

1. Introduction

This is a twelve month Change Management action plan (add agreed name of the programme) that supports the Nottingham City Homes' Five Year Plan. Through the delivery of this plan we aim to contribute towards our mission and vision:

“To deliver excellent services and create places where people want to live”

In developing this action plan we have established a Guiding Team of diverse employees from across NCH. They began meeting in February 2010 with the aim of creating the plan and working with everyone in NCH to implement it.

The actions identified for the next twelve months focus on significantly improving our performance and moving us closer to attaining Three Stars.

There are four specific areas for action which were identified by the Guiding Team from a variety of sources including the last Employee Engagement Survey, Equality and Diversity Audit and Investors in People Assessment. The four areas are:

- Organisational Culture
- Communication
- Performance and Effectiveness
- Leadership Development

Chris Langstaff, Chief Executive, endorsed the work of the Guiding Team and advised us that

“there are a number of things we need to change and improve over the coming months. It is important to me and the Executive Management Team that we work alongside our employees to help us understand how change affects not just the teams you work in, but you as individuals.”

We recognise that this action plan is not a static document but will continue to evolve as the needs and expectations of our organisation change.

We must also ensure that this plan avoids duplication and is co-ordinated with other strategies and activities being developed and implemented within NCH.

2. Implementation

The changes we need to make can only be successful if everyone in the organisation is committed to and involved in the implementation of this plan.

While the Guiding Team has identified a range of actions and allocated accountability to individuals or teams, it is the responsibility of everyone to embrace and commit to making these changes a reality for the benefit of our customers and everyone that works at NHC.

We are also committed to keeping you informed of progress, consulting with and involving you in this work throughout the year.

3. Measuring Success

The plan identifies a range of success measures for each of the actions. However, the main measures will be those that we currently use within NCH:

- Customer Satisfaction Survey
- Employee Engagement Survey
- IIP Assessment
- Equality and Diversity Survey
- Staff Appraisals
- Performance Reviews
- Audit Inspections

Nottingham City Homes
Change Programme Action Plan 2010/11

Theme:		Desired Outcomes:		
Organisational Culture		Development of an organisational culture that is aligned with the vision, mission and values of the organisation in which: <ul style="list-style-type: none"> • moral is high • positive attitudes and behaviours are demonstrated at all levels • barriers to participation are removed • team and cross-boundary working is encouraged 		
Action	Lead By	Start	Finish	Success measures
Aligning organisation values behavioural expectations	Guiding Team	May	June	Behaviours and attitudes consistent with organisational values Values known and understood by all NCH staff
Define expected attitudes and behavioural competencies	All Staff	October	December	Staff contribute to defining expected attitudes and behaviours All staff understand and demonstrate expected attitudes behaviours
Review and update competency framework for managers and staff	Guiding Team	July	September	Competency framework is relevant, understood by everyone and consistently applied at all levels in the organisation
Link reviewed competencies to performance review appraisal process	Guiding Team	February	March	Improved individual and team performance Increased internal promotions
Assess and deliver	HR Team	February		Enhanced skills and performance of all staff

training and development activities				Opportunity for achievement of Level 2 literacy and numeracy qualifications
Review rewards and benefits packages	Executive Management Team	February	April	Alignment of competencies with rewards and benefits
Improve understanding of and commitment to equality and diversity	All Staff	June		The Equality and Diversity strategy fully understood and implemented throughout NCH
Encourage staff ownership, commitment and participation	All Staff	April	September	Development of suggestions/ideas schemes Increase number of suggestions/ideas put forward More staff confident in making decisions
Promote positive feedback and encourage peer recognition	Executive Management Team	May	March	Set 100% completion of annual appraisals performance target and monitor performance against target
	HR Team	September	January	Development of 360° Appraisals
	HR Team			Assessment of improved feedback via the staff survey
	Teams	September	October	Each team develop a “wall of fame” for positive feedback.
	All Staff	June		All staff encouraged to acknowledge and recognise the contribution of colleagues
	All staff	May		Enhanced team and cross-boundary working
Encourage NCH staff to act as ambassadors and role models	All staff	May		All NCH staff willing and able to constructively challenge inappropriate attitudes or behaviour in themselves or colleagues

Review, update and re-launch the respect policy	HR Team	October	December	All staff are aware of and adhere to the policy
Regular delivery of customer service programme	HR Team	June	Quarterly	Make best use of DVD training package

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Theme:			Desired Outcomes:	
Communication			Improve internal and external communication to encourage: <ul style="list-style-type: none"> • clear communication of key messages • effective decision making • problem solving • development of effective working relationships between colleagues, customers and partners 	
Action	Lead By	Start	Finish	Success measures
Clearly communicate the company vision for the next 3-5 years	Executive Management Team	May	Repeat bi-annually	Values consistent with brand All staff understand, “buy in” and contribute to the achievement of the vision
Restate reviewed values, linked to the changes taking place over the next 3-5 years	Executive Management Team	September	Repeat bi-annually	All staff understand the need for change, embrace and contribute to making these positive changes
Keep everyone informed of progress and encourage “buy in”	Executive Management Team	May	Weekly Monthly Quarterly	Weekly EMT update from the Thursday meeting Monthly update on board, TLC, committee etc. actions and significant developments Regular performance update
“Back to the floor” visit from EMT and Directors and attendance of Team Meetings		May	Quarterly	Feature visits in team briefings Break down silo working Improve staff morale
Review effectiveness of	Communications Team	October	January	Fit for purpose intranet system

intranet				Key policies, procedures, performance data and other relevant documents kept up to date and readily accessible
Review purpose and content of newsletter	Guiding Team	September	November	Production of a newsletter that is timely and audience relevant
Review effectiveness of communication methods	Guiding Team	November	January	Consult with all staff about the purpose and benefits communication methods via the Employee Engagement Survey Improved understanding of what staff want and need from the conference
Review purpose and content of monthly Managers meeting	Executive Management Team	September	October	Clarity of purpose and content of meetings
Review of internal communications strategy	Communication Team	September	November	Improved internal communication with clarity of purpose and benefit

Theme:			Desired Outcomes:	
Performance and Effectiveness			To improve, monitor and communicate performance against specified targets in order to: <ul style="list-style-type: none"> • improve service delivery • increase customer satisfaction • make best use of resources • achieve Three Stars 	
Action	Lead By	Start	Finish	Success measures
Review the role of Team Brief in promoting performance information	Communications Team	September	November	Clarity of purpose, content and frequency of team briefings
Review performance review guidelines	Performance Team	October	December	Clarify purpose and content of the guidelines
Identify best practice within and outside of the housing field	Performance Team	June	December	Best practice for assessing and communicating organisation performance is developed and implemented
Align PDR format with reviewed competencies	HR Team	September	December	The PDR content and format is clearly linked to organisational values and the revised competency framework
Devise performance management courses for all employees and review those for managers	HR Team	June	September	Managers and staff understand how to monitor performance and take action to ensure continuous improvement
Develop/finalise capability policy and procedure	HR Team	April	June	Consistent approach to managing performance capability across the organisation
Improve management of	HR Team	April	June	Consistent and clear induction linked to

the induction process				performance review process
Introduction of a manager induction process	HR Team	September	December	A consistent and clear induction for newly appointed and internally promoted managers
Improve monitoring and management of sickness	HR Team	June	October	Consistent approach to monitoring and managing sickness absence
Ensure consistency of approach in managing disciplinary cases	HR Team	June	October	Managers and staff understand and consistently adhere to policy and procedures for managing disciplinary cases
Learn from mistakes and identify opportunities for improved performance	Performance Team	September	December	Methods for reviewing and learning from mistakes are in place and being consistently applied across the organisation Performance improvement in those areas where mistakes had previously been made

Theme:			Desired Outcomes:	
Leadership Excellence			Defining effective leadership within NCH in order to: <ul style="list-style-type: none"> • act as a catalyst for organisational change • provide key skills for individuals to lead and perform effectively • lead the development of a positive organisational culture • inspire and motivate staff behaviour toward the accomplishment of NHC objectives 	
Action	By	Start	Finish	Success measures
clarify the role of AHMs, Patch Managers and Executive Team in influencing change and modelling required organisational culture	Guiding Team	November	March	Managers understand how they can lead and influence cultural change within NCH
Review and embed training on carrying out effective one-to-ones	HR Team	October	March	Updated policy and procedure for carrying out one-to-ones Managers effectively and consistently carrying out one-to-ones
Develop career progression and succession strategy	HR Team	March	May	NCH commitment to developing and promoting staff is clearly understood by all
Provide leadership training, mentoring, shadowing and coaching for opportunities current	HR Team	December	May	Development needs of managers identified Specific learning and development programmes in place to support leadership development

and potential leaders				
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