



Amazing Age

Delivering Inspirational Homes and Services

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Great service, great homes
and a great place to work

Purpose

To explore how Wulvern Housing, now part of The Guinness Partnership, transformed its service offer and homes for older people



Great service, great homes and a great place to work

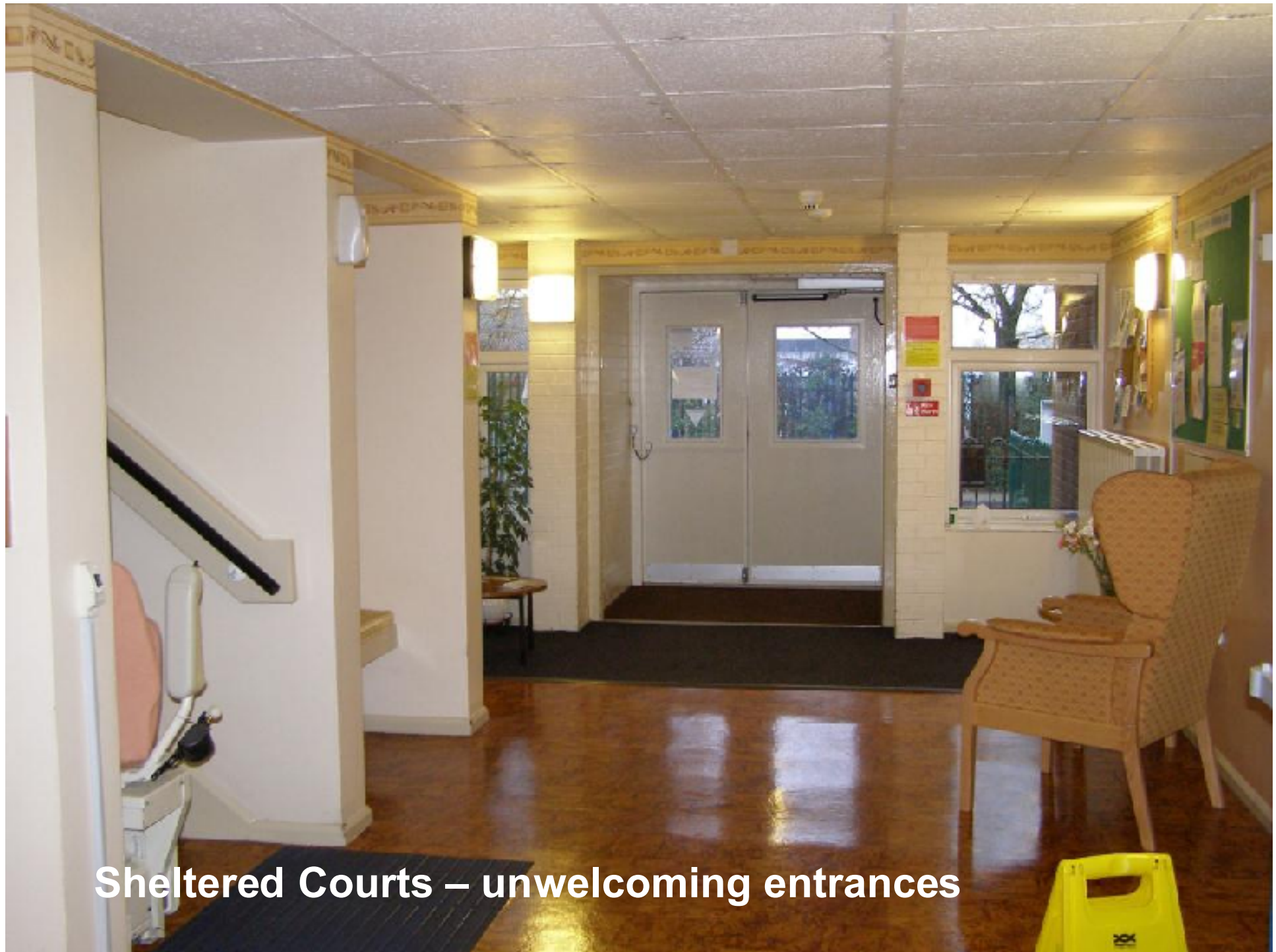
What's covered

- Why we needed to do this
- How we over came barriers
- Identifying the burning platform to create change
- Budgetary and 30 year business plan implications
- Risks and rewards
- Transformation for Guinness



About Wulvern

- Wulvern was a loan funded LSVT formed in 2003
- Based in Cheshire comprising 5700 homes at transfer
- Total of 1200 units for older people comprising 444 units within sheltered courts of which 116 were bedsits.
- 40% of the general needs stock was occupied by people over 55 years of age
- The initial 30 year Financial Plan excluded sheltered housing
- The only service offered was a community alarm linked to a Wulvern Central Control



Sheltered Courts – unwelcoming entrances





Dark and cold halls





Sitting rooms which didn't leave us 'sitting comfortably'





Bedsit Accommodation



Bedsit Accommodation



Everything needed replacing, including the kitchen sink



Outdated amenities

Barriers

- Lack of understanding and knowledge about the purpose of Older persons housing.
- Low aspirations and expectations.
- No understanding of what good looked like.
- Lacking ambition and imagination.
- Began talking about the issues in September 2003, 6 months after transfer

Strategic approach

- Twin track approach looking at a flexible service offer and the physical assets.
- Carried out full asset review on every scheme and matched with current and future demand.
- Adopted a ten year strategic goal.
- Set financial and business targets.
- Ranked all the older peoples stock in to:
 - obsolete and required demolition.
 - re-provision to provide Extra Care housing
 - Schemes that required a full modernisation and makeover to give a longer term future
- Persuaded the HC/HCA to invest capital grant into the provision of new extra care schemes on the existing sites.

Strategic approach - Service Offer

- Outsourced the emergency alarm service and call centre
- Recruited a specialist active for age team
- Introduced a risk based service offer
- Delivered value for money for Wulvern customers and external clients.

Influencing to get results

- Recruited Paul Johnson from 3DK to carry out an independent review
- Board members and staff visited all our sheltered stock
- Board members, staff and residents visited best in class including housing associations and private sector
- Held customer focus groups
- Collected and analysed age profiles, socio economic, health data of existing customers and the general population of Cheshire East
- Set a corporate objective
- Kept the issue high on boards agenda (every meeting)

External influencing and communications

- Keep local politicians informed
- Involve stakeholders
- Use poor inspections, customer satisfaction etc as a burning platform for change
- Any publicity is good publicity

Burning platform

- In September 2005 Board approved a ten year strategy
- Our first extra care development for rent and LCHO was completed in 2008
- We transformed our service offer providing flexible support and tailored services to meet individual needs.
- Audit Commission Short Notice Inspection in 2008 lead to a row over our real commitment to providing aspirational housing for older people.
- The Board grasped the nettle and we pushed forward with our refurbishment and demolition programme and committed £20m of additional loan finance matched with capital grant.

The Guinness Offer

- Extra Care Housing
- Housing for older people
- Care at Home
- Services for customers living with dementia.



Extra Care

- Private self contained apartments
- Options to buy or to rent
- Fabulous communal facilities
- Onsite care and support
- Dedicated Extra Care team
- Health and wellbeing programme



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Sheltered Court

- Bedsit conversions
- Communal areas refurbished
- Kitchens replaced
- Level access shower rooms installed













Dementia Care

- **Where it began**
Report
- **Where are we now?**
Housing and Dementia project
- **Where are we going?**
Evaluation
Future actions



Project Objectives

- Meet the **needs** of our customers
- Enable **independent** living
- Assist and promote **wellbeing**
- Provide amazing **customer services**



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- Raise **Awareness** - for staff and customers
900 dementia friends and counting, website and social media
- **Training** - develop bespoke e-learning package, extended face to face dementia **training** & trial subsidised external **training** on offer
- Dementia-friendly **Design** Specifications - New **design** guide, use of coloured **adaptations** & development/maintenance links
- **Dementia-friendly** Customer Package

What is next for Dementia Care?

- Dementia Strategy
- Dementia Champions role
- Better customer profile information
- Meet National Housing Dementia charter standards
- Social prescribing or horticultural initiative around Manchester/Cheshire



Improving health and wellbeing

- Intergenerational groups – school and court twinning
- Community services delivered from Extra Care schemes –church services, MPs surgeries, PCSO drop ins, Health Clinics
- Health and wellbeing programme open to the whole community
- Supporting new business start ups – hair dressers, beauty salon
- Sustaining social enterprises - bistro's run by charity working with people recovering from mental health issues.

Guinness Housing for Older People – The Drivers

- 6,800 units of accommodation across 64 local authorities from different legacy organisations – it's a challenge!
- Reviewing our housing for older people assets – what do we do?
- Inconsistent frontline service offer responding to local downward pressure on income and loss of Supporting People funding
- Hard wired alarms - outdated, unreliable and expensive to replace
- Our aspirations to deliver an aspirational and contemporary service offer

Guinness Housing for Older People – The Response

- Invest or divest – Housing for Older People Programme
- Decommissioning of hard wired alarms
- Housing Proactive as our baseline service offer
- Remodel our service into an ‘Independent Living Service’ - with a core building based offer plus additional health and wellbeing services and a menu of paid for services – Guinness Choices
- Seek ‘investment’ from partners and stakeholders
- An integrated housing and care model for extra care



Conclusions and lessons learnt

- Do your research and review assets
- Be ambitious and aspirational
- Take seriously influencing
- Make speedy decisions
- Make it a Corporate Objective and be clear about how you are going to fund it
- It wont happen over night have a SMART delivery plan