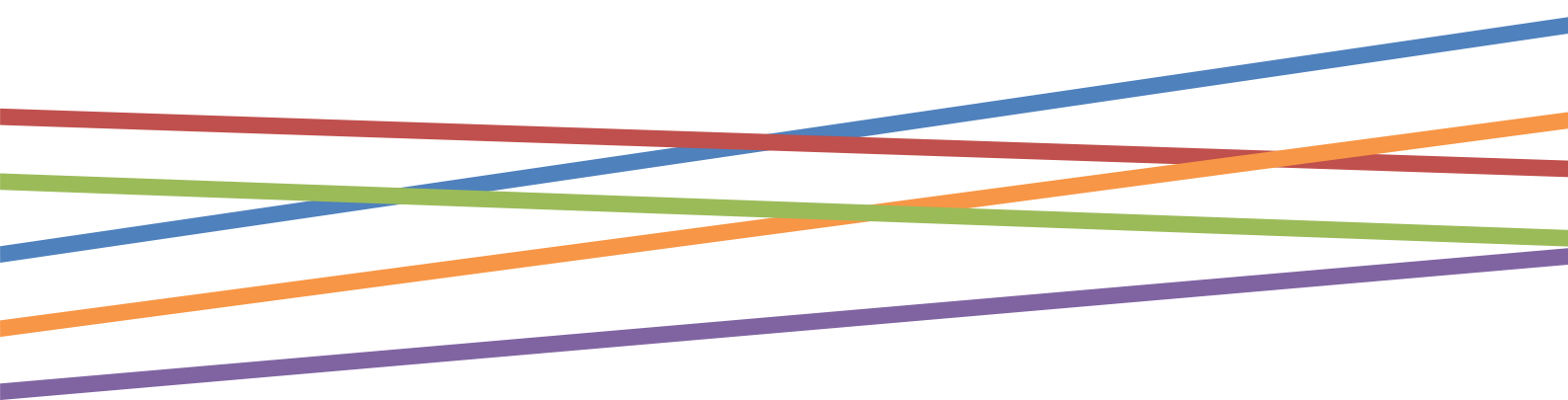


# Kirklees Specialist Accommodation Strategy 2021 - 2030

**DRAFT**



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## 1. Foreword

Suitable housing can significantly improve people's lives, while unsuitable housing can be the source of multiple health and wellbeing issues and costs. Appropriately designed housing, that can adapt to people's changing needs as they age, has a number of benefits. These benefits include reducing demand on care and support services and enabling individuals to live independently and more flexibly in our communities. There is a clear political focus on ensuring that Kirklees residents live in homes that support good health and people's wellbeing.

One of the biggest challenges we face nationally is the lack of affordable quality housing, in Kirklees we also recognise the need to develop high quality specialist accommodation for those with care and support needs.

The people who currently or who in the future may live in specialist accommodation are at the centre of this strategy, we want to ensure they remain as independent as possible and have a home that allows them to meet their own outcomes. A person's living environment extends beyond their home. Enabling people of all ages to live healthy and successful lives requires neighbourhoods with suitable physical, social, and community environments.

You will see that our aims of getting the current care and support estate fully appraised and ready for the future, along with an ongoing dialogue with current and potential tenants will allow us to "connect the dots" between what people would like and what our estate can offer.

As this strategy describes the current care and support estate has developed in a slightly disjointed way, we believe taking our current and potential future specialist accommodation tenants with us on a development journey will mean wishes, preferences and ultimately outcomes will be met.

We will continue to work with people and organisations to develop different and innovative homes across all groups, that will enable people to have choice and means they can live as independently as possible.

There are likely to be models of care and support that have not been designed yet that we would want to commission or support during the life of this strategy.

## 2. Introduction and Purpose

Welcome to the Kirklees Specialist Accommodation strategy, this document forms part of the overall [Kirklees Housing Strategy](#); and specifically covers people that the local authority and our health partners support in a home that has been designed to meet the particular needs of different people in their homes, so that they remain independent.

We believe supporting people to live in communities is important. We also want to reduce the number of people living in formal care settings, by increasing the range of smaller, community integrated and non-institutional style housing options available to them. We will also work with our NHS partners to reduce the incidence and duration of hospital stays. However, there will always be people who require some form of specialist accommodation commissioned or funded by the local authority who are not able to live in adapted general needs housing or may have care needs that cannot be met by community support or home care.

The changes in the needs of people over the period of this strategy will drive development and demand for specialist accommodation based and other care support. How people currently or wish to live will also affect demand and types of accommodation required, more people are living alone that they were 20 years ago. As the population ages there are likely to be more people living with long term conditions that require support or home modifications so that they can remain independent.

This strategy outlines how we intend to address the shortage of specialist accommodation and also outline our longer-term plans that will fulfil the aims of this strategy. There are specific details about types and volumes of accommodation we believe are needed for each care group, and an overall action plan at the end of this strategy. We are of course aware that new models of accommodation are likely to emerge over the duration of the strategy, we will keep a close eye on innovation and developing tastes and attitudes and modify this strategy.

Our Children's improvement plan and other strategies listed within the strategy outline our aspiration that children and young people who we are parent's for, and those with special educational needs and disabilities live and are educated in Kirklees. It is our ambition that every child has a local placement whether that be care, education or both and that their needs can be met in their own communities.

The strategy has been developed alongside our adult [vision and values for adult social care](#):

**We want every person in Kirklees who needs social care to be able to live the life that matters to them – with the people they value, in the places and communities they call home, and with an equal voice in co-ordinating their care.**

Our Adult Market position statement (linked below) is also a useful source of intelligence.

### 3. Our overall partnership vision and outcomes



#### 3.1 We're Kirklees

We're Kirklees is the way we describe the next phase of our journey to change the way we work, whether that's internally within the council or with people and our partners, to make Kirklees an even better place to live, work, visit and invest. The we're Kirklees approach is built around 3 key principles which will be at the heart of the way we work and deliver services.

## **Working with people not doing to them**

Working together with people and our diverse communities to solve problems and make the most of opportunities is at the heart of the way in which we will work. We want to remove barriers so that we can develop solutions together and engage people and build relationships based on trust to create positive change. We recognise the importance of tailoring the options that are available to meet the requirements of a range of groups and communities. It is our role to facilitate and enable, to create the right conditions for improving opportunities and outcomes.

This means also putting people at the heart of the decisions that might affect them and supporting local democracy and councillors in their community leadership roles.

The council has a unique role to play in supporting vulnerable adults. We are developing different ways to help people live independent lives for as long as possible, especially by enabling people to stay well and healthy. This means that as people get older, they can look after themselves using more of the support already available to them in their community. An important part of our work is preventing problems before they happen and helping people get back to living the way they want after a period of illness or injury.

## **Working with partners**

Businesses, the voluntary and community sectors and public bodies all have a part to play in achieving our shared outcomes. We are stronger when we share our knowledge, skills and resources, and we will continue to work together, for the wellbeing of all Kirklees residents.

## **Place-based working**

Place-based working standards helps us translate our principles and outcomes into action and impact. The people and places of Kirklees are complex and varied. We're home to very different places, and people identify not just with communities but with causes, creeds and interests.

This diversity is one of our strengths. Increasing our understanding of our differences, and also what we have in common, provides us with an opportunity to give a voice to every citizen, and work in different ways that draw on our diverse strengths, to enable people to prosper.

Our councillors really understand the diversity of Kirklees. They are important community leaders and much of their time and energy is invested in working closely with the citizens and communities they represent. Councillors develop dialogue and networks in their wards, helping to connect communities and support residents to improve their own lives, independence and wellbeing.

The grass-roots level is where real change can be delivered that makes a difference to people's lives. Making the most of the assets to be found in our diverse places and continuing to develop the capacity of citizens and communities, will support self-help and independence, address inequalities and improve outcomes.

## 4. Our strategic objectives for specialist accommodation

Our new approach to specialist accommodation is radical, but necessary. In the past we have taken small steps with regard to developing specialist accommodation locally, being more reactive than proactive. We also lacked a robust approach to the public estate and unpicking the barriers and delays to creating new developments.



We are clear that there are a series of **short term issues** that need to be addressed to unblock or manage issues within specialist accommodation locally. This includes assessing the impact of COVID-19 on the accommodation market and understanding the impact upon future demand numbers.

We want accommodation to be **appropriate**, having and developing accommodation that means individuals are as independent as possible, for as long as possible. We are firmly committed to shaping accommodation requirements with individuals. This includes for instance working with particular groups such as older BAME people to develop culturally appropriate homes, and with people and their families where very bespoke support solutions are needed. We recognise that people's needs change, we also recognise that people sometimes need to move so their needs can be better met, in the short term or longer term.

We want accommodation to be **local**, we are clear that placing people a distance away from Kirklees may not generate the best outcomes for individuals. We need to develop local capacity so the specific needs of people likely to be placed out of area can be met in Kirklees.

We want specialist supported accommodation to be **affordable**; we recognise that in the past we have placed people in more traditional care settings because it has been the only option. We have begun and will continue to develop in partnership with our provider market better value, better outcome models of care that are more flexible. We are also developing our own capital activity much of which supports the objectives of this strategy.

We want accommodation to be **sustainable**. Attitudes and models of care and support continue to evolve. We need accommodation that is more flexible and can change to meet needs that are different to those that might have been foreseen when a development was started. This may include things like eco-friendly design approaches to accommodation and people with different care needs living in one development or one series of developments.



## 4.1 Technology and specialist accommodation

Connectivity and the ability to adapt homes as needs change, to maximise technology, live independently, access services, travel easily and socialise – will be particularly important as the population ages. Levels of connectivity can determine work, education, health and care outcomes. Beyond the ability to physically travel, new technologies and digital tools have an increasingly important effect on a person's ability to stay safe, independent and interact with the world around them. Barriers to physical and virtual connectivity create issues for individuals and society. Technology will play an increasingly important role in providing accommodation-based care and support across the life course of this strategy and is woven into each of the objectives of the work and dovetailing with the [Kirklees Technology Strategy 2020 – 2025](#) throughout.

While technologies that assist in health and social care could be significant contributors to the growth in expenditure in the short term, they could potentially reduce costs significantly in the medium and long term.

Over recent years we have seen the costs of previously expensive technology coming down in price. We expect this to be a growth area, particularly as people who have grown up with increased integration of technology require care and support move to be more independent. The inclusion of technology and digital solutions cuts across the strategic objectives of this strategy.

People need specialist accommodation, but with the likely impact of climate change, it is important that accommodation is built in ways that provide benefits for both residents and the environment.

Through the work of this strategy we plan to make a significant shift to specialist accommodation that use resources more efficiently. Our view is that this would improve the quality of the built environment, create better places for people to live, and improve and protect the environment. However, building specialist accommodation to higher than usual resource efficiency standards may entail additional costs. We will work with develop to incorporate measures to: improve water and energy efficiency, reduce domestic waste generation, and improve the overall resource efficiency of new developments and their infrastructure. More details around this is covered in the [Local Plan](#) and other strategic planning documents.

# Children and Young People cared for by the local authority

## 5. Introduction

Our long-term plan for children and young people is to enable families to stay together when safe, to increase foster placements with local families, and to listen more to our children in care. We take our role as corporate parent for our children in care very seriously and wish to provide them with the best possible childhood experiences and start in life. This will be reflected in the places that our children live and the way they are supported and cared for.

Our ambition is to see fewer of our children and young people living outside Kirklees. Where children do need to live in a children's home, it will be in smaller homes that look and feel more like a normal family home.

We will ensure that our children have the appropriate support in place to reduce isolation and the risk of exploitation.

Local Authorities along with the co-operation of partners have a statutory requirement under the Children's Act 1989 "the sufficiency duty" to: *Secure sufficient accommodation for looked after children plus to take earlier preventative action to support children and their families so fewer children become looked after. Also, consideration must be given to the needs of children in need who are at risk of care or custody.*

The following commissioning principles will support our future sufficiency:

- High quality cost effective early support and preventative services should reduce the need for costlier later interventions.
- Accommodation placements will be needs led to ensure that children in care achieve the best possible outcomes as they grow up.
- Young people will usually live in a family setting if that is in their best interests. The use of children's homes will be kept to a minimum.
- Unless it is not in their best interests to do so, children in care will normally be placed within 20 miles of the Kirklees Boundary.
- A range of community embedded provision and support will be available to meet the needs of children looked after at the age of 16 and 17, and continuity of accommodation beyond the age of 18. All of this provision must be appropriately registered and regulated.
- Accommodation will be stable, good quality and cost effective.
- We will take a place-based approach to ensure that all homes are integrated into the local community

## 5.1 Defining types of accommodation for Children and young people cared for by the local authority

**Connected Persons Care accommodation - Residence Orders or Special Guardianship Orders.** The Local Authority may place the young person with extended family or a family friend. This may be a short-term solution to allow the young person to remain with known people, and to encourage reintegration into the family home.

**Foster care accommodation - Internal Local Authority or Independent Fostering Agency (IFA).** The Local Authority may place a young person with a foster carer as part of their family; They may live alongside the foster carer's own children, or other children who are being fostered by the same family. Foster care enables children to remain part of a family and a community and where appropriate will be near the child's school, friends, family and hobbies.

**Children's Homes** the Local Authority may place a young person within a children's home if the child's needs can't be met within a foster family. This is commonly where children stay in a home with several other children. The young person will be allocated a key worker who will oversee their care and help them to make progress in all aspects of their lives; there will typically be a team to parent the children throughout the day and night.

**Supported Lodgings.** The aim of supported lodgings is to offer semi-independent young people the opportunity to live in the home of an approved person who will help them prepare for independent living. This will be a safe and supported environment where a young person can develop the practical skills, confidence and emotional maturity to move on and cope with living independently.

Most of the young people placed in Supported lodgings will have been living in care, some may have been homeless, or at risk of homelessness. They will all be 16 or older and encouraged to be engaged in, or actively seeking education, training or employment.

Supported lodgings providers offer opportunities for young people to develop the life skills and confidence needed to move onto independent living. They provide a spare room and some meals for each young person, but also support and assistance - to make a difference.

**Semi-independent living accommodation.** There are a range of supported accommodation options which can offer different services and varying levels of support. This type of provision is for young people age 16 and 17 who are moving towards independence and need support not care. The types of provision used include small group living provisions and supported tenancies for young people who are the most independent. The levels of support vary and are determined based on each individual young person's needs.

Kirklees Council also has 2 support hubs for young people, No.11 in Huddersfield and No. 12 in Dewsbury. Support, help, advice and independence training are available.

**Disabled children in residential respite care.** Respite services provide a break for parents of children with disabilities enabling them to have a rest, spend time with their other children or do things they wouldn't normally be able to do. The need for overnight respite care is determined by a short breaks plan which identifies what type of respite is appropriate to meet the whole family's needs. Respite can range from 1 night to a maximum of 75 nights per year.

**Children living in accommodation because of an education need.** There are a small group of children who require accommodation connected to a specialist education setting which is not available locally.

## 6. By 2030.....

We will have an extensive and highly skilled pool of local foster carers who are able to meet a wide range of children's needs. This includes caring for children with disabilities, children who are very vulnerable, children with complex needs and those with more challenging behaviours. The type of foster placements will include emergency placements, sibling placements, mother and baby placements, remand placements and placements for children who are at high risk of exploitation. Children will be matched long-term with their foster carers giving them permanence in their lives and the ability to progress and achieve in their education, health, hobbies and family time.

Foster carers will come from a variety of different communities and cultures meaning that children are placed with foster carers who understand their identity and can promote it positively.

Social workers will have a choice of foster placements for the children and young people they are responsible for and will be able to choose the right placement for their child.

We will provide good quality support to foster carers to manage more challenging placements ensuring they have access to a clinical expert and agreed levels of respite to ensure longevity of the placement.

Supported Board and Lodgings carers will provide placements for children from 16 years old into adulthood where needed. They will play a key role in supporting care leavers who are not yet ready for independence.

Children's Homes will be smaller and homely replicating a family home as much as possible. They will be in high quality buildings purpose built or bought with highly skilled and committed managers and staff teams who have experience of looking after children whose needs mean that they need residential care to make progress in their lives. The care provided will be clinically informed by regular clinical input into children's behaviours which is flexible and responsive to need.

We are making a significant capital investment to add capacity to our children's homes for children with disabilities and children with emotional and behavioural difficulties (EBD). We have already bought a property for use as an EBD home; our future plans include working with our children to co-design a new-build children's home. This will include involving young people to learn new skills by being involved with the construction process.

Our residential disability short breaks service will be co-located with our daytime provision and new education provision supporting children with learning and physical disabilities. This will be an excellent resource which is purpose built and will offer a richer experience to children on short breaks plans.

Semi-independent provision will be regulated meaning that children who need this type of provision will be in provision that is independently quality assured by a national body.

We will focus on accommodation options for care leavers (over 18) to help them make the successful transition into an independent adult life. The accommodation available will ensure that care leavers who are not yet ready for full independence have a range of options where they can continue to develop independence skills whilst being supported appropriately in the community.

## **7. Key activities**

- Recruit and retain a larger number of Kirklees Council foster carers reducing the reliance on Independent Fostering Agency placements
- Specifically recruit certain types of foster carers i.e. long-term carers, emergency carers, remand carers and carers for disabled children.
- Build a new children's home involving children in every aspect of the process
- Build a new short breaks disability residential provision co-located with other services
- Focus on a wider range of accommodation options for care leavers

## **8. Understanding current accommodation supply**

Kirklees currently provide accommodation via several different delivery/purchasing arrangements. Kirklees have council run children's homes, foster carers and connected foster carers. The balance of placements is individually commissioned from the private sector and third sector via the Yorkshire and Humber regional framework contracts (White Rose), via the Kirklees 16+ Supported Accommodation framework or by spot purchasing directly from providers.

## **9. Understanding Future accommodation demand**

The growth of family settings will be our priority to enable the majority of children to live in an environment that is as close to being at home with their family as possible.

Specialist accommodation for children with complex needs and disabilities needs to be more bespoke and enable children to be cared for within a group setting, but with their own space and facilities so that complex behaviours can be managed without having an impact on other children. Assistive technology will play a much greater role in caring for these children

We intend to increase internal residential capacity by building and buying new high-quality homes to enable our children to live and be supported in Kirklees.

**What this means for the market:**

We see opportunities for small scale children's homes and semi-independent accommodation as part of existing communities and new larger developments across Kirklees.

There are opportunities for larger homes for family placements to be developed as part of general needs housing.

# Children and young people with Special Educational Needs and Disabilities

## 10. Introduction

In Kirklees we have a number of children with special educational needs who require both specialist accommodation and education provision. We want all of our children to feel valued and to have the best facilities and opportunities available to them. Our aim for this group is that they are at the centre of their holistic support planning, they are able to live in appropriate accommodation locally and are able to be educated in local schools.

We are working hard to ensure there is the right balance of accommodation and educational provision for this group, at the time it is required. There are instances where accommodation is available locally, but specialist education placements are only available away from Kirklees, this is being addressed through the development of sufficient specialist educational provision locally.

There are more details about the long-term vision and plans for children and young people in the Kirklees sufficiency plan, Corporate Parenting Strategy and SEND sufficiency master plan.

In Kirklees we currently have a mixture of council run and private sector homes and respite facilities for children with SEND. We intend to develop new, high quality homes and facilities to ensure that children can thrive, develop and become as independent as possible.

The following commissioning principles will support our future sufficiency:

- For young people with Special Educational Needs/High Needs, where possible, they will live in Kirklees, have their needs met by local health & support services and receive their education in local schools.
- High quality cost effective early support and preventative services should reduce the need for costlier later interventions.
- Accommodation and education placements will be needs led to ensure that looked after children in care achieve the best possible outcomes as they grow up.
- Young people will usually live in a family setting if that is in their best interests. The use of children's homes will be kept to a minimum.
- Accommodation and school places will be stable, good quality and cost effective.
- We will take a place-based approach to ensure that all homes are integrated into the local community

## **11. By 2030.....**

We will have developed local sites to provide modern homes that our children will be proud to grow up in. This includes sites for specialist accommodation for those with the most complex health, educational, and emotional and behavioural needs.

We will provide local wrap around support for our children to ensure their wellbeing. This includes activities and leisure opportunities, mental health support and education.

We will also have a detailed understanding of the impact of keeping children in Kirklees on local education placements and health care services and the investment and approach needed to manage this.

We are making a significant capital investment to add capacity to our children's homes. This will include both the adaptation and refurbishment of existing homes and the construction of new, high quality homes. This work will change the way that children with complex needs are cared for in residential care including better use of assistive technology and a homelier environment that still lends itself to good infection control.

We will provide effective 'step down' facilities for children and young people who require a high level of support with mental health, learning difficulties and autism.

We will provide a 'safe space' for children and young people in times of crisis.

## **12. Key activities**

- Identify sites to build new homes and respite facilities to meet the needs of children with SEND.
- Refurbish and develop existing buildings and facilities to a high standard.
- Address the identified increasing and unsustainable pressure on the existing special school places across the borough and across all types of SEND. This will allow us to balance the education and accommodation requirements of children in this group.
- In addition, some of our existing special schools in Kirklees are generally at or over capacity and some of our existing buildings and sites present challenges in terms of suitability. More details around this are covered in the sufficiency master plan.

## **13. Understanding Future accommodation demand**

To build on our ambition for all children and young people in Kirklees to achieve well by getting a good education and to go to school as close to where they live as possible, we want to balance the accommodation and education offer so children do not need to leave Kirklees because of an education need despite there being appropriate accommodation locally. This will require a range of accommodation options which will be detailed through the actions of this strategy and other plans outlined above.



**What this means for the market:**

There are opportunities for a range of education provision to be developed to stem the outward flow of children and young people being placed educationally outside Kirklees despite accommodation being available locally.

There are opportunities for a range of specialist homes and facilities to be developed to enable children with SEND to access high quality provision locally.

# Adult and Older People National Context

A great deal is changing in health, social care and housing and there are significant challenges ahead. Budget reductions, demographic pressures, technological change, and changing expectations of consumers have resulted in a need to re-think the way specialist accommodation markets operate.

The UK population is growing in size and more people are living longer. The demand for support services is therefore rising, as more adults with long-term and multiple health conditions and disabilities are living longer.

In particular, the number of adults aged 85 or over, the age group most likely to need care, is rising faster than the population as a whole. The overall UK adult population grew by 8% between 2009 and 2019, while the number aged 85 or over rose by 25% in the same period.

The advances over recent decades in medical science, diagnosis and treatment of progressive disabling conditions, has meant that there are increasing numbers of people with complex support requirements who are living much longer in our communities. Successfully meeting this demand will mean changes to how accommodation and care models operate.

For a number of years public policy has encouraged greater personalisation for those in receipt of care and support. This policy drive will continue, particularly in light of the Care Act that came into effect in April 2015. The Act fundamentally reformed the law on adult social care, placing a stronger emphasis on prevention and wellbeing, information and choice, support for carers, and market oversight.

**Regulation** has also altered over the past few years and will continue to evolve across adult and children's accommodation. CQC having recently updated their registering right support guidance to say that they expect providers to show how their service meets the needs of people in line with best practice. If they do not follow best practice in any way, they must provide compelling evidence that demonstrates how their approach will deliver appropriate and person-centred care. We support genuine innovation where providers can demonstrate that their model aligns with the service model and positive outcomes can be achieved.

**The Regulator of Social Housing (RSH) and LGA**<sup>1</sup> has also been engaging with providers of specialist supported accommodation whose business model is predicated on taking long-term leases from property funds, to establish whether the issues with provider risk are replicated elsewhere. As a result of this work, the RSH has published a number of regulatory judgements<sup>2</sup> and notices where it has identified concerns about the governance or financial viability of these providers.

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<sup>1</sup><https://www.local.gov.uk/specialised-supported-housing-guidance-local-government-and-nhs-commissioners>

<sup>2</sup><https://www.gov.uk/government/publications/regulatory-judgements-and-regulatory-notices>

## 14. Defining Adult Accommodation Types

In order to understand this sector, it is important to be clear what sort of accommodation we are talking about. It is important to remember that these groupings are not necessarily separate developments, and multiple groups could be living within a single development.

### **Specialised supported housing (Group's B, C, E, and F) means<sup>3</sup> supported housing:**

Which is designed, structurally altered, refurbished or designated for occupation by, and made available to, residents who require specialised services or support in order to enable them to live, or to adjust to living, independently within the community.

Which offers a high level of support, which approximates to the services or support which would be provided in a care home, for residents for whom the only acceptable alternative would be a care home.

**Group A – General Needs Accommodation.** People living in their own homes (rented or owned), they may have care and support needs, some of these homes have been adapted or modified to better meet people's needs. This group could be receiving **floating/ outreach support** or **home care** to meet their needs.

**Group B – Supported Accommodation.** A person living in their own home, but the accommodation is grouped together (rented) with onsite support.

**Group C – Shared Supported Accommodation.** People living in a house/flat sharing with others (rented) receiving onsite support and companionship from fellow tenants.

**Group D – Shared Lives.** Adults living as part of families that are not their own, this is most commonly used by adults with a learning disability.

**Group E – Housing with Support (Sheltered or Retirement housing)** for older people some locations have communal facilities and onsite non-care support. They are linked remotely to support through pull cords and other assistive technology; home care may also be supporting people in this setting.

**Group F – Housing with Care (Extra Care housing).** Extra care units primarily aimed at over 55's are self-contained homes with design and support features to enable self-care and independent living. The principle is to allow people to maintain an independent lifestyle, but they may need some extra care to do that, with extra facilities and services such as personal care, meals and overnight care and support onsite.

**Group G - A care home with or without nursing,** intensive onsite 24-hour care and support, within this group there are care settings that specialise in the care of different care groups.

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<sup>3</sup> Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016 available at: <http://www.legislation.gov.uk/ukxi/2016/390/made>

## Older People living in specialist housing

In Kirklees we are seeing the same issues as other areas of the country, our population is changing. There were around 439,000 people in Kirklees in 2019. If the predicted population growth is correct by 2030 there will be 459,600 people in Kirklees, this is an extra 20,000 people, of which 16,300 will be over 65, taking the overall over 65 population to 95,600. Older people living alone also expect to grow by 22% over the next 10 years to just under 32,000.

### 15. By 2030.....

It is our ambition to increase capacity in extra care which offers better outcomes for many people who live in this type of accommodation. We also expect care home placement numbers to remain relatively static but with shifts towards more specialist dementia and nursing care.

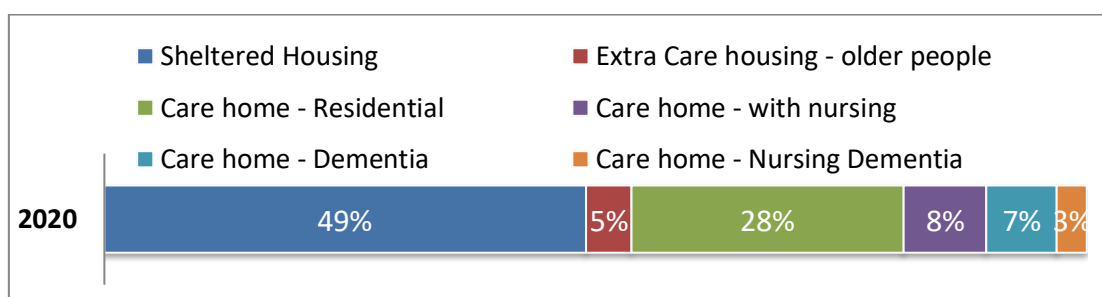
### 16. Key activities

- Reduce the numbers of people in inappropriate accommodation because of a lack of viable and appropriate alternatives.
- Increase the dialogue with those likely to enter specialist accommodation including BAME and other communities.
- Increase the use of assistive technology to increase choice and control for people.
- Increase extra care capacity.
- Increase specialist dementia accommodation.

### 17. Understanding current accommodation supply

There are just under 4,000 older people living in the different types of specialist accommodation locally. The current supply of accommodation for older people has its roots in historic models of care where care homes were dominant. We have seen small growth in extra care, however because this has emerged as a care option over the past 5-10 years or, so it is still only a small part of the market. We see extra care growing in market share moving forward because it offers improved outcomes and independence for people.

#### 17.1 Current Market Supply

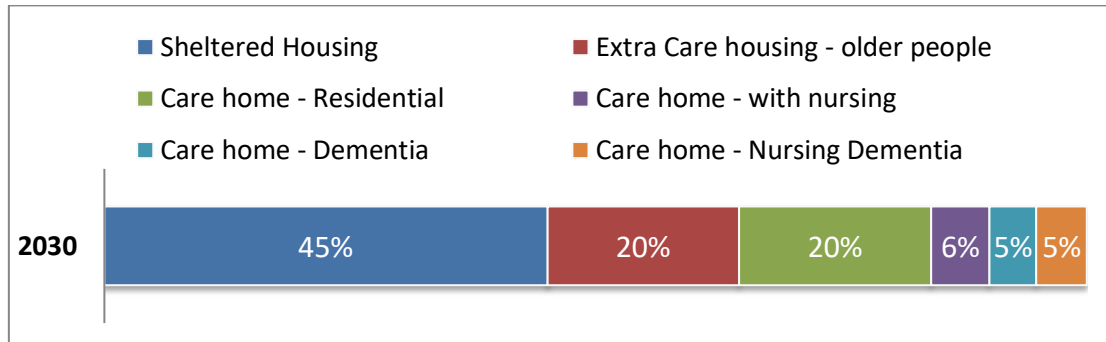


## 18. Understanding future accommodation demand

Using population forecasts we are able to estimate the likely future demand for accommodation commissioned by the local authority, because we are looking to actively change the future shape of the market by increasing the use of extra care.

### 18.1 Future Market Demand

This chart shows our ambition for the mix of accommodation by 2030.



#### What this means for the market:

We are open to a range of accommodation scenarios; however, we do not see care homes growing at the same pace as other parts of the sector, except in dementia nursing provision.

Demand is likely to grow for extra care and sheltered accommodation if the ranges of ownership and finance options are made available particularly to meet the needs of those funding their own accommodation. We will closely monitor the impact of changes to supported people funding and the proposed changes in rent legislation.

We will work with care organisations and developers to establish design principles and support the development of appropriate sites.

There are more detailed forecasts in appendix two of this document, and further demand data will be delivered by the activities of this strategy.

# Adults living with learning disabilities

## 19. By 2030.....

We want more people to be as independent as possible, this means fewer people will live in care home settings. We intend to grow locality based or small site supported and shared supported accommodation options to meet the demand described below. We want to further reduce our dependency on care home placements within Kirklees and in out of area placements; we also want to increase Shared Lives capacity.

We want to maintain a number of short breaks places that can be accessed as people need them. We also want to see increasing numbers of shared accommodation options, people tell us living in small groups as part of a transition to living independently helps them adapt to living on their own.

## 20. Key activities

- Reduce the number of local authority funded care home placements in Kirklees.
- Reduce the number of out of area care home placements Kirklees Council currently fund.
- Increase significantly the number of smaller, community integrated and non-institutional style local supported living developments.
- Increase the range of independent supported living developments; more specialist clustered flat developments, more disabled friendly developments, more shared home developments.
- Increase Shared Lives capacity.
- Better succession planning with individuals and families for people preparing to leave the family home.

## 21. Understanding current accommodation supply

There are just under 700 people in this group living in the different types of specialist accommodation locally. Our current supply is too reliant on care home provision; too many people are placed outside Kirklees. We have a significant over supply of care homes in Kirklees beyond what is needed to meet local need, one third of care homes beds in Kirklees have people from other local authority areas placements in them.

There are issues with the age and quality of some care home stock, some care homes opened over 25 years ago and would not meet current CQC registration requirements, and we recognise they are coming to the end of their commercial life. Over the last 10 years national policy has been to support people with a learning disability to live in their own home.

In Kirklees we have seen a wide range of models of accommodation and support develop, the council now supports more people to live in their own home than in a care home, we need to continue to develop more specialist accommodation models to meet growing demand and replace old care home stock.

### **A special note on Transforming Care:**

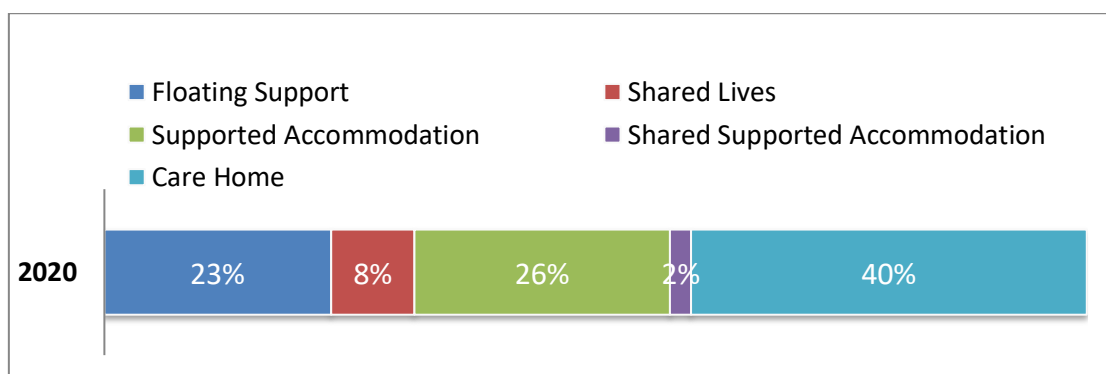
Transforming Care is a national response programme in response to the Winterbourne View scandal, the programme will transform community services to reduce the number of people who access treatment and assessment units or secure hospitals. This programme will be delivered by April 2023; it will be driven by the local Transforming Care Board who will signal to the market the future services required locally.

As part of our local [Transforming Care plan](#); there will be development opportunities for providers to develop high specification bespoke specialist community based complex needs accommodation comprising of Care Homes and supported living.

One of the biggest challenges to deliver this ambitious programme will be the development and retention of a highly skilled workforce to meet the needs of the Transforming Care cohort in a community setting.

## 21.1 Current Market Supply

This chart shows the current mix of the learning disability accommodation market.



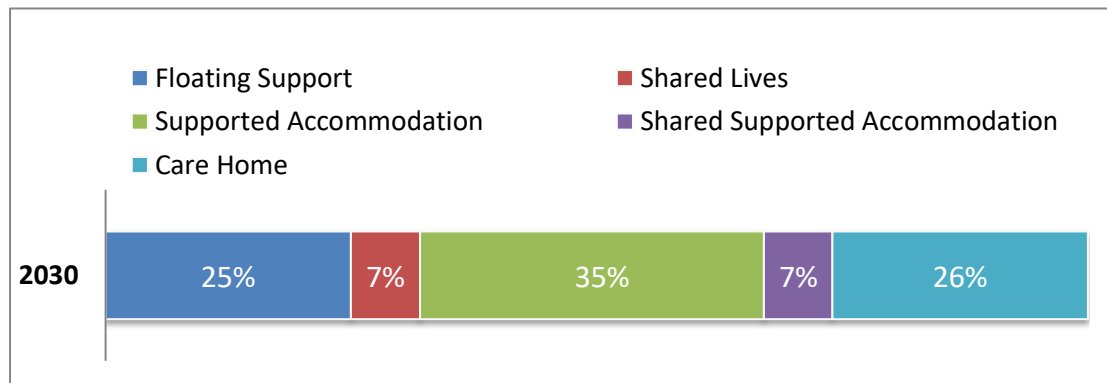
## 22. Understanding Future accommodation demand

We expect to see the vast majority of people living with learning disabilities being accommodated locally. More people want to live in their own home, often leaving the care of their parents at a much younger age than in the past. We are also seeing increasing numbers of children and young people with disabilities that are likely to require support as adults. (Additional details can be found in our [KJSA SEND Section](#))

We expect the number of people supported to live independently in their own home to increase by at least 100 over the coming five years.

## 22.1 Future Market Demand

This chart shows our ambition for the mix of accommodation by 2030. You will see significant changes across most care settings, the action plan at the end of this document outlines how this will be achieved.



### What this means for the market:

Increasing numbers of people with learning disabilities want to live independently. We want to see smaller individual developments or small developments as part of larger developments in the community, the key to their success will be co-produced planning with people with a learning disability and their families and other stakeholders. We will support the market to develop appropriate supported living accommodation.

Whenever possible this accommodation should provide long term assured tenancies and enable therapeutic care and support. Accommodation arrangements and care and support will be kept separate whenever possible to give people greater choice and control.

**Right support, right care, right culture** guidance from CQC will impact providers of specialist accommodation, namely:

There is a clear need for the service and it has been agreed by commissioners.

The size, setting and design of the service meet people's expectation and align with best practice.

People have access to the community.

The model of care, policies and procedures are in line with best practice.

There are more detailed forecasts in appendix two of this document, and further demand data will be delivered by the activities of this strategy.



# Adults living with mental health issues

## 23. By 2030.....

We want increasing numbers of people living with mental health issues to live independently. We also see a broader number of cases moving between the different types of accommodation in the diagram below; for instance, people stepping up support if their condition worsens then stepping back down to floating support as things improve. We recognise that these transitions need to be well planned and timely, so the individual is part of the decision-making process rather than having rapid moves forced upon them.

We want to reduce our reliance on residential care but maintain a number of short term places that can be accessed as people need them. We also want to see increasing numbers of shared accommodation options, people tell us living in small groups as part of a transition to living independently helps them adapt and ease the jumps between residential and living alone.

## 24. Key activities

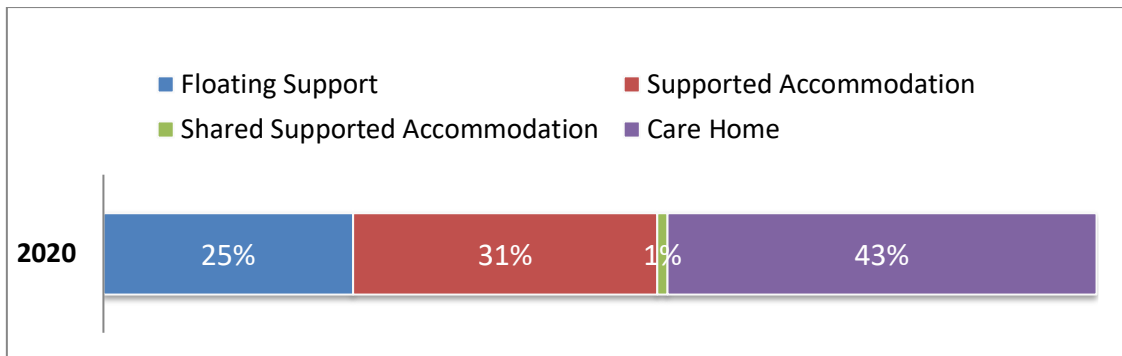
- Reduce the number of Kirklees funded care home placements in Kirklees
- Reduce the number of out of area care home placements in Kirklees.
- Support Kirklees funded out of area residents to return to Kirklees if they wish to.
- Increase the number of smaller, community integrated and non-institutional style local supported living developments.
- Increase in the range of supported living developments; including more specialist clustered flat developments and more early onset dementia friendly developments.

## 25. Understanding current accommodation supply

There are just under 160 people in this group living in the different types of specialist accommodation locally. There are a number of people with mental health issues that live in residential settings, we believe with a better range of supported living options some of this group could be better accommodated in the community. People living with mental health issues in the community need less purpose-built specialist accommodation. Instead a wider range of support levels including floating and onsite staff better suits the needs of this cohort. There will remain a need for people to periodically access residential support if their condition worsens but it is more of a short term step up rather than a permanent move. The diagram below shows the current shape of commissioned accommodation locally.

### 25.1 Current Market Supply

The following chart shows the current mix of the mental health accommodation market.

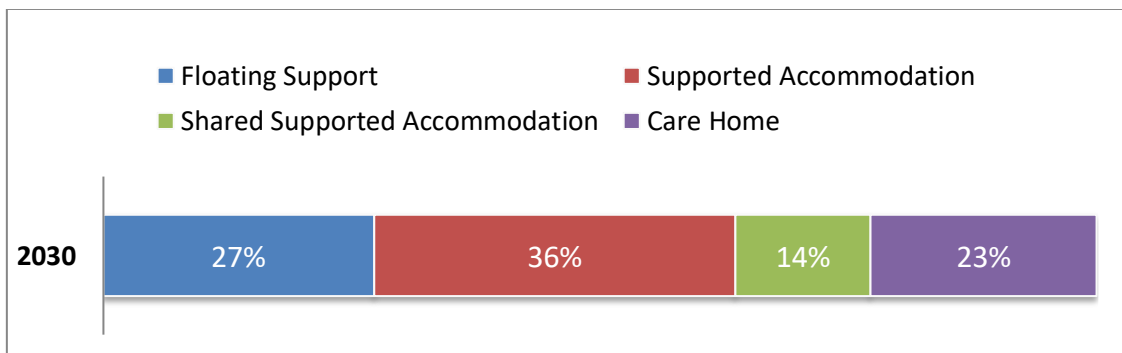


## 26. Understanding Future accommodation demand

There are likely to be modest increases in the numbers of people requiring accommodation because of a mental health issues locally. At the moment we commission accommodation for around 145 people, we expect this to increase over the next ten years. This may be affected by section 117 and continuing care funded accommodation becoming the responsibility of the local authority.

### 26.1 Future Market Demand

This chart shows our ambition for the mix of accommodation by 2030. We intend reductions in care home places with supported and shared supported accommodation picking up demand.



#### What this means for the market:

There is a broad range of provision, but capacity and flexibility are a problem. We are experiencing an increasing demand for flexible supported accommodation across the complexity spectrum.

There is a need for some intensively supported accommodation provision involving 24-hour support; people with forensic history may need this support. This would be a step between regular accommodation and hospital or care home settings, the best model would most likely be small group accommodation.

There are more detailed forecasts in appendix two of this document.

# Adults living with a physical or sensory impairment

## 27. By 2030.....

An increasing number of people with a physical/sensory impairment are starting to recognise that with the right accommodation and support they could live independently in the community. As this develops further, and the need for locally funded care home placements reduce, care homes may wish to consider how they might develop their service to meet the needs of people with a complex/specialist physical/sensory impairment. As with other care groups our ambition is for people to move back to Kirklees who live in accommodation outside the area and increase the number of people who live as independently as possible.

## 28. Key activities

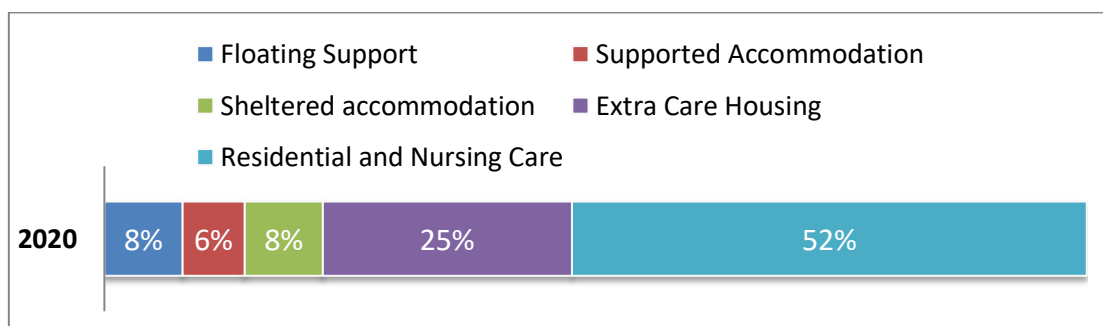
- Reduce the number care home placements in Kirklees.
- Support Kirklees funded out of area placements returning to Kirklees if they wish.
- Increased generic supported living accommodation that includes accessible accommodation for wheelchair users.
- Increased extra care that is suitable for people with a physical /sensory impairment.
- Better plan with people as they plan to leave the family home and parental carers.

## 29. Understanding current accommodation supply

There are just over 100 people in this group living in the different types of specialist accommodation locally. There are some people with a physical/sensory impairment who live in a residential care setting of which some are there because their own home cannot be adapted. We believe with a better range of supported living options in Kirklees some of this group of people could be living more independently in supported living accommodation.

### 29.1 Current Market Supply

This chart shows the current mix of the physical disability, sensory impairment market.

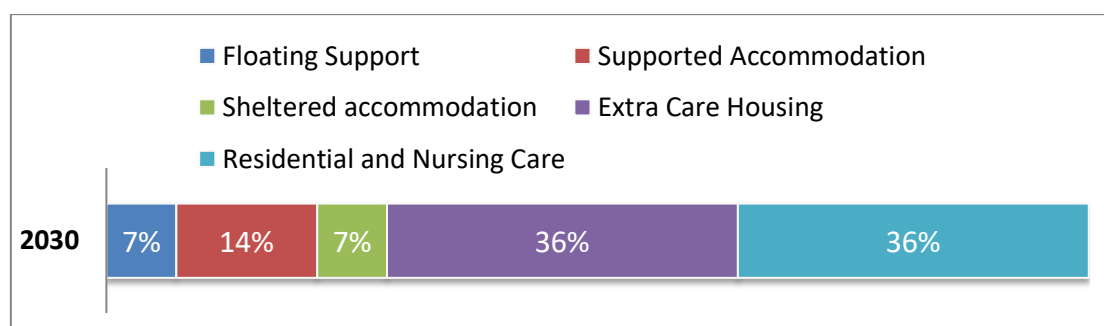


## 30. Understanding Future accommodation demand

There are likely to be modest increases in the numbers of people with a physical/sensory impairment requiring accommodation locally. At the moment we commission accommodation for around 110 people, we expect this to increase over the next ten years; however, the shift in where people want to live is likely to change significantly.

### 30.1 Future Market Demand

This chart shows our ambition for the mix of accommodation by 2030. As with other care groups we see a reduced care home offer and increased choice in other settings.



#### What this means for the market:

There remains a lack of local supported living options for people with a physical disability; some younger adults are living in residential care when they would rather be living independently in the community. The biggest area of demand is supported living accommodation with onsite 24/7 care.

Younger people with a physical disability are developing greater expectations regarding where they live and are increasingly looking at supported living as an option.

Not all people want to live alone; some people with a physical disability would prefer to live in extra care type accommodation.

There are more detailed forecasts in appendix two of this document, and further demand data will be delivered by the activities of this strategy.

# Vulnerable adults in need of specialist supported accommodation

## 31. Context

This part of the strategy covers a wide range of people with varying needs. Some of these needs have previously been considered within this strategy, for example, mental health. Some have short to medium term accommodation requirements, others need accommodation and support whilst stepping down or moving on from more complex or institutional type settings such as prison, the armed forces or the care of the Local Authority and others require support to be able to move away from homelessness and live happy, healthy independent lives within mainstream housing. There are just under 400 people in this group living in these different types of specialist accommodation locally.

Our focus is centred on taking preventative, early, effective and integrated actions with people who are more at risk of becoming [homeless](#). If homelessness cannot be prevented, we will work to enable people to move into a settled and secure home with the right type of support and as quickly as possible, successfully moving on from homelessness.

## 32. Key activities

- Develop new or re-model existing commissioned accommodation for single homeless adults in North Kirklees.
- Develop a corporate view on supporting vulnerable young adults, alongside any proposed regulation from Ofsted.
- Articulate the current and future support models required for each group.
- Ensure an adequate supply of affordable housing for individuals and the local authority.

## 33. By 2030.....

### 33.1 Single people, Couples with no dependent children & ex-offenders

There is an overarching ambition to see an increased supply of more homes, of all types, in Kirklees. We want to make greater use of good quality and affordable private rented accommodation, with the appropriate levels of support needed to ensure that tenancies are successfully maintained, and private landlords are confident in letting to this cohort of people.

We also want to increase the availability of commissioned supported accommodation for single homeless households, particularly in North Kirklees. This type of accommodation not only ensures that people have decent accommodation available to them, but also offers a positive framework which contributes to people achieving more positive outcomes and being enabled to move forward with their lives.

## 33.2 Homeless families

We want to see an increase in the amount of homes that are affordable and able to accommodate families, including larger family households, in the areas where they need to live. Important factors to consider here include access to and location of schools, family and other support networks, and ability to travel to work or college.

## 33.3 Young adults

For young adults we want to see a range of accommodation types to support increased wellbeing and reduces the risk of adverse outcomes such as exploitation. This accommodation includes both supported and semi supported independent living. Most importantly we want to see support providers who are enabled and equipped to support young people who present with complex and challenging behaviours which threaten the sustainability of their accommodation and lead to poor outcomes. This type of support builds on the work of council and KNH housing support teams and volunteer based mentoring schemes for young adults.

## 33.4 People with drug or alcohol misuse needs

Our ambition is that people with complex needs including drug or alcohol misuse coupled with homelessness including rough sleeping are enabled to access a suitable, settled home as quickly as possible with the wrap around and tailored support needed to combat issues such as substance misuse that affect their health and wellbeing. In order to do this, we need to see an increased supply of housing which will offer people the choice of how and where they live for example, within a more group living arrangement or independently with support available.

## 33.5 People who have experienced domestic abuse

Evidence shows that those experiencing domestic abuse are more likely to face housing and/or homelessness issues, the role of Housing Providers is key to ensure that supported housing and adequate refuge accommodation or support to stay at home is available locally and able to respond to these needs.

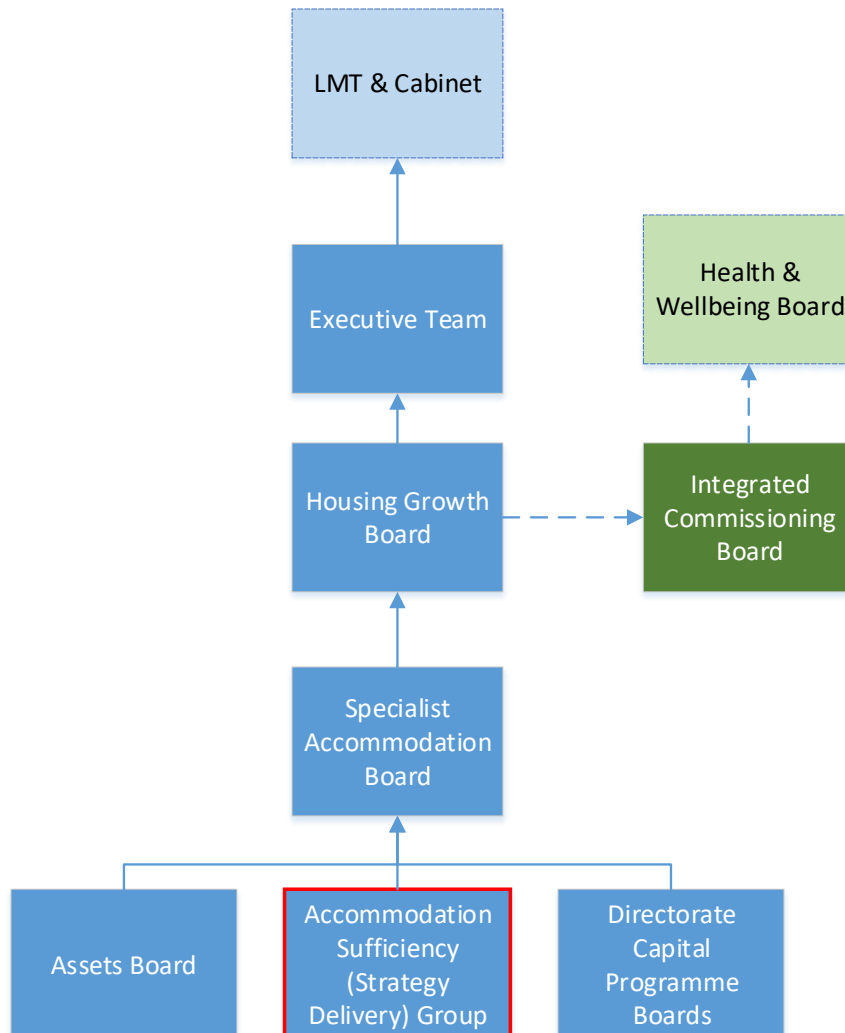
Where it is appropriate and safe for the individual who is affected by domestic abuse to remain within their home and they wish to do so we will continue to implement Sanctuary measures which make the home more secure against the threat of further domestic abuse and violence.

## 33.6 Adult living with autistic spectrum condition

There are a small number of adults whom because of their autism will require some form of specialist accommodation with support. Some of this cohort because of other needs will be supported in the learning disability or mental health element of this strategy. However, some will require bespoke housing solutions which will feature technology such as virtual assistants to support independence. This is relatively new area which will develop over of the course of this strategy.

## 34. Strategy Governance & Monitoring

This strategy and plan is held and delivered by the Accommodation Sufficiency group, as the diagram below suggests it report through the Specialist Accommodation Board to the Housing Growth Board and the joint health and social care Integrated Commissioning Board.



### 34.1 Performance and monitoring

There will be ongoing monitoring of the strategy plan through the delivery group, this will include:

- The progress towards outcomes in each task.
- Numeric progress towards cohort management and developments delivered.
- Annual review of the strategy and its aims.

### 35. Appendix One – Draft Workplan Overview

A <b>Address short term issues</b>	B <b>Appropriate - Accommodation</b>	C <b>Local - Accommodation</b>	D <b>Affordable - Accommodation</b>	E <b>Sustainable - Accommodation</b>
<b>What we need to do:</b>				
1 Calculate and manage user profile and risk in the current portfolio	1 Maximise independent living across all care groups	1 Bring home those placed out of Kirklees, where it is the right thing for the individual	1 Establish clear routes to market for required capital developments	1 Develop new accommodation to meet longer term needs
2 Actively managing the needs and expectations of those who might require specialist accommodation	2 Articulate the required spectrum and mix of business models for accommodation in each care group locally	2 Use the entire public estate to develop care accommodation	2 Move people out of care homes into extra care or supported accommodation	2 Ensure the development of more flexible accommodation that change use within its depreciation cycle
3 Work much more closely with those supporting disabled and looked after children who might need adult accommodation	3 Support care homes to deregister and develop as extra care or supported living accommodation	3 Explore the range of freehold and leasehold arrangements for sites to be developed	3 Instigate care models that ensure care and accommodation costs are robust and of best value	3 Maximise the use of care and environmental technology in all specialist accommodation
4 Improve assessment and review capacity to enable people to step down to more independent living where appropriate	4 Begin and sustain a dialogue with the adult population to understand their long-term accommodation thinking	4 Articulate and manage risks associated with other LA's placing in Kirklees.	4 Develop a response to financial barriers of development such as Sect-106, CIL and business rates	4 Develop a robust approach to how people in supported accommodation access health and other services
5 Establish a joint specialist accommodation team	5 Liaise with planning and development to ensure general needs housing is more adaptable.	5 Connect users and developments into place level plans and reflect required community assets in development plans.	5 Establish the right balance of void payments and nomination rights by actively managing the accommodation cohort	



## 36. Appendix Two – Adult and Older People Forecast Tools & Models

### 36.1 Housing Models Explained

There are a number of tools that can help understand potential future demand for accommodation support, they are summarised below and have been applied to the local population across each of the groups covered by this strategy. **These models are likely to be significantly modified as a result of the actions of this strategy.**

#### **Name: SHOP (Strategic Housing for Older People) tool from Housing LIN**

**Care groups covered:** Older People

**What it does:** The tool originated from the “More Choice, Greater Voice a toolkit for producing a strategy for accommodation with care for older people 2008” which outlined the potential future demand for older people accommodation including sheltered, extra care and residential provision in the public and private sector. It takes national data on demand for various types of accommodation and apply that to the population at a local authority level. This generates a number of units that are likely to be required by the local population.

#### **Name: Housing for older people supply recommendations (HOPSR) Model from Sheffield Hallam University with Cambridgeshire LA’s**

**Care groups covered:** Older People

**What it does:** HOPSR uses the average of the top 100 local authorities in terms of older people housing supply per 1000 over 75-year olds. It then applies this to the population locally to suggest a recommended level of supply against the current profile. Data is sourced predominately from the Elderly Accommodation Counsel (EAC) which is a known national source of older people accommodation data.

#### **Name: Right Size Model**

**Care groups covered:** Older people retirement

**What it does:** Using data of national averages of retirement housing suggests a per 1000 rate for the 65+ population in any area.

**Name: Kirklees Comparator Group Model**

**Care groups covered:** All

**What it does:** The idea would be to capture regional and local authority/CCG comparator information by care group and accommodation type. This would allow local, regional and potentially national data to be compared against the current market and the future demand based on population change. It would also mean we are comparing ourselves to authority areas with a similar geodemographic make up to our own.

**Name: National Average (England) for accommodation Model**

**Care groups covered:** All

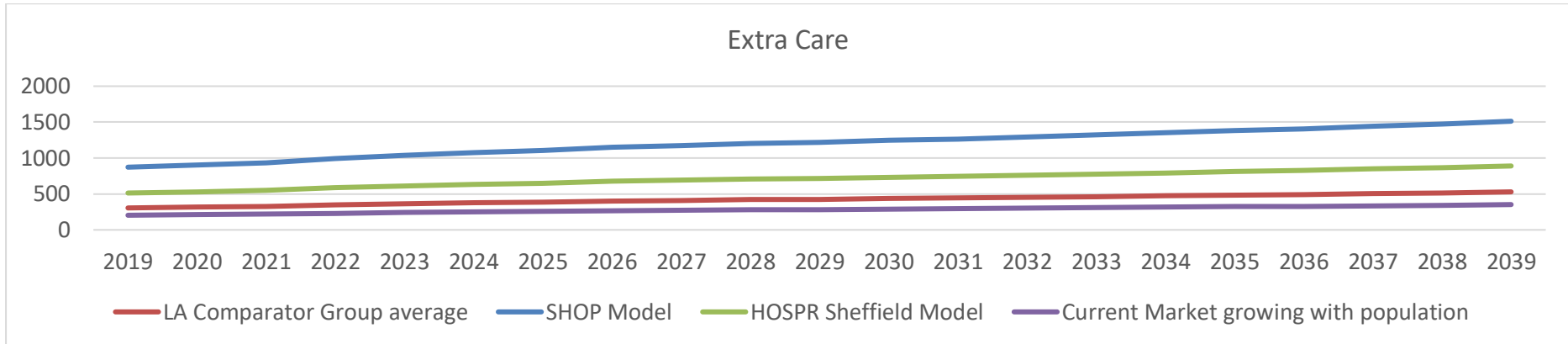
**What it does:** Using data that came from "Supported accommodation review - The scale, scope and cost of the supported housing sector November 2016" an England average across all care groups has been established against which the local market can be reviewed.

**Name: Current Market Population Growth Model**

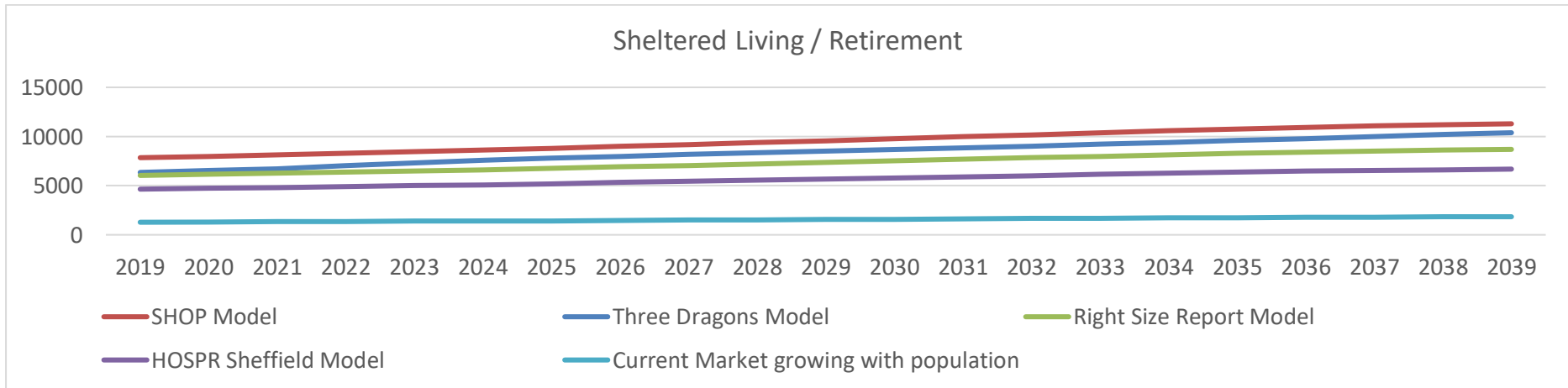
**Care groups covered:** All

**What it does:** This would simply take the current market and grow it at the same rate of the predicted population growths in each cohort within the care market. So, in effect we would just keep pace with population and nothing else.

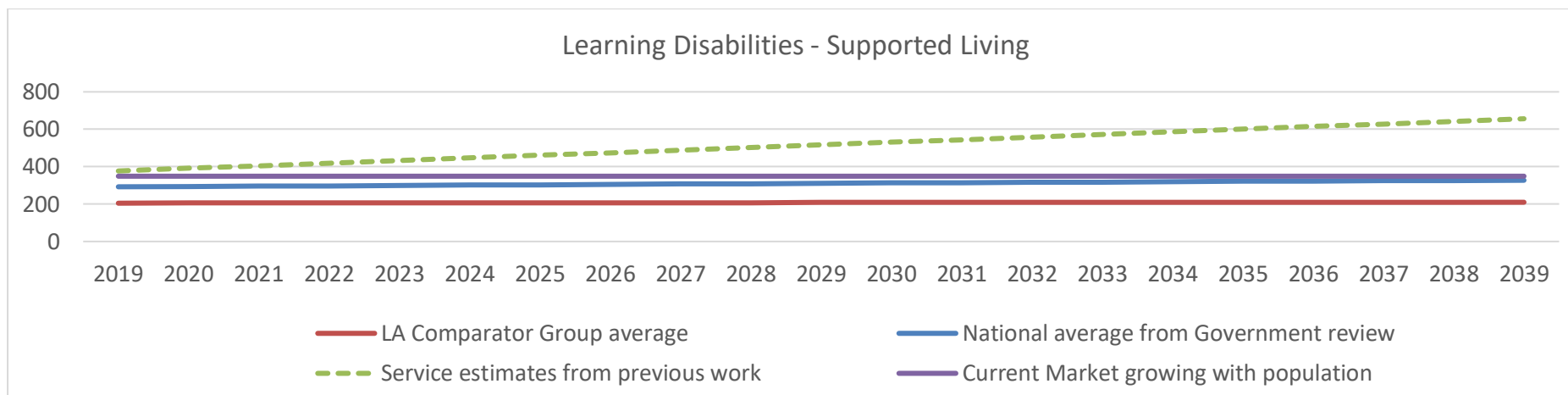
### 36.2 Models applied to the local population



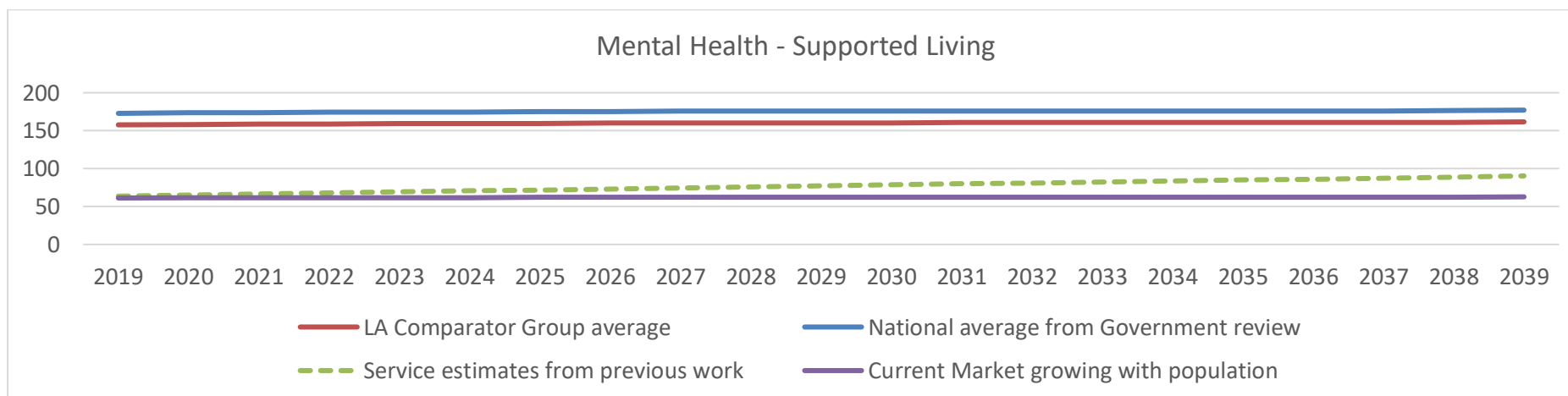
In terms of numbers of units Kirklees trails behind comparators and national models. This gap will continue to grow over the coming years. The local plan to develop 500 units of extra care would put us above comparators and below the HOSPR model.



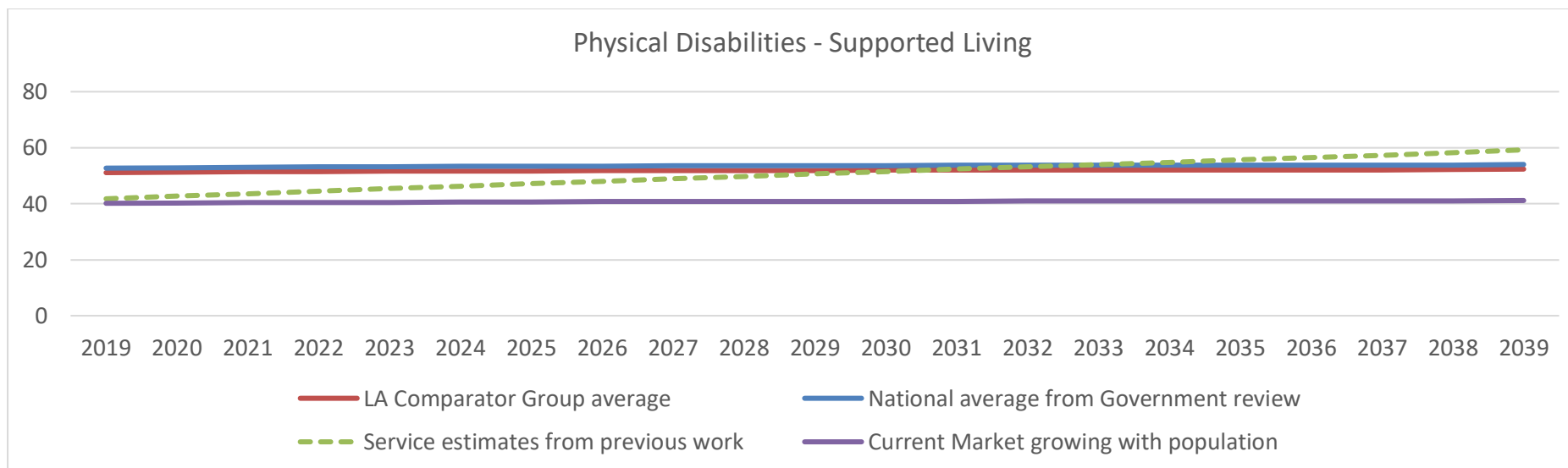
Sheltered and retirement should be looked at alongside extra care, there have been instances locally where a more rounded retirement model would have potentially better suited people who have ended up in local extra care.



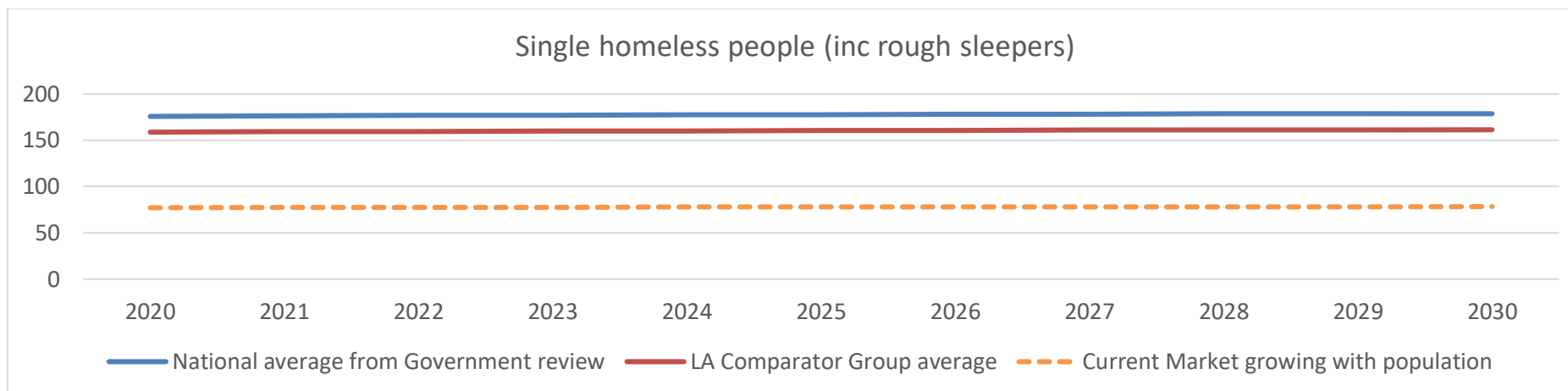
There has been some work locally to add service intelligence to growth trends, it is important to note this is a headline numbers, and a variety of need levels and accommodation types are within this number.



Locally we are below comparator and national trends. There is a gap in provision between more acute settings and lower level supported housing, this is an opportunity and as with learning disability there are sub markets within the headline figures shown in this chart.



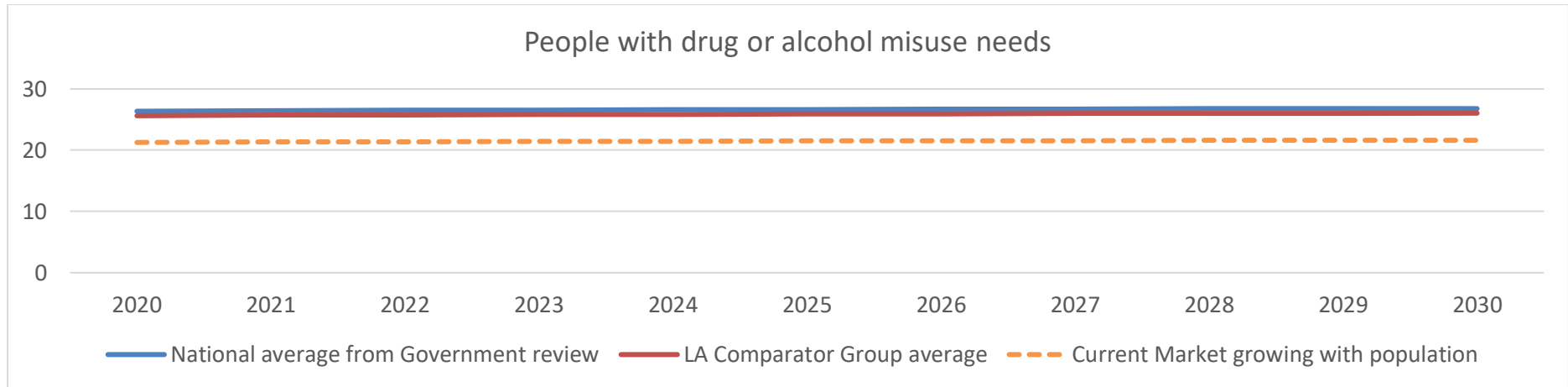
There is growth in the number of units required by those living with physical disabilities, this is due to younger adults wishing to be more independent, and also supported living leading to better outcomes for service users who previously had ended up in a care home setting because no community living options were available. As with all groups the desire to move from a care home model of care to supported community living will create demand in this group.



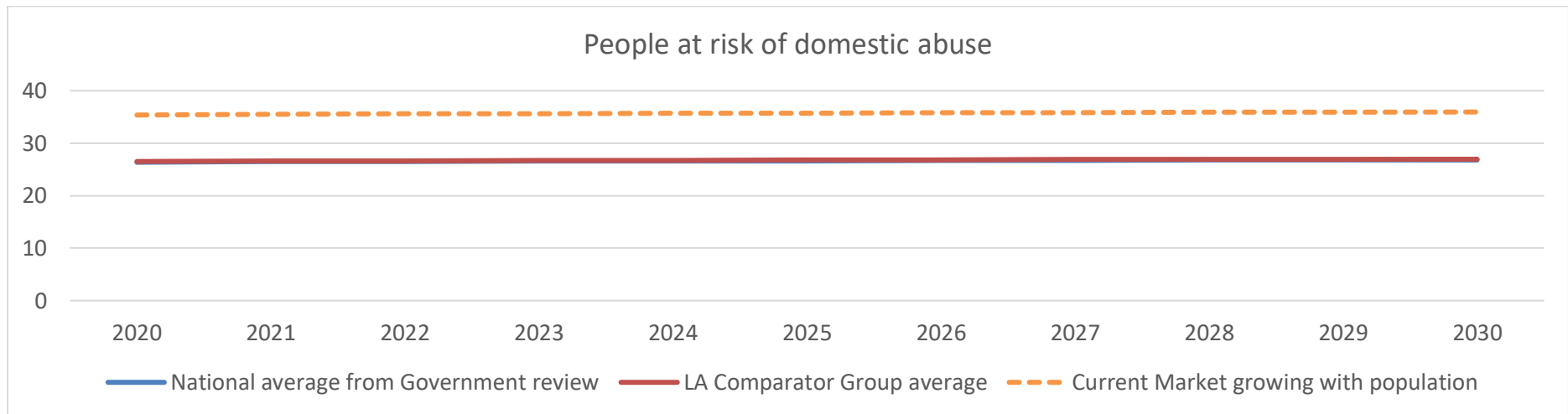
Locally we track well below comparator and national trends for our population, there have been discussions about local need for this sort of provision in north Kirklees. The chart graphically shows this need for around 80 units against other comparators.



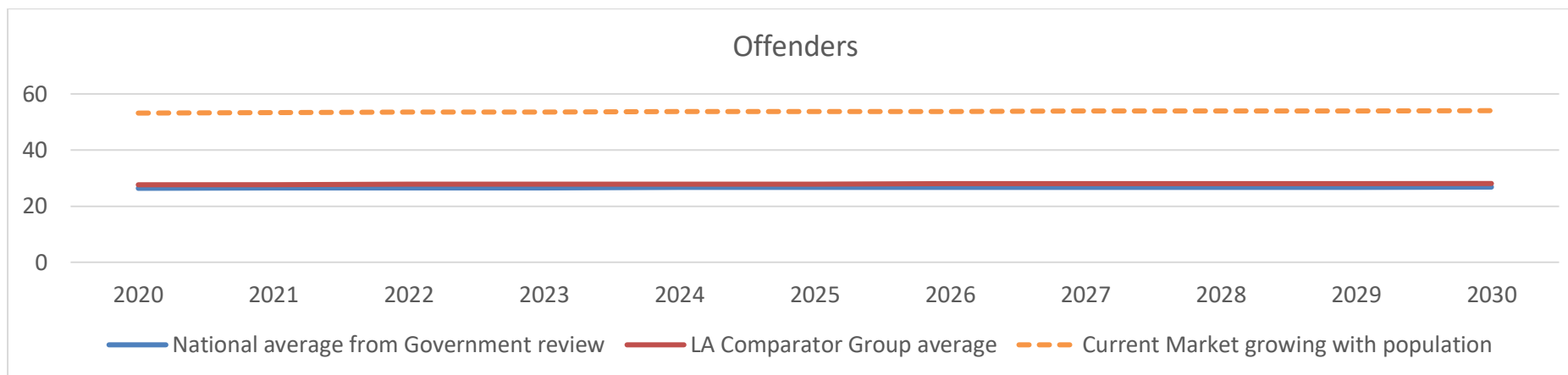
Similar to single homeless people there is a gap between us and comparator trends. There are a small number of specialist units locally, but there are likely to be families in general needs or other accommodation that could be in this group.



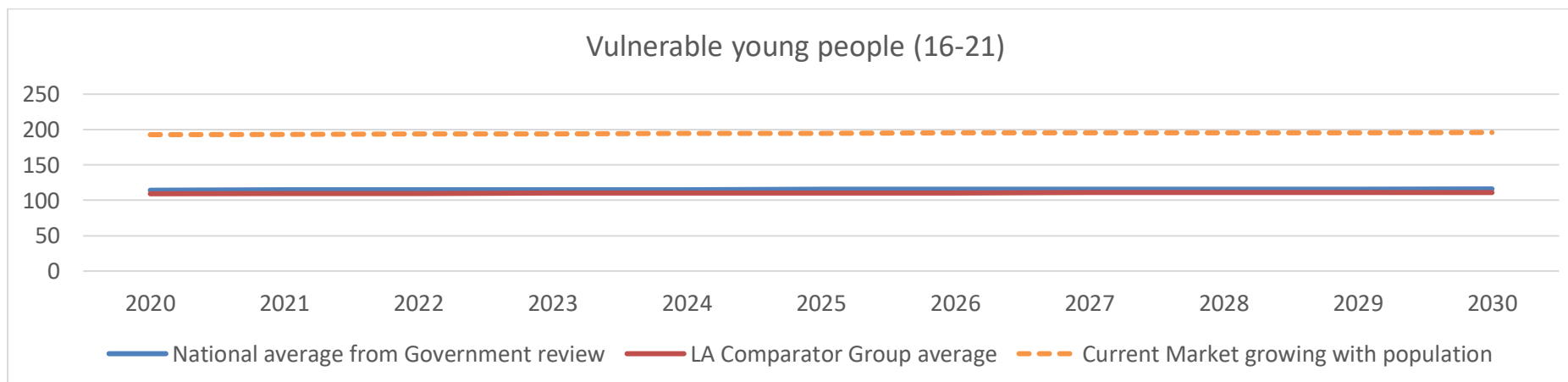
Locally we track slightly below the trends of others, but the variance in units is minimal, and there are likely to be people in this cohort that are in general needs housing.



Locally we track slightly below the trends of others, but the number of units and variance is small.

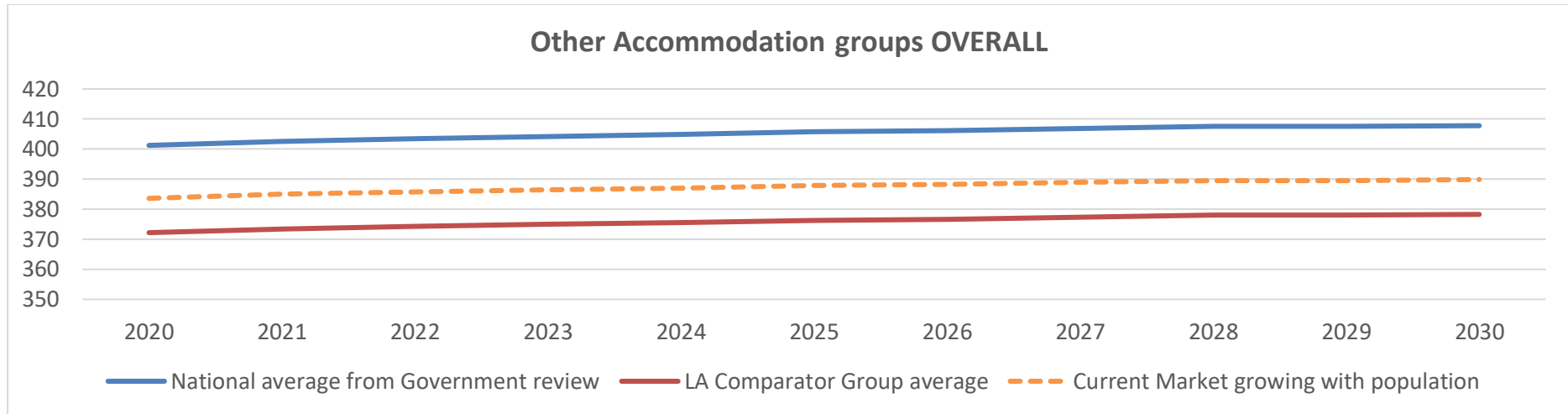


The number of units for this cohort is above comparator groups but is likely to be linked to our proximity to prisons, and again there are likely to be people in this cohort that are in general needs housing.



The number of units available locally is higher than comparators, it is not clear why this is the case. The demand in this cohort is expected to be fairly static providing there are options for people to move into general needs housing that meets their needs.





This chart is the overview of Homeless, Domestic Abuse, Substance issues, Offenders and vulnerable young people. You can see here we are above our comparators but below the national average. As local demand data becomes available we will update these charts.

## **37. Background Information**

Kirklees Adult Market Position Statement

<https://www.kirklees.gov.uk/beta/adult-social-care-providers/adult-social-care-strategies-visions-plans.aspx>

Kirklees - Partners and professionals information

<http://www.kirklees.gov.uk/beta/partners-professionals.aspx>

Kirklees Joint Strategic Assessment

<http://observatory.kirklees.gov.uk/jsna>

## **38. Useful Contacts**

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