



# **LONDON BOROUGH OF HAMMERSMITH & FULHAM**

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Strategic review of sheltered housing stock, and  
the provision of extra care units in Hammersmith  
and Fulham - Phase 1

## **Executive Summary Report**

July 2012

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# Executive Summary

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

### Strategic review of sheltered housing stock and the provision of extra care units in Hammersmith and Fulham - Phase 1

#### Scope of Work

CBRE was appointed in April 2012 to review the sheltered housing accommodation in LB Hammersmith & Fulham with a view to assessing its condition and fitness for purpose. As part of this review we were asked to ascertain whether it was possible to convert 105 units of sheltered housing into extra care units, and for these units to be operational by 2014.

Our work consisted of a survey of the 22 schemes that are in scope, and supplemented by interviews with residents, Council officers and Members and data provided by the Council. For data provided or opinions provided to us we have not undertaken any due diligence or verification.

#### Key Conclusions and Recommendations

The key conclusions and recommendations are:

**Conclusion 1:** We conclude that other than the noted exceptions, the stock is currently in sound condition, meets the needs of residents under the current policy for sheltered housing and is likely to be manageable for the short term (up to 10 years).

**Conclusion 2:** We conclude that based on the demand profile provided, none of the schemes can be considered unsuitable from a demand perspective. Any change to the sheltered accommodation schemes should therefore be based on other criteria. This conclusion needs to be re-visited if the nature of the qualification policy or service level to sheltered accommodation residents is changed.

**Conclusion 3:** Benchmarks indicate void levels are higher than expected and the financial performance of the sheltered accommodation could be improved if this is addressed. However, we have noted that HRD were fully aware of the issues and are already addressing them as part of a service review.

**Conclusion 4:** We conclude that none of the sheltered accommodation schemes represent practical options for conversion to extra care.

**Recommendation 1:** The Council undertakes a review of the service requirements for people with elderly support/care needs linked to sheltered accommodation in order to ensure it is appropriate for residents' needs. The link between these needs and whether the physical attributes of the current sheltered housing stock meets those needs can then be better assessed.

**Recommendation 2:** The Council reviews the current qualification and allocations system to ensure that only residents in need of sheltered accommodation become eligible. Such a review should culminate in a revised qualification policy that reflects on service needs, from which the demand and supply of sheltered accommodation can then be assessed.

**Recommendation 3:** Further investigation should be undertaken on the net revenue position for sheltered accommodation. Furthermore, any future options should clearly take account of any potential loss of net income to the Council.

**Recommendation 4:** We recommend the Council considers its position on sheltered housing in the Borough in light of the key findings set out in this report. There is scope to vary the

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number of sheltered housing units but this should only be done in the context of a full understanding of the service needs associated with sheltered units.

**Recommendation 5:** From a property perspective, there is clear potential to re-develop low density schemes. This could provide an opportunity for the re-provided units to be of a quality and design that better meets the requirements of residents with sheltered housing needs, particularly if a revised policy on sheltered accommodation were to require higher spec units.

**Recommendation 6:** We recommend that if redevelopment is an option the Council intends to evaluate then consideration is given to all potential forms of finance, including some innovative solutions now being proposed in the private sector market. These can allow the Council to retain capital receipts and finance new accommodation in a more strategic way.

**Recommendation 7:** We recommend that the Council undertakes further review of the options for the provision of extra-care units given that conversion of sheltered accommodation is not, in our opinion, a viable option.