



ExtraCare
Charitable Trust

Trustee Recruitment

Candidate Information Pack 2026





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Welcome to ExtraCare

The ExtraCare Charitable Trust is a charity that has been a pioneer of retirement living for more than 35 years. Our vision of creating better lives for older people is something I am deeply passionate about and this feels more important than ever as the needs and expectations of later life continue to evolve.

As a charity, our commitment is clear: we reinvest our resources into services that make a genuine difference. With the support of our dedicated volunteers and colleagues, we continue to build communities where older people can thrive. Our diverse mix of tenures, from social rent to shared ownership and outright sales ensures our locations remain inclusive and reflective of society.

ExtraCare villages typically support 300–400 residents and offer a rich range of communal facilities. This scale allows us to deliver high-quality, affordable services in the UK. Our approach to combining homes, lifestyle and care is proven to work; long-standing research partnerships with Aston and Lancaster Universities show clear benefits for residents' physical and mental wellbeing, as well as positive impacts on wider health

and social care systems.

As Chair, my focus is on supporting our vision, strengthening our services, and ensuring that we continue to provide exceptional care and opportunities for all residents as well as helping shape the new villages we want to build. Above all, we will continue to help residents live independently for longer, while ensuring our colleagues have the tools and support they need to thrive.

We will work closely with residents, colleagues, partners and trustees as we build on ExtraCare's remarkable legacy and continue shaping a future in which later life is defined not by limitations, but by opportunity.

Nick Towe
Chair



Welcome

Since 1988, ExtraCare has opened retirement villages and smaller housing developments. Our priority has always been to make sure 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 beautiful 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 giving residents 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

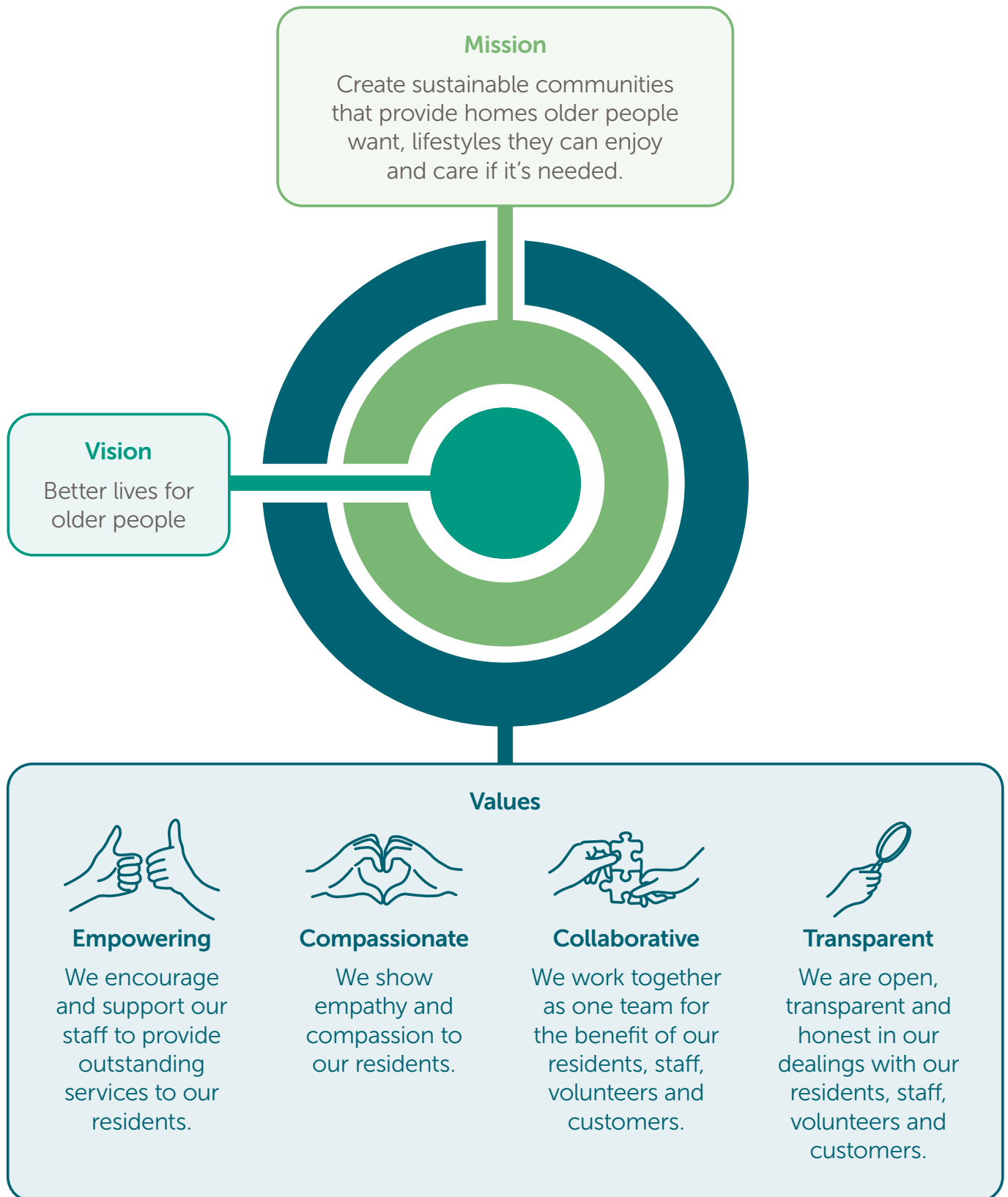
Who we are

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.

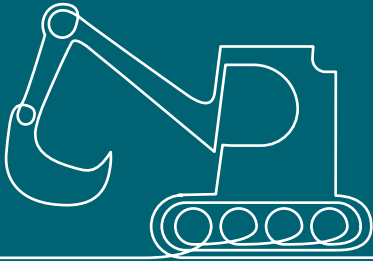
Vision, mission and values



ABOUT US

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

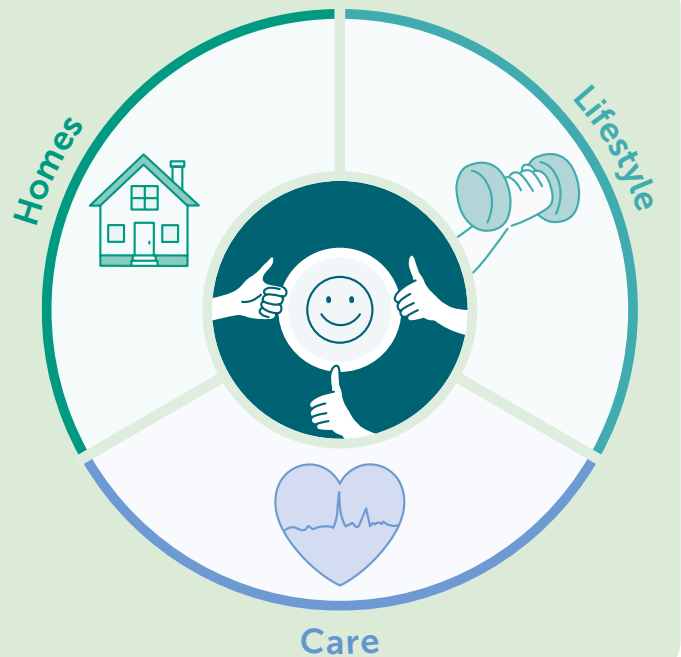
We believe that older people should be supported to lead independent and active lifestyles in their own home regardless of health, wealth or frailty, with tailored care (if required) that is carefully assessed to meet their individual needs.

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.

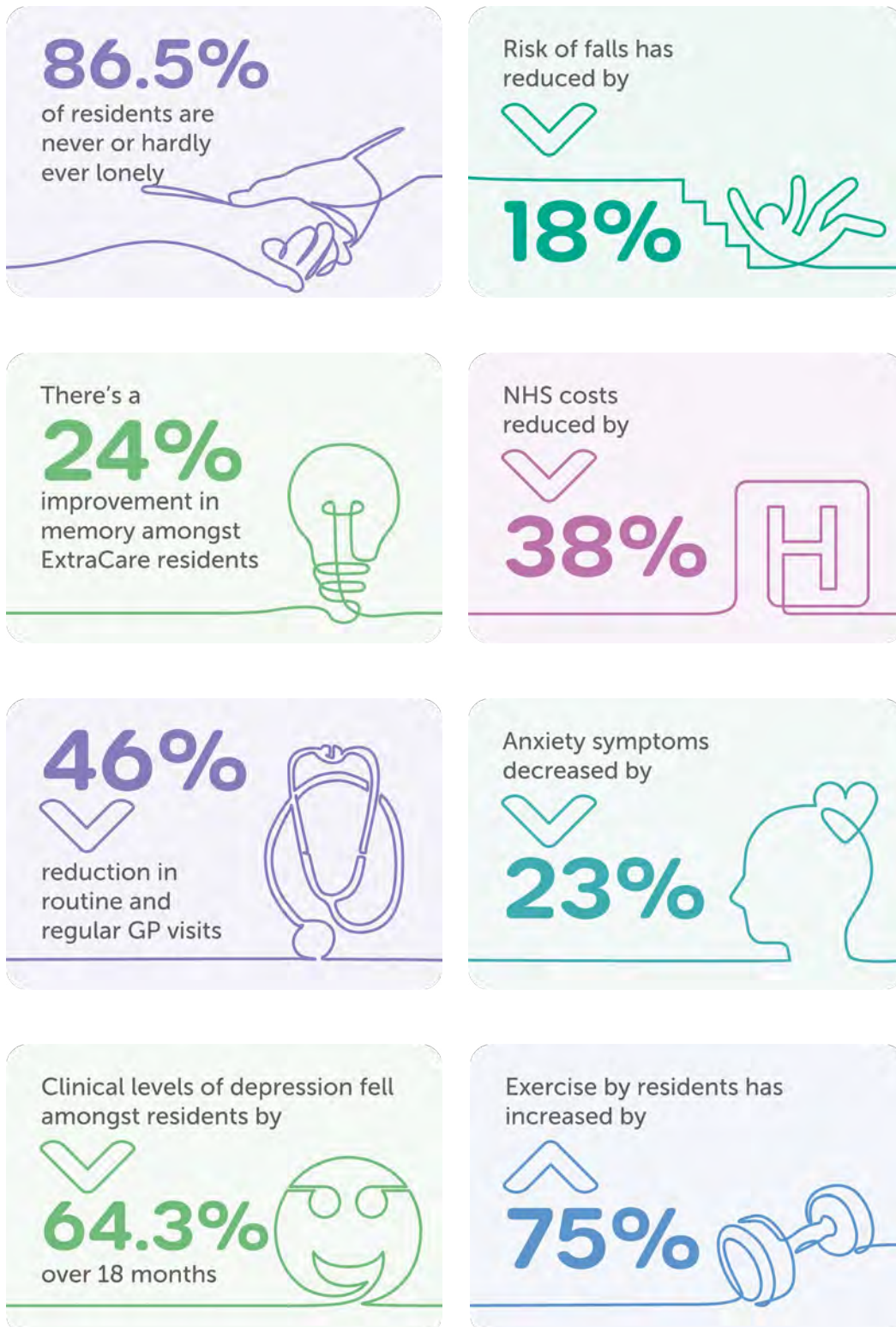
Care if it's needed

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)

Excellence in Skills

Partnership Award

Longbridge Village

Skills West Midlands and
Warwickshire (October 2025)

Best Gym UK 2025

Bournville Gardens Village

Heart & Soul Awards (July 2025)

Best Supporting Advice

ExtraCare Wellbeing Advisors

Retirement Living Awards (October 2024)



OUR BELONGING AT EXTRACARE STRATEGY (2025-2028)

Our **Belonging at ExtraCare strategy (2025–2028)** is all about creating a culture where diversity is celebrated and everyone feels they truly belong.

To us, this is more than just a policy, it's a promise to listen, grow, and build stronger, more inclusive communities together.

By fostering a welcoming and supportive environment, we aim to enhance the experiences of everyone in our communities. Together, we hope to create a culture where diversity is celebrated, voices are heard, and every individual can thrive, ultimately delivering on our vision of better lives for older people.

To read more about our **Belonging Strategy**, [click here](#).



TRUSTEE RECRUITMENT



This is an exciting opportunity to join the Board of ExtraCare Charitable Trust at a time of continued growth and impact. Our Trustees work collaboratively, bringing energy, insight and constructive challenge to support the organisation's mission of improving the lives of older people and creating vibrant communities. With the Trust in a strong position and looking ahead to its next corporate plan, the new Trustee will have the opportunity to help shape strategy and contribute to the long-term sustainability and success of the organisation.

We are seeking a new Trustee to join the Board. As part of our ongoing Board development, we are particularly interested in strengthening the Board's expertise in treasury and financial management, financial reporting, and financial control systems. We are keen to hear from individuals who can bring strong financial insight and experience, alongside sound judgement, strategic thinking, and a commitment to the values and mission of the Trust.

We are also committed to ensuring that our Board reflects a broad range of perspectives and experiences. We therefore warmly welcome applications from individuals from diverse backgrounds and particularly encourage applications from those who may be under-represented on charity boards and who can bring a wider range of insight and lived experience to our governance.

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. **Please note that Board and Committee meetings are typically held on Mondays.**

Location: Coventry/Hybrid

Remuneration: This is a voluntary role, with reasonable expenses paid.

TRUSTEE ROLE DESCRIPTION

Introduction:

- A Trustee is a member of the Non-Executive Board of Trustees which is ultimately and collectively responsible for ExtraCare Charitable Trust (ExtraCare); setting its vision, mission, and values, providing governance and oversight in the pursuit of the Charity's strategies to fulfil its charitable purposes and ensure its long-term success. The role, responsibilities, and accountability of the Board, acting collectively, are set out in the Board of Trustees Terms of Reference.
- Trustees are selected based on their skills, knowledge, and experience mapped against the Board Skills Matrix, as amended from time to time. This document sets out the duties and responsibilities of each Trustee and seeks to provide clarity on the personal skills and experience required to successfully fulfil the role.

Responsibilities

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.

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.

TRUSTEE PERSON SPECIFICATION

Knowledge and Experience

- Relevant sector experience that will strengthen the overall expertise of the Board, particularly in the area outlined below.
- A broad understanding of the key areas relevant to the Trust's work and governance.
- Specific professional expertise that complements the current Board and supports the strategic needs of the organisation at the time of appointment.
- The ability to operate effectively in a Non-Executive capacity, offering support, advice and constructive challenge to Executive Directors within a complex, increasingly commercial, customer-focused and regulated organisation.
- A wide network of contacts across the private, public and/or charitable sectors, and the ability to influence policy and decision-makers at both national and regional level.
- A clear understanding of, and willingness to accept, the legal duties, liabilities and responsibilities of a Trustee.
- A strong understanding of the issues that ExtraCare seeks to address.

We are particularly seeking significant experience in treasury and finance management. This includes a strong understanding of treasury strategy and oversight, alongside experience in financial management, financial reporting and control systems. The successful candidate will help provide robust scrutiny and guidance on the Trust's financial position, supporting the Board in ensuring long-term financial resilience and sustainability.

Competencies

- **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

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





ExtraCare
Charitable Trust

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 Trustee 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 8th June 2026

Interviews with ExtraCare Charitable Trust: Wednesday 1st July 2026

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

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Binley Business Park,
Binley, Coventry, CV3 2SN

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