

## **EMPLOYEE SURVEY 2012**

Report of the Chief Executive of Derby Homes

### **1. SUMMARY**

To inform the Committee of the outcome of the employee survey carried out in May 2012.

### **2. RECOMMENDATION**

To note the results of the survey.

### **3. MATTER FOR CONSIDERATION**

- 3.1 A mini-employee attitude survey was carried out in May 2012. The survey was administered internally, using SNAP survey software. Hard copies of the survey were issued to Repairs Team operatives.
- 3.2 A total of 245 surveys were returned from a workforce of 440. This represents a 56% return rate and a high return rate for this type of survey. A £50 voucher was offered as an incentive for returning the survey.
- 3.3 The survey comprised five statements. Three of the five statements were the same statements used in the previous mini-employee survey in December 2010. This enables a direct comparison of the results of both surveys. In the previous survey, two statements were found to be erroneous, therefore two new statements were included in this survey.
- 3.4 Appendix 1 shows comparison of results between the 2010 and 2012 surveys as well as comparison of results by department for the 2012 survey. Appendix 1 can be viewed on Committee Meeting Information System (CMIS).
- 3.5 Statements 1 to 3 (Appendix 1) show an improvement in the responses to all three statements compared to the 2010 results.
- 3.6 Statements 4 and 5 show a very positive response across the organisation to the two new statements.
- 3.7 The results of the survey were presented to all staff by Directors at the staff briefing on 20 June. This included a section, "Your Feedback-Our Response," which illustrated specific actions that had been taken to address some of the points raised in the Comments section of the survey. The Directors urged staff to, "Please keep talking to us. We do listen and will continue to keep looking for solutions."

- 3.8 An identical survey will be carried out in 12 months time to enable year on year benchmarking of the findings.

#### **4. CONSULTATION IMPLICATIONS**

The results of the survey were presented at the staff briefing on 20 June and to the JCC on 17 July. The results have also been posted on the intranet.

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

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

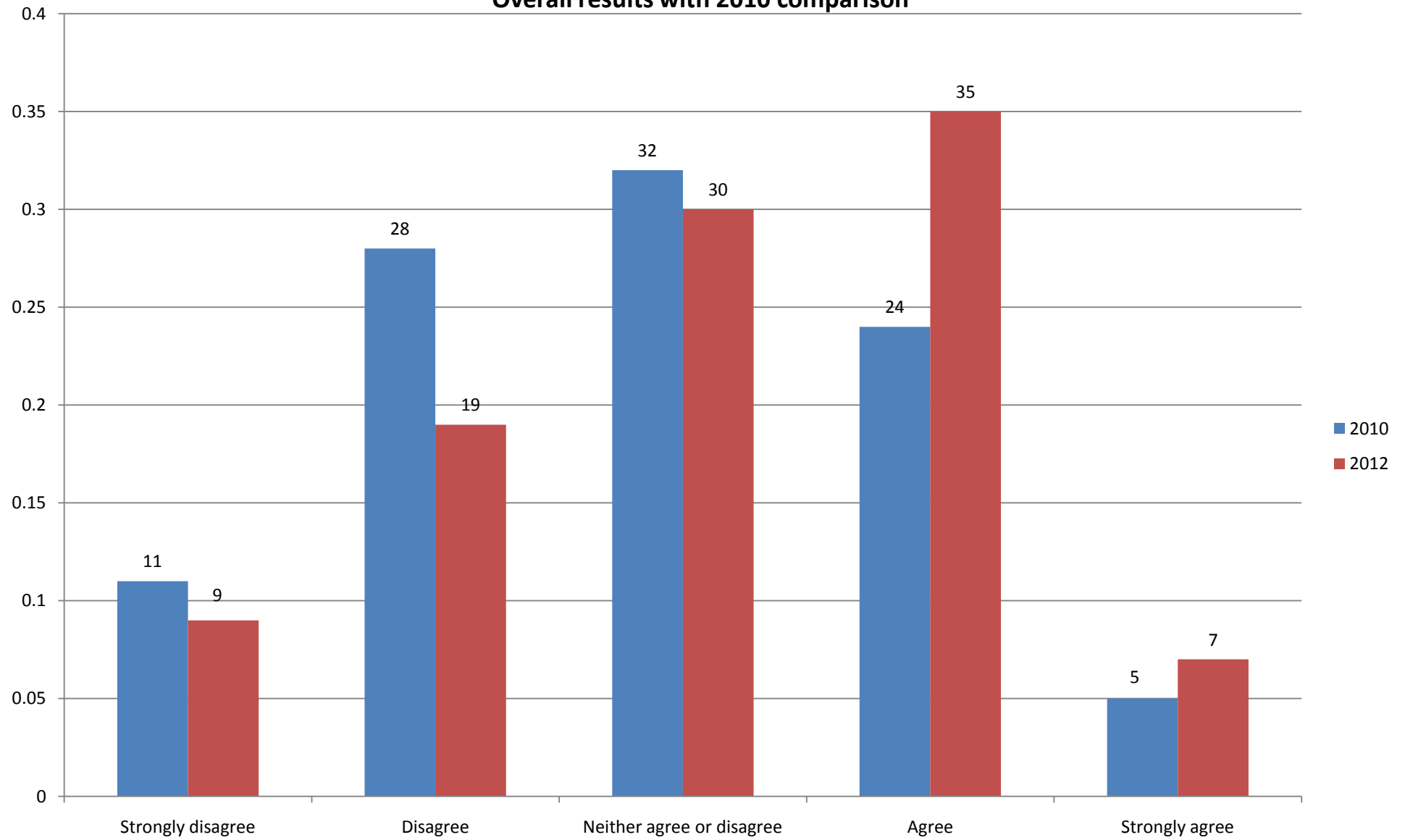
If Board members or others would like to discuss this report ahead of the meeting please contact the author, or Phil Davies, Chief Executive, [phil.davies@derbyhomes.org](mailto:phil.davies@derbyhomes.org) – Phone: 01332 888528

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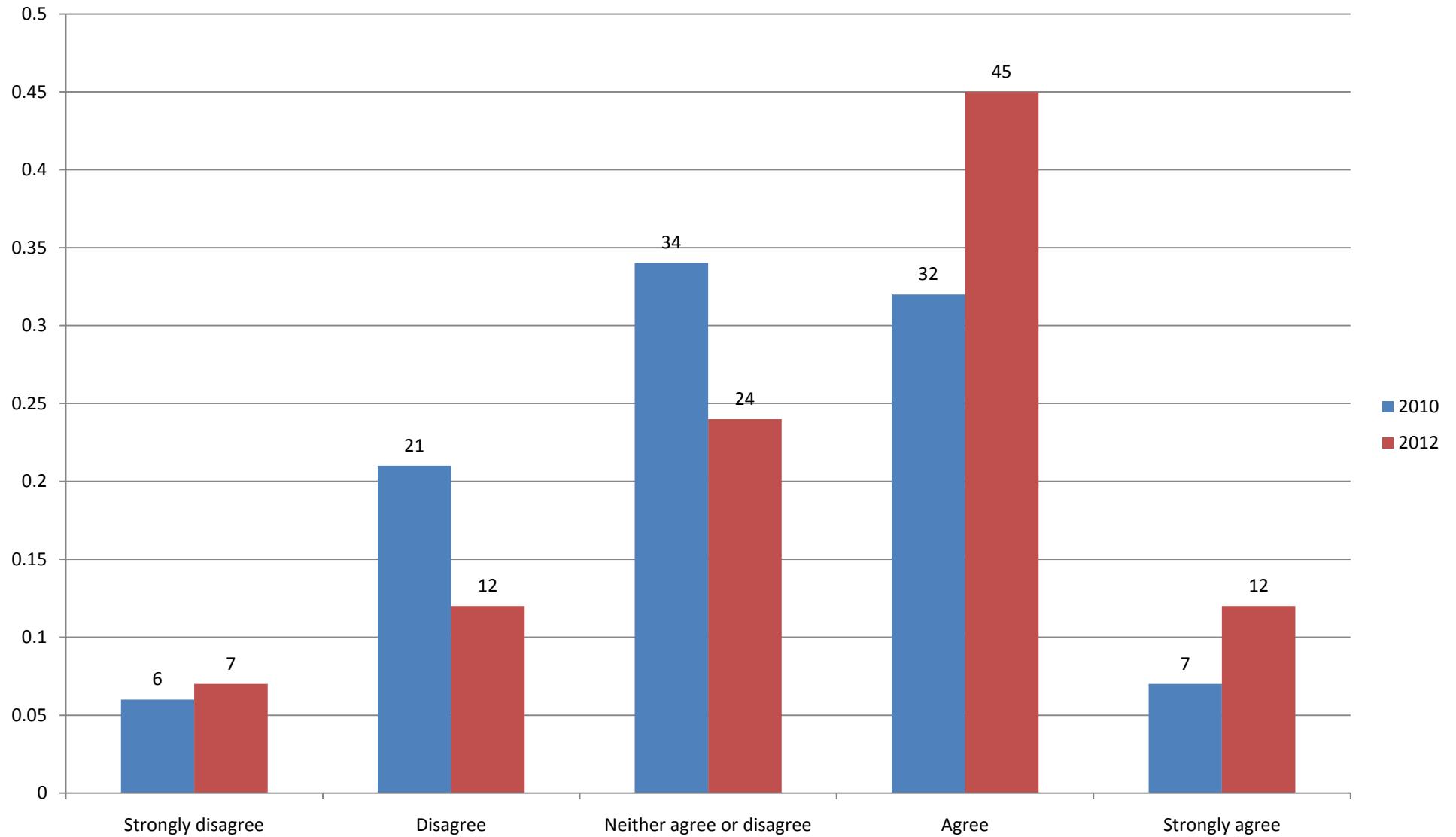
Background Information: None.  
Supporting Information: None.

## Statement 1 - Morale is high where I work

Overall results with 2010 comparison

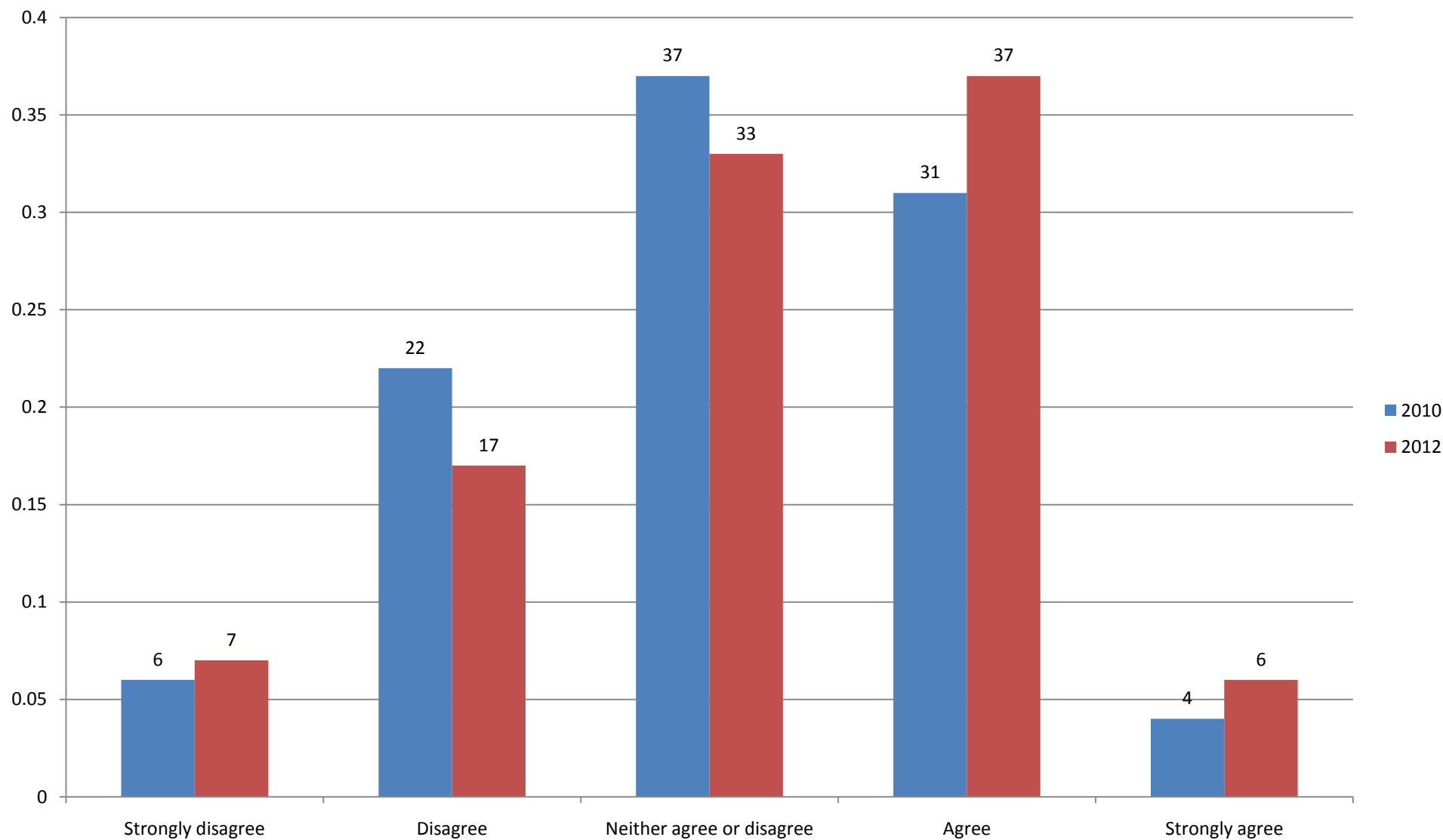


**Statement 2 - I feel valued at work**  
**Overall results with 2010 comparison**



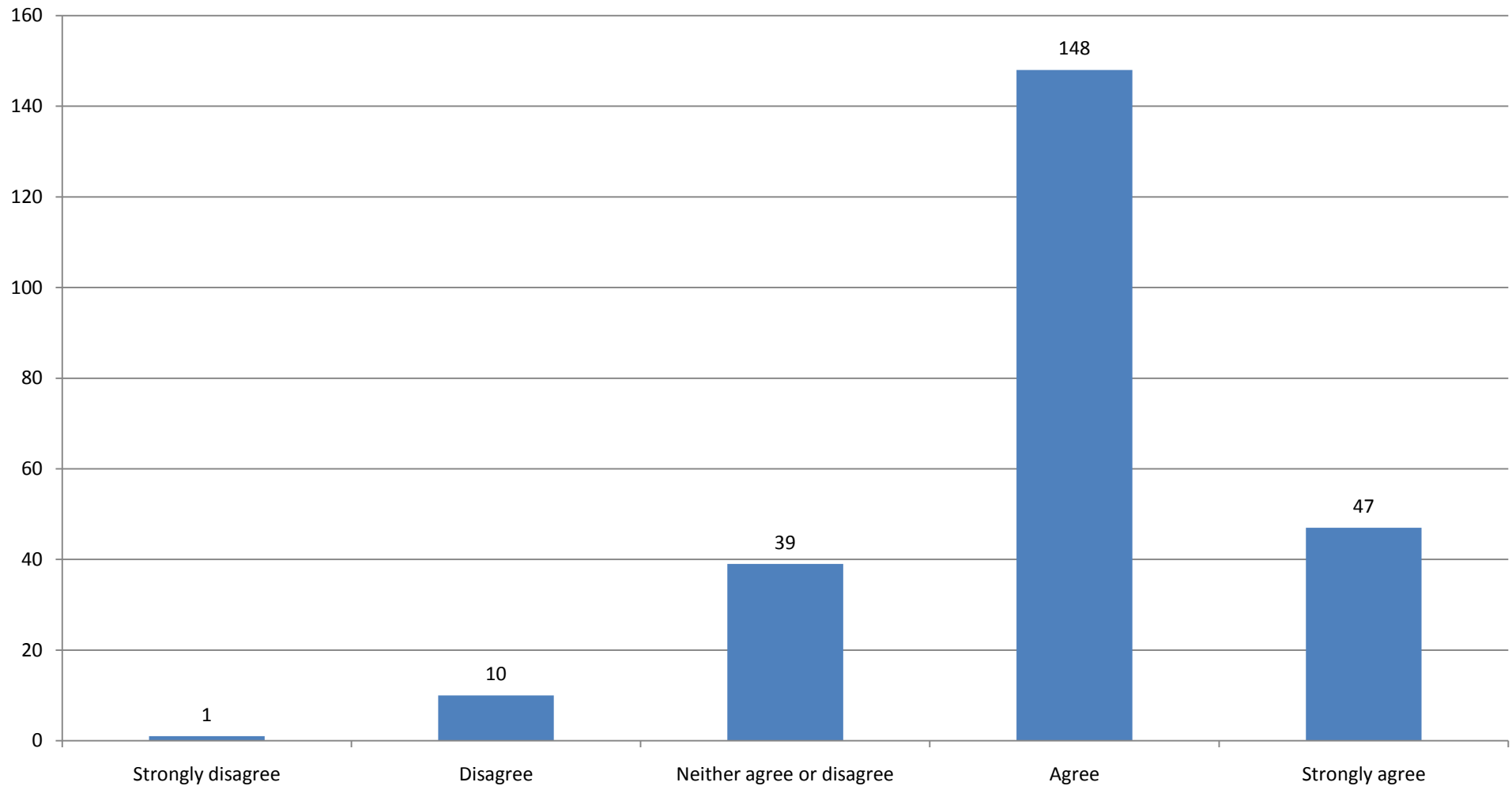
### Statement 3 - Derby Homes has an open and honest culture

Overall results with 2010 comparison



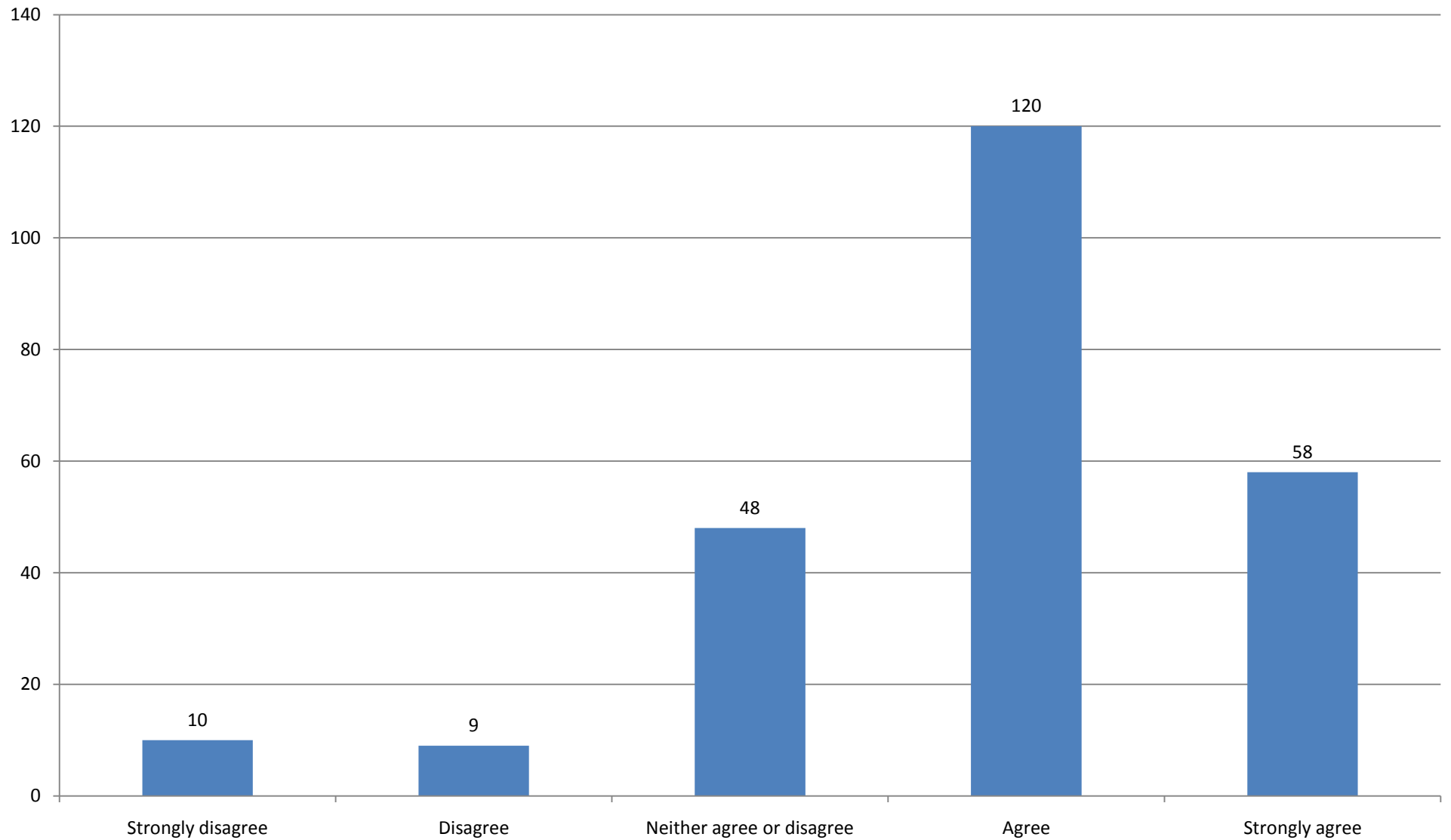
**Statement 4 - Derby Homes mission is to secure the best future for council housing tenants and services in Derby. Do you think we are working towards achieving this?**

**New question 2012 - no comparative data**



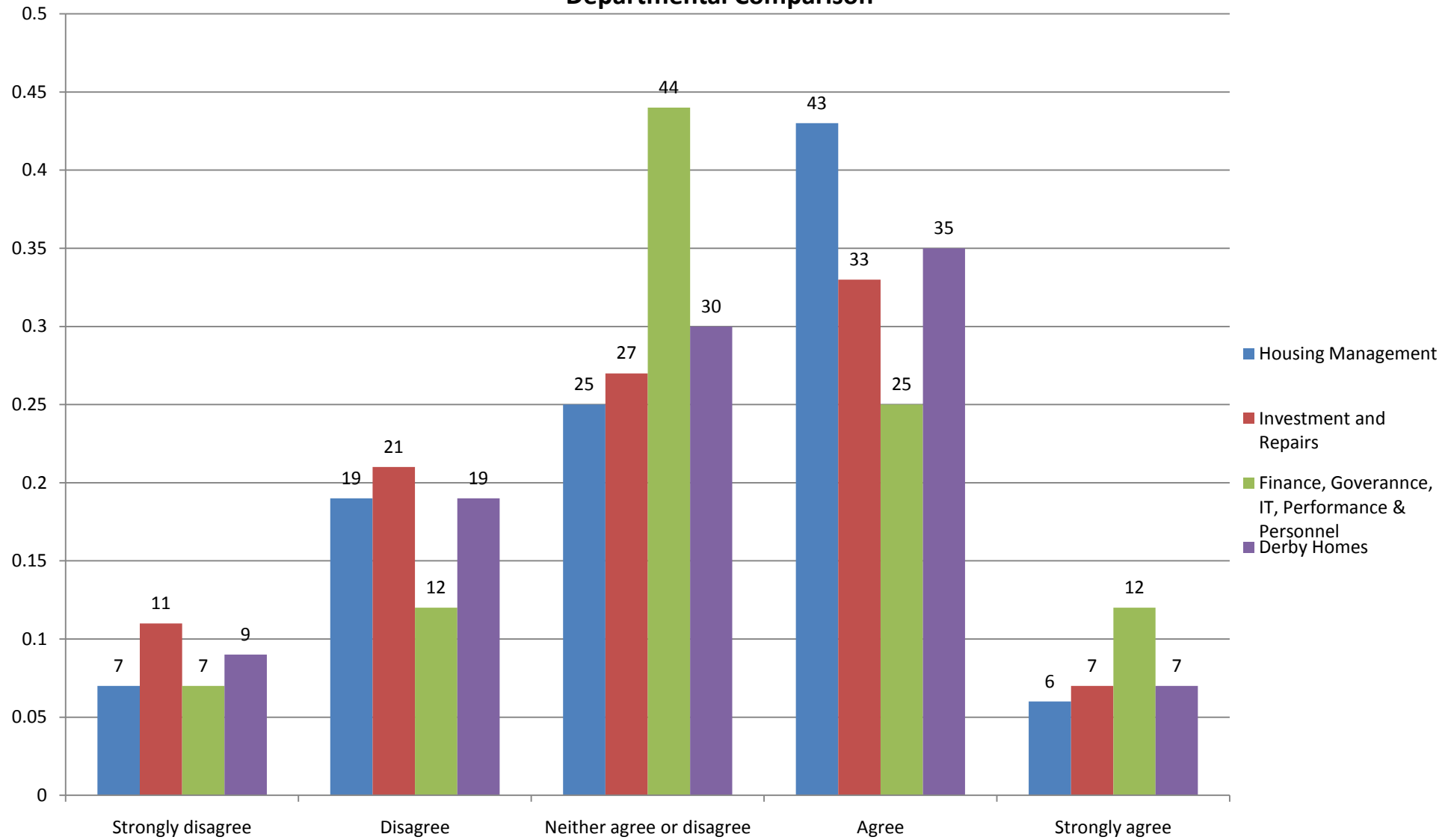
## Statement 5 - I enjoy working for Derby Homes

New question 2012 - no comparative data



## Statement 1 - Morale is high where I work

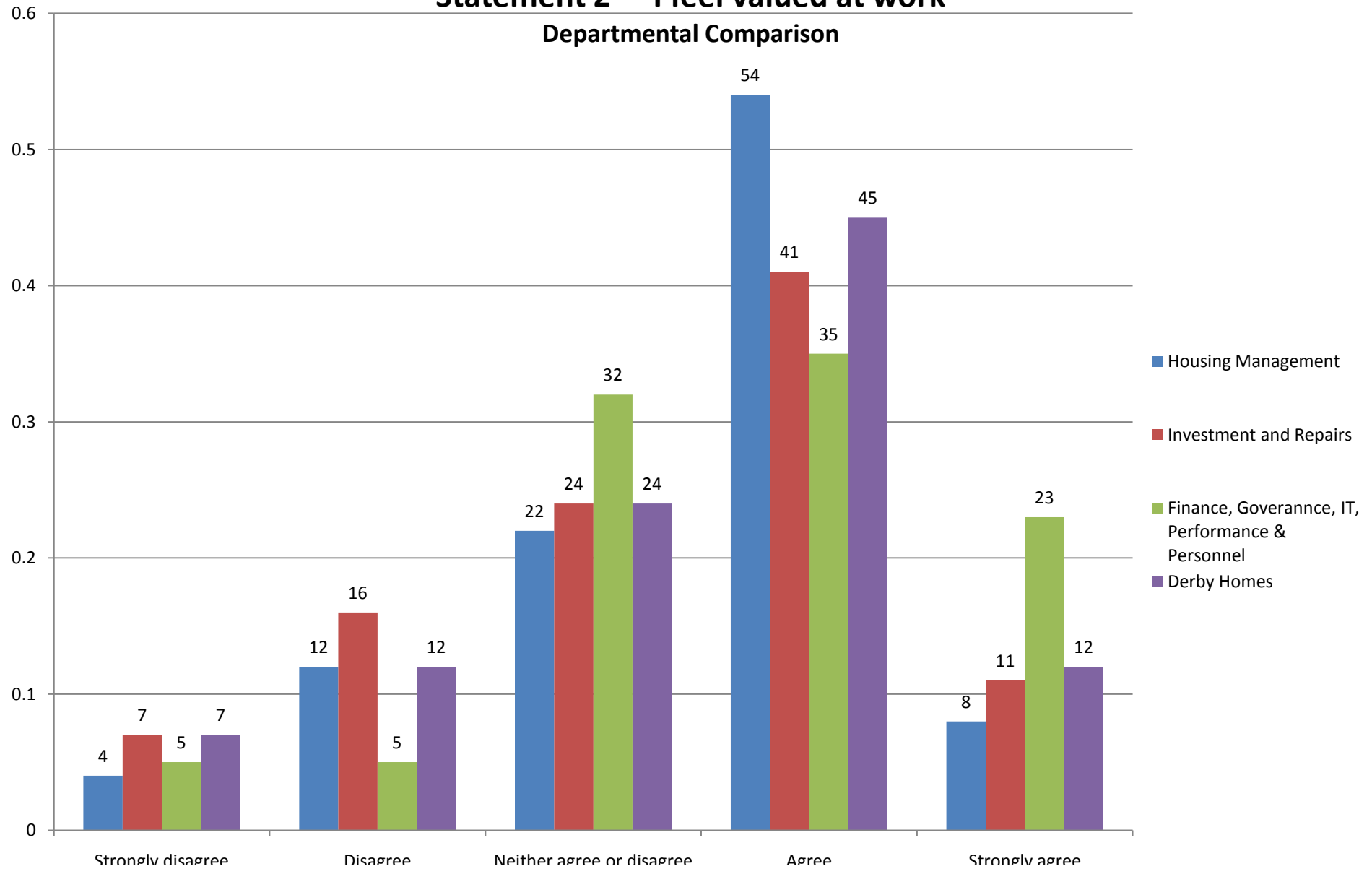
### Departmental Comparison





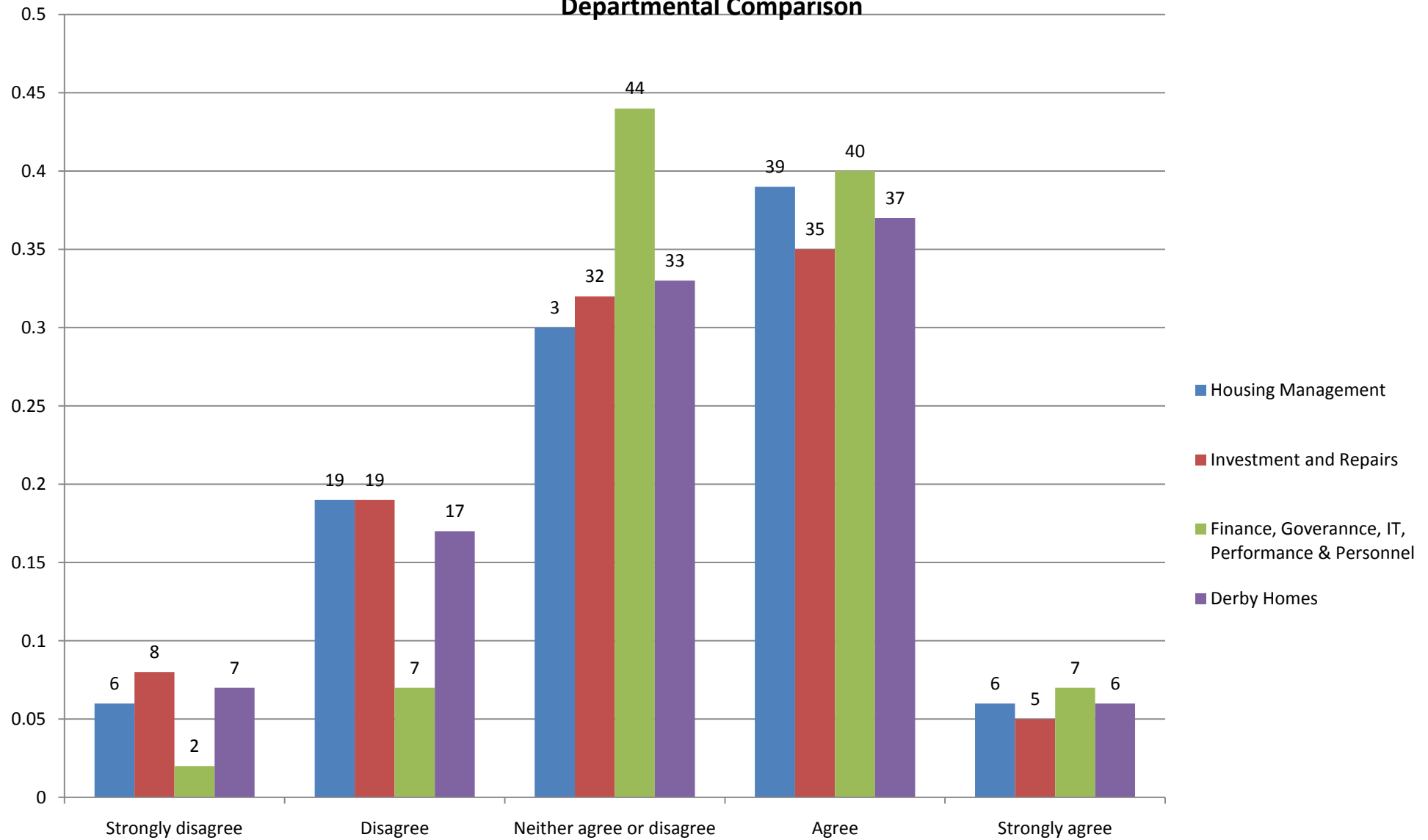
## Statement 2 - I feel valued at work

### Departmental Comparison



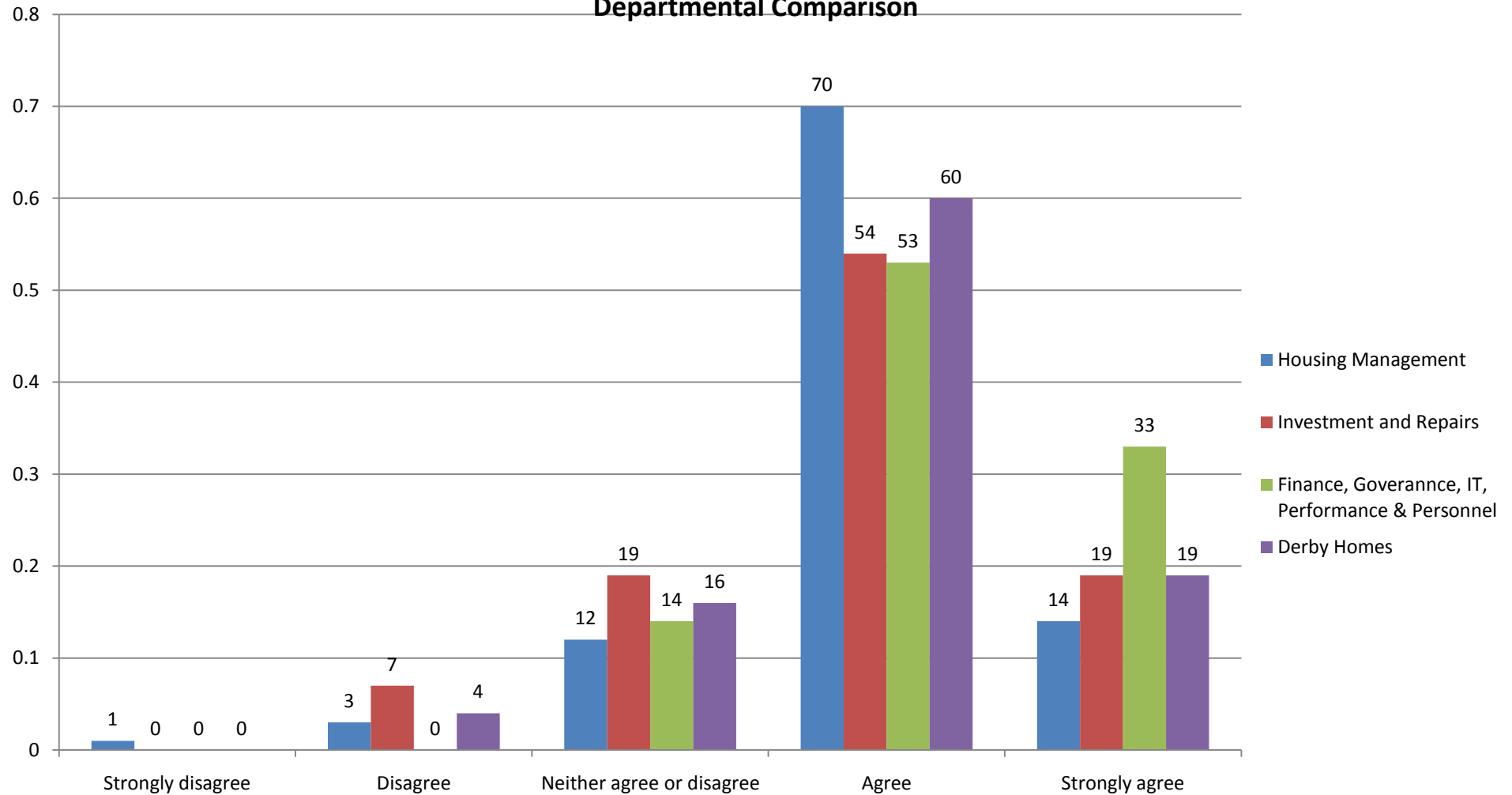
### Statement 3 - Derby Homes has an open and honest culture

#### Departmental Comparison



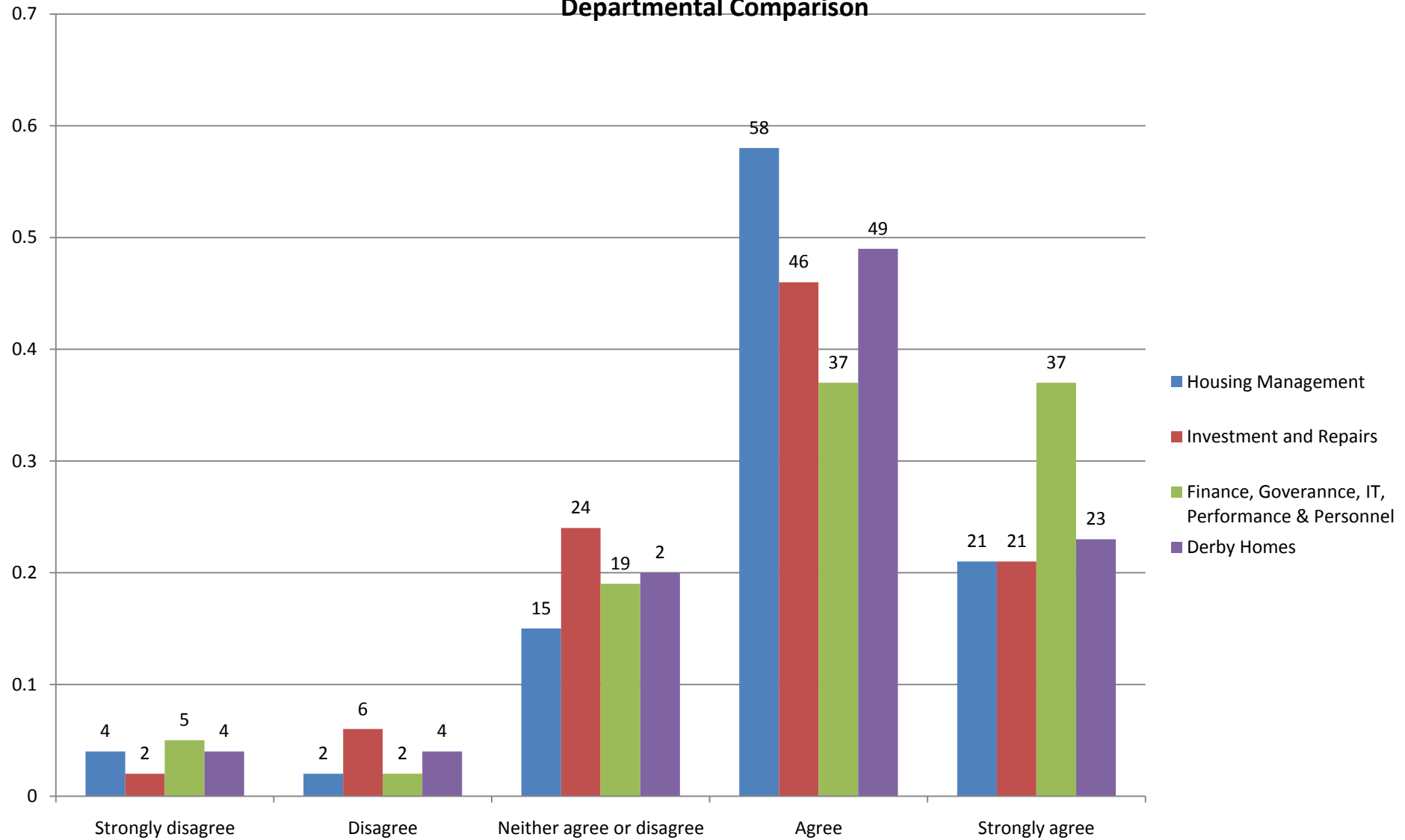
**Statement 4 - Derby Homes mission is to secure the best future for council housing tenants and services in Derby. Do you think we are working towards achieving this?**

**Departmental Comparison**



## Statement 5 - I enjoy working for Derby Homes

### Departmental Comparison



## Comments from all sections of Derby Homes

I feel that my staff have fairly low morale at the moment due to their workload

Moral is high in the team I manage however the operative moral is still quite load

i do enjoy working for derby homes, the environment in which i work in, is a great place to be its like another family and i love it.

Morale is hit & miss, there's always going to be a little uncertainty in the current climate.

I do not enjoy working for Derby Homes anymore, but this is not a reflection on the company. I find myself in a job that I'm not interested in and am just really ready for a change.

I feel Derby Homes are more open and honest with the tenants but not so much with employees.

I have only just started working with Derby Homes - all positive so far

I have put strongly agree to No 3 this is a relative thing. In comparison to the private sector I'm sure we are very open and honest and quite frankly some of the people here don't realise how lucky they are On the morale front, I have been listening to people saying 'morale is low' for 20 years. I think you always get a few people who are unhappy or who are just cynical about everything that happens, but most people are perfectly happy

I feel very unsecure after being redeployed from a job I enjoyed and keep being moved around, I feel the skills I have are not being used in my current job and the hard work I have put in as not been worth while.

Every day is varied, although the problems with the phones and the IT systems make our job harder.

Everyone is in the same boat and we are all suffering due to ever increasing costs - yet we have not had a pay rise for 3yrs. Maybe Derbyhomes should look at a loyalty scheme for those employees who have stayed in position 5/10/15 + years and celebrate staff who have helped Derbyhomes achieve success

I think in times of worry Derby Homes has worked well to make everyone feel safe and done what they can to accomodate individual needs

I work in Neighbourhood Management and really enjoy what I do.

I feel fortunate that I work in an area that has not been affected too much by cutbacks or restructure. I have a supportive manager who makes time to listen and advise in a very positive way and the team I manage are great - helpful, motivated and conscientious.

morale is low in housing offices due to the workload and reduced staff.

I am happy and proud to work for derby homes.

On the whole I am very happy in my work. I think the flexi conditions are fabulous but do feel that home working is not encouraged enough and think that all staff should be given the option to do at least 2 days of home working per week without being made to feel as if they are skiving. Many people are not clear on the mobile policy for when the move to the Council House happens - is it ok to work from a LHO or London Road if it is less travel than the Council House, if not why not?

There are a number of factors which are affecting Morale levels at the moment - Impact on the impending RTB changes & thus the future for Derby Homes - Impact of the move back to the Council House & the effect on Support Service sections (will this mean greater reduction in staff due to shared services with DCC) - Impact of reductions in staff already, meaning the same work load is being managed by less people

I have worked for this organisation for many years and really enjoy my role, it is varied and no two days are ever the same. I feel lucky to work in a great team and have many wonderful colleagues and friends here at Derby Homes.

The only question I have given a negative response to is about having an open and honest culture. Until recently I would have responded positively but I don't agree anymore. I think Derby Homes puts tools in place which give the impression that honesty and feedback from staff is valued by senior management but in practice, when these tools are used, the staff are criticised for having their say. Recently I have learnt that there are consequences to being vocal and I have learnt that if you want to progress in this organisation you have to keep your head down. Saying that, I do still seem to be expressing an opinion using this survey, but contrary to my usual principles of having the courage of my convictions, I will not be putting my name to it.

Ok so I have mainly answered that I neither agree or disagree with the statements. 1. It's a relative question so it's really hard to have any other opinion, we not all under threat of sack/ redundancy/ or "real stress" (i.e like a bomb disposal person would be). I'm much happier here than in a Chinese brick factory but less happy than at an forward moving technology organisation making products from graphene that seem like magic. 2. Yes, by my direct line manager but not generally as people don't see what i do and anyone could fill my shoes with training. 3. It tries to be but communication is never as good as it could be in any organisation (used to work in marketing).Also we unfortunately have some very poor mangers (also some very good ones) 4. Yes I do, but the morality of hand feeding a certain section of society while many others work hard and struggle seems wrong to me. (not saying Derby Homes does that) 5. I don't enjoy it much (dull office wor k, I'd rather be outdoors or doing something forfilling) but I am very grateful for the employment and don't dislike as much as working for my previous employer.

IT issues with academy and the phones make my job more difficult than it should be and spoil morale

I am a strong believer in the statement that Maria made many years ago, "if you're not happy and don't like it here, not willing to work with us, then move on". The moaners of this company and we all know who they are can't actually move on as Nobody Else would employ them, so we are stuck with them..... Derby Homes have always been an excellent employer and been extremely supportive to me. I feel that we are working towards our mission of providing and being the best, but are let down by just a few. I would like to see more targeting of these poor performers, tackling them in a positive way to improve them or move them out. My team are extremely tight as a unit, but we are not at all insular, we have a grasp on what the whole organisation is doing as it makes our job easier to do. I'm not sure that this could be said of all teams. Even some Teams don't communicate well together, let alone them trying to work outside of that team. I've been really shocked by some recent work we've tried to launch, the negative vibes and the fear of losing something, the "this is mine" mentality, I've always done it this way and I'm NOT going to change or let you help me, shocking.. We, I'm talking for the team, because it's something I know they are bought into are always willing to help other teams and departments to assist in their goals, targets and wants. This isn't a suck up..... I just feel really

I enjoy working for Derby Homes and for my team in particular however there are strong inconsistencies when it comes to being open and honest. It has, unfortunately, been seen time and time again that who ever shouts the loudest gets what they want and this is not fair. It also discouraging to staff when we have given the correct information to service users only to then be complained about and our decision over ruled.

Although this is only my 11th day working for Derby Homes, from what I have seen, everyone is working towards the same goal.

I think some of the older building operatives have been having a few issues with new technology especially when it acts up, some of those don't like change either. Looking at the long term future every employee should be really pleased to be working at Derby Homes. Plenty of changes ahead no doubt at London Road, lets hope the staff are given regular updates on all issues. Just very lucky I suppose that I look forward to coming to work everyday and enjoying my job which should change a lot over the next year I expect.

This is my 11th day in Service. I feel I have definitely made the right decision to move to Derby Homes. The staff are great and the training is excellent.

Morale is at an all time low in the LHO where I work - the only positive aspect is the team spirit that exists in our office between colleagues and the fact that thankfully we have an excellent manager. There is simply too much work too do and despite Senior Management saying that they are going to look at our workload nothing has been done - in fact we are still being given new jobs to do. Stress really is an issue at the moment and I know for a fact that a couple of my colleagues are close too or have thought about getting signed of work because of stress - the only thing that prevents people doing this is that we would be letting our colleagues down and the fact that when you return to work you will have even more work to do - it wouldn't get done in your absence. I am aware that this is very negative but please appreciate the fact that I am being honest - I have never know a time when so many people are at their wits end.

item number 3. Sometimes I dont think senior management intentionally hold information back but it can be pecieved that way. i.e. whats happening with london road move, alot of rumours occured, then Maria Murphy sent around an update which was very insightful and I think she has the right idea. so I selected neither agree or disagree. keeping staffed informed is important not only for moral but reduces the number of rumours/back office talking.

The way the supervisors were regraded and only some of the surveyors has raised questions as to what processes were followed.

Flexitime is amazing and does keep everyones morale higher. I don't understand how homeworking is supposed to work? Some managers seem quite happy about it and encourage their team to work from home but it very much depends on your manager.

Housing Officer work load is excessively high. There are 2 Housing Officers in my office who are on the verge of a nervous breakdown, one seriously giving thought to quitting the job. With the disappearance of Housing Assistance we are undertaking there workload. There other changes which have been made, which have significant impact on Housing Officers workload If anybody wants to take this feedback seriously, then I would suggest everytime a change is made an impact assessment is done interms finance, resources, and manpower. Intermis of manpower how nuch extra time is required by the person undertaking the task, and who are responsibility falling on. If you don't undertake then I will know how seriously you take our feedback Team moral is high and we have a good manager that the onlt reason I am still doing this job. Certainly not the salarey.

I enjoy my work and the varied projects that I work on.

i on the whole enjoy my job but tire of endless tasks that are passed our way simply because others cannot be bothered to investigate it. a lot of time is wasted due to this. I feel work is unfairly proportioned and those within the office on higher wages doing less work. I feel if i wasn't organised i would drown some days. I dread coming back after a days annual leave, never mind a week as work is not covered. I do a task to the best of my ability but this can at times take time leaving other work being pushed to the back.
Probably to much happening all at once right now , some of the operatives on the repairs team are finding things difficult at times.
If I tell the truth I wo'nt be able to go for the prize draw,I'll have Personnel on my back.
I enjoy working with our team, but feel as an employee you are not valued, different rules for different team members.
I am very happy to be working for Derby Homes I feel that the company is going through a lot of changes that will benefit both the tenants and the staff in the future, i feel that in a few years time Derby Homes will have an even higher morale, more dedicated and knowledgable employees.... exciting times ahead :-)
I know we all have a moan sometimes about work, but things I hear about how people are treated at work in the private sector, I think we have it very easy.
The staff morale varies greatly around my department. Some employees are opposed to the changes that are taking place and their morale is low whereas others are embracing the change and their morale is high.
I have worked in a number of organisations during my career fo feel I am able to make good comparisons. I think that Derby Homes are a very good employer who constantly review the way that they do things to try and improve conditions for staff and customers alike. I have high standards and I like to work in an organisation that also has high standards and continuously strives to improve.
Morale can vary depending on what Local Housing Office you are at. As I train/hot desk at different Local Offices I get to see this first hand.
We have a great team in the gas team. The operatives are team players and a great bunch of lads. There are one or two who are set in their ways and need a push now and then, but everyone is pleasant to everyone and all get on well. 9 day fortnight - I fail to see how productivity will be the same, due to the last job of the day needing to be within plenty of time for finishing at 5pm, now flexi has gone as some are reluctant to take another job from 4.30 due to not being able to finish for 5pm. Or if on call out, needing to be back at the yard, in plenty of time to pick up stock before 5pm. Toolbox talks - some operatives start at 8 some at 8.15, therefore you are losing 15 minutes before you can start the meeting. This has also caused extra work for the planners. PDAS causes morale to be low at times as the operatives are very frustrated that the equipment is so temperamental. This introduction was poor as SORs where not in place. The guys just wan t to get on with their work but wait around for the job to come down and wondering if the PDA is working or not. Despite open contractor icons on our desktops, no instructions or training has been received on this. We pamper too much to our tenants. We allow gas fires to be isolated at the request of the tenant, attend straight away to gas fires where tenants have refused central heating and return to jobs time and time again where
Bearing in mind that the majority of items in the Resources, Remuneration & Regeneration Committee 26 April 2012 are Confidential leads me to the conclusion that we are not an open & honest culture.
I feel lucky to work for an organisation like Derby Homes. My Manager has been so supportive over the years and I really enjoy working with everyone in the team.
enjoy working for DH



In some areas we are trying to implement too many changes at the same time. The 9 day fortnight and the removal of flexi are causing more problems than improvements for our planners. Time sheets stock sheets out off hours sheets just to mention some of the paperwork operatives are having to complete in a so called paperless environment is denying us of their valuable productive time. PDA's and other IT implementations are just confusing an already overloaded working process for example Keystone, Academy, Maridio, Value works, Open contractor, Nat Fed, Optitime, HM mailing, Data Squirt, Total Mobile, Simple Track. These are just some of the systems we are expected to be able to use. This is on top off the day to day operations and direct contact running of departments.

Morale seems to be low at the moment as since recent changes have been made to the team, there seems to be a lack of effective leadership from someone that fully understands the role and processes we have to go through. Through no fault of the the manager being allocated this team, the team has been put to one side and expected to carry on as per normal. Lack of appreciation and appropriate praise as well as a lack of understanding to the role of team members is an issue. I'm happy at work, but think it could be improved and think members within the team would like to be happier and motivated.

The presure at work is far too high, and more and more work is given to some Housing Officers since the removal of Housing Assistances. We have to monitor the voids from taking the termination to accepting the keys and monitoring the void process, this is not a bad thing as it keeps you aware of your patch, with all other duties that is expected and part of our job from estate inspections to ASB, fencing, boundry issues, fly tipping to trees. Additional requests from enquiry centre to ring tenants regarding visits for inspections/repairs, are not helpful but are to be expected of us. Most staff are feeling the pressure and too worried about booking leave knowing when then return, the work load will be far to high to cope with, causing stress. How long are we extected to carry on like this.

however i do like working at derby homes , but there are issues that does not seem to be addressed, Derby Homes feels very clicky ( if your face fits ) which does no good for morale this has been like this over a number of years which tells me this has not been addressed, me personally, i dont get involved in any of the major works our section or derby homes carries out, it feels like i have been pigeoned holed in doing just my basisc tasks and therefore only told certain bits of information i am not able to use the skills i have learned and in which Derby Homes have supported in me , seem strange that Derby Homes has supported in my academic studies but i am unable to use these skills for the benifit of Derby Homes, senior management do not seem intrested at all about the section or me, just feel very isolated, personnel seem to communicate with you like you are some sort of criminal which is not very nice there seems to be a lack of trust between s taff and senior management hence the culture might portrait a open and honest culture but in reality it is not by far, there is a deep rooted mistrust in how seniro management communicate with its staff, SMT should have intreigty and profesionalism in how they support their staff derby homes should be about retaining and looking after the best staff to move derby homes forward not for the organisation to look after those who's face fits

I think we have a good team with all members working together to provide an excellant service to our tenants. The introduction of the 9 day fortnight has caused a few problems and we are yet to see whether it does actually increase productivity. PDA's that don't work are causing frustration amongst the men and also the increase in the amount of paperwork they have to fill in. The men start work at 8am and if there is no one from IT to resolve issues with the PDA's then they are losing time. On Consol the planner was able to check work flow to see what was blocking information going down to PDA's, is there the same sort of thing available in Open Contractor ? We have had no training on the use of Open Contractor Live which is on our desktop. This is a big issue that needs to be addressed.

I feel some work needs to be done in monitoring subcontractors. This is because they sometimes upset the tenants and seem to take a long time to do some jobs, which may be necessary, but tenants complain about the mess or if they have long breaks.

Morale of team quite high despite pressure of additional work, but across organisation all services stretched, causes delays which impacts all round. This can be often not appreciated as people focus solely on their work area. My immediate management do understand pressures on my team and how they impact upon service delivery Whilst an open and honest culture is encouraged there are still some sections within the organisation that appear to be afraid to making a decision, often meaning no decision being made. Also, with jobs being cut in some Housing Management areas and the Repairs Team being told that everyone in that work area will have job (which for them is good), there is a perceived inequality. Along with this funds are often made available to causes that although worthy many question whether we should be paying for this when finances are tight and cuts made in other areas. Shouldn't we cut our cloth accordingly, concentrate on standard services and reign in some of the fancy initiatives. We are working towards a better service (long term), but with so many changes to staff areas, hierarchy's and ways of working, organisation appears to be in transitional period that needs to bed and have a bit of stability. However, there is still a reluctance in some areas to change methods/systems of working (often IT related) that needs everyone to take on board (If IT works)

Why is the job made constantly harder by inadequate IT, both systems and hardware? IT seems to be the only growth area in the company with ever larger teams supposedly working on issues that don't get resolved. Every day we battle with simple tasks such as giving jobs to operatives let alone giving them additional information. Basic management systems such as Academy fall down at least once a day and if you try to hot desk as the company would like, you have to reconfigure your personal settings every time.

I enjoy working for Derby Homes there are lots of perks such as flexi, options to buy leave, attendance incentive etc... I also really like the team I work within and believe we have good relationships with other teams. Unfortunately I think morale has been a little low in the local housing offices recently. I regularly feel like there is not enough hours in the day to complete all the work I have to do. Also if I have time off the majority of the work does not get touched so I just have a huge backlog, making returning back to work after leave quite stressful.

Internet connection is vital in my role as a support officer can something be done to speed up the installation of broadband to the common room I work from. I.T. do not see it as a priority

We have had to reduce posts whilst at the same time continue to increase our performance - this is not easy and has an effect on morale. We need to take a long hard look at priorities and then stick to them.

There have been severe funding cuts which has affected my particular job since the end of last year and as a result our workload has increased massively as we are still trying to provide the same level of service to our clients with a greatly reduced number of employees. This has proved very stressful and difficult for all members of my team, not just me, and although we are trying to change the way we do things to help us with this it is not showing any good results at present. I don't enjoy my job as much as I did as I simply do not have the time to do so. I feel stressed and exhausted most of the time and although I am doing my best to keep up with everything including recording information I know it will just be a matter of time before I make a mistake. I hope that my management will treat me fairly when this happens as they know the pressure we are under, but I worry that while they are sitting in their office they may not fully understand how we are all feeling and if we raise it with them all they say is that things will get better. They then give us extra work to do when our colleagues are off on holiday or training which although unavoidable is another pressure which doesn't help us at all or make me feel any better about the job.

1. Staff Briefings only deal with one side of the business. Total waste of time and money for operatives. 2. Tool box talks only deal with what management require never seem to solve any of the problems the trade have. 3. Been at London Road for about 7 years never solved the problem of parking in town on emergencies etc. 4. Answer received from management only "window dressing" then forgotten about. 5. No one had any input to parking problem in yard "only see one side".

Morale is low due to our callout system being changed, i and others are due to lose £3,000 - 4,000 from our wages. I don't feel valued at all with my experience and knowledge could be used better, i.e. using me instead of a private firm at night to attend calls. As for open and honest yes we are kept informed very well but you have to question why a private firm is being used when we have our own workforce. As for the best future for services and tenants we are not providing that with agin the use of a private firm that has made some mistakes some which could of been serious. bring the callout system back in house and morale would be lifted.

Enjoy working at Derby Homes, Gas section team working is excellent and is good to be treated as a team member

Q2 by my supervisor yes, by management no

Treat the work men like work men and not school kids

this is the worst DH has ever been.

Seems that DH want more and more from the workers for less reward. Work used to be enjoyable.

Greatful of the chance to join the DH team.

I feel as though un-necesary pressure is placed upon staff to meet targets which other department wouldn't and couldn't be able to meet.

Derby Homes have divided the work force with the current policy they have introduced. 1. Office staff, full worklife balance and flexi. 2. R&M, Public Buildings, Kitchens, 9 day fortnight. 3. Voids (me) nothign making it, us and them. Don't think its fair for us to have to use annual leave for emergencies and other employees don't.

Derby Homes now has a 3 tier system when it comes to its employees and systems it employs. 1. Office nased employees full worklife balance and flexi in operation. 2. R&M, Kitchens, Public buildings, 9 day fortnight. 3. Voids nothing, apply for 9 day fortnight. When they took on repairs Team, no us and them. Now definitely us! and we are them!

i would have hoped that a move fro mderby City Council to Derby Homes would have meant an improvement in the middle management as it is clear they have no idea. Would have signed below but fear reprisals from vindictive supervisors.