

**NORTH EAST DERBYSHIRE DISTRICT COUNCIL**

**ORGANISATION SCRUTINY COMMITTEE**

**18 APRIL 2018**

**EMPLOYEE HEALTH & WELLBEING AND MORALE UPDATE**

**Report of HR & OD Manager**

Progress against the Action Plan is as follows:

**Corporate Issues**

- Progress against Corporate Action Plan, please see Table One on page 3 of this document.
- Pay & Grading and harmonisation issues are currently on hold pending the Senior Management Review and awaiting steer.
- Progress has been made on having joint processes, practices and policies such as Recruitment, Disciplinary, Appraisals, Purchase of Annual Leave, developing HR & Payroll System, E Recruit System.
- Transformation Programme in development focusing on modern workplace, evolving, adapting and entrepreneurship – views have been sought from all employees. Training Programme to be developed in this area.

**Leadership**

- Following SAMT Review, the Chief Executive and Joint Directors are setting out leadership and performance expectations and embedding “one team” approach.
- Developing Managers
  - Sickness capability training roll out
  - Service Managers Forum reintroduced
  - HR Link Officers – coaching
  - Developing a Leadership & Training Programme
  - Performance Management Review to taking place including communication with team members

**Health and Wellbeing**

- Health & Wellbeing Framework Implemented October 2017 (see page 6 & 7 of this document for the action plan).
- Currently reviewing Occupational Health Provision and recently undertaken a tender process to test the market.

- Employee Assistance Programme introduced
- Work Well Group established & rolled out initiatives
  - Health Checks, Yoga, Walking Groups
  - Charity & Initiative days – Heart Foundation, Breast Cancer Awareness, Children in Need
  - Training – Resilience, mental health
  - Information Awareness – stress, healthy eating, exercise, stop smoking
  - Fruit & Veg Co-op
  - Lunchtime Activities
- Embedding & Educating Managers and staff on family friendly policies, flexible working, job evaluation
- New Intranet in development with specific section dedicated to HR & Health & Wellbeing

## **Work Environment**

### **CCTV**

A total of 6 external high definition infra-red and 4Nr internal high definition cameras are installed covering public areas. Cameras are monitored during opening hours by on-site customer services officers (9am – 5pm Mon-Fri). Out of hours, cameras are monitored by IPM FM Group via their control room at Killamarsh with analytic systems and alarms indicating to them activations of movement on site. The footage is retained for a maximum 30 days.

### **Staff Toilets**

The general staff WCs receive regular cleaning and as such should be in a cleanly and hygienic state for daily use. In the event that operational difficulties arise the Caretaking staff are able to carry out minor maintenance and the Facilities Team can organise more substantial repairs.

The hot water supply is maintained at a high temperature in compliance with the 'Control of Legionella' Regulations. Signs stating 'Caution Hot Water' should be in place to warn of the potentially high temperatures.

As part of a wider refurbishment of public WC facilities at Mill Lane, the disabled WC located within the main reception area has recently undergone a full refurbishment. A further three WC's are due to be installed off the main reception including baby change facilities. This work is due for completion within the next six months.

### **Basic Hygiene Measures**

The provision of cleaning materials i.e. washing up liquid and tea towels is prohibitively costly and goes against the principles of the efficiency agenda. The kitchens are operated in the same way as those at business centres whereby individual teams provide and manage their own materials in a similar way to organising coffee, tea and milk supplies.

Water coolers are now available for staff use at various locations throughout the building.

## **Varying Levels of Temperature**

Due to the nature of Mill Lane offices i.e. high levels of glazing and building orientation, internal temperatures can vary as can individuals personal comfort levels. Striking a balance is difficult and various options can be considered including:

- Additional Intelligent heating controls
- Air conditioning
- Increased levels of ventilation
- New boilers

In part, all could assist in the pursuit of a comfortable working environment however all elements would have to be fully integrated requiring significant investment which is likely to be in excess of 200k (if A/C is included). While air conditioning has its place alternative means of reducing solar gain can be explored such as window films which would be significantly less costly, have a positive effect on energy reduction and in turn reduce the buildings overall environmental impact rather than significantly increase it.

With regard to the heating alone, the three heating boilers are coming to the end of their serviceable life and are due for replacement within the next six months in readiness for the start of the heating season.

## **Location of the Building**

Facilities within the communal canteen area have improved following previous suggestions and staff feedback. Benches are also available within the courtyard and to the side of the building.

## **Room Comments**

There are currently 6 meeting rooms available at Mill Lane including the Council Chamber subdivision. The Chamber maximises on available space and offers flexibility with regard to function and layout. A traditional 'formal' Chamber arrangement would have limited use and not meet operational requirements. Hearing loops are installed in the Chambers 1 and 2 and additional fixed or portable loops could be considered for the remaining meeting rooms.

## **Bolsover Offices**

Due to the nature and layout of the Arc, a high proportion of 'open plan' offices have been utilised. Recent accommodation moves have re-distributed teams to areas considered more suitable for their role i.e. ground floor accommodation for public facing teams. A number of 'hot desks' are available for use by joint officers, the majority of which can be found on the first floor and a small number on the ground floor.

## **Lighting**

Improvements to Mill Lane external lighting have been made including new column heads resulting in a significant improvement to lighting levels both around the immediate building perimeter and along the driveway up to Mill Lane.

## **Late Working**

Staff working from Mill Lane are required to sign the logbook held on reception if working beyond 6pm and in any event staff are required to leave the building by 6.30pm. By following this procedure the on-site Caretaker is aware of their presence. Cleaning staff are also present beyond 6.30pm and IPM FM Group will have commenced CCTV monitoring.

In order to adequately maintain security after 5pm, staff who use the main entrance doors as a means to exit are regularly reminded to ensure they close the door behind them. The entrance door has an integrated locking system however staff routinely exit via the main entrance and walk away leaving the door wide open. In instances such as this staff are a contributor to the problem and as such should take ownership and make a positive effect for change. A consideration can be made to remove the 'push to exit button' from the reception in favour of a card reader to prevent the doors being used as an exit. This would however have a negative effect on access/egress for those attending evening meetings.

### **Sockets**

During the Mill Lane refurbishment works additional sockets were installed throughout the offices in line with anticipated demand. In cases where sockets are required as an operational necessity consideration can be given to their installation. Instances should be reported to the Facilities Team who can look at the options available.

**TABLE 1: Proposed Employee Survey Corporate Action Plan for BDC/NEDDC**

<b><u>Theme</u></b>	<b><u>Action</u></b>	<b><u>Timescales</u></b>	<b><u>Lead</u></b>
<b><u>Leadership &amp; Management</u></b>	Resurrect Service Managers Forum or similar knowledge sharing, discussion on priority issues, relevant updates etc - 3 times a year <i>Achieved</i>	June 2017	HR & SAMT
	Improve SAMT connectivity with wider staff – SAMT attend team meetings on occasion, SAMT monthly updates to all staff such as an SAMT Blog <i>With SAMT – minutes from meetings published</i>	Sept 2017	SAMT & Comms
	Introduce BDC/NED Leadership Development Programme – utilising skills and knowledge of internal officers to deliver the training, identify talent <i>In development following SAMT Review &amp; implementation of Transformation Programme</i>	January 2018	HR
<b><u>Communication &amp; Culture</u></b>	“You said we did” communication published on comments from employee survey <i>Achieved</i>	May 2017	HR & Comms
	Improve Councils Intranets – have a staff working group to support this <i>In development with Communications</i>	July 2017	Comms
	Ensure regular team meetings occur – rep from SAMT to attend twice a year <i>Implemented across most teams</i>	July 2017	JAD’s
	Review of Reward, Recognition & Retention <i>Commencing within next three months</i>	April 2018	HR
<b><u>Systems &amp; Processes</u></b>	Review of how staff views are sought – combined short survey & site visits <i>Achieved</i>	March 2018	HR
	HR to support JAD’s in developing service specific action plans <i>Achieved</i>	August 2017	JAD’s
	L&D decisions and budgets devolved to JAD’s <i>Achieved</i>	April 2017	JAD’s & HR
	Embed seeking of staff suggestions through various channels e.g. 1:1’s, team meetings, relevant cross service working groups <i>Achieved across most teams</i>	April 2017	JAD’s & Service Managers
<b><u>Working Environment</u></b>	Covered in “You said we did” communication <i>Achieved</i>	May 2017	HR & Comms
	Support for more social activities will be incorporated into Health and Wellbeing Champions Group <i>Achieved</i>	Sept 2017	H&W Champions

Health & Wellbeing Framework 2017							
Action Plan Aim	Action	Lead Officer(s)	Target Date	Expected Outcome	Resources	Progress Update	Actual Outturn
1. Create a Healthy Work Environment	Support and maintain organisational practices that safeguard employees health and wellbeing	SAMT & Senior Managers Employee Reps	December 2019	Processes and practices support employee health and wellbeing	Staff time	Commenced & ongoing e.g. policy reviews, workplace assessments	
	Review revised Health & Safety Policies and arrangements	Health & Safety Manager	April 2019	Ongoing achievement of legislative requirements			
2. Develop a supportive Workplace Culture	Embed a supportive people management approach	HR & OD Manager & SAMT & HR Link Officers	June 2019	Increased performance and attendance	Staff time	Commenced & Ongoing e.g. education, coaching. Leadership development	
	Review work-life balance initiatives	HR & OD Manager	July 2018	Improved employee satisfaction and retention			

3. Encourage employee engagement in healthy lifestyles	Provide timely and accessible health and wellbeing information and support	HR & OD Manager & Communications, Marketing & Design Manager	December 2018	Increased awareness and attendance	Staff time	Commenced & Ongoing e.g. work well group initiatives, EAP, Occ Health, new intranet	
	Promote Work Well Group initiatives	HR Business Partners/Link Officers Employee Reps	March 2019	Improved employee engagement and morale			