



Building Positive Futures in Thurrock

This Case Study describes Thurrock's 'Building Positive Futures' programme. The programme was launched in March 2012 as Thurrock's response to the 'Ageing Well' agenda and to take forward the initiatives first proposed by the South Essex Commission of Enquiry into Cooperation between Housing, Health and Adult Social Care. A report of the work of the Commission of Enquiry can be found on the Thames Gateway South Essex Website.¹

Two key objectives underpin Thurrock's programme:

1. "To prevent inappropriate admissions to hospital and residential care, and to enable residents who do require hospitalisation to subsequently return home in a safe and timely manner. This will be achieved by working with the Council's housing and health partners to develop a more integrated, community-based housing, health and adult social care service; and
2. To broaden the housing choices for older people across all tenures by a) ensuring planning guidance takes full account of the needs of older people, and b) creating opportunities to improve or remodel existing housing for older people so that it better meets their needs as they age".

In tandem with these twin objectives – agreed by Thurrock's Cabinet in December 2011 – the Council is embarking on a community resilience building programme using asset-based approaches – Local Area Coordination and Asset Based Community Development – with the aim of creating more hospitable age-friendly neighbourhoods.

Written for the Housing Learning & Improvement Network by
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About Thurrock Council

Thurrock lies on the River Thames immediately to the east of London, and is home to some of the most exciting opportunities in the country. Thurrock is host to one of the biggest regeneration programmes in the UK and is at the heart of global trade and logistics. It is strategically positioned on the M25 and A13 corridors, with excellent transport links west into London, north and east into Essex and south into Kent. Fittingly, Thurrock's vision is:

"A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish"

The five key objectives to achieve Thurrock's vision are:

- Create a great place for learning and opportunity
- Encourage and promote job creation and economic prosperity
- Build pride, responsibility and respect, to create safer communities
- Improve health and well-being
- Protect and promote our clean and green environment.

About 'Building Positive Futures'

As a unitary authority with responsibilities for social care, public health, housing and planning, Thurrock is in a strong position to respond to the recent House of Lords' report *Ready for Ageing*.² Its Head of Adult Services has a passionate belief that the solution to ageing well lies in a three pronged approach which:

1. builds resourceful and resilient communities
2. is backed up by high-quality retirement housing
3. provides services that facilitate independence and well-being.

A significant amount of work has been undertaken since 'Building Positive Futures' was launched last year, including:

- Housing, Adult Social Care and Planning collaboration to create a housing development programme for older people
- Developers' Summit to mobilise private and 3rd sector engagement in the housing development programme for older people
- Local Area Coordination - to support people who are vulnerable through age, frailty, disability or mental health issues to stay strong and connected by developing solutions tailored to each individual's needs
- Strengthening communities with Asset Based Community Development
- Rapid Response and Assessment Service in partnership with NHS South West Essex Community Services
- Joint Reablement Team - short-term support designed to help keep vulnerable people safe and as independent as possible

¹ www.tgessex.co.uk/images/uploads/Final_Sth_Essex_Commission_Interim_Report_March_20111.pdf

² House of Lords Select Committee on Public Service and Demographic Change Report of Session 2012-13 *Ready for Ageing?* 2013

- Optimising the benefits offered by Telecare to support the changing needs of Thurrock's population
- Alzheimer's Society invitation to Thurrock to become an early adopter in the pilot phase for the recognition process for dementia friendly communities.

This case study gives a flavour of some of the work underway.

The three-pronged approach to creating an age-friendly borough

'Building Positive Futures' has a number of workstreams broadly grouped under three main areas of work:

1. Creating the homes and neighbourhoods that support independence
2. Creating the communities that support health and well-being
3. Creating the social care and health infrastructure to manage demand

The programme reports to a Member and director-led sponsorship board with reporting lines into the Health and Well-Being Board, Cabinet and the Health and Wellbeing Overview and Scrutiny Committee. Crucial to the success of the programme is the involvement of Thurrock CVS, partners in the health service and the Thurrock Coalition, which is Thurrock's user-led organisation.

More about each of the workstreams is outlined below:

1. Creating homes and neighbourhoods that support independence

'Building Positive Futures' is working to raise the profile of attractive, high-quality housing for older people, and the benefits this can bring to health and wellbeing.

Thurrock has also embarked on its own housing development programme, with a target of developing 1,000 new homes over the next five years. Part of the programme will be for older people, and it is hoped a new specialised housing scheme for older residents planned for South Ockendon will establish the benchmark in design standards. Examples of initiatives underway are summarised below.

Elizabeth Gardens

Thurrock's purpose-built Extra Care Housing scheme, Elizabeth Gardens, has just been completed, with the first residents scheduled to move in at the time of writing (June 2013). Symbolically, the scheme is built on the site of a former residential care home, underscoring the current policy direction which is to assist people to 'age well' in their own homes. The three storey scheme, which is designed to be dementia friendly, is managed by Hanover Housing Association and was funded by a grant of £4.2m from the Homes and Communities Agency (HCA).



Artist's rendering of Elizabeth Gardens, Thurrock

Elizabeth Gardens has 18 one-bedroom and 47 two-bedroom flats and a full range of communal

facilities for use by residents and the wider community. The communal facilities include: lounge, restaurant offering a cooked lunchtime meal, hair and beauty salon, laundry, mobility scooter store, assisted bathroom, activity room, two lifts, guest room and secure landscaped gardens. The scheme is mainly for people of 55 years and over who, because of age or illness or disability, have a substantial or critical need for adult social care.

The role of planning

Mindful of the *Ready for Ageing* Report and the *HAPPI2* Report³ recommendations, the Council's planners, housing and adult social care are collaborating on a new design guide for housing development which builds in best practice guidance on design for older people and people with dementia. The Director of Planning and Transportation will be making a presentation to the Health and Well-Being Board later this year on the contribution of planning to health and well being, and discussing how planning should be represented on the Board.

Analysis of housing needs and the demand for housing for older people

Work is underway to take a fresh look at the housing needs of the older people across Thurrock's communities. The project brings together a range of data from public health, housing and social care and benefits. The analysis is taking into account the various toolkits available for estimating the need for specialist housing for older people. These tools are being used prudently as 'needs' do not necessarily translate into 'demand' unless the offer is attractive, affordable and appropriately marketed.

In addition, the greater emphasis on prevention, use of assistive technology and home-based re-ablement services need to be factored into the analysis. The output from this work will inform both the work of Thurrock's Housing Development Board, the Health and Wellbeing Board and the future direction of Building Positive Futures.

Thurrock's Developers' Summit

In March 2013, Thurrock held a Developers' Summit to mobilise support from developers for a housing development programme specifically targeted at older people. The Summit was attended by 25 developers who heard presentations from the Homes and Communities Agency on the Department of Health's (DH) Care and Support Specialised Housing Fund, and from PTE Architects on the recommendations of the first *HAPPI*⁴ Report they co-authored.

The Council's Director of Planning and Transportation and Director of Housing, spoke about the need to drive up quality and to address the housing needs of older people. They made a commitment that if developers would work with the Council to improve the quality of housing for older people, the Council could offer a range of help including:

- providing profiles of the housing needs of older people in Thurrock's communities
- engaging with local people so that they understand the benefits of specialised housing for older people
- flexibility in relation to planning requirements, for example, parking if the site is well served by access to local facilities and transport

³ Housing our Ageing Population: Plan for Implementation (HAPPI2), APPG 2012

⁴ Housing our Ageing Population: Panel for Innovation (HAPPI), HCA 2009

- exploring the potential for joint ventures with private sector developers
- a one-stop service to facilitate scheme discussions at any point, not just at the pre-planning application stage.

The Council's Head of Adult Services summarised the challenges and opportunities:

- the health of older people is exacerbated by poor housing, particularly poorly-heated homes, making older people vulnerable to conditions such as respiratory and cardiovascular diseases, more likely to have falls and fractures, and to be less active and, as a result, more socially isolated and depressed
- the opportunity provided by Thurrock's regeneration & housing development programmes to create well designed, well insulated homes to mitigate many of the problems associated with ageing
- significant numbers of older residents have equity in their homes and, if the offer is right, may want to invest in a new home with all the benefits that will result in terms of positive health outcomes.

The Head of Adult Services cited Thurrock's recent experience of demand for good quality housing for older people; the new Extra Care Housing scheme had seen 18 units sold in a very short space of time through the government's *Homebuy* scheme.

Learning from the Developers' Summit key discussion points:

- A key feature of developing homes that would be attractive to older residents is flexibility – not just in terms of the product, but also financing and management.
- A real obstacle is that we currently don't have the right product and so it is difficult to demonstrate there is a demand for it.
- It was suggested that significant numbers of older residents choose to occupy two rooms because of the heating costs, so there may be pent up demand for more manageable sized homes.
- There is a real difficulty in describing the product as retirement housing because increasing numbers of people will be expected to (and may need to) work beyond 65.
- Research into the types of housing older residents want would help to refine the range of products which may be needed (from small developments of flats to 150 unit extra care schemes). It could also clarify how best to market them.
- Ideally, specialised housing would be developed on larger sites to ensure a mix of dwelling types and house prices.
- Research could also give useful information about what housing might come back onto the market if older residents move to specialised housing, so helping to inform the broad mix of development needed in an area.
- In terms of support from the Council, there was an appetite for risk sharing, especially where the Council owns the land which it could release at a lower value pending sales, when the return could be adjusted to reflect the sales value achieved.

- A real issue is that specialist schemes cost more to develop and this could affect viability and the cost of borrowing.
- The recommendations of the HAPPI report may need to be applied flexibly in Thurrock, which developers see as very price sensitive. Alternatively there may be a case for subsidy for some of the elements which make the design suitable for an ageing population.
- There was also a question about whether in the current market it would be possible to sell the product at a high enough price, with banks looking for a 20% margin.
- Developers generally want risk to be minimised although higher risks may be palatable in higher value areas.
- Flexibility on planning gain is needed, particularly in relation to education. This was seen as a major issue which could delay development.
- The case could be made to the Homes and Communities Agency to provide grant to local authorities to release sheltered housing sites to build specialist housing.

Following the success of the Developers' Summit, Thurrock is now inviting developers to join it in a coalition to promote specialist housing for older and vulnerable people.

Bid for funding to the Department of Health/HCA Fund

At the time of writing this case study, the results of the Council's bid for funding to the DH's Care and Support Specialist Housing Fund to develop 28 specialised flats in Derry Avenue, South Ockendon are still awaited.

Design Standards at the proposed scheme at Derry Avenue, South Ockendon:

Ease of Access

- The building is designed to be easy to navigate and accessible for all. An open main entrance with direct access/views to the garden room and the garden beyond gives on to the vertical circulation cores.
- Flats are clustered around two vertical access cores. The provision of two cores negates the requirement for corridors. Circulation space benefits from excellent natural light and ventilation.
- Sensitive use of colour differentiation and wayfinding between different areas of the building will be considered as part of the interior design to support residents with dementia.

Garden Aspect

- All flats are arranged with a western view across the adjacent garden.
- Generous, full width balconies provide attractive private amenity looking out across the garden.

- A large proportion of the flats are dual aspect.
- A communal garden room on the ground floor provides residents with a space for socialising with direct views and access to the garden.

Typical Dwelling Plans

- Generously dimensioned hallways.
- Large store, adaptable as a wheelchair storage space.
- Oversized to allow for adaptation into a fully wheelchair accessible bathroom, plus 'soft spot' in master bedroom partition.
- Kitchens are generously proportioned to provide ease of circulation for residents who are mobility impaired or use a wheelchair.
- A sliding screen gives an open, spacious quality. Flexibility of use for second bedroom.
- All rooms open onto a generous external balcony overlooking the new communal garden.
- Windows to the kitchen allow for natural light and allow views to the communal areas.
- Shelving/seating adjacent to flat entrances.

Enhanced offer from the Private Housing Service

Recognising that many people want to remain in their family home, the Private Housing & Adaptation Service is working closely with Adult Social Care, Health and Public Health to improve independence at home. Initiatives include:

- 'Settling at Home' – a new service delivered by home improvement agency, Papworth Trust. The aim of the service is to support patients as they re-adjust at home, following a stay in hospital. This service was first piloted in 2012 at the local community hospital helping over 50 patients. Over the next 12 months the service is looking at expanding referrals from the larger hospitals. With the agreement of NHS Thurrock Clinical Commissioning Group, reablement monies have been used to fund this work.
- Handyperson/Gardening/Advisory services – continuing enhanced services commissioned by the Private Housing & Adaptation Service. In 2012-13 over 1,000 clients received help. 80% reported their independence had increased as a result of intervention and 70% were more aware of what services are available to them.
- Falls prevention – in 2012 the Private Housing & Adaptation Service commissioned a health impact assessment on the private housing stock. Falls were identified as being one of the major housing hazards. New Falls Financial Offers are now available to landlords to improve the private rented sector, and to vulnerable home owners. Work is ongoing with Public Health to use the outcomes of this study and progress joint projects, for example healthy home prescriptions.

2. Creating the communities that support health and well-being

As well as thinking carefully about the design, location, and local amenities for any new housing for older people, work is also underway to strengthen communities and to create more hospitable and dementia-friendly neighbourhoods.

Key elements of 'Building Positive Futures' are two strength-based approaches allied to a corporate programme to establish community-run hubs across the borough:

- Local Area Coordination (LAC) which works alongside vulnerable individuals helping them to be active, contributing citizens. LAC begins with – and builds – supportive networks around vulnerable individuals helping them to find their own non-service solutions.
- Asset Based Community Development (ABCD), which is focussed on communities, strengthening the connections between people and informal associations around common interests and concerns.

Both approaches foster sustainable community networks and help to build social capital – which is now increasingly understood to be a key determinant of health and wellbeing. The two approaches complement Adult Social Care ambitions to deliver services that:

- are built around people and their communities
- work together effectively to achieve outcomes, including an integrated health and social care system
- prioritise timely intervention and prevention, reducing inequalities and promoting equalities
- improve performance and reduce costs and are open and accountable, including investment in leadership and workforce development
- are person-centred and offer flexibility and choice.

The Head of Adult Services sees co-production as the most effective means to implement person-centred care within a community environment. He believes that through an approach that combines asset-based approaches - ABCD allied with Local Area Coordination and local community hubs - progress to achieving the key ambitions of the Council will be accelerated.

Local Area Coordination

As highlighted in the Housing LIN Viewpoint on strength-based approaches to ageing well⁵, Local Area Coordination is a unique and innovative approach to supporting individuals who are vulnerable (through age, frailty, disability or mental health issues) to identify and pursue their vision for a good life, to strengthen the capacity of communities to welcome and include them, and to make services more personal, flexible and accountable.

Thurrock is starting Local Area Coordination in four communities in the borough and the project is overseen by a multi-agency steering group comprising health partners, Thurrock CVS and Healthwatch.

Conscious that Local Area Coordination represents a new way of thinking, the LAC steering group wanted the recruitment process to reflect an inclusive, asset-based approach. So,

⁵ Miller, L and Russell, C (2012). *A strength-based to ageing well: a housing dimension*. Viewpoint No30, Housing LIN

working with Thurrock CVS and the Thurrock Coalition, an innovative approach to recruiting the Local Area Coordinators was devised, involving community representatives in a series of challenging exercises for the candidates. The approach proved to be highly successful and helped identify people who had the potential to work effectively within communities. Four Local Area Coordinators are being recruited with the first two in post in July 2013 and the other two starting in the autumn. Feedback from all involved in the recruitment process was very positive and Adult Services are now considering using the approach more widely in future recruitment exercises.



Open Interview



Formal Interview



Community Decision

In preparation for the arrival of the Local Area Coordinators, all Adult Social Care staff have attended a half day development programme focusing on asset based thinking. The development session offered staff a simulation exercise where they applied new thinking and skills to deal with fictitious cases. Actors were used to bring the case studies alive and their feedback at the end of the process provided invaluable learning. Further staff briefings and training events are being developed for the coming months.

About Local Area Co-ordination

Originating in Western Australia in 1988, Local Area Coordination is a long term, evidence-based approach with an emphasis on:

- helping people to stay strong and safe
- nurturing valued and supportive relationships
- individual and family leadership
- supporting local solutions wherever possible
- building more welcoming, inclusive and mutually supportive communities
- contributing to making services more personal, flexible, accountable and efficient.

Rather than waiting for people to fall into crisis, assessing needs and then responding with services or money (if eligible), Local Area Coordination builds relationships at the individual, family and community levels, aiming to support people to stay strong, build personal, local and community solutions and nurture more welcoming, inclusive and mutually supportive communities.

Over the past 25 years, national and international studies have shown Local Area Coordination:

- Supports people to avoid crises and diverts them from expensive service options
- Reduces demand for, and dependence on, formal services
- Supports people to build supportive relationships and non service solutions to problems
- Supports families to continue caring
- Builds and connects community resources – makes better use of existing resources
- Improves access to information, choice and control
- Supports vulnerable people to plan for the future
- Drives service reform and systems change.

Asset Based Community Development

Complementing Local Area Coordination is Asset Based Community Development – an approach to community building which transforms the way communities are seen, focusing on strengths and assets and connecting people and networks around common interests and concerns. This contrasts with the deficit model which typically characterises communities in terms of needs and deprivation.

The overall aim of Thurrock's ABCD programme is to improve the health and wellbeing of the population of Thurrock and to reduce the gap in health inequalities, by accessing the inherent skills and capabilities within local communities.

The Council recognises that this approach also facilitates a culture change in how services interact with individuals and communities. The key objectives in relation to ABCD for Thurrock's Social Care and Health partners are therefore to:

- empower individuals to help shape and deliver resilient community based services, thereby reducing public sector involvement in the longer term
- build trust and relationships between statutory service providers and local communities to enable service changes which promote more innovative and efficient use of resources
- tackle the social isolation of older and vulnerable people.

To date, Thurrock has hosted a two-day ABCD workshop attended by over 80 people drawn from across the community, council and partners. Following on from the workshop, the Council is setting up an ABCD Community of Practice to support workshop attendees who are now putting the asset based principles into practice. Plans are well advanced in terms of establishing ABCD learning sites that will be linked to the roll out of Thurrock's community hubs programme.

The ABCD workshop has been the catalyst for a range of initiatives, many of them appropriately, instigated by community representatives who attended the workshop. These include residents who are linked with 'Transformation Thurrock' who are planning to hold a Well-being Conference to celebrate the positive aspects of life in the borough. 'Transformation Thurrock' is a local collective of churches, many of whose members deliver community services, and

others witness and experience very positive news in the borough. One community member is making 'Gift Boards' for use by community groups to promote reciprocal exchanges of help and support. A "small sparks" fund is also being set up to be managed by Thurrock CVS to support small scale, co-production projects in the community.



Images from the ABCD workshop

Thurrock is also working with Essex County Council to Pilot ABCD and LAC as part of the Whole Essex Community Budget Strengthening Communities workstream.

Thurrock – a dementia-friendly place

The Vision for 'Building Positive Futures', established in 2012, included an important benchmark against which to judge the success of the programme – that overall, the impact of the programme should result in the borough being a dementia-friendly place to live.

Building on the Local Area Coordination and Asset Based Community Development the Council is aiming to become the first dementia friendly council. Thurrock has been invited by the Alzheimer's Society to become an early adopter in the pilot phase for the recognition process for Dementia Friendly Communities.

With a predicted increase of nearly 25% in the next seven years in the number of people in Thurrock with dementia, the Council is committed to take action so that residents who do have dementia can enjoy the best possible quality of life. This is important because, nationally, nearly seven out of ten people with dementia report that they have become stigmatised, have lost friends and do not feel part of their own community.

Thurrock used Dementia Awareness Week (19 to 25 May) as a springboard to becoming a Dementia Friendly Community - a number of events were arranged to raise awareness in the local community. All staff are being encouraged to become a Dementia Friend⁶ – this entails an hour's briefing session covering what it's like to live with dementia and how, through simple understanding, anyone can provide support from helping someone to find the right bus to spreading the word about dementia on social media. As nearly 80% of staff working for the Council live in the borough, it is recognised that a significant impact can be achieved across Thurrock's communities, just by encouraging staff to sign up to be dementia friends. The Council's Directors Board meeting on 14 June 2013 was used as a training event run by the Alzheimers' Society so that they too have become Dementia Friends.

⁶ www.dementiafriends.org.uk

3. Creating the social care and health infrastructure to manage demand

Of course there will always be a need for councils to provide services either directly itself or, increasingly, commissioned from the independent sector. But with 'Building Positive Futures', the focus will change to managing demand for services through timely intervention and successful management of health and well being within the community.

'Building Positive Futures' has developed a range of services that are planned or already underway, which aim to:

- better manage demand
- reduce the length of morbidity across the board, but particularly in areas of high deprivation
- maintain standards of quality and safety.

Examples of recent service innovations are summarised below:

- The Rapid Response and Assessment Service, (a partnership with South West Essex Community Services, North East London NHS Foundation Trust) is an integrated team of social care and health professionals which undertakes urgent assessments at home and then provides direct access to a range of services. These include reablement programmes, telecare and telehealth services as well as short stays in specially equipped Short Term Assessment and Reablement (STAR) flats or residential homes to stabilise conditions and to build confidence.
- The Joint Reablement Team provides short-term support designed to help keep vulnerable people safe and as independent as possible. The Reablement Team works with service-users to learn or re-learn important tasks needed for everyday life. A Homecare Reablement Co-ordinator visits to discuss a service user's needs and to agree the goals to achieve, and then works with them to realise those goals. The new emphasis on reablement run in conjunction with Health has led to improvements in outcomes for service users as well as better value for money - estimated to be £9,000 savings per week.
- Telecare is now embedded in all assessments carried out by Adult Social Care to support service users to remain independent. Over the past year Telecare usage has increased - with an average of 18 installations each month, and is included in 39.9% of all council funded social care packages. Telecare has also branched into supporting children with a disability. Over the next year, Telecare will be expanded with a wider range of equipment to support the changing needs of Thurrock's population, including projects such as the digital befriending service currently being piloted - Age UK is using Skype and TVHD webcams to combat social isolation by connecting families and friends by video conferencing.
- In response to an evaluation at a local dementia care centre where it was found that over 60% of admissions were as a result of malnutrition, a device (Ode) to stimulate appetite is being trialled with Dementia clients who live alone, releasing food related smells prompting service users to eat a meal.

Next steps

Future areas of development include:

A Business Case is being developed for a timely Intervention and Prevention service, which will use community-based teams to identify vulnerable individuals with a range of housing, health and social care issues.

The service will put in place a simple solution, a signposting service or pass on a referral for the ongoing management of a Long Term Condition within the home setting. 'Case finding' will make use of a variety of predictive tools, such as 'frequent flyer' data, areas of high demand for emergency services, housing known to have an adverse impact on health, or an individual's experience that could potentially trigger episodes of ill health or loss of independence such as a bereavement.

The method of contact will be either through a managed 'cold call' or through existing channels such as attendance at a clinic or a community facility. The Council's landlord services as well as its Private Housing Service are already targeting vulnerable households across Thurrock to prevent incidents which could lead to injury or ill-health and avoidable hospital admissions. The Timely Intervention and Prevention service will extend coverage and provide a more integrated approach to this proven method for demand management and improved independence.

Other developments that are planned for the coming year include a programme for encouraging micro-businesses offering personalised care and support services – and so widen the choice of services available to local people.

Conclusion

'Building Positive Futures' emerged from a sub-regional Commission of Enquiry and the comprehensive structure of the programme now underway reflects the breadth of ideas and proposals that emerged from that earlier piece of work.

At the heart of 'Building Positive Futures' is a radical reform that encompasses:

- *Cultural change*: moving from needs to strengths and from services to citizenship
- *Pushing services back*: allowing space for community action and solutions to emerge
- *Strengthening communities*: more welcoming, inclusive and supportive
- *Prevention*: the new front end, with services as a back up
- *Service integration*: shared action and responsibility.

The Head of Adult Services has spent time building understanding of the programme's vision and objectives both within the Council and with partners and as a result, partnership working on a joint shared agenda – creating the conditions to age well in Thurrock – has been strengthened.

The introduction of Local Area Co-ordination and Asset Based Community Development have generated fresh enthusiasm across the health, housing and social care services and further strengthened working relationships with Thurrock's voluntary sector.

There are many challenges ahead, but the strength of these working relationships, and shared vision mean that issues can be dealt with creatively and collaboratively.

In describing the vision for 'Building Positive Futures', Graham Farrant, Chief Executive, Thurrock Council said:

"Everything we do is geared to delivering these ambitions, connecting people and places and delivering services of the highest quality to change people's lives for the better. In the coming decade, we intend to deliver the kind of housing and services that older people deserve. The new homes on offer for them must make older people think 'this is where I want to be', not 'has it come to this?'"

Note

Thurrock's Building Positive Futures programme has received a lot of interest and in order to deal with these enquiries, plans are underway to run a shared learning event in the autumn. Anyone wanting to attend the event should contact Bayley Keanley on: bkeanly@thurrock.gov.uk or 01375 652769

For further information, please contact:
Les Billingham, Head of Adult Services, Thurrock Council on:
01375 652769

Thurrock Council is working with:

Ralph Broad, Inclusive Neighbourhoods and Cormac Russell, Nurture Development UK, who support the Local Area Coordination and Asset Based Community Development programmes.

The views expressed in this paper are those of the author and are not necessarily those of the Housing Learning and Improvement Network.

About the Housing LIN

Previously responsible for managing the Department of Health's Extra Care Housing Fund, the Housing Learning and Improvement Network (LIN) is the leading 'learning lab' for a growing network of housing, health and social care professionals in England involved in planning, commissioning, designing, funding, building and managing housing, care and support services for older people and vulnerable adults with long term conditions.

The Housing LIN welcomes contributions on a range of issues pertinent to housing with care for older and vulnerable adults. If there is a subject that you feel should be addressed, please contact us.

For further information about the Housing LIN's comprehensive list of online resources and shared learning and service improvement networking opportunities, including site visits and network meetings in your region, visit: www.housinglin.org.uk

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