

NOTTINGHAM CITY HOMES

HUMAN RESOURCES
COMMITTEE
14 APRIL 2009

REPORT OF HEAD OF CHANGE MANAGEMENT AND DEVELOPMENT

CHANGE MANAGEMENT AND DEVELOPMENT TEAM SERVICE PLANNING AND PROGRESS REPORT ON MAJOR INITIATIVES

1 SUMMARY

- 1.1 To provide HR Committee with an update on key initiatives being delivered by the Change Management and Development Team as part of the team's 2009/10 Service Improvement Plan.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Committee note and comment on the information provided including your views on key objectives described in the Change Management and Development Team Service Improvement Plan.

3 REPORT

Setting The Context – Key Objectives

The team has an annual Service Improvement Plan (SIP) which is agreed with the Director of Organisational Development. The plan describes in detail the key areas of work priority for the service area. For 2009/10 key objectives are as follows:

To Support The Company's Major Push On Equalities and Diversity By

- Delivering an annual diversity development programme for all the workforce
- Recruiting employed status trainees representative of the communities we serve
- Supporting the development of minority employee groups to enhance service delivery
- Leading on the implementation of worklessness initiatives to secure training and employment opportunities for vulnerable communities
- Working with HR to embed employee relations and people performance policies, recruitment and induction practices
- Raising awareness and understanding of the six pillars of diversity and the

role of partners in service delivery

- To Support The Modernisation Of The Repairs Service, Development of Needs Led Supported Housing and Streamlining Voids, Allocations and

Lettings, Development Of The New Customer Service Centre And Reinforcing Local Service Delivery By

- Working with managers to develop new ways of working and by providing training in modern work practices
- Professionalise services through continued professional development of the workforce

To Maximise The Potential From The Decent Homes Programme By

- Supporting Decent Home Partners in the recruitment of construction trainees for the 'Secure, Warm and Modern' programme

To Explore New Business Opportunities By

- Working with Trade Unions and other partners to develop joint ventures for workforce development

See appendix one – Service Improvement Plan 2009/10

4 Good News Stories Relating To Key Initiatives

a) Management Support Framework

In February 2009 the team implemented a support framework for managers in Property Services and Housing Services. Each manager will be visited on a regular basis to support them with implementing NCH people management policy and practice e.g. conducting appraisal and for the team to receive feedback on its performance. The feedback from managers has been positive. Comments include:

- There have been huge improvements in the last 6 months. All the information I need as a manager seems to be in place now on the intranet site, and this will just need maintaining now.
- Good individual support for managers. I hope these meetings continue.
- It's good to have a dedicated L&D officer for our area. It's made a real difference. We know who to contact to get things done, but the whole team are really helpful too.
- The management support meeting was really helpful, particularly as a new manager. I know exactly what I need to do now in terms of doing

appraisals.

- Huge improvements recently. Communication has improved and contacting the team is easier now.
- Great rapport when we contact the team. Personal approach to support.
- Much clearer systems and processes, and better communication.

b) Mental Health Awareness - Partnership With Framework Housing Association

Following a successful pilot in February 2009, the team has arranged for monthly mental health awareness programmes up to November 2009 for managers and employees. Members of Homes 4 Us have also been invited to attend. The programme is fully funded by Nottingham PCT saving the company approximately £6000.

c) Faith Awareness – Partnership With Nottingham Inter Faith Council

NCH is working with the Nottingham Inter Faith Council to deliver training to the workforce on faiths and beliefs. The initial sessions are at no cost. NCH will use the pilot sessions as a way of developing further training in this area.

d) Homeless People Work Experience – Partnership With Framework Housing Association

NCH is working in partnership with Framework Housing Association to support 6 homeless people undertaking basic construction training with Framework to obtain experience of the working environment. The work experience is timed with the roll out of recruitment of construction apprentices in Property Services, thus acting as a positive action initiative to support homeless people who may wish to apply for a placement with the Company. The initiative is funded by Framework Housing Association who are absorbing the cost of NCH providing mentoring support.

e) Recruitment of Non Construction Apprentices – Pathway To Work Scheme

In addition NCH will be recruiting 10 non construction apprentices for the new NCH Pathway to Work scheme, which has been introduced as a cost effective replacement for PATRA. Apprentices will be trained to an NVQ level 3 within 2 years in administration and customer care. The first year of the training will involve quarterly placements across various service areas in the Company. Year 2 will enable apprentices to specialise in areas where the Company has a demand. The training is fully funded by the Learning and Skills Council, saving the Company approximately £6,000 per annum.

f) Recruitment of Construction Apprentices – Property Services and One In A Million Scheme

The Company will be recruiting 13 apprentices. A target of 100% city residency has been set for all apprentices, except for disability and an aspirational target of 40% for BME.

g) Construction Skills Certification Scheme

There is a legal requirement for all site workers to be certificated to a national standard. The team is working in partnership with Property Services to certificate all craft employees and managers in the division by March 2010.

h) Tackling Worklessness

The Head of Change Management and Development Team is leading on the development of a Company strategy for tackling worklessness. The strategy has been developed in partnership with tenants, leaseholders, Company managers and City partners.

i) Board Member Development

Board members are well supported with their development needs, with the majority of Board members undertaking development in 2008/9.

Appendix two provides details of Board training undertaken in 2008/9.

j) Investor In People

In March 2009 NCH undertook an annual health check using the extended IIP framework. The Company achieved full accreditation in 2008 for three years, which the health check does not affect. The health check was implemented to ensure continuous improvement and to support the wider Company performance management review. A full IIP report is due end of April 2009. This will be presented to HRC at the next meeting. However, informal feedback from the assessors indicates that whilst there are 'pockets of good practice', the Company has some key weaknesses to address in people performance management, leadership from managers, talent management and access to development. As a result of the initial feedback the Change Management and Development Team are currently scoping a project to introduce a revised management competency framework and employee competency framework(s) in line with what is likely to be a key IIP recommendation.

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 team's Service Improvement Plan reflects these objectives.

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7 VALUE FOR MONEY AND EFFICIENCY ISSUES

The team is committed to value for money by:

- Maximising funding opportunities to deliver initiatives cost effectively
- Generating income from initiatives
- Delivering training in-house wherever possible
- Working with partners to take advantage of economies of scale
- Streamlining policy and procedures to minimise management time required to manage these

8 EQUALITY AND DIVERSITY IMPLICATIONS

The team recently completed an equality impact assessment for workforce development. The outcomes arising from the assessment have been reflected in the Service Improvement Plan. For example, improving access to information by improving processes and systems.

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

NCH Achieving Excellence – Ten Year Strategy
NCH Annual Delivery Plan 2009/10

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