

Title: HROD Update	Meeting: Board	
Report authorised by: Les Warren, Director of Finance	Date of the meeting: 11 December 2014	Item No. 9
Report author: Chris Smith, Head of Resources	Classification: Open – published	Report type: Information
Business Objectives Building One Great Organisation - Improved Performance Management - A Workforce that Better Reflects the Community		
Impact for Customer Improving the performance of staff improves the quality of the service we provide to residents. Industry research also tells us that staff satisfaction is closely correlated with customer satisfaction and productivity. Ensuring we manage our staff effectively and make use of insight from staff about working at Tower Hamlets Homes will help us make this a better place to work and in turn improve services for residents.		
Diversity Impact Monitoring the diversity characteristics of staff ensures we understand how well the organisation reflects the community, and that management processes are fair and equitable. The staff survey also allows us to analyse staff satisfaction by a range of diversity strands, thereby helping shape our staff interventions to ensure we remain a fair employer.		
Cost and Income Implications None – the survey was produced in-house, so the only cost was staff time, these contrasts with the cost of an external survey.		
Risk Management 5.0: Organisational coherence		
Summary This report updates the Board on the results of the 2014 staff survey. This year’s staff survey shows that staff morale at THH is high, despite the uncertain political and external climate of the past 12 months. The results of the survey inform our ongoing work to improve performance management and deliver a workforce that better reflects the community we serve – both Business Plan priorities for this year against which some positive progress can already be seen.		

The Staff Forum and the Building One Great Organisation Delivery Group will continue learning from these results, and introduce additional interventions to improve the morale of the organisation still further.

Recommendations

That the Board note the report.

1 Introduction

- 1.1 The resident experience is dependent upon staff behaviours, which are influenced by how well our cultural aspirations are fulfilled. A workforce that lives our values, takes ownership and responsibility, and actively makes a positive difference for residents needs to be developed and managed. This report presents the results of the 2014 Staff Survey, which provides insight to the progress made towards our desired culture and helps direct future management interventions to ensure the robust application of people and performance management processes.
- 1.2 The THH workforce comprises 476 staff and the annual rate of voluntary turnover of 5.4%, which is below the national average. As such the challenge that THH faces is to develop staff and the organisational culture to become a great employer where existing staff want to progress and potential applicants want to work. A strong and positive organisational culture is fundamental to fulfilling our mission – we are here to help.
- 1.3 A key approach to developing the internal culture is having a strong Staff Forum to challenge cultural norms and support change. Established in 2009 the Staff Forum is a group of mainly front line staff who meet on a monthly basis with the Chief Executive to discuss staff issues within the organisation. There are 12 members of staff on the forum and they reflect the areas of the business, at an approximate ratio of 1 Forum member to 50 staff.
- 1.4 The Forum leads on the planning and delivery of the annual Staff Survey and organise our annual staff conference and have done for the last four years. They have a particular interest in outliers in the Staff Survey results, and have supported the organisational response to dealing with bullying and harassment. They also previously presented to the Board on Reward and Recognition. The Forum is chaired by one of the members, currently Rumi Manik who works as a Performance Officer in Neighbourhoods, and, interestingly has always had a female chair.

2. Staff Survey 2014

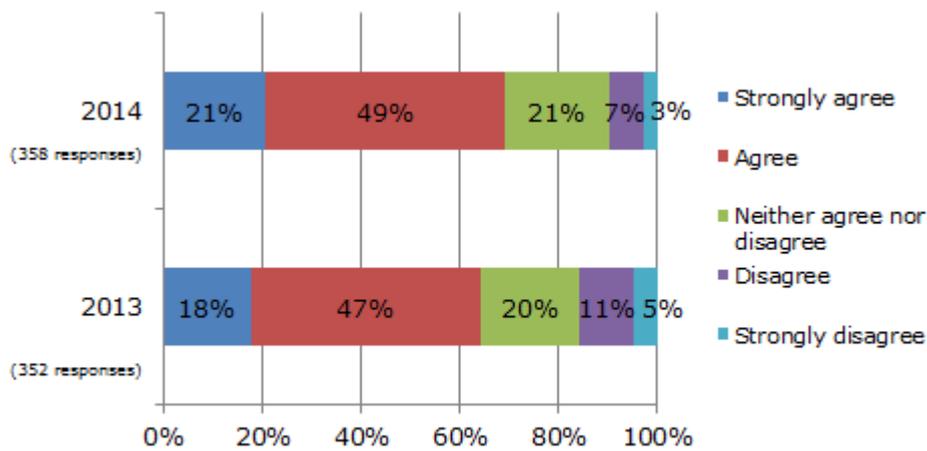
- 2.1 This year's survey was held in late July; in the past the survey happened in the autumn which limited the amount of analysis and intervention that could be done on the results, and made it difficult to feed into the business planning cycle – this paper gives Board a brief overview of the initial results.

Staff Forum follow up the survey with a number of feedback lunches with staff, which this year will be targeted around areas of concern and progress of action plans to address these.

3. Preliminary findings and analysis

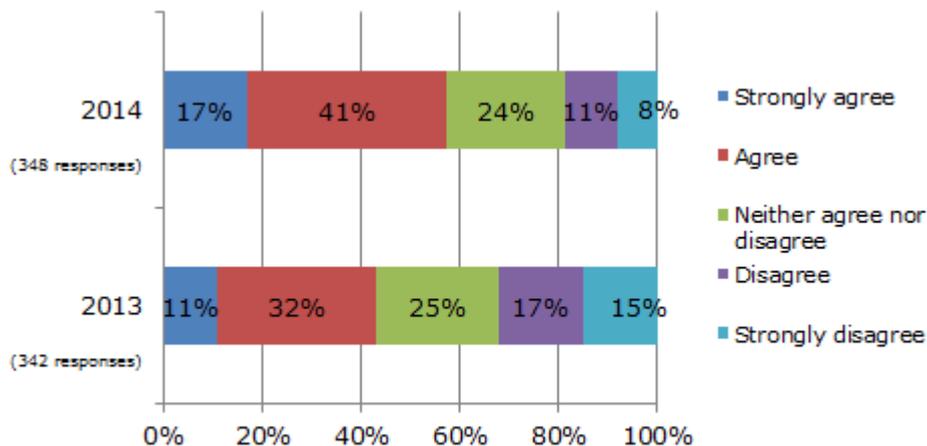
- 3.1 The survey was completed online and in paper based surveys, the latter being especially popular with caretaking staff.
- 3.2 A total of 360 staff completed the survey – a turnout of 78%. This is a highly representative sample and compares well with the highest performing organisations in the sector, as well as being a slight increase on last year. It is also higher than the 51% of LBTH staff who completed their last staff survey.

3.3 QUESTION: I am happy to work at Tower Hamlets Homes

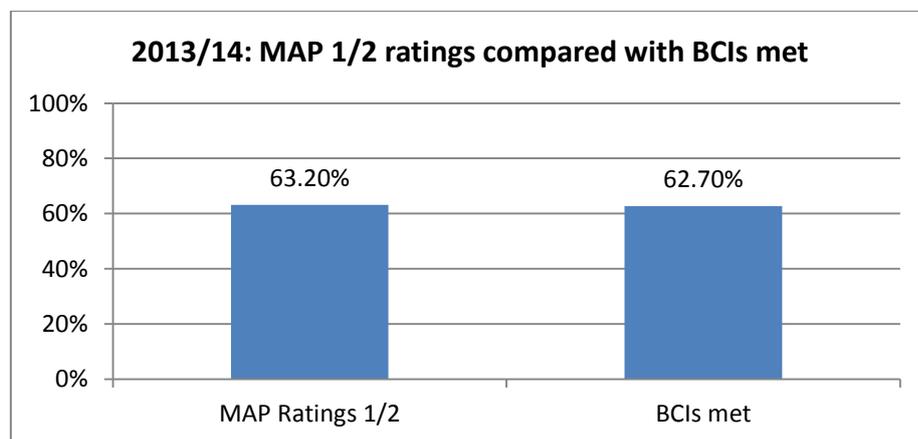


- 3.4 70% of staff strongly agree or agree that they are happy to work for THH. This is a 6 percentage point increase from the 2013 score of 64%. There has also been a narrowing of staff that disagree and strongly disagree, indicating an overall shift in culture as opposed to a polarisation of opinion.

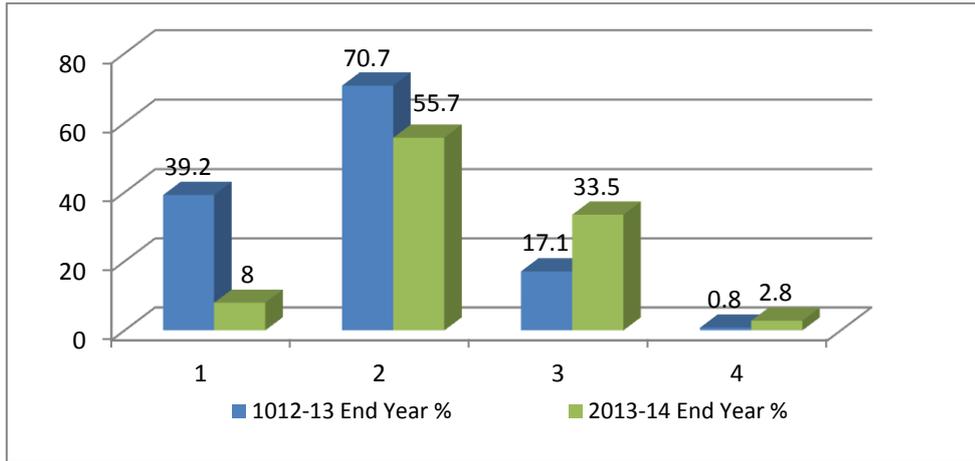
3.5 QUESTION: Poor performance is dealt with effectively in my team



- 3.6 58% strongly agree or agree that poor performance is effectively dealt with, which is a 15 percentage point increase on 2013. There has also been a corresponding significant decrease in the proportion of staff disagreeing and strongly disagreeing.
- 3.7 This result is also good when compared to other housing providers. When compared to other similar housing organisations we are in the top quartile, which ranges from 56% to 72%.
- 3.8 Given that improving performance management has been a priority for the last 18 months and is a key Business Plan priority for this year, these results are encouraging, and suggest that the Performance Management training and greater focus on appraisals and objective-setting that we have introduced are starting to have an impact. 97% of managers have attended performance management workshops this year, with an additional course scheduled for early 2015 to achieve 100% compliance.
- 3.9 The 2013/14 end of year appraisals saw a record 93% of MAPs (My Appraisal and Plan) completed by 31st May, with the remaining MAPs completed by July. From the 422 completed MAPs a 10% sample was selected at random from all tiers of the organisation and analysed by HROD. The completeness and quality of the MAP paperwork was checked and follow-up interviews held with managers and staff.
- 3.10 MAPs are scored from 1 to 4 for both performance and demonstration of the THH values, where 1 is high. The distribution of scores in the 2013/14 end of year appraisals was reflective of business performance using BCI performance as a proxy comparator.



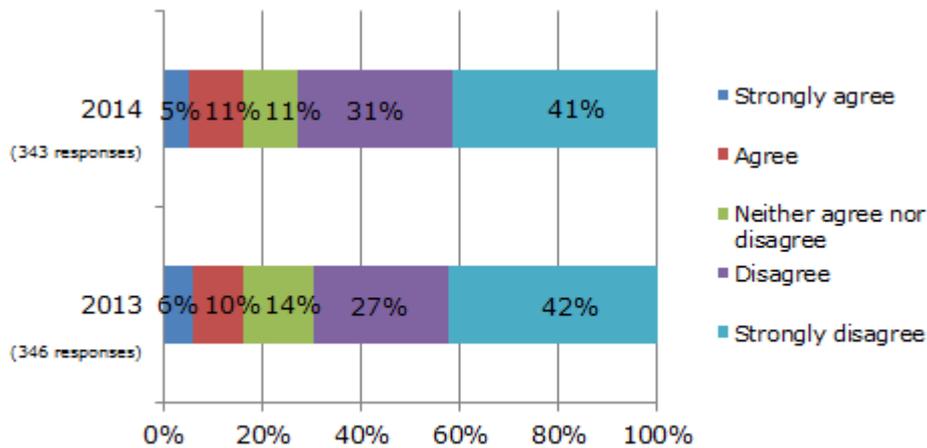
- 3.11 In addition the overall distribution of scores showed a better spread of ratings, which reflects the improved approach to performance management amongst managers and team leaders following the performance workshops.



3.12 Whilst the overall trend was positive there remains room for improvement; 38 of the 42 end of year reviews had SMART objectives set, although only seven of the reviews recorded the result. However, in the objective setting for the year ahead 37 MAPs aligned individual objectives with strategic objectives and 40 MAPs had SMART targets set.

3.13 We have initiated six formal capability processes this year, double the number of cases in 2013/14.

3.14 QUESTION: I have been personally bullied or harassed in the last 12 months by a staff member



3.15 There has been no significant change in the proportion of staff who feels they have been bullied or harassed in the last 12 months. 17% of staff either strongly agree or agree that they have been bullied or harassed. Almost three quarters of staff (73%) feel they have not been bullied or harassed.

3.16 This result contrasts with the number of formal bullying and harassment cases dealt with by HR in the last 24 months which was zero.

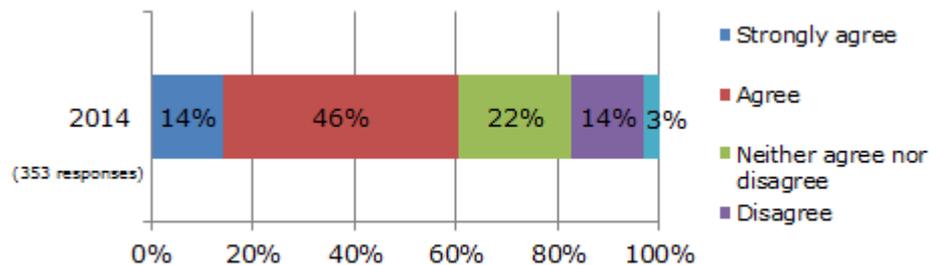
3.17 THH takes bullying and harassment seriously, and so this result was a concern last year and continues to be so now. Since last year's survey, we have:

- held staff feedback lunches facilitated by the Staff Forum to better understand the issues surrounding bullying and harassment
- developed and launched a new bullying and harassment procedure and policy
- piloted fairness and respect workshops for staff and line managers

3.18 The new Bullying & Harassment Policy and Procedure has been developed using feedback from the staff feedback lunches mentioned above with additional input from members of the Staff Forum, Diversity Working Group, LGBT Network, Leadership Forum members and the Trade Unions.

3.19 The policy and procedure outlines our zero tolerance approach to bullying and harassment, along with a range of ways to report bullying and harassment, including HR, an anonymous reporting line, line managers, the Staff Forum and Trade Unions.

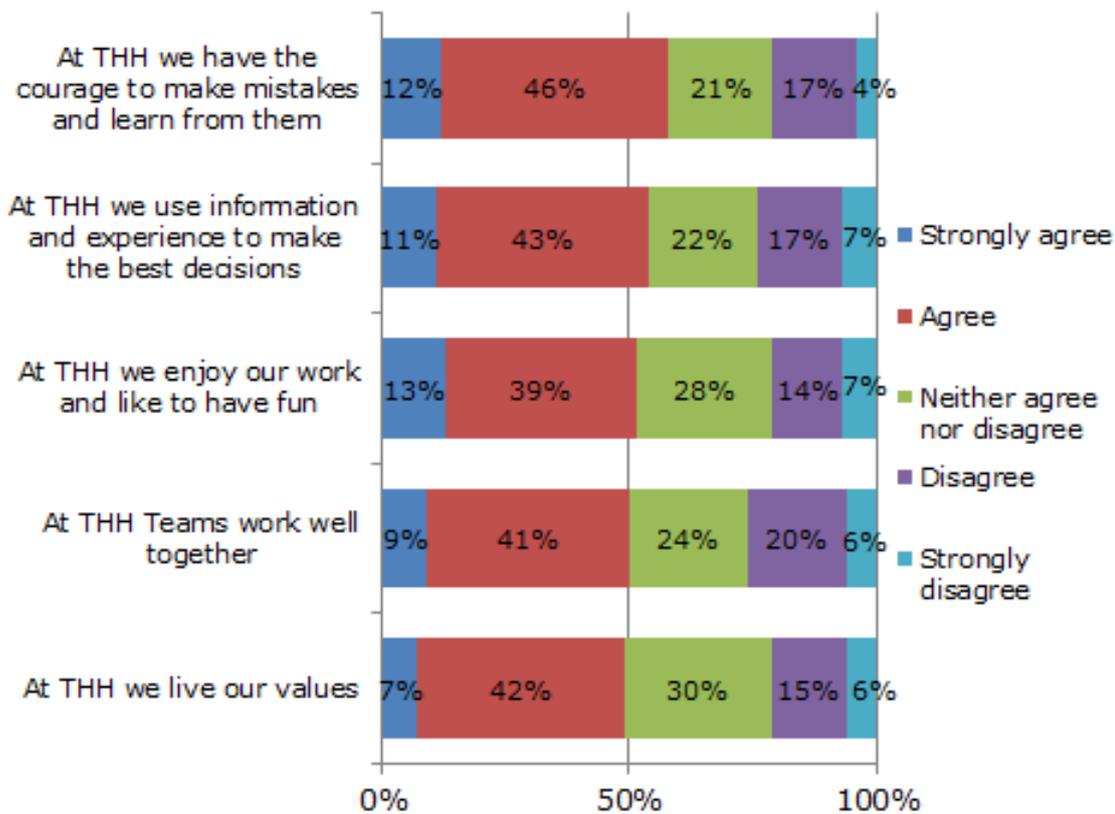
3.20 QUESTION: THH provides an inclusive and positive work environment



3.21 This is a new question for 2014, which will help us monitor our interventions around promoting our aspirations for the organisational culture and having a workforce that better reflects the community.

3.22 Overall 60% of staff strongly agree or agree that THH provides a positive work environment. Approximately one in six (17%) of staff disagree or strongly disagree that THH provides a positive work environment.

3.23 As the Board will be aware, in our Business Plan 2014-17 we articulated our aspirations for the organisational culture we wish to develop at THH. The Staff Survey asked staff a further series of questions about their experiences of working at THH now to establish a baseline for future interventions to better align the business to our aspirations.



3.24 The top two statements are “At THH we have the courage to make mistakes and learn from them” (58% strongly agree and agree) and “At THH we use information and experience to make better decisions” (55% strongly agree and agree). And the bottom two statements are “At THH we live our values” (49% strongly agree and agree) and “At THH teams work well together” (51% strongly agree and agree)

3.25 Overall, there is few staff that strongly agrees or strongly disagrees with these statements. This suggests that whilst staffs are broadly sympathetic to the culture we articulate, there is still much more work needed to make it a reality.

4. Equalities and Diversity Implications

4.1 The results of this survey will help to guide decision making and interventions to:

- ensure THH is a fair and inclusive workplace
- continue to build a workforce that better reflects the community

4.2 To support our commitment to build a workforce that better reflects the community a Workforce Diversity Project was initiated in quarter 2 to deliver a range of interventions aimed at encouraging recruitment applications from women, BME and disabled candidates. This project is looking at removing

systemic and cultural barriers for both hiring managers and potential applicants.

4.3 In the first few months the project has commenced a review of the recruitment framework and pro-active promotion of vacancies to under-represented groups. As a result of these actions we have already seen increases in applications from the three under-represented groups compared to the first part of the financial year. For 22 positions that were advertised in September and October:

- Applications from women up 31.7%
- Applications from BME applicants up 40.6%
- Applications from BME women up 35.3%
- Applications from disabled applicants up 6.7%

4.4 This improvement in applications from under-represented groups has translated into increases in the appointment of candidates from all three groups of 15.9% for women, 15.9% for BME and 4.5% for disabled candidates.