Draft 7

WLGA

Pilot

Sheltered Housing Improvement Toolkit

developed in partnership with CHC

Contents

Introduction

Aim of the toolkit

The toolkit aims to be a clear, easy-to-use and practical resource to support local authorities (LAs) and registered social landlords (RSLs) in improving their sheltered housing provision. It doesn't aim to provide the answers, but rather aims to help providers to ask themselves the right questions, to share examples on what's worked for others and to sign-post to further advice and information. We hope it will support organisations to deliver services that are integrated across service areas, designed to meet forecasted as well as current needs and have the well-being of older people at their heart.

Who is it for?

The toolkit is primarily aimed at people who are responsible for managing sheltered housing provision across their organisation. Hopefully it will also be a useful resource for all those with an interest in sheltered housing, particularly those commissioning and delivering services.

What is sheltered housing?

Sheltered housing is housing that's especially designed for older people to enable them to live independently in their own separate properties, within a wider scheme which houses other older people. This may be social rented or leasehold retirement housing and many schemes offer additional housing-related support to residents. The exact definition we're using in the toolkit is outlined in the 'definitions' section below.

Many people don't understand what is meant by 'sheltered housing' and there are widespread misconceptions about its current role and its place within the housing and support options available for older people.

Sheltered housing still represents a substantial asset to meet the accommodation and support needs of older people.

Housing and support options for older people: where does sheltered housing fit?

As people grow older, they have a wide range of potential housing options available to enable them to stay independent and active whilst having any support and care needs met. What people want from their housing will depend on their particular aspirations and needs. Many people will decide to remain in their own homes, possibly with physical adaptations to the house and additional support provided

when needed. Others with greater care needs may find that extra care schemes or residential care are more attractive options for them and their families.

Sheltered housing will not be for everybody, but it's one of a range of options that suits many people. In particular, it alleviates isolation and loneliness whilst still providing people with a home of their own. It allows people to remain independent within their community.

For those who want it, many schemes also provide additional housing-related support to help with the tasks that can become more difficult to manage as we get older. Many schemes will also have staff available to give general advice and advocacy to support people to access other services.

Sheltered housing also has an important **preventative** role, both in terms of individuals' well-being and pressure on other service areas.

Sheltered housing is specifically designed and equipped for older people. This design can prevent accidents, such as falls, which can cause people's health and independence to decline. Most use assistive technology that provides a non-intrusive way of making sure that people can get help quickly if they need it, preventing further problems down the line. It allows people who may not want to remain in their own homes to stay independent without having to turn to residential or extra care.

Most sheltered schemes have support staff who are regularly available to help out with maintenance or to help residents to access additional help and support. Residents are often active in organising events and activities, enabling them to live active and full lives and increasing overall health and well-being.

In these ways, sheltered housing can not only be a housing option of choice for older people, but a cost effective alternative to other housing and support options.

Definitions

The following definitions are used throughout the toolkit:[1]

- 'Sheltered housing' refers to the whole range of social rented and leasehold retirement housing schemes of self-contained, purpose-built accommodation units for older people, with or without a scheme manager, with or without communal areas, and with or without additional services, but excluding extra care schemes,

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[1] These are based on the definitions used within the publication, *"More than just a few kind words!" Reshaping support in sheltered housing: a good practice guide for housing providers and local authorities*, National Housing Federation, 2009 (commissioned by the CLG Ministerial Working Group for Sheltered Housing)

- 'Support services' describes any model of support ranging from a scheme manager to community-based or floating support.
- 'Scheme manager' includes the posts sometimes named wardens or court managers.
- 'Resident' is used to describe anyone who lives in sheltered housing, including tenants and long leaseholders, whereas 'service user' refers to anyone receiving any type of support service.

How has the pilot toolkit been developed?

Welsh Local Government Association (WLGA) commissioned an independent consultant to develop the pilot toolkit over the period December 2011 – March 2012. It has been developed in partnership with Community Housing Cymru, and thanks to the significant input, advice and guidance of the steering group (see appendix 1).

A survey was sent to all RSLs and stock-retaining local authorities during February 2012 in order to get a baseline of what different organisations are currently doing and planning in Wales. This has been used as the basis for identifying the examples used throughout the document. It's also the basis for the spreadsheet in appendix 2. The timescale for completing the survey was relatively tight. Of the organisations that responded, some gave relatively extensive examples of their work whilst some were not able to complete all sections. Many organisations delivering sheltered housing did not respond and so examples in the document are not intended to be an exhaustive list but rather to provide some pointers. It's also clear that some questions were interpreted very differently by respondents. This pilot doesn't attempt to distinguish what is 'good' practice and this might be one of the things to consider for the final toolkit.

How it's designed to be used

Each section of the toolkit aims to give pointers as to how organisations might want to approach improving different aspects of their sheltered housing. There are also suggestions for resources that might be helpful in doing this, and these should also be referenced in the section on 'further information and advice'.

Most sections also contain examples of the different approaches being taken across Wales and name some of the organisations pursuing these (based on survey responses). Under 'further information and advice', there is a list of contact details for all the organisations that responded to the survey so that you can contact them if you need further information about the approach they've taken.

Appendix 2 is a spreadsheet summarising responses to the survey. This gives information such as stock numbers for different bodies as well as some pointers as

to the different approaches organisations are currently or are considering taking. It's hoped that this could again be used to help you identify others with whom you might want to share ideas or information, using the contact list to get in touch.

Glossary

CHC – Community Housing Cymru

CHS – Centre for Housing Support

DDA – Disability Discrimination Act

LA – Local Authority

LSVT – Large Scale Voluntary Transfer body

RNIB – Royal National Institute for the Blind

RSL – Registered Social Landlords (this includes housing associations)

SP – Supporting People programme (funded by the Welsh Government)

SPPG – Supporting People Programme Grant

TEG – Tenant Empowerment Grant

WG – Welsh Government

WHQS - Welsh Housing Quality Standard

WLGA – Welsh Local Government Association

Key drivers for change

Many sheltered housing providers are currently reviewing whether they need to improve and/or change they way they are doing this. Some of the key drivers are:

- o Projected demographic change shows a rising population of older people which will not only mean an increased demand for housing for older people but also for housing that meets the different aspirations and more complex needs of older people;

- o Delivering against the Welsh Government's strategic approach to housing and older people's services[2] now demands different models;

- o Providers must respond to UK and Welsh legislation including the Welfare Reform Act 2012[3] (UK), the Equalities Act 2010[4] (UK) and the Housing Bill[5] (Wales), Social Services Bill (Wales) and Sustainable Development Bill (Wales);

- o Changes to the Supporting People programme, in particular that funding will only be available for support that is based on clear evidence of need and is tenure neutral;

- o Pressures on housing stock as the supply of housing fails to keep pace with demand;

- o Public finance will be significantly reduced in the coming years, particularly capital funding, which means that providers will need to be innovative in finding alternative solutions to ongoing issues;

- o Sheltered housing was originally introduced as an option for older people's housing in the 1950s and 60s – much has changed since then and providers need to consider the relevance and appropriateness of their sheltered provision within the context of 21st century housing options.

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[2] References to Welsh Government strategies on housing, older people and social services can be found in the 'further information and advice' section on page 36
[3] Further information can be found at: http://services.parliament.uk/bills/2010-11/welfarereform.html and CHC have also produced a briefing paper on the Welfare Reform Act, issued March 2012.
[4] Further information can be found at http://www.homeoffice.gov.uk/equalities/equality-act/
[5] More information on Welsh Government proposed Bills is available at http://wales.gov.uk/legislation/programme/5yearplan/?lang=en

Route map

Getting started

Once you've decided to improve your sheltered housing, here are some pointers to get started:

- Identify an officer who will be responsible for leading the process.

- Consider whether you'll need to get agreement from your Cabinet or Board at the beginning and what involvement they might want to have through the process. Will a Board member or Cabinet member take responsibility for overseeing the work?

  It's worth remembering at the beginning that any significant change later will need to be agreed by your Cabinet or Board. Changes to sheltered housing can be controversial, complex and politically charged and it will be important to gain the support and agreement of key partners, such as the Supporting People team.

- Be clear about the resources available, both to undertake the review and also to deliver any improvements.

- Consider who you will need to engage with at what stage, on what issues and at what level.

  For example, how will you engage with residents and service users and other older people in the wider community; staff; commissioners; statutory partners in housing, supporting people, health and social care; third sector partners working with older people, particularly on housing, health, social care, leisure and well-being? Will you engage appropriate stakeholders such as advocates, families and carers and, if so, how will it be done whilst respecting the principles of independent living and at what stage in the process?

  Consider establishing a Sheltered Housing Steering Group to oversee the process. This may include partners outlined above. It's important to engage with all the relevant people, both to get the best results but also because improving sheltered accommodation can often involve difficult and controversial decisions, so it's good to make sure the relevant people have been involved in the decision-making process and understand why certain decisions have been reached.

  It's particularly important to consider how you will engage with residents, service users and other older people right from the beginning. How will you engage with their families and carers?

- Be aware of the wider context in which you're working. What are the relevant strategies and policies you'll need to consider? For example, are you aware of the main strategies relating to Older People, Housing and Health and Well-being in your area? How does your work link to other activities within your organisation and beyond?

- Be clear about what you want to achieve and the scope of the work from the beginning.

Assessing current and future demand

If possible, this should not be limited to sheltered housing and wider housing options for older people such as adaptations and moving into extra care should be considered. A broader picture could be helpful in considering the role that sheltered housing should play alongside other housing and support options.

Similarly, it might be that you want to focus on services or stock or that you can consider both. The location of your stock, for example, might affect demand for support services.

In assessing current and future demand you may want to consider:

Engaging with residents and service users

- Who are you aiming to benefit by improving your sheltered housing:

    o Current residents?

    o Older people in the wider community who may benefit from support services?

    o Future generations of residents and service users?

    A large amount of sheltered housing currently in use in Wales was built in the 1960s and 1970s. Similarly, new developments in sheltered housing will need to be adaptable to older people's changing aspirations and needs over the coming 20 – 50 years. Reconfiguring sheltered housing can be expensive and a huge upheaval for residents and staff. Building in resilience to change over time can help reduce costs and stress in the longer term.

    Equity and affordability, especially in light of changes to the Supporting People programme, may well mean you want to consider demand for housing related support beyond your immediate schemes.

- How do you plan to gather the views of residents?

- Is there information you can provide for residents to help explain why changes are being considered?

- Families and carers are an essential part of many residents' lives. Have you considered how you could gather their views on improvements needed?

- How do you plan to gather the views of potential residents and service users beyond your current sheltered housing? Have you considered asking your local 50+ Forum?

- How might you seek the views of future generations of potential residents? For example, have you considered asking the views of people in your general needs accommodation?

- Have you considered how improvements to your sheltered provision and better information and marketing might increase demand?

Making use of available statistical and factual resources:

- What factual information is already available? For example:

    o Local demographic trends

    o Census

    o Local Housing Market Assessment

    o Local Development Plan

    o Spatial Plan

    o Infrastructure Plan

    o Profile of the current market, including balance between different tenures

    o Profile of people currently on the register for housing

    o Current demand, voids and turn around times for each scheme (it can be useful to compare schemes with each other to get a better understanding of why differences exist)

    o Location of each scheme and its relation with other amenities.

- Are there existing strategies that have already gathered some of this information such as a Community Strategy, Health and Well-Being strategy or your local Older Person's strategy?

Making use of available expertise

- How will you draw on your staff expertise and experience based on existing projects?

- How will you engage the Supporting People team and Commissioners who will have relevant information for you to draw on?

- Are there expert organisations you could consult, including other organisations working directly with older people such as Age Concern and RNIB, or organisations specialising in issues such as dementia?

- Are other agencies planning any related improvements in the area that might affect future demand?

Resources/finance

- Have you considered what resources might be available currently and in the future to meet any demand identified?

- Have you considered what resources others may realistically be able to contribute?

What approach have others taken?

Several authorities and organisations have undertaken this exercise including Cardiff Council, Cartrefi Cymunedol Gwynedd, Coastal Housing, Caerphilly Council, Charter Housing Association, Clwyd Alyn HA, Flintshire Council, RCT Homes, Rhondda Housing Association and Vale of Glamorgan Council. Monmouthshire Council is currently looking at this. Some examples of approaches include:

- Consulting tenants in general needs housing over age 55 to get a wider perspective from older people outside sheltered and potential future residents of sheltered schemes (Vale of Glamorgan)

- Engaging residents and services users through a combination of events, meetings, questionnaires, suggestion boxes, surveys, interviews, focus groups (Vale of Glamorgan, Coastal, Flintshire County Council)

- Research based on needs analysis and demographics (Vale of Glamorgan, Cardiff Council)

- Use of existing research such as Mott MacDonald Sheltered Housing Stock Viability Study, Older People's Accommodation Strategy, Learning Disability Decommissioning Plan, Older People Commissioning Plan, Local Housing Market Review, meeting with Welsh Government Researchers and University researchers (Cartrefi Cymunedol Gwynedd, Coastal)

- Consultation with the Supporting People Team, the Older Persons' Co-ordinator internally (Caerphilly, Vale of Glamorgan)

Assessing current provision

Having gained a clearer picture of what you want your sheltered housing and support services to deliver, the self-assessment tool below can be used by the lead officer and steering group to assess current provision against your aspirations.

You might want input from different people, including residents, their families and carers, to assess against different aspects of your provision. For some aspects, such as quality of stock, you will need to consider commissioning technical experts to give a proper assessment.

This self-assessment tool aims to help you plan for improved services. Ideally, you will want to consider how to build a process of continuous assessment and improvement into your work.

In completing the self-assessment, there may well be very different responses for different schemes or even different units. You may want to complete a separate assessment for each scheme, or be clear about which schemes need specific improvements within the evidence/explanation section.

It's worth being realistic from the beginning about the resources that are available to deliver improvements.

O – priority for improvement or change

O – improvement or change is desirable

O – current and planned activity delivering with only minor improvement needed

Issue	Traffic light	Evidence/ explanation
Strategic direction		
There is a clear strategic direction for sheltered housing that fits within a wider vision for older people's housing and support.	O O O	
There is an awareness of how sheltered accommodation fits within broader strategies such as the Community Strategy, Housing Strategy, Older People's Strategy, Health and Well-being strategy and social services.	O O O	
There are clear links with colleagues and partner organisations to ensure that sheltered housing complements wider housing services and vice versa.	O O O	
General		
You are aware of statutory requirements relating to your accommodation and support services and are confident these are being met (eg Equality Act 2010, health and safety legislation).	O O O	
You have considered whether gaining accreditation could help you improve your sheltered provision and have taken the relevant action.	O O O	

Sheltered housing is planned to deliver for current residents as well as future residents and service users.	O O O	
Everybody involved in your sheltered housing treats each other with dignity and respect.	O O O	
Stock		
You have a clear vision of what you want your stock to deliver and why.	O O O	
Your stock is fit for purpose for current and future residents (including, for example, on health and safety, WHQS, DDA, accessibility, 'home for life', location, demand, quantity, facilities, diversity, mobility, living with dementia and having an active social life.)	O O O	
Residents are satisfied with their accommodation and processes are in place for residents, their families and carers to identify improvements.	O O O	
You have mechanisms for regularly reviewing your stock condition against your vision.	O O O	
Support services		
You have a clear vision of what you want your services to deliver.	O O O	

Residents and service users are satisfied with support services and regularly participate in service improvements.	O O O	
You consider the fairest way to provide support services to residents and non-residents.	O O O	
You understand and regularly review the support needs of each service user and respond effectively.	O O O	
Assistive technology and IT is used to best effect.	O O O	
There is evidence to demonstrate the quality, impact/outcomes of your support services and this is used to improve services.	O O O	
Integration with wider services		
Service providers who have contact with residents and service users understand what your sheltered schemes provide.	O O O	
Staff know when to sign-post to other service providers (eg personal care, befriending, cleaning)	O O O	
Staff		
Staff have a job description and management structure, adequate support (eg IT) and personal development and	O O O	

training opportunities.		
Staff are actively engaged in ongoing improvements to service provision.	O O O	
Residents and their families understand the role of staff, including what support they don't provide.	O O O	
Staff time is utilised to best effect.	O O O	
Allocations		
The allocations policy is sensitive to the vision for the schemes (eg, a mixed community) and aims to match the right people with the right stock over time.	O O O	
Older people's participation		
Older people actively participate in decisions affecting their accommodation and services.	O O O	
Residents are active in organising activities, including social and leisure activities.	O O O	
Conflicts between what some residents want and meeting the needs and aspirations of current and potential residents are managed.	O O O	
There is a well-used procedure in place where residents can complain about accommodation or support	O O O	

services without fear.		
Information, marketing and communication		
Residents and service users, their families and carers, have clear information about the schemes and services.	O O O	
It is easy for prospective residents and service users to find information about schemes and services.	O O O	
Marketing is effective, attracting a mix of residents and service users.	O O O	
Resources/Finance		
You have considered current and future financial viability carefully, including possible risks, and are confident that the model is viable going forward.	O O O	
Your accommodation and services are affordable for the range of users.	O O O	
Commissioners are aware of the evidence regarding what services people value and the impact of different services.	O O O	

Planning for improved services

You should now have identified the priority areas you want to tackle and some of the really difficult issues including whether you need to decommission or even knock down existing stock.

Before you can move to deliver, you'll need to ensure that you have the resources to do this. Being realistic about available finance will help you to know whether changes that are desirable are feasible. Innovative thinking may well be needed to get to where you want to be within available resources.

Lots of the issues are not easy. Some will be costly, and some might be controversial or unpopular with staff, residents and their families and politicians. They might well throw up legal issues which you'll need to consider before going forward. There will be restrictions you need to consider, including statutory and non-statutory requirements, some of which we've tried to reflect below. It might be possible to carry out some improvements quickly whilst others may need to be delivered over the longer term.

Sheltered housing is not just about bricks and mortar, but people's homes and a key aspect of their lives. Changes you make might affect people's personal space, links to friends and neighbours, and feelings of security and safety. This can make necessary change hard and it's important that it's introduced carefully and humanely.

You will want to consider when input and agreement from the Cabinet or Board should be sought, particularly around resources and managing controversial issues. Have you gained agreement with Supporting People Commissioners?

This section aims to identify some of the issues you will want to consider in planning for improved services, including additional resources and examples of what others have done.

General

Some issues to consider

Are you aware of the organisations and resources available that aim to share good practice, raise standards and support improvement?

Are you aware of your statutory responsibilities?

Are you aware of your legal duties under the Equality Act 2010? LAs and RSLs are bound by different duties and you will need to make sure you understand these and how you will abide by them.

Do you want to gain accreditation? Several organisations offer independent accreditation either for the whole service (eg CHS) or for particular aspects (eg RNIB). Gaining independent accreditation not only gives assurances about the quality of your provision, but also in the process you will normally receive advice and guidance on what standards you should be aiming to reach and how you can get there. However, there will be costs involved in gaining accreditation. Following a cost benefit analysis, some providers have decided that, whilst they will continue to improve provision, they will not pursue accreditation.

Resources

CHS provide a range of services to support managers and staff of sheltered housing. They have developed a Code of Practice which is a form of accreditation and covers both accommodation and support. A number of LAs and RSLs either have or are working towards CHS accreditation (see annex 2). They also provide training for managers and staff. They have published a number of good practice guides and other resources. For more information see www.chs.ac.uk

CIH have published good practice guides on sheltered and retirement housing (see further information section below) and run training courses. http://www.cih.org/

Elderly Accommodation Counsel may be able to provide general support and advice but in particular may be able to help ensure that information about your schemes is widely available to older people - http://www.eac.org.uk/

EROSH provide a range of guides and easy-to-use checklists to help plan for improved services. Several RSLs and LAs are members of EROSH and have found benefits from this. http://www.erosh.co.uk/

RNIB Cymru/Wales have an accreditation scheme for older people's housing. http://www.rnib.org.uk/aboutus/contactdetails/cymru/Pages/cymru.aspx

Tai Pawb is dedicated to promoting equality and social justice in housing in Wales - http://taipawb.org/

Well-being Wales provides advice and support on improving well-being within your services http://www.wellbeingwales.org/

Examples

You can see from the spreadsheet in appendix 2 that many organisations have opted for CHS accreditation. RCT Homes has also gained Platinum standard within RNIB's Visibly Better accreditation scheme. Others such as Clwyd Alyn HA have undertaken a cost-benefit analysis of accreditation and decided to adopt key principles but not to pursue accreditation.

Strategy

Some issues to consider

A clear strategic direction setting out what you want to achieve from your sheltered housing and against which you can measure outcomes should help to deliver improvements. It should be clear how this fits in with delivering related ambitions including those within the local/national health and well-being strategy, housing strategy, older person's strategy, social services strategy and related policies on active communities. Are you (and the LA if you are an RSL) clear where sheltered housing fits along the continuum of care?

It should also be clear how your provision links with what others are doing in the area. Have you considered ways in which you could work in collaboration with these in order to share resources and achieve better outcomes?

Have you considered the potential for greater regional collaboration? For example, if you're considering developing a hub and spoke model in an area that borders with other providers, have you considered the potential for providing support to each others' tenants? If there is a mobile unit providing floating support, would it be more cost effective to share services with neighbouring providers? If you wanted to look at this, there will be lot of issues to consider further such as different job descriptions, salaries, service standards and insurance but it might result in better services in the longer run.

Examples

Most LAs and RSLs either have or are in the process of developing a clear strategic direction for their sheltered housing (examples include Cardiff Council, Denbighshire Council, North Wales Housing Association and Vale of Glamorgan Council).

Organisations listed several different ways in which they network with key partners. For example, many have regular links through Supporting People Provider Forums and in some areas there are specialist sub-groups (eg Cardiff, Caerphilly, Coastal Housing, Wales & West HA). Many organisations have informal networks in their area and ongoing fora for regular dialogue. There is an annual conference in Newport targeted at the operational/scheme manager level involving several housing bodies.

Others have identified opportunities to collaborate with partners. For example, Caerphilly is working with its neighbouring authorities and RSLs and the Gwent Supporting People Regional Inclusive Forum to agree strategic priorities and standardise some approaches where appropriate. One team in Denbighshire is

integrated into a multi-agency team with health and social care colleagues and RCT Homes has regular structured dialogue with social care and health colleagues.

Stock

Issues to consider

Common issues that local authorities and RSLs have found need to be addressed following a review of stock include:

- the quality of stock (including whether it is appropriate for older people);

- the number of units; age-limits/criteria to access the scheme;

- whether the alarm service should be hard wired;

- the need to move away from bedsits;

- one bedroom accommodation;

- access to a well-maintained communal area;

- availability of guest rooms;

- decoration;

- shared bathrooms;

- the size of the units and amount of personal space available;

- facilities;

- location;

- under occupation;

- works in excess of WHQS being needed;

- questions over future viability of schemes;

- lack of space for mobility scooters;

- lack of parking;

- security and safety;

- user involvement;

- access to outside space and retention of the warden service.

Many providers have undertaken thorough reviews to identify significant issues such as future viability of the scheme. However, several also have ongoing programmes to identify improvements that need to be made, including regular resident feedback and a rolling refurbishment plan.

Improvements to stock can be very disruptive to existing residents but it is often future residents who will see the real benefits. It's important to consider how you will manage to balance the needs of current residents with future residents.

Actions that are being taken to deliver improvements range from upgrading the communal facilities to decommissioning and even demolishing and rebuilding more appropriate units. Several authorities and RSLs are in the process of converting bedsits to higher demand units.

Many authorities and RSLs are also working to match people's needs and aspirations with the housing stock as much as possible over time. Often there aren't easy solutions and it might not be appropriate to move people, but it's something to consider in your planning.

Have you considered how you will finance improvements to the stock? For example, would you need to sell some stock or land in order to finance improvements?

Have you considered the implications of the Welfare Reform Act, particularly the under-occupancy clauses?

Resources

Many organisations have guides to support you to improve your sheltered housing stock. In some cases, you need to be a member to access this information. Both CHS and EROSH have guides and briefings on this and others have also found the National Housing Federation appraisal guide (2009) useful (see 'further information' section for details).

Examples

Examples of different approaches/ activities include:

- stock appraisal and asset management surveys (eg Caerphilly, Denbighshire)

- converting bedsits to higher demand units (eg Cardiff, Flintshire, Newport City Homes, RCT Homes)

- changing assistive technology (eg Coastal Housing)

- continuous improvement, permanent asset manager (eg Coastal Housing)

- adaptations, including resources through PAGs (eg Coastal Housing)

- demolition and rebuild, decanting residents, including to general needs accommodation (eg Monmouthshire Housing, RCT Homes)

- joint working with social services, including rehousing people with learning disabilities not of retirement age in sheltered (eg Newport City Homes)

- Removing age restrictions (eg Newport City Homes)

- Taking complexes out of sheltered (eg RCT Homes)

- RNIB accreditation (eg RCT Homes)

Support

Issues to consider

Common issues that have arisen for RSLs and LAs following a review of support services have been:

- the role of a warden service or a scheme manager;

- providing tenure neutral support services such as floating support;

- developing sheltered schemes such as community hubs;

- the best way of providing support plans for residents which are outcome-based and support tailored to need;

- establishing a 'menu' of support services;

- widening support to adults with learning disabilities;

- promoting resident involvement and empowerment;

- how to provide an out of hours services for 'emergencies' when moving away from residentially based support;

- improving joint working;

- seeking and retaining accreditation;

- making more effective use of assistive technology and IT as well as telephone based support;

- increasing social and leisure activities, including through better links to activities in the wider community.

Actions that local authorities and RSLs are taking in response to these issues include making support services available to non-residents through hub and spoke models or floating support (eg Caerphilly, Denbighshire, Flintshire and Wales & West); some, such as CT Clwyd, have a shared warden service; many have looked at a much more outcome focused way of approaching service planning; all have some individual support planning and how they do this varies but normally includes a regular assessment by the scheme manager with resident feedback; many have done a lot of work on how they evidence outcomes and the quality of their work, including through independent assessment. Social activities take place in nearly all the schemes although the extent and regularity varies. Coastal Housing and RCT Homes are examples with a wide range and regularity of social activities.

Improving your support services, including moving to tenure neutral support, can mean significant change for residents and service users as well as staff. Changes to support services, particularly the warden services, can be controversial and unpopular with residents. You should consider whether particular services are included in tenancy agreements and if so, whether or how changes to the services should be undertaken. Early and ongoing engagement and consultation will be important. Several authorities and RSLs have found that proper engagement with residents and service users has led to much a more nuanced understanding of what aspects of the services residents value the most, including around the warden service. Access to the information on why changes might be beneficial or even necessary enables residents to take a more informed position.

If you're planning to make changes to your warden service, you may also want to consider what impact this might have on residents' TV license concessions. A fact sheet is available from Age Cymru at http://www.ageuk.org.uk/cymru/money-matters/consumer-advice/television-licence-concessions/

Assistive technology provides huge benefits and can provide 24 hour support in a non-intrusive, and cost-effective, way. You will need to think about what systems you wish to install to meet your aims. For example, do you want to introduce a more flexible dispersed alarms system that can better adapt to individual needs? Will you need an out-of-hours mobile response service? Technology changes rapidly so there may be new developments that you'll want to consider, such as tele-health. Technology also has its limitations and you'll need to consider how this balances with the human element of support.

Have you considered the balance between housing management and housing support? Different organisations approach this very differently, depending on their particular circumstances, and some feel it's important to keep it fluid.

Many providers are reviewing their model for providing support services, in response to changes to the Supporting People programme but also in response to other

drivers including feedback from residents and non-residents. Many are looking at alternatives to the traditional warden service and are considering introducing hub and spoke services and community-based services and shifting the role of warden to a Scheme Manager. The differences between these service structures have been set out by the National Housing Federation in their publication *More than a few kind words*[6] as:

1. Scheme manager: an updated version of the traditional warden model working from a base within the service (whether or not they also live there) and providing a service to those living in the scheme.

2. Community-based support: one or more staff based within the community providing support to older people regardless of where they live, including those living in sheltered housing.

3. Hub and spoke: one or more staff working from a base within sheltered housing, offering a service to those living in the scheme to older people living elsewhere (either in other schemes or in the community).

Have you considered whether there are similar organisations working in the same area who may be interested in sharing resources, including warden or Scheme Managers services?

Have you considered other organisations who may be providing similar services? For example, if you are considering broadening your support services beyond your sheltered accommodation and introducing a tenure neutral approach (ie including owner occupiers) have you considered what housing support services Care and Repair may be delivering in your area?

Are you clear on the impact your services have and the overall outcomes in terms of people's well-being? Many organisations are looking at how they measure this, particularly in light of changes to the Supporting People programme.

You should consider whether it's feasible to assess people's support needs before people are allocated sheltered housing. This can not only help prepare but also allows you to assess properly whether sheltered housing really is the right option for the individual. This is not to suggest it should be used as a threshold but other providers (eg Coastal Housing) have found that making this assessment is important to enabling them to improve services.

You will also want to consider how to ensure your fire risk assessment (and other health and safety assessments) are kept up to date. Good relationships and dialogue with fire and other emergency services should help.

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[6] National Housing Federation, '*More than a few kind words!*', pg 15

Resources

Care & Repair Cymru: http://www.careandrepair.org.uk/

Chartered Institute of Housing, *Sheltered and retirement housing: a good practice guide*, Imogen Parry and Lyn Thompson, 2005, (http://www.cih.org/publication/display/vpathDCR//templatedata/cih/publication/data/Sheltered_and_Retirement_Housing)

Community Housing Cymru, *Role of a Scheme Manager*, 2010

National Housing Federation, *'More than just a few kind words!': re-shaping support in sheltered housing* : http://www.housing.org.uk/publications/find_a_publication/care_and_support/more_than_just_a_few_kind_word.aspx

Tai Pawb - http://taipawb.org/

Well-being Wales toolkit: http://www.wellbeingwales.org/wellbeing-policy/exploring-sustainable-wellbeing-toolkit (might help you with thinking about what outcomes you might be able to achieve)

Examples

- Traditional warden service (eg North Wales Housing Association)

- Scheme managers, often mixed with hub and spoke/floating, some residential (eg Vale of Glamorgan, RCT Homes, Cardiff Community Housing Association, Linc Cymru)

- Hub and spoke, often mixed with scheme managers and floating support (eg Coastal Housing – 'Independent Living' service where tenants can opt in or out of whenever needed, Monmouthshire Housing, Newport City Homes, Vale of Glamorgan, Caerphilly considering introducing)

- Floating Support (eg Flintshire, Cardiff Council, Linc Cymru, Vale of Glamorgan, Rhondda Housing Association introduced 2009 following resident vote, Caerphilly considering). Specific floating support available based on needs assessment eg on mental health, visual impairment generally commissioned by the SP team (eg Caerphilly, Vale of Glamorgan who are introducing a support services menu, Rhondda Housing Association, Cardiff Community Housing Association). In Flintshire, links are made to other services such as the Advice team and Neighbourhood Warden service.

- Shared warden services (CT Clwyd and Denbighshire County Council)

- Assistive technology: 24 hour alarm service with several looking to or having expanded service to non-residents (eg Caerphilly, Coastal Housing, Newport City Homes, Flintshire, Powys); Cardiff Community Alarm Service shared by many providers; hard wired (eg Linc Cymru); shift away from hard wired to Dispersed Alarm Units (eg Coastal Housing, Mid Wales Housing Association, Wales & West)

- Support needs are assessed in a variety of ways, often by the Scheme Manager at regular intervals. Newport City Homes do a support plan *pre-tenancy*, and Coastal Housing do home visits for applicants as well as well-being visits for residents. In RCT Homes, residents are invited to bring a family member to the support meeting if they wish.

- Nearly all providers enable and encourage social activities. Examples include Coastal Housing's Social Circle, Newport City Homes, RCT Homes where it is a clear part of the scheme manager role. Caerphilly is looking to appoint an Activities Co-ordinator to work with all its scheme managers to encourage social activities with residents. Social activities are open to non-residents in some areas (eg Monmouthshire Housing).

- Housing management only (eg Mid Wales Housing Association, Cadwyn HA)

- Outcomes have been looked at carefully by several organisations including Coastal Housing, Flintshire, RCT Homes, Rhondda Housing Association and Vale of Glamorgan where training has been arranged for staff.

- Quality is measured in various ways including surveys, tenant reviews, focus groups, independent assessment (eg Family Housing Association) and SPRINT (eg Newport City Homes, Cardiff, Swansea)

Staff

Issues to consider

It's important to consider how you will engage with staff whose jobs may be significantly affected by proposed changes throughout the process. In order to deliver improvements, you may well need to introduce changes to job descriptions and terms and conditions. Current staff may not have the appropriate skills and experience for the new role. You'll need to understand what your obligations are under employment law before moving to implementation, including consultation with staff. You may want to have early engagement with relevant trade unions where appropriate.

Your staff will have a good understanding of the issues on the ground and engaging them properly in the process should also support you to develop the most effective solutions.

Staff are also a key point of contact when communicating with residents and service users. You will want to consider what role they can play in engaging older people in the process and communicating potential and planned change.

The recruitment stage is an opportunity to consider what skills, experience and values are needed. You'll need to make sure that all basic standards are met such as CRB checks before recruiting. You might want to consider what role residents and service users could play in the recruitment process and what training or information might be needed to support them. For example, in RCT Homes tenant representatives are equal members of the panel. They have introduced a process of selection and training in doing this, having learnt from experience. Coastal Housing tries to identify tenants who have particular knowledge and expertise in the job that's being advertised.

Allocations

Issues to consider

You should consider how your allocations policy for sheltered accommodation fits within your broader allocations policies. For example, how does your disabled person's waiting list relate to your waiting list for sheltered accommodation? How can the allocations process ensure that the benefit for an individual being allocated sheltered accommodation is considered alongside other housing options such as adaptations or extra care?

Older people's participation

Issues to consider

Older people's active participation is central to good quality sheltered housing and is a major priority for providers. It should be part of an organisation's culture rather than an add-on when something needs to change. Many of the areas that improve people's quality of life are delivered by residents for residents, whether it's setting up a communal garden or getting a Wii for the common room. Residents themselves shape life within schemes the most. When residents are empowered to deliver services themselves, such as gardening, low level maintenance or identifying repairs, a bi-product can be reduced costs for providers.

Engaging residents and service users in the decisions that make a difference to their lives will also improve any planned changes. Residents and service users are the real experts on the service and can often come up with a solution that the organisation hadn't considered.

Have you thought about different ways in which you could enable participation on different aspects of sheltered housing? There is a wide range of ways in which you can engage people from formal tenants associations, focus groups, surveys or one-to-one discussions through to asking people's opinions within the context of existing social events where a wide range of people will be present. Things to consider are who are you trying to engage? Are you seeking a representative voice or to engage people with specific interests or skills?

Two resources are listed below with ideas for engaging residents and service users. Many sheltered housing providers have developed ways of consulting and engaging residents that have been effective for them, some of which are listed below.

Scheme Managers can play an important role in enabling resident participation. Is this currently within their role? Do they have sufficient time to give to this? Are staff aware of relevant developments in the organisation so that they can respond to tenant questions? Do staff report informal as well as formal tenant concerns and provide feedback?

You should consider how you can ensure that residents and service users have access to the information they need in order to participate effectively. Through closer engagement with residents and service users, many providers have found that services they thought were most valued (including a warden service) turned out not to be as great a priority or that there were important subtleties that had important implications for services. Many have found that a clearer understanding of what support staff should and shouldn't be providing is important when residents consider their options.

Understanding your tenant and service user profile will also enable you to provide services in a way that is most effective and suited to their needs and aspirations. Several LAs and RSLs have mapped their resident profile and then adapted services and stock as a result to improve provision. This can also help you understand how to engage service users who may not normally come forward. It's important to guard against relying on the same people or presuming that some tenants, particularly older tenants, might not be interested in engaging or giving feedback.

Resources

Centre for Housing Support and TPAS, *Effective Resident Involvement and Consultation in Sheltered Housing: a good practice guide for providers and commissioners* (A project commissioned by the CLG Ministerial Working Group on Sheltered Housing)

TPAS Cymru, *Participation: the next generation*, 2009, http://www.tpascymru.org.uk/publications/reports-and-publications/tenant-participation-good-practice/

Examples

- Tenant Empowerment Grant used to identify engagement opportunities including setting up a tenants association (Aelwyd Housing Association undertaking joint project with TPAS Cymru – learning report should be available in 6-9 months)
- Consultation and engagement undertaken as part of wider activities such as on the bus on a day trip, part of a quiz or a coffee morning, within an AGM (eg Coastal Housing)
- Resident surveys (Clwyd Alyn HA)
- Tenant conferences (Clwyd Alyn HA)
- Understanding the profile of tenants has allowed many organisations to introduce betters ways of communicating and better services, support and advice for residents and service users such as staff being able to speak language of choice of residents, language line, large print documents, audio or CD information sources, LGBT support network, female only visitors, removal of shoes when visiting the home, schemes for specific communities such as Family Housing Association Chinese Elders scheme (Family Housing Association, RCT Homes, United Welsh, Wales & West Housing Association, North Wales Housing Association, RCT Homes)

Information, advice, communications and marketing

Issues to consider

Clear information should be available for residents, service users and their carers and families. Most schemes have some form of resident handbook which should be updated to ensure that information remains accurate. Caerphilly County Council has also developed a handbook specifically for family and carers. You will also want to consider whether staff have all the information that they need and are aware of all relevant policies and procedures, and what they should be delivering within the relevant schemes.

Residents may have different language needs or find some formats easier to understand than others. Have you considered how to make the information you

produce as accessible as possible? For example, all documents should use plain English. You may want to use Language Line or ensure that staff speak the language of residents and consider whether information could be produced in a more accessible format (eg large print).

Have you tested the effectiveness your communication with residents and external partners?

Are other service providers who work with residents and service users, or potential residents and service users, aware of what you offer? Could better information help them to sign-post to your schemes and services?

Similarly, do the people offering advice to older people on their housing options have a good understanding about what sheltered housing can offer? Are they able to present sheltered schemes alongside other housing options including adaptations, receiving floating support and extra care and help individuals to consider which options might be most appropriate for their particular needs?

Could more information be accessible on the internet? Have you considered how you can make best use of the internet and social media? For example, Swansea Council have identified that 60% of their tenants are on Facebook and may find it easy to access information in this way. Before you begin using social media like Facebook, consider what resources might be needed to manage this, in particular screening negative or abusive comments.

The need to improve marketing has been identified in a number of reviews of sheltered housing. Some providers have found that the very name 'sheltered housing' can put people off wanting to live there. For many the term is loaded with negative connotations that may not reflect current sheltered accommodation. You may want to think how you describe sheltered housing in your marketing and information.

When looking at housing and support options, many people will not be aware of sheltered housing and so won't look for information specifically about it. If the option of sheltered housing is explained within the broad range of housing and support options, it might be considered by more people. Better marketing and information about sheltered schemes can have a significant impact on demand and might also help to attract the mix of residents that you're seeking.

Examples

Coastal Housing has completely rebranded its sheltered housing provision which is now called 'independent living'. They've introduced a new suite of marketing materials and examples can be seen on the Inspirational Living website www.inspirational-living.eu/. RCT Homes have also undertaken marketing exercises in which tenants have been fully engaged.

Finance

Issues to consider

A key issue for all providers is financial sustainability. This is particularly the case given the significant changes to the Supporting People Programme Grant.

The way that you're able to plan for changes will clearly be limited by the available budget. Depending on the costs and available budget, you may need to think of alternative ways of delivering, or it may mean that other areas of improvement may no longer be feasible. Many of the examples of improvements to sheltered housing in the pilot toolkit have been driven by a need to provide good quality accommodation and services against a reduced budget. Improvements can provide more cost effective ways of delivering which will release resources for other activity.

It might be that, despite initial costs, an investment in your sheltered housing could save considerable resources on your other services in the medium term. Ideally, financial planning should be considered in the context of cost benefit analysis including broader services and expenditure. Where possible, it's good to gather evidence of ways that investment in sheltered has led to reduced cost on your and other organisations' services.

The balance of funding streams varies significantly across sheltered schemes. Some schemes are funded largely through rents and housing benefit whilst others fund services almost entirely through Supporting People and use very little contribution from housing benefit. Some providers charge residents and service users, others do not and have no intention of doing so and where charges are made, these can be for very different things depending on the provider. You will want to consider what represents the most viable, secure and fair balance for your schemes and residents.

If you are considering introducing charges, or increasing the charge, you should consider if this affects any tenancy agreements. In deciding the balance of funding streams going forward, you may want to consider the profile of your residents and service users. Whilst some residents will qualify for housing benefit and therefore may not be directly affected by increased charges, increased charges for residents and service users who pay independently may become unaffordable.

Many providers have found it important to develop a good two-way relationship with the relevant commissioners and/or funders. In the past some commissioners have shown little interest in understanding or assessing provision whilst others have worked closely with providers to ensure that resources are directed most effectively.

As the public finance pot shrinks and funding becomes ever more competitive, it's important to gather evidence on how effective your sheltered schemes are including what role they play in prevention, enabling greater independence and increasing well-being. Low level, relatively inexpensive support provided via sheltered housing can prevent more traumatic and expensive intervention via other services such as health and social care. Evidence and examples will make the case stronger.

Resources

Supporting People programme - http://new.wales.gov.uk/topics/housingandcommunity/housing/supportingpeople/?lang=en**Examples**

- Block grant on Supporting People – this has been negotiated by Coastal Housing with their SP commissioners to support them in delivering based on need rather than tenure. They do not charge for services.

- Considering the balance of funding streams across support and housing management to avoid over-reliance on one and thereby managing risk (Caerphilly).

- Introducing charges/linking charges directly to services that are provided in each scheme. Monmouthshire Housing has done this but a subsidy has been introduced to cap the increase in service charges.

Getting agreement to go forward

Some of the improvements will be relatively simple and inexpensive. Some may mean significant reorganisation and investment. Some may not be popular or might be challenging to deliver in a way that doesn't prove too disruptive to current residents. Some could become politically contentious and it will be important to get communications right.

You should consider at what stage to take plans for proposed changes to your Board or Cabinet to make sure that there is agreement on the way forward.

Knowing how you're doing:

One way to do this is to set clear outcomes that you want to achieve for each scheme and regularly assess how you're doing against these. Looking at the impact that their work is having can provide a real boost to staff morale.

Many LAs and RSLs are now preparing to use the outcome-monitoring framework promoted by Welsh Government and Supporting People teams. All organisations funding services through the Supporting People Programme Grant will need to consider how they implement the outcomes framework within their organisation. Some organisations (eg Coastal Housing) have taken part in the Welsh Government outcome pilot and should have useful information to share from this.

Have you considered setting outcomes for other aspects of your provision?

Have you considered how you can assess against these so that they can feed into a process of continual improvement? In general, these processes work best when bureaucracy is kept to a minimum and assessment is made against the real benefits you hope to achieve through your services.

Further information and advice

Organisations and websites

Care & Repair Cymru: http://www.careandrepair.org.uk/

Centre for Housing and Support (CHS): http://www.chs.ac.uk

Chartered Institute for Housing: http://www.cih.org/

Elderly Accommodation Council: http://www.eac.org.uk/

EROSH: http://www.erosh.co.uk/

Housing Learning and Improvement Network (Housing LIN): www.housinglin.org.uk

Royal National Institute for the Blind Wales/Cymru (RNIB Cymru/Wales): http://www.rnib.org.uk/aboutus/contactdetails/cymru/Pages/cymru.aspx

Supporting People Information Network (SPIN): http://www.whnb.org.uk/index.php?id=76&L=0

Tai Pawb: http://taipawb.org/

TPAS Cymru (Tenant Participation Advisory Service): http://www.tpascymru.org.uk/

Well-being Wales: http://www.wellbeingwales.org/

Welsh Government: www.wales.gov.uk

Welsh Tenants' Federation: http://www.welshtenantsfed.org.uk/

Publications

Community Housing Cymru, *Health and Housing report,* July 2011

Community Housing Cymru, *Role of a Scheme Manager*, 2010

Centre for Housing Support, *A Code of Practice*

Centre for Housing and Support, *Good Practice Guide 6, Partnership Working*

Centre for Housing and Support, *Good Practice Guide 8, Mobility Scooters*

Centre for Housing and Support, *Good Practice Guide 9, Addressing Malnutrition*

Centre for Housing and Support, *Good Practice Guide 10, Financial Inclusion and Older People*

Centre for Housing and Support, *Good Practice Guide 11, End of Life Care and Bereavement*

Centre for Housing and Support, *Good Practice Guide 12, Support Planning in a New Era*

Centre for Housing Support and TPAS, *Effective Resident Involvement and Consultation in Sheltered Housing: a good practice guide for providers and commissioners* (A project commissioned by the CLG Ministerial Working Group on Sheltered Housing)

Chartered Institute of Housing, *Sheltered and retirement housing: a good practice guide*, Imogen Parry and Lyn Thompson, 2005, (http://www.cih.org/publication/display/vpathDCR//templatedata/cih/publication/data/Sheltered_and_Retirement_Housing)

Chartered Institute for Housing and Communities and Local Government (UK Government), *A Guide to Making Complaints for Sheltered Housing Residents*, (A project commissioned by the CLG Ministerial Working Group on Sheltered Housing)

EROSH – provide a range of guides and easy-to-use checklists to help plan for improved services http://www.erosh.co.uk/

National Housing Federation, *Appraisal Guide for Sheltered Housing,* 2009

National Housing Federation, *Breaking the mould: re-visioning older people's housing*

National Housing Federation and Department of Communities and Local Government (UK Government) (Commissioned by the CLG Ministerial Working Group for Sheltered Housing), *'More than just a few kind words!': re-shaping support in sheltered housing*

SSIA, *Better Support at Lower Cost,* April 2011, http://www.ssiacymru.org.uk/index.cfm?articleid=7067

TPAS Cymru, *Participation: the next generation*, 2009

Welsh Government, *Fulfilled Lives, Supportive Communities: a strategy for social services in Wales over the next decade*, 2007

Welsh Government, *Improving Lives and Communities – Homes in Wales*, a national housing strategy, 2011

Welsh Government, *A Strategy for Older People,* 2008

Welsh Government, selection of documents relating to the Supporting People programme:
http://wales.gov.uk/topics/housingandcommunity/housing/supportingpeople/support/?lang=en

Some others working on Sheltered Housing in Wales (respondents to the baseline survey only):

Local Authorities

Organisation:	**Caerphilly County Borough Council**
Lead officer/ key contact:	Val Parsons
Position:	Supported Housing Manager
Tel:	01495 235267
Email:	parsova@caerphilly.gov.uk

Organisation:	**Cardiff County Council**
Lead officer/ key contact:	Ray Denyer
Position:	Social Lettings Unit Manager
Tel:	029 2053 7243
Email:	r.denyer@cardiff.gov.uk

Organisation:	**Flintshire County Council**
Lead officer/ key contact:	Dawn Kent
Position:	Accommodation Support Services Manager
Tel:	01352 762898
Email:	dawn_kent@flintshire.gov.uk

Organisation:	**Powys County Council**
Lead officer/ key contact:	Dafydd Evans
Position:	Housing Strategy Manager
Tel:	08708510477
Email:	dafydd.evans@powys.gov.uk

Organisation:	**Council of the City and County of Swansea**
Lead officer/ key contact:	Dorian Samuel
Position:	Operations Manager Support
Tel:	01792 635146
Email:	dorian.samuel@swansea.gov.uk

Organisation:	**Vale of Glamorgan Council**
Lead officer/ key contact:	Jenny Lewington
Position:	Housing Strategy Officer
Tel:	01446 709 326
Email:	jmlewington@valeofglamorgan.gov.uk

Organisation:	**Wrexham County Borough Council**
Lead officer/ key contact:	Julie Francis
Position:	Manager for older people and Supported Housing
Tel:	Housing 01978 315436
Email:	Julie.francis@wrexham.gov.uk

LSVT (large scale voluntary transfer bodies)

Organisation:	**Monmouthshire Housing**
Lead officer/ key contact:	Neil Binnell
Position:	Housing Support Manager
Tel:	01495 761008
Email:	Neil.binnell@monmouthshirehousing.co.uk

Organisation:	**Newport City Homes**
Lead officer/ key contact:	Rebecca Hunt

Position:	Area Manager (Support)
Tel:	01633 227801
Email:	Rebecca.hunt@newportcityhomes.com

Organisation:	**RCT Homes**
Lead officer/ key contact:	Rena Karadogan
Position:	Sheltered Housing Manager
Tel:	08453014141
Email:	renak@rcthomes.co.uk

Other RSLs (registered social landlords)

Organisation:	**Aelwyd HA**
Lead officer/ key contact:	Martin Hughes
Position:	Housing Manager
Tel:	029 2048 1203
Email:	martinh@aelwyd.co.uk

Organisation:	**Cadwyn Housing Association**
Lead officer/ key contact:	Sarah Evans
Position:	Assistant Housing Manager
Tel:	029 2043 4414
Email:	sarah.evans@cadwyn.co.uk

Organisation:	**Cardiff Community HA**
Lead officer/ key contact:	Lauren Davies
Position:	Community Support Officer

Tel:	029 2046 8411
Email:	Lauren.davies@ccha.org.uk

Organisation:	**Cartrefi Cymunedol Gwynedd**
Lead officer/ key contact:	Bryan Wyn Griffiths
Position:	Supporting People Coordinator
Tel:	01248 677119
Email:	Bryan.griffiths@ccgwynedd.org.uk

Organisation:	**Charter Housing Association**
Lead officer/ key contact:	Sally Humpage
Position:	Retirement & Supported Living manager
Tel:	01633 678528
Email:	Sally.humpage@charterhousing.co.uk

Organisation:	**Clwyd Alyn Housing Association Ltd**
Contact:	Karl Roberts/Steve Robinson
Position:	Senior Housing Officer
Tel:	01745 536879
Email:	karl.roberts@clwydalyn.co.uk

Organisation:	**Cymdeithas Tai Clwyd**
Lead officer/ key contact:	Noela Jones
Position:	Director Housing and Communities
Tel:	0345 230 3140
Email:	noela.jones@taiclwyd.com

Organisation:	**Coastal Housing Group**
Lead officer/ key contact:	David Tovey
Position:	Older People's Services Manager
Tel:	01792 619310
Email:	david.tovey@coastalhousing.co.uk

Organisation:	**Family Housing Association (Wales)Ltd**
Lead officer/ key contact:	Steven John Hughes
Position:	Older Persons Services Manager
Tel:	01792 460192
Email:	Steven.hughes@fha-wales.com

Organisation:	**Hafod Housing Association**
Lead officer/ key contact:	Chris Davies
Position:	Service Improvement Co-ordinator
Tel:	029 2067 5800
Email:	christopher.davies@hafod.org.uk

Organisation:	**Linc Cymru Housing Association**
Lead officer/ key contact:	Richard Sheahan
Position:	Supported Housing Officer
Tel:	029 2047 4720
Email:	Richard.Sheahan@Linc-cymru.co.uk

Organisation:	**Mid Wales Housing Association Ltd**
Lead officer/ key contact:	Jean O'Neill

Position:	Supported Housing Co-ordinator
Tel:	0300 111 3030
Email:	joneill@mid-walesha.co.uk

Organisation:	**North Wales Housing**
Lead officer/ key contact:	Eirlys Parry
Position:	Older Persons Manager
Tel:	01492 563289
Email:	eirlys.parry@nwha.org.uk

Organisation:	**Rhondda Housing Association**
Lead officer/ key contact:	Dina Williams / Claire Ricketts
Position:	Acting Housing Manager / Supported Housing Team Leader
Tel:	01443 424 207 / 01443 424 252
Email:	dina@rhondda.org / clairer@rhondda.org

Organisation:	**United Welsh Housing Association**
Lead officer/ key contact:	Jo Green
Position:	Head of Living+
Tel:	029 2085 8122
Email:	jgreen@uwha.co.uk

Organisation:	**Wales & West Housing Association**
Lead officer/ key contact:	Jackie Bloxham / Sarah O'Keeffe
Position:	Housing Manager
Tel:	0800 052 2526
Email:	Jackie.Bloxham@wwha.co.uk

Appendix 1 – Steering group members

Age Concern, Martyn Jones

Anglesey County Council, Shan Williams

Caerphilly County Borough Council, Val Parsons

Cardiff Council, Ray Denyer

Carmarthenshire County Council, Les James

Centre for Housing and Support, Melanie Newell

Chartered Institute for Housing, Victoria Hiscocks

City and Council of Swansea, Dorian Samuel

Coastal Housing, David Tovey

Community Housing Cymru, Kevin Howell

Linc Cymru, Richard Sheahan

Powys County Council, Dafydd Evans

RCT Homes, Angela Stacey

Supported People Information Network, Chris Price

SSIA, Emily Warren

TPAS Cymru, Nina Langrish

Vale of Glamorgan Council, Jenny Lewington

Wrexham County Borough Council, Julie Francis/ Victoria Morgan

(WLGA commissioned Anna Nicholl as an independent consultant to develop the toolkit and she chaired the steering group meetings)

Appendix 2 – Who's doing what in Wales?

Appendix 2 is a separate excel spreadsheet which summarises the responses from the baseline survey conducted in February 2012. The aim of the spreadsheet is to act as a quick practical reference for providers to see who's doing what in Wales so that they can get in touch to share information and ideas on specific issues.

The baseline survey is not intended to be an academic piece of research and should not be used as such. Many organisations have not responded at all and of those that have there are different interpretations of questions resulting in non-comparable answers. As such, it does not give an accurate picture of the current state of sheltered housing in Wales and does not intend to do so.

For example, it appears that different organisations and authorities may have used different mechanisms for calculating the total number of sheltered units and schemes. Some local authorities may have included stock owned by RSLs. Some may have included 'category 1' schemes whilst most have not. The totals are not therefore comparable. Similarly, people have interpreted the availability of support outside schemes differently and there will inevitably be other inconsistencies.

The timescale for completing the survey was relatively short. Some of the information needed to be collated from different departments and so it was simply not possible for all respondents to gather the information within the time. This is especially the case where providers have multiple schemes. For example, where there is no timescale set for meeting WHQS, it does not mean that there isn't one, but that it hasn't been possible to collate this information within the deadline.