

<b>REPORT TO:</b>	<b>COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM:</b> 14
<b>DATE OF MEETING:</b>	<b>18<sup>TH</sup> JULY 2002</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>HEAD OF COMMUNITY SERVICES</b>	<b>OPEN PARAGRAPH NO:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>DAWN DAWSON ( Ext. 5797)</b>	<b>DOC S:\Hsg_Lais\Admin\WP Myfiles\HOUSING\Dawn Dawson\Committee Report - Sheltered Housing Services.doc</b>
<b>SUBJECT:</b>	<b>SHELTERED HOUSING SERVICES</b>	<b>REF: DD/LS</b>
<b>WARD(S) AFFECTED:</b>		<b>TERMS OF REFERENCE: CS 01</b>

### 1.0 Recommendations

- 1.1 That Members note the improvement actions undertaken in relation to the Sheltered Housing Service.
- 1.2 That Members consider proposed further improvement actions.

### 2.0 Purpose of Report

- 2.1 To inform Members of the progress of the Sheltered Housing Service Improvement plan and suggest further improvement actions.

### 3.0 Detail

- 3.1 The Sheltered Housing Service underwent it's Best Value Inspection during June 2001, with a further Inspection carried out during February 2002.
- 3.2 The Inspection resulted in a 'no star unlikely to improve' rating, with the second Inspection identifying some improvement, but also noting areas of inaction, particularly around Health and Safety issues.
- 3.3 The Sheltered Housing Service was re-structured during November and December 2001, with a new Sheltered Housing Team Leader in place from March 2002, and a new Advice, Liaison and Sheltered Housing Manager from April 2002.
- 3.4 The Best Value Inspection prompted management and Members to re-examine the Housing Service in a wider context, via the commissioning

of Pennington's Consultancy Services, to undertake a diagnostic of Housing Services as a whole.

- 3.5 Following consideration of Pennington's Diagnostic Report, a Change and Improvement Programme was formulated, with Members endorsing the Programme at Community Services Committee in May 2002.
- 3.6 Community Services Committee in June 2002 endorsed the allocation of £223,000 to support the Change and Improvement Programme.
- 3.7 On 26<sup>th</sup> June 2002, an additional £85,000 of Capital spending for the Sheltered Housing Service was pre-approved, subject to full approval by Finance and Management Committee on 25<sup>th</sup> July 2002.
- 3.8 Members, Management and Officers have fully committed to the Programme, securing noticeable achievements. Some key achievements are;
- Fire and Warden call testing regimes in place
  - Out of hours and bank holiday cover regime in place
  - Monitoring arrangements in place
  - Equitable service delivery established
  - Increased networking and consultation with key partners
  - Procedures issued
  - Programme of internal signage upgrades commenced
  - Cleaning contract in place
  - £80,000 secured over 2 years to replace locks
  - £20,000 secured for the installation of fire doors
  - £65,000 secured for the upgrade of warden call equipment
  - £40,000 secured for physical scheme improvements
  - £100,00 secured to re-model Willoughby House
- 3.9 Members are advised that in order to achieve an improved rating from the Audit Commission, there remain key areas to be addressed. Some examples of these areas are;
- The development of Scheme specific charges
  - Complete the options appraisal of hard to let Schemes
  - Consider the re-designation of hard to let Schemes
  - The development of a Strategic Vision for the service
  - Further investment required to bring accommodation up to standard
  - Connect door entry systems to Central Control
  - The development of a Sheltered Housing Tenant Participation Strategy
- 3.10 Annex A details progress against the Interim Challenge Recommendations and incorporates additional Improvement Actions ( shown in bold italics ) for endorsement by Members.

#### **4.0 Financial Implications**

- 4.1 Member's have approved the allocation of £220,000 to deliver improvements.
- 4.2 Finance and Management Committee will consider the allocation of an additional £85,000 at Committee on 25<sup>th</sup> July 2002.

#### **5.0 Community Implications**

- 5.1 The Improvements aim to ensure appropriate use of the Housing stock, to maximise the amount of appropriate affordable housing available.
- 5.2 The Improvements aim to provide a safe and pleasant environment which meets the needs of customers.

SHELTERED HOUSING IMPROVEMENT PLAN

Annex A

Improvement/Actions	Lead Officer	Implementation Actions	Target Date	Status	Customer Outcomes
Resolve access and safety issues	Advice, Liaison & Sheltered Housing Manager / Sheltered Housing Team Leader	Undertake joint inspections with the fire service	March 2001	Completed	Ensure the provision of a safe environment.  Reduction in time taken to answer calls through communications equipment
		Review fire and other emergency procedures – introduce via staff training	March 2001	Initial review and introduction completed. Further reviews on-going	
		Follow up Inspection/Audit of required actions by Safety Officer	March 2001	Completed. Spot checks continue via Health and Safety Officers	
		<i>Introduce testing regime for all Lifelines</i>	<i>May 2002</i>	Completed	
		<i>Improve fire notices throughout Schemes</i>	<i>May 2002</i>	Completed	
		<i>Introduce Fire Safety Awareness training for all Community Wardens in conjunction with the Fire Service</i>	<i>August 2002</i>	In progress through discussions with the Fire Services Fire Safety Officer	
		<i>Install fire doors to Schemes</i>	<i>April 2003</i>	Allocation of monies agreed.	
		<i>Upgrade community alarm / communications systems</i>	<i>December 2002</i>	Allocation of monies agreed.	
		<i>Install and connect fire alarms to Central Control</i>	<i>December 2002</i>	Allocation of monies agreed	
		<i>Connect door entry systems to Central Control</i>	<i>May 2003</i>		
		<i>Introduce fire alarm testing regime</i>	<i>April 2002</i>	Completed	
		<i>Commence programme of furnishing replacement in communal areas to fire retardant standards</i>	<i>November 2002</i>		

<p>Consider and appraise a range of alternative service models</p>	<p>Head of Community Services</p>	<ul style="list-style-type: none"> <li>• Identify and appraise a range of alternative service models in the context of suitability for South Derbyshire</li> <li>• Consult with key partners to ensure service model fits into wider picture of care in the community and promoting independence</li> <li>• Background research into models &amp; appraise each model in terms of local use, costs advantages and disadvantages, associated structure for Housing Services</li> <li>• Staff consultation on structure</li> <li>• Consultation with partners</li> <li>• Committee approval of new service model.</li> </ul>	<p>April 2001</p>	<p>Completed November 2001</p>	<p>Clarity of service to customers <i>Promotes wider choice of available services</i></p>
<p>Parameters for the service, which reflect good practice should be established</p>	<p>Advice, Liaison &amp; Sheltered Housing Manager / Sheltered Housing Team Leader</p>	<ul style="list-style-type: none"> <li>• Research best practice and define parameters for service in South Derbyshire, linking to the work on service specification and standard service models</li> <li>• Implement newly defined parameters</li> </ul> <p><i>Research and consider accreditation to the Centre for Sheltered Housing Studies service standards</i></p> <p><i>Develop Scheme specific service charges</i></p>	<p>April 2001</p>	<p>Completed March 2002</p>	<p>Clarity of service to customers</p>
			<p>October 2002</p>		
			<p>April 2003</p>		

Service specification & standards to be agreed with tenants and partner organisations	Advice, Liaison & Sheltered Housing Manager / Sheltered Housing Team Leader	Detailed service specification and standards drawn up following appraisal of alternative service model options  Service specification and standards agreed with tenants and partner organisations  <b>Consultation with tenants in relation to other service provision ( e.g. laundry facilities )</b>	June 2001  June 2001  December 2003	Completed November 2001  Completed November 2001	<b>Clarity of service to customers</b>
Introduce and monitor performance management systems	Advice, Liaison & Sheltered Housing Manager / Sheltered Housing Team Leader	Determine performance management system, based on agreed service specification & standards, to include performance targets, performance indicators, and operating procedures  <b>Commence implementation of enhanced performance management systems</b>	June 2001  July 2002	Completed April 2002	<b>Ensures services delivered to the agreed standards</b>
Develop service specific communication & participation strategies	Advice, Liaison & Sheltered Housing Manager / Sheltered Housing Team Leader	<ul style="list-style-type: none"> <li>• Strategy for communication required with staff &amp; tenants throughout immediate change process. This will include written information and meetings</li> <li>• Programme of staff training &amp; information meetings set up across Housing Division, to introduce new service procedures &amp; improve communication &amp; cross service working</li> </ul>	April 2001	Completed	<b>Ensures services delivered to the agreed standards</b>  <b>Allows customers to contribute to service improvements</b>

Develop tenant participation strategy that will ensure that all older tenants have the opportunity to contribute	Advice, Liaison & Sheltered Housing Manager / Sheltered Housing Team Leader	Tenant Participation Officer to work with Sheltered Housing Manager & Tenants Advisory and Consultation Team to identify how older tenants can be given the opportunity to participate	June 2001	Initial assessments completed	Allows customers to contribute to service improvements  Secures continuous improvement to service delivery
		Next round of Sheltered Housing Annual meetings to be used to develop Tenant Participation Strategy to ensure all older tenants have the opportunity to contribute	June 2001	Consultation carried out at, however specific strategy has not been agreed	
Acceptable standards of accommodation to be agreed	Advice, Liaison & Sheltered Housing Manager / Sheltered Housing Team Leader / Building Maintenance Manager	<b>Commencement of consultation to be used to develop Sheltered Housing Tenant Participation Strategy</b>	<b>March 2003</b>		Ensures the provision of a safe and pleasant environment which meets the needs of customers
		<b>All Sheltered Housing customers to be consulted to determine in which ways they wish to be involved in the consultation process</b>	<b>February 2003</b>		
		Standards of accommodation drawn up and agreed with tenants	June 2001	Outstanding revised target date September 2002	
		Appraisal of costs of bringing accommodation up to agreed standards & ongoing maintenance costs, to inform decision on priorities & options	June 2001	On-going	
		<b>Complete options appraisal for difficult to let Sheltered Schemes</b>	<b>September 2002</b>		
		<b>Consider options appraisal for difficult to let Schemes &amp; include decisions in the 2003/4 Investment Programme</b>	<b>March 2003</b>		
		<b>Consultation with residents on Willoughby House Improvement plans</b>	<b>October 2002</b>		
		Immediate safety problems have been resolved	June 2001	Completed	
		<b>Commence Willoughby House improvements</b>	<b>March 2003</b>		

Investigate tenants concerns over allocations to younger tenants	Advice, Liaison & Sheltered Housing Manager / Sheltered Housing Team Leader	Allocations decisions and policy to be reviewed for all schemes	June 2001	Completed via interim measures to ensure no allocations to under 60 year olds within schemes	Provision of a safe and stable environment
		Meeting to be held at Smallthorne Place w/c 5 <sup>th</sup> March 2001	March 2001	Completed	
		Identify any mixed allocations in schemes and review risks	June 2001	Completed	
		Tenants meetings to identify any concerns & options	June 2001	Outstanding – This issue to be addressed upon commencement of monthly scheme meetings, target date September 2002	
		Review how allocation decisions are made and involve sheltered housing staff	June 2001	Completed via interim measures to ensure no allocations to under 60 year olds within schemes	
		<b>Review Allocations Policy and Procedures with the involvement of all staff</b>	<b>September 2002</b>		



<p>Increase access to communal areas</p>	<p>Advice, Liaison &amp; Sheltered Housing Manager / Sheltered Housing Team Leader</p>	<p>Audit existing use</p> <p>Explore options for increasing access to communal areas with Social Services &amp; Voluntary Sector</p> <p><i>Increase social activities in Schemes</i></p>	<p>June 2001</p> <p>June 2001</p> <p>December 2002</p>	<p>Outstanding – revised target date September 2002</p> <p>Limited progress</p> <p>Discussions with other providers have commenced with monthly scheme meetings to be used to determine types of events &amp; activities required by residents.</p>	<p><b>Enable social inclusion of isolated tenants in ways which best meet their needs</b></p>
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<p>Contribution of services to the quality of life of older people clearly outlined in strategic documents, including those of partners</p>	<p>Head of Community Service / Advice, Liaison &amp; Sheltered Housing Manager / Sheltered Housing Team Leader</p>	<p>Clarify with partners arrangements for South Derbyshire District Council involvement in development of strategic documents</p>	<p>June 2001</p>	<p>Limited progress, however new consultation and networks recently developed have ensured involvement by partners in the development of SDDC's Housing Strategy and Business Plan, and have ensured SDDC's involvement in partner strategies and Reviews</p>	<p><b>Ensures clarity of Sheltered Housing Service parameters</b>  <b>Allows support of other service providers to the Service</b></p>
		<ul style="list-style-type: none"> <li>• Write to Social Services, health &amp; voluntary sector to identify current mechanisms for involvement and options for improvement</li> </ul>	<p>June 2001</p>	<p>Ongoing</p>	
		<ul style="list-style-type: none"> <li>• Review how SDDC currently inputs to key planning groups</li> </ul>	<p>June 2001</p>	<p>Ongoing</p>	
		<ul style="list-style-type: none"> <li>• Identify areas of joint working where joint training or protocols required and draw up timetable to timetable to achieve</li> </ul>	<p>June 2001</p>	<p>Ongoing  Meetings with Social Service and Health have taken place &amp; agreement reached on joint working capacities.</p>	

<p>Allocations Policy review and training for staff, including key partner agencies</p>	<p>Advice, Liaison &amp; Sheltered Housing Manager</p>	<ul style="list-style-type: none"> <li>Review Allocation Policy in light of information on detailed allocations in each scheme</li> <li>Introduce Allocation Policy to Housing staff and staff in key partner agencies</li> <li>Review Allocations Policy &amp; role of Sheltered Housing staff in allocations</li> </ul>	<p>June 2001</p>	<p>Delayed until September 2002 to take account of the Homelessness Act 2002</p>	<p><i>Provision of a safe and stable environment</i></p>
<p>Consider ending practice of allowing Wardens to remain in their service accommodation upon leaving employment</p>	<p>Head of Community Services / Advice, Liaison &amp; Sheltered Housing Manager</p>	<p>Review and publicise rent incentive schemes</p>	<p>June 2001</p>	<p>Outstanding Pilot Incentive to Move Scheme before Committee on 18<sup>th</sup> July 2002</p>	<p><i>Clarity of roles and responsibilities of employees &amp; residents</i></p>
<p>Assess Housing Needs ( current &amp; projected ) of older people in partnership with key agencies</p>	<p>Advice, Liaison &amp; Sheltered Housing Manager / Sheltered Housing Team Leader</p>	<ul style="list-style-type: none"> <li>Report to June meeting of Housing &amp; Environment Committee</li> <li>Review current housing needs and survey methodology in relation to how housing needs of older people are assessed in partnership with key agencies</li> <li>Introduce any necessary changes to future housing needs surveys</li> </ul>	<p>June 2001</p>	<p>Completed – Service tenancies no longer applicable</p>	<p><i>Ensure appropriate housing &amp; services are in place to meet the needs of current &amp; future customers</i></p>

SHELTERED HOUSING IMPROVEMENT PLAN

Annex A

<p>Revise information currently available &amp; sources of information</p>	<p>Advice, Liaison &amp; Sheltered Housing Manager / Sheltered Housing Team Leader</p>	<ul style="list-style-type: none"> <li>Discuss options with Council's Publicity Officer</li> <li>Draw up service leaflet &amp; communications strategy for Sheltered Housing Service</li> </ul>	<p>June 2001</p>	<p>Interim amendments underway, pending further alteration to service provision</p>	<p>Ensure provision of appropriate information &amp; advice for customers and their relatives / carers</p>
<p>The Authority should consider doing the Review again in a broader context to cover all the housing services that impact on the Sheltered Housing Service including: Housing Advice Housing Allocations &amp; Register Estate Management Rents / Service Charges Warden Support &amp; Alarm Services Repairs &amp; Maintenance Tenant Participation</p>	<p>Head of Community Services / Advice, Liaison &amp; Sheltered Housing Manager</p>	<p>Incorporate as part of an overall Review of Housing Services commencing in September 2001</p>	<p>September 2001</p>	<p>Ongoing</p>	<p>Secure continuous improvement to services</p>
<p>Develop a vision for the role of the service in the context of community care &amp; promoting independence</p>	<p>Advice, Liaison &amp; Sheltered Housing Manager</p>	<ul style="list-style-type: none"> <li>Vision for service to be developed as part of the review of the total housing service to be started in September 2001</li> <li>Identification &amp; appraisal of range of alternative service models will involve consultation with key partners</li> </ul>	<p>October 2001</p>	<p>Ongoing</p>	<p>Ensure clarity of service provision</p>
		<p><i>Develop interim vision statement to focus service on it's main objectives</i></p>	<p>October 2002</p>		
		<p><i>Develop Strategic Vision for the service</i></p>	<p>March 2003</p>		