

Older People's Strategy 2015-2020

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Foreword from the Chief Executive



Stephen Howlett
Chief Executive

Peabody is one of London's largest housing providers, and has grown over the last year with the inclusion of Gallions Housing and Trust Thamesmead in the Peabody Group. We currently house over 5,400 people aged over 65 in our general needs housing and about 400 over 65s in sheltered housing.

As the UK population ages, the number of older people that we house will increase. In London alone the number of over 65s is expected to reach 1.4 million by 2030. At a conservative estimate, Peabody will house over 7,500 over 65s by 2030.

We need to plan and prepare now to ensure that the homes and services our residents require are in place as the effects of our ageing society become increasingly evident. Although pensions and benefits for older people have thus far been excluded from welfare reforms, there have been huge cuts to the services available to support people in their old age, a source of great concern to us.

In light of these changes we have looked at our service provision anew. To provide housing and services which meet the changing needs of our older residents, we need to better understand our residents. Like London, Peabody's resident population is not only getting older but also becoming more diverse in its composition, circumstances and outlook.

Alongside this, society's view of ageing is changing. Ageing is often seen as a problem to be solved rather than an experience which differs according to personal characteristics and experience. Growing old is often portrayed as a largely negative experience in the media and by wider society. However, this is not how many older people see themselves. Many of our older residents feel they have a huge amount to offer society. They have a wealth of skills and experience, they want to be active members of their communities, they have real aspirations. They see ageing as a positive experience that can bring new meaningful relationships, increased freedoms and heightened life satisfaction.

At Peabody we want to ensure that as many of our residents as possible can experience ageing in this way.

We have conducted extensive research in producing this strategy, speaking to over 1,100 residents from across the Peabody Group, canvassing a wide range of opinions, and taking note and incorporating this where possible.

What follows is not Peabody's vision for older people's homes and services; it is a shared vision between our residents and ourselves.

A handwritten signature in black ink that reads "Stephen Howlett". The signature is written in a cursive, flowing style.

Stephen Howlett,
Chief Executive

Vision

Our vision is to build exemplary communities in London where our older people are provided with a good home, a real sense of purpose, and a strong feeling of belonging. Over the course of our strategy, we will:

- Help older residents to live independently for as long as possible in their own homes;
- Promote older people's involvement in the community and increase their engagement with family and friends;
- Promote well-being and healthy living for older people;
- Increase the availability and improve the quality and diversity of specialist housing for older people.

We will provide a universal offer to older residents, with actions arising from the strategy to be undertaken by teams across Peabody.

Throughout the implementation of the strategy we will conduct robust monitoring and evaluation. We are committed to openness and transparency, and sharing our learning to increase knowledge amongst partner organisations. By understanding what works, and what does not work, we will be able to maximise our impact and ensure our initiatives deliver value for money.

This evidence-based approach will help us to inform debates and discussions relating to the ageing society in London.

Research methodology

We conducted the research in the following stages:

Gathering evidence, including a literature review of external evidence relating to the key drivers in the operating environment, and an analysis of internal data, including resident satisfaction surveys and information from our housing management database.

Demographic modelling to estimate how our resident population will change over the next 15 years. We mapped Office for National Statistics (ONS) projections for London's population increase over the next 15 years against our internal data, making the assumption that Peabody's population will mirror changes in the capital.

Qualitative research to understand the current views and experience of older residents, and those who will move into retirement age over the next decade and a half. This comprised in-depth interviews with 41 residents aged between 50 and 97, conducted by front-line workers from across the Peabody Group.

Quantitative research to make broader assumptions on the issues arising from the in-depth interviews. We conducted a telephone survey of 1,070 Peabody and Gallions residents, on four topics: volunteering, physical environment and older people's housing, mobility, and healthcare and support services.

Focus groups with employees to sense-check the research findings, and discuss any areas that had not yet been explored in the consultation with residents. We also looked at ways in which teams could work more effectively, and identified the main challenges faced by employees.

Help older residents to live independently for as long as possible in their homes

“I needed help with my flat for some time but didn’t know where to go”

Peabody resident, aged 79

Many of our residents want to remain in their homes as they age. They have lived with Peabody all their lives, working locally, raising their families and building friendships and connections close to their home.

While this is hugely positive, as they age many of our residents face issues with the long-term suitability of their properties. Managing in the property becomes more difficult as their needs increase. This in turn increases the demand for community-based support services that our residents can access as and when they need them.

The Challenge

- What practical steps can we take to help our residents to remain in their homes?

We identified that we need to better coordinate the work of teams providing services for older people, aids and adaptations, lettings and voids.

In 2014/15 we put in over 400 aids and adaptations; about one in four were installations of level-access - ‘walk-in’ - showers. The time between a residents’ initial request and a completed installation is typically about four months, sometimes longer.

Peabody will

- Expand our Handyperson Service, including incorporating a fast response for aids and adaptations work, and establish a Handyperson Service in Thamesmead.
- Review the provision of aids and adaptations, focusing on removing blockages in the process, and utilising the Handyperson Service as a fast response for smaller jobs.

46%

of over 65s want someone to ‘come round and do odd jobs’

29%

of people want someone to make adaptations to their home

**“I’ve never considered moving.
We love where we live.”**
Gallions resident, aged 77

Employees in our focus groups reported instances where adaptations had been made to an older person’s home (a level-access shower costs about £6,000 to install) which were then removed after the resident vacated the property, as this made the property less attractive to the succeeding occupants.

If ground floor flats are increasingly allocated to older residents, aids and adaptations are less likely to be installed and subsequently removed. These cost savings will outweigh the cost of extending the lettings process.

Peabody will

- Introduce a new approach towards allocations of ground floor dwellings, integrating support, lettings voids and neighbourhoods team to run a supported move pilot.
- Review the lettable standard for older and vulnerable people’s homes, including sheltered housing and internal transfers.

An ageing population combined with public funding constraints has resulted in a reduction in social care services available to older people across London. Many local authorities have cut their social care budgets, resulting in significant reductions in Supporting People (programme to fund services to help vulnerable people live independently) income for our sheltered housing schemes, and the complete removal of many local authority floating support services (which provide support to older residents who may be having difficulties managing their home).

In 2014/15 Peabody’s floating support service supported 152 older residents, achieving 100% resident satisfaction.

The Challenge

- How can we ensure these services continue to be available for our residents, and how should we provide them?

In our employee focus groups, our floating support workers highlighted that the number of isolated residents is considerably higher than the proportion identified in the survey.

Peabody will

- Increase our offer to older residents by expanding the floating support service, including an employee specifically designated to support our residents in Thamesmead.

11%

of 50-64 year olds want to move to a ground floor property to prepare for their old age

10%

of over 65s have difficulty getting up and down the stairs

12%

of over 65s want someone to ‘come round and see how I am’

12%

of over 65s want someone to ‘come round and have a cup of tea’

Promote older people's involvement in the community and increase their engagement with family and friends

"I would like to do more for my local community but don't know how to go about it."

Peabody resident, aged 68

Isolation is a key issue; many of our older residents expressed a desire to be more involved in their local community with 12% of older residents saying they wished they had someone to talk to on a regular basis.

The Challenge

- How do we help our older residents to be more involved in their local community?

Work is increasingly seen as a positive choice for many older people. The number of people of state pension age and above who are in employment has nearly doubled over the past two decades, from 753,000 in 1993 to 1.4 million in 2011. Retirement is increasingly becoming a fluid concept with many older people also keen to make a contribution to society through volunteering. Over half (55%) of people in their 60s say they have worked, volunteered or cared for someone else in the last month, as well as nearly one in three (28%) of those in their 70s.

Peabody will

- Develop and deliver a new neighbourhood-level model of volunteering for older people, increasing befriending, volunteering and employment opportunities.

This locally based model will allow residents through co-design and co-production to develop community-based and community-led programmes.

The local element is crucial. It will allow us to address social isolation in a way that London-wide programmes do not; by building community capacity residents will deliver self-sustaining volunteer-led networks where residents support each other to deliver the programmes that matter to them, linking together social activities, befriending programmes, volunteering opportunities and employment and training.

1 in 5

of Peabody residents aged over 50 volunteer in their free time.

Of these residents

3/4

are prepared to volunteer at least once a week

By

2030

older people's volunteering will be worth annually over £10 billion to the UK economy

“I have a few really kind people living here, one neighbour does my washing every week, one brings the newspaper, and one knocks every day to say hello. I like being around young people.”

Peabody resident in sheltered accommodation, aged 97

Peabody will

- Develop and deliver a range of community based activities with our sheltered schemes acting as hubs for the local community.

Resident engagement has been central to the development of this strategy. We consulted with over 1,100 Peabody residents and this has led us to review the way we consult and engage with older people across Peabody. We need to build on this momentum by offering opportunities to our residents that ensure their views remain a central part of this strategy.

The Challenge

- How can we engage our older residents in a way that is meaningful to them and involves them in all aspects of our service development and delivery?

Peabody will

- Introduce formal resident consultation and a feedback mechanism for the strategy, running workshops with residents to co-design and co-produce services. These consultation mechanisms will integrate into our programme management and project evaluation processes.

69%

of sheltered housing residents would like to see more social activities and events in their scheme

76%

of sheltered housing residents would like 'coach and mini-bus outings'

90%

of residents surveyed would be happy to be contacted in the future on the answers they gave

Promote well-being and healthy living for older people

“I’d like my support services to be just like I’ve got now but for all of them to be in one place, not having to travel to hospital, then the GP, then community nurse.”

Gallions resident, aged 81

Life expectancy is increasing, but so is the proportion of older people’s lives spent in poor health. At 65, men can now expect to live another 9.2 years in good health; for women this is 9.7 years. The increase in levels of dementia is of particular concern, with the illness now affecting one in 14 people over 65 years of age and one in six people over 80 years of age.

Older people’s economic and social circumstances impact significantly on their health and well-being. Older people with less income and fewer financial assets are more likely to be overweight or obese, and have lower levels of physical activity; older people with few relationships and little engagement with the local community frequently experience isolation and associated health problems such as depression, dementia, anxiety and decreased mobility.

Health and well-being is hugely important for our older residents. Our surveys and interviews have identified a need for more well-being activities to be run across our estates. Residents also value access to health services in a local setting.

Lack of information was identified as an issue for our residents, who did not feel they were as aware of the options available to them as they could be.

The Challenge

- How can housing and health work better together? Can we change the way we work, better integrating services to meet the needs of our residents?

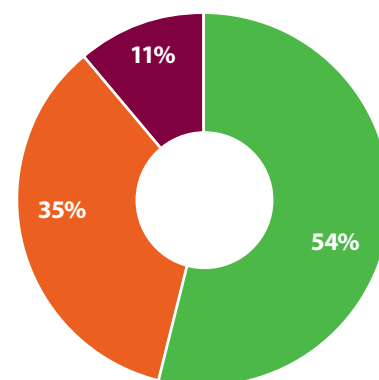
Social prescribing is one area where we feel we local authorities, health and housing providers can make a real impact if they work in partnership.

Peabody’s Sundial Centre is one of five locations which form LinkAge Plus, a programme which joins up services for over 50s in Tower Hamlets. Voluntary and community sector organisations work with Tower Hamlets Council, NHS services, and registered social landlords, which enables social prescribing, providing alternative interventions to health services - such as social and well-being activities that can have a major impact on the health of individuals.

LinkAge Plus advisers become embedded within the health care system, setting up clinics with health professionals, to address issues such as falls prevention.

Health satisfaction of over 65s

Good or Very Good
Fair
Bad or Very Bad



48%

of sheltered housing residents would like regular advice on their health and wellbeing

3,860

Link Age Plus service users during 2014/15

1,352

referrals from GPs and health providers

“Home visits from GPs are becoming less common – we should be looking more at telecare and telehealth solutions.”

Floating support worker, Peabody

“There is so much information on the internet. It’s opened up doors for me. I’ve learnt a lot about things I would never have known about.”

Peabody resident, aged 65

We recently set up a social prescribing pilot project – Positive Steps Thamesmead – which provides access to an array of support services for patients visiting their GP who are experiencing financial hardship or other issues. In the first three months we have seen over 200 referrals from GPs, other health professionals, or ‘Positive Steps Thamesmead’ advisers based in Lakeside Medical Centre.

Peabody will

- Develop a community based social prescribing model using our experience of Link Age Plus and Positive Steps Thamesmead, and integrate this into our overall service offer.

Internet access is considerably less common among our over 65s, and Peabody is committed to helping residents to get online. All our sheltered schemes have wi-fi access, and training is available both to sheltered residents and to people in the community. During 2014/15 our digital literacy programme, Net Worx, saw 42 volunteer ‘Digital Champions’ provide support to 198 residents.

The reduction in face-to-face services across the health and public sector, and the increasing availability and affordability of new technology provides us with an opportunity to look anew at how we can support our residents developing new partnerships and new ways of working.

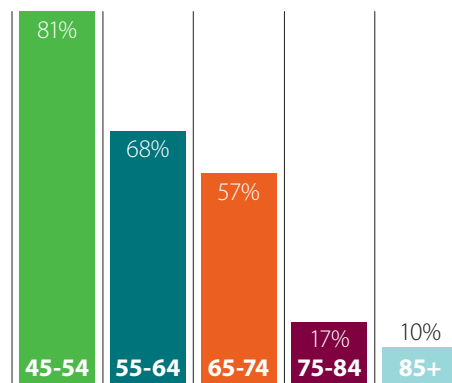
The Challenge

- How can we make more effective use of technology to support our older residents?

Peabody will

- Implement the new Community Investment CRM (Customer Relationship Management) system and explore how technology can be better incorporated into the work of our employees and the lives of our residents, including the development of telecare / telehealth proposals.

Household access to internet 2015 survey



Promote well-being and healthy living for older people

continued

Through our survey and interviews we discovered that many of our older residents were poorly informed on the services that were available to them. As an organisation that prides itself on how well we keep our residents informed of our services and organisational developments we were surprised to hear that this posed a problem for many of our older residents.

The Challenge

- How do we present information to our older residents that is both meaningful and memorable?

Peabody will

- Review the provision and distribution of service information with our older residents and explore new ways of working to encourage better engagement with local services.

79%

of over 65s 'haven't seen any older people's housing schemes and so wouldn't have a view on them'



Increase the availability and improve the quality and diversity of specialist housing for older people

“I’d like somewhere that was safe and quiet. Lots of trees and greenery. There would be a good doctors and good mobile phone signal.”

Gallions resident, aged 75

Many older people live in homes which are not suitable for economic or health reasons. A lack of suitable housing options and negative perceptions surrounding specialist housing make it hard to provide a positive solution for older people. There are a number of housing options for older people such as retirement villages, extra care, residential care, sheltered housing, cohousing and downsizing support.

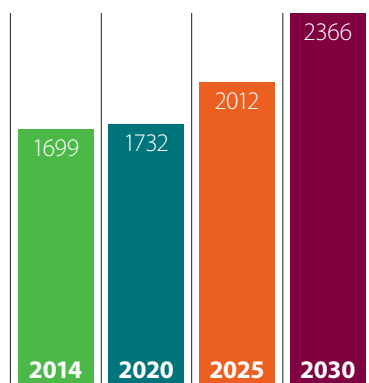
Older households are expected to make up nearly half (48%) of the projected growth in households by 2026. Over three quarters (77%) of those currently of retirement age are owner occupiers.

Peabody’s older population is projected to increase by 12% by 2020 (over 65s) and by 51% by 2030.

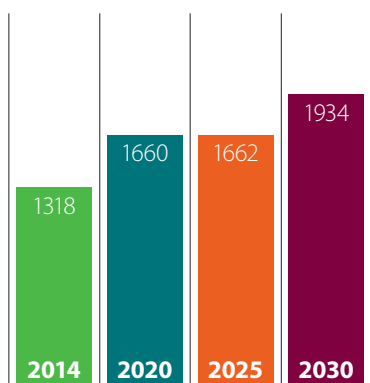
Among the over 80s, the increase is estimated to be even higher, with a 17% increase by 2020, and a 63% increase by 2030

We have a development pipeline of over 1,000 new homes a year and are recognised for building high quality and running innovative programmes across London. With the number of people aged 65 and over in Peabody housing set to increase to over 7,500 people by 2030 (at a conservative estimate) we need to look at how we can provide attractive housing options to our older residents.

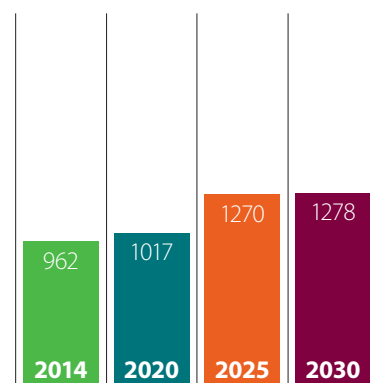
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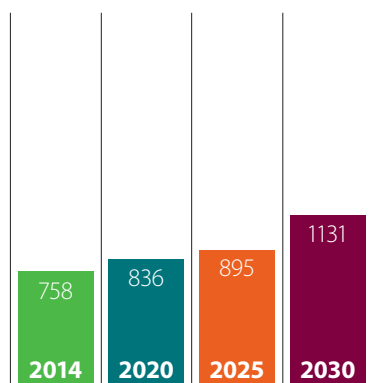
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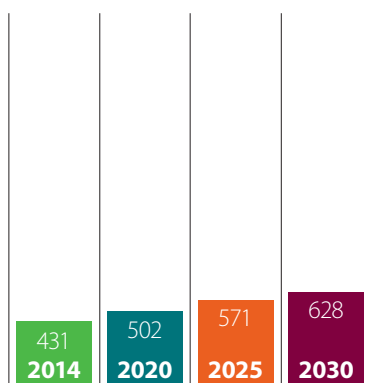
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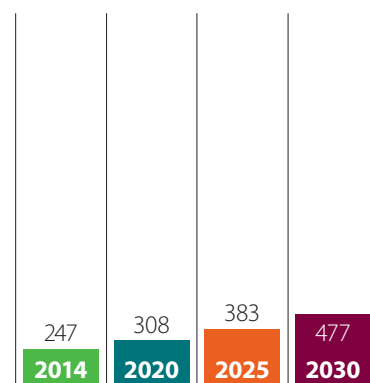
80-84



85-89



90+



Increase the availability and improve the quality and diversity of specialist housing for older people continued

Many of our older residents will wish to remain in their own homes but many will not wish to and also will not be able to. Peabody has produced a number of exciting schemes over the years and Darwin Court, built over 10 years ago, is still cited as an example of best practice, most recently in the London Assembly Housing Committee report in 2013. We are in a position now where we can build on this legacy.

Darwin Court, our pioneering scheme in Southwark opened in 2003 and built to Lifetime Homes Standards, provides homes exclusively for over 50s. The local community can also join residents in enjoying a range of health, fitness and relaxation activities.



28%

of UK social housing tenants are over 65, whereas for Peabody the proportion is 12%

The Challenge

- How can we develop a range of sheltered and specialist housing provision that will meet the changing needs of London's older people?

HAPPI (Housing our Ageing Population: Panel for Innovation) standards are critical design elements for age-inclusive housing, such as generous internal space standards, shared facilities and community 'hubs' when these are lacking in the neighbourhood, and 'care aware' design which is ready for emerging telecare and telehealth technologies.

Peabody will

- Review sheltered housing provision, with a view to enhancing and improving existing sites.
- Include the potential for specialist and older people's housing provision housing in our offer to local authorities in all major developments.
- Ensure new builds and redevelopments for older people are built to HAPPI standards.



Closing views

There is no doubt that our ageing population will have an impact on the way housing providers, local authorities, the NHS, central government and others will deliver homes and services for older people for the foreseeable future.

We may not know what these services will look like in 10 or 20 years, but it is clear that Peabody and our housing provider colleagues cannot address these issues in isolation.

Our strategy sets out some key challenges to be met to provide a platform for change in the way we deliver our services. We have outlined straightforward, practical responses to these challenges, which our residents tell us will improve the quality of their lives.

Over the course of the strategy, with the full involvement of our residents, we will monitor and evaluate these programmes to fully develop our understanding of what works, and does not work, learning from our failures and building on our successes.

However the challenge we face is bigger than the provision of quality services. It is a challenge that we face both as providers and individuals. Our society is ageing and we need to take positive steps now to review the way we think about ageing, looking at how best we can provide the services and opportunities not only that people want now but that we ourselves will want when we reach retirement age.

Housing providers are well placed to take the lead in this. As social landlords we house many of the most vulnerable older people in the country. We need to take this opportunity to step forward and actively engage with residents, housing colleagues, government, health and the voluntary sector to change the way we think about ageing and the way we act to develop services.

It is here that the real challenges to success lie - we need to take action, but to succeed we must work differently:

- Cross-sector strategic approach: across the sector we are often working towards the same objectives but do not work together as often as we should to achieve them; if we work together to align our goals and outcomes we can work together to provide more efficient, effective services.
- Partnership working: a cross-sector approach will help us to move away from the treadmill of competition and commissioning that is still prevalent in the sector. As a sector we too often compete for the same pots of money to achieve the same goals, a more joined up dynamic approach is needed if we are to continue to support our residents into the future.
- Innovation: we must not be afraid to innovate, to take risks, and be prepared to invest in innovation as a source of learning as well as a source of outcomes.
- Prevention: to truly change how we provide older people's services and to make a lasting impact we need to increase investment in preventative services. This is a huge challenge in the current economic climate but the long term impact and value of these services is indisputable.
- Keep it simple: we have a tendency to look for overly technical solutions. Across the sector many of the most successful programmes are the least complicated.

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