



Setting Standards for
Retirement Communities

Annual Review 2024

September 2023 to August 2024



About ARCO

Founded in 2012, ARCO is the national body representing charity, not-for-profit and private operators of Integrated Retirement Communities in the UK.

We work in three distinct areas, each vital in both supporting our Members and growing a sector that helps people live independently for longer:

- Influencing local and national policy campaigning work with MPs, Peers, Government Ministers, Local Authorities and other key sector stakeholders to influence the future of much-needed sector-specific legislation.
- Compliance and regulation delivered through our Consumer Code and standards framework, with continual assessments of Members to drive high standards for customer and resident experience.
- Knowledge sharing and promotion of best practice through our extensive events programme, working groups, annual *What Next?* Conference, Network bulletins, online Knowledge Bank, and ARCO Analytics.

Our Mission

ARCO believes that meaningful, long-lasting partnerships and commitments are at the heart of solving the challenge of meeting the housing, care, and support needs of our ageing population. We emphatically believe that older people should be:

Treated with respect and dignity

Valued for their contributions to society and to their communities

Able to access what they need to be happy and healthy, including access to good support, care, and health services

Enabled and supported to live independently for as long as possible

Empowered and free to make informed choices

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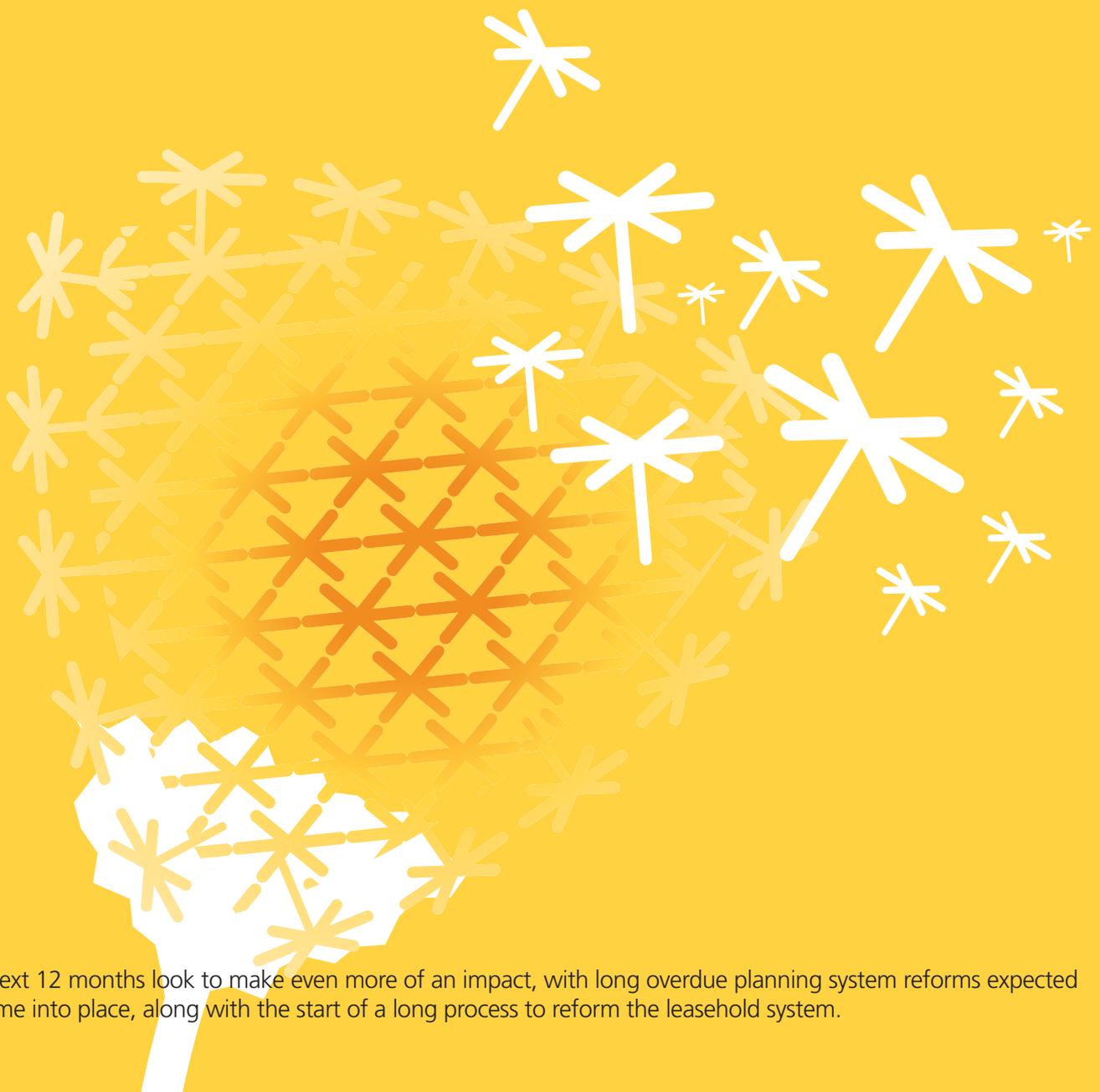
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The last 12 months have been a defining chapter for our sector – quite literally in the case of event fees, which have been defined in primary legislation for the first time following extensive engagement with the government. It also saw the publication of the long-awaited Older People’s Housing Taskforce report, a cause ARCO had campaigned on for over three years.



The next 12 months look to make even more of an impact, with long overdue planning system reforms expected to come into place, along with the start of a long process to reform the leasehold system.

Welcome



Nick Sanderson
Chair
ARCO



Mick Laverty
Vice-Chair
ARCO

This year was another great year for ARCO, with the creation of Member Working Groups to consolidate work across areas from PR to Wellbeing. We also saw the launch of our Greater London Manifesto, An IRC in Every Borough, alongside the creation of the Leadership Forum to work with the ARCO Board.

The theme of the 2024 ARCO Conference, which coincided with a new Labour government sweeping to power, was "Building Tomorrow". It also defined ARCO's year.

This was the year that a major milestone in the history of the Integrated Retirement Community sector was achieved. Following years of patient engagement by ARCO, the government introduced a definition of 'event fees' into primary legislation, contained within the Leasehold and Freehold Reform Act (2024).

This was also the year that years of campaigning by ARCO for an Older People's Housing Taskforce led to fruition, with its final report published to great acclaim. ARCO championed the case for IRCs as pivotal to healthier, more independent later life. Though delayed by the general election, the Taskforce's report delivered key, positive recommendations for our sector, validating ARCO's sustained efforts. We were pleased to see new Labour Ministers welcome the report and the "significant national interest" in its findings.

Labour's bold vision for both housing and social care, outlined in their 2024 General Election Manifesto, presented a renewed opportunity for ARCO's advocacy, in particular around social care and planning.

Building on their work with Parliamentary Candidates and Opposition parties, the ARCO team has invested huge amounts of time and shoe leather in taking new MPs around IRCs in their constituency.

The new government has made planning reform a central priority, driving lots of work for ARCO's Planning Working Group. The Labour government's plans for a National Care Service has seen ARCO regularly meeting with the Department of Health and Social Care, making the case for the role of Housing-with-Care.

Leasehold reform is also a key priority of the new government. ARCO has been engaging the government extensively, not least by sharing insights from ARCO's research trip in Spring 2024 to New Zealand, to learn more from the international leader in IRCs where 14% of over-75s live in retirement villages.

It has also been a time of change for ARCO and its members. As ARCO Membership has expanded, the new 'Leadership Forum' provides a unique, regular setting for sector leaders to come together to discuss the future of the sector. ARCO's Consumer Code has also been updated to reflect approval by the Chartered Trading Standards Institute.

As we look ahead, under the shifting legislative backdrop of the new Labour government, ARCO will continue its vital work to deliver on our shared vision: providing the option for more older people the opportunity to move to an IRC to live well and independently in later life.

Making our voice heard

The voice of our sector has been heard louder than ever in the media this year, with much of the coverage shaped by the big political wins we have secured on the Taskforce announcement and other government commitments, as well as our policy reports and wider thought leadership work. Our policy and media work function in tandem, so that the key messages for our sector are heard by political and media audiences together.



Our website



The ARCO website has improved and adapted throughout the last year to ensure it includes the most relevant and useful content for readers. Our separate *What Next?* Conference website was created as a crucial resource for sharing information on speakers, the agenda and tickets, and our policy and press section, and standards pages, have seen lots of new content added throughout the year.

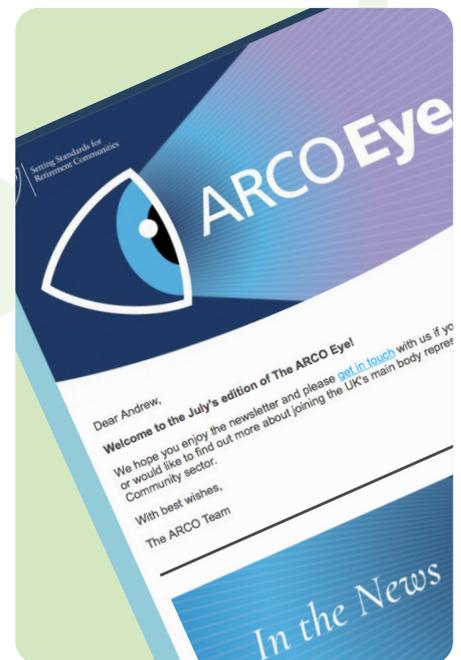
Social Media



We have greatly expanded our following on social media in the last year, helping to communicate key stories and news on Integrated Retirement Communities in real time, as they happen. We now have over 2000 followers on LinkedIn, and the interaction and exchanges that take place on the platform with Members, Partners, Members of Parliament and others with an interest or involvement in the sector are invaluable. We received great traction on X posts throughout the year too, particularly after Party Conferences when we shouted out Ministers and MPs speaking at events we attended.

This was also the year we joined Instagram, which has been a great platform for engaging with Members and keeping up-to-date with events and activities in Member IRCs.

Our newsletters



ARCO's range of newsletters ensure Members, Partners, and wider stakeholders alike are kept fully updated with the latest news on the different elements of our work. The ARCO Eye and Insider Eye bring together key developments every quarter, while our regular Social Care Update keeps Members up to date on the latest news and guidance for our sector. The popularity and readership of all of our newsletters has grown.

Influencing and Informing Decision-Making

This year was a pivotal year for our policy work, with the establishment of the Older People's Housing Taskforce to look into housing options for older people, which ARCO had long campaigned for. We also saw a change in government, from Conservative to Labour, with the new government offering bold plans for social care, housebuilding and planning reform, prompting new opportunities for our political engagement.



Preparing for a change in government

Two very important events took place on 4th July 2024: the Knowledge Exchange Day of the ARCO *What Next?* Conference, and the 2024 UK General Election!

With polls predicting a Labour government over a long period, ARCO was prepared for change on 4th July, with the party's reformist proposals on planning, housing and social care.

We had already built relationships with Shadow Ministers in the last Parliament, in particular Baroness Taylor, Lords Housing Minister, who attended our parliamentary roundtable with the ExtraCare Charitable Trust on growing provision of IRCs for social and affordable rent.

We built links with the Fabian Society, a Labour-affiliated think tank advising the party on social care policy, and fed into its report on what a National Care Service – Labour's flagship plan for social care – could look like. We were delighted to see the benefits of IRCs referenced in the final report, to have participated in a discussion led by the Fabian Society following its publication, and to have hosted Andrew Harrop, outgoing Fabian Society General Secretary, at our *What Next?* Conference to inform the ARCO Network of what a Labour government will mean for the IRC sector.

As well as our direct engagement with politicians and the Taskforce, the ARCO team flew the flag for our policy asks at several conferences, including the Conservative, Labour and Liberal Democrat Party Conferences, UK Care Week, Property Week's Later Living Conference, UKREiiF and the CQC's State of Care Report launch.



Andrew Harrop



Baroness Taylor roundtable

Shaping legislative change: The leasehold and freehold reform act

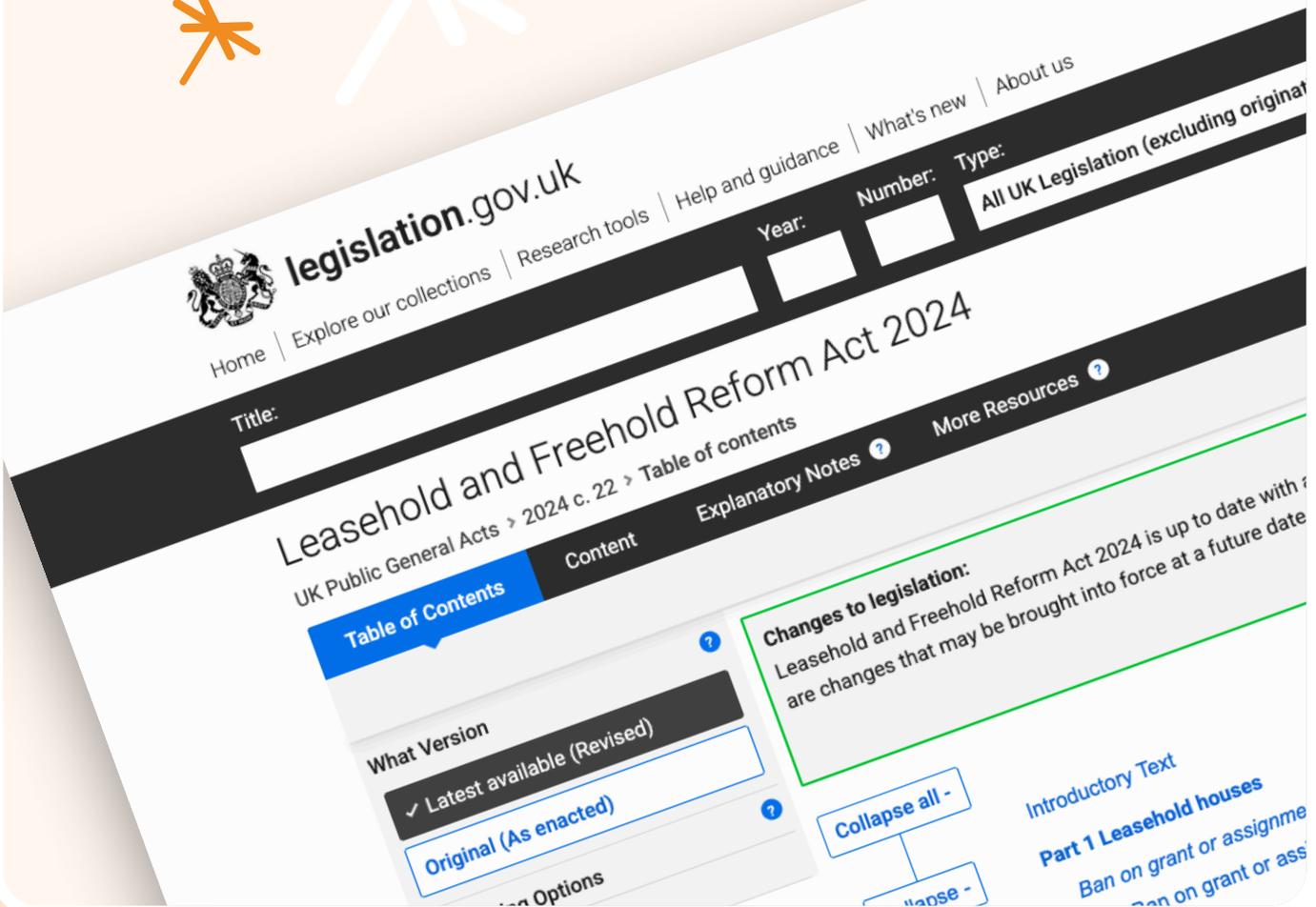
After several nail-biting days to see if it would survive the pre-election ‘wash-up’ where Bills are rushed through the House of Commons, the Leasehold and Freehold Reform Act (2024) became law with the final vote of the last Parliament.

For months prior to this, ARCO had been working with officials at the Department for Levelling Up, Housing and Communities to finalise a definition of event fees, that could clarify their relationship to various clauses in the Act.

With its passing, the Leasehold and Freehold Reform Act (2024) became a huge milestone for the sector as it introduced a definition of event fees into law for the first time.

Debates on the Bill also acknowledged ARCO’s influence on debate, especially in the House of Lords, where ARCO and Michael Voges were namechecked multiple times, including a description of ARCO as “brimming full of innovative solutions”!

The definition of event fees in the Act can now 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. With event fees a critical way to reduce ongoing costs and make IRCs affordable for more older people, the last-minute legislation provided a welcome step-forward for the sector.



New Zealand, New Opportunities

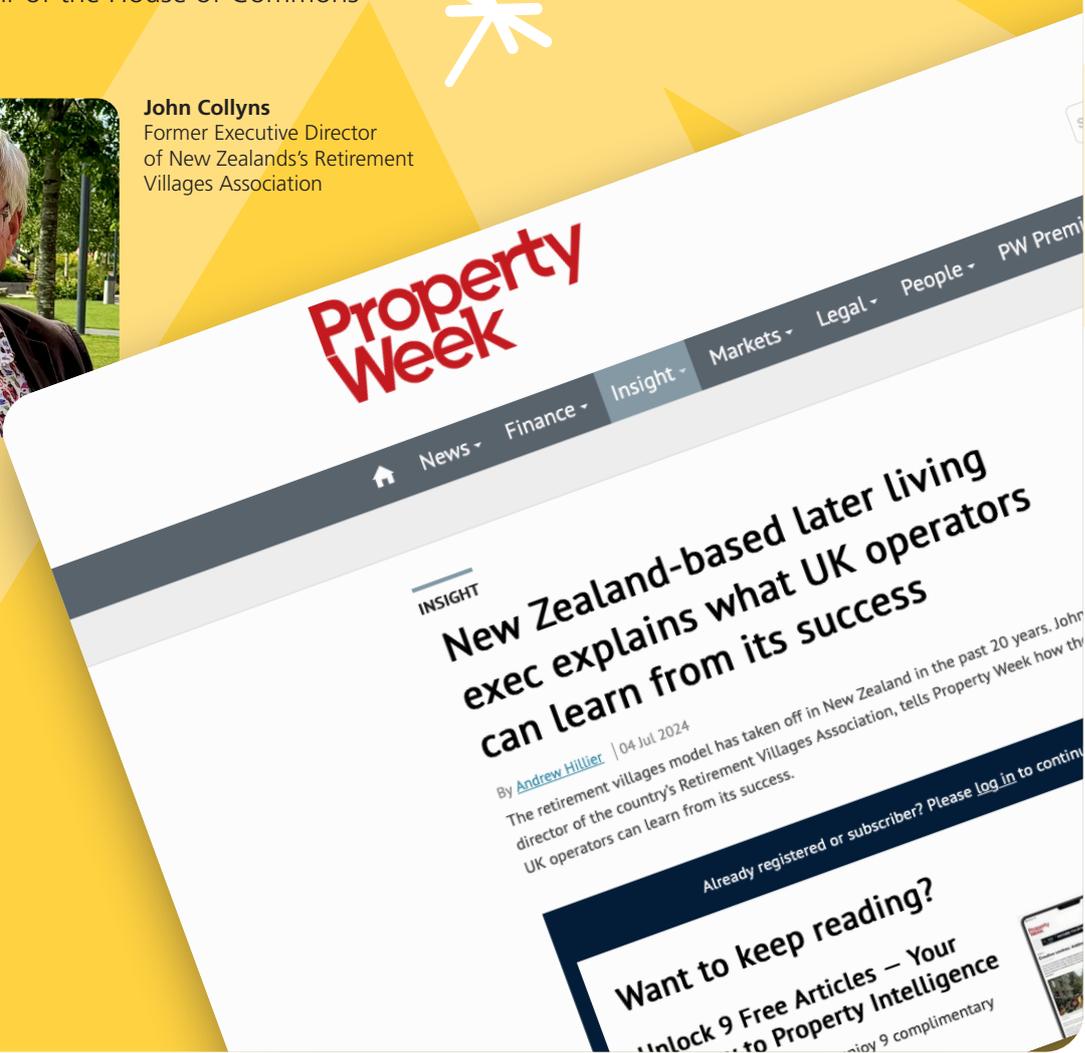
Just days before the General Election was called by Rishi Sunak, John Collyns, former Executive Director of New Zealand's Retirement Villages Association, visited the UK to speak to external stakeholders about how the UK can learn from the gold-standard Retirement Village sector in New Zealand.

As well as presenting on the fantastic RV market in New Zealand at our Spring Network Briefing, John shared his insights with various UK policymakers, including the Department of Health and Social Care, Older People's Housing Taskforce, the Chair of the House of Commons

Health and Social Care Committee and the Tea Room of the House of Lords! John was also interviewed by leading housing publication Property Week at the site of Mayfield Brent Cross about how the UK can learn from New Zealand to grow its mid-market IRC provision. John's insights were warmly received by all he spoke with, and we are continuing to liaise with the Retirement Villages Association on how we can utilise New Zealand's success to propel the UK IRC sector forward.



John Collyns
Former Executive Director
of New Zealand's Retirement
Villages Association



Influencing Planning Policy

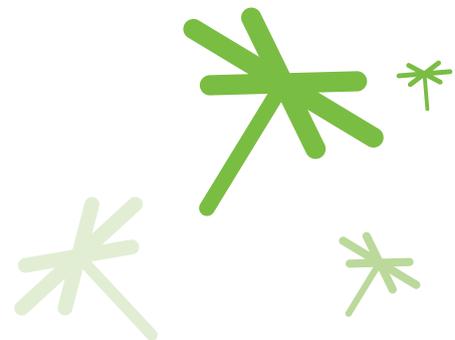
In the last year, the ARCO team has been stepping up its work to support ARCO Members with the challenges of the planning system.

Led by Director of Policy and Communications, James Lloyd, we launched the ARCO Planning Working Group for ARCO Members' Planning Leads to get together to discuss the issues of the planning system, and how we can make this work better for the IRC sector.

The first of a suite of model planning submission documents from the group was the Model Section 106 document, which aimed to help the sector develop a clear and consistent approach to engage local authorities.

Shortly after the group was established, the new government came to power and announced a radical overhaul of the planning system, with a consultation on the National Planning Policy Framework (NPPF). ARCO coordinated a response to this with the group and submitted this in September 2024.

Articulating ARCO's planning asks externally, we held a session on planning policy at ARCO's 2024 *What Next?* Conference with Tetlow King Planning and attended the Office for Place's conference on "Places at Pace", taking part in workshops discussing the role of beautiful places in housing.



Conference planning session

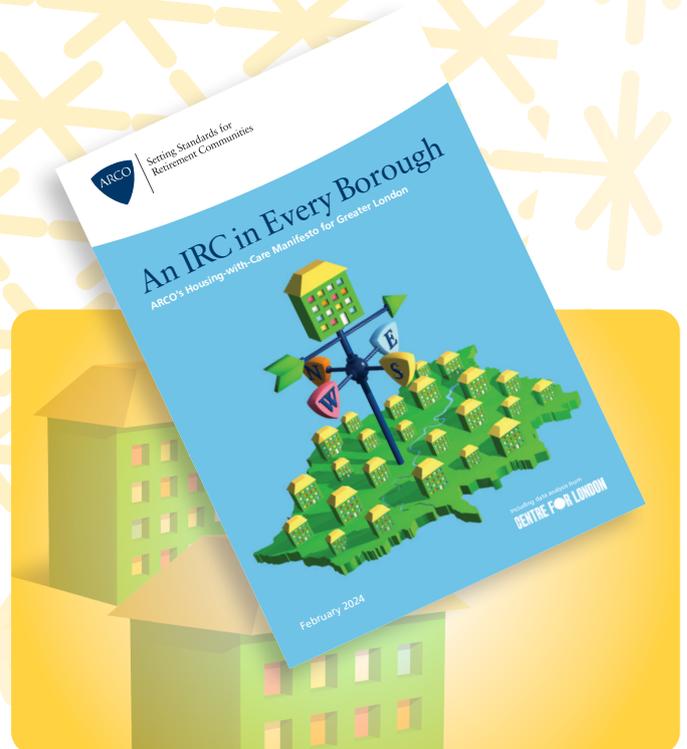


Greater London Engagement



As well as central government, in 2024 we also bolstered our regional engagement, beginning with the Greater London Authority.

Tom Copley Deputy Mayor for Housing



In February 2024, we held a Greater London Housing-with-Care Expo at City Hall in East London, to inform Members of the London Assembly about IRCs and what they can do for London's residents. We were delighted to be joined at the event by around 100 representatives from City Hall, DHSC, London Boroughs, the NHS, charities and the Home Counties. We are hugely grateful to all the ARCO Members and Partners who exhibited and showcased the sector's work in the capital.

As part of the Expo, we also launched a new report – 'An IRC in Every Borough'. Ahead of the Greater London elections in May 2024, this manifesto set out a vision for Housing-with-Care in London, and the actions needed from bodies including City Hall, London Boroughs and Central Government to achieve this. The manifesto was welcomed with a speech from the Deputy Mayor for Housing, Tom Copley, who spoke positively about the role of IRCs and discussed how the GLA is looking at improving specialist and supported housing options across London, including those for older people.

Learning from our friends from around the world

New Zealand is widely seen as the gold standard in the global Integrated Retirement Community sector. With 14% of all over-75s living in a retirement village in New Zealand, and the sector experiencing exponential growth in the last 20 years, ARCO organised a trip to enable a delegation of Members to see this thriving sector firsthand.



452 villages, **41,500** units

50,200 residents (14% penetration of 75+)

79% growth in units in ten years from 2012

Big 6 (4 are listed) have **47%** of villages and **63%** of units

Sources: JLL and RVA



Sally Ireland
Director of Legal
and Compliance
ARCO

ARCO's Director of Legal and Compliance, Sally Ireland, was thrilled to be a part of ARCO's international study tour to one of the most thriving markets for IRCs, alongside Lex Cumber (Untold Living), Phillippa Kellar (Richmond Villages), Gary Burton (Audley Group), Paul Morgan (Wallacea Living), Tom Maitland (Riverstone) and Will Bax (former CEO of Retirement Villages Group). The trip was incredibly eye-opening and gave us significant food for thought on how we can move the sector forward in the UK, benefiting from New Zealand's experience of 20 years operating villages under the Retirement Villages Act legislation.

The study tour consisted of knowledge-sharing meetings with funders, consultants, legal experts, statutory supervisors, the Ministry of Housing and Urban Development and the Retirement Villages Association, as well as site visits to villages across the North Island. We visited a spectrum of IRCs, from the upper-end to the more affordable, with most of the NZ sector being geared towards the mid-market. This has been a key focus for growth in the UK sector in the last few years, with the Deferred Management Fee (DMF) model becoming more popular to appeal to a wider range of consumers.

Sector-specific legislation: the backbone of growth

The backbone of the growth of the sector in New Zealand was the Retirement Villages Act 2003. This sector-specific legislation enabled regulation such as the standardisation of contracts (occupation rights agreement), protection of residents' funds and oversight from statutory supervisors, providing legislative reassurance for both investors in the sector, and consumers. The statutory supervisor role, alongside the protections for residents in the legislation ensure that customers can buy a licence to occupy with confidence that their capital will be protected, and they have a clear path to dispute resolution if service standards fall short.

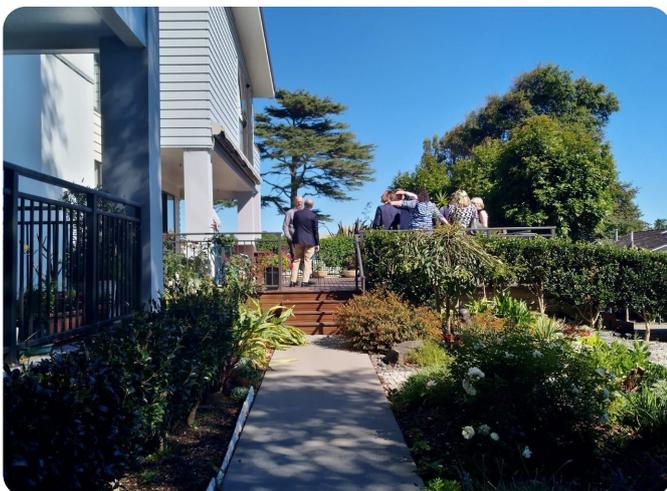
As we know in the sector, making the move to an IRC is a major life decision. People must feel adequately supported and confident in making the decision on what will very likely be their last move. As the sector well-regulated, it is better understood by customers, who feel protected by the legislation in place.

Affordability: A Retirement Village for all

On the trip we had the pleasure of visiting several fantastic RVs across many different price points, from not-for-profit to luxury.

However, one vital difference between the UK and New Zealand markets is the offer to mid-market consumers, which is present throughout New Zealand but remains limited in the UK. At Summerset on the Landing and at the beautiful Arvida Bethlehem Shores village, we saw efficient approaches to phasing - with spacious clubhouses built a few years after the first villas and apartments also phased later in the build. Summerset also showed innovation on affordability - being able to negotiate on entry price in return for a higher DMF. In the care settings within villages, there are options to pay a daily rate or purchase a licence to occupy - allowing customers to do what works best for their finances, therefore attracting a wider range of consumers.

Choice, flexibility and scale are used in NZ to make retirement villages attractive to both independent residents in their early 70s and those with substantial health and care needs into their 80s and beyond. The regulatory environment certainly makes this easier for operators in New Zealand, but we are exploring how this can be applied in the UK environment.





Tim Seddon
Chief Executive Officer
Retirement Villages Group

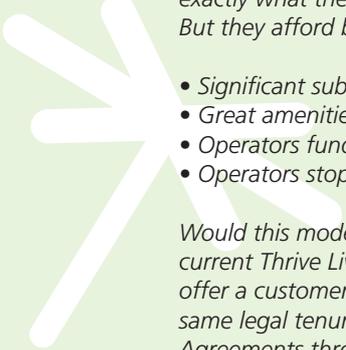


Team RVG spent a fascinating week travelling New Zealand a year ago, learning from the world's most mature later living market. That 14% of +75s live in retirement communities in NZ points to a highly successful formula. The quality of product and lived experience is market leading, and at all price points. They provide brilliant amenities, vivid communities and a range of care available as standard. Sector regulation with consumer rights protected in law, creates confidence and drives excellence. There is no spectre of retirement property losing value.

Most importantly, the financial model incentivises great product and service. Operators continually reinvest in assets, driving demand and capital growth. It's standard for operators to guarantee repurchase of resident's homes at the price they bought (less deferred fee). Buyers understand exactly what they will receive on exit. Those deferred fees may be high, 20-30% of entry price. But they afford benefits which residents really value:

- Significant subsidy to annual costs making annual costs affordable
- Great amenities (restaurants, wellness, pools, craft space, theatres...and all standard).
- Operators fund capex. No maintenance liability for residents
- Operators stop annual fees after a resident leaves.

Would this model work well in the UK? Well, you don't know until you try. We have. Both of our current Thrive Living schemes, that were launched at the end of 2024, West Byfleet and Chester, offer a customer contract with a very similar financial construct. Even though we don't have the same legal tenures as NZ, we are still able to provide the same benefits of Occupational Rights Agreements through our existing leasehold system. Only time will tell if it is going to be successful, but fortune favours the brave.



Continuum of care

Alongside the widespread use of DMFs, retirement villages in New Zealand have another offering that is not so common in the UK market: a continuum of care. This enables residents requiring residential, nursing or dementia care to remain in the village, with many villages offering a care home on-site for residents to move to if their needs become more acute. 65% of villages have a continuum of care, with residents able to choose how extensive their care package is, with 81 percent of independent residents needing to move to a care setting transferring seamlessly within the village. This is an attractive proposition for older people seeking a home for later life, secure in the knowledge that they will not need to move again if their needs progress. Important context for the NZ market however is that standalone care homes are scarcer than in the UK, and a home care offer is unusual in RVs, unlike the 24-hour support and domiciliary care present in the UK IRC market's "integrated" offering.

So, what can we take away?

At the heart of New Zealand's sector growth is its legislative backdrop, which paved the way for exponential growth. Another key aspect is affordability, achieved by residents paying lower ongoing costs, with the widespread use of deferred management fees. This is how the country has mastered the "mid-market", something the UK sector is still yet to fully crack, and a key focus of the Older People's Housing Task Force.



Sector-Leading Events

ARCO's year-round programme of thought-provoking events (live and digital) range from specialist working groups, roundtables, seminars at IRCs to the latest research and reports. Our event topics cover everything from operational matters, through to development and planning, design, compliance and marketing and sales.

As the sector, product, and value offer are constantly evolving, ARCO provides a platform where both IRC operators and organisations serving the sector can learn about the latest trends and thinking in the UK sector plus they provide a shared platform to network and explore common challenges and solutions together in a collegiate atmosphere. Integrated Retirement Communities are fundamentally 'people' businesses - ARCO events are where the industry people come together.

2023-24 Event Programme in numbers

50

events took place virtually and in person as part of the full programme, including ARCO Working Groups and Partner events.

128

hours of event content delivered

OVER

1400

attendees across these events of which there were **742** different individuals working across the sector.

Supporting Members through workshops & forums

ARCO workshops and forums are designed to bring Members, Accelerators and Partners together to discuss and learn from each other's experience and outside expertise. Our everchanging programme across the year aims to focus on the topics that matter most to operators, helping them to navigate and learn best practice in developing, marketing, selling, and operating Integrated Retirement Communities.

Highlights from the 2024 programme included visiting Millfield Green Village - Inspired Villages first operational Net Zero Carbon IRC in Caddington, for the Design, Development & Technology Workshop. As well as learning about Inspired Villages' journey with the development of the village, the group had a behind the scenes tour including a trip to the roof to view the new solar panels and heat pumps. The group also discussed the optimal use of communal space with the help of leading IRC architects PRP and Trowers & Hamblins lead a presentation on the difficulties that come with mitigating against contractor insolvency.

The Marketing & Sales Workshop was held at the Jewish Care's Pears Court IRC in Sandringham, and it was great to visit the bustling village and learn about their housing and care offer to residents. ARCO's Sally Ireland gave a presentation on the Digital Markets, Competition, and Consumer Bill and why this is important for Members' sales teams; the group discussed sales in a difficult property market and shared selling success stories as well as common obstacles holding customers back from making the move. The Knight Frank research team also joined to share the latest data on sales and resales in the sector.

Wellbeing was on the agenda for our workshop held at The ExtraCare Charitable Trust's Solihull Village where the group discussed what the key components of delivering wellbeing in IRCs and what was proving successful in keeping residents feeling supported whilst independent. As part of the day the group enjoyed a visit to the award-winning Innovation Apartment with Research & Technology Lead, Kerry Stack. The apartment is a place where residents can borrow and try out new tech that can help them to stay independent.

In addition to the workshop programme, ARCO also ran monthly Operational Forums for Members online covering topics such as food and beverage delivery, AI, fire and building safety, the new CQC single assessment framework and considerations when refurbishing villages to keep them fresh and on trend.



Webinars

Alongside our workshops and forums, we have also supported Members with webinars aimed at navigating change in the social care and housing policy landscape.

Our webinar on the Leasehold and Freehold Reform Bill, with our Director of Legal and Compliance, Sally Ireland and Strategic Partner Trowers & Hamblins, explored the key impacts of the Bill on the IRC sector.

We also held a webinar on Care in IRCs, covering amongst other things how CQC's new single assessment framework will impact IRC operators.

We were delighted to be joined by Homes England for a webinar exploring the funding opportunities for IRC operators and how they could support members.



Sector Working Groups

This year saw the establishment of more ARCO Member Working Groups, coordinated by ARCO for Members in different sectors. These included HR, Wellbeing, Planning and PR & Media. These groups have provided significant opportunities for ARCO Members to work collaboratively across shared disciplines, from collectively submitting to government planning consultations, to running joint social media campaigns highlighting the benefits of IRCs.

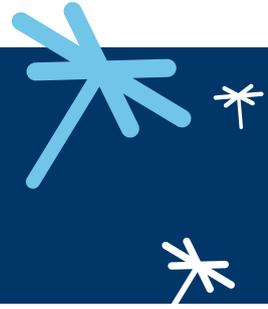


ARCO Networking Events

The ARCO Network came together across four events to meet, exchange ideas and network. These events were kindly hosted by Trowers & Hamlins LLP, BNP Paribas Real Estate, Pinsent Masons and CBRE.



The leading conference in the Integrated Retirement Community sector



Our landmark annual conference returned for another year, with Day 1 once again taking place at the spectacular IET: London Savoy Place on the Embankment. Day 2, the Knowledge Exchange Day, was hosted by our Strategic Partners, Trowers & Hamlins at their London offices. We were delighted to welcome over 700 attendees across the two events from across the sector.

Our Conference came at a very topical time, with Day 2 taking place on the day of the General Election (not many people could see a July election coming!).

This year's conference programme involved several speakers, including a newly-introduced panel of IRC residents sharing their experiences of IRC life. Residents are at the heart of what our Members do, and it was a pleasure to hear their stories about living in an IRC, and incredibly useful for operators to hear their feedback on the model and services. A huge thank you to IRC residents Sue Page, Stephen Walsh and Martin Hiles for joining us.

We also heard from acclaimed journalist Peter Ward on his book, *The Price of Immortality*, which focused on the quest for immortality and the impact of ageing. We were delighted to hear Peter say that best thing we can do is live healthy lives, treat ageing as a privilege and help to improve the lives of others...all crucial to the mission of IRCs!

It was also a privilege to be joined by Janice Chia of Ageing Asia, coming all the way from Singapore to address our conference audience. Janice took to the conference stage to discuss how the new filial piety in Asia is the driving force behind a US\$4.56 Trillion silver economy. At the core of Janet's presentation was the idea of ageing as a mindset shift, where older people actively want to remain independent for as long as possible and take steps to do so. These could include trying new products and innovations on offer and investing time in social communities to assist longevity and alleviate loneliness –central to the IRC model.

The outgoing CEO of Retirement Villages Group, Will Bax, also shared details of the new, innovative lease model that Retirement Villages Group were testing in their new Chester development, aiming to reduce ongoing costs for residents and improve affordability.





A big thank you to all of our Conference sponsors:



Feedback from delegates:



The event was truly exceptional, featuring outstanding speakers who shared valuable experiences and best practices! The networking opportunity was also remarkable and greatly appreciated.



Broad and deep content that can't be matched for sector understanding, underpinned by the best collection of relevant attendees to share insights.

Standards and Regulation

Following the ARCO governance review of 2022-2023, and in line with the requirements of the Consumer Codes Approval Scheme, we decided to further enhance the role and independence of the ARCO Standards Committee in 2023/24. We appointed independent regulation expert Karen McArthur as the Committee's Independent Chair, and also clarified the powers of the Committee in the event of breaches of the Code, as set out in the updated Consumer Code.

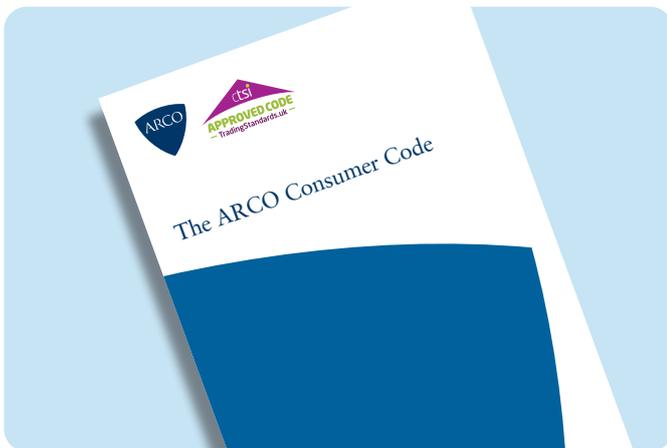


Setting high standards through our Standards and Compliance programme

Across the 24 year, ARCO's commitment to maintaining and enhancing high standards across the Integrated Retirement Community (IRC) sector has continued to gather momentum. From the launch of an updated Consumer Code, to obtaining Stage 1 approval from the Chartered Trading Standards Institute, the focus has been on strengthening consumer protection and preparing our members for the future.

Updated ARCO Consumer Code (May 2024)

A key milestone this year was the introduction of the updated ARCO Consumer Code in May 2024. Building on insights from our consultation with members and shaped by new external requirements, the revised Code features clarifications that address real-world issues we have encountered, as well as improvements required for ARCO's application to the Chartered Trading Standards Institute (CTSI) Approved Code Scheme. Most significantly, the new Code mandates an independent Alternative Dispute Resolution (ADR) process via The Property Ombudsman (TPO), ensuring that consumers have a robust, impartial avenue for resolving complaints relating to the Code when operators' internal processes have been exhausted.



New Guidance Note: Offers & Incentives

In parallel with the updated Consumer Code, the ARCO Standards Team - in collaboration with our independent assessors - produced a new Guidance Note on Offers & Incentives. This document helps IRC operators understand their obligations when marketing special offers—particularly in relation to the Consumer Protection from Unfair Trading Regulations 2008 and the Code of Advertising Practice. It outlines how to avoid misleading or aggressive practices, ensure transparent disclosures, and maintain the professional diligence required by law. By following the Guidance Note, ARCO Members will reduce regulatory and reputational risk, while offering genuine value to prospective residents.

CTSI Approved Code Scheme

ARCO made significant strides this year toward becoming an Approved Code Sponsor under the Chartered Trading Standards Institute's Approved Code Scheme. Having successfully completed Stage 1 of the process, between 2023 – 2024 we worked through Stage 2—with the aim of achieving full approval in 2025. This provides independent assurance that ARCO's Consumer Code meets the CTSI's strict requirements and delivers tangible benefits for consumers. Stage 2 approval will also enable ARCO's approved operators to display the trading standards quality mark on their own collateral. This achievement would place ARCO's Code alongside other industry-recognised schemes, further reinforcing consumer confidence in the IRC sector.



Assessment programme 2023/24

Members assessed	25
Locations assessed	53
Documents reviewed	2,561

Membership Updates

2023/24 has seen ARCO's membership community continue to grow, reflecting a thriving sector committed to high standards:

- **Auriens Group** became an Approved Operator in October 2023
- **Wallacea Living** became a Prospective Member (from accelerator) in October 2023
- **LMS Retirement Living** became a Provisional Member (from accelerator) in March 2024
- **Untold Living** became an Approved Operator in July 2024
- **Belong** became an Approved Operator in July 2024

We look forward to supporting these new members as they embed the ARCO Consumer Code within their organisations and ensure ongoing compliance with our Standards framework.



ARCO's Standards Committee provided invaluable oversight in 2023/24, guiding our efforts to embed strong governance and consumer protection across the sector. We offer our sincere thanks to Karen and all committee members who served this year and contributed to the updated Terms of Reference, ensuring the Committee remains responsive and accountable as ARCO evolves.

Strong and Effective Governance

ARCO is governed by a Board of Directors and a Leadership Forum representing our Members. The Board is led by our Chair, Nick Sanderson (Chief Executive, Audley Group) and Vice-Chair, Mick Lavery DL (Chief Executive, ExtraCare Charitable Trust). Nick and Mick were universally elected at the ARCO AGM in October 2024.

ARCO's Board delegates some of its work to a smaller Leadership Forum of senior officers of its members, which helps to supervise the work of the ARCO Executive.

The Standards Committee oversees ARCO's Consumer Code and Standards and Compliance Framework. This membership year, we welcomed Karen McArthur as independent Chair of the Standards Committee.

ARCO's day to day activities are run by its Executive Team.



BOARD MEMBERS

CHAIR



Nick Sanderson
Chair

Nick Sanderson was unanimously elected as ARCO's new Chair in October 2017 and was delighted to be re-elected for another year in 2024.

Nick is the founder and CEO of Audley Group the UK's largest developer and operator of luxury retirement villages. In the early nineties he created Audley to develop a portfolio of private retirement villages. The first two award-winning schemes were in Tunbridge Wells and Harrogate. In 2008 he formed a partnership with Moorfield Group.

Audley now has 20 schemes in its programme with nearly 1800 units. The company has over 2000 customers and over 650 staff. In the Spring of 2016, Audley launched Mayfield Villages to provide the Audley offer at a more affordable price, the first village in Watford is now open.

Nick is a regular speaker at national and international conferences and a contributor to several publications. He has acted as an advisor to public and private sector organisations and is currently serving as a member of the Older People's Housing Task Force.

VICE-CHAIR



Mick Lavery
Vice-Chair

Mick is the CEO of the ExtraCare Charitable Trust, a chartered accountant and experienced chief executive.

Before joining ExtraCare in January 2016 he was chief executive of the Student Loans Company, a government-funded 'digital exemplar' organisation that distributes £18 billion per annum and has seven million customers.

Mick has also previously been chief executive of Advantage West Midlands, the regional development agency for the West Midlands. He has held several non-executive director roles in the public, private and charity sectors and is currently a Council Member and Chair of the Audit Committee at the University of Birmingham and non-executive director of Sandwell and West Birmingham NHS Trust.

BOARD MEMBERS



Honor Barratt
Member

Honor is the Chief Executive of Birchgrove, a specialist age-exclusive developer working to establish a portfolio of assisted living neighbourhoods with well thought-out facilities for rent.

Central to Birchgrove's proposition is the belief that renting instead of owning a home is the most liberating form of tenure, allowing neighbours to retain their independence without the burden of homeownership.

Birchgrove has a bunch of happy neighbours in Sidcup in Kent and two neighbourhoods in Woking and Ewell, both in Surrey. Following closely behind are Banstead, Godalming, Leatherhead - all in Surrey - and most recently Chiswick and Mill Hill in London.



Sam Monaghan
Member

Sam joined MHA as Chief Executive in February 2018. He has extensive experience as a corporate director and senior operational and strategic manager within the Third and Public Sectors, in a career of more than 30 years in social care. Originally a graphic designer, Sam qualified as a social worker in 1988, working for 15 years in local authority social services, prior to joining Action for Children in 2003. In 2006, he moved to Barnardo's as their Midlands Director and became Corporate Director of Children's Services in 2013.



Howard Nankivell
Member

As CEO of Rangeford Villages, Howard drives the overall business strategy across all key disciplines, with a clear view of growing the number of high-quality integrated retirement communities that Rangeford Villages operate.

Prior to joining Rangeford Villages in 2018, Howard was previously an Executive Director at Anchor for 9 years, one of the UK's largest providers of housing and care for older people. Howard is experienced in the delivery and management of high performing later living communities and managing over 30,000 retirement units across England.



Tim Seddon
Member

Tim joined the Executive Team at RVG in March 2020. With over 35 years of experience in development and asset management, Tim has played a pivotal role in shaping the company's strategy and driving its ambitious development and growth plans. He has, in his time with us, been responsible for leading key functions in the business including Development, Property Services and Sales & Marketing.

Now, as CEO, Tim is committed to driving business continuity, and alongside the RVG Executive Team, delivering the current strategy. Passionate about the team, resident experience and maximising RVG's potential he is dedicated to maintaining a purpose-driven approach to enhance residents' quality of life, offering better options for those entering later life with more choice and flexibility.

Tim's drive to achieve a market leading sustainability agenda runs through his decision making. By working directly with key stakeholders, he aims to inspire positive change for both the UK's residential and retirement community.

His extensive background includes senior positions in leading development and portfolio teams for leading property PLCs, Land Securities and St Modwen, managing major projects across London and the UK.



BOARD MEMBERS



Julie Fawcett
Member

Julie joined Auriens as CEO of Auriens, Amicala and Draycott Nursing and Homecare - 3 companies bought together under a single platform by Oaktree Capital Management with the aim of developing further provision in the IRC sector. With numerous projects in development, the hope is to grow with the sector and be a meaningful contributor to providing high quality solutions for people as they age.

With experience spanning Real Estate and Hospitality as CEO of a European real estate backed hotel platform, Julie also has experience as an Operating partner in Private Equity, acquiring and growing businesses with potential. She is also Chair of a small hotel brand House of Gods, and has served as the first Chair of Britain's newest national park – The South Downs - as part of a love of the great outdoors and the area in which she lives.

With a long history of operating within a social impact framework, she has taken multiple companies through the BCorp accreditation process and is a strong champion of the operational delivery of ESG as just doing good business. A short spell in social housing and as a secondee as a government advisor all add to the diverse range of skills needed to be an active participant in this nascent sector that is full of potential.



Ed Gladman
Member

Ed Gladman is the CEO of Adlington Retirement Living. They design, build and operate mid-market IRCs, all done by our in-house teams.

Adlington has completed 19 communities to date, all for private sale and built using our construction teams with many more in the pipeline. It remains absolutely committed to delivering a mid-market proposition to the UK consumer.

LEADERSHIP FORUM

ARCO's new governance structure came into effect in October 2023, following a review supported by former ARCO Vice Chair, Jane Ashcroft CBE. This created a smaller Board focused on the oversight of ARCO's administration, plus a wider Leadership Forum open to senior leaders of all ARCO Members, in which substantive sector and policy issues are discussed.

- **Honor Barratt**, CEO, Birchgrove
- **Daniel Carmel-Brown**, CEO, Jewish Care
- **Daniel Cook**, Executive Director, LifeCare Residences
- **Martin Earp**, CEO, Riverstone Living
- **Nick Edwards**, CEO, Inspired Villages
- **Ed Gladman**, CEO, Adlington Retirement Living
- **Avnish Goyal** CBE, Chair, Santhem Residences
- **Russell Jewell**, CEO, Untold Living
- **Anna Kear**, CEO, Tonic Housing Association Ltd
- **Philippa Kellar**, Managing Director, Richmond Villages
- **Mick Laverty**, CEO, ExtraCare Charitable Trust
- **Henry Lumby**, CCO, Auriens Group
- **Peter Martin**, Development & Commercial Manager, Enterprise Retirement Living
- **Sam Monaghan**, CEO, MHA
- **Howard Nankivell**, CEO, Rangeford Villages
- **Martin Rix**, CEO, Belong Limited
- **Zara Ross**, CEO, BEN
- **Nick Sanderson**, CEO, Audley Group
- **Tim Seddon**, CEO, Retirement Villages Group
- **Amar Sheikh**, Director, Berkeley Healthcare
- **Philip Smith**, CEO, Augustinian Care - St George's Park
- **Gavin Stein**, CEO, Elysian Residences
- **Jeremy Walford**, Executive Chair, Middleton Hall Retirement Villages
- **David Williams**, CEO, St Monica Trust



EXECUTIVE TEAM

**Michael Voges**

Chief Executive

Michael is a leading national expert on older people's housing and social care, and a frequent media commentator on both the economic and political framework for Housing-with-Care in the UK.

He has overseen ARCO's work to represent and champion the Housing-with-Care sector since its inception in 2013, taking the organisation from a team of one to a diverse outfit that sets rigorous standards for the sector, runs high-quality events, and influences and shapes key government policy.

Michael frequently speaks at conferences in the UK and abroad, and has served on numerous advisory bodies, commissions and committees with a special focus on social care/policy, housing and ageing.

**Sally Ireland**

Director of Legal & Compliance

Sally Ireland is a barrister and as Director of Legal and Compliance at ARCO, she oversees ARCO's regulation of Integrated Retirement Communities in addition to leading ARCO's work to develop the law to allow for further expansion of the sector. She also supports the Board as ARCO's Company Secretary.

Sally has practised in public and social care law in addition to working in policy and law reform in relation to regulated settings. Her degrees are in Law from the University of Cambridge and LLM from the London School of Economics and Political Science.

**James Lloyd**

Director of Policy and Communications

James joins us from education charity AQA, where he was Head of Policy and Public Affairs, and has great experience at the highest levels of politics and in the social care sector, having worked as a Senior Advisor to the Prime Minister's Strategy Unit and an Independent Advisor to the Opposition on cross-party social care talks, and for organisations including the International Longevity Centre – UK and Social Market Foundation.

**Katie Draper**

Director of Membership & Operations

Katie joined ARCO back in January 2019 and now works as part of the Executive team to oversee ARCO's membership and operational functions including the year-round events programme, web presence and internal systems, and delivery of the ARCO Annual Conference.

Katie has a deep understanding of ARCO's mission, membership and processes and works to continually improve these as the sector and organisation grows.

**John Hesford**

Compliance Engagement Manager

As Compliance Engagement Manager, John manages ARCO's Standards and Compliance function, as well as supporting ARCO's Director of Legal & Compliance in developing sector-specific legislation.

John was previously the Business Network Manager at the British Chambers of Commerce, where he was responsible for accreditation, complaints and stakeholder engagement. John has a BA in Politics and International Relations from the University of Leicester.



EXECUTIVE TEAM

**Sarina Kiayani**

Policy & External Affairs Manager

As Policy and External Affairs Manager, Sarina manages ARCO's relations with policymakers and the media, alongside running the organisation's social media channels. Her work centres around formulating ARCO's policy positions and advocating the Integrated Retirement Community model to stakeholders.

She has previously worked in the charity sector and for strategic communications agencies. She holds a Bsc in Politics and International Relations from the London School of Economics.

**Ross Godwin**

Finance & Business Manager

Ross Godwin joined ARCO in October 2019 as Finance and Business Manager, with responsibility for maintaining ARCO's financial and statutory records.

Ross is a highly experienced and qualified finance professional, with over 30 years experience working for a diverse range of organisations, including Marsh & McLennan Companies and Smith & Williamson. He is also a trustee of the Charles Godwin Charitable Trust which helps those in need and, in particular, the young and elderly.

**Tade Muyiwa-George**

Partnerships Manager

As Partnerships Manager, Tade oversees the delivery of ARCO's commercial partnership programme with responsibility for partnership management, building and maintaining relationships with key stakeholders across the sector. Tade is also responsible for the marketing of ARCO's annual conference including the development of our EDI strategy.

She is also co-founder and Chair of Women in Retirement Living (WiRL), an emerging non-profit organisation that aims to empower women and other underrepresented groups in the sector.

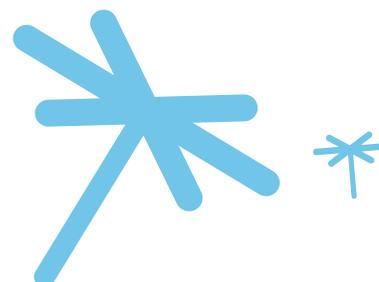
Tade has a BSc in Business and Management with an entrepreneurial background and further experience in events and project management developed both at home and abroad.

**Maria Edwards**

Membership & Operations Executive

Maria joined ARCO in May 2021 to provide administrative support to the Membership, Events and Operations Teams, to ensure processes work effectively and deliver a high level of service to our Members, Partners and Affiliates.

Maria is an accomplished client services manager with a successful background in commercial project management and cross functional collaboration. Maria has a Bachelor of Science Degree in Social Work.



Our 2023-24 Members

In 2023-24 the ARCO Operators, Membership and Partnership network was as follows:

ARCO Approved Operators

Approved Operators are Members of ARCO that have been through the stringent compliance review 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 standards review 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 Standards team 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
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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 Ltd
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	

Time for Change: 2025-26 Outlook

There are huge opportunities for the sector associated with the new government, with its focus on planning reform, expanding housebuilding, and supporting the NHS through a greater focus on prevention.

We very much look forward to sharing the next 12 months with you.



The Associated Retirement Community Operators (ARCO) is the main body representing the Integrated Retirement Community sector in the UK.

**Associated Retirement
Community Operators (ARCO)**
167-169 Great Portland Street, 5th Floor
London, W1W 5PF

Phone: 020 3697 1204
Email: members@arcouk.org
BlueSky: [arcoposts.bsky.social](https://bsky.app/profile/arcoposts.bsky.social)

For more information on ARCO, visit:
www.arcouk.org