

Plans for the recruitment of a directorate Health, Safety and Wellbeing Officer to improve the compliance, capacity and capability that is required to achieve the health, safety, and wellbeing (HSW) agenda for the organisation.

Date: March 2024

Report of: Head of Health, Safety and Wellbeing.

Report to:

Director of City Development

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

1.1 An assessment was undertaken in December 2022 to review our approach to Health, Safety and Wellbeing (HSW). A large programme of work has been undertaken to identify organisational HSW needs and risk profiles across LCC.

1.2 In October 2023 proposals outlined in a report was approved for a phased implementation of an improvement plan over a period of three years. This included transitioning to a devolved framework (2023/4), increasing capability within the corporate team (2023/24) to focus on priority risks, and further increase HSW capacity and capability within directorates (2023/24/25) and services to support the management of HSW risk and improve legal compliance. Details of the proposal can be found in the appendix 1.

1.3 The organisation is now in a position to move forward with the increase in capacity and capability improvement with the introduction of ten SO2 HSW Officer posts to sit within directorates and services across the authority. It is proposed for two posts to be allocated to City Development directorate structure and will be funded from the strategic contingency reserve from April 2024

1.4 This post will be added to the directorate staffing structure and be managed within services with matrix management from the Corporate HSW team as professional lead for HSW activity across the authority.

Highways and Transportation – 1 HSW Officer

Culture and Economy/Asset Management and Regeneration/Planning and Sustainable Development – 1 HSW Officer

Recommendations

- a) The director is recommended to approve the proposal covering the directorate resource within their area of responsibility.

What is this report about?

- 1.1** This report outlines the proposal for providing robust and meaningful Health, Safety and Wellbeing (HSW) strategies in LCC to support both the People Strategy and Being our Best Council ambitions. The aim is to ensure LCC provides a safe, legally compliant, workplace for all its employees, and safe environments and activities for the people of Leeds who use their services, environments, and buildings.
- 1.2** To achieve the above outcomes, it is proposed that one In-service HSW Officer role is created on the Strategy and Resources Directorate structure.
- 1.3** The 2022/23 review found that:
 - Whilst some services have a clear understanding of their risk profiles, many of them lack the resources, capacity, and competency to ensure HSW is being fully complied with.
 - Wellbeing issues amongst employees are the biggest cause of absence across all Directorates with notably higher rates in some services.
 - Accidents and violent incidents to staff and service users were being experienced across the organisation.
- 1.4** The review concluded that:
 - There is a need for in service HSW Officers to carry out the day-to-day tasks of ensuring HSW is realised on the front line and to support their Directors, Chief Officers, Heads of Service and Service Managers with HSW compliance. This should fall under the management of HSW Business Partners resourced from the Corporate HSW Team.
 - Directors, Chief Officers, Heads of Service and Service Managers need to understand and take ownership of their risk profiles and manage them with the support of the Corporate HSW Team and in-service HSW officers.

Appendix 1

Supporting DDR HSW Framework and Structure approved by Chief Officer of Human Resources in October 2023.

Appendix 2

Identifies where the HSW Officer roles will sit within each directorate and service.

Appendix 3

HSW Officer Job description.

Appendix 4

Equality, Diversity, Cohesion, and Integration Screening Form.

Appendix 5

Delegated Decision notification form (DDN).

What impact will this proposal have?

- 2.1 The new resource requirements have been modelled reflecting on existing and future workloads/activity to determine the capacity required.
- 2.2 The changes outlined above do not have any identified negative impacts on the workforce as the proposals would not result in a reduction of job roles across the services. The creation of new permanent posts would provide development opportunities for staff across the HSW service and security to ensure the long-term effectiveness of the talent management cycle.
- 2.3 The benefits of this proposal are listed below in Table 1.

Table 1 – Business benefits

Benefits	
Better HSW ownership, management and compliance led from the top down.	<ul style="list-style-type: none"> Improved wellbeing and reduced work-related injuries and illness. Reduced turn over, reduced time off work, reduced agency spend / overtime, reduced claims, reduced burn out risks. Reduced accidents and incidents. Reduced risk of prosecution / legal action by HSE and associated costs and reputational damage.
Improved wellbeing and reduced work-related injuries and illness for LCC employees.	<ul style="list-style-type: none"> Reduced turn over, reduced time off work, reduced agency spend / overtime, reduced claims, reduced burn out risks. Supports the council values, BYB, Best Council Ambition and the People Plan. A biggest causes of absence are wellbeing related issues. LCC pays approx £16 million per year in sick pay and 1 day's absence per fte costs £1.2 million. Overtime estimated to cost £14 million in 2022/23 and agency spend £11.4 million (35% covers sickness absence).
Reduced accidents / incidents.	<ul style="list-style-type: none"> Improved wellbeing, reduced time off work, reduced agency spend / overtime, reduced risk of legal action and reduced claims. Last year there were over 4,000 accidents and incidents for LCC employees and service users.
Reduced risk of legal action.	<ul style="list-style-type: none"> Reduced Corporate risk. Recent prosecutions have seen significant fines and legal costs. <ul style="list-style-type: none"> Council fined for waste collection failures HSE Media Centre fined £80,000 and ordered to pay £61,065 City council fined after school caretaker dies HSE Media Centre fined £66,666 and ordered to pay £5,000 in costs Council fined £280,000 after death of six-year-old girl hit by falling tree HSE Media Centre fined £280,000 and ordered to pay costs of £8,020 Plymouth City County Council fined £200,000 after failing to protect workers HSE Media Centre -HAVs case fined £200,000 and ordered to pay £25,877 in costs
Reduced claims.	<ul style="list-style-type: none"> Spending money wisely / saving money. In 2022 / 23 LCC paid out over £1.4 million in employee and public liability claims. In July 2023 alone over £175,000 was paid out for claims.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

3.1 The proposals increase HSW capacity and capability to deliver our People Strategy, which supports these three pillars.

What consultation and engagement has taken place?

Wards affected:
Have ward members been consulted? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

4.1 Consultation and engagement with trade unions has taken place during the review and the proposals contained in the report and associated appendices. Their feedback has been supportive of the plans and proposals

What are the resource implications?

Table 1 below.

5.7 The proposal is to create the following post on the directorate structure:

Directorate	Grade	Number of posts
Highways and Transportation	SO2	1
Culture and Economy/Asset Management and Regeneration/Planning and Sustainable Development.	SO2	1

5.9 The costs for the In-service HSW Officers will be funded from the strategic contingency reserve budget and allocated to directorates upon recruitment.

5.10 Table 2 below identifies these posts, costings, reasoning, and potential sources of funding for the Corporate HSWT.

Table 2 – Directorate and In-service HSW Officer posts, costings, reasonings and funding.

Phase 1 this year	Cost Top of scale £	Cost Bottom of scale £	Notes
2 x SO2 HSW Officer Strategy and Resources	£92,554	£87,848	Strategic Contingency
TOTAL	92,554.00.	87,848.00	

5.11 The costings above are based on the top of the pay scale using estimated 2024/25 pay scales and inclusive of employer on-costs. New posts will be recruited to the bottom of the scale which provides some flex whilst the new income streams reach full potential.

What are the legal implications?

7.1 Failure to adequately resource HSW across the organisation will result in legal non-compliance with The Health and Safety at Work etc. Act 1974 (and associated regulations) increased corporate liability for the CEO and Directors, an increased risk of legal action by the Health and Safety Executive, and continuing levels of employee and public liability claims.

7.2 Failure to provide the level of expertise and support these roles will offer the organisation result in the Corporate HSWT being unable to support the HSW profile held by LCC directors and CEO. This will result in large legal compliance gaps, a continual growth in injury of staff, increased risk of serious damage and harm to people and the organisation.

Options, timescales and measuring success

What other options were considered?

8.1 Other options are not viable from either a compliance or cost to the organisation viewpoint. Failure to adequately resource HSW would have a detrimental impact on the wider organisation and city in addition to reputational risks. Staff wellbeing issues and absence rates, agency spend, and insurance claims are significantly high and cost the organisations millions of pounds a year. The proposals outlined above have been developed to provide the required capacity to support services and ensure better legal compliance across LCC services.

How will success be measured?

9.1 Success will be measured by progress against our agreed HSW related KPIs and delivery of the Corporate HSW vision implementation plan.

9.2 Regular reviews will be carried out to monitor and record the benefits of any changes and efficiencies realised.

9.3 Success will be visible over the next 5 years and captured in a decrease in injury rates, staff absence and claims, an increase in wellbeing and higher scores in the annual audit result.

What is the timetable and who will be responsible for implementation?

10.1 The plans are detailed below.

Directorate	Grade	Number of posts	Time frame	Responsible person
Highways and Transportation	SO2	1	April 2024	CO Climate, Energy and Green Spaces
Culture and Economy/Asset Management and Regeneration/Planning and Sustainable Development.	SO2	1	April 2024	Events & Lights Craig Shackleton as line manager

Appendices

Appendix 1

Supporting DDR HSW Framework and Structure approved by Chief Officer of Human Resources in October 2023.

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Identifies where the HSW Officer roles will sit within each directorate and service.

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HSW Officer Job description.

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Delegated Decision notification form (DDN)

Background papers

None

Plans for revised and updated Corporate Health, Safety and Wellbeing Team and Directorate support to improve the compliance, capacity and capability that is required to achieve the health, safety and wellbeing (HSW) agenda for the organisation.

Date: October 2023

Report of: Head of Health, Safety and Wellbeing.

Report to: Chief HR Officer

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

Since December 2022, work has been underway to review the current approach to Health, Safety and Wellbeing (HSW). A large programme of work has been undertaken to identify organisational HSW needs and risk profiles across LCC.

The review concluded that:

- The existing centralised H&S framework is no longer fit for purpose and requires review with consideration to be given for a hybrid devolved approach. This work must be led by an adequately resourced and competent HSW Team and directorate support.
- The current Corporate HSW Team is under resourced and needs more focussed direction to provide robust and meaningful corporate standards, training, and compliance monitoring. There is also a need to expand the income generating ability to meet the demands in the schools and violence and aggression work streams.
- There is an urgent resourcing need in the Corporate HSW team to meet compliance and income generation needs in respect to Violence and Aggression, Educational Visits and high-risk adventurous activities, and LCC Schools. There is also an urgent need for a HSW Business Partner to support Children and Families (C&F) as the directorate most in current need.
- There is a need for in service HSW Officers to carry out the day-to-day tasks of ensuring HSW is realised on the front line and to support their Directors, Chief Officers, Heads of Service and Service Managers with HSW compliance. This should fall under the management of HSW Business Partners resourced from the Corporate HSW Team.
- There is a need for robust Corporate HSW standard setting, trend and compliance monitoring across all services, and targeted strategies for our highest risk areas.
- Directors, Chief Officers, Heads of Service and Service Managers need to understand and take ownership of their risk profiles and manage them with the support of the Corporate HSW Team and in-service HSW officers.

The current financial situation is recognised so a 3-year phased plan is proposed to increase HSW capacity, competency, and compliance across the organisation. The aim is to ensure LCC provides a safe, legally compliant, workplace for all its employees, and safe environments and activities for the people of Leeds who use their services, environments, and buildings.

Recommendations

- a) The Chief HR Officer is recommended to approve Phase 1 (Year 1) of the proposals covering the additional Corporate HSWT and in service resources.
- b) The Chief HR Officer is recommended to support the proposed plans for Phases 2 and 3 and the detailed plans that are to follow.

What is this report about?

- 1.1** This report outlines the proposals for providing robust and meaningful Health, Safety and Wellbeing (HSW) strategies in LCC to support both the People Strategy and Being our Best Council ambitions. The aim is to ensure LCC provides a safe, legally compliant, workplace for all its employees, and safe environments and activities for the people of Leeds who use their services, environments, and buildings.
- 1.2** Since December 2022, work has been underway to review the current approach to HSW. A large programme of work has been undertaken to identify organisational HSW needs and risk profiles across LCC.
- 1.3** The review found that:
- HSW management and compliance across the council is insufficient due to the existing centralised framework.
 - On the whole, compliance monitoring is not managed centrally and has been sporadic due to the current reactive nature of the Corporate HSWT and inconsistent ownership of HSW in some services.
 - Whilst some services have a clear understanding of their risk profiles, many of them lack the resources, capacity and competency to ensure HSW is being fully complied with.
 - On the whole, good quality HSW training that ensures competence and delivers outcomes is not fully embedded in the organisation.
 - Some Directorates had already employed their own in-service HSW staff.
 - Wellbeing issues amongst employees are the biggest cause of absence across all Directorates with notably higher rates in some services.
 - There are accidents and violent incidents to staff and service users across the organisation.
- 1.4** The review concluded that:
- The existing centralised H&S framework is no longer fit for purpose and requires review with consideration to be given for a hybrid devolved approach. This work must be led by an adequately resourced and competent HSW Team and directorate support.
 - The current Corporate HSW Team is under resourced and needs more focussed direction to provide robust and meaningful corporate standards, training, and compliance monitoring. There is also a need to expand the income generating ability to meet the demands in the schools and violence and aggression work streams.
 - There is an urgent resourcing need in the Corporate HSW team to meet compliance and income generation needs in respect to Violence and Aggression, Educational Visits and high-risk adventurous activities, and LCC Schools. There is also an urgent need for a HSW Business Partner to support Children and Families (C&F) as the directorate most in current need.
 - There is a need for in service HSW Officers to carry out the day-to-day tasks of ensuring HSW is realised on the front line and to support their Directors, Chief Officers, Heads of Service and Service Managers with HSW compliance. This should fall under the management of HSW Business Partners resourced from the Corporate HSW Team.
 - There is a need for robust Corporate HSW standard setting, trend and compliance monitoring across all services, and targeted strategies for our highest risk areas.
 - Directors, Chief Officers, Heads of Service and Service Managers need to understand and take ownership of their risk profiles and manage them with the support of the Corporate HSW Team and in-service HSW officers.
- 1.5** It is recognised the current financial situation means these plans cannot be realised over only one year, so a 3 Phase 3-year plan is proposed to deliver the new structures.
- 1.6** **Appendix 1** details the current structure for the Corporate HSW Team, **Appendix 2** identifies the proposed HSW Plans with the Phases for posts identified.

1.7 Appendix 3 details the current in service HSW Officers and proposed in service needs by the end of the 3-year plan and **Appendix 4** details the costings and how these plans are proposed to be realised.

1.8 Appendix 5 details the Organisational Plans for achieving HSW across LCC.

1.9 Phase 1 of the Plan (in Year 1) is to re-align the Corporate HSW Team and provide additional posts to support the corporate standards, compliance, violence & aggression, wellbeing and income generation work streams. At this time there is also a need to provide urgent support via in-service HSW Officers to the Children & Families (C&F) Directorate as the Directorate most in current need.

1.10 All staff costings are based on the top of the pay scales for 2023 / 2024 and include on costs and a 4% pay award.

1.11 The proposal is to start Phase 1 (Year 1) of the Corporate HSW Team and in-service posts for C&F as soon as possible to ensure progress can be made on all the HSW Strategies. How this could be achieved and financed for the Corporate HSW Team is detailed below in Section 5.

What impact will this proposal have?

2.1 The proposed structure includes additional permanent capacity in the Corporate HSWT and Directorates.

2.2 The new resource requirements have been modelled reflecting on existing and future workloads/activity to determine the capacity required.

2.3 The changes outlined above do not have any identified negative impacts on the workforce as there are no proposals that result in a reduction in job roles across the services. Where new roles have been created these provide development opportunities for staff across the HSW service and security as the roles are permanent and will help to ensure the long-term effectiveness of the talent management cycle.

2.4 The benefits of this proposal are listed below in Table 1.

Table 1 – Business benefits

Benefits	
Better HSW ownership, management and compliance led from the top down.	<ul style="list-style-type: none"> Improved wellbeing and reduced work-related injuries and illness. Reduced turn over, reduced time off work, reduced agency spend / overtime, reduced claims, reduced burn out risks. Reduced accidents and incidents. Reduced risk of prosecution / legal action by HSE and associated costs and reputational damage.
Improved wellbeing and reduced work-related injuries and illness for LCC employees.	<ul style="list-style-type: none"> Reduced turn over, reduced time off work, reduced agency spend / overtime, reduced claims, reduced burn out risks. Supports the council values, BYB, Best Council Ambition and the People Plan. The biggest causes of absence are wellbeing related issues. LCC pays approx £16 million per year in sick pay and 1 day's absence per fte costs £1.2 million. Overtime estimated to cost £14 million in 2022/23 and agency spend £11.4 million (35% covers sickness absence).
Reduced accidents / incidents.	<ul style="list-style-type: none"> Improved wellbeing, reduced time off work, reduced agency spend / overtime, reduced risk of legal action and reduced claims. Last year there were over 4,000 accidents and incidents for LCC employees and service users.
Reduced risk of legal action.	<ul style="list-style-type: none"> Reduced Corporate risk. Recent prosecutions have seen significant fines and legal costs.

	Council fined for waste collection failures HSE Media Centre fined £80,000 and ordered to pay £61,065 City council fined after school caretaker dies HSE Media Centre fined £66,666 and ordered to pay £5,000 in costs Council fined £280,000 after death of six-year-old girl hit by falling tree HSE Media Centre fined £280,000 and ordered to pay costs of £8,020 Plymouth City County Council fined £200,000 after failing to protect workers HSE Media Centre -HAVs case fined £200,000 and ordered to pay £25,877 in costs
Reduced claims.	<ul style="list-style-type: none"> • Spending money wisely / saving money. • In 2022 / 23 LCC paid out over £1.4 million in employee and public liability claims. In July 2023 alone over £175,000 was paid out for claims.

How does this proposal impact the three pillars of the Best City Ambition?

- Health and Wellbeing
 Inclusive Growth
 Zero Carbon

3.1 The proposals increase HSW capacity and capability to deliver our People Strategy, which supports these three pillars.

3.2 These proposals will support the HSW Service’s action plan and will ensure we have sufficient capacity to deliver our statutory and income generating 2023/24/25 priorities: capacity, capability and commitment and support the People Strategy 2020 – 2025 which sets out our ambition to be the best place to work. There is no detrimental impact on the workforce arising from these proposals.

What consultation and engagement has taken place?

Wards affected:
Have ward members been consulted? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

4.1 Unions have been consulted and engaged with throughout the review process and provided with this report and appendices for consultation. Their feedback has been supportive of the plans and proposals.

What are the resource implications?

See **Appendix 4** and **Table 1** below.

Phase 1 (Year 1)

5.1 This includes the creation of additional posts, one re-grade and moving existing staff into Directorate Support Business Partner roles. These posts are the minimum urgently required to progress the HSW strategies and start the journey towards better legal compliance and reduced risk of enforcement action, improved wellbeing, reduced accidents and reduced costs through sickness absence, agency spend and claims.

5.2 The proposals also include re-aligning the Corporate HSW Team pay structure to that of the wider HR Team. Currently HSWAs are employed on a C3 / PO1 sliding scale with two C3 or SO2 posts.

5.3 The proposal is for new posts to be either SO2 or PO2 (depending on level of responsibility and duties) and eventually over time (Phase 2 (Year 2) and through natural vacancies that arise) for the structure to mirror that of HR with C3, SO2 and PO2 posts. This will remove ambiguity and subjectivity in progression and role expectations as there will be clearly defined expectations for the distinct grades and progression will be via vacancy and formal interview / assessment processes.

5.4 The current structure lacks clarity on role expectations or a clearly identifiable career development and progression path for the Corporate HSW team (this area was one of the lowest scores and scored considerably lower for the HSW team than most HR Teams and the wider HR Team in the recent staff survey). This proposal intends over time to create a clearer path for progression, with more opportunity to bring in new employees with developmental potential at a lower grade.

5.5 It also enables more effective future budget and expenditure management and performance management through clearly defined and distinct grades and progression via vacancy and formal interview and assessment processes.

5.6 The intention is that existing HSWAs on the sliding scale at PO1 will undertake a formal assessment process to determine if they demonstrate the competencies of a PO2 role (in Phase 2). HSWAs will be given support and opportunities to develop their skills and knowledge to this level. If they do their post becomes a PO2 post. If not, they remain as they are until a PO2 vacancy arises that they can apply for. Over time the intention is to have fewer PO2 posts (currently with the sliding scale posts most advisors are at the top of PO1) and more SO2 posts in each work stream.

5.7 The intention over time and through vacancies is to result in:

	PO6	PO4	PO2	SO2	C3	B3
Current equivalent based on proposals	4	5	13	7	2	2
Final proposed equivalent	4	5	9	11	2	2

5.8 Plans for the Corporate HSWA team are to be financed internally through additional income streams, savings that have been identified and offsetting the cost of one HR Dir 45 post that has already been approved.

5.9 Plans for in service officers will be met by the Directorates.

5.10 Table 2 below identifies these posts, costings, reasoning, and potential sources of funding for the Corporate HSWT.

Table 2 – Phase 1 Corporate HSWT posts, costings, reasonings and funding.

Phase 1 this year	Additional Cost Top of scale	Additional Cost Bottom of scale	Notes
1 x SHSWA EV - PO2	£ 25,161	£ 23,218	Part self-funding through existing H&S SLA - will work across all directorates with Outdoor Ed / adventurous activities e.g schools, C&F, Events, LCC activity centres. Grade reflects the level of competency required and responsibility across the whole of the council. Required to carry out the legal compliance activities required by LCC in relation to educational visits undertaken by schools, early years, youth services and other parts of the organisation e.g Artforms, activity centres e.g Herd Farm, Leeds Activity Centre, and events that include higher risk outdoor activities e.g mobile climbing walls, cycling events. Additional income streams identified.
1 x SO2 HSWA	£ -	£ -	Self-funded through H&S SLA. Needed to maintain SLA services for H&S and Joint SLA. Additional income generating areas identified.
2 x SO2 HSWA Care and Control	£ -	£ -	Self-funding through increased TT and EMCC work which is needed as we cannot meet demand under present structure and capacity. Required for Team Teach, care and control and de-escalation training, and violence and aggression support across Leeds City Council and schools. Additional income streams have also been identified.
PO4 HSW Directorate BP	£ 58,729	£ 58,729	In directorate Business Partner support and oversee / manage the in service HSW Officers remit.
1x re-grade to PO2	£ 6,541	£ 3,851	Required as post will be managing 2 x SO2 and a budget. Current salary £43,780

1x SO2 - onto C3/PO1 scale	£ 925	£ 925	Currently on fixed SO2 post from in service role. Other Advisers currently on C3 / PO1 scale. Required for parity / fairness.
TOTAL	£ 91,356	£ 86,723	
Offset from existing HR Dir45	£ 80,326	£ 73,146	
Savings identified	£ 15,000	£ 15,000	Changing traded training venues, reduced licenses/memberships.
Difference	-£ 3,971	-£ 1,423	
3 posts are self-funding through existing SLA work and additional work that has been identified and can be charged for. The remaining costs could be funded through savings that have been identified and offsetting the DHOR costs. The additional income generation identified is approx £156 K.			

5.11 It is recognised that in the first year the new income streams identified will need to be embedded and rolled out to services. The costings above are based on the top of the pay scale and new posts will be recruited to the bottom of the scale which provides some flex whilst the new income streams reach full potential.

5.12 There is already a demand for Team Teach / Care and Control services, paid for WASPs, audits and training that cannot be met under the current structure. Our Team Teach licenses also enable us to supply services outside of Leeds (to an additional 3 local authority areas) which is an income stream that has not been tapped into due to current staffing resources.

Phase 2 (Year 2).

5.13 This includes the creation of four new posts in the Corporate HSW team and four in service HSW Officers (to support the remaining high-risk services in Communities, Housing & Environment (CHE) and City Development (CD)).

5.14 It also includes re-grading Corporate Senior HSWAs to a distinct PO2 scale post if they can demonstrate the competencies required for that role via a formal assessment process.

5.15 It is proposed Phase 2 (Year 2) should commence in April 2024. The resources for this phase have been identified as a MTFs pressure and the details of how this could be resourced will follow in subsequent papers.

Phase 3 (Year 3).

5.15 This Phase is the creation of the final three in service HSW Officers to support Adults & Health (AH) and the medium to low-risk services in the CHE and CD directorates.

5.16 It is proposed Phase 3 (Year 3) should commence in April 2025. The resources for this phase have been identified as a MTFs pressure and the details of how this could be resourced will follow in subsequent papers.

What are the key risks and how are they being managed?

6.1 The key risks are:

- Failure to generate the income to cover the additional posts that have been identified as self-funding and failure to realise the savings identified.
- Failure to approve the proposals.

6.2 The financial risks will be managed through the following:

- Continued close monitoring and management of all the HSWT budgets, identifying risks early and drawing up action plans to rectify them.
- Increased and enhanced marketing and promotion of the new income generation schemes, particularly targeting schools in Leeds who currently buy few services from LCC and schools / organisations outside LCC whose LAs do not already provide these services.

- Reviewing and re-packaging the traded offers to ensure they are presented and delivered in a competitive professional manner that fully reflects the high quality of services provided.
- Continually seeking to identify further sources of income and savings.

6.3 The savings identified over a year are already being actioned. Training savings identified will be realised as Belle Isle Centre will be used for many of the training courses. This presents nil cost as the site is already in use and occupied throughout the year.

6.4 Alternative venues are already being trialled for Team Teach courses which could provide further significant venue cost savings.

6.5 It is recognised that the new income generation plans will take time to embed, and this may create in year pressure, however the costings have all been done based on the top of the pay scales and any appointments will be made at the bottom end of the scale.

6.6 Failure to approve the proposals will present significant HSW compliance gaps in the organisation which increases the risk of enforcement action, corporate liability, increased employee and public liability claims, increased employee absence and decreased employee wellbeing and satisfaction. This can be managed by approving these proposals and through the measures outlined in section 9 for close monitoring of the success of the proposals.

What are the legal implications?

7.1 Failure to adequately resource HSW across the organisation will result in legal non-compliance with The Health and Safety at Work etc. Act 1974 (and associated regulations), increased corporate liability for the CEO and Directors, an increased risk of legal action by the Health and Safety Executive, and continuing levels of employee and public liability claims.

7.2 Failure to provide the level of expertise and support these roles will offer the organisation will result in the Corporate HSWT being unable to support the HSW profile held by LCC directors and CEO. This will result in large legal compliance gaps, a continual growth in injury of staff, increased risk of serious damage and harm to people and the organisation.

Options, timescales and measuring success

What other options were considered?

8.1 Other options are not viable from either a compliance or cost to the organisation point of view. Failure to adequately resource HSW would have a detrimental impact on the wider organisation and city. Staff wellbeing issues and absence rates, agency spend, and insurance claims are significantly high and cost the organisations millions of pounds a year. The proposals outlined above have been developed to provide the required capacity to support services and ensure better legal compliance across LCC services and schools.

How will success be measured?

9.1 Success will be measured by progress against our agreed HSW related KPIs and delivery of the Corporate HSW vision implementation plan.

9.2 Regular reviews will be carried out to ensure the benefits of any changes and efficiencies can be captured. Due to a large proportion the activity happening within services, efficiencies in the release of managers time will be realised locally within the team, freeing up capacity locally.

9.3 Success will be visible over the next 5 years and captured in a decrease in injury rates, staff absence and claims, an increase in wellbeing and higher scores in the annual audit result.

What is the timetable and who will be responsible for implementation?

10.1 The plans are split into three phases (See Appendices 3 and 4):

	Phase 1 – Year 1	Phase 2 – Year 2	Phase 3 – Year 3
Includes	Educational Visits (1) PO2 Team Teach grade increase (1) School SLA (1) SO2 Team Teach (2) SO2 HSW BP (1) PO4 SO2 grade increase onto C3 /PO1 In Service HSW Officers School statutory (3) SO2 C&F HSW Task Force (1) SO2	Regrades and structure (maximum if meet criteria) Trainers (2) SO2 HSW Advisor (1) SO2 HSW BP (1) PO4 In Service HSW Officers High risk services (4) SO2	In Service HSW Officers Lower risk services (3) SO2
Timetable	Now – April 2024	April 2024 – March 2025	April 2025 – March 2026
Responsible persons	Head of HSW and Director for C&F.	Head of HSW and Directors for CD, CHE and A&H	Head of HSW and Directors for CD and CHE

Appendices

- Appendix 1 – Current HSWT structure.
- Appendix 2 – Proposed HSWT structure.
- Appendix 3 – Health, Safety and Wellbeing Risk Landscape and Expertise Gaps showing in service support.
- Appendix 4 – Year on Year costs.
- Appendix 5 – Organisational Plans for achieving HSW across LCC.
- Appendix 6 - Equality Impact Assessment Screening Document

Background papers

- None

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Health, Safety and
Wellbeing.

Working together to fulfil our legal duties



Increasing compliance and competence across the authority

CLT recommendation:

- SO2 HSW Officer post
- Support the Senior Leadership Team to meet compliance with all statutory and legislative Health and Safety requirements and Approved Codes of Practice and compliance with the relevant underpinning Council Policies.
- To achieve high levels of efficiency, cost effectiveness and quality, ensuring maximum performance in accordance with the targets, standards and policies of the Council.
- To ensure overall value for money is achieved through the effective management of resources.
- Sitting on service structure and managed by the service with dotted line to Corporate HSW Business Partner to ensure professional support and authority wide strategy is met.

CLT response:

Funding provided:

- Eight SO2 HSW Officer posts within services.
- Two HSW Officer posts to support external LCC managed school's portfolio (led by Learning Services).
- Approach approved in October 2023 DDR – HSW Framework and Structure

Total funding allocation: £462,800.00

In-service HSW Officer Priority Resource Coverage

S&R	CITY DEV	CHE	C&F	A&H
CEL	Highways and Transportation 1	Climate, Energy and Green Spaces 1	Social Work and Social Care Services	Social Work and Social Care Delivery
Digital and Information Service	Operations and Active Leeds	Environmental Services 1	Learning Services	Public Health
Financial Services	Culture and Economy	Housing	Resource and Strategy 1	Health Partnerships
Human Resources 1	Asset Management and Regeneration 1	Customer Access and Welfare	Transformation and Partnership 1	Integrated Commission 1
Legal and Democratic Services	Planning and Sustainable Development 1	Elections and Regulatory 1		Resources and Strategy 1
Shared Services		Stronger, Safer Communities		Transformation and Innovation
Strategy and performance				



Next steps

One DDR to cover all ten posts or existing sufficient?

Job description approved and evaluated already - 232084

Posts live for April and accessible for Services to recruit.

Corporate team supporting recruitment to ensure appropriate calibre of candidate.

In-service induction and corporate HSW induction.

Working together in partnership for better HSW across the authority.

Leeds City Council Job Profile

Directorate:	Human Resources
Service Area:	City Development Directorate
Job Title:	Health, Safety & Wellbeing Officer
Grade:	SO2
Conditions Of service	NJC Terms and Conditions
Reports To:	PLEASE COMPLETE
Responsible For:	Staff involved with health, safety and wellbeing as appropriate/required

Job Purpose: Support and advice managers to meet create a positive HSW culture and improve compliance with all statutory Health and Safety requirements and relevant Council Policies, standards and procedures.

Responsibilities:

- Assist, lead and support teams and managers to provide health, safety & wellbeing advice on a day-to-day basis to ensure a safe workplace and activities across all sections of the service.
- Ensure all accidents, incidents and near misses are correctly reported, and provide support to investigation teams in accordance with our policies and procedures.
- Conduct regular reviews and provide summaries, analysis, and reports to support the management of risk, consultation, and improvement.
- Conduct manual handling, Personal Risk and COSHH plus PUWER assessments.
- Undertake internal monitoring/inspection of compliance and working practices to provide assurance that systems are operating robustly.
- Comply with all internal health, safety and wellbeing Policies, Procedures, Practices and Legislation.
- Assist with the training and development of staff across the Service on health and safety procedures and competencies.
- Work with and assist the Corporate Health, Safety & Wellbeing Team on a range of improvement initiatives.
- Liaise with union and non-union Safety Representatives and attend Safety Committees as required.
- Develop excellent relationships with key stakeholders in support of overall and local health and safety objectives, in particular managers at all levels, Trade Unions, HR etc.
- The duties outlined are not meant as an exhaustive list and will also comprise any other duties within the spirit of the post commensurate with the job evaluation outcome for this post.

Qualifications A minimum of NEBOSH General Certificate or equivalent.

Essential Requirements It is essential that the Candidate should be able to demonstrate the following criteria. Candidates will only be shortlisted if they can demonstrate that they meet all the essential requirements.

- Experience of working within a H&S role.
- Detailed knowledge of current health and safety legislation.
- Confident, well organised, with a flexible 'can-do' attitude, have attention to detail and be a team player who supports and influences others

- Excellent communication and organisation skills to encourage, educate and support colleagues make good HSW choices.
- Good IT knowledge and able to use a range of M365 and in-house applications.
- A full driving license is required for this role.
- Experience of workplace risk, compliance, legislation, data trend analysis and control measures to drive improvement and injury reduction.

Essential Behavioural & other Characteristics

- Understand and embrace [Leeds City Council Values and Behaviours](#) and codes of conduct
- Committed to continuous improvement in all areas and work towards delivering the [Best City Ambition](#) of Health & Wellbeing, Inclusive Growth and Zero Carbon
- Able to understand and observe Leeds City Council equality and diversity policies.
- Willingness to actively participate in training and development activities
- Flexible and adaptable to change to assist other services as required commensurate to grade.
- Participate in appraisal, training, and development activities.
- Be aware of and comply with Leeds City Council policies and procedures.
- Be aware of and support difference and ensure equality for all working in an anti-discriminatory manner, upholding, equality & diversity policies of Leeds City Council.
- Recognise and appropriately challenge any incidents of racism, bullying, harassment, victimisation, and any form of abuse, reporting any concerns to the appropriate person
- The Council has adopted a flexibility protocol and the role will be expected to work within these parameters.

Date Job description last reviewed: March 2024

Name Lisa Colver

Designation Head of Health Safety & Wellbeing

JE Ref 232084

Equality, Diversity, Cohesion and Integration (EDCI) screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Strategy and Resources	Service area: HR, Health, safety and Wellbeing
Lead person: Lisa Colver	Contact number: 07400533010

1. Title:
Is this a: <input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Please provide a brief description of what you are screening
Plans for the recruitment of directorate and in-service Health, Safety and Wellbeing Officer to improve the compliance, capacity and capability that is required to achieve the health, safety, and wellbeing (HSW) agenda for the organisation.

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3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

These proposals will have a positive impact on equality, diversity, cohesion and integration as they are designed to improve the HSW compliance and support across LCC and improve the HSW for service users.

- **Key findings**

The proposals are designed to reduce accidents and violent incidents to staff and service users and provide a clear framework for HSW compliance and support for managers and staff. This will provide positive impacts for all staff.

No groups will be adversely impacted and the focus is improvements for all staff and service users.

The proposal is also part of the Be Your Best strategies which aims for LCC to be the best place to work and improve how managers approach and ensure HSW for their staff.

- **Actions**

The proposals and progress will be regularly reviewed to identify any positive EDI results and action any potential negative EDI issues.

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5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment**.**

Date to scope and plan your impact assessment:	
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Date to complete your impact assessment	
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Lead person for your impact assessment (Include name and job title)	
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6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Lisa Colver	Head of HSW	
Date screening completed		

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

