



# **Independent Living Strategy 2007 - 2010**

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## Amharic

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## Farsi

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ئه‌گهر زانیاریت به زمانیکی که یا به فۆرمیکی که ده‌وی تکایه داوامان لی بکه

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## Foreword

We are very pleased to introduce Wakefield and District Housing's (WDH's) first Independent Living Strategy for 2007 - 2010.

People want to have a choice over where and how they live their lives, and have access to good quality, responsive services to enable them to live life to the full.

Throughout this strategy we are seeking to explore the key housing issues that may prevent people from living their life to the full, and will look to model our services and policies to enable them to do so.

Good quality housing is a key to enabling people to lead active and independent lives, our ambitious and exciting modernisation programme will help tenants feel more safe and secure in their homes and communities, as we work towards improving our properties to the Wakefield Standard.

However, independent living is much more than just bricks and mortar, and as a landlord we recognise the need to play a major role in ensuring that wider services, such as community safety, care, support, employment and training are accessed.

We do not focus solely on our own tenants as we realise that sustaining tenancies is only part of our aim to help people live independently, and that we have a role to play in helping sustain home ownership and contributing towards sustainable mixed communities.

This Strategy to 2010 is the start of our work to meet the expectations and needs of people, who require assistance to fulfil independent living. It will continue to be strengthened by working with our customers and partners to review our objectives and aims, ensuring that people are able to live independently for as long as they wish to.

**KEVIN DODD**

Chief Executive  
Wakefield and District Housing

**KEN TAYLOR**

Chair of Board  
Wakefield and District Housing

# Independent Living Strategy

## Contents

<b>1. Introduction and Summary .....</b>	<b>1</b>
<b>2. Wakefield and District Housing’s Corporate Vision and Values.....</b>	<b>3</b>
<b>3. Background to Strategy .....</b>	<b>5</b>
<b>3.1 About Wakefield and District Housing .....</b>	<b>5</b>
<b>3.2 The Strategic Context .....</b>	<b>6</b>
<b>3.3 Population.....</b>	<b>6</b>
<b>3.3 Housing.....</b>	<b>7</b>
<b>3.4 Health .....</b>	<b>9</b>
<b>3.5 Economic Factors .....</b>	<b>10</b>
<b>3.6 Education.....</b>	<b>10</b>
<b>3.7 Crime .....</b>	<b>11</b>
<b>3.8 Local Area Agreement .....</b>	<b>11</b>
<b>4. What have we learned? .....</b>	<b>12</b>
<b>4.1 Aim 1: To provide a comfortable and affordable home .....</b>	<b>12</b>
4.1.1 Priority 1: Providing accommodation to the Wakefield Standard to exceed the Decent Home Standard	12
4.1.2 Priority 2: Building new homes to meet housing need within the district, to encourage mixed communities	15
4.1.3 Priority 3: Making better use of existing WDH homes to meet needs and aspirations .....	19
4.1.4 Priority 4: Providing people with the choice of where they want to live .....	20
4.1.5 Priority 5: Upgrading the environment to improve neighbourhoods .....	21
<b>4.2 Aim 2: To help people live independently.....</b>	<b>22</b>
4.2.1 Priority 1: Working with our partners to provide supported housing .....	22
4.2.2 Priority 2: Modernise current sheltered support services to become person centred, providing choice of services based around individual requirements and needs. ....	25
4.2.3 Priority 3: Developing community based support services that are flexible and available to anyone with relevant needs	27
4.2.4 Priority 4: Providing 24 hour access to services, promoting the use of new technology .....	27
4.2.5 Priority 5: Adapting properties to enable people to stay at home.....	29
<b>4.3 Aim 3: To promote social inclusion within the community.....</b>	<b>30</b>
4.3.1 Priority 1: Ensure that everyone can access our services with ease .....	30
4.3.2 Priority 2: Promoting health, leisure, employment and training opportunities.....	31
4.3.3 Priority 3: Valuing equality and diversity .....	32
4.3.4 Priority 4: Involving and encouraging service users to have a say in WDH services .....	34
4.3.5 Priority 5: Providing a safe environment for people to live, learn, work and play .....	34
<b>5. Aims of the Independent Living Strategy .....</b>	<b>38</b>
<b>6 Plans for Change .....</b>	<b>43</b>
<b>6.1 Aim 1: To provide a comfortable and affordable home.....</b>	<b>43</b>
Priority 1: Providing accommodation to the Wakefield Standard to exceed the Decent Home Standard	43
Priority 2: Building new homes to meet housing need within the district, to encourage mixed communities	45
Priority 3: Making better use of existing WDH homes to meet needs and aspirations.....	48
Priority 4: Provide people with the choice of where they want to live .....	49
Priority 5: Upgrading the environment to improve neighbourhoods.....	50
<b>6.2 Aim 2: To help people live independently.....</b>	<b>51</b>
Priority 1: Working with our partners to provide supported housing .....	51
Priority 2: Modernise current sheltered support services to become person centred, providing choice of services based around individual requirements and needs.....	52

Priority 3: Developing community based support services that are flexible and available to anyone with relevant needs 54

Priority 4: Providing 24 hour access to services, promoting the use of new technology.....55

Priority 5: Adapting properties to enable people to stay at home .....56

**6.3 Aim 3: To promote social inclusion within the community.....57**

Priority 1: Ensure that everyone can access our services with ease.....57

Priority 2: Promoting health, leisure, employment and training opportunities .....58

Priority 3: Valuing equality and diversity.....59

Priority 4: Involving and encouraging service users to have a say in WDH services.....60

Priority 5: Providing a safe environment for people to live, learn, work and play.....61

**7. Expected Outcomes ..... 62**

**8. Equality and Diversity ..... 62**

**9. Monitoring and Review..... 63**

**Appendix A - National Context – Further Explained. .... 65**

# 1. Introduction and Summary

WDH's Vision to 2020 is to create Confident Communities. The Independent Living Strategy will help achieve this vision.

Our strategy is based on three aims that have been developed with our service users and partners:

- To provide comfortable and affordable homes.
- To help people live independently.
- To promote social inclusion within the community.

In achieving the three aims we are expecting the following outcomes for people within our communities:

- Economic wellbeing.
- Enjoyment and achievement.
- Healthy living.
- Safety and security.
- Active participation within communities.

The strategy has been subject to consultation within the community including our own Independent Living Service User Group, and with a wide range of agencies, statutory and voluntary, and it is through these means that the above outcomes have been agreed.

Our intention is to create a strategy that is for anyone who at some point in their life may require additional help and support to prevent them from becoming dependent upon others and isolated from the community.

We have identified some priority groups that this strategy will particularly work for, these are:

- Older people / frail elderly.
- People with learning disabilities.
- People with physical and sensory disabilities.
- People with mental health problems.
- Victims and ex victims of domestic violence.
- Rough sleepers.
- Homeless.
- Ex offenders.
- Gypsy and travellers.
- Refugee / asylum seekers.
- Carers.
- Young people leaving care.
- Teenage mothers / pregnant teenagers and the fathers.

This strategy outlines how we will ensure our services are increasingly personalised to the needs of the individual, offering more choices and driving up standards.

WDH is fully committed to ensuring that the Wakefield District is a safer and more pleasant place to live for all residents, where they can live with confidence and independence. Our approach to achieve this will consist of a balance between prevention, support and enforcement.

Our strategy has been influenced by agendas that are operating nationally, regionally and locally, taking into account specific needs and requirements of our district areas. We will work with our partners to implement emerging national policies for independent living for a wide range of people.

WDH is striving to become a three star, excellent social enterprise, that has an impact far in excess of the traditional landlord role.

## 2. Wakefield and District Housing's Corporate Vision and Values

Our **Vision** is to create **confident communities** throughout the district and beyond. People in confident communities feel safe where they live, trust the services they receive and are confident about their future prosperity and opportunities.

We have a challenging **mission** statement to achieve our Vision to **inspire, transform and promote excellence**. We will **inspire** our tenants and residents, employee, partners and the housing sector to deliver a transformation of the communities we serve. To do this we are committed to delivering a three star service, ensuring excellence runs through all aspects of our work, and judging ourselves through the eyes of others.

Our values are to be **creative, inclusive and work with integrity**. Working to these **values** will help us deliver excellence and become an employer of choice.

Our **Strategic Objectives** are:

- Be a landlord of choice by putting the customer first.
- Adopt best practice in good governance to be a well managed business.
- Be a positive force through leadership and influence to develop the potential of our people.
- Be a partner of choice to create better places to live.

Our Vision to 2020 recognises that we will need to **explore new ways of working** and that this will be driven by a process of **opening up ourselves to both external and internal challenge** in the way that local services are provided to ensure that local **communities receive appropriate high value services**. Our Vision sets down these expectations will be carried out **honestly with total transparency** and that our decisions will be made **professionally and with integrity**.

**Our efforts as a Social Enterprise and our ability to raise the bar and make significant social impacts by 2020** will depend to some extent on how successful we are at delivering services for the optimum cost whilst maintaining quality and customer satisfaction.

We will look to maximise the impact of the strategy overall by working with others where appropriate, investing our resource in local innovation to develop skilled workforces for the future.

All of our Vision expectations will require some form of investment and through this Strategy we will be able direct resources and actions so that **choices for modern living are achieved**.

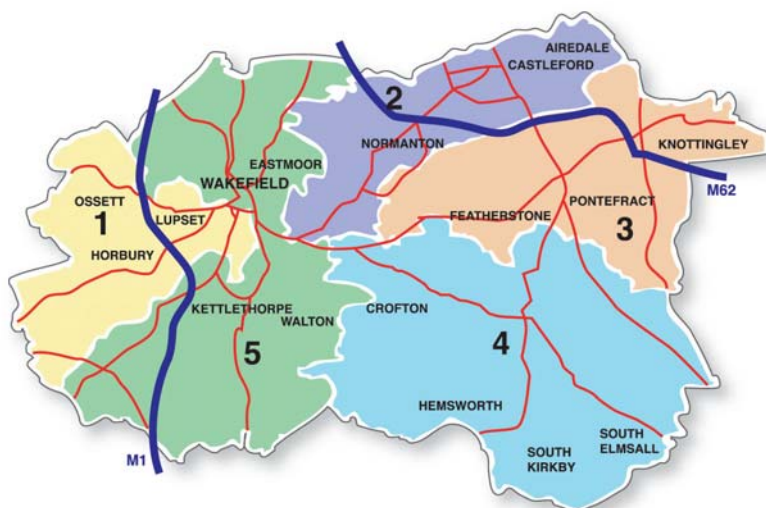
The Independent Living Strategy will enable us to meet three of our Corporate Objectives. This is demonstrated in the table below.

<b>Strategic Objective</b>	<b>Strategy Aims</b>
Be a landlord of choice by putting the customer first.	To help people live independently.
Be a positive force through leadership and influence to develop the potential of our people	To promote social inclusion within the community.
Be a partner of choice to create better places to live.	To provide comfortable and affordable homes.

### 3. Background to Strategy

#### 3.1 About Wakefield and District Housing

- WDH is a not for profit Registered Social Landlord (RSL) with charitable status and is regulated by the Housing Corporation.
- WDH is one of the country's largest RSLs, managing over 30,000 properties.
- WDH has negotiated an innovative funding package, which will enable it to deliver a £700 million improvement programme over the next ten years.
- Over 100,000 people live in our homes throughout the Wakefield District.
- There are five management areas each covering between 5,500 and 7,200 properties based at Ossett, Airedale, Knottingley, South Elmsall and Eastmoor.
- We have 12 Service Access Points (SAPs) where people can visit and speak to our staff to access services.



- Our homes are a mix of houses, bungalows, maisonettes and flats, some of which are high rise blocks.
- We manage over 50 sheltered housing schemes for elderly and vulnerable people.
- We are managed through a Management Board, which is made up of equal numbers of independent, tenant and council representatives. Local people are involved through our five Local Management Committees (LMCs).
- We operate a OneCALL service which is available 24 hours a day, seven days a week. OneCALL receives over 18,500 calls a month relating to repairs, rent, anti social behaviour and general enquiries.
- Our Care Link service provides an emergency community alarm service 24 hours a day, seven days a week for 14,500 vulnerable service users so they can access WDH and other services.

## 3.2 The Strategic Context

The strategic context that influences this strategy is vast. The relevant strategies have been summarised in Appendix A with full references as to where further information can be found. We have demonstrated throughout the strategy how we are taking forward the priorities from each.

The main principles that we will adopt when enabling independent living come from the following National Strategies:

**Sustainable Communities:** Develop homes where they are needed, sustain homeownership and revive housing markets. [www.communities.gov.uk](http://www.communities.gov.uk)

**Supporting People:** Focus on need, choice of services for the service user, flexible and tenure neutral housing related support. [www.spkweb.org.uk](http://www.spkweb.org.uk)

**Quality and Choice for Older People:** Support older people to make active and informed choices about their accommodation. [www.communities.gov.uk](http://www.communities.gov.uk)

**Our Health, Our Care:** Develop prevention services, early intervention and choice, advance in technology and move towards community based care. [www.dh.gov.uk](http://www.dh.gov.uk)

**Homelessness:** Move away from reactive services to prevention of homelessness. [www.communities.gov.uk](http://www.communities.gov.uk)

**Valuing People:** Promote choice for people with learning disabilities, and provide real opportunities for them to live independent lives. [www.valuingpeople.gov.uk](http://www.valuingpeople.gov.uk)

## 3.3 Population

Wakefield is one of the five Metropolitan Districts in West Yorkshire. The district is a mixture of rural and urban areas with a population of 318,300 of which 3.31% are from minority ethnic groups; it is the 185<sup>th</sup> most diverse authority in Britain with the proportion of non white residents below the national average<sup>1</sup>.

Of the total population approximately 0.2% are asylum seekers, and in 2006 on average 126 properties in the Wakefield District were occupied by asylum seekers. About 80% of successful asylum seekers in the district choose to stay in the area, leading to a growing refugee population. Wakefield Council has received asylum seekers from Iran, Iraq, Kosovo, Congo, Kurdish and Zimbabwe. In Yorkshire and the Humberside 66% of asylum seekers come as part of a family.

In the 2001 Census, 15.61% of the population in the Wakefield District are over the age of 65 this figure is set to increase by approximately 4% by 2008 and 19% by 2014. The district has an average age of 38.6, this is similar to the national average<sup>2</sup>.

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<sup>1</sup> Wakefield Council Policy Briefing September 2005

<sup>2</sup> Audit Commission Inspection of Supporting People August 2006

There are an estimated 1,280 adults with learning disability in Wakefield, with 6% having severe challenging behaviour. There is no social care database for adults with learning disabilities in Wakefield, and therefore defining special needs is predominantly based on national prevalence<sup>3</sup>. Wakefield Black Minority Ethnic (BME) communities are known to have approximately 30 people with a learning disability. Nationally a rising trend is predicted for learning disabilities amongst BME communities<sup>4</sup>.

Wakefield Council own one permanent gypsy / traveller site, which can accommodate up to 250 people. There are approximately 80 adults living on the site with 37 children under the age of five, and 60 children aged between five and eighteen. Permanent residents to the site equate to 70%, with the remaining 30% moving on a seasonal basis. Of the Wakefield gypsy / travellers occupying the site in Wakefield 60% are English and 40% are Irish.

Research is currently being carried out at a regional level as to the extent of gypsy and traveller movement and their support requirements.

### 3.3 Housing

Many areas of the Wakefield District have good schools, healthy housing markets and are desirable places to live. However we still have areas of poor quality housing in low demand.

In the Wakefield District 69.9% of the housing stock is owner occupied, this is relatively low compared to the national average of 81.2%<sup>5</sup>.

WDH stock accounts for 21.6% with 33% of tenants being elderly couples or elderly single, when looking at the reasons for moving into WDH stock it is evident that independent living has a major role to play.

- 8.4% move to WDH properties for medical and health reasons.
- 3% move to WDH properties fleeing domestic violence.
- 4.6% move to WDH properties to receive support services.

In 2002 / 2003, 78% of Wakefield District housing stock was declared non decent compared to 40.5% in Yorkshire and Humber, with the national average being 40.7%<sup>6</sup>. However our investment programme is now under way with 24% of our stock being brought up to the Decent Home Standard since transfer two years ago.

Homeless applications over the last few years have reduced by 61%, with more of an emphasis now being on prevention. Year to date figures show 804 homeless applicants to the Open Door Project, and from January 2006 to September 2006 approximately 1,882 cases were prevented from becoming homeless.

The Local Authority manages 25 units of hostel accommodation for homeless households, and the Open Door Project has access to 119 of WDH properties to provide temporary homes for homeless households.

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<sup>3</sup> Housing & Support Strategy for People with Learning Disabilities, Wakefield Council, April 2004.

<sup>4</sup> Housing & Support Strategy for People with Learning Disabilities, Wakefield Council, April 2004.

<sup>5</sup> WAKEFIELD COUNCIL Housing Needs Survey 2005/06

<sup>6</sup> Wakefield Council Policy Briefing September 2005

In total WDH provide 303 properties to various housing and support providers working towards preventing homelessness.

There are 49 different Supporting People Housing related support providers in the Wakefield District. Excluding sheltered housing service users, in the last quarter April 2005 to March 2006 there were 908 new service users for housing related support in Wakefield. The breakdown of the service types for providers is shown in the table below:

**Table 1: Support Providers and Service Users in Wakefield District<sup>7</sup>**

<b>Service User Groups</b>	<b>Number of Services</b>	<b>Number of Service Providers</b>
Older People	48	12
People with Learning Disabilities	38	12
People with Mental Health Problems	9	4
Single Homeless	5	3
Homeless Families	1	1
Women at Risk of Domestic Violence	2	2
Offenders	18	3
Mentally Disordered Offenders	1	1
People with Physical / Sensory Disability	1	1
People with Drug Problems	1	1
Refugees	2	1
Teenage Parents	2	2
Young People at Risk	1	1
Young People Leaving Care	1	1
Generic	5	4
<b>Total</b>	<b>135</b>	<b>49</b>

The recent Audit Inspection of Supporting People services in Wakefield identified the need to increase support provision for some of the most vulnerable members of our community, especially for gypsy and travellers and for people with HIV / AIDS.

<sup>7</sup> Supporting People Strategy 2005-2010 Wakefield Supporting People

The Wakefield 2005 - 2010 Supporting People Strategy clearly identifies that there is a need to improve housing support and resettlement service for young people, particularly for 16 and 17 year olds.

In 2006 the largest proportion of new clients, receiving Supporting People services, were aged 25 - 49, which accounts for 54% of all new users. There are traditionally more female service users (52%) than male service users (47%), however, amongst the BME community this is the opposite with male service users (54%) outweighing female service users (45%).

In Wakefield the majority of housing related support, excluding sheltered housing, is provided by Family Services (56%), Housing Associations (23%) and voluntary agencies (17%).

### 3.4 Health

According to the 2001 Census in the Wakefield District 22.4% (70,697) of people have a long term illness, health problem or disability.

The indices of deprivation, indicates that health deprivation and disability is a big issue for the Wakefield District, particularly in the Hemsworth Ward.

Most of Wakefield's Wards are in the most deprived quartile nationally, with none of them in the least deprived band. A higher proportion of Wakefield residents describe their health as 'not good', are registered as having diabetes, are undergoing treatment for drug misuse or have severe mental health problems.<sup>8</sup>

Local Authority figures suggest that there are significant numbers of under 35s suffering from mental health problems in the Wakefield District, particularly in Hemsworth, Castleford, Ferry Fryston, and Wakefield East Wards<sup>9</sup>.

In Wakefield approximately 2,700 people are referred to the specialist mental health services each year. There are three groups that have emerged in the district these are:

- People with multiple needs, such as those with drug or alcohol problems and mentally ill offenders.
- People in crisis and those with episodic high care needs, intensive support and 24 hour supervision needs.
- People with (relatively) low secure needs.

It is anticipated that 5% of the population over 65 will suffer from Dementia with one in three having dementia by the age of 50.<sup>10</sup>

In the Wakefield District a total of 35,076 people, 11.1% of the total population, provide unpaid care to look after or support family members, friends or neighbours because of long term, physical or mental ill health, disability or problems relating to old age.

Falls are a major issue for the elderly as experiencing a fall can result in the confidence to live independently reducing. Of the elderly people that experience a

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<sup>8</sup> Health Profile for Wakefield 2006 NHS

<sup>9</sup> The Wakefield Way 2006 [www.wakefield.gov.uk](http://www.wakefield.gov.uk)

<sup>10</sup> Housing & Support Strategy for People with Learning Disabilities, Wakefield Council, April 2004.

fall 40% never return to independent living and most are admitted to care homes, of which approximately 35% could be supported to live at home with the help of Assistive Technology.

National research has indicated that every five hours someone over the age of 65 dies directly or indirectly as a result of a fall.

There are an estimated 2,000 problematic drug users in Wakefield, of which 49% access structured treatment. By 2008 the expectation is that 60% will access structured treatment.

The teenage pregnancy rate in Wakefield is significantly above the national average, a target has been set for the district to reduce under 18 conceptions by 55% in 2010.

Wakefield District has the second highest level of sick or disabled benefit claimants in the Yorkshire and Humber region. With men representing the largest share of sick / disabled allowance claims. Of all benefit claims 71.5% of claimants were classified as sick or disabled<sup>11</sup>.

### 3.5 Economic Factors

Wakefield is ranked the 54<sup>th</sup> most deprived local authority area in England (out of 345, where one is the most deprived and 345 the least). It ranks 29<sup>th</sup> on income deprivation with 15.7% of the total population living on a low income, and it ranks 11<sup>th</sup> on employment deprivation<sup>12</sup>.

The highest concentrations of worklessness occur in the Hemsworth, Castleford Ferry Fryston and Wakefield East Wards<sup>13</sup>. In 2004 only 13.1% of employees in the Wakefield District were working in knowledge driven employment compared to 18.6% in the Region and 23.1% nationally<sup>14</sup>.

Wakefield District is a reasonably entrepreneurial area, ranking 111 out of 408 in Britain, new businesses are increasing in the area, however strategies need to address concerns of sustaining them as they have a one year business survival rate which is below the national average.

The Wakefield Fast Forward Community Strategy anticipates that over the next 25 years, the local economy will grow and there will be a smaller manufacturing sector and a larger service sector with more skilled and professional employment and fewer manual jobs.

### 3.6 Education

Improving skills and performance in the district is critically linked to improving productivity.

Education, skills and training deprivation is a large issue for the Wakefield District. Approximately three quarters of our areas fall within the 50% most deprived in England.

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<sup>11</sup> Wakefield Council Policy Briefing May 2005

<sup>12</sup> Indices of Deprivation

<sup>13</sup> The Wakefield Way 2006 [www.wakefield.gov.uk](http://www.wakefield.gov.uk)

<sup>14</sup> Annual Business Inquiry 2005

There are four areas in the Wakefield District that are within the 1% most deprived in terms of education, skills and training; these areas being in the Airedale and Ferry Fryston Ward and the Featherstone Ward.

It is estimated that 26.1% of the population live within Wards in the Wakefield District that are the most deprived by education, skills and training.

### **3.7 Crime**

There are 2,500 offenders in Wakefield, 35% of whom have significant housing and accommodation problems with accompanying low medium levels of support needs. As of February 2005 there was a total of 91 bed spaces within supported housing schemes. However, demand is still outstripping supply<sup>15</sup>.

Housing options, for offenders with a mental disorder in Wakefield have been identified by Wakefield Supporting People teams as limited. Within Wakefield there are only 12 specialist tenancies that are available for mentally disordered offenders.

Nationally one in four women live with domestic abuse, this equates to approximately 32,500 of the adult female population in Wakefield.

WDH Community Safety Strategy provides more detail into the crime levels for Wakefield District.

### **3.8 Local Area Agreement**

The Wakefield District has a Local Area Agreement (LAA). Some of the key challenges that helped to establish the agreement are very relevant to the Independent Living Strategy and are set out below along with what the agreement intends to achieve.

#### **3.8.1 Healthier Communities**

- 29% of Wakefield's population live in neighbourhoods that are in the 10% most deprived in England.
- Average life expectancy in Wakefield was 77.5 in 2001 / 2003 compared to 78 regionally and 78.2 in Great Britain.
- Mortality ratio for circulatory diseases in Wakefield is 119.5 compared to 102.8 in England. For cancers it is 141.1 compared to 124.0 in England.

#### **3.8.2 Safer and Stronger Communities**

- Crime levels in the district are relatively high. In 2004 / 2005 there were 92.1 offences per 1000 population compared to 63.27 in England and Wales.
- One in three women in the district have experienced domestic violence – significantly higher than the national average.

#### **3.8.3 Older people and the voluntary and community sector**

- The district has an aging population. By 2021 older people will make up 40% of the population and will demand a particular shape of service.

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<sup>15</sup> Supporting People Strategy 2005-2010, Wakefield Supporting People

- In 2001, 22.4% of the population reported suffering from a limiting long term illness compared to 19.5% regionally and 18.4% nationally.
- Evidence suggests the voluntary and community sector is an important undeveloped resource.

### 3.8.4 LAA wishes to achieve:

- Improved health, increase life expectancy and reduce health inequalities.
- Reduced domestic abuse.
- Reduced crime and the harm caused by illegal substances.
- Reduced fear of crime and anti social behaviour.
- Improved quality of life for those in most disadvantaged neighbourhoods.
- More empowered people with influence over local decision making and service delivery.
- Improved wellbeing for older people who are able to access a range of preventative services and are more involved in their communities.
- A growing voluntary and community sector shaping and contributing to effective service delivery.

## 4. What have we learned?

### 4.1 Aim 1: To provide a comfortable and affordable home

WDH will aim to achieve this aim by:

#### 4.1.1 Priority 1: Providing accommodation to the Wakefield Standard to exceed the Decent Home Standard

##### Investment in our homes

The current stock condition survey demonstrated that 78% of WDH stock does not meet the Decent Home Standard. During stock transfer our tenants assisted with the development of the Wakefield Standard.

A number of promises were made to tenants at stock transfer these include:

<b>Promise to Tenants</b>	<b>Progress by WDH in 2007</b>
Extend the use of CCTV door entry systems	Commenced
Develop an independent mediation service	Completed
Introduce 'Repair with Care'	Completed
Provide lifts to all sheltered schemes	Commenced
Remodel bed sit accommodation	Commenced
Provide timed appointments	Completed
Work evenings and weekends	Completed

<b>Promise to Tenants</b>	<b>Progress by WDH in 2007</b>
Introduce more ways to report repair	Completed
Improve recreational facilities to sheltered schemes	Commenced
Provide state of the art fire detection systems to all sheltered schemes	Commenced
Provide a tenant involvement worker	Completed

Our investment programme to bring all our properties up to the Decent Home Standard by 2010 is now well underway.

We will support those tenants who may require additional help whilst work is being carried out to their homes. This is particularly important for our elderly tenants and those who have learning or physical disabilities.

We will work to implement the investment programme for sheltered housing, in full consultation with our tenants and will implement an agreed investment specification to address our current tenants and potential tenants future aspirations.

We would particularly like to rebrand and promote sheltered housing to make it more appealing for future generations, and provide it with a new corporate image with a professional welcome area in all schemes. We are considering the layout of our accommodation, how it could be improved for tenants and how the communal areas can also be improved. We will consider providing internet access in all communal lounges. This work is being carried out in consultation with our Independent Living Service User Group.

This specification will look not only at the improvements required now but will also include those that will ensure the future sustainability of schemes for the next generation of sheltered housing service users, by enhancing the layout and facilities at each of the schemes.

To assist with our investment programme for sheltered housing, we have identified six integral sheltered housing schemes that are distributed geographically across our district. These schemes will be used to house our sheltered housing tenants in secure and supported accommodation whilst the investment work is carried out to their homes, ensuring that there is minimum disruption to the services they receive from us.

We will also work with our partners in Family Services to ensure that any vulnerable household is supported in an appropriate manner during the investment programme. Family members and carers will be kept informed of the work taking place and the timescales for this work.

Throughout the Wakefield District, the requirements of households having a need for disabled adaptations will be considered prior to the investment work commencing. Our team of Specialist Occupational Therapists will work alongside the strategic planning of the investment programme to ensure that adequate assessments are carried out in a timely manner enabling any adaptations to be done at the same time as investment work.

## **WDH Repair with Care**

This service provides a solution for people who in their old age find it increasingly difficult to carry out simple jobs around the home.

It is a free service available to older and vulnerable people in WDH homes, to help with minor repairs and maintenance jobs, such as changing light bulbs, putting new batteries in smoke alarms, or fixing catches on a cupboard door.

This service is invaluable to older people, who want to stay in their own home and continue to have it maintained to a high standard.

## **Tackling Fuel Poverty**

To continue with the improvement of our homes across the district and reduce fuel poverty, WDH in partnership with Wakefield Council and Scottish Power are looking to deliver cavity wall insulation to all properties within our estates regardless of their tenure. The scheme will look to reduce the cost for owners and will install to WDH tenants for no cost as well as owner occupiers who are in receipt of benefits.

The Cavity Wall Insulation scheme will run until April 2008. Through working in partnership it will result in a saving for WDH of approximately £3 million and will ensure households an annual saving of £100 per property.

## **WDH Solutions**

As well as concentrating on our own housing stock, WDH recognises the importance of working with the Council to help improve private sector stock condition.

A recent report by Help the Aged identified that 80% of 50 - 64 year old people own their own home. Whilst these people may be asset rich, disposable income is often a problem resulting in repairs and maintenance to their homes deteriorating, along with the property condition and ultimately the health of that person.

To start addressing this issue WDH Solutions has been created, the service will provide repairs and maintenance to private properties and to other social housing providers at competitive rates.

We will also explore how equity release schemes will assist owner occupiers to release capital for essential home improvements that we can deliver.

## **Valuing Equality and Diversity in our Work**

WDH are committed to equality and diversity.

WDH is an equal opportunities employer and all employees are under an obligation to ensure that its policies relating to equality issues plus those required by law are complied with.

All members of the local community, customers and other employees have a right to be treated with fairness and equality.

We will ensure that our contractors work to our principles and standards, promoting equality and diversity in all work that they carry out on our behalf.

## **4.1.2 Priority 2: Building new homes to meet housing need within the district, to encourage mixed communities**

### **Meeting Demands**

The decline in availability of affordable housing in the Wakefield District has had an impact on homelessness.

The housing stock has reduced over the years due to the right to buy and the Council's inability to develop new housing. WDH's stock transfer has now provided an opportunity to address this issue, which WDH is ready to embrace. WDH will look to bridge the gap between the demand for affordable housing and the supply.

We are interested in exploring the opportunities of developing shared ownership housing, and looking at how this type of housing can help not only younger people get a foot on the housing ladder, but how it may help address the aspirations of some older people in the way of retirement housing.

We will have to address the rise in demand for modern accommodation from older people as the population increases. This will include the development of schemes offering Extra Care Services.

Offering an Equity Share in a property is something we will also consider developing. This will provide a tenant with:

- A stake in their home.
- Improves their wealth position.
- Encourages them to take a greater interest in their homes and communities.
- Helps them move into home ownership.

All WDH new build properties will apply a range of lifetime home standards as per the Housing Corporation's recommendations, ensuring that the demands of those in the district with physical and sensory disabilities are met. Lifetime home standards have design features that affect the interior and exterior of people's homes making them suitable for all needs at every stage of life. It also builds in the flexibility to easily adapt a home should it be required.

## Regeneration

WDH is committed to creating sustainable communities and has developed Regeneration Model for this purpose.



Part of the Local Development Framework will include the need to issue local housing assessments that include the housing needs of older people, including black and minority ethnic elders.

WDH will ensure that housing need is met in partnership with the Local Authority by identifying the gaps in provision and working with the Housing Corporation's National Affordable Housing Programme (NAHP) to address these gaps.

We have received funding from the Housing Corporation for 2006 / 2008. This is a remarkable achievement in our first year as a Housing Association. Plans are now in place to deliver 98 units of rented accommodation including shared ownership accommodation.

A number of our sheltered schemes will be considered in regeneration plans, looking at how services can be improved during large scale regeneration along with improvements to the buildings.

## **Learning Disabilities**

We will work with partners in Family Services to ensure that housing provision addresses the needs of those with learning disabilities and mental health issues. We would like to explore the opportunity of developing purpose built supported schemes with clients from these groups where there has been an identified need.

We are part of the Learning Disability Housing Sub Group and collectively with our partners are working towards the following targets set in the Wakefield Housing and Support Strategy for those with learning disabilities:

- Increase supported living model from 250 to 350 people.
- Increase housing stock for those with increased needs.
- Reduce the usage of residential and nursing homes from 258 to 220.

The above targets are outlined in more detail in the 2006 – 2010 Learning Disability Housing Sub Group Action Plan. Currently our partners within Learning Disabilities are fulfilling their strategy of providing specialist accommodation. Other Registered Social Landlord (RSL) partners are the providers of this accommodation for the next couple of years. However, we have expressed an interest in being part of any future projects that will address these needs.

## **Mental Health**

WDH recognise the importance of developing housing options for people who experience dementia as the current sheltered housing provision is not adequate to meet the complex needs of this client group. The Learning Disability Housing Sub Group are looking to commission research on the demand for dementia services in the Wakefield area and will then in partnership develop housing models to meet the identified needs. These needs can often be met through a purpose built unit within an Extra Care Housing Scheme.

WDH will consider in our investment specification for Extra Care colour schemes that help dementia sufferers identify their home, assistive technology to assist with wandering and secure gardens. Where a need has been identified, new build schemes will have purpose built units for accommodating those with dementia.

Our partners in the Mental Health teams have identified gaps that exist in the provision of low / secure accommodation for mental health clients. We will explore these gaps and will work with specialist support providers and statutory partners to identify opportunities to provide new build schemes for people with mental health problems with a need for low / secure accommodation.

## **Housing for Offenders**

It is a known fact that good quality accommodation is an essential element in the rehabilitation of an offender. Good accommodation allows for that person to access essential support and in turn allows agencies to monitor the persons progress in integrating successfully back into the community.

The Supporting People Strategy 2005 - 2010 identifies offenders as having multiple needs. Many live in temporary accommodation, caravans or with relatives on a temporary basis. This does not provide a successful basis for providing rehabilitation services, as people living in temporary accommodation are more at risk of having a chaotic lifestyle.

At present offenders in the district have to use one of the six probation hostels outside of the district, within Wakefield District there is a total of 91 bed spaces. Demand is outstripping supply and WDH will work with partners to address the shortage of accommodation for offenders through protocols with the Open Door Project and exploring opportunities in new build schemes with the National Probation Service, specialist support providers and the Housing Corporation.

## **Teenage pregnancy**

The Wakefield Teenage Pregnancy Strategy follows the Government's national strategy requiring the development of accommodation based services. No teenage parent under the age of 18 should have an independent tenancy without any form of support. WDH and Wakefield Council's Open Door Project in partnership bring together housing and support to address the needs of this group.

WDH will work with partners to explore opportunities for the development of specialised accommodation based services for teenage mother and fathers to assist them in preparation for independent living after their eighteenth birthday.

## **Young People Leaving Care**

There is a growing and unmet need for accommodation for young people leaving care and young people at risk<sup>16</sup>. WDH stock is predominately family housing, therefore, we will look to include single person's housing in our development plans in areas where need has been identified in relation to the Wakefield Council Housing Needs Survey 2005 / 2006.

## **Domestic Abuse**

With our partners we will work to ensure that there is good access to a range of accommodation requirements for women fleeing or who have fled domestic abuse. In Wakefield there is access to hostel placements, safe houses and sanctuary schemes.

WDH actively promote Sanctuary Houses with our partners in the Open Door Project and the Police.

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<sup>16</sup> Supporting People Strategy 2005-2010 Wakefield Supporting People

## **Black Minority Ethnic (BME) Elders**

By 2030 there will be approximately 1.7million BME older people in the United Kingdom<sup>17</sup>. BME older people have needs in common with all older people, but are excluded in more ways from mainstream services. There are few effective, culturally appropriate services that have been developed.

We will work with the Local Authority to address the demands from our BME communities, and will develop appropriate accommodation and services to meet the demands. We will look to encourage BME elders to take up places in existing schemes where we currently have few or no residents from BME backgrounds, and will assess if it is necessary to develop new schemes in partnership with local support groups for BME elders using a specialist support service to offer the linguistic, cultural and religious needs of the tenants.

### **4.1.3 Priority 3: Making better use of existing WDH homes to meet needs and aspirations**

We have made a promise to our tenants that during improvements to the existing housing stock and the services provided, that rents and service charges will remain affordable.

We want to enable people to live in their own homes for as long as they wish, and intend to provide services to achieve this aim.

### **Extra Care Services**

Extra Care Housing has been developed to allow very frail or disabled people an alternative to residential accommodation. It offers the choice for people to live in their own home with a range of facilities and support, preventing older people from going into hospital or facilitating the discharge of those who have been in hospital<sup>18</sup>.

In partnership with Family Services we have developed an Extra Care Protocol. This will enable our services to work jointly to provide care and support within our Extra Care housing schemes.

We are in the process of converting one of the sheltered housing schemes to Extra Care housing. This service will offer tenants the opportunity of an onsite care team as well as continued support from a scheme manager.

WDH have four schemes that offer Extra Care services in the Wakefield District. We will look to continue to develop Extra Care housing with Family Services to address need. We will also encourage partners in Health to also have an input into this service.

There is a national debate presently taking place as to whether or not Extra Care services can be delivered into a persons own home where it is not part of an integral scheme, we would be interested in exploring this concept further with our partners, as we know that 59.1% of the elderly population in Wakefield live in their own home<sup>19</sup>.

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<sup>17</sup> Older people's housing National Housing Federation October 2006

<sup>18</sup> Older peoples housing, National Housing Federation October 2006

<sup>19</sup> WAKEFIELD COUNCIL Housing Needs Survey 2005/06

## Home Relocater Service

Offering older people advice and incentives to move to smaller accommodation frees up family sized housing for people with families. This can be a positive solution for all parties. A Government survey in 2001 estimated that 7% of housing association households had two or more spare rooms<sup>20</sup>. Our Home Relocater service will work as an incentive by assisting with removal costs and providing cash to an older person who is down sizing their property. We also have to ensure that we provide the right stock that will attract someone into down sizing, this will be done through our new build schemes and investment programme.

## Respite Services

We are keen to work with Health and Social Care partners to enable people to maintain their independence for longer by facilitating essential respite services. Where a demand is shown we are able to offer accommodation to partners for respite facilities, and the assistive technology to help provide the support.

### 4.1.4 Priority 4: Providing people with the choice of where they want to live

We wish to facilitate choice in our services, to enable people to live independently in WDH housing, and also across all other tenures.

We know that the majority of older people own their own home. Therefore this raises a number of questions for WDH on how we can facilitate the following:

- How can we help older people to keep their homes in a decent state of repair for themselves and their future generation?
- How can we make sure that older people have the adaptations and equipment they need to live independently?
- Will we be in a position to offer older people alternative forms of supported housing to meet their needs and aspirations?

## Choice Based Lettings

In February 2007 WDH, with Wakefield Council, introduced Choice Based Lettings (CBL). This will help meet housing need in the district and enable people to have more of a choice as to where they want to live.

It is essential that this procedure does not hinder anyone's opportunity to express an interest for housing. With our partners in statutory and voluntary agencies, we will work to ensure that those people who may be vulnerable to the processes of expressing an interest are supported throughout every process.

The support may be in the form of an automatic expression, or from support officers expressing an interest on behalf of their service user. We will ensure that properties are well advertised in various formats that can be accessed from a range of different locations.

To avoid inappropriate allocations to sheltered housing properties, a sheltered housing assessment will be carried out on all applicants prior to allocation. The

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<sup>20</sup> Older peoples housing, National Housing Federation October 2006

assessment will determine a person's suitability for support services and the accommodation that sheltered housing offers, and will identify the support needs for that person prior to moving into the accommodation.

A marketing strategy will be developed for sheltered housing to maximise the number of people expressing an interest and to increase the interest in any shared ownership schemes that come on line.

#### **4.1.5 Priority 5: Upgrading the environment to improve neighbourhoods**

##### **Maintaining our Estates**

Well maintained estates attract people to live and work in a community, they are the first impression for a person considering a move into a new area.

WDH's estate management services ensure that our estates are maintained to a high standard. We work with other partners in Groundwork to increase opportunities for improving estates with innovative projects. The WDH Estate Impact Team also carries out environmental work and help maintain the appearance of our estates.

The estate teams manage their own localised environmental improvement work budgets to fund and complete priorities identified in consultation with estate representatives and residents.

Estate Officers conduct estate walks with community representatives and other agencies to identify local schemes to improve the environment and improve community safety.

Each year, WDH hosts a garden competition and presents prizes to the overall winner, area winners and communities. This encourages tenants to improve their own gardens and take a pride in their community. More people take part each year.

To assist people who are unable to maintain their garden due to old age or physical disability, we have introduced a subsidised gardening scheme.

##### **Designing the External Environment**

The design of the external environment on new build estates and estates where investment is taking place will be an essential opportunity to promote independent living.

It will be important to provide ramp facilities and dropped kerbs. We will also consider parking facilities enabling people to park outside their own properties.

We will monitor people's satisfaction with the environment surrounding their homes through the yearly tenants survey. Where dissatisfaction is evident, we will work with communities to ensure that improvements are made.

## **4.2 Aim 2: To help people live independently**

WDH will aim to achieve this aim by:

### **4.2.1 Priority 1: Working with our partners to provide supported housing**

WDH currently support a wide range of people through different ways. Supported tenancies are mainly provided through Independent Living Housing (Sheltered Housing), Extra Care and our partnership with the Open Door Project.

#### **Independent Living Housing Support (Sheltered Housing)**

Sheltered housing was originally intended for fit, active older people. However, demographic trends and community care have led to an older and frailer population wishing to live in sheltered housing.

Due to this, it has been necessary for services to start evolving to address changing needs and design new models of support.

Sheltered housing assessments and support plans are completed for people wishing to access sheltered housing to ensure that their support needs are met. We will introduce a means of monitoring outcomes of sheltered housing to assess if it is achieving the goal of independent living. In February 2007 we started to pilot an outcome monitoring tool for Supporting People, if successful this tool will be adopted permanently.

We strive for excellence and aim to achieve a Level A in the Quality Assessment Framework for Supporting People by 2008. By 2010 we also intend to achieve accreditation by the Centre of Excellence in Sheltered Housing Studies.

The Independent Living Service User group are helping us to establish clear service standards and a regular newsletter to keep tenants informed of changes and services in sheltered housing.

#### **The Open Door Project**

The Open Door Project at Wakefield Council provides supported tenancies to a wide range of people with different needs and circumstances with the aim of preventing homelessness.

WDH provide the Open Door Project with properties that are allocated to people with support needs. The support is often provided by a specialist provider, or by one of the seven support officers that the project employs. Each Open Door Support Officer is aligned to one of our area housing offices and works closely with the WDH estate teams.

The table below shows how many properties we currently supply for supported housing:

**Table 2: Supported Housing WDH Properties**

<b>External Agency</b>	<b>Number of WDH properties</b>
Open Door	119
Asylum Seekers	119
Education Department	10
Social Care and Health	4
English Churches	2
Chevin Housing Group	2
Community Health Team	2
Health Authority	2
Foundation Housing	43
<b>Total</b>	<b>303</b>

We will continue to work with our partners to ensure that adequate accommodation is supplied to enable supported tenancies as the need is identified by Supporting People.

The Open Door Project is a key partner for WDH to work with to help promote independent living throughout the Wakefield District. We will look to extend our working relationships with the project wherever possible. Current innovative projects we are looking to develop together include:

**Home Space Project:** The project will allow WDH to purchase property from the open market through private finance. Open Door will also purchase a share of the equity in the property. This stake will ensure 100% nomination rights for the Open Door Project. Following a two year tenancy, the tenant will have the option to purchase the property outright or receive an Assured tenancy. Wakefield Council have committed £300,000 over four years and the PCT have committed £120,000.

**Safe @ Home Scheme:** Often referred to as the Sanctuary Scheme. £40,000 is provided from the Community Safety Partnership which WDH match funds to provide assistance to victims of domestic violence who choose to stay at home. The money is used to develop a safe room within the property that the victim can go to at a time when they are threatened or at risk of violence.

**First Rung:** Open Door Project is currently in the process of bidding for funds for this project. The aim is to help young people obtain a tenancy in the private sector. WDH will look to help Open Door with the provision of training to the young people on how to prepare for house keeping. This service will particularly benefit Care Leavers.

**Family Intervention Project:** In partnership with Open Door we have been successful with a joint application for funding from Central Government to help deliver the Respect Agenda. This is to develop support for families imminently at risk of losing their property through anti social behaviour.

### Preventing Homelessness

Wakefield Council have been awarded the classification of Regional Homeless Champions this year, along with Scarborough Borough Council. As a result of this status the Open Door Project is required to conduct peer reviews for other local authorities. WDH will work with the project to enhance their role in the reviews and will also jointly host a homeless conference that will focus on opportunities for preventing homelessness throughout the region.

Homelessness as a result of eviction due to anti social behaviour affects a person's options for rehousing and their chances of living independently. WDH see eviction as a last resort and have recently introduced a mediation service that will work as a prevention tool.

Our Debt Strategy and internal arrears policy looks to support those that may be vulnerable to mounting arrears by putting in controls to give maximum opportunity to receive guidance and support to reduce arrears, minimising risk of eviction and enhancing independent living.

General principles that we will follow for those tenants who may be more at risk of having rent arrears will be:

- We will always assist those who are unable to speak English through the use of language line and translators. Assistance will also be provided to complete Housing Benefit forms.
- Contact will be made with carers and families for those who have a physical disability, chronic illness, hearing or sight impairment or have been hospitalised. We will also look at ways communication may be easier such as the use of the Internet for those that are restricted to leaving the home.
- In cases of rent arrears for tenants who experience mental health problems or learning disabilities we will always involve a support worker.
- A scheme manager will be involved for frail elderly tenants who develop rent arrears.
- People with rent arrears who suffer from a substance dependency will be referred to support agencies.
- Where support workers exist for tenants with rent arrears their involvement will be sought, that is care leavers.
- We will provide advice to those in prison to avoid arrears occurring in order to prevent difficulties upon release.

#### **4.2.2 Priority 2: Modernise current sheltered support services to become person centred, providing choice of services based around individual requirements and needs.**

Within the next 15 years there will be a dramatic increase in the numbers of older people living in the UK. At the same time we all will have rising expectations about the range and quality of housing and support available to us as we get older<sup>21</sup>. It is important therefore that greater help and support is offered to vulnerable older people in their own home regardless of tenure.

We have ambitious plans for our sheltered housing support service and intend to be market leaders in this field.

We will need to develop our services ensuring that the following principles are applied:

- Services meet a local profile of need.
- They deliver value for money.
- They are sustainable.
- They meet strategic requirements.
- They are appropriately marketed, managed and developed.
- Service outcomes are measured.

#### **Person Centred Approach to Support**

We would like to move our service away from being property driven to a person centred service. The ultimate outcome being to enable people to live in their own homes for longer.

We will look to move away from hardwired Telecare alarm systems that are available only to certain properties, and go towards dispersed alarms that are accessible for anyone with a need.

WDH will provide different levels of support services, incorporating that of the traditional scheme manager amongst these levels, offering the services to all tenants of WDH and to people that live in their own homes. We envisaged people being able to choose the level of service that suits them and agreeing this with WDH as a planned package of support.

The Supporting People review of support services for older people in Wakefield will be the main driver for the strategic development of older people support services.

The outcomes of this review focus on providers of support for older people being tenure neutral, based on the individual allowing them a choice as to the service they receive.

We intend to work with the Supporting People Authority to assist with the implementation of their review recommendations. We want our services to improve people's quality of life wherever they choose to live, reduce isolation and reduce hospital admissions.

In summary we will move towards:

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<sup>21</sup> Housing Choice for Older People, Help the Aged July 2006

- Developing a tenure neutral service. One that extends the role of a scheme manager into the private sector, along with a wide range of other support methods that WDH can offer.
- Move away from the 'hardwired' Tele alarm system towards a dispersed alarm that can accompany a person wherever they choose to live.
- Develop a 'menu' of support services to allow people to choose which service they require, when and to what level.

## Individual Budgets

Central Government is currently piloting individual budgets. An individual budget is designed to give individuals who currently receive services, greater choice and control over their support arrangements it is a transparent allocation of resource to a service user, giving them cash to pay for their own support.

Individual budgets allow a person to use the budget in a way that suits their own particular requirements.

The model for individual budgets includes the following income streams:

- Council provided Social Care Services.
- Independent Living Fund.
- Supporting People.
- Disabled Facilities Grant.
- Integrated Community Equipment Services.
- Access to Work.

Individual budgets will have a massive impact on how we are able to plan our service provision, and we will need to be in a position to respond to increased demand or decreased demand. We will develop a marketing strategy for WDH support services in order to be a competitor and a service provider that people choose to use.

## Integrated Support / Working with our Partners

The National Agenda as outlined in the Health White Paper 'Our Health, Our Care, Our Say' provides a national drive for Health, Family Services and Housing to work together to provide integrated support services for older people, with an emphasis on preventing hospital admissions.

The paper sets out a new direction for Health and Social Care services, aiming to shift resources from acute services into prevention. Some of the main outcomes to be achieved are:

- Investment in low level services.
- Promotion of healthier lifestyles.
- Shift from acute care to community based hospitals.
- Improved care for long term conditions.
- Putting people in control.

Within our sheltered housing schemes, the high impact of our scheme managers and the low cost of the service contribute directly to a range of prevention outcomes.

We are looking at ways in which we can streamline our services to have more efficient partnership arrangements with our partners in Health and Family Services. Our aim is to develop common protocols and targets that we all agree and work to, to improve outcomes for older people.

We will work to help develop the Single Assessment Process and streamline our own assessment process, whilst fulfilling our obligations as part of the Supporting People Quality Assessment Framework.

We will look for opportunities to promote our services amongst health and social care partners to enable them to develop their services and help us to realise our potential. For example, sheltered housing schemes are ideal places for GPs to attend to deliver flu jabs.

An important protocol that we will develop with our partners is one that ensures efficient hospital discharge, enabling someone to be at the home to meet them on their return and have in place the relevant support.

#### **4.2.3 Priority 3: Developing community based support services that are flexible and available to anyone with relevant needs**

This priority will develop support services that are inclusive of all relevant agency support and can be delivered across all tenures providing the service user with choices.

#### **Community Based Hospitals**

The Health White Paper, indicates that the National Health Service (NHS) will establish community based hospitals. We wish to be involved with our partners in health when planning for these hospitals and to explore opportunities for our support services to operate within them, effectively integrating our front line support services.

The sheltered housing scheme manager role could play a major part in community based hospital teams as the job has changed from that of a good neighbour warden to a trained professional, who conducts regular needs and risk assessments, formulates support plans, coordinates packages of care and acts as an advocate for residents.

We will start to develop our current Independent Living Support Service so that it adopts the principles of community based working, ensuring that our support employees are working as part of a team in the wider community.

#### **4.2.4 Priority 4: Providing 24 hour access to services, promoting the use of new technology**

#### **OneCALL**

WDH OneCALL service provides easy access to WDH's services 24 hours a day seven days a week, including all out of hours emergency services. It has one contact number that is broadly published, allowing tenants and other service users to access a central point for their enquiries. It aims to provide a solution at the first point of contact.

## Care Link Telecare Services

WDH's Care Link Telecare service has approximately 11,650 properties connected with 14,550 service users including WDH sheltered housing schemes.

Care Link is a 'Charter Mark' award winning emergency community alarm service operating 24 hours a day, 365 days a year. It provides peace of mind, reassurance and support to elderly and vulnerable people throughout the Wakefield District to enable them to live independently, safely and securely in their own homes.

The Care Link control centre is based in Castleford where specially trained Control Operators are available 24 hours a day to offer advice, reassurance, alert emergency services or contact friends and relatives.

It recognises and caters for the diverse needs of vulnerable individuals and has a client database, which is updated every 12 months, this includes details on clients' health, medication, carers, contacts, ethnicity, impairment and other special needs such as mental health and learning disabilities and on any appropriate care, support or risk management plans.

Access to the service for everyone is ensured as all letters and leaflets are in plain English and individual needs and preferences are catered for by providing audio and visual material including Braille, Type Talk, Language Line and the use of interpreters and signers.

Care Link works in partnership to play a major role in supporting intermediate care, the delivery of care in the community and supports formal and informal carers. It assists in reducing hospital admissions and enabling early hospital discharge to reduce bed blocking and helps to delay and reduce admissions to residential care.

Community safety alarms are installed in association with West Yorkshire Police for older victims of sneak in and distraction burglary. A Police priority telephone line through to the contact centre has been dedicated to deal with calls and provide an immediate response. This gives much needed reassurance and helps to significantly reduce repeat incidences.

Working with Wakefield Council and West Yorkshire Police, Care Link provide and monitor alarms for victims of domestic abuse to greatly reduce the risk of further abuse taking place.

Care Link also works with Wakefield Council's Leisure and Education services to protect lone workers within Leisure Facilities and to enhance school security.

West Yorkshire Fire Service place great emphasis on the use of Care Link to reduce domestic fire risks in the home for older and vulnerable people. They therefore take account of, and promote the use of Care Link when conducting home fire safety checks.

A separate Care Link Strategy has been developed and will form part of this strategy working towards developing independent living.

## Prevention Technology Grant

April 2006 saw the Government introduce the Prevention Technology Grant. This provides local authorities £80 million over two years to extend the use and benefits of Telecare and assistive technology to enable older people to live independently for longer. Wakefield Council has been allocated £220,000 for 2006 / 2007 and £365,000 for 2007 / 2008. Care Link is currently working in partnership with Wakefield Council and other agencies to use the grant for the procurement and installation of Telecare equipment as well as the development of essential support services.

The grant will assist with the development of a Care Link Response Service that will provide people with an out of hours service that responds with a personal visit to emergency calls, this service will initially be available to clients of Family Services however we will work to develop it district wide.

We will consider the most cost effective way of converting to dispersed alarms through our Care Link Strategy, and will work with the Northern Housing Consortium to procure equipment through their preferred partnering route to secure efficiencies. Care Link will develop its own marketing strategy to ensure that the public are aware of our Telecare services.

### 4.2.5 Priority 5: Adapting properties to enable people to stay at home

The Government is making progress in defining the problems faced by older people who wish to remain at home for longer through its commitment to Lifetime Home Standards - housing that is designed to be accessible to people throughout their lives.

#### Adapting Properties

Adapting properties prolongs a person's independence and allows them to stay in their own home for longer.

WDH offers a unique service to provide adaptations by working in partnership with the NHS to provide an in house team of Occupational Therapists, who assess WDH tenants for adaptations as part of the Capital Programme.

The team have a yearly budget of £1.1 million and in the first year of transfer inherited a backlog of adaptations from the Council worth £1.7 million. By March 2006 WDH had cleared the backlog.

Where a property allows, our Occupational Therapists assess and recommend the type of adaptations that will help a person to remain living independently. We then install the adaptation for our tenant. Historically, waiting times have been too long for this process and dissatisfaction has been expressed by service users. We have reviewed our processes and have introduced better working procedures with the aim of decreasing waiting time.

At the start of 2007 on average WDH completed major adaptations, from initial enquiry to work being completed, within a six month time scale, an improvement on the national average of ten months. We have ambitious plans over the next two years to achieve a reduction in this timescale to eight weeks.

## Access Auditing

We will explore the development of an Access Audit service as part of the WDH Special Needs and Disability Unit. With this service a qualified individual offers advice on how buildings can be brought up to standards for disability access and will help develop disability standards as part of WDH new build programmes. Our Occupational Therapists currently assist with the development of new builds to ensure they meet disability standards.

## Delivering for others

We are interested in developing our services for adaptations to benefit other housing providers, and will explore opportunities to work with Registered Social Landlords in assessing their disabled household requirements as part of their improvement programmes. During 2006 we successfully carried out assessments on behalf of two Leeds Arms Length Management Organisations and have generated interest from another large Registered Social Landlord in the Wakefield area.

### 4.3 Aim 3: To promote social inclusion within the community

WDH will aim to achieve this aim by:

#### 4.3.1 Priority 1: Ensure that everyone can access our services with ease

Our OneCALL service and Care Link ensures that our service users can contact us 24 hours a day seven days a week.

We have developed an Access to Services Strategy that looks to improve on our current services and extend opening hours. This will be of particular benefit to those service users who have family members working during the week, to make enquiries on their behalf.

We have developed a vulnerable flagging system that can be used to identify tenants who require our services to be specially adapted to meet their needs, for example someone who is illiterate will require a telephone call or visit rather than a letter. We will continuously work with our service users to identify areas where we need to pay particular attention to how we deliver services to people with identified vulnerabilities.

During consultation with tenants for this strategy, the most preferred method of contact to WDH was via the telephone. However, for those preferring face to face contact, we will ensure that all our Service Access Points (SAPs) are easily accessible and are compliant with standards for disabled service users. We also provide home visiting services for people who find it difficult to travel to SAPs.

The SAPs will also promote the use of Braille, Language Line, Induction Loops, Type Talk, large printing, Plain English and leaflets in a range of languages, and all meet the standards required for disabled access.

The WDH website is available and we are constantly looking at ways to improve this facility. The introduction of Internet access in communal areas of independent living accommodation will also be explored to enable better communication facilities for vulnerable people.

We wish to develop more interactive services on our web site and will be doing so in consultation with service users.

We are currently surveying all our Independent Living properties to ensure they comply with the Disability Discrimination Act 2005. Where schemes fail, improvements will be made through the investment programme.

Our repairs service operates an appointment system so tenants know when to expect the work operatives. This also enables carers or families to be present when a repair is carried out in the home of a vulnerable tenant.

#### **4.3.2 Priority 2: Promoting health, leisure, employment and training opportunities**

WDH's vision is to create 'confident communities' but the investment alone of £700 million for the districts homes between 2005 and 2015 will not create sustainable local communities.

We recognise the importance of addressing challenges such as vandalism, crime and low school staying on rates. Therefore, to address community cohesion we need to enhance opportunities for involvement in health, leisure, employment and training opportunities.

WDH 'Vision to 2020' includes the principle that we will develop as a 'social enterprise' to add value to local communities by:

- Developing community leaders and role models of the future from the district's young people of today.
- Enhancing sustainable living and respect for local communities.
- Developing pathways into employment and training.

#### **Community Leadership**

WDH have launched the 'Community Leadership Programme' this programme will engage up to 180 young people each year over five years in a Personal Development Programme using local neighbourhood facilities.

The aim is to help young people find their hidden skills and strengths and develop their potential. Approximately 900 young people over the next five years are expected to undertake a life changing personal development experience. This will include a one day activity course followed by a two day residential, using local facilities throughout the district. From the initial 180, it is expected that up to 60 young people will go on to complete a five day residential course of which five will be selected to experience a life changing three week residential programme out of the district.

Young people who engage in this programme may ultimately achieve the offer of an apprenticeship, further training and employment opportunities or participate in local community impact initiatives.

WDH employees are being developed as mentors to offer support to young people. Our support for the project is sustained by the commitment to appoint a project leader.

WDH have pledged resources up to £100k each year for the programme over five years, and Outward Bound have been commissioned to develop the practical aspect of the programme. We have also successfully secured resources from other partners to broaden opportunities that will benefit the local community.

### **Encouraging Young People to Work**

WDH is one of the largest employers in the district. We actively promote our apprenticeship scheme and this has proven successful in attracting young people to work.

We will aim where possible to employ local labour forces during the development of new build properties and encourage our Strategic Partner contractors to do the same.

In partnership with our contractors who are assisting with our investment programme, we have implemented the Home Builder Scheme. This scheme enables young people to experience work in different trades with the possibility of a job at the end of the programme.

### **Healthy Living**

Independent Living Housing encourages health and leisure activities within schemes and also invites residents from outside the schemes to participate. This is an ideal way to stimulate social activity and promote Independent Living to potential service users.

Within our Extra Care Housing we will look to promote healthy living through the provision of food, ensuring that fresh ingredients are used and that meals are balanced with the correct nutrients.

We will explore opportunities with the Local Authority Leisure Service to promote leisure facilities in our schemes.

In partnership with the Primary Care Trust we have part funded an Alcohol Worker position, to work within a deprived community, helping those families affected by alcohol to access the necessary support.

#### **4.3.3 Priority 3: Valuing equality and diversity**

At WDH we respect all our colleagues and customers and value their differences. We do not tolerate any form of discrimination or harassment. Equality and Diversity principles apply to all parts of this strategy for independent living.

In promoting independent living we must ensure that our services are diverse, to enable a wide range of clients easy access to all our services. For example in Choice Based Lettings (CBL), we will ensure that people who have learning disabilities are not disadvantaged by the process of bidding, by introducing automatic bidding for people who have a vulnerability flag on their application.

We must also ensure that our services provide equal opportunity for all to access and that people do not encounter barriers to our services.

We are currently developing our service user group that will assist WDH in developing our services to ensure that disability issues are always considered.

WDH ensure that all staff complete mandatory training in Equality and Diversity in order to ensure it is embedded into people's every day tasks and the way they approach their job.

### **Code of Practice on Racial Equality in Housing**

This recently revised code works to ensure housing providers promote equality of opportunity and good relations between people from different racial groups.

Significant differences still persist overall in the type and quality of housing available to people from ethnic minorities who are more likely to live in inferior housing and have fewer opportunities to improve their circumstances. People from ethnic minorities are more likely to live in overcrowded conditions, be more dissatisfied with their homes and be more anxious to move. The incidence of homelessness among households is three times higher for ethnic minorities<sup>22</sup>.

Independent Living has a role to play in ensuring that people from ethnic minorities are supported in our communities and have the same opportunities in accessing and sustaining their housing as others.

Whilst the code is primarily concerned with those from an ethnic minority status it also relates to equality in other areas, including disability, sex, religion, age and sexual orientation.

We will ensure our policies do not directly or indirectly discriminate any person because of their ethnic origin, belief, sex or age, for example in considering independent living housing as part of regeneration schemes we will consider the needs of residents from all areas of the community.

In Aim 1 we look to provide comfortable and affordable homes to enable independent living. In fulfilling this aim in line with the Code of Practice, we will need to carry out a full equality impact assessment that analyse race, age, gender and disability. This is an essential part of the process of developing new public housing developments.

Our plans for developing new housing services will be based upon up to date information about the housing needs and requirements of people from all backgrounds in the district that we serve. We will also ensure that strategies and plans include groups that have been traditionally overlooked such as gypsies and travellers.

### **Hate Incident Reporting Centres**

All WDH SAPs are designated Hate Incident Reporting Centres. This means that victims or witnesses to hate incidents such as racial or homophobic harassment are able to report the matter to WDH rather than visit their local Police Station if they prefer.

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<sup>22</sup> Code of Practice on Racial Equality in Housing, Commission for Racial Equality, 2006

A common reporting form is used to record all information relating to the incident and if agreed, can then be shared with other Community Safety Partners who can offer further support to the victim (for example Wakefield Victim Support).

WDH does not tolerate any form of harassment and will take action where people are subject to threatening, insulting or abusive behaviour due to their ethnic origin, sexuality, disability, gender or religious belief.

#### **4.3.4 Priority 4: Involving and encouraging service users to have a say in WDH services**

In developing services that promote Independent Living it will be essential that we listen to our service users and develop our future services with them.

We have a Care Link Service User Group and an Independent Living Service User Group that actively participate in the development of WDH services. We are also in the process of establishing a Disability Service User Group.

We will ensure that service users are kept informed and up to date with opportunities for participation through the publication of regular newsletters for Independent Living, Surveys and the growth of our Service User Groups.

Our Independent Living tenants newsletter 'SHOUT' will be relaunched in 2007. This newsletter will provide regular details to tenants as to how they can become more involved in the development of Independent Living Services.

We will produce our consultation material in a range of formats and can adapt the meetings held to ensure all people understand their involvement and are able to have an equal say.

We also have an active Tenants Federation, which has been involved in the development of this strategy.

In 2006 WDH was successfully awarded the Tenant Participation Advisory Service (TPAS) accreditation. This is a great achievement and we are the first large scale Voluntary Transfer Registered Social Landlord to have achieved this award.

#### **4.3.5 Priority 5: Providing a safe environment for people to live, learn, work and play**

The WDH Community Safety Strategy outlines our plans to provide safe communities and reduce the fear of crime. The strategy has four key aims these are:

- To tackle anti social behaviour.
- To help victims and vulnerable people.
- To reduce acquisitive crime such as burglary and vehicle crime.
- Improve neighbourhoods.

The Strategy aims to introduce prevention and enforcement initiatives to tackle anti social behaviour.

The recent Northern Lights document produced by the National Housing Federation and the Housing Corporation highlighted WDH as a model of good practice for the work we are doing around creating safer communities.

### **Secure by Design Standards**

WDH will encourage and support the need for safe environments by applying Secure by Design Standards to new build and improvement schemes.

Where new build and regeneration work takes place in accordance with planning regulations, we will ensure that a certain amount of green space is left and will consider the opportunities for safe play areas to be developed.

Safety and security measures have also been included in the specification for investment in our sheltered housing stock, including CCTV, window locks and new external doors.

### **Target Hardening**

We have recently established a new target hardening team to offer support and assistance to vulnerable persons who have recently been a victim of crime.

Target Hardening means the strengthening of the properties security, or a group of properties in close proximity, with the aim of reducing or minimising the risk of attack. This includes the provision of door locks, window locks, spy holes and door chains.

The team does not just concentrate solely on WDH's own stock, but extend their services across all tenures within the Wakefield District.

The Tenancy Support Team consisting of an in house team of Police Officers also provide crime prevention advice to households and are currently running a programme of talks within our sheltered housing schemes.

### **Domestic Violence**

The Community Safety Team within WDH continuously work with our partners to raise awareness of domestic violence and to support those that have experienced or are experiencing domestic violence.

We supply domestic abuse alarms for those that are at risk and now have a dedicated phone line to go straight through to the police control in the case of an emergency situation, and our development of Sanctuary Schemes have been very successful.

### **Respect**

In January 2006 the Government announced the 'Respect Action Plan' which aims to develop a range of activities that will build mutual respect within communities by balancing support and trust with additional enforcement measures to tackle unacceptable behaviour.

The 'Respect' Action Plan will focus on:

- Improving activities for children and young people.
- Improving behaviour and attendance in schools.
- Supporting families.
- Strengthening communities.
- Effective enforcement.

WDH's Community Safety Strategy supports the Respect Agenda and understands that where people feel confident, safe and supported, they will be able to come together with others in their neighbourhood to build trust, share values and agree what is unacceptable behaviour.

WDH will support the Respect Action Plan by:

- Promoting positive behaviour within WDH neighbourhoods.
- Offer resources and support to assist the development of tenant groups.
- Treating people with respect and understanding at all times.
- Working closely with local schools to curb anti social behaviour that is linked to poor school attendance or exclusion.
- Supporting the work of Youth Offending Teams and other agencies in helping to divert youths away from anti social behaviour.
- Taking enforcement action against individuals who threaten or intimidate WDH employees.

### **Tenancy Support Team**

We work alongside our Police partners as equals and have a unique arrangement and working protocol with West Yorkshire Police whereby WDH has the Tenancy Support Team mentioned above.

The team work to prevent and tackle anti social behaviour and will provide assistance with enforcement action where necessary. The team also help support victims of crime and nuisance and help with the support of offenders who need to resettle in our communities.

The team aim to build trust and confidence with local residents to encourage the reporting of crime and nuisance behaviour, helping to reduce the fear of crime and helping to improve the safety of elderly and vulnerable people in their homes.

### **Safeguarding Adults**

WDH work with our partners in Family Services to ensure that the risk of abuse to adults is minimised and that effective reporting mechanisms are in place.

We are members of the Safeguarding Adults Board. This board is responsible for establishing the policies and procedures relating to adult abuse.

We are in the process of establishing criminal record checks for all our staff that work with vulnerable households. This will include staff that work with older people and staff that are involved in the Community Leadership Programme.

We are also in the process of rolling out training, to raise the awareness of what constitutes adult abuse, for all staff working within the Independent Living Team. This is being done in conjunction with Family Services and their annual training programme.

### **Tenant Contents Insurance**

WDH offer a tenant content insurance scheme in partnership with Royal Sun Alliance. This scheme allows tenants who would not normally be able to afford contents insurance, take out a policy at a discounted rate.

### **Youth Inclusion Programme (YIP)**

We are currently working with the Youth Offending Team with their proposals to develop youth crime prevention initiatives.

Wakefield has an established Junior Youth Inclusion Programme, which engages young people between eight to 13 years old. The young people are engaged in positive crime diversionary activities promoting social inclusion and linking them to existing local community provision. This programme is proving to be extremely successful. Therefore, we are looking to establish further programmes to engage 14 to 17 year olds. We are now working with the Youth Offending Team and provided funding to develop such a scheme in the West of the district and with them as part of the Local Area Agreement, Neighbourhood Management pilot in the East of the district.

We are aiming for the programmes to be visible in the community and have a strong emphasis on community, contributing towards reducing 'signal' crime, such as cleaning graffiti and clearing rubbish from neighbourhoods.

The programme will help youths develop appropriate skills that will enable them to live in our communities independently and confidently.

### **Targeted Policing Initiatives**

We work with West Yorkshire Police and provide funding to target known crime spots with high intensity policing. This allows for more effective action by Neighbourhood Policing Teams who can act on intelligence from our front line estate management teams.

Working in unison with the Youth Inclusion Support Programme allows us to take a balanced approach between enforcement and prevention.

### **Mediation**

WDH has recently commissioned and awarded a contract for its new mediation service to resolve neighbour disputes.

This new service is a direct result of consultation with tenants who told us they wanted a mediation service prior to stock transfer. We have therefore delivered a vital promise made to them in the stock transfer tenant offer document.

## 5. Aims of the Independent Living Strategy

### Aim 1: To provide a comfortable and affordable home

#### Priority 1: Providing Accommodation to the Wakefield Standard to Exceed Decent Home Standard

- All housing stock to be modernised to the Decent Home Standard by 2010.
- Support older and vulnerable tenants whilst investment work is taking place in their homes.
- Use strategically located sheltered housing schemes for temporary accommodation for service users who's homes are being modernised.
- Work closely with partners in Social Services and Health to ensure that vulnerable residents are appropriately supported by all agencies during the investment work.
- Strategically plan for disabled adaptation to properties as part of the investment work.
- Provide cavity wall insulation to reduce fuel poverty in the Wakefield District.
- Invest in sheltered housing schemes to ensure future sustainability.
- Ensure that all contractors follow equality and diversity principles when working on behalf of WDH.
- Assist owner occupiers to maintain their homes and carry out essential improvement works.

#### Priority 2: Building new homes to meet housing need within the district, to encourage mixed communities

- Work with the Local Authority to address gaps in housing provision through the use of the Approved Development Program.
- Prevent homelessness by strategically planning the provision of accommodation to address demand.
- Build new homes to incorporate a range of Life Time Home standards.
- Develop shared ownership housing that will attract different age groups.
- Address the growing needs for specialised accommodation to support people with dementia and mental health problems.
- Work with our partners to address the accommodation requirement for those people with learning disabilities.
- Increase the provision of Extra Care accommodation where need is identified.
- Work with partners to provide specialised accommodation for offenders.
- Develop accommodation based support services for teenage mothers and fathers.
- Increase the supply of affordable housing for single person households and young people leaving care.
- Ensure appropriate accommodation is provided for women fleeing or who have fled domestic abuse.
- Address the housing and support needs of BME elders.

### **Priority 3: Making better use of existing WDH homes to meet needs and aspirations**

- Retain our promise to ensure rents and service charges are affordable.
- Work with our partners to deliver Extra Care housing to enable people to stay at home for longer.
- Explore opportunities to offer Extra Care Services in a person's own home.
- Assist vulnerable tenants maintain their independence by facilitating their move through Home Relocator Services.
- Work with Health and Social Care to facilitate respite services.

### **Priority 4: Providing people with the choice of where they want to live**

- Develop a marketing strategy for sheltered housing accommodation.
- Support vulnerable service users of CBL to ensure they understand the expression of interest process.

### **Priority 5: Upgrading the environment to improve neighbourhoods**

- Improve our estate environment in consultation with residents and stakeholders.
- Continue to encourage tidy gardens through the annual garden competition and annual garden survey.
- Assist those unable to maintain their gardens through the use of the Gardening Scheme.
- Facilitate independent living through the design of new estates.
- Monitor resident satisfaction with their external environment.

## **Aim 2: To help people live independently**

### **Priority 1: Working with our partners to provide supported housing**

- Continue to work closely with the Open Door Project to allocate supported tenancies and monitor their effectiveness.
- Develop innovative housing support projects to enhance independent living in our communities, such as the Family Intervention Project, and help meet the objectives of the Government's Respect Agenda.
- Explore opportunities with partners in Learning Disabilities to provide respite services.
- Achieve Charter Mark and accreditation for sheltered housing.
- Achieve Level A in the Supporting People, Quality Assessment Framework.

### **Priority 2: Modernising current support services to become person centred, providing choice of services based around individual requirements and needs**

- Drive change to enhance support services for older people.
- Develop support services that are based on a person centred approach.
- Move towards dispersed Telecare alarm systems, away from property driven hardwired Telecare systems.
- Assist Supporting People to implement the review recommendations for older people's support services.
- Extend support services for older people into the private sector so they can be accessed by anyone who requires a service for peace of mind and to enable independent living.
- Implement a menu of support services to allow people to choose the type of services they receive.
- Be market leaders in the field of older peoples support.
- Integrate our support services with Health and Social Care teams.
- Develop performance and outcome monitoring to enable future strategy development.

### **Priority 3: Developing community based support services that are flexible and available to anyone with relevant needs**

- Assist with the development of Community Based Hospitals.
- Integrate support services at a front line level with our statutory partners' support and care services.
- Look to develop team based support services with our Independent Living Schemes in consultation with tenants and residents.

### **Priority 4: Providing 24 hour access to services, promoting the use of new technology**

- Develop a Care Link Strategy to enhance independent living through the use of Assistive Technology.
- Implement a response service to provide support any time of the day.
- Utilise the Prevention Technology Grant to extend the use of Telecare and Assistive Technology in the home.
- Mainstream Telecare assessments into the Single Assessment Process.
- Install dispersed alarms to facilitate Assistive Technology as part of a wider support service.
- Introduce life style monitoring to assist with falls prevention.
- Develop a marketing strategy for Telecare as part of the Care Link Strategy.

#### **Priority 5: Adapting properties to enable people to stay at home**

- Prolong independent living by adapting properties for our tenants to meet their needs.
- Complete adaptation requests within 8 weeks of the initial referral to the applicant's satisfaction.
- Review the adaptation protocol and equipment agreement with the Local Authority.
- Expand the services of the Special Needs and Disability Unit to offer consultancy Occupational Therapist services to other housing providers.
- Develop an Access Auditing Service for public buildings and offer advice on new build developments regarding disability standards.

### **Aim 3: To promote social inclusion within the community**

#### **Priority 1: Ensure that everyone can access our services with ease**

- Develop an Access to Services Strategy.
- Extend opening hours.
- Ensure all Service Access Points are easily accessible and meet disability standards.
- Improve communications and access to services through Internet facilities.
- Ensure that the individual needs of vulnerable service users are taken into account when they access our services, through the vulnerable flagging system.

#### **Priority 2: Promoting health, leisure, employment and training opportunities**

- Address community challenges through the promotion of health, leisure, employment and training opportunities.
- Develop the Community Leadership Programme.
- Actively promote WDH Apprenticeship Schemes.
- Employ local labour forces for new build developments.
- Encourage health and leisure activities within Independent Living and Extra Care Schemes.
- Promote healthy eating in Extra Care schemes.
- Increase the skills of youths in our district through the WDH Home Builder Scheme.

#### **Priority 3: Valuing Equality and Diversity**

- We will not tolerate any form of discrimination or harassment.
- We will ensure that all our services meet the needs of a diverse community and are easily accessible.
- Ensure that ethnic minority groups have the same opportunity to access and sustain housing as others.
- Ensure our plans and policies take into account the housing needs and requirements from people of all backgrounds.

#### **Priority 4: Involving and encouraging service users to have a say in WDH services**

- Enable active involvement of the Independent Living Service User Group in the review of sheltered housing services.
- Regularly produce informative newsletters for tenants that promote independent living and special needs services.

**Priority 5: Providing a safe environment for people to live, work, learn and play**

- Apply secure by design standards to new build schemes.
- Develop a range of preventative and enforcement initiatives as part of the Respect Agenda to tackle anti social behaviour and crime.
- Promote target hardening.
- Support victims of domestic violence.
- Assist Family Services to minimise the risks of adult abuse.
- Develop youth crime prevention initiatives.
- Develop new targeted policing initiatives.
- Make continued referrals to the mediation service to resolve neighbour disputes.

## 6 Plans for Change

### 6.1 Aim 1: To provide a comfortable and affordable home

#### Priority 1: Providing accommodation to the Wakefield Standard to exceed the Decent Home Standard

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O14, P16, S20	All WDH stock to meet the Decent Home Standard.	100% of WDH housing stock to be Decent Home compliant by 2010.	Safety and Security Sustainable housing stock. Tenant satisfaction.	Assistant Director Property Services.	£340m	2010	Capital Programme.
O14, P16, P13	Support older and vulnerable tenants during investment work.	90% tenant satisfaction on completion of improvement works.	Safety and Security Healthy living.	Assistant Director Customer Contact.	£150,000, within existing budgets.	2010	Temporary accommodation identified and work commenced to bring them up to a lettable standard.
P13, O14, S20	Plan disabled adaptations as part of the investment work.	90% tenant satisfaction on completion of improvement works.	Healthy living. Tenants maintain the ability to live in their homes for longer.	Assistant Director Customer Contact	£1m per annum	2010	Survey for capital programme identifies households with potential requirement for adaptation.  OT carry out assessments.

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
014	Provide cavity wall insulation.	Insulate 5,000 properties.	Healthy living. Reduction in fuel poverty. Environmental Improvement.	Assistant Director Property Services. Wakefield Council. Scottish Power.	Saving to WDH of £1.2m.	2007-2008	Completed insulation to over 5,000 properties.
O14, P13, S20	Invest in Sheltered Housing Schemes to meet innovative specification.	90% tenant satisfaction on completion of improvement work.	Safety and Security. Tenants satisfaction. Healthy living. Sustainable housing. Increased demand.	Assistant Director Customer Contact.	To be evaluated following surveying of schemes.	2007-2012	Specification designed in consultation with service users.  Surveys commenced on sheltered schemes to cost up work in line with specification.
S13, P30	WDH to assist leaseholders and home owners to maintain their property.	To be agreed.	Economic well being. Safety and Security. Customer satisfaction. Maintaining home ownership.	Assistant Director Regeneration.	To be evaluated.	2008	

## Priority 2: Building new homes to meet housing need within the district, to encourage mixed communities

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
S17, O14, S9, P25	Address gaps in housing provision in partnership with Wakefield Council.	98 New build properties built 2006 / 2008.	Reduction in homelessness. Housing options increased. Housing demand met.	Assistant Director Regeneration	£10million for 2006 / 2008	2010	Consultation taking place on proposed plans for new build developments.
S17, S9, P25	Build new homes to Life Time Home Standards.	New build properties to incorporate a range of Life Time Home Standards.	Enjoyment and Achievement. Health Living. Independent Living.	Assistant Director Regeneration	£10million for 2006 / 2008	April 2008	Housing Corporation standards implemented for new build that include Life Time Home principles.
S17, S20, P25	Develop opportunities for shared ownership housing.	29 Shared Ownership properties to be produced as part of new build development 2006 / 2008.	Increase in housing options. Sustainable communities.	Assistant Director Regeneration	£10million for 2006 / 2008	April 2008	29 Shared Ownership properties included in proposed plans.

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
S17, S12, S9, P25	Develop specialist accommodation for people with dementia, mental health problems, learning disabilities and ex offenders.	50% reduction in temporary accommodation by 2010 (national target).  Increase supported living model from 250 people to 350 people.	Enjoyment and achievement.  Health living.  Safety and security.  Active participation.	Assistant Director Regeneration.  Assistant Director Customer Contact.	To be evaluated depending on the project.	2007 - 2020	Working in partnership with Wakefield Council to identify opportunities to develop provision.  Investigating options with KeyRing to develop a scheme for people with learning disabilities.
S17, P13, O13, S9	Work in partnership with Wakefield Council to increase the provision of Extra Care housing in the district.	To be established by Wakefield Council.	Health living.  Safety and security.  Independent living.  Reduction of admission to residential care.	Assistant Director Customer Contact	Estimated on a development approximately 45 bedspace.  £6m building costs.  £1m support costs.	2007 - 2020	Extra Care protocol developed with Family Services.  Wakefield Council produced Strategic Review of Older People Services.
S17, S12, P25	Develop accommodation options for teenage parents and young people leaving care.	50% reduction in temporary accommodation by 2010 (national target).	Enjoyment and achievement.  Economic wellbeing.  Safety and security.  Reduction in homelessness.	Assistant Director Regeneration.  Assistant Director Customer Contact.	To be evaluated depending on the project.	2007 - 2020	Working in partnership with Wakefield Council to identify opportunities to develop provision.

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
S17, S12	Provide appropriate accommodation for women fleeing domestic abuse.	50% reduction in temporary accommodation by 2010 (national target).	Safety and security. Enjoyment and achievement. Maintain victim in own home. Healthy living.	Assistant Director Customer Contact.	To be agreed depending on the project.  £80,000 for development of sanctuary schemes.	2007 - 2020	Sanctuary schemes implemented.
P17	Address the Housing and support needs of BME elders.	90% satisfaction with accommodation for BME groups.  90% tenant satisfaction with overall service provided by landlord to BME group.	Health living. Sustainable communities. Equal Opportunities. Independent Living.	Assistant Director Customer Contact.	To be evaluated.	2008	Consulting BME Elders.  Housing need assessments used for new build proposals taking into account BME needs.

### Priority 3: Making better use of existing WDH homes to meet needs and aspirations

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O16, O14	Ensure that WDH rents and service charges remain affordable.	100% target rent achieved by 2012.	Maintain promise to tenants. Economic wellbeing. Value for money.	Assistant Director Finance	Within existing resources.	April 2012	Phased annual increases in line with national policy.
S17, O14	Implement the Extra Care Protocol.	90% satisfaction from tenants within Extra Care schemes.	Enable people to stay at home. Reduction in moves to residential care.	Assistant Director Customer Contact. Family Services (Wakefield Council).	Estimated saving of £55,000.	March 2008	Phased implementation of protocol underway. Tenant consultation carried out .
O14	Promote Home Relocater	90% satisfaction rate with Home Relocater service.	Releases stock for families requiring housing. Older tenants more suitably housed. Health living. Safety and security.	Assistant Director Housing.	Within existing budgets.	2007 - 2020	Investigating options to increase take up of Home Relocater.

**Priority 4: Provide people with the choice of where they want to live**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O13, O14	Develop a marketing strategy for sheltered housing accommodation.	10% reduction in sheltered housing voids.	Increased demand Reduced voids Choice facilitated for the service user Active participation.	Assistant Director Customer Contact	£20,000	2008	Leaflets produced by Independent Living.
O14	Support vulnerable service users when expressing an interest through CBL.	Vulnerable Services officer to ensure vulnerable users are represented.	CBL accessible for all service users. Vulnerable service users not excluded. Active participation.	Assistant Director Customer Contact	£25,000	2007	Vulnerable Services Officer in post.

**Priority 5: Upgrading the environment to improve neighbourhoods**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
S17,S22	Consult with residents and stakeholders on estate improvements.	90% tenant satisfaction with their estates.	Active participation. Clean and tidy estates. Enjoyment and achievement.	Assistant Director Housing.	£10,000 Existing resources.	April 2010	Resident Involvement Strategy developed. TPAS accreditation gained.
S17, S22	Promote the annual garden competition.	90% tenant satisfaction with their estates.	Active participation. Tidy gardens. Healthy living. Enjoyment and achievement.	Assistant Director Customer Contact.	£9,500 per annum.	2007	
P18	Promote the use of the gardening scheme.	90% tenant satisfaction with their estates.	Healthy living. Tidy gardens. Enjoyment and achievement.	Assistant Director Housing.	Within existing resources.	March 2008	

## 6.2 Aim 2: To help people live independently

### Priority 1: Working with our partners to provide supported housing

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
P14, S17	Develop homeless prevention projects with the Open Door Project.	50% reduction in temporary accommodation by 2010 (national target).	Reduction in homelessness. Reduction in anti social behaviour. Safety and security. Enjoyment and achievement.	Assistant Director Customer Contact.	To be evaluated depending on the project.	2007 - 2020	Homespace. Family Intervention.
A4	Achieve Charter Mark accreditation for WDH.	Charter Mark accreditation awarded.	Evidence of excellent service provision. Increase of customer satisfaction. Enjoyment and achievement.	Assistant Director Customer Contact.	£5,000	2007 / 2008	Preparation commenced.
O13	Achieve Level A for the Supporting People QAF.	Independent Living and Care Link awarded Level A.	Evidence of excellent service provision.	Assistant Director Customer Contact.	Within existing resources.	2010	Agreement for project manager to take forward the review of Support Services.

**Priority 2: Modernise current sheltered support services to become person centred, providing choice of services based around individual requirements and needs**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O13	Carry out a review of the current Sheltered Support Service and launch new professional service to meet Wakefield Council strategic review priorities.	90% satisfaction rate from service users with WDH support service.  Level A supporting People QAF.	Choices for service users.  Person centred support services.  Tenure neutral services.  Independent living.  Healthy living.  Safety and security.	Assistant Director Customer Contact.	£50,000	March 2008	EMT agreed to fund project officer post.  Supporting People involved in the review.  Staff and tenants consulted.
O13, O14	Complete feasibility study to Implement dispersed alarms and decommission hardwire Telecare systems.	99% satisfaction rate with the Care Link service.	Flexible support provision.  Tenure neutral services.  Healthy living.	Assistant Director Customer Contact.	Within existing resources.	March 2008	

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
S17	Develop partnerships with health and social care teams to provide integrated support and care to service users.	90% satisfaction rate from service users with WDH support service.	Integrated working at front line levels. Minimise duplication for service users. Healthy living.	Assistant Director Customer Contact.	£150,000 from Family Services per annum.	2009	Extra Care Protocol. Integrated PTG funding. NHS OT staff working for WDH. Care Link response service.
O20	Monitor performance and outcomes for Independent Living service provision.	90% satisfaction rate of service users with the service provided.	Customer satisfaction. Enjoyment and achievement. Market leaders.	Assistant Director Customer Contact.	Within existing resources.	March 2008	EMT scorecard. Sheltered Housing Survey. Operations score card.

**Priority 3: Developing community based support services that are flexible and available to anyone with relevant needs**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O13	As part of the Sheltered Housing review, ensure that staff are community based and in a team environment.	90% satisfaction rate from service users with WDH support services.	Accessible community services. Independent living.	Independent Living Team.	£50,000 sheltered housing support service review.	March 2008	Project officer post agreed.

**Priority 4: Providing 24 hour access to services, promoting the use of new technology**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O14	Implement a district wide emergency response service.	To be jointly agreed with Family Services.	Emergency response available to the public out of hours.  Independent living.  Safety and security.  Health living.	Assistant Director Customer Contact.	£150,000 PTG funding.	Service Landlord August 2007.	Agreement from Family Services for PTG funding.
O14	Introduce life style monitoring.	90% satisfaction rate with the Care Link Service.	Reduction in falls.  Reduction in hospital admissions.  Health living.  Safety and security.	Assistant Director Customer Contact.	Funded from service charges.	March 2008.	Promoting Assistive Technology.

## Priority 5: Adapting properties to enable people to stay at home

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O14	Complete adaptation requests within eight weeks from initial point of enquiry.	80% of adaptation requests completed within eight weeks.	Customer satisfaction. Independent Living. Healthy living. Safety and security.	Assistant Director Customer Contact.	£1m per annum.	March 2008.	IBS system established. Process mapping completed.
O14	Review adaptation protocol with Wakefield Council.	90% tenant satisfaction rate with the adaptation service provided.	Increased partnership working. Streamline services for customers. Independent living.	Assistant Director Customer Contact.	£1,000	October 2007.	Satisfaction survey in draft. Review of protocol commenced with Wakefield Council.
S13	Develop consultancy Occupational Therapist Services for other landlords.	90% tenant satisfaction rate with the adaptation service provided.	Increased partnerships. Independent living.	Assistant Director Customer Contact.	Neutral.	April 2009.	Work carried out for Leeds ALMOs.
S13	Develop Business Plan for Access Auditing Service.	Business plan agreed to commence Access Auditing Service.	Determine need for a service. Planned approach for implementation.	Assistant Director Customer Contact.	Within existing resources.	March 2008	

## 6.3 Aim 3: To promote social inclusion within the community

### Priority 1: Ensure that everyone can access our services with ease

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
P23	Develop an Access to Services Strategy.	90% of service users satisfied with access to services.	Customer satisfaction. Equal opportunities. Achievement and enjoyment. Active participation.	Assistant Director Customer Contact.	To be evaluated.	July 2007.	Strategy in draft..
P23, P17	Ensure all service access points are disability compliant.	90% satisfaction rate of service users.	Customer satisfaction. Equal opportunities.	Assistant Director Property Services.  Assistant Director Customer Contact.	£500,000	2008 / 2010	Access Auditing commenced on all Service Access Points.
P23	Ensure that the individual needs of vulnerable service users are taken into account when they access our services through the vulnerable flagging system.	90% satisfaction of service users with access to service.	Customer satisfaction. Equal opportunities. Achievement and enjoyment. Active participation.	Assistant Director Customer Contact.	Within current resources for IBS system.	October 2007.	Vulnerable flagging system implemented through IBS.

**Priority 2: Promoting health, leisure, employment and training opportunities**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
P26	Develop the Community Leadership Programme.	180 children to access the programme on a yearly basis.	Active participation. Community Leadership. Achievement and enjoyment. Healthy living. Safety and security.	Community Leadership Manager.	£100,000 per year for five years.	2007 - 2012	

### Priority 3: Valuing equality and diversity

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
P17	Ensure that all services meet the needs of a diverse community and are easily accessible.	Implement Equality and Diversity Strategy.  90% satisfaction rate of service users.	Access to Service strategy.  Active participation.  Equal opportunities.  Customer satisfaction.	Assistant Director Customer Contact.  Equality and Diversity Working Group.	With existing resources.	April 2007	Equality and Diversity Strategy produced.
P17	Develop Service user group to address disability issues.	90% of tenants satisfied with the opportunity to be involved in service development.	Customer satisfaction.  Equal opportunities.	Equality and Diversity Working Group.	With existing resources.	December 2007.	Disability at Work Service User Group established.

**Priority 4: Involving and encouraging service users to have a say in WDH services**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
O13	Enable active involvement of the Independent Living Service User Group in the Sheltered Housing Review.	90% of tenants satisfied with the opportunity to be involved in service development.	Active participation Achievement and enjoyment Independent living	Assistant Director Customer Contact.	Within existing resources.	April 2008	Service user group established, ongoing promotion for new members.
O14	Produce regular and informative newsletters for tenants to promote independent living and special needs services.	Quarterly newsletter.	Independent living Safety and security. Healthy living.	Assistant Director Customer Contact.	£1,000 each quarter.	April 2007	First newsletter in draft for Summer 2007.

**Priority 5: Providing a safe environment for people to live, learn, work and play**

Specific		Measurable		Resources			
Reference	Action	Target	Outcome	Who	Cost £	Target Date	Progress to Date
S17	Apply secure by design standards to new build schemes.	100% new build development include Secure by Design standards as per Housing Corporation Regulation.	Safety and security. Sustainable housing schemes. Enjoyment and achievement.	Assistant Director Regeneration.	£10m new build 2006 / 2008.	2007 - 2012	
P22	Introduce prevention and enforcement initiatives to tackle anti social behaviour.	Each initiative to establish targets.	Safety and security. Active participation. Sustainable communities.	Community Safety.	To be evaluated per initiative.	2007 - 2012	Family Intervention Project. Lupset Senior Youth Inclusion Project.
P22	Promote target hardening.	Reduce repeat victimisation of household burglary (national police target).	Safety and security.	Community Safety Technical Services	£100,000 per annum.	March 2008.	Target hardening team established.
P22	Minimise the risk of abuse to vulnerable adults.	100% of Independent Living Team employees to be CRB checked.	Safety and security.	Safe guarding vulnerable adults partnership board.	With existing resources	March 2008.	CRB checking.

## 7. Expected Outcomes

- Sustainable housing stock.
- Tenants maintain the ability to live in their homes for longer.
- Reduction in fuel poverty.
- Environmental improvement.
- Tenants satisfaction.
- Increased demand.
- Maintained home ownership.
- Reduction in homelessness.
- Housing options increased.
- Housing demand met.
- Sustainable communities.
- Active participation.
- Reduction of admission to residential care.
- Maintain victim in own home.
- Value for money.
- Enable people to stay at home.
- Reduction in moves to residential care.
- Releases stock for families requiring housing.
- Older tenants more suitably housed.
- Reduce voids.
- Choice facilitated for the service user.
- Active participation.
- CBL accessible for all service users.
- Vulnerable service users not excluded.
- Clean and tidy estates.
- Tidy gardens.
- Reduction in anti social behaviour.
- Choices for service users.
- Person centred support services.
- Tenure neutral services.
- Flexible support provision.
- Integrated working at front line levels.
- Minimise duplication for service users.
- Market leaders.
- Accessible community services.

## 8. Equality and Diversity

WDH will ensure that in delivering services we continue to be inclusive and representative. We want all tenants and residents to be involved regardless of age, ability and background and will provide the support needed to enable this.

We aim to be effective in encouraging wider involvement and, to achieve this, we will research the needs of communities within the district so that we can tailor our services to meet their diverse needs.

We will ensure that information is available in a variety of formats, including different languages, on audio cassette and large print, by newsletter, leaflets, information in Service Access Points and the website. This will help all tenants and residents have access to up to date information.

Wakefield and District Housing is committed to delivering the highest standards of housing and related services and in meeting the diverse needs of all sections of the community. We will always:

- Treat people fairly regardless of ethnicity in all aspects of service delivery and access.
- Offer equal access to WDH services to all regardless of gender, sexual orientation, marital status, race, colour, ethnic origin, nationality, religious belief, age, disability or any other reason.
- Set and monitor equality targets and performance indicators for key service areas.
- Provide services that are sensitive to the diverse needs of individuals, groups and local communities.
- Work towards ensuring that our workforce is representative of the communities we serve.
- Ensure that customers, stakeholders and service users have suitable access to our customer Service Access Points and other WDH premises, ensuring that all legislative requirements are met.
- Provide access to information in accordance with the Data Protection Act 1998.
- Require WDH contractors and consultants to deliver services fairly and in a manner consistent with our Equality and Diversity Strategy.

WDH has a separate strategy for Equality and Diversity 2006 - 2010.

## **9. Monitoring and Review**

The delivery of service standards in relation to this strategy will be monitored and reviewed in a number of ways.

Service access standards outlined in the Customer Charter will be monitored by Tenant Lead Inspections to ensure standards are delivered. This is where tenants' inspect and scrutinise services for tenants.

The annual Tenants' Satisfaction Survey will measure how satisfied tenants are with the services they receive set against targets that WDH set.

WDH's Performance Management Framework is designed to ensure we achieve our objectives, enable us to prioritise our resources, ensure value for money, motivate our employees and provide satisfaction for our customers.

It provides ownership and accountability to ensure we can deliver targets and continually improve performance. It includes performance indicators on access to our services to give feedback on how well we are doing in managing our business processes and what this means to customers.

Each task for improvement in the action plans has performance indicators and targets so we can measure the level of improvement once the task has been achieved.

The results we get from monitoring service delivery will be used to help us make future decisions to meet what customers expect and want at the right cost.

## Appendix A - National Context – Further Explained.

Current attitudes towards improving care and support services have evolved over time and are outlined below.

### **'Quality and Choice for Older People's Housing: A Strategic Framework' – January 2001, DETR and Department of Health**

For the first time, this set out the Government's strategic vision for older peoples housing and housing related support in response to changing demographic trends and an aging population:

- 30% of all households are headed by someone aged 60 or above and this is expected to grow.
- Increasing numbers of people aged 85 and over.
- Increasing numbers of older black and minority ethnic (BME) people.
- Increasing numbers of older people who live alone.

Focus was on improving quality and choice in recognition of the broad range of housing issues facing this significant section of the population and enabling preventative approaches to help older people to retain their health and mobility.

The strategic approach sets out two main objectives to be addressed by all those working with older people;

- To ensure older people are able to secure and sustain their independence in a home appropriate to their circumstances.
- To support older people to make active and informed choices about their accommodation by providing access to appropriate housing and services and by providing advice on suitable services and options.

The key themes for the strategic approach include:

- Diversity and Choice.
- Information and Advice.
- Flexible Service Provision.
- Quality.
- Joint Working.

Flexibility in service provision is concerned with older people wanting to remain in their own homes for longer and recognises new technology as a means to achieve this. Several factors driving this development include:

- A way of supporting independence.
- Widening of housing options for older people.
- Increased emphasis on preventative services.
- Reduced health care costs associated with an ageing society.
- Joint working is concerned with improving service integration delivered at the local level by housing, social services and health.

### **'Opportunity Age' - 2005**

In 2005 the Government published its national strategy on ageing. This established the framework for developing a coherent strategy for an ageing population and stresses the importance of both the public and private sectors in addressing issues to allow older people to live full lives and play an active role in the community.

Central to this strategy is the agenda of active ageing where later life is as active and fulfilling as earlier years. It aims to:

- Promote good mental health, exercise, physical activity, well being and independence.
- Support choice in health and social care services.
- Tackle health inequalities, social exclusion and isolation.
- Design and deliver support beyond health and social care such as access to technology.

### **'Our Health, Our Care, Our Say: A new direction for health care services' – January 2006**

The context that helped develop the White Paper included:

- Advances in trade and technology and the prospect of living longer.
- Growth in the number of older people.
- Medical science, assistive technology and pharmaceutical advances that will change health and social care and support more people at home.

The paper is separated into themes:

- Community based care.
- Enabling health independence and well being.
- Better access to general practice.
- Better access to community services.
- Support for people with long term conditions.

- Care closer to home.
- Putting people in control.
- Making sure change happens.

Community based care focuses on a shift from the current system based around acute care towards prevention and community based care.

Support for people with long term conditions focuses on movement of hospital care into the community. Approaches to be supported include:

- House alarms linked to call centres, staffed by a nurse.
- Telecare as part of intermediate care.
- Telemedicine including spirometric (breathing) and cardiac readings from the home to detect acute episodes early and minimise or eliminate the need for hospital admission.
- In-home touch screen and video link for patients to self monitor and provide information to health professionals.
- Bed sensors to detect if people have returned to bed safely at night.

‘As a Government, we want people to have an active, enjoyable and independent old age. We want those that need it to have access to high quality support. We want to meet people’s aspirations for independence and greater control over their lives and we want to make services flexible and responsive to individual needs.’

We believe that technology such as Telecare will have a key role to play in helping achieve these aims and the ambitions we set out in the recently published White Paper.’

**Liam Byrne MP**  
**Parliamentary Under Secretary of State for Care Services**

National Service Framework (NSF): Older People, March 2001, Department of Health

This was introduced to drive up standards and reduce unacceptable variations in Health and Social Services. It also sets standards for services that commissioners and providers of health care must meet.

The NSF for Older People has eight standards:

- Rooting out age discrimination.
- Person centred approach.
- Intermediate care.
- General Hospital care.
- Stroke.
- Falls.

- Mental Health in older people.
- The promotion of health and an active life in older people.

### **Person centred approach**

This is aimed at offering and promoting choice and ensuring that people are treated as individuals receiving the appropriate care to meet their needs. This involves the single assessment process where assistive technology may be identified as a necessity to prevent further decline in conditions.

### **Falls**

The aim of this standard is to reduce the number of falls nationally. The NHS are expected to work with local Councils to achieve this standard with assistive technology playing a major role in achieving it by offering lifestyle monitoring to enhance preventative strategies and ensuring immediate responses to emergency situations.

### **Intermediate Care**

This standard is concerned with developing access to a new range of intermediate care services within the home to promote independence, effective rehabilitation and early hospital discharge.

The standard recognises that there is too little investment in preventative and rehabilitation services. Too many older people are admitted to hospital when community based services could better meet their needs. Consequently disrupting social networks and causing disorientation and in some instances leading to unnecessary hospital acquired infections.

### **Mental Health in older people**

This standard drives effective treatment and support services that also assist families and carers of dementia sufferers as well as sufferers themselves.

Assistive technology can form part of a required care package along with associated protocols for such client groups.

### **Promotion of health and active life**

This standard intends to increase and maintain the levels of functional ability and improve the sense of well being.

Assistive technology helps to support older people to continue to live healthy and fulfilling lives. Particularly relating to this standard, it can help increase physical activity, improve diet and nutrition and assist with blood pressure management.

The NHS Plan, July 2000

The aim of the plan is to speed up discharge when people go into hospital and ensure that rapid response and 'hospital at home teams' work with GPs, community nurses and social care staff to promote independence and offer care 'close to home'.

An extra £900 million is available to invest in intermediate care and related services providing, amongst other initiatives, active recovery and rehabilitation services, supported intermediate care places and extra rapid response teams.

The Plan is committed to 50% more people benefiting from assistive technology.

## Supporting People

The Government's Supporting People Long Term Policy Programme was designed to enable local authorities to plan, commission and provide housing related support services to enable vulnerable and older people to live independently.

One of the main aims of this national policy is to 'enhance technological solutions which help older people to feel safe and secure at home'.

The Department of Communities and Local Government (DCLG) has therefore established a new National Service Framework Agreement for Telecare with PASA (the NHS Purchasing and Supply Agency). It advocates that Telecare should be an integrated health, housing and social care service and covers the procurement of Telecare equipment and response services funded by the Supporting People Programme.

The Parliamentary Under Secretary of State for Care Services, said in his foreword to Building Telecare in England:

'In England today, older people face a future of great promise. Over the coming years, many people aged over 65 in England will be better off and better educated, with higher expectations of public services than retirees before them. They will have been accustomed to and will expect higher quality services. Our goal is to ensure older people live out the promise of that future to the full.'

A Sure Start to Later Life, Ending Inequalities for Older People, ODPM, DOH, DWP, Social Inclusion Unit, January 2006

Sets a focus on boosting prevention services and is committed to economically efficient services through better prevention and joining up.

Sure Start will include a network of one stop shops, containing health, social care, housing, leisure, education and voluntary and social opportunities.

Independence Well Being and Choice, Our vision for the future of social care for adults in England, March 2005, Department of Health

Supports the vision of extending the range of support, how support is delivered and how social service departments can harness and foster other resources that already exist in the community.

Looks to encourage preventative services by supporting early intervention that prevents or defers the need for more costly intensive support, make better use of technology to support people and provide a wide range of supported housing options.

