September 2024

9 January 2025

13 March 2025

**9. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT**

To: **Councillors**

Jill Cleary (Chairman)  
Steve Davies (Vice-Chairman)  
Mark Clark  
Keith Craze  
Kate Crisell

**Councillors**

Sean Cullen  
Jeremy Heron  
Colm McCarthy  
Joe Reilly

## HR COMMITTEE – 14 SEPTEMBER 2023

### HR UPDATE REPORT

#### 1. RECOMMENDATION

- 1.1 That the Committee note the contents of this report.

#### 2. 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.

#### 3. LEARNING MANAGEMENT SYSTEM

- 3.1 The successful bidder for the Learning Management System is a company called Learning Pool.
- 3.2 We are now working with them to ensure that all the correct processes are followed in terms of moving the data from our current systems into the new one.
- 3.3 This includes working with staff around the council with responsibility for E-learning data and training records to ensure that nothing is missed in the transfer.

#### 4. RECRUITMENT UPDATE

- 4.1 One refuse vehicle from each depot is now out and about with our recruitment advertising on the side, promoting us and our vacancies across the district.
- 4.2 In July we took part in the Hythe job centre careers day - over 80 people attended, and there was a continuous queue for our desk.
- 4.3 Within July, 4 people have applied for jobs with us as a direct result of attending the Hythe Job Centre Event.
- 4.4 We have another three careers events scheduled over the coming months, and will be keen to attend other events as we become aware of them.
- 4.5 Our newest recruit, the scarecrow for the Lyndhurst scarecrow hunt, is almost ready - in NFDC work clothes and safety equipment, and will be set to work by the main entrance railings, again promoting our vacancies with a QR code banner when the event takes place in October. Hundreds of local families take part, so it's an excellent way to publicise our vacancies further. Those attending the Showcase in September will get a preview of him then!

## **5. UPDATE ON ADDITIONAL VOLUNTARY CONTRIBUTIONS**

- 5.1 We introduced salary sacrifice AVC's for staff in August 2022. The Council is supported by AVC Wise to offer this benefit to employees.
- 5.2 At the time of implementation, 35 employees had standard AVCs. 22 of these employees have converted to salary sacrifice AVCs. There is now a total of 67 employees with salary sacrifice AVCs.

## **6. UPDATE ON MYLIFESTYLE BENEFITS**

- 6.1 We introduced the Mylifestyle portal for staff benefits on 28<sup>th</sup> November 2022.
- 6.2 Benefits that staff can take advantage of include:
- 'My Discounts' from high street retailers, supermarket shopping, travel, eating out, entertainment and days out.
  - The governments Cycle to Work scheme where employees can save on a bike and cycling accessories by making monthly payments by salary sacrifice. This means that they can make up to 47% tax and National Insurance savings on the cost of their new cycling equipment.
- 6.3 At the current time 46% of employees have signed into the portal. A total of approximately £10,500 has been spent through the My Discounts website.
- 6.4 8 employees have taken up the cycle to work scheme.
- 6.5 We're continuing to work on different ways to promote the benefits available to all employees, for example 'how to' videos and at the staff showcase in September 2023.

## **7. NEW STAFF ENGAGEMENT GROUPS**

- 7.1 Two new staff engagement groups have been set up, one to look at the Staff Survey results and one to consider Equality, Diversity and Inclusion matters.
- 7.2 The staff survey working group has met four time, each time considering different aspects of the survey results. Their views will form part of the overall action plan.
- 7.3 The Equality and Diversity group have also met four times. We have so far focussed on the workforce workstream using the LGA guidance to review how we are doing using their benchmark template.

## **8. LEADERSHIP DEVELOPMENT PROGRAMME**

- 8.1 Four companies have been shortlisted for the delivery of a Senior Leadership Development Programme.
- 8.2 Presentations were held on 7<sup>th</sup> August by four potential suppliers.

- 8.3 The contract has now been awarded to Avie Consulting Ltd. Arrangements are now being made for initial briefings to be held in early October.
- 8.4 The 360 appraisals will commence in October with individual face to face feedback given in November/December. The programme modules will commence in January.

**For further information contact:**

**Name:** Heleana Aylett  
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**Background Papers:**

None

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HR COMMITTEE – 14 SEPTEMBER 2023

## EMPLOYEE WORKFORCE REPORT 2022 – 2023

### 1. RECOMMENDATIONS

- 1.1 That HR Committee note the employee workforce profile and support the priorities as laid out in the 'Next Steps' section at point 4.

### 2. INTRODUCTION

- 2.1 The aim of this report is to provide key workforce data and an overview of initiatives in place to support employees in the past year.

### 3. BACKGROUND

- 3.1 This report was previously known as HR Metrics. It has been widened to cover statistics relating to an employee lifecycle. The aim is to provide a useful means of analysing and understanding the workforce.
- 3.2 The Employee Workforce Report is attached in full as **Appendix 1**.

### 4. WORKFORCE PROFILE FINDINGS (Page 21)

#### 4.1 Our People

Our workforce profile has remained primarily the same to the previous year. It is primarily representative of the New Forest Community according to the 2021 Census results ([New Forest population change, Census 2021 – ONS](#)).

#### 4.2 Attract

The diversity of the applicants we attracted has increased in the past year. The average number of applicants per recruitment campaign has remained similar to the previous year.

#### 4.3 Engage

All new employees are welcomed to the Council with induction remaining critical to the process. A separate managers induction is given to those with people responsibilities.

#### 4.4 Develop

We continue to invest in our employees through corporate and role specific training. We support Apprenticeships and have been successful in being able to offer full time permanent employment to some at the end of their scheme.

#### 4.5 Reward

Reward remains critical to our people. Case work and workplace issues continue to contribute to the workload of the HR Team. The team aims to support managers in finding resolutions to these issues.

#### 4.6 Retain

External turnover has reduced in the previous 12 months. 26% of those leavers left within 12 months of starting their employment.

## **5. NEXT STEPS (Page 22)**

- 5.1 We continue to explore different ways to analyse the workforce data to understand more about our people.
- 5.2 We are reviewing the results of the employee survey with an employee working group and will use this to develop and improve issues affecting the workforce.
- 5.3 A workforce Equality and Diversity group are reviewing our workforce profile and policies. These conversations will be used to implement improvements moving forward.
- 5.4 We continue to review how to engage with employees and intend to review our categories for recording sensitive employee information using the recent Census 2021 information. Any changes will be consulted on and well communicated with employees.
- 5.5 We continue to embed health and wellbeing into the organisation and support managers and employees in this. The Councils proactive approach to supporting employees with reasonable adjustments remains a priority.
- 5.6 The Council aims to remain an employer of choice and will continue reviewing the employee benefits package by December 2023.
- 5.7 The Council is procuring a new Learning Management System to support the ongoing development of workforce training, the creation of career pathways where possible and excellent onboarding for new employees.
- 5.8 A Leadership Development Programme will be introduced for all senior managers. Managers are crucial to addressing the people challenges that we will face and it is paramount that they possess the skills necessary for them to be supportive and encouraging of the workforce.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 There are none as a direct consequence of this report, however varying financial information is included throughout the report, including agency spend (page 12-13), employee costs (page 18-19) and training and development (page 15).

## **7. EQUALITY & DIVERSITY IMPLICATIONS**

- 7.1 These issues are considered throughout the workforce profile report.
- 7.2 Where the ethnic group size has been less than 50, care has been taken to ensure that individuals cannot be identified.

## **8. CRIME & DISORDER IMPLICATIONS**

- 8.1 There are none arising from this report.

## **9. ENVIRONMENTAL IMPLICATIONS**

- 9.1 None arising from this report.



## **10. DATA PROTECTION IMPLICATIONS**

10.1 None arising from this report.

## **11. EMT COMMENTS**

11.1 EMT noted the statistics and comments throughout the report. These statistics will contribute to the wider and ongoing transformation strategic work.

## **12. EMPLOYEE SIDE COMMENTS**

12.1 Employee side asked for clarification on a number of points which have now been included within the reports. These were:

- The comparator for last year in relation to agency spend.
- The gender split in relation to double increments.
- The Operational vs Office based split in relation to leavers in the first 12 months of service.

12.2 Employee side also asked for reassurance on the support given to those who may be experiencing menopausal symptoms, Bearing in mind the age and gender profile of the workforce.

### **For further information contact:**

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### **Background Papers:**

None

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# Employee Workforce Report

2022 – 2023

# Contents

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# 1. Executive Summary

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This Workforce Report provides data from April 2022 to March 2023. The aim is to provide a high level overview of key workforce data and the relevant trends to inform the Councils workforce strategies and priorities.

In addition, this report provides an overview of initiatives in place to support our employees over the past year.

Trend data is provided throughout the report where it's appropriate and available. The workforce data included in this report is for our directly employed workforce and does not include temporary agency workers. Statistics quoted are as of 01 April 2023.

## Employee Lifecycle

The structure of the report represents workforce statistics based on a typical employee lifecycle. 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.

The HR Team aim to provide adaptable, flexible and modern organisation structures that can respond to the changing working environment and meet the Councils priorities. The Council continues to strive to be an 'employer of choice'. The below employee lifecycle will be used in this report to present the Councils current workforce statistics.



## 2. Our People

### Corporate Workforce Data

#### Total employees and full time equivalent (FTE's) 2021 - 2023

	01 April 2021	01 April 2022	01 April 2023
Headcount	1162	775	783
FTE	788	676	690

#### Breakdown of permanent, fixed term and casual employees 2021 – 2023

Role Type	01 April 2021	01 April 2022	01 April 2023
Permanent	912	721	732
Fixed Term	250*	34	37
Casual		20	14

On 1<sup>st</sup> July 2021 385 Leisure Centre employees TUPE transferred to Freedom Leisure. This significantly impacted the Councils workforce data and accounts for changes across the suite of statistics documented in this report since that date. This was most notable in the age profile of employees which resulted in an 11.42% reduction in employees under 30 at that time.

\*This figure has been merged because we are unable to provide the exact breakdown between fixed term and casual employees from that date. The TUPE of Leisure Centre employees is primarily the reason for such a significant drop since April 2021.

During 2022 the Council reviewed all its positions employed through a casual contract. This resulted in a further reduction in the number of casual positions and additional guidance to recruiting managers on the minimal circumstances where they are suitable.

#### Workforce Headcount and FTE by Grade 01 April 2023

Band	FTE	Headcount	Headcount Workforce %
Apprentice	4	4	0.51%
Band 1	6	21	2.68%
Band 2	82	84	10.73%
Band 3	57	74	9.45%
Band 4	150	182	23.24%
Band 5	89	97	12.39%
Band 6	98	105	13.41%
Band 7	101	105	13.41%
Band 8	45	49	6.26%
Band 9	34	37	4.73%
Band 10	5	5	0.64%
Band 11	12	13	1.66%
Band 12 +	7	7	0.89%

## Diversity

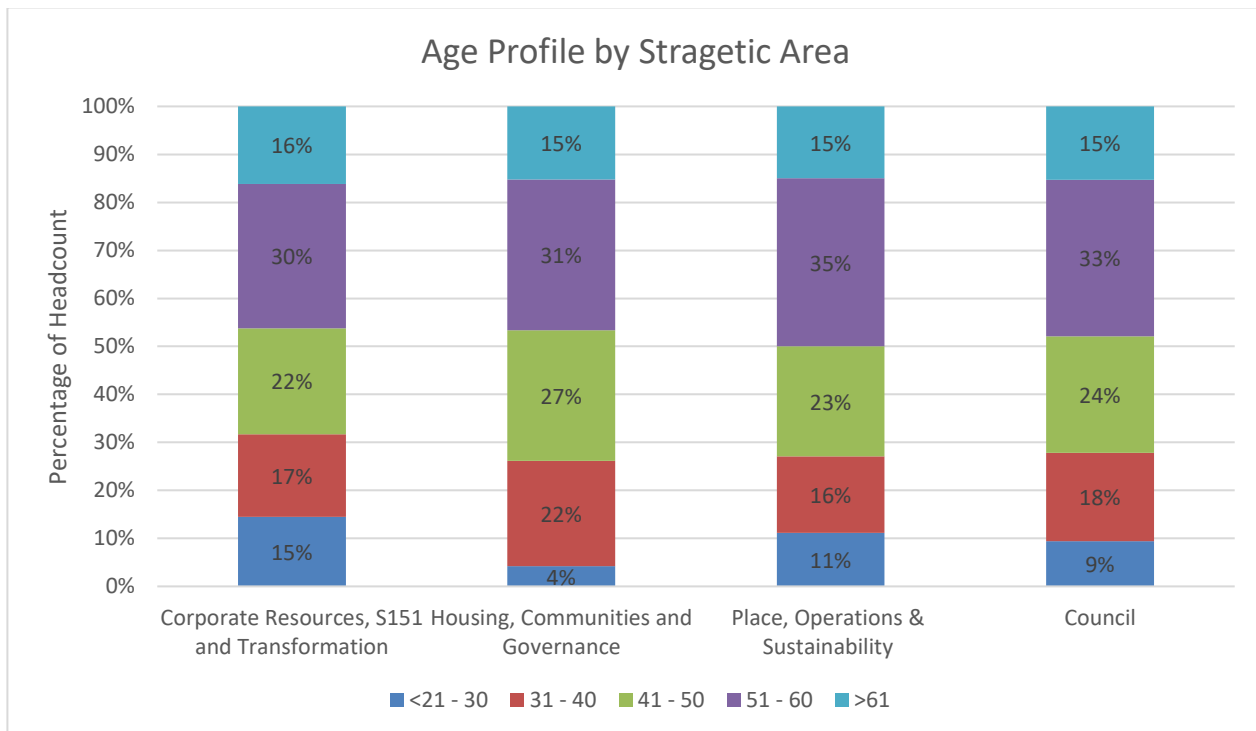
The Equality Act 2010 requires public authorities to publish equality information on an annual basis. The diversity information contained within this report complies with this and is used to support the building of valuable insight that will support us in becoming more inclusive.

We continue to encourage employees to declare their personal diversity information, however it remains discretionary. We continue to review the language used to describe personal characteristics and will communicate any future changes with the workforce to encourage the reduction of gaps in our data. Information relating to religion, sexual orientation and nationality are not categories of information collected about employees.

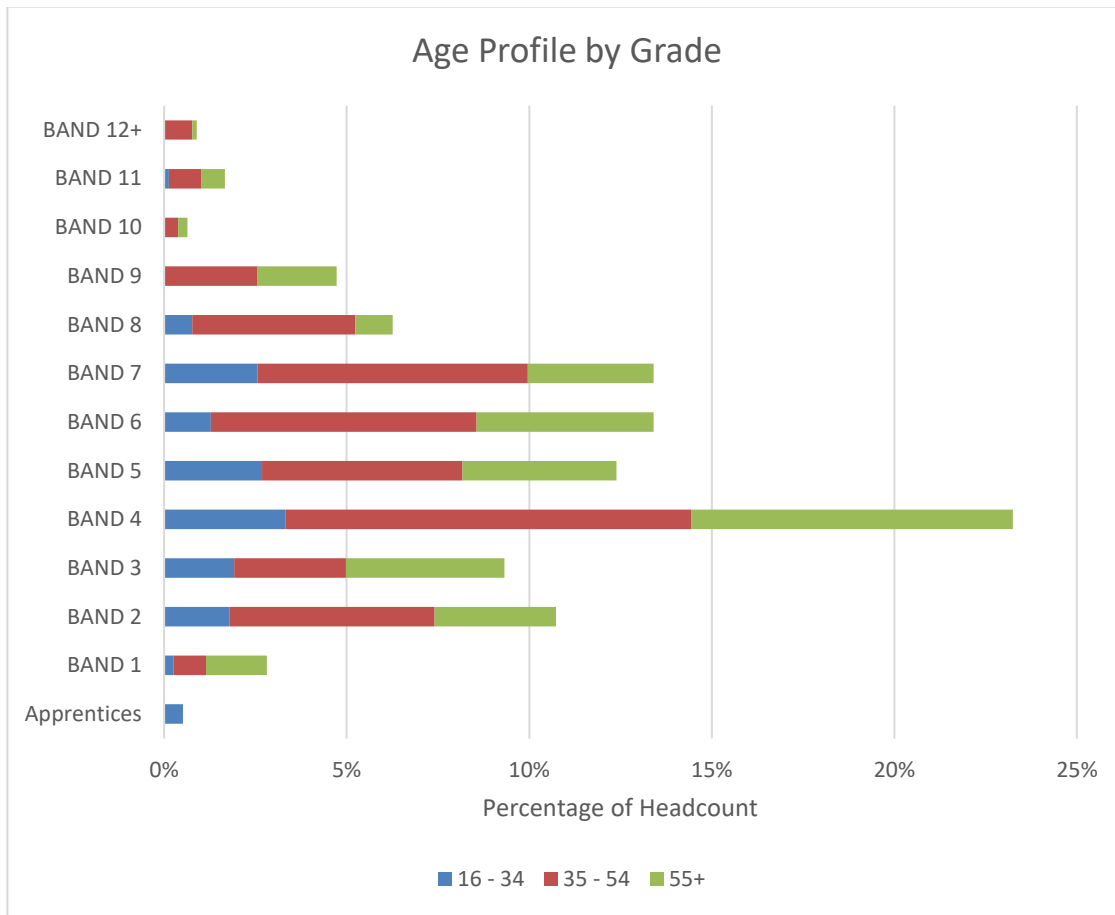
## Age

### Age Profile by Strategic Area 01 April 2023

The Councils age profile has not significantly changed in the last 12 months. The data in graph 1 shows the age profile across the three strategic areas is mostly mirrored to the Councils overall statistics. Our data shows that younger people are most highly represented in lower to middle grades whilst those in older age categories take up a higher proportion of senior roles. This is likely because of both actual and perceived levels of experience required in a role.



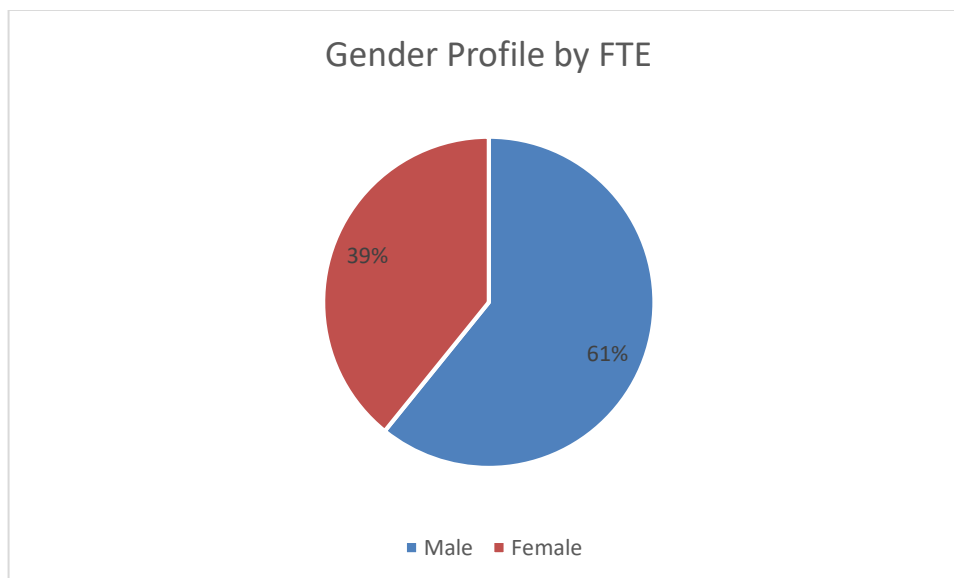
## Age Profile by Grade



## Gender

### Gender by Headcount and FTE 01 April 2023

	Headcount	FTE
<b>Male</b>	445	419.9
<b>Female</b>	338	270.5



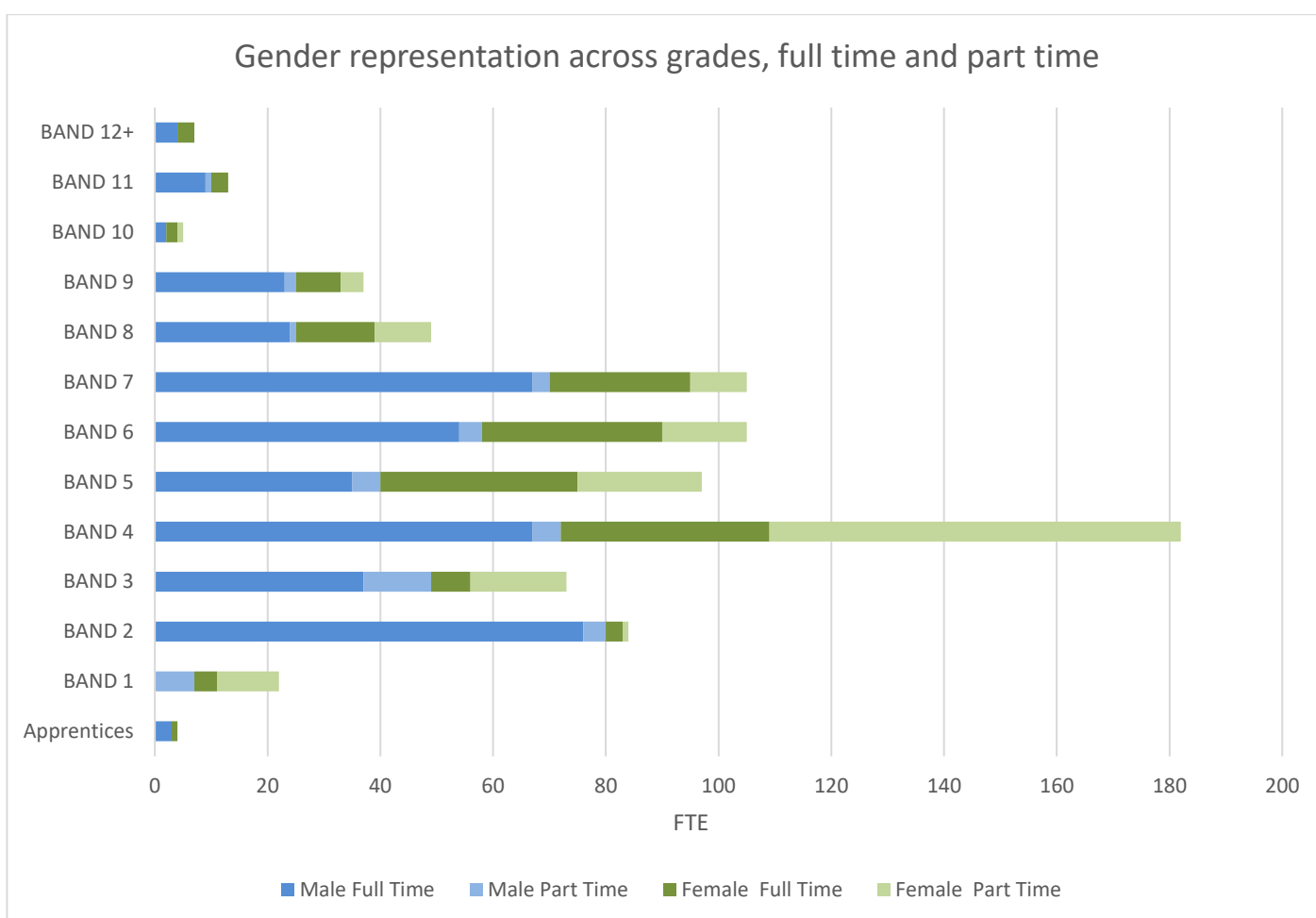
The Council's gender split has remained the same as the previous year.



## Gender FTE Profile by Grade

Grade	Male FTE			Female FTE		
	Full Time	Part Time	Total	Full Time	Part Time	Total
Apprentice	3	0	3	1	0	1
Band 1	0	2.3	2.3	1.2	3.3	4.5
Band 2	75.8	2	77.8	3	0.8	3.8
Band 3	37	3.6	40.6	7	8.7	15.7
Band 4	67.1	2.4	69.5	37.1	43.8	80.8
Band 5	35	2.9	37.	35	15.9	50.9
Band 6	53..9	2	55.8	32	10.5	50.9
Band 7	67	1.6	68.6	24.9	7.2	32.1
Band 8	24	0.8	24.8	14	6.5	20.5
Band 9	22.9	1.6	24.5	8	1.9	9.9
Band 10	2	0	2	2	0.8	2
Band 11	9	0	9	3	0	3
Band 12 +	4	0	4	3	0	3
<b>Total</b>	<b>400.7</b>	<b>19.2</b>	<b>419.9</b>	<b>171.2</b>	<b>99.3</b>	<b>270.5</b>

## Gender Headcount representation across grades, full time and part time



This table and graph shows that women are more highly represented in part time roles across the organisation than males, however there are a mix of males and females across all grades.

The Councils Gender Pay gap information is detailed in a separate report to HR Committee.

## Gender Identity:

Gender identity refers to a person's sense of their own gender, whether male, female or another category such as non-binary. This may or may not be the same as their sex registered at birth (census 2021). An employee can choose to record their gender identity neutrally using the title MX on the Councils HR Management System. As of 01 April 2023 0.13% of employees have used this title.

## Ethnicity:

### Ethnicity by Headcount and Percentage of Headcount 01 April 2023

Ethnicity	Headcount	Percentage of Headcount
No Ethnicity Data	139	17.75%
Declined to Answer	24	3.07%
White	603	77.01%
Mixed	2	0.26%
Other	4	0.51%
Asian	5	0.64%
Black	6	0.77%

The table above shows that 77% of our employees classify themselves as white and 2.18% classify themselves as from an ethnic minority (2.07% the previous year). The census 2021 results show that 3.2% of New Forest residents do not identify as White.

The Council does not hold ethnicity data for 20.82% (163 employees) of the workforce. The Council will review the way ethnicity is recorded in the following 12 months and aim to reduce this number using employee consultation.

## Disability

As of 01 April 2023, 15 employees (2% of the workforce) have declared they are managing a long term health condition or disability. This is an increase from 1.16% on the previous year. 9 of these employees are supported by reasonable adjustments to their role/working environment. We believe this figure is likely to be higher, with employees managing employee conditions themselves informally and not recording this on the HR Management System.

The census 2021 results show that 16.1% of New Forest residents identify as disabled and 6.1% of these feel they are limited a lot by their disability.

The management of reasonable adjustments was formalised in January 2023. This included:

- improved employee and management guidance to agree reasonable adjustments
- documenting tailored support
- ongoing review of tailored support (based on employee circumstances)

The Council continues to work with Occupational Health to support and implement employee adjustments.

## Pregnancy and Maternity:

The below table shows the number of employees who started or were on maternity leave from April 22 – March 23. It also shows the number of employees who have taken shared parental, adoption or paternity leave.

### Numbers of Family Leave from 01 April 2022 – 31 March 2023

Type of Leave	Headcount
Maternity	19
Paternity	7
Shared Parental	0
Adoption	0
Keep in Touch Days	20

Per maternity leave headcount the average number of KIT days taken was 1.05 per person. There are many benefits to the employee and Council associated with the use of KIT days and therefore we would encourage this figure to be higher. We will continue to work with managers supporting employees on maternity leave to encourage KIT days. Employees are well supported on their return from maternity leave.

# 3. Employee Lifecycle - Attract

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## Disability Confident Employer

NFDC remains focused on our roles being attractive to as diverse a talent pool as possible, preferably reflective of our local labour market. This includes attracting new employees and developing existing employees.

The Council is an inclusive organisation and takes pride in valuing and celebrating diversity. As a public body we aim to ensure a zero tolerance approach to bullying and harassment across our workforce and respond promptly to any incidents.

We are a [Disability Confident Employer](#) which means that we're committed equal opportunities for the whole workforce. We:

- aim to implement best practice in all ongoing and future work
- 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.



## Employee Benefits

A vital part of making sure we are an inclusive employer of choice is ensuring our benefits package remains attractive. This was reviewed in 2022 and resulted in a new and refreshed employee benefits package. This includes the introduction of employee discounts across national and local retailers and access to the Governments Cycle to Work Scheme. The full employee benefits package is detailed externally to potential applicants: [Employee Benefits](#)

The benefits package will again be reviewed by December 2023 to consider implementation of further employee benefits.

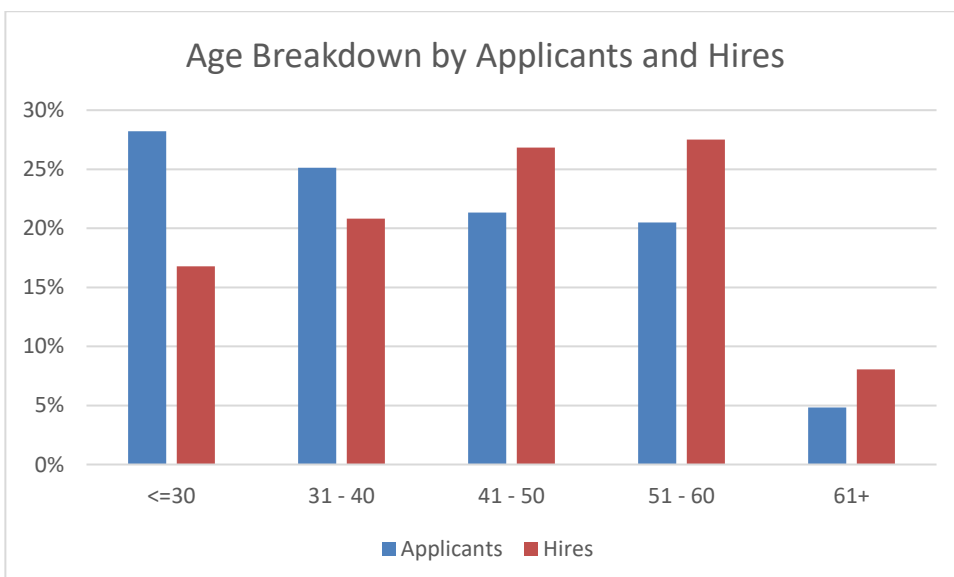
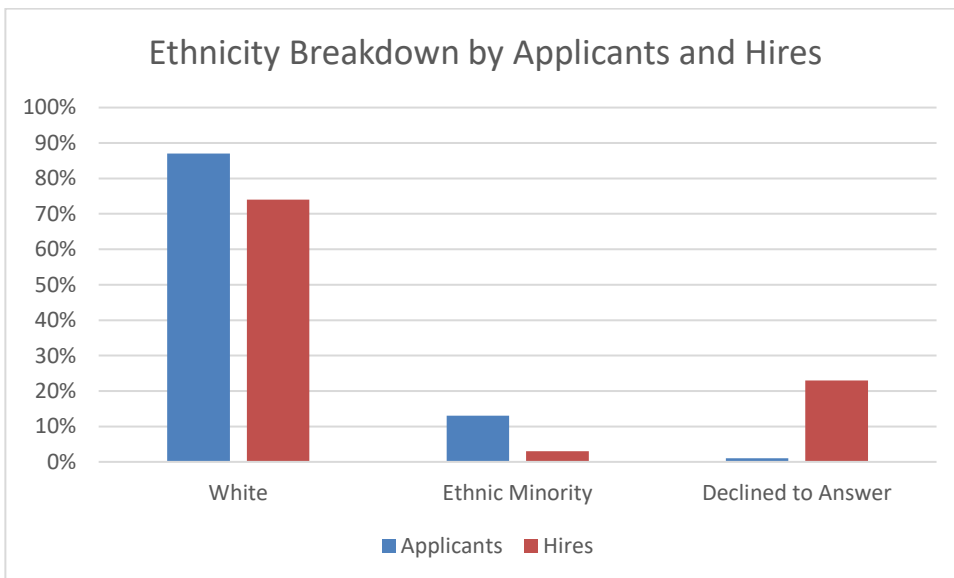
## Diversity of Applicants and Hires

The table below identifies the number of Recruitment Campaigns in 2022-23 in comparison to the previous two years.

	2020/2021	2021/2022	2022/2023
<b>Number of Recruitment Campaigns</b>	122	248 (including 28 currently live or waiting outcome from interview)	177
<b>Percentage of posts filled first time</b>	94%	92%	81.5% (6 were still out for 2 <sup>nd</sup> advert in April 2023)
<b>Number of Applications</b>	Not Available	1573 (6.34 per campaign)	1162 (6.56 per campaign)

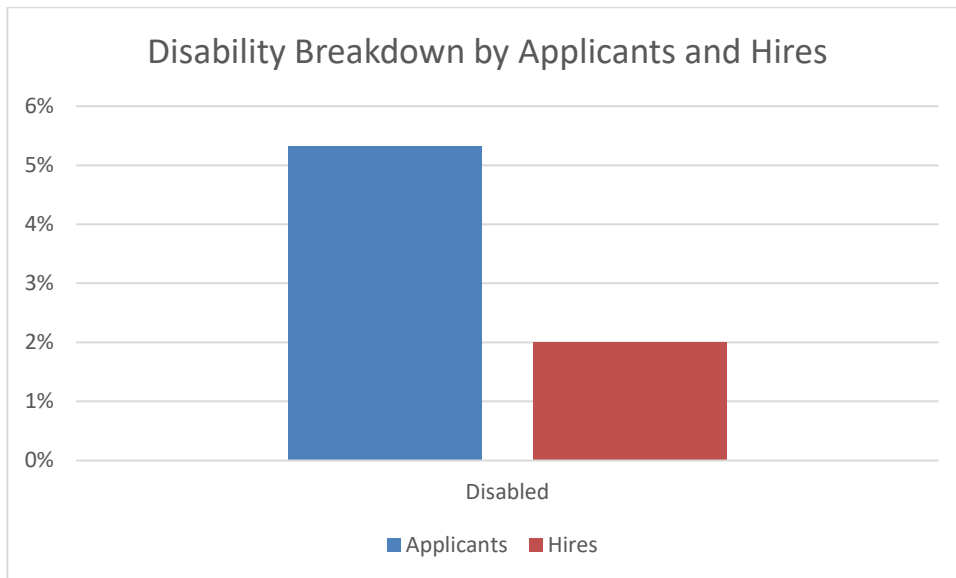
There were 1162 applicants in the last financial year and 149 new hires. 61% of new hires were external candidates. 53% of new hires were male and 47% were female. The reduced number of recruitment campaigns and number of internal hires is reflected in the Councils reduced external turnover rate which is detailed later in this report.

The below graphs identify the diversity of new hires in comparison to applicants. In the most recent financial year the Councils applicants were 13% from ethnic minorities. This is increased from 8% in the previous financial year.



The Council is attracting applications from all age ranges which is reflected in the diversity of our roles and the full range of services that the Council delivers.

The Council continues to support all applicants and new recruits who are managing long term health conditions with reasonable adjustments. The number of disabled applicants in the past year has increased from 4% to over 5%.



### Agency Spend Information

In exceptional circumstances Service Managers approve the use of agency workers, or for recruitment agencies to carry out searches for us.

Following a formal tender exercise renewed every 4 years, the Council has its own framework agreement with 15 agencies, and a procedure for how we work with these agencies including rates of pay and induction processes to ensure fair and safe employment. These agencies must be approached first, but if unsuccessful Managers may use any other suitable agency.

For the year to 31/03/22 agency spend was:  
 Under the framework: £313926.91  
 Outside the framework: £200752.95

For the year to 31/03/23, agency spend was as follows:

Agency use under the framework: £ 343,070.93

Agency framework usage	
Service	Spend
Communications	£3056.84
Electoral Services	£9,640.23
Secretarial Services	£3,867.49
Housing Maintenance Support Hub	£2,331.70
Housing Maintenance Electrical	£24,369.98
Housing Property Services	£12,499.66
Public Convenience Cleaning	£1,582.91
Refuse Collection	£217,793.88
Streetscene	£26,342.88
Cemeteries/Grounds Maintenance	£26,974.53
Development Management	£8,063.95
Planning Admin	£6,546.88

Agency use outside of the framework: £314,323.73

<b>Non-Agency framework usage</b>	
<b>Service</b>	<b>Spend</b>
Homes for Ukraine	£48,465.00
Housing Improvements	£38,869.04
Housing Maintenance Support Hub	£4,265.85
ICT	£155,849.06
Policy & Plans	£4,500.00
Pollution	£38,162.76
Refuse Collection	£24,212.02

The Council continues to monitor agency spend and aims to minimise wherever possible. The front-line Refuse Collection service has continued to use agency staff to fulfil front-line service delivery over the last 12 months and this is always likely to be the case. Agency spend relating to ICT was in response to essential project work to enable us to continue to deliver on the ICT work programme aligned to the Council's Digital Strategy.

We asked managers who procured outside of the framework for their rationale, and all were due to not being able to source the right resource through the Framework suppliers. Some feedback was that the agencies within the framework provided no response at all – our framework agencies have been reminded that if they are contacted and unable to assist they should respond to confirm this.

# 3. Employee Lifecycle – Engage

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## New Hires

In 2022 – 2023 there were 149 new hires. This is 57 internal hires and 92 external new starters.

The workforce profile of external new hires is 38% male and 62% female. The average age of an external new hire was 42.

All new external hires complete a 6 month probationary period. The purpose of this is to allow both the new starter and the Council to establish their suitability for the role. 97% of new external hires were successful in completing their probationary period in 2022 - 2023. This is very similar to the success rate in the previous year. If employee performance during probation establishes additional support is needed, the probation period may be extended by 3 months. This happened in 7% of probationary periods in 2022 – 2023.

## Induction

All new employees are inducted into the Council through an induction process that is led and facilitated by their new line manager. This will include a role specific induction training plan. A corporate induction with HR forms part of the induction process. This has recently been reviewed and covers information relating to the Councils culture, size, leadership and political structure. It also supports new employees with relevant policies and the HR Management System. All new recruits also complete a suite of e-learning modules. All new line managers have an induction with the HR Advisory team to introduce them to people management at NFDC.

Induction during the pandemic was primarily delivered through Microsoft Teams however we recognise the benefit of face-to-face onboarding and induction to welcome employees and enable them to quickly get to know colleagues and stakeholders. The HR Corporate induction is ordinarily delivered in person and new employees are encouraged to work with their line manager on role specific hybrid working during the initial stages of induction.

As part of an ongoing programme of employee engagement, the Chief Executive and Senior Leadership Team meet new starters on a quarterly basis. The primary purpose of this is to welcome new employees and find out about their initial experiences.

## Employee Survey

The Council continues to engage with employees throughout their employment. The 2022 – 2023 Employee Survey provided a 41% response rate and provided encouraging results, particularly in relation to employees understanding what is expected of them, being supported by their team and knowing where to get support in relation to their mental wellbeing.

There were some areas where we want to understand more and develop in relation to clearer support for career development, corporate communication and performance management.

A working group is being convened to include representatives from the employee forum to support senior leadership in considering the survey and arising actions. An overall action plan will cover the issues raised and will assist the Council in forming the basis of the future People Strategy.



# 3. Employee Lifecycle - Develop

## Training and Development 2022 – 2023

We continue to invest formally and informally in our people. The below compares the training spend over the last two years:

### Training Spend 2021 - 2023

	2021 – 2022	2022 - 2023
<b>Amount Spent</b>	£138,090	£211,131.87
<b>Spend Per Employee</b>	£178.18	£269.64
<b>% of Pay Bill Spend</b>	0.44%	0.69%

2022 - 2023	Amount Spent	Amount Budgeted
<b>Corporate Budget</b>	£18,409.48	£23,150
<b>Service Area Budget</b>	£192,722.39	£183,230
<b>TOTAL</b>	<b>£211,131.87</b>	<b>£206,380</b>

The overall training spend has increased this year, likely supported by the move away from the pandemic. This supports the hybrid, in person or virtual delivery of training aiming to attract as many course delegates as possible. Further work will be carried out to see how the Council’s training spend compares to other Local Authorities.

The below table gives details of corporate training for the year to 31 March 2023. We are unable to report on service and role specific training as this will have been organised on an individual and service specific basis.

### Corporate Training 2022-2023

Course	Internal/External	Number of Sessions	Number of Participants
<b>Brief Bite – Day to Day Performance Management</b>	Internal	2	17
<b>Brief Bite – Menopause</b>	Internal	3	17
<b>Brief Bite – Health and Wellbeing for Managers</b>	Internal	2	11
<b>Brief Bite – Performance Management when things go wrong</b>	Internal	2	19
<b>Brief Bite – Recruitment and Selection</b>	Internal	2	9
<b>Brief Bite – Absence Management</b>	Internal	2	19
<b>Coaching Skills</b>	External	1	9
<b>Data Protection Lead</b>	Internal	2	8
<b>Dealing with Change</b>	External	2	31
<b>Inclusive Language</b>	External	4	43
<b>Neurodiversity</b>	External	2	20
<b>Operational Leadership</b>	External	2	28

The Council has 20 e-learning modules which employees complete depending on their role. Most modules need regular renewal, employees are alerted this through the HR Management System. Authors of elearning modules have access to a report created by ICT to allow them to monitor

completion and renewals across the workforce.

The HR Management System 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 book themselves on to a course, with alerts to their manager for approval.

## Inclusion and Wellbeing

Inclusion and wellbeing continues to be ongoing themes for our development. Wellbeing support for all employees remains a priority. The below lists various preventative support promoted by the HR Team:

- i. Ongoing promotion of the Employee Assistance Programme offering 24/7 support for all of life's events, including emotional/personal, legal, financial, addiction and career
- ii. A suite of Wellbeing Champions are available and the benefits of using the support promoted to the workforce. Regular group meetings are held to improve skills and a consistent approach.
- iii. HR ran the 'Managing our Mental Health' session
- iv. Championing managers to support employees with Wellbeing Action Plans. These help managers to develop an awareness of working style, stress triggers and responses. The aim is to support employee wellbeing at work.
- v. Ongoing review of up to date and ongoing mental health resources on our pages

All employees complete Equality and Diversity training every two years. There is tailored training for both operational and office-based employees. The Council will be procuring a new Learning Management System in the next 12 months which will support the ongoing development of relevant inclusive training for our workforce.

## Apprenticeships

Apprenticeships in the Council continue to be offered, providing skills development and training pathways that benefits department service areas and employee professional development.

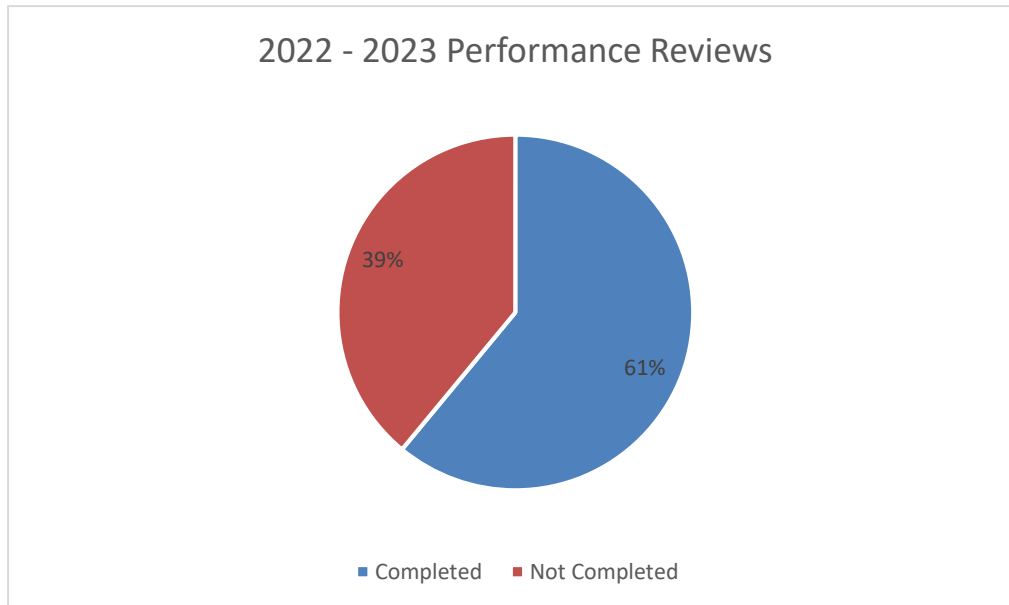
Since the Apprenticeship Levy was introduced in 2017, the Council has enrolled over 55 employees onto 15 different types of apprenticeships that's include programmes for business administration, customer service, mechanic, management, landscaping, accounts, ICT and more.

There was a decline in Apprenticeships whilst the Council responded to the pandemic, however in the last year 8 employees have been enrolled on to programmes and continue to support the work of the Council whilst learning new skills.

Year	Number of Apprenticeships
2017/2018	22
2018/2019	4
2019/2020	15
2020/2021	4
2021/2022	4
2022/2023	8

## Performance Reviews

The Council has an annual performance review system aiming to measure employee performance and review training and development opportunities. In the year 2021 – 2022 there was a 45% completion rate. In the most recent 12 months the completion rate has increased to 61%. Employee and management communications have been focused on the benefits of Performance Reviews. In the last 12 months a clearer timescale for completion was implemented, which may account for the improved completion rate.



## HR Ratios:

The table below details the number of HR employees per headcount of the Council. This figures does not include those employed in Payroll but does include HR Advisory support to the National Park.

	HR Headcount	Headcount (including NPA)	Median (including NPA)
2021/2022	8 (6.67 FTE)	775 (854)	1:97 (1:107)
2022/2023	8 (6.67 FTE)	783 (857)	1:98 (1:107)

The latest Xpert HR survey from March 2022 for both private and public sectors shows an average number of employees per HR practitioner as 1:74.

## Perform and Progress

The HR Advisory Team train and support managers on effective day to day management to prevent employee issues escalating. The primary focus is always initially on early, informal resolution to support employees moving forward. The Performance Review process supports managers to hold meaningful conversations about performance and provide support and development where it is needed.

There are a small proportion of under performing employees who despite proactive management support are tackled using the Councils Capability or Disciplinary policies.

## Performance

Our policies support the informal resolution of issues wherever possible, therefore we do not expect to see high numbers of formal performance management cases.

Resolution Category	Number of Cases	Percentage
Informal Capability	2	29%
Resignation	4	57%
Formally Resolved	1	14%

## Misconduct

The Council continues to resolve misconduct cases promptly and aims to resolve informally where possible. The aim is to understand issues and address learning points moving forward to prevent future issues occurring. In 2021-22 there were 26 resolved cases, 10 of these were formal hearings. This year has seen a reduction in 12% of total cases.

### Misconduct Matters 2022-2023

Resolution Category	Number of Cases	Percentage
Informal Resolution	15	65%
Stage 1, 2 or 3 Hearings	5	22%
Stage 4 Hearings	3	13%
Number of Dismissals	1	NA
Number of Appeals	0	NA

## Resolving Workplace Issues

The Council always aims to resolve issues informally between employees and line managers as promptly as possible. However there are always occasions where this isn't successful or appropriate and therefore an employee may submit a grievance. In 2022 – 23 there were 11 resolved cases, 9 of these were resolved informally. There were 3 formal hearings, which is the same to the previous year.

### Grievance Matters 2022-2023

Resolution Category	Number of Cases
Informal Resolution	9
Stage 1 Hearing	2
Number of Stage 1's not upheld	2
Number of Stage 1s progressed to Stage 2	1

The Council has a zero tolerance approach to any bullying and harassment behaviour and promptly responds to any reported incidents.

## Attendance Management

A full attendance management report can be viewed here: [Attendance Management](#). This shows in 2022 – 23 the percentage of working time lost because of sickness was 3.92%. this reduced from 4.46% in the previous year.

## Flexible Working

In the past year there were 10 requests for working pattern changes, 7 of these were approved.

# 3. Employee Lifecycle - Reward

## Reward

We reward and recognise our people in many ways, both formally and informally. We value our workforce and this is shown in their commitment to their work and communities they serve.

In addition to our salary and expense arrangements, managers are able to reward exceptional performance through increment advancements or bonuses (where appropriate). The table below details additional pay information in comparison to the previous year.

### Additional Pay Information 2021-2023

	2021/22	2022/23
<b>Double Increments/Advancements</b>	9 employees (4 females, 5 males)	6 employees (5 females, 1 male)
<b>Increment Withheld</b>	2 employees	0 employees
<b>Increment Progression (in line with T&amp;C's)</b>	169 employees	256 employees
<b>No increment due (top of band, at bar in career grade, on fixed term contract, casual, or started after September)</b>	595 employees	537 employees
<b>Additional payments (bonus/market supplement/honorarium)</b>	Bonus: 2 Honorarium: 36 Market Supplement: 87	Bonus: 12 Honorarium: 32 Market Supplement: 88

In August the Council extended its use of Market Supplements to include Bands 11 and 12. This was in response to recruitment difficulties at senior levels. In exceptional circumstances, and where approved by relevant parties, the market supplement could be increased up to 15%. This applies to all posts up to and including Band 12.

A review of the pay spine was completed in October, seeking to have a positive impact on recruitment, retention and staff morale. This included the removal of our lowest spine point, moving band one from scp13 to scp14, adding an additional spine point to the top of band 4, and introducing performance points into bands 7 and 8.

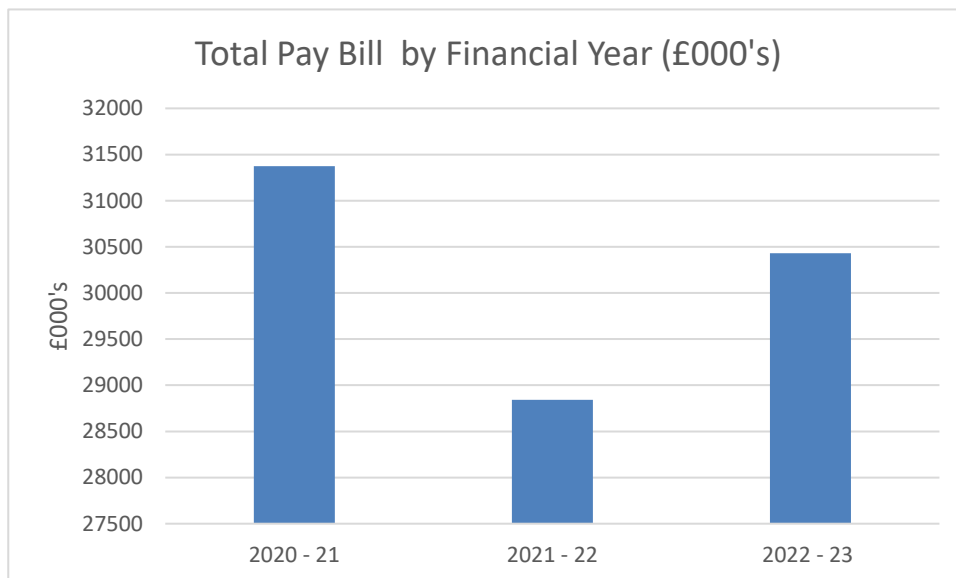
In accordance with the Local Government Association guidance on the Governments requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earning across the organisation as a multiple). Based on pre 22/23 pay award salaries for 1<sup>st</sup>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

<b>Chief Executive Remuneration</b>	£128,504
<b>Employee Median Average Remuneration</b>	£26,980
<b>Ratio</b>	4.76

For 2022 – 23 all Spinal Column Points have increased by £1925. The lowest point on the Councils Pay Structure is now £10.70 per hour. This is reflected in the annual pay bill as detailed below:

## Annual Pay Information:

	2020-21	2021-22	2022-23
<b>Total Pay Bill (£'000's)</b>	31,374	28,842	30,429



2022 – 23	£	TOTAL £	Paybill as %
<b>Total Gross Pay</b>	24,035,276.05		79%
<b>Employers' NI</b>	2,348,055.96		8%
<b>Employers' Super</b>	4,046,339.82	<b>30,429,671.83</b>	13%
<b>General Fund Original Budgeted Expenditure</b>	74,930,260		
<b>HRA Original Budgeted Expenditure</b>	30,425,300	<b>105,355,560.00</b>	<b>28.88%</b>

# 3. Employee Lifecycle - Retain

## Retain

We aim to support employee retention with positive employee engagement, proactive health and wellbeing support and reward, a range of benefits and development opportunities.

Equally the Council has appropriate mechanisms in place to support our people to move on when performance does not meet organisational expectations.

### External Turnover Rates 2020 – 2023:

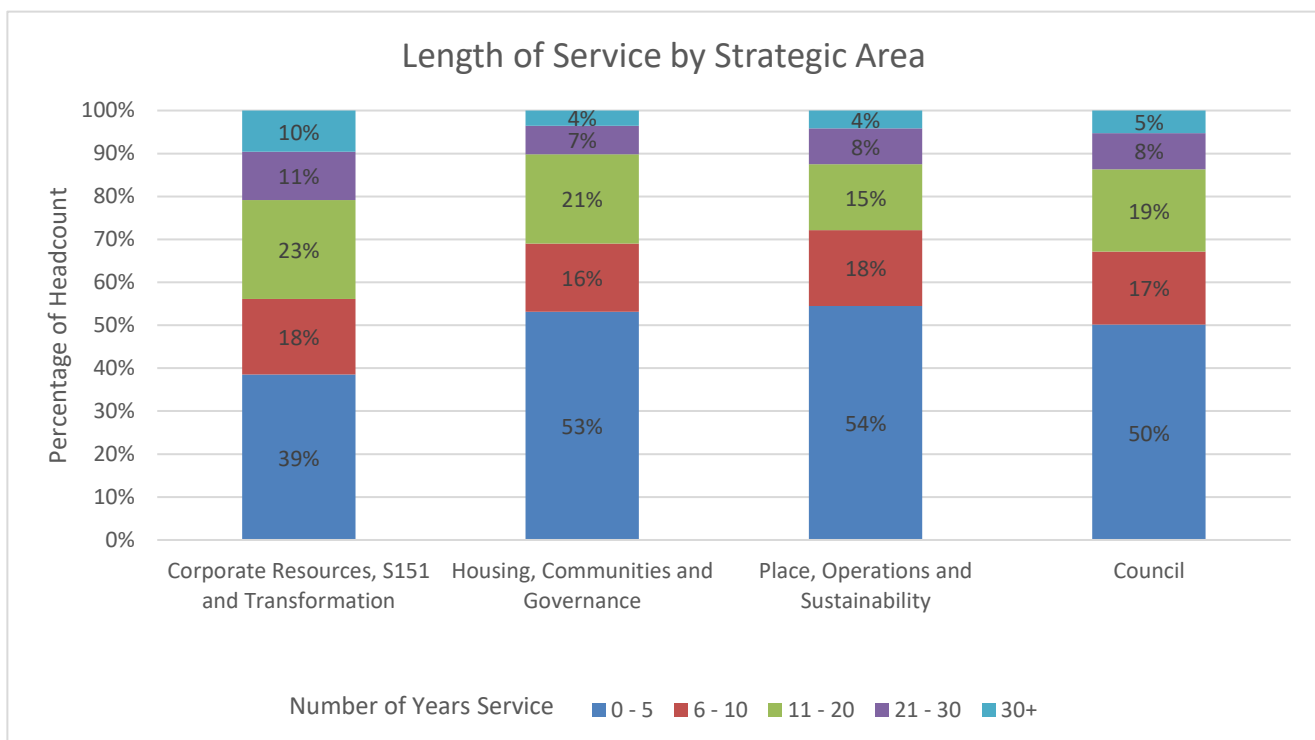
	2020/21	2021/22	2022/23
Voluntary Resignations	9%	17.76%	12.32%
Contract Terminations	3.5%	3.6%	1.16%
Turnover	12.5%	21.36%	13.48%

There have been 57 internal hires in the past 12 months, which may indicate a reduced external turnover. 26% of new starters left within 12 months of starting. 59% of those who left within 12 months were in operational based roles with the remaining 41% being in office based roles.

The Councils leavers questionnaire has been re launched from 1<sup>st</sup> June. The aim is to increase the response rate through an accessible online form. Questions have been updated and the new format has improved reporting tools

## Length of Service

The below graph identifies the Councils workforce length of service profile by strategic area.



# 4. Conclusions

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## Conclusions:

### Our People

- Our workforce profile has remained primarily the same to the previous year
- It is primarily representative of the New Forest Community according to the 2021 census results ([New Forest population change, Census 2021 – ONS](#))

### Attract

- The diversity of the applicants we attracted has increased in the past year
- The average number of applicants per recruitment campaign has remained similar to the previous year

### Engage

- All new employees are welcomed to the Council with induction remaining critical to the process

### Develop

- We continue to invest in our employees through corporate and role specific training

### Reward

- Reward remains critical to our people
- Case work and workplace issues continue to contribute to the workload of the HR Team. The team aims to support managers in finding resolutions to these issues

### Retain

- External turnover has reduced in the previous 12 months
- 26% of those leavers left within 12 months of starting their employment



## Next Steps

- We continue to explore different ways to analyse the workforce data to understand more about our people
- We are reviewing the results of the employee survey with an employee working group and will use this to develop and improve issues affecting the workforce
- A workforce Equality and Diversity group are reviewing our workforce profile and policies. These conversations will be used to implement improvements moving forward
- We continue to review how to engage with employees and intend to review our categories for recording sensitive employee information using the recent Census 2021 information. Any changes will be consulted on and well communicated with employees.
- We continue to embed health and wellbeing into the organisation and support managers and employees in this. The Councils proactive approach to supporting employees with reasonable adjustments remains a priority.
- The Council aims to remain an employer of choice and will continue reviewing the employee benefits package by December 2023
- The Council is procuring a new Learning Management System to support the ongoing development of workforce training, the creation of career pathways where possible and excellent onboarding for new employees.
- A Leadership Development Programme will be introduced for all senior managers. Managers are crucial to addressing the people challenges that we will face and it is paramount that they possess the skills necessary for them to be supportive and encouraging of the workforce.

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## HR COMMITTEE – 14 SEPTEMBER 2023

### UPDATE ON LEAVER'S QUESTIONNAIRE

#### 1. RECOMMENDATIONS

- 1.1 That the Committee note the content of this report.

#### 2. INTRODUCTION

- 2.1 This report provides an update on how the information will be gathered from employees who are leaving NFDC employment and introduces a new updated Leavers Questionnaire which is now being used to capture data from all those leaving NFDC employment.

#### 3. BACKGROUND

- 3.1 In June 2022 EMT received a report which gave headline data on information received from Council leavers between January – December 2021. The report also explained that the data was being captured by an in-house built questionnaire and database designed by ICT Services.
- 3.2 It was highlighted that the number of completed questionnaires were low and in June 2022 EMT commented that further work should be undertaken to encourage completion and the gathering of additional data. Since this time different changes have been made to the types of questions asked and the platform for processing the questionnaires.
- 3.3 As a recap, all leavers are emailed a copy of a questionnaire which is returned to the HR Team. An interview with the leaver is offered but is not compulsory. Generally return rates have been low, which, in turn has impacted on the amount of data collected.

#### 4. REVISED PROCESS FOR LEAVER'S QUESTIONNAIRE

- 4.1 On the manager completing the termination instructions on the HR Hub, **all** employees (with some minor exceptions) who leave the council will be sent a link which is contained within a brief email sent by a member of the HR Admin Team inviting them to complete a newly designed leavers questionnaire.
- 4.2 With the aim of encouraging engagement and completion, the questionnaire should take no longer than 5 minutes to complete and is designed in corporate colours (using MS Forms) adding to the uniformity of the suite of documents produced by the HR Service.
- 4.3 The questionnaire can only be completed online. During the course of employment and in order for all employees to perform basic admin tasks such as book their annual leave, request training etc, an email address will be saved against each employee's record on the HR Hub. This is the email address that is used.

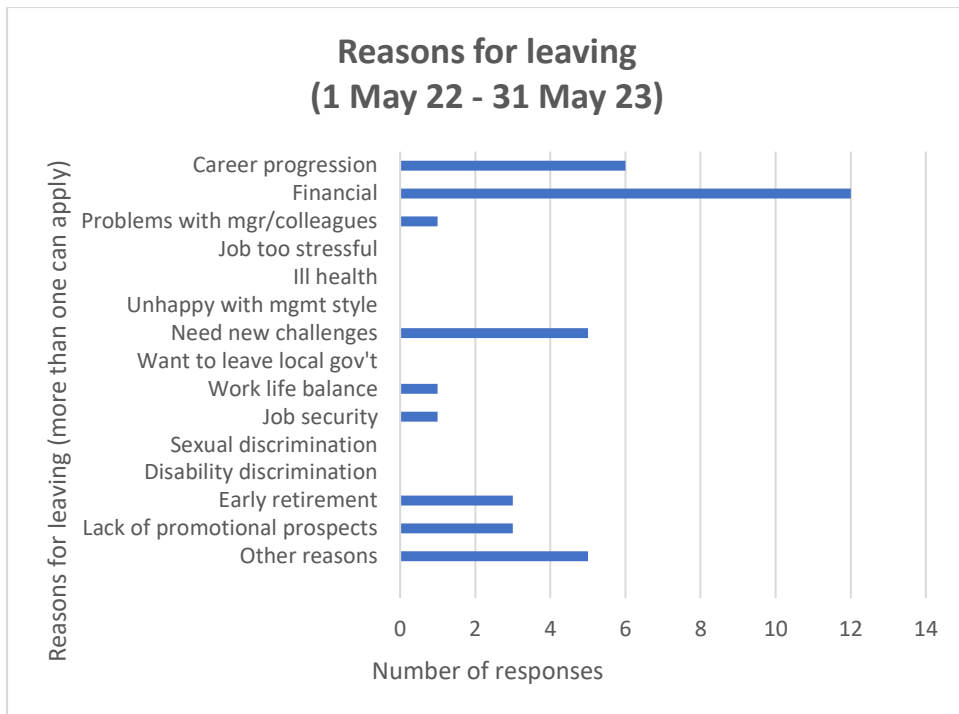
- 4.4 It is acknowledged that across the council there may be members of staff, some within operational teams, who may find accessing the technology challenging. To support this, the Council's ICT team now have an established presence at operational depots, which is widely used and appreciated by staff. Should staff have difficulties in accessing the questionnaire either on a smart phone or tablet support is available.
- 4.5 To encourage return of information, the HR team are proactive in this process and the "Leaver" will receive more than one reminder to complete the questionnaire although completion is not compulsory.
- 4.6 Questions have been updated and modified to ensure data capture covers a wide range of areas, such as pay and performance, training, wellbeing and morale. An example of the questions contained within the questionnaire is attached as **Appendix 1**. This version is not an exact copy of the questionnaire in terms of layout and colour.
- 4.7 Returned questionnaires are saved to the employees personal file and viewed by an HR Advisor. The leaver has the option of requesting a meeting with either their manager or a member of the HR Advisory team. This will be picked up by the Advisory Team.
- 4.8 The data obtained from the completed questionnaires will also be able to highlight issues within service areas such as bullying or reference to not having regular 1-2-1 meetings with their manager as examples.

## 5. INFORMATION FROM QUESTIONNAIRES

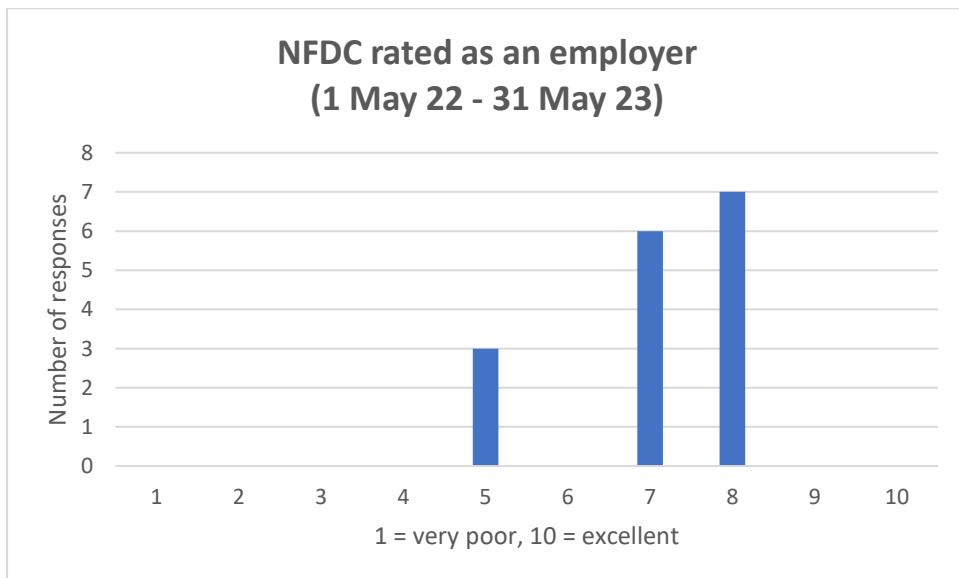
- 5.1 The last reported period was from 1 January 2021 to 31 December 2021. This report covers data from 1 January 2022 to 31 May 2023. This concludes all the data on the "old" system and from 1 June 2023 (date new questionnaire launched) new data will be captured.
- 5.2 The turnover rates over the past three years have been reproduced below:

	2020/21	2021/22	2022/23
Voluntary resignations	9%	17.76%	12.32%
Contract terminations	3.5%	3.60%*	1.16%
Overall turnover	12.5%	21.36%	13.48%

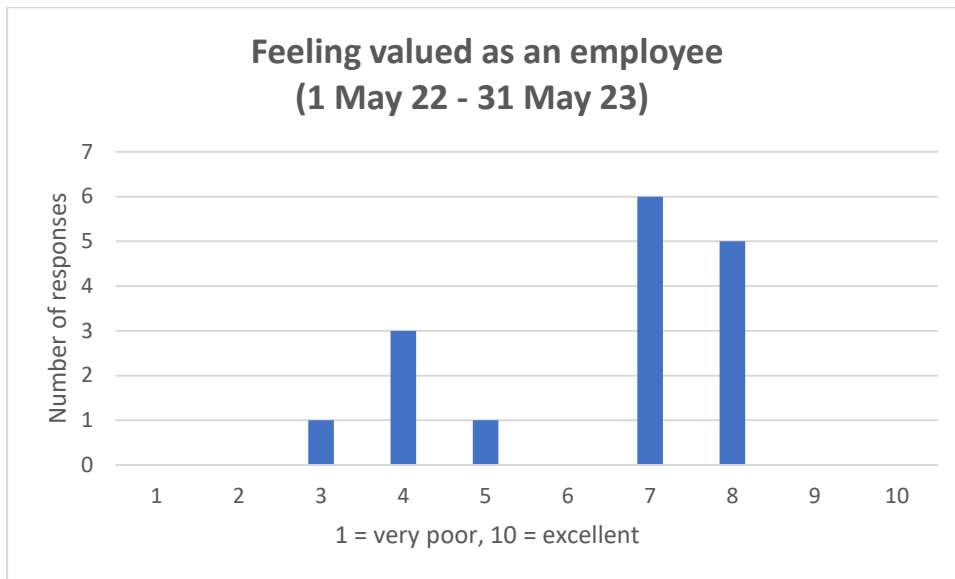
- 5.3 It appears that few questionnaires were generated between 1 January 2022 to 30 April 2022. It is thought that this could be due to a communication breakdown in sending out the questionnaire to leavers. Between the period 1 May 2022 to 31 May 2023 a total of 30 questionnaires are recorded to have been sent out, with 16 being returned (just over 50%). The limited data has been used to produced some graphical illustrations below.
- 5.4 Moving forward all leavers, apart from in exceptional circumstances, will be invited to complete a questionnaire.
- 5.5 Within this date range (May 22 – May 23) one of the questions asks for the reasons (more than one can be recorded) for leaving. The results are shown below.



5.6 Part of the questionnaire asks the employee to rate NFDC. The rating is between 1-10 (10 being highest). From the period 1 January 2022 to 31 May 2023, the following ratings were received from returned questionnaires.

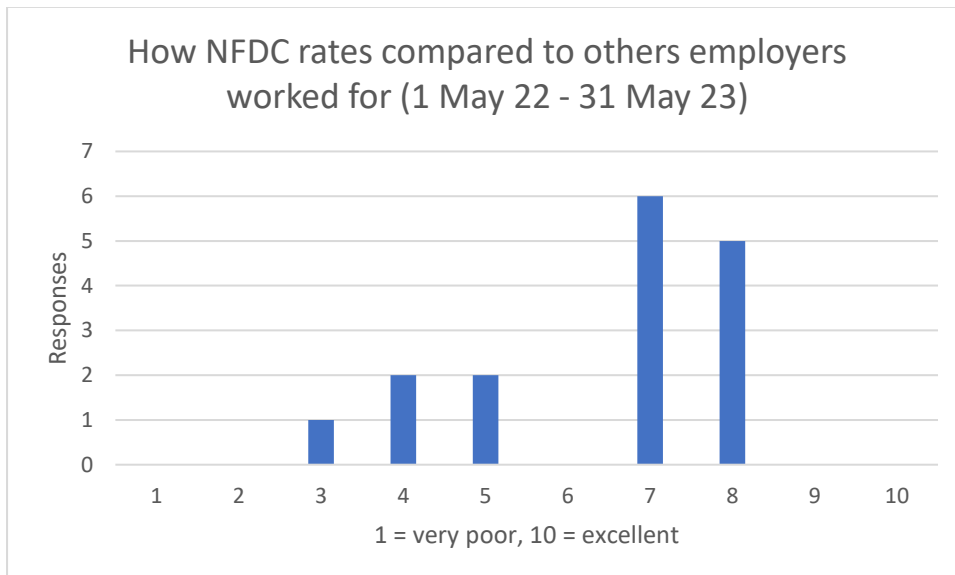


5.7 The chart below asks the leaver to rate how valued they feel by the Council. Again, the rating is between 1-10 (10 being highest).



5.8 From the information above the majority of those who are leaving the Council had felt valued as an employee during their time with us.

5.9 When being compared to other employer experiences the table below shows that well over half of those responses have rated the Council positively.



## 6. FINDINGS

6.1 It was thought that operational staff may be unlikely to return their questionnaires however evidence has shown that operational staff have completed the questionnaires. Completion rates (up to 31 May 23) were still low and it appears that this is not just a problem encountered by NFDC, other local authorities also have a fairly low completion record.

- 6.2 The listing of questionnaires sent against the turnover rates does not easily correlate, however, with the improved processes in place completion and logging will be more robust.
- 6.3 At the time of compiling this report, since the introduction of the new system from 1 June 2023 the HR Admin team have sent out 15 leavers questionnaires and to date 11 have been completed and returned.

## **7. CONCLUSION**

- 7.1 Since the new system has been launched in June 2023 questionnaires are being returned, viewed and data stored.
- 7.2 From the questionnaires the HR service will also gather a collection of data which is based on feedback in order to identify trends and issues that are having both a positive and negative impact on working for the council. The data may also identify improvements to benefit the wellbeing and working lives of our employees in the future.
- 7.3 A data report will be run twice yearly and trends reported to EMT.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 None.

## **9. CRIME AND DISORDER IMPLICATIONS**

- 9.1 None.

## **10. ENVIRONMENTAL IMPLICATIONS**

- 10.1 None.

## **11. EQUALITY & DIVERSITY IMPLICATIONS**

- 11.1 The leavers questionnaire is an online tool and access is via an emailed link. Consideration has been given to ensure that those who may not be familiar with online forms have access to dedicated ICT support, this includes for operational staff who could be based at council depots. The provision of the ICT support at depots is widely known.

## **12. DATA PROTECTION**

- 12.1 The exit data is captured as part of our employment relationship with the employee and is mentioned in the Human Resources Privacy Notice. The completed questionnaire will be saved on the "Leavers" personal file.

### **13. EMT COMMENTS**

- 13.1 EMT requested whether the process could be further automated with the questionnaire being automatically sent from our systems and data fed directly into a central point. However, currently ITrent (HR system) is unable to automatically send a leaver the link to the complete the questionnaire. It was also confirmed that data collated from completed questionnaires automatically populates an excel spreadsheet with access by the HR Advisory Team.
- 13.2 EMT expressed further enhancement with the process to enable the completed questionnaire to be sent directly to the “leaver’s” manager. As a result the questionnaire could be adapted to ask the leaver if their completed form can be directed back to their manager. The HR Advisory team would process this.
- 13.3 The data illustrated in para 5.5 shows reasons for leaving, of which the leaver can select more than one. EMT felt that by selecting “financial” the leaver may also select “career progression” which could also be linked to financial – so could be misleading. It is worth noting that moving forward the updated questionnaire has amended “reasons for leaving” and asks the leaver to quote the main reason for leaving, ie only one to be selected.
- 13.4 EMT requested that the heading “Department” on the questionnaire be amended to reflect current inhouse terminology, eg Service area and ensure all services areas are contained within section 4 of the questionnaire.
- 13.5 With the introduction of a new questionnaire that feedback is sought from “leavers” on how they found the process.

### **14. EMPLOYEE SIDE COMMENTS**

- 14.1 None received.

#### **For further information contact:**

Karen Warner  
HR Advisor  
Karen.warner@nfdc.gov.uk

#### **Background Papers:**

Leavers Database (inhouse)

#### **Appendices:**

1. Leavers Questionnaire



# Leavers Questionnaire

Thank you for working for New Forest District Council. As part of our commitment to continuous improvement we believe that it is important to provide employees who are leaving an opportunity to comment on their experience of working for us. By analysing your feedback we will identify trends and issues that are having both a positive and negative impact on working here and introduce improvements to benefit the wellbeing and working lives of our employees in the future.

Estimated questionnaire completion time: 5 minutes

\* Required

## Personal details

1. Name \*

2. Please enter your leaving date

3. Is your role? \*

Full time

Part time (ie not 37 hours per week)

#### 4. Department

- Accountancy
- Building control
- Coastal
- Communications
- Customer services
- Democratic services
- Development management
- Elections and business improvement
- EMT
- Environment and regulation
- Estates and valuation
- Estates management and support
- Grounds and streetscene
- Housing maintenance compliance asset mgmt
- Housing maintenance operations
- Housing options rents private sector housing
- Human resources
- Enforcement
- Economic development
- Housing strategy and development

- ICT
- Information governance and complaints
- Legal
- Policy and strategy
- Revenues and benefits
- Waste and transport

5. What is your **main** reason for leaving the Council? \*

- Better prospects of career progression
- Better benefits and rewards package
- Problems with manager/colleagues
- Job too stressful
- Ill health
- Unhappy with council's management style
- Need new challenge
- Difficult to balance work and home life
- Retirement
- Lack of promotion prospects
- Ill health retirement
- Redundancy
- Contract ending
- Moving out of the area
- Other

6. You said "other" please state your reason below \*

## Pay and performance

7. Were you satisfied with the level of pay you received?

Yes

No

8. Did you have an annual performance review? \*

Yes

No

9. Were you given constructive feedback on your performance?

Yes

No

10. Was your performance reviewed regularly, for example 1-2-1s / catch ups? \*

Yes

No

11. Was poor performance tackled in your service?

Yes

No

12. Did you experience any unacceptable behaviour during your time at the council?

Yes

No

Prefer not to say

13. If yes, please give details of the unacceptable behaviour you experienced.

## Wellbeing

14. Do you feel that your wellbeing was supported whilst at the council? \*

Yes

No

15. If no, please give details

16. Did you get on well with your colleagues?

Yes

No

Prefer not to say

17. Was the morale in the department good?

Yes

No



18. You have answered "no" please state below \*

19. My relationship with my manager was good \*

- Agree
- Disagree
- Prefer not to say

20. Did you feel your working environment was acceptable? \*

- Yes
- No

21. If not, why not?

## Training

22. Did the induction you received in your new role provide you with the information you needed to perform your job?

Yes

No

23. If no, what was missing?

24. Were you given all the necessary equipment/uniform/PPE to undertake your role?

Yes

No

25. If no, what additional equipment/uniform/PPE did you require?

26. How did you hear about training and development opportunities?  
(tick all that apply)

- Team meetings
- Word of mouth
- Forestnet (Intranet)
- Found them myself
- Direct from Human Resources
- From your manager

27. Please answer the following statements about training. I .....

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
was given adequate training/coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
was given adequate training opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
was given the right training to develop my career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## The council

28. How would you rate the council as an employer? \*



29. Do you feel the council respected individual differences and opinions?  
eg background, culture, ideas etc

- Yes
- No
- Maybe

30. If no, please provide brief details

31. How does the council compare to other employers you have worked  
for? \*

- Better
- Equal
- Worse
- No other employer to compare to (first job)

32. On a scale of 1-5 (1= low, 5 =high) state how valued you felt by the council? \*

1	2	3	4	5
---	---	---	---	---

and finally .....

33. If you would like to provide any further details then please use the space provided below

34. If you would like to speak to your manager or a member of the HR Advisory Team about your working experiences in addition to completing this questionnaire please indicate **one** below. \*

- Yes I would like to speak to my manager and this questionnaire sent to them
- Yes I would like to speak to a member of the HR Advisory Team
- No thank you

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This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

 Microsoft Forms

## HR COMMITTEE – 14 SEPTEMBER 2023

### QUARTERLY HEALTH AND SAFETY REPORT (Q1 2022/23)

#### 1. RECOMMENDATIONS

- 1.1 HR Ctte is asked to note the contents of this quarterly report and be aware of the accidents and incidents recorded in Q1, and the merged action plan from the Service safety panels.
- 1.2 HR Ctte are to note the Occupational Road Risk (Grey Fleet) Policy, which has been circulated at all three Safety Panels for consultation.

#### 2. INTRODUCTION

- 2.1 This report highlights the significant health, safety, and welfare work across the Council from April to June 2023. Feedback from two of the three Safety Panels is covered in section 4, and the accident, incident and near miss statistics are detailed in section 6 with further information in the appendix. Feedback from the Housing Safety Panel has not been included in this report as they met on Wednesday 26<sup>th</sup> July.
- 2.2 Q1 accident/incident stats show a reduction in the total overall reports (-35). However, this is due to near miss report figures not including vandalism and property damage. A total of 44 reports were received in Q1, 28 resulted in injury and 2 were reported to the Health and Safety Executive (HSE) under RIDDOR 2013. See section 6 for further details.

#### 3. HEALTH & SAFETY MATTERS

##### 3.1 Lone Working and Conflict Management Working Group:

There has continued to be a focus on future lone working control measures with the PNC7 lone worker call alert system due to be discontinued shortly and a replacement system required for staff. Working Group meetings have been taking place in Q1 to review the alternative processes which will be required. A User Acceptance Test document has been approved by the Group. Testing for the Appello Lone Worker System will take place between 14/08/2023 – 28/08/2023. Corporate Conflict Management online workshop training took place in June with more due to take place in September, feedback from this training (with a new provider) was positive. Additional guidance to be made available for managers with risk checklist and draft policy circulated to the Lone Working Group.

##### 3.2 Occupational Road Risk (Grey Fleet) Policy

Routine review of the old policy was required and there are no significant changes being made, although an increase on the monthly checks (by Payroll Team) is now being undertaken following a previous discussion on the topic at EMT. The Policy document has been widely circulated and discussed at Safety Panels and is attached at **Appendix 3**.

### **3.3 Health and Safety Audits:**

No health and safety audits took place in Q1. The next audit due to start will be for the Environmental and Regulation Service, identified as a medium risk area which has not had a health and safety corporate review in several years.

### **3.4 Other Health and Safety Policies:**

Other Policies currently in draft and likely to be circulated for consultation at the next round of Safety Panels include:

- Lone Working Policy
- Manual Handling Policy
- Risk Management Policy

### **3.5 Keyhaven Health and Safety Arrangements**

Following the “Review of Water Safety on NFDC Coastline” present to EMT in August 2022, it was agreed that a health and safety review of arrangements and tasks onsite would be undertaken. Keyhaven has over 400 moorings which is managed by the NFDC River Wardens working out of the local office. There are many other physical assets onsite some of which are used/accessed by members of the public. In order to raise standards, it is proposed to have a Keyhaven River Marine Safety Management System (MSMS), which would meet the Port Marine Safety Code – nationally recommended but not a mandatory standard. Work to be planned over the year. Where necessary additional health and safety controls will be introduced following the review of onsite arrangements.

### **3.6 Respiratory Protective Equipment**

Report recently taken to EMT to highlight the actions required to ensure compliance across the Council for those who need to wear face masks as part of their work duties. The Council has a legal duty to control substances hazardous to health in the workplace and this includes the need to control employee’s exposure to substances which can enter their airways. Where risk assessments have identified the need of tight-fitting RPE employees must complete a suitable face-fit test by a competent person as part of a regular regime. Face fit testing must be repeated when there is any change of equipment, or facial characteristics of the wearer which could affect the fit. Employees undertaking the identified works must be clean shaven.

### **3.7 Depot Traffic Management Plans**

Identified in the recent Waste Service audit there is a need to have a review of the written traffic management plans for each of the three Council depot sites. This was a priority item highlighted in the recent audit action plan. Review of the arrangements currently in place to be undertaken during Q2. Need to ensure the written plans are suitable and sufficient and the local workforce and other stakeholders (landlord & Partners) are consulted on the plans and the duties they have.

### **3.8 Review of Display Screen Equipment/Workstation Assessment**

With the increase of hybrid working through the Worksmart scheme there is a need to review the processes for ensuring that DSE assessments are appropriate. The DSE e-learning and the assessment e-form have been delivered through the seminar system which is due to be replaced by the new Learning Management System (Learning Pool), which will have much greater functionality and will allow accurate management reporting. The focus is to be on enhancing the current guidance and accessibility to



health and safety intranet pages using QR codes on all office workstations. New e-learning and e-form to be delivered to staff which will allow management reports for service managers to use for robust compliance monitoring.

#### **4. TASK AND FINISH GROUPS: CDM, & ASBESTOS MANAGEMENT**

- 4.1 The **Construction Design Management group** had their quarterly meeting on 26<sup>th</sup> June, where the Estates & Valuations Standard Operating Procedures (SOPs) were approved. Training on these SOPs will be provided by the H&S team, with services undertaking toolbox talks to relevant staff. Further discussion to be arranged with Open Spaces and Streetscene about the CDM duties they have as a client for a number of upcoming projects.
- 4.2 An actions table is in place for the group which has been updated and circulated. Training feedback from IOSH CDM Awareness course reported that 87% of staff have completed the course and assessment.
- 4.3 The electronic Work Authorisation Form, to be accessed via SharePoint, is outstanding with ICT but expected to be completed soon. The MS Form for the Contractor Incident Notification Protocol, to be used to capture relevant contractor incidents, is now available.
- 4.4 The **Asbestos Management group** last met on 3<sup>rd</sup> May, and a set of KPI's was presented to the group which included a target of 25% of the domestic (Housing) stock to have had an asbestos management survey completed by the end of year 2023/24. Next meeting on 27<sup>th</sup> July 2023.

#### **5. SAFETY PANEL FEEDBACK**

- 5.1 Detailed below are the significant issues discussed at the Q1 Safety Panels. All Action Tables were reviewed prior to the meetings for the year ahead and the target dates for some of the projects/actions were reviewed. The details are available for the merged Action Table for the three Safety Panels in **Appendix 2**.

##### **5.2 Operations Safety Panel:**

Smoking at work review – new policy relating to Smoking at Work circulated for comments. Currently with HR to review. Brief summary: smoking in the shelters provided when in depots, but no smoking in vehicles and staff must be keep discreet if smoking when wearing corporate uniform.

Supervisor Compliance Updates - due to a few anomalies, the wording on a few compliance questions requires amending, due to the misleading wording the marks were being noted as non-compliant despite being compliant. Transport: No information compliance provided from SC. A sub-group to meet and discuss creating a bank of questions, and idea of making some questions relevant to seasonal issues.

PPE/Workwear - Grounds Maintenance request - can operatives wear shorts during hot weather when carrying out certain tasks? AW advised that in regard to wearing shorts, an option could be for supervisors to carry out a RA, although this could create a situation where different tasks are undertaken on the same day when one of which has agreement for shorts, and another doesn't - level of monitoring will be critical. Suggested that a better alternative was sourcing more suitable PPE, such as different material uniform which is lighter and specifically designed for working in warm weather.

Grounds Maintenance New Vans: not shelved out in rear of crew cab meaning tools are just piled in which could lead to operative injury, tool damage or damage to the cab – need to review the potential solutions and costs into retrofitting shelving the rear of vans, to store tools and equipment safely.

Asbestos Awareness training for Streetscene & Grounds Maintenance - contact made with training provider for additional training date(s). Training rolled out to most staff in Street scene except cleaners and to Pest Control officers.

### 5.3 Office Based Panel:

Only two incidents were recorded during the quarter covering Office Based staff: One of these was an NPA visitor to LTH who collapsed and received first-aid treatment from NFDC staff. The other incident required first-aid treatment to a minor injury in the print room.

SW gave an update on replacing the evac chairs with evac mats which are easier to use and more suited for the office buildings. Train the trainer course would be delivered at ATC.

All the annual safety rep workplace inspections had been completed for 2022/23.

A number of Employee Safety Rep issues raised: adjustable chairs for meeting rooms; floor plans to assist in locating meeting rooms; concern about the south wing windows being left fully open during the day; security concerns in receptions. Some issues will require further liaison with H&S Team or Facilities.

Item raised about making anonymously near miss reports; not possible to do this as second part of process is for managers to give locally feedback on the incident/ concern.

The three yearly testing of category 2 electrical items is due to be undertaken shortly by an outside contractor.

### 5.4 Housing Panel:

Meeting held on 26<sup>th</sup> July 2023.

## 6. ACCIDENTS, INCIDENTS AND NEAR MISSES (INCLUDING RIDDOR)

6.1 The accidents, Incidents and near misses reported in quarter 3 are detailed in Table 1 below, the numbers in brackets are the 2021/22 quarterly figures.

Table 1. All reported Accidents, Incidents and Near Misses

<u>Table 1.</u>	Q1	Q2	Q3	Q4	Total
Total Reports	<b>44</b> (79)	(47)	(38)	(57)	(221)
Non-reportable Accidents	<b>28</b> (24)	(21)	(22)	(29)	(96)
RIDDOR	<b>2</b> (2)	(1)	(3)	(4)	(10)
Near Miss	<b>14</b> (53*)	(25)	(13)	(24)	(115)

6.2 The graphical report in **Appendix 1** details the accidents, incidents, near misses over Q1 in more detail. There was a total of 44 accidents/ incidents/ near misses reported across the Council, down from the Q4 figure of 57. Incidents recorded as a near miss which related to *property vandalism, property arson or evidence of drug use* at the

public conveniences are recorded separately from accidents, and totalled 15 in Q1.  
 \*Near miss figures from Q1 in 2022/23 included property vandalism and arson.

- 6.3 There were two incidents which required reported under RIDDOR to the Health and Safety Executive, both for incidents which resulted in over 7 days absence from work. The RIDDORs and other significant incidents are detailed in the paragraphs below:

**RIDDOR 1** (reported in 2/4/2023): Street Scene operative who slipped on the threshold of door frame to the void space behind the WCs of the public convenience. Operative landed awkwardly on right knee and left hand, which resulted in them needing to attend A & E. Individual x-rayed but no fracture identified, time spent away from work over 7 days. Upon inspection of the area where incident took place no defects found, area clean and dry.

**RIDDOR 2** (reported on 27/5/2023): Street Scene operative who was litter picking in Brockenhurst High Street and in the course of his duties walked through a static bike rack that is situated to the side of the road. Individual tripped on slightly raised section of bike rack hurting his wrist in the fall. The operative was wearing provided safety footwear and also a peaked cap due to the bright sunshine at the time. The operative felt that the sun could have contributed to him tripping as he did not see the raised metal framework. Following further investigation of the incident it was found that the operative did not need to walk through the bike rack in the course of his duties, there is a designated walkway alongside. A review of the task specific risk assessment for litter picking will be undertaken. A ticket was raised to Hampshire County Council regarding the damage to the bike rack.

- 6.4 There were 19 vehicle incidents during the quarter 1 (see Table 2), down on Q4, and these will be reviewed as part of the routine quarterly vehicle accident review meeting. Significant issues are reviewed by Insurance Officer, Transport Manager and Health and Safety Advisor.

Table 2. Vehicle Incidents Q3 2022/23

	2020/21	2021/22	2022/23	Q1 2023/24
Waste	52	71	61	
Housing Maintenance	13	17	15	
Street Scene	13	13	8	
Engineering Works	0	1	2	
Open Spaces	6	10	7	
Transport	1	0	0	
Parking Enforcement*	-	1	5	
Other	2	1	0	
<b>TOTAL</b>	<b>87</b>	<b>114</b>	<b>98</b>	<b>19</b>

## 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. Staff are required to undertake refresher training for the four mandatory courses every two years.

7.2 The new Learning Management System (Learning Pool), which will replace the Seminar system, has a member of the H&S Team as part of the working group. Implementation of the system could be in place by October when the H&S modules can be reviewed.

7.3 Health and Safety Training Housing Service Over Q1

- New starter training for Housing Maintenance Operatives on Asbestos Awareness and Practical Manual handling
- Ladders and Working at height training for 12 members of staff.
- Mobile Elevated Work Platform training for two Operatives
- Safe isolation of Electricians: attended by the Gas Team.

## **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 Occupational Road Risk (Grey Fleet) Policy – request was made to remove the email template included within the policy. Following this change and consultation with the Housing Safety Panel, the policy should be implemented.

13.2 Keyhaven – James Loring and James Carpenter to meet to discuss the risks associated with keyhaven in more detail. Following the meeting, the Corporate Health and Safety Team will identify a specific schedule of works to be taken forward with key stakeholders.

## **14. EMPLOYEE SIDE COMMENTS**

14.1 None Received.

**For further information contact:**

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Corporate Health & Safety Manager  
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[James.loring@nfdc.gov.uk](mailto:James.loring@nfdc.gov.uk)

**Background Papers:**

None

**Appendices**

1. New Forest District Council Accident and Near Miss Report Quarter 1
2. Merged Safety Panel Actions
3. Occupational Road Risk (Grey Fleet) Policy

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# New Forest District Council Accident and Near Miss Report

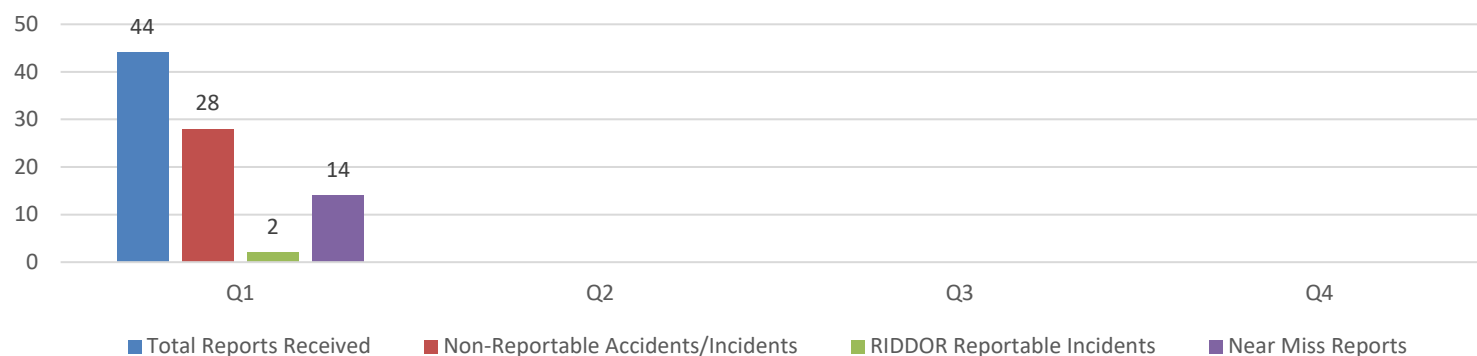
## Quarter 1 April - June 2023

Quarter 1 employee & contractor accident and near miss report for ALL NFDC services:

	Q1	+/-%	Q2	+/-%	Q3	+/-%	Q4	+/-%	Year Total
<b>Total reports received</b>	<b>44</b> (80)	-45%	(47)		(38)		(57)		(221)
<b>Non-reportable accidents</b>	<b>28</b> (24)	+17%	(21)		(22)		(29)		(96)
<b>RIDDOR</b>	<b>2</b> (2)	0%	(1)		(3)		(4)		(10)
<b>Near Miss reports</b>	<b>14</b> (54)	-74%	(25)		(13)		(24)		(115)
<b>Accident related lost time (days)</b> *at least one occurrence of sickness still outstanding	<b>95</b> (120*)	-21%	(38)		(104)		(71)		(333)

Note: Near Miss Report figure no longer includes vandalism and property damage so figures for 2023/24 will be lower

Note: Figures in brackets are previous 22/23 figures

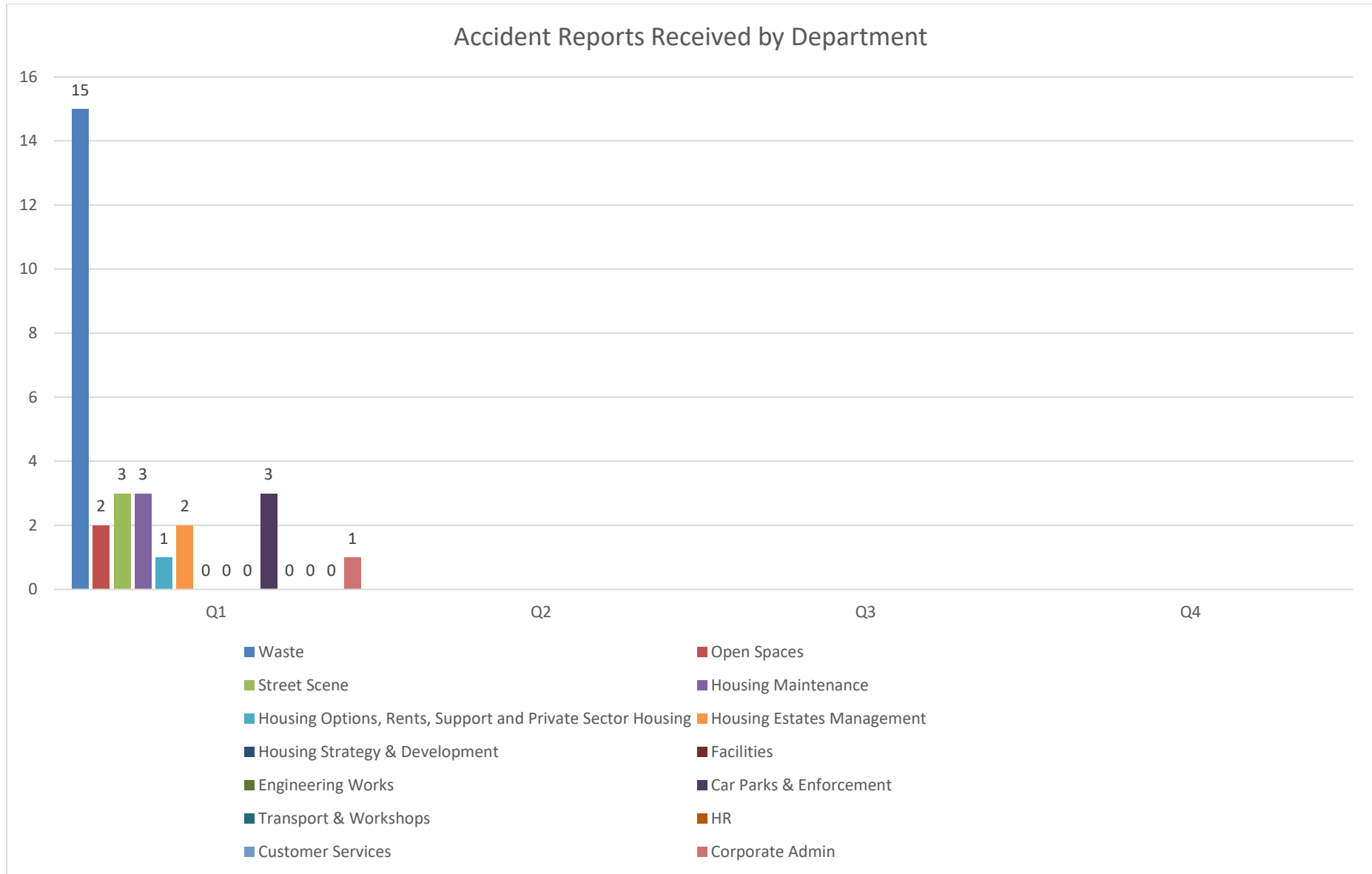


**Accident Reports Received by Department**

	<b>Apr-June 23</b>	<b>July – Sep 23</b>	<b>Oct – Dec 23</b>	<b>Jan – Mar 24</b>	<b>Year end</b>
<b>Waste</b>	<b>15 (17)</b>	<b>(5)</b>	<b>(9)</b>	<b>(19)</b>	<b>(50)</b>
<b>StreetScene</b>	<b>3 (0)</b>	<b>(3)</b>	<b>(1)</b>	<b>(4)</b>	<b>(8)</b>
<b>Open Spaces (inc Pest Control)</b>	<b>2 (2)</b>	<b>(3)</b>	<b>(6)</b>	<b>(2)</b>	<b>(12)</b>
<b>Transport &amp; Workshops</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Car Parks &amp; Enforcement</b>	<b>3 (1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(2)</b>
<b>Engineering Works</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(1)</b>
<b>Housing Maintenance</b>	<b>3 (4)</b>	<b>(12)</b>	<b>(6)</b>	<b>(7)</b>	<b>(26)</b>
<b>Housing Estates Mgmt, CCTV and Community Safety</b>	<b>2 (0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(1)</b>
<b>Housing Options, Rents, Support &amp; Private Sector</b>	<b>1 (2)</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(3)</b>
<b>Housing Strategy &amp; Development</b>	<b>0 (0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>
<b>HR</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Customer Services</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(1)</b>
<b>Facilities</b>	<b>0 (0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>
<b>Corporate Admin</b>	<b>1 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>



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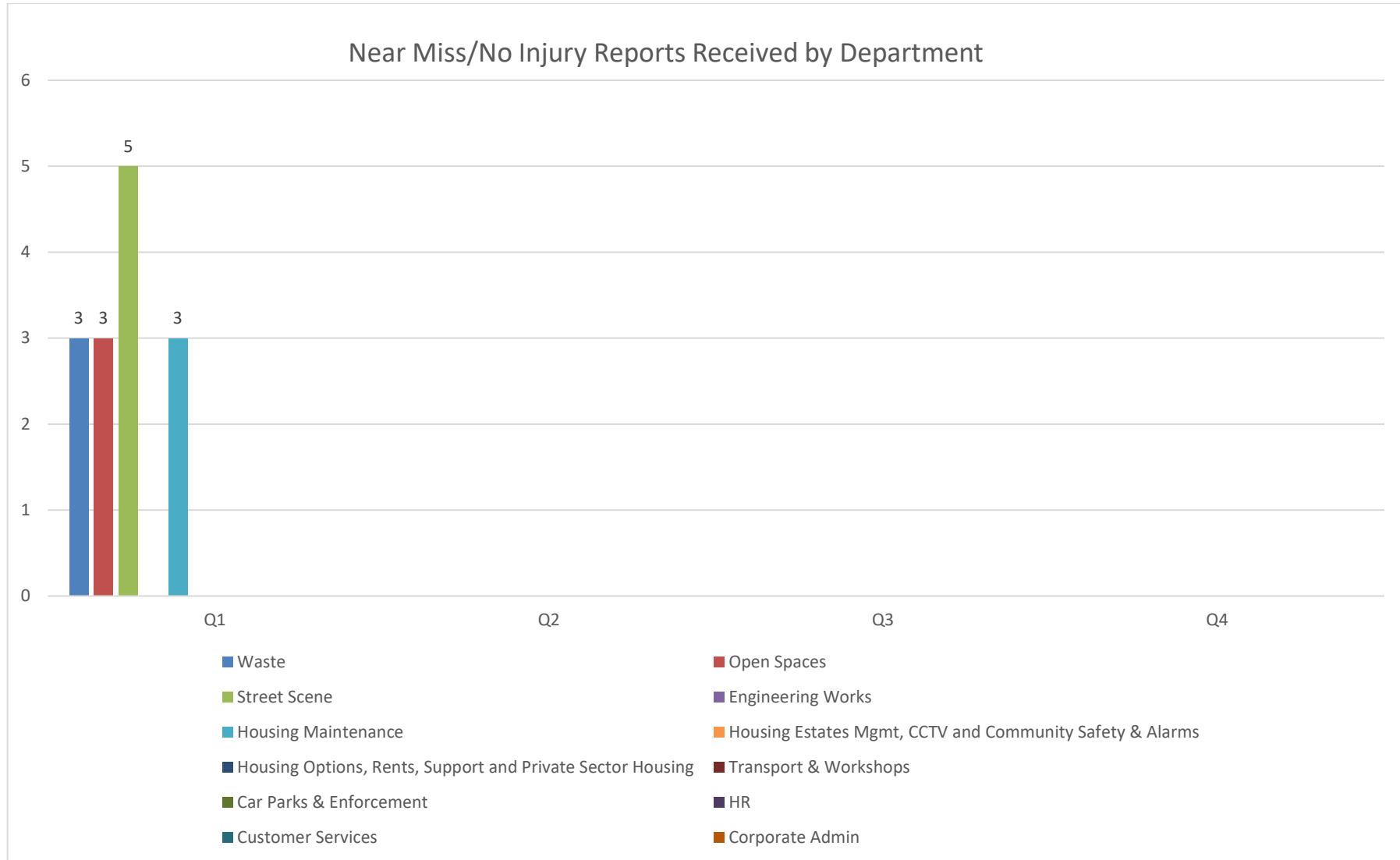


**Near Miss/No injury Reports Received by Department**

	<b>Apr-June 23</b>	<b>July – Sep 23</b>	<b>Oct – Dec 23</b>	<b>Jan – Mar 24</b>	<b>Year end</b>
<b>Waste</b>	<b>3 (1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(5)</b>	<b>(9)</b>
<b>StreetScene</b>	<b>5 (46*)</b>	<b>(6)</b>	<b>(7)</b>	<b>(5)</b>	<b>(79)</b>
<b>Open Spaces (inc Pest Control)</b>	<b>3 (1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>
<b>Engineering Works</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>
<b>Transport &amp; Workshops</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>Housing Maintenance</b>	<b>3 (2)</b>	<b>(2)</b>	<b>(3)</b>	<b>(6)</b>	<b>(13)</b>
<b>Housing Estates Mgmt, CCTV and Community Safety</b>	<b>0 (3)</b>	<b>(0)</b>	<b>(0)</b>	<b>(5)</b>	<b>(8)</b>
<b>Housing Options, Rents, Support and Private Sector Housing</b>	<b>0 (1)</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(2)</b>
<b>Customer Services</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(1)</b>
<b>Tax and Benefits</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(2)</b>	<b>(2)</b>
<b>Human Resources</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(1)</b>

\*Figures included damage and vandalism to public conveniences.

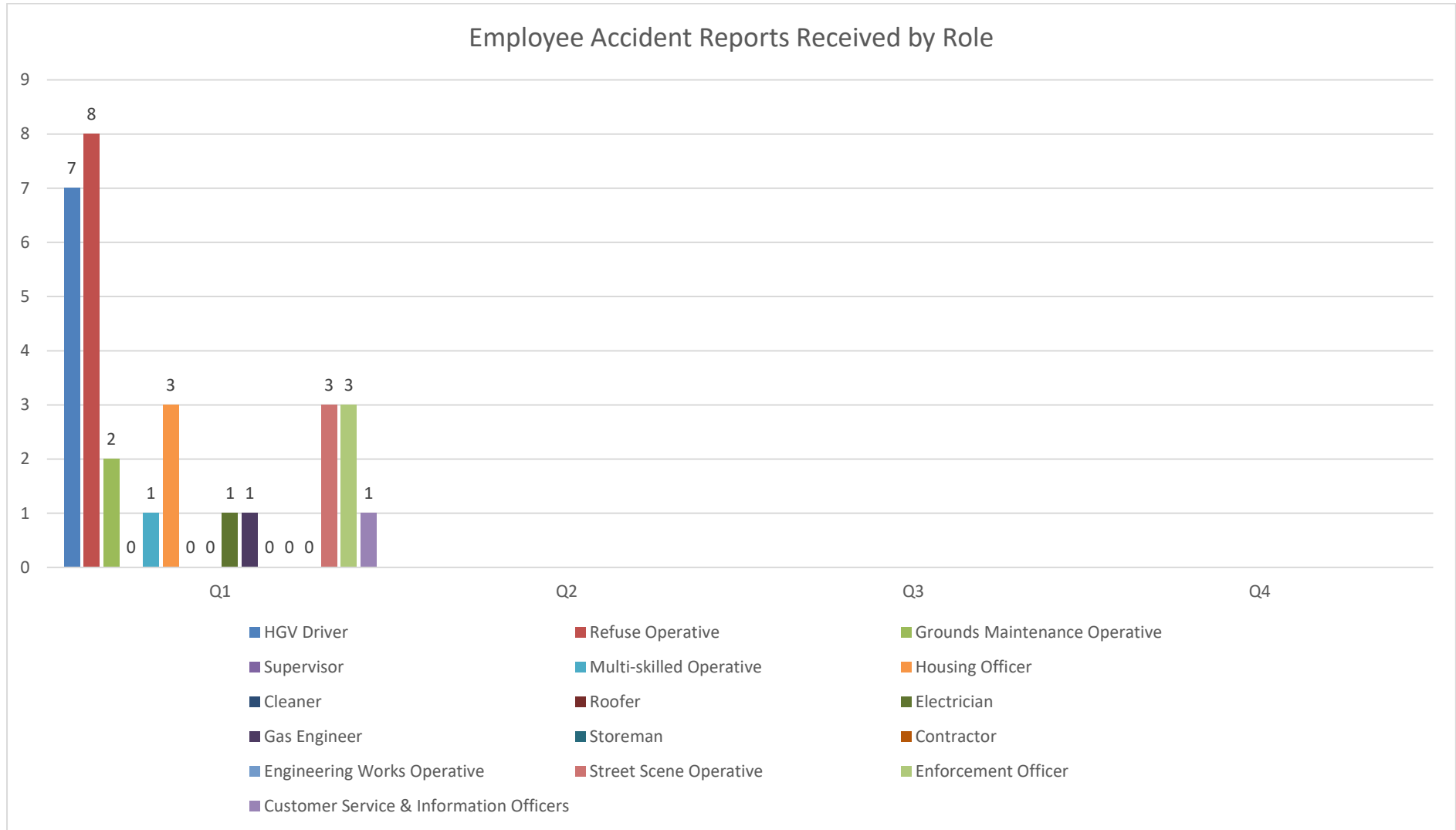
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**Accident Reports Received by Role**

	<b>Apr-June 23</b>	<b>July – Sep 23</b>	<b>Oct – Dec 23</b>	<b>Jan – Mar 24</b>	<b>Year end</b>
<b>HGV Driver</b>	<b>7 (9)</b>	<b>(1)</b>	<b>(3)</b>	<b>(10)</b>	<b>(23)</b>
<b>Refuse Operative</b>	<b>8 (7)</b>	<b>(4)</b>	<b>(6)</b>	<b>(11)</b>	<b>(28)</b>
<b>Grounds Maintenance Operative</b>	<b>2 (2)</b>	<b>(3)</b>	<b>(5)</b>	<b>(1)</b>	<b>(11)</b>
<b>Street Scene Operative</b>	<b>3 (0)</b>	<b>(3)</b>	<b>(1)</b>	<b>(1)</b>	<b>(5)</b>
<b>Engineering Works Operative</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(1)</b>
<b>Enforcement Officer</b>	<b>3 (1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>
<b>Admin</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(2)</b>	<b>(2)</b>
<b>Supervisor</b>	<b>0 (1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(0)</b>	<b>(3)</b>
<b>Multi-Skilled Operative</b>	<b>1 (4)</b>	<b>(2)</b>	<b>(2)</b>	<b>(4)</b>	<b>(12)</b>
<b>Housing Officer</b>	<b>3 (2)</b>	<b>(0)</b>	<b>(2)</b>	<b>(1)</b>	<b>(5)</b>
<b>Cleaner</b>	<b>0 (0)</b>	<b>(3)</b>	<b>(0)</b>	<b>(0)</b>	<b>(3)</b>
<b>Gas Engineer</b>	<b>1 (0)</b>	<b>(1)</b>	<b>(1)</b>	<b>(0)</b>	<b>(2)</b>
<b>Electrician</b>	<b>1 (0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(1)</b>	<b>(2)</b>
<b>Roofer</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(1)</b>	<b>(2)</b>
<b>Storeman</b>	<b>0 (0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>
<b>Contractor</b>	<b>0 (0)</b>	<b>(3)</b>	<b>(1)</b>	<b>(0)</b>	<b>(4)</b>
<b>Customer Service &amp; Information Officers</b>	<b>1 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(1)</b>

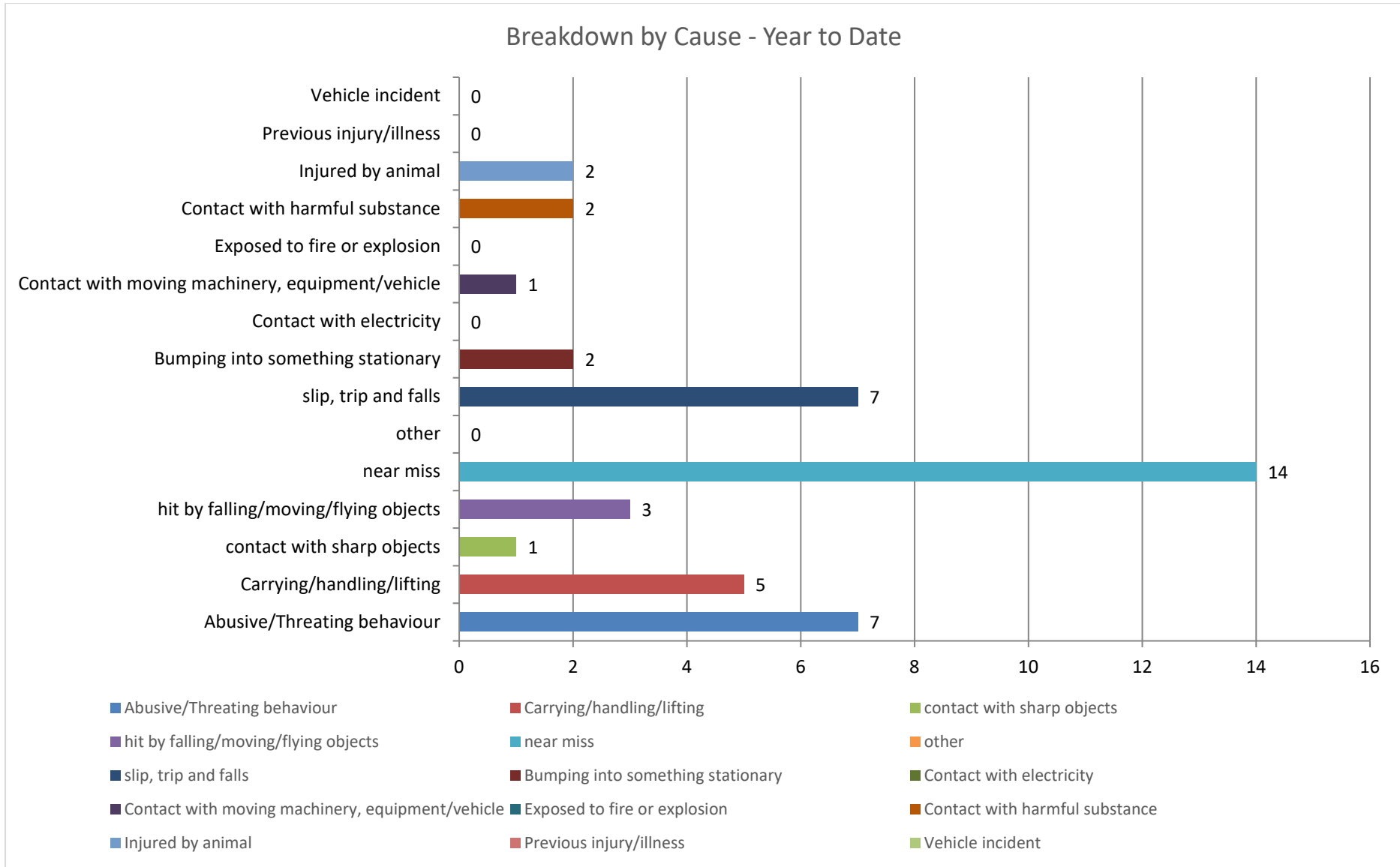
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**Breakdown by Cause**

	<b>Apr-June 23</b>	<b>July – Sep 23</b>	<b>Oct – Dec 23</b>	<b>Jan – Mar 24</b>	<b>Year end</b>
<b>Manual Handling</b>	<b>5 (8)</b>	<b>(4)</b>	<b>(3)</b>	<b>(7)</b>	<b>(22)</b>
<b>Slips, Trips</b>	<b>6 (6)</b>	<b>(1)</b>	<b>(5)</b>	<b>(10)</b>	<b>(22)</b>
<b>Falls</b>	<b>1 (2)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(3)</b>
<b>Hit by moving/flying object</b>	<b>3 (1)</b>	<b>(2)</b>	<b>(4)</b>	<b>(2)</b>	<b>(9)</b>
<b>Bumping into something stationary</b>	<b>2 (2)</b>	<b>(0)</b>	<b>(0)</b>	<b>(2)</b>	<b>(2)</b>
<b>Abusive/threatening behaviour</b>	<b>7 (3)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(12)</b>
<b>Contact with electricity</b>	<b>0 (0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>
<b>In contact with moving equipment/machinery/vehicle</b>	<b>1 (0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(2)</b>	<b>(3)</b>
<b>Exposed to fire/explosion</b>	<b>0 (7)</b>	<b>(2)</b>	<b>(0)</b>	<b>(0)</b>	<b>(9)</b>
<b>Contact with sharp object</b>	<b>1 (8)</b>	<b>(6)</b>	<b>(3)</b>	<b>(6)</b>	<b>(23)</b>
<b>Contact with harmful substance</b>	<b>2 (6)</b>	<b>(0)</b>	<b>(1)</b>	<b>(1)</b>	<b>(8)</b>
<b>Injured by animal</b>	<b>2 (1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(4)</b>
<b>Other i.e natural causes</b>	<b>0 (1)</b>	<b>(3)</b>	<b>(0)</b>	<b>(5)</b>	<b>(9)</b>
<b>Previous injury/illness</b>	<b>0 (0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(2)</b>	<b>(2)</b>
<b>Vehicle incident</b>	<b>0 (3)</b>	<b>(0)</b>	<b>(4)</b>	<b>(1)</b>	<b>(8)</b>
<b>Near Miss</b>	<b>14 (40)</b>	<b>(24)</b>	<b>(14)</b>	<b>(12)</b>	<b>(90)</b>

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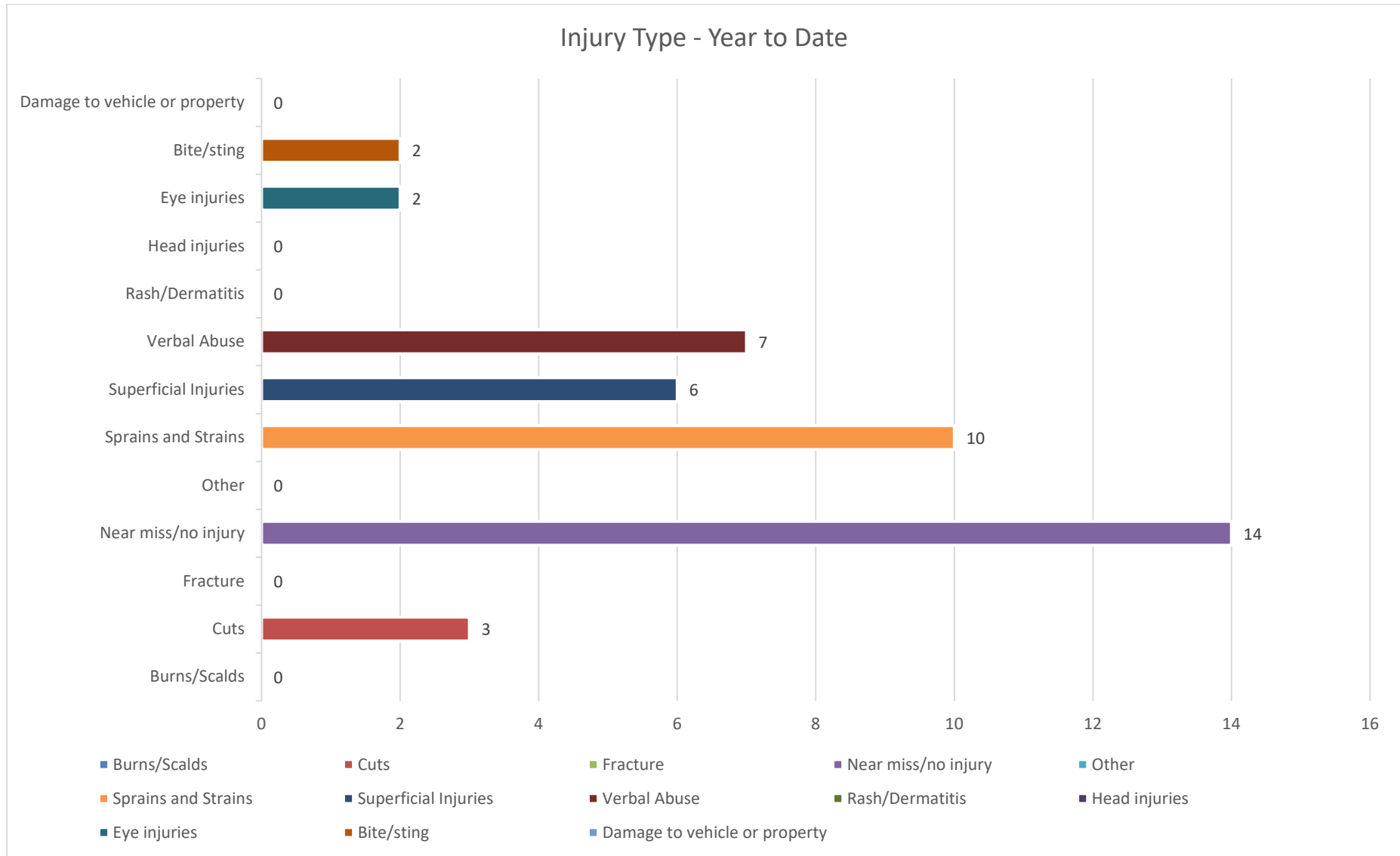


**Breakdown by Injury**

	<b>Apr-June 23</b>	<b>Jul – Sept 23</b>	<b>Oct – Dec 23</b>	<b>Jan – Mar 24</b>	<b>Year end</b>
<b>Superficial i.e bruising</b>	<b>6 (2)</b>	(1)	(4)	(7)	(14)
<b>Sprains/Strains</b>	<b>10 (13)</b>	(4)	(6)	(17)	(40)
<b>Rash/Dermatitis</b>	<b>0 (0)</b>	(0)	(0)	(0)	(0)
<b>Cuts</b>	<b>3 (5)</b>	(6)	(3)	(6)	(20)
<b>Fracture</b>	<b>0 (2)</b>	(0)	(0)	(0)	(2)
<b>Head Injuries</b>	<b>0 (0)</b>	(0)	(0)	(0)	(0)
<b>Eye Injuries</b>	<b>2 (0)</b>	(0)	(2)	(1)	(3)
<b>Bite/Sting</b>	<b>2 (0)</b>	(1)	(1)	(1)	(4)
<b>Damage to vehicle/property</b>	<b>0 (33)</b>	(1)	(1)	(1)	(36)
<b>Verbal Abuse</b>	<b>7 (3)</b>	(2)	(3)	(4)	(12)
<b>Other</b>	<b>0 (2)</b>	(1)	(1)	(1)	(5)
<b>Burn &amp; Scalds</b>	<b>0 (0)</b>	(0)	(0)	(1)	(1)
<b>Near Miss/No Injury</b>	<b>14 (25)</b>	(31)	(17)	(19)	(93)



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### Significant Accident/Incident Summary Q1 April - June 2023

Date	Dept	Accident type	Detail	Injury	Days Lost	RIDDOR	Action / Notes
02.04.23	Streetscene	Slip, trip or fall	Operative stepped on the door frame of the void door and his foot slipped along the frame causing him to fall. The operative hurt his right knee and left wrist in the fall. After carrying on his duties for another half an hour his wrist began to ache and so he phoned his supervisor and attended Lymington minor injuries. An x-ray was taken but no fracture was confirmed and operative was given a wrist support for comfort.	Sprains and strains	65	Y	Door threshold was checked by the supervisor and all was okay, no obvious signs of damage or other cause for the slip/trip was found. Awaiting further information from hospital regarding possible wrist fracture but at this time this has not been confirmed. After a review of the risk assessment for the PC cleaning there were no new or additional controls identified by Streetscene.
27.05.23	Streetscene	Slip, trip or fall	Streetscene operative tripped over raised section of bike rack as he was walking through it in Brockenhurst High Street resulting in him injuring his wrist and head. The bike rack appeared to have have been hit by a vehicle causing the section to raise.	Sprains and strains	10	Y	Operative taken to minor injuries unit for treatment, wrist confirmed as not broken. Damaged bike rack reported to HCC, toolbox talks to be carried out for all Streetscene operatives reminding them to remain on pathways and walkways and not to take shortcuts where possible trip hazards maybe present.

## Appendix 2

Ref	Office Based Safety Panel Items for Action	Owner(s)	Starting Date	Target Date / RAG	Actions/Decision/Comments (once completed item to be archived)
ATC1	<b>Office Security arrangements:</b> Create implement and communicate new security arrangements for all corporate buildings and depots – Incident Response Policy to be re-circulated. Provide additional training to employees identified within the arrangements covering Dispute Management/ Conflict Management.	SW/ SS	Nov 2021	Sept. 2023	Incident Response Policy to be consulted on and to be taken to EMT. H&S team delivered Conflict Management training in June, with more sessions in September.
ATC2	<b>Fire Safety:</b> Create, implement, and communicate new fire safety arrangements for corporate buildings and depots. Provide feedback on the drill undertaken at ATC to ensure the new fire evacuation procedures become embedded. Annual fire drills to be planned. Review of the Evac Chairs & alternative evacuation equipment (Evac Mats).	SW	Nov 2021	July 2023	Fire Evacuation drill undertaken in January 2023. Draft Fire Safety arrangements circulated.
ATC3	H&S reps to undertake <i>annual workplace inspections</i> of ATC and LTH. Provide feedback at the Office Safety Panel.	Safety Reps/ H&S Team.	Annually.	Jan 2024	All workplace inspection completed for 2022/23. Next round to start in autumn.
ATC6	<b>Workstations &amp; DSE compliance:</b> Introduction of QR code stickers to desks to improve accessibility to guidance. Furniture budget has now been localised to team budgets, therefore a need to ensure items purchased are compliant and meet the current standards at the offices.	H&S Team.	Q2	Dec 2023	QR code stickers for desk on order.

Ref	Housing Safety Panel Items for Action (taken from the April meeting)	Owner(s)	Starting Date	Target Date / RAG	Actions/Decision/Comments (once completed item to be archived)
HSP2	<p>Review all risk assessments and safe systems of work within Housing. Identify any risk gaps and implement new risk assessments where gaps have been identified. Update all documents into the new corporate H&amp;S templates. Project to include:-</p> <ul style="list-style-type: none"> <li>• Agreed risk assessments to be uploaded to Sharepoint;</li> <li>• Training to be provided to staff on the updated risk assessments, e.g. toolbox talks, and access to relevant documents.</li> </ul>	Managers/ H&S Advisor.	07/04/2020	Various	
HSP9	<p>Undertake a <i>manual handling</i> risk assessment gap analysis for all tasks undertaken by operatives in Housing Maintenance. Where gaps have been identified create, consult, and implement task specific manual handling risk assessments. Items to be actioned:-</p> <ul style="list-style-type: none"> <li>• Agreed MHRA's to be uploaded to Sharepoint;</li> <li>• Training to be provided to staff on the updated risk assessments, e.g. toolbox talks, and access to relevant documents.</li> </ul>	Managers/ H&S Advisor.	13/01/2021	Various	
HSP11	<p>COSHH Assessments: actions to be completed include:-</p> <ul style="list-style-type: none"> <li>• Create a definitive list of COSHH products used by Housing Maintenance;</li> <li>• From the list create a schedule of COSHH risk assessments which need to be updated/ completed;</li> </ul>	H&S Team/ Stores manager.	2022/2023	June 2023	Eco-online software provider contract signed for cloud-based Chemicals Module. Implementation to start in July 2023.

	<ul style="list-style-type: none"> <li>Collate all relevant safety data sheets and ensure they are accessible to relevant employees.</li> </ul>				
HSP12	<p>IOSH CDM Awareness training. Linked to the Contractor Management Policy and the work which has been under by CDM Working Group, actions include:-</p> <ul style="list-style-type: none"> <li>Employees identified with duties under CDM to complete the online First4safety IOSH course.</li> </ul>	Managers, supervisors, surveyors and trades.	Jan. 2023.	May 2023	Standard Operating Procedures have been produced & consulted on. CDM training completed for most staff (87%).
<b>Operational Services Safety Panel Actions</b>					
OSP3	All Teams: Undertake <b>manual handling review</b> for all tasks undertaken by operational services operatives and, where identified as necessary, create <i>task specific</i> manual handling risk assessments.	All managers.	April 2023	31/12/2023	
OPS5	All Managers and Supervisors to attend IOSH Managing Safety Course, to support H&S competency.	All managers.	April 2023	31/12/2023	
OSP6	Schedule in <i>Accident Reporting and Investigations</i> training to be delivered in house for Supervisors by H&S Team.	H&S	April 2023	31/10/2023	

OSP7	All Teams: To review the H&S elements of the induction Schedules for staff.	All managers	April 2023	October 2023	
OSP9	<b>H&amp;S Staff Handbook:</b> Street Scene and Ground Maintenance teams to produce a staff H&S Handbook equivalent to the one provided by Waste Service.	IP.	Long-term	October 2023	

# Occupational Road Risk (Grey Fleet) Policy

July  
2023



# Document history

<b>Name of policy</b>	Occupational Road Risk (Grey Fleet) Policy 2023
<b>Purpose of policy</b>	To ensure that NFDC meets its legal responsibilities and takes appropriate measures to protect staff and reduce the chance of claims related to driving at work (for the Grey Fleet).
<b>Policy applies to</b>	All Grey fleet users of the Council, which includes essential users and casual users who are authorised to drive on Council business.
<b>Frequency of review</b>	3 years
<b>Latest update</b>	July 2023
<b>Update overview</b>	Routine review of Policy and following the updating of the NFDC Drivers Handbook which covers Council owned, hire or leased vehicles (Commercial Vehicles). Policy scope changed to just include Grey Fleet vehicles, updated into new corporate format



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# 1. Policy

## 1.1 Introduction

For the majority of the staff in the Council the health and safety risks they face at work will be low, however, if they do drive as part of their role then having an incident or collision with another vehicle will probably be their most significant risk of serious injury. Every year on the roads of Great Britain there are over 100,00 road traffic collisions reported, many of the drivers involved will be on the road because of the jobs they do.

Safe driving on Council business is a vital element of each employee's ability to perform their job effectively. New Forest District Council will look for each employee to uphold the highest standards of driving, regardless of the vehicle they are using to make work related journeys.

As part of a car allowance offered either as part of the contract of employment, or outside of it, employees must have a valid driving license. As part of the employee's contract of employment it states that for employees who use their car on Council business, including to attend training courses, they must have current (and relevant) insurance cover. The insurance certificate must include the 'business usage' clause indemnifying the Council against third party claims (including those concerning passengers) that arise whilst using the vehicle on Council Business. Employees must also have a current MOT certificate, where one is required, and the vehicles must be always road worthy. An employee using their car on Council business without a valid insurance and MOT certificate will be in breach of Council regulations and may be subject to disciplinary procedures. The correct procedure must be used for claiming all car and mileage allowances. There is an expectation that all claims must be made within three months of the journey undertaken or expenses incurred.

As with other council policies the principles of having a safety management system in place and using the Health and Safety Executives (HSE) Plan, Do, Check, Act principles will be followed to ensure good practice is in place and monitored. Consultation with the workforce for health and safety policies is undertaken through the quarterly safety panels, including the employee side liaison panel.

## 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 we need ensure that lessons are learnt, and additional control measures are put in place (where necessary) to stop a reoccurrence.

At its most simple the objective of an Occupational Road Risk Policy can be to:

- To make drivers aware of the risk they face whilst driving.
- To make sure that employees drive safely and efficiently, with good road habits.
- Ensure employees maintain their vehicles in a safe and roadworthy condition.
- To ensure that employees know the duty they have as a driver, and ensure they report relevant matters to their manager, e.g., a new driving offence which leads to 3 points, or more, on their license.
- To reduce the likelihood of a road traffic collision.

### 1.3 Scope of Policy

This policy applies to:

- All employees of New Forest District Council who drive on Council business using a vehicle they have supplied.

Note: For commercial vehicles which are owned, hired or leased by the Council the rules and guidance on driving is held within the Drivers Handbook (2022 edition). The commercial fleet of vehicles, which includes articulated vehicles and others covered under the Council's operator's license may have additional conditions.

A grey fleet driver is someone who uses their own vehicle for business purposes, and who therefore must have business or occasional business use insurance (for that vehicle used). Business or occasional business use generally has an additional insurance cost of £10 - £30 p.a. depending on the insurance firm the driver uses.

The use of your vehicle will be detailed in the employees Contract of Employment with the Council and requires you to have a driving license, a current MOT and appropriate insurance cover when using the vehicle on Council business. The correct procedures must be used for claiming any car mileage allowance.

Authority to drive on Council duty is provided once a member of staff has had their documentation checked and have completed the e-learning module Driving on Council Business – accessed via ForestNet.

Additional guidance to support this Policy will be held on the health and safety pages of SharePoint pages.

## 2. Definitions

Term	Definition
Grey Fleet	Employee who uses their private vehicle to drive for business purposes, e.g. essential users who drives their own car as part of their work role.
Accident	An unplanned event that results in vehicle damage, injury or ill-health.
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, who could be affected and the overall risk with control measures in place. It should be reviewed regularly.
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.
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>a reversing vehicle in the car park almost hitting another vehicle, but for an evasive action being taken.</i>
Corporate Manslaughter and Corporate Homicide Act 2007	Under the Corporate Manslaughter and Corporate Homicide Act 2007 an organisation is guilty of an offence where the way in which the organisation's activities are managed or organised caused a person's death and amounted to a gross breach of the organisation's duty of care to that person. The way in which the activities are managed or organised by <i>senior management</i> must be proved to be a substantial element in the breach. In determining a gross breach of duty, a jury must consider whether the evidence shows that the organisation had failed to comply with any health and safety legislation that relates to the alleged breach, and if so: How serious was the failure to comply? How much of a risk of death did it pose?
DVLA driver information: Viewing your driving license information online.	<a href="http://viewdrivingrecord.service.gov.uk">View your driving licence information (viewdrivingrecord.service.gov.uk)</a> Available to do at the DVLA website, allowing staff to show a relevant manager the vehicles they're legally allowed to drive, and any penalty points on the license.
RIDDOR	<b>Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013.</b> Legislation which places a duty on employers to report certain occupational accidents, injuries, dangerous occurrences and diseases, e.g., <i>over 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.
Road Traffic Collision	A collision by a vehicle or vehicles on the road or other public area which causes injury or damage to anybody – other than the driver of the vehicle. Can include a collision with another vehicle, pedestrian, animal, signage, stationary obstructions (such as a tree) or a building.

## 3. Roles and Responsibilities

### 3.1 General Roles and Responsibilities

These are detailed in the New Forest District Council Health and Safety Policy, which is available on ForestNet. In summary it states that management have duties under the Health and Safety at Work, etc Act 1974, and other regulations, to ensure that controls are in place to protect the health and safety of employees and non-employees. The health and safety objectives of the organisation must be monitored along with ensuring that there is suitable instruction and training provided to staff.

### 3.2 The Council Responsibilities

NFDC will ensure all employees under their control have sufficient training, experience, knowledge, and skills to undertake their role competently and safely. This will usually involve the need for formal health and safety induction, regular training reviews as part of the corporate appraisal process, and training to be reviewed through the risk assessment process.

### 3.3 Senior Management Responsibilities

The Senior Managers will lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce.

### 3.4 The Corporate Health and Safety Team Responsibilities

Shall monitor the health and safety performance within the organisation by establishing reporting arrangements for incidents and accidents, and undertaking investigations, audits, and reviews. The driving at work e-learning module, and other arrangements, will be regularly reviewed.

### 3.5 The Employees Responsibilities

Employees driving on Council business must ensure your vehicle has valid insurance - it is easy to invalidate your vehicle insurance or not be sufficiently or appropriately insured.

As a grey fleet driver driving on Council business, you will need to ensure:

- Your own driving insurance to cover “Business use” or “Occasional Business Use”.
- Appropriate and valid driving licences, e.g., for the class of vehicle you’re driving (you can check this on your driving licence card);
- To be fit to drive and to report certain medical conditions to the DVLA.
- To be competent to drive the particular vehicle and to comply with the relevant road traffic rules.
- Know what to do in an emergency or incident.

#### 3.5.1 Pre-Journey Checks

Employees before every journey should: be prepared and ensure the vehicle is road worthy; know the route they are taking in advance, if unsure review it on a map.

### 3.5.2 Weekly Checks

It should be routine practice for drivers to check:

- vehicle lights (all working and clear)
- windscreens and mirrors (all clear and crack free)
- tyre pressures, conditions, and tread depths
- oil level
- water level in the cooling system (if it needs topping up this may be best undertaken by a local garage to ensure the correct mix)
- screen wash level.

Further guidance on chicle maintenance is available in Appendix 1 – Grey Fleet Drivers Handbook

### 3.5.3 Fitness to Drive

Grey fleet drivers must comply with the minimum fitness to drive standards in the DVLA guide 'National medical guidelines of fitness to drive'. Guidelines can be found at the following website <http://www.dft.gov.uk/dvla> The guide covers a whole range of medical standards of fitness to drive from diabetes to eyesight, as a driver you have a duty to be aware of the minimum fitness standards.

Drivers should be aware that the General Medical Council (GMC) and the General Optical Council (GOC) have clear guidance about notifying DVLA when the person cannot or will not exercise their own legal duty to do so.

## 4. Arrangements and Monitoring

### 4.1 General arrangements and Monitoring

Driving at work is considered a risk under the Health and Safety at Work, etc Act 1974, however, most staff who are grey fleet users will undertake low levels of occupational mileage and be considered low risk because of that.

When the risk of occupational driving is taken into account the following three key elements need to be considered:

- The driver: age; driving experience; motor incident record; driving convictions; training received.
- The vehicle: suitability; provision on ancillary equipment and fittings and safety features (ABS, airbags, NCAP rating); well maintained.
- The journey: miles driven per annum, distance of the journeys, prevailing weather conditions, time of travel – darkness or out of hours.

### 4.2 Recruitment and Induction

Driving licenses should be reviewed at interview or during staff induction, to ensure the license is clean &/ or to confirm the number of points the individual has on their license.

New employees coming to live and work in the UK, who hold a foreign driving license, will have a maximum of 12 months from the date of entry to the UK to exchange this license with a UK license. The employee must do this within the 12 months otherwise they will be driving illegally.

### 4.3 Use of Mobile Phones

NFDC Policy is that an employee who is driving on Council business must not use a mobile phone whilst driving. The exceptions to this policy will be where there is a compliant hands-free kit in the vehicle and where it has been identified by management that it is essential for an employee to be contactable whilst driving. The hands-free kit must only be used where it is safe to do so.

In March 2022 new laws came into effect on the use of mobile phones which introduced more stringent sanctions. Anyone caught using any handheld mobile device while driving will face a £200 fine and six points on their license.

If it is necessary to answer the phone the verbal exchange must be kept as brief as possible. If a longer discussion is necessary, the driver should state that they will ring back when it is safe to do so (once they have stopped driving).

#### 4.4 Defensive Driving

Defensive driving means driving safely, preventing accidents, and to avoid contributing to others being involved in accidents. You should:

- Concentrate, observe, anticipate.
- Drive skilfully and take account of conditions, including for example, weather, road surfaces, and traffic.
- Observe speed limits. Speed should always be adjusted to the prevailing conditions.
- Check your vehicle is roadworthy for every journey.
- Park legally and sensible at all times. The driver is entirely responsible for the payment of any parking fines.
- Ensure the handbrake has been fully applied when stationary or parked. As a precautionary measure, leave the car in a gear when parked on a hill or incline with the wheels turned full lock.

#### 4.5 Safe Driving

Driving safely ensures that you and passengers are protected and reduces the chances on any damage occurring to your vehicle.

Safe driving tips include: -

**Driver distraction** is one of the major causes of road traffic accidents. Listening to loud music can affect reaction times. Drivers can take up to 20% longer to perform a physical and mental task when listening to loud music. Also, if using a sat nav, remember that what you see take priority over what the sat nav says.

**Keep your distance** – the more space you keep around you, both front and rear, reduces the chance you will have a collision. In good conditions you should maintain a suitable distance between you and the vehicle in-front. If conditions deteriorate (inclement weather) or it is dark, the distance should be at least doubled.

**Read the road signs and anticipate** -as well as looking at the vehicle in front and in your mirrors, anticipate what is happening ahead of you by looking at the further point along the road (note the hazards coming up)

**Give yourself time** – driving faster will not ensure you arrive sooner. Don't treat speed limits as a target, you must consider the road conditions.

**Look for road markings and signs** – generally speaking, the more signs and road marking the greater the chance of hazards.

**Mobile Phones** - Unless absolutely necessary for your role, do not have your mobile switched on.



## 4.6 Driving Offences and Penalty Points

If you are driving and commit a road traffic offence, either when at work or in your leisure time, you may be liable to be issued a Fixed Penalty Notice (FPN) or you may be summoned to court for prosecution. In addition, you may attract penalty points to your driving license that can stay on your license for a period of four to 11 years depending on the offence. If you exceed a maximum of 12 points you may have your license removed resulting in you not being allowed to drive – this is likely to have a significant effect on your employment.

Knowingly driving on Council business as a disqualified driver will be regarded as gross misconduct and will render the employee liable to disciplinary action. Also, for an employee to knowingly drive on council business whilst above the legal limit for alcohol or under the influence of drugs will be regarded as gross miss-conduct.

If an employee is convicted of driving without due care and attention (careless driving) or a dangerous driving offence, it will be necessary to review that individual's authorisation to drive as part of their work duties. This will need to consider the level of risk posed by allowing the employee to continue to drive as part of their work duties, which therefore could lead to disciplinary action being taken.

If you are an essential user and issued with any FPN or a court summons and have points, put on your license you must inform the Council of this, speak to your line manager in the first instance.

## 4.7 Driving and Prescription Medication

The law states that it is illegal to drive if you are unfit to do so because you are taking legal or illegal drugs. In the event that your doctor prescribes any of the following medication, you should talk to the doctor and confirm your ability to drive:

- Amphetamine
- Clonazepam
- Diazepam
- Flunitrazepam
- Lorazepam
- Methadone
- Morphine or opioid based drug
- Oxazepam
- Temazepam.

You can drive after taking these drugs if: they are prescribed; you are taking them as advised by a medical professional; they do not exceed specific set limits; they do not affect your ability to drive safely. If you are prescribed any medication that has the potential to affect your ability to drive, please discuss this with your supervisor or manager.

## 4.8 Monitoring and Audit

National RoSPA guidance on occupational road risk states an organisation should “conduct regular driving licence checks, at least once a year, but more often for high mileage drivers or those with a poor driving record”. It’s important as a well-respected organisation to expect the highest standards from our staff when it comes to driving. To have an effective policy in place it’s important to monitor to ensure that proper procedures and practices are being followed, and to identify if changes need to be made. This will include the regular monthly checks of staff driving documents, checks undertaken will include:

- A check of at least 20 staff who are essential or casual users and claiming mileage.
- Some of those selected will be because of the high mileage that have completed.
- Some of those selected will be randomised, which may include those who have not made claims.

The monthly monitoring is undertaken by the Payroll Team linked to the monthly mileage claims received by staff.

## 4.9 Training and Competency

Obviously passing your driving test and having a valid driving license demonstrates that a driver has been able to previously show they have the skills to drive a vehicle competently. However, as an occupational road risk is a significant health and safety issue, measures need to be in place to ensure that drivers are regularly updated on the standards they should be meeting when driving at work.

In order to be authorized to drive on behalf of the council when starting their role, a new employee will need to complete the Driving on Council Business E-learning module, which is one of the mandatory H&S training packages (and is required to be retaken every 2 years). Managers must ensure this training is completed as part of the formal induction for new starters. Records of the training will be held on the iTrent HR system.

With the introduction of the new Learning Management System the Driving on Council Business e-learning module will be reviewed to ensure that it is fit for purpose. An update module will require drivers to complete a Declaration/ Code of Conduct on the standards they agree to abide by.

## 4.10 Accident Reporting

Incidents at work can be reported via the e-form on the front page of ForestNet [Accident Report](#) alternatively you may want to contact the Corporate Health and Safety Team direct via [health&safety@nfdc.gov.uk](mailto:health&safety@nfdc.gov.uk).

## 5. Appendices

[Appendix 1 - Grey Fleet Drivers Handbook](#)

[Appendix 2 – Flowchart – Driver Authorisation](#)

## 6. Further Guidance & Associated Policies

- [Corporate Drug and Alcohol Policy](#)
- [Drivers Handbook](#)
- [Corporate Health and Safety Policy](#)

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