

# The **ExtraCare**

Charitable Trust

## Trustee Recruitment Candidate Information Pack

September  
2022



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Dear applicant,

Thank you for your interest in joining our Board of Trustees. The ExtraCare Charitable Trust is a charity that has supported older people for over 30 years. Our vision - better lives for older people – is as relevant today as when the Charity was founded, and our retirement communities provide an alternative approach to later living which counters the societal perception of growing older.

Our mission is to develop sustainable communities that provide homes older people want, lifestyles they can enjoy, and care if it's needed. This integrated approach has led to significant proven benefits to our residents and wider society as evidenced by our research with Aston and Lancaster Universities.

We were the pioneers of supported independent living and our Board's ambition is to remain innovators; providing best-in-class retirement living opportunities and advocating on behalf of older people. Our model is much admired and really does change people's lives for the better. We are unique in that:

- We're a charity with some services being funded or subsidised and with a strong cohort of volunteers whose support we greatly value. We don't have shareholders and our surpluses are re-invested in charitable activities;
- Our diverse tenure mix makes us affordable for people from a range of backgrounds and circumstances and supports the diversity of our communities;
- Our villages are typically made up of approximately 260 apartments with 300-400 residents. This enables us to offer 10-15 communal facilities at an affordable price to residents. This scale is rare for the UK; and
- Our model of Homes, Lifestyle and Care is proven by research to benefit residents' physical and mental health and reduce pressure on the health and social care system.

During the Covid-19 pandemic, we had two clear priorities which our colleagues worked tirelessly to help us achieve. These were 1) to keep our residents and staff safe; and 2) to keep our Charity financially viable. We achieved both priorities and were able to keep our resident satisfaction levels high during this time. 88% of our residents stated they felt safe living with us through the pandemic.

Our Board are looking ahead to deliver our ambitious new Corporate Plan (2022-27) which has a strong focus on Operations alongside a continuation of our journey to become greener and more digital, supporting our residents to live independently and our staff to operate more efficiently. As a Trustee you'll have an opportunity to make a real difference to the lives of older people: our Board is ambitious and aims to challenge the status quo.

We are looking to appoint Trustees with previous executive and non-executive Board experience. We'd welcome applicants with the ability to balance and combine the delivery of our charitable objectives with the need for commerciality. Applicants with strategic HR /organisational development skills would be especially welcomed. Critically, what we are looking for are Trustees who share our vision and values – this is an unpaid role, and the reward and recognition comes from knowing that as a Trustee you are leading a charity which truly does make a difference in delivering better lives for older people. If you share our passion and vision, then we'd love to hear from you.

If you would like to join us, or initially have an informal chat about ExtraCare to find out more, then please don't hesitate to contact: Melissa Baxter – [melissa.baxter@russam.co.uk](mailto:melissa.baxter@russam.co.uk)/07789 985229 or complete an application.

**Nick Baldwin**  
Chair



## We are the ExtraCare Charitable Trust

We are proud to be a registered charity, formed in 1988

## Our vision

better lives for older people

## Our mission

creating sustainable communities that provide homes older people want, lifestyles they can enjoy and care if it is needed

To deliver our Vision and mission we do three things:



Develop new villages



Operate villages and schemes



And support our communities through fundraising, research and advocacy



## Empowering

We encourage and support our staff to provide outstanding services to our residents.



## Compassionate

We show empathy and compassion to our residents.



## Collaborative

We work together as one team for the benefit of our residents, staff, volunteers and customers.



## Transparent

We are open, transparent and honest in our dealings with our residents, staff, volunteers and customers.

Our values ECCT reflect the ExtraCare Charitable Trust. We live by our values and strive to continually reinforce and embed these into our culture. Alignment with our values is important to us.



We are the UK's leading not-for-profit developer of housing for over 55s. Since 1988, we've operated retirement villages and smaller housing schemes around our Midlands base and further south. To support the Charity's vision we have a subsidiary, ExtraCare Retail Limited, which runs c40 charity shops and donates its profits to the Charity. In addition, we raise income to support our beneficiaries through fundraising.





## Charity

We are a Charitable Trust.

Our surpluses are re-invested into our Charity.

We have no shareholders and are governed by our Board of unpaid Trustees.



## Model

Our holistic model comprises:

- Homes people want;
- A lifestyle they can enjoy; and
- Care if it is needed.

Our model is unique and independently proven to generate life-changing benefits to our residents and their families, as well as taking pressure off the health and social care system.



## Tenure

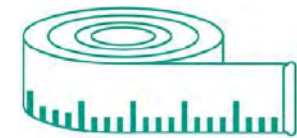
Our tenure mix comprises:

Outright sales	(31%)
Shared ownership	(33%)
Social Rent	(36%)

This mix makes our offer affordable and suitable for residents from a range of backgrounds and circumstances and adds to the diversity of our communities.

New village tenure:

Outright sales	(40%)
Shared ownership	(40%)
Social rent	(20%)



## Scale

Our villages are typically made up of:

- 260+ apartments
- 10 – 15 communal facilities
- 330 – 400 residents

This scale of retirement living is unique for the UK and more akin to examples in the US, Australia, and New Zealand.

## Homes people want

Each of our 16 retirement villages and 4 smaller retirement housing schemes are typically made up of individual one or two bedroom homes which are available for sale, shared ownership, or for social rent. Our locations offer comfortable and secure homes and communal spaces that are suited to the emerging needs that our residents may face as they grow older. We actively explore the installation of smart technology and adaptations to prolong independence and enhance quality of life. We have developed a new village design brief which explores three development models: an urban model, our typical village model, and a campus model with complementary services e.g. GP surgery. Environmental sustainability is a key consideration for our Charity.

## A lifestyle to enjoy

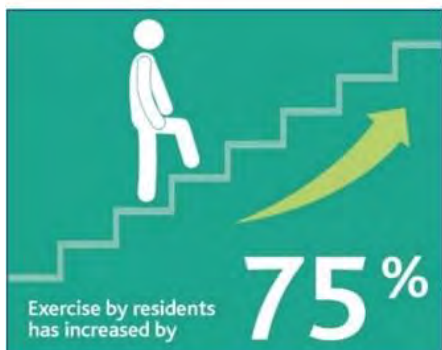
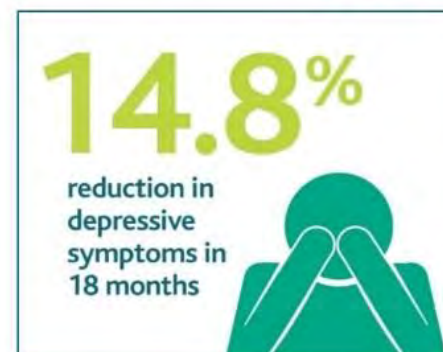
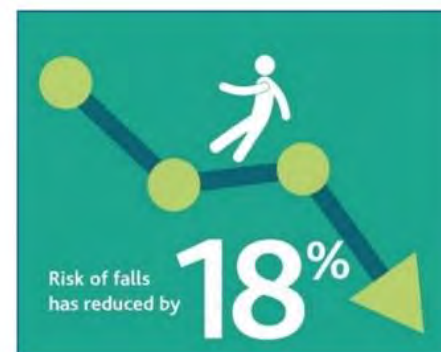
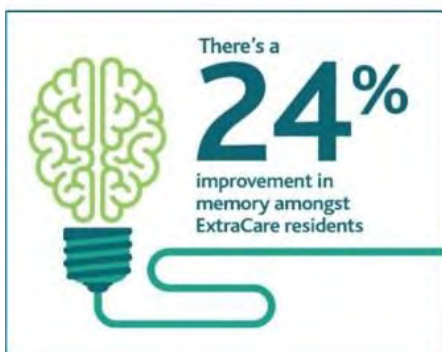
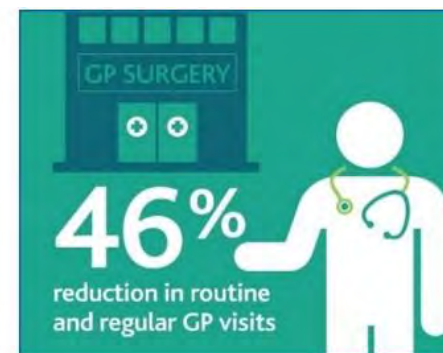
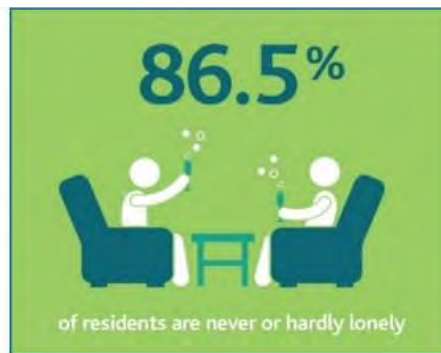
Our communities offer a wide range of facilities and opportunities for healthy, active and fulfilling lifestyles. These include a restaurant, gym, craft room, greenhouse, and games room together with dedicated Activities Coordinators in every location. Volunteering is at the heart of our communities, and we have over 2,100 volunteers, with two thirds being residents. We understand the tremendous benefits of volunteering to the community, often delivering services which would otherwise be unaffordable whilst also directly supporting our residents. Volunteering generates significant and well-documented mental and physical health benefits for those who volunteer, Volunteering supports a sense of belonging and purpose, alongside the development of new skills and experience. We operate a chain of Charity Shops via a separate trading subsidiary which gifts its profits to the Charity to help fund care and wellbeing services for our residents.



## Care (if it's needed)

In each of our villages and schemes we provide personal care and support to those residents who need it. All our locations are graded CQC Good or Outstanding, with one exception (Pannel Croft Village). Residents in receipt of care include both those whose care is funded by the local authority and self-funders. 17 of our locations are accredited by the Gold Standards Framework for end of life care, and we are working towards accreditation in all our locations. Our Dementia and Mental Wellbeing Programme supports residents with dementia and dementia-related conditions, and is partly subsidised through our charitable fundraising.

We worked with Aston and Lancaster Universities to evaluate how our unique model of integrated homes, health and social care makes a real difference to older people's lives. The research tested the impact of our approach on the quality of life and cost to society of health and social care for older people. The first study was completed between 2012 and 2015, and a further study was completed between 2015 and 2018. Key findings showed:





The ExtraCare Charitable Trust is looking to appoint two new Trustees in Autumn 2022.

A Trustee is a member of our Non-Executive Board which is ultimately and collectively responsible for setting the Charity's mission, vision, and values; setting the strategic direction; and providing governance and oversight.

Our Trustees are selected based on their skills, knowledge, and experience as mapped against our Board Skills Matrix. This sets out the responsibilities of each Trustee and seeks to provide clarity on the personal skills and experience required to successfully fulfil the role.

One of our new Trustees will have strategic human resources and organisational development experience in a complex organisation. The second will have experience and understanding of digital technology, education or research. At least one of our new Trustees will need to be an experienced Non-Executive Director and able to take a Committee Chair role during their term of office (a term being three years).

Above all, our new Trustees will bring a deeply held commitment to the values and ambition of ExtraCare.

Our Charity welcomes applicants from a wide variety of backgrounds to bring the greatest diversity to our Board.

Typically, Trustees will be appointed to two Committees and attend the Board, with a time commitment of approximately 15 days a year. Meetings are held during the day with Committee meetings typically being remote, and Board meetings being in person. Our Trustees are unpaid volunteers (expenses are reimbursed). Opportunities such as these are uniquely rewarding in that our Trustees truly are positioned to make a difference to the lives of older people.



# How to Apply

If you are interested in applying for this role, please ensure you provide:

- A comprehensive CV, including your recent achievements, and the details of two referees.
- A supporting statement, addressing your motivations for applying. This should be no longer than one side of A4.

**All applications should be sent to [applications@trustees-unlimited.co.uk](mailto:applications@trustees-unlimited.co.uk) with your full name and ExtraCare in the subject heading.**

For a confidential discussion about the role, please contact Melissa Baxter ([melissa.baxter@russam.co.uk](mailto:melissa.baxter@russam.co.uk) / 07789 985229).

Closing date for applications: Monday 10th October 2022

Interviews with ExtraCare: Thursday 20th October 2022

To find out more information about what we do, please click [here](#) to visit our website.

Click [here](#) to see one of our locations - Hughenden Gardens retirement village in High Wycombe.



## Leadership Responsibilities

- To monitor and scrutinise the performance of ExtraCare, holding the Executive to account for delivering objectives and priorities in line with agreed strategies, plans, budgets, ensuring that financial and other internal controls and systems of risk management are robust.
- To contribute to constructive debate regarding the strategic development of ExtraCare in line with its charitable objectives and legislative and regulatory requirements and any other material and significant issues facing the Charity.
- To participate fully in the work of the Board, ensuring the collective responsibility of the Board of Trustees.
- Prepare for and attend Board meetings, Committee meetings and other ad hoc meetings, as required.
- To participate in Board induction, training, and other development activities, both individual and as part of the Board or Committee.
- To participate in individual and Board performance appraisal and effectiveness reviews and attend any additional training highlighted as a result of the evaluation process.

## Governance Duties and Responsibilities

- To direct and uphold ExtraCare's strategic vision, mission, and values acting within and in accordance with its governance framework.
  - To demonstrate commitment to compliance with ExtraCare's adopted Code of Governance, Code of Conduct, Standing Orders, Financial Regulations, and other relevant policy.
  - To act within and obtain assurance that ExtraCare complies with all legislative and regulatory requirements.
  - To ensure that ExtraCare's resources are used in pursuance of the Charity's objects, provide value for money, and funds are properly invested.
  - To uphold the ExtraCare values by example: establishing a culture that is positive, focussed on the needs of current and future residents, customers, and other key stakeholders, and embed equality, diversity, and inclusion.
  - To hold Committees, the Executive, and subsidiary Boards to account for the exercise of any powers delegated to them.
  - To consider the Board's effectiveness annually and agree governance development activities for continuous improvement.
  - To ensure that ExtraCare's governance is of the highest possible standard.
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## Statutory and Charity Responsibilities

- To uphold the highest standards of integrity and probity and comply with the statutory duties for Company Directors set out in the Companies Act 2006 and the fiduciary duties of a charity Trustee.
- To ensure that ExtraCare complies with its Articles of Association (Articles), pursues its charitable objects, and only uses ExtraCare's income and property for the purposes set out within the Articles.
- To act in the best interests of ExtraCare ensuring that it is carrying out its purposes for the public benefit.
- To safeguard the reputation of the Charity and not allow personal interests, views, or prejudices to affect personal conduct.

## Ambassadorial Role

- To act as an ambassador for ExtraCare, promoting its Vision, Mission and Values and ensuring that the views of stakeholders are considered.
- To use their networks and contacts to represent the Charity and further its aims and objectives.

## Terms and Conditions

- Our new Trustee(s) would need to be able to dedicate between 10 and 15 days a year. This includes preparation for/attendance at quarterly Board meetings and at least one quarterly Committee meeting. Committees tend to be remote, whereas Board meetings are held in person. Meetings are held during the day.

## Knowledge and Experience

- Strategic human resources and organisational development experience within a large complex organisation
  - Experience or an understanding of leadership within a complex organisation, experience and understanding of digital technology, education or research in the relevant area.
  - The ability to work in a Non-Executive capacity, offering support, advice and information to Executive Directors in a complex, increasingly commercial, customer focused and regulated organisation.
  - A wide network of contacts to bring to ExtraCare from private commercial, public and/or charitable sectors and the ability to influence policy and decision makers at national and regional level.
  - A clear understanding of, and willingness to accept the legal duties, liabilities, and responsibilities of a Trustee.
  - A high level of understanding of the issues that ExtraCare seeks to address.
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## Competences

- **Commitment:** strong empathy with ExtraCare's Vision, Mission and Values and a desire to serve on the Board with the sole purpose of helping ExtraCare achieve these, using them as the basis for discussions and decisions in meetings.
  - **Probity:** demonstrates honesty, ethical behaviour, and respect for other Board members. Supports mutual trust and confidence; helps to create a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward other Board and staff members and demonstrates a sense of corporate governance responsibility and commitment to public service.
  - **Participation:** demonstrates willingness to devote the time necessary for Board work, including preparation prior to Board and Committee meetings, attendance and participation at Board and Committee meetings and training and development. Enthusiastic, highly interested and engaged, with a sharp focus on well- defined governance priorities.
  - **Collaboration:** seeks to add value to the work of ExtraCare and the Board by working effectively with others whilst focused on delivering ExtraCare's Mission. Instigates and develops professional relationships based on mutual respect and trust. Has open, honest and supportive interactions with all individuals, whatever their role. Works as a member of a team whilst challenging and contributing to thinking positively. Focuses on strengths of individuals and sensitive to the views of others.
  - **Judgement:** demonstrates capability to exercise sound judgement on difficult and complex matters that come before the Board. Asks questions designed to get to the root of the issue; seeks expert perspective and knowledge where necessary. Identifies and analyses problems, distinguishes between relevant and irrelevant information to make appropriate decisions. Makes sound and well-informed decisions; perceives the impact and implications of decisions.
  - **Stakeholder Accountability:** demonstrates understanding of the expectations, priorities, and values of ExtraCare's many stakeholders; recognises factors, internal and external which promote or hinder stakeholder satisfaction and organisational performance.
  - **Relationship with the Executive:** demonstrates ability and willingness to support and motivate the Executive while holding them fully accountable for results. Focuses on raising standards and continuous improvement whilst allowing the Executive space to operate.
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"Moving to the village has given us independence which we haven't had for years."

**Denise and John Davis, Solihull Village**

"Loneliness is a big problem amongst old folk. You can have the biggest house, but it's people that you need. This was the biggest draw to Solihull Village for us."

**Peter and Joy Pearce, Solihull Village**

"There's no stress, everything you want is here. But it's the peace of mind for me and for my children - that's what's most important."

**Myrtle Anglin, Pannel Croft Village**

"I'm glad I came here, there are always things to do and people to talk to - it's been a good move."

**Nadine Bryant, Bournville Gardens**

"Thank you for your wonderful support. You are angels and the care you give my mum is such a blessing. Thank you all so much!"

