

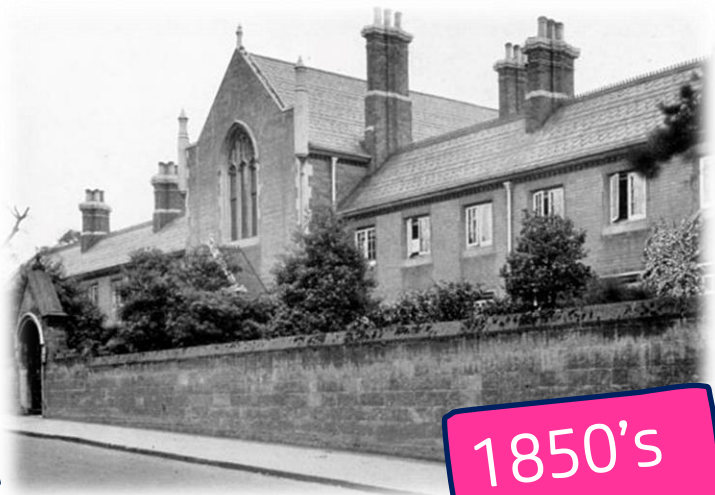
SJMT

people at heart

370 years of alms-housing



1650's



1850's



1930's



2010's

Housing Development Strategy

2020 - 2040

Housing Development Strategy

Contents

	Page number
1. Executive Summary	3
2. About us	4
3. Our approach	5
4. Where we work	6
5. The need for us today	7
6. Our future plans	8
7. Design & construction	9
8. Resources	11
9. Resident involvement and engagement	12

1. Executive Summary

We have provided a home to some of the most vulnerable people in the West Midlands region from as far back as 1650. Today, we provide a home to over 200 older people, but we recognise that the need for affordable housing and the expectations and needs of our residents has never been greater.

This document sets out our ambitions for the future as a housing provider. We want to be a leader in the Almshouse movement; recognised for innovation; championing almshouses as a model of affordable housing, whilst providing quality homes of the future to those most in need. Sir Josiah Mason's original Almshouse provided a home to young people and older people and we want to explore how we can broaden our reach in the 21st century to provide a home to other 'in-need' groups.

In the next 20 years, we want to provide 252 new homes. This will include replacing 120 of our current units of accommodation and building 132 brand new homes. We want these to be homes that are flexible and adaptable to changing needs. Homes that comply with the principles and best practice in regards to housing, including Almshouse architectural design features. Homes that make the most of the opportunities presented by technology that incorporate green spaces and that are sustainable.

For a medium sized charity, this is an ambitious plan, but our organisation is built upon the legacy of people of great ambition and whose drive and innovation led them to do remarkable things.

Strategic Housing Objective | 2040

To be recognised as a leading Almshouse Charity, providing quality, affordable homes of the future to those most in need.

This strategy sits under our organisational Strategic Business Plan. For more information, visit: www.sjmt.org.uk

2. About us

We are SJMT: a family of charities & community of people supporting those most in need in the West Midlands. We want everyone, regardless of age or circumstances, to feel secure, have opportunities and to thrive.

The services we provide include:

- Safe, affordable and well-maintained alms-housing
- Residential and extra care
- Community and housing related support
- Services to advance the opportunities of children and young people in need

Everything we do is rooted in our 370 year history and driven by our vision for the future.

SJMT is made up of five separate charities governed by one board of trustees. We are also a Housing Association registered with Homes England and our care services are CQC registered.

Our Vision

We want everyone, regardless of age or circumstances, to feel secure, have opportunities and to thrive.

Our Mission

To offer people in need access to opportunities, hope and a place where they belong through the provision of quality housing, care, support and education.

Our Values

- Personalised – because no two people are the same
- Dignity – because everyone is worthy of honour and respect
- Innovation – because we are original and creative in our thinking
- Excellence – because we want to be recognised for providing quality services & support
- Honesty – because we are transparent and accountable in all that we do
- Fun – because we want to be a great place to work and receive support

Our Objects (housing related)

The Objects of the Charity, which are for the public benefit, are specifically restricted to the following:

- a) the provision of housing accommodation for beneficiaries;
- b) such charitable purposes for the benefit of residents as the Trustees decide.

3. Our approach

We want to continue in our tradition of providing quality, affordable Almshouses that meet the current and future needs of people who want to live independently or who may have care needs.

Whilst over the past 60 years we have largely provided housing to older adults, in the future, we have agreed that we will diversify the provision of housing we provide in time, to incorporate other 'in need' groups including:

Care Leavers
Adults with physical/emotional/learning disabilities
Foster/adoptive families
Single adults who are homeless/at risk of homelessness

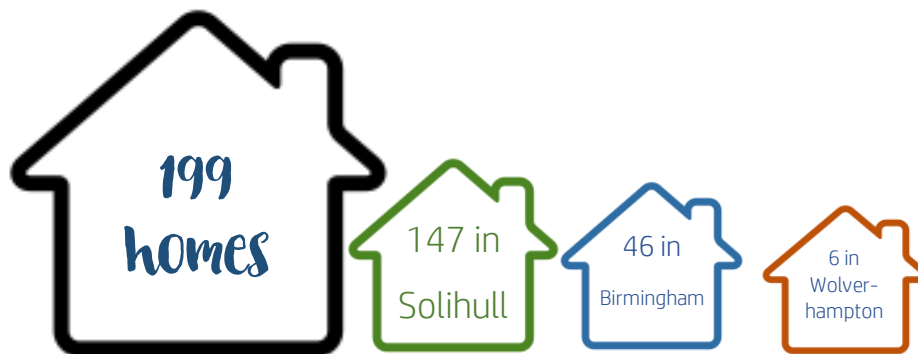
We do not believe that one size fits all and the level of support or care that we provide from each site will vary depending on the size of the development, the needs of clients and external funding sources.

In 2018, we developed our own model of what we would like our future Housing and Care to look like and this should be the starting point for any future developments. We call these the building blocks for a better life:



4. Where we work

Our current activity (97%) is largely situated in Solihull and North East Birmingham, with 6 units in Wolverhampton (Holy Trinity).



The West Midlands Region is made up of 6 Counties, including the metropolitan county and combined authority area of the West Midlands.

In the next 20 years, our primary focus for development and growth will be in the West Midlands County (Birmingham, Solihull, Coventry, Walsall, Sandwell, Dudley & Wolverhampton), particularly in regards to any acquisition of land. However, depending on the opportunities that are presented (size, offer and staffing structure) and capacity with the Trust at the time, we will consider larger merger opportunities across the Midlands region.

West Midlands Region & Counties



Midlands Counties



5. The need for us today

A National Housing Federation (NHF) and Crisis Report published in 2018 claimed that 21,100 homes need to be built in the West Midlands every year to solve the region's housing crisis.

- Almost 2 million people aged 65 and over are living in poverty in the UK in 2019 with 1 in 6 in the WM living in relative poverty
- An Age UK Survey estimates that more than 40,000 people aged 65 and over in the West Midlands don't see or hear from someone for days on end over the festive period and that over half a million people aged 65 and over feel their days can be repetitive
- The number of people aged 65+ is projected to rise by over 40 per cent (40.77%) in the next 17 years to over 16 million.
- At present only 1% of the population over the age of 65 are in specialist housing for older people.
- A new report authored by former Treasury economist calls for 30,000 additional homes for later living every year to boost mental and physical health of older people.
- 850,000 people are estimated to be living with dementia in the UK, of whom 808,000 are aged 65 years or over. By 2025, the number is expected to rise to 1.14 million. By 2051, it is projected to exceed 2 million
- It is estimated that there are 13,819 people in Birmingham and 2,798 in Solihull with dementia. This is predicted to grow by 31 per cent to 3,800 in Solihull and by 18 per cent to 16,300 in Birmingham by 2021
- Only 16 percent of authorities felt their data estimating the number of disabled people currently in inappropriate housing was 'good' or 'very good'
- A 2018 enquiry found that 365,000 disabled people say their home is not suitable for their needs, leaving them feeling trapped and causing them distress.
- Research by the London School of Economics (LSE) in 2016 found that 1.8 million disabled were people struggling to find accessible housing.
- NHS figures (2019) revealed 715 adults with learning disabilities in Birmingham who were known to social services in 2017/18 were living in what's known as "unsettled" accommodation.
- Birmingham has the third-highest rate of people with learning disabilities living in unsettled accommodation across the country in 2017/18.
- In 2018, most care leavers (35%) were in independent living in 2017/18 with around 12% in semi-independent/transitional accommodation, 12% living with parents or relatives and 8% with former foster carers.
- 11% of rough sleepers seen by outreach workers in London over 2018/19 had previous experience of living in care

6. Our Future Plans

Whilst our current housing stock was purpose built for its time and has been refurbished to a high standard, many properties are now dated and do not comply with modern standards, best practice or expectations and are of an age where they will need increasing investment to maintain. Many of the refurbishments of what were originally 1960's-70's bedsits have resulted in flats which will be extremely difficult to let to a new generation of older people due to their size.

Therefore, over the next 20 years, we want to replace some of our existing stock, creating modern affordable homes of the future as well as increase the amount of homes we provide today by 132 by 2040.

In the next 20 years, we want to provide 252 new homes. This will include replacing 120 of our current units of accommodation and creating 132 brand new homes.

Our existing sites do present us with opportunities to provide more accommodation, however, we recognise that in order to achieve our ambitions and to reduce the impact upon existing residents, we may need to consider acquiring new sites if and when opportunities arise.

7. Design & Construction

We are committed to ensure that any future developments comply with the HAPPI principles. These are based on 10 key design criteria. Many are recognisable from good design generally - good light, ventilation, room to move around and good storage - but they have particular relevance to the spectrum of older persons' housing which needs to both offer an attractive alternative to the family home, and be able to adapt over time to meet changing needs.

They reflect:

1. Space and flexibility
2. Daylight in the home and in shared spaces
3. Balconies and outdoor space
4. Adaptability and 'care ready' design
5. Positive use of circulation space
6. Shared facilities and 'hubs'
7. Plants, trees, and the natural environment
8. Energy efficiency and sustainable design
9. Storage for belongings and bicycles
10. External shared surfaces and 'home zones' 'Standards'

More detail about these principles can be found here: <https://www.housinglin.org.uk/Topics/browse/Design-building/HAPPI/>

In June 2019, the Ministry of Housing in their National Planning Policy Framework set out standards as a minimum standard for accessible housing which should be adhered to: <https://www.gov.uk/guidance/housing-for-older-and-disabled-people>

The Housing Learning and Improvement Network (LIN) and the Care Services Improvement Partnership CSIP published The Extra Care Housing Toolkit. This toolkit provides useful information including a typical Schedule of Accommodation: https://www.housinglin.org.uk/assets/Resources/Housing/Support_materials/Toolkit/ECH_Toolkit_Website_Version_Final.pdf

We recognise that each development we undertake will have different services and facilities dependant on the location, the quantity of homes and the beneficiary group. However, as a minimum standard, we are committed to building homes that are the following areas:

One bedroom 2 persons apartment	55 sqm
One and half 2 persons apartment	61 sqm
Two bedroom 4 person apartment	80 sqm
Two bedroom 4 person house	87 sqm

Almshouse features

When looking at design, we are conscious of our roots, which are embedded within the earliest form of social housing which dates back over 1000 years, to medieval times. Almshouses remain a unique form of social housing for the 'poor and vulnerable'. It is recommended that any future design or site plan should encompass the historical design whilst also encouraging interaction with the wider surrounding community. Having spaces that attract the local community to be part of the Almshouse community can enable residents to stay connected to their local areas and

encourage intergenerational interaction. This style of design has been shown to reduce isolation and improve wellbeing of residents.

Sustainability and Greener Development

Environmental sustainability is essential in the creation of homes and communities in which people want to live. Lowering our carbon footprint will help our residents save money and deliver lasting environmental, social and economic benefits.

Sustainability also relates to ensuring that the homes we provide meet a need and we will rely on evidence to support the building of the right homes regarding mix and tenure in the right locations. We will consider not only the environmental impact of any new development but also the health and wellbeing of our residents who will be living there, together with the positive impact of greener design on people.

Quality

We seek to provide high-quality homes that meet the needs of our residents. We aim to provide housing that is efficient and affordable to run for the occupants, as well as being easily managed and maintained by ourselves. We have been aware for many years of the issues of fuel poverty for our tenants and will continue to build on the achievements we have made so far in seeking to improve energy efficiency and reduce resident costs.

Value for Money

It is always important that we can demonstrate in the early stages of planning that any development offers value for money. We will consider the expected 'life' of the housing asset and the likely income and expenditure over that time to achieve value for money. A guideline we will follow is a 30-year payback period but we will always consider other social and economic issues that would justify an extended payback period such as ensuring superior quality or environmental sustainability

8. Resources

Whilst we are in a stable financial position, there is not sufficient capital within the Trust to finance our ambitious development plans over the next 20 years without sourcing external funding as well as exploring a range of other partnerships or business models.

Before any scheme proceeds, a robust process will be followed which includes financial modelling and a detailed financial plan. In addition to our own designated or restricted funds, other funding sources we will consider could include:

Borrowing

Grant Funding (Homes England)

Grants and Trust applications & high value donors

We will seek funding from grant giving bodies which support capital grant applications for specific projects or groups and high value donors and 21st century philanthropists.

Mixed Tenure

In order to achieve our ambitions, we will consider setting aside a proportion of properties for leasehold sale on larger sites. This could enable us to achieve our objects and part fund developments. It also enables us to respond to the growing proportion of older people who are asset rich and cash poor.

Partnership working

We will seek out partnership opportunities with similar organisations, Housing Associations or developers who may want to share both risks and rewards of new developments on new sites.

Mergers & Corporate Trusteeship

We will actively seek opportunities where we can continue and take forward the legacy of failing Almshouses Charities and smaller Housing Associations through corporate trusteeship. We will welcome discussions with similar organisations around merger opportunities.

Land Acquisition

Identify strategic sites that we can develop so that we can infill close to existing sites or land bank sites that could provide return on investment, particularly with partnership working.

Off the shelf purchases

Consideration of acquiring a speculative development on a 'turnkey' 'off the shelf arrangement' completed by a developer who has not been able to successfully market the property.

Social Finance

Social Finance Companies are largely not for profit organisations that partner with the government, the social sector and the financial community to find better ways of tackling social problems in the UK and beyond. It works with government, investors and delivery partners to develop new models of social change. They often fund housing related developments.

9. Resident Involvement & Engagement

The voices and opinions of our residents are of the utmost importance to us and we actively champion resident engagement in many ways.

We recognise that listening to the views of people who have lived experience is integral to any future developments we undertake. Therefore, we will adopt the following principles:

1. We will ensure that residents are consulted on plans, proposals and design and that any adjustments are considered and made where appropriate.
2. That appropriate mechanisms are put in place to ensure that residents directly affected by any development are consulted and supported throughout the process.
3. That we will have in place a plan for managing the impact upon existing residents living on any sites where a development takes place. This will include consideration for mitigating the impact and/or decanting residents where applicable.
4. Where appropriate, we will consider the views and opinions of the wider community, particularly those who may be a potential beneficiary of the charity in the future.