C&C Principles of Housing
**Principles of Housing**

<table>
<thead>
<tr>
<th>Inspirational Home</th>
<th>Current Service Offer</th>
<th>Service Aspiration</th>
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</thead>
<tbody>
<tr>
<td>We strive to create a culture of problem solving using our values of respect, integrity and partnership, finding ways to meet unique requests and needs, and not creating barriers to individual choice. We understand our residents and how they wish to live their lives. We will give them freedom to follow this through.</td>
<td>Core Housing Management from local scheme staff. Running scheme surgeries to give tenants the opportunity to discuss management, repairs and problems associated with the building. Providing tenants with information and advice about the services related to the scheme including Cleaning of common areas, use of communal area, issues that arise from CCTV/assistive technologies monitoring etc.</td>
<td>Dom care Services. Tailored to individual schemes and delivered by C&amp;C Flexible Spaces in design Menu of services on ‘pay as you go’ based on independence through to high level support basis, including digital inclusion and community based activities and companions. Flexible pet policy.</td>
</tr>
<tr>
<td>Staff to resident ratio linked to service with three models of delivery</td>
<td></td>
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<tr>
<td>• Safety and Security</td>
<td></td>
<td></td>
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<tr>
<td>• Enhanced Housing Management</td>
<td></td>
<td></td>
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<tr>
<td>• Care and Support</td>
<td></td>
<td></td>
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<tr>
<td>Using Assistive Technology to enhance the lives of our residents</td>
<td></td>
<td></td>
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<tr>
<td>Person centred, our Staff work with our Residents in their homes and schemes.</td>
<td></td>
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<tr>
<td>Residents will be given the opportunity to personalise their homes and design of layout and equipment will continue to offer this choice. Contact with plants and animals and an ability to offer support to others is encouraged We will use assistive technology where we know this can offer our residents greater freedom and safety but never at the expense of care from our staff.</td>
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**Inspirational Spaces**

Shared spaces (gardens, corridors, lifts etc) are intrinsically essential to our safety, security and wellbeing.

We will ensure our residents have freedom to access our shared spaces which are interesting places with activities and areas of intrigue.

We will encourage all residents to be all our residents are active members of the local community through supporting residents to go out and for the local community to come in.

Staff are available in open spaces with offices only used on request.

Staff have mobile technology that allows them to bring information and services to residents in the location of their choice.

<table>
<thead>
<tr>
<th>Caretaking services in place and are popular.</th>
<th>Controlling access to buildings including the lift, front and back stairs, communal garden and landing/corridor.</th>
<th>Maintaining the health and safety of the building.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced control through assistive technology.</td>
<td>Services into homes for cleaning and handyperson.</td>
<td>GM increased service offer from Bronze to Gold.</td>
</tr>
</tbody>
</table>
**Inspirational Living**

We will create friendly relaxed and personalised communities where residents, family and friends feel at home.

We will give opportunities for creativity in our communities through arts and learning.

Food is at the heart of life and we will create spaces where food and drink can be enjoyed.

We will engage with residents and stakeholders to create meaningful and purposeful communities and relationships.

Residents will look to support each other with our assistance through volunteering and informal support.

We will be partners with residents in the management of their communities.

| Staff are now encouraged to visit residents and family in their homes and to be more active and out of the office |
| Creative Arts Officer dedicated to Sheltered Housing |
| World food day celebrated at schemes |
| TRA recognition policy and procedure |
| Resident Champions project through the SHF. |
| Chosen by Us. Residents on staff interviews |

Develop clear links to health and care services in the community.

Develop residents friend concept using the skill pool to assist other residents with communication difficulties.

Developing a program for inviting neighbours in.

Creative Arts Spaces and artists in residence

Further education links to local colleges.

Pay as you go food options at scheme or with local restaurants.
More Than Just a Few Kind Words
National Housing Federation Report on Sheltered Housing

Foreword
Sheltered housing has been a home of choice for many older people in our society for the last 30-40 years. Giving that little bit of extra help when needed and providing opportunities for ongoing social activity with peers, it has proved a valuable setting in which older people have been able to live safely and maintain their independence.

In our strategy for an ageing society, Lifetime Homes, Lifetime Neighbourhoods, we recognised that such specialised housing will continue to play a valuable role in supporting us as we grow older, and will be a positive choice for many older people in the future.

Sheltered housing has always included a range of different models of accommodation and support. The changing and increasing expectations of older people, and the age and nature of some sheltered housing, mean that those models need to be able to adapt to different requirements. At the same time, different ways of funding the support that is included with sheltered housing – traditionally provided by a warden or sheltered scheme manager – has also led to changes in how sheltered housing is delivered.

Sometimes these changes have been done very well, but the report by Help the Aged – Nobody’s Listening – captured the concerns of a growing number of older people where changes hadn’t been done well, leaving them feeling vulnerable, distressed and unsure where to go with their complaints.

We are very clear that the best services are developed together with the active involvement of those who use them. The constraints of funding, the demands for different models of services are all things that sheltered housing residents are aware of, and can help providers and commissioners of services to address when they are fully involved.

So we brought together the Ministerial working group on sheltered housing, drawing on the expertise of representatives of older people, sheltered housing residents, providers and service commissioners. Its task was to identify ways to make a positive difference to the lives of people living in sheltered housing, now and in the future. It was also required to address some of the explicit concerns made by older people about how the changes in sheltered housing were being introduced.

As sheltered housing transforms and modernises to meet the current needs and aspirations of older residents, there are both real concerns about the future of sheltered housing, as well as the recognition of opportunities to deliver more personalised, choice-based services. Sheltered housing remains a vital, preventative service, which often functions as a central hub to the local community. Most importantly for the older people who live in sheltered housing, it is their home.

Key to managing changes to services well, is the relationship between commissioners, providers and residents. Commissioning bodies, housing and support providers and residents should work closely in partnership to ensure that residents are not simply informed about proposed changes, but are actively involved in designing changes to their services and are given the opportunity to consider a variety of different models.

This guide highlights good practice in the implementation of any changes to current services, as well as providing case studies on a variety of successful models for support services to older people whether it be flexible community-based support, a scheme manager service, innovative use of technology or a hub and spoke model. Through identifying their overall benefits for older people and value for money, the case studies will present providers and commissioners with a
sound background and evidence base for commissioning a range of housing-related support services for older people.

Lord Bill McKenzie of Luton, Parliamentary Under Secretary of State, Communities and Local Government

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This guide is one of four projects commissioned by the CLG Ministerial Working Group for Sheltered Housing:

- Effective Resident Involvement and Consultation in Sheltered Housing: A Good Practice Guide for Providers and Commissioners
- Complaints
- EAC Housing for Older People Awards

Chartered Institute of Housing

New approaches to housing for older people

What is this all about?

Being older can last a long time - policy approaches look at an age range from 55 to over 100. People's resources, aspirations and needs can vary enormously over that time frame, and older people cannot be looked at as a homogenous group. So the range of housing choices and offers needs to increase. This briefing looks at how models of bespoke housing for older people (often termed sheltered or retirement housing) could be developed in the future that:

- enable increasing numbers of older people to have better and more attractive housing options that provide more fit for purpose affordable solutions to their housing needs.
- enable health and care services when needed to be delivered in/closer to home, providing better outcomes for older people and achieving savings for the public purse, by reducing dependency on acute services.
- enable older people to have a living environment that promotes personal safety, social engagement and activity, maximising wellbeing and reducing the ill effects of social isolation and the adverse impacts of some long term conditions.

CIH Final Thoughts
For government and local authorities, the rising numbers of older people and the pressures on health and social care services means that new approaches to stimulate increased housing options that support active, connected and independent lifestyles amongst the ageing population is vital. And for businesses both in the not for profit and profit making sectors, the level of wealth and buying power of older people means that there are new opportunities for developing quality bespoke housing and for remodelling the existing stock to meet the needs of older people for years to come. To do that successfully and learn from past mistakes means that, at the local level, the housing industry needs a fuller and more sophisticated understanding of what older people want now and are likely to want and need as they age further, and how to make models of bespoke housing that will offer increased choice, being more flexible and adaptable to changing aspirations. The localism agenda will mean that those models may have a greater rather than reduced level of local variation, so the industry therefore needs also to learn how to communicate its offer to older people more effectively, and how to develop models with the experts – older people themselves.

Westminster-Briefing

http://www.westminster-briefing.com/

Is sheltered housing approaching its retirement?

This once venerable British institution is in danger of selling itself short and failing to respond to the changing needs and aspirations of older people, writes Jeremy Porteus, Director of the Housing Learning and Improvement Network (LIN).
As a recent briefing by the Institute of Public Care (IPC) at Oxford Brookes University points out, older people currently living in sheltered housing value their homes and it is potentially popular. This is despite decades of under-investment in what is often very old housing stock. It fails to meet the aspirations of many of today’s older people in terms of design, accessibility and energy efficiency.

However, its continuing popularity with residents despite these shortcomings suggests we would be foolish to consign it to history.

After all, as the IPC briefing points out, with around 476,000 sheltered housing units in England, whose value has been estimated at around £19bn, “it does constitute probably the highest value asset owned for older people in the public domain”.

A toolkit to help local authorities and their partners assess the local market for retirement housing identified a chronic shortage of quality housing schemes for older people. We must look to make this uniquely large and historic asset work for us in policy terms and meet the very real challenges of our ageing population. There is a sense that ministers and policy makers are grasping the key role that housing will play in meeting the health and wellbeing outcomes of older people.

The £300m care and support housing fund, which the Department of Health has launched to help develop 9,000 units of specialist housing for older people, is merely the most concrete example of this.

Meanwhile, the wider social imperative to provide specialist housing that older people actually want to live in was recently illustrated by a Demos report. Building decent retirement housing (or improvements to existing provision), would “free up” more than 3 million homes for “desperate families”, the think tank said. With a vast housing and public asset on their hands, local authorities and charities should start that process with an options appraisal and also engage with private retirement housing providers in shaping local housing older people strategies.

Providers and commissioners of housing for older people must assess how sheltered housing can help improve health and wellbeing outcomes for older people.

Under-investment in maintenance and refurbishment, allied to the inferior building and design standards mentioned earlier, mean that upgrading or remodelling the stock can be more expensive than rebuilding. That is exacerbated by arcane and counter-intuitive VAT policies.

However, if providers do go down that route they must involve residents and embrace the aspirational models and principles around design, accessibility and services set out in recent reports. The design principles are out there – notably in the work of the HAPPI expert panel (Housing our Ageing Population: Panel for Innovation), chaired by Lord Best.

Some may consider adapting traditional sheltered housing to new models of ‘senior’ living. The increasing recognition of the role of extra care housing in promoting the independence of older people, delaying or preventing admission to residential care and reducing demand for health and social care makes this an attractive option for commissioners.

The demand for extra care housing for rent and sale exceeds supply in most parts of the UK. However, adapting existing sheltered housing to meet that demand could be
difficult given the higher care needs of extra care housing residents and issues around mobility.

Despite this, sheltered housing providers should not be deterred. They should work with commissioners and local planners to reinvigorate this asset, which could in turn reinvigorate older people for generations.

Depending on the condition of the schemes and local circumstances, sheltered housing in new guises could again be a jewel in the nation’s crown.

AGE UK Improving later life

Making it Work for Us A residents’ inquiry into sheltered and retirement housing.

Key recommendations

• There should be a comprehensive policy review of future models and funding of sheltered and retirement housing. • More must be done to promote the benefits of retirement housing to future generations, by offering well-designed and affordable housing options.

• Policy-makers and planners should facilitate the provision of additional retirement housing, to meet the growing need for this type of accommodation.

• Residents need much greater transparency in the delivery of retirement housing and associated services, to prevent them being exploited and to protect their rights.

• Residents need a more robust regulatory framework in the private leasehold sector, to ensure fair and honest competition between providers.

• Older people need greater equality of rights between those living in the social and leasehold sectors, especially on the issue of consultation.

• More support should be given to initiatives that give residents greater control over their housing, such as the ‘Right to Manage’, co-operative and co-housing solutions.

• Scheme managers are an essential feature of sheltered housing and panel members believe they need to be retained, to promote the health and safety of residents.

• Providers must make it easier for older people to obtain accurate and reliable housing advice, so that they can make informed decisions about their housing.

Why does retirement housing matter?
Sheltered and retirement housing represents a relatively small percentage (5 per cent) of all older people’s housing. It is estimated that there are around 533,000 units in both the private and public sectors combined in England.

Although the majority of older people (90 per cent) live in ordinary mainstream housing rather than specialist housing, there is a debate about whether retirement housing should be available to a greater number of older people, and about the conditions required to make this a possibility (e.g. greater affordability). Many older people don’t know about sheltered or retirement housing, or do not think that they would meet the conditions to gain access to it. This is a shame, given the benefits of a wider range of affordable housing alternatives for older people.

How did the inquiry work?

Age UK invited a panel of 12 residents, living in both the social and private sectors, to conduct the inquiry. Our main (and not inconsiderable) task was to review the current issues and to set out recommendations to improve existing retirement housing and future schemes, in the space of five meetings. At the first meeting, the residents’ panel agreed the terms of reference suggested by Age UK. However, the panel determined all the themes covered by the inquiry, reflecting their individual concerns and those of the groups they represent. Age UK facilitated the discussion and invited the witnesses to take part on behalf of the panel.

Age UK also commissioned an external independent facilitator (Pauline Vernon) to support the work. Age UK invited individual residents and groups to submit evidence to the inquiry for consideration and has included evidence from SHUK at the end of the report (see Appendix 1, page 53). We agreed that the publication and promotion of the inquiry report should be a stepping stone to encourage other residents to share their views and engage with the issues. The comments and feedback received in response to this report will be made available through Age UK.

Recent reports and guidance on retirement housing It is useful to review some of the recent national reports and guidance that have informed the debate on sheltered and retirement housing. These include the following. Nobody’s Listening was commissioned by Help the Aged to determine whether there was a continuing decline in warden services and to hear the views of providers, commissioners and residents on the shift towards floating support services (i.e. warden-type services provided remotely to residents and older people living outside the sheltered scheme). It found a continuing decline in wardens (scheme managers), despite recognition of the clear advantages of retaining them. This seemed to indicate a pragmatic policy shift, based on funding restrictions and the need to find savings.

The report revealed very little research asking for the views of older residents about changes linked to the introduction of the Supporting People funding programme in 2003. (At the time, residents were reassured that it would make no difference to their
As a result of lobbying by residents, a ministerial group on sheltered housing was set up in 2009. It produced three guidance reports:

- ‘More Than Just a Few Kind Words!’ Reshaping support in sheltered housing, looking at best practice for remodelling sheltered housing
- A Guide to Making Complaints for Sheltered Housing Residents, which aimed to clarify some of the confusion around where residents could take different types of complaints
- Effective Resident Involvement and Consultation in Sheltered Housing, which set out to address residents’ concerns about tokenistic consultation around their schemes and services, where the conclusions had effectively been predetermined.

The Breaking the Mould report published in 2011 was part of an ongoing initiative by the National Housing Federation to look at what housing associations can offer older people, while ensuring that schemes are financially viable.

Housing Markets and Independence in Old Age:

McCarthy and Stone, major developers of retirement housing in the UK, are also taking the lead on the development of a planning toolkit, with the backing of government and other key agencies, to encourage local authorities to support the development of older people’s housing. Shelter’s A Better Fit? report takes up the debate around downsizing and the housing choices that should be available to older people. The report’s recommendations include calling on developers to offer inclusive packages that support older people to move and allowing them to try a scheme before they buy. It also says that specialist housing should offer older people transparency and certainty about their consumer rights. It should set out a schedule of fees and management charges that residents will be expected to pay. This is a theme endorsed by many of the panellists who