

People Strategy 2017-2020

enabling
independent
living



1. Strategic aspirations

The People Strategy will enable Colne to deliver our strategic aspirations.

These are a clearly articulated vision, mission, values and Business Strategy, Enabling Independent Living.

The goals detailed in Enabling Independent Living have influenced the shaping of the People Strategy. They are listed in the table below.

To be a resilient business, able to be fleet of foot, to respond to change and fulfil our potential.

To remodel the business operating model and organisational structure with a flexible workforce.

Maintain an absolute grip on VfM and maintain the strength of Colne's business plan.

Collaborate, debate and shape a customer service model which reflects our strategic commitments.

Provide the best services but in a way which reflects the needs of our customers, based on insight and feedback.

To attract and retain employees with the right skills, expertise and attitude by investing in our people, products and services.

Modernise and develop new ways of working, using the office move as a catalyst, including 'fixed, field and flex' employee contracts and working patterns for SMART / mobile working.

A data framework which sets out the approach to data protection, data integrity and architecture.

A coherent and realistic ICT/Digital strategy which embeds digital capability as a way of driving our service delivery and business decisions.

A growth strategy which develops opportunities and relationships; will mean attracting different skills and have an impact on roles.

A leadership and management model which carries Colne forward without the constraints of weak resilience.

Our people will be recruited for the right skills and behaviours required for the job.



2. Critical Business Drivers and Challenges

Growth Money Customer Technology	People Capability and Capacity
Colne is changing in response to organic growth as well as external pressures and this will continue.	To continue to develop the organisational infrastructure to support growth, efficiency and continuing regulatory compliance
Our reputation and brand needs to be maintained and protected.	To continue to develop our culture to maximise employee engagement and future performance.
An office move provides an opportunity to modernise, reinvent the way we work and to position ourselves for the future.	To invest in our people to deliver our objectives.
There is a sector need to drive more value in everything we do.	The pursuit and effect of growth is to increase demands for transformational leadership and the active engagement of staff with the Vision and Mission. We are in a constant state of transition.
The operating context is dynamic and complex: further uncertainty with BREXIT.	Sustainable growth inevitably demands performance and capability at every level as well as the constant pursuit of simplification, efficiencies and economies of scale.
Changes in societal behaviours and the speed of technological advances will drive continuous change in how we deliver services and will shape customer expectations.	
We anticipate a continued climate of cost constraint and the need for flexibility.	
Our business operating model and culture will need to adapt so that we are well positioned to meet future challenges.	

3. Implications for Colne

Current State

- c 55 FTE – 11 management posts
- Multiple layers of management
- Workforce profile: 80/20 female/male
- Historically focused on transactional work, heavy reliance on manual processes
- Business operates a 9 to 5 model
- Designed to support a single geography
- Organisational culture shaped around hierarchy and parent/child dynamics
- Inwardly focused and lacking resilience

Future State

- Similar numbers with more expert / professionally qualified people
- Flatter organisational structure supported by collaborative cross-functional working
- Continual evolution of automated business processes and greater use of self-service
- Increasingly flexible, adaptable and resilient workforce, able to work in different ways and for different hours to meet customer demand and geography
- Greater reliance on information, data, analytics to support decision making and evidence of KPIs
- Values driven adult to adult culture
- Cost conscious and use resources smartly
- Managing talent carefully by recruiting the right people and investing in up-skilling the workforce
- Working with others by sharing services or partnering

4. Key People Strategies

To build capability and capacity to deliver our mission and four strategic goals, maintaining our positive reputation, including resident satisfaction and other key measures, by continuous improvement of skills, knowledge and productivity.

This means that we need to:

- Adopt a mixed 'buy and build' talent management resourcing strategy in order to achieve skills development, skills transfer and skills acquisition in order to have total organisational capability to meet current and future business needs.
- Understand the resource requirements we need to meet our business objectives.
- Create a high performance organisation with high levels of employee engagement where behaviour is focused on our core values and behaviours and everyone is clear about their personal accountabilities in support of our mission.
- Retain a functionally based organisational design where resources are organised around our core business capabilities (Housing Management, Assets etc.).
- To invest in a customer service training programme in support of Customer Ready – the Customer Service Strategy - and behavioural change linked to working in an agile and digital environment.
- Have clarity about our core capabilities that are delivered in-house and what is delivered via third party or other arrangements (shared services, JV, outsourced etc.) and consequent skills implications (e.g. supplier and contract management).
- Develop 'excellence in people management' of our current and future inspirational leaders through development programmes.

5. People Strategies

- Organisational Effectiveness and Change
- Culture and Leadership
- Employee Engagement
- Managing for High Performance
- Talent Management
 - Resourcing
 - Recruitment – 'Buy'
 - Learning and Development – 'Build'
- Reward and Recognition
- Equality and Diversity
- Implications for HR

