The only certainty is change – leading with performance – focused initiatives

Liz Hughes
Executive Director, People & Resourcing
## Challenges facing the sector

<table>
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<th>Political</th>
<th>Economic</th>
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<td>• Govt remains committed to deficit reduction</td>
<td>• Growth stagnant through to 2015 (and beyond)</td>
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<td>• Rhetoric of localism vs. reality of reduced local authority spending and services</td>
<td>• Deficit reduction focused on public sector</td>
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<td>• Increasing alienated electorate – polarisation, extremism and single issue politics</td>
<td>• Polarised employment market between knowledge and skills economies</td>
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<td>• Political competition around welfare reform and public services</td>
<td>• Slowing of supply and demand in the housing sector</td>
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<td>• Election 2015 – but limited room for manoeuvre around public spending</td>
<td>• Emergence of new private / intermediate housing sector, with private sector entrants</td>
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<td>• Increasing challenges to funding health and social care, against backdrop of rising need</td>
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<td>• Demographic change: an ageing population and more single person households</td>
<td>• Increasing division between knowledge and skills economies</td>
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<td>• Increasing ethnic and national diversity with significant pressure from EU migrants</td>
<td>• E-commerce increasingly prevalent for purchase of goods and services – impact on high street</td>
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<td>• Growing economic and social inequality through to 2020, and rising levels of child poverty</td>
<td>• Fragmented markets led by consumerism, choice and competition</td>
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Metropolitan strategic context

From acorns.....

• Founded in 1957 by Lady Molly Huggins following her concern about the lack of housing opportunities for West Indian immigrants

• First homes were purchased at 104-8 Cazenove Road, Hackney, London
Metropolitan strategic context

To oak trees.....

• 36,000 properties for rent and for sale
• 80,000 customers
• 1,750 staff
• Annual income of more than £244 million
• Provide housing services, care and support and community regeneration, development and home ownership
Metropolitan strategic context

Our geographical reach

- 95 English Local Authorities in:
  - London
  - East Midlands
  - East Anglia
Metropolitan – two years ago

Our housing, care and support services in 2011

Our services are currently:
- prone to duplication
- inefficient and not cost effective
- uncoordinated and prone to breakdowns

KEY
- Customer services
- Income
- Care and support
- Maintenance

Improving life together Metropolitan
Metropolitan in 2013

Our housing, care and support services from 2013

Metropolitan Housing Partnership

ALL SERVICES RUNNING WELL
The change challenge

Technology
- Remove dependency on office locations
- Roll out of new telephony
- Roll out of WAN/LAN
- Replace all hardware
- Create a single customer services centre
- Third party application upgrades
- Home Ownership First Steps website

Structure
- Housing re-structure
- Care & Support restructure & terms and conditions
- Company consolidation
- Central Service restructure
- Integration of Granta Housing

Process
- Improve Income collection
- Component accounting
- Improve business reporting
- Chart of accounts
- CPH new business plan and funding
- Stock Rationalisation

Culture
- Brand consolidation
- Office rationalisation
- Culture change programme
- New Intranet
What is change

Exciting ?  Scary ?
Change Process

Re-imagining the change curve
Making the Change

The Right People on the Bus
The Right People on the Right seats
The Wrong People off the Bus
Project discipline

**Senior Responsible Owner (SRO)**
- Strategic owner on behalf of Metropolitan
- ‘Direct and decide’

**Project Manager**
- Deliver project on behalf of Metropolitan
- Scope, plan, resource and budget
- Maintain control of delivery

**Project Change Manager**
- Support managers during change
- Prepare workforce to adopt new ways of working

**MHP Departments and Teams**
Key enablers

• Setting the context – strategic narrative
• Engaging managers
• Integrity – values and behaviours
• Employee voice
Making the change

Employee engagement – it’s not.....
Making the Change
Employee Engagement – it is...
Employee engagement
What does this mean?

• Engage for Success video clip
  —
  Why Engagement Matters

Improving life together Metropolitan
Ensuring some basic principles are in place

• Business discipline
• Compliance
• High focus on H&S issues
• Customer complaints
• Contract management
• Communicating expectation of managers
Performance focused initiatives

• Create a sense of urgency by articulating reality and the story of the journey
• Ensure that you have a performance management framework in place that really measures performance
• Deal with performance issues – don’t let them go unchallenged
• Recruit only the best people – ‘right people on the bus’
Performance focused initiatives

- Communication – frequent and open
- Put in place a number of methods that enable employees to have a voice – encourage employee engagement
- Linking performance reward initiatives to organisational performance
- SHARED and LED cultural indicators embedded into recruitment and performance management
Reward Initiatives

Generous T&Cs
Directors Bonus
Performance Related Pay Increments

Loyalty Awards/ Local Achievement Awards

Managers understanding their staff, raise, thank you, on the spot awards, staff forums, employee feedback, blogs, team events, social events

Performance pay linked to overall performance
SHARED and LED – cultural indicators
Making change stick

Put people at the heart of change
Inspire, Engage, Motivate, Develop, Listen
Thank you

Questions?