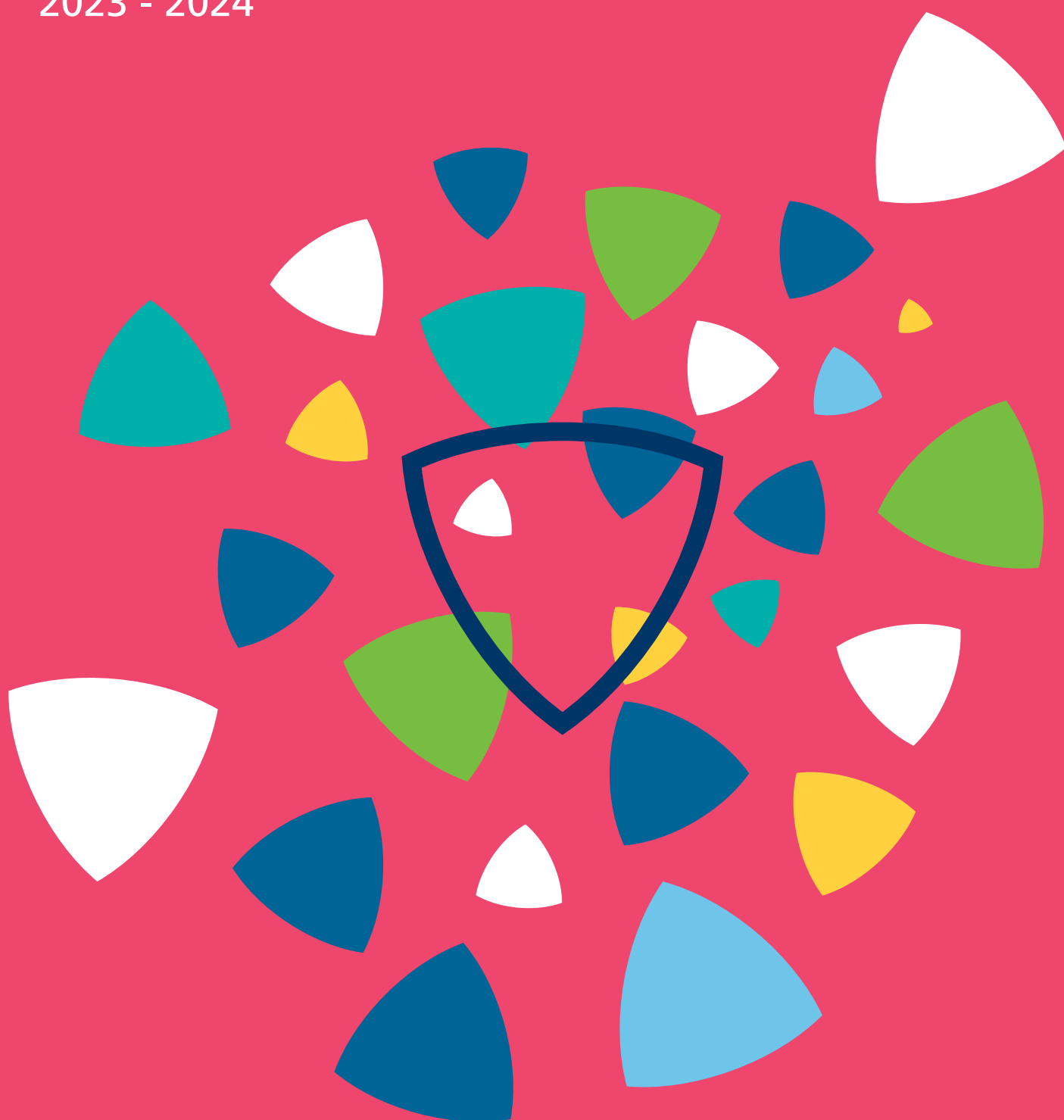




Setting Standards for
Retirement Communities

Membership

2023 - 2024



What is ARCO	2
Living options for Older People	3
What ARCO does for its Members	4
The Year Ahead	6
Our Impact and Reach in 2022-23	8
Our Key Objectives for 2023-24	10
Vision 2030	12
Membership Eligibility	13
Membership Types	14
Membership Benefits	15
Membership Fees	16
Our 2022-23 Members	18
Our 2022-23 Commercial Partners	19
ARCO Approved Operator Registered Communities in the UK	20
Membership FAQs	Back page



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

“Rising to the challenge” was the theme of ARCO’s conference in July 2023 – and it most certainly sums up nicely what lies ahead of ARCO, its Members and Partners as we enter our new membership year.

For the first time in years, there is real movement in the policy arena, as the Task Force for Older People’s Housing finally has lift off. Three years after ARCO started calling for the Task Force, work started in April 2023 and will continue well into 2024. This provides key momentum for accelerating the sector’s growth, and we 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.

Older people want and deserve better options. With a new generation of baby boomers just starting to move into IRCs, we need to ensure that we play our part in meeting the housing, support and care needs of our ageing population.

It has never been more important that the 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.

We look forward to working with Members, Partners, Affiliates and all stakeholders in our sector to ensure we can make a positive and lasting impact over the next 12 months.

From our Chief Executive and Director of Membership & Operations

Over the last 12 months, we’ve had the opportunity to talk to colleagues in many different parts of the world. And what we’ve found is that in every single country, work is underway to create more housing options that sit between care at home, and care homes.

We find this hugely stimulating and encouraging and are pleased to be part of a truly global trend.

Now that the Task Force for Older People’s Housing finally has lift off, 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 striving to focus on solutions that create social value.

We are hugely grateful for all our Members’ and Partners’ support over the years, and look forward to working together over the next 12 months.



What is ARCO?

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

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

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

What are Integrated Retirement Communities?
















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



Living Options for Older People

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

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

 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

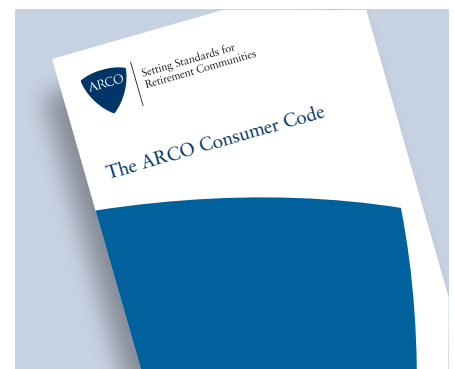


Delivered and driven by the ARCO Consumer Code with regular independent assessments of Members to ensure the best customer experience is achieved and that sector integrity and reputation is maintained.

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

Why we do it:

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



Events & Collaboration



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

We also collaborate with leading organisations in the Adult Social Care sector via the Care Provider Alliance. We provide a focal point for sharing best practice, exchanging knowledge, 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 a platform where organisations of all types can network and explore common challenges and solutions together in a collegiate atmosphere. Integrated Retirement Communities are fundamentally 'people' businesses. ARCO events are where industry people come together.



The Year Ahead: ARCO 2023-24 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 2023/24*

2023			
September <hr/> ARCO Autumn Network Briefing & Drinks Reception	October <hr/> ARCO Member Workshop <hr/> ARCO AGM and Board Meeting <hr/> ARCO Annual Leadership Dinner	November <hr/> ARCO Advisory Council Meeting <hr/> ARCO Member Workshop <hr/> ARCO Finance Forum	December <hr/> ARCO Festive Network Briefing & Drinks Reception
2024			
January <hr/> ARCO Board Meeting <hr/> ARCO IRC 101 Webinar Session (online)	February <hr/> ARCO Advisory Council Meeting <hr/> ARCO Member Workshop	March <hr/> ARCO Member Workshop <hr/> ARCO Accelerator Lunch <hr/> ARCO Advisory Council Meeting <hr/> ARCO Spring Network Briefing & Drinks Reception	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	July <hr/> ARCO Board Meeting <hr/> ARCO Annual Conference & Drinks Reception	August <hr/> 2024/25 Registration begins

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





Our Impact and Reach in 2022-23

Older People's Housing Task Force

It finally happened! A full three years after ARCO started its campaign for a cross-departmental Older People's Housing Task Force, and after countless Parliamentary Questions and letters to the Ministers from ARCO, the Task Force was finally launched in May 2023 by the Ministers for Housing and Social Care.

Chaired by Professor Julianne Meyer, the Task Force comprises 18 people and will look how to increase supply and improve the housing options for older people in later life, and ways to unblock any challenges. The scope of its work focuses on public and private specialised and supported older people's housing, with a particular focus on the private market for those on middle incomes. The scope does not include care homes.

It did not take long for the Task Force to make recommendations that drive forward ARCO's

agenda. Professor Meyer used her speech at the start of the ARCO conference to launch the first two formal recommendations of the Task Force:

- "We recommend that the government implements measures to protect consumers from hidden event fees, as soon as possible, based on recommendations developed by the Law Commission in 2017, and accepted by government in 2019.
- We recommend that the government ensures that older people's housing is given due consideration and prominence in the forthcoming revisions of the National Planning Policy Framework."

The Task Force is due to complete its work by the summer of 2024, and ARCO will strive hard to support its work.



ARCO Manifesto

With a General Election expected in 2024, ARCO published its pre-election manifesto for older people's housing in June 2023 setting out our policy priorities and the story of the sector.

The manifesto was launched at an event in the House of Commons with a speech from the Shadow Care Minister and dozens of Parliamentarians in attendance.

The report argues that a shortage of Integrated Retirement Communities (IRCs) and lack of support for the sector is resulting in thousands of people in late old age experiencing unnecessary ill-health, loneliness and loss of independence, as well as expensive long-term care fees.

The manifesto sets out an ambition for politicians: every older person should have the option of living in an IRC, wherever they live and whatever their resources.

Following the launch event, the ARCO team were subsequently invited in to brief Number 10 officials on the manifesto, and we will continue to push its messages and arguments far and wide in the run up to the next election.

Securing government support for the sector

A key job of the ARCO policy team is to continually make and remake the arguments around the benefits of the IRC sector for public policy and society.

After huge Ministerial turnover in recent years, we have worked closely with the office of Rachel Maclean MP, Minister for Housing following her appointment in February 2023, providing briefings and other support.

We were delighted when the Minister accepted our invitation to address ARCO's annual conference in central London in July 2023, and the clear enthusiasm she displayed for the sector.

She told Members and other delegates:

"Specialist retirement housing can play a hugely valuable role in helping people to remain living independently for longer; feel healthier, and ultimately to feel more connected to their communities."

A great example is the ExtraCare Charitable Trust's Shenley Wood retirement village, where 300 homes are available for purchase, shared ownership and rent.

Its fantastic array of facilities, clubs, and social opportunities support independent living while allowing individuals to pick up old pastimes and try new hobbies surrounded by neighbours-turned-friends."

Ensuring the right evidence

Making the case for the Integrated Retirement Community sector requires setting out the right evidence, as well as the right arguments.

In November 2022, the ILC-UK published an ARCO-funded review by Professor Les Mayhew of City University, entitled 'Future Proofing Retirement Living – Easing the care and housing crises'. It argued that the Government must build 50,000 new homes for older people each year to tackle the UK's housing and social care crisis.

Professor Mayhew's commission this year drew on evidence and input from over forty experts, and highlighted the concrete steps the Government needs to take to reach the levels of older people's housing required, including:

- Reforming planning rules to make it easier to build housing suitable for later life
- Putting older people's housing on a level playing field with all other developments
- Cutting Stamp Duty so it is the same for last-time buyers as first-time buyers
- Ramping up the financial advice available for older people looking to move

In a subsequent consultation document on changes to national planning guidelines, the government described the report as "important work... on meeting the challenges of our ageing population."

Social media followers have more than doubled: we now have over 2,300 Twitter followers and nearly 3,300 LinkedIn followers



Our Key Objectives for 2023-24

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

Older People's Housing Task Force

Following a three-year campaign spearheaded by ARCO, the Older People's Housing Task launched in summer 2023.

ARCO will be making the most of the historic opportunity, and has already secured early recommendations from the Task Force that support ARCO's agenda for the government to:

- implement measures to protect consumers from hidden event fees, as soon as possible, based on recommendations developed by the Law Commission in 2017, and accepted by government in 2019.
- ensure that older people's housing is given due consideration and prominence in the forthcoming revisions of the National Planning Policy Framework.

ARCO will be supporting the Task Force's call for evidence and research, working with our Members and Partners to make the case for change and the clear role our sector must play in solving the housing and social care crisis in the UK.

General Election 2024

The next UK General Election is widely expected to take place from May 2024 onward. The ARCO Policy and Communications team will be focused on ensuring that Older People's Housing is given the prominence it deserves in the run-up to the election, as well as building relationships with the large slate of new MPs who are expected to be elected for the first time.

ARCO published its pre-election Manifesto 'An IRC in Every Town' in June 2023 at an event with the Shadow Care Minister in the House of Commons. We will ensure the IRC sector has the profile it deserves and will be arguing that every older person should have the option of living in an IRC, wherever they live and whatever their resources.

The Policy and Communications team will be attending all the major Party Conferences in the run up to the election, and running Fringe events with the Fabian Society, a public policy think-tank, who recently recognised in their June 2023 report on social care reform that: *"For older people, housing with care and integrated retirement communities offer much more support than traditional sheltered housing."*





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 housing and 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 X (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, and have seen our social media posts liked and shared by key figures such as the Housing Minister and the Chair of the Older People's Housing Task Force.

The voice of the sector

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

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

We are also working with organisations to improve how the planning system works for IRCs. For example, we are working with the Building Cost Information Service (BCIS) to create a separate category in their cost database for IRCs, and Homes England on how they can support the sector.

We will also continue to grow our social media platforms and develop new awareness strategies to widen our reach and raise awareness of the benefits of IRCs across both the sector and customers in the UK.





VISION2030

The Integrated Retirement Community sector are committed to providing **250,000** people in the UK with the option of living in Integrated Retirement Communities by **2030**. To make this vision a reality, we will need to focus on 10 priority areas for our sector.



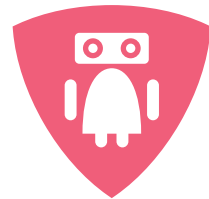
A clear customer proposition



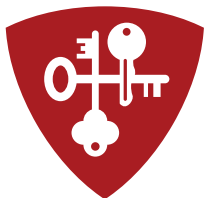
Effective self-regulation



Enhanced health and wellbeing



Intelligent use of technology



Flexible models of tenure



Sustainable funding streams



Sector-specific legislation



Comprehensive and robust data



Clarity in the planning system



A highly trained workforce

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 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'.



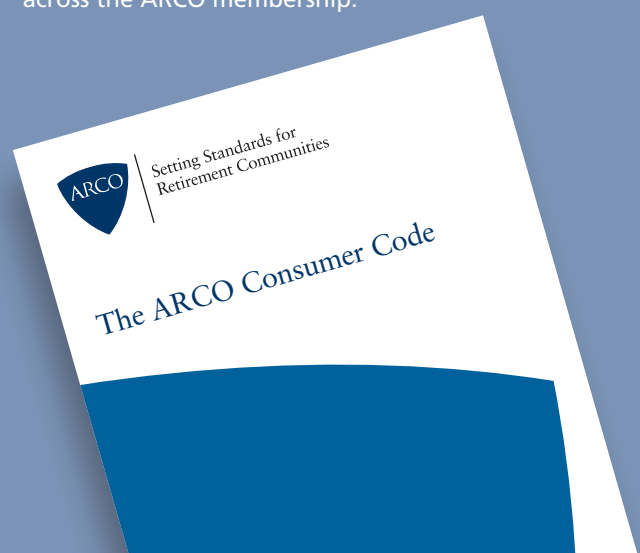
ARCO Standards & Regulation Programme

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 ARCO Standards Committee. The Committee confers Approved Operator status annually on Members who have achieved compliance and works to promote high standards across the ARCO membership.



Membership Types



Approved Operators are Full Members of ARCO 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 been approved by the ARCO Board.

Only Approved Operators can stand for election onto the ARCO Board, attend Leadership Forum meetings 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 their first IRC, or getting ready to open their doors to their first residents. They are actively marketing their community and selling units off plan. Prospective Members work closely with the ARCO Compliance Engagement Manager and our independent assessors to achieve full compliance before they open their doors to residents.

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

ARCO Accelerator Programme

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

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

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

Membership Benefits



As outlined on page 16, 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 quarterly Leadership Forum meetings (post Oct 23)	✓	X	X
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



Accelerators' Membership Fees

Accelerator membership is **£11,000 (plus VAT)** per year.

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

Approved Operators, Provisional and Prospective Member Fees

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

Base Fee (registered units)



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

The cost per unit is **£11.40**.

500 units (minimum)

£5,700

501 – 999 units

£11.40 x #

1000+ units

£11,400

Growth Fee



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

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

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

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

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

**Between
£2,250 - £9,000**

Medium sized providers of mixed tenure schemes with moderate expansion plans

**Between
£10,100 - £18,100**

Providers of private payer IRCs with considerable growth ambitions

**Between
£16,800 - £33,500**

Assessment Fees



Approved Operators	Prospective Members	Provisional Members
<p>There is a fee of £1,665 (plus VAT) for the first onsite assessment and £1,540 (plus VAT) for the first online assessment in 2023-24 under the Consumer Code.</p> <p>Any additional assessments are then charged at the following rate:</p> <p>Onsite assessment: £1,025 (plus VAT) Online assessment: £900 (plus VAT)</p> <p>An Approved Operator 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.</p>	<p>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. The fee for introductory 'Enabling Compliance' assessments is £2,565 (plus VAT). This type of assessment can require more than one meeting and usually focuses on the following key areas:</p> <hr/> <p>1) Marketing materials, website and advertisements (before reservations are taken).</p> <hr/> <p>2) Leases and contracts.</p> <hr/> <p>A further assessment of the first community to open will be required, which takes place shortly before residents move in, covering the entire scheme. This will be an onsite assessment, which are currently charged at £1,665 (plus VAT).</p>	<p>One 'Enabling Compliance' assessment will need to be undertaken during the first year, plus any additional assessment(s) required according to the number of schemes being registered (see table below).</p> <p>The Enabling Compliance assessment can require more than one meeting and will ensure that existing processes and policies are in line with the Consumer Code, as well as allowing time for any revisions that need to be agreed.</p>
Number of schemes	Number of assessments	Notes
1 - 5	1	<p>An organisation with only one scheme will need to have an assessment every two years.</p> <p>At least one assessment of each Member must take place onsite; the remainder can take place online.</p>
6 - 10	2	1 onsite, 1 online
11 - 15	3	1 onsite, 2 online
16 - 20	4	1 onsite, 3 online
21 - 25	5	1 onsite, 4 online
26+	6	1 onsite, 5 online

Our 2022-23 Members



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 ARCO's Compliance Engagement Manager and external assessors to achieve full compliance before they open their doors to residents.



Probitas

ARCO Accelerator Programme

Accelerators are organisations who 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 2022-23 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.

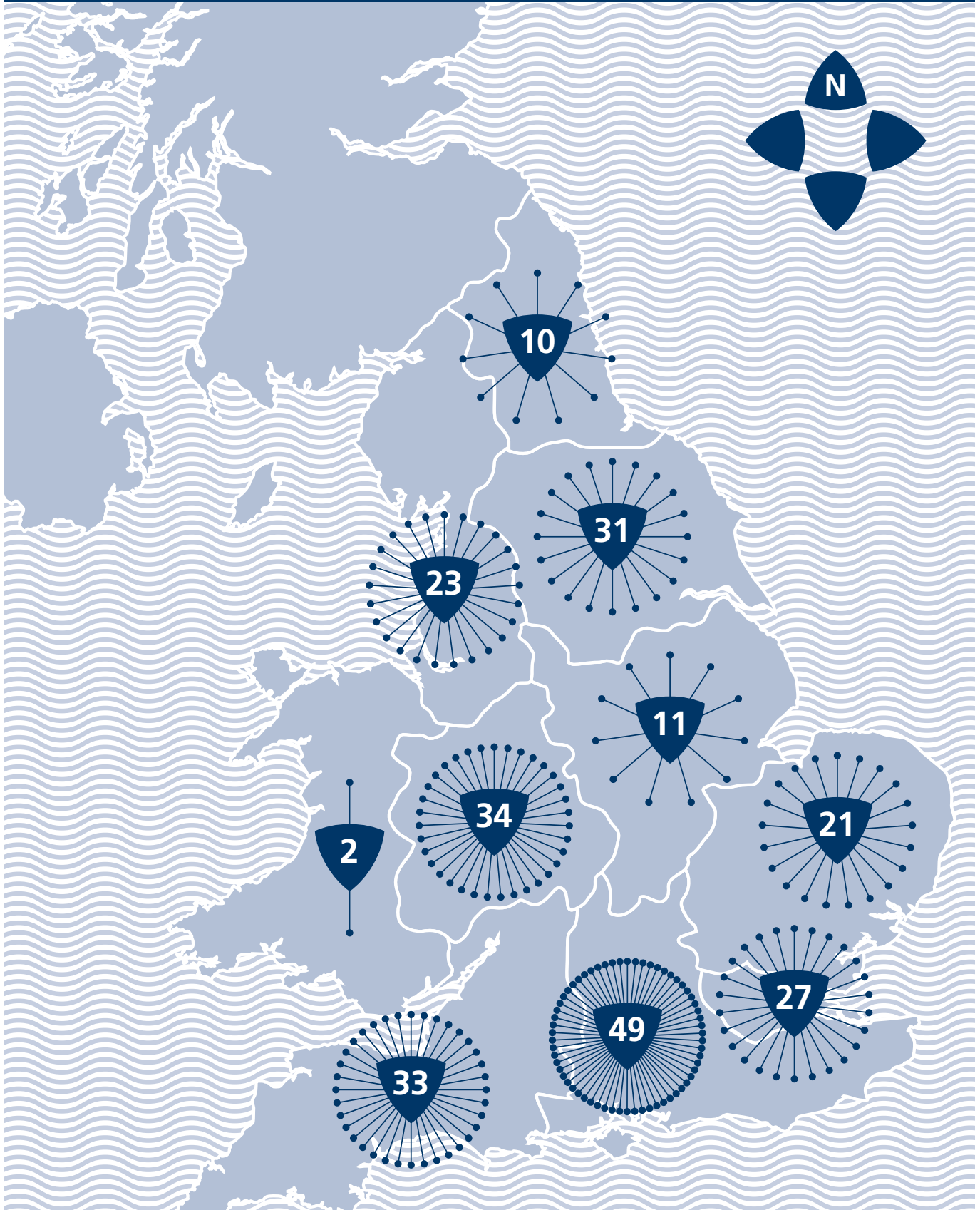
ARCO Strategic Partners	
Aline	TIS (Total Integrated Solutions)
NHBC	Trowers & Hamlins LLP
nicol thomas	Tunstall Healthcare UK
Octopus Real Estate	

ARCO Partners			
Bevan Brittan	Catalyst Interiors	Honeywell Building Technologies	Pinsent Masons LLP
BNP Paribas Real Estate UK	CBRE Limited	JLL	PRP
Bryan Cave Leighton Paisner LLP	Gowling WLG	Knight Frank	Savills
Carterwood	Greenwood Campbell	MGAC	Whiteley Consulting Ltd

ARCO Affiliates			
Acuity Law	Echo Care	Live More Capital	Sovereign Property Partnership
Addleshaw Goddard	eGym UK	Lottie	SportsMed Products
Ageing Asia Alliance	Elderly Accommodation Council (EAC)	Macreanor Lavington	Spring
ARC Engineers Ltd	Eversheds Sutherland	Memory Tracks	Stride Treglown Ltd
Arcadis	Faithful+Gould	Mills & Reeve	Teal
Assael Architecture	Forsters LLP	Montagu Evans	Tetlow King
Atkins Global	Fortwell Capital	Motionspot	Tetra Tech
Autumna	Fuze Research	Nexus Media Group, HealthInvestor UK	The Care Workers' Charity
Avante Care and Support	Gardiner & Theobald LLP	Nexus Planning	The Joy Club
Bernard Interiors	Gaunt Francis Architects	Nick Baker Architects	The Live in Care Company
Bridgman Commercial	Gleeds	Nobi	The Senior Move Partnership
Browne Jacobson LLP	Glide	Osborne Clarke LLP	The Together Project
Centrus	Hansgrohe Limited	Park Grove Design Ltd.	TLT LLP
Christie & Co	Harrison Street Real Estate	Pegasus Group	tor&co
Clifford Chance	Healthcare Property Consultants (HPC)	Pollard Thomas Edwards	Travers Smith LLP
CMS Cameron McKenna Nabarro Olswang	Hoare Lea LLP	Pozzoni Architecture Ltd	ukactive
ColladoCollins Architects	Ian Williams	Prime	Walker Morris LLP
Colliers International	Irwin Mitchell	Saunders Boston Architects	Wates Group
Commercial Acceleration	Karndean Designflooring	SAY Property Consulting LLP	West Waddy Archadia
Cubigo	LaingBuisson	Silverbridge Properties Ltd	Wifinity Ltd
DLP Planning Limited	Life3a	Social Care Works	

ARCO Approved Operator Registered Communities in the UK

The number of Approved Operator Communities within each region





APPROVED
OPERATOR

East Anglia (21)

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

East Midlands (11)

Anchor
Audley Group
ExtraCare Charitable Trust
MHA
Retirement Security
Richmond Villages

London (27)

Anchor
Audley Group
Birchgrove
Brio Retirement Living
Elysian Residences
Jewish Care
LifeCare Residences
One Housing Group
Retirement Security
Riverstone Living
Tonic Housing Association

North East (10)

Anchor
MHA
Middleton Hall

North West (23)

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

South East (49)

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

South West (33)

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

Wales (2)

MHA
Retirement Security

West Midlands (34)

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

Yorkshire & Humberside (31)

Adlington Retirement Living
Anchor
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 15 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 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.

Associated Retirement Community Operators (ARCO)

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

Phone: 020 3697 1204

Email: members@arcouk.org

Twitter: @ARCOTweets

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