

A People Development Plan For Nottingham City Homes 2007 to 2010

1. Purpose

People are the single biggest asset that we have. If we are to make the most of this we require a plan which shows how we will a) achieve a well skilled, well motivated and high performing workforce delivering excellent services and b) provide appropriate development and support for an effective Board and a succession framework for tenants who aspire to becoming Board members.

2. Background

There are four main reasons for developing this plan:

- (i) To ensure that development needs for the organisation are strategically prioritised, with a more corporate and long-term approach, which will reflect the 10 year Company strategy 'A Strategy for Excellence 2007-2017'.
- (ii) To address the issues raised in the 2006 Audit Commission inspection report including for example, key gaps in the skills, competencies and capacity of Nottingham City Homes' managers, improving workforce performance in areas such as customer care and to help develop a workforce representative of Nottingham's diverse communities.
- (iii) To respond to employee comments raised at the 2007 employee road shows to improve the transparency, accessibility and quality of development provided.
- (iv) To support delivery of NCH's Culture Change Programme

The three themes that this plan focuses on are:

- How we will develop the right skills for our people at all levels.
- Our future workforce requirements.
- Promoting fairness and consistency in accessing learning and development.

3. Recommendations

EMT are asked to agree to the following:

- (i) An in principle endorsement of the plan with a view to EMT receiving more detailed reports on individual initiatives at appropriate times (see appendix one) for their initial approval.
- (ii) Endorsement of the principles outlined in section 10 to ensure effective delivery of the plan
- (iii) The Organisational Development and Learning Team undertaking a programme of appropriate and relevant communication and consultation with key stakeholders about the plan e.g. managers, employees and Trade Unions.

4. How It Relates To Other Key Strategies and Plans

The People Development Plan has focused on priorities that have been outlined in:

- NCH 10 year strategy
- Service/Improvement plans
- Discussions with key stakeholders

Furthermore, a People Strategy for NCH has recently been drafted with a focus on following strategic themes:

- Developing the organisation and ensuring strategic HR alignment
- Developing Leadership capacity for change and transformation
- Developing workforce skills and capacity, learning and development
- Resourcing through workforce planning, talent management, recruitment and deployment
- Pay, Reward and Performance Management

The People Development Plan has incorporated the above themes. For example, talent management is reflected in the Developing Tomorrow's Leaders initiative.

5. Vision for People Development

"A well led and managed high performing organisation, which shows commitment to its people by investing in their development."

Implementation of the People Development Plan will support the achievement of NCH's seven core values:

- Tell the truth
 - Keep your promises
 - Be fair
 - Respect the individual
 - Work as one team
 - Encourage fresh thinking
 - Strive for the best
- Furthermore the plan reflects some of the key drivers for change as identified at the May and June 2007 staff road shows and manager's conference. These include for example: One Service; Customer Focus, Stakeholder Engagement, Valuing Diversity, Empowering Employees and Value for Money

6. Methodology

There are four different skills groups within the People development framework. These are

- a. Core Skills
- b. Occupational, Technical and Professional Skills
- c. Community Leadership and Governance Skills
- d. Organisational Leadership and Management Skills

Target audiences have been identified for each skills group. These are as follows:

Skills Group	Target Audience
Area A Core Skills	All levels of employees
Area B Occupational, Technical and Professional Skills	All levels of employees
Area C Community Leadership and Corporate Governance	Board Members, Directors and Heads of Service (managers that report directly to a Director) Aspiring tenants
Area D	

Organisational Leadership and Management Skills	All levels of management and supervisors, including aspiring employees
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7. People Development in an Illustrated Format

The diagram below shows the link between the Corporate Objectives and the People Development Plan. Further details about each of the initiatives can be found in appendix one.

NCH Mission
'To deliver excellent services'

NCH Vision
'Nottingham City Homes: Homes and Places People Want To Live In'

Key Drivers: Customer Focus, Excellent Leadership and Management, Effective Strategy, Planning and Partnerships, High Performance Management and Accountability, Effective Systems, Policies, Procedures and Standards, Sound Business Planning and Financial Management, and Visible Values, Style and Learning Organisation.

People Development - The Vision
'A well led and managed high performing organisation, which shows commitment to its people by investing in their development'

Area A - Core Skills

- Generic Competencies
- Customer Care
- Equalities
- Health and Safety
- Essential skills
- Corporate and local induction e.g.
 - *Value for money
 - Equalities and Diversity
 - Customer Care
- Project Management
- Policy and procedures
- Team Building including living the values

Area B - Occupational, Professional and Technical

- Occupational/Technical Competencies
- National Vocational Qualifications
- Continued Professional Development
- Apprenticeships/Traineeships
- Post entry qualifications
- Customised team development
- Prior accredited learning

Area C - Community Leadership and Corporate Governance

- Common Purpose Community Leadership Programme
- Competencies for Board Members
- Personal Development Plans for Board Members
- ILM accredited programme for Board Members incl:
 - H&S
 - Equalities and Diversity
 - Coaching
 - 360 Degree Assessments

Area D - Organisational Leadership and Management

- ILM Accredited Management Development Level 2,3 5 &7
- Developing Tomorrow's Leaders
- Management competencies and 360
- Coaching
- Assessment Centres
- Project Management
- Media and Public Relations
- Learning Forums
- People Performance Management
- Management Induction including e.g.:
 - *Value for money
 - Equalities and Diversity
 - Financial Management
 - Risk Management
 - Governance

NCH Core Values

Tell The Truth, Keep Your Promises, Be Fair, Respect The Individual, Work As One Team, Encourage Fresh Thinking, Strive For The Best

8. Communication and Accessibility

The 2005 employee attitude survey highlighted this as an area where improvement is required. There is a corporate commitment to continuously improving the quality of development and ensuring consistency, efficiency, equality and fairness. This will be achieved by:

- Promoting and targeting the range of development that is available through the proposed integrated leadership and management development strategy, People Development Plan and Employee Learning and Development policy.
- Ensuring any other planned career development initiatives e.g. career grades, secondments etc are better promoted across the organisation to demonstrate fairness and equity.
- Developing competencies for Board Members and all levels of employees thereby making it clear what the organisation expects in order for them to progress.
- Looking at ways of improving career development in the future and requirements for positive action to address under-representation at all levels. This is obviously subject to capacity and resources.

9 Financial Resources

Finances for the delivery of the People Development Plan will be arranged:

- Corporately e.g using existing learning and development budgets
- Through external funding e.g. essential skills funded by the Learning and Skills Council
- Through joint initiatives with partner organisations e.g. Colleges, ALMOS, local authorities and trade unions
- Through income generation e.g. selling places on programmes to other ALMOS

See appendix two for detailed costings

10 Delivery of the Plan

In order to ensure effective implementation it is proposed that the following principles are applied for each element of the plan.

- Initial business cases for new initiatives or major change to existing ones to be approved by EMT.
- Key stakeholder groups are consulted on new proposals and initiatives where major change or review is required. For example, Trade Union partnership in delivery of some aspects of the plan e.g. Essential Skills in line with the Union Learner Agreement, and networking with Employee Groups.

- Final approval for new and revised initiatives is required from EMT before implementation.
- Senior manager/Board Member involvement in relevant procurement exercises
- Pilot programmes to be used to road test new or revised initiatives before roll out.
- Ensuring cross cutting Key Lines of Enquiry are integrated into learning & development programmes, wherever appropriate e.g. customer care, VFM and equality and diversity.
- Flexible approaches to learning to be adopted to minimise disruption to service delivery.
- Annual/six monthly report to be presented to EMT with key facts and figures on delivery evaluation and impact, to support e.g. Investors in People.
- Emphasis on learning and not training, with employees taking more responsibility and ownership for their personal learning and development.
- Use of manager's conferences, staff events, intranet, Team Brief and mailshots to promote programmes to relevant target audiences and to support the implementation of the plan

11 Assessing Impact Within A Performance Management Framework

Impact and not just evaluation is critical to determining the progress made. This will be achieved in the following ways:

- Monitoring trends, for example workforce representation.
- Best Value Performance Indicators, for example top 5% earners for women and ethnic minority communities.
- Impact assessments e.g. return on investment case studies
- Internal stakeholder feedback e.g. via employee attitude and pulse surveys
- External stakeholder engagement and feedback e.g. customer satisfaction surveys, tenant involvement in design, delivery and review of initiatives and their impact.
- External audits e.g. Investors' In People and Audit Commission inspections
- Employee appraisal

See appendix three

12 Review of the Plan

The plan will be reviewed in approximately 12 months to ensure it is fully aligned to key strategic documents e.g. 10 year strategy, People Plan, outcomes from service tenders and 2008 inspection report.

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Appendix One – Nottingham City Homes' Skills Framework and Key Actions in Detail

1. Area A - Core Skills

Target Audience – All employees.

Planned/Existing

1.1 Customer Care Culture Change Programme

A Company wide value based programme is being designed.

Timescales –Programme begins December 2007 onwards.

1.2 Financial Management, Value for Money, Health and Safety and Equalities and Diversity

Some of these elements are already in place e.g. health and safety, some financial management and equalities and diversity. A programme is currently being designed to raise awareness about value for money.

Timescales – ongoing for health and safety, equalities and diversity. January 2008 onwards for VFM and financial management.

1.3 Generic Competencies

NCH has developed competencies for 6 out of 7 job families. These are:

- Management Family
- Clerical / Admin Family
- Front Line Office Based Family
- Front Line Patch Based Family
- Professional Family
- Technical Family
- Board Family (to be developed)

Currently only management competencies have been implemented. Plans for developing and implementing Board competencies are underway wef July 2007. There are no immediate plans for implementing other competency families at this stage other than possibly in 2008/9. Critically competencies need to be linked to job descriptions for recruitment and managing performance.

1.4 Corporate and Local Induction Programme

Understanding the aims and objectives of the organisation and how it functions is important for all employees. The existing corporate induction programme, induction pack and local induction needs to be reviewed to ensure:

- It is fit for purpose and appropriate to the needs of the organisation e.g. creating bespoke programmes relevant to employee position in the Company.
- It is complementary
- Includes current organisational needs e.g. VFM and financial awareness

Timescales – Beginning of January 2008 onwards

Proposed

1.5 Essential Skills

Basic literacy, numeracy and communication skills are critical for any organisation aspiring to high performance. The aim of the programme will be to encourage all employees with a literacy, numeracy and ICT need to reach level two (equivalent to 5 GCSE grade A to C) by 2010. To achieve this aim the Company will:

- Deliver a range of bespoke essential skills programmes for all employees who have an identified need. This will be done in partnership with local further education providers.
- Work in partnership with Trade Unions Learner Representatives to improve the promotion of essential skills amongst employees.
- Secure Learning and Skills Council (LSC) funding to deliver the learning programme.

Timescales – Beginning of April 2008 onwards (to fit in with LSC funding cycles).

1.6 Project Management

In the absence of an NCH project management approach it is difficult to ascertain what specific development is required. Ideally NCH should first develop its policy so that development can be tailored and correctly targeted. However, to ensure that some development is available the following is proposed:

- Align the need for development against the 12 improvement plans developed for 2007/8. This will mean in essence that the following development will be provided:
 - Non accredited awareness training for Project Boards and Directors (half a day)
 - Non accredited project management training for project managers leading on the delivery of each improvement plan (one day)

- An accredited programme (PRINCE 2) for project managers leading on major high risk projects e.g. large capital investment projects, major IT systems development (three days).

Timescales – April 2008 onwards

1.7 Service Improvement/Team Building Programmes (Living The Values)

Target Audience – All employees.

Service specific workshops to support the development of 'one team' in a business planning context. A value based approach to ensure NCH values are embedded into service delivery.

Timescales – Sept 2007 onwards

2. Area B - Occupational, Professional and Technical

Target Audience – All employees.

Job specific development is primarily identified through the Company's Employee Performance Appraisal Scheme, ongoing supervision of employee and service delivery plans. This may include for example:

- Qualification based training
- Bespoke team programmes
- Individual requests for specific development e.g. ICT
- Statutory requirements e.g. health and safety, equality and diversity etc

The identification of development at this level relies heavily upon appraisals being undertaken and managers/employees jointly agreeing development needs. In order for the system to work correctly NCH first needs to ensure that appraisals are being effectively utilised. It is proposed that:

- 2007/8 is used as a learning year for appraisals, with a focus on ensuring a high level of completion of review meetings across the organisation to help support Investors in People (December 2007) and the Housing Inspection (June 2008).
- Appraisal is subsequently reviewed and evaluated ensuring it is fit for purpose.
- Development of an Employee Learning and Development Policy to clarify organisational expectations in relation to employee development e.g. no. of days training, priority setting, time off, recouping costs for leavers etc.

Timescales – Sept 2007 onwards (i.e. after the completion of the current cycle)

3. Area C - Community Leadership and Corporate Governance

Target Audience – Board Members, Directors and Heads of Service (managers that report directly to a Director)

Planned/Existing

3.1 Board Member Development

The Board Development Agency has been commissioned to support Board Member development. This will consist of profiling competencies, agreeing personal development plans, undertaking a skills audit to identify group needs, delivery of an Institute of Leadership and Management (ILM) accredited governance programme and coaching. A compulsory element of health and safety, and equalities and diversity has also been included. Discussion with key stakeholders also indicates a need for a value for money/financial management element to the programme.

Timescales – Mid July 2007 onwards

Proposed

4. Area D - Organisational Leadership and Management

Target Audience – All levels of management and supervisors, including aspiring employees.

Planned/Existing

4.1 Assessment Centres and Recruitment

NCH has been operating assessment centres since 2006. In many ways the Company has set a benchmark of good practice by ensuring that all managers are recruited through this approach. It is proposed, however, that we undertake the following:

- Review and evaluation of strengths and areas for improvement of the existing process, including capturing experiences of those that have been through the process with a view to continuous improvement. This will demonstrate that we take VFM seriously.
- Bespoke the use of assessment centres to ensure a fit for purpose approach to recruitment. For example, using assessment centres for senior management recruitment only.

Timescales – September 2007 onwards

Proposed

4.2 Integrated Leadership and Management Development Strategy

It is proposed that a 3 year strategy to complement the People Development Plan is developed specifically linked to producing high performing leaders and managers. Our aim is:

'By 2010 all NCH leaders, managers and supervisors will have received accredited leadership and management development, to a national standard, with a view to enhancing performance and service delivery'.

This can be achieved in the following ways:

- Prior accredited learning e.g. accreditation of current management development provision and certification for attendees.
- Introduction of Institute of Leadership and Management (ILM) accredited programmes at:
 - Level 2 (Introductory Certificate In Team Leading) for supervisors/team leaders and aspiring employees
 - Level 3 (Introductory Certificate in First Line Management) for first line managers (tier 7) and those new to management
 - Level 5 (Introductory Diploma in Management) for middle managers (tiers 5&6) and aspiring first line managers
 - Level 7 (Introductory Executive Diploma in Management) for senior managers (tiers 1-4) and aspiring middle managers
- Integration of best aspects of current magic tools and 360 degree approaches into the ILM framework.
- Performance coaching programmes for individuals and groups on specific topics e.g. managing people performance
- Accredited coach/mentor (pilot) programme to develop in-house coaching/mentoring capabilities.
- Creation of learning forums for continuous service improvement using action learning sets.
- Focus on managers managing people at a practical level e.g. application of human resource procedures for sickness absence, capability and disciplinary.

Timescales – September 2007 onwards

4.3 Developing Tomorrow's Leaders

To ensure future capacity, growth and to help build a workforce representative of the community, it is proposed that a strategy for developing tomorrow's leaders is put in place. This

will include a bespoke in house programme as well as some external interventions e.g. IDeA Black Managers Programme.

Whilst there is good representation at senior levels for women (45% of top 5% earners are female - April 2007), the need for a strategy is highlighted by the following workforce data examples (April 2007):

- 67% of the workforce is male
- 84% of the workforce is white
- 16% of the top 5% earners are from black and minority ethnic groups (although there is only one BME manager in the top three tiers of management)
- 7% of the top 5% earners declare a disability

This will be developed in consultation with for example, employee groups and their representatives, senior managers and HR and Equality professionals.

Timescales – Beginning of April 2008 onwards

4.4 Common Purpose Community Leadership Programme

Community Leadership skills for Directors and Heads of Service can be developed through the cross-sector 'Common Purpose' programme, which brings together leaders from the private, voluntary and public sectors within the region. It is proposed that NCH sponsors one senior manager for 2008/9 with a view to pilot participation. Subject to a positive evaluation it is proposed that NCH sponsors one manager per year thereafter.

Timescales – Beginning of April 2008 onwards.

Appendix Two – Summary Action Plan and Finances

The finances below are based on the following principles:

*Current costs where known

** Funding set aside as a maximum amount

***Funding that may need to be set aside based upon previous experience/history.

**** External funding

Per person cost included where possible

2007/8

Development Opportunity	Timescale	Cost	Indicative Numbers (Where Known)
1. Assessment Centres and Recruitment (including review and evaluation of existing tools)	Mid June 2007 onwards	*£1265 per person	-
2. Financial Management, Value for Money, Health and Safety and aspects of Equalities and Diversity other than those to be delivered through Customer Care	Ongoing for H&S, Equalities and Diversity. VFM and financial management – January 2008 onwards	*** £15,000 per annum estimated	100-150
3. Board Member Development	Mid July 2007 onwards	**£35000 (one off) £2083 per person - approximately	16
4. Occupational, Professional and Technical	Mid August 2007 onwards	***£25,000 per annum estimated	-
5. Integrated Leadership and Management Development Strategy (including review and evaluation of existing tools)	September 2007 onwards	***£25,000 per annum £555 per person approximately	45
6. Service Improvement/ Team Building	September 2007 onwards	No direct cost	1098

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2007/8

Development Opportunity	Timescale	Cost	Indicative Numbers (Where Known)
7. Project Management	Mid October 2007 onwards	*** £10,000 for 2007/8 estimated	10-15
8. Customer Care	December 2007 onwards	**£250,000 for 2007/8 £208 per person approximately	1098
9. Corporate and Local Induction Programme (including review and evaluation of existing tools)	January 2008 onwards	***£3000 per annum estimated	-

2008/9

Development Opportunity	Timescale	Cost	Indicative Numbers (Where Known)
10. Common Purpose Community Leadership Programme	Beginning of April 2008 onwards	*£3500 per person per annum	1
11. Developing Tomorrow's Leaders	Beginning of April 2008 onwards	*£12000 per annum £1000 per person	12
12. Essential Skills	Beginning of April 2008 onwards	**** £50,000 per annum estimated. £200 per person	250
13. Generic Competencies	2008/9 (no specific plans)	***£10000 per annum estimated	-

14. Forward plan for continuous development from 2007/8 to include elements 1 to 8 above (TBC)	To be agreed by mid February 2008 reading for implementation for beginning of April 2008 onwards	To be confirmed	-
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Total indicative spend for the above for 2007/8 - £113000 (not including cost of future recruitment/assessment centres (unknown) and current expenditure (£118000). Total budget for 2007/8 - £603,000 (including £237,000 for customer care – for this financial year only).

**Appendix Three –
Evaluating The Impact Of
The People Development
Plan Against Performance
Of The Organisation**

1. Strategic Drivers
- Key lines of enquiry
 - Statutory requirements
 - Key stakeholder needs

