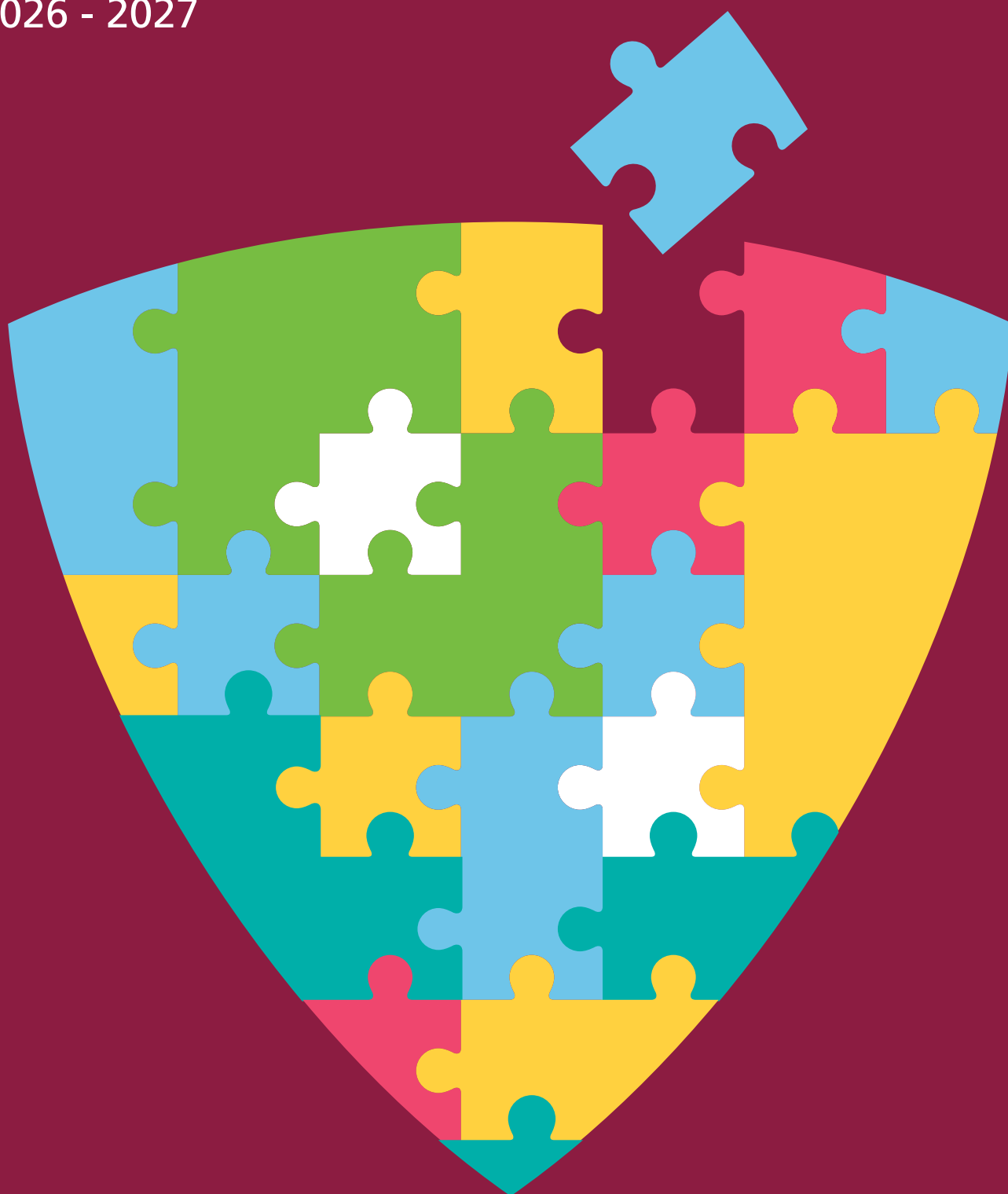




Setting Standards for  
Retirement Communities

# Commercial Partnerships

2026 - 2027



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# Welcome



**Nick Sanderson**  
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.



**Mick Laverty**  
Vice-Chair  
ARCO

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.



**Michael Voges**  
Chief Executive  
ARCO

## From our Chief Executive and Director of Membership & Operations

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.



**Katie Draper**  
Director of Membership  
& Operations, ARCO

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.

We would like to thank every Partner and Affiliate old and new for your support of ARCO and for everything you do to advance our sector. The progress we are making is only possible because of the collective commitment of our network who both support and fund ARCO's work alongside our operator members and the belief that this model must form part of the social care framework of the future. We remain convinced that, by working together, we have a unique opportunity to secure a stronger and more sustainable future for Integrated Retirement Communities.



## 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:

|  <b>Retirement Housing</b><br>Also known as: <ul style="list-style-type: none"> <li>• Sheltered housing</li> <li>• Retirement flats or communities</li> </ul>               |  <b>Integrated Retirement Communities</b><br>Also known as: <ul style="list-style-type: none"> <li>• Extra care</li> <li>• Retirement villages</li> <li>• Housing-with-Care</li> <li>• Assisted living</li> <li>• Independent living</li> </ul>                                                                                                                         |  <b>Care Homes</b><br>Also known as: <ul style="list-style-type: none"> <li>• Nursing Homes</li> <li>• Residential Homes</li> <li>• Old People's Home</li> </ul>            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  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"> <li>• 24-hour onsite staff</li> <li>• Optional care or domiciliary services available</li> <li>• Restaurant / Cafe available for meals</li> </ul>                                                                                                                                                                                 |  24-hour care and support. Meals included                                                                                                                                 |
|  Typical facilities available: <ul style="list-style-type: none"> <li>• Communal lounge</li> <li>• Laundry facilities</li> <li>• Gardens</li> <li>• Guest room</li> </ul> |  Typical facilities available: <ul style="list-style-type: none"> <li>• Restaurant and Café</li> <li>• Leisure Club including: gym, swimming pool, exercise class programme</li> <li>• Communal lounge and/or Library</li> <li>• Hairdressers</li> <li>• Gardens</li> <li>• Guest room</li> <li>• Activity (Hobby) rooms</li> <li>• Social event programme</li> </ul> |  Typical facilities available: <ul style="list-style-type: none"> <li>• Communal lounge</li> <li>• Laundry facilities</li> <li>• Gardens</li> <li>• Guest room</li> </ul> |
|  Typically 40 - 60 homes                                                                                                                                                  |  Typically 60 - 250 homes                                                                                                                                                                                                                                                                                                                                             |  Sizes vary considerably                                                                                                                                                  |

# What ARCO does for its Members and Commercial Partners



## 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.



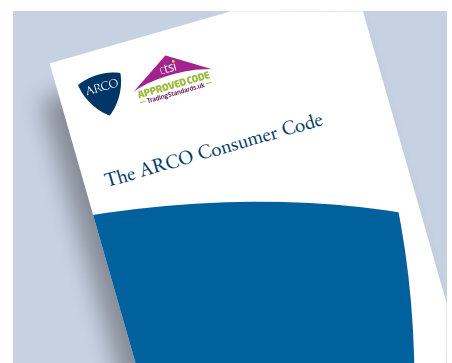
# Regulation & Compliance



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 commercial partners stay close to the issues shaping the future of Integrated Retirement Communities, so they can understand where the sector is heading, build stronger relationships with operators, and be ready to benefit as growth returns. Through close monitoring of emerging Government bills, legislation, regulation and policy developments, ARCO identifies risks and opportunities early, interpret what they mean for the market, and create the insight partners need to remain visible, informed and well positioned.

This work is delivered alongside a year-round programme of live and digital events, specialist working groups, roundtables, seminars at IRCs, research and reports. For partners, this programme provides regular opportunities to stay informed on the big topics affecting the sector, hear directly from operators and stakeholders, and build the contacts and credibility needed to support future growth. Topics span operational practice, development and planning, design, compliance, marketing and sales, while also giving partners timely insight into the political, legal and regulatory environment in which the sector operates.

**Why we do it:** the IRC sector operates in a fast-moving and increasingly complex environment. Growth is taking longer to come through than many once anticipated and that makes sustained engagement more important, not less. ARCO gives partners a trusted route to remain close to the market, understand the pressures operators are facing, and contribute expertise while relationships, confidence and opportunity continue to build. Staying with the sector now helps partners stay relevant, informed and well placed to reap the rewards as the market matures.

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

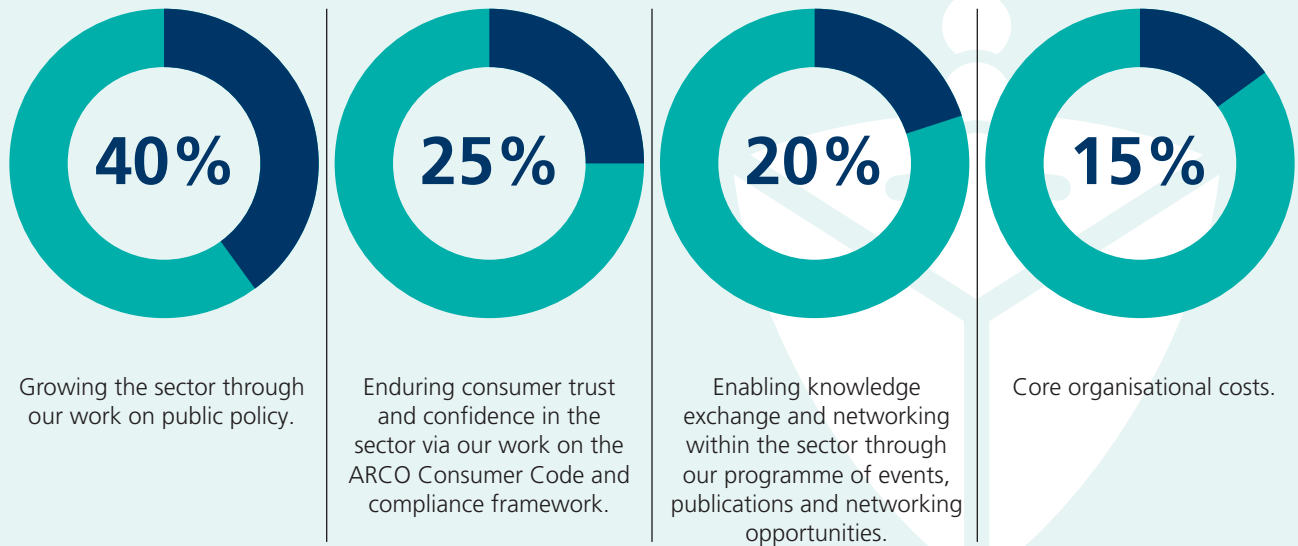


# How your fees help ARCO's work

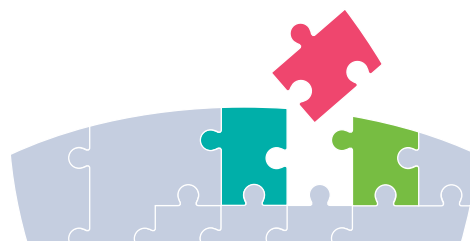


ARCO operates as a not-for-profit organisation and the membership and partnership fees plus our annual conference income directly funds our vital work to advocate for and grow the UK sector. We are incredibly grateful to our network for supporting our work and helping to build a sustainable and growing sector now and in the future.

The below chart shows how your fees help to support this:



# Types of Commercial Partnership



|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic Partner</b> | <p>Our highest level of commercial partnership is reserved for organisations recognised as leaders in their respective fields, bringing valuable specialisms and expertise to ARCO Members (i.e., operators) and the wider sector. Strategic Partnerships are exclusive, with only one organisation selected per area of expertise, and include full access to all Member and Partner events. Appointment as a Strategic Partner is subject to approval by the ARCO Board.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Partner</b>           | <p>The ARCO Partner tier is our mid-level commercial partnership, designed for organisations with specialist expertise relevant to the IRC sector. ARCO Partners are invited to share insights with Members through exclusive Member events or at the ARCO Advisory Council (currently open to Legal Partners). This partnership level offers strong sector visibility and valuable opportunities to engage with ARCO Members at a strategic level. Appointment as an ARCO Partner is subject to approval by the Membership and Partnership team.</p>                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Affiliate Network</b> | <p><b>Affiliate</b> The ARCO Affiliate Network provides organisations with the opportunity to gain valuable sector insight, increase brand visibility, and attend key networking events. This commercial partnership is ideal for organisations looking to explore the Integrated Retirement Community sector and build commercial presence within it.</p> <p><b>Affiliate Light</b> A new entry point offering to the ARCO network – ideal for micro businesses (sole traders, 1- 4 employees, start-ups) and international organisations looking to explore the Integrated Retirement Community sector. This tier offers the core benefits of the standard Affiliate level, including access to online resources like the IRC 101 session, with flexible options for in-person participation and tailored support to help you build visibility and connections in the sector. Full details of benefits and fees can be found on page 11.</p> |

## ARCO | Advisory Council

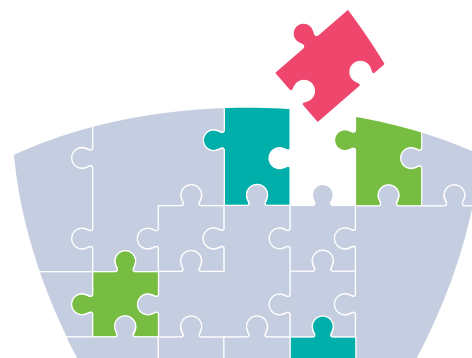
**ARCO Advisory Council brings together ARCO's legal Partners and Member legal counsel to work together on the latest matters affecting the sector.**

Led by Sally Ireland LLM, ARCO's Director of Legal and Compliance, the Council operates as a specialist legal forum for ARCO's legal Partners and Strategic Partner, working alongside the General Counsel from ARCO's operator Members.

The group provides a focused forum to discuss emerging legislation, regulation, compliance issues and sector-specific legal developments. Through the Council's work, Partners can stay close to the legal issues shaping the sector, share expertise directly with key operators, and help inform ARCO's understanding of the legal and compliance environment in which IRCs are operating.



# Commercial Partnership Benefits and Fees



| Benefits                                                                                             | Strategic Partners | Partners                | Affiliates       | Affiliate Light |
|------------------------------------------------------------------------------------------------------|--------------------|-------------------------|------------------|-----------------|
| Cost per year                                                                                        | POA                | £8,000                  | £1,935           | £990            |
| Attend exclusive ARCO Member events (forums & workshops)                                             | ✓                  | ✗                       | ✗                | ✗               |
| Opportunity to present at ARCO Member events (forums & workshops)                                    | ✓                  | Subject to agreement    | Bolt-on service* | ✗               |
| Attend the ARCO Annual Leadership Dinner                                                             | ✓                  | Opportunity to sponsor* | ✗                | ✗               |
| Attend ARCO Partner Lunch                                                                            | ✓                  | ✓                       | ✗                | ✗               |
| Opportunity to host ARCO Network Briefing & Drinks Reception – subject to availability               | ✓                  | ✓                       | ✓**              | ✗               |
| Showcase your business via the ARCO website and online Suppliers Directory                           | ✓                  | ✓                       | ✓                | ✓               |
| Attend quarterly ARCO Networking events                                                              | ✓                  | ✓                       | ✓                | ✓***            |
| Attend ARCO IRC 101 Session                                                                          | ✓                  | ✓                       | ✓                | ✓               |
| Attend sector IRC visits                                                                             | ✓                  | ✓                       | ✓                | ✓               |
| Use of ARCO branding rights on your website and appropriate marketing material                       | ✓                  | ✓                       | ✓                | ✓               |
| Receive the ARCO Eye - The Insider e-publication bi-monthly                                          | ✓                  | ✓                       | ✓                | ✓               |
| Opportunity to submit relevant content for Network News column in the ARCO Eye (subject to approval) | ✓                  | ✓                       | ✓                | ✓               |
| Opportunity to write guest blog post on the ARCO website (subject to approval)                       | ✓                  | ✓                       | ✓                | ✗               |
| Access to early bird rates and advance booking for the ARCO conference*                              | ✓                  | ✓                       | ✓                | ✓               |
| Access to special ARCO Network reduced ticket rates for the ARCO conference*                         | ✓                  | ✓                       | ✓                | ✓               |
| Access to discounted rates for ARCO conference sponsor and exhibitor packages*                       | ✓                  | ✓                       | ✓                | ✓               |

\*indicates an additional cost on top of partnership fee

\*\* Priority is given to Strategic Partners and Partners

\*\*\* One attendee per event. International affiliates can attend one networking event (permitting two attendees). For international organisations interested in attending more than one networking event, you can join the standard Affiliate membership

# Hear directly from the Network Becoming an ARCO Partner

*Having a partner as reputable and respected as ARCO is always a win! Their sector specialism in this vibrant and exciting sector fits really strongly with our overall focus within real estate. Building better sustainable, responsible and resilient communities, and identifying and pursuing routes for the growth of new ideas and models, is essential for the future of housing. We share many of ARCO's values and are closely aligned on our social and business outlook.*

*Commercially, we have met and made many new clients and friends across the sector through our association with ARCO. We massively enjoy the collaborative approach people take. We now find ourselves acting for more than half of ARCO's Members.*

**Emily Adlington**  
Senior Business Development Manager, Trowers & Hamlin LLP  
**ARCO Strategic Partner**

**th** trowers & hamlin  
Lawyers who connect

## Responsible business Empowering sustainable growth

Through a deep understanding of the interface between business and communities, we're helping organisations to achieve sustainable, responsible and resilient growth.

trowers trowers\_law trowers & hamlin



*Partnering with ARCO has been incredibly valuable to our organisation, enabling us to get a much better understanding of the sector, its longer-term ambitions, and the barriers to the much-needed growth it faced. In addition, we feel that by partnering with ARCO we have also been able to feed our knowledge, expertise, and lessons we have learned in designing and installing life safety systems back into the sector, adding value to operators.*

*It is very easy for a relationship to be transactional, but the partnership with ARCO has developed into a truly collaborative position. Through attending workshops, feeding into reports, providing guidance documents, and attending the annual conference we have been pro-active to and embraced by ARCO.*

**Andy Barker**  
Customer Engagement Manager, TIS  
**ARCO Strategic Partner**



# More Voices from the ARCO Network and Event Delegates



*ARCO inspire and facilitate sector changing conversations and bring people together for the benefit of all involved*



*Joining ARCO has definitely helped the visibility of our organisation's brand within the sector*



*The ARCO events are hugely valuable on both a personal and business level*



*This remains the go to event of the year to catch up with operators and advisors*



*If you want to be involved in the IRC sector, then you have to be engaged with ARCO*



*Being a part of the ARCO Network helped to give Members (operators) confidence rather than being from 'just another' external company*



*An essential component of our contribution to the Later Living Sector*



# 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.

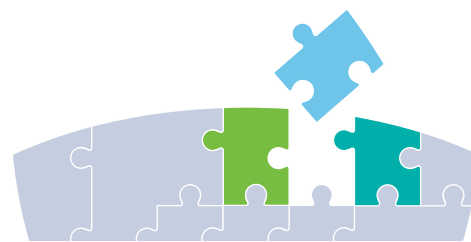
Below are the organisations that are currently supporting ARCO through their commercial partnership.

| 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                              |                                |

# 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 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.

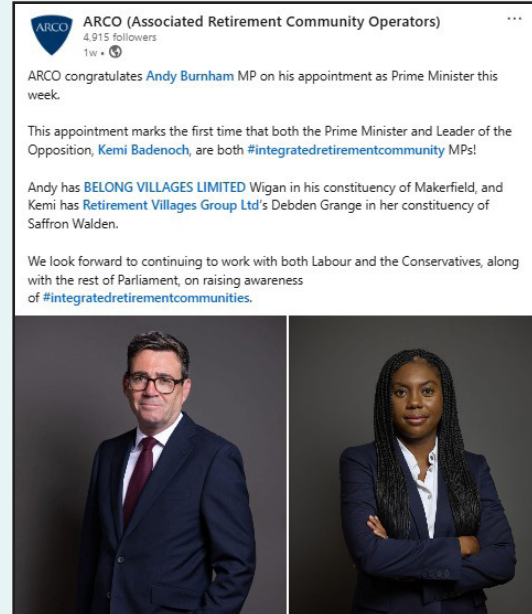
We also attend and take part in APPGs, for example, Michael Voges spoke at a meeting of the APPG on Housing and Care for Older People.



# Media

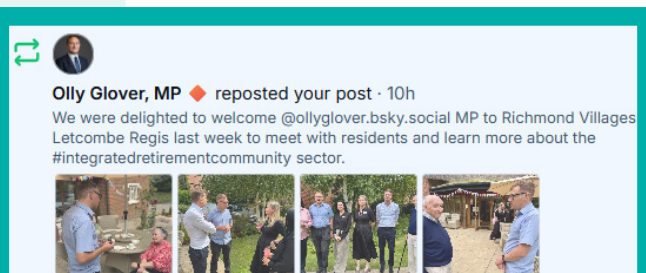
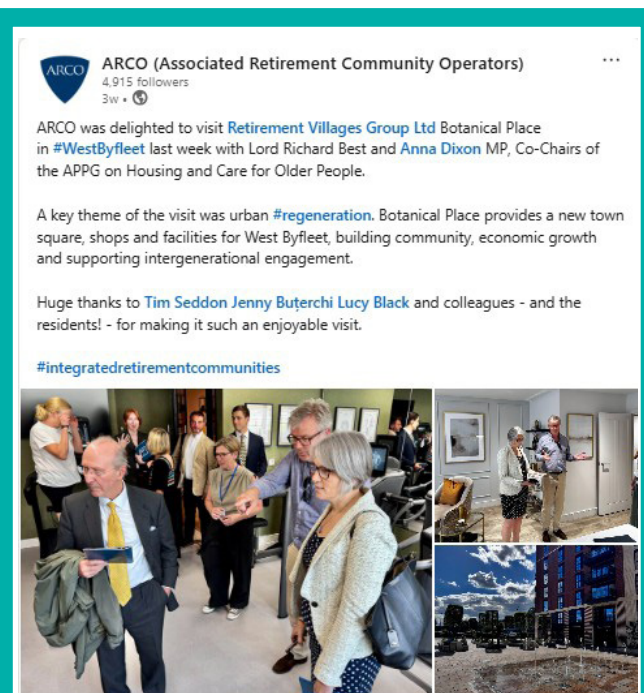
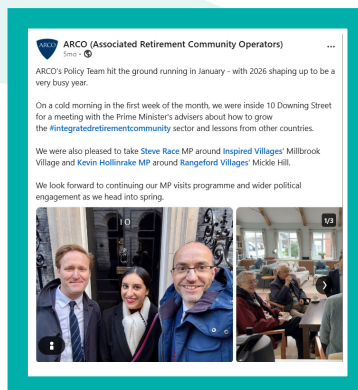


Social media plays an important role in ARCO's communications and influencing activities. We now have over 4,900 followers on LinkedIn and a growing following on BlueSky.



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



# 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                                       | October                         | November                                   | December                                         |
|-------------------------------------------------|---------------------------------|--------------------------------------------|--------------------------------------------------|
| ARCO Autumn Network Briefing & Drinks Reception | IRC 101 Webinar (online)        | ARCO AGM, Leadership Forum & Board Meeting | ARCO Festive Network Briefing & Drinks Reception |
| Operational Forum                               | Sector IRC visit: <b>tbc***</b> | ARCO Annual Leadership Dinner              |                                                  |
|                                                 |                                 | Advisory Council Meeting**                 |                                                  |
|                                                 |                                 | Operational Forum                          |                                                  |

### 2027

| January                               | February                                        | March                                           | April                                 |
|---------------------------------------|-------------------------------------------------|-------------------------------------------------|---------------------------------------|
| ARCO Leadership Forum & Board Meeting | ARCO Member Webinar                             | ARCO Member Webinar                             | ARCO Leadership Forum & Board Meeting |
| ARCO Member Webinar                   | ARCO Member Workshop                            | Finance Forum                                   | Sector IRC visit: <b>tbc***</b>       |
| Operational Forum                     | Advisory Council Meeting**                      | ARCO Spring Network Briefing & Drinks Reception |                                       |
|                                       |                                                 | Operational Forum                               |                                       |
| May                                   | June                                            | July                                            | August                                |
| ARCO Member Workshop                  | ARCO Summer Network Briefing & Drinks Reception | ARCO Annual Conference & Drinks Reception       | 2027/28 Registration begins           |
| Operational Forum                     |                                                 | ARCO Leadership Forum & Board Meeting           |                                       |

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



# what next? ARCO Annual Conference

Widely recognised as the main agenda-setting event for the Integrated Retirement Community sector, the ARCO Annual Conference is the must-attend event for the most influential and experienced operators and organisations in the UK.

In 2026, ARCO marked the milestone of its 10th Annual Conference, celebrating a decade of championing innovation, best practice and growth across the sector.

Known for its excellent and fresh content, where new innovative ideas are shared first, and for the unmatched networking opportunities, including the attendance of ministers and senior policymakers, this event is not to be missed if you are serious about our sector.

## Why the ARCO Annual Conference Matters for our Partners and Affiliates

With more than 97% of respondents attending the 2026 conference 'likely or very likely' to attend again next year, the ARCO Conference continues to offer a unique opportunity for suppliers in the industry to learn more about the sector, achieve brand visibility, network and promote their businesses to key decision-makers in the IRC sector.

ARCO Partners and Affiliates can benefit from special network reduced ticket rates and sponsorship packages, as well as early bird advance booking for the ARCO Conference.



*A very well organised and professional event that brings together the key senior people within the sector, providing unparalleled opportunities to meet key players and understand future developments.*



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

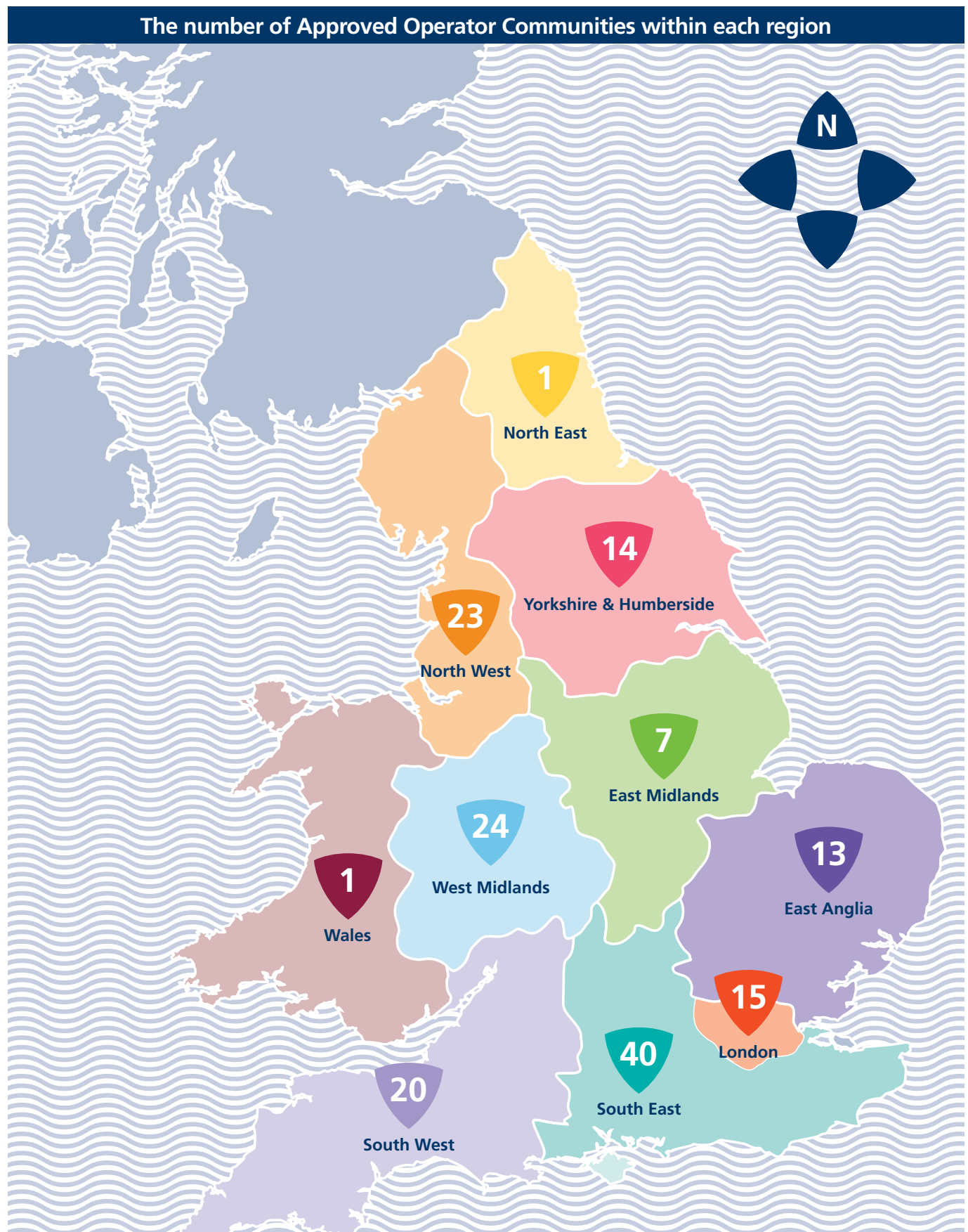


*Another really good conference. The resident panel is always a highlight as no other conference offers this.*



*Highly informative event both in terms of knowledge sharing and networking across different professions and fields of interest involved in IRCs. Highly recommend attending, and will do so again next year.*

# 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



# Partnership FAQs



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## How do I join?

To register your interest to join ARCO, please complete the online registration forms available via our website [www.arcouk.org/join](http://www.arcouk.org/join)

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## What is the difference between an ARCO Member and an ARCO Strategic Partner, Partner or Affiliate?

ARCO Members are operators of Integrated Retirement Communities. ARCO Strategic Partners, Partners and Affiliates provide professional services or products to operators and are stakeholders in the Integrated Retirement Community sector.

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## Will you recommend my business and services to your Members?

Yes, in response to a specific request from a Member and if we believe your company is best placed to meet their need. This is not part of the ARCO commercial partnership offering, but something that we do regularly on an ad hoc basis.

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## Will I get the chance to network with your Members?

Yes, you will. All events are open to Members to attend, and we endeavour to always build networking time into our sessions. We also like to run open discussions as part of our events to encourage knowledge sharing and debate.

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## Will you share your Member contact list with us?

No - however, our Members are clearly listed on our website and there is also the opportunity to network at our events and conferences.

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## Is there a cap on how many members of my team can receive the ARCO Eye – The Insider e-bulletin?

No, we are happy to add unlimited members of staff to our bi-monthly e-bulletin. This can be done by emailing [members@arcouk.org](mailto:members@arcouk.org)

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## How many members of my organisation can attend ARCO events?

The number of delegates per organisation entirely depends on our venue capacity. However, if we do have to restrict attendance to one delegate per organisation, we will operate a waiting list for any additional members of staff who wish to attend.

For Affiliate Light membership, please refer to page 9.

For the quarterly networking events, invitations are sent to the Key Contact of each organisation due to venue capacity limits. However, this does not mean only the Key Contact can attend — they are welcome to nominate the most suitable or available colleague to attend on behalf of the organisation.

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## We want to get more involved with ARCO, how can we do this and what opportunities are there?

In addition to the different partnership options, there is also the opportunity to sponsor or exhibit at our annual conference. A range of sponsorship and exhibitor packages are available. Please contact our Membership Team if you would be interested in receiving our *What Next?* Conference Sponsorship brochure.

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

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

For more information on ARCO, visit:  
[www.arcouk.org](http://www.arcouk.org)

