

# NOTICE OF MEETING

**Meeting:** HR COMMITTEE

**Date and Time:** THURSDAY, 9 JANUARY 2025, AT 10.00 AM

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

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

## PUBLIC INFORMATION:

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.

Members of the public are welcome to attend this meeting. The seating capacity of our Council Chamber public gallery is limited under fire regulations to 22.

Members of the public can watch this meeting live, or the subsequent recording, on the [Council's website](#). Live-streaming and recording of meetings is not a statutory requirement and whilst every endeavour will be made to broadcast our meetings, this cannot be guaranteed. Recordings remain available to view for a minimum of 12 months.

## PUBLIC PARTICIPATION:

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; 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 attend the meeting, or speak in accordance with the Council's public participation scheme, should contact the name and number shown above no later than 12.00 noon on Monday, 6 January 2025.

**Kate Ryan**  
Chief Executive

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

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# AGENDA

## Apologies

### 1. MINUTES

To confirm the minutes of the meeting held on 5 September 2024 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 (Pages 3 - 8)

To receive the HR Update.

### 5. PAY POLICY STATEMENT (Pages 9 - 22)

To consider the Pay Policy Statement.

### 6. SHORT AND LONG TERM SICKNESS POLICIES (Pages 23 - 76)

To consider revised short term and long term sickness policies updated to ensure compliance with best practice and legal considerations in relation to equality matters, including disability and pregnancy.

### 7. GENDER PAY GAP (Pages 77 - 88)

To receive Gender Pay Gap data for the period ending 31 March 2024.

### 8. EMPLOYEE WORKFORCE REPORT (Pages 89 - 132)

To receive the Employee Workforce report, which provides an overview of key workforce data from 2023/24 including the relevant trends in the Councils workforce priorities and initiatives in place to support employees over the past 12 months.

### 9. PEOPLE STRATEGY (Pages 133 - 142)

To receive a presentation outlining the development of the People Strategy.

### 10. QUARTERLY HEALTH AND SAFETY REPORT (Pages 143 - 270)

To receive the Quarterly Health and Safety report.

### 11. WORK PROGRAMME (Pages 271 - 274)

To note the Committee's Work Programme.

### 12. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

To:

**Councillors**

Jill Cleary (Chairman)  
Steve Davies (Vice-Chairman)  
Mark Clark  
Kate Crisell  
Sean Cullen

**Councillors**

Jeremy Heron  
Colm McCarthy  
Alan O'Sullivan  
Joe Reilly

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## HR Committee – 9 January 2025

### HR Update Report

Purpose	For information
Classification	Public
Executive Summary	The report provides an overview of the work undertaken within the HR Service over and above the re-active casework.
<b>Recommendation(s)</b>	<b>That members note the ongoing work within the HR Service</b>
Reasons for recommendation(s)	Much of the work supports the council ambition to be an Employer of Choice and the corporate LEAF values
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron
Strategic Director(s)	Alan Bethune – Strategic Director Corporate Service
Officer Contact	Heleana Aylett Service Manager - Human Resources 02380 285662 Heleana.aylett@nfdc.gov.uk

### Introduction

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. We also continue to provide Payroll and HR Advisory services to the National Park Authority. From 1<sup>st</sup> April this has been expanded to include Health and Safety advice.

### Staff engagement survey

3. This year's staff engagement survey has now closed and we achieved a 59% response rate, significantly better than the 41% last time.

4. South East Employers have provided us with the overall results and also a breakdown of results for each service area. They have also made recommendations as to what we should include when we are considering the development of our People Strategy.
5. Members of the Leadership team have now been given the results for their own areas and are being asked to discuss these within their teams and provide feedback using a form developed so that the actions can be recorded.

## **Recruitment update**

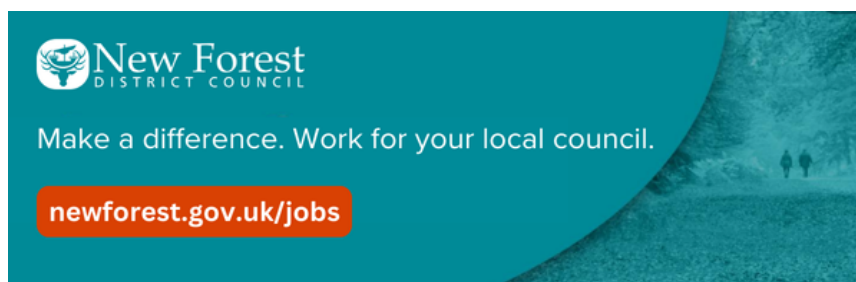
6. Recruitment audit

An internal audit by Hampshire County Council was undertaken in September/October. We received the results in December and are really pleased to confirm that all our recruitment processes are fully compliant. This is a great achievement by the HR Admin Team.

7. The Local Government National Recruitment Campaign

The campaign has been live in November '24 and January '25. We were pleased to take part in the campaign, adapting our branding to incorporate the national brand. For example we had a corporate email footer, and updated our refuse lorry advertising – these can be seen below. We also updated our employer of choice video and think this really shows off what a great place NFDC is to work, you can view the video here

<https://www.youtube.com/watch?v=pGL7313ab3Y>. The LGA funded national advertising such as radio adverts which many colleagues heard on some of our regional stations. There was also a regional portal managed by SEE where those interested in our roles were directed to our site. We provided statistics to the LGA for the period in November '23 and January '24 and during this campaign, so that the impact in terms of number of applicants and hires can be assessed. We will feed back once we know the results.





## Learning management system

8. The deadline for completion of eLearning was extended to 31<sup>st</sup> December. An update report will be shared with EMT in February to consider completion figures as well as the range of eLearning required for different staff groups and how we can enable the most effective route forward to ensure appropriate and suitable learning is provided to the relevant audiences.

Managers have continued to request further modules specific to their work areas, and our Team continue to develop these, either from existing Learning Pool libraries or bespoke tailor made modules. For example a specific asbestos module has been created and delivered for relevant handlers, ICT modules are in creation, and future modules are being discussed for Corporate Complaints, Climate Change, and Use of Card Payments.

## Learning and development update

9. We now have 18 employees undertaking apprenticeships – a new all time high! This continues to be a mix of new apprentices and for existing employees to supplement their learning, and career development.

Hannah and Ros our Graduate Placement students are now well settled in; both are enjoying their roles and exposure to wider council matters, and they are really starting to make a difference to the teams and projects they work on. Both are also really getting stuck in to their studies.

In the last report, we detailed the Supported Internship Programme run by Hampshire County Council – we are pleased to report that the twins are working each Wednesday in the Grounds team, and although they are very quiet, they are making a contribution to the work of the team and are learning lots about the world of work and grounds maintenance.

### **Management development programme**

10. Cohorts 1 and 2 are now complete – covering 40 of our middle managers. Cohort 3 is will run from April to July, and we'll take stock and report back once all are complete.

### **LGBT+ employee network**

11. The LGBT+ Network continue to meet regularly, hosting drop ins for staff and growing their network and support to the workforce. The group have a chair, vice chair and secretary who support the group to agree discussion topics and focus for the drop in sessions.
12. The Network contributes directly to the EDI group providing valuable support in this area.

### **Amendment to the equality act 2010**

13. As of October 2024 there was an amendment to the Equality Act 2010 resulting in a preventative duties on employers to prevent sexual harassment in the workplace.

The HR Advisory Team have recently reviewed our bullying and harassment policy and implemented a simpler, resolution focussed policy. Since October a risk assessment has been completed to identify any areas to support the workforce, which will be implemented throughout 2025. These include updated employee and manager training, an anonymous reporting tool to report incidents, guidance on personal relationships in the workplace and guidance on work organised social events involving alcohol.

### **EDI group**

14. The EDI group continue to meet regularly, discussing various work issues, commenting on policy and contributing to supporting our inclusive culture.

The group have recently discussed guidance proposed by the HR team support colleagues observe religious practice which will be published in early 2025.



The next meeting scheduled for early 2025 will focus on reviewing the staff survey results, particularly how these link to the Councils Corporate Equality Objectives.

### **Buy and sell annual leave policy**

15. Earlier in 2024 it was agreed by EMT the Council would implement a corporate buy and sell annual leave policy, to support our employee benefit offering and aspirations to be an employer of choice. The HR Team have developed the new policy in consultation with our employee groups and leadership team, which will be launched ahead of the April 2025 leave year.

The aim of this policy is to allow all colleagues more flexibility on their amount of leave to support their personal circumstances, whilst encouraging rest and time away from work to support employee wellbeing.

### **Corporate employee events**

16. In the past couple of months, we have been pleased to support the running of the long service awards (celebrating the long service of those colleagues with over 20 years' service) and our recognition awards (celebrating long term training and employee suggestions). Both events were well attended and found really valuable by those colleagues that attended.

### **Corporate plan priorities**

17. Much of the work undertaken by the HR Service supports the council's ambition to be an employer of choice.

### **Options appraisal**

18. Not Applicable.

### **Consultation undertaken**

19. Not Applicable.

### **Financial and resource implications**

20. None.

### **Legal implications**

21. None.

### **Risk assessment**

22. There are no risks associated with the recommendation.

**Environmental / Climate and nature implications**

23. None.

**Equalities implications**

24. None arising from the recommendations.

**Crime and disorder implications**

25. None.

**Data protection / Information governance / ICT implications**

26. None.

**Appendices**

None

**Background Papers:**

None

## HR Committee – 9<sup>th</sup> January 2025

### Pay Policy Statement

Purpose	For Review
Classification	Public
Executive Summary	The Localism Act 2011 requires the Council to prepare a pay policy statement for each financial year. The statement must be prepared and approved by the end of March each year.
<b>Recommendation(s)</b>	<b>That HR Committee support the Pay Policy Statement 2024/25 and recommend it's approval by Council.</b>
Reasons for recommendation(s)	<p>We are required to have a pay policy statement in place which sets out the authority's policies for the financial year relating to:</p> <p>The remuneration of its chief officers,  The remuneration of its lowest-paid employees,  and  The relationship between –</p> <ul style="list-style-type: none"> <li>(i) the remuneration of its chief officers, and</li> <li>(ii) the remuneration of its employees who are not chief officers.</li> </ul>
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron – Finance and Corporate
Strategic Director(s)	Alan Bethune – Strategic Director Corporate Resources, S151 and Transformation.
Officer Contact	Heleana Aylett Service Manager – Human Resources 023 80 285662 Heleana.aylett@nfdc.gov.uk

## Introduction

1. The Localism Act 2011 requires the Council to prepare a pay policy statement for each financial year. The statement must be prepared and approved by the end of March each year. A recommended statement for 2025/26 is included at **Appendix 1**. The statement details the policies in place from 1 April 2025.
2. Appendix 2 reflects the nationally agreed Pay Award for 2024/25 for Chief Executives, Chief Officers and those covered by the 'Green book' (which covers NFDC employees).

## Background

3. A pay policy statement must set out the authority's policies for the financial year relating to:

The remuneration of its chief officers,  
The remuneration of its lowest-paid employees, and  
The relationship between –

- (i) the remuneration of its chief officers, and
  - (ii) the remuneration of its employees who are not chief officers.
4. The statement must state –  
  
The definition of "lowest paid employees" adopted by the authority for the purposes of the statement, and  
The authority's reasons for adopting that definition
5. The pay policy for 2025/26 has been set up on the basis of the organisational structure (the Strategic Director and Assistant Director model).

## National pay award for 2024/25

6. The Pay Award for 2024/25 has now been agreed for Chief Executives, Chief Officers and Local Government Services (Green Book) employees. As a result, all NFDC Spinal Column Points up to 47 have been increased by £1,290. Those above scp 47 had an increase of 2.5%. Chief Officer and Chief Executive pay increased by 2.5%.
7. As a result of the national pay award and the changes made to the Council's pay spine in October 2022, the lowest pay point on the council's pay structure is now £12.37 per hour. The updated pay structure is shown in **Appendix 2**.

## **HR Committee Comments**

8. The HR Committee will consider the matter on 9 January 2025. The Committee's comments will be reported to the Council in due course.

## **Corporate plan priorities**

9. The pay policy statement is in support of the council's ambition to be an Employer of Choice.

## **Options appraisal**

10. Not applicable.

## **Consultation undertaken**

11. None.

## **Financial and resource implications**

12. None in respect of the Pay Policy Statement itself. The national pay award is accounted for within budgets.

## **Legal implications**

13. The Localism Act 2011 requires the Council to prepare a pay policy statement for each financial year.

## **Risk assessment**

14. Not required.

## **Environmental / Climate and nature implications**

15. None.

## **Equalities implications**

16. There are no equality implications arising from the report.

## **Crime and disorder implications**

17. None.

## **Data protection / Information governance / ICT implications**

18. None.

**Appendices:**

Appendix 1 – Pay Policy Statement  
Appendix 2 – Pay Structure

**Background Papers:**

None

# New Forest District Council

## Pay Policy Statement Financial year 2025-26

### Background

1. The purpose of this Pay Policy Statement (“Pay Statement”) is to set out New Forest District Council’s pay policies relating to its workforce for the financial year 2025-26, including the remuneration of its Chief Officers and that of its lowest paid employees. The pay levels in this document include the settlement of the Pay Award for 2024-25.
2. The functions of appointment, dismissal and related matters for all employees below Chief Officer Level shall be dealt with by the Chief Executive and Strategic Directors, or such other employees as may be authorised. Standing Orders for General Procedures deal with procedures for appointing and dismissing employees at Chief Officer Level.
3. With the exception of apprentices on the National Minimum Wage, pay for all staff, including Chief Officers, is formally discussed and consulted upon at the Employee Side Liaison Panel before recommendations are taken forward to the HR Committee who will make recommendations to Council.
4. For the purposes of this Pay Statement and in accordance with the Localism Act 2011 (“Localism Act”), staff employed by the Council have been separated into two groups:
  - (a) Chief Officers as defined by the Localism Act
  - (b) Employees who are not Chief Officers as defined by the Localism Act
5. An “employee who is not a Chief Officer” refers to all staff that are not covered within the “Chief Officer” group as outlined below. This includes the “lowest paid employees”. In the context of the Council, the “lowest paid employees” are those employed at Band 1 on the District Council’s pay structure (this is appended as item 1).
6. Section 43(2) of the Localism Act defines Chief Officers for the purposes of the Localism Act. The following roles within the Council fall within the definition “Chief Officers”: -
  - (a) Head of Paid Service (Chief Executive)
  - (b) Monitoring Officer
  - (c) Section 151 (Chief Finance) Officer
  - (d) Non-Statutory Chief Officers (Strategic Directors)
  - (e) Officers reporting directly to those officers falling within (a), (b), (c) and (d) above (Deputy Monitoring Officer and Deputy S151 Chief Finance Officer).

### Chief Officers as defined by the Localism Act 2011

7. The Chief Executive’s pay is set in comparison with other district councils. The Chief Officers below the Chief Executive are paid on Band 13 of the Council’s pay structure (the Band for each role is determined by a consistent job evaluation process), Chief Officer current salaries are outlined as follows:

8. The Head of Paid Service salary range is detailed below;

Spinal points	Salary
CX1	£125,010
CX2	£128,813
CX3	£132,733
<b>CX4</b>	<b>£136,327</b>
<b>CX5</b>	<b>£140,941</b>

**CX4 and CX5 are available for exceptional performance.**

9. The Council has a duty to appoint a Returning Officer responsible for local government elections and has decided that this role be carried out by the Chief Executive. The Returning Officer fees are regarded as a special responsibility payment in relation to independent duties carried out.
10. The fees and charges for European, UK Parliamentary and Police Commissioner elections and National Referendums are set by external bodies. The scale of fees and expenses for County, District, Parish and Town Council elections will be set in partnership with the County Council and other Hampshire local authorities to ensure uniformity and will be submitted to General Purposes and Licensing Committee.
11. The Strategic Directors<sup>1</sup> salary range (Band 13) is detailed below:

Spinal points	Salary
74	£96,689
75	£99,475
76	£102,384
<b>77</b>	<b>£105,411</b>
<b>78</b>	<b>£108,510</b>

**77 and 78 are available for exceptional performance.**

12. The Assistant Directors<sup>2</sup> salary range (Band 12) is detailed below:

Spinal points	Salary
66	£77,867
67	£79,992
68	£82,213
<b>69</b>	<b>£84,513</b>
<b>70</b>	<b>£86,689</b>

**69 and 70 are available for exceptional performance.**

<sup>1</sup> This band currently contains the Section 151 Officer. The Council retains the right to amend the placement of this post in line with structural changes, as required from time to time.

<sup>2</sup> This band currently contains the Monitoring Officer and Deputy Section 151 Officer. The Council retains the right to amend the placement of these posts in line with structural changes, as required from time to time.



13. The Service Managers<sup>3</sup> salary range (Band 11) is detailed below;

Spinal points	Salary
58	£64,369
59	£65,677
60	£66,988
61	£68,395
<b>62</b>	<b>£70,172</b>
<b>63</b>	<b>£71,973</b>

**62 and 63 are available for exceptional performance.**

14. The salary range for officers in Band 10 is detailed below;

Spinal points	Salary
52	£57,684
53	£58,775
54	£59,842
55	£60,920
<b>56</b>	<b>£62,006</b>
<b>57</b>	<b>£63,071</b>

**56 and 57 are available for exceptional performance.**

15. The salary range for officers in Band 9 is detailed below;

Spinal points	Salary
46	£51,530
47	£52,606
48	£53,698
49	£54,793
<b>50</b>	<b>£55,862</b>
<b>51</b>	<b>£56,926</b>

**50 and 51 are available for exceptional performance.**

16. The salary range for officers on Band 8 is detailed below;

Spinal points	Salary
39	£44,100
40	£45,144
41	£46,166
42	£47,220
<b>43</b>	<b>£48,215</b>

**43 is available for exceptional performance**

<sup>3</sup> This band currently contains the Deputy Monitoring Officer. The Council retains the right to amend the placement of this post in line with structural changes, as required from time to time.

17. Not all employees placed in bands 8 and 9 meet the definition of a 'Chief Officer' as defined by the Localism Act 2011, but a small number of officers in these bands do report directly to a Chief Officer according to definitions a, b, c and d in paragraph 6, hence these bands being included above.
18. The Council reviews its terms and conditions and pay levels regularly. The Strategic Director pay was reviewed in 2022.
19. Pay awards are considered annually for all staff including Chief Officers. At the Council, Chief Officers for the purpose of pay award implementation are regarded as the Strategic Directors. The outcome of the national consultations by the Local Government Employers in negotiation with the Trade Unions is applied unless this distorts the councils local pay structure.
20. The Chief Executive, Chief Officers' and Service Managers' performance and pay progression is reviewed annually on the achievement of clear organisational objectives. Incremental progression does not apply to these roles. The Chief Executives' annual review is undertaken by a member panel (comprising of the Leader of the Council, plus three other Portfolio Holders to be determined by the Leader).
21. The Council recognises that Chief Officers sometimes incur necessary expenditure in carrying out their responsibilities e.g. travel costs. Chief Officers will be reimbursed for reasonable expenses incurred on council business in accordance with local Terms and Conditions.
22. Chief Officers as a result of their employment are eligible to join the Local Government Pension Scheme in the same way as other employees. The pension's policy statement is appended as item 2 to this statement applies to all employees including chief officers.
23. All employees including Chief Officers with more than 2 years continuous service will be entitled to a redundancy payment. If employees are aged at least 55 they are also automatically entitled to the immediate payment of pension benefits if they are retired on the grounds of redundancy. The redundancy payments are based on actual weekly pay. The number of weeks individuals are entitled to is based on the statutory redundancy grid which provides for a maximum of 30 weeks. A multiplier of 1.5 is used to support efficient organisational change. The Council scheme therefore provides for an entitlement of up to a maximum of 45 weeks based on length of service and age. The Council operates one redundancy scheme for both voluntary and compulsory redundancies. All redundancies are subject to a full Business case which requires a maximum financial payback of 3 years.
24. The Council practice is not to re-employ Chief Officers who have received a redundancy or severance package on leaving the council. any request to do so would require specific approval from the Chief Executive and Leader of the Council. If it relates to the appointment of a Chief Executive then this needs to have approval through full council.
25. In accordance with the Code of Recommended Practice for Local Authorities on Data Transparency, pay and benefits information for staff paid over £58,200 are published. This information is contained on 'Transparency and Open Government' pages on the Council's external website.

## **Employees who are not Chief Officers as defined by the Localism Act**

26. These employees are all paid on the Council's pay structure on Bands 1-9. Each employee will be on one of the 9 Bands based on the job evaluation of their role. Each Band consists of between 1 and 6 spinal points. Pay progression within the Band is subject always to good performance.
27. Each "lowest paid employee" is paid within the salary range for Band 1. All other employees are paid within the salary range for the Band of their role i.e. (2-9). In very exceptional cases individuals are paid a pay supplement. Bands 7 to 9 include Performance Points which can be used for exceptional performance.
28. Employees new to the Council will normally be appointed to the first spinal point of the salary range for their Band. Where the candidate's current employment package would make the first spinal point of the salary range unattractive (and this can be demonstrated by the applicant in relation to current earnings) or where the employee already operates at a level commensurate with a higher salary, a different spinal point in starting salary may be considered by the recruiting manager. This will be within the salary range for the Band. The candidate's level of skill and experience should be consistent with that of other employees in a similar position on the salary range.
29. Employees' performance during the year is reviewed within the Council's performance management arrangements and pay progression within the Band is subject always to good performance.
30. Pay awards are considered annually for staff. For all staff up to and including the Chief Executive the outcome of the national consultations by the Local Government Employers in negotiation with the Trades Unions is applied.
31. The Council believes in rewarding outstanding performance. It operates this through a system of bonus payments which are designed to reward outstanding performance at the time it occurs. The size of the award paid to an employee will be commensurate with the work being rewarded. All bonuses are subject to approval of the relevant Strategic Director.
32. The Council recognises that employees sometimes incur necessary expenditure in carrying out their responsibilities, for example travel costs. Employees will be reimbursed for reasonable expenses incurred on Council business in accordance with the Council's local Terms and Conditions.
33. As a result of the Travel Review this year the criteria for receiving the Essential User Car allowance has been updated. From 1<sup>st</sup> April 2025 the criteria will be; posts that require a vehicle to be always available or are regarded as visiting officers and require the ability to access all areas of the district on a regular basis. This should be reviewed regularly to ensure the criteria is still met.
34. All employees as a result of their employment are eligible to join the Local Government Pension Scheme. Details of the Council's pension policy are appended as item 2 of this Pay Statement.
35. The Council's redundancy scheme is detailed in paragraphs 21 and this applies to all employees.

36. The Council practice is not to re-employ staff who have received a redundancy or severance package on leaving the Council; any request to do so would require specific approval from the appropriate Executive Head.
37. In accordance with The Local Government Association guidance on the Government's requirement for reporting remuneration relationships (the ratio between the top of the ordinary pay range of the highest paid employee and the median average earnings across the organisation as a multiple). Based on current salaries for 1<sup>st</sup> April 2025 this has been calculated as follows:

Chief Executive Remuneration	£132,733
Employees Median average remuneration	£29,430
Ratio	4.51

**Pension Policy Statement**

Under the Local Government Pension Scheme, the Council is required to publish a written statement of policy in relation to pensions.

Any decision that has a financial impact will be subject to a Business Case, where a payback period of no more than three years, is achievable.

The statutory provisions governing exit payments to local government workers are in the process of reform including the Local Government Pension Scheme Regulations.

**1. Regulation 16 (2e)(4d) Shared cost additional pension contributions**

Discretion not exercised. (Decision at Council July 2014)

**2. Regulation 30(6) Power to allow flexible retirement**

Discretion exercised in line with Policy agreed from 1 May 2015 (Decision at Council April 2015)

**3. Regulation 30 (8) Waiving of actuarial reductions on compassionate grounds**

Discretion exercised provided there is no cost to the Council (Decision at Council July 2014)

**4. Regulation 31 Power to award additional pension**

Discretion not exercised. (Decision at Council July 2014)

**5. (LGPS Regulations 2014 (Transitional provisions, savings and amendments – paragraph 2 (2) of schedule 2)) – Switching on the 85 year rule**

Discretion not exercised (Decision at Council July 2014)

**6. Regulation B30(2)(5)B30A(3)(5) Post – 31 March 2008 /pre – 1 April 2014 leavers early payment of pension**

Discretion not exercised (Decision at Council July 2014)

**7. Membership aggregation Regulation 22 (7)(b), (8)(b)**

Discretion not exercised (Decision at Council July 2014)

**8. Transfers of Pension Rights (Administration Regulation 100 (6))**

Discretion not exercised (Decision at Council July 2014)

**9. Pension Contribution Bands (Regulations 9 and 10 of LGPS Regulations 2013)**

Discretion is exercised (Decision at Council July 2014) - The Council's policy is to review an employee's contributions band when there is a contractual change to the member's salary or hours at some point during the year, when the change is permanent. Any changes in variable pay (i.e. overtime) will only be reviewed once on 1<sup>st</sup> April each year.

**10. Assumed Pensionable Pay and 'regular lump sum' (regulations 21(4)(a), 21(4)(b) and 21(5) of the LGPS Regulations 2013)**

Discretion not exercised (Decision at Council July 2014)

**11. Election of Early Payment of Benefits**

The Council's Early Retirement Policy came into effect from 1 July 2009 and applies to all employees at least 55 and over. Early Retirement can only occur in the following circumstances:

**REDUNDANCY** – for employees where employment is terminated for reasons of redundancy.

**EFFICIENCY** - for employees where early retirement is in the interests of the efficiency of the service.

Leave Days	April 2024	Hourly Rate Apr 2024	SCP	BAND 1	BAND 2	BAND 3	BAND 4	BAND 5	BAND 6	BAND 7	BAND 8	BAND 9	BAND 10	BAND 11	BAND 12	BAND-13	Chief Exec (CX)
28	£140,941	£73.05	CX5														140,941
28	£136,327	£70.66	CX4														136,327
28	£132,733	£68.80	CX3														132,733
28	£128,813	£66.77	CX2														128,813
28	£125,010	£64.80	CX1														125,010
28	£118,378	£61.36	81														
28	£114,995	£59.60	80														
28	£111,703	£57.90	79														
28	£108,510	£56.24	78													108,510	
28	£105,411	£54.64	77													105,411	
28	£102,384	£53.07	76													102,384	
28	£99,475	£51.56	75													99,475	
28	£96,689	£50.12	74													96,689	
28	£94,340	£48.90	73														
28	£91,708	£47.53	72														
28	£89,151	£46.21	71														
28	£86,689	£44.93	70												86,689		
28	£84,513	£43.81	69												84,513		
28	£82,213	£42.61	68												82,213		
28	£79,992	£41.46	67												79,992		
28	£77,867	£40.36	66												77,867		
28	£75,817	£39.30	65														
28	£73,852	£38.28	64														
28	£71,973	£37.31	63												71,973		
28	£70,172	£36.37	62												70,172		
28	£68,395	£35.45	61												68,395		
28	£66,988	£34.72	60												66,988		
28	£65,677	£34.04	59												65,677		
28	£64,369	£33.36	58												64,369		
28	£63,071	£32.69	57										63,071				
28	£62,006	£32.14	56										62,006				
28	£60,920	£31.58	55										60,920				
28	£59,842	£31.02	54										59,842				
28	£58,775	£30.46	53										58,775				
28	£57,684	£29.90	52										57,684				
28	£56,926	£29.51	51												56,926		
28	£55,862	£28.95	50												55,862		
28	£54,793	£28.40	49												54,793		
28	£53,698	£27.83	48														
28	£52,606	£27.27	47														
28	£51,530	£26.71	46														
28	£50,291	£26.07	45														
28	£49,215	£25.51	44														
28	£48,215	£24.99	43														
27	£47,220	£24.48	42														
27	£46,166	£23.93	41														
27	£45,144	£23.40	40														
27	£44,100	£22.86	39														
27	£43,093	£22.34	38														
27	£41,895	£21.72	37														
27	£40,834	£21.17	36														
27	£39,835	£20.65	35														
27	£38,928	£20.18	34														
27	£38,245	£19.82	33														
27	£37,315	£19.34	32														
27	£36,382	£18.86	31														
26	£35,487	£18.39	30														
26	£34,541	£17.90	29														
26	£33,579	£17.40	28														
25	£32,486	£16.84	27														
25	£31,871	£16.52	26														
25	£31,021	£16.08	25														
24	£30,195	£15.65	24														
24	£29,430	£15.25	23														
24	£28,760	£14.91	22														
24	£27,735	£14.38	21														
23	£27,073	£14.03	20														
23	£26,531	£13.75	19														
23	£25,809	£13.38	18														
23	£25,204	£13.06	17														
23	£24,616	£12.76	16														
23	£24,047	£12.46	15														
23	£23,857	£12.37	14														
				23,857													
<b>Employee Notice Period</b>				<b>1 Month</b>						<b>Two Months</b>				<b>Three Months</b>			

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## HR Committee – 9<sup>th</sup> January 2025

### Revised Short term and Long term Sickness Policies

Purpose	For Review  To agree the introduction of the revised short and long term sickness policies.
Classification	Public
Executive Summary	The council already has in place policies for the management of short and long term sickness absence. However, the opportunity has been taken to review these to ensure compliance with best practice and legal considerations in relation to all equality matters including disability and pregnancy.
<b>Recommendation(s)</b>	<b>That the attached policies are agreed and implemented with effect from 1<sup>st</sup> January 2025</b>
Reasons for recommendation(s)	It is essential for the fair and consistent treatment of all employees that we have agreed policies for the management of sickness absence. Managers need a framework that they can work with allowing them to support employees through difficult times, in line with our ambition to be an Employer of Choice.
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron
Strategic Director(s)	Alan Bethune - Strategic Director, Corporate Resources, S151 and Transformation
Officer Contact	Heleana Aylett Service Manager, Human Resources 02380 285662 Heleana.aylett@nfdc.gov.uk

## **Introduction and background**

1. The council's current sickness absence policies have been in place for a number of years. The opportunity has been taken to review the policies taking into account current best practice.
2. Consideration was given as to whether one policy should be introduced which combined both long and short term sickness absence, but current best practice has led to the decision to retain two separate policies but with the ability to move from one to the other if necessary.

## **Changes made to policies**

3. One main aspect to note is that the trigger points within the policies have remained the same.
4. The short term policy will now cover absences up to 27 days rather than 20. An absence of 28 days or more will be reviewed under the Long Term Policy.
5. One review stage has been removed in the overall process.

## **Corporate plan priorities**

6. The proposed policies give managers the framework required to support employees and contributes to the council's ambition to be an Employer of Choice, the means and mechanism to ensure that we are able to give employees the support that they require.

## **Options appraisal**

7. Not required.

## **Consultation undertaken**

8. The leadership team have been consulted on the draft documents and their comments taken into account. A range of managers have also been asked for comment.

Both External and Internal Employee Side Representatives have been asked for comment.

Wherever possible the comments made have been taken into account in the proposed policies.

## **Financial and resource implications**

9. No direct financial implications although the need to cover for sickness absence would bring a cost to the authority.

### **Legal implications**

10. None.

### **Environmental / Climate and nature implications**

11. None.

### **Equalities implications**

12. The framework provided by the policies will ensure that all staff are treated fairly and that any protected characteristics are considered and taken into account during the management of absence.

### **Data protection / Information governance / ICT implications**

13. All information regarding sickness absence is treated as confidential.

#### **Appendices:**

Appendix 1 – Short Term Sickness Policy  
Appendix 2 – Short Term Sickness Flowchart  
Appendix 3 – Long Term Sickness Policy  
Appendix 4 – Long Term sickness Flowchart

#### **Background Papers:**

None

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# Sickness Management Policy

Short Term Sickness

Human Resources

November 2024

Version 1.0

Version	Author	Date	Changes made

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# 1. Introduction

## 1.1 Purpose

The council aims to encourage all its employees to maximise their attendance at work while recognising that employees will, from time to time, be unable to come to work because of ill health.

While the council understands that there will inevitably be some sickness absence among employees, it must also pay due regard to its operational needs. If an employee is persistently absent from work, this can damage efficiency and productivity, and place an additional burden on the employee's colleagues.

By implementing this policy, the council aims to strike a reasonable balance between the pursuit of its operational needs and the genuine need of employees to take time off work because of ill health.

This policy does not form part of employees' terms and conditions of employment and may be subject to change at the discretion of the management.

## 1.2 Definitions

The following definitions are used in this policy:

**"Period of sickness absence"** or **"instance of sickness absence"** means any continuous period of sickness absence, of whatever length, during which the employee does not work.

**"Short-term sickness absence"** means any period of sickness lasting between one and 27 calendar days.

**"Long-term sickness absence"** means any period of sickness lasting 28 calendar days or more.

**"Formal review period"** means a defined period during which an employee is required to show an improvement in their sickness absence levels under the council's Sickness Absence Management procedure.

## 1.3 Scope

This policy applies to employees of New Forest District Council. It does not apply to workers, contractors, consultants or any self employed individuals working for the council.

This policy covers short-term sickness absence. The council operates a separate policy on long term sickness absence. Once an employee's sickness has lasted 28 calendar days, the council's long-term sickness absence policy applies.

Where an employee's absences are being managed under this policy and they then go off on long-term sickness absence, management of their sickness absence will be switched over to the council's separate policy on long-term sickness absence.



## 1.4 Misconduct

This policy is formulated on the assumption that, if the council suspects there to be misconduct, its separate disciplinary procedure will apply. For example, the council may take disciplinary action if there is evidence that:

- absence is not genuine or not for the reason provided.
- the employee is undertaking inappropriate activities while off sick, such as carrying out work for another council; or another business including self-employment, or
- the correct sickness absence notification and evidence procedure has not been followed.

## 2. Responsibilities

### 2.1 Guidelines for Employees

As an employee, you are responsible for ensuring that:

- attend work unless unfit to do so.
- if you are unable to attend work because of ill health, or a workplace accident, you notify your manager by telephone as soon as reasonably practicable, preferably before you are due to start work and, in any event, no later than one hour after you are due to begin work;
- continue to notify and keep in touch with your manager while unable to attend work.
- you give your manager a clear reason (i.e.the nature of the illness or injury) why you cannot attend work, and estimate how long you think the absence will last;
- provide medical evidence for sickness of more than seven calendar days.
- attend a return-to-work meeting with your manager each time you return from a period of sickness absence.
- be open with your manager about the reasons for your absence, to give your manager the opportunity to provide support where possible.
- tell your manager of any extenuating circumstances, for example personal or family problems or an unmanageable workload.
- you bear in mind that the council may seek a medical report, for example from your doctor or the council's occupational health advisers; and
- you cooperate with the council regarding the possible implementation of any adjustments to job duties, hours or working conditions, particularly those suggested by a healthcare professional.

### 2.2 Guidelines for Managers

As a line manager, you are responsible for ensuring that you:

- manage attendance and absence in accordance with this policy.
- maintain a proper record of each employee's sickness absences by recording the absence correctly on the Council's HR System.
- require the employee to provide medical evidence (normally a Dr's certificate) for sickness of more than seven calendar days.
- conduct a return-to-work meeting each time the employee returns from a period of sickness absence.
- speak to the employee about the absence and the reason for it in a fair and factual way.
- be supportive towards the employee and, where appropriate, seek to identify ways in which to assist the employee to improve their attendance in the future.
- be alert to patterns of absence, for example frequent absences on Fridays or Mondays, or immediately before or after bank or public holidays.
- try to establish any underlying reasons for frequent absences and, where the underlying cause is identified, take steps to help the employee to manage the cause.
- seek medical advice, if appropriate, to determine whether there is any underlying medical cause for the employee's frequent absences.
- be particularly sensitive when absences are caused by personal or family problems.
- show a reasonable degree of tolerance and sympathy towards the employee's sickness absence, while at the same time making clear that continuing frequent absences from work are unacceptable.

- check whether the employee's absences are in any way work related, for example because of workplace stress.
- bear in mind that the council may seek a medical report on an employee, for example from the employee's doctor or the council's occupational health advisers.
- keep confidential records of all absences, including discussions and medical certificates, and make sure that the records clearly identify the reasons for the employee's various absences.
- be aware of the potential for discrimination when managing absence, particularly where the employee's ill health is related to pregnancy or disability.
- keep in mind the council's duty to make reasonable adjustments for disabled people when managing absence; and
- consult with Human Resources if unsure about anything or special circumstances arise, for example if it appears that the employee may have a disability.

## 2.3 Notification and Evidence of Sickness Absence

### *Reporting absence*

On the first day of sickness absence, you must inform your manager as soon as reasonably practicable that you will not be working because of illness or injury. You should notify your manager of non-attendance before you are due to start work and, in any event, no later than one hour after you are due to begin work. If your manager is unavailable, you should contact the next most appropriate person within the department. Managers may agree in advance different reporting requirements however this must take into account the requirements of the business and ensure that service to our customers is maintained.

You should provide a clear reason (ie the nature of the illness or injury) why you cannot attend work and estimate how long you think the absence will last. You should also be prepared to briefly discuss any consequences of your absence, for example if customer appointments need to be cancelled or any essential work needs to be covered.

Notification of sickness absence must be via telephone, rather than text message, email, or social media platform, unless alternative arrangements have previously been agreed with your manager. In exceptional circumstances where you are unable to telephone (for example, because of hospitalisation), another person such as a friend or relative can contact the council on your behalf.

Once notified your manager will enter your absence details onto the council's HR system.

If you come to work but need to leave during the day because of ill health, you should inform your manager before leaving work. If your manager is unavailable, you should inform the next most appropriate person within the department.

Sickness absence that begins part way through the day will count as one full day's sickness absence if you leave before completing 50% of your working day. Where sickness absence begins after you have completed 50% of your working day, this should be recorded as half a day's absence. It is important that the half day AM or PM is selected for this to be recorded as half a day sick. If the 'part day' option is selected the entry will show as a whole day sick.

For each subsequent sick day after the first day of absence, you must telephone your manager as soon as reasonably practicable in the morning, unless alternative arrangements have been agreed. Managers should use their discretion and can agree different

arrangements with you, for example depending on the nature of your illness or if you are hospitalised.

## 2.4 Self certification of Sickness Absence

If you are absent for seven calendar days or less, on the first day of your return to work you must update your sickness record on the HR System ensuring the dates of absence and the nature of the illness or injury are correct. If amendments are required, you should raise this with your manager. If you are unable to do this yourself then please speak to your manager.

Your manager will be alerted by email that the sickness entry has been updated. They must then approve the entry on the HR System which will inform the HR / Payroll department that you have returned to work.

## 2.5 Statement of Fitness for work (fit note or Dr's certificate)

While the first seven calendar days of sickness do not require a certificate, all periods of sickness absence that lasts longer than seven calendar days requires medical evidence. Medical evidence will normally be in the form of a fit note, also known as a "statement of fitness for work".

If you are absent for eight consecutive days or more (including weekends) you must provide your manager with a fit note as soon as possible. If your absence persists beyond the end of the first fit note, you must continue to submit further fit notes to cover the whole period of your absence. It is your responsibility to keep the council informed of your progress and your likely date of return to work.

If you feel well enough to return to work before the end date of your Dr's note then this may be possible and you should discuss this with your manager/supervisor in the first instance.

Fit notes can be issued by nurses, occupational therapists, pharmacists, and physiotherapists if they have conducted an assessment of your fitness for work.

A fit note may state that:

- you are "not fit for work", in which case you should remain off work; or
- you "may be fit for work", if the healthcare professional's recommendations are followed (for example, a phased return, amended job duties, altered hours of work, or workplace adaptations).

While there is no legal obligation on the council to follow the recommendations in the fit note, your line manager will take the recommendations seriously and give fair consideration - in consultation with you and HR - as to whether any of the changes recommended can be accommodated.

## 2.6 Keeping in touch

It is important that we maintain regular contact with you while you are absent to:

- see how you are progressing in terms of your health;
- support you and actively maintain your engagement with us;

- provide information to you so that you may make informed decisions (for example, in relation to health-related benefits);
- provide practical support including from our occupational health advisers;
- encourage a return to work as early as possible;
- facilitate a phased return to work if required, by making appropriate temporary or permanent adjustments; and
- ensure that you are kept up to date about events in the workplace.

You and your line manager are both jointly responsible for maintaining contact with each other. When you are ill it is your responsibility to notify your manager. You can agree between you how often you will make contact in the first month. Once you are absent on sick leave for 28 continuous days we will manage your absence under the Council's Long Term sickness policy. Contact will be on a regular basis and at least monthly.

## 3. Sick Pay

### 3.1 Eligibility

Eligible employees are entitled to statutory sick pay (SSP), if you follow the council's usual notification and evidence requirements.

Statutory sick pay is payable for up to 28 weeks in any one period of sickness absence, at a weekly rate set by the Government for the relevant tax year.

#### 3.1.1 Contractual sick pay scheme

The council operates a contractual sick pay scheme that is more generous than statutory sick pay (SSP).

Details of the council's sick pay scheme are indicated in your contract of employment. The Council's occupational Sick Pay Scheme is:

during 1st year of service	During first 3 months - No sickness payments After 3 months - One week full pay After 6 months - Additional two weeks half pay
during 2nd year of service	2 months' full pay + 2 months half pay
during 3rd year of service	4 months' full pay + 4 months half pay
during 4th & 5th year of service	5 months' full pay + 5 months half pay

after 5 years' service	6 months' full pay + 6 months half pay
------------------------	--

The allowance shown above is reduced by the total of paid sick leave in the 12 months immediately preceding the first day of sickness. All employees both full-time and part-time shall have 7 qualifying days in each week for statutory sick pay purposes.

If you have exhausted your contractual sick pay and have any SSP remaining, you will move to SSP until this has also been exhausted.

Sick pay under the council's scheme is subject to the usual deductions for PAYE, national insurance, pension contributions, etc.

Payments under the council's scheme will be calculated by reference to your basic salary including any market supplement only and any payments made under the council's scheme are inclusive of any entitlement to SSP for the same period of absence.

### 3.1.2 Absence because of an Accident involving a Third Party

All employees who are absent because of an accident shall not be entitled to an allowance if damages may be receivable from a third party in respect of that accident. In this event, the Council will normally advance to the employee a sum not exceeding the sickness allowance set out above, provided the employee undertakes to refund to the Council the total amount of such allowance or the proportion of it which is represented in the amount of damages that are eventually received. Payroll will be happy to provide sufficient information to enable you to make your claim.

Any period of absence in such a case where a refund of the money advanced is made in full, shall not be recorded for the purposes of the Occupational Sick Pay scheme. If, however, the refund only represents part of the money advanced the Council will, at its discretion, decide to what extent the period of absence will be recorded.

### 3.1.3 Other employment or work whilst in receipt of sick pay

If you are in receipt of Sick Pay (including SSP) you are not allowed to undertake any form of paid alternative employment, self-employment, or voluntary work. Any breach of this rule would be regarded as gross misconduct which could result in dismissal.

### 3.1.4 Sickness due to sporting activity

The council encourages all staff to look after their own health and wellbeing however, if your sickness absence occurs as a result of active participation in sport as a profession, or in cases where the absence is as a result of your own misconduct then the sickness allowance is not payable.

### 3.1.5 Industrial Disease, Accident or Assault

Absence in respect of normal sickness is entirely separate from absence through industrial disease, accident or assault arising out of or in the course of employment with a local authority. Periods of absence in respect of one shall not be set off against the other for the purpose of calculating entitlements under the scheme.

### 3.1.6 Withholding or Suspending Sick Pay

The council reserves the right to withhold or suspend sick pay under its contractual sick pay scheme at its discretion. Circumstances in which contractual sick pay may be withheld include where:

- you have failed to comply with the council's sickness absence notification and evidence requirements.
- you refuse to attend a medical examination at the reasonable request of the council.
- your incapacity has been caused by participation in dangerous sports or activities or any other occupation that you have.
- you make or produce any misleading or untrue statement or document concerning your fitness to work.

You will normally be entitled to receive SSP when contractual sick pay is withheld or suspended, although the council can withhold or suspend SSP if it is not satisfied that you are ill, and no evidence of sickness is provided.

You will be given written notice if your SSP or contractual sick pay is being withheld or suspended.

## 3.2 Medical Appointments

The council recognises that employees will, from time to time, need to attend medical appointments.

You should endeavour to arrange medical appointments in your own time or, if this is not possible, at times that will cause the minimum amount of absence from work or inconvenience to the council.

However, we recognise that it is not always possible or practical to arrange medical appointments outside working hours, it is the council's policy to permit reasonable time off work for such appointments.

To make a request for time off to attend a routine medical or dental appointment, you should contact your line manager. You should provide them with as much notice as possible of when you need the time off and wherever possible arrange your appointments outside of your normal working hours or as near as possible to the start or end of the working day. If your working day finishes within the normal opening hours of a doctor or dental surgery, then you must endeavour to make an appointment at the end of your working day.

Your manager may ask you to provide proof of the date and time of your appointment.

Every effort will be made to meet your request. However, there may be circumstances where your line manager may turn down your request due to operational needs or where there is insufficient capacity within the council to accommodate high levels of leave.

Provided that you give your line manager reasonable notice of the date and time of an appointment, time off with pay will normally be granted, although this is subject to the discretion of your line manager.

Where time off for medical appointments becomes frequent or regular, or starts to cause difficulties for your department, your line manager has the discretion either to require you to make up for the time off by working extra time on another occasion, or to grant any further time off without pay.

If you have a disability or long-term health issues, we understand that you may need to attend regular appointments. Wherever possible these should be permitted, provided you have given advance notice.

If you are pregnant, you have the statutory right not to be unreasonably refused paid time off work for antenatal appointments where your attendance has been recommended by a registered medical practitioner, midwife or nurse. Paid time off in such circumstances will automatically be granted, although you should endeavour to arrange appointments outside working hours.

If you are a prospective father, or partner of a pregnant woman, the council allows you to take paid time off to attend up to two antenatal appointments.

Medical or dental emergencies requiring urgent, unforeseen medical or dental attention and cases where you are admitted to hospital for emergency surgery will be treated as sickness absence in accordance with this policy.

### 3.3 Returning to work.

#### 3.3.1 Actions required by you and your line manager.

On your first day back at work after any period of sickness absence, or as soon as is reasonably practicable, your line manager will arrange to meet with you to conduct a return-to-work meeting. The purpose of the meeting is to provide you with an opportunity to discuss the reasons for your absence and whether you need any particular support.

The manager should check absences 12 months prior to the date of your return to work. For example, if you return to work on 1 April, your manager should examine the period from 1 April the previous year to 31 March.

When checking your absence record, your line manager should also review whether your absences have been frequent, regular or repeated. Your manager should be alert to the possibility of any pattern, for example frequent absences on Fridays or Mondays, or immediately before or after bank or public holidays. Managers should, however, remain open minded and not jump to any hasty conclusions about your absences.



If you feel well enough to return to work before the end date on your Dr's certificate you should let your manager know. In most circumstances it will be possible to allow you to return in these circumstances.

Your manager should bear in mind that special considerations apply to absences related to pregnancy and disability.

Your line manager should invite you to an informal return-to-work meeting each time you return from a period of sickness absence.

When you return to work you should close your sickness entry on the HR System. This should be done quickly as failure to do so could affect your pay.

### 3.3.2 Return-to-work meetings

On the first day back at work after any period of sickness absence, your manager will arrange to meet informally with you.

If this is not possible on your first day back (for example, for operational reasons or because your manager is not available), the informal meeting should take place as soon as reasonably practicable.

At the meeting, your line manager will inform you if they have any concerns about your absence record and if there is a need for formal action under the council's sickness absence management procedure has been triggered.

The return-to-work meeting should take place in a private place, and all discussions between the you and your manager should be private and confidential.

Your manager should:

- welcome you back to work.
- explain to you that the purpose of return-to-work meetings is to manage and monitor your absence and attendance to identify any problem areas and offer support where appropriate.
- inform you that your absence will be recorded.
- ask you about the reasons for your absence, ensuring that the question is asked in a supportive way without any suggestion that you are "to blame" for the absence.
- ask you whether you have consulted a healthcare professional or attended hospital.
- if your sickness lasts for eight calendar days or more, ensure that you have provided a fit note, and this has been passed on to the HR team; and
- inform you if you have hit a trigger point, and the consequences of having done so (see section four below)
- The relevant forms should be completed by your manager. You should ensure that you take the time to read through the forms and raise any concerns that you have. Both you and your manager should sign the form and then your manager will save a copy to your HR file.

### 3.4 Updating your absence record.

When you return you should close your sickness entry on the HR System. Once alerted that this has been completed your line manager should confirm your absence record in the HR System. This should record the dates of your absence, and the reasons for the absence (ie the nature of the illness or injury that has led to your absence). It is very important that your manager completes this action each time you return to work, so that the council can keep track of your pattern of absence. Failure to record sickness absence correctly in the HR System can affect your pay.

There may be occasions when the underlying reason for your absence is not easily classifiable. For example, you may have more than one health condition, or you may have been feeling unwell because of a bereavement. If there is any doubt as to the reasons for your absence, the manager should consult the HR Advisory team to determine the most appropriate category to place on the absence.

### 3.5 Other Considerations

#### 3.5.1 Pregnancy-related absences

If you are off work because of pregnancy-related ill health, you must abide by the council's absence reporting procedure. For example, you are still subject to the usual notification and evidence requirements and can be asked to attend a return-to-work meeting when returning to work.

However, any sickness absence for a pregnancy-related reason should not be included when checking to see if the need for formal action under the council's absence management procedure has been triggered.

If your manager is in any doubt as to whether your absence is related to your pregnancy, they should contact the HR Advisory Team for clarification.

#### 3.5.2 Disability related absences

If you state that the reason for absence relates to an underlying health issue that could amount to a disability under the Equality Act 2010, your manager must seek advice from the HR Advisory team. This includes if you state that you are suffering from stress.

Managers should remember that the council is under a duty to make reasonable adjustments for disabled employees. The legal definition of a "disability" is wide, and managers should refer to Human Resources for further information. Where the absence is wholly or partly for a disability-related reason, the trigger points referred to in this policy may need to be modified to take proper account of the employee's disability, and other adjustments to the procedures set out in this policy may need to be made. If in doubt, the manager should contact Human Resources for clarification.

The council has in place a reasonable adjustments procedure. If you feel this is relevant and may help to support you then please speak to your manager. Full details of the procedure

including the form to record your Reasonable Adjustments Plan can be found on Forestnet under 'working here'.

## 3.6 Sickness Absence and Annual Leave

### 3.6.1 Sickness during holiday

If you fall sick or are injured while on holiday, the council will allow you to transfer to sick leave and take replacement holiday later. This policy is subject to the following strict conditions:

- The total period of ill health must be fully certificated by a qualified medical practitioner.
- You must contact the council (by telephone if possible) as soon as you know that there will be a period of sickness during a holiday.
- You must submit a written request no later than 10 days after returning to work setting out how much of the holiday period was affected by sickness and the amount of leave that you wish to take at another time.
- If you are overseas when you fall ill or are injured, evidence must still be produced that you were ill by way of a medical certificate.

If you fulfil all the above conditions, the council will grant you the same number of days' replacement holiday leave as the number of holiday days lost due to sickness or injury.

If you are ill or injured before the start of a period of planned holiday, and are consequently unable to take the holiday, the council will agree to you postponing the holiday dates to another mutually agreed time. Any period of sickness absence will then be treated in accordance with the council's normal policy on sickness absence. You must submit a written request to postpone the planned holiday, and this must be accompanied by medical evidence confirming that you are unfit, or are likely to be unfit, to take the holiday.

### 3.6.2 Holiday during sick leave

If you are absent on sick leave you continue to accrue your contractual holiday entitlement and will be given the opportunity to take this at a later date, including in the subsequent leave year, if you do not take your contractual holiday entitlement due to being on sick leave.

If you wish to, you may apply to take your holiday entitlement while on sick leave. The holiday dates must be approved in accordance with the procedure set out in the council's Annual Leave Policy

## 3.7 Medical Advice – Occupational Health

### 3.7.1 Occupational health referrals

At various stages of managing sickness absence, your manager may want to obtain advice on your fitness for work from occupational health advisers.

Examples of when a line manager might refer to occupational health include to:

- seek a medical report on you;
- establish when you might be able to return to work;
- ask for guidance on your condition, for example if there is a possibility that you are disabled or ambiguity as to the exact nature of the condition; and
- if you are disabled, discuss any adjustments that could be made to accommodate your disability.

The council will treat personal data collected during the absence management process in accordance with its HR Privacy Notice. Information about how your personal data is used and the basis for processing their data will be provided in the council's HR Privacy Notice. Where the council is relying on its legitimate interests as the legal ground for processing your data, you can object to the processing.

### 3.7.2 Report from a medical practitioner who has been responsible for the employee's clinical care.

Where a report from your medical practitioner is necessary, your permission will be sought for the report to be obtained.

Your permission will be sought to contact the medical practitioner by the HR Team. You will be asked to complete a consent form.

You have the right to access the report before the council sees it. If you wish to see the report, you should inform the council of this, so that it can inform the medical practitioner. You will then have 21 days to contact the medical practitioner to see the report. If you do not contact the medical practitioner within this period, the medical practitioner can pass the report on to the council.

When requesting a report, the council will provide the medical practitioner with as much information as possible on your role and explain why the report is being sought. The council will provide the medical practitioner with:

- a copy of your signed form consenting to the request to seek a medical report;
- confirmation that you are aware of their rights under the Access to Medical Reports Act 1988; and
- details of the major features of your job.

The council will ask the medical practitioner to identify:

- the nature of your illness or injury;
- whether or not there are any underlying medical conditions that explain your pattern of absences; and
- what reasonable adjustments could be made to working conditions or work premises to facilitate a return to work.

Where you refuse permission for the council to contact your medical practitioner, the council will explain to you the reasons behind the request and inform you that a decision relating to

your employment may be made without the benefit of access to medical reports. The same procedure will be followed where you delay in giving your consent.

Where you feel that the report is misleading or incorrect, you may ask the medical practitioner to amend it. If the medical practitioner does not agree with you and does not alter the report, you may attach a statement to the report to reflect your views.

Alternatively, having seen the report, you may request that access to the report be withheld from the council. In this instance you will be informed that a decision relating to employment may be made without the benefit of access to medical reports.

## 4. Sickness Absence Management

The trigger points that are used to decide when action needs to be taken to tackle an employee's sickness absence record are set out below. These provide a framework for managers to use and when applying these trigger points, the special rules that apply to pregnancy and disability must always be borne in mind. The stages set out below are guidelines only.

### 4.1 Stage 1

#### 4.1.1 Stage 1 trigger point

The trigger point for a "stage 1" short-term sickness absence formal review is:

- More than one unrelated episode in a one month rolling period.
- Three or more episodes in any three-month rolling period.
- Three or more episodes in any twelve-month rolling period, totalling six or more working days of sickness.
- Any other recurring, recognisable patterns such as frequent absenteeism on a Friday or Monday, before or after public holidays or during school holidays.

#### *Stage 1 invitation*

If you reach a stage 1 trigger point, your line manager will invite you in writing to a stage 1 short-term sickness absence formal review meeting. In advance of the meeting, your manager will provide all parties with a copy of all documents relevant to your case, including:

- your absence record form.
- any letters previously sent to you about your absence levels; and
- any other medical evidence [such as occupational health reports].

If you would like to submit any further evidence that you consider would be relevant, then please advise your manager as soon as possible and no later than 3 working days before the meeting.

The written invitation to the stage 1 short-term sickness absence formal review meeting should give you at least five days' notice of the meeting. The letter should advise you who will be present and that you can be accompanied by a fellow worker or trade union representative.

The letter should explain to you that the purpose of the meeting is to review your unsatisfactory attendance level.

The letter should warn you that a possible outcome of the meeting is that you may be given a warning and moved to a formal review period.

The letter should also warn you that a possible outcome of the sickness procedure is that you may be dismissed by reason of capability.

### 4.1.2 Stage 1 meeting

The "stage 1" short-term sickness absence formal review meeting will normally be chaired by your line manager. The line manager may be accompanied by a member of the HR team. Notes of the meeting should be taken.

At the meeting, the line manager will:

- explain to you that the purpose of the meeting is to discuss your attendance in the previous 12 months, or that you have hit another trigger.
- make clear to you that the aim of the meeting is to find ways to improve your attendance.
- allow you to share your views.
- explain the impact of your non-attendance on the team.
- try to establish any underlying reasons for your poor attendance level, for example a health issue or personal problems.
- gather as much information as possible on any underlying reasons identified, without putting undue pressure on you to reveal more information than you want to.
- discuss and agree any steps that can be put in place to help you to improve your attendance.
- if there is an underlying health problem, refer you to occupational health/encourage you to book an appointment with a healthcare professional, if this has not already been done.
- remind you of the support that is available to you, including the employee assistance programme; and
- at the end of the meeting, having considered the points discussed your manager will inform you of the outcome of the meeting and state that the outcome will be confirmed in writing to you within five working days.

### 4.1.3 Stage 1 outcome

After the meeting, your manager will set out in writing what has been decided as a result of the stage 1 meeting, for example if a warning is being issued and you have been placed on a formal review period, or if the decision is that no further action will be taken. The letter, which should be provided to you within five working days of the meeting, should include details of any steps or targets that have been agreed to help you to improve your attendance, and any support that the council is providing for you.

#### No further action

In limited circumstances, for example if there are extenuating reasons for the absences, the outcome of a stage 1 short-term sickness absence formal review meeting could be that your manager decides that it is not appropriate to move you to a formal review period.

If the decision is that no further action will be taken, the letter should inform you of this and provide an explanation for the decision.

#### Formal review period

An alternative outcome of a stage 1 short-term sickness absence formal review meeting could be that your manager decides that you should be given a warning and moved to a formal review period.

The letter should explain that you have normally 3-6 months to show an improvement in your attendance levels. The period set begins on the day after the warning is issued.

The letter should warn you that, while on the formal review period, the consequences of not showing an improvement in your sickness levels or taking more sickness than agreed in your outcome letter will mean that you move to stage 2 of the council's absence management procedure.

The letter should give you the right to appeal against the warning (see point 5 below).

## Stage 1 improvement

If your sickness absence levels improve during the formal review period, and you do not exceed the absence level set at the formal review, no further action will be taken. Your manager should write to you explaining to you that you have completed the formal review period.

If during the formal review period, your sickness absence exceeds the sickness standards set then you will be moved to stage 2. This may be brought forward and there is no need to wait for the end of the review period.

## 4.2 Stage 2

### 4.2.1 Stage 2 *trigger point*

The trigger point for a stage 2 formal review if you are on a stage 1 formal review period is:

- If you hit any of the other trigger points laid out in 4.1.1; or
- If you exceed the absence trigger laid out in your letter after the Stage 1 meeting.

### *Stage 2 invitation*

On reaching a stage 2 trigger point, your line manager will invite you in writing to a stage 2 short-term sickness absence formal review meeting.

The meeting will normally be chaired by your line manager and a member of the HR team will be present at the meeting. In advance of the meeting, your line manager should provide all parties with the documents relevant to your case, including:

- your absence record form.
- any letters previously sent to you about your absence levels, particularly the letter setting out the outcome of the stage 1 short-term sickness absence formal review meeting; and
- any other medical evidence [such as occupational health reports].

The written invitation to the stage 2 short-term sickness absence formal review meeting should give you at least five working days' notice of the meeting. The letter should advise you who will be present and that you can be accompanied by a fellow worker or trade union representative.



The letter should explain to you that the purpose of the meeting is to review your continued unsatisfactory attendance level while on a stage 1 formal review period.

The letter should warn you that a possible outcome of the meeting is that you may be given a second, and final, warning and moved to a second formal review period.

The letter should also warn you that a possible outcome of the sickness procedure is that you may be dismissed by reason of capability.

#### 4.2.2 Stage 2 meeting

The "stage 2" short-term sickness absence formal review meeting will normally be chaired by your line manager. The line manager will be accompanied by a member of the HR team. Notes should be taken of the meeting.

At the meeting, your manager will:

- explain to you that the purpose of the meeting is to discuss your continued unsatisfactory attendance.
- make clear to you that the aim of the meeting remains to find ways to improve your attendance.
- allow you to share your views.
- try to establish any underlying reasons for your poor attendance level, for example a health issue or personal problems.
- gather as much further information as possible on any underlying reasons identified, without putting undue pressure on you to reveal more information than you want.
- discuss and agree any further steps or targets that can be put in place to help you to improve your attendance.
- if there is an underlying health problem, refer you to occupational health, if this has not already been done.
- remind you of the support that is available to you, including the employee assistance programme; and
- inform you of the possible outcomes of the meeting, and that the outcome will be confirmed in writing to you within five working days.

#### 4.2.3 Stage 2 outcome

After the meeting, your manager will set out in writing what has been decided as a result of the stage 2 meeting, for example if a warning is being issued and you have been placed on a formal review period, or if the decision is that no further action will be taken. The letter, which should be provided to the you within five working days of the meeting, should include details of any further steps or targets that have been agreed to help you to improve your attendance, and any support that the council is providing for you.

#### No further action

In limited circumstances, for example if there are extenuating reasons for the absences, the outcome of a stage 2 short-term sickness absence formal review meeting could be that your manager decides that it is not appropriate to move you to a second formal review period.

If the decision is that no further action will be taken, a letter should inform you of this and provide an explanation for the decision.

### Formal review period

An alternative outcome of a stage 2 short-term sickness absence formal review meeting could be that your manager decides that you should be given a final written warning and moved to a second formal review period.

The letter should explain that you have 6 months to show an improvement in your attendance levels. The 6-month period begins on the day after the warning is issued.

The letter should warn you that, during the formal review period, the consequences of reaching sickness absence levels that either, exceed the target set for your review period or hit any of the trigger points laid out in 4.1.1 over a rolling period of 6 months will be that you move to stage 3 of the council's absence management procedure.

The letter should give you the right to appeal against the warning (see Point 5).

### Stage 2 improvement

If your sickness absence levels improve and you do not hit a trigger point in the Councils procedure during the formal review period, and do not exceed the target set as laid out in your letter then no further action will be taken. Your manager should write to you explaining that you have completed the formal review period.

If during the formal review period, your sickness absence reaches one of the trigger points as set out in 4.1.1, or exceeds the target you have been set you will be moved to stage 3.

If the outcome is to end the procedure, you will be made aware that any further absence that hits the trigger within 12 months will mean that you would be put back on the formal process at the step it ended at.

## 4.3 Stage 3

### 4.3.1 Stage 3 *trigger point*

The trigger point for a stage 3 final formal review if you are on a stage 2 formal review period is:

- If you hit any of the other trigger points laid out in 4.1.1; or
- If you exceed the absence trigger laid out in your letter after the Stage 2 formal review meeting.

### *Stage 3 invitation*

On reaching a stage 3 trigger point, a senior manager will invite you in writing to a stage 3 short-term sickness absence final meeting.

The meeting will be chaired by the senior manager and a member of the HR Advisory team must be present at the meeting. In advance of the meeting, the line manager should provide all parties with the documents relevant to your case, including:

- your absence record.
- any letters previously sent to you about your absence levels, particularly the letter setting out the outcome of the stage 2 short-term sickness absence formal review meeting; and
- any other medical evidence [such as occupational health reports].

The written invitation to the stage 3 short-term sickness absence formal review meeting should give you at least ten days' notice of the meeting. The letter should advise you who will be present and that you can be accompanied by a fellow worker or trade union representative.

The letter should explain to you that the purpose of the meeting is to review your continued unsatisfactory attendance level while on a stage 2 formal review period.

The letter should warn you that a possible outcome of the meeting is that you may be dismissed by reason of capability.

#### 4.3.2 Stage 3 meeting

The "stage 3" short-term sickness absence final formal review meeting will be chaired by a Service Manager or above, together with a member of the HR Advisory team. Notes of the meeting must be taken. Wherever possible the Service Manager will be from the same Directorate as you.

At the meeting, the manager will:

- explain to you that the purpose of the meeting is to discuss your continued unsatisfactory attendance.
- allow you to share their views.
- try to establish any underlying reasons for your poor attendance level, for example a health issue or personal problems.
- gather as much further information as possible on any underlying reasons identified, without putting undue pressure on you to reveal more information than you want.
- discuss and agree any further steps or targets that can be put in place to help you to improve your attendance.
- if there is an underlying health problem, refer you to occupational health if this has not already been done.
- remind you of the support that is available to you, including the employee assistance programme; and
- inform you of the possible outcomes of the meeting, and that these will be confirmed in writing to you within five working days.

#### 4.3.3 Stage 3 outcome

Within five working days of the meeting, the manager will set out in writing the outcome of the stage 3 final meeting.

The outcome of the meeting could be:

- a decision to take no further action.
- an offer to make adjustments to your work.
- redeployment with your agreement; or
- a decision to dismiss you.

You will have a right of appeal. You will be informed of your right of appeal in the outcome letter.

If the outcome is to end the procedure and take no further action at this point, you will be made aware that any further absence that hits the trigger within 12 months will mean that you will be put back on the formal process at the step it ended at.

## 5. Right of Appeal

If you are given a warning or are dismissed under this procedure you have the right of appeal. The appeal should be sent in writing to the Service Manager HR and set out the grounds on which you believe that the decision was flawed or unfair.

You should lodge your appeal within five working days of receiving written confirmation of the sanction imposed on you by the council.

An appeal hearing will be convened at least 10 working days, and within a reasonable period, after the appeal is lodged.

If the appeal is against a sanction other than dismissal then the appeal may be heard by another Service Manager, accompanied by a member of the HR Advisory team.

If the appeal is against your dismissal, then the appeal hearing will be chaired by a Strategic Director who is not responsible for the area that you worked within, who will be accompanied by a member of the HR Advisory Team. Notes of the meeting must be taken.

You will be entitled to be accompanied by a fellow employee or a trade union representative.

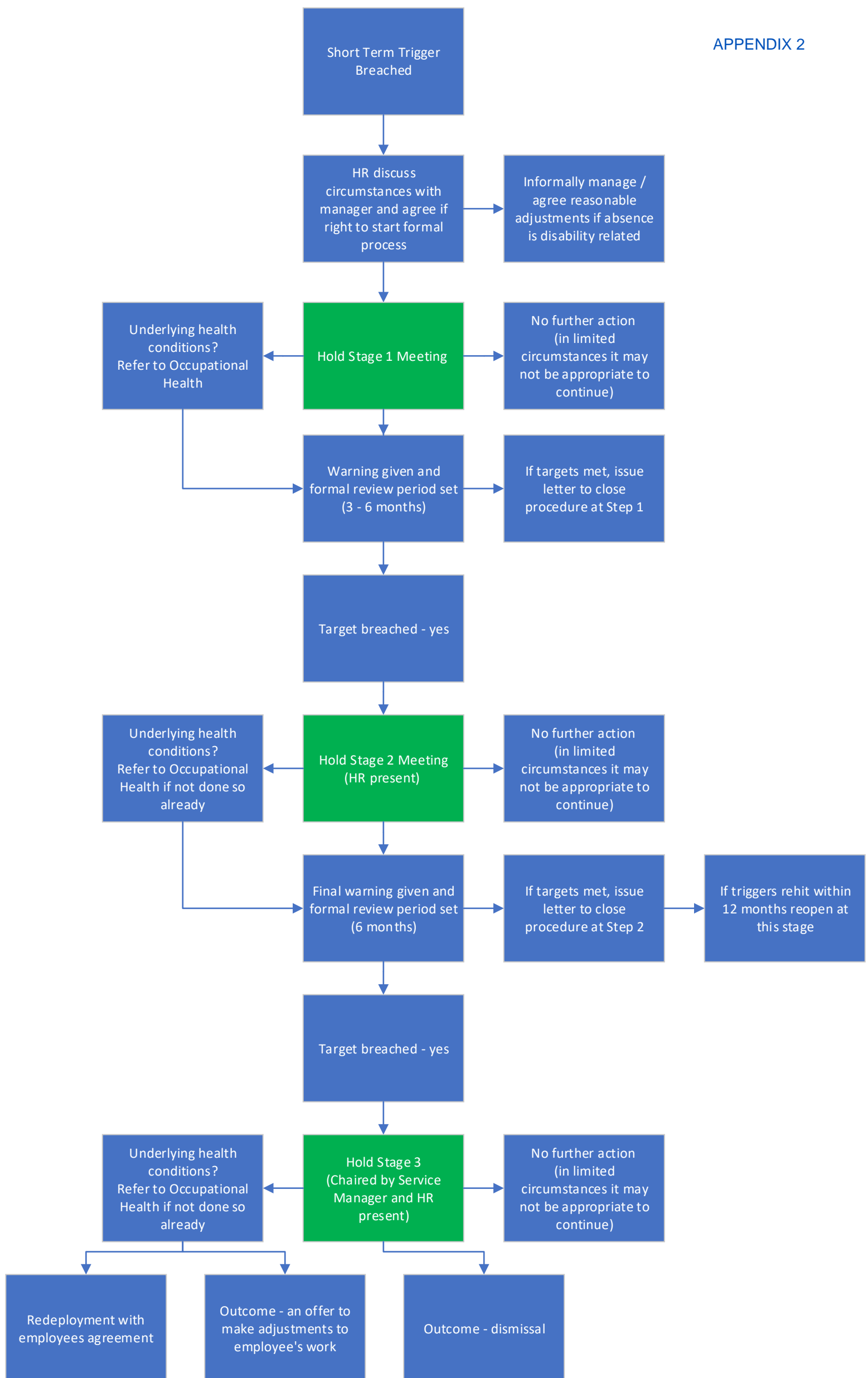
At the hearing, the decision to impose the sanction will be reviewed and you will be entitled to make representations about the appropriateness of that decision.

The outcome of the appeal will be confirmed to you in writing, within 5 working days, explaining the grounds on which the decision was reached. The outcome of the appeal will be final.

## 6. Unauthorised Absence

If you fail to attend work without permission, or you do not comply with the sickness absence reporting procedure or the evidential requirement set out in this policy, this will be treated as a disciplinary offence and dealt with under the council's disciplinary procedure.

In this situation your pay will be suspended, and this will be recorded as Absent without Permission on the HR System.



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# Sickness Management Policy

Long Term Sickness

Human Resources

November 2024

Version number 1.0

Version	Author	Date	Changes made

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# 1. Introduction

## 1.1 Purpose

The council is committed to dealing fairly and sympathetically with employees who are absent from work for long periods because of ill health and aim to assist them with their rehabilitation and eventual return to work.

By implementing this policy, we aim to strike a reasonable balance between the pursuit of our operational needs and the genuine needs of employees to take time off work because of ill health.

This policy covers long-term sickness absence, which is defined as an absence lasting at least 28 calendar days or more (irrespective of work pattern). We operate a separate short term sickness policy which is defined as an absence lasting one to 27 calendar days. Where an employee is on long-term sickness absence, but returns to work for short periods, we reserve the right to continue to manage their sickness absence under this policy. This is to prevent us switching between this policy and our separate short term sickness policy solely on the basis that an employee has returned to work for a short period.

This policy does not form part of your contract of employment, and we reserve the right to amend it at any time.

## 1.2 Scope

This policy applies to employees employed by us. It does not apply to workers, contractors, consultants or any self-employed individuals working for the organisation.

## 1.3 Definitions

The following definitions are used in this policy:

**"Period of sickness absence"** or **"instance of sickness absence"** means any continuous period of sickness absence, of whatever length, during which the employee does not work.

**"Short-term sickness absence"** means any period of sickness lasting between one and 27 calendar days.

**"Long-term sickness absence"** means any period of sickness lasting 28 calendar days or more.

**"Formal review period"** means a defined period during which an employee is required to show an improvement in their sickness absence levels under the council's Sickness Absence Management procedure.

## 1.4 Wellbeing Support

The council offers wellbeing support to all its employees. We have an Employee Assistance Programme which can offer support in a number of ways and is available 24 hours a day. This is completely confidential. Further information can be found at section 8.

We can consider reasonable adjustments that may be required depending on individual circumstances, and we have available the HSE stress questionnaire which can help inform any decisions that we take to support you.

We always encourage open communication between employees and managers to try and address issues at the earliest opportunity.

## 1.5 Misconduct

This policy is formulated on the assumption that, if the council suspects there to be misconduct, its separate disciplinary procedure will apply. For example, the council may take disciplinary action if there is evidence that:

- absence is not genuine or not for the reason provided.
- the employee is undertaking inappropriate activities while off sick, such as carrying out work for another council; or another business including self-employment, or
- the correct sickness absence notification and evidence procedure has not been followed.

## 2. Responsibilities

### 2.1 Your Responsibilities

As an employee, you are responsible for ensuring that you:

- attend work unless unfit to do so.
- if you are unable to attend work because of ill health, or a workplace accident, you notify your manager by telephone as soon as reasonably practicable, preferably before you are due to start work and, in any event, no later than one hour after you are due to begin work;
- provide medical evidence for sickness of more than seven calendar days (with sickness of seven calendar days or less being self-certified);
- continue to notify and keep in touch with your line manager/supervisor while unable to attend work;
- be honest with your manager about the reason (ie the nature of the illness or injury) why you cannot attend work and how long you think the absence will last;
- do what is possible to enable a return to work, for example by following medical guidance, taking steps recommended by healthcare professionals during rehabilitation and not undertaking any activities while on sick leave that could exacerbate your health problem;
- tell your line manager of any extenuating circumstances, for example personal or family problems or an unmanageable workload;
- bear in mind that we may seek a medical report, for example from your doctor or our occupational health advisers;
- cooperate with the possible implementation of any adjustments to job duties, hours or working conditions, particularly those suggested by a healthcare professional; and
- attend a return-to-work meeting when returning to work following long-term sickness absence.

### 2.2 Guidelines for Managers

As a line manager, you are responsible for ensuring that you:

- manage attendance and absence in accordance with this policy.
- maintain a proper record of each employee's sickness absences by recording the absence correctly on the Council's HR System.
- require the employee to provide medical evidence (normally a Dr's certificate) for sickness of more than seven calendar days.
- conduct a return-to-work meeting when the employee returns from a period of sickness absence.
- stay in touch with the employee at regular intervals.
- speak to the employee about the absence and the reason for it in a fair and factual way.
- be supportive towards the employee and, where appropriate, seek to identify ways in which to assist the employee to improve their attendance in the future.
- be particularly sensitive when absences are caused by personal or family problems.

- show a reasonable degree of tolerance and sympathy towards the employee's sickness absence, while at the same time making clear that the aim is to support them to enable their to return to work.
- check whether the employee's absences are in any way work related, for example because of workplace stress.
- bear in mind that the council may seek a medical report on an employee, for example from the employee's doctor or the council's occupational health advisers.
- keep confidential records of all absences, including discussions and medical certificates, and make sure that the records clearly identify the reasons for the employee's various absences.
- be aware of the potential for discrimination when managing absence, particularly where the employee's ill health is related to pregnancy or disability.
- keep in mind the council's duty to make reasonable adjustments for disabled people when managing absence; and
- consult with Human Resources if unsure about anything or special circumstances arise, for example if it appears that the employee may have a disability.

## 2.3 Notification and Evidence of sickness absence

### Reporting absence

On the first day of sickness absence, you must inform your manager as soon as reasonably practicable that you will not be working because of illness or injury. You should notify your manager of non-attendance by telephone, (unless an alternative method has been previously agreed with your manager) before you are due to start work and, in any event, no later than one hour after you are due to begin work. If your manager is unavailable, you should contact the next most appropriate person within the department. Managers may agree in advance different reporting requirements however this must take into account the requirements of the business and ensure that service to our customers is maintained.

You should provide a clear reason (ie the nature of the illness or injury) why you cannot attend work and estimate how long you think the absence will last. You should also be prepared to briefly discuss any consequences of your absence, for example if customer appointments need to be cancelled or any essential work needs to be covered.

Notification of sickness absence must be via telephone, rather than text message, email, or social media platforms, unless your manager has agreed previously agreed to an alternative method of notification. In exceptional circumstances where you are unable to telephone (for example, because of hospitalisation), another person such as a friend or relative can contact the council on your behalf.

Your manager will discuss with you the frequency of staying in touch – see 2.4.

### Statement of fitness for work (fit note)

If you are absent for eight consecutive days or more (including weekends), you must provide your line manager with a fit note (statement of fitness for work) as soon as possible. If your absence persists beyond the end of the first fit note, you must continue to submit further fit notes to cover the whole period of your absence.

Fit notes can be issued by doctors, nurses, occupational therapists, pharmacists and physiotherapists as long as they have conducted an assessment of your fitness for work.

A fit note may state that:

- you are "not fit for work", in which case you should remain off work; or
- you "may be fit for work", if the healthcare professional's recommendations are followed (for example, a phased return, amended job duties, altered hours of work, or workplace adaptations).

While there is no legal obligation to follow the recommendations in the fit note, your line manager will take the recommendations seriously and give fair consideration, in consultation with you and Human Resources, as to whether any of the changes recommended can be accommodated.

## 2.4 Keeping in touch

It is important that we maintain regular contact with you while you are absent to:

- see how you are progressing in terms of your health;
- support you and actively maintain your engagement with us;
- provide information to you so that you may make informed decisions (for example, in relation to health-related benefits);
- provide practical support including from our occupational health advisers;
- encourage a return to work as early as possible;
- facilitate a phased return to work if required, by making appropriate temporary or permanent adjustments; and
- ensure that you are kept up to date about events in the workplace.

You and your line manager are both jointly responsible for maintaining contact with each other. When you are ill it is your responsibility to notify your manager. You can agree between you how often you will make contact in the first month. Once you are absent on sick leave for 28 continuous days, your line manager will contact you to agree the method and frequency of contact. Contact will be on a regular basis and at least monthly.

## 2.5 Home visits

In some circumstances, contact may be maintained via home visits. A home visit will take place only with your prior consent and at mutually agreed times. A home visit would be made only where you were physically unable to attend a Council office, and all other alternatives had been exhausted for example video conference.

Home visits will be conducted by your line manager and a representative from HR may also be present depending on the reason for the visit.

Our preference will be to attend a Council office to meet, therefore we will explore all options with you, this may be another location near your home (such as an Information Office), that may be mutually agreed.

## 3. Sick pay

### 3.1 Eligibility

Eligible employees are entitled to statutory sick pay (SSP) if you follow the council's usual notification and evidence requirements.

Statutory sick pay is payable for up to 28 weeks in any one period of sickness absence, at a weekly rate set by the Government for the relevant tax year.

#### 3.1.1 Contractual sick pay scheme

The council operates a contractual sick pay scheme that is more generous than statutory sick pay (SSP).

Details of the council's sick pay scheme are indicated in your contract of employment. The Council's occupational Sick Pay Scheme is:

during 1st year of service	During first 3 months - No sickness payments After 3 months- One week full pay After 6 months- Additional two weeks half pay
during 2nd year of service	2 months' full pay + 2 months half pay
during 3rd year of service	4 months' full pay + 4 months half pay
during 4th & 5th year of service	5 months' full pay + 5 months half pay
after 5 years' service	6 months' full pay + 6 months half pay

The allowance shown above is reduced by the total of paid sick leave in the 12 months immediately preceding the first day of sickness. All employees both full-time and part-time shall have 7 qualifying days in each week for statutory sick pay purposes (irrespective of work pattern).

If you have exhausted your contractual sick pay and have any SSP remaining, you will move to SSP until this has also been exhausted.

Sick pay under the council's scheme is subject to the usual deductions for PAYE, national insurance, pension contributions, etc.

Payments under the council's scheme will be calculated by reference to your basic salary including any market supplement only and any payments made under the council's scheme are inclusive of any entitlement to SSP for the same period of absence.

### 3.1.2 Absence because of an Accident involving a Third Party

All employees who are absent because of an accident shall not be entitled to an allowance if damages may be receivable from a third party in respect of that accident. In this event, the Council will normally advance to the employee a sum not exceeding the sickness allowance set out above, provided the employee undertakes to refund to the Council the total amount of such allowance or the proportion of it which is represented in the amount of damages that are eventually received. Payroll will be happy to provide sufficient information to enable you to make your claim.

Any period of absence in such a case where a refund of the money advanced is made in full, shall not be recorded for the purposes of the Occupational Sick Pay scheme. If, however, the refund only represents part of the money advanced the Council will, at its discretion, decide to what extent the period of absence will be recorded.

### 3.1.3 Other employment or work whilst in receipt of sick pay

If you are in receipt of Sick Pay (including SSP) you are not allowed to undertake any form of paid alternative employment, self-employment, or voluntary work. Any breach of this rule would be regarded as gross misconduct which could result in dismissal.

### 3.1.4 Sickness due to sporting activity

The Council encourages all staff to look after their health and wellbeing however, if your sickness absence occurs as a result of active participation in sport as a profession, or in cases where the absence is as a result of your own misconduct then the sickness allowance is not payable.

### 3.1.5 Industrial Disease, Accident or Assault

Absence in respect of normal sickness is entirely separate from absence through industrial disease, accident or assault arising out of or in the course of employment with a local authority. Periods of absence in respect of one shall not be set off against the other for the purpose of calculating entitlements under the scheme.

### 3.1.6 Withholding or suspending sick pay

We reserve the right to withhold or suspend sick pay under our contractual sick pay scheme at our discretion. Circumstances in which contractual sick pay may be withheld include where:

- you have failed to comply with the organisation's sickness absence notification and evidence requirements;
- you refuse to attend a medical examination at the reasonable request of the organisation;
- your incapacity has been caused by participation in dangerous sports or activities or any other occupation that you have;



- you make or produce any misleading or untrue statement or document concerning your fitness to work;
- you have given or received notice to terminate your employment; and
- disciplinary proceedings are pending against you.

You will normally be entitled to receive SSP when contractual sick pay is withheld or suspended, although we can withhold or suspend SSP if we are not satisfied that you are ill, and no evidence of sickness is provided.

You will be given written notice if your SSP or contractual sick pay is being withheld or suspended.

DRAFT

## 4. Holiday during sick leave

You will continue to accrue your holiday entitlement during any period of sick leave.

If you are unable to take your full holiday entitlement due to sickness absence, or if you are still absent at the end of the holiday year, you may carry over any unused holiday to the next holiday year with the agreement of your Senior Manager.

Any holiday that is carried over under this provision is limited to the four weeks' annual leave that you are entitled to under EU legislation, and must be taken within 18 months of the end of the holiday year in which it was accrued.

Alternatively, you may book a period of holiday while on sick leave to receive holiday pay for that period, provided that you give your manager as much notice as possible of your proposed holiday dates.

DRAFT

## 5. Medical reports

At various stages of managing your sickness absence, we may need to obtain a medical report on you to:

- determine your fitness for carrying out your role;
- determine whether you are fit to return to work after a period of sickness absence, or when you might return to work;
- determine your entitlement to health-related benefits (eg sick pay);
- assess the need to make reasonable adjustments to your working environment; and/or
- comply with other legal obligations.

Depending on the circumstances, we might instruct your own doctor/consultant, occupational health, and/or an independent medical adviser. When deciding which medical practitioner to instruct, we will consider the purpose of the report and factors such as the need for objectivity, specialist expertise, and knowledge about your medical history and the requirements of your role.

If we decide that a medical report is necessary, we will write to you confirming why we intend to obtain a medical report and from whom the medical report will be obtained. In addition, you will be fully informed of your rights under the General Data Protection Regulation (GDPR).

Where we decide to obtain a medical report directly from your own doctor/ consultant, the Access to Medical Reports Act 1988 applies. Therefore, when we write to you, we will also ask you to confirm whether you provide your consent for us to approach your doctor/consultant by requesting that you complete and return our consent form. You will be notified of all your rights under the Access to Medical Reports Act 1998, including the right to see the medical report before it is supplied to us.

Where we decide to obtain a medical report from occupational health, or any other independent medical adviser who has not been responsible for your clinical care, the Access to Medical Reports Act 1998 does not apply. However even though you do not have the right to access the medical report before it is supplied to us, we will ask that you are given the right to see it before we are given it.

Once we have received the report, we will arrange a meeting with you to discuss the contents and identify the appropriate next steps.

You should be aware that if you refuse to attend a medical examination, or you withhold your consent to a medical report being disclosed to us, we may need to make decisions affecting your employment without the benefit of medical input, which could be to your detriment.

## 6. Return-to-work meetings

We understand that returning back to work after a long period of absence can be difficult. When you return to work, your line manager will arrange to meet with you to conduct a return-to-work meeting to ensure that you are given adequate support. This will be in addition to any meeting under the sickness absence management procedure.

Meetings will have taken place with you prior to your return to work to discuss what support the council can offer you. Ideally on your first day back at work you will have a return-to-work meeting with your manager / supervisor. If it is not possible on your first day back then it will be held as soon as practicable.

The purpose of the return-to-work meeting is to discuss:

- the arrangements for your return to work, including any adjustments that are being made or have been made;
- what work you will be doing on your return to work, including an outline of work during your first week back;
- any medical issues of which the employer is not already aware, such as any updated guidance from a healthcare professional;
- what arrangements will be put in place to monitor your progress, including a timescale for the next follow-up meeting; and
- to whom you should report if you have any difficulties with the arrangements.

All discussions between you and your line manager will be treated sensitively and in confidence.

## 7. Other Considerations

### 7.1 Pregnancy-related absences

If you are pregnant and are absent from work for a pregnancy-related illness, your sickness will not be included when checking to see if the need for formal action under the sickness absence management procedure has been triggered.

### 7.2 Disability

If you have a disability, you do not have to tell us. However, we would encourage you to let us know so that we can support you, for example by making reasonable adjustments to our premises, aspects of your role, our working practices, and/or our sickness absence management procedure.

If your sickness absence is due to a disability, we will discuss potential reasonable adjustments that may help you return to work or support you after you have returned to work. We may also need to discuss your needs with you and your medical adviser or occupational health to help us get the right support in place.

### 7.3 Ill-health retirement

Retirement on the ground of ill health will be considered where:

- it appears unlikely from the medical advice that you will be able to return to your role; and
- you are entitled to a pension/lump sum under your pension scheme.

If ill-health retirement is raised as an option, your line manager will advise you in the first instance to contact the HR team for you to find out if you qualify for, and the financial implications of accepting, ill-health retirement.

### 7.4 Terminal illness

If you are suffering from a terminal illness, we will endeavour as far as possible to accommodate your wishes. This includes discussion of the possibility of ill-health retirement.

While we will support employees who wish to continue working, if you have been diagnosed with a terminal illness, you should bear in mind that there may come a time when you will be unable to continue working. In this case, your line manager will discuss the options with you under stage 3 of the sickness absence management procedure.

If you have a terminal illness and choose to continue working, you should bear in mind that while there is no obligation to inform the organisation or any colleagues about your illness, it is normally better to do so to ensure that you receive adequate support.

## 8. Employee assistance programme

Help and support is available through our employee assistance programme (EAP). You can use our EAP to speak to an independent adviser on a confidential basis about any issue that is troubling you.

### To Access your EAP

Online: [www.my-eap.com](http://www.my-eap.com) Login: newforestwell

Tel: 0800 1116 387

From Abroad: +44 845 330 5132

For Manager Support: 0800 1116 385 (9am - 6pm Mon- Fri)

## 9. Unauthorised absence

If you fail to attend work without permission, or you do not comply with the sickness absence reporting procedure or the evidential requirements set out in this policy, this will be treated as a disciplinary offence and dealt with under our disciplinary procedure.

## 10. Data protection

When implementing this policy, we will process any personal data collected in accordance with our data protection policy. In particular, we will record only the personal information required and keep the information only for as long as necessary.

# Sickness absence management procedure

The following sickness absence management procedure applies to employees who are absent on sick leave for 28 continuous days or more.

The stages set out in this policy are guidelines only. There are limited circumstances in which it will be appropriate for an employee to skip straight to a stage 3 final formal review meeting (see below). For example, this could be the case where the medical advice is that you will never be able to return to work. When applying the trigger points for each stage of the procedure, the special rules that apply to pregnancy and disability (see below) will be taken into account. There are also special considerations when ill-health retirement is a possibility or if you have been diagnosed with a terminal illness (see below).

Where it is not possible to hold a face-to-face meeting or hearing under this procedure, we will conduct the process remotely. We will ensure that you and your representative have access to the necessary technology for participating. Your rights will not be affected, and we will ensure that the procedure remains fair and reasonable.

If you are able to return to work and that means we are able to end the procedure, you will be made aware that any further absence that hits the trigger within 12 months will mean that you would be put back on the formal process at the step it ended at.

## Stage 1

### Stage 1 - Trigger point

The trigger point for a stage 1 formal review meeting is:

- 28 calendar days sickness absence; or
- as soon as we have received confirmation that you will be absent for at least 28 calendar days or more (for example, a fit note has signed you off for that period).

### Stage 1 - Invitation to formal review meeting

If you reach a stage 1 trigger point, you will be invited in writing to a stage 1 formal review meeting. You will usually be given at least five working days' notice of the meeting, to allow you to prepare and to arrange for a companion to accompany you.

You will be entitled to be accompanied by a fellow employee or a trade union official. The responsibility for finding a companion rests with you. If your chosen companion is not a fellow employee, we reserve the right to check their credentials as an accredited trade union representative.

We will give you a copy of all documents relevant to your case in advance of the formal review meeting, and you will be invited to submit any further evidence that you consider to be relevant.

## Stage 1 - The formal review meeting

The stage 1 formal review meeting will be conducted by your line manager. HR is not normally present at this stage. You will be entitled to be accompanied by a fellow employee or a trade union official.

The purpose of this meeting is to discuss:

- how you are doing and the likely length of your ongoing absence, bearing in mind the advice in your fit note and/or any other medical report;
- whether further medical advice is necessary;
- whether there is anything that we can do to facilitate your return to work (for example, a phased return, amended job duties, altered hours of work, or workplace adaptations) and any medical advice that you have received about this;
- your sick pay entitlement (and, if applicable, the possibility of making a claim under a permanent health insurance scheme, or similar insurance scheme); and
- the timescale for a follow-up review meeting.

At the meeting, you will be given an opportunity to ask questions and comment on the issues.

## Stage 1 - The outcome

The outcome will be confirmed to you in writing as soon as possible and usually within seven working days after the formal review meeting.

The letter will include details of any next steps that have been agreed to help you return to work, as well as any support that we will offer you and the timescale for a follow-up review meeting under this process.

## Stage 2

### Stage 2 - Trigger point

The trigger point for a stage 2 formal review meeting is:

- three months sickness absence; or
- as soon as we have received confirmation that you will be absent for three months or more (for example, a fit note has signed you off for that period).

A formal review will take place under Stage 2 every at least every three months as a minimum, but depending on circumstances, the Council may choose to set more regular or earlier review dates. For example, it may be appropriate to hold a stage 2 meeting earlier if it is to discuss immediate follow-up from the stage 1 meeting, or following any further medical appointments that you have had.

Only by exception would we hold a Step 2 meeting without first having either a formal Step 1 meeting or other review meetings with you to understand your absence.



## Stage 2 - Invitation to formal review meeting

If you reach a stage 2 trigger point, you will be invited in writing to a stage 2 formal review meeting. You will usually be given at least five working days' notice of the meeting, to allow you to prepare and to arrange for a companion to accompany you.

You will be entitled to be accompanied by a fellow employee or a trade union official. The responsibility for finding a companion rests with you. If your chosen companion is not a fellow employee, we reserve the right to check their credentials as an accredited trade union representative.

We will give you a copy of all documents relevant to your case in advance of the formal review meeting, and you will be invited to submit any further evidence that you consider to be relevant.

## Stage 2 - The formal review meeting

The stage 2 formal review meeting will be conducted by your line manager and a HR representative will also be present. You will be entitled to be accompanied by a fellow employee or a trade union official.

The purpose of this meeting is to discuss:

- how you are doing and the likely length of your ongoing absence, bearing in mind the advice in your fit note and/or any other medical report;
- whether further medical advice is necessary;
- whether there is anything further that we can do to facilitate your return to work (for example, a phased return, amended job duties, altered hours of work, workplace adaptations, temporary redeployment) and any medical advice that you have received about this;
- the possibility of permanent redeployment or dismissal [including ill-health retirement] if it appears that you will be unable to remain in your role;
- your sick pay entitlement (and, if applicable, the possibility of making a claim under a permanent health insurance scheme, or similar insurance scheme); and
- the timescale for a follow-up review meeting.

At the meeting, you will be given an opportunity to ask questions and comment on the issues.

## Stage 2 - The outcome

The outcome will be confirmed to you in writing as soon as possible and usually within seven working days after the formal review meeting.

The letter will include details of any next steps that have been agreed to help you return to work, as well as any support that we will offer and the timescale for a follow-up review meeting under this process.

## Stage 3

### Stage 3 - Trigger point

The trigger point for a stage 3 final formal review meeting is:

- 6 continuous months sickness absence;
- as soon as we have received confirmation that you will be absent for at least 6 continuous months or more (for example, a fit note has signed you off for that period);
- it is clear from medical advice that you are unable to return to your role in the foreseeable future; or
- all reasonable steps to assist you in returning to work (for example, a phased return, amended job duties, altered hours of work, workplace adaptations, temporary redeployment) have been exhausted.

### Stage 3 - Invitation to final formal review meeting

If you reach a stage 3 trigger point, you will be invited in writing to a stage 3 final formal review meeting. You will usually be given at least ten days' notice of the meeting, to allow you to prepare and to arrange for a companion to accompany you.

You will be entitled to be accompanied by a fellow employee or a trade union official. The responsibility for finding a companion rests with you. If your chosen companion is not a fellow employee, we reserve the right to check their credentials as an accredited trade union representative.

We will give you a copy of all documents relevant to your case in advance of the formal review meeting, and you will be invited to submit any further evidence that you consider to be relevant.

Only by exception would we hold a Stage 3 meeting with you without having followed Stage 1 and 2 of the formal process.

### Stage 3 - The formal review meeting

The stage 3 final formal review meeting will be conducted by a Service Manager or above who has not previously been involved in the case, accompanied by an HR Advisor. You will be entitled to be accompanied by a fellow employee or trade union official.

The purpose of this meeting is to discuss:

- matters considered at the first and second stage of the process;
- the length of your absence and the likely length of your future absence;
- current medical advice on your condition;
- if applicable, the possibility of ill-health retirement or making a claim under a permanent health insurance scheme, or similar insurance scheme;
- any further reasonable adjustments that could be made to enable you to return to work within a reasonable timeframe;

- the effect of your continued absence on your colleagues and department; and
- the possibility of you being dismissed by reason of capability.

At the meeting, you will be given an opportunity to ask questions and comment on the issues and any proposal to dismiss you.

## Stage 3 - The outcome

The outcome will be confirmed to you in writing as soon as possible and usually within seven working days after the formal review meeting.

The outcome of the meeting may be a decision:

- for you to remain on sick leave until you have recovered (typically where an approximate return-to-work date can be identified);
- to make adjustments to your job;
- to redeploy you with your agreement;
- to issue you with a warning that your continued absence is unsatisfactory; or
- to dismiss you.

## Appeal

If you are given a sanction or are dismissed under this procedure you have the right of appeal. The appeal should be sent in writing to the Service Manager HR and set out the grounds on which you believe that the decision was flawed or unfair.

You should lodge your appeal within five working days of receiving written confirmation of the sanction imposed on you by the council.

An appeal hearing will be convened at least 10 working days, and within a reasonable period, after the appeal is lodged. However, if this is not possible, you will be informed of the reason for any delay.

You are entitled to be accompanied by a fellow employee or a trade union official.

If the appeal is against a sanction other than dismissal then the appeal may be heard by another Service Manager, accompanied by a member of the HR Advisory team.

If the appeal is against your dismissal, then the appeal hearing will be chaired by a Strategic Director who is not responsible for the area that you worked within, who will be accompanied by a member of the HR Advisory Team. Notes of the meeting must be taken.

At the hearing, the decision to impose the sanction will be reviewed and you will be entitled to make representations about the appropriateness of that decision.

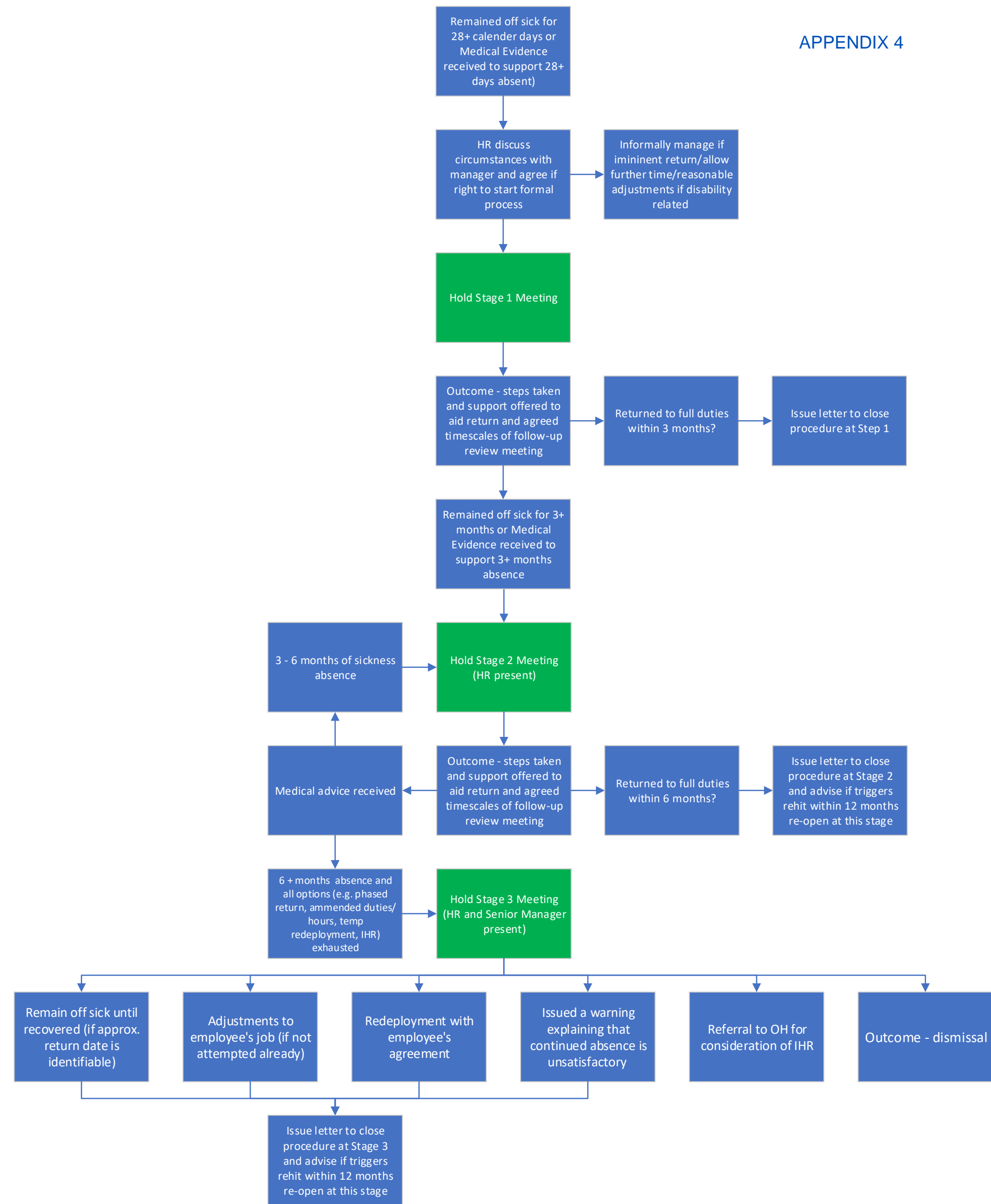
The outcome of the appeal will be confirmed to you in writing, within 5 working days, explaining the grounds on which the decision was reached. The outcome of the appeal will be final.

If the result of the appeal is that a decision to dismiss you is overturned, you will be reinstated with immediate effect. You will be reimbursed in full for any wages lost since your dismissal.

## Unauthorised Absence

If you fail to attend work without permission, or you do not comply with the sickness absence reporting procedure or the evidential requirement set out in this policy, this will be treated as a disciplinary offence and dealt with under the council's disciplinary procedure.

In this situation your pay will be suspended, and this will be recorded as Absent without Permission on the HR System.



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## HR Committee – 9 January 2025

### Gender Pay Gap Report

Purpose	For information
Classification	Public
Executive Summary	To provide a report on our Gender Pay Gap data for the period ending 31 March 2024 showing that the gender pay gap is decreasing
<b>Recommendation(s)</b>	<b>That HR Committee note the contents of the report</b>
Reasons for recommendation(s)	Employers with 250 or more employees are required to publish gender pay gap information on a yearly basis. Data must be published on the Government Equalities website and on an individual organisations' website
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron – Finance and Corporate
Strategic Director(s)	Alan Bethune
Officer Contact	Jade Carter Payroll Manager 02380 285947 Jade.Carter@nfdc.gov.uk

### Introduction and Background

#### 1. What data do we report on

For the Gender Pay Gap there are six categories that need to be measured. These are shown in more detail in the attached Appendix:

- The percentage of men and women in each hourly pay quarter
- The difference in mean (average) hourly pay for men and women, expressed as a percentage
- The difference in the median hourly pay for men and women, expressed as a percentage
- The percentage of men and women who received bonus pay

- The difference in mean bonus pay of men and women, expressed as a percentage
- The difference in median bonus pay of men and women expressed as a percentage.

### **Our Data for Year Ended 31/3/2024**

2. NFDC's data for 2024 is as follows. As at 31.03.2024 there were 805 employees. 13 employees had two posts and 1 employee had three posts, making a total of 820 posts. 21 posts were excluded for the pay information as they were not on full pay, information should only be based on full pay relevant employees. All relevant employees were included for bonus calculations.
3. A positive gender pay gap percentage shows that women have lower pay or bonuses than men in our organisation. A negative percentage shows that men have lower pay or bonuses than women in our organisation.
4. The percentage of men and women in each hourly pay quartile are shown here, with last years figures for comparison.

<b>Quartile</b>	<b>Men March 2024</b>	<b>Men March 2023</b>	<b>Women March 2024</b>	<b>Women March 2023</b>
Upper Hourly Quartile	125 (62.8%)	125	74 (37.2%)	70
Upper Middle Hourly Quartile	112 (56%)	99	88 (44%)	97
Lower Middle Hourly Quartile	76 (38%)	76	124 (62%)	120
Lower Hourly Quartile	147 (73.5%)	146	53 (26.5%)	50

5.
  - A standard mean male hourly rate of £17.44 (£16.63 in March 2023)
  - A standard mean female hourly rate of £17.32 (£16.32 in March 2023)

A difference of 12p – 0.7% (A difference of 31p, 1.9% in March 2023).

6.
  - A standard median male hourly rate of £15.68 (£14.84 in March 2023)
  - A standard median female hourly rate of £15.41 (£14.40 in March 2023)

A difference of 27p – 1.7% (A difference of 44p, 3% in March 2023).



7. The percentage of men that received bonus pay is 2.34% and the percentage of women that received a bonus is 4.58%.
8. The mean gender pay gap using Bonus pay is 0.05%.
9. The median gender pay gap using bonus pay is 0%.
10. Our Ethnicity Data is as follows:

Ethnicity	Number
Asian (Inc Chinese)	8
Black	7
Mixed	3
White	625
Other	3
Not Known	159

This information is drawn from the ITrent HR Hub system and is input by employees on a voluntary basis. Employees are encouraged on a regular basis to update their personal information

As yet there is no formal requirement to publish ethnicity data, as our subgroup for reporting on is less than 50, we have taken account of the advice on [www.gov.uk](http://www.gov.uk) and not sought to break the data down further.

## 11. Mean Gender Pay Gap



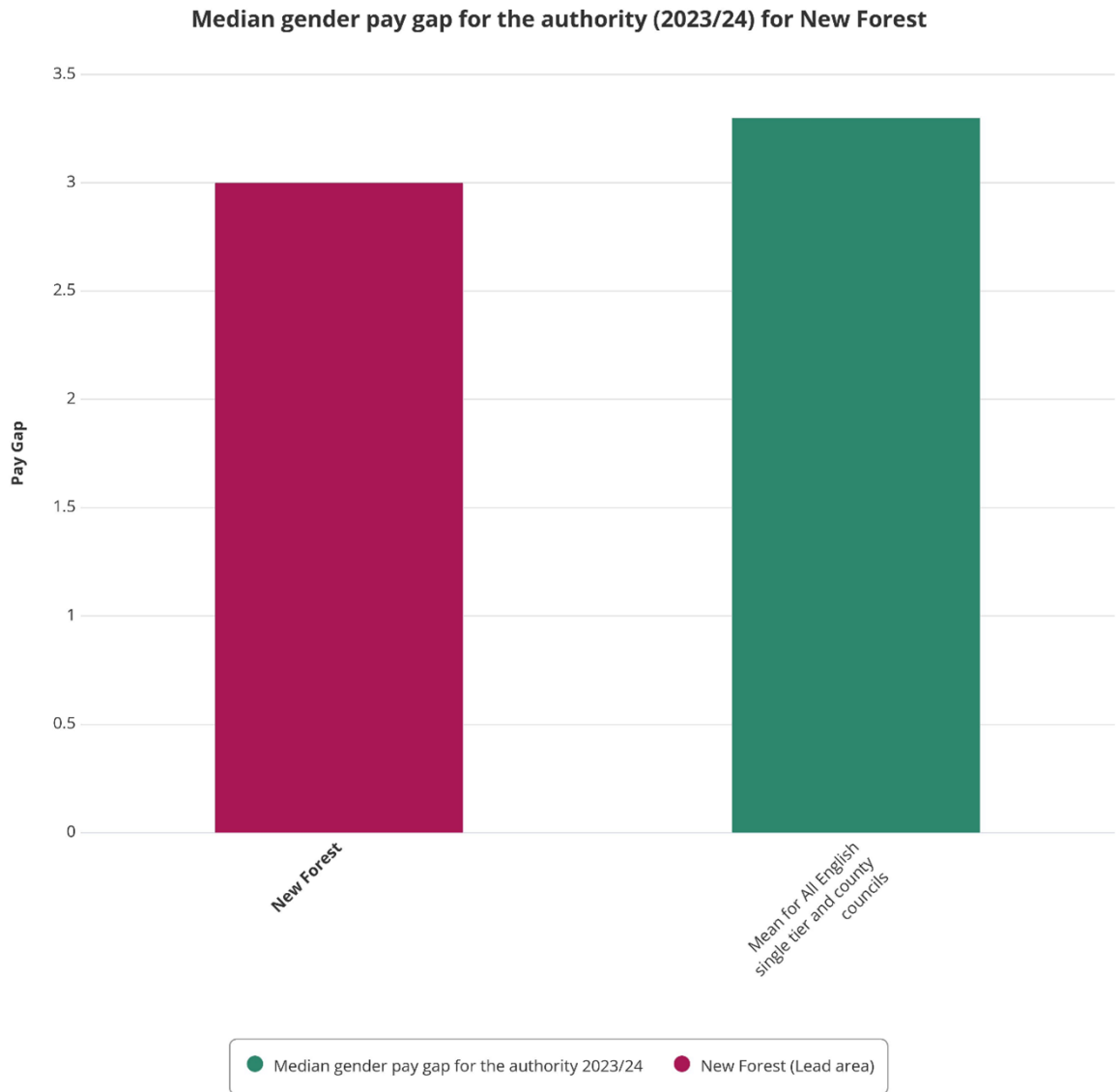
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New Forest – 1.9%

Mean for All English single tier and county councils – 4%

Sample size – 151

## 12. Median Gender Pay Gap



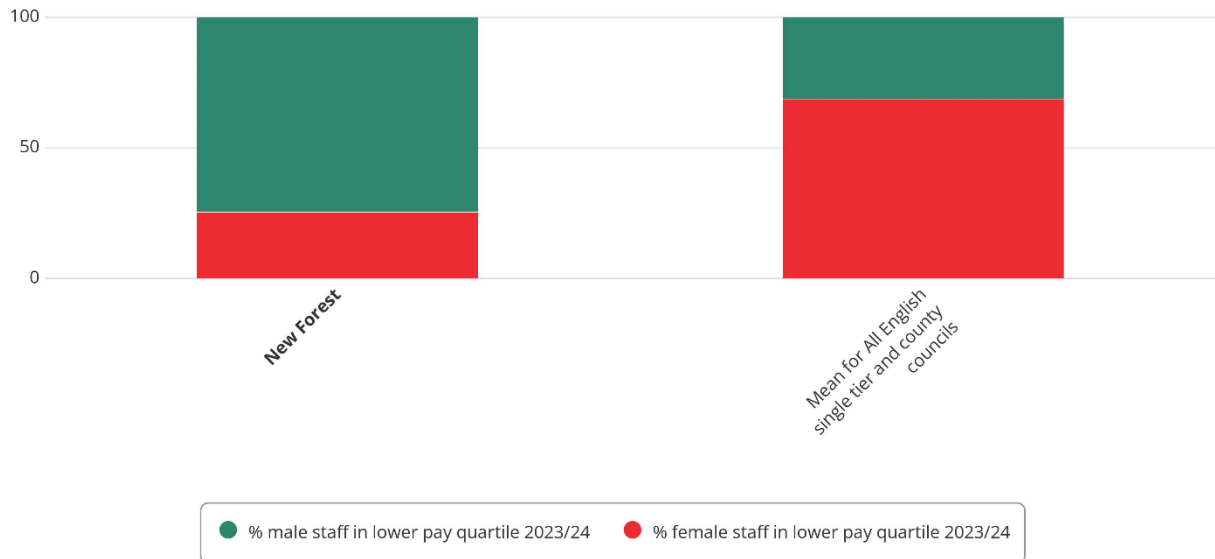
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New Forest – 3%

Mean for All English single tier and county councils – 3.3%

### 13. Lower Quartile

Percentage of authority's staff in lower pay quartile who are male (2023/24) & Percentage of authority's staff in lower pay quartile who are female (2023/24) for New Forest



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#### New Forest

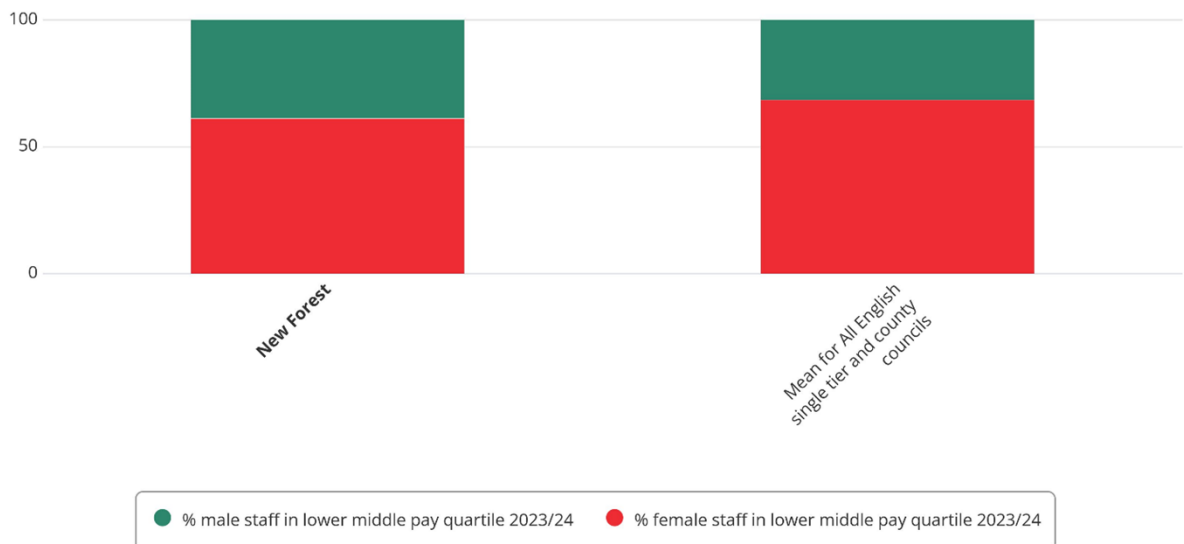
Males in lower quartile – 74.5%      Females in lower quartile – 25.5%

#### Mean for All English single tier and county councils

Males in lower quartile – 31.2%      Females in lower quartile – 68.8%

### 14. Lower Middle Quartile

Percentage of authority's staff in lower middle pay quartile who are male (2023/24) & Percentage of authority's staff in lower middle pay quartile who are female (2023/24) for New Forest



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New Forest

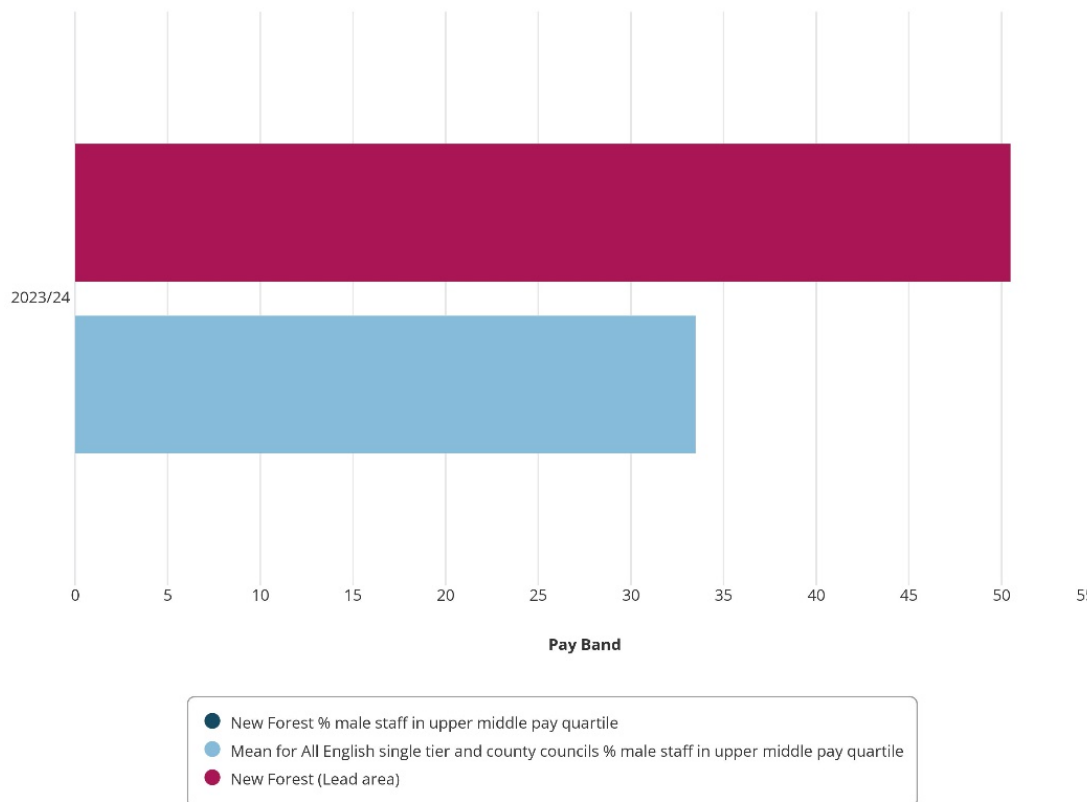
Males in lower middle quartile – 38.8%  
Females in lower middle quartile – 61.2%

Mean for All English single tier and county councils

Males in lower middle quartile – 31.5%  
Females in lower middle quartile – 68.5%

**15. Upper Middle Quartile**

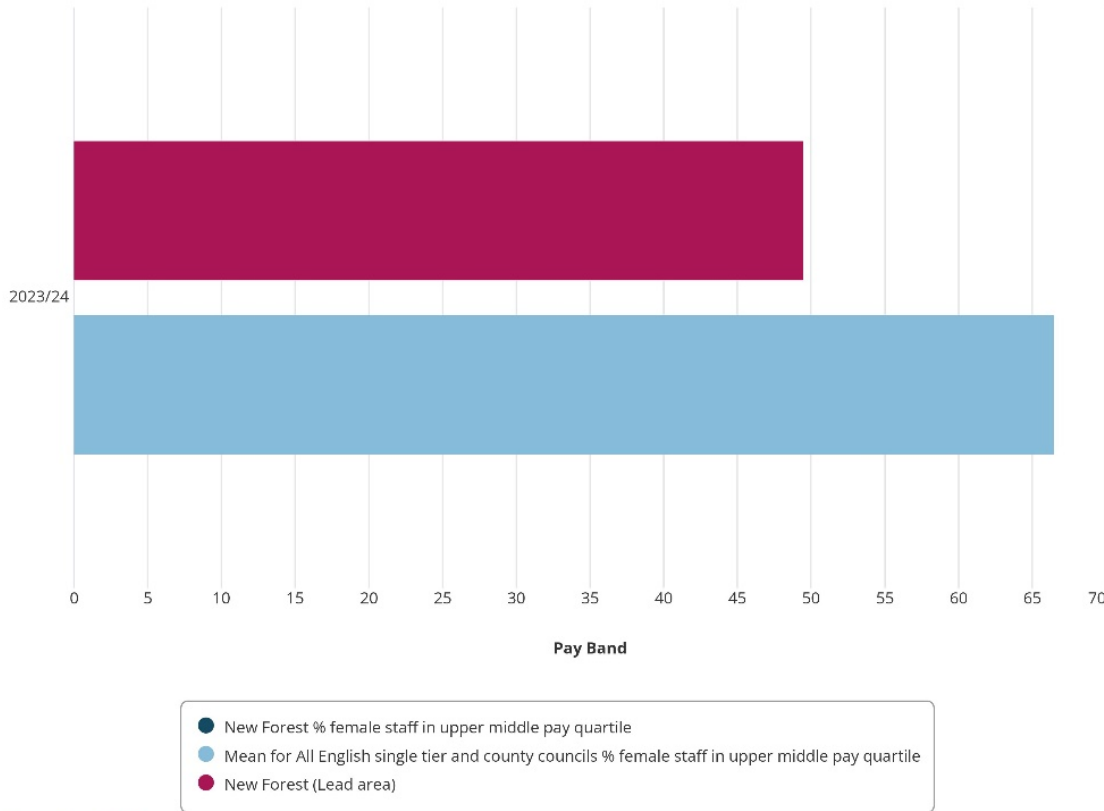
Percentage of authority's staff in upper middle pay quartile who are male (2023/24) for New Forest



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Source:  
Gender Pay Gap Service

**Percentage of authority's staff in upper middle pay quartile who are female (2023/24) for New Forest**



Powered by LG Inform

**Source:**  
Gender Pay Gap Service

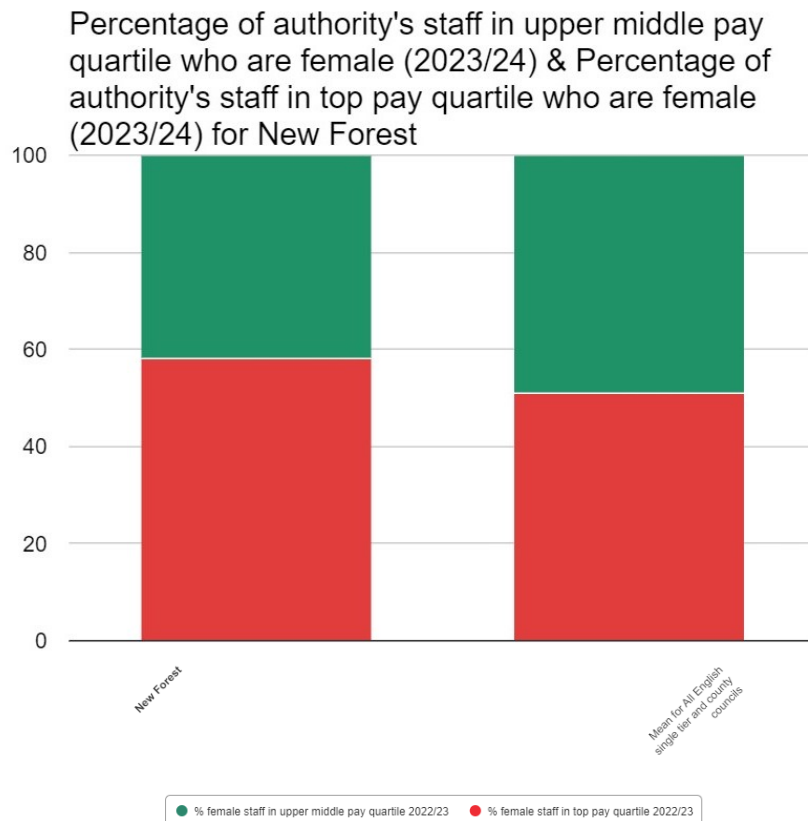
**New Forest**

Males in upper middle quartile – 50.5%  
Females in upper middle quartile – 49.5%

**Mean for All English single tier and county councils**

Males in upper middle quartile – 33.5%  
Females in upper middle quartile – 66.5%

## 16. Female Staff in Upper Quartiles



### New Forest

Females in upper middle quartile – 58%  
Females in upper quartile – 42%

### Mean for All English single tier and county councils

Females in upper middle quartile – 51%  
Females in upper quartile – 49%.

## Conclusions of 2023 Comparison Data

17. From the data available it is clear that the Median and Mean percentages of our gender pay gap are lower than the comparators. It can also be seen from points 5 and 6 that difference between the mean and median hourly pay for males and females is closer to 0% than in the previous year. This shows that our gender pay gap is decreasing.
18. The percentage of males in the lower quartile is higher than those of the comparators. One explanation could be that not all comparators deliver an in house refuse service. Another explanation could be that other authorities have responsibilities in Adult and Social care which tend to have a higher proportion of female staff in caring roles.

### **Corporate plan priorities**

19. To ensure fair wages to support the council's ambition of being an employer of choice.

### **Options appraisal**

20. No recommendations, this report is for information only

### **Consultation undertaken**

21. None.

### **Financial and resource implications**

22. None.

### **Legal implications**

23. None.

### **Risk assessment**

24. Not required.

### **Environmental / Climate and nature implications**

25. None.

### **Equalities implications**

26. The council will continue to keep under review its position in relation to gender pay.
27. As pointed out in point 10, as our dataset for ethnic minorities is less than 50, we have not sought to break this down further. However, we will continue to encourage those who have no ethnicity recorded on the HR Hub to update their details.

### **Crime and disorder implications**

28. None.

### **Data protection / Information governance / ICT implications**

29. None.

#### **Appendices:**

Appendix 1 – GPG Methodology

#### **Background Papers:**

Preparing your data - GOV.UK  
([www.gov.uk](http://www.gov.uk))  
Home | LG Inform ([local.gov.uk](http://local.gov.uk))

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### Gender Pay Gap METHODOLOGY

#### 1. Percentage of Men and Women in each pay quarter

- 1.1 To calculate the four quarters, firstly employees are sorted by hourly pay from highest to lowest.
- 1.2 Next the list is divided into four quarters, if the total number of employees is not divisible by 4 then the following distribution applies.
  - if there is one employee left over, add them to the lower hourly pay quarter
  - if there are 2 employees left over, add one to the lower hourly pay quarter and one to the upper middle hourly pay quarter
  - if there are 3 left over, distribute them between lower, lower middle and upper middle pay quarters
- 1.3 If employees with the same hourly rate end up in different quarters ensure the distribution between men and women in the two quarters is as fair as possible.
- 1.4 Lastly work out the percentage of men and women in each quarter by dividing the number of men in each quarter by the total number of employees in that quarter and multiplying by 100 to give a percentage. Repeat for the number of women in each quarter.

#### 2. Mean Gender Pay Gap

- 2.1 To calculate this all the hourly rates of men are added up and divided by the number of male employees. The process is then repeated for female employees.
- 2.2 We then subtract the female hourly rate from the male hourly rate, divide the total by the male hourly rate and multiply that figure by 100.
- 2.3 Expressed as a percentage, this is the organisations mean gender pay gap.

#### 3 Median Gender Pay Gap

- 3.1 Firstly all the male hourly rates are put into numerical order with the highest at the top and the lowest at the bottom. The median hourly rate is the man at the mid-point of all the men in the spreadsheet. The median female hourly rate is the hourly rate for the woman at the mid-point of all the females. If there is an even number of men or women, then take an average of the two middle point hourly rates.
- 3.2 To calculate the median gender pay gap we then subtract the median female hourly rate from the median male hourly rate. Divide the total by the median male hourly rate and then multiply the resulting figure by 100.
- 3.3 Expressed as a percentage this is the organisations median gender pay gap.

#### **4 Percentage of Men and Women receiving a bonus**

- 4.1 To calculate the proportion of male employees who received a bonus, the number of those that received a bonus needs to be divided by the number of male employees and the resulting figure multiplied by 100. This gives you the percentage of men who received bonus pay.
- 4.2 To calculate the proportion of female employees who received a bonus, the number of those that received a bonus needs to be divided by the number of female employees and the resulting figure multiplied by 100. This gives you the percentage of women who received bonus pay.

#### **5 Mean Gender Pay Gap for bonus pay**

- 5.1 To calculate this we need to add together all the bonus payments made to male employees and divide this figure by the number of men who received bonus pay. This gives the mean gender pay gap of bonus pay for men.
- 5.2 Repeat for all the women who have received bonus pay. This gives the mean gender pay gap of bonus pay for women.
- 5.3 We then subtract the women's bonus pay from the men's bonus pay, divide the total by the men's bonus pay and multiply that figure by 100.
- 5.4 Expressed as a percentage this is the organisations mean gender pay gap of bonus pay.

#### **6 Median Gender Pay Gap for bonus pay**

- 6.1 To calculate this we need to sort all the male employees who received a bonus into order of highest to lowest bonus pay amounts. Identify the male in the middle of the list, this figure is the median bonus pay for men.
- 6.2 Repeat this for women. This figure is the median bonus pay for women
- 6.3 We then subtract the women's bonus pay from the men's bonus pay, divide the total by the men's bonus pay and multiply that figure by 100.
- 6.4 Expressed as a percentage this is the organisations median gender pay gap of bonus pay.

## HR Committee – 9 January 2025

### Employee Workforce Report 2023 – 2024

Purpose	Information
Classification	Public
Executive Summary	<p>The employee workforce report reviews data from April 2023 – March 2024. It aims to overview key workforce data and the relevant trends in the Councils workforce priorities. The report also gives an overview of initiatives in place to support our colleagues over the past 12 months. The data is as of 01 April 24:</p> <p><b>Our People:</b> a summary of workforce statistics relating to headcount, diversity and pay information. Our FTE is 715, the workforce profile is primarily consistent with the previous year and representative of the New Forest Community according to the 2021 census. Unknown ethnicity data has decreased from 17.75% to 14.66%.</p> <p><b>Attract:</b> The number of applicants per recruitment campaign has increased from 6.56 to 9.78 per campaign. The diversity of applicants continues to increase, 17% were ethnically diverse in comparison to 13% the previous year.</p> <p><b>Engage:</b> All new employees are welcomed to the Council with induction remaining critical to the process.</p> <p><b>Develop:</b> We continue to invest in our employees through an increased corporate training budget by 8% for the 24/25 financial year. 0.76% of the pay bill was spent on training in 2023-24, increased from 0.69% the previous year.</p> <p><b>Reward:</b> Reward remains critical to our people. Market Supplements were extended to Bands</p>

	<p>11 and 12 in August 2023 in response to senior recruitment difficulties.</p> <p>Retain: External turnover has increased from 13.48% to 13.68% but remains at a healthy level.</p>
<b>Recommendation(s)</b>	<b>HR Committee note the contents of the report and support the priorities in 'next steps' (section 4).</b>
Reasons for recommendation(s)	<p>The Equality Act 2010 requires public authorities to publish equality information on an annual basis. The diversity information contained within this report supports this and is used to support the building of valuable insight that will aid us in becoming more inclusive.</p> <p>Future New Forest sets out our ambition to be an employer of choice by delivering a people strategy that outlines how we attract, retain, and grow talent. The data in the workforce profile is essential to understanding our workforce and achieving this aim.</p>
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron
Strategic Director(s)	Alan Bethune – Corporate Resources, Section 151 and Transformation
Officer Contact	<p>Heleana Aylett Service Manager HR <a href="mailto:Heleana.aylett@nfdc.gov.uk">Heleana.aylett@nfdc.gov.uk</a></p>

## Introduction and Background

1. This employee workforce report (**Appendix 1**) reviews data from April 2023 – March 2024. It aims to overview key workforce data and the relevant trends in the Councils workforce strategies and priorities.
2. This report also gives an overview of initiatives in place to support our colleagues over the past year.

3. Trend data is given through the report where its applicable or available. The workforce data included in this report is our directly employed workforce and does not include temporary agency workers. Statistics quoted are as of 01 April 2024.

## **Employee Workforce Profile Findings (page 34 – 35)**

### **Our People**

4. Our workforce profile has remained primarily the same as the previous year. We have made positive progress encouraging colleagues to update their personal information on the HR Management System in the previous 12 months, decreasing our unknown ethnicity data from 17.75% to 14.66%.
5. It is primarily representative of the New Forest Community according to the 2021 census (**New Forest population change, Census 2021 – ONS**).

### **Attract**

6. The number of applicants per recruitment campaign has increased from 6.56 per campaign in the previous year to 9.78. The diversity of applicants continues to increase, 17% were ethnically diverse in comparison to 13% the previous year.

### **Engage**

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

### **Develop**

8. We continue to invest in our employees through an increased corporate training budget by 8% for the 24/25 financial year, and role specific training. 0.76% of the pay bill was spent on training in 2023-24, increased from 0.69% the previous year.
9. Casework and workplace issues continue to contribute to the workload of the HR team. The team aims to support managers in finding the right resolutions to these issues.

### **Reward**

10. Reward remains critical to our people. Market Supplements were extended to Bands 11 and 12 in August 2023 in response to senior recruitment difficulties.

## **Retain**

11. Over two thirds of our colleagues are at the top of their salary scale, which indicates healthy retention levels. External turnover has increased from 13.48% to 13.68% but remains at a healthy level.

## **Employee Workforce Profile Next Steps (page 35)**

12. We continue to explore different ways to analyse and present workforce data to understand more about our people. In the next 12 months the HR Advisory team will be looking to develop improved manager dashboards which will enable managers to have access to their team data to make informed decisions, as well as create oversight for each directorate and the whole organisation.
13. The Equality, Diversity and Inclusion staff group continue to meet quarterly, reviewing processes and policies and raising awareness for EDI issues across the workforce. The Councils LGBT+ Network is an extension of this, supporting colleagues across the Council. Our equality objective 'encourage diversity and champion equality within our workplace, developing and supporting an inclusive working environment where all staff are respected with zero tolerance of bullying and harassment' will be a focus of the EDI group over the coming 12 months. The HR Team will support the Council to meet the recent legislative requirement to prevent sexual harassment in the workplace, with the support of the EDI group.
14. The Employee Forum continue to meet quarterly raising and resolving relevant issues. Following the recent staff survey the employee forum will review results to agree actions the employee forum can support.
15. We continue to embed health and wellbeing into the organisation and support managers and employees in this. We do this by proactively supporting all colleagues with wellbeing champions and an established Employee Assistance Programme. We also use tools to support colleagues managing wellbeing issues, for example the HSE Stress Questionnaire and Wellbeing Action Plans. The Councils proactive approach to supporting employees with reasonable adjustments remains a priority and colleagues supported by reasonable adjustments are recorded using a plan with regular manager reviews. The HR Advisory Team will be implementing a 3 yearly rolling people policy review programme, ensuring policies align with our values, promoting empathy and fairness. This aims to support colleagues maintain their wellbeing at work with clear, with supportive employee policies.

16. The employee benefits package has been reviewed in the past 12 months and with the support of EMT a buying and selling annual leave policy for all colleagues will be implemented from April 2025.
17. The Learning Management System is now live and being embedded across the workforce. Over the coming 12 months the system will be developed to focus on compliance first, before moving on to support workforce develop and career pathways.
18. There are 40 managers undertaking a Leadership Development programme from September – December 2024. There will be a further 20 starting the programme in April 2025. Further leadership development opportunities will be developed as part of the people strategy, with the first action being to establish leadership behaviours and a competency framework in 2025.
19. Recruitment processes continue to be improved, earlier this year the application form was simplified and a candidate pack introduced for all vacancies. This has resulted in positive feedback from both candidates and recruiting managers. These improvements aim to enhance process efficiency as well as ensure quality diverse candidates are attracted and hired.
20. The report highlights that 28% of new starters leave within the first 12 months. The HR team will review the induction process, considering options of group induction to improve the induction experience.
21. A people strategy is being developed in line with future new forest which will use this workforce data, alongside a wealth of other data and insight to provide a clear vision of how we will deliver on our employer of choice commitment. The strategy will help shape the future workforce through recruitment, retention, skills and career development to meet our needs and the expectations of future and existing staff.

### **Corporate plan priorities**

22. Future New Forest sets out our ambition to be an employer of choice by delivering a people strategy that outlines how we attract, retain, and grow talent. The data in the workforce profile is essential to understanding our workforce and achieving this aim.

### **Financial and resource implications**

23. There are none as a direct consequence of this report, however varying financial information is included throughout the report, including agency spend (page 17-79), employee costs (page 30 - 31) and training and development (page 22).

## **Equalities implications**

24. The purpose of the workforce profile is to enable the Council to consider workforce equality implications. These are considered throughout. Where the ethnic group size has been less than 50, care has been taken to ensure that individuals cannot be identified.

### **Appendices:**

Appendix 1 – Employee Workforce Report

### **Background Papers:**

None





# Employee Workforce Report

2023 - 2024

Human Resources

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# Executive Summary

This employee workforce report reviews data from April 2023 – March 2024. It aims to overview key workforce data and the relevant trends in the Councils workforce strategies and priorities.

This report also gives an overview of initiatives in place to support our colleagues over the past year.

Trend data is given through the report where its applicable or available. The workforce data included in this report is our directly employed workforce and does not include temporary agency workers. Statistics quoted are as of 01 April 2024.

## 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 understanding the workforce.

The HR Team aim to support 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.



# Our People

## Corporate Workforce Data

Total employees and full time equivalent (FTE's) 2022 – 2024

	01 April 2022	01 April 2023	01 April 2024
Headcount	775	783	804
FTE	676	690	715

Breakdown of permanent, fixed term and casual employees 2022 - 2024

Role Type	01 April 2022	01 April 2023	01 April 2024
Permanent	721	732	749
Fixed Term	34	37	42
Casual	20	14	13

Workforce Headcount and FTE by grade 01 April 2024

Grade Name	FTE	Headcount	Headcount % workforce
Apprentices	4	4	0.50%
BAND 1	5.1	17	2.11%
BAND 2	85	87	10.81%
BAND 3	61	78	9.69%
BAND 4	154	188	23.35%
BAND 5	94	102	12.67%
BAND 6	100	106	13.17%
BAND 7	100	106	13.17%
BAND 8	49	52	6.46%

BAND 9	37	39	4.84%
BAND 10	5.7	6	0.75%
BAND 11	13	13	1.61%
BAND 12*	7	7	0.87%

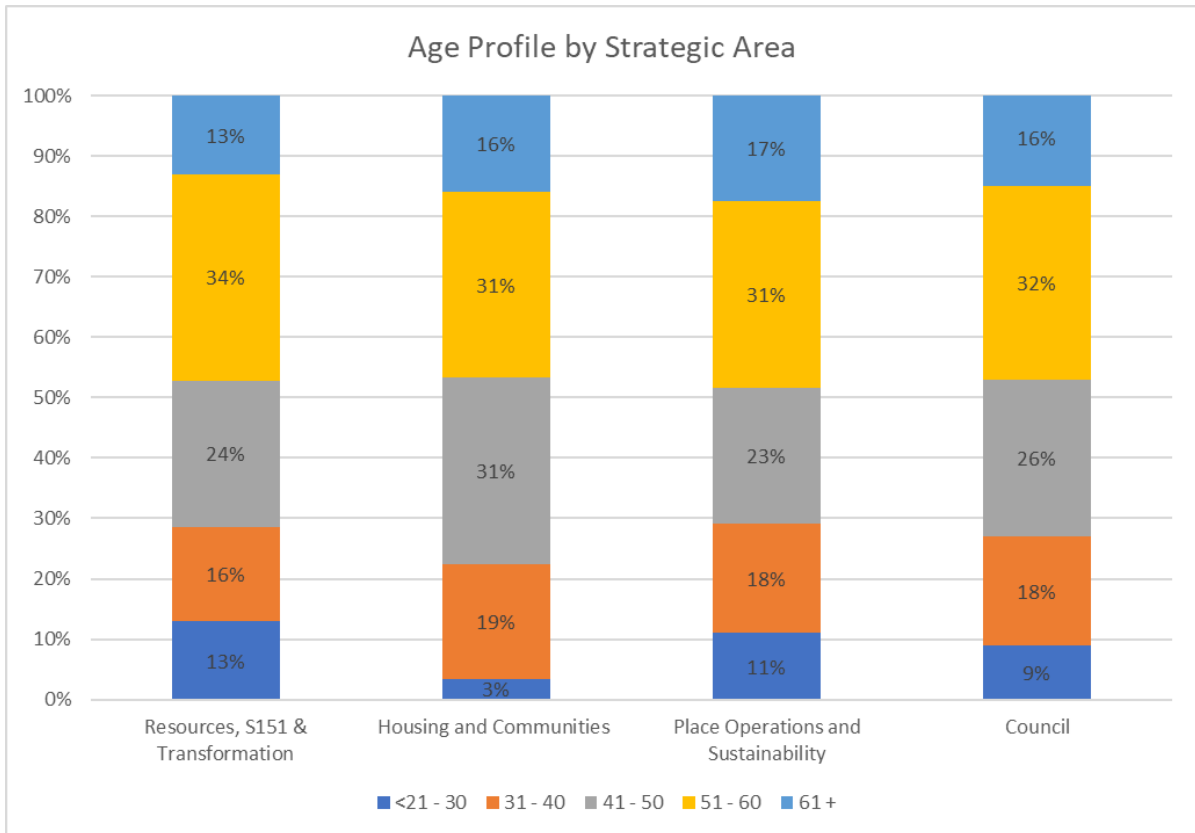
## Diversity

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

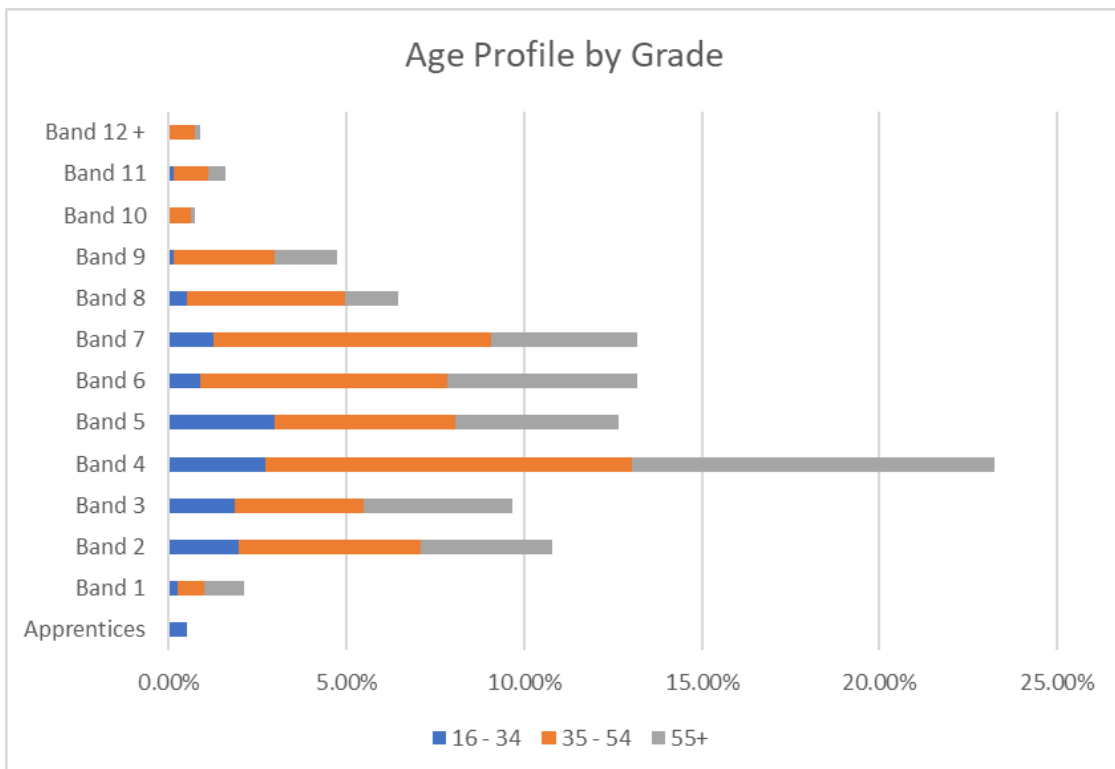
We continue to encourage employees to declare their personal diversity information, however it remains discretionary. In the last financial year we reviewed the language used to describe all diversity data and aligned this with the most recent census and ACAS recommendations. All colleagues were encouraged to review their personal information on the HR Management System and update this.

## Age

Age profile by strategic area 01 April 2024



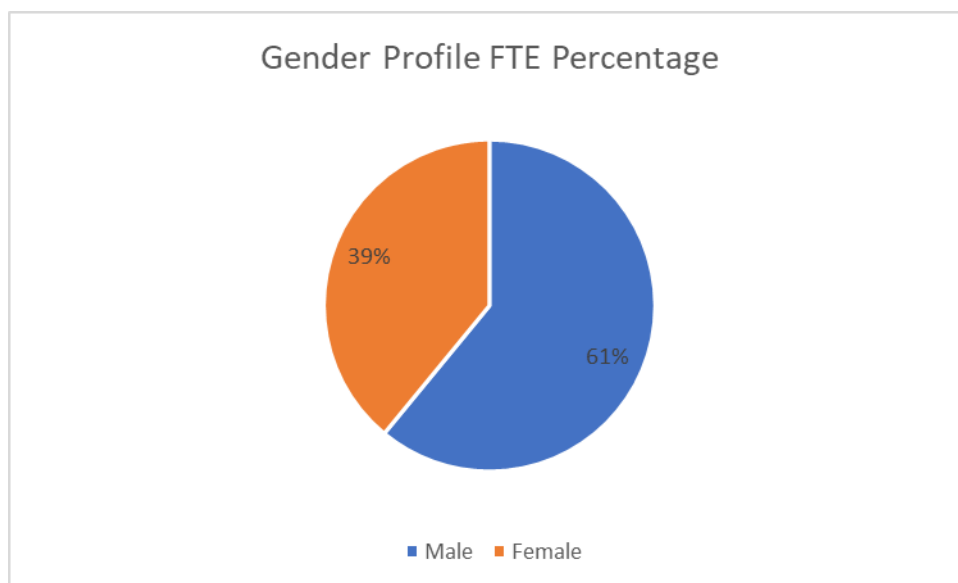
Age profile by grade 01 April 2024



## Gender

Gender by headcount and FTE 01 April 2024

	Headcount	FTE
Male	465	439
Female	340	279



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

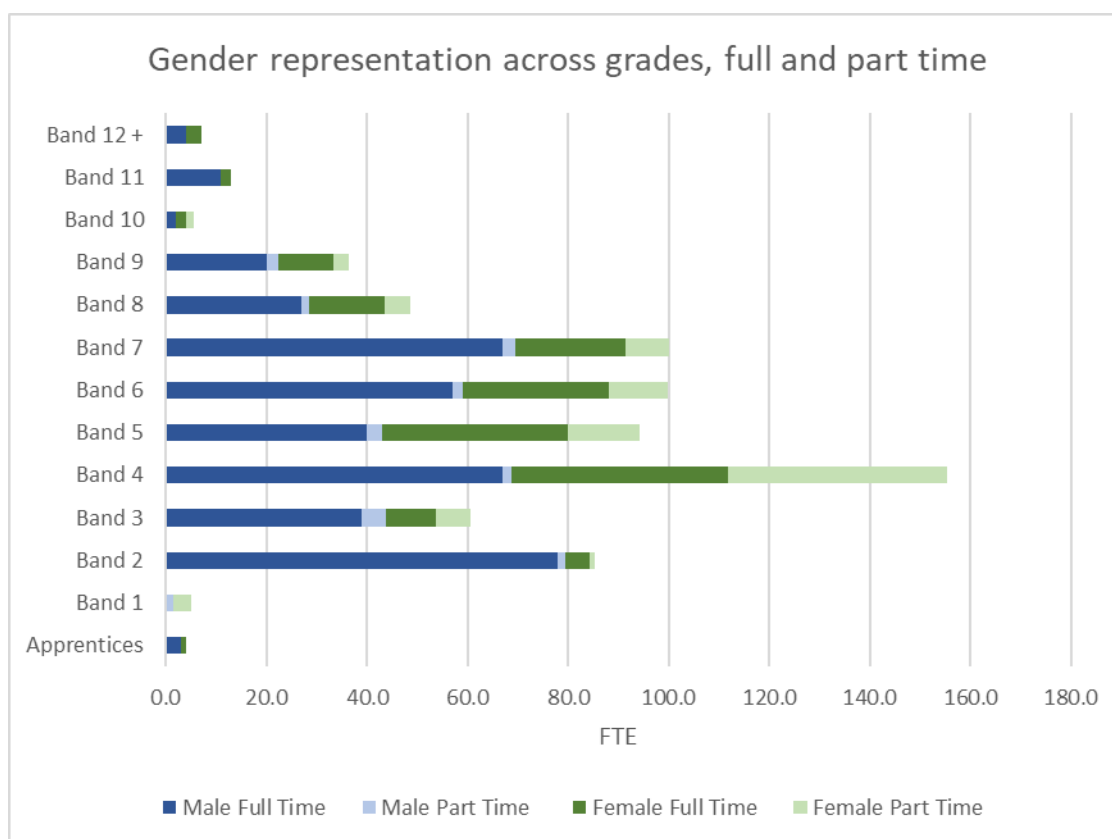
Gender FTE profile by grade

	Male Full Time	Male Part Time	Total	Female Full Time	Female Part Time	Total
Apprentices	3.0	0.0	3.0	1.0	0.0	1.0
Band 1	0.0	1.5	1.5	0.0	3.6	3.6
Band 2	78.0	1.4	79.4	5.0	0.8	5.8
Band 3	39.0	4.7	43.7	10.0	6.8	16.8
Band 4	67.0	1.9	68.9	43.0	43.4	86.4
Band 5	40.0	2.9	42.9	37.0	14.3	51.3



Band 6	57.0	2.1	59.1	29.0	11.6	40.6
Band 7	67.0	2.4	69.4	22.0	8.7	30.7
Band 8	27.0	1.6	28.6	15.0	5.1	20.1
Band 9	20.0	2.4	22.4	11.0	2.9	13.9
Band 10	2.0	0.0	2.0	2.0	1.7	3.7
Band 11	11.0	0.0	11.0	2.0	0.0	2.0
Band 12 +	4.0	0.0	4.0	3.0	0.0	3.0
Total	415.0	21.0	436.0	180.0	99.0	279.0

Gender FTE representation across grades, full and part time



This table and graph shows that females 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 2024 0.12% of employees have used this title.

## Ethnicity

Ethnicity by percentage of headcount 01 April 2024

Ethnicity	Percentage of headcount
Asian or Asian British	1%
Black, Black British, Caribbean or African	0.87%
Mixed or multiple ethnic groups	0.37%
Other ethnic group	0.37%
Prefer not to say	4.97%
White	77.76%
No ethnicity data	14.66%

The table shows that 77.76% of our employees identify as white and 2.62% identify within an ethnic minority (the previous year was 2.18%). The census 2021 results show that 3.2% of New Forest residents do not identify as white.

The Council does not hold data for 14.66% of colleagues. This is down from 20.82% the previous year. In the previous 12 months the HR team have updated the sensitive information categories on the HR management system so they are reflective of the most recent census and have periodically raised the profile across the workforce of the importance of updating and providing personal information.

## Disability

As of 01 April 2024, 33 employees (4.1% of the workforce) have recorded on the HR system they are managing a long term health condition or disability. This is an increase from 2% on the previous year. 10 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 their health conditions themselves informally and not recording this on the HR management system.

However we are pleased to see an increase in the last year of colleagues feeling comfortable to record their health conditions. The HR team has worked hard to raise the profile of why recording this information is important and supportive of the colleague.

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 and Access to Work to support and implement employee adjustments.

## Time off for new parents

Numbers of family leave from 01 April 2023 – 01 April 2024

Type of leave	Headcount
Maternity	9
Paternity	12
Shared Parental Leave	0
Adoption	0
Keep in touch days	2

There are many benefits to the employee and Council associated with the use of KIT days and therefore we would encourage the amount used 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 by managers.

# Employee Lifecycle – Attract

## 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 to 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 included 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 was reviewed again in early 2024. The Council intends to implement a buying and selling annual leave policy for all colleagues.

## Recruitment Application Form

In order to increase potential applicants from appropriate job seekers, we have introduced a sleek and simple new application form process; we now have a short form to be completed along with up to 500 word supporting statement, and asking for the applicant to upload a CV or other relevant supporting information in a format that they feel best shows off their skills. We have also created a slightly different form for operational roles, where CV's may not be held. We hope that this aids accessibility and is more inclusive as well as more attractive overall.

## Recruitment YouTube Video

Many applicants are keen to know, 'why NFDC?' 'what makes it a great place to work?' We have created an inhouse short video with clips filmed by colleagues of their own thoughts on what makes us an employer of choice.

## Candidate Pack

A vibrant and engaging candidate pack for all vacancies has been introduced. This sets out information about the New Forest and role, our commitment to equality, diversity and inclusion, employee benefits including wellbeing and our culture, Future New Forest and the Corporate Plan, personal development and survey information. An example can be seen in appendix 1.

## Recruitment Events

We have attended 10 recruitment events over the past year. These have ranged from job centres, schools, colleges, and Get Inspired event covering the whole of Southampton and the New Forest for 13 - 14 year-olds. The aim is to promote the different types of careers we cover, and the type of apprenticeships we offer.

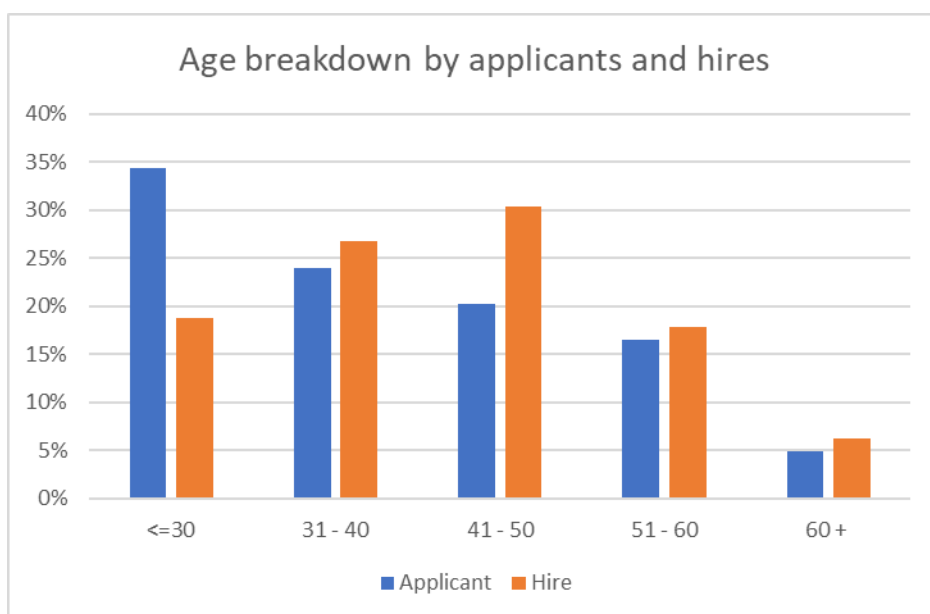
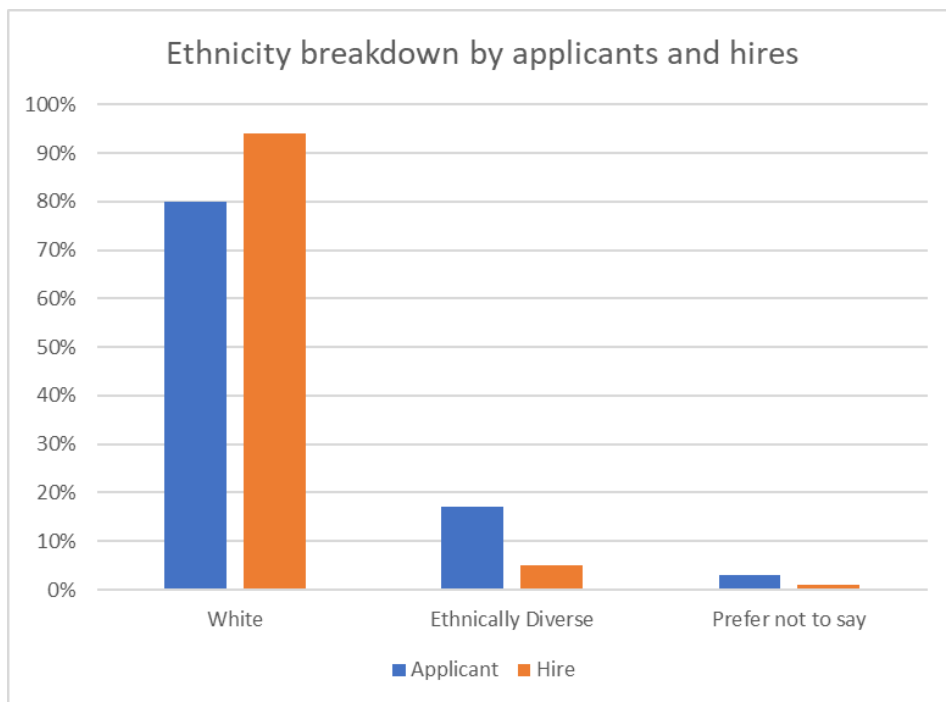
## Diversity of Applicants and Hires

The table below shows the number of recruitment campaigns in 2023-2024 to the previous two years:

	2021-2022	2022-2023	2023/2024
Number of recruitment campaigns	248	177	179
Percentage of posts filled first time	92%	81.5%	78%
Number of applications	1573 (6.34 per campaign)	1162 (6.56 per campaign)	1752 (9.78 per campaign)

There were 1752 applicants in the last financial year and 133 new starters. 35% were female and 65% were male.

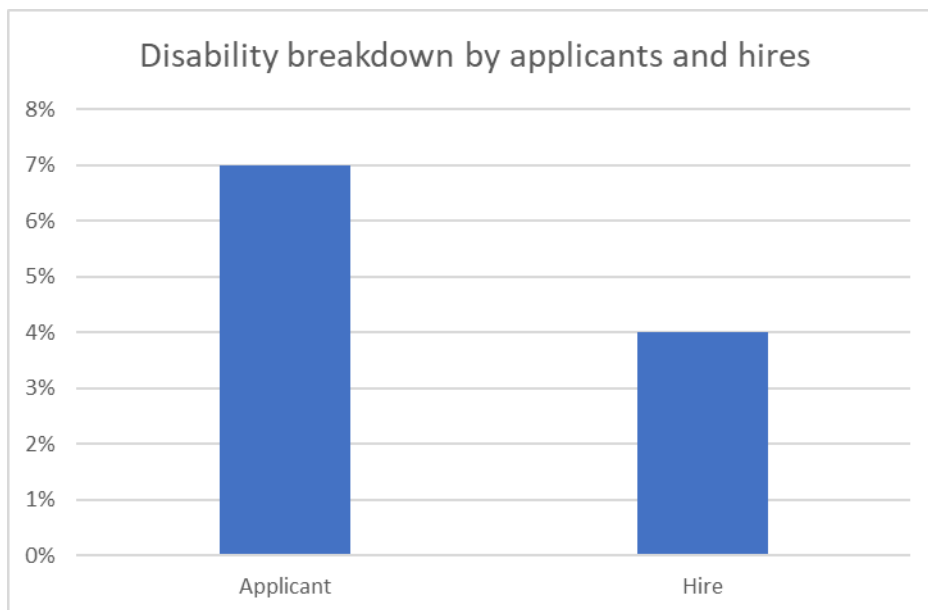
The below graphs identify the diversity of new starters in comparison to applicants. In the most recent financial year the Councils applicants were 17% ethnically diverse. This is increased from 13% in the previous year.



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 starters who are managing long term health conditions with reasonable adjustments. The number of disabled applicants has increased from 5% to 7% in the last financial year.





## 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 March 2024 agency spend was:

Under the framework: £256,188.08

Outside the framework: £566,096.98

For the year to 31 March 2024, agency spend was as follows:

Non-agency framework usage:

Strategic Area Place, Operations and Sustainability:

Service	Spend
Cemeteries/ Grounds Maintenance	£10,800.00
Conservation and Urban Design	£49,317.82
Development Management	£9,285.00
Economic Development	£50,972.82
Policy and Plans	£9,256.32
Refuse Collection	£2,691.39
Strategic Director – Place, Operations and Sustainability	£231,897.50

Strategic Area Housing and Communities:

Housing Improvements	£1,670.99
Housing Maintenance – comp & asset man - electrical	£14,007.39
Health Commercial	£22,758.91
Pollution	£77,503.52

Strategic Area Corporate Resources, Section 151 and Transformation:

ICT Digital Projects & Services	£65,153.72
Information and Communication Technology	£18,181.60
Legal Services	£2,600.00

## Agency framework usage

Strategic Area	Service	Spend
Place Operations and Sustainability	Cemeteries/ Grounds Maintenance	£37,964.66
	Refuse Collection	£106,388.43
	Street Scene	£37,894.46
	Environment Services Administration	£1,002.28
Corporate Resources, Section 151 and Transformation	Electoral Services	£29,983.22
Housing and Communities	Hsg Maint - Comp & Asset Man - Electrical	£10,188.77
	Hsg Maint - Operations Management	£7,298.86
	Hsg Maint - Shared Support Hub	£13,839.79
	Property Services Housing	£11,627.61

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 Place, Operations and Sustainability was in response to essential work to support the development of the Solent Freeport. We have continued to manage staffing pressures in Environmental Health, essential works were required in air pollution to fulfil our statutory duties.

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.

# Employee Lifecycle – Engage

## New Starters

In 2023 – 2024 there were 133 new starters. The workforce profile of new starters was 35% female and 65% male. The average age of a new starter was 43.

All new starters 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. 95% of new starters were successful in completing their probationary period in 2023 - 2024. 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 3% of probationary periods in 2023 – 2024.

## 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 is regularly 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.

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 Leader, Chairman of the Council, Chief Executive and Senior Leadership Team meet new starters on a quarterly basis. The primary purpose of this is to welcome and engage with new employees, provide more council wide context, and find out about their initial experiences.

## Employee Groups

Colleagues are engaged through various employee groups, including Employee Forum, Equality, Diversity and Inclusion Staff Group and the LGBT+ employee led network.

The Employee Forum has been meeting for a number of years and is facilitated by the chief executive to talk through corporate issues impacting staff and to allow colleagues the opportunity to raise questions as they wish.

The Equality, Diversity and Inclusion staff group have been meeting since July 2023 and is facilitated by the chief exec. The aims of this group are to help raise awareness of EDI issues across NFDC, build trusting relationships and support meaningful change by contributing to NFDC equality objectives, policies and initiatives.

The LGBT+ employee network is our first peer led network and launched in June 2024. It is in its early stages of development but aims to support colleagues, share experience and contribute an LGBT+ perspective to corporate policies and initiatives.

# Employee Lifecycle – Develop

## Training and Development 2023 – 2024

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

	2021 – 2022	2022 – 2023	2023 - 2024
Amount Spent	£138,090	£211,131.87	£253,488.65
Spend per employee	£178.18	£269.64	£314.89
% of pay bill spend	0.44%	0.69%	0.76%

2023 - 2024	Amount Spent	Amount Budgeted
Corporate budget	39,522.25	23,150.00
Service area budget	213,966.40	224,920.00
<b>Total</b>	<b>253,488.65</b>	<b>247,040.00</b>

The overall training spend has increased this year, likely supported by the investment in a corporate leadership development programme. The Council continues to prioritise training and will expand the leadership development programme over the coming year.

When the Council set its 2024/25 budget, it included an increase of 8% to the overall training budget (now totalling £268,000 for the year).

The Council has also invested in the past year in building a learning management system which will support all colleagues with new eLearning packages and a wider training opportunities such as taught courses. It also allows training needs to added to job roles or teams and then progress can be tracked corporately by HR but also by managers and employees directly, as well as eLearning module owners (eg Health & Safety) to ensure full compliance.

The below table gives details of corporate training for the year to 31 March 2024. We are unable to report on service and role specific training as this will have been organised on a individual and service specific basis.

## Corporate Training 2023 – 2024

Course	Internal/External	No. of sessions	No. of delegates
Brief Bites - Day to Day Performance Management	Internal	1	16
Brief Bites - Mental Health and Wellbeing for Managers	Internal	1	1
Brief Bites - Performance Management - when things go wrong	Internal	2	16
Brief Bites - Recruitment & Selection	Internal	1	13
Brief Bites - Sickness & Absence	Internal	1	14
Brief Bites - Apprenticeships	Internal	2	2
Coaching Skills	External	2	15
Inclusive Language Training	External	4	43
Neurodiversity	External	2	19
Operational Leadership Training	External	2	28

In the last year the Council has run a leadership development programme for 25 leaders across the Council supported by an external trainer. 2 cohorts were run which included 4 modules and 5 masterclasses. The leadership development programme is intended to be extended to middle managers in the coming 12 months.

The Council has various e-learning modules all employees complete depending on their role. Most modules need regular renewal and are alerted to this through the new learning management system. Module owners have access to a weekly report on who has completed the module and those that are outstanding.

The LMS details all training undertaking by employees, records can be viewed by manager and employee as well as HR. Corporate training course dates and details are recorded in the system and employees can self book, 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:

- 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
- 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.
- 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.
- Ongoing review of up to date and ongoing mental health resources on our pages

All employees complete Equality training every two years. All colleagues are currently completing the new content on the learning management system as they are now required to complete two modules. One focuses on Equality, Diversity, Inclusion and Belonging and the other on Dignity at Work to support colleagues in understanding the impact of their behaviour on others.

## Apprenticeships

Apprenticeships in the Council continue to be offered, providing skills development and training pathways that benefits department service areas and employee professional development. These are available as new apprenticeship contracts or as a training route for existing employees.

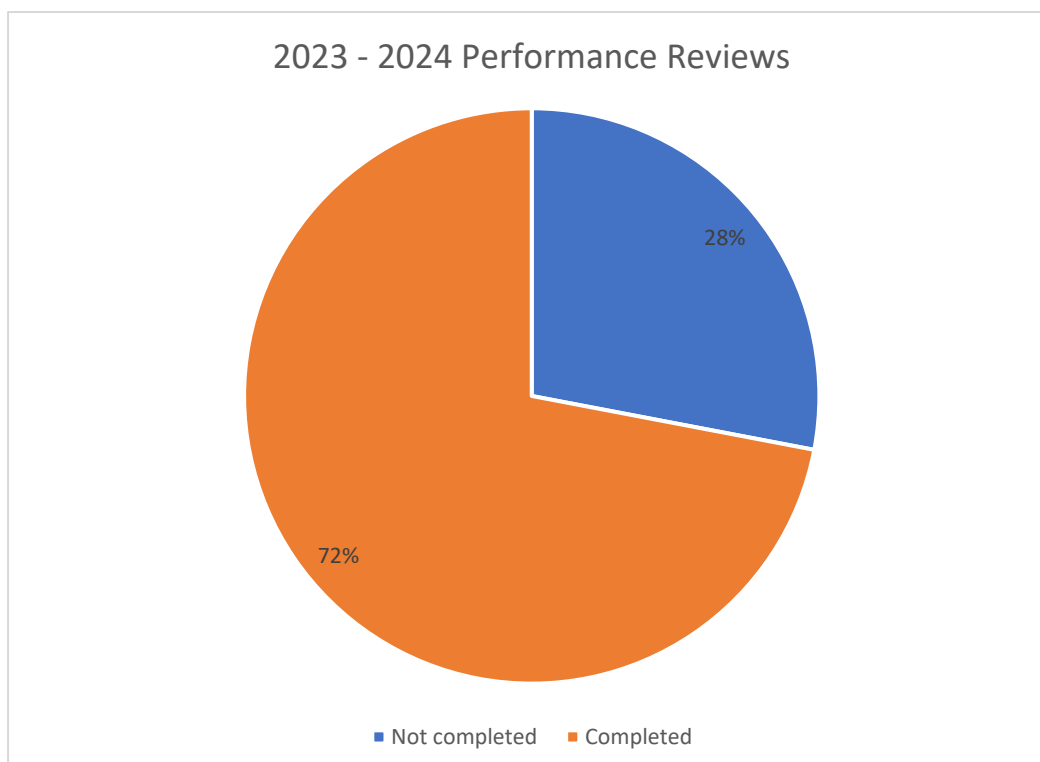
Since the Apprenticeship Levy was introduced in 2017, the Council has enrolled nearly 70 employees onto 15 different types of apprenticeships that's include programmes for business administration, customer service, mechanic, management, landscaping, accounts, ICT and more.

In the last year 12 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
2023 - 2024	12

## Performance Reviews

The Council has an annual performance review system aiming to measure employee performance and review training and development opportunities. In the year 2022 – 2023 there was a completion rate of 61%. We have continued to communicate on the benefits of performance reviews as well as a clear timescale for them to be completed across all levels.



## HR Ratios

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

	HR Headcount	Headcount (including NPA)	Ratio
2022/2023	8 (6.67 FTE)	783 (857)	1:98 (1:107)
2023/2024	10 (8.67)	804 (877)	1:80 (1:88)

The latest Brightmine (formerly Xpert HR) survey from January 2024 for both private and public sector shows an average 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 managed using the Councils Capability or Disciplinary policies.

## Performance

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

Resolution Type	Number of cases
Informal capability	3
Resignation	1

Formally resolved	0
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## 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 from happening. In 2022 – 2023 there were 24 resolved cases, 8 of these were formal hearings. This year has seen an increase in 7% of total cases

Resolution Type	Number of cases
Informally resolved	14
Stage 1, 2 or 3 hearings	9
Stage 4 hearings	2
Number of dismissals	1
Number of appeals	0

## Resolving Workplace Issues

The Council always aims to resolve issues informally between employees and managers as promptly as possible. However there are occasions where this isn't successful or appropriate and therefore the employee may submit a grievance. In 2023 – 2024 there were 5 resolved cases, of which 4 were resolved informally. This is a reduction from 11 in the previous year.

The Council has reviewed its approach to bully and harassment in the last year, this has included a refreshed, stand along policy separate to the grievance procedure. It aims to resolve issues quickly and fairly for all involved and supports our culture of a zero tolerance approach to any bullying and harassment.

Resolution type	Number of cases
Informally resolved	4
Stage 1	1

Stage 1 not upheld	1
Number of stage 1s progressed to stage 2	0

## Attendance Management

A full attendance management report is available online. This shows that in 2023 – 2024 the percentage of working time lost was 3.53%, this is reduced from 3.92% in the previous year.

## Flexible Working

In the past year there were 10 flexible working requests. 2 of these were initially declined. There was one appeal which was latterly supported.

## Policy Reviews

Since April 2024 there have been multiple employment legislation changes impacting HR policies. This includes the protection afforded to employees returning from maternity or shared parental leave, time off for carers leave, flexible working and the duty for employers to prevent sexual harassment.

The HR Team have reviewed all policies impacted and used the opportunity to ensure they are reflective and supportive of our workforce.

The Council has introduced Support Leave to enable colleagues with caring responsibilities up to one working weeks paid leave in a year. The HR Team will review the use of this in the coming year and ensure it remains supportive.

The Bullying and Harassment policy has been reviewed and implemented from January 2024 to reflect a simplified resolution process and one the focuses on supporting our inclusive culture that is free from harassment.

# 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 our communities.

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

	2022/23	2023/24
Double Increments/Advancements	6 employees (5 females, 1 male)	10 employees (3 males, 7 females)
Increment Withheld	0 employees	1 employee
Increment Progression (in line with T&C's)	256 employees	245 employees
No increment due (top of band, at bar in career grade, on fixed term contract, casual or started after September)	537 employees	564 employees
Additional payments (bonus/market supplement/honorarium)	Bonus: 12 Honorarium: 32 Market Supplement: 88	Bonus: 9 Honorarium: 30 Market Supplement: 85

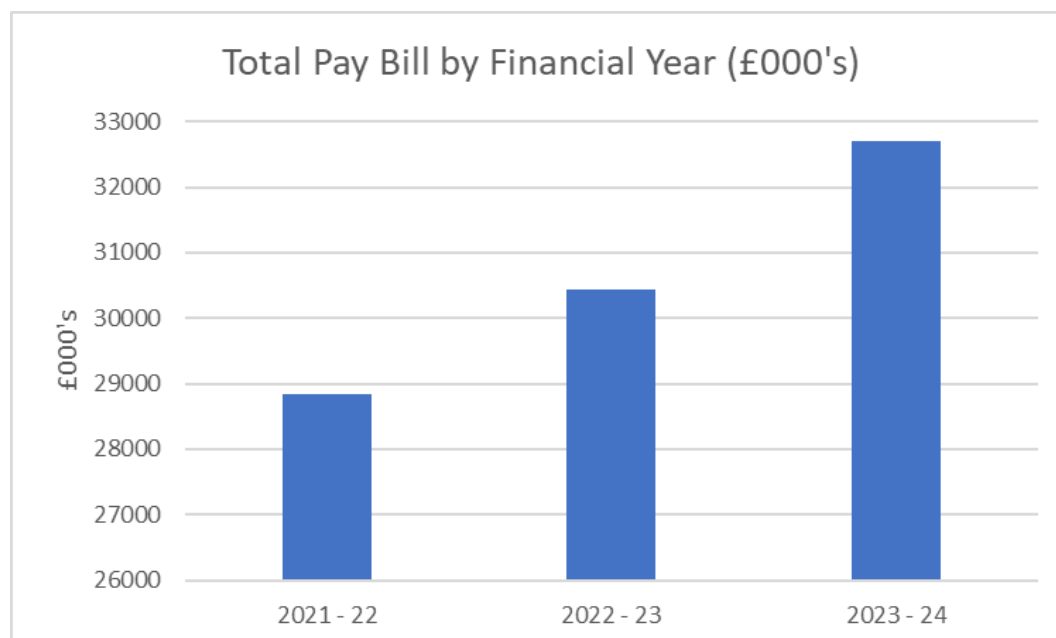
In August 2023 the Council extended its use of Market Supplements to include Bands 11 and 12. This was in response to recruitment difficulties at senior levels. In exceptional circumstances, and where approved by relevant parties, the market supplement could be increased up to 15%. This applies to all posts up to and including Band 12.

In accordance with the Local Government Association guidance on the Government's requirement for reporting remuneration relationships (the ratio between the highest paid employee and the median average earning across the organisation as a multiple). Based on pre 23/24 pay award salaries for 1<sup>st</sup> April 24:

Chief Executive Remuneration	£137,504
Employee Median Average Remuneration	£28905
Ratio	4.76

## Annual Pay Information

	2021 - 22	2022 - 23	2023 - 24
Total Pay Bill (£'000's)	28842	30429	32703



2023 - 2024	£	Total £	Paybill as %
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Total Gross Pay	26,304,137.56		
Employers NI	2,517,448.02		
Employers Super	4,479,334.78	<b>33,300,920.36</b>	
General Fund Original Budgeted Expenditure	75,129,050		
HRA Original Budgeted Expenditure	32,702,830	<b>107,831,880</b>	<b>30.88%</b>



# 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 2021 – 2024:

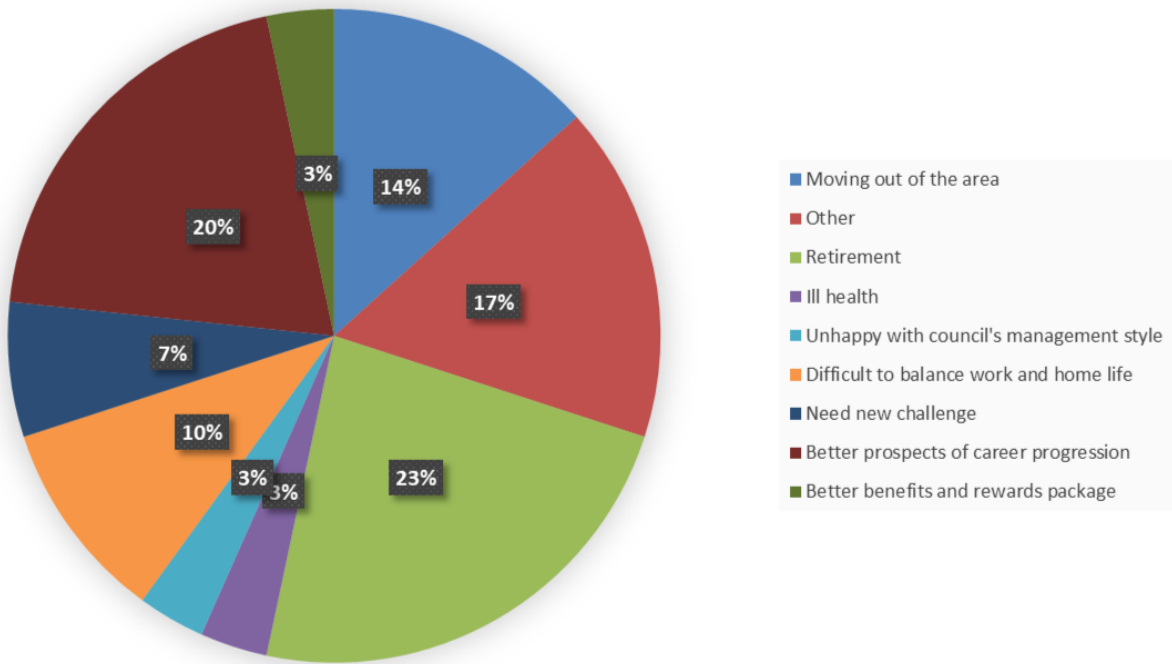
	2021/22	2022/23	2023/24
Voluntary Resignations	17.76%	12.32%	11.31%
Contract Terminations	3.6%	1.16%	2.36%
Turnover	21.36%	13.48%	13.68%

28% of new starters left within 12 months of joining, 9% of those were either on fixed term contracts, or did not meet the requirements of their probation. 51% of those who left were in office-based roles, 49% in operational roles.

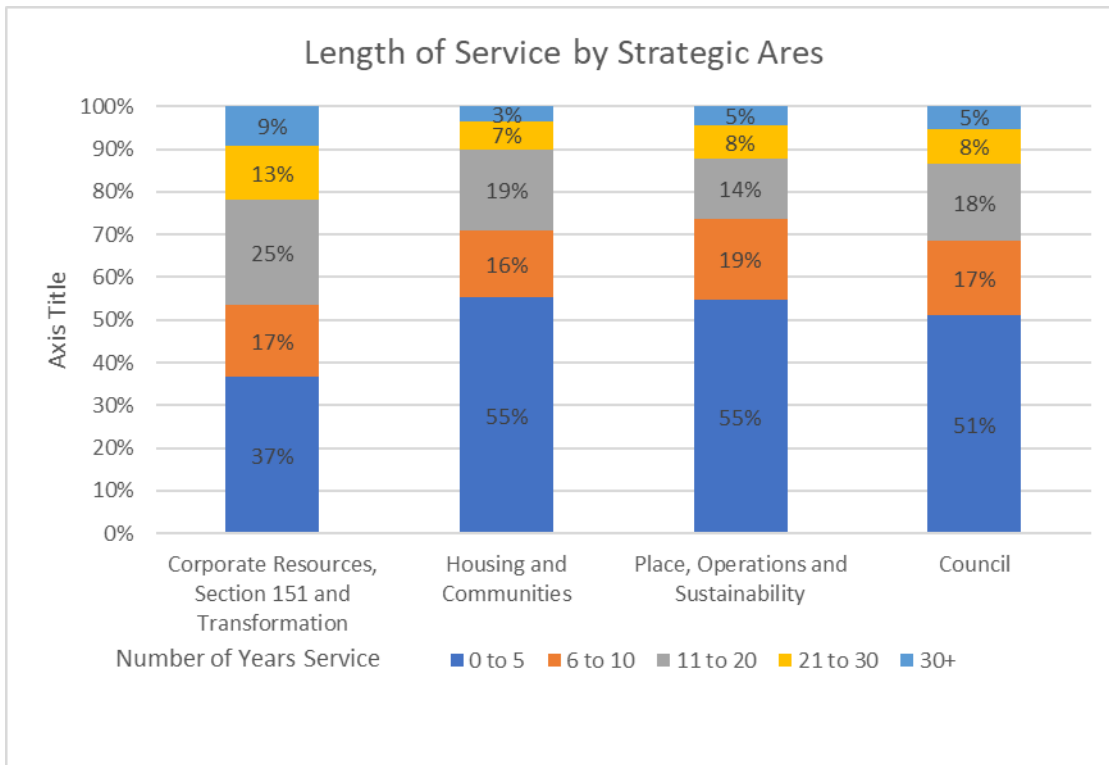
### Reasons for Leaving

55% of leavers who were sent the leavers questionnaire, completed it. The highest reason for leaving was retirement, followed by better prospects of career progression. The leavers questionnaire data was used to inform a recent employee benefits review and will be used to support the development of the people strategy.

### Main Reason for Leaving NFDC



### Length of Service



# Conclusions

## Our People

Our workforce profile has remained primarily the same as the previous year. We have made positive progress encouraging colleagues to update their personal information on the HR Management System in the previous 12 months, decreasing our unknown ethnicity data from 17.75% to 14.66%.

It is primarily representative of the New Forest Community according to the 2021 census ([New Forest population change, Census 2021 – ONS](#)).

## Attract

The number of applicants per recruitment campaign has increased from 6.56 per campaign in the previous year to 9.78.

The diversity of applicants continues to increase, 17% were ethnically diverse in comparison to 13% 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 an increased corporate training budget by 8% for the 24/25 financial year, and role specific training. 0.76% of the pay bill was spent on training in 2023-24, increased from 0.69% the previous year.

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

## Reward

Reward remains critical to our people. Market Supplements were extended to Bands 11 and 12 in August 2023 in response to senior recruitment difficulties.

## Retain

Over two thirds of our colleagues are at the top of their salary scale, which indicates healthy retention levels. External turnover has increased from 13.48% to 13.68% but remains at a healthy level.

## Next Steps

We continue to explore different ways to analyse and present workforce data to understand more about our people. In the next 12 months the HR Advisory team will be looking to develop improved manager dashboards which will enable managers to have access to their team data to make informed decisions, as well as create oversight for each directorate and the whole organisation.

The Equality, Diversity and Inclusion staff group continue to meet quarterly, reviewing processes and policies and raising awareness for EDI issues across the workforce. The Councils LGBT+ Network is an extension of this, supporting colleagues across the Council. Our equality objective 'encourage diversity and champion equality within our workplace, developing and supporting an inclusive working environment where all staff are respected with zero tolerance of bullying and harassment' will be a focus of the EDI group over the coming 12 months. The HR Team will support the Council to meet the recent legislative requirement to prevent sexual harassment in the workplace, with the support of the EDI group.

The Employee Forum continue to meet quarterly raising and resolving relevant issues. Following the recent staff survey the employee forum will review results to agree actions the employee forum can support.

We continue to embed health and wellbeing into the organisation and support managers and employees in this. We do this by proactively supporting all colleagues with wellbeing champions and an established Employee Assistance Programme. We also use tools to support colleagues managing wellbeing issues, for example the HSE Stress Questionnaire and Wellbeing Action Plans. The Councils proactive approach to supporting employees with reasonable adjustments remains a priority and colleagues supported by reasonable adjustments are recorded using a plan with regular manager reviews. The HR Advisory Team will be implementing a 3 yearly rolling people policy review programme, ensuring policies align with our values, promoting empathy and fairness. This aims to support colleagues maintain their wellbeing at work with clear, with supportive employee policies.

The employee benefits package has been reviewed in the past 12 months and with the support of EMT a buying and selling annual leave policy for all colleagues will be implemented from April 2025.

The Learning Management System is now live and being embedded across the workforce. Over the coming 12 months the system will be developed to focus on compliance first, before moving on to support workforce develop and career pathways.

There are 40 managers undertaking a Leadership Development programme from September – December 2024. There will be a further 20 starting the programme in April 2025. Further leadership development opportunities will be developed as part of the people strategy, with the first action being to establish leadership behaviours and a competency framework in 2025.

Recruitment processes continue to be improved, earlier this year the application form was simplified and a candidate pack introduced for all vacancies. This has resulted in positive feedback from both candidates and recruiting managers. These improvements aim to enhance process efficiency as well as ensure quality diverse candidates are attracted and hired.

The report highlights that 28% of new starters leave within the first 12 months. The HR team will review the induction process, considering options of group induction to improve the induction experience.

A people strategy is being developed in line with future new forest which will use this workforce data, alongside a wealth of other data and insight to provide a clear vision of how we will deliver on our employer of choice commitment. The strategy will help shape the future workforce through recruitment, retention, skills and career development to meet our needs and the expectations of future and existing staff.

**Future New Forest**  
Transforming tomorrow, together

# People Strategy 2025 - 2029

# Stages of Strategy development

Discover

Evidence collection – internal and external sources.

Design

Key themes that represent NFDC journey.  
Accessible, understandable and memorable visual concept.

Deliver

Action plan aligned to the themes. Three phases over five years.





# Discovery sources

HR Peer review

External forces &  
best practice

187  
Corporate Plan &  
Future New Forest

People Strategy

Workforce data

Employee survey  
results & 10-point  
plan/actions

Feedback from the  
HR & Comms teams,  
and staff groups

Leadership team  
feedback

# Discovery Headlines - what we're doing well

- Corporate plan - Awareness and understanding
- Wellbeing support
- Cohesion within teams
- Line management support
- Early careers
- Recruitment & onboarding process
- Existing staff - committed staff with appetite for change

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# Discovery Headlines – to address

## **Recruitment & Retention**

- National & Regional recruitment and retention issues in Local Government
- Attracting diverse applicants, but not pulling through to hires
- Ageing workforce
- Pay & Reward disparities

## **Diversity & Inclusion**

- Workforce data tells us we lack diversity
- Significant differences in ration of men and women in middle management, and fewer women entering leadership roles

## **Learning & Careers**

- National Skills shortages, development of Skills England
- Apprenticeship Levy pot to utilise and develop our talent for the future
- Lack of career path and general development opportunities

## **Culture**

- People can feel fearful of making mistakes
- Concerns around unacceptable behaviour and inappropriate language
- Resilience and readiness for change
- Silo working

## **Leadership & Management**

- Inconsistent management practices
- Lack of accountability and autonomy

## **Communication**

- Lack of consistent messaging across the workforce by appropriate methods

# Employer of Choice

At NFDC we:

- attract and retain the best people.
- learn and develop in our roles and our careers, performing to our best ability.
- are recognised and rewarded for the contributions we make.
- have the confidence to put forward ideas, try out new concepts and take actions within clear boundaries and expectations.
- work together with our colleagues across the Council, partners and community.
- are included and have a strong sense of belonging.
- know how our work makes a difference to the community we serve.
- are open, sharing our experiences, and learning from each other.

Employer of Choice:  
grow  
connect  
empower



## grow

- Learning & Development
- Talent management
- Workforce planning
- Early career roles
- Mandatory training
- Performance management
- Leadership & management development
- Career pathways

## connect

- Collaboration –spaces and opportunities
- Ongoing engagement with all staff
- Sharing learning and best practice
- Partnerships and Community
- Internal Comms
- Staff networks

## empower

- Targeted support for teams in change
- Digital skills for all
- Fit for future skills - change, customer focus, co-production.
- People managers essentials programme
- Coaching, mentoring & buddying
- Inclusive action
- Team development
- Effective org/team structures

## strong roots

- HR practices
- Health & Wellbeing offer
- Pay & Reward (inc non-pay benefits)
- Recognition scheme
- HR policies and procedures
- Flexible working
- Behaviours framework
- Leadership and management competencies
- Job descriptions
- Data
- People team

Employer of Choice:  
grow connect empower



# Culture

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●●● For people, place, prosperity Corporate plan 2024 to 2028



**Our values**

Our values underpin the council's vision and priorities by shaping our behaviours and the way we work.

LEAF

**Learning**

We learn from what we and others do well and where we need to improve, we support staff development and organisational growth

**Empathy**

We will show kindness, actively look to understand people's different needs, and ensure our services are responsive.

**Ambition**

We will be ambitious for our people and our place, embracing innovation and best practice.

**Fairness**

We will act fairly, honestly, and openly in all that we do.

7



Culture change programme & Behaviours framework



# People strategy action plan



Theme	Establishing Foundations	Building our capabilities	Embracing excellence
strong roots			
Grow			
Connect			
empower			



## HR Committee – 9 January 2025

### Corporate Health and Safety Quarterly Report

Purpose	For Review
Classification	Public
Executive Summary	<p>This Report highlights the significant work undertaken by the Corporate Health and Safety Team in quarter 2 2024 – 2025. This includes a number of scheduled policy reviews (Corporate Health and Safety Policy and Accident/Incident Reporting and Investigation Policy). This report also includes key feedback from the service safety panels and working groups, which are the Councils primary function for health and safety cooperation and consultation. The quarterly accident/incident report provides statistics from the financial year 2024 – 2025 and any key significant incidents which occurred in quarter 2.</p>
Recommendation(s)	<ul style="list-style-type: none"> <li>• <b>To review and approve the Draft Corporate Health and Safety Policy.</b></li> <li>• <b>To review and approve the Draft Accident/Incident Reporting and Investigation Policy.</b></li> <li>• <b>To review and acknowledge the recommendations under Health Surveillance Review.</b></li> <li>• <b>To review and acknowledge the recommendations under Keyhaven Report.</b></li> <li>• <b>To review and acknowledge the findings of the Depot Inspection &amp; Hampshire Fire and Rescue Service audit.</b></li> <li>• <b>To acknowledge the findings identified from the service safety panels and working groups.</b></li> </ul>

	<ul style="list-style-type: none"> <li>• <b>To acknowledge the findings identified from the accident/incident report Q2 2024 – 2025</b></li> </ul>
Reasons for recommendation(s)	Support the legal requirement of the Council as outlined within the Health and Safety at Work etc. Act 1974 and associated legislation and guidance.
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron – Finance and Corporate
Strategic Director(s)	Alan Bethune – Strategic Director Corporate Resources & Transformation – Section 151 Officer
Officer Contact	James Loring Corporate Health and Safety Manager 02380 285 332 <a href="mailto:James.loring@NFDC.gov.uk">James.loring@NFDC.gov.uk</a>

## Introduction and Background

1. This report highlights the significant work undertaken within the Corporate Health and Safety Team and throughout the Council from 1<sup>st</sup> July – 30<sup>th</sup> September 2024 (quarter 2).

## Corporate Health and Safety Policy

2. The Corporate Health and Safety Policy (**Appendix 1**) has now been reviewed following the team receiving a draft audit from Southern Internal Audit Partnership. The final audit report was approved in October 2024.
3. The policy is a review of the 2021 version. The draft policy includes additional requirements for workplace inspections, a new health and safety auditing framework for the organisation, communication of risk assessments (using the [Directorate Hub](#)) and new training requirements for the Council.
4. The policy identifies that all Managers/Supervisors identified within a higher risk service (see **Appendix 1A**), must undertake IOSH Managing Safely Training as part of their H&S induction, refresher training must be undertaken every 3 years. H&S team have

identified 65 employees who would fall under this category, this does not include Directors or Assistant Directors. The Corporate Health and Safety team have engaged with Praxis42 who provide a variety of IOSH training, their training can also be delivered via our Learning Management System (LMS).

### **COSHH Risk Assessor Training**

5. The Corporate Health and Safety Team have now produced a COSHH risk assessor training presentation, this training will be provided to 15 employees. The purpose of this training is to provide identified 'COSHH assessors' with training on how to undertake a COSHH assessment and an overview of how to use our Chemical Manager System, Eco Online Chemical Manager.

### **Winter Maintenance Plan**

6. The Winter Maintenance Working Group have been meeting throughout quarter 2 to review the Council response during periods of poor weather. A risk assessment approach has been taken with each key service (Housing, Corporate Facilities, Car Parks, and Open Spaces) reviewing each of the properties they are responsible for. Each service has been asked to identify low, medium, and high-risk facilities. The group will then review the Councils response, this could include adding additional signage, manually gritting specific entrances and exits or requiring a full gritting response. For example, our operational depots are identified as high risk (due to their operational importance) and therefore require a full gritting response.
7. Once a response is agreed it will be communicated to all relevant services to implement, additional resource may be required, a report will be provided to EMT where additional resource requirements have been identified.

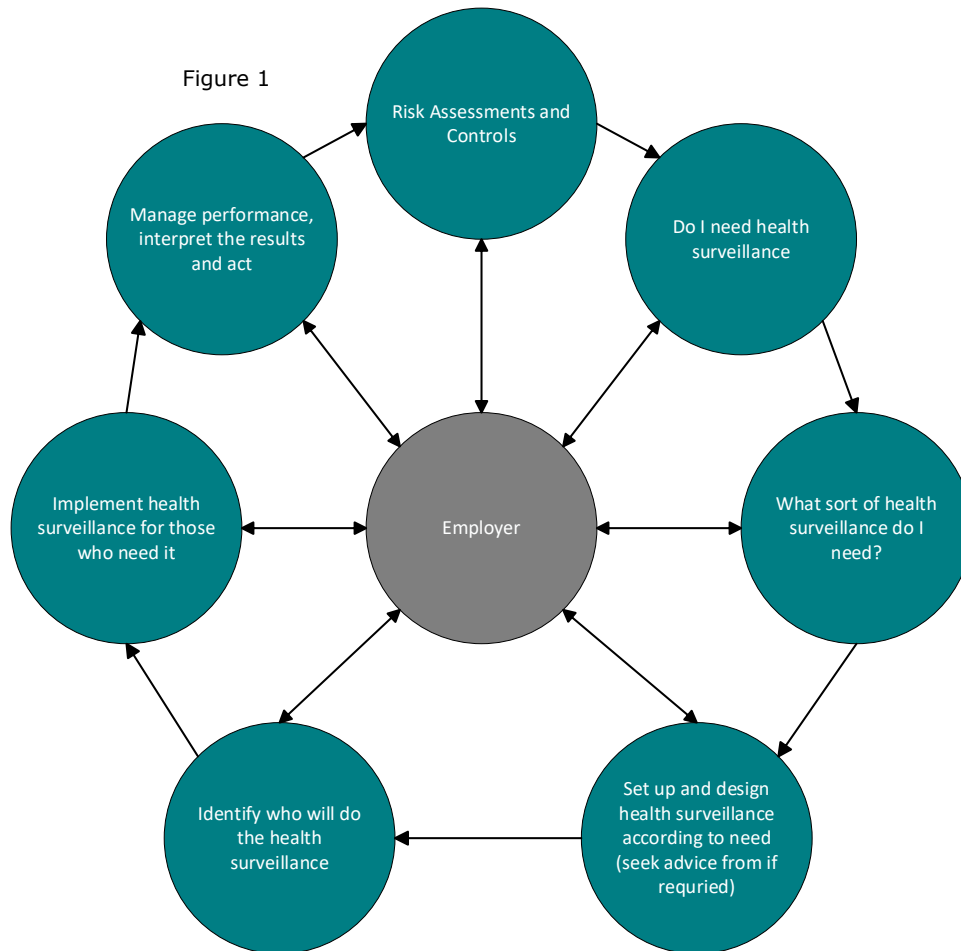
### **Health Surveillance Review**

8. A desktop review of the current Health Surveillance system has been undertaken by the Corporate Health and Safety Team. The Council are currently using the Occupational Health Consultancy to provide on-going health surveillance to employees. The current processes are very manual and require Kerri Dibben (HR Admin Supervisor) to manually input data onto a spreadsheet, this includes who requires a health surveillance appointment and dates and times of appointments. Kerri has been told that Occupational Health Consultancy do have a new online portal, however access has not been granted to the Council following a request. The Council currently provides specific employees (within operational services) health surveillance on vibration, skin, respiratory and noise. The

requirement for health surveillance is identified through the completion of the pre-employment health form. Managers are required to identify the workplace exposure/job requirements.

9. The requirements of providing health surveillance should be based on a specific legal requirement and on risk assessment of a task. Consultation with Occupational Health Consultancy on the legal requirements of the Council and the requirement as identified within teams risk assessments has not been undertaken for at least 5 years (HR were unable to provide any specific year we last shared updated policies and risk assessments).
10. It is understood that we are currently out of contract with Occupational Health Consultancy, therefore it is recommended the Council starts a procurement exercise to ensure the appropriate level of health surveillance is being provided and to ensure the most effective management software and tools within the industry are being used.
11. The HSE outlines that health surveillance is required even when employees remain exposed to health risks even after you have put controls in place. This is because control measures may not always be reliable, despite appropriate checking, training, and maintenance. A health surveillance scheme should be set up with input from a competent occupational health professional, this will include sharing of risk assessments, safe working procedures and exposure data. It is also recommended that the Council undertakes regular exposure monitoring to ensure the control measures in place are effective in reducing exposures. This would include reviewing the level of exposure to substances hazardous to health such as construction dust. This can be achieved by undertaking regular air monitoring on site with operatives. Where it is identified that employee's exposure is well below the workplace exposure limits (WELS) set by the HSE, with consultation with our health surveillance provider, it may be reasonable to reduce the level of health surveillance provided.
12. We do not have any historic workplace incidents relating to occupational exposure.
13. A total of £2,980.00 was spent on health surveillance last financial year. The Corporate Health and Safety team will now work with Procurement to outline the next steps forward.

14. Figure 1 sets out a health surveillance framework.



## Keyhaven Report

15. **Appendix 2** contains the Keyhaven Health and Safety Inspection report. This report was communicated to the relevant managers and responsible persons on 27<sup>th</sup> August 2024 for comment on the actions and recommendations identified. The report identifies 26 actions, this includes:

- Implement a Keyhaven river safety management plan in line with the port marine safety code.
- Isolate and remove the unit on the key.

- Remove all defective power tools on site, implement and maintain a suitable power tools list used at work by the river wardens.
- Provide suitable and sufficient abrasive wheel training to all River Wardens (works with abrasive wheels must not be undertaken until this training is in place).
- Ensure all COSHH assessments are in place for all substances used on site.
- Undertake task specific risk assessments for all operations undertaken by river wardens, including lone working.

### **Workshops & Transport Health and Safety Audit**

16. Antony Whittle undertook a full health and safety audit of Transport and Workshops; this audit was undertaken across both operational depots (CMD & MLD). The team at MLD scored a total of **54%** (improvement needed to be made to standards). The team at CMD scored a total of **56%** (improvement needed to be made to standards). A combined audit action plan has been sent to Simon Cooper (Transport and Depot Manager) and Chris Bentham-Green (Transport Technical Officer). A total of 36 actions have been identified, 4 of which are of a high priority. (See **Appendix 3**).

### **Drug and Alcohol Policy Review**

17. Due to the significant workload placed on the Corporate Health and Safety Team this quarter a draft Drug and Alcohol policy was not able to be included as part of this report. A draft will be communicated to EMT at the earliest opportunity.

### **Accident/Incident Reporting & Investigation Policy Review**

18. A review of the 2022 policy has been undertaken by the Corporate Health and Safety Team. This review includes updating the policy into the new corporate format, clarification in roles and responsibilities and new investigation templates. In addition, all actions identified within a full accident/incident investigation will be recorded on a TEAMS channel list. Reports of outstanding actions will be provided at the Service Safety Panels and EMT reports. (See **Appendix 4**).

### **Housing Ladder Racks**

19. As identified within the quarter 2 EMT report, as part of the accident investigation for incident reference 3661, the following actions were identified:

- Inspect all ladder racks.
  - Mark any ladder racks which have been identified as not safe for use.
  - Remove all damaged ladder racks from vehicles.
20. Following the publication of this accident investigation, Housing Management requested that ladder rack inspections were undertaken by our workshop services, due to this not being in the remit of the Workshops team this action was not undertaken. Following a number of meetings between the services, it has been agreed that emergency action must be taken, this included a basic visual inspection of all ladder racks. It was agreed this could be undertaken by George Gale (Corporate Health and Safety Advisor) and Kevin Beckett (Warehousing Equipment and Cleaning Coordinator). An inspection on 11 vehicles was undertaken on Friday 13<sup>th</sup> September. Out of the 11 vehicles, 0 had roof racks in a safe for use condition. Issues identified on site include:
- Partially removed racks.
  - Completely missing restraining parts.
  - Bent restraining arms (both forwards and backwards)
  - Twisting restraining arms.
  - Releasing ladder slides damaged or missing.
  - Handles for releasing ladders completely missing.
21. Following the inspection George Gale sent an email to all relevant Housing Maintenance Managers to confirm that all vehicles with the older style ladder racks must not be used until the damaged ladder racks are removed. Russell Palmer (Maintenance Manager – Responsive and Voids) has confirmed that employees have been supplied with triple ladders which fit inside trade vans. As part of the vehicle replacement scheme, new vans are fitted with the [SafeStow4 Ladder rack system](#).
22. Following the inspection in September a further review of all vehicles which have the older style ladder rack was requested. 3 of which have not been inspected and are being used by employees. This action is currently being reviewed by Kevin Beckett (Warehousing Equipment and Cleaning Coordinator)

### **Depot Inspection**

23. Antony Whittle (Corporate Health and Safety Advisor) undertook an inspection of Marsh Lane Depot on 03/09/2024. The primary purpose was to review the ongoing parking issues at the depot. Several Housing Maintenance vans have now been moved to parking spaces at Lymington Town Hall.

## **Hampshire Fire and Rescue Service MLD Audit**

24. As agreed at the Fire Safety Steering Group, Hampshire Fire and Rescue will be undertaking fire safety audits at all corporate buildings (Offices & depots). The first audit was undertaken at Marsh Lane Depot on 17<sup>th</sup> September. Overall, the fire service was happy with the control measures and procedures displayed on site, a number of minor actions were identified, this includes:
- Additional fire action notices to be displayed throughout the site.
  - Improve external emergency lighting to ensure walkways are visible and clear during the winter months and periods of darkness/poor visibility.
  - Review the contents of the 'fire grab bags'.
25. Hampshire Fire and Rescue also undertook an onsite visit at Appletree Court on 14<sup>th</sup> October. The visit was very positive and only some minor actions were identified. Steve Sapp said he was happy with both MLD and ATC and does not feel he is required to visit LTH as he is confident in our fire safety management arrangements. We will arrange a visit to the new Hardley Depot site once employees have moved into the site in early 2025.

## **WMR DPIA**

26. The Corporate Health and Safety team have recently completed a DPIA for the transition of the WMR onto SharePoint. The Health and Safety Team will now be working on a smooth transition to SharePoint and implementing a training package for all staff who require access to the system.

## **Health and Safety Internal Audit**

27. A final copy was sent to the Health and Safety team and Heleana Aylett in October 2024. The assurance opinion was "Reasonable" with only 2 observations made.

## **Operations Service Safety Panel**

28. All H&S panel documentation, including minutes is added to the [Service Safety Panel SharePoint pages](#). Below I have outlined the main feedback raised at the Operational Service Safety panel.
- Management Responsibility MLD: a number of colleagues raised concerns about unclear roles and responsibilities at our Council Depots. Employees feel there needs to be clear lines of reporting and resolving issues. It is unclear if this sits with facilities or Simon Cooper (Transport & Depot Manager).



- E-Learning Training: it was reported that access issues on the LMS system has still not been fully resolved, supervisors identified that the December target will not be met by operational employees. HR is working with admin staff in operational services on the issues identified. Access to the LMS system can be gained via a personal mobile device (via iTrent), managers can ask employees to bring in their personal devices to complete some e-learning from the depot. Additionally, supervisors are looking at arranging for employees to complete the e-learning training from home during working hours. Members of the panel suggested that additional time is provided to operational staff to provide these training courses, for example in the form of toolbox talks. Members of the panel raised concerns about staff's ability in using tech and their literacy skills. This proposal is currently being reviewed by HR and H&S.
- Drug & Alcohol Policy Review: all members of the panel agreed with the general position of implementing a random testing policy within the organisation. Members of the panel did however identify that all teams/employees should be included within a random testing policy, this includes casual drivers and those working from Council office locations.

### **Housing Service Safety Panel**

29. All H&S panel documentation, including minutes is added to the Service Safety Panel SharePoint pages. The Housing Safety Panel was undertaken on 10<sup>th</sup> October 2024. Below I have outlined the main feedback raised.
- Housing Employee Handbook: the content has now been agreed however some additional work is required to be completed by comms, this includes adding images to the template. Comms have outlined that a number of images must be purchased via a stock image library, currently the comms teams do not have a license for this. The panel agreed this should be made a priority and a deadline has been set for 18<sup>th</sup> November.
  - Task Specific Risk Assessment Reviews – 85% of task specific risk assessments have been undertaken within Housing Maintenance, Richard Knott requested this is made a priority and is completed by the next Housing Safety Panel.
  - DSE Chairs and Equipment – the H&S team reported that they have had a number of teams request where the corporate budget sits with purchasing chairs. This has been raised to Sam

Wills (Civic Building & Facilities Manager) who has confirmed there is not a central budget for furniture, and it is down to individual services to purchase any replacement office chairs. The safety panel agreed this should sit within a corporate budget (where a DSE chair needs to be replaced at ATC or another Council location).

- E-Learning Training – as per the Operational Safety Panel, similar comments were made by Housing Safety Panel members. Jane Follett (Housing Performance and Training Officer) identified that ICT have been unable to provide additional training laptops for trade staff to use. Kevin Beckett has identified a number in the waste training room which can be used for new starters on Monday. The group identified a number of ways implementing e-learning training could be improved.

### **Office Service Safety Panel**

30. All H&S panel documentation, including minutes is added to the [Service Safety Panel SharePoint pages](#). The office Safety Panel was undertaken on 17<sup>th</sup> October 2024.

### **Control of Contractors Working Group**

31. All working group documentation, including minutes is added to the [Working Groups SharePoint pages](#). The Control of Contractors Working Group was held on 11/10/2024. Below I have outlined the main feedback from the group:
32. Standard Operating Procedures Review: now the Corporate Control of Contractors Policy has been reviewed and approved all services identified within the policy are required to review their Standard Operating Procedures (SOPs). The group agreed that all services must present their draft SOPs at the next working group (January 2025).
33. CIMP Additions: the group identified a number of contractors which should be added to the Contractor Incident Notification Protocol (CIMP), the H&S team will support all services who have identified issues onsite with contractors.

### **Asbestos Working Group**

34. All working group documentation, including minutes is added to the [Working Groups SharePoint pages](#).

## **Housing Operational Working Group**

35. The Housing Operational working group was undertaken on 25/10/2024 at Marsh Lane Depot. All information including the minutes of the meetings is held on the [SharePoint site](#). The Working Group discuss the implementation of the new emergency standby procedures and self-service via Itrent.

## **Accident/Incident Report Q2 2024 – 2025**

36. See **Appendix 5** for the full accident/incident report.
37. A total of 80 Incident/accidents were reported in quarter 2 2024 – 2025, this is a reduction of 14 compared to last quarter however an increase of 10 when comparing to Q2 2023 – 2024.
38. Only 1 RIDDOR reportable incident was reported to the HSE this quarter.
39. A total of 29 days were lost due to work related incidents this quarter, 2 in Housing and Communities and 27 in Place, Operations & Sustainability. A total of 133 days has been lost due to work related incidents this financial year. Quarter 2 normally shows the lowest number of days lost due to the summer period and improved weather conditions.
40. The top reported cause for employee incidents and accidents was verbal abuse. We have also seen a slight increase in the number of manual handling related incidents reported (increase of 2).
41. The top reporting team was waste & recycling (13), although this is a reduction in the number of incidents reported by the service in Q1.

## **Significant Incidents 2024 – 2025**

42. **Housing & Communities - Social Media** – Customer service employee received verbal abuse via telephone from a resident. The resident was making accusations about another NFDC employee who was “looking through the window and perving on her”. The operative had arrived at the property earlier that day to measure up the windows on the property, the resident was not home and therefore the employee did not access the property. On their way back from another job they attended the house, knocked the door but there was no answer, the operative then took measurements for the windows from the outside of the building. Due to the verbal Abuse, NFDC operative terminated the call. The resident called back about 5 minutes later and continued to be abusive. At approximately 2:30pm the customer service employee received a

call from a trade operative confirming that a post about the employee had been made on a Totton Facebook group. The employee involved was extremely upset with the impact this had on them and their family. A request was made to Facebook to remove the post. Support has been provided to the employee via their line manager. Legal has written to the tenant and asked that comments are not made on a public forum. Tenant has been added to the Warning Marker Register as a 2 to attend. A further review is required in the use of personal information when communicating with members of the public, this includes employees using their full names on their email signatures and over the phone.

43. This incident was discussed in more detail at the Housing Safety Panel. A number of panel members felt that consideration should be given to front facing services to not provide their full name as standard when talking to residents, for example within the Housing Customer Service team. However, when issues are escalated to managers or when the service is dealing with complaints it would be reasonable for employees to use their full names over the phone or when communicating via email etc. Colleagues also identified that this could become confusing in some circumstances as a number of employees have the same first name in Housing teams. This could become confusing for the tenant and the Council. It was agreed that as a public facing organisation it is important to show our customer transparency however there is a balance to be struck to ensure the safety of staff. It was also identified that the current social media policy should be reviewed and the corporate response to situations like this should also be reviewed to ensure a consistent approach throughout the organisation.
44. The Corporate Health and Safety Team recommended the organisation reviews the requirements to have employee's full names on their ID badges and that all communications (via email) to residents are sent via team mailboxes.
45. **Place, Operations & Sustainability – RIDDOR** – According to the report the employee was loading waste sacks with the waste vehicle parked on a hill, this meant that the employee would be required to load waste into the hopper at head height, this caused overstretching and an injury. Following an investigation by supervisors it was identified that the vehicle would not have been parked on a hill which would have caused this type of movement. It is likely that the employee did not have the rave rail in the lowered position (a fixture of a bin lift, when loading bagged waste this should be in the lowered position, when driving the rave rail would need to be in the higher position). A similar incident has been reported by this crew, with the rave rail not in the lowered position

when loading bagged waste. The risk assessment and procedures for this type of work has been reviewed, all vehicles used for bagged waste which have been fitted with a bin lift are now fitted with service bins, the service bins must be placed in the lowered position to fill with bagged waste, when driving they are required to be placed in the upright position. This incident was reported to the HSE under RIDDOR 2013 as a 7 or more days lost incident, the incident resulted in 23 days lost.

46. **Place, Operations & Sustainability – Squirrel Bite** – Waste operative was loading waste sacks during their round when they were bitten by a squirrel. The employee was wearing full PPE however the bite did break the skin. The employee attended Lymington hospital where they had the wound cleaned and was given an injection to protect against potential infections. The employee then returned to work the following day. It was reported to the H&S team on 14<sup>th</sup> August that the employee had been admitted to hospital and placed in intensive care over the weekend of 10<sup>th</sup> August – 11<sup>th</sup> August with reported leptospirosis. The employee believed this was due to the incident. The employee left the organisation on 19<sup>th</sup> August, the H&S team have requested further confirmation on the cause of illness however no further information has been provided by the employee or supervisor.

### **Health and Safety Training**

47. As part of the implementation of the Corporate Lone Working Policy, 2 new e-learning courses are being added to the Learning Management System (LMS), this being lone working and personal safety. The Corporate Health and Safety Team have been tasked with identifying all job roles within the Council which require this training (any employee who works by themselves, without close or direct supervision.). The content of the training has been approved by the Corporate Health and Safety team, Learning pool have also tested the content and it has now been approved for use. Once the relevant employees have been identified the training will be implemented and communicated. Employees will have the end of December to complete the training identified.
48. A number of Housing Maintenance Supervisors have recently undertaken a train the trainer Manual Handling course. This course was provided by a company called Osteopathic Solutions. A number of supervisors expressed concerns around the format of the content provided and their personal liability when providing this training to employees. The Corporate Health and Safety manager (James Loring) met with all trained Supervisors to discuss their concerns in more detail. Following this meeting, it was agreed that a Corporate presentation template should be completed to ensure a

consistent approach throughout the Council. Osteopathic Solutions should provide this presentation, as identified in the documentation provided as part of the training course. James Loring will be following up with them. It was also identified that a suitable training area within the operational depots should be found. Marsh Lane Depot does have a training room however some work is required, and the TV screen held within the room does not function correctly (regular disconnection from the screen when using a laptop). Housing have previously identified a suitable training location within the old woodworking store, this space would be ideal for training and holding toolbox talks for all services. This has been raised previously however no further action has taken place.

49. **Appendix 6** contains the Corporate quarterly H&S e-learning report.

### **Corporate plan priorities**

50. All recommendations fall under the Corporate values (LEAF), specifically within the Learning and Ambition categories.

### **Options appraisal**

51. All recommendations have been made to ensure the Council complies with its legal duties as set out in the relevant legislation.

### **Consultation undertaken**

52. All draft policies have been taken to all Service Safety Panels for consultation with managers, H&S representatives and union representatives.

### **Financial and resource implications**

53. As identified within the draft Corporate Health and Safety Policy, all managers/supervisors within higher risk services must attend IOSH Managing Safely training and refresher training every 3 years. Managers and supervisors within Housing and Operational services already undertake this training, this is currently undertaken face to face with a third-party training provider. The costs identified within the table below have been provided by Praxis42 who also provide this training online and can be provided through our LMS system. The costs identified are for all 65 managers/supervisors, a high percentage of managers/supervisors within Housing and Operational Services have in date training and therefore would not be required to complete the full training immediately.

Course	Cost per employee	Total cost for the Council	Cost per Directorate
IOSH Managing Safely	£149	£9,685	Housing = £6,109 Ops = £2,980 Estate & Valuations = £596
IOSH Managing Safely Refresher	£115	£7,475	Housing = £4,715 Ops = £2,300 Estate & Valuations = £460

### **Legal implications**

54. None Identified.

### **Risk assessment**

55. A formal risk assessment is not required at this level. All significant risks are identified as part of this report.

### **Environmental / Climate and nature implications**

56. None identified.

### **Equalities implications**

57. None identified.

### **Crime and disorder implications**

58. None identified.

### **Data protection/ Information governance/ ICT implications**

59. None identified.

### **EMT Comments**

60. EMT approved the draft Corporate Health and Safety Policy

61. EMT approved the draft Corporate Accident/Incident and Investigation Policy.

62. EMT acknowledged the actions identified within the Keyhaven inspection report. James Carpenter will discuss with the relevant managers and ensure all actions are a priority.
63. EMT agreed to look into the procurement of health surveillance and occupational health services. Alan Bethune will discuss with Heleana Aylett.
64. EMT asked for further information and evidence on the proportionality of the Council implementing a random drug and alcohol testing policy.
65. EMT acknowledged the findings from the Hampshire Fire and Rescue service visits. The Council has now responded in writing and will make all actions identified a priority.
66. EMT agreed that as a public facing organisation it is important to show transparency when speaking with and dealing with members of the public and therefore teams should continue with their current processes of working with members of the public. The Health and Safety team should continue to look at any trends identified within accident and incident reports.



**Appendices:**

Appendix 1 – H&SP01 – Corporate Health and Safety Policy

Appendix 1A – High Risk Services

Appendix 2 – Keyhaven Health and Safety Inspection Report

Appendix 3 – Workshops H&S management Audit Action Plan 2024 – 2025

Appendix 4 – H&SP04 Accident/Incident Reporting & Investigation Policy

Appendix 4A – AIIR3 Template

Appendix 4B – AIIR4 – Corporate Health and Safety Accident/Incident Investigation Report Template

Appendix 4C – Statement of Witness

Appendix 5 – Corporate Accident/Incident Q2 Report 2024 – 2025

Appendix 6 – LMS Q2 Training Report 2024 - 2025

**Background Papers:**

None identified

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# Corporate Health and Safety Policy

Corporate Health and Safety Team

September 2024

DRAFT

Version	Author	Date
1.0.	Corporate Health and Safety Team	November 2022
2.0.	Corporate Health and Safety Team	September 2024

## Document History

Name of Policy	H&SP01-Corproate Health and Safety Policy
Purpose of Policy	This policy and subsequent arrangements outline the health and safety management duties and culture of New Forest District Council.
Policy Applies to	<p>This policy applies to all New Forest District Council employees including any individual undertaking work for the Council on a voluntary basis, agency staff or those employed on work experience.</p> <p>This policy also applies to contractors working on any Council premises or on behalf of the Council to deliver our services.</p>
Update Frequency	Annually
Latest Update	September 2024
Update Overview	<b>September 2024</b> – general update to all areas of the policy including more detailed audit and monitoring processes.

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## 1. Statement of Intent

It is the policy of New Forest District Council to safeguard the Health, Safety and Welfare of its employees and all persons likely to be affected by its undertaking. The Council is committed to its legal and moral obligation in accordance with the health and Safety at Work etc Act 1974, the Management of Health and Safety at Work Regulations 1999, and other relevant statutory duties. We recognise that successful health and safety management contributes to the performance and objectives of the Council. New Forest District Council believes that safety is a core value in the organisation and is committed to:

- Assessing the health and safety risks to our employees and to anyone else who may be affected by its undertaking with the aim of eliminating or mitigating risk, so far as is reasonably practicable.
- Arranging for the effective planning, implementing, checking and acting upon health and safety risks identified.
- Ensuring that risk assessment is the foundation of our health and safety management system, requiring that managers and supervisors have the competency to review the workplace hazards, the likelihood of these being realised and controls which may be put in place.
- The provision and maintenance of a safe working environment for employees, contractors, and visitors, with adequate welfare arrangements and emergency procedures so far as is reasonably practicable.
- Ensuring that plans are in place for the higher risk services to meet both short and long-term health and safety performance targets.
- Develop and maintain a positive incident reporting procedure across all services which secures the commitment and participation of all employees to reduce accidents to as low a level as reasonably practicable.
- Develop and maintain good employee health and safety consultation, engaging with unionised and non-unionised representatives.

- Ensuring partnership working arrangements are reached prior to commencement of work with all partners, to determine how health and safety will be managed and the standards to be met. As a minimum standard the Councils health and safety procedures and policies will be maintained.

The Council aims to promote and communicate this policy and the associated arrangements across all services. Each employee regardless of their role is responsible for their health and safety and that of the wider team, and they shall adhere to the Councils health and safety policies and procedures.

This policy has been endorsed by the Leader of the Council, Chief Executive and Executive Management Team and sets out the arrangements for health and safety management at the Council.

X

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Cllr Jill Cleary  
Leader of the Council

X

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Kate Ryan  
Chief Executive

## 2. Roles and Responsibilities

### 2.1. The Chief Executive shall:

- Take overall responsibility for the health and safety arrangements across New Forest District Council and lead the authority in setting a positive safety culture.
- Take overall responsibility for ensuring New Forest District Council meets its duties under the health and Safety at Work etc. Act 1974, and all relevant safety regulations.
- Ensure that sufficient financial resources are available to ensure the authority can deliver its aim and objectives safely.
- Ensure that the authority receives suitable health and safety advice from competent persons to ensure all significant health and safety risks are identified and managed, and so assisting the organisation in the safe service delivery of the authorities' objectives.
- Ensure that risk assessment processes are embedded across all the Councils different services.
- Ensure health and safety objectives are set and monitored to verify that all Council services are meeting its accountabilities and duties.

### 2.2. The Executive Management Team shall:

- Lead by example on all areas of health and safety and set a positive health and safety culture for the organisation.
- Provide strategic direction and oversight of health and safety policies, procedures and action plans.
- Review and ensure the objectives set in the Health and Safety Work Programme are achieved.
- Ensure that New Forest District Council has competent health and safety advice available to assist the organisation.



## 2.3. Senior Managers shall:

- Ensure that health and safety policies, procedures and safe systems of work are communicated and adhered to by all employees within their service area.
- Ensure that all staff are aware of the requirement to report all accident, incident, near misses, vehicle incidents and occupational diseases to their line manager and a member of the Corporate Health and Safety Team.
- Ensure all employees within their service area have sufficient training, experience, knowledge and skill to undertake their role competently and safely.
- Ensure all employees within their service area are provided with a suitable and sufficient health and safety induction.
- Ensure all tasks undertaken by the teams within their service have a suitable and sufficient risk assessment in place, to reduce all risks faced by employees to as low as is reasonably practicable.
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce.
- Where required, attend relevant health and safety service safety panel and working group meetings.
- Ensure that sufficient financial resources are available to ensure their service can deliver its aims and objectives safely.

## 2.4. Managers and Supervisors

- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce.
- Ensure all employees within their service area are provided with a suitable and sufficient health and safety induction.
- Where required, attend relevant health and safety service safety panel and working group meetings.
- Ensure employees within their service area complete the relevant required and role specific health and safety training.
- Ensure all employees within their service area are aware and follow risk assessments, method statements and safe systems of work.
- At all times, ensure work is being carried out in line with local safe systems of work which have identified control measures.
- Ensure all accidents, incidents, near misses, vehicle incidents and occupational diseases are recorded and reported to a member of the Corporate Health and Safety Team.
- Carry out accident/investigations when required.
- Assist the Corporate health and safety team in monitoring health and safety performance as identified within this policy and subsequent health and safety arrangements.

## 2.5. Corporate Health and Safety Team shall:

- Act as the competent person for the Council as identified under regulation 7 of The Management of Health and Safety at Work Regulations 1999.
- Monitor the health and safety performance within the organisation by establishing reporting arrangements for incidents and accidents and undertaking site inspections and service audits.
- Arrange, monitor, and minute Health and Safety Service Safety Panel meetings and Working groups as identified within this policy.
- Take quarterly health and safety reports to the Executive management team so that performance and identified trends can be reviewed and appropriately actioned.
- Provide competent advice to services on health and safety management systems, regulations, standards, risk assessments, training and other health and safety matters.
- Audit and monitor compliance with this policy and subsequent health and safety arrangements to ensure good practice throughout the Council.
- Carryout accident/incident investigations when required.
- Issue periodic health and safety bulletins on changes to legislation, updates to health and safety policies, guidance, and procedures etc.
- Liaise with enforcement bodies on behalf of New Forest District Council, for example the HSE.
- Ensure all accidents, incidents, and occupational diseases, which meet the criteria set out in RIDDOR 2013 are reported promptly to the HSE.

## 2.6. Employees shall:

- Carry out their duties in line with the Corporate Health and Safety Policy, subsequent arrangements, safe systems of work and local risk assessments.
- Take reasonable care for the health and safety of themselves and others who may be affected by their activities.
- Co-operate with the Council to ensure that any relevant statutory provisions are complied with.
- Undertake the mandatory training and role specific training provided to them.
- Make themselves familiar with the safety rules and safe systems of work relevant to their job(s).
- Report all accidents, incidents or near misses to their immediate supervisor.
- Report any unsafe work situation or defective equipment to their immediate supervisor.
- To use any equipment or substance provided in accordance with any training or instruction given.

## 3. The Organisation

### 3.1. New Forest District Council

New Forest District Council delivers a variety of services by its staff to businesses, residents and visitors which include, burials and cemeteries, coastal protection, community safety, council tax, economic development, elections, emergency planning, environmental health enforcement, waste and recycling, housing landlord services (currently over 5000 social housing units that include extra care schemes), Street Scene and Open Spaces.

The Council recognises the need to have suitable and sufficient health and safety arrangements in place to efficiently provide these services.

### 3.2. The Corporate Plan 2024 – 2028

The Corporate Plan lasts for 4 years and sets the strategic direction for all our work. The Corporate Plan 2024 – 2028 is detailed on the [Councils ForestNet Pages](#).

### 3.3. Our Values

**Our values** of Learning, Empathy, Ambition and Fairness, shortened to the acronym LEAF, underpin the Councils vision and priorities by shaping our behaviours and the way we work. They were developed with staff as part of the Corporate Plan.

## 4. Co-operation and Consultation

### 4.1. Service Safety Panels

Undertaking effective co-operation, communication, and consultation throughout the organisation is a vital part of any health and safety management system. To ensure effective co-operation, communication and consultation throughout the workforce, the Council has implemented 3 Service Safety Panels. The purpose of the Service Safety Panels is to:

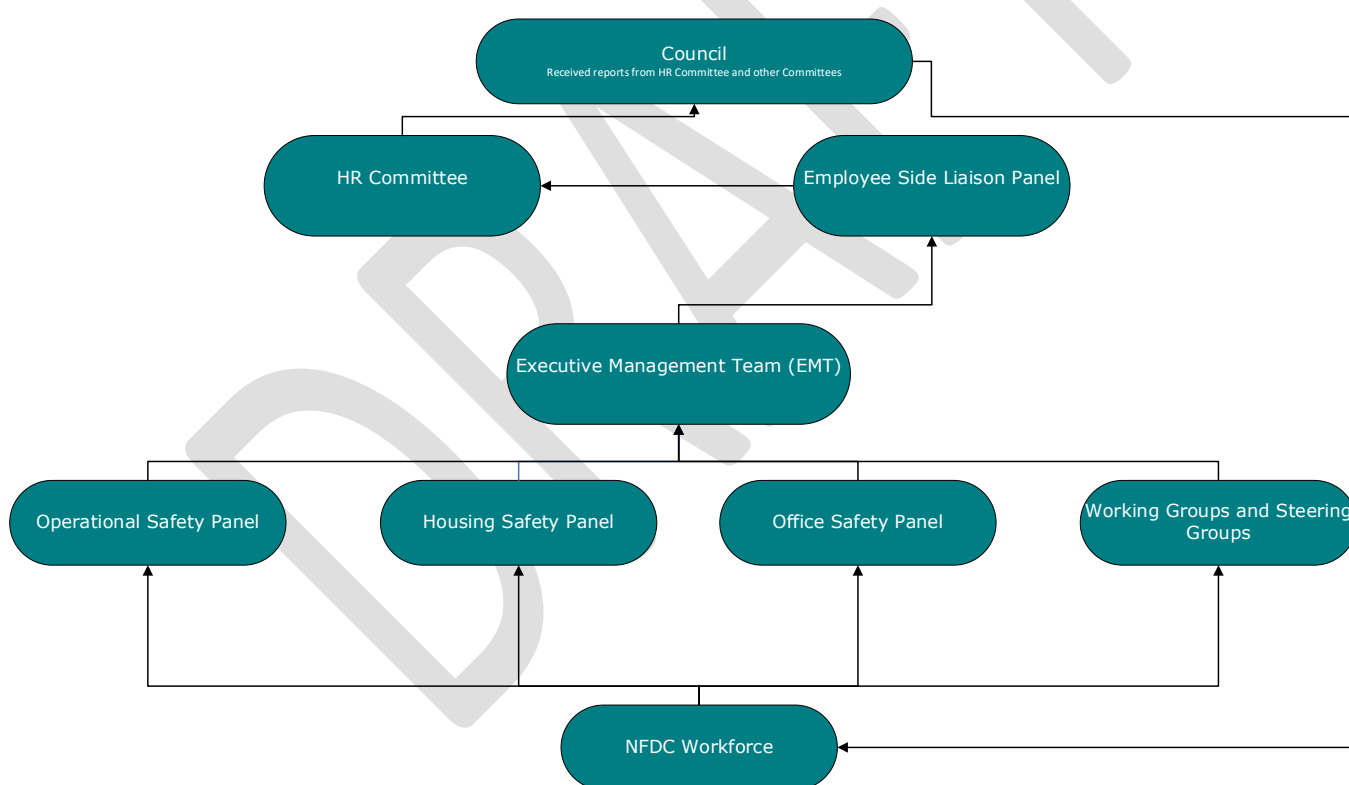
- Gain employee input to identify hazards, assess risk, and develop ways to eliminate, reduce, isolate, and control risks.
- Provide an environment for employees, union representatives, supervisors and senior managers to work together and make decisions to ensure a safe workplace.
- Generate a strong commitment to implementation through the level of engagement achieved.
- Develop a culture of co-operation and trust through listening, gaining a better understanding and collective problem solving, to give effective actions.

All Service Safety Panels are held quarterly, via TEAMS or face to face. All Service Safety Panels must be held in accordance with the terms of reference for the Panel. All minutes and accident/incident information must be communicated to all employees following the meeting. The Corporate Health and Safety team are responsible for maintaining the dedicated SharePoint pages for all **Service Safety Panels and Working groups**.

## 4.2. Working groups

To support the functions of the Councils Service Safety Panels, the Council has introduced several dedicated Working Groups and Steering groups to ensure effective management and communication between services in relation to the control of contractors, asbestos, fire safety and housing operational staff. As identified in the previous section, Working Groups must be held quarterly and reported to the executive management team via the Corporate Health and Safety Quarterly Report.

## 4.3. Co-operation and Consultation Structure



## 4.4. Health and Safety Meetings

In addition to the procedures set out in the previous section, all managers and supervisors must include health and safety on all team meeting agendas to give employees an opportunity to raise health and safety concerns. All employees can contact their **safety reps** and/or a member of the Corporate Health and Safety Team to raise workplace concerns.

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## 5. Performance Monitoring

To ensure continual monitoring of the Councils health and safety performance and to ensure the continued improvement of health and safety management systems and control measures, the Council undertake several different measures. This includes accident/incident reporting to identify potential trends, onsite inspection to ensure all employees are following the appropriate control measures identified within risk assessments, method statements and safe systems of work. The Corporate Health and Safety team will also undertake regular health and safety management audits in line with HSG65. The programme for audits is set out under section 5.2.

### 5.1. Accident/Incident Reporting

In order to have a positive health and safety culture it is important to be open and transparent with the accidents and incidents that occur. Recording and reporting on accident and incident stats also helps organisations identify potential trends which could give rise to significant incidents in the future.

The Corporate Health and Safety Team are responsible for maintaining the corporate accident/incident database. The Corporate Health and Safety team will also provide a statistical accident/incident report to all members of the service safety panels and the Executive Management team every quarter. This report will also include information on all significant accident/incident and RIDDOR reportable incidents.

### 5.2. Inspections

Managers are responsible for undertaking regular formal (recorded) and informal site inspections of the workplace, inspections should be undertaken in consultation with trade union and employee's safety representatives. Findings from workplace inspections must be discussed at the relevant Service Safety Panel and team meetings.

## 5.2. Audits

As part of the ‘check’ phase of HSG65 (plan, do, check, act), it is important to undertake regular health and safety audits. To ensure all teams and services within the Council are subject to regular health and safety management audits and health and safety performance review, the following procedures will be followed.

### 5.2.1. Stage 1 – Health and Safety Audit

All teams identified within high-risk services (**see appendix 1**) are subject to undertake an annual health and safety management self-audit. This self-audit tool will be created and provided to the relevant managers/supervisors by the Corporate Health and Safety Team. The self-audit question set will follow the requirements of HSG65 – Plan, do, check, act and include team specific workplace safety questions. The self-audit tool is an evidence-based question set, and therefore all managers must provide suitable and sufficient evidence for each question. All other services must complete a stage 1 – health and safety audit every 2 years.

Once submitted, the health and safety team will review the findings and provide the relevant service with actions and recommendations.

### **Overall scoring framework**

0% – 50%	Immediate action required	Full stage 2 audit to be undertaken by the H&S team.
51% - 75%	Further action required	H&S to monitor actions identified.
76% - 90%	Satisfactory	Continue to monitor actions identified.
91% - 100%	Outstanding	No further action.

### 5.2.2. Stage 2 – Health and Safety Audit

Stage 2 audits will be more in-depth and be undertaken by a competent Corporate Health and Safety Advisor in person. The Council will aim to undertake a Stage 2 audit on all teams identified within high-risk services over a 5-year period. The schedule of Stage 2 – Health and Safety Audits will be identified within the Corporate Health and Safety Work-Plan and be agreed with the Executive Management team on an annual basis. A record of actions will be communicated to the relevant persons and reported on at quarterly Service Safety Panels and as part of the Quarterly Health and Safety Report presented at EMT, ESLP and HR Committee.

### 5.2.3. Reactive Health and Safety Audits

Reactive health and safety audits may be required or identified as part of an accident/incident investigation or following enforcement action. Reactive audits will be undertaken by a competent Corporate Health and Safety Advisor and will follow the stage 2 – Health and Safety Audit template. Relevant questions will be added depending on the scope of the audit required.

## 5.3. Corporate Health and Safety Work-Plan

The Corporate Health and Safety Manager and Service Manager – Human Resources, will create an annual Corporate Health and Safety Work-Plan. The purpose of this plan is to fulfil the requirements of Do, Check & Act, as identified within HSG65. It also provides the Executive Management team, union representatives and Councillors with key updates on health and safety and offers a chance for consultation.

The Corporate Health and Safety Work-Plan will be agreed by the Executive Management team in quarter 1 of each financial year.

It is the responsibility of the Corporate Health and Safety Manager to keep the work-plan up to date.

## 6. Risk Assessment

Risk Assessment is the primary management tool in ensuring the health and safety of our staff, and others. There is a duty on the organisation to carry out suitable and sufficient risk assessments so that effective risk management controls are in place.

Risk assessment is a straight-forward and structured method of ensuring risks to the health, safety, and wellbeing of employees (and others) are sufficiently eliminated, reduced, or controlled. Managers and supervisors are responsible for ensuring suitable and sufficient risk assessments are in place for all activities their employees undertake. The Corporate Health and Safety Team provide competent advice and guidance to all employee of New Forest District Council, additional advice and guidance is available on the Corporate Health and Safety intranet pages "risk assessment".

### 6.1. Different Types of Risk Assessment

The types of risk assessment required within the workplace should be proportionate and relevant to the operational activities being undertaken. There are a variety of prescribed types of risk assessment set out in different sets of Regulations, the different types of risk assessments required are outlined within the Councils health and safety policies, standard operating procedures and safe working guidance documents. Managers and supervisors must ensure they follow the requirements outlined within these documents. the Corporate Health and Safety team have created several templates for employees to use, all templates and forms can be found on the **Corporate health and Safety Intranet**.

## 6.2. Communication of Risk Assessments

Once complete and signed, risk assessments, method statements and safe systems of work must be communicated out to all relevant employees. It is the responsibility of the relevant manager/supervisor to communicate this information to their staff. All risk assessments (unless they contain personal information, such as a person centric risk assessment) must be stored on the Corporate Health and Safety intranet site within the relevant area on the **Directorate Hub**. Where staff do not have access to SharePoint, managers and supervisors must provide employees with printed copies. A record of communication should be held by the team.

## 6.3. Reviewing Risk Assessments

All risk assessments must be reviewed by a competent person annually, or if there has been a significant change, or if identified through an accident/incident investigation.

## 7. Training

As identified within this policy and the subsequent health and safety arrangements, the Council must ensure that suitable information, training, and instruction is provided to employees to ensure they are able to undertake their work safely. All Managers and Supervisors are responsible for ensuring the employees within their team are competent to undertake their roles and have received the required role specific health and safety training. Responsible Managers must ensure all training requirements identified within the Councils Health and Safety Arrangements are included within their service training matrix (identified within the Corporate LMS)

All training records, including e-learning and face to face learning must be recorded on the Corporate LMS.

The table below outlines the e-learning modules that are mandatory for all employees to complete, additional training requirements are outlined within the Council Health and Safety arrangements.

Course Name	Requirement	Refresher Frequency
Fire Safety	All employees	2 yearly
Drug and Alcohol Awareness	All employees	2 yearly
Driving Safety	All employees (who drive on council business)	2 yearly
Display Screen Equipment (DSE)	All employees identified as DSE users	2 yearly
Office Safety	All office employees, Operational team leaders, Supervisors, and managers	2 yearly

## 7.1. IOSH Managing Safely

All managers/supervisors identified within the higher risk services (appendix 1) are required to undertake accredited IOSH Managing Safely training as part of their H&S induction. Refresher training (IOSH Managing Safely Refresher) must be undertaken every 3 years.

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## 8. Health and Safety Arrangements

The Council's Health and Safety Arrangements include the specific policies, Standard Operating Procedures, procedures, and safe management systems followed within the Council to ensure compliance with the relevant legislation, approved code of practices and guidance. All health and safety information is held on the Council's **Corporate Health and Safety Intranet**. The Corporate Health and Safety Intranet pages are available via ForestNet.

All health and safety documentation, including Policies, Standard Operating Procedures, Safe Working Guidance, templates, toolbox talks, and industry guidance is available via the **Health and Safety Documents** folder.

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## 9. Main Legislation Relevant to this Document

- **The Health and Safety at Work etc. Act 1974**
- **The Management of Health and Safety at Work Regulations 1999**
- **The Workplace (Health, Safety and Welfare) Regulations 1992**
- **The Safety representatives and Safety Committees Regulations 1977**
- **The Health and Safety (Consultation with Employees) Regulations 1996**
- **The Control of Asbestos Regulation 2012**
- **The Construction (Design and Management) Regulations 2015**
- **The Regulatory Reform (Fire Safety Order) 2005**
- **The Provision and Use of Work Equipment Regulations 1998**
- **The Lifting Operations and Lifting Equipment Regulations 1998**
- **The Dangerous Substances and Explosive Atmospheres Regulations 2002**
- **The Electricity at Work Regulations 1989**
- **The Health and Safety (First-Aid) Regulations 1981**
- **The Control of Substances Hazardous to Health Regulations 2002**
- **The Health and Safety (Display Screen Equipment) Regulations 1992**
- **The Manual Handling Operations Regulations 1992**
- **The Health and Safety (Miscellaneous Amendments) Regulations 2002**
- **The Control of Noise at Work Regulations 2005**
- **The Control of Vibration at Work Regulations 2005**
- **The Personal Protective Equipment at Work Regulations 1992**

- **The Working at Height Regulations 2005**
- **The Fire Safety Act 2021**
- **The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013**
- **Building Safety Act 2022**
- **Gas Safety (Installation and Use) Regulations 1998**

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# 11. Appendix

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**Appendix 1A – High-Risk Services**



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# Keyhaven Health and Safety Inspection Report

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## 1.0. Introduction

Keyhaven River is under a 99-year lease from the Meyrick Estate and is managed by New Forest District Council. Keyhaven is used by two commercial fishing vessels and contains 250 swinging moorings, 115 wall moorings, 40 private moorings 405 afloat moorings and 154 dinghy park berths. The site is also used by Keyhaven Yacht club.

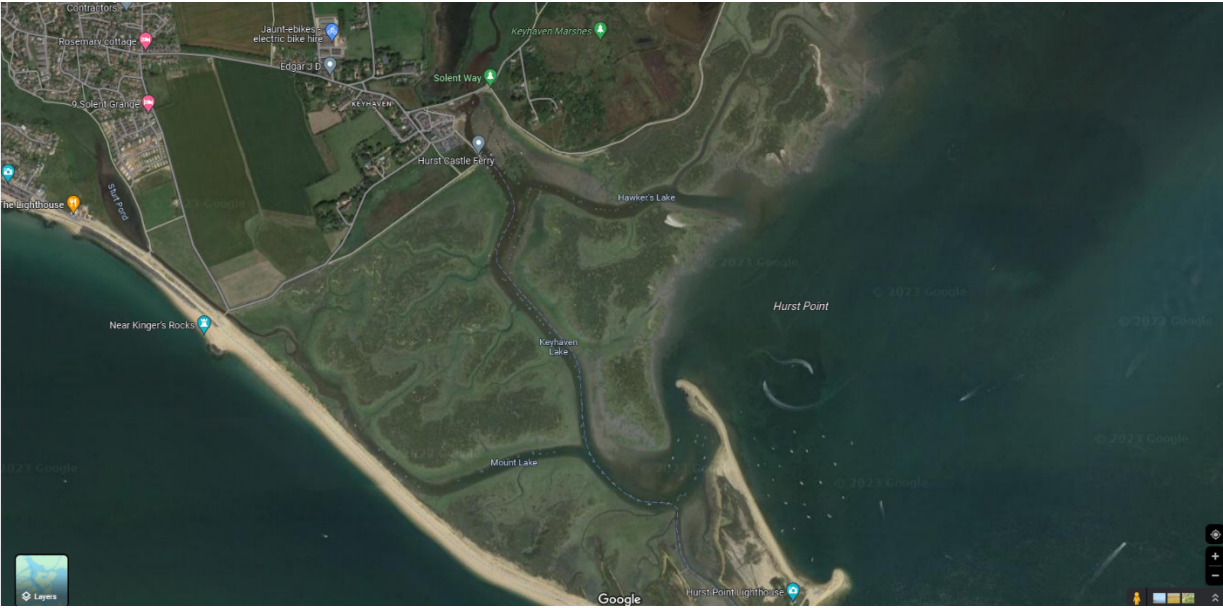
In January 2023 Chris Lisher from Copthorne Consultancy undertook an audit of Keyhaven management arrangements against the Port Marine Safety Code (PMSC). The PMSC sets out a national standard for every aspect of port marine safety, the code is not mandatory however there is a strong expectation that all harbour authorities will comply with the PMSC. NFDC is currently not operating as a harbour authority however should still aim to be following the management standards as outlined within the PMSC.

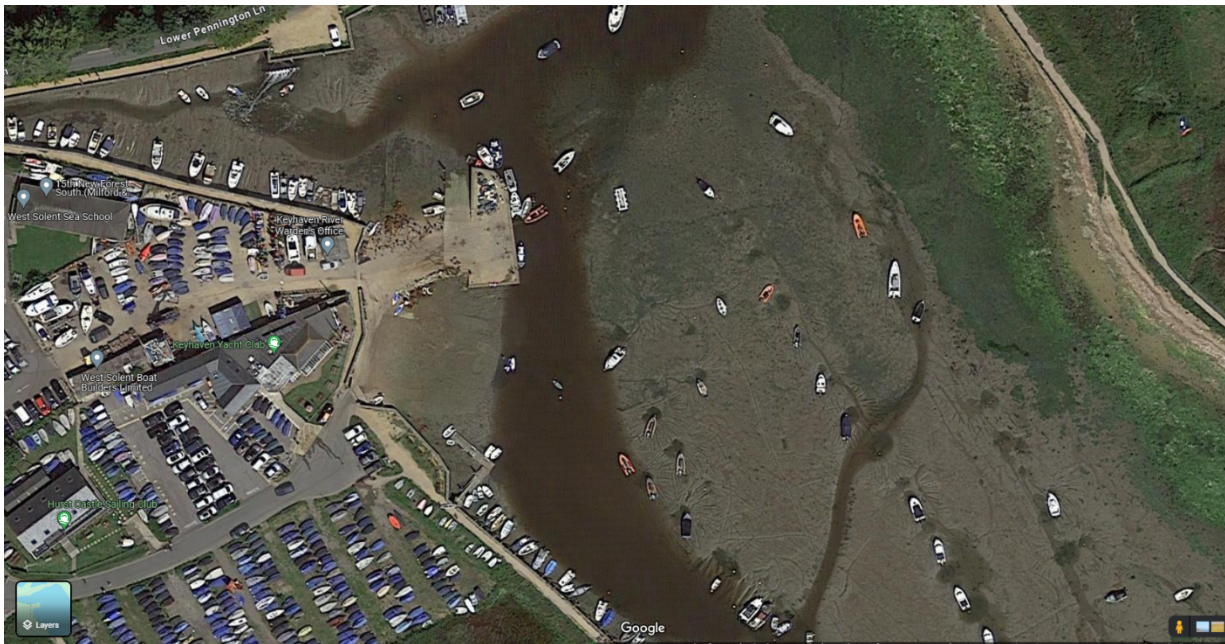
### 1.1. Scope

The purpose of this report is to review the current health and safety management arrangements against The Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999, the PMSC and all other associated health and safety legislation.

## 2.0. NFDC Responsibilities

The below images outline the areas NFDC are responsible for.





## 2.1. Activities Undertaken on Site

NFDC employees undertake a variety of activities on site, this includes:

- Ensuring the proper maintenance of all moorings.
- Administration of relevant documentation and taking of monies
- Providing assistance and guidance to all river users.
- Assisting river users when their vessel has come lose from its mooring.
- Upkeep and maintenance of site and the NFDC owned boat “MV Nelson”.

While undertaking these types of activities includes a wide variety of hazards, such as:

- Possible abusive and aggressive behaviour by members of the public.
- Working in and near water.
- Slip, trip and falls injuries due to working on poorly maintained pathways and walkways.
- Lone working
- Working with substances hazardous to health
- Fire
- Cuts and other injuries due to working with powered work equipment.
- Exposure to cold and wet weather.
- Working with display screen equipment.
- Working from height
- Storage of flammable substances

## 2.2. Member of the Public Uses

Members of the public use the river in a variety of ways. In addition to the mooring of a number of leisure and fishing vessels on the river, members of the public frequently use the river to paddleboard, kayak, walk and undertake other leisure activities. Additionally, the Keyhaven Yacht Club and Hurst Castle Sailing club leases part of the site. The yacht club and sailing club will hold races and events.

West Solent Boat Builders LTD also lease a part of the site from NFDC, they primarily refurbish, maintain and build various vessels for members of the public.

A number of pontoons are located on the site, many are owned by third party organisations however have been constructed on land owned by NFDC. This includes the Keyhaven Yacht Club, Fishermen's Association and Hurst Castle Ferry.

The Fishermen's Association also have an area on the key to store materials and equipment.

Just by the long stay car park the 15<sup>th</sup> New Forest South Scout Group lease a building from NFDC which is used for activities and events.

### 3.0. Health and Safety Standards at Keyhaven River

The Health and Safety Standards at Keyhaven River have been improved following a visit by the Corporate Health and Safety Team on 18/04/2023 however some improvements are still required. As part of this inspection report James Loring (Corporate Health and Safety Manager) and George Gale (Corporate Health and Safety Advisor) visited site with David Hurd (Environmental Enforcement & Amenities Manager) visited Keyhaven on 18/10/2023 and 20/10/2023. A number of hazards were identified during our inspection:

- 1 – damaged electrical power unit
- 2 – inappropriate maintained power tools
- 3 – inappropriate storage of chemicals and paints
- 4 – inappropriately stored outboard motor



Image 1



Image 2



Image 3



Image 4

See section 5.0. for a further breakdown of all hazards identified during the site inspections.

### 3.1. Employer Responsibilities

As an employer and a landlord, NFDC are legally responsible for the management of health and safety for the activities being undertaken by its employees and on the sites, it owns and leases, this does not include the water itself.

#### The Health and Safety at Work etc. Act 1974

The Health and Safety at Work etc. Act 1974 is the primary piece of health and safety legislation in the UK. It places duties on employers to ensure, so far as is reasonably practicable, the health safety and welfare of their employees and persons effected by the work they undertake. It also places duties on employers in relation to:

- The provision and maintenance of plant and systems of work are safe and without risk to health.
- The provision of information, instruction, training and supervision is provided as necessary to ensure the health and safety at work of their employees.
- That the workplaces under the employers' control are safe and without risk to health, and that suitable means of access to and egress from it are safe and without risks.
- The working environment for his employees is so far as is reasonably practicable safe, without risks to health, and adequate as regards to the facilities and arrangements for welfare for their work.

#### The Management of Health and Safety at Work Regulations 1999

The Management of Health and Safety at Work Regulations 1999 were introduced to reinforce the Health and Safety at Work etc. Act. They outline a number of duties that employers must undertake to ensure health and safety is suitably managed in the workplace. This includes making suitable and sufficient arrangements of how health and safety is managed within the organisation, ensuring a suitable and sufficient risk assessment is in place for all hazards faced by employees and those who are affected by the work. providing employees with suitable information and training, ensuring suitable consultation is undertaken with employees about the risks at work and the control measures in place.

#### The Occupiers Liability Act 1957 & The Occupiers Liability Act 1984

The Occupiers Liability Act 1957 places duties on occupiers of premises to take reasonable precaution for the safety of their visitors. The 1984 Act places similar duties on occupiers to take reasonable steps to unwanted visitors such as trespassers.

### Port Marine Safety Code

As stated in the above section 1.0. the PMSC sets out a national standard for every aspect of port marine safety. The PMSC sets out 10 key measures:

1. Duty Holder – formally identify and designate the duty holders for compliance and performance
2. Designated Person – a ‘designated person’ must be appointed to provide independent assurance about the operations of the marine safety management system.
3. Legislation – the duty holder must review and be aware of their existing powers based on local and national legislation.
4. Duties and Powers – comply with the duties and powers under existing legislation, as appropriate
5. Risk Assessment – ensure that marine risks are formally assessed and are eliminated or reduced to the lowest possible level, so far as is reasonably practicable, in accordance with good practice.
6. Marine Safety Management System – operate an effective MSMS which has been developed after consultation, is based on formal risk assessment, and refers to an appropriate approach to incident investigation
7. Review and Audit – monitor, review and audit risk assessment and management plan on a regular basis
8. Competence – use competent people in positions of responsibility for managing marine and navigation safety.
9. Plan – publish a safety plan showing how the standards in the code will be met and produce a report assessing performance against the plan at least every 3 years.
10. Aids to Navigation – comply with directions from the General Lighthouse Authorities and supply information & returns as required.

NFDC is currently not a harbour authority and therefore do not have a requirement to meet the Port Marine Safety Code however it is strongly recommended that organisations or facilities which are not a harbour authority seek a proportionate compliance against the code. It is therefore recommended a Keyhaven River Safety Management Plan is put in place.

## 4.0. Keyhaven River Safety Management Plan

As identified in the section above, it is recommended that NFDC implement a Keyhaven River Safety Management Plan (SMP). The purpose of this plan is to outline how the health and safety and compliance will be managed by the organisation. The SMP must:

- Identify a 'Duty Holder' as identified within the PMSC.
- Identify a 'Designated Person' as identified within the PMSC.
- Identify all key stakeholders who have responsibilities in the management and operation of Keyhaven.
- Identify suitable and sufficient procedures for the management of all significant risks.
- Identify suitable and sufficient health and safety monitoring and auditing processes.

It is recommended that the Health and Safety team and David Hurd produce a draft Keyhaven River Safety Management Plan for EMTs approval as soon as possible.



## 5.0. Site Inspection Findings

This section of the report will outline the key findings of the health and safety inspection undertaken by James Loring (Corporate Health and Safety Manager) and George Gale (Corporate Health and Safety Advisor) on 18<sup>th</sup> October 2023 and 20<sup>th</sup> October 2023. A return inspection was undertaken by James Loring on 17<sup>th</sup> July 2024. Formal recommendations can be found within Section 6.0.

### 5.1. Electrical Safety

NFDC has a duty to ensure the health, safety, and welfare of its employees and those who are affected by its acts or omissions. In addition to this duty, NFDC must ensure it complies with The Electricity at Work Regulations 1989 and Provision and Use of Work Equipment Regulations (PUWER) 1998.

Under these regulations NFDC must ensure the following:

- All system shall at all times be constructed as to prevent, so far as is reasonably practicable danger. As may be necessary to prevent danger all systems shall be maintained so as to prevent, so far as is reasonably practicable.
- All electrical equipment used must be suitable for its purpose.
- Electrical equipment which may be reasonably foreseeable be exposed to:
  - 1 – mechanical damage
  - 2 – effects of weather or natural hazards or exposure substances including dust, vapour, or gases.
- Ensure all work equipment is maintained in an effective state.
- Ensure all persons that use work equipment are provided with adequate health and safety information and training.

Organisations have a legal requirement to undertake periodic fixed electrical testing, also known as Electrical Installation Condition Report (EICR). This inspection should be undertaken every 5 years. During our inspection it was noted that a EICR was completed on 19/10/2023. This inspection has come back as satisfactory and identified 14 C3 (improvement recommended) actions.

#### Damaged Electrical Power Unit on the Key

As identified under Section 3, a damaged electrical unit was identified. This unit is located on the key and supplies water and electrical power to users. Unfortunately, due to the location of the unit, it regularly gets hit by the incoming tide and becomes submerged. Additionally due to the lack of cover it is also exposed to the elements throughout the year. Due to this the unit is visibly damaged (see image 5). This is a significant hazard for users and could lead to a serious or potentially fatal incident. The unit is a fixed installation and therefore would be covered under the EICR, the 19/10/2023 report does identify signs of water ingress on the unit. During our inspection David Hurd reported that the unit is not used (to his knowledge) and unsure of the reason it was installed. We do not have any legal requirement to provide power and water at this location, therefore it is recommended that this unit is isolated and removed as soon as possible. We do require access to water in this location for the use of the power washer, therefore an alternative solution should be found. An additional electrical inspection has been booked in by Jason Glister for 27/08/2024.



### Electrical Power Tools

When undertaking a visit to the workshop area located under the River Warden site office, a number of electrical power tools were identified, this included abrasive wheels. Some items did not have suitable guards and were not portable appliance tested (PAT). On a return inspection on 17/08/2024 a number of defective tools had been removed and replaced, some older tools were still in place however all items had been PAT.

Although it is not a specific legal requirement, organisations should undertake regular portable appliance testing on all its portable electrical equipment. This will help ensure the organisation meets its legal requirements under the Health and Safety at Work etc. Act 1974. Currently PAT within the service area is undertaken by Jason Glister (Buildings and Facilities Officer) and is undertaken on a 3 yearly cycle, it is recommended that this is undertaken annually.

The River Warden team does not have a register of all tools and equipment they use at work. Currently the team have one overall risk assessment which covers all tasks undertaken by the River Wardens at Keyhaven, however this assessment does not include the risks relating to using electrical equipment or the use of power tools. No training requirements have been identified for the River Wardens. The Council has a legal requirement to ensure all staff are provided with suitable and sufficient training, information, and instruction, this includes the safe use of all tools and equipment.

The River Wardens currently uses abrasive wheels for boat and mooring refurbishment/replacement however no formal abrasive wheel training has been provided or viewed.

In order to ensure compliance and reduce the risks from the use of electrical equipment, it is recommended that a full list of tools and equipment used on site is created, risk assessments are put in place for all tasks undertaken and suitable training identified and provided to staff, this should form a training matrix for the River Wardens. Additionally, all portable electrical equipment should be PAT annually by a competent person.

## 5.2. Control of Substances Hazardous to Health (COSHH)

The COSHH Regulations 2002 (as amended) requires employers to assess the risks that arise from the use of hazardous substances. This includes any arrangements to deal with accidents, incidents, or emergencies, such as those resulting from serious spillages. The assessment must also include the health and safety risks arising from storage, handling and disposal of any of the substances.

Employers must prevent, or if this is not reasonably practicable, control exposure to such substances and provide all employees with information, instruction and training about the risks, steps and precautions the employer has taken to control these risks.

A small amount of hazardous substances are stored on site. The majority of which are stored within the chemical shed. Although this area has been organised and cleaned recently, some improvements are still required. Paints, glues, and other substances are currently stored in this location, some items are also stored within unlabelled containers. No formal chemical or substance list has been created. As identified above, the Regulation requires employers to undertake a suitable and sufficient risk assessment (COSHH assessment) of all substances used. Currently no COSHH assessments are in place.

The Corporate Health and Safety Team have recently purchased the Eco Online Chemical Manager System. This cloud-based system allows the service to record and manage chemicals used by NFDC employees. Currently NFDC have purchased 200 safety data sheets (chemicals you can upload to the system). Each chemical uploaded to the system will have a safety data sheet and risk assessment attached to the record, this record can then be made available to any member of the team via a link or via QR code. It is recommended that the chemicals and substances used by the River Wardens are uploaded to Eco Online Chemical Manager. Once each substance has been assessed, a QR code for the location (Keyhaven chemical shed) should be placed within the chemical shed. Additional training and instruction must then be provided to all members of staff.

In addition to various paints and glues stored within the shed, it was also noted that small amount of petrol was being stored alongside an outboard motor, this is a River Wardens personal property and should not be stored at work. On the return inspection this item had been removed however due to recent break-ins fuel cannisters were being stored within the shed. It has been recommended these items are removed and placed externally, the current fuel storage unit is old and requires replacing. A COSHH assessment should also be undertaken for the storage of any fuel.



### 5.3. Fire Safety

DDS (International Limited) undertook a fire risk assessment at the site on 16/01/2023. Unfortunately, the scope of this assessment is only for the River Wardens office and does not include other areas of the site. The fire risk assessment identifies a number of actions, this includes:

- NFDC to consider installing a fire logbook on site to keep a record of all fire safety arrangements and the servicing.
- It is recommended that there should be a documented set of management arrangements including evacuation procedures for the building which clearly denote persons responsible and fire evacuation / emergency procedures.

This fire risk assessment is due for review before 09/07/2026.

As identified throughout this report, other fire hazards are present outside of the scope of this fire risk assessment (FRA), it is therefore recommended that an FRA is undertaken by a competent person for all areas of the site, including areas where chemicals and other flammable substances are stored.

The Fire Safety Order 2005 (FSO) also requires employees to communicate and cooperate with other employers within shared premises or who might be affected by the work we undertake, therefore the responsible person for the site should also share relevant fire safety documents with other companies on the site to ensure suitable fire safety arrangements can be maintained for all effected.

### 5.4. Slip, Trips and Falls/Site Access

NFDC has a legal duty to protect the health, safety and welfare of its staff and visitors. One of the biggest hazards to staff and members of the public on site is slip, trip and falls when accessing our site. A site risk assessment has not been undertaken, additionally regular site inspections are not undertaken by facilities or the River Wardens.

The slipway on the key is used by River Wardens and members of the public to access the river. Due to this area being underwater during periods of high tide this can cause additional slip hazards due to wet surfaces and build-up of algae etc. In order to manage this slip hazard, River Wardens must regularly maintain and clean this area with the use of the jet washer held on site.

During my inspection of the site this area had been well maintained and recently cleaned by the River Wardens.

Due to the nature of the site and the clientele who use the mooring, slip, and trip hazard could cause a serious incident. Therefore, NFDC staff should be undertaking regular site inspections to ensure all slip, trip and fall hazards are managed/removed. Records of inspection should be held and saved for 3 years.

During my site inspection, damage to the fixed access ladders were also identified, this has been reported to the facilities team. No records of inspection have been identified, fixed ladders should be inspected annually (or as identified within the manufacturer's instructions) by a competent person, any defect should be recorded and access to the ladder/access point restricted.

### 5.5. Access and Egress to/from Moorings

NFDC are responsible for providing suitable fixed moorings to members of the public who pay a fee to keep their vessels on the river. Ensuring suitable fixed moorings is a major part of the River Wardens duties. David Hurd has confirmed that NFDC do not have a responsibility to provide safe access to vessels.

Currently a large number of vessels are accessed via tied ladders, the ladders identified are not owned or provided by NFDC however do provide a significant risk to members of the public when accessing their vessel. It is reasonably foreseeable that a significant incident could take place which could result in a potentially fatal incident. No terms and conditions of renting/accessing moorings has been provided as part the health and safety inspection.

In order to remove the risk of using ladders and other access equipment, NFDC would have to make a significant investment in providing decking which allows access/egress to vessels.

Image 7



Image 8



Image 9



## 5.6. Working on the River

As part of the duty to manage the moorings, River Wardens will need to access and work on the river via the MV Nelson. Working on and near water brings with it some serious hazards which could result in possible fatal incidents.

A generic risk assessment has been completed for all work undertaken at Keyhaven, this assessment was completed in 2020 by Stephen Wood and reviewed by David Hurd. The generic risk assessment does include the hazards of drowning, hypothermia and identifies a number of control measures, some of which include:

- Staff are required to wear approved life jackets or buoyancy aids.
- Boats will not be used until daily safety checks have been completed.
- All staff to be suitably trained to perform their role they perform, in accordance with MCA rules and regulations.
- Unless when acting in an emergency no boat shall operate outside the designated working area.
- Operations will take place in stipulated areas and in suitable weather conditions.
- Duration of voyage shall not exceed 8 hours.
- First aid training shall include the recognition, prevention, and treatment of hyperthermia.

In addition to this risk assessment, a safe working practices document is also in place, this includes the specific procedures for using the MV Nelson.

This document includes operating rules, towing procedures, and man overboard procedures. It is likely the River Wardens will undertake single manned operations, however no specific lone working control measures for this work is identified. River Wardens do have access to handheld VHF DSC radios, this device must be fully charged and brought on board for any operations. This device does include a red alert button, when pressed an emergency signal will be sent to the coastguard and other nearby vessels equipped with a device. However, if an employee was lone working and became unconscious the device will not automatically raise an alarm, in addition NFDC supervisors or managers would not be made aware of a potential life-threatening incident.

It is recommended that a task specific risk assessment is undertaken, this assessment should identify suitable and sufficient control measures to ensure procedures are put in place to reduce the risk of a possible fatal incident occurring, as identified above. It is recommended that the service purchase devices which will automatically contact the relevant identified emergency contact in the event of a man overboard or a fall.

All River Wardens have recently been provided with first aid at sea training. This training includes information on the recognition, prevention, and treatment of hyperthermia.

## 5.7. Office Working

As part of the River Wardens role, they will undertake general office working, this includes working with DSE, dealing with customers, and taking payments.

The current office has a suitable set up with two desks with monitors and charging docks for employees to link to their laptops. The River Wardens are no longer taking cash payments in the office, all payments are to be made via card. No cash is stored or left in the office overnight.

The River Warden risk assessment does not include the risk relating to general office work. As identified in the Corporate DSE Policy, all DSE users must undertake a DSE self-assessment on their workstation. DSE self-assessments have not been undertaken by the River Wardens.

During general day to day work in the office the River Wardens maybe lone working. Lone working is identified as a hazard within the general risk assessment however does not identify procedures for ensuring staff can check in or out of work or raise an emergency. The door to the office can be locked

and the risk of verbal abuse and violence is generally low. Staff are to take a non-confrontational approach with the public and third parties.

### 5.8. Facilities and Welfare

Under the office space in the River Warden Office there is a workshop, this is the main location for storage of materials, equipment, and tools. There is a space in the workshop for employees to hang up all their dirty and wet clothing and PPE however no clothes washing facilities are included. The area does include a toilet, hand basin and shower. There is an electrical heater placed below the uniform hanging area, however this is not sufficient and present a risk when hanging wet clothes.

Although there is no specific legal requirement to provide drying facilities, it is recommended, due to the type of work being undertaken and the environment and weather conditions the River Wardens work in, NFDC should provide suitable washing and drying facilities within this area of the workshop.

### 5.9. Management of Tenants and Contractors

A number of third-party tenants and contractors use the site, this includes Solent Boat Builders, Keyhaven Yacht Club and fisherman's association. As a number of activities do take place on our land, the relevant party must share relevant health and safety information, this includes task specific risk assessments.

Solent Boat Builders regularly lift boats from the water to undertake works, this task presents a risk not only to their staff but NFDC staff and members of the public. A risk assessment and lifting plan should be completed for this task and shared with all relevant parties. Currently no health and safety information is passed to NFDC.

Keyhaven Yacht club also undertake regular activities on the water, this includes racing activities. Again, no health and safety information is shared with NFDC.

As identified within this report, the Council has a legal duty to cooperate and communicate with others who may be affected by the work they undertake, this includes information on fire safety and fire evacuation procedures, currently no sharing of information, evacuation procedures or fire risk assessments is shared with other users of the site.

Roy Russell (Environmental Enforcement Officer) has confirmed that the Council does have good working relationships with tenants and contractors on the site however they are of an informal nature.

### 5.10. Engagement, instruction, and Communication

The River wardens currently sit under David Hurd (Enforcement & Amenities Manager), the day-to-day management of the team is undertaken by Roy Russell (Environmental Enforcement Officer). The service currently has 2 River Wardens, the service is currently looking into employing a 3<sup>rd</sup> River Warden. Keyhaven is covered during the summer months (normal working hours) however due to the frequency of visits in the winter months, Mondays and Tuesdays are not covered. Additional assistance is provided by parking enforcement employees.

It is recommended that improvement signage is placed throughout the site to allow members of the public to report H&S concerns or incidents out of normal working hours.

As outlined within the Corporate Health and Safety Policy, the primary place for health and safety communication and consultation for the River Wardens would be the Operational Safety Panel. Currently both David Hurd and Roy Russell attend this panel meeting, there is no health and safety rep for the river wardens. A new health and safety rep for the enforcement team has now joined the panel, they are only currently representing car parking enforcement employees. The River Wardens are also invited to the parking enforcement team meeting at marsh lane depot. Regular catch ups and 1-2-1s are undertaken by Roy. Additional efforts are being made to include the River Wardens in the wider Parking and Enforcement team.

## 6.0. Recommendations

Ref No	Action Required	Responsible Officer	By When
01	Implement a keyhaven river safety management plan in line with the port marine safety code	David Hurd	April 2025
02	Isolate and remove the unit on the key	Sam Wills	October 2024
03	Find a suitable replacement to provide water to the key	Sam Wills	October 2024
04	Implement and maintain a tools and power tools list for all tools used at work by the River Wardens	Roy Russell	October 2024
05	Ensure all defective tools are removed from site	Roy Russell	Immediately
06	Ensure all portable electrical equipment has an in-date PAT record (all non-compliant tools are not to be used)	Roy Russell	January 2024
07	Undertake suitable and sufficient risk assessments for all tools and power tools used at work by the River Wardens	Roy Russell	October 2024
08	Provide suitable and sufficient abrasive wheel training to all River Wardens. Works with abrasive wheels must not be undertaken until this training is in place.	Roy Russell	Immediately
09	Implement and maintain a full list of substances hazardous to health used on site	Roy Russell	Immediately
10	Ensure all COSHH assessments are in place for all substances used on site	Roy Russell	October 2024
11	Engage with the H&S team and gain access to the Eco Online Chemical manager System, implement QR codes in the chemical shed.	Roy Russell	January 2024
12	Replace the current fuel storage unit with a suitable alternative	Roy Russell	October 2024
13	Remove all non-essential substances from the chemical shed	Roy Russell	Immediately
14	Commission a new FRA which includes the full scope of the site.	Sam Wills	January 2024
15	Review fire evacuation procedures and ensure suitable signage is placed throughout the site.	Sam Wills/Jason Glister	October 2024



16	Undertake regular site inspections, records of inspections should be held for 3 years	Roy Russell	January 2024
17	Review the 2020 River Warden risk assessment	David Hurd/Roy Russell	October 2024
18	Ensure suitable task specific risk assessments are undertaken for all tasks undertaken by the River Wardens.	David Hurd/Roy Russell	October 2024
19	Undertake a task specific risk assessment for all lone working activities undertaken by the River Wardens	David Hurd/Roy Russell	October 2024
20	Review the safe working practices document. Ensure all hazards and control measures have been identified and are suitable to reduce the risks to as low as is reasonably practicable	David Hurd/Roy Russell	October 2024
21	Ensure all River Wardens undertake a DSE self-assessment and complete their DSE e-learning via the LMS	Roy Russell	September 2024
22	Reposition the electrical heater within the keyhaven River Warden's workshop.	Sam Wills	January 2024
23	Provide suitable washing and drying facilities	Sam Wills	April 2025
24	Obtain suitable and sufficient health and safety documentation from tenants and contractors working on and using the site	David Hurd/Roy Russell	April 2025
25	Continue to engage with the River Wardens and ensure they have the opportunity to raise H&S concerns with management and H&S reps	David Hurd/Roy Russell	On-going
26	Review customer signage throughout the site. Provide suitable information to allow members of the public to report H&S concerns or incidents out of hours	Sam Wills/Jason Glister	April 2025

## 7.0. Appendix

Appendix 1 – Keyhaven Risk Assessment (2020)

Appendix 2 – Keyhaven River PMSC Audit (version 3)

Appendix 3 – Keyhaven Safe Operating Procedures

Appendix 4 – Keyhaven River Warden Office Electrical Certificate

Appendix 5 – Keyhaven Fire Risk Assessment

**Workshops H&S Management Audit Action Plan**

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High Priority – to be complete within 1 month			
Ref:	Section	Question	Action
D11	Transport Manager and Technical Officer	Service has a system for identifying training needs, and ensuring all are adequately trained	Full review of training requirements and consultation regarding implementation of LMS required - currently nothing in place
D22	Technical Officer and Supervisors	Organisation has identified manual handling risks ensuring suitable and sufficient training and risk assessments are in place?	Arrange face to face manual handling training for all workshop operatives and ensure all tasks involving manual handling within the workshops have been risk assessed and, where required, an individual assessment is carried out.
D23	All	Arrangements are in place to risk assess lone working conditions and ensure suitable control mechanisms are in place including a monitoring system.	Review of lone working process, clear set processes and controls to be implemented. Management of lone workers and their routine to be controlled via set processes.
D28	All	Are you aware of the fire evacuation plan for your area of work?	Fire Awareness E-Learning to be completed by all operatives and supervisors immediately
Medium High Priority – to be completed within 3 months			
Medium Low Priority – to be completed within 6 months			
Low Priority – to be completed within 12 months			
Ref:	Section	Question	Action
P1	All	Does the organisation have a clear, written policy for health and safety at work, signed, dated and how is it communicated to all?	Hold TBT to communicate policy out to all staff. Display in depots and include in depot inspections to check up to date.

P5 & P7	Transport Manager	(Service/Department) is committed to preparing safety improvement plans with regular review	Action for Transport and Depot Manager to create safety improvement plan
P8	All	(Department) understands their responsibilities towards employees, contractors and public?	Ensure all operatives have access to H&S policy - toolbox talk to be carried out and recorded
P9	All	The Health and Safety Policy, includes a commitment statement to ensure health, safety and welfare of all employees?	Hold TBT to communicate policy out to all staff. Display in depots and include in depot inspections to check up to date.
P10	All	The Health and Safety Policy sets out clear roles and responsibilities encouraging the involvement of everyone's Health and Safety Efforts?	Hold TBT to communicate policy out to all staff. Display in depots and include in depot inspections to check up to date.
P11	All	All employees have access to the Health and Safety Policy and is it brought to their attention when they are new and when changes are made?	Hold TBT to communicate policy out to all staff. Display in depots and include in depot inspections to check up to date.
P12	Technical Officer and Supervisors	Are Arrangements in place for access to competent health and safety advice?	Communicate out at Team meeting that whole Health and Safety team are available to support workshops not purely Ant.
D1	Transport Manager and Technical Officer	Do Service Managers provide clear information to people of the hazards and risk in their workplace and the preventative and protective control measures	Implement a planned routine review process for all tasks, risk assessments, manual handling risk assessments. Use a task identification register to log and track the risk assessments to ensure they cover all aspects.
D3	Transport Manager and Technical Officer	Risk assessments and safe systems of work are easily accessible in the relevant workplaces?	Transfer/add all RAs and safe working procedures to H&S Sharepoint pages for Workshops and provide toolbox talks for all operatives regarding where to find and how to access
D7	Transport Manager and Technical Officer	Clear information is provided to those working for the organisation (i.e. contractors, visitors and customers) of hazards and risks in the workplace and the control measures in place to protect them	Confirmation of what is in place for visitors and contractors is required and clear procedures to be made available to both Workshop operatives and any visitor or contractor working on site
D8	All	Service involves the workforce in developing policies and procedures, undertaking risk assessments and investigating accidents and incidents	Reviewing policy, procedure, risk assessments to be included in the team meeting process on a periodic basis to increase staff engagement.

D9	Transport Manager and Supervisors	Service consults employees and safety representatives on Health and Safety issues	Ensure Safety Panel minutes and actions are fed back to Teams, this can be completed during team meetings and also through access to H&S pages on ForestNet.
D12	Technical Officer and Supervisors	Service has an induction process in place relevant for all new employees, promoted employees, and changes in roles due to restructures	Ensure induction covers all aspects of role and induction is signed off as complete by both the staff member being inducted and the supervisor/manager completing the induction.
D15	Transport Manager and Technical Officer	Service has a system in place for identifying the hazards, assessing the risks and identifying controls to eliminate or reduce	Implement a planned routine review process for all tasks, risk assessments, manual handling risk assessments. Use a task identification register to log and track the risk assessments to ensure they cover all aspects.
D18	Transport Manager and Technical Officer	Service has emergency procedures for responding and dealing with dangers and emergencies e.g. rescue plan for WFH.	Carry out full review of areas that need emergency procedures and then generate them for those areas. Consider how these will be fed out to operatives.
D19	Technical Officer and Supervisors	Procedures and arrangements are in place for dealing with defects and placing equipment out of order to prevent its unsafe use	Defect procedure written down TD37 for vehicles, TD46 vans, tippers and plant. No equipment tagging procedure written down, this needs to be formally recorded and trained to operatives.
D20	Technical Officer	The service ensures electrical appliances are examined and tested in accordance with Electricity at Work Regulations	Do workshops know when they are coming? Is there an asset list to ensure all equipment is tested? To check with Facilities.
D21	Technical Officer and Supervisors	Arrangements are in place for routine workplace inspections	Need to ensure that regular periodic workplace inspections are taking place and are recorded on Sharepoint
D25	Technical Officer and Supervisors	Arrangements are in place ensuring employees are aware of any PPE requirements	Complete periodic toolbox talks regarding use of PPE and requirements for tasks. RAs and safe working procedures to detail required PPE, these are to be accessible to all operatives.

D27	All	Fire arrangements are in place for all buildings and reviewed regularly by a competent person	Once responsibilities have been identified the responsible person needs to ensure these are carried out and management informed. Full review of fire procedures currently underway with Facilities, to be completed asap and information disseminated to all users of depots.
D30	Transport Manager and Technical Officer	Arrangements are in place for high risk work e.g. permit to work system.	If high risk work activities exist such as working within confined spaces then specific risk assessments and safe working procedures need to be created and implemented.
D31	Transport Manager and Technical Officer	Arrangements are in place for ensuring preventative access to unauthorised people to operate plant or equipment.	Generate a written control of equipment procedure for the prevention of machinery being used/accessed (if not already in place) without authorisation. Security measures need to be introduced to ensure no access to workshops when unmanned - particularly at MLD
D32	Technical Officer and Supervisors	Arrangements are in place for pre-use checks and equipment inspections.	If not already in place - ensure written procedures are in place for pre-use checks to be completed on all equipment and any in-house equipment inspections to be recorded and placed on Sharepoint for easy access.
D35	All	Workplaces are designed and constructed to take into account traffic and pedestrian movements to ensure safe routes around sites.	Generate a traffic management plan for MLD and CMD with considerations for vehicle and pedestrian interaction along with providing protected routes and safe egress by emergency exits.
C1, C2 & C3	Transport Manager		Action for Transport Manager to generate and monitor safety improvement plan for workshops – plans should include objectives and targets to measure health and safety performance.
C4	Technical Officer and Supervisors	Are arrangements in place for active monitoring to check controls are working properly and procedures are being followed?	Ensure active monitoring is routinely carried out throughout the year and evidence recorded and any identified actions followed up and reviewed.

C5	All	Are arrangements in place for reporting and investigating accidents and incidents	Improvement in reporting process and investigation process. Health and Safety to provide training for management. Senior management to mentor management to provide better and more detailed investigations.
C8	Technical Officer and Supervisors	Arrangements are in place to monitor the effectiveness of health and safety practices of a contractor.	Procedures to be implemented whereby contractors working onsite are monitored to ensure that all safe working procedures are followed and that their own RAs and safe working procedures are suitable and sufficient.
A1 & A2	Transport Manager	Does the Service regularly review Service Safety Plan? How does the Services analyse its H&S performance to identify good and poor performance areas for future targets?	Action for Transport Manager regarding production of Service Safety Plan
A3	Transport Manager and Technical Officer	Does the service review risk assessment annually/when required?	Period of review to be agreed and full review of risk assessments to take place to include task specific and manual handling assessments.
A7	Technical Officer and Supervisors	Service analyses the information from equipment defects and breakdowns to identify trends for maintenance requirements.	Include defect cause investigations in compliance checks when a trend of defects is detected.
A8	All	How does the Team/ Service management lead on H&S Matters?	Management to promote health and safety and discuss with teams how it can be improved as a top down approach.

	Current score	Current percentage	Possible score	Possible percentage
PLAN	39	75%	51	98%
DO	73	52%	122	87%
CHECK	27	56%	46	95%
ACT	16	50%	30	93%

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# Accident and Incident Reporting & Investigation Policy

Corporate Health and Safety Team

September 2024

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Version	Author	Date
1.0	Corporate Health and Safety Team	July 2022
2.0.	Corporate Health and Safety Team	September 2024

## Document History

Name of Policy	H&SP04 Accident/Incident Reporting & Investigation
Purpose of Policy	This policy and subsequent arrangements outline the necessary reporting procedure, the information required in accidents, incidents (near misses) and occupational disease(s) reporting. It details the support available for a priority-based investigation of accidents, incidents and occupational illnesses and diseases. The legal duties to investigate accidents, near misses and occupational diseases are laid down in the Management of Health and Safety at Work Regulations 1999, and the Health and Safety at Work, etc. Act 1974. The reporting of certain accidents, dangerous occurrences and occupational diseases to the Health and Safety Executive (HSE) are detailed in the Reporting of Injuries, Diseases, and Dangerous Occurrence Regulations 2013.
Policy Applies to	All New Forest District Council employees including work for the Council on a voluntary basis or those employed on work experience. This policy also applies to contractors and agency staff working on any Council premises and any member of the public involved in an accident or incident whilst on a Council premises or as a direct result of the Council's work activities.
Update Frequency	2 years
Latest Update	September 2024
Update Overview	<p><b>February 2022</b> - Revised policy reflecting organisational changes, the leisure centre transfer to Freedom Leisure, and the updated accident, incident and near miss reporting forms.</p> <p><b>September 2024</b> - Updated into new corporate format, clarification in roles and responsibilities, investigation templates reviewed.</p>

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# 1. Introduction

As a responsible employer New Forest District Council plans to reduce accidents and ill health at work to as low a level as is reasonably practicable. To do this the Council has introduced the following accident/incident reporting and investigation policy and subsequent procedures. This policy has been endorsed by the Executive Management Team and sets out the arrangements for reporting incidents/accidents and undertaking a suitable investigation into the root causes and identifying suitable recommendations to relevant managers to reduce the likelihood of reoccurrence.

## 1.2. Scope of Policy

This policy applies to all employees of New Forest District Council and those individuals undertaking work on behalf of New Forest District Council (agency and voluntary staff) and individuals who are affected by their acts or omissions.

## 2. Legislative and Regulatory Context

### 2.1. The Health and Safety at Work etc. Act 1974

The Health and Safety at Work etc. Act 1974 is the primary piece of legislation covering occupational health and safety in Great Britain. It sets out the general duties which employers have towards employees and members of the public, employees have to themselves and each other and certain self-employed have towards themselves and others.

### 2.2. Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013

RIDDOR is the law that requires employers, and other people in charge of work premises to report and keep records of all:

- Work-related fatalities
- Work-related injuries
- Diagnosed cases of reportable occupational diseases
- Certain dangerous occurrences.

### 2.3. The Management of Health and Safety at Work Regulations 1999

The Management of Health and Safety at Work Regulations 1999 places additional duties on employers and employees on managing health and safety in the workplace. Regulation 5 requires employers to plan, organise, control, monitor and review their health and safety arrangements. Health and safety investigations form an essential part of the process.

### 3. Definition

Term	Definition
Accident	An unplanned event that does cause injury, damage or ill health.
Incident	An unplanned event that does not cause injury, damage or ill health but could have.
F2508/A Form	The prescribed HSE form used to report an accident, dangerous occurrence, or occupational disease under RIDDOR 2013.
Dangerous Occurrence	The list of dangerous occurrences in Schedule 2 of the RIDDOR Regulations is designed to obtain information primarily about incidents with a high potential to cause death or serious injury, but which happen relatively infrequently. They include failure of lifting equipment; an explosion or fire caused by an electrical short circuit.
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013. Legislation which places a duty on employers to report certain occupational accidents, injuries, dangerous occurrences, and diseases, e.g., 7-day injury. Reporting is to be undertaken by the Responsible Person. Reportable incidents include injuries to non-employees which results in them being taken directly to hospital for treatment.
Contractor Incident Notification Protocol	in accordance with the Corporate Control of Contractors Policy, breaches in health and safety legislation and safety standards must not be ignored. The Contractor Incident Notification Protocol has been implemented so should breaches in legislation occur, e.g., Construction Design Management Regulations 2015, or poor health and safety practices be observed during a site inspection, then these can be feedback to other N.F.D.C. teams.
Violence and Aggression	An act of violence or aggressive behaviour, including over the phone or email towards an NFDC employee or third-party contractor working on behalf of NFDC.
Suitable and Sufficient	Suitable for the level, risk, and complexities of the task/project.
Competent Person	Someone who has sufficient training, experience, knowledge, and skill for the task.
SMART	Specific, measurable, agreed, realistic and time-bound recommendation and actions identified with an accident/incident investigation.

## 4. Roles and Responsibilities

### 4.1. Executive Management Team must:

- Review and consider the findings of any accident/incident investigation report.
- Support managers in implementing control measures and recommendations identified within accident/incident investigations to reduce the likelihood of reoccurrence, as far as is reasonably practicable.
- Review and consider the findings of the quarterly accident/incident statistical reports.
- Lead by example on all health and safety matters and encourage a positive safety culture ensuring good communication channels throughout the workforce.

### 4.2. Senior Managers must:

- Ensure staff within their service area are aware and have access to all accident and incident report forms.
- Ensure all employees within their service area are provided with sufficient training, experience, knowledge, and skill to report and investigate accidents and incidents.
- Support managers and the Corporate Health and Safety Team in undertaking suitable and sufficient accident/incident investigations.
- Support managers in implementing control measures and recommendations identified within accident/incident investigations to reduce the likelihood of reoccurrence, as far as is reasonably practicable.
- Monitor implementation of control measures assigned to management under their purview following a completed accident investigation and ensure that these are carried out in a timely and appropriate manner.

### 4.3. Line Managers/Supervisors must:

- Ensure staff with their team have access to accident/incident forms.
- Provide employees within their teams with sufficient information, training, and instruction to allow them to meet their duties as outlined within this policy.
- Ensure accidents, incidents, near misses and occupational diseases are recorded and reported through to the Corporate Health and Safety team.
- Ensure that adequate information is provided to employees following the implementation of new control measures or safe systems of work.
- Support the Corporate Health and Safety team in undertaking accident/incident investigations.
- When required, complete the AIIR3 template as identified within the policy.
- Support the Corporate Health and Safety Team in gathering appropriate information on accidents/incidents, this includes witness statements, details of third parties, site conditions equipment and PPE used.
- Review and consider the findings of any accident/incident investigation report.
- Implement all required actions as identified within relevant accident/incident investigations.
- Ensure the Corporate Health and Safety team are provided appropriate information to submit RIDDOR reportable incidents to the HSE within the regulatory timeframe.



## 4.4. Corporate Health and Safety Team must:

- Review the Corporate Accident/Incident Reporting & Investigation Policy and appendix every 2 years or if there has been a significant change.
- Undertake a full accident/incident investigation in line with the procedures set out in this policy.
- Ensure all RIDDOR reportable incidents/accidents are reported to the HSE within the relevant time-period.
- Liaise with enforcement bodies on behalf of New Forest District Council.
- Support all managers and supervisors in undertaking suitable and sufficient accident/incident investigations. As identified within the procedures set out within this policy.
- Provide all employees with access to report accident/incidents immediately.
- Maintain the accident/incident database, ensure all records are saved to the Councils document management system in line with the Councils retention policy.
- Act as the Councils competent person in relation to regulation 7 of the Management of Health and Safety at Work Regulations 1999.
- Provide members of the Service Safety Panels and Executive Management team with quarterly accident/incidents statistical reports.
- Support the Risk and Insurance Officer in undertaking suitable and sufficient investigation and as necessary as part of a civil claim.

## 4.5. Employees must:

- Follow the procedures set out within this policy.
- Report all incident/accidents involving themselves all members of the public (when relevant).
- Provide managers, supervisors or a member of the Corporate Health and Safety Team with factual information as part of the incident reporting process or as part of an accident/incident investigation.

## 4.6. Human Resources must:

- Update the Corporate Health and Safety Team when an employee is off work for over 7 days as a result of a workplace injury.
- Support managers, supervisors and the Corporate Health and Safety Team in following the procedures outlined within this policy.

## 4.7. Risk and Insurance Officer must:

- Act as the main liaison between the Council and its insurers.
- Support the Corporate Health and Safety Team when undertaking any accident investigation.
- Investigate all vehicle incidents, which do not result in an injury.
- Provide quarterly stats on vehicle incidents to all Service Safety Panels.

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## 5. Reporting Procedures

### 5.1. Reporting Accident/Incidents and Near Misses

All employees must report all accidents/incidents, near misses and cases of occupational disease. All accidents/incidents and near misses must be reported as soon as is reasonably practicable. The Corporate Health and Safety team have created several forms that allow employees to report all accident/incidents and near misses. All forms are held on the Corporate Health and Safety SharePoint pages (**Accidents and Near Misses**).

Additional information on reporting abuse, violence or aggression can be found on the **Abuse, Violence & Confrontation** SharePoint pages.

### 5.2. Reporting Member of the Public Accidents/Incidents

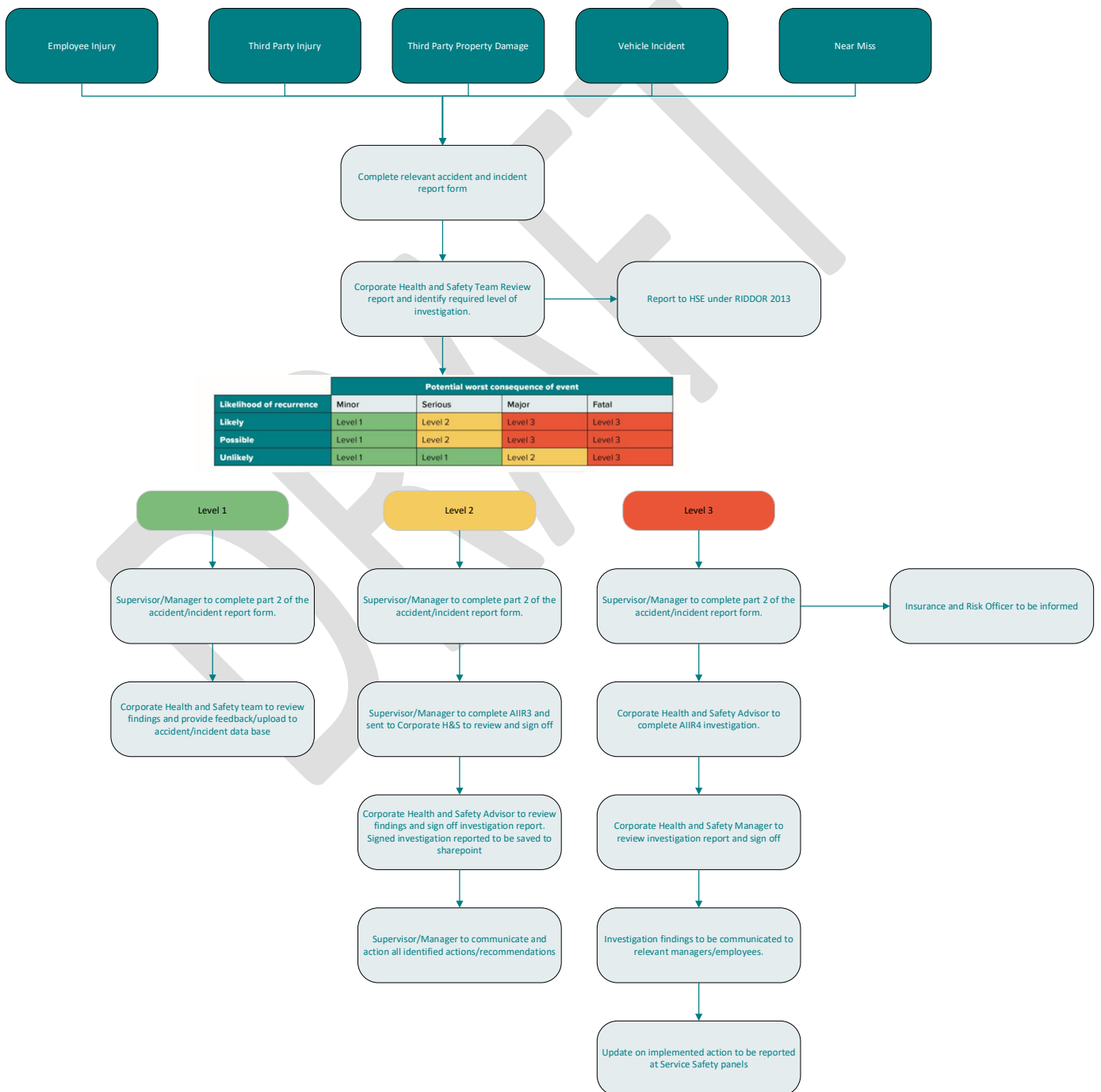
Incidents involving members of the public must be reported to the relevant supervisor/line manager and a member of the Corporate Health and Safety Team, this must be done using the relevant **member of the public accident/incident report form**. If you are unable to complete a member of the public accident/incident report form with the injured person on site, supervisors/managers must send a copy of the completed form to the injured party and guide them to the **Council Privacy notice**. If you are unable to provide this information to the relevant injured person, please contact a member of the Corporate Health and Safety Team via email (**healthandsafety@NFDC.gov.uk**).

### 5.3. Vehicle Accidents

Employees who drive on Council business, including fleet vehicle and grey fleet vehicle drivers, must report any vehicle incident or near miss. Employees must complete the **motor claim form**, once completed a copy will be sent to the relevant Supervisor/Line Manager, the Corporate Health and Safety Team and the Councils Insurers. All fleet vehicle incidents which do not result in an injury are reviewed and investigated by the Risk and Insurance Officer.

# 6. Investigation Procedures

All accidents, incidents and near misses must be appropriately investigated by the relevant supervisor, manager or member of the Corporate Health and Safety Team. The level of investigation required must be proportionate to the severity of the accident, incident or near miss. The below flowchart sets out the requirements for investigation within the Council.



## 6.1. RIDDOR Reportable Incidents

As outlined under RIDDOR 2023 certain incident/accidents must be reported to the HSE. The following incidents must be reported to the HSE:

- The death of any person (with the exception of suicides)
- Specified reportable injuries:
  - Fractures (other than to fingers, thumbs, and toes).
  - Amputation of an arm, hand, finger, thumb, leg. Foot, toe.
  - Any injury likely to cause permanent blinding or reduction in sight in one or both eyes.
  - Any crush injury to the head or torso causing damage to the brain or internal organs in the chest or abdomen.
  - Serious burns (including scalding) which cover more than 10% of the body, cause significant damages to the eyes, respiratory system, or other vital organs.
  - Any scalping requiring hospital treatment.
  - Any loss of consciousness caused by head injury or asphyxia.
  - Any other injury arising from working in an enclosed space which: leads to hypothermia or heat-induced illness, requires resuscitation or admittance to hospital for more than 24 hours.
- Over-7-days missed by a worker due to a workplace injury (this includes weekends).
- Non-fatal incidents to members of the public (if the person has been taken directly from the scene of the accident to hospital for treatment to that injury).
- Occupational diseases
- carcinogens, mutagens, and biological agents.
- Certain Dangerous Occurrences including gas incidents and asbestos incidents.

Employees should visit the **HSE RIDDOR pages** for further information on all RIDDOR reportable incidents or contact member of the Corporate Health and Safety Team via email ([healthandsafety@NFDC.gov.uk](mailto:healthandsafety@NFDC.gov.uk)).

Incident must only be reported to the HSE under RIDDOR 2013 by a member of the Corporate Health and Safety Team.

**Only** a member of the Corporate Health and Safety team should report an incident to the HSE under RIDDOR 2013.

## 6.2. Follow up Action Following RIDDOR Report

Once a report has been submitted to the HSE under RIDDOR, a member of the Corporate Health and Safety team must save a copy of the form and record on the Councils document management system in line with the Councils records and retention policy. A member of the Corporate Health and Safety Team must also share a copy with the relevant Senior Manager, Supervisor, Assistant Director, Strategic Director, and insurance & Risk Officer.

## 6.3. Low Level Accident/Incident Investigation Procedures

Following the flowchart under section 6. All accident/incidents that fall under the low-level investigation category must be locally investigated by the relevant supervisor/manager. Managers/supervisors must complete the management action section of the relevant accident/incident form. Managers/supervisors must include specific information about the root, underlying and immediate causes of the incident. Managers/Supervisors should also review relevant risk assessments, method statements, witness statements and safe systems of work. As part of the review process, a member of the Corporate Health and Safety Team will review the incident and the managers/supervisors' comments and, where appropriate detail has not been provided, the Corporate Health and Safety Team will follow up with the relevant manager/supervisor.

## 6.4. Supervisor/Manager Accident/Incident Investigation Procedures

Where required within the accident/incident investigation flowchart or when indicated by a member of the Corporate Health and Safety team, the relevant supervisor/manager must complete the AIIR3 accident/incident investigation form. Supervisor/Managers must answer all questions identified within the templates and provide sufficient factual information. The Corporate Health and Safety team will provide additional advice and guidance to all Supervisor/Managers where required. Each investigation report will include the root causes, underlying causes and immediate causes and SMART recommendations to prevent reoccurrence.

Once completed, a copy (including all relevant appendices) must be submitted to the Corporate Health and Safety team for review. The Corporate Health and Safety team will add additional feedback to the form, once agreed, a copy of the investigation report must be signed by the relevant Supervisor/Manager and a Corporate Health and Safety Advisor. A copy of the investigation report and original incident report must be saved to the Corporate Health and Safety teams internal SharePoint pages for record keeping. A copy will be held in line with the Councils retention policy.

## 6.5. Full Accident/Incident Investigation Procedures

All RIDDOR reportable incidents and incidents/accidents which could result in potential enforcement action, lead to a serious injury/fatality or could lead to a civil claim must be investigated by a member of the Corporate Health and Safety team. The Corporate Health and Safety team will undertake an investigation using the AIIR4 Template.

All full accident/incident investigations must be signed by the relevant Corporate Health and Safety Advisor and the Corporate Health and Safety Manager.

All full investigation reports will be communicated to the relevant Supervisor/Manager, Service Manager, Assistant Director, Strategic Director, and Insurance & Risk Officer.

Each investigation report will include the root causes, underlying causes, immediate causes and SMART recommendations to prevent reoccurrence. All actions will be logged by the Corporate Health and Safety team and reported at subsequent Service Safety Panel meetings.

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## 7. Performance Management

### 7.1. Accident/Incident Stats

To achieve a positive health and safety culture it is important to be open and transparent with the accidents and incidents that occur. Recording and reporting on accident and incident stats also helps organisations identify potential trends which could give rise to significant incidents in the future.

The Corporate Health and Safety Team are responsible for maintaining the corporate accident/incident database (**employee accident database**) (**member of the public database**). The Corporate Health and Safety team will also provide a statistical accident/incident report to all members of the service safety panels and the Executive Management team every quarter. This report will also include information on all significant accident/incidents and RIDDOR reportable incidents.

Where trends are identified, the Corporate Health and Safety Team will take immediate action, this may include undertaking a specific investigation and report. The finding of a report will be sent to the relevant Manager, Supervisors and Service Manager with additional recommendations.

## 8. Liaising with Third Parties

### 7.1. The Health and Safety Executive (HSE)

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

An HSE representative may contact New Forest District Council seeking further information to support the information on the F2508 submission, and this would be responded to by the Corporate Health and Safety team, usually the adviser who completed the form. It may be the case that by assuring the HSE representative that a full internal investigation is being undertaken by a competent person, that this could persuade them a visit from a Health and Safety Inspector is not required. Where a serious incident has resulted in the HSE asking for an interview under caution with an employee of New Forest District Council, the Corporate Health and Safety Team will provide assistance along with colleagues in the Legal Service.

### 7.2. Insurers

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

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

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

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

DRAFT

## 9. Relevant Legislation & Guidance

- **Health and Safety at Work etc Act 1974**
- **The Management of Health and Safety at Work Regulations 1999**
- **The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013**
- **HSE RIDDOR 2013 Webpages**
- **HSE RIDDOR Make a Report Webpages**
- **Corporate Health and Safety SharePoint “Corporate Policies” pages**
- **Corporate Health and Safety SharePoint “Accidents and Near Misses” pages**
- **Corporate Health and Safety SharePoint “Abuse, Violence, Confrontation” pages**
- **Contractor incident Notification Protocol Report Form**

## 10. Appendices

Appendix 1 – AIIR3 Template

Appendix 2 – AIIR4 – Corporate Health and Safety Accident/Incident Report Template

Appendix 3 – Statement of Witness Template

DRAFT

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**AIR3 – Accident/Incident Report Form**

1. General information	
Date of Accident	DD/MM/YYYY
Employee Name	
Service	
Team Name	
Based at	
Time of accident	24hr – 00:00
Location of accident	
Investigating Manager	
Investigation assisted by	
Date of investigation	DD/MM/YYYY

2. Accident summary	Please tick
Injury Incident	
Near miss	
Member of the public incident/accident	
Contact Incident/Accident	
Verbal or Physical Abuse	
Dangerous Occurrence	

3. Accident type			
Accident type	Please tick	Accident type	Please tick
Abusive/Threatening Behaviour		Fall from height	
Being Exposed to fire or explosion		Hit by falling/moving/flying object	
Being Trapped by something collapsing/overturning		Injured by animal	
Bumping into something stationary		Aggravated previously sustained Injury (i.e. bad back made worse)	
Carrying handling lifting		Multiple accident types	
Contact with electricity or electrical discharge		Near Miss	
Contact with harmful substance		Physical Assault	
Contact with moving machinery/ equipment/ vehicle		Slips, Trips, Falls on the same level	
Contact with Sharp Object (Blade)		Road Traffic Incident	
Contact with Puncturing Object (Needle)		Vehicle Accident (Not involving another vehicle)	
Drowned or Asphyxiated		Other -	

4. Injury or Damage Location		
Did an injury occur?	<b>Y/N</b>	
If an injury has occurred, describe its location, size and appearance below.		
Did any damage occur?	<b>Y/N</b>	
If damage has occurred, describe its location, size and appearance below.		
Insert or attach any relevant photos in the box below.		

**5. Type of injury (Tick all that apply)**

Injury type	Please tick	Injury Type	Please tick
Amputation		Internal Injury	
Bite		Natural Causes	
Burns and Scalds		Near Miss	
Choking (Asphyxia)		Phycological (Shock etc.)	
Cuts		Physical Abuse	
Disease (Lymes etc.)		Rash (i.e. dermatitis)	
Dislocation		Sprains and Strains	
Drowning or Near Drowning		Superficial injuries (bruising etc.)	
Electrical Injury (burn, shock)		Needlestick Injury	
Eye Injury		Verbal Abuse	
Fracture		No Injury	
Head Injury (Concussion, dental etc.)		Other -	

**6. Accident details**

Name of injured person/ Damaged Equipment												
Job title / Purpose												
Age Group of person involved in accident – Or would it be better to use DOB												
18-24		25-34		35-44		45-54		55-64		64-74		75 or older
If a vehicle the type of vehicle / mobile plant involved												
Car		Van		Truck		Tractor		Telehandler		Forklift Truck		MEWP
Pickup		Trailer		Excavator		Mini Excavator		Road Sweeper Large				
Road Sweeper Small						Refuse Lorry		Refuse Lorry large				

Was the individual carrying out their usual duties? Y / N If No, include why in box below.  
 Please explain what happened – What occurred leading up to the event.

--

Persons involved in task that led to accident and their roles

Name	Job title	Role in event.

Resulting outcome – What the event resulted in, and actions taken following event.

--

Post-Accident relevant information.

At the time of the investigation where was the injured person / Equipment?	
What was the first day of absence?	DD/MM/YYYY
Date returned to work (if known)	DD/MM/YYYY
Total days lost (current number with "+" if not yet resumed/returned)	
If an injury was caused by manual handling and resulted in back pain, is there a history of back pain?	Yes / No – If yes what and what can be done to assist?
Is the employee/are the employees happy to continue with their normal job in the future?	Yes / No – If not, why?



<b>7. Documentation</b>	
What task was being undertaken?	
Had a site/task specific risk assessment been undertaken?	Yes / No – If no, why?
Had the employee seen and signed for this risk assessment?	Yes / No – If no, why?
Were all aspects of the risk suitably identified and controlled.	Yes / No – If no, why?
Was a safe system of work in place?	Yes / No – If no, why?
Did this safe system of work clearly lay out all steps in the task in a detailed manner?	Yes / No – If no, why?
Have these documents now been reviewed?	Yes / No – If no, why?
Do these documents need to be updated following the accident?	Yes / No – If ,why?
Who was supervising the task?	

<b>8. Training</b>	
Has training been provided for the use of the equipment/tools involved?	Yes / No – If no, why?
Is the person involved familiar with the equipment/tools involved?	Yes / No – If no, why?
What training have all people involved in the accident had for task that was being performed?	
Is this training sufficient to enable the task to be carried out safely?	Yes / No – If no, why?
Is there additional training that would benefit the employee or team?	Yes / No – If yes, what?
Was the employee authorized to carry out the task?	

<b>9. Equipment</b>	
Was the correct equipment used to undertake the task?	Yes / No – If no, why?
Specify the equipment used in the task by those involved.	
What safety equipment / aids were used?	
Was the correct PPE worn?	Yes / No – If no, why?
Specify the PPE used?	

<b>10. Environment</b>	
Is the area enclosed or open to the elements?	
Was the access to the area suitable?	Yes / No – If no, why?
What were the weather conditions at the time of the accident (visibility)?	
What were the lighting conditions in the task's area?	
Did the ground surface have any bearing on the accident?	Yes / No – If yes, how?

### 11. Other information

Did the emergency procedures work after the accident occurred?	Yes / No – If no, why?
Was any 1 <sup>st</sup> Aid required?	Yes / No
What 1 <sup>st</sup> Aid was provided?	
Name of 1 <sup>st</sup> Aider (If 1 <sup>st</sup> Aid was provided)	
Was hospital treatment required?	Yes / No
What hospital treatment was given?	
Were there any witnesses? (Please insert any statements and CCTV screenshots where applicable.)	
Has this type of accident happened before? If yes, give details	
Was another person a contributing factor in this accident?	Yes / No – If yes, how?
Is there anything that the employee could have done to prevent this?	Yes / No – If yes, how?
Is there anything that management could have done to prevent this?	Yes / No – If yes, how?

### 12. Causes

The purpose of an investigation is to identify the root, underlying and immediate causes of the accident and the factual events that led up to it.

Immediate Causes:

- 

Underlying Causes:

- 

Root Causes:

- 

### 13. SMART Actions

The following actions have been identified by the investigating manager.

Actions	Responsibility	Timescale

### 14. Supporting Document

Link all supporting documentation and evidence

Name of Supporting Document	Link

### 15. Corporate Health and Safety Team Comments

### 16. Sign Off

Investigating Officer Name		Signature		Date	
Corporate Health and Safety Advisor		Signature		Date	

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# **AIIR4 – Corporate Health and Safety Accident/Incident Investigation Report**

(Name of Accident/Incident)

## 1.0. Event Overview

Persons Involved						
Relationship to incident	Name	Address	Contact Number	Email Address	Employee	
					Yes	No

Injuries Sustained					
Injured Person	Part of the Body	Brief description of injury	Medical attention received?	If yes, where?	RIDDOR Reportable?

Equipment/Vehicles Involved			
Type	Registration/Identification	Make	Model

Incident/Accident Detail		
Date	Time	Exact Location
<input type="checkbox"/> Employee injury <input type="checkbox"/> Third party injury <input type="checkbox"/> Near Miss <input type="checkbox"/> Ill health <input type="checkbox"/> Violent Behaviour <input type="checkbox"/> Vehicle related		

## 2.0. Summary of Event

(provide a general overview of the incident, including the injuries and treatment received)

## 3.0. Scope of Investigation

(what will be looked at as part of this investigation)

## 4.0. Investigation Findings

(include your full investigation and findings)

## 5.0. Investigation Analysis

Immediate Causes:

- 

Underlying Causes:

- 

Root Causes:

- 

## 6.0. SMART Actions and Recommendations

Action	Responsible Officer	Target Date	Requirement
			(requirement)
			(action that could be considered)
			(idealistic Action)

## 7.0. Supporting Evidence

Evidence	Link/Attached

## 8.0. Sign Off

Investigator	(name)	(signed)	(Job Title)	(date)
Reviewed By	(name)	(signed)	(job Title)	(date)



## Statement of Witness

Name	
Relationship to incident (injured party/third party/witness etc.)	
Age	
Job Title	
Address	
Telephone	
Email	
Statement Taken by	
Job Title	

This statement is true, to the best of my knowledge and belief.

Name:

Signature:

Dated Thursday, December 19, 2024

(add statement)

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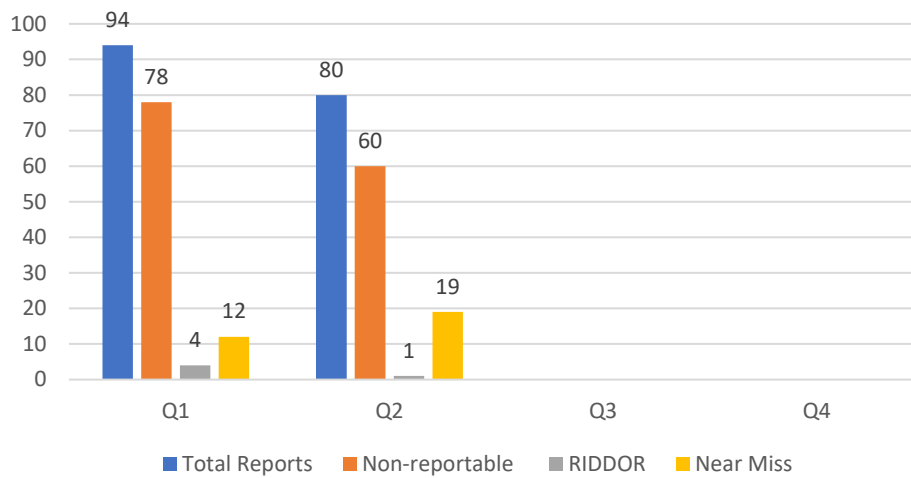
## Corporate Accident Incident Report Q2 2024 – 2025

This report was taken on Wednesday 25/09/2024.

### 1.0. Overall Report 2024 - 2025

	Q1	Q2	Q3	Q4
Total Reports	94 (67)	80 (70)	(79)	(99)
Non-reportable	78 (34)	60 (36)	(40)	(43)
RIDDOR	4 (2)	1 (2)	(5)	(3)
Near Miss	12 (31)	19 (32)	(34)	(53)

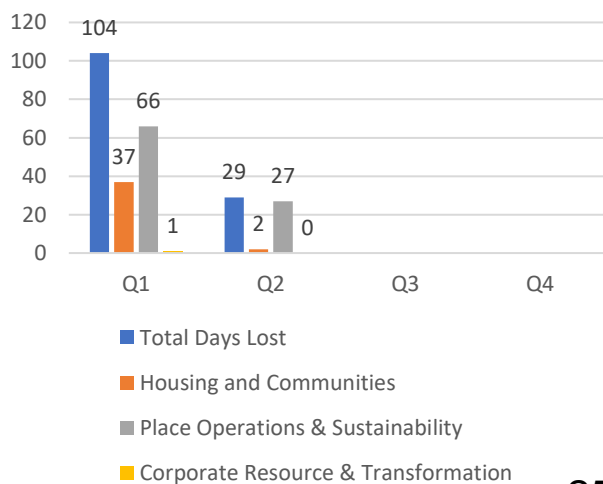
All Reported Incidents/Accidents



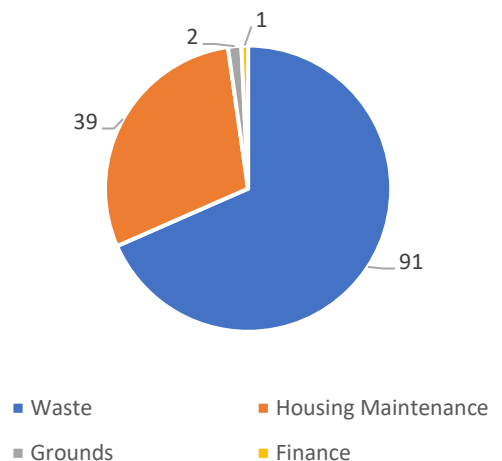
### 2.0. Days Lost

	Q1	Q2	Q3	Q4
Total Days Lost	104 (95)	29 (49)	(210)	(95)
Housing and Communities	37 (0)	2 (0)	(65)	(29)
Place Operations & Sustainability	66 (95)	27 (49)	(145)	(66)
Corporate Resource & Transformation	1 (0)	0 (0)	(0)	(0)

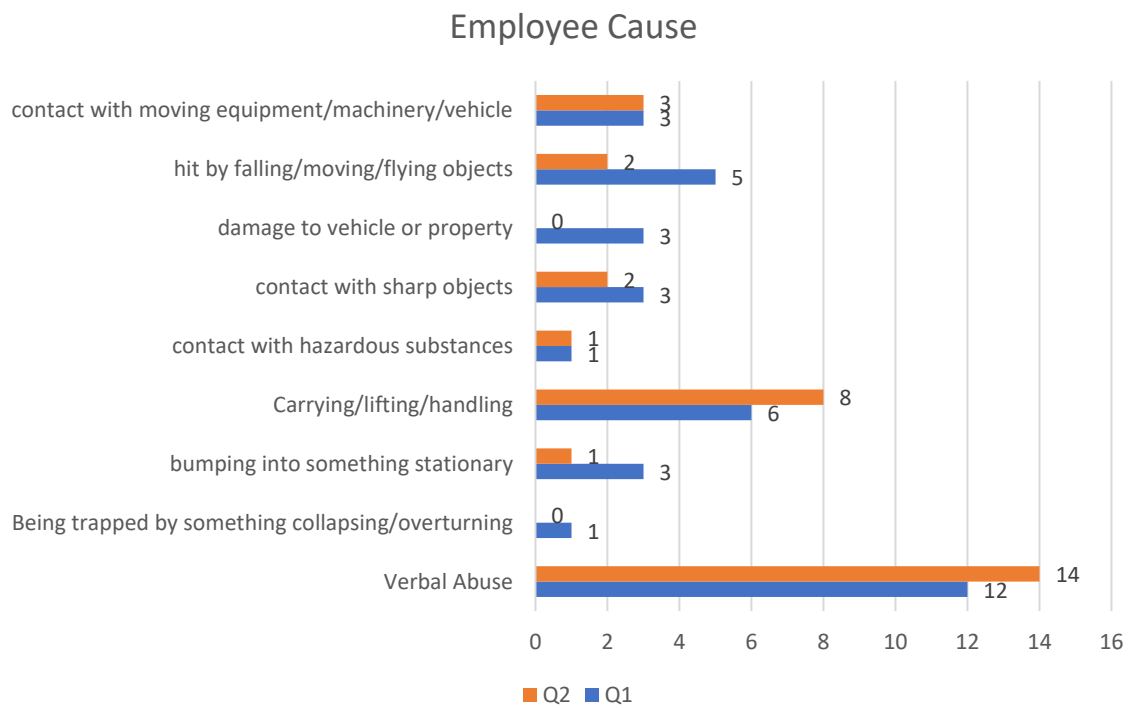
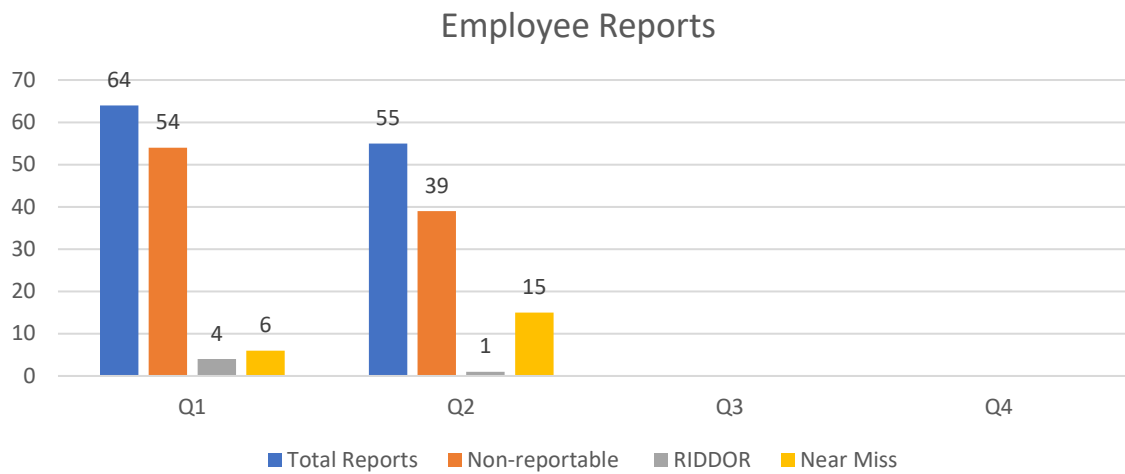
Days Lost



Total Days Lost

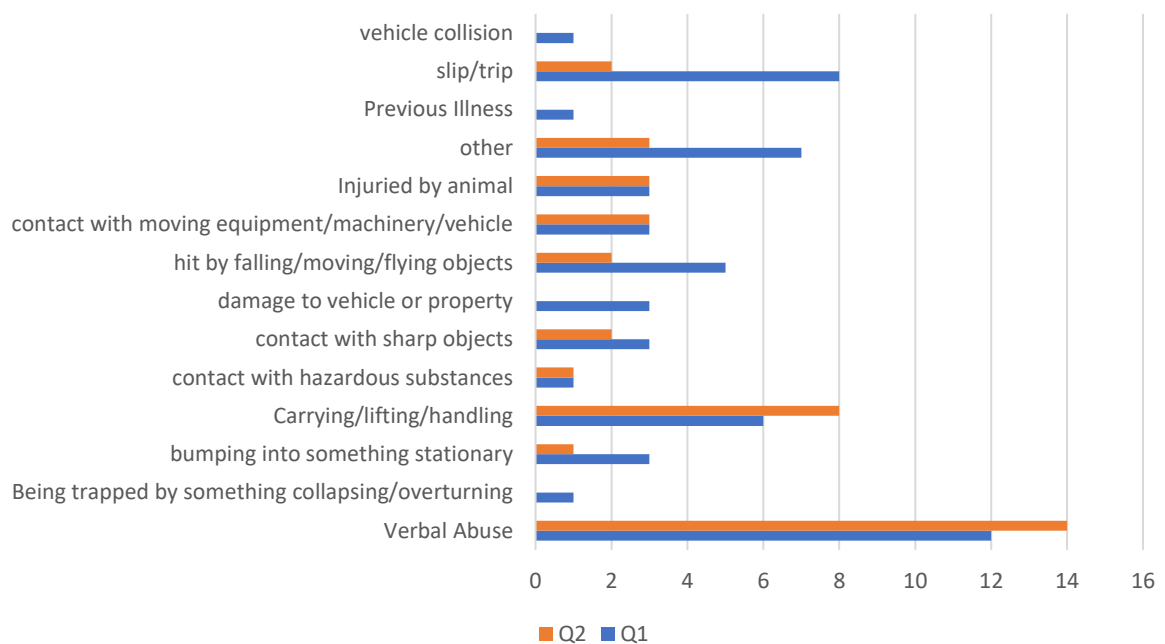


### 3.0. Employee Reports

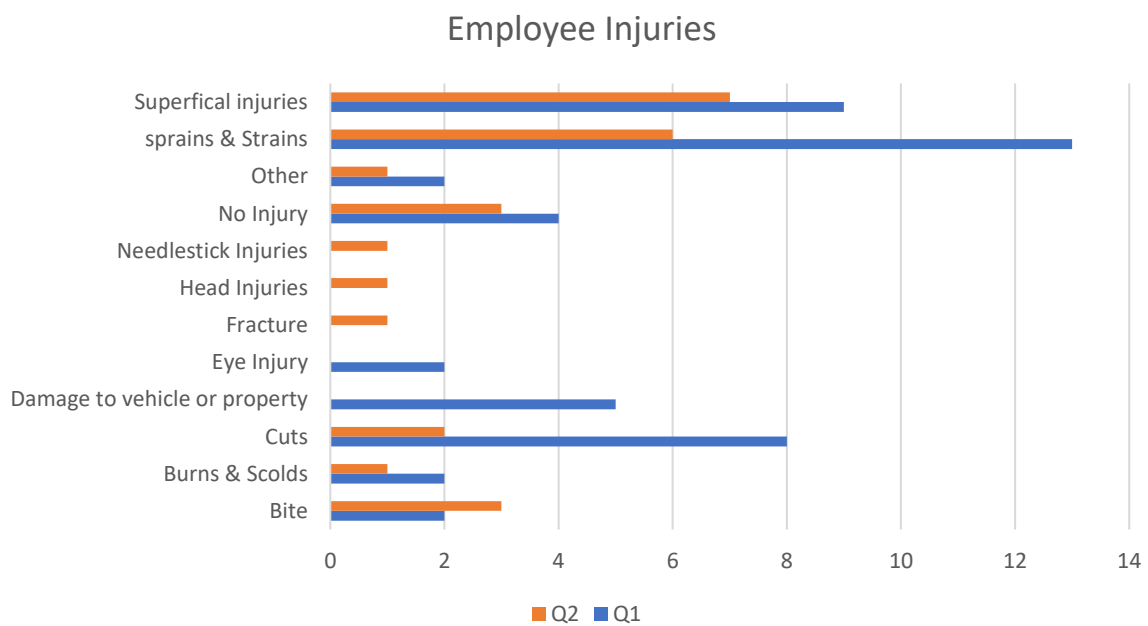


Cause	Q1	Q2
Verbal Abuse	12	14
Being trapped by something collapsing/overturning	1	0
bumping into something stationary	3	1
Carrying/lifting/handling	6	8
contact with hazardous substances	1	1
contact with sharp objects	3	2
damage to vehicle or property	3	0
hit by falling/moving/flying objects	5	2
contact with moving equipment/machinery/vehicle	3	3
Injured by animal	3	3
other	7	3
Previous Illness	1	0
slip/trip	8	2
vehicle collision	1	0

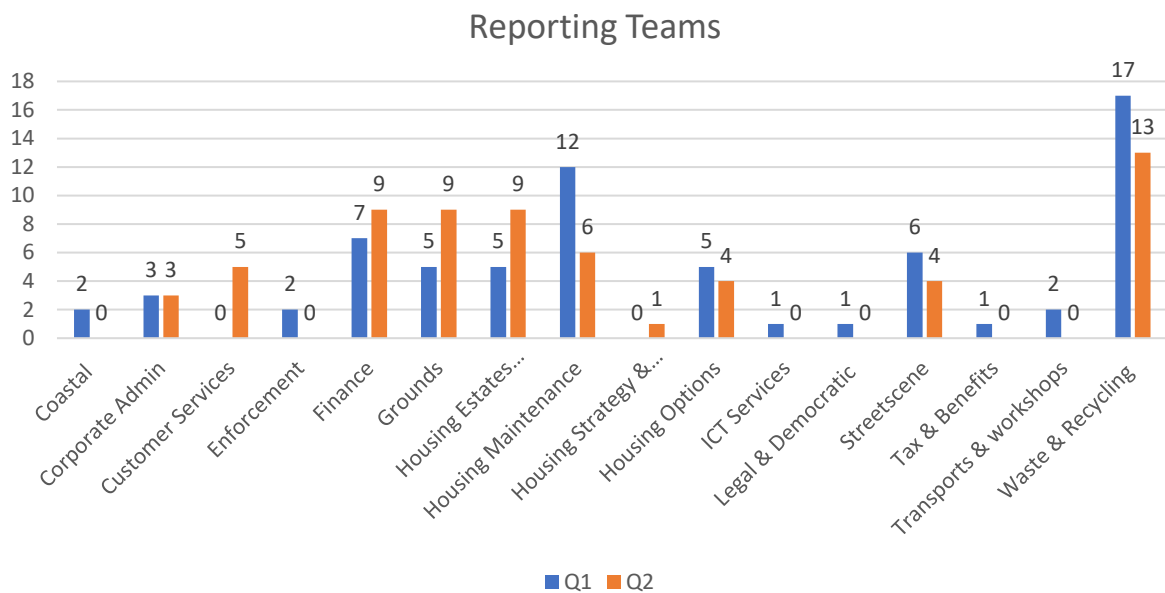
### Employee Cause



Injury Type	Q1	Q2
Bite	2	3
Burns & Scolds	2	1
Cuts	8	2
Damage to vehicle or property	5	0
Eye Injury	2	0
Fracture	0	1
Head Injuries	0	1
Needlestick Injuries	0	1
No Injury	4	3
Other	2	1
sprains & Strains	13	6
Superficial injuries	9	7
Verbal Abuse	12	14



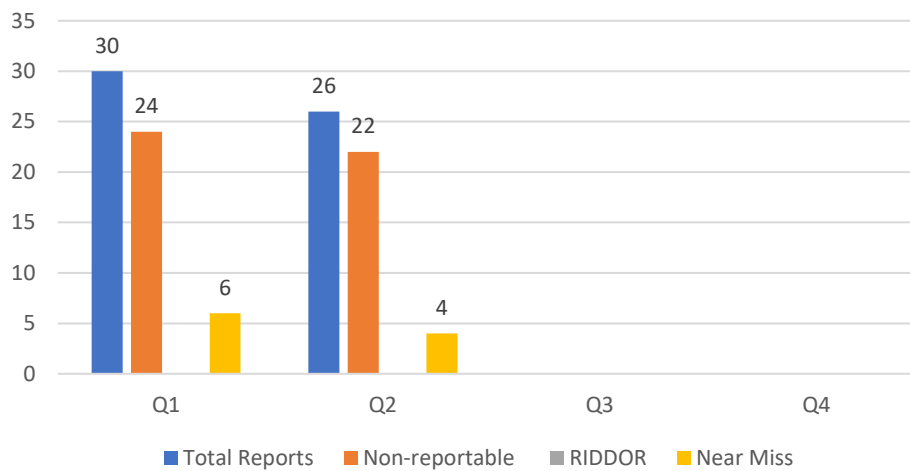
Team	Q1	Q2
Coastal	2	0
Corporate Admin	3	3
Customer Services	0	5
Enforcement	2	0
Finance	7	9
Grounds	5	9
Housing Estates Management	5	9
Housing Maintenance	12	6
Housing Strategy & Development	0	1
Housing Options	5	4
ICT Services	1	0
Legal & Democratic	1	0
Streetscene	6	4
Tax & Benefits	1	0
Transports & workshops	2	0
Waste & Recycling	17	13



#### 4.0. Member of the Public Reports 2024 - 2025

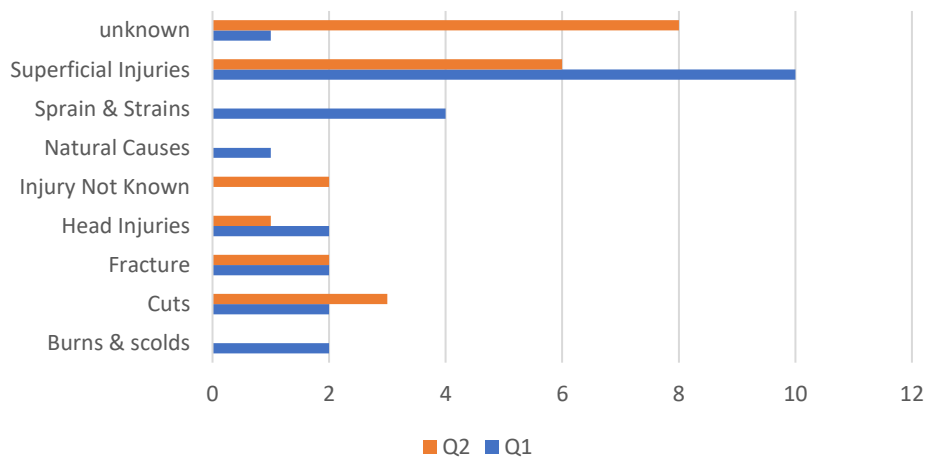
	Q1	Q2	Q3	Q4
Total Reports	30 (8)	26 (9)	(15)	(16)
Non-reportable	24 (5)	22 (5)	(9)	(7)
RIDDOR	0 (0)	0 (0)	(0)	(0)
Near Miss	6 (3)	4 (4)	(6)	(9)

Member of the Public All Reports 2024 - 2025



injury	Q1	Q2
Burns & scolds	2	0
Cuts	2	3
Fracture	2	2
Head Injuries	2	1
Injury Not Known	0	2
Natural Causes	1	0
Sprain & Strains	4	0
Superficial Injuries	10	6
unknown	1	8

Member of the Public Injury 2024 - 2025

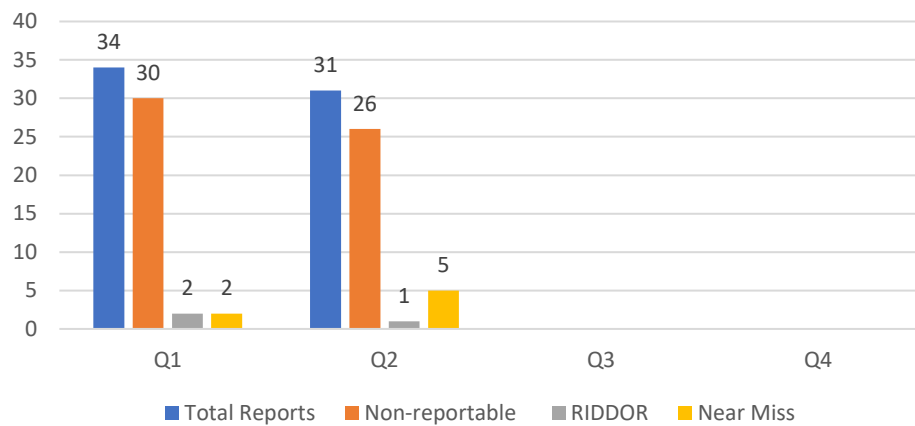




### 5.0. Place, Operations & Sustainability 2024 - 2025

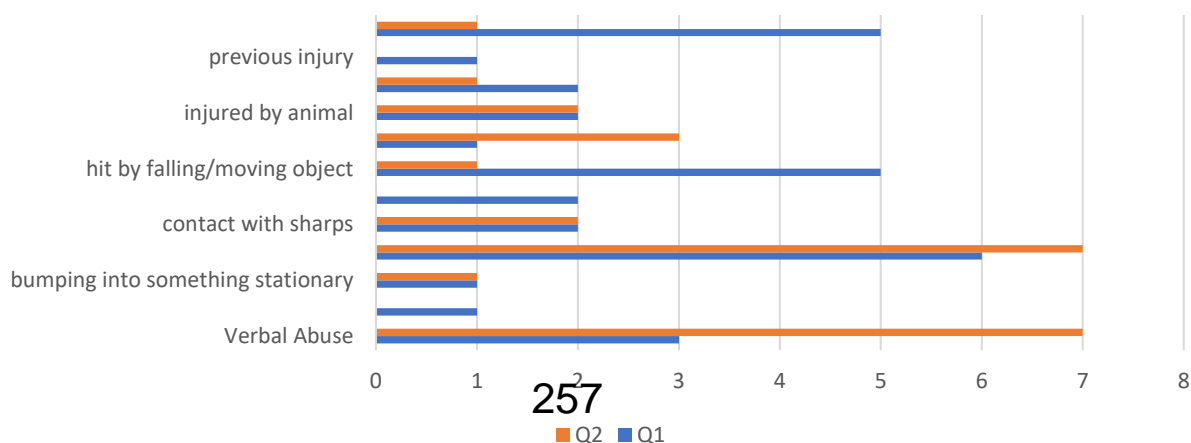
	Q1	Q2	Q3	Q4
Total Reports	34 (49)	31 (46)	(51)	(64)
Non-reportable	30 (21)	26 (20)	(22)	(27)
RIDDOR	2 (2)	1 (2)	(4)	(2)
Near Miss	2 (26)	5 (24)	(25)	(35)

#### Place, Operations & Sustainability All Report 2024 - 2025



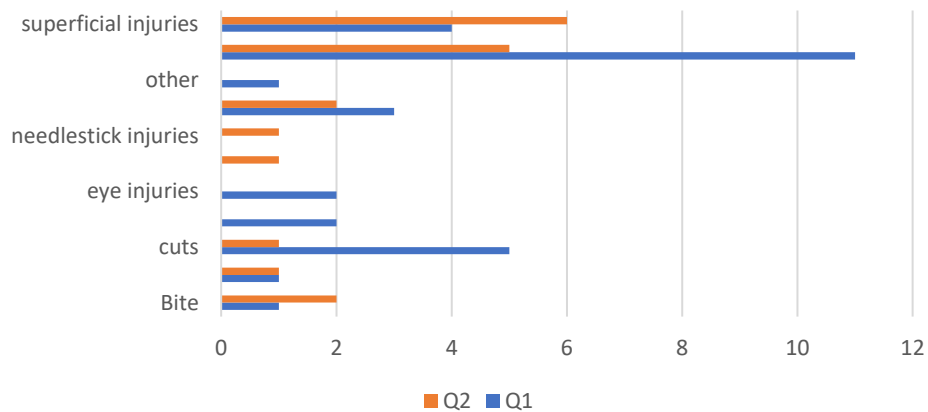
Cause	Q1	Q2
Verbal Abuse	3	7
Being trapped by collapsing/overturning	1	0
bumping into something stationary	1	1
carrying/lifting/handling	6	7
contact with sharps	2	2
damage to vehicle & property	2	0
hit by falling/moving object	5	1
in contact with moving equipment	1	3
injured by animal	2	2
other	2	1
previous injury	1	0
slip, trip and fall	5	1

#### Place, Operations & Sustainability Cause 2024 - 2025



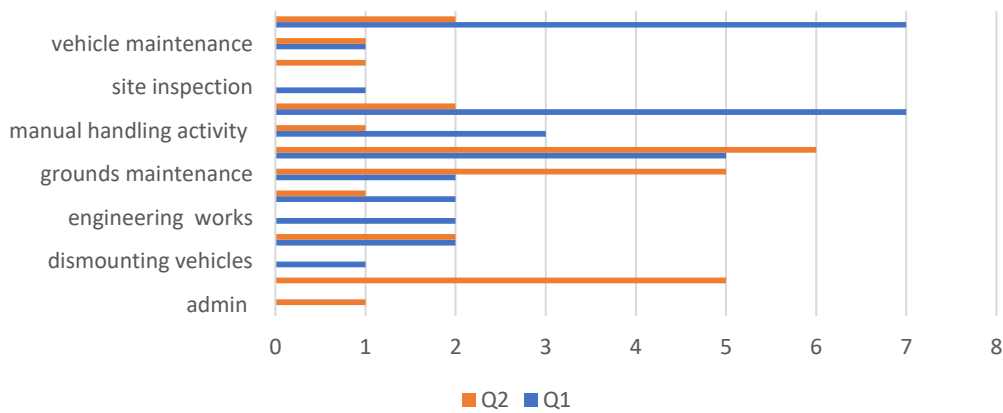
Injury	Q1	Q2
Bite	1	2
Buns & Scolds	1	1
cuts	5	1
Damage to property or vehicle	2	0
eye injuries	2	0
fracture	0	1
needlestick injuries	0	1
no injury	3	2
other	1	0
sprains & Strains	11	5
superficial injuries	4	6

### Place, Operations & Sustainability Injury 2024 - 2025



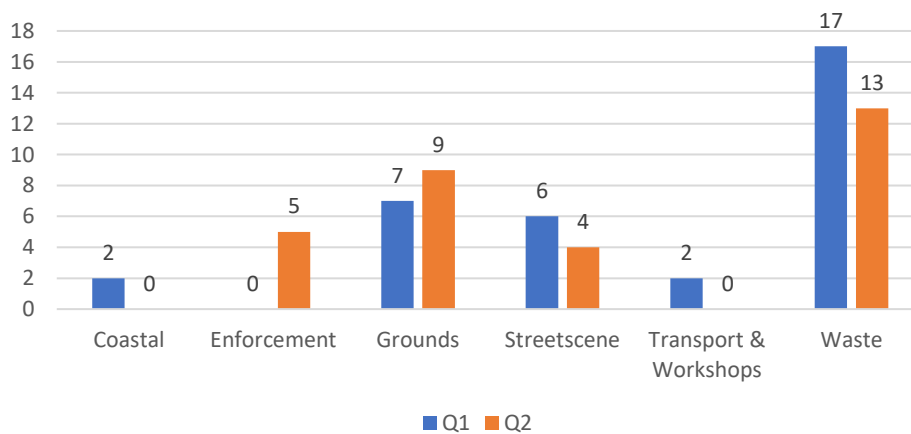
Activity	Q1	Q2
admin	0	1
car parking duties	0	5
dismounting vehicles	1	0
driving	2	2
engineering works	2	0
glass collection	2	1
grounds maintenance	2	5
loading	5	6
manual handling activity	3	1
other	7	2
site inspection	1	0
street sweeping	0	1
vehicle maintenance	1	1
walking	7	2

### Place, Operations & Sustainability Activity 2024 - 2025



Reporting teams	Q1	Q2
Coastal	2	0
Enforcement	0	5
Grounds	7	9
Streetscene	6	4
Transport & Workshops	2	0
Waste	17	13

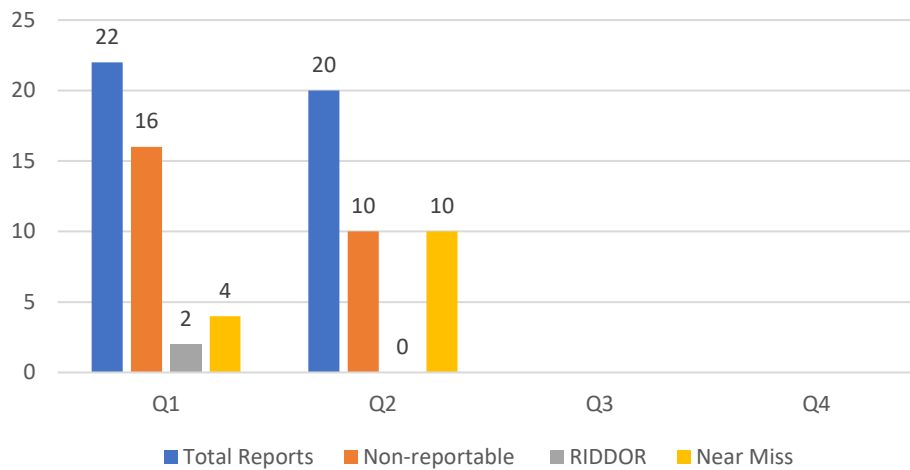
### Place, Operations & Sustainability Reporting Teams 2024 - 2025



## 6.0. Housing & Communities 2024 – 2025

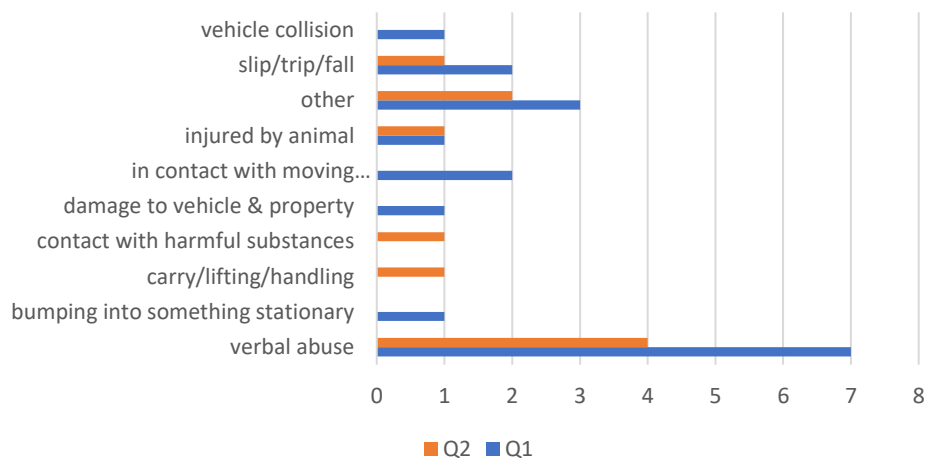
	Q1	Q2	Q3	Q4
Total Reports	22 (9)	20 (13)	(10)	(16)
Non-reportable	16 (6)	10 (11)	(6)	(7)
RIDDOR	1 (0)	0 (0)	(1)	(0)
Near Miss	4 (3)	10 (2)	(3)	(9)

### Housing & Communities All Reports 2024 - 2025



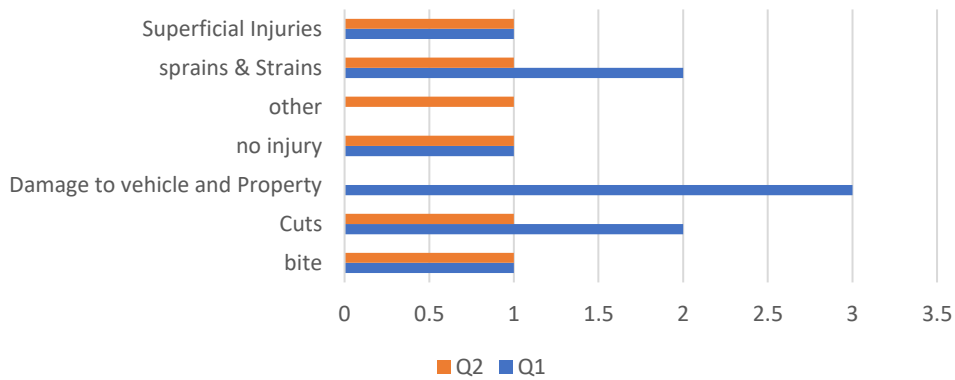
Cause	Q1	Q2
verbal abuse	7	4
bumping into something stationary	1	0
carry/lifting/handling	0	1
contact with harmful substances	0	1
damage to vehicle & property	1	0
in contact with moving equipment/machinery	2	0
injured by animal	1	1
other	3	2
slip/trip/fall	2	1
vehicle collision	1	0

### Housing & Communities Cause 2024 - 2025



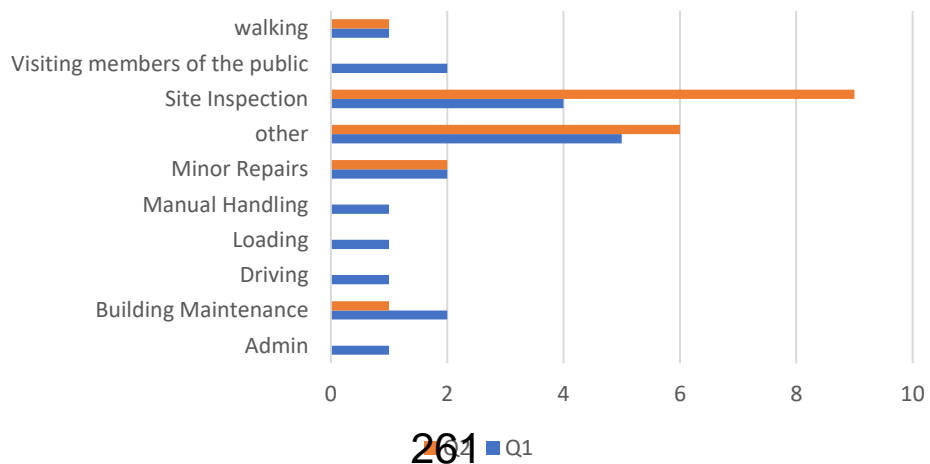
Injury Type	Q1	Q2
bite	1	1
Cuts	2	1
Damage to vehicle and Property	3	0
no injury	1	1
other	0	1
sprains & Strains	2	1
Superficial Injuries	1	1

### Housing & Communities Injury 2024 - 2025



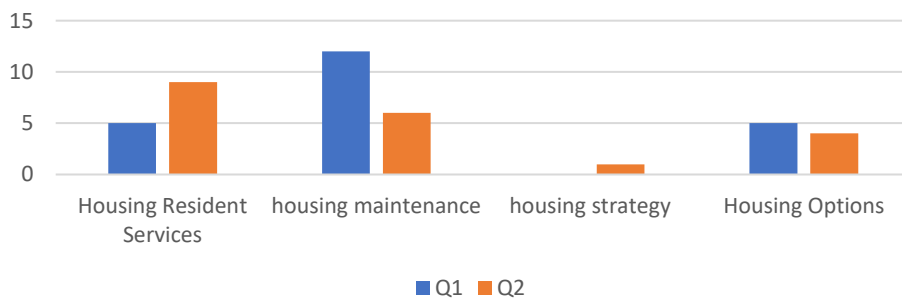
Activity	Q1	Q2
Admin	1	0
Building Maintenance	2	1
Driving	1	0
Loading	1	0
Manual Handling	1	0
Minor Repairs	2	2
other	5	6
Site Inspection	4	9
Visiting members of the public	2	0
walking	1	1

### Housing & Communities Activity 2024 - 2025



Teams	Q1	Q2
Housing Resident Services	5	9
Housing Maintenance	12	6
Housing Strategy	0	1
Housing Options	5	4

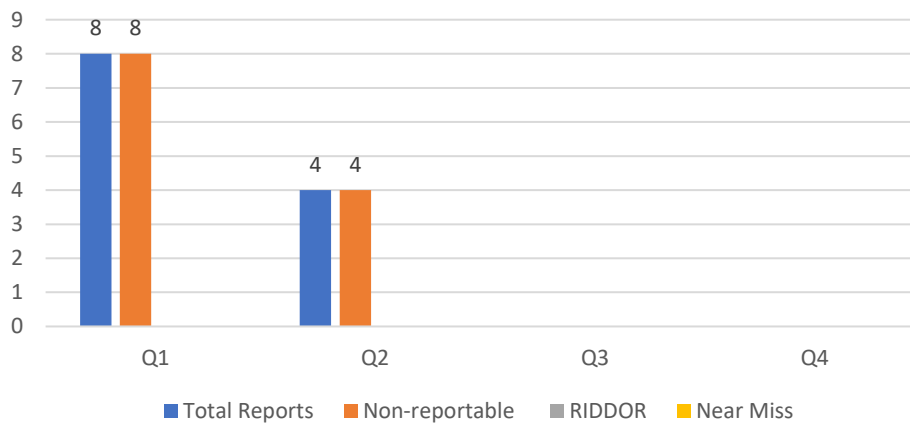
Housing & Communities Reporting Teams 2024 - 2025



**7.0. Corporate Resource & Transformation (including Governance) 2024 – 2025**

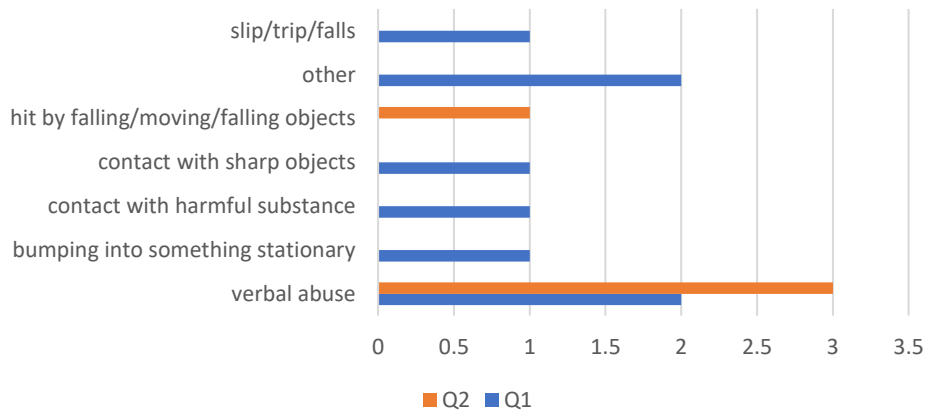
	Q1	Q2	Q3	Q4
Total Reports	8	4		
Non-reportable	8	4		
RIDDOR	0	0		
Near Miss	0	0		

Corporate Resource & Transformation All Reports 2024 - 2025



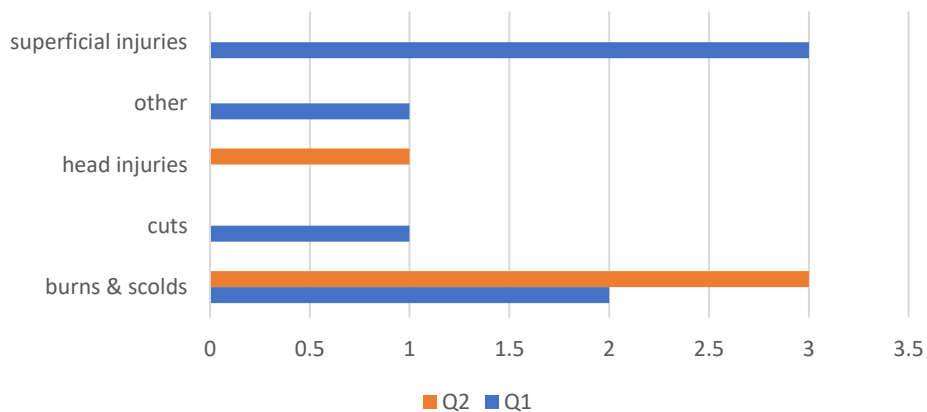
Cause	Q1	Q2
verbal abuse	2	3
bumping into something stationary	1	0
contact with harmful substance	1	0
contact with sharp objects	1	0
hit by falling/moving/falling objects	0	1
other	2	0
slip/trip/falls	1	0

### Corporate Resource & Transformation Cause 2024 - 2025



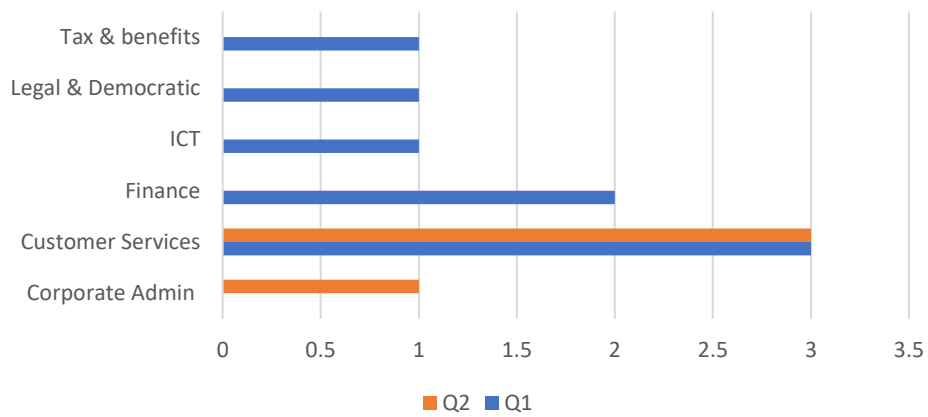
Injury	Q1	Q2
burns & scolds	2	3
cuts	1	0
head injuries	0	1
other	1	0
superficial injuries	3	0

### Corporate Resource & Transformation Injury 2024 - 2025



Team	Q1	Q2
Corporate Admin	0	1
Customer Services	3	3
Finance	2	0
ICT	1	0
Legal & Democratic	1	0
Tax & benefits	1	0

### Corporate Resource & Transformation Reporting Teams 2024 - 2025

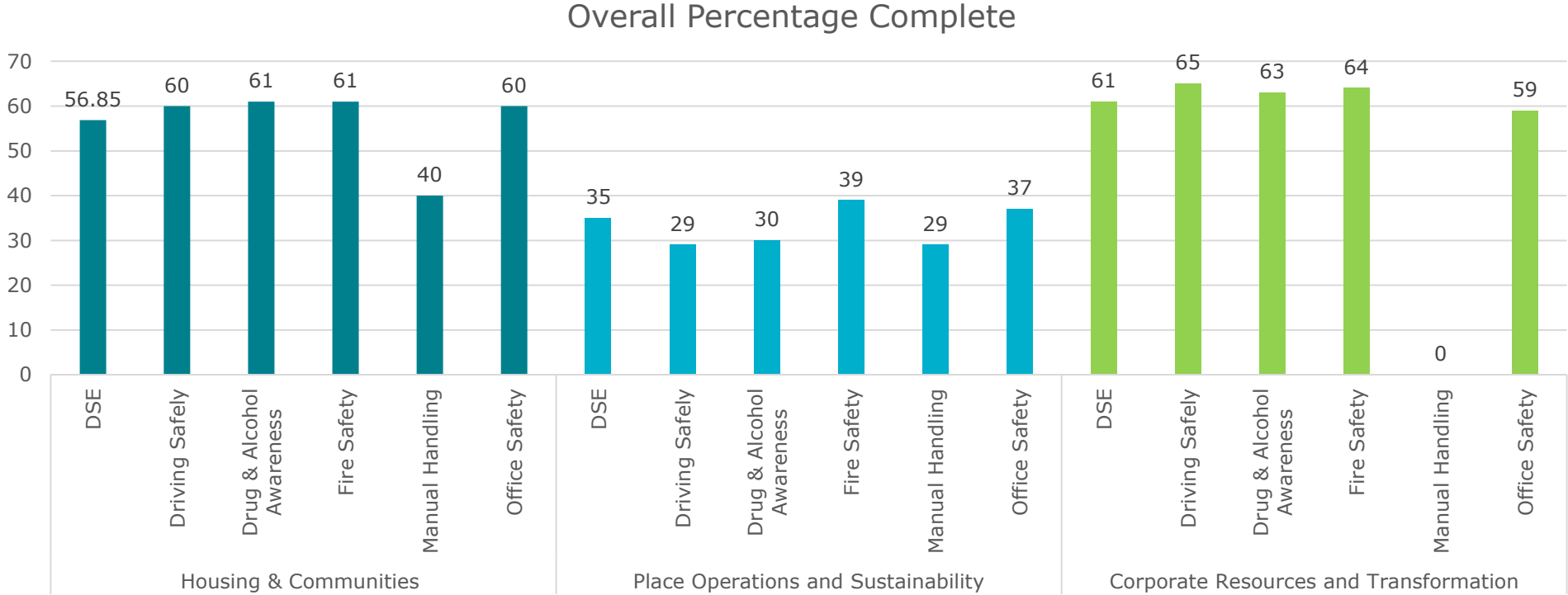




# LMS Training Report (Quarter 2) 2024 – 2025



265





# Housing & Communities

### DSE E-Learning Percentage Complete



### Driving Safely E-Learning Percentage Complete



### Drug & Alcohol Awareness E-Learning Percentage Complete

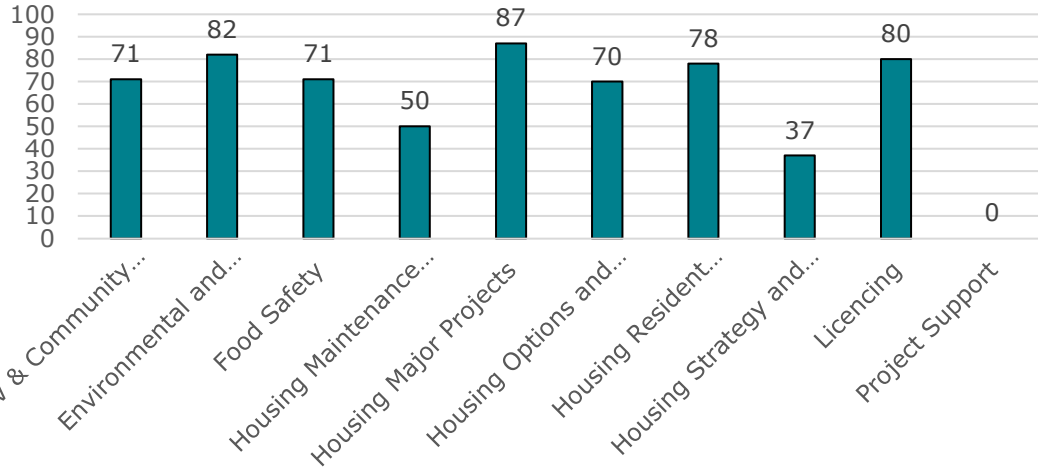




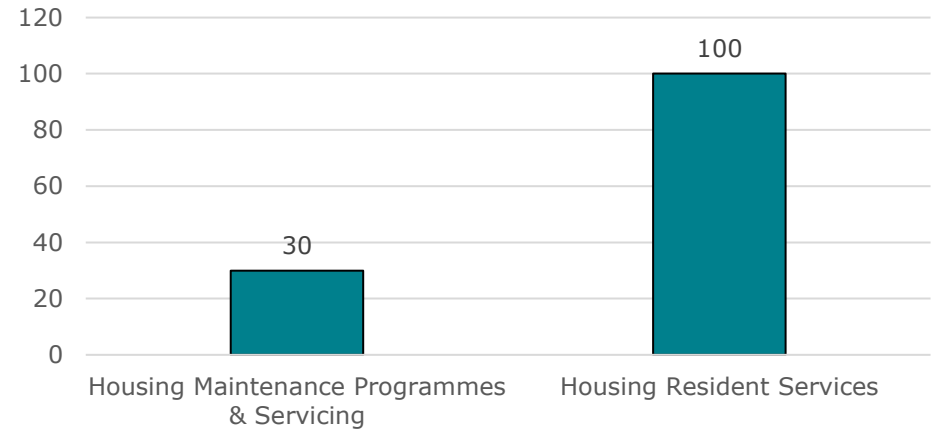
# Housing & Communities

267

### Fire Safety E-Learning Percentage Complete



### Manual Handling E-Learning Percentage Complete



### Office Safety E-Learning Percentage Complete

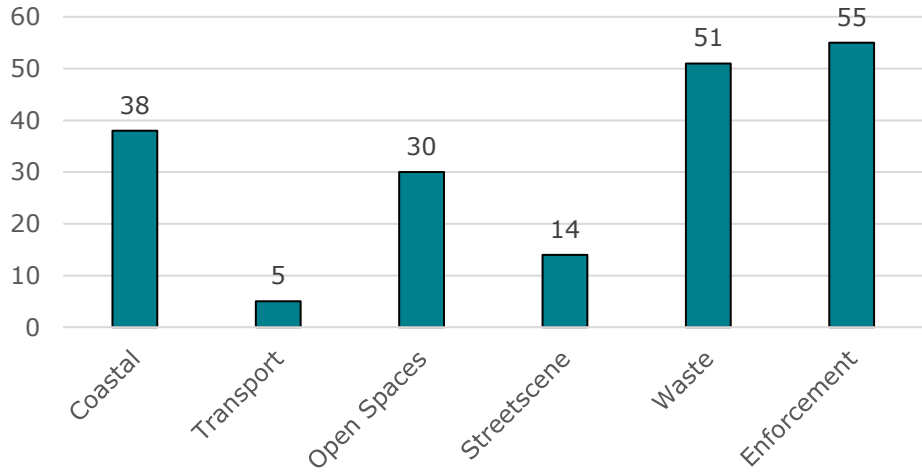


# Place Operations & Sustainability

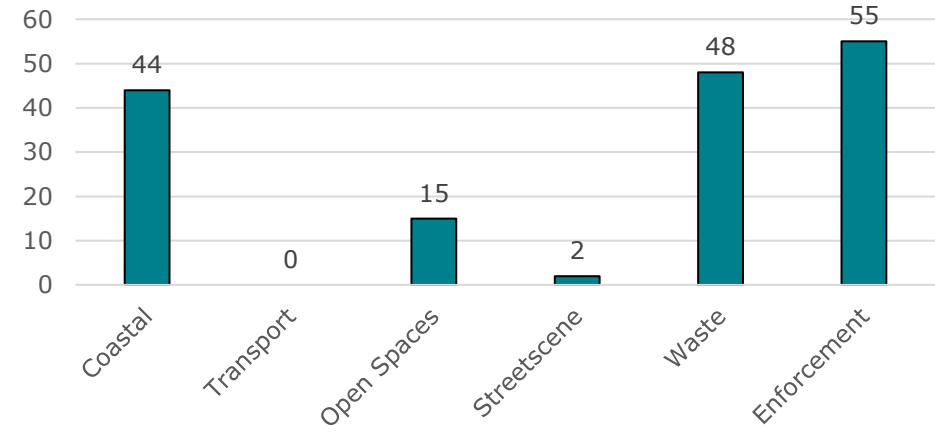


268

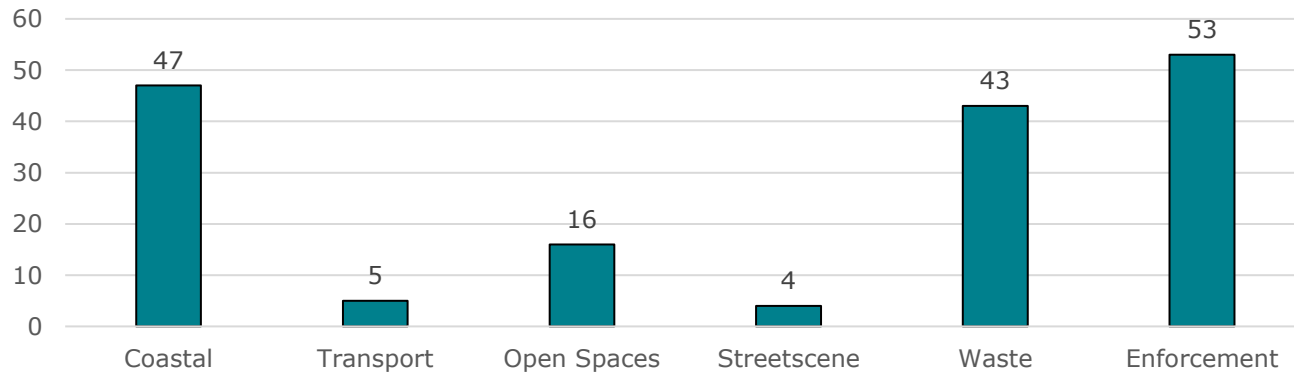
### DSE E-Learning Percentage Complete



### Driving Safely E-Learning Percentage Complete



### Drug & Alcohol Awareness E-Learning Percentage Complete

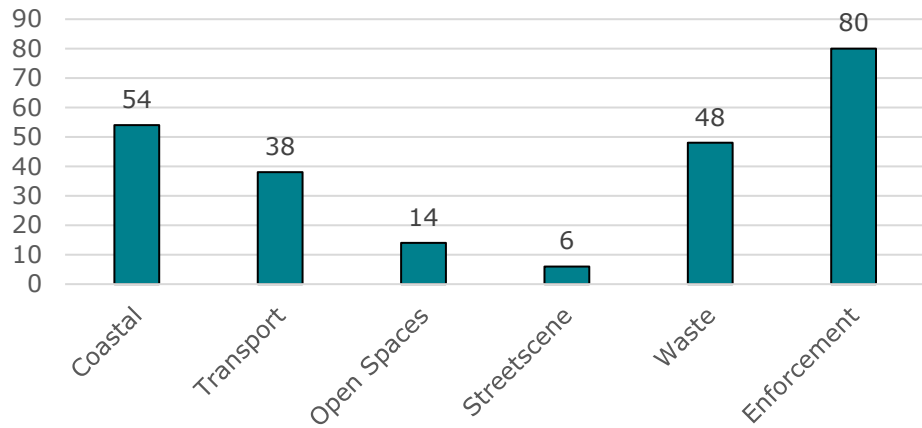


# Place Operations & Sustainability

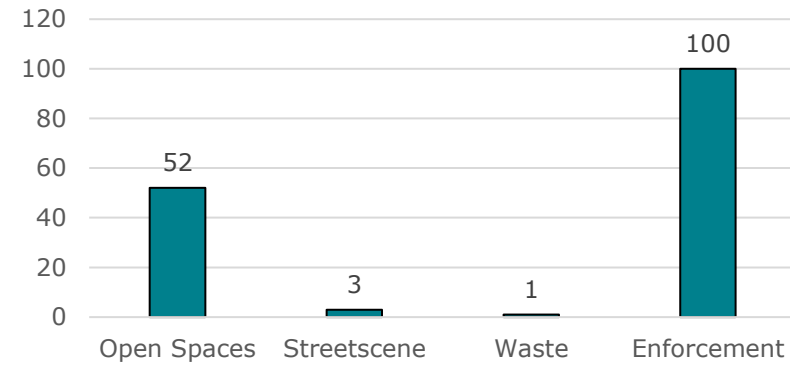


269

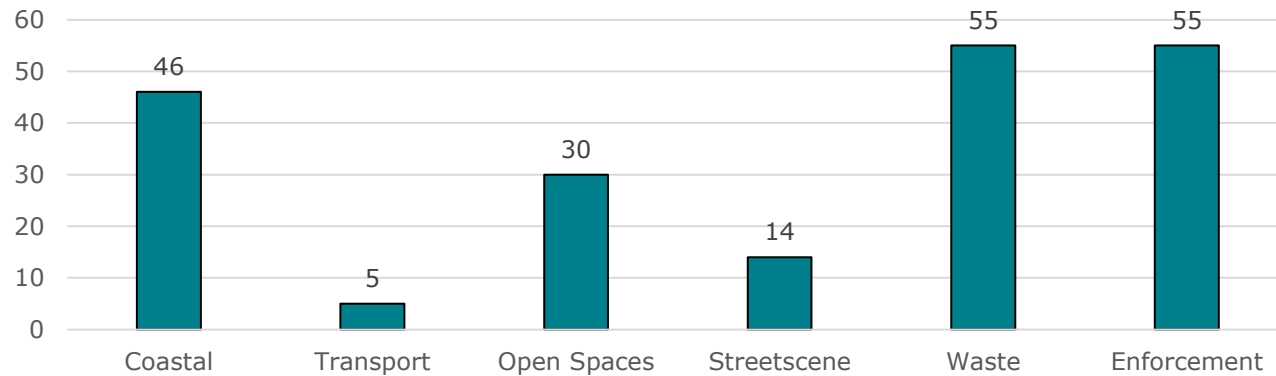
### Fire Safety E-Learning Percentage Complete



### Manual Handling E-Learning Percentage Complete



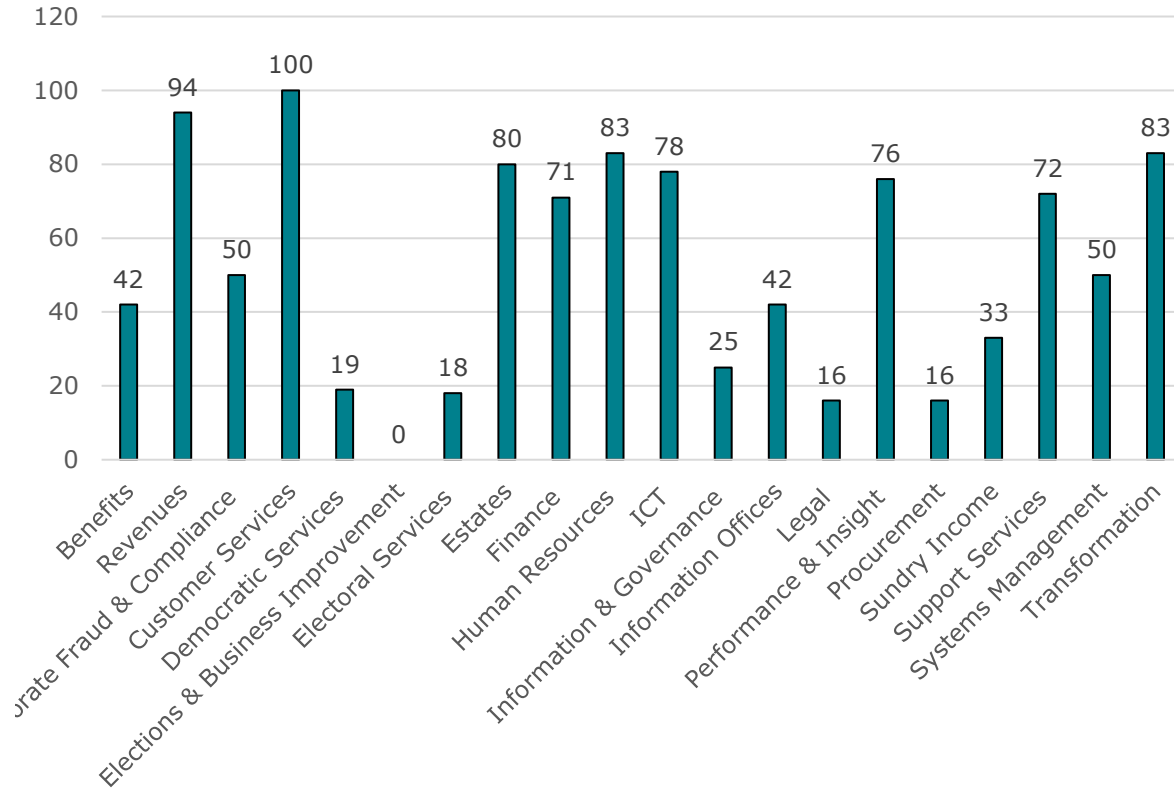
### Office Safety E-Learning Percentage Complete



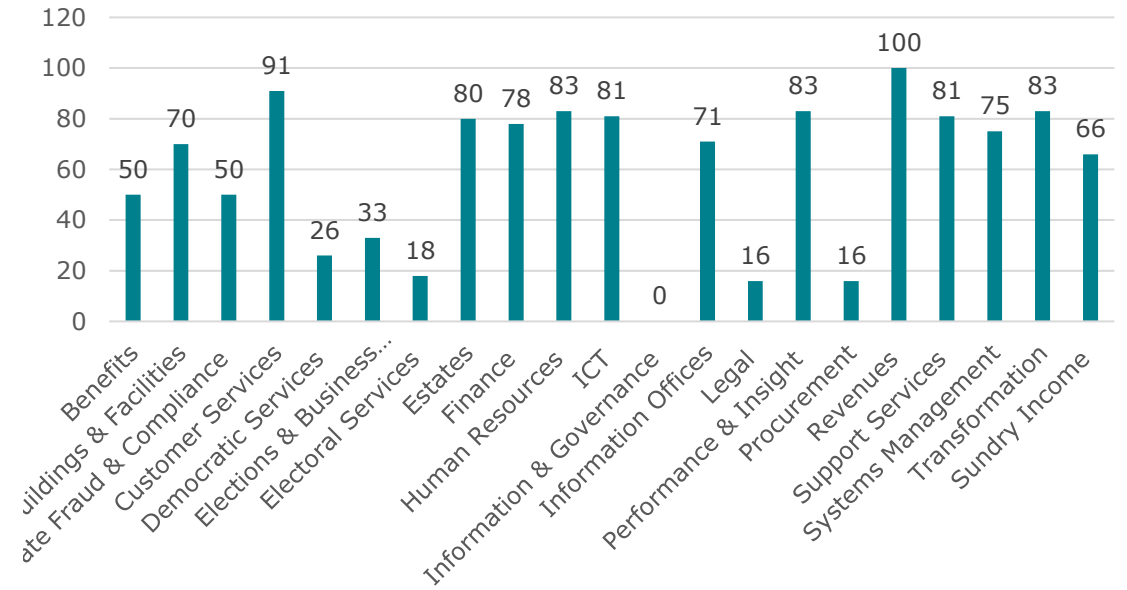
# Corporate Resources & Transformation



## DSE E-Learning Percentage Complete



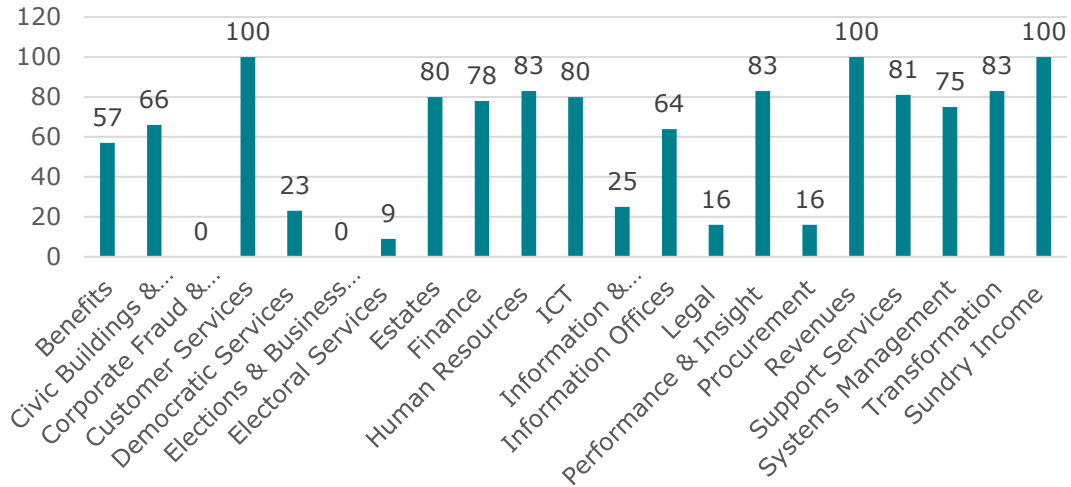
## Driving Safely E-Learning Percentage Complete



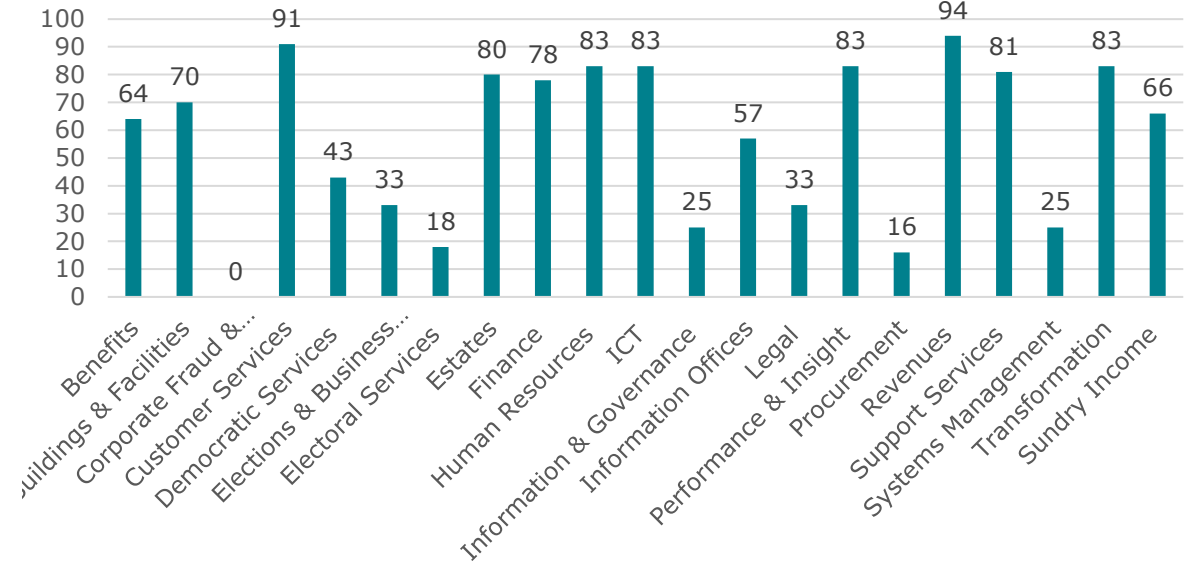
# Corporate Resources & Transformation



## Drug & Alcohol Awareness E-Learning Percentage Complete



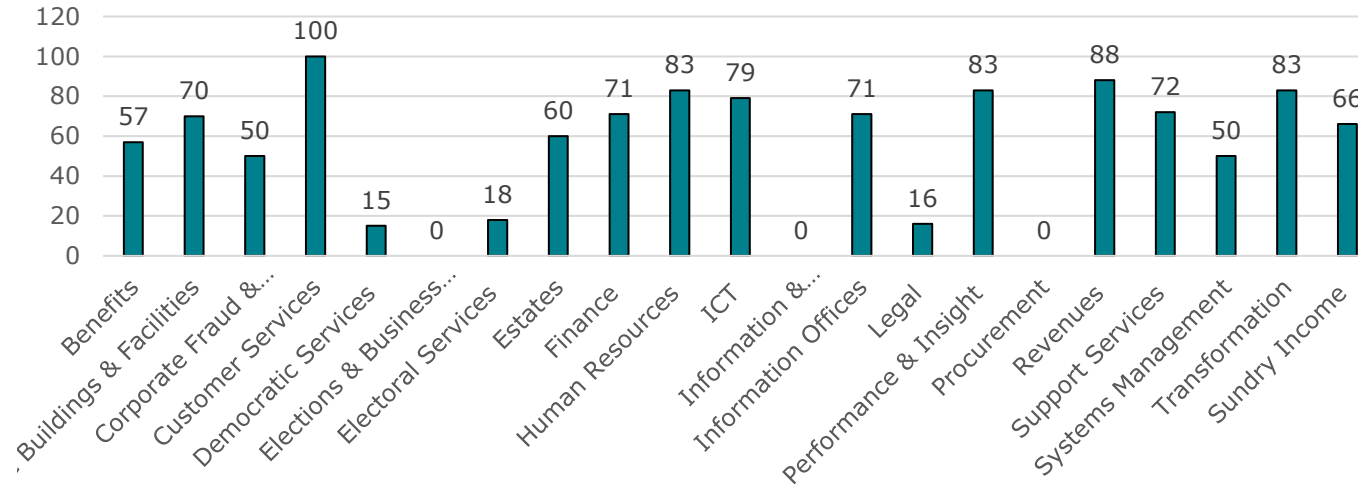
## Fire Safety E-Learning Percentage Complete



# Corporate Resources & Transformation



Office Safety E-Learning Percentage Complete





# HUMAN RESOURCES COMMITTEE

## WORK PROGRAMME 2025/2026

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
<b>13 MARCH 2025</b>			
HR Update	To receive an update on the progress of the HR Service	Written Report	Heleana Aylett
Quarterly Health & Safety Report	To receive the Quarterly Health and Safety Report	Written Report	James Loring
People Strategy	To receive the People Strategy Report	Written Report	Kate Hardy
<b>19 JUNE 2025</b>			
HR Update	To receive an update on the progress of the HR Service	Written Report	Heleana Aylett
Annual Reviews & Market Supplements	To receive an update on the current position with market supplements across the Council	Written Report	Heleana Aylett
Quarterly Health & Safety Report	To receive the Quarterly Health and Safety Report	Written Report	James Loring
Health & Wellbeing Attendance Management	To receive a summary of the Council's sickness absence rate in the previous 12 months and actions taken to manage attendance.	Written Report	Heleana Aylett / Sophie Taylor
<b>11 SEPTEMBER 2025</b>			
HR Update	To receive an update on the progress of the HR Service	Written Report	Heleana Aylett

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
Quarterly Health & Safety Report	To receive the Quarterly Health and Safety Report	Written Report	James Loring
Employee Workforce Report	To receive an overview of key workforce data and the relevant trends in the Council's workforce priorities, as well as initiatives in place to support employees over the past 12 months	Written Report	Heleana Aylett
<b>8 JANUARY 2026</b>			
HR Update	To receive an update on the progress of the HR Service	Written Report	Heleana Aylett
Gender Pay Gap	To receive data Gender Pay Gap data for the previous year.	Written Report	Jade Carter
Quarterly Health & Safety Report	To receive the Quarterly Health and Safety Report	Written Report	James Loring
Bullying and Harassment Policy – 2 year Review	To receive a review of the Bullying and Harassment Policy	Written Report	Heleana Aylett / Sophie Taylor
Pay Policy Statement	To consider the Pay Policy Statement for 2026/27	Written Report	Heleana Aylett
<b>12 MARCH 2026</b>			
HR Update	To receive an update on the progress of the HR Service	Written Report	Heleana Aylett
Quarterly Health & Safety Report	To receive the Quarterly Health and Safety Report	Written Report	James Loring

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
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<b>DATES TO BE ALLOCATED</b>			
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