

## Extra Care Accommodation Management Guide



*Providing whole solutions for whole lifestyles, providing genuine options and real choice which deliver opportunities for individual growth, development and wellbeing.*

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<b>CONTENTS</b>		Page
<b>Section 1</b>	<b>Introduction</b>	3
<b>Section 2</b>	<b>Policy Criteria</b>	4
2.1	Direct Payments and Individualised budgets	5
2.2	Enduring Power of Attorney	5
2.3	Court of Protection	5
2.4	Mental Capacity Act 2005	5
2.5	Advance Directives	5
<b>Section 3</b>	<b>Programme Management, Handover and Commissioning</b>	7
3.1	Project and Risk Management	7
3.2	Interior Design	7
3.3	Office Accommodation	7
3.4	Commissioning Plan	7
3.5	Matching Residents to Apartments	8
3.6	Show Flat	8
3.7	Scheme Open Days	9
3.8	Moving In	10
<b>Section 4</b>	<b>Eligibility and Allocation Procedure</b>	11
4.1	Eligibility Criteria	11
4.2	Allocations / Nominations Criteria	12
4.3	Allocation Process	13
<b>Section 5</b>	<b>Information to Residents</b>	19
<b>Section 6</b>	Induction and Training	22
<b>Section 7</b>	Quality Assurance, Monitoring and Review	23
<b>Section 8</b>	Staffing	24
<b>Section 9</b>	Models of Support and Personal Care	27
<b>Section 10</b>	Housing Management Arrangements	28
10.1	Service Charges	28
10.2	Tenancy Agreement	28
10.3	Pets Policy	28
10.4	Resident Participation	28
<b>Section 11</b>	Services to the Wider Local Community	29
<b>Section 12</b>	Health Priorities	32
<b>Section 13</b>	Care Service Requirements	34
<b>Section 14</b>	Operational Policy	35
Appendix 1	Extra Care – Self Assessment	
Appendix 2	Allocations Panel – Decision Record	
Appendix 3	Model Job Description – Scheme Manager	
Appendix 4	Commissioning Plan	
Appendix 5	Nominated residents and ‘needs’ chart	
Appendix 6	Move in chart	

**Note:**

If any organisation wishes to use this document for their own purposes either in its entirety or in part, Sunderland City Council would kindly ask that there is an acknowledgement that this is the work of Sunderland City Council, albeit that Sunderland City Council wishes to share this work as good practice.

## SECTION 1 - INTRODUCTION

The purpose of this Management Guide is to provide general advice about the operation and management of extra care housing, which in part could be utilised for other supported accommodation schemes.

A successful scheme is one which demonstrates a 'one team' approach within the building, residents who are involved, safe, comfortable and happy in their own homes and staff who take ownership of any issues and work seamlessly together regardless of who their employer is.



Extra Care Scheme, Belong at Wigan

Prior to any new development or the refurbishment of an existing scheme is carried out the operational requirement for such accommodation must be identified with a clear understanding of who will be providing the operational scheme management; the housing support and the care and support provision.

The document 'Very Sheltered Housing in Suffolk: A Design and Management Guide' was endorsed by the Housing Learning and Improvement Network and the content has been used to inform this document.

Acknowledgement is given to Suffolk Council for reproduction of its information within this document.

This document should be referenced alongside the City Council's Accommodation with Support Design Guide.

## 1.1 Definition

Extra Care Housing provides independent living for people over the age of 55 with a care or support need. The scheme provides a 'community hub' and as such facilities; amenities and activities for residents living in the scheme and in the wider local area should be available.



Hairdressers at Belong in Macclesfield

Properties are often available on a mixed tenure arrangement, which provides people with an improved housing choice. This enables those in owner occupation to purchase into extra care housing and protect their equity, rather than using it to pay rental charges. However, there should be no apparent difference with standard and finish between the apartments and they should be pepper-potted throughout the building so as not to distinguish who is an owner occupier and who rents.

All properties are self contained with fitted kitchen, bathroom with walk in shower, two bedrooms, lounge, and own front door. The properties and the schemes are designed to wheelchair standard making them accessible to people with mobility issues.



Care and support services are provided in the scheme 24 hours a day, 7 days of the week, every day of the year. Care and support is tailored to the needs of each individual to enable people to live in their own home independently.

## SECTION 2 - POLICY CRITERIA

The main aim of extra care housing is:-

- To maximise the independence of older people by providing self contained accommodation and 24 hour care and support which is tailored to the needs of each individual;
- To add to the housing choice available to older people
- To enable housing and care agencies to respond flexibly and with the maximum value for money to meet people's needs
- To provide a real alternative to residential / nursing care and prevent unnecessary admissions
- To keep couples together, who otherwise could be separated if one of the couple were to be placed in residential / nursing care
- To match and exceed the level of care and support available in residential care
- To create a housing culture which requires a different service delivery to that which is delivered by registered care.

Extra care housing enables older people to retain an independent lifestyle in their own home while receiving the care and support services that they need and choose. Extra care housing provides services for people in their own locality and community whenever possible.

In extra care schemes, security and peace of mind is offered to residents and their carers by the availability of staffing 24 hours a day, every day.

As residents in an extra care scheme become increasingly frail, services and support are increased to meet their needs. It is expected that extra care provides end of life care to enable people to live at home until the end of their life.

Once the scheme is populated, information about the service being positively promoted to the local community will be very influential on the degree of success the scheme enjoys. It is beyond doubt that people will gain more from the service if it looks out towards its local community and the local community comes into the scheme. This will require positive action to be taken at development and operational stage to raise awareness and to create opportunities to promote social integration and inter relationships between the scheme and other local people.

## **2.1 Direct payments and Individual Budgets**

There may be individuals who choose to have their care and support delivered by a third party, on occasion. Careful arrangements need to be in place to ensure that the older person is not at risk and that arrangements for night cover meets people's needs. Security of the building must not be compromised. Third party care providers must identify ways in which to integrate their service user into the main scheme and enable them to attend activities and mix with other residents / visitors to the scheme.

These decisions and agreements must be made before the third party provider begins to provide support within the scheme. Clearly it is advantageous for the in house care provider to provide all care and support within the scheme to ensure that the above eventualities do not occur and to enable people to receive the type of care and access to amenities and facilities that extra care provides 'in house'.

## **2.2 Enduring Power of Attorney**

It is considered good practice for older people moving into extra care housing to have considered and made arrangements for enduring power of attorney. The process will not be activated until it is required. Further information can be found:-

[Age Concern – Enduring Power of Attorney Fact Sheet](#)

## **2.3 Court of Protection**

This service is available for people who need support, (particularly in financial matters), to ensure that they gain the best outcome for themselves as individuals. This may be in circumstances where there is no enduring power of attorney or when third parties are not putting the best interests of the individual first and enduring power of attorney needs to be overturned. For further information:-

[Her Majesty's Court Services – Court of Protection](#)

## **2.4 Mental Capacity Act 2005**

The Mental Capacity Act 2005 provides a statutory framework to empower and protect vulnerable people who are not able to make their own decisions. It makes it clear who can take decisions, in which situations, and how they should go about this. It also enables people to plan ahead for a time when they may lose capacity. Further information can be found:-

[Department of Health – Mental Capacity Act](#)

## **2.5 Advance Directives**

Sometimes known as Living Wills. This is a way that people can indicate how they wish their care and support to be provided should they become incapacitated. It is good practice for matters like this to be discussed so that the resident families and staff all understand the resident's wishes. For further information:-

[Alzheimer's Society – Planning for the Future](#)

### **3.1 Project and Risk Management**

Each scheme must have a clear programme of works. This should include appropriate actions including ground preparation; build processes; relevant milestones; operational service requirements and the commissioning period subsequent to successful handover. This should be made available to all officers involved in the project group overseeing the programme management of the scheme. A clear risk management record can be drawn up against the programme to help identify potential risks to the delivery of the programme. Monthly risk monitoring is suggested to limit the risk to the programme and to help put alternative arrangements in place if required.

### **3.2 Interior Design**

The requirements of the client group must be considered when deciding on the interior design of the building. (See Sunderland City Council's Accommodation with Support Design Guide for more information). Early discussions with the project group are required to discuss and agree the theme of the building; colours for the communal areas and the staffing areas; visual aids for way finding including art works and key pieces of furnishing; relevant finishes and any budgetary constraints. Clear thought around the furnishing provided (including furnishing for the treatment room); relevant equipment, decorative items must be considered against the requirements of those living in the scheme, and their requirements relating to potential disabilities.



Bramble Hollow, Hetton le Hole

### **3.3 Office Accommodation**

Agreement of the office locations within the scheme must be agreed from the initial architect's scheme drawings. This enables the required lighting; data points; CCTV monitor and electric sockets to be factored in at 1<sup>st</sup> fix electrics. Changes to these locations can be costly if identified later into the programme. Details of the office measurements must be provided to the care team to enable them to order their furnishing and fittings for the office space(s). Colours of carpets and walls must be provided as early as possible to enable the care team to order their furnishing to match.

### **3.4 Commissioning Plan**

A clear commissioning plan must be established for an estimated four weeks after practical completion and handover. This enables the Court Manager

who will carry out the housing management within the scheme to arrange orientation and training for those working in the scheme; organise office set up; enable scheme fit out (where this hasn't been undertaken prior to handover); hold sales open days; general open days and to enable those offered accommodation to visit the apartment they have been offered. It is important that adequate time is given to the commissioning period and four weeks is the usual recommended amount of time allocated.

### **3.5 Matching residents to apartments**

The following section outlines the nominations process and how an allocations panel reaches decisions. When making the allocation decision it is important that a recommended 40% high needs; 30% medium needs and 30% low needs ratio is adhered to within the nominations made, for the following reasons.

Once all nominations are made, a table should be devised which outlines which household falls into which 'need' category i.e high, medium or low, based upon their care assessment. In discussion and agreement between the care manager and the court manager it is important to balance each floor of the building with a mix of needs, and particularly based upon the medical and personal needs of the individuals i.e someone whose family do not live nearby, could be offered an apartment next to the guest room; someone with a guide dog will need to be accommodated on the ground floor with access to the gardens; someone with dementia known to wander may be accommodated away from the stair cases. This enables the care team to have staff allocated per floor with a range of care needs, enabling the same care workers to provide support to the same households. Therefore, when allocating apartments to households, this balance must be used to inform this process.

It must also be considered that in mixed tenure schemes, each floor will have outright sale, shared ownership and rented apartments pepperpotted on each floor. Those households buying an apartment will have a choice of apartment they would prefer to live in. As sales apartments are reserved, an understanding of the care requirements of that household must be acknowledged to assist with the allocation of rented apartments in relation to the balance of the floor.

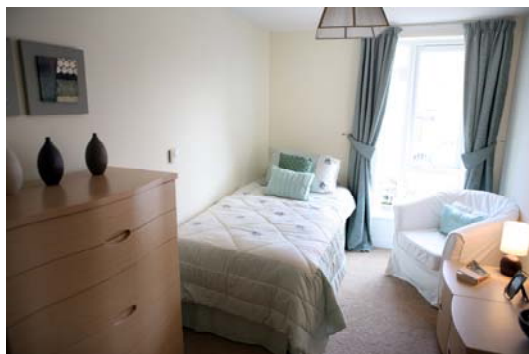
There will be a small number of disabled adapted apartments within the building. These apartments can be considered at first let for those people using wheelchairs, however, taking the above into account, it is not always feasible to allocate disabled apartments to people in wheelchairs if the balance of the floor needs to be maintained. The balance of the floor is important to the balance of the community on each floor and within the whole building.

### **3.6 Show flat**

The show flat should be made available approximately six months prior to scheme opening. An apartment should be chosen which is close to the main entrance areas, bearing in mind that the main site will be a building site and as such will be subject to health and safety restrictions. The people visiting the show flat will be elderly and may have disabilities; use a wheelchair or



other walking aid. Due to this it is important that the closest apartment to main access roads is identified for this purpose (where possible). No access to the rest of the scheme will be allowed at this stage. The availability of the show flat must be on set 'open days' when staff from the sales and marketing team are available to show people around.



Show flat interiors

### 3.7 Scheme Open Days

Open days are restricted until handover, at which time the health and safety restrictions have been lifted on the building. It is important to ensure that the electrics have been commissioned in the building and that the lifts are in full working order and have been fully commissioned.

This is the opportunity to 'sell' the scheme to allocated residents; potential residents; families; carers; health organisations; care team and local residents. At this stage the building must have been power cleaned; be fully fitted out, with all furnishings, fittings, artwork, decorative items and planting in place. Toilets must be fully operational with handwash, towels and bins available for those visiting the scheme. Free refreshments must be available with a member of staff available to provide the refreshments, whether this be an informal arrangement or alternatively if the restaurant has set up, they will provide the refreshments usually with a charge to the owners of the scheme.

The following staff must be in attendance on general open days:-

1. **Court Manager** - to manage the open days and be available to meet those people offered accommodation, speak to those interested in moving in and showing people around the building;
2. **Sales Team** - to assist those interested in purchasing
3. **Benefits Team** – provide advice to those accepting offers of accommodation, or to provide general advice

4. **Care Manager** – to be available to meet those people offered accommodation, speak to those interested in moving in relating to the care provision
5. **Care Team** – to meet and greet visitors to the scheme and be available to sit with potential residents and families / carers to discuss the care provision
6. **Other Court Managers** from the housing association to help with showing visitors around the scheme
7. **Commissioning Manager** from the Council to support the Court Manager, show prospective residents and other visitors around the scheme (including Councillors; Portfolio Holders and other council officers).
8. **Restaurant staff** available to provide refreshments to visitors and to be available to discuss the provision with prospective residents
9. **Service Representatives** i.e from the hairdressers; shop; medical practice etc., who may be providing services from within the scheme – available to meet visitors and prospective residents.

It would be usual to hold the residents open day first to enable those offered accommodation to come in (using timed slots) over two days to view the property they have been offered and make a decision regarding the offer / agree a move in date. The Court Manager; Commissioning Manager; Care Manager; Care Team and restaurant staff would usually be required to attend this open day, with support from one or two other court managers who are familiar with the scheme and extra care.

The sales team would usually hold one or two days sales open days subsequent to the residents open days. Usually they would be the only staff in attendance with support from the Court Manager.

A professional's open day would be organised to enable relevant organisations to attend to see what the scheme provides and what potential it could have for their customers / clients; their organisation; their staff. You would likely require the full staffing compliment as shown above to attend.

A general open day is also organised to enable anyone to attend. You would likely require the full staffing compliment as shown above to attend.

### **3.8 Moving In**

Once scheme handover is complete residents who have accepted a tenancy or who have a sale completion can access the keys to enable measurements to be taken for carpets / curtains and fitting / dressing of the apartment.

A move in date must be agreed with the Court Manager. This would usually be organised on the 'residents open day' once people have seen the apartment they have been offered. The first people to move in will be those renting apartments, however, they will need to give notice to their landlords if they live in rented accommodation. A move in chart should be devised to enable two people to move into the scheme per day over a 3-4 week period after scheme opening, one in the morning and one in the afternoon. This ensure that the car park, entrances and lifts do not get blocked by removal operatives and furnishing.

## SECTION 4 - ELIGIBILITY AND ALLOCATION / NOMINATION PROCEDURE

Our policies and procedures for extra care housing will be fair and equitable. We are committed to providing housing services to the whole community and will not discriminate against any applicant on the basis of their ethnic origin, religion, gender, sexual orientation, disability or race.

### 4.1 Eligibility Criteria

This will be assessed by the completion of a Self Assessment Application Form (appendix 1), which will enable a Community Care Assessment to be undertaken (this will identify both support and care needs). The form will be completed for the person in the household who has the care / support need. It is considered that some applicants may need a specialist health assessment.

A housing need must be demonstrated. Applicant's current accommodation may no longer be suitable because care and / or other facilities / aids / adaptations, cannot readily, practicably or economically be provided there. The accommodation may be too large or too small for the household or the internal / external arrangements may be detrimental to the health of the household. People may be waiting for discharge from residential / nursing / hospital or other care settings which will be identified within the Community Care Assessment.

Applicants will need to demonstrate a need for the care service due to assistance required with daily living tasks and / or personal care. This means that a person has an assessed need for an agreed number of personal care hours which stakeholders will establish when agreeing the eligibility criteria. To retain a mixed community within an extra care housing scheme people with a low level of assessed needs will be considered for accommodation.

As a guideline, dependency levels are agreed for each extra care scheme:-

- 40% of residents who have high care needs
- 30% of residents who have moderate care needs
- 30% of residents who have supported housing needs

An older carer with son, daughter or dependant with a learning or physical disability who requires care and support will be considered. The needs of Carers will be considered in the care assessment.

To apply for extra care accommodation the applicant must be 55 years of age or over. Any partner will be aged 50 or over. Age is the initial qualifying criteria, however, in exceptional circumstances people below this age will be considered.

A positive attitude towards retaining or regaining independence is also required.

An applicant does not need to have a local connection to apply for housing in the City, however, for extra care accommodation an applicant must ordinarily be a resident of Sunderland. Applications will be considered from out of City applicants. This may be, if the applicant has existing connections with the City which may assist their current or future care needs.

## **4.2 Allocations / Nominations Criteria**

Sunderland City Council has 100% nomination rights at the time of the first lettings and in perpetuity for the rented and shared ownership accommodation in the scheme. This is to ensure that the Council's Adult Services are able to undertake an assessment of care / support needs prior to an applicant being nominated.

Households applying for extra care accommodation are likely to have care and support needs because of a range of disabilities or problems including frailty, dementia, cognitive impairment; mental ill health, learning disabilities and physical disability. The principle of maintaining a mixed community must be considered at every Allocation Panel meeting.

Some households applying for extra care may be suffering from depression and / or the effects of isolation or may have previously suffered from mental health problems. It should be noted that 'personal care' is not necessarily physical care, but could, as an example, be assistance with mental health difficulties. It is also the case that a high level of care and support does not necessarily equate to complex care; nor do a small number of care hours mean that someone does not have critical needs. It must also be considered that some people may reduce their care hours in extra care by maximising the use of assistive technology within their home over a period of time.

The Allocations Panel will endeavour to ensure that whenever possible residents enter extra care at an optimum time for them, which may be in the early stages of dementia, during recovery from an episode of depression, when coming out of hospital after a long term illness or in order to prevent admission into residential or nursing care.

Applicants may currently be living in residential care or sheltered housing but may benefit from extra care. A more independent lifestyle may be facilitated for some, whereas the provision of regular overnight care or a continually supportive community will be key factors for others.

Residents may need flexibility in the provision of care services and that residents' care needs will change over time. Care plans will be compiled to reflect ways of meeting their needs in the scheme, to provide maximum independence, autonomy, dignity and choice for the individual.

Applicants may have restricted mobility but will be able to manage in a supportive environment. Some people may need a variety of aids and equipment to enable them to function positively.

Applicants will be supported to live at home. An extra care scheme aims to be a home for life and care will be tailored around the individual to enable this principle to be attained wherever possible.

If a resident's care and support needs alter due to medical or cognitive impairment, such that they require very frequent or 24 hour nursing, beyond the level of the Community Nursing Service and their behaviour or condition means that their needs cannot be adequately or safely met in extra care accommodation, then all agencies will work to find suitable alternative accommodation and care for the resident. Such action must be in accordance with their wishes. This criteria will not be used as grounds for possession of the tenancy.

Applicants will not usually have, upon entering the scheme:-

- A level of physical or mental frailty exceeding that which can reasonably be met within the community, and / or
- A level of physical or mental frailty which is likely to cause serious disruption or risk to other residents, including
  - Persistently intruding on others
  - Physical or verbal aggression

Applicants may be in the early stages of dementia, but will still be able to make relationships, function within a daily routine, have some knowledge of their surroundings and / or be in a supportive relationship within the scheme.

Existing residents whose dementia worsens and those who develop symptoms of dementia will be closely supported within the scheme. If behaviour is severely challenging or anti social and / or people become a danger to themselves or others, then a further joint risk assessment will be undertaken. It is recognised that residents will need flexibility in the provision of care services and that this and support needs will change over time.

### **4.3 Allocations Process**

This process must be used for all extra care schemes, regardless of tenure.

#### **Purpose of the Policy**

To ensure that all partners involved with delivering supported accommodation are involved in the allocation process and that the necessary housing and support assessments have taken place. The policy will ensure that both first lets and relets are handled effectively, minimising void periods and income loss.

#### **Background**

As the number of housing solutions for people with disabilities increases it is necessary to ensure that all potential residents have access to the allocations process and that service users and workers are aware of the routes to acquire the accommodation.

This policy has been designed to engage support and care management organisations, housing providers, the City Council, Health and Social Care so that all partners are involved in the lettings process. Contact with service users will, in the first instance, usually be with an Adult Services Care Manager.

### **The Process for Rented Apartments**

For new build schemes, an Allocations Panel will be established around six months prior to scheme completion date. Named representatives of the Panel will consist :-

- 1 representative from Sunderland City Council Housing Services
- 1 representative from Sunderland City Council Adult Services
- 1 representative from the Care Provider
- 1 representative from the Housing Services
- The designated scheme / accommodation manager

Anyone wanting to apply for extra care accommodation will initially complete a 'self assessment application' form (See Appendix 1). This identifies the applicant's care and support requirements to outline the issues in advance of Adult Services undertaking a home visit. This self assessment form can be obtained from the applicant's own Care Manager / Social Worker; housing services; the housing association managing the scheme, or via the Council's website: [www.sunderland.gov.uk/extracare](http://www.sunderland.gov.uk/extracare).

The self assessment form is returned to the housing association scheme manager and at this stage is added to the Expression of Interest list (EOI). The form is copied and sent to Adult Services enabling them to undertake the care assessment. The care assessment outcome is then fed back to the next allocations panel.

Applications for rented accommodation may be identified from the Council's own housing register from existing applications requesting older person's accommodation in the area in which the scheme is located. Adult Services will also undertake local area reviews to identify people who currently receive home support who may benefit from extra care accommodation.

A Sunderland City Council housing register application form is required by the housing association managing the scheme to enable the offer to be made. Housing Options will check the housing register to establish whether an application is already registered. If not, a home visit can be arranged to complete the housing register application.

The Housing Association managing the scheme are responsible for updating the EOI list on a weekly basis. When there are active allocations to be made, this will be shared with all members of the Allocations Panel for that scheme, with an updated copy provided to the monthly Allocations Panel meeting.

The representative from the housing provider will Chair the Allocation Panel meetings and co ordinate the process.

The Panel will go through the expression of interest list and will identify ineligible applicants. The Chair will write to those people to advise them that their application has not been successful. Advice will be given on how to re apply if their circumstances change. SCC Housing Options Team will review the housing register application and advise on alternative housing choices available to meet the applicant's needs. If the applicant does not wish to remain on the City Council's housing register, they will be removed as requested.

The care hours for eligible applicants will be discussed at the Panel Meetings and the applicant allocated into high; medium or low care needs. This is recorded onto the expression of interest list against each eligible applicant. This enables voids to be maintained at a low level within the schemes.

When a relet becomes available the RSL accommodation manager will establish the care hour availability remaining in the scheme and will consider those applicants on the expression of interest list who match the care hour requirement. SCC Adult Services will be contacted to make sure that those applicants being considered for the relet haven't had any changes to their care/ support requirements which could affect their application. The RSL accommodation manager will send around by e:mail to the panel who the nomination is being considered for. The Panel members will each respond by e:mail with their decision on this nomination.

When a nomination is agreed the Chair will organise for a pre tenancy letter to be sent following the decision of the Panel. This will be followed by an offer of the tenancy.

Panel meetings will be held monthly or more frequently if required, due to a lead up to scheme opening. If there are no nominations to discuss the planned meeting will be cancelled. In the event of an emergency, any member can convene a meeting by giving the other members 48 hours notice, or alternatively carry out a virtual meeting by e:mail or telephone. All members must be in agreement with the proposal.

All nomination discussions are recorded per applicant, with the record held confidentially on file at the scheme, taking into account data protection. See Appendix 2.

It is the responsibility of Adult Services to notify the Panel of any changes to a nominee's circumstances.

It is important to remember that the process is that of nomination. Ultimately the landlord has the final decision about the property offer.

When carrying out new lets the Panel are then able to consider which flat will best suit the agreed nominees. The following is considered:

- Is a particular floor required ie to maintain a balance of care provision on each floor; quick access to court manager or care team
- Is a particular apartment required ie to be away from stairs / close to a lift / next to a friend

- Is a fully wheelchair adapted apartment required.

### **Ground floor priority**

The following consideration will be given to applicants with poor mobility to enable them to continue to visit the facilities within the scheme, have access to the court manager and care team and other services and amenities provided within the scheme:-

- Flats nearest to amenities to be allocated to those with poor mobility
- Applicants with phobias to lifts
- Applicants requiring quick access for court manager / social and health care staff
- Residents with severe visual impairment / blindness

### **First / second floor priority**

Applicant would feel or would be more vulnerable on the ground floor

If a property has been adapted / converted for medical / disability requirements, consideration will be given to those applicants demonstrating the need for those aids and adaptations.

### **Offering Rented Accommodation**

An offer of accommodation is where we have a vacant property and have contacted an applicant in writing to see if they want to be re-housed there. It is important to match the applicant's requirements with the property on offer. The joint visit to the applicant upon their application for extra care accommodation enables housing officers to understand the housing need of the applicant alongside the support and care needs identified by Adult Services.

The Association will make offers of tenancy within two weeks of a rented property becoming available for rent. Should the Panel not confirm nomination to the Association, then they may consider their own waiting list to identify suitable applicants.

If the applicant refuses three reasonable offers, their application will be suspended for one year from the date of the third offer.

The reasons for refusals will be recorded on the Council's records. All documentation and information will be kept within the housing register application.

There could be reasons why an applicant may apply for a transfer from one apartment to another, as vacancies arise. Such applications will be considered by the Allocations Panel to decide whether a potential transfer will benefit the applicant.

If a vacancy arises and the Scheme Manager is aware that this may benefit an existing resident who has not applied for a transfer, they may approach the resident / their advocate. This situation may arise if an adapted property becomes available. The decision to agree a transfer is made by the Allocations Panel.



All complaints and appeals will be processed through the housing association's own complaints process. The complaint may be referred to the City Council if it relates to a council process / policy or procedure.

Applicants are entitled to appeal against decisions made by the Allocations Panel. All appeals will be referred to the housing association Manager. The Allocations Panel will be consulted on any appeals made and their views will be taken into consideration. The housing association manager will inform the appellant regarding the appeal decision and how this decision was reached.

This appeal process is distinct from, and does not affect in any way, the right of applicants to request a review by the local housing authority under section 167(4A)(d) of the Housing Act 1996.

### **Allocations Process – Shared Ownership**

All applications and queries for shared ownership apartments are filtered by the housing association managing the scheme and are then recorded onto the EOI list upon receipt of the self assessment application, following the same process as for 'rented'.

If shared ownership or outright sale is indicated by the applicant a referral will be made by the housing association to their Sales Manager who will then visit / contact to discuss the options.

Sunderland City Council can nominate people for the shared ownership apartments up to eight weeks from the start of the sale and marketing process. The start date is provided to the Council by the housing association).

If the applicant is found to be clearly not eligible for extra care at the stage of assessment, the applicant will be advised in writing by the Chair of the Panel. All other applications with their assessments will be taken to the Allocations Panel for an eligibility decision to be made.

On completion of assessment an outline of the application and care assessment will be forwarded to the Allocations Panel for them to decide whether the person is eligible to be allocated a shared ownership unit. The Housing Association will contact the applicant outlining the decision of the Panel. If successful, they will be advised that the Sales Manager will be in contact with them regarding the purchase. They will also be sent a copy of the tenancy agreement and service charges for their information in advance of signing any paperwork.

If the applicant requires financial advice to support them with the sale of their own home, or the purchase of their shared ownership home, the council can provide them with details of a financial advisor if required. This advice must be provided to the applicant whether the financial advice is provided by the housing association's own arrangements or by the Council referral to independent advisors.

On approval by the Allocations Panel, the Sales manager will liaise with the applicant / their solicitor to proceed with the sale.

The Housing Association will provide a monthly update at the Allocations Panel confirming purchaser's name, sale status (including tenure type). This information will be minuted at the Panel by the Chair of the Panel.

The Housing Association reserves the right to offer shared ownership sale units to applicants on their own housing register if no suitable applicants have been identified within eight weeks of the beginning of the sales and marketing period.

### **Re Sale of Shared Ownership Apartments**

The Housing Association will advise the council when a property is available for resale. The council and the association will identify nominees from the housing register and provide the nominations within 7 days of receipt of notification. The nominee must have a completed housing and care / support assessment. If there is no suitable nominee, the housing association may offer the property to an applicant from their own waiting list. Where no nomination can be made, the vendor will be free to place the property on the market for sale with an estate agent of their own choice. Any applicant must meet the eligibility criteria.

### **Process for Outright Sale Apartments**

All applications and queries relating to outright sales are passed to the Sales Manager from the association who will contact the applicant to discuss their application.

The Sales Manager will carry out a basic check to ensure that the applicant is over the age of 55 and can afford the property. Details of the application will be sent to Adult Services for a Care Assessment (as appropriate). This will enable the number of care hours to be assessed against the requirements of the scheme.

If there are concerns about the person's ability to manage within extra care due to their high care / support needs, Adult Services will identify whether the support can be provided within the scheme with the Care Provider. The outcome of this decision will be communicated to the Sales Manager by Adult Services.

If a decision is made by the applicant to go ahead with the outright sale and they require care and support then an up to date care assessment must be provided approximately four weeks prior to completion.

If any applicants are not successful with their application for outright purchase, they may wish to apply for shared ownership or rental properties. If this is the case then they will need to complete a self assessment application and return it to the housing association scheme manager.

## SECTION 5 INFORMATION TO RESIDENTS AND PROSPECTIVE RESIDENTS

All Partners are committed to enabling informed choices to be made in a timely fashion.

- 5.1 A guide to the accommodation should be produced describing the scheme and the services it provides.



The external view of extra care scheme: Ravensfield, Dukinfield

- 5.2 A resident's guide to their apartment must be provided. This should include:

- An explanation of the heating system and instructions on how to use it efficiently
- How to fix items to the walls
- Information on electrical items:-
  - Supply
  - Consumer unit
  - Sockets
  - Cooker
  - Appliances
  - Fan
  - TV
  - Phones
  - Doorbell
  - Door entry system
  - Warden Call
  - Smoke Alarm
  - Lighting control / bulbs
- Flooring in the Apartment
- Your kitchen appliances
- How to report repairs.

- 5.3 Pre tenancy information must be prepared to include:-
- Tenancy rights and responsibilities
  - Leasehold rights and responsibilities
  - Service charge breakdown
  - Rental breakdown
  - Roles and responsibilities of the Court Manager
  - Roles and responsibilities of the Care Team
  - Roles and responsibilities of other staff members e.g domestics
  - Benefits advice
  - Opportunities for social and shared activities
  - Buddying arrangements (if made available by the scheme / residents committee)
  - Local amenities / facilities provided in the scheme and in the wider local area
  - Floor plans with measurements
  - Useful community addresses such as GP; pharmacy; dentist; optician
  - Complaints procedures for the housing association and for the care provider
  - Equality and diversity policies
  - Resident group / committee arrangements with welcome information
  - Leaflets or information from any other services operating in the scheme e.g hairdressers; library; restaurant menu; shop; medical centre.

All of these documents should be checked and agreed by the Steering Group / Project Team during the development process. They will be agreed and available not less than 10 weeks prior to new resident's taking up occupancy.

#### **5.4 Pet Policy**

A clearly defined pet policy must be agreed and made available to all incoming residents. Consideration must be given to the bill before Parliament - The Care Homes and Sheltered Accommodation (Domestic Pets) Bill which reached its second reading in the House of Commons in March 2010. The bill if passed would oblige operators of care homes and sheltered accommodation, subject to certain exceptions, to grant permission to a resident to keep a pet.

Many extra care schemes are likely to be mixed tenure and as such people's requirements need to be met. Extra care is a 'housing first' accommodation scheme and as such people should be entitled to have the same provision as they would expect in their own home outside of the scheme. Requirement for Guide Dogs and Disability Dogs must also be considered, particularly within the internal and external design of the building.

There is no doubt that pets can enhance the quality of life for many people, therefore, it is recommended that residents are allowed the opportunity to keep a pet.

Older people can be forced to part with a pet to enable them to move into more appropriate housing. Some advice suggests that they can feel bereaved

in the same way as if they had lost a family member, and suffer from depression and disturbed sleeping and eating patterns. For some older people their pet is their best friend, their only family and companion and their lifeline to the outside world. The pet can help them through the transitional period and the upheaval when they move from their own home to extra care accommodation. This need must be balanced with effective and responsible management of pet ownership within the scheme for the individual and other residents.



Source: The Society for Companion Animal Studies ([www.scas.org.uk](http://www.scas.org.uk))

In formulating policy it is worth considering the following issues:

- Many older people have a pet as a companion and would not want to be parted from it to enable them to take up accommodation. The offer could be made conditional on enabling them to keep the animal but not replacing it when it dies;
- The existence of a few well-behaved animals could be beneficial to the community atmosphere. Petting dogs are often seen as complimentary to people's wellbeing;
- If animals are not well behaved or not well looked after by their owners it could cause distress to others and problems for the staff;
- Factors such as hygiene and individual allergies may also need to be addressed;
- The resident must retain responsibility for the care and the cost of the pet including when they are not able to care for the pet themselves.
- The final decision is at the discretion of the landlord, who will need to be consistent.

## SECTION SIX - INDUCTION AND TRAINING

- 6.1 It is not within the remit of this guide to identify and recommend training arrangements for the staff working within extra care accommodation. Overall it must be recognised that the operational services are a fusion of professional cultures and that this must be reflected in training undertaken or offered. A 'one team' approach must be maximised and benefits for joint training considered as appropriate while acknowledging mutual benefits to sharing knowledge and skills within this environment.
- 6.2 It is important to communicate the importance of and commitment to a new culture which is a fusion of housing, health, care and support. Inevitably, most members of a 'new staff team' will come from one of the above specialist areas. Time must be put aside, pre scheme opening to ensure that staff understand and are signed up to a 'one team approach'. The care provider in particular, must sign up to the concept of supporting people to do things rather than doing things for them; they must also recognise that they are domiciliary care providers invited in to resident's homes, not residential care workers who have people coming to live in their home.
- 6.3 The availability of both information and training for families carers and 'important others' will be critical to the creation of the partnership between the resident staff and families. Consideration must be given to their inclusion in some training events and to whether or not specific sessions should be arranged for them (e.g risk management).
- 6.4 The Court / Scheme Manager will be responsible for the health and safety of the building and of the people who live, visit and work within it. The Court Manager must arrange training for all staff working in the scheme during the commissioning period of the scheme :-
- Health and safety
  - Fire procedures
  - Use of door entry systems / warden call
  - Emergency key access
  - Ambulance procedures
  - Funeral procedures
  - Joint protocol arrangements for sharing / requesting information.
- 6.5 The Court Manager is responsible for providing training to any other services operating in the scheme as appropriate, but specifically fire procedure training and health and safety information must be provided.
- 6.6 Training must be provided to the Care Team relating to CCTV provision. CCTV must be in an accessible place for care staff to view 'out of hours' i.e if it is located in the care manager's office and this is locked after core hours, then CCTV viewing is restricted. This must be considered with a view towards personal health and safety; health and safety of the building and specifically the health and safety of residents.

## SECTION SEVEN - QUALITY ASSURANCE, MONITORING AND REVIEW

- 7.1 Experience proves that the most stress free, cost effective and 'owned' schemes and services are those developed within a clear project management arrangement.

As such the formation of a Project Group / Steering Group to oversee the development, letting and commissioning of a new scheme is a crucial part of the Quality Assurance Process.

Once the scheme has been designed, constructed, commissioned and allocated, the Project Team still has a number of tasks to undertake to ensure that the Quality Assurance process is fulfilled.

### 7.2 **Review of Scheme and the Development Process**

The purpose of these reviews is to consider new learning about the building and the service; resolve problems relating to the development / oversee the lettings processes.

#### **Reviews will be held:**

At 3 months – To identify and resolve any problems relating to the building.

#### **At 6 and 12 months:**

Identify any lessons learned; design improvements etc, which could be transferred into subsequent schemes and relevant documents eg Design Guide for Supported Accommodation; Allocations / Nomination procedures; A Guide to Extra Care Accommodation; website updates.

It is the responsibility of the group for ensuring the following tasks:

- That the allocations / nominations procedures are in accordance with the Council's Allocations Policy and relevant legislation
- That any relevant customer feedback / staff feedback relating to the scheme building or services is considered and fed through to appropriate service areas / documentation as required.
- That customers have information available to them to support them to live independently within the scheme and to access services and activities which meet their current and / or changing needs.

## SECTION 8 - STAFFING

The staffing structure of extra care accommodation services differs from provider to provider. All staffing arrangements need to be flexible and capable of change as people's needs and or the scheme changes and develops. The essential element is that all partners work to the same vision so that success will be achieved.

8.1 The success of any service depends on robust and honest debate between all partners. This ensures common understanding, trust, and a shared vision underpinned by sound and practical day to day working arrangements. Lines of responsibility and accountability must be clear and unambiguous. Effective communication is key to success.

### 8.2 Programme Team

Clear success criteria includes:-

- Clear and professional on site management
- Clear and professional project management arrangements
- Agreement of key responsibility and accountability across partnerships
- The ability to create formal and informal relationships between stakeholders
- The availability and use of a range of skills and experience
- Clear programme plan with agreement of milestones
- Clear risk management programme with early identification of risk
- Effective and regular communication
- Mutual trust, respect and honesty
- Commitment to provide updates and attend meetings as required.

### 8.3 Scheme Manager

It is important that the range of duties and responsibilities for the Scheme Manager are clear and understood by all parties involved in the extra care scheme.

The recruitment process and the salary of the scheme manager should reflect the complex nature of the role and its range of responsibilities which could include all or some of the following:-

- Housing management /support
- Care and support
- Range of ancillary services e.g restaurant; hairdressers; day services; domestic services.

Dependant upon the arrangements for the specific scheme, the Court Manager may be required to manage the care team; or alternatively will need to understand the care service and work as a 'one team' approach with the Care Manager.



All stakeholders must be included in the appointment of new Scheme Managers. It is important that the Court Manager and Care Manager's are able to form a professional working relationship.

For Scheme Managers to be innovative they must be supported in the decision making process by receiving commitment, regular contact and effective communication from their managers. It is also advantageous for scheme managers to learn from each other and meet regularly to discuss how services can be improved for the benefit of their residents and visitors to their schemes. Such joint working should be encouraged across different scheme providers / RSL's for the benefit of the residents.

#### **8.4 Housekeeping**

House keepers are an integral part of the staff team. The cleaning of the communal areas is funded through the service charge. Should residents wish to fund additional cleaning in their own flats and this is not provided as part of their care package, then this will be provided / arranged for by the Court / Scheme Manager at a small cost to the resident, usually by increasing the contracted hours of the housekeeping team.

#### **Hygiene Cleaning**

Health and hygiene cleaning will be identified as part of an individual's care and support plan.

If a member of the local community is brought into the scheme to use the assisted bathing area as part of their care /support provision, a small charge will be levied to enable cleaning of the towels after use and to ensure that this is contributed towards the service charge budget.

#### **8.5 Activities Organiser**

The Scheme Manager has the responsibility to organise activity organisation with the support of the care team. They will assess and co ordinate both group activities and individual's events depending on the needs of the residents. If the resident's group wishes to lead on activities they should be encouraged to do so with the support of the court manager and care team. Alternatively, an activities organiser may be employed to work within a scheme or across multiple schemes.

#### **8.6 Catering**

The restaurant provision in the extra care schemes is operated by a Community Interest Company. They operate against their own business plan within a service level agreement. This should be reviewed six monthly and rental charges for the restaurant areas reviewed against their accounts by the Court Manager at those intervals. The Catering staff are expected to provide healthy eating and special dietary requests. They are there to provide services to residents first and will build up knowledge about individuals as well as nutritional advice and healthy eating and aid dignity for residents within the restaurant area. It may not always be possible for a CIC to

undertake the catering provision. It would be the responsibility of the Court Manager to tender for a catering provider who could produce the quality of meals, within set hours, who understood the dietary requirements and healthy eating provision for the people living in and visiting the scheme.



### **8.7 Care Team Appointment**

As 24 hour care and support is provided, 24 hour management arrangements are required. A reliable and effective communication system is therefore, essential for emergencies.

Staff need to be given clear information about deputising arrangements for both psychological and practical reasons.

Central Control Services can provide back up as emergencies occur, or as an extra back up for night staff.

In some schemes one Manager may be responsible for managing both the care team and the housing management element of the scheme.

## SECTION 9 - MODELS OF SUPPORT AND PERSONAL CARE

- 9.1 While this section focuses on care and support, it must be remembered that housing underpins the culture in extra care accommodation.

Services are to be provided in ways that maximise dignity, choice, independence, respect for, and autonomy of residents. Residents have a right to confidentiality and their privacy must be safeguarded. Services should enhance the quality of life of individuals; supporting people in doing the things they find difficult, while preserving and developing abilities and skills.

- 9.2 The following range of care and support services will be available:-

- Assistance with personal care
- Assistance with self administration of prescribed medicine
- Assistance with daily living
- Help with pension collection and shopping
- Assistance to arrange laundry and domestic cleaning
- Leisure activities and day opportunities
- Support with Guide Dog / Disability Dog requirements as appropriate and within care plan.

- 9.3 This is not an exhaustive list and care and support packages will be individually tailored.

Needs and risk assessments are provided by Social Care. They are tailored to the needs of the individual to help determine the care and support services needed by individual residents.

Assessments must take place prior to an applicant being nominated to the scheme and must be reviewed at regular intervals. Minimum eligibility criteria must be agreed by all stakeholders prior to the first let of the scheme. (See Allocations Procedures).

- 9.4 The personal care element could be a response to the resident's mental health difficulties and is not necessarily physical care. A personal care plan is required for each resident, which is updated against changing needs. The plans are stored in each resident's apartment.

- 9.5 As residents live in the extra care scheme for a period of time their abilities may improve because of regained confidence and skills, alongside a building that works with them. With time, however, they are likely to become less able and need an increasing level of services. The aim is for the extra care accommodation to be a 'home for life'.

## SECTION 10 - HOUSING MANAGEMENT ARRANGEMENTS

### 10.1 Service Charges

Items generally funded from the accommodation related service charge include:

- Scheme Manager's costs – apportioned to time spent on housing management
- On site office costs
- Provision for the renewal of furniture and equipment
- Provision for the maintenance and servicing of equipment e.g. fire alarm; lift
- Communal heating /lighting / water supply / cleaning/ redecoration
- Gardening
- Cleaning external windows
- Annual gas checks and portable electrical appliance checks.

Advice is available from the Council's Housing Benefit Team to ensure best practice is followed.

### 10.2 Tenancy Agreement

Standard assured tenancy agreements for housing association residents must be issued to provide security of tenure. Leasehold arrangements must be in place for residents living in shared ownership and outright sale accommodation.

### 10.3 Pets Policy

A clearly defined pet policy must be agreed. There is no doubt that pets can enhance the quality of life for many people, therefore a presumption in favour of them keeping pets is recommended. This information should be included within the tenancy agreement and leaseholder agreement. (See Section 4.4).

### 10.4 Resident Participation

In all housing schemes, resident participation is actively encouraged. The needs, interests and hobbies of residents should be collated to ensure that day activities; events; services and functions are facilitated to stimulate involvement and enable residents to undertake activities they enjoy and/or require.

Residents with a cognitive impairment may require specific activities to stimulate their senses i.e sensory room; massage provision; reminiscence activities; or an activity which is specific to them from their working or family life which is important to them within their daily living – this could include food preparation; vacuuming floors; woodwork etc., it is important that the resident's requirements are understood and catered for in this respect. This is particularly important if their carer lives with them, as it provides them with vital time to spend undertaking their own activities / interests. Other residents may enjoy tea dances; tai chi; computers; playing on a Wi Fi; art classes; gardening; day outings, as examples. People with sensory impairment may require innovative ways to undertake activities they enjoy and linking in with library services and other organisations such as Living Paintings and Age Concern can support with delivering activities for residents.

## SECTION 11 - SERVICES TO THE WIDER LOCAL COMMUNITY

It is important when developing schemes to recognise that they must provide a community resource for local residents, particular older people.

11.1 The value in creating a dynamic and stimulating environment must be maximised.

- Extra care should be used for the benefit of the wider community by providing facilities and services that the local community want and need.
- Residents must understand that some areas of the scheme will be used by visitors to the scheme.
- The public area of the scheme will provide a café / restaurant area with a choice of menu to enable residents to have a choice about where, what and when they want to eat. This provision will enable people from the local area to visit the scheme, and socialise, however, priority for meal provision is to the residents of the scheme first and foremost. It would be usual for the catering provision to provide resident discount.

### 11.2 Respite / Intermediate Care

- Some schemes may offer respite or intermediate care services. This requires the identification of a separate funding stream to resources the building of specific apartments for this purpose.
- It is recommended that respite care and rehabilitation services are located in the core of the building. PCT and Health colleagues must work co operatively in this provision.
- Consideration will be required as to whether or not “short stay” flats will be block purchased. Where Homes and Communities Agency funding has been used, flats so funded can only be used for housing.
- If intermediate care is planned into an extra care scheme, consideration must be given to the requirements of CQC and potential regulatory requirements for this provision.

See Appendix 4 for more information on intermediate care management arrangements.

### 11.3 Assisted Bathing

Level access showers are provided in each apartment, therefore, assisted bathing suites can be available for community use. This area should be provided near the public areas of the building. The bath should include a jacuzzi system and a sound system should be provided in the room for therapeutic use and relaxation. A small charge for use of the assisted bathing

by a resident who does not live in the scheme should be applied and credited to the sinking fund for the service charges.



Assisted bathing suite at Bramble Hollow, Hetton le Hole

#### 11.4 Laundry

A laundry to cater for the following should be available:-



- Personal clothing
- Heavy loads
- Laundry that requires sluice washing.

The laundry will have commercial, heavy-duty equipment with sluice facility. Separate entrances/ exists should be considered to access the laundry. This provision can be made available to local residents to use, as agreed with the Court Manager.

#### 11.5 Social Activities

These are especially important to encourage integration, improve confidence, reduce loneliness and increase social contact and friendships. Activities should be offered in agreement with residents to maximise attendance and provide choice and preference. Some activities may be developed after the scheme has been opened for a while, but some can be introduced within a new scheme e.g wii fit; games room, gardening. More specific activities for residents with higher needs e.g dementia, should be available for people living in the scheme or in the wider local area as identified by the in reach or out reach care workers – See section 9.4.



Residents are encouraged to organise their own social activities and collect their own residents fund. They should make use of voluntary support and assistance e.g. care team; court manager; age concern etc., to help supplement activities organised for them.



Source: Acknowledgement of pictures from Housing 21 – [www.housing21.co.uk](http://www.housing21.co.uk)

Older people living locally in the community, should be included in activities and events taking place at the scheme as appropriate. Consideration should be given to identifying unmet needs for services for older people living locally e.g. gentle exercise, introduction to internet classes, improving health and well being sessions.



Community Library and Customer Contact Centre located in Beckwith Mews, extra care scheme, Silksworth which is open to the local community including children's area; laptops and pc's.

## SECTION 12 - HEALTH PRIORITIES

Extra care housing offers a real opportunity to Health and Social care to promote health and wellbeing and care in the community in its widest sense.

The following services should be negotiated or developed in liaison with the relevant health authorities:-

- Fast track access to health assessments, including Psychiatry of Old Age services, District Nurses, Community Mental Health Teams, MacMillan Nurses and Community Psychiatric Nurses. There must be these links, particularly in Extra Care services for people with dementia or functional mental problems.
- Access to Therapy Services to promote and maintain independence. This will include Occupational Therapists, Physiotherapists, speech Therapists and other Specialist Nursing Services.
- Access to other Health Services including a Dentist, Podiatrist, optician and Dietician.
- Access to palliative care services
- Access to health skills and expertise to assist the staff team to promote and sustain both physical and mental well being.
- Access to prevention opportunities e.g flu jabs; optician services; chiropody services.

Clear protocols need to be in place to underpin the use of respite care, intermediate care (community support apartments) and slow stream care and rehabilitation services in a scheme where these are offered.

Residents should be encouraged to choose whether they wish to retain the services of their existing GP if possible or move to a service nearer to the scheme or within the scheme if available.

All services must be established to enable residents to die in their own home if that is their wish. A palliative care protocol needs to be developed within the extra care scheme outlining this provision.

The Care Staff must have knowledge of the NHS Criteria for Continuing Care.

Encouragement should be given to health professionals who may be interested in using space within a scheme to offer services which give healthy outcomes for older people. For example; Ulcer clinics, Nutritional Advice Sessions, falls prevention, annual flu jabs, chiropody services, ophthalmic testing, homeopathy, aromatherapy and alternative therapies, (see next page).





Therapy / pamper room at Bramble Hollow, Hetton le Hole

The therapy / pamper room can be booked with the Court manager by visiting accredited health practitioners to provide medical services to residents.

The role of the care team in supporting extra care housing service delivery for older people who have mental health needs includes:

- Meeting the needs of people with mental health problems in extra care housing management services alongside the care services. A joint approach is essential.
- Access to professional health services for all residents living in extra care housing to enable early assessment of mental health requirements. This will help to prevent unnecessary input from other health personnel and inappropriate or early admission to hospital.

## SECTION 13 – CARE SERVICE REQUIREMENTS

Assessments must be undertaken by a qualified specialist health professional to identify key problems and to propose ways with the resident / family / advocate to resolve identified mental health problems.

Prompt support from Community Mental Health Teams (CMHT). This will include assessment, re assessment, care and support planning. Also the provision of regular specialist input to support particular treatments and therapeutic programmes to individual residents, and to assist the staff group.

This ongoing support will assist the management, stabilisation and / or recovery from the resident's identified mental health problem.

Access will be required to a health worker who will give support to, and work with, individual residents and carers on specific programmes of care. The frequency and approach of these, having been previously agreed via assessment and Care Support Planning.

Consistent liaison between CMHT care co ordinators, (as the care co ordinator may not be a nurse) named assessor, therapists, and other involved professionals is necessary.

Health Service personnel need to respond within 24 hours during the working week to an urgent request for assistance to an existing client managed under Care Programme Approach, (CPA).

It is expected that there will be a nominated link person from the Community Psychiatric Nursing Team who provides regular support and advice to the allocations panel. This commitment to provide a nominated link person will need to be matched by a similar facility from Social Care.

The same liaison person will offer "consultancy" services to the staff team or to individuals or to meet identified training needs.

## SECTION 14 - OPERATIONAL POLICY

Each scheme must have an Operational Policy. This is a key document and part of the contracting arrangements for supported housing services. It stands alongside the Contract and Management Agreements. Such a policy must inform all interested parties (including prospective residents) as to the nature of the service and how it will be managed and so everyone knows what they can expect from the service.

An operational Policy should be divided into sections. As a minimum it must cover the following areas:

- Introduction
- Service purpose
- Objectives of Service Delivery
- Physical environment
- Management Arrangements (support and care and housing)
- Nomination / referral and Allocation arrangements including the Council's Allocations Policy
- Staffing arrangements
- Quality Assurance and Monitoring

In addition, the Policy must include the following key attachments:

- Tenancy agreements / handbook
- Rent and Service Charge policies
- Move on policies
- Equal Opportunities Statement / Policies
- Complaints Procedure
- Confidentiality Policy
- Joint Advisory Group Terms of Reference
- Supported Housing Standards
- Domiciliary Care Standards
- Nominations Process for extra care
- Resident's handbook in accessible format.

### **Introduction**

This section should explain what the scheme provides and how it came into being. It should outline how many people the service is designed for, in what type of housing, and the nature of their support and care needs.

All stakeholder partners should be identified along with their roles and relationships.

### **Service Purpose**

This outlines who the service is for, what level of care and support residents can expect and principles of the service. It should make clear that this is a **housing service**.

It should also identify the core values that underpin the service, outlining the rights that residents have. These should include information on, for example, access to information, security of tenure / lease arrangements and resident participation.

### **Objectives of Service Delivery**

This section is the focus of the Operational Policy. It identifies in more detail the aims and objectives of the scheme. This should be agreed between stakeholders in the development process.

The section gives more detail on:

- Care and support practices, their relationships with Community Care Assessments, and Care Delivery Plans
- The arrangements to deliver person centred care
- Resident involvement process
- Recording and monitoring arrangements including residents access;
- Some information to be included on processes for assessing the ongoing suitability of the scheme to meet individual residents' needs, their legal rights of continued occupation, how move-on arrangements will be made and 'resettlement support' where this is required
- Charging arrangements.

### **Physical Environment**

Information should be given as to the type of housing – in terms of whether it is new build or rehabilitation, number of places, and to what standard it has been built.

There should be included information on shared facilities and which areas residents exclusively occupy. There should also be information on how staff will work in the building and the nature and use of any gardens.

The section should also cover the scheme's location, the surrounding area and local services.

### **Management, support and care management arrangements**

This should identify to whom the property belongs, the landlords / freeholders relationship with the Care and Support providers and their relative responsibilities. This will include such things as rent collection and property maintenance and other housing management functions.

Some information on rents and service charges should be given, as should an outline of what services are being "bought" by Adult Services and / or the Primary Care Trust.

### **Nomination/Referral and Allocation Arrangements**

For Sunderland City Council the Nomination process for extra care accommodation including eligibility is agreed within the Council's Allocations Policy. It is used as a guide for referrers and for the Allocations Panel.

### **Staffing Arrangements**

This section should include information on staffing levels, skill mixes, lines of authority and accountability. It should be clear how the need for changes to staffing arrangements would be assessed. Some information on cover arrangements and training arrangements must be included. The document must identify how statutory requirements will be met. The links between residents needs, budget and staffing arrangements must be explicit.

### **Quality Assurance and Monitoring**

This section will identify how the Service will be monitored. There should be recognition that evidence of this will be required from a number of bodies including the Homes and Communities Agency, the City Council, Supporting People and the Care Quality Commission.

Scheme providers will be required to have Quality Assurance systems in place.

### **Complaints and Compliments**

This section will identify the different rules by which both complaints and compliments can be made and resolved for both the housing management element of the service and separately the care provision element.

## EXTRA CARE ACCOMMODATION SELF ASSESSMENT

This form will help you to tell us about your support needs. Your care needs will be looked at to help us to decide whether you qualify for extra care housing.

To qualify:-

- You must be aged 55 or over
- Have a need for supported or more suitable housing
- Have a need for help with personal care at least once a day.

One of the following must also apply:-

- A need to be re housed, usually in the local area
- Your carer needs more support

**Note:**

Please fill this form in with the details of the person in your home who has the most need for care and support. The person requiring the support will need to sign this form.

When we receive this form from you we will contact you to call out to your home. This will help us to assess your application for extra care housing.

---

**Please return this form to:**

**Extra Care Applications**

XXXXXXXXXX

XXXXXXXXXX

XXXXXXXXXX

**1. Please tick (✓) which schemes you would like to consider**

<b>Scheme</b>	<b>Tick (✓)</b>
Beckwith Mews, Silksworth	
Woodridge Gardens, Washington	
Bramble Hollow, Hetton	
Cherry Tree Gardens, Houghton le Spring	

**2. Please tick (✓) which tenures you would prefer ?**

<b>Property type</b>	<b>Tick (✓)</b>
Rented	
To buy outright	
Shared ownership (part rent / part buy)	

**3. Applicant Details**

What is your name?	
What is your address?	
What is your postcode?	
What is your date of birth?	
What is your National Insurance Number ?	
What is your telephone number?	

**4. Joint Applicant's Details**

What is your name?	
What is your address?	
What is your postcode?	
What is your date of birth?	
What is your National Insurance Number?	

## 5. Support Needs

Please tell us who has the most need for support

	Tick (✓)
Applicant	
Joint Applicant	

## 6. Health Information for the person with the most need for support

Who is your doctor?	
What is their address?	
What is their telephone number?	

Do you see:-	Please choose 'yes' or 'no'
A social Worker ?	Yes / No
An Occupational Therapist ?	Yes / No
A physiotherapist ?	Yes / No
A Community Psychiatric Nurse ?	Yes / No
A District Nurse	Yes / No

If you have said 'yes' to any of the above please give the name, address and telephone numbers of the people you see:-

Name	
Address	
Telephone Number	



**Do you have any health, hearing or sight problems and how do these affect you ?**

--

**7. Your Home**

Please tell us about your home:

<b>My home is:</b>	<b>Tick (✓)</b>
Owned outright	
Owned with a mortgage	
Rented from a housing association (e.g Gento)	
Privately rented	
Owned by relatives	
Residential care	

Do you have problems with any of the following :-

<b>Problem</b>	<b>Tick (✓)</b>
Getting into and out of your home	
Climbing stairs	
Difficulty getting to the toilet	
Can't manage to use the bath	
Need spare room for carer	
There are tripping hazards	

**Do you have the following in your home?**

	<b>Tick (✓)</b>
Telecare (assistive technology)	
Warden control	

## 8. Support

Does anyone give you support ?

Support Provider	Tick (✓)
Relative living with you	
Relative living apart from you	
Friend	
Neighbour	
Social Services	
Private Care	
Other	

If you have ticked yes for any of the above, please tell us who they are:-

Name	
Address	
Telephone Number	

What do they help you with? (please highlight the answer that applies to you)

Activity	Help Received	Daily or weekly
Getting in / out of the bath	Yes / No	Daily / Weekly
Bathing	Yes / No	Daily / Weekly
Dressing	Yes / No	Daily / Weekly
Making or giving meals	Yes / No	Daily / Weekly
Helping with medication	Yes / No	Daily / Weekly
Shopping	Yes / No	Daily / Weekly
Cleaning	Yes / No	Daily / Weekly

Will this care continue if you move house ? Yes / No

## 9. Extra Information

Do you have anything else you want to tell us ?

--

**10. Other Contact**

Would you prefer us to speak to your carer or a member of your family about your application? If so, please give us their name and contact details below.

Name	
Address	
Telephone Number	

**11. Signature**

We may need to contact your GP or social worker to get more information from them to help with your application. We may also be required to share this information with Housing 21 to support your application for extra care accommodation.

By signing below you are allowing us to share your information and contact your GP or social worker for more information.

Your signature .....  
(Person with the support needs)

Date: .....

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**Data Protection Act 1998 Notification Clause**

All personal data is kept accurate, up-to-date and secure to prevent accidental loss, destruction or damage. The extent of the measures taken by Sunderland City Council will depend upon the sensitivity of the information. Personal data will not be kept for longer than is necessary for their purpose.

You have a right of access to your personal data and the right to check and correct the information and may pursue a query or complaint on matters related to your personal data.

We may check information provided by you, or information about you provided by a third party, with other information held by us. We may also get information from certain third parties, or give information to them to check the accuracy of information, to prevent or detect crime, or protect the Council as permitted by law. If you want to know more about the information we have about you, or the way we use your information, you can request details by contacting:

Sunderland City Council  
Civic Centre  
Burdon Road  
Sunderland SR2 7DN

**APPENDIX 2**

<p><b>CONFIDENTIAL EXTRA CARE ALLOCATIONS PANEL DECISION RECORD</b></p>
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<b>Applicant Name(s):</b>		
<b>Applicant Address:</b>		
<b>Applicant's carer / advocate's contact details:</b>		
<b>Is all correspondence to be sent to the carer ?</b>	<b>Yes</b>	<b>No</b>
<b>Is this a transfer application</b>	<b>Yes</b>	<b>No</b>

<b>ELIGIBILITY CHECKLIST</b>		
Is the applicant (or partner) aged over 55	<b>Yes</b>	<b>No</b>
Are either of the applicants under the age of 50	<b>Yes</b>	<b>No</b>
If the applicant is under the age of 50 do they have a long term disability?	<b>Yes</b>	<b>No</b>
Does the applicant household have housing / support / care needs?	<b>Yes</b>	<b>No</b>
Are they waiting for hospital, residential care, nursing or care setting discharge?	<b>Yes</b>	<b>No</b>
Is the applicant an older carer with son, daughter or dependant with a learning / physical disability who requires care and support?	<b>Yes</b>	<b>No</b>
Does the applicant household currently reside in Sunderland?	<b>Yes</b>	<b>No</b>
Does the applicant household have a local connection with Sunderland which will assist their current or future care needs ?	<b>Yes</b>	<b>No</b>

<b>What are the current medical / care needs of the household?</b>			
Do they require <b>high / medium / low</b> / support?	<b>High</b>	<b>Med</b>	<b>Low</b>
Will the applicant have the ability to manage to live in	<b>Yes</b>		<b>No</b>

extra care accommodation with an appropriate care package?		
Are there any exceptional circumstances with this applicant household?	<b>Yes</b>	<b>No</b>
If yes, please provide a brief outline:		
Is there a reason why the applicant household should be suspended from the Association's housing register?	<b>Yes</b>	<b>No</b>
If yes, please provide a brief outline:		

<b>ALLOCATION PANEL DECISION</b>		
Is each member in agreement with decision	<b>Yes</b>	<b>No</b>
If eligible, which tenure type is the applicant to be supported with?	<b>Rented</b>	<b>Shared Ownership</b>
Does the applicant require a ground floor property?	<b>Yes</b>	<b>No</b>
Does the applicant require full disability provision?	<b>Yes</b>	<b>No</b>
<b>DECISION NOTIFICATION</b>		
Date decision letter sent to applicant		
Date decision letter sent to carer / advocate		
Date offer of accommodation made		
Date of viewing :		
Outcome of viewing : (accepted or refused):		
If refused provide refusal reason:		
Date council Housing Options Team advised of outcome		
Tenancy commencement date:		
Property allocated:	<b>No:</b>	

**Authorisation**

Panel Decision Authorised by Chair	
Date of Panel Decision	

## **JOB DESCRIPTION – SCHEME MANAGER**

**Responsible to:**

**Hours of Duty:**

### **Purpose**

We need a confident, self sufficient person to manage an extra care housing scheme providing 40 apartments and 7 bungalows for people over the age of 55, with full on site care provision.

Within our extra care scheme we aim to provide all residents with a safe, warm and comfortable environment which gives a real sense of independence and community spirit.

As Scheme Manager you will provide an excellent level of customer care to all residents, visitors and stakeholders living in or visiting the scheme. You must demonstrate excellent communication and have a sound understanding of the needs of older people and Dementia.

Along with excellent IT skills, you must be able to develop strong links with external agencies and organisations and encourage use of the scheme as a 'community hub' for people living in the wider local community. You must be capable of identifying and implementing service improvements to make life even better for our residents.

As Scheme Manager you must be able to demonstrate an ability to promote effective partnership working and liaison, delivery of a 'one team approach' amongst all individuals and different organisations who may be operating within the building.

Key Tasks

### **Court Management:**

1. Runs a fully operational office
2. Maintains all records and equipment confidentially
3. Records and maintains court finances fully and accurately
4. Manages communal facilities
5. Efficiently and effectively maintains residents records and information
6. Effectively and efficiently manages emergency situations

### **Marketing, Voids, Lettings and Tenancies:**

1. Organises lettings applications, arranges tenancies and manages the lettings procedure.
2. Provides appropriate and accurate information to direct enquiries
3. Attends accompanied viewings
4. Liaises with local authority housing department

5. Liaises with local authority to ensure appropriate action is taken to fulfil nomination agreements
6. Organises 'Open Days'
7. Creates and regularly reviews Court 'Welcome Pack'

**Rent Accounting:**

1. Monitors rent accounts
2. Provides accurate benefit advice or facilitates such through a reputable external advisor
3. Liaises with benefit agencies on behalf of residents

**Budgeting:**

1. Requests and receives quotes from contractors for Term Contracts for Garden Maintenance, Window Cleaning, and Contract Cleaners where appropriate
2. Ensures that expenditure for Court stationery and cleaning materials is within specified budget
3. Takes a lead role in ensuring that pre-determined budgets for urgent and non-urgent court repairs are effectively managed

**Court Maintenance:**

1. Co-ordinates the day-to-day repairs
2. Responds appropriately to emergency repairs
3. Assists in the planning and implementation of the Capital Works Programme
4. Assists in developing Court Action Plans and reports back to residents
5. Monitors Contractors' performance
6. Completes and maintains accurate records and documentation in relation to maintenance issues
7. Assists in the annual review of term contracts

**Health and Safety:**

1. Responsible for own Health & Safety ensuring a safe working environment for colleagues.
2. Monitors all aspects of health and safety on Court
3. Completes a Fire Safety plan and ensures that residents and care team are fully aware of fire safety procedures
4. Maintains all appropriate logs
5. Completes Emergency Plans
6. Completes annual risk assessment

**Development of Low Level Domestic Service and Service Promise:**

1. Recruits and selects staff across a range of posts
2. Assists in the co-ordination of staff rosters across a range of activities, i.e. care delivery, shopping and cleaning.
3. Negotiates on behalf of residents/service users and acts as advocate
4. Maintains an effective recording/reporting system
5. Identifies potential for delivery of Domestic Services
6. Develops domestic services for residents in line with set objectives

**Personnel and Staff Development:**

1. Recruits, selects and supervises all ancillary staff
2. Ensures staff have completed the minimum training requirements for their role (such as moving and handling)
3. Manages performance of ancillary staff via appraisals, supervision, training and coaching. This involves dealing with all conduct and capability issues.
4. Establishes good working relationships with HR and Payroll colleagues at Head Office.
5. Organises consultation meetings.
6. Attends and contributes to patch meetings/seminars.
7. Completes relevant modules of the Job Development Programme and any other training required for the position (RMA/NVQ4).

**Promoting extra care in the Community:**

1. Develops the social integration of the court into the local community
2. Represents xxxxxxxx by attending local agency forums/meetings
3. Gives talks / presentations to other internal groups, and external groups i.e. GP's; District Nurses; Community Groups
4. Actively encourages the use of the communal facilities for activities involving older people in the local community in consultation with residents
5. Identifies ways of expanding services and assists in planning.

**Resident Involvement:**

1. Actively encourages the formation of a Residents Association
2. Co-ordinates and supports the Resident's Association
3. Actively encourages residents to be involved in organising court activities
4. Negotiates services on behalf of residents and acts as advocate.

**Other Duties:**

1. Promote, respect and uphold the dignity of service users at all times. Participate in and actively support activities to promote the dignity of service users, their families and carers.
2. Undertakes any other duties in line with the objectives of the post



# Example Commissioning Programme : Beckwith Mews

<p><b>Monday 16 March</b> Handover for scheme Setting up Cour Manager's office. Key handovers. IT equipment being delivered and installed</p>	<p><b>Tuesday 17 March</b> NO VISITS TO COURT except by arrangement</p>	<p><b>Wed 18 March</b> NO VISITS TO COURT Except by arrangement Interviewing for Hair Salon Cleaning and Stationery orders</p>	<p><b>Thur 19 March</b> NO VISITS TO COURT Except by arrangement Staff and tenant file completion and set up.</p>	<p><b>Fri 20 March</b> NO VISITS TO COURT Except by arrangement Confirm all invites to 1<sup>st</sup> April and check all flats .</p>
<p><b>Mon 23 March</b> SCHEME TRAINING Timetable as separate doc. Key staff only</p>	<p><b>Tues 24 March</b> SCHEME TRAINING Timetable as separate doc. Key staff only (CPM on site)</p>	<p><b>Wed 25 March</b> <b>FIT OUT COMMENCES FURNITURE IN</b></p>	<p><b>Thurs 26 March</b> <b>FIT OUT CONTINUES CURTAINS AND BLINDS</b></p>	<p><b>Fri 27 March</b> <b>FIT OUT COMPLETES</b>  <b>COURT CLOSED TO ANY VISITORS ;</b></p>
<p><b>Mon 30 March</b> PARTNERSHIP MEETING FOR ALL STAFF</p>	<p><b>Tues 31 March</b> COMMISSIONING and prep for open days</p>	<p><b>Wed 1 April</b> <b>Residents Only OPEN DAY for tenants of rental properties</b> 1-2-1 invites for residents only. NO OTHER VISITORS</p>	<p><b>Thurs 2 April</b> <b>Residents only SALES OPEN DAY; 10 – 11 for reservations 11 - 3 for potentials .</b> Organised by Sales. Also invite tenants who couldn't make yesterday</p>	<p><b>Fri 3 April</b> COMMISSIONING</p>
<p><b>Mon 6 April</b> REVIEW AND PLANNING FOR SIGN UPS</p>	<p><b>Tues 7 April</b> <b>PROFESSIONALS OPEN DAY;</b> for all interested staff ;stat, vol,. private sector, GP PCT etc. NOT for general public visits.</p>	<p><b>Wed 8 April</b> <b>GENERAL OPEN DAY Open doors for ALL visitors.</b></p>	<p><b>Thurs 9 April</b> Scheme training refresher for all staff</p>	<p><b>Fri 10 April</b> BANK HOLIDAY</p>

Tenants move in from Tuesday 14 APRIL DUE TO BANK HOLIDAY



**APPENDIX 6**

**MOVING IN CHART – INCLUDE APARTMENT NUMBER WITH RESIDENT’S NAME**

	<b>MONDAY</b>	<b>TUESDAY</b>	<b>WEDNESDAY</b>	<b>THURSDAY</b>	<b>FRIDAY</b>	<b>SATURDAY</b>
<b>DATES</b>	14 JUNE	15 JUNE	16 JUNE	17 JUNE	18 JUNE	19 JUNE
<b>AM</b>						
<b>PM</b>						
<b>DATES</b>	21 JUNE	22 JUNE	23 JUNE	24 JUNE	25 JUNE	
<b>AM</b>						
<b>PM</b>						
<b>DATES</b>	28 JUNE	29 JUNE	30 JUNE	1 JULY	2 JULY	3 JULY
<b>AM</b>						
<b>PM</b>						
<b>DATES</b>	5 JULY	6 JULY	7 JULY	8 JULY	9 JULY	
<b>AM</b>						
<b>PM</b>						
<b>OTHER DATES</b>						