



POST RECOGNITION REVIEW REPORT

for

DERBY HOMES LTD

Managing Assessor: Marion Parris
Internal Reviewer: Pippa Wood

On behalf of



Assessment Date: 11 – 21 May 2009

CONCLUSION

Derby Homes has always used Investors in People as a benchmarking tool to allow discussion about where they are in ensuring its people are valued and developed effectively. Since the last assessment in 2006 there is clear evidence of ongoing development of people processes and consistency in application by managers.

I have no hesitation in confirming that Derby Homes Ltd continues to meet Investors in People Standard. The areas to consider for development at the end of this report, are intended to contribute to the ongoing continuous improvement cycle already in place.

Marion Parris – Managing Assessor

REVIEW PLAN

Name of Organisation / Department / Area				Derby Homes	
IIP Initial Recognition Date				May 2002	
Number of People in Scope for this Review				312	
Dates of Review	On site evidence collection			Report Writing	Feedback
	11 12 13 14 20 21 May 2009			June 2009	July 2009
Name of External Assessor				Marion Parris	

Purpose and background to the review

This review has been carried out for the purposes of continuous recognition.

Overview of the organisation

Derby Homes is an Arms Length Management Organisation, established in 2002. The core business of Derby Homes is to manage and maintain the council's housing stock. The organisation employs 297 people, based over six sites around Derby. Derby Homes is governed by a Board which has 15 members.

Methodology

The review was carried out jointly by Marion Parris, External Assessor, and Pippa Wood, Internal Reviewer.

The evidence for the review was gathered from both one-to-one interviews and focus groups, and by both Assessors.

Sample size

Category	Total	Sample no.	Sample %	Comments
Cardinal Square based staff and Board Members	195	25	13%	One-to-one interviews and Focus Groups
Local Office Based Staff	117	14	12%	One-to-one interviews
Total	312	39	12.5%	

This report has been writing by the Internal Reviewer, within the preferred Derby Homes house style, with findings, the decision, and areas for development added by the Managing Assessor.

1. EXECUTIVE SUMMARY

Table 1 shows how Derby Homes currently measures up against the Investor in People indicators. It should be noted that to meet each indicator all evidence requirements associated with that indicator must be fully met.

Plan			Do			Review		
	Met	Not		Met	Not		Met	Not
Indicator 1	X		Indicator 5	X		Indicator 9	X	
Indicator 2	X		Indicator 6	x		Indicator 10	X	
Indicator 3	X		Indicator 7	X				
Indicator 4	X		Indicator 8	x				

1.3 Areas of good practice

A number of areas of good practice were evidenced during the review. These included:

- Staff involvement in the development of both team and individual objectives.
- A clear commitment to Equalities and Diversity and ensuring fair access to training and development opportunities.
- Staff receive regular, constructive and timely feedback.
- Staff feel that their work is valued.
- Existence of some excellent reward mechanisms.
- People are able to give examples of how training and development has improved their performance, the performance of the team and that of the organisation.
- Evidence that the organisation has got better at managing and developing people.

1.4 Areas for development

A number of areas for development were identified during the review. These included:

- Representative groups need to be involved in the development of the business plan.
- Actions need to be taken to increase awareness of the principles of the Leadership Charter for both staff and managers. There is something that should become embedded in the culture of the organisation in time. Consideration needs to be given to relevant training to ensure that managers are equipped to demonstrate the behaviours, knowledge and skills expected of Derby Homes' managers. In addition, the 360 appraisal tool needs to be reviewed so that it is aligned with new Charter, and consideration given to managers sharing the feedback of their own surveys.
- An ongoing strategy for Internal Review needs to be clearly defined following a review of this visit.
- The new approach to Investors in People should be actively considered for the next review in order that Derby Homes continues to stretch itself. A number of specific themes should be considered within the objectives for the approach.

2. REVIEW FINDINGS

INDICATOR 1	
A strategy for improving the performance of the organisation is clearly defined and understood.	
1.1	<p>Derby Homes has the Mission "To provide the people of Derby with the best housing service in the Country." This compliments the 2020 vision for the City of Derby of the Derby City Partnership and is linked to Derby City Council's Housing and Capital Strategies.</p> <p>There are eight strategic objectives 2007/12 and the detail behind these form Service Improvement Plans. Progress against targets is monitored by Derby Homes Executive and reported to the Performance Management Committee.</p> <p>In addition there are core values in which the Board and employees focus on as guidelines for their conduct and behaviour in the way they work towards the vision:</p> <ul style="list-style-type: none"> • Integrity - we are open and honest and we deliver our promises. • Excellence - we pride ourselves in delivering an excellent service by placing our people - tenants, leaseholders, employees and partners - at the centre of everything we do. • Learning Organisation - our individual and collective daily experiences help us to evolve in response to internal and external pressures. We learn from feedback and celebrate success. • Stewardship - we manage the assets in our care with diligence, adopting a long- term and ambitious vision for our estates. • Embrace Equalities and Diversity - our strength is anchored in the diverse contributions of our Board, employees, tenants and leaseholders who all define who we are. • Innovation - we do not stand still; we inspire our employees to continually seek new and sustainable ways of growing our business.
1.2	<p>Cascading from the Strategic Objectives are Service Plans containing Service Improvement Targets. A number of examples of these were shared with the Managing Assessor e.g. "to meet continually changing needs of customers, many of whom are vulnerable." E.g. "To raise awareness of the activities of the service to Derby Homes Staff."</p>
1.3	<p>The Chief Executive explained that to support the core values of Derby Homes there is a strong focus is on ensuring equality and diversity, not only for its tenants, but also in the staff. Examples talked about were staff with extending their careers beyond retirement, and BME staff. With the latter, consultation is via the Board, were there are BME members, and through a BME Staff Group.</p>
1.4	<p>Managers described a fully inclusive approach to the development of the annual service plan. This involved whole teams going on an Away Day. This provided the opportunity to reflect on the past year's achievements and to plan for the forthcoming year. Managers were able to describe how their teams' service plans linked to the overall aims and objectives of the organisation:</p> <ul style="list-style-type: none"> • "...touches on most strategic objectives. It all fits in. Not just with Derby Homes but also with Derby City Council(DCC). We discuss how it fits in our Away Day." <p>Each team's annual service plan includes a number of Service Improvement Targets (SITs).Managers explained how they involved people in agreeing these team objectives and how these translated into individual objectives through the Job Chat process:</p> <ul style="list-style-type: none"> • "the whole wider team was involved in agreeing the team objectives. At Job Chats-will give people targets related to the SITs that they feel most strongly about. This will be

	through mutual agreement."
1.5	<p>A very small number of staff representatives were seen during this process. Those seen were able to confirm that a constructive relationship existed between their group and senior management. However, there was no evidence to show that representative groups are consulted during the business planning process, although all staff are consulted as individuals during this process.</p> <p>Membership of one group - The Black Officer Group - has led directly to employees participating in Positive Steps, a DCC management programme developed specifically for black officers.</p>
1.6	<p>People were able to explain the objectives of their team and the organisation at a level appropriate to their role. They described their involvement in developing the team objectives through the service planning process. This involves Away Days, where they review the previous plan and explore the next years plan, suggesting targets for their team linked to this.</p> <p>People were then able to explain how they were assigned individual tasks through the Job Chat process to help the team achieve its objectives.</p>

INDICATOR 2	
Learning and development is planned to achieve the organisation's objectives.	
2.1	<p>The Chief Executive was able to share a range of learning and development needs and the resources invested in them. There was clarity about links to the overall Business Plan. One example was his concerns regarding mental health being an increased issue within the community; "Initial I arranged for some speakers to come in to staff meetings so they could share their concerns. Since then we have created a new post within the team and one of their roles is to train staff and the community in the awareness of mental health in housing issues. I am also going on a course on perspectives on mental health." This was confirmed by a senior manager "from these discussions some broad ideas do go forward that are almost unfeasible, but they do lead to some great ideas."</p>
2.2	<p>Managers could explain the team's learning and development needs and the activities in place to meet them. One manager explained that everyone in the team was currently working towards their NVQ2 in Customer Service:</p> <p>"This training was identified because there is a need to move the service from being reactive to pro-active (8.1). Customer service is a priority. When everyone has done their NVQ we will know if it has been effective because we will see an increase in customer satisfaction on the monthly feedback forms."</p> <ul style="list-style-type: none"> "In our area we like to work on a theme each year for their development, linked to priorities. One example is engaging with customers." "I have no training plan for my own area, but it is one of my Service Improvement Targets for this year to develop a generic plan, that links to the job chats and the organisation qualification scheme."
2.3	<p>People described job chats as the main forum for identifying training and development needs, although relevant training could be discussed at anytime. "You have a say in your one to one job chats about what you feel is important. I missed the x course last year because I was off, and I raised it, so I have been re-booked."</p> <p>Team needs are discussed at team meetings throughout the year, as well as when the Business Plan is being reviewed. Some staff confirmed that their team have been discussing team needs with their own Manager, and identified that they needed some</p>

	<p>accreditation for their experience. They are all working on an NVQ3 in Health and Social Care.</p> <p>People are booked automatically onto most compulsory courses. People usually take responsibility for booking themselves onto other training that has been agreed with their manager. They would also take responsibility for contacting people and making arrangements to spend time with them, if this had been agreed as a development activity (7.1).</p>
2.4	<p>People were able to explain what their training should achieve for them, their team and the organisation; X has been booked onto Anti-Social Behaviour (ASB) training in the next few weeks "This means I will be able to input information about ASB cases onto the system, using evidence sheets. This will mean that my colleague, XX, will have more free time to spend on other issues."</p> <p>Employees were also able to explain the benefits of training to the organisation as a whole by describing the linkage between improved knowledge acquired through training and improved customer service; "We are front-line. I represent the company therefore if I know everything customers can come to me and I can provide them with the right answers. This is giving better customer service. The more training I attend, the more knowledge I acquire, the better customer service I can give."</p>
INDICATOR 3	
Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.	
3.1	"Within our area we have a six year plan to cope with the reduction of the management fee by being more efficient in delivery. Staff have been involved in the process by having the resources and letting them make choices, such as whether to replace staff when they leave. They like to deal with the issues themselves and it means no redundancies."
3.2	A top manager described her own family arrangements and how this had required a flexible approach to her own development. She now transfers this to the management of her own managers and acts as a role model.
3.3	<p>Managers explained how they ensure the different needs of people are met and everyone has appropriate and fair access to the support they need:</p> <ul style="list-style-type: none"> • "I treat people as individuals, understand their needs. We have a team training plan. We look at this at Job Chats and one-to-ones-we look at what they need. If people are not confident on an issue, we look at this." • "I have made sure there is a prayer room available at our new premises to accommodate the needs of Muslim staff....when it is Ramadan, I allow staff (night workers) to go home in their break to break the fast with their families." • "If they want to do something, we are encouraged to move heaven and earth to support it."
3.4	<p>When people were asked if they believed that managers are genuinely committed to ensuring equality of opportunity for development they were very positive:</p> <ul style="list-style-type: none"> • "Absolutely. My manager and other managers I have come into contact with are absolutely committed to developing all their staff." • "I pray five times a day. I explained this when I first started and am able to incorporate prayer breaks into my working pattern. We are always allowed to have time off for religious festivals."

	<p>People also talked about regular cultural and diversity events which take place to raise awareness amongst employees about different cultures. The events are organised by employees. Derby Homes resources the events, which usually includes providing food and laying on activities.</p> <p>A number of staff explained in detail, how they had been given the opportunity to broaden both their skills, experience and roles within Derby Homes, regardless of the length of service or the hours that they work.</p> <ul style="list-style-type: none"> • "They are very keen to broaden your role to add more variety, without over stretching you, which is motivating. It benefits them as well because they have more staff who are able to cover which takes the pressure off elsewhere." • "I had always shied away from promotion before I can here, but the way I was inducted to the role made it very comfortable."
3.5	<p>Staff explained how they are encouraged to contribute ideas to improve performance informally, at Job Chats, team meetings or just by talking to their manager. People were also aware of the formal staff suggestion scheme, Bright Ideas:</p> <ul style="list-style-type: none"> • "X gives me a task. He'll say "use your ideas how to present this at a team meeting."" • "I won £25 through my suggestion to use transfers on walls instead of posters."

INDICATOR 4	
The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.	
4.1	<p>A senior manager explained "in the past year I have done a lot of external speaking to build up my confidence. X gave me a lot of support and gave me feedback. I am now doing a Postgraduate Certificate in Management, and they have worked around my commitments with my family."</p>
4.2	<p>Not all managers were able to describe the specific skills, knowledge and behaviours expected of them, in terms of the Derby Homes Leadership Charter. This is because it has only recently been launched in its current format. Although this charter was developed in consultation with staff and managers, it is clearly not yet embedded in the culture.</p> <p>However, managers were clear about what is expected of them in their own words, which were clearly linked to the Charter:</p> <ul style="list-style-type: none"> • "It is important I champion my team and make sure standards are met. I am ultimately responsible for this and therefore I need to train them, monitor what they are doing, give feedback and offer support."
4.3	<p>Most people were unable to describe what the organisation requires of its managers in terms of the way they lead, manage and develop people. Although people were generally aware of the Leadership Charter they did not, on the whole, show that they knew its principles and what lies behind them. This could be explained by the fact that the Leadership Charter has only recently been launched and as such is not yet embedded in the culture. There was one notable exception to this-one employee demonstrated an in-depth knowledge of the Leadership Charter and was preparing a presentation for the following week to give to lecturers and fellow students on her management development course.</p>

INDICATOR 5

Managers are effective in leading, managing and developing people.	
5.1	<p>Although not all managers were clear about exactly what was expected of them in terms of the Leadership Charter, they were all able to give examples which showed that they were effective in leading, managing and developing people:</p> <ul style="list-style-type: none"> • "I feel proud that I can be a role model for others. I never expect people to stay behind at the drop of a hat." • "She is very open door and sits with us a lot. It is very empowering because she gives ideas and listens to you without directing. She is also very good at sticking to the line and making sure staff have gone through me which maintains my authority." • "Because I have been at that level, I recognise they need to get things off their chest, without me being critical." • "I am completely open with my staff – they can see all the figures and they come with me to the investment conferences. It helps them get involved in the decisions." • "I participate in 360 appraisals...very important that you get feedback from partners, colleagues, staff and managers. Went on a course recently-I asked my team to fill in a questionnaire about how effective I am as a manager. Scored highly-but where I only scored 4 out of 5-recognised as an area for improvement." • "I lead by example. I wouldn't expect my staff to do something that I hadn't done" (this was backed up by an employee).
5.2	<p>Managers described a number of ways in which they give feedback to staff. These included during Job Chat meetings, at one-to-ones, by e-mail and during team meetings. Much of the feedback was informal, for example, saying thank you when someone has done something well (6.1).</p>
5.3	<p>Although not all staff were not able to describe what is expected of their manager, they were positive about their manager and gave examples of how their manager was effective in leading and developing them. They said:</p> <ul style="list-style-type: none"> • "She talks to us. She tells us we're doing a good job" (6.3) • "Sometimes X comes out on patrols with us to help her understand the problems we face." • "X wouldn't ask us to do anything she wouldn't do herself." (5.2) • "X is brilliant manager-really fair. X will help you develop personally –help you get skills to help you develop in your career. X always listens." • "She's made a point of having weekly catch up meetings and I have appreciated it because it is a new role for me and I have needed the reassurance."
5.4	<p>People were able to describe how they receive feedback on their performance regularly and when appropriate. Feedback is given in a variety of ways-through job chats, team meetings, by e-mail and verbally. People felt that feedback was constructive, well-timed and frequent:</p> <ul style="list-style-type: none"> • "if there is something going wrong, or something going right-X will tell us straight away." <p>One new employee said:</p> <ul style="list-style-type: none"> • "If I do something wrong, X coaches me, she asks you about things and helps you to come up with an idea. You never feel you've been told off-just makes you think."

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INDICATOR 6	
People's contribution to the organisation is recognised and valued.	
6.1	Managers gave examples of how they recognise and value people's individual performance. Some managers had nominated employees for the Bright Star (Employee of the Month) scheme in acknowledgement of exceptional work. Managers also used the Team Reward scheme to buy treats for the team when they had done something well. Managers all said they regularly showed their appreciation by just saying "thank you."
6.2	<p>People were able to describe how they contribute to the organisation and how they believe they make a positive difference to its performance. One new employee said:</p> <ul style="list-style-type: none"> "I work on the front counter. If I deal with people in a strong confident manner it will reflect well on the company. I think my job is very important."
6.3	<p>People were able to describe how their contribution to the organisation is recognised and valued. They were able to site a number of things that the organisation has done to make them feel valued. These included:</p> <ul style="list-style-type: none"> "Celebration of Success (evening dinner/award ceremony)-I attended this in February." Free staff parties Last year-extra days leave and £100 gift voucher Everyone got a Cadbury's cream egg at Easter Right Core Care Team Rewards Attendance Incentive Scheme <p>People were also able to describe what their manager had done to make them feel valued:</p> <ul style="list-style-type: none"> "X has nominated me for staff member of the month" "X pulls me to one side and tells me I'm doing a good job." X always says thank you. Definitely feel work is valued and appreciated." <p>One employee who started working for Derby Homes in September 2008 said:</p> <p>"I feel appreciated. I really do enjoy my job. I met friends from my old job recently and they couldn't believe how I've picked up. I can't believe what Derby Homes has done for me since I've been here."</p>

INDICATOR 7	
People are encouraged to take ownership and responsibility by being involved in decision-making.	
7.1	<p>A Manager explained that within Derby Homes there has been a "real shift from top down decision making. You don't seek approval any more unless authority requires is. It is making a new culture that moves away from history within the Council."</p> <p>Managers were able to describe how they promoted a sense of ownership and responsibility by encouraging people to be involved in decision making. They said:</p> <ul style="list-style-type: none"> "We'll (the team) have meetings on specific subjects. Will encourage ideas. We'll agree decisions and form an action plan-everyone will have responsibility for this." "Sometimes the team want to take an approach that is not what I'd do. However, as

	<p>long as it is not going to be a disaster I now let them."</p> <ul style="list-style-type: none"> When officers are looking at properties, they are empowered to make decisions about whether the property is in an acceptable state or not. They are then accountable for any actions they take as a result." <p>Managers were aware of the organisation's representative groups and employees' attendance at group meetings is supported. There is an established formal consultation forum, the Joint Consultative Committee (JCC), which takes place every quarter. This meeting is attended by senior managers and group representatives. Appropriate decisions, for example on new personnel policies, would be taken to the JCC. Operational decisions would not be made through this forum.</p>
7.2	<p>People can confirm how they are involved in decision making:</p> <ul style="list-style-type: none"> "At team meetings we discuss ways in which we can improve the job. For example, we were asked to think about alternative ways of doing the role-think this will contribute to the final decision about what happens in the review." <p>People could also describe how they are involved in decisions that affect the organisation as a whole. For example, all staff were recently invited to nominate their preferred annual charity. The charity with the most nominations won.</p>
7.3	<p>People were able to confirm how they are encouraged to take ownership and responsibility for decisions:</p> <ul style="list-style-type: none"> "I make decisions on day-to-day process. I will discuss things with my manager. X (manager) always encourages the team to take decisions and she always backs whatever decisions people make." (5.3) <p>Another member of staff explained the devolved process now in place for raising Purchase Orders, and how this had involved the introduction of a new computer programme; "After the initial training. I have become a trainer internally, and because it is so complex my learning has continued because I trouble shoot for the staff as well. I feel I have been given the time to do the job, including one to one training at the other offices and this has given me a lot of job satisfaction because I can see people now using it and our workload as a team in this area decreasing."</p>

INDICATOR 8	
People learn and develop effectively.	
8.1	<p>Managers were able to describe how they made sure that people's learning and development needs are met through the Job Chat process, one-to-ones and team meetings. Managers were also able to describe the induction process for new starters and those new to a role.</p>
8.2	<p>People were able to describe how their training and development needs have been met, what they have learnt and how they have applied this in their role. For example, one employee described how she learned about body language on Customer Service Training and how she now made a conscious effort not to display negative body language when dealing with customers. Another employee explained that Self-Defence training had made her more aware of her surroundings and the situations she put herself in as a Housing Officer. She applied this in her role when she went on an Introductory Tenancy visit to a young single male tenant; "He had all his friends round. When we were in the house I asked him not to shut the door and I stood near the door. I am aware of surroundings now-I wouldn't have done this before."</p> <p>A team talked of the change in their role, and how this now involves driving; "We were nervous about driving around the City and we raised this." An intensive driving course</p>

	was arranged for them to participate in locally. "It has made me a lot more aware because you had to explain what you could see." "I got a lot of confidence from taking part."
8.3	<p>People, who are new to the organisation and those new to a role, can describe how their induction has helped them to perform effectively. Employees said that they found e-learning a useful induction tool. One employee, who started working for Derby Homes in September 2008 and gained promotion in January 2009, described her induction programme:</p> <ul style="list-style-type: none"> "I spent time with all different departments. Went out with all different teams. Saw how things tied together. My manager saw me regularly-still works closely with me because I am new. Everyone is very supportive." <p>A newly promoted Team Leader explained:</p> <ul style="list-style-type: none"> "Another Team Leader worked with me on my transition which was not easy because I had not managed staff before. We focused on gaining respect as the processes were clearly defined and easy to follow. I also had some training and this is now on-going." <p>Another employee described her induction as a Trainee Housing Assistant:</p> <ul style="list-style-type: none"> "Spent first two months shadowing different people, including people at Cardinal Square. This helped me learn about different sections. Made loads of notes-still use these. Had to keep log of what I'd done. Had to answer questions about all the different sections that I spent time with-got to understand what all the different sections did."

INDICATOR 9	
Investment in people improves the performance of the organisation.	
9.1	The Chief Executive was very specific on the costs of developing staff and the consideration of time away from their role, as well as other resources. He built on this with a number of specific examples, such as the strategic objective "to provide excellent customer services, build on our knowledge of customer needs and continually improve our services." He described a number of initiatives linked to this such as a new approach to customer service training, an improved appointments system and extension of services.
9.2	The Chief Executive talked of the Open University MBA he has been undertaking; "The strategic thinking one was especially useful in the approach to strategic approach to strategic objectives. I have spent a lot of time sharing this with staff to look at their ideas of how we can continue to develop this area." In addition he explained the usefulness of the creative management module; "We were doing a best value review at this time, so I got my team to draw their vision for a new Derby Homes service and some of those visions are now coming to fruition."
9.3	"As a result of my own course, I looked at the meeting structure which was not as productive as it could be. I now have a six weekly large management meeting with the focus on a 5 – 10 minute update on projects and targets each. We rotate the Chair and it has broken down also of barriers between the teams and now there is also challenging of each other which is very positive. The focus on me now is just to give the Executive perspective and to correct any misinformation."
9.4	Managers were able to give examples of how training and development has improved the

	performance of the team and the organisation. An example cited was the Difficult, Disturbing and Dangerous Behaviour Course. This course was originally attended by the Family Intervention Project Team. They recommended that this training be delivered in-house to others in the organisation. They felt it would be useful to anyone who visited people in their homes or saw people on the counter. Managers explained that this course had improved the performance of the team because it had given people more confidence in dealing with situations they face in the course of their work. The training also raised awareness of some of the underlying reasons behind difficult behaviour. This means that officers can potentially signpost people to services that can help them, instead of just labelling them as "aggressive." This has a knock on effect to the organisation in terms of improved customer service.
9.5	<p>People were able to give examples of training and development has improved their performance, the performance of the team and that of the organisation. One employee explained that Customer Service Training had not only led her to make improvements to her own performance in this area, but had also made her look at others in the team and given her the confidence to speak to them:</p> <ul style="list-style-type: none"> • "One member of the team used to swing round in her chair to greet someone at reception. I don't think that is very polite. After I had been on Customer Service training I felt confident to pull her to one side and speak to her about it and explain how it might look to a customer....any training is beneficial to the organisation as a whole. If I increase my knowledge this is improving customer service which benefits the customer and the organisation."

INDICATOR 10	
Improvements are continually made to the way people are managed and developed.	
10.1	The Chief Executive described how he had shared his appraisal with staff this year, in terms of what he had achieved and not achieved, as well as his own targets for the next year; "I wanted to encourage a continued focus on the quality of appraisals, but also to show that I had failed on some of my objectives. I felt this would show the importance of encouraging the team to continue to focus on the Business Plan and Team Objectives."
10.2	<p>Managers were able to give examples of improvements that have been made to the way they manage and develop people. One manager of shift workers recently introduced a nightly briefing meeting at the start of each shift. This has improved communication and helped to keep people "in the loop."</p> <p>Another manager described how she had developed a coaching style after attending a manager's coaching course last year. She explained it helped her to encourage staff ownership and to help staff find their own solutions. The recently launched Leadership Charter promotes the use of a predominantly coaching style by managers.</p> <p>"I changed my management meetings to management networking meetings. I do a warm up to lighten the mood and then we have a series of half hour slots on mixed tables looking at issues. I am now looking to expand this with the staff."</p> <p>The decision to replace the former Leadership Charter with a new one was taken when the results of the 2007 Time 100 Survey showed that leadership was an area for improvement. The revised Leadership Charter was just one of a number of measures introduced. Other measures included the introduction of a management buddy scheme, managers' network sessions and training sessions specifically for new managers. These initiatives all demonstrate that the organisation is committed to improving performance through continuous improvement.</p>
10.3	People were able to give examples of improvements that have been made to how the organisation manages and develops people. One employee (a shift worker) cited the

	<p>recent introduction of a nightly briefing before going out on patrol as an improvement:</p> <ul style="list-style-type: none"> • "this is especially important because we don't see each other in the day. Helps us feel part of a team." <p>One long-standing employee explained why she felt Derby Homes had improved:</p> <ul style="list-style-type: none"> • "We have got better as an organisation at listening to people. Managers never used to get any training. We have got better at training and supporting managers. Derby Homes has supported X (my manager) as a new member of staff-she thinks Derby Homes is really good in people management. We're much more caring –giving rewards etc. I feel managers all the way down from SMT are more caring. Phil and Maria came to our team meeting."
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