

AWARDS

2010

UK OVER 50s HOUSING AWARDS

A Review of 2010 Awards

CONSTANTLY ADJUSTING TO A CHANGING MARKET

.....
*Winner: Churchill
Retirement Living*
.....

The most prestigious retirement housebuilder award was presented to Churchill Retirement Living Ltd at a City of London ceremony on November 25 in 2010.

Churchill is the first over-50s housing provider to ever win this leading industry award in two consecutive years.

The Most Outstanding Retirement Housing Operator in the Over-50s Housing Sector in the UK Award is granted on a complex set of criteria.

The judgment focuses on design excellence, site(s) selection, pricing, flexibility of financial packaging, openness to change, accessibility of management, ability to change, knowledge of markets, product acceptance, niche marketing, company growth rates, ability to adapt, and the outcome of secret shopper approaches to two or more sites.

Churchill Retirement Living has also been the leading innovator in the retirement living sector, and was the first of the major players to introduce its own property management company, (Millstream Management Services), abandon exit fees in response to market demand and introduce flexible pricing packages to better accommodate the over-60s sector hit by the falling share market, GFC astringency and a sliding property



Photo: from left Julie Ward, Group Sales and Marketing Director, Clinton McCarthy, Managing Director and Suzanne Revell, Group Marketing Manager.

resale market.

These skills enabled Churchill Retirement Living to win a second award in 2010 for being the most innovative funders in the over-50s housing sector in 2010. This skill was evidenced again in early January when I made another evaluation trip to the Churchill head office in rural Hampshire, said the Editor of the Over-50s Housing Weekly News, Mr Esmonde Crawley.

Churchill Retirement Living is currently being assessed (July 10 2011) for the inaugural Global Awards which will be presented in London in November. The best in the world is limited to only 10 categories with a single winner in each division. The shortlist includes a USA entity, one Australian, one South

African and a Canadian candidate.

Churchill Retirement Living is proposing to develop a new retirement apartment community on a former farm in Portishead, and has won consent to be allowed to enlarge its national headquarters in Ringwood (see *building illustration below*). The enlarged headquarters will house 100 new employees.

Churchill Retirement Living is a family owned Company founded in 1994 to respond to the growing demand for accommodation for people aged 60 and over. The Company builds developments of self-contained, competitively priced apartments with a carefully selected Lodge Manager, appointed through its dedicated management company, Millstream Management Services.



UK OVER 50'S HOUSING
AWARDS 2011

A MAN FOR ALL SEASONS

.....
Winner: Mike Parsons
.....

The outstanding performer in the over-50s housing sector in the UK during the Second Great Depression of 2008-2012.

If you can keep your head when all about you are losing theirs, then you are a man... Kipling never knew Parsons, but there is the lineage. The economic cycle has marooned 50 per cent of the Top 10 operators in the UK. But Parsons has dexterously navigated a future for Barchester Healthcare. Instead of being mired on the rocks of ageing buildings, oppressive leases, and impecunious councils, he has steered a course closer to private pay, specialist care, new upscale care homes, diversification (Continuous Care Retirement Communities), takeovers (Gorseway Care was previously owned by Hermitage Housing and run by Guinness Care and Support), offshore care home expansion (Limerick), and the reshaping of healthcare delivery (Primary care centre in Trim).

Overseas interests have also contributed to the pursuit of a broader base (Trilogy in the USA).

But the finest achievement in 2010 was maintaining financial credibility as much of the industry slid into insolvency. The Fitch Rating was steady and banks and lenders remain steadfast. Parsons also grew his product base.

Richmond Letcombe Regis, a £60 million Continuous Care Retirement Community near Wantage, was named as the best of its genre in the world. It featured as one of the Top 10 developments anywhere in the world in 2010 on the UK Over-50s Housing Survey. It was one of only two properties in the UK included in the Top 10 list.



Mike Parsons: the interloper always brings the broader vision

"The incorporation of the local community into its wellness centre via memberships, the creation of the village shop within its boundaries, and its positioning on a ramblers trail, have set new standards in the sector," said Mr Esmonde Crawley, Editor of the UK Over-50s Housing Weekly News, at the awards ceremony in London on November 25, 2010.

"Mike Parsons' organisation could have built the complex for £100 per square foot. It spent £140 p.s.s. instead and delivered an exemplary experience. The customer has responded by paying extraordinary figures to gain a foothold. Twenty-three homes sold off-the-plan before its February 2010 opening. This was at a time, when most UK operators were struggling to sell anything without discounting or 'bonusing' the transaction," added Mr Crawley in the winner's citation.

Mike Parsons is the pre-eminent entrepreneur in the sector. His opponents are largely one trick ponies. The difference is Parsons ability to track and ride multiple healthcare trends in the choppiest of financial conditions.

OTHER WINNERS

Keith Cockell

English Care Villages Ltd

Peter Tanner

Tanner + Tilley Planning Ltd

Mike Parsons

Barchester Healthcare

Richmond Villages

Letcombe Regis

Ian Holmes

NorthStar Capital Projects Limited

Jenny Manser

Aylsham Care Trust

Gerald Lee

St Monica Trust

A WINNER ON 3 FRONTS

- Mike Parsons/Barchester Healthcare
Best Performed Entity in UK Over-50s Housing in 2010
- Mike Parsons
The Best Lateral Thinker in the Over-50s Housing Sector in the UK in 2010
- Richmond Villages
The Best Innovation in Over-50s Housing in the UK in 2010

AWARDS 2010

CENTRAL HALL
WESTMINSTER
LONDON

THE RELENTLESS PURSUIT OF EXCELLENCE

.....
Winner: Ian Holmes
.....

The most outstanding proponent of vertical integration in the UK care home sector in 2010.

Age is no barrier to performance. Ian Holmes is the most outstanding practitioner of vertical integration operating anywhere in the UK. That he is only 35 is truly remarkable. It is his achievements in such a brief time frame that make him the standout operator of his generation.

The care home sector in the UK is blighted by unconscionable time delays between conception and delivery. The path from site selection to grand opening can stretch five to seven years. Vertical integration within related structures, when combined with efficient methodologies, can reduce this timeframe by years. Whilst this technique has been adopted by six industry players over the past three to four years, Ian Holmes has refined it with the skill of Antonio Stradivari. In 2010 Ian Holmes oversaw the bedding-in of 102 care beds in Newmarket, 23 beds in Cambridge, 76 beds in Redcar, 48 beds in Stocksfield, 96 beds in Dundee, 70 in Poole, 78 in Gibraltar, 26 in Blackhall, 45 in South Shields, and 30 beds in Sunderland.

Ian Holmes is an example of the new breed of executive who bestrides all facets of care home creation. He is the mid-wife to newborn projects (a partner and project director of NorthStar Capital Projects) and the guardian of operational units (a board member of Executive Care Group). Mr Holmes is now the Property Director responsible for 1,500 care beds. This has all been achieved in less than 14 years. After graduating in project and construction management in 1996, Mr Holmes spent eight years in the public



Ian Holmes: the UK care home sector's rising star

sector working for a large local authority before joining Capita Symonds heading up major projects, including the delivery of a £350 million PFI hospital. In 2003, he moved to the North East and took over running the Newcastle office of B3 Burgess Architects. He is now the driving force behind the growth of the Executive Care Group. The care home operator runs learning disabilities, mental health, dementia/Alzheimer's, physical disabilities and respite beds from Bristol to Aberdeen.

Whilst Jennifer Houghton has been involved with care homes for 25 years, it is only in the years since hooking up with Ian Holmes/NorthStar projects that the Executive Care Group has catapulted into the Top 10 Care Home Groups (by way of size/and speed of growth).

MAN OF THE YEAR

- Ian Holmes, partner and project director of NorthStar Capital Projects and Board Director of Executive Care Group is the youngest (at 35 years) winner of the UK Over-50s Housing "Man of the Year" Award.

OTHER WINNERS

Spencer McCarthy
Churchill Retirement Living

Dr Peter Calveley
Four Seasons Healthcare

Jeremy Nixey
Shaw Healthcare

Paul Mancey
Orchard Care Homes

John Lowery
Pennaf Housing Group

Gary Reeve-Wing
Royal Court Developments

Howard Phillips
McCarthy & Stone

Michael Goode
Croft Goode Architects

John Ivers
Nestor Healthcare Group Plc

Mike J Parkinson
Triton Construction Limited

UK OVER 50'S HOUSING
AWARDS 2011

MEN WITH DESIGNS ON A FUTURE

Winner: Tanner + Tilley Planning

The most successful planning consultancy in an increasingly adversarial environment.

There has never been an easy time during the past 17 years. The planning/approval process requires meticulous planning, infinite contacts, encyclopedic knowledge, detailed zoning, understanding, and infinite patience and value appears slowly over time. A masterpiece put together carefully, and incapable of easy replication.

Tanner + Tilley has been honed from the hard rock of disappointment. But through the tears and the mists of time has emerged the most polished stone. Much of the industry is in its debt. There is barely a brand name that hasn't relied upon them for planning success.

Angel Care, Graham Care, Signature Senior Living, Shelbourne Senior Living, the Royal Alfred Seafarers Society and the Bournemouth Housing Society for the Elderly, have all relied upon Tanner + Tilley to negotiate the labyrinths of convoluted planning regulations and the morass that is the development process.

But the basis of this award sits in the stadium at the famous Somerset County Cricket Ground. Tanner + Tilley helped secure planning permission for one of the Top 10 new over-50s housing projects in the world in 2010.

The Pegasus retirement housing project was bold and innovative. A series of flats and apartments were woven into the fabric of the stadium. For the first time in the UK, "cricket tragic" retirees could live their dream. Since the Tanner + Tilley/Pegasus project, sports housing has become a trend, being successfully imitated in football, horse racing and bowls.

It is never easy pushing new boundaries. Over-50s housing is being manoeuvred into new



Peter Tanner (left), John Montgomery and Roger Tilley (right).

spaces by generational change. The 'pipelines' of the past are no longer as valid.

"This makes the award all the more meritorious," said adjudicator Mr Esmonde Crawley, the Editor of the UK Over-50s Housing Weekly News.

"This requires thinking outside the plans and drawings of a successful past. It challenges precepts and current thinking, and is not for the risk averse." "Tanner + Tilley has shown its capacity to both understand and lead new initiatives in over-50s housing," added Mr Crawley.

"That is extraordinary in a profession hidebound by the past. But exhilarating in seeing it come off. The Pegasus project is pure genius. Brilliant in both conception and execution. It's a credit to the Tanner + Tilley practice."



Keith Cockell of English Villages was acknowledged as being the most progressive thinker in the UK Over-50s housing market in 2010. Mr Cockell was also the inspiration for the award winning Letcombe Regis Continuous Care Retirement Community at Wantage.

OTHER WINNERS

Annette Elliott
Goldsborough Estates

Aatif Hassan
August Equity LLP

Councillor John Lines
Birmingham City Council

Roger Davies
MHA Care Group

Martin Clark
Care Concepts Ltd

John Denny
Chester & District Housing Trust Ltd

Paul Marriner
Lifeways Community Care Ltd

Mandy Thorn
Marches Care Ltd

Fiona Connolly
The Royal Borough of Kingston

Phillip Clark
Aegon Asset Management

Mario Kreft
Pendine Park

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