

Industrial Action Preparations

Junior Doctors

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| Version | 1.2 |

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# Introduction

The purpose of this document is to provide guidance and information relating to periods of Industrial Action. This information has been prepared using the most current legislation and national guidance from the Scottish Terms and Conditions Group (STAC) and is aimed at service managers in addition to current Business Continuity Plans.

# What is industrial action?

While there is no legal definition Industrial Action has been defined in case law (Miles v Wakefield Metropolitan District Council [1987] IRLR 193) as “… a worker, in conjunction with all or some of his fellow workers, declining to work or declining to work efficiently in each case with the object of harming the employer so that the employer will feel obliged to increase wages or improve conditions of work or meet the other requirements put forward by the workers' representatives.”

Industrial action happens when trade union members are in a dispute with their employer on an issue that has been unable to be solved through negotiation.

Industrial action can take many forms, the extent and impact of which will often depend on the causes and issues at stake in any particular dispute.

The purpose of Industrial Action is to try and maximise disruption to the Employer. Industrial Action is when workers:

* go on strike
* take other action short of strike, like refusing to do overtime, working to rule/going slow (known as ‘action short of a strike’)

The Trade Union and Labour Relations (Consolidation) Act 1992 regulates UK labour law.

* By striking or taking action short of strike an employee breaches their contract of employment and may be dismissed
* By promoting strike action a union induces a breach of contract and may be sued

**BUT**

A union is protected from legal action if the industrial action is lawful

**AND**

An employee is protected from dismissal for taking industrial action as long as that action is lawful and endorsed by the union

 A Recent change to the Act took place in July 2022 to include;

* Agency workers can be used to cover duties of a striking worker or worker covering those duties. The use of agency workers will be covered further in the plan.
* maximum damages for unlawful industrial action increased to £1million

## Notice of Ballot

A formal ballot must precede any form of official industrial action and will be notified to The Board directly.

Notice of an industrial action ballot must be provided by the Trade Union(s) and will be notified to Boards directly. This must be received by the employer no later than the 7th day before the opening day of the ballot (i.e. the first day the ballot paper is sent out). It must state that the union intends to hold a ballot and the opening day of the ballot.

The notice must contain:

* List of categories of employee to be called out and a list of the workplaces
* Total number of employees affected, the number in each category and the number in each workplace
* An explanation of how these figures were arrived at should also be provided
* The law explicitly states that a union is not required to disclose the names of those who will be called out.

Trade unions are required to comply with strict balloting and notification rules and before any industrial action is called, it must have the support of a properly organised postal ballot of union members. At least 50% of the trade union members entitled to vote in the ballot must do so for the results to be valid.

In addition, staff whose role mostly concerns the provision of a specified important public service (includes health services), the Trade Union must reach a 40% support threshold of all members entitled to vote in the ballot, as well as the 50% turnout threshold, to take industrial action.

Further information on Balloting for Industrial Action can be found within the [Code of Practice: Industrial action ballots and notice to employers](https://www.gov.uk/government/publications/code-of-practice-industrial-action-ballots-and-notice-to-employers--2)

## Ballot Results

After the ballot has occurred the Trade Union(s) have a legal obligation to supply individual employers, as soon as reasonably practical, with the following information on the ballots:

* The number of individuals who were entitled to vote
* The number of votes cast
* The number of yes and no votes to each question
* Whether the number of votes cast is at least 50% of those entitled to vote

## Notice of Industrial Action

14 days’ notice must be provided to individual Employers before industrial action can begin. The Trade Union is required to state if the action will be continuous or discontinuous. Where it is continuous the date on which it will start must be specified. Where it is discontinuous the intended dates on which it will start must be given.

## Strike Action

Strikes can be long-term (when the union has called out its members for an indefinite period); short-term (for example a one day strike) or intermittent (when strikes take place for part of the day or week on a rolling basis but normal working is resumed for the rest of the working day/week).

## Picketing

Picketing enables Trade Unions and their members to publicly and peacefully

communicate the reasons and purpose of the Industrial Action. Unions and Employers should seek to agree picketing rules before the commencement of the action. Employers must respect the right of union members to picket and unions must respect the need for picketing to be peaceful.

It is lawful to picket but the law imposes some limits:

* Employees who approach a picket line may be spoken to, given a leaflet and the reason for the strike may be explained in a polite manner.
* The picket does not have the power under law to require people to stop or compel them to listen
* Everyone has the right, if they wishes to do so, to cross a picket line in order to go into his place of work or to deliver goods or collect goods.
* Picketing by union members may only take place at, or near their own place of work.
* Employers will work with Unions to discuss picket supervisors. We would expect that the privacy and dignity of patients and services users will be respected at all times.
* The number of pickets should generally not be more than 6 at any entrance or exit.
* A pass system to aid the smooth passage of staff identified for duty through any picketing arrangement should be established as part of the local Board planning arrangements
* All employees and employers should ensure they are treated with dignity and respect during periods of industrial action.

It is a criminal offence for pickets to use threatening, abusive, insulting disorderly words or behaviour. Staff who are physically prevented by pickets from entering their workplace should contact their/a manager to support them in crossing the picket line or make alternative arrangements to attend work.

Further information on Picketing can be found within the [statutory Code of Practice: Picketing](https://www.gov.uk/government/publications/code-of-practice-picketing)

A pass system to aid the smooth passage of essential staff identified for duty through any picketing arrangement will be established by the participating unions. Staff intending to report for work should be aware of the means of entry and egress to the building.

The approach to picketing around our sites will be discussed fully with the relevant trade union.

## Closed Places of Work

Individuals not involved in the strike action should report to their normal place of work. If an individual attends their normal place of work and is unable to gain access i.e. the building is closed, they should contact their manager to gain advice. This may include being asked to go to another location to undertake appropriate work or if this is not possible and there is not alternative work, being sent home. In the event of the latter, this should not be seen as strike action and pay should not be deducted.

## Pay

The decision to strike is a personal choice and staff who wish to work can do so. Staff who do not attend work on any day, or part day, of Industrial Action will not be entitled to pay for that day or part of a day. Recognised entitlement to premium rate payments or allowances during absence will not be paid where the member of staff is absent due to Industrial Action.

Appropriate arrangements will be made between Supervisors, Managers and Payroll to record, report and enact the unpaid status of staff supporting Industrial Action.

If employees take industrial action short of a strike, which does not involve a breach of contract, they are entitled to be paid in full.

Further information regarding rates of pay are available in Junior Doctors Industrial Action - Employers Reference Group Guidance Document (Appendix B).

## Sick Leave

Normal Attendance management policy, procedures and reporting will apply on the day(s) of Industrial Action. Staff on Long Term Sickness Absence will not be affected unless they choose to return to work that day then go on strike. Staff who report sick will be required to notify absence in accordance with sickness absence notification processes, and their absence will be dealt with in accordance with the NHS Scotland Workforce Attendance Policy.

## Maternity Leave/Pay

Maternity Pay for staff on Maternity Leave will not be affected by Industrial Action.

## Annual Leave

Requests for annual leave which have been approved in advance of notification of the Industrial Action may be granted and paid as normal. Requests for annual leave received after notification of the Industrial Action will be considered subject to the special exigencies of the service.

Annual leave entitlement will not accrue during periods when staff are unpaid due to Industrial Action.

## Home/Hybrid Working

For staff who normally work from home under hybrid arrangements, managers will need to clarify the intentions of those employees in relation to strike days ie has the manager agreed they can work from home that day, are they not available for work. Individuals who are not defined as hybrid or home working should attend their normal place of work.

## Continuity of Employment

Continuity of service is not broken by unpaid service due to Industrial Action. However your length of service will be reduced by the number of days you were on strike which may impact calculations such as pensionable service and redundancy payments.

## Pension Contributions

Pension contributions will not be deducted and pensionable service will not accrue for any period of unpaid leave due to Industrial Action.

## Special Leave

Staff are reminded that Schools, Local Authority Nurseries and other care facilities may similarly be affected by Industrial Action. Staff should anticipate the need to make alternative arrangements for childcare and other care needs during Industrial Action without reliance on the Board’s Special Leave Policy. Requests for Special Leave during periods of Industrial Action will not normally be approved other than in genuine, unforeseen and exceptional circumstances.

# Exemptions from Strike Action

It is open to the Trade Unions to agree exemptions from participation in the industrial action. In those areas which the Trade Union agrees are exempt, staff will be advised by their Trade Union not to take part in the industrial action.

Exemptions from strike action for particular groups of workers can be agreed based on essential and emergency services, traditionally known as ‘life and limb’ cover in order to continue to provide essential service delivery and where practicable, all statutory duties are met.

Local service managers are responsible for identifying areas where requests for exemptions will be sought and for forwarding these requests to their Director for discussion through the Gold Command.

The Director of Human Resources and relevant Service Director of the placement board will liaise with the Trade Unions and inform managers of exemption decisions as soon as possible. It is likely that the number of exemptions that the Trade Unions agree will be kept to a minimum.

Exemption information needs to be provided in the required format ([Appendix 2](#_Appendix_2_Exemption)) and should be submitted within appropriate timescales based on the advised dates of industrial action to the Employee Relations Manager of the placement board.

It should not be assumed that exemptions will be agreed and preparations must therefore be made for contingency arrangements if necessary.

**Special Cases**

Trade Unions will also consider special cases, during periods of industrial action, including:

* Employees currently in their last year of service with their employer, who are members of the pension scheme.
* Pregnant women
* People whose state benefits may be affected if they take part in strike action

# Business Continuity Management

## Essential Clinical Care

The overriding focus is to maintain the highest standards of patient care and safety within NHS Greater Glasgow & Clyde during any period of Industrial Action, while recognising the individual and collective democratic right of staff to take Industrial Action.

To this end, discussions will take place at Placement Board level, in partnership with staff representatives, to agree the appropriate staffing arrangements through emergency cover required to maintain essential clinical care throughout any period of Industrial Action.

These discussions will include staffing levels for direct clinical care areas and also the staffing of support services which are deemed essential to the maintenance of the quality and effectiveness of essential clinical care.

Local arrangements for the appropriate staffing of clinical and relevant support services areas will be agreed and made known in advance of any Industrial Action, with due regard to current planned staffing rosters and, where possible, with recognition of the individual wishes of members of staff.

## Assessing the impact and scale

When assessing the potential impact of industrial action on the board, how the dispute might be resolved and what the cost of resolution might be.

Key questions will need to be considered

* Is the dispute official?
* Who is likely to be involved in the action?
* Are key employees likely to be involved or affected?
* Will contingency plans need to be considered or initiated?
* Is there any prospect of the dispute spreading to other groups of employees?
* What level of support is the action likely to attract?
* Will the dispute affect the running of critical/essential services?
* Can exemptions be agreed with the trade union to ensure specified key employees are not involved in the action?
* Can agreement be reached with trade unions to maintain safe staffing levels?

In the event that industrial action will take place businesses continuity/contingency plans may need to be invoked to

* Maintain essential/critical service delivery wherever possible
* Ensure that the health and safety in the workplace is not put at risk or compromised
* Ensure all statutory duties are met

Business continuity plans for essential critical areas should reflect the minimum staffing levels to deliver safe care during any disruption.

## Maintaining Essential Services

During industrial action only those services directly concerned with the immediate safety and welfare of the general public will be exempt from action it may be necessary to limit planned activity, the following services will be prioritised in the order listed below (based on winter preparedness). These need to be agreed with the trade unions.

* Inpatient wards
* Mental Health units
* Emergencies –EDs (including dental), assessment units.
* Critical care areas, wards, theatres and associated radiology, labs and facilities
* Obstetrics
* Renal Dialysis
* Chemotherapy
* Radiotherapy
* Urgent surgery
* Mortuary Services
* Planned surgery - in patient / day case and endoscopy
* Out Patients – Fracture Clinics and urgent cancer review clinics will have higher priority than day case or other planned surgery.
* Inpatient catering
* HSCP areas

## Management Responsibilities

**Upon Notice of Industrial Action**

* Organisation advises manager/or designated lead of notice of industrial action.
* Within the first 24hrs the manager/or designated lead will:
	+ Ascertain the number of staff who are considering taking industrial action in their area
	+ Consider worst case scenario(s) i.e. all members of a union in an area choose to take industrial action, the impact of loss of 10%, 20% ,30% , 40% and 50% of staff in addition to normal/safe staffing levels this could be due to sickness, staff short notice strike action, or staff refusing to cross the picket line.
	+ Review rotas to identify impact on service delivery, identify any gaps.
	+ Rearrange rotas, if able, to minimise disruption to service delivery, identify any gaps.
	+ Prioritise essential services, i.e., those services where failure to provide timely care will compromise patient safety and clinical outcomes.
	+ Match available staff capacity with provision of essential services, identify any gaps.
	+ Inform line manager of capacity shortfall to maintain essential services
* As further intelligence becomes available relating to individual staff decisions the plan should be reviewed and the line manager advised accordingly, at least daily.

In some areas the Manager may plan to take Industrial Action if this is the case, they should advise their Line manager and the actions on this card be delegated to another senior member of the team.

A checklist for managers can be found in [Appendix 1](#_Appendix_1_-) of this document

## Staffing levels and reallocation of work

There is no obligation on an employee to indicate whether they will be participating in strike action. However trade unions should advise management of the number of employees in each area that are affected by the industrial action.

Managers should assess the impact of the industrial action so that, if possible, alternative arrangements can be made. They will need to consider whether any of the work that will be disrupted by the action is essential i.e., endangers life, fulfils a statutory duty, strategically important, etc. If this work must be covered, managers should make contingency arrangements and consider options such as the reallocation of work or an alternative work location.

Once made, staff should be advised so that they clearly understand the arrangements.

When considering reallocating work, appropriateness of work in relation to the employee’s current duties, position, skills/qualifications, etc are factors that should be taken into account.

If possible, staff wishing to work on the strike day(s) may be asked to report to an alternative location, where reasonable alternative duties will be provided. Those attending work should report their attendance to a senior manager within the service.

The use of temporary agency or bank staff to perform the duties of workers taking part in official strike action is permitted. However this may be difficult in practice and consideration should be given to this when developing local contingency plans.

# Preparation for Industrial Action Short of a Strike

When planning and preparing for industrial action short of a strike, the principles of planning and preparation should be the same as for strike action and these guidelines should support this. However, the following should be borne in mind:

* If employees take industrial action short of a strike, which does not involve a breach of contract, they are entitled to be paid in full.
* If industrial action short of a strike is a breach of contract the employer has two options:
1. Demand that the participating employees comply with their contracts in full or otherwise stay away from work (and not be paid) until they are prepared to comply.
2. Accept partial performance and continue to pay the employees – subject to a deduction for partial performance.

Employers are entitled to demand full performance and do not have to accept partial performance. If an employee is in breach of contract and the employer accepts partial performance in theory the employer may claim damages and the Courts may allow some deduction from wages. NHS Greater Glasgow and Clyde will determine which option will be taken forward in advance of any Industrial Action and ensure this impact is clear for all employees.

# Command Control and Coordination

The board has a well-defined C3 structure in place to respond to incidents affecting the delivery of services.



**Industrial Action Planning Group**

An Industrial Action Planning Group will be established to coordinate local negotiations and the finer details. This group will feed into the Tactical Groups and the Strategic Executive Group.

**Strategic Executive Group (SEG)**

Will co-ordinate the organisation’s strategic response to Industrial Action. The remit is to be the key policy and decision making group within the GGC governance.

**Acute Tactical Group**

The primary functions of the acute tactical group is to determine priority in the allocation of resources, to plan and co-ordinate the overall response and to obtain additional resources as required.

**HSCP Tactical Group**

The primary functions of the HSCP tactical group is to determine a priority in the allocation of resources, to plan and co-ordinate the overall response and to obtain additional resources as required.

# Communications

NHS Greater Glasgow & Clyde communications during periods of strike action will be co-ordinated by the Communications Team. However they will be overseen by the Co-Chairs of the Industrial Action Planning Group.

The Communications Team should establish the necessary internal and external communication channels as early as possible within the business continuity planning process. Communication should be a key element of the business continuity planning arrangements and regular communication briefing documents agreed and disseminated as appropriate.

Organisational communication should be agreed to ensure continuity of messages, recognising the impact of industrial action on public confidence and organisational reputation.

All communication between the organisation and the Media / Press should be handled and approved by the Communications Team.

**Service Users**

All services users who will be affected by industrial action must be given as much notice as possible that their service will be curtailed, altered or cut. They should be informed of the type of service that they will receive and be given information as to change of personnel.

**Staff**

Senior managers should ensure that communications are accessible to those not on e-mail and that any service specific information is also made available.

In addition to putting in place arrangements for continued essential service delivery, managers must also establish systems to capture details of striking staff (for pay deduction purposes and notification to SPPA) and to enable responses to requests for information on the impact of strike action to be collated as quickly as possible. The Director of Human Resources will also play a pivotal role in ensuring that communications between the relevant Trade Unions and the organisation are actively and effectively maintained. The Director of Human Resources should be made aware of all formal correspondence relating to industrial action from the relevant Trade Unions.

# ACTION PLAN

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| --- | --- | --- | --- | --- | --- | --- |
| **Industrial Action Risk** | **Action** | **Communication** | **Command and Control** | **Action Lead** | **Timescale for completion** | **Complete/ Evidence** |
| **Potential Risk** | Monitor the Situation | Internal communication to staff planning for industrial action | Industrial Action Planning Group to maintain communication with Acute/HSCP tactical groups and SEG on developments. |   |   |   |
| Creation of a dedicated industrial action risk assessment. |   |   |   |   |   |
| Ensure all employees aligned to support the service/ department are trained to undertake the required tasks – this may require the need to arrange adhoc training at short notice. |   |   |   |   |   |
| Staff also need to be provided with the appropriate training and if undertaking driving duties have their driving licence checked to ensure they are fit to drive. |   |   |   |   |   |
| Development of a specific industrial action risk assessment |   |   |   |   |   |
| **Possible Industrial Action** | Industrial Action Planning Group to identify risks and potential impact on the board | Core briefs to be issued to staff | Industrial Action Planning Group to maintain communication with Acute/HSCP tactical groups and SEG on developments. |   |   |   |
| Industrial Action Planning Group to Liaise with General Practice, SAS and NHS24 to identify any impact on service delivery. | Communicate to all stakeholders of possible industrial action |   |   |   |   |
| Staff to be informed that annual leave or training requests for known proposed dates will no longer be approved |   |   |   |   |   |
| Policy statement on pay and related issues to be highlighted to staff |   |   |   |   |   |
| Tactical Groups to ensure services contingency plans are in place. Incorporating impact of loss of SAS,GP or NHS24 services |   |   |   |   |   |
| **Probable Industrial Action** (Notification of Industrial Action ballot results and confirmed Industrial action dates submitted) | Industrial Action Planning Group to undertake discussion with Unions, GPs, SAS and NHS24 | Press/social media release in relation to services affected and services that will still be delivered once industrial action has been agreed. | Industrial Action Planning Group to maintain communication with Acute/HSCP tactical groups and SEG on extent of Industrial Action and expected impact on service provision and staffing. |   |   |   |
| Tactical Groups to identify risk issues and assess staffing for duration of Industrial Action | Inform Police Scotland of locations of proposed picketing locations | SEG to agree priorities and policy decisions |   |   |   |
| All services to undertake preparation in readiness for industrial action | Confirm picketing locations with suppliers and alternative delivery points |   |   |   |   |
| Agree locations for picketing to take place |   |   |   |   |   |
| Identify alternative delivery pick up/drop off points if entrances compromised |   |   |   |   |   |
| **Industrial Action** | Services to undertake regular assessments on the capabilities of affected services | Core briefs to staff | Industrial Action Planning Group to maintain communication with Acute/HSCP tactical groups and SEG on extent of Industrial Action and impact. |   |   |   |
| Essential services to be maintained | Updates to patients, visitors and stakeholders | SEG to maintain overall command and control during the period of Industrial Action |   |   |   |
| Redeploy staff to support | Respond to external media enquiries |   |   |   |   |
| SITREPS to SG | Maintain communication with SG |   |   |   |   |
|   | Maintain communication with GPs, SAS and NHS24 |   |   |   |   |
| **Recovery** | Monitor | Core brief to staff | Tactical Group to inform SEG on actions taken to return to normal service delivery |   |   |   |
| Services to plan to clear backlog of any work built up during industrial action | Advise patients, visitors and stakeholders that services are no longer subject to industrial action |   |   |   |   |
|   | Respond to any media enquiries |   |   |   |   |

# Post Strike Action(s)

* Any days of strike action should be recorded by managers on SSTS as “unauthorised absence”, both for payroll and workforce reporting purposes as soon as possible before the payroll deadline.
* Risk assessments undertaken should be reviewed and updated
* The formal terms of the return to work are usually negotiated when the dispute is settled. In particular it will be important to restore as soon as possible the pre-existing industrial relations climate, so the return to work can take place without any recriminations on either side. From a management point of view, this means that an employee’s job or career should not be prejudiced by the fact that they took part in the industrial action.
* A debriefing meeting should be organised as soon as possible after the industrial action. This should involve relevant staff involved, to discuss the events of the industrial action; both positive aspects and key lessons learnt which could be implemented for future planning.

# Appendix 1 - Manager Checklist

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| **** | **Activity** |
| **Upon notification of a ballot** |
|  | Review the industrial action guidance provided |
|  | Review Business Continuity Plans and Risk Assessments |
|  | Identify any areas where requests for exemptions may be required/sought from trade union(s) |
| **Upon notification of industrial action taking place** |
|  | Ascertain the number of staff who are considering taking action within your business area. (It may also be useful to consider worst case scenario for example, if all members of a union in an area choose to take industrial action.) |
|  | Clarify the intension of those employees who usually work from home or that it has previously been agreed can work from home on the day of scheduled industrial action |
|  | Review rotas to identify impact on service delivery and any gaps. |
|  | Rearrange rotas, if able, to minimise disruption to service delivery. |
|  | Prioritise essential services, i.e. those services where failure to provide timely care will compromise patient safety and clinical outcomes. |
|  | Match available staff with provision of essential services and identify any gaps to inform decision making regarding wide deployment of staff |
|  | Consider reallocation of work to those not participating |
|  | Establish a process to capture information on staff levels i.e details of those on strike, sick leave, annual leave for pay deduction purposes and to enable responses to requests for information on the impact of strike action to be collated as quickly as possible. |
|  | Review requirement for any exemptions, complete the exemption form (Appendix 2) and forward these requests to your Director |
|  | Ensure those intending to attend work on the day of industrial action have contact details for a manager in the event of any issues/queries. |
|  | Ensure those intending to report for work are aware of the means of entry and egress to the building |
|  | Ensure a process is in place to review information as it becomes available and to communicate this to senior staff/line management. This is likely to be at least daily.  |
| **After a period of industrial action** |
|  | Record any days of strike action for individual staff members on SSTS/attendance sheet as “unauthorised absence”, both for payroll and workforce reporting purposes as soon as possible before the payroll deadline. |
|  | Arrange a debrief session after the industrial action has taken place to ensure any learnings from the period are considered and incorporated into future risk assessments and business continuity plans |

# Appendix 2 Exemption from industrial action request

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| --- | --- | --- | --- | --- | --- |
| SBU | Job Title | Name | Location | Reason for exemption request | Impact on business  |
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# Appendix 3 - Health and Safety Duties

The Health and Safety legislation cannot be suspended during industrial action. The board continues to have a statutory duty to provide healthy and safe work environments for all employees who remain at work and other people in the workplace. The board, however has no obligation in respect of employees absent from work due to strike action.

Where industrial action is planned the board will need to consider what the health and safety consequences will be, a dedicated Industrial Action risk assessment risk assessments will need to be developed.

Employees also have a duty under health and safety legislation to take care of their own health and safety, as well as that of colleagues remaining at work.

Health and Safety considerations during industrial Action

Employees

* The development of an “Industrial Action Induction Document” to share with unfamiliar persons attending/ supporting wards or departments on the welfare facilities, emergency exits, emergency assembly points, fire evacuation procedures etc.
* Adequate welfare facilities must be available and appropriate for the number of employees or building users. If employees are expected to report to a building, which is not their normal place of work, then the responsible manager must assess the suitability of the building to accommodate.
* Consideration to first aid coverage/ provision during industrial action
* Fire and evacuation provision must be maintained
* Suitable and sufficient workstations for employees not in their normal place of work, the requirement to complete a self assessment.

Staff attending work

* Staff intending to report for work should be aware of the means of entry and egress to the building.
* Staff should be advised that they must have their ID badges available

Deliveries

* A major hazard will be deliveries in and out of sites and the movement of vehicles/personnel
* Personnel with manual handling training and suitable work equipment for loading/unloading vehicles must be utilised. They must also complete their Statutory Mandatory training and any other required training.

Media

* Media will need to be positioned in a safe area

**Risk Assessments of Buildings during Industrial Action**

Opening up the building (where applicable)

* Is the person or persons who would normally open up the building taking industrial action?
* If they are then the building may be closed and managers need to make arrangements for alternate work locations for employees wishing to attend work on the day/s of the strike.
* Confirm on who will open and close the building

Number (and location) of people likely to use the building if opened

* Staff working at that location
* Staff signing in at that location redirected from elsewhere
* Visitors and members of the public (if remaining open to the public)
* Contractors

Emergency and Evacuation Arrangements

* Number of fire wardens on site
* Adequacy of the Evacuation procedures particularly if there are significant numbers of staff unfamiliar with the building present

First Aid Arrangements

* Number of First Aiders on site
* Check of the first aid stock in boxes
* Appointment of Nominated Persons in the absence of First Aiders

Welfare Facilities

* Staff to deal with visitors and staff from other locations
* Ability to ensure staff and visitors sign in correctly
* Provision of Induction information and building / emergency arrangements
* Availability of domestic staff to deal with slipping hazards etc and keep essential facilities clean and serviceable
* Availability of domestics to ensure provision of toiletries and consumables
* Availability of maintenance staff / arrangements to ensure vital services and facilities are working correctly
* Availability and suitability of catering / dining facilities
* Review Lone Working arrangements where less staff are anticipated to be on site

Goods Inward and Deliveries

* Ability to receive and handle goods, materials and mail
* Alternatively, notify suppliers to postpone deliveries if possible

 News and Media

* Determine whether Press are allowed onto the site / building, and if so, nominate a safe location
* Availability of security / media staff to ensure media staff remain in location.