

DERBY HOMES – TIMES 100 ACTION

Report of the Chief Executive of Derby Homes

1. SUMMARY

To inform the Committee of the action plan developed following the Times 100 survey.

2. RECOMMENDATION

To note the contents of the action plan.

3. MATTER FOR CONSIDERATION

- 3.1 An analysis of the results of the Times 100 Survey was presented to the Committee in April. The results were positive showing that Derby Homes had made an overall improvement of 6% and had been awarded the status of “one to watch”.
- 3.2 It was agreed that Heads of Service (HOS) be asked to look at the results and develop an action plan to continue their work on employee engagement. The Action Plan developed by Heads of Service is attached.
- 3.3 The Times 100 results focussed around the 8 workplace factors. The Action Plan is designed around the key outcomes under each of these factors. Heads of Service Review and update the Action Plan on a regular basis.

4. CONSULTATION IMPLICATIONS

The Times 100 Survey results have been presented to the JCC and are available to all employees on the intranet.

5. PERSONNEL IMPLICATIONS

As contained within the report.

The areas listed below have no implications directly arising from this report

- Financial and Business Plan
- Legal and Confidentiality
- Environmental
- Equalities Impact Assessment
- Health & Safety
- Risk
- Policy Review

If Board members or others would like to discuss this report ahead of the meeting please contact the author, or the Chief Executive, phil.davies@derbyhomes.org - Tel 01332 711010

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Background Information: None.

Supporting Information: None.

Times 100 – May 2010
Action Plan for Heads of Service

Outcome	Learning	Impact	Action
<p>My Company' is the second highest scoring workplace factor.</p> <p>This factor focuses on how much employees value their organisation, how proud they are to work there and whether they make a difference</p>	<p>This indicates a general increase in positivity among employees towards the company as a whole and their role within the organisation. .</p>	<p>Is reflective of all of the factors and is an indication of good employee morale.</p>	<p>We need to continue to measure morale. Undertake Employee survey in October.</p> <p>HOS - ongoing</p>
<p>Four out of the five employment groups have seen significant increases in the overall perception scores between the 2008 and 2010 surveys.</p>	<p>Those 4 groups are</p> <ul style="list-style-type: none"> • Customer service and performance • Central support and admin • Investment and Regen • Housing Management 	<p>Overall we have seen a 6% increase in our scores. Is this a reflection of the work we have done to manage employee morale?</p> <p>Do we understand what has worked and why.</p>	<p>Discuss scores at Managers networking and understand what managers see to have been.</p> <p>HOS – task complete</p>

Outcome	Learning	Impact	Action
<p>Scores for “Giving Something Back’ were within the top 100.</p> <p>This factor explores how much employees think their organisation puts back into society and whether they believe this is driven by profits</p>	<p>Indicates that employees believe that Derby Homes is an ethical organisation which cares about the community and its environment.</p>	<p>Working with communities is part of the core business of Derby Homes.</p>	<p>Continue to promote our work in the community to our workforce.</p> <p>Team away days now must include community benefit</p> <p>Community Initiatives Team to promote their work.</p> <p>HOS - complete</p>
<p>Wellbeing’ which ranked 137 our second highest score.</p> <p>This factor measures stress, pressure, the balance between work and home life and the impact of these factors on personal health and performance</p>	<p>Indicates that there is not an organisational problem with work related stress and that there is a positive home / work balance.</p> <p>Analysis of sickness absence confirms that at the present time stress is not an organisational issue.</p>	<p>We are in a difficult climate of change. Business Transformation and the Future of Derby Homes could affect employee well being.</p> <p>Different jobs have different stress factors. It is important that stress continues to be monitored and that measures are in place to reduce stress at work.</p>	<p>Promotion of existing employee support schemes.</p> <ul style="list-style-type: none"> • Right Core Care • First Care • Cycle scheme • Credit union • Flu jabs • Occupational Health • Fast track physio referrals <p>Monitor sickness and causes for absence.</p> <p>Employee training for managing personal stress.</p>

Outcome	Learning	Impact	Action
			Training / supporting managers to lead on change. HOS – ongoing Training to be delivered to managers before 31 March 2011
<p>‘Leadership’ showed a 15 % increase in the overall score.</p> <p>Leadership measures how employees feel about the head of the organisation, the senior management team and the organisation’s values</p>	<p>The best scores related to the ethical and moral values of our leaders.</p> <p>We scored less well on issues like “listening” and being “inspired”.</p>	<p>Reflects the work we have done to support new and existing managers and the re launch of our leadership charter. This work has been a blended approach and has been running for 2 years. Do we understand what has worked and why.</p> <p>It is important that our leaders to remain motivated to help us manage change.</p>	<p>Learn from our managers – employee surveys / focus groups / managers networking.</p> <p>Look at outcomes what do we do with the info we gather, how can we demonstrate that we have made improvements?</p> <p>Continue with best practice and consider the options to develop our support for managers.</p> <p>Promote new managers help line provided by Right Core Care.</p> <p>Training / supporting managers to lead on change.</p>

Outcome	Learning	Impact	Action
			<p>Invite managers outside of HOS to be part of this process</p> <p>Involve managers who have used the ADKAR change management process to deliver a lessons learnt.</p> <p>HOS - ongoing</p>
<p>“My Team” is the highest scoring workplace factor for Derby Homes. This factor looks at team spirit, whether employees feel part of the organisation, having fun and belonging.</p>	<p>Our structures encourage strong team working and this result is positive.</p>	<p>Motivated Teams enable us to see through change.</p>	<p>Training / supporting managers to lead on change. Managers briefing “understanding motivation” speakers at staff briefings.</p> <p>Explore alternative initiatives which encourage team work.</p> <p>Review budget for team rewards. Small budget now provided.</p> <p>HOS – on going</p>

Outcome	Learning	Impact	Action
<p>Supported Housing has the least positive perception towards 'My Team' and is 13% lower than the score given by Derby Homes as a whole.</p>	<p>A comparison of the responses 2008 and 2010 reveal the areas which the greatest decreases as:</p> <ul style="list-style-type: none"> • I feel a strong sense of family in my team (-28%) • People in our team don't care much for each other (-21%) <p>The lowest overall factor is "Fair Deal".</p>	<p>This service area has experienced a lot of change over the last few years. The survival of the service can be driven by external funding.</p>	<p>Undertake further analysis of this score. Focus groups / team meetings / surveys. Agree separate action plan.</p> <p>This formed a team meeting agenda item where team morale was discussed.</p> <p>The Supported Living team were surprised that their team ranked least positive in the perception of "my team"</p> <p>Historically there is an issue relating to car user entitlement payments and the team thought this might have been the reason for the negative score, but as a group they felt they worked together well as a team.</p> <p>HOS – completed</p>

Outcome	Learning	Impact	Action
<p>Fair Deal is the lowest scoring workplace factor for Derby but has an 8% increase from the score given in 2008.</p> <p>Fair deal looks at how well employees feel they are treated and how their pay and benefits compare to other similar organisations.</p> <p>The greatest increase (+10%) was for the statement 'I feel I received fair pay for the responsibilities I have in my job'.</p>	<p>Following the 2008 Times 100 Survey we did benchmark our jobs. Some posts were re graded as a result.</p>	<p>Current economic climate may mean a freeze in public sector pay.</p>	<p>We are currently reviewing and restructuring Derby Homes. Employee morale will be monitored through employee survey in October.</p>