

Housing Learning & Improvement Network

Private Sector Provision of Extra Care Housing

The private sector has had an involvement in the provision of extra care housing for at least 20 years. This fact sheet is intended to help statutory authorities commissioning extra care housing and private developers work together with a better understanding.

Prepared for the Housing Learning & Improvement Network by
The Association of Retirement Housing Managers

The Health and Social Care Change Agent Team (CAT) was created by the DoH to improve discharge from hospital and associated arrangements. The Housing LIN, a section of the CAT, is devoted to housing-based models of care.

Other Housing LIN publications available in this format:

Factsheet no.1: **Extra Care Housing - What is it?** *This factsheet gives essential basic information, explains the various forms extra care housing takes, and describes key ingredients and central principles (28.07.2003 updated August 2004)*

Factsheet no.2: **Commissioning and Funding Extra Care Housing** *Summary of essential facts about commissioning extra care and other housing based solutions for care. Most important facts about funding, what is involved, who is involved, who has to be involved and how long projects can take. (28.07.2003 updated August 2004)*

Factsheet no.3: **New Provisions for Older People with Learning Disabilities** *An introduction to the characteristics and needs of an emerging group to be provided for in developing new housing and services for older people. This includes extra care (23.12.2003 updated August 2004)*

Factsheet no.4: **Models of Extra Care Housing and Retirement Communities** *An explanation of the different types of retirement community and examples of how key decisions about the choice of model are made (04.01.2004 updated August 2004)*

Factsheet no.5: **Assistive Technology in Extra Care Housing** *AT can play a part in supporting people in extra care housing. Summary of the most common applications, with examples and where to get more details (20.02.2004 updated August 2004)*

Factsheet no.6: **Design Principles for Extra Care** *Basic information about key design principles and issues to consider when designing and developing a brief for a new Extra Care Scheme. Variety of models and ways of developing a range of different sites (26.07.2004)*

Factsheet no.7: **Private Sector Provision of Extra Care Housing** *The private sector has had an involvement in the provision of extra care housing for at least 20 years. This factsheet is intended to help statutory authorities commissioning extra care housing and private developers work together with a better understanding (21.07.2004)*

Factsheet no.8: **User Involvement in Extra Care Housing** *The role of the users in the development and management of extra care schemes, linked to concepts of independence, self determination, control and choice, key themes in national policy (August 2004)*

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Private Sector Provision of Extra Care Housing

Contents	page
What is this factsheet about?	2
Growing number of older homeowners	2
Owner-occupied private sector extra care housing	3
Management arrangement for private sector schemes	3
Public/private partnerships to develop extra care schemes	4
Strategic Commissioning	5
Financial Business Planning	5
Building Capacity/Partnerships	5
Service Development	5
Key elements for public private partnerships	6
Supporting People and private extra care housing	6
Planning issues	6
The value of private extra care housing	7
Building capacity: how statutory authorities can engage with the private sector	7
Useful references	8
Illustrative examples of developers and managers in the private sector	9
Examples of developments	12
Contact list	13

PRIVATE SECTOR PROVISION OF EXTRA CARE HOUSING

What this factsheet is about?

The private sector has had an involvement in the provision of extra care housing for at least 20 years. This fact sheet is intended to help statutory authorities commissioning extra care housing and private developers to work together with a better understanding.

- It gives a description of some of the models of private sector extra care housing developments, highlighting typical features and service delivery arrangements to illustrate what is available and/or being developed.
- It looks at management arrangement for these schemes.
- It sets out possible ways in which statutory authorities and private developers can build partnerships to provide more extra care housing using the Department of Health (DH) Access and Systems Capacity grant funding where appropriate (£87million in 2004-06).
- It explains the issues around planning and supporting people for private sector extra care housing.
- It provides contact details for private sector developers for statutory authorities and how to find out if there are already schemes in your area.

Growing number of older homeowners

The change in the age profile and economic circumstances of older people along with a trend towards property ownership indicate rising need for private sector models of provision. To date the focus has been on public sector models of extra care housing provision but these are not the answer for all older people. There is a need to develop a mix of models and tenures.

- The older population in Great Britain has grown steadily in the last 20 years and by 2031 the number of people over the age of 85 is likely to have increased by 79 per cent.
- Home ownership amongst the older generation is increasing – two thirds of older people are already homeowners. This proportion is likely to increase to three quarters by 2010
- Solo living is likely to increase – by 2016 there will be 1 million single pensioner households
- Average pensioner incomes grew by over 60 per cent between 1979 and 1997
- The purchasing power of pensioners in 25 years time will be 50 per cent higher than it is today

Owner-occupied private sector extra care housing

There are rented schemes of extra care housing provided by the private sector, and there are also leasehold schemes provided by housing associations. However this fact sheet concentrates on private sector provision for owner-occupation.

Residents buy a long lease, usually 99 or 125 years, of a flat. They pay a service charge that covers repair and maintenance of the structure of their flat, provision of on-site staff, an emergency alarm system, and some domestic assistance. Optional services such as meals and additional care and support are subject to further charges.

Typical features of private sector extra care housing include:

- For sale, sometimes freehold but usually leasehold on a 99 or 125 year lease
- For occupation only by people over the age of 55 or 60
- Developers may have first option to buy back properties, or they can be sold on the open market
- Accommodation is generally flats, occasionally bungalows, or a mix of both
- There is a service charge covering repairs and maintenance of the building structure, provision of on-site staff, an emergency alarm system and frequently, a fixed minimum amount of domestic assistance.
- Other services – including meals and additional care and support may be available and are charged for separately
- Schemes are linked to community alarm services
- Schemes have communal facilities such as a lounge and lift to all floors. some schemes have more extensive facilities and services

Management arrangements for private sector schemes

Developers will normally carefully select and work with a management organisation. These organisations could be private sector ones or housing associations. For example, McCarthy and Stone currently appoints Hanover Property Management Ltd. (a subsidiary of Hanover Housing Group) to manage the scheme. Bovis appoints Kingsdale U.K., a private company.

With regard to the delivery of care, some management organisations provide this themselves, others contract out to a specialist domiciliary care provider (registered under the Commission for Social Care Inspection), or work in partnership with their local social services authority.

The Government has approved a code of practice for the management of all private sector sheltered or retirement housing, including extra care. It is the code of the Association of Retirement Housing Managers (ARHM), and membership of this association is a good benchmark to use to assess the competence of managers of extra care housing. Further details on the code are available from the ARHM website or the Housing LIN.

Public/private partnerships to develop extra care schemes

The Government is keen to see public/private partnerships to increase the supply of extra care housing and to become a springboard for new ideas and models. Forthcoming bidding guidance from the DH for this year's Extra Care Housing grant will encourage social services authorities to forge closer partnerships with the private sector in order to enhance the housing with care choices of older people across all tenures. Details of the DH bidding criteria will be available from the Housing Learning & Improvement Network's pages at www.dh.gov.uk or www.changeagentteam.org.uk/housing Alternatively, email housinglin@e-a-c.demon.co.uk

At a workshop in April 2004, attended by Dr. Stephen Ladyman MP – Parliamentary Under Secretary for Community Care, the following ideas were generated about how such partnerships could be work.

- A public sector site may be held by a local authority, part of which might be suitable for a private sector extra care scheme, without any subsidy. The developer would buy part of the site, and the capital receipt generated would support a separate, perhaps rented, extra care development within the overall cartilage. The rented element could be supported also with a DH grant if appropriate.
- As a variation on the above, the principal site owned by the authority would be sold to the private developer for extra care housing, and the capital receipt used to fund extra care housing rented or mixed tenure on another site.
- An authority could transfer a site at nil value to a private developer to build private extra care housing. In return the developer discounts the value of the land from the open market value of the leasehold apartments to meet the needs of "intermediate market" owner occupiers in the locality. A form of shared ownership could be used to lock in the discount for future sales.
- A DH grant could be used in a similar way rather than site value. As a result of a successful social services bid to the DH, the grant would be given to the developer who had a site available to provide a discount to open market value to meet the needs of owner occupiers who could not afford to buy a full value.
- A DH grant may be used to develop a mixed tenure extra care scheme on larger sites. The developer will deliver difference tenures on a larger site. The rented proportion may also attract Housing Corporation funding if appropriate.

The timescale of this year's bidding round means that private sector developers and managers need to begin building their strategic relationships with social services authorities (the recipient of the grant), and other local stakeholders such as the primary care trust (PCT), the planning authority and, where applicable, other housing and/or care provider partners.

Likewise, social services authorities and housing partners need to quickly develop a better understanding of the private sector market in their areas to help inform their strategic commissioning and financial business planning arrangements and build effective partnerships and service development opportunities.

To assist with this process, the Housing LIN has adapted the checklist from the DH Change Agent Team good practice document *Commissioning and the Independent Sector* as follows:

Strategic Commissioning

- ❑ Do you have a published vision of services for older people, including extra care housing?
- ❑ Have you an extra care commissioning strategy (or related strategy e.g., Older People's housing strategy)?
- ❑ Have you conducted an overall assessment of housing with care needs of your local population in order to estimate the type and quantity of extra care housing you need to commission?
- ❑ Have you involved private sector providers in developing your strategy?
- ❑ Do you know who and where to approach?
- ❑ Have you worked with the private sector on the current state of the market and/or future delivery?
- ❑ Have you developed ways of working across agencies, including planning and PCT partners?
- ❑ Do you seek end users' views?

Financial Business Planning

- ❑ Have you developed contracts with the private sector for housing with care (this could include close care, residential care etc)?
- ❑ Have you considered specific grants or incentives to support diversification in the private sector?
- ❑ What other funding sources have you explored to widen your capital and revenue portfolio e.g., PFI arrangements, urban renewal/regeneration
- ❑ Have you had dialogue with the private sectors on how to stimulate the market for extra care housing in your area?
- ❑ Have you done any work to establish the cost of housing, care and support in your area, including owner-occupation and equity-based products?
- ❑ What are your 10, 15, 20+ year business models and how can you achieve Best Value with private sector partners?

Building Capacity/Partnerships

- ❑ Have you established the practice of regular meetings and consultation opportunities with the private sector?
- ❑ Have you consulted whether these meetings should be cross-sector or sector specific?
- ❑ Have you identified appropriate private sector representation?
- ❑ Do you send out a regular newsletter to providers offering information etc?
- ❑ What barriers do the private sector perceive to be in place, how can these be overcome?

Service Development

- ❑ Are private sector providers aware how you want to make best use of DH bid for extra care housing?
- ❑ Do you know what model(s) of extra care you wish to develop?
- ❑ Are you familiar with the variety of extra care "products" developed by the private sector?

- ❑ Do you know whether the private sector have “land-banks” in your area e.g., land that they could release for an extra care development?
- ❑ Have you formed a planning and implementation group?

Key elements for public private partnerships to develop extra care housing

Developers will have their own detailed criteria, but in general terms will be looking for the following

- A site large enough for at least 40 apartments, all for owner-occupation or mixed tenure.
- A good location for older people, near shops and facilities, plus in areas of owner occupation, however modest.
- Sites that allow at least 4,200 square metres of construction, on as many floors as is approved by planners. There is no objection to multi-storey.
- Space standards of at least 50 square metres per flat including apportioned communal space.

Supporting People and private extra care housing

Resident owners of private extra care housing may be eligible to claim Supporting People payments. However, the treatment of owners is different to other residents of sheltered or supported housing. Payments are claimed by and made to the resident, not to the “provider”. Leasehold schemes sit outside the commissioning, monitoring and review processes of *Supporting People*.

However, the impact of *Supporting People* and future level of payments are likely to hit the private sector just as much as the public sector.

It has been possible for owner-occupiers on very limited means to be able to afford to buy and live in private developments, using benefits available including pension credit and attendance allowance. In future, there is also likely to be a growth in the number of older owner-occupiers using Direct Payments. Most private developers offer potential buyers access to good advice about benefits available.

However, whereas pension credit (or previously income support) and attendance allowance are a right if one is eligible, and will continue to be paid: there is no such assurance with Supporting People payments, which are discretionary and subject to future decisions on funding levels. Potential buyers are now expected to enter into long term commitments to buy with no assurance that they will have the means to pay for services in future.

Statutory authorities planning to commission extra care schemes will therefore of course need to liaise with their Supporting People Team.

Planning issues

Many private sector developers feel that the planning policy and commissioning strategies of statutory authorities focus, by and large, on the most vulnerable older

people in rented accommodation; that plans often look only at “affordable” housing needs, and ignore the hopes and aspirations of the majority of older people who are, and want to remain, owner occupiers.

The Government recommends that local authorities draw up strategies to look at the housing requirements of all older people. (Some have done so, although they largely concentrate on social rented housing).

The case for greater private sector involvement in local housing, health and social care economies include:

- Private extra care developments extend equity-based choices of older people.
- They offer many benefits to communities, both economic and social well-being.
- They free up under-occupied family housing.
- They almost always make use of brownfield sites.
- Car dependency and use by residents is lower than in general market housing.
- Old people are the ones that stay in their communities, they anchor communities. They use local services and help to sustain them.

The value of private extra care housing

There is evidence that it can reduce the burden on local health and social services. The General Housing Survey shows people over the age of 75 spend on average 17 nights a year in hospital: Retirement Security Ltd. has kept careful records which show that residents of its extra care schemes spent 3.96 nights in hospital in 2003. Their average age was 82 years.

Building capacity: how statutory authorities can engage with the private sector

- At the end of this fact sheet is a contact list for the most prominent developers if you want to talk about partnerships.
- The Property Locator on the Housing LIN webpage uses the Elderly Accommodation Counsel (EAC) database of all private extra care housing. It is possible to search by county or local authority area to find the extent of current provision and the parties involved.
- All the developers mentioned can arrange escorted visits to schemes.

Useful references

Dalley G (2001), *Owning independence in retirement: the role and benefits of private sector housing for older people*; Centre for Policy on Ageing

Department of Health (2001), *Building Capacity and Partnership in Care: an agreement between the statutory and the independent social care, health care and housing sectors*; www.dh.gov.uk or www.changeagentteam.org.uk

Department of Health (2003), *Commissioning and the Independent Sector – a good practice checklist*, www.dh.gov.uk or www.changeagentteam.org.uk

Department of Health (2004), *Extra care housing for older people: an introduction for commissioners*; www.dh.gov.uk or www.changeagentteam.org.uk/housing

Department of Health (2004), *Developing and Implementing Local Extra Care Housing Strategies*; www.dh.gov.uk or www.changeagentteam.org.uk/housing

Laing & Buisson, *Assisted Living Markets: annual UK market report on integrated housing with care*; www.laingandbuisson.co.uk

McCarthy & Stone Ltd (2003), *A Better Life: private sheltered housing and independent living for older people*; McCarthy & Stone

Office of the Deputy Prime Minister (2003), *Preparing Older People's strategies: linking housing to health, social care and other strategies*; www.housing.odpm.gov.uk

Planning Officers Association & Retirement Housing Group (2003), *Planning for Retirement Housing: a good practice guide*, HMSO

Peace S & Holland C (2001) *Inclusive Housing in an Ageing Society: innovative approaches*, The Policy Press

Illustrative examples of developers and managers in the private sector

Retirement Security Ltd (Developer & Manager)

Retirement Security Ltd (RSL) is acknowledged as the pioneer of private 'very sheltered' or extra care housing. It completed its first development in 1985, and produced a further 10 independently before entering into partnership with developer Bovis Retirement Living during the 1990s to build a further 16 schemes. More recently it has undertaken similar co-ventures with developers Stepnell Ltd, Westminster Healthcare and Classic Retirement Ltd, in each case providing specialist consultancy, planning and sales support and undertaking the long term management. Its portfolio now includes a total of 29 extra care developments, and it holds the freehold on two others. It plans to move back into development itself later in 2004.

Developments contain between 40 and 70 properties, including a high proportion of 2 bedroomed ones, are designed to mobility standards, and have extensive communal areas including a restaurant, residents' lounge, guest suite, lift, and in most cases a laundry and a hobby room. Current prices for resale properties range from around £150,000 (Berkshire, Northants & Warwickshire) to £200,000 (Merseyside, Poole) to over £350,000 (Teddington, Salisbury).

RSL's management model involves the creation of a residents' co-operative known as an Owners' Management Company (OMC) in each development, and the OMC is itself responsible for maintaining the building and delivering all services. The Owners Company in turn employs RSL to undertake these responsibilities on its behalf, thereby ensuring that residents have a large say in what goes on.

Typically staffing comprises one Housekeeper and 4 Housekeeping Assistants. At least one member of staff is on site 24 hours a day, and can be summoned via an emergency alarm. Up to 1½ hours of domestic assistance per week is included in the standard service charge of between £80 and £100 per week. The housekeeping staff have responsibility, on behalf of the OMC, for arranging any further support or care needed, which is charged for separately.

RSL is currently concluding registration with the Commission for Social Care Inspection (CSCI) in order to be able to deliver personal care on all its managed developments. It sees the purpose of its very sheltered housing model as to enable older people to retain their independence for life, and is proud of the evidence it has collated which shows an unusually low incidence of hospitalisation amongst its residents.

McCarthy & Stone plc (Developer) & Hanover Property Management Ltd. (Manager)

McCarthy & Stone has been by far the largest developer of leasehold traditional sheltered housing since the early 1980s, but has only recently begun to develop extra care housing under the name 'Assisted Living'. They have completed 5 developments, and a further 5 are under construction or at planning stage.

Developments are typically of 50 – 70 properties, with roughly equal numbers of 1 and 2 bedroomed. They are sold on a long leasehold basis, are fully wheelchair accessible, and incorporate a restaurant in addition to residents' lounge, guest suite, laundry and lift. Current prices for new properties range from £135,000 (West Yorkshire) to £210,000 (Sussex).

Hanover Property Management Ltd. (HPML) is part of Hanover Housing Group, a 'not-for-profit' organisation that also manages a large portfolio of rented sheltered and extra care housing.

An Estates Manager is appointed to run the development, supported by a team of assistants. At least one member of staff is on site 24 hours a day, and can be summoned via an emergency alarm. One hour's domestic assistance per week is included in the standard service charge of between £80 and £100 per week. The Estates Manager is charged with assisting residents to arrange any further support or care they need, which they then purchase independently.

HPML's philosophy is to help residents maintain their independence, and in particular to provide a supportive environment which will reduce the likelihood of a move to a nursing home. It is keen to encourage earlier 'preventative' moves into its extra care housing.

Bovis Retirement Living (Developer) & Kingsdale Group (Manager)

Since parting company with Retirement Security Ltd, Bovis Homes Retirement Living have developed a further 10 extra care ('full service sheltered') schemes in conjunction with manager Kingsdale Group. Development sizes have ranged from 38 to 66 properties, building design remains very similar to the model it had evolved with Retirement Security Ltd (see above), and Kingsdale has adopted the Owners' Management Company structure.

Management staffing on each development comprises one Manager and 5 Housekeepers. At least one member of staff is on site 24 hours a day, and can be summoned via an emergency alarm. Up to 1½ hours of domestic assistance per week is included in the standard service charge of between £80 and £100 per week. The housekeeping staff have responsibility, on behalf of the OMC, for arranging any further support or care needed, which is charged for separately.

It is expected that the Bovis / Kingsdale partnership will produce further extra care schemes.

Goldsborough Estates / BUPA Group (Developer & Manager)

Goldsborough Estates is a member of the BUPA Group and its 8 Assisted Living developments are all adjacent to or located within the grounds of a BUPA Care Home, which provides some of the services that constitute its assisted living package.

5 developments are small with up to 10 properties, the others larger. All were built during the late 1980's - early 1990s; most offer both 1 and 2 bed roomed properties – either flats, cottages or bungalows. Communal facilities usually constitute a lift, gardens and car parking, but the three largest include a residents' lounge, guest suite and laundry facilities. In some developments, renting is offered as an alternative to leasehold purchase.

Most developments have a non-resident 'house manager', employed by Goldsborough and a 24 hour emergency call system. Calls are directed to the house manager when on duty, otherwise to the Care Home to an external monitoring organisation. The role of the house manager is to provide "good neighbourly" assistance. A range of additional services can be purchased from the care home including cleaning, laundry, meals,

hairdressing and physiotherapy. For residents who are less mobile, a personalised package of care can be provided.

Goldsborough's philosophy is to assist residents to live as independent a lifestyle as possible, recognising not only current needs but also future needs. To receive ongoing personal or nursing care however, residents would normally have to enter the care home, either temporarily or permanently depending upon their personal circumstances.

Associated Nursing Services (ANS) (Developer & Manager)

ANS is a major healthcare group that, in recent years, has developed 'independent living' accommodation on 5 of its nursing home sites. Schemes provide between 14 and 34 flats, mainly one bedroomed, in what are described as 'care village' settings.

The accommodation is intended for people who expect to need nursing care, or couples, one of whom will need this. Many services are available in or from the care home, including 24 hour nursing care, meals, laundry, housekeeping, physiotherapy and speech therapy.

Properties are available to rent only, at an all-inclusive daily or weekly charge somewhat higher than the fees of the care home itself.

Care Village Group (Developer & Manager)

Care Village Group has developed 5 'villages' since 1994 in both rural and urban locations, ranging in size from 11 to 101 properties along with a residential care home on each site. Different mixes of studio, 1, 2 and 3 bedroomed properties are available on the sites, for leasehold purchase at between £100,000 and £350,000. Short and longer term rentals are also available from around £300 per week.

On site social and leisure facilities are extensive, typically including a restaurant, bar, hairdressing salon, games room, library, therapy centre, guest suite, shop, exercise room, visiting doctor's surgery, meeting room and lounge. Allotments are offered on one site, and a fishing lake on another.

Service charges start at around £2,400 per annum and include one hour's domestic cleaning per week and laundering of bed linen and bath towels. Additional support services available include delivery of meals and groceries, minibus transport and collection of prescriptions. Personal care is available on all sites, whether for short periods or long term, respite or convalescence. Some also offer nursing and EMI care facilities.

The Group's philosophy is to provide residents with a 'home for life' with an emphasis on choice, independence and security. It believes that the availability of on-site care provides great reassurance to residents and their families, and avoids the separation of partners and friends at times of illness.

Examples of developments

Developer	Manager	Development	Opened	Properties
Retirement Security Ltd.	Retirement Security Ltd.	King Richard Court, Butts Road, East Hunsbury, Northamptonshire, NN4 0XU	1990	52
Retirement Security Ltd.	Retirement Security Ltd.	St George's Court, Clarence Road, Four Oaks, Sutton Coldfield, West Midlands, B74 4LL	1989	49
Bovis Homes Retirement Living	Retirement Security Ltd.	Blake Court, 1 Newsholme Drive, off Worlds End Lane, Winchmore Hill, London N21 1SQ	1997	74
Bovis Homes Retirement Living	Retirement Security Ltd.	Forum Court, 80 Lord Street, Southport, Merseyside, PR8 1JP	1995	59
McCarthy & Stone Assisted Living	Hanover Property Management Ltd.	Saxon Court, Wessex Way, off London Road, Bicester, Oxon OX26 6AX	2001	54
McCarthy & Stone Assisted Living	Hanover Property Management Ltd.	Aire Valley Court, Beech Street, Bingley, West Yorkshire, BD16 1HR	2003	65
McCarthy & Stone Assisted Living	Hanover Property Management Ltd.	Byron Court, 23-29 Stockwell Road, Chichester, West Sussex, PO19 8ES	2003	60
McCarthy & Stone Assisted Living	Hanover Property Management Ltd.	Fairview Court, Fairfield Road, East Grinstead, West Sussex, RH19 4HD	2003	52
Bovis Homes Retirement Living	Kingsdale Group	Waterford Court, 341 Brookvale Road, Erdington, Birmingham, B23 7WQ	2000	56
Bovis Homes Retirement Living	Kingsdale Group	Hinchley Manor, Manor Road North, Hinchley Wood, Esher, Surrey,	2004	60
Goldsborough / BUPA	Goldsborough / BUPA	Southlands, Swan Road, Harrogate, North Yorkshire, HG1 3JA	1988	8
Goldsborough / BUPA	Goldsborough / BUPA	Tudor Grange, 114 Westcombe Park Road, Blackheath, London, SE3 7RZ	1993	33
Associated Nursing Services plc	Associated Nursing Services plc	Devizes Dalecare Village, 39 High Street, Devizes, Wiltshire, SN10 4AG	N/K	20
Associated Nursing Services plc	Associated Nursing Services plc	Brookview Care Village, Brook Lane, Alderley Edge, Stockport, SK9 7QG	N/K	29
Care Village Group	Care Village Group	Avonpark Village, Winsley Road, Winsley, Limpley Stoke, Wiltshire, BA15 2JN	1994	101
Care Village Group	Care Village Group	Lakeside Village, Chapel Road, Hothfield, Ashford, Kent, TN25 4LN	1990	47

Care Village Group	Care Village Group	Bay Tree Court, High Street, Prestbury, Cheltenham, Gloucestershire, GL52 3AU	2000	11
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Contact list

- **Association of Retirement Housing Managers**, c/o EAC, 89 Albert Embankment, London Se1 7TP. Tel: 0207 820 1839. Website : www.arhm.org. Email: enquiries@arhm.org.
- **Associated Nursing Services plc**, 1 Battersea Square, London, SW11 3PZ. Tel: 020 7801 4444. Email: enquiries@ansplc.co.uk. Website: www.ansplc.co.uk.
- **Audley Court Estates Ltd.**, Willicombe House, Willicombe Park, Pembury Road, Tunbridge Wells, Kent, TN2 3UU. Tel: 01892 616 768. Email: barbarah@audleycourt.co.uk . Website: <http://www.audleycourt.co.uk>.
- **Bovis Homes Retirement Living**, The Manor House, North Ash Road, New Ash Green, Longfield, Kent, DA3 8HQ. Tel: 01474 876 272. Email: retirementliving@bovishomes.co.uk. Website: http://www.bovishomes.co.uk/RL_Lifestyle.asp?Site=RHINC
- **Care Village Group**, Wyngates, Elms Cross, Bradford on Avon, Wiltshire, BA15 2AL. Tel: 01225 868 000. Email: sue.pugh@carevillagegroup.co.uk. Website: www.carevillagegroup.co.uk.
- **Elderly Accommodation Counsel**, 89 Albert Embankment London SE1 7TP. Tel: 0207 820 1343. Website: www.HousingCare.org. Email: enquiries@e-a-c.demon.co.uk.
- **Goldsborough Estates Ltd.** (for BUPA assisted living), Bridge House, Outwood Lane, Horsforth, Leeds LS1 4UP. Tel: 0113 381 6100. Email: goldsboroughestates@bupa.com. Website: www.goldsboroughestates.co.uk.
- **Hanover Property Management Ltd.**, Hempstead House, 2 Selden Hill, Hemel Hempstead, Hertfordshire, HP2 4TN. Tel: 01442 242 419. Email: HPML@hanover.org.uk. Website: www.hanover.org.uk.
- **Kingsdale Group**, Kings House, Greystoke Business Centre, High Street, Portishead, Bristol BS20 6PY. Tel: 01275 817111. Email: estates@kingsdale.co.uk .
- **McCarthy & Stone Assisted Living**, Emerald House, 30-38 High Street, Byfleet, Surrey KT14 7QG. Tel: 01932 350550. Website: www.mccarthyandstone.co.uk. Email: paul.trofimov@mccarthyandstone.co.uk.
- **Retirement Security Ltd.**, 18 Wood Street, Stratford upon Avon, CV37 6JF. Tel: 01789 292952. Email: mail@retirementsecurity.co.uk. Website www.retirementsecurity.co.uk.
- **Stepping Stone Group, Broomhill House, Southfield Way, Tiverton, Devon, EX15 5AJ.** Tel: 01884 251 518. Email: closecarehome@tssg.co.uk. Website: www.tssg.co.uk.

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