

## NOTTINGHAM CITY HOMES

HUMAN RESOURCES  
COMMITTEE  
13 JANUARY 2009

### REPORT OF HEAD OF CHANGE MANAGEMENT AND DEVELOPMENT

#### 'You Said, We Did' Campaign – PROGRESS REPORT

#### 1 SUMMARY

- 1.1 To provide the HR Committee with an update on the 'You Said, We Did' campaign initially reported to the Committee in September 2008. This report specifically relates to progress made against the original action plan.

#### 2 RECOMMENDATIONS

- 2.1 It is recommended that the Committee note and comment on the information provided.

#### 3 REPORT

##### 3.1 Context

The NCH Employee Engagement Survey undertaken in June 2008 identified a number of areas where further improvement was required. The interim Director of Organisational Development assembled together information to address the issues raised by employees. The 'You Said, We Did' action plan describes in some detail the areas raised as a concern, current initiatives and further improvements. The action plan is divided into the following subsections:

- Working conditions
- Learning and development
- Communication/one team
- Leadership/management
- Equality and diversity

##### 3.2 Existing Key Success Stories

The campaign has already highlighted a number of Company strengths identified by employees and which are worth noting. These include:

- 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 and development – given responsibility – strong sense of belonging – value opportunities

Below are details about the improvements that have been made since the September 2008 report to Committee.

### **Working Conditions**

- Launch of Acorn Employee Benefits Scheme
- Additional days annual leave for all employees in January 2009
- Improved knowledge of other teams through regular features in Team Brief
- Morale boosting October 2008 NCH Employee Conference

### **Learning and Development**

- Employee Learning and Development Handbook piloted across Housing Operations
- Equality impact assessment of learning and development undertaken including employee focus groups.
- Monthly corporate induction programmes for all new starters
- Launch of craft employee induction handbook
- E-learning programmes

### **Communication and One Team**

- Positive success stories arising from Employee Care Working Group.
- Improved promotion of compliments in Team Brief
- Internal communication framework drafted.
- Internet redesigned.
- Launch of Service Improvement Suggestion Scheme

### **Leadership and Management**

- In-house management development programme launched
- Review of NCH People Performance Appraisal Scheme undertaken
- Sickness absence training rolled out to all managers leading to an average 3 day reduction in sickness per employee per annum.
- In-house coaching framework employed by Change Management and Development Team.

### **Equality and Diversity**

- Champions Group established
- Diversity and Community Cohesion strategy drafted
- Interim Head of Diversity has facilitated a series of events to promote diversity and community cohesion to management teams.
- Links developed with Framework Housing to implement mental health

awareness sessions at no direct cost to NCH

#### **4 OTHER OPTIONS**

NCH is committed to undertaking an annual Employee Engagement Survey. This will provide comparative data to ascertain how Company culture has progressed in the medium to long term. The next survey is due June 2009. A further report will be made available in October 2009 to coincide with the next Committee meeting.

#### **5 FINANCIAL AND RISK IMPLICATIONS**

Financial commitments and risks associated with the above initiatives are highlighted in individual project plans, developed by the relevant lead officer.

#### **6 IMPLICATIONS FOR NOTTINGHAM CITY HOMES OBJECTIVES**

The 'Achieving Excellence' ten year strategy refers to NCH aspiring to be an 'excellent organisation' by

- being an employer of choice
- ensuring value for money is fully embedded
- being innovative and creative in service delivery

The report identifies how the 'You Said, We Did' campaign has contributed to these objectives in the short to medium term.

#### **7 VALUE FOR MONEY AND EFFICIENCY ISSUES**

There are no value for money issues which need further consideration above and beyond those that have been raised by 'You Said, We Did' lead officers in their respective action plans.

#### **8 EQUALITY AND DIVERSITY IMPLICATIONS**

NCH is undertaking equality impact assessments for a number of the areas covered in the 'You Said, We Did' action plan.

#### **9 BACKGROUND MATERIAL AND PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

NCH Achieving Excellence – Ten Year Strategy

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