

The background of the entire page is a photograph of two women. On the left, a woman with short blonde hair is smiling broadly. On the right, a woman with dark hair and glasses is leaning forward, resting her head on her hand and holding a thin white stick. The image has a purple tint. The Incha logo is in the top left corner.

Incha

Care and Support Strategy

2025-2030

A series of parallel teal lines of varying lengths, arranged in a fan-like pattern, located in the bottom right corner of the page.

Key facts

We have been providing directly managed Care and Support services for over 30 years.

Our services include:

> 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 therapeutic support and perpetrator programs.

> Supported housing for young people at risk of homelessness or leaving care.

We own or manage **671 supported housing/supported living homes** for our clients.

We own or manage **seven COC registered care homes, providing a total of 79 rooms** to accommodate people. Most of our care homes are for people with a learning disability or mental health needs, but our largest one accommodates 19 people and is the only care home for older people.

Alongside our rents and care home fees, during the year ending March 2025 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 **406 homes, with an average scheme size of 27 homes.**

We're a key employer in the East Midlands with over 650 colleagues working in Care and Support services.

Our Care and Support services are governed by our Care Committee, which is a sub committee of NCHA Board. The committee provides assurance to Board using expertise about operation and delivery of our Care and Support services.

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 Market management:

Underfunding of local authorities has resulted in a loss of expertise in social care and housing commissioning. Ofsted is still learning and developing its approach to inspecting age 16+ supported housing. CQC has radically changed its approach to inspection to using the single assessment framework, along with new directives and a large turnover in staffing, making them a volatile regulator.

2 Financial viability:

Local authorities' budgets are not meeting the demand for adults' social care, children's social care and homelessness. Annual fee uplifts have been below inflation and below the rise in national living wage. Our services are not in the private fee paying market, so we do not offset costs with private income or the income from low cost rent or homeownership homes. Increased costs also threaten the financial viability of our services and our ability to tender for new services. Rising costs of NIC, payroll, utilities costs, the materials and labour relating to repair and property improvement work and increased overheads impact on both our rental income streams and our care income streams, and undermine the provision of high quality housing and support.

3 Quality housing and support:

The increased costs of building new supported housing can be prohibitive. Fluctuating demand and funding from commissioners can lead to void periods, making the housing unviable. Problems with repairs and major works contractors have caused a decline in the quality of some of our supported homes. With a wide variety of different services, we have lacked common performance reporting and data sets to monitor and improve quality of management of care and support services.

This strategy supports the following strategic risks identified by NCHA:

- failure to comply with legislation and regulation
- failure to sustain and develop the NCHA Care and Support business
- inability to effectively recruit and retain colleagues
- failure to respond to customer needs or meet broader customer and stakeholder expectations.

Through our strategic risk map we plan actions to manage our risks in order to continue to provide high quality services.



Our approach to Business Development

Although there are no growth targets, there will always be business development activity in the Care and Support business. Care and Support contracts can come to an end, services can be decommissioned when local needs change or as a result of local authorities' budgetary pressures, and we may serve notice on unviable contracts. We aim for the Care and Support business to keep the same size or sustainably grow in terms of income and number of colleagues.

This strategy is underpinned by the following principles which inform our decisions to tender for new business and to re-tender for existing services. We won't deliver new services that don't meet our quality or financial golden rules:

- **Value for money:** We will deliver strategically relevant, financially sustainable services.
- **Re-tendering for existing business:** Meeting our golden rule to break even each year taking into account the full cost of care.
- **Tendering for new business:** New contracts will be considered where we can deliver a 2% margin over the life of the contract and which fit our existing profile of services and expertise. We might choose to deliver a service that we know will be loss making initially but we know is a) strategically relevant, b) will achieve a 2% margin over the life of the contract and c) is positive for our reputation. The risks of going for business opportunities will be carefully weighed up against our Care Committee-approved business development risk assessment.
- **Expertise:** Contracts Managers and their teams are specialists within their field. We will review new business opportunities within the context of whether they align with or expand those specialisms.
- **Workforce:** Business opportunities will include a review of our current workforce capacity and recruitment prospects.
- **Quality:** We will never compromise on quality and safety and maintain a Board-approved risk tolerance approach which defines quality expectations.
- **Properties:** Our homes will enhance people's experiences. We won't use shared housing for supported living. We always aim to use NCHA housing rather than other landlords.
- **Location:** To support sustainability, we will prioritise NCHA's core geographical areas. This will be supported by market prioritisation reviews and stakeholder mapping

Decision

Value for
money

Expertise

Workforce

Quality

Location

Properties

Our new build properties will:

- **Have a trauma-informed design**
- **Have colleague spaces on site where needed**
- **Be located where service users can access amenities and where the impact of our service on the community has been assessed**
- **Have an exit plan in case the service is decommissioned**
- **Be built at a social rent**
- **Achieve biodiversity net gain, and will be at EPC A or B.**

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 under this strategy 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, Ofsted 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?

In the following sections we outline our plans to develop our work over the next five years in the key areas of our places, our customers, our people and our business. Our Care and Support offer is very much linked to our commissioning environment and resource availability. By 2030 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 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.

Our current position

In 2021/2022 NCHA provided 900,000 884,244 hours of specialist Care and Support.

Our comprehensive quality system gives assurance that our services are safe and effective. NCHA Care and Support is committed to maintaining our accreditations to:

- Quality Management ISO 9001:2015
- Environmental Management ISO 14001:2015
- Health & Safety Management ISO 45001:2018

Our internal quality auditors assess regulated services monthly and non-regulated services less frequently in line with our annual assessment schedule. Our work is overseen by the Care Committee (a Board sub-group), made up of Board members, an independent member who is a Care and Support professional and an expert by experience who receives support from a Care and Support service.

Our work is supported by strategic thematic plans in the following areas:

- > Homelessness and Young People
- > Domestic Abuse
- > Mental Health
- > Enablement
- > Wellbeing in Retirement
- > Vulnerable Customers
- > Community Safety
- > Communal Areas
- > Customer Experience
- > Customer Involvement



Targets - Our customers 2027-2030

Area	Current	2027	2030
Quality services	<p>We achieved 100% contract compliance with our commissioned services and achieved a good or outstanding CQC rating in 92% of services.</p> <p>A care taskforce is examining compliance with CQC and enhancing systems for great quality care.</p> <p>We have successfully registered with Ofsted.</p> <p>98.9% of service users are satisfied that we provide good quality support.</p> <p>We have engaged with consultation events regarding the Supported Housing (Regulatory Oversight) Act.</p> <p>All services are contract compliant.</p>	<p>All CQC and Ofsted registered services be rated 'good' or 'outstanding'.</p> <p>We will update our internal quality systems to ensure that</p> <p>-we are monitoring not just compliance with policy, but also ensure we are meeting regulatory expectations</p> <p>- a new quality system is launched, with functionality to prioritise by risk and impact</p> <p>-there is a scoring system for non-regulated services</p> <p>99% of service users satisfied with the quality of support they receive.</p> <p>Achieve compliance with the SHRO Act.</p> <p>Establish a system for reporting non-compliance with contracts.</p>	<p>We will sustain our high customer satisfaction levels and overall compliance levels</p>
Needs Assessment & Support Planning	<p>A new casework system is needed. The requirements of all service areas have been gathered.</p> <p>Medication errors are monitored per service, colleague and service user, with c.75 errors pa. Medication records are both on paper and in Sure.</p> <p>A new needs assessment approach has been established following learning from incidents.</p>	<p>One or more casework software packages that meet all requirements have been tested by users.</p> <p>An EMAR system has been evaluated for usability and increased accuracy of medication, <55 errors pa.</p> <p>Teams are trained and confident in assessing needs holistically with multiple sources of information and appropriate, trauma-informed interviewing.</p> <p>Fully embed the defusion, debriefing and learning approach across all services.</p>	<p>Established support planning system in all services that enables reporting of data.</p>

Targets - Our customers 2027-2030 continued

Area	Current	2027	2030
Co-production and insight	<p>The Homes and Neighbourhood Panel has one service user member. Rolling recruitment for all panels advertised in C&S.</p> <p>The C&S Customer Voice Panel is established and is supported by Care Committee and Customer Committee.</p> <p>NCHA is TPAS accredited across all customer groups.</p>	<p>Insight systems are fit for purpose in C&S, and the effectiveness of the C&S Customer Voice has been assessed to support its ongoing development.</p> <p>Complaints are expertly handled by the Customer Resolution Team and lessons learned have demonstrably improved practice.</p> <p>A family charter sets expectations and involvement of family members with our care services.</p>	<p>We will deliver on the actions and targets in our customer involvement thematic plan.</p>
Customer Technology	<p>IP connectors have been installed in services and Saas call-receiving platform upgraded so that existing equipment will work when phone lines switch over to digital.</p> <p>Free customer Wi-Fi in Ofsted registered places.</p>	<p>Trial and evaluate Chip Tech life-lines</p> <p>Measure the costs and benefits of customer wi-fi to inform roll out to other C&S short term services.</p> <p>Evaluate pilot of video door entry in ILOPs, considering customer satisfaction and cost.</p>	<p>Complete the replacement programme of assistive technology equipment.</p> <p>Use technology to enhance our C&S offer.</p>
Increasing Social Impact	<p>23/24 social impact data was gathered for wellbeing and outcomes, showing a strong positive social impact of all services types.</p> <p>£299,178 in social value was gained through service users feeling better about their lives.</p> <p>88% of people with disabilities were observed to have some or a full range of positive emotions.</p>	<p>Launch a revised approach to using WEMWBS and PERMA based on feedback from service users and colleagues to gather meaningful data about how NCHA services affect vulnerable people's lives.</p> <p>Invite service users and colleagues to revise the 'best outcomes' and measure what matters most about the impact of each service. Use the results in stakeholder engagement and to congratulate teams.</p>	<p>Align allocation of resources to service offerings that achieve the greatest social impact.</p>

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 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 prioritise new build over purchasing properties, but will consider purchase on a case by case basis. 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.

Our current position

The housing team supports our accommodation-based services with housing management and facilities services delivered to all tenure types so that customers receive a consistently good service.

Most Care and Support services are delivered from NCHA buildings. Some of our properties are inefficient Victorian and Edwardian conversions which need to be refurbished or replaced with new properties.

Void loss was 9.27% in 23/24, similar to the previous year but worse than budget. Our properties were empty for longer than they should be because of a range of commissioning and property issues. This figure is for all supported housing and care homes, including where NCHA is landlord only.



NCHA's offer is rare because we are a social landlord and developer as well as being a Care and Support provider.



Targets - Our places 2023-2028

Area	Current	2027	2030
New supported homes built	In 24/25 we completed 70 new supported homes.	<p>Deliver an additional 42 new supported homes in NCHA core areas, where NCHA teams will deliver the care service.</p> <p>Appraise opportunities to access other forms of capital grant to boost supply from local government, central government or the NHS.</p>	<p>Deliver 121 supported homes over the life of the Strategic Partnership programme ending in 2028.</p> <p>Bid for supported housing in the next SP programme, which gives flexibility to respond to supported housing opportunities over the life of the programme.</p>
Sustainable supported homes	<p>We have a mix of new, purpose built, and converted homes in Care and Support with 92% at SAP 69+ (band C) or above. Programme of planned works across all C&S properties.</p> <p>The 'Greening Care and Support' programme and the volunteer programme have improved the use and biodiversity of our outdoor spaces.</p>	<p>Through retrofitting and our development programme, 96% of Care and Support properties will be SAP 69+ (EPC band C) or above.</p> <p>Empower C&S customers with energy efficiency knowledge by offering personal energy efficiency advice to C&S customers on the fuel poverty register.</p> <p>Train support workers to give energy advice and increase the number of C&S green leaders. Measure impact on service users through the annual service user survey.</p>	<p>We will have a plan for meeting the challenge of retrofitting care homes and larger buildings.</p> <p>Improve meter readings and roll out smart meters to supersede readings. Use this consumption data to plan energy savings projects and reduce consumption by 10%.</p>

Targets - Our places 2027-2030 *continued*

Area	Current	2027	2030
Improve our supported homes	<p>It takes on average 25 days to re-let a Care and Support property.</p> <p>Void loss is 6.7%.</p> <p>Longer waits for certain types of repair is impacting on some care homes and supported housing</p> <p>Some repair issues highlighted in infection control audits.</p>	<p>Following feedback from Care Committee, establish a dedicated C&S repairs service, including regular visits to 100% of larger C&S buildings, reporting and escalation. Ensure ownership by asset management.</p> <p>Increase satisfaction levels to >85% and reduction in average completion times to <4 weeks.</p> <p>Establish shared data reports for voids and repairs that show operational issues with delays.</p> <p>Use a trauma-informed approach to improve feel of an additional four of our short-term services and the design of all new places.</p>	<p>Achieve >98% occupancy and >95% customer satisfaction in ILOP schemes through completion of the Inspired Living programme.</p> <p>Develop a costed asset management plan for the configuration of Umuada.</p>
The right housing service for Care and Support	<p>Housing teams support Care and Support services with sign ups, tenancy management, community safety and managing rent accounts.</p> <p>Rent arrears are at 3.5%.</p>	<p>Housing teams and Care and Support teams work well together and all colleagues understand what good housing practice looks like in a supported housing context.</p> <p>Achieve <3.5% rent arrears >70% of sign ups will be carried out remotely</p> <p>95% of sign-ups are on the system within 5 working days.</p> <p>Implement a process for people moving on from Care and Support services to access NCHA tenancies.</p> <p>Implement processes relating to the Renters' Rights Bill.</p>	<p>Measure value for money in the housing service for care and support and change practices to ensure C&S needs are met.</p> <p>No tenancy terminations are backdated more than one week.</p>



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, wellbeing and pay. We want our colleagues to feel great about the work they do and the positive impact that care and support services have on society.

Our current position

Total staff turnover for 24/25 is forecast to be 24%. This is lower than previous years and reflects the slightly more settled social care environment after the covid-19 pandemic, similar to the rest of the sector. Losing around a quarter of the workforce annually means that we are constantly in recruitment and need to position NCHA to attract the best candidates.

The projected sickness absence per colleague in 24.25 is 10.5 days, which is lower than previous years since the covid-19 pandemic. Under the previous strategy we extended our wellbeing support for colleagues, including debriefing and counselling, and supported managers to follow the sickness policy.

Our work in this area is supported by the NCHA Equality, Diversity and Inclusion Strategy.



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 services and support services have on society.



Targets - Our people 2027-2030

Area	Current	2027	2030
Attracting new colleagues	<p>At the end of Q3 24/25 the number of C&S vacancies is 16. And agency usage was at 2%, and consistently achieving our target.</p> <p>The process to recruit to support worker and similar roles is well established and working effectively. Recruitment to people manager roles can be more challenging and require longer application periods, or direct approaches.</p>	<p>The number of vacancies in C&S services is consistently under 30, through proactive recruitment using usual methods as well as social media and promoting referring a friend.</p> <p>A full review of our recruitment pipeline is carried out, including a decision about future use of sponsorship</p> <p>We will have a programme which aims to attract young people to social care as a career.</p>	<p>We will have evaluated all recruitment practices. We will have developed and established an approach whereby recruitment prioritises the selection of people with the right competency, values and traits.</p> <p>We will have introduced an improved rota system to offer flexibility for colleagues to choose shifts for better work life balance.</p>
Nurturing talent and retention	<p>Response to the 2024 colleague engagement survey was only 25%, but engagement was high, with 78% of colleagues saying that NCHA was a great place to work.</p> <p>We remain an accredited Great Place to Work, and are externally recognised as such.</p> <p>All managers and assistant managers have been offered the leadership development programme, and three cohorts of aspiring managers have benefited from developing leadership skills to encourage applications into first line management positions. Engagement and positive feedback has been strong.</p>	<p>Engagement with NCHA will increase. In the Great Place to Work Survey, we will achieve a response rate of over 40% and a consistent engagement rate of over 78%. We will have an open approach where we communicate direct actions being implemented as a direct result of feedback received.</p> <p>Talent is nurtured and there is a plan for succession. We will have mapped talent across the workforce during 25/26 and offer development interventions to talented colleagues who could move into likely future vacancies.</p> <p>Use a structured approach to offer internal opportunities for additional shifts and secondments, with the aim of reducing agency usage but also supporting colleague development with different client groups.</p>	

Targets - Our people 2027-2030 continued

Area	Current	2027	2030
Supporting great quality work	<p>Q3 absence rate of 11 days per year is the best for many years, and in line with reported national comparator organisations.</p> <p>We are confident that our reported rates are accurate, and we have a suite of wellbeing activities in place to encourage a quick return to work after absence. Our focus on mental health and musculoskeletal support also proactively supports colleagues and prevents some absences.</p> <p>Other wellbeing tools give a holistic approach to supporting colleagues. Activities include peer support groups, Wellbeing Champions (mental health first aiders) and Critical Incident debriefing approaches.</p>	<p>A revised approach to inductions ensures that managers and assistant managers are set up with the right practices, and they learn from a colleague experienced in correct procedures.</p> <p>Our development and talent management approaches (including succession planning) will encourage and support colleagues to better fulfil their roles and support service users.</p> <p>We will continue to have C&S colleague representation at Colleague Voice and all teams will be able to contribute to business decisions using the team brief delivery approach.</p> <p>Our sickness will remain at <12 days per colleague per year. Absence attributable to mental health <25%.</p>	<p>All managers have completed People Manager Essentials training (new entrants and existing managers).</p> <p>Clear Conversation compliance >90%</p> <p>Our Great Place to Work manager results (i.e. where colleagues comment on their manager's skills) remain in line with overall GPTW scores.</p>
The right roles for high quality services	<p>Role profile profiles reflecting the specialist work carried out with each client group have been developed.</p> <p>Senior support workers have been recruited in some services to enhance quality of work and to provide a progression route.</p>	<p>Launch role profiles and continue to describe vacancies according to the specific client group. Move away from generic recruitment.</p> <p>Recruit a PBS specialist to provide internal consultancy with enhanced supported living services and drive up quality in services working with people with learning disabilities and autism.</p>	<p>A series of videos and blogs from people working in each service that shows their expertise and a day in the life working with that client group.</p>

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.

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

Our current position

We attracted income of £33m for Care and Support services in 23/24 and achieved a 7.3% surplus overall. We only operate in the local authority and NHS markets. Our greatest limiting factor in the operation of our services is the ability to remunerate colleagues adequately for their work. This is due to contract values and increases in these being below inflation in real terms.



We measured £ 299,178 worth of social value impact across our services that measure changes in wellbeing using the Warwick Edinburgh Mental Wellbeing Scale.



Targets - Our business 2027-2030

Area	Current	2027	2030
Engage with stakeholders to expand services and campaign for fair fees	<p>Engagement with the NCF, NHF, VODG, ARC and MP's to lobby for social care to be recognised and remunerated adequately through LA fees and on a par with NHS salaries.</p> <p>Some good relationships with lead commissioners to secure improved fees.</p>	<p>We will celebrate success by sharing case studies that demonstrate impact, both internally and externally, to enhance our reputation and promote the work of NCHA and the wider sector.</p> <p>We will lobby decision-makers for the support and funding we need to deliver services and establish new ones. This will include visits to services and formal engagement with influential figures and budget holders in commissioning areas, over fee levels and risk.</p> <p>We will establish our care and support expertise by increasing our presence on social platforms, by contributing to conferences and professional networks and by inputting into local, national and industry publications. We will use national campaigns, to maximise audience reach and support our sector bodies, and apply for awards and certification to demonstrate excellence, primarily in potential growth areas.</p> <p>We will evidence delivery by detailing and publishing the impact that our work makes. Project newsletters will form a new centralised approach to amplify audience reach. They will share NCHA news, whilst evidencing contract fulfilment and impact of delivery.</p>	<p>Achieve >2% financial margin on all contracts.</p> <p>Grow domestic abuse, young people and homelessness services by >30% (>£1m of additional contract income compared to 24/25) by delivering pilots and responding to tenders.</p>

Targets - Our business 2027-2030 continued

Area	Current	2027	2030
Maximising resources	<p>Agency expenditure is reducing, now down to 3.8% of total staffing costs.</p> <p>Overheads had reduced to 10.4% but rose to 13.6% in the 25/26 budget as a result of increased payroll costs.</p> <p>Services in deficit have a financial recovery plan led by the Head of Care and Support and the Contracts Manager.</p> <p>The C&S Project Admin Team offers a range of finance and administration services to Care & Support services</p>	<p>Reduce agency staffing expenditure to <3%</p> <p>Ensure VFM from internal services: reduce overheads to <11% and cap maintenance costs increases by the rent increase percentage.</p> <p>Achieve >93% occupancy</p> <p>Reassess the services needing a financial recovery plan in 25/26 and engage with commissioners to cover increased payroll costs.</p> <p>The project admin service will be:</p> <ul style="list-style-type: none"> • Aligned with the pains and gains of project management teams, re-establishing what the admin service can provide. • Offered to all projects according to their admin and finance needs, and be charged through central recharges • Establish an AI project team to find innovative solutions to meet Care and Support objectives for example with newsletters, support planning and admin. 	<p>Achieve >2% surplus in all new business over the life of the contract.</p> <p>The business development team will support local fundraising to boost social funds, up to six per year.</p> <p>Finance and administration process are automated to the greatest extent.</p>
Tools and resources for colleagues	<p>Laptops replaced desktops in C&S services to support agile working. Some managers have smart phones and an MS teams account. Some colleagues have devices according to their role, such as a tablet or a smartphone.</p> <p>Most support workers do not have their own personal device or Microsoft licence.</p>	<p>There is a costed plan for the roll out of software and devices, and a record held by Technology Services of every device deployed.</p> <p>The majority of C&S colleagues will have an MS licence and access to MS Teams, on a device personally allocated to them.</p>	<p>Colleagues can communicate within their team and with wider NCHA colleagues seamlessly. Corporate messaging reaches the right people personally.</p>

Targets - Our business 2027-2030 continued

Area	Current	2027	2030
Data and knowledge to improve services and performance	A variety of HR, finance, quality and other performance reports for Care Committee, senior managers and operational managers.	<p>A balanced scorecard dashboard is available for each project, giving a RAG-rated snap shot of performance and an agreed protocol for managing early warning indicators.</p> <p>Voids reporting that is shared across teams, highlighting long term voids and showing operational impact of delays to works.</p> <p>Regular data requirements for individual contacts and committee meetings are automated to the greatest degree to meet deadlines and maximise efficiency.</p>	All managers can self-serve data. The support planning system can produce reports as selected by any manager for workbooks and KPIs.



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.

Many of the targets will be delivered by our thematic plans, led by members of our management team. These are five year plans that set out NCHA's objectives in these key areas for our customers. You can view them on our website <https://www.ncha.org.uk/about-us/corporate-documents/our-promises/>


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.

Glossary


Care	A personal care service that a person with a disability might need, which may include help with eating, washing, medication etc
CQC	The Care Quality Commission
HACT	Housing Association Charitable Trust who have been championing social value in social housing and have developed a social value toolkit for social housing
Independent living for older people (ILOP)	Housing schemes for people who wish to maintain an independent way of living, but with added security of scheme managers and assistive technology
PBS	Personalised Behaviour Support: a person-centred framework for providing long-term support to people with a learning disability, and/or autism, who have, or may be at risk of developing, behaviours of concern.
Project	A Care and Support service
Social Impact	The effect on people and communities that happens as a result of an action or inaction, an activity, project, programme or policy
Support	Encouragement and coaching to achieve goals around independent living, in areas such as budgeting, wellbeing, employment, health, personal safety etc
Trauma-informed	An approach which is grounded in the understanding that trauma exposure can impact an individual's neurological, biological, psychological and social development.
Wellbeing	A state of feeling good and functioning well
LA	Local Authority
NHS	National Health Service
NCF	National Care Forum
NHF	National Housing Federation
VODG	Voluntary Organisation for Disability Groups
ARC	Association for Real Change
SAP	Standard Assessment Procedure



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