



Extra Care Housing in Hampshire: A Strategic Approach to deliver an ambition

This case study sets out Hampshire County Council's new strategy for extra care housing through an ambitious £45m investment programme across the County. Hampshire will deliver its programme through a partnership for procurement with private sector and not for profit developing organisations.

The study includes good practice examples of developments completed as Phase 1 of Hampshire's extra care programme. It is a timely case study, with the announcement of an additional £300m Department of Health Housing Fund, administered by the Homes and Communities Agency.



Saxon
Weald

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Sentinel

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Background – The National Context

The retirement housing market is experiencing change as older people's social housing is responding to the affordable rent regime, and as increased demands from older owner-occupiers creates new opportunities for developments by the commercial sector.

The £300m Department of Health (DH) Care and Support Specialised Housing Fund, administered by the Homes and Communities Agency (HCA), is inviting private developers to bring forward new retirement housing options; local authorities are looking at ways of working creatively to stimulate market opportunities.

Some areas of England are experiencing in-migration as people retire, moving out of cities for an improved quality of life, taking advantage of their housing equity and prepared to fund their own care and support needs. A form of housing that offers an attractive lifestyle, with sufficient support when needed to maintain independence, such as extra care housing, is an attractive option for Local Authorities increasingly challenged by the risks of wealth depletion amongst older people in the general community.

Extra care housing is becoming established as an attractive retirement option that can offer a high quality lifestyle, with the reassurance of care and support onsite. Numbers of such housing schemes remain low at a national level; it is clear that there is a growing opportunity for extra care schemes in many more areas.

Hampshire County, in many ways, encapsulates these issues; currently engaged in a County-wide new procurement approach set to increase its development partners, the County Extra Care Strategy includes an ambitious development programme, supported by £45m Council investment to deliver their aims.

Hampshire - Demographics & demands

Hampshire County is situated in the far south of England, bordered to the west by Dorset and Wiltshire, to the north by Berkshire and to the east by Surrey and West Sussex. Most of Hampshire's southern coastline is on the Solent, the strait separating mainland Britain from the Isle of Wight.

With a population of 1.29 million people, Hampshire is the third largest County in England behind Kent and Essex. Generally, Hampshire is a prosperous County. Data from the 2007 Index on Multiple Deprivation show that Hampshire is ranked as the tenth least deprived principal authority in England, and Hart district is the least deprived of all the local authorities in England.

Despite this, there is deprivation at a local level within Hampshire and the districts of Havant and Gosport are in the bottom half of the national rankings. There are pockets of localised deprivation across the County, particularly in Rushmoor, Basingstoke and Deane and New Forest. In terms of retirement, there is a distinct inequality in lifestyles, with around half of elderly households reliant on state support. (*Source: Hampshire CC*)

Hampshire - a retirement destination

Hampshire is perceived as a retirement destination and older people (over 60) account for about 11% of households in the County. Its close proximity and easy access to London and the wider South East means that it is an importing County for people relocating in retirement, often with equity from large family homes in the capital available to purchase a suitable property.

Figures suggest that most migration into and out of Hampshire is internal. Office for National Statistics 2009 estimates showed that of the 54,300 people who migrated into Hampshire, only 9.8% were from overseas.

Hampshire's older population represents nearly a quarter of the population as a whole, with over 12% over 75. In line with national trends and projections, Hampshire's older population is expected to continue to increase: by 2033, an estimated 27.3% of the population of Hampshire will be aged 65 or older, higher than both the South East region (24.3%) and nationally (22.6%).
(Source: Hampshire CC)

Age structure of populations varies within Hampshire. New Forest has an older population, with an average age of 46 years, whilst Rushmoor's average age is 10 years younger, at 36 years. Rushmoor and Basingstoke have the highest proportions of their population of working age, whilst New Forest has the highest proportion of retirement aged people.

Tenure challenges and opportunities

Demographic analysis and population trends show clearly the challenges that exist in Hampshire in terms of ensuring an adequate supply of housing to meet increasing frailty and lifestyle changes amongst residents and in-migrating older people.

In terms of housing tenure, the majority of Hampshire's older population are owner occupiers: 76% of all over 60s own their own home. In certain locations the proportion of older home owners rises to over 80%, specifically in Fareham, Hart and New Forest Districts. Social housing, taking both Council and Housing Association, accounts for 18% of older households, with the private rented sector and other arrangements amounting to 6% (see Table 1 on next page).

Therefore, in Hampshire, the biggest requirement for housing for older people and the biggest opportunity exists within the private owner occupied sector, whilst there remains a sustained need for social housing to respond to localised deprivation.

To fully assess the demand and opportunity in all tenures across Hampshire, the County Council has mapped the existing provision and extrapolated from this the requirement for additional extra care housing based on analysis of population and housing tenure profile over the next 20 years.

	Households where head is of Pensionable age	Owned	%	Rented from council	%	Other social rented	%	Private rented or Living rent free	%
Basingstoke and Deane	13,775	9,302	67.53%	149	1.08%	3,363	24.41%	961	6.98%
East Hampshire	12,175	9,664	79.21%	170	1.40%	1,562	12.83%	799	6.56%
Eastleigh	12,337	9,265	75.10%	248	2.01%	2,217	17.97%	607	4.92%
Fareham	12,999	11,095	85.35%	1,183	9.10%	202	1.55%	519	3.99%
Gosport	8,883	6,343	71.41%	1,501	16.90%	573	6.45%	466	5.25%
Hart	7,579	6,092	80.38%	46	0.61%	1,039	13.71%	402	5.30%
Havant	15,828	12,030	76.00%	1,641	10.37%	1,385	8.75%	772	4.88%
New Forest	26,726	22,128	82.80%	2,087	7.81%	722	2.70%	1,789	6.69%
Rushmoor	7,867	5,503	69.95%	173	2.20%	1,800	22.88%	391	4.97%
Test Valley	11,725	8,241	70.29%	932	7.95%	1,574	13.42%	978	8.34%
Winchester	13,158	9,048	68.76%	2,487	18.90%	554	4.21%	1,069	8.12%
Hampshire	143,052	108,691	75.98%	10,617	7.42%	14,991	10.48%	8,753	6.12%
South East	942,573	700,147	74.28%	94,444	10.02%	81,090	8.60%	66,892	7.10%
England	5,776,660	3,939,809	68.20%	974,654	16.87%	424,115	7.34%	438,082	7.58%

Table 1: Tenure by District Council in Hampshire – Households of Pensionable Age (Source: Hampshire CC)

Why Extra Care in Hampshire?

Extra care housing is a proven model of housing for retirement and Hampshire County Council (HCC) commissioners have taken the view that it should be the main type of new build housing for older people to be supported by the County. There is an expectation that as new extra care schemes are developed, demand for residential care homes will fall overall. This will have the anticipated effect of reducing costs and increasing personal choice. HCC's Extra Care Strategy is well established and a pipeline of schemes is set to deliver significant numbers of new homes over the next 10 years.

Hampshire's Extra Care Strategy evolved from the successful programme of County investment in Nursing Homes in the early 2000s, providing 500 new beds through a combination of Health funding and County Council resources. This was a £65m building programme, handled by Hampshire's internal team of architects, commissioning and development staff.

Once the Nursing Home programme had run its course, the way was open for a new extra care housing strategy to take advantage of site opportunities as they arose in the County. This new approach, comprising Phase 1 of the County's extra care programme, started in 2007 and was planned to run until 2013, providing affordable social housing predominantly, with an investment fund of £5m from the County.

The extra care strategy in its initial phase successfully delivered 640 units, through a mixture of new build (240 units) and reconfigured sheltered housing (400 units), at a total County investment of £3.75m. Phase 1 delivered 20% more properties than originally envisaged, ahead of time and under budget. DH's Extra Care Housing Fund (2008-2010) capital finance supported the development of Saxon Weald's scheme in Basingstoke, which is described below, as part of the Phase 1 programme.

Demographic analysis shows that there is pent up demand in Hampshire for a wider range of retirement housing options, including extra care housing, with an emphasis on private owner occupation. A mixed market approach would cater for Hampshire's existing aging population and provide for opportunities for those home owners moving to the County for retirement.

At the time of writing, Hampshire has now embarked on Phase 2 of its extra care housing strategy, with an ambitious programme seeking to provide extra care housing to all major population centres in the County and across all tenures. The Strategy is timely, as it coincides with the new £300m DH Care and Support Specialised Housing Fund; any successful local bids to the Homes and Communities Agency will also be supported by a £45m investment by the County as a market stimulus package, and delivered through a Procurement Framework approach rather than through County Council in-house teams.

Extra Care Housing Development Strategy Phase 2: 2012 onwards

Phase 2 is built on the success of the initial phase and is benefitting from learning achieved by HCC and partners through that process. There was an appreciation that roles have changed within the housing and care arena, which has been challenging for the traditional commissioning process, but an understanding exists that fundamental to an ambitious development programme is strong leadership and co-ordination of multiple professional roles.

The role of the County Council has become more enabling than directive, more responsive to market opportunities and individual choice and preference. Positive outcomes have been the development of a mature relationship between housing, health and care colleagues, plus increased market insight and appreciation of commercial sector pressures and opportunities.

A three-cornered partnership for delivery evolved within Hampshire, between the County Council, the District Councils and the Housing Associations, each bringing their professional expertise to the process.



Graphic 1: Hampshire's delivery partnership

This delivery partnership is now being built on through the establishment of a County-wide Extra Care Housing Procurement Framework using the OJEU process.

Part of the new understanding is the role of individual choice, encompassed within both the personalisation and localism agendas, leading to a flexible response from commissioners in order to deliver this. A wider benefit is more understanding of the long term value of the assets and new buildings to the communities in which they are developed and how their use may be sustained into the future.

How is Hampshire seeking to attract inward investment to deliver their Extra Care Housing development strategy?

Phase 1 delivered 4 new build schemes and upgraded existing sheltered housing schemes to provide extra care. In total, 640 units of accommodation have been provided through Phase 1, using £3.75m of an available £5m County investment fund.

Phase 2 will be a mixture of opportunities and providers procured through the Framework. HCC realises partnership with commercial sector is essential to deliver their programme aspirations.

HCC is investing £45m over 10 years to enable development and to support the affordable rent element of the individual schemes. HCC contributions are flexible depending on the location, the opportunity and the additional value each proposal can provide. The investment will be a mix of finance derived from prudential borrowing and land value, the level of investment arrived at per site being subject to a scheme viability appraisal.

HCC expects housing providers to bring innovation and a mix of funding to schemes they propose in Hampshire: although the County will consider funding requests, in the main, Council subsidy will add value to existing proposals, not be the sole route to finance.

Through partnership, the market stimulus package offered by HCC is intended to be sufficient to deliver extra care in a way that is viable for developers, realistic in terms of outputs and provide choice for Hampshire residents in all tenures.

The demography of the County and the distribution and numbers of home owners means that not everyone will want to rent extra care housing and the development proposal stacks up for sale across the County. The overriding identified need is for extra care housing, not a specific requirement based on tenure.

HCC is not prescriptive in terms of size or numbers of units per scheme, so long as the overall programme addresses tenure requirements and price points as dictated by analysis of demographic projections and the geographical spread of population. Market opportunities will be welcomed at a size that is viable for the location and developer, while grant funded schemes are likely to be smaller

Schemes need, however, to address requirements for residents with high care and support needs; on rented schemes it is envisaged that a minimum of 40 units is necessary to achieve economies of scale for Adult Services.

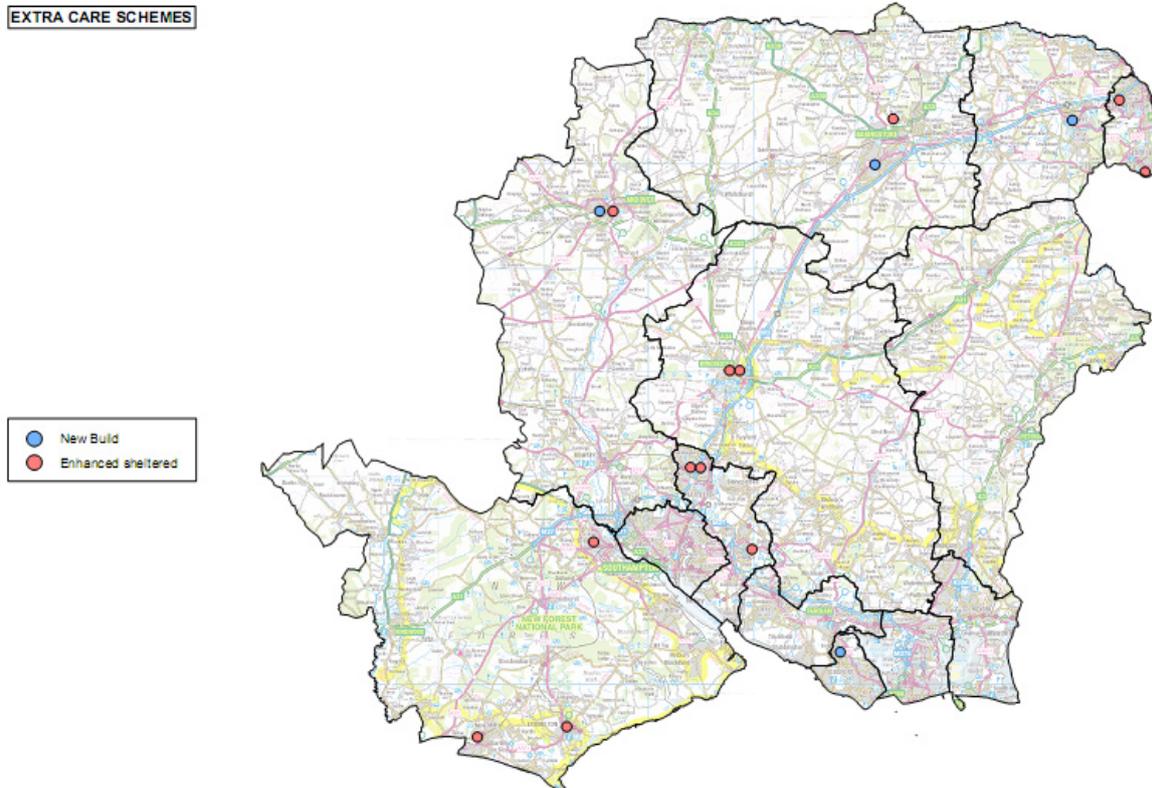
Where the scheme can sustain it, a wholly-rented offer as at Campbell Place in Fleet may be provided, but the presumption is for minimal subsidy. Purely private sector schemes will not attract HCC investment, but County officers will support developers to grow such leasehold schemes through the Planning process, where necessary to facilitate the delivery of the County's Extra Care strategy through development.

Again, the Department of Health's £300m investment fund is also likely to bring opportunities for new scheme development in the County.

Hampshire County Council summary of Existing Provision & Development Pipeline

Phase 1: Distribution of New Build Extra Care Housing and Enhanced Sheltered Schemes

EXTRA CARE SCHEMES

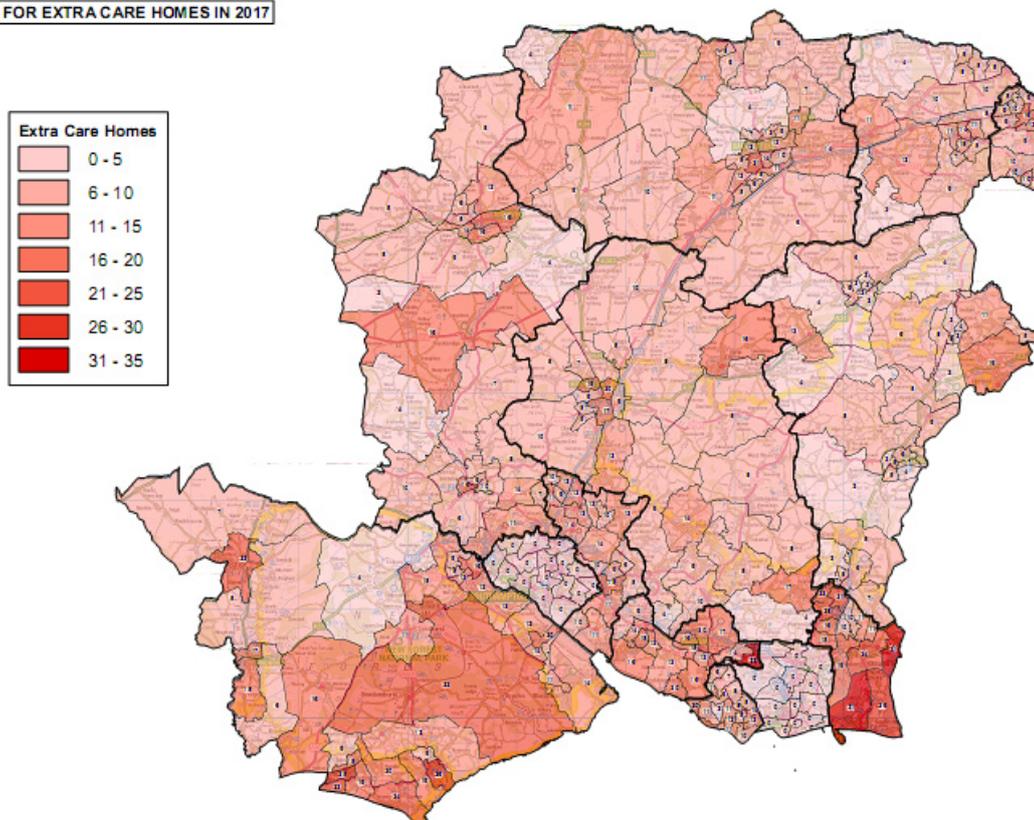


The map shows the distribution of existing and new build schemes in Hampshire developed during the 2007-13 programme. In terms of matching demographic demand to supply, several areas of the County have no extra care provision and overall there is a shortfall in extra care provision.

Major population centres have been the focus of Phase 1, with enhanced sheltered housing and/or new build extra care schemes in Southampton; Eastleigh; Winchester; Gosport; Andover; Basingstoke; Fleet; Farnborough and Aldershot; along with the New Forest and coastal fringes of New Milton and Lymington.

Phase 2: Map of Opportunities

FORECAST FOR EXTRA CARE HOMES IN 2017



Using the forecasting of demand derived from the demographic analysis, and applying the extra care needs forecasting modelling tool used by external consultants for the County Extra Care Strategy, HCC found that there is considerable scope for new scheme development and significant opportunity to work with the market to increase the supply. The County's objective over the 7- year programme is that all major population centres will offer increased numbers of units and realistic choice in extra care provision across all tenures: affordable rent; shared equity and outright ownership.

The map shows the distribution and density of scheme numbers required, with darker shaded areas requiring the most provision. In this analysis, areas such as the New Forest, which did not feature strongly in Phase 1, offer some of the greatest opportunity based on population and home ownership statistics. Forecast of need range from up to 5 schemes in mainly rural areas, to some significant density levels of between 31 & 35 in Hayling Island.

Scheme Development

In Phase 2 of the programme, the emphasis will be on developers taking advantage of the opportunities arising from demographics rather than relying on County disposals and service reconfigurations alone to provide new housing sites. As HCC has established that all County Districts and sub-areas have an indicated requirement for extra care housing, sites arising through a developer's normal land acquisition process in the market will be positively considered for inclusion in the programme.

The County will use several delivery routes for extra care housing, including direct funding where there is certainty on a scheme, or land disposal using its powers under Local Government Act

where appropriate. The main route to delivery will be through a new procurement framework that will be in place in early 2013.

Framework Procurement

HCC held a market engagement day in February last year that informed the development of its Framework approach. The attendees at the event came from the development industry, landlords and housing providers and the care and support sector. Through workshops and discussion, HCC's main aims and aspirations for the extra care programme were teased out and explored, producing useful intelligence on market appetite for a new approach, which was supportive of HCC.

The Procurement Framework selection process was launched in October 2012 and is due to be complete shortly. The Hampshire Framework will run from 2013-14 to 2019-20.

The framework will provide a number of selected partner organisations that can develop and manage new extra care schemes. The new partners may include Housing Associations that have developed in Hampshire already, or it may offer the opportunity for new organisations to enter the area. An increased number of private developers are expected to be interested in the framework and closer working with HCC.

Care and support will be tendered separately. The care provided to individual residents will be tied into the nominations process, with County and District working together. Instead of scheme by scheme nominations and allocations, as a result of learning from Phase 1, there is a unified approach aiming for a transparent streamlined process.

The County has reached a common agreement with all District Councils around development delivery and nomination to new schemes, so that all Hampshire schemes will be treated in the same way. This should lead to improved understanding by all professionals of the operational requirements and the importance of specific options for individuals, informed by personalisation.

The extra care programme includes an element of cultural change, as it requires all professionals involved, from social care to housing management, to work collaboratively in response to market opportunities, with respect to resident choice and expressed preferences. There is consequently a significant shift away from central control and planning targets set by Local Authorities.

Current Extra Care Housing Provision in Hampshire

The Extra Care housing schemes provided in Hampshire under Phase 1 are:

- Newman Court, Basingstoke – Saxon Weald
- Campbell Place, Fleet - Sentinel
- Juniper Court, Gosport - Hermitage
- Lion Oak Court, Andover – Synergy

Phase 2 is starting with Surrey Court, Eastleigh, onsite from October 2012.

As examples of good practice, the scheme details of each development are described below.

Newman Court, Basingstoke



Size and Scale

- 64 apartments, mainly 2 bedrooms
- Restaurant and hairdressing facilities and an internet suite for public use
- Communal accommodation for residents
- Day service, a re-provision of a day service previously hosted at residential care home

Overall Model

- Affordable Housing
- Built in partnership with Basingstoke and Deane BC
- Developed and housing management by Saxon Weald RSL
- Mixed Tenure: 34 units for social rented housing, 30 units for sale

Approach to Capital

- Total capital cost - £11.83m
- Hampshire County Council contributed £600,000
- Department of Health Extra Care Fund contributed £3.2m
- Section 106 (equivalent of 1,033,000)
- Saxon Weald £7m (repayable through rents & sales)

Lion Oak Court, Andover



Size and Scale

- 52 apartments, 24 x 1-bedroom and 28 x 2-bedroom
- Dining room and hairdressing facilities and an internet suite for community use
- Communal accommodation for residents

Overall Model

- Affordable Housing
- Built in partnership with Test Valley Borough Council
- Developed and housing management by Synergy Housing
- All social rented housing

Approach to Capital

- Total scheme cost £8.5m
- Test Valley Borough Council contributed £0.45m
- Hampshire County Council contributed £0.45m
- Homes and Communities Agency £4.24m
- Synergy Housing private finance £3.36m (to be repaid through rental revenue)

Juniper Court, Gosport



Size and Scale

- 50 apartments, 33 x 1-bedroom and 17 x 2-bedroom
- Restaurant and hairdressing facilities and an internet suite for community use
- Communal accommodation for residents

Overall Model

- Affordable Housing
- Built in partnership with Gosport Borough Council
- Developed and housing management by Hermitage Housing
- All social rented housing

Approach to Capital

- Total scheme cost £6.70m (£7.48m including value of land)
- Gosport Borough Council contributed land valued at £780,000
- Hampshire County Council contributed £0.75m
- Homes and Communities Agency £3.6
- Guinness Hermitage private finance (£2.33m to be repaid through rental revenue)

Campbell Place, Fleet



Size and Scale

- 74 apartments, 17 x 1-bedroom and 57 x 2-bedroom
- Restaurant, large residents lounge with library, hairdressing suite, activities room, an internet suite for community use
- Communal accommodation and private meeting rooms for residents

Overall Model

- Affordable Housing, rented apartments
- Built in partnership with Hampshire County Council, Hart District Council and the HCA
- Developed and housing management by Sentinel Housing
- All social rented housing

Approach to Capital

- Total scheme cost £11.04m
- Hampshire County Council contributed £0.45m
- Homes and Communities Agency £5.72m
- Sentinel Housing private finance (£4.87m to be repaid through rental revenue)

Surrey Court, Eastleigh

First development to be supported by Hampshire County Council as part of Phase 2.
Started on site October 2012.

Size and Scale

- Redevelopment on site of an existing sheltered scheme in Chandlers Ford
- Old scheme being demolished & new built in two phases to enable on site decanting of majority of residents
- 70 apartments, in a mix of 1 & 2 bedroomed properties
- 42 apartments due for completion December 2013, final 28 in March 2015

Overall Model

- Mixed tenure: 50 apartments for affordable rent, 20 for Shared Ownership
- Developed in partnership with Eastleigh Borough Council
- Developed and Housing Managed by First Wessex
- Nominations for rented properties through Eastleigh Borough Council
- Nominations will be made in line with the new countywide agreement on nominations into all Extra Care schemes

Approach to Capital

- Funding from HCA, Hampshire CC, Eastleigh Borough Council, First Wessex
- Hampshire CC contributing £850,000

Customer perspectives

Planning for the Future - Newman Court

The shared equity units have proved very popular: *'The response to the 30 shared equity units exceeded our expectations'* (Saxon Weald development team). The occupiers are able to purchase care privately from the provider if it is needed, a feature which is appreciated as insurance for future needs.

Only a minority of shared equity occupiers opted to buy care when they moved in. Some are providing or receiving care from their partners, but others have moved in to enjoy the lifestyle now and ensure they can provide for care needs if they arise at a later date.

The care model adopted at Newman Court was a thirds split between Low care needs 0-5 hours per week; Medium care needs 6-11 hours per week; High care needs 11+ hours per week. The model was reflected in the allocations made and is working in practice.

Residents of Newman Court have an ongoing involvement in the management of the scheme, through membership of the Operational Group Meeting (OGM). This Quarterly meeting, held at Newman Court, brings together Saxon Weald management plus two resident members, to look at service standards, future developments and other matters that management need to address.

Activities enhancing Cultural Life - Juniper Court

The Activities Co-Ordinator post, a temporary 2-year role, made a significant difference to the development of the social and cultural life of the scheme. Ensuring that all activities were given initial support meant that the programme was integral to the life of the scheme rather than added on at a later date. The cost of the post was less than 1% of the overall capital cost: feedback from residents and families shows the positive impact of this investment:

'(Mum) has more friends than I do now and a busier social life...she was very reliant on us for company before and has become more independent. At New Year (Mum) couldn't wait to get back to Juniper Court: I took her back at 10pm and found that a party was in full swing!' (Family of Juniper Court resident).

'Socially it has been really great. There is a nice crowd of people here. I take part in activities and recently went out to listen to the Big Band music. My quality of life is much better than it was...you seem to care more for yourself and have something to look forward to. It encourages you to do things you did when you were younger, like put on a pretty blouse and do your hair; I get changed to go down for lunch and I wouldn't have bothered before.' (Female resident Juniper Court)

'I'm a keen artist and lead watercolour groups in Juniper Court and the local library. I try to put something back as I feel so lucky to live here.' (Male resident Juniper Court)

Designing flexibly - Newman Court

Flexible design features enable Saxon Weald's Newman Court scheme to provide a living environment that supports residents with a range of health needs.

Dementia - cues and landmarks both internally & externally to create a visually accessible environment.

Visual impairment – good lighting and incorporating colour schemes that use contrasting tones and avoiding ‘visual clutter’.

Hearing impairment – planning the location of spaces within the building taking into consideration the separation of noisy rooms from residents living, sitting and sleeping areas. Providing portable loop system.

The telecare infrastructure was designed at the build stage so that there was an inbuilt capability within the scheme. This includes:

- Telecare overlay capable of handling multiple alerts and conditions from a range of sensors;
- CCTV camera at the main door which can be viewed on the residents own TV set through a specific channel. This is linked to remote door entry capability so that residents have the ability to let visitors into the scheme from their flats;
- fire sensors and smoke detectors in each flat.

Resident involvement - Campbell Place

Consultation and resident involvement has been an important factor in the development of Campbell Place from the outset. It has been a critical factor in the scheme’s success and encapsulates the approach taken by other organisations in Phase 1.

Development consultation

The original site contained 24 sheltered bedsit bungalows, which had to be redeveloped to enable the new scheme to proceed. A large extra care scheme was a new concept for existing residents and potential new tenants. Sentinel’s approach was to undertake early consultation on redevelopment options with:

- existing tenants,
- future customers,
- local residents living near the site,
- County and District Council partners, and
- voluntary sector service providers on new service developments.

Once the scheme was in progress, the scheme architects, PRP, held a series of focus groups to share their design ideas with customers. Involvement included looking at the specification of detailed final finishing and artworks chosen for the scheme.

Consultation and involvement with the range of external organisations and individuals remained a feature of the development process. Sentinel considers that this was a contributory factor in the high levels of customer satisfaction achieved on completion and occupation of the scheme in September 2011.

Residents involved with new Social Enterprise

Sentinel took an innovative approach towards the provision of the catering service at Campbell Place by facilitating the development of a new Social Enterprise.

As part of the outcomes of the development consultation, the dining space at Campbell Place is designed and run as a Bistro, with an informal atmosphere conducive to socialising.

The contract to run the Bistro was won by a not for profit Social Enterprise, which provides work experience opportunities to adults and young people over the age of 14, some with Learning Disabilities, who require some support to gain employment.

Whilst Campbell Place customers were fully supportive of the social enterprise and its aims, for Sentinel the social capital dimensions of the interaction between generations exceeded expectations. The atmosphere in the Bistro is welcoming and a hub of activity during the lunchtime period.

Sentinel found that there was an observable positive influence by older customers on the younger generation employees, friendly relationships began and a sense of enjoyable purposive activity encouraged. The oldest customer, at 101 years of age, could often be found playing board games after lunch with social enterprise students in the Bistro.

Positive interaction and involvement continues in a more formal setting through the customer focus group, which works with the caterers to agree menu options and event planning. Customers actively participated in finalising Sentinel's Meal Policy, which requires that meals are included in the tenancy terms and conditions. Continued involvement on this model allows Sentinel to use information collected as a basis for service monitoring and improvement planning.

Learning & outcomes

Role of County Council

Saxon Weald found that partnership working with HCC, with a dedicated strategic manager to co-ordinate every aspect of the development was a crucial element to successful project delivery. Partnership working at scheme level continues to contribute to successful management.

'Partnership working is the key to the success of the scheme, whether it is onsite team working or organisations working together strategically, with a co-ordinating overview from the County team. The benefits of this approach have been realised through working closely with someone like (County Extra Care Development Manager) Georgiana who attended site meetings and contributed on a regular basis.

'At Newman Court the services onsite, providing care, housing services and catering are working well together as a single team to produce the best outcomes for the residents. Although communication takes place daily between onsite partners, a formal weekly meeting is held for the operational managers to address any issues they have' (Saxon Weald, Director)

The locations of the new build schemes and the experiences of the development process are offering opportunities for HCC to capture learning to inform the subsequent Phases of the strategy.

HCC are analysing the first developments to build a database of distance people moved and the community profile: this will help to establish which are the important factors in people's decision to move to extra care housing.

Role & Views of host LA (vision & leadership)

There is a wider impact that extra care schemes have for the resulting vacancy chain and the local housing market through enabling 'downtrading' for people leaving a family-sized home. Local Strategic Housing Authorities at District level have a role in enabling and monitoring these effects.

As an example, the housing movements created by the development of Juniper Court have freed up 12 family sized houses and 17 bungalows or sheltered housing units available for social rent. The scheme itself provides 50 properties, so access to 79 properties was enabled by the investment the Local Authority made in partnering the delivery of the scheme.

'Attention to detail and planning every aspect of the scheme, ensuring all parties are co-ordinated from the centre led to the success of the scheme.' (Strategy & Enabling manager, Gosport DC)

A more detailed examination of the effect on local private sector housing movements would be required to quantify the contribution new extra care housing makes to the local housing market in a mixed tenure scheme. This is a pointer for HCC's future analysis of their development programme.

Learning Points

Some of the key learning points taken from the strategic approach adopted by HCC include:

1. *Change management:* New ways of thinking and commissioning have to be fundamental to delivering an ambitious programme.
2. *Relationship building:* Commissioners now are far less able to dictate where new housing is to be built, or to direct individuals to specific accommodation, with no choice. Success is more likely to follow from adopting a facilitating role, encouraging mixed funding routes and an open mindedness about market-led opportunities. This requires the development of mature relationships with housing, health & care colleagues, allied to market insight, an appreciation of commercial sector pressures and the ability to offer a flexible response.
3. *Sustaining communities:* Commissioners' understanding of personalisation and choice needs to be coupled with an understanding of the role of new extra care housing schemes as buildings developed for long term community assets.
4. *Shared equity:* Developers bring their own financing and creativity to enable individual developments. The County's role now includes working with new market-led opportunities, with the ability to offer land, capital & revenue where appropriate to ensure delivery, rather than the sole route to new development.
5. *Leadership:* Commissioners should understand the importance of 'intangible' elements and flexible ways of working to make ECH schemes work in practice. These include consideration of elements such as: leadership personality; people; commitment. Key individuals in prominent or fulcrum roles are essential to the success or otherwise of the scheme.
6. *Local champions:* Success factors include: local Councillors championing the scheme, or appreciating the risks to it if they do not; Directors of Adult Social Care (ASC) understanding the vision for extra care; Housing Directorate understanding care and support functions; ASC Commissioners understanding landlord and commercial imperatives; locally based staff just 'doing what it takes' with a proactive approach to problem-solving. A successful scheme requires more collaboration between all parties rather than less: the Extra Care Housing itself is more than simply accommodation – it is a social hub.
7. *Marketing techniques:* Think about 'taster sessions or stays' in extra care housing for potential occupiers & families – helps to inform people about the reality of extra care and win confidence.

8. *Determining the health dividend:* Is it possible to build the case for funding from Health by quantifying added value to the local Health economy from investment in extra care housing, in all tenures? What would be the additional savings to the PCT, for example, if we costed in the lifetime additional support/medical interventions of family carers who currently give care at home 'free'? Examples of costly Health interventions to carers for the additional stresses for caring for relatives might include additional blood pressure medication; stress counselling or days lost from employment where they still work outside the home as well. Might a local study be commissioned to scope and identify a matrix of financial savings?

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Note

The views expressed in this paper are those of the author, and not necessarily those of the Housing Learning and Improvement Network.

About the Housing LIN

Previously responsible for managing the Department of Health's Extra Care Housing Fund, the Housing Learning and Improvement Network (LIN) is the leading 'learning lab' for a growing network of housing, health and social care professionals in England involved in planning, commissioning, designing, funding, building and managing housing, care and support services for older people and vulnerable adults with long term conditions.

For further information about the Housing LIN's comprehensive list of online resources and shared learning and service improvement networking opportunities, including site visits and network meetings in your region, visit www.housinglin.org.uk

The Housing LIN welcomes contributions on a range of issues pertinent to housing with care for older and vulnerable adults. If there is a subject that you feel should be addressed, please contact us.

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