

ASTH422

Plan and implement change in a housing environment



Overview

This standard is about identifying when change might be necessary to improve services or to respond to drivers such as policy or the commercial environment. It is important to consult with stakeholders, such as customers, service users or anyone else that may be affected by the change. It also covers identifying drivers for change, implementing change and monitoring its effects. Part of this will involve reviewing policies and procedures to ensure that they are still relevant and achievable.

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Performance criteria

- You must be able to:*
- P1 keep up to date with the environment in which the organisation operates to identify improvements that can be made
 - P2 identify drivers of change, externally, such as policy or market practices and internally such as continuous improvement
 - P3 consult with other stakeholders including customers and service users, where appropriate, to identify the potential impact of the planned change
 - P4 employ a range of different consultation and negotiation skills, which are suited to the target audience for the consultation
 - P5 review the findings of your consultation to identify issues that impact on the implementation of change and review plans as appropriate
 - P6 plan the implementation of change, taking into consideration the needs of the customer and service users as appropriate
 - P7 ensure all relevant people are kept informed throughout the process
 - P8 gain necessary support for your plans from relevant colleagues and other stakeholders as appropriate
 - P9 with relevant colleagues, revisit organisational policies, procedures and objectives in light of planned changes
 - P10 identify barriers to change and deal with implementation problems appropriately, involving others as necessary
 - P11 implement revised strategies, policies and procedures as appropriate
 - P12 implement new ways of working which meet the requirements of agreed changes as appropriate
 - P13 obtain feedback from stakeholders including customers and service users and review the impact on them of change
 - P14 identify any training needs as an outcome of change and ensure that these are addressed

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Knowledge and understanding

You need to know and understand:

- K1 sources of information for keeping up to date with industry best practices in housing and the commercial environment
- K2 how to identify and assess the relative importance of potential drivers of change in the industry
- K3 the difference between internal and external drivers of change and the influence you have on them
- K4 how to assess the potential impact that change might have on future planning and strategy for housing and the objectives of the organisation
- K5 who the organisation's stakeholders are
- K6 methods and models for implementing change within an organisation
- K7 why it is important to consult with stakeholders and effective methods of doing so
- K8 the importance of communication when implementing change and suitable methods of communication
- K9 how to negotiate with stakeholders effectively in order to bring about change
- K10 the types of information, internal and external, that it is necessary to evaluate in order to identify change
- K11 how to identify, analyse and prioritise issues identified as impacting on the implementation of change
- K12 why the strategy for housing should be aligned with the environment in which the organisation operates
- K13 methods for reviewing strategies, policies and procedures and how to identify where revision is necessary
- K14 how to identify and evaluate potential obstacles to change and produce solutions which minimise their impact on what is proposed
- K15 how to identify where new ways of working would aid the implementation of change
- K16 how to review the impact of change, who to involve and the timescales for carrying this out
- K17 how to identify training needs as an outcome of change and methods for addressing this

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