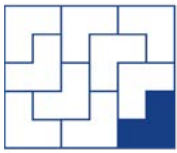


**Whole life
disability**
Homes and wellbeing

Homes and Wellbeing promise 2022 - 2027

Date of issue: 24 June 2022





Homes and Wellbeing promise 2022-2027

Vision statement

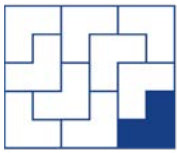
We deliver homes and services that support people to live well in relation to their specific needs around their disability. People experience choice, control, empowerment and equality in their interactions with NCHA. We support the wellbeing of colleagues who work with people with disabilities.

Culture Statement

Our priority is 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.

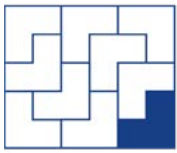
We ensure that the people we support are at the centre of support delivery. We strive to seek feedback and involvement to inform service improvement and development.

This plan therefore works to reflect on current ongoing work alongside our long-term aspirations for the future of NCHA's activities that impact people with a whole life disability.



The BIG challenges

- It is more difficult to prevent placement breakdown and find suitable alternative placements that effectively meet the needs of people with a whole life disability.
- Local authorities moving away from care home provisions creates an industry-wide challenge of navigating financial deficits (due in part to increasing care home voids).
- The guidance on the forthcoming Liberty Protections Safeguards places a lot more responsibility on Registered Managers.
- There is limited availability and funding for environmental adaptations and specialist properties to meet people's increasing needs, and there is a risk that hard-to-let properties will be left behind when people move on.
- Working environments for colleagues can be emotionally challenging when supporting people with behaviours of concern.
- Colleague recruitment and retention is being impacted in light of the pandemic.
- Uncertainties about future legislation around people with disabilities and fire safety post-Grenfell.



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Where are we now?

- Some of our community and complex services face issues around financial viability, despite this being a growth area responding to increased needs related to the prevalence of disabilities in the wider population.
- We do have a clear involvement strategy and we are working to include people with whole life disabilities, which will include measuring the positive impact NCHA has on people's lives.
- We are implementing initiatives (e.g. increased benefits and tailored resources/ events etc.) to increase and maintain colleague wellbeing as a priority.
- There is ongoing work being done around referrals, transitions and placement breakdown.
- NCHA customers with disabilities living in multi-storey / multi-occupancy buildings, regardless of tenure, have the opportunity to access information and advice regarding the development of a personal emergency evacuation plan.
- We are working to ensure that specialist home adaptations are available for customers with whole life disabilities whose homes were not initially built with specific individuals in mind.

Key objectives

Care and Support

1. Fully embed Positive Behaviour Support (PBS) and active support to improve our customers' quality of life and reduce restrictive practice.
2. Achieve long-term financial sustainability by filling voids, renegotiating rates/remodeling services, and responding to new opportunities.
3. Improve colleague wellbeing to enable team members to continue to provide good services and to aid retention.
4. Ensure all placements are suitable for the individual so they're sustainable in the long-term, and people who live together are compatible with each other.
5. Develop a Care and Support 'Family Charter' to improve communications, collaboration and mutual understanding.
6. Lobby for an up-lift in funding for our Care and Support services and increase pay for colleagues where feasible.
7. Complete the Personalised Support Team (PST) transformation project.

Business Development

8. Ensure our physical environments meet the needs of people with disabilities and are safe and fit for purpose. We will work with local authorities, CCGs, ICSs, external housing providers and NCHA's Development team to better understand need across our services.
9. 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.

10. Embed lessons learned from existing services to ensure new services are modelled in ways that will ensure they are successful, safe and sustainable – in ways that responsibly manage risk and colleague wellbeing.
11. Agree two levels of Care and Support specification for new-builds to meet a range of complex needs.

Property Services

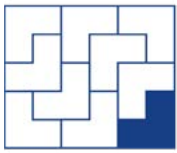
12. Make sure that our services and properties are built around our customers' needs by considering all types of disability, not just those that are visible. Aim to be more flexible about the sorts of buildings and adaptations that can meet the needs of a range of people with disabilities.
13. Revise our existing adaptations policy and devise a customer-facing version, introducing a formal 'exceptions' panel to achieve point 12.

Your Housing

14. Ensure flexible support is available for prospective and existing tenants to apply for housing and benefits.

Quality and Compliance

15. Use internal quality improvement processes to ensure that our services for people with disabilities are safe, effective, caring, responsive and well-led.
16. Achieve compliance with any new fire safety legislation by reviewing implications for our varied services and implementing related policy/practice changes. This includes 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.



Homes and Wellbeing promise 2022-2027

Delivering the plan

The Care and Support Contracts Managers will be responsible for delivery of the plan and coordinating the achievement of the objectives by each lead. Each objective will have its own delivery plan or be included in the team plan by their named lead.

Monitoring and reporting

During the first year, we will be developing a review tool which we will use for an annual review. This will be reported to our Homes and Wellbeing leads.

We will make use of the new service user involvement strategy and impact measurement once developed, in addition to KPIs, BSI, and commissioner returns (etc.). These will be collated by the Business Intelligence Team.



Glossary

Commissioners –

individuals or organisations who make referrals into our services, usually brokerage teams or social workers.

Whole life disability –

a physical or mental impairment that has a substantial negative effect on a person's ability to do normal daily activities, and is expected to last for the whole of their life.

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 three new '**Business Delivery Strategies**', which are relevant to all departments. These are:

- **Environmental Sustainability Strategy**
- **Social Impact Strategy**
- **Value for Money Strategy.**

The **Environmental Sustainability Strategy** sets out ambitious targets that will enable NCHA to reach net zero carbon emissions, improve natural environments and reduce fuel poverty for our customers.

The **Social Impact Strategy** commits NCHA to getting better at measuring the positive impact we have on people's lives, and then using what we learn to focus our money and time on the things that have the biggest impact.

The **Value for Money Strategy** is arranged around three key concepts:

- Economy, which means buying things as cheaply as possible, which will mainly be achieved through improved corporate procurement practices and loan agreements.
- Efficiency, which means getting the most out of our resources, and
- Effectiveness, which means providing high quality services that meet people's needs and expectations.

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

The theme of this plan is **Whole Life Disability**. The plan describes what we will change over the next 5 years to achieve our vision.