



Our 2024 - 2029 plan for:



**Enablement
and accessibility**

Date of issue: November 2024





Vision statement

Our homes and services will support people to live well. People with disabilities will experience choice, control and equality in their interactions with NCHA.

The BIG challenges

- Colleague recruitment, retention and wellbeing for working with people with disabilities, due to the emotionally challenging nature of supporting people with behaviours of concern.
- Quality of life can be difficult to measure effectively. It can be hard to evidence that we are enabling better lives.
- Low fee levels in community services and care homes (and voids) undermine the financial viability of our services for people with disabilities.
- We're faced with uncertainties with future legislation for people with disabilities and the costs of fire safety compliance post-Grenfell, as well as limited availability of specialist properties, funding for environmental adaptations to meet people's increasing needs, and hard-to-let adapted properties left behind when people move on.



Homes and Wellbeing promise 2022-2027

Where are we now?

- NCHA operates eight care homes and 570 supported living homes for people who need long term care and support. Most people have needs relating to a learning disability, mental health need, physical disability or health need.
- Some of our community and complex services lose money, despite this being a growth area responding to increased needs related to the prevalence of disabilities in the wider population.
- Colleague wellbeing can be negatively affected by incidents involving service users. We need a Post-Incident policy, bringing related policies into one process to guide managers as part of colleague wellbeing.
- A new Customer Voice group now listens to feedback from Care and Support customers to generate high impact improvements.
- A new accessible service user survey, based on PERMA, has been used for the first time and demonstrated that 88% of people reported some or a full range of positive emotions. Scores around having a sense of achievement and engagement in activities were a little lower, but these may be more challenging aspects of life for some people with significant learning and other disabilities to achieve, which gives us something to work on.
- We offer minor adaptations to customer's homes funded by NCHA, and major adaptations are completed with support from occupational therapists and funding from disability facility grants.

Key objectives

Year One

1) Care and Support

- Fully embed PBS and Active Support, improving quality of life and reducing restrictive practice, amending our internal audits and using next year's PERMA survey to measure progress in this area.
- Achieve long-term financial sustainability by filling voids and renegotiating rates or remodeling services, and responding to new opportunities. We will come in on budget for voids costs (under 5%) and engage in dialogue with commissioners on the real cost of good quality support in all care homes and supported living.
- Develop a C&S 'Family Charter' to improve collaboration and increase mutual understanding. We will gather feedback from families and publish the first draft of the charter in 2025.

2) Quality and Compliance

- Undertake a review of internal quality improvement processes to tackle health inequalities, promote healthier lives and improve colleague understanding and knowledge of this issue.
- Achieve compliance with any new fire safety legislation by reviewing implications for our varied services and implementing related policy/practice changes, including enhanced education and support for tenants with disabilities about keeping themselves safe (PEEPs), and reviewing our allocations policy to ensure that people's homes meet their safety needs.

Year Two

3) Outcomes

- Launch a revised wellbeing and outcomes framework so we can track impact on service users and maximise activities and support styles that enable fulfillment.

Year Five

4) Business Development

- When we build new homes, we will work with the Development team according to a specification that:
 - a. Ensures our physical environments meet the needs of people with disabilities and are safe and fit for purpose by working with local authorities, CCGs, ICSs, external housing providers and NCHA's Development team to understand demand and demographics better across our areas of operation.
 - b. Create built environments and outdoor spaces that motivate, encourage and facilitate independence, social interaction and wellbeing, considering the provision of community bases, allotments, cafés etc. to bring people together.
 - c. Embed lessons learned from existing services to ensure new services are modelled in ways that will ensure they are successful, safe and sustainable, and in ways that responsibly manage risk and colleague wellbeing.

5) Property Services

- Liaise with Development team in reviewing the new build specification and make it more inclusive and sustainable for our customer with additional needs and future proofing.
- Deliver a great in-house minor adaptation service using innovative and empathetic specification like Invisible Creations.
- Assist our customers through the major adaptation request process liaising with local authorities and occupational therapists.



Delivering the plan

Our Care and Support Contract Managers overseeing services for people with disabilities and overall accountability for delivery of the plan. They report to the Customer Committee.



Monitoring and reporting

The plan delivery will be overseen by the 'Our Customers' steering group. An annual review will be presented to the Customer Committee in August 2025, with a full review of the plan in 2026.

Our business delivery strategies

Being the best we can be for our customers and colleagues by always listening and striving to improve, in an environment that is supportive, inclusive and wellbeing focused.

Alongside the Group Corporate Plan sit five **'Business Delivery Strategies'**, which are relevant to all departments. These are:

- Environmental Sustainability Strategy
- Social Impact Strategy
- Value for Money Strategy
- Our Customers Strategy
- Our Places Strategy.



Taken together, these strategies provide us with the opportunity to pause and reflect on what we've been doing, and then to refocus on the future.

Taking inspiration from these five business delivery strategies, this plan sets out our ambitions for customer experience for the next five years.