



2021 - 2026

# CORPORATE STRATEGY

Housing, Health & Hope



## Foreword

The last two years have been far from ideal and keeping our colleagues, customers, and families safe has been the priority. We're now at the point of looking ahead to the new normal and it's time to launch our Corporate Strategy for 2021-2026.

It's important that we, our customers, and our partners all know what we want to achieve over the next few years and the steps we're taking to get there. We want all that we do to be underpinned by our values to ensure that we deliver the best services available to our customers and to help them live fulfilled lives.

**Sarah Hill (Chair of the Brighter Futures Board)**

# Creating a brighter future

**Brighter Futures Housing Association Ltd is a supported Housing Association providing a range of support services throughout the West Midlands.**

We're registered as a community benefit society with a charitable purpose regulated by the Regulator of Social Housing (RSH). Founded in 1974, we remain committed to providing and managing quality housing and offering a diverse range of support services to people living in our communities.

Our work is underpinned by our ongoing commitment to ensuring robust governance, strong quality assurance, regulatory and legal compliance and value for money in everything that we do.

We value the voice and feedback of our tenants, customers and stakeholders across the West Midlands and beyond. We use a psychologically informed approach by encouraging our customers to get involved and influence the delivery of our services.

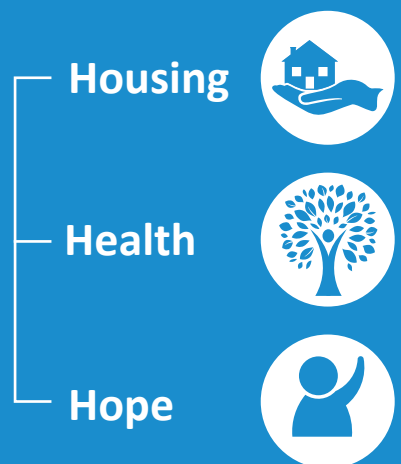
Our aim is to ensure we make the best use of available resources, procurement, and maximising income for future re-investment into our assets and the local community. We continuously review our structure, mode of delivery and communication strategy. This is to ensure we remain both viable and fit for purpose.

We recognise that our people are key and we will continue to build a high performing, engaged and resilient workforce. We're an equal opportunities employer and will continue to provide effective development opportunities for our staff and volunteers.

We consider the wider social, economic and environmental impact in everything that we do and provide positive change through our commitment to delivering social value.

## Our vision

It is a human right to have a place to call home, where a person can live safely and supported to promote their own health, wellbeing and fulfill their potential. We recognise that all three areas are inextricably linked and are required to enable and empower people to have a brighter future.



# Our mission

To help people to live well, thrive, and be connected within their communities, by providing a range of accommodation and support services that reflect the needs and aspirations of our customers.

## Our values

Our values reflect everything we do and are embedded throughout the organisation.



### Passionate

A strong emotional driver to action, it gives us energy



### Empowering

We know how to support others to be powerful and have control in their lives and realise their own potential



### Sustainable

We plan for the future and safeguard our existence to ensure we are here for as long as needed by our customers and communities



### Creative

To make or do something that is new, functional, and in some way different



### Equal

To understand every form of prejudice and challenge them all to assist others to achieve equality of opportunity and respect

# Housing



We will deliver and increase our supply of safe, affordable and sustainable homes of choice.

## We will do this by:

- Increasing our stock/asset base each year over the next five years in line with our 30 year financial plan. This is while ensuring that our assets remain fit for purpose and providing best social and economic value.
- Increasing our geographical reach beyond our current areas of operation.
- Developing and strengthening our housing management offer across our stock which reflects the voice of our tenants and offering our services to other Registered Providers/Charitable providers.
- Providing affordable, sustainable, energy efficient homes (to meet carbon neutral targets by 2050 and required energy efficiency standards).
- Providing safe, good quality homes in thriving communities and accessible locations.
- Increasing the use of aids, adaptations, and technology to enable customers to continue to live in their homes of choice.

Key Milestones	Timescale	Our target by 2025/2026
Conduct a stock condition survey to ensure our asset portfolio remains fit for purpose, financially viable and meets energy efficiency requirements. This is to be reviewed every five years.	2021/2022	To complete a stock condition survey and use this to make robust decisions in respect of the company's asset management/property portfolio.
To increase our net asset base in line with our financial business plan.	2022/2023 -2026	To increase our net asset base in line with our 30 year plan by 2026.
Manage, benchmark, and review unit costs annually – (to include housing management costs and property related service costs & overheads per unit) ensuring value for money and affordable homes.	2021-2026	To reduce our costs per unit every year.
Increased presence in geographical areas beyond our current areas of operation.	2022/2023 -2026	To increase our geographical areas of operation by 2026 beyond current areas.
Meet energy efficiency targets/carbon neutral targets for housing by 2050 by developing a plan in 2022/23 to deliver on these targets across the stock for existing and future properties to be reviewed annually.	2022/2023	To have a delivery plan in place to meet energy efficiency/carbon neutral targets within legal timeframes.
Ensure that the offer to tenants includes a range of solutions to enable effective tenancy sustainment through the use of aids, adaptations, and technology.	2021/2022 onwards	Increase the awareness and accessibility of aids, adaptations, and technology within tenants homes.
Ensure continuous improvement in respect of tenant engagement and tenant satisfaction levels, by adopting the National Housing Federation's Tenants Together and establishing a tenant scrutiny panel to incorporate feedback.	2021/2022 onwards	Adopt the National Housing Federation Tenants Together charter and establish a tenant scrutiny panel.

# Our service offer



# Health



## Strategic objective:

To work with our partners to ensure that our services deliver better health and wellbeing outcomes for our customers and communities.

## We will continue to do this by:

- Conducting a strategic review of our services to meet the changing needs and aspirations of customers.
- Utilising technology and new ways of working with customers to provide a full accessible and digital offer that is customer-focused.
- Promoting and supporting the wider health and wellbeing of our communities, including our workforce and volunteers.
- Continuing to provide accessible timely services that help to move people away from acute/crisis provision.
- Continuing to provide inclusive services that help to reduce health, economic and social inequalities/barriers and which promote better self care, self esteem, and reduce social isolation.

Key Milestones	Timescale	Our target by 2025/2026
We will conduct a series of strategic reviews based upon service and business priorities starting with two reviews in 2021/2022: <ul style="list-style-type: none"><li>• mental health services</li><li>• risk / eligibility criteria</li></ul>	2021/2022 onwards	To complete all agreed strategic service reviews to inform future decisions in respect of service improvement/ direction of travel and performance measures.
Explore our digital offer (including access to IT based health and social care solution) with existing tenants/customers in Brighter Futures services.	2022 onwards	Incorporate this as an activity in new customer and tenant panels to shape the future digital/technological offer available over the next five years.
Increased access to wellbeing support, learning opportunities, whilst Involving staff, volunteers and customers to help shape what this will look like.	2021/2022 onwards	Have an accessible programme of events/learning opportunities and information available that promotes wellbeing.
Manage, benchmark, and promote provision that focuses on prevention/early intervention to promote a recovery based approach and avoid acute crisis provision.	2021/2022 onwards	Benchmark services in respect of diversion from acute provision to demonstrate social value.
Monitor and measure staff wellbeing via annual reviews and staff speak out.	2021/2022 onwards	Complete annual staff satisfaction reviews.

# Hope



## Strategic objective:

To ensure that we are driven by the views, concerns, and aspirations of our customers in the way we develop and deliver our services.

## We will to do this by:

- Promoting and listening to the voice of our customers/tenants by raising our profile and reflecting this feedback into campaigns and to key stakeholders to make a positive difference.
- Continuing to use lived experience and the voice of our customers/tenants and ensuring that our customers remain at the heart of everything that we do, so that satisfaction levels remain high.
- Expanding our volunteer base and opportunities for learning, apprenticeships, student placements, work experience and employment for wider communities.
- Involving and engaging customers effectively at both a strategic level and service level creatively.

Key Milestones	Timescale	Our target by 2025/2026
Increase opportunities and accessibility for customer satisfaction surveys/feedback.	2021/2022 onwards	Introduce a range of customer/tenant options over the next five years and provide regular feedback on actions taken.
Incorporate the legacy of the VOICES in helping to shape our service design with lived experience.	2022/2023 onwards	To continue the legacy of VOICES and link in with people with lived experience to shape our service offer.
Increase the number of volunteers and placement opportunities each year by providing dedicated resources for this.	2021/2022 onwards	Annual increase in volunteers and placement opportunities supported via Brighter Futures.
Establish customer and tenant panels that feed into the Board/Executive Leadership Team.	2021/2022 onwards	Establish and support two panels, for customers and tenants.
Raising the profile of Brighter Futures and the voice of our customers by Increasing our marketing presence and involvement with campaigns and key stakeholders.	2021/2022 onwards	To have a well developed and implemented marketing and communication strategy and plan in place to demonstrate achievements in this area.

# Financial projections

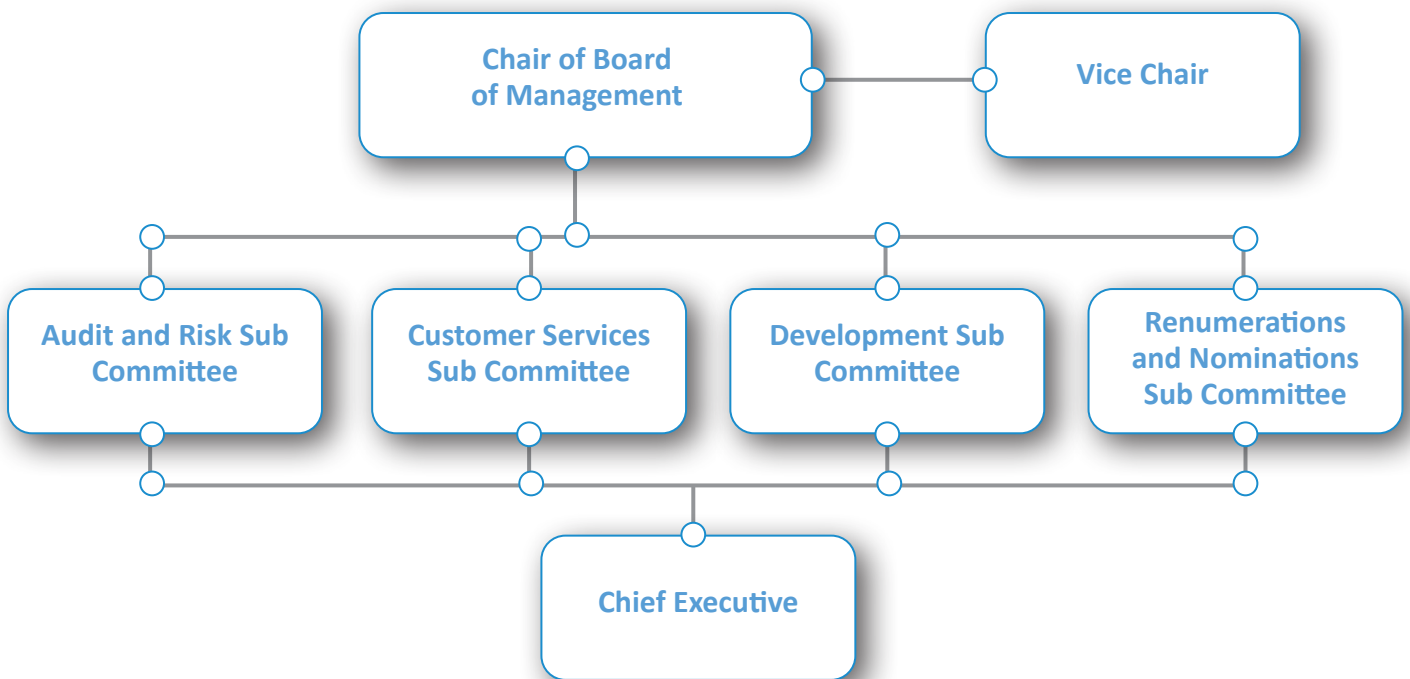
Scale	2020	2026
Units	289	319
Balance Sheet	£m	£m
Fixed Assets including Housing Assets	10,567	13,088
Borrowing	2,000	4,235
Reserves	6,610	8,650
Income and Costs	£m	£m
Rents and Service Charge Income	7,750	5,208
Donations	-	-
Other Income	352	2,394
Operating Costs	(7,859)	(6,941)
Operating Surplus	243	661

## Risk

We recognise that all our activities involve some element of risk. Particularly those that benefit our customers and are in line with our risk appetite. Our appetite for risk has been identified and agreed upon as 'seeking'. This means we are eager to be innovative and to choose options offering higher business rewards, despite carrying some greater inherent risk to enable us to invest in our stock, customer-focused services, and communities.

We also recognise the need to align the skills of our board and colleagues to current and emerging strategic risks as identified.

# Our Board Structure



## Our people

“We recognise that our people are key to helping us to deliver our objectives.”

We aim to be the best employer we can be by:

- Attracting and retaining employees with the skills, experience, and values to deliver our objectives.
- Continuing to build a high performing, engaged, motivated, and resilient workforce.
- Providing effective and timely learning opportunities to support colleagues to do their jobs and develop skills, knowledge, and professionally accredited.
- Ensuring that our employment offer remains in line with sector related benchmarking performance.
- Having a workforce that reflects diversity and a wide range of skills, experience, knowledge and thinking.
- Encouraging a culture that fosters our values, and promotes diversity, inclusion, and wellbeing.



brighter futures  
HOUSING • HEALTH • HOPE

5 Whittle Court | Town Road | Hanley | Stoke-on-Trent | ST1 2QE

[www.brighter-futures.org.uk](http://www.brighter-futures.org.uk)