

## NOTICE OF MEETING

**Meeting:** HR COMMITTEE

**Date and Time:** THURSDAY, 19 JUNE 2025, AT 10.00 AM

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

**Enquiries to:** Email: [lee.ellis@nfdc.gov.uk](mailto:lee.ellis@nfdc.gov.uk)  
Tel: 023 8028 5719

### 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, 16 June 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

## 1. MINUTES

To confirm the minutes of the meeting held on 13 March and 12 May 2025 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 - 46)

To receive an update on the progress of the HR Service.

## 5. BEHAVIOURS FRAMEWORK (Pages 47 - 54)

To receive the Behaviours Framework Report.

## 6. ANNUAL REVIEW OF MARKET SUPPLEMENT PAYMENTS REPORT (Pages 55 - 58)

To receive an update on the current position with market supplements across the Council.

## 7. HEALTH AND WELLBEING ATTENDANCE MANAGEMENT 2024 - 2025 (Pages 59 - 70)

To receive a summary of the Council's sickness absence rate in the previous 12 months and actions taken to manage attendance.

## 8. CORPORATE HEALTH AND SAFETY QUARTER 1 REPORT (Pages 71 - 104)

To receive the Corporate Health and Safety Quarter 1 Report.

## 9. WORK PROGRAMME (Pages 105 - 106)

To note the Committee's Work Programme.

## 10. 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

## HR COMMITTEE – 19 June 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 April last year this has been expanded to include Health and Safety advice.

### Staff Engagement Survey

3. The draft action plan for the Staff Engagement survey is attached as **Appendix 1.**

4. This has been shared with the Leadership Team, members of the Employee Forum and Employee Side Liaison Panel.
5. There are links which show how several of the outcomes will be picked up through the delivery of the People Strategy – these have been highlighted using our Tree design. Some of the issues raised have already been looked at and actions have been taken to support the implementation or delivery of the outcome.
6. The action plan will also be shared with all staff, ensuring those at the operational depots are also made fully aware of what is included. Further communication will follow to staff to keep them updated on developments and actions taken.

### **Recruitment Update**

7. The Local Government National Recruitment Campaign – Make a difference

Following on from the national campaign run between November 24 – January 25, the LGA contacted us about the way we had incorporated our current branding with the wider campaign in particular our vehicle adverts and our Employer of Choice video, and asked us to present along with one other Council as examples of best practice for their national feedback online meeting. The meeting was attended by over 150 colleagues from across the country, and there was good engagement and questions.

8. Recruitment process review

Our HR admin and Transformation teams continue to work towards refining our internal recruitment processes using 'Power Automate' and 'Lists', as well as what we can stop, start or do differently. Rhiannon is leading on this for HR Admin as a key part of her apprenticeship. We are hoping to be able to test the new functions and after making any adjustments, launch a pilot over the summer. The aim is to make the whole process more efficient and user-friendly for all involved. This is particularly important as the level of vacancies has risen steeply, partly due to the waste roll out changes.

### **Learning**

9. Learning Management System

Saskia is working on adding more optional eLearning modules which can be accessed by all staff, there are now 20 modules available, as detailed below. This includes 8 'Embracing change' modules, which will be part of a blended learning approach to change management,

with in person sessions planned for later in the year. The modules are:

[Stepping Up To Leadership](#)

[Developing Your Leadership Style](#)

[Understanding Your New Team and Their Workload](#)

[Handling Interruptions and Distractions For Managers](#)

[Delivering Professional Presentations](#)

[Climate Change](#)

[Sexual Harassment](#)

[Skills For Leadership](#)

[Understanding Anxiety](#)

[Spelling, Grammar and Punctuation](#)

[Social Media](#)

[Mental Wellbeing at Work](#)

[Embracing Change: 8. Managing Stress Through Change](#)

[Embracing Change: 7. Look After Yourself](#)

[Embracing Change: 6. The Power of Support](#)

[Embracing Change: 5. Taking Control](#)

[Embracing Change: 4. Managing Our Thoughts And Feelings Around Change](#)

[Embracing Change: 3. Reframing Change](#)

[Embracing Change: 2. Reactions to Change](#)

[Embracing Change: 1. Change - What Are We Afraid Of?](#)

## 10. Learning at Work Week

We used learning at work week (12<sup>th</sup> to 16<sup>th</sup> May) to launch the People Strategy. This involved Kate, Zoe and our new recruits Kirsty Farmer (Learning Coordinator, internal promotion) and Becky Rocha (Organisational Development Facilitator), running roadshows across all our main sites including 6am starts at each depot to ensure we were able to engage with all colleagues. We ran early morning sessions on 'Handling Aggression' and 'Inclusive Language' for the whole of the operational Waste Service and had lots of interesting and insightful conversations with operational staff in Grounds and Streetscene as well as plenty of colleagues in our offices and online. We had a guest speaker presenting on 'Crafting Connections' and an online session gave an overview of the people strategy. We asked how colleagues want to grow and connect and asked for feedback on our proposed behaviours framework. We also had a fun picnic with games on the lawn at Appletree Court. We're reflecting on all the feedback we heard and using it to shape what we do next. This is just the beginning of our journey to implement the people strategy. Our first step will be to return to the depots in the next few weeks, joining ICT, HR and Payroll colleagues. The large 'tree' was a good way to promote the week, and it is now up in the 'Comms' corridor with A3 questions sheets.

## 11. Other learning updates

Kirsty is developing a 'learning hub' on SharePoint, which aims to bring together all learning opportunities in one place. It already has a wealth of information including an array of free learning opportunities. Additionally, we have a new email address for all things learning [learning@nfdc.gov.uk](mailto:learning@nfdc.gov.uk). Now that we have a learning team, this will ensure that all related matters are picked up and actioned efficiently.

### **Management Development Programme**

12. Cohort 3 has now started and will run from April to July. Once this has completed we will take time to review our Management Development offering to staff.

### **HR Service Review 2024/5**

13. The HR service have produced a review of their work for 2024/5. This is attached as **Appendix 2**.
14. Partly this was in response to comments made in the Staff Survey where there was a feeling from some staff in our corporate services that they didn't see how their roles contributed to the corporate plan.

### **LGBT+ Employee Network**

15. The LGBT+ Network continue to meet regularly on a monthly basis, hosting drop ins for staff to grow their network and support the workforce. The group have a chair, vice chair and secretary who support the group to agree discussion topics and focus for any drop-in sessions that are organised. The last meeting was held recently on 14 May 2025.
16. The Network contributes directly to the EDI group providing valuable support in this area, as well as continuing to plan how to expand and raise awareness for both groups across the Council.

### **EDI Group**

17. The EDI group continue to meet regularly, discussing various work issues, commenting on policy and contributing to upcoming initiatives that support our inclusive culture.

The group have recently discussed guidance proposed by the HR team on how best to support colleagues observing religious practice which was published in early 2025. This went alongside the introduction of our 'Away Space' which provides a private and neutral setting to those requiring a designated area for breastfeeding mothers or to pray. Both were rolled out and communicated to all

staff with separate pages available for more information on ForestNet. The feedback from these two initiatives has been very positive.

The next meeting is scheduled for Spring/early Summer 2025 and will focus on reviewing the behaviours framework and equality impact assessment (as part of the People Strategy), the use of pronouns in staff email footers, translation services available at NFDC and action plans for the staff survey results; particularly how these link to the Councils Corporate Equality Objectives.

### **Disability Confident Scheme**

18. We have renewed our registration, and we have received our certificate which confirms that we are remaining at level 2 within the scheme and this is valid for another three years.
19. This entitles us to continue using the Disability Confident logo on our job adverts and associated documents.

### **Corporate Employee Events**

20. In July we are looking forward to having a staff event. As in previous years we are aiming to recognise those that have successfully completed long term training and those that have submitted a corporate suggestion through the staff suggestion scheme.
21. We are also looking to recognise any member of staff who could be nominated for a special recognition award. Details of this have been shared with the Leadership Team and we already have a number of people that have been nominated for this.

### **Brief Bites**

22. We continue to offer the Brief Bite Training to our managers. So far this year we have run sessions on Bullying and Harassment and Sickness Absence.
23. Staff are able to book themselves onto these sessions using the Learning Management System.

### **Case Manager**

24. We have developed a Case Manager system using Power BI to track our reactive cases. This will enable us to have up to date information readily available when we have our monthly catch ups with senior managers about issues within their own teams.

25. It also enables us to have a corporate overview of cases at any point in time.

### **LGPS Annual Return**

26. We have completed the annual returns for both the NPA and NFDC.
27. The NPA return has already been agreed with one point of clarity required. We are waiting for the outcome of the NFDC return.

### **Corporate plan priorities**

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

### **Options appraisal**

29. Not Applicable.

### **Consultation undertaken**

30. Not Applicable

### **Financial and resource implications**

31. None.

### **Legal implications**

32. None.

### **Risk assessment**

33. There are no risks associated with the recommendation.

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

34. None.

### **Equalities implications**

35. None arising from the recommendations.

### **Crime and disorder implications**

36. None.



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

37. None.

### **Appendices**

### **Background Papers:**

Appendix 1 - Staff Survey Action Plan      None

Appendix 2 - HR Service Review 24-25

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# Action plan

Staff Survey 2024



April 2025

# Introduction

Following the completion of the employee survey in October 2024 a feedback report was received from South East Employers including a list of recommendations for consideration to enable the development of a people strategy. The report also included key observations from the survey and comments from the focus groups and the ideas wall.

As we have done previously, our intention is to publish an action plan to share with staff. For any survey to be credible and to encourage better participation in any future survey it is imperative that staff can see that comments or issues that they raise have been considered and where possible action has been taken.


This document outlines associated actions, timelines, and tracks progress towards implementation of the recommendations. Included within this action plan are corporate actions – where issues have been raised within more than one service area and additional service actions which are identified as being from one particular service area.




It is acknowledged that the staff survey took place prior to the announcements on devolution by the Government, the associated actions which form part of the People Strategy have been reviewed to ensure that any listed can be achieved within a two-year timeframe.



The actions with the ‘Tree’ at the end of the table represent actions related to the People Strategy.





# Corporate Issues

These are issues identified by more than one service area.





No	Recommendation	Associated actions		Timescales	Owner	
1	Bullying and Harassment <ul style="list-style-type: none"> <li>7% have been subjected to bullying in the last 12 months.</li> <li>26% have experienced inappropriate behaviour by members of the public.</li> <li>60% are confident that if they experienced inappropriate behaviour by colleagues that it would be dealt with appropriately.</li> </ul>	1.1	Revised Bullying & Harassment policy which includes Sexual Harassment	Already launched	HR Advisory	
		1.2	Training provided / offered to managers via Brief Bite session	Feb, March and April then ongoing	HR Advisory	
		1.3	Increased HR presence at Depots	Monthly visits and ad hoc as required.	HR Advisory	
		1.4	Designated page on Forestnet with useful links	Completed	HR Advisory	
		1.5	Develop and launch a behaviours framework and tools to support implementation, including develop and launch a refreshed staff recognition scheme. Light touch option could be how colleagues and managers recognise each other. A more involved programme would be beneficial but may not be realistic	Launch in Sept 2025	HR / Transformation	




		1.6	Warning Marker notifications to be reviewed to ensure red flags are known.	May	H & S	
		1.7	Create an anonymous reporting tool supported by posters with QR codes.	May	HR Advisory	
2	<p>Learning and Development</p> <ul style="list-style-type: none"> <li>67% felt that they had the training required to perform their current duties</li> <li>It is felt that there is an inconsistent offer of training and development opportunities.</li> <li>31% felt they could see a career path for themselves at NFDC.</li> <li>39% felt there are training and</li> </ul>	2.1	Create leadership and management competency framework and develop learning opportunities to support leaders and managers to reflect upon and achieve competencies and bring our values and behaviours to life.	Develop end 2025, learning opportunities 2026.	HR / Transformation	
		2.2	Additional corporate resource required to help managers in identifying and coordinating learning opportunities available	Recruited and started April 25	HR / Transformation	
		2.3	Create a learning hub. To include a menu of opportunities, detailed guidance for staff on learning and development opportunities and process to access and record.	Ongoing	HR/Transformation	





	development opportunities to support them achieving their ambitions or progressing their career	2.4	LMS system to provide better data including training attended, mandatory course matrix and research and increase optional e-learning opportunities	Ongoing during 2025/6	HR	
		2.5	Continue to utilise and enhance coordination and management for successful apprenticeships and other development opportunities for existing staff, new recruits and hard to fill roles. E.g. young authority of the year, DCN management programme, projects.	Ongoing	HR / Learning Co-ordinator	
		2.6	Develop a menu of targeted learning opportunities for different staff groups, for example a people managers essentials programme for first line chargehands and supervisors. Learning needs to be identified via skills audits and identification of staff personas.	Ongoing	Managers / HR / Learning co-ordinator	
		2.7	Provide coaching, mentoring, buddy and shadowing opportunities. To include training in coaching and mentoring, guidance for buddying and shadowing, a hub of information on sharepoint to show opportunities available and contact details.	April 2026 onwards	HR / Learning Co-ordinator	




		2.8	Develop an organisational change management approach and toolkit to include tools, templates, guidance	Create and launch by end September 2025. Continue to develop throughout 2025 / 6	Transformation	
		2.9	Establish core transformation competencies and create learning opportunities to upskill where needed. Likely to include self awareness, managing change, customer service, systems thinking, co-production.	Launch by end 2025, learning opportunities delivered throughout 2026.	HR / Transformation	
		2.10	Implement a 'Digital Skills for all' programme	Autumn 2025 onwards	ICT / HR / Working Group	
3	<p>Wellbeing</p> <ul style="list-style-type: none"> <li>77% can strike the right balance between work and home.</li> <li>67% felt that NFDC takes the mental health and wellbeing of its staff seriously.</li> <li>79% felt that their managers / supervisors</li> </ul>	3.1	Away space being created at ATC and promoted on Forestnet	April 25	HR Advisory / Facilities Team	
		3.2	Wellbeing walks offered at other locations	First walk at MLD already held	HR Team	
		3.3	Better promotion of the EAP, counselling service and Able Futures.	Ongoing	HR Advisory / Engagement Officer	



	<p>care about their wellbeing.</p> <ul style="list-style-type: none"> <li>80% felt their colleagues / team care about their wellbeing.</li> <li>77% knew where to get wellbeing support at work if needed.</li> </ul>	3.4	Identify ways to raise the profile of the Wellbeing Champions	2 more wellbeing Champions trained	HR / Wellbeing Champions	
		3.5	Create Behaviours Framework as detailed in 1.5	September 2025 launch	HR / transformation / Change Champions	
		3.6	Support and promote staff led social events with internal communication and engagement.	During 2025 / 26	Engagement Officer	
4	<p>Communication</p> <ul style="list-style-type: none"> <li>64% felt well informed about things that affect them at work.</li> <li>66% agree that they receive the right amount of information about what is going on at the council.</li> <li>66% feel they receive the information they need to do my job well.</li> </ul>	4.1	New Engagement post agreed to support People Strategy and ongoing LGR messaging.	Recruitment in June	EMT	
		4.2	Create new and develop existing peer forums / staff networks / learning circles / collaboration cafes (both diversity and role related).	Ongoing	HR Advisory / Transformation	
		4.3	Identify ways to encourage staff to complete future staff surveys and to have confidence in the processes to protect confidentiality and anonymity		Managers / Engagement Officer	
		4.4	Continue with Chief Executive briefings as these are well received by staff.	Ongoing	Chief Executive / Communications	

		4.5	Review, enhance and measure internal communication and engagement channels, media, purpose and messaging. To include content creation (corporate presentations, written briefings etc), a clear plan of campaigns which run aligned to the people strategy, with appropriate staff surveys to test engagement and identify new actions. To include a regular campaign to raise awareness of wellbeing resources.	Review and recommendations complete by end 2025	Engagement Officer	
		4.6	Enhancement of staff Intranet – to ensure content is accessible and engaging in line with 4.5 above	During 2025	Engagement Officer	
5	Confidence in Leadership <ul style="list-style-type: none"> <li>47% felt that managers listened to them.</li> <li>56% felt there is strong leadership from SLT</li> </ul>	5.1	Continue with Chief Executive briefings as these are well received by staff. As per 4.4.	Ongoing	Chief Executive / Communications	
		5.2	Identify and promote opportunities to enhance visibility of senior managers i.e staff groups.	Ongoing	Leadership Team /Engagement Officer	
		5.3	Ensure our behaviours are embedded by recognising successes as well as identifying behaviours which are not in line with our values in line with 1.5.	Ongoing	Managers / Leadership Team/ Transformation / HR	

		5.4	Ensure managers are visible and accessible. This will be in line with the behaviours framework once it is launched.	Ongoing	Managers / Leadership team	
6	Reward and Recognition <ul style="list-style-type: none"> <li>62% say they are praised and recognised for good work.</li> <li>43% agree they are paid fairly for the work that they do.</li> <li>61% felt that their job was rewarding and enjoyable compared to other jobs they have done in the past.</li> </ul>	6.1	Consider ways to recognise and celebrate team / individual achievements. Develop and launch refreshed Staff recognition scheme.	Launch by end 2025 Then ongoing	HR / Transformation	
		6.2	Promote with managers the importance of recognition – delivered through the behaviours framework (see 1.5, 2.1 and 6.1)	Sept 25 onwards	HR / Transformation	
		6.3	Ensure the performance review process encourages individual recognition of contributions (as detailed in 6.1 above).	By 2026	HR / Transformation	
		6.4	Ensure staff in Corporate services are recognised for their contribution to the corporate plan.	By Sept HR Review 24/5	Leadership Team / Managers	
7.	Recruitment and Selection	7.1	Improve transactional HR processes, including recruitment and internal job moves. Create more guidance and information to support people to self-serve to reduce HR contacts for highest volume enquiries. Add	Ongoing	Leadership Team / HR / Transformation	


			behaviours (1.5) to candidate pack.			
8.	Performance Management and Team Development <ul style="list-style-type: none"> <li>28% have not had a performance review in the last 12 months.</li> <li>19% have a team meeting less than quarterly or irregularly.</li> <li>28% have daily check ins or weekly team meetings.</li> <li>11% have meetings with their manager</li> </ul>	8.1	Review and update appraisals and 1:1 processes to include behaviours framework and better support personal development planning, allowing for a flexible approach as we navigate change. To include clear guidance, training, and recording expectations.	Review and update in Autumn 2025 ready for use in appraisals for 2026.	HR / Transformation	
		8.2	Consider wider team meetings to allow for better communication and staff involvement.	Ongoing	Leadership Team	
		8.3	Where necessary provide refresher training to managers / supervisors on how to conduct appraisals. Consider HR Brief bite or elearning options.	Brief Bite set up	HR	
		8.4	Encourage staff to make improvement suggestions through team meetings	By September	Managers / Leadership team	
		8.5	Make space for recognition at team events/meetings. Consideration to be given to creating a team meeting template to include standard	By September	Managers	




			items such as recognition or improvements.			
		8.6	Ensuring that 1-2-1's have structure and are valuable to employees in line with 8.1 above.	Ongoing	Managers	
		8.7	Demonstrate a true commitment to performance management in line with 2.1 by developing leadership competencies.	By December 25	HR / Transformation	
		8.8	Improve workforce data quality and create service dashboards to support baseline measurement and empowerment of managers, as well as be devolution ready.	By December 2025	HR / Transformation	
9.	<p>Working Conditions</p> <ul style="list-style-type: none"> <li>63% considered the work life balance/flexibility in working hours was a benefit.</li> <li>78% felt they had the freedom to work in a way which suited them to achieve their objectives.</li> </ul>	9.1	Concerns over future office working arrangements This may be linked to LGR. Good communications will be required to ensure staff are kept informed.	Ongoing	Engagement Officer / Leadership Team	
		9.2	Consider improvements to current working conditions including cleanliness in some areas.	July 25	Facilities	

	<ul style="list-style-type: none"> <li>65% felt they had the right equipment, tools and resources to do their job properly.</li> </ul>	9.3	Staff facilities such as vending machine to be considered.	By July 25	Facilities
10.	<p>Staff Suggestions</p> <ul style="list-style-type: none"> <li>70% felt they have opportunities to make suggestions or contribute ideas to improve our services / the way we work.</li> <li>49% felt that any suggestions or comments they make are listened to.</li> </ul>	10.1	Encourage verbal suggestions through the team meeting structure. Links to 8.4 and 8.5 above	Ongoing	Managers
		10.2	Review how suggestions can be encouraged at operational depots	September 25	Engagement Officer
		10.3	Refresh the corporate suggestion scheme	December 25	Engagement Officer

## Service Issues

In addition to those issues included in the corporate statements above there are a number of issues which relate to our depots. In particular there is a feeling that opportunities and facilities provided to office based staff are not available to those that work in our depots.

No	Recommendation	Associated actions		Timescales	Owner	
1	Depot Facilities	1.1	Review of parking- Guidance to be issued. Alternatives such as car share and cycling to be promoted in the short term.	July 25	W & T Service Manager	
		1.2	Provision of lockers for staff – now provided at Hardley	October 25	W & T Service Manager	
		1.3	Improved cleaning regime	October 25	Street scene	
		1.4	Improved wash down facilities	October 25	W & T Service Manager	
2	Learning and Development Opportunities at Depots	2.1	Ensure learning and development opportunities are provided and undertaken	Starting May 25	HR / Transformation	
		2.2	Ensure access for all staff to the LMS system	October 2025	ICT / HR / working group	
3	PPE Quality	3.1	Contract retendered and feedback shows improvement.	Completed	W & T Service Manager	

		3.2	Review the quality of PPE provided in 6 months time.	Completed	W & T Service Manager	
4	Communication at non ATC sites	4.1	Ensure effective and timely communication of corporate messages	Ongoing	Engage ment Officer	
		4.2	Consider renaming of Tool box talks to be Team Meetings	From April 2025 onwards	Operational Managers within Depots	
		4.3	Ensure all staff have access to Forestnet.	October 25	ICT / HR / Working Group	
		4.4	Ensure that social / informal events are equally available to those working at depots.	Ongoing	Managers	
		4.5	Consider ways to create a one organisation culture. Several different elements of the People Strategy will be working towards this.	December 25	Engage ment Officer	
5	Income Opportunities	5.1	Consider whether an MOT lane would be suitable.	December 25	W & T Service Manager	
6	Staff Suggestions	6.1	Need to create encouragement and opportunity for this to happen specifically at operational depots.	December 25	Engage ment Officer	
7	Wellbeing	7.1	Wellbeing walks extended to include depots. First MLD walk already held	October 25	HR Advisory	



		7.2	Team engagement to understand what activities would be welcomed.	October 25	Managers / Engagement Officer
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# HR ANNUAL REVIEW

**2024/25**





## HELEANA AYLETT – HR SERVICE MANAGER

Through the following pages I hope to show how the delivery of our HR service supports our internal customers and our external partners, including potential employees and partners of the future.

In part, the reason for this document is to address an issue raised in the last Employee Survey. Some of the HR team expressed a view that they didn't always see how their own role played a part in contributing to the Councils corporate plan. As an internal service, it is sometimes difficult to see how our roles contribute to the plan but in pulling this document together it has become increasingly clear what the importance of our roles are, and that they do indeed support the council's ambition for the future.

In November 2023 we took part in a HR Service Review conducted by the LGA. As a result of the recommendations of the review, additional resources were secured, supported by EMT. This enabled us during 2024 to redesign the advisory support we give to our managers, and we now have a business partnership model with an HR Advisor allocated to each Strategic Directorate, and an Assistant Advisor to add additional support across all areas. The incredible feedback that we have had on this approach has indicated that the change has been hugely beneficial and is greatly appreciated by both staff and managers.

In the summer of 2024, we were delighted to be awarded 'Employer of the Year' by Brockenhurst College, which was down to the hard work and dedication put in by members of the Learning and HR Admin Team.

We endeavour to attend as many of the career events held by local schools and colleges as we can, flying the flag for NFDC and promoting our opportunities to potential employees of the future. They provide a great opportunity to connect with many younger people and to explain to them the wide range of careers available in Local Government and give them options to consider in the future.

More recently we have been involved in the National Recruitment campaign – designed to promote jobs in local authorities which includes radio advertising and national media campaigns.

In a world where it is increasingly competitive to attract the best people, we have overhauled many of our processes to ensure that our onboarding processes are as smooth and efficient as possible, we work closely with managers offering advice and guidance at all stages of the recruitment process.

Close to everyone's heart is the reassurance that each month they will be paid the correct amount at the right time. We assist all staff with pay and pension queries and deal directly with HMRC as required. Along with members of the HR Admin and HR Advisory team, a member of the payroll team attend one of the council depots each month just after payday to provide advice as required.

A key part of the HR service is the Health and Safety Team. They work hard to ensure that we have safe systems of work in place, adhere to safety guidelines and should the worst happen – investigate and then put in place measures to ensure it doesn't happen again. This involves working closely with all managers and employees, sometimes using the art of persuasion to remind them that the quickest way to get the job done is not necessarily the safest.

Forming good, trusting relationships with managers is key for this to happen effectively and to ensuring that matters are raised and reported in the correct way.

Wellbeing for our staff remains a key priority. We aim to support all our staff by providing the Employee Assistance Programme free of charge. We also have the additional in-house Wellbeing Champions, and if necessary, we can support staff with our Occupational Health providers.

We also provide information on a variety of help groups and supporting charities for both physical and mental health and wellbeing issues on our website which can signpost staff so they can access help themselves if they prefer.

As we go into 2025/26 financial year, we will continue to meet the challenges ahead, we know the council will face some difficult times and we will be here to support in the best way that we can.

My thanks as always must go to each member of my team. Without their hard work and dedication, we simply couldn't have achieved everything set out in the following pages. I hope that laying it out like this will help each of them to understand how their own contribution really does make a difference.

# The HR Service



Heleana Aylett - Service  
Manager HR



Jade Carter –  
Payroll Manager



James Loring –  
Corporate H&S  
Manager



Shannon Smith –  
Senior HR Advisor  
Advisory Service



Zoe Ormerod –  
Senior HR Advisor  
Recruitment and  
Learning

Administer and process  
payments to all NFDC and NPA  
staff, Councillors & third parties  
HMRC returns & compliance  
Provide assistance and training  
on iTrent  
Internal/external audits  
Administration of staff benefits  
such as AVC Wise and  
Cycle2Work  
LGPS administration and  
assistance

Act as the council health and  
safety competent persons  
Accident/Incident Investigation  
and reporting  
Internal H&S Audits  
Corporate Health and Safety  
Policy Management  
H & S Advice to the NFNPA

Case Management Advice  
Organisational Change Advice  
Job Evaluation  
HR Policies  
Occupational Health  
Reasonable Adjustments  
Benefits  
Wellbeing  
EDI  
HR Reporting  
HR Advice to NPA

Full recruitment process  
Recruitment events & branding  
Induction and onboarding  
Work experience  
Agency framework  
HR Administration  
HR Hub System Admin  
Learning Management System  
Apprenticeships  
Graduate Placement Coordinati  
on  
Employee events

**Payroll@nfdc.gov.uk**

Jade Carter – Manager

Senior Payroll Officer  
Payroll Administrator

**Healthandsafety@nfdc.gov.uk**

James Loring – Corporate  
Health and Safety Manager  
Two x Corporate Health and  
Safety Advisors  
Corporate Health and Safety  
Administrator

**Hradvisory@nfdc.gov.uk**

Shannon Smith – Senior HR  
Advisor (maternity cover)

Maternity Leave - Senior HR  
Advisor  
Two x HR Advisors  
Assistant HR Advisor

**Hr.admin@nfdc.gov.uk**

Zoe Ormerod – Senior HR  
Advisor

HR Admin Supervisor  
Four x HR Administrators  
Learning Co-ordinator  
LMS Administrator



## PAYROLL



Payroll is an ever changing, integral part of an organisation and the Payroll team strive to ensure we keep up to date with legislation whilst delivering a payroll service which is efficient, helpful and most importantly, correct.

A brief overview of a typical day for us would involve collating all the payroll information for our staff, performing checks in order to pick up on any discrepancies/queries, processing the payroll, ensuring third party payments are made on time, liaising with HMRC and Hampshire Pensions and being on hand to answer any queries from staff and Councillors. We get a wide variety of queries covering many areas of payroll including pay, tax, pensions, retirement and statutory payments.

Over the past year, along with our usual processes, we have spent some time improving our payroll system, ensuring claims are being processed in a timely manner and correctly and also making ourselves more visible throughout the Council. We will continue to concentrate on these areas which help us provide an effective service to the Council's employees and Councillors.

## HEALTH AND SAFETY



The Corporate Health and Safety team play a crucial role in the organisation ensuring the health, safety and wellbeing of our staff, contractors and members of the public.

Over the past year the team have been working hard to ensuring that suitable health and safety information is available to all our staff via the means of our dedicated SharePoint pages. We have also focused on improving control measures for some of our highest risks such as lone working, with the introduction of the Appello lone working system and Orbis protect panic alarms.

In 2025 - 2026 we will continue to work with all services at New Forest District Council in developing the very best health and safety systems to keep our staff, contractors and members of the public safe.

Our HR Admin team cover a wide range of activities from an end to end recruitment service – from advert through to welcoming new colleagues at induction, attend recruitment events across the district to promote ourselves as an employer of choice, and manage work experience requests.

In addition to this, we manage all aspects of apprenticeships and graduate placement coordination, contract administer the agency workers framework, oversee the iTrent and Learning Management System, acting as system administrators as well as managing system upgrades and associated works, and manage employee related events.

We're keen to continuously develop and evolve the services we offer and always welcome suggestions that we can consider and take forward.

## ADVISORY SERVICE



The HR Advisory Team supports each Strategic Directorate within the Council by using a business partnership module with designated HR professionals to align the Council's objectives with people management and support.

Over the past year, the HR Advisory Team successfully delivered key projects including: buying & selling of annual leave policy; essential car user review; Hardley depot move; restructures; new sickness reasons, policies and letter templates; Waste service change; reporting.

As we move into 2025, the team continues to drive important initiatives, such as:

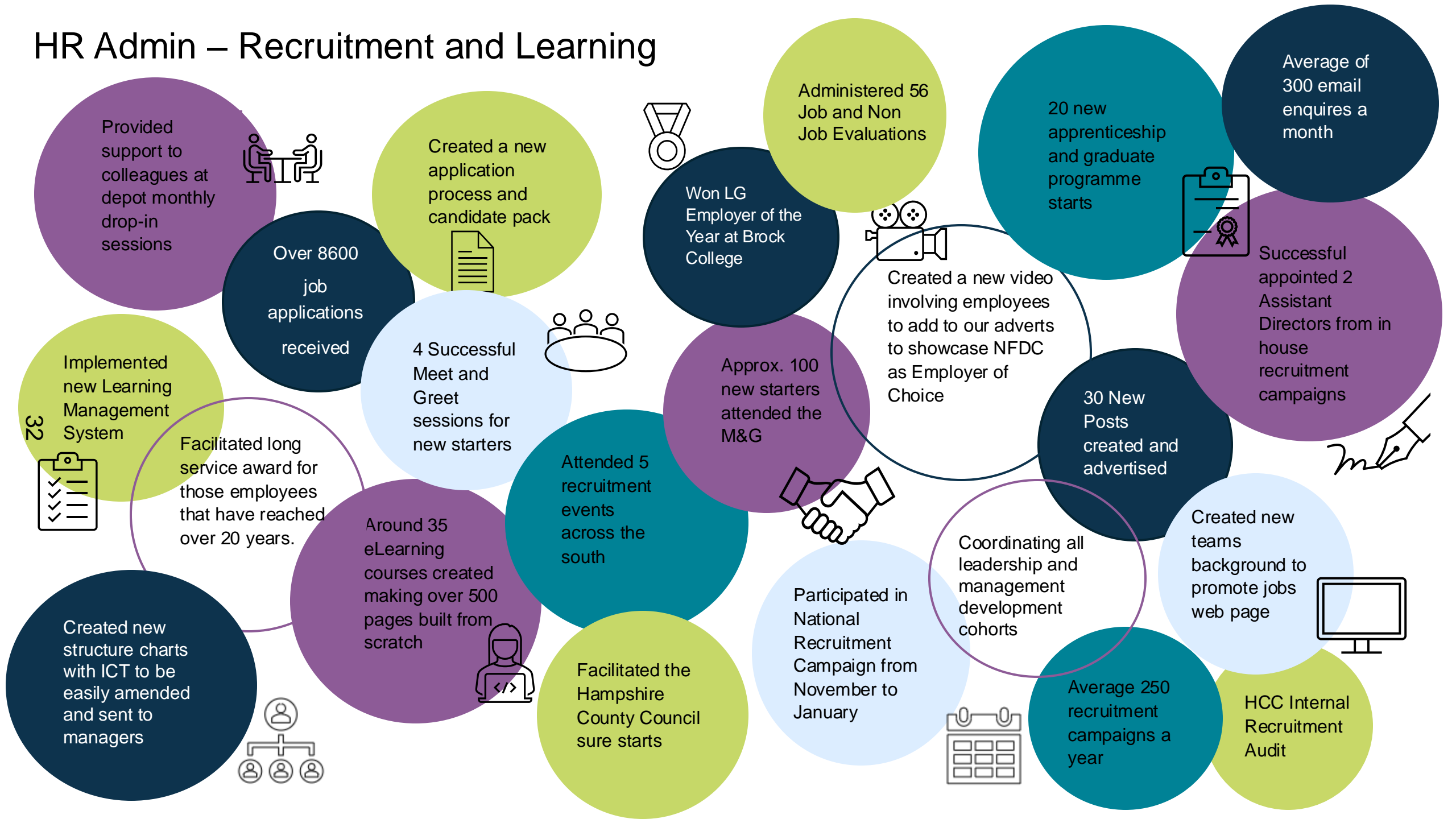
- Support to Waste Transformation Programme (continued)
- Delivering bullying & harassment (including sexual harassment) training
- Expanding HR "Brief Bite" sessions to upskill line managers
- Ensuring HR policies remain compliant and in line with employment law updates
- Enhancing processes to provide employees with supportive management
- End of Fixed-term Process and Redeployment

## RECRUITMENT AND LEARNING



# HR Admin, Recruitment and Learning

# HR Admin – Recruitment and Learning





## Recruitment Events

### Get Inspired

We were invited by EPB South to attend an event in 2023, this turned out to be very successful and were invited back again last year. Working with local schools and employers around the Hampshire District, it is a great event that showcases the huge variety of job opportunities in our local area. Over 2500 students aged 11-18 attended, which is great exposure to highlight us as an employer of choice and a great place to work. We were joined by colleagues from other services areas which were a great hit with the students. It is really important to us to reach out to as many people as we can to highlight what career options are available at your local council.



## Schools, Job Centres & Wembley



We have attended numerous events at our local schools, colleges and job centre and were even invited to Wembley, well the council offices next door, to attend the National Graduate Recruitment event.

We really enjoy attending these events and engaging with the public and students. We get a real sense of achievement when people are surprised to hear about the variety that we employ and that we are not just our front facing service, whilst extremely important, there is more to us than meets the eye.

## Apprenticeships, Graduates and Employer of the Year

We have had a record year of apprenticeship and trainee roles, smashing our previous total of 12, we now have 18 apprentices in total comprising of new apprentices and our existing staff currently undertaking apprenticeship training.

Additionally, we have recruited to two new graduate posts. This is a first to us at NFDC utilising the LGA's 'Impact' and 'Pathways to Planning' programmes. Ros and Hannah are making meaningful and valuable contributions to their services and well as continuously learning and developing, proving that the graduate roles have been a worthwhile addition to our early careers' roles.

We were very pleased to be awarded the Employer of the Year award at Brockenhurst College due to the support we give to the college throughout the year.



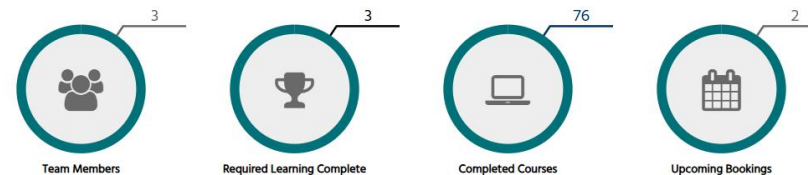
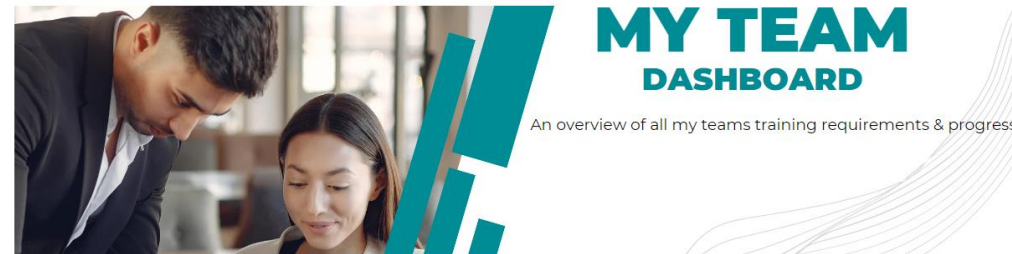
## Learning Management System

In April 2024, we went live with our new LMS. This new system allows us to track the completed training for easier but also allows us to keep course content up-to-date and relevant, creating engaging courses to encourage staff development.

The system includes eLearning, 'taught' courses, seminars, webinars and toolbox talks


This system allows employees and managers a one-stop shop to easily track where they are and what modules are required and when they are due.

We have built over 500 course pages and since going live our staff have completed over 10,200 courses.




# Payroll Team

# Payroll



Annual  
Gross pay paid  
£28,138,990.74

ANNUAL  
NET PAY PAID  
£21,093,946.94



Annual LGPS Pension paid by  
Employees = £1,724,230.60  
Employers = £4,810,795.41

885  
employees or  
91% of staff paid  
into the pension  
scheme

93 NFDC  
employees paid  
into the AVC  
pension scheme.  
Paying in a total of  
£329,033.39

NFDC paid  
972  
Employees

Completed actions  
required to implement the  
pay award in November  
and backdated payments  
to April.

We paid  
£159,752.30  
in mileage.

13  
NFDC employees  
received their 20  
years  
long service award


Paying into the AVC  
pension scheme  
saved approximately  
£65,800.00 in tax and  
£26,300.00 in  
National Insurance.

36  
We paid  
£686,236.08 in  
overtime.

Actioned the  
payroll for  
National Park  
Authority


£19,504.04  
Was paid over to third  
parties by NFDC for  
benefits such  
as Childcare  
vouchers, cycle2work  
scheme, charitable  
giving

Completed the  
annual pay  
increments and  
market  
supplement  
process to all  
eligible  
employees



£12,949.35  
was paid to the  
unions for  
NFDC member  
subscriptions

We paid  
£42,905.61  
statutory maternity pay  
SMP



Completed Training  
and Assistance in  
Toolbox Talks

We paid  
£133,743.29  
statutory  
sick pay  
(SSP)

We completed 3  
major payroll audits,  
along with supporting  
our finance team &  
NPA with their audits.





## Audits

As a council we are audited on a regular basis to ensure that we are compliant with laws, regulations and our company policies. Over the past year we have been involved in three separate payroll audits, as well as assisting the Finance team and the National Park with their audits. Audits can cover a wide array of areas and each one concentrates on a different aspect of payroll. Recent audits have concentrated on our payroll processes, ensuring we are consistent, compliant and accountable. As a team, we strive to process the payroll in a manner which is efficient and accurate and we have many checks in place to support this.

Audits are a time consuming aspect of our job as they are extremely detailed. We spend time with the auditor over a period of weeks or months, demonstrating how we meet the standards that are required of us. The last audit we were involved in took place over a period of 4 months and involved many meetings, collating reports and finding the evidence to support our actions.

At the end of each audit, we are provided with a detailed report on the findings. This gives us any information on what we have done well or if there are any areas in which we can improve. Due to this, audits can be a helpful way of ensuring we are proving an effective payroll service.

## Council Depot Visits & National Payroll Week

The Payroll team, along with HR and HR Advisory have been making visits to the council depots. We started to do this as we wanted to be more available to staff so that if they have any queries or questions regarding their pay, or anything payroll/HR related, they can pop in and speak to us in person. This has been very popular with staff who have welcomed the visits as they prefer being able to speak to someone face to face rather than over the phone or having to send an email. The visits have helped staff get to grips with using the HR hub – ESS so they are more confident about how to submit claims, amend their personal details, book holiday etc. But it has also let them get to know us as people, which in turn we hope makes them feel more comfortable about contacting us if they do have a query or question. The payroll team recently made our first visit to the new depot in Hardley Industrial Estate where we were able to help staff with how to claim their relocation mileage after moving from the Claymeadow Depot. We will continue to make our monthly visits going forwards so we can support our employees.

We also provided sessions for all employees online and in person for National Payroll Week – during these sessions we gave information and updates to staff about everything payroll related and staff had the opportunity to ask any questions. We had uptake within the sessions but would love to see more staff at future sessions.

## New Forest National Park Authority (NPA)

Alongside processing the payroll for NFDC, we also complete the monthly payroll for NPA. We process this in the same way as our NFDC payroll, ensuring all entries are accurate and liaising with their HR lead to gather the required information in order to pay their employees.

We process all payroll aspects such as starters, leavers, contract changes and various payroll elements such as First Aid allowance and Fire Warden Allowance. We deal with absences and statutory payments including sick pay, maternity, paternity and adoption.

We are also responsible for filing their returns with HMRC and ensuring necessary payments are made promptly. This extends to any third parties they use, such as pension and unions. We administer the deductions and are responsible for uploading monthly schedules.

As well as this, we administer the pension, including auto-enrolment, monthly pension remittances, the pension annual return and informing Hampshire Pensions of any changes in employment.

We implement any pay awards and annual increments, as well as ensuring pension tables are up to date.



## LGPS – Hampshire Pension Fund

NFDC & NPA employees have the benefit of being in the Local Government Pension Scheme. All new staff with a contract lasting three months or more, will be enrolled into the scheme upon commencement of their employment. We must also adhere to auto enrolment rules from the Pension Regulator. This requires us to perform a triennial task of bringing any employee that meet certain conditions relating to age and earnings back into the main section of the scheme if they have opted out or joined the 50/50 section.

The Hampshire Pension Fund of the LGPS is administered by Pension Services at Hampshire County Council so we liaise with them regularly to ensure that they have all the required information to process members pensions. This includes updating them with starter and leaver details on a monthly basis, as well as updating member records if they change post or increase/decrease their working hours. We must also inform them of any absences which result in a break in pensionable service such as unpaid leave or strike breaks. We do this via the Employer Portal.

The Member Portal is available for all members to sign up to so they can keep track of their pension details, update their personal information and review their annual benefit statements. This is reported on periodically and we contact staff to try and encourage them to engage with their workplace pension as early as possible in their working life.

Each month once we have deducted contributions from our employee's salary, we must reconcile these and then pay them over to the Hampshire Pension Fund as well as the contributions from NFDC & NPA for each member. The employer contributions that NFDC pay are currently 18.4% which on average is approximately three times the amount that the employee pays. NPA pay 17.5% employer contributions.

Annually we must update Pension Services with all members contributions and salary details for the previous year. This is a very time consuming but important task which we hope to complete without queries again this year.

In addition to these regular processes we also deal with adhoc queries from employees and Pension Services which can include checking service history or financial details, estimate requests for various types of retirements (eg, flexible or ill health) or change of personal circumstances (eg, divorce) and general questions regarding the scheme (eg, how pensions can be increased by the making of additional voluntary contributions).

The LGPS is very much part of our daily work in the Payroll team!

## My Money Matters

NFDC works in partnership with My Money Matters to offer a free online platform to our employees which gives them access to a tailored financial health check, educational webinars and use products and services suggested to them. This platform gives employees the chance to make additional voluntary contributions towards their pension. This is also known as a Shared Cost AVC.

A shared cost AVC is a cost-efficient way to save for retirement in addition to the LGPS. The AVC could be taken as a tax-free lump sum or it can be used to help an employee retire early. If an employee opts to pay into an AVC they sign a salary sacrifice agreement which not only gives the employee savings on their tax and national insurance contributions but it also gives NFDC savings on employer NI contributions and also savings made into the apprenticeship levy. There is however a requirement when an employee sets up an AVC that their contribution does not reduce their pay to below the National Living Wage and payroll have a requirement to check this for every employee before each pay run and the AVC amount would need to be reduced or cancelled if this took an employee below this threshold.

# HR Advisory Team

# HR Advisory Team



105 instances of paid Support Leave granted.  
89 instances of Compassionate/Bereavement leave granted.

9 Flexible Working requests supported

The Advisory team has gained two new colleagues this financial year - enabling greater HR support for the council

Undertook and facilitated 25 Job Evaluation panels



Launched the LGBT+ employee led network

Attendance at depots – monthly drop in sessions



Performed an entire restructure of the Housing and Communities service area

Developed an Employee Relations Case Decision Log to document our thoughts and decisions when working on Employee Relations cases

Continued our HR Advisory support to the NPA

Reviewed B & H policy to include Sexual Harassment

Successfully relocated 89 colleagues to a new depot

6 'Brief Bite' training courses delivered across 12 sessions with 168 attendees

Launched a 'SafeSpace' at Appletree Court to provide a space for people to unwind, practice their faith or breastfeed

More robust monitoring of sickness absence alerts to provide better support to employees and their health and wellbeing and reduce council sickness levels

9 people supported with Maternity leave  
9 people supported with Paternity leave  
6 instances of Parental leave

61 attendees to our new Management Development Programme

9 Wellbeing Walks organised

Conducted the Waste Transformation Project to ensure the service runs effectively and efficiently

Council wide review of Essential Car Users to promote a positive move to net zero



23 Freedom of Information requests completed

Supporting Employee Forum

Developed the Case Management Framework to ensure managers are aware of and feel supported by HR on all of their Employee Relations matters



Introduced Buying and Selling of Leave policy

40



## Policy Review

We have reviewed policies and procedures to ensure they remain in line with employment law and best practice. In the past financial year, we have reviewed and updated 12 HR policies.

A review of our family policies included the addition of carers leave, and a council wide roll out of our buying and selling annual leave policy. We have also reviewed our bullying and harassment policy as part of our duty to prevent sexual harassment. Our sickness policy was reviewed which saw long and short-term sickness being separated into two policies and all appendices, such as template letters and return to work forms being updated.

By reviewing our policies and procedures periodically, and as and when new changes arise, the HR Advisory team are able to provide robust resources to managers to enable them to manage employee relations issues within their teams with confidence.

## Hardley Depot

From 10<sup>th</sup> February 2025, we have started operating from our new depot at Hardley Industrial Estate.

This marks a significant milestone in the council's long-term plan to expand our fleet and enhance frontline services.

The HR Advisory team have played a key part in delivering this change to ensure all staff involved are considered and consulted with to ensure a smooth transition to our new place of operation. The Corporate Health and Safety team were responsible for completing the fire evacuation procedures and security procedures for the depot.



## LGBT+ Employee Group

The HR Advisory team launched the LGBT+ employee group in 2024.

It is a staff led group, that works to help make the council a diverse, inclusive workplace, aligned with our organisational values.

The group provides an informal network to connect with colleagues, safely discuss issues related to the LGBT+ community, support each other and share our knowledge and experience.



## Proactive Service Area Discussions

Using our new business partner structure the Advisory team, have been able to have proactive conversations with Service Managers to keep them informed of Employee Relations matters within their service, provide support and ensure they know we are on hand for advice when required.

Our HR Advisors schedule time at least one a month to discuss HR matters, where cases are at, upcoming HR matters and reflect on past cases to build those relationships and reiterate our support.

In future, we hope to provide an even easier way for service managers to get an overview of HR matters within their service, as we look to develop a case management system using Power BI.



## Waste Transformation

Waste Transformation has been underway throughout this financial year and the HR Advisory team have been vital in facilitating this huge change ensuring all employees are considered and consulted upon every aspect of change within the service.

The team have attended and facilitated many meetings involved in this process, including follow up consultation meetings and even attending the depots at 05:30 to be flexible in supporting our staff and the service.

## Away Space

The team have worked hard this past year to ensure we embrace Equality, Diversity and inclusion and promote this at NFDC.

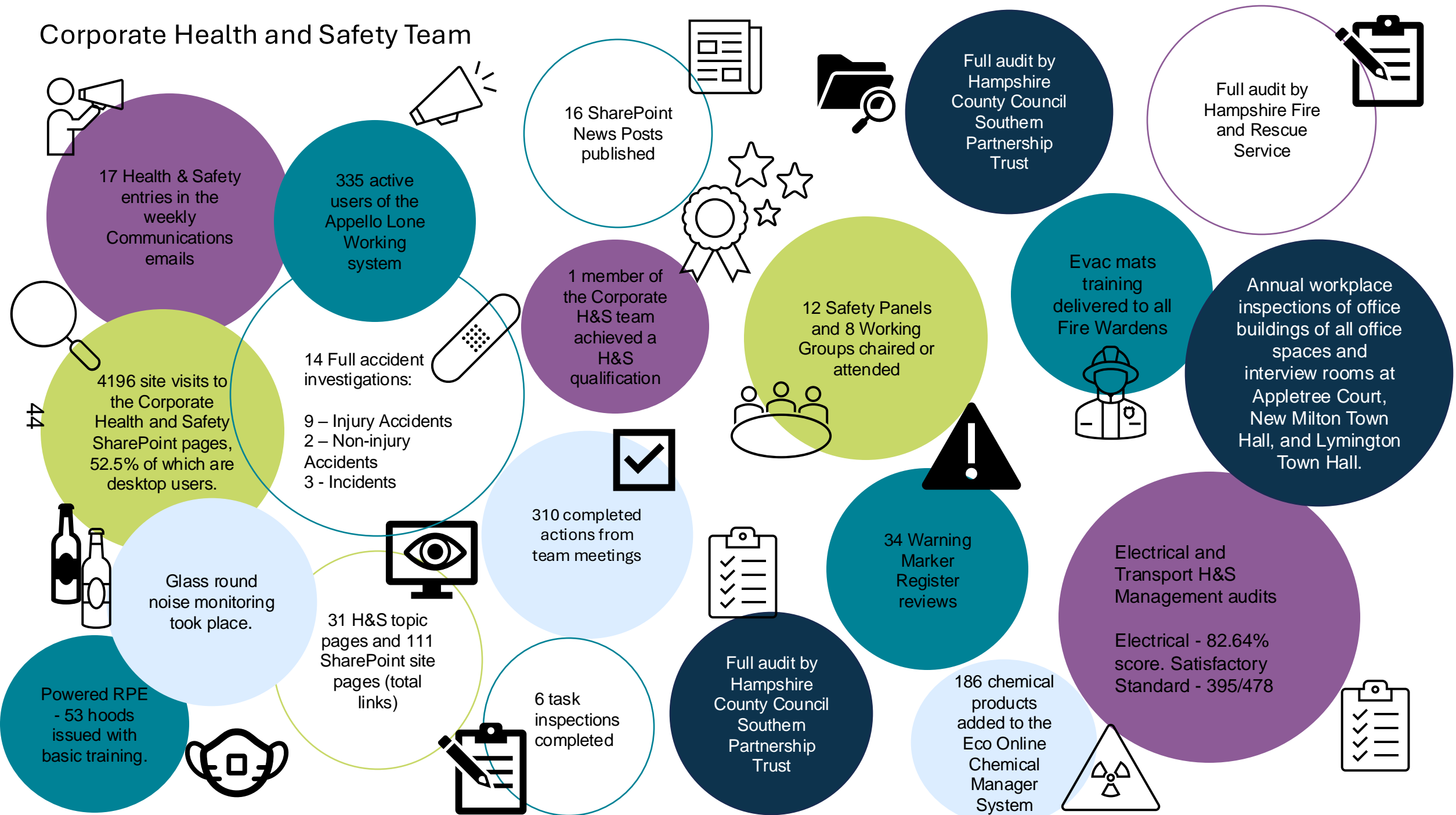
Our away space is to support all colleagues for the purpose of quiet contemplation, meditation, time out, prayer or to observe religious practices. The room is open to all colleagues, irrespective of their religion or belief, or those with no religion or belief.

The room is a neutral space to be accessible to all colleagues. It is to be respected by all colleagues so that everyone benefits from this space, this will include low noise levels and leaving the room as it is found.



# Corporate Health and Safety Team

Corporate Health and Safety Team

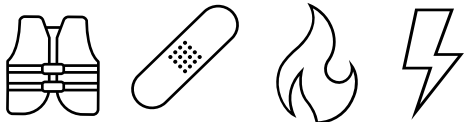


## SharePoint pages

The Corporate Health and Safety team have created 31 Health and Safety topic SharePoint pages which are available to the council via the Corporate Health and Safety SharePoint pages. A further 2 SharePoint pages are currently under development (Health and Safety Policies and Depots)

The topics covered are:

Abuse, Violence and Confrontation, Accidents, Incidents and Near Misses, Asbestos, Alcohol and Drugs, Control of Contractors, Construction Design, Management, COSHH, Confined Spaces, Display Screen Equipment, Driving for Work, Dust, Electricity at Work, Emergency Procedures, Fire, First Aid at Work, Home Working, Hot Works, Infections and Diseases, Lone Working, Manual Handling, Needlesticks and Sharps, Outdoor Working, Personal Protective Equipment, Risk Assessment, Respiratory Protective Equipment, Safety Panels and Working Groups, Toolbox Talks, Training, Warning Marker Register, Wellbeing, Working at Height.



## WMR transition to SharePoint

The Corporate Health and Safety team have been working hard to create a new and improved Warning Marker Register (WMR). The new version will be available in spring/summer 2025 and will be accessible via SharePoint.

The new WMR will eventually fully replace the current WMR however, existing WMR will still be available for a short period whilst the background work takes place.

The new WMR is expected to be fully functioning and accessible by May 2025. The new WMR will be accessible on all council devices including work mobile phone devices via newly created app.



## Accident statistics



### Employee

- A total of 230 employee accidents were reported to the Corporate Health and Safety team in the 2024/25 financial year, 11 of which were RIDDOR reportable.
- A total of 52 employee near misses were reported to the Corporate Health and Safety team in 2024/25.
- Over 420 working days were lost due to injury and illness in 2024/25 - that's the equivalent of an employee being off for nearly a whole year!
- The top reported accidents/incidents by employees by cause were verbal abuse, carrying, lifting, handling and slip, trip and falls.
- The top reporting teams were Housing Maintenance and Waste and Recycling and Grounds Maintenance.

### Member of public

- A total of 93 member of public accidents were reported to the Corporate Health and Safety team in the 2024/25 financial year.
- The top reported accidents/incidents by members of the public by type were cuts and superficial injuries.

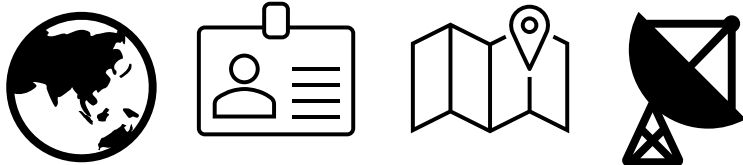


## Lone Worker Safety

Following a review of the council's lone working policies and procedures in 2024, it was identified that requirement for a lone working system which includes a panic alarm function was essential. Following rigorous testing of several lone working safety solutions coordinated by the Corporate Health and Safety team, the council have chosen Orbis as the provider and the Orbis Red Alert lone working ID badge holder system.

This system will be used for all individuals/teams identified as higher risk lone workers and has been rolled out across the council. This is in addition to the already implemented Appello lone working management system for low-risk lone workers.

### [Lone Working](#)



## Training

The Corporate Health and Safety team, with the support of the LMS Administrator have collated LMS training data reports and statistics for each of the directorates for each of the quarterly Safety Panels on 4 occasions. The data reflects the complete/incomplete modules on the LMS system and allows for managers to identify the progress towards completion of the mandatory training modules.

2025 saw the roll out of the IOSH Managing Safely course for managers and supervisors.

First Aider training took place in 2025.

Evac mat training was delivered to all First Aiders in early 2025.

Corporate Health and Safety Advisor George Gale is currently studying towards the NEBOSH Level 6 National Diploma for Occupational Health and Safety. Management Professionals.

Corporate Health and Safety Administrator Toby Molineaux successfully passed the level 3 NEBOSH General Certificate in Occupational Health and Safety.



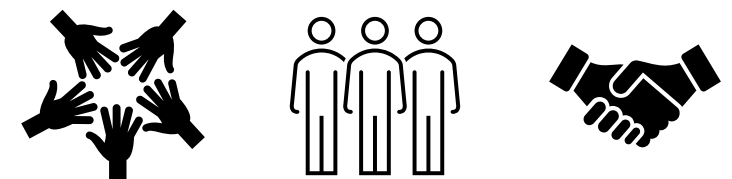
## Joint Projects

In 2024 the Corporate Health and Safety team conducted risk assessments and oversaw the health and safety of various polling stations during the local government elections.

The team have continued to support our colleagues at the New Forest National Park Authority and have assisted with various queries and information requests, as well as policy sharing.

A full noticeboard information overhaul at the depots and information offices was conducted, displaying the latest versions of the Corporate Health and Safety Policy Statement and contact details of the council's Wellbeing Champions, Fire Wardens, First Aiders, Serious Incident Officers and Employee Safety Representatives.

The team conducted demonstrations of the latest Respiration Protective Equipment (RPE) in the form of masks and hoods to the employees at Marsh Lane Depot, training operatives in their correct use.



## HR COMMITTEE - 19 June 2025

### Behaviours Framework

Purpose	For review and approval
Classification	External
Executive Summary	<p>A priority action in the People Strategy is to develop a behaviours framework.</p> <p>The framework has been developed following extensive research and consultation with different employee groups.</p> <p>The behaviour framework has been designed to be versatile for use across our workforce and into the future and is a key part of our culture development under the 'Strong Roots' theme in the strategy.</p>
<b>Recommendation(s)</b>	<b>To approve the behaviours framework and approaches for launch and onward development.</b>
Reasons for recommendation(s)	<p>To support the positive sustainable culture development of our workforce, which is a key action in the People Strategy, delivery of the Corporate Plan and achieving a key milestone in the Transformation Strategy aligned to the People and Capabilities theme.</p> <p>The framework also supports organisational readiness for change for local government reorganisation.</p>
Ward(s)	All
Portfolio Holder(s)	<p>Councillor Jill Cleary – Leader</p> <p>Councillor Jeremy Heron – Finance and Corporate</p>
Strategic Director(s)	Alan Bethune – Strategic Director for Corporate Resource and Transformation

Officer Contact	<p>Kate Hardy Organisational Development and Change Specialist 023 8028 5817 <a href="mailto:Kate.hardy@nfdc.gov.uk">Kate.hardy@nfdc.gov.uk</a></p> <p>Zoe Ormerod Senior HR Advisor 02380285669 <a href="mailto:zoe.ormerod@nfdc.gov.uk">zoe.ormerod@nfdc.gov.uk</a></p>
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## Introduction

1. Our behaviours framework has been developed as a key action from the People Strategy action plan, under the theme of 'strong roots', underpinning our culture shift and journey to employer of choice. It will also support us in creating successful outcomes through local government reorganisation and beyond.
2. The behaviours framework will replace the previous 'employee and management standards'.

## Why have a framework?

3. Before starting to build the behaviours framework, we established why having it was so important to us:
  - It highlights that how we go about our work, is as important as what we do.
  - It helps guide our decision making.
  - It ensures our people are treated fairly and consistently across all areas of the organisation, cutting through the hierarchy.
  - We can use it to identify behaviours which are not in line with our values.
  - It helps people work better together and results in better outcomes for people and performance.
  - It helps us to bring the best out of people and for people to get the most out of their working day.
  - It helps us to celebrate achievements, talk about aspirations and keep improving what we do.
  - It supports us in creating a culture where people learn and develop, are recognised and rewarded, work together, have a



strong sense of belonging and feel heard. All the things we're aiming for as an Employer of Choice.

## **Discovery Phase**

4. We felt it was firstly important to define what a behaviour was. A behaviour is defined as:
  - How someone acts
  - A response to things that are happening
  - What a person does to make something happen, change or stay the same
  - A typical and repeated way of behaving.
5. To inform the development of the framework, our discovery stage focussed on mapping other frameworks such as Chartered Institute of Housing, Chartered Institute of Personnel & Development, as well as reviewing other council and public sector frameworks to gather best practice, as well as ensure the behaviours expected across our professions were covered.
6. We developed a 'long list' of behaviour attributes and obtained feedback from our leadership team, apprentices, operational teams and staff groups such as the EDI and change champions networks to help define our final framework.
7. The behaviours have been designed to be simple to understand and worded so that all roles within the council can apply them in how we work with internal colleagues across the organisation, as well as with our partners and community stakeholders.
8. They were also designed to be fit for now as well as fit for the future with a modern, inclusive and supportive culture.

## **Design - Key features of the framework**

9. The framework document is shown in Appendix 1. All the behaviours link to our values, seen on the left of the document. Each of the behaviours are shown with an easy to identify icon, followed by an explanation of the behaviours we aim for.
10. To bring the behaviours to life, examples of what good looks like are given, shown in green. We have also given examples of what we don't expect to see.
11. We used Learning at Work Week to test out the behaviours with our wider workforce, asking how they felt they lived or could live these

values in their roles. Feedback was positive, and some valuable examples were given.

### **Next Steps – Delivery**

12. Once approved, we will work towards a soft launch of our Behaviour Framework during July 2025. There will be tailored communication for our different staff personas (groups of staff with similar characteristics), as well as some tools for helpful ways to start to bring the behaviours to life through team meetings and one-to-one conversations about how each team can and will live the behaviours. We will also add the framework to our recruitment candidate pack. Becky Rocha joined us in May as our Organisational Development Facilitator and is helping us prepare for the launch. Our Engagement Officer will also be key in embedding our framework, when they join us during the summer.
13. We'll be building further ways to embed the framework, and these will be promoted between September – November 2025, including a detailed plan of how we recognise colleagues living our behaviours, through 'shout outs', stories around our behaviours, and a recognition event. We will also provide specific interview questions relating to the behaviours, review our performance review process and our employee procedures where appropriate to reflect our behaviours. This will enable us to recognise and highlight successes and talk about aspirations, identify and build on behaviours that need development, and be able to use the framework to identify behaviours which are not aligned.
14. We'll also be running a Monthly Meet in October, which will focus on the Behaviours Framework.
15. We will continuously review how the framework is being embedded and work to develop this further during 2026 as needed.

### **Responsibility**

16. Demonstrating our behaviours is the responsibility of all staff.
17. Managers are responsible for role modelling the behaviours and using the appropriate tools in the manager's toolkit to promote, support and evaluate the behaviours exhibited within their teams, shouting out about exemplars and supporting those struggling to meet them at an early stage.
18. The OD and HR teams will be responsible for developing regular and engaging ongoing content around the behaviours targeting to our different staff personas, developing a behaviours toolkit, reviewing

the performance review framework to fit with the behaviours, and developing and launching our recognition scheme.

### **Corporate plan priorities**

19. As a key action in the People Strategy, building our positive culture through the behaviours framework aligns to the 'people and capabilities' theme in the council's transformation programme, helping us build towards being an employer of choice. This in turn ensures we deliver the priorities in the corporate plan.

### **Options appraisal**

20. The behaviour framework was agreed as a deliverable in the people strategy. Options were explored on how the behaviours framework could be presented, and these options formed part of the consultation (see 21).

### **Consultation undertaken**

21. We consulted with a range of staff groups, from the leadership team to EDI group, change champions and apprentices. This took the framework on an iterative process from initial design to the final proposed design.
22. Key themes of the consultation which informed the behaviours framework were;
  - the 'descriptor' given to each behaviour – a simple descriptor was favoured that was clear and understandable to all staff.
  - different levels of requirements for different roles – it was decided that one set of behaviours that could resonate across the whole workforce was more beneficial.
  - examples of behaviours we expect and do not expect to see – there was agreement that these were useful and helped with transparency and understanding by all.
23. EMT were supportive of the framework and implementation plan, and how this will help shape our culture over the coming years.

### **Financial and resource implications**

24. All financial and resource implications were considered within the people strategy action plan and have already been accounted for in approval of the overall strategy.

**Legal implications**

25. There are no legal implications arising from this report.

**Risk assessment**

26. There are no new risks arising from this report.

**Environmental/ Climate and nature implications**

27. There are no environmental / climate and nature implications arising from this report.

**Equalities implications**

28. A full Equality Impact Assessment has been completed for the proposed behaviours framework. There are no equalities implications arising from this report. The behaviours framework is aimed to be inclusive to all groups of staff and promote positive behaviours and therefore inclusion.

**Crime and disorder implications**











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

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

30. There are no data protection/ information governance/ ICT implications arising from this report.

**Appendices:**

Appendix 1 – Behaviours Framework

Our values	How we work	Behaviours we aim for	Examples of what good looks like	Examples of what we don't expect to see
 <b>Learning</b>	<b>Positive</b> 	Engages positively in team meetings and other organisational and learning activities. Proactively shares own learning, experience and best practice with others. Looks for opportunities and creates time to reflect and learn, develop skills and knowledge, and keep up to date. Influences peers in a positive way.	<ul style="list-style-type: none"> <li>• Responds positively to reasonable requests.</li> <li>• Shares learning from a course with wider team.</li> <li>• Uses initiative to research best practice and brings ideas.</li> <li>• Identifies own skills and knowledge gaps, and finds solutions to address them.</li> </ul>	<ul style="list-style-type: none"> <li>• Spreads negativity.</li> <li>• Overloads others with information or learning.</li> <li>• Doesn't apply learning to real work situations.</li> </ul>
	<b>Open and honest</b> 	Raises concerns. Tells the truth. Knows own strengths and weaknesses and asks for support or help when needed. Acknowledges and learns from mistakes. Gives constructive feedback to others. Sets realistic expectations for self and others.	<ul style="list-style-type: none"> <li>• Tells a colleague or manager when something doesn't feel right.</li> <li>• Owns up to a mistake as soon as realised.</li> <li>• Gives a customer a clear timeline for replying to them and takes action accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>• Hides information or mistakes.</li> <li>• Ignores issues/concerns.</li> <li>• Blames others.</li> <li>• Communicates unclear/unrealistic expectations.</li> <li>• Does not meet agreed timelines.</li> </ul>
 <b>Empathy</b>	<b>Adaptable</b> 	Is flexible and shifts priorities to meet the needs of the service. Communicates in a way that helps others understand. Recognises own and others emotional responses to situations and adapts as needed. Creates change and supports others through change. Takes well considered risks & opportunities. Acts upon feedback from others. Looks for solutions to problems.	<ul style="list-style-type: none"> <li>• Uses 1:1s or appraisals to reflect on how work could be done differently.</li> <li>• Identifies a problem and talks to others about possible solutions before taking it to a manager.</li> <li>• Tries doing something differently.</li> <li>• Steps out of comfort zone.</li> </ul>	<ul style="list-style-type: none"> <li>• Ignores feedback.</li> <li>• Makes no effort to adapt communication style to others needs.</li> <li>• Consistently presents problems without solutions.</li> </ul>
 <b>Ambition</b>	<b>Work together</b> 	Works effectively with others inside and outside the organisation. Makes connections and proactively seeks opportunities for joint working outside of team. Shares information with others to help them do their job. Helps others to resolve conflict & build trust. Understands other's experiences are different. Uses words of encouragement.	<ul style="list-style-type: none"> <li>• Finds out what other's objectives are on a joint project and helps meet them together.</li> <li>• Involves colleagues or customers in opportunities to shape services.</li> <li>• Supports and encourages colleagues to discuss challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Ignores key stakeholders.</li> <li>• Avoids uncomfortable conversations.</li> <li>• Presents other people's ideas as own.</li> <li>• Doesn't work co-operatively with others.</li> </ul>
 <b>Fairness</b>	<b>Take pride</b> 	Celebrates own and others success. Communicates the importance and purpose of own work. Takes responsibility for own actions. Consistently strives for high standard of work. Challenges existing ways of working. Role models our values and behaviours. Is an advocate for NFDC and own profession.	<ul style="list-style-type: none"> <li>• Follows up with a customer to ensure they are kept informed.</li> <li>• Makes an effort to say thank you.</li> <li>• Tells others when someone has gone above and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>• Speaks about the organisation in a negative way.</li> <li>• Does the bare minimum required.</li> <li>• Doesn't complete agreed actions or communicate changed outcome.</li> </ul>
	<b>Respectful</b> 	Acts with kindness first. Seeks to understand the impact of actions and behaviours on others. Listens to others to understand different viewpoints. Anticipates & recognises the needs of others. Challenges inappropriate, offensive or discriminative behaviour. Shows respect to all colleagues and communities no matter who they are.	<ul style="list-style-type: none"> <li>• Stands up for a colleague who is subjected to unkindness.</li> <li>• Ensures everyone in a meeting can contribute.</li> <li>• Actively seeks and listens to professional expertise from other teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Treats people unfairly.</li> <li>• Makes others feel unable to contribute.</li> <li>• Doesn't speak up about inappropriate or offensive comments.</li> <li>• Sends rude or critical e-mails.</li> </ul>

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## HR COMMITTEE – 19 June 2025

### Annual Review of Market Supplement Payments

Purpose	For information
Classification	Public
Executive Summary	To provide a report on the outcome of our annual Market Supplement payments review for April 2025.
<b>Recommendation(s)</b>	<b>That HR Committee note the current position of market supplements across the Council</b>
Reasons for recommendation(s)	To produce a report detailing the results of our most recent market supplement review
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	Jade Carter Payroll Manager 02380 285947 Jade.Carter@nfdc.gov.uk

### Introduction and background

1. All pay decisions must be fair, transparent and be regularly reviewed.
2. With that in mind a corporate annual review of market supplements is undertaken to ensure consistency and fairness. The review begins in February with a view that any changes take effect from April 2025.
3. The current Market Supplement policy states that an annual review should be conducted.

## **Current Position**

4. Prior to the review, as at 1<sup>st</sup> March this year 64 employees were in receipt of a market supplement payment. 10 of these were receiving a market supplement by way of a higher SCP than the top of their band. 54 were receiving an extra monetary amount in their wages whilst on the top SCP of their band.
5. 46 of those in receipt of a market supplement are covered under the market supplement for drivers and were considered as a group for the annual review.
6. The remaining 18 have been subject to the review process set out below.
7. The majority of the market supplement payments have been bought in to successfully recruit LGV Drivers and Building Control Surveyors (51 of the market supplement payments are for these roles). The remaining are more wide spread, not covering any particular area and have been introduced where necessary to enable recruitment.

## **Annual Review Process**

8. The annual review process starts in February each year. Those in receipt of market supplements are identified and their manager asked to review the payment, confirm whether it needs to continue as it is, be adjusted or whether it should cease. The manager is required to give an explanation for their decision.
9. Once the manager has made their recommendation this then goes to the Service Manager for approval and finally to the relevant Strategic Director for their approval.
10. 2024 was our first year conducting the market supplement payment review and was done manually. This year we have worked with ICT to create an automated process with Power BI to generate the forms and control the approval process.

## **Conclusion**

11. Of the 64 market supplements reviewed this year, there have been no changes made to the existing arrangements.
12. It is important to note that our market supplement policy states 'Market supplement salaries are fixed, they are not subject to annual pay awards until such a time that the top scale point within the band overtakes the market adjusted salary'.



13. The current make up of those receiving a market supplement is as follows:

Service Area	Band	Gender	Age Range	Number: April 2025	Number: April 2024
Corporate Resources, S151 and Transformation	4	Female	31-50	0	1
	5	Female	31-50	0	1
	5	Male	>50	0	1
	5	Female	>50	2	0
	7	Male	31-50	1	0
	7	Male	>50	1	1
	9	Male	>50	1	2
	10	Female	31-50	1	0
Housing and Communities	4	Male	31-50	1	1
	4	Male	>50	1	1
	4	Female	31-50	1	0
	5	Female	>50	0	1
	7	Female	31-50	1	1
	7	Female	>50	0	2
	7	Male	31-50	1	5
	7	Male	>50	1	4
	8	Male	31-50	1	0
	9	Male	31-50	0	1
Place, Operations & Sustainability	3	Male	>50	1	1
	4	Male	31-50	28	18
	4	Male	>50	16	27
	8	Female	31-50	1	1
	8	Male	31-50	2	2
	8	Male	>50	2	2

14. From the data available, it is clear that spread of market supplement payments has remained fairly consistent. The main difference is the reduction in the number of market supplement payments given to Band 7 employees in the Housing and Communities area. This is due to a job re-evaluation earlier in the year which resulted in the removal of the market supplements for a number of employees.

### **Corporate plan priorities**

15. To ensure fair wages to support to Council's ambition of being an employer of choice.

## **Options appraisal**

16. No recommendations, this report is for information only.

## **Consultation undertaken**

### **EMT Comments**

17. EMT have requested that the current Market Supplement policy is reviewed in 2025/26.
18. EMT have requested that all current market supplement payments are reviewed to be inline with the revised policy by 1<sup>st</sup> April 2026.

## **Financial and resource implications**

19. The cost of market supplements paid across the Council over the 24/25 tax year was £98,420.89 including oncosts.

## **Legal implications**

20. None.

## **Risk assessment**

21. None.

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

22. None.

## **Equalities implications**

23. Please refer to the data in point 13 to see a breakdown of market supplement payments by age and gender.

## **Crime and disorder implications**

24. None.

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

25. None.

### **Appendices:**

None

### **Background Papers:**

None

## HR Committee – 19 June 2025

### Health and Wellbeing Attendance Management 2024 - 2025

Purpose	For Review
Classification	Public
Executive Summary	<p>This report provides a summary of the Councils sickness absence rate in the previous 12 months and actions taken to manage attendance.</p> <p>Working time lost to sickness absence in 2024 – 2025 was 3.38%, down from 3.53% the previous year.</p> <p>Stress and Depression continues to be the most common reason for sickness absence (26.8%), which has slightly increased from the previous year.</p> <p>Sickness absence is proactively managed. Wellbeing support remains a priority, the report details corporate preventative support.</p>
<b>Recommendation(s)</b>	HR Committee to note the content of the report and support the proposed attendance management action plan detailed in section 8.
Reasons for recommendation(s)	Supporting employee wellbeing is vital to delivering our Corporate Plan priorities of People, Place, and Prosperity, the People Strategy and to our aim of being an Employer of Choice.
Ward(s)	All
Portfolio Holder(s)	Cllr Jeremy Heron
Strategic Director(s)	Alan Bethune
Officer Contact	<p>Shannon Smith</p> <p>Senior HR Advisor</p> <p>02380285571</p> <p><a href="mailto:Shannon.smith@nfdc.gov.uk">Shannon.smith@nfdc.gov.uk</a></p>

## Introduction

1. This report provides attendance management data from 1st April 2024 to 31st March 2025, including trend data from previous financial years.
2. Working time lost due to sickness is 3.38% over the last 12 months. The total number of sickness days has reduced by 151 days compared to the previous 12-month period.
3. The report also outlines the Council's approach to sickness absence management and an action plan for continuous improvement.

## Background

4. Since July 2022, COVID-19 absences have been treated like other sickness absences for trigger and pay purposes.
5. As of 31st March 2025, the Council's workforce headcount is 828, equating to approximately 729 FTEs. The workforce size has increased by approximately 3% compared to the previous financial year.
6. Approximately 37.2% of the workforce are in operational manual roles (Waste and Transport, Grounds and Streetscene, Housing Maintenance). This group accounts for 62% of sickness absences this year, up from 57% last year.
7. Hybrid working continues through the WorkSmart policy, promoting work-life balance and reducing workplace infection transmission.

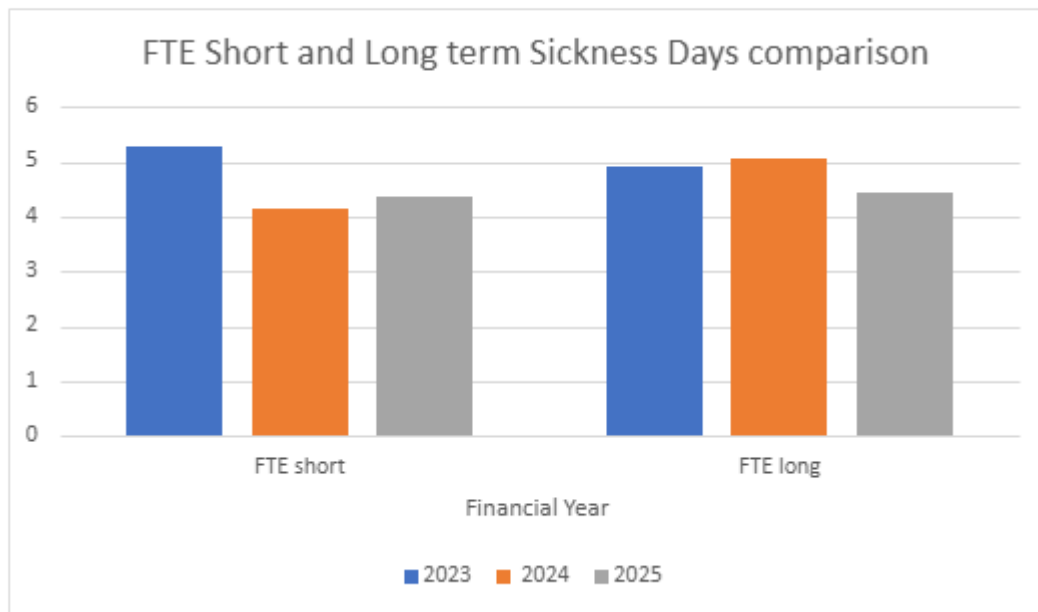
## Sickness Absence Data

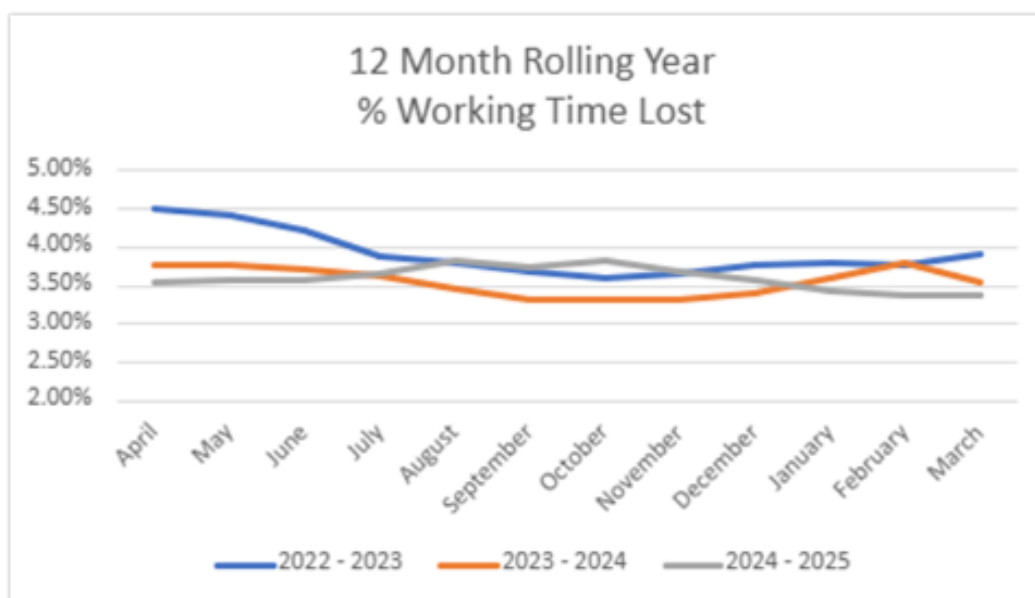
8. Average sickness absence rate per FTE and percentage of working time lost:

Period	Total number of sickness absence days	Average number of sickness days per FTE	% Working Time Lost
Apr 22 – Mar 23	7,054	10.22	3.92%
Apr 23 – Mar 24	6,618	9.21	3.53%
Apr 24 – Mar 25	6,469	8.8	3.38%

Figures were significantly lower in 23/24 and have continued to reduce into 24/25 due to a more thorough approach to absence management within HR. This includes training and upskilling our line managers to effectively tackle short-term absences, address any misuse of the system, and provide support to employees while they are off.

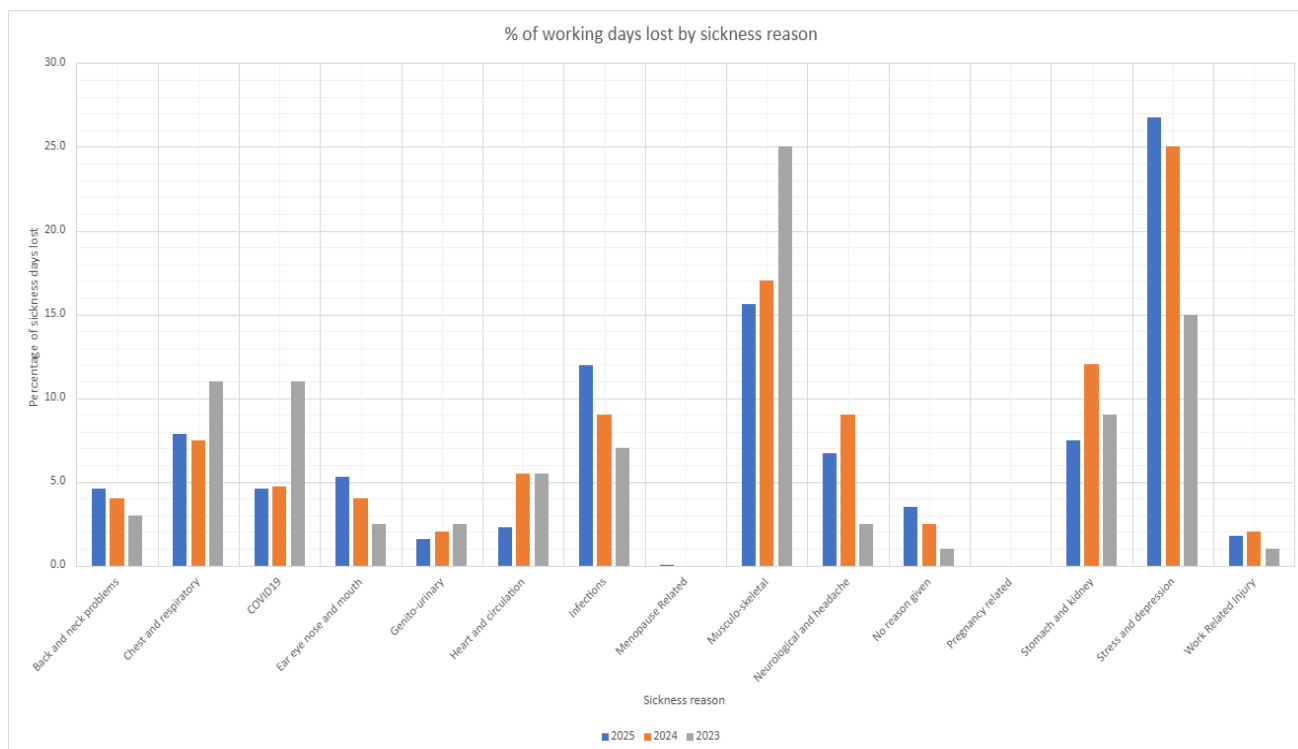
The table below shows trend data for total working time lost over the last three financial years:





The percentage of working time lost because of sickness in the last 12 months has decreased from 3.53% to 3.38%. The total number of sickness absence days has reduced by 2.25%. The total estimated productivity cost of sickness absence is circa £708,200. This is based on the median average salary and does not take account of full/half/no pay or agency cover costs.

9. The tables below show trend data for short, long term and total sickness absence per FTE. Long term sickness absence is defined as any absence lasting longer than 20 working days, in comparison to short term which are absences less than 20 working days. As of March 2025, short term absence per FTE was 4.37% and long term absence per FTE was 4.43%.
10. Appendix 1 details the total sickness days per FTE and their percentage of working time lost by Service Area. This indicates that primarily the three operational service area's continue to manage the highest proportion of short term absence. There have been various long term absences across a mix of service areas that impact on those affected.
11. The graph below shows stress and depression was the top reason for sickness absence during 24/25. This has increased slightly from the previous year.



Within the 'Other' category there were 10 work-related absences (see above 'work related injury'). Work related absence over 7 days are reported to EMT through the H & S quarterly reports and are listed as RIDDOR incidents

Absences related to musculoskeletal issues have reduced from the previous year, now accounting for 15.6% of absences, while viral infections account for 12%. Our operational workforce, which was 45% last year and is now approximately 37%, accounts for 57% of the Council's total sickness absences this financial year, down from 59% last year. Management continues to work closely with the Health and Safety team to prevent absences by supporting safe working practices.

Stress and Depression has increased by 1.8% in the most recent financial year. Work-related stress was cited in 8 cases of long-term absence. Managers and the HR team support all colleagues on a case-by-case basis, understanding all the contributing reasons for their stress & depression and exploring all supportive options available to enable a return to work. This includes:

- The use of the HSE Stress Questionnaire to understand workplace causes of stress and working with the employee on how we can mitigate these. For example improving communication lines between colleagues and managers, understanding if the level of workload is too high and addressing this wherever possible, or reviewing how tasks are assigned. This approach is often successful in supporting the employee to return in a supportive way.

- The use of wellbeing action plans to understand employee wellbeing on a more individual basis, understand triggers and keep an open communication between employees and managers on their fluctuating mental health. This can address issues earlier before they escalate
- Phased returns to work with the advice of Occupational Health. These may include a slow reintroduction to the workplace on reduced hours or temporary removal of duties whilst the colleague readjusts to returning to work. Both approaches may be used together to support a phased reintroduction. Other support we have put in place are structure work plans to enable colleagues returning to focus.
- Encouraging colleagues to engage with our wellbeing benefits which include, an Employee Assistance Programme giving instant access to emotional support through counselling, financial education and support (also available through My Money Matters), and healthy lifestyle choices for example support with stopping smoking. The EAP also has an online digital platform giving access to wellbeing courses related to various topics, such as resilience, mindfulness and managing anxiety. We also encourage colleagues to engage with Wellbeing Champions for support.

Supporting employee wellbeing remains a top priority, the Councils continued approach is detailed in section 6.

## **Benchmarking data**

12. The CIPD 2023 Health and Wellbeing Report was published in late September 2023. The HR team then reviewed it to benchmark against other similar organisations and understand general trends. The [CIPD Health and Wellbeing Report 2023](#) report did find an increase across all sectors in absences related to mental health and wellbeing. The 2023 CIPD report showed public sector employers were on average managing an attendance rate of 9.2 days per FTE. Mental ill health was the most common cause of long term absence, followed by Musculo skeletal injuries. This survey highlighted 56% of organisations do have a standalone wellbeing strategy.

## **Attendance Management**

13. Attendance Management resolutions for the last two financial years is detailed in the below table. This shows a 19% increase in cases supported by the HR team over the last 12 months.



Resolution Category	2022 – 2023 Number of cases	2023 – 2024 Number of Cases	2024 – 2025 Number of Cases
Informal advice given	13	13	19
Long Term Absence Return to Work at Step 1	14	17	23
Long Term Absence Return to Work at Step 2	11	8	6
Short Term Sickness Closed at Step 2*	10	38	37
Step 3 Case Review not resulting in Dismissal	1	1	1
Dismissal	2	1	1
Ill Health Retirement	1	2	5
Resignation during process	7	4	6
Total	59	84	100

\*Please note that the figure for short-term sickness cases at Step 1 may be higher across the workforce because HR is not required to attend these meetings unless necessary, which means there may have been more cases than HR Advisory was aware of. Typically, HR attends sickness meetings from Step Two. The current figure is likely more accurate than the previous year's because we are now actively monitoring sickness trigger alerts and recording actions taken, even if HR was not involved. This could indicate fewer people hitting sickness triggers this financial year compared to last.

14. Where occupational health support is sought, cases will progress to Step 2 Review. For employees managing long term health conditions in the workplace, adjustments are made wherever possible. Occupational Health or Access to Work advice supports the Council to make appropriate adjustments for employee's based on their needs. In most cases temporary adjustments are needed to support an employee either during an illness whilst they remain at work or upon their return once recovered/recovering. This may include a phased return to work supporting reduced hours and/or duties for a period of time.
15. In the 24-25 financial year, 46 Occupational Health referrals were made. This is a decrease from 54 in the previous financial year but an increase from 42 in the 22-23 financial year.
16. 16 employees are supported by permanent reasonable adjustments to their role/working environment.

### **Attendance Management Ongoing Actions**

17. Ongoing actions:

- Efforts related to mental health and wellness will be integrated into the people strategy, aiming to enhance overall wellness through targeted initiatives and supportive measures.
  - The HR Advisory Team have continued to provide monthly sickness statistics. This includes monthly tracking of percentage of working time lost per service area and the number of short and long term absences. This is now in its third year and therefore we are beginning to be able to identify trends. Online sickness absence reports and trend data remain available through HR Hub Management Information.
  - A robust sickness absence procedure is in place, this includes a return to work meeting with management after every absence and short and long term triggers to initiate absence management meetings.
  - Both short-term sickness and long-term sickness policies and letter templates have been reviewed to align with our procedure and against new sickness reasons in iTrent.
  - The HR Advisory Team advise and support managers through the Absence Management procedure, this includes attendance at sickness meetings from Step 2 onwards. The aim of their advice is proactive, supporting successful resolutions to absences, whilst sensitively treating cases based on their circumstances.
  - The HR Advisory Team has been receiving both short-term and long-term sickness alerts for the last 12 months. We aim to proactively follow these up with managers to discuss cases and agree if the formal process should commence based on the circumstances. This proactive approach will continue, especially in light of the recent increases in sickness absence: short-term sickness absence has risen to 4.37 days per FTE from 4.15 in the previous financial year. However, long-term sickness absence has decreased from 5.06 in the previous financial year to 4.43 days per FTE. Internal Absence Management training sessions continue to be run for supervisors and managers. This supports the introduction of new line managers and those needing a refresher to be trained in proactive absence management within the parameters of the formal process.
  - The management of reasonable adjustments was formalised in January 2023. This included improved guidance to agree reasonable adjustments, documenting and ongoing review of tailored support, based on employee circumstances. The Council continues to work with Occupational Health to support employee adjustments.
18. Wellbeing support for all employees remains a priority. The below lists various preventative support promoted by the HR Team:
- Using HSE Stress Questionnaire to understand causes of employee stress and subsequently implementing supportive actions to support

the colleague based on their responses, for example improved communication and understanding how tasks are assigned.

- Ongoing promotion of wellbeing benefits which includes the Employee Assistance Programme offering 24/7 support for all of life's events, including emotional/personal, legal, financial, addiction and career. This also provides support for healthy lifestyle choices, include stopping smoking. Colleagues also have access to My Money Matters for financial wellbeing and subsidised local gym membership.
- Several 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.
- Encouraging flexible working practices wherever possible for colleagues managing difficult circumstances to support wellbeing. We also support colleagues through all life events with policies and flexibility to encourage reasonable time away from work to respond, this includes working parents, bereavement, menopause, chronic health conditions, caring responsibilities, pregnancy loss, fertility treatment, alcohol and drug use, terminal illness and domestic abuse.
- Encouraging an open culture where colleagues can raise concerns with their manager and team early to resolve issues. The HR Team support managers to create team environments like this in their ongoing conversations as well as the introduction of a mandatory managing wellbeing at work e-learning module for all colleagues.
- Championing managers to support employees with Wellbeing Action Plans. This helps managers to develop an awareness of working style, stress triggers and responses. The aim is to support employee wellbeing at work.
- Ongoing review of up to date and ongoing mental health resources on our internal intranet pages
- Colleagues who use a DSE for their work have access to 2 yearly free eye tests and subsidised glasses and some roles have access to free flu vaccinations.

## **Attendance Management Action Plan**

### **19. Proposed future actions:**

- The HR Advisory Team will consult with Service Area's on the format of the sickness statistics provided to ensure it continues to meet service area needs.
- The HR Advisory team continue to receive short and long term sickness alerts, following these up with managers and agreeing the

right proactive and supportive approach based on individual circumstances

- The [CIPD Health and Wellbeing Report](#) identifies 56% of organisations have a standalone wellbeing policy, and the most common wellbeing benefit is an Employee Assistance Programme. We will understand other local Councils wellbeing support and strategy and use this information to understand our future support over the next 12 months.
- We aim to improve the evaluation of our wellbeing support by understanding the use of our EAP and wellbeing champions, data from the leavers questionnaire and other colleague engagement, use of our supportive leave through life events and evaluate the success of the newly introduced wellbeing e-learning module in conjunction with statistical sickness data and trends. This will help recommend more targeted support for our colleagues and embed a culture that encourages and supports employee wellbeing.
- We aim to interpret sickness absence data to identify trends and determine actionable steps, ensuring that our analysis leads to meaningful improvements and informed decision-making.

### **Corporate plan priorities**

20. Supporting colleague health and wellbeing is vital to ensure teams deliver our Corporate Plan priorities of people, place and prosperity.

Future New Forest sets out our ambitions to be an employer of choice by promoting employee wellbeing and prioritising work life balance by adoption flexible and family friendly working practices. This will be measured by average sickness absence days per employee. Therefore, this report measures our attendance management and sets out proposals to support employee health and wellbeing.

### **Options appraisal**

21. Not Applicable.

### **Consultation undertaken**

22. EMT requested that the report be connected to the initiatives outlined in the people strategy and highlight the expected impact on overall employee wellbeing.

EMT also asked that the data be interpreted to identify trends and determine actionable steps, ensuring that the analysis results in valuable improvements and informed decision-making.

EMT agreed the content of the report and action plan for submission to the HR Committee, subject to the suggested amendments for future reports as set out above.

### **Financial and resource implications**

23. Indicative attendance management costs are shown in 8.

### **Legal implications**

24. None.

### **Risk assessment**

25. None.

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

26. None.

### **Equalities implications**

27. The sickness absence management procedure applies to all employees. This is interpreted fairly and consistently across the workforce whilst accounting for individual circumstances, for example where an employee is managing a long term health condition.

Sicknesses absences are managed with sensitivity and based on employee health needs, whilst ensuring a fair, corporate approach.

### **Crime and disorder implications**

28. None.

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

29. None.

### **Appendices**

Appendix 1 – Service Area Sickness Statistics

### **Background Papers:**

[CIPD Health and Wellbeing Report](#)

## Appendix 1

Service Area	Apr 24 - Mar 25			
	Short Term Days per FTE	Long Term Days Per FTE	Total Days per FTE	% Working Time Lost
Human Resources	2.53	2.25	4.78	1.83%
ICT	2.09	3.89	5.98	2.29%
Performance and Transformation	4.65	0.00	4.65	1.79%
AD Transformation	2.75	2.59	5.34	2.05%
Legal, Information Governance & Elections	1.54	0.00	1.54	0.59%
Democratic Services	3.28	1.83	5.11	1.96%
AD Governance	2.40	0.90	3.31	1.27%
AD Accountancy and Procurement	1.08	2.38	3.47	1.33%
Estates and Valuation	2.68	0.00	2.68	1.03%
Revenues and Benefits	3.54	1.28	4.82	1.85%
<b>Corporate Resources, Section 151 and Transformation</b>	<b>2.77</b>	<b>1.68</b>	<b>4.46</b>	<b>1.71%</b>
Housing Strategy and Development	5.74	0.00	5.74	2.20%
Housing Options and Tenancy Accounts	6.45	2.79	9.23	3.54%
Housing Resident Services	4.55	2.02	6.57	2.52%
Housing Maintenance Programmes & Servicing	4.77	8.03	12.80	4.91%
Housing Major Projects	1.33	0.00	1.33	0.51%
AD Housing	4.87	4.75	9.62	3.69%
Community Safety and Support	5.01	1.61	6.63	2.54%
Environmental and Regulation	3.23	4.27	7.50	2.88%
<b>Housing and Communities</b>	<b>4.71</b>	<b>4.46</b>	<b>9.18</b>	<b>3.52%</b>
Building Control	1.06	2.76	3.82	1.46%
Development Management	3.84	6.12	9.96	3.82%
Policy, Climate Sustainability & Economic Development	1.49	0.00	1.49	0.57%
AD Place Development	2.13	2.26	4.39	1.68%
Coastal	2.73	0.00	2.73	1.05%
Enforcement	2.09	6.03	8.12	3.11%
Grounds & Streetscene	5.26	9.41	14.67	5.63%
Waste and Transport	7.37	6.94	14.31	5.49%
AD Place Operations	5.89	7.02	12.90	4.95%
<b>Place, Operations and Sustainability</b>	<b>5.14</b>	<b>6.07</b>	<b>11.20</b>	<b>4.30%</b>
EMT	0.25	6.25	6.50	2.49%
Communications	2.10	0.00	2.10	0.80%
<b>Council Total</b>	<b>4.37</b>	<b>4.43</b>	<b>8.80</b>	<b>3.38%</b>

## HR Committee – 19 June 2025

### Corporate Health and Safety Quarter 1 Report

Purpose	For Review
Classification	Public
Executive Summary	This Report highlights the significant work undertaken by the Corporate Health and Safety Team in quarter 4 2024 – 2025. 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 4.
<b>Recommendation(s)</b>	<ul style="list-style-type: none"> <li>• <b>Acknowledge the findings from all Service Safety Panels and Working Groups</b></li> <li>• <b>Acknowledge the findings from the annual accident/incident report for 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 Jill Cleary – Leader of the Council
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> January 2025 – 31<sup>st</sup> March 2025 (quarter 4).

## **Significant Work Undertaken by H&S team**

2. James Loring (Corporate Health and Safety Manager) was asked to meet with James Carpenter (Strategic Director – Place, Operations and Sustainability) and Richard Knott (Strategic Director – Housing & Communities) to agree the priority actions within their service area. Priority action tables have now been created for both departments and will be discussed at the Housing Safety Panel and Operations Safety Panel. See appendix 1
3. George Gale (Corporate Health and Safety Advisor) undertook a H&S management audit with the Gas team in Housing Maintenance in Q4. The team scored 84.32%. 39 actions have been identified, only 1 is high priority.
4. Antony Whittle (Corporate Health and Safety Advisor) undertook a H&S management audit with the streetscene team in Q4. The team scored 80.38%. 18 actions have been identified, 5 are high priority.
5. The H&S team are now in the position to move the current Warning Marker Register onto SharePoint; this will allow operational staff with NFDC mobile devices to access the register. Training will be provided to all managers and supervisors who have staff who require access to the register. Managers and supervisors will then be responsible for providing training to their staff. The H&S team have also been working with ICT to develop a PowerApps application for the register. This will be rolled out following the training.
6. To improve work processes and statistical analysis of accidents/incidents, the H&S team have created a new accident/incident database on MS lists. This will allow the team to store employee, member of the public and contractor incidents in one place and make relevant changes to data sources as the council goes through change. The H&S team are now looking at integrating PowerBI to provide service managers with live dashboards for their services.

## **Service Safety Panels**

7. **Operational Service Safety Panel** – The Operational Safety Panel was undertaken on 29<sup>th</sup> April 2025. All documentation including the



minutes from the panel can be found [here](#). The main concerns raised were:

- **IT skills anxiety questionnaire** – feedback was provided to the group following the completion of an IT skill anxiety questionnaire. This questionnaire was completed by all supervisors and admin staff within Operational Services. The results showed that supervisors and admin staff did feel comfortable using applications such as word, outlook and PowerPoint however were not comfortable using apps such as MS forms and MS lists. Employees also requested additional face to face training and smaller bite size bits of training focusing on different aspects of a system. The H&S team will lead on providing further training on H&S systems such as the Appello Lone Working system and Eco Online Chemical Manager. Chris Noble (Assistant Director – Place Operations) will discuss additional training with Transformation colleagues.
- **Conflict Management Training** – Place, Operations & Sustainability have seen a significant increase in verbal abuse incidents this financial year. A further increase in verbal abuse is expected as part of the waste roll out in 2025 – 2026. The H&S team and transformation will be delivering conflict management toolbox talks style training to all waste operatives. Members of the panel agree this training would be beneficial to all operational services. The H&S team and Transformation will look to deliver this training across the service in early 2025 – 2026.
- **Snags at Hardley** – H&S reps at the panel raised a number of snagging issues with Hardley Depot. This includes, renewing pedestrian crossing markings not being visible due to the yellow paint being hard to see against the concrete, installing a screen around the wash down area to prevent debris being sprayed into the walkway and material storage compound and installing hand sanitiser and sun cream station within communal areas. All snags have been raised with facilities and are being looked into.
- **Training Records Storage and Retention** – Streetscene supervisors reported that they are required to store employee training records in 3 places as employee training data is deleted once they leave the organisation. Additionally, supervisors within Streetscene cannot view each other's employees training records which make it difficult to ensure staff are suitably trained to undertake certain work.

Following the panel the H&S team followed up with HR who advised that managers can view training data by reviewing the service dashboard view. A demo of how to access this area has been provided to Tony Wade (Streetscene Supervisor), HR will follow up with other supervisors within the service. HR also advised that the ops teams need to save their training records to a shared folder the HR team can access, the HR team will then move into the relevant folder based on the retention record requirements. HR team have advised Sam Marrache (Admin Supervisor) and Vanessa Constant (Admin Supervisor).

8. **Housing Service Safety Panel** – The Housing Safety Panel was undertaken on 9<sup>th</sup> April 2025. All documentation including the minutes from the panel can be found [here](#). The main concerns raised were:
  - **Stress and Mental Health support:** Colleagues from within the homelessness team raised that they would like to receive additional mental health support as part of their role, this would take the form of “supervision”. Supervision refers to the practice of individuals involved in mental health support receiving guidance and support from more experienced mental health practitioners, this is a common practice for mental health roles within the NHS. Prior to the panel, employee H&S reps asked for employees within their service to provide additional feedback about how they feel mental health and wellbeing is managed in their service and what they would like to see going forward. Responses were correlated and shared with the safety panel. The majority of employees were aware of the EAP line however were unaware of the specific policies within the council. Further information will be communicated via a H&S bulletin, the H&S team will also undertake a corporate workplace stress and wellbeing risk assessment for the council, this assessment will be based on the [HSE’s stress management standards](#).
  - **E-Learning Training Data:** Jane Follett (Housing Performance and Training Officer) stated that the training data provided by the LMS to the H&S team was not correct. Following this feedback the H&S team raised with Saskia Andrews (LMS Administrator). Saskia advised that she has fed back to Jane to check any completion records where users have issued policy declarations (user error). Saskia has also been working with ICT to build a new data set showing as training complete rather than as a percentage. The H&S team

will use this data set to create a new LMS report in time for the next Service Safety Panels. The H&S team will also ensure to include Saskia on the next set of Safety Panels.

9. **Office Service Safety Panel** – The Office Safety Panel was undertaken on 22<sup>nd</sup> April 2025. All documentation including the minutes from the panel can be found [here](#). The main concerns raised were:
- **Lighting in the benefits area (south wing ground floor)**  
– It was reported that suitable blinds have not been provided on one side of the south wing ground floor, this has resulted in staff going home on sunny days due to glare. It was agreed that the blinds will be provided.
  - **Incident/Accident forms feedback** – Employees have requested additional feedback when they have submitted an accident/incident form. This is currently down to the relevant supervisor/manager to provide feedback to their staff. The H&S team have spoken with the data protection team to see if the incident form could be shared with the injured person. Data protection confirmed that employees would need to submit a subject access request form for this information. The H&S team are looking into ways for action taken to be automated and provide an update to the injured person.
  - **Manual Handling Concerns** - post room employees have reported concerns with large deliveries being ordered and not communicated to them. This has resulted in 2 manual handling incidents. The H&S team are working with the post room to develop a delivery booking system, reviewing risk assessments and providing additional manual handling training to post room employees. All services have been reminded to notify the post room of any delivery within a reasonable timeframe, they must also provide additional information on the size of an order, potential weight, size etc.

Additional concerns were raised by UNISON member Bertie Russell over the change in mandatory manual handling e-learning. Managers at the panel were also unaware of the changes to mandatory training, including the requirement for managers to identify the need for manual handling e-learning training within their team. This has now been raised with HR in relation to sending additional communications about changes to mandatory e-learning training.

## Working Groups

10. **Control of Contractors Working Group** – The Control of Contractors Working Group was undertaken on 2<sup>nd</sup> May 2025. All documents including the minutes can be found here. The following topics were discussed:
  - **CDM SOPs** – relevant members of the working group provided an overview of their draft Control of contractors Standard Operating Procedures. The procedures for Corporate Resources & Transformation were agreed, some minor tweaks are required. Once these changes are made the procedures will be communicated and training provided to the relevant employees. The procedures for Housing & Communities has been finished however the service is currently looking into using a free application called “cibt CDM Wizard”, the app is currently with IT to undertake a security assessment. Once the assessment has been agreed the SOPs will be updated to include the use of this app. The procedures for Place, Operations & Sustainability has been drafted, further discussion will be held with Planning colleagues to ensure they are suitable and sufficient for their service area. A deadline of 31<sup>st</sup> May was agreed.
  - **Work Authorisation form** – the H&S team have been working with colleagues in ICT to create a new online work authorisation form for employees to complete for certain works being undertaken by contractors. This form will provide greater assurances for service managers to ensure suitable and sufficient control measures are in place prior to works being undertaken.
11. **Asbestos Working Group** – The Asbestos Working Group was undertaken on 28<sup>th</sup> April 2025. All documents including the minutes can be found here. The following topics were discussed:
  - **KPI's 2024/2025** – the KPI's for 2024/2025 were reviewed. 7 out of 9 KPI's were achieved. The KPI report for Q4 2024/2025 is held on the [Asbestos Working Group SharePoint site](#).
  - **KPI's 2025/2026** – new KPI's for 2025/2026 were agreed. The new KPI report will be published and held on the [Asbestos Working Group SharePoint site](#).
  - **Cameras facing the skips at MLD** – following 2 near miss reports of potential asbestos containing materials not being placed within the asbestos skips at MLD, a request has been

made to put up new cameras facing the skip area in the yard. The current cameras are managed by Kestrel not the CCTV control room. Upgrade works are scheduled which will move the control of the current cameras into the control room. A request for an additional camera facing the skips has been made to Brian Byrne (Service Manager – Community Safety and Support).

- **White goods being left by skips** – reports of white goods being left by the skips at MLD. Workshops have been unable to confirm which service has been leaving these items. As MLD is not a waste transfer station, fridges cannot be taken to MLD and placed within the skips. Additional communications will be sent to all operational staff for awareness.

12. **Housing Operational Working Group** – The last Housing Operational Working Group was held on 5<sup>th</sup> March 2025. The group discussed workplace clothing and PPE, Contego (the corporate PPE supplier) also attended the meeting. A new standard of clothing and workwear was agreed at the meeting. Samples have been sent to Marsh Lane Depot for staff to try on and test.

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

13. Appendix 2 contains the annual accident/incident report for 2024 – 2025. Key headlines from the report include:
  - A total of 327 reports were received in 2024 – 2025. This is an increase of 12 compared to the previous year.
  - A total of 11 RIDDOR reportable incidents were reported to the HSE in 2024 – 2025, this is a decrease of 1 compared to the previous year. 60% decrease in the number of RIDDOR reportable incidents within Place, Operations & Sustainability.
  - The council's significant incident rate (number of employees who would suffer a RIDDOR reportable incident per 1,000 employees) is 10.87 for 2024 - 2025.

- A total of 420 days were lost due to incidents/accidents this financial year, this is a slight decrease from the previous year (449).
- Housing & Communities reported 240 days lost this financial year, 179 were reported by Place, Operations & Sustainability. Only 1 day lost was reported by Corporate Resources and Transformation. This is a 51% decrease in the number of lost days within the Place, Operations & Sustainability service this financial year.
- Verbal abuse was the top reported employee incident (51). Carrying/lifting/handling was 2<sup>nd</sup> with 27, slip, trips and falls were 3<sup>rd</sup> with 24 reports. The H&S team expects there to be a significant reduction in carrying/lifting and handling incidents with the introduction of bins within the waste service.
- Superficial injuries and sprains and strains were the top reported employee injuries.
- We have seen a reduction quarter by quarter in member of the public reports.
- We have seen a sharp increase in the number of reports in Q4 from teams within Place, Operations & Sustainability. This is partly due to increase reporting of verbal abusive reports from car parking enforcement and slip, trip and falls injuries during the winter period.
- Walking and loading were the top reported activity within Place, Operations and Sustainability. The H&S team expect to see a reduction in reports due to the introduction of bins within the waste service in 2025 – 2026.
- Housing & Communities has seen a reduction in reported incidents quarter by quarter in 2024 – 2025. However, we have seen an increase in the number of RIDDOR reportable incidents.

## **Vehicle Incidents**

14. Vehicle incident stats are reported by Simon Cooper (Transport and Depot manager). Q4 stats have not been provided in time to include within this report.

## **Q4 2024 - 2025 RIDDOR Reportable Incidents**

15. **3854 – Housing Maintenance (Cut)** – while working on a Perko door closer the operative removed their gloves due to the work being awkward and the screws being small. While removing the spring the cylinder sprang from the frame and impacted their fingers splitting the skin. This injury required 4 stitches and 10 days lost due to the incident. Employee was reminded that he must wear the protective gloves provided for the work.

### **Other Significant Incidents Q4 2024 – 2025**

16. **3827 – Waste & Recycling (Crushing)** – While carrying out defect checks on a lorry at Claymeadow Depot (CMD), the injured person pressed the wrong button resulting in the bin lift being placed on automatic lift. When the injured person went to move himself away from the rear of the vehicle, the bin lift activated resulting in a crushing injury. Medical assistance was provided to the employee onsite who was then taken to hospital by Mike Aldin (Workshop Supervisor). A full accident investigation has been undertaken by the H&S team. The employee should not have been undertaking the bin lift defect checks at that location due to the lack of space at the rear of the vehicle. Defect checks must only be carried out where there is a 1.5M safe zone behind the vehicle. This incident did not result in any days lost. As a result of the accident investigation, the following actions have been identified:
- Immediate instruction to all waste drivers and operatives that a safe working area of at least 1.5M, must be maintained when defect checking and operating a bin lift. To be carried out by toolbox talks (this has been actioned).
  - Checks to be carried out on all refuse vehicles to ensure that the guarding around the 'automatic' mode buttons are sufficient to prevent accidental activation.
  - Toolbox talks to be carried out with all Supervisors, Drivers and Operatives regarding the importance of following safe working procedures at all times.
  - Specific risk assessment for defect checking of refuse vehicles to be completed to include all known hazards present.
  - Update safe working procedures for defect checking the refuse vehicles and bin lift mechanisms.

### **Health and Safety Training**

17. Antony Whittle (Corporate Health and Safety Advisor) has provided face to face training for drug & alcohol awareness, office safety and driving awareness due to the on-going issues with accessing e-learning training for operatives. Antony had very positive feedback

from the session and has been asked to do some additional sessions with Waste & Recycling.

## Legal Updates

18. The Terrorism (Protection of Premises) Act 2025 received Royal Assent on 3<sup>rd</sup> April 2025. The act seeks to strengthen the security of public events and venues.
19. The legislation establishes a tiered approach linked to the different uses of premises and the number of individuals it is reasonable to expect may be present at the same time at the particular premises or event. Premises that satisfy the following four criteria will be within scope of the Act:
  - There is at least one building (or the premises are in a building).
  - The premises are wholly or mainly used for one or more of the uses specific at [Schedule 1 to the Act](#).
  - It is reasonable to expect that at least 200 individuals (including employees) may be present at least occasionally.
  - The premises are not excluded under [Schedule 2 of the Act](#).
20. The responsible person for standard duty premises will be required to:
  - Notify the Security Industry Authority (SIA) of their premises
  - Have in place, so far as reasonably practicable, appropriate public protection procedures.
21. “public protection procedures” are those which should be followed by people working at the premises if an act of terrorism were to occur at the premises, or in the immediate vicinity. These relate to things like evacuation, invacuation (moving people to a safe place), locking down the premises, and communication. There is no requirement for physical measures to be put in place.
22. Guidance to support business comply with the requirements of the Act will be provided by the government shortly.
23. There will be a 24-month period to implement the legislation.
24. As identified within the requirements outlined above, ATC will potentially be within scope of a Standard Duty Premises.



### **Corporate plan priorities**

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

### **Options appraisal**

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

### **Consultation undertaken**

27. Not identified as part of this report.

### **Financial and resource implications**

28. Not identified as part of this report.

### **Legal implications**

29. None Identified

### **Risk assessment**

30. 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**

31. None identified.

### **Equalities implications**

32. None identified.

### **Crime and disorder implications**

33. None identified.

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

34. The data protection impact assessment (DPIA) for the use of the Warning Marker Register on SharePoint and the use of the PowerApps application has been updated with consultation from ICT and Data Protection.

### **EMT Comments**

35. EMT encouraged the H&S team to work closely with colleagues within HR and transformation to ensure consistent messaging and action planning is taken in areas which cross services, such as stress and wellbeing.

36. James Carpenter agreed to chase the outstanding vehicle stats and ensure they are reported in time next quarter.
37. EMT agreed to wait for further guidance from the government before assigning a lead service for the implementation of the Terrorism (Protection of Premises) Act 2025. Richard Knott will consult with Jo McClay (Environmental and Regulation Service Manager) on the potential impact on events in the district.

### **ESLP Comments**

38. No comments

### **Appendices**

List appendices here:-

Appendix 1 – Priority Workplans 2025

Appendix 2 – Corporate Accident/Incident  
Annual Report 2024 – 2025

### **Background Papers:**

None identified

## Place, Operations & Sustainability Priority Workplan 2025 – 2026

Ref	Action Description	Services	Responsible persons
01	<p><b><u>RAMS</u></b></p> <p>Identify a schedule of risk assessments and method statement requirement within car parking enforcement and transport &amp; workshop.</p> <p>Undertake risk assessments and method statements and communicate to all staff.</p>	<p>Enforcement</p> <p>Workshops &amp; Transport</p>	Simon Cooper/Roy Russell
02	<p><b><u>Active Monitoring</u></b></p> <p>Review the current active monitoring method to move towards risk priority of tasks. move activity monitoring on MS forms to ensure trends and actions can be tracked.</p>	<p>Streetscene</p> <p>Workshops &amp; Transport</p> <p>Enforcement</p> <p>Waste</p> <p>Engineering works</p> <p>Open Spaces</p>	All supervisors
03	<p><b><u>Route Risk Assessments</u></b></p> <p>Review the content provided keep Britain Tidy, ensuring the assessments are suitable and sufficient and are accessible to operatives.</p>	<p>Waste</p> <p>H&amp;S Team</p>	<p>Antony Whittle</p> <p>Dave Wheeler-Osman</p> <p>Liz Mockeridge</p>

## Appendix 1 – Priority Workplans 2025 - 2026

04	<p><b><u>COSHH Risk Assessments</u></b></p> <p>Ensure all chemicals and substances used at work (within the scope of COSHH) are identified and have a suitable and sufficient COSHH assessment uploaded and accessible via Eco Online.</p>	<p>H&amp;S Team</p> <p>Workshops &amp; Transport</p>	<p>Antony Whittle</p> <p>Simon Cooper</p>
05	<p><b><u>CDM Training</u></b></p> <p>Provide relevant employees with H&amp;S brief bite training in the CDM regulations.</p>	<p>H&amp;S Team</p> <p>All Services</p>	<p>Antony Whittle</p> <p>All Supervisors</p>
06	<p><b><u>Training &amp; IT Skills Gaps</u></b></p> <p>following the questionnaire that was completed by Supervisor and admin staff. identify additional IT skills gaps and ways to provide versatile training</p>	<p>H&amp;S Team</p> <p>All Services</p>	<p>Antony Whittle</p> <p>All Supervisors</p>
07	<p><b><u>Health Surveillance</u></b></p> <p>As part of the Occupational Health and Health Surveillance procurement exercise identify the health surveillance requirements within the service</p>	<p>H&amp;S Team</p> <p>All Services</p>	<p>Antony Whittle</p> <p>All Supervisors</p>

## Housing &amp; Communities Priority Workplan 2025 – 2026

Ref	Action Description	Services	Responsible persons
01	<p><b><u>Tools &amp; Equipment Standards Handbook</u></b></p> <p>Create a document which includes all equipment and tools required for each trade. The document should include maintenance and inspection requirements and HAVS &amp; noise information.</p>	Housing Maintenance	Ritchie Thomson, George Gale, Kevin Beckett
02	<p><b><u>Working from Height Risk Assessments</u></b></p> <p>Identify a list of all working from height tasks and ensure a suitable and sufficient risk assessment and method statement is in place for all</p>	Housing maintenance	George Gale, Supervisors
03	<p><b><u>COSHH Risk Assessments</u></b></p> <p>Identify a list of all products used by employees within housing maintenance and ensure a suitable and sufficient COSHH risk assessment is in place and available to all employees.</p>	Housing Maintenance	Ritchie Thomson, Sophie Tuffin, George Gale, Supervisors
04	<p><b><u>Method Statements</u></b></p> <p>Complete all method statements identified in 2024 – 2025</p>	Housing Maintenance	George Gale, HM Supervisors
05	<p><b><u>RAMS</u></b></p> <p>Complete and communicate all risk assessments and method statements identified</p>	Housing Options, Housing Resident Services	Chris Pope, Vicky Gibbs, Sharon Wicks, Kirsty Farmer, James Loring

## Appendix 1 – Priority Workplans 2025 - 2026

06	<b><u>Housing Control of Contractor SOPs</u></b>  Review, consult and communicate control of Contractors Standard Operating Procedures (SOPS)	All services	George Gale, Sophie Tuffin, Clive Turner
07	<b><u>Health Surveillance Audit</u></b>  Review the requirements of health surveillance within Housing Maintenance	All Services	George Gale, Supervisors
08	<b><u>Housing Vehicle Review (weights &amp; Procurement)</u></b>  Review the arrangements and scopes for procuring fleet vehicles. Identify potential gaps which could lead to inappropriate vehicles being procured for staff, this includes vans that unsuitable due to their weight restrictions, load capacity and safety features such as reversing cameras.	Housing Maintenance	James Loring, George Gale, Sophie Tuffin, Ritchie Thomson
09	<b><u>CDM Training</u></b>  Provide additional training to all supervisors and contractor administrators on the CDM regulations and the requirements outlined within the Control of Contractors SOPs	Housing Maintenance, Housing Major Projects	James Loring, George Gale, Sophie Tuffin, Ritchie Thomson
10	<b><u>Asbestos Surveying and Scoping Training</u></b>  Provide additional training to all supervisors and contract administrators in the ordering and scope of asbestos surveys.	All Services	Ritchie Thomson, Peter Whetman

Appendix 1 – Priority Workplans 2025 - 2026

11	<p><u>H&amp;S Introduction Review</u></p> <p>Review the current H&amp;S induction being undertaken within Housing &amp; Communities and ensure it is consistent throughout the directorate</p>	All services	George Gale, Jane Follett, Ben Close, Russell Palmer
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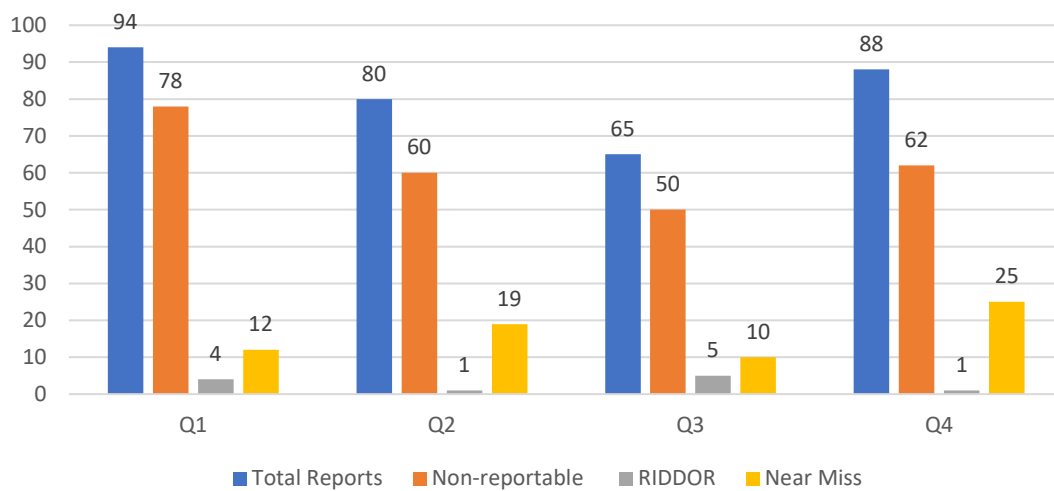
## Corporate Accident Incident Annual Report 2024 – 2025

This report was taken on Tuesday 01/04/2025.

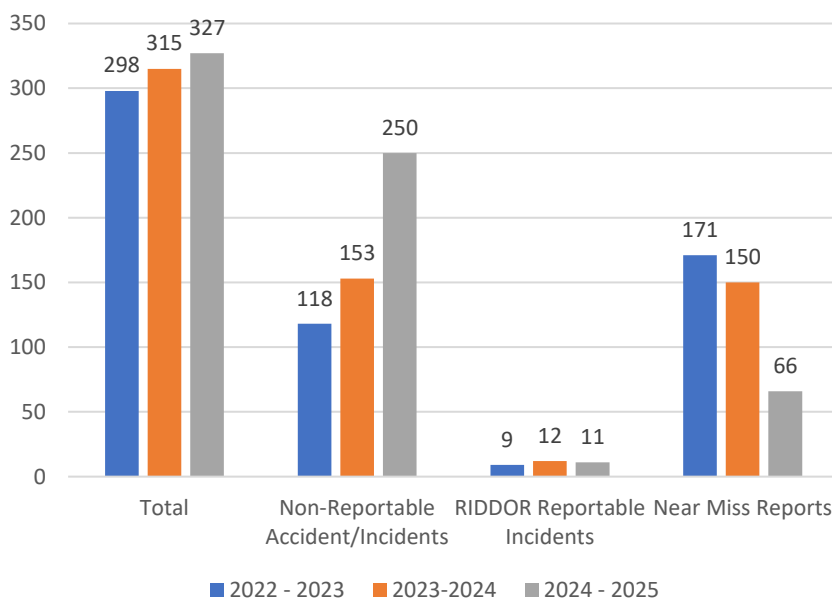
### 1.0. Overall Report 2024 - 2025

	Q1	Q2	Q3	Q4
Total Reports	<b>94</b> (67)	<b>80</b> (70)	<b>65</b> (79)	<b>88</b> (99)
Non-reportable	<b>78</b> (34)	<b>60</b> (36)	<b>50</b> (40)	<b>62</b> (43)
RIDDOR	<b>4</b> (2)	<b>1</b> (2)	<b>5</b> (5)	<b>1</b> (3)
Near Miss	<b>12</b> (31)	<b>19</b> (32)	<b>10</b> (34)	<b>25</b> (53)

All Reported Incident/Accidents



All Reports Yearly Comparison

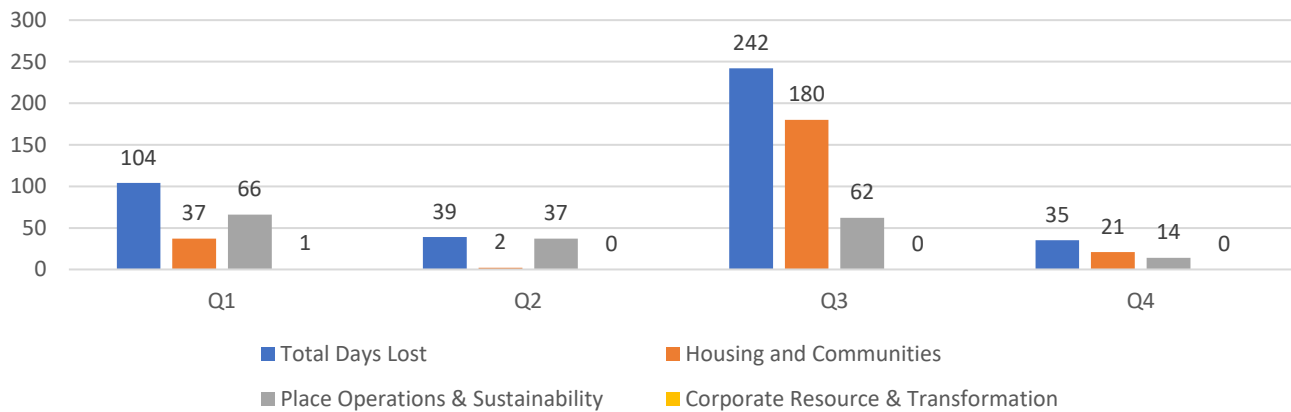


**10.87** RIDDOR Reportable incidents per 1,000 employees

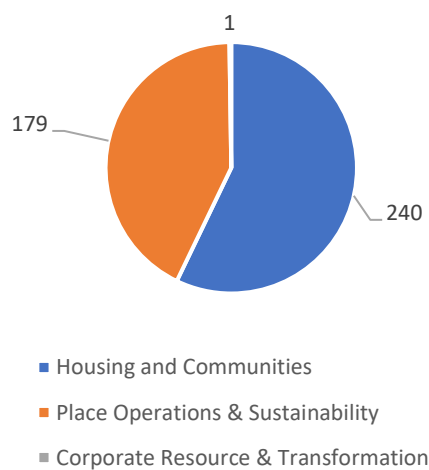
## 2.0. Days Lost

	Q1	Q2	Q3	Q4
Total Days Lost	<b>104</b> (95)	<b>29</b> (49)	<b>185</b> (210)	<b>35</b> (95)
Housing and Communities	<b>37</b> (0)	<b>2</b> (0)	<b>123</b> (65)	<b>21</b> (29)
Place Operations & Sustainability	<b>66</b> (95)	<b>27</b> (49)	<b>65</b> (145)	<b>14</b> (66)
Corporate Resource & Transformation	<b>1</b> (0)	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)

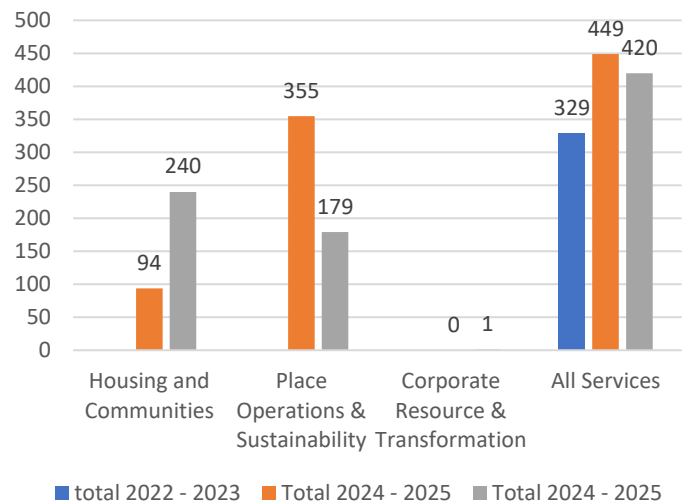
Days Lost 2024 - 2025



Service Breakdown Days Lost 2024 - 2025



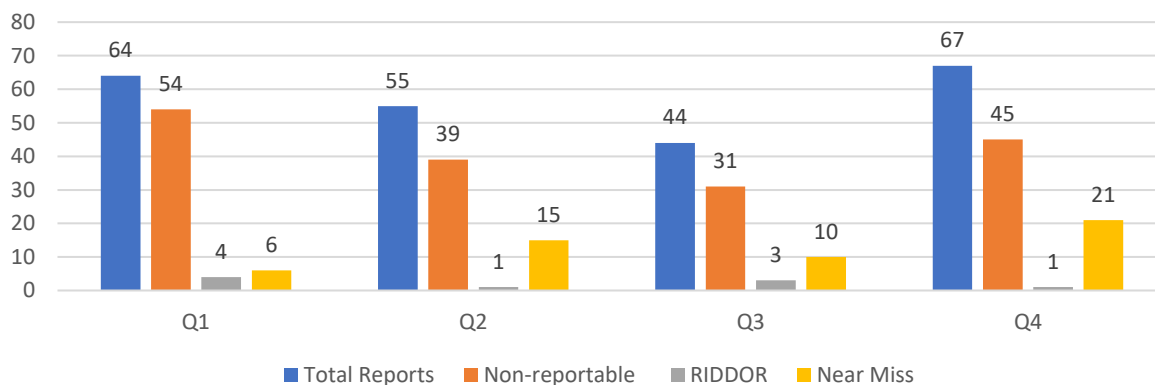
Days Lost yearly Comparison



### 3.0. Employee Reports

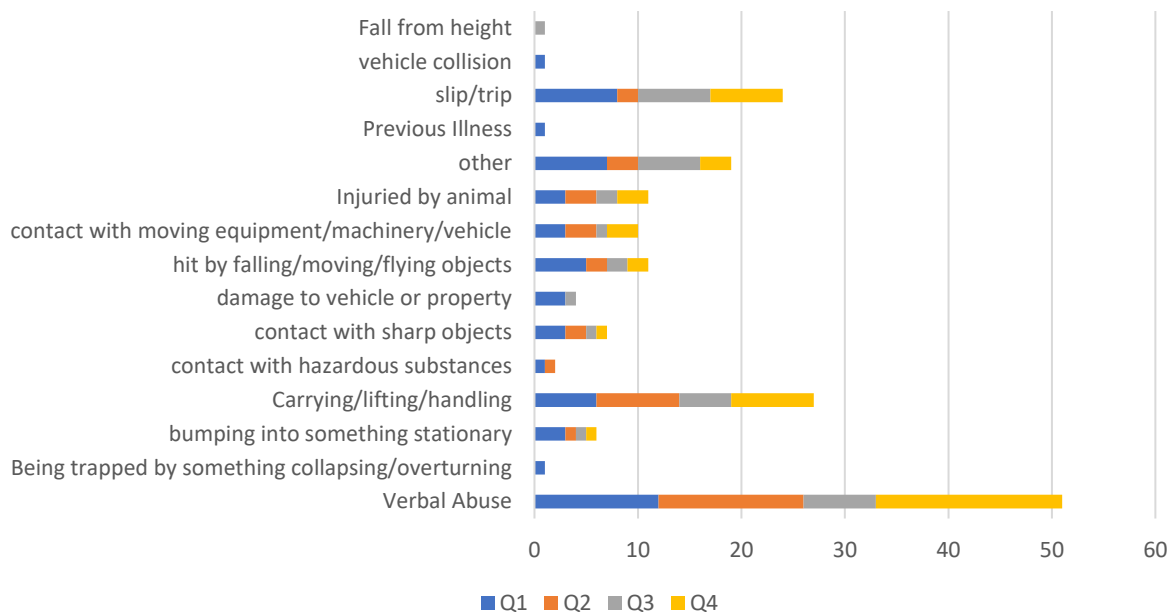
	Q1	Q2	Q3	Q4
Total Reports	64	55	44	67
Non-reportable	54	39	31	45
RIDDOR	4	1	3	1
Near Miss	6	15	10	21

All Employee Reports 2024 - 2025

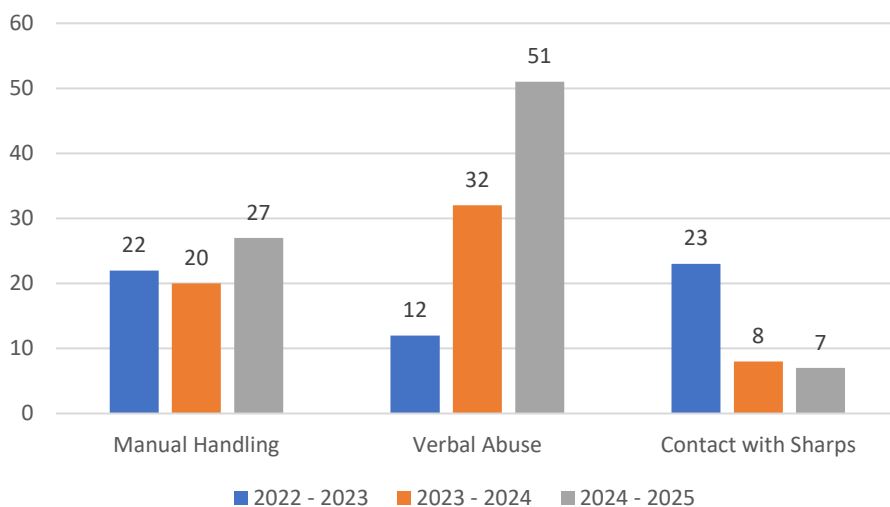


Employee Cause	Q1	Q2	Q3	Q4	Total
Verbal Abuse	12	14	7	18	51
Being trapped by something collapsing/overturning	1	0	0	0	1
bumping into something stationary	3	1	1	1	6
Carrying/lifting/handling	6	8	5	8	27
contact with hazardous substances	1	1	0	0	2
contact with sharp objects	3	2	1	1	7
damage to vehicle or property	3	0	1	0	4
hit by falling/moving/flying objects	5	2	2	2	11
contact with moving equipment/machinery/vehicle	3	3	1	3	10
Injured by animal	3	3	2	3	11
other	7	3	6	3	19
Previous Illness	1	0	0	0	1
slip/trip	8	2	7	7	24
vehicle collision	1	0	0	0	1
Fall from height	0	0	1	0	1

### All Causes 2024 - 2025



### Yearly Cause Comparison



We have seen a significant increase in verbal abuse reports year on year. This is primarily due to an increase in reporting from operational teams such as open spaces, waste and car parking.

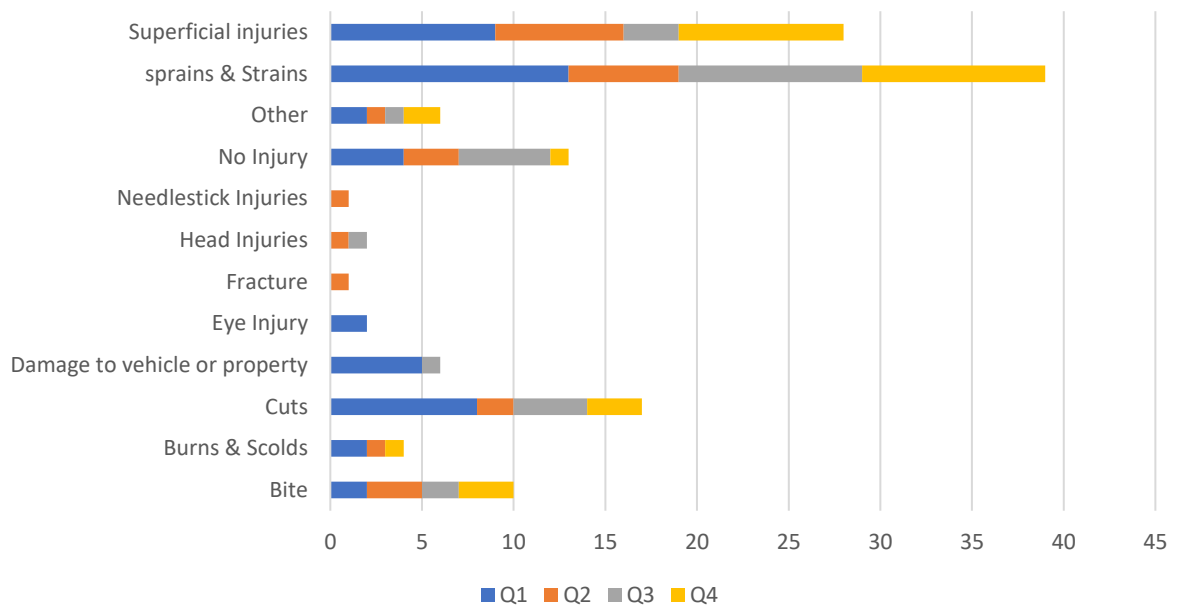
We have also seen an increase in manual handling injury reports, although the majority are minor injuries not resulting in days lost, a further review needs to be undertaken in this area. It is believed that the introduction of bins in 2025 – 2026 will result in a reduction of manual handling injury reports from the waste teams.

We have continued to see a decrease in the number of contacts with sharp incidents, the is primarily due to the introduction of slave bins on household waste rounds.

**Appendix 2 – Accident/Incident Annual Report  
2024 - 2025**

Employee Injury Type	Q1	Q2	Q3	Q4
Bite	2	3	2	3
Burns & Scolds	2	1	0	1
Cuts	8	2	4	3
Damage to vehicle or property	5	0	1	0
Eye Injury	2	0	0	0
Fracture	0	1	0	0
Head Injuries	0	1	1	0
Needlestick Injuries	0	1	0	0
No Injury	4	3	5	1
Other	2	1	1	2
sprains & Strains	13	6	10	10
Superficial injuries	9	7	3	9

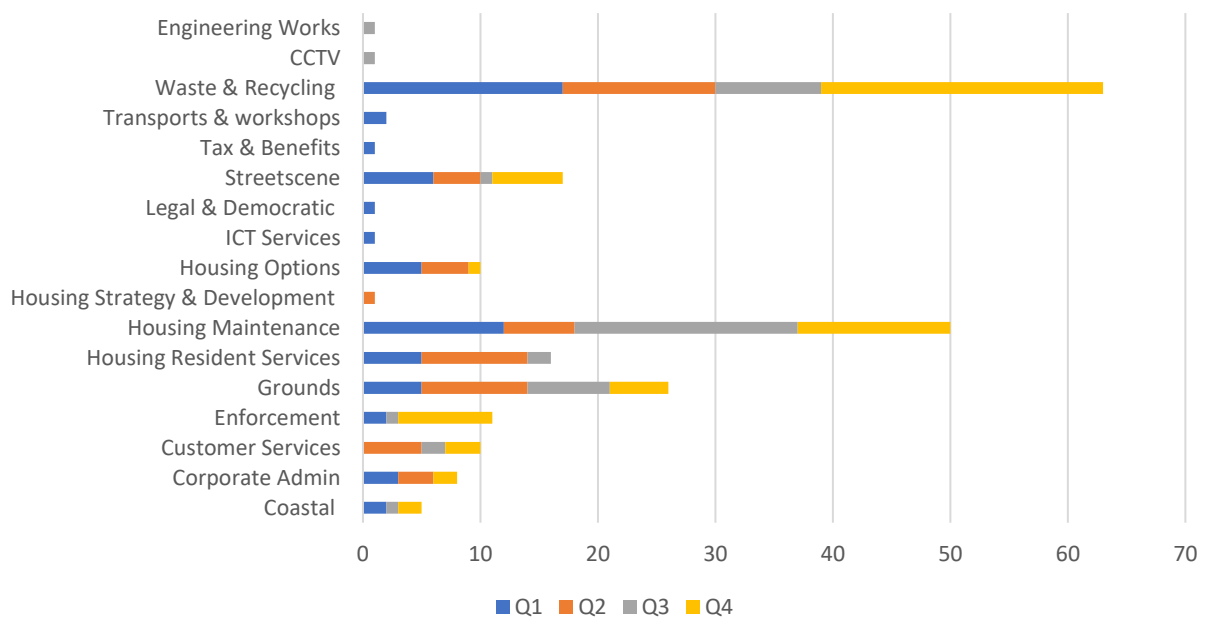
All Injury Types 2024 - 2025



**Appendix 2 – Accident/Incident Annual Report  
2024 - 2025**

Team	Q1	Q2	Q3	Q4	Total
Coastal	2	0	1	2	5
Corporate Admin	3	3	0	2	8
Customer Services	0	5	2	3	10
Enforcement	2	0	1	8	11
Grounds	5	9	7	5	26
Housing Resident Services	5	9	2	0	16
Housing Maintenance	12	6	19	13	50
Housing Strategy & Development	0	1	0	0	1
Housing Options	5	4	0	1	10
ICT Services	1	0	0	0	1
Legal & Democratic	1	0	0	0	1
Streetscene	6	4	1	6	17
Tax & Benefits	1	0	0	0	1
Transports & workshops	2	0	0	0	2
Waste & Recycling	17	13	9	24	63
CCTV	0	0	1	0	1
Engineering Works	0	0	1	0	1

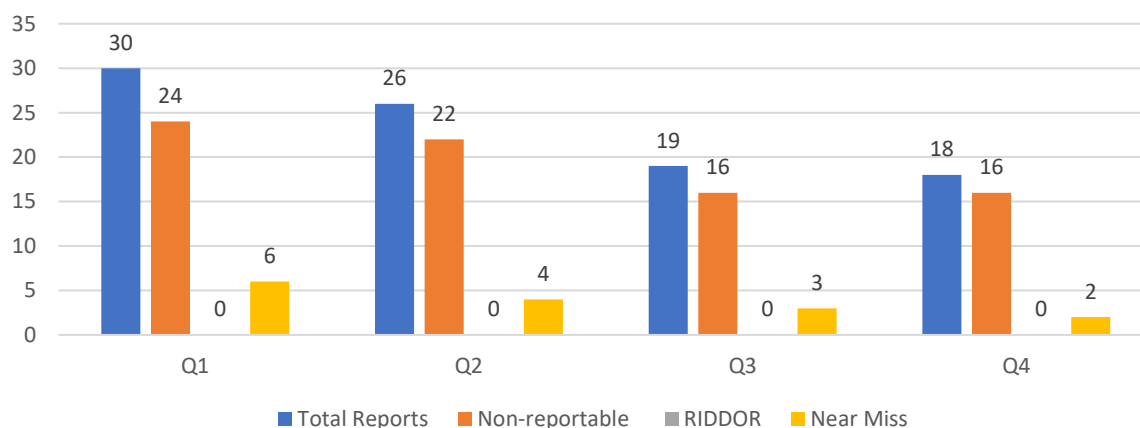
Reporting Teams 2024 - 2025



#### 4.0. Member of the Public Reports 2024 - 2025

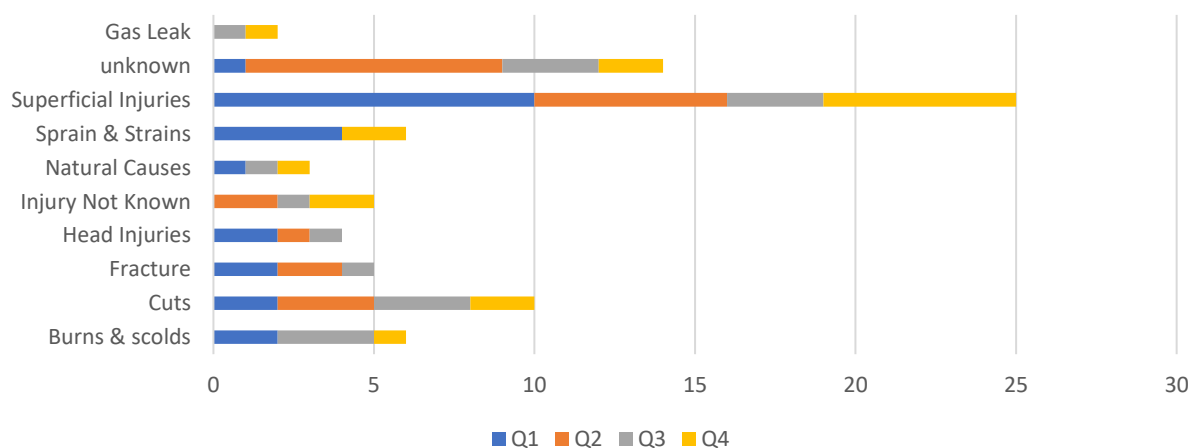
	Q1	Q2	Q3	Q4
Total Reports	<b>30</b> (8)	<b>26</b> (9)	<b>19</b> (15)	<b>18</b> (16)
Non-reportable	<b>24</b> (5)	<b>22</b> (5)	<b>16</b> (9)	<b>16</b> (7)
RIDDOR	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)	<b>0</b> (0)
Near Miss	<b>6</b> (3)	<b>4</b> (4)	<b>3</b> (6)	<b>2</b> (9)

Member of the public Reports 2024 - 2025



Member of the Public Injury	Q1	Q2	Q3	Q4
Burns & scolds	2	0	3	1
Cuts	2	3	3	2
Fracture	2	2	1	0
Head Injuries	2	1	1	0
Injury Not Known	0	2	1	2
Natural Causes	1	0	1	1
Sprain & Strains	4	0	0	2
Superficial Injuries	10	6	3	6
unknown	1	8	3	2
Gas Leak	0	0	1	1

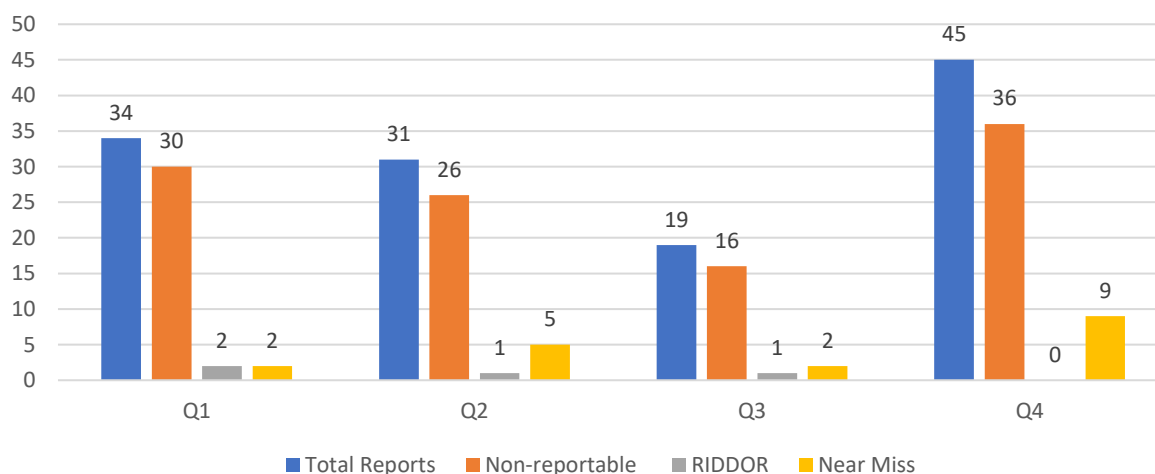
Injury Type (Member of the Public Reports 2024 - 2025)



## 5.0. Place, Operations & Sustainability 2024 - 2025

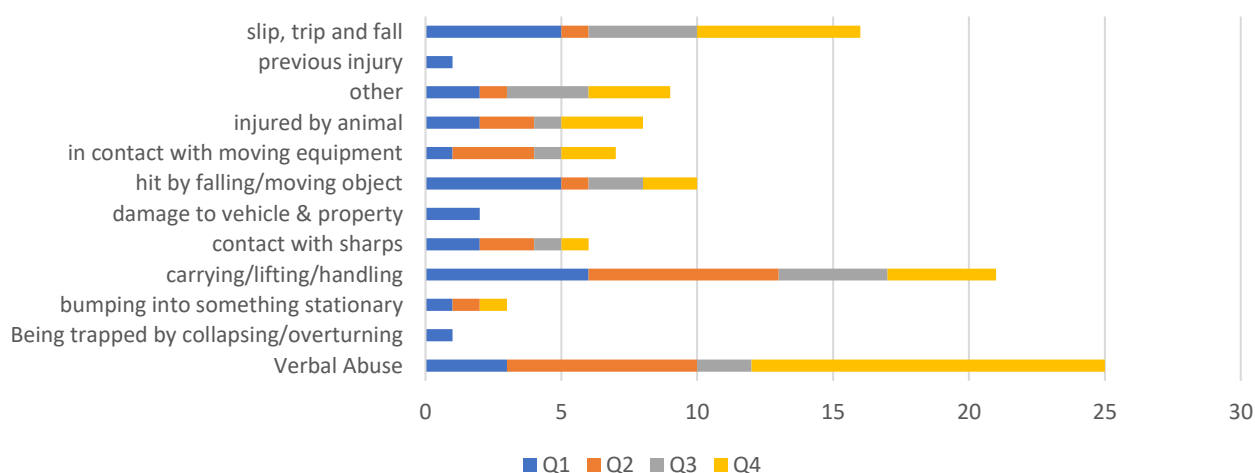
	Q1	Q2	Q3	Q4
Total Reports	34 (49)	31 (46)	19 (51)	45 (64)
Non-reportable	30 (21)	26 (20)	16 (22)	36 (27)
RIDDOR	2 (2)	1 (2)	1 (4)	0 (2)
Near Miss	2 (26)	5 (24)	2 (25)	9 (35)

Place, Operations & Sustainability All Reports 2024 - 2025



Cause	Q1	Q2	Q3	Q4
Verbal Abuse	3	7	2	13
Being trapped by collapsing/overturning	1	0	0	0
bumping into something stationary	1	1	0	1
carrying/lifting/handling	6	7	4	4
contact with sharps	2	2	1	1
damage to vehicle & property	2	0	0	0
hit by falling/moving object	5	1	2	2
in contact with moving equipment	1	3	1	2
injured by animal	2	2	1	3
other	2	1	3	3
previous injury	1	0	0	0
slip, trip and fall	5	1	4	6

Place, Operations & Sustainability Cause 2024 - 2025

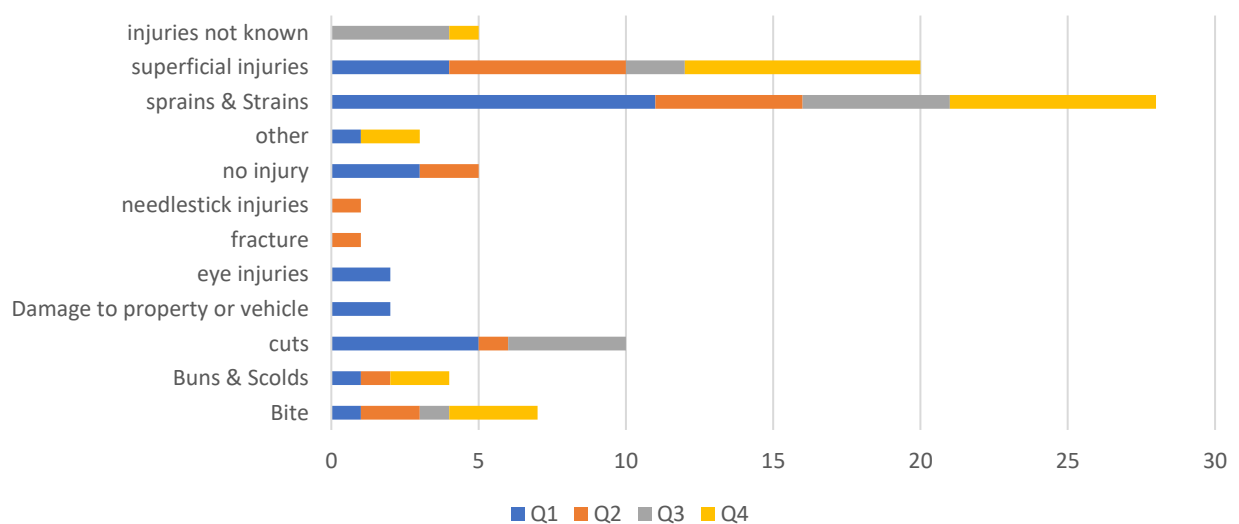




**Appendix 2 – Accident/Incident Annual Report  
2024 - 2025**

<b>Injury</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Bite	1	2	1	3
Buns & Scolds	1	1	0	2
cuts	5	1	4	0
Damage to property or vehicle	2	0	0	0
eye injuries	2	0	0	0
fracture	0	1	0	0
needlestick injuries	0	1	0	0
no injury	3	2	0	0
other	1	0	0	2
sprains & Strains	11	5	5	7
superficial injuries	4	6	2	8
injuries not known	0	0	4	1

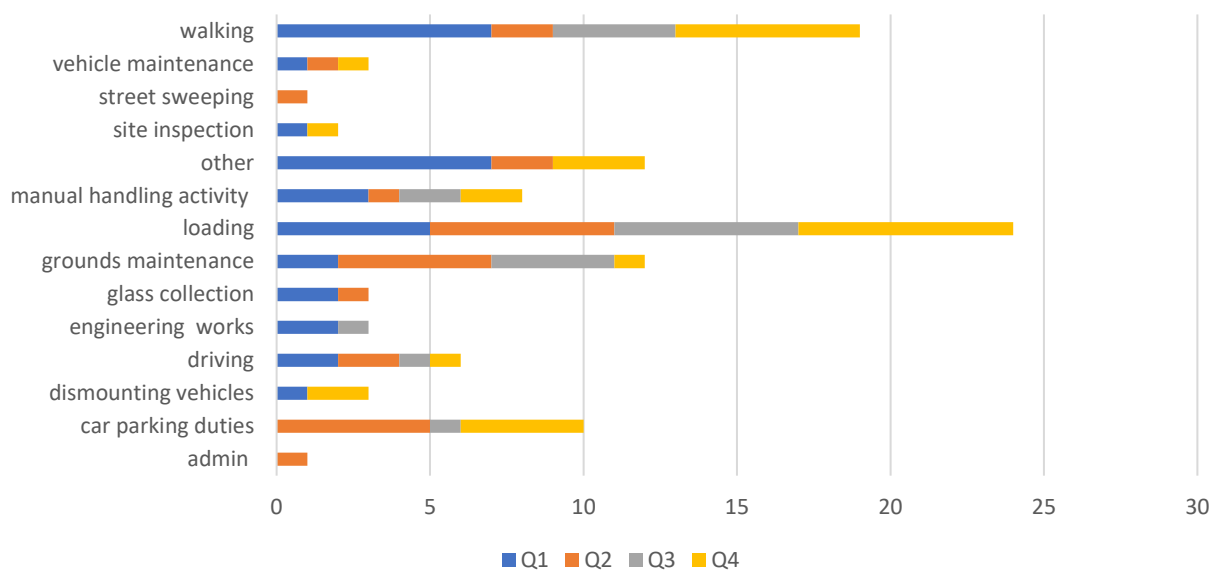
Place, Operations & Sustainability Injury Type 2024 - 2025



**Appendix 2 – Accident/Incident Annual Report  
2024 - 2025**

Activity	Q1	Q2	Q3	Q4
admin	0	1	0	0
car parking duties	0	5	1	4
dismounting vehicles	1	0	0	2
driving	2	2	1	1
engineering works	2	0	1	0
glass collection	2	1	0	0
grounds maintenance	2	5	4	1
loading	5	6	6	7
manual handling activity	3	1	2	2
other	7	2	0	3
site inspection	1	0	0	1
street sweeping	0	1	0	0
vehicle maintenance	1	1	0	1
walking	7	2	4	6

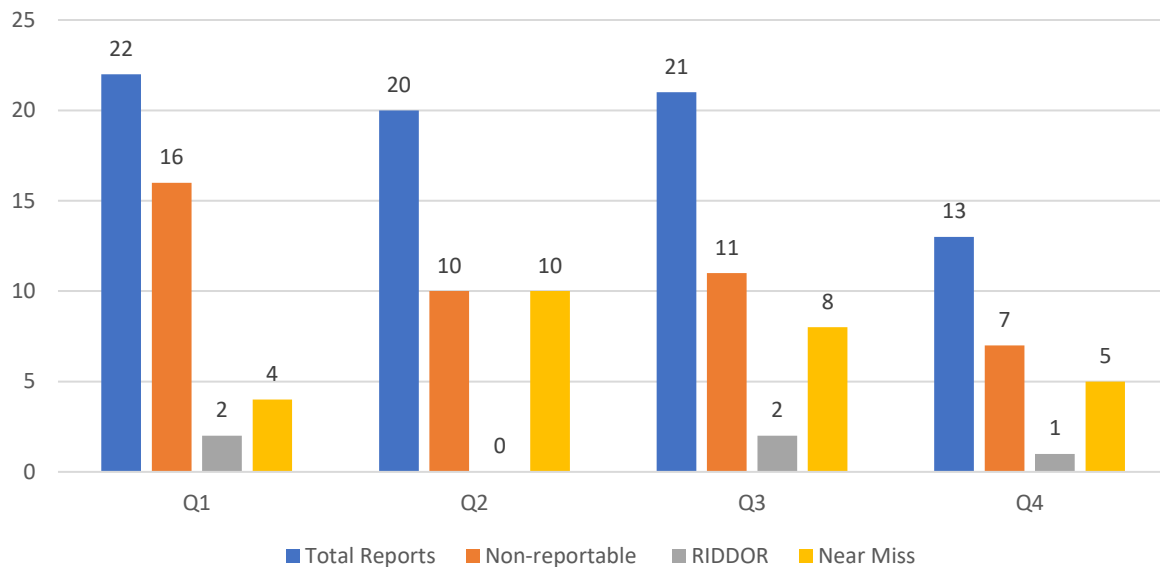
**Place, Operations & Sustainability Activity 2024 - 2025**



## 6.0. Housing & Communities 2024 – 2025

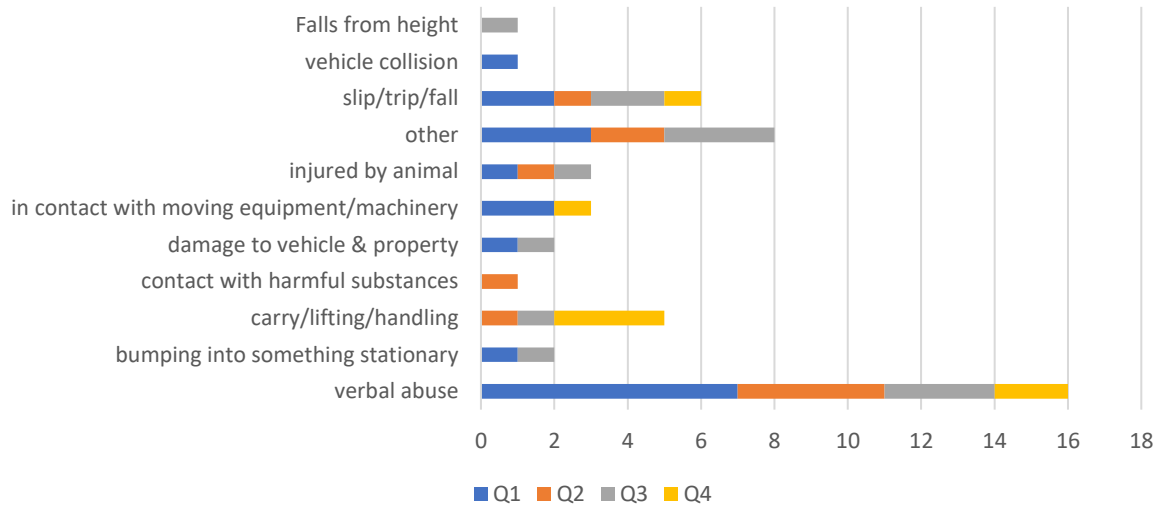
	Q1	Q2	Q3	Q4
Total Reports	<b>22</b> (9)	<b>20</b> (13)	<b>21</b> (10)	<b>13</b> (16)
Non-reportable	<b>16</b> (6)	<b>10</b> (11)	<b>11</b> (6)	<b>7</b> (7)
RIDDOR	<b>1</b> (0)	<b>0</b> (0)	<b>2</b> (1)	<b>1</b> (0)
Near Miss	<b>4</b> (3)	<b>10</b> (2)	<b>8</b> (3)	<b>5</b> (9)

Housing & Communities All Reports 2024 - 2025



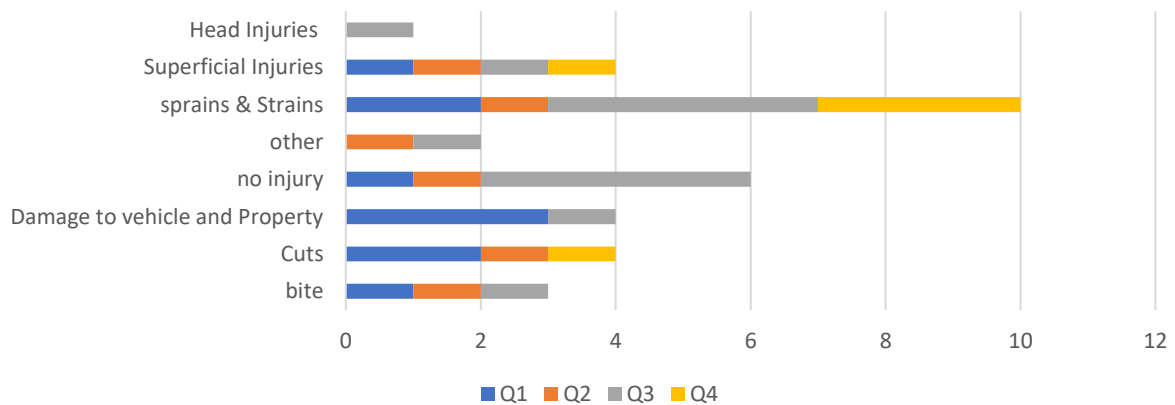
Cause	Q1	Q2	Q3	Q4
verbal abuse	7	4	3	2
bumping into something stationary	1	0	1	0
carry/lifting/handling	0	1	1	3
contact with harmful substances	0	1	0	0
damage to vehicle & property	1	0	1	0
in contact with moving equipment/machinery	2	0	0	1
injured by animal	1	1	1	0
other	3	2	3	0
slip/trip/fall	2	1	2	1
vehicle collision	1	0	0	0
Falls from height	0	0	1	0

## Housing & Communities Incident Cause 2024 - 2025



Injury Type	Q1	Q2	Q3	Q4
bite	1	1	1	0
Cuts	2	1	0	1
Damage to vehicle and Property	3	0	1	0
no injury	1	1	4	0
other	0	1	1	0
sprains & Strains	2	1	4	3
Superficial Injuries	1	1	1	1
Head Injuries	0	0	1	0

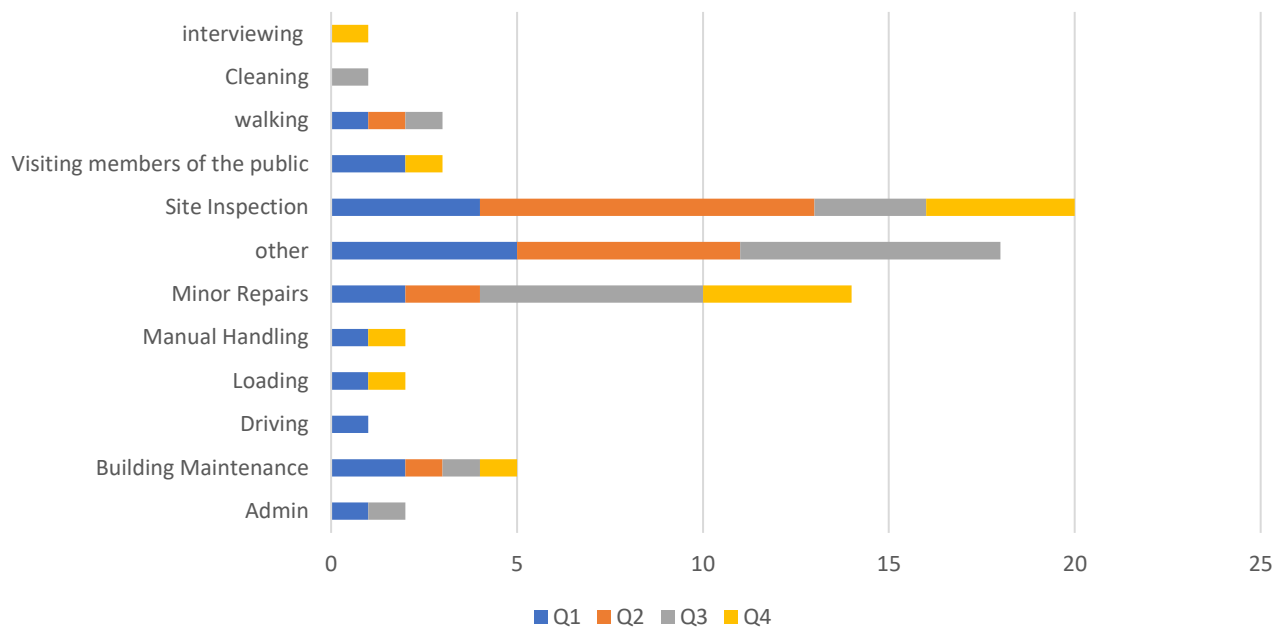
## Housing & Communities Injury Type 2024 - 2025



**Appendix 2 – Accident/Incident Annual Report  
2024 - 2025**

Activity	Q1	Q2	Q3	Q4
Admin	1	0	1	0
Building Maintenance	2	1	1	1
Driving	1	0	0	0
Loading	1	0	0	1
Manual Handling	1	0	0	1
Minor Repairs	2	2	6	4
other	5	6	7	0
Site Inspection	4	9	3	4
Visiting members of the public	2	0	0	1
walking	1	1	1	0
Cleaning	0	0	1	0
interviewing	0	0	0	1

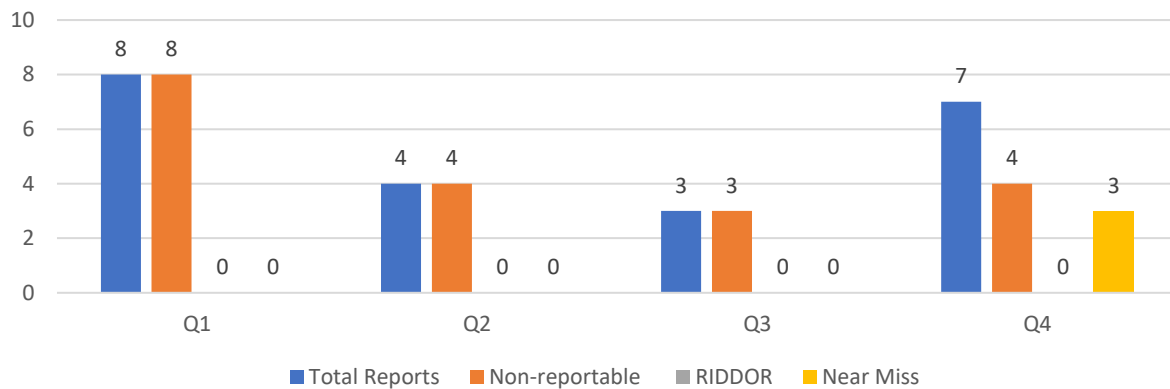
Housing & Communities Activity Type 2024 - 2025



## 7.0. Corporate Resource & Transformation (including Governance) 2024 – 2025

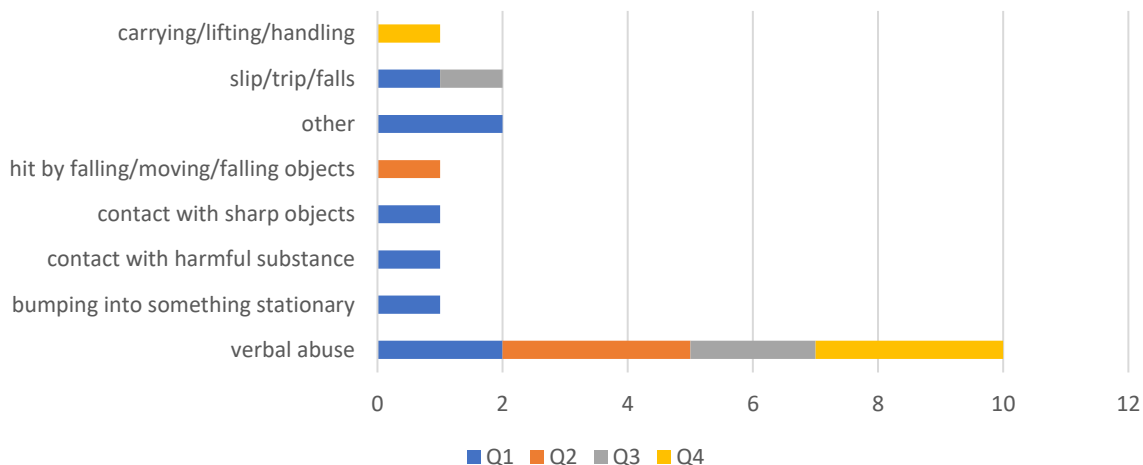
	Q1	Q2	Q3	Q4
Total Reports	8	4	3	7
Non-reportable	8	4	3	4
RIDDOR	0	0	0	0
Near Miss	0	0	0	3

Corporate Resources & Transformation All Reports 2024 - 2025

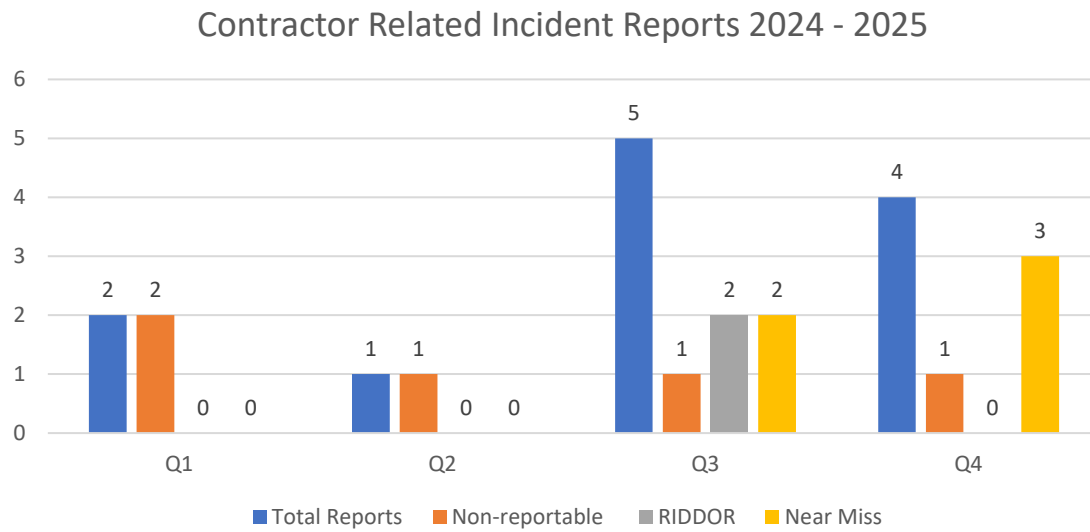


Cause	Q1	Q2	Q3	Q4
verbal abuse	2	3	2	3
bumping into something stationary	1	0	0	0
contact with harmful substance	1	0	0	0
contact with sharp objects	1	0	0	0
hit by falling/moving/falling objects	0	1	0	0
other	2	0	0	0
slip/trip/falls	1	0	1	0
carrying/lifting/handling	0	0	0	1

Corporate Resources & Transformation cause 2024 - 2025



## 8.0. Contractor Incidents & Accidents



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## HUMAN RESOURCES COMMITTEE WORK PROGRAMME 2025/2026

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
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19 JUNE 2025			
HR Update	To receive an update on the progress of the HR Service	Written Report	Heleana Aylett
Behaviours Framework	To receive the Behaviours Framework Report.	Written Report	Zoe Ormerod/Kate Hardy
Market Supplement Report	To receive an update on the current position with market supplements across the Council	Written Report	Jade Carter
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 / Shannon Smith
Quarterly Health & Safety Report	To receive the Quarterly Health and Safety Report	Written Report	James Loring
11 SEPTEMBER 2025			
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
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

ITEM	OBJECTIVE	METHOD	LEAD OFFICER
<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 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 – Two 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
<b>DATES TO BE ALLOCATED</b>			