



ExtraCare
Charitable Trust

Chair of Audit and Assurance

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.

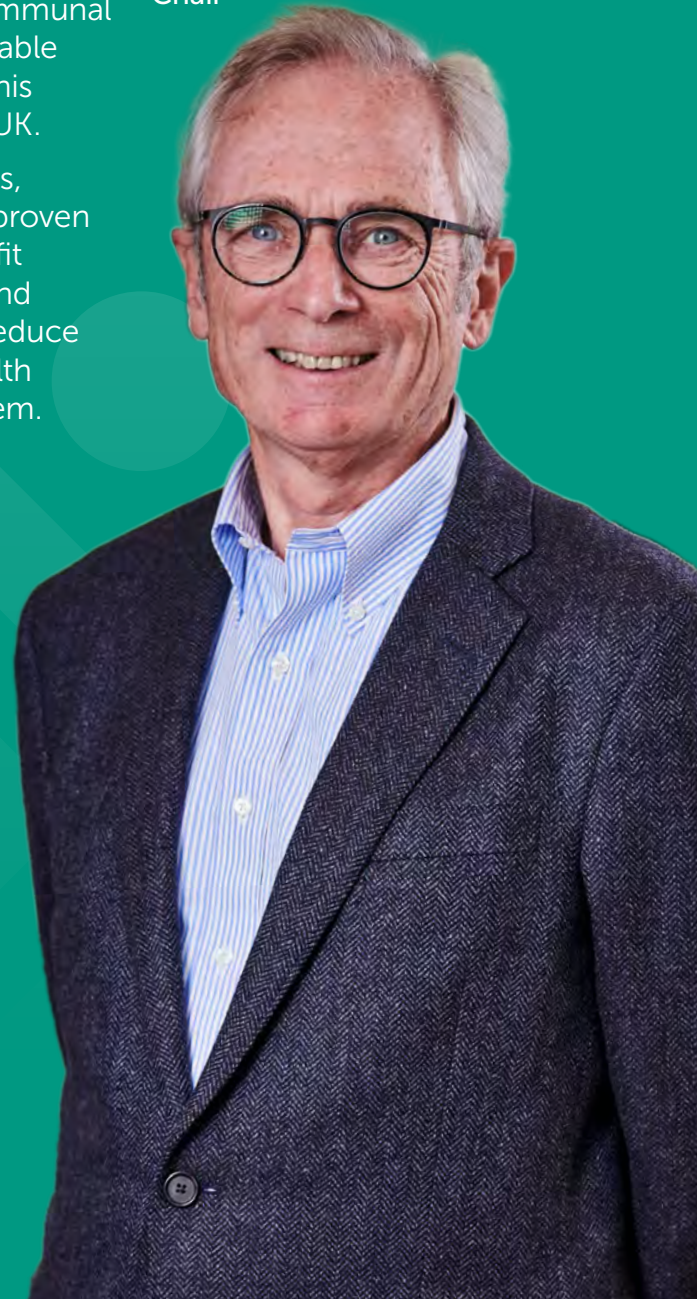
We are unique in that:

- 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

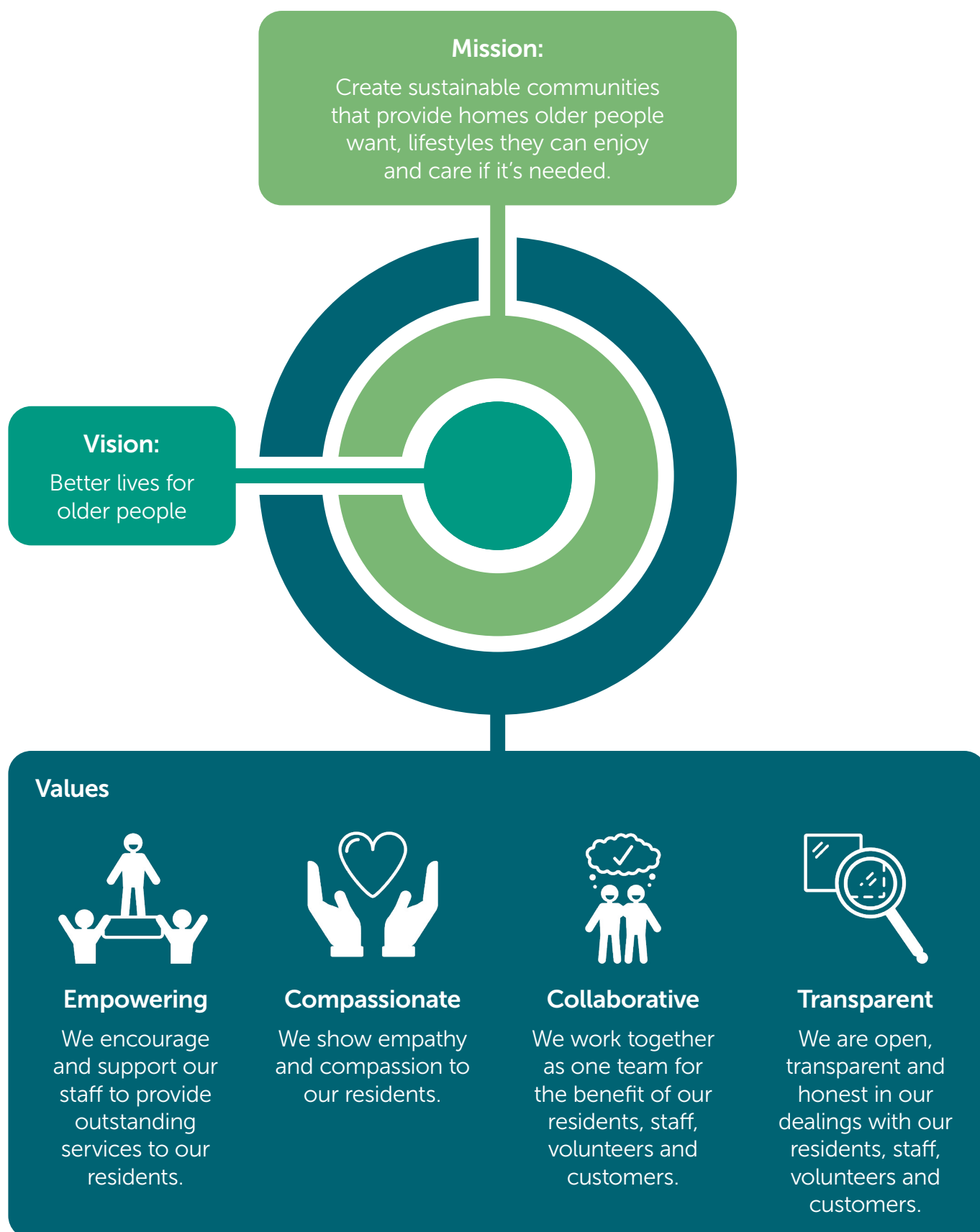
Who we are

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.

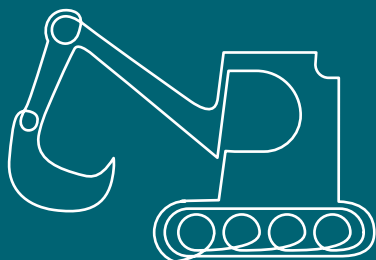
To help support our vision we have a subsidiary, ExtraCare Retail Limited, which runs charity shops and donates their profits to the charity. In addition, income is raised via fundraising.

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

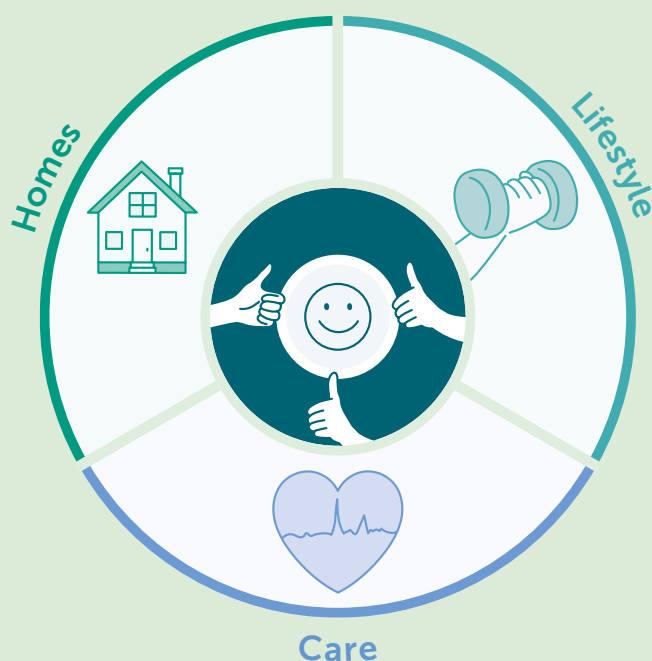
We believe that older people should be supported to lead independent and active lifestyles in their own home regardless of health, wealth or frailty, with tailored care (if required) that is carefully assessed to meet their individual needs.

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.

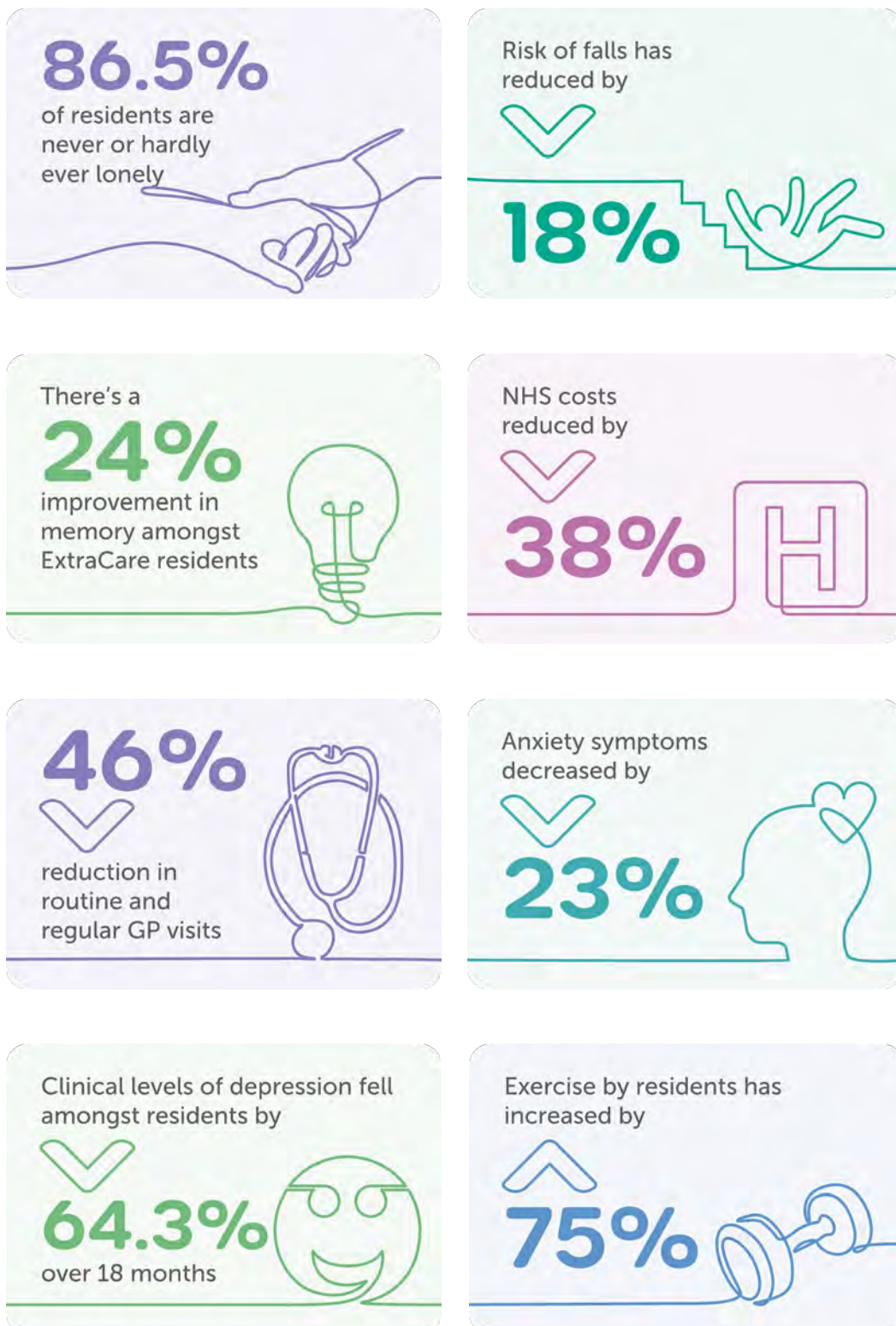
Care if it's needed

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:



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 OF AUDIT AND ASSURANCE ROLE DESCRIPTION



Introduction

- Committees are crucial in helping the Board of Trustees achieve ExtraCare's strategic vision, mission, value and aims. Responsibilities are delegated within the relevant Committee Terms of Reference to extend the capacity of the Board and provide the Board with assurance that detailed attention and scrutiny are being afforded to important strategic issues.
- The Audit & Assurance Committee (the Committee) plays a crucial role in the governance of ExtraCare, scrutinising the risks and controls affecting every aspect of the Charity to provide assurance to the Board that resources are used effectively, within appropriate financial controls, offer value for money and are delivered in accordance with all legal and regulatory requirements.
- The Committee Chair provides independent, effective leadership to the Committee and ensures the effectiveness of the Committee through good governance and strategic planning, leading the Committee in fulfilling the duties set out in its Terms of Reference.
- In discharging this responsibility, the Chair will create and manage effective working relationships among the Committee's members, the Executive, and the External and Internal Auditors.
- The nature of these working relationships should be characterised by the highest levels of integrity and accountability, candour, the timely sharing of information and concerns, and by the willingness to work together in the best interests of the Charity.
- The Chair of the Audit and Assurance Committee must be independent from the Chair of the Board of Trustees.

Time Commitment: The role requires a commitment of between 12 and 15 days per year. This includes visiting our villages and schemes, preparing for and attending quarterly Board meetings, and typically attending two Committee meetings per quarter. A term of office is three years. Committee meetings are usually held remotely, while Board meetings take place in person during the day.

Responsibilities

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

Leadership and Strategy

- To direct and uphold ExtraCare's strategic mission, values and aims.
- To actively lead and deliver the roles and functions of the Committee as delegated by the Board and in accordance the Committee's Terms of Reference and agreed work programme to ensure planned and timely reporting to the Board of Trustees.
- To lead the Committee in its role in reviewing and scrutinising ExtraCare's financial affairs, internal control, risk management, and governance arrangements: providing assurance to the Board that these are appropriate, compliant with relevant legal and regulatory requirements, and residents, customers and other stakeholder interests are protected.
- To establish a culture that is positive, focussed on the needs of residents, customers, and other stakeholders, and promotes and embeds equality, diversity and inclusion within ExtraCare.
- To facilitate effective communication between Committee members, the Board and the Executive, both inside and outside of Committee meetings.
- To consider the Committee's effectiveness annually and agree development opportunities for continuous improvement.
- To encourage the best use of financial resources including the development of effective financial control arrangements to secure high levels of probity and value for money.
- To provide assurance to the Board that appropriate and necessary resources are in place to manage or mitigate any risks to the achievement of ExtraCare's Corporate Plan mission, values and aims.
- To develop constructive working relationships with the Internal and External Auditors, facilitating an open and frank relationship between the Committee and the Auditors, and provide the opportunity for the Committee to meet with the Internal and External auditors in closed sessions without ExtraCare staff present.

Governance

- To lead and direct the Committee to fulfil its governance duties acting within and in accordance with ExtraCare's governing and constitutional documentation.
- To establish a culture that supports compliance with legal and regulatory standards and one that is positive, focussed on the needs of residents, customers and other stakeholders operating with fairness, upholding ExtraCare's values, and promoting and embedding equality, diversity, and inclusion.
- To demonstrate the highest level of integrity and ethical leadership, setting the appropriate style and tone to ensure that standards of conduct, governance and behaviours are maintained.
- To comply with ExtraCare's adopted Code of Governance, Code of Conduct, Standing Orders, Financial Regulations and Policy framework.
- To ensure an annual cycle of meetings is established, meeting as many times as necessary to carry out Committee duties effectively and that all Committee members are free to contribute.
- To work with the Executive and Company Secretary to set agendas maintaining a focus on strategic issues and the responsibilities detailed in the Committee Terms of Reference.
- To work with the Executive and Company Secretary to ensure the provision of accurately and timely information to the Committee
- To ensure that sufficient time is allowed at meetings to discuss agenda items within the agreed timeframe for the meetings.
- To engage with Committee members and officers to effectively identify and implement governance review and development activities including individual Committee member development activity.

CHAIR OF AUDIT AND ASSURANCE PERSON SPECIFICATION

Knowledge and Experience

- Senior leadership or Board level experience and/or experience of serving as a Chair or member of an Audit Committee.
- Evidence of strong business acumen including strategic financial planning, financial awareness, with a clear understanding, experience and background in audit and finance. A relevant financial qualification would be desirable but is not essential provided that at least one other member of the Audit and Assurance Committee holds such a qualification or has a relevant financial background.
- A working knowledge of the role the Audit Committee, the role of internal and external audit, audit practice and risk management frameworks.
- Sound knowledge of governance, accustomed to a high level of accountability within a regulated sector.
- Ability to Chair meetings impartially, effectively, and inclusively.
- Demonstrable commitment to personal and professional development

Personal Qualities

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

Core Competencies

- **Leadership** – the ability to lead the Committee and run meetings effectively, setting the tone by being prepared, informed, probing and independent with a willingness to challenge when appropriate.
- **Inclusiveness** – promoting communications and ensuring that all Committee members are engaged and have the opportunity to express their views in Committee meetings.
- **Analysing and scrutinising** – actively seek facts, probing to identify the data and information necessary to make strategic decisions, determine key issues and draw appropriate conclusions from complex information and make sound and rational judgements.
- **Risk management** - Applies specialist skills and knowledge to gain assurance that performance delivery and the management of risk is appropriate, is in accordance with the ExtraCare risk management framework, and is compliant with the legal and regulatory framework applicable to ExtraCare.
- **Influencing and constructively challenging** – challenges freely and constructively, asking tough probing questions and holding management to account at the same time as maintaining supportive and constructive working relationships.
- **Self-management and development** – maintain high standards of probity, ethics and conduct with a focus on ExtraCare's culture and values, leading by example and demonstrating independence, integrity and impartiality in decision making which accord with legal, regulatory and ExtraCare policy requirements.
- **Communication** – has an open and engaging style with excellent verbal and written communication, presentation, and interpersonal skills with the ability to debate constructively.

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 with your full name and ExtraCare Chair of Audit and Assurance in the subject heading.

For a confidential discussion about the role, please contact Melissa Baxter (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

 TheExtraCareCharitableTrust

 ExtraCareRetirement

 ExtraCare Charitable Trust

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