

Project information			
Project Reference	A19-03	Department	ASCH
Project name	Housing with Care	Date	29/01/20

1. What were the project objectives and what issues have been encountered with the delivery of these?

Phase 1 of Nottinghamshire County Council's Housing with Care Strategy (HWC) was agreed at Policy Committee in October 2018. This built on the previous options for change and savings linked to previous rounds of extra care expansion. The aim was to work with key partners to deliver new schemes that will provide 237 additional units by the end of 2021/22 to which Nottinghamshire County Council will have nomination rights and will provide care and support services into.

Savings were proposed based on delaying/avoiding the use of residential care, as well reviewing whether changes to the way that current individually purchased care provided in existing sheltered schemes could better co-ordinated.

The development of new schemes and resultant savings targets were based on the following assumptions.

- 1: That residential care is more expensive on average than Extra Care.
- 2: That there will be sufficient, appropriate sheltered housing schemes in the right places that providers are supportive of changing into Housing with Care. This will enable 60 of the Phase 1 targets of 237 units of housing with care to be developed by remodelling 3 sheltered housing schemes. Schemes which may be remodelled are currently being identified.
- 3: That NCC land can be used for the development of housing with care or alternative suitable sites can be found in the right locations.
- 4: That each scheme is modelled depending on the numbers and physical layout of the building, to ensure maximum efficiency of care resource, including during the initial year of implementation which allows for a higher void level whilst the service is filling up.

These assumptions have been reviewed following additional analysis into the current delivery of the Councils Housing with Care Project.

- There were four sites identified in the option for change with the potential for 127 new units of HWC. The four sites were:
 - Retford - Anchor Housing conversion of a sheltered court – Anchor Housing has changed its approach since a merger with Hanover Housing.
 - Eastwood – still at an initial site proposal stage but no developer identified for HWC
 - Rolleston – site not available for HWC
 - Ollerton – this is now called Boughton – work has started on site by Newark and Sherwood District Council and NCC will have access to 20 nominations. Build is due for completion in spring 2021.
- There are sheltered courts throughout the county, however the majority of these require extensive remodelling to make them fit for current use and may not be suitable based on size, location and appeal. Even if sufficient properties were available there is currently no additional funding to carryout remodelling, and even after remodelling people may still not want to move.

- Housing providers have offered the Council a number of units within a sheltered court scheme, but these would be as general need tenants who then would receive a homecare support package.
- Modelling done previously (prior to the revised approach to Housing with Care) required substantive numbers of units to make the cost of putting in a block contract of care efficient. 100 units with at least 50 nominations.
- Most blocks of sheltered courts available for remodelling are not of this size and it would be unlikely that the council could fill 50 nominations without incurring void costs which could outweigh the potential savings.
- Currently the council has nominations into schemes which requires the council to cover the rental costs should a scheme empty – increasing the number of units without changing the management approach could increase the council's costs and rule out any savings.
- Work is underway with the Place department to explore the opportunities for using County Council land and assets to support a range of supported accommodation options which includes Housing with Care. However, evidence provided by the Housing LIN (Housing Learning and Improvement Network) on the lead in time for developing HWC schemes is in the region of 5 years once the land has been identified.

2. What efforts have been made to mitigate those issues and what has been the outcome?

During the summer of 2019 a review was carried out on the Council's existing Housing with Care project as previous work by the business analyses had highlight a concern over the savings. The review identified a number of key areas where the councils Housing with Care schemes can be developed and aligned more effectively with an intergeneration supported housing pathway. An action plan has been developed to ensure that all of the key areas are addressed along with an appropriate time line that ensure that the resource is managed more effectively in the future.

Work has also been developed on a countywide supported housing strategy that looks at the need across the county for support accommodation. This strategy has been developed in partnership with district housing partners and will form the basis of a more aligned approach to housing delivery working intergenerationally to ensure that the right support is provided at the right time in the right place that some can call home. Since then, no additional land has been put forward and no sheltered housing schemes identified that could be converted in time.

3. What change is being requested (describe the proposed alternative way of delivering the savings) and what is the impact on the cashable benefits (profile and total)?

£331,000 was identified as being the potential saving for 2021/22 based on increasing the number of HWC units through the refurbishment and redevelopment of sheltered courts. The council is 127 units short to achieve this saving within the timeframe

Cashable Benefits (Savings) by Year			
<u>Year</u>	<u>Expected</u>	<u>Revised</u>	<u>Change</u>
2019/20	97,000	40,000	-57,000
2020/21	28,000	85,000	57,000
2021/22	331,000		-331,000
Total	456,000	125,000	-331,000

A revised savings model with realistic long-term savings and cost avoidance will be developed over the next 12 months aligning with revised approach to delivery. Savings need to be based on a mix of avoided costs and delayed costs.

Savings will be achieved through:

- More effective targeting of voids
- Better management of the care contracts
- Centralised approach to delivery
- Effective and consistent management across all schemes
- Moving away from the block contracts to banded contracts
- Introduction of a welfare charge for all residents
- Reducing care costs through being preventative in approach and extra care becoming a housing choice
- Charging for services that should not really be paid for by social care with savings being offset against the investment required to manage these services

4. Describe any wider impacts on other programmes projects as a result of the proposed change?

The Council is developing a more coordinated intergenerational approach to delivering care and support linked to good housing options. Through aligning a number of housing related strategy Housing with Support, Housing with Care along with the Countywide Supported Housing Strategy and work being delivered through the BCF of Disabled Facilities Grants and more holistic approach to housing is proposed.

The HWC/extra care resource will still exist and will continue to be developed, therefore it will still provide a housing and care solution for people that need it and where appropriate savings will still be achieved through individual reducing the level of care needed to remain independent through being able to have a housing option that promotes greater independence.

5. What lessons can be learned from this change

Lesson Description	Learning Point
Saving target based on a deflection from residential care	There is a limit to the number of nomination units proportionate to the size of the scheme before it impacts on the success and viability of the whole scheme with this saving rationale.
The current approach and guidance suggest that HWC should be for people with high needs who are over 65	The HWC project needs to focus more on HWC being a housing solution rather than a care solution. The level of care needed by some service users is the level required of an individual who has gone in to residential care. Although a balanced community is the desired approach as people age their care needs increase and unless there is a change to the model the scheme can become a care home by default

6. Recommendation

Corporate Leadership Team is asked to agree the change request as set out.

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7. Comments on the impact of the change request on the in-year budget and the MTFS (to be completed by Finance)

The write off of the planned saving will be updated in the Council's Medium Term Financial Strategy.

8. Comments on the impact of the change on the wider Transformation Portfolio etc (to be completed by PMO)

A revised savings model with realistic long-term savings and cost avoidance will be developed over the next 12 months.

9. Background Papers

None

CLT - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	