

Later Living: Housing with Care





Copyright ©2019 by the Urban Land Institute.

ULI Europe, all rights reserved. No part of this report may be reproduced in any form or by any means, electronic or mechanical, including photocopying or recording, or by any information storage and retrieval system, without written permission of the publisher. ULI has sought copyright permission for all images and tables.

Urban Land Institute

131 Finsbury Pavement
London EC2A 1NT
United Kingdom

Telephone: +44 (0)20 7487 9570
Email: ulieurope@uli.org
Website: europe.uli.org

Contents

Forewords	
Baroness Sally Greengross, President and Chief Executive, International Longevity Centre UK	2
David Tunney, resident, ExtraCare Charitable Trust's Shenley Wood Retirement Village, Milton Keynes	4
About ULI and the UK Residential Council	6
Chair Introduction	8
Chapter one: The Ageing Opportunity	11
Chapter two: Facilitating Lifestyle: Managing, Operating and Financing	23
Chapter three: Facilitating Lifestyle: Care	39
Chapter four: Design	59
Chapter five: Tenure and financing	87
Chapter six: Policy and planning	101
Glossary	112
Acknowledgements	116
Steering Group, Working Group and Independent Review Panel members	117
Biographies	120
References	126

Foreword

Baroness Sally Greengross, *President and Chief Executive, International Longevity Centre UK*

As a long-term supporter and advocate of housing with care, I'm delighted to see the Urban Land Institute is focusing so much energy on this important area by producing its *Later Living – Housing with Care guide*.

I've been involved in the sector for many years and am proud to be the patron of Associated Retirement Communities Operators (ARCO), which is trying to highlight the ticking time bomb of a growing ageing population and the housing crisis.

The issue of quality homes for older people as well as quality care is personal. I saw the lack of options available to my mother as she grew frailer. But she was one of the fortunate ones because she was able to move to a housing with care development in Brighton, providing her with the support she needed which enabled her to retain her independence.

What I came to realise is that home is so much more than just bricks and mortar. It's what happens inside and, most of all, what doesn't happen. It's well documented that older people, often widowed, suffer from loneliness and lack of social contact, which can lead to a decline in both physical and mental health.

The quality of bricks and mortar is, of course, important but so too is the support available to older people. Retirement communities provide a safety net to those who, aware of their physical decline or social isolation, acknowledge that it's time to move before it's too late, and that at some point in the future, they may need help with personal care. However, compared to other countries like the U.S. and New Zealand, the UK is lagging far behind in planning for quality housing aimed at older people. The doubling in the number of people over the age of 75 in the next 30 years¹ will only exacerbate the already dire shortage of suitable housing for older people.

Thankfully, government policy is finally waking up to the huge opportunities and benefits housing with care offers. It can be a fantastic option for older people who want to retain their independence but who still want to feel part of a community with the choice to participate in and try out new activities. It's also well documented that retirement communities deliver more effective and cost-efficient health and care, helping to ease the strain on the NHS as well as freeing up much needed family homes. I hope the Government's forthcoming Social Care Green Paper (England) will mirror the NHS Long Term Plan's focus on prevention and moving services out of acute and primary settings into the community, which in turn mirrors what housing with care can and does achieve.

Yet there is still much work to be done. It's time for the Government to step up and become proactive in addressing the huge challenges of an ageing population, something that the industry and housing with care operators have already been doing for some time.

They need to continue their hard work in actively shaping the future alongside ARCO and its partners, which are busy working on self-regulation, by embracing innovation and working towards a consumer proposition, regulation and a legal framework that's fit for the future in order to meet the needs and aspirations of the UK's ageing population.

There is only so much that can be done without government intervention to encourage local authorities to plan for future housing needs in their areas and to set aside land especially for housing with care. If not, we could face a retirement housing gap of 160,000 retirement homes by 2030. And if current trends continue, the gap could grow to 376,000 homes by 2050².

I'm delighted the Urban Land Institute has come together to produce such an informative and forward-looking report and hope it will be widely read and will increase awareness around the fantastic benefits of building communities for older people in urban areas.

Foreword

David Tunney, *resident, ExtraCare Charitable Trust's
Shenley Wood Retirement Village, Milton Keynes*

Retirement living – a consumer view

Looking forward is something most people do at various times on various topics. Increased life expectancy means more thought needs to be given to how to we can best spend the extra years that we now enjoy.

After 30 years as a civil servant and 20+ years as a freelance consultant, my wife and I (both now 78) decided we would downsize within Milton Keynes, Buckinghamshire, which has been our home for 35 years. Our children are 100 and 150 miles away with their own lives and we have many friends/social life/ outside interests we would not give up. To downsize is a big decision to which much thought is essential. It should be entered into wholeheartedly with a view to enjoyment, not as something to be viewed as a negative.

Our choice was an ExtraCare Charitable Trust Retirement Village. What was its appeal to us as we began to think about it nine years ago? Our main thoughts were as follows: home security, friends at hand, our children knowing that, when one of us dies, the survivor is with friends and they need have no concerns about either safety or welfare. We know that, as we age, a health issue will arise or frailty will creep up on us. There is qualified professional care here for us when the time comes, and some of our fellow villagers have come to that point already. As we researched the market, we could see the variety available and that variety would meet people in different financial positions. What we wanted above all was to be still and, for the future, part of a good sized, balanced community. Where we live meets that agenda.

Firstly, we have an age span from 55 to 99+ years with targets set for 55/65, 66/75, 76/85 and 85+. As people pass on, they are replaced by new Villagers who are younger, and the set balance is retained. Secondly, the Village has a mixed tenure policy: 25 percent renters, 75 percent full or part ownerships. That means we broadly reflect the wider community; we have so many background talents, life stories. We also truly reflect the ethnic mix of the UK in 2019. Thirdly, our 300 apartments (430 people) means we have a critical mass of people who can provide a large number of volunteers (a key ethic for ExtraCare) and run the social life of the Village. Fourthly, clubs and societies exist for all sorts of purposes: intellectual (music, literary, chess, bridge), physical (bowls, curling, walking, cycling, gym, snooker, darts), fun (quiz nights, dancing, shows, race nights, fayres), hobbies (painting, 'mens' shed', sewing/knitting). Fifthly, we have a 'Good neighbour' scheme run by Villagers for Villagers. Most of this is run independently of our ExtraCare Charity.

A final factor for us was the openness of ExtraCare; the terms of our being here, the costs we face are clear and we have a Residents Association (RA) which is our link to management. Our RA is like a Parish Council – democratically chosen on three-year terms and capable of being replaced.

There is more than enough for a truly fulfilling life but, of course, Villagers can live quietly as they please. We can all pick and choose according to our tastes. There need be none of the loneliness/isolation that can occur in the wider community. We and others retain our outside interests and friendships.

It is the case that there is a severe shortage of such housing and not all providers can or wish to offer the fullest range of life and leisure activity. Looking back at our nine-year experience we are delighted with the choice we made and so are our children. We now have a host of new friends and face the future with real confidence. Independent research by Aston University proves the real benefit of this type of community living. Strain of house maintenance gone, better health, longer life, care at hand if needed. What is not to like!

It is surely the best way forward.

About ULI and the UK Residential Council

The Urban Land Institute provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



ULI UK



ULI UK
Residential Council

ULI is an independent global non-profit supported by members representing the entire spectrum of real estate development and land use disciplines.

Founded in Chicago in 1936, the Institute now has over 43,000 members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

ULI has been active in Europe since the early 1990s and today we have over 3,500 members across 27 different countries. The UK National Council is the largest in Europe with over 1,100 members and has had a thriving UK Residential Council since 2011.

As the leading global think-tank for the real estate industry, ULI is known for its neutral and non-lobbying status. ULI provides a 'safe space' for its members to engage with challenging ideas at the highest level and also to develop and disseminate research, best practice and education programmes for the wider industry.

The ULI UK Residential Council utilises ULI's extensive public and private networks to exercise leadership and share best practice for the responsible management, design, investment and development of residential properties across the UK.

The Council's primary focus in the last five years has been the Build to Rent sector. Alongside study tours to explore lessons learned from the multifamily housing experience in Chicago, Boston and Washington, DC, the Council developed two editions of *Build to Rent: A Best Practice Guide*. These have become regarded as seminal publications and have contributed to establishing Build to Rent as one of the fastest growing asset classes in the UK.

The launch of these guides exemplifies what I think is most valuable about the ULI – its ability to pull together a multi-disciplined team able to consolidate skills, experience, and lessons learned through study tours into best practice guidance that will foster investment into new and emerging asset classes.

This Later Living: Housing with Care good practice guide follows a similar format, such that it has been written by the industry for the industry. With the help of an industry-led Steering Group, the guide highlights issues that are specific to housing with care properties and encourages best practice principles.

Beyond Build to Rent and Later Living, the UK Residential Council programme features a series of roundtables, seminars and site visits on other key residential topics including housing capacity and affordability, modern methods of construction, co-living, and use classes. To find out more about the ULI UK Residential Council, please visit <https://uk.uli.org/programs/councils-and-forums/residential-council/>.

To find out more about ULI UK's programme, please visit <https://uk.uli.org>.

Russell Pedley

Chair, ULI UK Residential Council
Co-Founder & Director, Assael
Architecture



Chair Introduction

Every few years, a new real estate sector bursts onto the scene. Recent examples include student accommodation, Build to Rent, and latterly e-logistics in response to huge technological change. Now is the time of housing with care.

Later living is a catch-all term, spanning retirement, downsizing, rightsizing, housing with care provision, and accommodation which encompasses greater levels of care. The main driver for this sector is demographics with projections estimating that in the UK by 2033 there will be a 40 percent increase on 2008 of households headed up by someone aged 65+, taking the total of households to 13 million³. Combined with above-average levels of housing equity – homeowners aged 65 and over own property worth around £1.5 trillion⁴ – this means more demand for housing with care accommodation and the potential to offer more choice for those who are ageing. Furthermore, alternative methods to house and care for the older generation cannot only help alleviate the pressure on local authority care budgets, but also free up homes for sale or rent in the housing market previously occupied by older occupants.

Through this report, Later Living: Housing with Care, the ULI is seeking to promote the provision of housing with care accommodation through some myth busting and the promotion of good and innovative practice, which puts people and choice at the centre of delivery. The guide seeks to clarify the myriad of terms used to describe

accommodation within this highly fragmented sector.

The ULI opted to concentrate on housing with care for this first guide due to the opportunity for investors and developers to expand the sector. Not only is there a demographic and housing equity imperative, there is also a significant under-supply of units outside of social provision. The scope to provide professionally managed communities where there is an incentive and commitment to create long-term, income-generating business models across a variety of tenures and funding structures is a compelling one.

The purpose of this document is not to repeat existing design guides, but instead to use the neutral 'Big Tent' of the ULI to share views, opinion and insight from across the industry. It is relevant to existing funders, commissioners, investors, developers and operators, both public and private sector, as well as new entrants who wish to diversify. Our aspiration is to encourage conversations about what is needed, promote new and emerging models that will attract new entrants, funders and operators, and inform strategic planning across a diverse spectrum of stakeholders.

Throughout the guide, there are some examples which don't adhere entirely to the housing with care model; however, their inclusion is due to an evolution or innovation in service and delivery which demonstrates a key principle.

The production of this guide has been an insightful one. Partnering with experts across the sector has allowed the ULI to combine the skills, depth of knowledge and experience of care, design, management, tenure, funding, policy and planning. There are many missives from our authors which struck a chord. One which is perhaps the ideal starting point though is from Patrick Devlin, Partner, Pollard Thomas Edwards, who wrote, "we no longer talk about where to put people when they get old, instead about where we would all like to live". This guide is all about people, and how to ensure that for those of us engaged in real estate, in whichever guise, we can provide homes in which people want to age and have the necessary support should care be required. In the same way that we all desire homes that are appropriate for us at every life stage.

Our first chapter, by Jeremy Porteus, Chief Executive, Housing Learning and Improvement Network, sets the scene, explaining the drivers and consumer needs and outlining the broad opportunity for development, delivery and investment. Chapter 2 is all about the consumer and how to provide them with a positive experience. Here,

Debra Yuddolph, Partner, SAY Property Consulting, introduces how best to facilitate lifestyle through management and operations, community and wellbeing. In chapter 3, Sara Livadeas, Chief Executive, The Fremantle Trust, outlines how to deliver care, highlighting that although many may never require care, there are transparent approaches to provision. In chapter 4, Patrick Devlin expands upon how to deliver 'characterful and domestic' homes which incorporate design, form and specification to support the consumer service described in the previous chapters. Phil Schmid, Director, Living Capital Markets - Healthcare, JLL, tackles tenure and funding, collaborating on financing operations in chapter 2 and how both operators and developers can fund delivery in chapter 5. Lastly, in chapter 6, Michael Voges, Executive Director, ARCO, cuts through the red tape surrounding the 'patchwork' of planning and policy, how to navigate a system that is both simple and complex in equal measure and how we can learn from markets overseas.

There have been many others involved in the production of this guide whose names can be found on page 117, and I would like to take this opportunity to say thank you to them too.

Stephanie McMahon

Head of Research
BNP Paribas Real Estate UK