

  
HAMPSHIRE CARE  
ASSOCIATION



**Together,**

**We Care Better**

*Our Sector. Our Voice. Our Future.*

*Hampshire Care Association Strategy  
2026-2030*

# A Message From Our Chief Executive

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Adult social care is under extraordinary pressure. Providers are managing rising demand and increasing complexity while facing workforce shortages, financial strain and growing risk, often without the support they need.

Hampshire Care Association exists to change that.

For more than 40 years, we have brought providers together, amplified their voice and ensured they do not face these challenges alone. Our purpose is simple: to help create a connected, sustainable care sector that delivers better outcomes for the people we all support.

Over the next four years, we will build on that role. We will grow our membership and make it more representative. We will deliver practical support that helps providers recruit, retain and develop great staff. We will strengthen the quality of care across Hampshire and help providers build the financial and operational resilience they need to thrive.

This strategy has been shaped by listening to our members and our partners. It is ambitious, but every commitment is grounded in what providers told us matters most.

How we deliver on these commitments is just as important as what we deliver. Our values shape the way we work with members, partners and stakeholders. They guide our decisions, influence our priorities and underpin our commitment to supporting providers and improving outcomes for the people they serve.

A stronger Hampshire Care Association means a stronger care sector, a stronger collective voice and, ultimately, better outcomes for the people who rely on care and support across Hampshire.

We look forward to embarking on this journey together with you.



Emma Heath  
Chief Executive Officer  
Hampshire Care Association



# Who We Are

Hampshire Care Association (HCA) has represented independent adult social care providers across Hampshire, Southampton and Portsmouth for over 40 years. Our members include residential and nursing homes, domiciliary care providers, supported living services and specialist mental health and learning disability providers.

Our role is to champion the sector, influence decision-makers and provide the practical support, information and connections that help providers deliver high-quality care.

We understand the realities of running care services because we work alongside providers every day. We bring members together to share learning, tackle common challenges and strengthen the collective voice of adult social care across the region.

By connecting providers, building partnerships and advocating for the sector, we help create the conditions for care services to be the best they can be.



## Our Vision

To be **the** powerful collective voice of every adult social care provider in Hampshire, driving excellence through support, empowerment, and partnership.



## Our Purpose

To ensure every care provider in Hampshire, regardless of size or service type, has the voice, support and connections they need to deliver outstanding care.

## Our Values

### Integrity

We are trusted, honest and act in the best interests of our members and the sector.

### Respect

We value every voice, treat people with dignity and create an inclusive environment.

### Partnership

We work collaboratively to achieve more together, while remaining proudly independent.

### Dynamic

We are future-focused, adaptable and responsive.

## Our Commitment

### Quality

We champion high standards and outstanding care.

### Support

We ensure every provider has access to the right help, at the right time.

### Voice

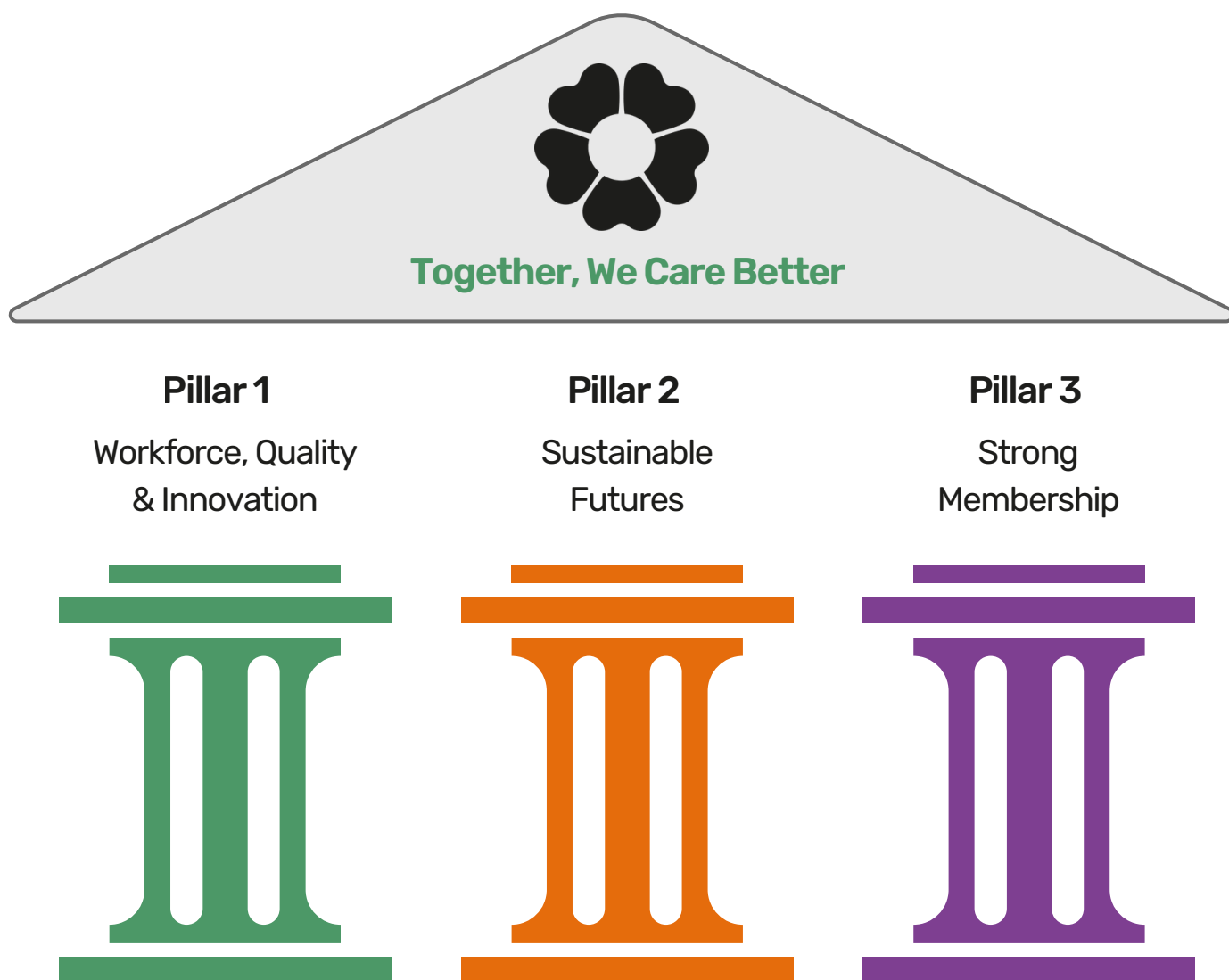
We advocate for members and raise the profile of care.



# Our Strategy

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This strategy has been shaped through extensive consultation with our members patrons and partners.



# Pillar 1 – Workforce, Quality & Innovation



**Great care depends on strong leadership, skilled people and a commitment to continuous improvement.**

We will deliver practical, high-impact support that helps members strengthen quality, embrace innovation, develop their workforce and thrive in a fast-changing sector.

## What We Will Do



### Create a community of Practice

We will pilot a sector-wide Community of Practice to support collaboration, knowledge sharing and innovation across the care sector.



### Launch a Provider Support Service

We will pilot a Provider Support Service that supports providers to navigate challenges, while generating intelligence on emerging trends, risks and opportunities to shape our improvement, influencing and policy work.



### Free Cyber and Data Health Checks

We will provide free DSPT support and launch Health Checks to help members strengthen data security, compliance and digital confidence.



### Launch Care Connections

We will launch Care Connections, a flagship event that brings together providers, educators, students and the regional skills network to promote careers in care, raise aspirations among young people and support the development of the future workforce.



### Learning, Leadership and Resilience for the Future

We will work with partners to expand access to learning, leadership development and expert support, helping members strengthen their services, build organisational resilience and prepare for the future.



### Start the Care Conversations Podcast

We will launch Care Conversations, a podcast helping providers stay informed, connected and inspired.



### Why This Matters

By investing in people, quality and innovation, we strengthen care today and build a workforce and sector ready for tomorrow.



# Pillar 2 - Sustainable Futures



**The care sector is facing increasing financial, operational and regulatory pressures.**

We will support providers to build resilient, sustainable services while strengthening HCA's own sustainability and capacity to champion and support the sector for the long term.

## What We Will Do



### Champion Fair and Sustainable Funding

We will advocate for funding that reflects the true cost of delivering high-quality care, ensuring providers' voices are heard and the sector remains sustainable.



### Strengthen Provider Resilience and Business Continuity Capability

We will support providers to develop, review and strengthen business continuity arrangements, helping them prepare for, respond to and recover from disruption.



### Strengthen HCA for the Future Through Strong Leadership, Governance and Financial Resilience

We will strengthen HCA's governance, broaden the skills and representation of the Executive Board, and explore sustainable income opportunities to support HCA's long-term future.



### Formalise Key Partnerships

We will strengthen and formalise partnerships with Local Authorities and Integrated Care Boards to ensure providers remain connected to decision-making, influence system developments, and are supported through changes arising from devolution and Local Government Reorganisation.



### Why This Matters

By strengthening provider resilience, securing fair funding, amplifying member voices and building stronger partnerships, we can help create a more sustainable future for care providers and the people they support.



# Pillar 3 - Strong Membership



**A thriving association is built on a strong and engaged membership.**

We will grow and diversify our membership, strengthen relationships with members and ensure HCA is the trusted voice and partner for providers across Hampshire.

## What We Will Do



### Make Joining and Staying Simple

We will strengthen our onboarding and renewals process to create a consistent, welcoming experience that ensures members understand the value of HCA from day one.



### Launch the Hampshire Care Network

We will launch the Hampshire Care Network, a free, open network that connects all care providers across Hampshire to HCA's advocacy and insight.



### Transform Member Communication & Digital Engagement

We will streamline how members engage with HCA through Hampshire Care Pulse and a new digital platform, providing a more streamlined, accessible and effective way to access information, resources, support and sector intelligence.



### Grow Our Membership

We will grow membership across under-represented parts of the sector, strengthening our collective voice, increasing sector influence and ensuring our work reflects the needs of the wider care market.



### Launch a Members' Referral Programme

We will launch a member referral programme, encouraging providers to introduce trusted peers to HCA and helping to build a stronger, more connected and representative provider community.



### Why This Matters

By growing our membership, improving engagement and strengthening communication, we can ensure every member feels informed, connected, valued and heard.



# How Will We Know We Are Succeeding?

This strategy is ambitious. It is also grounded. These are the outcomes we are working towards and what you should expect to see from HCA over the next four years.

## Pillar 1 - Workforce, Quality & Innovation

### Success Looks Like

Providers have access to learning, leadership development and opportunities to share knowledge and good practice. They are supported to strengthen quality, develop their workforce and embrace innovation.

### You Will See Us...

Delivering practical workforce and quality programmes. Connecting providers to training, development and peer networks. Promoting care careers and innovation across the sector.

## Pillar 2 - Sustainable Futures

### Success Looks Like

Providers have access to support, expertise and representation that helps them navigate financial, operational and system challenges. HCA is a strong and trusted partner, working with members and partners to support a sustainable care sector.

### You Will See Us...

Advocating robustly on funding and sustainability. Formalising partnerships with commissioners and the NHS. Strengthening our own governance and resilience.

## Pillar 3 - Strong Membership

### Success Looks Like

Members are informed, engaged and connected to a trusted organisation that represents their interests and supports their success.

### You Will See Us...

Growing and diversifying our membership. Strengthening engagement and communication. Demonstrating our impact and value.

### Measuring Our Impact

Each year, we will publish a Members' Impact Report setting out what HCA and its members have achieved together. We will be transparent about our progress, honest about where more work is needed and accountable for delivering on the commitments set out in this strategy.

# What We Will Always Do

This strategy introduces new initiatives but it builds on a strong foundation of core activity that continues. These are the things members can always count on HCA to deliver:

## Represent You

We act as your voice with commissioners, the NHS, local authorities, MPs, councillors, the South East Social Care Alliance, the Care Association Alliance and wider system partners, ensuring providers' perspectives and priorities help shape policy, commissioning and decision-making.

## Champion You

We celebrate your achievements through the Hampshire Care Awards and champion the value, impact and contribution of adult social care across our communities and systems.

## Bring You Together

We bring you together through the HCA Conference, webinars, network meetings, online forums and sector events, helping you connect with peers, share learning and collaborate on common challenges.

## Support You

From day-to-day signposting and peer support to sector intelligence and expert connections, we help members access the information, advice and resources they need.

## Our Commitment to Members

We commit to listening to you, being transparent about what we do and why, and making sure the strategy stays grounded in what matters most to our members.

## Delivering this Strategy Together

This strategy is only possible because of the people and organisations who contribute their time, expertise and resources to Hampshire Care Association.

To our Executive Board, thank you for the leadership, insight and commitment you bring to HCA. As volunteers, you generously give your time and experience to help shape our direction and strengthen our voice.

To our Patrons, thank you for your partnership, expertise and financial support. Your investment in HCA enables us to do more for our members, while your knowledge and connections help us create new opportunities for learning, innovation and collaboration across the sector. We look forward to our Patrons playing an increasingly important role in HCA's future.

To our members, thank you for your engagement, your willingness to share your experiences and expertise, and for the time you invest in helping us shape the future of adult social care. Whether you attend our events, contribute to consultations, speak up on behalf of the sector or collaborate with your peers, you help make HCA stronger, more representative and more influential.

Thank you to our sector partners for your continued collaboration, openness and commitment to working with us to support care providers across the region.

This strategy belongs to all of us. By working together, sharing knowledge and championing the value of care, we can build a stronger sector and achieve better outcomes for the people who rely on care and support across Hampshire.