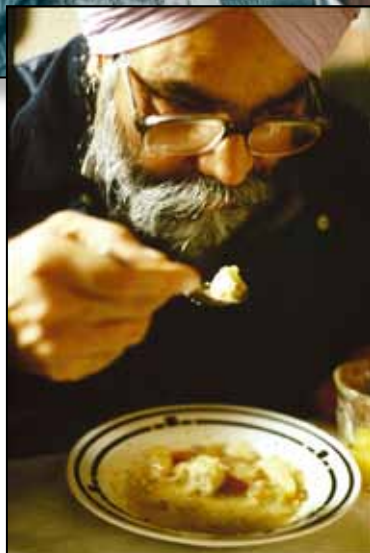


**United Kingdom Homecare Association**  
**Strategy Statement**  
**Raising the Standard for Care**

Our Strategy for 2011 to 2016



UKHCA  
Group House  
52 Sutton Court Road  
Sutton  
Surrey SM1 4SL  
Telephone: 020 8288 5291  
Website: [www.ukhca.co.uk](http://www.ukhca.co.uk)  
© United Kingdom Homecare Association Ltd, 2011  
Registered in England, Number 3083104

### **Vision**

Our Vision is of a United Kingdom where a choice of high quality, sustainable community-based care is available to all.

### **Mission**

Our Mission, as a member-led professional association, is to promote high quality, sustainable care services so that people can continue to live at home and in their local community. We will do this by campaigning, through leadership and support to social care providers.

### **Values**

We will deliver our Strategy through adherence to our values:-

#### **Professional**

We will be efficient and effective in our work; accountable, honest and driven by quality.

#### **Committed**

We are focused on our Mission; wholehearted in our approach and will deliver on our commitments.

#### **Knowledgeable**

Our advice and campaigning will be fact-based and we will be authoritative on homecare and related issues.

#### **Approachable**

We will be considerate, responsive, patient and respectful in our dealings with others and will actively listen.

#### **Proactive**

We will anticipate and research issues and, as leaders in the field, will be positive and constructive in our approach.

### Introduction

This is a high level summary of UKHCA’s Strategy, setting out our outline plans for the next five years, in the context of our new long term Vision. It is underpinned by (confidential) five year business plans and financial projections, (which will be reviewed at least annually by the Board), and by one year business priorities.

In drawing up our Strategy, we have taken account of recent history (both of the homecare field and of UKHCA) and of our very challenging operating environment.

The Strategy is designed to help the Association’s members to adapt successfully to the challenges of the next two decades, so that people can continue to receive high quality, sustainable services of choice in their home and community.



### UKHCA

UKHCA is the professional association for homecare providers, promoting high quality, sustainable care services so that people can remain at home and in their local community with support of their choice. Our membership spans all types of providers from local authority, through voluntary and not-for-profit to commercial (for profit) organisations, both large and small.

Homecare has grown rapidly since the early 1990’s. With an increasing emphasis on care at home has come the requirement for providers to meet formal quality standards through regulation. Since its formation in 1989, UKHCA has actively promoted high quality homecare delivery through members’ compliance with the UKHCA Code of Practice and by providing training, guidance and support to homecare providers.

At present (in 2011), the Association represents over 1,900 homecare organisations with nearly 30 new member organisations joining each month. We represent 33% of independent and voluntary sector providers across the UK, and estimate that they employ over 119,000 homecare workers, delivering over 2.79 million hours of care per week to around 166,000 service users, valued at £1.62 billion per annum.

Our activities include research, business support, training and communication and campaigning on behalf of members in the four UK nations on issues affecting homecare providers, service users and others in the community. We ensure that providers’ voices are heard by policymakers in each UK administration on key issues. We are also supporting members to enable them to adapt successfully to the challenges of the next two decades and ensure that people can secure high quality, responsive home care that meets their individual requirements.

### The Operating Environment

The demand for high quality homecare will increase significantly over the coming decades in all four UK nations, driving the need to make homecare more responsive and flexible to meet people's aspirations and needs. The status of homecare, being effectively delivered by a wide range of organisations, is also slowly beginning to receive more recognition from politicians, policy makers and the public, although there is still a long way to go.

The sector is, nevertheless, coming under greater strain than ever before; with public sector expenditure cuts and the raising of user eligibility levels. The range of support local authorities will fund has reduced, with "critical" personal care often the only type of service purchased and local authority contracts and care plans being drafted over-rigidly in an attempt to keep costs down. Many local authorities are also radically reducing the number of providers with whom they contract. The trend towards a reduction in block contracts in favour of spot purchase through framework agreements looks set to continue. There is likely to be more consolidation of providers in the sector and some providers may increasingly be at risk of going out of business because of these commissioning changes, financial constraints and increased business and regulatory costs. Despite the inevitable concerns, there are also significant opportunities for providers from the "personalisation" and self-directed support agenda, through which service users can use personal budgets and direct payments to meet their own priorities and chosen outcomes. This opens up an expanded additional individual market, but also leads to competition from unregulated personal assistants and the potential loss of some staff to self-funders.

The Association therefore faces a challenging environment over the next few years; greater support needs to be met; the opportunity to broaden the membership base and the enhanced need for leadership in the sector, particularly in the area of innovation and diversity. With councils' outsourcing growing (so that currently 81% of care in England is delivered by the independent sector, and a majority in Northern Ireland and Wales), the independent homecare sector, in particular, has a vital role.

With a new vision for social care being promoted by the Coalition Government and other UK administrations, and an urgent need to consider how to fund social care as the older population grows, homecare is a high priority in Government thinking.



### Our Strategy in Brief

#### I. Membership and Membership Benefits

UKHCA is a membership organisation. Our primary responsibility, in order to deliver our Mission, is to ensure a healthy membership base, both in terms of providers being supported to deliver high quality, sustainable services to their service users and in terms of the numbers of organisations in membership of UKHCA, so that people are well supported to remain in their homes and communities.

The challenging operating environment over the next few years means that there will inevitably be disruption and turmoil, requiring a radical approach to innovation and diversity by providers and therefore enhanced support. We will place

emphasis on influencing the political and policy environment within which members operate at national, regional and local levels, as well as providing members with more specialist advice, encouragement and professional guidance. We will also expand our membership base to include a more diverse range of community-based care providers, so that we can help ensure that people have a range of high quality providers to meet their individual and changing needs.

We therefore plan to ensure our membership services are effective in helping members in each of the four countries of the UK to develop, maintain and continuously improve the quality, range and variety of their services, both by being responsive to the changing needs of individuals and of society and by responding to the new opportunities this offers. We will extend the range of membership services available and will build our relevance and value in the devolved administrations; using partnerships and alliances if this proves to be the best way to deliver our strategy.

We aim to increase membership significantly, introducing extended membership categories and enhanced recruitment and retention activities. We will continue to provide leadership to the sector, seeking to be innovative and solution-orientated in our approach in order better to support the sector, for example through anticipation of new and changing needs and opportunities, such as, (but not restricted to) end of life care, dementia care, telecare and the response to personal budgets and direct payments.



### II. Quality Enhancement

In order to deliver our Mission and work towards our Vision, UKHCA will concentrate on identifying and promoting good practice. In this way we can play a major part in ensuring people receive high quality, flexible services.

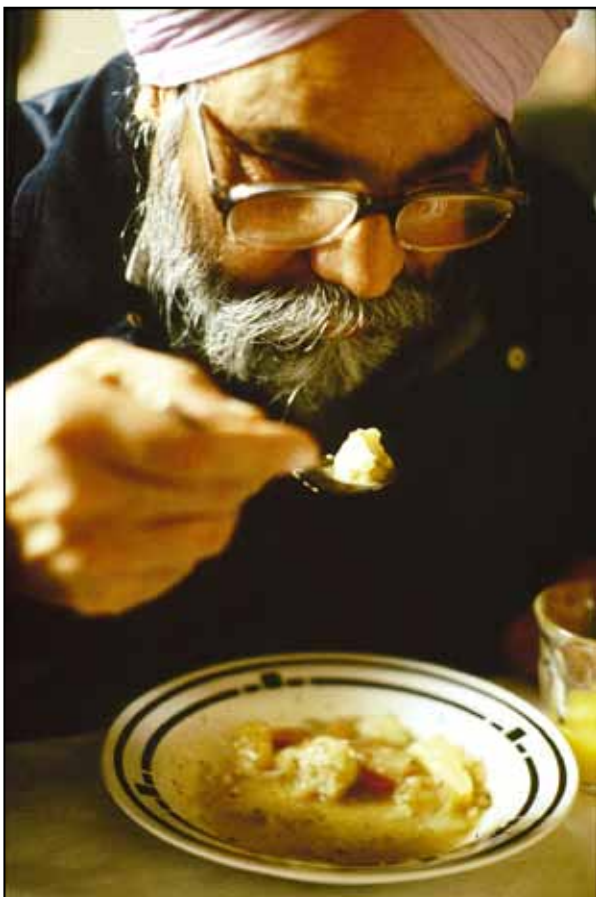
We are committed to the transformation of social care to promote the delivery of high quality sustainability and services, designed around the needs and desired outcomes of the individual, rather than expecting the individual to fit into a standardised service.

We will continue to provide briefings, fact sheets and policy email alerts on specific subjects and will review all our communications to ensure they are meeting members' and audiences' needs. We will explore the use of new social media as a way of engaging members and others effectively.

We will promote good practice by delivering and facilitating training throughout the UK on a range of topics of value to our members; including policy, practice and business issues. We will continue to run and extend the topics of workshops and seminars, increase our range of e-learning tools and develop new ways of helping members develop the quality of their services in a cost-efficient and sustainable way. Where this improves value and impact, we will work jointly with others. We will be responsive to the changing development needs of members, as they adapt to respond to the emerging environment.

We will also commission, conduct and participate in relevant research and collect information from across the sector and outside, so that we are as well informed as possible on all relevant issues and to facilitate a level of informal benchmarking among members.

In addition, we will give consideration to a range of appropriate ways of identifying, recognising and celebrating excellence across the community-based care field and will consider the introduction of an enhanced form of membership and/or other approaches. This will be done in a way that promotes the value and status of homecare and of the services delivered by organisations and individuals, alone or in collaboration with others, throughout the UK.



### III. Leadership, Profile & Influence

The sector provides crucial services to individuals in their communities, but is not adequately recognised for its contribution to society. As a result, care workers and providers continue to be largely "invisible" to the public and low pay continues to be enforced through the market and contracts. Since the work is demanding and often "unglamorous", recruitment and retention of skilled and caring staff remains one of the top challenges for providers across our membership.

Demographic and economic trends show that community-based services and particularly homecare will be of ever-increasing importance to society. The status of the sector and recognition of its actual and potential contribution must be raised and we will promote this by campaigning for better recognition and operating conditions from national and local government, devolved administrations and at a local level and by education of the public. We will use a wide range of media and collaborations to do this, including rapid response to news stories and active public relations.

In our leadership of the sector, we will, at all times promote a focus on the outcomes for individuals receiving services. Our intention is to raise public awareness of the benefits and opportunities provided by good

community-based services and is also proven to enhance job satisfaction (and therefore retention rates) amongst staff.

Our membership, spanning as it currently does, statutory, voluntary, not-for-profit and commercial (for profit) organisations, means that the Association is uniquely placed to represent the whole sector's needs and potential. To this end, we will further cultivate our effective relationships with key decision formers and the public.

We will also continue to champion the needs and aspirations of current and potential service users, their families and carers, whose interests are at the core of our and our members' work.

We will motivate and support our members to help deliver consistent messages around quality and flexibility of services for the benefit of all members and service users alike and we will further work to develop our position as the leading voice for the sector, valued as a reliable and knowledgeable partner; firm and fact-based in all our campaigning.



## IV. A Sustainable Association

In order to deliver our Strategy, we will need to be a sound, sustainable organisation; flexible in relation to the environment and dynamic and rigorous in our approach.

We have a solid basis to build upon; financial viability, sound reputation, skilled staff and size (we are the largest professional association in the field). However, there is no room for complacency and we will need to grow our status, membership, income and available staff skills in order to deliver this challenging strategy.

We will plan carefully and will rigorously monitor our progress against the Strategy, plans and agreed targets.

We will review our business processes, our status as a not-for-profit company and adjust our structure to harness efficiency improvements and re-focus resources on strategy delivery.

We will explore ways of continuously improving the quality and reach of our commercial activities and of extending their impact and effectiveness to the sector as well as their earning potential.

In order to attract more resources to deliver the Strategy, we will make approaches to appropriate bodies for sponsorship, secondments, contributions and grants and

will consider innovative ways of earning more income for the Association. Where achievement of our Strategy and aims will be enhanced (and provided we do not have to compromise on our Values), we will seek strategic alliances; formal and informal; specific and general; short, long term and permanent with other bodies.

We will also review and refresh our corporate identity and image in order effectively to deliver this strategy and ensure we are viable and have influence for the next twenty years.

Chair - Mike Padgham



Chief Executive - Bridget Warr



April 2011



Photograph on pages 4 and 5 and front cover courtesy of [iStockphoto.com/PamelaMoore](https://www.istockphoto.com/PamelaMoore).

Photograph on page 7 and front cover courtesy of [iStockphoto.com](https://www.istockphoto.com)