

Older People's Housing & Support Services Strategy

2009-12

OUR MISSION

To deliver excellent, customer focused
and cost effective housing services
to all our residents



Please feel free to get in touch with us if:

- You feel this document is not as clear and easy to read as you would expect; or
- You believe that we aren't doing the things that this document says we will do; or
- You just want to talk to someone about this document

Whatever the reason, if you want to talk to us about this document you should contact:

Head of Older People's Housing & Support Services on Freephone 0800 195 5552

Approved: April 2009 (updated April 2010)
Effective from: April 2009
Due for review: June 2010

Introduction

- 1.1** SHP delivers a range of housing services directly to the tenants and leaseholders of Sutton Council.
- 1.2** The Older People's Housing Support Services team deliver a range of services within our sheltered housing schemes and more widely through our mobile support service. This strategy identifies the medium term approach to the delivery of these services.
- 1.3** This strategy has been developed taking in to account the views of, and feedback from, our customers. Sheltered housing residents were heavily involved in the sheltered housing strategic review in late 2008 and that review has significantly informed this strategy. In addition, the draft strategy was then presented to consultation meetings at all sheltered schemes and to the Sheltered Housing Forum. Feedback from these meetings has been incorporated in to the strategy.
- 1.4** There are complementary service strategies for Asset Management, Community Cohesion, External Service, Income Management and Leasehold Services. Together with the strategies for the support services and strategic drivers our strategies provide the focus for achieving our Priorities.

Where Are We Now?

- 2.1** The current state of the service is reflected in the following:
 - The borough has a higher proportion of older residents (16.3%) than the rest of

London (13.8%) and this is set to increase over the next few years;

- The borough has a significantly higher proportion of pensioner households who are owner occupiers living in family homes (73.7% compared to the London average of 58.7%);
- We provide services in a wide range of sheltered schemes (see Appendix I);
- We work in the wider community through our mobile support service which is currently provided to around 180 residents across all tenures;
- We provide a 'community warden' service within two estates – Shanklin which is part of the Council stock and Roundshaw which was subject to a stock transfer in 2007;
- All our sheltered housing tenants are well supported by committed and professional staff. 92.3% of sheltered housing residents expressed satisfaction with their sheltered housing officer in the 2008 STATUS survey;
- We have improved communal facilities within many of our sheltered housing schemes (e.g. several schemes have had their communal lounges and private meeting areas regenerated);
- We have reviewed the physical environment within all our sheltered housing schemes and with tenants have identified an action plan to further improve physical access. A budget of £220,000 has been identified for these works for 2009-10;

- We provide emergency support to around 900 older people living in both our sheltered housing schemes and in the wider community;
- Our sheltered housing residents have a range of opportunities to participate and be involved in the shaping and development of services. In the 2008 STATUS survey 74.2% of sheltered residents expressed satisfaction with opportunities to participate in management and decision making – an increase of 0.8% from 2007 and over 30 percentage point higher than non-sheltered tenants;
- We are, as a result of the 2008 sheltered housing review, introducing a number of pilots for more personalised services for sheltered housing tenants;
- We work with other agencies to encourage inter-generational activities within our sheltered housing schemes, for example, the Wii project with ecolocal Sutton and gardening projects with a number of Sutton schools.

Where Do We Want To Be?

3.1 We want to see a service where, regardless of their needs and tenure, an increasing number of customers choose to receive our excellent, individualised services because there is:

- Tailored, flexible support that meets individual needs;
- A variable charging structure reflecting the levels of services being provided;
- A service reflecting local and national strategic priorities yet flexible enough to meet the changing agenda for older people's services and the way in which these services are commissioned;
- A service shaped and led by customer involvement and reflective of our customers' aspirations;
- A physical environment within sheltered schemes that is appropriate to our customers' needs;
- A service accessible to the whole community because it addresses the diverse needs of individuals and groups;
- A service that leads the way for other service providers within the local area.

Our Strategic Objectives

4.1 In order to achieve our desired service level we have prioritised a number of strategic objectives and identified the scope of each objective across the service. These strategic objectives are:

- **To provide flexible older people's services that are responsive to diverse needs and living situations [OP01]**
Covering sheltered staff,, mobile response, aids & adaptations, specialist support, Supporting People
- **To provide a supply of good quality retirement housing that balances the needs of all households [OP02]**
Covering major works, repairs, lifetime homes, re-designation, regeneration

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- **To make better use of older people’s housing scheme facilities by residents and the wider community [OP03]**

Covering communal facilities

- **To provide information and advice that helps older people choose the right solutions for them [OP04]**

Covering communication methods, access, staff training, partner training

4.2 To measure our progress in meeting these objectives we will use quantitative and qualitative indicators including:

- Customer satisfaction with services;
- Service standards for mobile response;
- Numbers of customers accessing services;
- Levels of capital and revenue spend on sheltered housing stock;
- Quantities and type of use of communal facilities;
- Range and accessibility of service information.

Our Drivers

5.1 In delivering our services we will seek to embed the organisation’s strategic drivers:

- We will promote a more co-ordinated approach to **customer** involvement by enabling all residents and their families, carers and representatives to shape the agenda and to meaningfully participate in the development and monitoring of services. The range of mechanisms used will be responsive to their

preferences for involvement. We will also ensure that we remain aware of, and responsive to emerging and changing national and local agendas in respect of services for older people. In addition, we will aim to improve the physical environment within which we offer services to better reflect the needs and aspirations of our service user group.

- We will work with service users, voluntary sector groups and statutory agencies to identify ways in which we can identify the needs of all the **diversity** groups within our local community and develop new service delivery methods to better meet these needs.
- We will be aware of and involved in local and national strategic development initiatives that may increase the **risks** associated with service delivery. In addition we will work, and strengthen partnerships, with other agencies to address these risks.
- In pursuing **value for money** we will continue to review and market challenge our external contracts. We will also seek to ensure that services meet the needs of service users and are charged for appropriately in line with the level of service provided through a menu model of services with variable charging mechanisms. We will actively encourage increased inward investment through the diversification of services to be delivered and improve the marketing of our services.

Issues To Consider

6.1 The issues which may impact on service delivery that we are aware of are:

- The increasingly complex needs of service users;
- The changing aspirations of future service users;
- The changing commissioning agenda and strategic priorities for housing related support services;
- We need to be aware of, and wherever possible ahead of, new and emerging local and national agendas in the provision of services for older people;
- The unstable economic climate;
- External funding uncertainty to support planned improvements to stock.

Expected Impact

7.1 We expect, through the successful implementation of this strategy, to have the following impact:

- **Customers** will benefit from greater choice in the services that they access to meet their individual needs. More customers will have access to our services through expansion of provision into the wider community and by making the delivery of these services non-tenure specific. Customers will benefit from more sustainable services which they will have been instrumental in shaping and delivering.

- **SHP** will benefit from services being sustained from a wider customer base with greater income potential enabling more confident future planning.

Resources Required

8.1 To successfully deliver this strategy we will require the appropriate level of resources, the implications of which are:

- We need to ensure appropriate training for existing staff to ensure their ability and capacity to provide greater diversity in the services offered;
- We need to ensure that we are working with current service users and enable them to influence any new services or changes to existing services through effective consultation, involvement and training opportunities;
- We need closer working with other agencies to share resources and reduce risks in the provision of new services;
- We need to increase the profile of our services both at local and national level to attract inward investment;
- We need to identify appropriate IT software capable of managing variable charging systems as well as frequently changing customer bases.





Strategy Delivery

9.1 The actions required to implement this strategy in its second year are contained in the appended Older People's Housing Support Services Service Plan 2010-11.













Appendix 1 – Sheltered Housing Schemes

- Beechtree Place, Sutton
- Church Hill, Carshalton
- Clarence House, Wallington
- Clarence Road, West Street & Thomas Wall Close, Sutton
- Cooper Crescent, Carshalton
- Crown Road, Sutton
- Crownbourne Court, Sutton
- Elizabeth House, Mickleham Gardens, Malden Road & Pond Hill Gardens, Cheam
- Lovett Drive, Carshalton
- Milton House, Chaucer Gardens & Collingwood Road, Sutton
- Old Swan Yard & West Street, Carshalton
- Olveston Walk & Beadlow Close, Carshalton
- Richmond Green, Beddington
- Rosebery Gardens, Sutton
- Seven Acres & Marfleet Close, Carshalton
- Shearing Drive, Carshalton
- St Pauls Close & Thornton Road, Carshalton



















Service Plan Key





























Reference	Service Improvement Plan reference	Summary of action	Responsible Officer	Start date	End date	Evidence of action having been completed
		Expected impact on customer focus (access, care or involvement)				Expected impact on risk
		Expected impact on equality & diversity				Expected impact on value for money





Improvement Actions





OP.IA.01	SIP05	Review the fitness for purpose of the sheltered housing stock	SB	Apr-10	Jun-10	Report produced as part of strategic review of sheltered housing services
		Sheltered tenants are involved in determining the priorities for the development of the sheltered stock and the support provided				The risk of the sheltered stock and support services not being fit for purpose is reduced
		All sheltered tenants are able to influence priorities regardless of their diverse needs				Priorities are assessed in the context of the funding available to meet these priorities
OP.IA.02	SIP05	Assess the implications of the Council's strategy for older people and it's joint commissioning strategy	SB	Apr-10	Jun-10	Report produced as part of strategic review of sheltered housing services
		Sheltered tenants are involved in determining the priorities for the development of the sheltered stock and the support provided				The risk of the sheltered stock and support services not being fit for purpose is reduced
		All sheltered tenants are able to influence priorities regardless of their diverse needs				Priorities are assessed in the context of the funding available to meet these priorities
OP.IA.03	SIP05	Review the SHP Older People's Services strategy to reflect the outcomes of the strategic review	SB	Apr-10	Jun-10	Updated strategy available
		Sheltered tenants are involved in determining the priorities for the development of the sheltered stock and the support provided				The risk of the sheltered stock and support services not being fit for purpose is reduced
		All sheltered tenants are able to influence priorities regardless of their diverse needs				Priorities are assessed in the context of the funding available to meet these priorities

Operational Actions

OP.OA.01	Identify and break down actual costs between housing management and support with a view to splitting these charges	SB	Apr-10	Jun-10	Accurate charging for services
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Increased ability to competitively bid for services			
	 ✓				
OP.OA.02	Undertake full internal review of Mobile Response Service	SB	Apr-10	Jul-10	Review complete
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Reduces the risk that the service is not appropriate to customer needs and is not being delivered to appropriate service standards			
					
OP.OA.03	Consolidate and increase menu model service of support across other schemes as identified with SP	SB	Apr-10	Sep-10	Support Model available across the service
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Flexible services tailored to meet individual needs			
					
OP.OA.04	Increase inward investment through wider ranging services into the wider community	SB	Apr-10	Sep-10	Increased income
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Better use of existing resources leading to better value for money for customers			
	 ✓				
OP.OA.05	Accreditation with Telecare Services Association	SB/MB	Apr-10	Sep-10	Accreditation completed
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Reduces the risk that services are not being delivered to recognised standards			
					
OP.OA.06	Identify Resident Budget to be managed by residents for communal improvements	SA/CC	Apr-10	Sep-10	Increased resident involvement and control
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Ensures budgets are being met in a way that best meets the priorities identified by customers			
	 ✓				

OP.OA.07	Hold open day event at all schemes	SA/CC	Apr-10	Sep-10	Minutes of meetings, invitations to events and mailing lists etc
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Ensures increased awareness by more potential customers of services available			
OP.OA.08	Explore and if appropriate develop registration and delivery of CQC service within mobile response service	SB	Apr-10	Sep-10	Increased capacity and inward investment
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Increases the range of services available to customers			
OP.OA.09	Explore partnership opportunities with PCT (e.g. lifting service)	SB	Apr-10	Sep-10	Increased capacity and inward investment
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
	 ✓	Provides for an opportunity for increased inward investment			
OP.OA.10	Implement challenging suite of cross cutting performance indicators across service	SA/CC	Apr-10	Mar-11	PI reports completed and monitored
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Improved service delivery for customers			
OP.OA.11	Complete DDA and minimum standards across schemes	SB/JG	Apr-10	Mar-11	DDA works completed across all schemes to meet Minimum scheme standards
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
 ✓		Ensures sheltered schemes are operating according to DDA requirements			
OP.OA.12	Increase involvement of residents and other service users in Resident Forum	SA/CC	Apr-10	Mar-11	Opportunities for all service users to participate in the development and management of services
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Service user participation in management and development of services improved and owned by service users			
OP.OA.13	Review all leaflets and guides for sheltered housing	SA/CC	Apr-10	Mar-11	Reviewed documents updated and distributed
	 ✓	Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓):			
		Reduces the risk that leaflets and guides are not fit for purpose			

OP.OA.14	Send out service newsletter on a quarterly basis	SA	Apr-10	Mar-11	Copy of newsletters and mailing list
 ✓		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Enables customers to be kept informed of services and how they are being delivered			
					

OP.OA.15	Develop opportunities for greater use of communal facilities by existing, new and external customers	CC	Apr-10	Mar-11	Evidence of additional activities and wider audience
		Beyond maintaining current performance levels, there will be the following impact on the driver(s) indicated (✓): Provides the opportunity to make better use of existing resources and potentially deliver increased inward investment			
	 ✓				



Putting Customers First
Making Services Accessible To All
Achieving Value For Money
Providing Quality Homes
Creating Safe, Welcoming Neighbourhoods
