

APSE Building Maintenance & Repairs Seminar  
Stoke on Trent – 4<sup>th</sup> October 2018

*Developing Skills in house –  
Succession Planning in the Public Sector*

# **ASSET MANAGEMENT GRADUATE TRAINEE PROGRAMME**

DAVID TRUESDALE  
Asset Management . Programme Delivery

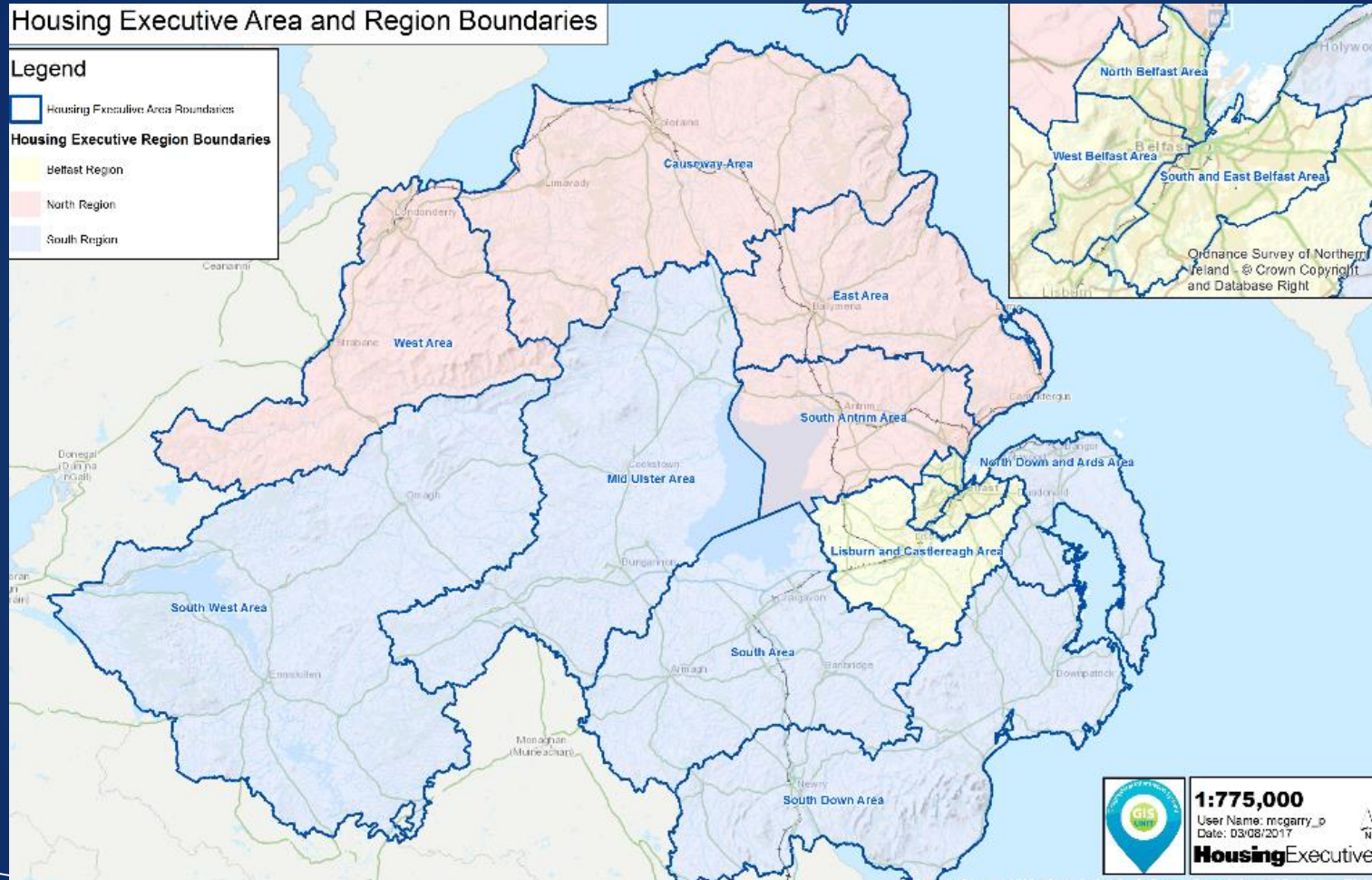
KATHRYN TRAINOR  
Adaptations Manager

**Northern Ireland Housing Executive**

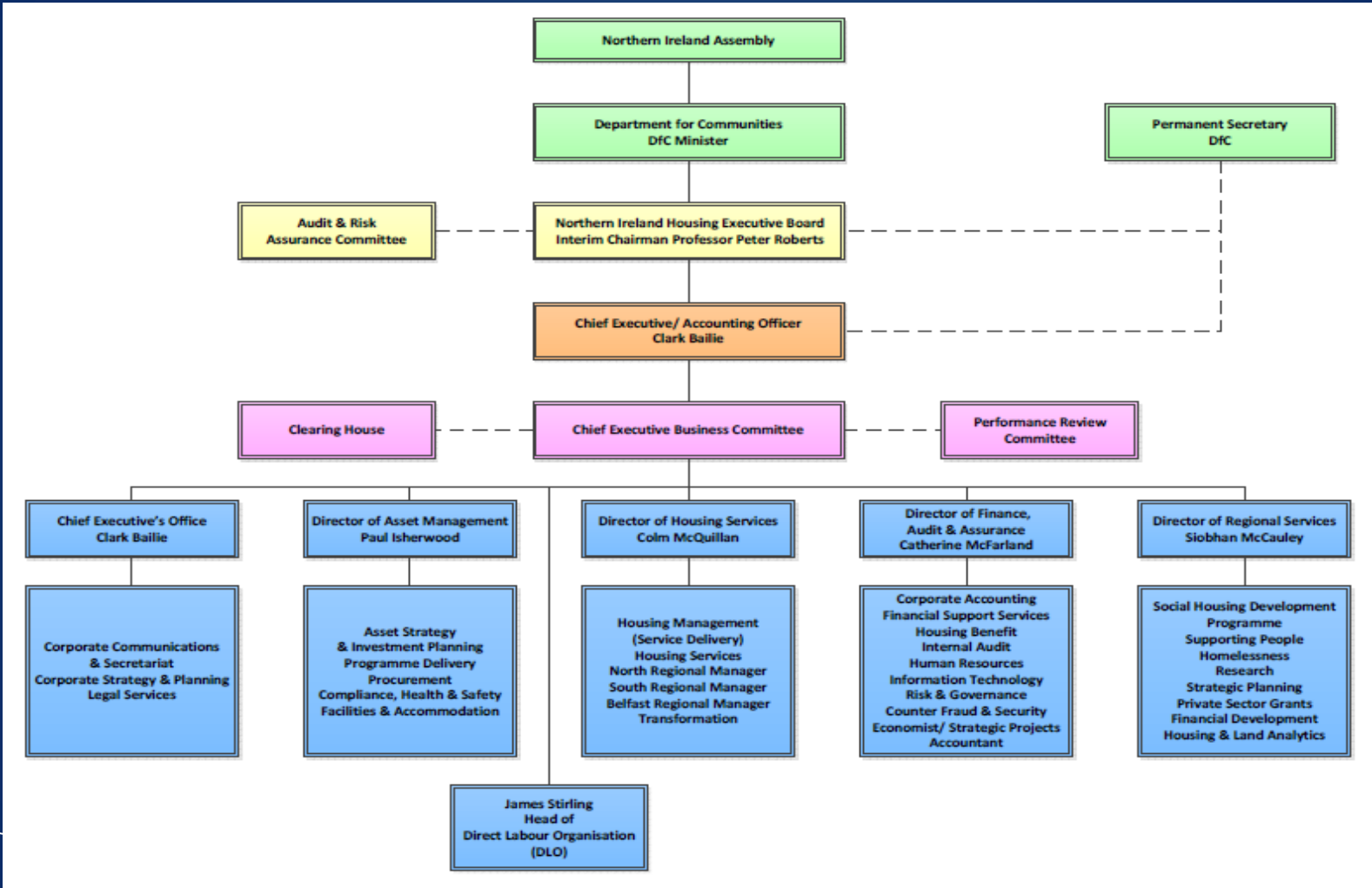
## Who we are

- Established by statute in 1971
- Functions of 65 local authorities/ housing bodies transferred to NIHE by 1973.
- Owned 202,000 homes at high point
- Comprehensive Regional Housing Authority with strategic functions across all housing tenures
- 119,503 house sales of NIHE Stock to date
- 1,250 hectares of undeveloped land
- 2<sup>nd</sup> largest landowner in NI
- Largest public sector landlord in UK with 87,000 homes across 800 estates

# Regions – Belfast, North, South...



# Management Structure



## Need for Asset Management Division...

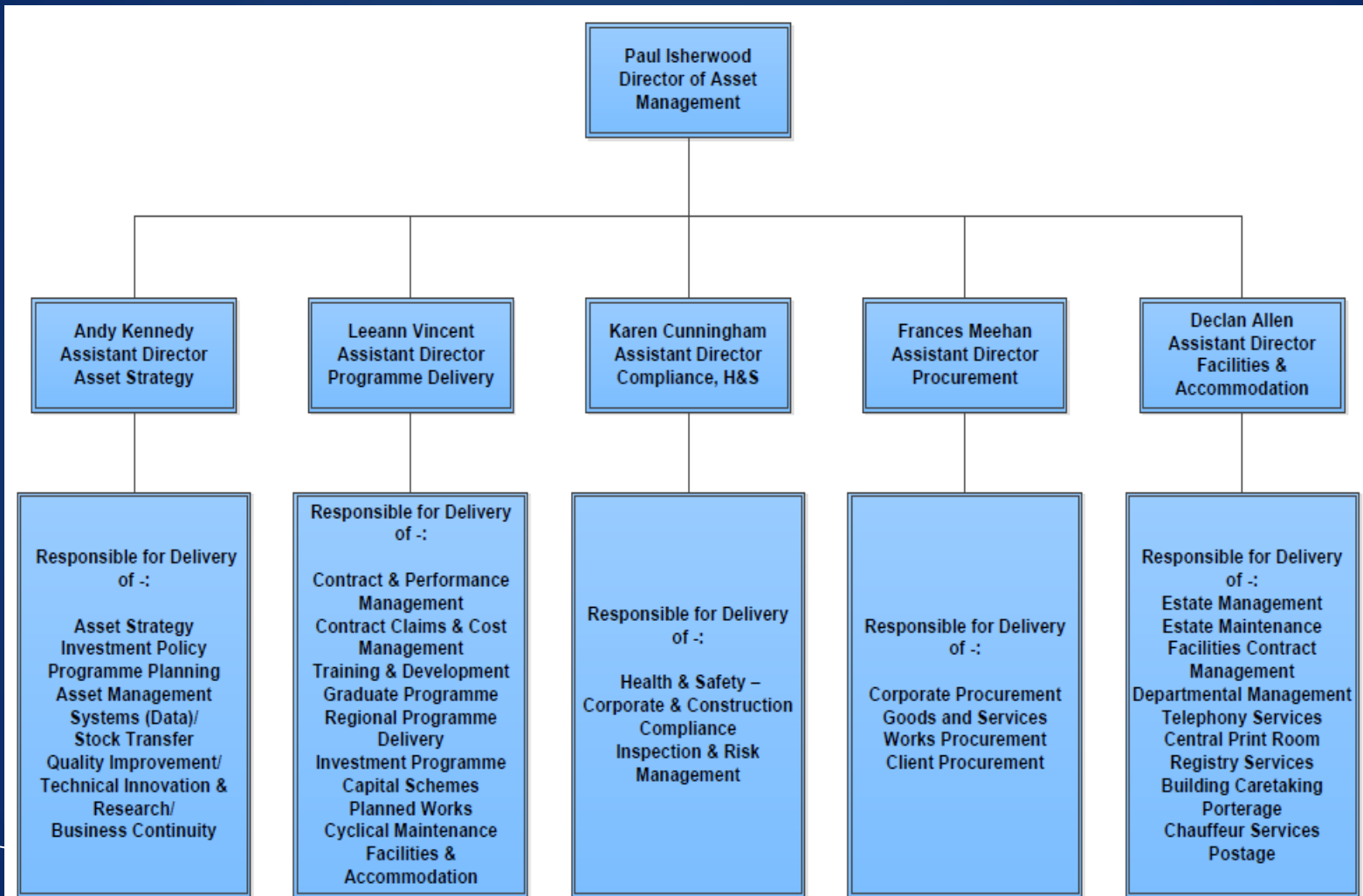
- **Dedicated to manage asset base of organisation following findings from Asset Commission**
- Condition, performance and management of NIHE's property portfolio examined – also informed SHRP
- Savills appointed delivering series of reports
- Stock Condition Survey Report confirmed – well built stock historically benefiting from significant ongoing investment
- As stock gets older – increased investment required
- 30 year stock investment estimated to be £6.7bn
- Significant investment of £1.5bn required in first 5 years



# Asset Management Division Established in 2015

- Director appointed June 2015
- Managing 87,000 stock across Northern Ireland
- Through Five Key Divisional Departments:
  - Asset Strategy & Investment Planning
  - Programme Delivery
  - Compliance, Health & Safety
  - Procurement
  - and from December 2017 – Facilities Services & Accommodation
- New contracts procured – MIS Contract 2016, Heating, Planned
- Delivering Planned Maintenance through 3 Regional Offices – Belfast/ North/ South

# Asset Management Structure



# Programme Spend – FY 2016/17...

Planned Works

**£108 Million**

Response Maintenance

(Includes Grounds Maintenance, Ground Improvement work, MAPD, COT, Voids, Void Security)

**£42 Million**

**TOTAL SPEND**

**£150 Million**





# New Service Delivery Models...

- More streamlined approach and process
- Reduction in number of Contracts
- One form of contract used across work categories
- One Central point of Delivery/ Contact – Project Manager
- New staff required to support delivery of new contracts

# Why a Graduate Trainee Programme?...

- Age profile of Technical grades in the Division –
  - In 2015 almost **40%** were aged **55 years or older**
- **Staff** in age bracket **retiring** – through various methods
  - hence...accelerated staff turnover
- Staff retire– Knowledge/ experience lost – vacuum left behind
- Lack of qualified & skilled technical staff available in market place
- Difficulty recruiting staff to key business areas –
  - ...Contract Claims, Procurement, H&S

*What we need...*

*...is the **right people**...*

*...with the **right skills**...*

*...in the **right job**...*

*Our answer – The Graduate Trainee Programme*

*“Growing Our Own Talent in-house from Grass Roots”*

*...Recruit*

*Train*

*Retain...*

## The Detail

- **Last Technical Graduate intake to NIHE was 1991**
- **In 2014 Asset Management staff compliment was 406**
  - 398 substantive positions
  - 8 temporary contracts
  - Significant additional number of agency staff
- **Analysis of substantive post holders age profile indicated that within Professional/Technical staffing compliment:**
  - **44%** of TL2 Grade Technical Officers are 55 years +
  - **47%** of TL3 Grade Technical Officers are 55 years +
  - **65%** of TL7 Grade Technical Officers are 55 years +
  - Overall 149 staff of TL2, TL3 & TL7 Grades out of 398 substantive posts – 38% are 55+
  - **HENCE... staff over 55 retire resulting in accelerated turnover in this age bracket...thus staff shortage at all levels**

# The Solution...

- Asset Management Graduate Trainee Programme
- A succession planning model recruiting to technical posts
- Key programme driver – age profile of technical grades

## So...

- With a focus on Project Management moving forward
  - We partnered with Ulster University for delivery of PG Diploma in Construction Business & Project Management
- NIHE with Ulster University developed bespoke module on 'Built Asset Management' delivered as part of course
- PG Diploma underpins 2yr programme supported by NIHE
  - Trainees use NIHE work informing their study
- Part time course – with block release accommodates work/ study balance

## The Timeline ...

- **Initial approval** granted in **2014** to recruit **2 tranches** of **12 Trainees**
  - Tranche 1 commenced 2015
  - Tranche 2 commenced 2016
- **Due to success...further approval** granted in **2016/17** to recruit
  - 9 Graduate Trainees (x2 Tranches)
    - 6 School Leavers



## The Purpose...

- Ensures better succession planning
- With staff who have the right skills to deliver the job
  - Results in less dependency on agency staff

*...and to date...*

**38 Graduates recruited of 42 Approved**

- **11** in 2015
- **10** in 2016
- **8** in 2017
- **9** in 2018

## The Aim...

- *To ensure all trainees gain an understanding of the role of the NIHE in social housing in Northern Ireland.*
- *To gain operational experience of the services delivered by the NIHE Asset Management Division.*

- ***Achieved through...***

- **Meeting Key Generic Competencies & Specialist Asset Management Competencies set out in Manual/ Log Book**

- ***Facilitated through...***

- Comprehensive 4 Day Induction Programme

- **In Tranche 1 (2015)**

- Rotational Placement between the 4 Divisional depts.
  - With option to work on Special Projects...

- **In Tranche 2 (2016)**

- Rotational Placement (as above) in Yr1 of programme
  - In Yr2 – job specific roles in Centre & Regions

- ***Facilitated through...***

- **In Tranche 3 (2017)**

- Recruitment to job specific roles meeting business need
      - In Contract Claims
    - In Regional Programme Delivery

- **In Tranche 4 (2018)**

- 9 Graduate Trainees have just been recruited
      - To specific job roles meeting business need
    - In Contract Claims & Cost Management, Adaptations, H&S
      - & Regional Programme Delivery

## The Structure...

- Structured Trainee Manual / Log Book & Competency Assessment covers all placements in the programme...
- **Asset Strategy**
- **Programme Delivery**
- **Compliance, Health & Safety**
- **Procurement**
- **Facilities & Accommodation**

# Manual / Log Book...

## Assessment of Competence



Unit 4 – Asset Management – Planned Works – Regional Programme Delivery Post	Demonstration of competence – applying the knowledge	Y/N	Training & Development Manager comments
1. Understand the role of Planned Works – Regional Programme Delivery and the function it delivers in Planned Schemes.			
2. Understand the requirement for schemes to be delivered on <b>Time</b> , to agreed <b>Cost</b> and required <b>Quality</b> in line with the NEC3 Form of Contract.			
3. Understand the role of Asset Strategy Regional Programme and Planning.			
4. Meeting all the key competencies/Activities as set out in the Planned Works section of the Training Manual & Log Book.			

**Unit 4 – Planned Works – Regional Programme Delivery Post: overall demonstration of competence**  
 (An overall score of ‘Y’ can only be achieved where this has been awarded in all of the competency areas above)

Y/N

Trainee signature: \_\_\_\_\_

Mentor/ Line Manager signature: \_\_\_\_\_

Comments: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Training & Development Manager signature: \_\_\_\_\_

Date: \_\_\_\_\_



# Manual / Log Book...

## Assessment of Competence

Unit 8 – UU Post Graduate Diploma in Construction Business & Leadership	Demonstration of competence – applying the knowledge	Y/N	Training & Development Manager comments
1. Attendance at the course on the scheduled days in Year 1 and in Year 2.			
2. Successful completion of all of the assignments in Year 1 and Year 2 issued as part of the course.			
3. Successful completion of all exams in Year 1 and Year 2.			
4. Successful completion and award of the Post Graduate Diploma in Construction Business and Leadership.			

**Unit 8 – UU Post Graduate Diploma in Construction Business & Leadership:** overall demonstration of competence Y/N\_\_  
(An overall score of 'Y' can only be achieved where this has been awarded in all of the competency areas above)

Trainee signature: \_\_\_\_\_ Mentor/ Line Manager signature: \_\_\_\_\_ Comments: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

Training & Development Manager signature: \_\_\_\_\_ Date: \_\_\_\_\_

- **Competence Assessment – UU Post Graduate Diploma**

# Manual / Log Book...

Asset		Asset Management		Asset Management		Asset Management		Asset Management		Asset Management			
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<ul style="list-style-type: none"> <li>Managing the delivery of physical schemes to the NIHE housing stock</li> <li>Assessing and monitoring information</li> <li>Interpreting policy</li> <li>Problem solving</li> <li>Contract Management</li> <li>Financial cost control</li> <li>Working within set timescales</li> </ul>		<ul style="list-style-type: none"> <li>Managing the delivery of physical schemes to the NIHE housing stock</li> <li>Assessing and monitoring information</li> <li>Interpreting policy</li> <li>Problem solving</li> <li>Contract Management</li> <li>Financial cost control</li> <li>Working within set timescales</li> </ul>		<ul style="list-style-type: none"> <li>Managing the delivery of physical schemes to the NIHE housing stock</li> <li>Assessing and monitoring information</li> <li>Interpreting policy</li> <li>Problem solving</li> <li>Contract Management</li> <li>Financial cost control</li> <li>Working within set timescales</li> </ul>		<ul style="list-style-type: none"> <li>Managing the delivery of physical schemes to the NIHE housing stock</li> <li>Assessing and monitoring information</li> <li>Interpreting policy</li> <li>Problem solving</li> <li>Contract Management</li> <li>Financial cost control</li> <li>Working within set timescales</li> </ul>		<ul style="list-style-type: none"> <li>Managing the delivery of physical schemes to the NIHE housing stock</li> <li>Assessing and monitoring information</li> <li>Interpreting policy</li> <li>Problem solving</li> <li>Contract Management</li> <li>Financial cost control</li> <li>Working within set timescales</li> </ul>		<ul style="list-style-type: none"> <li>Managing the delivery of physical schemes to the NIHE housing stock</li> <li>Assessing and monitoring information</li> <li>Interpreting policy</li> <li>Problem solving</li> <li>Contract Management</li> <li>Financial cost control</li> <li>Working within set timescales</li> </ul>			
<b>Comments from Regional Programme Delivery Manager/ Line Manager:</b>		<b>Comments from Regional Programme Delivery Manager/ Line Manager:</b>		<b>Comments from Regional Programme Delivery Manager/ Line Manager:</b>		<b>Comments from Regional Programme Delivery Manager/ Line Manager:</b>		<b>Comments from Regional Programme Delivery Manager/ Line Manager:</b>		<b>Comments from Regional Programme Delivery Manager/ Line Manager:</b>			
<b>Regional Programme Delivery Manager/ Line Manager Signature &amp; Date:</b>		<b>Regional Programme Delivery Manager/ Line Manager Signature &amp; Date:</b>		<b>Regional Programme Delivery Manager/ Line Manager Signature &amp; Date:</b>		<b>Regional Programme Delivery Manager/ Line Manager Signature &amp; Date:</b>		<b>Regional Programme Delivery Manager/ Line Manager Signature &amp; Date:</b>		<b>Regional Programme Delivery Manager/ Line Manager Signature &amp; Date:</b>			
<b>Comments from Training &amp; Development Manager:</b>		<b>Comments from Training &amp; Development Manager:</b>		<b>Comments from Training &amp; Development Manager:</b>		<b>Comments from Training &amp; Development Manager:</b>		<b>Comments from Training &amp; Development Manager:</b>		<b>Comments from Training &amp; Development Manager:</b>			
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# Manual / Log Book...

Asset Management Graduate Trainee Programme

## Asset Management Graduate Trainee Programme

### Section 1:

The following Internal / External Trainee Asset Management Trainee:

No:	Course Provider	Cours Start Date
1	UUJ Post Graduate Diploma in Construction Business & Project Management	Sep 2018
2	Corporate Health & Safety Graduate: -NEBOSH Diploma in Occupational H&S -APS Management Pre-construction in H&S Course	Sep 2018
3	Compliance – Fire Safety Graduate: -NEBOSH Fire Safety & Risk Management -PAS 79 Fire Risk Assessment Training	Sep 2018
4	Compliance – Legionella Graduate: -NEBOSH Diploma in Occupational H&S -P901 in Legionella Management	Sep 2018
5	HR Induction E-Learning Pack	Sep 2018
6	L&D Code of Conduct	Sep 2018
7	L&D An Introduction to Working Safely	Sep 2018

Asset Management Graduate Trainee Programme

### Section 2:

The following Internal Training courses are delivered Trainee Forum and are to be completed by the Ass

No:	Course Provider	Course Start Date	Da Cou to f Comp
	Monthly Group Trainee Forum – Topics		
1	NIHE Standing Orders/ Annual Declaration (David Truesdale)	October 2018	Octo 201
2	Principles of Contract Management (David Truesdale)	October 2018	Octo 201
3	L&D Effective Presentation & Communication Skills (Tommy Murray)	Nov 2018	No 201
4	NEC3 ECSC Contract Training & ECSC Workshop Scenarios (David Truesdale)	Dec 2018	De 201
5	NEC3 ECSC Contract NIHE Amendments & ECSC Workshop Scenarios APD Contract Workshop Homework (David Truesdale)	Dec 2018	De 201
6	NIHE APD Contract Scenario Workshop (David Truesdale/ Pamela Vasey)	Jan 2019	Jai 201
7	NEC3 TSSC Contract Training & TSSC Workshop Scenarios (David Truesdale)	Jan 2019	Jai 201

Asset Management Graduate Trainee Programme

### Section 3:

The following table provides the Trainee training that may be beneficial to their Competencies.

(Note: Each request will require sign off by the Assistant Director Programme Delivery or As

Name:-	
Year :	Generi
Generic/ Specialist Competencies Internal/External Training Courses re	
Course Name & Date of request?	What would be Skills/ Competencies gained?

Trainee \_\_\_\_\_ Training

Assistant Director Programme Delive

Assistant Director Compliance, H&S

Asset Management Graduate Trainee Programme

HousingExecutive

## Part 10

Asset Management Graduate Trainee Programme Overall Sign Off.

Trainee Reflections / Notes on Overall Training Programme:
Trainee Signature & Date:
Comments from Training & Development Manager:
Training & Development Manager Signature & Date:
Comments from Assistant Director Programme Delivery:
Assistant Director Programme Delivery Signature & Date:

## Programme to date...

- In June 2017 Tranche 1 successfully completed 2 Year PG Dip in Construction Business & Project Management
  - All are embedded in the business
- Tranche 2 have all successfully completed 2 Year PG Dip
  - All have completed the programme
  - All are embedded in the business
- Tranche 3 have commenced Yr2 of PG Dip in Sept 2018
  - All have successfully completed Yr1 of PG Dip
  - All are embedded in the business as trainees in job roles
- Tranche 4 have just commenced Yr1 of PG Dip in Sept 2018
  - All are embedded in the business as trainees in job roles

***“Lets hear about the programme from our trainees”...***

**Graduate Trainee Video  
Part 1  
Plays here...**

KATHRYN TRAINOR  
Adaptations Manager

**Northern Ireland Housing Executive**



# Personal Benefits of Programme – What the trainees gained...

- Structured Programme Manual & Placement Plan/  
Monthly Group Meetings & Training
- Increased Self Confidence/ Teamwork/ Professionalism/  
Earning Valuable Experience
  - Development of technical & interpersonal skills
- Linkage with university study & relating it to on-the-job training/ experience
- Ability to rotate & experience different sections of the division/ organisation
  - Better career opportunities across the various facets of the division

# Organisational Benefits of Programme...

- Good Succession Planning Model for the division & organisation
  - Trainees Mentored throughout Programme
    - On-the-job trained/ skilled employees
  - Flexibility of Trainees to be placed across the division depending on business need
  - Business critical work completed in less than 12 months
- NIHE has fully detailed/ developed Tower Block EA documents
  - applied to other stock
- Development of Central EA team – important asset to NIHE

***“Lets hear again from our new recruits about their job roles”...***

**Graduate Trainee Video  
Part 2  
Plays here...**



Asset Management Graduate Trainee Programme  
CIH Housing Awards 2017

Winner

*Excellence in developing skills and capacity*



# Our Award Winning Graduate Trainee Programme featured in the recent 2018 NHMF Bulletin

# Bulletin

Issue 20 : 2018

Plan for customer safety

18

What does health mean to you?

19

Achieving significant savings in repairs service

31

Managing the risk of off-site build

33

The centre of excellence for improving property performance

Housing Executive

Housing Executive

EVERYONE THINKS IT'S ALL ABOUT HOUSES but...



WE'RE ABOUT MUCH MORE THAN TH

### WHO ARE WE

The Housing Executive is the largest local authority in the UK maintaining almost 90,000 homes and named as one of the top 30 landlords in the world.

### WHAT IS ASSET MANAGEMENT

The management and maintenance of property assets, through strategies, plans and schemes, delivered on a value for money systematic process of deploying, repairing, upgrading, and disposing of assets cost-effectively.

### GRADUATE TRAINING PROGRAMME

Opportunities available in:  
Regional Programme Delivery, Contract Compliance, Health and Safety, Procurement

Importantly, the programme is underpinned by a Project Management PG Diploma through Ulster University.

This approach ensures structured staff development from grassroots resulting in enhanced service delivery. Personal development of future asset management housing professionals is achieved through placements and opportunities for special project work including the successful delivery of:

- £1bn maintenance and improvement services contract, where trainees are a key part of the team delivering this project to provide first class customer focused service, with trainees producing procurement documents and delivering training to 500 staff.
- Lower block economic appraisals, where trainees are assisting in informing the prioritisation of work and level of investment required for our 30 high rise buildings.
- Compliance unit, with trainees reviewing existing policies and developing new procedures to ensure a consistent approach to meeting health and safety obligations.

We have found that trainees have developed multi-purpose skillsets which can be utilised on projects across the division, resulting in a well-informed, flexible and motivated staff who understand the business.

The programme has morphed from trainee one to trainee three from rotational placement across divisional departments including work on special projects, to more job specific roles particularly as trainee project managers. The outstanding 13 trainees will be recruited in 2018 as project managers across the division.

Moving forward, we are recruiting six school leavers and supporting them through on-the-job learning and completion of a BTEC construction qualification.

66 We need the right people with the right skills in the right job

The graduate trainee programme allows us to grow our own talent in-house from grassroots

We are proposing quantity surveying student sponsorship to university students and pursuing delivery of work placements.

A key focus in 2018 will be the establishment of a Housing Executive Construction Academy for Northern Ireland, where we will work in partnership with the six regional colleges across the province to facilitate practical training of trade apprentices through our CLO and contractors.

The Graduate trainee programme has proved extremely successful and was recognised at the CH 2017 Awards at Titanic Belfast where it won the category of 'excellence in developing skills and capacity'.

## Developing skills in house... Our winning succession planning model



Paul Isherwood, Director of Asset Management (Northern Ireland Housing Executive) and David Truesdale, Asset Management (Northern Ireland Housing Executive)

Our award winning graduate trainee programme is the division's mechanism to ensure we have the right talent in the organisation in the years ahead.

When our new asset management division, led by a newly appointed director, was set up in 2015, one of the key tasks was to build up a team of experience and expertise.

The need to get the right team in place was necessary given the scale of the newly formed division. Responsible for the maintenance of 90,000 properties, the division was for the maintenance of 30 major new contracts, a £1bn maintenance and improvement service, a £240m heating contract and a £750m planned maintenance contract. In addition, the division was also transforming the way it did business by making the number of contracts, implementing new business approaches and creating more streamlined processes for customers, contractors and tenants.

In 2014, almost 60% of asset management staff in management positions were aged 55 years plus. The last technical graduate intake was in 1991. As a consequence, we faced an accelerated turnover in this age bracket and staff being leading to the inevitable loss of expertise. We discovered, like many other similar organisations, that it is becoming increasingly difficult to recruit experienced qualified technical staff.

Our graduate trainee programme has helped us address these issues. As soon as the division was set up we began the recruitment of two tranches of 12 trainees. Due to its success, further approval was granted in 2016/17 to recruit two further tranches of nine graduate trainees and six school leavers, to date we have successfully recruited 26 of 42 trainees with the remaining 13 to be recruited in 2018.

Our succession planning ensures adequate resources to continue delivering a high quality customer focused and cost effective maintenance service to our tenants

Our programme ensures adequate succession planning to ensure we have the right talent in the organisation in the years ahead. We recruit appropriately experienced and qualified staff and management to continue to deliver a high quality customer focused and cost effective maintenance service to our tenants.

It develops and stretches the skills and abilities of each trainee through on-the-job learning, mentoring and coaching. A structured manual and logbook is used to track the development, including opportunities to be mentored by experienced staff, with regular meetings.

Monthly group training sessions are key to the programme, with an emphasis on contract management best practice providing the trainees with the tools success will require.



CH Housing Awards 2017 - WINNER  
Excellence in developing skills & capacity

Bulletin

people 17

## **Moving Forward...**

- We have just facilitated Student Year Out Placements
- Tranche 1 School Leavers scheme – 6 to be recruited
- QS Student Sponsorship – Year Out/ Final Year Fees covered
- Establishment of a NIHE Construction Academy for NI  
Addressing the skills shortage – Creating a skills pool

***Our Team...***

***Our Future...***

***We build on ambition...yours***



**Thank You**  
**Questions?**