

## Appendix 1 – Strategic objectives for the delivery of specialist housing

Ref.	Issues to address	Evidence	Required outcomes	Key actions to achieve outcomes
1.	<p>Many people are living in homes that are unsuitable for their needs. This could potentially lead to:</p> <ul style="list-style-type: none"> <li>-Financial exclusion if homes are too large, expensive to heat and run</li> <li>-Loneliness and isolation</li> <li>-People only leaving their home at a point of crisis increasing the likelihood of hospitalisation or residential care</li> <li>-Unnecessarily high expenditure on aids and adaptations</li> </ul>	<p>-10% of council tenants are under-occupying homes                      -10.5% of all residents are living in fuel poverty</p>	<p>(A) Clear understanding of need, shared across teams within Adult Care and Housing</p> <p>(B) Excellent information and advice on the housing options available for people with support needs</p> <p>(J) A full equalities impact assessment to ensure the needs of all communities are taken into account</p>	<p>Use all available data and mapping tools to develop a thorough understanding of the areas of the borough where provision is required for each cohort of adults with support needs.</p> <p>Develop a guide to housing options for people with current or future support needs and link this to real time information on property availability.</p> <p>Conduct a full equalities impact assessment to ensure the needs of all communities are taken into account.</p>
2.	<p>There is an insufficient supply of suitable homes for people with current or future support needs to move to</p>	<p>-Increasing waiting list for extra care housing                      -2,500 applicants on the Council's housing register with 'priority' housing status because their current accommodation does not meet their needs</p>	<p>(C) A range of accommodation options available in Rotherham to provide choice, quality and opportunities for people with support needs to continue to live independently.</p>	<p>Investigate various models including extra care housing, supported living and assistive technology, and ascertain which models would be financially sustainable in Rotherham.</p> <p>Identify opportunities within existing housing development programmes to increase the provision of homes for people with support needs</p> <p>Identify new sites and partnering arrangements to deliver homes for people with support needs based on cohort data and customer preference</p>

Ref.	Issues to address	Evidence	Required outcomes	Key actions to achieve outcomes
3.	Demographic changes in Rotherham mean the gap between need and provision will increase	See section 3.2 of main report	(D) Clear targets in place within housing growth plan to reflect demographic changes	Use all available data and mapping tools to develop a thorough understanding of the areas of the borough where provision is required for each cohort of adults with support needs and develop housing growth targets, based on projected changes.
4.	The Council is under pressure to deliver services differently due to financial pressures. One of the key ways of doing this is to reduce the number of people living in residential care. Other accommodation models can deliver better outcomes in terms of maintaining independence.	Over 1200 people are living in residential care  Increasing waiting list for ECH	(E) A reduction in the number of people living in residential care or out of borough due to a lack of suitable accommodation  (F) More people supported to maintain independent living, in a way that demonstrates good value for money for the Council	Publish a Market Position Statement for Adults and Older People covering 2017/18 to engage with providers to identify requirements for different models of accommodation  Investigate various models including extra care housing, supported living and assistive technology, and ascertain which models would be financially sustainable in Rotherham.  Identify opportunities within existing housing development programmes to increase the provision of homes for people with support needs  Identify new sites and partnering arrangements to deliver homes for people with support needs
5.	There is a need for more flexible short stay accommodation focused on complex needs.	6 short stay units at Shaftesbury House in high demand	(G) More flexible short stay accommodation focused on complex needs and help with timely discharge from hospital	Review current provision of intermediate care in Rotherham  Increase the number of short stay units available to flexibly meet a range of needs
6.	The Council has ambitions housing growth plans and land / resources to deliver, but no clear targets for 'specialist housing'		(D) Clear targets in place within housing growth plan to reflect demographic changes	Use all available data and mapping tools to develop a thorough understanding of the areas of the borough where provision is required for each cohort of adults with support needs and develop housing

Ref.	Issues to address	Evidence	Required outcomes	Key actions to achieve outcomes
				growth targets, based on projected demographic changes.
7.	Improvements are required to the Council's housing stock to ensure the needs of all tenants can be met now and in the future	-The Council owns approximately 20,000 homes, 27% of which provide level access accommodation. - Profiling of council tenants shows that 30% of all tenants live with a disability. However, more than half of council tenants are aged 55 and above and 50% of those consider themselves to have a disability.	(H) Council housing stock that meets the needs of its residents and supports people to live independently	Through the strategic acquisitions programme, target properties that are suitable for adults with support needs  Work in partnership to build new homes that are suitable for adults with support needs  Identify opportunities to remodel existing stock into homes that are suitable for adults with support needs
8.	There is a limited offer of homes available for sale or shared ownership, for adults with support needs	-Many older people own their home outright and would consider purchasing a home on the open market that is more suitable for their needs -Bungalows are comparatively expensive to purchase and other types and tenures of homes are needed	(I) Homes available across a range of tenures to suit all needs and circumstances	Work in partnership to delivery shared ownership homes for older people and adults with learning disabilities through the Shared Ownership and Affordable Housing Programme  Continue to encourage private developers and housing associations to develop retirement housing for sale and shared ownership on a range of council and privately owned sites across the borough.

## Action plan

Ref.	Action	Milestones	Lead Team(s)	Timescale
1.	Use all available data and mapping tools to develop a thorough understanding of the areas of the borough where provision is required for each cohort of adults with support needs and develop housing growth targets, based on projected demographic changes.	<p>Analyse data held by Adult Care</p> <p>Analyse area-based tenant / resident profiles held by Strategic Housing</p> <p>Produce summary of need in each area</p> <p>Apply projected demographic changes to understand how these needs will change over time</p> <p>Develop housing growth targets</p> <p>Develop interactive GIS maps</p>	<p>Adult Care Commissioning</p> <p>Strategic Housing</p> <p>Strategic Housing</p> <p>Adult Care Commissioning / Strategic Housing</p> <p>Housing Growth</p>	<p>Apr 17</p> <p>Apr 17</p> <p>May 17</p> <p>May 17</p> <p>Jun 17</p>
2.	Develop a guide to housing options for people with current or future support needs.	<p>Develop web-based guide to housing options and signposting service</p> <p>Brief RMBC staff</p> <p>Roll out briefing to partner organisations</p> <p>Publish and promote guide</p> <p>Refresh guide and briefing every six months</p>	<p>Strategic Housing / Housing Options / Adult Care Commissioning / Communications</p>	<p>May 17</p> <p>Jun 17</p> <p>Jul 17</p> <p>Jul 17</p> <p>Ongoing</p>
3.	Publish a Market Position Statement (MPS) for Adults and Older People to engage with providers to deliver different models of accommodation	<p>Publish MPS</p>	<p>Adult Care Commissioning</p>	<p>April 17</p>

Ref.	Action	Milestones	Lead Team(s)	Timescale
4.	Investigate various models including extra care housing, supported living and assistive technology, and ascertain which models would be financially sustainable in Rotherham.	<p>Establish ECH project team</p> <p>Conduct benchmarking visits with other authorities currently delivering ECH</p> <p>Analyse financial viability of ECH in Rotherham and produce summary report</p> <p>If potentially viable, identify key sites in Rotherham to develop ECH and produce proposals for Cabinet's consideration</p> <p>Through MPS, engage with partners to deliver supported living accommodation</p> <p>Review the Rothercare service and identify opportunities to deliver enhanced services</p>	<p>Strategic Housing to coordinate, involving Adult Care, Corporate Property and Finance teams</p> <p>Adult Care Commissioning</p> <p>Adult Care</p>	<p>Mar 17</p> <p>Mar-May 17</p> <p>May-Jun 17</p> <p>Jul-Aug 17</p> <p>Mar 18</p> <p>Sept 17</p>
5.	Identify opportunities within existing housing development programmes to increase the provision of homes for people with support needs	<p>Confirm specialist provision in site clusters programme</p> <p>Deliver specialist bungalows for social rent across a range of sites via Shared Ownership and Affordable Housing Programme</p> <p>Promote and facilitate the inclusion of homes for adults with support needs in the following major developments:</p> <ul style="list-style-type: none"> <li>-Bassingthorpe Farm community</li> <li>-Waverley community</li> <li>-Town centre residential programme</li> <li>-Chester Hill / Whinney Hill developments</li> </ul>	<p>Housing Growth</p> <p>Housing Growth</p> <p>Housing Growth</p>	<p>Mar 17</p> <p>3 year programme to 2020</p> <p>2018 Onwards</p>

Ref.	Action	Milestones	Lead Team(s)	Timescale
6.	Identify new sites and partnering arrangements to deliver homes for people with support needs	Via monthly Asset Management Officer Groups, identify opportunities to deliver new schemes on various assets in Rotherham (Council and other public sector owned assets)	Adult Care, Strategic Housing and Investment, Corporate Property Unit, Finance teams	Commencing 17 onward
7.	Review current provision of intermediate care in Rotherham	Review current provision of intermediate care in Rotherham	Corporate Property Unit, Adult Care, TRFT and CCG, Propco	Mar 18
8.	Increase the number of short stay units available to flexibly meet a range of needs	Review demand statistics for Shaftesbury House short stay units and estimate need levels / identify locations for additional units	Strategic Housing / Housing Options / Adult Care	Jul 17
9.	Through the strategic acquisitions programme, target properties that are suitable for adults with support needs	<p>Purchase five additional bungalows suitable for adults with support needs</p> <p>Identify bungalows for sale on the open market for acquisition where this would provide a value for money option to increase suitable stock in areas of greater need</p> <p>Acquire properties that are suitable for conversion into Supported Living accommodation</p>	<p>Housing Growth</p> <p>Strategic Housing</p> <p>Strategic Housing / Investment Team / Adult Care / Housing Options</p>	<p>Apr 18</p> <p>Sept 2017 onward</p> <p>Sept 17 onward</p>
10.	Work in partnership to build new homes that are suitable for adults with support needs	<p>Complete two new Brayshaw Bungalows</p> <p>Increase the number of new build homes built through the Shared Ownership and Affordable Housing Programme</p>	<p>Contract and Service Development / Mears</p> <p>Housing Growth</p>	<p>May 17</p> <p>Ongoing to Apr 20</p>
11.	Identify opportunities to remodel existing stock into homes suitable for adults with support needs	Complete remodelling of redundant neighbourhood centres into level access accommodation for adults with support needs	Investment Team	Apr 19

Ref.	Action	Milestones	Lead Team(s)	Timescale
		Consult the tenants of Shaftesbury House on various options to enhance the services and support available  Report to Cabinet on proposal for Shaftesbury House	Strategic Housing / Housing Growth  Strategic Housing	May 17  Jul 17
12.	Work in partnership to delivery shared ownership homes for older people and adults with learning disabilities through the Shared Ownership and Affordable Housing Programme	Consider optimum delivery / management arrangements for this type of accommodation  Re-designate some of the existing grant funded shared ownership units as shared ownership for older people and for people with learning disabilities	Housing Growth / Adult Care / Finance	Aug 17  Aug 17
13.	Continue to encourage private developers and housing associations to develop retirement housing for sale and shared ownership on a range of council and privately owned sites across the borough.	Develop document articulating intelligence around needs / income levels for each area, tenures, and funding opportunities  Communicate this to all key developers and housing associations	Housing Growth  Housing Growth	Sep 17  Sep 17
14.	Conduct a full equalities impact assessment to ensure the needs of all communities are taken into account.	Develop a consultation plan  Conduct a full equalities impact assessment	Strategic Housing	Sep 17