



Top tips for strategic estates planning and extra care housing

This practice briefing provides practical information, examples and tips on how NHS estate teams can make best use of / dispose of surplus NHS land or buildings to develop extra care housing to meet local Sustainability Transformation Plan (STP) priorities.

Supported by



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Introduction

As set out in NHS England's [Next Steps on the Five Year Forward View](#), the NHS and Department of Health are aiming to dispose of £2bn of surplus assets over the Spending Review period, so as to create headroom for investment and to free land sufficient for 26,000 homes. [Sir Robert Naylor's](#) accompanying report estimates that selling unused NHS land or buildings could bring in up to £5.7 billion as a one-off capital gain and makes a number of recommendations to increase supply of housing.

About Extra Care Housing

Increasingly, extra care housing is recognised as an essential component of joint commissioning by health and social care. Planned appropriately to deliver CCG's strategic priorities identified in their STPs, the use of surplus NHS land or buildings for extra care developments can provide a focus for:

- purpose-built accommodation designed to meet the care and support needs of older people and those with a long term condition in an independent living environment
- better integrated working to meet local housing, health and social care needs and targets; for example, reducing unnecessary admissions and delayed discharges of care from acute care settings, or providing intermediate care and rehabilitation, improving mental and physical health and well-being and specific initiatives for residents and the local community, and
- delivering operational efficiency savings within local health and care economies by developing extra care housing to enable early hospital discharge, reduce care packages or avoid a move into residential care.

Example

In LB Haringey, the CCG and local authority have joined forces to provide short-stay [reablement services](#) to older people who have been admitted into hospital but are now medically fit for hospital discharge. The multi-disciplinary team initiative is based at Protheroe House, Season's (One Housing Group's senior living division) purpose-built extra care facility situated in Tottenham, with access to move on facilities available for those unable to return home.



Top Tips

Engage with local authority adult social care commissioners, planning departments and housing providers as part of your Provider Engagement Programme and strategic estate planning to coordinate how much extra care housing is needed as part of their Market Position Statements, Strategic Housing Market Assessments or Local Development Plans

Useful information on planning and commissioning



To aid your modelling, the Housing LIN has developed a Strategic Housing for Older People Analysis Tool. This analytical tool has been designed to forecast the demand for extra care housing (and other forms of accommodation and care) by local authority area. The tool provides local authorities, CCGs and extra care housing operators with detailed intelligence about likely future demand for different types of extra care housing, disaggregated by specific geographies, and to complement other relevant data, e.g. in relation to care needs profiles from local JSNAs, ATLAS or SHAPE data sources.

What does Extra Care Housing offer?

Extra care housing developments vary in scale from a few units to large villages with over 300 apartments, offering residents attractive accommodation for rent or sale, built to mobility/wheelchair standard, with 24/7 staff cover, person-centred support, domiciliary services, flexible personal care (depending on needs) and a range of communal facilities including (usually) a restaurant, as well as opportunities for social engagement.

Examples

In East Sussex, an evaluation by the [County Council](#) shows that extra care housing is both a preventative model, supporting independence and avoiding admissions into residential care and a more cost effective model of at home care delivery than other models, including residential care and care in the community. And research by the [University of Aston](#) revealed that NHS costs reduced by 38% over 12 months, equating to an average saving of £1114.94 per person per year.

Top Tips

Extra care housing not only improves the health and wellbeing outcomes for residents but also provides Estates Advisors with the business case for making actual savings and reducing costs on health and social care budgets

Useful information on extra care housing

Browse the Housing LIN's [What is extra care housing?](#) webpages.

How is extra care housing procured?

Extra care housing developments are frequently commissioned by local authorities, in partnership with housing associations, with private finance and/or public sector capital grant arrangements, such as the [Department of Health's](#) Care and Support Specialised Housing Fund.

There is also scope for Estate Advisors to develop innovative partnerships between CCGs, NHS Trusts, Homes England (formerly the Homes and Communities Agency) and housing providers to identify capital and revenue investment opportunities.

Example

In [Grimsby](#), North East Lincolnshire CCG and council have jointly commissioned a new extra care housing development for frail elderly people. Inclusion Housing's Strand Court is the first of a number of planned extra care housing schemes to be built in county.



Top Tips

Undertake a feasibility study with your partners to demonstrate the viability to develop and operate extra care housing as a cost effective alternative use

Useful information on funding extra care housing

For more on funding sources, visit the Housing LIN's funding extra care housing webpages

Links with Sustainability and Transformation plans

Local Health and Wellbeing Boards and the Better Care Fund have brought local authority and CCGs closer together. However, there is also scope for social care and housing to make better links with STPs to help make significant savings for NHS budgets and reducing pressure on GP surgeries.

STPs and meeting the objectives of the NHS '5 Year Forward View' provide an opportunity for wider stakeholder engagement with colleagues in adult social care, housing and with housing and care providers, to explore opportunities for joint commissioning such as under the One Public Estate initiative.

Examples

In [Birmingham and Solihull](#), the STP explicitly recognises extra care housing as part of its transformation plan. And in [Cornwall and the Isles of Scilly](#), their STP plan refers to reviewing the use of sites to improve housing options, particularly for older people by investing in additional housing with care to support a community based housing strategy.

Top Tips

Build on work being undertaken under the One Public Estate initiative to identify more integrated place-based community health facilities, including the development of extra care housing

Useful information on partnership working

For more about the links between health and housing, visit the Housing LIN's 'health intel' at: www.housinglin.org.uk/Topics/browse/HealthandHousing/

Making better use of NHS land

The delivery of STPs will depend on local estates strategies and plans for how surplus NHS land or buildings will be allocated for disposal, improvement or change of use. Consideration should be given to the wider 'social value and community benefit' to the health and social care sectors by developing extra care housing and not just 'best price'.

[Research](#) shows investment in affordable housing supports multiple health benefits, including improvements to individual health and wellbeing outcomes that could save the NHS £8,000 per patient per year.

Examples



Examples of creative partnerships between extra care developers and the NHS include a GP practice with extra care housing at [Milehouse Primary Care Centre](#) and Mill Rise Extra Care Village, Newcastle-under-Lyme, Staffordshire, in partnership with Aspire Housing.

In addition, several of the NHS Vanguard sites are actively engaged with housing associations and care home operators to enhance the quality of care for older people, such as South Yorkshire Housing Association's [Live Well at Home](#) social prescribing project in Doncaster.

Top Tips

Offer extra care housing that provides the option to submit an expression of interest for NHS land or buildings that have been declared surplus by commissioners

Useful information on making best use of NHS land

Access a range of useful resources on housing and NHS estate at:
www.housinglin.org.uk/Topics/browse/HealthandHousing/NHSestate/

About the Housing LIN

The Housing LIN is a sophisticated network bringing together over 40,000 housing, health and social care professionals in England and Wales to exemplify innovative housing solutions for an ageing population.

Recognised by government and industry as a leading 'knowledge hub' on specialist housing, our online and regional networked activities:

- connect people, ideas and resources to inform and improve the range of housing choices that enable older and disabled people to live independently
- provide intelligence on latest funding, research, policy and practice developments, and
- raise the profile of specialist housing with developers, commissioners and providers to plan, design and deliver aspirational housing for an ageing population

And to access further information and resources on NHS estates and links between health and housing, visit the Housing LIN 'Health Intel' webpages at:

<https://www.housinglin.org.uk/Topics/browse/HealthandHousing/NHSestate/>

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