

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO PERSONNEL COMMITTEE

Agenda Item No 6

meeting date: 25 MAY 2016
title: HEALTH AND SAFETY CLIMATE SURVEY 2016
submitted by: DIRECTOR OF RESOURCES
principal author: MICHELLE HAWORTH – PRINCIPAL POLICY AND PERFORMANCE OFFICER

1 PURPOSE

1.1 To report on the Health and Safety Climate Survey 2016.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives - Well informed, trained, happy, healthy, well
- Corporate Priorities - managed and motivated employees are essential to
- Other Considerations - the Council achieving its priorities.

2 BACKGROUND

2.1 The action plan developed following the 2015 Employee Survey included an action to undertake a survey to help identify the safety climate of the Council, in order to gather employees' views on the various aspects of safety.

2.2 The Health and Safety Executive produced a Safety Climate toolkit to help organisations ascertain their safety climate and this was used by the Council in a similar survey exercise in 2007. The Safety Climate Tool is used and trusted by organisations of all sizes, and across all industry sectors.

2.3 The Safety Climate Tool gives a unique insight into the organisation's safety culture and provides an objective measure of the 'way things are done' in the organisation when it comes to health and safety, as the starting point for improvement.

2.4 The Health and Safety – Safety Climate survey 2015/16 was undertaken with employees across the authority. The aim of the survey was to determine the maturity of the council's safety culture.

2.5 78 questionnaires were returned, which represents an overall response rate of 33%.

2.6 Following the toolkit guidance, and in addition to the longer questionnaire, a series of additional questions were asked of a randomly selected sample of employees. 16 were completed at the depot and 9 in the offices.

2.7 A positive safety climate is classed as a score above 6. On the whole the authority has a positive safety climate in most areas, but there are a few areas of concern.

2.8 At the Offices and Other Sites there are three areas identified which could be improved, and at the Depot there are eight areas identified which could be improved in order to achieve an overall positive safety culture.

3 RISK ASSESSMENT

3.1 The approval of this report may have the following implications

- Resources – None identified
- Technical, Environmental and Legal – None identified
- Political - None identified
- Reputation – Non-compliance with Health and Safety regulations has an adverse impact on the Council's reputation.
- Equality & Diversity - None identified

4 CONCLUSION

4.1 The Health and Safety – Safety Climate Survey report (Appendix A) provides the full details of the survey methodology, the findings of the survey and also identifies areas for improvement.

PRINCIPAL POLICY AND
PERFORMANCE OFFICER

DIRECTOR OF RESOURCES

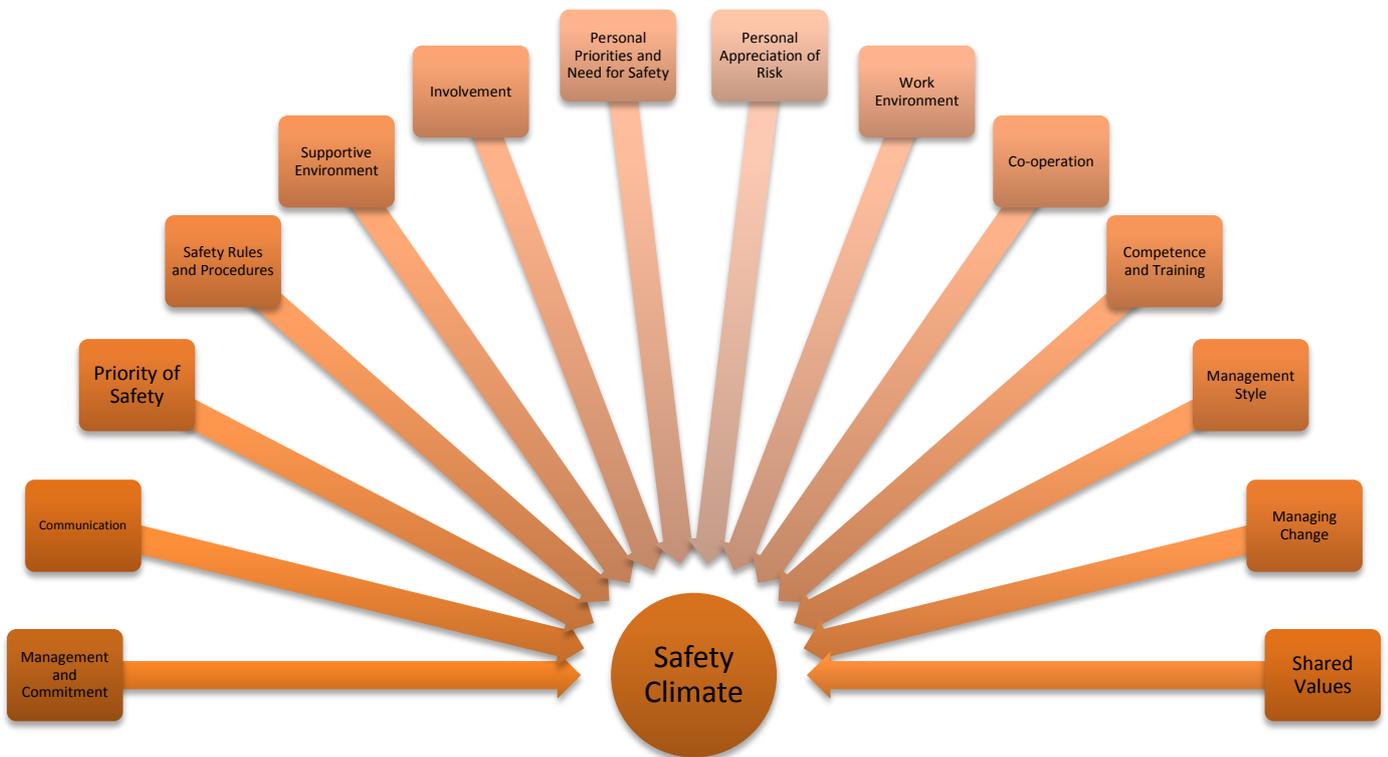
P2-16/MH/AC
12 May 2016

For further information please ask for Michelle Haworth

HEALTH AND SAFETY

SAFETY CLIMATE SURVEY

2015/2016



Report: Phil Dodd and Michelle Haworth

1st March 2016



Ribble Valley
Borough Council
www.ribblevalley.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The Health and Safety – Safety Climate survey 2015/16 was undertaken with employees across the authority. The aim of the survey was to determine the maturity of the council's safety culture.
- 1.2. 78 questionnaires were returned, an overall response rate of 33%. 59 surveys were completed by office based staff (either online or paper) and 19 were completed at the depot.
- 1.3. Following the toolkit guidance, and in addition to the longer questionnaire, a series of additional questions (Appendix B) were asked of a randomly selected handful of employees. 16 were completed at the depot and 9 in the offices.
- 1.4. A positive safety climate is classed as a score above 6. On the whole the authority has a positive safety climate in most areas, but there are a few areas of concern.
- 1.5. At the Offices and Other Sites there are three areas identified which could be improved, and at the Depot there are eight areas identified which could be improved in order to achieve an overall positive safety culture.

2. BACKGROUND

- 2.1. During 2015 (February/March) the Council undertook an Employee Survey. One statement in the 'Council as an Employer' section saw a drop in the level of agreement that the Council provides a safe and healthy work environment. This has fallen by 5 percentage points since the 2012 Employee survey to 69%. Community Services staff and those who 'did not wish to say' which directorate they work for were less likely to agree.
- 2.2. The Action Plan developed following the Employee Survey included an action to undertake a survey to help understand the safety climate of the Council in order to gather employees' views on the various aspects of safety.
- 2.3. The Health and Safety Executive produced a Safety Climate toolkit to help organisations ascertain their safety climate and this was used by the Council in a similar survey exercise in 2007. The Safety Climate Tool is used and trusted by organisations of all sizes, and across all industry sectors.
- 2.4. The Safety Climate Tool gives a unique insight into the organisation's safety culture and provides an objective measure of the 'way things are done' in the organisation when it comes to health and safety, as the starting point for improvement.
- 2.5. The Health and Safety Laboratory (HSL) is a part of the Health and Safety Executive (HSE). They have now produced a revised Safety Climate Tool, a validated version of the respected HSE Climate Survey Tool that RVBC has previously used. However, the new tool has to be purchased from HSL. After looking at the prices (see below) the Health and Safety Advisor and the Principal Policy and Performance Officer agreed that we would use the previous HSE Toolkit developed by Loughborough University.

Pricing of HSL Toolkit

- 2.6. Use of the tool is priced according to size of organisation. These prices allow use of the tool for 5 years.

Size of Organisation	Price (exc. VAT as at 1 st April 2015)
<100 employees	£900
101 – 250 employees	£1,450
251 – 500 employees	£2,100
501 – 1000 employees	£3,000
1001 – 2500 employees	£6,000
2501 – 5000 employees	£9,000
5001 – 10,000 employees	£14,000

- 2.7. The Principal Policy and Performance Officer was able to set up the survey and analysis spreadsheet by using the 'Safety Climate Measurement User Guide and Toolkit' as a guide.

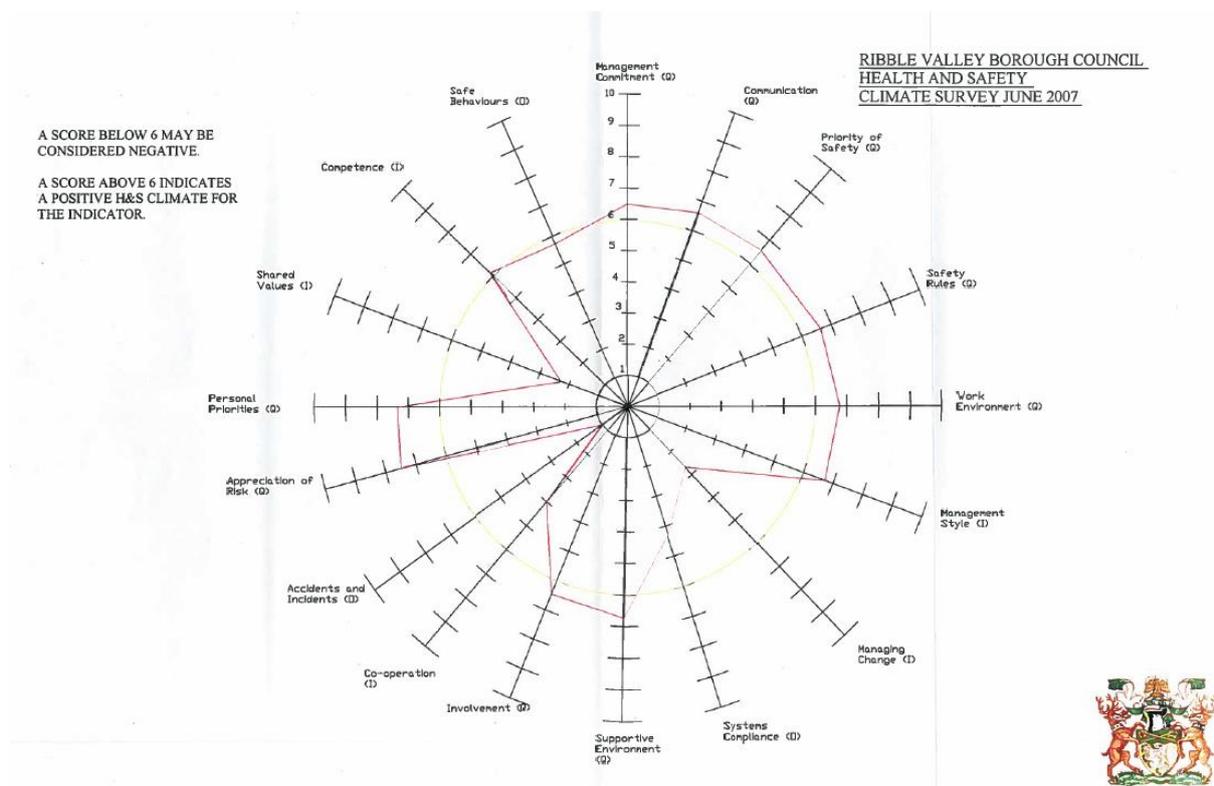
3. METHODOLOGY

- 3.1. Using a simple, online/paper questionnaire, the Safety Climate Tool explores employees' attitudes and perceptions in key areas of health and safety, while guaranteeing anonymity. The Tool then generates analysis in the form of charts.
- 3.2. The questionnaire is designed so that people can rate their responses to the statements on a 1 to 5 point scale from strongly disagree to strongly agree. It is purposely designed to seek the views of all levels of the workforce so that their results can be compared.
- 3.3. Some statements are worded negatively so as not to 'lead' respondents towards one particular viewpoint. For example, "In my workplace management turn a blind eye to safety issues" and "Management acts only after accidents have occurred".
- 3.4. The survey (Appendix A) comprises 43 statements. These statements map onto one of 9 factors:
- Management and Commitment (Questions 9, 16, 19, 26, 33, and 42)
 - Communication (Questions 1, 10, 25, 28 and 31)
 - Priority of Safety (Questions 4, 5, 20, and 40)
 - Safety Rules and Procedures (Questions 17, 21 and 35)
 - Supportive Environment (Questions 3, 15, 22, 29, 32 and 41)
 - Involvement (Questions 8, 13, and 39)
 - Personal Priorities and Need for Safety (Questions 2, 11, 12, 23 and 36)
 - Personal Appreciation of Risk (Questions 6, 11, 12, 23 and 36)
 - Work Environment (Questions 7, 14, 27, 30, 37, and 43)
- 3.5. On the 7th December 2015 an invitation to take part in the survey was emailed to all office-based staff and paper copies were also made available in the canteen, at the pool, at the Platform Gallery and at the depot.
- 3.6. A reminder was sent on the 18th December, with a final closing date of 24th December 2015.
- 3.7. In total 78 questionnaires were returned, giving an overall response rate of 33%. Of this total, 23 responses were received by post whilst 55 responses were received online. This is slightly higher than the response rate to the 2007 survey (30%).

- 3.8. Other than logging where the responses had come from, i.e. the depot or from the Council offices/other buildings, no other demographic information was collected.
- 3.9. Following the toolkit guidance, and in addition to the longer questionnaire, a series of additional questions (Appendix B) were asked of a randomly selected handful of employees. 16 were completed at the depot and 9 in the offices. The responses mapped onto one of the following 5 factors:
- Co-operation
 - Competence and Training
 - Management Style
 - Managing Change
 - Shared Values

4. COMPARING PERFORMANCE OVER TIME – 2007 RESULTS

- 4.1. A health and safety climate survey was last undertaken in 2007. The survey provided an initial snapshot of employees' opinions and consisted of a questionnaire, interviews and observations of working practices. Initial indications from the survey showed that there was a positive health and safety culture within the organisation, however, there was room for improvement overall and in particular in 'Managing Change', 'Co-operation', 'Systems Compliance' and 'Shared Values'. Accident/incident rate indicators scored weakly; however, rates may have been higher due to some over-reporting as a result of the initial high profile of health and safety during the period.



5. 2007 ACTION PLAN UPDATE

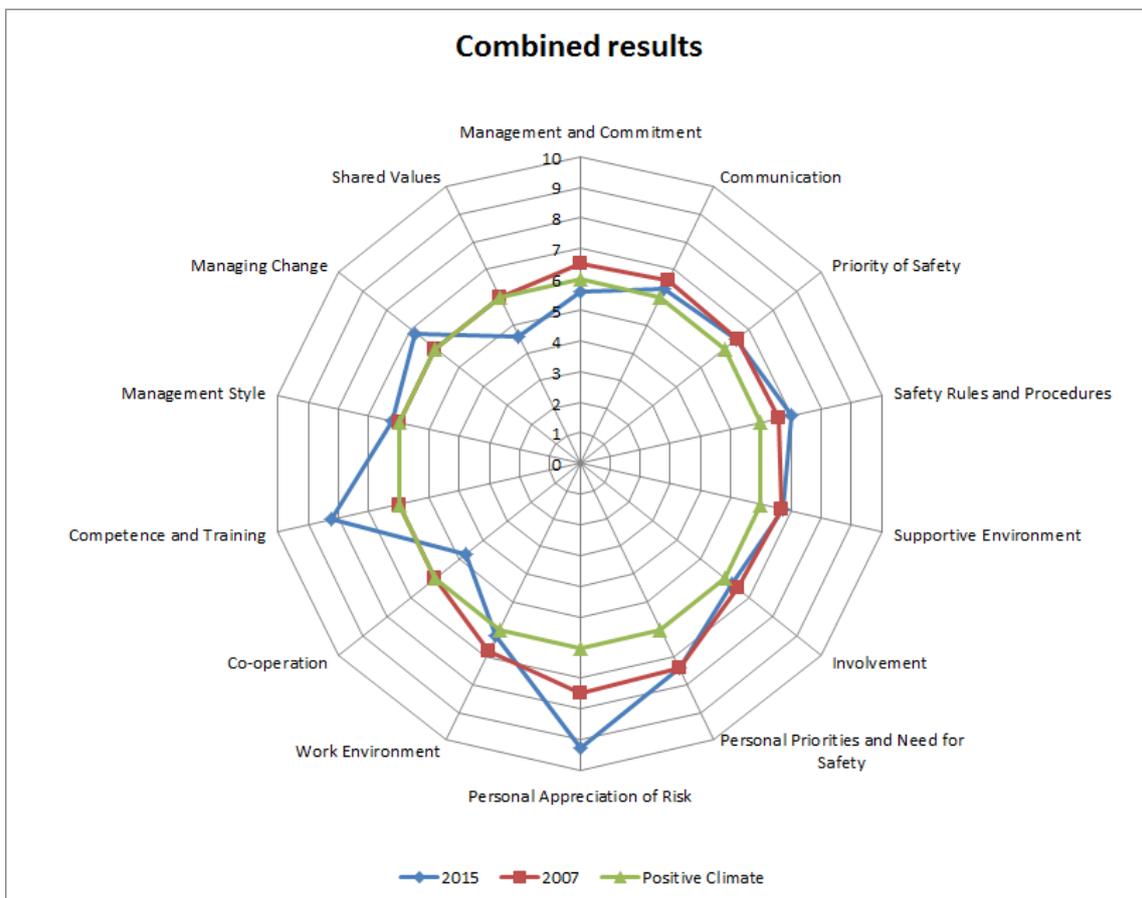
- 5.1. Actions to be taken following the survey were:

- Active monitoring consisting of random observations, including senior managers on health and safety tours and inspections by safety representatives, are to be carried out.
- Reactive monitoring to formally take place consisting of accident and incident investigation, a policy was also to be developed based on HSE Guidance HS(G) 245. A matrix was produced for inclusion in the policy which gave guidance on the level of investigation required, based on the potential worst consequence of the incident, and this was to be used by managers at the depot. The accident/incident rate was 48 per 1000 employees, calculated over a six-month period. All accidents and incidents were to be continued to be reported at Health and Safety Committee meetings.

6. 2016 RESULTS

- 6.1. A positive safety climate is classed as a score above 6 (marked on the charts in green).
- 6.2. For the purpose of identifying any issues relating to workplace the results were also split and analysed according to location i.e. Depot based or Office and other buildings.

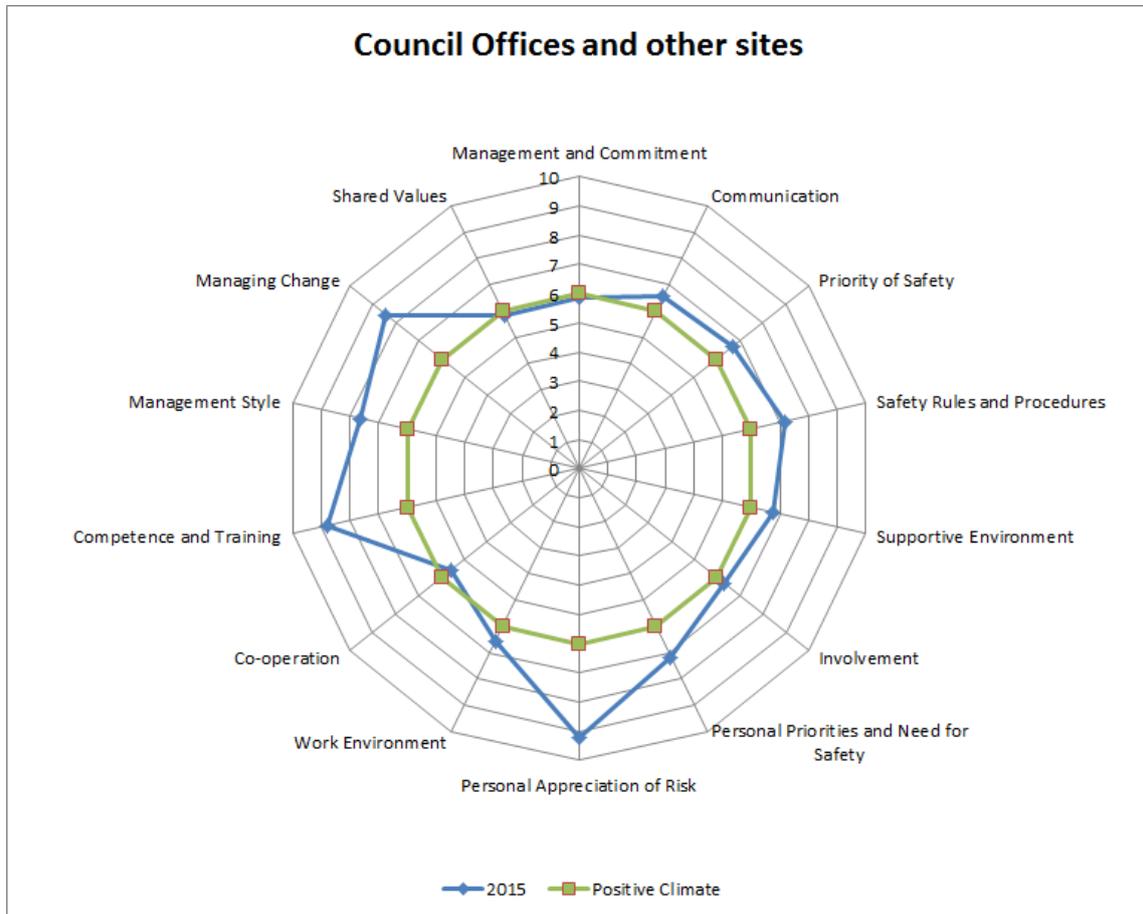
Combined results



- 6.3. On the whole the authority has a positive safety climate in most areas, but as can be seen on the chart there are a few areas of concern. These being 'Co-operation', 'Shared Values' and 'Management and Commitment'.
- 6.4. We were also able to analyse the 2015 combined results (blue) and compare them to the 2007 survey results (Red). In most areas the results between the two surveys were very similar. However, there were some changes in the results – 'Personal Appreciation of Risk', 'Managing Change' and 'Competence and Training' received higher scores in 2015

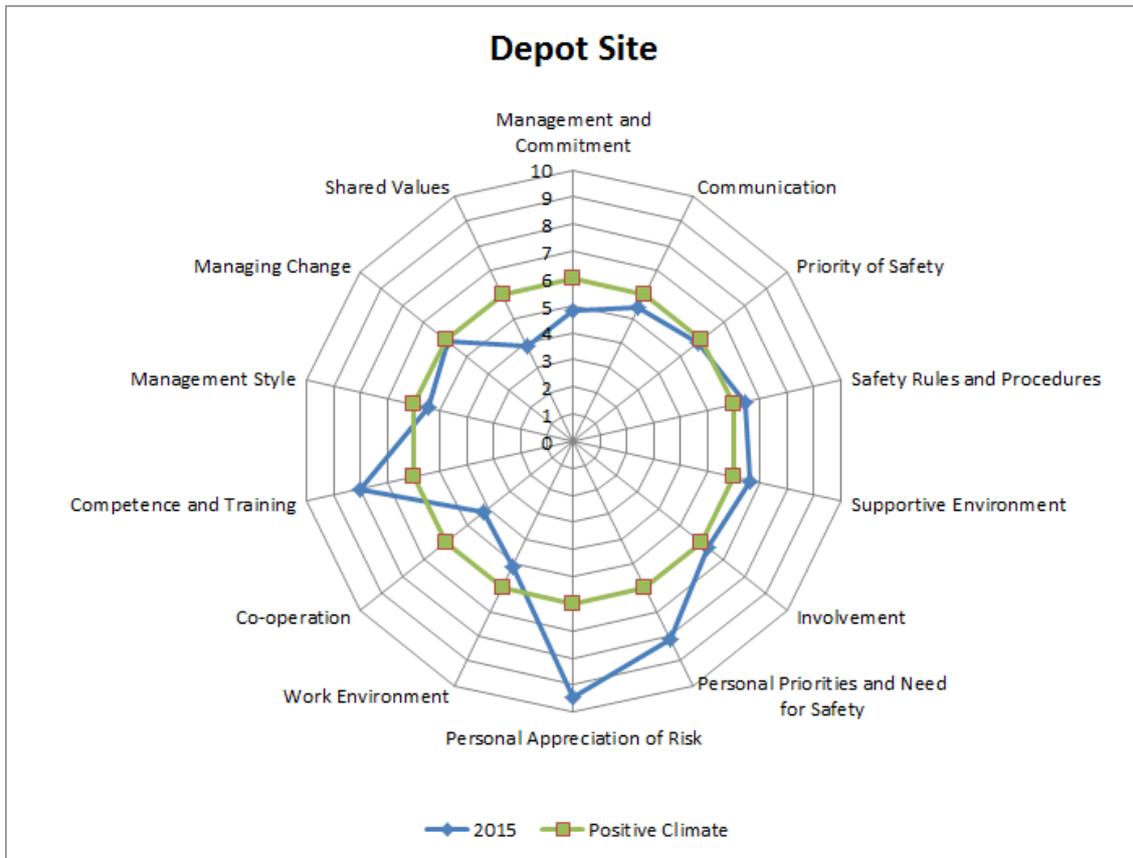
than 2007. 'Management and Commitment', 'Shared Values' and 'Co-operation' received lower scores.

Offices and other buildings results



- 6.5. In 2007 the survey was not conducted in a way which allowed the results to be split to show place of work, so this analysis was not carried out.
- 6.6. As can be seen on the chart above there is a positive safety climate in all areas except 'Co-operation', 'Management and Commitment' and 'Shared Values', but these areas all saw scores very close to 6.

Depot results



6.7. As stated before, in 2007 the survey was not conducted in a way which allowed the results to be split to show place of work, so this analysis was not carried out.

6.8. There is a positive safety climate in some areas, however, many areas fall below the score of 6 – ‘Management and Commitment’, ‘Communication’, ‘Priority of Safety’, ‘Work Environment’, ‘Co-operation’, ‘Management Style’, ‘Managing Change’ and ‘Shared Values’.

7. ANALYSIS AND RECOMMENDATIONS

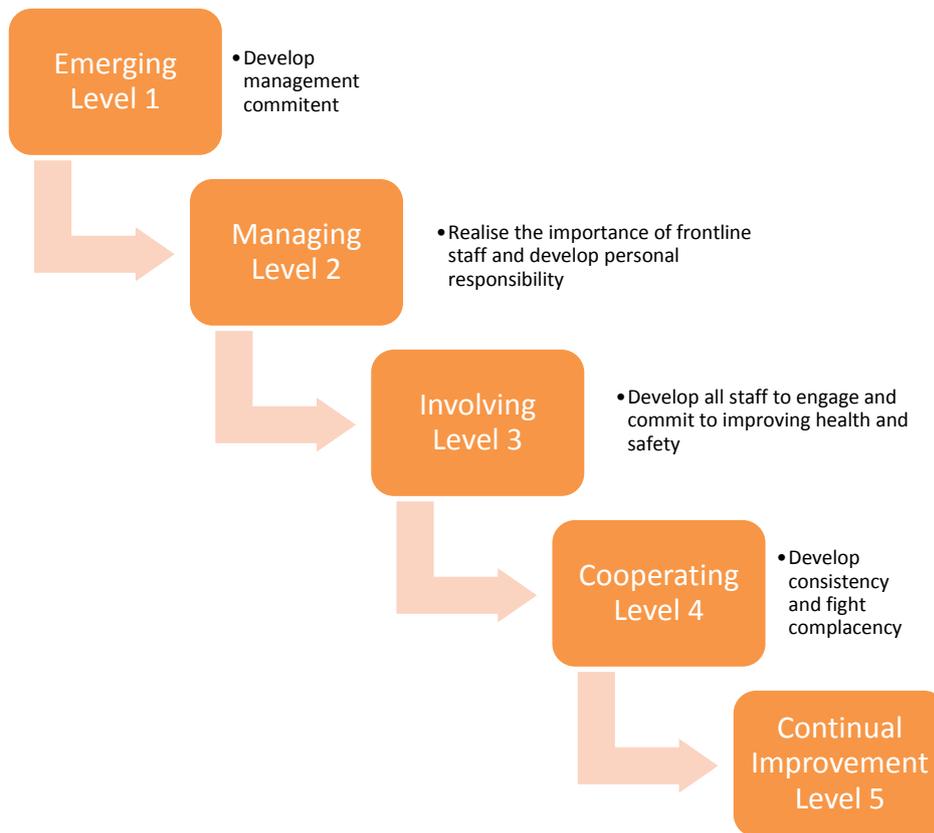
7.1. At the Offices and Other Sites there are three areas identified which could be improved, and at the Depot there are eight areas identified which could be improved in order to achieve an overall positive safety culture.

AREA	OFFICES AND OTHER SCORE	DEPOT SCORE	RECOMMENDATION
Cooperation	5.5	4.25	Managers should participate in regular Health and Safety meetings with their staff and conduct regular safety inspections.
Management Style	7.6	5.43	Improvement here could be brought about by an increase in visible commitment by managers along with better communication and cooperation on safety and health issues thereby setting a good example.

AREA	OFFICES AND OTHER SCORE	DEPOT SCORE	RECOMMENDATION
Shared Values	5.8	3.88	This is a particularly poor score for the Depot and may be tackled by the appointment of appropriately trained Health and Safety champions to assist with peer to peer monitoring which has been proven to promote behavioural safety and change attitudes.
Communication	6.5	5.47	Closer contact and positive reinforcement/praise for working safely by managers could improve these scores considerably.
Management and commitment	5.8	4.79	Proactive and decisive action from managers and supervisors in resolving safety issues more efficiently is required.
Work Environment	6.58	5.12	Include Health and Safety skills and knowledge requirements in job descriptions for recruitment.
Priority of Safety	6.58	5.12	Improved behavioural safety through empowerment of staff, coaching training of Health and Safety champions to encourage safe behaviour through peer to peer monitoring. Praise for effort and willingness to follow safe systems of work and closer involvement by managers.
Managing Change	8.44	5.87	Efficient management, 'doing things right', could be improved for the Depot by arranging training for senior managers, managers and supervisors in IOSH Managing Safely or IOSH Engagement for Safety. Leaders influence other people's behaviour, in this context the terms leader and manager are synonymous and as such both are judged by what they do, not by what they say. As safety culture is best described as "the way we do things around here" effective leadership is important.

8. SAFETY CULTURE

- 8.1. The purpose of this Health and Safety Climate, or mood, Survey, is to gain a measurement of each component of the Culture, or personality, (perceptions and attitudes) of the council.
- 8.2. The 'Culture' of an organisation can be defined as 'the way we do things round here', and provides a context for action which binds together the different components of an organisational system. Within organisations with a strong culture nothing is too trivial or too much trouble and every effort is made by every member to ensure that all activities are carried out efficiently (doing things right), and effectively (doing the right things), with both workers and managers 'doing things properly'. An organisation's Culture impinges on and influences most aspects of work activity, affecting both individual and group behaviour at all levels in the workplace.
- 8.3. Probably the most important indicator of a positive safety culture is the extent to which employees are actively involved in safety on a daily basis. If there is little involvement, with safety solely dependent on the safety department it can be said that an organisation has failed to win people over to the safety effort and, therefore, they do not have a very good safety culture. However, where safety issues are identified and acted upon by all employees, including managers, as part of their normal working day, the organisation can be said to have won over people's hearts and minds to the safety cause, and therefore has a living, breathing, proactive safety culture.
- 8.4. The Safety Culture Maturity Model (shown below)



The 5 levels of safety culture

8.5. Key features of each of the 5 levels of cultural maturity underpinning the model are given below:

Maturity Level	Key Features
Level 5 – Continually improving	<ul style="list-style-type: none"> • The prevention of all injuries or harm to employees is a core company value. • The organisation has a sustained period (years) without a recordable accident or high potential incident – but there is no feeling of complacency. • The organisation uses a range of (leading and lagging) indicators to monitor performance but it is not performance driven – it has confidence in its safety processes. • The organisation strives to be better and find better hazard control approaches. • All employees share the belief that health and safety is a critical aspect of their job and accept that prevention of non-work injuries is important. • The company invests considerable effort in promoting health and safety at home.

Maturity Level	Key Features
Level 4 - Cooperating	<ul style="list-style-type: none"> • The majority of staff are convinced that health and safety is important – from both a moral & economic view point. • Management recognise that a wide range of factors lead to accidents – and the root causes are likely to stem from management decisions. • Front-line staff accept responsibility for their own and others' health and safety. • The importance of all employees feeling valued and treated fairly is recognised. • The organisation makes significant effort into proactive measures to prevent accidents. • Safety performance is actively monitored using all data available. • A healthy lifestyle is promoted and non-work accidents are also monitored.
Level 3 – Involving	<ul style="list-style-type: none"> • Accident rates are low, but have reached a plateau. • Organisation realises employee involvement is essential for safety improvement. • Management recognise that a wide range of factors lead to accidents – often stemming from management decisions. • A significant proportion of front-line employees are willing to work with management to improve health and safety. • The majority of staff accept personal responsibility for their own health and safety. • Safety performance is actively monitored and the data used.
Level 2 – Managing	<ul style="list-style-type: none"> • Safety seen as a business risk and management time and effort devoted to accident prevention. • Safety focus is on adherence with rules, procedures and engineering controls. • Accidents seen as preventable. • Management perceive that the majority of accidents are solely due to the unsafe behaviour of front-line staff. • Safety performance measured with lagging indicators (e.g. injury rates). • Safety incentives based on reducing loss time incidents. • Senior managers only become involved in health and safety if accidents increase; punishment likely to be used. • Accident rates are near the industry sector average – but tend to have more serious accidents.
Level 1 - Emerging	<ul style="list-style-type: none"> • Safety focus is on technical and procedural solutions and compliance with regulations. • Safety not seen as a key business risk. • Safety department perceived as being primarily responsible for safety. • Many accidents seen as unavoidable. • Most front line staff not interested in safety – only used as a lever on other issues.

9. CONCLUSION AND 2016 ACTION PLAN

- 9.1. The average scores in the survey indicate that the Depot is in the upper quartile of level 3, Involving, in the maturity model while the Offices and Other Sites are in the middle quartile of level 4, Cooperating.
- 9.2. The poorest score was at the Depot, 3.88 in the Shared Values area; this area is a major component in the Safety Culture of an organisation and can be described as the collective individual and work group responses (their values, beliefs and behaviours). There is clearly room for improvement here and this may be achieved by the appointment of appropriately trained champions to assist with peer to peer monitoring, this has been proven to promote behavioural safety and assist in changing attitudes. The same could be achieved at the Council Offices and Other Sites to increase the score of 5.8.
- 9.3. Organisations with a blame culture have been described as those which: 'over-emphasise individual blame for human error, at the expense of correcting defective systems'. Blame allocates fault and responsibility to the individual making the error, rather than to the system, organisation or management process. Those investigating accidents and incidents should have a good understanding of the mechanism of human error in order to assess the degree of culpability and employees should feel that they are able to report issues or concerns without fear that they will be blamed or disciplined as a result of coming forward.
- 9.4. Cooperation is another area for improvement, cooperation means involvement of the workforce beyond the required legal minimum standard (i.e. more than consultation), where a genuine management/workforce partnership is based on trust, respect and cooperation. With such a partnership in place, a culture can evolve in which health and safety problems are jointly solved and in which concerns, ideas and solutions are freely shared and acted upon. As health and safety affects the entire workforce of an organisation, it makes sense for all workers to be involved in managing health and safety. Managers can promote cooperation by conducting regular safety inspections and holding regular Health and Safety meetings with their staff. The effect of workforce involvement is that operational practices and health and safety risk management are aligned for the benefit of all and with the co-operation of everyone.
- 9.5. Work Environment at the Depot scored 5.12. Some health and safety law describes the training, skills and experience that someone should have to be a competent person to perform a specific task in a particular industry or work environment. Information on the competence required for different industries and work activities can be found at the National Occupational Standards website. [6]Competence can be described as the combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely. Health and Safety skills and knowledge should be part of all job descriptions so that every director, manager and worker are able to recognise risks in operational activities and then apply the right measures to control and manage those risks. This can be achieved through accredited training such as IOSH Managing Safely.
- 9.6. Recommendations for improvement in other areas are identified in the relevant section of the analysis.

Phil Dodd

Health and Safety Advisor

Michelle Haworth

Principal Policy and Performance Officer

SAFETY CLIMATE SURVEY

Please tick the appropriate box to indicate your level of agreement

		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Q1	Management operates an open door policy on safety issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q2	Safety is the number one priority in my mind when completing a job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q3	Co-workers often give tips to each other on how to work safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q4	Safety rules and procedures are carefully followed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q5	Management clearly considers the safety of employees of great importance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q6	I am sure it is only a matter of time before I am involved in an accident	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q7	Sometimes I am not given enough time to get the job done safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q8	I am involved in informing management of important safety issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q9	Management acts decisively when a safety concern is raised	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q10	There is good communication here about safety issues which affect me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q11	I understand the safety rules for my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q12	It is important to me that there is a continuing emphasis on safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q13	I am involved with safety issues at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q14	This is a safer place to work than other companies I have worked for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q15	I am strongly encouraged to report unsafe conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q16	In my workplace management turn a blind eye to safety issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q17	Some safety rules and procedures do not need to be followed to get the job done safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q18	I am rarely worried about being injured on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q19	Management acts only after accidents have occurred	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q20	I believe that safety issues are not assigned a high priority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q21	Some health and safety rules and procedures are not really practical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Strongly agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Q22	Employees are not encouraged to raise safety concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q23	Personally I feel that safety issues are not the most important aspect of my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q24	In my workplace the chances of being involved in an accident are quite large	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q25	I do not receive praise for working safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q26	Corrective action is always taken when management is told about unsafe practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q27	Operational targets often conflict with safety measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q28	My line manager/supervisor does not always inform me of current concerns and issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q29	I can influence health and safety performance here	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q30	Sometimes conditions here hinder my ability to work safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q31	Safety information is always brought to my attention by my line manager/supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q32	When people ignore safety procedures here, I feel it is none of my business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q33	In my work place management acts quickly to correct safety problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q34	I am clear about what my responsibilities are for health and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q35	Sometimes it is necessary to depart from safety requirements for production's sake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q36	A safe place to work has a lot of personal meaning to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q37	There are always enough people available to get the job done safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q38	In my workplace managers/supervisors show interest in my safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q39	I am never involved in the ongoing review of safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q40	Management considers safety to be equally as important as production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q41	A no-blame approach is used to persuade people acting unsafely that their behaviour is inappropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q42	Managers and supervisors express concern if safety procedures are not adhered to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Q43	I cannot always get the equipment I need to do the job safely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Safety Climate Survey Interview

Co-operation

Q1 Does a senior manager participate in health and safety meetings?

- Never
 Sometimes
 Always

Q2 Are employees involved in setting health and safety standards and rules, accident investigation and measuring and auditing activities?

- Never
 Sometimes
 Always

Q3 Do managers conduct regular safety inspections?

- Never
 Sometimes
 Always

Q4 Do you feel that management involves you in matters relating to health and safety?

- Never
 Sometimes
 Always

Q5 Are suggestions relating to health and safety welcomed by your manager?

- Never
 Sometimes
 Always

Competence and Training

Q6 Do managers ensure the competence of all people in health and safety matters?

- Never
 Sometimes
 Always

Q7 Is health and safety training appropriate for your job?

- Never
 Always

Q8 Do you feel competent in health and safety issues that affect your work areas?

- No
- Yes in all issues

Q9 What training is available to you in health and safety?

- Training available in some areas
- Training in all areas

Q10 This training is...

- Poor
- Adequate

Management Style

Q11 Does your manager operate an open door policy with regard to health and safety issues?

- Never
- Sometimes
- Always

Q12 Does your immediate manager:

- Hardly talk to you
- Tell you what to do and how
- Tells you what to do and you decide how

Q13 Does your immediate manager:

- Not discuss the job with you
- Discuss the job with you and tell you how to do it
- Discuss the job with you and you decide how to do it

Q14 Do you feel that your manager sets a good example in relation to health and safety matters?

- Never
- Sometimes
- Always

Q15 Do you feel that you receive enough information regarding health and safety matters?

- No information
- Some information
- Enough information

Managing change

Q16 When there is a change in working procedures are you kept fully up to date?

- Never
 Sometimes

Q17 When there is a change in the facilities here are you kept fully up to date?

- Never
 Always

Q18 Do you think management implement changes efficiently?

- Sometimes
 Always

Shared values

HEALTH AND SAFETY POLICY

As a Local Authority the Council fully accepts its responsibilities to strive to achieve excellence in the carrying out of all operations, including Health and Safety.

To underpin this objective the Council subscribes to the following vision:

To promote and develop a culture and system of management which ensures that the Health, Safety and Welfare of all of the Council's stakeholders is integral to the planning and operations it undertakes.

Q19 Do you think that the authority really means this?

- No
 Sometimes
 Yes

Q20 Do you think that your immediate colleagues believe the authority really means this?

- No
 Sometimes
 Yes

Q21 Do you think that everyone in the organisation thinks the authority really means this?

- No
 Sometimes
 Yes