



**Black Country
Housing Group**

Strategic Plan

2023-2026

Introduction

We are pleased to launch our new 3-year strategy as we strive to make a positive difference upon the lives of our customers. Black Country Housing Group is clear in its core purpose as a community based social landlord and all that we do is focussed around our local residents. This Plan is building upon the great work that has been achieved between 2020 and 2023, for example the progress made with hearing the voice of our customers. There is more we want to do to ensure tenants are shaping the way BCHG operates and we want to keep building trust in relationships with tenants through greater transparency of our actions and activities. We want to ensure that all our tenants feel safe in their homes, and we will make further investment in our properties to keep them at the standard our tenants expect to see, while also improving their energy efficiency.

BCHG's history in placemaking will continue, and positively we have the funds to expand the number of affordable homes to meet that pressing need. We want to continue to address economic advantage in our neighbourhoods through our social business team, equipping our residents with skills and knowledge and putting in place the conditions for increased prosperity. We will also play our part in mitigating the effects of climate change through energy efficient homes.

Our people are our strength – through them and in partnership with our customers we will make the impact that drives change in our region.



Dr Abigail Robson, Board Chair



Amanda Tomlinson, Chief Executive

Who We Are and What We Stand For

Mission

A Social Business Investing in People and Communities

Purpose and Culture

Making a Difference to People's Lives by:

- ↪ 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 customers and colleagues through the positive relationships we build



Values



We not me



We do what we say we will



We care



We do the right thing



We love to learn

Impact

As an anchor institution at the heart of the Black Country and Birmingham for the long-term, BCHG has a role in shaping the places in which people live and to improve residents' quality of life.

Working in partnership with our local stakeholders and communities our actions and interventions will make a contribution to longer-term impact in a number of ways. We will measure our progress through an annual impact statement.

Reduced health inequalities

More prosperous people and neighbourhoods

Reduced homelessness

More and better housing

Reduced damage to the planet

Improved life and career choices





**TRUSTED
LANDLORD**



**QUALITY
HOMES**



**THRIVING
COMMUNITIES**



**OUTSTANDING
EMPLOYER**

**2023-2026
Strategic
Objectives**



**SOUND
BUSINESS**

TRUSTED LANDLORD

Trust is at the foundation of all good relationships. Clearly BCHG wants to deliver the best possible services to all our customers and over the next 3 years we want to go further in building upon our relationships with our tenants. Our aim is for our tenants to have high levels of satisfaction in what we do, to know that we have their interests at heart and to understand that our colleagues will do everything in their power to provide great customer experience. We also want to enhance the quality of life for our care and support residents

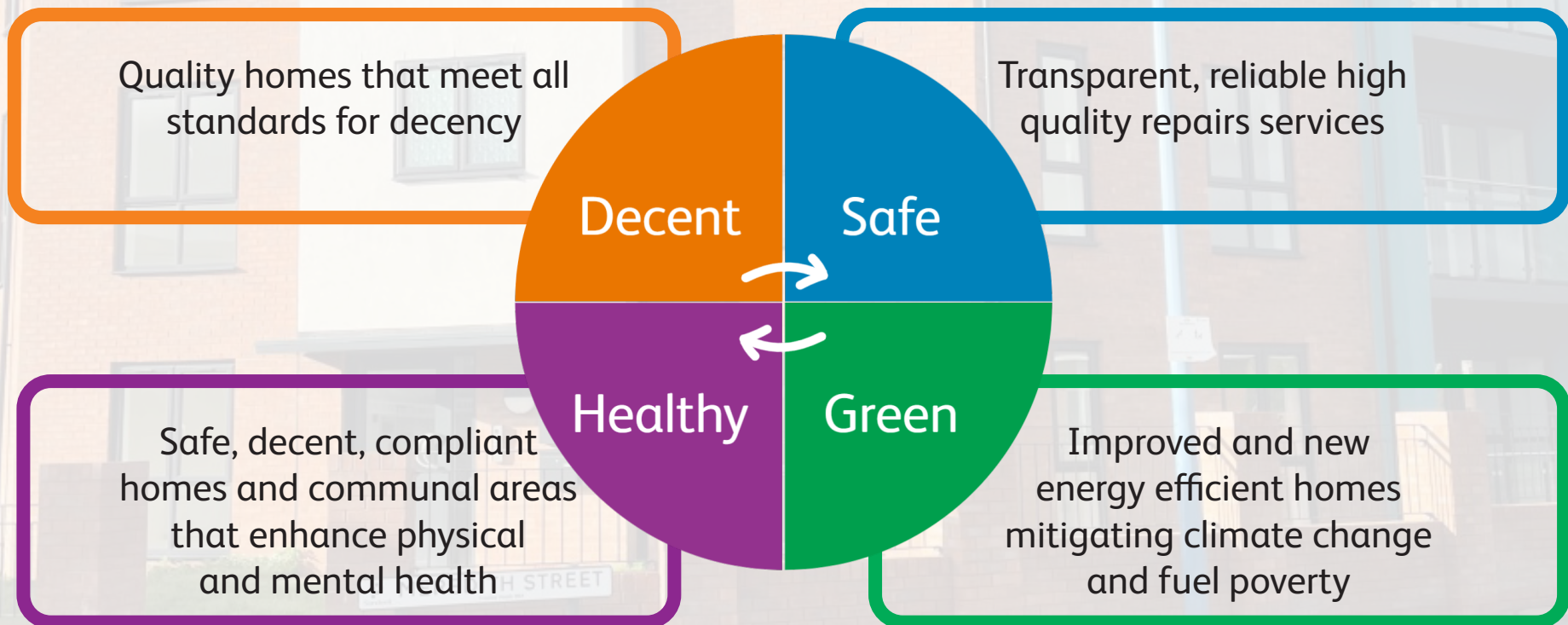
By 2026 we will ensure:

- Residents informed about the things that matter to them the most.
- Resident governance structure embedded and co-creating services.
- Strengthened relationships with customers.
- Tenancy sustainment services are successful.
- Improved service efficiency through digitally confident customers.
- Safe and attractive neighbourhoods.
- Enhanced quality of life for people who have care and support needs.
- Residents have a positive experience of care and support and complaints are minimal.



QUALITY HOMES

A safe, well-maintained home is everyone's basic human right. BCHG has a 30 year investment plan for all of our homes and every year we fund our capital programme to ensure all our homes meet BCHG's Quality Homes Standard. The health and safety of our residents is absolutely essential and we ensure that whatever resources are required to achieve this are in place. We have an excellent in-house repairs and grounds maintenance team, Homeforce, and our sub-contractors are required to share our BCHG culture and values. Making our homes energy efficient is essential, to reduce the impact of climate change as well as to support our customers who may be in fuel poverty, and we have plans to retrofit and decarbonise our homes.



THRIVING COMMUNITIES

BCHG has an important presence in local communities and our role in placemaking is expanding further as we build new homes and regenerate our existing properties. There is more we can do in providing specialist housing for individuals who require it, an area we want to expand further. We work in close partnership with key stakeholders in our localities as together we strive to keep our neighbourhoods attractive places to live and work. There are economic challenges in our area and levels of deprivation that have fostered health inequalities. Through our social business operations we will provide employability and life skills training to residents, and support individuals in greatest need to prosper and to live their best lives.



By 2026 we want to achieve:








- Learning hubs in place across the Black Country
- Healthier communities through health promotion
- Supporting vulnerable customers and enhancing life choices
- Growth in BCHG's Supported Housing
- Increased investment in employability and skills programmes

OUTSTANDING EMPLOYER

Professional and dedicated colleagues are essential in providing the highest standards of service to our customers. At BCHG we are blessed with employees who are passionate about working with our residents and are highly engaged and skilled at what they do. Our most recent Investors in People award noted the high level of trust within BCHG. There is more we want to do to develop our colleagues' skills further, recruit and retain the best talent possible and keep our One Team BCHG culture, being the excellent employer that we aspire to be.



By 2026 we want to ensure:

-  Colleagues feel they belong and listened to
-  Leaders are visible and accessible to colleagues and act as role models for the organisation
-  One Team culture embedded with everyone working together towards achieving the same goal
-  Safe and healthy working environment
-  Colleagues supported to be creative, innovative and aspirational
-  Meaningful Reward and Recognition recognises the differences and similarities of colleagues
-  The BCHG offer recruits, attracts and retains the best people

SOUND BUSINESS

BCHG is a well-run organisation as evidenced through the Regulator of Social Housing's recent assessment. We remain a local independent business with long-term viability delivering value-for-money through the outcomes we achieve and best use of our resources. In an increasingly digitalised age we will continue to invest in technology to support online access for our customers and smooth running of the business. Knowing our customers and using the wide range of data we hold will enable us to further shape our services around our residents.

By 2026 we will ensure:

- ✓ Financial strength and stability maintained through operating efficiency and prudent financial planning and investment.
- ✓ Business Intelligence informing strategy and evidence-based decision making
- ✓ Assurance at the highest level possible through independent scrutiny
- ✓ Processes redesigned within new and existing digital systems that improve efficiency and consistency and deliver value-for-money
- ✓ ICT roadmap complete resulting in robust ICT systems and infrastructure
- ✓ Colleagues have the right digital and data skills, tools and technology
- ✓ Transparent Business with key performance published to customers



What Success Looks Like

Trusted Landlord:

90% overall customer satisfaction

85% satisfaction with being kept informed

100% feel they are treated with respect



Thriving Communities:

151 new homes built

135 learning hubs in place

2400 people supported with learning and development

Quality Homes:

85% satisfied with overall repairs service

86% homes meet energy rating EPC C

100% emergency repairs completed on time

Outstanding Employer:

Colleague engagement score exceeds **7.8**

Learning at **90%** compliance or above

Over **15%** of our colleagues are from an ethnic minority

Sound Business:

Rent collection **100%**

£36m investment in new homes

£5.2m investment in existing homes



www.bchg.co.uk

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