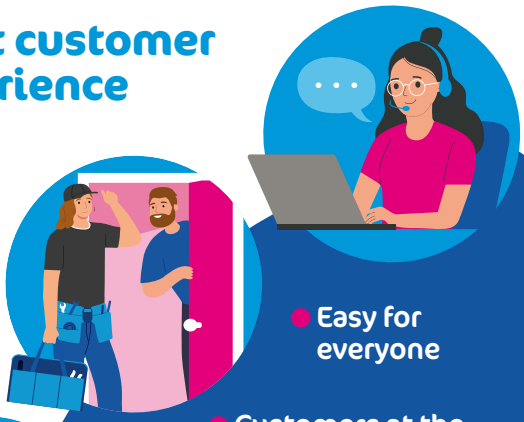
Brighter Places
Building better futures

Brighter Places 2030

Supporting strategies

Brighter Places 2030 has four supporting strategies. These set out our goals, objectives and actions and show a timeline for our improvement journey.

Great customer experience



- Easy for everyone
- Customers at the centre of decisions
- Positive impact on neighbourhoods

Great homes and places

- Safe, high quality homes
- Affordable and sustainable new homes
- Strong partnerships for great communities

Our strategy 2025-30

Great people at work

- Colleagues have a great experience
- Our culture is inclusive
- Data and technology improve services

Great foundations

- Financially strong and secure
- Safe places to live and work
- Focused on outcomes and managing risk

Great customer experience

Our strategy sets out how we will improve the experience of our customers. We will focus on three key areas: to make things easy for everyone, to put customers at the centre of what we do and to have a positive effect on neighbourhoods.

Easy for everyone

To make things easy for everyone, we will rethink how we deliver our services. We will start with our customers. By listening to their experiences and their needs, we will find out how we can improve our services and meet and exceed their expectations. This approach will make sure we are accessible to everyone and our staff have the right training and systems to do their jobs well. We will carefully select partners who have a strong commitment to customer service.

Customers at the centre of decisions

We will make sure that our customers feel respected and valued. To do this, we will take steps to be open and to build trust across our services. We will offer a choice of ways for our customers to get involved with Brighter Places so they can help us decide things based on what matters to them most. We will make sure this process is fair for all and takes account of the diverse voices of our customers.

Positive impact on neighbourhoods

Our strategy will see us play a greater role within our communities and work with others to try to solve local issues that matter most. Our commitment is to help our customers to thrive in their homes. We will work with our customers, partners and contractors in ways that benefit local neighbourhoods and communities.

Great customer experience

Easy for everyone

What we want to do	How we will make it happen
We want our customers to be really happy with us as a landlord. We will measure this by asking our customers how satisfied they are with us as a landlord. By 2030 we aim to be in the top 25% of landlords whose customers are most satisfied with them.	Our **Every Customer Counts Strategy** will help us to design new ways to work and put more focus on customers. This will see us: ● become more accessible ● offer a more personalised service ● get things right first time ● create a 'customer first' culture in how we work Our **Equity, Diversity and Inclusion (EDI) Strategy** and our **IT and Data Strategy** will help us to make it easy for everyone.

Customers at the centre of decisions

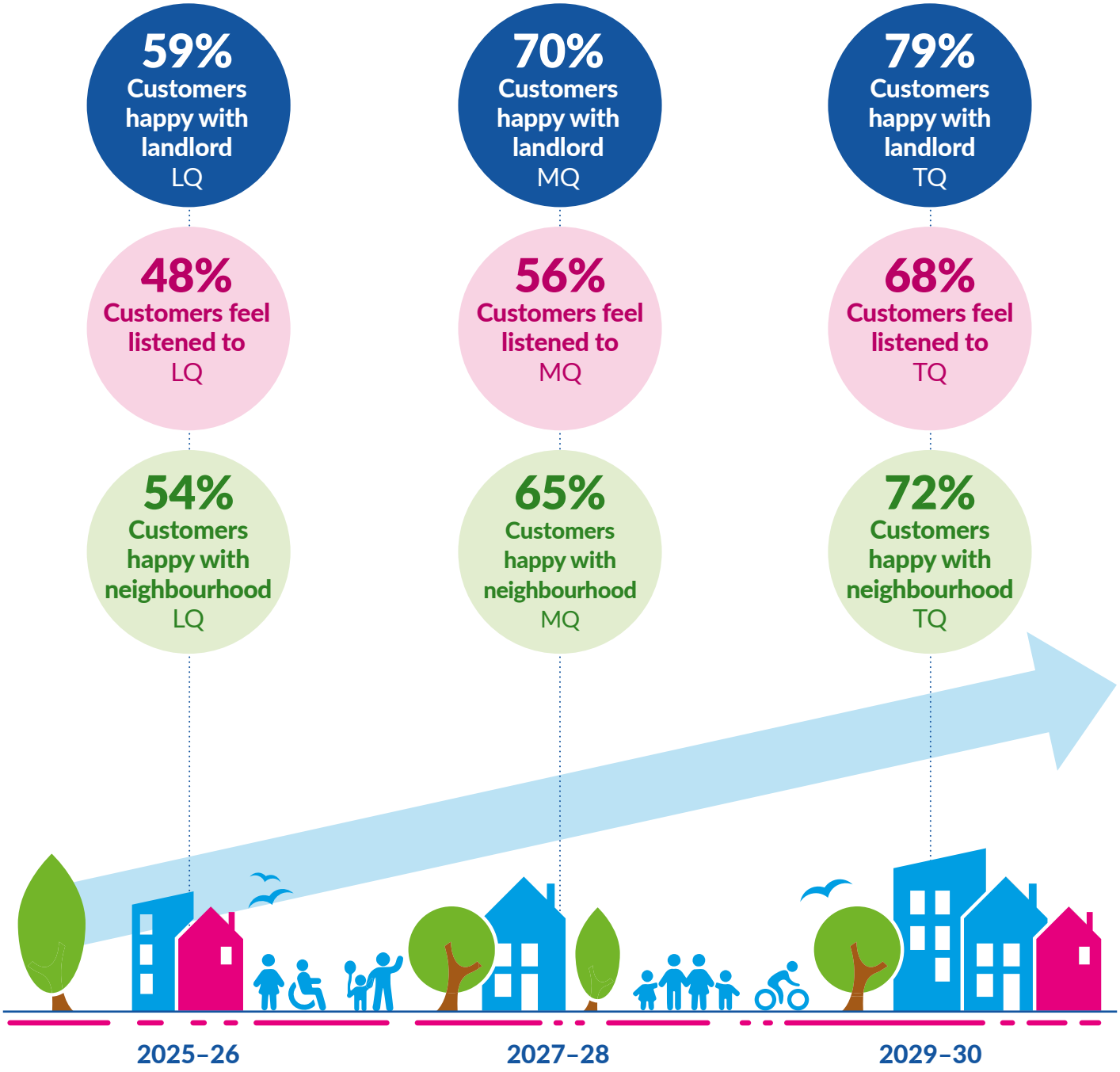
What we want to do	How we will make it happen
We want our customers to feel that we listen and act on their feedback. We will measure this by asking our customers how satisfied they are with how we listen and act. By 2030 we aim to be in the top 25% of landlords whose customers are most satisfied with this.	Our **Resident Engagement and Scrutiny Strategy** will increase the ways that our customers can influence our decision making. We will be more transparent about how we work, to help us have open conversations with our customers about how we can learn and improve.

Positive impact on neighbourhoods

What we want to do	How we will make it happen
We want our customers to feel that we have a positive impact on communities. We will measure this by asking our customers how satisfied they are that we make a positive contribution to their neighbourhood. By 2030 we aim to be in the top 25% of landlords whose customers are most satisfied with this.	Our **Neighbourhood Strategy** will focus more on the places where our customers live. This will help us play an active role in: ● community safety and wellbeing ● maximising customer income ● helping people to thrive in their homes Our **Brighter Places Homes Standard** will support this and bring investment to improve communal and shared spaces. Our **Procurement Strategy** will support this by making sure that our supplier contracts benefit local communities.

Great customer experience – our improvement journey

This is how we see improvement over five years against our key measures of success

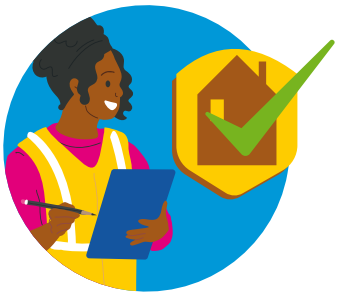


Our performance compared to all social housing landlords

LQ = lower quartile (25% lowest performing)
MQ = median quartile (mid-performing)
TQ = top quartile (25% highest performing)

Great homes and places

Everyone deserves a decent place to call home and to be treated with kindness and respect. Our strategy sets out how we will deliver safe, high quality homes and affordable and sustainable new homes, and how we will build strong partnerships for communities.



Safe, high quality homes

We will make sure that our customers live in homes that are warm, safe and secure. We will invest in high quality homes by developing a new Brighter Places Home Standard. This will set out how homes, communal areas and estates are built, managed and maintained. We will develop this standard by listening to customers so that we know what's important. It will include 100% safety compliance and zero tolerance to damp and mould.

Affordable and sustainable new homes

We will develop high quality, sustainable and genuinely affordable new homes in Bristol and South Gloucestershire to meet increasing demand. Our approach will be based on our Environmental, Social and Governance Strategy and our Value For Money Strategy. Wherever possible we will deliver social rent homes. When we dispose of poor performing homes, we will use the proceeds to build new ones.

Strong partnerships for great communities

Our partnerships will support communities and estates and will be based on shared values. Using our Community Strategy, we will add social value by the way we procure services and agree contracts.

Great homes and places

Safe, high quality homes

What we want to do	How we will make it happen
We want our customers to feel happy and safe in their homes and to be proud of where they live. We will measure this by asking our customers how satisfied they are with the quality of their home. By 2030 we aim to be in the top 25% of landlords whose customers are most satisfied with this.	We will develop our **Brighter Places Home Standard**. This will make sure that: ● all homes meet or exceed regulations and statutory standards ● all existing homes meet an energy efficiency standard of EPC C or better ● all new homes to be EPC B or better ● we have zero tolerance to damp, mould and other hazards Our repairs service, relaunched in 2025, will be high performing and meet customer expectations.

Affordable and sustainable new homes

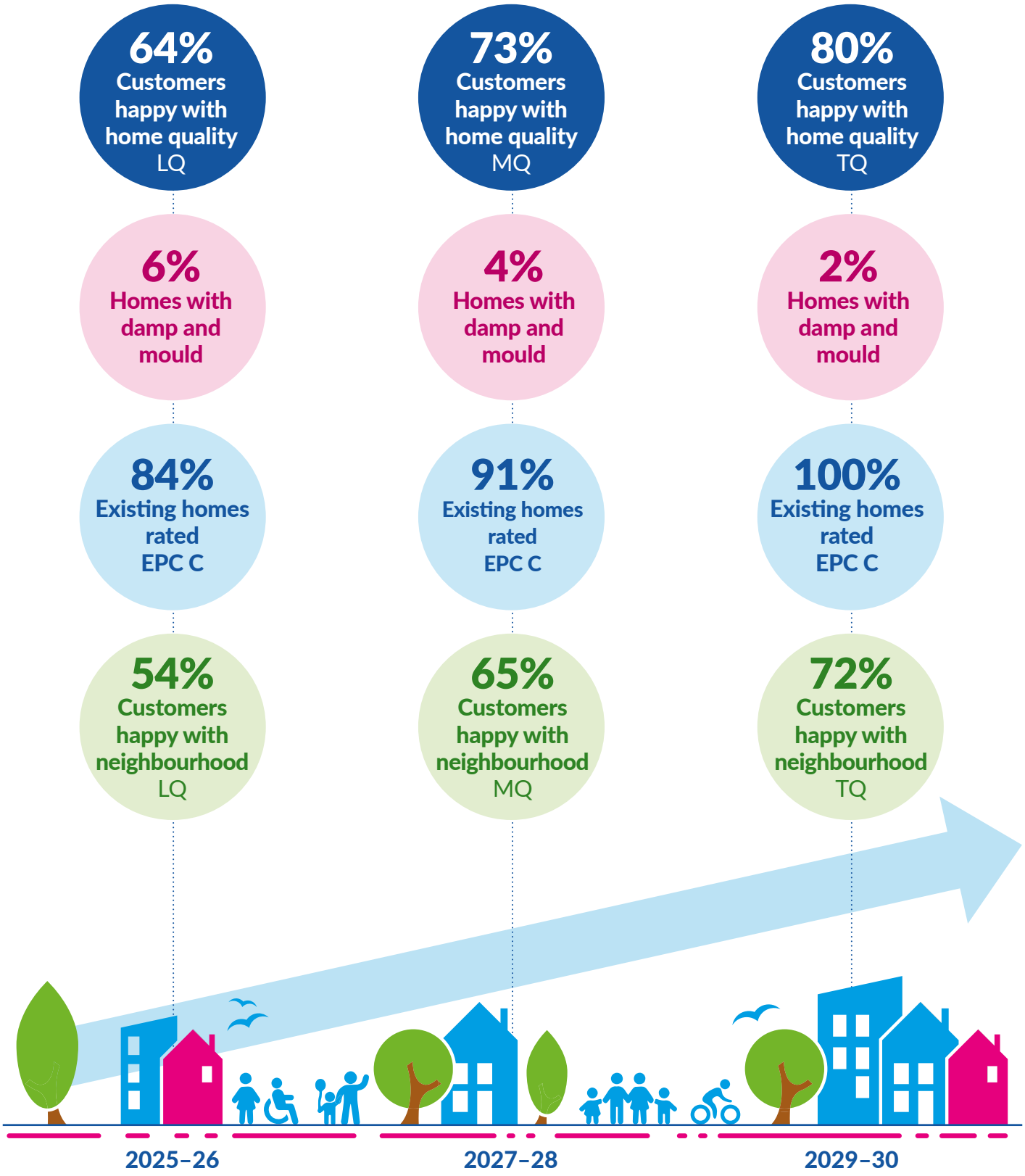
What we want to do	How we will make it happen
We want to build new homes that are affordable for customers to rent and run. We will measure this by making sure that all new homes meet a minimum EPC rating of B. By 2030 we aim for all new homes to be rated at least EPC B.	We will deliver new homes for social rent and affordable rent in Bristol and South Gloucestershire. This will be a mix of homes we build ourselves on land we own and homes we buy from developers. All new homes will meet our strict energy efficiency targets and comply with our **Environmental, Social and Governance Strategy** and our **Value for Money Strategy**. When we need to sell poor performing homes, we will reinvest to build new homes.

Strong partnerships for great communities

What we want to do	How we will make it happen
We want our customers and partners to feel that we have a positive impact on their communities. We will measure this by asking our customers how satisfied they are that we make a positive contribution to their neighbourhood. By 2030 we aim to be in the top 25% of landlords whose customers are most satisfied with this.	We will build at least one new homes development in direct partnership with a local community group. Our **Brighter Places Home Standard** will include investment in communal and shared spaces. We will work with contractors and partners who share our values, in line with our **Community Strategy**. Together we will support and invest to bring the most positive outcomes for communities.

Great homes and places – our improvement journey

This is how we see improvement over five years and our key measures of success.



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Great people at work

We will make sure that colleagues have a great experience, our work culture is inclusive and that data and technology support us to improve services.

Colleagues have a great experience

The wellbeing of people – our colleagues and our customers – sits above everything we do. We will recruit, retain and develop a highly skilled workforce who work collaboratively. We will support them to feel confident and customer focused so we can deliver exceptional service.

Our culture is inclusive

We will promote a culture in which all colleagues can be the best version of themselves and all customers feel valued. We will continue to build awareness and skills so we take account of the needs, cultures and lived experience of all our customers and colleagues. By doing this we will deliver a more equitable and fair service.

Data and technology improve services

Our approach is based on large scale IT and data transformation. We will collect and use data so we can work smarter and encourage innovation. Our colleagues will be at the heart of this journey. We will keep them informed, consult with them and support them. This will help us to understand our customers and our homes better and to make the right decisions.

Great people at work

Colleagues have a great experience

What we want to do	How we will make it happen
We want all colleagues to feel proud to work at Brighter Places. We will measure this by asking our colleagues how satisfied they are with us as an employer. By 2030 we aim for a satisfaction rate of 85% for this.	We will consult with colleagues to develop a **Reward and Talent Strategy** that recognises progress and success. Our **Learning and Development Strategy** will make sure colleagues have the skills they need to do their jobs and have opportunities for promotion. We will also invest in a leadership programme for current and future leaders. We will promote and support the health and wellbeing of colleagues through our **Wellbeing Strategy**.

Our culture is inclusive

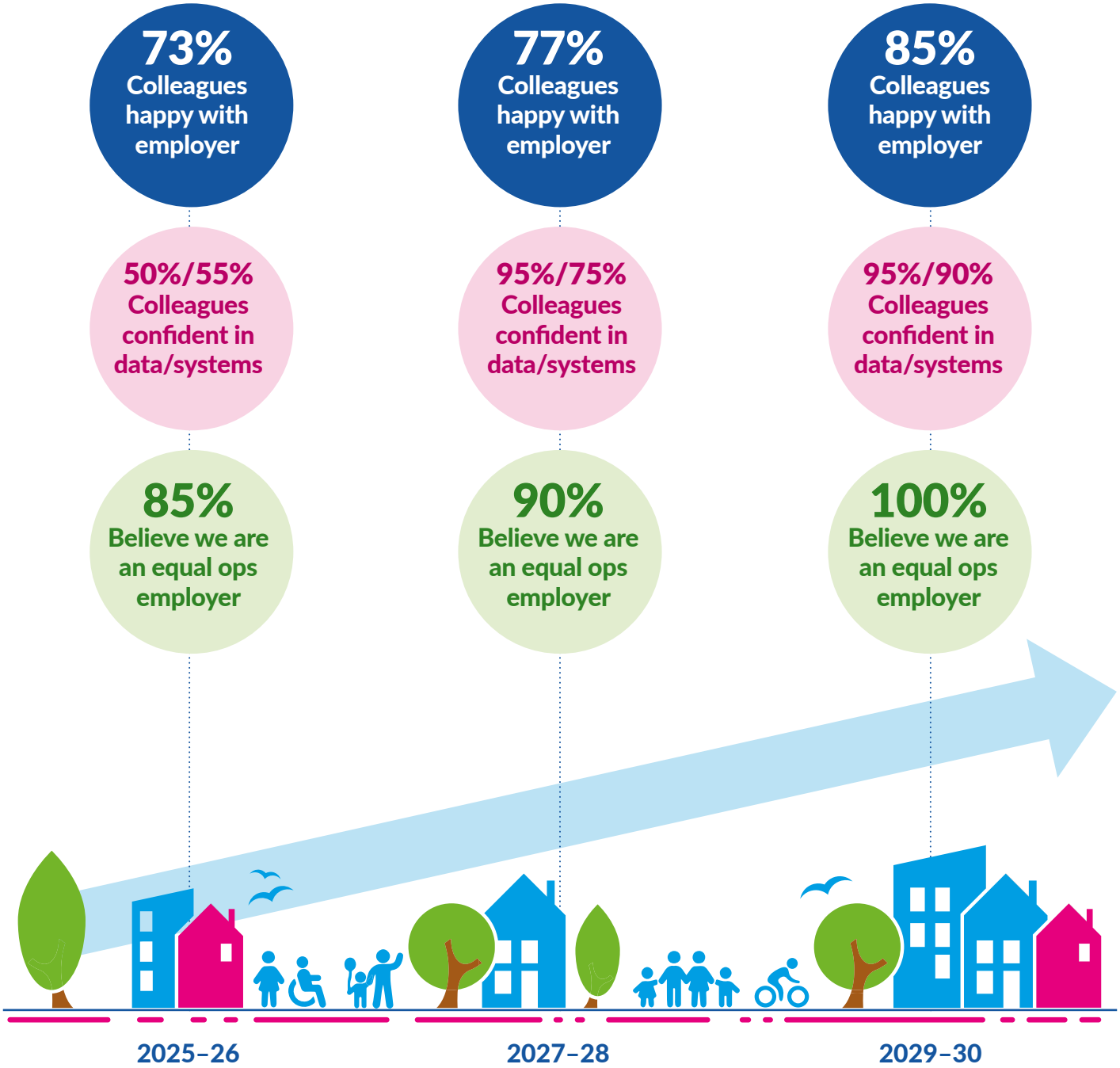
What we want to do	How we will make it happen
We want colleagues to feel that Brighter Places is a place they can be the best version of themselves and where customers feel valued. We will measure this by asking our colleagues if they believe Brighter Places is an equal opportunities employer. By 2030 we aim for all colleagues to say they believe this.	We will nurture a working environment where colleagues can be their best. We will do this by creating a safe and inclusive culture and by retaining a diverse and talented workforce. Our **Equity, Diversity and Inclusion (EDI) Strategy** will underpin these ambitions.

Data and technology improve services

What we want to do	How we will make it happen
We want all decisions to be based on up to date and accurate data. We will also continue to develop our use of technology to improve services, for colleagues and customers. We will measure this by asking our colleagues how confident they are with the systems and data. By 2030 we aim for a confidence rate of 90% for this.	Our **IT and Data Strategy** will make sure that colleagues have the tools and skills they need to deliver a great service for our customers. This will support us to deepen our understanding of our homes and our customers. We will embrace new technologies that improve service delivery and provide value for money.

Great people at work – our improvement journey

This is how we see improvement over five years and our key measures of success.



Great foundations

Excellent service sits at the heart of our strategy. To deliver this we will maintain a successful, robust, well governed business that is financially strong, resilient and adaptable to changing demands. We will continue to provide safe places to live and work.

Financially strong and secure

We will take a robust approach to long term financial planning, value for money and procurement. We will continually review and optimise our treasury arrangements so we meet all our commitments and are in a strong position to do even more.

Safe places to live and work

Safety is our priority at all times – for customers, colleagues and anyone who works with us. We will make sure customers feel safe in their homes and colleagues feel safe at work. We will use strict controls and comply with all regulation and laws. We will check and report on safety by reporting any incidents at work and using tenant satisfaction measures set by the Regulator of Social Housing. We will further strengthen our approach with required training for colleagues and partners.

Focused on outcomes and managing risk

We will have a robust regulatory framework and put the voice of customers at the centre of our decision making. Our commitment to diversity will underpin our excellent board and executive. We will use our established risk management and control frameworks to guide and support us in our work and our decisions. This will include a clear performance framework for colleagues and key partners.

Great foundations

Financially strong and secure

What we want to do	How we will make it happen
We want to make sure that Brighter Places has the financial resources in place to deliver all the commitments set out in this corporate strategy. We will measure this by retaining our V2 rating from the Regulator of Social Housing.	Our robust financial controls and procedures will ensure compliance is maintained, including adherence to our **Financial Framework** and **Golden Rules**. This will be supported by our **Treasury Strategy**, our **Value for Money Strategy** and our **30 year business plan**, which is updated and stress tested at least once a year.

Safe places to live and work

What we want to do	How we will make it happen
We will make sure that colleagues are safe at work and that customers are safe within their homes. We will measure this by asking colleagues if they feel safe at work and by asking customers if they feel safe in their homes. By 2030 we will aim for 100% of colleagues feeling safe at work and to be in the top 25% of landlords whose customers feel safe in their homes.	Our **Safety Assurance Strategy** sets out how we will make sure that everyone is safe and well. Our **Learning and Development Strategy** will make sure colleagues are provided with training so they understand health and safety and all regulatory requirements.

Focused on outcomes and managing risk

What we want to do	How we will make it happen
We want Brighter Places to be recognised as a well run organisation which meets and exceeds the requirements of our regulators. By 2030 we will continue to achieve our top governance rating of G1 and have a consumer rating of at least C2 from the Regulator of Social Housing.	Our **Risk Management Strategy** will support our governance (G) and consumer (C) ratings from the regulator. It will set out our: ● approach and appetite to risk ● key strategic and operational risks ● controls, mitigations and assurances that are in place **Key Performance Indicators** and reporting within our **Performance Framework** will monitor and inform decision making so we deliver our stated corporate outcomes and objectives.

Great foundations – our improvement journey

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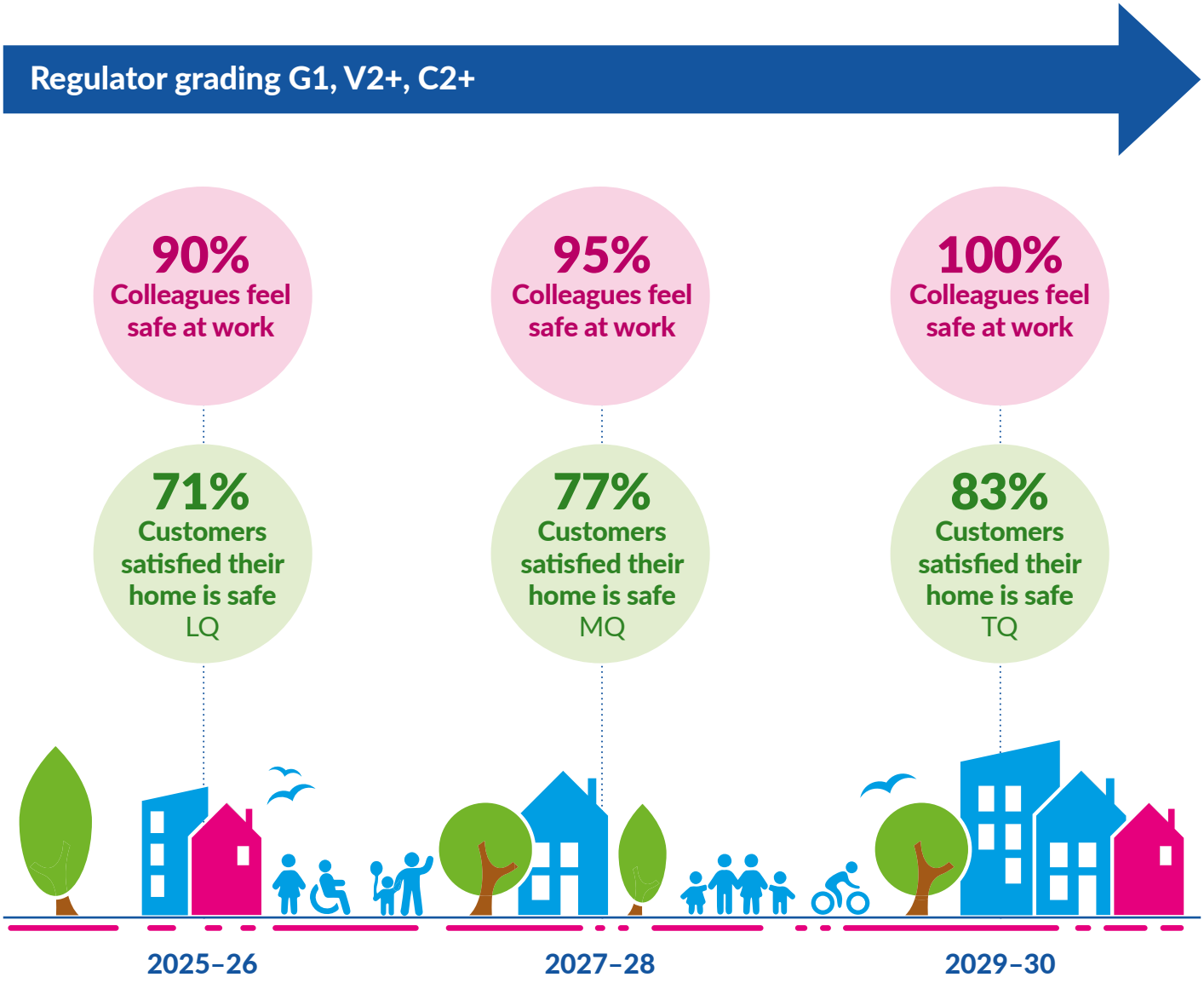

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