

## **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

### **CABINET**

**26<sup>th</sup> OCTOBER 2017**

### **PRE SCRUTINY**

#### **REPORT OF THE SECRETARY TO THE CABINET IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER COUNCILLOR M WEBBER**

**AUTHOR(s):** Mrs E Wilkins, Cabinet Business Officer

#### **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to update Members on the following reports following Pre-scrutiny by the Overview and Scrutiny Committee:
- Corporate Plan – The Way Ahead
  - Transforming Adult Social Care - Development of Extra Care Housing

#### **2. RECOMMENDATIONS**

It is recommended that Members:

- 2.1 Note the comments and observations of the Overview & Scrutiny Committee attached as Appendix A of this report, in respect of the 'Corporate Plan – The Way Ahead' (Appendix B) and 'Transforming Adult Social Care – Development of Extra Care Housing' (Appendix C).
- 2.2 Subject to any further comment by Cabinet Members, endorse the recommendations outlined within each of the reports within Appendix B & C), for ease of reference as listed below:

##### **CORPORATE PLAN – THE WAY AHEAD**

- Consider the contents of this report.
- Agree in principle to the proposed five work streams that will seek to modernise and improve the Council's essential services.
- Request that regular reports are presented to Cabinet bringing forward plans to deliver the ambition of the Corporate Plan.

##### **TRANSFORMING ADULT SOCIAL CARE - DEVELOPMENT OF EXTRA CARE HOUSING**

- iv. Notes the extra care housing strategy set out in this report that will make a significant contribution to the care and support of older people across Rhondda Cynon Taf.
- v. Approves four provisionally proposed additional sites identified for development, as set out in Table 2 of this report, to deliver an additional 220 units of extra care housing by 2021, commencing with developments at the former Maesyffynnon Care Home site, Aberaman and in Pontypridd.
- vi. Approves the commitment to identify the capital investment required to contribute to the delivery of the extra care housing development programme.
- vii. Receives regular update reports (at least annually) on progress in delivering the strategy.
- viii. Approves a comprehensive review of residential and day care services for older people in order to determine future opportunities for service delivery in line with the Council's strategy for accommodation for older people and report the findings back to Cabinet for consideration later this financial year.

### **3 REASONS FOR RECOMMENDATIONS**

- 3.1 The need for Members to be aware of the comments and observations of the Overview and Scrutiny Committee prior to their consideration of the reports attached as Appendix B and C.

### **4. BACKGROUND**

- 4.1 At the meeting of the Overview & Scrutiny Committee on the 10th July the Committee agreed to pre-scrutinise the report of the Group Director, Community & Children's Services 'Transforming Adult Social Care - Development of Extra Care Housing' prior to Cabinet's consideration.
- 4.2 At the request of the Leader, the Committee were also asked to consider pre-scrutiny of the Chief Executives report 'The Corporate Plan – The Way Ahead'.
- 4.3 At the meeting of the Cabinet on the 28<sup>th</sup> September, the Cabinet resolved to defer consideration of both items until pre-scrutiny had been undertaken.
- 4.4 The Overview & Scrutiny Committee met on the 2<sup>nd</sup> October, 2017 to pre-scrutinise both mentioned reports.

## **5. PRE-SCRUTINY OF THE CORPORATE PLAN – THE WAY AHEAD.**

- 5.1 At the meeting of the Overview and Scrutiny Committee Members were content with the proposals put forward in respect of the delivery of the Corporate Plan, although queried further the investment opportunities across the County Borough in respect of the Capital Region City Deal.
- 5.2 Members commented and supported the proposed five work streams that had been identified by the Chief Executive in his report.

## **6. PRE-SCRUTINY OF TRANSFORMING ADULT SOCIAL CARE - DEVELOPMENT OF EXTRA CARE HOUSING**

- 6.1 Members of the Overview & Scrutiny Committee welcomed the report before them as it underpinned the need for integrating services between Health and Social Services and provided an alternative option to residential care that enabled individuals to live independently within their local communities for as long as possible. The Committee queried in detail the Service Director, Adult Services on certain aspects of the report, as referenced within the Minutes (Appendix A), relating in particular to the levels of care and support provided within extra care housing to ensure that individuals with more complex needs and dementia are well supported and cared for. Overall, Members were supportive of the additional investment being proposed and content with the proposed developments in this area.
- 6.2 Following Pre-scrutiny the report coming forward to Cabinet on this item has been amended and strengthened to confirm that Treorchy is the preferred provisional site for extra care in the Upper Rhondda Fawr and that discussions are underway with Cwm Taf University Health Board to use land on the Ysbyty George Thomas Hospital Site as of the Valley Life Health and Wellbeing Hubs for Older People Initiative.

## **7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 An Equality Impact Assessment is not needed because the contents of the report are for information purposes only.

## **8 CONSULTATION**

- 8.1 The reports contained within appendix B and C have been presented to O&S for pre scrutiny before consideration by Cabinet.

## **9 FINANCIAL IMPLICATION(S)**

- 9.1 Any financial implications are outlined within Appendix B and C of the report.

## **10 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

- 8.1 Non applicable – the report is identifying the scrutiny arrangements in place.

## **11 LINKS TO THE COUNCILS CORPORATE PLAN / OTHER CORPORATE PRIORITIES**

- 9.1 Making Best Use of Our Budget – Pre scrutiny can improve cost effectiveness.

## **10 CONCLUSION**

- 10.1 It is recognised that scrutiny is a vital component of good governance and improves Councils' decision making, service provision and cost effectiveness.
- 10.2 The undertaking of pre-scrutiny by the Overview and Scrutiny Committee in both these areas will strength accountability and assist Cabinet Members in taking any future decisions on these matters.

### **Other Information:-**

***Relevant Scrutiny Committee***  
Overview & Scrutiny Committee

***Contact Officer***  
Emma Wilkins – 01443 424062

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET**

**26<sup>TH</sup> OCTOBER, 2017**

**REPORT OF THE SECRETARY TO THE CABINET IN DISCUSSIONS WITH  
THE RELEVANT PORTFOLIO HOLDER COUNCILLOR M WEBBER**

Item: **PRE SCRUTINY**

**Background Papers**

Cabinet Decision Notice – 28<sup>TH</sup> September, 2017  
Overview & Scrutiny Committee - 2<sup>nd</sup> October, 2017

Officer to contact:

Emma Wilkins – 01443 424062

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**Minutes** of the Special Meeting of the Overview and Scrutiny Committee held at the County Borough Council Offices, The Pavilions, Cambrian Park, Clydach Vale on Monday, 2<sup>nd</sup> October, 2017 at 5 p.m.

**PRESENT**

County Borough Councillor L.M.Adams – in the Chair

**County Borough Councillors**

H.Boggis  
J.Bonetto  
J.Brencher  
P.Jarman  
J.James  
G.Thomas

**Non Committee Members in Attendance**

County Borough Councillor M.Webber, Deputy Leader and Cabinet Member for  
Council Business  
County Borough Councillor G.E.Hopkins – Cabinet Member for Adult and Children's  
Community Services  
County Borough Councillor C.J.Willis – Scrutiny Performance & Management Co-  
ordinator  
County Borough Councillor S.Bradwick – Chair of Public Service Delivery,  
Communities & Prosperity Scrutiny Committee  
County Borough Councillor R.Yea – Chair of Health & WellBeing Scrutiny Committee  
County Borough Councillor W.Jones

**Co-opted/Ex Officio Members in Attendance**

Mr.J.Fish – Elected Parent/Governor Representative (Education)  
Mr.R.Hull – Chair and Lay Member of the Audit Committee

**Officers in Attendance**

Mr.C.Bradshaw – Chief Executive  
Mr.C.B.Jones – Director, Legal & Democratic Services  
Mr.C.Hanagan – Service Director, Cabinet & Public Relations  
Mr.N.Elliot – Service Director, Adult Services  
Ms.J.Bow – Head of Accommodation Services  
Ms.K.May – Head of Democratic Services

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Borough Councillors E.George, J.Harries, D.Macey and E.Stephens.

## **DECLARATIONS OF INTEREST**

**RESOLVED** – to note that there were no declarations made at the meeting pertaining to the agenda

## **PRE SCRUTINY**

The Chair welcomed everyone to the meeting and stated that this special meeting of the Committee had been convened to give Members the opportunity to undertake pre scrutiny on the following matters, both of which had been reported to the Cabinet meeting held on the 28<sup>th</sup> September, 2017:

- Delivering the Corporate Plan – “The Way Ahead”
- Transforming Adult Social Care – Development of Extra Care Housing

### **Delivery the Corporate Plan – “The Way Ahead”**

Members received the Chief Executive, Mr.C.Bradshaw, who gave his detailed observations on how the Council is to deliver the Corporate Plan – “the Way Ahead” over the next three years in a climate of further funding reductions.

He stated that the focus of the Corporate Plan is on three priorities:-

- Economy – building a strong economy
- People – promoting independence and positive lives for everyone
- Place – creating neighbourhoods where people are proud to live and work

It was recognised by the Chief Executive that to deliver the priorities, the Council would need to respond to a range of challenges and opportunities by, for example, redesigning local services that are integrated and efficient.

It was proposed that over the next few years, the Council would focus on the following five workstreams to invest in order to improve the essential services that are provided:-

- Digitalisation
- Commercialisation
- Early Intervention and Prevention
- Independence
- Efficient and Effective Organisation

Following the comments of the Chief Executive the above five workstreams, the Chair invited the Deputy Leader, County Borough Councillor M.Webber to give her views on this matter.

The Deputy Leader thanked the Chair for inviting her to this meeting today and also thanked the Chief Executive for his very comprehensive overview of the Corporate Plan. She stated that whilst the Corporate Plan is ambitious especially with the funding reduction and cuts that have had to be made, it aims to show that by doing

things differently then improvements can still be made. Digitalisation has a huge role to play as more and more transactions between the resident/customer and the Council are now on-line and there are opportunities to further increase this. However, the digital plan approved by Cabinet in June, 2017 recognises that the Council still needs to maintain a quality face to face and telephone contact service.

The Deputy Leader further stated that the Cabinet welcomes the role of Scrutiny Members in undertaking pre scrutiny in areas such as the Corporate Plan, so much so that the Leader asked that this particular topic be looked at by Members of the Overview and Scrutiny Committee.

Following the comments made by the Deputy Leader, the Chair invited Members to give their comments and to ask questions of the Deputy Leader and the Officers.

One Member referred to the Capital Region City Deal as highlighted in the Leader's introduction to the Corporate Plan and queried further the investment opportunities across the County Borough in respect of the City Deal.

Following consideration of the Corporate Plan, one further observation that was made by one of the Members was that she was of the view that on page 12 of the Corporate Plan under the heading "Residents will see a responsible approach to regeneration, with new homes being build and job opportunities created...." the second bullet point should be deleted. However, it was further felt that this bullet point be not deleted but the word **or** be included as shown below:

*"Rhondda Cynon Taf will go through a significant period of regeneration over the next decade and beyond, with major housing schemes being planned and/or implemented in areas such as Llanilid, Robertstown, Hirwaun, Tonyrefail and Mwyndy, Pontyclun;"*

The Service Director, Cabinet & Public Relations thanked the Members for their comments but advised that the rewording that had been suggested related to the Corporate plan, which had already been pre-scrutinised and consequently agreed by Cabinet, and that Members were asked to consider the proposed ways forward of delivering on the Plan instead.

Members commented and supported the proposed five work streams that had been identified by the Chief Executive in his report, with particular reference to the Extra Care report which members would be considering next on the agenda.

The Chair thanked Members for their comments and stated that the Corporate Plan is subject to change over the coming months but that it was a flexible and moving document.

**Note:** At this juncture in the proceedings, the Deputy Leader left the meeting.

### **Transforming Adult Social Care – Development of Extra Care Housing**

The Committee received Mr.N.Elliot, Service Director, Adult Services who updated Members on the implementation of the Council's strategy to modernise

accommodation options for older people and deliver extra care housing across Rhondda Cynon Taf.

The Cabinet Member for Adult and Children's Services reported that similar to the previous item, the recommendations contained in the report that was presented to Cabinet on the 28<sup>th</sup> September, were deferred in order to give Scrutiny Members the opportunity to undertake some pre scrutiny and at the next meeting of the Cabinet the report would be considered together with the feedback from this Committee.

The report was welcomed by Members as it was felt that it underpinned the need for integrating services between Health and Social Services. However, there was concern on how this would be financed as currently many people who are elderly and need to go into residential care have to use their saving and in some cases they have to sell their homes so that they can receive this care.

Members also raised questions with regard to those that are elderly and mentally inform (EMI), when it was reported by the Service Director for Adult Services that there is an increasing demand for nursing for people with dementia needs and whilst there are 30 vacancies within the nursing homes across Rhondda Cynon Taf there were no vacancies for those suffering with dementia and this was a growing concern and an area that needs investment and will be part of the overall transformation over the coming years.

Members were of the overall view that the proposals contained within the report were excellent and that the rationale was clearly set out. However, it was acknowledged that to achieve the target of delivering the additional units of extra care housing by 2021 would be very challenging and the need for the Council to work with Linc Cymru to identify viable provisional site locations for the delivery of this extra care strategy. The question was asked as to whether Bronwydd House, Porth, which is a Council owned building that is used as one of the Council's offices would be considered as one of the proposed units. It was reported by the Service Director for Adult Services that the house itself is a listed building and discussions are currently taking place with Linc Cymru Housing Association to see whether the house could be developed and will be considered along with the other options available. In response to a further question with regards to the relocation of staff, should Bronwydd House be a favourable option for development. The Chief Executive stated that should it be agreed to proceed with the development of Bronwydd House then the staff would be relocated and agile working would also facilitate the staffing concern.

A further question was raised with regards to Linc Cymru Housing Association and in response the Service Director for Adult Services stated that Linc Cymru are working with Officers to develop the projects further and to prepare individual business cases for each extra care development. Following any investment made by Linc Cymru on any proposed site then they would own the buildings and would charge rent and service charges for the flats, such costs are yet to be determined.

In response to the final question raised by a Member in relation to mix, the Service Director for Adult Services reported that the main criteria for a social care need is that individuals are over 50 and that those people will be individually assessed as to

whether their needs are low, medium or high and will therefore be accommodated according to their needs.

**RESOLVED** – That subject to the comments of Members being fed back to the Cabinet, the contents and recommendations contained in the following reports be agreed by Members of the Overview and Scrutiny Committee:-

- Delivering the Corporate Plan – “The Way Ahead”
- Transforming Adult Social Care – Development of Extra Care Housing

**L.M.ADAMS  
CHAIR**

**The meeting closed at 6.13 p.m.**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET**

**26<sup>th</sup> OCTOBER 2017**

**DELIVERING THE CORPORATE PLAN – “THE WAY AHEAD”**

**REPORT OF THE CHIEF EXECUTIVE IN DISCUSSION WITH THE LEADER OF THE COUNCIL, COUNCILLOR A MORGAN.**

**Author:** Chris Bradshaw, Chief Executive - 01443 424026

**1. PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to set out how the Council will deliver its Corporate Plan – “the Way Ahead” over the next three years in a climate of further funding reductions, through investing in Rhondda Cynon Taf’s future and by improving and delivering essential services in a different way.

**2. RECOMMENDATIONS**

It is recommended that the Cabinet:-

- 2.1 Consider the contents of this report.
- 2.2 Agree in principle to the proposed five work streams that will seek to modernise and improve the Council’s essential services.
- 2.3 Request that regular reports are presented to Cabinet bringing forward plans to deliver the ambition of the Corporate Plan.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 The impact of austerity and increasing financial pressures mean the Council must consider how services are delivered in the County Borough into the future. Be that in education, being healthy and independent or benefitting from clean streets and good roads, to ensure positive outcomes continued to be delivered.
- 3.2 Different times require different thinking and solutions. We are being creative and ambitious in our delivery of services and in the way we secure new sources of investment to fill gaps where previous funding has been cut. Thinking differently and innovatively means we continue to offer a wide range

of essential services that are efficient and effective and represent good value for money for hard-pressed taxpayers.

#### 4. **BACKGROUND**

4.1 In February 2016, the Council approved its Corporate Plan for 2016-2020, which set out its significant ambitions for the County Borough as set out in the **Corporate Plan - The Way Ahead 2016 – 2020**.  
<http://www.rctcbc.gov.uk/EN/Council/PerformanceBudgetsandSpending/Councilperformance/RelatedDocuments/CorporatePlan201620/CorporatePlan201620.pdf>

4.2 The focus of the Corporate Plan is on three priorities:

- **ECONOMY** - Building a strong economy;
- **PEOPLE** - Promoting independence and positive lives for everyone;
- **PLACE** - Creating neighbourhoods where people are proud to live and work.

4.3 The Corporate Plan recognises that to deliver these priorities, the Council will have to respond to a range of challenges and opportunities by:

- Redesigning local services that are integrated and efficient;
- More involved and resilient communities;
- Health and Social Care services being personalised and integrated, with more people supported to live longer in their own homes;
- Our schools being amongst the best in the country, and with all children achieving the best they can;
- Our children and young people receiving a great start in life;
- Ensuring there will be a broad offer of skills and employment programmes for all ages;
- Our local environment being clean and attractive, with well maintained roads, pavements, flowing traffic, increased recycling and less waste sent to landfill;
- Our parks and green spaces continuing to be valued by residents;
- Being amongst the safest places in Wales, with high levels of community cohesion and residents feeling safe;
- Taking a responsible approach to regeneration, with new homes being built and job opportunities created;
- Ensuing customer services will be intuitive and flexible, with increased user satisfaction;

- Working in a way that makes the best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to limit the impact on the Council taxpayer.
- 4.4 The Annual Corporate Performance Report, presented to Council on 19<sup>th</sup> July 2017 set out the good progress made in: responding to the challenges we face; and capitalising on the opportunities to invest in our communities - <http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Council/2017/07/19/Reports/AgendaItem7.DraftCouncilPerformanceReport.pdf>
- 4.5 The Corporate Plan is ambitious for the County Borough, yet it still takes into account that the past few years have been very challenging for the public sector. Whilst Welsh Government has sought to protect, as best it can, key local government services, the future financial settlements continue to look bleak.
- 4.6 At the Cabinet Meeting on 18<sup>th</sup> July 2017, <http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Cabinet/2017/07/18/Reports/AgendaItem2MediumTermFinancialPlan2017to2021.pdf> Members revisited the medium term financial plan for the three years to 2020/21 and in doing so discussed the following funding gaps for 2018/19 to 2020/21 that will have to be addressed.

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£'m</b>	<b>£'m</b>	<b>£'m</b>
Budget Requirement	472	486	498
Resources available	454	451	447
Cumulative Gap @ -2%	<b>18</b>	<b>35</b>	<b>51</b>
Annual Gap	18	17	16

- 4.7 Over the past two years, the Council has achieved budget savings in excess of £30m while protecting the majority of frontline services through a continued focus on efficiency savings to address impact of reducing funding. This has been achieved by challenging all expenditure, taking the opportunity to reduce the cost of supplies and services through effective procurement and investing to increase income generated and/or reduce recurring costs.
- 4.9 However, this approach on its own is unlikely to deliver the financial savings required into the future, whilst still providing the essential services the public utilise and value. With further significant funding reductions, the Council will have to consider what services it prioritises for investment and seek to deliver all services in a different way, whether that is through greater use of technology, machinery or digital transactions, collaborating with other partners

in the public and private sectors or by bringing community based and back-office services together to create economies of scale.

- 4.10 Whilst, the financial position is difficult, our strong capital base allows us to take this opportunity to invest in remodelling key services, improving and maintaining key public services within the County Borough but doing so with a lower cost base. To achieve this, we need to challenge how we provide essential services and whether we can offer them in a more efficient and effective manner, working in a way that makes the best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to future proof services which the residents of RCT value.
- 4.11 The next stage of this report sets out a suggested way forward as to how we can continue to deliver the essential services efficiently and effectively within the resources available.

## **5. PROPOSED WAY FORWARD**

- 5.1 To deliver the vision and objectives of the Corporate Plan, it is proposed that Cabinet agrees to a major programme of change that will guide future budget decisions and the shape of the Council and its services in the future. Delivering significant savings and changing the way in which the Council operates takes time. However, time is short and to ensure the pace of change is sufficient we require a co-ordinated programme to provide the best opportunity to review services/activities at the right time and minimise any impact the effect on the services residents may need and expect.
- 5.2 It is proposed that over the next few years the Council focuses on the following five workstreams to invest in order to improve the essential services we provide:
- **Digitalisation** – more and more transactions between the resident/customer and the Council are now on-line and there are opportunities to further increase this. The digital plan approved by Cabinet in June 2017 recognises that we still need to maintain a quality face to face and telephone contact service, but work with residents to improve their digital skills and access to technology to empower more people to interact with us digitally. A key aspect of the digital plan is to enable more of the workforce to be agile, which boosts productivity and reduces the need for office space. We have set challenging targets to reduce our office space requirements and we will be investing in improving our ICT systems to ensure staff are appropriately equipped and resourced to be more productive. The Digital Plan was approved by Cabinet on 22<sup>nd</sup> June 2017 -

<http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Cabinet/2017/06/22/Reports/AgendaItem5CouncilsDigitalStrategy201718to201920.pdf>;

- **Commercialisation** – the Council trades to a small extent with the private sector, but there are opportunities to do more, increase the capacity and capability of some teams and generate a profit that will reduce the impact of potential budget cuts. We have started bringing together the range of services we offer businesses into one place and begin to understand the potential to widen the offer and also introduce fees and charges for a range of such services;
- **Early Intervention and Prevention** – investing in preventative services to deliver savings in the medium term. This will include:
  - The creation of community hubs that provide a range of community based services in one or a number of closely located buildings, which best serve the community. These community hubs will include a range of service providers including key council services, voluntary sector, local businesses and other public sector providers. Bringing similar services together will create economies of scale, in terms of staffing and building costs, which will enable the Council to continue to provide a comprehensive range of services within key communities.;
  - Introducing new approaches to ensuring that families are resilient reducing the number of families requiring statutory intervention; and
  - Introducing a new approach to reducing the number of victims and perpetrators of domestic abuse.
- **Independence** – reshaping our services for vulnerable residents to ensure that we promote independence and deliver first class care services. We have begun to modernise our social care services building new extra care facilities that can allow individuals and couples to remain independent for longer, whether they have learning difficulties, mental health issues or are elderly. The community hubs will also play a key role in creating local environments that can engage people of all ages and complexities and provide the community support networks that enable them to remain independent in their own home;
- **Efficient and Effective Organisation** – challenging our ongoing service delivery and driving out further efficiencies through for example, continuing to challenge why we procure goods and services and whether we can continue to reduce the cost. This will also include simplifying internal processes, consolidating similar back office functions across the Council, reducing administrative costs and the size of our property portfolio. This includes land that could be suitable for to generate a commercial rent or for development and will generate capital receipts. There are also opportunities to reduce sickness levels in some teams. For the past 10

months we have been actively monitoring sickness absence and have made good progress in reducing the length of long term sickness. However, sickness levels are still too high and inconsistent in some service areas, and further improvements can be made.

5.3 In addition to these modernisation changes, the Council will continue to invest in the future of the County Borough through:

- Improving the highway infrastructure;
- A large 21<sup>st</sup> Century Schools Programme;
- Regeneration projects such as the Taf Vale development; and
- The City Deal investment programme.

5.4 Each of the five work streams is being led by a senior officer and is supported by staff from a range of services. Over the coming six months a number of reports will be presented to Cabinet bringing forward projects that will deliver the modernisation and improvement of many services.

5.5 The first of these reports will be for Cabinet to consider the:

- Implementation of a County wide development of Extra Care Homes, which will enable some of our most vulnerable residents to remain independent for as long as possible within their local community, and housed in high quality accommodation; and
- Development of a voluntary sector led community hub at St Mairs Day Centre, Aberdare.

## **6. EQUALITY AND DIVERSITY IMPLICATIONS**

6.1 None at present. As individual projects are developed and reports considered by Members, equality impact assessments will be prepared as required.

## **7. CONSULTATION**

7.1 As individual projects are developed and reports considered by Members, the Council will be consulting and engaging with residents, service users, businesses, local authority members and the wider community as appropriate.

## **8. FINANCIAL IMPLICATION(S)**

8.1 None at present. Any additional financial implications will be considered as and when individual reports are considered by Members.

## **9. LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

9.1 None at present. Any legal implications will be considered as and when individual reports are considered.

## 10. LINKS TO THE COUNCILS CORPORATE PLAN/OTHER CORPORATE PRIORITIES

This Report is focused on the delivery of the Community Plan.

### **Other Information:-**

***Relevant Scrutiny Committee*** - Overview & Scrutiny Committee

***Contact Officer*** - Chris Bradshaw 01443 424026

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET**

**26TH OCTOBER 2017**

**REPORT OF THE CHIEF EXECUTIVE IN DISCUSSIONS WITH THE LEADER OF THE COUNCIL, COUNCILLOR A MORGAN**

Item: DELIVERING THE CORPORATE PLAN – “THE WAY AHEAD”

**Background Papers**

[Council – 24<sup>th</sup> February 2016](#)

Officer to contact: Chris Bradshaw, Chief Executive (01443 424026)

## **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

### **CABINET**

**26<sup>TH</sup> OCTOBER 2017**

### **TRANSFORMING ADULT SOCIAL CARE - DEVELOPMENT OF EXTRA CARE HOUSING**

#### **REPORT OF THE GROUP DIRECTOR, COMMUNITY AND CHILDREN'S SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR G HOPKINS**

##### **Authors:**

Neil Elliott, Service Director Adult Services. Tel. No: 01443 444603

Jill Bow, Head of Accommodation Services. Tel. No: 01443 425444

#### **1. PURPOSE OF THE REPORT**

- 1.1 The report provides an update on the implementation of the Council's strategy to modernise accommodation options for older people and deliver extra care housing across Rhondda Cynon Taf. Cabinet approved the strategy in November 2016, giving a commitment to the direction of travel and the reshaping of the market to increase the options available for older people needing accommodation with care and support.
- 1.2 The report identifies an additional four proposed sites for extra care housing development, in partnership with Linc Cymru Housing Association.
- 1.3 The strategy is underpinned by an estimated overall investment worth circa £50m in extra care housing in order to meet assessed need and deliver on the Council's corporate priorities of shifting the balance of care by offering people greater choice in accessing suitable housing with care and support to enable them to remain in their own homes as a viable alternative to more institutional care.

#### **2. RECOMMENDATIONS**

It is recommended that Cabinet:

- 2.1 Notes the extra care housing strategy set out in this report that will make a significant contribution to the care and support of older people across Rhondda Cynon Taf.

- 2.2 Approves the four provisionally proposed additional sites identified for development, as set out in Table 2 of this report, to deliver an additional 220 units of extra care housing by 2021, commencing with developments at the former Maesyffynnon Care Home site, Aberaman and in Pontypridd.
- 2.3 Approves the commitment to identify the capital investment required to contribute to the delivery of the extra care housing development programme.
- 2.4 Receives regular update reports (at least annually) on progress in delivering the strategy.
- 2.5 Approves a comprehensive review of residential and day care services for older people in order to determine future opportunities for service delivery in line with the Council's strategy for accommodation for older people and report the findings back to Cabinet for consideration later this financial year.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 The national, regional and local vision for adult social care is for services to be delivered in a way that is individualised, with a strong focus on choice and control for individual service users. More older people are choosing to remain independent and be cared for at home, rather than go into residential care. Alongside this, to meet the challenges of an ageing population, it is vital that older people's care and support services are sustainable and cost effective. There is, therefore, a need to develop alternatives to residential care and to shift the balance of investment towards alternatives, including extra care housing.

### **4. BACKGROUND**

- 4.1 Development of extra care housing was identified in the Cwm Taf Regional Commissioning Strategy for Older People, approved by Cabinet in February 2016, as a key alternative model of community based accommodation with care and support in order to enhance the health, wellbeing and independence of older people and avoid over reliance on residential care settings.
- 4.2 In June 2016, Cabinet agreed to the development of extra care housing provision on the site of Maesyffynnon Care Home. This was based on the recognition that investing in extra care was the right thing to do and would deliver better outcomes and be a more cost effective solution for the Council in the medium and longer term.

4.3 Rhondda Cynon Taf faces a number of challenges in relation to the provision of care and support for older people across the County Borough:

- The population is increasing and living longer, with more people expected to be affected by dementia and more likely to have limiting long term illness. This demographic change will result in increased demand on social care and health services, at a time of increasing budget pressures and constraints. As a result, we will need to deliver care services more efficiently to maximise the benefits and reduce costs.
- There is an over reliance on high level and expensive residential care. When benchmarked against other local authorities, Rhondda Cynon Taf places a greater proportion of people aged 65 or over in residential care than any another Council in Wales and spends a higher percentage of its budget on residential care than on domiciliary and/or extra care housing.
- There is very limited access to extra care housing in Rhondda Cynon Taf, and an increase of this type of specialist accommodation will provide an alternative to traditional care and support models giving increased choice, control and flexibility for older people to choose how they would like their care and support to be provided and by whom.
- The Social Services and Wellbeing Act (Wales) 2014 highlights the importance of giving control to the individual for their care and support needs and offering them the right accommodation choices to meet their health and wellbeing needs.
- New technology is changing how we all live, learn, work and communicate, with a growing trend in assistive technology designed specifically to support people to remain independent in their own home.
- The potential changes that will result from the implementation of the Regulation and Inspection of Social Care (Wales) Act 2016.

4.4 Given the growing demographic and legislative pressures, together with the difficult financial challenges facing the Council in meeting the care and support needs of older people in Rhondda Cynon Taf, the Council developed a strategy to modernise accommodation options for older people and deliver extra care housing in Rhondda Cynon Taf. There is a risk that, without developing significantly more extra care housing, increasing demand and reducing financial resources will challenge the viability of Rhondda Cynon Taf's adult social care provision.

- 4.5 The Council's strategy was approved by Cabinet in November 2016, giving a commitment to the direction of travel and reshaping the market to increase the options available for people needing accommodation with care and support. At the meeting, Cabinet agreed to the procurement of a strategic development partner to support the delivery of the strategy and develop the extra care housing scheme proposal for the former Maesyffynnon residential care home site.
- 4.6 Following the tender selection exercise Linc Cymru Housing Association was awarded the contract in January 2017 to be the Council's preferred extra care housing development partner.

## **5. STRATEGY – FUTURE DIRECTION**

- 5.1 The Council's strategy to modernise accommodation for older people and deliver extra housing, included as Appendix 1, sets out the strategic direction for the future development of extra care housing in Rhondda Cynon Taf.
- 5.2 Under the strategy, the Council will support individualised care, and will ensure that residents receive the care and support they need in appropriate and flexible physical environments wherever they choose to live. The benefits derived from extra care housing include:
- onsite care and support services can be flexed around the individual and their changing needs and the care and support within them should be delivered at a level of capability to ensure that people with frailty, complex needs and dementia are well supported for as long as possible;
  - opportunities to develop accommodation further as hubs of the local community, for residents and non-residents alike and to be focal points for inter-generational community activity;
  - individuals are able to live within and be part of thriving local communities and remain independent;
  - purpose built accommodation with individual tenancies and developed to a quality standard, including the ability for assistive technologies to be added on an individual basis.
- 5.3 Pursuing this strategy will allow adult social care to provide people with more housing choice as they grow old. It will mean that older people can remain in their own homes for longer. It will also reduce the number of people in residential or hospital care and it will improve the quality of life of older people in Rhondda Cynon Taf. In addition, extra care housing developments offer the potential for cost mitigation in that

they provide services for people with high level support needs more cost effectively than traditional methods of service delivery.

5.4 There are a number of different approaches to extra care housing and it is important at the outset to look at what we want to deliver and which people we are targeting services towards. There are a range of issues that the strategy considers when looking at the preferred model of provision in Rhondda Cynon Taf. These include:

- changes in the demographics of the elderly population
- the current shape of sheltered housing and residential care in the County Borough
- how to meet the needs of both frail and more active older people?
- the aspirations of the current elderly community and of future generations
- how to ensure safety and security, without restricting autonomy?
- how to ensure that extra care housing schemes are integrated into the wider community

5.5 Extra care housing can also offer significant benefits to Health Services, for example, to use apartments to provide “step up/step down” intermediate care accommodation to facilitate hospital discharge or avoid emergency hospital admission. This is being trialed at Ty Heulog at present and we expect apartments to be used for intermediate care at other schemes under development.

## **6. EXTRA CARE HOUSING DEVELOPMENT PROGRAMME – PROPOSED WAY FORWARD**

6.1 In the development of the strategy, the needs assessment identified a large projected need for extra housing provision in Rhondda Cynon Taf.

6.2 Based on a nationally established toolkit to estimate the future need of extra care housing, it has been estimated that Rhondda Cynon Taf will need around 300 units of extra care housing to meet the needs of an increasingly older population, to enable older people to remain independent in their own homes and provide an alternative option to help shift the balance of care provision.

6.3 There is currently one extra care housing scheme (Ty Heulog, Talbot Green) operating in Rhondda Cynon Taf providing a total of 40 units. The former Maesyffynnon Care Home site, in Aberaman, which is currently being developed, will provide an additional 40 units.

6.4 Taking this into account, it is proposed a further 220 extra care units will be developed across Rhondda Cynon Taf in order to meet assessed need. To achieve the stated target of developing 300 units of

extra care housing in Rhondda Cynon Taf, Officers have worked with Linc Cymru to develop an extra care housing development programme.

- 6.5 Table 1 below sets out the proposed estimated unit numbers and target delivery timescales for the extra care development programme across Rhondda Cynon Taf. These will be subject to further discussions with Linc Cymru Housing Association to clarify programme arrangements.

**Table 1: Proposed timeframe of extra care housing developments**

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2017/18	2018/19	2019/20	2020/21	2021/22	
Aberaman	-	-	40	-	-	40
Pontypridd	-	-	60	-	-	60
Porth	-	-	-	60	-	60
Mountain Ash	-	-	-	40	-	40
Rhondda Fawr	-	-	-	-	60	60
<b>Total (Beds)</b>	-	-	<b>100</b>	<b>100</b>	<b>60</b>	<b>260</b>

- 6.6 To achieve the target of delivering 300 extra care units in Rhondda Cynon Taf, officers have worked with Linc Cymru to identify viable provisional site locations for the delivery of the extra care programme.
- 6.7 Ideally an extra care development would be located close to a town centre, transport, health services and local amenities, and be of sufficient size to deliver an aspirational offer with good social and community opportunities for residents in the scheme and the surrounding area. Where possible, and of course subject to location and surrounding amenities, we would look for sites to offer opportunities for community facilities that offer benefits for the neighbourhood, such as health facilities, bistro, hairdresser. Sites of sufficient size are not always available in the ideal locations.

6.8 Officers have considered a range of sites across the County Borough and have identified provisional sites for the extra care developments. Table 2 below sets out these proposed sites and highlights deliverability and site issues.

**Table 2: Proposed provisional site locations for extra care housing developments**

	<b>Proposed Site</b>	<b>Site Ownership</b>	<b>Comments</b>
Aberaman	Former Maesyffynnon Care Home	Sold to Linc Cymru	Maesyffynnon Care Home demolished. Pre-planning application completed and progressing to full planning application. Copies of architect plans attached at appendix 2.
Pontypridd	Former Magistrates Court	Jehu Group	Scheme proposal under development.
Porth	Bronwydd House	Rhondda Cynon Taf	Bronwydd House entrance gates and boundary walls are all listed - options for development being considered. Currently in use as offices – staff to be relocated.
Mountain Ash	Land off Miskin Road	Rhondda Cynon Taf	Currently open space – close to town centre and community day centre and proposed primary care developed. Options for development being considered - site survey underway.
Treorchy	Ysbyty George Thomas Hospital Site	Cwm Taf University Health Board	Discussion underway with Health Board regarding redevelopment options as part of the Valley Life Health and Wellbeing Hubs for Older People Initiative.

The Valley LIFE Initiative aims to deliver for our Valleys **L**ocal **I**ntegrated services for the **F**rail and **E**lderly. This will include developing highly effective and dynamic Health and Wellbeing Hubs for older people with cognitive and memory problems in the Cwm Taf region.

Working in partnership with the Cwm Taf University; voluntary organisation, older people and their carer, with older people, carers, voluntary organisations, and our clinicians and social workers, it is proposed we develop together a centre of excellence to provide:

- early diagnosis, tailored treatment programmes and on-going support for people with dementia
- integrated holistic care services for older people with a dementia to support people to stay well at home for longer
- a range of community based enhanced support services such as extra-care housing options and respite facilities

This will help ensure older people with a dementia, their carers and families receive timely support to bring enhanced wellbeing and quality of life.

- 6.9 Officers will continue to work with Linc Cymru Housing Association to develop these projects further and prepare individual business case for each extra care development.

## **7. IMPACT ON OLDER PEOPLE RESIDENTIAL CARE HOME AND DAY CENTRE PROVISION**

- 7.1 Service models for the delivery of care for older people are evolving with an emphasis on supporting older people to remain at home longer. This is reflected in a reduction in admissions to residential and nursing care placements in Rhondda Cynon Taf.
- 7.2 Implementation of the Council's strategy to modernise accommodation options for older people and deliver extra care housing across Rhondda Cynon Taf is expected to result in further reductions in care home admissions as a key objective of the strategy is to replace high cost residential services with extra care housing and deliver more cost effective services with better outcomes for residents. There, will however, remain a need for specialist residential and nursing care provision for those individuals whose needs require this level of support as part of the overall spectrum of support necessary to support the needs of our community.
- 7.3 Through the implementation of the strategy, the development of extra care housing schemes will also provide opportunity to create community hubs and provide facilities and services in flexible spaces more suitable for the delivery of day services for older people than currently is the case in traditional day centre facilities. Such opportunities to create community hubs and reduce the need for

traditional older people day centres are being reviewed as part of the extra care development programme.

- 7.4 The changes in demand and proposed changes in service models mentioned above will require existing services to be reviewed as part of the implementation of Council's strategy to modernise accommodation options for older people and deliver extra care housing across Rhondda Cynon Taf.

## **8. EQUALITY AND DIVERSITY IMPLICATIONS**

- 8.1 Provision of extra care housing is aimed at enabling vulnerable people to maintain their independence. The strategy will ensure that a range of services are developed that meet the diverse needs of all communities across Rhondda Cynon Taf. An equality impact assessment will be carried out as part of the ongoing consultation and implementation process.

## **9. CONSULTATION**

- 9.1 There will be ongoing consultation and engagement with older people, local community organisations, residents and all other key stakeholders (particularly Cwm Taff University Health Board) in planning and developing of extra care housing schemes as part of this strategy.

## **10. FINANCIAL IMPLICATION(S)**

- 10.1 Overall, there is a compelling case for investment in extra care by Rhondda Cynon Taf, but it is recognised that there are financial implications and it requires significant capital investment ahead of the realisation of potential revenue savings.
- 10.2 Work is currently ongoing to determine the quantum of investment, the mechanism for investment, potential funding options, and the expected/required return on that investment.

## **11. LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

- 11.1 A core element of the Social Services and Wellbeing (Wales) Act 2014 is the duty to promote wellbeing. This duty applies when considering decisions in respect of an individual but also when considering broader strategic issues that do not relate to an individual.
- 11.2 A key part of the duty to promote wellbeing is supporting people to live as independently as possible for as long as possible, with a focus on an integrated, preventative and community based housing and support service placing an individual's wellbeing at the heart. The Strategy aims

to modernise accommodation options and deliver extra care housing for older people, which is consistent with that duty.

## **12. LINKS TO THE COUNCILS CORPORATE PLAN / OTHER CORPORATE PRIORITIES**

- 12.1 The Strategy will support the delivery of the Council's corporate priority "promoting independence and positive lives for everyone" by helping local people with care and support needs to stay living independently at home.
- 12.2 In addition, the Council's joint commissioning statement for older people's services identifies as a priority the transformation of residential care by developing new models of service which are more sustainable and enable people to remain within the community in support services such as extra care housing.
- 12.3 This approach is entirely consistent with the direction of travel set out in the older person's housing strategy "My Own Front Door - A Plan for Housing in Later Life" approved by Cabinet in Oct 2016.

## **13. CONCLUSION**

- 13.1 Extra care housing is designed to offer genuine choice and an alternative to moving into residential care. It is acknowledged that a range of specialist accommodation with support is needed to enable individuals to exercise real choice and maintain their independence.
- 13.2 While the costs of development of extra care housing are significant, there is a compelling case for investment in extra care as it widens the choice for older people and offers significant financial quantifiable and unquantifiable benefits for County Borough and its residents.
- 13.3 The proposed development sites offer the potential to deliver homes in the best locations for the increasing numbers of older residents to enable them to live healthily and safely for as long as possible. The benefits to health and wellbeing through increased independence, reduced social isolation and community involvement are substantial.
- 13.4 The ongoing work analysing site options and development costs on the proposed sites across Rhondda Cynon Taf will continue and when completed will be presented to Cabinet further consideration and approval.

**Other Information:-**  
***Relevant Scrutiny Committee***  
*Health and Wellbeing*

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CABINET**

**26<sup>TH</sup> OCTOBER 2017**

**TRANSFORMING ADULT SOCIAL CARE - DEVELOPMENT OF EXTRA  
CARE HOUSING**

**REPORT OF THE GROUP DIRECTOR, COMMUNITY AND CHILDREN'S  
SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER,  
COUNCILLOR G HOPKINS**

**Background Papers**

Cabinet – 2<sup>nd</sup> November 2016  
Cabinet - 18<sup>th</sup> February 2016  
Cabinet - 23<sup>rd</sup> June 2016  
Cabinet – 28<sup>th</sup> September 2017

Officer to contact:

**Neil Elliott, Service Director Adult Services. Tel. No: 01443 444603**  
**Jill Bow, Head of Accommodation Services. Tel. No: 01443 425444**

## Appendix 1



STRONG HERITAGE | STRONG FUTURE  
**RHONDDA CYNON TAF**  
TREFTADAETH GADARN | DYFODOL SICR

# “My Home – My Life”

A strategy to modernise accommodation options and deliver extra care housing for the people of Rhondda Cynon Taf



## Contents

<b>Forward</b>	<b>2</b>
<b>1. Introduction</b>	<b>4</b>
<b>2. Extra housing in Rhondda Cynon Taf</b>	<b>6</b>
<b>3. Identifying need</b>	<b>9</b>
<b>4. Financial analysis of costs of care</b>	<b>15</b>
<b>5. Commissioning context</b>	<b>17</b>
<b>6. Next steps</b>	<b>21</b>

## Foreword

This document establishes the principles and approach for delivering Extra Care Housing for Rhondda Cynon Taf (RCT). It sets out how the Council will help older people (including adults with learning disabilities, mental health needs and physical and sensory disabilities) to live with the maximum possible degree of independence.

Our ambition is to offer people greater choice in accessing suitable housing and support, to enable them to remain in their own homes as a viable alternative to registered care settings.

Extra Care housing is designed to offer a genuine choice/alternative to moving into registered residential care. It is acknowledged that a range of accommodation (with support) is needed to enable individuals to exercise real choice and maintain their independence. RCT is committed to realising these choices, and this strategy sets out the vision and the framework for the future expansion of extra care. Adult Social Care cannot achieve these ambitions in isolation; it will involve close partnership working with all stakeholders, the involvement of service users, and their carers in order to deliver successful outcomes for the older population.

In recent years Rhondda Cynon Taf has seen a change in the needs and aspirations of people as they get older. It is estimated that by 2025, 21% of Rhondda Cynon Taf's population will be over 65, and it is unlikely that future generations will wish to move into traditional residential care or current specialist housing support services having been more mobile, both in terms of employment and accommodation. As the numbers of older people increase the housing market and care and support services need to adapt to what people want.

The Extra Care Housing Strategy for Rhondda Cynon Taf is focused on:

- ❖ **Choice and control for older people**, by offering individuals a wider range of modern, flexible and innovative care and support options, this will:
  - put older people at the centre of services
  - give individuals better and improved services that are joined up and seamless
- ❖ **Promoting independence for older people**, by the provision of self-contained accommodation with access to on-site care and support, this will:
  - enable individuals to live independently in the community
  - promote their well-being and help alleviate social isolation

- ❖ **Empowering older people**, by the provision of health, care and support services coming to the individual, as and when they need it, this will:
  - enable individuals to stay in their own homes and not be required to change their accommodation
  - allow individuals to receive services that can and should be available in the community
  
- ❖ **Accessible services for older people**, by designing or adapting where individuals live to facilitate the delivery of personal social care, support and health services.

Our aspiration for this Strategy is to develop a programme of change that transforms our accommodation offer and current specialist housing support provision in the County Borough into one that better meets the needs and aspirations of citizens in Rhondda Cynon Taf.

To do this, we need to work with our partners to develop the range and supply of accommodation with support so that more people have more options available to them to help them live in their own home rather than in long term residential care where possible.

Insert Signature

Gio Isingrini  
Group Director Community and Children's  
Services

Insert Signature

Councillor Mike Forey  
Cabinet Member for Adult Social Services

## 1. Introduction

This strategy document sets out the framework for the future development of extra care housing in Rhondda Cynon Taf.

The Strategy aims to enhance the accommodation offer and provide a range of options that better meet the need and expectations of older people (including adults with learning disabilities, mental health needs and physical and sensory disabilities) by offering a real and viable alternative to traditional residential care homes, so that older people have greater choice to continue to live independently in their own homes.

The premise upon which this Strategy has been developed includes:

- ❖ current service models are not necessarily desirable or consistent with Government thinking and most importantly supporting delivery of the vision and priorities set out in the Cwm Taf Region Joint Commissioning Statement for Older People Services
- ❖ the need to develop an approach which offers older people a home for life, where people will not need to move on from one form of provision to another
- ❖ providing services that maximise independence and self-determination
- ❖ the shift in the needs and aspirations of older people and coming generations, in particular a wish to remain in their own home
- ❖ responding to the demographic challenge of an increase in the proportion of older people in the population
- ❖ Need to deliver corporate plan priorities

Rhondda Cynon Taf Council cannot achieve these ambitions on their own; it will involve close partnership working with all stakeholders, the involvement of service users, and their carers in order to deliver successful outcomes for the older population. By developing partnerships between a range of key stakeholders the Council aims to expand and stimulate the development of extra care in Rhondda Cynon Taf.

Through this Strategy, over the years ahead, it is planned to make extra care housing an increasingly well-known and chosen form of specialist accommodation in the County Borough. Currently there are only 40 units of extra care housing (available from October 2016) in Rhondda Cynon Taf. This strategy estimates that up to 300 units of specialist supported accommodation may be required across Rhondda Cynon Taf. This level of

need reflects the growing population of older people in Rhondda Cynon Taf and also reflects the desire for older people to continue to live in their own homes rather than move into a residential care home.

This Strategy will underpin the development of a strategic commissioning plan for implementing extra care in Rhondda Cynon Taf in order to inform:

- ❖ the procurement and delivery of support services to enable people to continue living in their own homes
- ❖ decisions on investing in the provision of appropriate accommodation
- ❖ inform the way that available resources are applied to pursue priorities for meeting demand

## **2. Extra care housing in Rhondda Cynon Taf**

### **Vision for extra care housing in Rhondda Cynon Taf**

Extra care in Rhondda Cynon Taf will not be delivered via traditional institutions; people who live in them will have their own homes. Our vision is to give people in Rhondda Cynon Taf new and modern specialist housing with support that is accessible and part of the community. Extra care will help create balanced communities with more homes with choice. Future planning and service delivery for older people's accommodation services will be shaped by this vision.

The realisation of the vision will mean changes to the way we currently deliver services. Some of these changes are already in progress and will continue to be taken forward, others are new initiatives. The nature of individual schemes will be influenced by local demand, the availability of land, the identification of suitable development partners and finances to deliver the schemes.

### **What is extra care housing?**

The ethos of extra care housing is that it should be specifically designed to meet the wide ranging needs of older people and other vulnerable adults. Extra care housing is intended to provide a positive choice for older people who may no longer be able to remain in the home in which they may have lived for many years. It is in effect a housing solution, to a health and social issue.

The core principal of extra care housing is that in comparison to other accommodation offers, it enables older people to maintain their independence for longer whilst getting the care and support they need despite increasing frailty. Extra care housing is a key preventative service and avoids/delays the need for older people to move into more traditional care settings. It offers a number of benefits, including improving health and wellbeing, quality of life and allowing the continued involvement of family carers.

People who live in extra care housing have their own self-contained homes, their own front doors and a legal right to occupy the property. Domiciliary care and support is available to all residents 24 hours a day. It will have communal areas for socialising and leisure activities, including restaurants along with staff accommodation.

Extra care housing comes in many forms, including blocks of flats, bungalow estates and retirement villages. Individual properties can be rented, owned or part owned/part rented. There are a number of ways to develop extra care housing but the key features, which any scheme should meet, are the provision of:

- ❖ Accessible and specially designed housing with ‘smart’ technology that makes independent living possible for people with disabilities, including those with dementia
- ❖ Opportunities to build a real community hub by providing additional community facilities (e.g. Day Centre, Floating Support Hubs, Adult Community Learning etc.)
- ❖ Culturally sensitive services delivered within a familiar locality;
- ❖ Flexible, 24 hour care delivery from an on-site care team, based on individual need that can increase or decrease according to circumstances;
- ❖ The opportunity to maintain or improve independent living skills
- ❖ A real community with mixed abilities, which contribute to the wider community and benefits from other services

Extra care housing is recognised as an important element in preventing older people from moving into residential care and increasing choice and independence. There are a number of reasons why all the relevant agencies and stakeholders in the County Borough support the development and implementation of this Extra Care Housing Strategy; the key ones being:

- ❖ Older people want to live in their own home - older people may currently go into more traditional care settings because there is no alternative
- ❖ It contributes to the prevention of unnecessary hospital admissions and assists in reducing delayed transfers of care from hospital
- ❖ The demographic challenge is not just that there will be many more older people, but that more of them will need care and support
- ❖ Ordinary housing is mostly ill-suited to enabling older people to cope with increasing frailty and mobility problems and is often socially isolating - conventional sheltered housing can also fail on the ‘home for life’ criteria
- ❖ Currently, domiciliary care provided to someone in their own home may not meet the need for companionship and social interaction
- ❖ The model of accommodation provision is more affordable and sustainable and is more cost effective for the people living there

- ❖ Developing the extra care housing market will release housing which is currently under occupied and therefore could be making a contribution to the need to provide additional affordable homes for younger age groups
- ❖ Extra care housing enables couples to remain living together and avoids the risk of separation when a spouse needs 'extra care' and has to enter a care home

### **Delivering successful extra care housing**

In Rhondda Cynon Taf, the development of extra care will be based on three key principles:

- ❖ To promote independence – the provision of self contained accommodation with access to on site care and support enables individuals to live independently in the community, promotes their wellbeing and helps to alleviate social isolation
- ❖ To be empowering – primary health, care and support services should come to the individual, as and when needed, rather than the individual being required to change their accommodation, in order to receive services that can and should be available in the community
- ❖ To be accessible – where individuals live should be designed, or be capable of being adapted, to facilitate the delivery of personal social and health care services

Any specification for extra care needs to be individually considered site-by-site, taking into account tenure, care models and aspirations of future residents as these will all impact on the design, number and type of units and amount of communal space. The number of units in any one scheme needs to be high enough to allow for the provision of 24 hour care teams and to keep service charges economical.

### 3. Identifying need

#### National Context

Even though evidence suggests most people want to remain in their own homes as they get older, for some people, living in their long term family home may become less desirable because of diminished accessibility or funds, e.g. no level access to the property, a lack of space to fit adaptations such as stair lifts.

In other circumstances, the home may have just become too large, or worries about the current state of the property, or the need to maintain it may have begun to reduce the pleasure that the home once brought.

Moving to traditional forms of residential care homes, which often means a surrender of housing equity or sheltered schemes, which is seen as a temporary move (the need to move again as care and support needs increase) are becoming increasingly less desirable.

This is because aspirations of people as they get older are changing. As people have been more mobile, both in terms of employment and accommodation, than preceding generations, people's needs have changed too. They also may have greater amounts of equity, giving them more choice about property options.

Evidence suggests that older people and future generations want services that allow them to retain control over their daily lives with support delivered as and when they need it. What they do not want are rigid and traditional models that take for granted an inevitable path from living independently to being cared for.

The key themes that have emerged from relevant national policies on older people over recent years have a core focus on the individual and to emphasise:

- ❖ Support older people at home as far as possible
- ❖ Providing a wider range of choices of both housing and care and support
- ❖ Support people to be independent as long as possible, as they age

National policy drivers have increasingly recognised extra care housing and housing related services, with extra investment and new approaches to housing with care, as being fundamental in delivering the Welsh Government's agenda on giving older people the choice and control they want. Extra care housing is seen as one form of provision that can meet some of these policy aims because it:

- ❖ Provides self-contained accommodation – your own home
- ❖ Is an additional and / or a different choice
- ❖ Offers independence, but also a safe environment, which is often a concern for many older people
- ❖ Offers a sociable environment helping to reduce social isolation. This results in better mental and physical health enabling many to maintain their independence
- ❖ Provides a home in which care and support can change to meet flexible needs
- ❖ It is an alternative to either traditional sheltered housing at one end of the scale or residential care at the other

Development of extra care housing will play a key part in the delivery of the Social Services and Wellbeing (Wales) Act 2014, which became law in April 2016. Extra care housing is the ideal means of supporting the aims of the new Act, as the agenda is about having good outcomes, promoting wellbeing, dignity and the independence and the shift to early intervention and prevention. Extra care housing will provide a new alternative to traditional accommodation options giving increased choice, control and flexibility within which further options are available for people to choose how they would like their care and support to be provided and by whom.

Prevalence of dementia is an area of concern nationally and there is evidence of extra care being of significant benefit in improving outcomes in dementia. This is assisted through enhanced opportunities to interact with neighbours, communal facilities and offering leisure and meaningful resident led activities. These activities are recognised as contributing to the reduction of isolation and loneliness. Extra care can also benefit residents with mild to moderate dementia with research demonstrating they maintain quality of life as long as residents without dementia. Extra care has also been the source of some of the more innovative approaches to dementia care thereby releasing capacity in the residential care home stock for redevelopment as specialist dementia care centres for those in the advance stages of dementia and to provide step up and step down facilities.

### **Review of evidence**

The Housing Learning and Information Network (Housing LIN), a network promoting innovation and housing choices for older people have published numerous best practice reports including “*More Choice, Greater Voice*” (2008, updated 2013). Key drivers recommended include offering a real choice in accommodation and flexible options around care. They also highlight the benefits of extra care for couples with different levels of need and for people with cognitive impairment (e.g. dementia). It also highlighted the need for schemes to balance the level and mix of care needs, to ensure schemes do not become care homes by another name. Having a mix of needs is likely to ensure resident led social activity, a key element in reducing isolation and loneliness.

As well as being more cost effective for individuals Extra Care can also offers cost savings to local authorities as households maintain independence and do not require residential care. These cost savings are derived from provision of flexible care and procurement efficiencies (providing care on one site rather than multiple sites) amongst other factors. Research shows that each year a resident postpones moving into residential care, the State saves on average £28,080.

There is also evidence on the benefits of extra care to physical and mental health (although evidence/literature is mixed on some issues). Research does highlight that extra care is associated with a '*deceleration of diminution in functional ability*' and residents in extra care schemes are less likely to suffer from a fall. The literature also highlights the improvements in the health of informal carers (this may be through more formal care being available)

Nationally, approximately two thirds of extra care housing is lived in as a "home for life". The remaining third of residents eventually move to more care-intensive settings, such as specialist nursing care.

### **Sources of demand for extra care**

Whilst it is generally preferable for older people to remain in their own homes for as long as possible, circumstances arise where this is no longer a viable option. In some cases health may simply deteriorate to the point at which their conditions can no longer be effectively managed in a person's own home. Certain events such as death of a partner or death or ill health of a carer can also play a part. Falls often result in admission to hospital and individuals or their families may lose confidence in their ability to cope on their own.

Whatever the reason driving the change in an individual's circumstances and the subsequent need to reappraise where an older person may choose to live or be best cared for, extra care facilities will typically be looking to admit people from one of the following environments:

- ❖ Acute and community hospitals
- ❖ Individual's own homes
- ❖ Residential Care

#### *Admissions from acute and community hospitals*

It has been recognised that it is not appropriate for frail elderly people to be kept in a hospital bed for lengthy periods of time as it is both costly and is generally a negative experience for the individual concerned. Over recent years there has therefore been pressure to reduce the length of stay for all admissions wherever appropriate and possible. This clearly requires those discharged to be accommodated elsewhere. In

many circumstances older people will require a level of care and support that could not reasonably be provided within their own homes and some individuals are then admitted into care homes either as a step down provision, where the intention is that they will ultimately return home, or be admitted on a permanent basis.

In many circumstances individuals would have the capability to live independently and residential care is unlikely to be the best environment to help them to maintain their independence. The availability of additional accommodation provision such as extra care housing will enable people to return to the community and contribute to efforts to address the issue of delayed transfers.

#### *Admissions from home*

Demand will also come from individuals with an assessed need who are making a choice to move out of their existing home into an environment where support can be more readily and effectively provided. In such cases, the availability of extra care housing would assist in the prevention and managing future demand for services.

#### *Residential care*

The link between extra care and residential care should not be considered only in terms of commissioning extra care as an alternative to residential care, but may also enable some individuals to come out of residential care. This could improve levels of independence and be a more suitable option with better outcomes for the individual.

### **Local Context**

The Joint Cwm Taf Regional Commissioning Strategy for Older People approved by the Rhondda Cynon Taf's Cabinet in February 2016, following public consultation during 2015, identified key changes in service delivery in order to enhance the health, wellbeing and independence of older people and avoid admissions to institutional settings, such as residential care homes. The strategy identifies the need to develop more specialist housing as an alternative model of community based accommodation with care and support, such as extra care housing in order to maximise independence and choice.

In addition, the Council's Corporate Plan has identified as a priority for 2016/17 the need to continue to make sure health, social care services are personalised and integrated, with more people supported to live longer in their own homes. This includes the development of extra care housing as a 'home for life' and giving people security by providing increasing levels of personal care and housing support to help give the opportunity to lead more independent lives and prevent unnecessary admissions to residential as their needs become greater.

## Demographic changes

Demographic change information is not an exact science but over the next 10 years we estimate:

- ❖ our adult population to increase by 2.7%
- ❖ our population of people over 65 years to account for 20% of the total population
- ❖ our population of people over 65 years to grow by 30.4%
- ❖ our population of people over 80 years to grow by 71.3%
- ❖ our population of people over 65 years with dementia to grow by 53.7%
- ❖ our population of people over 80 years with dementia to grow by 61%

People are living longer and as a consequence we can expect them to live for longer periods without good health. More of older people are therefore living with one or more disability and with one of more health condition which will impact on their life and require managing, often with the support of social care and health care professionals.

By developing appropriate care and support through the delivery of carefully planned housing with modernised care and support solutions we can respond creatively to the impact of demographic change

### **Rhondda Cynon Taf's current accommodation profile for older people**

The vast majority of older people in Rhondda Cynon Taf live in mainstream housing (about 90% of people age 65 or over) and they are expected to continue to do so. The remaining 10% live in specialist accommodation; this can be divided into specialist housing such as sheltered housing and extra care housing and care homes.

#### Sheltered housing

There are currently approximately 1272 sheltered housing units in Rhondda Cynon Taf and it is largely accessed through a traditional housing pathway and is not a resource that is directly utilised by adult social care.

There was significant emphasis on the provision of sheltered housing in the 1980's and 1990's, which was regarded as providing safe and secure care for elderly people. The advantages cited for sheltered accommodation for older people are benefits in terms of security, maintenance and the ability of older people to maintain their independence whilst being access a level of support (e.g. warden or other neighbours) if required. However, traditional sheltered accommodation is not necessarily a long term solution for all older people.

Whilst sheltered housing provides the opportunity to live independently for longer, a reluctance to move to sheltered accommodation by many older people means that there is currently a mismatch between supply and demand, with more sheltered housing than required currently available in the County Borough.

Older people often do need to move from their own home, but rather than entering sheltered housing as a proactive choice in the earlier stages of 'later life', local evidence suggests that people stay in their own home until the point at which it becomes no longer safe or possible for them to do so and then directly enter a care home.

### Extra care housing

Extra care housing is relatively new to Rhondda Cynon Taf with the first scheme of 40 units opening in Autumn 2016. Extra care allows non-institutional living, whereby residents can live independently, with a full and active social life, whilst facilitating on-site care and support where needed. A strategic emphasis is being placed on extra care living as an economically effective housing option that can effectively support independent living for older people.

In line with current policy Rhondda Cynon Taf aims to continue to significantly increase the take up of community based options as alternatives to traditional care through the development of extra care housing. However, it is recognised that in preventing the need for higher level of support through prevention and early intervention, the need for specialist residential/nursing care may increase.

A pattern emerging in many areas is for residential care to move towards a higher dependency model including specialist dementia care. This needs to happen in Rhondda Cynon Taf.

A nationally established toolkit for estimating the future need of extra care housing for the population of an area has been devised by the Institute of Public Care. Using this toolkit, it is estimated that by 2026, based on Welsh Government population projections, Rhondda Cynon Taf will need 300 units of specialist housing. Based upon the present supply, in 2026 there will be a shortfall of around 260 units as summarised in the table below.

Area	Projected extra care housing demand by 2026	Current supply (2016) (including schemes under development)	Shortfall in extra care housing required by 2026
Rhondda		-	
Cynon		-	
Taf		40 (Ty Heulog)	
<b>RCT Totals</b>	<b>300</b>	<b>40</b>	<b>260</b>

This amount of extra care housing provision in Rhondda Cynon Taf can take differing forms and would offer better housing for older people with an assessed care and support which they would be able to live in for longer.

## Residential and Nursing Care

Within Rhondda Cynon Taf there are 37 care homes. 25 of these homes are privately owned and provide either residential and/or nursing care. 11 of the homes are owned by the local authority and provide residential care. In addition, some of this provision is housed in buildings that are now showing the limitations of their design, even when the fabric is in good condition and whilst dedicated staff adds enormous value to the lives of those who live in our homes, the accommodation is inherently institutional.

As at October 7<sup>th</sup> 2016, 94% of nursing and residential spaces, including EMI (*elderly mentally infirm*) spaces were occupied. The number of social care funded care home placements has reduced in recent years, despite the older population increasing. This reflects the increase of older people choosing to remain independent in their own homes for as long as possible

It's recognised that in preventing the need for higher level support for longer through preventative support, the need for specialist nursing care may increase. It is however anticipated that access to nursing care could now be at a later stage in life, with the shift due to the collaboration of preventative services that promote independence and prolonged health and wellbeing.

**The table below demonstrates the total number of units / beds available within these settings:**

	<b>Number of Individual Places (units)</b>
<b>Local Authority owned Residential Homes</b>	<b>372</b>
<b>Privately owned Residential and/or Nursing Homes</b>	<b>1125</b>

## 4. Financial analysis of costs of care

Extra care housing not only enables older people to live in a more independent setting than residential care, but is also a more cost effective option for local authorities. Any shift away from a model based solely around residential care, towards extra care accommodation has associated revenue and capital consequences. In this section, an assessment of the likely financial consequences is made, based around a number of assumptions relating to the model of care.

This strategy does, however, depend on developing a sufficient number of extra care housing schemes so that older people can be diverted from residential care. Capital funding therefore needs to be identified for the extra care housing programme, through partnership working between the Council, housing development partners, Health and the Welsh Government.

### Residential care costs analysis

The total current spend on residential care is deemed to be the most relevant cost when identifying the extent to which costs may potentially shift from traditional settings towards extra care. The gross cost of this is £31.1M, the net cost after accounting for income received is £17.5M per year as illustrated in the table below.

	<b>Gross costs £'M</b>	<b>Income £'M</b>	<b>Net costs £'M</b>
Residential Care	21.9	9.2	12.7
Nursing Care	9.2	4.4	4.8
<b>Total</b>	<b>31.1</b>	<b>13.6</b>	<b>17.5</b>

The estimated net cost of an individual residential care placement is between approximately £279 per week for the external sector and £345 for in house care provision. In addition individuals living in extra care housing are left with considerably more disposable income.

### Extra care provision financial analysis

For the purposes of this analysis, it is assumed that service provision will be towards the more intensive end of the spectrum in the requirement for personal care. The reason for this is that the additional extra care provision required within Rhondda Cynon Taf assumes that it would be taken up by a reduction in the potential over reliance on traditional care settings. Those individuals are likely to have a reasonably high requirement for personal care than those currently in their own homes and reliant on a domiciliary care service. The consequential estimated net weekly expenditure on extra care provision (in terms of hours of care and support provision in an extra care

setting) is approximately £145 per week, assuming an average input of 13 hours per week.

A summary of the estimated net savings arising from any shift to extra care from residential is shown below:

	<b>External</b>	<b>In house</b>
Estimated net savings from residential care per resident per week	279	345
Net additional costs for extra care per resident per week	145	145
<b>Net revenue savings per resident per week</b>	<b>134</b>	<b>200</b>

On average this means that for every residential care placement purchased the council could potentially purchase two extra care placements.

### **Capital construction costs**

Construction costs for an extra care housing scheme can vary considerably depending on the scale of the scheme, the proportion of one and two bed flats and the level of communal facilities provided.

The table below provides an indication of the construction costs at 2016 prices (excluding land value) for an extra care housing scheme with an additional 25% for communal facilities

<b>% of 2 bed units</b>	<b>30 beds</b>	<b>40 beds</b>	<b>50 beds</b>	<b>60 beds</b>
<b>25</b>	£4,675,453	£5,733,938	£7,167,422	£8,600,906
<b>50</b>	£4,823,531	£5,931,375	£7,414,219	£8,897,063
<b>75</b>	£4,971,609	£6,128,813	£7,661,016	£9,193,219
<b>100</b>	£5,119,688	£6,326,250	£7,907,813	£9,489,375

The core capital finance for most extra care housing schemes (including Ty Heulog), delivered by registered housing providers, has in the main been through a combination of Social Housing Grant and private finance in the form of a mortgage arranged by the housing provider. However, Social Housing Grant to subsidise the capital costs of future extra care housing has been significantly reduced and therefore alternative financing options will need to be explored to take forward an extra care housing development programme for Rhondda Cynon Taf.

Housing Providers have indicated that without Social Housing Grant a capital contribution from the Local Authority (or another investor) would be required to subsidise the development of extra care housing based on existing capital financing

models. It is estimated that to build a 40 bed extra care housing scheme, with similar specification to Ty Heulog, would cost £6.5 million and require a subsidy contribution of up to £2.3 million.

Extrapolating these costs across the identified potential shortfall of 300 extra care housing units gives an anticipated overall capital investment requirement of £71 million; including a possible subsidy contribution from the Local Authority (or another investor) of £23.5 million. It is prudent to note that while savings could be delivered through investment in extra care, the capital investment must be made in advance of savings being realised.

Overall, there is a compelling case for investment in extra care by Rhondda Cynon Taf but it is recognised that this represents a risk and requires the raising of significant capital ahead of the realisation of any savings. The investment case therefore requires robust testing and further discussion to establish the quantum of investment, the mechanism for investment, the required and expected return on that investment. It is therefore the intention to adopt an approach which is flexible and able to respond to differing and changing funding and support requirements, enabling Rhondda Cynon Taf to increase or reduce its exposure according to what can be achieved with other partners.

Only through collaboration and with a sharing of effort, resources, investment and risk between Rhondda Cynon Taf, Housing providers and Health is this change likely to be effected.

## 5. Commissioning context

The previous sections of this Strategy identify a growing need for extra care provision to help manage demand for social care and health services, to improve outcomes and to ensure that those quality outcomes can be delivered cost effectively.

Rhondda Cynon Taf simply cannot afford to continue to provide services in the way that it has historically and in terms of outcomes for our older people, we should not aspire to. The historic models of care provision and associated accommodation are becoming out of date and not fit for purpose. Much of the housing stock does not meet the needs of many older people and investment is required to transform the way in which we provide for those individuals. Investing in extra care facilities will help deliver better outcomes and will be a more cost effective solution for the Council and partners in the medium and longer term.

The new pattern of accommodation for older people in Rhondda Cynon Taf needs to take account of a range of factors that will influence both the need for accommodation but also what will be acceptable to older people in the future. These include:

- ❖ The majority of older people will live until the very end of their lives in general housing and may need adaptations and other forms of help and advice to cope with their homes.
- ❖ Much specialised accommodation is in sheltered housing, some of which is now quite old, lacks the space standards and facilities that are now accepted as normal.
- ❖ The average age of those living in such accommodation has moved upwards very rapidly in the last two decades, bringing higher levels of need for support than the design of these buildings readily allows.
- ❖ New models of enhanced and extra care housing have emerged, offering not only the possibility of supporting higher levels of dependency but also an environment for a lively and active old age
- ❖ Local authority residential care provision is housed in buildings that are now showing the limitations of their design concepts, even when the fabric is in good condition.
- ❖ Whilst dedicated staff adds enormous value to the lives of those who live in our homes the pattern is inherently institutional.
- ❖ In the private sector the provision of traditional residential care is financially precarious and many providers continue to leave the market.

- ❖ Whilst the nursing home sector continues to provide a context for the care of the more physically dependent and mentally confused older people the steadily rising cost makes it imperative that other solutions are explored.
- ❖ The significant growth of the oldest section of the older population brings with it marked increases in the number of those with dementia and other forms of cognitive impairment. For them there is a desire to provide something more than the alternative of being cared for at home or going straight into a nursing home.
- ❖ Whilst the support of older people with such conditions in sheltered housing is sometimes difficult there are housing based models, often involving the use of new technology to manage risk, where a good quality of life can be achieved

### **Models of extra care**

Through this Strategy, all extra care housing schemes in Rhondda Cynon Taf will provide independent living apartments for older people, with 24 hour care and support provided by an on-site team, and with a range of communal facilities available to support both residents and the wider community. Extra care is designed to offer a genuine choice/alternative. The service will primarily be available to individuals aged 50 and over with an identified need for care support, regardless of the nature of their disabilities.

The optimum size for an extra care housing scheme is around 40 - 60 apartments in order to achieve economies of scale without detracting from the quality of life enjoyed by residents and to avoid schemes feeling 'institutional' in nature. Schemes can either be newly purpose built, or can be re-modelled from existing sheltered housing schemes and residential care homes where feasible and viable.

Extra care housing schemes across Rhondda Cynon Taf will provide a mix of one and two bed apartments; the exact number will be negotiated for each scheme but ideally Rhondda Cynon Taf would like to achieve around 50% of each. There are some key decisions to be made about all possible variety of models of extra care housing, while accepting there will be a variety of scale and type of provision.

A mixed tenure approach is essential to develop a programme of extra care schemes across the county borough. Providing flats or properties for owner occupation or shared ownership will help to meet the needs of the large and increasing numbers of elderly owner occupiers and particularly those needs of less well-off older home owners – including those living in poor conditions or low value properties and who are unable to buy outright.

It is estimated that at the point of retirement 80% of people are owner occupiers although the spread across Wales varies. This is expected to continue to rise. The market for extra care must therefore encompass home owners, especially those that wish to downsize. Future extra care developments will take this into consideration and undertake an analysis of demand for mixed tenure type schemes.

There are a number of specific requirements in relation to meeting particular needs for future developments of extra care in Rhondda Cynon Taf and these are:

<b>Intermediate Care / Reablement</b>	Developing an intermediate care component to extra care housing is a further development of maximising its health and social care potential. Individual flats/groups of flats in extra care housing can be used as short stay provision both to prevent hospital admission and to facilitate successful discharge to a housing rather than long term care setting in the community.
<b>Dementia</b>	Support to people with early onset / moderate levels of dementia from day one and support to severe dementia sufferers as their needs increase in the longer term. This also includes specific units for high end dementia
<b>Assistive Technology</b>	Make best use of assistive technology in managing the scheme and delivering care and support services to residents.
<b>Day care</b>	We may wish to commission day activities, respite care and intermediate care within an extra care scheme, but this would be determined on a site by site basis.
<b>Step-down</b>	We may also wish to consider to the provision of a step-down service to facilitate hospital discharge and community based rehabilitation.

### Hubs to support integrated locality working

Extra Care schemes offer an opportunity within localities for health, social care and voluntary partners to hold surgeries, provide drop-ins, activities and out-reach to the vulnerable people living in the scheme and in the local community. With planned provision of schemes within each locality they could act as a physical base for some of the health social care and third sector partnership work planned within whole systems locality working.

### Close Care Schemes

It may be that some communities could not sustain the need for a 40 - 60 bed extra care scheme, should this be the case, we would look at the feasibility of developing a cluster of 8 -10 apartments of 'close care' accommodation in close proximity to existing Residential Care Homes. Close Care involves the provision of accommodation specifically designed for older people on, or nearby, a Residential Care Home site. The capacity of the Home would be enhanced to provide the care and support services necessary to meet the assessed needs of those living in the apartments. This model does present some challenges, as there will need to be land available in close proximity to Residential Care Homes, and Homes will need to be in locations where close care is most required. Close Care can also be developed to meet the needs of younger individuals with complex care and support needs.

## Care and support

All extra care housing schemes must provide waking night care, a safe, secure environment together with person centred support and care, through a range of integrated facilities. It is envisaged that schemes will act as a hub for the wider community, using the communal facilities but also providing both formal and informal support. They will at the same time be sensitive to the needs of those living in the schemes

Each new development will aim to have a balanced population with regard to support and care requirements, to ensure that a vibrant, varied community can be developed. The intake, therefore, will be based on a '20, 40, 40% principle' as indicated below:

**Low (20%)** - People who have low (up to 5 care hours per week) need for care provision and might otherwise be suitable for current sheltered housing type provision, but may have need for low home care provision to achieve the outcome of independence.

**Medium (40%)** - People who have a need for moderate support service provision (5-10 care hours per week) where there is regular need for a level of care and support to achieve the outcome of independence.

**High (40%)** - People who require a high level of support service (10 plus care hours per week) where there is a need for an intensive level of care and support to achieve the outcome of independence, and might, in the past, have been admitted to residential care.

The care and support services will be commissioned separately from the development of the extra care housing scheme. It will be possible for a landlord to provide both the scheme manager service as well as the care and support services, where it wins the care and support tender.

## 6. Next steps

### Taking the Strategy Forward

The implementation this Strategy will need to involve a number of partners that can draw in resources from a number of sources. The selection of partners will involve a procurement process whereby partners can be selected on the basis of their track record, ability to deliver, access to capital finance and costs relating to management and maintenance.

In addition to the procurement for preferred partners there will also be a need to negotiate arrangements with existing providers for the redevelopment of sheltered housing sites or the remodelling of sheltered housing schemes into extra care housing, where appropriate. The whole development process will to be managed by the existing Strategic Accommodation Group that would co-ordinate the partners, support the bids Welsh Government (if applicable), oversee the commissioning programme and take overall responsibility for leading on key actions to take forward the Strategy. Key actions will include:

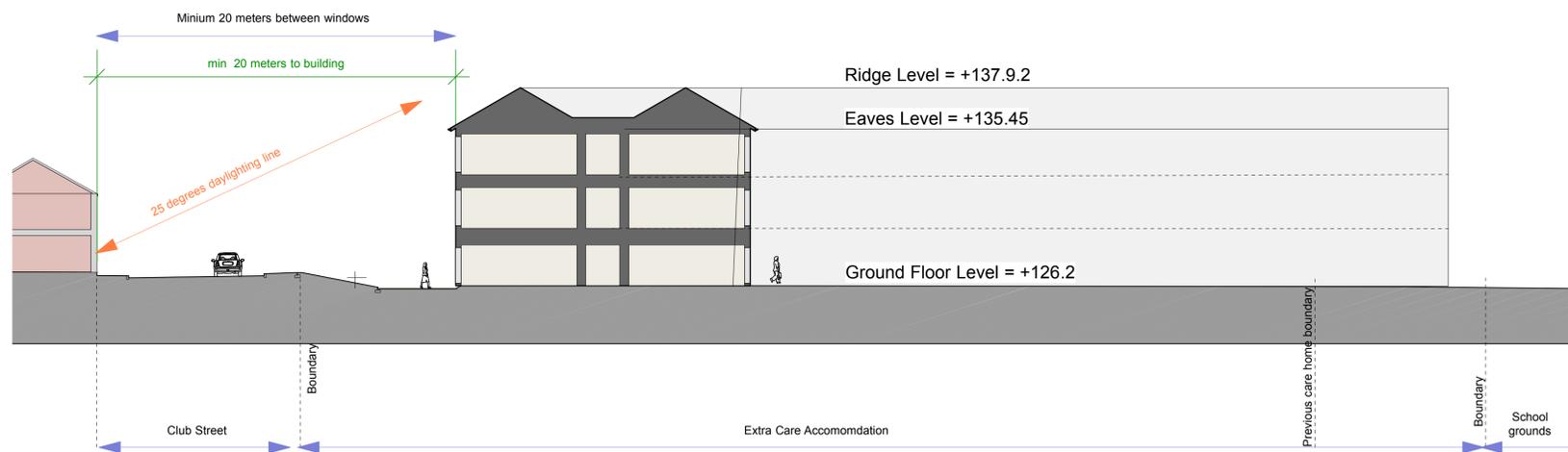
- ❖ Procurement of strategic development partner(s) to support the delivery of the Strategy
- ❖ Produce an extra care overarching commissioning plan and individual scheme business cases with will consider:
  - Opportunities for joint working
  - Potential sites
  - Proportion one and two bedroom units
  - Tenure mix
  - Financing options to underpin the investment of resources such as land, capital grant, loans and revenue support
- ❖ Ensure positive consultation and engagement of older people, local community organisations, residents and all other key stakeholders in planning and developing extra care housing schemes
- ❖ Produce a marketing strategy and tools for informing the public, carers and staff in all agencies
- ❖ Agree a methodology for assuring the quality of services and the cost effectiveness of the programme
- ❖ Agree monitoring requirements in relation to the outcomes produced and managing the performance of the services.



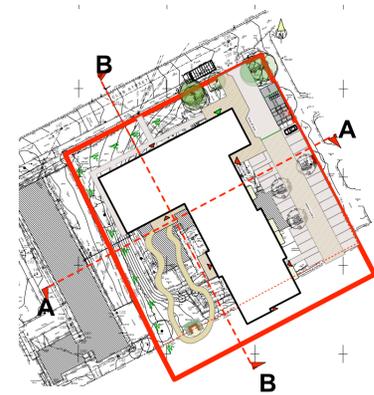
Street Elevation / Site section from Club Street



Section AA



Section BB



Section locations



Massing view from South



View of main entrance



Massing from West



Massing from East

**NOTES**

This drawing is the copyright of Quattro Design Architects Ltd and should not be reproduced in whole or in part without written permission. Only figured dimensions to be used for construction. Check all dimensions on site. Any discrepancies are to be reported to the Architect as soon as possible.

[www.quattrodesign.co.uk](http://www.quattrodesign.co.uk)

**REVISIONS**

-17.05.2017 JH- Drawing Created

**PROJECT**

Aberdare Extra Care

**SCALE** 1:200@A1

**CLIENT**

Linc Cymru & RCT

**DATE** May 2017

**DRAWING TITLE**

Site sections and Street Elevation

**DRAWING NO.**

5539/P/0600

**REV**

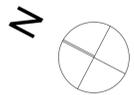
-

Imperial Chambers, Longsmith Street  
Gloucester GL1 2HT T: (01452) 424234





**KEY**



-  1 bed flat (36no.)
-  2 bed flat (4no.)
-  Communal rooms
-  Staff
-  Storage/cleaners space
-  Circulation
-  Plant

**NOTES**

This drawing is the copyright of Quattro Design Architects Ltd and should not be reproduced in whole or in part without written permission. Only figured dimensions to be used for construction. Check all dimensions on site. Any discrepancies are to be reported to the Architect as soon as possible.

**REVISIONS**

REV: DATE - DRAWN - CHECKED: NOTES  
 -: 25.07.2017. CS - AT: Drawing created.

**PROJECTS**

Aberdare Extra Care

**CLIENT**

Linc Cymru & RCT

**DRAWING TITLE**

Ground Floor Plan

**DRAWING NO.**

5539-F-0200

**REV**

-



**KEY**

- 1 bed flat (36no.)
- 2 bed flat (4no.)
- Communal rooms
- Staff
- Storage/cleaners space
- Circulation
- Plant

**NOTES**

This drawing is the copyright of Quattro Design Architects Ltd and should not be reproduced in whole or in part without written permission. Only figured dimensions to be used for construction. Check all dimensions on site. Any discrepancies are to be reported to the Architect as soon as possible.

**REVISIONS**

REV: DATE - DRAWN - CHECKED: NOTES  
 -: 25.07.2017. CS - AT: Drawing created.

**PROJECTS**

Aberdare Extra Care

**CLIENT**

Linc Cymru & RCT

**DRAWING TITLE**

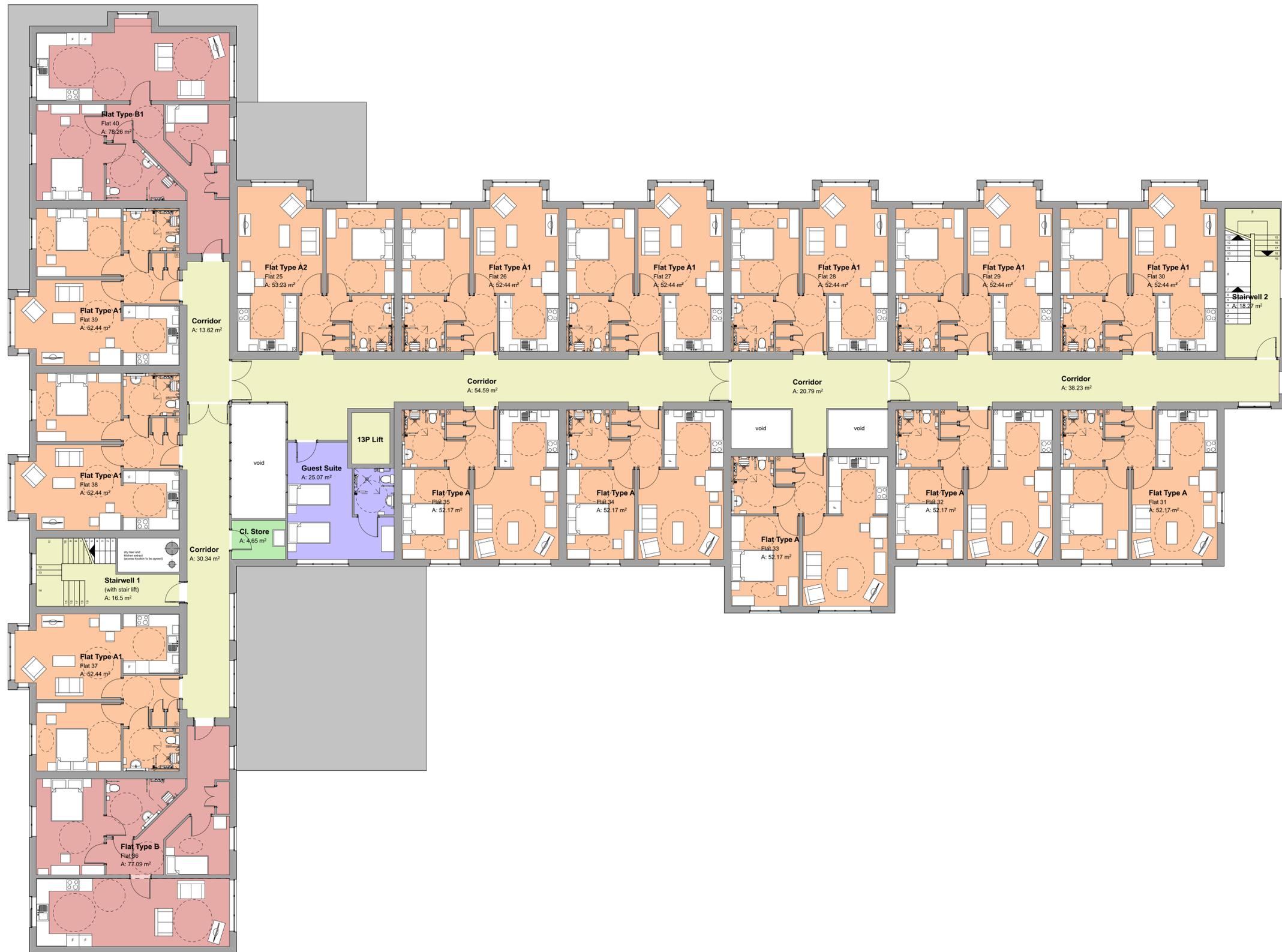
First Floor Plan

**DRAWING NO.**

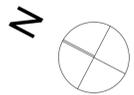
5539-F-0201

**REV**

-



**KEY**



-  1 bed flat (36no.)
-  2 bed flat (4no.)
-  Communal rooms
-  Staff
-  Storage/cleaners space
-  Circulation
-  Plant

**NOTES**

This drawing is the copyright of Quattro Design Architects Ltd and should not be reproduced in whole or in part without written permission. Only figured dimensions to be used for construction. Check all dimensions on site. Any discrepancies are to be reported to the Architect as soon as possible.

**REVISIONS**

REV: DATE - DRAWN - CHECKED: NOTES  
 -: 25.07.2017. CS - AT: Drawing created.

**PROJECTS**

Aberdare Extra Care

**CLIENT**

Linc Cymru & RCT

**DRAWING TITLE**

Second Floor Plan

**DRAWING NO.**

5539-F-0202

**REV**

-