Strategic Plan 2026-2028

Sussex Housing & Care (SHC) has been a trusted local provider of housing and care for older people since 1946. Today, we support more than 700 residents across our sheltered housing schemes and care homes throughout Sussex, delivered by a dedicated team of over 170 colleagues. As a place-based organisation, we work closely with local authorities, community partners and stakeholders to ensure that older people in Sussex can live well, safely and with dignity.

In 2026 we celebrate our 80- year anniversary and look forward to many more years providing quality care and housing services in Sussex.

Demand for high-quality homes and care services for older people continues to rise significantly. The population aged 65 and over is projected to grow by more than 40% in the next 17 years, while the number of people aged 85 and above is expected to more than double. The number of people living with dementia is also increasing rapidly, with national figures expected to exceed two million by 2051. In Sussex, these trends translate into a pressing need for more appropriate, sustainable and person-centred housing and care options.

SHC is well positioned to respond to this challenge. Our long-standing presence, specialist expertise, and strong local partnerships mean we can play a leading role in shaping future provision for older people across the county.

We are very proud of our team who deliver our services. We are a Real Living Wage Employer and listen to our staff to understand what matters to them. In 2025 95% of our staff said that they thought we were a good employer and 90% said they would recommend us as a good place to work.

Our core responsibilities will always be to provide the best possible service to all of our residents whilst safeguarding the organisation's assets.

Delivery, Oversight and Assurance

- Delivery will be overseen through the Executive Management Team and reported regularly to the Board

- Key milestones, risks and dependencies will be monitored through performance and risk reporting
- Internal and external assurance will be used to test progress and effectiveness

Our Mission and Values

Sussex Housing and Care's aim is to help people live later life to the full. Our organisation's values shape all that we do:

Strategic Plan Purpose

This strategic plan sets out clear priorities, outcomes and actions for SHC over the period 2026–2028. It is designed to provide the Board with clarity on what we will deliver, how we will deliver it, and how progress will be assured.

The plan focuses on three strategic pillars:

- Our Homes and Resources

- Service Delivery – Our Residents
- Service Delivery – Our Colleagues

Each pillar includes a small number of clear commitments, supported by defined delivery actions and governance oversight.

Our Homes and Resources

Strategic Outcomes 2026–2028

- Homes that are safe, compliant and future-ready
- Improved environmental performance and reduced energy costs
- A financially resilient organisation able to invest in services

Key Commitments

1. Asset Management & Safety

We will implement our five-year asset plan to ensure all our homes meet safety, compliance and quality standards.

2. Energy Efficiency & Sustainability

We will reduce energy consumption and carbon impact whilst improving resident comfort.

3. Growth & Development of Homes and Care Services

We will invest in existing and new homes to meet current and future demand for housing and care.

4. Financial fitness

We will maintain a strong and resilient financial position aligned to our business plan and golden rules. test our business plan ensuring we are compliant with our business plan and golden rules.

Priority Actions

- Install solar panels at Woodlands
- Complete SHDF-funded projects at Jackson Mews and Honeycrag Close
- Deliver energy audits across all care homes
- Work towards EPC C compliance by 2030

- Review and future-proof heat networks
- Produce a plan for EV charging provision
- Progress development and commissioning projects including the review of our office
- Regularly stress-test the business plan and review asset performance
- Roll out a template for upgrading our scheme lounges

Service Delivery – Our Residents

Strategic Outcomes 2026–2028

- High-quality, safe and person-centred services
- Strong resident voice and influence
- Services that respond to changing needs, including dementia care

Key Commitments

1. **Resident Voice & Engagement**

   We will strengthen how residents shape services and decisions.

2. **Quality, Safety & Assurance**

   We will deliver consistently safe, high-quality services that meet regulatory standards and resident expectations.

3. **Digital & Service Improvement**

   We will modernise systems and processes to improve reliability, access and oversight.

4. **Equity, Inclusion & Transparency**

   We will ensure services are fair, inclusive and clearly communicated.

Priority Actions

- Recruit a Resident Board Member
- Deliver our Resident Engagement Strategy and improve satisfaction feedback
- Roll out eCare and eMAR
- Roll out AllPay integration to improve digital services to residents

- Launch our tenant portal
- Review of our warden call systems
- Implement customer care training
- Improve transparency around service charges, procurement and overheads

Service Delivery - Our Colleagues

Strategic Outcomes 2026–2028

- A skilled, stable and motivated workforce
- Strong leadership and succession planning
- A positive, inclusive and values-led culture

Key Commitments

1. **Culture, values and leadership**
   We will foster a strong values-led culture where colleagues feel supported, engaged and accountable, contributing to a well-led organization.
2. **Recruitment, Retention & Reward**

   We will remain a competitive and fair employer, committed to attracting, retaining and valuing our skilled workforce.

3. **Learning, Development & Leadership**

   We will build capability at all levels through targeted development and succession planning.

4. **Wellbeing, Safety & Inclusion**

   We will support colleague wellbeing and embed diversity and inclusion across the organisation.

Priority Actions

- Maintain Real Living Wage commitment and deliver Pay & Reward outcomes
- Deliver a refreshed Pay and Reward strategy
- Review pension and retirement provision
- Refresh learning and development strategy and delivery partners
- Review our HR IT systems and applications
- Work towards the Stonewall Pledge