

## Strategic Plan 2019 – 2024

### **Preface**

Building on over 50 years of experience, Rapport Housing & Care, unlike most registered social housing providers (Housing Associations) has a single focus on older people. As well as a social housing provider, we are a registered charity and we intend to continue to meet the housing and care needs of older people.

According to the Office for National Statistics, in 50 years time (from 2018), there are likely to be an additional 8.6 million people aged 65 and over in the UK - a population roughly the size of London. Therefore, as well as modernising our accommodation and services to satisfy current plus future older peoples' expectations, this plan will also assist with meeting increasing demand.

Our caring and compassionate approach is key to our success. We strive to deliver a person-centred and flexible service to meet the expectations and choice of older people who have made the decision to come and live with us. We believe in promoting independence and well-being.

This plan sets out how we will use our resources over the next five years. We aim to improve the quality of life of our residents, as well as expand services to reach more older people, with a continued focus on those who have limited financial needs.

Leon Steer  
**Chief Executive**  
October 2018

## **Our Philosophy and Values**

### **Our Philosophy**

We want everyone who meets us, no matter in what context, to experience our friendly, caring, compassionate philosophy, which runs through our whole organisation. We are a leading housing and care provider in the south-east, flexible and responsive to the needs of people in later life.

### **Our Values**

- Compassion: behaving in a manner that treats people with respect and dignity, listening to what they say and responding;
- Openness: Offering high quality services that are adaptable, flexible and that meet the changing needs of service users in a manner that offers genuine choice;
- Integrity: acting at all times in an honest and straightforward way with all those with whom we come into contact;
- People focussed: reflecting the ethos inherent in the organisation's philosophy.

## **About Us**

We are one of the largest providers of housing and care for older people in the South East of England. Our services include care (care homes and Caring Companions - our domiciliary care service) and housing (extra care housing schemes and supported homes).

### **Care Homes**

Our care homes are registered with the Care Quality Commission (CQC) to provide 24/7 care, compassion and companionship for older people who are finding it difficult to cope at home alone. Residents can choose to stay for respite (short term) care or a permanent move. All our care homes support and care for people living with a dementia, promoting person-centred care with dignity and respect.

Our care homes are registered to provide care and support for those aged 65 and over.

### **Domiciliary Care, Caring Companions**

We offer a domiciliary care service for people living in our extra care housing schemes. Our Caring Companions Team aim to support residents to maintain their independence and quality of life. Support can include, but is not restricted to, personal care, shopping and housekeeping.

### **Extra Care Housing Schemes**

Our extra care housing schemes comprise a number of apartments, alongside communal facilities and grounds. They support residents to live independently with security and privacy, in their own modern and spacious apartment, with the reassurance that a member of housing staff is on site 24 hours a day, seven days a week.

Independent living is suitable for people who are largely independent but require some support and would like the peace of mind of living in a safe setting.

Apartments within our schemes are available through a variety of tenures but regardless of the tenure type, to be eligible for our extra care housing schemes, applicants must be aged 55 or over and at least one of the applicants must have a minimum care and/or support need of 3.5 hours per week.

### **Supported Housing**

Our supported homes are ideal for older people who need a little extra support to maintain their daily lifestyle but want to remain independent. Residents have their own rooms (and often their own ensuite bathrooms) within a house and they share communal areas with the other residents.

A housekeeper provides lunch and a light supper for the residents, as well as cleaning and maintaining the communal areas. Unlike residential care homes, our supported homes don't provide personal care, though care and support packages can be bought in by external providers.

### **Our Strategic Priorities**

Our strategic priorities over the life of this plan are:

**1. Investing in Care** – commitment to the provision of a quality service that meets the needs of the people we support. We will strive to be a person-centred organisation with people at our heart – both the people we serve and people we employ.

We will put decision making as close to the people we support as possible, transforming the traditional organisational hierarchy to one that is person centred.

To demonstrate this we will strive to:

- Achieve at least a 'good' Care Quality Commission rating within all of our care services;
- Support older people to live well through the personalisation programme;
- Implement the Kings Fund 'Enhancing the Healing Environment' model focus on an environment that promotes wellbeing, independence and social inclusion;
- Communicate in an open, honest and accurate manner horizontally and vertically across the organisation in accordance with our Duty of Candour;
- Maintain an active commitment to the National Care Forum Quality First Pledge;

- Combat loneliness through meaningful and purposeful occupation and a programme of daily activities.

**2. Investing in our Property Assets** - Our property assets are an important part of enabling us to deliver services to the people who we support, both now and in the future and it is therefore essential that we have an innovative and forward thinking strategy in place to manage them.

To demonstrate this we will strive to:

- Ensure that our property portfolio is sustainable both in terms of meeting housing/residential care needs and aspirations, also that it is economically viable as well as 'fit for purpose' across a range of likely financial scenarios;
- Work in partnership with local authorities who commission housing and care services for older people;
- Have well maintained, good quality homes which meet regulatory, health and safety and legislative requirements.

The implementation of this strategic plan supports the continuation of a journey of change. It reflects the recognition of a need for the organisation to realign its property portfolio to meet the changing needs of the market.

**3. Investing in our Workforce** - Our workforce will continue to be our greatest asset. To thrive in a competitive sector, our strategy will improve our effectiveness to value our workforce and recognise achievement.

The organisational development strategy is our key document that draws together all that we will do to attract, retain, reward and develop our staff. Our aim is to have a healthy organisational culture sustainable and capable employees, working in an integrated manner where leadership and management is values based, efficient and effective.

We strive to:

- Implement a continued programme of coaching, mentoring, learning and development;
- Develop a well-trained workforce;
- Continue to invest in our in-house Academy programme, which offers the opportunity for career development.

**4. Delivering Value for Money** - Our Value for Money (VFM) strategy confirms the actions that we will take to achieve an understanding of how our services compare with others.

In delivering our strategic priorities, we will consider the VFM implications throughout. This means that in some cases we may increase spend to achieve a positive outcome. The introduction of a new integrated housing management and property repairs system, is an example of one such 'invest to save' project, where the increased use of technology will modernise our existing practices and offer a more efficient service.

We have identified performance indicators that will demonstrate that we are delivering VFM. We will use these to bench mark our performance against that of other comparable organisations. These will inform our annual assessment of whether we are achieving VFM in the delivery of our strategic objectives, published within our statutory accounts.

As well as understanding how our services compare with others, we will aim to improve VFM in our own services by:

- Reducing the cost of our resources through effective procurement;
- Attracting more external resources to enable us to deliver more/improve quality;
- Achieving future savings through investing to save where we can;
- Improving service quality through investment in our people.

**5. Investing in IT** - We will invest in our information technology to enable us to achieve our strategic priorities both now and into the future.

We aim to ensure the provision of information technology that:

- Is fit for purpose and responsive to the needs of the business;
- Supports our future growth;
- Supports our drive for greater VFM;
- Is integrated across the organisation.

Key IT priorities for completion over the five years of this strategic plan will include;

- The replacement of the organisation's existing finance and rent accounting systems;
- The implementation of a new integrated housing management and property repair system;
- Making better use of electronic communications.

## Key Facts

By **2020**

**158**

substandard rooms will have been replaced

with **235**

modern

apartments

& **101** care beds



investment programme to provide 235 new extra care apartments



**81%** affordable housing

over **400** staff employed



Over years of **50** experience providing housing & care for older people



Over 1000 meals shared together in our extra care housing schemes every week



**162** bedrooms released  
& **74** family homes freed up in Tonbridge & Larkfield



**20** veterans housed at Larkfield



**6** homeless people housed at Larkfield scheme



"If I could sum up this place in three words, I'd say security, **peace** and **friendship**."

*Extra Care Housing Resident*

"In my old home, I was lonely, I never saw anyone. I couldn't manage the stairs, so I slept in the living room but here, I am **so relaxed**."

*Extra Care Housing Resident*

"I think one of the best things is that the staff take the time. They are in such a demanding role, but they are **always there for mum**, they ask questions and **take the time** to get to know her and **her needs**. Her keyworker is just the **light of her life**."

*Daughter of Residential Care Home Resident*

"The first night I slept here, I was taken aback by the peace and quiet, I couldn't believe it. I used to be *scared* to go out of my front door but here, I am much **happier** and my **anxiety is much better**."

*Veteran and Extra Care Housing Resident*

"Here there is always someone to talk to, I think that's my favourite bit, if you don't want to be isolated, you don't need to be. Of course, I feel much **safer** too, this is my **home** now."

*Extra Care Housing Resident*

"I actually look forward to coming to work as no two days are the same. It can be challenging but we have a **great team** and we really **support each other**."

*Care Team Leader at Residential Care Home*

"Their standard of excellence is wonderful. They're so good with people and that's what I love the most. **They care about people** and treat people so well, which is **most refreshing**."

*Supplier/ Contractor*



What our  
stakeholders say  
about us

# Rapport

HOUSING & CARE

## How are we doing?

96%

believe our homes are built to high standards and are well maintained

95%

believe our organisation makes a real difference to the local communities in which we work

91%

believe our organisation is a well run and efficient business

91%

agree our organisation is one of the leading housing and care specialists in Kent

91%

like to do business with us and would like to work more closely with us in the future

82%

believe a friendly, local, family focussed approach runs through our organisation and homes

"Their standard of excellence is wonderful. They're so good with people and that's what I love the most. They care about people and treat people so well, which is most refreshing in this day and age."

What our customers said...

"They've been around a long time. It's a well-known name and brand."

When you think of us, you think...

PROGRESSIVE  
 CARING  
 LONG  
 ESTABLISHED  
 COMPASSIONATE  
 HOSPITABLE  
 QUALITY  
 WARM  
 OPEN  
 HONEST  
 LOYAL  
 WELCOMING



## **More Information**

To find out more about our organisation, including details of our senior management team and board of trustees, visit our organisation's website. Here, you can also find more information about our services and what they can offer.

**Visit our website, [www.rapporthousingandcare.co.uk](http://www.rapporthousingandcare.co.uk).**

