




2009/10 Service Improvement Plan –Change Management and Development Team

SIP Reference Code	Insert two digit code here
Lead Officer	Raj Patel
Last Updated	27.4.09
For Period Ending	1 April 2009 – 31 March 2010

	Complete
	On Target
	Area of Concern

Key Objective(s)

1. To Support The Company's Major Push On Equalities And Diversity By

- Delivering an annual diversity development programme for all the workforce to raise understanding and awareness of diversity
- Supporting the development of minority employee groups to support service improvement
- Leading on the implementation of worklessness initiatives to secure training and employment opportunities for vulnerable communities and recruiting employed status trainees representative of the communities we serve
- Working with HR to embed employee relations and people performance policies, recruitment and induction practices
- Supporting managers and teams to develop services that are more effective and accessible for all customers by increasing understanding of who our customers are and the role of partners in delivery of joined up services

2. 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

3. 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

4. To Explore New Business Opportunities By

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

Primary Targets

1. Access to the Service

- Decrease in the number of no shows for training from 25% to 5% for all service areas
- 100% of employees to experience a minimum of one learning experience in 2009/10
- 100% of new starters complete induction
- 100% of employees trained in customer care by 31st March 2010
- Staff survey: L&D is taken seriously – increase from 44% sept 2009 – 60% (average is 53%)
- My manager helps me to develop myself – increase from 43% to 60% (average is 58%)

2. Equality and Diversity

- 100% recruitment of apprentices from within City Boundaries excluding disability (aspirational)
- 40% recruitment of apprentices from BME communities for all NCH apprenticeship schemes (aspirational)

3. Performance Management

- Increase completion of appraisals to 80% for all service areas by end of May 2009
- 100% of middle and frontline managers to experience a minimum of one performance management development event in 2009/10

4. Value for Money

- Generate £100k cashable/non cashable savings by 31st March 2010

Ref	Objectives and Actions	Start Date	Target Date	Revised Target Date	Lead Officer	Expected Outcome	Cross Cutting Issues				Resource Required	Progress Comments	Status % Comp
							C	D	T	E			
1.0 Improve access to the service													
1.1 H	<p>Roll out management support framework to all managers initially in Housing and Property Services</p> <p>Actions – develop framework, agree with senior managers, pilot and evaluate. Roll out</p>	1.4.09	1.6.09		Raj Patel Head of Change Management and Development	<p>Managers supported in implementation of people performance systems e.g. appraisal</p> <p>Development needs accurately identified and actioned</p> <p>Improved service delivery to internal customers</p> <p>Greater ownership of systems, policy and procedure</p>	C4	D2		E4	Employee time associated with meeting managers and subsequent actioning of implementation plans		

<p>1.2 M</p>	<p>Market and promote services to create workforce engagement and ownership e.g. access to personal training records, improved systems for nomination and access to development, wider use of Team Brief</p>	<p>1.4.09</p>	<p>31.3.10</p>		<p>Carol Aaron Learning and Development Manager</p>	<p>Improved accessibility to development Greater ownership of systems, policy and procedure</p>	<p>C4</p>	<p>D2</p>		<p>E4</p>	<p>Marketing and Communication team time to support development of promotional campaign Team time in preparing marketing materials</p>		
<p>1.3 H</p>	<p>Improve administrative systems to meet needs of service users Actions – obtain customer feedback on existing mechanisms, identify areas of weakness, consult on improvements and implement. Monitor and</p>	<p>1.4.09</p>	<p>31.5.09</p>		<p>Sue Marwood Learning and Development Coordinator</p>	<p>Increased manager satisfaction with quality of information provided</p>	<p>C1 C2</p>	<p>D1 D3</p>		<p>E1</p>	<p>Officer time to make agreed changes Manager time for consultation</p>		

	feedback into system improvements. Benchmark with ALMO club and DLA Piper club												
1.4 H	Undertake annual NCH Company wide Employee Engagement Survey Actions – design draft, agree with key stakeholders, pilot with ECWG. Ensure accessibility issues resolved before roll out. Market/promote with support from Marketing Team. Implement recommendations post survey results.	1.5.09	1.8.09		Raj Patel Head of Change Management And Development	Survey undertaken 50% minimum completion rate Action plan developed and integrated into SIPs	C1 C2	D1 D3		E1	Officer time to design survey Manager time for consultation Workforce time to complete survey £5K consultant charge for facilitating survey		
1.5 H	Develop divisional workforce development	1.4.09	15.6.09		Raj Patel Head of Change	Divisional plans in place and being	C1 C2	D1 D2		E3	Officer time to develop plans Manager time for		

	plans Actions – agree development needs with each DMT based on strategic need arising from business plans and SIPs. Incorporate needs identified through appraisal. Sign off with EMT				Management And Development	delivered against					consultation Cost of implementing plans including travel cost for employees, venues where internal venues not available, production of materials etc...		
1.6 M	Implement phase 2 of e-learning project Actions – roll out plan to be agreed with project team for H&S for mgrs, ergowize and Fire safety	1.4.09	31.3.10		Carol Aaron Learning and Development Manager	E-learning rolled out to workforce	C1			E1	Officer time to implement e-learning and manage systems Employee time to complete training	Link with H&S SIP Reference 8.3	
1.7 M	Continue to develop positive working relationships with Trade Union Learning Representatives	1.4.09	Ongoing		Raj Patel Head of Change Management and Development	Projects delivered on time within agreed budgets and agreed outcomes	C1 C2	D1 D2		E3	Officer time to develop/administer Life Long Learning Committee and undertake project working		

	Actions – implement quarterly Union Learning meetings, agree projects for joint delivery and jointly promote successes.				ment								
2.0	Support The Company's Major Push On Equalities And Diversity												
2.1 H	<p>Develop a rolling diversity development programme for all the workforce</p> <p>Actions – develop draft plan for Champions Group to approve. Incorporate into EMEC work plan for support of roll out. Evaluate take up, quality and impact of plan. Plan to include mentoring programme shadowing and</p>	1.4.09	31.3.10		<p>Raj Patel</p> <p>Head of CMD</p>	All employees trained in diversity issues and able to implement good practice in service delivery	C4	D1 D2 D3 D4		E4	<p>Team time to develop and deliver programme</p> <p>Employee travel costs and time to attend various training events</p> <p>Business Improvement Team time to develop E&D strategy and advising on the development of the training programme</p> <p>Costs for marketing and promoting programme and possible hiring of venues where internal venues not available</p>	Link with HR SIP Reference 1.3	

	career progression as possible options.												
2.2 H	<p>Recruit employed status Pathway to Work apprentices representative of the communities we serve.</p> <p>Actions – Agree targets with CEO and finances, plan recruitment with HR/College, involve mentor managers in induction of apprentices. Undertake quarterly performance reviews for each apprentice. Identify jobs for them to apply for as</p>	1.4.09	1.9.09		Robert Clapham Learning and Development Officer	<p>10 trainees recruited with aspirational target of 40% BME and 100% from within City boundaries</p> <p>100% completion and retention rate</p>	C4	D3 D4	T2	E2	<p>Learning and Development Officer time to manage the process</p> <p>£100K for salary costs of trainees</p> <p>Employee time to mentor apprentices</p>	Link with HR SIP Reference 1.3	

	opportunities arise.												
2.3 H	<p>Recruit employed status construction apprentices representative of the communities we serve</p> <p>Actions – Agree targets with CEO and finances, plan recruitment with HR/College, involve mentor managers in induction of apprentices. Undertake quarterly performance reviews for each apprentice. Identify jobs for them to apply for as opportunities arise.</p>	1.4.09	1.7.09		Ian Ricards on Learning and Development Officer	<p>13 trainees recruited with aspirational target of 40% BME and 100% from within City boundaries</p> <p>100% completion and retention rate</p>	C4	D3 D4	T2	E2	<p>Learning and Development Officer time to manage the process</p> <p>£150K for salary costs of trainees</p> <p>Employee time to mentor apprentices</p>	Link with HR SIP Reference 1.3	

<p>2.4 M</p>	<p>Support the development of employee groups to enhance service delivery</p> <p>Actions – Agree with Champions Group priority groups. Promote development of new groups and encourage membership. Support with mentoring to help groups become established including EMEC and ECWG. Set clear work plans in place.</p>	<p>1.4.09</p>	<p>31.3.10</p>		<p>Raj Patel Head of Change Management and Development</p>	<p>Employee groups empowered to support NCH in achievement of its E&D strategy</p> <p>To foster a greater understanding and awareness of E&D in the workplace</p>	<p>C1 C4</p>	<p>D1 D2 D4</p>		<p>E4</p>	<p>Head of Change Management time to facilitate development of groups</p> <p>Cost of travel and time for employees to attend meetings</p> <p>Initial start up cost including cost of specialised training to set up specialist groups</p> <p>Management time to champion work of groups</p>	<p>Link with HR SIP Reference 1.3</p>	
<p>2.5 H</p>	<p>Lead on the implementation of NCH worklessness strategy to secure training and employment opportunities and financial</p>	<p>1.4.09</p>	<p>31.3.10</p>		<p>Raj Patel Head of Change Management and Development</p>	<p>To create sustainable training and employment opportunities for the City's most vulnerable communities</p>	<p>C1</p>	<p>D1 D3 D4</p>	<p>T1 T2</p>	<p>E4</p>	<p>Officer time to develop initiatives outlined in strategy</p> <p>Employee time to forge links with partner agencies</p> <p>Cost of provision of</p>		

	<p>inclusion for tenants and leaseholders.</p> <p>Actions – agree plan with housing strategy group, EMT and Board. Undertake quick wins from plan. Project manage implementation of interventions led by other employees. Evaluate outcomes.</p>				<p>ment</p> <p>Richard Holland</p>	<p>To support tenants and leaseholders with effective financial management thus reducing burden of debt to NCH</p>					<p>training, travel and other overheads</p>		
<p>2.6 H</p>	<p>Work with HR to embed employee relations and people performance management policies, recruitment and induction practices</p> <p>Actions – ensure HR/CMD SIPS match up</p>	1.4.09	31.11.09		<p>Carol Aaron Learning and Development Manager</p>	<p>All managers trained in key HR policies including grievance, recruitment, disciplinary, sickness and appraisal</p> <p>Get it right first time recruitment of new starters</p>	C4	D1 D2 D3		E4	<p>HR time to support development of training programmes and to jointly facilitate</p> <p>L&D Officer time to design and deliver programmes</p> <p>Cost of employees attending programme including travel and venue costs where internal venues are not available</p>	<p>Link with HR SIP Reference 2.3</p> <p>H&S SIP 4.1,4.2,4.3 and 11.3</p>	

	priorities by clarifying target areas. Use existing project teams to drive improvements. Work with HR to develop appropriate training. Co facilitate training with HR where appropriate					Reduction in formal grievances, disciplinarys and levels of sickness. 100% completion of appraisals High level of new starter and manager satisfaction with induction							
2.7 M	Explore with Housing Operations the potential for developing Housing Management traineeships	1.9.09	31.3.10		RP	Increased city resident representation at management level including BME	C4	D3 D4	T2	E2	Officer time to develop and implement scheme. Existing Housing Operation financial resources to be used to implement scheme	Link with HR SIP Reference 1.3	

3.0 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												
3.1 H	<p>Work with managers to develop new ways of working and by providing training in modern work practices</p> <p>Actions – establish presence within project teams. Identify gaps in new ways of working. Work with project teams to implement support mechanisms for implementing new ways of working. Evaluate outcomes.</p>	1.4.09	31.3.10		Raj Patel Head of CMD	<p>Modern work practices introduced</p> <p>Job family competencies utilised for performance management and training purposes</p> <p>Employees trained in new ways of working and able to deliver high quality services</p>	C1 C4	D2 D3		E4	TBC	Link with HR SIP Reference 2.3, 5.3 and 7.3
3.2 M	Professionalise Housing services through	1.4.09	31.3.10		Carol Aaron	A well qualified workforce	C1 C4	D2 D3		E4	L&D Officer time to design and deliver programmes	

	<p>the continued professional development of the workforce</p> <p>Actions – implement CPD for Housing Services e.g. implementation of NVQ 3 and 4. Support HR in development of career paths. Support review of Weds briefings.</p>				Learning and Development Manager	delivering outstanding services					<p>Cost of employees attending programme including travel and venue costs where internal venues are not available</p> <p>Cost of delivering qualification training programmes where funding is not available</p>		
3.3 H	<p>Professionalising management role by implementing management competencies and subsequent management development programme</p> <p>Actions – implement any IIP recommendations</p>	1.4.09	31.3.10		Raj Patel Head of Change Management and Development	<p>Management Competency Framework implemented</p> <p>Management development programme implemented</p>	C1 C4	D2 D3		E4	<p>Officer time in designing framework and development of management development programme</p> <p>Management time involved in consultation and attendance at events</p> <p>HR time to support</p>		

	ns re: management development. Review competency framework and implement OD interventions including 360, development centres.										development of framework Cost of developing framework and subsequent tools e.g. 360. Strategy and Partnership team time involved in advising on design of tools and implementation.		
3.4 H	Implement CSCS accreditation for all craft employees in Property Services and Caretaker Services Actions – implement existing agreed project plan including phased accreditation of all employees in Property Services.	1.4.09	31.3.10		Ian Richardson Learning and Development Officer	All craft employees accredited	C1 C4			E4	Change Management officer time to project manage accreditation process Employee time to achieve accreditation		

<p>3.5 H</p>	<p>Support Business Improvement Team in reviewing Company performance management</p> <p>Actions – Agree scope with BIT, identify areas of priority for OD, agree with Director and take lead in agreed projects.</p>	<p>1.4.09</p>	<p>31.5.09</p>		<p>Raj Patel Head of Change Management and Development</p>	<p>Performance Management Framework improvement plan in place</p> <p>100% completion of appraisals</p>	<p>C1 C2</p>	<p>D2</p>			<p>Management time for consultation and training</p> <p>Officer time to manage appraisal and IIP process to completion</p> <p>Cost of implementing changes/improvements</p>		
<p>3.6 H</p>	<p>Undertake annual IIP Health Check</p> <p>Actions – agree scope with EMT, arrange interviews, feedback on draft report. Present to EMT with recommendations</p>	<p>1.3.09</p>	<p>30.4.09</p>		<p>Robert Clapham Learning and Development Officer</p>	<p>IIP improvement plan integrated into SIPs</p> <p>100% of IIP agreed recommendations to be implemented</p>	<p>C1 C2</p>	<p>D2</p>			<p>Employee time</p> <p>Cost of commissioning health check assessors</p>	<p>Link with HR SIP Reference 1.3,2.3,2.4 and 5.1</p>	

3.7 H	<p>Implement annual appraisal cycle</p> <p>Actions – agree process with EMT, consult with managers, provide training. Audit take up and random sample for measuring quality.</p>	1.3.09	31.5.09		Robert Clapham Learning and Development Officer	100% completion of appraisals.	C1 C2	D2		E3	Employee time		
3.8 M	<p>Review and improve induction process to ensure end to end seamless and consistent approach</p> <p>Actions – develop 18 month action, review corporate induction, review on the job and develop checklists. Mystery shop to determine ongoing quality</p>	1.4.09	September 2010		Raj Patel Head of Change Management and Development	<p>100% of new employees attend corporate induction programme</p> <p>80% satisfaction with corporate induction programme and on the job induction</p> <p>100% of new starters complete mandatory</p>	C1 C2	D1 D2		E3	Employee time	Links to HR SIP reference 5.1	

	of on the job...					training e.g. customer care, equality awareness etc							
4.0	Maximise The Potential From The Decent Homes Programme												
4.1 H	Support Decent Home Partners in the recruitment of construction apprentices for the 'Secure, Warm and Modern' Programme Actions – agree numbers with Property Services and trades. Implement recruitment plan.	1.4.09	31.7.09		Ian Richardson Learning and Development Officer	100% local people employed as apprentices 100% completion and retention rate	C4	D3 D4	T2	E2	Learning and Development Officer time to manage the process		
5.0	To Explore New Business Opportunities												
5.1 M	Work with Trade Unions to develop joint ventures for	1.4.09	31.3.10		Raj Patel Head of Change	Life Long Learning Agreement fully	C4	D2	T1	E4	Change Management team time to facilitate meetings and initiatives	Link with HR SIP Reference 2.3	

	<p>enhanced workforce development e.g. skills pledge, learning centre</p> <p>Actions – implement quarterly Life Long Learning Committee meetings, agree work plan and implement.</p>				<p>Management and Development</p> <p>implemented Trade Union funding for joint Learning Centre concept agreed</p> <p>NCH commits to Skills Pledge</p>							
<p>5.2 M</p>	<p>Develop customer care DVD for developing workforce and income generation</p> <p>Actions – agree funding and terms of contract. Develop DVD, Implement training programme for all staff. Evaluate.</p>	1.4.09	31.3.10		<p>Carol Aaron Learning and Development Manager</p> <p>All employees trained in refresher customer care</p> <p>DVD available for sale to other Housing Organisations</p>	<p>C1 C2 C4</p>	<p>D1 D2 D3 D4</p>	T1	E4	<p>£18K made available for development costs</p> <p>Officer time in developing DVD and delivering training</p> <p>Workforce time in attending and travel costs.</p> <p>Venue costs where internal venues are not available.</p> <p>Manager consultation time.</p>		

6.0 Other														
6.1 M	Develop an annual Board Development Programme in partnership with Governance Team					Highly skilled Board Members delivering effective leadership, scrutiny and decision making						Change Management team time to facilitate meetings and initiatives	Link with H&S SIP Reference 1.2	
	Actions – agree development plan, commission providers, deliver and evaluate programme	1.4.09	31.3.10		Carol Aaron Learning and Development Manager	100% of Board Members receive at least one development opportunity	C4	D2	T1	E4				