

Economic Regeneration, Housing and the Arts Policy and Accountability Committee

Agenda

Tuesday 6 September 2016

6.00 pm

Clem Attlee Residents' Hall, Freeman Place, Fulham, London SW6 7TN

MEMBERSHIP

Administration:	Opposition
Councillor Daryl Brown Councillor Adam Connell Councillor Alan De'Ath (Chair)	Councillor Lucy Ivimy Councillor Harry Phibbs

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Date Issued: 17 August 2016

Economic Regeneration, Housing and the Arts Policy and Accountability Committee

Agenda

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The next meeting will be held on 1 November 2016 in the Lower Hall at St John's Church, North End Road, Fulham, London SW6 1PB. The meeting will start at 7:00pm.

Members and residents are invited to submit suggestions for the work programme, either at the meeting or by email to:

ainsley.gilbert@lbhf.gov.uk

** If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.*

At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.

Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.

Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.

London Borough of Hammersmith & Fulham



Economic Regeneration, Housing and the Arts Policy and Accountability Committee Minutes

Tuesday 5 July 2016

PRESENT

Committee members: Councillors Daryl Brown, Adam Connell, Alan De'Ath (Chair), Lucy Ivimy and Harry Phibbs

Other Councillors: Ben Coleman, Wesley Harcourt and Lisa Homan

Officers: Mike Clarke, Daniel Miller, Nilavra Mukerji and Helen Worwood

7. APOLOGIES FOR ABSENCE

Councillor Lucy Ivimy had sent her apologies for lateness.

Councillor Sue Fennimore, Cabinet Member for Social Inclusion, had sent her apologies for not being at the meeting owing to other commitments.

8. DECLARATIONS OF INTEREST

There were no declarations of interest.

9. MINUTES

The minutes of the meeting held on 7 June were agreed to be accurate.

10. OPEN DOORS: ENSURING A THRIVING LIBRARY SERVICE IN HAMMERSMITH & FULHAM

Mike Clarke, Director of Libraries and Archives, explained that the council was determined to maintain its Library service, and keep all libraries open.

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

The council was looking for ways to ensure that the service remained sustainable and to broaden the appeal of libraries. To make libraries more financially sustainable further commercial opportunities were being sought, as well as partnerships with businesses and other organisations. Mr Clarke explained that the council's libraries had attracted more visitors and borrowers over the past year, but that the council wanted to encourage even more people to use libraries. He noted that less than half of visitors to libraries now borrowed a book, and that e-books and other digital resources had become popular.

Councillor Harcourt, Cabinet Member for Environment, Transport and Residents Services, said that he knew discussions about libraries could become emotive; he explained that the council would not be closing any libraries, or reducing their opening hours. He said that the administration's manifesto had included a commitment to modernise and widen the appeal of the borough's libraries and that this meeting was the first stage in doing that. Councillor Harcourt stressed that he and officers really wanted to hear residents views on what could and should be done to make libraries better and more sustainable and noted that whilst officers had included some of their ideas in the report to get the discussion going, these were only ideas and not the council's policy.

The Chair asked why the council was having to look at ideas to bring in more revenue. Councillor Harcourt explained that the council was facing a £70 million reduction in its funding from central government and in its efforts to mitigate the impact of these funding cuts the administration was trying to bring in more money in different ways.

A resident asked whether using volunteers might reduce the quality of service as they would not, she presumed, be qualified librarians. Mike Clarke explained that over 100 volunteers were already used in libraries and that they were not there to replace qualified librarians, rather they were used to help with specific tasks or projects and they were given appropriate training for their roles.

Gwen Cook, a local resident, explained that she was concerned that about the use of too many volunteers, saying that it was important to have sufficient qualified librarians to ensure that the service operated correctly. A resident explained that they volunteered with the archives service and felt that those volunteers she had met were providing a good service and doing something they enjoyed. She raised concerns however about school pupils using libraries inappropriately around exam times.

A resident, who had formerly been a member of staff at Westminster Reference Library, explained that they had previously coordinated volunteers for the library and that the quality of person who volunteered was usually very high; adequate training and support for volunteers was however essential to get the most out of volunteers. Francis Serjeant, Reference Librarian, explained that his experience of volunteers was that they could be unreliable and that it was difficult to advertise a service if volunteers were due to provide it as they could pull out at short notice. A resident felt that the council could

consider apprenticeships and internships as well as just volunteering schemes. Mike Clarke said that using volunteers needed careful management and proper support but felt that the value they could add to the service was significant.

Karen Blackwell, Libraries Assistant, noted that the report included reference to an increase in the number of volunteers causing staffing costs to reduce. She asked whether the council intended to make libraries staff redundant. Councillor Harcourt explained that there was no plan to make staff redundant; he had not discussed compulsory redundancies with officers and would not want to. He thought that the £100,000 figure referred to in the report referred to added value which would be brought by additional volunteers.

A resident suggested that libraries could work with charity shops to source books as they regularly received donations direct from publishers. Another resident suggested that the public could be asked to donate books. Richard Grant, manager of Fulham Library, explained that it was difficult to accept books from the public as they had to be inspected for quality and then fitted with a jacket and tagged. A resident said that having a wide ranging stock of books was very important. Mike Clarke thanked said that the stock at Hammersmith and Fulham's libraries had been improved significantly over the past few years and agreed to look into how donations could be accepted.

A children's author, who was also a local resident, said that she felt authors could do more to promote the borough's libraries. Mike Clarke said that the service would be very grateful of any assistance authors could give them; he also explained that in order to get young people to visit libraries the council had set up an automatic-enrolment scheme for pupils at schools across the borough. A resident suggested that this could be expanded to the adult learning service as well.

Ros O'Connell, a local resident, suggested that libraries could offer reading to pets sessions which were thought to develop literacy and build a reader's confidence. She also raised issues with the doors at Hammersmith Library making disabled access difficult. Mike Clarke agreed to look into the accessibility issue at Hammersmith Library.

A resident asked whether developers could be asked to help pay for libraries. Councillor Coleman said that developers contributed to the council through S.106 and the Community Infrastructure Levy, however, other ideas were also needed. A member of staff said that libraries ought to take card payments in order to boost revenues; Mike Clarke explained that this was already in progress. A number of residents said that they thought the co-working hubs and business facilities seemed like a good idea. A resident felt that introducing coffee carts might be a counterproductive initiative as more cleaners would be required to tidy up after customers. Karen Blackwell said that the service needed to improve its advertising for existing commercial activities, such as letting venues for weddings. Councillor Coleman agreed and said that the business case for a larger advertising budget was currently being considered as part of the smarter budgeting process.

Some library users said that they were concerned about how the appeal of libraries might be broadened; they felt that there were some activities, such as singing groups, which were disruptive to those wanting to read books, and that these needed to be planned well, for example using different rooms for noisier activities. A resident suggested that discussion groups on topical issues could be set up.

A resident noted that a trust for libraries had been suggested. He said that it was important that any trust included library users and library staff but would also need to be publicly accountable for its decisions. Councillor Coleman explained that there were financial advantages to running libraries through a trust and said that it was important that the community could shape the libraries service. Councillor Harcourt added that a trust model would also limit the ability of future administrations to make changes to the service which residents didn't want. Councillor Phibbs asked why an established not for profit organisation was not being considered. Councillor Harcourt explained that this would not give the necessary level of control to residents.

A resident suggested that access to the National Archives and the City of London Archive could be given through the borough's libraries. Mike Clarke said that this might not be practical as it depended on other organisations hanging their practices. Councillor Coleman said however that the borough had a very good archive itself and that this could be used to bring in commercial revenue, for example, by selling copies of interesting pictures and documents. A resident asked whether artwork from the archives could be displayed in the council's libraries. Councillor Coleman agreed that this was a good idea and explained that it would be good also to see contemporary local artists work in libraries as well.

A resident asked whether there were cuts to the library service planned. Mike Clarke explained that the council did not set percentages by which budgets would be cut, but used a process called smarter budgeting which tied funding to outcomes. He said however that the libraries service would need to reduce its spending, which was currently around £3 million and bring in more revenue, which was currently about £100,000, in order to stay sustainable and avoid reductions to service levels. He agreed to provide details of the budget as an appendix to the minutes.

Councillor Phibbs asked whether there had been any reduction in the number of library staff over the past two years. Mike Clarke explained that there had been no cuts to the council's library service in the last two years.

Councillor Phibbs asked whether more volunteers could be used to increase opening hours. Mike Clarke explained that this would be difficult as staff would be needed as well as volunteers; he said however that the service was looking at the pattern of opening hours to ensure libraries were open when residents wanted to visit. Councillor Phibbs asked whether greater use of school libraries could be made, for example by allowing residents to collect book from them and adding their stock to the council's database. James Humphrey, Librarian at St Thomas More Language College said that this might have an impact on the availability of books for staff and students. A

resident explained that Hurlingham Academy had made its library available to the public, but that one had to sign in before getting into the school; priority was also given to students so it was not always possible to use all of the services offered. The Chair said that he didn't think most schools had library collections which would be of interest to residents as they were often narrowly focussed on the school's curriculum.

Councillor Connell asked how the proposed 'Read, Learn and Connect' vision related to the digital age. Mike Clarke explained that digital formats were available, and great IT facilities, including computer tuition, were available at libraries. The vision included this connection to digital services, but reading printed material was still very important to many people and this was reflected in the document.

Councillor Harcourt thanked residents for their time and engagement in the meeting. He explained that councillors and officers would go away and consider what they had said and try to turn these into a viable strategy; he stressed however that no decisions would be taken on significant changes until residents had been consulted again.

11. UPDATE ON THE RESIDENT INVOLVEMENT STRUCTURE AND COMMUNICATIONS WITH RESIDENTS

Councillor Daryl Brown left the meeting prior to the consideration of this item.

Councillor Homan explained that when she had become Cabinet Member for Housing in 2014 she had attended a borough housing forum and the meeting had been dominated by people concerned about their housing partly because of the previous administration's approach to social housing and partly because they were not being involved in housing services. She felt that the council had made significant progress in the last two years to give residents the opportunity to get involved and shape how services were delivered.

Daniel Miller, Service Improvement & Resident Involvement Manager, explained that the emphasis of his team's work was now to put residents at the heart of decision making. The team had been expanded from 3 to 7 officers to allow them to do this; and his team now supported the Borough Housing Forum, Housing Representatives Forum, Sheltered Housing Forum, Leasehold Forums, Repairs Working Group, Communications Group, Investment Group, Inclusion Group, Reading Group, Caretaking Working Group and Residents' Conference Planning Group. A new Resident Involvement Strategy had been developed with residents which aimed to:

- 1) Place greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.
- 2) Deliver 'More Involvement, Better Involvement' by working with residents to identify and break down barriers to engagement.
- 3) Promote social inclusion and support thriving and vibrant communities.

Councillor Connell asked how effective the service was at engaging new residents. Daniel Miller explained that over 150 people were directly involved in at least one of the groups previously mentioned or through their

membership of a Tenants & Residents Association (TRA). At the residents conference a further 26 people had expressed an interest in getting involved in some way. These people would all be contacted by his team and officers would discuss with them how they might like to get involved; the process for contacting residents had been designed with the help of the active service improvement groups. Daniel Miller said that he was not complacent however, and explained that his team was trying to get lots more residents involved; one idea was to promote opportunities for giving instant feedback through 'Rant and Rave' which is being trialled by the Housing Department and repairs contract, Mitie.

John Ryan, Chair of the Investment Group agreed that more residents were needed to add to the range of experience and to reduce the workload of some of the more engaged residents. He felt that more training for those getting involved was important to retaining residents and to getting the most from them. Nilavra Mukerji explained that historically this training had been left to other volunteers, particularly Chairs, to organise, and agreed that this was not ideal. He said that officers planned to develop an induction programme for residents.

A resident said that some of the Tenants' and Residents' Associations (TRAs) in the borough were not as effective as they should be, with some not engaging well with either the council or the residents in the area that they represent. A resident also said that there was also a problem with the representation of those living in properties which were not on housing estates. He said that clustering these properties together to form a viable association might be a solution, but felt that a lot of residents were not currently being represented. Cllr Lisa Homan said that she agreed that TRAs should engage with their residents and the council, however, she noted that they were run by volunteers and that some chose to use their time to promote community activities on estates rather than help the council with its engagement work; she felt that there was a balance to be struck. She also felt that officers could improve their communications to promote meetings to TRA representatives more and explain their importance better. Councillor Homan said that knew that there was a particular difficulty with engaging those living in street properties. Daniel Miller explained that his team offered support to TRAs which wanted to engage with the council more.

John Ryan said that the Investment Group had recently carried out a tour of the borough and directly engaged with residents which had given them very useful insights into what residents thought. He felt that more direct engagement with residents, by residents, would be a worthwhile exercise.

Nigel Hensman, a local resident, asked what relationship existed between TRAs, community associations and residents associations that consisted of residents who do not live in council housing. Councillor Homan explained that a large amount of TRA work was focussed on issues related to council housing, however, she was keen to see all residents in an area work together for the benefit of their community. Ros O'Connell, Chair of the Repairs Working Group, said that this already happened in some areas, and that she felt it ought to be encouraged.

A resident explained that tenants often got together because of problems which affected all of them; he felt that the council ought to offer such groups of residents easier ways of resolving their problems as they were often left frustrated by the council's bureaucracy. The Chair suggested that ward councillors could be invited to attend such meetings. Ros O'Connell said that during a visit to Croydon Council Housing they had explained that they had an officer whose main role was to champion resident concerns and priority areas who could ensure that groups of residents got the responses they needed and suggested that a senior officer could be given that role in the LBHF Housing Department. Gwen Cook asked whether there would be an overlap with the work of the InTouch team which managed complaints. Councillor Homan explained that the InTouch team was currently being reviewed to make it more effective, and that she would try to engage residents in that; she felt that there might be a role for a champion, but that it needed more consideration. Nilavra Mukerji agreed to look into the idea with colleagues.

Adrian Van Zyl presented an update on the newly formed Inclusion Group. He explained that the Inclusion Group believed that having an open and accessible platform for all residents was needed. This platform would allow residents to achieve many possibilities and create opportunities. The group believed that the platform would make it possible for talents to be shared and to involve everyone who could make a contribution – the council, other active community groups, charities, youth groups, and businesses including contractors working for the council. The Inclusion Group had identified the following main action tasks for consideration, although these might be added to:

- Tackling social exclusion
- Equality of opportunities for council housing residents
- Digital inclusion
- Financial support and inclusion
- Access to services

Anthony Wood, Chair of the Communications Group, explained that the group had been busy redesigning parts of the council's website and developing the new resident involvement packs. The group now intended to hold a series of meetings with officers to ask them to outline their communications strategy, starting with the Mitie repairs service. He explained that the aim of this exercise was to help officers learn how to communicate with residents better.

Councillor Phibbs said he was pleased that so many residents were involved in improving services, although he felt that the work residents did to improve their own communities and estates was also of great value. He was concerned that there were less active TRAs in the borough and that area housing forums, which he thought had been very useful, were no longer held. Councillor Phibbs noted that not all TRA halls were well used and said that he felt the council ought to be doing more to promote their use. He asked whether officers could assist with paperwork and to get more bookings. Nilavra Mukerji said that officers were working with TRAs to improve the use of tenants halls. A new Community Facilities Officer would be joining the council and part of their role would be to give support to TRAs; it was

important by residents, however, that TRAs kept control of their halls. Ros O'Connell felt that the current administration's approach to TRA halls was good; she remembered that previous administrations had dictated how halls could be used and had locked some residents out of their halls.

The Chair thanked officers and residents for their work, and all present for their contribution to an interesting debate.

12. DATE OF THE NEXT MEETING AND WORK PROGRAMME

The Chair reminded the committee that the next meeting would be held at the Clem Attlee Residents Hall, on 6 September starting at 6pm. The meeting would be focussed on the Older Person's Housing Strategy; he asked that if residents knew sheltered accommodation residents they let them know about the meeting. If older residents who particularly wanted to attend the meeting would struggle to travel to the venue they were asked to contact the Chair.

Councillor Phibbs explained that he had asked for an item on Trees on Council Estates to be brought to the PAC as there were issues with their replacement. The Chair explained that he had thought this too narrow a topic to consider alone, but said that he had asked for an item on 'Greening our Estates' which would cover the problems Councillor Phibbs had raised. This was scheduled to be considered at one of the first few meetings in 2017.

Meeting started: 7.00 pm

Meeting ended: 9.50 pm

Chair

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Libraries budget statement

Libraries and archives budget 2016/17 financial year	£
Employees (library staff)	1,696,000
Premises running costs (includes heating and lighting, cleaning and routine maintenance)	431,000
New books, DVDs and other items	274,000
Other supplies (eg stationery, printing)	57,000
IT costs	649,000
Capital*	185,000
Support services*	169,000
Less income from overdue charges, printing and PC hire, room hire and other sources	-303,000
TOTAL COST OF RUNNING SERVICE THIS YEAR	3,158,000

***Notes:**

The library service pays an annual charge to cover the cost of capital (one off expenditure on buildings and large equipment items) over the asset's expected life, which spreads the cost. Support Services include charges for services such as HR, finance, procurement and legal services which are provided for the council as a whole. This sum represents the library service's share of these services.

Agenda Item 4

<p>London Borough of Hammersmith & Fulham</p> <p>ECONOMIC REGENERATION HOUSING AND THE ARTS POLICY & ACCOUNTABILITY COMMITTEE</p> <p>6 SEPTEMBER 2016</p>	 <p>h&f hammersmith & fulham</p>
OLDER PEOPLE'S HOUSING STRATEGY	
Report of the Director of Housing Services, Nilavra Mukerji	
Open Report	
Classification - For Policy & Advisory Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Director: Nilavra Mukerji, Director of Housing Services	
Report Author: Helen McDonough	Contact Details: Tel: 020 8753 0881 Email: helen.mcdonough@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report provides an overview of the Older People's Housing Strategy and the proposed activities and priorities for action set out in the Strategy.

2. RECOMMENDATIONS

- 2.1. The committee is invited to review and comment on the priorities and actions in the Older People's Housing Strategy.

3. INTRODUCTION AND BACKGROUND

Introduction

- 3.1. The Council's 2015 Housing Strategy 'Delivering the Change we Need' sets out the Council's ambition to see a fresh approach to meeting older people's housing needs, given that their housing choices are limited and demographic changes indicate demand for more affordable housing and appropriate housing is likely to increase.
- 3.2. The Older People's Housing strategy builds on this pledge and identifies the key challenges faced in meeting older people's housing needs and priorities and action to tackle these. The strategy is intentionally concise, capturing the

overall direction of travel, key principles that underpin the Councils' work and the key priorities for action which will form the basis for discussion with other local stakeholders such as Health, Housing Associations and Third Sector agencies.

- 3.3. The Council's approach to housing for older people is to promote independence and prevention, supporting people to remain in their own homes or make other planned housing choices reducing the demand for more costly interventions at a later stage.
- 3.4. To support this approach there will be a focus on people, places and partnership working with a drive to deliver better outcomes through prevention, early intervention and working across organisational boundaries.

4. PROPOSAL AND ISSUES

- 4.1. The Older People's Housing Strategy sets out how the Council will work with Health, Adult Social Care, local Housing Associations and the Third Sector to address the housing needs of older people in the borough.
- 4.2. It identifies the key challenges, sets out a direction of travel and outlines the principles that will underpin the Council's work in this area and the priority areas for joint action with other departments and organisations.
- 4.3. Through assessing the local evidence base and engagement with stakeholders the following priorities have been identified:

Priority 1 - Better understand the housing choices older people need and want

Priority 2 - Maximise use of existing stock

Priority 3 - Increase housing options for older people

Priority 4 - Focus housing and support services around prevention to promote independence and reduce social isolation and loneliness.

- 4.4. The next step is to finalise the activities identified under each of the priority areas and work with partners to develop a joint delivery plan, cross reference with the smarter budgeting programme and agree the best mechanisms to progress initiatives under the priority areas.

4. CONSULTATION

- 5.1. A 'soft' consultation process has been carried out as part of the development process for the Older Persons' Strategy. Meetings have been held with internal stakeholders, sheltered housing tenants, older people's housing forum representative and other third sector organisations.

6. EQUALITY IMPLICATIONS

- 6.1. There are no equalities issues in this report.

7. LEGAL IMPLICATIONS

- 7.1. As set out in the report, the strategy sets out how the Council will work with Health, Adult Social Care and local Housing Associations to address the housing needs of older people in the borough. The Council has a duty, as a Housing Authority to review and plan for housing needs in the Borough. In addition, the Care Act requires that the Council ensure that there are a range of providers offering a choice of quality care services and that it integrates care and support functions including health-related services such as housing.
- 7.2. Verified by Janette Mullins, Principal Solicitor (Housing Litigation) 020 8753 2744

8. FINANCIAL IMPLICATIONS

- 8.1. There are no immediate financial implications in this report, however implementation of the strategy should not only improve the quality elderly residents lives but should also help control costs by reducing the demand for later costly interventions, although some up-front investment may be needed for specific projects as they develop.
- 8.2. Verified by Kathleen Corbett, Director of Finance and Resources: Housing and Regeneration 020 8753 3031.

9. IMPLICATIONS FOR BUSINESS

- 9.1. There is no impact on businesses in the Borough.

10. APPENDICIES

Appendix 1 – Draft Older People’s Housing Strategy (2017-2019)

London Borough of Hammersmith and Fulham

Older People's Housing Strategy (2017-2019)– Draft

1. Introduction

The purpose of this strategy is to set out the Council's approach to addressing the housing needs of the older people in Hammersmith and Fulham (LBHF/H&F). The term 'Older People' refers to the over 65 population living in the borough. However, within this broad age range, older people's housing support needs will differ greatly. Those in the 85 and above age band are likely to have very different needs to those in their late 60's who may still be working.

This strategy has been jointly commissioned by the Housing and Adult Social Care services within the Council. It outlines the key issues and challenges for older people's housing in the borough and identifies priority areas for joint and co-ordinated action. Whilst the Council has good relationships with key external partners such as Health and Third Sector, it recognises that a more co-ordinated and integrated approach is needed if we are to address the many challenges we face, and start to address gaps. We have started to break down 'silos', and work more collaboratively across Council services such as Housing, Adult Social care and Public Health, but more needs to be done.

In a climate of significant financial constraints, increasing demand and changing needs, the emphasis of this strategy will be on targeting resources effectively and working with partner agencies to develop initiatives and housing options to support independence, with the aim of reducing demand for more intensive interventions.

We will use the priorities and actions from this strategy, to review how we work with others, and ensure that our working arrangements fully support effective delivery. The Older People's Housing Strategy is aligned to the Council's Housing Strategy published in May 2015 and links to the Council's Smarter Budgeting exercise which aims to focus resources on the outcomes that matter most to residents, minimising duplication and improving collaboration across departments and organisations. It also links to H&F's development of an Adult Social Care prevention strategy and the Council's Loneliness and Isolation work programme.

2. Summary

The main population growth for Hammersmith and Fulham over the next 10 years is in the over 65 age group and currently over 53% of this age group live in either social rented housing or private rented housing which is a higher percentage than elsewhere in London (31%).

As people are living longer it is inevitable that many will be living longer with long term health problems and disabilities – over 51% of older people living in the borough stated their day to day activities were limited either a lot or a little (Census 2011). The majority of older people in Hammersmith and Fulham are living in general needs housing across tenures rather than specialist housing and there are limited housing options for older people who

may wish and can afford to purchase or rent privately more specialist housing. It is likely that most older people requiring support to remain independent will receive support whilst living in general needs housing and this support may mean making changes or adaptations to the property. Our knowledge of the social rented housing stock in the borough indicates that it doesn't lend itself well to meeting the needs of the physically disabled older population. Although the future supply of lifetime homes and wheelchair accessible homes will increase in the long term as the borough continues to meet its targets in this area, in the short and medium term there continues to be a lack of accessible homes to rent or buy with lifted or ground floor access. Whilst national research has found that the majority of older people prefer to remain and receive support in their own home the evidence also shows that many older people will consider a planned move when the right affordable options, advice and support are available.

3. Principles, priorities and challenges

The Council along with other public sector organisations is facing significant financial challenges and we need to find a way to deliver services in a more effective way with a focus on people and places.

The council has determined *three key principles* to underpin its work in this area:

Early intervention and prevention – *we want to shape council services around better identifying and working with those at risk of deterioration and to shape services to tackle issues at an early stage.*

Partnership working – *Good housing options and safe, secure and affordable housing is essential in delivering better outcomes for older people. Older peoples housing need cannot be looked at from a housing perspective alone. In line with duties under the 2014 Care Act, housing needs assessments will be undertaken through a joint approach between housing, health and adult social care. To deliver good outcomes for older people in a cost effective way the Council needs to work closely with Adult Social Care and Health and Third Sector partners.*

Customer focussed approach – *through better partnership working and early intervention - we want to make every contact count and reduce customers having to unnecessarily navigate multiple departments and agencies.*

Priorities

Through consultation with key stakeholders and in response to the key challenges faced we have identified the following priorities which will contribute towards delivering good housing options for older people in the borough. These are explored further in section 11 and will form the basis of the **Older People’s Housing Delivery Plan (Appendix 2 – to follow)**:

Priority 1 - Better understand the housing options older people need and want

Priority 2 - Maximise use of existing stock

Priority 3 - Increase housing options for older people

Priority 4 - Focus housing and support services around prevention to promote independence and reduce social isolation and loneliness.

Challenges

Issue	Implication	Priority Action Area
The main predicted population growth in Hammersmith and Fulham over the next 25 years is expected to be in the 65+ age group with the sharpest increase in the over 85’s.	The Council needs to plan for increased lifespan and ensure the right housing support and options are available to meet changing demand and needs in the older people’s population.	Implementation of Older People’s Housing Strategy
The changing demographic in Hammersmith and Fulham means that the number of older people living with long term health conditions, physical disabilities and dementia is expected to increase. Unsuitable housing can contribute towards a deterioration in older people’s health which can lead to costly interventions.	Existing housing stock across all tenures is not well suited for those with physical disabilities and may not lend itself to meeting changing needs. The Council needs to focus on prevention and promote independence with the aim of reducing demand for more intensive. Due to the nature of local housing stock in Hammersmith and Fulham it will be a challenge to meet	Priority 1 & 3

	<p>any growth in demand for accessible and adapted properties. If the number of disabled older people increases at a local level, this will have an impact on the provision of Aids and Adaptations and Disabled Facilities Grants (DFG) and means the council needs to maximise the use of existed adapted and accessible stock, the budgets for DFG and Aids and Adaptations and the opportunities that Assisted Technology offer.</p>	
<p>Longer periods with physical disabilities and the move to provide care and support in the community increases the risk of loneliness and isolation as people may be less able to leave their home.</p>	<p>Preventative services aimed at reducing isolation and maintaining health and well-being are needed to support people in their homes and to reduce the need for more intensive interventions.</p> <p>The number of unpaid carers in the borough is already below the national average and informal caring is crucial to maintaining independence later in life.</p>	<p>Priority 4</p>
<p>Based on national research there is a consensus that the majority of older people prefer to remain in their own home as they grow older but that a significant number may consider a planned move if there are appropriate local housing options available across all tenures.</p>	<p>Recognising that Housing is only part of the jigsaw - the Council's Housing, Adult Social Care and Public Health Departments will need to work closely to reduce barriers to independence in a cost effective way.</p> <p>The limited older peoples housing offer in- borough, lack of affordable housing and barriers in existing downsizing schemes may discourage older people from downsizing into more suitable accommodation locally and</p>	<p>Priority 1, 2,3&4</p>

	freeing up larger properties.	
The majority of older people in Hammersmith and Fulham are living in either privately owned homes or social rented, general needs housing. Only a small minority of the older population live in specialist sheltered or extra care housing or the private rented sector.	The bulk of specialist housing is 1 bed and LBHF's general social housing stock comprises mainly of flats with limited ground floor access, limited lift access and almost no wheelchair accessible properties. Research shows that when making a planned proactive move, people over 65 tend to prefer 1 bed and above.	Priority 1&3
Housing options for older people in Hammersmith and Fulham are limited especially for those outside of the social rented sector. There are currently no new proposals for market provision of sheltered housing or designated downsizing properties.	Living in unsuitable housing increases the risk of accidents, hospital admissions and deterioration of health and can lead to costly interventions. Existing disabled and adapted stock and specialist provision needs to be maximised and further work is needed with partner organisations on improving older people's housing options.	Priority 1&3

4. The National Context

The UK has an ageing population. By 2030, it is expected that one third of the population will be over 60. More people born in the post war 'baby boom' era are now reaching old age, and improvements in life expectancy means people are living longer. Although health is improving, disability-free life expectancy is unlikely to keep up, and people will live for an increasingly long period with long-term conditions, particularly dementia but also conditions that affect mobility and that may require significant support from others to allow them to remain independent. Overall it is expected that the number of people with disability, dependency and care needs will increase significantly over the next 20 years.

As people are living longer lives and health needs are changing, the specialist housing offered now may not be appropriate for the future. National policy direction is underpinned

by the principle of sustaining older people at home for as long as possible, improving the specialist offer, utilising the opportunities from Assisted Technology and recognises that improving housing alone will not meet health and wellbeing aspirations. Housing improvements need to be in conjunction with good care and support services. The 2011 National Housing Strategy committed to providing older people with greater choices and support to live independently with funding for Disabled Facilities Grants (DFG's) Aids and Adaptations and First Stop Online Information services to support this approach. National planning policy guidance for older people recognises that supporting independent living can help to reduce the costs to health and social services in the long term, and providing more options for older people to move could also free up dwellings that are under occupied. The NHS 5 year forward plan places an emphasis on a radical upgrade for health, social care and housing in prevention efforts shifting the emphasis to prevention as demands need to be managed effectively.

According to Age UK figures three quarters of a million people aged 65 and over need specially adapted accommodation and 145,000 report living in homes that do not meet their needs. 67% of owner occupiers are living in poverty. Over 20% all older householders live in a home that fails to meet the Decent Homes standard. 780,000 householders aged 55+ live in fuel poverty. The UK has some of the worst levels of home energy efficiency in the Europe. 36% of people aged 65 – 74 and 47% of those 75+ have a limiting long standing illness.

5. Older People's Housing Preferences

Existing national evidence support the consensus that the majority of older people prefer to remain and where necessary, receive support in their own homes. The Wanless Social Care review 2006 looked at people preferences should they need care and based on the evidence available the report concluded that the majority of people prefer to remain at home as they get older and their care needs change.

However, many older people will consider a planned move. Research conducted by Shelter in 2012 found a third of those interviewed would be interested in retirement housing but that a key barrier to moving was the lack of suitable options and lack of information about housing options - retirement properties make up 2% of national housing stock with only around a fifth of those available to purchase. One study found that many older people aged 75+ who had moved home expressed they should have done it sooner when they were younger and more able and once moved older people expressed satisfaction with their homes.

In 2013 Demos carried out a survey of 1,500 people over 60:

- Of those 58% were interested in moving
- 1 in 4 of those surveyed were willing to consider buying a purpose built specialist property.

- 57% of the 58% wanted to move for reasons of downsizing with two bedrooms being the preferred choice of new property.

The lack of available suitable property was found to be a significant barrier to older owner occupiers downsizing. Research by Joseph Rowntree Foundation 'Supported Housing for older people in the UK' Dec 2012 found that there is only enough specialist housing to accommodate 5% of the older population and not all of this is available to purchase. Most specialist housing is one bedroom whereas older people surveyed expressed a preference for two bed accommodation.

Supporting older people to remain independent means offering a range of housing options for older people, addressing barriers to independence and maximising the opportunities that Assisted Technologies can offer. As people are living longer more people will have long term health conditions that may affect their mobility. The majority of older people will be living in general needs housing, however as physical needs change many older people will be seeking to adapt their homes or will consider moving to smaller or more specialist properties. For many older people moving home is often precipitated by a crisis such as loss of income, bereavement or health problems which may prompt older people to consider a smaller home or specialist accommodation. In the context of Hammersmith and Fulham, Older People can be supported in their housing choices through good advice and information and through the development of a good housing offer based on local need and preferences.

6. London

In 2015 the GLA Further Alterations to the London Plan set out for the first time specific requirements for purpose built homes for older people in London - 2,600 market, 1,000 shared ownership and 300 affordable per annum, alongside 400 to 500 new bed spaces per annum in care homes. For Hammersmith and Fulham this equates to 60 new units across tenure per annum.

- The GLA Strategic Housing Market Assessment 2013 indicates that at a London level there is insufficient supply of purpose-built older people's housing, especially in the market sector. The previous Mayor was keen to encourage more specialist and mainstream developers to build more housing suitable for older people and this is reflected in the Care and Support Fund Phase Two.
- The challenge identified over the coming decades is how to plan adequate housing provision for older people with increasingly limited financial equity.
- The Mayor's planning guidance sets out all new homes built in London should meet the Lifetime Homes standard, and that at least 10% should be designed to be wheelchair accessible or easily adaptable. For wheelchair users this will mean that over time London's housing stock should, therefore, increasingly be able to accommodate changing circumstances for older and disabled people as a matter of course.

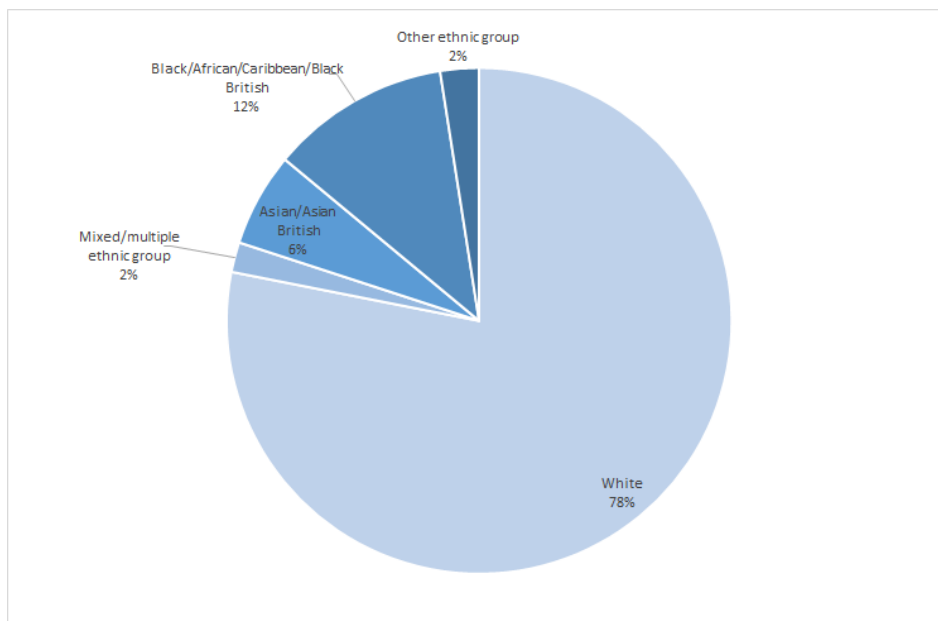
The Mayor’s Care and Support specialised housing fund Phase Two (March 2015) aims to invest up to £35 million and it focuses on stimulating the private market and encourage private developers to provide additional market housing for older persons and disabled adults. This will include properties that encourage downsizing and offer value for money. This should provide a good resource on new models of delivery, market testing and best practice.

7. Older People in Hammersmith and Fulham

Demographic change

Population data shows that Hammersmith and Fulham has a relatively young population with a higher working age population than the proportions in other London boroughs. 11% of total households are aged 65 and over. The borough has the 9th smallest proportion of older people (65+) in England. The highest concentration of older people in the borough are in Palace Riverside ward (over 15%), in areas of private housing which is in the south of the borough. Almost 68% of the older population in the borough live in areas which are in the top 30% most deprived nationally with over 18% living in the most deprived decile.

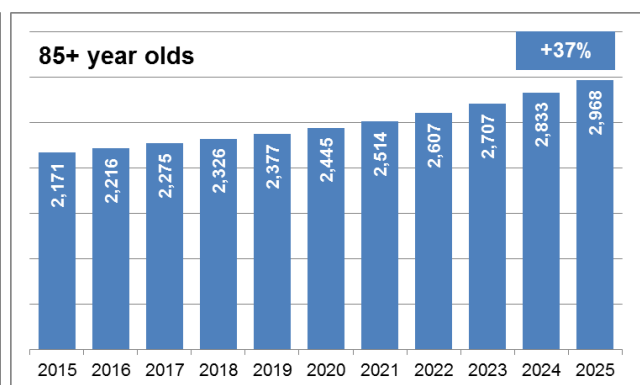
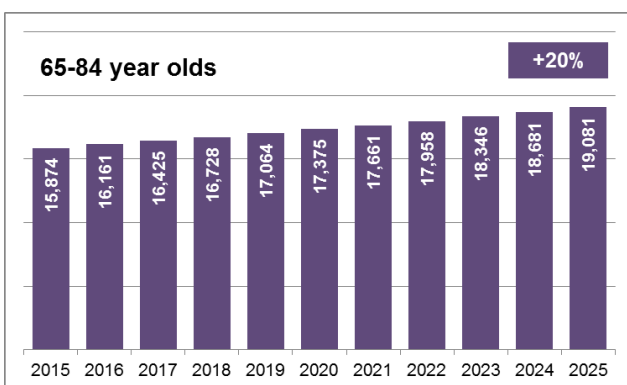
The borough has a diverse older population with people from many social and economic backgrounds, ethnicities and faith:



Over a quarter of this older population are classified as living in poverty which is slightly higher than the London average. Almost 32% of the population are receiving pension credit compared to London as a whole (25%). H&F’s Joint Strategic Needs Assessment (JSNA) estimates the needs for an additional 1000 unpaid carers over the next decade as currently

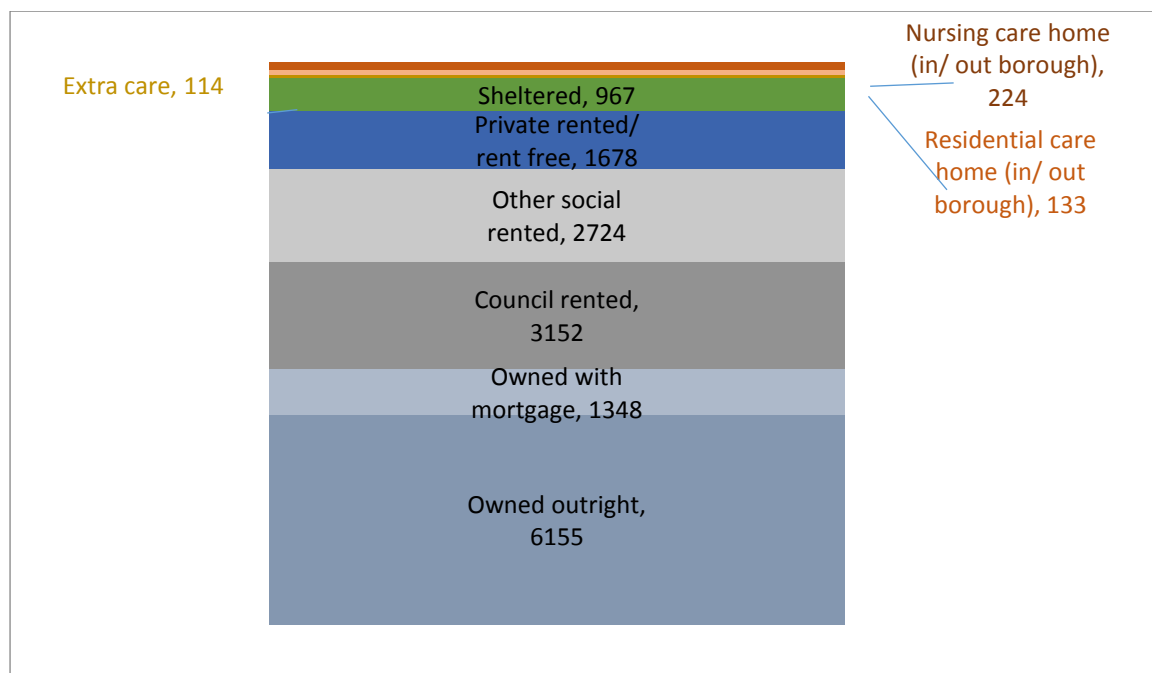
the level of unpaid care in the borough is the 3rd lowest nationally. Only just over 10% of older people living in the borough provide some level of informal unpaid care.

The largest predicted population growth over the next 10 years in the borough is expected in the over 85 age group although the number aged 65 – 85 is also expected to grow by a fifth (GLA population projections 2014). People are living longer and at the same time there is a gradual shift in the older people population of people living longer periods of time with chronic and disabling conditions. For example, the number of those living with dementia is expected to rise by 24% to 2025 and the current levels of dementia diagnosis (48%) are higher than the national level (42%).



LBHF Housing tenure

Based on 2011 census figures there were 16,024 people aged 65 or over living in households in Hammersmith and Fulham. The breakdown of tenure for those households is:



The majority of the over 65 population live in general needs housing with only 6.4% in sheltered or extra care sheltered (see chart above). Just over 42% of the over 65 population live in owner occupied accommodation (73% England) with the majority owning the property outright and just over 53% of the population live in social rented or private rented accommodation. The 2011 Census showed 1.7% of the population living in residential or nursing care (locally authority funded, NHS funded or privately funded). A snap shot of locally authority funded residential care and nursing care placements show that in March 15 there were 114 residents in residential care and 217 in nursing care. This number has shown a gradual decline over the last 10 years from a number of 175 in residential placements and 260 in nursing placements which supports the Council's commitment to supporting people at home where possible.

Hammersmith and Fulham has a higher proportion of affordable/social rent properties (31.2%), than other London boroughs (24.1%). Hammersmith and Fulham has a very high average house price when compared to other parts of the country. At September 2014, the average price for a property sold was £795k - the highest average house price in the borough since records began. This is over 1.7 times higher than the average price for London as a whole. Generally, house prices are lowest in the north of the borough, and highest in the south.

Levels of under-occupation are lower than is typical of London (half compared to three quarters), which may be a reflection of the high level of social housing stock (home to over 45% of the older population). However just over 50% of the population have 1 or more rooms than required although many social housing tenants report that having an additional is essential for visiting residents and therefore would not perceive themselves as under occupiers. Just under 23% of LBHF tenants over 65 have 3 bed rooms compared to just under 18% for those private renting or living rent free. This highlights the need to have an attractive targeted downsize offer which address barriers to moving and helps older people to move to more appropriate housing that better meets their needs and frees up valuable family size accommodation.

Current LBHF tenant profile

The majority of social housing tenants aged 65 and over live in general needs housing rather than in specialist types of housing for older people. There are almost 3 times as many 70 - 79 years olds in general needs compared to sheltered housing and over double the number of residents aged 80+ live in general needs rather than sheltered housing. The borough has the 4th highest proportion in the country of older people who live alone (43%). Of those older people living alone 50% live in social rented and a further 12% in the private rented sector and over 58% have a long term health problem or disability. This profile alongside challenges of the housing stock increases the risk of isolation and loneliness in the older people's population in LBHF.

At March 2016 there were approximately 4145 tenants or households members aged 65 and over in LBHF social housing and this equates to 17% of the total number and of these 934 live in sheltered housing, the remainder live in general needs. Over 2000 tenants or

household members across both specialist and general needs housing are aged 75 and over. The 2011 Census figures show that a further 2700 people aged 65 and over live in Register Providers (referred to as Housing Associations throughout this document) properties in the borough with around 559 in Housing Association sheltered. Around 88% of LBHF sheltered housing tenants are aged 65 and over and almost 10% are between 60 and 65.

With the majority of older people living in general needs rather than specialist housing, it is important that practical solutions to maintaining independence need to work for the majority of residents, and not just those living in specialist schemes.

There is currently a needs assessment underway for sheltered housing and data from this will be available to inform the development of the older people's housing strategy.

Social Housing Demand –

- At May 2016 of the 1,868 households on the Housing Register there are 173 where the main applicant is aged 65+. Looking at all household members there are 224 in total who are aged 65+.
- At the end of May 16 there were 86 (out of 1868) households on the housing register that were flagged as eligible and interested in sheltered housing.
- The average waiting times for sheltered for those rehoused in 2015/16 was 24.7 months based on registration date.
- Of the 32 applicants aged over 65 seeking adapted properties 14 require 2 bed or above and therefore sheltered will not be an option and those who are willing to consider sheltered may find that their needs cannot be met within existing stock.
- In 2014/15 around 4% of homelessness acceptances were aged 65 and over.
- At March 2016 there were 37 households in temporary accommodation where the main applicant was aged 65 and over and where the council has accepted a duty to rehouse or are currently investigating the case
- Currently 53 people on the homebuy register are age over 60 which is just over 0.5% of the overall waiting list.

Social Housing Stock

General Needs

The Council has around 11,353 units of general needs housing and three quarters of the borough's general needs housing stock is flats with nearly half having no ground floor entrance and some having no lifts. 35% of Hammersmith and Fulham's Housing Stock is one bedroom properties. This is a higher proportion than both West London and London. There are a lower proportion of two and three bedroom properties in LBHF compared to Greater London. The accessible housing register records for general needs housing show:

Category	Definition	No of local authority	No of Housing Association
A	Fully wheelchair accessible	0	1
B	Wheelchair accessible to essential rooms	0	0
C	Lifetime homes	16	542
D	Easy access	1	267
E	Step free	1757	3384
E+	Up to four steps	3871	1903
F	General Housing	4871	5379
G	Not yet assessed	837	-

Specialist Housing

LBHF data shows 971 units of sheltered provision and around 559 units of Housing Association sheltered housing available in borough - the majority of this will be 1 bed accommodation. LBHF sheltered stock has been assessed for the accessible housing register (AHR) as follows:

Category	Definition	No
A	Fully wheelchair accessible	0
B	Wheelchair accessible to essential rooms	1
C	Lifetime Homes	125
D	Easy Access	5
E	Level access including narrow doors and corridors	329
E+	Up to four step	70
F	General Housing	279
G	Not yet assessed	161
	Other	1
	Total	971

LBHF sheltered provision is provided across 22 schemes. Sheltered Housing tenants benefit from an enhanced management service which provides 12 specialist housing officers (SHO) who provide a minimum of 3 hours on site service a day per scheme. SHO's undertake a range of core housing management tasks as well as facilitating communal activities and services to provide for this specific client group's general well-being. The enhanced cost for this service is £22.52 PW added to rent levels. An optional Careline service funded by Adult Social Care is provided at £400,000 per annum. Careline provides security through a telephone link to a tenants' home 24 hours a day, 365 days a year to help residents maintain their independence and live in their own home for as long as possible.

Access to the schemes is based on housing need and eligibility. There is currently no market provision in-borough. In addition there are 114 units of extra care housing which provides 7 day a week 24 hour care person centred to support changing need. Allocations to extra care provision are via Adult Social Care rather than the housing register.

A housing support service is available across tenures for people requiring practical support and advice with the aim of maintaining independence.

Housing Supply

The Council supports major regeneration and growth in the borough's five regeneration areas and the borough's Local Plan proposals aim to:

- Deliver 25,800 new homes in the period 2015-2035 to meet local housing needs and enable local residents to access affordable homes to buy or rent;
- Deliver 49,500 new jobs in the period 2015-2035, providing a range of skills and competencies and supported by initiatives to enable local residents to access employment and training; and
- Deliver new physical, social and environmental infrastructure that meets the needs of new residents as well delivering tangible benefits for surrounding communities.

Housing Strategy Action 2 states that the Council will develop and implement an affordable housing delivery strategy designed to draw together all available resources to the Council to maximise affordable housing delivery over the 2015-2025 Local Plan period. Where the Council provides 'leverage' through land and/or funding, affordable housing requirements with the aim of exceeding the overall 40% affordable housing target set out in this section with an emphasis on increased provision of social rented housing. The five regeneration areas will play an important role in delivering significantly more market and affordable housing over the next 20 years as well as this small and medium sites can play an important role in contributing to housing targets. The Council wants Hammersmith & Fulham to attract housing developers, particularly housing associations to build genuinely affordable housing. Collectively, housing associations have 12,450 rented affordable homes. (LBHF are currently on target for both the lifetime homes indicator and 10% wheelchair accessible)

The main new provision for older people will be new extra care units in White City which are due to be delivered in 2021. These will include 65 affordable units set at Local Housing

Allowance levels and 15 shared ownership units which will be available via the Council's Home Buy scheme. There are currently no proposals for market provision of sheltered housing or downsizing properties.

LBHF is meeting its target for 100% of new developments to Lifetime Home Standard and 10% wheelchair accessibility.

Fuel Poverty

A household is said to be in fuel poverty when its members cannot afford to keep adequately warm at reasonable cost, given their income – when a household's required fuel costs are above the median level; and if they were to spend what is required, then the household would be left with a residual income below the official poverty line. Cold homes are linked to an increased risk of cardiovascular, respiratory and rheumatoid diseases, as well as hypothermia and poorer mental health.

2014 Fuel Poverty data shows a higher proportion of fuel poor households in the borough compared to both the London and national averages (see below table). Between 2013 and 2014 there has been an increase of 2.3 % points in the number of H&F households in fuel poverty (+2,478); this compares to 0.8 and 0.2 % point increases in London and England. There is no breakdown available by tenure types, but an initial analysis looking at the correlation (at LSOA level) between the level of fuel poverty and % tenure splits shows that areas with the largest proportion of H&F households living in private rented sector have the highest levels of fuel poverty; this is closely followed by owner occupiers. Conversely, the areas with the highest proportion of households living in social rented accommodation show the lowest levels of fuel poverty – particularly for those households renting from the Council.

LA Name	Estimated no. of Fuel Poor Households 2013	Proportion of households fuel poor (%) 2013	Estimated no. of Fuel Poor Households 2014	Proportion of households fuel poor (%) 2014	% point change
Hammersmith and Fulham	8,500	10.3%	10,978	13.6%	+2.3%
London	326,114	9.8%	348,215	10.6%	+0.8%
England	2.35m	10.4%	2.38 m	10.6%	+0.2%

Fuel poverty can be alleviated through income maximisation initiatives for householders, such as benefits entitlement checks and winter fuel and cold weather payments, improved home energy efficiency through (grant funded) heating and insulation improvements and energy efficiency advice, and through reduced fuel costs through the warm homes discount, fuel switching, tariff switching and fuel debt grants. However, the prevalence of flats and pre-war stock in Hammersmith and Fulham affect the effectiveness of such initiatives.

8. Direction of travel

In line with national and regional policy Hammersmith and Fulham's approach to housing for older people is to promote independence and support people within their own homes. There are a range of preventative services available funded by Health and the local authority, all designed to promote independence and reduce the need for more intensive services and are delivered with a focus on supporting people to remain at home.

Hammersmith and Fulham faces a number of local challenges of high rents, high housing prices, local stock that doesn't easily meet the needs of physically disabled and shortage of affordable rented housing evidenced in both the Housing Strategy (2015) and Strategic Housing Market Assessment (2014). Alongside these challenges is the national policy agenda of welfare reform reducing benefit levels; Local Housing Allowances that cap the level of Housing Benefit that can be paid, below the market rent; The Housing and Planning Act 2016 which contains the requirement for councils to dispose of higher value properties as they become vacant.

Since 2010, Government funding to Hammersmith and Fulham Council has reduced by £66m with a further reduction of £33.6m expected between 2015/16 and 2019/20. To meet changing need and demand in such complex circumstances the Council has initiated a smarter budgeting programme and will continue to work closely with partner agencies such as the NHS, Public Health and Adult Social Care providers to explore innovative approaches to delivering improved outcomes with significantly reduced resources. In practice this means that the council in partnership with strategic partners needs to look at how it can best structure itself and services in order to deliver better outcomes in a more cost effective and efficient way and reduce demand for more intensive services.

The Council intends to get the best value and use from existing resources and provision as well as exploring with health and housing association partners how best our housing offer can be shaped to meet increased demand and changing needs in order to support our policy approach to meet residents' aspirations.

Hammersmith and Fulham's Older People's Housing Strategy is a non-statutory document which sets out the framework and priorities for action and engagement with partners agencies. It flows from and links to:

Hammersmith and Fulham's **Housing Strategy 2015** - a statutory strategy which sets out the Council's intention to increase the amount of genuinely affordable housing being delivered, improve the private rented sector and consider options for the future of the Council's housing stock via a residents' commission. The Housing Strategy also includes commitments to ensure that there are adequate housing options to support older people including the adequate provision of aids and adaptations and disabled facilities grants for private sector households. The Housing Strategy includes a number of actions that are directly relevant to the development of an older people's housing strategy:

- Build on the JSNA across LBHF, Westminster and Kensington and Chelsea on health and disability housing needs and undertake further detailed work with partners and

stakeholders to examine what housing options are required to meet future demand and changing needs.

- Improve the recording, and matching, of adapted properties to ensure the best use of stock.
- Seek to deliver new mixed use extra care units in borough including private for sale units for older people.
- Map the system for updating and maintaining the accessible housing register and make recommendations for improvements.
- Review and improve the system for void notification and allocation of adapted properties.
- Explore with Adult Social Care and Health department initiatives that could provide any innovative preventative services.

The Council's JSNA (2013 - 14) and Health and Wellbeing strategy (2013 – 15) include the priority: 'Better access for vulnerable people to sheltered housing'. The strategy sets out the aim to support people to live in suitable accommodation as they age and which allows them to manage their health at home rather than having to be admitted to hospital or needing to be placed in short or long term nursing care. H&F's JSNA estimates the need for an additional 1000 unpaid carers over the next decade as currently the level of unpaid care in the borough is the 3rd lowest nationally. This gap in unpaid carers could have a significant impact on statutory services which may be required to step in where no informal care arrangements exist. The Health and Wellbeing strategy is currently in the process of being updated.

The Draft Local Plan Borough Wide Policy HO7 addresses meeting the needs of people who need care and support. This policy sets out the requirement for new special needs housing proposals to establish the need for the development, have facility standards that are satisfactory and suitable for the intended occupants with a good level of accessibility to public transport and other facilities and that are not detrimental to the amenity of the local area and services.

Poverty and Worklessness Commission

This Commission was launched to identify and tackle the long term causes of poverty and worklessness. It has identified the priority of 'Improving Wellbeing of Vulnerable Older People in the Borough'.

9. What we are already doing

There are a range of existing preventative services and housing options for older people in Hammersmith and Fulham funded by Health, Housing, Housing Associations and Adult Social Care and other third sector funders which all contribute towards maintaining and promoting independence and these include:

Accommodation:

- Sheltered Housing – *Housing for people aged 60 and over who are eligible provided by Council or Housing Association. Additional support provided through Careline service and specialist housing officers who will visit the schemes daily. Access is via the Council's Housing Register for those who meet eligibility and have a housing need.*
- Extra Care Housing - *Housing for people with support needs – support available on site 24 hours a day, 7 days a week. Adult Social Care assess eligibility and make referrals.*
- Residential Care - *Private rooms with 24 hour care facility. All residents receive domestic care and some degree of personal care. Adult Social Care assess eligibility and make referrals.*
- Nursing Care - *Private rooms with 24 hour care facility. All residents receive domestic, personal and nursing care. Adult Social Care assess eligibility and make referrals.*

Preventative services

- Community Independence Service – *multi agency service working with older people (often following discharge from hospital but also via community referrals) to promote independence and prevent further deterioration. Adult Social Care assess eligibility and make referrals.*
- Disabled Facilities Grant and Aids and Adaptations – *service that co-ordinates the assessment and delivery of major and minor adaptations to council stock and applications for disabled facilities grants in private sector households and registered social landlord.*
- Floating support – *time limited housing support available across tenures with the aim of solving a housing crisis and supporting older people remaining in their own homes.*
- Befriending services – *There are a number of third sector commissioned services to provide a range of befriending services to vulnerable older people across tenures*
- ASC Care at Home service – *Home Care services to provide domestic and some personal care support. Adult Social Care assess eligibility and make referrals.*
- Meals Service – *hot meals service delivered to people's homes for eligible older people.*
- Community Shopping Service – *for those who could not otherwise do their own shopping provides transport to supermarkets and assistance with shopping.*
- Local Authority Occupancy Team – *works with Local Authority Social Housing tenants to help residents to move into more suitable accommodation.*

Advice

- H&F Advice – *Housing Advice Service for residents in housing need.*
- People First website – *online resources for older and disabled residents and their carers to access information about maintaining independence and well-being.*

- Age UK – *Advice and Information services covering areas such as money, housing and care*

10. Principles and Priorities for Action

11. Priorities for action

Priority 1 - Better understand the housing options older people need and want

It is clear from national research that the majority of older people prefer to receive care and support to remain in their own home as they age and their needs change. In Hammersmith and Fulham the majority of older people live in social rented and private rented accommodation with the majority of these people living in areas of multiple deprivation which suggests that it is unlikely that these older people would be in a position to afford market or some affordable housing products. National evidence also shows that a significant minority would consider a move if the right options, advice and information were available. In reality many older people are making decisions about housing at a point of crisis often related to their health or care needs and this can result in distress and reactive decision making and highlights the importance of encouraging people to think about housing options at an early stage. Both Haringey and Brent Council have recently developed new older people's provision across tenure.

The future older population in borough will not be the same as the older population today and the predicted demographic shift in the borough offers an opportunity for the Council to re-assess the availability and suitability of the existing older people's housing offer.

However, there is a gap at a local level in understanding what the barriers are to moving and what housing options older people will consider. The Council and other housing providers need to better understand future demand so that this can help shape the existing offer and inform new development. There needs to be a clearly articulated and evidenced message about the housing needs and requirements for older people in the borough which can be communicated to developers and partner organisations.

To achieve this priority we will:

Action	Specifically in 2016 – 17 and 17/18
Undertake focused consultation with older people in the borough	Identify opportunities to include questions around older people's housing options in any future surveys and consultations. Explore with other partners the feasibility of running focus groups with older people on housing options.
Improve the evidence base to support decision making	Undertake further detailed work with Housing Associations, Health and other

	partners to examine what housing options are required to meet future demand and changing needs.
	Undertake detailed benchmarking with a number of other London boroughs.
	Undertake a more detailed needs analysis and modelling using findings from sheltered housing needs assessment.
	Work with public health on the findings from the Health and Care JSNA

Priority 2 - Maximising use of existing social housing stock

The majority of older people living in Hammersmith and Fulham live in general needs housing with over 53% living in social rented or private rented accommodation. The percentage of people aged 65 and over owning their own property in Hammersmith and Fulham is just over 46% which is significantly less significantly less than the national figure (78%) and a third less than the London rate (68%). There is a strong correlation between areas of social deprivation, social housing and the location of the older people’s population and high levels of over 65’s experiencing income deprivation. Given the cost of local housing it is unlikely that the majority of older people in social or private rented will be able to afford either market or some affordable housing products and there will be many owner occupiers who are asset rich with very limited disposable income. 50% of older people in the borough have one or more rooms than they require which is significantly higher than both the London (33%) and National figure (22%) this suggests the need for a more targeted downsizing initiative.

One of the most important resources that the Council has is its own stock of housing and that of local housing associations. However much of this stock does not lend itself well to the needs of those with physical disabilities which are prevalent in the older people population. In the 2015 Housing Strategy we said that the Council needs to be more innovative and proactive in its approach to identifying housing options for older people from existing social housing. Given the scarcity of accessible stock the Council needs to ensure that existing adapted and accessible stock is matched appropriately to support good housing outcomes and minimise waste.

Downsizing offers a useful tool to encourage older people under-occupying their property into a more suitable housing option freeing up larger stock for families on the housing register. For the downsizing offer to work effectively a number of barriers need to be addressed and these include bedroom size, moving experience and the quality and standard of void at tenancy handover.

To achieve this priority we will:

Action	Specifically in 2016 – 17 and 17/18
Review systems for allocation and matching all accessible and adapted stock.	In line with actions in the Housing Strategy we will undertake a review to improve systems for recording and allocation accessible stock. This work will include linking with Housing Association partners.
	Map the system for updating and maintaining the accessible housing register and make recommendations for improvements
Work with Housing associations to ensure best use of social rented stock in borough.	Develop a costed package of future proofing measures for existing LBHF and Housing Association stock identifying potential long term savings. Work with public health on the findings from the Housing and Care JSNA.
Pilot an improved downsizer offer to social renting tenants allowing downsizers one bedroom above allocation and putting together an enhanced package addressing existing barriers to downsizing.	Develop a business case for an enhanced downsizer offer. Undertake a targeted downsizer initiative with over 65 population.
Review approach to future planned works programmes and maintenance to ensure future proofing in line with DDA considerations.	Develop a protocol for future planned works programmes to consider options for upgrading existing stock in line with DDA best practice and to future proof stock for benefit of older people.

Priority 3 - Increasing housing options for older people

Good quality and appropriate housing is crucial to enabling people to stay healthy and well, and less likely to need more costly health and social care interventions. There is a strong evidence base of the impact of poor quality or inappropriate housing accommodation. It can trigger health and social care needs, exacerbate existing needs and lead to early loss of independence and more intensive interventions.

Whilst many older people prefer to remain in their own home – a significant number would consider a move and research shows that older people that complete a planned move report high levels of satisfaction. The current offer of older people’s housing is limited with no private for sale or to rent specialist or downsizer accommodation in borough. Existing specialist accommodation reports high level of satisfaction from residents and forms an important part of the older people’s offer. This strategy and its action plan provide an opportunity for the Council to review its specialist offer to identify how it fits in the overall

picture of the housing offer and how it might lend itself to better meet changing demand and needs.

To achieve this priority we will:

Action	Specifically in 2016 – 17
Take a leadership role at a local level in identifying how best to meet changing demand and need and to shape the conversation with developers.	<p>Review Local Plan content and consider whether amendment is required.</p> <p>Set up a working group with housing associations to explore future housing options for older people.</p> <p>Review existing sheltered housing offer and eligibility identifying options for the future.</p> <p>Link with GLA on specialist housing fund.</p>
Pilot a mutually beneficial package for older people to switch between tenure.	<p>Develop a costed business case for a scheme which allows older owner occupiers in unsuitable accommodation to move to a social rented tenure and the local authority to use the existing property for social renting purposes.</p> <p>Test out the ‘tenure swap’ scheme initially to LBHF lease holders over 65.</p> <p>Explore uptake of ‘Homeshare’ initiatives locally.</p>
Deliver an additional 80 units of extra care in White City (including 15 shared ownership) .	
In partnership with Health and Adult social pilot a new approach to housing options advice for older people which is integrated with People First information offer.	Review advice and information on housing options for older people with a view to developing a clearly articulated offer and pathway.

Priority 4 - Focus housing and support services around prevention to promote older people’s independence and reduce social isolation and loneliness.

Across Health, Adult Social Care and Housing there are many opportunities to prevent, delay and reduce the needs of older people and this has been identified across a number of strategic documents across the Council. There are a number of tools available to support a preventative approach and these include making changes to a property to meet someone’s

physical needs through aids and adaptations and Disabled Facilities Grants, adopting and improving the use of Assistive Technology, ensuring new stock is built to Lifetime Home Standards and that the target for Wheelchair accessible properties is met. As well as this there are support services such as floating support to provide additional support to maintain independence. Fuel poverty continues to remain a significant problem in London with the numbers increasing rather than decreasing and cold homes are a significant factor in winter deaths and hospital admissions.

In Hammersmith and Fulham there are around 43% of older people living alone and the majority of these households are likely to be made up of single women. Loneliness can have a significant impact on health and psychological wellbeing which may also lead to higher care costs.

The recent Housing and Care JSNA across Hammersmith, K&C and Westminster has found that commonly residents in touch with one service or facility will benefit from others but may not find their way to that service in a timely fashion. The pressure on resources and the volume of residents needing some level of support requires local authorities to secure greatest impact from each contact with a resident, with all contracted services and providers actively promoting and facilitating engagement with health and wellbeing – focusing on self-reliance, self-care or appropriate access to the right service at the right time.

To achieve this priority we will:

Action	Specifically in 2016 – 17 and 2017 -18
Deliver an integrated preventative approach across health adult social care and housing.	Work with adult social care and health to develop a single housing pathway for older people that can be used by residents and other professionals and that links with existing information and advice.
	Review current DFG and aids and adaptations services to ensure processes are working as smoothly as they can and to understand likely impact of future demand on this budget.
	Link with Hammersmith and Fulham’s poverty and worklessness commission workstrand to combat isolation and loneliness.
	Link with the Health and Wellbeing Board to deliver an integrated approach between Health, Housing and Social Care in particular the opportunities that assisted technology can offer.
	Build partnerships with Housing Associations to identify potential budget savings delivered through a more integrated approach to prevention.

	Review approach with Health and Adult social care to tackling Fuel Poverty and cold homes.
	Work with public health on the findings from the Housing and Care JSNA.
	Agree mechanisms between health, adult social care and housing to deliver integrated assessment to minimise duplication of effort.

Agenda Item 5

<p>London Borough of Hammersmith & Fulham</p> <p>ECONOMIC REGENERATION HOUSING AND THE ARTS POLICY & ACCOUNTABILITY COMMITTEE</p> <p>6 SEPTEMBER 2016</p>	 <p>h&f hammersmith & fulham</p>
SHELTERED HOUSING SERVICE	
Report of the Director of Housing Services, Nilavra Mukerji	
Open Report	
Classification - For Policy & Advisory Review & Comment	
Key Decision: No	
Wards Affected: All	
Accountable Director: Nilavra Mukerji, Director of Housing Services	
Report Author: Wendy Reade	Contact Details: Tel: 07912494060 Email: wendy.reade@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report provides information on the sheltered housing service, recent achievements and future challenges and gives PAC the opportunity to comment.

2. RECOMMENDATIONS

- 2.1. The committee is invited to review and comment on the report. We would specifically like the committee to note the improvements to the sheltered housing service over the last 12 months, including closer working between housing and Adult Social Care (ASC), the findings from the welfare needs assessments and future improvements planned. We would also like the committee to contribute ideas to the development of community hubs.

3. INTRODUCTION AND BACKGROUND

Introduction

- 3.1. Sheltered Housing in H&F has changed significantly over the last year. A comprehensive improvement plan has been implemented with positive outcomes for the service which include a review of the staffing structure and permanent staff recruited to all key posts.
- 3.2. However, there are challenges in relation to meeting future needs and ensuring the service is affordable, primarily around bringing efficiencies by working with ASC and Health to provide care and support services that meet needs.

Current provision – stock

- 3.3. The Council has 971 sheltered units in 22 schemes, there are 950 1-bed flats and 21 bedsits. Schemes are concentrated in the centre and south of the borough (see Appendix 1).
- 3.4. The stock does not lend itself well to the needs of older and disabled people when assessed against the accessible housing register (AHR). Below are definitions and a breakdown.

	Definition of properties
A	Fully wheelchair accessible
B	Wheelchair accessible to essential rooms
C	Classified as Lifetime Homes
D	Easy access (ie minimum of one lift if property is not ground floor)
E	Level access but with narrow doors and corridors
E+	Up to four steps to front door or within property
F	e.g. no lift and no ground floor access, narrow staircase
G	Only suitable for general needs e.g. multiple steps to or within property

Council Sheltered Properties by Sheltered Schemes and AHR Category										
Sheltered Scheme	AHR Cat	B	C	D	E	E+	F	G	Updated	Total
50 Vereker Road			10		16					26
Askham Court					15		41			56
Barclay Road			8	1	11		12	1		33
Cedar Lodge			5		25			1		31
Edward Woods Estate					17	2		7		26
Malvern Court and Landor Walk			1		46		9	6		62
Munden Street			12	4			13	1		30
Peterborough Road and Philpot Square			7			15	6			28
Plantree Court					31			5		36
Rosewood Square		1			11		14	2		28
Stanford Court					1	8		15		24
Swanbank Court			3		24			8		35
Underwood House					5		21	7		33
Waterhouse Close			10		4		14	13	1	42
Wentworth Court			3		13	2	20	2		40
		1	59	5	219	27	150	68	1	530
Banim Street					15		19	1		35
Manor Court			12		5	24	17			58
Meadowbank Close			12		14	7	22	5		60
Michael Stewart House			12		49			43		104
Riverside Gardens					6	11	19	9		45
Rowberry Close							5	26		31
Seagrave Road			11		5	1	31	1		49
Stanford Court			12		2		16			30
Viking Court			7		14			8		29
			66		110	43	129	93		441
		1	125	5	329	70	279	161	1	971

3.5. However, most properties do have wet rooms, these were converted as part of the Decent Homes programme. Those that do not have wet rooms are because either the design of the bathroom is unsuitable for conversion or the tenant does not want the disruption of having the work done.

Management

3.6. Tenants receive an enhanced housing management service with a dedicated officer at each scheme for an average of 15 hours a week during office hours. They also receive a 24/7 emergency and warden replacement service, provided in-house by Careline.

Support

3.7. ASC commissions Notting Hill Housing Trust (NHHT) to provide housing support to older residents in sheltered housing and the wider community. Notting Hill provides a range of practical support for individuals including helping a person to manage their home, such as understanding utility bills; filling in forms; getting repairs sorted out; accessing other services; making and keeping their home safe.

3.8. In addition to targeted one to one support, NHHT currently provides a weekly surgery in eight of our sheltered housing schemes (see Appendix 1 for locations), these surgeries are also held in housing association schemes and open to any sheltered tenant in the borough. They provide general assistance with correspondence, welfare benefits and referrals to other services etc. Home visits can be arranged if a tenant requires support and is

not able to attend a surgery due to ill-health or mobility issues. It should be noted that attendance at these surgeries has fallen recently.

Allocations

- 3.9. Sheltered housing is popular and there are 100 people on the waiting list and a waiting period of around 13 months for an offer to be made.
- 3.10. The only criteria to apply for sheltered housing is that you live in the borough, have a housing need and are over 60 years old. Currently owner occupiers cannot apply.

Sheltered Housing Budget

3.11. Income & expenditure statement

3.12. The 2016/17 sheltered housing budget is set out below:

	31st March 2017
	£000s
Income	
Dwelling rents	4,791
Sheltered charge	1,132
Tenants' service charge	287
	6,210
Expenditure	
Cost of basic housing service	(725)
Additional cost of sheltered housing service	(1,432)
Sheltered housing team costs	(2,155)
Safer neighbourhood team	(46)
estate services	(715)
Repairs and maintenance	(1,464)
Interest payable	(771)
	(5,151)
Net contribution to planned repairs	1,059
Planned repairs	(4,880)
Net surplus / (cost) of sheltered housing service¹	(3,821)

¹ Deducting the contribution from the temporary earmarked reserve which is being used to fund additional housing management support brings this down to £3.4m. This reserve will be used up by 30th September 2017.

3.12 The rent charged to new sheltered housing tenants is calculated as:

Target rent for the flat under the old rent restructuring guidance +
sheltered charge

The sheltered charge covers the cost of the more intensive housing management support received by the tenants. The cost of the additional support compared to the income received per week per flat is set out below:

Sheltered charge element of the rent	£
Weekly cost per home of additional sheltered housing service	28.26
Current weekly sheltered housing charge per home (Income)	<u>22.29</u>
<u>Cost per flat per week after income from tenants, currently funded by an earmarked reserve until 30th September 2017</u>	5.97

KEY CHALLENGES AND ACHIEVEMENTS

4. ACHIEVEMENTS

Satisfaction

4.1. As part of the stock transfer surveys, sheltered tenants were asked if they were happy with their scheme and 97.4% of those interviewed said they were happy.

Benchmarking

4.2. A benchmarking exercise was carried out across 6 inner and outer London boroughs, 4 of which have a similar number of sheltered units as H&F and 2 have fewer numbers of units. Initial unqualified figures indicate:

- our void rate is the lowest
- our sheltered properties have the fewest bedsits
- our supply of sheltered units generally reflects demand
- the average time on the waiting list for our sheltered schemes is the lowest.

4.3. Further work will be carried out to compare rent and service charges when this data is provided by the other London boroughs.

Needs Assessment

4.4. A needs assessment was carried out between October 2015 and May 2016 for all tenants choosing to participate. Most of the data has been uploaded

onto our computer system, to allow us to analyse and report on it. This data will be key in identifying needs and planning services for the future.

- 4.5. So far, based on 951 households, we have made contact with 949 householders (99.7%), (some households have more than 1 person over 60) completed 835 needs assessments (87.8%). 114 householders (12%) have declined to take part. There are a handful of assessments to do but we have been unable to meet the tenants because they are either in a nursing home; hospital, or on long term holiday. Any discrepancy in numbers are due to the fact that on average 2-3% of properties are empty awaiting letting at any one time and some households have more than 1 person over 60.
- 4.6. Attached to this report in Appendix 2 are some initial findings. This information will help shape the service in the future. Already we know from the completed assessments:
- Work: 38 tenants are working but many of those that refused to have a survey done cited the fact that they worked full time and didn't need one.
 - Support: 129 receive support from ASC, which includes dial a ride; day centre; homecare; and the occupational therapy service. 411 receive support from friends and family and 260 tenants require no support
 - Social interaction: 171 tenants are lonely or feel isolated and 87 of these want to access a befriending service, a further 43 already use the service, 188 tenants are happy with activities in their scheme but 205 tenants are not, a further 308 had no opinion. 185 tenants said they were not able to participate in activities in their scheme.
 - Buying & eating habits: 754 tenants (of which 166 need support) shop for themselves and 663 tenants (of which 30 need support) cook for themselves.
 - Financial: 606 tenants do not have a will, 667 tenants do not have contents insurance and 125 tenants said they cannot afford basic necessities, these tenants are concentrated in Seagrave/Viking Court and Michael Stewart House. These figures need to be validated, as a cursory look at a number of these tenants' benefits do not indicate they are receiving less than other tenants.
 - Health: 764 tenants answered yes to having health problems or age related frailty issues. The main issues are arthritis and general mobility problems. Schemes with the highest proportion of problems are Manor Court, Michael Stewart House, Seagrave/Viking and Barclay Road. These are all are larger schemes bar Barclay Road.
 - Refusals: The majority of tenants that refused to have a survey considered that they had no support needs and considered it would be pointless, some were working full time and others had support from family and did not wish to participate.
- 4.8. Looking at some of the figures in more detail we found that:
- 4.8.1. Of the 171 tenants that said they were lonely or felt isolated, the majority were in Edward Woods, Michael Stewart and Riverside Gardens schemes,

the number of men and women was very similar except Edward Woods where twice as many were men.

- 4.9. Tenants receiving home and day care from ASC were concentrated in Malvern & Landor, Michael Stewart and Seagrave/Viking schemes. Because the data from the needs assessments is self-reported, we compared it to recent client figures (June 2016) received from ASC and found:
- ASC report more tenants receiving homecare support 106 compared to our self-reported figures of 44. For our tenants, 23 say they receive day care against ASC figures of 17.
 - Their clients are concentrated in the following schemes Michael Stewart 14 (our largest scheme), Malvern & Landor 11, Vereker 10, (including Cheeseman Terrace and Orchard Square), with Banim, Edward Woods and Manor Court all with a similar figure of 9 ASC clients in each.
- 4.10. We will be producing a delivery plan to address the needs identified from the assessments, which will be presented to the Sheltered Housing Forum (SHF).

Joint Working with ASC

- 4.11. A number of joint working initiatives with ASC developed through the Older Persons Housing Project Board (OPHPB) have produced some tangible benefits for older people.
- 4.12. We know that many older people feel isolated and lonely and as a consequence, by aligning budgets with the needs and priorities of our older residents, ASC commissioned Bishop Creighton House (BCH) to deliver a pilot service - H&F Connect to tackle the problem.
- 4.13. Working mainly in sheltered housing schemes, events are put on to give older people opportunities to try new activities as a group, for example there have been nutrition classes using health trainers as well as enabling crafts and games. Since the project has started 188 individual older people have attended these events.
- 4.14. BCH is providing a new befriending service offering face to face and telephone befriending for isolated older residents; around 43 sheltered tenants are benefitting from this service and a further 49 have indicated they would like this service. The pilot has proved successful and ASC are taking a report to their contracts board on 8th August 2016 to extend the scheme.
- 4.15. Support surgeries are being remodelled as a direct result of feedback from older people, to make them more accessible and more widely used.
- 4.16. As part of the Older Peoples' Strategy a new pathway offer is being developed to allow older people to consider sheltered housing before they

become vulnerable and require costly services from ASC or the health service.

- 4.17. We will be working with ASC and consult the SHF, to pilot new models of support.
- 4.18. From a joint workshop on tenants with complex needs, a panel has just been set up across a number of services including housing management, housing options, ASC, children's services, the income team and mental health services. They consider specific complex cases in both general needs and sheltered housing to ensure that appropriate decisions are made to support the tenants to remain in their homes.
- 4.19. ASC and housing have made a number of joint presentations to the SHF on changes to support being considered and this consultation will continue for any new initiatives.

Current Improvement Plan

- 4.20. Achievements from the current improvement plan, have been very positive:
 - The handyperson scheme has been reviewed and the service re-launched, efforts are now concentrated on identifying how to use the budget more effectively and developing an internal minor decorations programme in consultation with the SHF. The success of the scheme means we are looking at extending to other older and/or disabled council tenants.
 - Following consultation the guest room policy was reviewed and training carried out for staff and tenants alike. The Sheltered Forum will consider the outcomes after the first year of implementation.
 - Policy and procedures were reviewed, updated and related training rolled out to staff.
 - Improvements have been made to team meetings to share learning and a comprehensive training programme put in place.
 - The rotas were changed as a pilot with staff working at a single scheme for a whole day rather than two half days. Following consultation, tenants chose to retain the current arrangements.
 - Senior managers now have a greater presence on site to provide leadership and get better understanding of local issues.
 - Improvements have been made to the estate inspection process.

- The type and level of social activities provided at schemes has been changed and feedback from tenants is positive.
- A new communication strategy has been implemented with better information for tenants, new notice boards and improved access to staff.
- Improvements to the IT at schemes means some staff have tablets for mobile working and we plan to roll this out to all staff. Staff can also now scan documents at all schemes.
- There have been improvements in the management of keys, fobs and filing systems with scanning and archiving of old files.
- Consultation arrangements are more robust with annual election of members for the Sheltered Forum and greater levels of consultation.

5. CHALLENGES

- 5.1. There are a number of challenges identified from a benchmarking exercise and from tenants' feedback that include:
- a lack of digital inclusion or access to IT for tenants, although we are working to pilot a scheme to introduce broadband in the communal areas;
 - our accommodation is not suitable for elderly residents whose physical needs may change in the future;
 - the fact that council sheltered housing is not accessible to all tenures, for example we know there are some low income elderly council leaseholders who need sheltered housing so we are developing a pilot to target this group and free up some general needs accommodation.

Financial

- 5.2 Careline provides a 24/7 emergency service to our sheltered tenants. The charging policy for this service is being reviewed by ASC and preliminary discussions have taken place with our colleagues in ASC. We will be working closely with them to develop the new approach, which will be presented to Members in January 2017. Any changes that impact on service charges will be taken to Cabinet later in 2017 for introduction in 2018/2019.
- 5.3. ASC budgets are under pressure especially in relation to housing support for our tenants, this will pose a challenge in meeting future support needs.

Physical assets

- 5.4. While our schemes are fit for current purposes, an audit carried out in 2012 identified that our sheltered accommodation does not lend itself to the needs of older tenants with mobility issues or disabled people as many properties have steps up to the front door or within them.

- 5.5. For an increasing older population who are likely to have mobility issues, most of our schemes are unsuitable for redesign to provide wheelchair access or for extra care.
- 5.6. The current emergency telecare and entryphone systems are becoming increasingly expensive to maintain and need replacing, digital telecare options are currently being considered in discussion with ASC.

Future improvements

- 5.9 In addition to addressing the needs identified from the needs assessments we want to be aspirational and efficient in meeting the changing needs of our older population. This will mean:
 - Developing hubs in the community for learning and social events with digital inclusion at the forefront.
 - Replacing the outdated emergency pull cord system with digital telecare option.
 - At a strategic level, working with local providers to ensure better quality and fit for purpose sheltered homes are built to meet future needs.

5. CONSULTATION

- 5.1. No consultation has been carried out as part of this PAC report but consultation has been carried out for the Older Persons' Strategy.

6. EQUALITY IMPLICATIONS

- 6.1. There are no equalities issues in this report.

7. LEGAL IMPLICATIONS

- 7.1. There are no legal implications in this report.
- 7.2. Implications verified by Janette Mullins, Principal Solicitor Housing Litigation
Tel: 020 8753 2744

8. FINANCIAL IMPLICATIONS

- 8.1. Details of the current budget are set out in section 3.9 and 3.10 and there are no further financial implications in this report.
- 8.2. Verified by Kathleen Corbett, Executive Director of Housing and Regeneration
020 8753 3031.

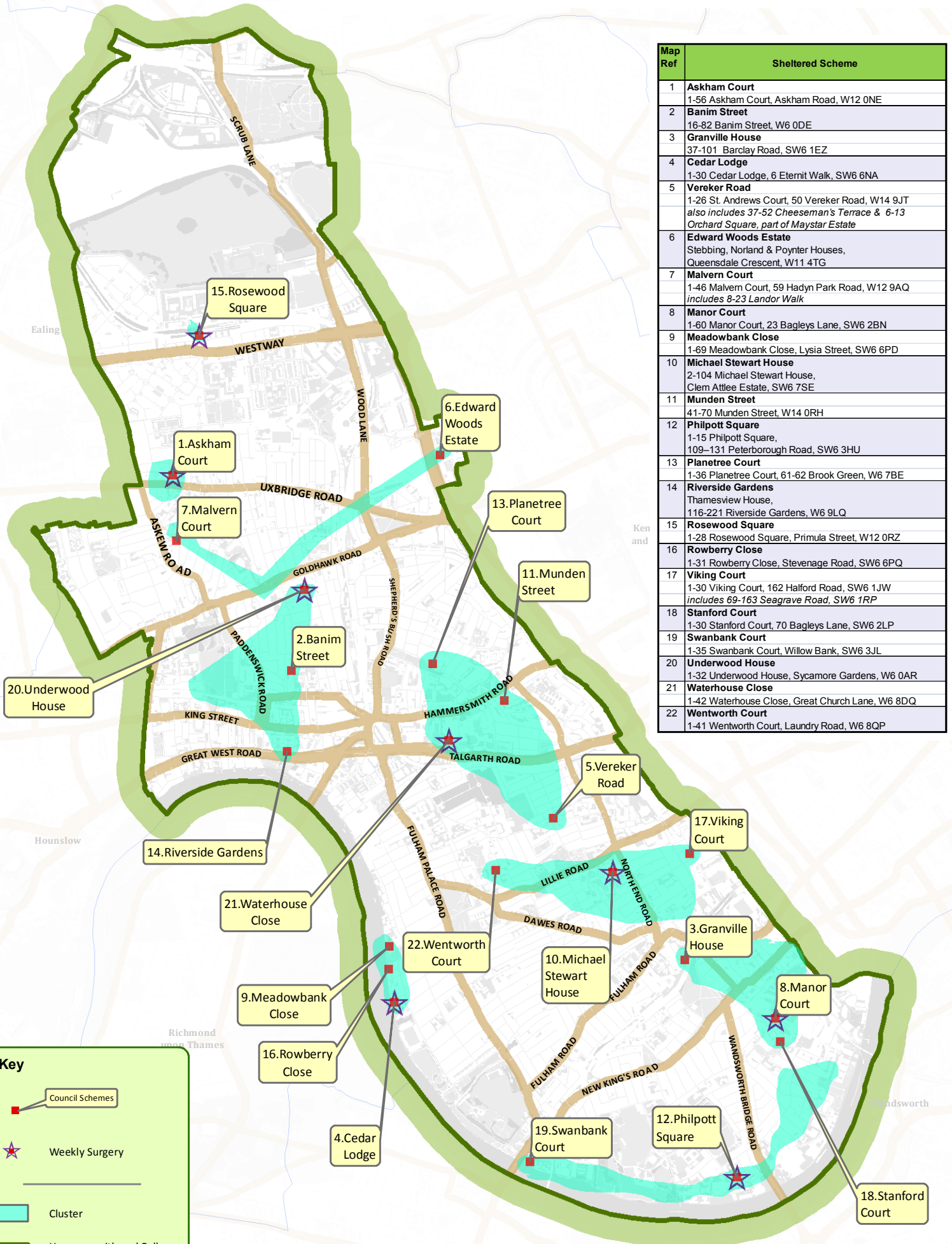
9. IMPLICATIONS FOR BUSINESS

9.1. There is no impact on businesses in the Borough.

10. LIST OF APPENDICES:





Appendix 1 - Map showing location of sheltered schemes

Appendix 2 - Initial outcomes from needs assessment 2016



Map Ref	Sheltered Scheme
1	Askham Court 1-56 Askham Court, Askham Road, W12 0NE
2	Banim Street 16-82 Banim Street, W6 0DE
3	Granville House 37-101 Barclay Road, SW6 1EZ
4	Cedar Lodge 1-30 Cedar Lodge, 6 Eternit Walk, SW6 6NA
5	Vereker Road 1-26 St. Andrews Court, 50 Vereker Road, W14 9JT <i>also includes 37-52 Cheeseman's Terrace & 6-13 Orchard Square, part of Maystar Estate</i>
6	Edward Woods Estate Stebbing, Norland & Poynter Houses, Queensdale Crescent, W11 4TG
7	Malvern Court 1-46 Malvern Court, 59 Hadyn Park Road, W12 9AQ <i>includes 8-23 Lander Walk</i>
8	Manor Court 1-60 Manor Court, 23 Bagleys Lane, SW6 2BN
9	Meadowbank Close 1-69 Meadowbank Close, Lysia Street, SW6 6PD
10	Michael Stewart House 2-104 Michael Stewart House, Clem Attlee Estate, SW6 7SE
11	Munden Street 41-70 Munden Street, W14 0RH
12	Philpott Square 1-15 Philpott Square, 109-131 Peterborough Road, SW6 3HU
13	Planetree Court 1-36 Planetree Court, 61-62 Brook Green, W6 7BE
14	Riverside Gardens Thamesview House, 116-221 Riverside Gardens, W6 9LQ
15	Rosewood Square 1-28 Rosewood Square, Primula Street, W12 0RZ
16	Rowberry Close 1-31 Rowberry Close, Stevenage Road, SW6 6PQ
17	Viking Court 1-30 Viking Court, 162 Halford Road, SW6 1JW <i>includes 69-163 Seagrave Road, SW6 1RP</i>
18	Stanford Court 1-30 Stanford Court, 70 Bagleys Lane, SW6 2LP
19	Swanbank Court 1-35 Swanbank Court, Willow Bank, SW6 3JL
20	Underwood House 1-32 Underwood House, Sycamore Gardens, W6 0AR
21	Waterhouse Close 1-42 Waterhouse Close, Great Church Lane, W6 8DQ
22	Wentworth Court 1-41 Wentworth Court, Laundry Road, W6 8QP

Key

-  Council Schemes
-  Weekly Surgery
-  Cluster
-  Hammersmith and Fulham Borough Boundary

Appendix 2 - Outcomes from Needs Assessment as of 02/8/16

Question	Answered Yes	Answered No or don't know	Total respondents
Work Tenants working or refused to have NA as considered it was not required	38 (a large number of the 114 tenants who refused a survey cited work as a reason to not participate)	828	866
Tenants volunteering	91	771	862
Support Receiving support from ASC includes: dial a ride, day centre, home care, occupational therapy	93 (Includes services received below) 32 Day Centre 9 Dial a ride 46 Home Carer 06 Occupational therapy	0	93
Receiving support from family or friends	418 (Includes 7 with support from friends)	NA	418
Not requiring support	266	NA	266
Health problems Only those tenants that reported the top 11 conditions have been analysed			
Schemes where tenants have highest proportion of tenants with health issues	Michael Stewart House; Manor Court; Viking Court and Seagrave Road; Granville House; Vereker Road, Cheeseman Terrace and Orchard Square		
Social interaction Tenants that feels lonely or isolated	174	670 No 14 (Don't know)	858
Tenants that want a befriending service	44	809 No 03 Don't know (including 43 tenants already receiving this service)	856
Tenants that interact with other people in their scheme	771 (plus 13 with support)	65 No 14 Don't know	863

Tenants that are happy with activities at their scheme	197	205 No 312 Don't know 02 Need support	716
Tenants that shop for themselves	769 (This includes 171 with support)	100 No	869
Tenants that cook for themselves	712 (This includes 36 who have support)	152 No 02 Don't know	866
Financial - Tenants on HB	615 (This includes 1 who is getting support)	217 No 23 Don't know	855
Tenants with contents insurance	181	664 No 17 Don't know	862
Tenants that can afford basic necessities	723 (includes 2 with support)	127 Cant afford 05 Don't know	855
Tenants with a will	251	502 No 113 Not interested	866

Agenda Item 6

<p>London Borough of Hammersmith & Fulham</p> <p>ECONOMIC REGENERATION HOUSING AND THE ARTS POLICY & ACCOUNTABILITY COMMITTEE</p> <p>6 SEPTEMBER 2016</p>	
Delivering improvements in our repairs service – reviewing Key Performance Indicators	
Report of the Director of Housing Services: Nilavra Mukerji	
Open Report	
Classification - For PAC Review and Comment Key Decision: No	
Wards Affected: All	
Accountable Director: Nilavra Mukerji, Director of Housing Services	
Report Author: Stan Grant, Principal Manager – Operational and Engineering	Contact Details: Tel: 020 753 6694 E-mail: stan.grant@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the approach being taken to review the Key Performance Indicators for our repairs contract, to help drive service improvement and increase resident satisfaction.

2. BACKGROUND

- 2.1 The current contract with Mitie was let in November 2013. The contract structure is what is known as a 'Term Partnering Contract', which means that the Council has procured and awarded a contract to Mitie for 10 years on a partnering basis.
- 2.2 Partnering is a term used to describe a collaborative management approach to encourage openness and trust between parties to a contract, with the ability to develop long term objectives.
- 2.3 A lot of work was undertaken before this contract was procured to try and capture the lessons learnt from previous contracts and pick up best practice across the industry. A number of key tasks are undertaken as part of preparing for such a tender process, including revisiting specifications and methodologies.

This form of contract marked a difference from previous arrangements, and the decision to move to a long term partnering arrangement was driven by the need to:

- Achieve savings as part of the Medium Term Financial Strategy
- Deliver improvements in performance and satisfaction

2.4 A potential benefit of long-term partnering contracts is that there is scope for the Council to work with the contractor and plan long term objectives, rather than a traditional arrangement which is invariably more short-term focused and can be transactional.

2.5 A Repairs Working Group with residents was set up to help develop Key Performance Indicators and an approach to measuring and monitoring performance. The aim was to try and achieve a leaner set of KPIs that would really get to the nub of what drives satisfaction and key performance.

2.6 There are two sets of KPIs: (i) for responsive maintenance and gas safety services, and (ii) for capital and planned maintenance. An incentive / deduction scheme was developed to support these indicators. The indicators and current performance are set out at Appendix 1.

CURRENT POSITION

3.1 Whilst the new contract arrangements have delivered ongoing savings, feedback on satisfaction is mixed.

3.2 Based on the KPI for satisfaction, performance has improved since the start of the contract, which is clearly positive, but the results are based on a traditional survey methodology, with a sample response rate of approximately 10%.

Using these figures, Mitie's performance for repairs and maintenance (95% in May 2016, and in the high 80% region since April 2015) is in the top quartile when compared to 56 Social Landlords with similar stock¹.

3.3 However, anecdotal evidence, and evidence through complaints and Member casework suggests that the survey data may not be a complete picture. Following numerous and ongoing complaints from residents (tenants and leaseholders) about Mitie's performance, the new administration elected in May 2014 determined to work much more closely with residents in resolving the problems. They made it clear that they wanted to review both the KPIs themselves and how they were being measured.

3.4 In partnership with Mitie, and with the Residents Working Group driving the process, we have begun a review of the KPIs and how they currently work. An early priority has been to look at how we measure satisfaction, and use feedback to drive improvements.

¹ HouseMark STAR benchmarking service: analysis of findings 2013/14

- 3.5 Mitie, with our agreement, has commissioned customer engagement specialists Rant and Rave initially for one year to provide a radically different approach to measuring and capturing feedback. A major difference between this approach and the previous Kwest survey is that Mitie now has access to real-time management information to address problem areas.
- 3.6 The survey model uses key words from an SMS survey to help identify positive and negative experiences, with a real time dashboard being maintained. The survey has three 'touch points' – Call Centre, Visit Completion and Order Completion – with a third of residents being contacted by SMS at each stage.
- 3.7 Over time, the data will provide a much clearer picture of where the repairs service most needs to improve. A sample dashboard is provided at Appendix 2.
- 3.8 The new approach went live in June and we will review the initial data in September. Work is also underway through the RWG to look at how we can extend this beyond September to residents without mobile phones. Early indications suggest that this new approach will really help us and Mitie drive improvements to the service. Our shared ambition is for our repairs service to be the best in the country.

To support the initial 12-month implementation, we have suspended the current satisfaction target for 12 months.

3. NEXT STEPS

- 4.1 Over the coming months, we will work with Mitie and the RWG to review the current KPIs to drive improvements. Some early priorities identified are:
- Gas safety certificates - the current methodology for measuring performance excludes properties where legal action is required, as this is not a responsibility that lies with Mitie.
 - Capital and planned maintenance KPIs - these need to be reviewed and we will work with RWG to look at these.
 - Develop long-term partnering objectives with clear priorities for the remaining 7 years.

4. RECOMMENDATION

- 5.1 That the PAC note the contents of this report, the approach being taken and makes comments as appropriate.

Appendix 1 - Key Performance Indicators

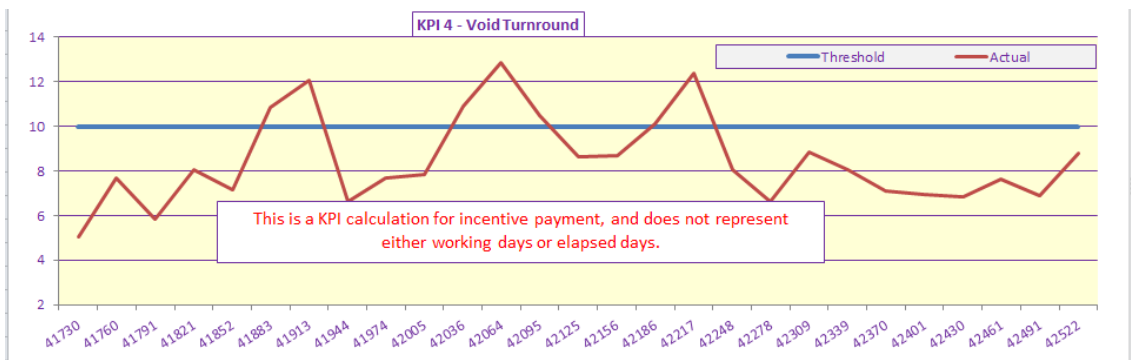
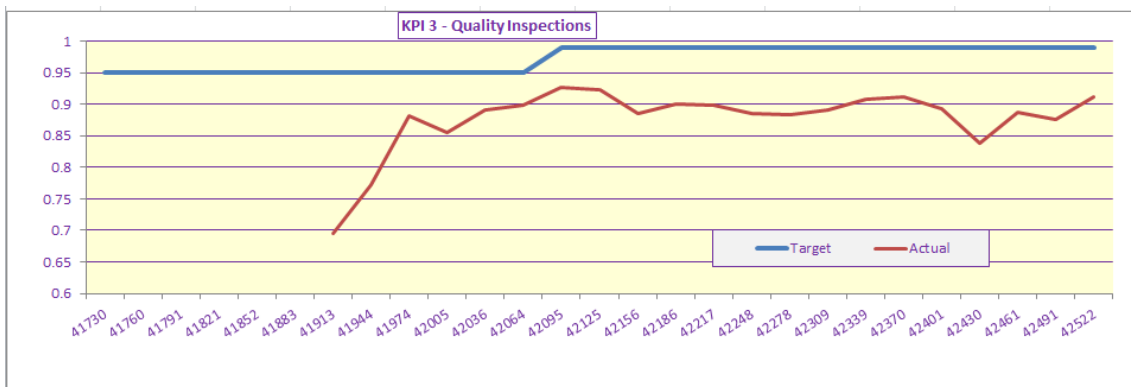
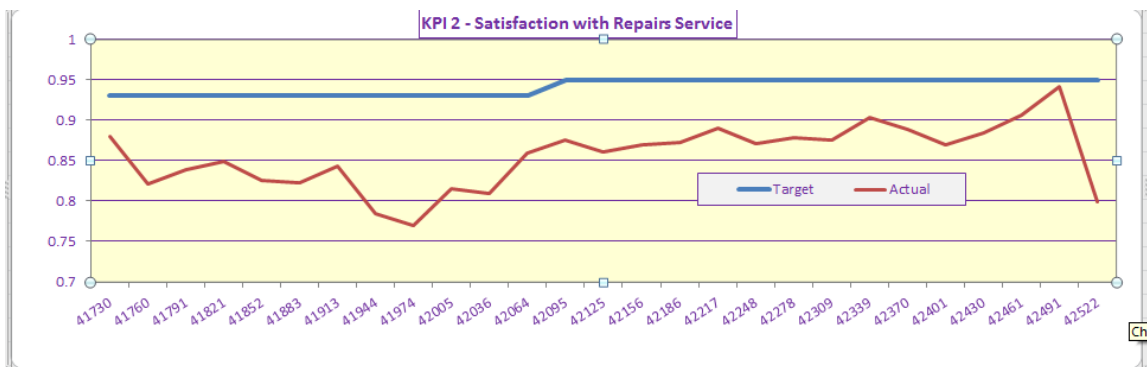
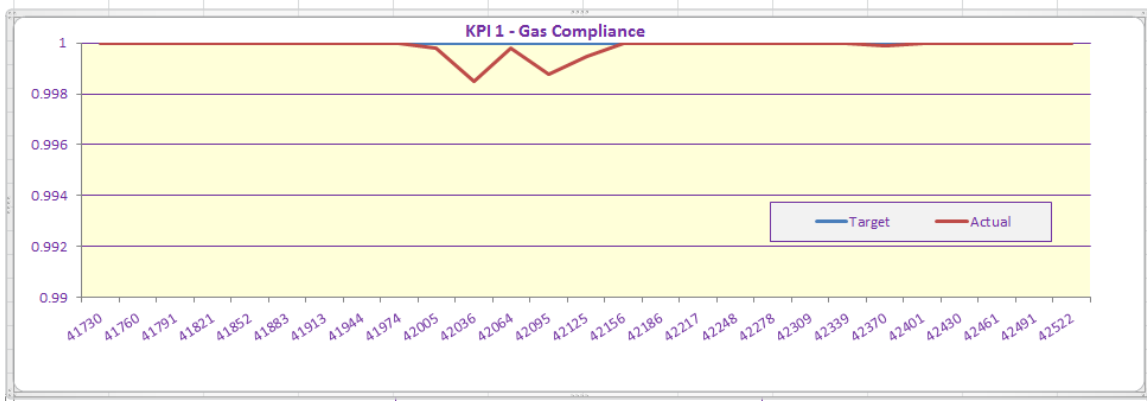
Further work will be undertaken to review how the current KPIs can be used to deliver ongoing service improvement

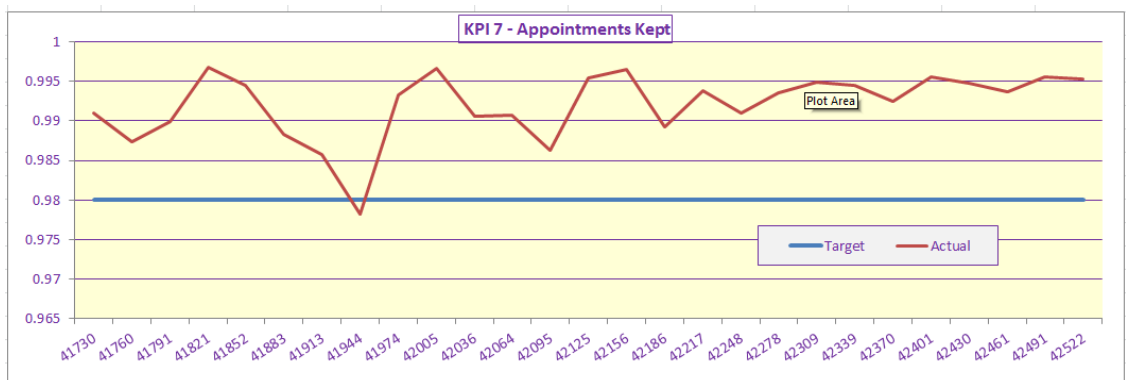
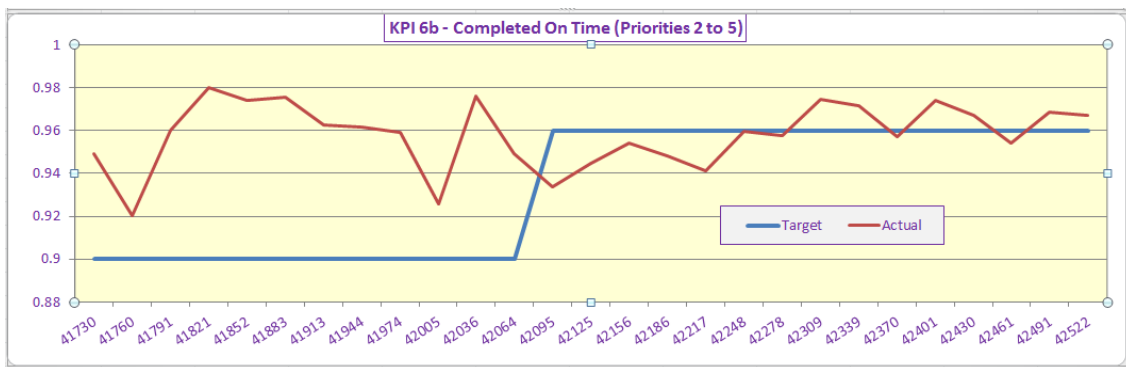
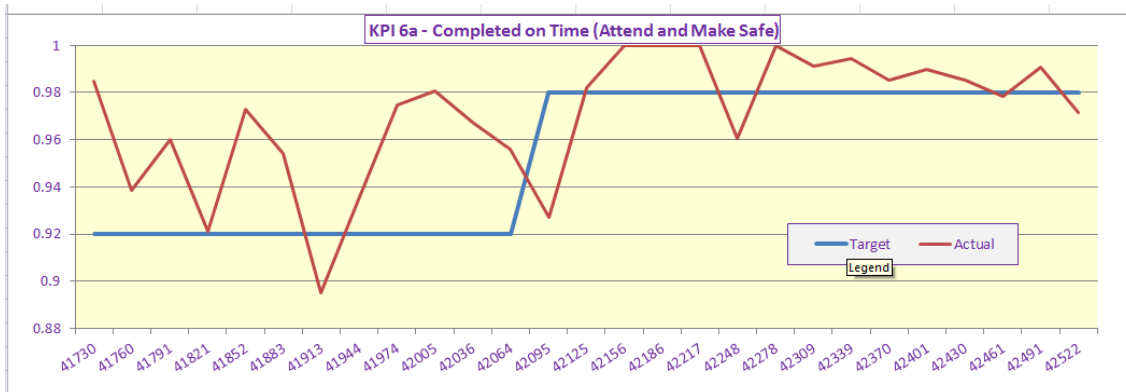
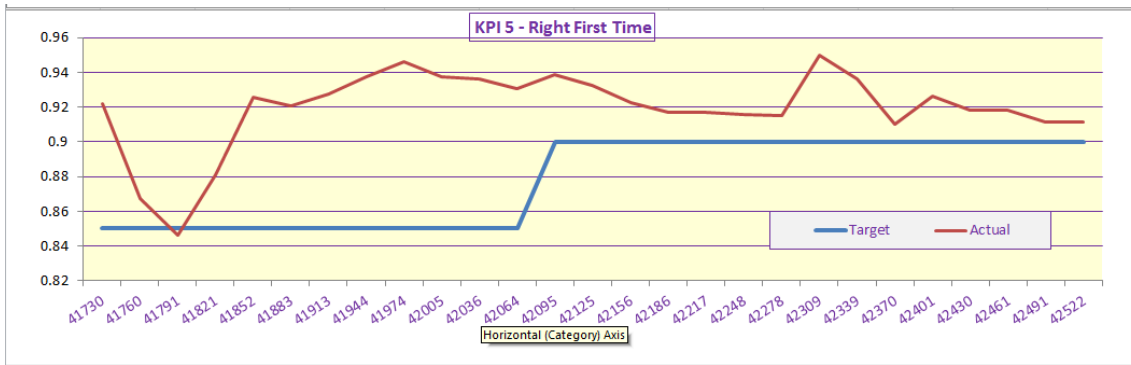
Repairs and Maintenance

KPI no.	Key Performance Indicator
1	Percentage of properties with a valid Landlord Gas Safety Certificate
2	Percentage of tenants satisfied with the repairs service
3	Quality inspection pass rate
4	Average number of calendar days to complete standard voids
5	Right First Time
6	Repairs completed on time <input type="checkbox"/> Priority 1 repairs <input type="checkbox"/> Priority 2 – 5 repairs (both targets to be met to meet the KPI and receive incentive)
7	Percentage of appointments kept

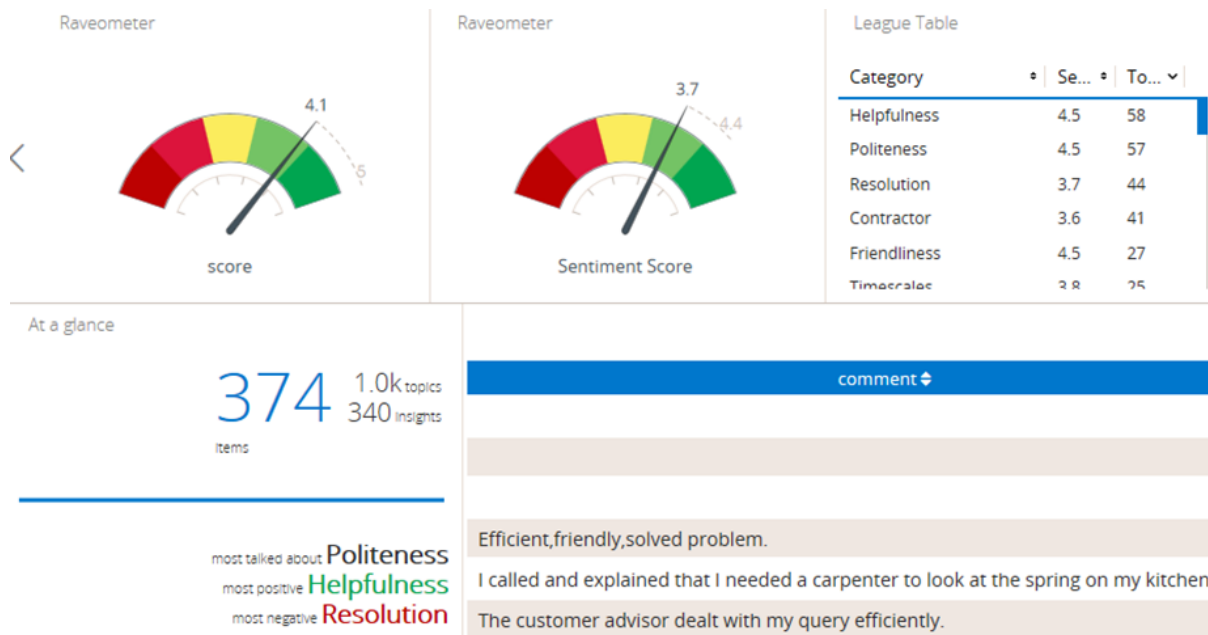
Capital, planned and cyclical

	KPI
1	Residents' Satisfaction
2	Defects
3	Construction Time
4	Pricing accuracy





Appendix 2 – Rant and Rave Sample Dashboard



Appendix 3 – HouseMark STAR benchmarking Service Analysis

STAR benchmarking service: analysis of findings 2013/14

3 Overall satisfaction

STAR Question Cor1: Taking everything into account, how satisfied or dissatisfied are you with the service provided by [social housing provider]?

This question is aimed at assessing overall satisfaction with the landlord. As it is so wide ranging, it is largely based on perception and is perhaps difficult to influence over a short period of time. In spite of this, it is a very useful measure to gauge residents' reactions to large organisational changes such as rebranding or stock transfer over the medium term.

Overall satisfaction - combined positive rating

Combined positive¹¹ is the most commonly used satisfaction metric in social housing performance measurement. When comparing survey types, tenants are more satisfied than home owners on this metric; the median satisfaction ratings are 62% for leaseholders and 70% for shared owners. General needs tenants are less satisfied (median 86%) than those living in housing for older people and supported housing (median 92% and 90% respectively). This pattern is mirrored throughout the rest of this report.

The inter-quartile¹² and overall ranges are much smaller for tenants than for home owners. This suggests that leaseholder and shared owner opinions are more polarised.

Combined positive	Upper quartile %	Median %	Lower quartile %	Highest %	Lowest %	No. of orgs ¹³
General needs	89	86	82	97	58	93
Housing for older people	94	92	88	99	72	75
Supported housing	93	90	84	100	69	24
Leasehold	72	62	48	89	29	22
Shared ownership	74	70	59	87	40	8

Overall satisfaction - net satisfaction rating

The net satisfaction measure takes into account dissatisfied and neutral responses by subtracting the former and excluding the latter from the equation.

The net satisfaction rating further highlights the wide range of opinions held by home owners – especially leaseholders. At the extreme, some organisations had very few dissatisfied leaseholder respondents, whereas others had more dissatisfied than satisfied leaseholders, giving a negative score.

¹¹ The combined positive score is the proportions of fairly and very satisfied added together

¹² This is the range between upper quartile and lower quartile points

¹³ This and subsequent breakdowns by customer type does not include organisations that submit combined GN and HfOP satisfaction data to STAR

Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

7 th June 2016 Small Hall, HTH, 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Arts Strategy	Donna Pentelow	To review the Council's proposed Arts Strategy.

5 th July 2016 Courtyard Room, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Libraries	Mike Clarke/Sue Harris/Helen Worwood	To consider the priorities of the service.
Update on the Resident Involvement Structure	Nilavra Mukerji / Daniel Miller	To receive an update on the Council's work to establish a structure consisting of a number of panels and groups designed to provide Council Tenants and Leaseholders with greater decision making powers and increased involvement

6 th September 2016 Clem Attlee Residents Hall, 6:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
The Older Persons Housing Strategy and Sheltered Accommodation	Nilavra Mukerji	To consider the new Older Persons Housing Strategy review the Council's provision of sheltered accommodation and support for older residents.
The development of new KPIs for Mitie	Nilavra Mukerji	To review the development of new Key Performance Indicators for the housing contractor Mitie. The new KPIs will more accurately monitor residents' key priorities

Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

1st November 2016		
St John's Church, Vanston Place. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Update on Bloemfontein Road and North End Road re high street regeneration, including the Empty Shops Strategy and Council owned shops	Antonia Hollingsworth	To scrutinise what the administration has done over regeneration of North End Road and Bloemfontein Road and to discuss future plans and proposals for the two areas. For the North End Road Action Group (NERAG) to report on their work over the last year and a half. To consider what action has been taken to tackle the problem of empty shops.
Economic Growth Strategy 2016-26	Sally Agass	To discuss the new Economic Growth Strategy.
Social Lettings Agency	Jo Rowlands / Labab Lubab	To consider the benefits of a Social Lettings Agency working in the borough.

13th December 2016		
Small Hall, HTH. 7:00pm.		
ITEM	LEAD OFFICER	REPORT BRIEF
Housing for disabled people	Jo Rowlands	To consider the proposed actions for meeting the housing needs of disabled people
Housing for refugees and asylum seekers	Jo Rowlands	To provide an overview of what the Council does to provide housing for refugees and asylum seekers, and the rules and funding streams relating to these.
Scaffolding	Nilavra Mukerji / Kath Corbett	To explain the Council's policy on the use of scaffolding in relation to social housing maintenance.

Economic Regeneration, Housing & the Arts PAC Work Programme 2016/17

Potential Future Items		
ITEM	LEAD OFFICER	REPORT BRIEF
Adult learning	Jo Rowlands / Eamon Sconlon	To review the adult learning curriculum delivered by the Council, to consider the results of the recent Ofsted inspection and to understand the impact of government reviews of learning outside of schools.
Tackling worklessness	Jo Rowlands/ Rashid Aslam/ Gordon Smith	To assess the impact of the Government's welfare reforms and the measures undertaken by the Council to help people back into work, including the OnePlace project with JobCentre+
The Council's home energy strategy and measures to tackle fuel poverty	Nick Austin/Justine Dornan	To review the work of the Council to make homes as fuel efficient as possible and how vulnerable residents will be protected during the winter
Greening our Estates	Nilavra Mukerji	To consider how the council is promoting biodiversity and greener environments on its housing estates, for example by supporting kitchen gardens and green walls/roofs. The report is to cover the council's policy for replacing and maintaining trees