



# Building on Strong Foundations

Our Strategy for 2018-2023

Sir Josiah  
**MasonTrust**   
people at heart



For 150 years we have been providing housing, education and care to some of the most vulnerable people in Birmingham and Solihull. This was the vision of our founder Sir Josiah Mason who was committed to the alleviation of poverty through housing, education and training. Today we are a leading provider of sheltered housing, residential and extra care for older adults and provide grants to support the education and training of local young people. In 2018 we celebrate our 150th anniversary. We are very proud of our history and all that we have achieved. However, we are not complacent.

## Life in Birmingham & Solihull today

We face a time of unprecedented need with one third of children (33%) and 16% of older people in the West Midlands living in relative poverty and 46% of the population of Birmingham and Solihull living in the “bottom 10%” most deprived areas of England. The need for the Trust is as real today as it was 150 years ago and we now enter an exciting and ambitious new phase of development in which we aim to improve the lives of many more people living in Birmingham and Solihull.

### In the West Midlands



**1 in 6 older people & 1 in 3 children**  
are living in relative poverty

### In Birmingham & Solihull



**Almost 1 in 2 people**  
live in the “bottom 10%” of the  
most deprived areas of England

### An ageing population

The number of people aged 65+ is projected to rise by over 40 per cent (40.77%) in the next 17 years to over 16 million

3.64 million people in the UK aged 65+ live alone. This is 32% of all people aged 65+ in the UK

850,000 people are estimated to be living with dementia in the UK, of whom 808,000 are aged 65 years or over. By 2025, the number is expected to rise to 1.14 million. By 2051, it is projected to exceed 2 million

It is estimated that there are 13,819 people in Birmingham and 2,798 in Solihull with dementia. This is predicted to grow by 31 per cent to 3,800 in Solihull and by 18 per cent to 16,300 in Birmingham by 2021.

### Against a background of:

- ♥ Health & Social Care funding crisis
- ♥ Increasing closure of Residential Care Homes
- ♥ Lack of suitable and affordable housing (for first time buyers and in later life)
- ♥ As people live longer, complex needs & long term conditions are increasing
- ♥ Greater choice and higher expectations across all generations
- ♥ Greater diversity in our population
- ♥ Increase in people experiencing mental health issues, particularly young people
- ♥ Lack of employment opportunities for young people

## Our Vision

We want everyone, regardless of age or circumstances, to feel secure, have opportunities & to thrive

## Our Mission

To offer people in need access to opportunities, hope and a place where they belong through the provision of quality housing, care, support and education.

## Our Values

- ♥ **Personalised** – because no two people are the same
- ♥ **Dignity** – because everyone is worthy of honour and respect
- ♥ **Innovation** – because we are original and creative in our thinking
- ♥ **Excellence** – because we want to be recognised for providing quality services & support
- ♥ **Honesty** – because we are transparent and accountable in all that we do
- ♥ **Fun** – because we want to be a great place to work and receive support

## Developing our strategy

Having a Strategy is really important to us. It sets our plan of action to achieve our Vision & Mission in the future. It helps us plan how we will prioritise and allocate our resources.

As our Strategy is so vital, we wanted to ensure that people involved across the Trust & beyond had an opportunity to have a say in what our future looks like. To achieve this, in the winter of 2017:

- ♥ *We did some research & looked at what we'd previously achieved & what we hadn't done*
- ♥ *We spoke to lots of different people to find out what they thought about our ideas and to see if they felt if we had missed anything*
- ♥ *We spoke to partner organisations and frontline workers (including our own staff) to see what they saw as the needs & gaps*

We have called our Strategy 'Building on Strong Foundations' as this is exactly what we are doing. Whilst we are a modern, forward thinking organisation we have a proud history of over 150 years of supporting people in need and we will continue build on the legacy of our founder and all those that have worked tirelessly for the Trust over the last century and a half.

## Some of our priority groups (2018-2023)

For over 150 years, the Trust has supported older people and children/young people and adults living in poverty. We will continue to deliver services to our existing clients, but we know that there are some people who may need us to make more effort to reach them or who require a special kind of support. These include:

- single pensioners
- the young unemployed
- Looked After and adopted Children & young people; including care leavers
- adults who are disabled

# Our Goals for 2018-2023

## To be a leading provider in Birmingham and Solihull

We will review our current brand identity and launch a new marketing and communications strategy

We will increase our attendance at local and regional forums, meetings & events

We will work more in partnership in all that we do to achieve outcomes for individuals by developing a range of new partnerships and collaborations that help us achieve our vision

## To help more people

We will complete the modernisation plan of our existing Alms-houses

We will develop a 10 year expansion and modernisation plan for our Alms-house provision that reflects the changing/future housing and care needs and aspirations of our clients

We will develop a programme that helps alleviate the isolation and loneliness faced by many older people in our community

We will grow a range of new services and opportunities across Birmingham and Solihull so that far more people affected by poverty, illness and disability are able to receive support, education, training into employment and financial assistance from the Trust.

We will develop evidenced based services that support children and young people in need under the age of 25

We will explore how we can best support carers

## To be an employer of choice

We will champion the role of a care worker as a valued and respected profession

We will work with staff to identify how we can best champion reward, recognition and wellbeing in our workplace and reduce our turnover to below 25% & sickness levels to less than 5 days per year

We will introduce the right structures & forums to aid decision making, communication & involvement

We will invest in our workforce, providing outstanding training, development and support so that they can achieve the best outcomes for the people they support

We will place our Values at the heart of everything that we do.

## To maintain financial sustainability and to grow

We will generate a min of £200,000 of unrestricted income through community and corporate fundraising

We will explore the development of income generating services and products including retail opportunities

We will undertake grant applications and procurement exercises that enable us to achieve our vision and strategic priorities

We will review our existing investment portfolio to ensure we get best return on our investments

We will review our current Residential Care model to ensure that it meets the future, changing needs of our ageing population

We will ensure that the income for all activities cover their operating costs

## To be the best we can be

We will achieve an improvement in customer experience from 95.5 to 97%

We will review how we measure the outcomes we have helped people achieve and the difference we make and provide more opportunities for the people who access our services to have say in how they are developed & how they are run

We will review our governance and legal structures so that we are best placed to face the future

We will launch a programme of digital transformation across the Trust, including the use of technology in the services we provide

We will strive to achieve good or outstanding in our CQC ratings

We will review our Policies and practices to ensure that all we do promotes and recognises the value that equality and diversity bring to our organisation.

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for 150 years**