

Housing@21

# Extra Care Report 2021/2022



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If you need this report in a different format, for example large print, Braille, audio file / CD or another language, please contact your local manager.

**Thank you.**



Stephen Hughes,  
Chair



Bruce Moore,  
Chief Executive

# Chair and Chief Executive Statements

Welcome to the Extra Care Report 2021/ 2022. This is a chance for us to share our successes and progress over the past financial year, including stories from our schemes, updates on developments and our ambitions for the future.

One of our aspirations is to better utilise our digital platforms including the website and social media. So this year, we have produced a welcome video where you can hear directly from us by using the camera on your mobile phone to scan the QR code below or by [viewing the content in the information section on our website](#).



*Scan me!*



Kris Peach,  
Executive Director  
Extra Care



Claire Charlton,  
Head of Extra Care  
— North



Tracy Jones,  
Head of Extra Care  
— South

# A message from the Extra Care Senior Team

As we reflect on the past year, we're delighted to share our Extra Care highlights with you in this national report.

We are proud to work for Housing 21 and to be part of the fantastic achievements from the last financial year 2021/2022, which include delivering new schemes and improving our Extra Care offer. But what we enjoy the most is seeing how our residents bring those schemes to life through their individual success stories.

You will read more about our great work and our terrific residents over the coming pages and like Stephen and Bruce, we have also recorded our own welcome video for you to scan and watch as we embrace a more digital approach.

But before you dive into this year's report, we wanted to say a huge thank you to all our residents and employees. As we continue to return to normal following the pandemic, we must not forget the dedication, hard work and understanding that everyone displayed throughout Covid-19 as we resiliently worked together to keep people safe.

Looking ahead, we are more excited than ever to get back out to schemes in person to be able to share in the wonderful experiences that happen in Extra Care every day.



# 2021/22 at a glance

## 1. Providing more homes

At the end of the year, we had five Extra Care and seven Retirement Living courts on site which will provide another 537 homes. We have in excess of 1,500 properties in the development pipeline and will look to progress these in the coming year.



## 2. The quality of our existing properties

We have already invested significantly in our properties. Last year, 98 percent of kitchens and 99 percent of bathrooms over 20 years old had received a makeover, as had 98 percent of communal areas over seven years old. We also achieved 100 percent of our properties at Energy Performance Certificate Level C or above.

## 3. The quality and responsiveness of our services

The delivery of high-quality services is at the heart of our purpose and must never be compromised. Last year 90 percent of schemes where we provide the care were rated 'Good' or 'Outstanding' by the Care Quality Commission (CQC), and we achieved 90 percent and 91 percent resident satisfaction across Extra Care and Retirement Living respectively.

## 4. Our people and potential

The motivation, commitment and satisfaction of our employees is key to their engagement, performance and behaviour and is critical to providing quality homes and services to residents. Last year we achieved Investors in People Platinum status and scored 92 percent employee satisfaction.

## 5. Systems and technology

We are committed to addressing the digital divide experienced by many older people and those with limited means by helping residents become more digitally connected. We are investing in our people, processes and systems to make Housing 21 more effective, productive and easier to engage with.

## 6. Providing value for money

The drive to achieve value for money is a fundamental consideration in all we do. We aim to spend wisely, work productively, do what we say we will and do it with integrity. As a not-for-profit organisation any income generated is reinvested in homes and services to maintain high standards.

## 7. Innovation and influence

We want Housing 21 to be seen as the leading organisation providing housing with support or care for older people. Strong values are crucial in achieving this and we will always be guided by our social purpose as well as putting quality, and our residents, at the heart of our actions and decisions.



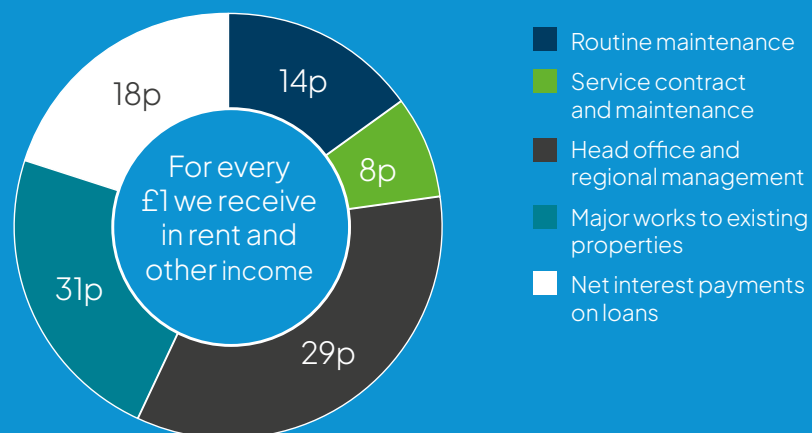
We remain committed to being a dementia-friendly organisation. All employees become Dementia Friends during their induction and we extend this to our contractors, who we expect to engage with the Dementia Friends initiative.



# Housing 21's national organisational performance

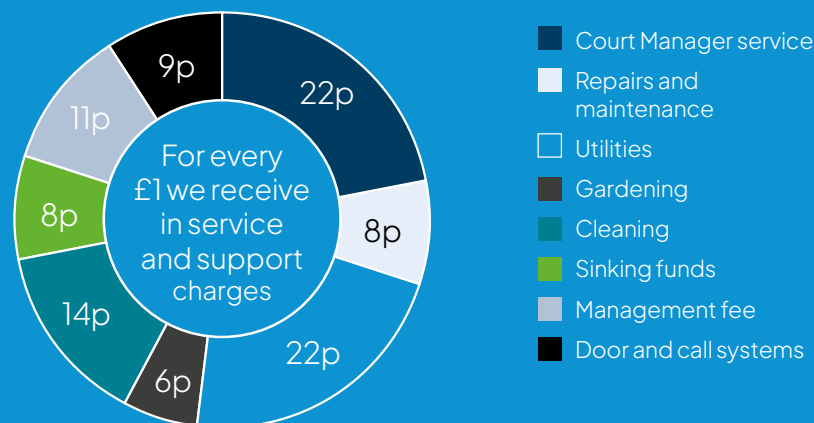
## How we spend your rent and our other income

None of the rent we receive goes into the pockets of shareholders. It is all spent or reinvested in our services and properties.



## How we spend your service and support charge

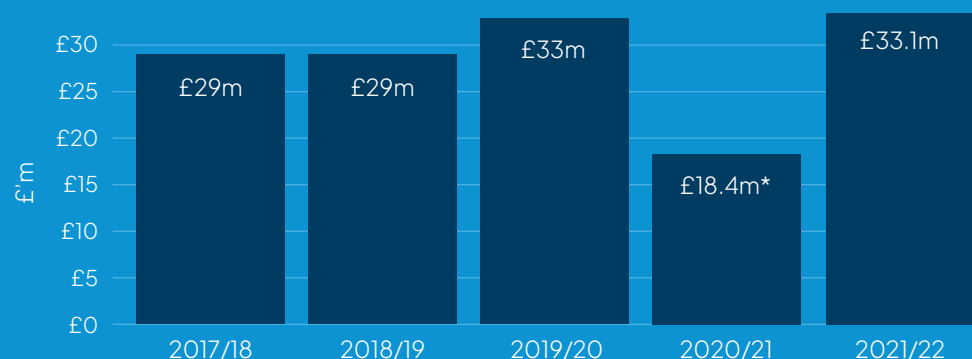
Your service and support charges go toward providing the valuable services which make your court your home.



## Reinvestment in our existing properties

We are proud of our properties and want you to be proud of them as well, making them a positive choice.

\*The Covid-19 pandemic had a significant impact on the amount of work we were able to undertake during the 2020/21 year.



**Number of properties:**  
**22,204**

**Turnover:**  
**£224.4m**

**Operating surplus:**  
**£30.3m**

# Extra Care performance\*



**90%**

of residents are satisfied  
with Housing 21



**94%**

of residents are  
satisfied with care



**£13.8m**

Operating surplus  
(Extra Care)



**665**

Number of completed  
developments



**92%**

of employees are satisfied  
with Housing21

\*Figures accurate as of March 2022

# Protecting our residents through safeguarding

**Safeguarding is how Housing 21 protects our residents' right to live in safety, free from abuse and neglect.**

The statement sets out how Housing 21 and external agencies work together to prevent and stop both the risks and experience of abuse or neglect, whilst at the same time making sure residents' wellbeing is promoted, and their views, wishes, feelings and beliefs are considered before deciding on any action.

Lots of work has taken place in the past year to strengthen our approach to safeguarding, guided by the overarching principle of 'nothing about me, without me'. This means that whilst we will always fulfil our regulatory responsibilities, we will always work with residents about matters concerning them and their lives, where it is safe to do so. Safeguarding is not something we do to people — it is something we do with people, empowering people to ensure that their voices are heard if safeguarding concerns have been raised.

**Here are just a few of the improvements we have made this year:**

- Introduction of safeguarding preventative measures, such as looking at cultures within services and looking at the direct link between culture, abuse and neglect and how we can improve cultures within services. Housing 21 is the first organisation in the country to widely use a tool to support preventative work for safeguarding with looking at cultures, in line with CQC's guidance.
- Introduction of domestic abuse work and specialist webinars covering male, female and LGBTQ+ survivors of domestic abuse. This is work which will continue over the next year with the launch of policies, training and increased awareness.
- Introduction of a safeguarding toolkit for managers covering topics we see the most such as financial abuse, self-neglect and hoarding. Providing evidence based and guidance tailored to these areas of safeguarding.
- Housing 21 has also had the most successful Safeguarding Week so far, with over 300 sessions held for employees, residents and their families, friends or representatives. This awareness has also continued in the form of newsletters.

If you are concerned about yourself or someone else living at your scheme, always speak with your Local Manager in the first instance. If this isn't possible, please contact your Regional Manager.



# Co-creating our Respect and Inclusion Charter

Respect and inclusion relates to how we create an environment where differences are welcomed and valued.

∴ This year we have embarked on a journey to create a new Respect and Inclusion Charter that sets out standards for inclusive behaviours from our employees, residents and contractors.

There is no doubt that the diversity of the workforce and older adults is changing all the time. Within 20 years, the population of people aged 65 and over that are LGBTQ+ will rise from one percent to 2.5 percent and in 20 years there will be six times the amount of people aged 65 and over who are Muslim, Hindu and Buddhist than there are now.

It is reasonable for everybody coming to live or work with us to expect a safe, inclusive environment, where everyone is treated with dignity and respect and can be themselves. The Charter's development in 2022 has been an exciting journey of engagement, with many residents actively helping to shape future versions through:

- Resident focus groups
- Workshops and feedback from the Resident Engagement groups
- Email correspondence

This feedback is helping us to create a Respect and Inclusion Charter that can be owned and lived by all. When it is complete, we will have a clear, unified stance and a culture that rejects intolerance and welcomes diversity.



# Resident engagement in Extra Care

**We want to ensure we are always providing the best services to our residents and to be able to do that effectively, we need to ensure our residents are given a voice.**

We actively encourage resident engagement at scheme level; this is crucially important to ensure the ongoing improvement of our services. We also have a number of national focus groups residents can be part of.

## Extra Care Resident Engagement Group

Our Extra Care Resident Engagement Group was established in 2021, meeting regularly to discuss important issues and initiatives in relation to Extra Care and our overall strategic commitments.

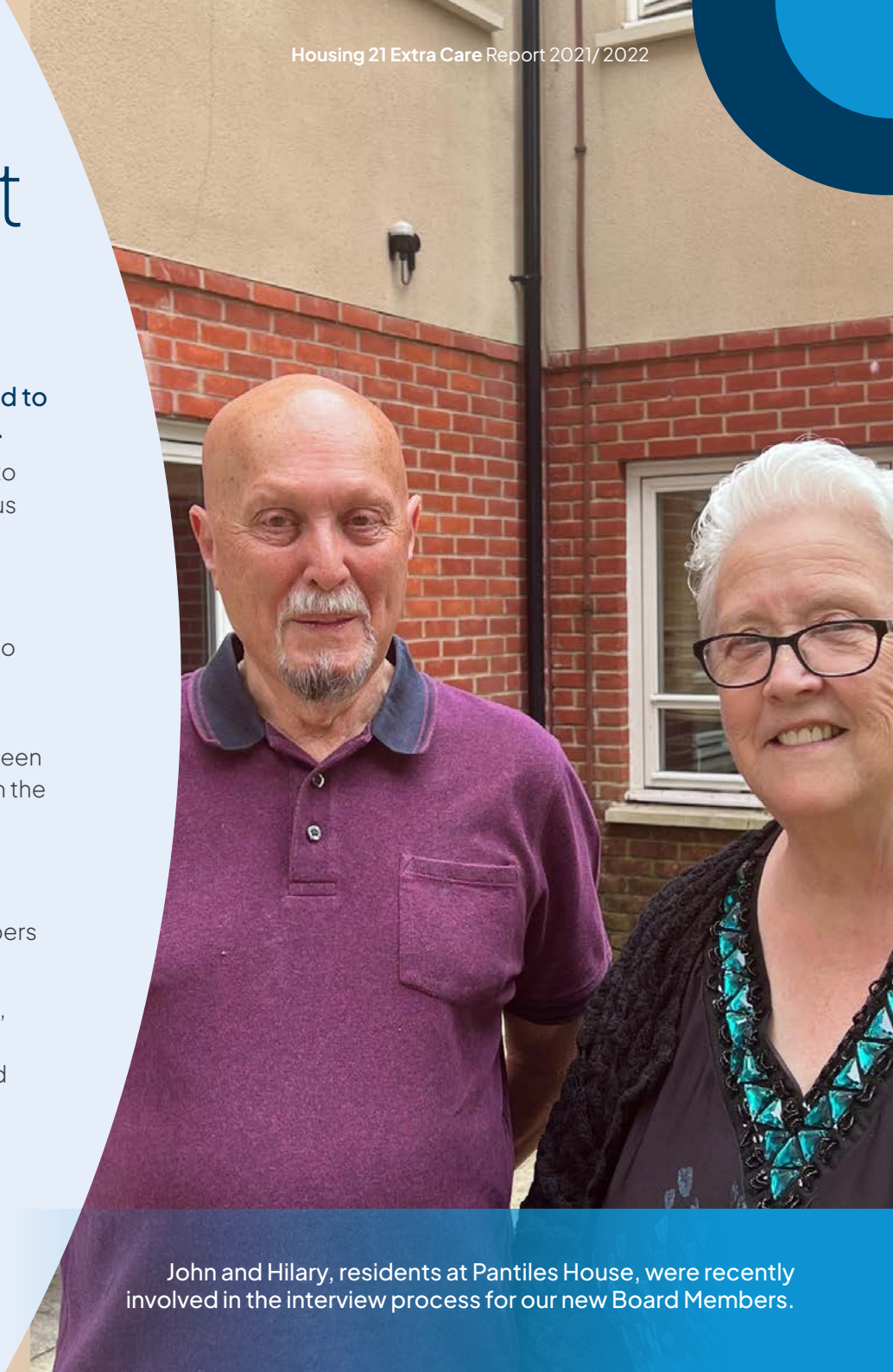
The group has been keen to support reviewing policies and processes and has actively been involved in our podcasts around sustainability and innovation which you can read about in the coming pages.

## Resident Ambassador Group

Our Resident Ambassador Group was initially established in the south but now has members from across the country.

The group has proved pivotal in reviewing our Respect and Inclusion Charter, our Equality, Diversity and Inclusion Strategy, and meeting with Housing 21 employees to involve themselves in further discussion groups around cyber security, section 20 legislation and sustainability. They have also provided feedback surrounding resident engagement and have supported us to design the latest resident survey.

This year we will be welcoming a new resident to the Housing 21 Board and the Extra Care Committee to ensure the resident voice continues to be heard at all levels.



John and Hilary, residents at Pantiles House, were recently involved in the interview process for our new Board Members.



# Resident engagement in Extra Care – cont.

## David becomes an Ambassador for Extra Care

David, a resident at Belsize Court in Sutton, is one of Housing 21's Resident Ambassadors, actively engaging with residents, updating them on the latest news and acting as a voice for them.

As a Resident Ambassador, David participated with The University of Birmingham on the development of a decision tool to help people who go into care. After participating in Housing 21's podcast discussion on sustainability, he purchased a raised flower bed to start a community project.

David said: "As a Resident Ambassador I have become a portal for residents to talk to. It has given me a sense of purpose and enabled me to help drive a positive change in the resident community.

"One initiative I have introduced is a daily group text, to inform residents of events. This cuts down on paper and eliminates the time taken to deliver notices through the door, leaving more time for care. Sometimes, I just send a group 'good morning' text and wish residents a wonderful day."

David has suggested that Housing 21 has a Resident Ambassador Facebook page and a Buddy Resident Scheme to help new residents acclimatise to life in Extra Care.

## 21 Talks: Talking about the issues that matter



*Scan me!*

Tune in to 21 Talks; a podcast showing that at every age, everyone has important stories to tell and opinions to share.

Each month, we publish a new episode that captures the real-life stories and experiences of our residents, putting them at the heart of the conversation and spotlighting the topics and discussions that matter most to them.



# Becoming more sustainable

Housing, and the residential sector, is responsible for about one-fifth of UK carbon emissions; if construction is included, it is significantly higher. We are committed to improving our environmental standards and the Housing 21 Board is ambitious in our commitment, which is reflected in our Sustainability Strategy.

Our commitment is that we will go beyond legal requirements, exceed minimum standards and strive to achieve a position of 'doing no harm'.

We have an Environment Steering Group, led by our Chief Executive, to monitor and drive progress towards our environmental objectives, challenge our approach and assumptions and seek to be ambitious in our sustainability commitments.

## Scheme Sustainability Strategies

A sustainability plan and strategy has been produced for every scheme based on its current environmental position and potential to identify challenges, opportunities and guide future investment decisions.

## No more gas

All new developments will use renewable energy for heating, utilising technologies like heat pumps and solar panels. For our existing schemes, we will replace our gas heating systems with renewable technologies as and when they are due to be replaced. Our Asset Management Team are putting plans in place to find the right technologies for each scheme. By 2042 at the latest, we aim to be 100 percent gas free.

## Plug in your car

In the year ahead we plan to install electric vehicle (EV) chargers at up to 30 schemes. We want to help our residents to be a part of the electric revolution. Only a few years ago, electric cars made up just one percent of new vehicle sales; this year it is at 15 percent. They are much better for the planet, cheaper to run and everyone who has one has told us they're much better to drive!

## Energy Performance Certificate grade C

In 2022 we achieved a huge milestone by getting all of our properties up to at least an Energy Performance Certificate (EPC) grade C. This was achieved eight years ahead of the Government's target for the sector and will ensure our homes are more efficient and retain more heat.





# Health, wealth and social wellbeing

The impact of Covid-19 and the subsequent lockdowns brought the issue of our wellbeing to the forefront as people spoke about the physical, mental and social impacts of restrictions.

As we return to normal and the impact of Covid-19 reduces, our focus on wellbeing has not waived and we continue to recognise this as a priority.

During lockdown, residents and operational teams used their creativity to prioritise wellbeing through socially distanced activities and technology to video call family and friends and we continue to encourage any ideas to improve wellbeing.

## Social wellbeing

Lots of our schemes have regular social events such as quizzes, coffee mornings and parties (amongst lots of others) where you can get involved and get to know your neighbours.

## Physical wellbeing

We all know that being active is good for us which is why many of our schemes have regular activities such as tai-chi, chair yoga or seated exercise.

## Financial wellbeing

Over the coming pages you will read about our Make a Difference (MAD) Days and Helping Hands initiatives which can offer advice and support with any financial queries you may have. Our Helping Hands Fund can be used to help residents in a financial emergency whilst our monthly newsletters contain a Helping Hands Handy Hints column, promoting things you can do to help save money.

If you have an idea for a new event or activity, speak to your fellow residents or scheme manager.





# Making a difference through Helping Hands

In 2020, we launched our Helping Hands campaign which encouraged residents to speak to their local manager about any questions or concerns they may have with their rent account. As part of this support, we also introduced quarterly Make a Difference (MAD) Days encouraging managers to participate in themes such as act of kindness, share a smile and talk money.

## Remembering our roots on Remembrance Day

In November 2021, two of our Extra Care schemes combined their MAD Days with Remembrance Day as they reflected on Housing 21's roots with the Royal British Legion.

At Bradstow Court in Broadstairs, residents talked about the history of Housing 21 with Neighbourhood Services Manager and Tenancy Guru, Caroline, before holding a two-minute silence and coffee morning.

Housing Manager Rebecca organised the service, refreshments and donation boxes enabling residents to donate to the Thanet Link Foodbank, clothes to the Salvation Army and bric-a-brac to the British Heart Foundation.

An information table was also set up with information and contact details about fuel poverty, which sparked a wider discussion with residents about ways to save money.

In Wilmington, residents at Emily Court held a special event where they came together to raise money for the Royal British Legion.



# Cashing in on expert knowledge

Wherever we can, we are always looking to deliver the best service and return on investment to our residents, which includes looking at ways to save money or obtain any available funding.

## Calculating the benefits of Tenancy Gurus

Following the launch of the Helping Hands initiative, we introduced Tenancy Gurus across the organisation to provide specialist advice and support on issues such as benefits and arrears. During 2021, the Tenancy Gurus collectively supported residents to claim more than £707,000 in benefits and grants.

## Operation Lightbulb proves a bright idea

In the face of rising energy costs, we created the Operation Lightbulb Team to help residents and employees keep utility costs to a minimum. The team will be looking at communal and individual utility costs to see what we can do to help.

Some of the measures include:

- Completing efficiency checks when servicing boilers, advising residents on how to get the best heat and hot water performance for the lowest cost
- Reviewing guttering to see if it is beneficial to install rainwater butts as a source of water for the gardens
- Promoting money saving hints and tips
- Piloting and evaluating different types of technology which may reduce costs
- Exploring external funding options for residents

We will continue to keep residents up to date on progress so keep an eye out for more information.





# Extraordinary. Extra special. Extra Care

Extra Care does more than just provide housing and care to residents; it changes lives. Here are just two stories of how moving into Extra Care has improved residents' lives for the better.

## Janet and Arthur find their forever home

After 17 years living in their bungalow in Minster, Janet and Arthur moved to Bradstow Court in Broadstairs in 2021.

Due to a change in mobility, their old home was no longer suitable, so they started to look at other options. Having twice been let down by mutual exchanges, the couple had started to lose hope until they received a call from Bradstow Court inviting them to view a flat.

Although excited, Janet and Arthur's past experience left them feeling nervous. However, upon viewing the flat, they felt at home straight away and accepted the property the same day.

Leading up to the move, they were kept updated and informed of the progress, with the support from Bradstow Court continuing upon moving into the scheme.

Janet and Arthur said: "This is the best move we have ever made; the Care Team and kitchen employees are all so kind and helpful. The residents have all been very welcoming, and new friends have been made."

Janet added: "This move has been great for my wellbeing, and my husband's health. The move to Bradstow went so smoothly from start to finish and we could not have done this without the kind support from Rebecca Weller, our Housing Manager. We now feel this is our forever home."



## Extraordinary. Extra special. Extra Care – cont.

### Royal transformation at Queensridge Court

A Queensridge Court volunteer who fulfilled her ambition to become a resident of the scheme in 2021 has a new-found confidence and independence since moving in.

The lady had experienced a difficult time. She had gone into hospital with pneumonia, where she caught Covid-19 forcing her into repeated isolation. She also lost her husband but found the strength to go to his funeral.

Following a previous diagnosis, she suffered with a lack of confidence and anxiety which left her nervous about going out. She used a wheelchair, which had become like a comfort blanket for her.

Her family wanted her to move in with one of them, but she wanted to remain independent and Queensridge became her home. She met with the Community Matron during her monthly visits to the scheme and was referred for appointments with doctors and hospitals who advised her past diagnosis was no longer a problem and shouldn't hold her back.

Moving forward, the wheelchair has now gone, and a trolley is used instead. The lady now runs the on-site shop, organises art therapy groups and art classes with another resident, and organises meals out with her group of friends.

- Extra Care has transformed her life; she is happy
- here and would not want to be anywhere else.
- Her family have also noticed her new-found
- confidence and reduced anxiety.



# Unity in the community

We actively encourage our Extra Care schemes to be part of the community. At many of our schemes, our residents have taken that one step further by actively showing support for local, national and international causes.

## Knit and Natter for causes that matter

At Oak House in Sutton, Care Worker Linda suggested setting up a Knit and Natter group on a four-to-six-week basis. However, the response from residents far exceeded her expectations with members now meeting on a fortnightly basis as they make blankets to support people in Ukraine and the Salvation Army.

Residents have said the group has had a positive impact on their mental health, with some returning to knitting and crocheting for the first time in more than 20 years.

## Christmas light appeal looks brighter

Residents at Sycamore Hall in Bainbridge held a car boot sale to raise money for the local village Christmas lights fund. Many residents attended, selling things they had collected from across the scheme, raising more than £80 towards the appeal.

## Friendly relations across the generations

Teenagers from the National Citizens Service organisation visited Dymond House residents in Wallington to present them with money they had raised to help reduce social isolation in older and vulnerable adults. The funding contributed towards a garden party with music, dancing, tea and cake as well as a game of bingo.





## Unity in the community – cont.

### Where there's a Will-ow, there's a way

The residents of Willow Bank Court in Merseyside and neighbouring Willow Close bungalows were shocked by the events in Ukraine and were determined to come together to help in any way they could.

They decided to offer a donation to support a charity that a Housing 21 employee, Cressida, was volunteering for in Moldova, which helps refugees fleeing the conflict. Cressida, had flown out to Moldova to offer her assistance and support for the thousands fleeing.

The residents also made yellow and blue lapel ribbons to show their solidarity for the people of Ukraine and sold them for £1 each, selling up to 200. They also made personal donations which raised £1,100 in just three days.

They decided to act swiftly to send the donations as quickly as possible and have pledged to continue showing their support until peace is restored.

### Men in Sheds come out to help

The garden furniture at Falcon Court in Kingswood has been given a new lease of life thanks to a local voluntary organisation.

Resident Pete, is a member of Warmley Men in Sheds, based at the Kingswood Heritage Museum. In addition to working on their own projects, the members of Warmley Men in Sheds often undertake projects for the local area.

The gazebo at Falcon Court, which had suffered badly from weather conditions, had become unstable with the roof on the verge of collapse. The volunteers fully repaired it ready for a sanding and re-varnishing.

The decking has been power washed ready to be re-stained and the garden chairs have been sanded and revarnished. Two cast iron bird baths had deteriorated, but have been wire brushed, de-rusted and given a coating of fresh, new, rust repellent silver paint and their four wobbly birds have been re-fixed.



# Residents prove to be good sports

Health and fitness is an important theme across all our schemes as residents organise and participate in regular exercise classes. Whether it's armchair exercises or martial arts, we love to hear about the different activities taking place.

## John's black belt keeps him fighting fit

John moved into Bellerophon House in Rochester shortly after its opening.

He had always been active, but after a health scare, he became passionate about fitness, especially Kick Boxing and after seven years of dedicated training, he has passed his black belt.

John can regularly be seen out jogging, cycling, and coaching fitness and self-defence training down by the riverside. He is a motivated person who feels if he can do it then so can anyone to whatever standard they aspire to.

- ⋮ He said: "I feel that getting older is no excuse to not look after yourself;
- ⋮ it is a state of mind and having the motivation to lead a healthy lifestyle
- ⋮ and do what exercise suits the individual, considering their own health
- ⋮ conditions and mobility, is important. Every little bit helps."

## Going for gold at Bradstow Court

Residents at Bradstow Court in Broadstairs grabbed their eggs and spoons as they competed in a range of activities for the scheme's sports day. Everyone who took part received a medal, with a special gold medal being awarded to event winners. Housing Manager Rebecca said: "I never knew how competitive the residents were!"





# Celebrations and party time

Whether it's a birthday, anniversary or just a good excuse for a knees-up, you can often find celebrations and parties happening across our schemes.

## Residents 'seas' the day with Hawaii beach party

Employees and residents at Lea Court in Madeley enjoyed party platters, a bouncy castle and a ukulele band for their Hawaiian party which led to plenty of singing and dancing.

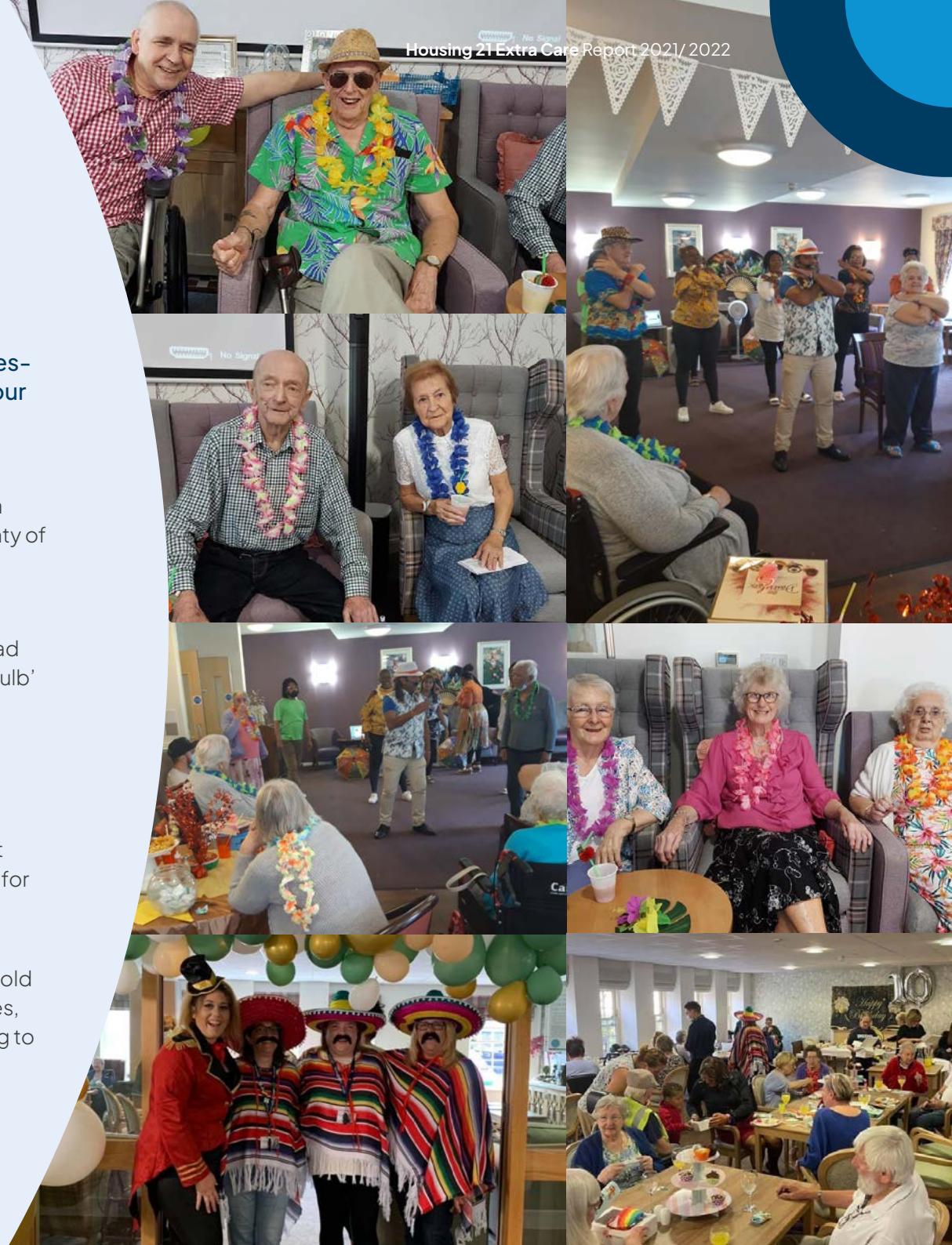
## Bopping to Bollywood beats

When Bollywood entertainer Jay visited Greenrod Place in Brentford, he had everyone doing dance moves including the 'hip shake', 'twisting the lightbulb' and 'patting the dog'. As well as residents and Care Workers taking to the dancefloor, Extra Care Managers Michelle and Clare also showed off their moves.

## A decade of fun at Mulberry Court

In October 2021, Mulberry Court in Cirencester celebrated 10 years since it opened the doors to its first residents by hosting a full day of celebrations for residents, their family and friends and team members.

Everyone was invited to dress up in either smart or fancy dress and the day began with 'Walks with Hawks' where all residents were able to meet and hold four birds of prey. The afternoon entertainment consisted of garden games, raffles and tombola plus tea and cake before a singer arrived in the evening to round off a busy but successful day.





## Celebrations and party time – cont.

### Gladys dances the night away on 102<sup>nd</sup> birthday

Marigold Court resident Gladys celebrated her 102<sup>nd</sup> birthday by hosting a party with friends and family at the scheme in Gateshead.

- Having missed out on parties for her 100<sup>th</sup> and 101<sup>st</sup> birthdays due to lockdown restrictions, Gladys made the most of the opportunity to celebrate with others by dancing to an entertainer and providing an interview for Newcastle's Evening Chronicle.

Gladys is a popular member of Marigold Court where she participates in exercises classes and is a member of the Small Steps to Feeling Good wellness and fitness group.

### Green fingers win gold medals

In recent years, the Resident Gardening Team at Rohan Gardens in Warwick has won several gold medals for their efforts in maintaining and improving the communal garden as a space for other residents to enjoy and relax in throughout the summer months. In 2021 the team won gold again, and they are working hard to add more colour and variety during 2022/ 2023.



Residents Gary, Cled, Sandra and Sylvia



# Eventful times in Extra Care

It's not just parties where you will find residents coming together; activities, events and clubs provide another opportunity for social engagement across our schemes.

## Residents band together for rock and roll day

At Mere View Court in Haughley, residents enjoyed a rock and roll day, with burgers, fries and freshly popped popcorn whilst competing in the 'Name the 50s icon' game. Resident Carol said: "It was great to have people together again after the lockdown. All family were welcomed, and we had a great turn out."

## Never a cross word at Buckland Court

Buckland Court's Housing Manager, Karen, took inspiration from TV quiz shows to launch Crossword Club and Let's Put the World to Rights at her scheme in Dover.

Based on the style of 'Countdown' but with the strict presenting style of 'The Weakest Link', Crossword Club challenges residents compete to complete the crossword in the fastest time without breaking any rules under Karen's watchful eye. As the club has increased in popularity, relatives have also joined in the fun, keen to be the first to shout 'that's crossword!'

Karen said: "Crossword Club is a great team working exercise and has helped people get to know each other after the lockdowns. The puzzles really challenge people to think and keep the brain active and is successful because it is inclusive. We have blind participants, people who cannot read or write but can still help solve the clues and others who help in the group. It's very popular and well attended."

Away from Crossword Club, residents take part in the weekly Let's Put the World to Rights discussion group, inspired by TV's Question Time.

Residents discuss the latest news events or scandals, often leading to further conversations about an individual's life, work or educational experience. Further conversations are held at the Memory Lane get-together, where residents reminisce about a different topic or period each week.





# Eventful times in Extra Care

## — cont.

### A sweet addition to Knaves Court

A traditional sweet shop was opened at Knaves Court in Brownhills where all the sweets are held in jars and weighed out. Occasion sweets are stocked for Easter and Christmas, and birthday or anniversary hampers are available upon request.

### Farewell lockdown... hello street party

At Emily Court in Wilmington, residents celebrated the end of the lockdown restrictions with a special street party.

### Residents draw on talents for art exhibition

Thomas Fields Art Club in Buxton held its first exhibition with the support of the scheme's Art Psychotherapist, Claire.

There was a selection of work by residents showing their interpretation of famous artists' paintings such as Monet, Van Gogh and Hockney.

Sally, editor of the Thomas Fields' Residents' 'Voice' magazine, said: "It's obvious to all who viewed the artwork that hidden talents have been discovered thanks to the instigation of the art club and the excellent 'hands off' teaching by Claire, who is a constant encouragement and inspiration to those who've chosen to pick up a pencil and paintbrush in later life."

### Right royal affair at summer event

Oak House in Sutton enjoyed a royal tea party complete with afternoon tea alongside music and entertainment provided by local guitarist and singer, Ian.



## Eventful times in Extra Care – cont.

### Jukebox and booth take residents back to their youth

Residents at The Watermill, a dementia specialist care home in Walsall, have been celebrating the opening of their new 1950s inspired diner.

Complete with bright pink booths, a jukebox playing hits from the 1950s and 60s and checkerboard floor, Care Workers Cath and Andrew took the initiative to raise funds during the pandemic to transform what had been an underused quiet room.

Care Manager, Joy, said: “Reminiscence is really important for people living with dementia. A lot of our residents were going out to dances in the 1950s and 60s and the idea behind this is taking them back to a time where they will have enjoyed socialising, going to the cinema and then to the diner for some food.

“I’m so proud of Cath and Andrew for creating this space. Now residents enjoy using it and sing along to tracks such as ‘Don’t step on my blue suede shoes’ and have a milkshake.”

### Residents shore had a whale of a time at beach party

It felt a long way from Blackburn as residents at Kingsway Court hosted a special ‘Kingsway by the Sea’ day. Residents played seaside games and enjoyed fish and chips for lunch followed by candy floss and donuts. In the afternoon they had a visit by the ice cream van and were kept entertained throughout the day by changes from Carol Beardsworth, Housing Manager, ranging from a summer sun dress to lifeguard and old-fashioned swimming outfit.





## Eventful times in Extra Care – cont.

### Rainbow Day brightens Knaves Court

Residents at Knaves Court in Brownhills donned rainbow fancy dress to take part in Rainbow Day. The event celebrated Dignity Day, Equality, Diversity and Inclusion Day and recognised and acknowledged the LGBTQ+ community. Throughout the day residents enjoyed food and drink, took part in quizzes and games and shared historical facts.

### Poppy display becomes scheme gateway

The 'Knit and Natter' group at Mere View Court in Haughley spent several weeks knitting a wonderful display of poppies for Remembrance Day.

- The display stood pride of place in the
- entrance area for all to see. The flowers
- that were made were then donated to the
- church and will be used for a display at the
- church; well done to all who took part.





# Festive fun for everyone

Christmas is always a cause for celebration in Extra Care and a chance for residents to enjoy the festivities with each other as well as family and friends.

## Wizard of Oz cast festive fun

Every year Knaves Court in Brownhills performs a full-length, fun-filled pantomime, starring both employees and residents, with last year's curtain call telling the tale of The Wizard of Oz.

## Christmas cheer from Santa's reindeer

In December 2021, Santa's reindeer, Blitzen and Dancer, made a special stop to greet residents at Mulberry Court in Cirencester before embarking on their Christmas Eve travels.

- Residents were able to feed the reindeers and
- made the most of a good photo opportunity
- whilst enjoying hot chocolate and sweet cones
- courtesy of the Residents Association.

A very special moment took place between Henry and Charlotte, who are both living with extremely critical health conditions and hadn't left their house for 22 months due to Covid-19.

Their Mum got in touch with the Housing and Care Manager, Gemma, and arranged a safe time for them to come outside their door and meet the reindeer before they travelled back to the North Pole.





# Supporting people living with dementia

## Residents invited to join project advisory group

At Dymond House in Wallington, residents Bill and Christine received an invitation to join an Advisory Group for an 18-month initiative being led by the University of Worcester.

The DemECH Project (Dementia in Extra Care Housing) aims to explore the ability of different models of Extra Care Housing to promote and sustain wellbeing for people living with dementia. The project is guided by an Advisory Group, including people living with dementia, housing providers, care providers, commissioners and academics.

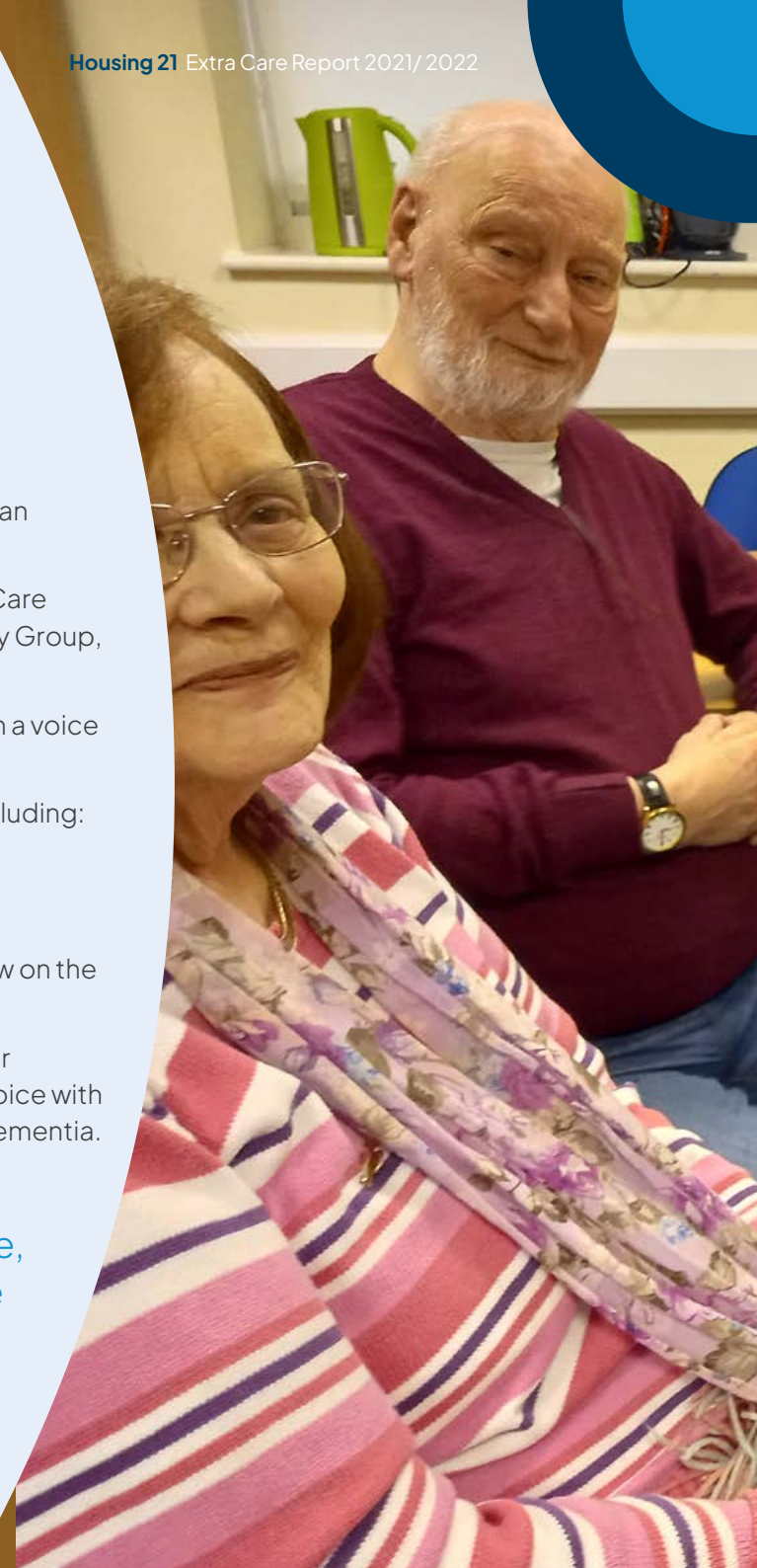
Christine said: “I’m excited to be a member of the Advisory Group, it’s great that people like me are being given a voice — it feels like my ‘raison d’être!’”

The first virtual meeting of the Advisory Group discussed an overview of the project and its different stages including:

- a literature review to investigate the advantages and disadvantages of living in Extra Care housing
- using various care models
- reviewing numerous surveys before sending out to residents, families and commissioners to gain a wide view on the role of Extra Care housing for people living with dementia.

When asked about the project, its aim and the importance of having residents involved, Teresa Atkinson, Senior Research Fellow at the University of Worcester, said: “We know that Extra Care is becoming a more popular choice with older people, but little is known about how the different models of Extra Care housing supports people with dementia.

“We will be looking in depth at three different approaches to Extra Care; segregated (where people with dementia live in a different part of the scheme, separated from other residents), integrated (where people with dementia live alongside other residents) and specialist (where the scheme is solely for people with dementia). We hope to find out which of these models works best to support quality of life.”





## Supporting people living with dementia – cont.



### The Wombles of Wallington

One of Dymond House's younger residents, Julie, has early onset dementia and has been living at the scheme in Wallingford for approximately 18 months.

When she first moved in, Julie felt very isolated and depressed so was referred to Sutton Volunteer Centre's Befriender service where she was matched with a volunteer called Helen who has changed Julie's outlook completely.

Helen takes Julie out once a week and they visit various local places of interest such as garden centres, coffee shops and parks. They also spend some afternoons litter picking and taking care of the environment which has earned them the nickname 'The Wombles of Wallington'.

Seeing Helen each week has enabled Julie to feel more empowered to do the things she enjoys such as weekly chair-based yoga, tai-chi and drama therapy sessions, which are held in the communal lounge. She also attends a local day centre twice a week, meeting others in the local community, and regularly sees her two daughters and grandchildren.

### Big dreams in the West Midlands

Queensridge Court in Oldbury and social enterprise group Agewell based in Sandwell, are supporting the DEEP Dreamers (Dementia Engagement and Empowerment Project).

DEEP is a UK network of dementia voices, consisting of around 80 groups of people with dementia who want to change things. Based at Queensridge Court, DEEP Dreamers is quickly growing with many residents and people from the wider community now attending.

DEEP groups are places for people to come together for peer support. The group is owned by those attending and they make decisions on what happens within the sessions. Supporting equal opportunities for all voices in the group is important so they feel heard, involved and can make a contribution.

Members' views and voices are respected in a safe and supportive environment. Seeing people with dementia at Queensridge has helped others, as they are able to see that diagnosis is not the end of the world; you can live well with dementia.





# New developments

At Housing 21 we are aiming to deliver up to 800 new homes every year across our Extra Care and Retirement Living portfolios. Here are some of our latest projects in Extra Care.

## Edward Jenner Court welcomes first residents

Edward Jenner Court in Emersons Green was completed in August 2021 and welcomed its first residents in October that year.

The scheme offers 50 two-bedroom apartments for rent and shared ownership. As the number of residents increased, so did the on-site activities which now take place four days a week. Residents also took part in the Queen's Platinum Jubilee celebrations with a summer street party.

⋮ Housing Manager Kelly said: "I have seen residents' health and  
⋮ wellbeing improve since living here and many have stated that this  
⋮ was the best move they have made."

## Scheme doors open on the gateway to the Dales

Eller Beck Court in Skipton is located on 'the gateway to the Dales' offering 58 one- and two-bedroom apartments for rent and shared ownership.

The first residents moved in during September 2021 with all apartments full by November the same year.

Housing Manager Beverley said: The residents have settled in really well; we have a Residents' Social Committee who have taken over events management and are doing very well to raise money to pay for different events throughout the year. The residents have gelled extremely well and many gather in the lounge mid-afternoon for a catch up. Opening a new scheme is definitely hard work but is a challenge that is well worth it."





## New developments – cont.

### Rental properties snapped up at Lavender Meadows

Lavender Meadows opened in Bishopton, Stratford-Upon-Avon, in September 2021 offering 75 apartments; 50 for rental and 25 for shared ownership.

All of the rental properties are now fully let, and we currently have 62 very happy residents.

Housing and Care Manager Zoe said: “We have worked hard with the residents to ensure we are able to provide activities and services to meet their needs and requirements.

“We have had some wonderful feedback, both from residents and their representatives, letting us know what a difference living at Lavender Meadows has made to their lives. We are all thrilled to know that our hard works helps people to live as independently as possible, with the reassurance that an Extra Care scheme provides.”

### Care Team praised at Newton House

Newton House, in Penrith, opened its doors to its first resident, David, in August 2021.

The scheme has 54 properties with 26 rented apartments and 28 shared ownership. David, who has organised coach trips which have been well attended by residents, said: “The Care Workers each bring something unique to the team and have their own personalities.”

Maurice moved to Newton House to be closer to his daughter and can often be found in the lounge of an evening, socialising. He enjoys the café and the hair salon being on site and uses both.

Lorraine, who moved here in November, really values having the option to socialise with other residents or to enjoy her time privately in her flat. She enjoys her puzzle books and is rarely seen without one.



## New developments – cont.

### Willow Gardens is “bliss” for residents

Despite opening on 1 April 2022, there was nothing foolish about Willow Gardens in Chipping Norton as the first residents moved in on day one.

The scheme has 80 one- and two-bedroom apartments available for rent and shared ownership, which have received positive feedback from the first residents:

“It’s a quieter, less stressful, slower way of living. Bliss!” **Raymond**

“I have settled already and feel like I have everything I need here.” **Kathleen**

“I feel safe as the security is so good, I sleep so much better.” **Isobel**

“Meeting and talking to other residents, I do not feel alone.” **Verdiana**

“It helped me to be close to the grandchildren.” **Veronica**

“Everyone is so lovely and kind, and it is so nice not to have to worry about everyday things.” **Carole**

### A “fantastic” scheme at Poppy Dene

Poppy Dene in Peterlee offers 71 one- and two-bedroom apartments for rent and welcomed its first residents in February 2022.

Councillor Susan McDonnell, Cabinet Portfolio Holder at Durham County Council was present at the open day and said: “It’s a fantastic scheme in the heart of the local community — the standard of the scheme is very much like a 4-star hotel.”

The feedback from residents and their families has been equally complimentary. Wendy, who is the daughter of a resident, stayed in the guest room and wrote in the visitor book: “The room is fantastic, and the employees cannot do enough to help, and make you feel at home. My mum is more than comfortable and, most importantly, very happy.”

Although it has only been open a short time, the scheme has a lively weekly coffee morning where residents can get to know each other. Housing and Care Manager Hilary said: “It’s a pleasure and an honour to work in such an amazing scheme with such dedicated employees and residents who are so grateful to be here.”





# Our Quality Statement

Housing 21 is committed to achieving the highest standards of care, placing residents at the heart of everything we do.

## During 2021/ 2022 we:

- Continued our partnership with the [Gold Standards Framework](#), adding another 10 services to the end-of-life care programme
- Launched the Care Service Manual, a central hub for all policies and procedures to support Extra Care colleagues and residents
- Established a partnership with the Care Improvement Associates who conduct mock Care Quality Commission (CQC) inspections, providing us with external assurance about service delivery
- Worked with the Social Care Institute of Excellence to review our policies
- Introduced a Quality Excellence Partner to run the Let's Shine programme to improve care quality by focussing on CQC requirements and how to achieve them
- Reviewed and updated key policies to ensure they are up-to-date and aligned with current best practice
- Co-produced the Care and Support Planning policy, our first policy to be created with operational colleagues and residents
- Launched the Extra Care Academy to help attract and develop employees to become the next generation of managers

## From 2022/ 2023 onwards we:

- Will add another 10 services to the Gold Standards Framework, bringing the total to 30
- Will work with residents and colleagues to co-produce an end-of-life policy
- Develop end-of-life training for employees to build their confidence in supporting residents
- Refresh and relaunch the way senior managers review care quality in our services
- Continue to roll out the Let's Shine programme to support schemes to further improve
- Further develop the Extra Care Academy to include learning pathways and support at all levels



## Our CQC ratings

The amazing hard work by our employees means 90 percent of schemes where we provide the care are rated as 'Good or Outstanding' by the CQC, ahead of the social care sector average of 85 percent\*.

**Broken down, this means we have:**

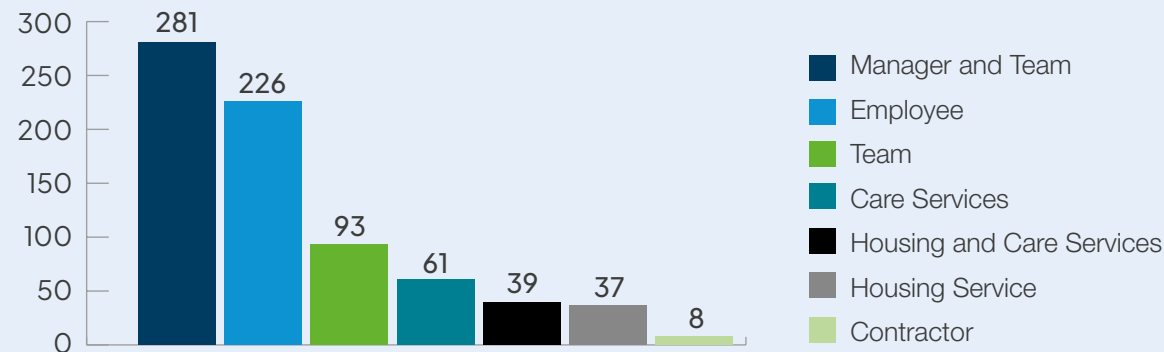
- **Six 'Outstanding' services**
- **56 'Good' services**
- **Seven 'Requirements Improvement' services**
- **10 new schemes that have not yet been rated**

# Compliments and complaints

## April 2021 to March 2022

### Compliments

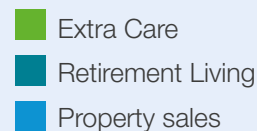
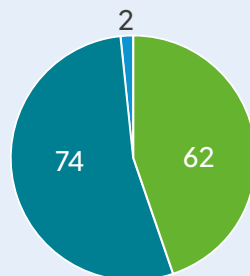
Housing 21 records the compliments we receive from residents. Generally, compliments received are about our employees. Here is a summary of the numbers of compliments received across Housing 21.



### Complaints

We also welcome feedback about our employees and services as this helps us to learn and improve. Our local managers will try to resolve complaints informally as they arise. Where this is not possible, or not appropriate, then we have a two stage formal complaints procedure. Our procedure follows the requirements of the Housing Ombudsman Complaints Handling Code. During the year April 2021 to March 2022 we had 138 formal complaints, 25 of these were escalated to stage two.

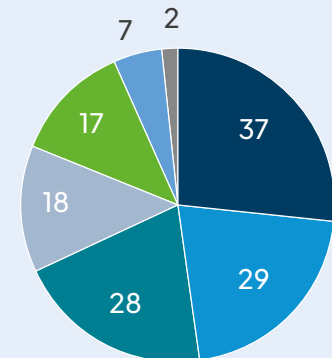
#### Formal complaints 2021/22



#### What our complaints are about?

The complaints were about various issues. The top three reasons for complaining were as follows: employees (37), housing services (29) and repairs (28). The 'other' category includes general issues around policy, fairness and respect, and service delivery.

In Extra Care the highest number of complaints received (17) were relating to concerns such as quality of care, attendance or behaviour of Care Workers. In Retirement Living, 22 complaints were made relating to attitude and behaviour.





## Outcome of formal complaints

We look at the outcomes of complaints by assessing whether we have acknowledged failures in the delivery of our services. Of the 138 formal complaints investigated, 71% (99) had some aspect of the complaint upheld. We aim to learn from all complaints whether that is something which needs to be implemented at the local scheme, or something that needs to change across the organisation.

### Here are some examples:

- Training and development in complaints handling and keeping complainants informed
- Reviewing the Anti-social behaviour (ASB) and Nuisance policy and procedures with employee guidance and training
- Effective communication with residents when undertaking major works
- Training of employees at new developments for sign up procedures
- Identifying renewal of warden call systems with frequent system failures
- Medication management process has been reviewed and training undertaken to ensure Housing 21 policy and procedures followed
- A review of the letting policy and procedure for consideration of applications where there has been an eviction order

If a complainant is not satisfied with the outcome of their housing complaint following the stage two response, the Housing Ombudsman can investigate. The investigation will determine whether Housing 21 was at fault in any way. During 2021/22 we received determinations for five complaints cases. Some cases will receive more than one determination:

**One — No Maladministration and Outside Jurisdiction**

**One — Case withdrawn**

**One — Outside Jurisdiction**

**One — No Maladministration**

**One — Resolved by Redress (where Housing 21 had already addressed the issue and offered redress/compensation)**

Our target is to achieve zero at fault determinations which was achieved during the year.

**We welcome residents' involvement in our complaints panel and are seeking diversity of views. Get in touch if you are interested using the contact details at the end of the report.**

# Lessons learned

Sometimes, things won't always go to plan and whilst we have many things to celebrate; we also have times where haven't delivered services to the level of quality we pride ourselves on.

## Mock CQC Inspections

Housing 21 commissioned external care consultants to conduct inspections on a sample of our care services to mimic those carried out by the Care Quality Commission (CQC). The purpose of these is to independently scrutinise our services to and to drive up great quality and safe care for residents.

The outcomes of these inspections highlighted many areas of positive practice: satisfied residents, person-centred care and employees who truly cared. However, they also noted opportunities for Housing 21 to improve:

### To strengthen our care and risk planning for the people we support

We have co-produced a care and support planning policy with residents and employees which sets out the standards of care planning that residents should expect from us.

We have also worked with the industry leaders in social care practice, the Social Care Institute of Excellence, to ensure our procedures and processes reflect current best practice.

This is supported by new training which all managers within care services will attend during 2022.

### To strengthen our approach to local quality audit processes

Local quality audits enable management teams to proactively check and challenge the standards in place for their service but inspections carried out by the care regulator (CQC) have identified on some occasions that these have not been effective as we would like. As a result, we are introducing a new audit around care planning and changed our approach to the audits conducted by regional managers where Housing and Care Managers will be requested to self-assess their service prior to the visit by their line manager.

Our hope is that this will provide opportunities for Housing and Care Managers to identify shortfalls themselves and be empowered to address these more quickly.

### Opening a new scheme

Opening a new scheme is always exciting but we recognise that amongst all the activity and excitement, extra attention is needed to ensure high standards of service are introduced and maintained to ensure we start as mean to on.

As part of our culture of continuous improvement, we have worked with external care consultants to update our Early Warning System to identify if a new scheme needs more support in achieving quality standards.





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