

Organisational Development Directorate (DRAFT)

Three year Business Strategy – 2010 to 2013

1. Executive Summary

- 1.1 This document sets out the strategy and key priorities for the Organisational Development Directorate for the three year period commencing 1st April 2010. Its aim is to provide the company with clear direction on people management and development during the period and put measures in place to enhance the health, safety and welfare of both residents and employees.
- 1.2 The Directorate comprises 4 teams
- EMT Secretariat and Facilities
 - Health and Safety
 - Human Resources
 - Learning and Development
- 1.3 The strategy document has been developed in recognition of the Company Three Year Business Plan and other key documents such as the 10 year strategy and the Aiming for Excellence Toolkit. It should be read in conjunction with these documents.

2. Introduction

- 2.1 This plan outlines how the Organisational Development Department will support front line services in providing a first class service to tenants and leaseholders. It is also designed to focus on the development of employees and address equalities issues across NCH. The main priority of the Department will always be to focus on areas essential to the survival and development of the company as determined by Board and EMT.
- 2.2 Each Team within the Department has a role to play in fulfilling the overall strategy. These roles can be summarised as follows
- *The HR Team* will provide effective recruitment and selection solutions and training to managers so that they are equipped to attract and appoint the best people into the company. The Team will also promote excellent employee relations by developing close working relationship with employees, managers and unions and advancing equality of opportunity in the workplace.
 - *Our Health and Safety Team* will, where at all possible, ensure the health, safety and welfare of all of our customers, contractors and members of the public. The Team will also promote health, safety and welfare of all employees across Nottingham City Homes.
 - *The Learning and Development Team* will support company business by ensuring people are fully trained and developed to carry out their full range of

duties. The Team will also extend development opportunities in pursuit of a more diverse workforce at all levels of the organisation. This will include providing support to organisational change programmes.

- *EMT Secretariat* will support senior management in running the business while providing a full facilities and reception service to Hounds Gate users.

3. The vision

3.1 Our vision is to provide a customer focused service that empowers people to maximise their potential. We will promote equality of opportunity while supporting people to deliver the very best services in a healthy and positive working environment free from harassment.

4. Aims and Objectives

4.1 The key strategic aims of the company are set out below

- To deliver excellent customer focused services;
- To engage customers in influencing the shape and quality of housing services that we provide;
- To be a key partner in the delivery of safe and sustainable neighbourhoods;
- To be a key partner in the transformation of Nottingham's neighbourhoods;
- To be an excellent organisation.

4.2 The Organisational Development Department has set out the following key objective in support of these

- Put equality of opportunity at the heart of everything we do;
- Support organisational change to improve front line service delivery;
- Promote safe and healthy living for employees and residents; and
- Develop our people.

4.3 We will look to undertake the following activity in support of these objectives

4.3.1 *Put equality of opportunity at the heart of everything we do*

- work with the NCH's employee forums to identify and address inequality in employment and development;
- review key employee relations policies and procedures to ensure they impact and are applied equally;

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- review recruitment processes so that people are employed only on the basis of ability;
- Put measures in place to ensure that promotion and development opportunities are open equally to all employees;
- Continually review the impact of employment, development and health and safety services on all stakeholders;
- Carry out single status and equal pay audits and reviews.

4.3.2 *Support organisational change to improve front line service delivery*

- provide professional HR support and direction for all organisational change, including Property Services Best Practice, Tenancy and Estate Management and Supported Housing reviews;
- provide training on handheld and other new equipment being introduced to support service improvement;
- introduce a robust system of sickness absence management;
- provide excellent secretarial and administrative support to EMT;
- introduce an effective system of performance management;
- introduce initiatives aimed at developing the culture of the company to enable it to become an Employer of Choice and live the values of Investors in People.

4.3.3 *Maintain a safe working and living environment for employees and residents*

- evaluate the extent of fire safety risk across the city and develop effective ways of managing it;
- work with trades unions to develop and promote Health and Safety activity in the workplace;
- ensure proper reporting and follow up processes are in place for accidents and assaults;
- develop our relationship with residents;
- provide a working environment where people can thrive;
- develop an effective business continuity plan;
- Monitor contract workers to ensure compliance with health and safety standards;

4.3.4 *Develop our people.*

- introduce management and employee competencies specific to NCH;
- introduce employee and management development programmes;
- tackle worklessness across the City and develop traineeships across the organisation;
- work with Corporate Governance to develop the effectiveness of the Board;
- provide opportunities and training solutions that enable individual and collective development.

5. Customer and Stakeholder Involvement

- 5.1 Our stakeholders range from employees to Board members to residents. We advise Board and EMT on their health and safety responsibilities and on their duty as an employer. We also have a duty of care to our employees, to ensure they have a safe and enjoyable environment to work in and to provide them with every opportunity to develop and maximise their potential.
- 5.2 We work closely with our residents to ensure their safety at home and to provide employment opportunities for them where at all possible. We will also look to build partnerships with local organisation in pursuit of our overall business objectives.

6. Risk

- 6.1 The Department will regularly review and update its risk register. The Director of Organisational Development will be responsible for deciding which risks are included on the register and for their regular monitoring and evaluation. Each Head of Service is responsible for managing risk in their service area.

7. Corporate Governance

7.1 Health and Safety

- 7.1.1 The lead officer for Health and Safety in NCH is the Chief Executive supported by the Head of Health and Safety and Director of Organisational Development.
- 7.1.2 The Board is ultimately responsible for the health, safety and welfare of NCH employees and the stakeholders who use its services. The Board will provide the best possible working environment for employees and protect all of its stakeholders from harm. Operational health and safety review will be carried out by Housing Management and Property Services Committees.

7.2 Employment

- 7.2.1 The Human Resources & Remuneration Committee is charged with assisting

the Board to fulfil its statutory obligations as an employer. The Committee is accountable to the Board for ensuring the Company has an adequate and effective HR function, policies and strategies that meet statutory and regulatory requirements. It also fulfils the remuneration function for senior executive team on behalf of the Board, including reviewing the performance and pay of the Chief Executive.

7.2.2 The Heads of Health and Safety, Human Resources and Change Management and Development will be responsible for drawing up Service Improvement Plans and policy within their own work area.

8. Implementation

8.1 Individual team service improvement and business plans will set out the specific targets and priorities for achieving the Departmental vision. However there are a number of key initiative planned or currently in place which demonstrate how the Department intends realising its goals. These are set out below (target dates in brackets)

Put equality of opportunity at the heart of everything we do

- Work with the Head of Equality and Diversity and employee forums to identify and remove discrimination in the workplace (ongoing);
- Set employment targets and related action plans to achieve these (October 2010);
- Revise key company policies in line with good equalities practice (ongoing);
- Complete Equality Impact Assessments for all HR policies (due March 2011);
- Complete a single status review (work tendered – timetable to be agreed with EMT and unions);

Support organisational change to improve front line service delivery

- Property Services Best Practice Review – Head off HR forms part of the negotiating team and advises on all employment related matters (ongoing);
- Capability – policy review and employee training to be rolled out (July 2010);
- Absence Management - policy review and employee training to be rolled out (September 2010);
- Staff group (made up of employees across departments) established with a remit to produce initiatives in support of culture change across the organisation (ongoing).

Maintain a safe working and living

environment for employees and residents

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- Roll out a fire safety programme for all of the City's high rises (stage 1 to be complete March 2011, Stage 2 by October 2012);
- Produce risk assessments for all other relevant communal areas (ongoing);
- Produce and implement effective reporting procedures (June 2010);
- Develop a business continuity plan (November 2010);
- Develop relationships with residents (ongoing);
- Review of stress management and lone working arrangements (August 2010).

Develop our people.

- Produce and introduce management and employee competencies (December 2010);
- Roll out employee and management development programmes (From January 2011);
- Introduce and develop a Board training programme (ongoing);
- Work with Nottingham partners on reducing worklessness (ongoing);
- Develop NCH's mentoring programme across the company (stage 2 now being introduced).

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