

Integrate

January 2007

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integrate



Cover Image: Capstan House, Swansea Housing Association

www.integratewales.co.uk

What is Integrate?



What is Integrate?

Integrate is a network type organisation based around the notion of 'Regional Economy, Local Delivery;' basically doing things in the right place at the right time.

WHY DO WE NEED INTEGRATE?

As individual associations we are all committed to providing quality services and value for money.

Collaborative working is new to housing associations but has been tried and tested in industry.

Each housing association will continue to serve its own customers but will have the added benefit of a greater pool of resources, skills and experiences.

HOW WILL INTEGRATE AFFECT HOUSING ASSOCIATION STAFF?

Integrate will make better use of our individual skills and experiences offering improved career opportunities and greater security. A number of new jobs have already arisen along with some secondments.

HOW IS INTEGRATE PROGRESSING?

Integrate is already delivering on its targets . . . Integrate is the only one of the six Welsh consortia to have made any meaningful progress with the selection process.

FOR INDIVIDUAL HOUSING ASSOCIATIONS INTEGRATE MEANS . . .

- keeping our organisational independence – the idea of merger of separate development vehicles is not something we are in favour of. However, where more collaborative ways of working make sense we will be open about it
- maintaining and developing our local relationships - particularly with the local authorities. So, in Bridgend if the Council only want to deal with V2C: no problem; while in Cardiff if they want to deal with Cardiff Community HA, Cadwyn, Taff and United Welsh HA as Integrate – again, guess what: no problem!
- security and opportunity for our staff: we want to use the Integrate network to share skills and to provide career development opportunities both within and between organisations
- real efficiency and economy across all our building procurement activities. To have any impact upon the supply chain we need scale – so Integrate has to be big
- streamlining of the supply chain, but not at the expense of smaller local businesses, particularly where they have worked with individual associations for years
- improving our organisational team cultures by learning best practice from each other
- maintaining our track record of success in terms of Social Housing Grant

PROGRESS IN THE LAST YEAR CAN BE SUMMED UP IN FIVE STAGES:

1 FORMALITIES

We've negotiated and signed a Consortium Agreement . . .

This is the legal framework covering issues such as the objectives and operations of Integrate; apportionment of costs; responsibilities to each other, constitution and governance.

continued on page 2 . . .

continued from page 1 . . .

2 WE'VE SET UP A PARTNERING, PROCUREMENT AND SUPPLY CHAIN . . .

This is a crucial part of Integrate and has taken up most of our time this year.

We've appointed consultants . . .

Evolution (Vasos's boys), and decided to go for full supply chain implementation of installers and suppliers. This has been an ongoing project since last summer, but in summary we've:

- issued the contractors' OJEU notice in December 2005, inviting expressions of interest and at the same time we held a sort of mini-conference with suppliers, consultants and contractors to brief them on the process, our expectations and to advise them on how to approach it.

We received over 400 expressions of interest, which, via a process of evaluation, eventually resulted in a 'longlist' of contractors.

In spring and early summer we carried out 'reality checks' on all the long listed contractors to assess the applicants, not only in terms of quality, skills and effectiveness, but also in relation to their commitment to equal opportunities.

Small, local businesses are really important to this process – and we have made every effort to encourage them to get involved. For some of the 'one man bands' the whole process was daunting to say the least.

We had stories of our colleagues doing a reality check on a multi-million turnover company one day and, on the next, attempting to apply the same process to a one-man operation where his wife did the books in the lounge!

The next step was narrowing the long list down to a shortlist of 80 which was done through a series of formal interviews and behavioural workshops.

This was a major logistics exercise, both for those organising it, and for the many staff and contractors who took part in the workshops and the interviews.

And finally . . . we got down to a list of around 45 contractors, including five main national contractors, committed to local labour, as well as a wide range of smaller local businesses and general builders, who are often one and the same thing.

We've also been involved in a number of other activities that relate directly to the supply chain.

For example . . .

- developing a specific Integrate specification, based on the Assembly's National Building Specification
- splitting Integrate into five regions for procurement purposes, probably the biggest being the Cardiff and the Vale region
- establishing cluster groups, which bind the technical teams across the eight associations.

We've now defined and planned the work that will go through the supply chain in the next five years: In 2006/07 it will be £5m, rising to £20m by 2007/08 and a projected £100m by 2011.

Crucially we've actually started to roll out the work and the processes – **United Welsh HA's** kitchen contract has been procured on a partnering basis using the supply chain; as has **Cardiff Community HA's** SHG funded newbuild development in Splott, which it is hoped will be on site early in the New Year; and **Swansea HA** are well advanced in respect of implementing the principles of open-book accounting.

Our next big project is the short listing of our material suppliers – the appropriate notice will be in the EU Journal shortly. Initially, we'll be looking to appoint around 24 suppliers, reducing over time to 15, incorporating four key wholesalers.

continued on page 3 . . .

What is Integrate?

continued from page 2 . . .

3 Skills Audit and Training

If the supply chain was the biggest project of the last twelve months, the Skills Audit and Training Programme ran a close second.

Back last summer our HR teams, led by Sarah from United Welsh, carried out a skills audit of the eight associations. Its aim was to determine our strengths, and the areas where our skills, in relation to collaborative working and partnering, needed development.

This resulted in a comprehensive 15 module training programme in partnership with Evolution covering subjects as diverse as collaborative working, leadership, open book accounting, and managing project risk.

The training programme was completed in November and has been well-received by staff.

We're also pleased to report that the initiative was short listed as a finalist in the CIH UK Housing Awards.

4 Communication

We haven't got this right yet; but we are trying to keep everyone informed and involved.

For every staff member who feels engaged and enthused – the champions of Integrate if you will, there are others who feel they don't know enough, are uncertain about what we're trying to achieve or are worried about major changes to traditional ways of working – for example, open book accounting.

We've held two Integrate conferences, the latter attended by over 100 staff, we've published an Integrate newsletter and very shortly we'll be re-launching the Integrate website which will have lots more useful information.

5 Social Housing Grant

New development activity has deliberately been kept to last, because we wanted to emphasise the time and effort that's gone into the wider Integrate concept.

We've already established single-point contact arrangements with the Assembly and we're now planning our SHG programme collaboratively and monitoring its progress together.

We've developed our own programme management software, which all our members will adopt in the coming weeks. Interestingly, we've sold on the rights for this product, developed in-house by Nick Hampshire, CCHA, to a software house.

What's also new is that Integrate members are working together on specific schemes. In Cardiff, CCHA, Cadwyn, Taff and UWHA are now planning their development programme together and will be working together to deliver it.

Joint development programmes take into account, the capacity, the specialisms of the members and, crucially the business plan objectives and actual SHG performance of the individual housing associations. This is a significant change to the traditional way of working, but one we are firmly committed to.

Necessity led us here; but now we've arrived what's become crucial to us is delivery of our collective programme and not competition over individual sites.

So, there you are; that's Integrate.

We've managed to satisfy eleven of the Assembly's thirteen key requirements for consortium criteria (see page 12) and we hope to achieve Approved Development Status in the near future.

Things have been frustrating for people at times and it's been quite a steep learning curve. We accept that we've got to develop some critical success criteria to enhance a sense of purpose and direction.

We will not all switch to using the supply chain and open-book accounting overnight; it suits Integrate and our members to avoid a big-bang approach.

Some of us have jumped – Swansea for instance, others are about to leap, and the rest will no doubt follow in time.



Getting to Know You

Chris O'Meara

Chief Executive, Cadwyn HA

Describe a typical day in your life

Up at seven, in before nine, lots of tea, lots of talk, and a bit of stuff that most people would call "real work". It's a typical chief executive role really, and few days are the same. It's hard to describe what I do, but if I get it wrong, a lot of people know about it. In the last two years, as Chair, I have also spent a fair bit of time on Federation work. This has given me a really interesting view of the sector that I didn't have before.

What has been your biggest professional success?

Nothing I have ever done has been achieved on my own, so this is a hard one to answer. What I am most proud of has been to do with giving people opportunities, watching them grow and develop, and seeing what a difference we can make to peoples lives through our work.

What is your funniest housing related story?

A recent one, at the joint meeting the Federation had with the WLGA, several participants shared "chicken stories." Ask Tim Blanch about his rooster!

When you were appointed Chief Executive what did you hope to change the most and how have you achieved this?

The organisation's culture. It was very inward looking, and lacked a customer perspective. Change has been achieved through people involved sharing a joint vision and values, and working hard to change what was there before.

What makes you laugh?

People.

Describe yourself in 10 words or less

Down to earth and straightforward.

What was the last book you read?

Mr Plumb the Plumber, no - nothing to do with Integrate contractors, but a book I read to one of my nephews last night before his bedtime.

If you were an animal which would you be and why?

I don't think it's been discovered yet.

If you were Prime Minister for a day – what one law would you make?

Make voting compulsory. I hate listening to people who moan about politics but who can't be bothered to vote.

What pearl of wisdom would you pass on to anyone starting a career in housing?

What ever the challenge, have a go. Most people worry about failing and as a result, miss opportunities. Failing doesn't matter, because you always learn something, and anyway you might just win.

Where do you see Integrate in 10 years time?

A crystal ball would be very handy for this one. We live in a rapidly changing environment and with a housing stock that needs huge investment. The introduction of consortia for procurement was a response to a much wider political imperative, and collaboration is on the agenda for all public services. Integrate was shaped to respond to this agenda. However, we also recognise that while it might be an answer to getting better value for money on procurement, our real work in local communities, is best done by individual members working with their local authorities, responding to local needs and providing good quality local services. Integrate will change but our core values and objectives will stand the test of time.

Describe yourself as a teenager

A female version of Kevin would be a good description.

What do you think is more important – environmental impact or affordability?

It has got to be environmental impact. However, in the real world resources are limited and compromise inevitable. I guess the answer is where we are doing the least damage environmentally by providing housing solutions that are affordable for everyone.

Volunteer to be our next profile personality, email: caroline.williams@swanseaha.co.uk

Flying Geese

We have probably all seen geese flying in a V-formation but have you ever tried to appreciate the rationale - the goose's business case - for this?

As each goose flaps its wings, it creates an uplift for the birds that follow. By flying in a 'V' formation, the whole flock adds 71% greater flying range than if each bird flew alone.

In the same way, Integrate members whose objectives are aligned and who possess a strong sense of teamworking, have greater potential because they are supported by others.

When a goose falls out of formation, it feels the drag and resistance of flying alone. It quickly moves back into formation to take advantage of the lifting power of the bird immediately in front of it.

Stepping out of line makes life harder for team members. Staying in formation with those headed where we want to go helps us and them but we have to be willing to accept their help and give our help to others.

When the lead goose tires, it rotates back into the formation and another goose flies to the lead position.

Integrate members are also inter-dependent on each other's skills and capabilities. It pays to delegate leadership where appropriate - for example, leading topic-specific task groups.



The geese flying in formation honk to encourage those up front to keep up their speed.

In teams where there is encouragement (whether from the leaders or from the supporting members), the effectiveness of the team is much greater.

When a goose gets sick, wounded, or shot down, two geese drop out of formation and follow it down to help protect it. They stay with it until it dies or is able to fly again. Then, they launch out with another formation or catch up with the flock. Geese in formation, therefore, have an exit strategy which does not consist of dumping one partner when times get tough.

There are longer term benefits in standing by each other in difficult times as well as good.



Training News

A comprehensive training programme has been set up to equip Integrate members with the technical and collaborative working skills we will all need to meet the challenges of consortium working.

After the initial induction training, the subsequent training modules mainly involved staff from Finance, Development and Maintenance Departments.

Module One

An introduction to Integrate and collaborative working. The three-day event was attended by a cross section of staff from all Integrate associations. Focus of the training was open book accounting, collaborative working and reassessing traditional thinking of "the team."

Module Two

Focused on communication. Questioning, listening, summarising are all skills we need to continually develop. The training confirmed the need to plan and create time to work collaboratively.

Module Three

Introduced the concept of open book accounting. The process of open book is very different to our current methods of paying for services.

Feedback

Formal feedback was generally positive (scoring an average 3/5) and everyone enjoyed meeting people from other associations.

Integrate is the only Welsh consortia to have made any meaningful progress in implementing a training programme.

Association HR staff are able to deal with any queries about the training programme.



Alfresco

Alfresco is a web-based document management software package - think of it as a huge filing cabinet that can be shared by all Integrate members.

Documents can be posted to the main server from which any person with a password, and the relevant permission, can download the whole or part of the document to read, comment on or edit as required, reducing delays, printing and postage.

Alfresco also has the advantage that all team members are working from the same version of the document at the same time.

Getting Started with Alfresco . . .

Users have different levels of access, some can read only, others can upload documents and have full editing control.

Some of the user and document management terms are different to what you'll be used to in Outlook, for example, you can leave items on a shelf, leave a bread crumb trail from areas you've browsed. "Spaces" are just like folders, "content" is an individual file or document.

Most documents are stored either as Word files or as PDFs

How to Register . . .

If you haven't already registered, go to www.integratewales.co.uk and click "New User Registration."

Enter details in fields (First name, Last Name, email address, password)

Your log in name will then be your first name followed by a space and then surname. Once registered, users will only have access to the guest area with no access to the main shared working area.

An automatic email gets sent to Dominic Amirat and Geoff Pettifor at Swansea HA to advise us of the new user.

The request is then checked with the Alfresco Co-ordinator at the relevant HA to make sure that it is genuine, to find out what department they work in and what spaces they need to have access to.

When permissions are agreed you will get sent a link which you must click to activate.

Once you're logged in . . .

Once you're logged in, your access to areas and the range of options open to you will vary depending on the permissions set.

As well as the main shared area, spaces have been set up for each individual HA to use. Users will only have access to the HA space that they work for and not to all HA spaces.

Checking In and Checking Out . . .

Alfresco allows you to Check Out a document to work on it and make sure that no one else is working on it at the same time – although they can still view the document.

Check OUT – locks the document and creates a working copy for you to edit. When you've finished editing the document, save it and check it back in.

Check IN – replaces the original document with the updated one and releases the lock

Cancel Check Out - will delete the working copy and release the lock, just as if the check-out had not happened.

Discussions can be started against individual documents or spaces. If a discussion has been created on a document or space that you have access to then you can contribute to it.

Any Questions?

If you have any questions about Alfresco permissions etc. please contact:

Dom Amirat on 01792 479222
Geoff Pettifor on 01792 479220
Or your own Alfresco Co-ordinator



Key Messages

Getting our ducks in a row . . .

Integrate is many things to many people, and getting our heads round this concept was always going to be a challenge!

To help us get our ducks in a row, the Communications Group has pulled together some 'key messages' . . .

We tell the Welsh Assembly Government that Integrate . . .

- Is the most successful Consortium with all members having excellent individual track records
- Will spend at least the whole of its development programme, and is capable of dealing with a much larger programme
- Will deliver its development programme efficiently and effectively, and within deadline
- Has a multi-million pound combined expenditure that will have a positive impact on the Welsh economy and on local communities

We tell Local Authorities that Integrate . . .

- Understands and values their strategic role and has no wish to take this role away from them
- Is committed to helping them meet housing need in their areas
- Will maintain a working relationship in whichever way the local authority prefers, via the individual association, or as a consortium (i.e. Cardiff)
- Will bring economic and social benefits to their area

We tell our Tenants that Integrate . . .

- Will not affect their tenancy or their relationship with their landlord, that it's 'business as usual'
- Does not mean that their Association has been "taken over" - that their Association is still independent
- Offers greater opportunities to develop better quality homes, and more regeneration

We tell our Staff that Integrate . . .

- Is a development consortium and that their Association remains independent – no takeovers!
- Is not about cutting jobs
- Will mean a change in a way of working for some people, mainly in development, maintenance and finance departments
- Will mean new opportunities to learn and develop their careers with support and training during any periods of change
- Will mean no direct change for non-technical staff
- Will bring opportunities to share good practice and learn from seven other associations, in a non-competitive environment

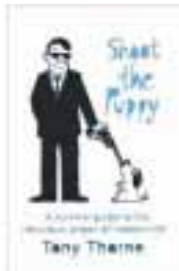
We tell our Management Boards that Integrate . . .

- Is the only option if we wish to continue to receive a SHG development programme
- Consists of eight associations with shared values and excellent track records
- Will take some time to be fully implemented, that although the initial stages are labour intensive, there are both short and long term benefits
- Will introduce new procurement methods to drive up quality of product and service delivery for our tenants
- Will bring cost savings from procurement that will free up resources for investment in other areas of service
- Will bring potential for collaboration outside the technical areas, that could benefit our customers and/ or save money. Examples of this include joint HR, Housing Management and Finance forums.

Never mind the “bread crumbs” and “beans” of Alfresco, there’s a revolution of corporate speak going on in offices around the country. Just when you thought you’d mastered “Low Hanging Fruit” and “Blue Skies Approach” there’s a whole new vocabulary to catch up on . . .

The latest buzz phrases include: “Deskfast” - snatching a quick breakfast at your desk; “Muppet Shuffle” - moving a difficult colleague into a position where they can’t do any harm; and “knife-and-fork-it” dismantle a complex issue. And then there’s “Shoot the Puppy” doing something so radical it seems unthinkable.

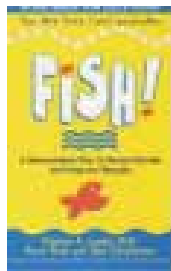
You can brush up on the latest business jargon with . . .



Shoot the Puppy: A Survival Guide to the Curious Jargon of Modern Life
by Tony Thorne
£12.99

Publisher: Penguin
ISBN: 0140515801

Are you a bobo or a wombat? Have you ever been tempted to open the kimono or kick dead whales up the beach? Have you been touched by re-enchantment or threatened by infobia? If your answer to any of these questions is ‘I’m not sure’ or, indeed, ‘What are you talking about?’, then you definitely need a copy of “Shoot the Puppy”. Amusing and informative, it guides the reader through the ever-growing heap of contemporary jargon from around the English-speaking world, showing where it comes from, what it means, and what it tells us about the contemporary world and our attitudes to it.



Fish! A Remarkable Way to Boost Morale and Improve Results
by Harry Paul,
John Christensen,
Stephen C.
Lundin
£4.79

Publisher: Coronet Books
ISBN: 0340819804

Fish! A strange name, but a perfect must for any working soul. One reviewer mentioned structure and asked, “How can it make sense for business people in suits to go to a market and catch fish being thrown at them?” Well, maybe this reviewer missed the point, which was “don’t let wearing a suit let you miss out on some fun, dare to throw the fish, dare to catch it, the chances are whatever the outcome, fish caught, fish dropped, you will have enjoyed the experience. Reviewers also mentioned that if you don’t know Seattle or the Fish Market it may not make much sense, but use your imagination. Fish is a **MUST READ**, whether you employ, are employed, or even unemployed this little gem is worth every penny. Enjoy your life by choosing your attitude and seeing the fun in everyday life. Fish! is at the core of many a successful company, everything you do can be done to make someone’s day!

Getting to grips with such a complete culture change as Integrate can take some getting used to, the following book selection may help you . . .



Construction Partnering & Integrated Teamworking
by Gill Thomas &
Mike Thomas
£39.50 (Used
copies cheaper on
Amazon)

Publisher: Blackwell Publishing
www.thatconstructionsite.com
ISBN: 1405135565

This book is a great starting point when you are implementing partnering in your organisation and don’t know where to start, this book covers everything you’ll need – explaining all aspects of the partnering relationship from scratch. Construction Partnering & Integrated Teamworking provides information and instruction on the full range of topics in sufficient depth and tells you: How to do it; the tools you will need; the pitfalls to avoid.



WIN A BOOK

We have one copy of each of the following books: **Freedom from Command and Control**; **Screw it Let’s Do it** and **Who Moved My Cheese**. To be in with a chance to win, email caroline.williams@swanseaha.co.uk with your preferred book choice before 16. 1.2007. You can enter as many times as you like as long as each entry is on a separate email.



Profitable Partnering for Lean Construction
by Clive Thomas Cain
£31.80

Publisher:
Blackwell Publishing
ISBN: 1405110864

This practical guide focuses on the ability of long-term strategic supply-side partnering to convert the traditionally high level of unnecessary costs into better and more sustained profits for all involved. It also explains how clients need to use partnering to ensure best value from their procurement process and sets out a selection process for partnering. Written in an accessible style it explains why supply-side partnering makes good commercial sense and shows how to put the long-term strategic partnerships in place in each sector (consultants, construction contractors, specialist contractors, sub-contractors and manufacturers). This is a 'how to' book written in terms everyone can understand, without the need for an expert interpreter or costly training.



Trusting the Team: Best Practice Guide to Partnering in Construction
by John Bennett, Sarah Jayes
£50

Publisher: Thomas Telford Ltd
ISBN: 0704905035

This report discusses the benefits and costs of partnering and deals with the specifics of the two main types of partnering - project partnering and strategic partnering. It provides practical advice and guidance on how you can apply partnering to your organisation and details the contractual and legal issues.



Freedom from Command and Control: A Better Way to Make the Work Work
by John Seddon
£19

Publisher:
Vanguard Consulting Ltd
ISBN: 0954618300

This is a management book that challenges convention and aims to appeal to a wide target audience. Seddon argues that while many commentators acknowledge command and control is failing us, no one provides an alternative. His contention is the alternative can only be understood when you see the failings of command and control by taking the better - systems - view. There is little in the book that you would find in a normal management curriculum. Seddon is scathing and controversial about leadership theorists, maintaining that leadership is being able to talk about how the work works with the people who do it. This book is packed with practical advice and illustrations of the unintended consequences of command and control thinking, you will be amazed that management of our organizations should be so appalling. You will see how customer service is poor and carries high costs and that changing the way the work is designed and managed will result in lower costs and better service. But, as Seddon points out, these are things managers cannot "see" from their current position. Managers don't know what they don't know. Seddon's case is that taking this view teaches managers to change their thinking, and he shows how the very observations they make when understanding what he calls "the what and why of current performance as a system" become the building blocks of the systems solution. And also illustrates the solutions for the cases he uses.

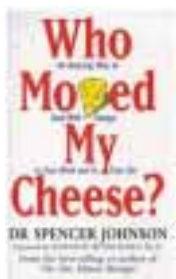


What is Lean Six Sigma?
by Michael L. George, David Rowlands, Bill Kastle
£6.39

Publisher:
McGraw-Hill Publishing Co.
ISBN: 007142668X

This book provides a quick introduction on how to use Lean Six Sigma to improve your work place, meet your goals, and better serve your customers.

Lean Six Sigma combines the two most important improvement trends of our time: making work better (using Six Sigma) and making work faster (using Lean principles). In this plain-English guide, you'll discover how this remarkable quality improvement method can give you the tools to identify and eliminate waste and quality problems in your own work area. Packed with diagrams, cartoons, and real-life examples, "What is Lean Six Sigma?" reveals the "four keys" of Lean Six Sigma and how they apply to your own job: delight your customers with speed and quality; improve your processes; work together for maximum gain; and base decisions on data and facts. You'll see the big picture of what your company hopes to gain with Lean Six Sigma, how it may affect your work area, and what it can mean to you personally.



Who Moved My Cheese?: An Amazing Way to Deal with Change in Your Work and in Your Life
by Spencer Johnson
£3.99

Publisher: Vermilion
ISBN: 0091816971

Change can be a blessing or a curse, depending on your perspective. The message of *Who Moved My Cheese?* is that all can come to see it as a blessing, if they understand the nature of cheese and the role it plays in their lives. *Who Moved My Cheese?* is a parable that takes place in a maze. Four beings live in that maze: Sniff and Scurry are mice, non-analytical and non-judgmental; they just want cheese and are willing to do whatever it takes to get it. Hem and Haw are “little people”, mouse-size humans who have an entirely different relationship with cheese. It’s not just sustenance to them; it’s their self-image. Their lives and belief systems are built around the cheese they’ve found. Most of us reading the story will see the cheese as something related to our livelihoods—our jobs, our career paths, the industries we work in—although it can stand for anything, from health to relationships. The point of the story is that we have to be alert to changes in the cheese and be prepared to go running off in search of new sources of cheese when the cheese we have runs out. And although more analytical and sceptical readers may find the tale a little too simplistic, its beauty is that it sums up all natural history in just 94 pages: things change. They always have changed and always will change. And while there’s no single way to deal with change, the consequence of pretending change won’t happen is always the same: the cheese runs out.



Screw It, Let's Do It: Lessons in Life (Quick Reads)
by Sir Richard Branson
£2.99

Publisher: Virgin Books
ISBN: 0753510995

Global entrepreneur Sir Richard Branson has built a business empire and made billions and is renowned for his approachability and ability to challenge and succeed against the odds. “Screw It, Let’s Do It” reveals the lessons that have helped him through his business and personal life, like believing it can be done and that, if others disagree with you, try and try again until you achieve your goal; or that you must love what you do. These and other lessons, with examples of how he learned them and how he’s used them, are included in this stirring and candid look at his lessons from an exceptional life, which will inspire you to make a difference in your everyday life.

From the Inside Flap

Throughout my life I have always striven for success - as a businessman, in my adventures, as an author and a proud father and husband. I want to share the many truths I’ve learned along the road to success which have helped me to be the best I can. They include: Have faith in yourself; Believe that anything can be done; Live life to the full; Never give up. Learn these and other simple truths, and I hope you will be inspired to get the most out of your life and to achieve your goals. People will always try to talk you out of ideas and say: ‘It can’t be done,’ but if you have faith in yourself you’ll find you can achieve almost anything.



Gung Ho! Turn on the People in Any Organization (One Minute Manager)
by Kenneth H. Blanchard, Sheldon Bowles
£5.99

Publisher: HarperCollins Business
ISBN: 0006530680

An invaluable new strategy for creating enthusiastic employees, from the author of the best-selling *The One Minute Manager*. Every day thousands of uninspired employees trudge to work — often dooming their companies to failure with their lack of enthusiasm. Drawing on over 20 years’ experience of working with hundreds of corporations across the US — including America Online, Eastman Kodak, General Motors, Hershey Chocolate and Microsoft — Blanchard reveals a sure fire strategy for boosting employee enthusiasm, productivity and performance. *Gung Ho!* presents a simple system for inspiring employees. Based on three core ideas: work must be seen as important, workers must be put in control of their own production and managers must cheer their workers on — it is a method that all employees and managers can easily implement and which has already been adopted by such major corporations as K-Mart.

Review a book or recommend a book?

Send details to:
Caroline Williams,
PR and Marketing
Officer,
Swansea Housing
Association
caroline.williams
@swansea.co.uk
01792 479215

Approved Development Status

Thirteen Key Requirements

On 13th September, Integrate met with the Assembly to discuss progress of the thirteen requirements that we must comply with to get Approved Development Status (ADS).

Integrate has already satisfied eleven of the thirteen and are pleased with progress in respect of the two outstanding items. Informally, they confirmed that Integrate will be awarded ADS, essential if the Association is to continue receiving SHG.

A summary of the report submitted to WAG is contained in the following table which documents progress made in many areas, particularly with the supply chain.

Qualifying Criteria Consortium Progress

1 A pool of experienced and skilled development staff with joint training and career development opportunities

Requirement met: Completed skills audit. The Skills and Learning Programme, spanned nine months, involved staff from all eight partners, and is now complete.

Integrate entered the training programme in the UK Housing Awards 2006 as we believed training collaboration on this scale was quite unique. The initiative was short-listed in the 'Outstanding Achievement in Social Housing Category' but didn't win.

2 Systems of integrating asset management programmes with SHG and non-SHG development programmes to enable collective procurement of labour and materials

Requirement met: All development and planned maintenance has been integrated into the supply chain. Programme management and work profiles for the next five years have been established for all eight partners, to provide the certainty and constancy the supply chain requires to produce savings.

The combined works programme for 2006/07 will equal £5m, rising to £20m by 2007/08, and increasing, potentially, to £100m by 2011.

3 Structures and capacity to deliver effective long term supply chain co-ordination and management using the partnering approach

Requirement met: Contractor selection has now been completed. In response to its OJEU listing, Integrate received responses from around 400 contractors; a summer-long process of selection and interviews produced a Preferred Contractors List of companies. The list includes main contractors committed to using local labour, and a sizeable number of general builders. The successful candidates were all notified in September.

We aim to produce a final list of suppliers (including key wholesalers). All suppliers will tender against a standard specification, developed for and adopted by the Integrate partners.

Joint software and processes have been designed by Integrate to manage the SHG programme and will be adopted by all members to ensure a consistent approach.

Actual programmes will roll out incrementally and commence shortly e.g. United Welsh HA's kitchens programme was procured on a partnering basis and started in autumn 2006; Cardiff Community HA's SHG funded newbuild scheme at Sanquahar Street, Splott, will be procured on a partnering basis. These schemes are essentially being used to trial the effectiveness of the supply chain and partnering foundations, prior to adoption by the other partners. Open book partnering has been implemented by Swansea HA and is in the process of being implemented by the other partners. All the Integrate members are committed to the principle of open-book accounting, partnering, and the adoption of the dedicated Integrate supply chain.

Continued on page 13 . . .

Continued from page 12 . . .

However, there will be no 'big-bang' switch to partnering and open-book because of existing commitments and skills of the partners.

- 4 An efficiency improvement plan setting out the sources and sizes of expected gains (in terms of reduced cost and improved quality), the timescale within which the gains will be achieved and how they will be measured.**

Ongoing: A draft Efficiency Plan was presented to the Board of Integrate on 19th September. Once finalised a copy will be sent to WAG.

The Assembly acknowledged that the preparation of efficiency plans is complicated, and the absence of guidance from WAG was not helpful to the process.

- 5 A commitment to small and medium sized local contractors and suppliers in the supply chain and growing capacity through training and employment initiatives**

Requirement met: Embedded in the contractor and supplier recruitment, by way of the concept of 'specialists'.

- 6 A commitment to sustainable development Materials, energy, construction methods together with site choice, layout etc are central to development and procurement plan.**

Ongoing: The Sustainability Strategy, currently being prepared by Integrate, also focuses on socio-economic sustainability to enhance social inclusion and community cohesion.

- 7 Continuous improvement to quality and efficiency in procurement.**

Ongoing: Included in Efficiency Plan - see point 4 above.

- 8 The financial capacity, demonstrated using the 30 year financial projections, to support the proposed levels of investment in existing assets.**

Requirement met: Already met – all thirty year financial forecasts currently with WAG.

- 9 A statement of all current activities of members and strategies for future development.**

Requirement met:: Included in programme bids. Integrate Partners in Cardiff have, very recently, submitted proposals for six key Section 106 sites in Cardiff to the local authority, as part of a bidding process, required by CCC. Integrate's bid was a collaborative exercise involving all four Cardiff partners. The bids of the two consortia were assessed using CCC's scheme assessment matrix. CCC concluded that Integrate Partners in Cardiff had "provided comprehensive information and evidence of a commitment to working in partnership with the Council to address its strategic housing priorities"; thus, all six sites were awarded to Integrate.

- 10 Strategies for long term ownership and management of new and existing stock, including stock rationalisation and dealing with low demand.**

Not applicable.

- 11 A track record in specialist/supported housing or an explanation of how skills of other specialist associations will be used.**

Requirement met.

- 12 An open door policy in relation to the possibility of extending membership in the future.**

Requirement met: First Choice Housing Association have now been accepted as an associate member.

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Continued from page 13 . . .

13 Arrangements for undertaking development for non members.

Requirement met: No approaches made to Integrate as yet. However, Cardiff Community HA now formally appointed as Valleys to Coast's Development agents as the partnership seeks to minimise cost and work collaboratively across organisational boundaries.

Key developments to note are:

- A training programme has been agreed with Construct Wales to help prepare supply chain contractors for open- book accounting and collaborative working
- Cardiff Community HA represented Integrate at the WFHA's Development and Maintenance Conference in Llandrindod Wells back in October, at a session in which all six consortia outlined progress to date.

The six Welsh consortia have made varying degrees of progress and Integrate compares well, particularly in respect of forming the supply chain, training and compliance with the Assembly APD criteria.

- CCHAs new Sanquhar Street development will probably be used to officially launch the supply-chain early in 2007.

FACT FILE . . . Sanquhar (Dumfries and Galloway)

The royal burgh of Sanquhar is located on the River Nith near its meeting with Crawick Water and Euchar Water, 26 miles (42 km) north west of Dumfries. Created a royal burgh in 1598 it did not grow until the early 19th Century development of coal mining and textile production. It is famous as the site where in 1680 schoolteacher Richard Cameron and an armed band of followers established their rebellion against Charles II with the Declaration of Sanquhar. A second Declaration was put forth in 1685 by James Renwick. Sanquhar has well preserved Roman fortifications and notable buildings include Sanquhar Castle (15th century), the Town House (1735, designed by William Adam for the 3rd Duke of Queensbury and built from the ruins of Sanquhar Castle). On the High Street is the oldest Post Office in the world, which began operating in 1712, the building itself being constructed in the mid 17th century using material from Sanquhar Castle. The connection with Cardiff probably came about through trade.

New Developments: Talk of The Abbey, Neath



Breaking ground . . . from left: Jonathon Hale, MD, J G Hale Construction; Kevin O'Mahony, Director, J G Hale Construction; Janet Gange, SHA Senior Housing Officer; Tim Blanch, SHA Chief Executive; Cllr Derek Vaughan, Leader, Neath Port Talbot CBC; Jo Smith, SHA Housing Officer; Claire Way, Housing Strategy Officer, Neath Port Talbot CBC; Steve Griffiths, SHA Development Programmes Manager

Swansea HA

Neath Port Talbot Council, in partnership with Swansea Housing Association, were successful in a joint bid for £4.4 million Social Housing Grant from the Wales Assembly Government and for a further £3.3million in private funding.

The £7.7million investment will create two new high profile town centre housing developments for Windsor Road, Neath.

Work has started on the £4,450,000 development on the site of the former Talk of The Abbey Cinema in Windsor Road, Neath and an imposing gateway to Windsor Road will be created with the redevelopment of the Electron Service Station.

These schemes demonstrate how housing can be the catalyst for urban regeneration creating more attractive places to live, work and invest in.

Talk of The Abbey, Neath

Local Authority: Neath Port Talbot CBC
Contractor: J G Hale Construction Ltd
Architect: Dewi Evans, Swansea
Engineers: ATEB, Swansea
Cost Consultants: Mildred Howells
Scheme: Town centre location of 43 apartments above A3 commercial

Assembly News

Integrate is on track for formal approval from WAG by the end of the year.

At our last meeting they were happy with our progress, with 11 of the 13 requirements met.

We are working on completing the other two requirements: the Efficiency Plan and the Sustainable Development Plan.

Francois Samuel of WAG is currently meeting with all the Consortia to agree new systems for evaluating open book partnered contracts, which will need to be incorporated into the scheme approval process.

There will also need to be changes to development procedures generally as draft procedures issued in 2003 have never been implemented.

There has also been some discussion between the Consortia and WAG on simplifying the whole scrutiny process for new developments, but no progress has been made on this as yet.

Communications

Effective communication is essential and we are tackling this in the following ways . . .

A newsletter – we will be publishing a quarterly newsletter featuring Q&A, progress, getting to know you articles, profiles etc. There will be an area in Alfresco for placing articles, copy etc. for the newsletter.

Training – all training courses will try and encourage interaction across the whole of integrate rather than be association specific. See feature on training on page x

Cluster Groups – cluster groups have been set up to look at boilers, bathroom suites and These groups will play a critical role in communication between housing association's and the supply chain.

Website – www.integratewales.co.uk will be the front end of the Alfresco document management system and have contact information and latest news on all eight members.

Sustainability

Materials, energy, construction methods together with site choice and layout are central to our development and procurement plan.

The Sustainability Strategy, currently being prepared by Integrate, focuses on socio-economic sustainability to enhance social inclusion and community cohesion.

In partnership with the University of the West of England and the University of Glamorgan, Integrate is funding research into sustainable building. We are committed to environmentally friendly design and new ways of ensuring that this approach is both beneficial to our customers and sustainable for integrate in the long-term.

. . . FUEL EFFICIENCY . . .

MicroGen

The domestic mini-generator that can knock 25% off bills

Homes could be turned into mini-power stations by a new gas-powered boiler that heats water and radiators but also provides enough power to run a fridge freezer, tv, video, lights etc

The MicroGen boiler and silent generator is the same size as a traditional boiler and sits alongside the mains supply, generating electricity only when it is heating water for the home or radiators and cutting power bills by 25 per cent or more.

Larger versions of these generators already operate in Germany to heat and light blocks of flats and offices.

MicroGen is the first company to deliver a system which is small enough to work in a normal home. Its system is powered by natural gas, but the team is working on alternatives such as solar power and even wood chips.

For more information:

www.microgen.com

SKILL SHARING: Geoff Pettifor at Swansea HA has done a lot of research on domestic mini-generators: 01792 479220

Development News

Cardiff Community HA

Currently under development for Cardiff Community HA is Sanquhar Street.



Sanquhar Street

Architect: White Young Green
 Consultants: Mark Davies Partnership
 Planning
 Supervisor: Davies Llewellyn & Jones
 Engineer: SMART Associates
 Main Contractor: Midas Construction
 Cost: £2.9M
 Scheme: 40 units
 9 two bed flats
 31 one bed flats

Sanquhar Street is a high quality inner-city, residential development with low car dependence.

The two linked blocks in the scheme have been inspired by the historical urban context.

The 'wedge' block adjacent to the India Community Centre continues the line of terraced streets running off Sanquhar Street to the east. The 'stepped' block nearest the Sanquhar Street/Windsor Road junction follows the orientation of the line of terraces fronting Adamsdown Square to the north.

Successful urban streets require activity, and the design includes walkways and balconies to create active facades.



Moorland Road, Splott

Recently completed for CCHA:

Moorland Road, Splott

Architect: Davies Llewellyn & Jones
 Contractor: Pendragon (Design & Build) Ltd
 Cost: £3.2m
 Completion Date: October, 2005
 Scheme: 40 homes



Moorland Road, Splott

The Moorland Road site was formerly known as the Railway Sidings. The design reflects the urban environment setting. A number of the ground floor apartments have been adapted for customers from the Cardiff Accessible Homes waiting list. The development has a mixed tenure mainly a number of apartments let under the Community Living Scheme. Each block has communal heating and hot water which considerably reduces the customer's energy bills.

United Welsh HA



Solar Powered Eco Homes at Silver Street, Caerphilly

Silver Street, Caerphilly

Local Authority: Caerphilly Council
 Contractor: Cowlin Construction Ltd
 Architect: PCKO
 Scheme: 7 Homes
 Scheme costs: £880,000
 Completed: March 2006

Built on the site of a village hall that was demolished some years ago, this scheme includes one and two bedroom apartments and three bedroom houses.

United Welsh has a strong track record in environmentally friendly design. The properties use renewable energy sources, incorporating solar power and low energy supplies and fittings, and are insulated with environmentally friendly materials. Where possible the homes are south facing to benefit from as much natural heat and light as possible.

United Welsh aims to develop innovative and high quality sustainable housing that exceeds the requirements of pattern book designs.



Swansea HA



Phase IV, Old Hospital, Swansea

Old Hospital, Swansea

Local Authority: Swansea City Council
 Contractor: Jistcourt (South Wales) Ltd
 Architect: Dewi Evans, Swansea
 Engineers: Clarkebond, Swansea
 Cost Consultants: Mildred Howells

The final phase of this award winning redevelopment of the former Mount Pleasant Hospital site will include 27 two bedroom apartments. Many of the original buildings on the site had Conservation Area status and have been preserved and converted into attractive homes. Sensitive new build complements the beautiful, mature parkland setting bringing the total number of new homes on this site to 128.



Urban Regeneration, The Courtyard, Old Hospital, Swansea

Team Building

Interpersonal skills and relationships are critical in building successful integrated teams. Understanding individual team members non-technical skills and personality types helps create and build successful integrated teams.

Dr Meredith Belbin (Belbin, 1981) identified eight non-technical team roles - all essential in developing a balanced team. No one role is more important than any other, and within a team, each member may fulfil more than one role. The strengths of each team role are:

Plant – creative, imaginative, unorthodox; solves difficult problems

Resource investigator – extrovert, enthusiastic, communicative; explores opportunities; develops contacts

Co-ordinator – mature, confident, a good chairperson; clarifies goals, promotes decision making, delegates well

Shaper – challenging, dynamic, thrives on pressure; drive and courage to overcome obstacles

Monitor evaluator – sober, strategic and discerning; sees all options; judges accurately

Teamworker – co-operative, mild, perceptive and diplomatic; listens, builds, averts friction

Implementer – disciplined, reliable, conservative and efficient; turns ideas into practical actions

Completer – painstaking, conscientious, anxious; searches out errors and omissions; delivers on time

Specialist – single minded, self starting, dedicated; provides knowledge and skills in rare supply

Acknowledging the importance of non-technical skills in building an integrated team, adds value not only to the project but also to the personal development of each team member.

Taken from Construction Partnering & Integrated Teamworking by Gill Thomas & Mike Thomas; Blackwell Publishing. Further information: Belbin Associates www.belbin.com

Jargon Busters . . .

Skills Audit

A document that assesses what skills and experiences integrate members have. Used to develop training programmes and encourage skill specialisation as well as showing the Welsh Assembly that we have the skills in place to deliver.

Supply Chain

Refers to all those organisations providing a product or service to our customers. Integrate is the last link in the supply chain before the customer and acts as the manager of the supply chain.

Customer "Value" and "Waste"

"Value" is used to express anything that a customer wants or requires from a service or product. "Waste" refers to the resources or actions used to provide the service or product that do not directly enhance customer value.

Cluster Groups

Cluster Groups of staff from Integrate members, contractors and suppliers have been set up for each of the main elements of the works programme, e.g. kitchens, plumbing, electrics etc. They will act as the main managers of the supply chain by co-ordinating programmes, cost issues and quality assurances of our works programmes.

Collaborative Working

Team working, listening, questioning, learning, lateral thinking, relationships, improving what we do, are all skills we sometimes use. Collaborative working refers to their consistent and integrated use with all those involved in the supply of our goods or standards.

Social Inclusion Strategy

Outlines the wider responsibilities of our supply chain. As well as providing a product or service, we want our supply chain to consider training, employment, community development and tenant support among other things.

Open Book Accounting

Where partner organisations in the supply chain openly discuss the real costs of providing their service to us. We will be looking at agreeing costs for overheads, profit, hourly labour rates, supply only material and plant costs. Open Book Accounting allows the supplier to receive regular delivery of profit and Integrate to pay for the real costs of the service.

Integrate contacts



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Integrate Senior Staff Conference

Tuesday 16th January 2007
11am to 3pm at
Morgan Cole's office, Llys Tawe Kings Road,
Swansea, SA1 8PG

Invitations and a full conference
programme will be issued week
commencing 8th January 2007

About this newsletter . . .

Designed and published in house at Swansea Housing Association. For comments and to make contributions of articles for future issues please email the editor: caroline.williams@swanseaha.co.uk or any member of the Integrate Communications Group: e.ballard@taffhousing.co.uk; Joanna.Baldwin@v2c.org.uk; Dawn.murphy@ccha.org.uk; Helen.Richards@taffhousing.co.uk; peter.maggs@pembs-ha.co.uk; paul.roberts@cadarn.co.uk; Greg England (gengland@uwha.co.uk);