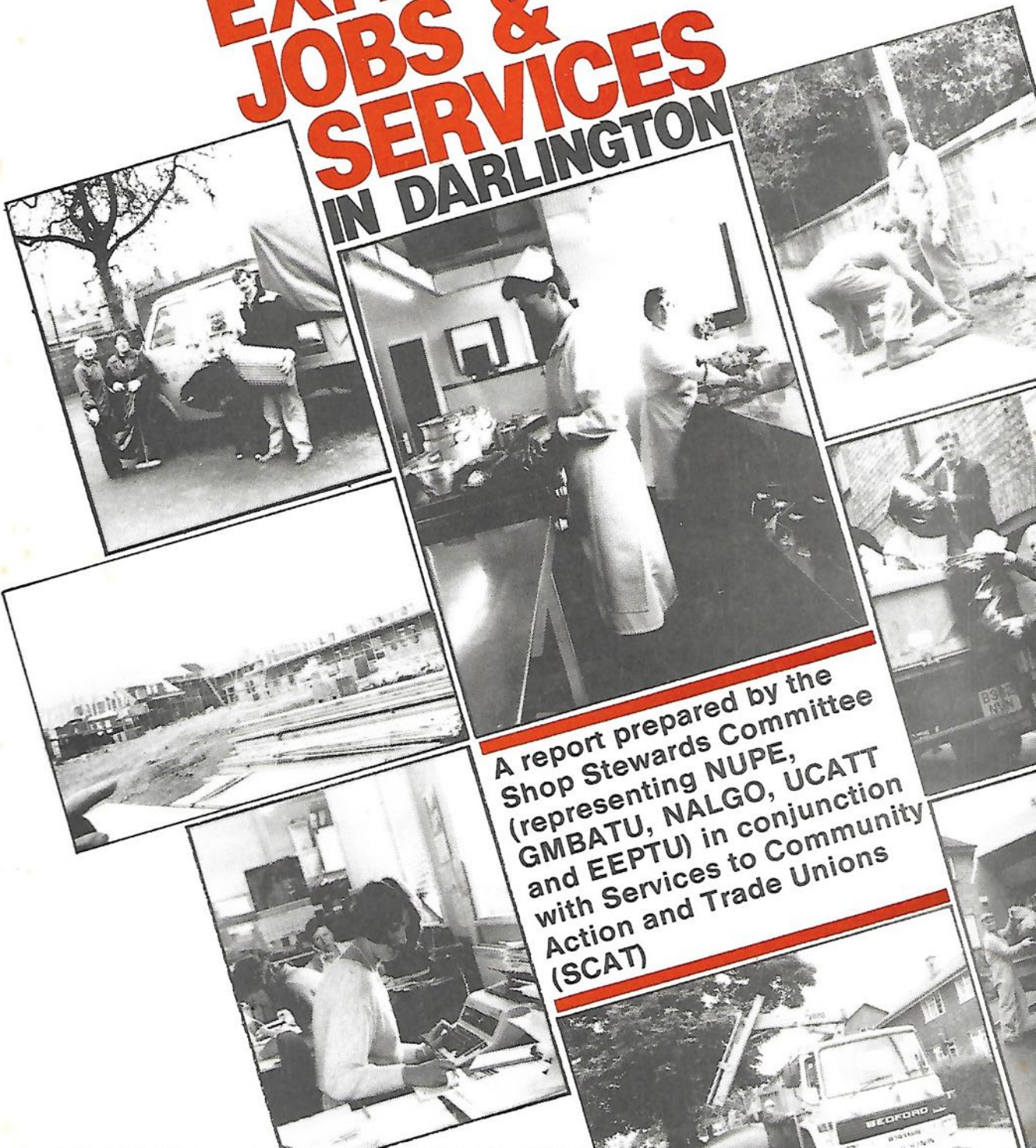


Shop Stewards Committee
Employment and Public Services Department
Darlington Borough Council

NEW INITIATIVES TO IMPROVE & EXPAND JOBS & SERVICES IN DARLINGTON



A report prepared by the
Shop Stewards Committee
(representing NUPE,
GMBATU, NALGO, UCATT
and EEPTU) in conjunction
with Services to Community
Action and Trade Unions
(SCAT)

**SHOP STEWARDS COMMITTEE
EMPLOYMENT AND PUBLIC SERVICES
DEPARTMENT
DARLINGTON BOROUGH COUNCIL**

**NEW
INITIATIVES
TO
IMPROVE &
EXPAND
JOBS &
SERVICES
IN DARLINGTON**

The Shop Stewards Committee wishes to thank all those workers who responded to the survey. We would also like to thank the councillors concerned.

This report is being circulated to all workers in the Employment and Public Services Department and to all councillors.

Copies of the report can be obtained, price £1.50, from Employment and Public Services Department, Haughton Road, Darlington DL1 1JW.

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Photos by Eddie Vincent, Works section of the Employment and Public Services Department. None of the photographs relate to any of the quotations used in this report.

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SUMMARY

- 62 per cent of building workers, 76 per cent of parks workers, 82 per cent of refuse collectors, and 83 per cent of fitters demanded more say over how they carried out their work.
 - A third of the workforce covered by the survey had poor or moderate job satisfaction compared to 24 and 45 per cent respectively who had average and good/very good satisfaction.
 - The main cause of job dis-satisfaction was a poor relationship/lack of support and other criticism of management.
 - 77 per cent of workers want to have their own area of work for which they would be responsible either individually or as a small team.
 - 69 per cent of those surveyed want to go on more courses to be more skilled at their work.
 - A large number of complaints were made about the quality and cost of work by contractors.
 - Many ideas for improving and expanding services were identified.
 - A significant number of workers said they are willing to help draw up alternative proposals to improve services.
 - 43 per cent of workers thought they would be victimised if they refused to do an unsafe job.
 - Half of the parks workers and 37 per cent of building workers said they did not receive the proper agreed protective clothing and equipment.
 - 93 per cent want more information on council policies and 87 per cent demanded more regular information on the consequences of privatisation.
 - 96 per cent supported the idea of an induction course for all new council employees.
 - Only 48 per cent said they had enough contact with their trade union.
-

Where we refer to workers or employees in this report this means both women and men. We note this because probably more than half the council's workforce are women, however, our survey covered only a small proportion of these workers, mainly cleaners and catering workers. Only a handful of white collar staff participated.

VALUING OUR WORK AND IDEAS

The Shop Stewards Committee in the new Employment and Public Services Department welcomed the setting up during 1986 of the new department which groups together building and housing maintenance, refuse collection/street cleansing, parks, cleaning of buildings, catering, highway repairs, and transport and vehicle maintenance. It covers over 700 workers, half of the council's total workforce.

The trade unions now have two non-voting seats on the Employment and Public Service Committee. Linked to this committee is a new Consultative Panel consisting of six representatives from all the trade unions in the department, i.e. NUPE, GMBATU, NALGO, UCATT and EEPTU, with full voting rights.

The Shop Stewards Committee firmly believes that there are new opportunities in Darlington to not only build a stronger defence against further government cuts and privatisation to prevent any redundancies, but also to improve and expand council services. The **Improving Jobs and Services Survey** is the first part of a campaign to draw together the views, experience and ideas of those who provide the council's services. We want to develop clear proposals to improve and expand council jobs and services and to ensure they are fully implemented as quickly as possible.

The new Employment and Public Services Committee supported the survey and enabled the Shop Stewards Committee to draw on the resources and experience of Services to Community Action and Trade Unions (SCAT).

The survey was organised in several phases:

1. Planning and detailed discussion of the aims, content and distribution of the survey.
2. Preparation of a leaflet distributed to all workers and staff in the department.



3. Distribution of the survey and workplace meetings to explain its purpose.
4. A series of meetings of the Shop Stewards Committee to discuss the results, conclusions and recommendations, and the preparation and use of this report.

How we organised the survey

A four-page leaflet explaining the forthcoming survey and recent developments was sent to all workers in the Employment and Public Services Department. It was distributed in pay packets on 19 June 1986.

The distribution of the survey forms started a week later. It was carried out on the following basis:

1. The questionnaire was strictly confidential. We did not ask for names, only their occupation. The questionnaires were not seen by anyone other than the Shop Stewards Committee and SCAT, and all the forms will be destroyed once they have been analysed.
2. All members of the Employment and Public Services Department at that time were sent the questionnaire.
3. All questionnaires had a stamped addressed envelope attached to be sent to SCAT.
4. Anyone with queries was asked to contact their shop steward.

The plan was to distribute the questionnaire in pay packets a week later. However, we did not allow enough time for the printing and collation and most of the questionnaires were distributed by shop stewards a few days later. A dispute over holiday pay in the Works section led to shop stewards withholding distribution of the survey for two weeks. Workers in the parks section did not receive their questionnaire for a similar period due to confusion between shop stewards and management in that section over who

was to carry out the distribution and whether the section was in fact in the new department. We had originally set a deadline for the return of questionnaires by 11 July 1986 but we later extended this to the end of the month.



The response

We were very pleased with the detailed response to the questionnaire providing many comments and ideas on how to improve jobs and services. There was a great deal of criticism of the way that work is organised and the way that workers are treated. But it is significant that this criticism was equalled by the detailed comments and ideas to improve jobs and services. We were however, disappointed with the overall 22% response rate. We were particularly dismayed by the response from the white collar staff despite the efforts of the NALGO shop steward to encourage participation in the survey.

The overall response was affected by the following:

1. The holiday pay dispute in Works and the confusion over distribution in parks.
2. The change in distribution of the questionnaire from pay packets to being handed out by shop stewards which meant a more phased distribution than we had intended.
3. The questionnaire was long with 25 questions of which 12 required written comments. Workers had to find work time or use their personal time to fill it in. Many of the questions could not be answered in yes/no manner and we were clear in not wanting a set of superficial answers. We are very grate-

Response rate

Employment and Public Services Department

	No. in survey	No. in Dept. July 1986	Response Rate
Building/Housing Maintenance			
Painters	16		
Plumbers	10		
Joiners	10		
Bricklayers	5		
Misc.	3		
	44	150	29%
Parks	17	117	15%
Works			
Refuse/Street Cleansing	11		
Fitters	6		
Roads/Drivers/Labourers/Misc	14		
Catering	5		
	36	190	19%
Cleaners	18	59	30%
White collar	5	53	9%
Misc.	4		
Total	124	569	22%

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ful for the extent to which many people had gone in explaining their views and ideas. For most it was probably the first time they had ever formally been asked to explain their experience, views and ideas about their jobs and the service they provide. After years of neglect, in which disillusionment and cynicism have no doubt gained a strong foothold, it can be argued that the response rate should be viewed as a success.

4. Members of the Shop Stewards Committee were given time off to tour their respective workplaces to explain the survey and answer questions. This took place more systematically in building and housing maintenance and both the quantity and quality of the responses from this section are due in part to these workplace meetings.
5. We obviously missed some people who took holidays in late June or during July, with reorganisation of the department taking place and government tendering legislation threatened in the autumn we had to press ahead.

It should be noted that our response rate of 22% compares well in contrast to all the national opinion polls which predict the outcome of general elections and other important events and opinions on samples ranging from 0.004 to 0.035 per cent.

The response from the white collar workers was very disappointing. We have no clear reasons for this. It may have been because many white collar workers believe they are not affected by cuts and privatisation and therefore the survey was 'not for them'. This of course is not the case. White collar workers may have, either individually or collectively decided consciously or unconsciously, that they knew that the results would contain a lot of criticism of management and they therefore decided that it was better not to take part. This may account for senior managers and supervisors not taking part but does not apply to the many clerical workers.

The links between jobs and services

For far too long the important question of jobs and the level and quality of local government services have been discussed as seemingly separate issues. This survey shows that the local author-



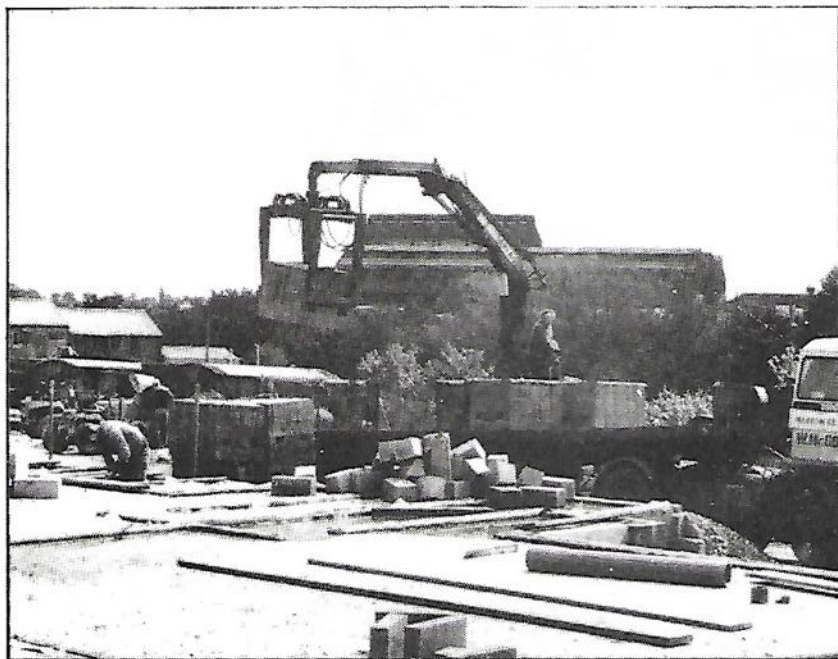
ity's responsibility as provider of services cannot be separated from its responsibility as an employer. Low job satisfaction, poor working relationships and other issues identified in this survey all have a knock-on effect on the level and quality of services.

Labour controlled councils should have a responsibility not only to improve local public services but equally to improving the working conditions of its employees. This has raised problems for many Labour controlled local authorities where the maximum feasible exploitation of the workforce, particularly manual and craft workers, the traditional employers' position, has dominated all other policies. Any strategy which aims to improve services by further exploitation of its workers is doomed to failure. Living conditions cannot be isolated from working conditions. The quality of services cannot be separated from the quality of life working for the council. Darlington Borough Council is also a major employer in the town and its employment policies have a direct effect on the local labour market. The quality of its services are important for both users and its own workforce who are also the users of these services. It is vital to seek the views and involvement of users. But equally, this survey has shown that workers are often the first to know the faults

in a service and are in an excellent position to identify ways in which they can be improved.

The co-operation of workers and their ideas and experience cannot be gained freely nor can it be gained if those same workers feel they are not treated with respect, trusted, or don't believe that their views will be carefully examined. These ideas are not for dropping into a 'good ideas box' and the credit claimed by managers and councillors. Workers clearly want to gain more control over their jobs in the process of *negotiating* changes and improvements. This is important because some changes and improvements may require new training, re-training, changes in job descriptions and so on which will have to be negotiated with the trade unions.

Some ideas and improvements will work and others may not, but we have to establish the climate where victimisation and recrimination are replaced by constructive criticism and further ideas and innovation.



Workers care

This survey also has a message for the people who constantly heap criticism on public service workers particularly those who are in the front line of services, for example housing repairs workers, refuse collectors, street cleaners and parks staff. The survey highlights the problems and frustrations faced by the workers employed to provide these services. Many of the problems are not of the workforce's making. Some workers resent the lack of respect by the public both for them as workers and for the

services and facilities provided by the council.

The impact of privatisation

The services provided by the Employment and Public Services Department will shortly all be covered by statutory tendering legislation. Building and housing repairs are already covered by Local Government, Land and Planning Act 1980. But the government plans for statutory tendering include the following services:

- refuse collection
- street cleansing
- cleaning of buildings
- catering
- ground maintenance
- vehicle maintenance
- (these are the original services listed in the Green Paper, February 1985, to which have been added:*
- sports and leisure management
- waste disposal
- printing
- computing
- architectural services
- transport (including social services and education)

Tendering in these services will have a potentially much larger impact on jobs and services because entire services could be contracted out for up to five years.

The Employment and Public Services Committee was set up to look at new areas of work, new initiatives to create jobs and to improve services. All those threatened by the original Green Paper proposals were to come under a single committee prior to the government extending the list of services.

The Shop Stewards Committee are very concerned that the lead up to and the implementation of statutory tendering will only increase the problems identified by this survey. The them and us situation could be extended, divide and rule could be the order of the day, unity would be very difficult to maintain, and most of the problems identified in this report could be swept under the carpet.

We believe that tackling the issues raised in this report must be a fundamental part of any strategy to fight privatisation. Many of the comments and ideas could lead to more effective and efficient services hence improving services at the same time as strengthening the defence against privatisation.

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The survey has revealed the extensive reports of contractor's being shoddy and not up to standard. Add to this the long catalogue of contractor's fines and failures detailed regularly in Public Service Action from local authorities which have already privatised services such as refuse collection and cleaning, then council services and jobs in Darlington will be in for a period of rapid decline.

Resisting statutory tendering

The Employment and Public Services Committee is committed to resisting statutory tendering. A number of steps have already been taken to co-ordinate the council's policy. The evidence from this survey leads us to conclude that the strategy to fight statutory tendering must include the following:

Recommendation

- The drawing up of detailed specifications for services with the highest standards of service. The Shop Stewards Committee should be fully consulted in the development of these standards.
- Comprehensive contract conditions should be compiled to apply to all contractors which will impose stringent financial penalties and loss of contract for failures to meet the specification as well as set conditions on the contractors employment policies, health and safety, equal opportunities, training, and operational methods.
- A contract compliance and monitoring unit to be set up with two functions. Firstly, to investigate the financial, employment and performance records of firms seeking to tender. Secondly, to co-ordinate the inspection and monitoring a contractors performance in meeting all the contract conditions in full including the quality, cost, and timing of the work.
- Develop a detailed cost analysis which identifies all the costs, both direct and indirect, of contracting out to all council departments which must be taken into account in comparing the costs of direct labour and contracting out.
- All officers should be instructed to immediately report any approaches, either formal or informal, from private companies seeking contracts in services currently undertaken by

direct labour, and to instruct them to refuse to supply any information to contractors.

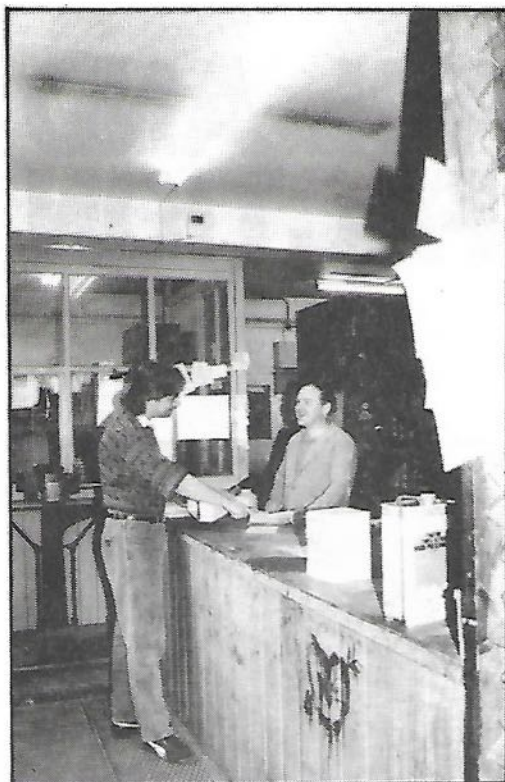
- No work measurement to be prepared without the full consultation with the Shop Stewards Committee.
- The council should launch a public information campaign to publicise and explain the principles of public services to highlight the potential impact of privatisation on jobs and services in Darlington drawing on the experience of contracting out in other local authorities.



Valuing work

The government has made much political mileage from demands for 'value for money' in public services. Its notion of 'value for money' is simply minimising costs. The Audit Commission, set up in 1982, has investigated various services and some local authorities focussing on costs and numbers.

Real 'value for money' can only be determined by examining the effectiveness, efficiency, economy and equity of provision of services. One of the conclusions of this survey is to add another dimension—real value for money cannot be obtained without a recognition of the *value of work* performed by council workers. *The quality of service, the effectiveness of their delivery, the distribution of services relative to needs, the proper use of materials and equipment, the relationship between users and workers,*



the degree to which services change and adapt to peoples needs, all these cannot be maximised without the active involvement of the council's workforce.

Management is not the sole prerogative of management. It often does not know what is best. Ways must be found for a much greater role for the workforce. Not all members of the workforce will accept this role but clearly our survey shows that a significant proportion will do so.

The council has a commitment to improve and expand services and has already done so in some areas. Some other Labour controlled councils are doing likewise. Some councils are trying to devise criteria to 'measure' the performance of council services. There is also increasing talk of 'public service orientation' and other phrases. On the basis of the survey and our detailed discussions we want to make the following comments:

- We do not believe in public service 'orientation' – public service is the fundamental and basic role of the councils services. It is not a matter of steering them a bit more towards the public but getting the organisational structure and relationships right from the start.
- Improvements cannot simply be achieved by a 'top down' approach from councillors and management but also has to be tackled from the base upwards.
- A focus on services is far too narrow – it must include both services and jobs.
- It is not simply a public relations, information or communications problem but also the degree of control workers have over their jobs, the value, trust and respect for the work by management, councillors and the public, as well as pay and working conditions.
- No amount of communication, orientation or whatever can hide or gloss over the lack of finance, government imposed restrictions, inadequate policies, changes in the local economy, and so on.

SCAT'S WORK

Services to Community Action and Trade Unions (SCAT) is a national housing, planning and public service project. Its work includes research and analysis, advice and assistance on campaign organising and strategies, educational workshops, and workers and users alternatives for a wide range of local and national labour movement organisations.

Recent work has included:

- A comprehensive Action Pack with NUPE detailing strategies and tactics to fight privatisation.
- A Privatisation Audit and further detailed work on the public costs of tendering and contracting out for Sheffield City Council.
- Servicing the Campaign Against the Sale of Estates and the Peoples Asbestos Action Campaign.
- A detailed report for NALGO Met District on what branches need to fight cuts and privatisation.
- Work with shop stewards and workers in cleansing, school meals, parks and recreation, and school cleaning to improve jobs and services in Sheffield City Council.

SCAT Publications publishes *Public Service Action*, the anti-privatisation magazine for the labour movement with a 12,000 circulation. It also produces a wide range of reports, pamphlets and broadsheets covering privatisation, public services and housing.

SCAT is funded mainly by commissioned work and grants. Affiliated organisations elect a management committee.

SCAT, 31 Clerkenwell Close, London EC1R 0AT Tel 01-253 3627
31 Brook Road, Sheffield S8 9FH Tel 0742 550010

Recommendation

We recommend therefore that:

1. *Improvements to council services in Darlington start from the base upwards commencing with the council's own workforce.*
2. *The Shop Stewards Committee to work jointly with councillors and officers to develop useful criteria and standards for determining the effectiveness of services.*

JOB CONTROL AND SATISFACTION

An important way of achieving some form of job satisfaction and involvement or control is gained when workers have the opportunity to discuss the work required to be done and the method of carrying it out. Fifty per cent said that their supervisor did do this, 16% they did not, and 34% it happened only sometimes. However, only 30% of building workers said they had the opportunity of discussing their work with supervisors, two-thirds of the remainder reporting that it only happened sometimes. All but one of the cleaners said that their supervisor did discuss the work.

The demand for more say over how workers carried out their work was very strong:

building workers: 62% demanded more say
parks: 76%
refuse collection: 82%
fitters: 83%

Virtually all the cleaning and catering workers and a majority of the painters said they did not want more say over how they carried out their work thus reducing the overall figure to 55%. This could be due in part to the nature of the work and the fact that these workers already feel they have a fair amount of control over how they carry out their work. It could also be a reflection of their relationship with their respective supervisors.

A breakdown of the replies identified the following demands for more say over how workers did their job (figures in brackets are numbers of times mentioned).

Discuss with management how the work should be carried out (21)
More discussion over planning and organisation of work (9)
More control over material and tools (8)
To be left to get on with the job (6)
Criticism of supervisors (6)
Fairer distribution of work (3)
More time to do a proper job (3)
Improve the job ticket system (2)



Some very clear demands emerged from the question which asked workers "in what way would you like more say over how you do your job?"

"I believe that if I am put in a position of responsibility I should be allowed to do as I see fit. Then, if I do wrong, I would expect to be bawled out. But I object to being bawled out for a supervisors mistake."

I would also like to be able to order tools for my trade straight from the stores. Instead of pleading, almost begging for tools from my supervisor, that I never seem to get. This results in work being carried out slowly and surely more expensive than buying the tools I needed in the first place. It would also leave me with some energy so I could enjoy life after work instead of being depressed".



"By being able to have materials and tools that we ask for instead of being told to manage as best we can and get on with the job. Sometimes having to take my own paste board to work so that I can do my job and having to use my own car to get from one job to another. Management ignorant of our needs."

"Everyday running of a particular job".

"It would be better all round if the men tipping bins had more say in how to do the job rather than people in the town hall who have not even tipped a bin in their lives".

"I would like to be more involved in the planning of any works to be carried out".

"When we leave the yard we should be able to do the round the way the crew know best and not told how to do it".

"In the choice of tools and machinery depending on the type of work being done e.g. tarmac, concrete, road construction etc".

"Already have say after discussion with supervisor".

"If a worker knows his job and gets on with his job we don't need bosses who don't know about the job to tell you how to do it".

"More communication with middle management. To be able to take a more active part when new work is being carried out in your area i.e. to have your own ideas listened to".

"A programme of informing the general public of the aims of the council and its methods and systems, including key people to speak to if a service is required, would encourage co-operation by the public to 'get things right' by positive suggestion rather than criticism. This would leave employees free to try new methods and systems with less risk of kickback if they didn't always work out".

"In my opinion the whole council set up is wrong. In all areas of the council there should be committees of all trades which could discuss work matters and how the work could be carried out and be more efficient".

Other comments ranged from consultation over safety, changes to the bonus system, and being free to make comments and criticisms without fear of victimisation. Three people reported that they already had a say in how they did their jobs.

The demand for more involvement was particularly strong in Parks with 83% of those detailing a response to this question saying they wanted a much greater role in deciding how they did their work.

The level of job satisfaction

We asked workers to identify on a scale of 1 to 9 how much satisfaction they got from their job. 1 was poor, 3 moderate, 5 average, 7 good, and 9 very good. The chart shows the overall response and those of groups of workers. Overall 31% had a poor or moderate job satisfaction, 24% had average satisfaction, whilst 45% had good or very good satisfaction.

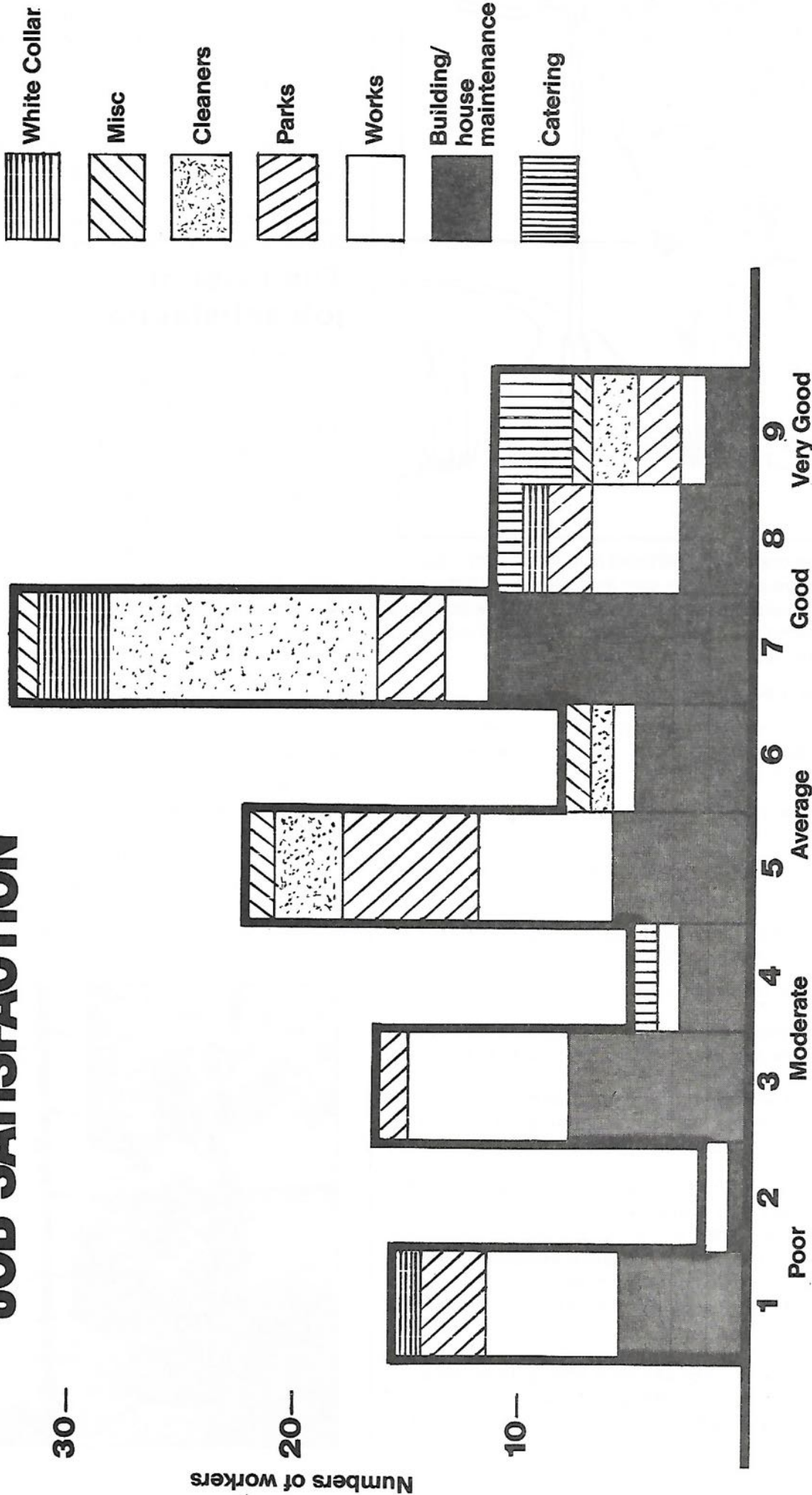
Some key points:

- Job satisfaction amongst building workers is fairly evenly spread across the range although 38% fell into the poor or moderate category.
- 52% of those in Works had poor or moderate job satisfaction.
- Virtually all the cleaners had a good level of job satisfaction. In fact if the cleaners are excluded from the overall figures then there would be 37% in the poor or moderate category.
- Two catering workers started a new category — 10 excellent, and three other said they had very good job satisfaction.



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JOB SATISFACTION



- In Parks only 24% had poor or moderate job satisfaction whilst 41% considered it was good or very good.

The causes of job dis-satisfaction

The table below identifies the main reasons for the lack of job satisfaction in the three main sections of the department.

Clearly, poor working relationships between manual/craft workers and supervisors and management is the major cause of job-dissatisfaction. As one worker stated there are certain levels of criticism, satisfaction and dis-satisfaction in all jobs. However, the extent and the strength of the criticisms cannot be ignored brushed aside as 'typical' responses. Those who did criticise also offered many considered and thoughtful ideas and comments on how to improve working relationships and services. Some white collar workers may have criticism of manual and craft workers and the survey did give them the opportunity to make any such comments. Unfortunately, the vast majority of white collar workers chose not to take part.

The bonus scheme, the role of bonus clerks, and the times allocated for jobs are clearly major causes of dissatisfaction in building and housing maintenance. There are also clear causes of dissatisfaction in Works, particularly from the fitters in vehicle maintenance who said their dissatisfaction was caused

"I would like to be able to put forward alternative methods of construction. I would like to be consulted about the standards of materials to be used. I would like more say in the order of which different jobs are carried out. I would like discussion over bonus targets so that the job standard required meets the bonus targets allocated".

"I would like to be left to carry out my job without interference from a supervisor who has long since lost touch with mechanical and electrical components and is blind and deaf to my experienced diagnosis of a fault and its remedy until he has exhausted all his theories and eventually ends up telling me to remedy the faults as I initially diagnosed".



Comments	Number of times mentioned		
	Building	Parks	Works
Criticism of the bonus system	9		2
Bonus clerks with no trade knowledge	5		
Job times at expense of quality	6	2	1
Poor relationships/lack of support and other criticisms of management	14	6	10
Too little money	2	1	3
Poor organisation of the job	2	1	
Boring, repetitive work	3		2
Vandalism	1	1	
Poor working conditions	2		3
Little public support/ lack of consideration		3	3
Unequal distribution of work			4
Not having the right tools & equipment			5
Satisfied with the job	1		1

Three people reported that they already had a say in how they did their jobs.

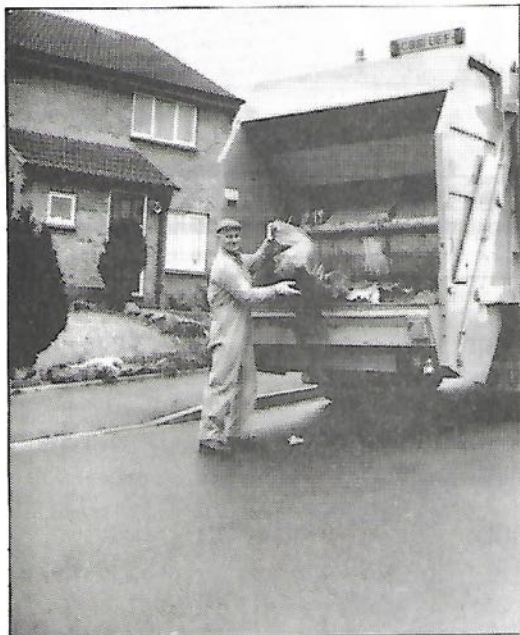
The demand for more involvement was particularly strong in Parks with 83 per cent of a these detailing a response to this question saying they wanted a much greater role in deciding how they did their work.



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by unequal distribution of work, not having the right tools and equipment, poor management and poor working conditions.

The survey was specifically geared to draw out the wider aspects of job control, job satisfaction, health and safety, and workers ideas to improve and expand services and did not ask any questions on pay and benefits. The fact that 'too little money' was not mentioned by more workers should not be taken as an indication that this is less important than the issues raised in this report. Poor wages was mentioned in some of the replies to other questions. Criticism of the bonus scheme is also making clear comments on the methods workers have to adopt in order to try to achieve a living wage. The survey indicates that fundamental changes must be made to enable workers to have more control over how they do their jobs, to improving the relationship between workers, supervisors and management and these must go hand in hand with the essential improvements in pay and benefits.



The small response from the white collar workers did include comments on the lack of interest shown by management, the limited promotion prospects, and outside personnel being appointed to higher grades who couldn't do the job without the help of those from lower grades.

More control

77% of the workers surveyed want to have their own area of work for which they would be responsible either individually or as a small team. All the Parks workers and all the fitters in Works in the



"Too much paperwork passed from management to tradesman. Times given on jobs are often unrealistic, so jobs cannot be completed correctly in the given time. Often a repair is stated, when complete replacement is necessary for a proper job and a botch job gives low job satisfaction."

"The main reason is the bonus structure caused by unrealistic targets given by bonus clerks with no building experience".

"I remove rubbish and litter because I am paid to do so but I would get job satisfaction if the public could be persuaded that it would be a better town to live in, healthier and cheaper rates-wise if it would be more considerate in the way that it disposes of its rejects. I would get more job satisfaction if the public would work with me rather than against me in my task of trying to improve the environment, and if one or two of my fellow workers would develop an urge to clean the town up."

"Not enough time to do a job properly. The pressure always seems to be on to get the job done as quick as possible even if quality suffers".

"If you require a living wage you are under pressure to make good bonus, there is no interest in job satisfaction, its 'wham bang, thank you mam'. Also knowing that some of the staff above you are only too ready to criticise you but are not capable of turning out a fair days work themselves".

"The general public's attitude towards public employees i.e. taken for granted as if to say you do as you are told by them although by and large they do not know what they are talking about. Also public's attitude to local byelaws and taking a general interest in their own parks and open spaces".

"My reasons are job targets so tight that pride and quality of work take second place. Poor management/worker relations i.e. when our money drops (same job than previous site less target) they say 'can't help', 'not up to me', 'if you don't like it you know where the gate is'. Also it's not their wages which get reduced (Privilege of the salary). Poor communications between inter-related trades. General lack of organisation".

- "1. Lack of consideration shown by the public.*
- 2. The speed at which some jobs have to be completed does not allow for good workmanship.*
- 3. Lack of recognition from management when a job is done well or well within the budget. The case being that the more you do the more you're given."*

1. No directive guidance or authority from supervisors
2. Totally unfair work distribution
3. No one is made to clean up after a job is completed hence one has to do it for them
4. Lack of special tools and training on new vehicles
5. Filthy and cramped working conditions
6. If accidents take place all evidence is hidden
7. Unfair bonus system where 12 people are paid from the work of four. People on light jobs paid the same as people on heavy work."

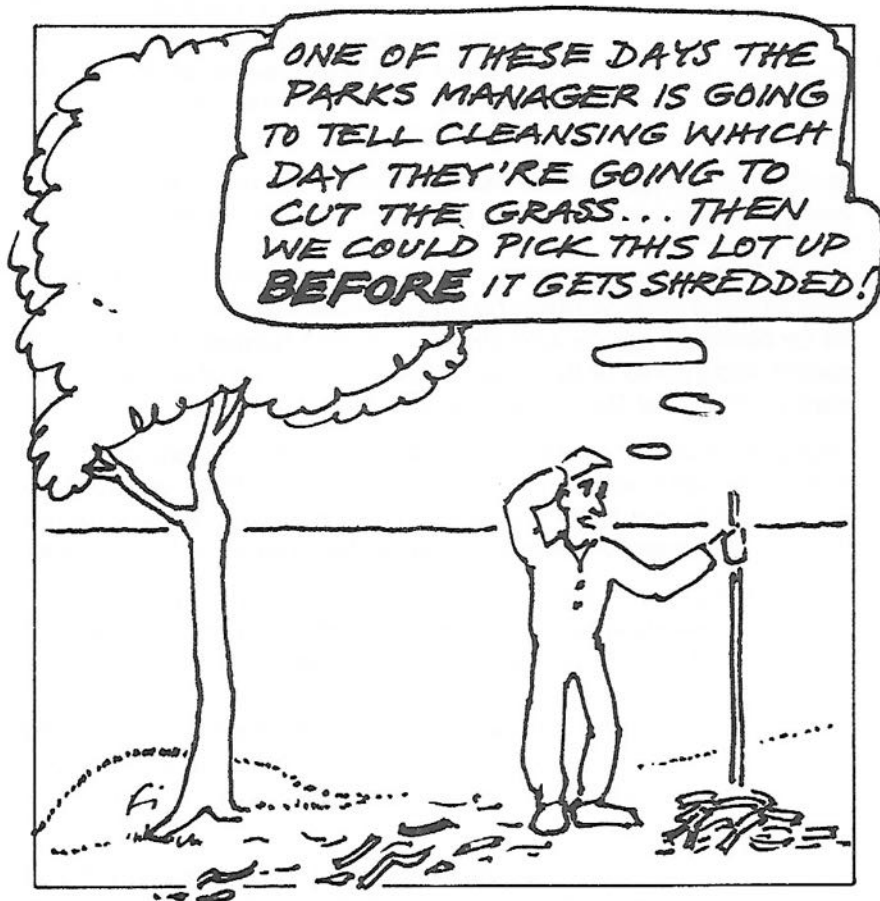
"Too many bosses trying to tell you when they don't know themselves."

"Nine times out of ten argumentative management."

"Lack of variation of work, unfair bonus system, poor working conditions e.g. canteen facilities. Working in occupied houses when in the past the tenants have been rehoused while the work was carried out. Seemingly incompetent members of management."

"I used to have total job satisfaction but of late there seems to be lack of encouragement and incentive."

"I feel that some of the management are so smug and set in their ways they will not listen to you when there is a far easier and quicker way to get a job done."



"By supervisors and management listening to the workers suggestions more often".

"Also there is too much hassle over how you should do your job, as long as it's done properly it should be left to the individual to work his own method of doing the job".

survey made this demand. So did 82% of building workers and 61% of Works. The demand was clear within all the building trades except joiners who were evenly split on the issue.

We followed up with a question on whether workers would "like the opportunity regardless of age or experience, to go on more courses to be more skilled at your work. Again there was a clear demand—69% saying they would. The response was virtually identical to that concerning more control over their work.

Improving the relationship between workers, supervisors and management

Ways of improving the relationship between workers, supervisors and management within the council fell into specific categories. *Firstly*, ideas to change the relationship between workers and the management.

	No. of times mentioned
Supervisors/management to listen to workers ideas, more trust and respect for workers	21
Open and frank discussions over particular jobs	12
Management to improve co-operation and work with the workforce	4
Be left to get on with the work	2
<i>Secondly</i> , those who specifically suggested regular meetings between workers and management and more regular information.	
Hold regular meetings between workers and management	14
More hard information through regular fact sheets, notices and newsletters	6
<i>Thirdly</i> , a range of other suggestions included the following:	
Employ fully qualified management	6
Re-think the role of bonus clerks	5
Change the bonus system	3
Better pay	3
Quicker action by management to workers complaints	2
Management unaware of people who won't work	1
Improve working conditions	2

Recommendation

A directive to be issued to *all* charge-hands, supervisors and managers containing the following:

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1. Every chargehand, supervisor and manager *must* discuss the planning and organisation of work with each group of workers and be instructed to examine and implement all reasonable proposals and ideas suggested by the workforce on how the work should be carried out.
2. Full consultation must also take place with each group of workers regarding the allocation of proper and adequate tools and materials with full regard to the Health and Safety at Work Act.
3. the workers must be left to get on with the job. Supervisors should give advice, direction, ensure the flow and quality of work, the supply of tools and materials, and give a level of supervision to expedite the work only.

If this directive is ignored:

4. Where there is a disciplinary procedure for unsatisfactory work for the operative, i.e. warning procedures, the same procedures will apply and be implemented for management for abortive work carried out under their instructions.

Recommendation

The council must develop management/worker relationships and a degree of workers own control over their jobs to harness and encourage the creativity of the workforce. For instance, we recommend that those workers in Parks who want to have greater control over the design, planting and maintenance of shrubs and bedding be allocated areas or sections of parks or open spaces. We know of two instances where this is already happening successfully. Other sections of the department should examine ways in which similar initiatives can be implemented. Management must not use this to 'pass the buck' or to simply impose added responsibility and then wash their hands of it but to provide genuine co-operation and assistance to work through any teething problems.

Recommendation

A training programme for all new and existing supervisors and managers should be established immediately and to include:

- ★ improving worker/management relationships
- ★ workplace democracy
- ★ developing methods to improve services
- ★ public service attitudes and functions

"Workers and management must be made responsible for their own mistakes. There is very little or no respect for management. Management decisions cause difficulties because of lack of knowledge of individual trades and the workers has to solve management problems".

"Greater communication between management and workers would aid efficiency i.e. if employees feel they are being kept informed of decisions and developments within the council, they will in turn be more happy in their work, which can only be of benefit to the council".

"The relationship could be on better terms by placing somebody in the offices looking after the interests of the men, and the jobs they are doing".

"I can't see much hope of management and workers relationship improving. The management are happy when work is done without question and the men are happy if they are allowed to organise the work they have been given themselves".

"It could be improved by giving more recognition to the cleaning staff by management".

"Better consultation with the workforce and more respect for the opinions of the men".

"It can't, it's good as it can be".

"The management will never get any respect off the workers because of the lies and tricks they have done in the past. The only way is to get rid of the vast majority e.g. [names withheld] the bonus clerks especially who are totally incapable of doing their jobs. The times and prices are ridiculous and also you have unqualified foremen pricing jobs".

"Better co-operation between management and workers and not being whistled at by certain members of management".

"By having regular meetings to discuss any problems and to be able to put a point without being victimised. Another thing could be by having a sports and social club with leagues for different sports and games or by entering teams made up of all aspects of staff in the local Darlington leagues".

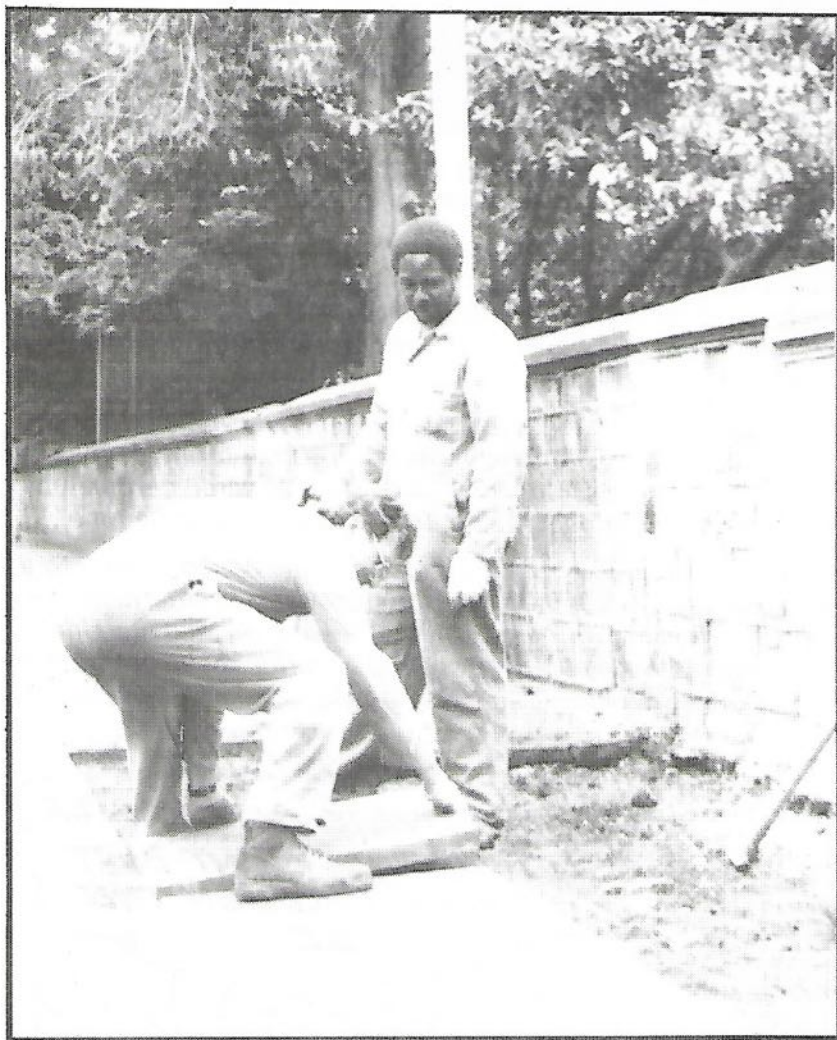
"Have a monthly meeting with workers and management so every one who wants to can get things off their chest. Also management could let the workers know of any developments that have happened within the council that concerns the workers".

"Greater workforce participation in the running of departments. More consideration by management as regards the practicality of work to be done rather than the speed and cost".

"By them listening to our reasons when customers complain and for us and supervisors and customers to get together and sort out complaints instead of the supervisor listening to the customer only".

"Put people in charge that have really worked for a council and know the tenants and the areas and districts, and every five years be assessed in case they have become complacent and lazy. The council needs someone in charge who is totally fair in the hand out of work and that the workmen get a fair share of bonus. Otherwise the men will be totally despondent about their work really a bonus scheme is supposed to be an incentive to work for, not to be given out like Smarties".

IMPROVING JOBS AND SERVICES



"Yes, shoddy work and service not up to standard".

"There have been a lot of complaints about contractors i.e. inferior materials, unreliable men off the dole being paid cash in hand for a slap happy job".

The main complaint is of poor work regularly carried out by private painting contractors which has been regularly reported to the Architects Department".

"Yes, most tenants seem to agree that our work is far superior to that of contractors".

"Many tenants have complained of shoddy work".

"Yes, as we occasionally have to re-do the work especially that carried out by YOP schemes".

The questions in the survey dealt with two aspects of improving jobs and services. Firstly, determining the extent to which private contractors are used, the quality of their work, and whether workers believe this work could be carried out by direct labour. Secondly, we asked several questions to draw together workers' ideas on ways of improving and expanding council services.

Using contractors

41% reported that private contractors, consultants, agency staff or volunteers are used in their section or department. The range of work and the number of times this was mentioned was as follows:

Electrical work	15
Exterior house painting	12
Painting generally	8
Floor tiling	6
Gas maintenance	5
Roof tiling	5
Road works and resurfacing	5
Plant and transport hire	4
House building	3
Heating consultants	3
Security at depot	2
Landscaping	2
Scaffolding	2
Damp proofing	2
Tree felling	1
Hygiene services	1
Repair of railings	1
Tidying of OAP gardens	1

There were five other replies which indicated the use of contractors but did not specify the work.

Of those indicating the use of contractors 63% stated that this was regular, 6% one-off, and 31% stated that it was occasional.

Contractor's failures

We asked whether there had been any complaints about any contracted-out work, e.g. standards of service, shoddy work. The main comments were:

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General complaints	24
Shoddy work	12
Service not up to standard	4
Inadequate materials used	3
Defects put right by council workers	3
Skipping coats of paint	2
Excessive costs	1
Cutting corners on standards	1
Non-completion of work	1
Use of unsafe scaffolding	1
Lack of consultation between contractor/council staff	1
There were 11 replies which reported no complaints.	

Nine out of ten of those reporting information on the use of contractors believe that this work could be "readily" done by their own or another council department. Painting, security and transport hire were specifically mentioned. 97% believed that direct labour could do the work with some investment in equipment, training, additional staff etc.

Workers ideas for improvements to services

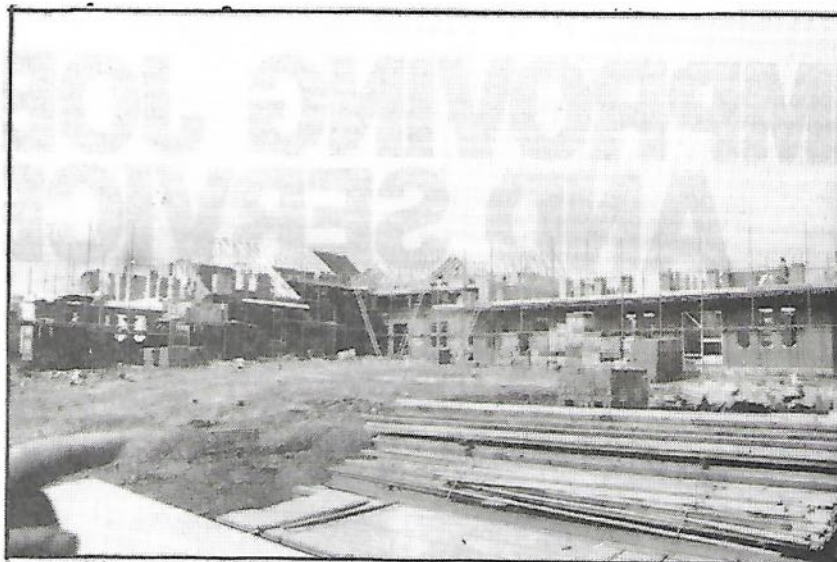
We received a wide range of ideas and comments to the question "In what way could jobs and services be improved quickly and effectively by the council?" We have categorised these as follows, with the number of times they were mentioned.

Better links between management and workers	12
Better training	9
More careful planning of work	8
Better management and organisation	7
More staff	5
Cutting red tape	5
More and better equipment	4
More responsibility to workers	3
More efficient stores	2
Extra materials to be carried in DLO vans	2
More thought and effort by management	2
Streamlining estimating work	2
Abolish task and finish on refuse	2

Other comments included:

- Stopping competition between sections
- Better use of transport
- Replace contractors with direct labour
- Speed-up letting of council houses
- More cash from the government
- Keep out privatisation
- Implement a shift system for fitters (works)

There was only one pro-privatisation comment about cutting red tape and allowing council departments to run as private sector companies. This was



"Some work done by painting contractors has been of a poor standard and in some cases not completed".

"More communication between middle management and workers. More care taken in employing supervisors. They should be employed more for their ability to get on with the staff. Instead of just being made up because of their age and how friendly they are with the boss".

"In my opinion jobs and services can be improved if the employees were given more responsibility, as no-one in authority knows or cares what to do e.g. it now takes seven men to do certain jobs that myself and someone else used to do in the same time".

"To have all the plumbing staff of the council organised into a mechanical services department with supervisors to order materials, allocate jobs, deal with any problems arising on jobs etc. Unlike at present where the people dealing with the above are former joiners and do not have a suitable knowledge of plumbing for the job".





"Cut out all the red tape. Let tenants get directly in touch with tradesmen, have intercom system in vans in case there is any queries and put good responsible people at the other end that have worked on the tools in the past five years so they know the materials, the different central heating systems, bathroom suits etc."

"Better motivated management needed. They don't seem interested in speeding up job tickets. There are often delays in supply of materials due to lack of organisation".

"More time should be spent on better organisation. For example, as regards the maintenance of council house gardens, you may do one garden in a street then have to do another one two or three weeks later instead of doing the whole street at once therefore saving travel time etc."

"By liaison with other departments, for instance, parks and cemeteries who cut the grass before the litter has been cleared consequently making the job twice as difficult by having to clear up all the cut up litter".

"By streamlining the ridiculous costing system to make us more competitive with the private sector.... Have more training for staff at all levels in dealing with the public to create a better and efficient image".

"Get rid of half the so-called bosses".

"Work would have to be done to school the public into the actual work the council do, and how the quality of work or the complete stoppage of some jobs would effect them if contractors were brought in".

"A committee set up between tenants, housing and trade union reps".

"One way would be to invite a delegation from organisations e.g. tennis clubs, bowls clubs, swimming club etc. to branch meetings. After all at the end of the day we need the public's backing".

countered by another comment which suggested that council workers should be contracted-out to private firms to increase work and revenue for the council.

Ideas for expanding services

Many ideas and proposals emerged from the two questions asking for specific ideas for expanding existing council services (e.g. increasing the facilities, extending opening hours) and the creation of new council services. A third of those surveyed (mainly in House building/maintenance, Works and Parks) made a series of proposals. We have combined and categorised the responses to the two questions. Many of the ideas were mentioned several times.

Parks

- ★ Sell plants, flowers, wreaths
- ★ Provide a landscape gardening service for individuals and local firms
- ★ Open the glasshouses to the public re guided tours
- ★ Provide garden tidiers for those who want but can't manage to garden
- ★ Better outdoor sports facilities, not just bowls and football
- ★ Greater use of the show field for events, displays etc.
- ★ Use under-used tennis courts for netball, 5-a-side football
- ★ Clean up the river and beck



Works

- ★ Expand trade refuse and cleaning
- ★ Disposal of confidential documents by shredding machine service
- ★ Graffiti removal service at cost to individuals and firms

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- ★ Sell refuse sacks and certain stores items at cost to the public
- ★ Increase litter bins and emptying frequency
- ★ Operate shifts for refuse/street cleaning over 7 day week
- ★ Hiring of skips to private households
- ★ Set up a hot-rolled gang and expand road repairs
- ★ Eliminate the hire of transport and plant by acquiring own vehicles
- ★ Set up a council security service
- ★ Window cleaning service to local firms
- ★ Employ litter wardens to collect and control littering
- ★ Improve pavements
- ★ Set up a council taxi service
- ★ Set up a council run MOT station
- ★ Bring all catering on council premises to direct labour
- ★ Provide a mini-bus, with wheelchair capacity, to take elderly, disabled to hospitals, health centres

House building/maintenance

- ★ Tender for factory units and other private sector work
- ★ Build and sell private houses
- ★ Establish a council team of electricians
- ★ Set up a team of gas fitters
- ★ Provide a service for private home owners to include central heating and bathroom installation, gutter work, home improvement works, extensions
- ★ Tender for school maintenance work
- ★ Employ bricklayers specialising in roof tiling
- ★ Joiners shop to advertise for private work making frames, doors etc.
- ★ All council houses to be built by direct labour
- ★ Priority for single elderly needing urgent housing repairs
- ★ Organise to win more painting contracts
- ★ Radio controlled system for repairs teams

Other proposals

- ★ Advertise council premises for use for weddings, receptions, meetings etc.
- ★ Expand the Citizens Advice Bureau
- ★ More top artists at the Civic Centre
- ★ Open town market on a Sunday

Other comments

- ★ Employ competent supervisors
- ★ Increase public spending and facilities
- ★ Create full time jobs, not MSC schemes
- ★ Consolidate the bonus scheme

"There could be more written information sent out to the public and perhaps yearly general meetings in each area where the public could meet the council employees and ask questions".

"By stepping up relations with the public i.e. letting them know what is going on ; monthly newsletters letting them know why jobs aren't being done as they and we would like them to be e.g. government cutbacks in detail where and why".

"Set up a joint consultative system for each user group".

"Those who work for the council should be told more about how their particular service is run so that they can give precise and accurate information to the users of services which the workers meet in their day to day job".

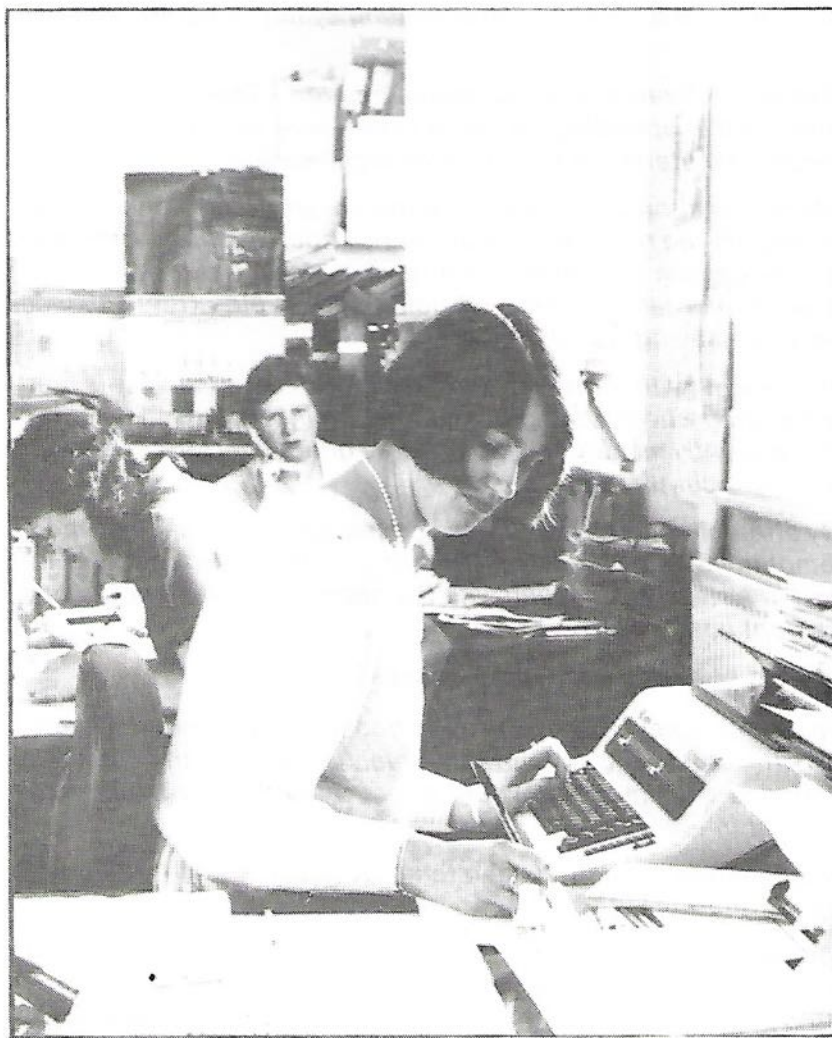
"More information provided to public about what council services entail and are provided".

"More information available i.e. greater publicity on services offered. A central consumer information/complaints section where the public can go to ask for information/make a complaint, for all council services instead of the user being passed to different departments for each separate complaints or request".

"More shop stewards to keep members in touch with what is going on".

"Things would be improved 100 per cent if the management would help us instead of being as awkward as possible".

"The works clerks often don't listen properly to tenants request, and so fobs people off. If they listened properly the correct job would be done".



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"If we had a management that took more time planning the work we had to do and organised it with more care instead of just plodding on, work would be carried out much quicker".

"Stop the them and us attitude. When. For instance I owed one weeks rent they threatened to evict me. They owe me £500 (holiday pay) and I cannot get it. There's one law for them and none for us".

"It can only be improved by more co-operation from the users of the service".

"By better advertising of services in press and through council house rent cards and rates system. More personnel selling the council services through the town".

"Well, it would be a great help if we got more information about what goes on at meetings, we never see or hear from our shop steward which I think is disgraceful as we are all fully paid up union members".

- ★ Closer working relationship with management
- ★ Improve working conditions
- ★ Tender in the private sector for more work

There was only one comment supporting an alternative view demanding a reduction in the rates by reducing services.

We followed up the questions on ideas for improving services by asking if workers "would be prepared to help draw up alternative proposals/plans outlining how the service provided by your department could be improved in conjunction with other trade unionists?" 45% of building workers responded positively (spread across all trades), 71% of Parks, and 22% of Works responded similarly.

This response is very significant. Despite many criticisms and levels of dissatisfaction, a substantial number of workers clearly indicated their willingness to develop initiatives to improve services.

Improving links between workers and users

There were many ideas put forward for improving links between workers (and their trade unions) and the users of services.

Other comments most frequently mentioned were:

More regular meetings/ better communications	12
Improving the repairs service	3
More meetings with workers & unions	2

Recommendation

1. A report should be compiled on each section of work where contractors are currently used identifying the following:

- ★ why contractors are used
- ★ an examination of the effectiveness of using contractors and an assessment of the full costs of using contractors
- ★ a study into the method and cost of having the work done by the council's own workforce
- ★ reasons, if any, why the work cannot be done by direct labour

Recommendation

The list of ideas to improve and expand council services should be fully examined by each section of the department and a report prepared detailing the potential to develop these services.

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The Shop Stewards Committee want to be involved in developing these services and to comment on any draft reports. We realise there are legal and financial restrictions on local authorities but we firmly believe there is wide scope to expand services given the political will. Other local authorities both Labour and Tory controlled have managed to sell plants, expand trade waste, provide services to other authorities etc. and we believe Darlington can do the same.

Recommendation

Any jobs created in connection with the improvement and expansion of services should be on the following basis:

- ★ no use of MSC schemes
- ★ temporary workers should only be used as a last resort
- ★ full and adequate training for all workers involved
- ★ public service induction for all new staff

Recommendation

Set up a Working Party consisting of representatives from tenants associations, chair of the Housing Committee, the Chief Housing Officer, the Housing Maintenance Officer, and trade union representatives to meet every three months to discuss problems and improvements to the housing repairs service

Recommendation

A complaints procedure should be established which includes notification to tenants and users for any delays in service

Recommendation

The council to publish a regular newsletter to be distributed through tenants organisations and other bodies explaining developments in the council, e.g. the new Employment and Public Services Committee and its role, as well as asking for ideas and comments on ways of improving and expanding services, and comments on the work carried out by other bodies, i.e. contractors.

Recommendation

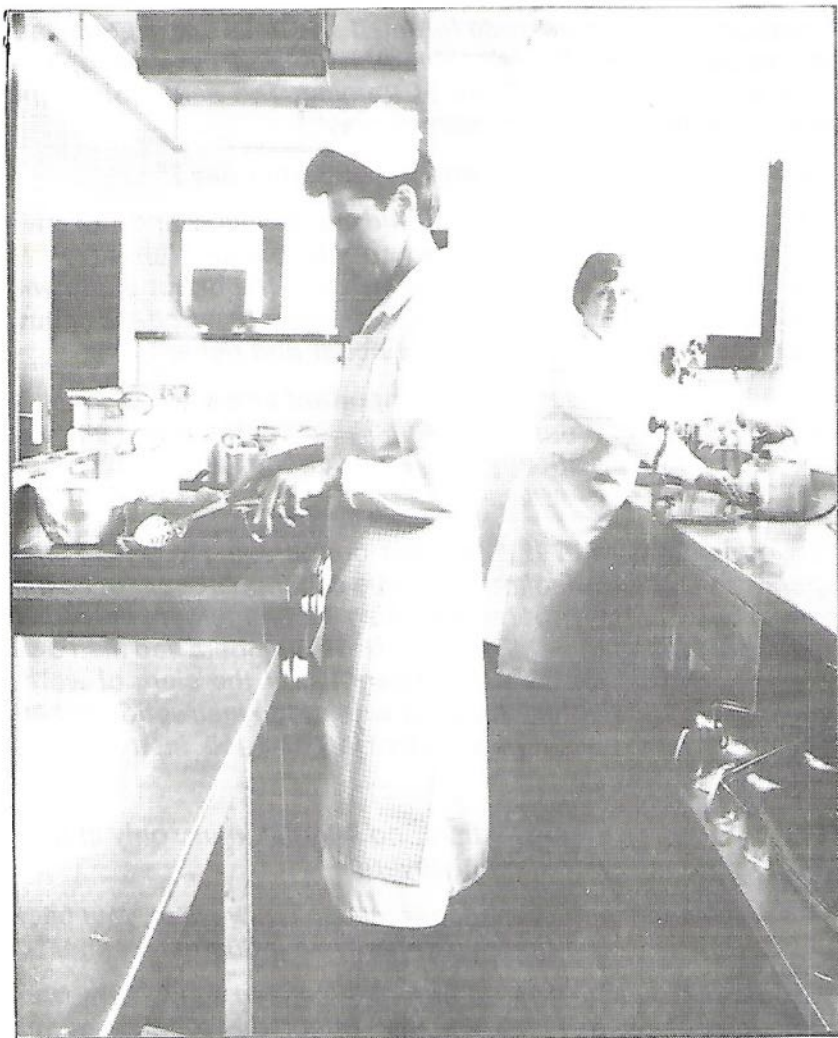
All those who said they would be willing to help draw up alternative proposals to improve services are asked to contact their shop steward as soon as possible. We need your help and support.

The Shop Stewards Committee is committed to taking action to develop the proposals for new and improved services

outlined in this report. We hope to set up at least one working group of interested workers to explore and develop ideas.



HEALTH AND SAFETY/ OTHER ISSUES



"Management provide the clothing needed to carry out the work in a safe way. But when asked for, it is not refused but never seems to be forthcoming. If you do by any chance get any safety clothing it is months later after the work is completed. The excuse being that money doesn't grow on trees. But the grass keeps growing. So if I refuse to do the job until clothing is forthcoming I am too far behind to cope with the work".

"I think it would be a good idea for all employees to be given a booklet outlining basic safety and protective clothing and equipment to which they are entitled. I would also like to see a safety officer employed to come round jobs and check work is carried out safely and to discuss things with the staff".

Fear of victimisation

We asked three important questions on health and safety. To the first, "If you refuse to do an unsafe job or use unsafe machinery, do you think you would be victimised, i.e. given a bad job?" 43% said they would. There were, however, important differences between different groups of workers reflecting the type and organisation of the work involved. Two out of three building workers believed they would be victimised. There was only a slightly less strong response from Parks and Works where 43 and 41% respectively responded with same view. In contrast not one cleaner or catering worker thought they would be victimised.

The second question asked "Does your supervisor provide you with all the necessary protective clothing and equipment as and when you require it, i.e. boots, goggles, gloves, visors, masks, spraying suits, ear protectors? In trades where protective clothing and equipment is often an essential part of the job it is very disturbing that 50% of Parks workers and 37% of building workers did not receive the proper agreed protective clothing and equipment. The overall response — 25% reporting negatively — was again influenced by drivers, cleaners and catering workers in the Works section reporting no such problems.

The third question on safety was to determine whether workers are aware of their entitlement to protective clothing and equipment.

Surprisingly, 53% of building workers and 29% of Parks workers said that they were not aware of the protective clothing entitlements. Amongst building workers, the lack of awareness was most acute amongst plumbers, bricklayers and painters. One third of the workers in the survey reported no to this question. The

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response from the joiners showed that they are more than likely to be provided with the necessary protective clothing and equipment and to be aware of what they are entitled to demand. Despite this response, the fear of victimisation if they refused to do an unsafe job was just as strong among joiners as with other building workers.

Information on policies

We asked two questions whether workers wanted more regular information. An overwhelming 93% said they wanted more regular information about the council's policies and strategy. In addition, 87% demanded more regular information on the consequences of privatisation on jobs and services. The only negative responses to these two questions were recorded by a handful of workers in the Works section, primarily the catering workers.

The survey also asked whether "all new council employees be given an introductory course covering council services, aspects of public service, health and safety, and trade union membership. 96% approved of this proposal. Clearly, there is no ambiguity over either the need for nor the content of the course.

Contact with Trade Unions

The Shop Stewards Committee also considered that it was vital to assess whether workers felt they had enough contact with their trade union. The overall response was almost equally divided, 48% saying that they did not have enough contact, the remainder saying not. There were some important variations:

Had enough contact

Parks	21%
Joiners	22%
Refuse/street cl.	30%
Fitters	33%
Cleaners	43%
Painters	47%

Further comments

At the end of the survey we asked workers if they had any additional points to make about their job or the work they did. 40% responded with comments ranging from one sentence to long paragraphs filling the space available. The replies were virtually all from building/housing maintenance, Works and Parks where the response rate was 59%, 50% and 35% respectively. Some workers took the opportunity to raise points which they

"I would like to see a consolidated wage brought in instead of various bonus schemes now in operation as some workers receive average bonus on jobs and other employees have impossible targets to make in order to obtain a substantial bonus".

"I would like to think we could have a consolidated bonus because it is a real struggle to live on £70 all winter. It could also lead to more jobs and a better standard of work. Work would not be rushed off roughly and obviously take a little longer".

"How can there be harmony when some people work hard and get the same pay as those on easy jobs. The work should be done on a rota basis so that everyone has an equal workload".

"I was given the job as trade foreman and have got over the last four years very well. But I do think with the work I've been doing I should have had some form of training. The same job in the private sector also brings more money".

"How do you do 9½ hours work in an 8 hour day?"

"All hire vehicles and plant should be removed and our own vehicles purchased and painted council colours (an advert in itself). There must be 40 hired vehicles in the depot alone and that's without hired plant. It must be cheaper to purchase or how come the main hire firms just get richer and richer".

"My particular job to me is very important and it takes years to learn as you have a number of things connected with it such as helping the public with any problems that they might have when they are in the centre".

"If we did away with this present bonus scheme we have in operation, a new consolidated bonus scheme brought in 90 per cent of us would be a lot happier. Also if management helped us instead of hindering us all the time. If the plumbers had their own stores things would be a lot easier. Also if the clerk of works would pre-inspect jobs instead of writing job instruction tickets over the phone... 9 times out of 10 the job instruction is incorrect,

"My union officials show little or no interest in us: only in their own furtherment with the employers".

"I cannot stand the job because someone is always on your back and as for the work I do I'm just really an industrial cleaner".

"I would like to see more information passed to workers from management on any matters that affect the running of the organisation and working conditions".

"I would appreciate if there was an opportunity to acquire further training connected to my work, it would benefit me and also the council. I think everyone should be on some type of course then it would probably improve the standard of work within the council to make it more efficient. I have enjoyed working as a plumber but you need job satisfaction and incentive to work. So managers should try to improve morale in their workforce by seeing the workmen at work - to see it's done efficiently, if not to take some steps to improve or rectify and encourage workers to keep up to standards to benefit everyone concerned".

"All job descriptions to have correct times for jobs and jobs estimated by time served tradesmen who have experience ~f work to be carried out on estates".

had not included in answers to previous questions, others used it to reinforce points made previously.

An analysis of the most commonly stated issues produced the following (figures in brackets are numbers of times mentioned)

Consolidation of bonus, criticism of times for jobs	(15)
Better working conditions/ more investment in equipment	(10)
Criticism of management/supervisors	(7)
More say over the work they do	(4)
More protective clothing	(3)
Better sharing of work	(3)
Cut red tape	(2)
Criticism of the trade unions	(2)

Recommendation

1. A directive should be issued to all workers, supervisors and managers explaining that they are liable to disciplinary action if they do not obey the Health and Safety at Work Act.

Any attempt to victimise workers for demanding the implementation of health and safety rules should be immediately reported to safety reps. or shop stewards.

If any employee is seen by safety

reps or shop stewards to be doing unsafe work or breaching health and safety rules they will be reported and could be liable to dismissal.

Every worker, supervisor and manager must sign and acknowledge that they have received and understand the directive and the council's safety policy.

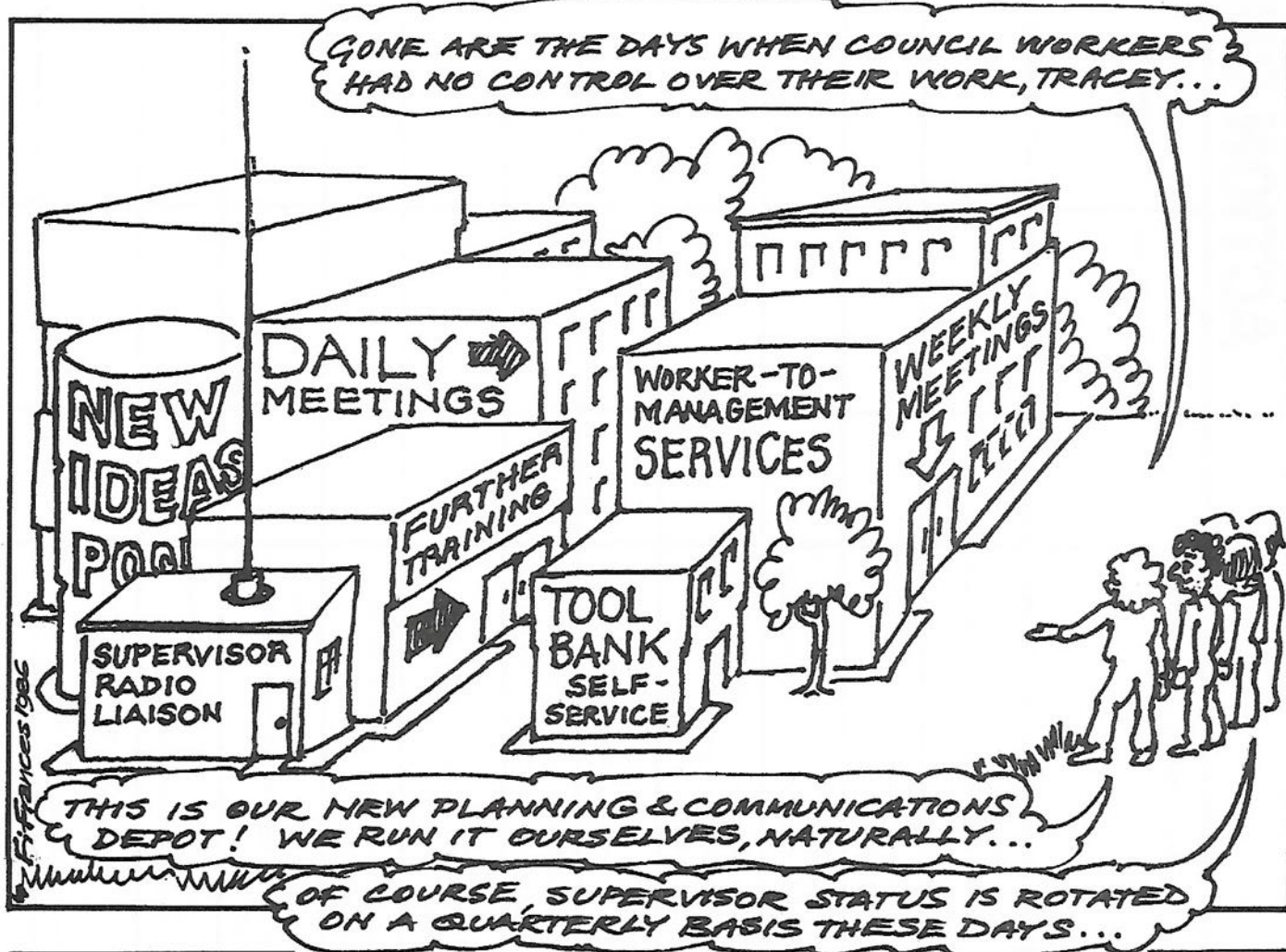
2. Each section of the department should examine whether the relevant and appropriate protective clothing and safety equipment is available and accessible.
3. A safety complaints book will be available to every worker to log health and safety complaints.

Recommendation

The consolidation of the bonus to be further investigated by shop stewards and workers in sections of the department where there is a demand for it.

Recommendation

Each trade union in the department to have 1 shop steward for one day per month to run a surgery which will deal with his/her members problems, in particular complaints on working practices. A register will be kept of the use of the surgery.



LIST OF RECOMMENDATIONS ACTION CHECKLIST

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Recommendation	Directive Issued	Report to Panel and Committee	Extent to which our recommendations are met	Implementation by council	Causes of delay	Implementation by Shop Stewards Committee/ trade unions	Impact of implementation	Further trade union action
Directive to all chargehands, supervisors and managers covering worker/management relationships								
Workers given more control over how they carry out their work								
Training programme set up for all new and existing supervisors and managers								
Reports on each area of work currently done by contractors explaining how the work can be done by direct labour								
Investigation by each section of all the ideas to improve and expand services								
Criteria adopted for any jobs created by improving and expanding services								
Set up working party with tenants to examine problems and improvements to housing repairs services								
Complaints procedure established for tenants and users								
Council to publish regular newsletter for users to include seeking ideas to improve services								
Meeting of workers willing to help develop alternative plans for services								
Directive to all workers and managers explaining disciplinary action with regard to Health and Safety at Work Act								

Shop stewards to investigate consolidation of bonus in each section

Surgery for each trade union

Shop Stewards Committee to be involved in drawing up detailed specification for each service covered by statutory tendering

Comprehensive contract conditions to be drawn up

Contract compliance and monitoring unit to be established

Develop a detailed cost analysis for cost comparisons

Officers instructed to report all approaches from contractors

No work measurement without full consultation with Shop Stewards Committee

Council should launch public information campaign on principles of public services and impact of tendering and privatisation

Improvements to services to start with the workforce

Shop Stewards Committee to work with officers and councillors to develop criteria for standards and effectiveness of services