

Ref.	Task detail	Timescale	Measurable outcomes	Who will lead?	Who else will be involved?	Notes on approach
<b>Outcome 1 RBK, through Housing Services, AfC and ASC/Health, prevents avoidable crises and more effectively maintains health and independence.</b>						
VA7	As part of integrated preventative support, ASC/Health to commission peripatetic housing advice and support services for patients moving towards discharge from hospital, and as they move on to stable accommodation.	Integrated into programme to respond to Care Act	Vulnerable adults are assisted from in-patient treatment into a suitable home, and provided with consistent support that promotes health and wellbeing and prevents relapse.	ASC/Health: Care Act programme manager	Housing, other RPs	to be integrated into RBK's response to Care Act next three years
OP1	Develop an overarching & joint strategy for preventative support services, i.e. 'that little bit of help', involving pooled resources and initiatives.	Integrated into programme to respond to Care Act	Preventative Support Strategy, owned jointly by Housing Services, Social Care and Health & Clinical Care Commissioning	ASC/Health: Care Act programme manager	Housing amongst others	to be integrated into RBK's response to Care Act next three years
OP6	Coordinate the promotion of preventative services for older people; reducing duplication and improving accessibility.	Integrated into programme to respond to Care Act	Single comprehensive menu of preventative services that is known to and accessible by older people, wherever they live	ASC/Health: Care Act programme manager	Housing amongst others	to be integrated into RBK's response to Care Act next three years
OP2	Develop and promote better 'downsizing pathways' to encourage older owners to downsize.	by March 2017 - tbc	More older people are enabled to downsize to a more manageable and sustainable home.	Group Manager Strategic Housing	ASC; other RPs	Needs to be led by development of RBK's response to Care Act
OP5	Develop a wide-ranging handyperson service by pooling resources to reduce costs and achieve greater economies of scale.	by March 2017 - tbc	Greater availability of handyperson service, available to older people in all tenures	ASC/Health commissioning	Housing; AfC; others including current providers and customers	Requires political steer. Review of the current services that could be conjoined has stalled owing to differential delivery, customers and charging approaches. Review will need to follow Care Act programme development as it is closely linked.
VA9	Housing Services to commit resources to and actively participate, with other commissioners, in planning and delivering joined-up support, based on a wider range of community based services.	Two years and onward	Housing Services is participating in planning of support provision, including in the wider community.	Executive Head of Adult Care	Group Manager Strategic Housing	RBK's approach to support and care commissioning and delivery will develop as part of the activities to deliver the Care Act.
OP7	Agree a mechanism to encourage new and innovative services to help older people access the internet, most likely through suitable commercial and third sector partners.	Integrated into programme to respond to Care Act	Mechanism in place. More older people are able to access information and advice online	ASC/Health: Care Act programme manager	Wider corporate implications. Other partners cross-sector	To be integrated into RBK's response to Care Act next three years. Noted that while this empowers older people, it is important that access to information and services is not purely electronic.
<b>Outcome 2 Best use is made of RBK housing resources to meet the needs of vulnerable people</b>						
VA5	Allocations to resume regularly quarterly reporting on housing outcomes for disability, as soon as possible, to minimise the risk of challenge.	In progress - to be reported each quarter	Quarterly reporting back in place, providing assurance that homes are allocated fairly, including to people with vulnerabilities	Group Manager Strategic Housing	Housing Strategy & Performance; see also VC1 and VC2	Information is available but possibly incomplete - to be updated as a result of VC2 and VC1

VC9	Improve liaison between Children's Services and Housing by each appointing single, senior points of liaison with the responsibility to meet regularly to establish better joint working methods, progress joint issues, and to act as problem solvers within their respective services.	JWP in operation by September 2014	Joint Working Protocol agreed and in place.	AfC Service Manager Safeguarding; Group Manager Community Housing	Specified Housing and AfC leads for various areas of activity	<u>Joint Working Protocol</u> already underway - anticipate completion by Sept 2014, with other related activity determined and programmed to follow on.
VC2	AfC and ASC to liaise regularly, say quarterly, with Housing Allocations to review the model of allocation quotas and waiting list and performance against these. AfC and ASC to input into annual allocations plan reviews	Updated liaison arrangements in place by December 2014 with allocations plan reviewed for start of 2015/16 and annually thereafter.	Liaison arrangements updated as part of JWP project. Allocations quotas better tailored to AfC & ASC clients' needs within resource limitations. More effective uptake of quota places.	Group Manager Strategic Housing	Housing Options; AfC: Leaving Care + others to be nominated by Head of Children's Social Care; ASC/Health: Commissioning, Short Term Support, Short/Medium Support & Homecare	In progress. Mapping exercise to understand housing needs of children leaving care to be completed. To become a regular information exchange. Also related to Housing Development Programme.
VC8	Help young people approaching independence to acquire better skills to manage a tenancy and home.	Develop programme for implementation commencing January 2015	Training programme in place. Young people in contact with Children's Services express greater confidence about their skills to manage an independent home	AfC Team Leader Leaving Care/UASC	Young People's Accommodation Panel	Collate what is currently available and to whom (RBK). Identify how to route in YP currently unknown to AfC. Identify any other organisations currently providing similar tenancy/household preparation training and link in.
VA6	Housing advisors and others in RBK & third sector providing gateways into housing services to receive additional training in the detection and management of mental health issues.	Training plan in place March 2015; delivered during 2015/16.	It can be evidenced that people with mental health issues receive advice services that understand and take their needs into account	Associate Director of Social Work	Group Manager Community Housing; Third sector tbc	To include learning about dementia-friendly service delivery
OP9 VA3 VC7	Review management arrangements for disabled adaptations including:  (i) A monthly 'adaptations panel', or similar, held between Housing Services and OTs  (ii) A 'fast track' adaptations procedure whenever an older person is 'bed blocking' in a hospital or care home  (iii) Measures to overcome the reluctance of private landlords to agree to disabled adaptations being carried out  (iv) Measures to reduce wastage when previously adapted properties are vacated and relet.	To start from April 2015; complete by December 2015	Home adaptations are accessed more effectively across tenures, and are completed more quickly. As a result, delayed hospital discharges, home care inputs and admissions to registered care are reduced. Financial savings are effected through reduced wastage. Better use is made of adapted homes in RBK's stock and in private tenancies	ASC/Health Short Term Support	AfC: Disabled Children, Transitions, SEN; ASC/Health: OT & Discharge; Housing: Property Inspection. Will also involve RPs.	Wide-ranging review covering all tenures. Procurement framework required. A separate but related action is required to consider how RBK anticipates housing needs of disabled children/young people and those known to have degenerative conditions that will need a future adapted home. Also linked are actions in the housing development programme to review and specify a design standard so that new homes meet the needs of

VA8	Allocations Service to participate in benchmarking and peer learning, and report periodically on comparative equalities policies, procedures and outcomes.	Regular reports on equalities to be back in production by June 2015	Allocations able to evidence peer learning. There is assurance that allocation of homes is carried out efficiently and effectively	Group Manager Community Housing	Housing Options	Already Housemark member. Benchmarking & peer learning as part of Allocations review. IT issues need to be resolved to enable reporting.
VA4	Monitor and review equalities impacts of the Housing Advice service for (amongst others) vulnerable adults	Reporting in place by June 2015	It can be evidenced that all individuals are able to access and receive housing advice as and when they need it	Group Manager Strategic Housing	Housing: Strategy & Performance; Options	To be delivered as part of the Housing Transformation Project
VC1	Capture more comprehensive information on RBK's tenants' dependants with a disability, including children.	By March 2016	Tenancy information requirements amended and collection procedures in place. RBK better able to assess household needs.	Group Manager Strategic Housing	Housing: Strategy & Performance; AfC & ASC to exchange information to ensure there is an RBK approach to vulnerable tenant households.	Housing management system requires updating to enable whole household data to be held
VA1	Develop the Vulnerable Adults housing plan (as part of the Housing Strategy) to incorporate other key vulnerable groups, e.g. drug and alcohol misusers, homeless, victims of domestic violence.	Two to three years - programme tbc. Keep under annual review.	Additional vulnerable groups identified and (as a minimum) SMART plan in place to update housing strategy for them.	Group Manager Strategic Housing	ASC; AfC; third sector; service users	Focused pieces of work to develop the housing strategy to cover the full range of vulnerabilities
OP4	Explore a scheme to assist older owner occupiers facing long term care home costs by temporarily leasing their property for supported living or renting to a homeless family.	To follow development of Care Act programme - within three years	Additional short term housing resource tapped for social purposes, as older home owners are enabled to pay for care homes without disposing of their family home.	Executive Head of Adult Care	Group Manager Strategic Housing; RP partners	The implications for social care funding need to be properly understood so any activity will follow development of Care Act programme responses
<b>Outcome 3 New home developments and redevelopments include the right provision for vulnerable people in any age group</b>						
SH7, VA10, VC6	Firm up and implement short term proposals for the use of two partially decanted sheltered schemes by Mental Health and AfC.	Agree projects by November 2014, deliver by October 2015	Projects approved and successfully delivered.	Group Manager Strategic Housing	Housing Development; AfC: Strategic Heads of LAC and Family Support; ASC/Health: Commissioner Mental Health	Project proposals being finalised, will be subject to briefing of lead Members and member decision in November.

VA11, VC3	ASC/Health and AfC to liaise with Housing Development at least twice yearly to review long term projects and ensure that the needs of vulnerable adults and children are represented in RBK's housing development programme.	By December 2014 & 6 monthly thereafter	Liaison arrangements in place as part of wider strategic cooperation. Closer liaison is delivering wider opportunities for housing vulnerable people within new housing developments	Group Manager Strategic Housing	Housing Development; ASC/Health: Short Term Support, Commissioning ; AfC: Heads of LAC & Family Support; Samantha Robinson	Recommendations will feed into planned new Housing Strategy 2015-2018 and will support RBK's Prevention Strategy and responses to the Care Act 2014.
VA12, VC3	Review and refresh joint working on the commissioning of disabled standard housing to produce a more appropriate fit between the design of the home and the needs of the incoming tenants' households.	By December 2014	Liaison arrangements in place. Closer liaison is delivering wider opportunities for housing disabled people within new housing developments. Outcomes of this review reported to relevant management teams in Housing, ASC, AfC and further actions agreed.	ASC/Health Short Term Support.	Housing Development; Partner RPs; Planning.	Fundamental review of adaptations across tenure (elsewhere in action plan) also refers to the need to anticipate housing requirements amongst disabled children and adults. New homes are part of the resource to meet needs and must be designed appropriately
VC5	Explore with YMCA and other partners whether there is the potential for an interim housing solution within RBK for a range of single young people including young people approaching adulthood.	determine potential by December 2014; if feasible, plan and deliver by March 2017	Where agreed, scheme is delivered	Group Manager Strategic Housing	Housing Development; AfC: Heads of LAC and Family Support; housing partners	Delivery will depend on interest from partners and identification of a suitable solution
SH12 OP10	To support the Prevention Strategy, agree the strategic direction for new extra care provision and 'lifestyle homes' based on HAPP1 principles.	Discuss with elected members by December 2014; firm up development strategy from May 2015	Attractive rehousing options planned/ in place.	Group Manager Strategic Housing	Housing Development; ASC/Health Commissioning ; Partner RPs; Planning; Developers	To be included in discussions with elected Members (SH1), to set direction for OP housing provision
OP3	Explore the local market potential for further private retirement leasehold housing and other innovative tenures.	May 2015 onwards	Increase in the supply of attractive 'age friendly' homes for older people who want to move.	Group Manager Strategic Housing	Housing Development; Partner RPs; Planning; Developers.	Subsequent to strategic direction for OP housing
VC4	Work up one shared supported living scheme for a group of disabled young people approaching adulthood, for inclusion in the Housing Development Strategy (subject to financial viability assessment).	Agree requirement by October 2015	Scheme specified	Group Manager Strategic Housing	Housing Development; AfC: Heads of LAC and Family Support	Delivery will depend on feasibility and capacity within programme

Outcome 4 Older people's housing in RBK's ownership is sustainable and better meets the varying needs of older people						
SH1	Joint and coordinated discussions amongst lead officers and portfolio holders to establish the 'vision' for sheltered housing over the medium term, as part of developing a wider vision for RBK's housing and support offer for older people. This will align with a planned new Housing Strategy 2015-2018 and will support RBK's Prevention Strategy and responses to the Care Act 2014.	by December 2014	There is a clear vision for the future of RBK's sheltered housing stock, which enables direction to be agreed and actions taken	Group Manager Strategic Housing	Elected Members; ASC/Health Commissioning; Resident representatives	Housing to present review findings to elected Members to gain a political steer on the vision for RBK sheltered housing. This will set the direction of travel for future strategic decisions.
SH9	Until particular sheltered schemes have an assured planned future, limit asset management investment in them to work with a short payback period of, say, 3 to 5 years.	Immediate bar on non-compliant investment, pending detailed action plan from May 2015	Asset management Investment is undertaken within the context of a sheltered strategic plan and is limited to work with a 3 to 5 year payback until long term future is settled.	Group Manager Strategic Housing	Housing: Options; Support; Older People; Asset Management. Finance	Major works to only go ahead if the scheme has an agreed lifetime. Where no decision yet made, investment should aim to retain liveability while limiting investment in improvements to work where the whole life cost is justifiable based on the scheme's future
SH6	Improve processes for allocating sheltered housing, including eliminating delays from assessment of applicants and visits; redesigning the allocation process for Fountain Court; and learning and applying lessons from previous allocations.	by end September 2014	Sheltered and extra care units are let more quickly, and to people who will benefit more from the resource	Group Manager Community Housing	Housing; Options; Older People. ASC/Health Commissioning	Links to Allocations Review (in progress)
SH2	Establish an interim funding regime for RBK's sheltered housing to tackle short to medium term financial challenges, including feasibility of charging for personalised services (across tenure), linked to the Council's medium term financial plan	Plan in place by December 2014. Implementation from April 2015	Costs of support and specialist services in sheltered housing are allocated to the right budgets, with charging mechanisms that enable longer term sustainability.	Group Manager Community Housing	ASC/Health Commissioning . Finance	This is largely complete but finalisation awaits decisions on the vision for the future of RBK's sheltered housing (see Gp 4)
SH4	Consider renaming the sheltered housing service to support the vision for the future of sheltered housing, e.g. 'Age Friendly Housing'.	By December 2014	Sheltered housing is re-branded and promoted so that older people identify it as an attractive housing option.	Group Manager Community Housing	Housing: Options; Older People. ASC/Health Commissioning .	Led by vision for RBK sheltered housing
SH10	Work up existing RBK sheltered scheme options to feasibility stage, including remodelling, redevelopment and closure. Where scheme options include closure or redevelopment: appraise rehousing needs of existing occupants; properly consult them; seek to offer better alternative homes, e.g. extra care for frail and vulnerable, 'lifestyle homes' for the more active.	May 2015 onwards	Where schemes are uneconomic to retain and modernise, residents are consulted about plans, including attractive rehousing options	Group Manager Strategic Housing	Housing: Development, Asset Management; ASC/Health Commissioning ; Partner RPs; Planning; Developers	Major changes affecting sheltered housing schemes are anticipated to be decided after the May 2015 elections.

SH11	Regularly (at least annually) review and take action to mitigate risks to sustainability/viability of sheltered schemes	Review every 6 months	Review mechanism in place. There is a clear and current understanding of the sustainability risks of each RBK sheltered scheme, which is fed into the longer term plan for the sheltered stock	Group Manager Community Housing	Housing: Options; Support; Older People; Strategy & Performance; Asset Management. ASC/Health Commissioning . Finance	Thorough review identifying the main risks to sustainability - demand for schemes; requirement for capital investment; financial position
SH5, OP8	Review eligibility criteria for sheltered housing to acknowledge the evolution in housing and support needs of older people, and support the vision for its future including, potentially, proactive management of allocations to maintain social balance; review of age qualification; eligibility of owner occupiers	by September 2015	Eligibility criteria for sheltered housing reviewed and implemented. Eligibility criteria support the wider vision for older people's housing.	Group Manager Community Housing	Housing; Options; Older People. ASC/Health Commissioning	Led by vision for RBK sheltered housing
SH3	Take all shared units out of the permanent sheltered dwelling stock, either through remodelling, repurposing as temporary accommodation or redevelopment (internally or following sale to a RP) - focusing first on solutions for the poorest schemes.	Long term aim - decisions depend on the vision for RBK sheltered housing and determining scheme suitability in light of that vision	SMART plan in place for redevelopment, remodelling or re-purposing of all shared units.	Group Manager Strategic Housing	Housing: Development; Asset Management; Housing Options; Older People. Finance	Led by vision for RBK sheltered housing. However, this acknowledges that shared units are not sustainable long term and that action must be taken to achieve acceptable stock standards
SH8	Ensure that schemes to be retained meet modern mobility standards, including accessibility and suitable mobility scooter storage. Where this cannot be readily and economically achieved, undertake further examination of schemes' long term future.	by end of 2015/16	There is a clear future plan for each sheltered scheme, based on a viability appraisal, that sets out prioritisation for investment or disposal.	Group Manager Strategic Housing	Housing: Development; Asset Management; Housing Options; Older People. ASC/Health Commissioning . Finance	Led by vision for RBK sheltered housing. However, this acknowledges that all schemes must be fit for purpose, especially given the growing numbers of older people, and growing numbers with mobility limitations.