

Yearbook

A^(-Z) year in the
life of the UIC

2010

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The Universal
Improvement
Company

2010 : A(-Z) year in the life of the UIC

Welcome to our first Yearbook, taking a look back at 2010, a year of babies, cats, floods, snow, volcanic ash and, of course, progress.

Why publish a Yearbook? Well, one reason is that the most popular feature on the UIC website is the photo gallery. Our long standing clients tell us they like to look back at past events and courses and remember the days when they had that hair do or even had hair. It's also a chance to see changing faces over time as old colleagues leave and new people start. This got us thinking that it might be a good idea to produce something you can keep and show to colleagues, friends and family.

This and future Yearbooks also provide the opportunity for you to make contributions, big or small, so that people in many different organisations can see and learn from what you have been up to.

So the Yearbook is not really about us at the UIC or our products, it's about you, our clients.

Now it's time for you to switch off the laptop, make yourself a coffee (or better still, pour yourself a glass of wine) and take a few minutes to look back, reflect on and celebrate all the hard work you've been doing out there.

Richard Capper



A

A is for Annual Planning and Arrivals

Annual Planning

Annual Planning is the activity by which a management team identifies, lists and prioritises its projects for the coming 12 months. This is the very first assignment we teach Facilitators to carry out and it is always nice to receive photographs from proud Facilitators or see the resulting Project Steering Grids on the walls of offices we visit. Here are two of our favourites from 2010.

The UIC



We have designed some new flipcharts for Facilitators to use as a refresher at the start of Annual Planning events - www.theuic.com/AnnualPlanning

Photo top
Project Steering Grid - Stevenage Homes (with thanks to James Dean)

Photo above
Project Steering Grid - TransLink Transit Authority (with thanks to Donna Williams and Steve Banaghan)

Arrivals

2010 saw two additions to the UIC family - Joseph and Pepper



Jenny and Pepper



Vicky and Joseph

B is for Busy

Busy in Birmingham

Here in the Learning Disability Services at Birmingham Community Healthcare we've had a busy UIC year.

We needed to totally redesign our services so we turned to the UIC for help.

We asked the UIC to train a considerable number of staff in Universal Improvement Skills, Improve your Projects and as Facilitators.



We embarked on our service redesign programme with nine initial projects, all led by our clinicians.

Using techniques and skills learned from the UIC and with help from Dave, Sylv and Andrea, we commenced our projects in March 2010 and are now at the point where three of the nine are ready to become routine operation. We are especially proud of our Single Point of Access project becoming routine operation, processing over 300 referrals a month into our service. Projects are being delivered on time and what was initially thought



of as 'an impossible task' has now become part of everyone's daily life.

Following on from the success of our project work we chose to introduce UIMPROVE Annual Strategy Development and Business Planning. We ran three events facilitated by Andrea and Sylv to start us off. We now have seven strategies for the service and are in the process of developing our Annual Plans around these for each of our three service areas - Forensic, Behaviour and Mental Health and Complex Physical Needs.

During 2011 we are planning to train more staff as new people join our service and we will continue to run all our service improvement projects using UIMPROVE techniques and methodology.

At this time of change within the NHS and as we move along our journey into Community Foundation Trust Status, UIMPROVE has been a fundamental part of our service improvement and will continue to be so.

Jackie Rees-Hordell
Stuart Rich
Yvette Thompson

a year in the life of



Birmingham Community Healthcare 
NHS Trust

Busy in Fife



Dave with Danny Cepok looking busy

We have had a busy old year in Fife. Using UIMPROVE we have been able to become more focused on our organisation's objectives, run a series of successful projects, and also involve our people more in strategies. All of this helps us deliver an excellent service to our customers. Through Annual Planning, we were able to develop a Service Plan backed up by a project programme delivered by our managers. Personally, I have found lots of opportunities to apply UIMPROVE - from organising new plans and projects at work, to helping out with School Parent Forums.

Danny Cepok
Senior Manager,
Local Services Network
Fife Council



C is for City South Manchester Housing Trust and Common language

City South Manchester Housing Trust



Executive Team Event, November - the dead squirrels story must never be told.



In December, the UIC sponsored City South Manchester Housing Trust's Leadership Award. The well-deserving winner was Steve Davenport. Dave Power, Richard, Steve Davenport.



The UIC

Common language

UIMPROVE methodology is actively being embraced by the entire management and staff team at Loddon Mallee Housing Services and, by now, even the Board have begun to realise there is a new methodology afoot.....their curiosity won't be enough to allow us to reel them in...but the results will!

LMHS is a project-driven entity, with over 100 projects on our annual business so moving into the UIMPROVE space was culturally comfortable.

UIMPROVE methodology allows us to speak the same language about improvement across a very diverse organisation.



Loddon Mallee's new offices, Bendigo, Victoria Ken Marchingo

LMHS is a housing and homelessness organisation, committed, passionate, professional and very, very unusual; with an annual growth rate over the last 17 years that is nothing less than phenomenal, heading from effectively a zero value balance sheet, a broken wreck of an entity with a budget measured in less than average salary terms these days, to now heading towards a quarter of a billion dollars in assets, annual operating revenues of close to \$20m and a massive capital project. Yet most of our staff are in small teams with different focuses so a common language of planning and execution is essential.

We have common languages of understanding and communication with advanced psychometric tools such as MBTI (the Myers Briggs Type Indicator) that we use with assessments for individuals and teams, we have a common platform of understanding of actions of ourselves and others with choice theory and, with UIMPROVE, a common methodology for improvement and new projects.

Anything that we can take on across the multiple disciplines of the many groups and teams that creates a common language and a common methodology has to be good. This creates anything but a common organisation. The results tend to speak loudest.

Ken Marchingo
Chief Executive
Loddon Mallee Housing Services

a year in the life of

D is for Data, Departure and Drool

Data



Weaver Vale Housing Trust, Universal Data Skills, May

"It's the best meal I've ever had when the menu looked so boring" *Steve Jennings*

www.theuic.com/data

Drool



The Yearbook wouldn't be complete if we didn't include at least one photo of the real boss of the UIC - Spider. UIC colleagues are well used to being kicked out of their chairs when visiting Richard's house. Spider even insists on a chair in the u-shape when we have meetings there (and we are not joking about this).



Departure

In August we said farewell to our friend and colleague Steve McKenna after 5 years with the UIC. Here is a photo from the archives - Steve with Lorraine O'Brien, now Chief Executive of Stevenage Homes, at the 2008 National Housing Awards. Steve has now set up his own business and we wish him the best of luck.

E is for Error-Proofing and Exemplar

Error-Proofing

If you open your Complete Guide to Improvement at pages 14.3 and 14.4 in Implementation Methodology, you can read about error-proofing and how to error-proof a process. Error-Proofing is nothing new. Readers from the railway industry will be familiar with ‘interlocking’ - mechanical devices in signals and points that prevent conflicting movements of trains. An interlocking is designed so that it is impossible to give a clear signal to a train unless the route ahead is proved to be safe. The first patent for interlocking was granted 154 years ago in 1856.



There are simpler forms of Error-Proofing, one of the most common being the checklist. A checklist is simply a means to ensure nothing is forgotten and actions are carried out in the correct order within a process. It error-proofs against human error - in many cases the simple mistake of forgetting to do something. The following is an extract from The Guardian with a fascinating example of how checklists have been used to save lives:

Surgeons in every hospital in the country will be required to run through a brief checklist before they operate, which will include establishing the identity of the patient and the operation they need, after a trial showed the simple procedure could cut deaths by 40%.

Eminent surgeons expressed shock and surprise after the use of a two-minute checklist to ensure basic procedures had been done in eight hospitals in rich and poor countries around the world, including St Mary's in Paddington, London, revealed the scale of human error. Many surgeons were strongly opposed to using the list, which has to be read aloud to the team in the operating theatre, until they realised how much safer it made operations. Complications were cut by a third.

“The results from the pilot study are startling,” said Dr Atul Gawande, associate professor at Harvard School of Public Health and lead for the Safe Surgery project devised by the World Health Organisation. “They indicate that gaps in teamwork and safety practices in surgery are substantial in countries both rich and poor.” “With the annual global volume of surgery now exceeding 234m [operations], the use of the WHO checklist could reduce deaths and disabilities by millions. There should be no time wasted in introducing these checklists to help surgical teams do their best work to save lives.”

Often Error-Proofing is about anticipating misuse in the hands of the customer, who can be surprisingly resourceful. Back in the 1990s, when British Airways first introduced self-service ticket machines at airports, travellers would unplug them to charge up their mobile phones.

The key consideration is that human beings are both enterprising and also make mistakes. A common error made by people is mis-keying when entering data. Hence the ‘check digit’ used for things such as account numbers and locomotive numbers. A check digit is an extra digit generated by an algorithm that automatically checks the keying of the preceding digits. Australian Company Numbers (ACNs) have a check digit and the nerdy amongst us can visit ASIC website (www.asic.gov.au) and enter ‘ACN check digit’ in the search box) to see exactly how this works. The UIC’s ACN is 140 484 617 if you want to test the formula.

In mid-2010, we ran the first of a new course, the rather snappily titled Processes, Procedures and Error-Proofing. Watch out in 2011 for some new manual sections covering this ground.

If you have any examples of Error-Proofing in your organisation, we’d love to hear from you - we’re building a list of examples for the website.

Please Explain to Partnership Exemplar

“Please explain” thundered the front page headline in Mx, Brisbane’s free commuter newspaper. My frustration with Queensland Rail’s failure to run trains on time, culminating in major disruptions to the network that morning in May 2009 led me to summon their CEO to explain – and to make it clear via the media that they were on notice to improve.

Despite paying nearly \$700 million for services and having a 100+ page contract the relationship between TransLink and QR was fundamentally broken. Across the two teams – from marketing to media, finance to contract management there was constant argument and dissent. Not a recipe for good customer delivery. The highlight of the relationship’s year was deciding (as per the contract) the fines for performance short of the benchmark. No wonder bemused commentators highlighted the fact that this was just the State Government fining itself!



Interface Event 1, February

But there was a glimmer of hope. Government embarked on the asset sales program, including restructuring QR and floating off the freight business. This left the passenger business to reform, under the leadership of Paul Scurrah. Paul and I had been catching up for a fortnightly breakfast and that laid the foundations for a better relationship between the two organisations – as the old adage goes, if the leaders get on with each other then there is a fighting chance the teams will follow. Getting the passenger business away from the shackles of old corporate QR and its focus on freight meant that we now had a real opportunity.

Peter Strachan and Paul Scurrah



Both Paul and I had been on a process to rebuild our leadership teams – my latest acquisition in the transfer market was Steve Banaghan, who joined TransLink in September 2009. Steve was well versed in delivery through partnerships – indeed he and I had successfully done that between Network Rail and Central/London Midland. Steve and I knew that pivotal to any success would be to run a series of Interface Events – enter UIC colleagues Richard (tough jobs need big bosses) and Jenny to run “Sofitel 1” (aren’t these things always named after the venue?) in February 2010.

It always works. After the round of mini CVs and two cracking Leader Speaks, we were well placed to continue into “real work”. Not forgetting the real getting to know you bit in the bar and over dinner. We emerged out of day 2 with a new meeting structure and agreement on the strategies the two teams would be working on together over the coming months.

The meeting structure meant that the event wasn’t just a 24 hour wonder – the real work got followed up and a whole new era in the TransLink -Queensland Rail relationship was cemented with the signing of the new contract in June 2010. We’d ditched the fines regime and built the contract around the partnership principles – our main objective was delivery for the customer. All a bit confronting for the lawyers but.....

And it was great for Paul and I to stand side by side at Ipswich on the first morning of the new Queensland Rail operation in July 2010 knowing that the handshake actually had depth between our respective teams and wasn’t just one for the cameras.

In any good relationship you have to keep working on it. Complacency is the enemy. So we did it all again - “Sofitel 2” in September 2010 was probably the best Interface Event I’ve ever been involved in. Straight into the real work and covered a huge amount of ground in the 24 hours.

But what about the customer? On time running is up from sub-89% to above 93%. Customer satisfaction is up for the 4th quarter in a row. We’ve delivered station improvements, better revenue protection and some new customer initiatives like the quiet carriages. And we’re just about to recast the timetable on around half the network giving better frequency and around 80,000 additional seats each week.

As I said to camera for Queensland Rail’s Board DVD at the end of 2010 “the relationship between TransLink and Queensland Rail is now an exemplar of a delivery partnership and one of the best I have seen in 30 years.”

So no more Please Explain. Very much Partnership Exemplar.

*Peter Strachan
Chief Executive
TransLink Transit Authority*

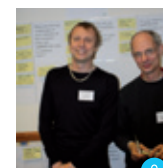
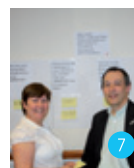
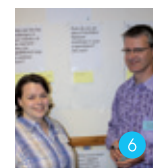
F is for Facilitators

We trained our first group of Facilitators for Liverpool Housing Trust back in 1994. Since then our Facilitator Development Programme has provided many clients with this vital improvement resource.

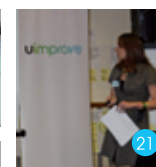
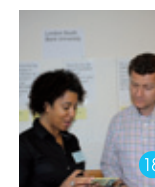
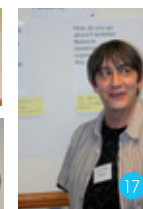


1. Birmingham Community Healthcare NHS Trust Facilitator Development Programme
2. TransLink Facilitator Network Event, November
3. Cobalt Housing Facilitator Recall Day
4. Loddon Mallee Housing Services Facilitator Development Programme
5. Facilitator Development Programme in Alsager
6. NHS Stockport Facilitator Development Programme
7. Facilitator Development Programme in Alsager
8. TransLink Facilitator Development Programme in scenic Queensland
9. Broadland Housing Group Facilitator Development Programme
10. London South Bank University Facilitator Development Programme

4th Annual UIMPROVE Facilitators Conference



1. Question and answer panel
2. South Birmingham Community Health
3. Quiz winners
4. Guest Speaker - Carol Tavernier, London South Bank University
5. Weaver Vale Housing Trust
6. First Great Western
7. Beverley and Mike
8. Stevenage Homes
9. Guest Speaker - Louise Wilson, Newcastle and North Tyneside Community Health
10. Guest Speaker - Pam Latham, Weaver Vale Housing Trust
11. All the way from WA - Kathryn and Julie
12. Broadland Housing Group
13. The Experiment on the Red Beads - worker of the week - Lou Tribus
14. Facilitators
15. Fife Council
16. Andy and Mark
17. Incommunities
18. Carol and Philip
19. David Crome, Head of Guards, First Great Western
20. Steve Jennings, Chief Executive, Weaver Vale Housing Trust
21. Guest Speaker - Freya Owen, Cobalt Housing
22. South Yorkshire Housing Association
23. Liverpool Housing Trust
24. Cobalt Housing
25. Guest Speaker - Phil Lukes, City South Manchester Housing Trust



G is for Gap (long)



Philip at the Facilitators Conference with Carol Tavernier

I experienced the UIC for the first time in June 1999 when I was trained in facilitation skills...and then a very long gap and, like buses, I went on two UIC events in one year in 2010. First the Facilitators Conference and then Universal Improvement Skills in the autumn. So what was the same and what was new? Richard was the same - energetic and engaging as ever - equally reflected in all of his people. The same down to earth practical skills shared by highly effective course leaders. What was new? Well, my fellow delegates - so many at the Conference! New faces and fresh and updated course material adapted to meet changing needs. I found myself adopting some newly learnt techniques on the train going home. I would recommend the UIMPROVE approach to everyone - it is concise, jargon-free (well nearly...) and accessible. Their IT support service is also excellent. I will be back before 2021!

*Philip Crocker
Managing Director, TMM Ltd.*

H

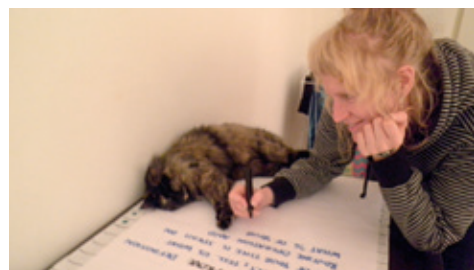
is for Helpers



Juno



Sylvia



Sylvia with helper Madeleine



I is for Improve Your Projects, Independent Living and Interface Events



Improve Your Projects

As the pace of change in organisations has increased, so has the amount of project work people are expected to do. Project management skills have therefore become important at all levels of organisational life. Recent fads in project management training have seen people bored to death with project administration and control. Although these skills are important for really big projects, actually these are in the minority. Improve Your Projects is our 2 day course that focuses on practical everyday application and getting the job done. It shows participants how to set up projects, get them off to the best possible start, how to carry out projects in a systematic, step-by-step fashion and how to involve people at each stage.

www.theuic.com/IYP

1. Integrated Joint Agency Children's Disability Services
2. London South Bank University
3. London South Bank University
4. London South Bank University
5. South Birmingham Primary Care Trust
6. London South Bank University
7. Fife Council
8. Joint course for South Devon Healthcare NHS Foundation Trust and Torbay Care Trust
9. London South Bank University
10. Vicinity Housing Group
11. Recall Day for Cobalt Housing
12. Fife Council
13. South Birmingham Primary Care Trust
14. Vicinity Housing Group
15. London South Bank University. On the front row is Leonie Saywell - trained by the UIC as a Facilitator way back in 1994 when she was at Liverpool Housing Trust
16. Fife Council
17. Public course in Sheffield
18. Recall Day for Cobalt Housing
19. Vicinity Housing Group

Independent Living



Yvonne Banks and Crissy Watson

The Independent Living and New Business teams at Weaver Vale Housing Trust were formed in 2007 when the Careline Department was reorganised and it was essential after the Trust's introduction to UIMPROVE

in 2008 to ensure that all members of staff from both teams fully understood and embraced wholeheartedly what was a different way of thinking and working. This was a challenge initially, as our very diverse workforce took on board a new type of staff meeting where they were no longer passive and listened, but were expected to be proactive, questioning and challenging and to have an understanding of the Trust's Corporate and Operational Service Development Plans and how we all had a part to play in contributing to the Trust's Vision and Values. Careline as a whole would still be one team but within a BIG team of all WVHT staff working together for the

benefit of our customers . Today as we start 2011, Careline management and staff are fully integrated into the UIMPROVE way of working - it's part of our everyday work culture and language. Post-its, Round Robins, Clustering, Kick-Starts, Annual Planning and so on are all factored into our daily work life. Our staff understand that their input is crucial and their opinions are valued. Individuals who may have been reticent in passing comment are now freed by the use of the Round Robin and post-its along with the open and honest approach to all topics.

Crissy Watson, Independent Living Team Manager Weaver Vale Housing Trust

Interface Events

An Interface Event involves two or more teams sometimes from within one organisation, sometimes from different organisations, that need to improve or develop the way they work together.

[www.theuic.com/Interface Events](http://www.theuic.com/Interface%20Events)



Queensland Rail and TransLink timetable planning



Sunshine Coast Regional Council and TransLink



Cubic Transportation Systems and TransLink



Brisbane Transport and TransLink



Queensland Rail and TransLink Customer Service, Marketing and Communications teams



Queensland Rail and TransLink

J

is for Steve Jennings, Inspirational Leader

Sorry Steve, we were struggling for a 'J'.

Steve is the Chief Executive of Weaver Vale Housing Trust and was the Keynote Speaker at the 2010 Facilitators Conference. We watched the video of Steve's session with the intention of extracting some snippets for the Yearbook. What we found was that the video is 34 minutes of really good stuff and snippets don't do it justice.

Therefore, if you want to see an Inspirational Leader in action and learn loads about UIMPROVE and good management in general, watch the whole thing. Amongst other things, Steve covers the vision for his organisation, why Weaver Vale chose UIMPROVE, how it has been embedded, the role and benefits of Facilitators and lessons learned about Strategy Development and Implementation.

Stop press!
WVHT came in at no. 11 in the 2011 results and Steve was voted the no. 1 leader!



the trophy

We should also mention that Steve not only talks a good talk - he can back up the talk with results - no. 53 in The Sunday Times 100 Best Companies to work for and outstanding customer satisfaction results. Steve's aim for 2011 is to do better in both. By the time this is published the 2011 Best Companies results will be out so check out the website for both the video and the 2011 results.

[www.theuic.com/Steve Jennings](http://www.theuic.com/Steve%20Jennings)



Steve (left) with Facilitators from Weaver Vale Housing Trust



K is for Kato and Kestrel

Kato

It's always good when you take a piece of your holiday home with you



Kato and Myles

As many of you know, Andrea enjoys being around animals (some might say that is a selection criteria for joining the UIC).

In August Andrea was away with her family and friends in a small part of Corfu called Agios Georges or St George South as it is known in English, a regular destination for the family. This time however something unexpected happened.

Over the period they were away a small tabby/ginger cat - moved in with them. She was small, just over a year old, and was very affectionate. Andrea has a 3 year old son called Myles who became inseparable from the cat who became known as Kato (Greek for cat) and so the relationship began. Andrea tells her story:

“Each day Kato would arrive, have a bit of breakfast with us and then settle down until we went out for the day. At night she would stay with us until we went out and, yep, meet us when we got back. She rapidly became part of the family. The holiday came to an end and we had a bit of a dilemma - what do we do with the cat?

Kato came home from Corfu a week later. Myles had been heartbroken to leave her and I had realised that leaving her was not an option

as many stray cats don't make it through the winter due to the weather, lack of food and predators. So we decided to find a way of getting her back to England.

I managed to enlist the help of Animal Rescue Corfu. A very kind lady, Christina, who runs the charity worked with some of our Greek friends to locate Kato and start the arrangements to bring her home.

She was picked up and lodged at Christina's until all the veterinary checks had been carried out and flight arrangements were in place..... and then she flew back to Manchester!

She is now in quarantine kennels near Chesterfield who are looking after her fantastically well and each week she puts on more and more weight.

In another couple of months she comes to her permanent home with us (any advice on

introducing her to Tess the dog - very welcome!).

So it is always good when you bring a piece of your holiday back - but I'm banned from doing it again (well until next time.....).”



Kato's passport

Kestrel

Kestrel is the UIC's performance management system - it collects and analyses data about punctuality for a variety of transport modes including light rail and buses. Kestrel is unique in that it can be customised for different modes, data sources and performance regimes. Kestrel provides data as close to real-time as possible and pushes this data out, in an easy to understand format, to the responsible managers along with the responsibility for improvement. Kestrel users include two iconic systems - the ultra-modern Docklands Light Railway in London and one of the largest tram networks in the world - Yarra Trams in Melbourne, Australia.

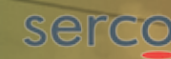


The Docklands Light Railway London

Docklands Light Railway

Serco Docklands have been using Kestrel since 2009. Kestrel is our Performance Management System which enables us to understand our delays and do something with the information that will help us improve performance.

The work was scoped very carefully to make sure all our needs were understood and then prioritised. This happened very quickly with scoping finished by 6 July 2009 and a working Version 1 of Kestrel was installed on 2 September 2009. Version 2 was installed in June 2010 which dealt with the redesign of the system for managing attribution - the root causes of delay. Work on Version 3 is currently ongoing and will put performance management in to the hands of those who are in a position to do something about it - our



managers. This is due out by May 2011.

We now have automated production of many reports, cutting down on management time taken to produce performance information. We are looking to further strengthen output in this area to help drive performance improvement as we move towards the London Olympics in 2012.

David West, Performance and Concessionaire Manager Serco Docklands

Yarra Trams

Yarra Trams is the Melbourne tramway; operated by KDR, a joint venture between Keolis and Downer EDI. The Melbourne tram network is a street based operation with 80% of its network shared with road traffic. The network consists of over 245 km of double track with 178 million passenger trips per year.

Yarra Trams is working with the UIC on installation of the Kestrel Performance Monitoring System. In essence, we are seeking to drive performance improvement through our PRIDE (Punctuality, Reliability, Incident and Delay Evaluation) philosophy of performance management. Kestrel is the platform through which we aim to measure, monitor and assess performance. With over 31 000 services per week and 20 monitoring points on each trip, there are an enormous number of opportunities to get it right!

Yarra Trams is looking to further improve our performance through 2011. The installation of Kestrel and its broader suite of reporting tools is designed to facilitate this improvement.

Duncan Smith, Operations Performance Manager Yarra Trams



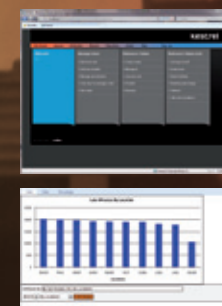
The unique advantage the UIC has over traditional systems providers is that we are an organisational improvement specialist, not an IT company.

Therefore we focus on what the customer needs to help them run and improve their business rather than dreary technical specifications that give the end user gee-whizz IT applications with lots of unnecessary features rather than something that's useful.

Systems such as Kestrel work best when they are combined with improvement training. One of our products is the Performance Improvement Programme aimed specifically at transport industry managers. What better way to illustrate this, than a quote from a satisfied customer speaking at the 2010 Facilitators Conference:

“Performance in the rail industry has a very, very specific meaning. It's about train performance, it's about trains on time and there's a whole science to it. And it's dead boring. So we get this thing through the post saying you're going on a 14 day Performance Improvement Programme. I said to Barbara “I'm not doing that. No way. Get me out of it”.

www.theuic.com/Kestrel



Kestrel screenshots

L is for Liverpool Housing Trust, London South Bank University, and Love

Liverpool Housing Trust



Business Planning Day, January (Dave is in the back row, second from the right)

At 16 years and counting, LHT is one of the UIC's oldest clients. Present on the very first day of work with the UIC on 1 August 1994 was Dave Lambert, then Deputy Chief Executive of a small Housing Association employing just over 100 people. Dave was instrumental in the growth of LHT into The Vicinity Group and retired in 2010 as Managing Director of two of Vicinity's subsidiaries - Liverpool Housing Trust and Cobalt Housing. All the best and thank you Dave.



London South Bank University

London South Bank University have taken on a new approach to project management and change since the arrival of Leonie Saywell in the role of Deputy Director of Organisational and Staff Development in November 2009. Leonie brought with her the UIC skills and approach she learned way back in 1994 on one of the very first courses and the organisation has not looked back since! Initially one of her team - Carol Tavernier - was trained as a Facilitator completing her training in early 2010. Carol in turn recommended that Improve Your Projects be included as part of the Leadership Succession Programme and this offering has now been expanded to other staff and managers.

Recognising that there was more support required in the organisation than two Facilitators could possibly manage, the decision was made supported by the Executive Team who were seeing the benefits of the approach to train a cohort of 12 internal Facilitators. They will complete the Facilitator Development Programme and be operating fully in the organisation by March 2011.

Everything has come together in the most timely way says Carol. "The organisation really needed to work in a more systematic way, especially in the new climate and with both Leonie's and my passion for project management, introducing a 'light touch' project management methodology for LSBU supported by the UIC approach has been spot on. We have a long way to go but a great start has been made. We are already seeing powerful results".



Why I love my manual

In terms of Must-Should-Could, using my manual has become a must. I use it all the time - it makes running projects and meetings so much easier and, because the methodologies follow a clear step-by-step structure, it helps to avoid the "what shall we do next" approach. The language is clear and straightforward, it has lots of tips on how to get the best from Project Events and meetings and supplements the training really well.



Belinda Naylor, Enterprise Officer, South Yorkshire Housing Association

M is for Magpie

Magpie - monitoring capacity at Northern Rail

Northern Rail is a huge, complex operation. We operate 2,500 trains a day covering 1,675 route miles across the north of England. We have 4,500 employees and we manage more than 450 stations or, put another way, around 20% of the national rail network. We have been using Magpie since 2006.

Magpie is an Advanced Capacity Monitoring System that enables users to monitor capacity against plan or, put simply, whether the trains we run on the day have the planned number of seats available. Magpie's analytical features allow us to view information in a format that is understandable, highlights short formations and provides information that helps us improve capacity management. Magpie has allowed us to collate, measure and report capacity information without spending days cutting-and-pasting data between spreadsheets.



With over 2,500 daily train services, which present a myriad of seating capacity conundrums, we faced the mammoth task of developing a system to not only capture but also analyse this information. From initial scoping to Version 1, we were able to develop a working system in just 8 weeks. This required colleagues from Northern Rail to work closely with the UIC. As Magpie has continued to develop, colleagues from other departments have been requesting access to the system and reports so they can get the data they need more quickly and easily. As more people use the system, new ideas keep being generated and these are quickly built in to the next version.

Support has been exceptional. When issues have arisen or changes have been required, Azhar has made them quickly and efficiently. Some alterations have been made to meet the changing needs of the business, others have been made to improve system functionality and meet auditing requirements.

Chris Spencer, Assistant Production Support Manager Northern Rail

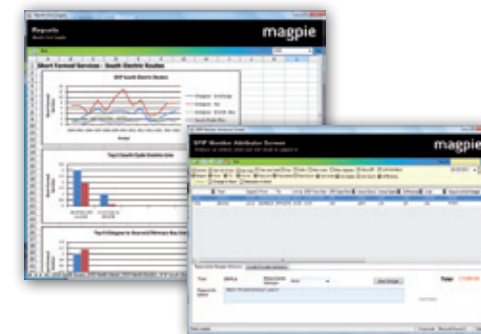
www.theuic.com/Magpie



Graham Higgins, First ScotRail

"Magpie support is prompt and professional. Other systems suppliers should look at the UIC to see how support should be done"

Andy Miller, Head of Performance First ScotRail



"Magpie provides us with all the information we need to manage and improve seating capacity at First ScotRail and produce statutory reports for Transport Scotland at the touch of a button. It's a great tool for our allocation analysis, it does exactly what it says on the tin".

Graham Higgins, Performance Improvement Team First ScotRail



N is for Noriaki and Notebooks

Noriaki

Many organisations are obsessed with KPIs, their internal measures, and can often forget that measures of customer satisfaction are more important. Your KPIs can show that you are great but, if your customers think you're crap, you are crap! Noriaki is the UIC's customer satisfaction data gathering and analysis system. Noriaki can easily cope with your once-a-year customer survey and provide the results instantly, yes we do mean instantly, in an easy to understand and analyse format. But more importantly Noriaki moves customer satisfaction data collection into real-time. You can ask your customers what you want, where you want, when you want, using the media you want and have the answers straight away.



Touch technology allows tenant Alison Forbes to give immediate feedback on her home improvements to Phil Lukes, Customer Involvement Manager for City South Manchester Housing Trust



Noriaki questionnaire running on an iPad

www.noriaki.com
www.theuic.com/PhilLukes

Press Release October 2010

City South pioneer new tech to boost customer feedback

City South Manchester Housing Trust is using the latest tech to boost customer involvement and provide instant results.

The Hulme-based housing association is one of the first providers of social housing to use the pioneering Noriaki software, a new customer satisfaction analysis and reporting system which enable City South to track what its customers are saying in real time at the touch of a button.

Loaded to PDAs, laptops, tablet PCs or the Trust's website, the software enables housing officers to take their questions to their customers' front door or living room. As soon as they are entered the results are analysed and updated.

Over the next few weeks, surveys will be carried out looking at satisfaction with repairs, customer services, home improvement works and the way the Trust deals with anti-social behaviour.

Phil Lukes, Customer Involvement Manager at City South, said: "Using this brand new computer software will allow us to increase the speed and accuracy of our surveys.

"People can still fill in a paper form, but we are encouraging more people to give us feedback over the phone, via email web-links or directly through our website. This

new software means we can get feedback in real time, with results being analysed as the survey is completed.

"Hand held mobile devices will also be used, especially when we start doing home visits to assess satisfaction around a month after homes have received major improvements.

"At these visits, survey results will be updated as soon as each answer is input on the hand held device. This will allow us to spot issues and respond far more quickly than with our current systems which have involved more traditional form filling, inputting of data then analysis."

Noriaki's easy-to-use analytical functions mean trends are quickly identified and the impact of improvements can be easily tracked.

Andrea Higginbottom, from The Universal Improvement Company who supply the specialist Noriaki survey software, said: "We're delighted to be working with City South to help them understand their customers' needs and aspirations for their homes and housing service. The beauty of our software is the real-time analysis and rapid reporting, allowing organisations such as City South to respond quickly to any emerging issues."

This is the latest phase in City South's Big Listen, a campaign to get feedback from tenants and other customers on how they would like to transform the services it provides.

Notebook culture

If anyone had asked me a few years ago to write an article about using notebooks, I would have considered them slightly unhinged and I know I would have declined their request. I felt a little the same when Richard and Lisa on our first day of training 18 months ago announced that they would now teach us how to use a notebook. I looked round at my 11 colleagues and read their faces. Some were definitely wondering what on earth I had got them into; others were showing disdain and a certain amount of defiance; a few were just looking confused; and one or two - it must be admitted - were defiantly bored. What could we be taught about using a notebook that we did not know? None of us are in the first flush of youth and we had probably used a notebook for some purpose before. Indeed I knew I had, as some of my doodles could be considered minor works of art!

So what happened next? Well we persisted with the training rather than inviting our UIC colleagues to reach for their coats and showing them the door. We allowed Richard to explain how useful notebooks could be if they were used well - rather than just as a place to write shopping lists during the boring parts of most meetings. We learnt about taking our own minutes of meetings, so we did not need to wait for the minutes to be issued in two weeks time to discover what we agreed to do next week. We were drilled about making notes in advance for one to one meetings with our line managers and our line reports, so that we could have structured and informed discussions rather than just a chat.

It would be dishonest to suggest that I am now an expert on using notebooks, although I have become rather a prolific user - frequently filling up a notebook in less than four weeks. I have grasped the idea of writing myself relatively formal notes of nearly every meeting I attend, but I am far from being an expert in my preparatory notes for one to ones. I promise to try harder!

Changing the way we do things is a challenge, even if it is only about how we make notes in meetings. Change is a challenge whatever the change. There is a process to change and to deliver change it is necessary to recognise and understand that the team members will always go on an emotional journey - some short and some longer. However one necessary evil is for people to understand what flexibility there is in the destination.

We decided that making notes in meetings using a proper notebook was not negotiable. Taking your notebook to all the many meetings that we have is what we expect - it has become how we do things round here. We have even produced our own hardback Broadland notebook. Learning how to use notebooks was not rocket science - it felt like Richard and Lisa were teaching Granny to suck eggs - but it has contributed to the tangible difference that adopting UIC methodologies has made to the group.

*Michael Newey
Group Chief Executive
Broadland Housing Group*





O is for Oxford Street, Collingwood

In December, Lisa and Richard went shopping in Melbourne for a new home for the UIC in Australia - 1/125 Oxford Street, Collingwood was the result.

P is for Project Events, PTx2 and Pure Innovations

Project Events

When you're running a project, the most efficient and effective way to obtain input from a wide range of people is to run a Project Event.



- from left to right, top to bottom
- Project Kick-Start, South Birmingham Community Health
 - Process Analysis Event, Stevenage Homes
 - Project Kick-Start, First Great Western
 - Project Kick-Start, Crossness Engines Trust
 - Customer Service Centre Project Kick-Start, Cobalt Housing

Project Events in Stevenage Homes

Stevenage Homes has been using UIMPROVE methodology since October 2009. In that time we have held over 70 Project Events as well as many more meetings where we have used the tools and techniques.

We have now carried out two rounds of Annual Planning across the company which has led to everyone in the organisation taking part. Using UIMPROVE was highlighted as a contributor to our successful Silver Award from Investors in People. To quote the report: "The UIMPROVE method has been very instrumental in providing a framework to make sure the organisations strategy has been developed by inspiring all stakeholders."



Flowchart

We have used UIMPROVE to flowchart and improve our services. The most successful of these has been empty property re-let times. Since undertaking the project our turn round time for empty properties has been significantly reduced.

*James Dean,
Head of Business
Improvement
Stevenage Homes*



www.theuic.com/Project Events

PTx2

The UITP is the International Association of Public Transport which has the bold ambition of helping its members double public transport patronage by 2025 in its PTx2 initiative. UITP Australia New Zealand commissioned the UIC to carry out a series of 1-1 diagnostic interviews with its Board members and other key players, followed by a Strategy Development Event.



En-route to UITP HQ, Madeleine and Lisa, chilly in Brussels



Pure Innovations

Pure Innovations became a registered charity following a transfer of services in July 2005 from Stockport Metropolitan Borough Council. We have 25 years experience delivering innovative and high quality services. Since then Pure Innovations has been working with a number of local authorities across Great Britain enabling them to transform their employment and day care services for adults. As Local Authorities continue to have greater commissioning roles and less actual service delivery responsibilities, we will concentrate on our strengths as an excellent service provider and in partnership enable them to become top performing Local Authorities in the field of supported employment and adult day care for people with disabilities.



Pure Innovations Strategy Development Event

Our managers were working very hard and our excellent reputation had come from this hard work rather than from a clear strategic plan. We were operating in a process-free zone where the only thing that got audited was the accounts. We acknowledged that we needed some external support to help us put strategic planning, processes and strategic performance management in place.

We enrolled the help of the UIC in 2006, to navigate us to a position of being in control and leading the company in a strategic and systematic way with continuous improvement at the heart of our vision for the future. We began with a restructure of the management team and created an Executive Team with overall responsibility for the strategic management of the business. The Executive Team started to identify what the corporate strategies would be following the UIC format of

- Identifying what the strategy is
- Identifying why is it a strategy
- Identifying the hows for achieving the strategy
- Identifying the policies relating to the strategy
- Identifying what the Strategic Achievement Measures are

Since working alongside the UIC we have become more skilled in developing, explaining and measuring strategy for the business and have refined our corporate strategies from 11 to 6. The UIC gave us a framework in which to operate allowing us to be clear on where, why and how to grow and improve our core business. In 2010, we completed our third year of reviewing our strategies annually and, it is true what the UIC told us, it gets easier each year.



Although we have travelled a long way, we are still on the journey of continuous improvement and our commitment to this will never end!



We used Noriaki, The UIC's Customer Satisfaction system to help us better understand how our clients travel when they visit our offices and how we could improve that experience. Clients found the iPads and tablet PCs very easy to use and the mere fact that we were asking these questions got a positive response. Most importantly, we got quick and easy access to the data which we have already used to improve the way we do things.



Andrew Q Harvey (a.k.a. 'Q')
Business Development and
Communications Director
Dickinson Dees LLP



This has been so successful we are now undertaking a similar piece of work at our York office.

Q is for Q

R is for Real Work

Senior Management 'Awaydays' are well-known for being high on talk and/or silly games and low on outputs. Those facilitated by the UIC are different! TransLink Transit Authority, under the leadership of Peter Strachan, is probably the best example.



With a 10.00 start on day 1 through to lunch-time on day 2, our record for 2010 is eight pieces of real work. These are not 'odd jobs' but strategically important topics. All research and evidence shows that activities such as team profiling have limited impact. If you want a high-performing team, give them a good leader and joint tasks to work on in a structured environment.



Executive Team Event for the TransLink Leadership Team

S is for Snow, Strategic Improvement Programme, Strategy Development, and Suppliers

Snow



Facilitator Development Programme in Alsager, January



Strategic Improvement Programme



The Strategic Improvement Programme helped put greater structure to my annual team planning process and really gave me the edge through the Techniques for Productive Meetings.

As a result of learning from the program, I implemented changes to my team meetings to ensure we use the right techniques for getting information across and getting work done. The programme and opportunity to apply learning with colleagues gave me a comprehensive understanding of the 'bag of tricks' TransLink's Facilitators have access to. This makes me a more informed manager when accessing TransLink's network of Facilitators and I really enjoy working alongside them to design successful workshops given my improved knowledge of facilitation techniques.

Eleanor Nightingale
TransLink Transit Authority

The Strategic Improvement Programme is probably the UIC's premier product. The programme is aimed at the top two or three tiers of the organisation and the overall aim is to develop the corporate brain.

www.theuic.com/SIP



photos from top to bottom
1. Broadland Housing Group
2. NHS Stockport
3. NHS Stockport
4. TransLink

Strategy Development

A UIC speciality is strategy development and implementation. In 2010 we worked with a number of clients to help them review, develop and implement their strategies.

www.theuic.com/strategy



University Hospitals of Leicester NHS Trust



Weaver Vale Housing Trust day 2 - Steve Jennings, Directors and direct reports



Weaver Vale Housing Trust day 2 - Small Group Work



Weaver Vale Housing Trust day 1 with Steve Jennings and his Directors



Weaver Vale Housing Trust Annual Corporate Planning Process



Broadland Housing Group



University Hospitals of Leicester NHS Trust



Suppliers



Catie Burdett, our lawyer in Australia



Shane is our fantastic accountant and so much more. When we went shopping for our premises in Melbourne, Shane sorted everything out for us within a couple of hours, yes hours, and had the mortgage in hand within a couple of days (and even talked ANZ into a better rate).



Ever wondered where the manuals come from? Greg and Elizabeth at Solutions in Melbourne.



B2B, based in Maastricht, do our design work - such as the manual covers, notebooks and this yearbook.

T is for Team Events and Trams

Team Events

Dreaded by many, and with good reason, there are many different approaches to team building. The UIC doesn't do team building - instead we do Team Events. These are an opportunity for a leader and the people who work for them to take a step back from day-to-day work, reflect and plan and do real work. No building bridges, no abseiling, no line dancing, no painting, no singing, no banging on drums, only occasional crying.

www.theuic.com/Team Events



Team Event for the TransLink Rail Team



Team Event for the City South Manchester Housing Trust Neighbourhood Services Team



Team Event for the TransLink Customer Services and Marketing Team

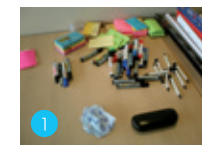
Trams



Brunswick Depot, Yarra Trams - Dave, Jim and Madeleine

U is for the UIC, Universal Improvement Skills, Universal Leadership Skills and Update Your Details

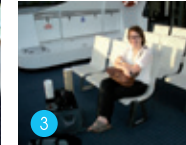
The UIC



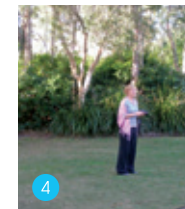
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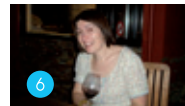
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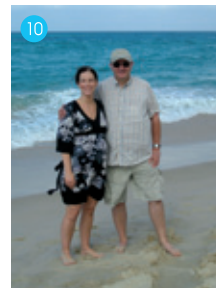
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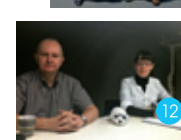
9



10



11



12



13

1. Tools of the trade
2. What are you looking so pleased about?
3. Lisa on the CityCat in Brisbane
4. Madeleine on the Sunshine Coast
5. Hard at work in the office
6. Mine's a red wine please
7. Christmas in Brisbane - Dave and Pro
8. Gerry with Rolf Mitchell, Hornibrook Bus Lines, Clontarf
9. Denise talking, Azhar sleeping
10. Jenny and Richard on the Gold Coast
11. The UIC Christmas Party at the Bengal Blues in Belper
12. Serious meeting
13. Richard and Ellena

Universal Improvement Skills

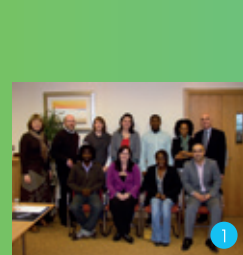
If Universal Improvement Skills is the solution what's the issue? All these organisations wanted their people to be better able to set up and carry out projects, have a deep understanding of organisational improvement, run effective and participative meetings, know who to involve, how and when, analyse a process and more.

www.theuic.com/UIS



“This isn’t just a light bulb moment but a light-house one!”

*David Phillips,
Change Programme Manager;
Merthyr Valleys Homes*



- 1 Generations Together Project, Plymouth
- 2 South Birmingham Primary Care Trust
- 3 Loddon Mallee Housing Services
- 4 Weaver Vale Housing Trust
- 5 Public course in Cheshire
- 6 Public course in Melbourne
- 7 South Yorkshire Housing Association
- 8 The Regenda Group
- 9 Public course in Melbourne
- 10 Plymouth City Council
- 11 Weaver Vale Housing Trust
- 12 Loddon Mallee Housing Services
- 13 Public course in Cheshire



Dear Andrea,

Thank you so much for arranging a place for me. I am starting this week with a nicely prioritised list of small post it notes (three are already ticked off) - which fills me with confidence and energy.

It was a great course all round; I loved the theoretical foundation and the philosophical principles and the post-it ease of it all - but combined with a hugely logical and rigorous approach. THANK YOU!

Denise and Alison were great as were the other participants - such a good mix of backgrounds; and it was lovely to meet Richard and share stories about German trains!

Anne Brinkhoff

www.theuic.com/UIS



1. Merthyr Valleys Homes
A number of my colleagues had already been on the course and were really positive about it so I was looking forward to finding out more about UIMPROVE. I wasn't disappointed. The approach, tools and techniques are really effective and I started using them the day after completing the course. They are making a great difference to the projects I now manage and have added real value.
2. South Yorkshire Housing Association
3. Public course in Melbourne

Universal Leadership Skills



Are good leaders born or can people be trained to be a good leader? You can probably work out which we think.

www.theuic.com/ULS

Thank you once again for a superbly delivered and designed course last week. ULS succeeded in refreshing my leadership knowledge and practice and I'm very much looking forward to putting it to good use in my new job. The timing couldn't have been better for me.

*Malcolm Holmes
General Manager, Mainline
Chiltern Railways*



Universal Leadership Skills public course, October

Update your details

We love to hear from our clients - make sure you let us know if any of your details change:

www.theuic.com/update

V is for Volcanic Ash

Volcanic Ash 1

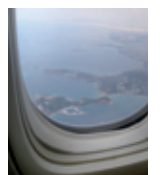
With the majority of European airports closed, Dave and Richard found themselves stuck in Australia. Madeleine's first trip to Europe was also delayed. Eventually all three set off for Athens and, luckily with airports beginning to reopen, were quickly able to catch another flight on to Geneva from where Dave continued by easyJet while Madeleine and Richard took the train.



Melbourne Duty Free



Dubai



Athens



Geneva



Volcanic Ash 2

“When the government told us we had 45 minutes to tell them how we'd be re-locating 1000s of people arriving at ports off ships with the airports closed - we didn't panic - we just reached for the post-its”.

David Crome, First Great Western



W is for Welcoming Committee

Melbourne Airport - Jenny, Scarlett and Daisy

X

X is for X marks the spot



John Snow

The Measles Diagram is a tool for analysis by location and you can read all about it on page 23.26 of The Complete Guide to Improvement. The tool was adopted for the purposes of organisational improvement by Joseph Juran who took the principles from the work of Dr John Snow. In 1854, during a cholera epidemic in London, Dr Snow marked the occurrence of deaths from cholera on a map and he was able to identify a concentration around the Broad Street pump. Further investigation confirmed that those who had died had been getting drinking water from the pump and the source was isolated.



John Snow's map showing the concentration of deaths around the Broad Street pump

Y is for Yearbook



Richard and Spider

This is our first Yearbook so a big thank you to everyone who has contributed. Also thank you to everyone who has participated in one of our courses or events, used UIMPROVE or one of our systems.

So, why produce a Yearbook? Frankly, because it's a nice thing to do. The work we do counts for very little at the end of the day - it's application in the workplace that really makes a difference - so it's nice to have a record of all the clients we have worked with over the course of a year and, in particular, hear about what they have been up to.

It is our intention to produce a Yearbook as a regular feature from now on and we are already starting to think about the 2011 edition. If you'd like to make a contribution, large or small, talk to your favourite UIC Consultant or, if you don't have a favourite Consultant, e-mail us - info@theuic.com.

Z is for Zeeland



So what does Richard do in his spare time?



On the beach in Zeeland



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