

Independent Living Benchmarking Report

November 2025

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Introduction

The benchmarking project was an opportunity to compare how different organisations are delivering their housing for older people, previously referred to as sheltered housing and now more commonly called independent living. The project was open to different providers across the UK, and it was good to see representation from England, Northern Ireland and Wales, including local authorities, almshouses and housing trusts.

In total 20 organisations have submitted information that has been included within the report, and the detailed information of each organisation is included in the appendix to the report. The organisation information could have been more concise in the appendix; however, it is the detail that allows an insight into how they operate and explore the range of issues that are included in the report.

There are many key messages included in this report that will provide participating organisations with an opportunity to use the information with staff, residents and board members/decision makers when considering changes to the service and policy changes. There will also be opportunities to network between the participating landlords to share policies and procedures to improve services.

This report has been broken down into the key themes and subject areas, with some tables and charts to show the trends and key findings, as well as snapshot examples from different organisations. These highlight how similar organisations are approaching the challenges and finding new solutions, reflecting local circumstances and seeking out new ways of working.

For erosh, the project has allowed an insight into the current issues affecting members and will help to shape the future priorities and work into good practice documents, as well as events for members in the coming year. The report shows a good level of being prepared for the digital switchover, while emerging issues of challenging behaviour, which can be seen to be a direct link around allocations. There are also some key areas such as the potential to look at Intensive Housing Management funding where appropriate, as well as the challenges heat networks due to legislation (The Energy Act 2023).

As the project manager and taking on the role of compiling the report and appendix, I have been impressed by the commitment of staff working in this sector to find innovative and at the same time practical solutions. I hope you enjoy reading the report and find useful information that will help your organisations to find solutions to a changing environment within older persons housing in the UK.

A massive thank you to the organisations taking place and contributing to this important piece of work.

Steve Rafferty
Erosh CEO

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Key Findings

1. Rents & Service Charges

1.1 Rents

The results have been broken down by property type and country. Individual organisation figures are included in the appendix information with full breakdown (where provided).

1 bed flats

There are similar results for the lowest rents across the UK, with averages also showing similar results, however the high rent results show marked differences, particularly in England.

1 bed flat UK			
	low rent	high rent	average
NI	80.14	86.46	93.3
Wales	79.01	110.04	93.63
England	87.27	141.81	106.73

1 bed bungalows

The sample size was lower for bungalows, however the results show similar low rent and average rents, while the high rents in England were significantly higher.

1 bed bungalow UK			
	low rent	high rent	average
NI	99.42	99.42	99.42
Wales	93.79	95.67	94.73
England	93.07	132.85	107.70

1.2 Service Charges

1 bed flats

In Northern Ireland, the sample size was small, but a similar level was seen, while in Wales and England the average levels were higher, and the high levels were also significantly higher. There are many factors that impact the amount of service charge being charged, with the breakdown of each organisation showing some of the reasons. Some landlords had identified savings, such as installing solar panels and other energy saving measures, while others have added charges, for example intensive housing management, which are HB eligible. Other differences included the removal of alarm monitoring costs and allowing individuals to make their own arrangements direct with suppliers. With an increasing number of working residents moving in, these options could be considered. The subject of service charges is an important area for residents and getting value for money for services such as cleaning and grounds maintenance, allow options where consultation can take place. It may be residents are willing to pay more for an enhanced gardening service, or savings can be found when employing staff directly.

1 bed flat UK			
	low service	high service	average
NI	23.39	27.72	25.56
Wales	27.37	76.57	46.19
England	15.00	78.83	49.85

1 bed bungalows

As with the rents figures, the sample size was lower for bungalows, however the results show lower charges overall, with no charges for lifts, communal living costs.

1 bed bungalow UK			
	low service	high service	average
NI	23.64	23.64	23.64
Wales	11.96	22.86	17.41
England	15.00	31.80	25.56

Here are some examples of how organisations are tackling rising service charge costs:

HA Wales

A 70% cap is currently applied to utility and cleaning charges at our Community Living sites. This policy has been in place for several years and is subject to annual review.

Council – England

We capped service charge increases on average by 11%. Two years ago, we identified we were significantly undercharging residents service charges based on our costs. We are currently in year 2 out of 3 in implemented a phased approach to bring them in line we actual costs. If we hadn't capped the increases would have been much higher.

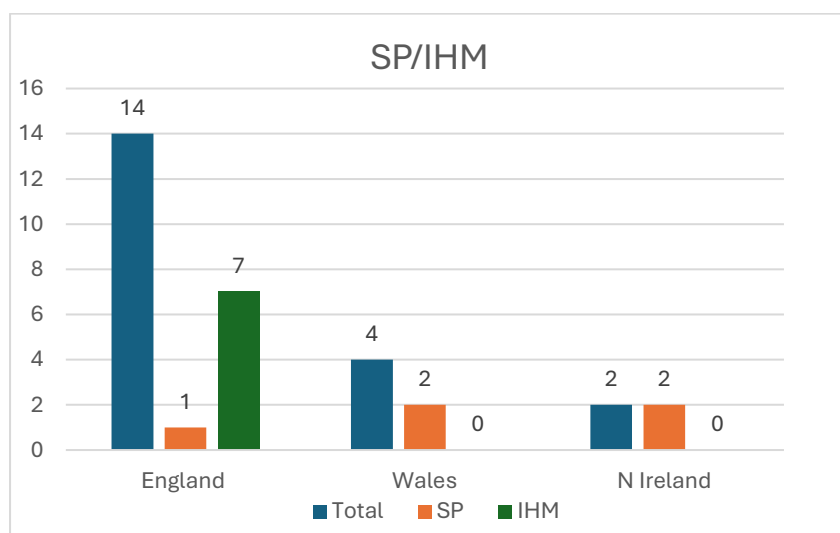
1.3 Supporting People & Intensive Housing Management

From the 20 landlords taking part there were 5 currently receiving SP, with both N Ireland organisations continuing to receive funding, however one reported that it was running at a significant deficit. In Wales there were 2 receiving funds and only 1 in England, which was in a very small number of LA areas. There were other services that have SP funding where referrals can be made.

HA - NI

We are running the support service provided by scheme coordinators at a growing loss due to the shortfall in funding from the Supporting People programme.

For Intensive Housing Management, there were 7 landlords using this option and some were unaware of how to apply.



HA - England

We variably call the scheme officer charge an Intensive Housing Management charge – LA's are increasing their scrutiny of the IHM charge to check eligibility of tasks expected to be paid as part of HB or UC.

LA – England

Intensive Housing Management via our service charge and in consultation with tenants when SP funding was lost many years ago.

HA – England

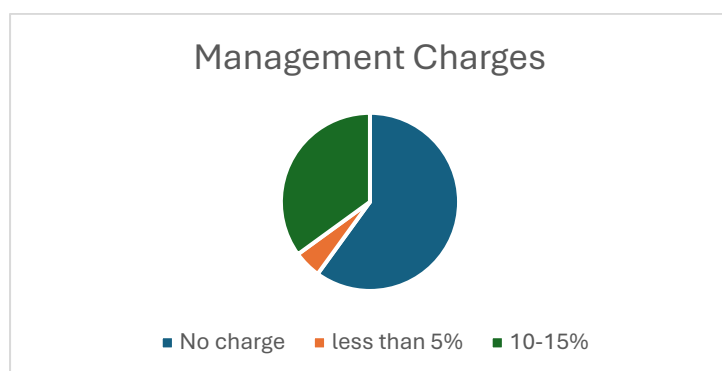
We receive a weekly IHM amount for all of our schemes (community site based and extra care). This covers some aspects of the ILO role.

HA - England

Our service is designed as Intensive Housing Management however we are not accessing enhanced funds we access standard Housing Benefit and Service charges or self-funders.

1.4 Management Charges

Within the service charge regulations, landlords are allowed to charge up to 15% to cover the costs of the administration and management of service chargeable items (please check regulations for your country). The responses showed that 12 were not charging the management charge and one charging 3-4%, while 7 were charging between 10-15%.



HA - England

HA levels a Management Fee of 15%, but most is donated back to tenants to cover HB ineligible support costs.

1.5 Guest Bedrooms

The majority of responses showed that guest bedrooms were still being provided at schemes, while 2 no longer had them. The charges per night were between £5 and £35 per night, with the almost half being between £10-20. There were also differences with the way receipts were being used, with some being used to fund the rooms including cleaning, replacement items, others adding to scheme funds and reducing service charges will some had the money added to the organisation funds.



LA - England

£25 per night – revenue goes into the service account to reduce overall service charge and to provide running costs and funds towards depreciation of furniture and linens.

HA - England

The cost for a guest bedroom is twin beds, at the value of £25 a night. Goes into an income line. Review last year where it only made £250 income from guest room bookings, however currently this year, the usage of guests' bedrooms has increased.

LA - England

We have 2 guest rooms available over 2 schemes, these are within the largest of our schemes. We charge £20 per night for these. It's usually paid in cash, and this is banked if excessive or used to maintain the room or used to support scheme activities within that scheme.

HA - England

In line with our Guest room guidance the guest room charge should be decided upon by the customers of the scheme.

The minimum guest room charge is £5.00 per night. Services report a cost of between £5-£12.

The guest room charge covers the running costs of the guest room, e.g. heating, lighting and cleaning and includes a small surplus which should be used to improve the guest room facilities. If improvements to the guest room are not required, any surplus can be spent on other scheme items with the agreement of the customers. Services report this has been used to support running day trips and activities for customers.

As a minimum the following is provided:

- Tea and coffee making facilities which are replenished after each visit
- Bed linen, including duvet and pillow covers

If a TV is installed, then a separate TV License must be obtained for the room.

To assist with setting the guest room charge, a guest room budget is created in association with line management. Budget details are presented to customers at the service charge meeting.

HA - England

Many Schemes offer guest rooms, each with different features. Some include ensuite facilities, while others provide kitchens or alternative layouts. A small charge applies for the use of these rooms, and any income generated is used to offset residents' service charges within the Scheme.

We will be conducting a review of charges across all guest rooms and introducing a standardised pricing structure to ensure consistency as they currently range from £10 - £50 per night.

2. Service Delivery

2.1 Service Models/Staffing

The majority of models of service delivery are scheme based with dedicated staff for a specific site, while other models being used in some organisations. Examples of service models include:

LA - England

Each of the 61 Scheme will have a named Independent Living Coordinator allocated to the scheme. Currently, we have around 1 Coordinator allocated to 3 schemes, or in terms of properties, around 80-90 properties per ILC.

A review has been undertaken, and proposals are out to consultation with tenants. Essentially these are to increase the age-related eligibility criteria to 67 (60+_ in receipt of disability benefit), additional support for Lettings, enhancing the lettable standard of properties, handyperson service and exclusions on untreated drug and alcohol. It is anticipated that the number of schemes will reduce over the next 5 years although no definitive number has been agreed. So far 2 schemes have been decommissioned, and a 3rd is proposed. Factors influencing decommissioning include stock condition, demand and ward demographic factors and concentration of supply. Options appraisals are undertaken on schemes to be decommissioned to determine future use – so far this has been conversion to temporary accommodation, conversion to family accommodation

HA - England

Retirement Living Officers are principally on site managing 2-3 schemes each.

Team leader will manage 1 scheme and rest of their staff.

Hours on site – typically 8.30 – 4.30 pm each day with a 1 day or half day at home (FTE is 37h per week)

RLOs responsible for: Daily welfare status calls, building and property health and safety checks, housing management and tenant consultation duties, tenancy management checks and new tenant visit inductions (both incorporates risks and needs assessment), support plans for those that need it, PEEPs for all customers.

HA - England

10 Independent Living Coordinators responsible for front line delivery of the service.

They are split into 4 Area Housing Teams and receive support from colleagues in the team with issues such as income collection, community safety and lettings.
Each team is managed by an Area Housing Manager.
The ILC spends approximately 2 hours on each of their 3 schemes per day.
They complete a daily call with anyone who requests one.
They don't have support plans.
Staff (Independent Living Coordinators) are allocated three schemes to manage and are responsible for approximately 120 properties each.

HA - England

HA Retirement Living service provides housing and support to customers aged 55 and above, helping them to maintain their independence and continue to do the things they value for as long as possible. Accommodation is self-contained and the majority have a community alarm service. Some Retirement Living services may have communal facilities for use by customers.

The aim of HA's Retirement Living service is to provide accommodation which will support customers by enabling them to continue to live independently within the community.

There are 2 types of Retirement Living services:

- Unstaffed - alarm only. Each property has an alarm system linked to a monitoring centre for help in an emergency.
- Staffed - in addition to the alarm system there will also be on-site support available from a member of staff.

Services are covered by a Retirement Living Co-ordinator and a Retirement Living Assistant. The Co-Ordinator will cover a wider patch of services. The Assistant will have a base of 2-3 services, splitting their time between each.

A handful of services have access to a support worker where SP funding is still in place. The team is managed by a Service Manager. On average the team spend 15-20 hours a week at each staffed service.

HA - England

HA IL services provide a housing officer role with speciality in supporting residents to live independently within their home. We also provide a holistic approach to supporting our residents through working closely with third party professionals to implement support, sign posting and accessing services to the individual needs. An element of our role focuses on compliance, neighbourhood and estate management as well as advocacy, and supporting residents with maintaining their home and tenancy. At Soha, we have many specialised teams who we can refer our residents to with bespoke support in the area they need.

The IL teams currently have three housing officers working across five localities. They each have specific schemes which they attend weekly. Each scheme is visited once a week in the morning. The IL officer will work at the scheme, carrying out fire safety and compliance checks as well as welfare checks on our vulnerable residents. Residents have

the opportunity to come and see their IL officer whilst they are at the scheme, but if a specific time or day is required then we will book an appointment with them.

LA - England

Dedicated Scheme Managers for each Court (9 across 11 buildings as 4 Courts share 2 scheme managers), available 8-4, Monday to Friday with 4 days on site. Daily calls, wellbeing assessments, liaising with family / medical professionals / relevant other third parties, carrying out compliance H&S duties, reporting and managing repairs, conducting sign-ups and supporting with end of tenancies, dealing with emergencies, supporting Residents Associations where relevant and facilitating activities.

Almshouse - England

There are 4 staff members - Chief Executive, Scheme Manager, Finance Officer and Handyman. All are P/T. Two staff members are directly involved in the management of the service - the Scheme Manager who works 23 hours pw, and the Handyman, 15 hours pw.

LA - England

The 8 Independent Living schemes are served by a team of Independent Living Officers who cover the 8 schemes. Each of the ILO have 2 schemes to attend to with one staff member who is a 'floating' person to cover sick absences or leave. They rotate around the service on a 6-week basis.

2.2 Recruitment

Within erosh networks, the subject of recruitment has been raised many times recently. Some organisations are reporting the need to make changes to the role descriptions, methods of recruitment and also consider staff retention. Here are some examples of what is being done to address the issue. ErosH is currently working on a good practice guide on the subject.

HA - NI

Since Covid we have experienced many challenges with recruitment. We have amended job titles and job descriptions to encourage more appropriate applications and so far, this has proven to be more successful.

HA - Wales

We seem to be attracting more applicants, possibly due to the change to a 4-day week. In terms of retention, we often receive feedback from colleagues who want to progress within the organisation and receive a better salary.

HA - England

In 2024, we had a lack of interest in the ILO roles, and it was difficult to recruit people with the right skills/knowledge/experience. We broadened our advertising to include

social media last year and this has attributed to an increase in interest. However, in 2025 we received more applications from people who come from the NHS, school roles or private sector, which may be due to other external factors.

LA - England

It's been a struggle for the last 4 years to recruit we have not been fully staffed across this period, vacancies go out numerous times, never interview more than 3-4 people per vacancy due to lack of quality applicants. Applicants rarely have direct experience or any housing skills and poor-quality applications. Trying to attend recruitment events, engage schools and colleges (little success with this so far). Have increased our salaries to ensure in line with other local housing providers. allowing staff to work from home on occasion and more flexibly if necessary.

HA - England

We have noticed a reduction in qualified staff applying for vacancies and an increased withdrawal from the recruitment process e.g.: non-attendance at interviews etc. We have also noticed increased turnover particularly amongst new starters. To address this, we have scaled back the job description and person specification placing increased focus on values, transferable skills and a willingness to learn.

HA - England

Recruitment has been a challenge in terms of not having the people with sector knowledge or skill. We do have a high number of applicants, but the quality is not as high as it has been historically. I do think the whole job market has changed this is not just in housing. We recruit based on values and transferable skills which has positive outputs.

LA - England

Historically there were challenges, we had issues recruiting staff of a suitable quality due to salary level. The Council carried out a role review 18 months ago which found in favour of the job role. We also introduced a salary progression scheme linked to professional housing training which adds a further incentive to staff. There is an Out of Hours Payment scheme in place to recompense staff attending emergencies out of normal working hours.

2.3 Additional Support

Where service models have moved away from delivering support, instead offering a referral system, it is important to know where staff can find additional support for residents. In some organisations there are specific roles and teams available for assistance with benefits and a range of other help, while others rely on external agencies, both statutory and voluntary.

HA - Wales

HA have an internal Cynnal team for Complex Benefit Support that Scheme Coordinators can work alongside to support, undertake Home Fire Safety checks on behalf of the Fire Authority. There are also a wide range of external agencies where referrals can be made.

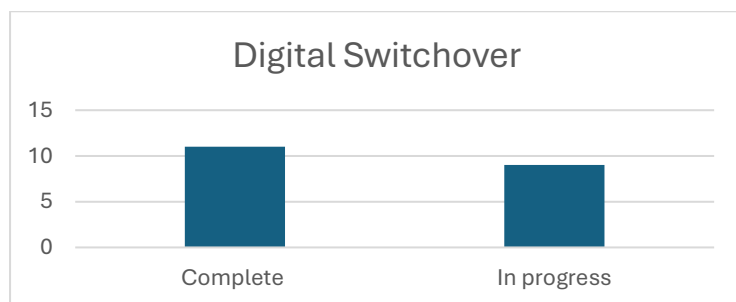
HA - England

The Association offers an Additional Support service, provided by Home Instead and funded by the Organisation for a period of up to 12 weeks. Total funding provided is capped at £15k p.a. This provides low level support e.g. wellbeing visits, trips out or carer respite visits to enable a tenant caring for a partner to have time to themselves. Move on arrangements support users to either continue with the service on a self-funded basis or to identify alternative funding sources/services.

3. Scheme Information

3.1 Digital Switchover/Alarm Monitoring

Over half of landlords have completed the digital switchover, while others reported that progress was well underway or almost complete.



HA - Wales

Options appraisal concluded – after consultation with Tunstall telecom and internal stakeholders. The conclusion is a Programme of work underway to upgrade the Sheltered Schemes to a digital platform.

As part of the options appraisal, HA are not looking at removing the remaining hardwired systems be it Tunstall or Chubb equipment.

LA - England

The alarm equipment supplier is Legrand who manufacture Tynetech equipment, its not been a smooth process obtaining a solution around digital switchover. We are currently reviewing our lifeline equipment and are considering options around a full hard-wired digital system or a move to dispersed digital alarms.

HA - England

We have discontinued our monitoring service (OK each Day) to residents living in bungalows and Independent Living Schemes. Following a survey carried out with our residents on their feedback about the service the results clearly evidenced that it was not suitable for everyone. With a high proportion commenting on requiring choice as well as the negative impact the cost of living is effecting residents. The service was supportive to a small group of people but not everyone. We decided to implement a person-centred approach by providing choice rather than compulsory. Following the survey, results revealed that residents receiving benefits were happy with the service, but for those who self-funded were disproportionately disadvantaged due to the cost of the service, whether it was useful for them or not. HA took the decision not to renew the contract. Instead, offering residents the opportunity to peruse the market for pendant alarms or devices that meet the individual needs and budget. IL housing officers have since made many referrals to Age UK and Oxfordshire County Council for a dispersed pendant alarm. The offboarding process was clearly explained to our residents through hard copy letters, face to face conversations during coffee mornings as well as a mention on our plasma screens in each IL Scheme.

LA - England

Currently looking at Pre Digital Phone Lines with BT as IP switch converter from Tunstall not forthcoming. This will protect our systems until 2030 during which time we can plan in a full digital upgrade.

Tunstall – plans to upgrade over several years to fully digital system.

3.2 Grounds Maintenance

For many residents, a good grounds maintenance service will produce a pleasant area surrounding schemes, although expectations are often higher than a grounds maintenance service can offer (not a gardening service!). The decision whether to employ contractors or in-house staff to carry out ground maintenance will depend on other contract works that are in-house, as well as being part of a local authority that has specific departments. With many organisations looking at bringing maintenance contracts in-house to improve quality, grounds maintenance provides an extension to this provision.

HA - Wales

Most of our ground's maintenance is delivered by our internal Estates Team, who are directly employed and familiar with the specific needs of our schemes. In addition, we work in partnership with the Local Authority and a volunteer group called Learning Curve, which supports adults with learning disabilities and challenges.

HA - England

We have a dual approach. The vision is to have a fully DLO service for all Estates services across the portfolio. This is managed by our Estates and Repairs directorate.

3.3 Cleaning

Similar to ground maintenance, there was an even split between organisations using contractors and in-house staff. The quality of service is important to residents, but in some cases the cleaners can provide a valuable role in being aware of what is happening within a scheme and liaising with staff. At HA, the in-house cleaners have been trained to provide relief cover for scheme staff and also encouraged to apply for scheme roles when they occur (with some success).

HA - Wales

Mix of internal and contractor, with cleaner retention and recruitment internally or externally is an issue for this role. Value for Money within this service is a concern to tenant with ever increasing rechargeable operational costs. Typically, between 3 and 10 hours per scheme per week.

HA - England

We have both set ups across our schemes.

Our vision is to move all cleaning to in house DLO approach which is underway.

We do see higher levels of satisfaction with in-house DLO cleaning services.

They vary in terms of hours per scheme; this is something we are keen to review with our Estates teams as the cleaning services are managed and overseen by our Estates services teams at HA not Independent Living.

LA - England

Contractors. They are not contracted to any set hours but assessed on the level of cleanliness and resident satisfaction.

3.4 Heating

With many schemes ageing and needing upgrading, there are decisions to be made around the best solutions, taking into consideration the drive towards net zero and the costs of heating and hot water for residents. In addition, the new legislation that will impact providers with heat networks, it is becoming an increasing concern/priority to make the right decisions and be prepared for the heat network challenges.

HA - Wales

We are impacted by Heat Network Regulations. Our heating systems are under constant review, with the aim of updating them to be more efficient and to ensure our tenants can view and monitor their utility usage.

Housing Trust - England

One building has a heat network, providing hot water and heating for 48 flats, therefore, we will be affected by the regulations.

HA - England

HA schemes have hot water and heating systems operated via a communal boiler, so will be affected by the Heat Network Regulations. Its early days, but the Association is considering moving from central gas boilers to electrical heating systems. Note all the managed schemes already have full electrical heating and hot water.

HA - England

We've upgraded several schemes' plant rooms and, where possible, given Tenants more control over how they operate their heating.

Despite this none of the schemes are individually billed for their heat usage. Instead, costs are pooled and split collectively among all residents.

We will need to review how we currently manage billing, metering, and Tenant communications across all communal schemes.

HA - England

Most services have communal gas heating. Some services are fitted with electric storage heaters. Any changes to heating are carried out as part of the Retirement Living Investment Program on a service-by-service basis.

From January 2026, TRG will be treated as a heat supplier or a heat network operator, standards are set to comply within the regulations to demonstrate our heat networks are efficient and contingency planning is in place for emergency outages and customers are compensated for any loss of heat.

LA - England

All the properties under the ILO and Extra care services have gas heating. We will be affected by the Heat Network Regulations.

3.5 Net Zero

Although the subject of net zero and decarbonisation, the question was included in the project to gather information about the work that is taking place within older persons housing.

HA - NI

We have installed solar PV panels on 2 schemes with a further 3 to be completed in the coming year. The electricity generated onsite can be used to offset the energy costs for communal areas. It is hoped that these may result in reduced service charges for tenants in the longer term.

We have completed a pilot hybrid heat pump installation in 2 bungalows. Initial results suggest that we are unlikely to pursue this due to the age and composition of our stock, feedback suggests these initiatives may be best utilised in newer accommodation.

LA - England

Many of our properties have solar panels currently which reduces the overall utility costs for our residents.

HA - England

The organisation is currently calculating its Carbon footprint.

Our 2025 stock condition survey includes retrofit assessments to inform potential future improvements via an options appraisal report.

In 2024 we commissioned building physics reports (via the Greengage consultancy) to better understand our homes and consider future options. These will feed into our current options review.

In March 2025 we benefited from a Heat Networks efficiency grant from the government to fund a review of our HA scheme communal heating and hot water systems. This report will also feed into the wider options review.

3.6 Communal Lounges

There are challenges of managing communal lounges, with a reduced staff presence during the working week and periods in the evening and weekends when there aren't any staff on site. The changing demographics have also impacted the potential for disputes and ASB. The other challenges are around the level of events taking place and underutilised spaces. The subject was covered in a recent good practice guide and a bitesize event on the subject.

HA - NI

Occasional anti-social behaviour for example lone drinking in the common room or use by groups of people outside staff working hours. We have problems with groups of tenants using the space which can alienate others within the scheme.

We have had tenants who are incontinent damaging communal chairs and furniture. We have also had to lock some communal kitchens due to items going missing regularly.

We don't have any specific guidelines on the use of common rooms, however in our new tenant handbook we will highlight intended uses for the common rooms.

LA - England

Occasional disputes where certain residents want to use the lounge for karaoke for example and others don't. Written guidelines in place for usage where no RA is in place, hence no insurance to cover activities. Outside groups can hire the lounges but we don't have any coming in, there are acceptable use guidelines for these occasions. Residents may wish to use the lounge for an even such as a birthday etc, acceptable use guidelines in place for those as well.

3.7 White Goods

It is rare for properties to be supplied with white goods for properties, although it was mentioned that there were some examples of them being provided in adapted disabled flats and also in shared ownership properties.

Housing Trust - England

The newer annexe and refurbished kitchens now include an integrated oven and induction/electric hob. Older building flats have space for a free-standing electric cooker, but as the kitchens are replaced, new integrated appliances will be installed.

HA - England

Only shared ownership properties are provided with white goods as standard, but these are 'gifted' upon sale, and the resident takes ownership and responsibility of them thereafter. We occasionally transfer Shared ownership stock to affordable rent in cases where properties are not sold. In these cases, we will repair white goods but will not replace.

Almshouse - England

We supply and replace as necessary.

3.8 Pets

Pet policies are a significant issue within schemes, with an increase generally with pet ownership and in particular dogs. Traditionally pets have not been allowed within retirement living, or in some cases pets are allowed but not able to be replaced when they die. In recent times, many providers have looked to be more sympathetic and recognise the benefits of pet ownership. The project highlighted significant differences around the rules in place, as well as conditions being attached. It is often a subject that is decided by resident consultation. Here are some of the many different approaches being taken by providers:

HA - NI

If a resident/tenant wishes to have a pet they have to make a request to the Housing and Support Manager. Each request will be considered on a case-by-case basis considering issues such as the layout of scheme and suitability to house the pet in question. The potential nuisance to other tenants, whether there are any Health & Safety issues. The ability of the tenant to care for the pet. Plans in place in event of tenant being hospitalised or becoming incapable of looking after the pet. It must be discussed as part of housing pre allocation process what arrangements are in place should the pet outlive their owner.

HA - NI

We have recently developed our first pet policy which sets out the conditions for permission being granted to keep pets and the expectations for owners. We do permit

tenants to keep pets although the size, type of pet, type of property and capacity of the tenant to look after a pet will be considerations before permission is granted.

HA - Wales

If a new Contract Holder moving into sheltered accommodation has a dog or cat living with them before moving into the sheltered accommodation, the pet will be allowed to live with the Contract Holder until the end of its life. Upon the death of the pet, consent to replace with another dog / cat is unlikely to be granted. However, this may be reviewed on a case-by-case basis

LA in Wales

Responsible pet owner agreement – 1 cat or dog is allowed. Dogs are not allowed off lead within the communal areas of the scheme and no animals in the communal rooms. No issues.

HA - Wales

No Pet policy in High Rise Accommodation. Our self-contained bungalows and flats are permitted to keep pets. We have experienced negative feedback from residents in our high-rise building; however, this is clearly stated during the letting process and prior to an offer of accommodation.

HA - England

Only small pets and no dogs or cats, unless registered service animals. Policy determined by consultation with residents (ballots), when 70% of tenants said they did not wish pets (dogs and cats) to be living in their scheme. The policy is due for review in December and will include a further resident ballot to update their views, which will have a direct impact on the policy going forward (especially considering that the Renter's Rights Bill states that 'Pets must be permitted' unless a particular reason dictates otherwise.

HA - England

Within the scheme-based sites, we only allow pets where tenants have their own front door e.g. bungalow accommodation and some ground floor flats with a garden. We have a pet plan for any IL tenants which assures us that they are responsible pet owners and have plans in place in case they are ill or can't look after their pet any longer.

LA - England

It is voted on every 2 years by each site, we have about 60/40 mix in favour of pets, pet free blocks cause challenges occasionally on letting when applicants have pets and don't wish to rehome them as they will be refused for the offer. We also only accept dogs and outdoor cats in ground floor properties, and we have a 10% occupation limit on these pets at each block. Whilst this policy is not always popular with pet lovers, it has reduced the pet complaints from ASB to virtually zero. We have a few challenges around therapy

pets as we do not view them as a service pet so make no exception outside our policy for therapy pets. Very difficult to take action against those who do not adhere to the policy as the courts are not willing to grant possession in such cases and very rarely grant injunctions to remove pets.

HA - England

HA's tenancy agreement states that customers who want/have pets must have prior written permission. If a home has shared areas, consent may only be given if customers have medical needs and the pet is required as a support/therapy pet. There may be a need to restrict pets from certain areas to protect other customers. Customers are responsible for any damages caused to their home or shared areas by any animal kept or visiting their home.

There is a national Pet Guidance Procedure which states customers are only allowed up to 2 pets (larger pets such as cats / dogs / large reptiles / large birds such as a parrot) per household (house / bungalow) and 1 pet permitted within a flat / maisonette with no direct access to a garden. This procedure allows Retirement Living services to set their own local approach to pets. Many of our services with communal areas allow small house pets, with dogs restricted to homes that have their own entrances.

There have been a few reported issues, mainly where customers have allowed their pets into communal areas. There have been several complaints about noise nuisance from dogs barking. There have also been concerns raised when customers go into hospital or pass away and staff are having to find new homes for the pets.

3.9 Mobility Scooters

For new schemes that are being built, or where major refurbishments are taking place, storage and charging for scooters, as well as other mobility aids (including e-bikes) is a significant factor. Ideally, they should have easy access in/out of the building and large enough to meet the increasing demand. There are however many schemes that were built many years ago and options are limited. Other considerations include, costs of charging, weight limits in lifts, insurance cover, portable appliance testing, etc. Developing clear policies and procedures for staff and residents is therefore important, as well as application processes and waiting lists. Here are some examples of the approach being taken:

HA - NI

We have just recently drafted a new Mobility Scooter Policy which includes all types of e-vehicles. The policy covers restrictions on charging, for e.g. not in communal areas, no overnight charging, vehicles stored outside the scheme if possible, and clearer parameters on seeking permission and what exclusions may apply to the types of vehicles allowed.

HA - Wales

Over half of our Schemes have a designated mobility scooter store. There is a process in place to apply for a space to store and there is a weekly charge of 68p. Currently there is no active waiting list and although there is a procedure in place the policy is under review.

LA in Wales

All schemes have specific scooter/wheelchair storage and charging rooms

HA - Wales

Each of our schemes has a designated scooter storage room, where tenants are required to store and charge their mobility scooters safely. However, we recognise that this arrangement may not be suitable for everyone. In such cases, we provide individual guidance to ensure safe storage and charging within the tenant's property, where appropriate.

All mobility vehicle owners must provide annual documentation, including proof of servicing or a valid PAT test certificate, along with insurance documentation to ensure safety and accountability.

We have seen a notable increase in the use of mobility scooters, and some schemes have now reached full capacity for storage. To manage this, we operate waiting lists and strongly encourage tenants to seek written permission before purchasing a mobility vehicle.

HA - England

Each scheme has storage facilities for scooters and demand is steady, with residents often waiting until a space becomes available. One scheme has storage facilities in the flats remodelled in 2018. Tenants must either store electric scooters, wheelchairs or bikes in their home, or use designated facilities. Communal storage in communal corridors is prohibited for H&S reasons. The scooter policy was recently updated to include electric e-bikes and other e-vehicles. Tenants using storage facilities are charged £50 p.a. (chargeable proportionally for new tenants moving in during the year).

HA - England

Several Schemes provide dedicated storerooms for mobility scooters, and in many cases additional storage space has been created where possible. However, some Schemes are unable to offer this facility due to limitations in size and available space.

The policy on scooter storage is currently under review. Discussions are taking place around the potential introduction of charges for storage space and electricity use, though no decision has yet been made. As storage of mobility scooters can present challenges, the updated policy will ensure a clear and consistent process is in place.

All new residents will receive a welcome pack 'Living Here Guide' and the revised policy will be included as part of this information.

LA - England

Currently £25 per year – this will be reviewed next year. Courts operate a waiting list, and we don't decide who has more need than others for this. No mobility scooters in communal areas, storage is provided external to the building.

LA - England

We have very few schemes with dedicated scooter storage. We are just embarking upon a piece of work to establish which residents have scooters, where they are storing them and to ensure that they have insurance. The number of scooters is increasing, and scooter storage will prove an ongoing issue. Our planned maintenance team are going to start a review on mobility scooter storage.

3.10 Scheme Upgrading/Reviewing

With an ageing profile of schemes, many providers are reviewing the options for upgrading properties, demolition and rebuild or considering change of use. When factoring in the net zero work, heat networks, falling demand in some areas and upgrade costs, there are some difficult decisions to be made.

LA - England

It is anticipated that the number of schemes will reduce over the next 5 years although no definitive number has been agreed. So far 2 schemes have been decommissioned, and a 3rd is proposed. Factors influencing decommissioning include stock condition, demand and ward demographic factors and concentration of supply. Options appraisals are undertaken on schemes to be decommissioned to determine future use – so far this has been conversion to temporary accommodation, conversion to family accommodation.

HA - England

Our Retirement living Investment Programme has been ongoing for over 9 years and is now coming to an end. Over 50 services benefited from this scheme. The aim was to modernise our offering to our over 55's living in our retirement living schemes, with improved lighting, open communal living spaces and bright clean new décor and flooring. The customers were consulted on the design, furnishing choices and suggestions for how we improved the building.

We conduct option appraisals on a case-by-case basis.

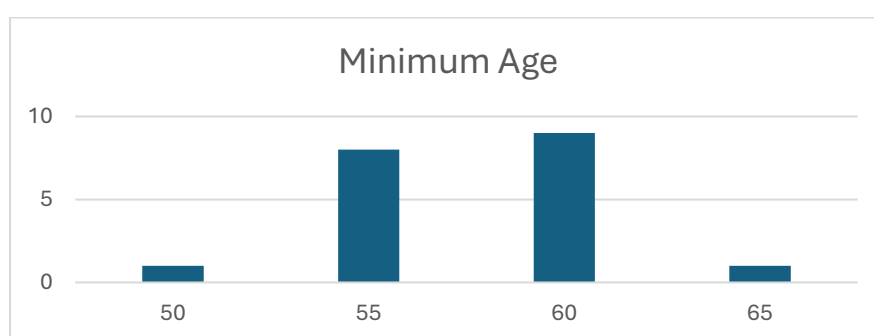
HA - England

Options appraisal work is planned for the stock, we have been undertaking this in a piece meal approach to date, where buildings are in requirement of planned building safety works or having high level of repairs and dissatisfaction, we have undertaken an optional appraisal and presenting findings to board to either redevelop, retain or dispose. Over the past 3 years and to date we have had 4 locations subject to this process 3 in Sussex (Tower Blocks/ lack of demand location) and 1 in London (old townhouse not fit for purpose).

4 Scheme Management

4.1 Age Profile

Traditional sheltered would have been for retirement aged residents and minimum ages of 60 or 65 were typically applied. With the demands of services, often driven by falling demand in some areas, the age profile has been changing. Reduction of the minimum age to 55 has happened in many areas, with some looking at 50 where needed to boost eligibility and allow allocations to fill empty properties. The section below focussing on allocations highlights some of the changes being experienced and a consequence is a significant number of younger residents being housed. There are some exceptions, with Housing Trust and Almshouse seeing an ageing resident population. The examples below show the approach and issues being faced by providers.



HA - Wales

Standard 55+ and 50+ for 2 schemes due to historic low demand. There has been an increase in specific age-related issues e.g. poor physical health and dementia, they can also face numerous other issues e.g. substance misuse, poor mental health and difficulty in tenancy sustainment. The tenant profile has changed in respect of an increase in the number of single male tenants.

HA - Wales

We have seen an increase in younger residents apply for this type of housing, many new applicants are just over 50+ and some still in employment, many of our schemes are now seeing an influx of younger people take up housing as opposed to a few years back when the scheme was mostly for the older generation.

Housing Trust - England

The age profile of applicants is changing, with more applicants being older (90 yrs+), despite stating they are not ready to move in yet, or have just turned 65 years, with few in between. In the last 12 months we have had two tenants who have moved into a care home within two months of moving into sheltered housing, due to mobility problems. We are seeing that newer tenants are much more spritely and able or conversely, challenged with their mobility.

HA - England

We have introduced a local lettings policy to some schemes where we have difficulty letting upper floor flats and in these locations the age has been reduced to 50+.

LA - England

The age profile 60 – 100+ some issues with different generations living together many are still working and don't feel ready for Retirement Housing but had little opportunities on the council housing register for alternative housing due to demand.

LA - England

Minimum age 55+ with benefit criteria – then 60+

The age profile of residents has changed considerably in recent years and last year 50% of new tenants were of working age. Many do not need or want the Independent Living service or engage in the communal life of the scheme. This situation is part of the rationale for changing the eligibility criteria.

As a result of increased issues in some schemes, we have embarked on resident consultation to consider raising the age criteria from 60 to 67 and may work with lettings to consider further restrictions on some individuals who may have untreated disorders that the service may not be able to support effectively and may cause additional distress to other vulnerable resident within schemes, this especially applies to High-rise properties and corridors schemes where ASB is amplified.

HA - England

The services are 55+. Most of the services have reported that the demographic has changed to younger customers, often still working rather than pension age.

There has been a reported increase in single, male customers. There has also been an increase in customers with higher needs such as mental-health issues, and/or substance misuse.

HA - England

The profile is changing significantly. Our 55 + residents are generally still working. This has a negative impact on our ability to build communities within the schemes. Those attending coffee mornings are generally older. Only a small portion of our residents choose to be actively involved in building communities in the schemes they live. The general opinion amongst residents is that they want their housing provider to organise activities/coffee mornings and fund it. It's only when we have an active resident/s living in a scheme that community engagement is enriched. We are seeing a shift in resident engagement. With many not wishing to engage at all.

HA - England

In recent years, the age profile within Independent Living has shifted, with a growing number of younger residents moving in alongside older tenants. Increasingly, working-age

residents are choosing to live in our Schemes. While some have minimal support needs, others arrive with more complex requirements, reflecting the diverse circumstances of those now accessing Independent Living

LA - England

Minimum age 60 or younger with disabilities which render the application suitable for supported accommodation.

We are seeing younger and more active residents moving in, some are still working.

Almshouse

We have an aging population of residents; the average age has increased over the last few years to 76.5 years. The oldest resident is 97 and the youngest is 51 - our constitution doesn't have a specific minimum age to qualify.

4.2 Allocations/Assessment

There appears to be several challenges across the UK, with pressure to fill empty properties, increasing numbers of homelessness and the use of temporary accommodation, leading to changes in allocations and many unsuitable lettings, which has seen an increase in management issues, such as challenging behaviour and ASB. These changes have highlighted the importance of assessments being carried out prior to the offer and a dialogue between the allocation staff/organisation and the scheme management. In many cases it is being reported that insufficient information is being made available and limited opportunities to carry out effective assessments to confirm suitability for the properties. This is an important area and the report has include many examples to show the impact within the UK.

HA - NI

Northern Ireland Housing Executive common selection scheme. Problems with information provided and unsuitable allocation, although Fundamental Review of Allocations underway.

Assessment carried out by NIHE, with pre tenancy questionnaire and informal observations at viewing to review mobility and capacity to evacuate.

HA - Wales

HA Housing Officers shortlist from Common Housing Registers which we fund the Local Authority to administer.

Due to lack of demand particularly in Sheltered Schemes, specific referrals are received from the Local Authority that become inappropriate housing allocation with a root cause of:

- Mental health and safeguarding issues which are not being dealt with by statutory agencies
- Support which was promised by social services / other providers

LA in Wales

Everyone is assessed under the same criteria, regardless of vulnerability or routes into housing. Challenges include assessment criteria not aligning with current priorities. This causes issues with unsuitable decisions at time of offer.

HA - Wales

Choice based lettings via the Common Housing Register and Allocations Policy which is administered by the Local Authority. We have faced occasional challenges in terms of unsuitable nominations and overcome a few by making a case for the vulnerable residents currently residing in the area who may have experienced issues with former residents with high support needs and ASB. In some schemes we have received agreement from the LA to carry out a local letting's procedure for a short period of time due to complexity within the scheme and residents' vulnerabilities.

The Local Authority undertake assessments at application stage and place the applicant in the appropriate banding. We undertake affordability assessments prior to an offer of a property.

HA - Wales

Our properties are allocated through Choice-Based Lettings, in partnership with the Local Authority and other Registered Social Landlords (RSLs). We're fortunate to have consistently high demand for our schemes and have not experienced issues with unsuitable nominations or falling interest. To maintain this strong demand, we actively promote our schemes within the community. We regularly host open events where local people can visit, meet staff and residents, and see first-hand what we offer.

We carry out pre-tenancy assessments for all prospective tenants, which have proven effective in helping us maintain balanced and supportive communities. These assessments allow us to understand individual needs and ensure that sheltered housing is the right fit.

Housing Trust - England

An interview/assessment is conducted, checking details on the application form, detailing medical history/ social history/ local network/next-of-kin/support needs, to determine if this is the correct environment and what additional support may be needed for independent living.

Any unsuitable applications are not accepted with an explanation included in the letter. If any applicant comes to view a flat, and it is not appropriate/safe then this will be explained with other options and information provided.

We are finding that potential applicants are not always completely honest with us when conducting the assessment, with their needs being greater but downplayed/masked by the applicant and their family at assessment.

HA - England

Direct lettings from advertising, referrals from outside agencies (including local authority) and personal recommendations from existing tenants.

Formal interview at the scheme conducted by the Tenant & Services Manager and the Scheme Manager; Risk Assessment and written assessment of application and suitability for occupancy. Paperwork reviewed and signed off by Director of Housing. Considering reviewing referencing to make it more robust as have had issues of housing someone who is unsuitable for the accommodation.

HA - England

Retirement Living allocations:

- CBL primarily, with Zoopla ads when CBL doesn't come up with any applicants. Direct lettings to those who meet discretionary move criteria (medical/support needs).
- We find that CBL is not particularly accessible for older people; it also doesn't help us to create balanced communities in our schemes as we invariably have the person most in need from the top of the CBL list – more often than not, a single, homeless male, increasingly with a number of substance/behavioural needs.
- We have used a downsizing initiative for a brand new scheme – great success and led to LA part-funding of a permanent role.
- Zoopla is hit and miss
- Referrals from professionals and internal colleagues can work better – discretionary moves

HA - England

Choice based lettings through Select Move. As highlighted above, we do have difficulties letting upper floor flats in our scheme sites and we have had to reduce the age limit in some areas. We have also completed an exercise targeting people bidding for properties in these areas who meet the age criteria to see if they are interested in Independent Living and this has been successful, helping us to reduce our voids.

The ILO completes a needs assessment with the person prior to sign up to ascertain if they are eligible for the IL service and have a need(s) which we can meet. If their needs exceed what we can provide or they don't have an eligible need for assistance, we will advise the applicant and signpost them accordingly.

LA - England

Banding based housing register. Working to address issues around falling demand and unsuitable nominations by working with CAB, GPs and social prescribers to promote Retirement Housing, undertake marketing campaign, furnishing studios, priming the waiting list to ensure all applicants are appropriate for independent living properties. We assess tenants at entry to the housing register, annually whilst on the register, before an offer is made and at the viewing.

HA - England

In following our Allocation Policy 2025 and applicants' assessment process all new applicants are dated by their submission of completed application, to then make an

appointment where we visit their current address and have an in-person independent living assessment and a financial assessment. This is to make sure they match our criteria and that we can provide the right housing needs for them.

LA - England

Through Nottingham HomeLink (choice-based lettings); vacancies posted publicly. Some discretionary direct lettings (e.g. housing-to-health referrals)

LA lettings have a default situation in which and resident aged 60+ will only be able to bid on Independent Living properties, as such, this increases the likelihood of 'Unsuitable' nominations such as individuals with drug and alcohol related issues, untreated mental Health issues and potential ASB issues owing to lifestyle.

Pre-tenancy eligibility checks, income and benefits entitlement, health/disability requirements; tenancy sign-up meeting; post-move-in visits by Independent Living Coordinator. Housing-to-Health referrals include hospital discharge needs assessments. The aforementioned are light touch national requirements for consideration of housing.

HA - England

Choice based lettings unless difficult to let. We do support the work of partner local authorities using direct matches.

Demand remains strong across the Independent Living portfolio however one or two schemes are more challenging than others to let. Reasons for this include location and property size.

Substance misuse, complex needs and reduced mobility are all challenges as is a misunderstanding amongst some partners about what Independent Living is and isn't. We have an in-house Tenant Sustainability Team (TST) who review an application before an offer is made. Focus of TST is on affordability, support needs, health needs, suitability and property type.

HA - England

Our Retirement Living services assess new tenants prior to sign up with a needs and risk assessment, and a Pre-tenancy affordability toolkit. Former landlord references are also requested, or two personal references where the applicant has a gap in housing or is a homeowner.

HA - England

CBL and Expression of Interest direct let

We often receive nominations with potential applicants with high complex needs. The client group is changing who need the sheltered accommodation as our population are living longer and living longer with complex needs. We plan to review our letting agreement with each LA to identify if we can renegotiate the terms to be more in the favour of us as a landlord and be able to move on to our own EOI so we can get properties let.

We will have more involvement with the lettings process. We will have a mini assessment for IL which will take place ahead of viewing being offered. This will be in line with our service offer 'Here to Help'.

LA - England

Allocated via CBL. Some variable lack of demand, usually overcome by advertising outside of LA area. Piece of work currently being done to identify those in the community suitable for retirement living and contact made. Some unsuitable nominations occasionally – all nominations approved by Team Leader, so additional queries made at this stage to ascertain suitability.

If applicants come via the Homelessness route, they have a Housing Options interview which partially assesses their suitability for retirement living. Overall assessment and that for those on the Housing Register lies with the Team Leader.

Almshouse - England

Almshouse holds a waiting list of applicants and in practice it is staff who determine which of the applicants on the waiting list has the highest priority, based on the Trust's qualifying criteria.

LA - England

Properties are allocated from a waiting list that is banded in order of priority. We have a panel meeting for the extra care nominations which includes input from allocations team. Adult social care, Optalis and the extra care scheme staff. We have experienced some unsuitable applicants, however, now we do look at suitability of applicants, especially where it might impact on other residents or staff. This allows us to have a good balance of residents in the schemes. There is an issue with falling demand both for independent living and for extra care services – there is due to be a push to advertise for more applicants.

The Housing Applications have been reviewed and require more in-depth information about ASB, support and vulnerabilities. The Independent living schemes have nominations reviewed by the Housing Manager.

4.3 Challenging Behaviour/ASB

Erosh was asked to produce a good practice guide and this was sponsored by Southern Housing. This was developed alongside many other networks and organisations reporting increasing problems. The guide was published earlier this year and was followed by a training course delivered by Erosh as open courses and many followed this up with in-house training for staff teams. The subject is continuing to be a priority for many providers and this report has identified some of the issues/causes that have contributed to the extent of the problems. The example below highlights some of the experiences across the UK and observations about the causes.

HA - NI

We have seen an increase in challenging behaviour and ASB in sheltered schemes. Many incidents can be related to poor mental health and addictions, particularly alcohol misuse. We have had attempted suicides which can be very traumatic for scheme staff to deal with at the time and also very upsetting for other tenants.

HA - Wales

34% of the ASB cases in Ceredigion involve over 55's who arguably would have benefitted from a more intensive supported environment

HA are dealing with a few serious cases of ASB, and involve criminal activity / legal action as well as more general ASB issues

ASB driven by substance / alcohol abuse by either the contract holder and / or their visitors.

LA in Wales

Challenging behaviours from residents with alcohol or drug abuse, some neurodivergent issues emerging, ASB from residents' family members. Impact it has on service means intensive management and support for all involved, partnership working, reliant on partners for support, residents may feel like they aren't always being listened to.

HA - Wales

There is an increase of challenging behaviour within the schemes. The majority of incidents relate to people with complex needs - substance misuse, addictions, physical and mental health needs. A stream of visitors visiting residents at unsociable hours which cause concern, suspicion and fear for members of the community. There has also been an increase in safeguarding concerns for our most vulnerable residents in terms of emotional and financial abuse.

HA - Wales

In response to challenging behaviour, we are actively reviewing our approach through our "Live Well – Living Together" initiative, which focuses on promoting respectful behaviour, challenging outdated attitudes, and encouraging open conversations, particularly around issues such as language, boundaries, and male privilege. As part of this, we are planning a series of gender-specific sessions in January 2026 to create safe spaces for residents to discuss these sensitive topics.

HA - England

There is more mental health, more substance abuse, more alcoholism, more chaotic backgrounds – verbal aggression and bullying of staff and other residents, examples of physical threats to life, more safeguarding but a reluctance and delay from social services to get involved (thresholds very very high). Difficult to get proper assessments or move people on – we are using more injunctions to manage behaviours at considerable cost to organisation.

LA - England

We have seen a rise in ASB and drug and alcohol issues. Once a case is open for ASB because we have a specialist officer who supports the ILO on the scheme it means that there is consistency in it being dealt with and support for the officers, visits can be made in pairs. If a resident raises a concern or mentions an issue we can advise of the process and what we need them to do and that we can offer anonymity. Where we have residents with alcohol issues we liaise with carers and any support that is in place. We have had a resident who was drunk regularly and sleeping indecently in the communal lounge, residents complained to us as they were cross, we worked with the person, their family and ASC and the situation has resolved itself.

4.4 Quality Systems and Frameworks

With an increasing scrutiny from residents and regulators, including managing compliance and effective service delivery, there have been different responses and approaches developed. Within Northern Ireland (and some parts of Wales) where Supporting People Grants are still available, there are in built monitoring systems. Elsewhere there are some larger organisations that have specialist teams/staff roles and others where the line management structures build in quality checks and monitoring. Accreditations and other standards can also provide an external assessment of quality and meeting established standards. Over a third of participating organisations have either achieved the Erosh Independent Living Standards or were working towards them. In addition, 2 of the organisations have achieved the RNIB Cymru Visibly Better standards. These examples provide some approaches taken.

HA - England

Through benchmarking with the Acuity Housing for Older People Benchmarking Group; physical stock condition and H&S regimes, annual scheme audits, as well as via tenant feedback at 8-weekly tenant meetings, repairs surveys carried out at the point of delivery, and biennial tenant satisfaction measures surveys.

HA - England

We have our own Performance Team within the Independent Living Service who collate the monthly Health and Safety Reports and monitor compliance for the Independent Living and extra care schemes. This includes the H&S/fire checks completed by the Independent Living Officers in the community and our on-site caretakers at the extra care sites. The organisation recently implemented C365 for H&S across all services, which means all of our H&S/Compliance will be automated and monitored through this platform in future.

We also have operational KPIs for the completion of morning ring round checks, menu of service met, lifeline and pull cord checks and monthly visits for the schemes in the community and our extra care schemes too.

We are currently developing a more robust quality assurance process which will involve an officer from our Performance Team undertaking site visits to our schemes too.

LA - England

Housing Operations Manager reviews monthly key performance indicators. Monthly spot checks by Team Leaders as part of 121 staff management and quarterly service audits. Resident reps also do quarterly walkabouts to monitor repairs, cleaning and landscaping standards.

Retirement Housing Co-ordinator x 1.65 FTE performance monitoring and service audit. Inspected by Regulator for Social Housing in July 2025.

LA - England

Regular scheme inspections; tenant satisfaction processes; compliance with Decent Homes Standard and regulatory consumer standards; refurbishment through Modernising Housing for Independent Living Programme; undertaking housing condition surveys across stock. Quality audits of support planning and assessment by IL staff; internal audit of compliance with policies and procedures.

As a local authority we have numerous roles and teams supporting the quality assurance, but our service is a by-product of a considerably larger department and its self-sufficient in terms of quality assurance. KPI's across a range of indicators are reported monthly allowing Independent Living complaints, compliments and TSM feedback are separated from general needs to provide an overview of quality assurance. Internal low level quality assurance completed by inhouse calls and dip testing to newer and existing residents.

HA - England

The Independent Living service is integrated into multi-disciplinary Area Housing Team's. The quality of the service is overseen by the Area Housing Manager, and a Regional Housing Manager takes responsibility for the portfolio across the Area Housing Teams. Performance / service quality is managed via tenant satisfaction measures, tenant voice activity and an ongoing tenant journey project.

We have a Continuous Improvement Team who focus on service improvement across the Area Housing Team's and relevant portfolios. They have recently commenced the Independent Living section of the tenant journey project.

HA - England

HA's Quality & Improvement team have developed and implemented a quality management framework to ensure there is robust governance process in place. The framework provides assurance to all stakeholders that quality will be monitored, measured and maintained across all services.

The team have introduced the 4 lines of defence model:

Level 1 - Self assessments - audits completed by Managers

Level 2 - Peer audits, completed by managers from nearby services

Level 3 – Quality Audits, completed by Quality Advisors from the Quality & Improvement team

Level 4 – Collation of external audits (Commissioners etc.)

A risk-based approach will be used to prioritise service audits when arranging Quality audits and high-risk services may be audited more than once in the given period.

Any non-compliances which arise from audits will then be reviewed and completed as part of an action plan.

Our Quality Management System is accredited to the ISO 9001:2015 standards and receives ongoing validation annually.

There is a Quality and Improvement Team, with Quality Advisors who conduct service audits, and monitor the self-assessment and peer-assessment schedule within Care and Support.

There is also a group audit team that will complete audits in line with requests from the Riverside Board.

HA - England

We have a quality assurance framework which governs our service offer and delivery of services. This is in line with the consumer standards and EROSH ILS accreditation standards.

We undertake audits across the service looking at areas of compliance and reviewing the quality of the services delivered.

We have a Quality Performance Manager role and a Team Manager role which has oversight of all performance data, the quality framework and oversees / tracks all projects for Independent Living.

LA - England

We have a compliance team who regularly audit records that are kept by scheme staff. Erosh Independent Living Standards accredited. We have been accredited by EROSH since 2021, recently passing reaccreditation in 2024.

LA in Wales

Erosh Independent Living Standards and RNIB Cymru Visibly Better Accredited.