



**Black Country
Housing Group**



People Strategy

2023-2026

Introduction

Black Country Housing Group is a social business investing in people and communities and at the heart of our business are our residents. They have told us that they most value colleagues with knowledge and empathy who know them and treat them like individuals.

This is a key driver for our People Strategy, and so we will recruit, retain and reward colleagues who live our values and work in partnership with our residents.

We employ around 250 colleagues across the business and are proud to be an **Investors in People Gold** accredited employer. We believe our people are our greatest asset and we want to provide an environment where everyone can be at their best.

This People Strategy has been developed using colleague feedback. Whether through Investors in People, engagement surveys, Staff Forum, Staff Conference or focus groups, we have listened to what our colleagues have to say and hope that they hear their voice somewhere in this strategy.



Sarah Farnell, Head of People

Our Strategic Objectives

This is an exciting time at BCHG as we launch our new three-year **Strategic Plan**. This is also a challenging time for the sector as a whole and the following five objectives capture our priorities for the business:

- **Trusted Landlord**
- **Quality Homes**
- **Thriving Communities**
- **Outstanding Employer**
- **Sound Business**



“ We want to be trusted – for quality housing, for being a good landlord and for looking after our community. Everything we do fits into that. ”

Our Culture

“ There’s no blame culture here. We just look at what happened and why and how we can move forward. ”

Culture is often defined as ‘the way we do things round here’. For BCHG this means:

- Being a learning organisation
- Setting high aspirations and holding each other to account for what we do
- Being inclusive and supportive
- Doing our best for our customers and colleagues through the positive relationships we build

Our Staff Conference theme in 2022 was **‘One Team’**. This resonated with colleagues and has become our unofficial mantra. Regardless of role, service area or level of seniority, at BCHG we are One Team, working hard to achieve the same goals.

Our Values

At Black Country Housing Group our values are not just a set of words but are at the heart of the way our organisation works and how our colleagues interact in their day-to-day activities. In 2022 we developed a new suite of values following colleague consultation. We are proud of these new values and excited to embed them across the business.



We not me



We do what we
say we will



We care



We do the
right thing



We love to
learn

We have taken this one step further and have developed Values Based Service Standards which link to our new values and our behaviours framework. We call this **'The BCHG Way'**. These standards have been developed in response to Tenant Satisfaction Measures, set out what our customers can expect from us and shape our approach to the delivery of excellent customer service.

“ I’m proud of the new values. The old ones were a bit stale and could apply anywhere. We’ve gone from words to statements of what we will do, and they truly embrace who BCHG are. ”

When we bring all of this together it creates our **Collective Ambition.**

Collective Ambition

Mission

A social business investing in people and communities

Impact

Reduced health inequalities

More prosperous people and neighbourhoods

Reduced homelessness, more and better housing

Reduced impact on the planet

Improved life and career choices

Strategic Objectives

Trusted Landlord

Quality Homes

Thriving Communities

Outstanding Employer

Sound Business

Culture

Being a learning organisation

Setting high aspirations and holding each other to account

Being inclusive and supportive

Doing our best for our customers and colleagues through the positive relationships we build

People Strategy Objectives

Inclusive and Respectful Culture

Engaging Leadership

Collaborative Teams

Meaningful Reward and Recognition

High Performing Colleagues

Safe and Healthy Working Environment

Values



We not me



We do what we say we will



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Our Challenge

Is to have the **Right People** in the **Right Places** with the **Right Skills**. Here are some of the things we are focussing on over the life of this strategy:

- Hearing the customer voice and customer service excellence
- Professionalisation of our workforce
- Recruitment, retention, succession planning and skills development
- The effectiveness of hybrid working and use of office space
- Digital skills and the way we use technology
- Business intelligence and how we use our information
- Data management and data security
- Cyber awareness
- Asset management (decent homes, green homes, safe homes, healthy homes)
- BCHG's brand

Our Employee Value Proposition

An organisation's Employee Value Proposition (EVP) can be defined as:

- What do we stand for as a business?
- What do we expect from our people?
- What can they expect in return?

Our **Collective Ambition** captures what we stand for as a business.

The **BCHG Way** captures what we expect from our people.

So, what can our people expect from us?



“In every conversation about performance, I’m always asked – what’s going to make my job easier, what will remove any barriers. I find that focus really helpful”

The following six outcomes support our **Outstanding Employer** strategic objective.

People Strategy Outcomes for 2023-2026

- ✓ Inclusive and Respectful Culture
- ✓ Engaging Leadership
- ✓ Collaborative Teams
- ✓ Meaningful Reward and Recognition
- ✓ High Performing Colleagues
- ✓ Safe and Healthy Working Environment



What we will achieve:	How we will do this:
<p>Inclusive and Respectful Culture</p> <p>We will create an environment where colleagues feel they belong and can be their true selves. Where everyone feels listened to and has an opportunity to contribute.</p>	<p>Embed new values. Launch VBSS and behaviours framework (The BCHG Way). Revisit the Equality, Diversity and Inclusion Strategy. Continue delivery of quarterly engagement surveys and improve the way we feedback. Deliver the annual EDI survey. Further develop 'My Good Idea'. Awareness raising activities through the EDI Sounding Board. Create volunteering opportunities. Employers Network for Equality and Inclusion (ENEI) Membership.</p>
<p>Engaging Leadership</p> <p>Our leaders will be visible and accessible to colleagues and will act as role models for the organisation.</p>	<p>Increase the visibility of the leadership team. Create 'talk to me' opportunities with the Executive team. Develop coaching and mentoring opportunities. Support leadership network memberships. Review expectations of managers. Offer Chief Executive hosted sessions.</p>
<p>Collaborative Teams</p> <p>We will promote our 'One Team' culture where everyone communicates effectively, understands the bigger picture and works together towards achieving the same business goals.</p>	<p>Deliver a Staff Conference and other colleague events. One Team days and Staff Forum activities delivered. Develop an Operational Managers communication group. Support panel memberships including transformation steering group and data management. Embed the 'News Room' and improve the way we communicate across the business.</p>

What we will achieve:	How we will do this:
<p>Meaningful Reward and Recognition</p> <p>We will embed our Total Reward Strategy ensuring it is meaningful and recognises both the similarities and differences in our people.</p>	<p>Deliver the refreshed Total Reward Strategy. External benchmark of pay. Review our mechanisms for recognising good performance. Celebrate colleague success through shout outs and awards. Celebrate our apprentices.</p>
<p>High Performing Colleagues</p> <p>Through learning and development opportunities and experiences, we will encourage and support our colleagues to be creative, innovative and aspirational and we will equip them to be the best.</p>	<p>Deliver 'Customer Service Excellence' training to all teams. Leadership and management development opportunities. Embed the Learning Management System. Review our approach to talent management. Review and refresh our performance management approach. Deliver the Learning and Development Strategy. Deliver a 'Learning' Week. Review our Recruitment Strategy. Improve the way we onboard and induct.</p>
<p>Safe and Healthy Working Environment</p> <p>We will create an environment which supports all elements of colleague health, safety and wellbeing, and is a place where people want to be.</p>	<p>Deliver the actions of the H&S action plan. Deliver managing mental health in the workplace training. Offer colleagues opportunity for health screening. Continued support from Mental Health Buddies.</p>

“When I had my interview, I said that there was a qualification that I wanted to do. They have delivered on that and more”.

Our Success Measures

IIP Gold Award
retained

Overall colleague
engagement score
> 7.8

Overall voluntary
turnover < 20%

Training Compliance
> 90%

Wellbeing events
satisfaction score
> 80%

Positive response to the
EDI survey question
'People of all cultures
and backgrounds are
respected here' > 90%

Positive response to the
EDI survey question 'I
feel able to bring my
whole self to work' > 90%

Positive responses to
quarterly engagement
survey measures > 80%

Overall sickness
absence < 5%

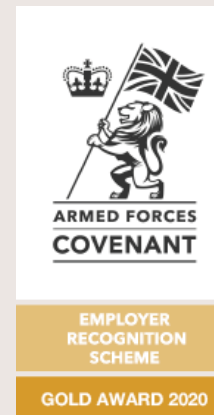
H&S inductions
for new
colleagues - 100%

Pay levels
maintained at
median range

Customer Service
Training
evaluation score
> 80%

Our Accreditations

INVESTORS IN PEOPLE[®]
We invest in people Gold





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