

A strategic review of housing
for people with a learning disability in
the Royal Borough of Greenwich
2017-2022

A report by Golden Lane Housing for
the Royal Borough of Greenwich



Golden Lane Housing (GLH) was commissioned by the Royal Borough of Greenwich to undertake a strategic review of housing for people with a learning disability in the Borough.

Specifically, this included:

1. Assessing the suitability of some of the stock used by current service users within the Borough
2. Looking at the present and anticipated future demand for housing
3. Make a series of recommendations on how provision could be improved. This would include suggestions on policy and strategy as well as on specific themes and issues

The housing provision selected comprised those properties occupied by the Council's 2 largest care providers – mcch and the in-house care and support provider Greenwich Living Options (GLO). Around 100 people occupy these properties.

As part of this work, GLH commissioned Cordis Bright, an independent specialist research and consultancy organisation, to assist them with many aspects of the review and to conduct research into future needs for accommodation and support in the Royal Borough of Greenwich. We would like to take this opportunity to thank Cordis Bright for the expertise and value they have provided to this document.

This report will subsequently be considered by the Council who will review its recommendations and set out its own, written response.

Once this has been completed and a set of deliverables agreed, Golden Lane Housing has been further commissioned to shape and deliver a comprehensive programme of work to support this, and do so in co-production with all relevant stakeholders.

This review was undertaken in consultation with the people who use these services; as well as their families/carers and other relevant stakeholders such as voluntary organisations, landlords, care providers and other partners including the local CCG. The views and ambitions of these people and organisations are central to the aspirations set out in this document and we express our gratitude to them all for their positive and productive engagement with us.

We are sure that what will follow from this document presents a real opportunity for us all to work in real partnership for the greater good of those who need and will use these services both now and in future and can deliver real change and value to them all.

Alastair Graham – Director, Golden Lane Housing

John Verge - Head of development, GLH

Mark McGoogan – Consultant, GLH

Craig Derry – Consultant, GLH

2 Summary



Across the country great progress has been made in housing for people with a learning disability and people today are much more likely to live in their own communities as opposed to remote institutions. At times it may appear that real equality for people with a learning disability is still some distance away but every step forward is a step closer and this review seeks to ensure that the Royal Borough of Greenwich is at the forefront in achieving this.

Included in the Royal Borough of Greenwich's vision for people with a learning disability is that they should access the same life chances and quality of life as everyone else; and that they are able to choose where and how they live.

Good progress has been made in the Royal Borough of Greenwich but as with other authorities there is still more work to do.

Presently, too many people have to leave the area to secure the housing that meets their needs and some of the current accommodation in the borough is not suitable for the needs of those living there.

In addition, there will be many more people with a learning disability in the borough in future and with generally more complex needs than at present seeking additional housing at a time of continuing pressure on Council resources. To do nothing is not an option and this review is but one piece of the transformation programme currently underway to meet these challenges.

Nonetheless, there are many reasons to be positive about the future. Most importantly, the whole Council recognises the need for action and has agreed to adopt and implement this review as part of a wider programme aimed at improving services to – and opportunities for – people with a learning disability.

Both the Royal Borough of Greenwich and Golden Lane Housing share an underlying commitment to ensuring equal rights and opportunities to all citizens and our shared vision is that by the end of the period covered by this review, people with a learning disability in the borough will have equality of access to suitable housing.



2.1 Learning disability housing review

The purpose of this review is to guide the Council's activities and the decisions it inevitably has to make on deciding priorities. Although this should form the basis of a housing strategy for people with a learning disability and is commissioned by the Council's department of adult and older people's services, it needs to be adopted by the whole Council. There are implications for all parts of the Council including housing, children's services, finance and planning and this document is also intended to inform the Council's full housing strategy which we expect to be available for consultation later this year.

Golden Lane Housing was advised that these services were the subject of a previous attempt to construct a strategy for housing people with a learning disability which recommended the closure of a large number of services. This was viewed very negatively by some service users and family members who felt that they had not been consulted in the process and disagreed with the proposed changes. That previous strategy was not completed and not adopted by the Council and this document fulfils the Council's commitment to developing one in full co-production with all stakeholders in the borough.

2.2 More people with a learning disability

A key finding of the review is that there will be an increase in the number of people with a learning disability who we anticipate will need accommodation and support.

This is driven by two factors; an increase in younger people with a learning disability, many more of whom have an autism diagnosis, and an increase in the number of older people with a learning disability living longer and healthier lives.

The combined effect over a five year period is a significant increase of circa 120 to 140 people needing accommodation and support solutions.

2.3 Invest, upgrade and expand the accommodation provision

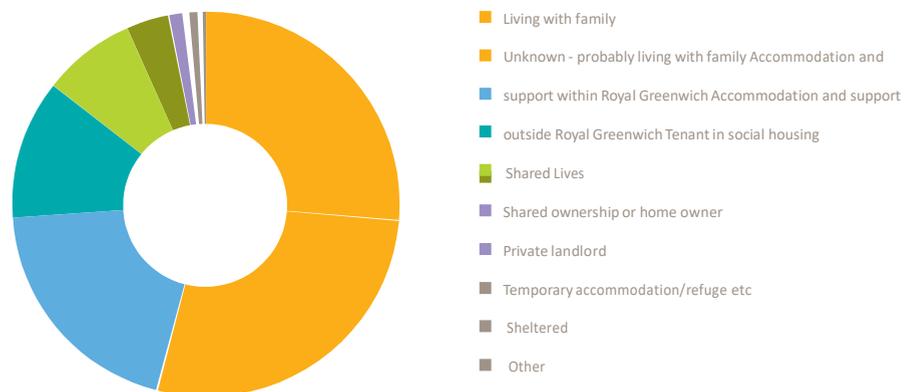
There is therefore a need to keep, invest and upgrade the majority of the current accommodation. Based on our series of visits Golden Lane Housing do not think the wholesale closure of services is warranted. Properties are mostly very well located and have a high proportion of ground floor and accessible accommodation.

There are a very small number which Golden Lane Housing believe are no longer suitable for adults with a learning disability. The vast majority of existing properties Golden Lane Housing visited are suitable for future needs but require investment. There are some examples of properties which are fit for purpose and others which need significant remodelling.

2.4 The importance of location

Any housing review for people with a learning disability must also take into account the broad range of support people with a learning disability might need and how that support is provided. If people feel safe, are close to places and people they know they are more likely to be part of their communities and prosper. Living away from familiar places and people will probably have the opposite effect and require more paid staff support to replace or rebuild informal and family networks. Location is a key factor for families we met.

Chart 1: living situation of people with a learning disability known to adult social care



2.5 Support for families caring for their loved ones at home

In common with the rest of the country most people with a learning disability in the Royal Borough of Greenwich live and are supported by their families. Although the data is incomplete our interpretation is that just over half of all adults with a learning disability live at home with family carers, see chart 1.

In this document we highlight the need for a housing response for families who wish to continue to care for their loved ones at home but who feel their ability to carry on caring is hampered by their housing situation. We have proposed a number of solutions to support those who wish to care for them longer including a new tenancy model which would provide suitable housing via a different type of tenancy agreement.

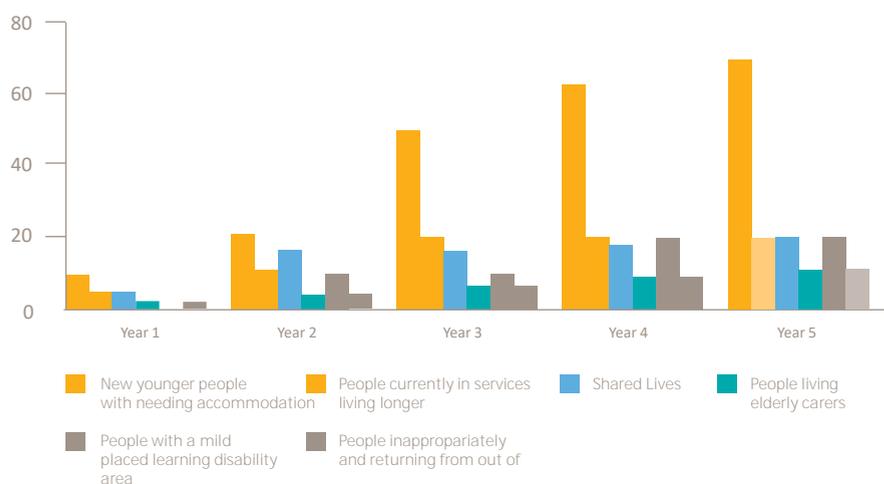
2.6 Information and advice

Whilst the majority of families want to continue to live with and support their loved ones with a learning disability in the family home they do want to know more about what the future housing with support options might look like. Families are often able to cope better if they have reassurance about the future and what it might mean for their loved one. Another key factor for families was information about housing and support so they can think about the future and plan for it.

2.7 More accommodation for younger people with a learning disability

For those people who no longer live with their families, there has been a limited choice of housing in the Royal Borough for people with a learning disability. Over the last 10 years 70 people have moved to services outside the borough. More than half of those 70 people were under 30 years of age when they moved. Currently, Royal Greenwich has 106 people with a learning disability living in other areas. This demonstrates a need to develop more suitable accommodation in the borough.

Chart 2: the future housing need



2.8 New specialist sheltered accommodation for older people with a learning disability

Within the borough there is a significant number of older people with a learning disability. For many of them it would be preferable to offer them age-appropriate accommodation, such as sheltered accommodation. This would reflect the options that older people in mainstream housing have. When people do choose to move into age-appropriate housing it will create capacity in services for younger people – another area of significant demand (see chart 2). New specialist sheltered elderly accommodation should be developed for older people with a learning disability.

2.9 Financial challenges

Delivering housing in any London borough is a challenge. Nonetheless, it is a challenge which Golden Lane Housing believes the Council is ready to meet as it has been able to deliver good quality – albeit small scale – housing for people with a learning disability very recently.

Perhaps the greater challenge is to meet the cost of providing support for the increased numbers of people in the future accommodation. Golden Lane Housing has estimated the impact of the increased needs on the social care budget and made observations about the steps which can be taken to mitigate the impact on the Royal Borough of Greenwich. The future funding of social care is a national challenge and we believe many of the long term solutions are a matter for national policy and law makers.

2.10 Working with people and their families going forward

In order to co-produce a housing review we listened to many individuals, families and stakeholders involved in housing and support for people with a learning disability in the Royal Borough of Greenwich. We are grateful to all of those who took the time to speak with us and our partners Cordis Bright. We are particularly grateful to those individuals, families, schools and representative voluntary organisations that made time to come to the events and complete the surveys.

A co-production approach with individuals and families does not end with the publication of this document. On the contrary, work to understand people's needs has only just started. The process envisaged for the next phase of this programme is to work with service users and families in their individual circumstances; to understand at an individual level what their housing needs are both now and in the future. Co-production will be a fundamental principle of our design process, as well as ensuring that we maximise the opportunities for supporting people to contribute to – and feel part of – their communities and have improved access to work opportunities wherever possible. We would also like to record our thanks for the support received from colleagues in the Royal Borough of Greenwich and also to our partners in this endeavour Cordis Bright.

2.11 Recommendations and next steps

We make 18 recommendations in total describing the actions we feel are necessary to implement this review. We have begun the process of prioritising those actions in order to prepare an implementation plan to deliver any agreed recommendations.

It is anticipated that the programme will take five years to deliver to 2022. The implementation plan will also need to be agreed with the Royal Borough of Greenwich's other partners whose involvement is essential to deliver the plan such as Greenwich Clinical Commissioning Group (CCG hereafter) and NHS Estates.



Sara's story

Family liaison officer Sara Johnson works at Charlton Park Academy, an academy for students with special educational needs. On a regular basis, Sara is approached by families and carers wanting to find out about housing to meet the student's needs.

"We provide good practical advice about social care and healthcare, the missing link is housing," explains Sara Johnson. "We don't know who to contact to get advice or information about housing to meet student's needs.

"Families and carers are often tired and stressed, desperately wanting our help and advice. It's frustrating that we can't support them to make a referral for housing or provide any information. There's no-one specific we can speak to in the Council's housing department.

"As part of our work we hold Team Around Children meetings with multi agencies to discuss concerns about a student, but there's never a representative from housing. This is a perfect opportunity for them to get involved. Each student has different needs - it's important the housing providers have a good understanding of what this means - only by having the right home and environment will it have a positive impact.

"On occasions, parents have asked for our support in applying for aids and adaptations to help a student in their home. It has been fantastic working with them, and it's a very smooth process. We're also asked by families and carers to contact their housing providers as they have been unsuccessful, and we either don't get a response or there's a lack of communication relating to progress.

"In an ideal world, housing would be linked up to the multi-agencies and there's a central point to get good advice and information to support our students and their families and carers."



3 Vision and underlying principles

3.1 Vision

The Royal Borough of Greenwich's vision is that people with a learning disability should access the same opportunities in life as everyone else – with support if necessary.

People with a learning disability are:

- able to choose where and how they live
- supported to access education, employment and training opportunities or other meaningful activities
- socially integrated and are supported to maintain their relationships with families and friends
- able to enjoy the same rights as citizens as everybody else

3.2 Underlying principles of the our approach

Our brief from the Royal Borough of Greenwich was to co-produce a housing review with help from people with a learning disability and their families; and housing and support should be provided in the most cost effective way with an emphasis on service quality. The subsequent strategy is to be produced and implemented over five years until 2022.

Working with our partners in this project, Cordis Bright, we spoke to and met with a large number of people in the Royal Borough of Greenwich about the current and future housing needs of people with a learning disability; especially about what was important to the people themselves.

Cordis Bright also reviewed the latest national guidance about good practice in housing for people with a learning disability and analysed local and national data about people with a learning disability. Their report is included in full as the second part of this report.

This report (and its subsequent implementation) has therefore been prepared in line with what people in the Royal Borough of Greenwich told us was important to them, the Royal Borough of Greenwich's vision and national good practice principles.

Good practice principles

Choice

Properties and support services which offer a high level of choice. People have a choice about who they live with and where they live.

Location

The location should be chosen to enable integration with the community, and should be close to family and friends.

Housing and support services

A broad range of accommodation and support services which encompass a spectrum of options and which support the needs of a broad range of people, including a range of ages and all equality groups.

Tenancy

Everyone should either be offered their own tenancy in settled accommodation or own their own home. This can be in small scale supported living schemes or other bespoke housing options. (Building The Right Home – NHS England - December 2016).

Properties

Accommodation should look and feel like a home.

Wellbeing

People should be happy and safe.

Strategy and delivery

The Royal Borough of Greenwich have asked Golden Lane Housing to produce a report and subsequently to support its implementation:

- in partnership with people with a learning disability and their families in the borough
- ensuring housing and support services are provided in the most cost effective way with an emphasis on service quality
- minimising the number of people placed outside the borough supporting the development of additional local capacity

‘A whole person approach should be taken and all people considered.’

Comment from the survey results in part 3

‘Fair treatment and opportunity should be sought for all those with a learning disability.’

Comment from the survey results in part 3

‘There needs to be a focus not only on a need for people to move because of elderly or frail parents, but also on what is a natural aspiration for a young person.’

Comment from the survey results in part 3



4.1 Golden Lane Housing's brief and scope of report

The Royal Borough of Greenwich aspires to full co-production in adult social care. Following a procurement process in the summer of 2016 Golden Lane Housing were appointed to help prepare a learning disability housing strategy for the Royal Borough of Greenwich. GLH's brief is to ensure that service users and their families/carers are engaged in all aspects of developing the review that will underpin the strategy and in the design and location of any subsequent new properties where that is necessary. Once the recommendations are agreed the project will proceed at a pace that people are comfortable with.

GLH requires this review to address two key challenges faced by the Royal Borough of Greenwich in the provision of accommodation based services for people with a learning disability. Firstly, some of the existing stock in which the Royal Borough of Greenwich accommodates people is not suitable to meet the needs of current service users.

Secondly there is a lack of capacity to accommodate people in the borough. Almost half of service users that require accommodation based care and support are currently accommodated outside the

the borough. The brief goes on to note that the average unit cost of the Royal Borough of Greenwich's in-house support provider GLO in their block contract is £81,000 per person per annum. It is the directorate's belief that good quality accommodation-based care and support can be delivered more efficiently. GLH's brief requires that the review is to be delivered within a cost neutral budget.

A full copy of GLH's brief is provided in part 3 as appendix 3.

4.2 Golden Lane Housing and collaboration with Cordis Bright

GLH is a specialist housing charity that was established by Royal Mencap Society to increase the housing options for people with a learning disability in 1998. It operates nationally and is able to bring direct experience of providing a range of housing and funding solutions from registered care, individual and group supported housing, through to family investment/ownership and inheritance planning. Part of GLH's work is to share its knowledge and expertise with other voluntary organisations, local and central government to achieve their housing objectives for people with a learning disability.

GLH commissioned Cordis Bright, an independent specialist research and consultancy organisation, to assist GLH to conduct research to inform the development of a learning disability accommodation strategy for the Royal Borough of Greenwich. Cordis Bright provides consultancy, advice and research aimed at improving public services.

Our work together started in October 2016. We began by listening to and understanding the needs of people with a learning disability, their families and carers. We also sought the views of a wide range of other stakeholders including voluntary organisations, Council employees and providers of housing and support operating in the borough. GLH have visited many of the properties in the borough which currently provide accommodation and support for people with a learning disability. More recently we have been working with and understanding the needs of other departments in the Royal Borough of Greenwich.

4.3 Research and evidence

Cordis Bright have undertaken a programme of work supported by GLH to provide research and evidence to support this review as follows:

- Researching and collating the views of key stakeholders including people with a learning disability and their families
- Identify current policy and good practice in meeting the housing needs of adults with a learning disability
- Evaluate the current and future demand for housing services for adults with a learning disability in the Royal Borough of Greenwich
- Review the current provision of housing services for adults with a learning disability in the Royal Borough of Greenwich
- Identify potential changes in the future provision of housing services for adults with a learning disability

The approach used to conduct the research consisted of:

- A rapid evidence and policy review to identify current policy and good practice
- An analysis of performance management data concerning housing and support for people with a learning disability in the Royal Borough of Greenwich
- In-depth interviews with local authority commissioners, housing and support providers and voluntary sector organisations
- Site visits to current services in the Royal Borough of Greenwich and interviews with service users, family members and staff
- Analysis and reporting

GLH has reviewed the research and evidence presented to inform the review and made recommendations to the Royal Borough of Greenwich. GLH has also projected the budget impact of the increased population of people with a learning disability.

4.4 Format of the report

This review comprises three documents. Part 1 is the main report prepared by GLH which interprets the data and evidence collected in support of the review in order to arrive at the recommendations for implementation.

Part 2 is Cordis Bright's report which gathers evidence from a range of stakeholders, data and best practice which we have used to inform the review.

Part 3 is an appendices document where we give more detail behind the recommendations and how we have arrived at those recommendations; as well as reference data which is additional to the information provided in the Cordis Bright report.

Once adopted by the Council there will be a summary of this document and an easy read version. All documents that comprise the review will be made available publicly.



5.1 Overall approach

In order to co-produce a housing review we listened and spoke to a broad and representative sample of stakeholders. We are grateful to Robert Daniels People's Parliament MP and all of those who took time to speak with us and our partners Cordis Bright. We are particularly grateful to those individuals, families and representative voluntary organisations that made time to come to the events.

Inevitably we have not been able to speak to everyone we would have wished to. We would like to reassure people that co-production does not end with the publication of this document. The process envisaged for the next phase of the review (for anyone who might seek new accommodation) must be to work with individual service users and families in their individual circumstances; to understand at an individual level what their housing needs are both now and in the future.

5.2 A key issue for families is how to get information about housing together with support considerations

Recommendation 1

With the support of the Royal Borough of Greenwich housing department, GLH will help social care develop the information, advice, guidance and support it can offer to families and make it much easier for people to understand this process. GLH and the Royal Borough of Greenwich adult social care will start to do this by working with families and helping them make a plan for the future.

Families and people with a learning disability don't find the current process easy to engage with or understand. There is a need to provide them with specialist information and help bring about a housing process that is linked with support.

Families have little information about how the housing and support 'system' works and how they can plan ahead. Many fear the future, not knowing what might happen next. As we point out later in section 7, Councils have extensive duties under the Care Act regarding housing:

"The local authority must ensure that information and advice services established cover more than just basic information about care and support and cover the wide range of care and support related areas set out in para. 3.22. The service should also address prevention of care and support needs, finances, health, housing..." 2 (s3.5).

The implementation of recommendation 1 will require a specific role across the Council with responsibility for developing the information, advice and delivery of housing solutions across the teams.



We agree that it is important for people with a learning disability and their families to be able to talk to someone with good knowledge of all options relating to housing with support.

GLH think there are synergies with supporting elderly carers to make a plan for the future and extending the Shared Lives service to avert future crisis, being able to offer specialist elderly sheltered accommodation, shared ownership and family investment solutions.

By the end of the period families and people with a learning disability will understand their future housing options and are able to make a plan with the Council.

5.3 Location and properties

Recommendation 2

The Royal Borough of Greenwich and Greenwich CCG, with support from GLH, will agree a programme for investment in the current portfolio with priorities and a timetable for implementation. (See also recommendation 10A).

We would concur with both families and staff, that with perhaps one exception, the locations are very good with good quality outside space and gardens. They are close to local amenities and generally are well supported by public transport. The vast majority of existing properties we visited are suitable for future needs but require investment; new accommodation is needed for the growing number of older people in accommodation and support services. There are examples of properties which are fit for purpose and others need significant adaptation.

The implementation of recommendation 1 will require a specific role across the Council with responsibility for developing the information, advice and delivery of housing solutions across the teams. Based on our series of visits GLH do not think the wholesale closure of services is warranted. Properties are mostly very well located and have a high proportion of ground floor and accessible accommodation. There is a very small number which GLH believe are no longer suitable for adults with a learning disability. There is also a need to address the underlying causes which give rise to the current need for upgrading and investment. See also 5.4.

By the end of the delivery period the portfolio will be fit for purpose and meet the needs of current and future tenants.

5.7 Some additional observations from GLH following visits to mcch/GLO services

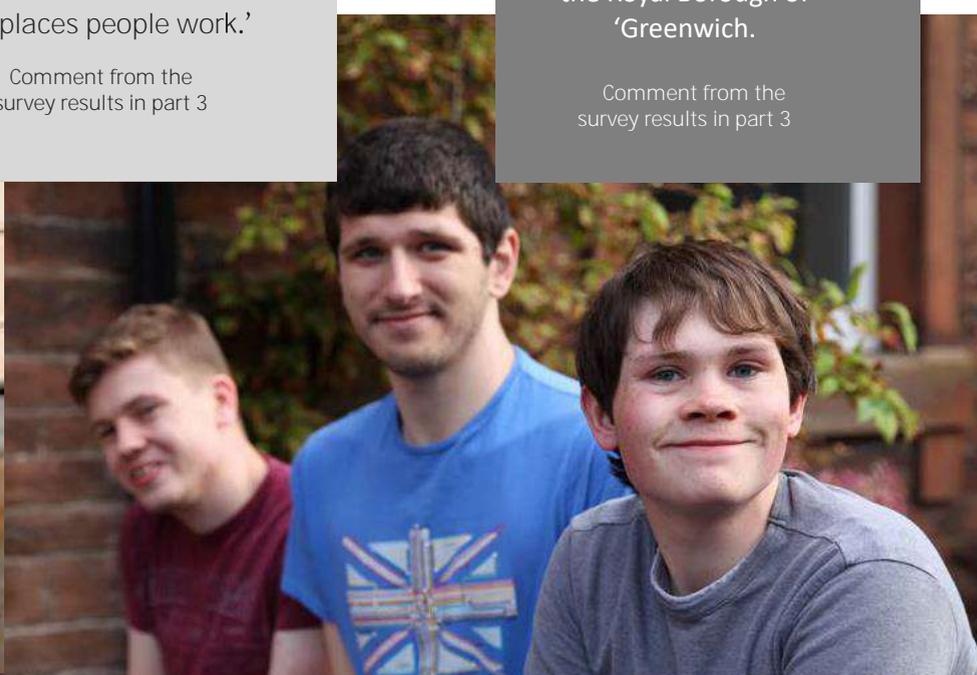
- There is a high proportion of ground floor and accessible accommodation. (75 of the 120 capacity are ground floor or accessible via lifts).
- Good relationships and trust in staff
- There is a very large population of elderly and frail clients who struggle with the accommodation even though the majority of it is accessible
- A number of bedrooms are small and unable to attract new clients; some are in bungalows where they are too small for larger motorised wheelchairs, hoists, other equipment and furniture to fit in the room
- Some shared houses and bungalows do not have a second shared space/lounge
- Some shared properties have the legally required number of bathrooms but these are not sufficient for the high level of needs for the clients operationally
- Few younger people with higher or complex needs are catered for in these services
- Few people have recently moved in or out; very few people had a plan to move on; even those who were younger and more able to do so
- There is a preference for waking night cover and no sleepover rooms in many properties
- There is no assistive technology and there are multiple waking night workers on a single site
- Large amounts of on-site paperwork and offices
- A small number of families we spoke to associate the terminology we use such as 'becoming more independent' with being left more and more alone with less and less support. They did not have confidence in the system and some had personal experience of this happening to their loved ones
- The majority of housing providers we spoke to in the borough have said that would prefer to invest in supported living services as opposed to registered care (see section 10); most of the current services are registered care homes

'I like the idea of housing alongside training and apprenticeships. Housing could be located close to places people work.'

Comment from the survey results in part 3

'It's important to involve specialist providers who have experience working in the Royal Borough of 'Greenwich.'

Comment from the survey results in part 3



5.4 Landlords, quality and condition of properties

Recommendation 3

The programme for investment should include the changes necessary to remedy the underlying legal structures which have not incentivised or addressed the long term investment needs of the properties.

Whilst the locations are good, the condition of the properties we visited is of variable quality. Some of the current landlords are not providing an acceptable level of service for either housing repairs or management arrangements. Some of the properties require considerable investment both in terms of catch up maintenance but also to make them suitable for current or future tenants.

In some cases the current landlord, ownership and leasehold arrangements are not able to deliver the quality and sustainability required for the future. In order to provide a portfolio which is fit for purpose and meets the needs of current and future tenants; these arrangements must change.

By the end of the period the financial and legal arrangements will provide the incentives needed to secure future investment.

5.5 Survey results

GLH carried out a series of surveys aimed at different groups of people we have spoken to about this housing review to get their views. The full report is provided as appendix 1.

- Survey 1:** for family members, carers and people with a learning disability who all live together.
- Survey 2:** open for everyone in all groups to respond. It asked for people's views on GLH's initial proposals for the housing review.
- Survey 3:** for parents of school age children. This survey looked at what the parents of school and college age children felt was important to them about future housing.
- Survey 4:** for those living and caring in Shared Lives homes. This survey had the most responses and also the most positive answers to questions. A high proportion of people with a learning disability took part in the survey.

We shared with people our views of the current issues and our thoughts about the potential solutions we thought should go into the review.

People told us if they agreed with our proposition, partially agreed or did not agree.



On the whole people agreed with our proposals. Whilst the principles we proposed were welcomed by the majority there was important advice about the detail; people also wanted to know how we were going to achieve it.

Families of younger people with a learning disability face different challenges. Families lacked information about housing together with support. By a considerable margin most families who replied to the survey lived in social housing. Many had adaptations to their homes and overall the response to this was both favourable and appreciative. Some families provided insights illustrating how their housing circumstances were undermining their ability and desire to care for their loved ones with a disability. We look further into this issue in section 8 where we examine the future housing needs.

Relatively few older families and carers who care for their loved ones at home engaged with us during the development of this document. We are confident we can change this at the next stage of the review where we seek to implement recommendation 1 where we work with elderly carers and the Royal Borough of Greenwich to help families make a plan for the future.

5.6 We need to continue to get people's views

Recommendation 4

GLH will agree a proposal for co-production with the Royal Borough of Greenwich for the next stage of the review which coordinates with other projects being undertaken by the Council which affect the lives of people with a learning disability, their families and carers.

At the next stage of the review we will develop a plan to reach those groups who appear to be under-represented in accommodation and support services currently.

The review recommendations will be implemented using a co-production approach.

- Tuna Melt with house dressing 5.45
- Chicken, Spinach & Muzzarella 5.45

SANDWICHES

- Lightly Made Long Adrian Roll of your choice, with Gravy
- Free Choice 16oz size roll with homemade Gouthy, Swiss Tomato, House Dressing & Mayo 4.75
- Free Choice 16oz size roll with house dressing, Mayo, Swiss, Swiss Tomato, House Dressing & Mayo 4.75
- Swiss Chicken with a side of your choice 4.75
- Two Muzzarella with...
- House dressing...



6

What the data tells us about housing for people with a learning disability in the Royal Borough of Greenwich



To inform the review we asked Cordis Bright to analyse the data received from the Royal Borough of Greenwich on people with a learning disability. Full details are given in sections 4.2 and 5.2 of their separate report.

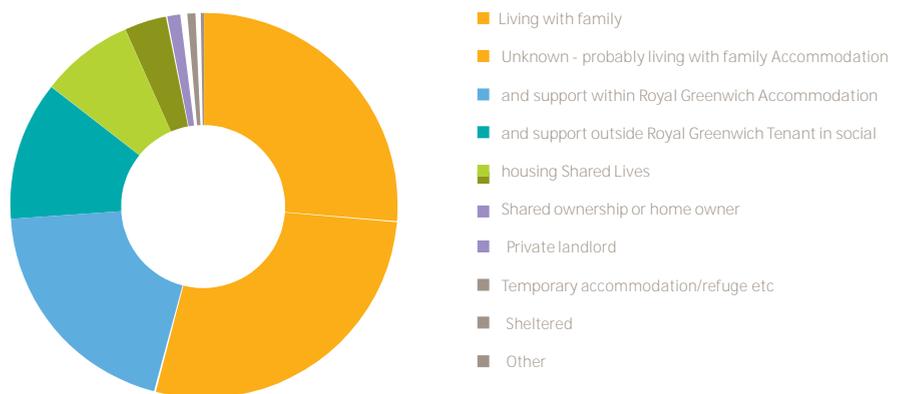
6.1 Where people live and elderly carers

Recommendation 5

The Royal Borough of Greenwich should begin the process of completing the data records on people living at home with family and the age of their carers.

There were 915 people listed as having a learning disability in the Royal Borough of Greenwich, of which 95% are on the CLDT register. Whilst confidential records of the 915 individuals may well have details of individual living situations, the data provided by the Council was unable to account for the living situations of circa 256 people (28%) people with a learning disability. GLH expects that the vast majority of those will be living with family. Consequently GLH expects a proportion of those 256 to be living with elderly family carers. See chart 1.

Chart 1: living situation of people with a learning disability known to adult social care



By the end of the period the Royal Borough of Greenwich will understand the housing and support circumstances of elderly and frail carers who live in the family home with their loved ones with a learning disability.

6.2 Older people with a learning disability

The data confirms what people told us during our visits to the properties and our discussions with stakeholders. There is a significant population of older people with a learning disability in current services within the borough. See chart 3.

The average age of people in accommodation and support services is 47; compared to 38 who are not in accommodation and support services.

There is a disproportionately large number of people who are in their late 40s to early 60s in accommodation and support services compared to both the CLDT register and the Royal Borough of Greenwich population.

This has significant implications going forward for the numbers of older people with a learning disability needing accommodation and support. We have set out the additional accommodation we think is needed in section 8 - Future housing needs.

6.3 Younger people with a learning disability

A significant number of younger people are being supported out of borough because there are no places for them in the current in-borough provision.

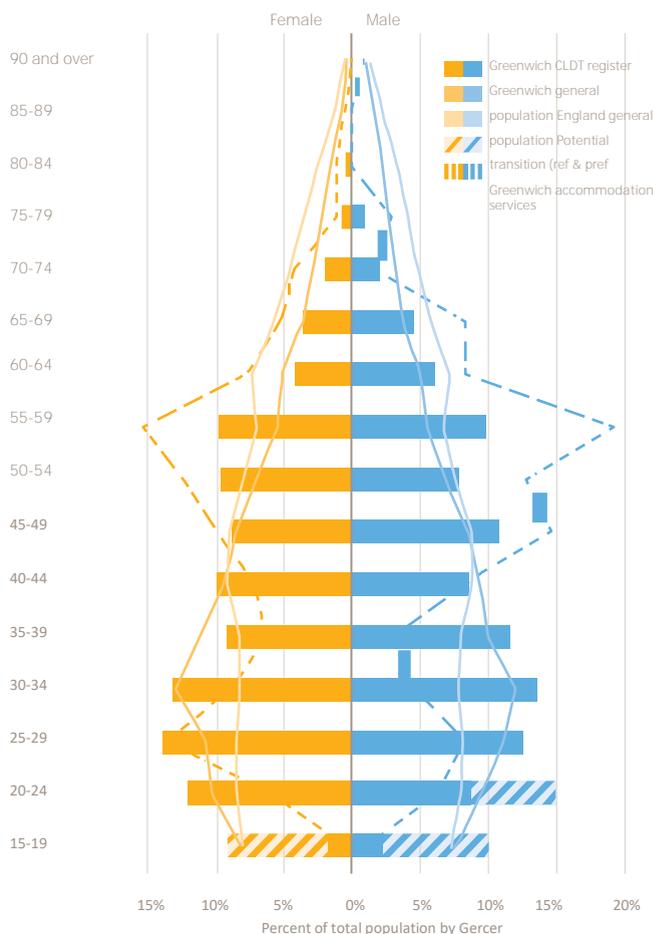
- Over the last seven years 70 people have been placed out of borough
- There are 19 placements where the costs are now over £1,500 per week
- Total costs for this group of 19 people are circa £1.9 million per annum
- 5 of the 19 are quite close by in Lewisham, Bexley, Swanley and Chatham
- 4 were in other more distant parts of London
- 10 were outside London
- 14 of the 19 were under 30 when placed

It appears that people with more complex needs are placed further from the Royal Borough of Greenwich, including deaf/blind clients, those with mental health problems, people with Tourette's Syndrome, and people with autism and challenging behaviour.

There are circa 20-30 children in each year group with a learning disability, or autism or autistic spectrum disorder. (These figures exclude people with an asperger's diagnosis). Of those 20-30 children each year more than half have an autism element to their needs. There are between 3 and 7 looked after children in each year group who will probably need an accommodation and support solution when they become adults.

We have set out the additional accommodation we think is needed in section 8 - Future housing needs.

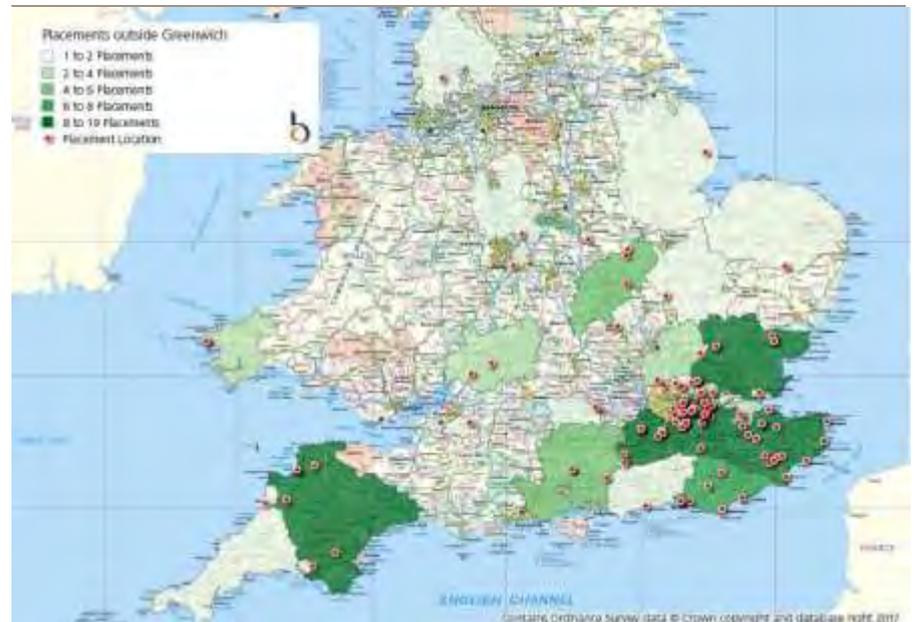
Chart 3: the Royal Borough of Greenwich learning disability population (including transition). Percentage of total population in five year bands



6.4 Location of services in and out of borough

Maps 1 and 2 show the location of services both inside and outside the Royal Borough of Greenwich.

Map 1: location of service users inside and outside the Royal Borough of Greenwich



Map 2: in-borough location of services by postcode



6.5 Autism

There has been a dramatic increase in autism diagnosis in children; some of whom will need specialist accommodation and support. In the Council's own report of 2015 'Profile of Children and Young People in the Royal Borough of Greenwich' they highlight the dramatic increase in autism diagnosis. The number of children with Autistic Spectrum Disorder (ASD) has more than doubled in the Royal Borough of Greenwich's schools over the last eight years, from 308 in 2007 to 683 in 2015. This issue is explored in some detail in sections 8.



6.6 Under-representation of BAME groups

Recommendation 6

At the start of the next phase of the review implementation GLH and the Royal Borough of Greenwich will agree a specific plan to engage with and understand the housing and support needs of people who are under-represented.

The Cordis Bright report identifies that Asian and Asian British people are under-represented in both the CLDT data and accommodation and support services compared to the population of the Royal Borough of Greenwich at the 2011 Census. See table 1.

Compared to the 2011 census, Asian or British Asians are under-represented in all age ranges; Black and Black British people are over represented in 16-24 but under-represented in 25-49 age groups. White people are under-represented in the 16-24 age group but over represented in 25-49 age group.

6.7 Cost and type of accommodation and support

65% of people in accommodation and support services inside and outside the borough are in registered care services and 38% in supported living.

There is little difference in cost between in-borough placements and out of borough placements and the Royal Borough of Greenwich costs were within the range of other London boroughs.

The average net cost of registered care in borough was £1,377 per person per week. The average net cost of supported living services in borough was £1,032 per person per week. It is noted that on average supported living is £300 per person per week cheaper than registered care.

Moving to supported living from registered care may not necessarily save money nor is it easily achieved; however, done correctly, GLH believes people will see real and positive changes in their lives.

It's more cost effective to support families to continue in their role if that's what families and individuals want.

The data shows 353 people who are not in accommodation and support but who receive some sort of community based support; such as support at home, day services. The average cost of this group's support was £299 per person per week. The upper quartile cost was circa £500 per person per week.

Further examination of service costs are provided in part 3, appendix 2 - Social care budget implications detailed analysis and in Cordis Bright's report section 4 in part 2.

Table 1: data from the Royal Borough of Greenwich 2011 census

	Any other ethnic groups	Asian or Asian British	Black or Black British	Mixed	White
Learning disability clients					
18-24	1%	5%	34%	8%	48%
25-49	1%	9%	10%	4%	73%
50-74	2%	2%	6%	2%	88%
Census data					
16-24	2%	16%	18%	6%	58%
25-49	2%	13%	21%	3%	60%
50-74	2%	6%	5%	1%	86%
Difference between census and clients					
16/18-24	2%	11%	-16%*	-1%*	9%
25-49	1%	5%	11%	-1%*	-13%*
50-74	-1%*	4%	-1%*	-1%*	-1%*

* This shows more CLDT clients compared with census





7 What the other evidence tells us about housing for people with a learning disability in the Royal Borough of Greenwich

To inform the review we asked Cordis Bright to carry out an evidence assessment of ‘what works’ in meeting the housing needs of adults with a learning disability.

This evidence assessment is based upon three types of evidence:

- **Policy documents:** laws, government statements and government consultations relating to supported housing.
- **Evidence based reports:** academic literature from the past five years (2011-2016) on ‘what works’ in meeting the housing needs of adults with a learning disability.
- **Practical guides:** developed by government and charities to put policy and evidence based practices into practice.

Full details are in section 3 and the bibliography of the Cordis Bright report in part 2.

7.1 What we know about good quality housing provision

Evidence suggests, and policy dictates, that local authorities should offer a broad range of accommodation and support to people with a learning disability. This should encompass a spectrum of options from residential care to floating support to live alone independently.

There is evidence that smaller scale residencies based in the community, which offer a higher level of choice and independence, result in better outcomes for service users.

However, it is important to note that service models which offer these benefits may also have accompanying risks. While there is evidence that, when done well, more personalised services can lead to a reduction in the cost of care, small scale or individual support risks losing the economies of scale available to a larger service, particularly with regards to staffing costs.

7.2 Policy

Recommendation 7

Analysis of housing needs and preferences should become a standard part of the assessment process in the Royal Borough of Greenwich in order that the housing solution can be as person centred as the support solution.

Reducing cost remains at the top of the policy agenda. The shift away from larger residential care facilities towards smaller supported living facilities, which are closer to home, has gained further traction in the wake of the Winterbourne View scandal where a BBC Panorama programme revealed widespread abuse of people with a learning disability in a specialist hospital. Supported living, which aligns with the focus on personalisation and personal choice, has continued to grow in recent years.

The government announced a plan to cap rent covered by Housing Benefit in the social rented sector based on amounts paid through the private sector local housing allowance. Until the details are released, there is a high degree of uncertainty surrounding the impact of the policy on housing for people with a learning disability.

7.3 Housing responsibilities and the Care Act 2014

The Care Act 2014 extends Council's responsibilities to their entire local population and not just those who are eligible for adult social care services.

The act includes a series of specific references to housing:

- When looking at the needs of an individual and promoting their wellbeing, the local authority must take into account the 'suitability of living accommodation'.
- The local authority is responsible for ensuring that information and advice on care and support and related areas is available to all when they need it. This includes information on housing and the housing options available.

At present, in Royal Greenwich a specific housing needs analysis is not currently part of the social care assessment process. (See also

7.4 Supported Living

Recommendation 8

Services in the Royal Borough of Greenwich should progress to a supported living model using the opportunity to reassess people's needs and provide more person centred services. This may also require investment including assistive technology and changes to the landlord arrangements.

Cordis Bright report that the wider evidence suggests smaller scale services provide better outcomes but risk losing benefits of scale. In the Royal Borough of Greenwich the data received indicated that supported living services in borough are £340 per person per week less expensive to the Royal Borough of Greenwich adult social care budget.

In supported living the cost of providing the accommodation is paid for by central government up to a local limit of about £160-£200 per person per week; whereas in residential care these costs are paid for by the Royal Borough of Greenwich. People in supported living also receive a full range of other benefits and contribute to the costs, such as utilities and food.

The majority of the accommodation GLH visited in the Royal Borough of Greenwich were registered care homes. This is surprising as many of the

properties were ordinary houses or bungalows. GLH's experience is that elsewhere most of these types of services have deregistered as a care home and transferred to supported living arrangements.

GLH believe supported living when done well has two distinct advantages over registered care:

1. People in supported living have a tenancy and housing rights.
2. People in supported living have a full range of benefits like everyone else including Housing Benefit.

We see no reason why the process of transferring to a supported living model for the mcch and GLO services should not start very quickly. It is not a case of simply changing the 'labels' but recognising people have rights and are treated as citizens in their own right. Neither is it a process that will happen overnight. The NDTi report 'Feeling Settled', sets out a process to help achieve good quality supported living services.

<https://www.ndti.org.uk/our-work/our-projects/past/housing/feeling-settled-toolkit>

There are uncertainties about Housing Benefit for supported housing going forward. Despite this most organisations spoken to by GLH which could invest in new housing provision in the Royal Borough of Greenwich preferred to invest in a supported living model. (See section 10).



7.5 Assistive technology

Recommendation 9

The Royal Borough of Greenwich should take steps to provide the training and development needed to make assistive technology provision part of the standard assessment process for people with a learning disability.

Assistive technology applications in supporting people with a learning disability have not been widely researched; but what evidence there is from outside the Royal Borough of Greenwich seems compelling.

One review of a larger Telecare study, which included 11 service users with a learning disability, identified an average annual saving of £20,860-£23,194 for social care and the NHS.

Another study reviewed the efficacy of a program, Just Checking, which used technology to monitor the level of care given to a sample of 380 service users over 9 local authority areas and with 33 different support providers.

The program identified an over provision of care of £1.58 million and an under provision of care of £0.69 million. The program identified a net over provision of care (and potential saving) of £0.9 million per annum (University of Birmingham and KPMG, 2016).

GLH has met with the Royal Borough of Greenwich's own Telecare and helpline service. This service provides a full range of assistive technologies and helpline services for older people living at home and some people with a learning disability living independently in the borough. They lack the diagnostic tools and experience to provide these services currently for people with a learning disability in staffed accommodation.

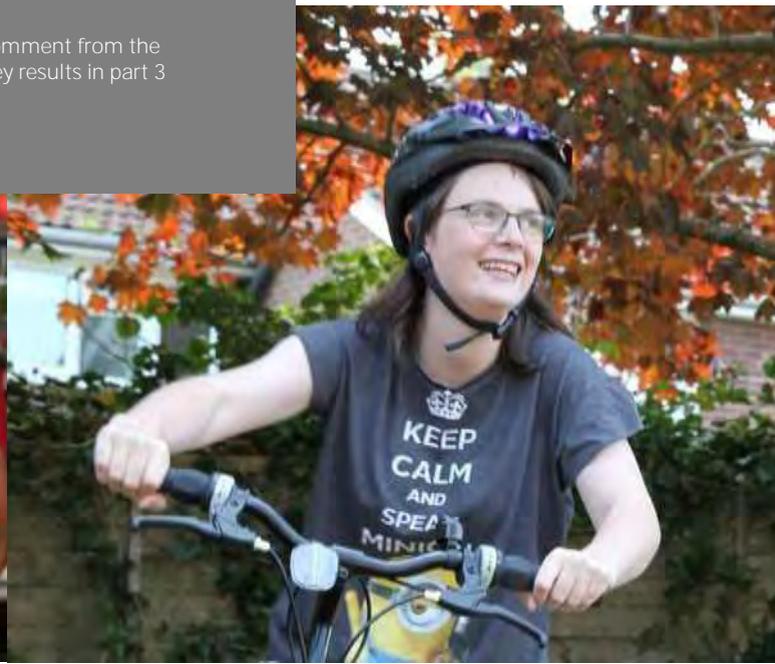
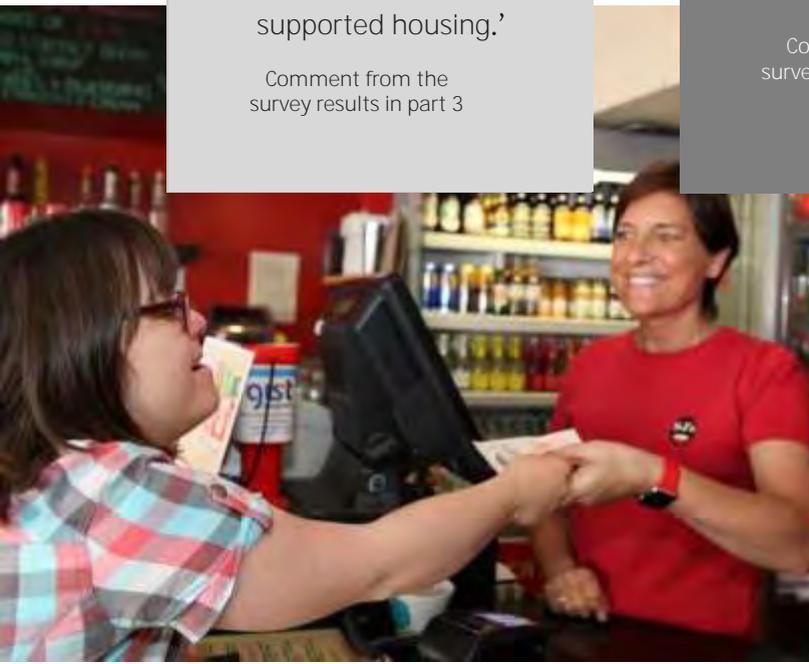
By the end of the period, assistive technology support needs will be part of the standard assessment process.

'As we get older we'd like to know our son was settled into supported housing.'

Comment from the survey results in part 3

'Communication is key.'

Comment from the survey results in part 3



8

The future housing needs of people with a learning disability in the Royal Borough of Greenwich



Predictions of future housing needs are heavily reliant on projecting forward the population estimates of the current cohort of people already known to adult social care and children's services.

8.1 Estimated future housing needs of people meeting the eligibility criteria for adult social care

Recommendation 10A - Future housing need

Royal Greenwich will prepare a coordinated programme to deliver the accommodation needs set out in section 9 of this report over the next five years. This includes new housing to meet the additional demand but also to carry out the investment needed in the existing stock.

Recommendation 10B - A housing response to supporting families

Taking advice from Royal Greenwich's housing department and children's services it is recommended that a property development and allocation process is developed targeted at supporting carers to care for their loved ones with a learning disability in an adapted, extended or larger new home. This may require alterations to the tenancy conditions whereby if the family no longer care for their loved one at home they are prioritised for rehousing and the adapted or larger accommodation then becomes available for another family who need it.

Recommendation 10C

The housing and support needs of people with a mild learning disability below the threshold for adult social care should be reflected in masterplans for new developments. Royal Greenwich social care in consultation with housing colleagues will also ensure the provision of community based support which enables people with a learning disability living in or in applying for mainstream housing to enable them to live independently and safely. Royal Greenwich social care, in consultation with housing colleagues will agree priority locations. New shared ownership developments in the borough should offer shared ownership to people with a learning disability. (See also recommendations 14 and 18).

The number of future additional accommodation and support places needed in the Royal Borough of Greenwich is significant. We have also assumed this is the total learning disability housing need; and includes people with a learning disability where their needs will be met outside the CLDT; for instance by Greenwich CCG and the specialist social work team.

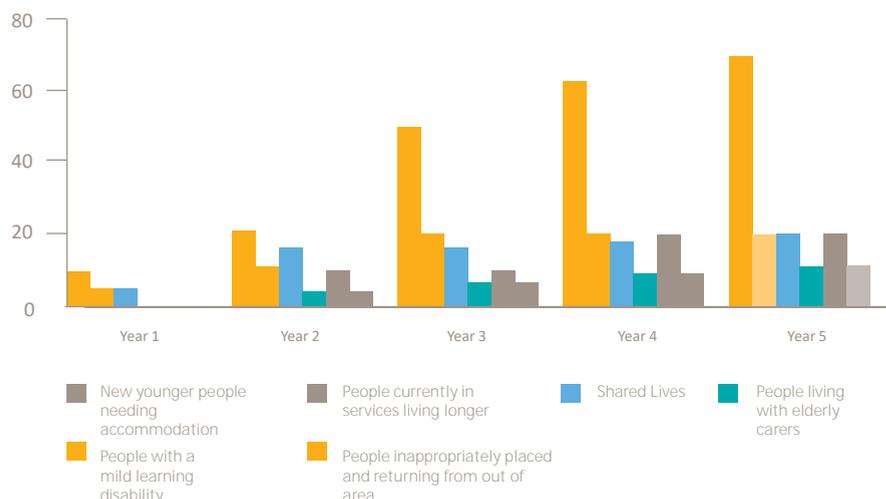
There will be an increase in the number of people needing accommodation and support primarily because there will be circa 70 more young people needing accommodation and support. In addition to this group, people with a learning disability are living longer healthier lives and it is estimated that there will be circa 20 more older people with a learning disability in accommodation and support services over the next five years.

The total estimated needs are as follows:

- 70 young people coming through to adult services from children’s services
- 10-15 people living with elderly parents/family carers
- 30 people with a learning disability living longer with increasing support needs arising from the ageing process
- 10-20 people with a mild learning disability that are below the threshold for adult social care
- 8 people in inappropriate places and returning from out of area
- a housing response to supporting families
- temporary accommodation

A total of 128 to 143 new people will require accommodation over a five year period; excluding the housing response to supporting families and temporary accommodation. See chart 2.

Chart 2: the future housing need



This figure seems a lot when compared to a total of 186 people who currently live in accommodation and support services within the borough; however over the last seven years over 70 people have had placements made or renewed outside the borough; indications are that the above figures are not far from recent trends.

Some of the current accommodation will be vacated by people moving into the new accommodation provision; particularly those older people moving to specialist elderly sheltered accommodation. The accommodation they vacate may be suitable for younger people with a learning disability or may be surplus to requirements so the net amount of new housing places may be less than the total noted in this section.

Temporary accommodation is needed to enable the delivery of longer-term housing solutions; some people may need alternative accommodation if their current property is being refurbished or perhaps while they are waiting for a new development to complete. Alongside the need for more accommodation; as we point out earlier in recommendation 2 there is also a need for a programme for investment in current accommodation. These two programmes need to be coordinated.

One of the housing needs identified is a housing solution for families caring for loved ones with a learning disability. In our short time in the Royal Borough of Greenwich we have been alerted to a small number of cases where families want to care for their loved ones with a learning disability and autism but are struggling to cope.

Families believe their housing circumstances are undermining their ability to cope in both the short and long term. There are indications this is linked at least in part to the dramatic increase in autism diagnosis in children in the Royal Borough of Greenwich.

We have identified a need for housing for people with a mild learning disability that are below the threshold for adult social care. For some of the more able people with a learning disability the limiting factor is not the lack of aspiration to live a more independent life, but:

- inability to navigate to the top of the social housing system which has many other priorities
- keeping safe and not becoming vulnerable to exploitation when living independently
- concern about the level of support especially when additional support is needed
- not able to take advantage of shared ownership opportunities

We don't think this is fair and we think there is need to provide housing for this group which is sustainable with relatively low levels of support but with the ability to increase support when needed.

The new Neighbourhood Planning Act 2017 requires planning authorities to include the needs of elderly and disabled people in their local development documentation. New housing developments will have balanced communities and accommodation for people with a learning disability will be identified as part of the development and made available to them.

The solution is not simply a 'housing' one. Although individuals may not meet social care eligibility criteria now it is likely that, without support, they may experience crisis and require interventions from adult social care services.

The Royal Borough of Greenwich needs to ensure people have access to appropriate support for this housing solution to work; to prevent crisis and delay any need for adult social care. We believe there are many people with a learning disability living in or applying for mainstream social housing where support is needed on the same basis. (The data shows 71 tenants of social housing).

By the end of the period:

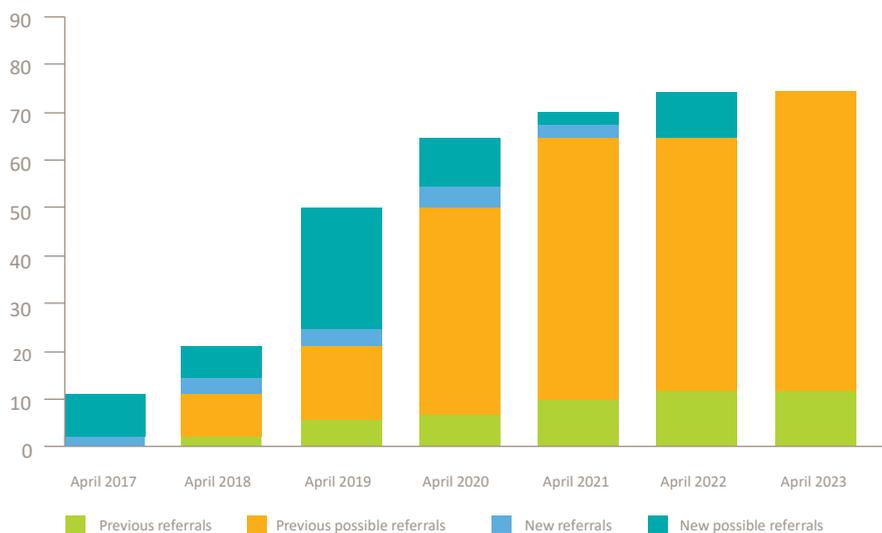
- Families who care for their loved ones with a learning disability change their housing circumstances if this is undermining their ability to continue in their caring role
- The implementation plan will deliver the additional housing needs of people with a learning disability and their families by providing new accommodation as well as ensuring current accommodation meets peoples' needs

8.2 Young people transitioning to adult services from children's services

Figure 24 from the Cordis Bright report below shows the build up of new referrals assuming that the transition from children's to adult services occurs at around 21 years of age by April of that year. This suggests that at the lower end of referrals to adult services there will be around 10 new service users who are expected to make the transition to adult services and a further 55 that are possible referrals.

Although clearly it is impossible to predict what happens in the next three financial years or indeed the next eight financial years, it would seem fair to assume that even if some of the young people who have been identified as likely referrals to adult services do not materialise, some of the 55 who are considered possible referrals will ultimately be referred. See chart 4.

Chart 4: Cordis Bright report figure 24: build up of new referrals from children to adult services



In practical terms this would appear to indicate at a minimum the following level of demand:

- **2017-2022:** in the five years to 2022 it is estimated there will be an additional 70-80 younger people with a learning disability requiring accommodation and support services
- **2019/20:** by the end of this financial year there will be a least 7 young adults requiring adult service provision in that year
- **2022/23:** by the end of this financial year the number will have probably increased to around 13 young adults in total requiring adult service provision in that year

8.3 People living with parents or carers

The data identifies 98 people as having a learning disability aged 45 or over who are not receiving accommodation based services, but who are receiving day care, home care or respite care, suggesting that they have significant support needs, see table 2.

The 21 people aged 65 and over are potentially at the highest risk of requiring accommodation based services providing high levels of support, such as residential or nursing care. Clearly some of the 21 people shown in table 2 will need new accommodation over the next five years.

There are a variety of needs anticipated and therefore a variety of options:

- continue to live in the family home
- move to alternative mainstream accommodation through social housing lettings
- move into sheltered accommodation
- Shared Lives services
- accommodation and support services in the borough

We hope that our earlier recommendation 2 supporting families to making a plan for housing will illuminate which options can be looked at before any crisis occurs.

Table 2: Cordis Bright report figure 31: number of people receiving day care, home care or respite care not receiving an accommodation-based Service.

Age group	Number
45 to 64	77
65 to 74	17
75+	4
Total	98

Overall we think it reasonable that over the plan period of five years we expect 30 places for this group; looking for solutions from the options set out above. We think the majority will secure accommodation from existing existing sources leaving a smaller amount of new accommodation needed; say 10-15 places. We think the Shared Lives service and the new specialist sheltered housing offer is best placed to provide additional capacity for this group.

8.4 People with a learning disability living longer with increasing support needs arising from the ageing process.

As with the general population, the number of older people with a learning disability is expected to grow over time, both as a result of a larger younger population which is aging, and because of the improved health and wellbeing of the population.

Based on the current population in the Royal Borough of Greenwich in accommodation based services, table 3 shows the predicted number of older people with a learning disability (55 and older) requiring accommodation based support.

As table 3 illustrates the number of older people with a learning disability in accommodation and support services in the Royal Borough of Greenwich will increase by about 20 people over the next seven years before decreasing.

Table 3: Cordis Bright report figure 11 truncated: estimated number of older learning disability population in accommodation based services, based on 2017 accommodation based service population

	2017	2020	2025	2030
Total	105	124	123	114

In addition to the overall population increase in this age range we foresee an additional need from people currently in the accommodation and support services we visited. Our observation is that in the properties we visited operated by mcch and GLO there are 67 people over 50. Additionally of the 21 people currently recognised to being inappropriately placed across all services; 8 were also over 50.

Whilst there is a need for an extra 20 or so places across the Royal Borough of Greenwich for the growth of the population in this age group we also feel that some for people who are currently in accommodation will need to move to specialist elderly services; so the need for the proposed specialist elderly services is likely to be greater than 20. We think it would be prudent to plan on the basis of an additional 10 places making 30 in total.

8.5 People with a mild learning disability who are below the threshold for adult social care

Typically more able people with a learning disability are often successful candidates for mainstream social housing. There is no data to substantiate demand from this group but we know that there are 71 people with a learning disability living as social housing tenants. For some of the more able people with a learning disability the limiting factor is not the lack of aspiration to live a more independent life.

We think that we should co-locate new housing opportunities for this group alongside existing staff support hubs and where new staffed accommodation and support services are developed.

We think that we should start with a development of 5-10 self-contained flats co-located as described. If the model proves successful it will be repeated. We think it would be appropriate to aim for one such project every two years. Over the plan period this would provide for developments in years 2 and 4.

In recent years over 1,000 people with a learning disability have been able to become shared owners of mainstream housing by accessing housing association shared ownership schemes. Again there is no data to substantiate demand from this group but there are 9 owners or shared owners in the Royal Borough of Greenwich recorded in the data. We should include this option in our future plans.

8.6 People currently recognised as in inappropriate placements

People currently recognised as living in inappropriate placements within the borough and people wanting to return to the borough from out of area (including those who are part of the transforming care programme).

The latest information provided to us from the Royal Borough of Greenwich indicates that they have circa 21 people who are inappropriately placed. Of these 21:

- 7 are aged 20 to 30
- 8 are over 50
- 5 are currently out of the borough

This represents just under 10% of all people in accommodation and support services which is not unduly high given people's changing needs over time. The person on the list for the longest period has been waiting 13 months and the newest person to the list was referred one month ago.

8.7 A housing approach to autism and learning disability

There has been a dramatic increase in the diagnosis of autism in the Royal Borough of Greenwich (see section 6 earlier). As a housing response the need for physical adaptations is well understood and it appears well practised in the Royal Borough of Greenwich. What may be less well understood

are the housing responses sometimes (not always) needed to cope with autism; particularly alongside a learning disability. The communication limitations and the behavioural aspects of autism can manifest themselves in different ways and families cope as best they can. Autistic behaviours often affect the whole family and present a different and higher category or risk and impact on the family. Without the right support families often 'burn out' and are exhausted by the time their autistic child reaches mid/late teens.

The need for space and environments that enable coping measures for autistic behaviours are essential. Sharing a bedroom with some children and young people who have autism and a learning disability is less and less possible as they get older.

In the most recent information given to us by the Royal Borough of Greenwich; of the 10 people currently in children's services who are very likely to need accommodation and support (i.e. moving out of the family home); eight have autism as part of their diagnosis. If the family are unable to continue their caring role the alternative would be a place in specialist accommodation at circa £1,500 per person per week; for 40 years that's a £31 million bill for social care for just 10 people. The very recent dramatic increase in autism illustrates the need for a coordinated response including housing but should include all families who wish to care for their loved ones at home.

A more detailed examination of the future housing needs is contained in part 2, section 5 of the Cordis Bright report and in part 3, appendix 7 - The future housing needs of people with a learning disability in the Royal Borough of Greenwich.



The process envisaged for the next phase of the review is to work with service users and families in their individual circumstances; to understand at an individual level what their housing needs are both now and in the future.

In many ways GLH is trying second guess the outcome of those future conversations in order to guide the review. Predicting the future is a precarious task and we must expect a margin of error. We have tried to offer as much guidance as possible in the review using the skill and expertise of the Royal Borough of Greenwich colleagues and our experience of housing over 2,000 people with a learning disability.

Although we identified a number of different groups with additional housing needs, some people's needs are similar; for instance older people with a learning disability in their 50s and 60s living at home with families may have similar housing needs to some people already living in supported living who are also in their 50s and 60s.

We have set out overleaf the future housing that people need, however that does not mean to say that the local authority, the Greenwich CCG and their partners should directly commission and be responsible for directly supplying all of that need.

An active market in quality accommodation and support is encouraged by the Royal Borough of

Greenwich however with 70 placements out of borough in the last seven years and lack of choice of accommodation in the borough there is clearly a need for the local authority, the Greenwich CCG and their partners to intervene in a marketplace that has failed to deliver.

Should the market provision increase supported living capacity (with the acceptable level of quality) to meet the needs identified then the Council led programme can be adjusted accordingly.

We have set out an initial programme which will provide for circa 118 new housing opportunities, see table 4.

In appendix 8, in part 3 - What type of housing is needed? – A housing gap analysis more information is given on the detail of:

- the type of accommodation needed
- geographical guidance about locations within the borough which appear to have a current under provision of accommodation
- those wards where populations are forecast to increase or decrease

Table 4: five year housing programme

	Year 1	Year 2	Year 3	Year 4	Year 5
Learning disability and autism					
Refurbishment of current property to provide hub service	5	10	0	0	0
Move-on services developed in future years circa 2-6 places per annum Years 2-5	0	2	3	4	6
A further hub development as part of a new affordable housing development Years 4-5	0	0	0	5	0
Services developed in future years circa 2 places per annum Years 2-5 for future people in Transforming Care Programme	0	2	2	2	2
New accommodation for occupants moving out of current property(s) circa 5 places Year 1	5	10	0	0	0
Net new accommodation for autism group	5	14	5	11	8
Profound and multiple learning disabilities					
Extension to current property to provide for 5 people	0	5	0	0	0
New build development as part of affordable housing development for 5 people	0	0	0	5	0
Net new accommodation for people with profound and multiple learning disabilities	0	5	0	5	0
Specialist elderly sheltered accommodation					
New accommodation for overall increased in population of elderly people. Refurbishment of current sheltered accommodation to provide circa 20 places Years 1- 2	10	10	0	0	0
People currently in services whose needs require them to move to specialist sheltered elderly accommodation. Refurbishment of current sheltered accommodation to provide circa 10 places Year 3	0	0	10	0	0
Expansion of the Shared Lives service	5	10	0	0	0
Net new accommodation specialist elderly	15	20	10	0	0
Move-on accommodation and people with a mild/moderate learning disability seeking opportunities to build a more independent life					
Access to social housing through the choice based lettings system	As required	As required	As required	As required	As required
Vacancies in current accommodation	TBA	TBA	TBA	TBA	TBA
New build development as part of affordable housing programme clusters of self-contained flats	0	5-10	0	5-10	0
Expansion of the Shared Lives service	0	0	0	0	2
Net new accommodation move-on	0	5-10	0	5-10	0
Total net new accommodation	20	44-49	15	21-26	8

The programme allows for up to 118 out of a total need of 143. A point to note is that we are indicating an increase in the Shared Lives service of 20 or so places; linked to families making a plan and move-on accommodation.



10 How will the new housing be delivered? – Landlords, rent and Housing Benefit in the Royal Borough of Greenwich

The new accommodation needed will be delivered by re-investing in the current accommodation and investing in new accommodation; using the resources of the two largest current landlords the Royal Borough of Greenwich and the NHS; but also giving the right incentives to other landlords who have already expressed an interest in supporting the review. We have spoken to a number of housing and support providers that operate in the Royal Borough of Greenwich, and their feedback is noted in this section.

Recommendation 11

The Royal Borough of Greenwich housing and adult social care departments agree a move-on protocol based on the mental health model to provide move-on accommodation for people with a learning disability in mainstream social housing.

Recommendation 12

A funding model is developed by the Royal Borough of Greenwich in liaison with landlords which allows for flexibility to deliver accommodation with rents within the local housing allowance level level; but where necessary allows for rents in excess of these on a sustainable basis. This funding model must allow for the development of bespoke housing delivered in short timescales as described in this section. (See also recommendation 17).

Recommendation 13

The Royal Borough of Greenwich needs to review the way accommodation and support is obtained to enable housing and support providers to engage directly with individuals and families at the start of the process on new housing and support solutions (with the support of the CLDT using the agreed funding model).

Recommendation 14

Our research shows that shared ownership and family investment models are offered by a small number of organisations. The Royal Borough of Greenwich social care and housing colleagues will work together to ensure shared ownership options for people with a learning disability should be included in the improved advice and information offered to families (see recommendation 2) and shared ownership developments in the borough should offer shared ownership to people with a learning disability (see also recommendation 10C).

10.1 Key points from landlords concerning future investment

The local market

- There are a variety of different landlords, with different accommodation and funding models. A mixed economy of landlords is envisaged to offer a wider range of accommodation
- NHS owned accommodation provides for circa 30% of all the in-borough specialist accommodation and their support is essential
- The Royal Borough of Greenwich, Greenwich CCG and the NHS have a lead role to play in delivering the subsequent strategy

Funding

- Housing providers say they have money to invest; but it is subject to conditions
- The main concern around investment is the effect of the proposed government changes to the local housing allowance benefit paid to people in specialist supported housing
- Housing providers operate a variety of different funding mechanisms to develop housing and no single investment process will be successful across the range of accommodation needs identified
- The key to unlocking investment from landlords was to be able to agree with the Council a funding model which allowed developments to take place where rents for the accommodation were within the local housing allowance. If rents had to be in excess of the local housing allowance landlords required a clear process to follow to ensure rents would be sustainable in future years
- Housing providers were interested in exploring a new funding model co-investing the Royal Borough of Greenwich's 'Right to Buy' receipts and landlords' own investment to deliver new accommodation as close as possible to the anticipated local housing allowance limits

What has been successful in the past?

- Landlords advise the most successful new developments were when the individuals and their families were identified at the start of the process and the housing and support arrangements were consequently designed with them around their needs
- The funding model must be agreed before involving families in planning their future accommodation

Type of provision

- Mainstream social housing will continue to be an essential resource of accommodation for people with a learning disability and their families
- Housing providers had a preference towards supported living over registered care and for more self-contained accommodation particularly where these could be located together and there was space for people to meet and socialise
- Some landlords will only develop accommodation if they or their partner organisations also have some of the support contract
- Shared ownership opportunities are not well known and should be part of people's future housing choices

Practical suggestions

- Developing the capability to deliver small scale bespoke housing for people with higher needs in a relatively short timescale is needed to prevent out of area placements
- Some landlords have accommodation currently used for other purposes which may become available for consideration as housing for people with a learning disability over the course of the review
- Working with the private landlord sector has been a successful approach in other areas in securing temporary accommodation

One of the main aims of the review is to prevent people having to be sent out of area because of lack of suitable accommodation within the borough. Consequently the development of the capability to secure good quality bespoke accommodation in relatively short timescales is a strategic need in the Royal Borough of Greenwich and is therefore an essential part of the funding model.

A more detailed review of how housing can be delivered is provided in two appendices documents in part 3:

- Appendix 9 - How will the new housing be delivered? - Landlords, rents and housing benefit in Royal Greenwich.
- Appendix 12 - Landlord arrangements for accommodation and support - A generic examination of the funding arrangements for housing across the various accommodation types.

By the end of the period:

- The ability to create bespoke accommodation delivered in short timescales means there will be an in-borough housing choice with which to compare any proposed out of area placement
- The way housing is delivered will be more person centred
- People with a learning disability will understand and be supported to move-on into mainstream housing with the support they need if they wish to do so
- Shared ownership and family investment solutions will be part of the options for some people



Robert's story

Robert wants two things; to stay in his home where he's lived for over 20 years and to find a new housemate. Robert is 50 years old and has a learning disability. For eighteen years, Robert and his good friend lived an independent lifestyle with support. Sadly, a few years ago his friend moved out due to his needs.

"Moving into supported living has changed Robert's life for the better," explains Mark, Robert's brother. "I can't believe the level of independence he's achieved. In the beginning, my parents were worried about Robert moving into his own home. He tried living in a couple of places to see whether he liked it, and he did, so we began looking for something more permanent.

"The ideal home came up owned by the Royal Borough of Greenwich. Robert moved in with his friend and the same provider still supports Robert today. He's learnt so many skills to help him live independently, to the point where he doesn't need as many hours of support. He can cook, clean and do his own shopping. The people in the local shops know him and he regularly goes to the café down the road. After having transport training he gets the train or bus to his dance classes or to see our Dad in Bournemouth.

"We don't know if all of this is about to change. The last eighteen months have been quite stressful for Robert and the family. We've been told by various people at different stages that Robert will need to move out of his home as it's too big for one person, and we still don't know what's happening. He desperately wants to continue living here, and find someone to share with him. He loves it, it's been his home for over 20 years and he's part of the community.

"Robert will only continue to thrive and grow if he has the right home and support. The perfect solution is for him to remain living in his home and find someone else to share with him."

11

How will the new housing be funded? Financial challenges and opportunities for the Royal Borough of Greenwich, Greenwich CCG and partners



Although the market for supported accommodation has not provided all the accommodation needed in the past there are a number of organisations who are prepared to invest or co-invest to deliver the housing we require.

Recommendation 15

The Royal Borough of Greenwich prepare an advisory approach for the local housing allowance pending guidance from the Department of Work and Pensions to clarify arrangements for specialist housing providers investing in accommodation in support of this review.

Recommendation 16

The Council, Greenwich CCG and the NHS with support from GLH will agree a business plan to identify the capital investment required to deliver this review and will set this out in a business case to be agreed by end of summer 2017.

Recommendation 17

The Council should explore financial models to deliver the business plan; including the opportunities currently afforded by co-investment of 'Right to Buy' receipts, borrowing for direct investment, use of Council owned properties and securing grant funding from central government.

Recommendation 18

The Royal Borough of Greenwich planning/development control and housing colleagues include new development housing needs identified in this review (including shared ownership) as part of new affordable housing developments planned for the future and in the local masterplans for large scale housing development.

11.1 Changes to Housing Benefit and the local housing allowance

The biggest obstacle to investment from housing providers is the changes to the local housing allowance; a strategic approach is needed to deal with the new funding regime for the local housing allowance which comes into effect in April 2019.

The legislative regime covering this issue is yet to be finalised by the Department of Work and Pensions however providers of accommodation will seek clarity before making investment in housing.

We anticipate a need for an advisory position on the Council's approach to the new funding regime for the local housing allowance to give clarity to housing investors and partners.

The Council will seek to minimise the potential disruption to the delivery of the review resulting from lengthy and uncertain central government policy changes.

11.2 Developing a financial model to support investment

We require a financial approach to accommodate and incentivise a variety of different landlords with different funding models. There are occasional grant funding opportunities to secure government investment and we need to be opportunist in our approach.

As part of that opportunist approach the Council is exploring a financial model to co-invest 'Right to Buy' receipts with landlord investment to create new accommodation or refurbish existing accommodation.

11.3 Existing elderly sheltered accommodation

The Council should explore the feasibility of making available part of under occupied sheltered accommodation to be refurbished to provide specialist sheltered accommodation for people with a learning disability.

11.4 New housing development

Provided we are able to specify the type of housing we need over a 2-5 year timescale the Royal Borough of Greenwich can use its influence to source housing as part of new affordable housing developments planned for the future and include these in the local masterplans for housing development.

The new Neighbourhood Planning Act 2017 requires planning authorities to plan for the future needs of elderly and disabled people.

11.5 NHS owned properties

The NHS owned properties provide 30% of the in-borough capacity and it is essential to secure cooperation from the NHS with regard to the properties they own to enable them to receive investment, recycle the asset value into alternative accommodation and move to a supported living model.

11.6 Social housing

For some people ordinary housing may be the solution and making the best use of current social housing has to be part of the plan.

Additional information on financial challenges and opportunities is contained in part 3, appendix 10 - How will the new housing be funded?
- Financial challenges and opportunities.

12 Social care budget implications for the funding of support



The need for additional housing is being driven by the increase in the learning disability population who meet the current eligibility criteria for adult social care support. The estimates of housing need are a consequence of the increase in population; the provision of housing is not driving the need for additional funding for care and support.

GLH's brief requested the recommendations to be deliverable within a cost neutral budget for adult social care support costs. GLH's advice is that we do not think it is possible to achieve the housing review for the increased number of people we expect to need and qualify for adult social care accommodation and support within a cost neutral budget.

We do however think it is possible that the two block contract services we visited can remain within the current revenue cost parameters, provided action is taken as set out in this review.

12.1 Cost of additional accommodation and support places

Over the plan period the cost of learning disability accommodation and support services will increase as a result of more people needing accommodation with support, the increased diagnosis of autism and wage pressure exerting additional costs on providers. Without mitigation our estimate is that these pressures will push the current accommodation and support budget of £19 million per annum to circa £29 million per annum by 2022. We have provided a full analysis of this in part 3, appendix 2 - Social care budget implications detailed analysis.

To meet this significant challenge the Royal Borough of Greenwich is engaged in a process to transform the way social care services for people with a learning disability are delivered. To support this approach we have identified potential areas where savings might be made without affecting quality of provision.

12.2 Supporting families and preventative measures

In recommendation 10B we looked at a housing response to autism in Royal Borough of Greenwich with interventions designed to support families. Every family we support to care for their loved one at home will negate the need for a staffed placement costing circa £50-75,000 every year, or £2 million for a lifetime's care in a staffed home.

Families also need support to continue caring especially for those with the highest needs. In section 6 we reported the cost of supporting people in the community at an average cost of £299 per person per week and an upper quartile cost was circa £500 per person per week.

It's not easy to predict savings arising from extending family carers ability to care for their loved ones at home but if families were able to save 50% of the cost of staffed accommodation it would save circa £1m compared with a lifetime's care in a staffed home. To achieve this, families will need a home which can support their caring role as set out in recommendation 10B in section 8.

12.3 Mitigating the affects of increased demand and pricing pressures

As indicated above, appendix 2 in part 3 gives a full cost analysis of the current service provision and the potential opportunities for savings which we have summarised below.

Table 5: current service potential and potential savings

	Gross saving opportunities per annum
Move to supported living in preference to registered care	£1,000,000
Provide specialist elderly sheltered accommodation	£400,000
Returning people from out of area	£150,000
Assistive technology	£260,000
Service efficiency and moving away from higher cost operators	£900,000
Total	£2,700,000

13 An approach to the GLO and mcch portfolios

GLH and Cordis Bright visited a number of properties in the Royal Borough of Greenwich including those which provide accommodation and support services under two block contracts. The views of stakeholders regarding this portfolio of properties have been captured in the extensive Cordis Bright report and summarised in earlier sections of this review.

The process envisaged for the next phase of the review is to work with service users and families in their individual circumstances; to understand at an individual level what their housing needs are both now and in the future.

We are however aware that individuals, families and staff want to know what we think this means for them in their house and their own circumstances. We will be following the individual approach to each property outlined above but the people we met wanted GLH to share our thoughts as we develop them.

The vast majority of existing properties we visited are suitable for future needs but require investment; new accommodation is needed for the growing number of older people in accommodation and support services. There are some examples of properties which are fit for purpose and others which need significant adaptation. Based on our series of visits we do not think the wholesale closure of services is warranted.

We have looked at the things people said were important to them about housing and also national good practice principles. We will use this to guide us at the next stage of the review as a way of assessing how well any particular property meets the needs of the person living there.

Our overall view is that the keeping the portfolio and investing in it is necessary to secure the delivery of a housing strategy. The alternative approach of developing new build solutions would mean waiting quite a few years which is not acceptable. There are opportunities to reconfigure the current portfolio and the portfolios of other provider organisations in the borough.

Apart from one property in Blackheath, all the current portfolio of properties are likely to be needed to support the future accommodation and support needs of people with a learning disability in the Royal Borough of Greenwich.

Some of the current properties do not meet the needs of the people who currently live there but with adaptation or investment the property would be suitable for them or for others. In one instance we envisage that the current building may need to be significantly remodelled in order to meet current and future needs.

We have reviewed the portfolio and have identified which properties to prioritise for investment on the basis they support the delivery of the accommodation review and/or their current condition is unacceptable. We will need to review this with individuals, families and staff.

As this is a public document we have taken steps not to identify specific addresses. This first phase of works to the current properties will cost something in the region of £6-7 million.

Table 6: review of GLO and mcch properties

Service name	Operator	Freeholder?	Description and configuration/ layout	Client group	Working assumption option	Capital funding requirement excl VAT	Candidate for GLA housing grant	NHS capital recycling	Potential RBG capital
Greenwich, London	GLO	The Royal Borough of Greenwich	1960's institutional design. Stands out in period street scene. Was originally 4 separate flats. Very institutional. Poor condition	Mix of ages and needs; some people now struggling with mobility; layout and stair configuration make lifts etc not easy	Remodelling to provide for future needs. Current residents may need temporary accommodation	£2,250,000	£1,125,000	£0	£1,125,000
Greenwich, London	GLO	The Royal Borough of Greenwich	1980's two story house new build 1980's. Poor design and corridor layout has lift to 1st floor not used often	Currently used to accommodate people with a mild/moderate learning disability and autism spectrum. Not enough space or privacy	Possible temporary accommodation or reconfigure internally to provide 4 but self-contained flats with on-site support and communal areas	£400,000	£200,000	£0	£200,000
Blackheath, London	mcch	NHS Greenwich properties	Very large listed period arts and crafts building. Very institutional	Elderly mild and moderate learning disability	Difficult to see long term use or a means of upgrading. Before anything can happen need to work with individuals and families and secure suitable acceptable alternatives	£0	£0	£0	£0
Create new elderly sheltered service	N/A	N/A	N/A	N/A	Create places for elderly people with a learning disability estimate @ £75,000 per person	£900,000	£450,000	£0	£450,000
Woolwich, London	mcch	NHS Greenwich properties	3 separate bungalows - 2 semis and detached. garden space not overlooked. 1980's new build – internal shared layout and corridors do not work well. Some rooms too small	Alter internal layouts Site ideally one suited to people with complex needs. Remodel over time	Excellent site to reconfigure as Autism and Challenging Behaviour specialist service	£1,500,000	£0	£1,500,000	£0
Develop new service in grounds of current service	N/A	N/A	N/A	N/A	6-10 bed profound and multiple learning disability or elderly service	£1,000,000	£0	£1,000,000	£0
Totals						£6,950,000	£2,225,000	£2,500,000	£2,225,000

14 Summary of recommendations

We have set out below all the recommendations below to provide a quick guide. The review is to be adopted by the Council as a whole and requires the support and expertise of not just social care colleagues in the Department of Adults and Older People Services (DAOPS) but also housing, planning, finance, health partners, children's services and housing partners.

We have indicated which recommendations will require the support and expertise of colleagues and partners.

Table 7: summary of recommendations

Recommendation	With involvement from
<p>Recommendation 1 (operations) With the help of the Royal Borough of Greenwich housing department, GLH will help social care develop the information, advice, guidance and support it can offer to families and make it much easier for people to understand this process. GLH and the Royal Borough of Greenwich adult social care service will start to do this by working with families and helping them make a plan for the future.</p>	DAOPS and housing department
<p>Recommendation 2 (finance) Royal Borough of Greenwich, Greenwich CCG and GLH will agree a programme for investment in the current portfolio with priorities and a timetable for implementation. (See also recommendation 10A).</p>	DAOPS, housing strategy, planning and The development, finance including housing, Greenwich CCG and housing partners
<p>Recommendation 3 (finance) The programme for investment will include the changes necessary to remedy the underlying legal structures which have not incentivised or addressed the long term investment needs of the properties.</p>	DAOPS, Greenwich CCG and housing partners
<p>Recommendation 4 (operations) GLH will agree a proposal for co-production with the Royal Borough of Greenwich for the next stage of the review which coordinates with other projects being undertaken by the Council which affect the lives of people with a learning disability, their families and carers.</p>	DAOPS, housing strategy and planning and development
<p>Recommendation 5 (operations) The Royal Borough of Greenwich will begin the process of collecting data to identify people living at home with family and the age of their carers. (See also recommendation 1).</p>	DAOPS and housing department
<p>Recommendation 6 (operations) At the start of the next phase of the review implementation GLH and the Royal Borough of Greenwich will agree a specific plan to engage with and understand the housing and support needs of people under-represented.</p>	DAOPS
<p>Recommendation 7 (operations) Analysis of housing needs and preferences will become a standard part of the assessment process in the Royal Borough of Greenwich in order that the housing solution can be as person centred as the support solution.</p>	DAOPS and housing department
<p>Recommendation 8 (operations) in the Royal Borough of Greenwich will progress to a supported living model using the opportunity to reassess people's needs and provide more person centred services.</p>	DAOPS, finance including housing Services (Housing Benefit), Greenwich CCG and housing partners
<p>Recommendation 9 (operations) The Royal Borough of Greenwich will take steps to provide the training and development needed to make assistive technology provision part of the standard assessment process for people with a learning disability.</p>	DAOPS

Recommendation	With involvement from
<p>Recommendation 10A - Future housing need <i>(finance)</i></p> <p>The Royal Borough of Greenwich will prepare a coordinated programme to deliver the accommodation needs set out in section 8 of this report over the next five years. This includes new housing to meet the additional demand but also to carry out the investment needed in the existing stock.</p>	<p>DAOPS, housing strategy, planning and development, finance including housing, Greenwich CCG and housing partners</p>
<p>Recommendation 10B - A housing response to supporting families <i>(operations)</i></p> <p>advice from the Royal Borough of Greenwich housing and children’s services it is recommended a property development and allocation process is developed targeted at supporting carers to care for their loved ones with a learning disability at home.</p>	<p>DAOPS, housing department, housing Taking strategy, planning and development, children’s services and housing partners</p>
<p>Recommendation 10C <i>(operations)</i></p> <p>The housing and support needs of people with a mild learning disability below the threshold for adult social care services should be reflected in masterplans for new developments which enables people with a learning disability living or applying for mainstream housing enable them to live independently and safely. The Royal Borough of Greenwich social care in consultation with housing colleagues will agree priority locations. New shared ownership developments in the borough should offer shared ownership to people with a learning disability. (See also recommendations 14 and 18).</p>	<p>DAOPS, housing department, housing strategy and planning and development</p>
<p>Recommendation 11 <i>(operations)</i></p> <p>The Royal Borough of Greenwich housing and adult social care departments agree a move-on protocol based on the mental health model to provide move-on accommodation for people with a learning disability in mainstream social housing.</p>	<p>DAOPS and housing department</p>
<p>Recommendation 12 <i>(finance)</i></p> <p>A funding model is developed by the Royal Borough of Greenwich in liaison with landlords which allows for flexibility to deliver accommodation with rents within the LHA; but where necessary allows for rents in excess of the LHA on a sustainable basis. This funding model must allow for the development of bespoke housing delivered in short timescales. (See also recommendations 16 and 17).</p>	<p>DAOPS, housing strategy, planning and development, finance including housing and housing partners</p>
<p>Recommendation 13 <i>(operations)</i></p> <p>The Royal Borough of Greenwich need to review the way accommodation and support is obtained to enable housing and support providers to engage directly with individuals and families at the start of the process on new housing and support solutions (with the support of the CLDT) using the agreed funding model.</p>	<p>DAOPS</p>
<p>Recommendation 14 <i>(operations)</i></p> <p>Our research shows that shared ownership and family investment models are offered by a small number of organisations. The Royal Borough of Greenwich social care and housing colleagues will work together to ensure shared ownership options for people with a learning disability should be included in the improved advice and information offered to families (see recommendation 2) and shared ownership developments in the borough should offer shared ownership to people with a learning disability (see also recommendation 10 C).</p>	<p>DAOPS, housing strategy, planning and development and finance including housing</p>
<p>Recommendation 15 <i>(finance)</i></p> <p>Royal Borough of Greenwich will prepare an advisory approach for the LHA pending guidance from the Department of Work and Pensions to clarify arrangements for specialist housing providers investing in accommodation in support of this review.</p>	<p>DAOPS, housing strategy, planning and The development, finance including housing (Housing Benefit) and housing partners</p>
<p>Recommendation 16 <i>(finance)</i></p> <p>The Council, Greenwich CCG and the NHS with support from GLH will agree a business plan to identify the capital investment required to deliver this review and will set this out in a business case to be agreed by end of summer 2017.</p>	<p>DAOPS, housing strategy, planning and development, finance including housing, Greenwich CCG and housing partners</p>
<p>Recommendation 17 <i>(finance)</i></p> <p>Council will explore financial models to deliver the business plan; including the opportunities currently afforded by co-investment of ‘Right to Buy’ receipts, borrowing for investment, use of Council owned properties and securing grant funding from central government.</p>	<p>DAOPS, housing strategy, planning and The development, finance including housing, Greenwich CCG and housing partners direct</p>
<p>Recommendation 18 <i>(operataions)</i></p> <p>Royal Greenwich planning/development control and housing colleagues will include housing needs identified in this review (including shared ownership) as part of new affordable housing developments planned for the future and in the local masterplans for large scale housing development.</p>	<p>DAOPS, housing strategy, planning and development and finance including housing</p>

15 Next steps and implementing the review



The next step will be to look again at how we can enhance the co-production approach; agree a set of implementation design principles and to agree the business plan with a programme of priorities/ work plan with the Royal Borough of Greenwich.

The design principles are expected to include, for example:

- **Housing development:** ensuring that all housing development activities investigate possibilities for people with a learning disability to be engaged practically; including opportunities for work and/or training
- **Funding:** this is explored to support improving people's life chances once they move, such as funding or access to buildings so that people can establish mutual friendship networks. We will investigate all potential sources of funding that can support delivery of the review
- **Carers:** they are able to meet and learn from other carers as part of their engagement
- **Employment:** the possibility of developing employment with housing schemes (provision of work and a job) is pursued as part of the housing solutions developed

These principles will be developed as part of the implementation design process which will be co-produced with all stakeholders, and we would encourage anyone who wishes to be involved to contact us at the GLH address at the end of this document.

The review covers five years to 2022. We have set out below some of the key milestones over the coming months in order that the recommendations can be implemented.

Table 8: key milestones 2017

	Summer 2017	Autumn 2017	December 2017
Working assumptions and priorities	In order to test the funding model and business plan it is necessary to make some working assumptions about what we should prioritise in terms of development, investment and operations.		
Review of the co-production approach	<p>What changes do we need to make going forward in view of the recommendations?</p> <p>We are moving from strategy (what should we do) to implementation (how should we do it)?</p> <p>How do we intend to get views on the business plan; and for people to be involved thereafter?</p>		
Funding models	<p>Being able to fund refurbishment and development is essential to deliver the plan.</p> <p>We expect to see more than one funding model.</p>		
Cross departmental working, programme structure and people	<p>Looking forward the business plan will need different parts of the Royal Borough of Greenwich and external organisations to work together.</p> <p>We'll need to agree roles and outcomes.</p>		
Outline business plan	<p>Includes heads of terms approval from Council and other partners.</p> <p>We envisage a number of separate but interconnected workstreams; ie a finance workstream might be concentrating on property refurbishment or development and an operational one might be supporting families to make a housing plan for the future.</p>		
Co-produced review of business plan	Obtains people's view of the priorities and the programme.		
Changes to business plan	Arising from the review.		
Implementation of the programme	Implementation.		

Contact us

For more information about Golden Lane Housing, please get in touch:

0300 003 7007

West Point
501 Chester Road
Manchester
M16 9HU

enquiries@glh.org.uk

Follow us on Twitter - [@GoldenLaneHouse](https://twitter.com/GoldenLaneHouse)