



Care and Support Strategy 2025-2030



Introduction



At Orwell, our vision is clear:



Everyone deserves a safe place to call home, with the care and support they need to live their best life.

This Care and Support Strategy for 2025–2030 builds upon the foundations of our Strategic Plan and reaffirms our commitment to delivering compassionate, person-centred services that empower individuals and strengthen communities across Suffolk, Norfolk, Cambridgeshire, and North Essex.

Guided by the ethos “Together we make a difference”, this strategy reflects our holistic approach to housing and support. It focuses on enabling independence, promoting wellbeing, and ensuring that care and support is tailored to the diverse and evolving needs of the people we serve. We aim to be more than a housing provider: we strive to be a trusted partner in people’s lives, offering stability, dignity, and opportunity.



Operating Environment

The difficulties faced by social care have been well rehearsed over the years with successive governments setting a target of resolving the problem of social care and failing to act. During the life of this plan, we should see the outcome of the Social Care Review being led by Baroness Louise Casey which is set to conclude in 2028, with an interim report being published in 2026. The need for a cross parliamentary policy on social care and its funding is crucial if we are to avoid the uncertainty brought about by general elections.

The next five years of this strategy is one of significant challenge for those in the social care sector. The UK's ageing population is driving unprecedented demand for care services, with projections indicating a need for an additional 540,000 care workers by 2040. Simultaneously, the sector faces financial pressures, including increased costs due to changes in Employer National Insurance Contributions and National Minimum Wage rates. We welcome the supported housing reforms to be introduced under the Supported Housing (Regulatory Oversight) Act 2023 which will bring greater accountability and consistency to the market.



Operating Environment

We believe that the true cost of care and support should be paid by those commissioning the service and should not be subsidised by private payers or not for profit providers such as Orwell. During the life of this strategy, we will focus on ensuring all our care and support services are funded in a sustainable and fair way, ensuring quality of service to the customer.

We will focus on workforce development, investing in training and career progression to attract and retain skilled professionals. This aligns with national strategies emphasising the importance of a well-supported care workforce. Additionally, the integration of health and social care services is a priority, with initiatives like the Better Care Fund promoting collaboration between the NHS and care providers.

Technological advancements will also play a crucial role. The government's commitment to digitising social care records aims to enhance care quality and safety, with a target of 80% adoption among providers: alongside this, the move by commissioners to adopt more digital solutions to personal care, represents both a risk and an opportunity and we will work hard to adopt innovative ways of care delivery whilst recognising the importance of human connection within our services.



Our Care and Support Services



Extra Care Housing

We provide CQC regulated care services in Suffolk, with a small number in Essex, to older people who are in need of personal care. Our older person services (we call extra care housing) are designed to support the care and support needs of older people, whilst enabling them to remain living independently in their own home with 24-hour support and emergency response.



Supported Housing

Our Supported Housing services are founded on the principles of empowering people with learning disabilities and/or autism, ensuring they have a voice and access to the support they need to build skills, confidence, and independence to live the life they choose. Our experienced teams provide person-centred support and personal care to individuals with a wide range of needs, from complex health or behavioural challenges to those requiring more moderate levels of assistance.



Temporary Supported Housing

Our Temporary Supported Housing provides holistic, trauma-informed support in both hostels or self-contained accommodation. This includes individuals at risk of homelessness, including those affected by domestic abuse. The people we support may have complex or additional needs, such as substance misuse, mental health challenges, unhealthy or abusive relationships and low self-esteem. We take a person-centred approach, helping each person to stay safe and make informed decisions, while offering opportunities that promote resilience, wellbeing, and a positive pathway towards a more secure future.

Putting People at the heart of what we do



We will...

Ensure the voices of people receiving care and support are heard, shaping services around their needs and aspirations: delivering to the highest standards of care and support, meeting targets, and working collaboratively with customers to support their independence.



We will achieve this by:

Carrying out roadshows across all sectors of our Care and Support services to ensure we are hearing the voice of our customers: creating bespoke and inclusive methods of engagement

Working directly with people with care and support needs to provide a housing, care and support solution which enables them to live independently

Use data-driven insights to evaluate the impact of our support services and implement evidence-based changes to continuously improve outcomes for customers

Being ambitious for our Homes and our Communities



We will...

Provide a universal offer of housing, support, and care to our customers, while exploring opportunities to grow and adapt our supported housing and care portfolio to meet evolving customer need.

We will achieve this by:

Reviewing our support offer to assess where access to Orwell Care and Support could enhance a more seamless and integrated service for customers across all age groups and needs

Developing a customer engagement and feedback framework to co-design future housing, support, and care services, ensuring they reflect evolving needs and preferences

Completing a comprehensive asset review of all our supported housing schemes to ensure they remain suitable for future housing and support needs, and use this review to inform any disposals or improvements

Collaborating with others to achieve more



We will...

Explore joint working and partnerships to enhance efficiency, quality and value for money, co-creating care and support services with commissioners and families.



We will achieve this by:

Working with a small group of other not-for-profit providers in Suffolk to explore options to reduce agency use and shared training opportunities

Be an active member of the Suffolk Care Association engaging with commissioners, ensuring that the true cost of care is understood at a political level

Engaging with Health and Integrated Care Boards to produce seamless transitions for customers moving from health services

Being an effective team and organisation



We will...

Ensure care and support services contribute positively to Orwell's financial strength, while fostering an engaged, diverse, and healthy working environment for colleagues. Our services will reflect the communities they serve, and we will provide clear learning and development pathways to support career growth in care and support roles.

We will achieve this by:

Achieving a minimum surplus of 7% across our Care and Support services

Investing in digital technologies that streamline rota planning and maximise efficiencies without compromising quality of care

Seeking out best practice in housing, support and care, utilising technology to ensure our services remain effective and efficient

Reducing absence levels in Care and Support by increasing oversight and supporting wellbeing in the workplace

Improving induction and training for first time carers to improve confidence and champion care as a career

Metrics of Success



1

CQC rating across services
GOOD as a minimum

2

Customer satisfaction with care and support services achieves **90%**

3

Asset review of all care and supported housing completed with plans in place for each service

4

7% Surplus achieved across care and support services

5

Increased **retention** of new recruits within Care and Support in the first 12 months of employment





Care and Support

If you would like this document in another language or format,
please email comms@orwell-housing.co.uk or call **0345 60 100 30**


Together we make a difference