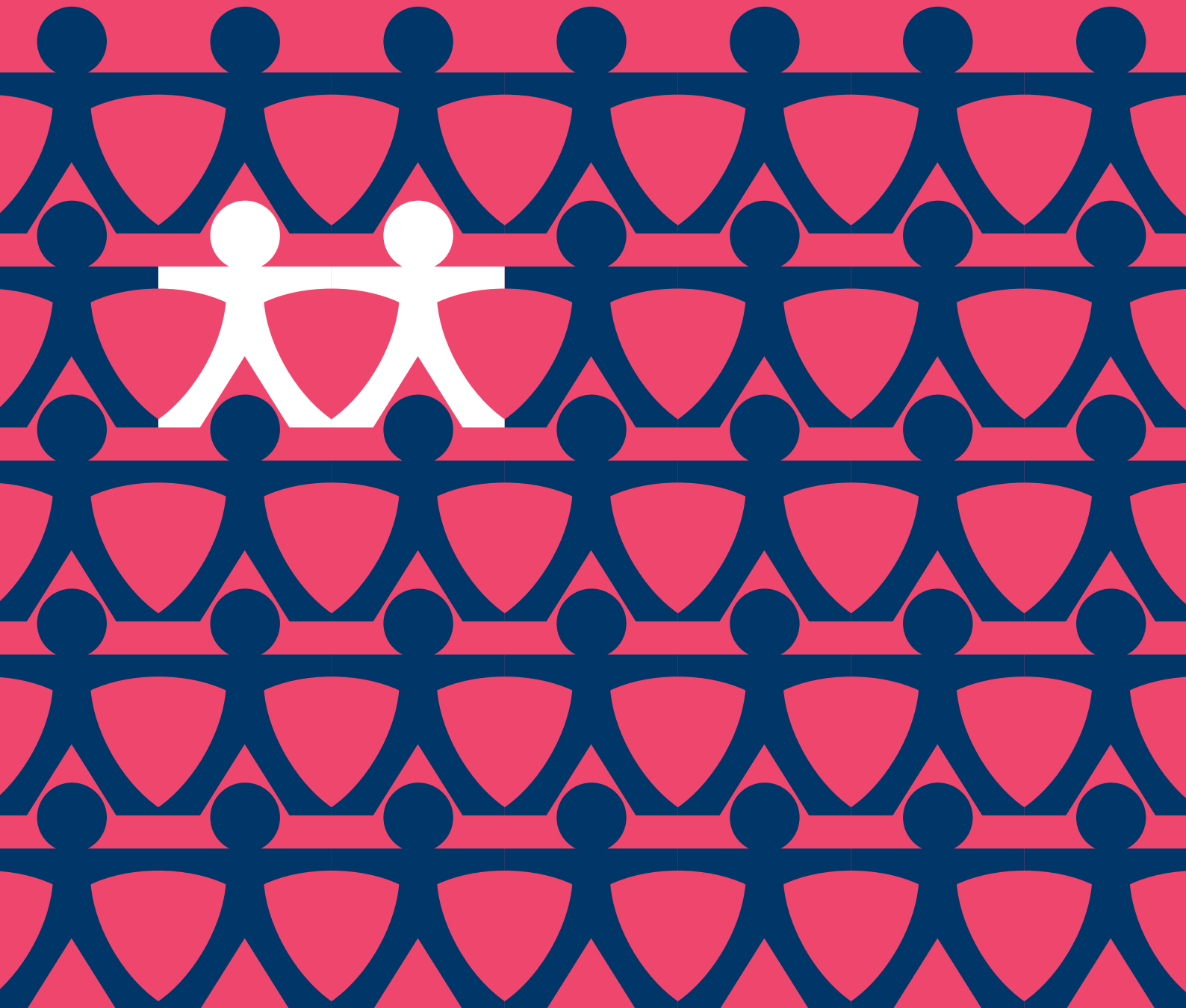




Setting Standards for
Retirement Communities

Membership

2025 - 2026



Welcome	3
What is ARCO	4
Living options for Older People	5
What ARCO does for its Members	6
The Year Ahead	8
Our Impact and Reach in 2024-25	10
Our Key Objectives for 2025-26	12
Membership Eligibility	13
Membership Types	14
Membership Benefits	15
Membership Fees	16
Our Current Members	18
Our Current Commercial Partners	19
ARCO Approved Operator Registered Communities in the UK	20
Membership FAQs	22



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

As we look ahead to a pivotal year of change and opportunity, ARCO's mission remains more relevant than ever: to ensure that older people in the UK have better choices when it comes to housing, care, and community.

ARCO continues to lead the way in shaping policy and public debate around Integrated Retirement Communities (IRCs) and our work with the Older People's Housing Task Force helped to shine a spotlight on the immense value our sector brings - not only in terms of improved health and wellbeing outcomes, but also through easing pressure on health and social care systems.

We are also very proud to mark a major milestone this year: the ARCO Consumer Code has received formal approval from the Chartered Trading Standards Institute (CTSI) - the first code in the retirement sector to achieve this status. This is a landmark achievement, reflecting ARCO Members' commitment to transparency, accountability, and the highest standards of customer protection.

Across the ARCO membership - charitable, not-for-profit, and private providers - there is huge diversity in approach, but a shared belief in the power of community, independence, and high-quality design to improve lives as we age. We are proud of what we have achieved together and are excited about progress still to come. Thank you for being part of this vital movement.

From our Chief Executive and Director of Membership & Operations

In a year shaped by shifting economic, social, and political landscapes, the importance of our sector has only grown. With the UK on the brink of becoming a 'super-ageing society' - where over 20% of the population will be aged 65 or over - the need to expand housing and care options for older people has become increasingly urgent.

Integrated Retirement Communities (IRCs) are a central part of the solution. The growth of the sector not only supports the wellbeing of older people but also the social care system and the NHS as we work to meet rising demand across the country.

Becoming a Member or Accelerator means joining a network of organisations committed to working together to shape the future. It has never been more important for our sector's voice to be united and for ARCO to continue to drive high customer standards, showcasing a UK sector that is trusted, sustainable and which delivers for all areas of society.

There is still much to do, but by working collaboratively, we are confident in our ability to meet the challenges ahead. We are immensely grateful for the continued support of our Members and Accelerators, and we look forward to building on that momentum over the next 12 months to drive the sector forward.



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:

 Retirement Housing Also known as: <ul style="list-style-type: none"> • Sheltered housing • Retirement flats or communities 	 Integrated Retirement Communities Also known as: <ul style="list-style-type: none"> • Extra care • Retirement villages • Housing-with-Care • Assisted living • Independent living 	 Care Homes Also known as: <ul style="list-style-type: none"> • Nursing Homes • Residential Homes • Old People's Home
 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"> • 24-hour onsite staff • Optional care or domiciliary services available • Restaurant / Cafe available for meals 	 24-hour care and support. Meals included
 Typical facilities available: <ul style="list-style-type: none"> • Communal lounge • Laundry facilities • Gardens • Guest room 	 Typical facilities available: <ul style="list-style-type: none"> • Restaurant and Café • Leisure Club including: gym, swimming pool, exercise class programme • Communal lounge and/or Library • Hairdressers • Gardens • Guest room • Activity (Hobby) rooms • Social event programme 	 Typical facilities available: <ul style="list-style-type: none"> • Communal lounge • Laundry facilities • Gardens • Guest room
 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.



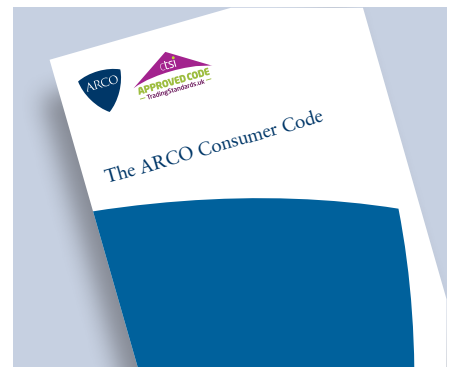
Regulation & Compliance



Delivered and driven by the ARCO Consumer Code with regular compliance reviews 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 customer protection is paramount to the success of our sector. We hope that the rigorous 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 been approved by the Approved Code Scheme, run by the Chartered Trading Standards Institute. This demonstrates our commitment to the highest standards of consumer protection and customer service.



Events & Collaboration



Delivered through a year-round programme of thought-provoking events (live and digital) with specialist working groups, roundtables, seminars at IRCs, 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 and partner with other sector events to amplify the IRC model. We provide opportunities for sharing sector 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 learn about the UK sector plus 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 2025-26 Events and Collaboration Programme



ARCO run a regular series of topical events in-person and online (including a sector-leading annual conference), with specialist working groups, roundtables, workshops at IRCs and digital forums.

We provide a platform for sharing sector best practice, exchanging knowledge and fostering collaboration.

The ARCO Programme in 2025/26*

2025

September	October	November	December
Sector IRC visit: Rangeford Strawberry Fields	ARCO AGM, Leadership Forum & Board Meeting	IRC 101 Webinar (online)	ARCO Festive Network Briefing & Drinks Reception
ARCO Autumn Network Briefing & Drinks Reception	ARCO Annual Leadership Dinner	Advisory Council Meetings**	
Operational Forum		Operational Forum	

2026

January	February	March	April
ARCO Leadership Forum & Board Meeting	ARCO Member Webinar	ARCO Member Webinar	ARCO Leadership Forum & Board Meeting
ARCO Member Webinar	ARCO Member Workshop	Finance Forum	ARCO Member Workshop
Operational Forum	Advisory Council Meetings **	ARCO Spring Network Briefing & Drinks Reception	
	Sector IRC visit: RVG Botanical Place***	Operational Forum	
May	June	July	August
ARCO Member Workshop	Partner Lunch	ARCO Annual Conference & Drinks Reception	2026/27 Registration begins
Operational Forum	ARCO Summer Network Briefing & Drinks Reception	ARCO Leadership Forum & Board Meeting	

*Please note this calendar is correct at the time of publishing but is subject to change – please refer to ARCO's events page for up-to-date events. www.arco.uk.org/events

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

***The IRC visits are subject to change due to the scheme build programme.





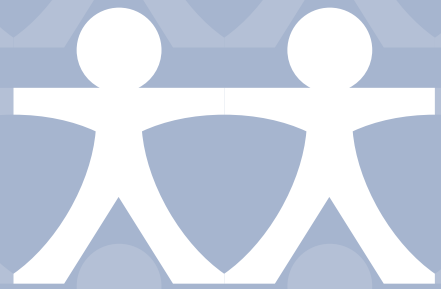
In 2024-25 ARCO delivered 53 events equating to 133 hours of content and/or networking

Over 1,600 attendees from the ARCO network took part in this year's event programme

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 2024-25



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. Its membership included ARCO's Chair, Nick Sanderson. After a delay for the 2024 General Election, the final report of the Task Force was published by the new Labour government in November 2024.

The final report has recommendations covering planning, affordability and consumer awareness and represents a key milestone for IRCs and the older people's housing sector. ARCO has been working individually and with stakeholders, such as the Housing & Ageing Alliance, to encourage the government to adopt the Task Force's recommendations, that will help the sector grow and fulfil its potential.





Leasehold and Commonhold Reform

The passing of the Leasehold and Freehold Reform Act in May 2024 gave legal recognition and definition to event fees for the first time – providing clarity and certainty for operators and customers alike. ARCO has also been working with the Ministry of Housing, Communities and Local Government on detailed aspects of implementing the Act to ensure it is aligned with the needs of the sector, as well as on the government's leasehold and commonhold reform agenda.

Parliamentary Engagement

ARCO's Policy and Communications team has a continuous programme of political and stakeholder engagement and briefing. With the start of a new Parliament, the team has invested heavily in arranging visits for MPs to IRCs in their constituency. This has won many new supporters for the sector.

Building on this work, ARCO has launched the cross-party 'IRC Parliamentary Champions Group', chaired by Matt Turmaine MP, to provide a voice for the sector in Whitehall and Westminster policymaking. It had its first meeting in April 2025, and will be a key coalition for making sure the sector has its voice heard.

ARCO once again attended all the Party Conferences, including co-sponsoring and providing a resident speaker from the ExtraCare Charitable Trust for a social care fringe rally at the Labour conference in Liverpool. The conferences are a vital platform for ARCO to raise the sector's profile and engage with Ministers and advisers.

Social media plays an important role in ARCO's communications and influencing activities. We now have 4,490 followers on LinkedIn and have begun building followers on BlueSky.

**We now have
4,490 followers
on LinkedIn**



Olly Glover, MP ♦ reposted your post · 10h

We were delighted to welcome @ollyglover.bsky.social MP to Richmond Villages Letcombe Regis last week to meet with residents and learn more about the #integratedretirementcommunity sector.



Our Key Objectives for 2025-26



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

Influencing legislation and policy

Over the course of its first year in office, the new Labour government has revealed its priorities, introducing multiple reforms in areas relevant to the IRC sector, notably planning, housing, leasehold, employment rights and the NHS.

ARCO will continue to closely monitor and engage Parliamentary activity and try to shape relevant bills when they come forward.

Over the next year, we expect to be kept very busy responding to the government's agenda, ranging from leasehold reform to renting, as well further consultations on changes to the planning system and the introduction of a brand new system of 'pay bargaining' to the care sector. We will also be proactively promoting ARCO's proposals for tenure innovation in the sector, as well as for a National Development Management Policy for older people's housing.

We will also continue to work on influencing Local Government, in particular, Local Planning Authorities, expanding and promoting the ARCO Planning Hub, and working to influence local planning policy via the suite of briefings and model documents we have produced. A particular focus will be the new London Plan from the GLA, which will be influential not just in the capital, but much more widely.

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 viability assessments, shared ownership and the national planning policy framework.

Labour Government

ARCO has spent the last year carefully building support in government for the IRC sector, educating about its nuances and communicating the benefits of IRCs for multiple areas of public policy.

A key element of this has been the creation of the IRC Parliamentary Champions Group, chaired by Matt Turmaine MP, which includes a number of Labour MPs. Members of the group have submitted multiple Written Parliamentary Questions about older people's housing.

We will continue to work on expanding this group and to demonstrate how the IRC sector aligns with the Labour government's five 'missions'.



The voice of the sector

Our updated social media strategy continues to pay dividends in terms of reach and engagement for the sector, dovetailing Generation Joy, the national IRC awareness campaign that ARCO launched with Hearst UK.

Using a range of impactful and engaging content, we aim to further establish our social media presence, boost our follower numbers and raise 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, now an Approved Code under the Chartered Trading Standards Institute (CTSI) Approved Code Scheme, 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 must complete annual compliance reviews. ARCO also conducts mystery shopping of all members via an independent mystery shopping provider, 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.

As part of our status as a Code Sponsor in the Approved Code Scheme, ARCO is audited annually by CTSI, and submits information collected on compliance Key Performance Indicators to them.



Membership Types



Approved Operators are Full Members of ARCO that have been through the standards review 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 and CTSI 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 review 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 Standards team 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.

ARCO Accelerator Programme

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 Programme is also open to international organisations looking to learn from the UK sector, but which intend to operate an IRC model outside of the UK and therefore cannot become members of ARCO.

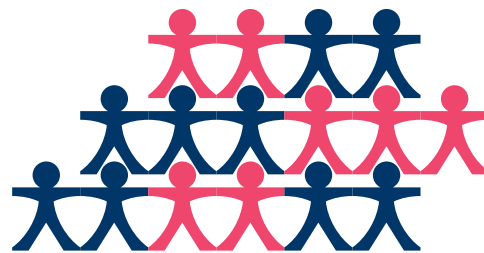
Membership Benefits



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 and CTSI Approved Code 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, PR & Communications)	✓	✓	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 review 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 **£12.00**

500 units (minimum)

£6,000

501 – 999 units

£12.00 x #

1000+ units

£12,000

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 organisation.

Small provider of affordable rented extra care schemes with limited or no growth plans

**Between
£2,336 - £9,498**


Medium sized providers of mixed tenure schemes with moderate expansion plans

**Between
£10,659 - £18,991**

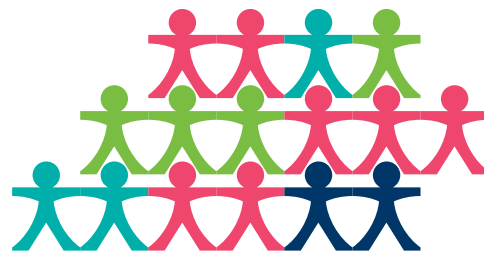
Providers of private payer IRCs with considerable growth ambitions

**Between
£17,649 - £35,298**

Base + Growth Fee

Compliance Fees 		
Approved Operators	Prospective Members	Provisional Members
<p>Approved Operators will need to complete compliance reviews on an annual basis. The number of schemes reviewed for each member is determined by how many registered schemes they have, and examples of these and the fees are below.</p> <p>The annual compliance fee also includes mystery shopping undertaken by our independent provider, Moricon.</p>	<p>An 'Enabling Compliance' review will need to be undertaken during the development of any Integrated Retirement Communities. This is a detailed review that provides more support to the Member, and aims to ensure that ARCO's requirements for standards and compliance under the Consumer Code are met before marketing and sales take place.</p> <p>The fee for the 'Enabling Compliance' review is £2,750 (plus VAT). This review will focus 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 review of the first community to open will be required, which takes place before residents move in, covering the entire scheme. This will usually take place in the next membership year. In 2025/26 this will be charged at £1,792 (plus VAT).</p>	<p>One 'Enabling Compliance' review will need to be undertaken during the first year, plus any additional review(s) required according to the number of schemes being registered (see table below).</p> <p>The Enabling Compliance review 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 the 'Enabling Compliance' review is £2,750 (plus VAT).</p> <p>Any additional review(s) will be charged as per the table below.</p>
Number of schemes registered	Number of schemes reviewed	Compliance fee
1 - 5	1	£1,792 + VAT
6 - 10	2	£2,482 + VAT
11 - 15	3	£3,172 + VAT
16 - 20	4	£3,862 + VAT
21 - 25	5	£4,552 + VAT
26+	6	£5,242 + VAT

Our Current Members



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.

WALLACE A LIVING

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 Current 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.

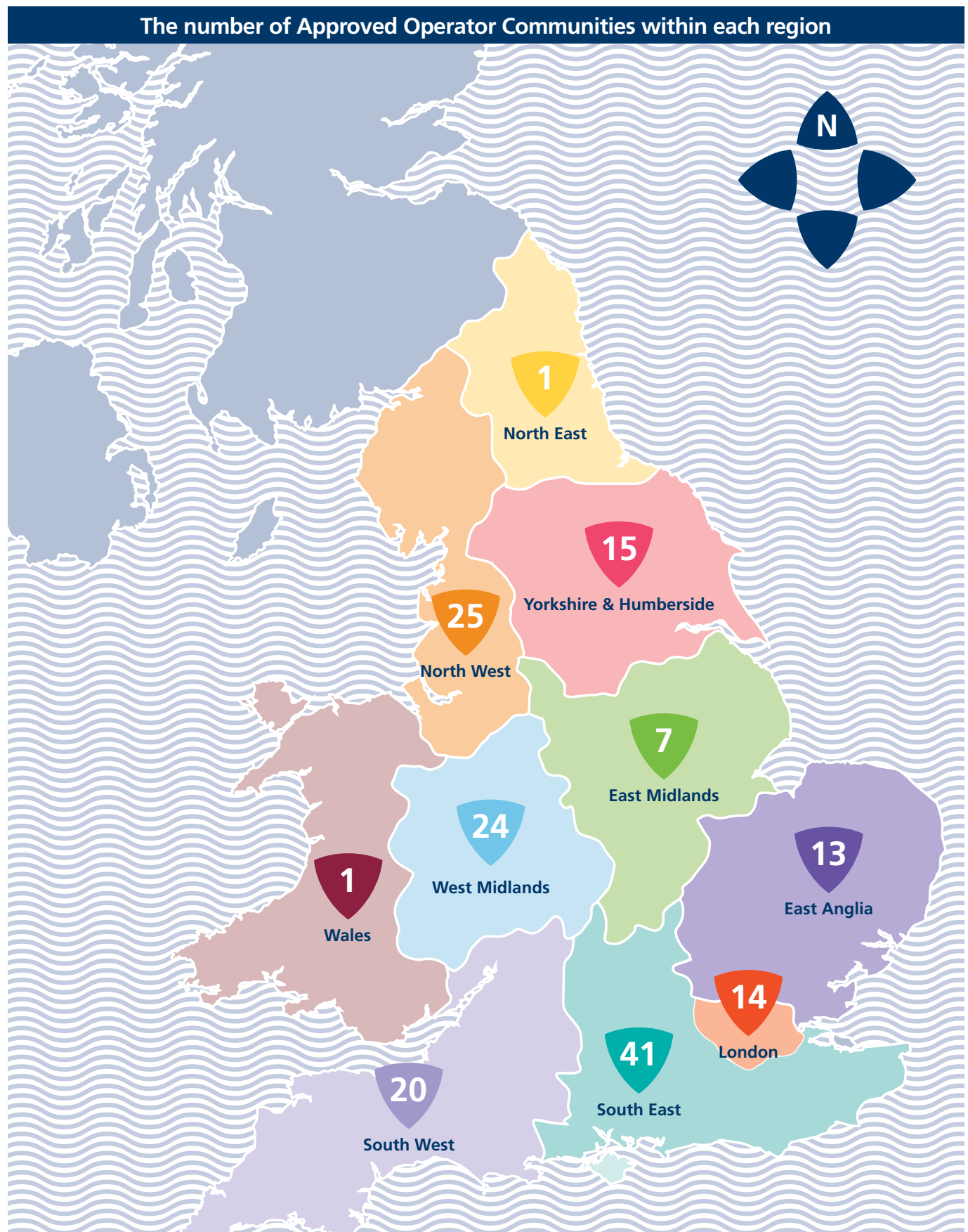
Below are the organisations that are currently part of the ARCO Commercial Partnership.

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

ARCO Partners			
Bevan Brittan	Hansgrohe	Knight Frank	Savills
Catalyst Interiors	Irwin Mitchell	Mills & Reeve	Whiteley Consulting Ltd
CBRE Limited	JLL	PRP	
Gowling WLG	Jones Day		

ARCO Affiliates			
Acuity Law	Christie & Co	Lester Aldridge	Spring
Ageing Asia Alliance	Clarendon Tutors	Lichfields	Stantec
Aline (previously Sherpa)	Clifford Chance	Life3a	Stephen George + Partners LLP
Amba	Cluttons	Lottie	Symphony Hearing
AMN Architects	Clyde & Co	Maccleanor Lavington	Tetlow King
ARC Engineers Ltd	CMS Cameron McKenna Nabarro Olswang	Montagu Evans	Technogym
Arcadis	CoCo (ColladoCollins) Architects	Nexus Media Group, HealthInvestor UK	The Care Workers' Charity
Assael	Colliers International	NHBC	The Gold Standards Framework
Atkins Realis	Commercial Acceleration	Nobi	The Senior Move Partnership
Autumna	Cubigo	Park Grove Design Ltd.	The Together Project
Avante Care and Support	DLP Planning	Pegasus Group	TLT
Barr Gazetas	EGYM UK	Perega	tor&co (prev Terence O'Rourke)
BEMSCA	Elderly Accommodation Counsel (EAC)	Pinsent Masons LLP	Trident Construction
Bernard Interiors	Eversheds Sutherland	Porters Care	TSA Riley
Blake Morgan	Forsters LLP	Pozzoni Architecture Ltd	ukactive
Blocc Interiors	Gardiner & Theobald LLP	QX Global Group	Virtual Viewing
Brewers	Gaunt Francis Architects	RCKA	West Waddy Archadia
Bridgman Commercial	Harris Irwin Architects	Roomservice by CORT	Wifinity Ltd
Browne Jacobson LLP	Hoare Lea LLP	Safe Space Technology Ltd	WiRL
Bryan Cave Leighton Paisner LLP	Howden	Saunders Boston Architects	Zest Bathrooms & Kitchens
Cain International	Ian Williams	SAY Property Consulting LLP	
Carterwood	Innerva	Shoosmiths	
Cast	Kori Construction	Silverbridge Properties Ltd	
Chase de Vere	Lead Intuition	SportsMed	

ARCO Approved Operator Registered Communities in the UK



East Anglia (13)

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

East Midlands (7)

Audley Group
ExtraCare Charitable Trust
MHA
Richmond Villages

London (14)

Audley Group
Auriens Group
Elysian Residences
Jewish Care
LifeCare Residences
Riverstone Living
Tonic Housing Association

North East (1)

Middleton Hall

North West (25)

Adlington Retirement Living
Belong Limited
Enterprise Retirement Living
Inspired Villages
MHA
Retirement Villages Group
Richmond Villages

South East (41)

Audley Group
Augustinian Care - St George's Park
Berkeley Healthcare
Elysian Residences
ExtraCare Charitable Trust
Inspired Villages
LifeCare Residences
LMS Retirement Living
MHA
Rangeford Villages
Retirement Villages Group
Richmond Villages

South West (20)

Adlington Retirement Living
Audley Group
Berkeley Healthcare
ExtraCare Charitable Trust
Inspired Villages
MHA
Rangeford Villages
Retirement Villages Group
Richmond Villages
St Monica Trust
Untold Living

Wales (1)

MHA

West Midlands (24)

Adlington Retirement Living
Audley Group
Belong Limited
Enterprise Retirement Living
ExtraCare Charitable Trust
Inspired Villages
MHA
Retirement Villages Group
Richmond Villages

Yorkshire & Humberside (15)

Adlington Retirement Living
Audley Group
Enterprise Retirement Living
MHA
Rangeford Villages



Membership FAQs



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 13 of this brochure and in the ARCO Consumer Code.

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

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.

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 to check.

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.

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.

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 the annual compliance review.

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.

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

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

