



**ExtraCare**

Charitable Trust

# *Chair of the Board of Trustees*

Candidate Recruitment Pack 2025



**Trustees  
Unlimited**







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# Welcome to ExtraCare

**The ExtraCare Charitable Trust is a charity that has supported older people for over 35 years. Our vision – *better lives for older people* – is as relevant today as when the Charity was founded, and our integrated retirement communities provide an alternative approach to later living which counters the societal perception of growing older.**

Our holistic 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 take pride in providing best-in-class retirement living opportunities and advocating on behalf of older people. Our unique 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 by us and with a strong cohort of volunteers whose support we greatly value. We don't have shareholders and we make a surplus for a purpose – re-investing in charitable activities.

- Our diverse tenure mix (social rent, shared ownership and outright sale) makes us attractive for older people from a range of backgrounds and circumstances and this approach 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.
- 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.

We are focused on delivering our ambitious Corporate Plan (2022-27) which has a strong focus on operations performance and delivery, 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.

**Nick Baldwin**  
Chair



# Welcome

**Since 1988, ExtraCare has opened retirement villages and smaller housing developments. Our priority has always been to support our residents enjoy happy, healthy and fulfilled lifestyles in our vibrant communities.**

We essentially do three things; develop new homes, operate villages and schemes and support residents in our locations.

Our apartments are built to a high specification and boast bespoke design and quality architecture. We pride ourselves on creating superior homes in bustling locations where you can enjoy an independent life.

ExtraCare retirement villages and schemes are not

just about providing new places to live. They're about encouraging our residents to have a new lease of life. In all we do, our ultimate aim is to create better lives for older people, by providing homes older people want, lifestyles they can enjoy and care if it's needed.

## Mick Lavery

Chief Executive





## ABOUT US



Figures taken from Annual Report 2024/25

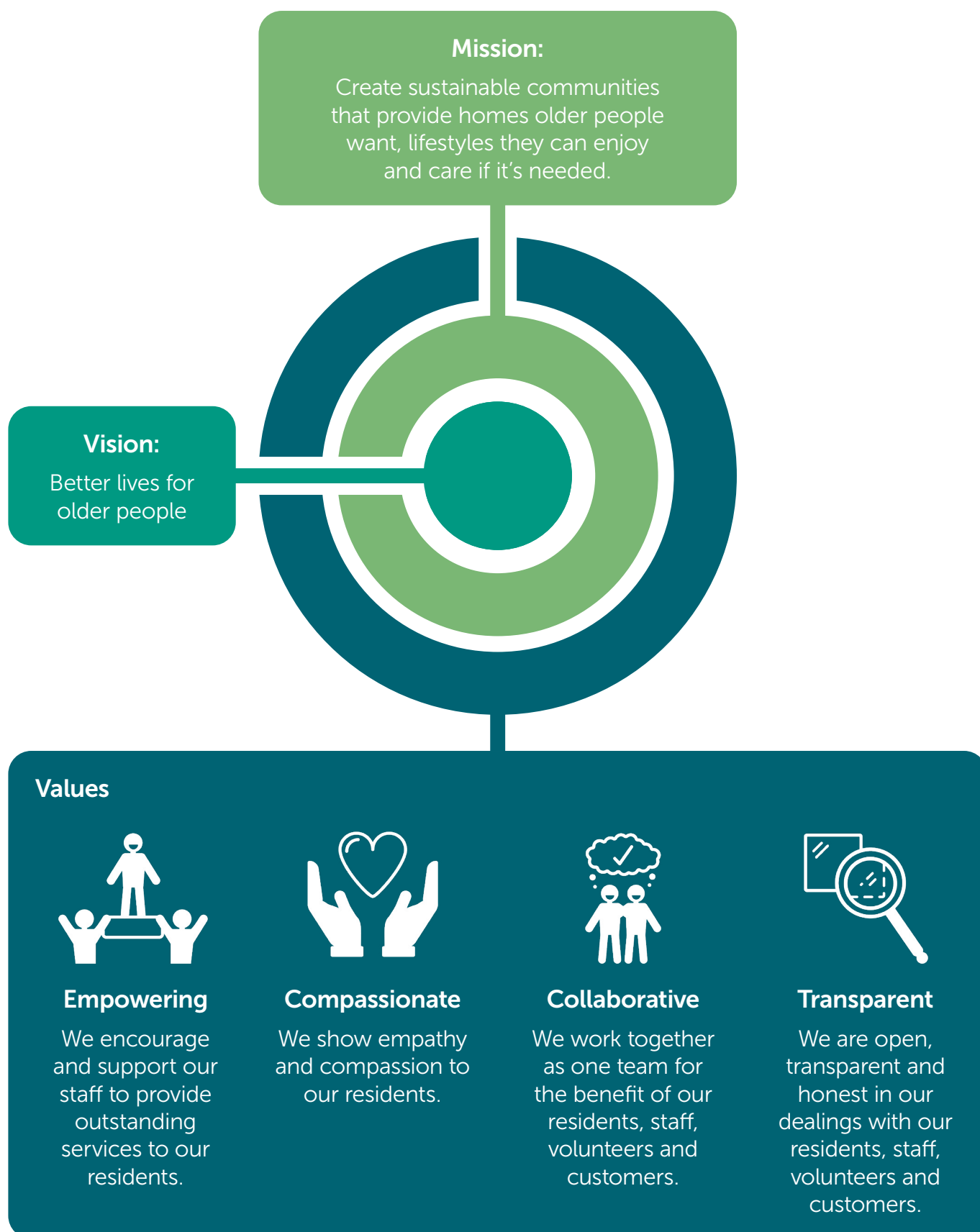
## Who we are

ExtraCare is a registered charity established in 1988. Our vision is better lives for older people and our mission is creating sustainable communities that provide homes older people want, lifestyles they can enjoy and care if it's needed. Our surpluses are reinvested to improve our residents' lives. We have no shareholders and are governed by an unpaid Board of Trustees.

We are the UK's leading not-for-profit developer of housing for over 55s. We operate 14 retirement villages and four smaller retirement schemes supporting over 4,329 residents in 3,778 homes.

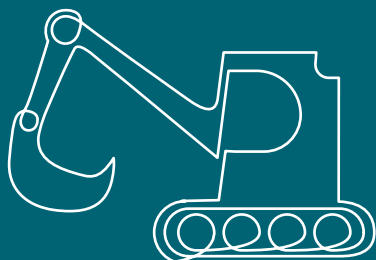
To help support our vision we have a subsidiary, ExtraCare Retail Limited, which runs charity shops and donates their profits to the charity. In addition, income is raised via fundraising.

## Vision, mission and values



### What we do

To deliver our vision and mission we essentially do three things:



We **develop** new villages



We **operate** villages and schemes



We **support** our villages, schemes and our 'extra-care' model through fundraising, advocacy and research

### Our locations

We develop and operate large, middle-market retirement villages:

- 260 apartments
- c80% of residents have no care needs
- Average resident age of 81
- Outright ownership, shared-ownership and social rent
- Extensive community facilities for an active lifestyle

We also develop and operate some smaller middle-market retirement schemes:

- Around 40-80 apartments
- More residents in receipt of care
- Older age profile
- Outright ownership, shared-ownership and social rent
- Some community facilities for an active lifestyle

We believe that older people should be supported to lead independent and active lifestyles in their own home regardless of health, wealth or frailty, with tailored care (if required) that is carefully assessed to meet their individual needs.

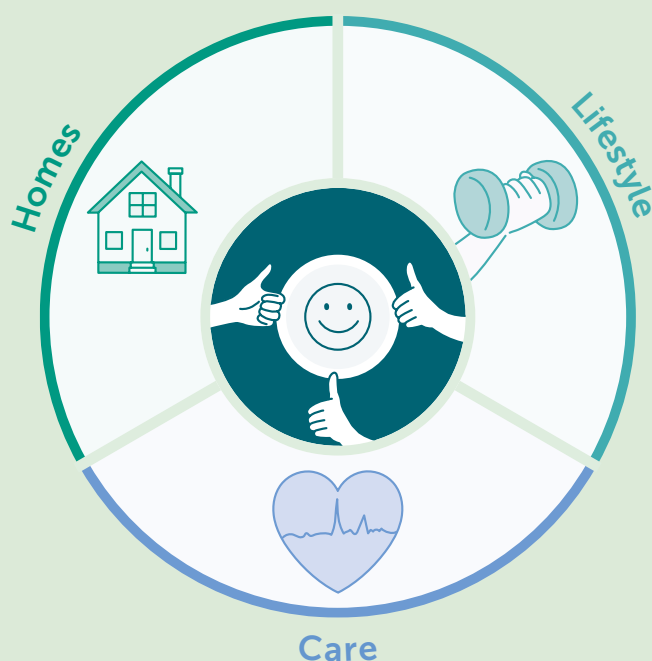
Our charity is supported by funding from:

- Residents (sales proceeds, rental income, income from services)
- Local and central government
- Charitable donations
- ExtraCare charity shops
- Lloyds Bank & BAE Pensions



## Our integrated model

Our unique model of true integration is illustrated in this image. Together these three integrated elements of homes people want, a lifestyle to enjoy and care if it's needed create vibrant communities. With our model an individual is empowered to make their own choices, and take responsibility for their mental and physical health with the support of a community around them.



## Homes people want

Each of our locations (villages or schemes) are typically made up of individual one or two bedroom homes which are available for outright sale, shared ownership, or for social rent. We offer comfortable and secure homes and communal spaces that are suited to the emerging needs 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.

## A lifestyle to enjoy

Our locations offer a wide range of facilities and opportunities for healthy, active and fulfilling lifestyles. These typically 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, as we understand the tremendous benefits it brings, often delivering services which would otherwise be unaffordable whilst directly supporting our residents.

## Care if it's needed

In each of our locations we can provide person-centred care and support to residents who need it. We are committed to providing the same high-quality care to all residents, irrespective of how the care is funded.



## OUR IMPACT

We conducted research 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 and to wider society. 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 show:

**86.5%**

of residents are  
never or hardly  
ever lonely



Risk of falls has  
reduced by



**18%**



There's a

**24%**

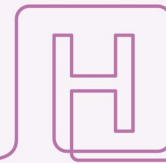
improvement in  
memory amongst  
ExtraCare residents



NHS costs  
reduced by



**38%**



**46%**

reduction in  
routine and  
regular GP visits



Anxiety symptoms  
decreased by



**23%**



Clinical levels of depression fell  
amongst residents by



**64.3%**

over 18 months



Exercise by residents has  
increased by



**75%**





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## OUR RECENT AWARDS AND ACCOLADES

The Gold Standards Framework (GSF) was introduced based on residents' feedback, as they want to be able to die in their own home. It provides leading end-of-life care training for frontline staff. The framework is a practical and evidence-based method for providing the right care, at the right time during end-of-life. The ethos of the GSF fits with ExtraCare's own view – to ensure people live well, and that there are open conversations and choices on end-of-life.

Twelve of our locations have earned Platinum accreditation and four locations have earned Gold accreditation from the Gold Standards Framework (GSF) for end-of-life care, providing reassurance to residents and their families that we can deliver the necessary care for as long as required.

### Palliative Care Team Award

Sunley Court

Palliative and End of Life Care  
Awards (June 2025)

### Best Supporting Advice

ExtraCare Wellbeing Advisors

Retirement Living Awards (October 2024)

### The Palliative Care Manager (Residential & Nursing) Award

Sunley Court Location Manager

Palliative and End of Life Care  
Awards (July 2024)

### Best Gym UK 2024

Bournville Gardens Village

Heart & Soul Awards (July 2024)



# CHAIR ROLE DESCRIPTION



## Introduction

- The Chair of Trustees is responsible for directing the affairs of the Charity, ensuring that the day-to-day management is effectively delegated and carried out by the Executive and wider management and staff.
- The Chair of Trustees provides leadership to the Board of Trustees and creates the conditions for collective and individual Trustee effectiveness, both within and outside of formal Board meetings.
- The Chair works with Trustees to fulfil the Board's responsibility for setting the strategic vision and direction of the ExtraCare Charitable Trust (ExtraCare) in accordance with its Vision, Mission and Values, whilst maintaining compliance with all legal and regulatory requirements.
- The Chair will ensure the effectiveness of the Board of Trustees through good governance and strategic planning and by providing oversight to ensure that the Board support and enhance the delivery of the Corporate Plan.
- Working closely and providing line management to the Chief Executive, the Chair is responsible for maintaining financial viability, using resources effectively within appropriate financial controls, ensuring high levels of probity and value for money in the delivery of ExtraCare services.
- The Chair must be independent from both the Chair of Audit and Assurance Committee and the Senior Independent Director (SID) and therefore cannot hold these positions.

## Responsibilities

The responsibilities documented in this role profile are additional to those contained in the ExtraCare Trustee role profile.



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## Board Leadership and Strategy

- To lead the Board in developing and keeping under review ExtraCare's Mission, Vision and Values and charitable objectives.
- To lead the Board in setting the strategic direction of ExtraCare and agreeing its Corporate Plan, establishing clear objectives and regularly reviewing performance against those plans.
- To lead the Board in maintaining oversight of the Charity's financial performance and continuing viability.
- To protect the reputation and ensure the long-term sustainability of ExtraCare.
- To promote collaborative, constructive working and open dialogue between Trustees and with the Chief Executive and the Executive Leadership Team, provide support and guidance whilst respecting Executive responsibility (including conducting an annual performance appraisal of the Chief Executive).
- To demonstrate the highest levels of integrity and ethical leadership, setting the appropriate style and tone to ensure that appropriate standards of conduct, governance and behaviour are maintained.
- To lead by example in ensuring that the Charity's values are demonstrated and applied in the way the Board conducts itself.
- To ensure that the Board's deliberations and decisions are as open as practicable to Trustees, staff, and other stakeholders.
- To promote and demonstrate effective two-way communications between the Board, Committees, and other entities throughout the Charity.
- To establish and maintain the Board's visibility and appropriate communications with staff.
- To ensure the effective implementation of Board decisions: holding the Chief Executive accountable for their effective management and delivery.

## Meeting management

- To ensure that the Board meets regularly, that agendas are forward looking, business and strategy focused and that they reflect effective decision making.
- To work with the Company Secretary to ensure that decisions are correctly recorded and that matters arising and other actions are monitored.

- To chair and facilitate Board meetings to ensure the efficient and effective conduct of the Board's business whilst promoting challenge and constructive debate.
- To ensure that sufficient time is allowed for the discussion of complex or contentious issues, where appropriate arranging informal meetings beforehand to enable thorough preparation for the Board discussion.
- To ensure that the Board receives accurate, timely and clear information to enable Trustees to take sound decisions and monitor the effectiveness of the Charity.
- To ensure that appropriate internal/ external professional advice is available and taken where necessary.

## Chief Executive and Executive Leadership Team

- To establish and develop a constructive and supportive relationship with the Chief Executive and the Executive Leadership Team.
- To ensure that the respective roles and responsibilities of the Chair and Chief Executive are clear.
- To ensure that the Board acts in partnership with the Executive team.
- To ensure, where necessary, the timely and orderly succession of the Chief Executive.

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## CHAIR PERSON SPECIFICATION

### Knowledge and Experience

- Previous Non-Executive Board level experience in a customer-focused organisation (not necessarily within the charity or housing sector).
- A well-developed understanding of the respective roles of the Chair, Board and Chief Executive.
- A track record in providing effective leadership in an organisation of a similar size with a diverse range of stakeholders.
- Sound knowledge of governance, accustomed to a high level of accountability within regulated sectors (public or private).
- Evidence of strong business acumen including strategic planning, financial awareness, risk management, performance management and service development.
- Demonstrable understanding of operating in a regulated sector.
- Evidence of understanding and support for the concept of a social business and the operating environment that the Charity operates in.
- Experience of being an ambassador for an organisation and evidence of effective public speaking.

### Personal Qualities

- Acts with integrity, committed to and actively promotes and supports the vision and mission of the Charity and its values.
- Ability to influence others with confidence and sensitivity and facilitate open and frank discussion without domineering.
- Willing to devote the necessary time and effort to their duties as Chair and to undertake training and development to support their effectiveness in the role.

### Core Competencies

- **Leadership** - the ability to lead the Board and run meetings effectively, managing Board members as a team to meet common goals, ensuring they use their skills and expertise for the common good of ExtraCare and ensuring that Board meetings are properly chaired, business is conducted effectively, and Board decisions are reached and recorded effectively.
- **Inclusiveness** – ensuring all Trustees have the opportunity to express their views in Board meetings, ensuring that appropriate standards of behaviours are maintained.
- **Strategic** – the ability to think strategically, formulate strategies and plans of action to achieve objectives, demonstrate an understanding of complex strategic issues, and present arguments with knowledge and understanding of the wider political, social and economic context.
- **Judgement** – the ability to make sound and rational judgements, bringing independence and objectivity whilst having regard to appropriate risks.
- **Influence** – demonstrates effective persuasion and possesses the personal and professional credibility to influence and command the confidence of a wide range of stakeholders/partners.
- **Networking** – develops and uses professional and personal networks for the benefit of the Charity.
- **Communication** – has an open and engaging style with excellent verbal and written communication.



## Our locations



### Villages

Typically between 150 and 350 properties.

1. Lark Hill Village, Nottingham
2. New Oscott Village, Birmingham
3. Pannel Croft Village, Birmingham
4. Hagley Road Village, Birmingham
5. Bournville Gardens, Birmingham
6. Longbridge Village, Brmingham
7. Earlsdon Park Village, Coventry
8. Lovat Fields Village, Milton Keynes
9. Shenley Wood Village, Milton Keynes
10. St Oswald's Village, Gloucester

11. Hughenden Gardens Village, High Wycombe
12. Stoke Gifford Village, Bristol
13. Wixams Village, Bedford
14. Solihull Village, Shirley



### Retirement Schemes

Typically between 40 and 100 properties.

15. Humber Court, Coventry
16. Rosewood Court, Wellingborough
17. Sunley Court, Kettering
18. Yates Court, Evesham







## 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 Chair in the subject heading.

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

Closing date for applications: Monday 29th September 2025

Interviews with ExtraCare Charitable Trust: Tuesday 21st October and Wednesday 22nd October [in person in Coventry].

*We look forward to receiving your application.*

If you would like to find out more about The ExtraCare Charitable Trust and keep up with the latest news, please get in touch.

 0300 303 2333

 [www.extracare.org.uk](http://www.extracare.org.uk)

 TheExtraCareCharitableTrust

 ExtraCareRetirement

 ExtraCare Charitable Trust

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Head office

**The ExtraCare Charitable Trust**

7 Harry Weston Road,  
Binley Business Park,  
Binley, Coventry, CV3 2SN

Registered Charity No. 327816  
Registered Social Landlord No. 4706  
Company Registered No. 2205136