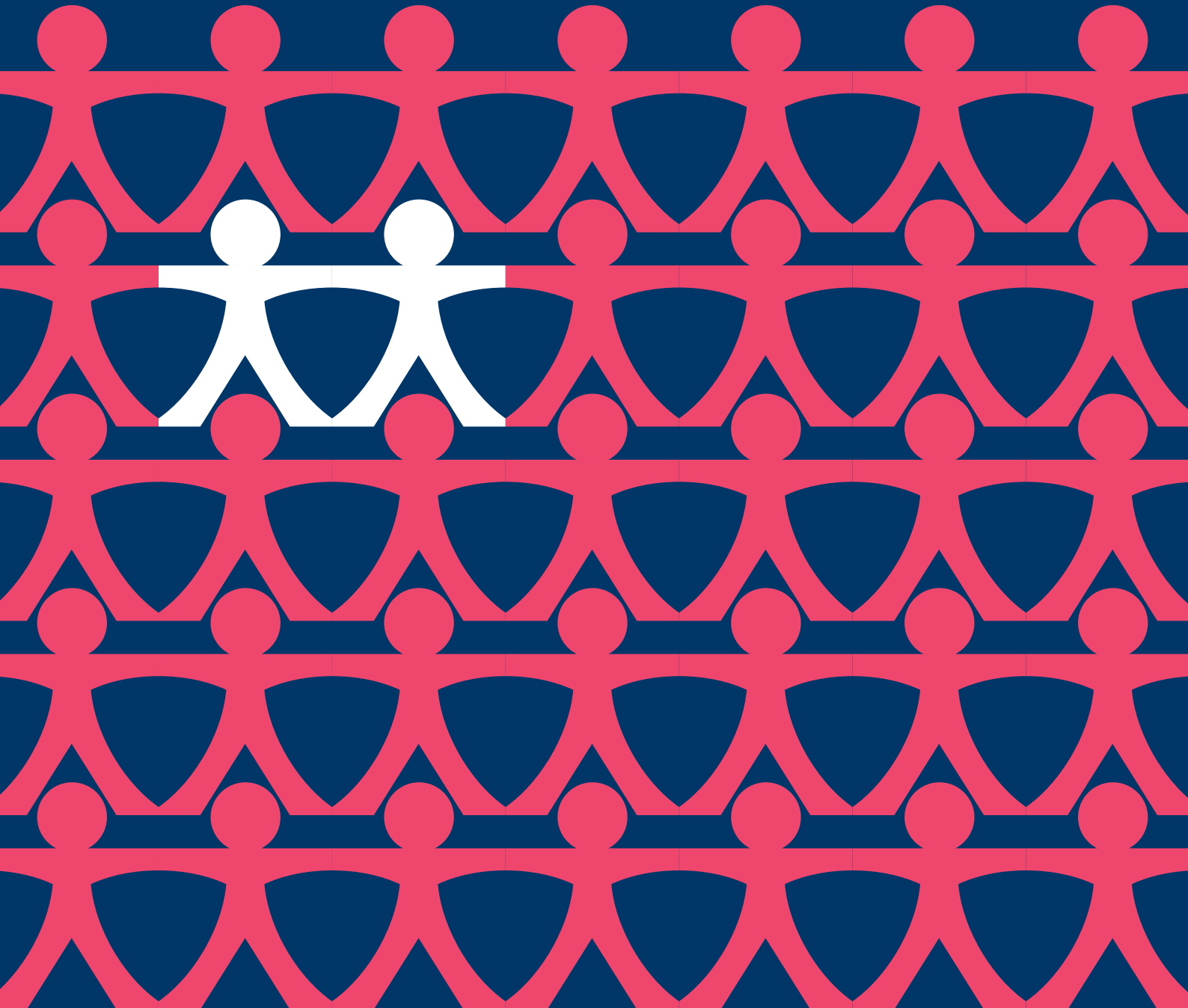




Setting Standards for  
Retirement Communities

# Membership

2024 - 2025



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# Welcome



**Nick Sanderson**  
Chair  
ARCO



**Mick Laverty**  
Vice-Chair  
ARCO



**Michael Voges**  
Chief Executive  
ARCO



**Katie Draper**  
Director of Membership  
& Operations, ARCO

## From our Chair and Vice-Chair

*“Building tomorrow”* was the theme of our last annual conference held on the same day as the UK was voting for a chance to change the political course of the country.

ARCO has been busy over the last year with the Older People’s Housing Task Force, setting out the health, care and housing benefits of IRCs, and the importance of giving more people the option to live healthier and more independent lives as they age. The early arrival of the General Election has meant we will have to wait a little longer than planned to see the final report of the Task Force recommendations, but once published this will set out key areas for the new government to focus on. In the meantime, ARCO continues its vital work to advocate for our sector and to bring together one voice of the charity, not for profit and private operators who strive together to be able to offer better housing options for our ageing population.

Across the ARCO membership there are undoubtedly different customer offers – but at the heart of all of them all is community and well-designed housing and services that support, enhance and change people’s lives for the better.

Thank you for your ongoing support of ARCO.

## From our Chief Executive and Director of Membership & Operations

In a year marked by significant change and with the election of the new government, the year ahead is an important moment for ARCO and the IRC sector. We have already begun to re-make our case to the newly elected MPs about the benefits of the sector to public policy and the role of IRCs in meeting some of the biggest challenges facing society. ARCO’s diverse membership of charity, not-for-profit and private operators - with communities in all regions of the country – is united in a shared purpose and vision for a better old age.

Becoming a Member or Partner of ARCO means joining a network of like-minded organisations working together to shape the future in a meaningful way – putting customers at the heart of what we do, working in partnership with the new government and policymakers and continuously striving for solutions that create social value so the sector can grow sustainably to meet the needs of our ageing population. There continue to be challenges ahead but by working collaboratively we’re confident that we can overcome them together, for the better of all.

We are hugely grateful for the unwavering support of our Members and Partners over the years and look forward to working together over the next exciting 12 months.



## What is ARCO?

**ARCO stands for the Associated Retirement Community Operators and is the main trade body representing the Housing-with-Care sector in the UK.**

ARCO's objective is to serve as the voice for the UK Integrated Retirement Community sector, its operators, its investors, and its residents. We seek to elevate and drive quality standards; help shape a fit for purpose legislative environment; and grow the industry for the mutual benefit of all stakeholders.

ARCO's aim is to see a sustainable, universally understood, and well-regulated Integrated Retirement Community sector in the UK. Our aim is a large scale, commercially viable and supportive housing offer that promotes independence, eliminates loneliness, and makes the last move in people's lives their best.

## What are Integrated Retirement Communities?

Integrated Retirement Communities offer older people the opportunity to live independently in their own home as part of a wider community. Integrated lifestyle, wellbeing and care services are available to support people's independence and aspirations.




















# Living Options for Older People

## How are Integrated Retirement Communities different from other forms of housing for older people?

Integrated Retirement Communities are the fast-emerging 'lifestyle option' for older people. The chart below shows how they sit between Retirement Housing where minimal support is provided, and Care Homes where there is a high level of dependence:

 <b>Retirement Housing</b> Also known as: <ul style="list-style-type: none"> <li>• Sheltered housing</li> <li>• Retirement flats or communities</li> </ul>	 <b>Integrated Retirement Communities</b> Also known as: <ul style="list-style-type: none"> <li>• Extra care</li> <li>• Retirement villages</li> <li>• Housing-with-Care</li> <li>• Assisted living</li> <li>• Independent living</li> </ul>	 <b>Care Homes</b> Also known as: <ul style="list-style-type: none"> <li>• Nursing Homes</li> <li>• Residential Homes</li> <li>• Old People's Home</li> </ul>
 Offers self-contained homes for sale, shared-ownership or rent	 Offers self-contained homes for sale, shared-ownership or rent	 Communal residential living with residents occupying individual rooms, often with an en-suite bathroom
 Part-time warden and emergency call systems. Typically no meals provided	 <ul style="list-style-type: none"> <li>• 24-hour onsite staff</li> <li>• Optional care or domiciliary services available</li> <li>• Restaurant / Cafe available for meals</li> </ul>	 24-hour care and support. Meals included
 Typical facilities available: <ul style="list-style-type: none"> <li>• Communal lounge</li> <li>• Laundry facilities</li> <li>• Gardens</li> <li>• Guest room</li> </ul>	 Typical facilities available: <ul style="list-style-type: none"> <li>• Restaurant and Café</li> <li>• Leisure Club including: gym, swimming pool, exercise class programme</li> <li>• Communal lounge and/or Library</li> <li>• Hairdressers</li> <li>• Gardens</li> <li>• Guest room</li> <li>• Activity (Hobby) rooms</li> <li>• Social event programme</li> </ul>	 Typical facilities available: <ul style="list-style-type: none"> <li>• Communal lounge</li> <li>• Laundry facilities</li> <li>• Gardens</li> <li>• Guest room</li> </ul>
 Typically 40 - 60 homes	 Typically 60 - 250 homes	 Sizes vary considerably

# What ARCO does for its Members



## Policy & Influence



ARCO and its Members know that Integrated Retirement Communities transform the lives of residents – and could transform the lives of so many more.

However, for the sector to achieve its potential, we need changes to government policy.

ARCO's influencing seeks to bring about these changes – working with ministers, MPs, Peers and civil servants in Westminster and Whitehall, a myriad of different charities and stakeholder groups, as well as councillors and officials in local government, and the media.

We build the case for changes we want to see in areas such as planning and consumer protection. We also deliver the 'building blocks' of change - raising the sector's profile, ensuring it has a seat at the table when policy changes are proposed and building the evidence of what the sector can do for older people and society.

### **Why we do it:**

The key to the sector's expansion is consumer and investor confidence. Only by helping to create a legislative environment that formally recognises Integrated Retirement Communities as a unique asset class can we create the strong foundations on which the sector can grow.



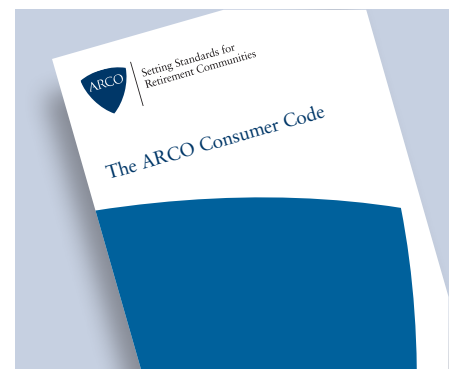
## Regulation & Compliance



Delivered and driven by the ARCO Consumer Code with regular independent assessments of Members to ensure the best customer experience is achieved and that sector integrity and reputation is maintained.

We work continuously with our Members and other stakeholders to develop, maintain and refine a regulatory environment for our sector that is fit for purpose both now and in the future.

**Why we do it:** Consumer confidence via robust consumer protection is paramount to the success of our sector. We hope that the rigorous consumer standards that we set today will be adopted in future sector specific legislation. Until this legislation is passed we must self-regulate to drive, maintain and elevate standards. We seek to continuously improve in this arena. The ARCO Consumer Code has obtained Stage 1 Approval from the Chartered Trading Standards Institute's Consumer Codes Approval Scheme, and we will be working towards Stage 2 (full) approval in 2024-25.



## Events & Collaboration



Delivered through a programme of thought-provoking events (live and digital) with specialist working groups, roundtables, seminars, research and reports. Event topics cover everything from operational matters, through to development and planning, design, compliance and marketing and sales.

We also collaborate with leading organisations in the Adult Social Care sector via the Care Provider Alliance. We provide a focal point for sharing best practice, exchanging knowledge and collaboration, and serve as a networking platform for both operators and commercial organisations who are currently working in or want to work in this sector.

**Why we do it:** Our sector, our product, and our value offer are constantly evolving. ARCO provides a platform where organisations of all types can network and explore common challenges and solutions together in a collegiate atmosphere. Integrated Retirement Communities are fundamentally 'people' businesses. ARCO events are where industry people come together.





# The Year Ahead: ARCO 2024-25 Events and Collaboration Programme



ARCO run a regular series of thought-provoking events in-person and online (including a sector-leading annual conference), with specialist working groups, roundtables, research and reports. We provide a focal point for sharing best practice, exchanging knowledge and collaboration.

## The ARCO Programme in 2024/25\*

2024			
<b>September</b> <hr/> ARCO Autumn Network Briefing & Drinks Reception <hr/> Operational Forum	<b>October</b> <hr/> ARCO AGM, Leadership Forum & Board Meeting <hr/> ARCO Annual Leadership Dinner	<b>November</b> <hr/> IRC 101 Webinar Session (online) <hr/> Advisory Council Meetings** <hr/> Finance Forum <hr/> Operational Forum	<b>December</b> <hr/> ARCO Festive Network Briefing & Drinks Reception
2025			
<b>January</b> <hr/> ARCO Leadership Forum & Board Meeting <hr/> ARCO Member Webinar <hr/> Finance Forum <hr/> Operational Forum	<b>February</b> <hr/> ARCO Member Webinar <hr/> ARCO Member Workshop <hr/> Advisory Council Meetings **	<b>March</b> <hr/> ARCO Member Webinar <hr/> ARCO Spring Network Briefing & Drinks Reception <hr/> Operational Forum	<b>April</b> <hr/> ARCO Leadership Forum & Board Meeting <hr/> ARCO Member Workshop
<b>May</b> <hr/> ARCO Member Workshop <hr/> Operational Forum	<b>June</b> <hr/> ARCO Summer Network Briefing & Drinks Reception	<b>July</b> <hr/> ARCO ARCO Annual Conference & Drinks Reception <hr/> ARCO Leadership Forum & Board Meeting	<b>August</b> <hr/> 2025/26 Registration begins

\*Please note this calendar is correct at the time of publishing but is subject to change – please refer to ARCO events page for up-to-date events. [www.arcouk.org/events](http://www.arcouk.org/events)

\*\*Advisory Council meetings are open to legal and property advisory Strategic Partners and Partners







**In 2023-24 ARCO delivered 50 events equating to 128 hours of content and/or networking**

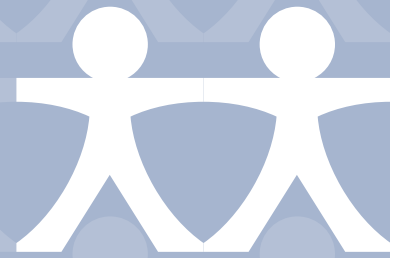
**Over 1400 attendees across the event programme of which there were 742 individuals**

**Our sector leading *What Next?* conference in London sees over 400 people attend from across the sector year on year**





# Our Impact and Reach in 2023-24



## Older People’s Housing Task Force

After a three-year campaign led by ARCO, the Older People’s Housing Task Force was launched in June 2023 by the Ministers of Housing and Social Care. The Task Force was set up to look at how to increase supply and improve the housing options for older people in later life, and ways to unblock any challenges.

ARCO’s Chair, Nick Sanderson, had a seat on the Task Force and ARCO was kept extremely busy contributing evidence and insight.

The Chair of the Task Force, Professor Julienne Meyer, submitted the final report to Ministers just before the General Election was called, meaning it was actually Labour Ministers who became responsible for publication.





## ARCO Manifesto for London

After launching the ARCO public policy manifesto – ‘An IRC in Every Town’ – in the House of Commons in Spring 2023, we followed this up in Spring 2024 with ‘An IRC in Every Borough’ – a manifesto specific to Greater London.

Working with the think-tank Centre for London, we carried out new data analysis and developed recommendations specific to the Greater London Authority (GLA) and London Boroughs.

Recommendations to the GLA included:

- Update the London Plan to clearly distinguish between different types of older people’s housing, and the different benefits these housing types offer
- Take lead responsibility for educating London Boroughs and spreading best practice, including producing guidance on how to develop more specialist housing for older people

The manifesto was launched at City Hall with a speech by the Deputy Mayor for Housing, Tom Copley, and an expo event drawing operators and IRC residents from across the South East.

## Leasehold and Freehold Reform Act

A historic moment for the IRC sector occurred on the 24 May 2024 with the passing of the Leasehold and Freehold Reform Act.

The Act saw Parliament give legal recognition and definition to event fees for the first time.

Having been pored over by government lawyers, the definition of event fees included in the Act can be incorporated by the older people’s housing sector going forward.

It also – crucially - paves the way for dedicated consumer regulation of event fees based on the 2017 recommendations of the Law Commission.

For months, the ARCO policy and legal teams worked with officials at Ministry of Housing, Communities and Local Government to support them in crafting the relevant clauses in the Act.

In throwing their weight behind event fees, Ministers also set out the government’s view in Hansard that event fees are generally to be regarded as fixed service charges – something which will provide welcome clarity to local planners, among others.

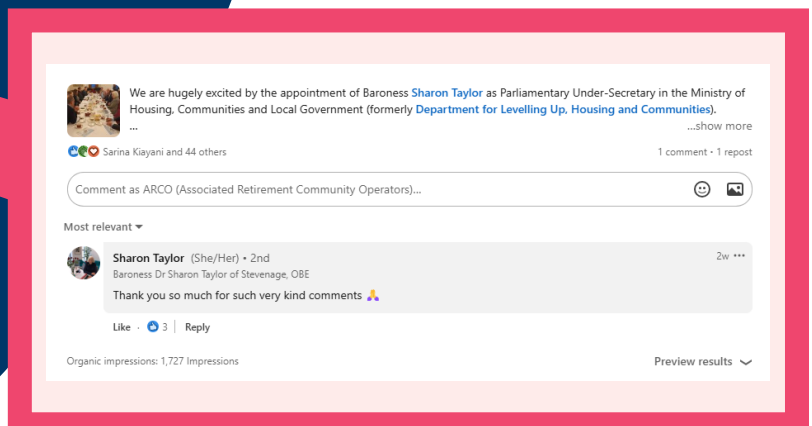
## Parliamentary Engagement

In the background to these achievements, ARCO’s Policy and Communications team has a continuous programme of political and stakeholder engagement and briefing.

This has resulted in a wide number of Parliamentary Questions being asked to support the sector on topics ranging from Stamp Duty Land Tax to rental tribunals. It also saw ARCO being described in one House of Lords debate as *“brimming full of innovative solutions.”*

It also saw ARCO support a fringe event at the 2023 Labour Party Conference in Liverpool, with the Shadow Care Minister, which explored how IRCs can support Labour’s vision for a National Care Service.

**We now have 1,801 followers on X and 3,881 followers on LinkedIn**



# Our Key Objectives for 2024-25



It's a hugely exciting time for ARCO's policy, influencing and communications work.

## Labour Government

The election of a new Labour government in July 2024 represents a huge shift for the sector. ARCO didn't exist the last time a Labour government was in power.

Having long prepared for a change in government, ARCO will be working hard to build relationships with new Ministers, educate new MPs about the role of IRCs and demonstrate how the IRC sector aligns with the Labour government's five 'missions'.

More widely, with a new cohort of MPs, we will be building on our work to ensure a network of supporters in Parliament, building on our Vision 2030 supporters group, and expanding our network in the House of Lords.

## Influencing legislation and policy

ARCO will continue to closely monitor and engage Parliamentary activity and try to shape relevant bills when they come forward. The Labour government has announced a range of bills that will be introduced with implications for members, ranging from leasehold reform to renting, as well consultations on changes to the planning system. We expect to be very busy influencing the outcomes of this legislative activity and ensuring they are aligned with the sector's interests.

## The voice of the sector

ARCO will continue to submit responses to consultations from government and other organisations to argue the case for the sector, protect the interests of Members and ensure their voice is heard.

In recent times, this has included consultations on topics as diverse as the Infrastructure Levy, Building Safety Levy, viability assessments, shared ownership and the national planning policy framework.

Social media represents an increasingly important set of channels to articulate our policy perspectives and raise the profile of the sector. We adopted a new social media strategy last year and we will continue to push our follower numbers, develop new kinds of content and work more closely with members to amplify the profile and voice of the sector.



# Membership Eligibility

Membership of ARCO is open to IRC Operators who maintain an onsite presence at their registered communities. Membership is not open to developers, freeholders or landlords of IRCs who do not also manage the operations and service provision in their communities directly or through another entity in their corporate group, unless the operating entity is itself a Member of ARCO.

Registered communities must meet the below eligibility criteria:

You must:

- (a) Provide Integrated Retirement Communities that are primarily for older people.
- (b) Offer self-contained accommodation that can be occupied with security of tenure.
- (c) Enable residents to take advantage of personal care that is delivered flexibly, usually by staff based on the premises.
- (d) Have staff onsite and available at the community 24 hours a day.
- (e) Make meals available in restaurants or dining areas.
- (f) Offer communal facilities and encourage an active social programme in the community.
- (g) Aim to offer people a home for life and to enable them to 'age in place'.

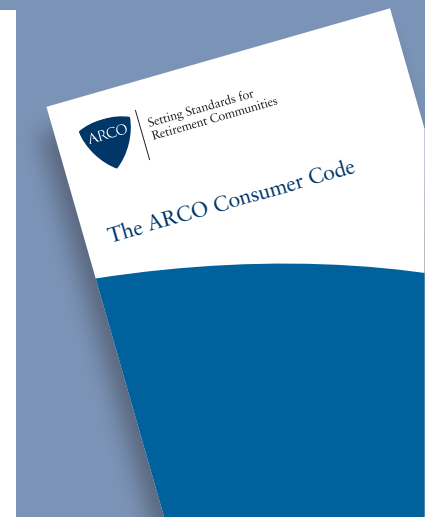
## ARCO Standards & Regulation Programme

Our aim is to ensure that older people considering a move to an Integrated Retirement Community are provided with the information that they need upfront, and that their rights as consumers (customers, owners and residents) are protected.

All ARCO Members must agree to abide by the Consumer Code and the Standards and Compliance Framework. ARCO membership, therefore, means that the Integrated Retirement Community operator has agreed to go beyond the legal requirements to ensure transparency in its marketing and sales practices, providing information on fees and charges to customers promptly. The Code also sets the core levels of service provision for ARCO Members, and requires operators to treat consumers fairly.

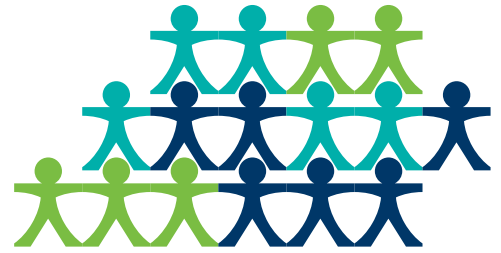
Members are regularly assessed by independent assessors on behalf of ARCO to ensure that high standards are maintained. In addition, ARCO supports Members to achieve compliance by providing workshops, training, and guidance materials.

ARCO's Standards and Regulation functions are overseen by the ARCO Standards Committee. The Committee confers Approved Operator status annually on Members who have achieved compliance and works to promote high standards across the ARCO membership.





# Membership Types



**Approved Operators** are Full Members of ARCO that have been through the standards assessment programme with at least one operational scheme, have formally achieved compliance against the ARCO Consumer Code and been approved by the ARCO Board.

Only Approved Operators can stand for election onto the ARCO Board, and can use the Approved Operator logo.



**Provisional Members** are organisations that already have one or more operational Integrated Retirement Community open to residents and potential residents. They are currently going through the assessment process to achieve compliance against the ARCO Consumer Code.

**Prospective Members** are organisations that are in the process of building their first IRC, or getting ready to open their doors to their first residents. They are actively marketing their community and selling units off plan. Prospective Members work closely with the ARCO Compliance Engagement Manager and our independent assessors to achieve full compliance before they open their doors to residents.

**ARCO Approved Operators, Provisional and Prospective Members are all subject to the Consumer Code.**



**Accelerators** are organisations that are exploring and developing their Integrated Retirement Community offer with a view to operate in the future. They do not currently operate or actively market to customers.

Organisations taking part in the programme may already have experience of the sector (e.g. a care home operator) and are looking at expanding their offer to include IRCs. Some are new entrants to the sector or come from similar operationally focused businesses (e.g. hotels, student accommodation) but are not familiar with the specific complexities of operating an IRC.

The Accelerator Programme provides its Members with access to knowledge, industry experience, and know-how. ARCO acts as a mentoring agency by providing access to the management teams of some of the most experienced operators in the UK and signposts to many professional services through the commercial partnership network. Through a series of curated events that promote accelerated learning (including how to avoid the pitfalls) our aim is for Accelerators to be equipped for success and for them to be the IRC operators of the future.

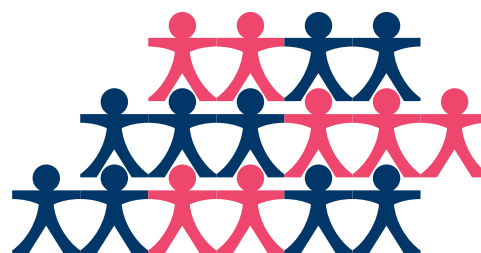
# Membership Benefits



As outlined on page 14, there are three main types of ARCO Membership: Full Membership (ARCO Approved Operator status), Provisional or Prospective Membership or Accelerator Membership.

ARCO Membership Benefits	Approved Operator	Prov/Pros Member	Accelerator
Attend Leadership Forum meetings	✓	✓	✓
Stand for election to the ARCO Board of Directors (unless receiving the Small Member Discount) and attend the AGM	✓	X	X
Include each Registered Scheme on our online 'Find an Integrated Retirement Community' interactive map	✓	X	X
Use ARCO's Approved Operator logo	✓	X	X
Display an Approved Operator Certificate and window sticker at every registered scheme	✓	X	X
Be part of a united voice for the Integrated Retirement Community sector and representation with stakeholders e.g. CQC, MHCLG, DHSC and the Law Commission	✓	✓	✓
Showcase commitment to ensuring high quality service for residents, consumers and stakeholders through adherence to ARCO's Standards and Compliance Framework	✓	✓	X
Can attend Member Working Groups (Planning, HR, Wellbeing, Construction)	✓	✓	X
Can attend all ARCO workshops, webinars and networking events per year	✓	✓	✓
Invitation to attend the annual ARCO Leadership Dinner	✓	✓	✓
All employees are eligible to receive the bi-monthly ARCO Eye - The Insider e-publication, event information, links, and opportunities	✓	✓	✓
Access to ARCO past presentations, useful documentation, practice notes and data research	✓	✓	✓
Access to ARCO Academy videos and practice notes	✓	✓	✓
Use of ARCO corporate branding on websites and marketing material	✓	✓	✓
Inclusion in the ARCO Member /Accelerator webpage (incl. logo, description and contact details)	✓	✓	✓
Inclusion of your logo in ARCO collateral and presentations	✓	✓	✓
Participate in research where relevant/applicable	✓	✓	✓
Access to advance booking, 'early bird' and Member reduced rate tickets for ARCO conferences	✓	✓	✓

# Membership Fees



## Accelerators' Membership Fees

Accelerator membership is **£11,220 (plus VAT)** per year.

Accelerators may wish to begin an Enabling Compliance assessment before transitioning to Prospective membership. We are happy to discuss this with you.

## Approved Operators, Provisional and Prospective Member Fees

Membership fees are made up of three parts and are calculated on a member-by-member basis. **All prices are excluding VAT.**

### Base Fee (registered units)

A unit is defined as one apartment or house within an Integrated Retirement Community

The cost per unit is **£11.65**

<b>500 units (minimum)</b>	<b>£5,825</b>
<b>501 – 999 units</b>	<b>£11.65 x #</b>
<b>1000+ units</b>	<b>£11,650</b>

### Growth Fee

To reflect ARCO's breadth of membership; from charitable providers, housing associations to private providers, each Member's fees are linked to their customer offer and plans for growth.

These fees, set by the ARCO Board, take into account:

- Whether operators are offering schemes for affordable rent, or the private payer market (or a combination of both).
- The size of their existing operations in the Integrated Retirement Community sector.
- Whether they have plans for no, moderate or large-scale growth.

While this means that membership fees for operating Members will be tailored to individual organisations, the following provides an indication of ARCO's subscription fees (Base + Growth fee), which funds the work of the association.

Small provider of affordable rented extra care schemes with limited or no growth plans	<b>Between £2,290 - £9,200</b>
Medium sized providers of mixed tenure schemes with moderate expansion plans	<b>Between £10,320 - £18,395</b>
Providers of private payer IRCs with considerable growth ambitions	<b>Between £17,065 - £34,130</b>





## Assessment Fees

Approved Operators	Prospective Members	Provisional Members
<p>There is a fee of <b>£1,740 (plus VAT)</b> for the first onsite assessment under the Consumer Code. Any additional assessments will be conducted as desktop assessments and are then charged at the following rate:</p> <p>Desktop assessment: <b>£670 (plus VAT)</b></p>	<p>An <b>'Enabling Compliance'</b> assessment will need to be undertaken during the development of any Integrated Retirement Communities. This is a more detailed assessment that provides more support to the Member, which aims to ensure that ARCO's requirements for standards and compliance are met before marketing and sales take place. The fee for introductory 'Enabling Compliance' assessments is <b>£2,670 (plus VAT)</b>. This type of assessment can require more than one meeting and usually focuses on the following key areas:</p> <hr/> <p>1) Marketing materials, website and advertisements (before reservations are taken).</p> <hr/> <p>2) Leases and contracts.</p> <hr/> <p>A further assessment of the first community to open will be required, which takes place shortly before residents move in, covering the entire scheme. This will be an onsite assessment, which are currently charged at <b>£1,740 (plus VAT)</b>.</p>	<p>One <b>'Enabling Compliance'</b> assessment will need to be undertaken during the first year, plus any additional desktop assessment(s) required according to the number of schemes being registered (see table below).</p> <p>The Enabling Compliance assessment can require more than one meeting and will ensure that existing processes and policies are in line with the Consumer Code, as well as allowing time for any revisions that need to be agreed.</p> <p>The fee for introductory 'Enabling Compliance' assessment is <b>£2,670 (plus VAT)</b>.</p> <p>Any additional Desktop assessment(s) will be <b>£670 (plus VAT)</b></p>
Number of schemes	Number of assessments	Notes
1 - 5	1	<p>The first assessment of each Member must take place onsite; the remainder can take place as desktop assessments.</p> <p>An Approved Operator with only one scheme will need to have an onsite assessment every two years. In the intervening year the Member will need to complete a desktop assessment.</p>
6 - 10	2	1 onsite, 1 desktop
11 - 15	3	1 onsite, 2 desktop
16 - 20	4	1 onsite, 3 desktop
21 - 25	5	1 onsite, 4 desktop
26+	6	1 onsite, 5 desktop

# Our 2023-24 Members



## ARCO Approved Operators

**Approved Operators** are Members of ARCO that have been through the stringent standards assessment programme with at least one scheme and have been formally 'approved' as being compliant against the ARCO Consumer Code. These Members typically have between 1-30 operational schemes.

Only Approved Operators can stand for election onto the ARCO Board, and can use the Approved Operator logo.



## ARCO Provisional & Prospective Members

**Provisional Members** are organisations that already have one or more operational Integrated Retirement Community open to residents and potential residents. They are currently going through the assessment process to achieve compliance against the ARCO Consumer Code.

**Prospective Members** are organisations that are in the process of building or getting ready to open their doors to their first residents. They are actively marketing their community and selling units off plan. Prospective Members work closely with ARCO's Compliance Engagement Manager and external assessors to achieve full compliance before they open their doors to residents.



## ARCO Accelerator Programme

Accelerators are organisations that are at various stages of developing and preparing their plans for the future development and operation of a Integrated Retirement Community. Some of these organisations already have experience of the sector and have a new venture to expedite. Some are new entrants to the sector or come from similar 'operationally' focused businesses but are not familiar with the specific complexities of operating an Integrated Retirement Community.



# Our 2023-24 Commercial Partners

ARCO serves as a networking platform for both operators and commercial organisations who are currently working in or want to work in this sector.

Our Members have the opportunity to access the broad spectrum of expertise and services that our commercial partnerships and affiliates offer.

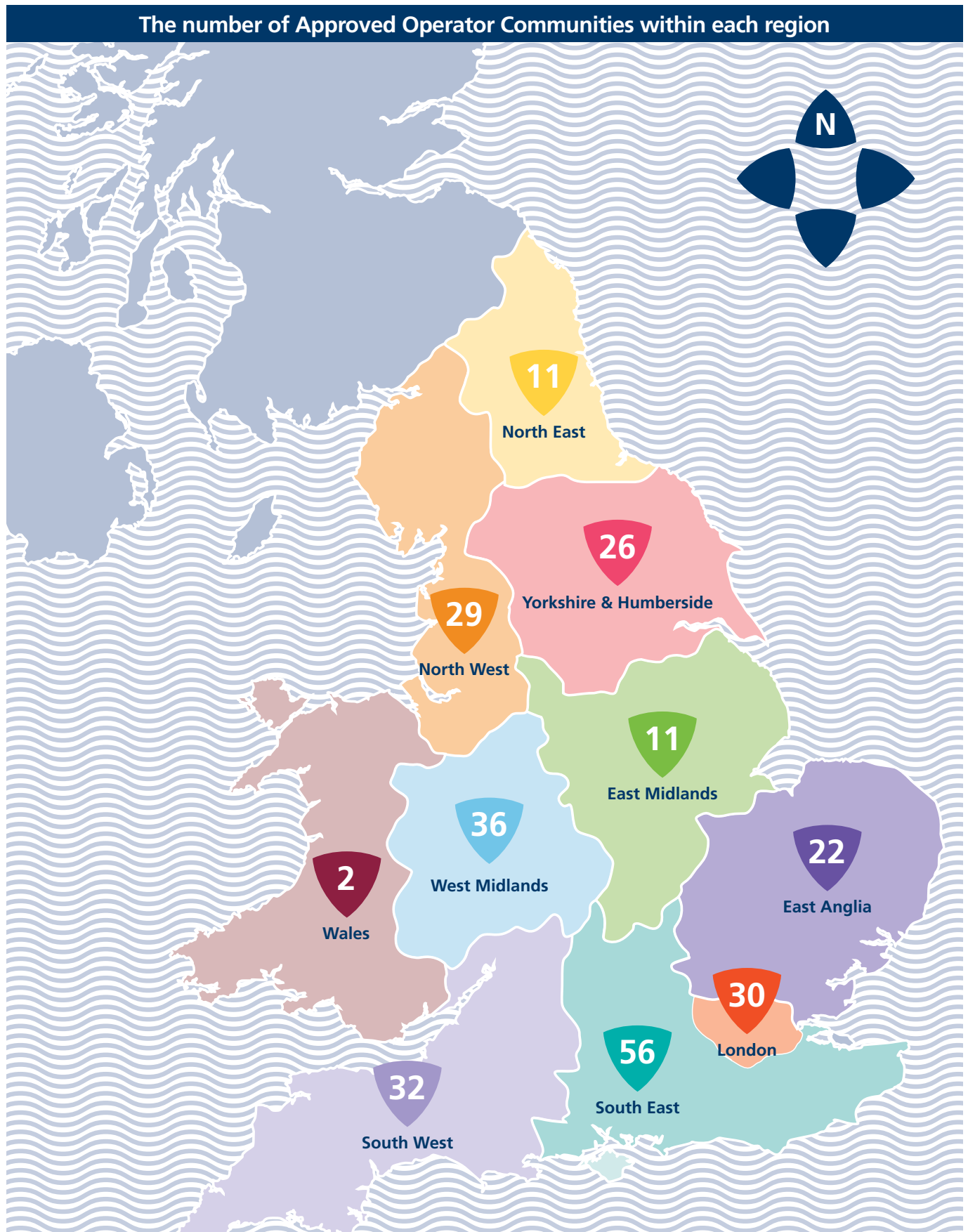
Below are the organisations that were part of the ARCO Network in 2023-24 membership year.

ARCO Strategic Partners		
Octopus Real Estate	TIS (Total Integrated Solutions)	Trowers & Hamblins LLP

ARCO Partners			
Bevan Brittan	CBRE Limited	Knight Frank	Whiteley Consulting Ltd
BNP Paribas Real Estate UK	Gowling WLG	Pinsent Masons LLP	
Bryan Cave Leighton Paisner LLP	Irwin Mitchell	PRP	
Catalyst Interiors	JLL	Savills	

ARCO Affiliates			
Acuity Law	Clifford Chance	Lester Aldridge	Silverbridge Properties Ltd
Ageing Asia Alliance	CMS Cameron McKenna Nabarro Olswang	Lichfields	Sovereign Property Partnership
ALINE	CoCo	Life3a	SportsMed Products
Amba	Colliers	Lottie	Spring
Amtico flooring	Commercial Acceleration	Maccreeanor Lavington	Stantec
ARC Engineers Ltd	Cubigo	Meeting Place	Symphony Hearing
Arcadis	Deverell Smith	Mills & Reeve	Teal
Assael Architecture	DLP Planning Limited	Montagu Evans	Tetlow King
Atkins Realis	eGym UK	Nexus Media Group HealthInvestor UK	Tetra Tech
Autumna	Elderly Accommodation Council (EAC)	NHBC	The Care Workers' Charity
Avante Care and Support	Eversheds Sutherland	Nick Baker Architects	The Senior Move Partnership
BEMSCA	Foot Anstey	Parasol Alliance	The Together Project
Bernard Interiors	Forsters LLP	Park Grove Design Ltd	TLT LLP
Blocc	Fuze Research	Pegasus Group	tor&co
Bridgman Commercial	Gardiner & Theobald LLP	Perega	TSA Riley
Browne Jacobson LLP	Gaunt Francis Architects	Porters Care	Tunstall
Cain International	Gillings Planning	Pozzoni Architecture Ltd	ukactive
Carterwood	Hansgrohe Limited	Prosperwell	West Waddy Archadia
Cartwright Pickard	Hoare Lea LLP	Quadrant	Wifinity Ltd
Cast Consulting	Ian Williams	RCKA	WiRL
Chase de Vere	Innerva	rg+p	
Christie & Co	JD Solutions	Saunders Boston Architects	
Clarendon Tutors	Jones Day	SAY Property Consulting LLP	

# ARCO Approved Operator Registered Communities in the UK





**East Anglia (22)**

- Adlington Retirement Living
- Anchor
- Audley Group
- Elysian Residences
- ExtraCare Charitable Trust
- Inspired Villages
- MHA
- Rangeford Villages
- Retirement Security
- Retirement Villages Group
- Santhem Residences

**East Midlands (11)**

- Anchor
- Audley Group
- ExtraCare Charitable Trust
- MHA
- Retirement Security
- Richmond Villages

**London (30)**

- Anchor
- Audley Group
- Auriens Chelsea Holdco Limited
- Birchgrove
- Brio Retirement Living
- Elysian Residences
- Jewish Care
- LifeCare Residences
- One Housing Group
- Retirement Security
- Riverstone Living
- Tonic Housing Association

**North East (11)**

- Anchor
- MHA
- Middleton Hall

**North West (29)**

- Adlington Retirement Living
- Anchor
- Audley Group
- Belong Villages
- Enterprise Retirement Living
- Inspired Villages
- MHA
- Retirement Security
- Richmond Villages

**South East (56)**

- Anchor
- Audley Group
- BEN
- Berkeley Healthcare
- Birchgrove
- Elysian Residences
- ExtraCare Charitable Trust
- Inspired Villages
- LifeCare Residences
- MHA
- Rangeford Villages
- Retirement Security
- Retirement Villages Group
- Richmond Villages
- St. George's Park

**South West (32)**

- Anchor
- Audley Group
- Berkeley Healthcare
- Brio Retirement Living
- ExtraCare Charitable Trust
- Inspired Villages
- LifeCare Residences
- MHA
- Rangeford Villages
- Retirement Security
- Retirement Villages Group
- Richmond Villages
- St Monica Trust
- Untold Living

**Wales (2)**

- MHA
- Retirement Security

**West Midlands (36)**

- Adlington Retirement Living
- Anchor
- Audley Group
- Belong Villages
- Enterprise Retirement Living
- ExtraCare Charitable Trust
- Inspired Villages
- MHA
- Retirement Security
- Retirement Villages Group
- Richmond Villages

**Yorkshire & Humberside (26)**

- Adlington Retirement Living
- Anchor
- Audley Group
- Enterprise Retirement Living
- MHA
- Rangeford Villages

# Membership FAQs



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## How do you define an Integrated Retirement Community for the purposes of membership, for instance, what are the requirements about care provision and 24-hour staffing?

Care provision and 24-hour staffing is a key differentiator between a Housing-with-Care offer and a retirement housing proposition.

For an Integrated Retirement Community to qualify for ARCO membership, it must meet all of our eligibility criteria which are listed on page 15 of this brochure and in the ARCO Consumer Code.

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## My organisation is not currently a Member, but we are thinking about joining, what should we do?

We would be delighted to hear from you. Our annual membership year runs from **1 September to 31 August**. You can register your interest in ARCO membership through this online form: [www.arcouk.org/join](http://www.arcouk.org/join)

It is important that we know what development stage you are at, whether you are already operating, starting to market your offer soon, or at the business planning and customer proposition development stage. Once the form has been submitted and reviewed, we will then be in touch to schedule a phone call or meeting. All Member applications are subject to Board approval.

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## I'm not sure if my organisation is currently a Member, how can I find out?

All our Members are listed on our website, please do visit [arcouk.org/members](http://arcouk.org/members) to check.

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## I'm a developer building an Integrated Retirement Community, but someone else is going to operate it. Can we join?

ARCO is made up of operators of Integrated Retirement Communities, as we believe that the long-term operational model is the most likely to provide customers with the full benefits that Integrated Retirement Communities have to offer. Therefore, you would not be eligible to join as the developer only, but we are always interested in speaking to people involved in new Integrated Retirement Communities in the UK.

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## I am interested in your work and in Housing-with-Care, but my organisation does not run or operate Integrated Retirement Communities in the UK, how can we get involved with ARCO?

If you not operating, preparing to operate or considering operating an Integrated Retirement Community in the UK, then ARCO Membership is not an option. We do however have Commercial Partnership opportunities for organisations working within the sector and would be delighted to consider whether a partnership or affiliation relationship would be beneficial. You can find out more about our partnership and affiliation offers by downloading our Commercial Partnership brochure from our website.

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## What is the difference between being an ARCO Member and an ARCO Accelerator?

ARCO Approved Operators, Prospective and Provisional Members are all subject to the ARCO Consumer Code and must agree to be bound by the Standards and Compliance Framework including taking part in annual assessments.

ARCO Accelerators are organisations that are in the process of developing their customer offer and are not currently operating or marketing to sell off plan. Whilst Accelerators are not bound by the Standards and Compliance Framework, we do ask that they sign up to our Declaration of Shared Values which provides confidence to all ARCO's members that all other organisations involved with ARCO are trustworthy, ethical, and conduct their business with integrity, in alignment with our shared values.

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### Associated Retirement Community Operators (ARCO)

167-169 Great Portland Street, 5th Floor  
London, W1W 5PF

**Phone:** 020 3697 1204

**Email:** [members@arcouk.org](mailto:members@arcouk.org)

**X:** @ARCOtweets

For more information on ARCO, visit:

[www.arcouk.org](http://www.arcouk.org)