

Committee:	Safety Committee	Agenda Item No.:	11.
Date:	28 th July 2010	Category	
Subject:	Employee Survey 2010 – Health & Safety Issues	Status	Open
Report by:	Head of Human Resources/Payroll		
Other Officers involved:	Health & Safety Officer		
Director	Chief Executive Officer		
Relevant Portfolio Holder	Councillor J.E. Bennett, Portfolio Holder for Performance		

RELEVANT CORPORATE AIMS

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation by providing monitoring information which can be used to shape future policy decisions

TARGETS

The subject matter of this report does not contribute towards any Corporate Target

VALUE FOR MONEY

As this report relates to retrospective monitoring data value for money criteria is not applicable

THE REPORT

Background

At Safety Committee in April 2008, Members received a report relating to the outcome of the Employee Survey 2007. This highlighted some areas for concern in terms of management of health and safety in the following departments/ sections:

- Community Safety
- Environmental Health Refuse and Grounds Maintenance
- Housing Repairs and Maintenance
- Regeneration Restaurant/Security/Cleaners

An action plan was put forward by these departments/sections and Safety Committee agreed to monitor the situation through the Employee Survey, to identify whether or not the actions taken have improved the perceptions of employees in these areas.

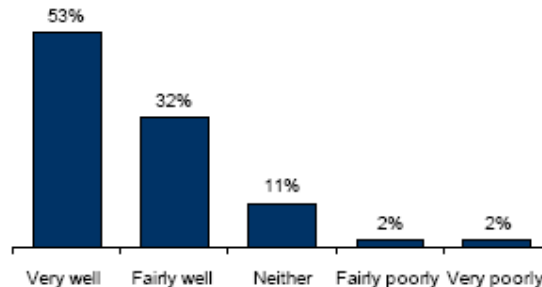
Employee Survey Results 2009

This survey was undertaken in October 2009. As part of the Employee Survey there are some questions which relate to health and safety, these are set out below along with the responses:

Q10 Respondents were asked if their line manager or supervisor understands and effectively deals with health and safety problems within the workplace.

A large proportion of respondents (**85%**) felt that their line manager or supervisor deals with health and safety problems 'Well' ('Very well' and 'Fairly well'). A minority of **4%** felt that health and safety problems are dealt with 'Poorly' ('Very poorly' and 'Fairly poorly').

Figure 16. Question 10: Health and Safety Problems within the workplace



Base = 293

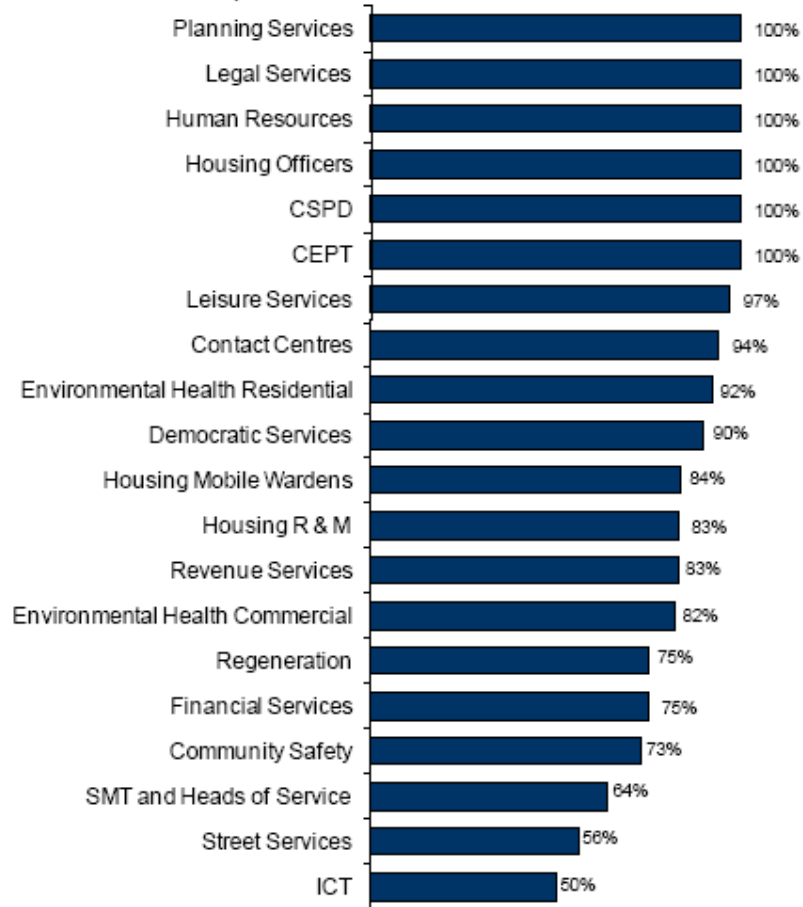
Respondents' views on this issue have remained largely the same but there has been a drop of two percentage points from **87%** in 2007 and remains outside the margin of error and should be seen as a matter for concern.

Where this has been identified as a concern in specific service areas, it has been taken up with the respective heads of service.

CSPD, Housing Officers, Human Resources, Legal Services, and Planning Services say that their line manager or supervisor deals 'Very well' with health and safety in the workplace (**100%**).

These results have been broken down into departments as follows:

Departmental Chart 34. Positive Responses



Base = 295 overall fluctuating by department

All responses below 67% have been referred by Senior Management Team to Safety Committee. These areas being:

- SMT and Heads of Service
- Street Services
- ICT

Prior to referring the matter to this Committee, I have investigated further the response rates in these three areas as this can affect the percentage figures shown in the report.

SMT and Heads of Service: 14 from 15 (93%) - 4 respondents dissatisfied

Street Services: 27 from 98 (28%) - 12 respondents dissatisfied

ICT: 4 from 7 (57%) - 2 respondents dissatisfied

Regeneration which had previously had poor responses over the last two surveys has now increased its satisfaction rate to 75%.

The responses from the areas identified above was as follows

SMT and Heads of Service:

The results were discussed with Directors at appraisal and with Heads of Service through Extended Management Team in April. At the April meeting it was felt that the issue may be around stress associated with workload. Heads of Service were offered the opportunity at the meeting in April to submit any concerns anonymously. No anonymous concerns have been received.

Based on the discussions held with Directors and Heads of Service the actions to be put in place are:

- Roll out of the stress risk assessments over the next 6 months (in accordance with the Stress Policy approved in January 2010)
- Provision of a health promotion event linked to stress and mental health over the next six months.

Street Services:

The employee survey is probably representative of the situation prior to the move to Riverside Depot and implementation of the new structure. A significant amount of work has been undertaken from Director level through and down to operative level. This includes specific training for manual handling, hand arm vibration awareness, use of bin lifts, more frequent and focused team meetings plus a more proactive approach to simple things like wearing of hi visibility clothing and other PPE, vehicle checks and safety inspections. On top of the extensive work now being done on HAVS we are also preparing a general Street Services H&S improvement plan for submission to the next Safety Committee.

ICT:

We discussed the employee survey at our team meeting in April and the response to this question was discussed. We highlighted that Bev Parkin was our health and safety rep and that we do regular assessments. The team were encouraged to report any health and safety issues to Dave, [Astridge] Bev or myself [Liz Ball].

Question 10 is followed up with the following question:

Q11 – ‘If the Council could take one specific action to improve the health and well being of its employees what would it be?’

A copy of the full verbatim responses is attached at end of this report, but these have been grouped into the most common responses as follows:

The most common response was to review the sickness policy (11%):

	Number	%
• Review the sickness policy	10	11%
• Improve working conditions or equipment	10	11%
• Listen to staff more	10	11%
• Ensure adequate training is provided	7	7%
• Sort out the central heating	6	6%
• Reduce staff workload	5	5%
• Retain staff restaurant	5	5%
• Fairer sick leave policies	4	4%
• Allow free use of amenities such as gym and swimming pool	4	4%

The Health & Safety Officer, as part of the HR & Payroll Service Plan for 2008-11, is already putting in place actions to deal with concerns regarding working conditions and equipment, provision of training and stress management:

- In terms of the concerns relating to the sickness policy, focus groups have been held with a number of managers and employees. The information gathered through these groups will be collated and submitted to Senior Management Team in June, with a view to a review of the Sickness Absence Policy by the Health and Well Being Group over the summer. Formal consultation on the changes will then take place with a view to bringing the new policy into force from 2011.
- Procedures are being introduced for the servicing, maintenance and replacement/disposal of tools and equipment. Additionally a separate group is compiling a corporate asset register which is auditing wider equipment and building management. Physical working conditions are monitored through the inspection programme.
- Additional health and training has been provided since the survey was completed, asbestos awareness and task training, manual handling, vibration awareness, working at heights and general health and safety awareness, including cosh, fire and noise. This has been concentrated at the 'sharp end' with housing and street services operatives.
- A stress assessment programme, incorporating assessments of each post (not individual employees) is being carried out throughout 2010-11.
- Reduced rates are available for use of leisure facilities – please see the 'staff benefits' section on 'ERIC' for details

The next question relating to health and safety is:

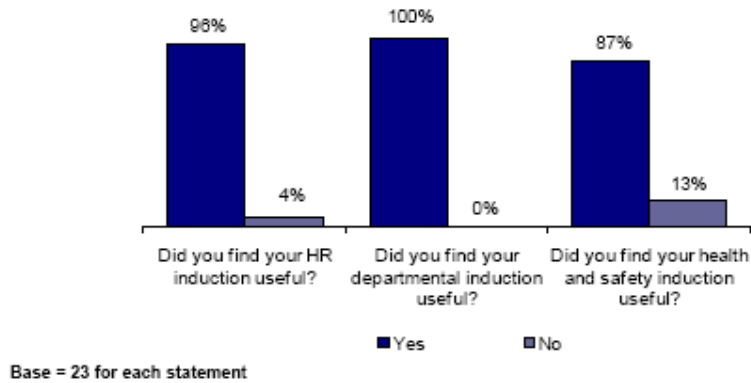
Q.19 Respondents were asked if they had found their Human Resources, departmental and health and safety inductions useful.

As Figure 22 (overleaf) illustrates, the majority of respondents felt that their health and safety induction was useful (**87%**). Of the three negative

responses (from 23 responders) to **Q19**, two came from a department in which there has been only one new starter over the period in question – this calls into question the validity some of the responses to the question – it would appear that staff who are not new starters are responding to this question.

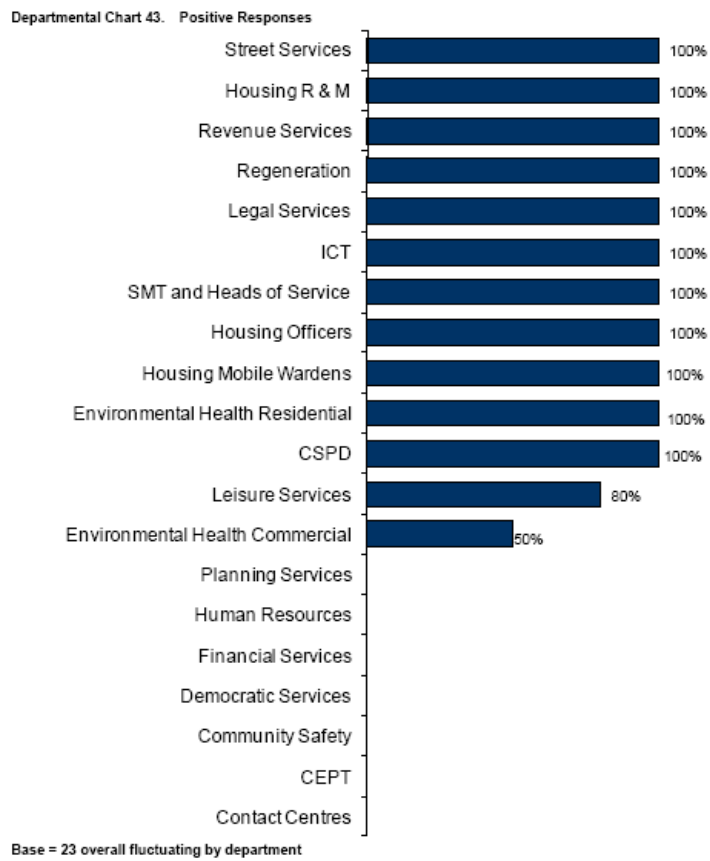
There were no significant differences between departments. For a full breakdown by department please see 'chart 43' overleaf.

Figure 22. Questions 17, 18, 19 Inductions



These results are broken down by department as follows.

Question 19 'Did you find your health and safety induction useful'



This is followed up by **Q20 – ‘If the Council could take one specific action to improve induction what would it be’**

The verbatim responses are provided at the end of this report, but from the responses to this question we were able to identify eight key themes, other than ‘satisfied with current provision’:

	Number	%
• Allow more time or offer more comprehensive induction	5	19%
• Ensure inductee is introduced to all staff they will be working with	5	19%
• Ensure induction is tailored towards the specific role of the inductee	3	11%
• Satisfied with current provision	2	7%
• Ensure induction is conducted on the first day	2	7%
• Provide inductees with employee handbook	2	7%
• Streamline induction process	2	7%
• Ensure comprehensive overview of Council, their work and departments	2	7%
• Don’t know/Other	4	15%

Base = 27

The above themes relate to the whole induction process, not just health and safety, and a number of these have already been incorporated into the Induction programme by Human Resources. Human Resources are currently looking at these results in order to identify any improvements, and are working with CSPD to produce a new look Induction Handbook.

The only general point on health and safety inductions was to make them more specific to the job role – this is rarely practical if delivered corporately, as the personnel presenting themselves for induction are inevitably from a variety of backgrounds and doing a variety of jobs. However it was possible to tailor inductions more specifically for the apprentices. The Investors in People Working Group have considered this issue and have suggested that health and safety issues be covered by managers on the ‘manager checklist’ part of the induction. The HR Team are currently reviewing the induction policy and associated paperwork to implement this change from 1st October 2010.

In the meantime the Health & Safety Officer continues to regularly review and update the corporate health and safety induction as a result of the feedback received from the training evaluation sheets.

ISSUES FOR CONSIDERATION

Members consider the information provided and it is suggested that these areas be monitored in the next Employee Survey to identify whether or not the actions taken have improved the perceptions in these particular departments/ sections.

IMPLICATIONS

Financial: None
Legal: None
Human Resources: None

RECOMMENDATION

That the report be received.

ATTACHMENT: **N**
FILE REFERENCE: **N/A**
SOURCE DOCUMENT: **EMPLOYEE SURVEY 2009**

VERBATIM RESPONSES

Question 11 'If the council could take one specific action to improve the health and wellbeing of its employees, what would it be'
TO BE LESS HARSH ON PEOPLE WHO ARE GENUINELY SICK
REVIEW SICKNESS POLICY FOR THOSE PEOPLE WITH GENUINE ILLNESS AND/OR ISSUES
KEEP THE STAFF RESTAURANT
FREE GYM MEMBERSHIP
HAVE A TEN MINUTE BREAK MORNING AND AFTERNOON ESPECIALLY WHEN ON THE TELEPHONES ALL DAY
MORE EXTERNAL LIGHTING REQUIRED AT SHIREBROOK DISTRICT OFFICE AS WHEN IT IS DARK AT 5PM STAFF AND LEAVING THE BUILDING WHICH IS POORLY LIT OUTSIDE
BETTER OFFICE WORKING CONDITIONS - WINDOWS WOULD BE HELPFUL LESS ELECTRIC LIGHTING
I WORK AT XXX OFFICE AND IT COULD BE BETTER
THE SICKNESS ABSENCE POLICY SEEMS VERY HARD, PEOPLE WHO ARE SICK FEEL THEY HAVE TO RETURN TO WORK BEFORE THEY ARE BETTER DUE TO THIS PROCEDURE. THE CAPABILITY HEARINGS SHOULD BE UNDERTAKEN SOONER AND THE 12 MONTHS MONITORING PERIOD COMMENCE EARLIER
MAKE THE SICKNESS ABSENCE PROCEDURE LESS HARSH. OTHER PUBLIC BODIES USE 10 DAYS IN A ROLLING 12 MONTH PERIOD OR GIVE MORE HOLIDAYS LIKE OTHER PUBLIC BODIES (NHS 30 DAYS, OTHER COUNCILS, 30 DAYS)
AIR CONDITIONING OR MORE ACCESS TO OPEN WINDOWS
TAKE PRESSURE OFF EMPLOYEES WHICH CAUSES STRESS WHEN HAVING TO ATTEND WORK
WHEN ILL BECAUSE THEY ARE FRIGHTENED TO DEATH TO TRIGGER THE SICKNESS ABSENCE.
TRAINING
PRIVATE HEALTH CARE, GYM AT SHERWOOD LODGE
TO HAVE A GREATER UNDERSTANDING OF THE ROLE OF THE INDIVIDUAL
ENSURE THE WORKLOAD IS MANAGEABLE
LISTEN TO SUGGESTIONS
STOP ALL THE RIDICULOUS DISCIPLINARY HEARINGS - THESE SEEM TO BE TAKEN OUT AGAINST EMPLOYEES FOR THE SLIGHTEST THING AND THIS DOES NOT HELP MORALE OR THE WELLBEING OF INDIVIDUALS
RETAIN THE RESTAURANT FACILITY
JOINING THE CYCLE SCHEME, OFFERING DISCOUNTS TO LEISURE CENTRES
KEEP THE RESTAURANT OPEN
IMPROVE THE HEATING TO HELP PREVENT OFFICES FROM OVERHEATING AND GERMS ETC SPREADING
KEEP CANTEEN OPEN
WELL MAN/WELL WOMAN CLINICS

HAVE AN EFFECTIVE REPORTING SYSTEM ON LINE/IN A BOOK. IF WE ALREADY HAVE THIS ADVERTISE THE FACT
TO LOOK AT THE SICKNESS PROCEDURE
PROVIDE COURSES NO MATTER IF THE COURSE IS FULLY ATTENDED OR NOT
TO BE UP FRONT WITH THINGS TELL US THINGS SOONER RATHER THAN LATER
OFFER PRIVATE MEDICAL CARE
OFFER SOME KIND OF SECURITY FOR THOSE OF US WHO WORK OUTDOORS
ALWAYS LISTEN TO WHAT BEING SAID
WORKING AS A PAIR ON NIGHT TIME CALL OUTS
LISTEN MORE
TALK ABOUT WHAT WE WOULD LIKE
I AM UNHAPPY WITH THE HEATING IN THE OFFICES. ITS OFTEN EITHER TURNED OFF OR TOO LOW IN COLD WEATHER
AIR CONDITIONING IN ALL OFFICES
MORE COMMITMENT FROM SMT AND FUNDING
PROVIDE PROTECTIVE CLOTHING FOR WHEN EMPLOYEES HAVE TO ENTER A COUNCIL PROPERTY THAT IS IN POOR CONDITION
MORE IN HOUSE TRAINING. MANDATORY TRAINING FOR NEW STARTERS HASNT BEEN MET EG SCAFFOLD AND AT HEIGHT WORKING
JOIN EACH INDIVIDUAL WITH BUPA OR AN ALTERNATIVE TO THIS AS TO POSSIBLY CUT DOWN ON LONG TERM SICK
EXTERNAL COUNSELLING AT LEAST ONCE A YEAR FOR ALL STAFF
ELIMINATE CAR PARKING UP THE MIDDLE OF THE CAR PARK
HAVE EYE TESTS AGAIN FOR VDU USES
CANCEL JE AND GO BACK TO SQUARE ONE
TREAT PEOPLE WITH RESPECT
SPECIFIC HEALTH AND SAFETY FOR EACH POST/NOT DEPARTMENT
LEAD BY EXAMPLE
JOB SPECIFIC RISK ASSESSMENTS. THE CURRENT RISK ASSESSMENT FOR MY POST DOES NOT REFLECT MY JOB AS A WHOLE
IMPROVE RISK ASSESSMENTS
RETAIN THE RESTAURANT FACILITIES
TO LISTEN TO US AND EVEN IF THE IDEA IS SMALL OR NOT MEANINGFUL TO THEM THEY SHOULD UNDERSTAND FROM AN INDIVIDUALS PERSPECTIVE AND BE MORE COMPASSIONATE
BE KIND AT ALL TIMES
REVIEW SICKNESS PROCEDURE
PROVIDE BETTER STORAGE SPACE TO STOP THE CLUTTER IN THE OFFICE ENVIRONMENT. SORT OUT PROBLEMS WITH HEATING
PEOPLE ARE OFTEN AT WORK WHEN THEY ARE UNWELL DUE TO THE FEAR OF HAVING TIME OFF THROUGH SICKNESS AND THE RISK OF TRIGGERING SICKNESS REVIEW PERIODS. THIS SURELY INCREASES PEOPLE'S CHANCES OF BECOMING ILL AND THEREFORE CANNOT BE PROMOTING HEALTH AND WELLBEING
JOIN THE GOVERNMENT'S CYCLE TO WORK INITIATIVE TO OFFER TAX FREE CYCLES TO EMPLOYEES AND PROMOTE CYCLING TO WORK (AND

FOR BUSINESS USE WHERE APPROPRIATE)
GIVE FREE LEISURE PASS SCHEME. LET THE STAFF USE THE SWIMMING POOL OR GYM FOR FREE
ON THE HEALTH SIDE.....STOP DEALING STRESS OUT TO EMPLOYEES
BETTER BRIEFING OF RELEVANT H & S IN EACH DEPARTMENT
ACCESS TO ALL AMENITIES SHOULD BE FREELY AVAILABLE WITHIN THE COUNCIL
CUT OUT SOME BUREAUCRACY
PREVENTATIVE MEASURES TO REDUCE THE LIKEIHOOD OF STRESS AND ASSOCIATED ILLNESS IE REDUCE WORK LOAD, THIS WOULD ALSO ENABLE EMPLOYEES TO MAKE A BETTER JOB AND INCREASE JOB SATISFACTION
THE COUNCIL SHOULD SURVEY EMPLOYEES FOR RATINGS OF HOS AND SMT RATHER THAN JUST LINE MANAGEMENT TO GET A MORE ACCURATE RESPONSE ON HOW EMPLOYEES FEEL ABOUT WORKING FOR THIS COUNCIL
IMPROVE COMMUNICATION
STREAMLINE PROCEDURES FOR CLEARER AND QUICKER ACTION - IDENTIFY CONTACT/PERSON RESPONSIBLE FOR ACTION
INCREASE THE NUMBER OF DAYS ALLOWED OFF SICK WITHOUT TRIGGERING THE SICKNESS ABSENCE POLICY AS THE CURRENT LEVELS MAY PRESSURE PEOPLE TO ATTEND WORK WHEN NOT WELL
SCRAP THE PAY & CONDITIONS REVIEW - THIS WOULD REMOVE ALL THE STRESS IT HAS CAUSED ALL STAFF
SORT OUT THE HEATING AND LIGHTING SYSTEM AT SHERWOOD LODGE ONCE AND FOR ALL SO THAT IT WORKS EFFICIENTLY AND IS NOT ON EITHER 'FURNACE MODE OR FREEZER MODE'. THE INEFFICIENT HEATING SYSTEM AND POOR OFFICE SET UP IS THE MAJOR CAUSE OF SICKNESS AMONGST STAFF
BETTER LIGHTING IN CORRIDORS/STAIRWELLS
TURN THE HEATING UP
TO IMPROVE MORALE
PUT SOME HEATING ON IN OUR DEPARTMENT. WE HAVE TO RESORT TO TWO PORTABLE HEATERS THAT DO NOT SHARE THE HEAT AROUND EFFECTIVELY AND THEREFORE SPEND MOST DAYS SAT COLD IN THE OFFICE
SORT OUT THE HEATING SYSTEM, IT APPEARS THAT SOME PARTS OF THE BUILDING ARE ALOT WARMER THAN OTHERS
ENSURE ALL EMPLOYEES HAVE DOG DAZERS AND ALARMS AND REGULARLY TEST THEM.
LETTING US KNOW WHO THE HEALTH AND SAFETY OFFICER IS MIGHT HELP
NEED TO HAVE A FIRE DRILL
FOR MANAGERS, SUPERVISORS AND CO-ORDINATORS TO COME AND DO TIME ON OUR JOBS
TO START TO LISTEN TO EMPLOYEES VIEWS
A FIRST AID COURSE
RISK ASSESSMENT ON CESSPOOL TANKER NEEDED
STOP OVERWORKING THEM

ENSURE CHANGE IS MANAGED RATHER THAN SO MANY PRIORITIES RESULTING IN WORKLOAD ISSUES
SHOW PEOPLE THE CONSEQUENCES OF NOT DOING H&S, USING GORY DVD'S ETC.
DEVISE A REFRESHER PACKAGE OF TRAINING THAT ALL SHOULD BE RUBBER STAMPED TO RECEIVE EACH YEAR I.E. HALF A DAY TO COVER COSHH, RIDDOR, RISK ASS. ETC
MANAGERS TO WALK THE TALK AND ENSURE THAT TRAINING IS PROVIDED AND IMPLEMENTED IN THE WORKPLACE
STOP PARKING IN CENTRE AREA OF FRONT CAR PARK AS HAZARD FOR PEDESTRIANS, NOT GOOD FOR CUSTOMERS & DISTRACTS STAFF WHEN ACCIDENTS OCCUR

Question 20 'If the council could take one specific action to improve inductions what would it be'
TO TALK MORE ABOUT WORK WE DO AND PEOPLE WE WORK WITH
MORE TIME WITH HEALTH AND SAFETY ISSUES
PRODUCE A DECENT BOOKLET GIVING A BRIEF OVERVIEW OF OTHER DEPARTMENTS AND A DEPARTMENTAL SPECIFIC HANDOUT/LEAFLET IN CONSULTATION WITH EACH DEPARTMENT.
REDUCE TIME FRAME THIS IS CARRIED OUT AS MY EXPERIENCE WAS OF ATTENDING TOO MANY INDUCTION SESSIONS
HEALTH AND SAFETY INDUCTION SHOULD BE JOB SPECIFIC. GENERIC H&S INDUCTION DOES NOT ACHIEVE ANYTHING AND IN FACT CONTRIBUTES TO A NEGATIVE H&S CULTURE
FOR US TO BE ABLE TO MEET EMPLOYEES AT OUTSIDE OFFICES ON INDUCTION TRAINING DAYS
LET STAFF HAVE A TRAINING DAY FOR NEW STARTERS
MAKE SURE THAT A MEMBER FROM WHICH THE NEW PERSON IS STARTING IN GOES ROUND ALL SHERWOOD LODGE, LEISURE CENTRES RIVERSIDE DEPOT AND CONTACT CENTRES
SHORTER JOB SPECIFIC NOT TOO GENERAL
CLASSIFY THE INDUCTION AS PART OF THE WORKING HOURS
MAKE RELEVANT TO EACH DEPARTMENT
BEEN GIVEN INSTRUCTIONS ON BASIC HEALTH AND SAFETY AND DUE TO ATTEND A TRAINING SESSIONS SHORTLY
I DON'T THINK THEY COULD. IT WAS GOOD AND WELL PREPARED
FOR IT TO BE MORE IN DEPTH
STREAMLINE THE PROCESS
DVD SHOWING THE WORK OF THE VARIOUS SERVICES PROVIDED BY THE COUNCIL
COORDINATE MORE AT THE BEGINNING AS IT GETS MORE DIFFICULT TO FIT ALL THE TRAINING IN AS WORK COMMITMENTS INCREASE