



People Strategy

A Social Business Investing in
People and Communities



Introduction

Black Country Housing Group has set out its intention to be an excellent employer investing in colleagues and creating a flexible and supportive working environment.

This People Strategy looks at how we will achieve this strategic objective, taking account of the external operating environment and assessing our own internal challenges.

A Social Business Investing in People and Communities

Black Country Housing Group is a major employer in our local area. We are a people based organisation, delivering services to people by people, and our reputation as an employer must be outstanding in order to attract and retain the best people.



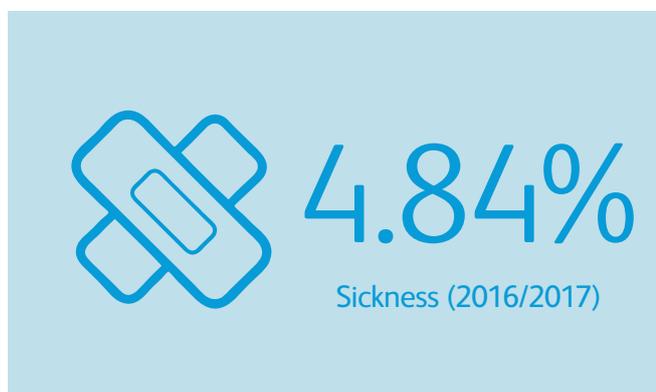
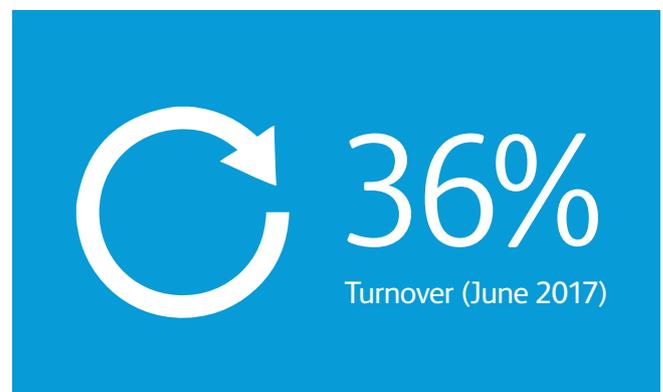
We are values-based and our values underpin the way we do everything.

Strategic Objectives 2017-2020

Our 3 year Strategic Plan sets out 5 priorities for the next 3 years:

1. Delivering quality, high-performing digitally enhanced services, and safe and secure homes
2. Delivering high-quality caring services which meet individual needs
3. Being an excellent employer investing in colleagues and creating a flexible and supportive working environment
4. Being an efficient and innovative business delivering Value-for-Money
5. Supporting communities to be sustainable and prosperous

Where Are We Now?



Strategic Context

External Environment

This strategy is written at a time when we are likely to see significant changes in the employment market over the next few years.

- There are near record levels of employment, although youth unemployment is running high
- Pay levels are falling and are predicted to move further out of line with inflation
- Automation is predicted to replace up to a third of jobs by 2030
- Brexit is likely to impact upon levels of migrant workers causing labour shortages
- It is likely also that aspects of employment law will change as a result of our exit from the European Union
- Skills shortages are acute, particularly in care and health
- The nature of the labour market is changing, with millennials predicted to be 50% of the workforce by 2020
- Mobile workplaces are becoming more prevalent in a more connected world
- The digital revolution is reshaping the way organisations function and the way colleagues interact with each other and their customers

Workforce Planning for Strategic Plan Delivery

BCHG is a people business delivering primarily people-based services. The Strategic Plan 2017-2020 sets out our plans for the next 3 years which will place emphasis upon delivering a high quality growing care business, reshaping various elements of our operations, facilitating more flexible and mobile working as well as aiming to be more efficient and effective.



The key challenges for BCHG at this time are:

- Difficulties in recruiting quality care staff
- Consequential reliance on agency staff
- Challenges in retaining good people
- Employment costs are increasing every year
- Apprenticeship levy changes necessitating a change in approach
- Higher sickness levels, including work-related stress
- Appropriate structures in our care homes to support outstanding care
- Ageing workforce in care
- Creating a flexible workplace

This People Strategy sets out our path for the next 3 years taking into account the changing external environment, against our own internal needs and drivers to support our Strategic Plan delivery.



People Strategy Objectives

The overriding strategic outcome is to stand out as an excellent employer and to give the best employee experience we can.

Specifically we want to achieve:

- Engaged colleagues delivering high quality services
- Increased recruitment to support growth plans
- Strong employer brand
- Resilient and healthy workforce
- Strong and effective leaders
- Flexible workplace
- Improved retention
- Colleagues equipped for their role
- Attractive reward packages
- Supportive and proactive HR Team



In a changing workplace for colleagues, it is important to set some underlying principles of the nature of the organisation we want to be.

These principles are:

Status

Treating people as equals

Certainty

Giving colleagues clarity on the future

Autonomy

Giving colleagues the freedom to operate to the best of their ability

Relatedness

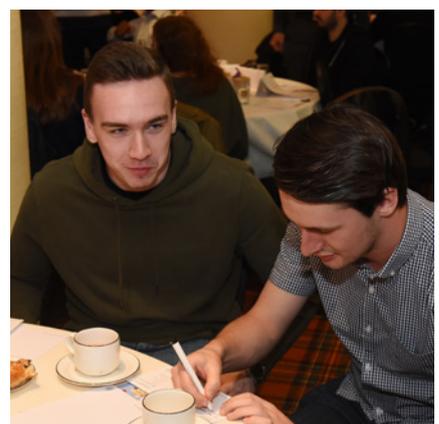
Creating team spirit and organisational culture

Fairness

Ensuring equity, transparency and openness

Strategy Aim	Commitments We Will:	Outcome Measures
Recruit and Retain the Best	<ul style="list-style-type: none"> • Launch our Care People project aiming to increase colleague numbers within our care teams • Review our recruitment practices from end-to-end • Change our induction process • Assess effectiveness of Black Country Care revised T&Cs • Review our pay policy for remaining BCHG colleagues • Review pension schemes • Review our employer brand 	<ul style="list-style-type: none"> • Reduced turnover • Increased colleague numbers • Reductions in agency usage • 95% satisfaction with recruitment process • Reduced turnover in first 6 months • Increased colleague numbers • Reduced turnover • Improved engagement indices • Improved engagement • Increased applications
Colleagues fully equipped for their Job	<ul style="list-style-type: none"> • Review our training practices to ensure better VFM • Invest approximately £415 per head per year • Establish apprenticeship framework • Establish career grades for specific posts as part of succession planning • Bring training in-house • Ensure ICT equipment in place to support mobile working 	<ul style="list-style-type: none"> • Increased satisfaction with training • Cost per head • Apprenticeship levy fully maximised • Identified posts all in place • At least one area of training delivered internally • Colleagues fully equipped
Highly Engaged Colleagues	<ul style="list-style-type: none"> • Engaged and effective Staff Forum • Care Roadshows • Staff Conference • Best Companies 3* • Investors In People Platinum 	<ul style="list-style-type: none"> • Full team meeting regularly • 80% satisfaction • 80% satisfaction • 3* attained • IIP Platinum

Strategy Aim	Commitments We Will:	Outcome Measures
Resilient and Healthy Workforce	<ul style="list-style-type: none"> • Develop Leadership skills • Resilience training for colleagues • Training in dealing with conflict/difficult situations • Sign up to Mental Health Charter • Flexible working in place • Creating a fun and healthy place to work 	<ul style="list-style-type: none"> • Leadership dev't programme in place • Wellbeing factor improves • Wellbeing factor improves • Reduced sickness for stress/anxiety • Engagement scores improved • Improved turnover
Supportive and Proactive HR Team	<ul style="list-style-type: none"> • Review of performance management framework • Roll-out and further implementation of People Hub • Development of business partnering • Cultural change to support autonomy • Colleague communications strengthened 	<ul style="list-style-type: none"> • New ways of working • 100% satisfaction with system • 95% customer satisfaction • Engagement scores improved • Engagement scores improved





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