



Lewes District Council

To all Members of the Employment Committee

A meeting of the **Employment Committee** will be held in the **Telscombe Room, Southover House, Southover Road, Lewes** on **Monday, 19 December 2016** at **10:00** which you are requested to attend.

Please note the venue for this meeting which is wheelchair accessible and has an induction loop to help people who are hearing impaired.

This meeting may be filmed, recorded or broadcast by any person or organisation. Anyone wishing to film or record must notify the Chair prior to the start of the meeting. Members of the public attending the meeting are deemed to have consented to be filmed or recorded, as liability for this is not within the Council's control.

07/12/2016

Catherine Knight
Assistant Director of Legal and Democratic Services

Agenda

- 1 Minutes**
To approve the Minutes of the meeting held on 12 September 2016 (copy previously circulated)
- 2 Apologies for Absence/Declaration of Substitute Members**
- 3 Declarations of Interest**
Disclosure by councillors of personal interests in matters on the agenda, the nature of any interest and whether the councillor regards the interest as prejudicial under the terms of the Code of Conduct
- 4 Urgent Items**
Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances as defined in Section 100B(4)(b) of the Local Government Act 1972
- 5 Written Questions**
To deal with written questions from councillors pursuant to Council Procedure Rule 12.3 (page D8 of the Constitution)

- 6 Change Management Policy (page 4)**
To consider the Report of the HR Manager (Report No 171/16 herewith)
- 7 Sickness Report (page 64)**
To receive the Report of the HR Manager (Report No 172/16 herewith)
- 8 Staff Health & Wellbeing Strategy (page 71)**
To receive the Report of the Assistant Director of Human Resources and Organisational Development (Report No 173/16 herewith)
- 9 Accidents to staff from April 2016 to November 2016 (page 88)**
To receive the Report of the Health and Safety Officer (Report No 174/16 herewith)
- 10 Joint Health and Safety Forum activities from November 2015 to November 2016 (page 94)**
To consider the Report of the Health and Safety Officer (Report No 175/16 herewith)

Exclusion of the Public and Press

To consider, under Section 100(A)(4) of the Local Government Act 1972 (as amended), excluding the public and press from the meeting during the discussion of Items 11 and 12 on this Agenda, as there are likely to be disclosures of exempt information as defined in paragraphs 1, 2 and 4 of Part 1 of Schedule 12A of the Act

- 11 Consideration of Matters Raised by the Employees' Side**
To consider any matters raised by the Employees' Side in respect of the items on this Agenda
- 12 Consideration of Health and Safety Matters Raised by the Employees' Side**
To consider any matters raised by the Employees' Side in respect of Health and Safety
- 13 Date of Next Meeting**
To note that the next meeting of the Employment Committee is scheduled to be held on Monday, 6 March 2017 in the Ditchling Room, Southover House, Southover Road, Lewes commencing at 10.00am

For further information about items appearing on this Agenda, please contact Zoe Downton at Southover House, Southover Road, Lewes, East Sussex BN7 1AB. Telephone 01273 471600

Distribution:

Councillors: J Peterson (Chair), M Chartier, P Franklin, S Gauntlett and E Merry

Employees' Side: Mr M Connolly, Mrs S Harvey, Mrs L Plant and Mr G Purdye

Agenda Item No: 6 **Report No:** 171/16
Report Title: Change Management Policy
Report To: Employment Committee **Date:** 19 December 2016
Ward(s) Affected: All
Report By: Helen Knight, HR Manager – Shared Service
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Purpose of Report:

- 1 To seek Employment Committee (LDC) and Cabinet (EBC) approval to implement a new policy regarding change management.

Officers Recommendation(s):

- 2 To agree the implementation of this policy within the organisation.

Reasons for Recommendations

- 3 Lewes District and Eastbourne Borough Councils have been individually committed to regularly reviewing HR policies to ensure they comply with current legislation, are based on ACAS best practice and are clear and concise for consistent application throughout the organisation. More recently the Councils have jointly committed to bringing their policies and procedures together as part of the Joint Transformation Programme (JTP) which is an important step towards aligning our people and business practices. This proposed new policy has taken the best aspects of Lewes and Eastbourne's current change policies and pulled them together into an updated version which is now fit to support the organisations through the next period of change.

- 3.1 Lewes and Eastbourne Councils are innovative and dynamic organisations and we are engaged in an ongoing process of continuous improvement which often results in the need for organisational changes. The way in which change is managed is crucial to a successful outcome and this new proposed policy provides an effective tool to inform and support a change process. Both Councils currently have separate guidance for managers and staff regarding change. We have sought to include this all in one policy with the intention of clear and consistent information being provided for both managers and staff during any period of change.

Information

- 4** Both Councils have gone through periods of change during recent years, some minor and some major. Separate policies and guidance have been followed and applied but we have been in discussion with Unison for some time now about a holistic policy that can be applied to any change situation.
- 4.1** This policy will provide clarity for both staff and managers alike across both organisations regarding the procedure that should be followed during a period of change, the support that is available and the considerations that should be made.
- 4.2** In drafting this new policy, research has been undertaken with other organisational change policies and Eastbourne and Lewes Unison branches have provided helpful and constructive input.
- 4.3** This policy will also be supported by other policies (as named within) and should not be seen as 'stand alone'. Once approved by Employment Committee (LDC) and Cabinet (EBC) it will be launched across both organisations. This launch will include bite size sessions organised and facilitated by the HR Business Partners.

Financial Appraisal

- 5** There are no financial implications related to the implementation of this policy.

Legal Implications

- 6** The Legal Services Department have not been asked for comments.

Sustainability implications

- 7** I have not completed the Sustainability Implications Questionnaire as this Report is exempt from the requirement because it is a progress report/budget monitoring report/development control report

Equality Screening

- 8** An Equality and Fairness Analysis has been completed and is attached as an appendix to this report.

Appendices

- 9** Eastbourne Borough and Lewes District Change Management Policy.
Equality and Fairness Analysis on Change Management Policy.

STRONGER together



Lewes District Council



Working in partnership with Eastbourne Homes

CHANGE MANAGEMENT POLICY

DRAFT

Version Number	Date	Review Date	Author	Reason for New Version
1	September 2016	TBC	Human Resources	Guidance to support managers and staff through a fair and equitable change management process

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1 Introduction

- 1.1 It is the Council's aim, where possible, to maintain secure employment for its employees. The purpose of this policy is to provide a procedure and guidance for managers and staff where there are proposed changes in their service areas. Following the processes outlined in this guidance will ensure that employees and the trade union are fully consulted with, that meaningful consultation takes place, and that the change process is managed in a way which ensures staff are treated fairly and consistently.
- 1.2 This policy contains guidance and procedures on managing change, restructure and redundancy, voluntary redundancy, redeployment and retirement.
- 1.3 The key principles that underpin these processes are:
- All employees will be treated with fairness, openness, integrity and trust.
 - The processes will be consistent, robust and transparent.
 - We aim to minimise the period of uncertainty and disruption for staff, whilst ensuring sufficient time for a fair and transparent consultation and selection process.
 - Meaningful consultation will take place around proposed changes including any steps that might be taken to mitigate the consequences of any changes and/or reduce the number of compulsory redundancies.
 - The Councils aim is to promote positive employee relations and morale by managing change effectively through employee and trade union consultations, timely planning and action to avoid compulsory redundancy where possible.
 - There will be an opportunity for individual consultation for affected employees where there are proposed substantial changes to the job role.
 - Employees will have the right to be accompanied at individual consultation meetings by a trade union representative or a work colleague employed by either Council.
 - Selection will focus on the skills required for the future of the organisation.
 - The Service Manager will be responsible for the management of their employees through the process including liaison with the recognised trade union, the organising of communications and logistics for meetings.
 - An HR Business Partner will support both the Manager and the employees by advising on the relevant policy and procedure including process, slotting in, ring fencing and compilation of selection pools where required.
 - The Councils' are committed to supporting at risk / potentially redundant employees with their search for suitable alternative employment and redeployment opportunities within either Council.
 - The Councils' will minimise the use of agency staff and contractors where possible during any change process where roles are at risk.
 - Recruitment to any vacant posts will be subject to scrutiny by CMT. Managers should complete a Vacancy Review form (appendix 1) for submission to CMT. Posts will not be externally recruited to without a clear rationale and CMT authorisation.

2 Equality & Diversity

- 2.1 Changes in the workplace must be implemented fairly. Some groups of staff may experience barriers to participating in and engaging with a restructure and/or redundancy process. For example, disabled staff or staff on maternity leave or long term sickness absence may face particular practical issues in engaging with aspects of the process. An early analysis of potential equality and diversity issues will ensure managers are effectively supporting their staff and complying with relevant legislation.
- 2.2 Where a staff member requires reasonable adjustments to attend and/or participate in consultation meetings, they may be accompanied by an appropriate person to provide support, in addition to their right to be accompanied by a colleague or trade union official. The manager responsible for the meetings at each stage will ensure reasonable adjustments and special arrangements are made. This includes ensuring information is in an accessible format, that meeting arrangements/venues are accessible to all parties and that reasonable adjustments are made to enable fair and complete participation by all parties. Staff members are invited to advise their line manager and subsequent managers of their needs and requirements to ensure they are fulfilled throughout the process wherever possible. This right is also extended to all meetings regarding an employee's employment.
- 2.3 At an early stage of any change proposals the manager is required to undertake an Equality Impact Assessment to identify and address any equalities issues identified through the assessment (appendix 2). Other related policies and procedures are detailed in Paragraph 15 of this document and are available in full on the Intranet.

3 Consultation with Employees and Trade Unions

3.1 Consultation is a two way process, involving more than simply the provision of information. Meaningful consultation should;

- Take place when proposals are still at the formative stage
- Provide all relevant information on which to respond
- Provide adequate time in which to respond
- Involve conscientious consideration of the response to the consultation
- Be entered into with an open mind

There is no time limit for how long a period of formal consultation should be although the Councils will normally work to 30 days. The minimum for a redundancy situation is:

20 to 99 redundancies – the consultation must start at least 30 days before any dismissals take effect

100 or more redundancies – the consultation must start at least 45 days before any dismissals take effect

3.2 At an early stage managers need to be seeking advice from their Human Resources Business Partner (HRBP) including significant changes to jobs, potential redundancy, any TUPE implications and any equality issues affecting staff that have been identified on the Equality Impact Assessment / Equality and Fairness Analysis. This does not replace the need for formal consultation but allows trade unions to have a full understanding of the proposals to help support their members and raise queries at an early stage. Regular discussions are recommended throughout the process to address concerns as they arise. Managers may find it useful to complete a Staffing Assessment Form (appendix 3) which provides a template in which they can clearly focus on the reasons for the proposals, possible impact and benefits for the proposed changes. This form should always be completed for significant restructures.

3.3 Managers are encouraged to share the proposals with the recognised Trade Union at an early stage and allow for any initial feedback. This does not replace the need for formal consultation but allows trade unions to have a full understanding of the proposals to help support their members and raise questions at an early stage. Regular discussions, including with the recognised Trade Union, are recommended throughout the process to address concerns as they arise. Managers complete a staffing assessment form (appendix 3) which provides a template in which they can clearly focus on the reasons for the proposals, possible impact and benefits for the proposed changes.

3.4 Where proposals have an adverse/significant impact on some individuals more than others, managers may arrange to meet with those individuals on a confidential 1:1 basis to let them know, for example, that their role is at threat of redundancy. Where proposals have a significant impact on some posts

more than others managers should arrange to meet with individuals in those posts in a confidential basis to let them know. This meeting should happen prior to but as close as possible prior to the team briefing/staff meeting. A checklist to assist in preparation for such a meeting is attached at appendix 5.

- 3.5 A team briefing/staff meeting should be arranged with all affected staff to provide an overview of the proposed changes, explain the rationale for changes and invite questions, discussions and feedback. The Trade Union may be invited to attend such meetings. It is also advisable that the HRBP supporting the service area is advised and invited to attend briefings, to answer any policy or procedural queries that may arise. Managers should consider the timing of this meeting to allow all affected staff to attend whenever possible. Where staff are unable to attend (for example, due to annual leave or sickness) managers should discuss this with their HRBP.
- 3.6 At this meeting managers will clearly explain to staff the need for a review of the service and to provide a summary of the proposed changes. Employees and the trade union need enough information to understand the reasons behind the review and what changes are proposed. It is helpful for managers to consider the following when preparing for the meeting:

- Why is the review taking place?
- Which teams/staff are affected by the review?
- What are the timescales for proposed changes and what is a likely effective date?
- What is the motivation for the change?
- What will the change deliver?
- Detail the savings identified (if required) where appropriate
- What changes have already been made to mitigate redundancies?
- Explain the link to the overall shared service savings required and all options which have been considered

Managers should identify how the review will impact on current and future workloads within the team, and it is helpful to consider the following areas when preparing:

- Are there any areas where demand for the service area is reduced?
- Are there any new areas of work?
- Is growth needed in any areas of work?
- What areas of work remain?
- Are there any areas of service/business transformation?
- What impact will the proposed changes have on existing roles?

- 3.7 Managers should also detail the current and proposed structures where appropriate with the aim of seeking feedback from employees. It must be emphasised that the structures are provisional and that feedback regarding alternative proposals or setting out concerns on the impact of the service are welcome and encouraged. Careful consideration will then be given before finalising the future structure. Managers should cover:

- Details of the revised or new proposals for the structure of the service and/or teams together with a brief overview of new functions
 - Details of changed positions within each proposed option outlining the headlines of the role and grade
 - Any issues or challenges identified
 - The number of reductions to positions that are anticipated
 - Work or tasks that will no longer be required
 - Explanation of any new positions
 - Explanation of any changes to existing positions
- 3.8 Managers will also explain where savings and/or efficiencies have been identified as part of the review and how it is proposed that these will be achieved. Detail should be given about areas that have been identified (if any) in full or part to raise income. It is helpful for managers to consider:
- Savings against each potential option identified
 - Savings identified from non-staffing areas
 - Risks identified
 - Areas identified to raise income and how this is proposed to be achieved
 - Explain the link to the overall shared service savings required
- 3.9 Managers will invite feedback from employees on the proposals and the opportunity to raise any questions. Staff need to be clear about:
- The deadline for and method in which to raise any queries (including providing information about equality issues), and to provide feedback
 - The opportunity for 1-2-1's to take place and the method to request this
 - The next stages of the process and consultation
- 3.10 Managers should do all they can to maintain staff wellbeing as they move towards the implementation of the change. Managers should ensure that they continue to communicate with all staff throughout the process. This can be achieved by:
- Keeping formal and informal channels of communication open
 - Continue to check staff wellbeing period of change and do not assume that because things are quiet that staff are ok
 - Keep listening to staff and responding to questions
 - Where possible, involve staff in driving forward change
 - Remind staff of all support mechanisms available
 - Ensuring that the recognised trade union are made aware of any changes to the timetable and that they are given appropriate notice to provide representation for key meetings.

4 Implementing New Staffing Structures

- 4.1 Following the outcome of consultation, staff need to be clear on the final proposals and what (if any) changes have been made as a result of the consultation process. It is appropriate to share a further version of the consultation proposals to enable this.
- 4.2 Where a post or function no longer exists in the new structure the following will apply:
- Employees will be informed of any alternative roles in the new structure that they are eligible to apply for
 - In the event there are no alternative roles to apply for, or in the event applications for alternative roles are unsuccessful, employees will be placed at risk of redundancy with a letter explaining the reasons for this, the support that is available for them and the redundancy process that will now be followed
 - Employees will be invited to attend an individual consultation meeting which will include a discussion around the reason why they have been placed at risk of redundancy, whether there are any viable alternatives to redundancy, and the support that is available.
 - A further consultation meeting will take place if there are any outstanding issues to be addressed following the initial consultation meeting
 - Employees who are at risk of redundancy will be placed in the redeployment pool whilst suitable alternative employment is sought
 - Consideration will also be given as to whether other less apparent posts have been affected as a result of the deletion of a function
- 4.3 Where a post has not changed or has relatively minor changes, and there are enough posts for people in the new structure, a simple slotting in process will apply and there will be no need to place an employee at risk of redundancy. Minor changes may include a different reporting line or small changes to responsibilities; however such changes should not have a significant impact on the substantive duties or responsibilities of the post.
- 4.4 The Councils are committed to using this slot in process wherever is appropriate in order to minimise anxiety and disruption to staff.
- 4.5 Where it has not been possible to slot people into posts within the new structure either due to there being more employees than available posts or where there have been significant changes to the post, staff will be informed of the roles that they are eligible to apply for and the process for doing so.
- 4.6 It may be that an expression of interest (EOI) process is required for affected staff to indicate which roles they are interested in applying for and how they meet the essential criteria for the roles. An example EOI form is attached at appendix.
- 4.7 Completion of an EOI form does not guarantee an interview as the manager will need to assess whether the employee has demonstrated that they fulfil

the essential criteria requirements. Managers will be able to clearly demonstrate the reasons why this is the case.

- 4.8 In situations where an interview process is required managers will be assessing capabilities in line with the requirements of the role as detailed in the job description and person specification, and in line with the competency framework. The length and depth of the interview will depend on the nature of the role, its level of seniority and its impact with the organisation.
- 4.9 Appointments to the new structure will be primarily based on skills, knowledge and experience to fulfil the requirements of the new post as well as the service needs of the organisation. Individuals who are successful in their selection process will be appointed to a role in the new structure.

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5 Selection Criteria and Interview

- 5.1 The selection process will consist of a selection interview and a scoring exercise against a number of selection criteria. Managers will be assessing capabilities in line with requirements of the role as detailed in the job description and person specification, and in line with the Councils competency framework.
- 5.2 All factors considered within the selection criteria need to be fair, objective, justifiable and non discriminatory. The manager must decide which selection criteria will be used taking into account whether there is a fair and consistent method for assessing employees against such criteria. Discussions around selection criteria should take place with HR to ensure consistency of approach. Advice must be sought from HR regarding employees who have a protected characteristic under the Equality Act. There are statutory rules in place for staff during maternity, adoption and paternity leave. The relevant policies are detailed in Paragraph 15 of this policy and can be found in full on the Intranet.
- 5.3 The selection panel will normally be made up of two appropriate managers, one of whom should be from the relevant service area and sometimes a member of HR. The panel should fully record and evidence the reasons for their scores and ultimate decision.
- 5.4 Those staff who are unsuccessful will be entitled to a meeting and full feedback on the outcome of the selection process.

6 Right of Appeal

- 6.1 In the event a member of staff is not successful in being appointed to a position in the new structure and is formally given notice of redundancy they are entitled to appeal against dismissal due to redundancy.
- 6.2 The employee should submit their appeal in writing, clearly stating the grounds for their appeal to the relevant chief officer within 10 days of receiving the letter confirming the decision to issue notice of redundancy.
- 6.3 Appeals against redundancy dismissals are heard by an appeal panel of elected members. The panel will consider the case and determine whether or not to confirm the decision to make the employee redundant. This decision will be confirmed in writing to the employee within 5 working days.
- 6.4 An appeal panel would comprise of 3 Elected Members with cross party representation.

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7 Voluntary Redundancy

- 7.1 Where there is a need to reduce the number of employees, the Council may, at its discretion, take expressions of interest from volunteers for redundancy from those who may shortly be at risk of redundancy due to organisational change or whose jobs could provide employment for employees who are on or may shortly be entering the Redeployment Register.
- 7.2 The principles for voluntary redundancy will be determined prior to any large restructure and those principles will be shared with all staff.
- 7.3 Staff will need to complete an expression of interest form to apply which will require a statement from the current line manager as to what the impact/benefits/disadvantages will be to the organisation of agreeing to the request.
- 7.4 Information regarding Voluntary Redundancy estimates and pensions will be made available to staff as requested and appropriate.
- 7.5 Applications will be carefully considered by the relevant chief officer for the service area with advice from the Assistant Director of Human Resources and Organisational Development. In determining which employees are to be granted voluntary redundancy, the councils' will have regard to the following:
- The need to maintain efficient and effective practices
 - The need to retain a balance of key experience and skills across the workforce to meet future needs
 - The financial implications of the release
- The ultimate decision whether to approve a voluntary redundancy request or not will be taken by the CMT.
- 7.6 If an individual is selected for voluntary redundancy he or she will have a final consultation meeting and a consideration period of no less than 5 working days prior to being issued with a notice of dismissal on the grounds of redundancy.
- 7.7 Where an application for voluntary redundancy is accepted, notice of redundancy will be issued confirming the redundancy payment and, if relevant, person figures based on the confirmed leaving date. Notice will be issued in line with the employee's contractual or statutory entitlement (whichever is the greatest).
- 7.8 If voluntary redundancy is turned down, the individual will not be able to grieve or make an appeal regarding this.
- 7.9 The recognised trade union will be advised by HR of the groups of employees in scope for Voluntary Redundancy and the number of expressions of interest subsequently received.

8 Employees and Redeployment

8.1 Redeployment means the provision of employment by the Councils' in a different section, group or service area, including different but suitable work within the capability of the employee given suitable and adequate training.

8.2 The Council will attempt to seek suitable alternative employment for staff under the threat of notice of termination of employment for redundancy, and employees have a shared responsibility with the Councils in seeking redeployment.

8.3 An employee formally placed 'at risk' will be invited to an individual meeting with their manager and a member of the HR team. Staff have the right to be accompanied by a trade union representative or workplace colleague. The purpose of the meeting will be to:

- Provide an opportunity to discuss the situation in confidence and talk about any issues or concerns the employee may have
- Discuss the employee's qualifications, skills, experience and areas of work in which they are interested. These details will be held on record and referred to if internal vacancies occur. It is helpful if the employee prepares a summary of their experience, skills and qualifications before the meeting to form the basis of the discussions.
- To discuss any queries regarding redundancy and, where applicable, pension payments as well as notice periods/pay.

There are two tiers to the redeployment register. The reason for the two tiers is to maximise opportunities for staff to secure alternative employment if they find themselves 'at risk' of redundancy.

8.4 There are two tiers to the redeployment register. The reason for the two tiers is to maximise opportunities for staff to secure alternative employment if they find themselves 'at risk' of redundancy.

8.5 At the point the consultation begins and where there are proposals to delete or reduce posts, employees will be put on the Tier 2 redeployment register. This will enable those staff to have priority access to any roles that arise in other areas of the Council ahead of other internal staff not at risk.

8.6 At the point an employee has either had formal notice that their post has been deleted, or they have not been appointed to the new structure following a period of selection, and are therefore formally at risk of redundancy, they will move to Tier 1 on the redeployment register. Tier 1 redeployees have priority in selection decisions over Tier 2 redeployees.

8.7 As the employer the Councils will identify potential redeployments against the following criteria:

- Similar terms and conditions
- Status and/or level of responsibilities

- Knowledge, skills and experience
- Broadly similar pay and grading
- Working hours and time
- Location

In addition, the employee must be capable of meeting the essential criteria of the person specification with appropriate support and retraining during a trial period. Reasonable adjustments will be considered in the case of employees with protected characteristics.

- 8.8 The Council will give due consideration to individual circumstances, where an employee does not regard the offer of redeployment as suitable.
- 8.9 An employee who is redeployed is entitled to a trial period of four weeks which may, with the agreement of the employee concerned, be extended for a maximum of six months to cover the period of any necessary retraining.
- 8.10 Any employee offered redeployment will be given a new contract of employment which will include details of:
- The type of work and job description
 - The trial period
 - The location and hours of work
 - The salary and other conditions of service (including pay protection arrangements where applicable)
 - The length of any trial period (minimum of 4 weeks) allowing for related training to be undertaken
 - Any other terms and conditions of employment relating especially to the post into which they are being deployed
 - Confirmation of start date and continuous service
- 8.11 If an offer of redeployment with the Councils' is made and the employee decides during the trial period that they wish to reject the offer, they should let HR know as soon as possible within the trial period.
- 8.12 An employee who believes that a job offer is not suitable alternative employment may claim a redundancy payment. However, this will only be paid where the chief officer, in consultation with the Assistant Director of HR & OD agrees that the job is unsuitable. The decision will be made taking account of all relevant circumstances.
- 8.13 If an offer of redeployment is unreasonably refused, the employee will lose their statutory right to a redundancy payment.
- 8.14 Business as usual will continue while the employee works their notice period. It is the decision of the manager to define business as usual. In some exceptional circumstances garden leave may be appropriate.

9 Compulsory Redundancy

- 9.1 If it is not possible to prevent the compulsory termination of employment of an employee, then his or her employment will be terminated.
- 9.2 The Councils' will give employees dismissed on the grounds of compulsory redundancy a full statement of their position setting out effective dates, financial entitlements, and options within the pension scheme to include:
- a period of notice, depending upon their continuous local government service
 - if they have worked in local government for two years, a statutory redundancy payment
- 9.3 The Councils will also allow for reasonable time off with pay for the purposes of:
- Attending interviews
 - Using advisory and counselling services of relevant agencies
 - Attending to domestic matters triggered by redundancy or new job requirements
- 9.4 A statutory redundancy calculator can be found at <https://www.gov.uk/calculate-your-redundancy-pay> and examples of calculation based on the 1.75 multiplier are in appendix 7.

10 Support for Employees

- 10.1 The wellbeing of all employees is a priority throughout any restructuring process.
- 10.2 A range of support mechanisms will be available for employees who are involved in organisational change which may include one or more of the following:
- Support from the manager, HR team and from Unison
 - Information relating to pay, redundancy and pension figures
 - Time off to job search and seek financial and other relevant advice (when formally 'at risk' of redundancy)
 - Access to external outplacement support covering topics such as completing expression of interest forms (for internal processes) competing application forms, interview preparation and general career coaching
 - Priority access to internal vacancies similar to your current role
 - Training – consideration will be given to training in all areas of interest to staff who may be at threat of redundancy in order to support their future working life.
- 10.3 The Councils' also offer a free and confidential counselling service, information on how to access the counselling service can found on the Councils intranet page under Employee Assistance Programme (EAP).
- 10.4 The Councils recognise the Trade Union Members will be seeking support and representation from their trade union.

11 Voluntary Early Retirement and Flexible Retirement

11.1 There is no longer a fixed retirement age for employees. However managers are encouraged to discuss an employees training and development needs and plans for the future as part of their annual appraisal. If an employee approaches you about retirement please talk to your HRBP who can support you through the process and support the employee with obtaining pension estimates.

11.2 In cases where an employee expresses an interest in voluntary early retirement, the following factors will be taken into consideration:

- The extent to which the work of the Councils' may suffer through any loss of experience of a particular skill
- The extent to which more than one inexperienced or relatively unskilled person might be required to do the work of the employee who might take early retirement
- The financial effect on the Councils' of accepting voluntary early retirements
- The extent to which the duties of the subsequent vacant posts would, with a reasonable degree of retraining, be within the capability of any employees who may be at risk of being displaced

There is no obligation on the Councils' to accept any request for early retirement, even if invitations to consider it have been issued.

11.3 What is Flexible Retirement?

Flexible retirement enables employees to:

- Reduce their working hours and/or
- Move to a job on a lower salary and;
- Receive their pension (or part of their pension) early to offset the reduction in salary.

11.4 In response to written requests from eligible employees for Flexible Retirement, the Councils' will consider all requests for flexible retirement and approve requests only when it is in the Councils' interests to do so. A request should normally involve a reduction in salary of at least 30/40%, either through reduced hours or level of responsibility (grade). The employee's contract of employment will be amended by mutual agreement to reflect the new hours or grade, as agreed, and continuity of service will be preserved for terms and conditions purposes. The waiving of pension benefit reductions will only be considered in exceptional circumstances.

12 Leavers & Knowledge Transfer

- 12.1 Employees may leave the service, or the organisation, as a consequence of organisational change. Many will be highly experienced, with long service and will have valuable views about the existing working arrangements and styles that prevail in their service area. Many will also have views on how things can be improved.
- 12.2 A handover by way of a Knowledge Transfer form is essential to capture the knowledge detail of those who are leaving the service or organisation. The Knowledge Transfer form is attached to this guidance at appendix 8. It is the manager's responsibility to ensure the Knowledge Transfer form is completed by the employee and appropriate actions taken.
- 12.3 The normal leavers' procedure should be followed. This will include offering an employee an exit interview, listening to their views and ensuring that equipment such as ID badges, laptops or uniform are returned. Managers must ensure that HR has the required information to authorise payments to employees.

13 Minor Changes to Posts or Functions

- 13.1 For minor changes to posts or functions the requirements for consultation and managing the change process may be adapted. This could, for example, involve a shorter period of consultation and it would not normally be appropriate to complete the Staffing Assessment form. . In any case the focus should be on reaching mutual agreement with the member of staff through the consultation process. Any proposals should initially be discussed with the HR Business Partner to ensure that any planned changes are done in a way that ensures staff are treated with equity and fairness.
- 13.2 To change the hours or working pattern of the post at either your or the postholders request you must also make contact with your HR Business Partner to discuss the best way of managing this. If the change of hours or working pattern is at your request or due to service need you must consult with the employee. Please also reference the related policies in Section 15 of this document which can be found in full on Infolink.
- 13.3 Please see section 3.1(a) above for general principles of consultation.

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14 Managing after Change

14.1 In order to embed the new service design and to achieve maximum performance delivery; it is important to understand the emotional responses to change that employees may have and to recognise how employees may be feeling at this point.

- Feelings will vary, but may include; guilt, insecurity, loss, low competence/ confidence, mistrust, or feeling unaffected. Guilt – Initial relief about securing a role in the new structure may turn to guilt at having retaining employment whilst colleagues have lost out. This initial guilt may also lead to envy over severance packages and resentment at perceived extra workload employees are expected to manage without the support of departed peers. I
- Insecurity – Change can impact on an individual's feeling of safety and security. An employee may have experienced feelings of loss of control, uncertainty about their choices and worry about their home life and colleagues. It is important to reassure employees about what will happen next and the support that will be available to them.
- Loss – Employees may feel that they will lose contact with those that matter to them as team(s) change, relocate or colleagues leave the organisation. It will be important for line managers to be positive and pro-active in encouraging team building and team co-operation. An effective communication strategy will be important in order to share information with the team as a whole.
- Low Competence / Confidence – Whereas an employee may previously have felt independent, confident and competent, they may now find themselves in a post where they rely upon some initial support in order to get to grips with changes in their post, new work colleagues and new systems/procedures. It is important to reassure these employees that support is available and that their previous competence has clearly given the organisation confidence that they are right for the role that they have been appointed to.
- Mistrust – An employee may feel that the new service design is 'doomed to fail' and so follows a period where they test the new service design to seek out its flaws. It will be important to highlight the successes to employees and recognise achievements by the team so that the benefits intended by the organisational change can be seen by all.
- Unaffected – An employee may feel largely unaffected by the organisational change of the service, or may not feel that the change has impacted negatively upon them. These employees will be good advocates of the organisational change and helpful to boost the confidence of other team members, however, it is important that these employees show some empathy to those who are not feeling quite as accepting of the organisational change.

14.2 Possible activities that may help may include;

- Small team meetings within the service so that individuals feel more able to ask questions and discuss their concerns
- Newsletters
- Engagement events for the service as a whole to discuss the future
- Ongoing one to one meetings with employees who wish to talk about the changes that have occurred in confidence
- Teambuilding events
- Discussing the concerns with the trade union representative

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15 Related Policies and Procedures

15.1 Your attention is drawn to the following documents which should be read in conjunction with the Change Management Policy:

- Redundancy & Redeployment Policies & Procedures
- Flexible Retirement Policy
- Voluntary Redundancy Principles
- Stress Management
- Stress Risk Assessments
- Wellbeing
- Equalities
- Maternity Leave
- Attendance Management Policy

16 APPENDICIES

- Equality and Fairness Analysis (Appendix 1)
- Vacancy Review Form (Appendix 2)
- Staffing Assessment Form (Appendix 3)
- Managing Consultation, Restructure & Redundancies Flowchart (Appendix 4a, 4b & 4c)
- Pre meet Checklist for managers (Appendix 5)
- Redundancy Pay Calculation Examples (Appendix 6)
- Expression of Interest Form (EOI) (Appendix 7)
- Knowledge Transfer Form (Appendix 8)

Equality and Fairness Analysis
Findings report – [insert title of policy]

Officer responsible for equality and fairness analysis		
Officer responsible for policy development		
Policy* area (or function)		
Service area responsible for implementing the policy		
Originator (if not the Council)		
Is the policy proposed (new) or existing?	Proposed	Existing
Is it an EBC policy or a partnership initiative?	EBC only	Partnership
Key people involved in the policy development and its implementation		
Decision making bodies the policy will be referred to		
Snr/Head of Service		
Date of Equality and Fairness Steering group		

*Policy = the full range of our policies, practices, activities, projects, procurement and decisions, whether it is formally written down or whether it is informal custom and practice. This includes all existing policies and any new policies under development.

Title of policy	
What is the purpose of the policy and why is it needed?	
<i>[Delete these prompts once the section is complete]</i>	
<i>In this section set out the aims of the policy i.e. what is to be achieved by having this policy in place and why it is important/needed. Provide this explanation in plain English, and remember that the reader may have little or no knowledge of this policy</i>	

so make sure you provide sufficient detail for them to gain a good understanding of it. Try to keep this high level and brief.

In what context will it operate and who is it intended to benefit?

In this section you need to explain the scope of the policy – is it internal or external or both, is it a partnership initiative, does it have dependencies/ influence on other policies? Think about the people who may come into contact with the policy and why and what that impact might be – this will help you focus on who might benefit from it, for instance, if internal does it impact on the whole workforce or only a section within it; if external is it specific or generic i.e. borough wide or focuses only on a specific area i.e. Sov Harbour; does it relate to all citizens or a specific set i.e. older people or disabled people. Remember that a specific scope may also have beneficial impacts across a wider area or other groups i.e. ‘older people’ as a group will also have a range of protected characteristics within it. If the policy is large in scope you may wish to think about the aspects of it that are most relevant to equality (people) and concentrate your analysis on these aspects only, but you need to be able to state why you consider these aspects are more relevant. If the policy has direct or indirect dependencies with other policies you may need to consider how these policies are affected and whether there is a need to carry out joint analyses. This will be the case for partnership initiatives – unless the Council’s involvement is single issue and specific.

What are the expected outcomes of the policy?

Be wary of general conclusions in terms of outcomes – it is not acceptable to simply conclude that the policy will universally benefit all service users therefore all protected groups will benefit – you need the evidence to back this up. In this section you need to concentrate on the ‘outcomes’ not outputs. Outcomes = the changes, benefits, learning or other effects that happen as a result of what the policy offers or provides e.g. Objective = to provide one-to-one reading support, ‘output’ = 30 1:1 reading courses of 10 sessions each, ‘outcome’ = people who attend courses are more confident readers, read better, read outside our classes well enough to have independent lives, have improved self-confidence all round.

Which protected groups will it affect the most?

Considering who the policy is intending to benefit and what the expected outcomes are, assess each characteristic and indicate whether the policy has ‘M’ more, ‘L’ less, or ‘E’ equal relevance. Highlight the

Age	M	E	L
Disability	M	E	L
Gender reassignment	M	E	L
Marriage and civil partnership	M	E	L
Maternity and pregnancy	M	E	L
Race	M	E	L
Religion or beliefs	M	E	L

finding.	Sex	M	E	L
	Sexual orientation	M	E	L
Which parts of the PSED ¹ is it most relevant to?	1. Eliminate discrimination, harassment and victimisation	M	L	
	2. Advance equality of opportunity	M	L	
	3. Foster good relations	M	L	

Please explain your reasons for the above assessments

(i.e. relevance in regard to protected groups and PSED)

Remember the analysis is not just about establishing whether the policy disadvantages certain groups or not, but is also about discovering opportunities to further people's involvement in our services and in public life, and to foster good relations between people who share different characteristics. If the policy scope is borough wide and everyone has the potential to be a service user then you may presume it has an equal relevance however some national 'one size fits all' approaches rarely have an equal relevance when applied locally as local demographics play a part.

Equality Information

List all the sources of information you have gathered and will use to evaluate the effectiveness, or potential effectiveness, of the policy. Include the evidence gathered from engagement.

A list will suffice in this section – if the policy is existing consultation should have been carried out on its development and you can refer to this as well as any satisfaction surveys/monitoring/benchmarking/complaints/ audits etc. that have happened since (relevant information is within three – five years old – anything older than this is not deemed relevant). If the policy is new you can refer to regional/national information as a start, but you will need to gather fresh feedback from a local perspective also to ensure local opinion is gathered – this would be true if the policy has been in place for a number of years without a review or monitoring of any kind.

What is this information telling you? Are there are any gaps in this information and if so, what are these?

For instance, do you have information that is sufficient for the purpose of evaluating the effectiveness of the policy against all protected characteristics or the groups who have more relevance? The information you have to hand will tell you certain things about the policy but if the information isn't telling you what people from protected groups think, specifically the people who you have assessed to be most relevant, then you will need to mention these as gaps in your information. This would of course depend on the purpose and context of the policy, its beneficiaries and its potential outcomes.

¹ Public Sector Equality Duty – for further information refer to the guide on same

What steps did you take, or are you intending to take, to fill these gaps?

Based on the previous section findings you will need to explain how you are going to gather the information you need. Depending on the purpose of the policy it may prove useful to engage with service users, employees, equality/involvement groups/organisations, partners and other interested parties etc. You also need to consider the best method of obtaining the information you need – i.e. should you organise focus groups, question and answer sessions, drop-ins or will a short survey directed towards a specific group suffice etc.

What does all the information gathered tell you about the policy?

The most important thing is to look all the information you have gathered and consider whether the policy misses opportunities to advance equality and foster good relations. Remember an analysis isn't just about finding the areas of a policy that may disadvantage; it should also look at ways to improve people's life chances. You should be able to ascertain whether the policy will achieve its purpose and deliver its expected outcomes – if the information is saying otherwise you will likely need to change the policy. Alternatively, if the overall aim of the policy is so important that it outweighs people's opposition to it – you may continue with the policy despite negative feedback – unless the policy discriminates of course. You need to be able to objectively justify why you are carrying on with the policy regardless.

Based on your evidence and engagement is there a need to balance conflicting views and how will you do this?

The information gathered will tell you whether there are any conflicts in how people from different groups or within groups view the policy. You will need to find an appropriate balance for these groups and the policy in question. Remember that it is possible to treat disabled people more favourably because of their disability and this is lawful. So if the policy or aspects of it affects disabled people adversely you can give more weight to their views when making decisions about the policy. Also, it is lawful to design single sex services where there is a proven or highlighted need for these i.e. women only swimming sessions/women refuges; or there is a national rule governing single sex sports etc. It is also lawful to offer age related concessions i.e. older people discounts / children under 5 go free – and income related concessions i.e. reduced rates/discounts for students.

Is there a need to counter resentment or address inaccurate perceptions, if so what will you do?

This is more likely to arise in regard to policies that justifiably benefit certain groups over others and so give the impression of 'favourable treatment', some examples of favourable treatment are mentioned above. If there is resentment you will need to explain how you will foster good relations – if there are inaccurate perceptions you will need to explain how you will address these.

Findings of your analysis

Having gathered in all the evidence and considered the potential or actual effect of the policy on equality, you should now be in a position to make an informed

judgement about what should be done with the policy. There are four main steps to take:

1. No major change – the policy is robust and evidence shows no potential for discrimination and all opportunities to advice equality and foster good relations between groups has been taken;
2. Adjust the policy - some steps need to be taken to remove barriers in the policy or to better advance equality;
3. Continue the policy – you will adopt the policy despite any adverse effects or missed opportunities because you are satisfied that it does not unlawfully discriminate – you will need to document what the justification is for continuing the policy, and how you reached this decision;
4. Stop and remove the policy – there are adverse effects that are not justified and cannot be reduced.

Irrespective of the step you recommend you are required to provide documentation in support of your decision and the reasons why you made it together with all supporting equality information used.

Please type 'recommended course of action' against the desired step below.

No major change	
Adjust the policy	
Continue the policy	
Stop and remove the policy	

Proposed action plan in regard to policy implementation	
Quality checking: What was the outcome of the Corporate Equality and Fairness Planning Group?	[Leave blank – for completion by CEaFPG administrator]
How will you implement any recommendations the group made?	<i>The outcome is usually to take the analysis forward to the external Equality and Fairness Steering Group with no changes – but on occasion the CEaFPG (chaired by Chief Executive) raises a query or makes a comment – you will need to say how you will take this into consideration.</i>
How will the policy be monitored once implemented, and who will do this?	<i>Consider how you will determine whether or not the policy is having its desired effects i.e. what type of information is needed and how often will it be gathered? This is for you to decide – you can use existing monitoring arrangements where these are appropriate.</i>

Who will analyse the monitoring at its review stages?	<i>It is likely that whoever writes the policy will review the policy unless this is a FM2 project in which case the project/policy may be monitored and reviewed by another team. If this is likely to be affected by FM Phase 2 then you will need to say that the monitoring will comply with legislative requirements (if relevant) and be carried out by specialist advisors/team managers</i>
What could trigger an early revision?	<i>Think about the likely scenarios that would create a need to revisit the policy earlier than the publicised review date i.e. monitoring flags up anomalies; technological advances have been made; demographics of the town change; legislation alters etc.</i>
How will you involve key service users/other parties in the review process?	<i>Unless there are wholesale changes to the way a policy is being delivered there is no requirement to repeat an analysis. Therefore, the users that are most affected by the policy should be included in the review process – how will you involve them.</i>
How will you publish the results of any reviews?	<i>This is likely to be on the Council's website and directly to stakeholders/partner/residents etc.</i>

For completion by the Equality and Fairness Steering Group:

Results of group discussion and recommended course of action:	Leave this section Blank – it will be completed by EaFSG administrator.
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**Vacancy Review Form for Corporate Management Team
Manager to complete**

Post Title (Current)	
Service Area & Team (Current)	
EBC / LDC / Joint (current)	
New post:	YES NO
If the existing Post Title is to change please give alternative	
Reason for Vacancy	
Is the vacancy temporary or permanent? Please detail and give reasons	
Is recruitment to be to a joint post across EBC and LDC? If not, detail reasons.	
Is there scope for a joint interview panel?	
Current Grade	
Date Job Evaluated. EBC or LDC?	
Hours	
Date Post Vacant	
Current Post holder	
What consideration has been given to reallocating or ceasing responsibilities of this role to avoid the need to recruit?	
How are you proposing to fill this vacancy e.g. secondment within EBC/LDC, internal advert to EBC and LDC, reorganisation of existing resources, external recruitment.	
Is there clear evidence of Recruitment & Retention pressures for this work in last 12 months? If yes, please detail	
Cost of post salary, on-costs and associate spends. Please state if externally funded and state percentage	

The Councils' have an obligation to consider redeployment opportunities for those staff who are at risk of redundancy. Before recruitment takes place, all vacant roles will be matched against the skills and experience of staff currently on the redeployment register and your role may be offered as a redeployment opportunity subject to an appropriate matching process.

Manager completing form:
Date completed:
Date received by HR:
Date considered by CMT:
Record of CMT decision:

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Staffing Assessment Form

Introduction

This staffing assessment will be used when there are plans for organisational change that could have a number of staffing implications such as potential redundancy, significant changes to working practices etc.

The pro forma will be kept under review and appropriate revisions incorporated as the need arises.

Staffing Assessments

These should be completed at the outset of any review or change issue and be kept under review throughout the process.

An assessment should be completed by the relevant manager/project lead with support from HR and a copy sent to Unison at the earliest possible opportunity. It may be that not all information can be provided initially however this should not stop the manager from completing the assessment and sending it to Unison.

One assessment will normally be required for each individual organisational change proposal and each assessment will follow a system of version control.

The information required is:

Title of the proposal(s)
Reasons for the proposals
Effects on the requirements for staff
Numbers, names, post titles, grades, department and workplace of staff concerned and the total number of staff potentially affected
Proposed structure charts, job descriptions, person specifications including any changes to working arrangements and methods of work
Details of any consultation undertaken with staff on the proposals
Any implication for the health and safety of staff (including appropriate Risk Assessment)
Proposed method of implementing changes.
Proposed methods of filling posts under the restructure.
Proposed management actions for dealing with the staffing implications of the assessment.
Equality Impact Assessment of the proposals for Organisational Change

Redundancies

In cases where organisational change may lead to posts being put at risk or made redundant, the following additional information is required. This supports the Councils' Redundancy and Re-deployment Procedure.

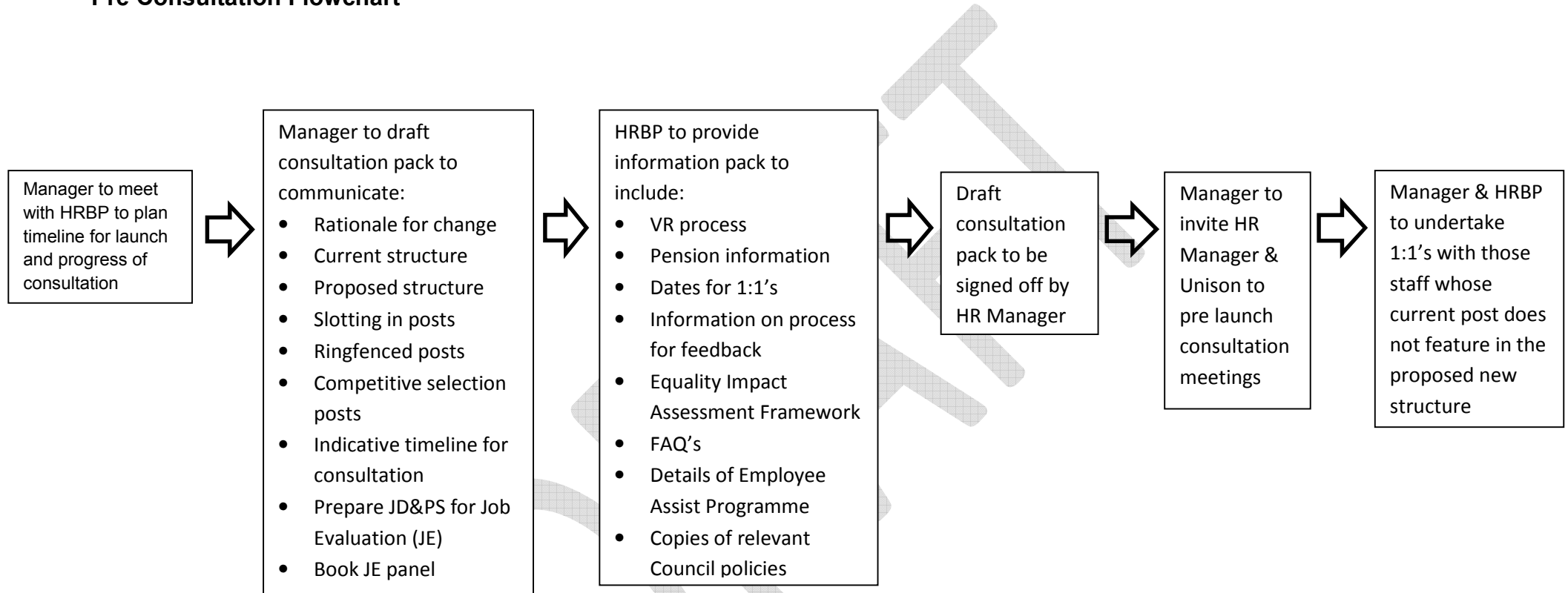
Details of consultation arrangements for affected staff.
The timescales for consultation, decision and implementation.
The proposed criteria for the selection of staff, which must be non-discriminatory and justifiable.

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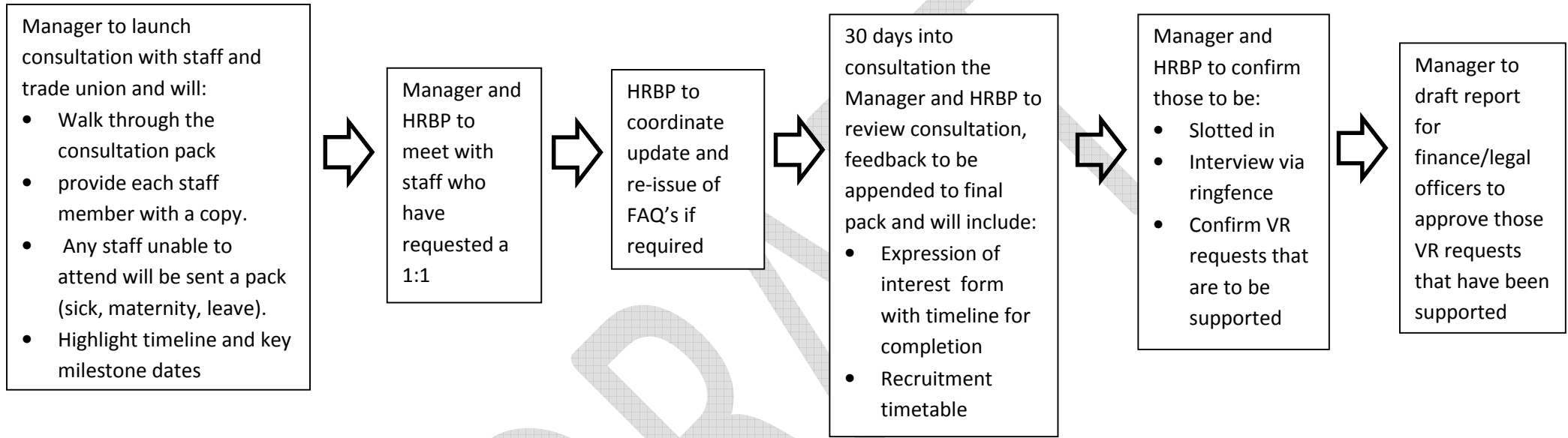
APPENDIX

Managing Consultation/Restructure & Redundancies

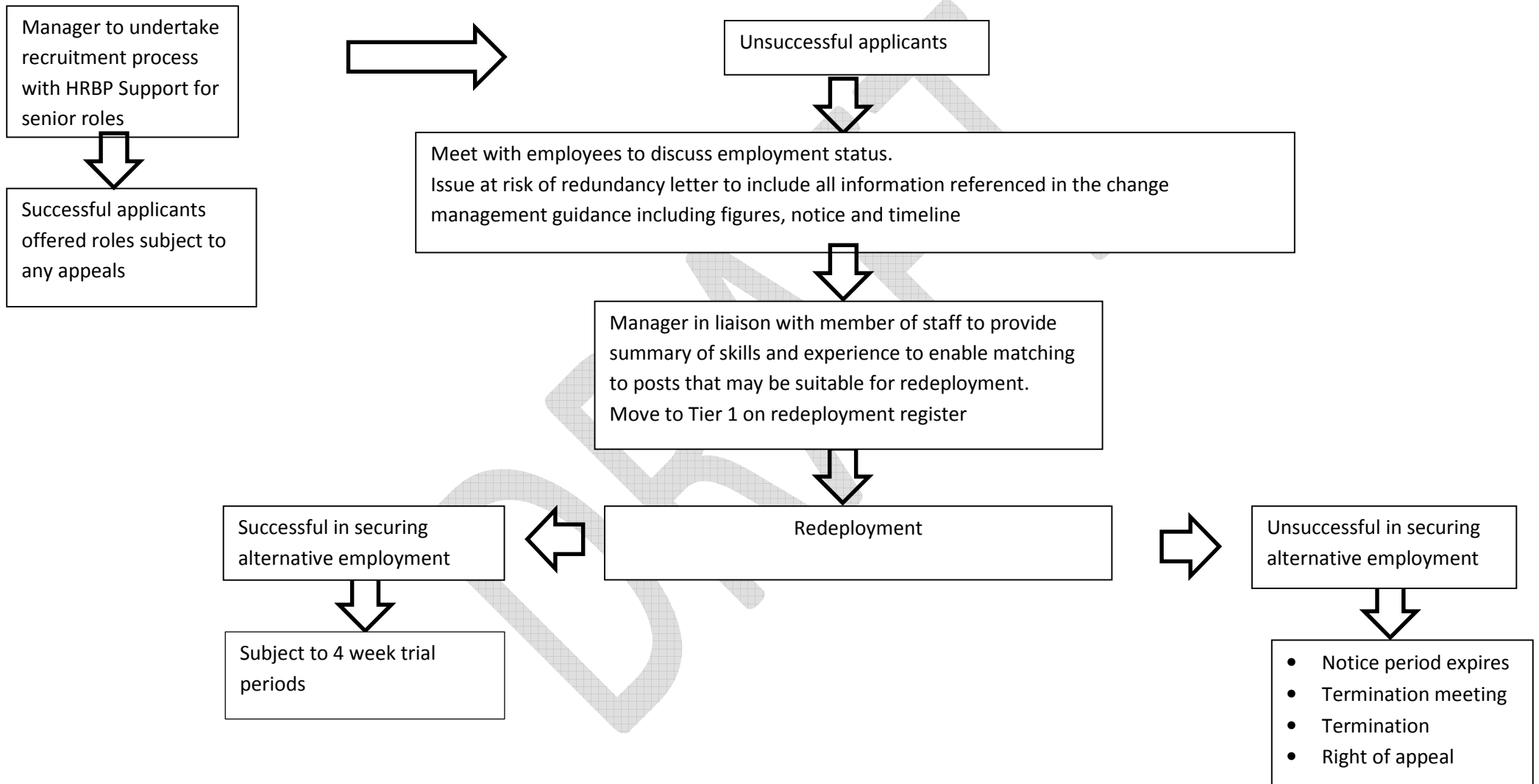
Pre Consultation Flowchart



Formal Consultation Flow Chart



Recruitment Stage Flowchart



Checklist: discussion with individual whose employment is at risk

1 Preparation

Before the meeting:

- Select the most appropriate venue, day and time to hold the meeting.
- Ensure that you will not be disturbed by visitors, customers or calls.
- Make plans to cover the work of those attending the meeting, as necessary.
- After the meeting it may not be appropriate for the employee to return to work. Consider each case on its merits.
- Consider what to do if a member of staff is too upset to go home alone. In some circumstances they may want or need to telephone someone after the meeting to take them home.

2 During the meeting:

2.1 Introduction

- Thank the employee for attending.
- Set the context and explain the reason eg: *Medium Term Financial Strategy; Service Planning; Outsourcing; Senior Management Restructure; the need to make savings.....*
- Explain that it is likely that a number of posts will cease to exist in the next financial year.
- Tell the employee that his or her post has been identified as being at risk.
- Explain that if the Cabinet (and Council) agree to the proposals his or her job, along with a number of other jobs, will be deleted.
- Explain the timetable for the decision-making process.
- Explain the process. (*Exact dates, details of selection process, redundancy payments are best discussed at a later date*)

2.2 The Process

- Explain that a period of consultation will start and the individual is to be covered by the Council's Redeployment Procedure to provide support and guidance. Explain that the procedure seeks to ensure that actions are taken to support individuals in finding alternative employment either within the Council or externally. The process starts early to maximise chances of redeployment or to find alternative employment if the decision is made to make the post redundant.
- Explain that the Senior Head of Service will write confirming the situation and that they will be covered by the Redeployment Procedure. *Provide a copy of the Redundancy and Redeployment Procedure at this stage if you think it appropriate to do so.*
- Tell them that, as part of the support given under the procedure, he or she will meet with a Human Resources Adviser and that they may be accompanied at that meeting by a Trade Union Representative or a nominated work colleague. The Human Resources Adviser will:
- Explain the Redeployment Procedure and provide details of any severance payments in the event of no redeployment.
- Look at potential job opportunities with them and discuss available support – work on cv, identify transferable skills and other self marketing actions;

- You may want to tell them at this point that reasonable time off with pay will be allowed to look for another job outside the Council or to arrange skills' training for another job. (*This is also covered in the meetings with HR.*)
- Confirm that you will be pleased to offer help and support throughout the process, as will the HR team who will work closely with individuals to help them find another job. You may also mention support from their trade union if you know that they are a member.
- Confirm also that support is available if he or she would welcome opportunity to discuss concerns, personal situation with someone external and impartial.

3 Initial response, questions and feelings

(See also appended sheet for context on individual's reactions to change)

- Recognise that the announcement/information may come as a shock. Ask gently if they have any immediate questions, concerns or feelings. Note anything asked and what you say in response. Agree to get back to them on any unanswered queries.

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LOG of Meeting with individual

Record of who was present:

Signed:

Date:

- Repeat your ongoing offer of help and acknowledge that the next few months will be a worrying time for them.
- Be aware that reactions to the situation may include an individual becoming very distressed, very quiet or very angry.

Immediately after the meeting

- If the employee returns to work, be satisfied that they are fit to do so.
- If they go home, make sure that they are in an appropriate frame of mind to drive, as applicable. It may be helpful to provide a taxi, or arrange for someone to take them home or arrange for someone to be at home when they get back.
- Keep a confidential record of the meeting and share this with HR and ensure that any support actions are put in place as swiftly as possible.

A few days after the meeting

- Arrange to meet with the individual again to check on progress, his/her wellbeing and to deal with any questions he or she may have. Be prepared to repeat information already given.

Redundancy Pay Calculation Examples

Using the government's website redundancy pay calculator:

<https://www.gov.uk/calculate-your-redundancy-pay>

Example 1

Employee A, aged 55 has worked for the Council for 26 years. He joined from another local authority and therefore has continuous local government service of more than 30 years.

Statutory redundancy pay calculation

Using the government's statutory calculator, Employee A knows that he is entitled to 27.5 weeks.

He gets:

- 0.5 week's pay for each full year worked aged under 22
- 1 week's pay for each full year worked aged between 22 and 41
- 1.5 week's pay for each full year worked aged 41 or older

Length of service is capped at 20 years.

Employee A earns £450² per week which is less than the statutory maximum of £464.

Based on his answers, the calculator tells him that his statutory redundancy payment is

$$27.5 \times £450 = \mathbf{£12,375}$$

Enhanced severance payment

The Council enhances the statutory redundancy by multiplying the number of weeks by 1.75 and by using the actual week's pay.

For Employee A his redundancy pay will increase to **£21, 656.25**

This is calculated as follows:

$$27.5 \text{ (weeks)} \times 1.75 = 48.125 \times £450 \text{ (week's pay)} = \mathbf{£21,656.25}$$

Note: Employee A earns below the statutory maximum so the weekly pay figure does not change.

²An estimate of weekly pay can be calculated taking an employee's monthly gross pay as shown on his or her pay slip, multiplying it by 12 and dividing by 52.1429. If the employee receives other allowances these may also be included in the calculation e.g. cash car allowance.

Example 2

Employee B, aged 40 has worked for the Council for 5 years.

Statutory redundancy pay calculation

Using the government's statutory calculator, Employee B knows that she is entitled to 5 weeks.

She gets:

- 0.5 week's pay for each full year worked when aged under 22
- 1 week's pay for each full year worked when aged between 22 and 41
- 1.5 week's pay for each full year worked when aged 41 or older

Employee B earns £500³ per week. For the statutory calculation a week's pay is capped at £464.

Based on her answers, the calculator tells her that her statutory redundancy payment is

$$5 \times £464 = \mathbf{£2,320}$$

Enhanced severance payment

The Council enhances the statutory redundancy by multiplying the number of weeks by 1.75 and by using the actual week's pay.

For Employee B her redundancy pay will increase to **£4,375**

This is calculated as follows:

$$5 \text{ (weeks)} \times 1.75 = 8.75 \times £500 \text{ (week's pay)} = \mathbf{£4,375}$$

³An estimate of weekly pay can be calculated taking an employee's monthly gross pay as shown on his or her pay slip, multiplying it by 12 and dividing by 52.1429. If the employee receives other allowances these may also be included in the calculation e.g. cash car allowance.

EXPRESSION OF INTEREST FORM

Your completed form should be returned by HR by (insert date).

Name	Click here to enter text.
Contact Details	Click here to enter text.

In a maximum of 500 words, please explain in your own words how you meet the essential criteria for the post.

Click here to enter text.

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Expression of Interest Form (part 2)

Qualifications and training

Please give details of qualifications and training completed.

[Click here to enter text.](#)

Equal Opportunities Monitoring Data

Do you consider you have a disability as set out in the Equalities Act?

Yes **No**

Signed: [Click here to enter text.](#)

Date: [Click here to enter text.](#)

For HR Admin use only

Date received:

By:

Knowledge Transfer Form

Contracts/Projects/ External Partners

Area of work	Name	Purpose	Contact details	Funding/cost	Location (electronic and physical)	Other issues
Contracts/ External suppliers						
Projects						
External partners						
Internal Partners						

Meetings/1-2-1's

Meetings	Name of Meeting	Purpose	Contact details /Timing/Frequency	Location of notes/minutes	Issues

Reports/Data

Name of report	Purpose	Contact details	Frequency	Location of report	Issues

Ongoing work

Case	Title	Details	Where documents stored

Current issues within the service area (political, economic, social, technological, legislative, environmental)

Service Area	Issue

Your Contact Details

Name	Role	Line Manager	Date of Leaving / Change of Role

Signed by employee:

Date:

Signed by Manager/ Head of Service:

Date:

When completed, please return this form to HR.

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Equality and Fairness Analysis Findings Report



Officer(s) responsible for the Equality and Fairness Analysis	Josie Grayson, HRBP Claire Kelly, HRBP OD Helen Knight, HR Manager
Officer responsible for the proposal	Becky Cooke, Assistant Director
Proposal	To create a Change Management Process for the HR Shared Service
Key people involved in the proposal and its implementation	Josie Grayson, HRBP Claire Kelly, HRBP OD Helen Knight, HR Manager Becky Cooke, AD HR UNISON
Decision making bodies the analysis will be referred to	
CMT portfolio holder	Becky Cooke
Date of Forum to consider analysis	

Title of Proposal	Change Management Policy
What is the purpose of the proposal and why is it needed?	
To manage change across Lewes District and Eastbourne Borough Councils. It is needed as there is no joint change management policy currently.	

What is the scope of the proposal and its intended deliverables?

The scope of the policy is to manage change across Lewes District and Eastbourne Borough Councils.

What are the expected outcomes / longer term benefits of the proposal?

This has been covered in the purpose of the proposal section.

What information do you have to analyse the equality impact of this proposal?

The policy has been written in line with the Equality Act and existing Equality and Diversity policies and practices of both EBC and LDC.

All policies relating to change management for both organisations have also been considered when writing the policy.

Change management and related policies for similar organisations (such as fellow Councils of a similar size) have also been considered when writing the policy.

Are there any gaps in this information and if so, what are these?

No.

What steps did you take, or are you intending to take, to fill these gaps?

N/A

ANALYSIS

Under the Public Sector Equality duty, we have an obligation to:

1. eliminate discrimination, harassment and victimisation
2. advance equality of opportunity
3. foster good relations between people who share protected characteristics and those who do not

With regard to the JTP, particular issues to consider include (but are not limited to):

- Design principles for new ways of working/proposals
- Employment Model (employer, mobile working, working patterns, structure, location, recruitment process)
- ICT (Information Technology and Communications software and hardware) / Equipment / Premises
- Impact of changes to methods of service delivery on customers

In all cases, the impact on both **staff** and **customers** should be considered. In most cases, this should involve consultation with the affected groups in undertaking this analysis.

Use the data collected in the Appendices to inform this analysis. That data should be kept confidential where small sample sizes would mean that individuals may be identifiable.

1. Elimination of discrimination, harassment and victimisation

What does all the information gathered tell you about the potential impact of the proposal on staff who share each of the protected characteristics?

Protected Characteristic		Age	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.	The policy has been written in line with existing policy design and has been consulted upon with Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.	There are no specific equality implications.	None

Protected Characteristic		Disability	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected	The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne	There are no specific equality implications.	The Council provides specialised equipment and communication support where this is required for any preferred candidate / worker / employee and current

characteristics.	for approval.		<p>practice would ensure this is in place prior to the commencement of their employment.</p> <p>Training in disability awareness is also available.</p> <p>These practices are in place to ensure that the council does not disadvantage its disabled employees/ disabled workers / potential employees/ workers.</p>
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Protected Characteristic		Gender Reassignment	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.	The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.	The creation of an inclusive working atmosphere expands to our facilities and working locations. Any member of staff denied access to areas because of their gender identity has the right to raise a dignity at work claim and have that claim investigated and dealt with positively.	Dignity at work is taken seriously with any claims investigated and dealt with quickly and thoroughly. Any member of staff who feels that they are being harassed or victimised as a result of their gender identity is encouraged to use the dignity at work policy.

Protected Characteristic		Marriage and Civil Partnership	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.	The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.	This is not considered to be applicable in regard to this protected characteristic.	
Protected Characteristic		Maternity and Pregnancy	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.	<p>The policy took into consideration legislation covering maternity and pregnancy.</p> <p>The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.</p>	Staff who are on maternity / paternity leave will be sent a copy of the change management policy if they are subject to any change management process.	

Protected Characteristic		Ethnicity	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.	The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.	The Council's main locations have quiet spaces that provide some privacy to individual(s) for a variety of purposes; these include praying and time for quiet contemplation. This is covered here because Islam and Judaism are considered to be ethnicities as well as religions.	

Protected Characteristic		Religion or belief	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.	The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.	The Council's main locations have quiet spaces that provide some privacy to individual(s) for a variety of purposes; these include praying and time for quiet contemplation.	

Protected Characteristic	Sex (gender)		
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
<p>The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.</p>	<p>The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.</p> <p>The policy will be applicable to both females, males, transgender, full time and part time employees. This is mentioned here as many female staff at both Councils work part time.</p>	<p>Not considered to be applicable in regard to this protected characteristic.</p>	

Protected Characteristic	Sexual Orientation		
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
<p>The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.</p>	<p>The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.</p>	<p>Not considered to be applicable in regard to this protected characteristic.</p>	

Other considerations		Part-time/fixed term/flexible/temporary workers	
Design Principles	Employment Model	ITC/Equipment/ Premises etc.	Other
The policy is designed to effectively and fairly manage change across the two organisations taking account of all protected characteristics.	<p>The policy has been written in line with existing policy design and has been consulted upon my Unison and is going to Employment Committee at Lewes and Joint Staff and Cabinet at Eastbourne for approval.</p> <p>The policy will be applicable to both females, males, transgender, full time and part time employees. This is mentioned here as many female staff at both Councils work part time.</p>	N/a	All staff are being briefed / consulted dependant on their employment / worker status.

Based on your evidence and engagement is there potential for a differential impact on <u>staff</u> who share protected characteristics? If so, what is the justification for this or what do you propose to do to mitigate it?
The differential impact will be a positive impact such as having any reasonable adjustments as required in relation to their protected characteristic if the employee undergoes change at work that is covered by the change management policy.

Based on your evidence and engagement is there potential for a differential impact on customers who share protected characteristics? If so, what is the justification for this or what do you propose to do to mitigate it?

This is not applicable, the policy only applies to staff.

2. Advancing Equality of Opportunity

What opportunities are there to advance equality of opportunity for staff through this proposal?

The explanations throughout this analysis and those specifically mentioned in regard to eliminating discrimination, explain that all potential areas to advance equality were considered when writing the change management policy.

3. Fostering Good Relations

Is there a possibility that this proposal could lead to negative perceptions among staff, and if so what will you do to counter this?

It is possible that staff may be unsettled due to the wider changes within the two Councils (ie JTP) rather than due to the policy specifically.

FINDINGS

The Councils will need to take steps to address any issues identified by this analysis. You should set out below how this will be done.

Protected Characteristic	Issue identified	Actions proposed	Lead Officer
Race	The profile of LDC and EBC staff is predominantly 'White British'.	Positive action covering the recruitment and selection process for future staff should be considered.	Becky Cooke

Quality assurance for this analysis	
How will you implement any recommendations the Equality and fairness Planning Group made?	Recommendations will be viewed as post-implementation advice.
How will the actions be monitored, when will this be reviewed and who will do this?	The actions outlined above will be monitored by the Assistant Director of Human Resources and Organisational Development.
Who will analyse the monitoring at its review stages?	The Corporate Management Team.
What could trigger a revision to this analysis?	A material challenge that undermined the process could result in a revision.
Will you involve key service users/other parties in the review process? If so, how?	Yes, UNISON will be consulted if changes to the policy are proposed.

How will you publish the results of any reviews?

Results will be published on the Council's intranet site.

For completion by the Equality and Fairness Steering Group:

Results of group discussion and recommended course of action:

Agenda Item No: 7 **Report No:** 172/16
Report Title: Sickness Report
Report To: Employment Committee **Date:** 19 December 2016
Ward(s) Affected: All
Report By: Helen Knight, HR Manager
Contact Officer(s)- Helen Knight
Name(s): Helen Knight
Post Title(s): HR Manager, Shared Service
E-mail(s): Helen.knight@lewes.gov.uk
Tel No(s): 01273 661365

Purpose of Report:

To update the Employment Committee regarding the Council's sickness figures.

Officers Recommendation(s):

- 1 To note the report.
-

Reasons for Recommendations

- 1 The Committee have asked for a regular item to be presented regarding the absence statistics within the Council.

Information

- 2 The figures for Quarter 2 of 2016/17 (1 July to 30 September 2016) are presented as appendices to this report. The average number of days' absence per employee for Q2 was 2.0. Points to note are:
 - 2.1 Sickness absence for Q2 at LDC has reduced from Q1 of 2016/17 when the average number of day's absence per employee was 3.0.
 - 2.2 This is the third consecutive quarter in which there has been a reduction as in Q4 of 2015/16 the average number of day's absence per employee was 3.46. This demonstrates the continued close management of absence by managers supported by HR.
 - 2.3 As demonstrated by the reasons for absence by service area breakdown the reasons for absence during Q2 continue to be varied and, aside from musculoskeletal problems in Waste Services, there does not appear to be any common themes.

2.4 The management of sickness absence continues to be a priority within the organisation with close scrutiny and management by line managers and HR. The new Attendance Management Policy was implemented in September and numerous training sessions have taken place for Managers. HR have committed to reviewing this policy in 9 months' time.

3 Financial Appraisal

3.1 The financial implications of this report are the number of working days lost to sickness.

4 Legal Implications

4.1 The Legal Services Department have not been asked for comments.

5 Sustainability Implications

5.1 I have not completed the Sustainability Implications Questionnaire as this Report is exempt from the requirement because it is a progress report/budget monitoring report/development control report

6 Equality Screening

6.1 Equality analysis is not required as this is an information only report with no key decisions attached.

7 Appendices

Excel spreadsheet showing the Council's sickness figures for Quarter 2 (1 July to 30 September).

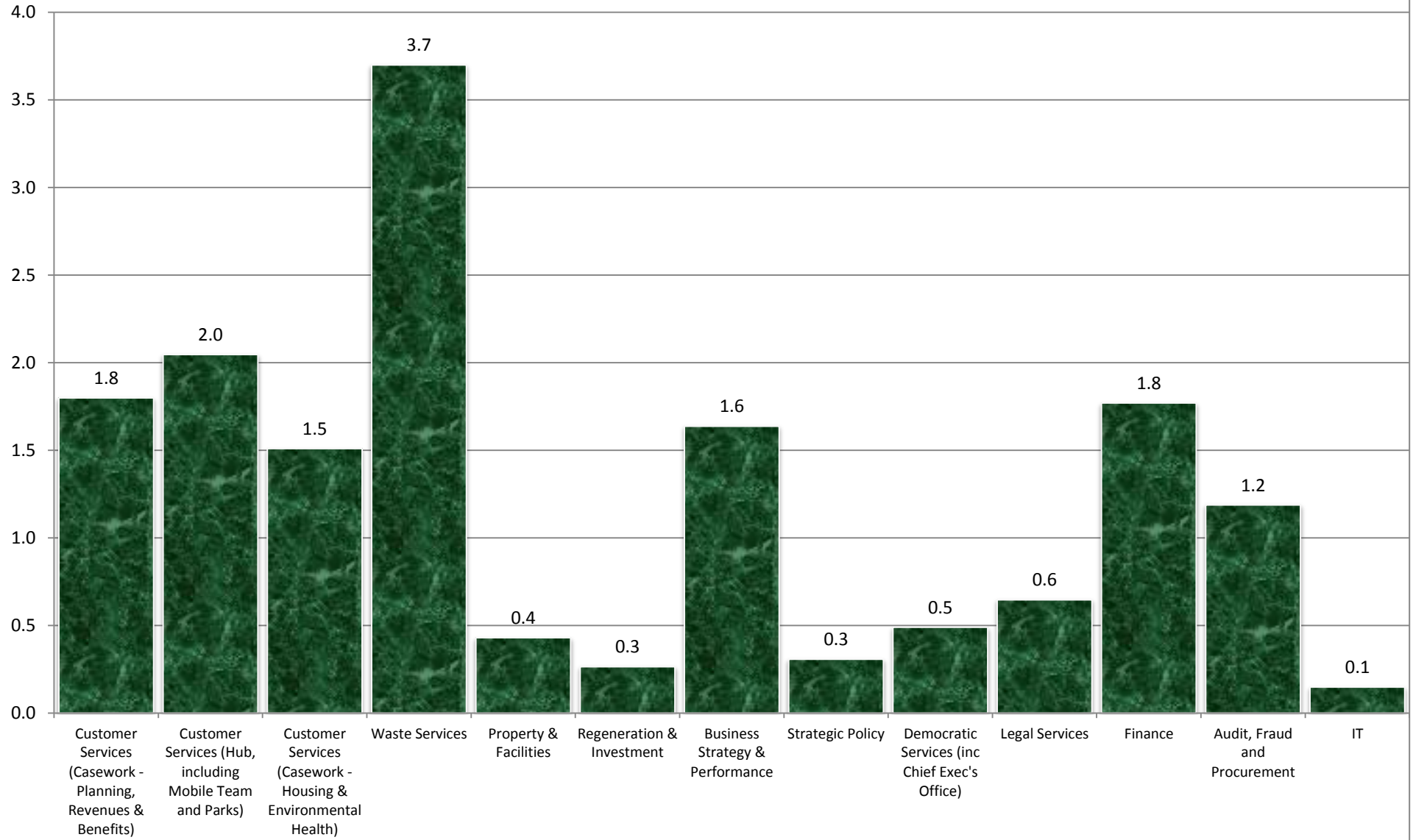
Excel Spreadsheet showing reasons for absence (by service area) during Quarter 2.

APPENDIX

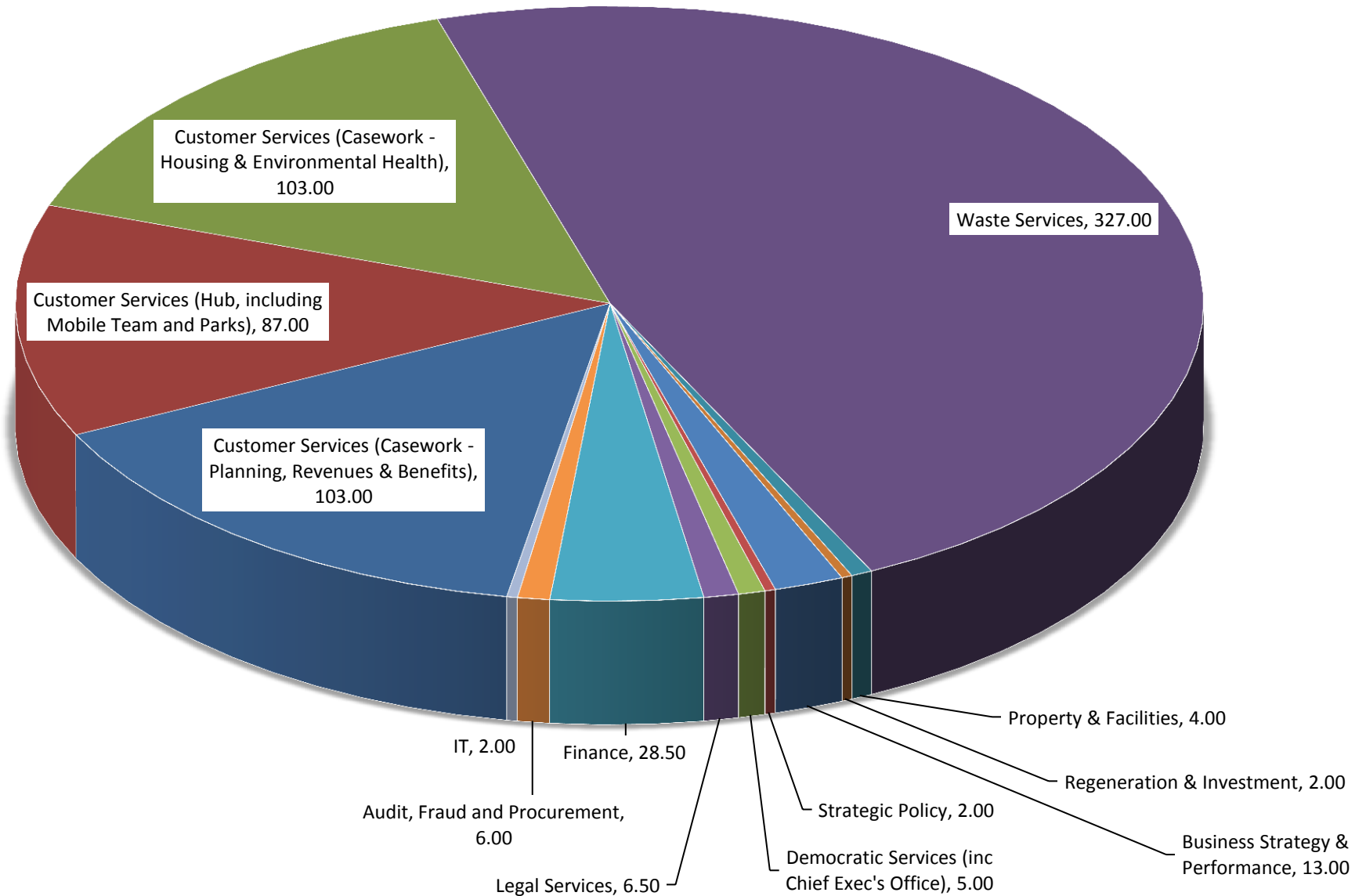
Dept	15/16 Q3 FTE	15/16 Q4 FTE	16/17 Q1 FTE	16/17 Q2 FTE	16/17 Q3 FTE	16/17 Q4 FTE
Customer Services (Casework - Planning, Revenues & Benefits)	47.58	51.59	56.09	57.25		
Customer Services (Hub, including Mobile Team and Parks)	39.77	43.02	39.51	42.51		
Customer Services (Casework - Housing & Environmental Health)	66.41	66.56	66.06	68.22		
Waste Services	85.76	90.76	92.40	88.40		
Property & Facilities	10.14	8.81	9.29	9.29		
Regeneration & Investment	7.68	8.22	8.66	7.55		
Business Strategy & Performance	8.16	8.67	9.06	7.94		
Strategic Policy	7.50	9.5	6.50	6.50		
Democratic Services (inc Chief Exec's Office)	15.81	13.81	10.20	10.20		
Legal Services	8.97	9.05	9.05	10.05		
Finance	16.58	15.37	15.10	16.10		
Audit, Fraud and Procurement	5.45	5.05	5.05	5.05		
IT	16.44	16.44	13.44	13.44		
Total	336.25	346.85	340.41	342.50	0.00	0.00

Dept	15/16 Q3 Absences	15/16 Q4 Absences	16/17 Q1 Absences	16/17 Q2 Absences	16/17 Q3 Absences	16/17 Q4 Absences	15/16 Q3 Days per FTE	15/16 Q4 Days Per FTE	16/17 Q1 Days Per FTE	16/17 Q2 Days Per FTE	16/17 Q3 Days Per FTE	16/17 Q4 Days Per FTE
Customer Services (Casework - Planning, Revenues & Benefits)	78.00	63.82	167.5	103.00			1.64	1.24	3.0	1.8	#DIV/0!	#DIV/0!
Customer Services (Hub, including Mobile Team and Parks)	252.00	207.37	104	87.00			6.34	4.82	2.6	2.0	#DIV/0!	#DIV/0!
Customer Services (Casework - Housing & Environmental Health)	252.00	251.17	173	103.00			3.79	3.77	2.6	1.5	#DIV/0!	#DIV/0!
Waste Services	527.00	546.37	511	327.00			6.15	6.02	5.5	3.7	#DIV/0!	#DIV/0!
Property & Facilities	35.00	8.67	1	4.00			3.45	0.98	0.1	0.4	#DIV/0!	#DIV/0!
Regeneration & Investment	0.00	6.03	5.5	2.00			0.00	0.73	0.6	0.3	#DIV/0!	#DIV/0!
Business Strategy & Performance	8.00	17.14	4	13.00			0.98	1.98	0.4	1.6	#DIV/0!	#DIV/0!
Strategic Policy	10.00	5.00	3	2.00			1.33	0.53	0.5	0.3	#DIV/0!	#DIV/0!
Democratic Services (inc Chief Exec's Office)	7.00	10.39	5	5.00			0.44	0.75	0.5	0.5	#DIV/0!	#DIV/0!
Legal Services	5.00	26.89	6	6.50			0.56	2.97	0.7	0.6	#DIV/0!	#DIV/0!
Finance	5.00	32.31	21	28.50			0.30	2.10	1.4	1.8	#DIV/0!	#DIV/0!
Audit, Fraud and Procurement	0.00	-	0	6.00			0.00	0.00	0.0	1.2	#DIV/0!	#DIV/0!
IT	23.00	25.00	5	2.00			1.40	1.52	0.4	0.1	#DIV/0!	#DIV/0!
Total	1202	1200.16	1006	689	0	0	3.57	3.46	3.0	2.0	#DIV/0!	#DIV/0!

16/17 Q1 Days Per FTE



16/17 Q1 FTE Absences



Short Term Absence Reason Q3	
Reason	Number
Asthma	1
Back or Spinal Problem	7
Chest Infection	3
Chest Pain	1
Common Cold	5
Ear Disorder	1
Eye Disorder	1
Stress	4
Dizziness	2
Flu	2
Headache or Migraine	7
Kidney bladder or urinary disorder	2
Musculoskeletal problem (not back)	7
Operation & Recovery	8
Other disorder	8
Stomach or bowel disorder	19
Throat infection or tonsillitis	7
Unspecified	2
Hospital Appt	1
Dental	2
Skin Condition	1
Exhaustion	3
Viral Infection	6
Total	100

Musculoskeletal Breakdown	
Reason	Number
Hip Replacement	1
Sciatica	1
Chest Pain	1
Operation on Hand	1
Total	4

Other Disorder Breakdown	
Reason	Number
Allergic reaction	1
Possible blood clot	1
Back Pain	1
Celulitis	1
RTA	1
Industrial Injury	2
Total	7

Short Term Absence Reasons by Department Q3		
Department	Reason	Number
Business Strategy & Performance	Viral Infection	1
	Common cold	1
	Total	2
Customer Services Hub	Chest infection	1
	Back and Spinal Problem	1
	Common cold	
	Dental Problem	1
	Stress	1
	Other	1
	Headache or migraine	2
Operation & Recovery	1	
Stomach or bowel disorder	3	
Viral Infection	1	
Total	12	
Democratic Services (inc Chief Executive's Office)	Influenza	1
Total	Total	1
Finance	Headache or migraine	2
	Operation & Recovery	2
	Nose mouth or throat disorder	1
	Stomach or bowel disorder	
	Total	5
Housing & Environmental Health	Back or spinal problem	1
	Dizziness	2
	Musculoskeletal problem (not back)	1
	Common cold	2
	Ear Disorder	1
	Eye disorder	1
	Operation & Recovery	2
	Throat infection or tonsillitis	1
	Stomach or bowel disorder	5
	Viral Infection	2
Total	18	
Information Technology	Chest infection	1
	Total	1
Planning, Revenue & Benefits	Viral Infection	1
	Common cold	1
	Other	2
	Headache or migraine	1
	Throat Infection or Tonsillitis	2
	Stress	1
	Nose Mouth or Throat Disorder	1
Stomach or bowel disorder	3	
Total	12	
Property & Facilities (Shared Services)	Exhaustion tiredness and fatigue	1
	Headache or migraine	1
	Total	2
Regeneration & Investment	Asthma	1
	Stomach or bowel disorder	1
Total	2	
Strategic Policy	Throat Infection or Tonsillitis	1
	Hospital Appointment	1
	Total	2
Waste Services	Back or spinal problems	5
	Musculoskeletal problem (not back)	6
	Other disorder	5
	Stomach or bowel disorder	6
	Viral Infection	1
	Operation and Recovery	2
	Chest infection	1
	Chest Pain	1
	Flu	1
	Kidney bladder or urinary disorder	1
	Stress	2
	Headache or migraine	2
	Exhaustion tiredness and fatigue	1
	Throat Infection or Tonsillitis	2
	Common cold	1
	Dental Problem	1
	Skin Condition	1
Total	39	
Legal Services	Viral Infection	1
	Exhaustion and fatigue	1
	Total	2

Long Term Absence Reasons	
Reason	Number
Back or spinal problem	4
Chest pains	1
Depression	2
Eye Disorder	1
Musculoskeletal problem (not back)	5
Nose mouth or throat disorder	1
Operation & Recovery	4
Other Disorder	4
Pregnancy related	1
Stress	2
Total	25

Musculoskeletal Breakdown	
Reason	Number
Arthritis	1
Head /neck fracture	1
Hip problem	1
Knee pain	1
Shoulder	1
Total	5

Other Disorder Breakdown	
Reason	Number
Bipolar disorder	1
Finger injury	1
Renal impairment	1
Toe infection	1
Total	4

Long Term Absence Reasons by Department		
Department	Reason	Number
Customer Services Hub	Back or spinal problem	2
	Depression	1
	Other disorder	1
	Total	4
Housing & Environmental Health	Musculoskeletal problem	2
	Operation & recovery	2
	Total	4
Finance	Operation & recovery	1
	Total	1
Legal	Eye Disorder	1
	Total	1
Planning Revenue & Benefits	Musculoskeletal problem (not back)	1
	Nose mouth or throat disorder	1
	Other disorder	1
	Pregnancy related	1
	Stress	1
	Total	5
Waste Services	Back or spinal problem	2
	Chest pains	1
	Depression	1
	Musculoskeletal problem	1
	Operation & recovery	1
	Other disorder	2
	Stress	2
	Total	10

Agenda Item No: 8 **Report No:** 173/16
Report Title: Staff Health & Wellbeing Strategy
Report To: Employment Committee **Date:** 19 December 2016
Ward(s) Affected: All
Report By: Becky Cooke, Assistant Director of Human Resources & Organisational Development
Contact Officer(s)-
Name(s): Claire Kelly
Post Title(s): OD Business Partner, Shared Service
E-mail(s): claire.kelly@lewes.gov.uk
Tel No(s): 01273 661368

Purpose of Report:

- 1 To update the Employment Committee on work that is being undertaken to set up a new Health & Wellbeing Staff Forum which will discuss and ultimately agree the implementation of a Staff Health & Wellbeing Strategy across LDC and EBC

Officers Recommendation(s):

- 2 To note the report.

Reasons for Recommendations

- 3.1 Research shows that last year over 130 million working days were lost to sickness absence at a cost to the UK economy of £15 billion. Research also indicates that presenteeism could account for as much, if not more of a loss of productivity than sickness absence.
- 3.2 In addition the 2015 CIPD Absence Survey found that two fifths of respondents reported an increase in mental ill-health. The results pointed to heavy workloads, management style and difficult relationships with colleagues as the main causes behind stress and anxiety in the workplace.
- 3.3 The CIPD also suggest that to be effective, employee wellbeing needs to be part of a regular business dialogue and to be deeply embedded into an organisational culture.
- 3.4 The implementation of a Staff Health & Wellbeing Strategy across LDC and EBC will support and inform the development of an improved, co-ordinated and more visible wellbeing offer to staff.

Information

- 4.1 The table below details the current wellbeing activities on offer at both EBC and LDC. The current well-being offer lacks a co-ordinated approach and therefore opportunities to promote well-being initiatives and engage with staff are lost. There may well be other activities going on across both Councils that we are not aware of.

CURRENT WELL BEING INITIATIVES	
EBC (inc EHL)	LDC
HML Employee Assistance Programme (Information, support & guidance, counselling, CBT, Health Matters information website)	
Kaarp Benefits inc Gym reductions, Health & Wellbeing discounts, financial discounts (health insurance,, money advice)	
Flu Jabs	
DSE user Eye Tests	
Healthy Travel Options (Easit)	
H&S / Risk assessments etc.	
Flexible working	
OLLE wellbeing courses	
Annual Staff Survey	
EHL only Health Hub Day – includes massage tables, smoothie bikes Health Checks etc	Well Being Month (arranged by Unison)
Horner Centre Physiotherapy Services (25% discount for initial assessment)	Global Corporate Challenge – LDC has 4 teams this year, the programme provides employers with an engaging way to create a true culture of health across the business. Cost attached (£49 per team of 7) www.gettheworldmoving.com
Reduced price membership at Cavendish and Hampden Park Sport's Centre	Wave Leisure 20% Discounts on Gym and Swim membership in all Wave centres.
Half price indoor tennis and badminton court hire	Osteoporosis screening (cost to employee)
Corporate membership at Sovereign Centre inc unlimited swimming, gym, workout classes, sauna & steam room. Discount equates to 2 months free membership.	Lunchtime yoga
e-Shaw – Safe and Healthy at Work Online Resource	Well Being Group – HR, Unison and H&S
Healthy Working Insite page	Citizens Advice Bureau presence
Massage in the Workplace	Personal Resilience Workshops
Online Financial Health Check tool	Work Smarter Not Harder

	workshops
Cycle loan scheme	Cycle to Work Scheme

Budget has also been allocated to hold a Health Hub Day at LDC in early 2017.

- 4.2** Staff survey results in EBC indicated that 53% of respondents thought that EBC was concerned about their wellbeing and a further 28% thought EBC was concerned but not often (LDC did not include specific questions about wellbeing in their survey but we will incorporate these in the next staff survey). What was significant was that 39% of respondents were not aware of any wellbeing initiatives or support currently available. This suggests that although there is a raft of wellbeing information and support available, we need to do more to publicise this on an ongoing basis.
- 4.3** Any benefits of a structured and ongoing Health & Wellbeing programme will take time to measure but aims would be to improve the health and wellbeing of staff, reduce absence levels, increase staff engagement, and to provide an enhanced level of support whilst EBC and LDC begin integration.
- 4.4** In order to move forward with a meaningful Staff Health & Wellbeing programme that engages our staff and provides benefits not only to individuals but also to the organisations as a whole, a new Health and Wellbeing Staff Forum is being set up made up of staff from EBC and LDC. The attached draft strategy will be reviewed and discussed by the Forum before being implemented once in a final agreed format.
- 4.5** The draft strategy has been sent out to eCMT with a request for nominations from their teams for staff representatives to join the forum. The first meeting of the forum is scheduled for 20 December 2016.
- 4.6** The strategy includes wellbeing pledges and clear objectives to be met over the next 12 months. It also forms the basis for a more structured approach to wellbeing where an action plan will be produced which engenders accountability and places a requirement to evaluate the effectiveness of the programme and to provide feedback to CMT.
- 4.7** Update reports can be provided to the Employment Committee as the Forum and the Strategy are implemented.

Financial Appraisal

- 5** Budget allocation has been secured for 2017/18 to support the development of the Wellbeing programme and resulting activities for staff.

Legal Implications

- 6** The Legal Services Department have not been asked for comments.

Sustainability implications

- 7 I have not completed the Sustainability Implications Questionnaire as this Report is exempt from the requirement because it is a progress report/budget monitoring report/development control report

Equality Screening

- 8 Equality analysis is not required as this is an information only report with no key decisions attached.

Appendix

- 9 Lewes District and Eastbourne Borough Council draft Staff Health & Wellbeing Strategy

STAFF HEALTH & WELLBEING STRATEGY 2017/18



‘creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation’

CIPD



Lewes District Council



Working in partnership with **Eastbourne Homes**

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WHAT IS A HEALTH & WELLBEING STRATEGY?



This strategy details what individual employees can expect from the Councils and what, in return is expected of them. It outlines our core pledges to staff, what we hope to achieve, how we will deliver this and outlines future objectives.

INTRODUCTION

Lewes District & Eastbourne Borough Councils employ around 800 staff. We recognise that our responsibility for the health and wellbeing of our staff extends far beyond a core responsibility to provide a safe working environment. We aim to be an excellent employer and an employer of choice within the local community. In order to achieve this we recognise the need to invest in the health and wellbeing of our staff.

Improving health and wellbeing of staff is a shared responsibility between Members, managers and individuals and will have a positive impact on service delivery and organisational performance.

Workplace wellbeing will be achieved where staff having meaningful and challenging work and have the opportunity to apply their skills and knowledge in effective working relationships with colleagues and managers in a safe and healthy environment. Achievement of personal aspirations whilst maintaining work-life balance is also essential.



A values-based working environment and management style are key to delivering on our commitment to ensuring the health and wellbeing of our staff.

OUR HEALTH & WELLBEING VISION



- **To promote mental and physical wellbeing within the workplace**
- **To provide safe and effective working conditions**
- **To ensure that equality & fairness are embedded into the organisation at all levels**
- **To empower employees to take responsibility for their own health and wellbeing as well as that of their colleagues**
- **To maximise organisational effectiveness and customer satisfaction by aligning wellbeing with the business strategy**

CURRENT INITIATIVES

Staff Health & Wellbeing is not a new concept for LDC & EBC and there is currently a range of initiatives available to staff which include:

- **Employee Assistance Programme:**

An external confidential support service for employees and their immediate family members

- **Annual Staff Survey:**

Enables staff to provide feedback to management on an anonymous and confidential basis on all aspects of their employment

- **Family friendly policies and flexible working arrangements (where possible):**

Addressing work/life balance priorities

- **Occupational Health Service**

An independent service available to staff and managers to help manage sickness or health conditions

- **Cycle to Work Scheme (LDC) / Bicycle Loan Scheme (EBC)**

Supports staff to undertake exercise through healthy ways of travel to work

- **Free DSE user eye tests**

For staff that have to use computers as an intrinsic part of their work

- **EBC Joint Safety, LDC H&S Forum, Waste**

Keeping staff safe in the workplace and identifying potential issues to minimise hazardous working

- **Kaarp Benefits**

Provides discounts on a range of activities including those that promote a healthy lifestyle

- **H&S and Stress Risk Assessments**

Keeping our staff safe, happy and healthy

- **Training & Development**

Online learning portal with a large portfolio of courses including Wellbeing (OLLE). Opportunities for other training as identified with your manager

These are just a selection of current initiatives available across both Councils. We are working to align and enhance the entire wellbeing offer across both organisations

OUR WELLBEING PLEDGES

MENTAL HEALTH & WELLBEING AT WORK CORE PLEDGE

We will actively embrace and develop upon the Health & Safety Management Standards. These standards represent a set of conditions that promote high levels of health, wellbeing and organisational performance. The cover key areas which if not managed well put employees at risk of stress-related ill health.

- Ensure staff are able to cope with the demands of their role whilst actively encouraging personal development
- Ensure staff feel empowered within their role and are able to have a say in the way they do their work
- Ensure staff receive information and support from their manager through regular 121s, team meetings and staff briefing sessions within an environment that fosters open communication across the organisation
- Ensure staff are not subjected to unacceptable behaviours from either customers or colleagues and challenge this behaviour should it occur
- Deal with conflict encountered in the workplace in a positive manner through mediation and team building.
- Ensure that the Councils engage staff frequently and positively through consultation and other communication channels when going through organisational change



OUR WELLBEING PLEDGES

PHYSICAL WELLBEING AT WORK CORE PLEDGE

We will encourage all employees to be physically active whilst implementing the relevant recommendations of the NICE (The National Institute for Health and Care Excellence) public health guidance for the workplace.

- Encourage staff to be aware of their physical wellbeing and introduce initiatives to encourage a more active lifestyle
- Continue to use the Occupational Health Service to provide support and guidance when employees are absent from work due to sickness and facilitate a safe and productive return to work
- Train managers in effective and supportive absence management of staff
- Undertake risk assessments to ensure that staff are not subject to any unnecessary risk
- Continue to implement measures to reduce musculoskeletal problems in the workplace
- Ensure full PPE (Personal Protective Equipment) is provided and used for relevant staff
- Utilise Access to Work and other services for staff who require support under the Equality Act 2010
- Provide initiatives that encourage healthy travel to work



OUR WELLBEING PLEDGES

HEALTHY LIFESTYLE CORE PLEDGE

We will actively support our workforce to lead healthier lives by following the core commitments contained within the Government Public Health Responsibility deal.

- Develop ongoing health and wellbeing initiatives for staff which encourage and assist staff in leading a healthier lifestyle
- Promote healthy eating and make healthy alternatives available in vending machines
- Encourage staff to stop smoking by encouraging them to attend local smoking cessation services
- Encourage staff to limit their alcohol intake, providing information and promoting healthier lifestyles
- We will assist staff in the management of chronic conditions ensuring that all reasonable workplace adjustments are put in place



WHAT WE HOPE TO ACHIEVE

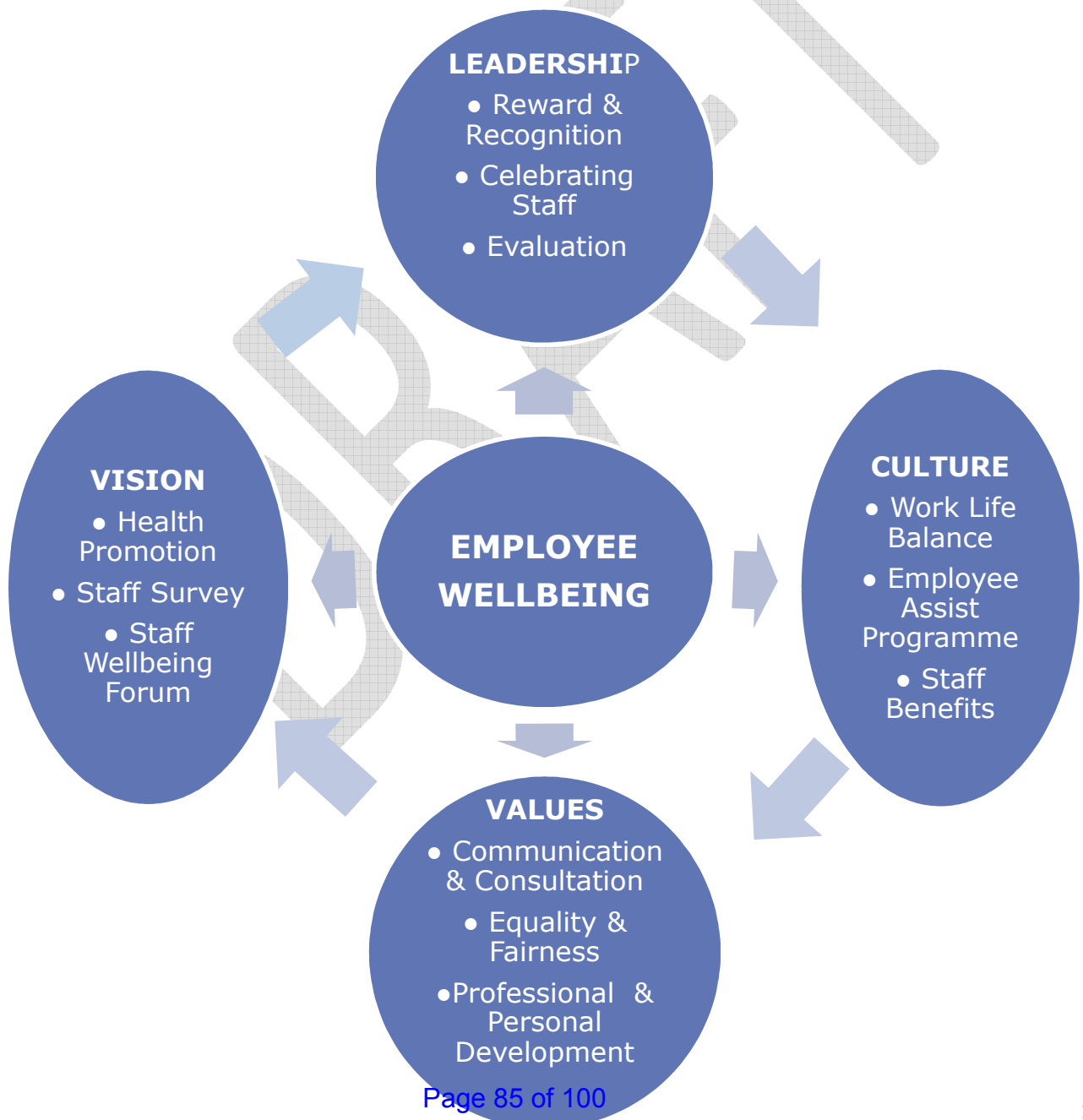


This workplace strategy focuses on improvements in the three areas of mental wellbeing, physical wellbeing and healthier lifestyles and we will monitor progress and evaluate effectiveness and aim to achieve the following:

- Increased number of staff accessing health and wellbeing activities
- An engaged, motivated and healthy workforce who report increased levels of job satisfaction via the staff survey
- Increased emphasis on the health & wellbeing of our staff by the development of a culture that prioritises health and wellbeing and recognises the benefits to the business and to our customers
- A sustained reduction of sickness absence rates and effective sickness absence management
- A reduction in the number of workplace accidents and incidents
- An increased number of staff having regular team meetings and 121s

SUPPORTING THE DELIVERY & DEVELOPMENT OF THE STRATEGY

CMT is committed to prioritising the health & wellbeing of all staff. In order to deliver and develop this strategy a Staff Health & Wellbeing Forum will be established across both Councils and will have a CMT lead. The group will develop initiatives, promote healthy lifestyles, identify issues and encourage staff to engage with wellbeing activities. We will deliver on our objectives through our leadership, culture, visions and values.



OUR FUTURE OBJECTIVES

This strategy focuses on improvements in staff mental and physical wellbeing and the promotion of healthier lifestyles. In order to achieve this we have identified the following objectives to ensure we deliver on our Wellbeing Pledges:

- Development of an action plan to improve the health and wellbeing of our staff
- Establishment of a Staff Health & Wellbeing Forum with members acting as 'Wellbeing Champions' across the Councils
- De-stigmatise issues surrounding mental health by providing training to managers to help them identify issues and signpost staff to appropriate services. We will also train a number of staff as Mental Health First Aiders who will be able to identify, understand and help a person who may be developing a mental health issue
- Use all of our data sources including reasons for sickness and our staff survey to design interventions to improve the health and wellbeing of our staff
- Promote and publicise the wellbeing strategy ensuring that staff are aware of all the opportunities to maintain and improve their health and wellbeing and are encouraged to act as role models to colleagues and to the wider community
- Active smoking cessation support for staff
- Development of a Change Management Policy including support mechanisms for staff during periods of organisational change



SUMMARY

Staff Wellbeing is a critical enabler in supporting high levels of employee engagement. It is vital that Lewes District & Eastbourne Borough Councils take the health and wellbeing of its staff seriously to optimise effectiveness in the workplace and improve the services it provides to its customers. It will ensure that we are seen as ambassadors for health and wellbeing and an employer of choice in the wider community.

Delivery of this wellbeing strategy will be monitored via the Staff Health & Wellbeing Forum and reported to CMT. The success of the strategy will be monitored through the analysis of a variety of external and internal measures, benchmarking and analysis on an annual basis.

Full consideration will be given to the accessibility of wellness programmes for all staff. The socioeconomic, gender, ethnicity, religion or belief, age, disability and caring responsibilities will be considered when designing and implementing any health and wellbeing initiatives or activities to ensure inclusiveness and where necessary the requirement for an alternative option.

Health & Wellbeing is about being emotionally healthy as well as physically healthy. It's feeling able to cope with normal stresses and living a fulfilled life. It can be affected by things like worries about money, work, your home, the people around you and the environment you live in. Your wellbeing is also affected by whether or not you feel in control of your life, feeling involved with people and communities and feelings of anxiety and isolation'

**NATIONAL INSTITUTE
FOR HEALTH & CLINICAL
EXCELLENCE (NICE)**

Agenda Item No: 9 **Report No:** 174/16
Report Title: Accidents to staff from April 2016 to November 2016
Report To: Employment Committee **Date:** 19 December 2016
Ward(s) Affected: Employees and workers
Report By: Jill Yeates, Health and Safety Officer
Contact Officer(s)- Jill Yeates

Name(s): Jill Yeates
Post Title(s): Health and Safety Officer
E-mail(s): jill.yeates@lewes.gov.uk
Tel No(s): 01273 7106276

Purpose of Report:

To report the statistics on accidents reported between 1 April 2016 and 30 November 2016.

Officer's Recommendation:

- 1 To note the report.

Reasons for Recommendations

- 1 This regular report to Employment Committee provides accident and near miss information necessary to fulfil items 2.4 (c), and 2.5 (g) and (k) of the Lewes District Council Constitution Section 5 Remit of the Employment Committee.
- 2 **Information**
 - 2.1 The statistics are presented as previously requested – with numbers and percentages, and comparisons with the previous year (same period). Insurance has been included as requested.
 - 2.2 Currently, whenever an accident or incident is recorded, the individual will have reported it to a supervisor or manager, who will then have discussed the accident or incident with them and completed the second side of the form which looks at the underlying causes, and reports on actions taken. This then comes to the Health and Safety Officer who will follow up any action and ask for updated documents where relevant.
 - 2.3 The last accident report covered a couple of more serious accidents in Waste and Recycling: bins falling off a delivery van and onto our staff, and the failure of a banksmen operation. The report documented the

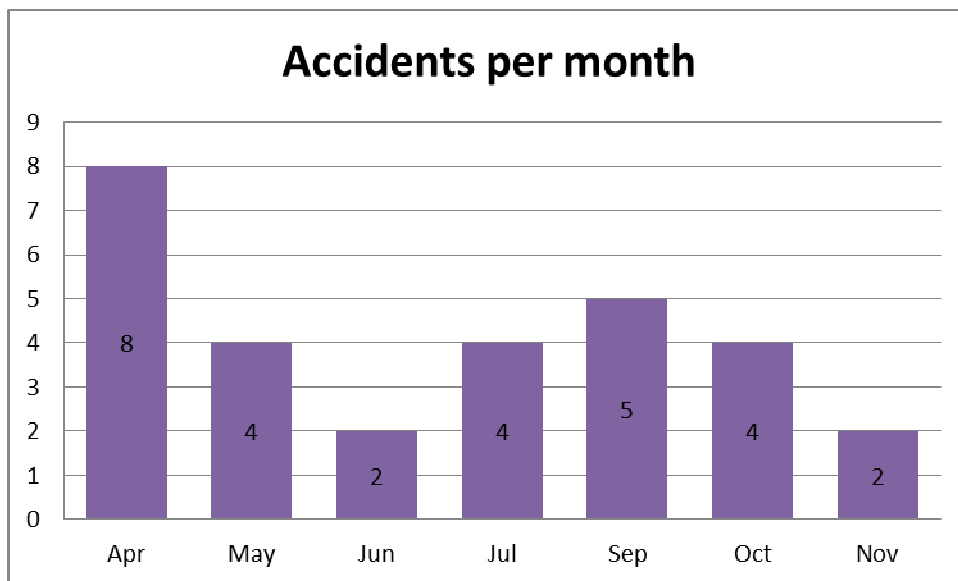
changes made to processes, risk assessments and safe systems of work which have been made.

- 2.4** Since the last report, the most serious accident we have had was where one of our EVs was parked in Lewes, and a van drove passed and clipped the back. This caused the driver sitting in the driving seat a whiplash injury.
- 2.5** The last report also mentioned the incident reporting working group, and a draft process and form is now out for initial consultation, and being considered by the Forum today.
- 2.6** The reduction of last year's 45 accidents in the same period to 29 (so far reported) this year may be real evidence of reduced accidents, or may be that people are not reporting them as much as last year. Safety training, discussion in all team meetings and the discussion of safety issues on the regular Waste and Recycling JCC meetings may well have helped. Immediate responses to accidents – such as providing gauntlet gloves for moving alloy blocks in the recycling centre, and head torches for staff on the rural rounds may also have helped.

Accident Statistics - Staff

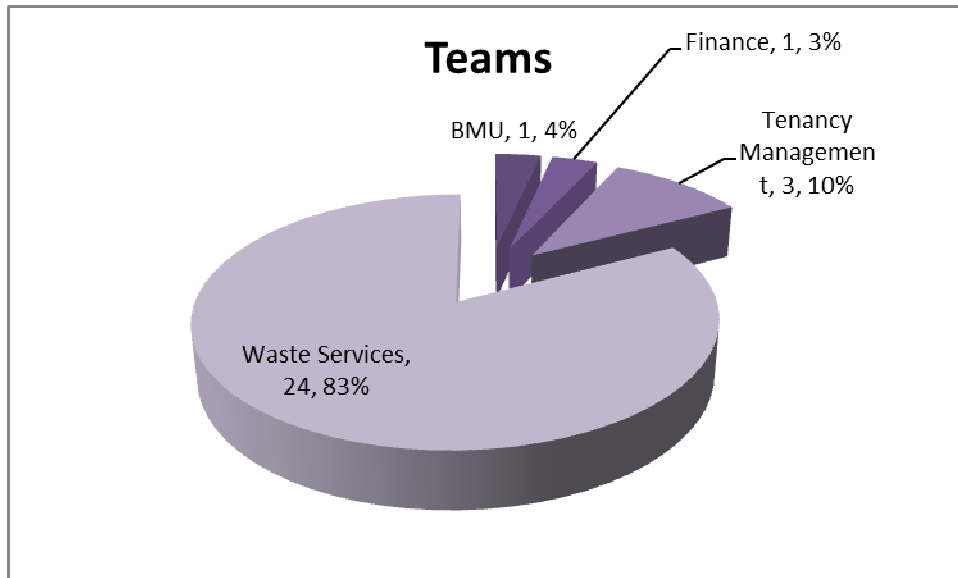
Monthly accidents

From 1 April to 30 November 2016 there were 29 accidents reported: 8 in April and 4, 2, 4, 0 (August), 5, 4 and 2 in subsequent months. Last year there were 45 in total during this period: 7 in April, 1 in May, 11 in June, 5 in July, 7 in August, 2 in September, 8 in October and 4 in November. It can be seen that there are no patterns!



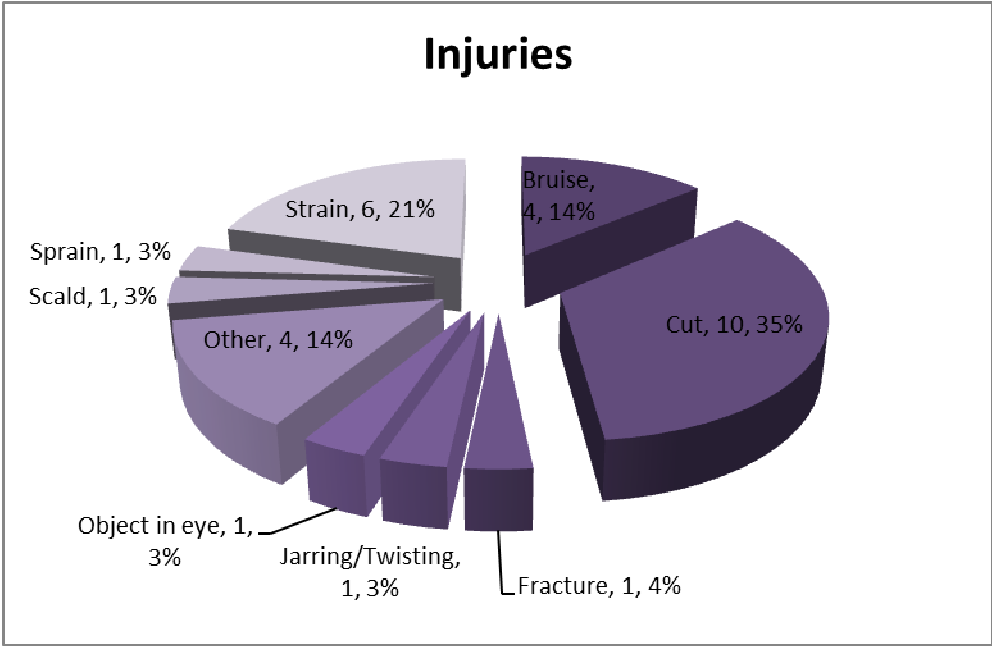
Which teams

Between 1 April to 30 November 2016, there were 24 accidents in Waste Services, 3 in Tenancy Management and 1 each in Finance and the Building Maintenance Unit. Last year there were 36 accidents in Waste Services, 3 each in Customer Services and Housing, 2 in Building Maintenance and one each in Contracts and Facilities, Property Services, Finance and Parks.



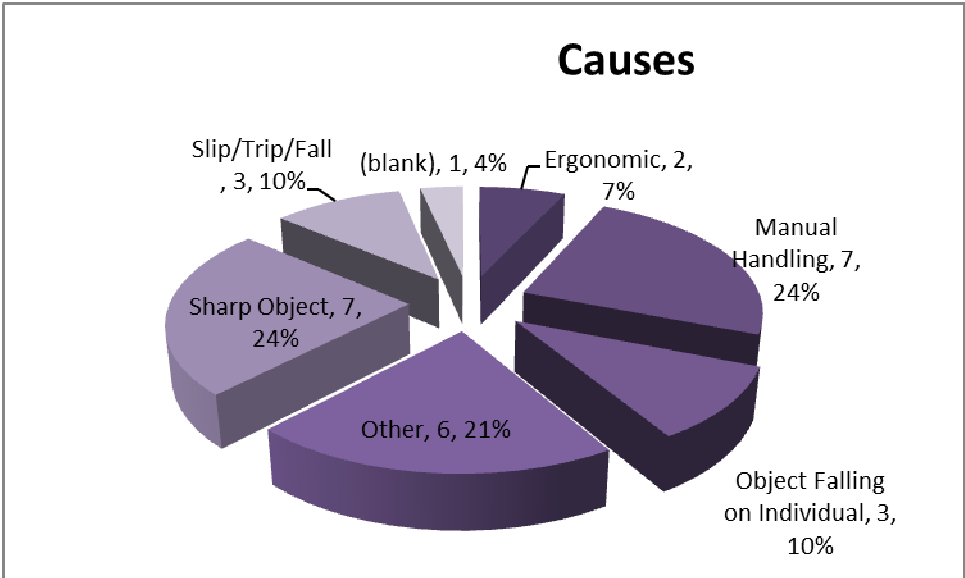
Injuries

Bruising and cuts make up the largest numbers of injuries – 14 (49%) out of the 29 accidents. However, now we have a variety of other injuries, including a fracture (due to not wearing PPE). The 'others' were – a possible sting, verbal abuse from a customer, feeling a 'pop' in the back, and whiplash. Last year there were 15 (32%) bruises, 11 cuts, (24%) 7 jarring (15%) 3 scalds, one fracture and one dust in the eye, and various sprains, strains, torn and twisted muscles, a pulled hernia and general jolting of the body.



Causes of injury

Causes were balanced amongst the 29 accidents with manual handling and sharp objects having the most, (slips, trips and falls have reduced in proportion since July). 'Blank' is because someone wasn't wearing PPE and dropped a brick on his foot; the 'others' were the person being verbally abused, the person struck by an EV, the person whose back 'popped', a person scalding themselves through looking away, a person in a RTA resulting in whiplash, and a worker who got grit in their eye. Last year, 19 were ergonomic or manual handling, 14 slips, trips and falls, 7 sharp objects, 3 objects falling from height, one object falling and one individual falling from height.



Near misses

There were 10 Near Misses reported from 1 April to 30 November. All were to our employees, 8 in Waste, 1 in Housing and EH Admin and 1 in the Hub.

4 were violence threats or verbal abuse, the other 6 were one each of driving, ergonomic, fire, trip, sharp object and tree collapsing. They happened all around the district including Saxon House and Southover House and the depot.

Last year there were four near misses at this stage – three slips, trips and falls and one vehicle/pedestrian interaction.

Road Traffic Accidents

There were 5 road traffic accidents reported from 1 April to 30 November. All were our employees, one in their own vehicle and four in council vehicles. One council vehicle involved two of our staff who both suffered injury but not serious injury, despite it being a serious accident. Of the others, three resulted in no injury; the one which resulted in whiplash was the result of an EV being clipped by a lorry travelling past when it was parked. There were no patterns.

RIDDOR Reports

There were 4 accidents to our staff reported to the HSE under RIDDOR; all were due to absence of 7 days or more: the person struck by the EV, the person in the EV struck by another vehicle, the person lifting bags who hurt their back and the person who the stack of bins fell on. (The fracture was reported under RIDDOR as well but by the employer – it was an agency worker.)

3 Financial Appraisal

In Waste and Recycling, and the Building Maintenance Unit, we have to use Agency staff to cover for those absent. This is around 70 days during this period, plus one person off on long-term sickness from one of the RTAs, and another off for a couple of weeks as a result of another RTA.

Insurance

The Council is insured 'for accidents' although much depends on who's having the accident and whether the Council are negligent. Employer's Liability (EL) insurance covers the Council's liability to its employees arising from negligent acts and omissions. Public Liability insurance covers the same in respect of third parties.

We also have a Personal Accident (PA) policy. This is benefit rather than an indemnity policy and no liability need be demonstrated. So if, for example, a

worker cut his fingers off in a bizarre accident involving power tools then he or she would be entitled to claim on the PA policy even if an EL claim failed or was not pursued at all. From April to November 2016 we have had no staff claims on either EL or PA.

4 Legal Implications

The Legal Services Department does not need to comment specifically on the accident statistics as it is a progress report.

5 Sustainability Implications

I have not completed the Sustainability Implications Questionnaire as this Report is exempt from the requirement because it is a progress report.

6 Risk Management Implications

I have not completed the Risk Management Implications Questionnaire as this Report is exempt from the requirement because it is a progress report.

7 Equality Screening

I have not completed the Equality Questionnaire as this Report is exempt from the requirement because it is a progress report.

8 Background Papers

There are no background papers.

9 Appendices

There are no appendices.

Agenda Item No: 10 **Report No:** 175/16
Report Title: Joint Health and Safety Forum activities from November 2015 to November 2016
Report To: Employment Committee **Date:** 19 December 2016
Ward(s) Affected: All
Report By: Jill Yeates, Health and Safety Officer
Contact Officer(s)- Jill Yeates
Name(s): Jill Yeates
Post Title(s): Health and Safety Officer
E-mail(s): jill.yeates@lewes.gov.uk
Tel No(s): 01273 7106276

Purpose of Report:

To report the main activities of the Joint Health and Safety Forum from November 2015 to November 2016.

Officer's Recommendation:

- 1 To consider the issues reported.
-

Reasons for Recommendations

- 1 The Employment Committee Meetings consider health and safety issues as specified in the Lewes District Council Constitution: Section 5 'Remit of the Employment Committee' 2.4 (c) and 2.5 (a) and (g) to (m). Lewes District Council is stated in the Health and Safety Policy Arrangements as having the "Statutory employer's responsibility for Health, Safety and Welfare of all its employees and those not in its employment who may be affected by its work - delegated to Cabinet." Reports come to Employment Committee, rather than to Cabinet.

2 Information

The Joint Health and Safety Forum has met every two months during 2016 to discuss health and safety matters within the council, and will meet quarterly during 2017 unless there is a reason to meet in between the set meetings. It has been chaired in turn by the Heads of Customer Services, and administered by the Health and Safety Officer. Those attending the meetings are managers with higher profile health and safety responsibilities, Unison representatives, and anyone with responsibilities in specific areas under discussion. The Terms

of Reference, agendas and minutes are on InfoLink:
<http://intranet/staff/14420.asp>

Specific health and safety matters are taken first to the manager(s) concerned, and then discussed in the Forum where relevant, across different sections within the council. Over the past twelve months, the following issues have been acted upon.

- 2.1 All employers with 5 or more employees must have a written **Health and Safety Policy** with the contents specified by the Health and Safety at Work Act 1974. The Policy must be reviewed annually (and also when there is a specific reason to review it), and was reviewed in 2016, agreed by the Forum, and signed on 8 June by the new LDC Chief Executive, Rob Cottrill, who has also declared himself the Council's nominated Health and Safety leader at the top of the organisation to co-ordinate and monitor policy implementation. It is on InfoLink: <http://intranet/staff/1120.asp> and the Forum is keen that evidence is collected to show how the council is meeting the Policy statements.
- 2.2 As with all aspects of LDC business needing legal compliance, the Health and Safety function is audited by **Internal Audit** every two years.
 - 2.2.1 The latest audit report was produced in December 2015, and the management summary was rewarding for the Forum: "Internal Audit has obtained substantial assurance that there are effective procedures and controls covering the H&S function at the Council. On the whole, the positive developments that followed the 2013 review have been sustained. There is a framework of H&S policies and procedures in place, with adequate means to keep the procedures up to date and a reasonable framework of controls that enable risks to be actioned when they are identified." S2.1
 - 2.2.2 The internal audit made helpful suggestions for future audit programme timing (the current programme is over 15 months rather than 12), and endorsed the importance of supporting the role of departmental managers in disseminating Health and Safety information via team meetings (the audits check that minutes show what was covered) and carrying out inspections (again, this is covered by the audits, and has been done in greater detail in Waste and Recycling since the HSE inspection visit).
 - 2.2.3 At a subsequent Forum meeting to discuss the health and safety audits, the suggestion was made that cross-council issues were audited as well as individual sections. Following on from this audits of vehicle accidents and other insurance claims over the past three years were audited in March, legal compliance in the health and safety of staff running our surgeries (housing and revenues and benefits) in July and audits of lone working practices, and sickness patterns across the council, are being covered over the next few months.
 - 2.2.4 Having prioritised LDC areas of work into high, medium and low risk previously, a new programme was drawn up for 2016-17 using the same

generic list of audit questions as previously, plus one about asbestos policy implementation. The Health and Safety Officer makes appointments to see the managers concerned and go through the form with them, seeking evidence and identifying 'green' areas where the section is compliant (either legally, or with LDC Policy), 'amber areas' where work is being done to achieve compliance, and 'red' areas where the necessary work hasn't yet been started. The manager is then asked for a programme to show when the amber and red items will be completed. The Forum then has the opportunity to invite the manager at a later stage to report on what they have achieved, and any areas needing further work. When written updates are given by managers, these are circulated to Forum members.

- 2.3** The **accident and near miss reports** are considered at every Forum meeting, examining any trends and their possible causes. An update is also reported to every Employment Committee Meeting.
- 2.3.1 2016 was a 'near miss' campaign year, but by the summer it was clear that it wasn't having any further effect, and became part of the review of accident and incident reporting which is being considered by a working group.
- 2.3.2 The Forum have asked for more information to be provided each meeting about what has been done as a result of accident and near miss reports, so that changes can be evaluated where appropriate, and this has been provided.
- 2.3.3 The HSE has recently released last year's fatality statistics. Although the UK is one of the safest countries to work in, the Forum members agreed that 144 deaths were still too many. It was noted that workers in waste and recycling were one of the four key industrial sectors in which there were fatal injuries, and that there were 6 in the year 2015/16. It has been recommended that managers discuss this with staff in team meetings to encourage the reporting of accidents and near misses.
- 2.4** **Risk Assessments (RA), Safe Systems of Work (SSOW) and COSHH (Control of Substances Hazardous to Health) Assessments** have been a focus again this year in terms of updates for the Forum, and in particular to ensure that they have been discussed with the staff to whom they are relevant. This is an ongoing process, and the Health and Safety Officer has been to some team meetings to advise on specific issues relevant to the managers and staff.
- 2.5** The annual **Corporate Health and Safety Work Plan** is reviewed by the Forum at each meeting. The current plan covers policy reviews such as stress management, working at height; and procedure reviews such as fire safety, incident reporting, dynamic risk assessment; implementation plans such as the wellbeing initiative, the asbestos policy and procedure, bomb and white powder emergency procedures, asbestos emergency action procedures; and culture such as keeping Health and Safety issues at the forefront of everything staff do.

- 2.6** There have been regular **updates on policies** which were aligned across the council and introduced towards the end of last year, including the asbestos policy and procedures, the driving policy and procedures and lone working policy and procedures. The accident investigation procedure has now become part of the accident and incident reporting policy and procedures which a working group is progressing – with particular emphasis on one report form for all incidents (near misses, accidents, verbal and physical aggression and violence).
- 2.7** The **drug and alcohol policy and procedure** review working group are looking at all the issues involved in the issues of drugs and alcohol affecting staff at work. This has turned out to be a more complex issue than was expected, and is being informed by research into the issues.
- 2.8** The move to **Saxon House** was a challenge. Saxon House opened in January with LDC staff working in the new offices. We arranged for everyone who may work there to have fire safety and evacuation training. The fire service, who own the building, carry out their own unannounced drills, one of which was at the end of November where, unbeknown to the staff, they flooded part of the building with smoke. The LDC Health and Safety officer happened to be in the building at the time and so was subsequently involved in the debrief of ‘lessons learnt.’
- 2.8.1** LDC and the Police are covering the reception area from 10 am to 2 pm every weekday. At times the Police receptionist is absent, so there has been some issues concerning lone working. Two members of staff must be present before opening the reception, which has, on occasion caused delays in the reception being opened. We carried out a joint inspection with management, Unison and our Health and Safety Officer on 4 March 2016 which reported that teething troubles identified have been resolved.
- 2.9** **Health and Safety training** is discussed in the Forum, and this year has focussed on:
- Training in the use of fire extinguishers for fire wardens or those who may need to use them in their work. Over 60 members of staff are now clear about how and when to use fire extinguishers.
 - A basic fire e-learning course on our website, which everyone who hasn't done another fire course should do.
 - eCMT attended training in September with anti-terrorist officers to consider what to do in a situation where staff were at risk from attacks, and this supports the Bomb and White Powder Policy and Procedures.
 - Basic health and safety law and health and safety refresher training for staff – tailored to Waste and Recycling in specific cases.
 - Basic working at height training for those using stepladders and steps.
 - Basic manual handling training and refresher training for many staff throughout the council.

- COSHH training for staff and managers whose role requires it.
- Waste and recycling arranged appropriate training for volunteers who are joining the road contractors AONE, which was about health and safety when working on roads and included them attaining the CSCS (construction site) cards.
- Basic health and safety training and refresher training for supervisors and managers.

2.10 We are currently **arranging** the following training:

- ‘Managing Safely’ training for team leaders and supervisors. This is a certified IOSH (Institute of Occupational Safety and Health) basic course which helps supervisors to understand and have confidence in how the health and safety of their staff fits in with their day to day management.
- ‘Train the trainer’ for manual handling. This is a course particularly for our Waste and Recycling team leaders so that they can carry out manual handling training. Feedback suggests that it is more inspirational than the standard course.

2.11 Discussions on temperature issues in **Southover House** resulted in thermometers being put up, and fans being purchased. The water heaters in the kitchens have resulted in quite a few scalds (some reported, some not) and has resulted in a lot of discussion on what can be done between Facilities and the Forum. There are notices on the heaters, and people are regularly reminded to take care; we are also looking at moving the cold water dispenser further away from the corner in the kitchen on East 2 where most of the scalds happen.

2.12 We are also trying to ensure that all **ladders** used by council staff are legal, inspected and used by those trained appropriately.

2.13 **First Aiders** are important and a legal requirement for the Council. Most of our first aiders are trained by St. John’s Ambulance, they are flexible on dates and keep us updated on any changes. Southover House first aiders meet twice a year to discuss issues and experiences, and ensure that they all have the same understanding of situations affecting them all. The most recent meeting raised the issue of evac chair training following a recent incident, and the updating of first aid box contents inline with new HSE advice and British Standard updates. We are very grateful to our first aiders for their willingness to help others when necessary. Only our receptionist is a fixed member of staff at Saxon House so we have given a basic first aid course to the staff who work there most frequently, to ensure there will always be some help if needed.

2.14 The positive outcomes of our interactions with the HSE and other external bodies were reported to the June meeting of this Employment Committee. The Chief Executive and new Director of Service Delivery visited Robinson Road Depot to thank the staff in person for their

positive approach to health and safety which had resulted in the good report from the HSE.

2.15 The Council took part in the **Global Corporate Challenge** (a fitness and wellbeing initiative), this year for the third year running, supporting two teams. However, the novelty seems to have worn off, and although most of those involved tried hard, it no longer seems to provide the competitive enthusiasm, or colleague support shown in previous years. There were free initiatives online this year, and they may be a better area for encouraging staff next year, as anyone can sign up to them not just those in the Challenge.

2.16 Finally, the Forum keeps updated with **legal changes** and health and safety developments which may affect the Council. In February, the penalties for prosecutions for health and safety breaches went up significantly, depending on the organisation's turnover, and the possible 'worst case scenario' of the offence. Enforcement concerning the use of mobile 'phones whilst driving has also become stronger with higher fines and prison sentences. There was a change in the Water Regulations in June with regard to the level of radioactivity in water for human consumption which Environmental Health may have an interest in. Currently, EBC and LDC Health and Safety Policies and procedures are not being aligned: as long as both councils have them and employees abide by them, it is not a high priority to integrate them.

3 Financial Appraisal

There are no direct financial implications of this report.

4 Legal Implications

The Legal Services Department does not need to comment specifically on the Forum's actions.

5 Sustainability Implications

I have not completed the Sustainability Implications Questionnaire as this Report is exempt from the requirement because it is a progress report.

6 Risk Management Implications

I have not completed the Risk Management Implications Questionnaire as this Report is exempt from the requirement because it is a progress report.

7 Equality Screening

I have not completed the Equality Questionnaire as this Report is exempt from the requirement because it is a progress report.

8 Background Papers

There are no background papers. A couple of links to InfoLink have been provided.

9 Appendices

There are no appendices.