

Award Winning Change

- Winning Hearts & minds

Catherine Hodds, Group Director HR
**Martin Honeywood, Group Director of Planning
& Business Change**



Enhancing Life Chances

Introduction

- Who is Circle who are we?
- Context for Change
- Activity & learning
- Outcomes
- Questions



Who is Circle?

Who are we?



Enhancing Life Chances

Circle Housing – Who are we?

Circle Housing

Group made up of 9 Housing Associations
3 Commercial Businesses

Presence from Birmingham to South Coast –
Norfolk, Cambridgeshire, Essex, Kent,
Surrey, Sussex and significant in London.

Substantial Care and Support business

No. 2 telecare provider in the market

67,000 homes

2,600 employees

Head offices in London & Norwich

People & Business Change Directorate

Executive Director Sarah Trota (HR Director of
the Year 2013)

Catherine Hoods – Group Director of Human
Resources

Martin Honeywood – Group Director of
Planning & Business Change

Internal Communications, Learning &
development also part of directorate



Enhancing Life Chances

What's important to us?

Our mission - Enhancing Life Chances

Our Vision – To provide safe and secure affordable homes to customers with differing incomes and to promote financial resilience & Independence.

Our values - Moving Forward
Efficient
Stronger Together
Human Focused

Putting Customers at the heart of everything we do

Circle is a brilliant place, with fantastic people who care



Enhancing Life Chances

Context for Change



Enhancing Life Chances

Context for Change

- We used to do projects!
- Group Project Management Office part of IS&T
- Significant move from IT to People focus
- All about outcomes not doing the process well
- Recognise a need for a culture of Continuous Improvement, but ready for major transformation
- Need to get our Change Methodology in order as part of change process



Enhancing Life Chances

Context for Change

- Repairs & Maintenance – biggest impact on customer, 1,000 operational staff, 500 impacted
- Over 300 existing R&M contractors used
- Had 4 DLO operations and 5 external contractor business
- Potential to maximise synergies and economies of scale
- Unprecedented external pressure due to welfare benefits reform
- Risk to our income streams
- Pressure on our customers
- Need to reduce costs and increase efficiency
- Develop area based rationalisation of contracts – reduce to 6 contracts!



Enhancing Life Chances

Context for Change

- R&M managed by each individual Housing Association
- Accountable MD and governing board
- Manual Scheduling of appointments / Limited interactive IT.
- Very localised approach with no consistency of processes

“We know our stock, we know our customers”

- Lots of reservations!



The Plan

- Lead a programme of transformational change in our repairs and maintenance service
- Realise 120 m of savings over 10 years – money we can put back into services for our customers
- Undertake biggest procurement exercise ever done within the sector
- Redesigned the organisational structure for 1,000 staff to support the new repairs service (500 directly impacted)
- Provide enhanced IT capability
- Rationalise 4 DLO's into one
- Review all processes connected to R&M



Enhancing Life Chances

What were the challenges

– Lots of them!

- Complex federal structure
- The geographical spread of the organisation
- Gaining and maintaining stakeholder buy in
- Moving the accountability from local to central control
- The scale of the task itself
- Lots of other key projects running
- Maintaining performance through such enormous change
- Changing the culture
- Keeping staff on board and engaged throughout a long consultation process
- Training
- Interdependencies – need for cross collaboration
- Resources



Enhancing Life Chances

Challenges

- Previous false starts on change - lack of confidence
- Super heroes imported! - Go get the consultants
- Who did not work out and passed baton back to us!



Activity & Learning

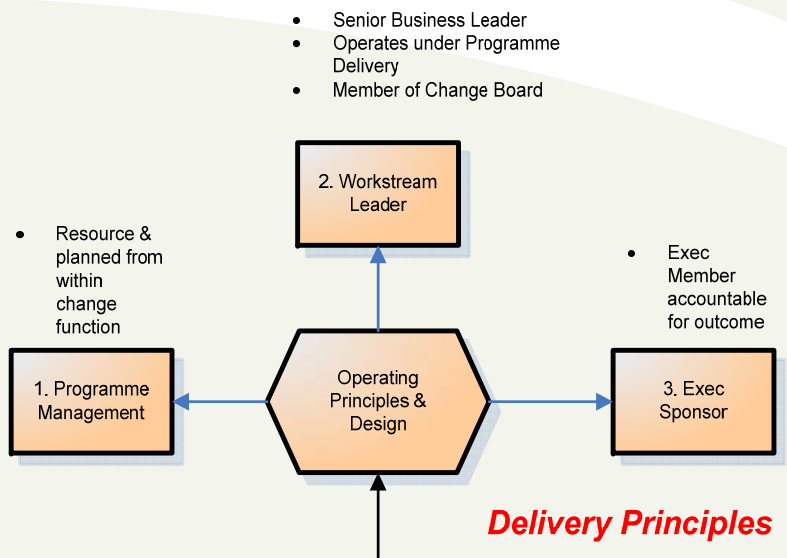


Enhancing Life Chances

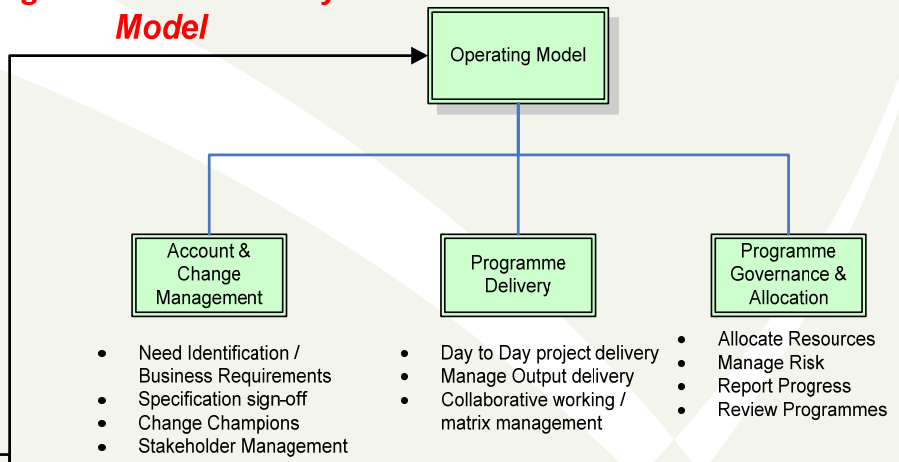
Change Methodology – Good Foundation

- Strong Governance
- Robust Process
- Real Team
- Clarity of working method
 - People Focused
 - Buy-in form the top
 - Strong communication



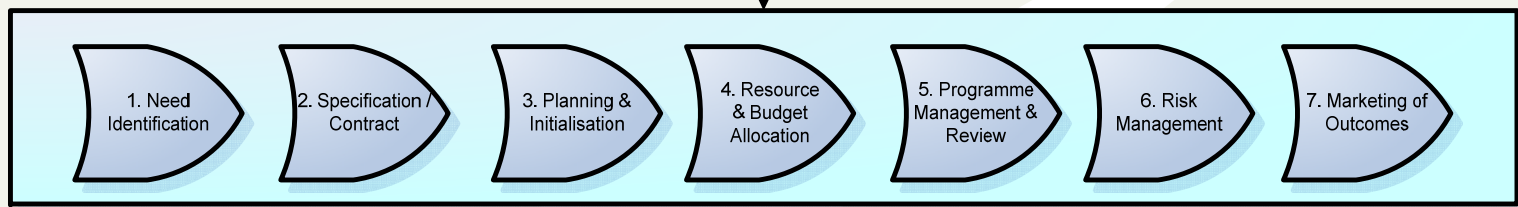


Organisational Delivery Model



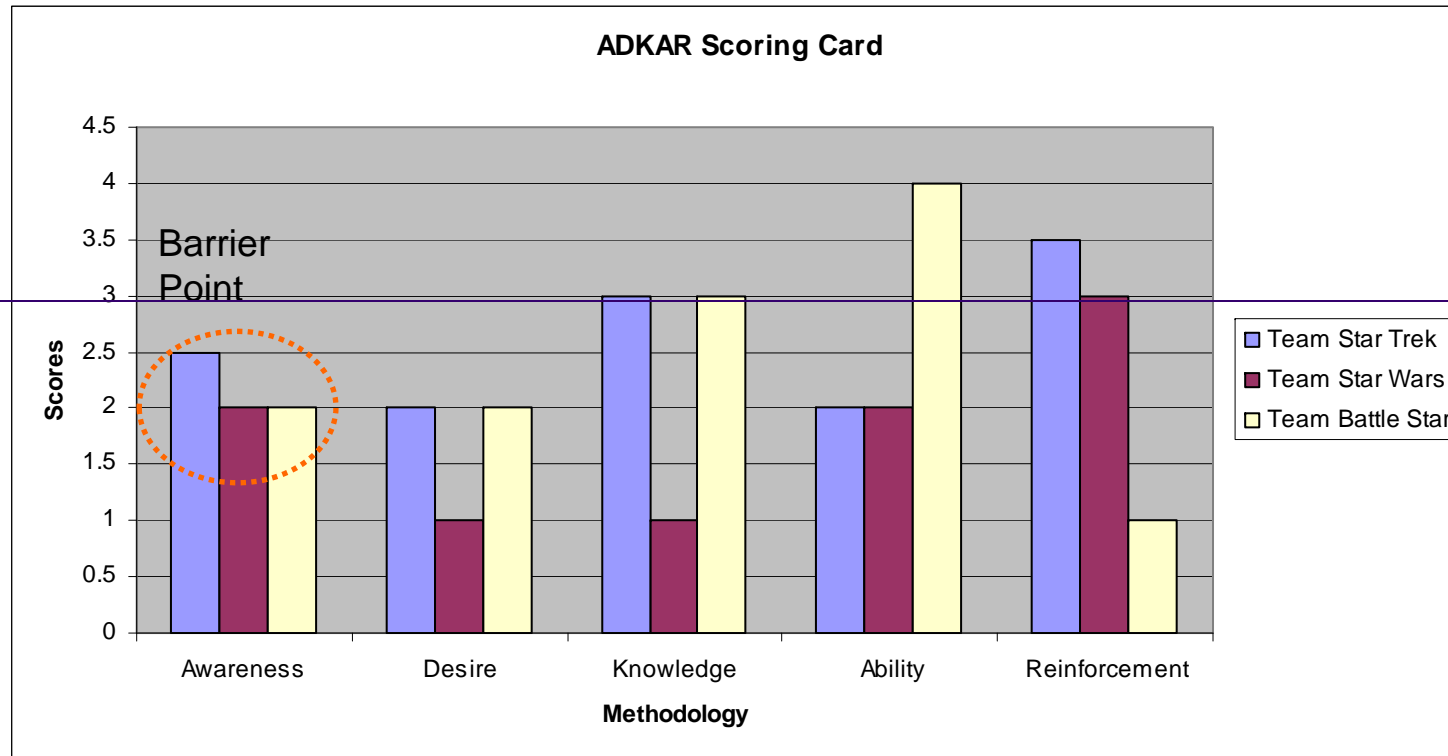
Business Change Team - Offer

Delivery Methodology



- Business Requirements
- Business Analysis
- Terms of Reference
- Business Case
- Design approach
- Roles & responsibilities
- Risk Identification
- Project planning
- Dependency mapping
- Project Start-up
- Budget Approval
- Resource Allocation
- Reporting Agreed
- Project Lifecycle progress
- Progress reviews
- Link to Account Managers
- Risk Identification
- Risk Management & Mitigation
- Risk Escalation
- Lessons Learnt
- Celebrating Success
- Change Champion review

Change Model – Good test!



Enhancing Life Chances

Workstream concept

- Cross department work streams were set up – led through the HR and Change portfolio
- Executive sponsor appointed
- Task and Finish groups were set up to add weight & expertise
- Committed to engage with customers and stakeholders
 - Staff & Customer Workshops
 - Consultation groups
 - Front-line experts

** In context of complex governance structure **



Enhancing Life Chances

Task and Finish Groups

- Consultative group made up of non execs
- Signed off the investment appraisal
- Ensure they were invested in the change
- Speeded up decision making
- Utilised the expertise of those non execs
- Now adopted as the model for all Group wide projects that require non exec input and approval



Enhancing Life Chances

Strategy & Procurement

- Contract values made people nervous!
- Continual bravery & buy in on strategy key as such a massive change
- Timetable not our own, so trust was key – the procurement timetable took as long as it took!
- Competitive dialogue process key to get the right response, but it takes time
- All contracts of this size attract a challenge from the losers
- Process & legal support was critical.



Enhancing Life Chances

Technology & Process

- New Systems require their own procurement, test, implement timetable
- Massive dependencies between streams
- Processes come first, must reflect required outcome
- Drives structure and technology needs
- Danger is to develop IT solutions first



Enhancing Life Chances

People Impacts - Organisational Design

New structures – indirectly 1,000 staff – directly consulted with around 500

Split housing management and income away from R&M
New regional approach

Centralised admin hubs

Contract management emphasis was critical

Apprenticeships and training as part of the procurement

Massive Culture change from coming out of RP

Supports transition to a group focus – but keen to retain local focus within the culture



Enhancing Life Chances

People impacts

Scale of consultation & the process 1500 individual meetings had to be set up

Great idea for Q&A's open communication

700 questions in first 4 weeks and we answered them all..!!

Birth of Change Champions to provide engagement & support on the ground

- Support for HR
- Included negative users as much as positive

Workshops and feedback sessions

Open and transparent communication channels

The consultation was effective and changed things!



Enhancing Life Chances

Learning and Development

- Customer & People and the heart critical – keep to the values!
- IT training – In context of job role key
- Job role training (including process)
- Supervisors, managers are key!
- Train as late as possible, but be prepared to go back and refresh!
- Do not underestimate complexity of task and dependencies on other areas



Enhancing Life Chances

Engagement (more than communication)

- The most critical aspect of change – Context is key
- Multi layered approach was taken
- Live and unplugged – studio based magazine style web cast by the Executive Team to all locations
- Staff could ask questions via a live feed to the presenter
- High level of executive ownership and visibility as a result
- Change champions – Invaluable for engagement & feedback
- Quick demo - Cogs of communication



Enhancing Life Chances

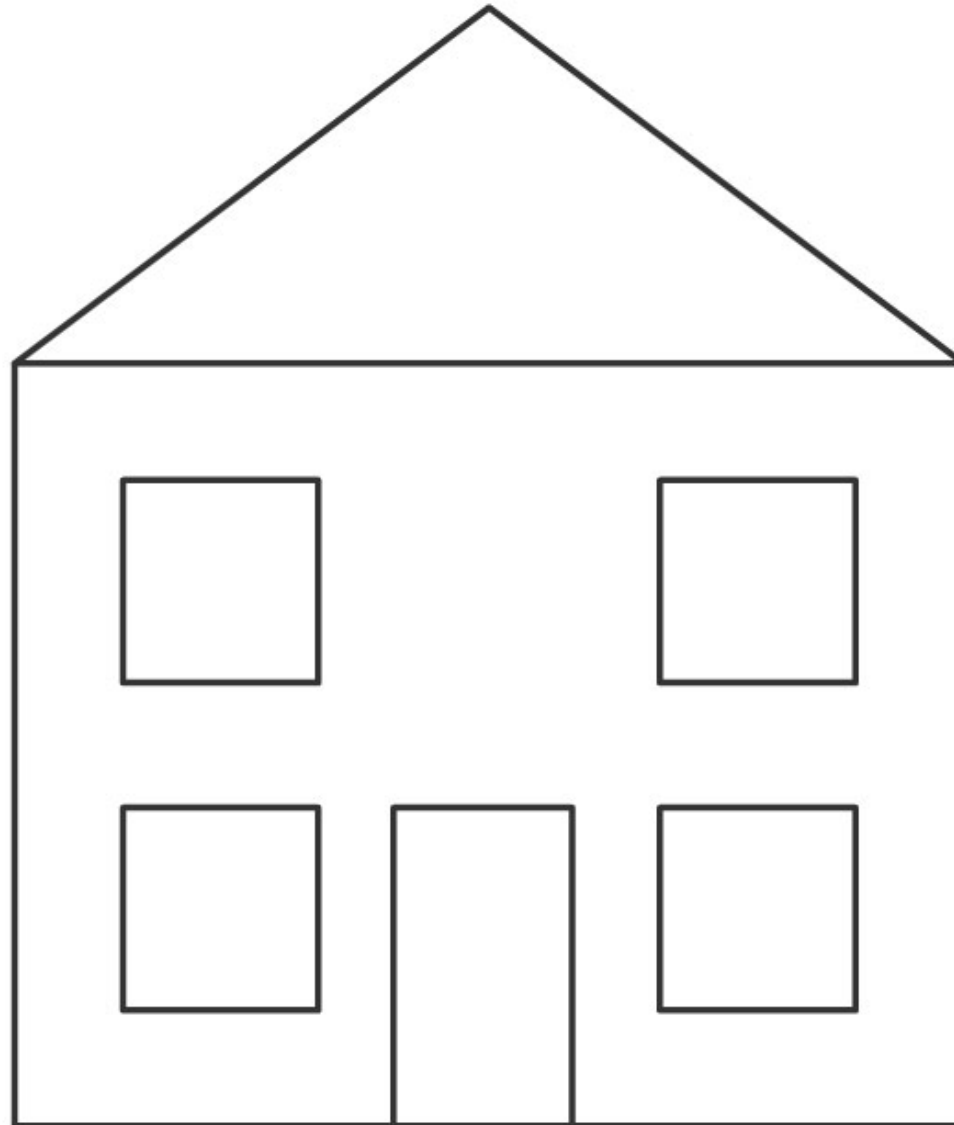
Cogs Here



Enhancing Life Chances

Click on the picture to launch the cogs animation.
You may need to click 'yes' to a security pop up.
To exit the cogs, press 'Esc'.

House Drawing Here



Enhancing Life Chances

Engagement

- Workshops – held at all locations to bring the proposals to life
- Q&A published every week – 700 questions received in first week!
- Weekly calls with managers to keep them updated on progress and give them key messages
- Listened to feedback – changed plans as a result – the development of admin hubs was as a result of suggestions made by staff
- Set up customer feedback check in points to validate the proposals and make suggestions for changes



Enhancing Life Chances

Comms and Engagement

Covered 9 separate operating companies, multiple roles and locations

Significant organisational design transformation

Changes to the majority of roles

Introduction of new job evaluation process and new salary ranges

Set up a voluntary redundancy register and extended consultation for around 7 months to minimise compulsory redundancies



Enhancing Life Chances

Outcomes – Intended & otherwise!



Enhancing Life Chances

Outcomes

- New regional structure, reduction of 34 staff
- 16 compulsory redundancies - Most happy to go!
- Significant opportunities created for progress, tested succession
- 2 significant workstream leaders now Executives.
- 1 workstream leader Regional Operator
- New IT system connected to external contractor systems – 2 hour appointment slots for customers
- 6 contracts across 3 regions - No litigation
- Continual buy-in from staff and boards



Enhancing Life Chances

Outcomes – Domino effect

- Robust succession plan highlighted
- Change Champion networked grown to over 60 staff across group
 - Now involved in all change projects
 - Specialism like IT, Communications
- Enhanced our Change Methodology
- Collaborative working – appreciate we need each other!
- Established Multi-Channel communication approach
- Consistency of approach established
- Much larger focus on embedding change
 - Contract Management
 - Consistent process
 - Driving outcomes



Enhancing Life Chances

Other Observations

How long major change takes

The importance of really listening to feedback

Embedding change is critical and can't be missed out or ignored

A bit of denial can be helpful!

Communication & engagement is key

Change impacts everybody – top to bottom of the organisation

Bravery is required throughout

You probably have a lot of the resources in-house you need!



Enhancing Life Chances

Questions?

Thank you for listening!



Enhancing Life Chances