



brunelcare 

## Our Strategy for 2024-2030

Later living that makes  
the most of every moment





# Introduction

**Our new Strategic Plan will take us to 2030 and allows us to be ambitious about our future.**

Over the last six months, we have carried out a full customer survey and been out and about, talking to residents, relatives and colleagues to understand from them what our priorities should be. This Plan has been designed hand in hand with them. We are very grateful for this as it means the Plan properly reflects our customers' priorities, which are:

- ✔ Great customer service in every interaction
- ✔ Making our homes fit for the future
- ✔ The right care and support tailored to you
- ✔ A great place to work and thrive

We have set out how we will achieve these below, and each year we will report back on how we have done.

We are part of a complex housing, health and social care system with funding and population changes

beyond our control. With additional resources likely to be in short supply we will work creatively and collaboratively with our partners, residents and colleagues to make the most of what we do have, whilst campaigning for a fairer deal for older people and the colleagues who support them.

We are positive about this and the change that we can bring.



**Oona Goldsworthy**  
Chief Executive

**Graham Russell**  
Chair of Trustees

# 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 1,100 colleagues.

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

## In Numbers:

6 care homes providing



1 retirement village with 56 properties

**926**



sheltered housing properties

across 33 sites

3 extra care housing sites



Over



Community services in Somerset and South Gloucestershire, supporting around



**1,100**



Over

**2,000**  
people supported  
across all of our services



**44** 

reablement  
places



# Brunelcare mission, vision & values

## Our Mission

To provide person-centred care, housing, support and community living for later life

## 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.



# Our Strategic Aims

## 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.

**Great homes that are fit for the future.**

**To achieve this by 2030 we will:**

- ✔ Have good quality property standards with a major improvement and investment plan for our priority housing sites and care homes.
- ✔ Have met customer expectations for comfort and safety with all homes meeting an EPC C by 2030 and be on the road to Net Zero.
- ✔ Implement best practice in design for dementia in our care homes and sheltered and extra care housing.
- ✔ Expand the range and provision of extra care housing, and care homes through targeted redevelopment and conversion of selected sites.

**Customer services that go the extra mile.**

**To achieve this by 2030 we will:**

- ✔ Have co-designed housing services to address customers' expectations of service and standards.
- ✔ Adopt care standards and customer services that will maximise choice, quality and independence, with 'making the most of every moment' at their core, and co-designed with our customers.
- ✔ Our governance will be positively shaped by customers.
- ✔ Have reviewed all service charges, including catering, in our homes so they represent a high quality and are good value for money.
- ✔ Achieve at least 90% resident satisfaction across all services.
- ✔ Improve all services through completing the digital switchover in all our housing sites and by expanding digital services in care.







## 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 keeps people independent for as long as possible and 'makes the most of every moment'.**

***By 2030 we will:***

- ✔ Have developed a best practice 'Brunelcare Pathway Model' of linked care and support for the provision of older people's care, and particularly, dementia care with a reputation as leaders in this field.
- ✔ Achieved at least a 'Good' Care Quality Commission (CQC) rating across all our care services and aspire to be 'outstanding'.

- ✔ Implemented a 'Care Futures' plan for investment in our care homes and services with environments and services that reflect their local communities.
- ✔ Support residents living with dementia or other conditions to continue to live well in their own homes.
- ✔ Innovate in the use of personalised adaptive technology to support our customers in their independence.

### 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 by 2030, we will:***

- ✔ Support the wellbeing of our customers through partnerships and active engagement in our neighbourhoods.
- ✔ Connect our housing and care services with our local communities in each area through partnerships, volunteering and our workforce.
- ✔ Sustain and grow our community connections to signpost and support our customers.





# Supporting Aims

In order to achieve our three supporting aims, we will ensure Brunelcare has the foundations in place that allow us to deliver our ambitions. Our supporting aims are:

- 1 **A great place to work and thrive**
- 2 **Financially resilient with a sound future**
- 3 **Equity, equality, diversity and inclusion (EEDI)**

## 1 A great place to work and thrive

Our 1000+ colleagues work tirelessly to provide our care and housing services every day. They play a central role in delivering our vision. We want to be an employer of choice offering fair benefits and good career opportunities, all underlined by strong values.

### **By 2030 we will:**

- ✓ Be a provider and employer of choice with strong values that we live every day.
- ✓ Provide great jobs with fair pay, benefits and conditions with good opportunities for learning and skills development.
- ✓ Prioritise support for good health, well-being and employee satisfaction at work.
- ✓ Invest in colleague environments to promote wellbeing.
- ✓ Develop active leadership and management for colleagues.
- ✓ Create diverse teams where people feel comfortable being themselves supported through induction, training and development programmes.
- ✓ Adopt an ethical charter for overseas recruitment and employment.





## 2 Financially resilient with a sound future

Our financial strength underpins this Plan so that we can continue to deliver for our customers and grow our homes and services for years to come.

### **By 2030 we will:**

- ✔ Achieve financial sustainability through fair margins, sustainable investment and a focus on productivity with sound reserves to see us through any unexpected financial shocks and meet our strategy.
- ✔ Produce and action a 'Care Futures' 10-year financial plan for care homes.
- ✔ Secure >50% self-funding in care homes, with less reliance on commissioning with a resourced marketing and service delivery plan.

- ✔ Put in place a programme of infrastructure development and IT systems that provide connectivity, are fit for the future, and support our aims.
- ✔ Sustain a resourced capital and borrowing plan to reflect planned long term investment in our homes.
- ✔ Invest in fundraising to support our wider community role.
- ✔ Retain and grow care contracts to support the delivery of integrated care in the community and extra care homes.

### Housing Ombudsman Complaints Code

- Background on the Housing Ombudsman Complaints Code
- Why Brunelcare has carried out a self-assessment
- Group discussion to gauge feedback from the group members on the questions sent out



### 3 Equity, Equality, Diversity and Inclusion (EEDI)

We want to do everything we can to create environments where differences are celebrated, where all of our people feel supported, and where everyone is valued and respected. Our EEDI aims target those areas that will have the most impact on our customers and colleagues.

#### ***By 2030 we will:***

- ✓ Ensure diverse experience and mindsets are represented on the Board and Senior Leadership Team (SLT) with EEDI visible across the Charity.
- ✓ Be a fair and inclusive employer, landlord and care provider with an EEDI Data Framework in place to monitor and address fairness and equal treatment for all.

- ✓ Ensure EEDI is embedded so that those most likely to experience inequalities do not experience discrimination within our care or housing services.
- ✓ Adopt care and housing EEDI standards, frameworks and partnerships, such as the Social Care Race Equality Standard, which directly impact on our work to tackle organisational inequalities.



## Keeping track of our progress

This Strategic Plan will be delivered via an Annual Business Plan and progress will be reviewed by the Board every quarter alongside the Annual Performance Plan. We will publish this each year in our Annual Report to residents and on our website.



## How to Contact Us

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