

Action Plan

‘Older People’s Housing Strategy (HRA)’

Action Plan – Older People’s Housing Strategy (HRA)

This action plan details how the Strategy will be delivered to achieve SDC’s six strategic objectives (UNIQUE) and in turn realise the Council’s vision.

1. Understand what current and future tenants want from their homes as they age and how this can be achieved.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
1.1 Undertake further analysis and exploration of the results from the Older People’s Accommodation Research to deepen SDC’s understanding of the outcomes. Some areas to explore could include: <ul style="list-style-type: none"> Why residents were not supportive of community groups using the communal lounges. Why residents did not favour living in mixed communities. Why residents were unwilling to pay for additional services. 	Undertake focussed user groups with existing or prospective future tenants to obtain information which can further shape the strategic objectives.	Service Delivery Manager (LM)	December 2021	Dec 2021 – Following extensive consultation tenants are accepting and supporting the local community using communal space as well as external and internal partners addressing social isolation/inclusion. Service charges have been individualised. Slight reduction in Service Charge to HUBS due to external usage.	Clear understanding and consultative approach to gathering intelligence to shape the service we deliver.	Aug 2022
1.2 Commission the Older People’s Accommodation Research to be undertaken again within 5 years. This will ensure the Council are aware of any changing trends enabling future reviews of this Strategy to reflect current and future demand.	Procure a research company to undertake the same survey of a further 500 Stroud district residents within 5 years. This feedback can be used during the review of the Strategy.	Projects Officer (CW)	November 2022	Projects officer is currently repurposed to deliver Resident Involvement activities	Data analysis and identification of any trends.	April 2022
1.3 Undertake market research to identify any additional tenure options specifically for older people, which may address a future gap in the range on offer from SDC.	Approach other Local Authorities and RP’s to find out what other tenures they offer.	Projects Officer (CW)	October 2022	Projects officer is currently repurposed to deliver Resident Involvement activities	Data analysis and potential options for delivering the service in a more effective manner.	
1.4 Carry out a thorough analysis of costs prior to any changes to service provision, and establish the financial viability of these options to tenants and the Council.	The costs of the different ranges of accommodation need to be considered, with regards to affordability to the end user and also the Council. This needs to take place in conjunction with the service charge project, so that tenants are clear about any possible changes to service charges. Where there are any possible increases to service charges, the Council will need to consider whether it can afford to subsidise some of these services and think creatively about how these service charges could be reduced.	Tenancy Operations Manager (PA) Principal Accountant (LC)	April 2020 - Completed	April 2020 Undertaken involving further investigations in relation to service charges. Service charges individualised per site April 2021	Transparent approach to true rent and service chargeable items informing choice and cost.	N/A
1.5 Explore all options for funding any additional services.	Consider partnership working with other providers who already operate hub and spoke models, grants from external agencies and funding from external users.	Service Delivery Manager (LM) Projects Officer (CW)	September 2020 and Ongoing	Jan 20 – Meetings with Stroud Valley Projects, Barnwood Trust GCC and others to build relationships. Sept 2021 £10k Funding awarded from National Lottery for community nature trail and sitting area in partnership with Stroud Valley Projects.	Data analysis and potential options for delivering the service in a more effective manner.	N/A

2. New homes should be designed to be dynamic allowing flexibility and adaptability for the future.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
2.1 New homes should be built to be accessible.	Where possible – new homes should be built to building regulations Part M4 (2), Part M4 (3) or Lifetime Homes Standard.	New Homes and Regeneration Manager /(KR)	Ongoing	On all new sites, unit types are considered in the early stages of the design process and where possible, priority is given to achieving Building Regulations Part M4(2), Part M4(3) or Lifetime Homes Standard. This is also being included within our new 'homes design checklist' which is issued to the architect at the early stages of setting the design brief/concept. (KR)	New homes should allow ease of access to tenants where possible to enable them to live independently.	Review again at the end of the tranche 1 new build sites
2.2 The Standard Employer's Requirements (SER's) should be reviewed to identify any areas where the specification for new homes can be improved to enable tenants to live independently for longer.	The review should consider what changes could be made such as: <ul style="list-style-type: none"> • Adaptable kitchen space • Wet rooms • Easily accessible power points • Level access • Wider doors • Improved energy efficiency 	New Homes and Regeneration Manager /(KR)	Completed	Following a procurement process an Employer's Agent has been appointed to undertake a review of SDC's specification for new homes and this is now completed (KR)	Identify any changes which can be made to the specification for new homes which would allow tenants to live more independently as they age.	Review again at the end of the tranche 1 new build sites
2.3 Consider the mix and tenure of housing on sites which may suit older people's accommodation to continue increasing the amount of housing for this shifting demographic.	Consider sites which are close to health and support services, good transport links and local amenities. Review the 'older person's shared ownership' product and consider introducing this on any suitable sites.	New Homes and Regeneration Manager (KR) Policy Implementation Manager (PS) Head of Housing Services (KT) Service Delivery Manager (LM)	Sites are considered on a site by site basis as to their suitability for older persons accommodation and one of the aims of the Sheltered Modernisation project is to review the 'red' sites for redevelopment for older people	At Tanners Piece the Council has completed its first independent living scheme for older people following the demolition of 8 pre fabricated bungalows. A similar approach is proposed for the Glebelands site in Cam where the Council is looking to demolish a sheltered scheme that is no longer suitable for older people and build another independent living scheme along with some family housing. At Broadfield Road in Eastington the ex wardens accommodation and common room are to be redeveloped to provide 9 further bungalows for older people with planning permission due to be submitted at the end of July. At Ringfield Close in Nailsworth, as part of redevelopment of the site, the Council is proposing to develop its first shared ownership bungalows for older people. The site is close to Nailsworth town centre and is considered a very suitable site to trial this type of accommodation with a view to rolling it out to other sites in the future if found to be successful. (KR) Revision of the Local Plan policy which addresses delivery of housing to meet older persons' needs,	Ensure the delivery of housing is fit for purpose and meets the needs of future tenants. Introduce a competitive choice of housing options for older people.	With consideration at each site

				especially on strategic sites. Delivery by December 2021 (PS)		
2.4	Review and assess the impact of any additional costs through changes to the SER's.	Consider whether these costs can be accommodated within the new build scheme costs and understand how this relates and impacts on future asset maintenance costs and affordability to the Council.	New Homes and Regeneration Manager /(KR) Principal Accountant (LC)	Ongoing	Costs can be accommodated within the new build scheme costs and they have been included in budget figures approved by Housing Committee. Further analysis required to understand how this relates to and impacts on future asset maintenance costs.	Ensure that any changes made to SER's can be accommodated within the HRA.

3. Increase desirability of our older person's accommodation to encourage downsizing.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
3.1	Continue to invest in the Sheltered Modernisation Programme – improving the quality and desirability of schemes.	Senior Management Team Housing Committee Principal Accountant (LC)	Ongoing	December 2019 HC agreed funding within the confines of the HRA delivery plan and MTFP	Agree the priorities for the HRA Medium Term Financial Plan.	
3.2	Re-brand and re-designate sheltered housing to 'Independent Living Hub', 'Independent Living +' and 'Independent Living'. Incorporating a robust communications plan of consultation in line with the service charge project.	Changes made to any references of Sheltered Housing – this should include: <ul style="list-style-type: none"> • Leaflets and information sheets • SDC website and any other websites where this may be referenced • Signage at schemes • Notice boards at schemes • Job titles which reference sheltered housing 	Service Delivery Manager (LM) Head of Housing Services (KT) Katherine Allen (CHF) Communications Officer (RL)	July 2020 - Completed	Re-brand completed April 2021 <ul style="list-style-type: none"> • Erection of external Signage • Info sheets and Newsletters distributed • Extensive consultation through site meetings • ID badges updated • Service delivery reflects individual service charge per site (Site Officer time allocation) 	Consultation with tenants to support changes as proposed to ensure there is a smooth transition with minimum disruption and anxiety to existing tenants. Review, designate and implement the new model of Independent Living.
3.3	Undertake a review of the current marketing and advertising material of the Council's older people's accommodation to see how this could be improved to increase awareness of the range on offer.	Understand what current marketing is being used, consider forming a working group of officers to review and amend, also consider with item 3.2.	Projects Officer (CW) Communications Officer (RL)	July 2022	Projects officer is currently repurposed to deliver Resident Involvement activities	Ensure the marketing promotes the accommodation and service on offer and make it more attractive to prospective tenants.
3.4	Promote and expand the support available for tenants who opt to downsize into smaller accommodation.	Review current promotion methods and identify how to extend the message. Also see item 3.2 and consider linking together.	Housing Manager (ME) Senior Income Management Officer (PH)	Ongoing	IMO's promote the Moving Home Grant and Welfare Mitigation fund budgets which are available to tenants in an effort to assist downsizing and make best use of family sized accommodation. This includes	Ensure best use of stock and support those in larger properties to move into smaller homes

		Communications Officer (RL)		<p>contact tenants who have rent arrears and/or older people who hold tenancies with SD C. The Moving Home Grant was specifically set up to assist tenants over 55 downsize. Depending on circs, tenants can receive up to £2K which can be used to cover moving costs (including mutual exchange invoices), new carpets & curtains, a new cooker and the reconnection of utilities.</p> <p>The Welfare Mitigation fund was created to help tenants of all ages experiencing financial hardship downsize. Up to £1K & is available to tenants who under occupy by 1 bedroom or more and can be used to cover moving costs (as above)& in certain circumstances, clearance of rent debt that have accrued due to benefits being reduced for under occupation. IMO's have undertaken mail shots (including social media) where literature and information has been sent to tenants who are identified via information from Revs & Bens & Northgate as under occupying their properties. This again will often include older people who hold tenancies with SDC. To help this process, Northgate is now populated with correct & up to date information so the appropriate group is being targeted.</p> <p>Supporting agencies P3 and GL Communities have also been contacted and fully updated with information on these options. In turn, passing on to their clients who may under occupy and wish to downsize. If a tenant is able to downsize to a suitable property, the IMO's will quickly be in contact with the tenant to complete an Income Management Vulnerability Assessment form. This provides an opportunity for the IMO's to identify any support needs and then make a referral to the agency which will best address these needs.</p> <p>Age criteria has been lowered from 60 to 55</p>	releasing larger homes for families.		
3.5	Consider how activities will be arranged and advertised within the Hubs to ensure tenants have access to a range of health clinics and other activities.	Examine best practice from other Local Authorities and RP's to find out what has worked well. Consider whether this will be tenant led, or whether this is something which	Katherine Allen (CHF)	Ongoing	Jan 2020 – Visits to Churn Project and GL11 exploring operational management and funding – working	Links to health and wellbeing strategy, also prevention of	N/A

	could be accommodated within existing roles in the service team.	Service Delivery Manager (LM)		with NHS and Fall Proof project to set up preventative activities in HUBS Roll out on hold due to lock down August 2021 – HUBS opened x 4. Working with and delivering <ul style="list-style-type: none"> • Adult education • SDC Health & Well Being team • Choose 2 Move • Move it or Lose it • Basic First Aid Courses • Arts and Crafts • Seated Yoga • Tai Chi • Basic laptop/tablet skills • Day Centre initiation • Partially sighted Club 	slips, trips and falls – leading to reduced A&E admissions and other preventative measures to assist independent living, including the recognition of loneliness and other mental health conditions.		
3.6	Undertake a review of the allocations process and existing age criteria for our older people's accommodation to ensure it is fit for purpose, enabling future tenants to live in accommodation which meets their needs.	Review the existing allocations process, and consider the current age restriction of 60+. Give consideration to more suitable allocations processes which may involve an assessment of need instead of age. Alternatively, a range of different ages for each Independent Living model which would allow greater flexibility of our assets ensuring they are being used in the most effective way.	Tenancy Operations Manager (PA) Policy Implementation Manager (PS) Housing Advice Manager (JW)	July 2020 - completed	Lettings are made following the adopted countywide HomeseekerPlus policy, but given the pressure on general needs accommodation support for greater flexibility in lettings of Independent Living accommodation is welcomed The Age criteria has been lowered from 60 to 55	Ensure the properties we are offering meet the need of tenants both current and future and remove restrictions to entry to be as flexible as possible.	

4. Quality homes which provide a range of options which 'enable' tenants to live independently for longer.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
4.1 Undertake a review of general needs bungalows which are located in close proximity to any schemes identified as 'Hubs'.	Consider whether any tenants in existing general needs bungalow accommodation would like to pay to access the activities in the 'Hub' schemes. Also consider whether to convert any general needs bungalows to independent living accommodation when they become void and affiliate them to a 'Hub' scheme – this would assist by providing additional older person's accommodation and by potentially reducing service charges to those living in a 'Hub'.	Service Delivery Manager (LM) Housing Manager (ME) Katherine Allen (CHF)	December 2020	Delayed due to Covid Oct 2021 – Recruited Volunteer Coordinator who will undertake review of GN properties in close proximities to HUBS Explore other sites becoming Satellite HUBS to feed in and out of HUBS	Co-ordination, use and access to Hubs from general needs tenants. Working towards a cohesive community – promoting a common vision and sense of belonging.	April 2022
4.2 Review the existing Asset Management Strategy to identify any areas which could be improved to 'enable' tenants to live independently in their property for longer.	This could include replacement of components to help prevent slips, trips and falls. It could also include any items which make appliances or power sockets more easily accessible.	Asset Operations Manager (TS)	Ongoing	Delayed due to Covid. New strategy to be developed by June 2023	Identify any areas which could improve tenant's ability to live independently as they age.	June 2023
4.3 Review and assess the impact of any additional costs through changes to the Asset Management Strategy.	Consider whether these costs can be accommodated within the HRA 30 Year Business Plan and what other positive or negative cost impacts may be generated to	Asset Operations Manager (TS)	Ongoing	Completed	Reforecasting of the 30 year plan was completed in August 2021, which identified that efficiencies will be required over	June 2023

	other stakeholders by making these improvements.	Head of Contract Services (JG)			the medium to long term to ensure sustainable investment can be maintained. The position will continue to be monitored on an ongoing basis	
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5. Understand how affordable our homes and services are for our tenants and SDC.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
5.1 Review existing rents and service charges as part of the service charge project, to understand the cost to tenants and how these may alter with the new model in place.	Service Charge Project.	Operations Manager (SW) Business Support Officer (NP)	Subject to Housing Committee Approval	Service Charge complete and operational April 2021	To provide transparency of costs and a review of affordability to tenants and the Council.	
5.2 Consider conversion of any communal areas which are not utilised or where those communal areas are not suitable for conversion, or to offer genuinely desired facilities for both residents and older people in the vicinity.	Procure and engage an architect to assess the possibility for conversion. The current and future use of these communal facilities will need to be considered against the provision of new accommodation.	Project Manager (CH) Service Delivery Manager (LM)	September 2023	Potential conversions of communal areas in 5 schemes – this has been put back to the final 2 years of the programme (24-26) to allow time for consultation and implementation of new scheme designations. Modernisation works have been brought forward to ensure the overall programme is not delayed.	Provide additional homes for older people at affordable costs.	April 2023 (this will consider progress in scheme re-designation)
5.3 Consider how activities will be funded within the Hubs to ensure tenants have access to a range of health clinics and other activities which can be rolled out to outlying properties.	Explore any possible funding options from external providers. Consider how these activities could provide the opportunity to generate income to help support the future viability of these social activities.	Service Delivery Manager (LM) Projects Officer (CW)	Ongoing	Jan 20 Meeting with Barnwood Trust, SVP to discuss funding opps in line with surveys. Nov 2021 - £10k funding awarded through National Lottery and SVP. Volunteer Coordinator setting up committees for tenants to apply for funding direct.	Support the delivery of activities and increase funding available for the provision of these within Hubs.	N/A

6. Engage with other agencies and community groups to improve partnership working; reducing social isolation and improving health and wellbeing.

Action	How will this be achieved?	Resource	Deadline	Progress	Outcome(s)	Review
6.1 Work in partnership with Gloucestershire County Council to develop their Housing with Care Strategy.	Attend strategic meetings with GCC as necessary.	Senior Housing Strategy Officer (LS) Members	Ongoing	Complete https://www.gloucestershire.gov.uk/media/2108909/housing-with-care-report_17feb_21.pdf	To share SDC's vision for housing for older people with Gloucestershire County Council.	Review action plan progress April 2023
6.2 Explore other partnership working with organisations such as the NHS, or those	Review the Ark Report and GCC Housing with Care Strategy and identify any possible partnership opportunities.	Head of Housing Services (KT)	Ongoing	Jan 2020- Working with NHS Clinical Commissioner, Mental	Cohesive communities enabling outreach surgeries in communal areas.	N/A

suggested within the Ark Report to improve the housing options for our tenants.		Service Delivery Manager (LM)		Health, Clean Slate + internal partners including Housing Advice- Bookings generating regular income Lock down from March 2020 stopped activity, however, this has now resumed August 2021- Revisit internal partnerships – H & W, Housing Advice Comm Services etc.,		
6.3 Consider where practical applying dementia friendly improvements and practices across Independent Living schemes.	This will be achieved through the continuation of the sheltered modernisation programme improvements.	Project Manager (CH)	Ongoing	Dementia friendly practices continue to be considered at design phase for each project.	Improvements to the communal areas our Independent Living Schemes to assist the lives of tenants living with dementia.	Ongoing - at the design stage of each project

Action Plan Owner:	Kevin Topping, Head of Housing Services
Review:	Annual updates to Housing Committee