

**APPENDIX B – ACTION PLAN TO SUPPORT 1 -CUSTOMER FOCUSED ORGANISATION**

This details the key activities under each of the 6 themes of the cultural change programme which support the customer focused organisation. This Action Plan is supplemented by the People Development Plan and Health and Safety Action Plan.

Director of S and P = Director of Strategy and Partnerships

Director of OD = Director of Organisational Development

Head of HR = Head of Human Resources

Head of OD and L = Head of Organisational Development and Learning

Head of H and S = Head of Health and Safety

**2 – LEADERSHIP AND MANAGEMENT**

	<b>Key Activity</b>	<b>Lead Officer</b>	<b>Outcomes</b>	<b>Target Date</b>
2.1	Undertake Board Development	Director of S and P Head of OD and L	Improved governance of company	Ongoing
2.2	Complete recruitment to EMT and new senior management structures	Director of OD	<ul style="list-style-type: none"> <li>➤ Improved governance of company</li> <li>➤ Improved service delivery</li> </ul>	March 2008
2.3	Define 'senior managers' and 'company managers'	Head of OD and L	<ul style="list-style-type: none"> <li>➤ Provide improved clarity of role</li> <li>➤ Improve targeted communication and involvement</li> <li>➤ Savings on targeted training and development</li> </ul>	February 2008

### 3 – STRATEGY AND PLANNING

	<b>Key Activity</b>	<b>Lead Officer</b>	<b>Outcomes</b>	<b>Target Date</b>
3.1	Implement company restructuring (excluding Property Services).	Director of OD	Deliver 'fit for purpose' structures to deliver improved services and achieve 2 stars	March 2008
3.2	Restructure Property Services and implement.	Interim Director of Property Services and Director of OD	Deliver cost effective structure to enable company to win Repairs and Maintenance tender and prepare for delivery of Asset Management strategy	July 2008
3.3	If DLO is outsourced manage TUPE transfer to new provider.	Director of OD	Minimise industrial unrest and support transferring employees	July 2008
3.4	Undertake review of structures in Housing Services directorate as a result of implementing Accommodation changes, Caretaker review, Supported Housing review.	Director of Housing Services and Head of HR	Ensure efficiencies delivered through 'fit for purpose' structures and job descriptions	Summer 2008
3.5	Implement recommendations from District Audit investigation and address negative impact on relationships with BME employees and community.	Director of OD and Director of Strategy and Partnerships	<ul style="list-style-type: none"> <li>➤ Manage risk to company and impact on service delivery</li> <li>➤ Minimise industrial unrest and negative company image</li> </ul>	TBA

#### 4 – PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

	<b>Key Activity</b>	<b>Lead Officer</b>	<b>Outcomes</b>	<b>Target Date</b>
4.1	Improve Absence Management	Head of HR	<ul style="list-style-type: none"> <li>➤ Reduce employee absences and associated costs</li> <li>➤ Enable managers to manage absence effectively</li> </ul>	Ongoing
4.2	Introduce Stress Management policy and undertake associated training	Head of H and S	Supports Absence Management initiatives and safe working environment	TBA
4.3	Review of EPDR process	Head of OD and L	Produce more effective management and development tool.	February 2008
4.4	Produce regular HR, Organisational Development and Learning and Health and Safety performance management information, analysis and recommendations for action	Head of HR Head of OD and L Head of H and S	Key management tool to monitor performance and inform service improvements	As required
4.5	Develop and introduce employee's suggestion scheme which rewards creativity, innovation, performance improvements and value for money.	Head of OD and L Head of Business Improvement and Development	Employees are empowered to fully engage with company's performance improvements	April 2008
4.6	Undertake annual employees' surveys and benchmark findings against comparative ALMOs.	Head of OD and L	<ul style="list-style-type: none"> <li>➤ Systematic and consistent collection of employee feedback.</li> </ul>	Ongoing

			➤ Key management tool to monitor performance and inform service improvements.	
--	--	--	---	--

## 5 – SYSTEMS, POLICIES, PROCEDURES AND STANDARDS

	Key Activity	Lead Officer	Outcomes	Target Date
5.1	Review HR policies and procedures and align with ISO9001/2000	Head of HR	Enable managers to manage employees effectively	TBA
5.2	Develop a range of guides and best practice tools for managers to manage change effectively.	Head of HR Head of OD and L Head of H and S	Enable managers to manage employees effectively in a safe working environment	Ongoing
5.3	Produce and implement capability procedure	Head of HR	Enable managers to manage employees effectively	TBA
5.4	Develop Organisational Development area of intranet	Heads with OD	Effective communication of policies and procedures to managers and employees	TBA
5.5	Develop a Recruitment and Selection Strategy which incorporates actions from the Code of Practice for Employment and Training (Construction Sector 2002) and promotes positive action.	Head of HR	Effective recruitment of diverse workforce with appropriate skills, attitudes and values	TBA
5.6	Finalise Framework Agreement for trade union activities	Director of OD	Establish framework for consultation with trade unions and appropriate facilities arrangements	January 2008

5.7	Review induction processes and implement a new compulsory corporate induction	Head of OD and L Head of HR	<ul style="list-style-type: none"> <li>➤ Produce effective induction for all levels of employees into the company</li> <li>➤ Improve consistency in use of company's policies, procedures, systems</li> <li>➤ Promote 'customer focus' and values of the company</li> </ul>	Ongoing
-----	---	--------------------------------	---	---------

## 6 – BUSINESS PLANNING AND FINANCIAL MANAGEMENT

	<b>Key Activity</b>	<b>Lead Officer</b>	<b>Outcomes</b>	<b>Target Date</b>
6.1	Retain in-house repairs and maintenance service delivery	Director of OD	Improved control of service delivery and provision of value for money service	February 2008
6.2	Review senior management 'spot salaries' and associated terms and conditions of employment.	Director of OD	A more flexible reward package to attract and retain senior managers in a tight labour market	December 2007  Completed
6.3	Review relocation package	Director of OD	Reflect market rates as part of recruitment package	November 2007  Completed
6.4	Review current pay policy, practices and processes as part of a commitment to undertaking an Equal Pay Audit and implementation of Job Evaluation.	Director of OD	'Fit for purpose' fair and transparent pay policies	March 2009
6.5	Review of bonus scheme for craft workers to reflect multi-disciplinary working.	Head of HR	'Fit for purpose' scheme to support service delivery	Autumn 2008
6.6	Complete HR SLA review	Director of OD	Reduced cost and improved	March 2008

			efficiencies	
6.7	Review job advert format and Improve use of internet and intranet and other media	Head of HR	<ul style="list-style-type: none"> <li>➤ Attract a more diverse workforce</li> <li>➤ Reduce cost</li> </ul>	TBA
6.8	Review flexible and mobile working policies and procedures	Head of HR	Improved services to customers	TBA
6.9	Review use of agency staff and consultants	Head of HR and Head of Procurement	<ul style="list-style-type: none"> <li>➤ Reduction in costs</li> <li>➤ Effective use of interims.</li> </ul>	TBA
6.10	Review Health and Safety management system	Head of H and S	Effective management of Health and safety risks	TBA

## 7 – VALUES, STYLES AND LEARNING ORGANISATION

	<b>Key Activity</b>	<b>Lead Officer</b>	<b>Outcomes</b>	<b>Target Date</b>
7.1	Retain Investors in People (IIP)	Head of OD and L	Demonstrate company's commitment to learning and development	January 2008
7.2	Complete 'Lets make a difference' culture change programme with Cragrats	Head of OD and L	<ul style="list-style-type: none"> <li>➤ Greater consistency and improved service</li> <li>➤ Increase in customer satisfaction</li> </ul>	May 2008
7.3	Consider introduction of benefits package on a neutral cost basis	Director of OD	<ul style="list-style-type: none"> <li>➤ Company demonstrates that it values its employees</li> <li>➤ Benefits aid recruitment and retention of employees</li> </ul>	TBA
7.4	Support and champion Ethnic Minority Employees (EME) Forum and Disabled Workers Group and other employee	Director of OD and	Promotion of equality and diversity in employment	Ongoing

	forums	Director of S and P	practices and procedures	
7.5	Develop Managers and Employees Conferences	Head of OD and L	<ul style="list-style-type: none"> <li>➤ Improve involvement and communication</li> <li>➤ Provide development opportunities</li> </ul>	Ongoing
7.6	Finalise and implement ULR Agreement to address skills for life needs.	Head of OD and L	<ul style="list-style-type: none"> <li>➤ Demonstrate company's commitment to learning and development</li> <li>➤ Access to trade union funds supporting skills for life</li> </ul>	April 2008
7.7	Sign up to a 'Skills Pledge' to support our staff in developing basic literacy and numeracy skills in attaining their first level two qualification.	Head of OD and L	<ul style="list-style-type: none"> <li>➤ Demonstrate company's commitment to learning and development</li> <li>➤ Access to 'Train to Gain' funds - £650 million in 2008/9</li> </ul>	April 2008
7.8	Sign up to Jobcentre Plus Positive about Disability 'Two Ticks' Schemes	Head of HR	Promotion of equality and diversity in employment practices and procedures.	January 2008
7.9	Review Apprenticeships and Traineeships for NCH	Head of OD and L	Schemes are 'fit for purpose' for company's workforce needs	February 2008
7.10	Develop succession planning, talent management and career development policies and practises and implement focusing on addressing areas of under-representation.	Head of OD and L Head of HR	Schemes are 'fit for purpose' for company's workforce needs and address areas of under-representation.	March 2008
7.11	Introduce measures to improve partnership working with our Decent Homes contractor partners and with local schools and colleges, NCC, local communities, etc.	Head of OD and L	Promote NCH as an 'employer of choice' and support recruitment of long-term	Ongoing

			unemployed people through work with Jobcentre Plus	
--	--	--	--	--