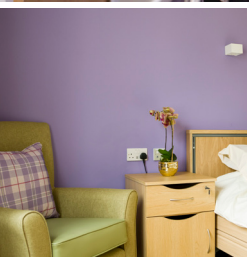


Brunelcare: Our Future

Strategic Plan 2021 - 2024



brunelcare 

Introduction

We launch our new strategic plan for the next three years while still feeling the effects of the Covid-19 pandemic. The latest ‘peak’ may be behind us, but we know that this terrible virus will continue to have an impact for months if not years to come.

Covid-19 highlighted many of the existing inequalities in our society, it has reminded us of the importance of ‘home’, it has brought communities together, and it has shone a light on the enormous contribution made by social care.

In developing our new strategy, we have considered the following key emerging themes:

- ✓ **A resilient recovery** - not a ‘return to normal’ but recognising the impact of Covid-19 on all aspects of life.
 - ✓ **Health and Social Care reform** - working more closely with our partners in health, while also campaigning for a better deal for social care.
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✓ **Technology to drive change** - improving customer service and supporting our clients.

✓ **Quality homes** - ensuring safe, good quality, and energy efficient homes.

Our strategic planning has had to adapt to this changing landscape. The resulting mission, vision, values and aims are all designed to help guide us as we too adapt as an organisation.

Brunelcare was founded in response to a crisis, the Bristol Blitz. Over 80 years later, we have again faced a crisis like never before. We look forward now with hope and positivity. Our new strategy will help us chart our course in the years ahead, for the people we serve, for our colleagues and for our communities.



About Brunelcare

Established in 1941, Brunelcare is a Bristol based charity providing housing, care and support for older people.

Today, across Bristol, South Gloucestershire and Somerset, Brunelcare works to support people to make the most of every moment.

- **Care** is provided in peoples' own homes, in specialist care homes, and reablement centres.
- **Homes** are provided through sheltered housing, extra care housing and retirement living.

To deliver all of its vital services Brunelcare employs a dedicated team of 1,200 people.

As a charity, any profit we make is reinvested back into the services we provide.

To learn more about the work of Brunelcare, visit: Brunelcare.org.uk

In Numbers:



Our mission and vision

Our mission

To provide person-centred care, housing and support for later life. To do this we will embrace new partnerships, and engage with our communities, to achieve better outcomes for all.

Our vision

Later living that makes the most of every moment.



Our Values



We are positive and passionate

We approach our work with positivity: as individuals, as teams, and as one organisation. We are passionate about what we do and who we do it for.



We are caring and kind

We care about every interaction: with our customers and their loved ones, our colleagues and our partners, our communities and our planet.



We are diverse and one team

We are one team and we see our diversity as our strength. We aim to celebrate it, promote it and encourage it.



We go the extra mile

We're prepared to go the extra mile to deliver for our customers. We challenge ourselves to think differently: we listen to others, we learn, and we're open to change and new ideas.



We act with honesty and integrity

We do the right thing, we speak up, we are honest and we are respectful.



Outcome Measures

In preparing our new strategy, we spoke to our customers to understand what matters most to them.

They told us that it is important for them to be able to say:

- I have a place to live I am proud to call my home
- I have a home in which I feel safe and secure
- I have a home that gives me long term stability
- I feel financially comfortable living in a Brunelcare property
- I have a home where I am warm and comfortable
- Receiving care and support from Brunelcare enables me to live an independent life
- I feel healthier and happier due to the care and support I receive
- I feel that my dignity and privacy are always respected when I receive care and support
- I have piece of mind knowing I will be cared for should my needs change
- I feel reassured knowing there is always support and assistance when I need it
- Brunelcare helps me to feel safe and welcome in my local community
- Living in a Brunelcare property enables me to have the social life I want

Our strategy has been designed to help ensure we can achieve these outcomes for our customers.



Our Strategic aims

Aim 1: A place to call home

Whether we're helping our customers to retain or regain their independence at home, to return home, or to live well in one of our homes, we believe **everyone should feel comfortable and safe wherever they call home.**

To achieve this aim we will:

- ✓ Invest in our properties to make them fit for the 21st Century, and so that at least 88% of customers are happy with the quality of their homes.
- ✓ Invest in our homes so they fully comply with new building safety standards.
- ✓ Modernise our repairs service, with at least 85% of customers telling us that it is easy to use and provides quality and choice.
- ✓ Expand the use of technology in our homes and services to promote and enable independence, with at least 60% of customers able to access services digitally.

- ✓ Expand the range and provision of extra care housing, through targeted redevelopment and conversion of selected sites, including intergenerational living, with at least one new extra care scheme in development by 2023.
- ✓ Redevelop up to five of our sheltered housing sites, in need of major improvement, over the next five years, and identify alternative uses for sites or care homes that are no longer viable.
- ✓ Review our existing residential care provision to ensure it is viable and fit for future needs, and assess a business case to commission a new residential care service in 2023.
- ✓ Restructure our service charges so that more than 70% of customers say that they receive good value for money for the service we provide.
- ✓ Improve the energy efficiency of all of our homes to meet a minimum Energy Performance Certificate rating of 'C' by 2030, and ensure that our carbon reduction plans meet at least statutory requirements.



Our Strategic aims

Aim 2: The right care and support

Achieving the best possible outcomes, means **putting our customers at the heart of everything we do.** By understanding each person's needs now, and anticipating how they might change, we'll work with our colleagues, customers and our partners, to provide the care and support that's right for everyone.

To achieve this aim we will:

- ✓ Rebuild our resilience following our shared experience of Covid.
- ✓ Conduct a fundamental review of customer service across the organisation, with a clear improvement plan in place to ensure that over 90% of customers are happy with the services we provide.
- ✓ Develop an effective customer accountability structure: 'Together with Customers', to drive service improvement and accountability.

- ✓ Reimagine what the future of care looks like, introducing new models that allow a safe and sound transition.
- ✓ Achieve and maintain 100% 'Good' or 'Outstanding' across all of our CQC registered services, sharing good practice across the organisation.
- ✓ Embed our position as a sector leader through our own Quality Standard in Dementia Care.
- ✓ Ensure our care and support services are responsive to the diverse needs of all communities, including black, asian and minority ethnic, LGBTQ+ and disabled customers.
- ✓ Influence government decisions about the future and long term funding of social care.
- ✓ Use assistive technology to improve the quality of life for customers who may benefit from this.



Our Strategic aims

Aim 3: A good quality of life in the community

We aim to **help our customers achieve the best possible quality of life**, so that they can make the most of every moment. Whether it's through the services we provide directly, or by making connections in their community, we want our customers to thrive and live life well.

To achieve this aim we will:

- ✓ Transform and expand our homecare offer so that it provides an excellent service and is financially sustainable.
- ✓ Grow our community support so that residents who need it can sustain their tenancies and improve their wellbeing.
- ✓ Support research and innovation in services and models for later living.
- ✓ Grow our volunteering capacity across Brunelcare to at least 200 people who are actively involved in our services and communities.

- ✓ Actively consider partnerships to help us achieve a step change in customer and care services.
- ✓ Embrace and form partnerships in three core communities of South Gloucestershire, South and East Bristol that provide customer-focused place-based models of health and care to improve customers' health and wellbeing outcomes.



Brunelcare: Our Future 2021 - 2023

Our Mission:

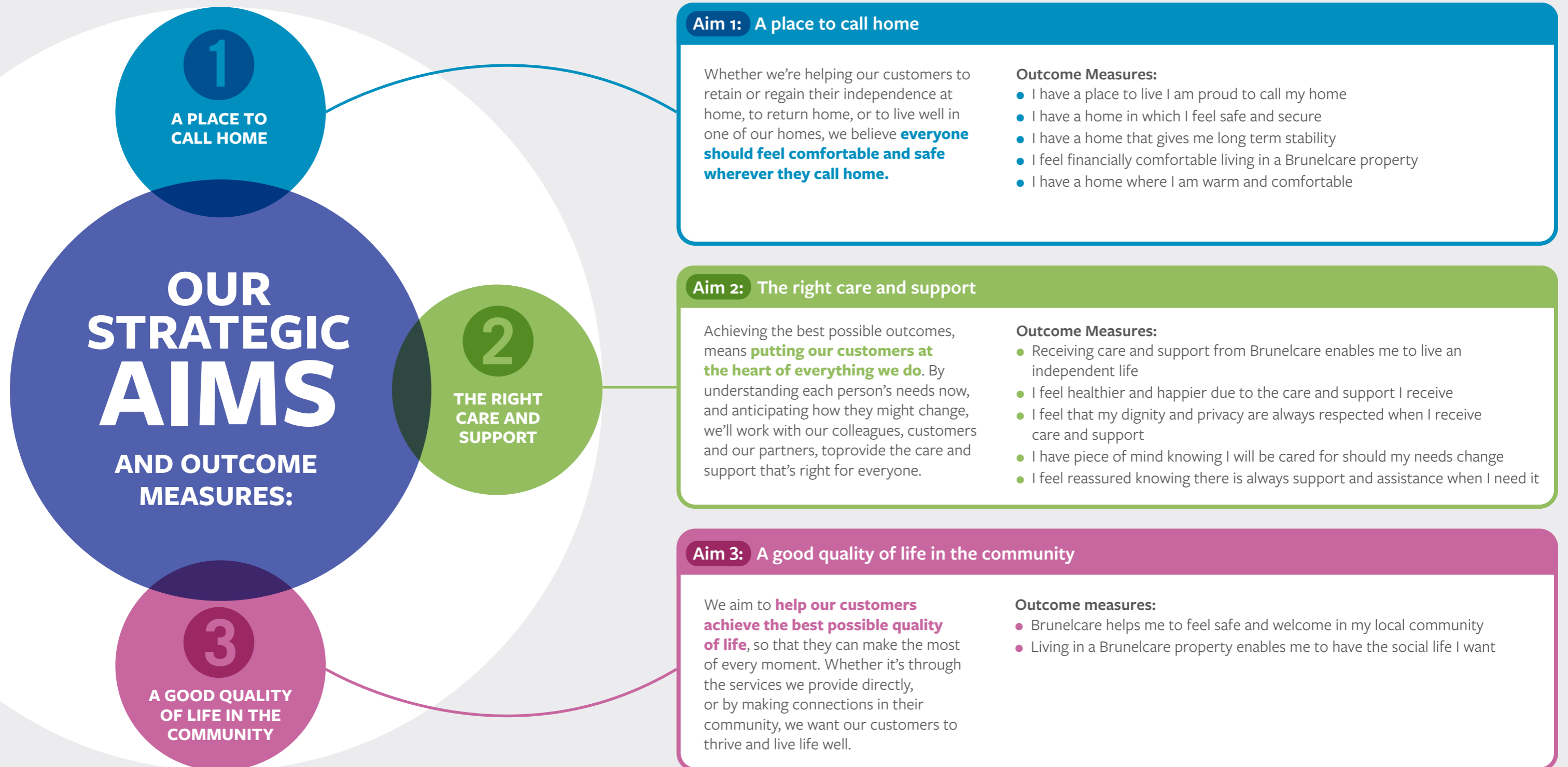
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Our Vision:

Later living that makes the most of every moment.

Our Values:

- ✓ We are positive and passionate
- ✓ We are caring and kind
- ✓ We are diverse but one team
- ✓ We go the extra mile
- ✓ We act with honesty and integrity



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INVESTORS IN PEOPLE™
We invest in people Standard

Registered as a charity (201555) and
Regulator of Social Housing (LHo269)

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