

**NOTTINGHAM CITY HOMES
EMPLOYEE ENGAGEMENT SURVEY 2008
ACTION PLAN**

WORKING CONDITIONS

YOU SAID	CURRENT INITIATIVES	FUTURE IMPROVEMENTS	RESP	TIMESCALE	COMMENTS
To have clear/consistent policies	Policies currently being written, reviewed and undergoing Equality Impact Assessments include: Recruitment and Selection (R & S) Grievance Disciplinary Dress Code Capability Absence Management Development of Employee Development Handbook	Quality assurance of new appraisal scheme Consideration of uniforms for front-line staff H&S policy statement required about supply and use of protective equipment. Inconsistent approach.	LD EMEC	Ongoing	
To be offered more help/support	One to One's	L&D Officers to provide dedicated support to each Division including coaching support for managers. Coaching & support needs cascading down	LD	Ongoing	
Improved pay and benefits package	'Works Perks' - due to legal and tax complications Nottingham City Council have just informed us we are unable to piggy back on their scheme.	Implement Single Status - the harmonisation of pay and conditions Undertake option appraisal on 'Employee Benefits' package	HR HR	End March 2010 End March 2009	

Holiday arrangements/working hours need reviewing to ensure customer satisfaction		Review Bonus Schemes for Craft Workers Currently looking at BH/holiday and opening hours arrangements	HR/AD	End March 2009	
Increase staff numbers (up to acceptable levels)	Massive recruitment exercise currently being undertaken	New R&S policy will help speed up recruitment process. Need to stagger the process starting with senior posts & working down the structure	HR	Ongoing	
Improve level of morale Actually morale in the company is better than people think. Many people believe that other areas have poor morale but theirs is good.	Employee Care Working Group (ECWG) facilitated by OD – attended by EMT champion Working with various Heads to improve e.g. communication, L&D, performance... Flexible working	Feedback required perhaps in Team Brief Provide employees with shadowing opps across the organisation. See more of the senior managers on site and attending forums e.g. ECWG and EME Managers tell the truth even if the news is bad. Live the values.	ECWG LD Mgrs Mgrs	Mid Oct tbc Immediate Immediate	Employee Care group (ECWG) to facilitate solutions and present recommendations to EMT
More knowledge about what happens in other departments	Back to the floor initiative. 2 cycles have been delivered.	Needs to be focused ie helping out on Weeks of Action or Estate Inspections	ECWG	October	ECWG to facilitate solutions and present

		Create single contact point in each office whereby officers from other areas can obtain accurate information	Mgrs		recommendations to EMT
Reduce workload	EMT and Service Heads to review own responsibilities and highlight to relevant Director if deadlines unachievable	When deciding deadlines risk assess probability of achieving. Need to acknowledge what 'falls off the table' & to have realistic deadlines	All	Ongoing	
Staff to accept responsibility/be more accountable	Employee Appraisals	Improve performance management	Mgrs	Ongoing	
The company to be honest in dealings/to keep their word		Live the 'values' and challenge poor behaviour. Formal steer required on major changes to spend If we can't afford to do something let tenants know.	All ECWG	Ongoing Mid Oct	ECWG to gain more understanding of issues and present recommendations to EMT
More up-to-date equipment/better resources made available	Review by section additional resources/equipment needed.	Assess needs and build into 2008/09 budget IT Strategy including internet access Mobile phones being sorted with cameras New vans New equipment for caretakers SX3 is not fit for purpose	ADs HoS	End Sept	

		Install touch screens in offices where tenants can obtain information.	MTKG		
Not enough effective working with other sectors – Need to work more as ‘One Team’	Employee Care group EMT ‘Back to Floor’ initiative More teams moving into Hounds Gate	Job Swap initiative	ECWG		ECWG to facilitate solutions and present recommendations to EMT

LEARNING AND DEVELOPMENT

YOU SAID	CURRENT INITIATIVES	FUTURE IMPROVEMENTS	RESP	TIMESCALE	COMMENTS
Better access to training	Revised appraisal scheme On line training calendar Employee Development Handbook Improved Induction Mandatory training requirements Training plans in Housing ISO training	Career opportunity discussions over lunch More refreshing training courses being developed Development of training matrix More clarity on access to Professional Qualifications Training for staff interested in a sideways move (inc partners) linked to Job Swap	All LD LD LD	Ongoing Ongoing End Sept	
Better career development opportunities Opportunities are not available in order to help	Restructure resulted in internal promotions Active learning for residents Apprenticeship and Traineeship Schemes	Non construction Apprenticeships Develop budding	LD LD	End Oct	Pass on any further ideas to LD, or ask your line manager for a chat

you improve your skills to do a better job	Supporting Further Education Secondment Opportunities	scheme			about your future career
You do not think that learning and development is taken seriously Better process to support people who transfer into new posts	Employee Development Handbook Centralised monitoring of development meetings between manager and employees. Re-introduction of pre and post training discussion form.	On the job induction programmes for each job family being produced	LD	End Oct	Pass on any further ideas to LD, or ask your line manager for a chat about your future career

COMMUNICATION/ONE TEAM

YOU SAID	CURRENT INITIATIVES	FUTURE IMPROVEMENTS	RESP	TIMESCALE	COMMENTS
Little opportunity to comment on changes that affect you		More staff involvement More involvement through EWG	All	Ongoing	
Improved communication generally	Regular Team Briefs One-to-Ones Monthly Management meetings Regular Team meetings EPASs	More use of Team Briefs by each section. Internal Communications framework to be produced to include: <ul style="list-style-type: none"> • Signposting • Operative Team Brief to be sent to their home address • Face to face communication 	All S&P S&P	Ongoing End Oct	ECWG to facilitate solutions and present recommendations to EMT
		Increase engagement	EWV	Mid Oct	

		opportunities – competitions Reinstate quality assurance focus groups on Weds mornings. Do away with team brief being read out at briefings. Employees and mgrs should use the time instead to receive training and to discuss service improvements.	G EMT		
More information about how the company is performing	Some Performance up dates at service Team Briefings	Performance information to be included in Team Briefs Separate Performance Newsletter – needs to be user-friendly	S&P	Ongoing	Poster now up showing key performance outcomes
You do not think that we listen and implement what tenants and leaseholders want enough	Look at the Team Brief for 3 rd September 2008, there you will find lots of examples of NCH listening.	We're not very good at promoting what we do well and shouting about the compliments we get, this will change so lets hear about the great things you are doing.	All	Ongoing	

LEADERSHIP/MANAGEMENT

YOU SAID	CURRENT INITIATIVES	FUTURE IMPROVEMENTS	RESP	TIMESCALE	COMMENTS
Improve the standard of management/leadership/or	New EMT recruited New managers appointed	In-house Management Development	LD	End March	

ganisation	Coaching for effective management One to One's undertaken Skills Audit undertaken EPASs Team building events	Programme Dedicated L&D Officer support for each Division and their managers. In-house mentoring No method for staff to report staff being under-supported/poor leadership	LD	2009 Ongoing	
Tackle poor performance	Review Capability Policy EDPRs One-to-Ones	Implement Capability Procedure Provide Management training.	All HR/LD	End September Ongoing	
Tackle absenteeism issue	Continue 3 rd party pilot Management Training Undertaken <ul style="list-style-type: none"> • Back to Work Interviews • Trigger Interviews 	Provide regular management information Line managers to be held accountable Look at incentives for good attendance Look at identifying & quantifying absence in terms of type colds & flu, stress-related etc	HR All ADs SMT HR	Ongoing Ongoing End March 2009	Steadily reducing should hit target of 12 days by end of year
Departments/staff to be treated equally fairly	Working with managers to ensure policies and procedures are applied consistently		ECWG	End March	ECWG to facilitate solutions and present recommendations to EMT
Chief Executive and Senior Management Team not	EMT meeting now alternates between Harvey Road and Hounds	All senior managers should make an effort to	EMT	End October	ECWG to facilitate

visible	Gate More use of Harvey for adhoc management meetings Dir. Of Housing 1 – 1.5 days per week with teams	attend one EME forum once a year Ensure back to the floor initiative is consistently applied by senior managers.	Businee ss Improv ement Team		solutions and present recommendatio ns to EMT
We are not seen to keep 'Our Promise'			ECWG	End October	ECWG to facilitate solutions and present recommendatio ns to EMT
Targets and deadlines to be more realistic		Targets are realistic, need to work smarter when fully staffed			

EQUALITY AND DIVERSITY

YOU SAID	CURRENT INITIATIVES	FUTURE IMPROVEMENTS	RESP	TIMESCALE	Comments
Practice the Equality and Diversity Policy			ECWG	End October	ECWG to facilitate solutions and present recommendatio ns to EMT

MISCELLANEOUS

YOU SAID	CURRENT INITIATIVES	FUTURE IMPROVEMENTS	RESP	TIMESCALE	COMMENTS
Information available on who is responsible for what		Internal Who's Who guide	S&P S&P	End Dec End March	

		Develop intranet			
Improve working environment (inc. air conditioning)	Fans provided		ECWG	End March	ECWG to facilitate solutions and present recommendations to EMT

SPECIFIC THINGS YOU HAVE ASKED US TO DO

YOU SAID	RESPONSE	RESP	TIMESCALE
More internal training	The company is committed to deliver more internal training, recent courses have included: <ul style="list-style-type: none"> • Dealing with sickness absence • Handling Investigations • Dealing with Grievance/Disciplinary • Team Building • Value for Money • Finance 	LD/HR	Ongoing
Management to be more honest and let you know what is going on	More information will be put into team briefs and Employee conferences will be further developed to give relevant information.	S&P	Ongoing
As a trade operative we often go unseen when being rewarded for good work	Actually you get paid for doing good work! Team Brief carries residents compliments on a monthly basis.		
Deal with poor performers Stronger line with poor performing staff Managers do not manage poor performers effectively Less tolerance on poor performers Be firmer with those not committed to NCH	A lot of management training has been undertaken over the last few months. Managers are becoming more confident about their roles and responsibilities and are managing staff more effectively. Capability procedure now being used more widely to support individuals. We accept that there is a way to go but with more training and support for managers we are confident that these issues will be tackled. Many of you have reported an improvement in dealing with such issues.	Managers	Ongoing

Harder hitting action for those that don't perform			
Stop treating us like children, we do not sweets/cakes to encourage us to do our best at all times	The company looks to use a variety of methods to thanks its staff for their continued support and help – so lets have your suggestions. The Employee Care Group reported that staff general do value treats.	ECWG	
Where teams under perform stop transferring their responsibilities to other teams, combat the poor performers	As already mentioned the company is growing in confidence and will be making all employees accountable for their responsibilities. Change takes time and with our inspection only weeks away we sometimes have to make strategic decisions in order to facilitate a successful outcome.		
Repairs are not effective, orders are raised and work is not carried out Takes too long Not completed fast enough Closer analysis of repairs section	A review into failures will be conducted. The repairs section is scrutinised more than any other through a variety of KPIs vision management and the performance management of the new contract. The service is demonstrably improving but we still have some way to go.	Harvey Road	End September
More networking between sections	Great idea, lets start seeing something happening	ALL	Ongoing
End the Tuesday shutdowns following Bank Holidays	We agree and that is why we will now be looking at how we can make these changes. We will also look at extending/changes our opening hours.	HR/Unions Relevant section	End December
Make quicker decisions	This is something which we can certainly tighten up on. Sometimes decisions are delayed for a number of legitimate reasons, we need to get better at telling you what they are though.	Managers	Ongoing
More senior management team unity A closer knit management structure EMT to lead by example at all times EMT to be more hands on	EMT is a relatively new team and to help build on its current strengths they will undergo a team building exercise. George Pashley has recently been recruited to the position of Director of Organisational Development which now means there is a full compliment of EMT.	EMT	Ongoing
Ensure One to One's happen	This is a management responsibility and one which will be monitored more closely by Company Managers. If you feel you are not getting enough	Managers	Ongoing

	support from your line manager you inform the next manager in line.		
HPMS need more clout and to be taken more seriously by other departments	We can understand the frustration but each employee needs to respect each other and the role they play within the company. We all need to live the values.	All	Ongoing
I would firmly target employees who blatantly take up to six months off sick, to the detriment of those staff who have had little or no sick leave	The company has very generous policies, including the Sick Absence scheme. The company is undertaking more Back to Work Interviews and Trigger interviews and more management information will be provided, including looking at patterns of sickness. Sickness is showing a positive trend downwards. We will be going out to tender our Occupational Health providers which will help support the company's' commitment to reducing sickness absence further.	Managers HR	Ongoing
Not being asked for SOR codes we don't know.	You haven't		
Taking photos before the mobile caretakers will remove graffiti or shift anything, not cooperative or helpful as all working towards same goal.	The company is soon to purchase mobile phones with cameras	HoS	Ongoing
Make the jump from Public Sector, mind set	The company has made major investments in changing the culture of the company and already we have seen significant changes. On going improvements will be seen through the performance management framework	All Managers	Ongoing
Build constructive relationship with media	Make more use of local newspapers ie Clifton News. Also use of local radio can make a more positive impression	MTKG	
Demonstrate management listen to employees	Hopefully by tackle a lot of the issues you have raised in the Employee Survey you will see that the management team are listening and wherever possible looking to make positive improvements. A new improved suggestion scheme is being developed with will help support this.	Managers	Ongoing
Hounds Gate tog get a room where employees can have their lunch	As you know we are currently improving the Hounds Gate offices and if possible we will provide employees with a room so that they can have their lunch.	NB	End November
Front line housing office staff need to be based in a call centre	ACE strategy. The company is currently developing a new consolidated call centre, covering a range of housing functions.	AD	

Lack of investment in IT More up to date computer systems Faster computers	It has been recognised that there has been an under investment in IT over a number of years. Efficiencies identified from with the NCH budget will be reinvested into IT upgrades. Individual Executive Directors will be responsible for prioritisation within their own Directorates	IT	Ongoing subject to available resources within each financial year.
Regular failure of managers to respond to emails	It is all managers to respond to any communication method effectively. A new email protocol will be sent out soon which will be monitored by managers	All IT	Ongoing End Sept
Eradicate bullying Address bullying at the highest level	We agree. Please raise any issues with your line manager, HR or as a last result use the Whistle blowing Policy.	All	Ongoing
HR should be involved in staff training	They are involved in staff training.	HR	Ongoing
Go back to working with Nottingham City Council	Individuals always can. The ALMO was set up to deliver the Decent Homes programme. We work very closely with the City and they are very supportive of the company and our quest to gain two stars.		
We concentrate for now on what needs to be done for the inspection	The company is currently working to a 'just do it' strategy which the City Council have also committed to support us with.		Mid Nov
Embed Value for Money – stop wasting tenants money	We have a VFM strategy which will help us to embed VFM. If you can see where we are wasting money let your manager or a member of the Employee Group Know.	All	Ongoing
Be fairer towards BME employees, too many are suspended compared with white employees	The company is very positive about dealing with any equality issues. We have undertaken Equality Impact Assessments and have put in place positive action plans where necessary. We are now very proportionate in everything we do.	All	Ongoing
Practice the Equality and Diversity Policy	Everyone needs reminding of their roles and responsibilities and the company will ensure that all new employees are trained and all other staff receive annual refresher training.	All	Ongoing
Be much more assertive with Trade Unions	The company has a positive working relationship with trade unions and work within a Framework Agreement. To recognise that not everyone is in the union the company has set up the Employee Care Group which you	All	Ongoing

	can feed into.		
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WHAT YOU VALUE WORKING FOR NOTTINGHAM CITY HOMES

- Job satisfaction – interesting – rewarding – helping tenants – opportunity to make a difference – excitement of things getting better – pride in my job – variety of work – the challenge – recognition of good work – being happy and enjoying the job – good morale within team – it's rewarding – belief in the service we provide – recognition for a job well done – challenges ahead – impact on the community
- Job security – good pension scheme – career opportunities – the pay – working conditions - holidays
- Team Working – colleagues - being valued – friendly and caring workplace – other workers – strong leadership – respect – the Chief Executive – diversity
- Work life balance – flexibility – supportive atmosphere – great hours – central location – tell the truth
- Good training an development – given responsibility – strong sense of belonging – value opportunities

TOP THREE THINGS WE WILL COMMIT TO CHANGING

- Performance Management – dealing with all issues that effective performance, including sick absence, capability, grievance/disciplinary, accountability/responsibility
- More recognition – Praise – celebration of successes – focus more on the positive
- Better communication – by management, within teams and inter-departmental – listen to staff – understanding each others roles

GENERAL COMMENTS

- I am optimistic for the future of the company
- Members of staff who under perform should be addressed immediately
- Benefits package would be good
- Still need to change the culture and attitudes

Key

EMT	Executive Management Team
ADs	Assistant Directors
HoS	Heads of Service
HR	Human Resources
LD	Learning and Development
ALL	All those with line management responsibilities
S&P	Service and Performance
IT	Information Technology – Rob Allen
NB	Neil Barks
EMEC	Ethnic Minority Employee Committee
ECWG	Employee Care Working Group
MTKG	Marketing Communications