

The logo for Uncha, featuring a stylized white icon of a person's head and shoulders to the left of the word "Uncha" in a bold, white, sans-serif font.

Uncha

Care and Support strategy

summary
2023-2028





David Harrison (Chair)

Foreword from our Chair of Care Committee

Our Care and Support teams operate across the East Midlands in accommodation based projects and outreach community services. We have been providing directly managed Care and Support services for over 25 years, and we are exceptionally proud of our work in ensuring our community's most vulnerable have safe and secure accommodation and care services which keep them well and independent, and enable them to live better lives. We work with local authority and NHS commissioners to provide these services and have a diverse range of services, led by client group experts.

- > Supported living, community based support and care homes for people with disabilities including learning disabilities, autism, physical health needs sensory impairments and older people.
- > Mental health supported living, outreach services and care homes
- > Homelessness short stay supported accommodation and homelessness prevention outreach services.
- > Domestic abuse refuges, community safe homes, children's support and perpetrator programs.
- > Supported housing for young people at risk of homelessness or leaving care.

Our Care and Support services play a key part in delivering NCHA's vision of more homes, great services and better lives.

We're a key employer in the East Midlands, with over 650 colleagues working in Care and Support services, and we want to continue to attract and retain colleagues who share our values and social purpose.

Key facts

We own or manage **570 supported housing/supported living** homes to the client groups listed on page three

We own or manage **eight CQC registered care homes, providing a total of 90 rooms** to accommodate people. Most of our care homes are for people with a learning disability or mental health need, Our largest care home is for older people, accommodating 19 service users.



In addition to our rents and care home fees, during the year ended March 2022 our services were **funded by over £20m of support contracts and grants** from commissioners across seven counties.

Our independent living schemes for older people have a total of **350 homes, with an average scheme size of 25 homes.**



We also provide non-accommodation support to customers in their own homes through a range of services including **homelessness prevention services, community support, mental health telephone helplines** and more.





NCHA Care Committee

Our big Care and Support challenges

The health and social care sector in England is in crisis. There are a number of challenges which impact on our ability to deliver high quality housing, Care and Support services:

- 1. Recruitment and retention.** Social care is a rewarding career but it isn't always favourably regarded compared to working in other sectors, even more so since colleagues experienced burnout in the covid pandemic. We're not able to offer pay that recognises the value of social care to society as our income is set at the rates provided by local authorities.
- 2. Increased costs threatening the financial viability of our services and our ability to tender for new services.** NCHA operates in the Local Authority/ NHS commissioned social care market where funding has not kept pace with cost pressures. Our services are not in the private fee paying market and so we do not offset costs with private income or the income from low cost rent or homeownership homes. Utilities costs, the materials and labour relating to repair and property improvement work and increased overheads impact on our rental income streams and undermine the provision of high quality housing.
- 3. Development challenges.** The need to provide enough new, fit for purpose accommodation at affordable or social rent levels to our local authority partners can stop us from being able to offer great quality homes and respond to local demand.
- 4. There is a trend towards commissioning lower levels of care and support intervention,** even to meet high levels of need, because of financial constraints in local authorities. This impacts on the quality and effectiveness of our services and brings challenges to risk management.

Guiding principles

The purpose of our work is to improve wellbeing for local people and communities. In Care and Support this means:

Working with others to **support vulnerable people** and achieve social justice



Being an **innovative and reliable** Care and Support provider of choice.



Striving for **excellent outcomes** for the people we support



Operating as a **successful part of NCHA**



Our approach to Business Development

The expectations in the social care reform white paper 'people at the heart of care' closely match our own principles in delivering Care and Support services: that people have choice, control, and support to live independent lives and that people can access outstanding quality and tailored Care and Support. The paper pledges much needed funding for increasing the supply of supported housing, investing in innovation, the integration of housing, care and health and a boost to the training and development of people working in social care. We are in a good position to work with our commissioning authorities to take advantages of these changes and funding streams.

Our approach is underpinned by the following principles which inform our decision to tender for new business and to re-tender for existing services:

- **Value for money**
- **Expertise**
- **Workforce Capacity**
- **Quality**
- **Geographical footprint**



Our three priorities

Our Care and Support services are diverse; from very short term interventions to prevent homelessness and sustain tenancies to whole life disability services. The experience of our colleagues and customers from service to service is very different, because each service is developed in partnership with our commissioners to meet the particular needs of that client group in that particular area.

Our three key priorities are:

Valuing colleagues

Working for NCHA will be better than other Care and Support providers because colleagues are valued through their pay, training, development opportunities and impact of their work.

Top quality services

The quality of our Care and Support services will never be forced below our agreed standards because of external pressures. All services will be rated good or outstanding by CQC or commissioners.

Investing for impact

Our financial resilience will improve despite external pressures so that we can create innovative service offerings to meet today's and tomorrow's social care challenges.

What will our Care and Support offer look like in five years?

By 2028 our Care and Support offer will reflect our guiding principles and have achieved growth in provision, improvement in environmental standards and positive impact on people in receipt of services.



Our places

The long term vision

We want to be place-makers: proactively developing the housing and support services that we know are needed in our communities. Our homes will be supportive and trauma-informed by design.

NCHA's offer is rare because we are a social landlord and developer as well as being a Care and Support provider. We will focus the growth and development of our Care and Support services on services delivered from NCHA buildings.

We will use our development programme to supply new supported housing in energy efficient homes that support psychological wellbeing. We will support local authorities in their plans to deliver more supported housing but will prioritise supported housing where NCHA will provide the Care and Support services.

Key areas:

- Increasing the supply of supported housing
- Improving the quality of our existing supported housing



Our customers

The long term vision

Our Care and Support services will enable customers to achieve their goals, whether it's independence, a safe home, financial stability, good physical and mental health, or whatever it takes to make their lives better.

We'll do this by underpinning our approach with a quality system that drives the most effective support and with the measurement of impact and outcomes. This includes reviewing our approach to support planning, as it's the support plan that drives how we work with each individual.

Key areas:

- Improving our support planning and needs assessments systems
- Expanding co-production and service user involvement in policy and decision making



Our people



The long term vision

Our people make the greatest difference to customers' lives so we want to make NCHA a great place to work and achieve. We value our colleagues and invest in their development and wellbeing. We want our colleagues to feel great about the work they do and the positive impact that care and support services have on society.

Key areas:

- Attracting and retaining dedicated, committed colleagues
- Increasing colleague wellbeing and engagement
- Deliver leadership programmes to support career aspirations
- Offer volunteering programme to all colleagues and customers to support our services organisation wide.

Our business

The long term vision

Our Care and Support services will be recognised by stakeholders as being effective and safe. Colleagues will be known internally and externally as experts in their field.

We will continue to meet the golden rule for Care and Support of at least breaking even financially, including all costs of service delivery and a fair contribution to NCHA's central costs. As it's important that we don't subsidise services that local authorities have a statutory duty to provide, we will continue to make clear to our commissioners the true costs of delivering our Care and Support services, while delivering excellent value for money.

We aim to increase the Care and Support financial surplus to enable investment in improvement and innovation, as well as maximising colleague pay.

Key areas:

- Championing to maximise pay for Care and Support colleagues
- Reducing our environmental impact
- Increasing, measuring and evidencing our social impact.



Delivering the strategy

To ensure we deliver on the outputs of this strategy, we'll have processes in place to measure our targets which will be reported to the following groups:

NCHA Board

Our Board is responsible for the approval of the strategy and the monitoring of its delivery, including through regular performance reporting. A year one delivery report will be reported to Board on the first anniversary of the strategy, followed by a full strategy review at the end of the second year.

Care Committee

Our Care Committee will be consulted on the content of this strategy prior to Board approval, and will receive regular performance reports on satisfaction and other customer measures.

Customer Committee

Our Customer Committee approve and oversee the delivery of the specific customer targets.

Executive Team

Our Director of Homes and Wellbeing is the overall lead within the Executive team. The Executive team are responsible for preparing the strategy for recommendation to Board.

Senior Leadership Team

Our Assistant Director – Homes and Wellbeing is responsible for the delivery of the Care and Support strategy.

Monitoring and reporting

The measureable Care and Support strategy targets will be reported in our quarterly dashboard which is reviewed by our management team and Care Committee. We'll also report our progress through an annual report produced for customers, colleagues, the NCHA Board and other key stakeholders.

Governance and review

This strategy has been reviewed by the NCHA Care Committee and approved by the NCHA Board in March 2023 with reviews of the strategy to take place in March 2024 and March 2026.




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