

## NOTTINGHAM CITY HOMES

### REPORT OF THE CHIEF EXECUTIVE

THE BOARD  
15 NOVEMBER 2007

#### UPDATE REPORT

#### 1 SUMMARY

- 1.1 This report provides a brief update on some of the key issues currently on going in the organisation. This includes information on restructuring, the issues following the Mock Inspection, and

#### 2 RECOMMENDATIONS

- 2.1 It is recommended that the Board note the content of this report.

#### 3 INSPECTION PREPARATION

- 3.1 The results of our mock inspection have now been communicated widely, including presentations to Company managers, the Tenant and Leaseholders Congress, our staff and to Nottingham City Council. An Analysis of the critical issues from the mock inspection has been undertaken and the key priorities and actions have been identified for our Delivery Plan. We are now revising our service improvement plans in detail to set out how we will deliver the actions and incorporate response from the Status survey results and Housemark benchmarking report. We aim to have detailed SMART by the end of November.

- 3.2 Preparation for inspection is subject to a separate report.

#### 4 RESTRUCTURING

- 4.1 At the last Board meeting I informed you that we would be finalising the proposal for the whole company structure following the mock inspection in order that we could take proper account of the recommendations and issues that emerged from it.

- 4.2 I took a proposal for the "whole company" structure to HR Committee, Monday 29 October. This structure builds on our Foundation Plan structure and takes account, not only of the mock inspection feedback but of the Status (KWest) survey, the Housemark Benchmarking report and the preparations needed for the Repairs tender. Overall, the proposed structure must be fit for purposed for achieving 2 stars in 2008.

- 4.3 The 'whole company' proposed structure was issued to senior managers on 1<sup>st</sup> November and we will have received their feedback at the end of 9<sup>th</sup> November. We expect to commence consultation with the trade unions and staff on 12<sup>th</sup> November with a closing date for consultation on 11<sup>th</sup> December.

In order to maintain momentum, however, we propose to advertise the

most senior posts as soon as possible with the aims of having made all appointments by end of January 2008.

- 4.4 We have now appointed Julie Crook as our new Director of Finance, ICT and Governance. It is anticipated she will be able to take up her appointment by the end of January.

## **5 DIVERSITY**

- 5.1 Following the mock inspection feedback, I now want to strengthen our response to Equality and Diversity in NCH. Specifically in our new structure I am proposing a new third tier post, a head of Equality and Diversity. This post will be advertised by the end of November. It is also proposed to expand the Equality and Diversity team and this is now part of the consultation exercise being currently undertaken.

- 5.2 We have also taken a number of other immediate actions on diversity and these include:

- Two Board members and 3 senior managers are booked to attend the HQN “Three Stars for Diversity” seminar
- A diversity profiling plan is being implemented to improve data collection
- BME forum support

## **6 NOTTINGHAM CITY HOMES CUSTOMER CARE CULTURE CHANGE PROGRAMME**

“Let’s Make The Difference” is the Nottingham City Homes Customer Care and Culture Change Programme to be rolled out throughout Nottingham City Homes commencing in December with all Managers and Team Leaders. Subsequently, early in 2008, every member of staff will attend 2 separate half day training sessions. The aim is to complete the programme before May 2008.

The focus of the planned programme is customer care, but the impact will be much greater – it will embed a new NCH culture. Needless to say, this will also include an emphasis on equality and diversity, because central to all great customer care are employees who know our customers, understanding them and treat them as they want to be treated, not how we might want to be treated.

### **Outcomes**

At the end of the workshop attendees will be able:

- To create a vision of first class customer service so all colleagues speak to customers in a new tone of voice.
- To communicate a “one company – one vision” message so that all participants feel they are working towards the same goal.
- To address the silo mentality and blame culture and improve collaborative working across departments.

- To win the enthusiastic commitment of all staff to deliver a first class customer service and challenge their perception of the customer to eradicate stereotyping.
- To dispel the misconceptions of barriers to making the difference. For example, “first class customer care is too expensive” when in actual fact it does not cost anything to change our mindsets and behaviours.
- To raise awareness that customer service is not one division, department or section– it is an attitude.
- To raise awareness of personal responsibility and respect (internal and external customer service).
- To develop understanding throughout the organisation of customer needs, particularly in terms of vulnerable and minority groups.

### **CragRats – The Facilitators**

As National Training Award Winners, CragRats have worked successfully within both the Housing and construction sectors and having undertaken the NCH research and initial training needs analysis we are confident that we can work in partnership with them to deliver a programme that will have the desired powerful impact and make a strong positive difference to the company culture in terms of both internal and external customer care.

### **Board Involvement**

- Board Members have been involved in the tender exercise and training needs analysis so far. CragRats have offered to run a half day morning session for all Board Members on either 17th January, 22nd or 29th February (date to be confirmed).
- Board Members and Tenant Inspectors/Representatives are welcome to sit in on any of the sessions as “observers” but are respectfully asked to attend on an individual basis and feedback to the trainers separately.

## **7 TPAS ‘Tenant of the Year’ Award – Midlands Region**

I am delighted to inform the Board that NCH tenant, Doreen Gretton, Chairperson of Nobel Road Tenant and Resident Association was awarded the TPAS Tenant of the Year Award – Midlands Region as part of TPAS’ “Connecting People Awards 2007/08. Doreen has shown enormous commitment to her local community and we are very pleased to see her rewarded in this way.

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