



Havering

L O N D O N B O R O U G H

INDIVIDUALS OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

7.00 pm	Thursday 22 June 2017	Town Hall, Main Road, Romford
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Members 7: Quorum 3

COUNCILLORS:

Linda Trew (Vice-Chair)
Ray Best (Chairman)
Linda Hawthorn
Keith Roberts

Patricia Rumble
Roger Westwood
John Wood

**For information about the meeting please contact:
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Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns to the public.

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview

and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are:

- Personalised services agenda
- Adult Social Care
- Diversity
- Social inclusion
- Councillor Call for Action

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) – receive.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any items on the agenda at this point in the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Committee held on 25 April 2017 (attached) and authorise the Chairman to sign them.

5 OLDER PEOPLE'S HOUSING STRATEGY (Pages 7 - 142)

Reports attached.

6 HOSTELS IMPROVEMENT PROGRAMME (Pages 143 - 150)

Report attached,

7 QUARTER 4 PERFORMANCE INFORMATION (Pages 151 - 168)

Report attached.

8 SUB-COMMITTEE'S ANNUAL REPORT 2016/17 (Pages 169 - 174)

Report attached.

9 SUB-COMMITTEE'S WORK PLAN 2017-18 (Pages 175 - 178)

Report attached.

10 URGENT BUSINESS

To consider any other items in respect of which the Chairman is of the opinion, by reason of special circumstances which shall be specified in the minutes, that the item should be considered at the meeting as a matter of urgency.

Andrew Beesley
Head of Democratic Services

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**MINUTES OF A MEETING OF THE
INDIVIDUALS OVERVIEW & SCRUTINY SUB-COMMITTEE
Town Hall, Main Road, Romford
25 April 2017 (7.00 - 8.45 pm)**

Present:

Councillors Linda Trew (Chairman), June Alexander, Linda Hawthorn, Keith Roberts, Patricia Rumble and Roger Westwood

Apologies for absence were received from Councillor Ray Best.

Also present:

Hemant Patel, Healthwatch Havering

Barbara Nicholls, Director of Adult Services

Alan Steward, Chief Operating Officer, Havering Clinical Commissioning Group (CCG)

Dr Russell Razzaque, Associate Medical Director, North East London NHS Foundation Trust (NELFT)

Carol White, NELFT

21 MINUTES

The minutes of the meeting held on 24 January 2017 were agreed as a correct record and signed by the Chairman.

22 OPEN DIALOGUE

The NELFT Associate Medical Director explained that Open Dialogue was a new model of mental health treatment for adults that looked at the local resources of a person's family and community. This had been found to significantly improve outcomes and produce a considerable economic saving. Family therapy techniques of this kind had been recommended by the National Institute of Clinical Excellence for conditions such as bipolar disorder, depression and schizophrenia.

A recent CQC survey had shown that nearly half of patients had felt their family was not involved enough in their case or treatment. For Open Dialogue, all staff would be trained in family therapy related skills – a collaborative approach involving family members, not just the person concerned.

Following Open Dialogue treatment, 82% of patients had no recurrence of symptoms after 2 years and 74% had returned to work or study. There were

also lower incidences of medication and hospitalisation amongst patients who had undergone the treatment.

The core principles of Open Dialogue focussed on the provision of immediate help and who could assist from the recipient's social or family network. It was also aimed to have psychological continuity with the same clinician being seen throughout the pathway. There was also a tolerance of uncertainty that ensured Open Dialogue was a joint process, avoiding premature conclusions or decisions.

Open Dialogue was a more flexible system, allowing the discussion of different conditions etc. For those people without sufficient family members willing to participate, peer support workers could be introduced to support the Open Dialogue process. Open Dialogue would be provided by NELFT home treatment teams in Havering and Waltham Forest and around 200 people in the UK had now been trained in the technique. The NELFT training course had also now been accredited by the Association of Family Therapists. If funding was received, there would be a total of 8 Open dialogue trial teams across the UK. Outcomes from the service had been very positive so far and there had also been an increase in staff morale amongst those teams providing the service.

Challenges for Open Dialogue included the establishment of an operational policy for the model by which it was hoped to be able to measure key outcomes. Further information on the technique was available on Youtube and officers would provide details.

Once the full trial of Open Dialogue commenced, connections would be made with GPs, pharmacists and other stakeholders. It was emphasised that it was necessary to understand a person's whole family or network in order to successfully resolve their problems. It was planned to offer the service initially for people who had fallen into crisis although there would not be any change to initial access to other mental health services.

The Committee noted the position and thanked Dr Razzaque for attending the meeting. It was agreed that the Committee would be kept updated with developments re Open Dialogue.

23 OLDER PEOPLE'S HOUSING STRATEGY

It was AGREED that this item should be deferred to the next meeting.

24 INTEGRATED CARE PARTNERSHIP

Officers explained that the Integrated Care Partnership (ICP) sought to bring forward further integration between the Council and the NHS. This was in response to the rising population and changing demographics within

Havering. It was accepted that the £55 million deficit facing the three local Clinical Commissioning Groups was a significant challenge.

The ICP sought to bring together a number of different services that were involved in e.g. discharging a person from hospital. Work was in progress to develop a locality model with three localities covering the north, central area and south of Havering, each with a population of around 80,000. This took into account the demographic growth expected over the coming years.

In order to better understand the needs and demands of communities, the Council's Joint Strategic Needs Assessment could be split by locality. There would be different needs and growth in each locality with for example, a lot of population growth in Rainham. The Council's social care services had already begun to integrate its services around localities with those offered by the North East London NHS Foundation Trust.

The Partnership aimed to look beyond just health and social care at other factors such as employment and housing that impacted on health and wellbeing. Children's Services also supported the model, with feedback from GPs that access to mental health services was difficult, being addressed by the establishment of a virtual team covering a variety of children's mental health services at an earlier stage.

Child and Adolescent Mental Health Services (CAMHS) was designed for only the most seriously ill children and funding had been received to seek to offer services at an earlier stage. Localities could be used to support a young person's family and network.

The transition from child to adult services had been criticised by OFSTED and the Partnership work aimed to give young people the support to be as independent as possible. It was aimed to support children's behaviour in the place where it was happening by skilling up families and teachers to manage challenging behaviour.

Support was offered to children with a variety of conditions such as ADHD, autism, Asperger's Syndrome, self-harming and anxiety. It was hoped that schools could talk to the locality team about any initial concerns over children although a child's family would also be worked with. Systemic therapy would be used to focus on what a child's family thought was important.

Officers felt that the School Nurse should be the first point of contact if a school had concerns over a child, rather than the school going direct to a child's family. The School Nursing Service was a universal provision and referral to this would not necessarily indicate a problem with the child's family. A representative of Healthwatch added that healthcare professionals often confused social problems for medical problems and the integration of health and social care should address this.

It was clarified that schools could prompt children to take their medication but could not administer this directly. Any parents with concerns in this area should speak to the School Nurse or Head Teacher.

It was planned move away from just receiving a list of problems from the person towards looking at a person's strengths, goals and support networks. Officers accepted that this was a different approach that would require an element of workforce transformation in order to achieve.

The north locality would focus on children's issues whilst the other localities would focus on areas such as urgent and emergency care. Adult Services' work would focus on intermediate care, covering areas such as reablement, rehabilitation services and the Community Treatment Team. These services aimed to keep people away from being admitted to hospital. As part of this work, the Council's reablement service had been brought together with the NELFT community rehabilitation service. The new service had started within the last week and would focus initially on people coming out of hospital although this would be extended in the future.

A lot of different people and services visited people in their houses and it was felt it would be useful if these services could be used to assist with monitoring people who were vulnerable. Housing officers for example could potentially refer clients for psychological therapies. Community networks were also needed that could support people at a lower level. It was also hoped to equip GPs to start to deal with these issues and allow intervention at an earlier stage.

The Chairman added that these aims of keeping out of hospital were shared by the Barking, Havering and Redbridge University Hospitals' NHS Trust and it was hoped to arrange a briefing for Members with a senior officer from the Trust.

Members felt that the Clinical Commissioning Group should consider the issue of repeat prescriptions as there were significant variations between practices in how these and medication reviews were administered. It was confirmed that a pharmacy representative was a member of the Integrated Care Partnership design group.

The Sub-Committee noted the report and it was agreed that an update on the work of the ICP should be taken at a future meeting.

25 FUTURE AGENDAS

In addition to an update on Open Dialogue, the Chairman suggested that a topic group or similar review could take place in order to survey clients that had benefitted from integrated services.

Other suggestions for the work programme included reviewing or visiting local care homes perhaps in conjunction with Healthwatch although the Sub-Committee was reminded that they could only visit a premises with the consent of the owner/manager. It was also suggested that the Sub-Committee could scrutinise how the Council engaged with providers of home care and residential homes. This work could address issues with recruitment and retention around what motivated staff and what were their reasons for leaving etc. An update on the position with Dial a Ride was also suggested.

26 URGENT BUSINESS

There was no urgent business raised.

Chairman

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INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE, 22 JUNE 2017

Subject Heading:	Older People's Housing Strategy
CMT Lead:	Steve Moore
Report Author and contact details:	Neil Stubbings, 01708 432970, Neil.stubbings@havering.gov.uk
Policy context:	The information presented will allow effective scrutiny of the Older People's Housing Strategy
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

Information will be presented that will detail the strategy for housing for older people in Havering and progress against this.

RECOMMENDATIONS

1. The Sub-Committee to review the information presented and make any appropriate recommendations.

REPORT DETAIL

Officers will present and summarise the attached Cabinet reports that detail the Council's housing strategy for older people and progress against this.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.

CABINET

12 OCTOBER 2016

Subject Heading:

Housing Accommodation Plan: Review of Older Persons' Housing Needs.

Cabinet Member:

Councillor Damian White, Lead Member for Housing.

SLT Lead:

Neil Stubbings

Interim Director of Housing Services.

Report Author and contact details:

Neil Stubbings – Interim Director of Housing.

neil.stubbings@havering.gov.uk

Policy context:

To address the over supply of Council owned sheltered housing accommodation and the need for more alternative types of older persons' accommodation in the future.

Financial summary:

HRA capital spend will be required to transform housing provision, so that it better meets current demands.

Is this a Key Decision?

Yes

When should this matter be reviewed?

N/A

Reviewing OSC:

The subject matter of this report deals with the following Council Objectives

Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

SUMMARY

This report follows the report to Executive Briefing on the 6th June and the 26th September regarding the review of the housing needs of older people in the borough. At Executive Briefing on the 6th June, officers were instructed to carry out consultation with residents of the sheltered schemes and to report back to Executive

Briefing the outcome of those consultations and any changes to the proposals for older persons' housing in Havering. This report provides that information and provides Cabinet with the final report using information that was provided to the Executive Briefing meeting on the 26th September 2016.

This report is set within the overall statistical analysis of supply and demand data and conclusions that were presented in the previous reports and attached as Appendices 8 and 9, namely:

- There is a current and projected surplus of affordable sheltered schemes within the borough and that this is projected to continue even with the projected growth in the number of older people living in Havering.
- There is a current and projected deficit in sheltered/retirement housing for lease and sale within Havering.
- There is a current and projected deficit of enhanced and extra care housing and dementia provision of all tenures within Havering.

In June 2016, a revised Housing Revenue Account (HRA) Business Plan was presented to Cabinet identifying funding for the redevelopment of 12 key estates owned by the HRA including the Sheltered Schemes identified within this report.

Whilst this report deals with Older Persons' Housing, this report is an integral part of the HRA Regeneration Project, (both making up the overall plans for Housing Accommodation in the borough) also on the agenda for this meeting. This report should therefore be read in conjunction with that report.

RECOMMENDATIONS

That Cabinet:

1. **Note** the findings of the review of older persons' future housing needs in Havering.
2. **Note** the outcome of the consultations carried out at the sheltered housing schemes across Havering
3. **Agree** the final recommendations for the provision of housing for older persons in Havering, and specifically agree the recommendations for each scheme as detailed in Section 3 below.
4. **Agree** that the Director of Housing Services, after consultation with the Lead Member for Housing, has delegated authority to make variations to or substitutions for disposal or alternative use of any of the schemes already in the Housing Development Programme subject to financial viability, full resident consultation and there being no need for additional capital investment beyond the existing programme budget.

REPORT DETAIL

1. INTRODUCTION

- 1.1 This report follows the report to Executive Briefing on the 6th June 2016 (attached as Appendices 8 and 9) and the HRA Business Plan report presented to Cabinet on the 15th June 2016.
- 1.2 A set of proposals was included in the Executive Briefing paper regarding the future of sheltered housing in Havering. The proposals were designed to remove the over-supply of sheltered accommodation as well as ensuring older persons housing in Havering provided good quality, modern buildings that would meet the needs of the population for the foreseeable future.
- 1.3 Following the meeting on the 6th June, officers have undertaken extensive consultation at all council owned sheltered housing schemes in the borough in order to inform the final options being presented to this meeting which were reported back to Executive Briefing on the 26th September. This Cabinet report identifies the consultation process undertaken, the key findings and provides a final set of proposals for older persons' housing across the borough.
- 1.4 The proposals in the report have been put together using widespread data on national and local population trends, existing supply and demand data for older persons housing. In addition, social care and health data and requirements have been considered in the final proposals to ensure a coordinated approach to service delivery across the borough.

2. BACKGROUND

- 2.1 The following table contains the previous proposals reported to Executive Briefing on the 6th June for the various sheltered schemes and were the basis for the consultations undertaken:

Sheltered Scheme	Bedsits	1	2	3	Total	Recommendation
ROYAL JUBILEE COURT	54	23	2		79	Close and consider site for retirement village
SOLAR/SERENA/SUNRISE	11	42	2		55	Close and consider site for retirement village
DELL COURT	23	5	1		29	Close and consider for other Supported Housing
BRUNSWICK COURT	15	31	1		47	Close and consider for other Supported Housing
DELDERFIELD HOUSE		14			14	Close and consider a shared ownership scheme
PARK LANE/MAYGREEN CRESCENT	3	27	1		31	Close as part of overall estate regeneration

QUEEN STREET		30		1	31	Close as part of overall estate regeneration
CHARLBURY CRESCENT		50		1	51	Retain
COCKABOURNE COURT		22	1		23	Retain
COLE COURT		33	2		35	Retain
COTTONS COURT/FAMBRIDGE COURT	6	48	1		55	Retain
POPLAR STREET		38			38	Retain (bungalows)
RAVENSCOURT GROVE		64	1		65	Retain
THOMAS SIMS COURT	3	28	1		32	Retain
WILLIAM TANSLEY SMITH HOUSE		22	1		23	Retain
ADELPHI CRESCENT/GARRICK HOUSE		40	1		41	Retain and install lift
BARDS COURT		28		1	29	Retain and install lift
HOLSWORTHY HOUSE/NEAVE CRESCENT		40	1		41	Retain and install lift
BEEHIVE COURT	13	33	2		48	Retain but convert bedsits
Grand Total	128	618	18	3	767	
<p>If all sites initially recommended for closure number of properties will be reduced by 286</p> <p>Revised total number 481</p>						

Consultation process.

- 2.2 All sheltered housing schemes were consulted in the same way, however, the schemes where closure was a possibility were the first schemes to be visited by officers.
- 2.3 The consultation process for each scheme consisted of:
- An initial meeting where the proposals and rationale were explained followed by a question and answer session. Ward councillors were invited to this meeting.
 - A newsletter was sent out generally within two weeks of that session to all residents providing details of the proposals along with FAQs and answers.
 - After the initial meeting, staff offered and arranged one-to-one sessions with residents:
 - To ensure the proposals and implications were understood and answer any further questions,

- To carry out a review of needs and also establish individuals preferences should a decant be necessary in the future.
 - To provide support and reassurance for residents.
 - To seek individual opinions on the proposals for the sheltered housing schemes.
 - To seek the views of residents as to how the schemes remaining needed to be improved and establish whether the support services provided met their needs.
 - Each resident was advised that any family member or friend could attend the meeting for support.
 - Following the meetings and one-to-one sessions, all feedback and comments were considered against the original proposals and any changes to the proposals identified,
 - Discussions were held with colleagues from Adults Social Care to ensure that all proposals meet their future plans for service delivery along with integration with Health Services, including the plans being developed around the Accountable Care Organisation (ACO).
 - A second meeting was held at each scheme, approximately one month after the first meeting, to identify the feedback received, the comments regarding each scheme and also to advise how that information had influenced the final proposals to be presented to Cabinet.
 - A second newsletter was sent out to each scheme around two weeks after that meeting, detailing the feedback given.
- 2.4 The detail of the consultation process and the meetings held to the end of August are contained within Appendix 1. A summary is given below:
- A total of 38 scheme meetings held (2 per scheme).
 - Over 650 attendees at the meetings.
 - 700 offers for individual meetings.
 - 38 different newsletters sent to residents and local councillors.
 - Sheltered Times 10 – distributed 22.08.16 – contains a three-page feature on the sheltered housing regeneration programme.
 - At the Heart Autumn 2016 edition - distributed 12.09.16 – has a two-page feature on the sheltered housing regeneration programme.
 - Intensive support and reassurance provided to any resident and their families worried about the renewal program and potential decant process.
- 2.5 The outcome of the consultation process identified that residents were generally supportive of the council's vision for older persons' housing in the borough and the ambition to build new affordable housing through the regeneration proposals.

- 2.6 At the sites that were identified for potential closure, there was understandable concern as to how these proposals would impact on individuals who would have to move. A significant amount of help and support has been offered and provided to any resident and their families who have requested this.
- 2.7 As these schemes progress, a significant amount of support and help will be provided to the residents and their families impacted by these proposals. Each resident will be fully guided through the process of moving and each resident will be kept fully informed of the implications for them. Meetings with residents and families will shape the outcomes for each person and full support will be provided to try to keep stress and anxiety to a minimum for them.
- 2.8 The schemes identified in the original proposals for closure were:
- Delderfield House, Portnoi Close, Collier Row
 - Maygreen Crescent, Park Lane, Hornchurch
 - Queen Street, Romford
 - Dell Court, Ravenscourt Grove. Hornchurch
 - Brunswick Court, Brunswick Avenue, Cranham
 - Royal Jubilee Court, Main Road, Romford
 - Solar, Serena and Sunrise Courts, Sunrise Avenue, Hornchurch

3.0 Final proposals for schemes:

- 3.1 **Delderfield House:** Closure. This scheme is very small, being only 14 units, a large part of the site having already been sold to East Thames for the development of family sized accommodation. The small size means it is no longer viable as a sheltered scheme. In addition there is no lift at the scheme making it inaccessible to all levels for persons with mobility problems.
- 3.2 **Maygreen Crescent/Park Lane:** Closure. This scheme is not popular and is not a discreet sheltered community. It is essentially a number of older persons flats scattered around the larger estate. It is not considered as safe and secure by existing residents. This scheme should be closed as part of the wider regeneration proposals for the entire estate.
- 3.3 **Queen Street:** Closure. This scheme is old and in need of significant investment to modernise the accommodation. There is no lift and residents were generally in support of the regeneration of the scheme as part of a wider regeneration of the Waterloo Estate which itself is part of the Romford Housing Zone.
- 3.4 **Dell Court:** Closure of the Dell Court part of the scheme but retention of the Ravenscourt block. This scheme is made up of Dell Court and Ravenscourt block. The Dell Court part of the scheme is essentially bedsits and hard to let. The Ravenscourt block is detached from Dell Court and contains 16 popular 1-bed units. However, there is no lift to the Ravenscourt block and the communal facilities for the scheme are attached to Dell Court. The residents were generally in favour of a proposal to rebuild the bedsit block, but felt the retention of the one beds should be considered, as they are very popular. The proposal is to rebuild the Dell Court block, providing up to 40 flats for older

persons and re-providing some communal facilities for the remaining sheltered accommodation. The flats would be targeted at persons over the age of 50 currently under occupying family sized council housing in a similar way to the various bungalow developments. These new units would not be classified as sheltered.

- 3.5 **Brunswick Court.** Redevelopment as an extra care sheltered scheme with dementia provision. The residents at this scheme were very concerned that, by closing the sheltered scheme, there would be no provision of sheltered housing in the Cranham and Upminster area. Officers have reviewed all available supply and demand data and population projections. The demand for sheltered housing in the area is unclear, as the current sheltered housing list does not contain information on people's area of preference for sheltered. It merely identifies their current address. Only 14 from 197 names on the list live in Cranham. However, when the population for the Cranham area is considered against other wards in the borough, it is clear that a significant number of older persons live in the ward. (See Table 1 below).

The work currently being carried out by Adult Social Care colleagues around locality working and the emerging ACO position on clusters identifies that the Cranham area is one where services for older persons will be focussed. (See Appendix 6). It is therefore reasonable to plan for the provision of modern housing for older persons in that ward. The current scheme has a large number of bedsit units that do not lend themselves to conversion and there are no lifts in the scheme. It is therefore proposed that this site be redeveloped as an extra care sheltered scheme with dementia provision. The site will be placed towards the end of the current regeneration proposals so that further demand data can be established to feed into the final design of the new facility.

- 3.6 **Royal Jubilee Court.** Closure and redevelopment of the entire site as an older persons' village. Residents could understand the need for the proposal but were very concerned about the disruption this would cause them.
- 3.7 **Solar, Serena and Sunrise Courts.** Closure and redevelopment of the entire site as an older persons' village. This was generally supported with the clear concerns from existing residents about the disruption this would cause.

Table 1: Population per ward by age over 40 – 2016 and 2022

Ward.Name	2016 - Population Projection		
	Age 40 - 59	Age 60 - 84	Age 85+
Brooklands	4,544	2,480	369
Cranham	3,568	3,235	571
Elm Park	3,519	2,965	356
Emerson Park	3,530	3,118	369
Gooshays	4,018	2,217	327
Hacton	3,476	3,074	339
Harold Wood	3,757	2,866	369
Havering Park	3,507	2,736	279
Heaton	3,562	2,513	333
Hylands	3,995	2,958	371

Mawneys	3,577	2,812	382
Pettits	3,584	3,518	508
Rainham And Wennington	3,650	2,778	292
Romford Town	4,284	2,863	500
South Hornchurch	3,798	2,793	344
Squirrel'S Heath	3,683	2,753	375
St Andrew'S	3,673	3,304	620
Upminster	3,724	3,429	659
Totals	67,449	52,412	7,363

2022 - Population Projection			
Ward.Name	Age 40 - 59	Age 60 - 84	Age 85+
Brooklands	5,162	2,886	448
Cranham	3,529	3,324	633
Elm Park	3,306	3,301	391
Emerson Park	3,368	3,203	452
Gooshays	4,160	2,659	273
Hacton	3,278	3,261	372
Harold Wood	4,115	3,241	411
Haverling Park	3,450	2,935	337
Heaton	3,799	2,688	321
Hylands	3,693	3,428	492
Mawneys	3,645	2,982	458
Pettits	3,243	3,903	610
Rainham And Wennington	3,656	3,085	399
Romford Town	4,920	3,386	650
South Hornchurch	5,422	3,632	500
Squirrel's Heath	3,589	2,990	433
St Andrew's	3,367	3,609	726
Upminster	3,570	3,614	778
Totals	69,270	58,127	8,685

3.8 Appendices 2 and 3 show maps of the borough with the proposed provision of council sheltered and extra care sheltered that would be established should these proposals be agreed. RSL provision is also shown for completeness as Appendices 4 and 5. It is felt by officers that the geographic spread of provision is adequate for both types of housing across the borough and that this will provide adequate numbers for an ageing population based on current projections.

3.9 Table 2 below shows the total number of council rented properties by ward.

	PTY Property Ward Code Description	Total
General Needs		
	Brooklands	423
	Cranham	169
	Elm Park	455
	Emerson Park	44
	Gooshays	2217
	Hacton	186

	Harold Wood	534
	Havering Park	789
	Heaton	1494
	Hylands	204
	Mawneys	502
	Pettits	137
	Rainham and Wennington	155
	Romford Central	444
	South Hornchurch	534
	Squirrels Heath	207
	St Andrews	224
	Upminster	53
General Needs Total		8771
Sheltered		
	Brooklands	116
	Cranham	47
	Elm Park	49
	Gooshays	57
	Harold Wood	71
	Heaton	124
	Hylands	90
	Pettits	93
	Romford Central	31
	St Andrews	175
Sheltered Total		853
Grand Total		9624

3.10 If these proposals are agreed, it is recommended that the sites are confirmed for redevelopment within the current 12 estate regeneration proposals as identified in the 15th June Cabinet report.

3.11 All other schemes will be retained. Appendix 7 provides the current occupancy details for each scheme identified for closure or redevelopment.

4.0 Consultation with Adult Social Care.

4.1 The provision of older persons housing and particularly the supply of extra care sheltered housing must be considered along-side the requirements of our Adult Social Care Service and the evolving picture around Health Services.

4.2 The Accountable Care Organisation work will/is following the locality arrangements set up as part of the Integrated Community Team project. The integrated teams are formed of LBH Social Care staff and NELFT District Nurses.

4.3 There are six GP clusters that, for the purposes of the integrated locality work, have been arranged into four clinic areas based in Cranham, Elm Park, Harold Hill and there will be a team based at Romford Main Road by autumn 2016.

4.4 The clusters were arranged as follows:

- **Clusters 1 & 3 - Romford Clinic**, 40 Main Road, Town Centre, Romford, RM1 3BS
- **Cluster 2 - Harold Hill Clinic**, Gooshays Drive, Harold Hill, RM3 9LB
- **Cluster 4 - Elm Park Clinic**, 252 Abbs Cross Lane Hornchurch RM12 4YG
- **Clusters 5 & 6 - Cranham Clinic**, Avon Road , Upminster, Essex, RM14 1RQ

4.5 Appendix 6 shows these localities plotted on the borough map.

5.0 Investment in the schemes to be retained.

5.1 One of the key principles running through this review of older persons' housing is that all schemes providing accommodation for older residents must be modern, safe and accessible. This holds true for the schemes to be retained. The consultation process had identified a significant amount of investment that will be required to the stock to ensure the highest standards are achieved.

5.2 The following requirements are basic for all those schemes:

- No bedsit accommodation in any scheme,
- Schemes must be fully accessible with the provision of lifts to all floors and ramps as required,
- Security must be improved with adequate self-opening security doors, adequate perimeter fencing and gating and working CCTV linked to the central monitoring station for 24/7 coverage.
- Hard surfaces such as pathways and patios must be level and safe
- Grounds maintenance must provide adequate services throughout the year to grassed areas, shrubs and trees,
- Improved gardening services must encourage residents to enjoy their gardens and to get involved with horticultural activities.
- Decent homes standards must be maintained through the schemes.
- Provision of light, adequate, modern communal facilities in each scheme.
- Dementia friendly schemes to be provided.

5.3 Officers are currently working up detailed costings for all works required across the schemes being retained to achieve these principles. It is expected that an investment programme of £3m spread over two years will be required to ensure the required standards are met. The resources will be found from within the existing HRA Business Plan and more detail will be included in future reports to Executive Briefing and Cabinet.

- 5.4 In addition to the above investment in existing blocks, every opportunity will be taken to identify potential for development of small areas of land within or attached to sheltered schemes for development of bungalow units such as that provided at Garrick House. These are very popular and work well to encourage under-occupying tenants out of family sized accommodation. Bungalows will be built where other forms of housing are not suitable by virtue of overlooking, other planning restrictions or due to the need to ensure sheltered schemes do not have general needs tenants living within them. So far, the following schemes have been identified for further investigation:
- Thomas Sims Court.
 - Cockabourne Court.
 - Holsworthy House.

6.0 Sheltered Housing support resource.

- 6.1 One of the key resources within any sheltered scheme is that of the scheme officer. They ensure the building operates adequately, provides a range of housing support services to the residents and also encourages community events within the scheme. They also help to ensure other services such as social support is provided appropriately and are often on hand to deal with emergencies. Out of hours emergencies are provided for via Care Line and of course the emergency services.
- 6.2 Residents living in sheltered housing are generally well serviced with additional support because they are in the scheme. However, there are significant numbers of older people living in the community, outside of sheltered schemes who are not so lucky. Social isolation and its effects create problems for many of our borough residents. This is evidenced by the work of the Befriending scheme already established in Housing Services, voluntary agencies such as Tapestry and from our own Adult Services who are in regular contact with older people who feel isolated.
- 6.3 The third strand of this review of older persons' housing is to change the sheltered housing scheme officer resource and to create sheltered housing schemes as community hubs to help all older people living in the vicinity. The proposal will be to review the scheme officer resource with an expectation that, in future, there will be one officer per scheme. Part of their time will be spent working within the scheme whilst the remainder of their time will be spent providing floating support to older people living in the community within the vicinity of the scheme. Over time it is hoped that older people living in the community will be able to visit sheltered schemes to meet other residents and to start to break down the impact of isolation. Attendance at coffee mornings and other events as well as attending trips to the seaside, etc. are all known to have great beneficial impacts.
- 6.4 If agreed, this new model will be designed in conjunction with the impact of these proposals on existing staffing levels. Costings will be included and identified within the annual HRA rent setting report to Cabinet.

7.0 Impact on the provision of general needs council housing.

- 7.1 This report has implications on the overall regeneration of keys estates within Havering. Royal Jubilee Court, Solar Serena and Sunrise Courts and Brunswick Court are all included as sites within the Estates Regeneration Programme agreed at Cabinet on the 15th June 2015.
- 7.2 In addition, various small sites were also identified as suitable for the provision of affordable rent or low cost home ownership or other forms of supported housing. The proposals for Brunswick Court and Dell Court contained within this report change that previous recommendation, with the resulting loss of at least 60 units of such accommodation. As the Council has an overall strategic direction of increasing affordable housing for all those in Havering, this loss of affordable housing needs to be addressed. As a consequence, officers are now looking at other sites in the vicinity of Dell Court and Brunswick Court where further development of affordable housing can be proposed. Once these are finalised, discussions will be held with local ward councillors in order to ensure full support for those proposals in the light of the impact of this report.

REASONS AND OPTIONS

Reasons for the decision:

The over-supply of Council rented sheltered accommodation and the lack of older persons' accommodation for sale needs to be addressed in order to ensure the Council makes best use of its assets, assist with the pressures facing social services care budgets and to meet the future housing needs of older people in Havering.

Other options considered:

The option of not reducing the provision of sheltered accommodation was considered, but rejected, as it would not begin to address the difficulty of letting bedsits, un-lifted properties or with meeting the future housing needs of older people in Havering.

IMPLICATIONS AND RISKS

Financial implications and risks:

The continued current and projected surplus of sheltered accommodation would lead to HRA rent and council tax losses; it would also be a poor use of scarce resources.

The consideration of using some existing sheltered scheme sites for alternative groups of residents needing support, may lead to savings for Adult Social Care and Children's Services.

An HRA redevelopment programme was approved by Cabinet, initially in outline on 23 September 2015 and, in more detail, 18 November 2015 and then further in the 15 June Cabinet report of the revised HRA Business Plan. The review of older people provision will feed into that development programme. A number of recommendations in this report are "subject to financial viability" – by which means, as assessment will be made of the relative costs and benefits of a particular scheme proposals.

Legal implications and risks:

Under powers conferred by the Housing Act 1985, the council can provide housing accommodation by erecting houses or converting buildings into houses on land acquired by them for housing purposes. The council also has powers to provide welfare services in connection with the provision of housing accommodation.

The council also has a general power of competence as per section 1 of the Localism Act 2011.

The development and de-commissioning of existing sheltered housing accommodation will require consultation with occupants under S.105 of the Housing Act 1985, as they are likely to be substantially affected by the proposals. Such consultation should be extended to those on the waiting/transfer list for sheltered accommodation. To be effective, consultation must take place when proposals are still at a formative stage; provide sufficient reasons for the proposals to permit intelligent consideration and response; allow adequate time for consideration and the product of consultation must be conscientiously taken into account when reaching a decision.

An equalities impact assessment will also be required, which members/officers will need to take into account when making decisions on the proposals.

In approving this report and in subsequent decision making relating to this subject matter the Public Sector Equality Duty created by the Equality Act 2010 (PSED) should be considered at each stage and a full Equalities Impact Assessment carried out. In carrying out its functions the council and officers must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Having due regard involves:

- Removing or minimising disadvantages suffered by people due to their protected Characteristics. Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.

- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken - that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.

Members should note that the council has a fiduciary duty to their local tax payers. In taking a decision on the proposals, they will need to give proper consideration to the risks and benefits of approving the recommendations and whether the monies that will need to be invested in the development/decommissioning of existing sheltered housing could be better used by the council for the wider interest of its local tax payers. In this regard members should note the other options put forward for consideration.

Human Resources implications and risks:

This report makes recommendations that will potentially have a direct impact on the Council's workforce. The change of use for the sites where there are currently sheltered accommodation provisions for older people are supported by employees from Housing Services who may be at risk of redundancy with the closure of those provisions. Housing Services senior management, with advice and support from oneSource HR & OD, will ensure that the rights and requirements for staff as set out in the Council's HR policies, employment law and other relevant regulatory frameworks, are upheld if the proposed actions recommended in this report are agreed and implemented.

Equalities implications and risks:

An equalities impact assessment will be carried out as part of determining the final proposals for the affected sheltered schemes and as part of the required consultation with residents.

BACKGROUND PAPERS

None

Cabinet 12 October 2016

Appendix 1: Consultation matrix.

Estates proposed for Regeneration							
Name	Date(s) of any meetings held up to and including 31 August	Date(s) of future meeting from 1 September onwards	Number of people at each meeting	Councillors attended	Website URL	Number of newsletters issued and dates issued	Comments
Chippenham, Farnham and Hilldene Estate	28.07.16	01.09.16	32 – 28.07.16		www.haverling.gov.uk/Hilldene	12.07.16 newsletter delivered 10.08.16 newsletter delivered	<ul style="list-style-type: none"> Leaseholders concerned about how the work will impact on them and will they need to move out? Residents on first and second floor requesting decanting while work takes place.
Delta M0 (Durham Avenue)							<ul style="list-style-type: none"> Meeting not held yet so no resident feedback.
Maygreen Crescent and Park Lane Estate	27.07.16 Drop-in Session held 30.06.16 04.08.16	06.10.16	32 - 26.07.16 33 - 30.06.16 20 - 04.08.16	Councillor Jody Ganly	www.haverling.gov.uk/MaygreenCrescent	15.07.16 newsletter delivered 19.08.16 newsletter delivered	<ul style="list-style-type: none"> Residents largely welcomed the proposed scheme. Several suggestions that the nearby park could be included as residents didn't use it due to ASB issues, drug users leaving needles, etc in the children's' play area.

Cabinet 12 October 2016

Oldchurch Gardens		06.09.16			www.havering.gov.uk/OldchurchGardens	19.08.16 newsletter delivered	<ul style="list-style-type: none"> Meeting not held yet so no resident feedback.
Napier and New Plymouth	26.05.16 22.06.16 12.06.16 one to one 13.07.16 one to one 20.07.16 one to one 08.08.16 one to one 19.08.16 Officers' Steering Group Meeting	26.09.16	40 – 26.05.16 32 – 22.06.16 29 – 12.06.16 24 – 12.06.16 7 – 20.07.16	Councillor Graham Williamson Councillor Jeff Tucker Councillor Michael Deon Burton	www.havering.gov.uk/NapierandNewPlymouth	02.06.16 newsletter delivered 24.06.16 newsletters delivered	<ul style="list-style-type: none"> Residents generally very supportive of the proposal. Many are very keen to move as soon as possible. Some wish to move back to the new scheme when complete.
Waterloo Estate	20.07.16	06.09.16 20.09.16 – first Residents' Group meeting 19.10.16 One to one residents' meetings 20.10.16 One to one residents' meetings			www.havering.gov.uk/WaterlooEstate	08.07.16 newsletters delivered 22.08.16 newsletters delivered	<ul style="list-style-type: none"> Most residents supportive of the proposal and understand the need for a major investment to regenerate the whole estate to keep it in line with the overall improvements in Romford.

Cabinet 12 October 2016

Sheltered Housing schemes proposed for regeneration							
Name	Date(s) of any meetings held up to and including 31 August	Date(s) of future meeting from 1 September onwards	Number of people at each meeting	Councillors attended	Website URL	Number of newsletters issued and dates issued	Comments
Brunswick Court	05.07.16 10.08.16	22.09.16 13.10.16	17 – 05.07.16 53 – 10.08.16	Councillor June Alexander Councillor Gillian Ford	www.havering.gov.uk/Brunswick	11.07.16 newsletter delivered 22.07.16 newsletter delivered 24.08.16 08.07.16 newsletter delivered	<ul style="list-style-type: none"> Residents and Ward Councillors supportive of proposed revised scheme with many residents wishing to move in to the new scheme when completed
Delderfield House	05.07.16 10.08.16	22.09.16 13.10.16	3 – 05.07.16 3 – 10.08.16		www.havering.gov.uk/Delderfield	12.07.16 newsletter delivered	
Dell Court	04.07.16 12.08.16	30.09.16	18 - 04.07.16 30 – 12.08.16	Councillor John Mylod	www.havering.gov.uk/Dell	09.07.16 newsletter delivered	<ul style="list-style-type: none"> Residents largely welcomed revised proposal which excludes the Ravenscourt block from the redevelopment. Investment in a lift for the Ravenscourt block, and provision of communal facilities as part of the new development were

Cabinet 12 October 2016

							<ul style="list-style-type: none"> seen as important. Residents understand that bedsits are not an attractive option and need to be replaced.
Maygreen Crescent	30.06.16 04.08.16	30.09.16	19- 30.06.16 20 – 04.08.16	Councillor Jody Ganly	www.havering.gov.uk/MaygreenCrescent	08.07.16 newsletter delivered	<ul style="list-style-type: none"> Residents understand that bedsits are not an attractive option and need to be replaced. Most residents understood and support the need for regeneration.
Queen Street	30.06.16 04.08.16	28.09.16	15 – 30.06.16 25 – 04.08.16		www.havering.gov.uk/QueenStreet	08.07.16 newsletters delivered 14.08.16 newsletter delivered	<ul style="list-style-type: none"> Residents largely welcome the scheme proposal and are keen to move as soon as possible.
Royal Jubilee Court	01.07.16 04.08.16	28.09.16	29- 01.07.16 27 – 04.08.16		www.havering.gov.uk/RJC	12.07.16 newsletter delivered	<ul style="list-style-type: none"> Many residents are interested in moving in to the Older Persons' Village and would be happy to stay on site during construction work if possible. Residents understand that bedsits are not an attractive option and need to be replaced.

Cabinet 12 October 2016

Solar, Serena and Sunrise Court	04.07.16 12.08.16	30.09.16	31 - 04.07.16 30 – 12.08.16		www.havering.gov.uk/SSS	12.07.16 newsletter delivered	<ul style="list-style-type: none"> Many residents are interested in moving in to the Older Persons' Village and would be happy to stay on site during construction work if possible. Residents understand that bedsits are not an attractive option and need to be replaced.
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Sheltered Housing schemes proposed to remain open

Name	Date(s) of any meetings held up to and including 31 August	Date(s) of future meeting from 1 September onwards	Number of people at each meeting	Councillors attended	Website URL	Number of newsletters issued and dates issued	Comments
General							<ul style="list-style-type: none"> Need for signs to be installed directing people to communal lounge, laundry, lift and detailing which flats are in which direction Need for signs directing people to exit from communal lounge Install map showing

Cabinet 12 October 2016

							nearby facilities in reception area of each scheme
Bards Court	28.07.16 26.08.16	06.10.16	16 - 28.07.16 26.08.16 - 15		www.haverling.gov.uk/ Bards	01.08.16 newsletter delivered	<ul style="list-style-type: none"> • The need for an automatic door to be fitted to the communal lounge as the current doors are heavy • The need for more washing machines to meet the demand • Pruning shrubs that are blocking light to some flats • Pruning shrubs which are growing over footpaths and ramps in the garden • Looking at mobility scooter sheds to see if they can be fitted with remote control locks as some are difficult for people to open if they have arthritis or similar condition • An examination of how water charges are levied against individual properties • The need to clear the down pipe between flats 10 and 12 as water overflows during

Cabinet 12 October 2016

							heavy rainfall
Beehive Court	14.07.16 18.08.16	07.10.16	13 – 14.07.16 14 – 18.08.16		www.havering.gov.uk/ Beehive	18.07.16 newsletter delivered	<ul style="list-style-type: none"> • Converting some of the bedsits into one bedroom flats • Replace some of the steps on paths with ramps where possible • Ensure there are lifts in place so people can access all floors • Review the parking provision and how parking on the site is controlled • Provide a guest room on the scheme for family and friends who visit • Ensure toilets are suitable for people with disabilities • See what can be done to improve the ceiling in the communal lounge • Review the condition of the balconies to ensure they are in good condition as some paving slabs broken and a trip hazard and drainage system doesn't seem

							<p>effective</p> <ul style="list-style-type: none"> • Tackle pigeons nesting and roosting in roof space and on pipes below balconies • Satellite TV dish needs switching back on • Path through garden needs smoothing out to remove trip hazards • Cooker light in communal kitchen doesn't switch off when cooker not in use • Gate to Gubbins Lane need automatic closure device as is often left open • Wheelbarrow dumped in shrubbery on Gubbins Lane side of complex needs removing • Arrangements need to be put in place for proper maintenance of flower beds and shrubberies
Charlbury Crescent	06.07.16 18.08.16	06.10.16	8 - 06.07.16 8 – 18.08.16		www.havering.gov.uk/Charlbury	05.08.16 newsletter delivered	<ul style="list-style-type: none"> • The need for improved lighting in corridors and near entrance doors • Improving security at

- | | | | | | | | |
|--|--|--|--|--|--|--|---|
| | | | | | | | <p>the external doors</p> <ul style="list-style-type: none">• Arrangements need to be put in place for proper maintenance of flower beds and shrubberies• CCTV needs to be installed and linked to central control centre• A review of parking provision, including how to deter non-residents from using the scheme's parking area and protecting privacy of ground floor tenants near the car parks• Pruning shrubs at the front of the scheme which are over-grown• More regular servicing of washing machines• Improved access to the laundry for people in the block furthest from that facility• Providing more mobility scooter stores• Improving access to the scheme for people in wheelchairs• The need to replace windows at the |
|--|--|--|--|--|--|--|---|

Cabinet 12 October 2016

							<ul style="list-style-type: none"> scheme as they are now 25 years old • Paths in garden are uneven and trip hazard, resulted in accident in August with resident taken to hospital after a bad fall • Wheelchair access and automatic doors needed for the two external blocks of the scheme • Need improvements to toilets for people with disabilities
Cockabourne Cockabourne Page 32	06.07.16 18.08.16	10.10.16	3 – 16.07.16 10 – 18.08.16		www.havering.gov.uk/Cockabourne	05.08.16 newsletter delivered	<ul style="list-style-type: none"> • The need for external painting to be done at the scheme • Major on-going problem with boiler not working properly since 25.07.16 – compensation payments being reviewed • Arrangements need to be put in place for proper maintenance of flower beds and shrubberies • CCTV needs to be installed and linked to central control centre

							<ul style="list-style-type: none"> • External painting needs to be done • Some window sills are rotting and need replacing • Ceilings in walkways need painting and repairing • Gutters need cleaning of leaves as water over flows • Trees need pruning • Pavement in front of scheme is uneven and a trip hazard • Sometimes smell from drains so these need checking and probably repairing – CCTV check was done some years ago and identified broken pipes • Heating controls need to be installed in individual flats as at moment central boiler control over-rides individual flats
Cole Court	29.07.16 18.08.16	06.10.16	15 – 29.07.16 11 – 18.08.16	Councillor Patricia Rumble	www.havering.gov.uk/ Cole	09.08.16 newsletter delivered	<ul style="list-style-type: none"> • The need for the boundary fence to be repaired to make the gardens secure • Arrangements need to be put in place for

							<p>proper maintenance of flower beds and shrubberies</p> <ul style="list-style-type: none">• CCTV needs to be installed and linked to central control centre• The front door not shutting properly• A request for more patrols from the community wardens• More frequent servicing of the washing machines and tumble dryers• New washing line area needed• Gulley in grounds has lost its grid and is open so potential trip hazard• Gang mowers damaging concrete surrounds to manhole covers so these now need replacing• Gents toilet near communal area has such low water pressure hardly any water comes out of sink taps
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Cabinet 12 October 2016

Cottons Court and Fambridge Court	05.08.16 30.08.16	05.08.16	05.08.16 - 30.08.16 - 17		www.haverling.gov.uk/ Cottons	12.08.16 newsletter delivered	<ul style="list-style-type: none"> • Possibility of an electric gate for the car park to help drivers with disabilities • Improvements to the gardens including removing brambles and other weeds • Checking whether the first generation double glazing needs to be replaced • Check the maintenance schedule for the lift to see if it needs replacing • Investigate problems with water dripping from balconies on to the flats below • Repair outdoor window sills which are beginning to rot on some flats • Improve site security and CCTV coverage to deter fly-tipping
Garrick House	25.07.16 25.08.16	10.10.16	16 - 25.07.16 8 – 25.08.16		www.haverling.gov.uk/ Garrick	09.08.16 newsletter delivered	<ul style="list-style-type: none"> • The need for improved security on some parts of the site • The need for improved refuse and recycling services • More regular servicing

Cabinet 12 October 2016

							of washing machines
Holsworthy House	14.07.16 19.08.16 22.08.16 one to one 23.08.16 one to one	06.10.16	16- 14.07.16 13 – 19.08.16		www.haverling.gov.uk/ Holsworthy	21.07.16 newsletter delivered	<ul style="list-style-type: none"> • The need for a more reliable lift to be installed • The need for more regular servicing of washing machines • Water pressure is low since new showers installed • CCTV installation requested • Need for proper maintenance of gardens to be undertaken
Poplar Street	21.07.16 03.08.16 Neil Stubbings and Steve Moore visit and meet residents regarding parking and pavements 05.09.16		16 – 21.07.16		www.haverling.gov.uk/ Poplar	27.07.16 newsletter delivered	<ul style="list-style-type: none"> • Improving the pavements so they can be used more easily by people in wheelchairs and on mobility scooters • Review the windows to see if replacements should be made • Check the insulation levels as some bungalows are very cold in winter • See what can be done regarding the cost of visitor parking permits for all day visitors

Cabinet 12 October 2016

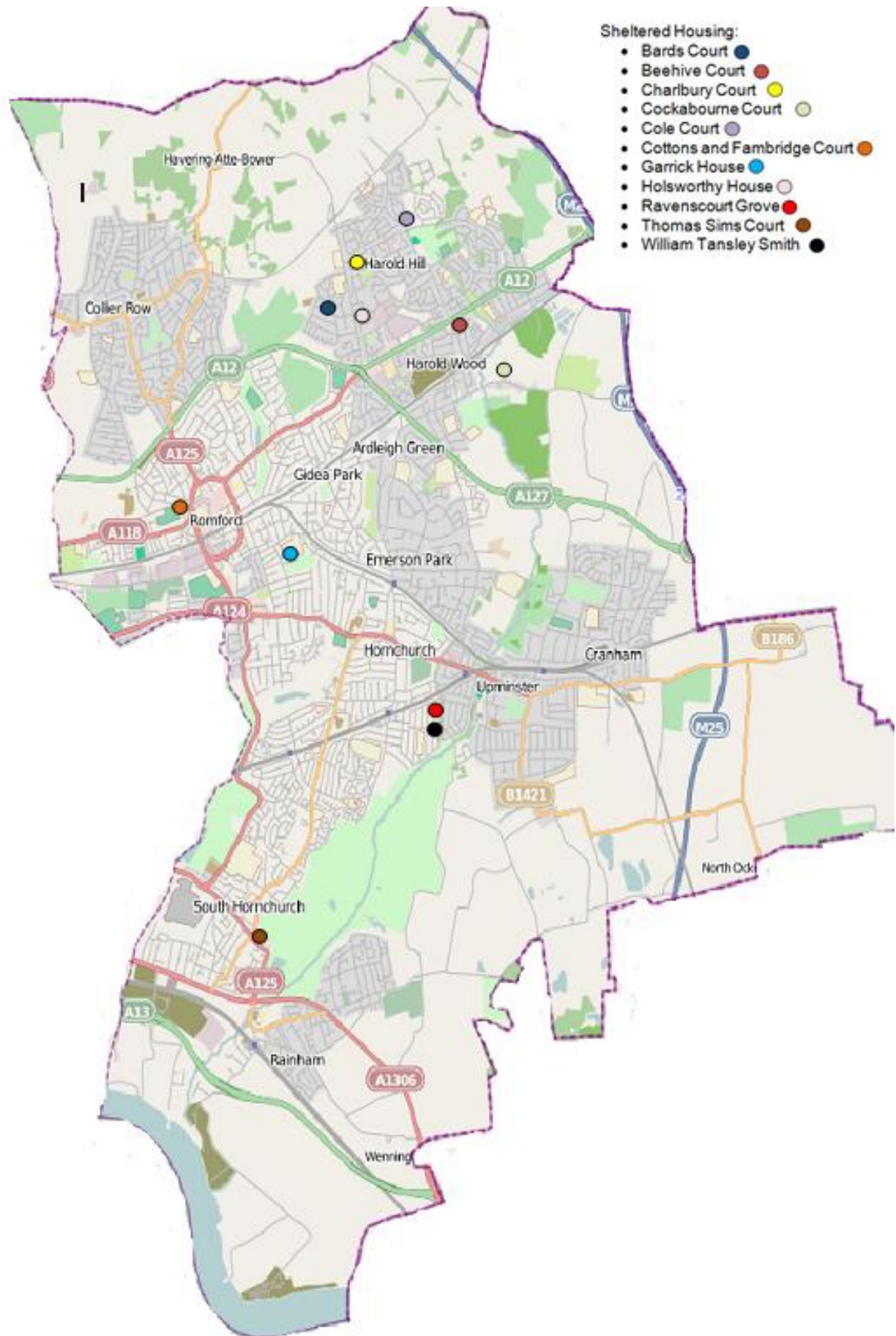
Ravenscourt Grove	21.07.16 25.08.16	30.09.16	16 – 21.07.16 8 - 25.08.16	Councillor John Wood Councillor Reg Whitney	www.haverling.gov.uk/ Ravenscourt	27.07.16 newsletters delivered	<ul style="list-style-type: none"> • The need for lifts to be installed • The need for improved access on to the site for people using mobility scooters • The need for toilets suitable for disabled people to be provided
Thomas Sims Court	19.07.16 30.08.16	10.10.16	15 – 19.07.16 13 – 30.08.16		www.haverling.gov.uk/ ThomasSims	27.07.16 newsletters delivered	<ul style="list-style-type: none"> • Improving the boundary fencing • Provision of toilet facilities for people with disabilities • Solving problems with the lift
William Tansley Smith House	15.07.16	23.09.16	15 – 15.07.16		www.haverling.gov.uk/ WilliamTansley	02.08.16 newsletter delivered 24.08.16 newsletter delivered	<ul style="list-style-type: none"> • Arrangements need to be put in place for proper maintenance of flower beds and shrubberies • CCTV needs to be installed and linked to central control centre • Possible improvements to parking facilities • Possible replacement of the lift which is 30 years old and finding parts to keep it maintained is proving difficult • Provision of a bus

- shelter at the bus stop opposite the scheme
- Pruning of trees to open up an area at the back of the garden so a water feature can be developed
- Repairs to the circular path in the garden where roots are causing it to lift in places
- Repairs to the boundary fence which is being damaged by ivy
- Provision of a raised bed that can be used to create a herb garden
- Need for bus shelter at bus stop opposite scheme

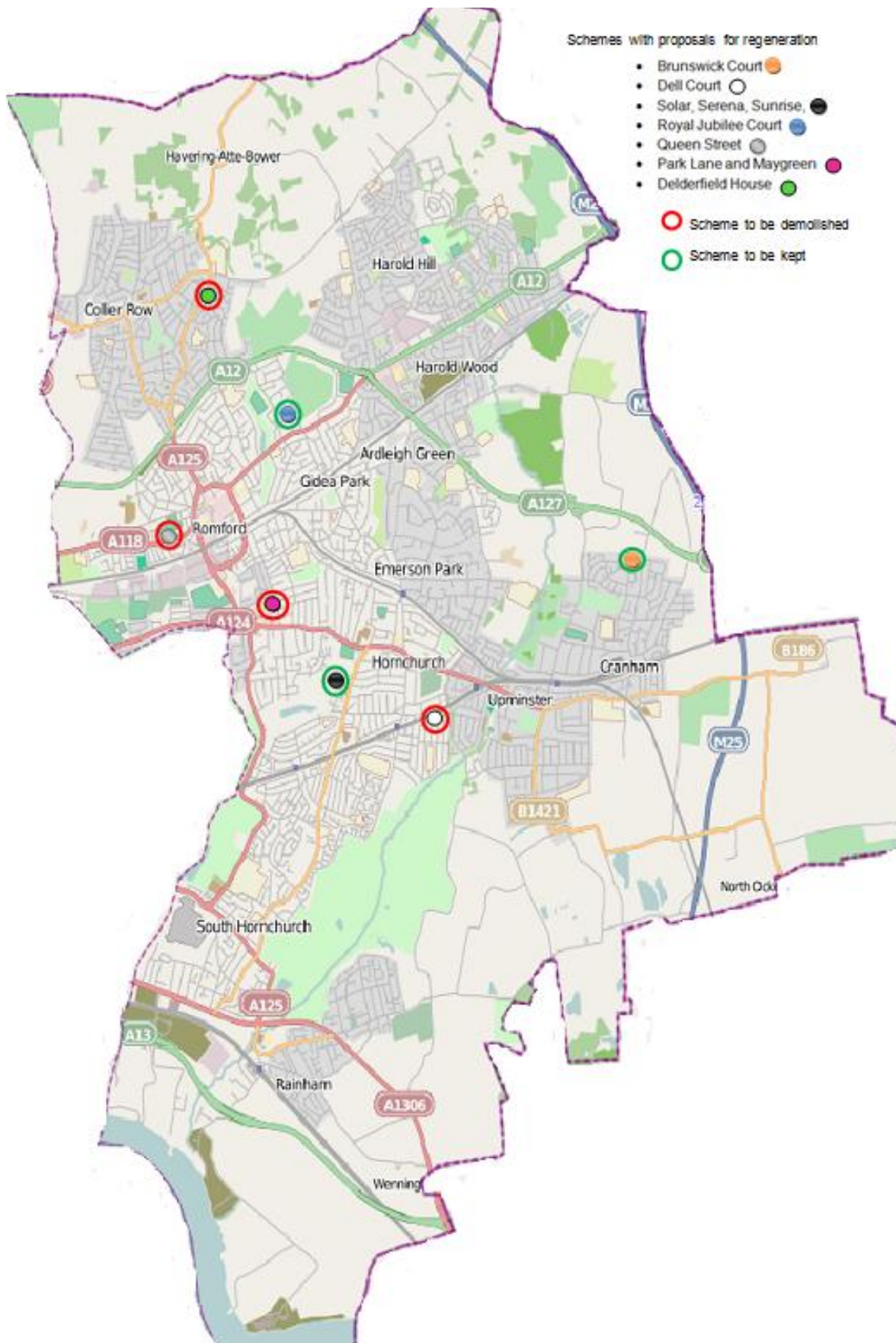
General

- The informal consultation process will see a total of 57 group meetings in sheltered housing schemes and 13 group meetings on estates as well as more than 700 offers of individual meetings with tenants and leaseholders between July and October
- New web page set up called www.havering.gov.uk/ShelteredHousingDevelopments which includes examples of older persons' villages
- Sheltered Times 10 – distributed 22.08.16 – contains three page feature on the regeneration programme
- At The Heart Autumn 2016 edition – due to be distributed 12.09.16 – contains six page feature on the regeneration programme
- Briefings being held for (a) Housing Services staff and (b) selected staff from Economic Development and Regulatory Services on 05.09.16
- Corporate Comms has used social media to promote the consultation meetings
- Press coverage in Romford Recorder and Havering Yellow Advertiser has been positive
- Some comments on Streetlife web site have been neutral and points answered by Corporate Comms
- Stand taken at Havering Show to explain the regeneration programme

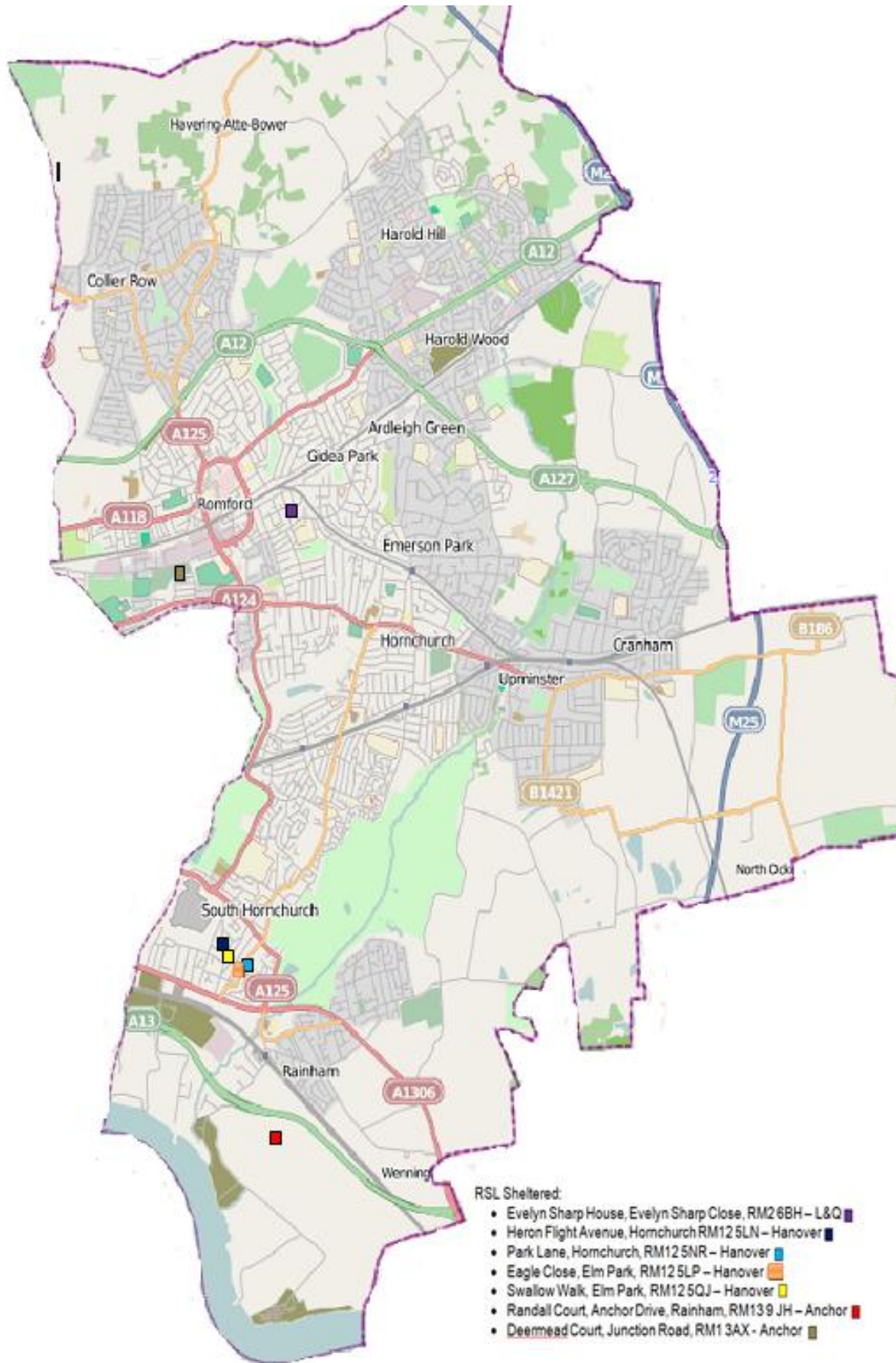
Appendix 2: Location of Council sheltered housing schemes to remain



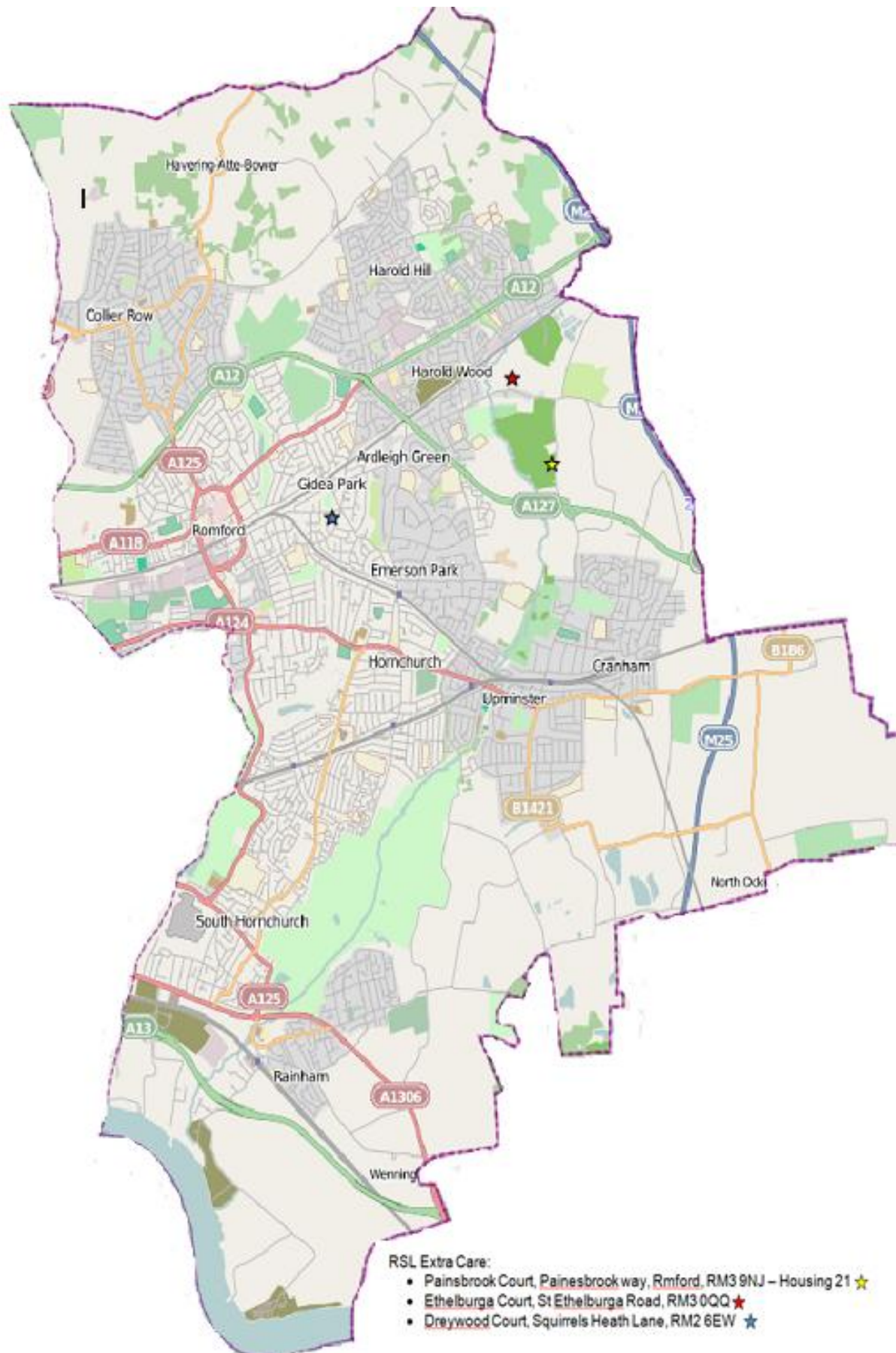
Appendix 3: Council sheltered schemes for closure or regeneration



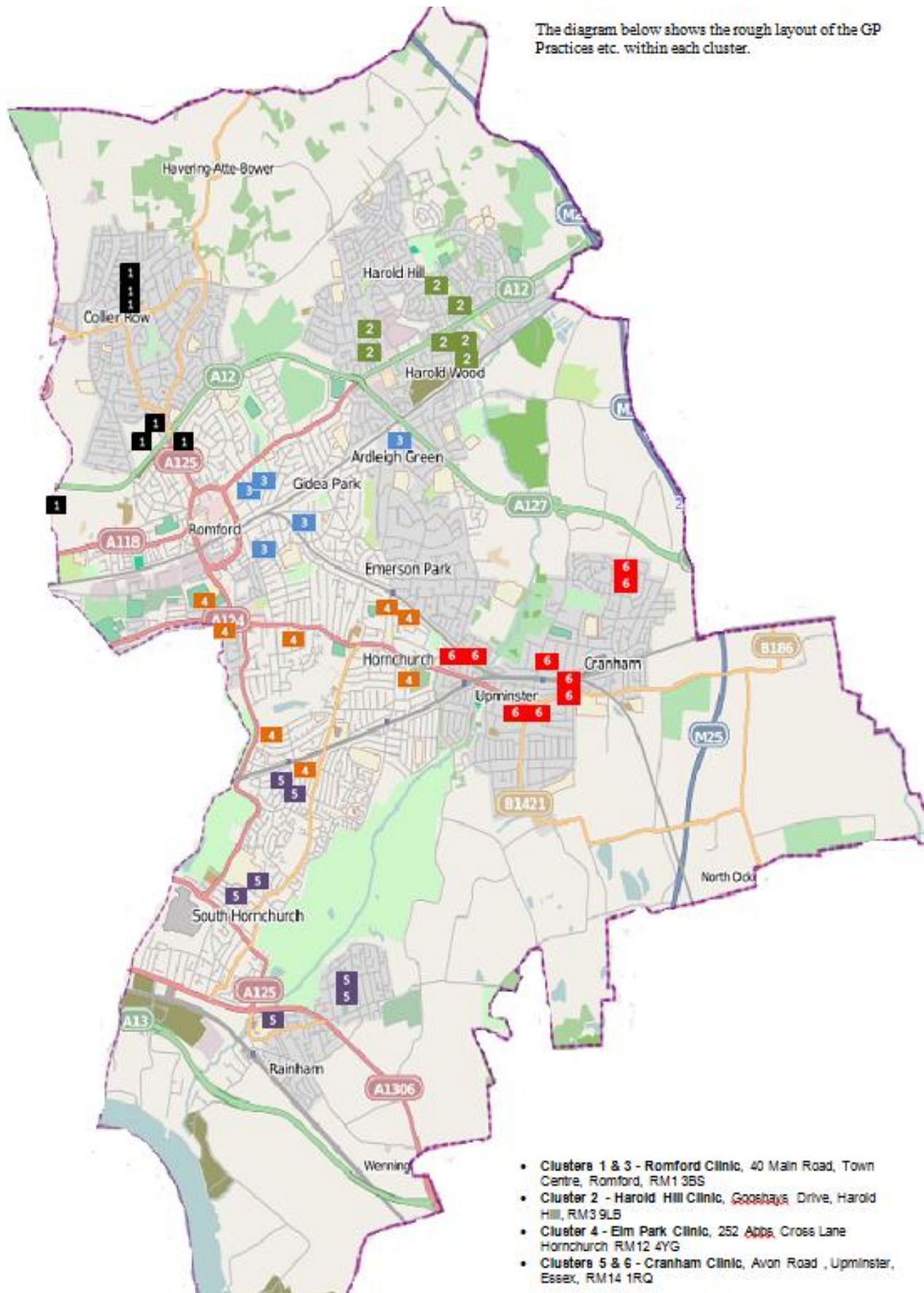
Appendix 4: RSL sheltered schemes in Havering



Appendix 5: RSL extra care sheltered schemes in Havering



Appendix 6: GP Practice localities in Havering



Appendix 7: Current occupancy levels for the schemes identified for closure/redevelopment.

Scheme	Total Units And Size*	Currently Vacant	% vacant	50–64	65–79	80+	Care Needs Low Medium High	Comment
Dell Court (St Andrew's Ward)	29 23 x 0 5 x 1 1 x 2	11 (10 x Bedsits 1 x one bed)	37.9	5	8	6	L – 15 M – 13 H - 7	All long term voids Partial lift
Brunswick Court (Cranham Ward)	47 15 x 0 31 x 1 1 x 2	11 (8 x Bedsits 2 x one bed 1 x two bed)	23.4	4	20	15	L – 13 M – 17 H - 9	7 Long term 1 short term Bedsits located predominately in one part of scheme – no lift
Royal Jubilee Court (Pettits Ward)	79 54 x 0 23 x 1 2 x 2	40 (37 x bedsits, 2 x one bed, 1 x two bed) Includes reablement bedsits	50.6	0	15	23	L – 12 M – 12 H - 18	All long term voids In addition 28 Bedsits currently used as part of reablement and let to ASC scheme with limited success
Solar, Serena, Sunrise (St Andrew's Ward)	55 11 x 0 42 x 1 2 x 2	21 (9 x Bedsits, 11 x one bed & 1 two bed)	38.1	3	17	16	L – 17 M – 7 H - 13	All long term voids Partial lift
Park Lane (Hylands Ward)	34 1 x 0 32 x 1 1 x 2	2 (1 x one bed & 1 x two bed)	5.8	11	16	9	L – 7 M – 5 H - 6	All long term voids No lift
Queen Street (Romford Town Ward)	31 30 x 1 1 x 3	3 (3 x one bed)	9.6	10	16	2	L – 22 M – 0 H - 10	All long term voids No lift
Delderfield House (Pettits Ward)	14 14 x 1	4 (all one bed)	28.5	4	5	2	L – 9 M – 3 H - 2	All long term voids No lift

* 0 means a bedsit.

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Executive Briefing
6 June 2016

Subject Heading:

Review of Older Persons' Housing Needs- Report of Executive Briefing Sub Group

Cabinet Member:

Councillor Damian White, Lead member for Housing

CMT Lead:

Isobel Cattermole, Group Director, Children, Adults and Housing

Report Author and contact details:

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Policy context:

To address the over supply of Council owned sheltered housing accommodation and the need for more alternative types of older persons' accommodation in the future

Financial summary:

HRA Capital Spend will be required to transform housing provision, so that it better meets current demands.

Is this a Key Decision?

Yes

When should this matter be reviewed?

N/A

Reviewing OSC:

SUMMARY

1. This report provides information on a review of the future housing needs of older people in the borough across all tenures, excluding residential care needs and makes recommendations to close. It also includes an overview of the work undertaken by the Member led Sub Group that has met on three occasions to consider the recommendations in more detail.

2.

This report will also show:

- 1.1 There is a current and projected surplus of affordable sheltered schemes within the borough and that this is projected to continue even with the projected growth in the number of older people living in Havering
- 1.2 There is a current and projected deficit in sheltered/retirement housing for lease and sale within Havering
- 1.3 There is a current and projected deficit of enhanced and extra care housing of all tenures within Havering, but that this is particularly prominent in the sale/lease tenures
- 1.4 There is significant uncertainty on the financial viability of new supported housing schemes whilst Government policy on levels of rents chargeable remains unclear.
- 1.5 A separate report on the HRA Business Plan including fully updated financial information will be presented will be presented to Cabinet in September 2016.

RECOMMENDATIONS

1. That Members note the findings of the review of older persons' future housing needs in Havering.
3. That Members note the work undertaken by the Member led sub group
4. That Members note the current level of rent loss due to the high number of difficult to let sheltered properties.
5. That Members approve the need to carry out consultation with sheltered accommodation residents at Brunswick Court, Dell Court, Delderfield House, Solar Serena Sunrise Court, Royal Jubilee Court, Queen Street and Park Lane over the next two months and the outcomes are reported back to the sub group.
6. That before any other work is undertaken on progressing the de-commissioning of any sheltered sites, Members approve that the Council should wait for the outcome of Government rent policy and in particular supported housing costs. This is expected in summer 2016.
7. That Members note the viability work being undertaken by two housing associations on their possible interest in developing retirement villages in the Borough and that the outcomes will be reported back to the sub group.
8. That the Group Director of Children, Adults and Housing, after consultation with the Lead Member for Housing, has delegated authority to make variations to or substitutions for disposal or alternative use of any of the

schemes already in the Housing development programme subject to financial viability, full resident consultation and there being no need for additional capital investment beyond the existing programme budget.

REPORT DETAIL

1. INTRODUCTION

- 1.1 This report follows the previous approvals given by Cabinet on 23 September and 18 November 2015 on the Council's housing development programme to deliver over 1,000 new properties over the next 10 years.
- 1.2 The report identifies an over-supply of sheltered accommodation and proposes a number of possible options for some of the Council's sheltered accommodation based on an independent review undertaken in July 2015. This includes the possibility of entering into a partnership with an existing specialist in developing extra care/retirement schemes.

2. BACKGROUND

- 2.1 A review was commissioned by Housing Services in May 2015 with the aim of assessing the overall need for housing for older people within the borough, both now and for the foreseeable future.
- 2.2 The review looked at the current provision of housing including the different types of accommodation that are available. This included both general needs housing and various forms of specialist housing.
- 2.3 It looked in some detail at the sheltered housing stock that is owned by the Council and reviewed the future need for that accommodation based on the current and projected need for that accommodation.
- 2.4 It also reviewed the current services that are available to enable older people to remain in their own homes.
- 2.5 Suitability of housing has an important effect on quality of life and health outcomes for older people. This requires a range of specialist housing services, from adaptations to help people stay in their own homes, to sheltered housing, to full time nursing care for the most infirm. The challenge is to provide housing that reduces the need for care (such as avoidable residential care) whilst being attractive, desirable and financially viable, within a strategy that responds to changes in both demographics and expectations.
- 2.6 Nationally, older people are more likely to be home owners (75%) than the population as a whole with again a much greater proportion being mortgage free. Conversely it has been estimated that two thirds of low income older households are home owners. The Council of Mortgage Lenders has estimated that there is around £1 trillion of un-mortgaged equity held by older home owners. There are around 7 million households which are now led by a person over 65 and this will continue to increase.

- 2.7 The vast majority of older people (90%) live in their own homes. Nationally there are around 500,000 specialist housing units (sheltered through to extra care) with 400,000 of these being in the social housing sector. Therefore whilst there is a demand for specialist older person housing any long term solution does also have to include how people's existing homes and communities can be improved to allow older people to live independently within their own homes.
- 2.8 One of the key challenges that health and social care agencies will continue to face with an increasingly older population is dementia. According to the Alzheimer's Society Dementia Report (2011), there are 750,000 people living with dementia in England and Wales and this is likely to double over the next 30 years, with the costs associated with this condition likely to treble.
- 2.9 In many respects Havering's position is a reflection of the national picture. Unlike many other parts of London Havering has a proportion of older people which is currently just above the national average. It has the largest percentage of older people of any London borough. The Office of National Statistics (ONS) also predicts that Havering's older person population will grow significantly in the future, increasing by 16% by 2021 accounting for nearly 50,000 people. The growth being significant for the over 85s.

Source ONS 2015 update

Use ONS 2015 update				
% & No. of older people	England	Havering		
2011 census	16.5%	17.8%	44,000	
ONS Estimate 2015	17.9%	18.7%	46,000	
ONS Estimate 2021	19.2%	19.0%	50,000	
ONS Estimate 2037	24.3%	22.1%	69,000	
Older People numbers (000)	2015	2020	2025	2030
65-69	14	12	14	16
70-74	10	13	12	13
75-79	9	9	12	11
80-84	7	7	8	10
85-89	5	5	5	6
90+	3	3	4	5
000	46	49	54	61

- 2.10 In terms of tenure, Havering has a greater number of its older population that own their own homes than both nationally and regionally. The numbers in social housing are substantially less than London as a whole and also nationally.
- 2.11 The majority of those older people who own their own home are mortgage free 73% (as per the Housing Needs and demand assessment 2012), with

over 85% of those responding indicating that the equity ownership was in excess of £100,000.

Tenure	Owner Occ	Shared Owner	Local Authority	Other Social Rent	Private Rent	Living Rent Free
England	74.1	0.5	10.2	8.7	4.4	2.1
London	64.5	0.5	16.6	10.8	6.0	1.6
Havering	82.9	0.2	10.6	2.6	2.5	1.2
Havering	23277	67	2968	721	711	328

Source ONS2011census

- 2.12 In Havering there is a considerable degree of under occupation in both social and owner occupied sectors.
- 2.13 This year, Housing Services has conducted a survey of older people with the intention of better understanding their housing needs. It showed that 79% of those responding to the survey (653) had either no plans to move or had not thought about moving, therefore confirming the general lack of preparedness for older people to want to move.
- 2.14 Of those that did express a desire to move the preferred type of accommodation was a bungalow (56%) with a strong preference for a minimum of two bedrooms (61%).
- 2.15 When asked about moving into supported/specialist accommodation, of the choices that the survey offered, retirement villages was heavily favoured (80%). This is perhaps not surprising as it was the most obviously independent living of the choices offered.
- 2.16 Havering has just under 2000 specialist housing units for older people across all tenures. This includes sheltered housing, retirement and assisted living schemes and extra care housing. This figure does not include general needs housing that the Council has designated for older people. In excess of 60% of these are social housing, the majority of this group being the Council's own sheltered housing accommodation (approx. 800 units).
- 2.17 The quantity of private sector specialist older persons' accommodation is generally higher than for most other London boroughs (8th highest) and in part could be a reflection of the very high degree of owner occupation in the borough and the fact that the market is able to support a relatively high proportion of private retirement housing.
- 2.18 The fact that house prices are low for London (3rd Lowest borough) also means that the prices for retirement schemes are considerably lower than for other parts of London.
- 2.19 The private sector schemes tend to be newer and are either one or two bedroom properties with no bedsit accommodation. The Council's properties were generally developed earlier and some contain a percentage of smaller studio/ bedsit accommodation. There are also a number of Housing Association schemes (excluding extra care schemes) totalling just over 300 units. The majority of these are located in seven schemes. There are currently three schemes which have been specifically developed for

extra care. Two of these schemes cater for both shared ownership and social rent whilst the third is a social rent scheme only. All three of these schemes have been developed by Housing Associations who are the prime developers of this type of accommodation across the country.

2.20 There are no schemes designed specifically for meeting the needs of older people who suffer from dementia although the existing extra care schemes do have tenants with dementia and the agreements with the housing and care providers require them to accept people with levels of moderate dementia. Currently the majority of dementia clients will, when having to move from their homes by Adult Social Care, be placed in residential care. Havering's 2011 JSNA reported that there were 3014 people with dementia and predicted that this could rise to 4691 by 2030. It is estimated that 63% of people with dementia remained in their own homes whilst 37% were in residential accommodation.

2.21 The older persons' housing needs review had regard to the annual target of new specialist accommodation that the GLA states is needed in Havering. The GLA annual targets for Havering were also compared to the Housing London Information Network (LIN) Toolkit for assessing need and the following table shows the comparative numbers of demand.

Demand	2015	2025
GLA	2838	3277
Housing LIN	3842	4879
Difference	1004	1602

2.22 Appendix 1 shows the types and tenure of specialist housing in the first table for 2015 and for the projections to 2025 in the second table. The modelling assumptions for the projected need uses the ONS population projection figures and assumes the same distribution between lease/sale and affordable rent. Although there are different projections in the actual numbers produced by the GLA and the Housing LIN Toolkit, there is the acceptance that there is a considerable deficit in the private market and a surplus in the affordable sheltered accommodation.

What is the correct figure for Havering?

2.23 In addition to the assumptions already mentioned in this report, when calculating the accommodation needs for older people, both the GLA and the LIN calculations assume a level of need for specialist housing which is greater than the market currently provides. For example, they recommend that for sheltered housing the figure is 125 people per 1000 over the age of 75, whereas the average figure for England in 2014 was only 105.

2.24 Both the current and future projections presume a higher level of overall need for specialist older persons' housing than the GLA model; however it should be noted that the Housing LIN stress that they consider their base model does need to be adapted to take into account local conditions. For example, in areas which have a large older population and where the market has developed its own solutions such as having a large number of care homes, this needs to be taken into account when considering how the future

market will be developed. Other factors will be the Council's own approach to developing alternatives to residential accommodation.

- 2.25 The review concluded that, at this point in time, there is possibly an over estimate on the overall need especially for the entry level specialist older persons' housing-retirement/sheltered. This is not to say that for leased/sale properties there is not a need for additional ones to be built, although it should be at a slightly lower level than is specified for example by the LIN.
- 2.26 The review also concluded that the split between the properties that need to be built for sale/lease and those for affordable rent is broadly correct. With over 80% of Havering's older population being home owners and nearly three quarters of those owning their property outright, it follows that this split should also be reflected in the older person's specialist housing market.
- 2.27 The review differentiated between different types of specialist older persons' housing. The separation of enhanced sheltered and extra care is useful in that it identifies the different level of care that is required. Enhanced being care but without 24 hour cover whilst extra care assumes that 24 hour cover is provided. However it is likely that in modern extra care or retirement villages both levels of care will be provided in one scheme.
- 2.28 For the purposes of modelling, the demand level for sheltered/ retirement schemes has been reduced to 100 people per 1000 of over 75 population. The rationale for this is also that the agreed strategy in Adult Social Care is to try where possible for people to remain in their own home. Using these assumptions, the table below shows the current and future demand of older person's accommodation in Havering.

Havering	2015			2025		
	Demand	Supply	Variance	Demand	Supply	Variance
Sheltered Housing 100 per 1000+75	2260	1734	526	2870	1734	
-Rent	475	1024	+549	603	1024	+421
-Lease	1785	710	1075	2267	710	1643
Enhanced Sheltered 20 per 1000 +75	452	0	452	574	0	574
-Rent	95	0	95	121	0	121
-Lease	357	0	357	453	0	453
Extra Care 25 per 1000+75	565	195	370	718	195	523
-Rent	119	175	+56	151	175	+24
-Lease	446	20	426	567	20	547

- 2.29 As can be seen, the majority of the need relates to provision within the private sector (there is a shortage of more than 1,800 leasehold properties). The Council does, as part of its strategic role, need to identify that need and to assist in enabling that to occur via its strategic policies but does not have

a statutory responsibility to either build or commission that development. The exception to this relates to accommodation that is designed to also provide levels of care (extra care and retirement villages) and these schemes are likely to contain a mix of tenures. They are also not likely to be commissioned without the support of the local authority as the developer/provider will want to be clear that there is both a need and resources to fund the care element of any scheme.

- 2.30 The figures also clearly evidence that there is an over-supply of affordable sheltered housing (510 in 2015 and 324 in 2025 based on current supply), the majority of which in Havering is owned by the Council. This over-supply could be increased if, in developing new developments which cater for mixed dependency, some older people who previously would have moved into an older sheltered property, prefer to move into newer developments.

In summary:

- There is currently provision of approximately 2000 specialist housing units in the borough.
- The majority of this provision is in the public/not for profit sector
- The current and projected demand indicates that this will be considerably bigger in the private sector.
- Currently there is surplus of sheltered accommodation in the public/not for profit sector. That there is currently sufficient capacity in the public/not for profit sector to meet projected increase in population levels (this does not take into account quality of existing stock)
- Future growth would therefore be concentrated in the private sector
- That the current extra care housing provision is almost exclusively for affordable rent. None of the private sector schemes currently offer extra care facilities.
- There is no specific provision for older people with dementia or for other vulnerable older people

Older Persons' Housing Sector

- 2.31 The older persons' housing sector continually adapts to changes in aspirations, demographics, need and more immediately, the market and funding options. This has led to the development of different types of older persons housing. These include:

- Larger purpose built extra care, from 80 units to village scale, that integrate with the wider community
- Co-housing initiatives that are funded, commissioned and managed by the residents
- Smaller schemes designed to high space and mobility standards with limited communal and support facilities
- Specialist developments that cater for higher levels of dependency and dementia

- Developments that cater for active lifestyles and young-older people
- Developments combined with other housing and care to create community hubs

For those developments that have been developed by Housing Associations the mixed tenure development is becoming the norm. This is both a reflection on the reduced level of grant funding and the need to cross subsidise the affordable rent properties and also the relative lack of private sector older persons housing when compared to the public sector.

- 2.32 A further review of the extra care provision in the schemes within Havering is taking place with Adult Social Care. In the longer term we will look to see if, by bringing together the services, a more coordinated, economic and effective service can be provided. Consultation with providers will be a feature developed in the future. The Council's own research indicates that there is a general lack of awareness amongst residents of the benefits of extra care accommodation and this can extend to some professionals when considering re-housing options which aim at maximising a client's independence.

Other Supported Housing Needs

- 2.33 We believe that there is a shortage of supported housing for other groups of people and work is underway to identify the demand for supported housing as part of our housing development programme work. Future choices about increased levels of provision will be made in partnership with Adult Social Care and Children's Services and Health based on rigorous development of business cases and the strongest possible evidence base.
- 2.34 Current research indicates that there could be considerable long term financial savings for councils and the NHS by extended use of extra care and retirement village schemes. There is also some evidence that it improves the health and well-being of residents:
- Savings for local authorities are more likely to be deferred costs rather than short term savings
 - It is essential to have an element of flexibility built into care contracts relating to extra care schemes and ASC is currently looking at these
 - A retirement village development could produce a greater degree of flexibility in delivering care needs.
 - Development of any retirement village is not without risk and due to the high number of sale and shared ownership units, needs to be carefully managed.

Potential Use for the Council's Sheltered Schemes

- 2.35 Appendix 1 lists all of the Council's existing sheltered schemes along with the recommendations from the review on each scheme.

Seven existing sheltered schemes (just under 300 properties) have been identified as not being fit for future purpose due to them containing bedsits, not having lifts and/or shared facilities.

The following potential use of these sheltered schemes can be seen in more detail in Appendix 2.

Retirement Village – two schemes are large enough to be suitable to provide around 150 properties at each scheme for sheltered, ownership and extra care. An example of a retirement village is attached as Appendix 3.

Extra Care – four schemes may be suitable.

General Needs Development – three schemes may be suitable.

Other Supported Housing – this needs to be assessed although two schemes may be suitable.

- 2.36 An option would be to enter into a joint venture or partnership with an existing specialist provider who has experience in operating extra care schemes and/or retirement villages. The exact nature of any agreement would have to be carefully worked out. The Council could potentially invest via its land and/or additional capital grant which in turn would mean it would get both the 100% nomination rights plus return on its investment via a proportion of any profit/surplus generated by the scheme. This option has the advantage of a lower level of upfront investment and a sharing of the risk.
- 2.37 HRA resources may be utilised once viability models have been worked through and included within the redevelopment programme approved by Cabinet on 23 September 2015 and 18 November 2015.
- 2.38 All of the schemes that are either recommended for closure or closure is an option are capable of having alternative accommodation built on them. Royal Jubilee Court and the Sunrise/Serena/ Solar schemes are the largest sites, both being in excess of 1 hectare and depending on planning could be capable of having a retirement village constructed on them, in excess of 150 properties at each site. The two sites currently have a total of 134 properties, of which 65 are bedsits.
- 2.39 In respect of the sheltered schemes at Queen Street (Waterloo Estate) and Park Lane (Maygreen Estate), they do not have a lift, making the upper floors more difficult to let. It is suggested that consultation with residents should be carried out with the view to closing these schemes as part of a larger estate regeneration.
- 2.40 Delderfield House (Collier Row) has already had part of the original scheme sold to East Thames Housing Association. The 14 units are unlikely to have a long term viability, especially once the new family size accommodation is constructed. Negotiating a sale of the remainder of the land to East Thames would be an option for general needs housing, although another option would be for it to be used by the Council for other supported housing.

- 2.41 Two further sheltered schemes (Brunswick Court and Dell Court) contain a very large number of bedsits. In addition to potentially being suitable for general needs or redevelopment, the existing schemes might be suitable for other groups of people needing supported housing.

REASONS AND OPTIONS

Reasons for the decision:

The over-supply of Council rented sheltered accommodation and the lack of older persons' accommodation for sale needs to be addressed in order to ensure the Council makes best use of its assets, assist with the pressures facing social services care budgets and to meet the future housing needs of older people in Havering.

Other options considered:

The option of not reducing the provision of sheltered accommodation was considered, but rejected, as it would not begin to address the difficulty of letting bedsits, un-lifted properties or with meeting the future housing needs of older people in Havering.

IMPLICATIONS AND RISKS

Financial implications and risks:

The continued current and projected surplus of sheltered accommodation would lead to HRA rent and council tax losses; it would also be a poor use of scarce resources.

The consideration of using some existing sheltered scheme sites for alternative groups of residents needing support, may lead to savings for Adult Social Care and Children's Services.

An HRA redevelopment programme was approved by Cabinet, initially in outline on 23 September 2015 and, in more detail, 18 November 2015. The review of older people provision will feed into that development programme. A number of recommendations in this report are "subject to financial viability" – by which means as assessment will be made of the relative costs and benefits of a particular scheme proposals.

Legal implications and risks:

This report seeks approval for the development of two retirement villages in place of two sheltered schemes, subject to viability and full consultation, and the potential decommissioning of 5 sheltered housing schemes.

Under powers conferred by the Housing Act 1985, the council can provide housing accommodation by erecting houses or converting buildings into houses on land acquired by them for housing purposes. The council also has powers to provide welfare services in connection with the provision of housing accommodation.

The development and de-commissioning of existing sheltered housing accommodation would require consultation with occupants under S.105 of the Housing Act 1985, as they are likely to be substantially affected by the proposals. Such consultation should be extended to those on the waiting/transfer list for sheltered accommodation. To be effective, consultation must take place when proposals are still at a formative stage; provide sufficient reasons for the proposals to permit intelligent consideration and response; allow adequate time for consideration and the product of consultation must be conscientiously taken into account when reaching a decision.

An equalities impact assessment will also be required, which members/officers will need to take into account when making decisions on the proposals.

Members should note that the council has a fiduciary duty to their local tax payers. In taking a decision on the proposals, they will need to give proper consideration to the risks and benefits of approving the recommendations and whether the monies that will need to be invested in the development/decommissioning of existing sheltered housing could be better used by the council for the wider interest of its local tax payers. In this regard members should note the other options put forward for consideration.

Human Resources implications and risks:

This report makes recommendations that will potentially have a direct impact on the Council's workforce. The change of use for the sites where there are currently sheltered accommodation provisions for older people are supported by employees from Housing Services who may be at risk of redundancy with the closure of those provisions. Housing Services senior management, with advice and support from oneSource HR & OD, will ensure that the rights and requirements for staff as set out in the Council's HR policies, employment law and other relevant regulatory frameworks, are upheld if the proposed actions recommended in this report are agreed and implemented.

Equalities implications and risks:

An equalities impact assessment will be carried out as part of determining the final proposals for the affected sheltered schemes and as part of the required consultation with residents.

BACKGROUND PAPERS

None

Member Led Sub Group

Following the Executive Board Decision to set up a sub group to discuss the findings of the review and how these could be practically implemented, the group has met on three occasions. Specifically, the group considered the options, in detail, which could involve the closing of a number of sheltered schemes and redevelopment of those sites.

1. At least one of the options for the following schemes could involve them being closed:
 - Dell Court, Ravenscroft Grove, Hornchurch
 - Brunswick Court, Brunswick Ave, Upminster
 - Royal Jubilee Court, Main Road, Romford
 - Solar Serena Sunrise Court, Sunrise Ave, Hornchurch
 - Maygreen Crescent, Park Lane, Hornchurch
 - Queen Street, Romford
 - Delderfield House, Portnoi Close, Collier Row
2. For the first four of the schemes listed above the main reason for considering them being closed was the number of bedsits in each scheme and the fact that it was not possible to convert them to one bed or larger units. Brunswick Court does not have a lift and the other three schemes only have partial lift access.
3. In the case of Park Lane and Queen Street, these are part of larger estates which could be subject to overall regeneration and therefore should be considered as part of any regeneration plans although consultation could be carried out now with a view to closing these schemes. Delderfield House had already been partially sold, leaving a small scheme which would not fit well in the new family development currently being constructed.

Vacancies

4. There are currently 86 vacancies out of a total of just under 790 properties. Of these, 84 can be considered long term vacancies. This is largely due to these properties being bedsits, which are becoming increasingly difficult to let. The percentage of vacancies for all of the existing schemes are shown in the first table below and the second table shows the vacancies in greater detail of the schemes proposed for closure.

Scheme	Bedsit	1 Bed	2 Bed	3 Bed	Total	Recommendation	% vacant	Current Condition
LOMBARD COURT	9	4	1		14	Being closed	100	Red
ROYAL JUBILEE COURT	54	23	2		79	Close and consider site for care village	48.1	Amber
SOLAR/SERENA/SUNRISE	11	42	2		55	Close and consider site for care village	30.9	Amber
DELDERFIELD HOUSE		14			14	Close and sell site for redevelopment	21.4	Amber
PARK LANE/MAYGREEN CRESCENT	3	27	1		31	Close as part of overall estate regeneration	6.7	Amber
QUEEN STREET		30		1	31	Close as part of overall estate regeneration	3.2	Red
CHARLBURY CRESCENT		50		1	51	Retain	3.9	Amber
COCKABOURNE COURT		22	1		23	Retain	0	Amber
COLE COURT		33	2		35	Retain	2.9	Red
COTTONS COURT/FAMBRIDGE COURT	6	48	1		55	Retain	9.1	Red
POPLAR STREET		38			38	Retain	0	Amber
RAVENS COURT GROVE		64	1		65	Retain	1.5	Amber
THOMAS SIMS COURT	3	28	1		32	Retain	0	Amber
WILLIAM TANSLEY SMITH HOUSE		22	1		23	Retain	0	Amber
ADELPHI CRESCENT/GARRICK HOUSE		40	1		41	Retain But install Lift	2.1	Green
BARDS COURT		28		1	29	Retain But install Lift	0	Amber
HOLSWORTHY HOUSE/NEAVE CRESCENT		40	1		41	Retain But install Lift	0	Amber
BEEHIVE COURT	13	33	2		48	Retain Providing BS can be converted	27.1	Amber
BRUNSWICK COURT	15	31	1		47	Retain Providing BS can be converted	17	Amber
DELL COURT	23	5	1		29	Retain Providing BS can be converted	31	Red
Grand Total	137	622	19	3	781			

Scheme	Total Units And Size	Currently Vacant	% vacant	50–64	65–79	80+	Care Needs Low Medium High	Comment
Dell Court (St Andrew's Ward)	29 23 x 0 5 x 1 1 x 2	9 (All 9 Bedsits)	31	5	8	6	L – 15 M – 13 H - 7	All long term voids Partial lift
Brunswick Court (Cranham Ward)	47 15 x 0 31 x 1 1 x 2	8 (All Bedsits)	17	4	20	15	L – 13 M – 17 H - 9	7 Long term 1 short term Bedsits located predominately in one part of scheme – no lift
Royal Jubilee Court (Pettits Ward)	79 54 x 0 23 x 1 2 x 2	10 (9 Bedsits, 1 two bed) Plus 28 bedsits	48.1 (includes 28 reablement bedsits)	0	15	23	L – 12 M – 12 H - 18	All long term voids In addition 28 Bedsits currently used as part of reablement and let to ASC scheme with limited success
Solar, Serena, Sunrise (St Andrew's Ward)	55 11 x 0 42 x 1 2 x 2	17 (9 Bedsits, 7 one bed & 1 two bed)	30.9	3	17	16	L – 17 M – 7 H - 13	All long term voids Partial lift
Park Lane (Hylands Ward)	31 3 x 0 27 x 1 1 x 2	2 (1 one bed & 1 two bed)	6.7	11	16	9	L – 7 M – 5 H - 6	All long term voids No lift
Queen Street (Romford Town Ward)	31 30 x 1 1 x 3	1 (1 one bed)	3.2	10	16	2	L – 22 M – 0 H - 10	All long term voids No lift
Delderfield House (Pettits Ward)	14 14 x 1	3 (3 one bed)	21.4	4	5	2	L – 9 M – 3 H - 2	All long term voids No lift

Rent Loss

- The current annual rent loss for the above seven sheltered schemes is in the region of £480,000.

6. Sheltered Housing Register

There are 75 tenants on the sheltered housing list and 23 people are actively bidding on properties.

Maintenance costs

7. All of the Council's sheltered units have been subject to works to bring them up to decent homes standard. As part of normal business planning, detailed projections have been undertaken to assess future long term costs to ensure that properties are maintained to those standards. Typically they would include items that would need replacing over a long term period; for example kitchen, bathroom, windows, heating systems. Included is also a separate figure for any backlog repairs that have not been able to be carried out. This figure is included within the total cost to 2042 figure. These costs do not include any upgrading of schemes, for example installation of lifts or undertaking major conversion of bedsits to larger units. They also do not include day to day repairs. Figures are given below for the average predicted cost per unit as well as all units within the scheme (including bedsits)

Scheme	Current Condition	Costs to 2042 £	Average Cost per unit £	Backlog repairs included in Costs £
Dell Court	Red	1,729,334	18,397	262,804
Brunswick Court	Amber	990,784	21,080	103,312
Royal Jubilee Ct	Amber	1,529,794	19,364	519,242
Solar Serena Sunrise	Amber	1,061,122	19,293	170,924
Park Lane/Maygreen	Amber	733,430	23,659	58,826
Queen Street	Red	740,414	21,373	87,418
Delderfield	Amber	256,672	18,333	39,438

Development Options

8. The report includes a number of options that could be considered for each scheme. This includes looking at the potential capacity for development of both general needs housing and also alternative supported housing. The sub group has considered the options for five of the schemes which could potentially be closed. No additional work has been undertaken on Queen Street or Park Lane as this would have to be part of a wider regeneration plan. For Dell Court and Brunswick Court, the preferred option might be specialist supported housing developments for other client groups or shared ownership. A second option would be the development of low cost home ownership and rented housing which is likely to be most feasible at Delderfield House. As well as the internal appraisal including using the Council's own development company, confidential discussions have taken place with a developing housing association to test the market.
9. Initial Capacity studies for the sites indicate that there is scope to redevelop sites to achieve a range of options for each site. Planners have agreed the capacity for the general needs option only at this stage. Proposed mixes for

affordable housing options are set out in the table below. The scheme mixes can vary and two schemes, Brunswick Court and Dell Court, may be suitable for a mixed development of general needs housing and specialist supported housing if a smaller number of supported units would be more suitable.

Option 1

Brunswick Court	Units	Approx. Build costs	Annual Potential Social Care Savings
Other supported housing	20	£3,150,000	£208,000

Option 2

Brunswick Court	Units	Build costs
Shared Ownership	12	
Affordable Rent	12	
Total	24	£5,553,876

Option 1

Delderfield House	Units	Build Costs
Shared Ownership	9	
Total	9	£1,575,000

Option 1

Dell Court	Units	Approx. Build costs	Annual Potential Social Care Savings
Other supported housing	20	£3,150,000	£208,000

Option 2

Dell Court	Units	Build Costs
Shared Ownership	15	
Affordable Rent	15	
Total	30	£4,672,271

A financial viability test for these schemes shows that each scheme has a positive NPV and IRR that are better than our base viability test and so over time would be a positive contributor to the HRA.

The levels of sale and rent are all deemed affordable and accessible to local residents and would be attractive to first time buyers.

The schemes would enable spend of RTB for the rented units and the shared ownership is likely to attract GLA grant.

In respect of Queen Street and Park Lane schemes, redevelopment options would need to be drawn up as part of the proposed wider estates regeneration programmes although closure of the schemes would be possible before these projects start.

Retirement Villages Potential

10. For the two largest sites - Serena, Solar Sunrise and Royal Jubilee Court - confidential discussions have taken place with two potential providers specialising in developing retirement villages to ascertain whether they consider either of the sites suitable for development as a retirement village but also whether they consider the overall concept as being viable. They are carrying out further option appraisals which we will progress with them via the sub group.

The provider is interested in Havering as they are hoping to build villages in Essex and areas in close proximity.

The operating model assumes a large proportion of sales; 50% sales, 30% shared ownership, 20% affordable rent being a typical figure. In this respect the relatively low land prices of Havering compared with the rest of London is a positive factor as is the very high levels of owner occupation amongst older people in Havering. It would be possible to have agreements in place to put restrictions on sales. This usually involves putting geographical boundaries on sales. The vast majority of this particular housing association's sales come from within a two mile radius of any development.

For retirement villages to function as a genuine mixed community they operate on 20% of residents requiring formal care packages. Any partnering arrangements with local authorities normally involve the housing association delivering care directly. The local authority would have to underwrite any shortfall in care hours that are agreed for the first 3 years of any contract although this particular housing association had never had to invoke this in the past 17 years. Their model also involves them having a well-being programme involving a qualified nurse which is available to all residents irrespective of whether they have a care package.

Their newer developments have tended to be larger and they were now generally looking for sites that would deliver 200 plus units which usually means a population of around 240/280 older people. All of their schemes do have fairly large communal areas. These include a large atrium which has a, "village shop", hairdresser, fitness suite, hobby rooms, computer rooms and library well-being centre, restaurant and bar. Other facilities included village hall (which can be used as a cinema), gardening area/greenhouses.

Our consultant visited a scheme on our the sub group's behalf and was impressed with the development. There was no feel of it being an old persons home and it was vibrant.. The actual development is a large 4

storey horseshoe with flats around the outside and the atrium communal facilities in the centre. Pictures are attached as an Appendix.

Flats are built to a high standard, fully equipped (including IT and white goods), reasonably spacious, all with either balcony or outside space.

In terms of the two specific Havering sites the housing associations have been given details and will be coming back to us having undertaken their own initial appraisal. It is however clear that the sites are at the very smallest that they are likely to consider and may not be viable unless they are allowed to build reasonably high/dense, something that might be practical at SSS but more difficult at RJC.

The housing associations would be prepared to find an alternative site within the Borough if this was practical, the assumption being that the local authority would then sell vacated sites for general needs housing as part of their contribution. The cost of a typical development is around £45/£50m of which the housing association would get £35m back on sales. He considered that any development within London would be more expensive, however as an organisation that is all that they did and therefore development of that size did not “phase” their board. The housing association was also fairly pragmatic about current government approach to supported housing revenue funding (rent cap / HB etc). It feels that the announcement the Government has recently made exempting supported housing from any rent reduction for a year was the first step in a permanent exemption.

Other retirement village developers may be prepared to develop accommodation with less communal areas which may mean that they can develop on a smaller site. If there is still an interest following their initial appraisal, the housing association is happy to arrange further site visits for Members and staff to other developments including a high storey development which is currently being constructed.

Potential Savings/ Cost Avoidance for Social Care

11. This report identifies the current difference in costs for those adult social care clients that live in general needs accommodation, sheltered, extra care or residential. Where clients are housed in extra care accommodation rather than residential homes, there is a saving of around £200 per week per person.
12. There have been on-going discussions as to whether, if some existing sheltered schemes are closed, they could be redeveloped to provide purpose built supported housing or the existing building may be suitable for use by another client group. To date it has been established that there are older looked after children (aged 16-18) who the Council has an on-going responsibility for, including preparing them for independent living. There is therefore a need to provide suitable supported living accommodation for around groups of four to five young adults. There are around 40 existing clients who are currently in accommodation outside the borough who could benefit.

13. The Council has already enabled some supported accommodation for clients with a learning disability to be built (Great Charter Close) and there is considered to be additional clients who could also benefit from further in-borough provision. Discussions have also been undertaken with regard to clients with physical and sensory disabilities with indications that providing at least one supported living accommodation for up to eight clients would be feasible.
14. The potential savings to the General Fund is shown in Option 1 for Brunswick Court and Dell Court in the above tables.

Consultation

15. This report has shown there is an over-supply of the Council's rented sheltered accommodation. This over supply is in the region of 500 properties and there are a high number of bedsits in this number which are not considered to be fit for purpose. It is therefore recommended that residents in the scheme with the most bedsits should be consulted with now as keeping these bedsits is not a long term viable option for the Council.

The schemes affected are:

- Solar Serena Sunrise Court
- Royal Jubilee Court
- Brunswick Court
- Dell Court
- Delderfield House
- Queen Street
- Park Lane

Decisions to close any schemes, regardless of the justification, is often looked at negatively by individual tenants as they are settled and did not anticipate that they would need to be moving.

There is a legal process of consultation that the Council would have to follow where tenants of any scheme that is considered to be closed must be fully consulted on before the Council makes any final decision on that scheme's closure. Due consideration of any representations that are made by tenants on the proposals must be taken into account when the Council makes its final decision. This does not mean that if all tenants objected to a scheme being closed that it could not be closed if other factors meant that the decision to close was still a reasonable one for the Council to make.

Whilst it is important when undertaking the consultation for tenants be given the overall rationale for why the Council is considering closing a scheme, for most tenants what is most important is what is going to happen to them as individuals. To this end it is important that tenants are given:

- Clear justification of the need for change based on residents' current homes, including the condition of their homes, poor access, being too small to respond to people's needs as they change.
- A firm rehousing package, with options for location and type of new homes, to be available when talking to residents

- Including a right to return if, for example, a new scheme is being built on the site
- Opportunities are given for visiting alternative schemes, especially modern developments which can show tenants the improved properties that are available.
- Clarity on guarantees of level of rent they will pay and that they will not lose the right to a permanent tenancy.
- Clarity about how costs of the move will be covered and their entitlement to a statutory home loss payment and other compensation
- Availability of good quality alternative accommodation locally, requiring good co-ordination with partner providers
- An indicative timescale for everything involved in this process

The method of consultation will be face to face at each affected scheme and on an individual basis over a suggested period of one month as follows:

- Letter to be issued to affected tenants inviting them to a meeting with other residents at their scheme giving two weeks' notice and invite extended to family members. Meetings to be conducted over two days by the Head of Service and Community Services Manager
- At the same time, letter to be issued to unaffected residents in case they become concerned that their scheme might also close
- The Scheme Managers will undertake individual meetings with residents and their family over the following two weeks
- There will be a 'round up' meeting with residents at each scheme again after one month conducted by the Head of Service and Community Services Manager

Appendix 1

Sheltered Scheme	Bedsits	1	2	3	Grand Total	Recommendation
ROYAL JUBILEE COURT	54	23	2		79	Close and consider site for retirement village
SOLAR/SERENA/SUNRISE	11	42	2		55	Close and consider site for retirement village
DELL COURT	23	5	1		29	Close and consider for other Supported Housing
BRUNSWICK COURT	15	31	1		47	Close and consider for other Supported Housing
DELDERFIELD HOUSE		14			14	Close and consider a shared ownership scheme
PARK LANE/MAYGREEN CRESCENT	3	27	1		31	Close as part of overall estate regeneration
QUEEN STREET		30		1	31	Close as part of overall estate regeneration
CHARLBURY CRESCENT		50		1	51	Retain
COCKABOURNE COURT		22	1		23	Retain
COLE COURT		33	2		35	Retain
COTTONS COURT/FAMBRIDGE COURT	6	48	1		55	Retain
POPLAR STREET		38			38	Retain (bungalows)
RAVENSCOURT GROVE		64	1		65	Retain
THOMAS SIMS COURT	3	28	1		32	Retain
WILLIAM TANSLEY SMITH HOUSE		22	1		23	Retain
ADELPHI CRESCENT/GARRICK HOUSE		40	1		41	Retain and install lift
BARDS COURT		28		1	29	Retain and install lift
HOLSWORTHY HOUSE/NEAVE CRESCENT		40	1		41	Retain and install lift
BEEHIVE COURT	13	33	2		48	Retain but convert bedsits
Grand Total	128	618	8	3	767	
<p>If all sites initially recommended for closure number of properties will be reduced by 286</p> <p>Revised total number 481</p>						

APPENDIX 2

Potential Council Sheltered Housing Development Options

Scheme	Approx Size Hectares	Current number of units	Retirement Village	Extra Care	General Needs	Estate Regen	Other Supported Housing
Solar, Serena, Sunrise	1.124	55	✓(200 units)	✓	✓	X	X
Royal Jubilee Court	1.095	89	✓(150 units)	✓	✓	X	X
Queen Street	0.315	31	X	X	X	✓	X
Park Lane Maygreen	0.7	31	X	X	X	✓	X
Brunswick Court	0.31	47	X	✓		X	✓
Dell Court	0.425	29	X	✓		X	✓
Delderfield House	0.14	14	X	X	✓	X	

Retirement Villages

1. Retirement villages are a relatively new concept in the United Kingdom but have been operational in other countries such as Australia, New Zealand and USA. They have substantially more dwellings than would exist in either a sheltered housing or extra care scheme, a typical village having 150 to 300 dwellings. They are designed to ensure they are capable of delivering services for both the active older person and those who need a significant level of personal care services. They are also likely to have within them other facilities such as café, bar ,gym plus a wide range of communal activities. Some retirement villages have also been able to include other facilities such as swimming pools and even cinemas, although the tightening financial framework of the last few years has meant that these are not easily achieved .
2. Attached is an example of a “Village Centre”. Courtesy Extra Care Charitable Trust



3. Whilst some schemes have been developed with the units purely for sale, other providers have developed multi-tenure models. Where these are provided the greater proportion of the scheme will be for sale and there will be a smaller number of units for affordable rent. A typical example would be a mix of 50 % for sale 30 % shared ownership and 20 % affordable rent. This enables the reliance on grant to be reduced to make the scheme viable.

4. There will be a mix of one and two bed properties built to modern standards and be compliant with HAPPI standards.
5. The concept of building an older person community which has a genuine mix of both active older people and those who do require some support means there will be a limitation on the number of residents who will require care support. For example extra care charitable trust schemes aim to have only 25% of residents in their villages that require care. Given the larger number of dwellings when compared with a typical extra care development this can still represent a significant number of residents. There will be on site provision for care support, the staff either being provided directly by the housing provider or a separately contracted care provider. Providers will typically also offer different levels of support for those who do not require/qualify for care services such as a domestic support service or just general support. For example Anchor describes their offer as:
 - Companionship services such as arranging social appointments, making travel arrangements, helping participation in hobbies and company at meal times.
 - Home help services such as light housekeeping, meal preparation, supervising home maintenance, pet care and help with shopping.
 - Personal care services including bathing, assistance with dressing and eating, and a live-in service.

Costs

6. In addition to either the outright purchase price, shared ownership and rental or affordable rent there are additional charges
 - A **Service Charge**: Costs associated with maintaining the community areas, such as: fire alarms, entry phone system and emergency lighting repair; communal area cleaning; rubbish collection, disposal and pest control; building insurance; staff time for organising these services. This would be applicable to all residents.
 - **Management and Maintenance Charge**. This would be included in rental costs but would be payable by those who have purchased outright. There may also be an additional one off cost when the property is sold which some providers apply, the argument being that this allows them to charge a lower cost whilst the resident resides in the development.
 - **Amenity charge** will also be applied to cover any heating light and power charges etc.
 - **Housing Related Support Charge**: This covers the costs of providing the Housing Related Support Services including welfare benefits advice, assistance with routine household issues, help in accessing other services and encouraging and supporting people to live as independently as possible. Some providers will also include in this charge the cost of running of a well-being service and 24 hour access to support in an emergency and costs of running communal areas. Others may raise this as a separate charge; part of this may itself be dependent on maximising

the charges that qualify to be considered as part of any Housing Benefit Calculation.

- **Care Services.** These will be raised separately and be dependent on the level of care required. For those residents that qualify for care following assessment by the Council, then all or a proportion of the costs may be covered by the Council.
7. There are a number of Housing Associations who have started to specialise in the development of retirement villages. These are almost exclusively providers who are already established providers of specialist older persons' accommodation. The reliance on having to sell a high proportion of any schemes means they need to have a sound business model which takes into account the level and also speed that properties are sold at and a sales team that understands the complexities of the older persons' housing market.
 8. If the Council wished to develop a retirement village, entering into a partnership arrangement with a specialist provider would be a possible option. This would allow the Council to be specific about the affordable housing element of the scheme and also the nature of the care services that will be developed, including ensuring that any provision is consistent with the Personalisation agenda.

APPENDIX 4











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Contents

- 1. Introduction**
- 2. Summary of Recommendations**
- 3. National Local Demographics**
- 4. Demand and Needs Assessment**
- 5. What Type of Specialist housing**
- 6. The Council Own Stock**
- 7. The Older Person Living in General Needs Accommodation**

1.Introduction

1.1 This report was commissioned by London Borough of Havering with the aim of assessing the overall need for housing for older people within the borough, both now and for foreseeable future. It looks at the current provision including the different types of accommodation that are available. This includes both general needs housing and also various forms of specialist housing.

1.2 It looks in some detail at the sheltered housing stock that is owned by the borough and reviews the future need for that accommodation based on the current and projected need for that accommodation.

1.3 Finally it reviews the current services that are available to enable older people to remain in their own homes.

1.4 The report does not assess the implications to the councils HRA and Registered Social Landlords of the announcement in the budget of 8th July 2015 of reducing Social Housing Rents by 1%.

2 Summary of Recommendations

2.1 To note that report indicates that there is a current projected surplus of Affordable sheltered schemes within the borough and that this is projected to continue even with the projected growth in the number of older people living in Havering (Section 4 .5.8)

2.2 To note that there is a current and projected deficit in sheltered/retirement housing for lease and sale within Havering (Section 4 .5.8)

2.3 To note that there is a current and projected deficit of enhanced and extra care housing of all tenures within Havering, but that this is particularly prominent in the sale/lease tenures. (Section 4 .5.8)

2.4 To consider the review of the Council's own sheltered housing schemes and the recommendations for each scheme as detailed below (section 6)

Scheme	0	1	2	3	Grand Total	Recommendation
LOMBARD COURT	9	4	1		14	being closed
ROYAL JUBILEE COURT	54	23	2		79	Close and consider site for care village
SOLAR/SERENA/SUNRISE	11	42	2		55	Close and consider site for care village
DELDERFIELD HOUSE		14			14	Close and sell site for redevelopment
PARK LANE/MAYGREEN CRESCENT	3	27	1		31	Close as part of overall estate regeneration
QUEEN STREET		30		1	31	Close as part of overall estate regeneration
CHARLBURY CRESCENT		50		1	51	Retain
COCKABOURNE COURT		22	1		23	Retain
COLE COURT		33	2		35	Retain
COTTONS COURT/FAMBRIDGE COURT	6	48	1		55	Retain
POPLAR STREET		38			38	Retain

RAVENCOURT GROVE		64	1		65	Retain
THOMAS SIMS COURT	3	28	1		32	Retain
WILLIAM TANSLEY SMITH HOUSE		22	1		23	Retain
ADELPHI CRESCENT/GARRICK HOUSE		40	1		41	Retain But install Lift
BARDS COURT		28		1	29	Retain But install Lift
HOLSWORTHY HOUSE/NEAVE CRESCENT		40	1		41	Retain But install Lift
BEEHIVE COURT	13	33	2		48	Retain Providing BS can be converted
BRUNSWICK COURT	15	31	1		47	Retain Providing BS can be converted
DELL COURT	23	5	1		29	Retain Providing BS can be converted
Grand Total	137	622	19	3	781	
If all sites initially recommended for closure						
portfolio reduced by		224				
Revised total number		557				

2.5 To consider whether the Council wants to commission the development of additional extra care and /or Retirement Village Schemes utilising the decommissioned sheltered sites in particular Royal Jubilee Court and Solar, Serena, Sunrise. (section 5)

2.6 To note that any decision to consider closure of any existing sheltered scheme will need the appropriate consultation with tenants prior to the Council making nay final decision.

2.7 To open dialogue with suitable RSL's who would consider entering into an agreement/partnership with the borough in the provision of a Retirement Village and or additional Extra Care Schemes.(section 5)

2.8 To consider opening dialogue with existing RSL Sheltered Housing Providers to understand what the future intentions are relating to their existing schemes within the borough.(section 5)

2.9 To consider what action should be taken in developing services for those older people who remain living in General needs accommodation (section 7)

3. National and Local Demographics

3.1 The National Picture

3.1.1 Today, older people's housing needs and choices are very different from previous generations. Changes in life expectancy, income levels and social expectations of life after retirement have all contributed to a re-imagining of housing options for older people, with an emphasis on independence, choice and enablement. The global economic crisis, triggered in 2008, has already and will continue to impact on people's employment patterns: future generations are likely to have to work longer with a consequent further reappraisal of what constitutes the age of retirement, and indeed, of what it means to be an 'older person'.

3.1.2 Our population is increasingly active and our perceptions of what defines old age are evolving in the context of increased longevity. Living longer, however, also means that some people may experience a longer period of requiring more support and care in later older life. This means that we will be looking to support a larger group of older people across a continuum of need: from those who require very little support to remain independent and active participants in their communities to those, predominantly in the later stages of life, who will require increasing levels of support.

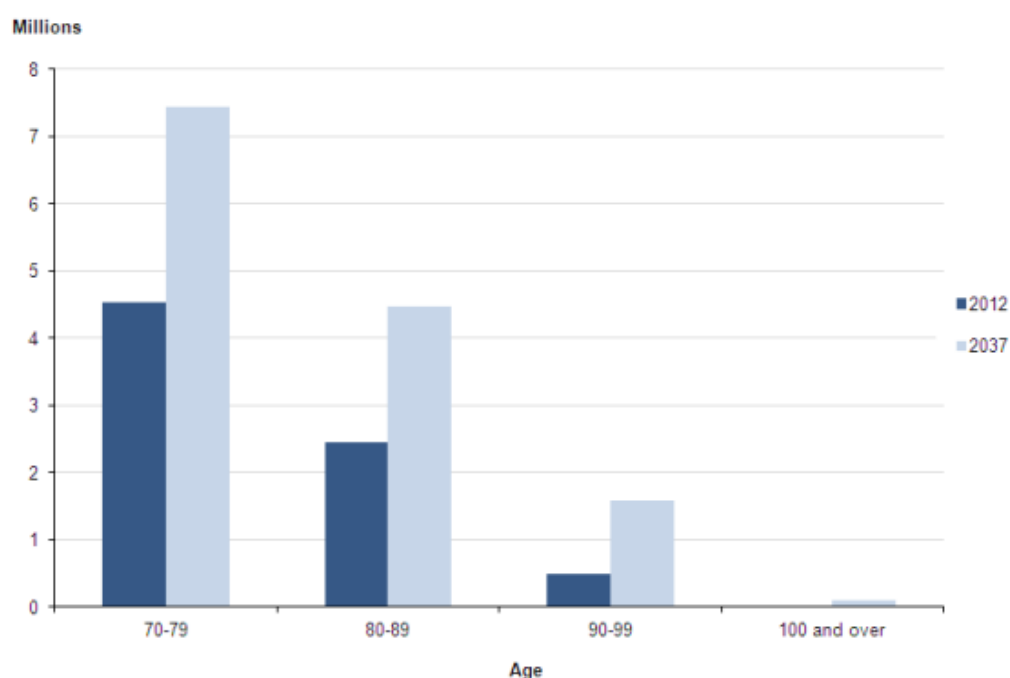
3.1.3 Age is not the only factor which will define the older population's needs, health, their current housing and economic situation will also have an effect on their long term needs and the options that are available to them

3.1.4 Improvements in life expectancy mean that Britain, in common with most other Western countries, has a growing population of older people. In 1950, the average man retired at 67 and could expect to spend 10.8 years in retirement. Now life expectancy at age 65 is an additional 17.6 years for men and 20.2 years for women.

3.1.5 The Office for National Statistics (ONS) estimates that, if current trends continue, people aged 75 or older will make up 11% of the UK population in 2031, from the current 8%. This represents a national increase of 3.2m people in the next twenty years.

3.1.6 The over 85s now constitute the fastest growing age group in the UK, with the number projected to quadruple by 2051. The population of this age group is now 1.4 million. It is worth noting that the number of 85+ people is growing at a much faster rate than the rest of the population: in the period 2002-2009, while the UK population grew by 4.2%, the numbers of people aged 85 + grew by 21.5%. Furthermore the number of centenarians has more than tripled in the last 25 years and is forecast to increase eightfold by 2034 to nearly 90,000 people. The ONS has predicted that a third of babies born in 2013 will reach the age of 100.

3.1.7 The table below from ONS illustrates the overall growth in older people.



3.1.8 As well increasing in size, the older population is becoming more complex. The UK now has an ethnically diverse older UK population, which displays greater heterogeneity in its living arrangements. And for the first time, the population of pensionable age outweighs the child population.

3.1.9 Life after retirement age is now increasingly divided into two periods – a comparatively fit and healthy early old age with relative wealth and prosperity, and an older old age where incapacity and ill health are more prevalent.

3.1.10 National studies have shown that disability free life expectancy at 65 is 10.8 years for men and 11.4 for women. Current estimates are that 36% of men and 52% of women aged 75 are unable to manage at least one domestic task on their own, rising to 68% and 82% respectively at 85¹. It is also estimated that 19% of men and 27% of women aged 75 have reported at least one fall during the previous 12 months, rising to 43% for both men and women at 85².

3.1.11 One of the key challenges that health and social care agencies will continue to face with an increasingly older population is dementia. There are currently 750,000 people living with dementia in England and Wales and this is likely to double over the next 30 years, with the costs associated with this condition likely to treble³.

3.1.12 Yet despite the increasing prevalence of these physical and mental health challenges, approximately 50,000 people in the UK are likely to be placed in residential care because of a lack of suitable support in the home and the

¹ Prevalence rates from Living in Britain Survey (2001), www.POPPI.org.uk

² Ibid

³ Alzheimer's Society Dementia report (2011)

community, indicating that at national and local levels we need to design more appropriate solutions to meet these challenges.

3.1.13 Suitability of housing has an important effect on quality of life and health outcomes for older people. This requires a range of specialist housing services, from adaptations to helping people stay in their own homes, to sheltered housing, to full time nursing care for the most infirm. The challenge is to provide housing that reduces the need for care (such as avoidable residential care) whilst being attractive, desirable and financially viable, within a strategy that responds to changes in both demographics and expectations.

3.1.14 Nationally older people are more likely to be home owners (75%) than the population as a whole, with again a much greater proportion being mortgage free. Conversely it has been estimated that two thirds of low income older households are home owners. The Council of Mortgage Lenders has estimated that there is around £1 trillion of un-mortgaged equity held by older home owners. There are around seven million households which are now led by a person over 65 and this will continue to increase.

3.1.15 The vast majority of older people (90%) live in their own homes. Nationally there are around 500,000 specialist housing units (sheltered through to Extra Care) with 400,000 of these being in the social housing sector. Therefore whilst there is a demand for specialist older person housing any long term solution does also have to include how people's existing homes and communities can be improved to allow older people to live independently within their own homes.

3.2 The Local picture

3.2.1 In many respects Havering's position is a reflection of the national picture. Unlike many other parts of London Havering has a proportion of older people which is currently just above the national average. It has the largest percentage of older people of any London borough. ONS also predicts that Havering's older person population will grow significantly in the future, increasing by 16% by 2021 accounting for nearly 50,000 people. The growth being very significant for the over 85's

Source ONS 2015 update

% & No. of older people	England	Havering	
2011 census	16.5%	17.8	44,000
ONS Estimate 2015	17.9	18.7	46,000
ONS Estimate 2021	19.2	19.0	50,000
ONS Estimate 2037	24.3	22.1	69,000

Older People numbers	2015	2020	2025	2030
-----------------------------	-------------	-------------	-------------	-------------

65-69	14	12	14	16
70-74	10	13	12	13
75-79	9	9	12	11
80-84	7	7	8	10
85-89	5	5	5	6
90+	3	3	4	5
000	46	49	54	61

3.2.2 In terms of tenure Havering has a greater number of its older population that own their own homes than both nationally and regionally, with the numbers in social housing being substantially less than London as a whole and also nationally.

3.2.3 The majority of those older people who own their own home are mortgage free 73% (as per Housing Needs and demand assessment 2012), with over 85% of those responding indicating that the equity ownership is in excess of £100,000.

Tenure	Owner Occ	Shared Owner	Local Authority	Other Social Rent	Private Rent	Living Rent Free
England	74.1	0.5	10.2	8.7	4.4	2.1
London	64.5	0.5	16.6	10.8	6.0	1.6
Havering	82.9	0.2	10.6	2.6	2.5	1.2
Havering	23277	67	2968	721	711	328

Source ONS2011 census

3.2.4 In terms of the type of accommodation that older people occupy, this again reflects the national picture with the overwhelming majority of Havering's older population living in non-specialist general needs accommodation. There is a considerable degree of under occupation in both social and owner occupied sectors.

3.2.5 National studies have shown that the majority of older people do not consider moving to alternative accommodation until particular circumstances mean that a move is necessary. Havering have recently conducted a survey of older people with the intention of better understanding the housing needs of older people. Preliminary results indicate that 79% of those responding to the survey had either no plans to move or had not thought about moving, therefore confirming the general lack of preparedness for older people to want to move.

3.2.6 Of those that did express a desire to move reasons given for wanting to move varied greatly, with the main ones being that the property was too big, less maintenance and the need for adapted accommodation. The preferred type of accommodation was a bungalow (56%) with a strong preference for a minimum of two bedrooms (61%).

3.2.7 When asked about moving into supported/specialist accommodation of the choices that the survey offered, retirement villages were heavily favoured (80%). This is perhaps not surprising as it was the most obviously independent living of the choices offered. It also uses terminology which is more easily understood than the names traditionally associated with Older Persons' specialist housing such as "sheltered and "extra care" which are often not well understood.

3.2.8 Currently the borough of Havering has just under 2000 specialist housing units for older people of all tenures. This includes sheltered housing, retirement and assisted living schemes and extra care housing. Note this figure does not include general needs housing that the Council has designated for older people. In excess of 60% of these are social housing, the majority of this group being the Council's own sheltered housing. (approx.800 units).

3.2.9 Nevertheless the quantity of private sector specialist older persons' accommodation is generally higher than for most other London boroughs (8th highest) and in part could be a reflection of the very high degree of owner occupation in the borough and the fact that the market is able to support a relatively high proportion of private retirement housing.

Private-sale/lease	Social Rent	Total
710	1219	1929

Source GLA older persons housing need report/elders Accommodation Council database

3.2.10. The fact that house prices are low for London (3rd Lowest borough) also means that the prices for Retirement Schemes are considerably lower than for other parts of London. There are also private sector schemes that have received planning permission and are currently due to be constructed for example McCarthy and Stone development at the ex-council owned site in Windmill Lane Upminster.

3.2.11. The private sector schemes tend to be newer and are either one or two bedroom properties with no studio or bedsit accommodation. The Council's properties were generally developed earlier and some do contain a percentage of smaller studio/ bedsit accommodation. A detailed assessment of the Council's own stock is detailed in section 6 of this report. There are a smaller number of Housing Association schemes (excluding Extra Care Schemes) totalling just over 300 units. The majority of these are located in seven schemes. Five of these consist of one and two bedroom units and two have a number of bedsits. Both of the schemes containing bedsits are owned by the same association (Anchor).

3.2.12. There are currently three schemes which have been specifically developed for Extra Care. Two of these schemes cater for both shared ownership and social rent whilst the third is a social rent scheme only. All three of these schemes have been developed by Housing Associations who are the prime developers of this type of accommodation across the country.

3.2.14 There are no specific schemes that are specifically designed for meeting the needs of older people who suffer from dementia although the existing Extra Care schemes do have tenants who have dementia and the agreements with the housing and care providers require them to accept people with levels of moderate dementia. Currently the majority of dementia clients will, when having to move from their homes by Adult Social Care, be placed in residential care. Havering's 2011 JSNA reported that there were 3014 people with dementia and predicted that this could rise to 4691 by 2030. It estimated that 63% of people with dementia remained in their own homes whilst 37% were in Residential accommodation.

3.2.15. In discussions with Havering officers it was also clear that there were other vulnerable groups of older people where the current specialist provision was not always suitable for their needs, especially those with learning disabilities and mental

health problems. There is a separate piece of work being carried out to look at this in more detail. However It is worth highlighting a particular group which can be best described as individuals who have a particularly chaotic lifestyle, often as a result of substance abuse (drugs, alcohol) whom Adult Social Care and Housing will have a statutory responsibility to assist but placing them in either sheltered or extra care schemes creates particular management issues and can be disruptive to other residents. In looking at future provision there could be a case for having a specific resource provided (possibly as move on accommodation) to house this group?

3.2.16 Whilst this report is generally looking at the older persons' requirements for independent living and therefore does not specifically address the residential and nursing care market in the borough, it is important to note that the borough has approx. 40 residential and nursing homes within the borough delivering in excess of 1500 beds.

3.2.17 This is a considerable number and far in excess of neighbouring boroughs. The Council has already indicated that it considers there are already sufficient registered care homes in Havering to meet both existing and projected needs. There are usually between 100 and 200 vacancies within care homes at any time. (Havering commissioning intentions 2013). One of the key objectives of the Council is to maximise the number of older people who can live independently for as long as they are able and will therefore look at what measures it can put in place to minimise its own use of residential accommodation. Having appropriate specialist independent accommodation for older people is integral to achieving this objective. It is also important to have effective measures to enable those older people who want to remain living independently in general needs accommodation so to do.

3.2.18 Currently Havering Adult Social Care perform above the London Average in terms of its admissions to Residential care. (584.7 per 100,000 of population. However with the projected increase in overall population it has been estimated that the numbers the Council will have responsibility for could increase by up to 18% between 2014 and 2020, an increase of nearly 200 admissions with an increase in net cost to the Council of £4.6m . This is in addition to the projected increase in costs as a result of the Care Act with cost pressures of £6.3m in 2016/17 and £6.1m in 2017/18.

3.2.19 A fundamental component of the Care Act is the 'suitability of accommodation' in meeting the at-home care and support needs of older and vulnerable people. The Act and the accompanying regulations and guidance outline how housing can support a more integrated approach and set out local implementation requirements. Of particular note:

- A general duty to promote wellbeing makes reference to suitable accommodation
- Housing not just the 'bricks and mortar', also includes housing related support or services
- Housing must be considered as part of an assessment process that may prevent, reduce or delay an adult social care need
- Information and advice should reflect housing options, as part of a universal service offer

- Care and support delivered in an integrated way with cooperation with partner bodies, including Housing

Therefore this needs to be taken into consideration when both assessing a designing services.

4. Demand and Needs Assessment

4.1 As can be seen from the demographic section of this report Havering has a large older population, which predominantly own their own houses, live in general needs accommodation which is often under occupied. For those who own their own property the majority own this outright (73%) and have in excess of £100,000 in equity.

4.1.2 Is there therefore a need for any additional specialist older person housing and if so what type of housing should that be? This section examines what is the specific need for specialist older persons' accommodation for all residents of Havering.

4.1.3 The assessment of future need for such accommodation is not a straightforward exercise. A number of predictive models have been developed but all of these stress the need to ensure that local circumstances are taken into consideration. This section will examine two of those national models - GLA Older Persons Housing Needs Study and Housing LIN toolkit as well as the Council's own previous assessment relating specifically to Extra Care housing before proposing its own Havering Model.

4.2 GLA Older Persons Housing Needs Study

4.2.1 In 2013 the GLA produced a report which set out what it considered were the projected specialist Older Persons' housing needs for each borough. This assessment did not make any distinction between the different forms of specialist housing. Their calculation was based on the Retirement Housing Group Model which looks at the number of older persons' households. Some of the assumptions they made were applied on a London wide basis e.g. the assumed number of older people requiring/wanting to move into specialist housing, whilst others e.g. tenure mix the data specific to each borough was used. The key assumptions were

- That 15% of households aged 75 and over and 2.5% of households 65-74 require specialist older persons' housing
- That 50% of the affordable rented older persons' housing stock is not fit for purpose but all the sale stock is fit for purpose.
- Affordable and private renters require an affordable rented product.
- 80% of home owners require a sale product and 20% require a shared equity product.
- Population estimates based on 2011 census data
- They used EAC (Elderly Accommodation Council) database to ascertain current supply
- They then calculated potential demand in 2015 and 2025 and compared this with current supply. They then take the average of the surplus/deficit for 2015 and 2025 to derive an annual target for provision of retirement housing by each Borough.

4.2.2 There overall conclusions were that London as a whole by 2025 should aim to provide

- 2,620 sale units per annum
- 955 intermediate (shared ownership/equity) units per annum
- 325 affordable rented units per annum

4.2.3 However for a significant number of boroughs they considered that there was an oversupply of affordable specialist older persons housin; Havering was one of those boroughs.

4.2.4 For Havering they estimated that there had been a reduction in overall supply between 2010 and 2013. This occurred in the affordable housing area and presumably reflects the initial rationalisation of the Council's own Sheltered Housing Stock; there was however a small growth in the Private sector properties.

	Total	Market	Affordable
2010	2106	645	1461
2013	1929	710	1219
Change	-177	+65	-242

4.2.5 When this is considered against the current and projected demand the GLA report indicated that there is a significant deficit in the supply of Private Market Properties (intermediate and Owner Occ) but a current surplus of affordable properties. When this is projected to 2025 there is a considerable growth in the deficit of market properties but still a surplus (be it smaller) for affordable rent properties. It should also be noted that their calculation assumes that only 50% of the current affordable specialist housing is fit for purpose. If for example 100% of the existing affordable stock was considered fit for purpose in 2025, then the overall surplus of affordable stock increases to 636 (from 26).

	Total deman	Owner	Inter	Rent	Total	Owner	Ren 50%	Deficit/Surplus Total	Ownes	Inter	Rent
2015	2838	1867	467	505	1929	710	610	1518	1157	467	-106
2025	3277	2155	539	583	1929	710	610	1958	1445	539	-26

	Total deman	Owner	Inter	Rent	Total	Owner	Ren 100%	Deficit/Surplus Total	Owner s	Inter	Rent
2015	2838	1867	467	505	1929	710	1200	1518	1157	467	-716
2025	3277	2155	539	583	1929	710	1200	1958	1445	539	-636

4.2.6 Using this model they have then calculated that Havering needed the following annual target of new specialist accommodation.

Total	Owner Occupy	Intermediate	Affordable
185	135	50	0

4.2.7 The advantage of using this model is that it is being used by the GLA when it is assessing need and where the borough or Registered Providers and also when it is assessing any grant applications for building specialist older persons' housing in Havering. This is also reflected in the GLA priority for its specialist housing grant fund, the latest round specifically targeting schemes that are able to increase the number of specialist units available for home owners.

4.2.8 However as with any regionally based study it may not necessarily have picked up all the local nuances. For example the assumed level of 50% unfitness in the boroughs existing affordable housing stock may not be accurate. It also does not give any breakdown between the different types of SOPH.

4.3 Housing LIN SHOP Toolkit

4.3.1. The Housing LIN working with the Elders Accommodation Council has, over a number of years, developed its own model (SHOP) for assessing need. This in part follows the same model as the RHO in making an assessment of the number of people over 75 who would need specialist housing. The model has the advantage of breaking down need into different types of specialist accommodation and also assessing the tenure split based on national and local information. There is an on line toolkit which already has information on each local authority. It also allows for the base data assumptions to be varied. The Standard model which is based on work carried out for Department of Health entitled "More Choice Greater Voice" assumes the following :

- That 12.5% of people over 75 require Sheltered Accommodation
- That 2% of people over 75 require enhanced sheltered accommodation (care available but not 24 hour cover)
- That 2.5% of people over 75 require Extra Care

4.3.2 This higher overall percentage is in part based on the fact that in other countries such as Australia and USA there is a greater use of specialist housing and therefore an assumption that a greater proportion of older people could move to specialist housing as against remaining in their own homes.

4.3.3 These figures give a considerably greater assumed level of specialist older persons' accommodation than the GLA study.

4.3.4 The SHOP toolkit uses the same information as the GLA study in assessing the current available supply and also similar population projections.

4.3.5 Overall using the standard SHOP calculations results in a greater demand than the GLA both now and in 2025.

Demand	2015	2025	2030
GLA	2838	3277	N/a
Housing LIN	3842	4879	5356
Difference	1004	1602	

4.3.5 When this is broken down into the specific types of specialist housing and also where appropriate by tenure the following figures emerge.

4.3.6 The first table considers the current situation. This assumes that 21/79 split between rent and sale for all of the different types of accommodation.

	Demand 2015	Supply
Sheltered Housing Total	2825	1734
-Social Rent	593	1024
-Lease	2232	710
Enhanced Sheltered Total	452	
-Rent	95	0
-Lease	357	0
Extra Care Total	565	195
-Rent	119	175
-Lease*	446	20

4.3.7 The second table projects the need in 2025. The modelling assumptions for the projected need uses the ONS population projection figures and assumes the same distribution between lease/sale and affordable rent.

	2020	2025	2030	Deficit/surplus 2025 based on current supply
Sheltered Housing Total	3063	3588	3938	-2254
-Rent	643	753	827	+271
-Lease	2419	2834	3111	-2124
Enhanced Sheltered Total	490	574	630	-574
-Rent	103	121	132	-121
-Lease	387	453	498	-453
Extra Care Total	613	718	788	-523
-Rent	129	151	165	+24
-Lease	484	567	622	-547

4.3.8 Both the current and future projections presume a higher level of overall need for specialist older persons' housing than the GLA mode. However it should be stressed that the Housing Lin stress that they consider that their base model does need to be adapted to take into account local conditions . For example stressing that in areas which have a large older population and where the market has developed its own solutions such as having a large number of care homes, this needs to be taken into account when considering how the future market will be developed. Other factors will be the Council's own approach to developing alternatives to Residential accommodation.

4.3.9 Where there is consistency with the GLA figures is the acceptance that the areas where there is a considerable deficit is the private market and where there is a surplus in the affordable sheltered accommodation.

4.4 Havering Assessment Extra Care Housing Strategy 2011

4.4.1 Havering officers have previously undertaken their own assessment of the need for Extra Care housing. This was contained within the Extra Care Housing Strategy 2011 to 2021. This was compiled prior to the 2011 census data. It therefore used the most up to date census projections that were available in 2010. It also used other Havering specific information such as older persons on Housing Register, survey data for 2006 Older Persons' Housing Strategy, Adult Social Care data in relation to both health of older people in Havering and the current and projected use of Residential homes.

4.4.2 The projection only considered the need for Extra Care Housing. It also assumed that the only persons moving into Extra Care housing were people who needed care (as defined by FACS). They produced the following calculation - an overall figure of 630 additional Extra Care Units or 63 per year over a 10 year period. Whilst this calculation did not cover sheltered housing it is a useful comparator when assessing the overall need for specialist older persons housing.

4.5 What is the correct figure for Havering?

4.5.1 The following section draws on the previous information and puts forward a proposal for estimating the need for specialist older persons' housing in Havering. Any projection takes a number of assumptions which may turn out to not be accurate and therefore have an effect on the original projection. In terms of the overall demographic projections of the growth in the numbers of older people, these are likely to be reasonably robust. Although they may be affected if there was a dramatic change in the numbers of older people either moving into or out of Havering.

4.5.2 The split between the rented and sale proportion of the market makes the assumption that the levels of home ownership will remain the same and it may be prudent to also consider scenarios where the current rent/sale split increases or marginally drops. However this variation can also be built into any development, programme with the providers of specialist housing having the ability to move properties between being either rented or leased depending on the particular market conditions.

4.5.3 There are then the assumptions relating to the popularity and need for specialist older persons' housing and whether the current assumptions will be accurate. Both the GLA and the LIN calculations assume a level of need for specialist housing which is greater than the market currently provides. For example they recommend for Sheltered Housing that the figure of 125 people per 1000 over 75 where the average figure for England in 2014 for 105 and this had fallen from 2010 when it was 110. Whilst this in part is caused by the relative late development of the private sector retirement housing market, will the UK ever get to the levels that are achieved in other countries? In the USA and Australia for example around 5% of the older population live in specialist retirement housing against the 0.5% in the UK. The GLA, and to a greater extent the Housing LIN models, bring us closer to that

level. It however comes at a time when technology and also policy and practice mean that people stay within their own homes?

4.5.4 In the public and not for profit sector there has been a virtual stopping of the building of any new sheltered/retirement schemes with new schemes being almost entirely Extra Care and latterly Retirement Villages. There is also a growing understanding in the social housing sector that the increasingly scarce stock of family housing is being occupied by older people who are also under occupying the property. A large majority of older people, as is evidenced by Havering own survey (79%) as well as numerous national surveys, does not consider moving until circumstances force them into it. For those who do consider moving most prefer to move into smaller general needs accommodation which can provide easy access e.g. a bungalow. This does raise the question that in addition to any specialist older persons' housing is there also not a demand for that type of housing to be constructed? For example a "last home" concept to match the "starter home" concept that is already accepted as a way for young households to start independent living?

4.5.5 On this basis our view is that at this point in time there is possibly an over estimate on the overall need, especially the entry level specialist older persons' housing-retirement/sheltered. This is not to say that, especially for leased/sale properties, there is not a need for additional ones to be built. But we think this should be at a slightly lower level than is specified for example by the LIN.

4.5.6 We consider that the split between the properties that need to be built for sale/lease and those for affordable rent is broadly correct with over 80% of Havering's older population being home owners and nearly three quarters of those owning their property outright. It follows that this split should also be reflected in the older persons' specialist housing market. However we would not recommend assuming that the current level of home ownership will significantly change for future projections

4.5.7 We are also of the view that having a more detailed breakdown which differentiates different types of specialist older persons' housing is essential. The separation of Enhanced Sheltered and Extra Care is useful in that it identifies the different level of care that is required. Enhanced being care but without 24 hour cover whilst Extra Care assumes that 24 hour cover is provided. However it is likely that in modern Extra Care or Retirement Villages both levels of care will be provided in one scheme.

4.5.8 Therefore the only change in terms of modelling would be to reduce the demand level for sheltered/ retirement schemes to 100 people per 1000 of over 75 population. The rationale for this is that the agreed strategy in Adult Social Care is to try, where possible, for people to remain in their own home. The market split figures would also remain the same as in the earlier example. Using these assumptions this produces the following figures.

Havering	2015			2025		
	Demand	Supply	Variance	Demand	Supply	Variance
Sheltered Housing 100 per 1000+75	2260	1734	526	2870	1734	
-Rent	475	1024	+549	603	1024	+421
-Lease	1785	710	1075	2267	710	1643
Enhanced Sheltered 20 per 1000 +75	452	0	452	574	0	574
-Rent	95	0	95	121	0	121
-Lease	357	0	357	453	0	453
Extra Care 25 per 1000+75	565	195	370	718	195	523
-Rent	119	175	+56	151	175	+24
-Lease	446	20	426	567	20	547

4.5.9 As can be seen the majority of the need relates to provision within the private sector. The Council does, as part of its strategic role, need to identify that need and to assist in enabling that to occur via its strategic policies but does not have a statutory responsibility to either build or commission that development. The exception to this relates to accommodation that is designed to also provide levels of care (Extra Care and Retirement Villages). These schemes are likely to contain a mix of tenures. They are also not likely to be commissioned without the support of the local authority as the developer/provider will want to be clear that there is both a need and resources to fund the Care element of any scheme.

4.5.10 The figures also clearly evidence that there is an over-supply of affordable sheltered housing, the majority of which in Havering is owned by the Council. This over-supply could be increased if, in developing new developments which cater for mixed dependency, some older people who previously would have moved into older sheltered prefer to move into these newer developments. Section 6 of this report looks in detail at the current condition of the Council's sheltered housing stock and makes recommendations as to the future use of individual schemes. In addition it is also recommended that the Council enters into discussions with the RSL providers who own sheltered stock in the borough to understand their intentions.

4.6 Summary

- There is currently provision of approx 2000 specialist housing units in the borough.
- Majority of this provision is in the public/not for profit sector

- The current and projected demand indicates that this will be considerably bigger in the private sector.
- That currently there is surplus of sheltered accommodation in the public/not for profit sector.
- That there is currently sufficient capacity in the public/not for profit sector to meet projected increase in population levels (this does not take into account quality of existing stock)
- Future growth would therefore be concentrated in the private sector
- That the current Extra Care Housing provision is almost exclusively for affordable rent. None of the private sector schemes currently offer Extra Care facilities.
- There is no specific provision for older persons with dementia or for other vulnerable older people

5. What type of New Development and who moves into them?

5.1 At the cutting edge, the older persons' housing sector continually adapts to changes in aspirations, demographics, need and more immediately, the market and funding options. This has led to the development of different types of older persons' housing. These include:

- Larger purpose-built extra care, from 80 to village scale, that integrate with the wider community
- Co-housing initiatives that are funded, commissioned and managed by the residents
- Smaller schemes designed to high space and mobility standards with limited communal and support facilities
- Specialist developments that cater for higher levels of dependency and dementia
- Developments that cater for active lifestyles and young-older people
- Developments combined with other housing and care to create community hubs
- For those developments that have been developed by Housing Associations the mixed tenure development is becoming the norm. This is both a reflection on the reduced level of grant funding and the need to cross subsidise the affordable rent properties and also the relative lack of private sector older persons' housing when compared to the public sector.

5.2 Within the public/not for profit sector the development of Extra Care Schemes has tended to be the dominant type of new development. The newer tend now to be mixed tenure for the reasons detailed in the previous paragraph. One of the other issues relates to how mixed the residents are in respect of their care needs. One of the reasons for developing Extra Care schemes was the ability to provide care services on site and allow residents to remain in the schemes rather than move into residential accommodation. That is not to say that individuals do not receive support if they remain in their own homes or traditional sheltered accommodation. It has been argued that Extra Care could become an alternative for people moving into residential care. This was one of the prime reasons for Havering supporting the development of the newest Extra Care Scheme Dreywood.

5.3 The rationale being that moving into supported accommodation would enable individuals to remain in independent living accommodation longer because there is the support around them and also that it could actually improve a person's health or delay the decline in their physical wellbeing. There have been a number of studies aimed at seeing whether this assumption is correct. A study in 2011 of three extra care providers was carried out by the Institute of Longitudinal Studies "Putting the extra in Extra Care". They compared data from extra care schemes and the general community and concluded that residents of Extra Care accommodation were less likely to move into residential accommodation than a comparable group of older people living in the community (10% as against 19%) and that there was evidence of lower admissions to hospitals and less falls. They concluded that Extra Care was very much a home for life and that an expansion of extra care would result in substantial savings for local authorities and the NHS.

5.4 There has just been published a further study carried out by Aston University on behalf of the Extra Care Charitable Trust, a large not for profit provider of Extra Care and Retirement Villages. This was a three year study looking at comparable groups of individuals, one group living in Extra Care and Retirement Village schemes run by ECCT and the other group living in the community. The study undertook a very detailed analysis of each individual in the study, measuring not just their actual interactions with the NHS, level of care received etc but also attempted to measure how their physical and mental health had changed over the period of the study. They concluded that the Extra Care group's health generally improved when compared both to the condition when they commenced the study and also compared with the comparator group. Examples include:

- 19% of extra care residence improved from a pre-frail condition to being physically resilient
- 14.8% reduction in depressive symptoms
- 10.1% improvement in autobiographical memory

5.5 In terms of interaction with the NHS they claim that there was a reduction in unplanned admissions to hospital reducing from 8-14 days to 1-2 and a 46% reduction in visits to GP. Overall they claim that there was a 38% reduction in NHS costs.

5.6 For local authorities they argued that there was both a reduction in the need for people to move into residential care and a reduction in the cost of providing domiciliary care compared with providing this in the community. They translated the savings in care costs as 17.8% for lower care and 26% for higher levels of care.

5.7 This study was only carried out in schemes run by ECCT who promote a model of integrated housing, health and social care and the study is clear that it is measuring this model. This model is similar to other extra care providers although ECCT is highly regarded within the sector and considered to provide effective levels of care and support. Most of their schemes are mixed tenure and very much promote the mixed dependency model. They will include individuals who have made a

lifestyle choice to move into their schemes (especially those who have purchased leases) and have no care needs and also a combination of those who have some level of dependency (from low to medium to high) usually on a third/ third/ third split.

5.7 Looking at the position in Havering and the three existing Extra Care schemes, these are predominantly affordable/social rented units 170. There are five shared ownership units in Painsbrook, and 20 shared ownership for Dreywood Court. The Council has nomination rights for the rented properties and a lettings agreement which reflects the mixed dependency model. The care model for each of the schemes promotes the mixed dependency model aiming for a third split for each band;

Low-1-7 hours care per week

Medium 7-14 hours care per week

High 15+ hours care per week

5.8 An analysis of 14/15 residents receiving care via the Council's contract indicates that the average number of hours of care received for individuals in the Extra Care Schemes suggests that currently this mix is not being achieved with a higher proportion of the residents being in the lower two bands (53 low 41 medium 19 High). The largest proportion of the High category is in the newest scheme Dreywood. It should be noted that the average care hours received by those in Extra Care Schemes is considerably above the either the average for home care as a whole or for the Council's sheltered schemes

Location	Numbers	Average age	Ave Hours per client per week
All Home Care	1805	84.23	5.74
Extra Care Only	113	80.33	9.13
Councils Sheltered Only	72	84.17	5.98

5.9 This in itself is not necessarily a problem, especially if it is accepted that the overall Extra Care environment will have the positive effect that the Aston University study indicates and that it will improve a person's health and delay or eliminate a person's need to move into residential accommodation. There is no reason to suppose that this is not the case. There could however be an issue if the care contracts that have been negotiated assume that there is a higher level of care to be provided than is actually the case and there is no flexibility to reduce this cost. Secondly if budgets had been predicated on savings being achieved because those moving into the extra care schemes would have moved into residential accommodation?

5.10 Our understanding is that there are issues with both these questions. A very basic analysis of the data for the previous year would suggest that there is some difficulty in having enough hours to comply with the contract and therefore the Council is paying for hours it does not need. We understand that this is still the case with Dreywood. The contract itself assumes a mix of dependency rather than being

weighted to the higher end dependency that the budget projections would tend to suggest was assumed. There would therefore always be individuals moving into schemes who would not otherwise qualify for residential care. Although it may well be that in future years they remain in the Extra Care accommodation when otherwise they would have moved into residential there are not the short term savings. This is in no way advocating that Extra Care Schemes are not being successful or should not be continued, only that in financial terms they should be considered much more in terms of deferred residential costs for future years rather than immediate cost savings.

5.11 Discussions with existing owners of the Extra Care accommodation suggests that they do have concerns about how schemes are being managed in the future. Notwithstanding the level of care currently being delivered they are concerned that with the great pressure that Adult Social Care budgets are under there will be an increasing move to change the mixed dependency models and have schemes which predominantly or solely have high dependency residents. The argument is that this could result in a de-facto care home which reduces the advantages that the Extra Care environment is designed to create (own home, independence etc), although still being economically advantageous to the local authority. Some providers would be prepared to accept this model if they were given the appropriate assurances concerning long term care contract. There is however the added concern that with new Extra Care Developments being likely to be mixed tenure, it will become increasingly more difficult to sell the shared ownership and leased units. This is because the purchasers of those units are much more likely both not to need the care element or if they do are self-funders and will not want to live in an environment where the majority of residents are receiving high levels of care. Given that the financial model will require a degree of cost subsidy from the shared ownership and sales units to fund schemes this would make future schemes unviable. There is already some evidence that the relative higher level of care being delivered at Dreywood Court, coupled with the introduction of more vulnerable older people, is having a negative effect on the perception of the scheme.

5.12 The development of Retirement Villages is something which has largely been carried out outside of London. These share a lot of the same features as Extra Care schemes. But where some newer Extra Care schemes are starting to reduce some of the communal facilities as they become under increasing financial pressure, the overall larger number of properties makes it easier to continue to have such items a restaurant, fitness centres shops, medical support and a large range of activities.

5.13 Another significant factor is that the number of residents who receive care is likely to be no more than 25% but as the scheme is likely to be up to 250 units this still represents a significant resource for the Local authority. Schemes will always be mixed tenure with a typical mix being 50% sale 30% shared ownership and 20% rent. Given the relative high prices for London schemes the model could be flexed with a higher proportion of shared ownership being offered as against outright sale.

5.14 Given that the majority of residents will not have care needs the village is also aimed for individuals who would have opted to move into the lower levels of

supported accommodation such as retirement housing or the traditional local authority sheltered scheme. It therefore is aimed at covering the full spectrum of older persons' specialist housing.

5.15 With Havering having a deficit of private specialist housing for older people whilst arguably still needing additional extra care accommodation, then the development of a village could be considered an attractive proposition. In discussing this with officers there has been some concern expressed that as the scheme will have a high number of properties for sale and also shared ownership this could attract purchasers from outside the borough. This in turn may lead to an increase in demand for social care which would then be the responsibility for Havering to supply.

5.16 For a scheme to be developed it is unlikely to go ahead without it being actively supported by the local authority. This is outside of any role the authority has in exercising its planning responsibilities. This is because any developer/provider will want some undertaking/agreement about the proportion of the clients that will need care and the Council's role in providing funding and/or contracts to deliver that care. If the Council entered into any such agreement it is likely to have 100% nomination rights to those properties. In reality this is likely to be the rented element of the scheme. Any developer may well also agree to undertake any initial marketing of units for sale and shared ownership to Havering residents and the Council can actively pursue this itself. However it is extremely unlikely that any developer would agree to any more restrictive undertaking as the viability of the scheme will dependent on achieving sales.

5.17 The very large level of home ownership amongst older people in Havering, coupled with the fact that nearly three quarters of these own their property mortgage free with considerable equity, would indicate that there is the potential demand to fill the sale and shared ownership part of the scheme with largely Havering Residents.

5.18 If a scheme was developed as there are no others in the immediate area it could also potentially attract people from other boroughs. The relatively low house prices could also be an influence. Is this however any different from what currently operates with the existing privately owned retirement and assisted living developments that already exist and are still being built? Looking at the supply of private specialist housing in neighbouring boroughs Bexley and Redbridge already have more units than Havering whilst Barking and Dagenham, Waltham Forest , Greenwich and Newham have less.

Borough	Private Older Person Units
Barking and Dagenham	160
Bexley	914
Greenwich	177
Havering	710
Newham	0
Redbridge	922
Waltham Forest	293

Source GLA study

5.19 The second factor to consider is how many who do move from other boroughs will qualify for local authority assessed assistance both in terms of assessing the need and also whether they would qualify financially or be self-funders? In terms of need this is unlikely to be different from the overall Havering population, where currently 98% of those receiving care pay for some part of it. In respect of the financial position, given that individuals are purchasing property, they are likely to be at least initially be self-funders. Whilst it is undoubtedly true that in future some are likely to be the responsibility of the Local authority it is not considered to be something that would substantially affect the current future care projections.

5.20 If the Council was supportive of the development of a Retirement village or further Extra Care schemes could the Council be involved in the development itself, either by itself or in partnership with a developer/provider? As has already been identified the Council has a surplus of sheltered accommodation. As is detailed in the next section some of that stock is past its sell by date and needs to be closed. If the Council was to agree to this it would have surplus sites with the potential for redevelopment. A number of those sites would be suitable for developing new Extra Care schemes and two potentially for Village Schemes (see next section for more detail).

5.21 The Council has already set up its own development company which could potentially develop the sites. However such a company would still have to ensure that any development was viable and therefore face the same pressures to achieve a high percentage of sales to cross subsidise the rental units. This would mean that there may still be the need to sell units to older people outside of the borough. There may be potential to use resources from within the Council's own HRA to both aid the initial development and also have the rented properties within the HRA? The initial capital expenditure is likely to be high in the region of £45million for a high quality development with a significant number of two bed properties, although the cost could be reduced if the scheme had smaller units and scaled down community facilities. An Extra Care scheme build cost would be less in the region of £100k per unit not including land costs. The Council will be bearing all of the risk and there will be the opportunity cost of not being able to use that money for developing other accommodation.

5.22 The Council would also have to make the decision whether, once the property was built, it owned and managed the property itself, presumably developing the existing older persons' sheltered service to manage the new units.

5.23 A further option would be to enter into a joint venture or partnership with an existing specialist provider who has experience in operating Extra Care schemes and or Retirement Villages. The exact nature of any agreement would have to be carefully worked out. The Council could invest via its land and/or additional capital grant which in turn would mean it would get both the 100% nomination rights plus return on its investment via a proportion of any profit/surplus generated by the scheme. This option has the advantage of a lower level of upfront investment and a sharing of the risk.

5.25 In looking at new developments for older people the fact that the majority of older people live in general needs accommodation cannot be ignored, neither can the fact that there is a high level of under occupation. Havering's own research indicates that older people do not consider moving until circumstances make it a priority. For those who have considered moving usually this is into smaller accommodation with preference for bungalows rather than specialist housing. The popularity of the Council's development of small bungalows in the grounds of a number of sheltered schemes would seem to be confirmation of a latent demand to move if the right property becomes available. However the numbers of existing older tenants specifically asking for smaller property is considerably less than the actual levels of under occupation. Currently 186 tenants over 65 are on waiting list of which, 9 need larger property, 87 need property of same size, 90 need property of a smaller size. Consideration could be given to developing smaller general needs units specifically for older people to encourage further downsizing and making available family size units.

5.24 Summary

- Current research indicates that there could be considerable long term financial savings for Councils and NHS by extended use of Extra Care and Care Village Schemes. There is also some evidence that it improves the health and well-being of residents
- Savings for local authorities are more likely to be deferred cost rather than short term savings
- It is essential to have an element of flexibility built into care contract relating to Extra Care schemes
- Havering needs to relook at the current care contracts for its Extra Care schemes to ensure it is getting best value for money
- A Retirement Village development could produce a greater degree of flexibility in delivering care needs.
- Development of any Retirement Village is not without risk and due to high number of sale and SO units needs to be carefully managed.

- There is potential to develop both additional Extra Care schemes and a Care Village from land released due to closing some existing sheltered scheme. The Council could develop these themselves or either into partnership or joint venture with a developer provider. This is considered the preferred option.

6. The Council's own Sheltered housing Stock

6.1 The Council currently has 20 sheltered accommodation schemes. Most of these were built in the late 60's and early 70's. In 2006 the Council undertook a review of its then sheltered stock and took the decision to close a number of schemes. This was after all schemes were assessed on a number of factors including :

- Cost of bringing properties to decent homes standard
- Tenant Satisfaction
- Disposal Value
- Detailed Features
- Maintenance costs
- Void Level
- Bedsits

6.2 A total of 7 schemes were recommended for closure of which six have now been closed. The one scheme which remains open which was originally recommended for closure is Royal Jubilee Court.

6.3 A further three schemes were recommended for remodelling. One, Lombard Court, is in the process of being closed and will then be redeveloped. A second, Delderfield, has been partially sold off leaving a small block of 14 properties. Family units are being developed on the sold part of the site by East Thames Housing Association. Dell Court was the third scheme which has a high proportion of bedsits and it was anticipated within the report that they would be able to be converted. To date these have not been converted and remain unpopular. Dell is adjacent to the larger Ravenscroft scheme which can be viewed spatially as a single provision.

6.4 The closing of the schemes reduced the number of bedsits which were becoming increasingly unpopular and difficult to let. Havering are to be commended in taking the decision to close schemes as many authorities when faced with similar issues have baulked at closing schemes confining the decision to the "too difficult list".

6.5. The Council has recently revised how it delivers its sheltered service, which has created a single team to deliver the housing support service. The aim is also to build on the practice of some schemes to better develop links with older people in the surrounding area that the scheme is located in. The cost of the sheltered service is covered by a combination of service charges and contribution from the HRA. Following a survey which identified that some tenants within the schemes experienced loneliness a befriending scheme has been established which is delivered by Tapestry. This scheme is funded by the HRA. Whilst not within the remit of this report to look into this structure it is worth noting that the changes that have been made look practical and should be effective in delivering a good quality service to residents. The development of the community model, sometimes called

hub and spoke, is also considered good practice. Considerable efforts are also being made to better publicise the Sheltered Housing schemes. This has resulted in an increase in the number of people expressing an interest in moving to sheltered accommodation, which is now two per week. Nevertheless as has been evidenced in section xx of this report even with this reduction, the borough as a whole still has a surplus of social rented sheltered housing and it is likely that the less popular schemes and individual properties that are too small (bedsits) or have poor access (no Lifts) will remain the most difficult to let.

6.6 There is therefore the need to undertake a further evaluation of the remaining schemes with the aim of assessing whether schemes are capable of having a long term future or whether they have reached the end of their useful life. During the last four years there has been extensive investment in all schemes as properties have been brought up to decent homes standards. This has included the fitting of new bathrooms and kitchen, ensuring windows are upgraded and replaced. In addition the communal areas have been upgraded along with improvements to the external areas. Broadband connection is now also available to all tenants. The total expenditure was in excess of £8m. This means that in terms of fabric of the building there is little that can be done to further upgrade individual properties within schemes. Some remodelling has taken place where within a small number of schemes there were still shared services. There is only one scheme Sunrise Lodge where there are still shared facilities. There are however still a significant number of bedsits with five schemes having more than 20% of their units of this size. There are also a significant number of units where there is no lift access to first floor.

6.7 As part of the Council's overall HRA business plan it has been shown that the schemes can be sustained over the 30 year life of the plan. This takes into account the need to continue to upgrade the fabric and services to the building. There is also some resources set aside to undertake further conversions of Bedsits over next three years (£1.28m with plans currently being drawn up to enable bedsits in Beehive Court to be converted into two beds but does not assume any further upgrades such as additional Lifts.

6.8 It has for some time been increasingly difficult to let bedsits and many remain vacant. There are also difficulties in letting those properties that do not have access to lifts, although this is not as big an issue as the bed sits.

6.9 The overall size of individual one bed properties varies. Most would not meet the modern space standards for one bed properties 55 sq. metres. However the majority are capable of housing a single person but might be considered too small for a two person household. This is reflected in the occupation levels with over 92% of the units being let to single people.

6.10 If the properties are going to have a long term use then it is not realistic to ignore the need to have a plan to deal with those schemes which still contain bedsits and also address the lack of lifts. Unless these issues are addressed those properties that are bedsits will increasingly become unlettable and certainly are not sustainable in even the short term. Current evidence suggests that the more popular schemes without lifts can still be let to active older people but rules out frailer older people from taking them. It also means that as older people get frailer then there will be a need for them to move to ground floor accommodation. Whilst the lack of lifts

may not affect schemes as greatly as bedsits they will increasingly become more difficult and again this issue cannot be ignored. Schemes are currently being looked at to see whether lifts can be economically installed. This includes the provision of stair lifts in some blocks. Preliminary indications are that this could be achieved in a number of the schemes.

6.11 A scheme's location is important as a good scheme that caters for older people will have good access to local shops, doctors and local community facilities and good accessible transport links. Flat and level access to the scheme is also essential. Security is always considered a high priority for older people and schemes must be capable of being safe and secure.

6.12 Given that there is a surplus of affordable rented sheltered units it seems sensible to establish clear criteria that schemes have to comply or within a cost envelope could comply with in order to prioritise which schemes should be considered for closure.

6.13 The following is a draft criteria:

- Scheme has to be viable without assuming any bedsits are let?
- Has to be capable of sustaining a "community model"?
- Able to get lift access to upper floors- or those properties treated as unlettable in any business model and the assumed rent income significantly discounted
- Must be in right areas
- Individual properties must be large enough to meet aspirations of future generations of older people?

6.14 An attempt has been made to consider each scheme against these criteria. Where appropriate consideration has also been given to whether there is an appropriate alternative use for the scheme, this has resulted in the following suggested approach to each scheme. At this stage it should be noted that there has been no consultation with tenants on either the overall criteria that are being applied or the recommendations for any individual schemes. If the Council does wish to consider closing a scheme or making a major alteration then there will be a need to undertake the appropriate consultation and no final decisions should be made until this consultation has been undertaken and its outcomes duly considered. Attached as appendix 1 is a more detailed analysis of each scheme.

6.15 The following schemes currently meet major scheme criteria issues and therefore can be retained without any additional expenditure outside of what has been assumed in the HRA business plan.

- Cole Court
- William Tansley Hse
- Cockabourne Court
- Chalbury Crescent
- Cottons and Fambridge
Ravenscourt

6.16 The following schemes could remain open if existing lift access issues can be addressed

- Bards
- Garrick House
- Holsworthy House
- Thomas Simms Court

6.18 The following schemes could be considered for either closure or be retained if bedsits could be made into one bed units . Initial plans have already been drawn up for Beehive Court bedsits to be converted. This would see the existing bedsits converted into two bed accommodation. It is understood that it is also possible to convert the bedsits in Dell Court. Brunswick is likely to be more difficult due to the physical location of the existing bedsits.

- Dell Court – 90% bedsits (if considered separate from Ravenscourt)
- Beehive Court 27%bedsits
- Brunswick- 32% bedsits

6.19 The following scheme will in the longer term be unsustainable due to its small size and impending redevelopment on adjacent site. It is therefore recommended it be closed and the site sold for development.

- Delderfield

6.20 The following schemes are unpopular. Although the geographical areas are suitable for older persons' accommodation the specific estates they are located on, especially Park Lane Maygreen, are not popular. Should be considered as part of a wider regeneration of the area and closed

- Park Lane Maygreen
- Queen Street Villas

Alternative use for sites.

6.21 All of the schemes that are either recommended for closure, or closure is an option, are capable of having alternative accommodation built on them. Royal Jubilee Court and the Sunrise/Serena/ Solar complex are the largest sites, both being in excess of one hectare and depending on planning could be capable of having a Retirement Village constructed on them, possibly not as big as the preferred size of 250 dwellings but certainly in excess of 150 units. If it was considered viable to have a village constructed then it is recommended that a detailed feasibility study is convened to confirm the suitability of these two sites. It should be noted that it is understood that when the land that Royal Jubilee Court was gifted to the Council that there was a covenant put on the land which states that the land must be used for housing older people.

6.22 Beehive Court is large enough to have built a standard Extra Care Scheme but would also be suitable for the development of general needs accommodation as would all other sites. It is also one of the schemes whose bedsits could be converted into a smaller number of two bed units. However in respect of Queen Street and Maygreen Estate this would have to be carried out as part of a more widespread regeneration of the area.

6.33 In addition one part of Queen Street may also be suitable for adaption for hostel accommodation if this was considered to be a need and was of financial advantage to the Council. Part of the scheme already contains a homeless hostel. The other part of the site would be suitable for general needs accommodation.

6.34 Delderfield as indicated earlier has already had part of the original scheme sold to East Thames housing Association and the rump of 14 units is unlikely to have a long term viability, especially once the new family size accommodation is constructed . Negotiating a sale of the remainder of the land to East Thames would seem to be a logical action. They could build either further family accommodation or create a number of smaller shared ownership units for younger people as starter homes.

6.35 the table below summarises possible development options.

Scheme	Aprox Size Hectares	Current number of units	Retirement Village	Extra Care	Gen Needs Dev	Estate Regen
SSS	1.124	55	✓ (200)	✓	✓	X
RJC	1.095	79	✓ (150)	✓	✓	X
Beehive Court	0.6375	48	X	✓ (90)	✓	X
Queens Street	0.315	31	X	X	-	✓
Park Lane Maygreen	0.7	31	X	X	-	✓
Brunswick	0.31	47	X	X	✓	X
Dell	0.425	29	X	X	✓	X
Delderfield	0.14	14	X	X	✓	X

6.36 This still leaves a number of options to be considered and some schemes may be able to have their life extended if bedsits can be effectively converted.

6.37 Producing a Development Strategy

This report has shown that there is currently a surplus of affordable rented properties at the entry level of specialist Older Persons' Housing, with a deficit for leased properties. When considering the more dependent models (enhanced sheltered and extra care) there is an overall deficit but the greatest need is for provision for sale (be it outright sale or shared ownership). Modern specialist housing developments are

also designed to cater for individuals with differing levels of care needs and therefore it makes sense when looking at future schemes to consider that those wanting differing care needs can be catered for in the same scheme.

6.38 Furthermore designing larger developments such as Retirement Villages means that they can also accommodate older people with little or no care needs but who want to live in a safe older persons' community .

6.39 The review of the Council's own sheltered stock shows that there are a number of schemes which are difficult if not impossible to effectively modernise. At least two are also on large sites which would be suitable for building on older persons' developments. The Council therefore has the ability to make more efficient use of its own assets. It would also enable units to be constructed which assist in dealing with the pressures facing Adult Social Care due to the predicted growth in the numbers of older people. Prioritising those sites for older person developments would enable developments to be constructed which meet the projected needs. This relates both to the types of support given to the residents and also the tenancy mix.

In the example given below it is assumed that six schemes would be closed reducing the current sheltered portfolio by just over 250 units. On two of the sites Retirement Villages were then constructed.

Scenario as per 4.5.8		Units Available	Demand 2015	Surplus	Demand 2025	Surplus
	Sheltered					
	Rent (councils and Housing Association)	1024	475	549	603	421
	Assume all reduction to come from Council owned Stock					
	If Following sites Decommissioned					
	Royal Jubilee court		79			
	SSS		55			
	Delderfield		14			
	Queens Street		31			
	Maygreen/Park Lane		31			
	Brunswick		47			
			257			
	Units Available		767			257

Scenario as per report 4.5.8		Units Available	Demand 2015	Deficit	Demand 2025	Deficit
	Enhanced Sheltered					
	Rent	0	95	95	121	121
	Sale	0	357	357	453	453
	Extra Care		452	452	718	
	Rent	175	119	-56	151	-24
	Sale	20	446	426	567	547
	overall Surplus/Deficit Rent					97
	overall Surplus/Deficit Sale					1000
	Retirement Village RJC			150		
	Retirement Village SSS			200		
	Total			350		
	Assume 80/20 split Sale/Rent			Rent	70	
				Sale	280	
	Revised Surplus /Deficit Rent					27
	Revised Surplus /Deficit Sale					720

6.40 Summary

- The Council has restructured its sheltered housing service in an effective manner
- It has invested in its sheltered housing stock and most properties have been modernised to the maximum level
- There are a number of schemes that have a high number of bedsit properties which makes them unviable in the long term
- Not all schemes have full access to lifts for properties above the ground floor, if action is not taken to install lifts or this not economically viable then those properties are unlikely to have a long term future at least as accommodation for older people.
- There is potential for up to six schemes to be closed due to number of bedsits and one due to its lack of size
- Up to a further four schemes could also be closed if lift issues could not be addressed.
- Two schemes could be closed as part of regeneration of overall area.
- There are considerable redevelopment opportunities on the sites that could potentially close including the construction of additional Extra Care schemes

or a Retirement Village. This would assist in delivering properties to help address the projected pressures on adult social care budgets.

7 The Older Person living in General Needs Accommodation

7.1 The majority of this report has concentrated on what specialist housing is required for older people. There has not been a detailed examination to date of all the services that the Council and its partners provide to older people who wish and are able to remain living in their own general needs accommodation. However as has already been established the majority of older people live in their own homes and will continue to do so. The introduction of the Care Act re-emphasised the right of people to remain in their own homes and the role that local authorities have in making a person's housing needs to be an integral part of any needs assessment. It is worth repeating the points made at beginning of this report that an authority has:

- A general duty to promote wellbeing makes reference to suitable accommodation
- Housing not just the 'bricks and mortar', also includes housing related support or services
- Housing must be considered as part of an assessment process that may prevent, reduce or delay an adult social care need
- Information and advice should reflect housing options, as part of a universal service offer
- Care and support delivered in an integrated way with cooperation with partner bodies, including housing

7.2 In the Council's and CCG's better care funding submission it was highlighted the importance of having an integrated approach to services along with the importance of people being able to stay independent and remain in their own homes. Therefore this needs to be taken into consideration when both assessing and designing services. Currently Havering offer a variety of services which do assist people to remain within their own home. There is a specific work stream within the Better Care Plan –Intermediate Care Pathway which is aimed at building on the work and services that are already in place, including reablement, telecare, falls initiatives and the provision of aids and adaptations including DFG's. The Council spent over £600k last year giving Disabled Facility Grants to ensure that people were able to remain in their own home, 66% of this resource being spent on people over 65 (73 individual grants) . Separately the Council's Housing Department allocated £500k for similar work for tenants living in Council property.

7.3 There is evidence of good working relations between the Occupational Health Service and the Housing Grants team to ensure that schemes are progressed. What perceives to be lacking is housing itself being integrated into the work stream.

An older person living in their own home, especially if it is not a Council or Housing Association property, is unlikely to have a one stop place where they can go to receive advice. Often an issue relating to a person's home may be linked to other issues. For example an inability to keep their home in good repair may result in health issues e.g. falls, financial problems can equally result in problems e.g inability

to properly heat their home. Adopting a preventative approach to these issues is only possible if an integrated approach involving Housing, Health and Social Care is adopted. In the past Home Improvement Agencies were established which were able to provide (limited) financial support via grants, advice and practical assistance via, for example, handyman schemes to offer comprehensive support services to older home owners. Separately Havering do offer all the services that a Home Improvement agency would offer. It is considered that as part of the Intermediate Care Pathway, or a similar vehicle if this not appropriate, consideration be given to the establishment of a Home Improvement Agency or a similar vehicle.

8 Financial Savings

8.1 In undertaking this review the importance of trying to find savings to assist the Council in trying to cope with the pressures of increased demands especially in respect of adult social care costs has been emphasised.

8.2 Particular concern was expressed that savings that had been assumed to be accruing as a direct result of commissioning Dreywood Court were not being achieved. As has been detailed earlier in the report this is considered to be more to do with an over estimation of the potential savings that can occur, especially at the commencement of the contract, than Extra Care being more expensive. It does however illustrate the importance of ensuring that any future commissioning of Extra Care or Retirement Village schemes is carried out realistically.

8.3 Care has to be taken to ensure that any revenue associated contracts such as the Care are sufficiently flexible to enable changes to be made to it to reflect actual use rather than a fixed amount. With the introduction of personalisation Extra Care Providers are getting more used to contracts which contain a core element which guarantees them a fixed percentage and a flexible element which relies both on the actual care needs of the individuals who occupy the scheme and the fact that some of those may wish to exercise their right to have a personal budget.

8.4 Secondly in commissioning any scheme consideration should also be given as to whether a better and more flexible approach can be achieved by letting to the same provider both the Housing Management and care aspects of the contract. Some potential providers will strongly prefer this approach whilst others will not. The advantage of this approach is that overall responsibility remains with one provider and it can be easy to deliver an integrated service to the resident without having to be concerned whether a particular service is housing related or Care. Down side is that the provider has to be competent to deliver at an economic price for both Housing Management and Care.

8.5 If the Council uses its own land to develop an Extra Care or Retirement Village scheme it has the value of this to bring into any negotiations. With limited availability of grant there will almost certainly be an expectation by the potential provider and also the GLA that the land will be offered at a discounted value to assist in the development of the scheme. Entering into a formal joint venture may be able to improve the overall deal as this may enable the Council to be able to use its own borrowing ability (either within or outside HRA); however this would have to be considered in comparison with other investment opportunities which may be considered better.

8.6 In the longer term if sheltered accommodation remains vacant and therefore does not attract a rental income then this will be an adverse effect on the Council's HRA business plan and therefore closing the schemes and reinvesting the resource elsewhere is going to be beneficial to the Council. A separate piece of work is being undertaken to look at the housing needs of other vulnerable client groups it is possible that decommissioned sheltered schemes will be able to be used to house clients from these groups on a permanent or temporary basis and this could create some genuine savings. This aspect of the project will be developed over the next few weeks.

8.7 Finally in considering whether it is appropriate to form a Housing Improvement Agency consideration should be given as to whether this should be placed within the HRA . Given that housing staff already carry out adaptations for their own properties and also already have a support service for older people this is not without validity whilst any work carried out for non-council tenants would result in a re-charge this could still be as financially advantageous arrangement for both the HRA and General Fund.

Appendix 1

Existing Sheltered Schemes

Bards Court Heaton Ave Harold Hill		Site Size Approx. Hectares	0.25	Comment	Recommendation
Numbers		Lift	No	Lift issue needs to be addressed . Otherwise generally popular & with relatively low on-going maintenance costs	Retain but install Lift
Bed Sit	0	Maintenance cost/unit	17.97k		
One	28	Maintenance cost Adjusted/unit	n/a		
Two	0	Bedsit %	0		
Three	1	Constructed	1969		
Total	29				

Beehive Court Gubbins Lane Harold wood		Site Size Approx. Hectares	0.64	Comment	Recommendation
Numbers		Lift	No	This site has both issue of relative large number of bedsits plus lack of Lift. If issue of bedsits is not capable of being addressed then property will not be viable and should be closed. Site is relatively large and would be suitable for redevelopment	Close unless bedsits can be reconfigured & Lift installed
Bed Sit	13	Maintenance cost/unit	19.89k		
One	33	Maintenance cost Adjusted/unit	27.27k		
Two	2	Bedsit %	27%		
Three	0	Constructed	1973		
Total	48				

Brunswick court Bruswick Ave Upminster		Site Size Approx. Hectares	0.31	Comment	Recommendations
Numbers		Lift	No	High number of bedsits with limited ability to convert, coupled with high maintenance costs and lack of lift means this scheme is a high priority for closure. Site may be suitable for GN development or independent older persons accommodation	Close
Bed Sit	15	Maintenance cost/unit	21.8k		
One	31	Maintenance cost Adjusted/unit	30.98k		
Two	1	Bedsit %	31.91		
Three	0	Constructed	1964		
Total	47				

Charlbury Crescent Harold hill Romford		Site Size Approx. . Hectares	0.54	Comment	Recommendation
Numbers		Lift	Partial	A larger scheme with all one beds and Lift access to majority of block . Higher maintenance costs but considered to have a long term future	Retain
Bed Sit		Maintenance cost/unit	21.44k		
One	50	Maintenance cost Adjusted/unit	n/a		
Two		Bedsit %	0		
Three	1	Constructed	1983		
Total	51				

Cockabourne Archibald Rd Harold wood		Site Size Approx. Hectares	0.3	Comment	Recommndation
Numbers		Lift	Partial	Generally meet scheme criteria ,although a smaller development no issue re bedsits but only partial Lift access although slightly high maintenance costs	Retain but address lift issue
Bed Sit	22	Maintenance cost/unit	21.88k		
One	1	Maintenance cost Adjusted/unit	N/a		
Two	0	Bedsit %	0		
Three	0	Constructed	1970		
Total	23				

Cole Court Dorking Rd Harold Hill		Site Size Approx. Hectares	0.461	Comment	Recommendation
Numbers		Lift	Y	A popular scheme built to a good standard with no access or bedsit issues. Low maintenance costs mean this is a high priority to retain	Retain
Bed Sit	0	Maintenance cost/unit	17.896		
One	33	Maintenance cost Adjusted/unit	n/a		
Two	2	Bedsit %	0		
Three	0	Constructed	1984		
Total	35				

Cottons & Fambridge Marks Rd Romford		Site Size Approx. Hectares	0.54	Comment	Recommendation
Numbers		Lift	Yes	A scheme close to Romford centre and generally popular , Relatively high maintenance costs and small number of bedisits overall size and popularity of scheme means should be retained	Retain
Bed Sit	6	Maintenance cost/unit	21.357		
One	48	Maintenance cost Adjusted/unit	23.972		
Two	1	Bedsit %			
Three	0	Constructed	1978		
Total	55				

Delderfield Hse Portnol close Romford		Site Size Approx. Hectares		Comment	Recommendation
Numbers		Lift	N	This is the smallest scheme owned by Havering. Majority of site which contained bedsits has been disposed of and is being redeveloped by East Thames into family housing. Rest of scheme is likely to be unviable and not popular when new development is completed already becoming difficult to let	Close and possible sell site to East Thames to extend development
Bed Sit	0	Maintenance cost/unit	18.33		
One	14	Maintenance cost Adjusted/unit	n/a		
Two	0	Bedsit %	0		
Three	0	Constructed	1974		
Total	14				

Dell Court Ravenscroft Grove Hornchurch		Site Size Approx. Hectares		Comment	Recommendation
Numbers		Lift	Partial	This complex often considered with Ravenscroft however high percentage of Bedsits makes Dell as a separate unit potentially unviable and in need of closure if bedsits cannot be converted	Close if bedsits cannot be converted, consider use for alternative client group if development difficult due to location
Bed Sit	23	Maintenance cost/unit	18.39		
One	5	Maintenance cost Adjusted/unit	23.19		
Two	1	Bedsit %	90		
Three		Constructed	1972		
Total	29				

Appendix 9

Garrick house Adelphi Crescent Hornchurch		Site Size Approx. Hectares		Comment	Recommendation
Numbers		Lift	partial	Popular scheme with low maintenance cost and partial lift access	Retain but install Lift to ensure full access
Bed Sit	0	Maintenance cost/unit	16.98		
One	40	Maintenance cost Adjusted/unit	n/a		
Two	1	Bedsit %	0		
Three	0	Constructed	1976		
Total	41				

Holsworthy House Neave Crescent Harold Hill		Site Size Approx. Hectares	0.46	Comment	Recommendation
Numbers		Lift	Partial	Very low maintenance costs, popular and high priority to retain	Retain but install Lift to ensure full access
Bed Sit	0	Maintenance cost/unit	12.192		
One	40	Maintenance cost Adjusted/unit	n/a		
Two	1	Bedsit %			
Three	0	Constructed	1976		
Total	41				

Maygreen Crescent/ Park Lane		Site Size Approx. Hectares	0.7	Comment	Recommendation
Numbers		Lift	No	Is part of estate that although in reasonable which needs regenerating Needs to be redeveloped as part of overall redevelopment of area	Close as part of overall redevelopment
Bed Sit	3	Maintenance cost/unit	23.659		
One	27	Maintenance cost Adjusted/unit	26.193		
Two	2	Bedsit %	9.68		
Three		Constructed	1968		
Total	31				

Appendix 9

Queen Street Romford		Site Size Aprox Hectares	0.315	Comment	Recommendation
Numbers		Lift	No	This is in an area which requires overall regeneration. Scheme part of scheme has also been adapted for use as homeless hostel although sheltered part is self-contained it is still dated and is not popular	Close as part of overall regeneration . Scheme could be used as temporary homeless hostel if demand dictates
Bed Sit	0	Maintenance cost/unit	21.373		
One	30	Maintenance cost Adjusted/unit	n/a		
Two	0	Bedsit %	n/a		
Three	0	Constructed	1960		
Total	30				

Ravenscourt Grove Hornchurch		Site Size Approx. Hectares	0.425 (incl Dell)	Comment	Recommendation
Numbers		Lift	No	Scheme is linked to Dell where communal facilities are located. Generally popular but Lift access needs to be addressed. Would still be viable without Dell although issue of communal facilities	Retain but install Lift
Bed Sit	0	Maintenance cost/unit	18.397		
One	64	Maintenance cost Adjusted/unit	n/a		
Two	1	Bedsit %	N/a		
Three		Constructed	1971		
Total	65				

Royal Jubilee court Main Rd Romford		Site Size Approx. Hectares	1.095	Comment	Recommendation
Numbers		Lift	Partial	Scheme is located in prime position and site is very large. Land originally gifted to borough with restriction re use for elderly. High percent of bedsits makes scheme unviable Temporarily being used for re-ablement	Close scheme potential for redevelopment as care village or large extra care
Bed Sit	54	Maintenance cost/unit	19.364		
One	23	Maintenance cost Adjusted/unit	61.119		
Two	2	Bedsit %	68.35		
Three	0	Constructed	??		
Total	79				

Appendix 9

Solar Serena Sunrise Sunrise Ave Hornchurch		Site Size Approx. Hectares	1.124	Comment	Recommendation
Numbers		Lift	Partial	This is a large site with 3 separate buildings. One Sunrise has large number bedsits and shared facilities. Site is prime for redevelopment	Close and redevelop . Possible site for Care Village, large Extra Care or general development
Bed Sit	11	Maintenance cost/unit	19.293k		
One	42	Maintenance cost Adjusted/unit	24.116k		
Two	2	Bedsit %	20		
Three	0	Constructed	1969		
Total	54				

Thomas Sims Court Wood Lane Elm Park		Site Size Approx. Hectares	0.2875	Comment	Recommendation
Numbers		Lift	Partial	Popular with low maintenance cost even after adjusting for small number of bedsits. Very lively community model for other schemes to aspire to. Consider whether these can be modified also Lift needs to be installed to access some flats	Retain but install Lift and look to remodel bedsits
Bed Sit	3	Maintenance cost/unit	12.317		
One	28	Maintenance cost Adjusted/unit	13.592		
Two	1	Bedsit %			
Three		Constructed	1982		
Total	32				

William TansleySmith Hacton Lane Hornchurch		Site Size Approx. Hectares	0.21	Comment	Recommendation
Numbers		Lift	Yes	Relatively small but all one bed with full access generally popular. With just above average maintenance costs	Retain
Bed Sit	0	Maintenance cost/unit	19.476		
One	22	Maintenance cost Adjusted/unit	n/a		
Two	1	Bedsit %	n/a		
Three	0	Constructed	1985		
Total	23				

Sheltered Housing:

- Bards Court ●
- Beehive Court ●
- Charlbury Court ●
- Cockabourne Court ●
- Cole Court ●
- Cottons and Fambridge Court ●
- Garrick House ●
- Holsworthy House ●
- Ravenscourt Grove ●
- Thomas Sims Court ●
- William Tansley Smith ●
- Brunswick Court ●
- Dell Court ○
- Solar, Serena, Sunrise, ●
- Royal Jubilee Court ●
- Queen Street ○
- Park Lane and Maygreen ●
- Delderfield House ●

RSL Sheltered:

- Evelyn Sharp House, Evelyn Sharp Close, RM2 6BH – L&Q ●
- Heron Flight Avenue, Hornchurch RM12 5LN – Hanover ●
- Park Lane, Hornchurch, RM12 5NR – Hanover ●
- Eagle Close, Elm Park, RM12 5LP – Hanover ●
- Swallow Walk, Elm Park, RM12 5QJ – Hanover ●
- Randall Court, Anchor Drive, Rainham, RM13 9 JH – Anchor ●
- Deermead Court, Junction Road, RM1 3AX - Anchor ●

RSL Extra Care:

- Painsbrook Court, Painesbrook way, Rmford, RM3 9NJ – Housing 21 ★
- Ethelburga Court, St Ethelburga Road, RM3 0QQ ★
- Dreywood Court, Squirrels Heath Lane, RM2 6EW ★

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CABINET
8th FEBRUARY 2017

Subject Heading:

HRA Budget for 2017/2018 and HRA Major Works Capital Programme 2017/18 – 2019/20

Cabinet Member

Councillor Damian White
Councillor Roger Ramsey

SLT Lead:

Neil Stubbings, Interim Director of Housing and Regeneration

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Policy context:

This report presents the HRA Budget recommendations for agreement by Cabinet and recommendation on to Council for consideration and approval.

Financial summary:

The Council is required to set an annual HRA Revenue Budget 2017/18. This report includes the recommendations to agree the HRA revenue spend budget, rents and other charges as detailed in Appendix 1, the HRA Major Works Capital programme, detailed in Appendix 2 and the Business Plan projections as outlined in Appendix 3a and 3b.

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

September 2017

Reviewing OSC

Towns and Communities

The subject matter of this report deals with the following Council Objectives

Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

SUMMARY

This report sets a budget for the Council's Housing Revenue Account (HRA) and HRA Major Works Programme. An update to the 10 year HRA Business Plan is also provided.

The HRA remains a ring-fenced account that is used to manage the Council's own housing stock. The proposed budget will enable the Council to manage the stock to a reasonable standard, maintain the existing stock to the Decent Homes standard and provide funding for a significant new build and estate regeneration programme. It further sets rents, service charges and other charges for Council tenants and leaseholders for the year 2017/18.

In the HRA rent setting report for last year it was identified that the previous rent setting rules limiting increases to CPI + 1% had been changed and that Local Authorities and Housings Associations were being required to reduced general rents by 1% for the four years from 2016/17. This budget reduction was part of the Government's austerity measures and was designed to reduce welfare benefit expenditure by £1.45bn. However, rents for supported housing, such as sheltered housing and hostels were exempt from this for one year.

The one per cent reduction last year for 2016/17 was applied to all rent levels in general needs housing charged as at 8th July 2015. A similar reduction is to be applied for 2017/18 to all general needs rents and supported housing.

In order to change any HRA rent liability, the Local Authority must notify tenants and give 28 days' notice of any change, after the authority has made a properly constituted decision of that change. This means that, following the Cabinet decision on rent levels to be charged in any year, the Local Authority must write to all tenants to advise them of the new rent liability for the following 12 months. In order to achieve this and, make the new charge effective from the first week of April 2017, notification must be sent out to tenants the first week of March 2017.

RECOMMENDATIONS

That Cabinet:

1. **Approve** the Housing Revenue Account Budget as detailed in **Appendix 1**.
2. **Agree** that the average rents chargeable for tenants in general needs Council properties owned by the London Borough of Havering be decreased by 1% from the w/c 3 April 2017 in line with the indicative figures contained in paragraph 2.1.4 of this report.
3. **Agree** that the average rents chargeable for tenants in supported housing Council properties, such as sheltered housing and hostels, owned by the London Borough

of Havering, be reduced by 1% from the w/c 3 April 2017 in line with the indicative figures contained in paragraph 2.1.4 and 2.1.5 of this report.

4. **Agree** the four rent-free weeks for 2017/18 as being: w/c 21 August 2017, the two weeks commencing 18 and 25 December 2017, and the week commencing 26 March 2018.
5. **Agree** that service charges and heating and hot water charges for 2017/18 are as detailed in paragraph 2.2.2 of this report.
6. **Agree** that the service charges for homeless households accommodated in the Council's hostels 2017/18 are as detailed in paragraph 2.2.3 of this report.
7. **Agree** that charges for garages should be increased by 7.5% in 2017/18 as detailed in paragraph 2.3.1 of this report.
8. **Agree** that the service charge for the provision of security and support in sheltered housing for 2017/18 shall be as detailed in paragraph 2.4.1 of this report.
9. **Agree** that the Careline support charge should be increased by 2% for 2017/18 as detailed in paragraph 2.5.1 of this report.
10. **Agree** that the Telecare support charges should be increased by 2% for 2017/18 as detailed in paragraph 2.5.1 of this report.
11. **Agree** the funding of the Tenant Incentive Scheme as identified in paragraph 3.2.9 of this report.
12. **Agree** the funding to remove fly tipping on HRA land as detailed in paragraph 3.2.10 of this report.
13. **Approve** the HRA Major Works Capital Programme, detailed in **Appendix 2** of this report and **refer it to full Council** for final ratification.
14. **Agree** the funding of additional posts as identified within paragraphs 3.2.2 to 3.2.8 of this report.
15. **Agree** the initial funding requirements for the Estate Regeneration Programme, as identified within paragraphs 3.2.12 to 3.2.15.

REPORT DETAIL

1. BACKGROUND

- 1.1 The Localism Act 2011 changed the financial system for the management of council housing. The old system, with its notional income and expenditure accounts, and its distribution of housing subsidy across the country has gone. In its place, Government has provided freedom and independence for the management of council housing finance, in return for a one off payment of the national housing subsidy debt (and a premium for the treasury).
- 1.2 The new system started in April 2012, and so the Housing Revenue Account (HRA) budget now looks very different from budgets in previous years. The business plan

is designed to provide long term management of the Council's housing assets. We have more freedom to direct our resources to the best and most cost effective management of the Council's housing stock. However, we do not have complete freedom – some aspects remain centrally controlled, such as the use of capital receipts and rent setting - as highlighted by the 1% reduction in rent.

- 1.3 This report sets out what HRA income the Council has available to spend on housing, sets out the current HRA financial position and proposed spending plans for 2017/18.
- 1.4 The central driving aims of the Council is to maintain the Decent Homes Standard for its existing stock, improve the quality of the housing service and maximise the number of new homes built for local residents thus replacing some of the properties lost through Right to Buy and thus maximising rental and service charge income.
- 1.5 The Council recognises that there is a need for good quality affordable homes for rent, for elderly residents and first time buyers, and has set out its ambition to meet these needs by using resources generated through the Council's Housing Revenue Account Business Plan. The Council also has ambition to use HRA new build development resources to facilitate and kick start regeneration of Havering in areas associated with the two Housing Zones.
- 1.6 Cabinet has received a series of reports since February 2016 detailing the new build plans and the specific sites and estates identified for regeneration. The last report was considered by Cabinet on the 12 October 2016.
- 1.7 As reported last year increased negative impacts on income levels may arise from any further Government welfare reform and social housing rent restrictions. If the policy continues to place restrictions on rent rises at the expiry of the current four year reductions rather than revert back to the previously agreed CPI plus 1% rise, then the HRA business plan will be placed under considerable financial pressure.
- 1.8 In addition there are two other Government policy initiatives that will impact on the HRA but where the detail is as yet unknown. The first of these and the one with most impact is the "forced sale of higher value properties" and the second and less worrying is the pay to stay initiative. The HRA Business Plan will be fully reworked and re-presented along with any subsequent changes to expenditure levels that are required to produce a balanced Business Plan as soon as detailed proposals are known.

2. INCOME

2.1 Rents

- 2.1.1 The Council's main source of income to manage its housing stock is tenants' rents. The Government has historically influenced rents by applying a formula called "rent restructuring" with the annual increase being set at CPI +1%.
- 2.1.2 This year, as last year, if Havering wish the Housing Benefit subsidy to be met in full we are required to reduce the general needs housing rents charged in July 2016 by 1% for all General Needs properties.

2.1.3 In 2016/17, the average rent including all rented units in Havering is £98.08. Applying the 1% reduction to all General Needs properties and to Sheltered Housing in April 2017 gives an average decrease of £0.89 per week. The average rent in 2017/18 will be £97.19 per week. This will mean that average rents are as set out in the table below:

	Rents 2016/17 52 weeks (£)	Rents 2017/18 52 weeks (£)	Decrease (£)	Decrease (%)
Bedsit	78.47	77.86	0.61	1%
1 Bed	85.02	84.23	0.79	1%
2 Bed	96.04	95.30	0.74	1%
3 Bed	114.57	113.43	1.14	1%
4 Bed	133.15	131.66	1.49	1%
5 Bed	148.96	147.47	1.49	1%
Average Rent	98.08	97.19	0.89	1%

2.1.4 This can be further broken down to show the impact on rents within general needs housing and sheltered housing accommodation as follows:

General Needs Housing 1% reduction:

	Rents 2016/17 52 weeks (£)	Rents 2017/18 52 weeks (£)	Decrease (£)	Decrease (%)
Bedsit	77.44	76.69	0.75	1%
1 Bed	85.38	84.51	0.87	1%
2 Bed	96.04	95.31	0.73	1%
3 Bed	114.57	113.43	1.14	1%
4 Bed	133.15	131.66	1.49	1%
5 Bed	148.96	147.47	1.49	1%
Average Rent	99.38	98.47	0.91	1%

Sheltered Housing Accommodation 1% reduction:

	Rents 2016/17 52 weeks (£)	Rents 2017/18 52 weeks (£)	Decrease (£)	Decrease (%)
Bedsit	80.52	80.13	0.39	1%
1 Bed	83.73	83.26	0.47	1%
2 Bed	95.83	95.03	0.80	1%
Average Rent	83.47	83.00	0.47	1%

The above tables show the average rent levels. Within those averages there are wide bands within the maximum and minimum rent levels. This is because of the following reasons:

- The rent calculation takes into account the value of the property and floor area,
- There are affordable rent and social housing rents within the average for the general needs properties.

2.1.5 The rent charged to hostel residents will reduce by 1 %.

2.1.6 By applying the rent changes for 2017/18, there is an annual reduction in rental income to the HRA. By the fourth year of applying a 1% reduction to General Needs housing rents, the HRA business plan loses £7.9m of annual income compared with the assumptions made and reported to Cabinet in February 2015. In order to mitigate the impact of this reduction significant steps have been taken to reduce costs and improve the efficiency of the service:

- Restructuring across the Housing Service reducing salary costs by just under 20%,
- Reduced void numbers and void property turn around times to well above the London top performance levels. In December 2016, the number of void properties, including sheltered was 65 and the turn-around time for a void property was 8.6 days.
- Reducing levels of costs with the repairs service though improved efficiency leading to improved customer satisfaction.
- Realigning the capital investment programme away from planned expenditure to a 'just in time' approach, allowing an annual reduction in £2.5m on capital works whilst still maintaining standards of property. A further reduction of £1.5m per year is being proposed for 2017/18 as detailed in paragraphs 3.4.1 and 4.2 of this report.
- Improved efficiency levels in general across the housing service by improved ways of working, lean design and reduced waste and duplication.

2.1.7 The decreased income from the rent reduction will be offset by these measures. The HRA will therefore be able to maintain the condition of the stock and continue to provide services that meet the needs of the residents. The level to which the HRA is now able to support new build is detailed in Section 5 of this report.

2.2 Service charges

2.2.1 The aim of the Council, in respect of service charges, is to ensure that those receiving the service are paying for them. We are now in a position where the cost of each service can be fully recovered from the service charges raised. Work has also been done to improve the value-for-money of some services, either by reviewing the staffing and costs of the service, or by renegotiation of contracts with some service providers. There will continue to be a regular programme of reviews of services, in order to ensure that we remain aware of the views of tenants on the levels of services that they wish to pay for.

2.2.2 The basis for calculation of service charges is to ensure full recovery of the cost of the service. This year, following the completion of the restructure and improvements to services along with corresponding reductions in central support charges, the full cost of services is being calculated to include associated

overheads. Overheads have not previously been included in service charges but going forward these will be calculated on an annual basis and included. This is accepted practice where landlords are able to fully justify the cost base and calculation method. In order to cap any increases and mitigate potential financial impact on residents a limit of 25% has been applied to the increase on each service charge line. On that basis the service charges and heating and hot water charges for 2017/18 are detailed in the following table:

Service Charges	2016/17 Weekly charge – 48 weeks (£)	2017/18 Weekly charge – 48 weeks (£)
Caretaking	3.78	4.73
Internal Block Cleaning	1.56	1.95
Bulk Refuse Collection	0.48	0.50
CCTV - Mobile Service	0.46	0.56
CCTV - Static Service	1.40	1.51
Community Wardens	0.95	1.09
Door Entry	0.25	0.30
Ground Maintenance	3.53	4.29
Sheltered Cleaning	3.58	4.48
TV access	1.49	1.71
Heating	6.27	7.29
Heating and Hot Water	9.57	10.69

- 2.2.3 It is proposed that service charges for hostel residents will increase to £25.65 per week (£25.14 in 2016/17). Service charges in hostels cover the maintenance of the hostel communal areas, as well as 24 hour staffing. The basis for this calculation is also to ensure full cost recovery.

2.3 Garages

- 2.3.1 It is proposed to increase the level of charges for garages in 2017/18 by 7.5%. There are currently a range of charges for garages within the high, medium and low demand bands. However, there are over 50% of the garages vacant at the present time due to the poor condition of the buildings and sites where garages are situated. There is a significant investment programme needed to bring the buildings and sites up to good standards that will enable better utilisation of this asset and increase revenue whilst at the same time improving the amenities for residents. The increased charges will enable revenue to be raised to carry out the much needed improvements. A review of the garages is currently being completed to identify the costs associated with this improvement plan and expected increased usage. This will be linked to a wider council review of car parking across General Fund sites. The increase means that the average charge for a high demand garage will be £13.44 per week (£12.53 in 2016/17), £12.52 per week (£11.65 in 2016/17) for a medium demand garage and £9.74 per week (£9.09 in 2016/17) for a low demand garage.

2.4 Support charges – mobile support

2.4.1 The mobile support service visits residents in their homes and was formerly funded by a Supporting People grant, which met the charges for elderly residents. The Housing Service has now implemented the new service funded through a mix of HRA funding and service charges that tenants opted for following consultation. When the new service was being designed, the funding was to be derived from an equal contribution from rent and service charges. Good practice, as adopted for general service charges, is that support costs are de-pooled from rent costs. The council is therefore embarking on a programme to ensure this service is paid for via service charges. This will be linked to the Older Persons Housing review outcomes. Over the next couple of years, several sheltered schemes will close and three will be redeveloped. In addition, the remaining sites will have improved scheme manager resources so that they can become community hubs for residents not living in the schemes to help tackle social isolation. The move to cost recovery via service charges will be linked to the modernisation of this service and will be completed over four years. As with the general service charges detailed above, in order to cap any increases and mitigate potential financial impact on residents a limit of 25% has been applied to the increase. It should be remembered that no increase in this service charge was agreed last year whilst the decision of Government on their rent policy for supported housing was awaited. In addition, the rent for sheltered housing is being reduced by 1%. The service charge for 2017/18 will be £8.21 per week (52 weeks) (£6.57 in 2016/17).

2.5 Service charges – Careline and Telecare support

2.5.1 It is proposed that the Careline and Telecare service charges will be increased by 2% for 2017/18 as detailed below:

Service	Weekly support charge in 2016/17 – 52 weeks (£)	Weekly support charge in 2017/18 – 52 weeks (£)
Careline – sheltered tenants	4.44	4.53
Careline – community users	4.74	4.84

Service	Weekly support charge in 2016/17 – 52 weeks	Weekly support charge in 2017/18 – 52 weeks
Telecare – base unit plus two sensors	6.89	7.03
Additional Telecare sensor	1.14	1.16

3. THE HRA BUDGET 2017/18

- 3.1 Attached at **Appendix 1** is the proposed HRA budget for 2017/18. A summary of the main movement from the 2016/17 budget is as follows:-

	(£)
Revised Expenditure Budget 2016/17	56,003,600
Pay award (para 3.2.1)	100,430
On-going Growth Items (para 3.2.2 – 3.2.10)	1,852,000
Decrease in CSSA (Support Charges) (para 3.5.1)	(390,490)
Reduction in Debt Management Charges	(1,850)
Removal of IAS19 Budgets	20,920
On-going Savings Items	(500,000)
Review of recharges between HRA and GF (para 3.5.2)	810,000
Contract Inflation (para 3.2.11)	156,620
2017/18 Original Expenditure Budget	58,051,230
Revised Income Budget 2016/17	(56,447,650)
Rent decrease	1,390,560
Increase in Service Charges	(690,650)
2017/18 Original Income Budget	(55,747,740)
Net Budget	2,303,490
Other Adjustments	(250,000)
Net Budget after Adjustments	2,053,490
Decrease in Capital funded by revenue	(615,268)
Gross Budget	1,438,222

3.2 *Reasons for variation – growth and additional cost items*

- 3.2.1 Provision has been made for a 1% pay award, at a cost of £0.100m. This is in line with the corporate position.

Items 3.2.2 – 3.2.10 are the £1.852m growth items referred to in summary table in 3.1 above

- 3.2.2 The temporary resource of 10 full time equivalents (FTEs) in the Internal Fraud Team to refocus on dealing with all forms of housing fraud. The work of this team in 2016/17 facilitated the return of 17 (29 over the course of the project) (illegally sub-let properties, stopped 18 (34 over the course of the project) potentially fraudulent RTB applications and resulted in the referral of 6 (25 over the course of the project) HB fraud cases and 3 cases for prosecution for illegal subletting. The combined financial impact of these actions has resulted in a saving of £3.5m to the council. For 2017/18, as well as the work around sub-letting and RTB, there will be a renewed focus on temporary accommodation occupancy and identity fraud associated with homelessness and housing register applications. A provision of £0.400m has been made for this. During the course of the year we will be reviewing the longer term structure of this team.

- 3.2.3 In order to ensure appropriate levels of support are provided to residents and that we maintain adequate staff cover at our three hostels an additional Hostel Officer will be recruited at a cost of £0.035m. A £0.020m provision has also been made to continue with the counselling service that was introduced in the hostels in 2016-17 which has better equipped residents to sustain their tenancies in the longer term.
- 3.2.4 Additional funding of £0.130m has been approved for a temporary resource of 4 FTE's to reduce the rent arrears position from 2% to a best in class target of 1.4%. This would bring in additional income of £0.360m per annum.
- 3.2.5 A provision of £0.045m for a Data Analyst reporting into the corporate Community Safety Team to support the work of the Tasking Enforcement Group has been made
- 3.2.6 Additional funding of £0.040m for 1fte has been included within the Corporate Project Management Office.
- 3.2.7 The temporary resource of 2 full time equivalents (FTEs) in the Home Ownership and Leasehold Team to support the delivery of the Estate Regeneration Programme by the re-purchase of leasehold and freehold properties. A provision of £0.070m has been made for this.
- 3.2.8 An allocation of £0.050m has been made to support the planning processes associated with the Estate Regeneration Programme. This budget will be used to pay for a dedicated resource in the Planning Service as the workload associated with the Estate Regeneration Project will be significant.
- 3.2.9 Additional funding of £1m has been included in the budget for a Tenants Incentive Scheme. This initiative will offer existing secure tenants a one off payment to surrender their tenancy. Discussions already held as part of the Estate Regeneration Programme has shown that there are a significant number of tenants interested in pursuing this opportunity. This initiative will also be extended to all tenants who express an interest in surrendering their tenancy. External funding opportunities are being explored to assist with the costs e.g. the GLA.
- 3.2.10 A provision of £0.062m has been allowed to cover the cost of the removal of fly tipping on HRA land. This amount has been assessed as the cost of the service required on the estates and is carried out by the council's waste services team.
- 3.2.11 Contract inflation has been allowed for to the sum of £0.157m.

Items 3.2.12 to 3.2.15 are capital requirements, which are included in the table in Appendix 2 below.

- 3.2.12 Increased funding of £2.3m has been allowed for the provision of decanting services associated with the Estate Regeneration Programme. This includes the direct costs relating to statutory home loss payments, disturbance payments and for two FTE posts for specialist Rehousing/Decant Officers. It is expected this provision will be required for a period of four (4) years, being the planned decanting time table.

3.2.13 An additional provision of £0.200m has been allowed for 2017/18 for the costs associated with the provision of a new office to support the DELTA Tenant Management Organisation as required by the agreement with the Council. As well as providing a permanent office for the TMO, this initiative also facilitates the estate regeneration proposals for this estate.

3.2.14 An additional provision of £0.202m has been allowed for 2017/18 for the appointment of a Multi-Disciplinary Team (MDT) to support the procurement process for a development partner to undertake the Estate Regeneration Programme. This figure includes the contract award of £0.172m, plus a contingency sum.

3.2.15 An additional provision of £7.84m has been allowed for the costs associated with the re-purchase of freehold and leasehold properties (Buy Backs) where the Estate Regeneration Programme will be carried out. It is expected this provision will be required for a period of four years, being the expected decanting time table and to achieve full vacant possession of all sites.

3.3 *Reasons for variations – lost and reduced income*

3.3.1 A provision has been made for the loss of income (rent and service charges) from properties sold under RTB. For 2017/18 this loss is expected to be £0.264m.

3.4 *Reasons for Variation – savings items.*

3.4.1 In line with the principles set out in paragraph 4.2. further work associated with validation of the stock condition has continued during the course of the financial year. As a consequence further savings have been identified from the 2016-17 forecasts. This has resulted in an average saving of £1.54m across the next ten years of the business plan.

3.4.2 As a result of the work supported by the Chartered Institute of Housing (CIH), a detailed review of the Repairs Service and associated costs has been completed. The improvements that have been made relate to service delivery, a reduction in demand and improved efficiencies and will all lead to a reduction in costs in 2017/18. An annual saving of £0.500m has been identified and included in this budget.

3.5 *Miscellaneous*

3.5.1 Central Services recharges have decreased by £0.390m. This is the result of a reduction in central costs, in conjunction with the apportionment changes for the staff based recharges, as a result of headcount reductions due to the restructure implemented in April 2016.

3.5.2 The figure of £0.810m, shown in the summary table, in paragraph 3.1 above relates to a review of recharges between the HRA and the General Fund. The total costs of the services involved have been reviewed and a more accurate apportionment made between the HRA and the GF. The specific service areas reviewed include energy strategy, charges associated with adaptations to council houses for council

tenants, strategic community safety responsibilities relevant to the HRA. In addition this element also contains a proposal to transfer garage rents from the HRA to the GF following a full review of car parking income within the council and the use of garage sites. Also included is a review of costs associated with the Council CCTV Service.

4. MAJOR WORKS BUDGET – HRA 2017/18 – 2019/20 major works resources and proposed spend

- 4.1 With the introduction of Self Financing in 2012, and as reported to Cabinet in the 2015/16 HRA Budget setting report, it was anticipated that it would be possible to plan major works expenditure beyond one year at a time with certainty. However, as described elsewhere in this report, the 1% reduction in rent for four years has impacted on the ability to do this.
- 4.2 In order to reduce spend on capital programme items that were unnecessary e.g. the renewal of roofs that still had a serviceable life, the Asset Management Strategy has been reviewed and the investment strategy has moved from a planned and preventative basis to a “Just in Time” basis. This was reported to and agreed by Cabinet in February 2016. This has reduced capital expenditure by over £80m across the 30 year Business Plan life, or around £2.5m per year. 2016/17 was the first year of the JIT regime. The agreed methodology included a higher rate of validation inspections. These inspections are carried out prior to confirming works to the stock. Surveyors visit and check that the works that have been planned are actually required in order to ensure that only work to defective elements is carried out. Those inspections have enabled further reductions in planned works as they have identified that works expected to be needed are not required. The further reduction in expenditure is identified in paragraph 3.4.1.
- 4.3 The annual planned maintenance levels as contained within the Asset Management Plan amount to an average annual expenditure figure of £8.1m across the period 2017/18 – 2019/20.
- 4.4 The provision of £2.5m made in the programme for 2016/17 to complete improvements to the “non-traditional houses”, has now been spent. The improvements relate to improved thermal efficiency and improved wind and weather proofing. All non-traditional houses not ear-marked for demolition have now been improved.
- 4.5 The decent homes principle continues and the decent homes target of 98% continues to be achieved.
- 4.6 The main source of funds for investment in the existing stock stems from tenants’ rents. Surpluses in rental income net of day-to-day management and maintenance of the stock and meeting the costs of borrowing can be converted to investment in major projects.
- 4.7 These HRA resources can also be used to fund new build. HRA Business Plan resources for this purpose can be augmented by right-to-buy receipts as the Council has struck an agreement with the GLA to use 100% of the usable element of right-to-buy receipts on the building of new social housing within three years of their generation. Failure to use right-to-buy receipts in this way would see the Council having to pay the receipts over to the GLA with additional interest. Some council housing new build schemes have also attracted grant from the GLA.

- 4.8 Another element of expenditure on the Housing stock which should be taken into consideration is expenditure on responsive works. These works are for routine repairs and regular servicing of gas appliances and various testing regimes. As part of the CIH Action Plan, work has commenced to establish the value added to the overall stock from these repairs and any compensatory reduction in planned maintenance forecast within the Asset Management Plan. An example of this is to standardise materials and components so that supply chain relationships can be utilised to reduce costs.
- 4.9 As the review of the repairs service reaps benefits, it is anticipated that improved efficiencies will result leading to a reduction in costs. These reductions in costs will come from fewer repairs required, improved efficiency within the external contractor leading to reduced costs and improved terms in the contract resulting from a recently agreed deed of variation to the original contract. In addition, tenants and leaseholders are being engaged to help drive through efficiencies in the service. The anticipated savings in annual expenditure included in the budget report is £0.500m.
- 4.10 Contained within this report is a major investment programme for sheltered housing. As part of the regeneration programme and review of older persons housing, the remaining sheltered housing schemes are being improved to ensure that they are fit for purpose and meet the requirements of an aging and frailer community, including making improvements to create dementia friendly schemes. A wide ranging consultation programme with the residents in schemes has informed this investment. The type of work to be included will be the completion of the bedsit conversion works, installations of lifts in all schemes, improvements to CCTV systems and improvements to communal lounges and gardens. This investment programme will see £4.7m invested in the schemes over two years.
- 4.11 The full proposed Major Works programme – covering investment in the existing council housing stock and building of new properties – for the three years 2017/18 to 2019/20 is included in **Appendix 2**. Appendix 3a, shows a 10 year extract from the Business Plan which identifies surpluses of £96m. This will be used to support the Estate Regeneration Programme.

5. 30 year Business Plan 2017/18 to 2047/48

- 5.1 Attached at **Appendix 3a and 3b** are extracts from the reworked HRA Business Plan financial model. Years 1 to 10 have been included. Year 1 of the business plan is based on the 2017/18 proposed budget.
- 5.2 The plan for the HRA is based on keeping a minimum of £2m in working balances and using current reserves above this figure to invest in the major works programme. It has been assumed that all available resources over and above those required for revenue spend, payment of interest on debt and maintaining reserves at £2m are available for major works, for as long as the stock condition survey need to spend exists, and new development.
- 5.3 There have been a number of changes to the Business Plan since it was first approved in February 2012. In particular, the Government changes to Right to Buy have increased the number of sales completed above that originally anticipated and is currently running at 100 per year. In addition, now that the majority of borrowing (self financing debt) has been fixed at 3.26% for the next 11 years this has

stabilised the long term interest charges in the Business Plan at a very low level. There is a significant beneficial impact caused by the Council's proposals to move directly to formula rents in 2015/16. However, the latest negative impact has been the 1% reduction in rent levels against July 2015 levels. This reduces the rental income available to the HRA over the four years of the reduction by approximately £7.9m. This reduces the income into the business plan model by £68m over 10 years and is thus a significant change.

- 5.4 A major impact on income levels may arise from further Government welfare reform and social housing rent restrictions. If the policy continues to place restrictions on rent rises at the expiry of the current four year reductions rather than revert back to the previously agreed CPI plus 1% rise, then the HRA business plan will be placed under considerable financial pressure.
- 5.5 The Government "high value sales levy" policy has been delayed for at least one year. The impact of this is therefore still unknown. However, the serious risk to the sustainability of this policy change remains a significant if unquantified risk. Once details are known and the impact calculated, it will be fully reworked and re-presented along with any subsequent changes to expenditure levels that are required to produce a balance Business Plan.
- 5.6 The "pay to stay" regime is now a discretionary policy and the proceeds will no longer be paid over to the Treasury. Instead any addition income can be retained by the Local Authority. This would therefore have a potentially positive impact on the HRA Business Plan if implemented. During 2017/18, officers will review the possibility of implementing such a scheme, linking the rents paid and income levels of residents to the income level of £36k per year contained in the new Allocation Policy. This states that any resident earning more that £36k is unable to join the Housing Register as they are deemed to be able to make their own housing arrangements from a financial perspective. This initiative will be linked to the development of low cost home ownership properties that will be built as part of the Estate Regeneration Programme.
- 5.7 Reduction in costs associated with salaries, the move to the JIT principle and improved efficiency in the repairs service along with increased income associated with improved rent arrears and reduced voids numbers mean that the pressures identified above have been mitigated and a significant provision in future years has been identified to support the Estate Regeneration Programme that will see up to 3,500 homes built over 10 years.

6. CONCLUSION

- 6.1 The Self Financing Business Plan extracts (**Appendix 3a and 3b**) show that the Council is able to maintain and improve its stock and provide good quality housing services over the next 4 years. The Housing Revenue Account budget which is set out in this report is a prudent budget, designed to maintain a good level of service, and inject further resources into a programme of major investment in the housing stock that will maintain the Decent Homes standard of existing housing stock and provide significant funding for a wide-ranging estate regeneration programme

REASONS AND OPTIONS

Reasons and Options

Reasons for the Decision

The Council is required to set the housing rent, service charges and a budget in accordance with the Local Government and Housing Act 1989.

Alternative Options Considered

There are no alternative options in so far as setting a budget is concerned. However, there are options in respect of the various elements of the budget. These are considered in preparing the budget and cover such things as the rent and service charge increases, budget growth and major works programme proposals. The rationale for the levels of investment and levels of charges are contained within the body of this report.

IMPLICATIONS AND RISKS

Financial implications and risks:

HRA Revenue

This report largely concerns the financial implications and risks concerning the setting of the HRA budget for 2017/18 and the revision of the figures for the 30 year Self Financing Business Plan. The HRA is sufficiently healthy to generate a minimum estimated annual working balance reserve of £2m at the end of 2016/17 and for the following 3 years.

In addition to £2m reserves on the HRA, the following estimated provisions / reserves are predicted as at 31 March 2017:-

- Bad and doubtful debt provision of £2.937m (including leaseholder major works) - calculated according to best practice
- Leaseholder Major Works Reserve of £2.055m – this is the balance remaining on the reserve. £0.200m is generated from this reserve each year as a contribution to the HRA Investment programme.

The impact of the second year of the Government's 1% rent reduction will see income levels fall by £1.4m

HRA Investment Capital Budget

Appendix 2 sets out the Major Works Programme 2017-19. This is funded from resources available for housing expenditure:-

- HRA resources/revenue surpluses
- Right-to-buy receipts subject to the Council's agreement with the DCLG to use them to fund new housing.

Risks

The introduction of the Governments “higher value sales levy” policy has been delayed and as such the risks, whilst expected to be significant, cannot as yet be quantified.

The Governments intentions after the four’s years of rent reductions are as yet unknown and cannot therefore be quantified.

Legal implications and risks:

Under Part VI of the Local Government and Housing Act 1989 any local authority that owns housing stock is obliged to maintain a Housing Revenue Account. The HRA is a record of revenue expenditure and income in relation to an authority’s own housing stock. The items to be credited and debited to the HRA are prescribed by statute. It is a ring fenced account within the authority’s General Fund, which means that local authorities have no general discretion to transfer sums into or out of the HRA. The Council is required to prepare proposals in January and February each year relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property and other prescribed matters. The proposals should be made on the best assumptions and estimates available and should be designed to secure that the housing revenue account for the coming year does not show a debit balance. The report sets out information relevant to these considerations.

Section 76 Local Government and Housing Act 1989 places a duty on local housing authorities: (a) to produce, and make available for public inspection, an annual budget for their HRA which avoids a deficit; (b) to review and if necessary, revise that budget from time to time and (c) to take all reasonably practicable steps to avoid an end-of-year deficit. The proposed HRA budget fulfils these requirements.

The report seeks approval for major investment estimates in relation to a variety of schemes. In compliance with Section 151 of the Local Government Act 1972, the Council has in place Financial Regulations and Financial Procedures which provide appropriate arrangements for the approval of major works estimates. The various major works schemes must be capable of being carried out within the Council’s statutory powers. To the extent that the details of the schemes appear from the body of the report, it does appear that the proposed works meet this requirement. In particular the maintenance and repaid of dwellings may be considered consistent with the Council’s repairing obligation under Section 11 of the Landlord and Tenant Act 1985.

To comply with the Welfare Reform and Work Act 2016, the report also seeks Cabinet agreement to a 1% reduction in rent levels for general needs housing. Although Havering’s tenancy agreement requires at least 4 weeks notice of a variation in rent, pursuant to section 28 of the WRWA 2016, a term is implied into the Council’s tenancy agreements enabling the 1% rent reduction without prior notice where the reduction is made for the purpose of complying with the Act. The provisions for variation of the terms of a secure tenancy under the Housing Act 1985 also take effect subject to section 28. However, to the extent that increases will be made to service charges, then the provisions as to notice of variation under the tenancy agreement and the Housing Act 1985 remain applicable.

Human Resources implications and risks:

None specific.

Equalities implications and risks:

An equalities impact assessment has been carried out. Of note, rent levels are influenced by central government. Furthermore, best practice and guidance dictates that service charges should be set at a level which covers the cost of providing the service to which the charge relates. Therefore, the Council cannot operate in an unfettered way within regard to the rents and service charges it sets. That said, the Council has examined the proposals in this report from an equalities perspective.

60% of council tenants are in receipt of Housing Benefit. The proposed rents and service charges eligible for housing benefit are within the housing benefit caps for Havering, therefore those in most financial hardship, which can include particular minority groups, will be protected

The major works programme makes available resources to bring forward works to make the remaining sheltered bedsits with shared bathrooms / showers fully self-contained. This will advantage this section of the community who are people over the age of 55.

The Council will monitor the impact of the increase across protected characteristics. We will ensure that anyone affected by the increase has equal access to advice and information in relation to income maximisation should they be unable to meet their rent/service charge liabilities. We will follow the guidelines set out in the income maximisation policy. The EIA will be updated in 6 months with information provided through the monitoring process and if required further activity will be undertaken to mitigate any adverse impact.

BACKGROUND PAPERS

There are none.

APPENDIX 1 – HRA budget 2017/18

	2016-17 Final Budget	2017-18 Final Budget	Variance
Income and Expenditure	£	£	£
Income			
Dwelling rents	(48,551,860)	(47,143,540)	1,408,320
Garages	(400,710)	(346,870)	53,840
Charges for services and facilities - Tenants	(5,296,060)	(6,058,310)	(762,250)
Charges for services and facilities – Leaseholders	(1,574,340)	(1,574,340)	
Shared ownership	(113,980)	(113,980)	
Other	(445,890)	(445,890)	
Total Income	(56,382,840)	(55,682,930)	699,910
Expenditure			
Repairs and maintenance	6,238,120	6,453,740	215,620
Supervision and management plus recharges	22,344,510	24,178,370	1,833,860
Depreciation and impairment	16,590,400	16,590,400	
Debt management costs	49,670	47,820	(1,850)
Bad debt	665,000	665,000	
Total Expenditure	45,887,700	47,935,330	2,047,630
Net cost of HRA services	(10,495,140)	(7,747,600)	2,747,540
Interest payable and similar charges	5,853,300	5,853,300	
Interest and investment income	(64,810)	(64,810)	
Surplus or deficit for the year on HRA services	(4,706,650)	(1,959,110)	2,747,540
Statement on movement of HRA balances			
Surplus or deficit for the year on HRA services	(4,706,650)	(1,959,110)	2,747,540
Major works expenditure funded by the HRA	11,353,057	19,737,732	8,384,675
Transfer to or from Major Repairs Reserve (MRR)	(16,340,400)	(16,340,400)	
Net (income)/Expenditure	(9,693,993)	1,438,222	11,132,215
HRA balance brought forward		(7,155,580)	
Net (income)/Expenditure		1,438,222	
In year Deficit 16-17		1,000,000	
Unallocated 16/17 Capital		(9,302,339)	
RTB receipts (Debt Element)		(1,385,238)	
HRA balance carried forward	(7,155,580)	(15,404,935)	

Appendix 2 – Funded 2017/18 – 2019/20 HRA Major Works Capital Programme

Major Works Programme 2017-20					
		17/18	18/19	19/20	3 yr totals
New Build Programme and pre commitments in 2016/17					
New Build Programme (funded).		£16,192,700	£ 7,087,579		£ 23,280,280
Other Capital Schemes (funded).		£ 5,728,529	£ -	£ -	£ 5,728,529
Total		£ 21,921,229	£ 7,087,579	£ -	£ 29,008,809
Stock Upkeep works to maintain standards including Major Repairs					3 yr totals
Major Voids		£ 450,000	£ 270,000	£ 270,000	£ 990,000
Structural		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Electrical Upgrade/Mains Supplies		£ 100,000	£ 100,000	£ 100,000	£ 300,000
Legionella		£ 170,000	£ 170,000	£ 170,000	£ 510,000
Fencing / Boundary Walls		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Drainage/Sewers		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Asbestos Removal/Management		£ 100,000	£ 100,000	£ 100,000	£ 300,000
External Redecorations		£ 817,500	£ 817,500	£ 817,500	£ 2,452,500
DDA Fire Protection/Mean of Escape		£ 35,000	£ 35,000	£ 35,000	£ 105,000
Careline equipment		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Stock condition surveys 10%		£ -	£ -	£ -	£ -
Aids and Adaptations		£ 550,000	£ 550,000	£ 550,000	£ 1,650,000
Total		£ 2,422,500	£ 2,242,500	£ 2,242,500	£ 6,907,500
Stock Reinvestment to improve conditions including maintaining the Decent Homes Standard					3 yr totals
Stock Investment "Replacements"		£ 3,256,232	£ 4,277,954	£ 3,234,207	£ 10,768,393
Non Trad Houses/Flats System Build		£ -	£ -	£ -	£ -
Kitchen/Bathrooms at Void stage		£ 665,000	£ 270,000	£ 270,000	£ 1,205,000
Total		£ 3,921,232	£ 4,547,954	£ 3,504,207	£ 11,973,393
Stock Remodelling					3 yr totals
Bedsit Remodelling		£ 545,000	£ 109,000	£ 109,000	£ 763,000
Total		£ 545,000	£ 109,000	£ 109,000	£ 763,000
Future Investment					3 yr totals
Major Improvements (sheltered housing)		£ 2,507,000	£ 2,289,000	£ -	£ 4,796,000
Environmental Improvements (Minor)		£ -	£ -	£ -	£ -
		£ 2,507,000	£ 2,289,000	£ -	£ 4,796,000
		17/18	18/19	19/20	3 yr totals
Works to existing stock Programme Totals		£ 9,395,732	£ 9,188,454	£ 5,855,707	£ 24,439,893
		Average Annual Investment in existing stock			£ 8,146,631
Below the Line Additional Capital Expenditure					
Multi Disciplinary Team for Estates Renewal Programme		£ 202,000	£ -	£ -	£ 202,000
Estates Renewal Programme - Land Assembly "Buy Backs"		£ 7,840,000	£ 7,840,000	£ 7,840,000	£ 23,520,000
Decanting Services		£ 2,300,000	£ 2,300,000	£ 2,300,000	£ 6,900,000
		£ 10,342,000	£ 10,140,000	£ 10,140,000	£ 30,622,000
Proposed Capital Expenditure (exc New Build)		£ 19,737,732	£ 19,328,454	£ 15,995,707	£ 55,061,893

Appendix 3a: HRA Projections from Business Plan - Years 1-10

Year	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27
£'000	1	2	3	4	5	6	7	8	9	10
INCOME:										
Rental Income	48,002	47,548	46,901	48,299	49,446	50,649	51,879	53,138	54,426	55,744
Void Losses	-1,080	-1,069	-1,054	-1,084	-1,110	-1,137	-1,165	-1,193	-1,222	-1,252
Service Charges	7,633	7,785	7,941	8,100	8,262	8,427	8,596	8,768	8,943	9,122
Non-Dwelling Income	347	354	361	368	375	383	391	398	406	415
Grants & Other Income	560	571	582	594	606	618	631	643	656	669
Total Income	55,462	55,190	54,732	56,277	57,579	58,940	60,331	61,754	63,210	64,698
EXPENDITURE:										
General Management	-24,428	-24,917	-25,415	-25,924	-26,442	-26,971	-27,510	-28,061	-28,622	-29,194
Special Management	0	0	0	0	0	0	0	0	0	0
Other Management	0	0	0	0	0	0	0	0	0	0
Rent Rebates	0	0	0	0	0	0	0	0	0	0
Bad Debt Provision*	-665	-657	-647	-665	-681	-698	-715	-732	-750	-768
Responsive & Cyclical Repairs	-6,454	-6,533	-6,630	-6,735	-6,847	-6,980	-7,112	-7,256	-7,377	-7,500
Total Revenue Expenditure	-31,547	-32,107	-32,692	-33,323	-33,970	-34,649	-35,337	-36,048	-36,748	-37,462
Interest Paid	-6,059	-6,011	-5,974	-5,937	-5,890	-5,866	-5,845	-5,824	-5,782	-5,694
Finance Administration	-48	-49	-50	-51	-52	-53	-54	-55	-56	-57
Interest Received	151	92	74	101	157	217	279	344	411	473
Depreciation	-7,775	-7,681	-7,618	-7,566	-7,527	-7,637	-7,749	-7,862	-7,977	-8,092
Net Operating Income	10,184	9,434	8,472	9,501	10,297	10,952	11,625	12,309	13,057	13,865
APPROPRIATIONS:										
FRS 17 /Other HRA Reserve Adj	0	0	0	0	0	0	0	0	0	0
Revenue Provision (HRACFR)	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	0	-10,908	-8,648	0	0	0	0	0	0	0
Total Appropriations	0	-10,908	-8,648	0	0	0	0	0	0	0
ANNUAL CASHFLOW	10,184	-1,474	-176	9,501	10,297	10,952	11,625	12,309	13,057	13,865
Opening Balance	6,156	16,339	14,865	14,689	24,190	34,486	45,438	57,063	69,372	82,429
Closing Balance	16,339	14,865	14,689	24,190	34,486	45,438	57,063	69,372	82,429	96,294

Cabinet February 2017

Appendix 3b: HRA Capital Investment Requirement Projection from Business Plan

Year	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27
£'000	1	2	3	4	5	6	7	8	9	10
EXPENDITURE:										
Planned Variable Expenditure	-3,758	-3,629	-2,339	-2,369	-2,489	-2,313	-2,948	-2,377	-3,261	-3,778
Planned Fixed Expenditure	-21,708	-15,653	-13,926	-3,654	-3,862	-3,562	-4,537	-3,599	-5,017	-5,867
Disabled Adaptations	0	0	0	0	0	0	0	0	0	0
Other Capital Expenditure	0	0	0	0	0	0	0	0	0	0
New Build Expenditure	-16,193	-7,088	0	0	0	0	0	0	0	0
Procurement Fees	0	0	0	0	0	0	0	0	0	0
Previous Year's B/F Shortfall	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditure	-41,659	-26,370	-16,266	-6,023	-6,351	-5,876	-7,485	-5,976	-8,279	-9,645
FUNDING:										
Major Repairs Reserve	34,854	13,255	7,618	6,023	6,351	5,876	7,485	5,976	8,279	9,645
Right to Buy Receipts	0	0	0	0	0	0	0	0	0	0
HRA CFR Borrowing	0	0	0	0	0	0	0	0	0	0
Other Receipts/Grants	4,690	80	0	0	0	0	0	0	0	0
HRA Reserves	2,115	2,126	0	0	0	0	0	0	0	0
Revenue Contributions	0	10,908	8,648	0	0	0	0	0	0	0
Total Capital Funding	41,659	26,370	16,266	6,023	6,351	5,876	7,485	5,976	8,279	9,645

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Havering
LONDON BOROUGH

INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE, 22 JUNE 2017

Subject Heading:	Hostel Improvements
CMT Lead:	Steve Moore
Report Author and contact details:	Peter Doherty, Tenancy Sustainment Services Manager 01708 434221 Peter.doherty@havering.gov.uk
Policy context:	Housing Service restructure, transformation and improvements – addressing demand management issues
Financial summary:	No impact of presenting information itself which is for information/scrutiny only

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

On 4 April 2016 the Housing Services restructure took place resulting in a new hostel service. This report provides an update on the progress since that decision.

RECOMMENDATIONS

That Committee:

1. **Notes** the progress made to date in the hostel service following the housing restructure that came into effect on 4 April 2016
2. **Notes** the positive feedback by the Chartered Institute of Housing following their inspection 7 to 9 December 2016.
3. **Notes** that a draft action plan for improving the hostel service will be agreed with the CIH and will form the basis of a further review in January 2018.

REPORT DETAIL

1. BACKGROUND

- 1.1 Havering Council owns and manages three hostels in the borough; Abercrombie House in Harold Hill, Queen Street Villas in Romford and Will Perrin in South Hornchurch.
 - Will Perrin Court has 46 rooms plus an Emergency room - all are family rooms.
 - Abercrombie House has 37 rooms plus an emergency room - 10 rooms are single rooms and have single person occupancy. The remainder are family rooms.
 - Queen Street Villas has 11 rooms – all are family rooms.
- 1.2 In late 2014 the Chartered Institute of Housing (CIH) undertook an inspection of the Housing Service and made the following recommendations in relation to the hostels:
 - Re-evaluate the roles and responsibilities of the hostel worker and manager posts to ensure the service responds effectively to the needs of residents.
 - Improve support available for those placed in the hostels including agreed support plans.
- 1.3 The CIH also commented that ‘the combination of shift patterns together with full cleaning responsibilities, repairing and decorating duties makes recruitment difficult to the current hostel officer role. Moreover, the role is further complicated with the challenges of working with people who have recently been made homeless’.
- 1.4 Following on from the CIH inspection a restructure of the Housing Service was undertaken which came into effect in April 2016.

One of the key drivers for the restructure was to introduce a tenancy sustainment / tenure neutral model of working through which all new entrants into housing would have their support needs assessed and a formal plan agreed with their key support providers i.e. social care, NELFT, Westminster Drugs Project etc. The key principle is to provide the support at the earliest opportunity to enable tenants to better

maintain their tenancies in the longer term, thus reducing the demand on the Council and other key agencies at a later date.

- 1.5 Having reviewed the hostel service, it became evident that the service could not deliver the new model of working. The staff at the time were providing 24/7 cover but were providing little more than a caretaking service; they were not carrying out any support work with residents or sign posting them to any support agencies.
- 1.6 To better facilitate the tenancy sustainment model a new staffing structure was put in place consisting of a manager and six officers with specialist support backgrounds covering drug and alcohol abuse, domestic violence, mental health, probation, child support and housing. The team operates from 9am to 5pm Monday to Friday – all other hours are covered by security. The security and cleaning services are currently being provided by the Council's corporate contractors.
- 1.7 Ahead of the implementation of the restructure and whilst the new team was being recruited, a number of hostel residents attended the Lead Councillor for Housing's housing surgery raising immediate concerns regarding the management of the hostels.
- 1.8 This resulted in an immediate review of the hostels and an improvement action plan being drawn up (See Appendix A). One of the principal actions from the plan was to bring in a specialist hostel agency (Women's Aid Refuge) to provide support in recruiting, training and mentoring the new manager and team and to work with the Tenancy Sustainment Services Manager in establishing a best in sector service.

2. TRANSFORMING THE SERVICE

- 2.1 We are currently just over a year into the restructure and the feedback that we have been getting from residents has been very positive. This has been supported by the most recent CIH Hostel Audit, undertaken in December 2016, in which Domini Gunn (Director, CIH) stated that her return to the hostels was one of the most uplifting experiences of her professional life. We are quite obviously proud of this feedback which has come on the back of a considerable number of challenges that we have faced along the way. The principle ones are highlighted below along with the action that we have taken to address;

- **Transitioning the Service – Staffing**

Issue presenting - there were a multitude of issues including; existing staff effectively disengaging once they knew that they would not be appointed to the new team leading to high levels of sickness absence, an increasing number of complaints from residents and new staff about the attitude of the existing staff including allegations of scaremongering about the new service, theft and a failure to act.

Action taken – management met with staff to address concerns but also to set out continuing responsibilities; some staff were released early and disciplinary action was discussed with others.

- **Transitioning the Service – Management Issues**

Issue presenting – it became evident very early on that there were major gaps in the way that the service had been previously managed. The new team has encountered multiple security, safeguarding, ASB and criminal issues particularly in relation Will Perrin Court where there have been allegations of drug dealing, drug taking, prostitution and criminal damage taking place in and around the hostel.

Action Taken –

1. Safeguarding training prioritised for new staff.
2. Security
 - a. Additional security agreed for a period to manage admission to the hostel
 - b. Photo identification is being introduced to all three hostels
 - c. CCTV is being reviewed to ensure coverage is complete
 - d. A 'no visitor' policy is being discussed with residents for a set period of time
 - e. Community Wardens are undertaking regular patrols and the safer neighbourhoods / police are being asked to visit all three sites on a regular basis
 - f. All residents are being reminded of their responsibilities and the action that the council can take if they breach their licence agreements which ultimately could lead to the council discharging its duty.
3. Multiple safeguarding referrals made by the new team – only a couple of referrals had been made previously
4. Referrals to Children's Services have resulted in children being removed due to the risk of harm in three cases.
5. Homelessness duty discharged on three individuals
6. Injunctions x 3 – excluding individuals from one of the hostels
*4 to 6 above – this is the first time that such action has taken place in the hostels
7. A new system of escalating warnings is being drawn up to address bad behaviour. The process seeks to ensure that warnings will go with the resident as they progress through tenures.

- **Support**

Issue Presenting – Residents were not having their support needs assessed and there was little contact, if any, with support agencies. As a result residents were moving from the hostels into settled accommodation without any handover to the tenancy officers who would be unaware of any need for any continuing support.

- Action Taken: Support plans are being put in place with key support partners and agencies for all residents. The initial reports are highlighting a sizeable percentage of residents requiring on-going support and that a number have high support needs potentially highlighting a gap in the current level of support provided in housing in the borough. This is being addressed.

The service has recently introduced a 12 month pilot counselling service with the Women's Aid Refuge with a view to working with a number of highly vulnerable residents to try and break their cycles of adverse behaviour. The pilot will be fully

evaluated and if successful a cost benefit analysis will be undertaken to consider the benefits of widening the scope of the service.

- **Improvements**

Issue Presenting – The hostels have an institutional feel and look to them which is unlikely to have a positive effect on residents' wellbeing. Moreover, in their current state the hostels do not reflect the image of how the Housing Service would like the hostels to be viewed. The aim of the service is to at least make the hostels welcoming to residents for their stay.

- Action Taken – An improvement budget of £150k was agreed by Housing Board. An improvement plan has been agreed for each hostel and is currently being delivered. Our key priorities have been to provide play facilities for children, both internally and externally, and to improve security on all three sites.

- **Policies & Procedures**

Issue presenting - there are hardly any written policies and procedures for the new team to work with.

Action taken – the key policies and procedures have been identified with the Women's Aid Refuge (WAR) and we are currently drafting these in order of priority.

- **ICT**

Issues presenting – Connectivity to the Council's ICT systems was very poor and staff were not operating on OHMS (the Housing Management system). What written records were being maintained were haphazard.

Action Taken – we have upgraded the lines to speed up connectivity and trained the staff on accessing the OHMS system and maintaining electronic case files.

- 2.2 Before the new structure was put in place hostel residents were not allowed access to the communal grounds at any of the three sites. The reasons for this are historical but at Will Perrin Court this decision was made to appease local residents when the hostel was opened.
- 2.3 This was the first matter that residents asked us to address when we met with them. Several residents referenced the adverse impact that this decision was having on them and their children's wellbeing particularly during the Summer months. As a result we have opened the communal gardens to residents and are monitoring the position.

3. FUTURE PLANS

- 3.1 The aim of the service is to be best seen in sector by 2018 and for this to be endorsed by the CIH.
- 3.2 The ever increasing demand on the homelessness service is resulting in the Council looking at alternative methods of increasing the provision of good quality housing accommodation. One of the strategies to be progressed is increasing the number of rooms available by utilising temporary modular accommodation and decommissioning sheltered accommodation at Queens Street.

IMPLICATIONS AND RISKS

Financial implications and risks:

None of this covering report

Legal implications and risks:

None of this covering report

Human Resources implications and risks:

None of this covering report

Equalities implications and risks:

None of this covering report

BACKGROUND PAPERS

Appendix A – Hostel Improvement Plan

Hostel Improvement Plan - Appendix A					
Area	Service Requirement	Required action	Lead	Progress - Updated 28.09.16	Timescales
Management	3.1 1 Manager & 5 x Officers	Team to be recruited	Peter Doherty	Interim solution being pursued	Completed
		Interim solution - partner with an operational hostel business provider to provide the expert staffing resource. Permanent recruitment	Peter Doherty	Women's Aid providing specialist management consultancy service procured under emergency procurement powers for a period of 12 months. Manager now in post; three permanent officers are now in post. Other three posts being covered by temporary staff - consideration to be given to temp to perm recruitment	Completed
	3.7 Welcome pack	Develop a welcome pack to be issued to all new residents.	Beatrice Cingtho-Taylor	Information handbook produced for each hostel. In discissions with Breyer Charity Foundation regarding them sponsoring the welcome pack	Completed
	3.9 Improvements	Produce and deliver an improvement plan for the hostels to be recognised as best in sector	Peter Doherty	Following the inspection in December 2016 we will establish a qualitative framework with CIH in which to measure all future improvements	Completed
Governance & Scrutiny	3.9 Structures required to oversee improvements	Establish Improvement Board - monthly meetings	Improvement Board		Completed
		Arrange visits to each hostel for each member			Completed
		Surgeries (monthly on a Friday) for Cllr White			Completed
		Cabinet Report		Report to be prepared for October Executive briefing to reference the rebranding of the service, our work with Women's Aid and the strategic direction moving forward	Oct-16
	3.4 Top 10 issues affecting residents	Monthly reports	Peter Doherty	Revised update report to follow	
Responsive Maintenance	3.8 Chartered Institute of Housing (CIH) Reassessment	CIH to undertake reassessment of hostels	Peter Doherty	CIH have confirmed that they will undertake review 7-9 December 2016	Dec-16
	3.5 General day to day maintenance and decorating	Breyers to take on the immediate day to day activities - Daily handy-person service to be considered medium to long term	Kevin Hazlewood	Structured inspections in place and works being progressed associated with minor repairs. Do it in a day attendance 6 weekly (regularity subject to review), relaunch in August to include regular bulk repair activity for Hostels. Detailed work required on reporting lines now new staff in place.	Sep-16
	3.6 Improvements to communal spaces	General feel of the communal spaces to be improved	Kevin Hazlewood	Project surveyor has visited all three hostels and drafted a schedule detailing improvement works and estimated costs; works now being tendered.	Jul-16
	3.6 Adherence to Housing, Health and safety Ratings Scheme (HHSRS) standards	Environmental Health to undertake risk assessment	Peter Doherty	Checks completed and all in order from an EH perspective	Completed
Security	3.1 Monday to Sunday 4pm to 10am when officers are on duty	Utilise corporate security contract supported by Community Wardens	Peter Doherty	Kingdom Security - 1 year contract in place on all 3 sites. Options appraisal being undertaken to evaluate whether permanent staffing provision might be better VFM and more appropriate than contracted service due to the demands of the service	Completed
Cleaning	Daily Will Perrin 3.5 hours, Abercrombie 3.5 hours and Queen St 2 hours	Utilise corporate cleaning contract or in-house caretaking service x 2	Peter Doherty	Corporate contract in place - options appraisal on same lines as security being considered	Completed
	Deep Cleans	Utilise corporate cleaning contract or in-house caretaking service x 2	Peter Doherty	Deep clean being undertaken through the provision of additional hours to cleaners working on each site	Completed
	Emergency	Utilise corporate cleaning contract	Peter Doherty	Caretaking and Cleaning Service are providing cover	Completed
Void Clearances	Room clearance & decoration	Officers & Cleaners to undertake clearance	Peter Doherty	Officers and cleaners are not to undertake - To be actioned through Breyer contract	Completed
		handy-person to redecorate	Peter Doherty	Currently provided by Breyer - Handy person subject to KH's discussions - see above	Completed
Support Provision	3.2 Social care	Appropriate support being provided by ASC & CSC	Peter Doherty	Social Care being engaged on a regular basis. An At Risk of Homelessness / Eviction Wkg Gp is being set up in October with Children's to better facilitate processes around hostel occupants at risk	Completed
	3.2 Income & benefits	Income Management Team	Peter Doherty	Regular income surgeries now held at each hostel. Hostel staff to take on role once trained	Completed
	3.2 Homelessness & support need review	Homelessness Team	Beatrice Cingtho-Taylor	Each resident provided with details of homelessness status, bidding priority, timescales etc	Completed
	3.2 Early Help & Troubled Families	Volunteer programme	Peter Doherty	Volunteers were due to be in place in July but this was put back to October.	Completed
	3.2 and 3.3 Specialist support e.g. drugs and alcohol	Bespoken support plans agreed with specialist agency e.g. NELFT	Beatrice Cingtho-Taylor	Support plans for each resident identifying support are being developed.	Completed
		Review Information Sharing Protocols (NEW)	Peter Doherty	Consent Agreement to be monitored with partners	Completed
	3.4 Efficacy of support planning	Outcomes for residents need to be met as part of the suppport planning being delivered (NEW)	Peter Doherty	Profiling Information to be used towards efficacy of support plan	Completed
Out of Hours	3.1 General OOH admissions	Duty Housing Advice / Homelessness Officer to assess before referring to security staff	Beatrice Cingtho-Taylor	Interim arrangement pending implementation of restructure in place - OOH calls being dealt with by Housing Demand Service Manager and Housing Advice/Options Manager	Completed
	3.2 Client's presenting at risk	Duty Housing Advice / Homelessness Officer	Beatrice Cingtho-Taylor	As above	Completed
PR & Community Engagement	3.1 Improve community image	Ensure transition is well managed and that there is no adverse impact on the community	Peter Doherty	Will Perrin Court - retains the highest profile - legal action has been taken against two occupants.	Completed
Reporting	3.9 Improve efficiency of service	Ensure improved outcomes for each resident	Peter Doherty/Beatrice Cingtho-Taylor	Monthly report using existing PI info, to be discussed at Hostel Board and new outcome indicators agreed.	Monthly

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INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE, 22 JUNE 2017

Subject Heading:	Quarter 4 / annual performance report 2016/17
SLT Lead:	Sarah Homer, Interim Chief Operating Officer
Report Author and contact details:	Graham Oakley, Senior Performance and Business Intelligence Analyst, 01708 433705, graham.oakley@havering.gov.uk
Policy context:	The report sets out Quarter 4 / annual performance data relevant to the Individuals Overview and Scrutiny Sub-Committee
Financial summary:	There are no immediate financial implications. Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance against the Corporate Performance Indicators within the remit of the Individuals Overview and Scrutiny Sub-Committee for Quarter 4 of 2016/17 (January 2017- March 2017).

RECOMMENDATIONS

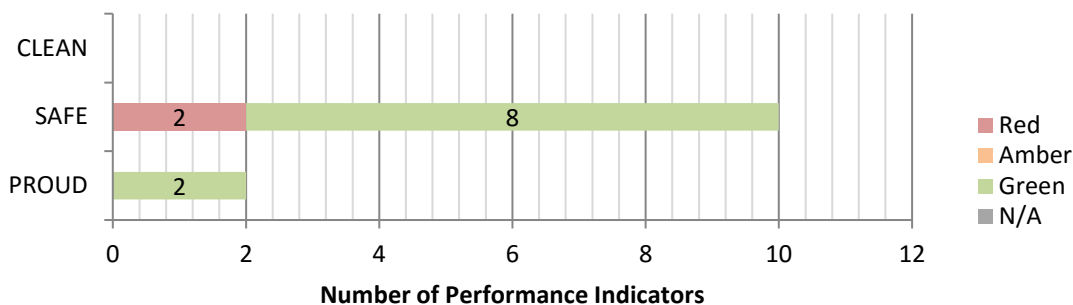
That the Individuals Overview and Scrutiny Sub-Committee notes the contents of the report and presentation and makes any recommendations as appropriate.

REPORT DETAIL

1. The report and attached presentation provide an overview of the Council's performance against the corporate performance indicators relevant to the Individuals Overview and Scrutiny Sub-Committee in 2016/17. The presentation highlights areas of strong performance and potential areas for improvement.
2. The report and presentation identify where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for the 2016/17 reports are as follows:
 - **Red** = more than the '**target tolerance**' off the quarterly / annual target and where performance is *not improving*
 - **Amber** = more than the '**target tolerance**' off the quarterly / annual target and where performance has *improved or been maintained*.
 - **Green** = on or within the '**target tolerance**' of the quarterly / annual target
3. Where performance is more than the '**target tolerance**' off the annual target and the RAG rating is '**Red**', 'Improvements required' is included in the presentation. This highlights what action the Council will take to address poor performance.
4. Also included in the presentation are Direction of Travel (DoT) columns, which compare:
 - Short-term performance – with the previous quarter (Quarter 3 2016/17)
 - Long-term performance – with the same time the previous year (Quarter 4 2015/16)

5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
6. In total, 12 Corporate Performance Indicators have been included in the Quarter 4 2016/17 report and presentation.

Quarter 4 RAG Summary



This is similar to the position at the end of Quarter 3, when 9 indicators were RAG rated 'green' and 2 indicators were rated 'red'.

The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also included in the presentation are Demand Pressure graphs that illustrate the growing demands on Council services and the context that the performance levels set out in this report have been achieved within.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

Improving performance on the 2 red RAG items - "Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)" and "Direct payments as a percentage of self-directed support for Service Users" -

should contribute towards the Council's demand management strategy by diverting service users from expensive placements into cost effective community provision. However, the increasing complexity and age of clients requiring support will continue be a factor influencing the service ability to achieve these (and other) relevant targets.

Robust ongoing monitoring is undertaken as part of the established financial and service management processes. Should it not be possible to deliver targets within approved budgets this will be raised through the appropriate channels as required.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress against the Corporate Plan.

Human Resources implications and risks:

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

Equalities implications and risks:

There are no equalities or social inclusion implications or risks identified at present.

BACKGROUND PAPERS

Appendix 1: Quarter 4 Individuals Performance Presentation 2016/17



Havering

L O N D O N B O R O U G H

Page 155

Clean • Safe • Proud

apply▼ pay▼ report▼
www.havering.gov.uk

Quarter 4 – Corporate Performance Report 2016/17

Individuals O&S Committee

22nd June 2017

Page 156

About the Corporate Performance Report

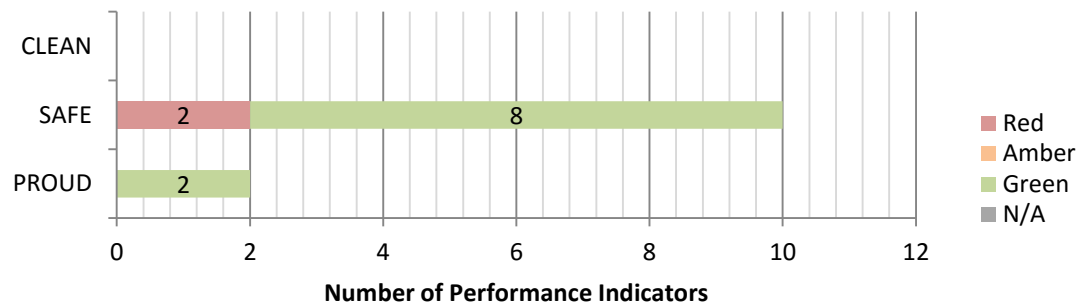
- Overview of the Council's performance for each of the strategic goals for 2016/17 (Clean, Safe and Proud).
- The report identifies where the Council is performing well (**Green**) and not so well (**Amber** and **Red**).
- Where the RAG rating is '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to address poor performance.

Page 157

OVERVIEW OF INDIVIDUALS INDICATORS

- 12 Corporate Performance Indicators fall under the remit of the Individuals Overview & Scrutiny sub-committee. 10 of these relate to the SAFE goal and 2 to the PROUD goal.

Quarter 4 RAG Summary



- All 12 indicators have been given a RAG status. In summary:
10 (83%) have a RAG status of **Green**.
2 (17%) have a RAG status of **Red**.

Quarter 4 Performance - Safe

Page 159

Indicator	Value	Annual Target	Q4 Target	Tolerance	Q4 Performance	Short Term DOT (Q3 2016/17)		Long Term DOT (Q4 2015/16)	
SAFE: Supporting our community									
Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 18-64)	Smaller is better	12	12	±10%	8.7 GREEN	↓	6.7	↑	10.2
Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	598.1	598.1	±10%	700 RED	↓	538.6	↓	598.1
Rate of delayed transfers of care attributable to Adult Social Care (ASC) only per 100,000 population	Smaller is better	1.5	1.5	±10%	1.3 GREEN	↓	1.2	↓	0.7
Indicator	Value	Annual Target	Q4 Target	Tolerance	Q4 Performance	Short Term DOT (Q3 2016/17)		Long Term DOT (Q4 2015/16)	
SAFE: Using our influence									
Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is better	63.5%	63.5%	±10%	65.8% GREEN	↑	47.4%	↑	63.5%
Percentage of adults in contact with secondary mental health services living independently, with or without support	Bigger is better	87%	87%	±10%	86.5% GREEN	↓	89.7%	↑	86.1%
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is better	87%	87%	±10%	87.7% GREEN	N/A	N/A	↑	84.6%

Quarter 4 Performance – Safe (continued)

Indicator	Value	Annual Target	Q4 Target	Tolerance	Q4 Performance	Short Term DOT (Q3 2016/17)		Long Term DOT (Q4 2015/16)		
SAFE: Leading by example										
Page 160	Percentage of people using social care who receive self-directed support and those receiving direct payments	Bigger is better	83%	83%	±10%	85% GREEN	↓	85.1%	↑	82.2%
	Direct payments as a percentage of self-directed support for Service Users	Bigger is better	42%	42%	±10%	33.3% RED	↓	33.5%	↓	35.1%
	Percentage of carers using social care who receive self-directed support and those receiving direct payments	Bigger is better	95%	95%	±10%	100% GREEN	→	100%	→	100%
	Percentage of Carers using social care who are receiving direct payments as a proportion of self-directed support	Bigger is better	95%	95%	±10%	100% GREEN	→	100%	→	100%

Quarter 4 Performance – Proud

Indicator	Value	Annual Target	Q4 Target	Tolerance	Q4 Performance	Short Term DOT (Q3 2016/17)		Long Term DOT (Q4 2015/16)	
PROUD: Using our influence									
Percentage of adults with learning disabilities who are in paid employment	Bigger is better	8.7%	4.3%	±10%	7.9% GREEN	↑	4.3%	↓	8.1%
Percentage of adults in contact with secondary mental health services in paid employment	Bigger is better	4.8%	4.8%	±10%	7.9% GREEN	↑	7.8%	↑	4.8%

Page 161

Highlights – SAFE

- We are above target for the % of people using Adult Social Care who receive Self-Directed Support (SDS). There has been an increase in take up when compared to the previous year.
- 100% of carers receive their support through self-direction, in the form of a direct payment.
- The number of adults with a learning disability who live in their own home or with family has exceeded target and is an improvement on the 2015/16 outturn.
- The rate of permanent admissions to residential and nursing care homes for individuals aged between 18-64 years is better than target and the previous year's outturn.
- The rate of delayed transfers of care attributable to Adult Social Care is better than target and also better than the previous quarter and the previous year.

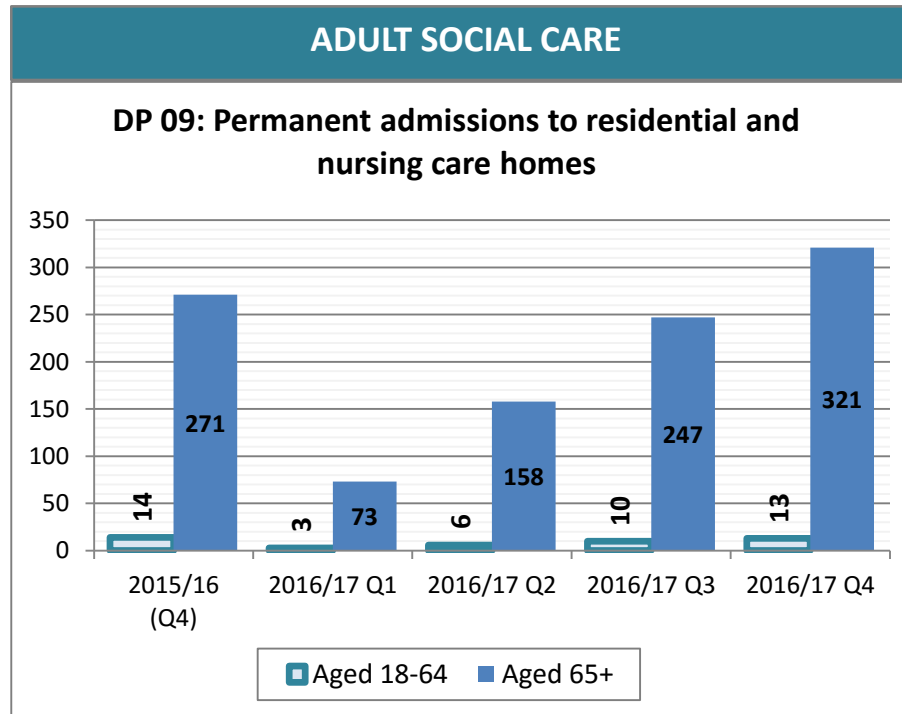
Improvements Required – SAFE

- We are currently below target for the take-up of direct payments. ASC Commissioning Services continue to lead on a number of initiatives to increase the take up of Direct Payments. Projects include the introduction of a payment card and the development of the Personal Assistant Market.
- The number of service users aged 65+ who have been permanently admitted into residential or nursing care missed target and was higher than the previous year.

Highlights - PROUD

- The percentage of adults in contact with secondary mental health services in paid employment is significantly better than the target.

Demand Pressures

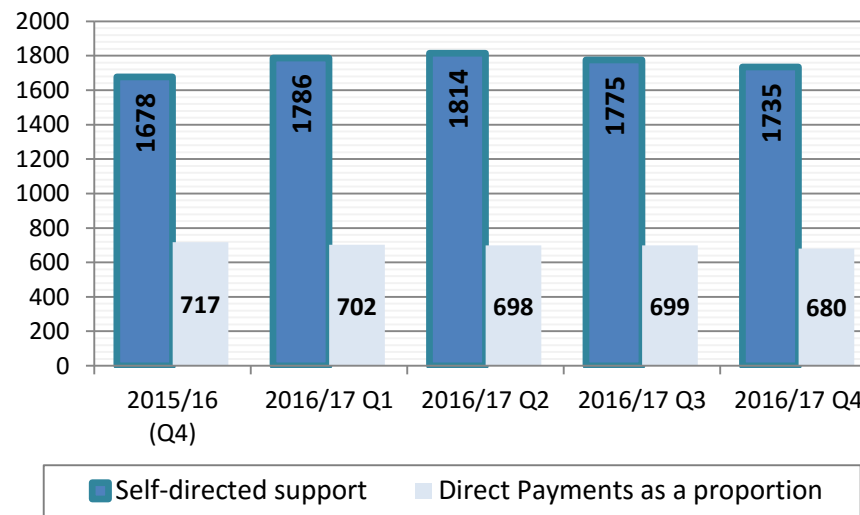


By the end of 2016/17, there had been 13 adults aged 18-64 in council-supported permanent admissions to residential and nursing care, representing a slight reduction (of 2) compared with 2015/16. However there had also been 321 adults aged over 65 in council-supported permanent admissions, representing an 18% increase on the previous year.

Demand Pressures

ADULT SOCIAL CARE

DP 10: Self Directed Support and Direct Payments as a Proportion

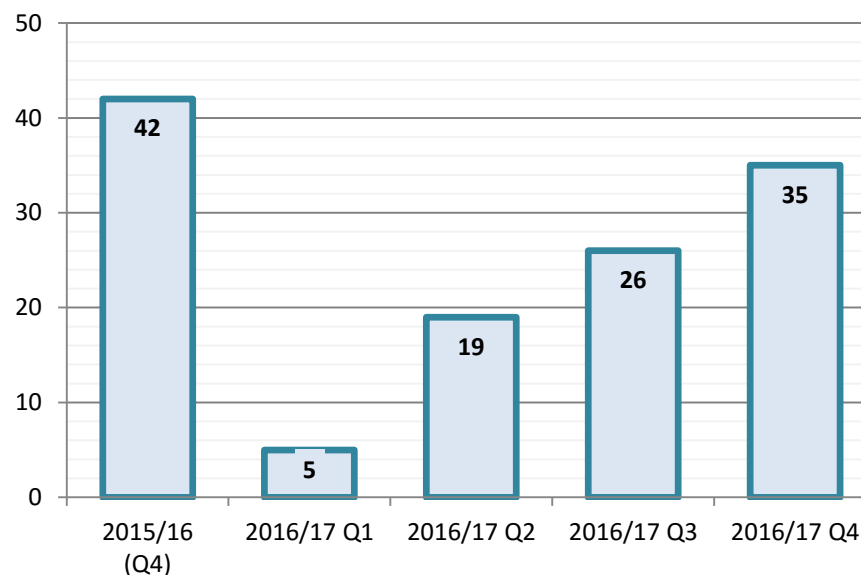


During 2016/17, there was a 3% increase in the take-up of self-directed support compared with the previous year, but a 5% reduction in the take-up of direct payments. Despite out-turning higher than the previous year, take-up of self-directed support fell in the second half of the year compared with Quarters 1 and 2.

Demand Pressures

ADULT SOCIAL CARE

DP 11: Residents Requiring Ongoing Service After Reablement



This is a local indicator and is reported cumulatively . Demand has decreased from 42 to 35 (a fall of 17%) when compared to Q4 last year.

Any questions?



INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE, 22 JUNE 2017

Subject Heading:	Individuals Overview and Scrutiny Sub-Committee – Annual Report 2016/17
CMT Lead:	Daniel Fenwick
Report Author and contact details:	Anthony Clements, 01708 433065, Anthony.clements@onesource.co.uk
Policy context:	As required under the Council's constitution, the document attached summarises the work of the Sub-Committee during the 2016/17 municipal year.
Financial summary:	No impact of presenting of information itself.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

The annual report of the Sub-Committee is attached for approval and referral to full Council.

RECOMMENDATIONS

1. The Sub-Committee to approve the Annual Report 2016/17 and refer this to Council.

REPORT DETAIL

The attached document summarises the work of the Sub-Committee during the 2016/17 municipal year. It is recommended that the Sub-Committee agree that the report should be referred to full Council for consideration, as required under the Council's constitution.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.

Individuals Overview and Scrutiny Sub-Committee Annual Report 2016/17

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2017.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Sub-Committee's activities and performance.

SUB-COMMITTEE MEMBERSHIP

Councillor Linda Trew (Chairman)
Councillor Ray Best (Vice-Chair)
Councillor June Alexander
Councillor Linda Hawthorn
Councillor Keith Roberts
Councillor Patricia Rumble
Councillor Roger Westwood

During the year under review, the sub-committee met formally on four occasions and dealt with the following issues:

1. Family Mosaic

At its July meeting, the Sub-Committee received details of the services provided by Family Mosaic – an independent organisation offering information on care and support services. This sought to advise local people on areas such as housing benefit, debt advice, employment and training. Family Mosaic also held drop in services at locations across Havering including Queen's Hospital and Romford Market.

2. Corporate performance information

Throughout the year, the Sub-Committee continued to scrutinise performance information covering services within its remit. The Sub-Committee scrutinised in some detail the relatively low take-up in Havering of direct payments for social care services and was advised that demographic issues such as the large percentage of elderly people in the borough may partly explain this.

Other areas scrutinised as regards performance included the rate of paid employment for adults in contact with secondary mental health services and the proportion of people in this group who were living independently.

3. Integration of Social Care

On two occasions during the year, the Sub-Committee scrutinised work to integrate certain adult social care services. This aimed to eliminate duplication and streamline care pathways and sought to identify services that could support integrated working across health and social care.

The Sub-Committee also scrutinised the work of the Integrated Care Partnership which sought to bring forward further integration between the Council and the NHS. It was aimed to bring together a number of different services covering issues such as discharging a person from hospital and it was noted that some social care services had already begun to integrate around localities with those from the North East London NHS Foundation Trust. Other areas scrutinised included the priorities for integrated working in different localities with children's health and social care, urgent care and reablement being the focus in different localities.

4. Dementia Strategy

At its January meeting, the Sub-Committee received details of Havering's proposed dementia strategy which was aligned with the Council's overarching Health and Wellbeing Strategy. The strategy set out the current service provision within Havering and also covered areas such as early onset dementia, end of life care and cultural issues associated with dementia.

Responses to dementia would be joined up under the strategy to cover social care, public health and the health sector. The Sub-Committee noted with approval proposals under the strategy for initiatives such as a named dementia practice coordinator for each person diagnosed and increased support for carers.

5. Support for Carers

The Carers Strategy approved by Cabinet was also presented to the Sub-Committee in January. It was noted that the general financial climate remained challenging and increases in the national minimum wage had added to the care costs incurred by the Council.

The Sub-Committee discussed concerns about houses that were split into so-called supported living schemes and agreed that it was very difficult to regulate these types of providers. The Council did however engage with providers over quality and safeguarding issues.

6. Gold Standard Framework

The Sub-Committee was also briefed during the year on the Gold Standard Framework which aimed to improve end of life care in care homes. This voluntary programme sought to address practices around end of life care. The issue of the time taken by GPs to verify deaths in care homes was discussed although this had not been found to be a major issue for Havering care homes.

7. Open Dialogue

At its April meeting, the Sub-Committee was briefed on the Open Dialogue technique – a new model of mental health treatment that sought to treat a person by involving their family and friend networks. An associate director of the North East London NHS Foundation Trust explained that the Trust was piloting the technique nationally in Havering and Waltham Forest and that results in other countries where the technique had been used had been extremely positive.

Subject to funding being received, it was planned that a full trial of the system would commence and the Sub-Committee agreed that it should be kept appraised of further developments regarding Open Dialogue in Havering.

8. Healthwatch Havering

The Sub-Committee has continued, throughout the year under review, to enjoy a productive working relationship with Healthwatch Havering – a local organisation representing the users of local health and social care services. Members of Healthwatch regularly attend meetings of the Sub-Committee and are able to ask questions of witnesses.

The Healthwatch Havering annual report was also presented to the Sub-Committee during the year under review. This outlined the statutory powers of Healthwatch to undertake enter and view visits to health and social care premises and how these were used in Havering. Other relevant aspects of Healthwatch's work included seeking the views of local people on health and social care services and work to scrutinise local services for people with learning disabilities.

9. Visit to Queen's Hospital

In April 2017, members of the Sub-Committee held a successful visit to Queen's Hospital which concentrated on the discharge process and work to avoid admission or readmission to hospital. Discussions were held with a number of senior staff from the Hospitals' Trust and members were particularly impressed with the vision outlined to seek to avoid admission to hospital wherever possible. It is hoped that a briefing for all Members on these issues can be arranged in the coming months.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

While the work of the Sub-Committee can impact on all members of the community, there are no implications arising from this specific report which is a narrative of the Sub-Committee's work over the past year.

BACKGROUND PAPERS

None not already in public domain.

INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE, 22 JUNE 2017

Subject Heading:	Individuals Overview and Scrutiny Sub-Committee – Work Programme 2017/18
CMT Lead:	Barbara Nicholls
Report Author and contact details:	Anthony Clements, 01708 433065, Anthony.clements@onesource.co.uk
Policy context:	A proposed work programme for the Sub-Committee is submitted for review and agreement.
Financial summary:	No impact of presenting of work programme itself which is for review only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

A proposed work programme for the Sub-Committee is attached for review and adoption.

RECOMMENDATIONS

1. The Sub-Committee to make any amendments to the proposed work programme for the 2017/18 municipal year and adopt the final version of the programme.

REPORT DETAIL

1. Following initial discussions with the Sub-Committee Chairman and Vice-Chair, the attached table shows a proposed work programme for the meetings of the Sub-Committee during the 2017/18 municipal year. It should be emphasised that the work programme is not confirmed at this stage and Members are welcome to suggest any changes or additions they wish to be considered, both in terms of agenda items for future meetings of the Sub-Committee and for any potential topic groups.
2. It will be noted that not all items have yet been specified for future meetings. Previous experience has shown that it is often beneficial to leave some spare capacity on future agendas to deal with any consultations or other urgent issues that may arise during the year.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.

**INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE, PROPOSED
WORK PROGRAMME 2017-18**

<u>MEETING DATE:</u>	22/06/17	20/09/17	29/11/17	20/02/18
	HOSTEL IMPROVEMENT PROGRAMME	COUNCIL CONTINUOUS IMPROVEMENT MODEL: ESTABLISHMENT OF AN ACTIVE HOMECARE FRAMEWORK IN HAVERING	INTEGRATED CARE PARTNERSHIP UPDATE	COUNCIL CONTINUOUS IMPROVEMENT MODEL: JOINT HAVERING CARERS STRATEGY 2017-19
	OLDER PEOPLE'S HOUSING STRATEGY	ADULT SOCIAL CARE FINANCE	PROVISIONAL: EAST LONDON HEALTH AND CARE PATNERSHIP (STP)	OPEN DIALOGUE UPDATE
	Q4 PERFORMANCE INFORMATION	HEALTHWATCH HAVERING ANNUAL REPORT		
	ANNUAL REPORT			
	SUB- COMMITTEE'S WORK PROGRAMME			

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