

ARL GUIDE V9.4

# AUDIENCE TAILORING, GUIDE INSTRUCTIONS & FAQs



**ARL**

Association for Rental Living

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### *Formatting and placement*

- Slide footer. Set in 8pt or 9pt, single line of running text. Where space is tight, the first sentence and the © line are the irreducible minimum.*
- Title slide. Position immediately below the deck title or in the lower margin. Do not relegate to the back of the deck only.*
- Web pages and social cards. Include in full as a single paragraph in the page footer or image alt-text companion.*
- One-pagers and infographics. Include in full as a footer block; do not split across the page.*

# PURPOSE AND METHODOLOGY

This document specifies how the ARL Guide to Build to Rent v9.4 should be tailored for seven distinct audiences:

1. UK Government and Ministers
2. Local Authorities
3. Planning Committees
4. Investors and Developers
5. Consumers and Residents
6. Media and Policy Researchers
7. The BTR Sector

## How to use this document

Each audience section contains:

- (1) strategic objective for that presentation,
- (2) the audience's likely concerns,
- (3) a recommended slide sequence with presenter notes,
- (4) timing guidance,
- (5) specific guidance on when and how to use slides 26–28,
- (6) Virtual Board risk assessment, and
- (7) enhancement recommendations.

## Master Slide Index — v9.4 (34 slides)

Slide	Title	Function
P2	Introduction & Document Use	Context / signposting
P3	The UK Housing Crisis	Demand context
P4	What is Build to Rent?	Product definition
P5	Supporting Delivery of Additional Homes	Supply / pipeline data
P6	A Catalyst for Change	Investment multiplier
P7	Rental Living Typologies	Product taxonomy
P8	Who Is It For?	Resident demographics
P9	BTR Houses: What Is It?	Typology detail
P10	BTR Apartments: What Is It?	Typology detail
P11	Co-living: What Is It?	Typology detail
P12	Retirement Rental: What Is It?	Typology detail
P13	BTR Apartments: How It Works	Technical detail
P14	BTR Houses: How It Works	Technical detail
P15	Co-living: How It Works	Technical detail
P16	Retirement Rental: How It Works	Technical detail

Slide	Title	Function
P17	BTR Is Focused On	Positioning / values
P18	Rental Living Code of Practice	Standards / governance
P19	BTR vs Traditional PRS	Comparative
P20	Economic Impact of BTR	Economic evidence
P21	Sustainability & ESG	Environmental case
P22	DMR and Affordable Housing	Affordable homes
P23	Addressing Common Misconceptions	Counter-narrative
P24	Capital, Viability and Delivery Constraints	Investment / pipeline
P25	Supporting Local Authorities	LA case
P26	How LAs Can Use BTR	LA toolkit (NEW v9.4)
P27	Barriers and Solutions for LA-BTR	LA toolkit (NEW v9.4)
P28	How the BTRA Can Support LAs	LA toolkit (NEW v9.4)
P29	The Renters' Rights Act 2025	Regulatory alignment
P30	What Government Can Do	Policy asks
P31	The Future of Rental Living	Strategic vision
App1	Historic Timeline: Overview	Appendix
App2	Historic Timeline: Detail 1	Appendix
App3	Historic Timeline: Detail 2	Appendix
Ref	References	Sources

# AUDIENCE 1: UK Government and Ministers

## STRATEGIC OBJECTIVE

Secure recognition of BTR as a housing delivery mechanism that merits active policy support. Position ARL and BTRA as credible, evidence-led partners for government housing delivery — not lobbyists. Leave with a specific policy ask.

## KEY AUDIENCE CONCERNS

- Is BTR delivering real volume, or is it marginal to the housing supply problem?
- Does BTR serve ordinary households or only higher-income renters?
- What do we need to do to unlock more BTR? Is the ask reasonable?
- Is the Code of Practice independently governed? Who polices it?
- Does BTR conflict with or complement the Renters' Rights Act agenda?

## RECOMMENDED SLIDE SEQUENCE (v9.4)

Suggested delivery order with role of each slide. Slides 26–28 placement noted explicitly.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P3	Frame the problem (housing crisis)	Lead with the delivery gap — 204,000 projected vs 300,000 needed. This is Government's own target. Do not editorialise.
P5 + P24	Establish BTR's role and the constraints	Use together. BTR adds supply; viability not intent is the constraint. Ministers need to understand what they can unlock.
P6 + P20	Investment multiplier	CRITICAL: Slide 6 now shows £4.70/£6.40 but Slide 20 still shows £2.92/£2.50. Do NOT use both slides in the same presentation until resolved. Use Slide 6 only for now.
P18	Code of Practice — your credibility anchor	This slide must include independent governance language before any Ministerial use. See v9.3 edits document.
P29	Renters' Rights Act alignment	BTR is not responding to the Act — it is the model the Act is trying to create. Say this directly.
P22	DMR and affordable housing	Ministers will be challenged on affordable housing. This slide answers the question. Emphasise 'legally ring-fenced'.
P30	Policy asks	End here. Six specific, costed asks. Be ready to prioritise to top two if time is short: faster planning decisions and national BTR planning policy note.

# TIMING GUIDANCE

30–40 minutes including Q&A. 15 slides maximum in the room. Prepare a 10-slide version for 20 minutes. Never go to full deck in a Ministerial setting without explicit agreement.

# FRAMING & TALKING POINTS

Lead with the Government's own housing target. BTR is not asking for special treatment — it is asking for the same certainty that other asset classes have. The BTRA is chaired by Clive Betts MP. This matters to Ministers: it signals all-party support and parliamentary credibility. Use it.

# SLIDES 26–28: SPECIFIC GUIDANCE FOR THIS AUDIENCE

SLIDES 26–28: Include only Slide 25 (Supporting Local Authorities) and Slide 30 (Government Actions) for Ministerial settings. Slides 26–28 are operational detail for LA audiences and will dilute the policy message in a Ministerial context. If a Minister specifically asks 'what tools do you give LAs?' — introduce Slide 28 (BTRA Support) only.

# VIRTUAL BOARD NOTE

GOVERNMENT AFFAIRS: The independent governance gap on Slide 18 is a blocking issue for any Ministerial meeting. Do not use this deck until resolved.

INVESTOR RELATIONS: Slide 20 multiplier inconsistency will be spotted by Treasury officials. Use Slide 6 only. LEGAL: The SDLT call-to-action on Slide 30 must be updated to reflect the post-Budget position.

# RECOMMENDED ENHANCEMENTS FOR THIS AUDIENCE

- Commission a one-page policy brief (separate from the deck) for pre-meeting briefing packs — Ministers receive decks but read one-pagers
- Add a 'Government Partnership Offer' slide: specific, named offers of co-design, data sharing, or pilot scheme participation — this converts the presentation from advocacy to a working conversation
- Add a regulatory alignment timeline: a simple visual showing Renters' Rights Act milestones vs BTR Code milestones would demonstrate BTR's head-start
- Brief the BTRA Chair (Clive Betts MP) before any Ministerial meeting — cross-party signalling is the most powerful credibility signal available

# AUDIENCE 2: Local Authorities

## STRATEGIC OBJECTIVE

Equip LA planning, housing, and regeneration officers with the understanding, tools, and contacts they need to use BTR effectively within their existing planning framework. Convert from passive knowledge to active pipeline partnership.

## KEY AUDIENCE CONCERNS

- Is BTR just for luxury housing, or does it serve local communities?
- How do we capture affordable housing through BTR (DMR)?
- What are our planning powers to require management standards?
- Will BTR undermine our housing waiting list or serve those in need?
- Who manages the scheme long-term – what happens if the operator changes?
- What does the BTRA actually offer us, and at what cost?

## RECOMMENDED SLIDE SEQUENCE (v9.4)

Suggested delivery order with role of each slide. Slides 26–28 placement noted explicitly.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P3	Establish the housing crisis as shared context	Frame around the LA's specific local housing target – do your homework. Generic national stats are less compelling than their own HDT position.
P4 + P7	What BTR is and its typologies	Keep brief – LA officers often have misconceptions. Typologies matter: SFR may be more relevant than apartments for many LAs.
P8	Who lives in BTR	Lead with the income data. 65% of SFR residents earn below £32k. Counter the luxury narrative immediately.
P22	DMR and Affordable Housing	This is the most important slide for LA audiences. Spend time here. Emphasise S106, legally ring-fenced, tenure-blind.
P25	Supporting Local Authorities	Overview of LA benefits – use as a summary frame before going into detail
P26	How LAs Can Use BTR – Five Tools	NEW in v9.3. CORE slide for this audience. Walk through each row. Ask the LA which objective resonates most.
P27	Barriers and Solutions	NEW in v9.3. HIGHLY EFFECTIVE in LA settings – validates their concerns, then resolves them. Do not skip.
P28	How the BTRA Can Support You	NEW in v9.3. Use as the closing offer. This is the call to action. Presenter should know the four quadrants by heart.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P19	BTR vs Traditional PRS	Optional — useful if the LA has had bad PRS experiences. Reinforces management quality argument.
P18	Code of Practice	Use to answer 'how do we enforce standards?' — BTRA Code as planning condition is the answer.
P29	Renters' Rights Act	Use if the LA raises tenant protection concerns — BTR is already compliant.

## TIMING GUIDANCE

45–60 minutes for a full LA briefing, 25 slides maximum. A dedicated LA session should use Slides 26–28 as the centrepiece — these are the slides built specifically for this audience. A shorter 20-minute introduction should use: P3, P4, P8, P22, P25, P26, P28.

## FRAMING & TALKING POINTS

Start with the LA's own housing challenge. Never lead with sector benefits — LAs want to know what BTR does for their residents and their housing numbers. The BTRA's offer (Slide 28) is genuinely valuable and genuinely free — make this clear. Planning officers respond to specific tools (model S106 wording, NPPF 63–64 guidance). Have these ready as a leave-behind.

## SLIDES 26–28: SPECIFIC GUIDANCE FOR THIS AUDIENCE

SLIDES 26–28 ARE THE CORE OF THIS PRESENTATION. These three slides are the only ones in the deck built specifically for this audience. Slide 26 should be used interactively — ask the LA which of the five council objectives applies to them and focus the conversation there. Slide 27 validates LA concerns before resolving them — this earns trust. Slide 28 is the close — the four quadrants become the agenda for next steps. After the presentation, send a one-page BTRA toolkit offer that mirrors Slide 28's four quadrants.

## VIRTUAL BOARD NOTE

**GOVERNMENT AFFAIRS:** The LA audience is the sector's most important advocacy multiplier — LAs who support BTR create planning momentum that no amount of central government lobbying can replicate. Investing in LA education is a strategic priority.

**PLANNING:** Slide 27's 'Who Leads' column should be accurate — the BTRA must be resourced to deliver what it commits to in that column before using this slide.

**COMMUNICATIONS:** The Code of Practice as a planning condition is a compelling offer — but only if the Code is actually robust. The pre-launch blocking issues flagged in the Code review must be resolved before Slide 27 is used in any LA setting.

## RECOMMENDED ENHANCEMENTS FOR THIS AUDIENCE

- Produce a standalone LA Briefing Pack: a 4-page leave-behind that mirrors Slides 25–28 content in Word/PDF format — something planners can share internally without a presenter
- Create a postcode-level BTR pipeline map: LAs respond to local data. A regional pipeline visual (Bidwells / Knight Frank data) would make Slide 26 immediately relevant to their patch
- Develop model planning conditions document: the 'BTRA provides model S106 wording' commitment on Slide 27 requires actual model wording to be ready. Commission this if not already done
- Offer a no-obligation BTRA officer briefing as the standard close — Slide 28 commits to this; the meeting invitation should be extended in the room

# AUDIENCE 3: Planning Committees

## STRATEGIC OBJECTIVE

Secure positive or neutral planning outcomes by ensuring committee members understand what BTR is, how it differs from standard private renting, and what community and affordability benefits it delivers. Address concerns before they become objections.

## KEY AUDIENCE CONCERNS

- Will this development serve local housing needs or only wealthy incomers?
- What affordable housing provision does this scheme include?
- Will the developer sell up and leave? Who is accountable long-term?
- How are residents protected? What if management is poor?
- Does this count towards our housing delivery targets?

## RECOMMENDED SLIDE SEQUENCE (v9.4)

Suggested delivery order with role of each slide. Slides 26–28 placement noted explicitly.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P4	What BTR Is — in 60 seconds	Start here. Planning committee members often confuse BTR with standard PRS. Institutional ownership is the key differentiator.
P7	Typologies relevant to the application	Show only the typology relevant to the application before them. Do not show all four if only apartments are being proposed.
P8	Who lives in BTR	Income data directly counters the luxury objection. Lead with 65% of SFR residents earn below £32k.
P22	DMR and Affordable Housing	Critical for planning committees. Emphasise S106 ring-fencing and tenure-blind design.
P19	BTR vs Traditional PRS	Useful to demonstrate institutional accountability and planned maintenance vs reactive approach.
P18	Code of Practice	Use to answer management quality concerns. BTRA Code as planning condition is the key offer.
P25	Supporting Local Authorities — community benefits panel	Local employment, council tax, community infrastructure — the six boxes resonate with committee members.
P6 or P20	Investment multiplier (use P6 only — see note)	Use to demonstrate economic contribution to local economy. Use Slide 6 ONLY — Slide 20 has inconsistent figures.

## TIMING GUIDANCE

Planning committee presentations are typically 5–10 minutes with a strict time limit. Use 6–8 slides maximum. Prepare a single-page summary for the committee pack in advance — this is often more important than the presentation itself.

## FRAMING & TALKING POINTS

Planning committees are not the audience for sector advocacy or policy arguments. They need answers to three questions: who owns it, who looks after it, and what does the community get? Structure your 8 slides around those three questions. Do not use government-facing language about BTR's role in the housing crisis — this reads as lobbying and can antagonise committee members.

## SLIDES 26–28: SPECIFIC GUIDANCE FOR THIS AUDIENCE

SLIDES 26–28: Do not use Slides 26, 27, or 28 in planning committee settings. These slides are addressed to LA officers and politicians, not to planning committees. Using them could create confusion about the roles of different parties. Slide 25 (Supporting Local Authorities) covers the community benefit argument at the right level of detail for a committee presentation.

## VIRTUAL BOARD NOTE

PLANNING (board): Planning committees are quasi-judicial — any misrepresentation, even inadvertent, can be grounds for challenge. All statistics must be sourced. Do not use the £550bn Savills 2019 figure without its caveat.

COMMUNICATIONS: The committee pack written summary is more important than the slides — invest time in the written submission, not the deck.

## RECOMMENDED ENHANCEMENTS FOR THIS AUDIENCE

- Produce a standard planning committee insert: a one-page A4 summary (logo, three key facts, DMR commitment, Code membership statement) that can be submitted with every planning application
- Draft a standard conditions offer for committee members: 'The applicant offers to commit to BTRA Rental Living Code of Practice membership as a condition of consent.' This pre-empts the management quality objection.
- Prepare a 'local impact' data sheet: council tax projection, local jobs estimate, DMR unit count — specific to the application. This converts generic sector arguments into site-specific evidence.

# AUDIENCE 4: Investors and Developers

## STRATEGIC OBJECTIVE

Reinforce ARL's role as the authoritative body for sector intelligence, standards, and policy access. Demonstrate that ARL membership and BTRA Code adoption is a commercial advantage, not a compliance burden. Build confidence in the pipeline.

## KEY AUDIENCE CONCERNS

- What is the realistic pipeline and where is the market heading?
- How does the Code of Practice affect our operations and obligations?
- What is the planning environment and how is the BTRA influencing it?
- How does ARL engagement benefit our investor relations and ESG reporting?
- What is the government doing to unlock the policy environment?

## RECOMMENDED SLIDE SEQUENCE (v9.4)

Suggested delivery order with role of each slide. Slides 26–28 placement noted explicitly.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P5 + P24	Pipeline scale and viability constraints	Use together as the market context. £4.7bn invested in 2025 despite viability headwinds is a strong investment case opener.
P6	ARL Lifecycle Multiplier — P6 ONLY	Use Slide 6 ONLY. Do NOT use Slide 20 — still shows old multiplier. Correct Slide 20 before any investor use.
P21	Sustainability and ESG	ESG is a primary driver for institutional capital allocation. 89% of BTR homes EPC C or above is a strong data point. Align to SFDR / TCFD where relevant to the investor.
P18	Code of Practice	Frame as commercial advantage: Code membership = planning condition acceptance = reduced LPA resistance = faster scheme starts.
P31	Future of Rental Living	Market trajectory argument — US and German comparator. This is the long-term institutional case. Strong closer.
P29	Renters' Rights Act	BTR was already compliant — this is a competitive advantage vs PRS portfolio managers who face significant adaptation costs.
P30	Government asks	Frame as BTRA's active policy programme — demonstrates ARL/BTRA are working on the policy environment, not just commenting on it.

# TIMING GUIDANCE

30–45 minutes for a sector briefing. 12–15 slides for an investor presentation. A focused investor deck should be built separately from the full guide — use the relevant slides as components. The full 34-slide deck is rarely appropriate for investor settings.

## FRAMING & TALKING POINTS

Investors and developers are sophisticated. They will challenge weak data. Be ready to acknowledge the Savills 2019 £550bn caveat and the age of the CBRE/NHF 2016 multiplier. Acknowledging limitations proactively is stronger than being challenged on them. The ARL's value is not just as a lobby group but as an Ops Benchmarking provider — emphasise the sector intelligence and standards functions.

## SLIDES 26–28: SPECIFIC GUIDANCE FOR THIS AUDIENCE

SLIDES 26–28: Optional for investor audiences. Slide 26 (How LAs Can Use BTR) is relevant for forward-funding investors who need LA partnerships — it demonstrates that the BTRA actively de-risks planning relationships. Slide 28 (BTRA Support to LAs) is useful for showing investors that the BTRA actively works to reduce planning risk at the LA interface. Slide 27 (Barriers and Solutions) is primarily an LA-facing slide — use only if the investor specifically raises planning risk as a concern.

## VIRTUAL BOARD NOTE

INVESTOR RELATIONS (board): The multiplier inconsistency between Slides 6 and 20 is the most damaging issue for investor credibility. No investor presentation should go ahead until this is resolved. The Code of Practice's independent governance language must also be present before the Code is presented as an institutional quality signal.

## RECOMMENDED ENHANCEMENTS FOR THIS AUDIENCE

- Commission an updated economic multiplier study: the CBRE/NHF 2016 figure is the weakest link in the investor pack. A 2024/25 update would be a significant competitive advantage
- Add an Ops Benchmarking slide: void rates, tenancy lengths, maintenance response times — benchmarked across ARL members. This is the evidence that converts sceptics
- Develop a dedicated Investor Fact Sheet: 4–6 pages, separate from the deck, covering pipeline data, ESG metrics, regulatory landscape, and the Code's investor protections
- Add SFDR / Article 8 / Article 9 alignment note where relevant — institutional capital allocators require this and BTR's EPC performance makes it achievable

# AUDIENCE 5: Consumers and Residents

## STRATEGIC OBJECTIVE

Help prospective and current residents understand what BTR is, what standards they should expect, and what rights and protections they have. This is the audience the sector is least well-equipped to communicate with — and the one that matters most for long-term legitimacy.

## KEY AUDIENCE CONCERNS

- Is BTR more expensive than traditional renting?
- What are my rights if something goes wrong?
- Can I be evicted? How is my tenure protected?
- What am I actually renting — just the flat, or the building?
- How is this different from a normal letting agent?

## RECOMMENDED SLIDE SEQUENCE (v9.4)

Suggested delivery order with role of each slide. Slides 26–28 placement noted explicitly.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P4	What is BTR? — resident-friendly version	Emphasise 'residents are valued customers'. This is a values statement, not a product spec.
P7 + P9-P12	Typologies relevant to this resident	Show only the typology relevant to their situation. Don't show all four.
P18	Code of Practice — your protections	Frame as a resident protection document, not a sector standards document. 'What this means for you.'
P19	BTR vs Traditional PRS	Use the comparison table — residents understand this immediately. Focus on management, maintenance, and community.
P29	Renters' Rights Act	Use to explain the resident's legal position — but focus on the BTR compliance columns, not the legislative detail.
P23	Addressing Misconceptions	Use if the resident has expressed scepticism. Validate the concern, then resolve it with evidence.

## TIMING GUIDANCE

Consumer-facing use is typically digital or event-based rather than a formal presentation. The deck is not a consumer-facing tool in its current form — it is designed for institutional and government audiences. The slides identified above can be adapted for resident packs, website content, or event displays. Do not use the full deck in a resident setting.

# FRAMING & TALKING POINTS

Residents do not care about the investment case or the planning policy framework. They care about their home, their rights, and their community. Any communication with residents must start from their perspective, not the sector's. The income data on Slide 8 (65% of SFR residents earn below £32k) is the single most important fact to share with a sceptical resident or community group — it directly challenges the luxury narrative.

## SLIDES 26–28: SPECIFIC GUIDANCE FOR THIS AUDIENCE

SLIDES 26–28: Do not use Slides 26, 27, or 28 in resident-facing contexts. These slides are addressed to Local Authorities and contain planning and policy language that is not resident-relevant and could be confusing or off-putting. The Code of Practice slide (18) and the Renters' Rights Act slide (29) are the appropriate resident-facing standards content.

## VIRTUAL BOARD NOTE

COMMUNICATIONS (board): The absence of a genuine resident-facing product is the sector's biggest credibility gap. The deck is excellent for institutional audiences and inadequate for residents. A resident-specific resource (website page, FAQ document, or video) would address this — and would be more credible if co-produced with residents or a tenant advocacy body.

## RECOMMENDED ENHANCEMENTS FOR THIS AUDIENCE

- Commission a resident-facing FAQ: 10 questions, plain English answers, sourced — published on [thearl.org.uk](http://thearl.org.uk) and available for operators to link to
- Develop a 'Your Rights in BTR' one-pager: based on Slide 18 and Slide 29, rewritten in plain English — the document Slide 26 commits to but does not currently exist
- Add HomeViews resident satisfaction data to Slide 8: actual resident ratings (not illustrative personas) would transform the consumer-facing credibility of this slide
- Consider co-production of resident content with a tenant advocacy body: this would give the content independent credibility that operator-produced materials cannot achieve

# AUDIENCE 6: Media and Policy Researchers

## STRATEGIC OBJECTIVE

Provide a credible, sourced, and transparent evidence base that withstands journalistic and academic scrutiny. Be the most reliable data source on BTR in the UK — not just an advocacy body. Build trust through intellectual honesty, not advocacy.

## KEY AUDIENCE CONCERNS

- Are these figures independently verified or self-reported?
- What are the limitations of this data?
- Is BTR delivering affordable housing in practice, or just in theory?
- Who funds the ARL and does this affect the evidence it produces?
- What does the sector not want us to know?

## RECOMMENDED SLIDE SEQUENCE (v9.4)

Suggested delivery order with role of each slide. Slides 26–28 placement noted explicitly.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P3	Housing crisis context	Use as the shared factual baseline — cite MHCLG, OBR, BCIS sources specifically. These are government data, not sector data.
P5	BTR pipeline data (BPF Q4 2025)	Use the pipeline numbers. Acknowledge the 2019 Savills £550bn caveat explicitly — proactive acknowledgement builds trust.
P20	Economic Impact — USE P6 ONLY	Do NOT use Slide 20 in media settings — it still shows the old multiplier. Use Slide 6 only and explain the source change if asked.
P21	ESG / EPC data	Bidwells 2024 EPC data is independently sourced. Credible. Use it. Acknowledge the MMC and heat network claims are less rigorously evidenced.
P22	DMR — how it actually works	Journalists and researchers need to understand the DMR mechanism. Be specific about 80–90%, S106, and the difference from Social Rent.
P23	Misconceptions	Use as a starting point for a Q&A — journalists will test every one of these. Have the evidence ready for each rebuttal.
Ref	References page	Share the full references page. A journalist who can trace every statistic back to a primary source is a journalist who writes a more accurate story.

## TIMING GUIDANCE

Media briefings should be 20–30 minutes maximum. Policy researchers may want the full deck plus the references. Always provide a written brief with hyperlinked sources in addition to the deck. Never go off the record on data limitations — if there is a caveat, state it. Journalists respect transparency; they will find the gaps anyway.

# FRAMING & TALKING POINTS

The ARL's competitive advantage in media settings is not spin — it is access to data. The BPF pipeline data, the Bidwells EPC analysis, and the resident income data from BPF are the three most credible independent sources in the deck. Lead with them. Be transparent about the CBRE/NHF 2016 multiplier — acknowledge its age, explain why an update has been challenging, and state that one is in progress. Do not pretend the 2016 figure is current.

## SLIDES 26–28: SPECIFIC GUIDANCE FOR THIS AUDIENCE

SLIDES 26–28: Slides 26, 27, and 28 are useful for policy researchers who are studying LA-BTR partnerships — they provide a clear framework and can be reproduced as reference material. For journalists, Slide 27 (Barriers and Solutions) is particularly useful as it acknowledges the sector's own challenges rather than presenting only the positive case. Share slides 26–28 as supplementary material when requested, with the caveat that these represent the sector's own framework and should be cross-checked with LA sources.

## VIRTUAL BOARD NOTE

COMMUNICATIONS (board): Media use of the deck requires a data integrity review before any briefing. The multiplier inconsistency between Slides 6 and 20 would be immediately spotted by a financial journalist and would become the story. LEGAL: The References page is the first thing a policy researcher will check. All sources must be traceable and accurately cited. The CBRE/NHF 2016 reference should explicitly note its age.

## RECOMMENDED ENHANCEMENTS FOR THIS AUDIENCE

- Develop a Data Methodology Note: a one-page appendix (published on [thearl.org.uk](http://thearl.org.uk)) explaining how each major figure in the deck was derived, its limitations, and when it was last updated
- Commission an independent review of the sector statistics: asking a third party (e.g. Bidwells, Oxford Economics, or a university housing research centre) to validate the key figures would be a significant credibility investment
- Create a 'what we don't know' section: the most credible industry bodies are those that acknowledge data gaps. Publishing what the ARL is still trying to measure (e.g. tenancy length data, void rates, resident satisfaction) would differentiate ARL from pure advocacy bodies

# AUDIENCE 7: The BTR Sector Itself

## STRATEGIC OBJECTIVE

Maintain sector alignment around shared advocacy positions, ensure ARL members understand the policy context and their obligations under the Code of Practice, and build collective momentum for government engagement. Be honest about challenges.

## KEY AUDIENCE CONCERNS

- What is the ARL and BTRA doing to improve the policy environment?
- How does the Code of Practice affect our existing operations?
- What are the risks from the Renters' Rights Act for our portfolio?
- Is the multiplier evidence base strong enough for government settings?
- What is the BTRA's position on LA partnerships — is there a toolkit?
- Are the new LA slides (26-28) being used in government engagement?

## RECOMMENDED SLIDE SEQUENCE (v9.4)

Suggested delivery order with role of each slide. Slides 26–28 placement noted explicitly.

SLIDES	ROLE IN THIS SEQUENCE	PRESENTER NOTE
P18	Code of Practice	Lead with the Code — members need to understand what they have signed up to and what independent governance will look like.
P29	Renters' Rights Act	Frame as competitive advantage. BTR is already compliant. This is a positive story for the sector.
P24	Capital, Viability and Delivery Constraints	Be honest about the constraints — this is a sector audience who knows the market. Do not oversell.
P26 + P27 + P28	LA toolkit (new slides)	Show the sector what the BTRA is now offering to LAs. This builds confidence in the BTRA's effectiveness and prompts operator members to use and share the toolkit.
P30	Government asks — progress report	Update the sector on the status of each ask. Which are being pursued? What progress has been made?
P31	Future of Rental Living	Use as the strategic vision close — this is the shared ambition that unites the sector.
P6	ARL Lifecycle Multiplier	Explain the multiplier change from £2.92/£2.50 to £4.70/£6.40 — the sector needs to understand the preferred figures and use them consistently.

## TIMING GUIDANCE

Sector conference or member briefing: 30–45 minutes. Annual general meeting: 15–20 minutes. Member webinar: 45–60 minutes with Q&A. The full deck is appropriate for member briefings — the sector audience can absorb more technical content than external audiences.

## FRAMING & TALKING POINTS

The sector audience knows more than you do about operational detail — don't oversell. The ARL's role is to align the sector around shared positions, not to educate members about their own business. Be direct about the Code's implications, the multiplier evidence base's limitations, and the BTRA's resourcing constraints. The new LA slides (26–28) should be presented as a sector resource — something members can request and use in their own LA engagements.

## SLIDES 26–28: SPECIFIC GUIDANCE FOR THIS AUDIENCE

SLIDES 26–28 SHOULD BE SHOWCASED to the sector audience. These slides represent a genuine new capability — the BTRA is now offering concrete operational support to LAs. Operator members should know these slides exist so they can request the BTRA toolkit when engaging their own LA partners. The sector briefing should explicitly position slides 26–28 as 'here is what the BTRA can now offer your planning partners — use this.'

## VIRTUAL BOARD NOTE

ALL BOARD FUNCTIONS: The sector audience is the most demanding — they know the details. The multiplier inconsistency between Slides 6 and 20 will be noticed immediately. Resolve this before any member briefing. The Code of Practice's independent governance gap is particularly important for the sector audience — operator members will be directly asked 'who monitors this Code?' by their own residents and LAs. They need a clear answer.

## RECOMMENDED ENHANCEMENTS FOR THIS AUDIENCE

- Produce a member briefing pack on Code obligations: a practical guide to what the Code requires of signatories, what independent monitoring will look like, and what the consequences of non-compliance are
- Add an Ops Benchmarking section to member briefings: void rates, tenancy lengths, maintenance response times — benchmarked anonymously across the membership. This is the data members actually want
- Create a sector-facing version of the LA toolkit: a one-pager that operator members can use when engaging their own LA planning partners — 'here is what the BTRA can offer your council'
- Commission an annual ARL State of the Market report: a sector-facing document that provides the honest assessment (including challenges) that the advocacy deck cannot provide. This would position ARL as the authoritative market intelligence body, not just an advocacy body

# CONSOLIDATED SLIDE-AUDIENCE MAPPING

This table shows which slides from v9.4 are recommended for each audience. New slides 26–28 are highlighted. Shading indicates:

GREEN = strongly recommended,

AMBER = include if relevant,

blank = omit.

Slide	Title	Gov't	LA	Planning	Investor	Resident	Media
P3	UK Housing Crisis	CORE	CORE	CORE	INCLUDE	OMIT	CORE
P4	What is BTR?	INCLUDE	CORE	CORE	OMIT	CORE	INCLUDE
P5	Supporting Delivery	CORE	INCLUDE	OMIT	CORE	OMIT	CORE
P6	A Catalyst for Change	CORE	INCLUDE	INCLUDE	CORE	OMIT	CORE*
P7	Typologies	INCLUDE	CORE	IF RELEVANT	OMIT	IF RELEVANT	OMIT
P8	Who Is It For?	CORE	CORE	CORE	OMIT	CORE	CORE
P9-P12	Typology Detail	IF ASKED	IF RELEVANT	IF RELEVANT	OMIT	IF RELEVANT	OMIT
P13-P16	How It Works	OMIT	IF ASKED	OMIT	OMIT	IF ASKED	OMIT
P17	BTR Focused On	INCLUDE	INCLUDE	OMIT	OMIT	OMIT	OMIT
P18	Code of Practice	CORE	CORE	CORE	CORE	CORE	INCLUDE
P19	BTR vs PRS	INCLUDE	INCLUDE	CORE	OMIT	CORE	OMIT
P20	Economic Impact	DO NOT USE*	INCLUDE	OMIT	DO NOT USE*	OMIT	DO NOT USE*
P21	Sustainability / ESG	INCLUDE	INCLUDE	OMIT	CORE	OMIT	INCLUDE
P22	DMR / Affordable	CORE	CORE	CORE	INCLUDE	INCLUDE	CORE
P23	Misconceptions	INCLUDE	CORE	INCLUDE	OMIT	CORE	CORE
P24	Capital / Viability	CORE	INCLUDE	OMIT	CORE	OMIT	INCLUDE
P25	Supporting LAs	INCLUDE	CORE	INCLUDE	OMIT	OMIT	OMIT
P26	How LAs Can Use BTR — NEW	OMIT	CORE	OMIT	IF ASKED	OMIT	SUPP
P27	Barriers & Solutions — NEW	OMIT	CORE	OMIT	IF ASKED	OMIT	SUPP
P28	How BTRA Supports LAs — NEW	IF ASKED	CORE	OMIT	INCLUDE	OMIT	SUPP
P29	Renters' Rights Act	CORE	INCLUDE	OMIT	CORE	CORE	INCLUDE
P30	Gov't Actions	CORE	OMIT	OMIT	INCLUDE	OMIT	OMIT
P31	Future of BTR	INCLUDE	INCLUDE	OMIT	CORE	OMIT	OMIT
App1-3	Historic Timeline	OMIT	IF ASKED	OMIT	OMIT	OMIT	IF ASKED
Ref	References	SHARE SEPARATELY	SHARE SEPARATELY	OMIT	SHARE SEPARATELY	OMIT	ALWAYS SHARE

\* Slide 20 (Economic Impact): Do NOT use in any external context until the multiplier inconsistency with Slide 6 is resolved. Use Slide 6 (Catalyst for Change) instead — it now carries the corrected £4.70 / £6.40 figures.

SUPP = Supplementary — share as follow-up material on request rather than including in the live presentation.

# Audience FAQ Bank

## 1. UK Government and Ministers

### **Q1. Why should the Government support Build to Rent when home ownership remains politically important?**

BTR is not an alternative to homeownership; it is an additional tenure option that expands housing choice. It provides professionally managed rental homes for people who cannot buy, do not want to buy, or need flexibility because of work, family or life stage. The political point is simple: housing policy must serve the whole market, including the millions of people who rent.

### **Q2. What is the single most important thing the Government can do to support Build to Rent?**

Create a clearer and faster national planning pathway for BTR. The lowest-cost intervention would be a formal national BTR planning policy note, supported by faster determination targets for suitable schemes. Planning delay directly undermines the forward-funded investment model on which BTR depends.

### **Q3. Is BTR asking for a subsidy?**

Core market BTR is not fundamentally asking for a subsidy. The sector's main ask is certainty: faster planning, consistent treatment of DMR, and recognition of BTR as a distinct delivery model. Targeted support may be needed only for marginal brownfield sites or Affordable BTR pilots serving key workers and households priced out of both ownership and market rent.

### **Q4. Does BTR help with the Renters' Rights Act agenda?**

Yes. The Renters' Rights Act raises the baseline for the wider private rented sector. BTR is already closer to that future model because it is professionally managed, institutionally owned, maintenance-led, and customer-service oriented. The deck should present BTR as a practical example of what a more professional PRS can look like.

### **Q5. Does BTR undermine social housing?**

No. BTR is not a substitute for social rent. It delivers additional market and discounted rental supply, while social rent still requires grant, land subsidy or public-sector partnership. BTR complements social and affordable housing; it does not replace them.

### **Q6. Why institutional landlords?**

Institutional ownership creates accountability. The landlord has a long-term financial interest in maintaining homes, retaining residents, protecting reputation and sustaining occupancy. That is structurally different from fragmented buy-to-let ownership.

## 2. Local Authorities

### **Q1. How can BTR help a local authority meet housing need?**

BTR adds additional new homes, often on brownfield, town-centre or regeneration sites that may be difficult for market-sale housing to deliver. It can provide council tax income, S106/ CIL contributions, local jobs and tenure-blind discounted market rent homes secured through planning.

### **Q2. What control does the council retain?**

The council retains control through planning policy, Section 106 agreements, affordable housing requirements, local eligibility criteria, public realm obligations, management-plan conditions and monitoring requirements.

### **Q3. How should a council assess a BTR proposal?**

The council should assess housing need, location, management quality, affordable housing offer, public realm benefits, transport impact, energy performance, long-term stewardship and whether the scheme genuinely adds to local supply.

### **Q4. How does DMR work locally?**

DMR or Affordable Private Rent homes are secured through planning agreements. Eligibility, discount level, review mechanism, nomination process and monitoring arrangements should be clearly defined locally.

### **Q5. Will BTR residents use local services without contributing?**

BTR residents contribute through council tax, local spending, service charges, employment creation and local high street activity. BTR delivers whole-life economic contribution, not just development-phase construction activity.

### **Q6. What should councils ask BTR developers to provide?**

A clear management plan, affordable housing schedule, resident engagement plan, maintenance regime, public realm strategy, energy strategy, transport plan, local employment commitments and evidence of long-term ownership or covenant strength.

## 3. Planning Committees

### Q1. Does BTR reduce the number of homes for sale?

Usually no. BTR often unlocks sites where a market-sale scheme is not viable or would be slower to deliver. The key planning question is whether the proposal adds deliverable homes to the local pipeline, not whether every new home must be for sale.

### Q2. Is BTR just luxury housing?

No. BTR serves a range of residents, including key workers, families, sharers, downsizers and people who need flexibility. Pricing of BTR Homes varies by location and amenity provision and that affordability must be assessed locally.

### Q3. Does BTR create transient communities?

The BTR operating model depends on stable occupancy, resident satisfaction and long-term income. Professional management, resident events, shared amenities and long-term stewardship are intended to build community rather than churn.

### Q4. Can shared amenity compensate for smaller private homes?

Only where the design quality is genuinely high and the shared amenity is accessible, useful, well-managed and proportionate. Planning committees should not accept amenity as a generic substitute for good private living space; they should assess the full resident experience.

### Q5. What planning conditions or obligations are important?

Important controls include a covenant to retain the homes as rental housing, affordable housing/DMR obligations, management plan, complaints and resident engagement processes, public realm maintenance, travel plan, energy standards and monitoring/reporting arrangements.

### Q6. How should committees view co-living?

Co-living should be assessed as a managed rental product with private studios and substantial shared amenity. It is not the same as student housing, HMOs or conventional flats. Committees should test design quality, resident profile, management, amenity provision, affordability and local need.

## 4. Investors and Developers

### Q1. What is the investment case for UK BTR?

The investment case is based on structural rental demand, constrained supply, demographic change, professionalisation of the PRS and the long-term income characteristics of institutionally owned rental housing. Only a small share of UK rental homes presently are institutionally owned, leaving significant room for growth.

### Q2. What is currently holding delivery back?

The main constraints are viability, financing costs, construction cost inflation, planning uncertainty and regulatory complexity.

Q3. What does the ARL/BTRA offer the investment market?

The ARL and BTRA provide sector credibility, standards, policy engagement, evidence, a Code of Practice, and a coherent public narrative for BTR. That matters because investor confidence depends not only on returns, but on political legitimacy and consumer trust.

### Q4. Does the Code of Practice increase burden or reduce risk?

A clear Code strengthens consumer confidence, improves consistency, supports regulatory readiness and protects the sector from reputational damage caused by poor practice.

### Q5. What should developers do differently when promoting schemes?

Developers should lead with local outcomes: new homes, brownfield delivery, DMR, council tax, local jobs, public realm, long-term stewardship and resident service standards. A pure "asset class" argument is not enough for planning committees or politicians.

### Q6. Which typologies offer the strongest growth?

BTR apartments, single-family rental/BTR houses, co-living and retirement rental all have roles. The strongest future growth narrative is that "Rental Living" is not one product; it is a family of professionally managed rental typologies serving different life stages and locations.

## 5. Consumers and Residents

### Q1. What is Build to Rent in plain English?

Build to Rent means homes built specifically for renting, owned by a professional landlord and managed as a long-term rental community. Residents deal with a professional management team rather than a small private landlord.

### Q2. Is it more secure than traditional private renting?

The law now gives renters stronger baseline rights across the private rented sector, including periodic tenancies as of 1 May 2026. BTR adds a further practical advantage: the landlord is a long-term institutional owner that wants stable occupancy and satisfied residents.

### Q3. Are there hidden costs?

Residents should expect clear information on rent, deposits, services, utilities, amenity access, broadband, parking, pets and any other charges before signing. The BTRA Code of Practice should reinforce transparency and complaints standards.

### Q4. Who qualifies for Discounted Market Rent?

Eligibility is set locally through the planning agreement. It usually depends on local housing need, income, household circumstances and the criteria agreed between the local authority and the operator. Residents should check the specific scheme rules.

### Q5. Is BTR only for young professionals?

No.-BTR serves couples, families, key workers, short-stay professionals, international students, downsizers and retirees. Different typologies suit different residents: apartments, BTR houses, co-living and retirement rental.

### Q6. What happens if repairs are not done properly?

Residents should have a named management route, clear service standards and a complaints process. BTR's promise is not that problems never happen; it is that there is professional accountability when they do.

## 6. Media and Policy Researchers

### Q1. What is the central claim the ARL is making?

The ARL's core claim is that BTR is additional, professionally managed rental supply that can raise standards, support regeneration and help modernise the UK rental market. It is not complete solution to the housing crisis but has a significant role to play in addressing housing need.

### Q2. What evidence should researchers look for?

Delivery numbers, pipeline data, resident demographics, rent levels, DMR provision, local economic impact, planning outcomes, energy performance, resident satisfaction, complaints data and scheme-level case studies.

### Q3. Is BTR affordable?

BTR is not the same as social rent. Market BTR is priced according to location, quality and service offer. Affordability is addressed through DMR/Affordable Private Rent, local planning obligations and emerging Affordable BTR models. Q4. How is BTR different from traditional PRS?

Institutional ownership, professional management, long-term maintenance, service standards, community programming and generally higher new-build energy performance distinguish BTR from the fragmented traditional PRS.

### Q5. What would be a fair criticism of BTR?

A fair criticism is that BTR alone cannot solve deep affordability problems or replace the need for social and affordable housing. The fair counterpoint is that it can add supply, improve management standards, deliver DMR through planning and support regeneration where other models may not work.

## 7. The Sector Itself

### Q1. What should the sector's core message be?

BTR is not just an investment product. It is a long-term housing, service and stewardship model. The sector must speak in terms of homes, residents, communities, standards and public value — not only yields, pipelines and assets.

### Q2. What must every ARL member be able to explain clearly?

Every member should be able to explain what BTR is, who it serves, how DMR works, why professional management matters, how BTR differs from traditional PRS, and what local benefits a scheme can deliver.

### Q3. What is the biggest reputational risk?

The biggest risk is overclaiming. The BTR sector does not solve affordability, replace social housing or guarantee perfect resident experience but it does — add supply, raise management standards and can deliver better resident outcomes when properly designed and operated.

### Q4. How can the sector build trust?

Adopt the BTRA Code of Practice, publish clearer resident information, improve complaints transparency, gather resident satisfaction data, evidence DMR delivery and use consistent language with government, councils, residents and media.

### Q5. What should the sector stop saying?

It should stop relying on "institutional capital" as the primary public argument: rather convey the delivery of more homes, better management, long-term stewardship and transparent standards.

### Q6. What should the ARL/BTRA own?

The ARL/BTRA should own the standards, evidence, resident trust narrative and professionalisation agenda. That is where the sector can differentiate itself from traditional PRS and from wider real estate lobbying.

# Caveat

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### 1. Status of this document.

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### 5. Historic data.

Some figures are derived from earlier studies, including a 2016 economic multiplier analysis and a 2019 estimate of sector capital value. Where such figures appear, the date of the underlying work is disclosed and the figures should be read in light of that date. ARL’s preferred economic multiplier figures are set out at slide 6 of the Guide; the historic figures shown at slide 20 are retained for reference only and should not be used in external presentations until the underlying work is updated.

### 6. Forward-looking statements.

Statements in the Material that are not statements of historical fact — including statements about pipeline, market growth, capital deployment, demographic trends, regulatory direction, the future of Rental Living and the development of the BTRA Code of Practice — are forward-

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## **7. Legislation and policy summaries.**

Summaries of legislation, regulation, planning policy and government programmes — including without limitation the Renters' Rights Act 2025 (and the commencement of Phase 1 from May 2026), the Housing Act 1988 (as amended), the Town and Country Planning Act 1990, the Planning and Compulsory Purchase Act 2004, the Localism Act 2011, the National Planning Policy Framework, Section 106 of the Town and Country Planning Act 1990, Community Infrastructure Levy provisions, the Building Safety Act 2022, and the Housing Health and Safety Rating System — are non-exhaustive simplifications intended to illustrate sectoral position. They primarily reflect the position in England. The position in Scotland (including under the Private Housing (Tenancies) (Scotland) Act 2016), Wales (including under the Renting Homes (Wales) Act 2016) and Northern Ireland differs materially. Readers should consult the primary instruments and take advice on the position in their jurisdiction.

## **8. The BTRA Rental Living Code of Practice.**

The Code is a voluntary, sector-led framework adopted by ARL members and other Code signatories. Statements in the Material describing the Code's scope, governance, independent oversight, monitoring, complaints handling and enforcement reflect intended arrangements as at the date shown and may be amended as the Code develops. Code membership is a commitment to a set of standards; it does not warrant scheme-specific outcomes, individual operator behaviour, or compliance by any particular operator at any particular time. Where the Code is presented as available for use in planning conditions or other regulatory contexts, the suitability of such use is a matter for the relevant decision-maker, having regard to the statutory tests for planning conditions and the Code's then-current governance and enforcement arrangements.

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## **14. Comparative statements.**

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