



Setting Standards for
Retirement Communities

Membership

2026 - 2027



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Welcome



Nick Sanderson
Chair
ARCO



Mick Laverty
Vice-Chair
ARCO

From our Chair and Vice-Chair

The next year looks set to be the most important in the history of the Integrated Retirement Community sector in the UK.

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. 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.

However, the government's plans to reform leasehold and commonhold are proving a moment of reckoning for the sector. There are risks, but also huge opportunities. We have never been closer to the kind of sector-specific regulation that we have long campaigned for, and which has been critical to the growth of comparable sectors overseas, notably New Zealand.

Thank you for being part of this vital movement.

From our Chief Executive and Director of Membership & Operations



Michael Voges
Chief Executive
ARCO



Katie Draper
Director of Membership
& Operations, ARCO

With the UK soon to become a 'super-ageing society' — where more than 20% of the population soon to be over 65 — expanding housing and care options is no longer optional but critical. In an increasingly uncertain world and with the current economic climate (with high interest rates, high construction costs and a slow housing market) presenting challenges to our sector's growth, Integrated Retirement Communities face some of the most significant opportunities and risks in their history, not least through the government's programme of leasehold reform and wider housing policy changes. The decisions taken over the coming year will have profound implications for the long-term future of our sector.

Against that backdrop, the ARCO team will continue to deliver an unprecedented programme of policy, legal and public affairs work. Recent developments, including the recommendations of the MHCLG Select Committee and the Housing Minister, Baroness Taylor's address at our 2026 Annual Conference, demonstrate that this work is making a real impact. However, we are also acutely aware that the most complex phase of this work still lies ahead. Securing the right long-term tenure framework for our sector to allow it to grow and thrive will require significant further legal, policy and stakeholder engagement over the coming year.

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.



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 objective 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 enables people to feel secure and make the most of their later life.

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?

The chart below shows how Integrated Retirement Communities 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: • Sheltered housing • Retirement flats or communities	 Integrated Retirement Communities Also known as: • Extra care • Retirement villages • Housing-with-Care • Assisted living • Independent living	 Care Homes Also known as: • 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	 • 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: • Communal lounge • Laundry facilities • Gardens • Guest room	 Typical facilities available: • 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: • 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



The evidence is all around us 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 change we want to see in areas such as tenure, 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.



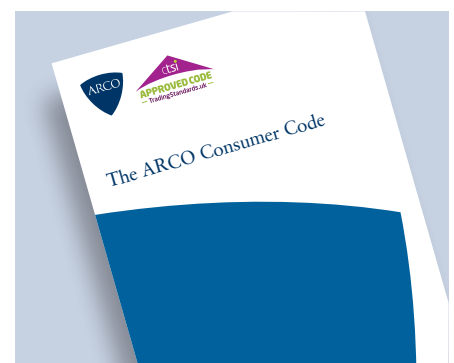
Regulation & Compliance



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 & Sector Intelligence



ARCO helps its members stay ahead of the issues that could shape, restrict or undermine the future of Integrated Retirement Communities. Through close monitoring of emerging Government bills, legislation, regulation and policy developments, we identify risks early, interpret what they mean for operators, and coordinate action before they become sector-wide threats.

This work is delivered alongside a year-round programme of live and digital events, specialist working groups, roundtables, seminars at IRCs plus research and reports. Topics span operational practice, development and planning, design, compliance, marketing and sales, while also giving Members timely insight into the political, legal and regulatory environment in which they operate.

Why we do it: the IRC sector operates in a fast-moving and increasingly complex environment. Without a strong and trusted collective voice, individual operators can be exposed to policy changes, legislative proposals or public narratives that may create significant commercial, reputational or operational risk. ARCO's role is to reduce — and in some cases eradicate — those risks as they surface, ensuring Members are informed, prepared and represented where decisions are being made.

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. By bringing operators, commercial organisations and stakeholders together, ARCO creates a platform for sharing best practice, testing solutions and building the evidence and relationships needed to protect and grow the sector.



The Year Ahead: ARCO 2026-27 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 2026/27*

2026			
September ARCO Autumn Network Briefing & Drinks Reception Operational Forum	October IRC 101 Webinar (online) Sector IRC visit: tbc***	November ARCO AGM, Leadership Forum & Board Meeting ARCO Annual Leadership Dinner Advisory Council Meeting** Operational Forum	December ARCO Festive Network Briefing & Drinks Reception
2027			
January ARCO Leadership Forum & Board Meeting ARCO Member Webinar Operational Forum	February ARCO Member Webinar ARCO Member Workshop Advisory Council Meeting**	March ARCO Member Webinar Finance Forum ARCO Spring Network Briefing & Drinks Reception Operational Forum	April ARCO Leadership Forum & Board Meeting Sector IRC visit: tbc***
May ARCO Member Workshop Operational Forum	June ARCO Summer Network Briefing & Drinks Reception	July ARCO Annual Conference & Drinks Reception ARCO Leadership Forum & Board Meeting	August 2027/28 Registration begins

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

**Advisory Council meetings are open to Legal Strategic Partners and Partners.

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





In 2025/26 ARCO delivered 45 events, equating to 97 hours of content and/or networking

Over 1,800 attendees (including public) took part in this year's event programme

Our sector leading *What Next? 2026* Conference in London welcomed over 400 delegates from across the sector



Our Impact and Reach in 2025-26



Leasehold and Commonhold Reform

More than two years in, the Labour Government is progressing its plans to introduce a ban on new leasehold flats and instead make commonhold the default tenure in future.

However, thanks to the work of ARCO and its members, there is a recognition among policymakers that a bespoke approach is required for IRC operators. Following submissions from the sector, MPs on the Housing, Communities and Local Government Committee recommended the government look at a “different approach” for IRCs. The Government has also recognised there are “genuine questions” around commonhold for IRCs and is looking at alternatives.

ARCO has been using this moment to advocate for a different model of tenure reform for the IRC, focused on moving the sector closer to the hugely successful retirement village sector in New Zealand.

The next year will be crucial for tenure reform and the entire future of the IRC sector.

Parliamentary Engagement

ARCO’s Policy and Communications team has a continuous programme of political and stakeholder engagement and briefing.

At the core of this is the ‘IRC Parliamentary Champions Group’, a cross-party network of Parliamentarians with an IRC in their constituency, chaired by Matt Turmaine, MP for Watford.

The group helps to raise the profile of IRCs in Westminster and Whitehall policymaking, for example, by asking Ministers questions about the sector. In the previous year, one member even submitted a Private Members Bill to raise awareness of our tenure reform proposals.

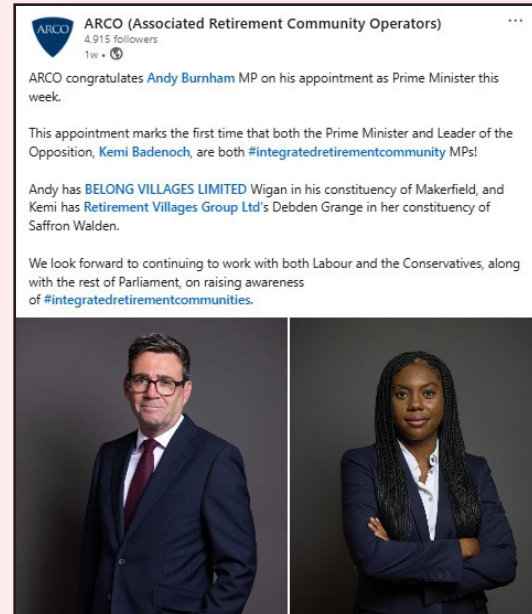
We also attend and take part in APPGs, for example, Michael Voges spoke at a meeting of the APPG on Housing and Care for Older People.



Media

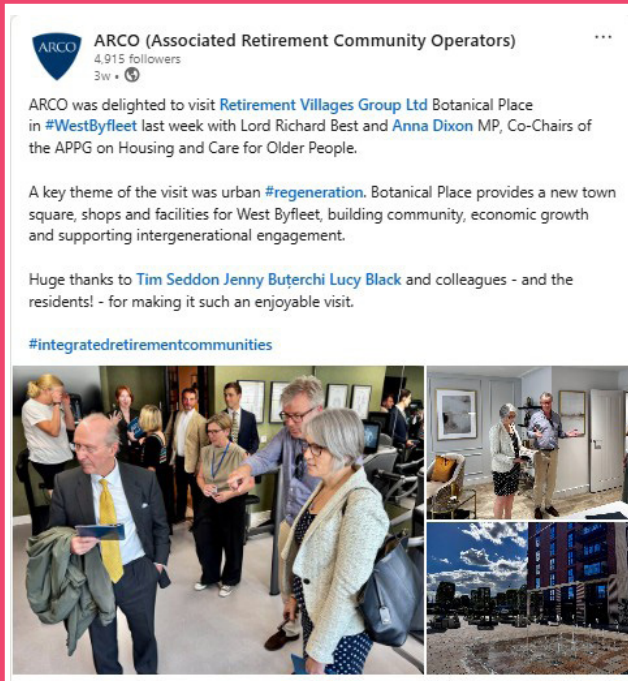
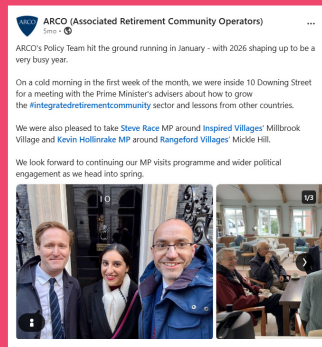


Social media plays an important role in ARCO's communications and influencing activities. We now have over 4,900 followers on LinkedIn and a growing following on BlueSky.



We also build our profile in the media, for example, by securing coverage of our proposals for tenure reform and local development plans, as well publishing op-ed to influence debate.

We now have
4,908
followers
on LinkedIn



Our Key Objectives for 2026-27

It's an incredibly busy time for ARCO's policy, influencing and communications work.

Influencing legislation and policy

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 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.

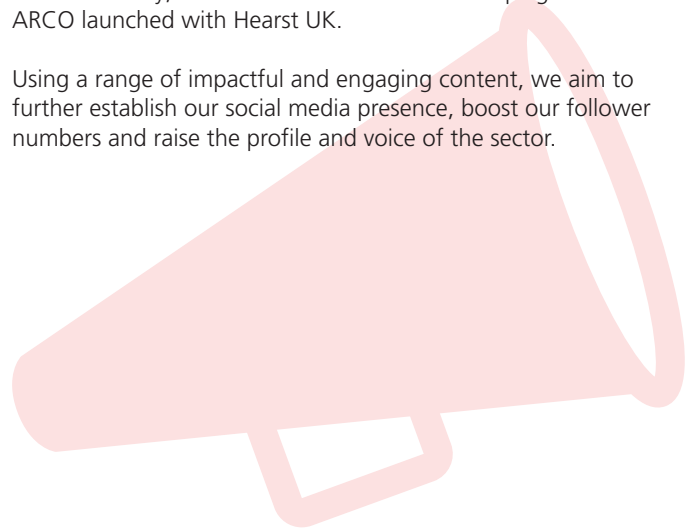
ARCO will continue to submit responses to consultations from government and other organisations to argue the case for the sector, protect the interests of Members and ensure their voice is heard.

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

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.

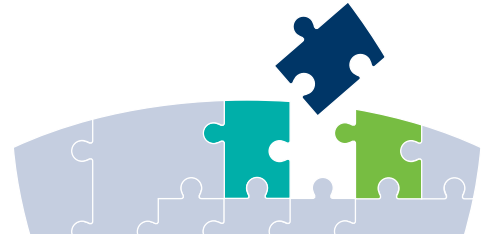
Members must complete annual compliance reviews. ARCO also conducts mystery shopping of all members via an independent mystery shopping provider, to ensure that high standards are maintained. In addition, ARCO supports Members to achieve compliance by providing workshops, training, and guidance materials.

ARCO's Standards and Regulation functions are overseen by the ARCO Standards Committee, which is independently chaired. 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.



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.



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.

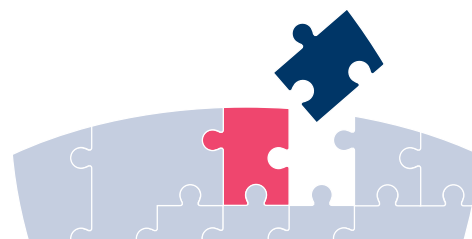
Membership Benefits



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 **£11,624 (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 **£12.43**

500 units (minimum)

£6,215

501 – 999 units

£12.43 x #

1000+ units

£12,430

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
£2,400 - £9,625**

Medium sized providers of mixed tenure schemes with moderate expansion plans

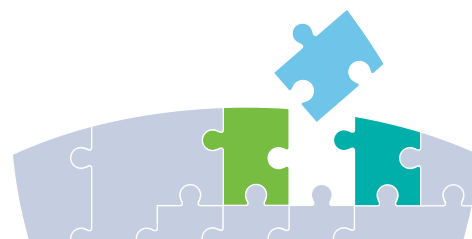
**Between
£10,825 - £19,245**

Providers of private payer IRCs with considerable growth ambitions

**Between
£18,070 - £36,140**

Compliance Fees 		
Approved Operators	Prospective Members	Provisional Members
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. The annual compliance fee also includes any mystery shopping undertaken in that year through our independent provider.	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. The fee for the 'Enabling Compliance' review is £2,849 (plus VAT). This review will focus on the following key areas: 1) Marketing materials, website and advertisements (before reservations are taken). 2) Leases and contracts. 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 2026/27 this will be charged at £1,857 (plus VAT).	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). 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. The fee for the 'Enabling Compliance' review is £2,849 (plus VAT). Any additional review(s) will be charged as per the table below.
Number of schemes registered	Number of schemes reviewed	Compliance fee
1 - 5	1	£1,857 + VAT
6 - 10	2	£2,571 + VAT
11 - 15	3	£3,286 + VAT
16 - 20	4	£4,000 + VAT
21 - 25	5	£4,716 + VAT
26+	6	£5,431 + 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.

There are currently no Provisional or Prospective Members

ARCO Accelerator Programme & International Associates

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. International Associates can access a special package of events and support to give a better understanding of the UK IRC sector and its operators.



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.

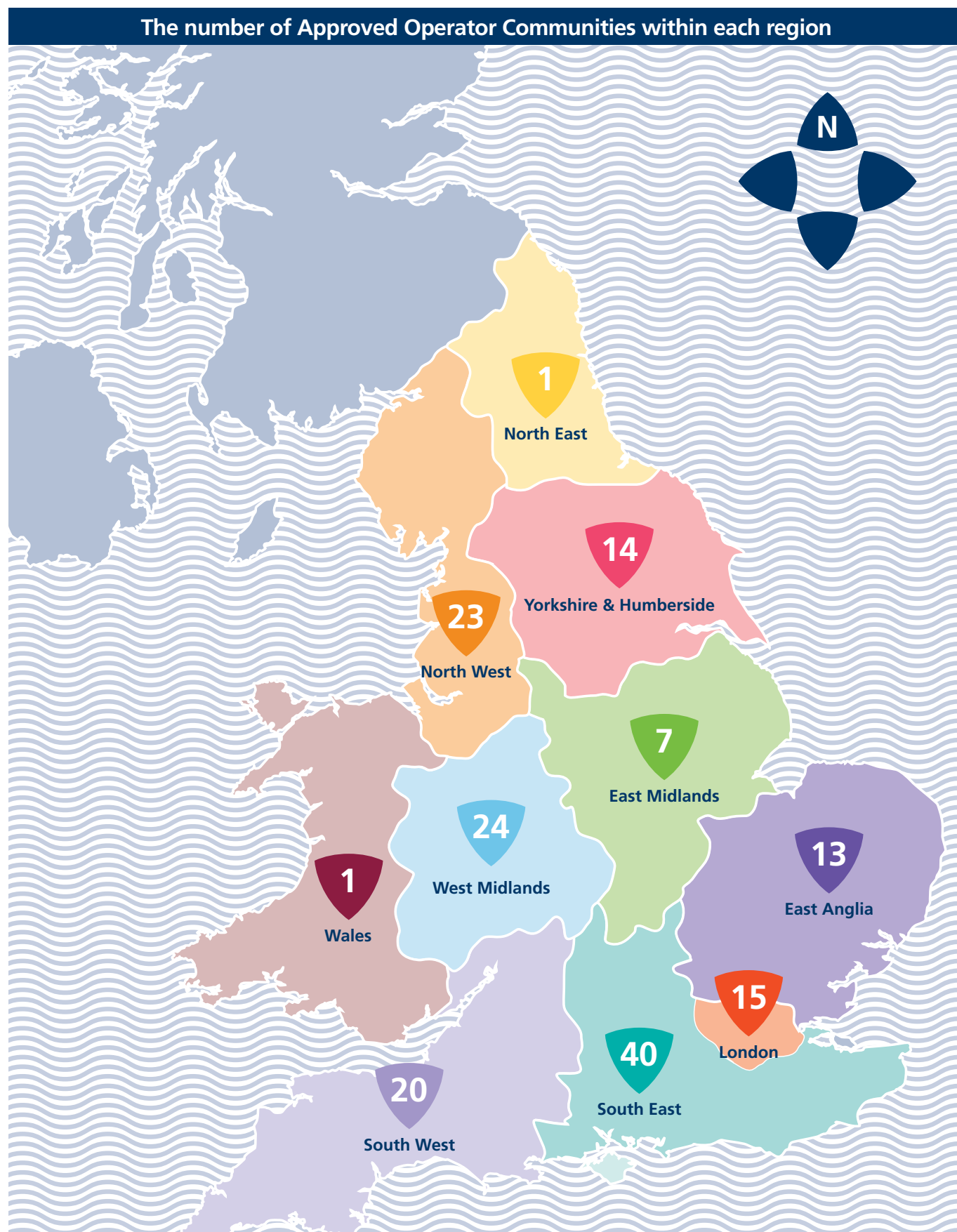
Below are the organisations that are currently part of the ARCO Commercial Partnership.

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

ARCO Partners		
Bevan Brittan	Jones Day	PRP
Gowling WLG	Pinsent Masons LLP	SAY Property

ARCO Affiliates			
Acuity Law	CoCo (ColladoCollins) Architects	Knight Frank	Silverbridge Properties Ltd
Ageing Asia Alliance	Compass Associates	Kreston Reeves	Spring
Aline (previously Sherpa)	Cubigo	Lead Intuition	Symphony Hearing
ARC Engineers Ltd	Digital Seniority	Lester Aldridge	Technogym
Arcadis	Edward Thomas Interiors	Lottie	Tetlow King
Atkins Realis	EGYM UK	Lynden Consulting	The Care Workers' Charity
Autumna	Elderly Accommodation Counsel (EAC)	Marrons	The Downsize Partners
BEMSCA		Mills & Reeve	The Gold Standards Framework
Blake Morgan	Forsters LLP	Montagu Evans	The Senior Move Partnership
Blocc Interiors	Furncare	Moricon Consultants	The Together Project
Brewers	Gardiner & Theobald LLP	Nexus Media Group, HealthInvestor UK	tor&co (prev Terence O'Rourke)
Bridgman Commercial	Gaunt Francis Architects	Nobi	TSA Riley
Browne Jacobson LLP	Hansgrohe	Nockolds	ukactive
Carterwood	Harris Irwin Architects	Park Grove Design Ltd.	Virtual Viewing
Cast	HEWI	Perega	West Waddy Archadia
CBRE	Hoare Lea LLP	Porters Care	White Oaks
Chase de Vere	Ian Willams	Pozzoni Architecture Ltd	Whiteley Consulting
Christie & Co	Jen Bernard Interiors	QX Global Group	Wifinity Ltd
Clifford Chance	Jim's Gym	Roomservice by CORT	WiRL
Clyde & Co	JLL	Saunders Boston Architects	Zest Bathrooms & Kitchens
CMS Cameron McKenna Nabarro Olswang	Johnson Health Tech	Savills	

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 (15)

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

North East (1)

Middleton Hall

North West (23)

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

South East (40)

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
ExtraCare Charitable Trust
Freedom Living
Inspired Villages
MHA
Retirement Villages Group
Richmond Villages

Yorkshire & Humberside (14)

Adlington Retirement Living
Audley Group
Freedom 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. Care provision can be delivered either by the operator's own registered service or by working with a care partner.

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**, but we can also arrange for your organisation to join mid-year if required. 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.

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

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 IRCs 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.

