



Setting Standards for
Retirement Communities

Membership

2022 - 2023



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Welcome



Nick Sanderson
Chair
ARCO



Jane Ashcroft CBE
Vice-Chair
ARCO



Michael Voges
Chief Executive
ARCO



Katie Draper
Director of Membership
& Operations, ARCO

From our Chair and Vice-Chair

The IRC sector is taking off! The last twelve months have been a transformative year for housing-with-care for older people in the UK. Demand is booming, investment is rolling in, far more IRCs are being built and finally the Government has heeded ARCO's calls and set up a Task Force to help expand housing and care provision and choice for older people.

The trends have been there for a while and many of us have been predicting this for years – older people want and deserve better options. With a new generation of baby boomers just starting to move in to IRCs and with the pandemic reminding people just how important our homes, surroundings and communities are we have now passed a tipping point.

A number of important challenges remain and the sector will remain focused on engaging positively with the Government and with the Task Force to ensure that this once in a generation opportunity does not go to waste. We welcome all the offers of support and the significant levels of engagement we are seeing from investors and partners in this.

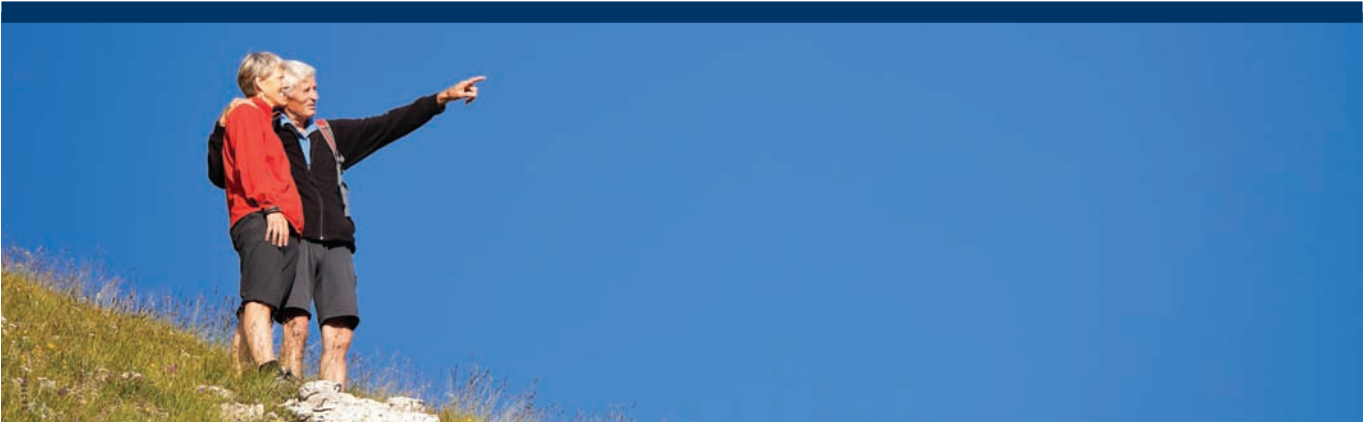
It has never been more important that sector speaks with a single, clear and united voice on the issues which matter to our residents, workforce and stakeholders – we are fortunate that ARCO is so well positioned to serve this role and to build on the success we have seen over recent years to help forge a bright future for our sector.

From our Chief Executive and Director of Membership & Operations

Wherever we go, wherever we look – finding innovative, customer-centric solutions that address the housing and care needs of our ageing population is at the forefront of people's minds in every country we look at when it comes to finding comparable challenges to the one we face in the UK.

Now that the government is finally taking our sector seriously, we are excited to be working with our members and partners on putting in place the foundations on which a much larger, more sustainable sector will be built – to put things into perspective: current provision of IRCs will be dwarfed by the future expansion of this sector over the coming decades.

Becoming a member or partner means joining a network of like-minded organisations working together to shape the future in a meaningful way – putting customers at the heart of what we do, working in partnership with government and policymakers and continuously thriving to focus on solutions that create social value. We are grateful for all our members' and partners' support over the years – now that ARCO is 10 years old, we are very much looking forward to our next 10 years together!



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.



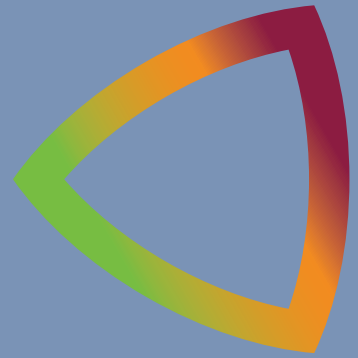
Living Options for Older People

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



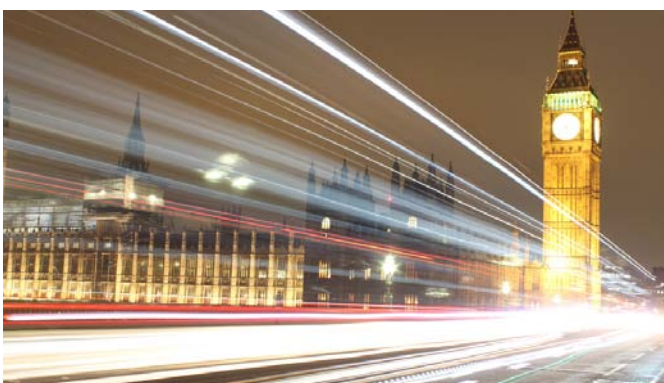
Delivered through policy campaigning work with government Ministers, civil servants, local authorities, academic bodies, charities and other key stakeholders to influence the future shape of sector legislation.

We are building awareness of the sector and increasing its influence with the public and key decision makers through our work with the media, social media, political allies and consumer advocates. We are also supporting the work of the recently established cross-Government Older People's Housing Task Force to develop the regulation our sector needs to grow and to tackle barriers holding back supply.

Following two years of campaigning, ARCO is now seeing the formation of a cross Government Task Force for older people's housing as part of the Leveling up agenda.

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

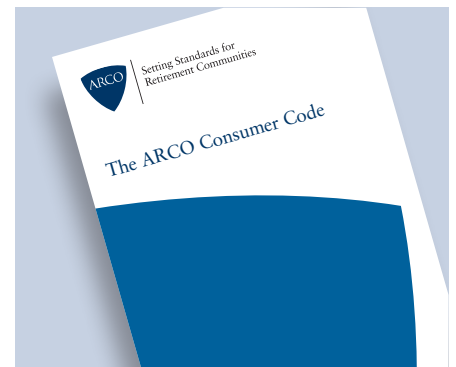


Delivered and driven by the ARCO Consumer Code with regular external assessments of members to ensure the best customer experience is achieved and that sector integrity and reputation is maintained.

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

Why we do it:

Consumer confidence via robust consumer protection is paramount to the success of our sector. We hope that the rigorous consumer standards that we set today will be adopted in future sector specific legislation. Until this legislation is passed we must self-regulate to drive, maintain and elevate standards. We seek to continuously improve in this arena.



Events & Collaboration



Delivered through a regular series of thought-provoking events (live and digital) with specialist working groups, roundtables, seminars, research and reports.

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

Why we do it:

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



The Year Ahead: ARCO 2022-23 Events and Collaboration Programme

ARCO run a regular series of thought-provoking events in-person and online (including a sector-leading annual conference), with specialist working groups, roundtables, research and reports.

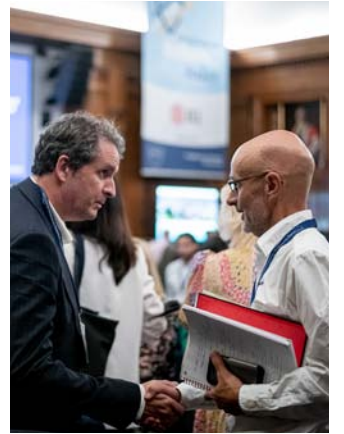
We provide a focal point for sharing best practice, exchanging knowledge and collaboration.

The ARCO Programme in 2022/23*

2022			
September <hr/> Finance Forum <hr/> ARCO 10th Birthday Party, Network Briefing & Drinks Reception	October <hr/> ARCO Annual Leadership Dinner <hr/> ARCO Member Workshop (online)	November <hr/> ARCO Member Workshop <hr/> ARCO Advisory Council Meeting	December <hr/> ARCO Christmas Network Briefing & Drinks Reception
2023			
January <hr/> ARCO Board Meeting <hr/> ARCO Member Workshop <hr/> ARCO Advisory Council Meeting	February <hr/> ARCO Member Workshop <hr/> ARCO IRC 101 Session	March <hr/> ARCO Member Workshop <hr/> ARCO Spring Network Briefing & Drinks Reception <hr/> ARCO Advisory Council Meeting	April <hr/> ARCO Board Meeting <hr/> ARCO Member Workshop
May <hr/> ARCO Advisory Council Lunch <hr/> ARCO Member Workshop	June <hr/> ARCO Summer Network Briefing & Drinks Reception <hr/> Accelerator Lunch	July <hr/> ARCO Annual Conference and Drinks Reception	

*Please note this calendar is correct at the time of printing and it may change – please refer to ARCO events page for up-to-date events. www.arcouk.org/events





Our Impact and Reach in 2021-22



Older People's Housing Task Force

There is consistent evidence from around the world that the growth of the older people's Housing-with-Care sector depends on suitable and effective sector specific legislation. In the UK this has been held back for years because policy responsibility for our sector is split across six different government departments and local government. To that end ARCO determined that there was a need for a coherent and joined up approach to our sector and a way of securing a clear direction from Government. This is why we spent two years advocating for and building up the evidence base for a cross-Government Task Force. To that end we released a number of thought leadership reports, secured over a thousand pieces of relevant media coverage including an open letter to the Prime Minister signed by 40 investors, charities, academics, older people's advocates and Parliamentarians, held a Westminster Hall Debate and secured the tabling of almost 200 Parliamentary Questions. As a result of these efforts we saw clear commitments to our Task Force in three Government White Papers in a month, most specifically in the Government's Levelling-up White Paper. This Task Force represents a once-in-a-generation opportunity to shape the way our sector grows, develops and is regulated. We are now working hard to inform its work so that it produces the best possible outcomes for older people, providing clarity and consumer protection as well as reassuring investors and operators and establishing IRCs as a key part of the housing and care systems in the UK.



Securing Ministerial and Government backing

November 2021 saw the Care Minister, Gillian Keegan delivering her first speech in the role at the ARCO Conference. The Minister took the opportunity to heap praise on our sector and to set out the scale and impact the Government how sees our sector achieving in the coming decades. The Minister encouraged the sector to be ambitious and to seek to grow rapidly over the coming years – stating that this was essential in the context of the challenges the UK health system is facing.

In addition to this Lord Greenhalgh, the Housing Minister in the Lords and Stuart Andrew, the Housing Minister as well as his predecessor Chris Pincher have answered Parliamentary Questions with consistent affirmations of the role of our sector and statements of Government backing.

Despite frequent turnover of Ministers in recent years the sector can take great reassurance that these commitments have now been embedded as cross-Government policy in White Papers including the Social Care White Paper – which recognised the crucial role that housing plays in care, and in the Levelling-up White Paper which answered ARCO's calls for a cross-government Task Force for the sector.

Scottish Housing-with-Care Task Force

ARCO was delighted to work with Sovereign Property Partnership and numerous sector stakeholders, experts and operators to develop a comprehensive plan to tackle under-provision of IRCs in Scotland – concluding in June 2022 at an event in The Scottish Parliament. This event and report received cross-party backing in Scotland and is already being fed in to Scottish Government policy.

Setting out the sector's policy priorities

Ahead of the cross-government Task Force which the Government launched in response to calls from ARCO we took the opportunity to set out the key policy issues and priorities for the sector in a series of briefing papers. These included positions on planning, social care, terminology, consumer protection and leasehold reform. These along with supporting evidence have been fed in to the Task Force and are helping to inform the work of this once-in-a-generation policy making body.

Influential reports

We've published ground-breaking reports bringing new evidence and insights, and attracting widespread attention. In Autumn 2021 ARCO released an analysis of the quality and value of the care our sector provides, we followed this with the *Retirement Reconsidered* report based on the largest ever survey of older people's views on housing and care. In addition we supported the Mayhew Review which set out the extent of unmet demand for IRC provision throughout the UK and the scale our sector needs to reach to support the UK's wider social care and housing systems in the decades ahead.

Press and media

We've secured hundreds of articles in national, regional and trade press, including on our report launches, the Mayhew Review, Retirement Reconsidered and the Task Force launch. We've also written a range of comment pieces drawing attention to the great work of our members.

**We're up to 30
Parliamentary
Supporters**



**Social media followers
have more than doubled:
we now have over 1,660
Twitter followers and nearly
2,500 LinkedIn followers**

Our Key Objectives for 2022-23



Older People's Housing Task Force



With the IRC sector needing a more defined role in housing and social care policy and a more coherent approach from Government ARCO developed the idea for an Older People's Housing Task Force. We mobilised significant support from around the sector and allies to this end and spent the last two years securing the necessary commitments from Government. Earlier this year we got these commitments in three White Papers – most clearly in the Levelling Up White Paper.

Work has already started on this Task Force and ARCO is working hard to ensure that this once in a generation opportunity to shape the future of our sector is not missed. As such much of ARCO's policy and public affairs work in 2022-23 will be directed towards engaging with the Task Force to ensure it achieves the best outcomes possible for Housing-with-Care. This will include preparing research, evidence and briefing materials, liaising closely with Task Force members and officials, and publishing regular bulletins to evaluate the task force's work.

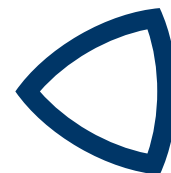
Having secured the Task Force through ARCO's public affairs efforts we are now determined to use this unique opportunity to help grow the Housing-with-Care sector through planning reform, strengthened consumer protection, a clear role in the social care sector and more, and ARCO's policy priority will be doing all we can to achieve these ends.

Influencing political and media priorities



ARCO will continue to closely monitor and engage Parliamentary activity and try to shape relevant bills when they come forward. For example, we have been closely engaging with officials and wider stakeholders to ensure that the Levelling Up and Regeneration Bill recognises the crucial role that IRCs need to play in improving housing and care options for older people throughout the UK. We are also engaging extensively in ongoing Government policy work on social care and regulation, leasehold reform and planning. We will be working with our Parliamentary Supporters and allies to ensure that we maintain the political momentum we have built up around our model in recent years. This includes tabling hundreds of Parliamentary questions and securing interventions and debates in Parliament on our sector.

In addition to this we are increasingly prominent in national, local and specialist media as well as on LinkedIn and Twitter advocating for our policy positions and maintaining public pressure for the policy changes our sector needs. We are increasingly receiving support from our political allies and stakeholders in these efforts.



Thought Leadership



As the cross-government Task Force begins its work, we will continue to provide cutting-edge thought leadership work on the Housing-with-Care sector to bring new evidence and insights to light. This includes reports on the value of high-quality care in Housing-with-Care settings, *The Retirement Reconsidered report* based on largest ever UK survey amongst older people about their housing and care preferences, and supporting *The Mayhew Review* which has established for the first time the full picture of the scale that our sector needs to grow to in coming years in order to meet demand.

We also continue our thought leadership work by running roundtables and panel events to highlight the challenges and opportunities of our sector, contributing a range of written articles for media publications, and of course, through our *What Next? 2023* conference in July, at which high-level speakers will discuss the key issues for the Housing-with-Care sector.

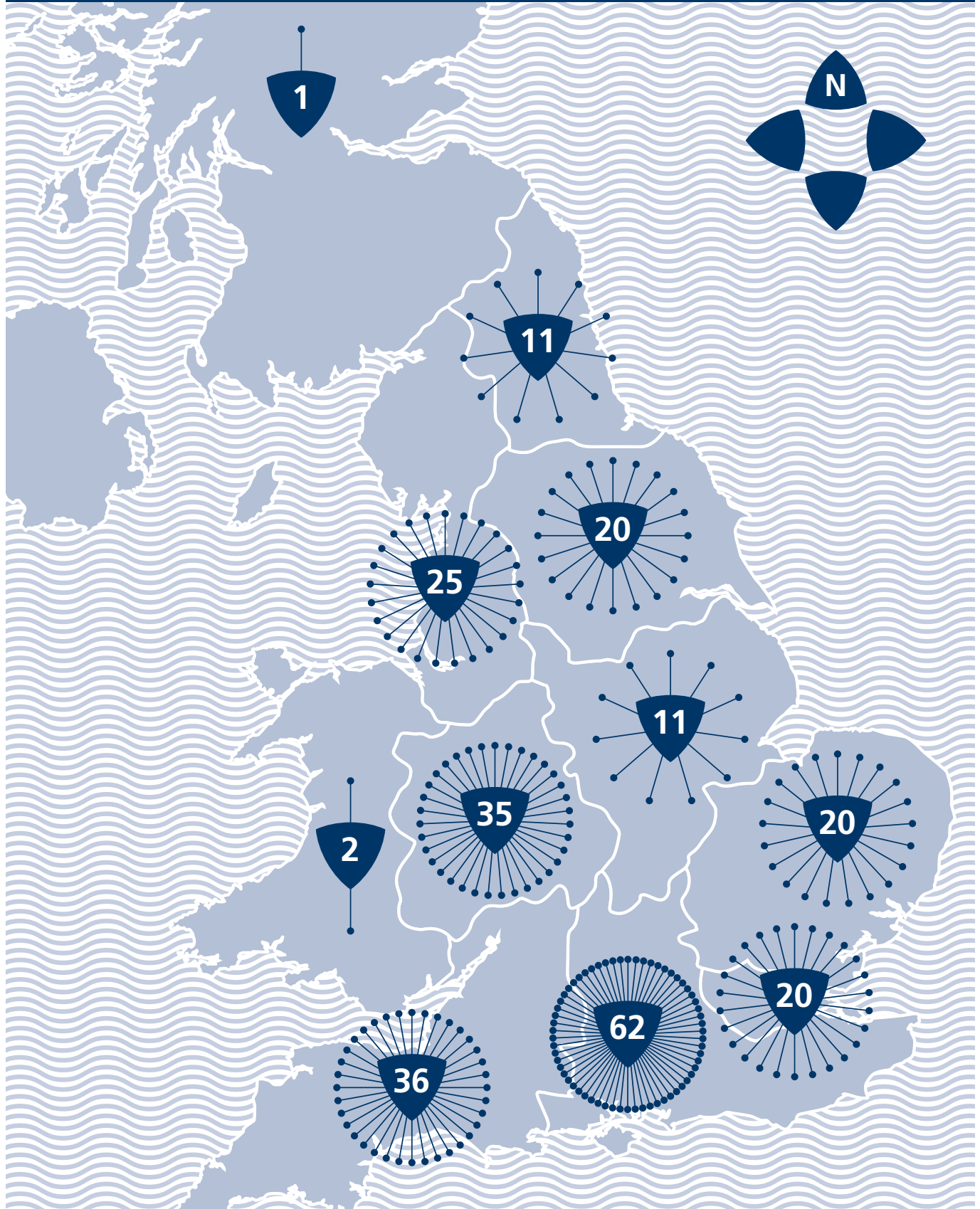
Widening outreach



ARCO is proud to have a group of 30 Parliamentary supporters of our Vision 2030 including MPs and Peers from six different political parties and groups, in addition to nearly 200 Parliamentarians and key figures from across local government who work with us to support our sector and improve housing and care options for older people. Based on our increasing profile in all parts of the UK we intend to widen our support next year. We are once again organising frequent in-person panel events and roundtables inside and outside of Parliament to engage a big audience in the work of our sector and plan to expand our invitations to MPs, councillors and media to visit their local Integrated Retirement Communities again over the coming year. We are also constantly growing our media and social media reach, for instance through securing more coverage in national news outlets, and increasing our followings on Twitter and LinkedIn. It will be an important year for drawing on a wide base of support, and the significant public impact of *The Mayhew Review* and *Retirement Reconsidered* showed what can be achieved when we work with allies within and around the sector to make the case for IRCs playing an increased role in housing and social care provision.

ARCO Approved Operator Registered Communities in the UK

The number of Approved Operator Communities within each region





APPROVED
OPERATOR

East Anglia (20)

Abbeyfield

Anchor

Audley Group

ExtraCare Charitable Trust

Inspired Villages

MHA

One Housing Group

Retirement Security

Retirement Villages

East Midlands (11)

Anchor

Audley Group

ExtraCare Charitable Trust

MHA

Retirement Security

Richmond Villages

London (20)

Anchor

Audley Group

Birchgrove

Brio Retirement Living

Elysian Residences

Jewish Care

LifeCare Residences

One Housing Group

Retirement Security

Tonic Housing

North East (11)

Anchor

MHA

Middleton Hall Retirement Village

North West (25)

Anchor

Adlington Retirement Living

Enterprise Retirement Living

Inspired Villages

MHA

Retirement Security

Richmond Villages

Scotland (1)

MHA

South East (62)

A2Dominion

Abbeyfield

Anchor

Audley Group

Berkeley Healthcare

BEN

Birchgrove

Elysian Residences

ExtraCare Charitable Trust

Inspired Villages

LifeCare Residences

MHA

One Housing Group

Rangeford Villages

Retirement Security

Retirement Villages

Richmond Villages

St. George's Park

South West (36)

Anchor

Abbeyfield

Audley Group

Berkeley Healthcare

Brio Retirement Living

ExtraCare Charitable Trust

Inspired Villages

LifeCare Residences

MHA

Rangeford Villages

Retirement Villages

Richmond Villages

Retirement Security

St Monica Trust

Wales (2)

MHA

Retirement Security

West Midlands (35)

Anchor

Abbeyfield

Audley Group

Enterprise Retirement Living

ExtraCare Charitable Trust

Inspired Villages

MHA

Retirement Security

Retirement Villages

Richmond Villages

Yorkshire & Humberside (20)

Anchor

Audley Group

Enterprise Retirement Living

MHA

Rangeford Villages

Membership Eligibility



Membership of ARCO is open to Operators whose communities 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 available at the community 24 hours a day.
- (e) Make domestic services available for residents.
- (f) Make meals available in restaurants or dining areas.
- (g) Offer communal facilities and encourage an active social programme in the community.
- (h) Aim to offer people a home for life and to enable them to 'age in place'.



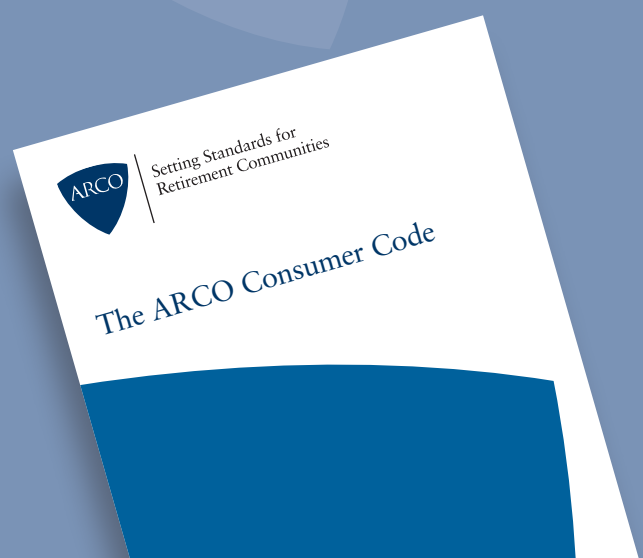
ARCO Standards & Regulation Programme

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 and as owners and residents are protected.

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

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

ARCO's Standards and Regulation functions are overseen by the Standards Committee which is made up of senior officers of ARCO Approved Operators. The Committee confers Approved Operator status annually on members who have achieved compliance and works to promote high standards across the ARCO membership.



Membership Types



APPROVED
OPERATOR

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

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

Prospective Members are organisations who 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 the ARCO Compliance & Engagement Manager and our independent assessors to achieve full compliance before they open their doors to residents.

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

ARCO Accelerator Programme

Accelerators are organisations who are at various stages of developing and preparing their plans for the future opening and operation of an 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.

The aim of the ARCO Accelerator Programme is to provide its members with access to knowledge, experience and know-how. ARCO acts as a signposting agency to professional services offered by ARCO Commercial Partners, acts as a mentoring agency by providing access to the management teams of some of the most experienced operators in the UK, and provides a series of curated seminars and events that promote accelerated learning and importantly how to avoid the potential pitfalls. Our aim is for our Accelerators to be equipped for success and for them to have the potential to be the operators of the future.

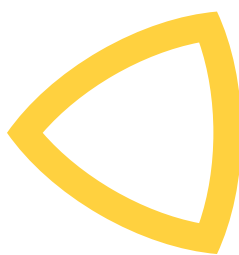
Membership Benefits



As outlined on page 15, 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
Stand for election to the ARCO Board of Directors (unless receiving the Small member discount)	✓	X	X
Include each Registered Scheme on our online 'Find a Retirement Community' interactive map	✓	X	X
Use ARCO's Approved Operator logo	✓	X	X
Display an Approved Operator Certificate and window sticker at every registered scheme	✓	X	X
Be part of a united voice for the Integrated Retirement Community sector and representation with stakeholders e.g. CQC, MHCLG, DHSC and the Law Commission	✓	✓	✓
Showcase commitment to ensuring high quality service for residents, consumers and stakeholders through adherence to ARCO's Standards and Compliance Framework	✓	✓	X
Can attend all ARCO workshops and 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, monthly Policy, Ops and Insights Bulletin, 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 webpage (incl. logo, description and contact details)	✓	✓	✓
Inclusion of your logo in ARCO collateral and presentations	✓	✓	✓
Access and purchase ARCO reports at a special discount	✓	✓	✓
Participate in research where relevant/applicable	✓	✓	✓
Access to advance booking, 'early bird' and Member reduced rate tickets for ARCO Conferences	✓	✓	✓

Membership Fees



Membership Fees for Approved Operators, Provisional and Prospective Members are made up of three parts:

Base fee

The base fee per registered unit is **£10.60 (plus VAT)**. A unit is defined as one apartment or house within an Integrated Retirement Community.

There is a collar (i.e., minimum payment, 500 units) of **£5,300 (plus VAT)** and a cap (i.e., maximum payment, 1000 units) **£10,600 (plus VAT)**, per year, regardless of the number of units registered.

For operators who register between 501 and 999 units, their base fee will be calculated from the total number of units x **£10.60 (plus VAT)**.

Growth fee

In 2019/20 the ARCO Board levelled up their investment in the sector and moved to grow ARCO's reach and impact. At the same time the Board recognised that ARCO's strength comes from its diverse membership. To reflect ARCO's breadth of membership; from charitable providers, housing associations to private providers, each member's fees are now linked to their customer offer and plans for growth.

These fees, set by the ARCO Board, take a number of factors 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.
- How many assessments organisations will need to be undertaken based on the size of their portfolio.

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, which funds the work of the association going forward:

- Small provider of affordable rented extra care schemes with limited or no growth plans: **c. £3,075 - £8,200 (plus VAT)**.
- Medium sized providers of mixed tenure schemes with moderate expansion plans: **£10,250 - £20,500 (plus VAT)**.
- Providers of private payer Integrated Retirement Communities with considerable growth ambitions: **£20,500 - £30,750 (plus VAT)**.

Assessment fees

Approved Operators: There is a fee of **£1,590 (plus VAT)** per onsite assessment and **£1,470 (plus VAT)** per online assessment under the Consumer Code.

The number of assessments for full members are as follows:

Number of schemes	Number of assessments
1 - 5	1
6 - 10	2
11 - 15	3
16 - 20	4
21 - 25	5
26+	6

An organisation with only one scheme will need to have an assessment every two years. At least one assessment of each member must take place onsite; the remainder can take place online.

For Prospective Members:

An 'Enabling Compliance' assessment will need to be undertaken during the development of any Integrated Retirement Communities. This is a more detailed assessment that provides more support to the member, which aims to ensure that ARCO's requirements for standards and compliance are met before marketing and sales take place. This type of assessment can require more than one meeting and usually focuses on the following key areas:

- 1 Marketing materials, website and advertisements (before reservations are taken).
- 2 Leases and contracts.

A further assessment of the first community to open will be required, which takes place shortly before residents move in, covering the entire scheme.

For Provisional Members:

One 'Enabling Compliance' assessment will need to be undertaken during the first year, regardless of the number of schemes being registered. This type of assessment can require more than one meeting and will ensure that existing processes and policies are in line with the Consumer Code, as well as allowing time for any revisions that need to be agreed.

The fee for introductory 'Enabling Compliance' assessments is **£2,450 (plus VAT)** (assuming only one site is assessed).

There may be an additional cost if significant negotiations or face to face meetings are needed to agree compliance with the external assessor, though this is not anticipated in most situations.

Accelerator Fees

- Accelerator membership is **£10,250 (plus VAT) per year**

Our Membership Types



ARCO Approved Operators

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



ARCO Provisional & Prospective Members

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

Prospective Members are organisations who 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 the ARCO Compliance & Engagement Manager and external assessors to achieve full compliance before they open their doors to residents.



ARCO Accelerator Programme

Accelerators are organisations who are at various stages of developing and preparing their plans for the future opening 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 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 who are currently part of the ARCO Network.

ARCO Strategic Partners	
NHBC	TIS (Total Integrated Solutions)
nicol thomas	Trowers & Hamlins LLP
Octopus Real Estate	Tunstall Healthcare UK
Sherpa CRM	Wates

ARCO Partners			
Autumna	CBRE	Knight Frank	Savills
Bevan Brittan	Gowling WLG	LoCal Homes	Urban Edge Architecture
BNP Paribas	Greenwood Campbell	MGAC I RLF	Whitely Consulting
Bryan Cave Leighton Paisner LLP	hansgrohe	Pinsent Masons	wippet
Carterwood	JLL	PRP	

ARCO Affiliates			
Acuity Law	DL Planning	LaingBuisson	renray
Ageing Asia Alliance	EAC	Leecare	Saunders Boston Architects
Aging2.0	ECR	Life3A	SAY Property Consulting LLP
AR Architecture	EGYM	lottie	Silverbridge Properties
Arcadis	Eversheds Sutherland	Maccreeanor Lavington	Sovereign Property Partnership
ARC Engineers	Faithful+Gould	Mansfield Advisors	Spring
Assael Architecture	Forsters	Mayfly	Stride Treglown Ltd
Avante Care & Support	Fortwell Capital	Memory Tracks	Teal Living
Bernard Interiors	Fuze	Mills & Reeve LLP	Terence O'Rourke
Bridgman Commercial	Gardiner & Theobald	Montagu Evans	Tetlow King
Browne Jacobson LLP	GIA	Motionspot	The Care Workers' Charity
Centrus	Glide	Nexus Planning	The Joy Club
Christie & Co	Guardian Carers	Nick Baker Architects	The Salt Cave
Clifford Chance	Hafez Global Consulting	nobi	TLT
CMS Cameron McKenna Nabarro Olswang	Harrison Street	Osborne Clarke LLP	Travers Smith
ColladoCollins	Health Investor UK	Park Grove Design Ltd.	ukactive
Colliers International	Healthcare Property Consultants	Pegasus Group	West Waddy Archadia
Cubigo	Hoare Lea	Pollard Thomas Edwards	wifinity
DAC Beachcroft LLP	Ian Willams	pozzoni	wrdunn. Architects
David Phillips Social Living	Informed Decision	Prime	
DL Planning	Irwin Mitchell	Promatura Europe	
EAC	Karndean	Puma Property Finance	

Vision 2030

We know that there is already huge unmet demand for more Integrated Retirement Communities to provide housing, support and care for older people in the UK.

With an ageing population, these demands will become more pronounced and we believe that the UK's health and social care systems need more of the unique support that Integrated Retirement Communities provide.

This sector has already been growing and currently provides Integrated Retirement Communities for 75,000 people. However, by international standards, our sector is still in its infancy.

Our ambition is for 250,000 people to have the opportunity to live in Integrated Retirement Communities by 2030.

Making this vision a reality will require a persistent focus on our customers and our services whilst increasing supply.

Vision 2030 focuses on the following 10 key areas:



A clear customer proposition

The Integrated Retirement Community sector offers a wide range of innovative solutions that address the housing, care and support needs of our ageing population. However, the range of terms used to describe the offer can be confusing for customers and stakeholders alike. For example, the absence of a clear definition makes it difficult for policymakers to come up with sector specific recommendations, while consumers struggle to locate Integrated Retirement Communities in the wider social care and housing landscape. The development of a clear and well communicated customer proposition is therefore paramount for the expansion of the sector.



Effective self-regulation

In the absence of sector-specific legislation, ARCO members have made a commitment to abide by standards that go over and above what the (fragmented) legal framework for the sector stipulates. The ARCO Consumer Code, our Standards and Compliance Framework, and our assessment programme are designed to ensure a high-quality offer for customers and residents, through identifying issues before they occur. Consumers can have confidence that ARCO Approved Operators are committed to providing a quality service. Because it focuses on best practice and continually evolving higher standards, it is our view that self-regulation will complement (rather than be replaced by) sector-specific legislation once this is introduced.



Sector-specific legislation

Currently, a patchwork of legislation governs the Integrated Retirement Community sector. Unlike in other countries, there is no sector-specific legislation that sets clear expectations for both residents and operators. In order to give statutory backing to new models of tenure, and provide certainty and consumer protection to 250,000 older people, sector-specific legislation will need to be introduced over the coming years. In this way, rather than being an additional burden on the sector, a smart 21st century system of regulation will play its part in ensuring a thriving sector and aspirational living environments for residents.



Comprehensive and robust data

Expanding the Integrated Retirement Community sector will require a robust evidence base – to drive operational excellence, demonstrate effectiveness, ensure accountability and transparency to residents and their families, and to underpin investment and funding decisions. We will collect, analyse and publish sector-specific information via ARCO Analytics, on our website and in regular reports, ensuring that decisions about where to live or whether to invest can be made based on robust data and information.



A highly trained workforce

The Integrated Retirement Community sector is a people business, and research shows that resident satisfaction is highly correlated with the quality of staff on the ground. Ensuring consistently high levels of care, service and support is critical. We are working on the challenge of effectively recruiting, training and retaining this workforce. We also need to increase the profile of this exciting and rewarding sector, and the important roles in it which provide a massive social benefit. We will be developing workforce strategies and coordinated approaches to training and retention via the ARCO Academy.



Enhanced health and wellbeing

People are living longer – 11.8 million people aged over 65 currently live in the UK, and the number of people aged over 75 is projected to double in the next 30 years. Unfortunately, healthy life expectancy has not kept up with life expectancy in general, meaning that older people in the UK increasingly live into old age with (potentially multiple) conditions which may impact on their independence and quality of life. Research has shown that Integrated Retirement Communities keep people healthy for longer, can reduce and even reverse frailty, and provide more effective and cost-efficient delivery of health and care, and we will be focusing on ways to increase these positive impacts.

Progress

As we entered into the 2020s we have been working at turning ARCO's strategic vision into an achievable and demonstrable reality. At the request of our board we have increased our focus on those areas where only ARCO is operating and can add value (e.g. sector specific legislation, effective self-regulation and a clear customer proposition). Our members and partners have generously provided additional resource for this activity.



Sustainable funding streams

Our sector brings together housing, leisure as well as care and support services. Therefore, funding streams will by necessity be made up of a number of sources. In order to safeguard the expansion of the sector, it is vital that changes to funding, benefits, and legal arrangements are well balanced and do not have an adverse impact on residents' ability to move to and remain in Integrated Retirement Communities, or on operators' capacity to create sustainable business models and increase supply.



Intelligent use of technology

Technology will continue to change and improve our lives, and has the capacity to enhance the customer experience and drive operational performance. We will continue to engage with researchers, start-ups, and technological experts who harness the power of both mainstream and cutting edge design solutions, including artificial intelligence and robotics, in order to deliver a truly outstanding customer offer, improve care and services, and ultimately improve the quality of residents' lives.



Clarity in the planning system

The UK planning system fails to adequately consider the housing and care needs of our ageing population. The current approach also lacks consistency in how Integrated Retirement Communities are classified, planned for and delivered (as the element of care and support delivery is often overlooked). This needs to change, and any future expansion of the sector will require the planning system to be much more consistent and clear about the role of Integrated Retirement Communities, giving local authorities the support and guidance they need to meet local demand.



Flexible models of tenure

The Integrated Retirement Community sector currently uses tenure models that were not designed for integrated service delivery. This means that a leisure, hospitality, care, support and housing offer is often wrapped up in a real estate contract, for example via the leasehold system. We believe we need to follow the lead of other countries with advanced Integrated Retirement Community markets in creating more flexible forms of tenure. This would allow for high levels of clarity regarding the rights and responsibilities of both residents and operators. It should give residents a clearer and enforceable set of rights, and would allow for the relationship between the operator and resident to evolve and be updated over time. It should also enable a more flexible approach that can be tailored to suit the needs of individual residents.



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 14 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 our website or get in contact with us by emailing members@arcouk.org

Please let us know what development stage you are at and send us through any important links and documents so we can learn about your organisation. It is helpful to know whether you are already operating, starting to market your offer soon, or at the business planning and customer proposition development stage. We will then schedule a phone call or meeting, and let you know the costs of membership. If you decide to join, we will send you a link to complete registration and undertake the onboarding and administration process including invoicing and exchanges of collateral and branding. 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)

The Heals Building, Suites A&B, 3rd Floor
22-24 Torrington Place, London WC1E 7HJ

Phone: 020 3697 1204

Email: members@arcouk.org

Twitter: @ARCOtweets

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 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 annual assessments.

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