

### Strategic Objective 3 (S03) To invest in staff development

Objective	Action	Who / When / How	Effect on customers.
<b>3.1</b> Improve business efficiency through maximising staff investment.	<b>a)</b> Improve management information systems to support the management of performance.	HRM/FD December 05 To achieve a 70% satisfaction level from survey of TMs.	Continuity in meeting service standards
	<b>b)</b> Improve best practice through benchmarking with other organisations	HRM December 05 To be in top half of appropriate benchmarking tables	Continuous improvement to services
	<b>c)</b> Ensure that the organisation continues to operate to Investor in People Standards	Evidenced by interim sample audit HRM Jan – March 06	Consistent standard of service delivery
	<b>d)</b> Maximise staff attendance	Reduce staff turnover by 2% HRM/All Managers - Mar 06. Annual Target 97% attendance 05/06 – All Mgrs/HRM	Continuity in service.
<b>3.2</b> Improve the effectiveness of training and support	<b>a)</b> Report on the relevance of establishing competency frameworks	HRM Aug 05 Report to SMT	Clear professional standards for all staff.
	<b>b)</b> Develop access to NVQs for all staff by 2008	HRM/Training Group increase access to 33% of staff. Admin NVQs July 05 HSW (pilot) NVQs Aug 05	Service delivery by qualified, well informed staff
	<b>c)</b> Ensure managers complete PDRs for all staff supporting a process of continuous improvement and developing a learning culture	All managers July 05 SDs to monitor 100% completion and TNA returns to HR	“ “ “ “
	<b>d)</b> Ensure VFM training provision through a business targeted Training Plan published Sept 05	Minimum 90% staff attendance at training events by April 06 Course evaluations completed – 70% satisfaction level HRO/Dec 05	Support provided to professional levels
	<b>e)</b> Develop a wide range of learning opportunities e.g. e-learning, coaching, peer mentoring	HR to offer relevant media October 05	Improvement in service

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<b>3.3</b> Become the regional, sector employer of choice	<b>a)</b> Review the business consultation process in the light of the Information and Consultation Directive	HRM – Respond to Staff opinion survey April 05	All staff can explain Foundation Housing Services
	<b>b)</b> Action plan based on feedback from the March 05 Staff Opinion Survey	SMT April 05 Achieve a 5% improvement in overall staff satisfaction March 06 (March 05 = 79%)	Services delivered by highly motivated staff
<b>3.4</b> Implement our commitment to diversity	<b>a)</b> Produce Equal Opportunities Action Plan	PRM June 05 Produce Plan and implement improvements	Opportunity to benefit from a diverse workforce
	<b>b)</b> Review the Terms of Reference of the Black Workers Support Group	BWSG/CEO Oct 05 Report to SMT/Board	“ “ “ “