



Living and Ageing Well Strategy 2024 - 2028

Date of approval	20th May 2024
Responsible director	Paul Seymour, Executive Director of Customers & Communities
Strategy monitoring body	WCHG Board & Customer Experience Committee
Resident input into strategy date	Customer Experience Committee Communitree (May – August 2022) Scrutiny Group review of the Living Well Fund (December 2023 – January 2024) Tenant Satisfaction Measures (TSM's) results year 1
Date for strategy review	May 2028
Linked strategies/policies	Community & Neighbourhood Development Strategy 2023 – 2026, Community Safety Strategy 2023 –2026 Equipment & Adaptations policy Domestic Abuse Policy Hoarding Policy Living Well Fund Policy Safeguarding Policy Wyth Everyone Strategy 2023-2026 Development Strategy 2020-2025 Assisted Gardening Service
Statutory & Legal Framework	Regulatory Consumer Standards & Code of Practice Manchester Housing Access Board Allocations policy WCHG Corporate Plan 2023-2026
Version/date	V2 - 07/05/24

1. Introduction

- 1.1 Wythenshawe Community Housing Group (WCHG) is the largest Manchester based housing association responsible for 13,900 properties providing a home to around 26,600 people – some 34% of the Wythenshawe community.
- 1.2 Our purpose is to provide good quality homes and services to our tenants and leaseholders and to play a leading role in creating safer, healthier communities.
2. Purpose and strategic guiding principles:
 - 2.1 This strategy aims to provide the key focus areas that will seek to enable WCHG's tenants and residents to live and age well in Wythenshawe by:
 - Delivering the second part of our purpose – creating healthier, safer communities
 - Achieving the objectives of the Living Well part of the Corporate Plan
 - Working towards inclusive communities for all
 - 2.2 The body responsible for approving and monitoring this strategy is the Customer Experience Committee (CXC) with an annual report to Board against progress.
 - 2.3 WCHG will adopt the LIFE model as a tool to identify where we can have the biggest impact for our tenants and residents, Wythenshawe and our business, each of the theme indicates which part of the LIFE model we will approach – (see appendix A)
 - 2.4 The strategy supports the delivery of the following Tenant Satisfaction Measures:
 - Metric: TSM (TP01) – overall satisfaction with services provided
 - Metric: TSM (TP05) – providing a safe home
 - Metric: TSM (TP06) – listening and acting upon tenants' views
 - Metric TSM (TP07) – keeping tenants informed about things that matter
 - Metric TSM (TP08) – treating customers fairly and with respect
 - Metric: TSM (TP11) - making a positive contribution to your neighbourhood
 - 2.5 WCHG has a rich history of providing services and working with partners to enrich the community and enable tenants and residents to live and age well in place.

This is achieved through our Living Well approach and by using our resources and budgets effectively.

The Living Well budget 2024/25 includes support delivered across all themes noted in this strategy as well as the Living Well Fund, both supporting both customers and communities. Financial and Budget information (2024/25) (see appendix B)

3. What have customers told us?

Customer Voice(s)

- 3.1 The Communitree engagement between May 2022 – August 2022 told us that:
 - The community wanted more facilities for older and disabled people
 - More homes

- More health provision and focus on support and wellbeing
- More support for people who struggle to access services

3.2 The Tenant Satisfaction Measures (TSM's) pilot 2022 and survey 2023 told us that tenants and residents wanted:

- Prioritisation of vulnerable people regarding the repairs service
- Customers wanted support to downsize/move to bigger properties
- Wanted regular visits, particularly vulnerable tenants
- WCHG to provide a gardening service based on age and disability of tenant
- More personalised communication
- Personalised service

3.3 In June 2023 WCHG commissioned an independent research report (Understanding Wythenshawe report) an evidence-based narrative of change, this report compares and contrasts the 2011 and 2021 ONS Census and makes assumptions about the future, the findings and recommendations forms keys parts of this strategy. Alongside this WCHG has done partner engagement.

3.4 This strategy should be seen in conjunction with the Community Neighbourhood Development Strategy aims and the Wyth US Strategy aims, as they align to address the themes.

4. External strategies

4.1 This strategy is cognisant of external strategies across a number of different agencies such as Manchester City Council, health services and the voluntary and 3rd sector and will work with these (see appendix C)

5. Key focus areas

5.1 The key focus areas for the Living & Ageing Well Strategy 2024- 2028 for WCHG working with partners, customers and communities have been set as follows:

- Older People (Lead)
- Living Well Offer (Lead)
- Domestic Abuse/Violence (Lead & Influence)
- Supported Living (Lead & Influence)
- Health Inequalities (Influence & Follow)

5.2 Older people – what's the challenge?

5.3 The 'Understanding Wythenshawe¹' report shows the population base of Wythenshawe is changing, showing an increase in older residents over 65 years old (From 12.7% to 13.5% 2011-2021).

It is expected that:

- There will be an **increase in the concentrations of older people** located in the struggling and vulnerable groups (using the Ageing in Place Classification). Many people will have a dependency on state pension and other benefits.
- The population of Wythenshawe **will age over the period to 2030**. There is a need to redefine WCHG's older persons offer in properties, neighbourhoods and services.
- A fifth of the population is categorised as disabled. This is expected to increase along with associated budgetary pressures (aids and adaptations)
- This age group is significantly under occupying the homes across Wythenshawe and is located in the general needs housing. This is expected to increase.
- This age group also is impacted by digital exclusion, with lower access and use of the internet and digital technology.

Goal:

Older customers will have access to a wide range of **high-quality services** and homes delivered directly and through partners, that meet their needs now and into the future. (Lead)

We will:

- Develop a range of **new and existing homes** that enable older people to age well in their neighbourhoods or as part of the Wythenshawe Civic regeneration, this will include apartment living as well as the provision of bungalows where possible.
- Continue to provide a **high quality and dynamic** older persons and extra care service, directly and alongside trusted partners that are flexible and person centred.
- Develop a **second Extra Care housing offer** in Wythenshawe through working in partnership with MCC, Health and Homes England.
- **Review our current 2 sheltered housing schemes** and create a plan for their future provision of homes specifically designed so that people can age well.
- Engage with trusted partners to offer assistive technology and **AI related services and support** ensuring customers benefit from technological advances keeping them safe in their homes.

¹ 'Understanding Wythenshawe' focussed on 14 key lines of enquiry, the full report is available on the WCHG website. [Understanding Wythenshawe – WCHG](#)

- Seek to offer a WCHG **rightsizing approach** to support older tenants who want to downsize to free up much needed family accommodation and homes.
- Build on the relationship with **Age UK in Wythenshawe** to bring services and opportunities closer to our older customers through using our housing and community assets.
- Develop the **WCHG self-service and digital offer** that enables the older residents to have access and knowledge on how to use the internet and digital technology
- Bring in additional resource from **statutory partners and the third sector** to help tackle social isolation in Wythenshawe and enable our older tenants and residents to lead active lives.

- We will provide an effective minor adaptations service, use our homes effectively and where relevant work with partners to provide major adaptations

Impact:

- Contribute to TSM (TP01) metric – how satisfied or dissatisfied are you with the services provided by WCHG
- Contribute to TSM (TP11) metric - WCHG making a positive contribution to your neighbourhood
- Additional resource brought into benefit residents
- More people in homes suitable for their needs (inc. Right sized)
- More older people using self-serve methods to access services
- More older benefitting from modern assistive technology in their homes, keeping them safe

5.4 MCC have undertaken a housing needs analysis which has identified over the next 20 years an **additional 1260 Extra Care apartments are needed** to meet demand, this equates to an additional 12-15 new extra schemes across the city.

6. Living Well – what’s the challenge?

- 6.1 Not everyone has benefited from economic regeneration in Wythenshawe. Around 12.1% of WCHG’s homes are in 1% of the poorest areas nationally and 51.4% in the poorest 5% (77.9% are in the worst 10% nationally).
- 6.2 WCHG’s responded to this national crisis by creating the Living Well Fund to respond to short term reactive demand.
- 6.3 The Fund aims to use our community leadership role to galvanise action by stakeholders through influencing and following others in this space thus avoiding creating a dependency culture.
- 6.4 WCHG recognises the challenges that some of our current and future residents face. Our approach is to help tenants and their households to create sustainable tenancies through providing robust tenancy support to its customers reducing homelessness.

Goal:

To deliver a high-quality service that supports our obligations as a landlord, so that customers can thrive in their tenancies and live well. (Lead)

We will:

- Provide **tailored support** to customers to prevent homelessness and evictions and **sustain rental income and tenancies**.
- Promote preventative support services e.g. **financial inclusion** to give people the best chance to succeed in their homes and tenancies.
- We will actively participate in multi-agency problem solving approaches to **safeguard the most vulnerable people** in our communities as a responsible landlord.
- Use **data and insight** to understand current and future demand and tailor services accordingly.
- Develop robust partnerships to ensure a **joint approach to supporting** our customers by enabling access to service locally through statutory partners.
- **Review the delivery of the WCHG support offer** to ensure equity of support to help vulnerable people keep their tenancy and become more independent
- Provide a limited reactive Living Well Fund support for those in urgent need, accompanied by sign posting to relevant agencies.

Impact:

- Contributes to TSM (TP06) measure – WCHG listens to views and acts upon them
- Contributes to TSM (TP05) measure – providing a safe home
- There is a **strong, neighbourhood-based offer from a variety** of organisations across all localities for customers to benefit from.
- Increase in the % of new tenancies sustained
- Improved quality of life for customers
- **Reduction in void costs and homelessness**
- Support asset team in delivery of program through communication of particular issues in a home

7 Domestic Abuse – What’s the challenge?

- 7.1 Wythenshawe has high levels of domestic abuse (source: domestic incidents GMP) and WCHG is aware of the significant impact this has on survivors such as homelessness, physical, financial and sexual abuse, mental health difficulties and isolation.
- 7.2 WCHG is committed to tackling domestic abuse and violence within our homes.
- 7.3 Through partnership working with local authorities and specialist agencies, WCHG provides a comprehensive support network for people affected by domestic abuse.

Goal:

To create a safe and supportive environment where people affected by domestic abuse can access support from WCHG through providing safe accommodation options, advocacy services, practical support and empowerment. (Lead & Influence)

We will:

- Provide **tailored support** to customers suffering domestic abuse or violence
- Continue to attend MARAC (Multi Agency Risk Assessment Conference) and MATAAC (Multi Agency Tasking and Coordination) **multi agency partnership meetings** to achieve outcomes.
- Continue to work with statutory and third sector partners in areas that we operate to ensure partnership working and that **lived experience helps guide** what we do.
- Attain the **Domestic Abuse Housing Alliance (DAHA) accreditation** which will mean we are taking a stand to ensure WCHG's delivers safe and effective responses to domestic abuse.

Impact:

- Contributes to TSM measure (TP05) – providing a safe home
- Survivors of domestic abuse, will benefit from targeted support services, **reducing their vulnerability** and promoting independence.
- DAHA accreditation golden thread throughout the group creating the right culture across the group to enable WCHG to be effective.

8. Supported Living – What's the challenge?

- 8.1 As part of its commitment to inclusive housing, WCHG recognises the importance of providing supported living options for people where specialised accommodation or support is needed to maintain a home and tenancy.
- 8.2 MCC has identified through its supported housing development programme and housing needs assessment that it needs an estimated 225 additional dwellings over the next 10 years to meet the demand in relation to learning disability and autism.
- 8.3 This is alongside a need for care leaver accommodation and support for people who live in Wythenshawe that were leaving the care environment.

Goal:

Through partnerships with managed agents and specialist support providers, WCHG **will offer safe and suitable accommodation options** coupled with comprehensive support services, enabling customers to thrive and participate fully in community life. (Lead & Influence)

We will:

- We will **review our current managing agent services** and arrangements to ensure they demonstrate Value for money and WCHG works with a range of providers supporting tenants to live well.

- Commit to promoting **social inclusion** and addressing the specific needs of vulnerable people within the community.
- Continue to work with partners to **deliver homes fit for purpose**
- Seek financial opportunities in development and remodelling new schemes, adding to portfolio
- Seek **partnership funding opportunities**, both capital and revenue, that enable supported living or independence through the provision of homes or support i.e. staying close funding

Impact:

- Contributes to TSM measure (TP01) – overall satisfaction with services provided
- Contributes to TSM measure (TP05) – providing a safe home
- Empowering customers to overcome challenges and access the resources they need to thrive, foster resilience and self-sufficiency within the community.
- More care experienced young people thriving in Wythenshawe.

9. Health Inequalities – What’s the challenge?

- 9.1 Wythenshawe experiences significant health challenges. This strategy seeks to influence and follow on this agenda.
- 9.2 The percentage of adults who eat healthily in Wythenshawe is 19% compared to the UK average which is 28.7%.²
- 9.3 Access to good quality food is key. Food touches all aspects of our lives and impacts on social wellbeing, the health of our minds and bodies and the economic prosperity of individuals and future communities.
- 9.4 The level of disability is fairly consistent across the local areas with a low of 19.6% in Northenden and high 27.3% in Newall Green.
- 9.5 This pressing issue is compounded by the health inequalities such as high levels of diabetes, hypertension, high rates of smoking, drugs and alcohol misuse
- 9.6 There are significant disparities in life expectancies in Greater Manchester. There is a difference of 9.5 years and 7.7 years between men and women respectively. This disparity will reflect particularly in Wythenshawe.

Goal:

As an influencer and follower on agenda, WCHG will play **a role in reducing disparities in health outcomes** among WCHG’s residents. Through **collaborative efforts with healthcare providers and public health agencies** and organisations and the voluntary sector that operate in the food space. (Influence & Follow)

We will:

- Continue to **work in partnership with health partners** to support them to address health inequalities in Wythenshawe.

² Healthy Me, Healthy Communities Report (Aug 2022)

- We will work in partnership with the local care organisation to **pilot joint health and housing initiatives** to tackle and prevent childhood asthma
- Provide a minor aids and adaptations service.
- Work with MCC and other local authorities to provide a major adaptations service (See older persons theme)
- Work with the Manchester Housing Provider Partnership (MHPP) anti-poverty group & Manchester Food Partnership to promote solutions to food related issues in Wythenshawe.
- **We will promote access to healthcare services**, advocating for preventative measures, supporting people to become digitally included and facilitating community engagement initiatives.

Impact:

- Contribute to TSM measure (TP11) - making a positive contribution to your neighbourhood
- Contributes to TSM measure (TP05) – providing a safe home
- Contribute to residents will **experiencing improved health outcomes** and reduced healthcare disparities.

10. Monitoring and Review

- 10.1 This strategy will be reviewed annually by the Head of Living Well and reported annually to the WCHG board and monitored by the CX committee.
- 10.2 Tenant satisfaction scores will be used to measure the satisfaction levels of our customers.
- 10.3 Regular case studies, including lived experiences will be crafted and shared demonstrating the impact of the work, and supporting the communications strategy.
- 10.4 It is recommended that Board approve the Living and Ageing Well Strategy.



Appendix A: LIFE Model

L = Lead – where we are best placed to deliver impact, and appropriately resourced, we will take a lead on activities that benefit customers and communities

I = Influence – in some situations we will seek to influence an activity or initiative to benefit customers and communities

F = Follow – where we are less strongly placed to create impact for customers and communities, we will follow the lead of other better placed agencies.

E = Exit – where others are better placed to make impact, and not in line with our purpose or strategic objectives, we will leave that space.

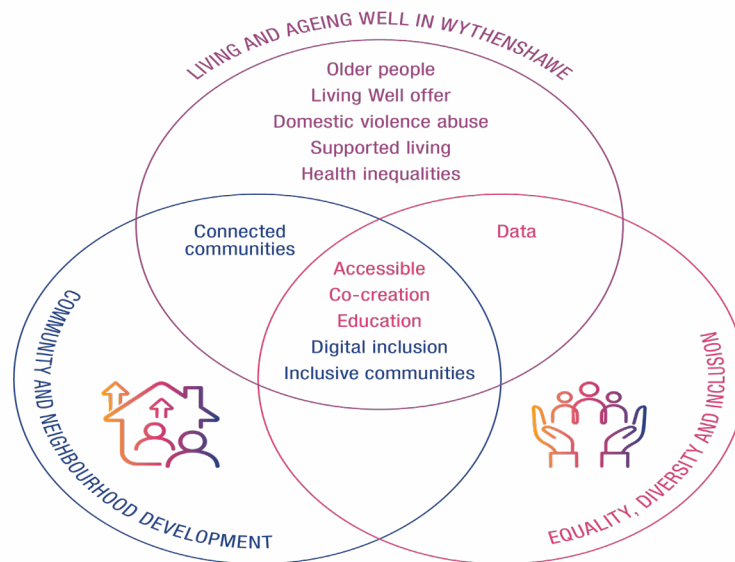
Appendix B

				£ 69,286,192.00	£ 12,841,612.00
		Budgeted Forecast spend (£) (24/25)	Strategic theme	Percentage of Total Group Operating Costs	Percentage of Total Group budget Surplus
Costs	Living Well Team (Includes budget for initiatives)	£ 906,386.00	Living Well	1.31%	7.06%
	Village 135	£ 305,829.00	Living Well	0.44%	2.38%
	Bistro Subsidy	£ 66,800.00	Living Well	0.10%	0.52%
	Financial Inclusion Team	£ 304,871.00	Living Well	0.44%	2.37%
	Rightsizing (part of MCC funding scheme - homeless families)	£ 4,500.00	Living Well	0.01%	0.04%
	Rightsizing – Neighbourhoods (WCHG funded scheme)	£ 45,000.00	Living Well	0.06%	0.35%
	HOOP Officer (Housing Options for Older People)(2 roles jointly funded by 3 RP's)	£ 33,000.00	Living Well	0.05%	0.26%
	Living Well Fund (personal contribution)	£ 149,000.00	Living Well	0.22%	1.16%
	Aids & Adaptations (minor)	£ 139,572.00	Great Places	0.20%	1.09%
	Aids & Adaptations (MCC major) (Plus £1.17m through DFG and other grants)	£ 818,300.00	Great Paces	1.18%	6.37%
	Age UK rental contribution (Use of apartment to run care service)	£ 4,400.00	Living Well	0.01%	0.03%
	Total	£ 2,777,658.00		4.01%	21.63%
Income	Staying Close costs (funded Income)	£ 42,027.00	Living Well	0.06%	0.33%
	Social Work 100-day Placement	£ 3,600.00	Living Well	0.01%	0.03%
	MCC Neighbourhood Apartments income (£21,448 per apt)	£ 107,240.00	Living Well	0.15%	0.84%
	MCC HRS contribution	£ 58,625.00	Living Well	0.08%	0.46%
Total	£ 211,492.00		0.31%	1.65%	



Appendix C

Complementing Internal Strategies:



Complementing External Strategies & Information/Data sources:

- WCHG 'Understanding Wythenshawe' (An evidence-based Narrative of change, June 2023)
- Wythenshawe Stakeholder consultation (April 2024)
- Our Manchester Strategy (to 2025)
- Work and Skills Strategy (to 2027)
- Manchester Digital Strategy (to 2026)
- Anti-Poverty Strategy (to 2027)
- Our Manchester Youth Offer Strategy (to 2023)
- G15 Housing Association concerns for Ageing residents
- Manchester City Council Supported Housing Development Programme
- Manchester – A city for Life 2023 – 2028 (MCC Ageing strategy)
- Age Friendly Manchester Older Persons Charter
- Greater Manchester Integrated Care Partnership Strategy
- The role of Food in Wythenshawe – Report by FoodSync January 2022
- A food-system approach to ending food insecurity in Wythenshawe – Report by Healthy Me Healthy Communities
- The health inequalities, lives cut short report (Jan 2024)

Annual Deliverables

Older People	Supported Living	Living Well Offer	Domestic Abuse/Violence	Health Inequalities
Engage with Local Authority Commissioners of Care at Village 135 to maximise the care provision across the scheme to ensure a brilliant service	Create effective Local Authority connections that address the specific needs of vulnerable populations within the community	Review and define the WCHG Living Well offer creating a new process through Transformation with a clear independent plan (what WHCG expect from them and vice versa) for tenants and household members	Review offer/intervention's and support to customers suffering domestic abuse/violence working with the community and partners	Influence and follow health and other partners to raise the profile of health inequalities and initiatives that seek to promote healthy living for our residents and community
Proactively move from analogue to digital providing safe and effective options of assistive technology and manage transition with customers	Complete review of current managing agent providers to ensure VFM and meaningful outcomes	Review criteria and seek to conditionalise Living Well Fund through mutual agreement and creating processes for signposting and not creating a dependency culture	Fulfil MARAC duties, attending 26 meetings throughout the year. Attend MATAAC meetings when required	Set up an effective process with internal colleagues linking aids & adaptations to Rightsizing and best use of homes, resulting in cost savings and avoiding unnecessary adaptations
Seek to develop a second Extra Care housing. Begin to work with Local Authority, Development Team looking at options and feasibility study	Seek financial opportunities (Capital or Revenue) in development/remodeling new schemes, adding to Portfolio and enhancing services	Making better use of our customer data - develop a data map to understand current and future demand of customers	Attain the DAHA accreditation by end of March 2025	Deliver joint health & housing interventions creating happier communities with reduced health disparities and Improved access to quality housing and healthcare services

Annual Deliverables

Review our current 2 sheltered housing schemes, using our property and finance performance data alongside customer demand and aspirations

Fulfil £42k Staying Close funding obligations, by providing support for young people transitioning into their own homes

Build on robust partnerships to ensure a joint approach to vulnerable customers that deliver meaningful outcomes

Seek additional resources/funding to promote wellbeing and tackle social isolation to the value of £20k ie: to deliver classes/groups armchair exercises/digital/art/coffee mornings/AGE UK advocacy

Rightsizing – Identify and consult with customers who may benefit from rightsizing. Provide incentives and support for rightsizing to happen, which benefits the customer and demonstrates value to WCHG

Deliver phase 1 of working in partnership with Age UK - relocation to Kenneth Collis Court enhancing residents /community events