

Older People's Strategy Improvement Plan 2011 – 13

This Improvement Plan is subject to Cabinet approval on 18 October 2011

PRIORITY 1 – Somewhere Comfortable to Live

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
Development of an Older Persons Housing Strategy to ensure the housing needs of older people are met	Complete and Publish Housing Needs Survey	October 2011	<ul style="list-style-type: none"> a) Field work surveys and interviews completed b) Statistical analysis completed c) First draft published 	<ul style="list-style-type: none"> •Housing Strategy Officer time •£80,000 HRA 	Social Care Health Community Cohesion	James Goddard (Group Manager (Housing Strategy))
	Develop "Homes for Older People" strategy	Nov 2011 – Sep 2012	<ul style="list-style-type: none"> a) Consultation with OP in October 2011 b) Draft full Housing Strategy November 2011 c) Draft OP Housing Strategy March 2012 	<ul style="list-style-type: none"> •Housing Strategy Officer time 	Social Care Health Community Cohesion	
Develop quality of extra care and sheltered housing schemes to help maintain independence of residents	Re-tender four external extra care schemes	Oct 2011 – Mar 2012	<ul style="list-style-type: none"> a) Residents have choice of care provision (Apr 2012) b) Residents feel empowered to improve the choice of activities (Customer survey Oct 2012) 	<ul style="list-style-type: none"> •Adult Commissioning Officer time •Budget – no additions to current budget 		Ed Humphreys (Strategic Commissioning Manager)
Improve and expand access to housing adaptations to enable older people to live safely and independently within their own homes	Launch a scheme of direct payment grants to enable older and disabled people to arrange adaptations to their own homes e.g. showers and stair lifts.	Apr 2012	<ul style="list-style-type: none"> a) Increased numbers of people have flexible access to adaptations b) Reduction in no. of complaints received from people who are not happy about not being offered an adaptation 	<ul style="list-style-type: none"> •£380,000 (Existing resources) 	Housing Occupational Therapy Sensory Unit	Bill Brittain (Group Manager Intensive Support)

PRIORITY 2 – Enough Money to Live On

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
Reducing the incidence of fuel poverty amongst older people to improve personal finances	Establish and maintain a domestic energy efficiency database to identify residents suffering from fuel poverty.	Ongoing to Mar 2012	<ul style="list-style-type: none"> a) Commission database b) Gather data and populate database c) Maintain database and use to target resources (Mar 2012) 	<ul style="list-style-type: none"> • Database commissioned and fully funded • Officer time to gather and populate database. 		James Goddard (Group Manager Housing Strategy) and Andy Butler (Group Manager Area Planning)
	Protecting residents from rising energy bills by establishing a large scale scheme to install solar panels to the Council's housing stock.	Mar 2012 (Year 1 Pilot - Future years subject to lessons learned from Pilot)	<ul style="list-style-type: none"> a) Provide solar panels to up to 1,000 Council owned homes to help reduce tenants' electricity bills over the next 25 years. b) Reduce tenants' individual carbon footprint by generating zero carbon electricity. 	<ul style="list-style-type: none"> • Private Investor for funding solar panels installation and maintenance • Internal council budgets for monitoring/ managing the scheme and legal support 		Andy Butler (Group Manager Area Planning)
	Develop an Affordable Warmth Strategy for the borough, to ensure that vulnerable and older people are provided with support to help tackle fuel poverty	Summer 2012	<ul style="list-style-type: none"> a) The completion of an Affordable Warmth Strategy with an action plan b) Completion of the actions in the action plan 	<ul style="list-style-type: none"> • Officer time to develop the Strategy 		Andy Butler (Group Manager Area Planning) & James Goddard (Group Manager Housing Strategy)
	Promoting the availability of Government grants and incentives to increase domestic energy efficiency to help tackle fuel poverty and climate change.	Ongoing	<ul style="list-style-type: none"> a) Increased take-up rates of Government grants and incentives 	<ul style="list-style-type: none"> • Officer time at promotion and information events. • Promotion by Low Carbon Zone Partners - British Gas and Warm Zone through funded delivery contracts. 		

Ensure benefit advice is available to all residents so that older people are receiving the benefits they are entitled to	CVS to explore gaps in benefit advice explore at workshop in October	October 2011	a) Benefit take up increases	• Within CVS resources		Carl Blackburn (Chief Executive of Barking and Dagenham CVS)
	Distribute Money Made Clear financial advice widely in display areas in major public buildings	November 2011		• Money Made Clear provide literature without charge		Mary Farinha (Mary Farinha Group Manager Performance, Policy and Programmes)
	Explore possibility of benefits advice delivered through Children's Centres	Jan 2012		• Within resources	Financial Assessment Team	Christine Pryor (Divisional Director Targeted Support)

PRIORITY 3 – Feeling Safe

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
Reduce older people's fear of crime through inter-generational activities and engagement	Provide inter-generational activities involving young and older people such as Silver Surfers at secondary schools and youth centres.	Oct 2011	a) No. of older people are taught IT skills by younger people. b) History Bank Project/Generation Club in various neighbourhoods. c) Knit for Peace. d) Evidence of new skills, relationships and friendships are developed between young and old.	• Tim O'Brien's toolkit for setting up Intergenerational projects projects.	Link with local secondary schools as part of extended school activities.	Erik Stein (Group Manager Engagement and Extended Services)
	Community Clear ups	Ongoing	a) Young and old work together to bring about improvements in local community b) Negative perceptions of young people are altered.	• Detached youth worker time	Housing Tenants Associations Youth services	

	Increase communication and engagement between older people and their community	Apr 2011 - Mar 2012	<ul style="list-style-type: none"> a) Four Tea Dances delivered per year. b) Increase in participation at the Tea Dances (700 visits to tea dances in 2011/12 – 2010/11 615 visits) c) Extend the number of venues that offer tea dances (2 venues offering tea dances in 2011/12. In 2010/11 1 venue) 	<ul style="list-style-type: none"> • Dance Development Budget • Arts Development Officer time 	Dagenham Park Church of England School Broadway Theatre	Neesha Badhan (Art Project)
Improve the approach to safeguarding with a clear outcome based framework which is informed by the views and experiences of older people	Implement a service user consultation strategy for safeguarding	Jul 2012	<ul style="list-style-type: none"> a) Routine satisfaction survey for adults at risk implemented; e.g via outcome tool. b) Older People's forum involvement c) Expert by experience focus groups d) Enhance the current systems of service user consultation within safeguarding process 	<ul style="list-style-type: none"> • Existing resource – Safeguarding Adults Team 	n/a	Helen Oliver (Group Manager Adult Safeguarding)
	Develop a multi agency performance framework which can serve to identify risk areas across the partnership	Apr 2012	<ul style="list-style-type: none"> a) Partnership Workshop to identify performance indicators b) Draft framework consultation c) Final agreed framework d) Enrich quality of current performance reports through analysis of relevant data from wider partnership 	<ul style="list-style-type: none"> • Existing resource – Safeguarding Adults Team 	SAB agreement	Helen Oliver (Group Manager Adult Safeguarding)
	Introduction of a tool to monitor the true aspirations and outcomes achieved through Social Care input.	TBC	<ul style="list-style-type: none"> a) Report to DMT b) Purchase package c) Training d) Roll out e) Develop system to evidence and monitor person-centred outcomes for safeguarding 	<ul style="list-style-type: none"> • Work underway through the Business Unit 	DMT agreement	Mary Farinha (Group Manager Performance, Policy and Programmes)
Develop effective and transparent mechanisms to identify and respond to the community safety concerns of older people	The Council and the Police continue to work to provide accessible reporting systems for older people.	TBC	<ul style="list-style-type: none"> a) Community safety co-ordinators to lead ward specific issues including age groups, support services b) Accessible ASB reporting structures in place c) Accessible Police reporting structures in place d) Systematically integrate the views of older people into local community safety initiatives 	<ul style="list-style-type: none"> • Existing resources within Community Safety 		Katherine Gilcreest (Anti Social Behaviour Manager)

	Tasking of Safer Neighbourhood Teams by vulnerable client group for prevention work	TBC	a) Maintain the existing proactive tasking of Safer Neighbourhood teams to support identified adults at risk	<ul style="list-style-type: none"> Existing resources within Community Safety 		Katherine Gilcreest (Anti Social Behaviour Manager)
	Ensure that community safety information is accessible and relevant to older people	TBC	a) Maintain website to ensure accessible public information and advice available for older people.	<ul style="list-style-type: none"> Existing resources within Community Safety 		Katherine Gilcreest (Anti Social Behaviour Manager)
	Continue to maintain the local multi agency models of working around distraction burglary and complex/vulnerable victims	TBC	a) Maintain the focus upon distraction burglary via the Serious Acquisitive Crime Group.	<ul style="list-style-type: none"> Existing resources within Community Safety 		Katherine Gilcreest (Anti Social Behaviour Manager)

PRIORITY 4 – Being in control of my life and being valued

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
Improve information and advice for older people to make informed choices	Re-tender generic Information, Advice and Advocacy (IAA) services	Sep 2011 – Jul 2012	a) Improved outcomes for individuals going through new IAA service (Mar 2013) b) Individuals who feel involved in decision making process (Mar 2013)	<ul style="list-style-type: none"> Adult Commissioning Officer time Budget – no additions to current budget 	Voluntary Sector	Jenny Beasley (Group Manager Commissioning)
	Silvernet, the Older People's Forum, to organize regular mystery shopping exercises	Nov 2011 - 2013	a) Improved information and advice for older people	<ul style="list-style-type: none"> Harmony House 		Marie Kearns (Chief Executive Harmony House)

Improve the quality of life of those who are living, dying, visiting and working in care homes for older people	Implement 18 month 'My Home Life Project'	Jul 2011 – Jan 2013	<ul style="list-style-type: none"> a) Movement to into residential care setting is appropriately planned (Sep 2012) b) Person-centred approach in care homes (Sep 2012) c) Promotion of enablement and partnership (Sep 2012) 	•Adult Commissioning	Eight residential care homes	Jenny Beasley (Group Manager Commissioning)
Increase take up of older people on direct payments to purchase their own care and support	Move residents of extra care homes to direct payments	Apr 2012 – Mar 2013	<ul style="list-style-type: none"> a) No. of residents on each scheme given the choice of moving to direct payments (Mar 2013) b) No. of residents moved to direct payments (Mar 2013) 	•Adult Commissioning	External providers	Ed Humphreys (Strategic Commissioning Manager)
More older people passing on expertise to younger people	Older people to run pilot workshops developed initially through Silvernet	Nov 2011 - 2013	<ul style="list-style-type: none"> a) Number of people taking part in the workshops 	•Harmony House	Adult and Community Services	Marie Kearns (Chief Executive Harmony House)

PRIORITY 5 – Getting to Where I Need to Go

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
Removing barriers using public transport to improve mobility and independence of older people	Improve public transport access from Barking to Queen's hospital - No.5 and No. 128 bus extension of serve Queen's Hospital and Chestnut Court	March 2013	<ul style="list-style-type: none"> a) Transport for London (TfL) will consult on No. 128 extension (Nov 2011) 	<ul style="list-style-type: none"> • Funded by combination of fares income and TfLbus subsidy. 	TfL (this project is very much dependent on TfL responding to the concerns of local residents) NHS (currently developing Travel Plan for Queen's to help provide evidence base to justify to TfL extending the service)	Dan Pope (Group Manager Land Use Planning)

	Make the boroughs stations step free	2012-2020	<ul style="list-style-type: none"> a) Chadwell Heath Station made step free (Jul 2012) b) Dagenham East station made step free (Mar 2015) 	<ul style="list-style-type: none"> • Department for Transport Access for All funding • Study into cost due to be received September 2011. Possible combination of Local Implementation Plan and CIL/S106 funding 	Department for Transport TfL	
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PRIORITY 6 – Having Friends and keeping in contact with Family

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
Reduce isolation felt by some older people	Encourage use of Children's Centres and Youth Centres for opportunities to socialise (informal coffee mornings and tea afternoons)	Sep 2011 onwards	<ul style="list-style-type: none"> a) Residents surveyed feel they have greater opportunities for socialization and support networks 	<ul style="list-style-type: none"> • Small budget for refreshments 	Targeted Support Services (Children's Centres and Youth centres)	Erik Stein (Group Manager Engagement and Extended Services)

	Encourage parents/carers and grandparents to attend parents forums attached to every Children's Centre.	Sep 2011 onwards	a) Older residents have more opportunities to become involved in community services and events	• Engagement budget (Targeted Support)	Targeted Support Services (Parents Forums)	Grandparents Plus (Voluntary Sector Organisation)
	Invite Grandparents Plus to parent's forums and parents conference.	22 Oct 2011				
Increase opportunities for diverse community groups to use Heritage Services and meet new people	Promotion of services to older people	Mar 2012	a) Activities listed on Active Age Activity Finder on website	• Heritage officer time		Linda Rhodes (EAL Local Studies Librarian)
	Improve Volunteering opportunities		b) No. of active volunteers at Eastbury Manor House & Valence House			Katherine Diamond (Events & Promotion Officer)
	Support Libraries with development of Home from home initiative		c) Local history talks given at Valence house and Valence Library			Mark Watson (Interpretation & Outreach Officer)
	Support event that involve older people		d) Event held Local history fair, family history workshops, talks			Katherine Diamond (Events & Promotion Officer) Leanne Westwood (Senior Museum Assistant)
	Pilot reminiscence package		e) Reminiscence Sessions planned for October			

PRIORITY 7 – Having Things to Do

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
Increase choice of community based services for older people in the borough	Develop a locality pilot project analysing and developing the services for older people	Sep 2011 – Mar 2012	a) Increase in participation in activities in the ward (Mar 2012) b) Residents surveyed feel they have greater support networks at end of project (Mar 2012)	• Adult Commissioning Officer time • Budget TBC	Leisure and Arts Voluntary Sector Community Cohesion	Ed Humphreys (Strategic Commissioning Manager)

	New personal care and support in the home framework developed	Nov 2011 – Oct 2012	<ul style="list-style-type: none"> a) Personal budget holders and self funders have more choice over choices to remain in the home (Sep 2012) b) Greater satisfaction levels (Mar 2013 via contract monitoring and customer survey) 	<ul style="list-style-type: none"> •Adult Commissioning Officer time •Budget – no additions to current budget 	Customer Services Children's Services	
	Develop day care service as a social enterprise (currently running in George Crouch)	Sep 2011 – June 2012	<ul style="list-style-type: none"> a) Increase in participation in activities in the area (Mar 2012) b) Residents participating feel they have greater support c) More people choosing to use their direct payment to buy into service networks at end of project 	<ul style="list-style-type: none"> •GM First Response •Jo Sinclair • Lesley Reed • Apprentice Manager • Budget TBC 	Leisure and Arts Voluntary Sector Community Cohesion	Karen West-Whyllie (Group Manager First Response)
Improve day opportunities for older people by increasing the involvement of Active Age Centre (AAC) users in improving the range of activities for older people	Set up and support AAC users borough wide representatives quarterly meetings	Sep 2011	<ul style="list-style-type: none"> a) Representatives from all six AACs propose quarterly meeting dates up to April 2012 	•Existing resources	Sensory Unit Leisure and Arts Community Safety Voluntary and Community Sectors Silvernet (web host)	Victoria Ekubia (Older People's Development Officer)
	Facilitate AAC users to develop questionnaire	Oct 2011 – Dec 2011	<ul style="list-style-type: none"> a) AAC users in all six AACs create questions for questionnaire (Jul to Sep 2011) 			
	Work in partnership with Council and other providers to implement activities agreed to be sustainable	Jan 2012 – Mar 2012	<ul style="list-style-type: none"> a) Publicise programmes of activities taking place at each AAC for older people in Barking and Dagenham 			

PRIORITY 8 – Staying Healthy

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
a) Prevent unnecessary hospital admissions and	a) Organise Council and NHS staff into six clusters	Apr 2011 – Mar 2012	<ul style="list-style-type: none"> a) Reduction in permanent admissions to residential homes/nursing care 	•Existing resources as no additional resources are	Carer Rep NELFT CHS B & D ONEL GP Rep Consortia	Tudur Williams / Sharon Morrow (Project Sponsor) / Ramesh Rajah

prevent permanent admissions into residential / nursing care to enable older residents to remain as independent as possible b) Move towards the adoption of a preventative approach to avoid crisis which is less reactive to help avoid crisis	b) Organise LA and NHS staff into six clusters. Form interdisciplinary work groups		<ul style="list-style-type: none"> a) Improved access to social care leading to implying they go directly to our social workers clusters improved patient experience – Reduction in referrals via Intake Team b) Reduction in readmissions to hospital c) Reduction in emergency admissions d) Reduction in A&E attendance 	available	Leads NHS ONEL Relationship Manager QIPP (Quality, Innovation, Productivity and Prevention) Rep	(Project Manager)
Support the independence of older people through improving the eye health of older people through implementation of the B&D Vision Strategy	Hold two borough wide annual events to raise awareness of eye health issues	Events to coincide with Eye Health Week (Jun 2012) and World Sight Day (11 Oct 2011)	<ul style="list-style-type: none"> a) Completion of two high profile events with good attendance 	•Existing resources	RNIB Action for Blind People Local Optical Committee Local opticians Queens Ophthalmology B&D OT/Sensory Unit Voluntary Orgs	Bill Brittain (Group Manager Intensive Support)
	Integrate local information, rehabilitation, optometry and low vision services linking them with Ophthalmology.	Apr 2013	<ul style="list-style-type: none"> a) Increased no. of people registered as sight impaired or severely sight impaired b) Reduction in the no. of falls amongst older people c) Increased take up of low vision aids d) Increased identification of avoidable eye conditions 		Ophthalmology RNIB Action for Blind People LB Havering Voluntary orgs Local Optical Committee Commissioners	
Increase the opportunities for people to participate in physical activity	Expand the variety of classes available for older people	Apr 2011- Mar 2012	<ul style="list-style-type: none"> a) Increase in the number of low impact classes at the local leisure and community centres (Target 2011/12: Four new classes developed including tai chi & chair based exercise) b) Increase in the number of visits to the classes. (Target 2011/12: 4,000 visits. 	<ul style="list-style-type: none"> •More Active More Often Budget (includes contributions from NHS and Sport England) •Officer time 		Danielle Robson (Community Support and Physical Activity Officer)

Empower the community to deliver local health initiatives.	Deliver Walk Leader Training	Apr 2011 – Mar 2012	<ul style="list-style-type: none"> a) At least two training days delivered per year (Target 2011/12: 20 local older people trained) b) An established Culture & Sport walks programme developed c) Increase in participation to the current Health Walk programme (Target 2011/12: 2,000 visits to health walks) 	<ul style="list-style-type: none"> • Physical Activity Team Budget • Officer time 	Natural England	Danielle Robson (Community Support and Physical Activity Officer)
Remove barriers to participation in sport and physical activity	Offer free leisure to residents over 60	Apr 2010 – Mar 2012	<ul style="list-style-type: none"> a) Increase in the number of 60 plus members at the local leisure centre's (Target 2011/12: 4,000 active members) b) Increase in the number of visits to the leisure centre's (Target 2011/12: 40,000) c) Members surveyed on the benefits of the offer and their satisfaction (Target 2011/12: over 90% on all satisfaction measures Nov 2011 with 20% completed) d) Increased attendance at the Older People's Day (Baseline 500 attendees) 	<ul style="list-style-type: none"> • Adult and Community Services Budget £120,000 • Community Sport and Physical Activity Officer time 		Danielle Robson (Community Support and Physical Activity Officer)

PRIORITY 9 – Being part of my community

Improvement Required	Key Actions	Timescale	Outputs demonstrating progress	Resources	Interdependencies	Lead
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Full range of support for the borough's older carers	Re-tender the Carers Support services with specific reference to older carers in service specification	Sep 2011 – Mar 2012	<ul style="list-style-type: none"> a) Increased numbers of registered carers aged over (Mar 2013) b) Older carers feel more supported (Annual survey – Carers Week) 	<ul style="list-style-type: none"> •Adult Commissioning Officer time •Budget – no additions to current budget 		Ed Humphreys (Strategic Commissioning Manager)
Increase opportunities for people to take part in volunteering to enhance confidence and reduce isolation	Put together a range of opportunities to allow older people to engage in community activities through volunteering.	Ongoing	<ul style="list-style-type: none"> a) No. of training and admin opportunities offered to older people retiring from work. b) No. of new volunteers signed up via Older People's Day and other community events 	<ul style="list-style-type: none"> •Olympic Ambition Team budget •Officer and volunteer time 		Lynn Barker (Olympic Project Officer)
Promote awareness of opportunities Olympic and Paralympic Games	Develop intergenerational programme (Memory Games) where older residents reveal their memories of previous Olympic and Paralympic Games.	Oct 2011 – Oct 2012	<ul style="list-style-type: none"> a) Launch Memory Games – The Peoples Chapter at Older People Day in October 2011 subject to Heritage Lottery Fund funding. b) Interviews with 25 borough residents, 10 reminiscence sessions in venues and care homes (1-2 specialising in dementia care), 6 school workshops, photography competition. 	<ul style="list-style-type: none"> •Olympic Ambition Team budget •Officer and volunteer time 	Heritage Lottery Fund	Sarah Belchambers (Olympic Project Officer)
	Engage with the community to inform them of what is happening in B&D with regards to the Olympic and Paralympic Games at events	Sep 2011 – Sep 2012	<ul style="list-style-type: none"> a) No of people contacted at events such as the Partnership Conference, Dagenham Town Show, Count down, Older People's Day, Independent Day of Disabled People plus others to engage with the community. 	<ul style="list-style-type: none"> •Olympic Ambition Team •Officer and Volunteer time 		Lynn Barker (Olympic Project Officer) & Sarah Belchambers (Olympic Project Officer)
Provide opportunities for volunteering within Children's Centres and youth services	Increase number of older people volunteering	Ongoing	<ul style="list-style-type: none"> a) Rate of increase in volunteering (Dec 2012) 	<ul style="list-style-type: none"> • Volunteer co-ordinator time 	Targeted Support Services Youth Services Children's Centres Schools	Gill Wilson (Training And Employment Co-ordinator)

	Provide support and training to volunteers	Ongoing	a) Improved confidence of volunteers (Dec 2012)	• Volunteer training budget TBC	Targeted Support Services	
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PRIORITY 10 – Contributing to the Green Agenda

Reducing the incidence of fuel poverty amongst older people to improve individual finances and contribute to the green agenda	Deliver area based schemes to improve the energy efficiency of resident's homes including the Barking Low Carbon Zone and Dagenham Low Carbon Zone initiatives.	Mar 2012	<p>a) Secure funding for projects.</p> <p>b) Establish projects to target funding at those classified to improve energy efficiency.</p>	<ul style="list-style-type: none"> • GLA -£250,000 Barking Low Carbon Zone and £209,300 Dagenham Low Carbon Zone, • Recovery of Community Energy Saving Programme funding and application to expand existing projects. • Access new external funding sources through submission of bids. • Officer Time 		Andy Butler (Group Manager Area Planning)
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