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The ExtraCare Charitable Trust was founded in 1988 and is proud to be the pioneer in promoting and supporting independent active living for older people in the UK.



## 1. Executive summary

### 1.1 The ExtraCare Charitable Trust

The ExtraCare Charitable Trust is proud to be a charity that supports older people. 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. To deliver our vision and mission we essentially do three things:

- i. We develop new villages
- ii. We operate villages and schemes
- iii. We support our villages, schemes and our 'extra-care' model through fundraising, advocacy and research.

### 1.2 Our environment and focus





The environment we operate in has become more challenging over recent years as the funding we and our residents receive from government has decreased. At the same time the level of regulation we are subject to and its associated cost has increased significantly. To ensure we navigate our way successfully through this challenging environment we will continue to focus on ensuring our services meet our residents' needs and offer good value for money. During the three years of this corporate plan we will ensure we develop and operate villages and schemes that:

- i. Are financially sustainable now and in the future
- ii. Have a sustainable community balance
- iii. Become increasingly environmentally sustainable.

We will also become more innovative – exploring and introducing assistive technology that supports our residents to live independently.

Despite the challenges we face, the demand for what we do remains strong. We have a unique multi-tenure model that delivers significant benefits to our residents whilst reducing the pressure on the NHS and social care providers. We will work closely with our residents to address our current and future challenges and also to look for opportunities that the changing health and social care environment might present.

1.3 Our key targets. We have five key targets for the three years of this corporate plan and they are to:

				
<b>D</b> <sup>T1</sup> Develop	<b>Cq</b> <sup>T5</sup> Care quality	<b>S</b> <sup>T6</sup> Satisfaction	<b>Sf</b> <sup>T13</sup> Staff satisfaction	<b>Su</b> <sup>T18</sup> Surplus
Develop nearly 1,300 apartments in five new villages;	Provide a CQC rated 'good' quality care service in all our locations;	Improve our resident satisfaction scores;	Improve our staff satisfaction scores; and	Generate both operating and total surpluses each year.

1.4 Conclusion. What we do matters and what we do works, supporting better lives for older people.



## 2. Introduction

### 2.1 Our operating environment

People are living longer and the UK population is steadily ageing. Whilst we welcome and celebrate this at ExtraCare, an ageing population brings with it challenges including an increase in those living with dementia and those living with multiple health conditions.

**Our residents live independently in safe, secure, supportive communities and are encouraged to stay active and to use their skills, talents and experiences to benefit their community as well as their own physical and mental well-being.**

At the same time, public funding for health, care and supported housing is under enormous pressure. Both central and local government have steadily reduced the funding available to organisations such as ExtraCare and our residents over recent years. This trend will continue with the Government signalling further funding changes to come.

Ironically, whilst government funding for us and our residents has been steadily reducing, there has been a steady increase in our regulatory environment and the associated cost of ensuring we remain compliant.

Our resident mix has also changed over recent years from one that was predominantly made up of tenants, to one that is now a mixture of owners, shared owners and tenants. More of our residents have a financial stake in our villages and schemes than ever before, whether that's an equity share in their apartment or whether that's paying privately for the services or support they receive, or the facilities they use.

Our residents' expectations have also changed over recent years. They want to live independently but also to be consulted about, and party to, the decisions made about the issues and choices facing their community.

Our residents are also more technology savvy than ever before and expect us to provide access to technology like wifi and electronic payment facilities as standard features in our villages

or schemes. Their increasing use of technology allows us to explore and introduce aids and adaptations designed to support independent living and reduce social isolation.

The use of technology will also help, in part, to address the difficulty all care providers face in recruiting and retaining care workers. There are just not enough people interested in care as a career and a gap is emerging as the numbers needing care increases.

However, despite the ageing population, the provision of specialist retirement accommodation has been broadly static and there remains a strong demand to live in one of our new villages or existing villages and schemes.

### 2.2 Our unique model

Our holistic homes, lifestyle and care model coupled with our mixed tenure of owners, shared owners and tenants is unique. We create sustainable communities that provide homes older people want, lifestyles they can enjoy and care if it's needed. All three components of our model are integral to its success.



Our residents live independently in safe, secure, supportive communities and are encouraged to stay active and to use their skills, talents and experiences to benefit their community as well as their own physical and mental well-being. We help our residents celebrate ageing and support them to live their lives to the full, maintaining their connections and forging new relationships – essentially helping them to challenge the prevailing ageist view of older people in our society.

No one else does what we do, which is both surprising and disappointing as the benefits of our 'extra-care' model have been independently validated by Aston University as being good for residents' health, well-being and happiness as well as taking significant pressure off the NHS and freeing up family housing. We know our model works and we regularly promote it and the positive social impact of what we do (see section 5.2).

### 2.3 ExtraCare as a charity

The ExtraCare Charitable Trust was founded in 1988 and was the pioneer in promoting and supporting independent active living for older people in the UK. In fact we defined the concept of 'extra-care' and, much like Hoover



who invented the vacuum cleaner and whose name became synonymous with vacuum cleaners, the term extra-care has become synonymous with supporting older people to live

services and helping us support those who need our help most. Our funding model is a mixed one that relies on those that can afford to pay paying the full cost and those that can't being

**We are proud to be a charity and, like many charities, we further our vision through the support of our volunteers who help in our villages, schemes and shops.**

independently. As we approach our thirtieth anniversary in 2018, our vision of creating better lives for older people is as relevant today as it was then.

We are proud to be a charity and, like many charities, we further our vision through the support of our volunteers who help in our villages, schemes and shops and through the generosity of those residents, volunteers and friends who donate goods for sale in our shops, who fundraise on our behalf or who make donations or leave us legacies.

As a charity we don't have shareholders and we don't pay dividends. All our surpluses are invested back into the charity – helping us provide better

supported through public funding and cross-subsidy. However being a charity doesn't mean we don't operate in a businesslike fashion, we do. Being efficient, delivering good value for money and generating surpluses is the best way of ensuring we remain successful and sustainable now, and in the future.

The ExtraCare Charitable Trust is governed by a Board of Trustees who ensure we stay true to our unique model and vision (see section 7.5). The Trustees believe that the best way of doing that is for ExtraCare to remain as an independent organisation.



## 2.4 Our Vision, Mission, Values

We recently reviewed and refined our vision, mission and values to better reflect what we do and how we do it.

**Our vision** captures our aspiration and is – better lives for older people.

**Our mission** describes what we do and is – creating sustainable communities that provide homes older people want, lifestyles they can enjoy and care if it's needed.

**Our values** reflect how we operate and behave with our residents and our stakeholders (see overleaf).

**We have four values. They are:**

<p><b>1</b> </p> <p><b>Empowering:</b> we encourage and support our staff to provide outstanding services to our residents.</p>	<p><b>2</b> </p> <p><b>Compassionate:</b> we show empathy and compassion to our residents.</p>
<p><b>3</b> </p> <p><b>Collaborative:</b> we work together as one team for the benefit of our residents, staff, volunteers and customers.</p>	<p><b>4</b> </p> <p><b>Transparent:</b> we are open, transparent and honest in our dealings with our residents, staff, volunteers and customers.</p>

We essentially do **three things** to deliver our vision, mission and values.

**Firstly we develop new villages.**

**Secondly we operate villages and schemes.**

**Thirdly we support our villages, schemes**

and our 'extra-care' model through fundraising, advocacy and research.

Each of these three things is described in turn in the next three chapters.

## 3. Developing new villages

### 3.1 Balancing demand, capacity and funding

The demand for new ExtraCare villages is strong, but building sustainable communities that can flourish for years to come is difficult and requires careful planning and design, choosing the right location, continuous innovation, the right number and mix of residents, funding and ongoing support. ExtraCare has the in-house skills and expertise to do this – but our capacity to grow is partly constrained by the need to do it carefully, drawing on these finite in-house resources.

There is now very little, if any, public funding available to support the development of new villages and we are competing with the private sector for good sites and having to pay approaching full market value for sites in many instances. New villages are funded by a mixture of bank loans and receipts from those residents who buy or part buy their apartment. Given this reliance on sales we can only build villages in areas where house prices can support the purchase or shared ownership of an apartment. In general



this has meant that we have expanded around our Midlands base and further south and we are currently exploring options in the South East in places such as Essex.

We have developed 'clusters' of villages and schemes and are now working hard to use this cluster approach to improve our operational efficiency and sustainability – sharing resources, ideas, facilities, activities, opportunities and good practice. We will continue with and evolve our clustering strategy. We will also look at opportunities to expand existing villages and schemes – again to strengthen our clusters. This cluster approach will also allow us to consider developing villages that are either mainly owned/part owned or villages with a higher proportion of

tenants – by maintaining a tenure mix of owners, part-owners and tenants across the cluster.

We also know that new villages need a critical mass of resident usage and for their facilities to be open to the community to be sustainable. Each new village commissioned during the corporate plan period will therefore be a minimum of circa 250 apartments.

Last year we secured £155m worth of loan funding. This funding, plus our sales income, funds our development programme. Each new village costs somewhere in the region of £45m to £55m so again our pace of development is partly constrained by the funding available.



Each new village will be a minimum of 250 commissioned apartments



In a nutshell we aim to grow sustainably, building villages that are a minimum of circa 250 apartments, in existing or new clusters, with a mix of tenures. We have a methodology for identifying where we will build and our development programme is set out in our 10 year development plan (see section 3.4 and appendix 2).

### 3.2 Villages that are well designed, welcoming and environmentally friendly

The way our villages are designed, the way we innovate and learn lessons from past experience and the way



we embrace new ideas and new technologies all impact on the demand for, and the future sustainability of, each new village.

We will refine the design of village centres using resident feedback and space utilisation figures to maximise usage, creating flexible spaces that can be re-configured quickly for different purposes. Our villages are part of wider

school nurseries or after school clubs have been 'twinned' with retirement communities or where villages have introduced reminiscence museums. Such facilities can significantly benefit both older people and the children

**We have developed 'clusters' of villages and schemes and are now working hard to use this cluster approach to improve our operational efficiency and sustainability.**

communities and their success will be based, at least in part, on the level of community support and community usage of village facilities. We will therefore design new villages with this in mind, villages that are open and outward looking – but always with the safety and security of our residents in mind.

We will also explore opportunities to increase intergenerational contact and support as we commission and develop new villages – learning from what has worked well elsewhere in countries like Holland and the USA where pre-

involved, as well as generating income.

We will also look at the possibility of introducing more flexible space usage in apartments – allowing residents to configure their apartment in a way that suits them.

There is an increasing body of evidence that demonstrates that environmentally friendly villages and apartments are not only good for the environment and residents' pockets (particularly as energy prices rise) but they are also good for residents' health and well-being. All new villages will be built with this in mind (see section 3.4).



Technologies that were once considered niche are now mainstream and our existing and future residents expect our villages (and ExtraCare) to keep pace with these technologies.

Technologies that were once considered niche are now mainstream and our existing and future residents expect our villages (and ExtraCare) to keep pace with the technologies they are used to – wifi, electronic payment facilities, electronic communications (email/text). Whilst it is relatively straightforward building or designing existing technologies into our new villages, it is harder to predict which emerging technologies will become mainstream. With the growth in assistive technology

to support independent living there is almost an endless number of opportunities we could pursue. But introducing new technology is risky as new technology can be unreliable and early adoption expensive. We will therefore seek to work with partners to reduce the risk. We will also dedicate two apartments in each village we open (starting with Longbridge in summer 2017) as innovation apartments to pilot or trial new assistive technologies to see what works and what we could

introduce into future developments. We will also apply the lessons we've learned regarding space usage and our aspiration for our villages to be more outward looking, environmentally friendly and technology enabled to our existing villages. Working with residents we will review each (owned) village on/or around the tenth anniversary of its opening and agree a package of refurbishment works which will aim to do just that (see section 3.4).

Finally we'll keep one eye on our future residents' expectations to ensure we understand what they'll want for one of our villages or schemes to be attractive to them (see section 5.2).

### 3.3 Working with partners

ExtraCare has a long history of working collaboratively with a number of housing partners in partnerships that have seen ExtraCare managing the village or scheme and providing the care service on behalf of a partner who has funded or part funded the village or scheme's development. More recently ExtraCare has funded, developed and run its own villages.

Given the deteriorating public funding regime for health, care and supported housing our view is that a mixed tenure approach which provides income from re-sales as well as rental income is vital to maintain the sustainability of a new village. For this reason our preferred approach is to develop and run villages ourselves – accepting that this will limit the rate at which we can grow.



an extension to our cluster approach, enabling a greater number of older people to be supported without the need to develop new and expensive village centres. Any new models that we develop however, will stay faithful to our unique approach of integrating homes, lifestyle and care.

We will also look at introducing more options for residents to pay for their apartment or the services they receive from us to increase their choices, including paying more at the end.

During the course of this corporate plan our very successful partnership with Midland Heart will come to an

## We'll keep one eye on our future residents' expectations to ensure we understand what they'll want for one of our villages or schemes to be attractive to them.

Nevertheless, we are always open to new ideas and approaches and we will investigate new models including looking at ways in which our existing village centres could be used by 'satellite' developments or as the base for outreach work – a so called 'hub and spoke' approach. This could be

end when the management of twelve of our smaller schemes and two of our villages, owned by Midland Heart, will transfer back to them. We will work closely and collaboratively with Midland Heart to ensure a smooth transfer and minimal disruption and worry for our residents and staff.



## 3.4 Targets – developing new villages

**D<sup>T1</sup>** We will develop five new villages\* and complete one village extension\*\* during the life of this corporate plan delivering circa 1,300 new apartments. (Also see 10 year Development Plan – appendix 2).

**Ff<sup>T2</sup>** All new villages/village extensions will meet the 'Fabric First' environmental build policy – minimising the energy demand of our new buildings.

**At<sup>T3</sup>** We will introduce two innovation apartments in every new village opened during the life of this corporate plan to showcase assistive technologies that will be available for residents to acquire and use.

**R<sup>T4</sup>** We will introduce a rolling major refurbishment programme, refurbishing two or three villages during the life of this corporate plan.

\*Longbridge (260), High Wycombe (260), Stoke Gifford (261), Bedford (230) & Solihull (260)

\*\* Bournville Cottages (16)

## 4. Operating our villages and schemes

### 4.1 Welcoming communities

We want all our villages and schemes to be welcoming places that residents enjoy living in and where their families and friends and the local community can enjoy the facilities when they visit. We are committed to upholding the highest standards of equality and diversity – because we passionately believe all our residents, staff, volunteers and external customers deserve that respect. We will therefore work with residents, staff

and volunteers to ensure everyone regardless of their ethnicity, religious beliefs, sexuality or disability feels welcomed in our villages and schemes and we will challenge residents or staff whose behaviour does not respect the diversity of their village or scheme.

Community use of village and scheme facilities can help sustain the finances of a village or scheme, keeping costs down and also enhancing their vibrancy. However villages and schemes are also our residents' homes, so we will work

with residents to ensure that we strike a balance between community use and residents' security and privacy.

### 4.2 Maintaining an active lifestyle

Maintaining an active lifestyle is good for our residents' physical and mental well-being and is an integral part of the way we operate (our model). We will work with residents to encourage and support them to enjoy and benefit from healthy, active and participative



lifestyles through our activities, gyms, well-being checks and programmes and our volunteering opportunities. Our village and scheme volunteers are essential to the success of each of our villages and schemes and we will review how we recruit, retain and recognise them (see also section 5.1).

### Maintaining an active lifestyle is good for our residents' physical and mental well-being and is an integral part of the way we operate.

The ExtraCare model is independent living in a supportive environment, with care available for those residents who need it or may need it in the future. However it is also independent living in a village community and whilst we won't unnecessarily intervene in the way residents live their lives, we will if it impacts on other residents or the village/scheme community (see section 4.4).

### 4.3 Care and support

Provision of care for those who need

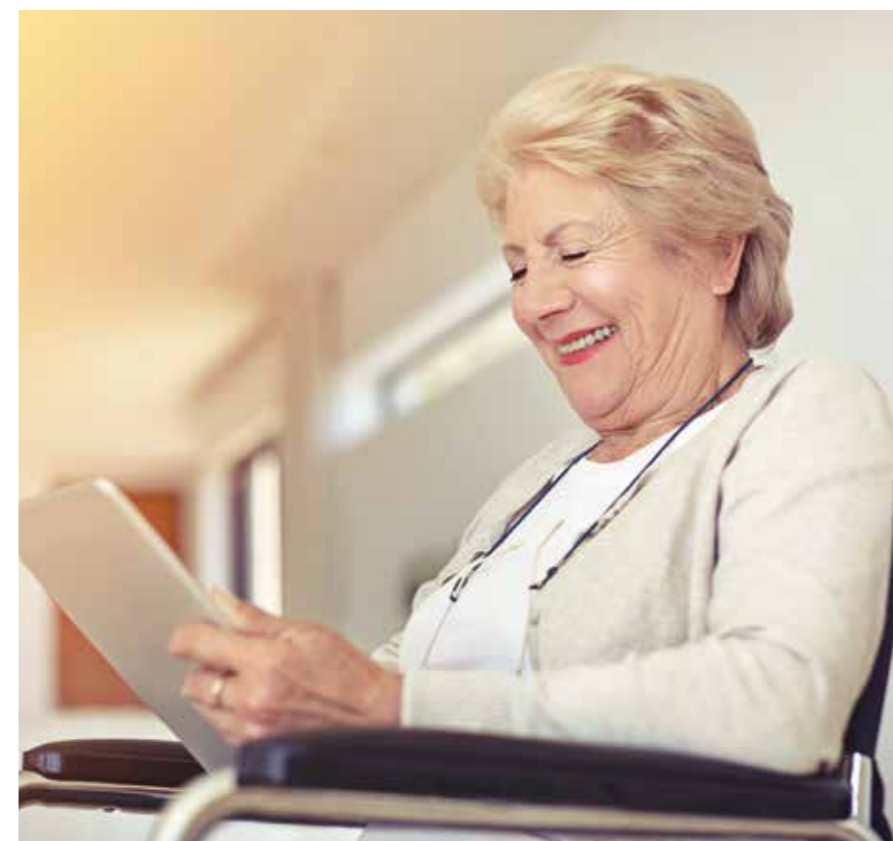
it is also an integral part of our model. However most care services lose money as the amount that local authorities are prepared, or able, to pay for care has fallen in real terms over recent years. Despite this, as a charity, we will continue to provide a care service for those residents who need it now or may need it in the future and we will continue to make our care services as efficient as possible including using technology to help us (see section 6.2). We will however, review our charges for those residents who pay privately for care so that we don't make a loss on the care we provide for them. We will also look to increase the proportion of private payers of care to help minimise the overall losses from our care services.

The quality of the care we provide is assessed by one of our regulators – the Care Quality Commission (CQC). Each village and scheme is assessed individually and awarded a rating. Our holistic homes, lifestyle and care model is unique and is one that does not fit neatly into the CQC's normal experience of older people's services in a care home or residential home setting, with many of the lifestyle components of our model not being included in their formal assessment. Despite this, all our villages and

schemes have achieved a rating of 'Good' from the CQC and that is our minimum target (see section 4.8).

In addition to the provision of care services we increasingly provide additional services to those residents who want them – such as housekeeping or handyman services. We will continue to develop our existing offer for residents and will explore the suitability of new services that residents have told us they would like us to provide, such as enhanced end of life care and funeral planning services. As with care, we will review our charges for those residents who pay privately for these services to ensure we are not making a loss on the support we provide for them (including our Enriched Opportunities Programme, EOP – see section 4.6).

We will also look at the new services we could offer, or include in our model, that take advantage of the growing assistive technology markets, services such as the use of digital technology to remind residents to take medication or to promote an activity or event taking place in the village or scheme. Digital technology in particular has the power to reduce social isolation – connecting residents to family and friends wherever they are, and whenever they want.



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#### 4.4 Community balance

Getting the right blend of residents in each village and scheme community is complicated and difficult. For each community to be as sustainable and vibrant as it can be, we need to balance a number of components including age, care requirements, gender, disability and mix of tenures. Given the ageing population and the success of our model, this challenge becomes more difficult as villages and schemes mature and the average age of our residents and their associated care needs increase. Whilst recognising the challenges of an ageing population we will use our experience to develop and evolve a village profile model that seeks to balance all these components. We will then share it with residents and keep it under review. We will however retain the current minimum entry age requirement of 55 years – reflecting residents' strong preference for this during our corporate plan consultation with them about this particular issue.

The prevalence of dementia in society is increasing as the average age of the population increases. The prevalence of dementia among our residents is slightly less than that across society for the same age groups. We have developed an award winning support programme – the Enriched Opportunities Programme (EOP) – and employ specialist staff to help those residents with dementia to continue to live as independently as possible in our villages and schemes. We know that the issue of dementia is of great concern to our residents and their families and friends – from those with a current diagnosis or those who worry that they may develop dementia to those who

### Getting the right blend of residents in each village and scheme community is complicated and difficult.

don't want to live in a community that is too orientated towards older people with dementia. We will therefore aim to balance these concerns and reflect, as a maximum, the prevalence of dementia in society in the profile of our villages and schemes.



As mentioned earlier (section 4.2) we support independent living and will only intervene in the way a resident lives their life if it adversely affects other residents or the village/scheme community or to support our belief that an active lifestyle is most beneficial. For example, the increasing use of mobility scooters is a concern and an example of where we may be more interventionist. Not only do mobility scooters impact on the well-being of those residents who don't really need them. This can make a village or scheme less attractive to potential residents. We will therefore work with residents to develop a policy for the use of mobility scooters in our villages and schemes and do likewise for

other similar issues that undermine our philosophy of an active healthy lifestyle.

#### 4.5 Working with our residents

Our relationship with our residents in the past has, at times, been too paternalistic. Our relationship going forward needs to be more one of

partnership and involvement.

Our operating environment is challenging, but is also presenting opportunities – as section 2 sets out. We stand the best chance of dealing with these challenges and taking advantage of these opportunities if we better understand all our residents and if we work together with them to find solutions and provide choices. We will therefore build on the work we have started with our resident census, electronic feedback mechanisms and regular resident dialogue via street meetings, residents' associations and forums to help us understand what our residents think and want. In addition we will seek to listen carefully to residents' ideas and concerns and we will focus on improving our communication with residents. We will also review how we engage residents in the running of their village or scheme; for example, as members of local interest groups overseeing areas such as the environmental sustainability of their location or as volunteers in the running of their location.

Finally we will also work with location managers to ensure residents have more influence and say in general in

how their village or scheme operates.

#### 4.6 Financially Sustainable

Each of our villages and schemes needs to be financially viable now and financially sustainable into the future. We rely heavily on re-sales which have masked the underlying operational performance of some of our villages and schemes. Although most break even or make a small surplus, when re-sales are excluded, some make a loss – something we need to work with residents to address.

We have and will continue to make a number of changes to improve our financial sustainability. These include reviewing our charges so that our private payers pay the full cost for care or other services, including EOP support, they receive. We will also review all our charges annually and look at how to fairly apportion any loss of income from changes in government policy, for example the implementation of a restriction on housing benefit to local housing allowance levels between ourselves and those residents that are affected. We are also reviewing opportunities to increase income generation at each of our villages and schemes including increasing (paid) external usage of village and scheme facilities.



Finally, we are also moving to a 'cluster' approach where we will manage locations in clusters (such as our five Birmingham villages) to explore the opportunities for sharing resources, ideas, facilities, activities, opportunities and good practice, all of which should improve our operational efficiency and financial sustainability.

#### 4.7 Environmentally Sustainable

While each of our new villages will comply with the 'Fabric First' environmental build policy, minimising the energy requirement of the building itself, our biggest environmental challenge (and cost) is energy usage in both existing and new villages and schemes. Whilst energy prices have been relatively low in recent years, prices are predicted to rise and unless we reduce energy usage, residents' energy charges will rise. We will therefore work with residents to track energy usage and explore ways of reducing it.

We will also review our environmental performance at each village and scheme and look to increase recycling and reduce each village and scheme's environmental impact – both things our residents have told us they are interested in.

## 4.8 Targets – operating our villages and schemes

**Cq**<sup>T5</sup> Care quality  
Each location will achieve a minimum CQC 'Good' rating overall – with at least a third of our locations, by the end of this corporate plan period, having achieved 'Outstanding' in one of the five key questions: safe, effective, caring, responsive and well led.

**S**<sup>T6</sup> Satisfaction  
We will achieve a resident experience rating of 80% or above in all villages and 90% or above in all schemes by the end of the corporate plan period.

**Os**<sup>T7</sup> Operating surplus  
Each individual village and scheme or cluster will generate an operational surplus each year.

**Er**<sup>T8</sup> Energy & recycling  
Each village and scheme will reduce its energy usage by 10% and increase its recycling by 15% by the end of the corporate plan period.





## 5. Supporting our villages and schemes



### 5.1 Volunteering, donating and fundraising

ExtraCare is proud to be a charity that supports older people. As a charity we rely on the support of many individuals to help make our vision – better lives for older people – a reality. Volunteering, donating and fundraising are all essential components of our model which supplement the sales, rental and other income we generate from our residents or usage of our facilities. Donating and fundraising have become particularly important as more traditional sources of funding from local or central government have reduced or disappeared.

Volunteering is known to be good for an individual's well-being as well as being of enormous benefit to ExtraCare. Whilst we have nearly 2,800 volunteers who help out across our villages, schemes or shops, we need to dedicate more resources to recruiting, retaining and recognising our volunteers (including staff volunteers and residents' association members). Similarly we need to systematically develop partnerships with businesses and/or further/higher education providers to build our volunteer base. We will therefore develop our volunteering strategy and invest resources during the period of this corporate plan to support its implementation.

Over the last few years we haven't invested as much as we could to improve our retail offer and have stuck with a high-street shops approach whilst much of the high-street has developed its on-line offer. We will therefore develop our retail strategy and look at how we can attract better quality and more diverse donations of clothing and other items for sale and how we can develop our on-line offer, potentially in partnership with other like-minded charities. Again we will need to invest resources in this area, but we anticipate a payback or return on this investment.

### Volunteering is known to be good for an individual's well-being as well as being of enormous benefit to ExtraCare.

As a charity we only raise very modest amounts of funding via grants, donations or legacies. We haven't sufficiently developed our 'message' to articulate what we do and what we would use a donation or a legacy for. Even for those who are keen to make a donation or leave a legacy we don't make it easy for them. Additionally we haven't systematically developed partnerships with local businesses to become their charity of choice or for one-off sponsorship. Again we will

develop our fundraising strategy and charitable 'pitch' and introduce simple, easy ways to partner with us or to donate or leave a legacy to us for those who would like to support the good work we do. We will also explore opportunities to run events to raise money – both in our villages and in the community. Again this will require investment.

We use the surpluses from our shops and the money we receive from grants, donations and legacies to support our care, well-being and EOP services in our villages and schemes. We haven't however promoted what we spend

the money we receive on as well as we could, nor have we worked closely enough with residents to support them to raise funding for their village or scheme – both of which we will address over the period of this corporate plan.

Overall we will invest additional resources over the period of this corporate plan to support our volunteering, donating and fundraising ambitions.



### 5.2 Marketing and promoting our model

As already stated, people are living longer and the UK population is steadily ageing with over one third currently aged 50 and over (circa 24m). Despite the ageing population, the provision of specialist retirement accommodation has been broadly static. ExtraCare currently has circa 4,000 apartments and will have circa 4,200 by the end of the corporate plan period as our new villages are delivered and others transfer back to Midland Heart. But our impact and influence is significant and extends beyond our direct provision. As pioneers of 'extra-care' we are well placed to articulate the benefits of supported, independent living for older people, using research such as our Aston University research which proves our unique model works – for residents, for the local community and for the NHS.

Given the size of the societal problem we are facing our trustees believe that promoting our model in order to catalyse other providers to replicate it could potentially have a more significant impact than just building and delivering villages ourselves, whilst still fully contributing to the delivery of our vision – better lives for older people. We will therefore develop our marketing and promotions strategy



to target both potential residents, setting out the 'pull factors' and the significant benefits of village/scheme life for them and also to influence policy makers and other providers and partners to advocate the benefits of our model to them. To help us do this we'll develop a more systematic stakeholder management approach. In tandem we will also develop our consultancy offer to generate a return for our expertise.

We will also develop our customer insight work, focusing particularly on our future customers' aspirations and expectations. Our marketing and promotion activity will progressively become more digital as we move in-step with our future customers.

Overall we will invest additional resources over the period of this corporate plan to support our marketing and promotion work.

### 5.3 Research and innovation

As pioneers of the extra-care model we have always done things differently and challenged perceived wisdoms. However, the significant expansion of the assistive technology market coupled with an increasing gap between the number of people interested in care as a career and the demand for care, has the potential to radically alter how care is delivered, presenting both challenges and opportunities for us and other providers.

We have therefore developed our research and innovation strategy and approach to ensure we fully explore and embrace the opportunities to be more innovative in the way we design and build our villages and the way we provide our services within villages and schemes. We will invest in this area – trialling and piloting new technology and new services – adopting what works well and learning from things that don't.

We will also seek to partner with research and innovation partners such as universities, the NHS and assistive technology providers/developers to help fund or access funding for this work. The introduction of our two innovation apartments from Longbridge village onwards will accelerate the pace at which we can

## 5.5 Targets – supporting our villages and schemes

**V<sup>T9</sup>** Volunteers We will have over 3,000 active volunteers supporting us by the end of the corporate plan period.

**F<sup>T10</sup>** Fundraising We will be raising at least £1m per annum from our retail sales, grants, donations, legacies, fundraising events and consultancy by the end of the corporate plan period.

**B<sup>T11</sup>** Benefit We will generate at least £2 of benefit for every £1 we invest in our research and innovation projects.

introduce assistive technology.

Whilst primarily focusing on research which will drive product and service innovation, we will also continue to undertake research that helps validate our unique extra-care model (see section 2.2) and supports our fundraising and advocacy work.

### 5.4 New services and partnerships

During the course of this corporate plan we will explore new opportunities and partnerships to generate income to support our vision of better lives for older people. This could include partnerships with local authorities or local NHS providers to provide things like step-down accommodation, re-ablement support or use of our village/scheme facilities.

## 6. Our people, processes and technology



### 6.1 Our people

ExtraCare employs nearly 1,700 people and enjoys the support of nearly 2,800 volunteers (including staff volunteers) – the vast majority of both working in our villages and schemes. Our people are committed to our vision and are loyal and hardworking. In fact the commitment and loyalty of our people is one of our unique features with nearly half of them having been with ExtraCare for over five years. We are also committed to our people – training them well and (traditionally) paying

**ExtraCare employs nearly 1,700 people and enjoys the support of nearly 2,800 volunteers (including staff volunteers).**

better than most of our competitors (although the introduction of the national living wage is eroding this differentiator). We were especially pleased to be awarded IIP Gold in 2016 in recognition of our commitment to



training our people – and we are one of only 200 organisations in the UK to hold this award.

Despite the high levels of training, staff working in our villages and schemes, particularly those delivering care, are increasingly stretched as staffing levels have been impacted by the reduction in traditional sources of funding such as 'supporting people' funding which have declined or disappeared over the last few years. At the same time we have been subject to an increased level of regulation as our various regulators,

the Charity Commission, the Homes and Communities Agency, the Care Quality Commission, the Information Commissioners Office etc. have all increased the level of scrutiny on us and other housing and care organisations. This has inevitably increased the level of 'corporate overhead'. Providing additional resources to support the front-line (our villages and schemes) is therefore more of a challenge now than it has ever been – but we will do just that, recognising that running our villages and schemes is the most important thing we do. We will also review our staffing model and ensure it

is capable of being flexed to meet the (differing) requirements of our different villages and schemes.

Recruitment and retention of staff is also sometimes difficult so we will look at how we train, develop and reward our staff across our locations, head office and shops – developing career pathways for those that want to advance within the organisation and supporting and rewarding those that just want to carry on doing a good job for us. Specifically we will look at flexible working arrangements, the balance of contract/relief staff, job evaluation and reward, succession planning and management development during the course of this corporate plan – all with a view to enhancing retention, reducing agency staff usage and improving staff satisfaction.

In addition we will develop our cluster approach to ensure we use our people resources more efficiently and enhance our service delivery by offering training (in new skills) and additional hours to our staff within a cluster, where appropriate, to reduce our usage of agency staff.

Working with local further/higher education providers we will also explore opportunities for recruiting staff and supporting apprenticeships and placements particularly into care roles/careers.

Finally we will look at whether we can relocate some of our head office staff into our villages – strengthening the understanding between head office and the front-line whilst reducing corporate overheads.

### 6.2 Our processes and technology

Both the way we do things and the way we use technology can have an enormous impact on our efficiency. A greater use of technology and a more 'digital' approach can help us improve customer satisfaction whilst delivering efficiency savings. For example capturing resident information once via our Customer Portal, then using that information to improve our service to our residents – be it by using their preferred method of communication or alerting them to events or activities in which they may be interested in taking part. Similarly removing 'cash' and encouraging residents to pay electronically and/or monthly rather than weekly can make life easier for our

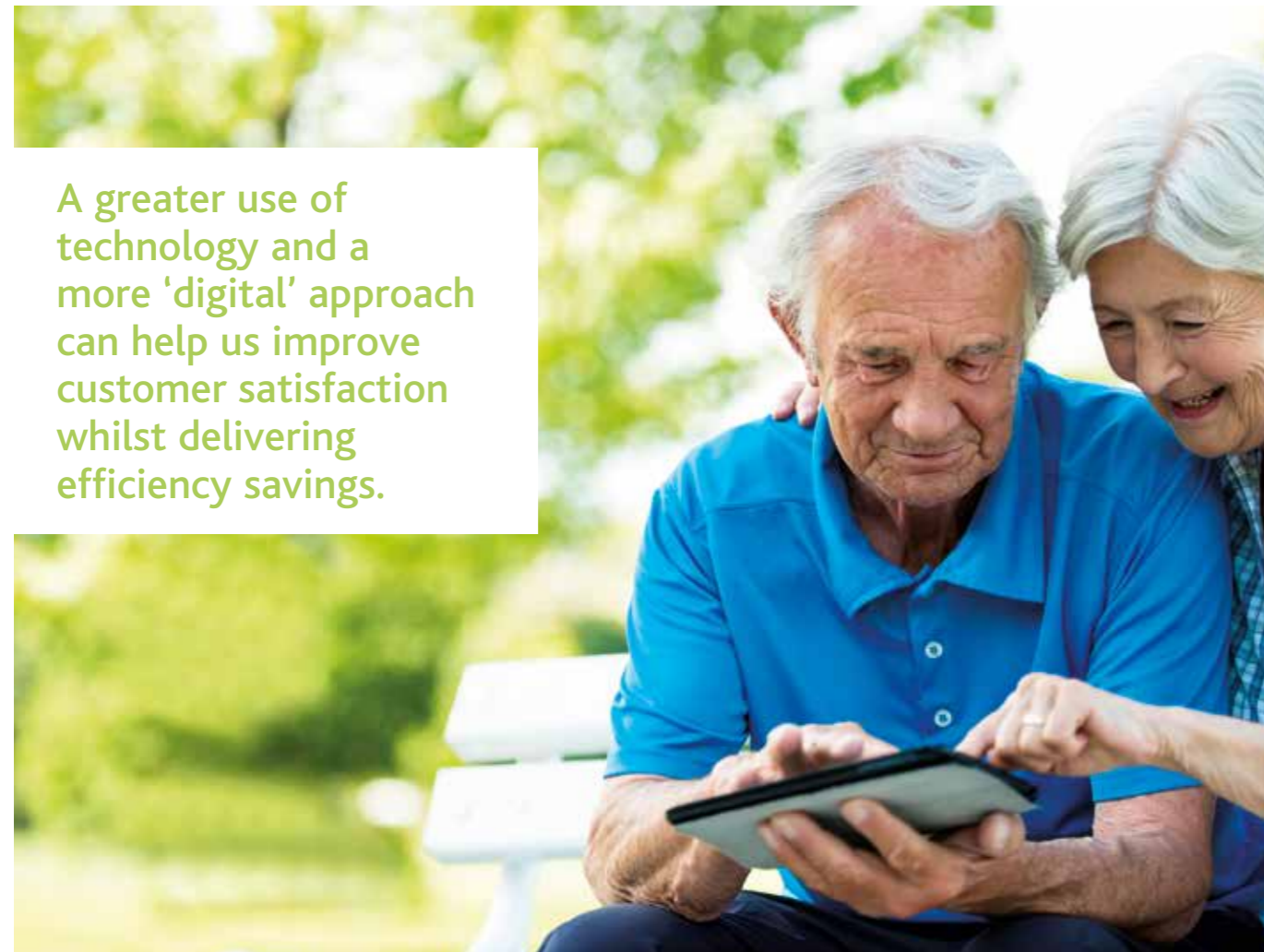
residents and at the same time make us more efficient. Technology can also help reduce social isolation, for example by connecting our residents to loved ones. We will progressively increase our use of digital technology for all areas of our business including our external facing sales, marketing and promotion activity.

Technology can also help take pressure off the front-line, for example supporting front-line staff to undertake training at a time convenient for them via e-learning or in future allowing care staff to access resident information electronically and record visit updates quickly and efficiently. We will therefore make a significant effort to introduce new technology into the organisation and its working practices during the life of this corporate plan, starting with the introduction of our Customer Portal, Income Management System and enhanced Intranet.

Introducing new technology is difficult and doesn't always deliver the desired benefits or outcomes. Similarly

automating processes that are too complicated or outdated, without simplifying or reviewing them first, doesn't produce much by the way of benefits. We will therefore look for strategic partners to help us improve our IT, project management and process management capabilities across the organisation and we will also set up a Project Office to help us introduce change projects successfully. Similarly we will improve our digital skills across the organisation.

Information security is becoming a significant issue for all organisations, especially organisations like ours that hold confidential information about our residents' health and finances. We will therefore review our approach to information security during the course of this corporate plan to ensure we have robust processes and systems in place and are complying with data protection requirements.



A greater use of technology and a more 'digital' approach can help us improve customer satisfaction whilst delivering efficiency savings.

## Our values will become the foundation of our culture.

### 6.3 Our values

Our values are part of our vision, mission and values trilogy and reflect how we operate and behave with our residents and our stakeholders.

Our four values are captured by the acronym ECCT and are as follows:

**1 Empowering:** we encourage and support our staff to provide outstanding services to our residents.

**2 Compassionate:** we show empathy and compassion to our residents.

**3 Collaborative:** we work together as one team for the benefit of our residents, staff, volunteers and customers.

**4 Transparent:** we are open, transparent and honest in our dealings with our residents, staff, volunteers and customers.

Our values will become the foundation of our culture and we will regularly ask both our staff and our residents whether they believe we are living up to our values. Whilst staff currently



believe they are compassionate and reasonably empowered they also believe there is room for improvement in terms of us being more collaborative (particularly between locations and head office) and more transparent (particularly in terms of providing information and explaining decisions – to both staff and residents).

Whilst our values will become the foundation of our culture, our culture also needs to be one of individual accountability with every member of staff recognising the importance of, and being held accountable for, complying with our rules, procedures, processes and systems. Developing our 'new' culture will be a central theme of our people strategy.

In addition to living our values we also want our staff to be innovative and come up with new ideas and new approaches to improve the services we provide and to make us more efficient. As the original pioneers of 'extra-care' it's in our DNA to be different and we will therefore encourage and support staff to be innovative, and publicise and reward good ideas.



## 6.4 Targets – our people, processes and technology

**St<sup>T12</sup>** Staff turnover will be a maximum of 10% in schemes and head office and no more than 15% in villages, each year.

**Sf<sup>T13</sup>** We will achieve the following staff satisfaction scores: 75% of our employees will be satisfied with ExtraCare as an employer and 90% of our employees will be fully committed to our vision.

**Di<sup>T14</sup>** We will improve our digital maturity score (using RSM, our auditors, 5 scale benchmark) by 2 points during this corporate plan period.

**E<sup>T15</sup>** By the end of this corporate plan period all our residents will be paying us electronically and written communications with our residents and potential residents will also be electronic.

**Is<sup>T16</sup>** In relation to information security, we will achieve Cyber Essentials Plus accreditation, then maintain our accreditation for every year of the corporate plan period.



## 7. Our finances and governance

### 7.1 Financial planning and managing our financial risk

Loan financing plus our sales income funds our development programme. We currently have two lenders: Lloyds Bank, our long-term funding partners, and BAE Pensions who came on board in 2016. We currently have £155m worth of secured loan funding. Our loans

### As a charity it is in our nature to be careful about how we spend our resources and provide value for money.

are subject to strict bank covenants including loan to value (LTV) ratios which we monitor carefully to ensure compliance. We will reduce our LTV ratio over the course of the corporate plan to reduce our overall financial risk and make us a more attractive investment option for future investors.

All the developments planned during the course of this corporate plan (see section 3.4) are funded. However our growth ambitions extend beyond this three year corporate plan period and are set out in our 10 year Development Plan (appendix 2). We will continue to actively explore opportunities to raise further loans to fund our longer-term development plans – to deliver them more quickly than would otherwise be the case.

Given our reliance on sales for our development programme we will continue to regularly 'stress test' our long-term cashflow model and build in a contingency 'buffer' to ensure we can cope with any unforeseen events. We will also ensure our cashflow model is validated externally to ensure it remains robust.

As discussed at section 4.6, our villages and schemes need to be financially viable. Although most break even or make a small surplus when re-sales are excluded, some make a loss. With our residents we will continue to work hard to improve the financial performance of each of our villages and schemes by improving our efficiency and by generating additional income –

particularly focusing on those locations that are not currently making a surplus.

### 7.2 Our risk appetite

We have a mixed risk appetite, accepting only a low level of risk for things like legal and regulatory compliance or service quality – reflecting our view that these must

never be compromised. However, we accept a medium level of risk for things like our development activity and our use of technology – reflecting our reliance on sales and our appetite to become more digital and to explore new assistive technologies. We have only one area where we accept a medium/high level of risk which is for research – reflecting the possibility that not all research we commission will result in a product or service innovation.

### 7.3 Value for money

As a charity it is in our nature to be careful about how we spend our resources and provide value for money – but as always there's room for improvement. We are currently strengthening our value for money strategy and will seek to improve our performance over a number of areas including: procurement of goods and services (such as maintenance services), unit costs, process improvements,



recycling, the use of technology to drive both operational and corporate efficiency and by developing strategic partnerships with suppliers. We will use benchmarking to see how we compare to others and then set ourselves ambitious targets to drive our continuous improvement activity.

Given the cost of developing each new village is somewhere in the region of £45m to £55m, we will also review our development and construction approach to minimise our build costs, make best use of new materials and process & design innovations (such as pre-fabrication) whilst maximising the quality and value for money from each new build.

#### 7.4 Meeting our regulatory requirements

There has been a noticeable increase in the amount of regulatory oversight in the last few years. ExtraCare is subject to oversight from: the Charity Commission, Homes and Communities Agency (HCA), Care Quality Commission (CQC), the Information Commissioners Office (ICO), health and safety agencies as well as our trade body the Associated Retirement Community Operators (ARCO).

Meeting our regulators' requirements increases the cost of our 'corporate' overhead – but in the overwhelming majority of instances, meeting our

regulators' requirements really just equates to 'doing the right thing' and we will therefore endeavour to do just that.

Our challenge is to ensure we develop and implement a comprehensive assurance framework that captures, prioritises and aligns the various standards and requirements we must comply with in an efficient way with minimal duplication or reworking required. We will adopt an open book approach with our regulators and a no surprises policy – informing them of any serious issues or breaches as they arise.



#### 7.5 An effective Board

ExtraCare is led by a board of trustees who have significant experience and expertise across the range of activities we undertake. Trustees are responsible for ExtraCare's governance and performance along with setting our direction and priorities. The recruitment of trustees is staggered to ensure continuity and trustees are chosen based on the skills and competences that the Board of Trustees has identified it needs, to carry out its role effectively. To ensure the Board of Trustees remains effective, board effectiveness reviews are carried out annually with every third one being an external review. Trustees' development needs are identified as part of the board effectiveness review and training is then provided.

The Board's key focus during this corporate plan period is making sure that as ExtraCare rapidly grows – in terms of new villages, all key priorities are delivered and we stay true to our vision, mission and values – a 'grip and grow' approach.

The Board is supported by the Company Secretary and the Audit and Assurance Committee is supported by the Head of Assurance.

#### 7.6 Managing and scrutinising our performance

In order to manage and scrutinise performance effectively, the Board of Trustees has set up a series of committees aligned with each area of ExtraCare's activities. Each committee is in the process of developing the key performance indicators for its area of responsibility and these will include the targets set out in this corporate plan. We will develop a balanced scorecard at committee and corporate level so that our overall performance can be more easily tracked.

In addition we will introduce more opportunities for residents to scrutinise our performance – both locally at their village or scheme or corporately to help hold us to account for the delivery of this corporate plan.

## 7.7 Targets – our finances and governance

**T17**  
**Lv**  
Loan to value  
We will reduce our loan to value ratio during the life of this corporate plan from 73% to 65%.

**T18**  
**Su**  
Surplus  
We will generate an overall operating surplus of between £1-3m each year and a total surplus in excess of £10m each year.

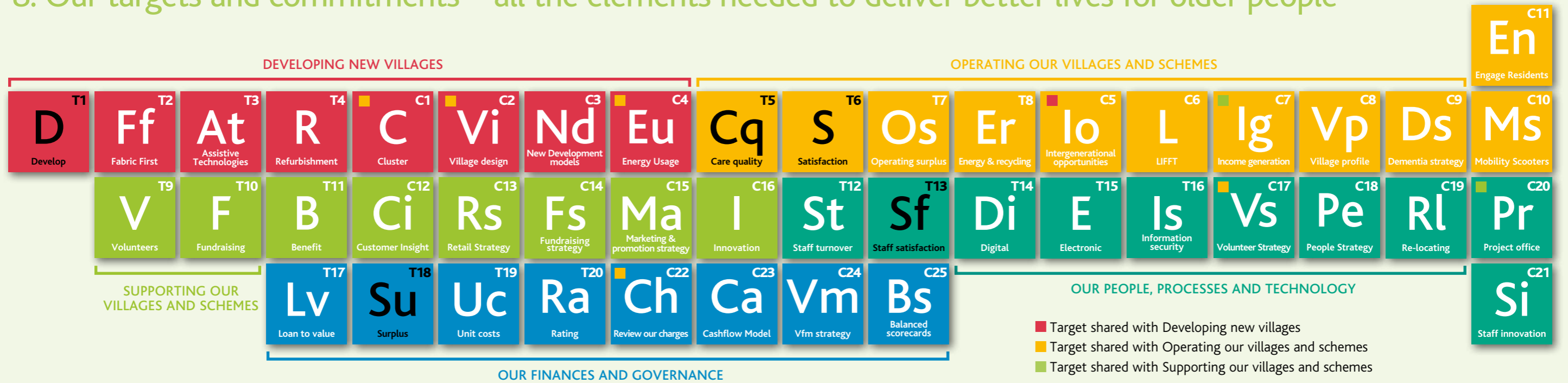
**T19**  
**Uc**  
Unit costs  
We will benchmark our unit costs and ensure that by the end of the corporate plan period we will be more efficient than comparable organisations.

**T20**  
**Ra**  
Rating  
We will ensure we are capable of achieving a G2, V2 rating from the Homes and Communities Agency (HCA) – but will work towards achieving G1.



We will review our approach to minimise build costs, whilst maximising the quality and value for money from each new build.

# 8. Our targets and commitments – all the elements needed to deliver better lives for older people



**Developing new villages**

**Our Targets**

**T1** We will develop five new villages\* and complete one village extension\*\* during the life of this corporate plan delivering circa 1,300 new apartments. (Also see 10 year Development Plan – appendix 2).

**T2** All new villages/village extensions will meet the 'Fabric First' environmental build policy – minimising the energy demand of our new buildings.

**T3** We will introduce two innovation apartments in every new village opened during the life of this corporate plan to showcase assistive technology that will be available for residents to acquire and use.

**T4** We will introduce a rolling major refurbishment programme, refurbishing two or three villages during the life of this corporate plan.

**Our Commitments**

**C1** Develop our cluster strategy: for identifying new village sites and operating locations efficiently (D&O).

**C2** Review village design: looking at space utilisation, flexible space options and ensuring open and outward looking village centres (D&O).

**C3** Explore new development models, including hub & spoke model and review our development and construction approach.

**C4** Track energy usage and environmental performance of locations and between locations (D&O).

**Operating our villages and schemes**

**Our Targets**

**T5** Each location will achieve a minimum CQC 'Good' rating overall – with at least a third of our locations, by the end of this corporate plan period, having achieved 'Outstanding' in one of the five key questions: safe, effective, caring, responsive and well led.

**T6** We will achieve a resident experience rating of 80% or above in all villages and 90% or above in all schemes by the end of the corporate plan period.

**T7** Each individual village and scheme or cluster will generate an operational surplus each year.

**T8** Each village and scheme will reduce its energy usage by 10% and increase its recycling by 15% by the end of the corporate plan period.

**Our Commitments**

**C5** Explore intergenerational opportunities, particularly for new villages (D&O).

**C6** LIFFT: ensure a smooth transfer of locations.

**C7** Income generation: develop new services incl. enhanced end of life care, funeral planning, assistive technology, step-down, re-ablement and encourage paid community usage of facilities (O&S).

**C8** Review and share our village profile model with residents.

**C9** Implement our new dementia strategy.

**C10** Develop a mobility scooters policy.

**C11** Further engage residents in the running of their location and introduce opportunities for them to scrutinise our performance.

**Supporting our villages and schemes**

**Our Targets**

**T9** We will have over 3,000 active volunteers supporting us by the end of the corporate plan period.

**T10** We will be raising at least £1m per annum from our retail sales, grants, donations, legacies, fundraising events and consultancy by the end of the corporate plan period.

**T11** We will generate at least £2 of benefit for every £1 we invest in our research and innovation projects.

**Our Commitments**

**C12** Understand our future residents' expectations and develop our customer insight capability.

**C13** Develop our retail strategy: shops, on-line and at locations.

**C14** Develop our fundraising strategy.

**C15** Develop our marketing and promotion strategy: including systematic stakeholder management.

**C16** Develop innovation partnerships with business, HE/FE, and funders.

**Our people, processes and technology**

**Our Targets**

**T12** Staff turnover will be a maximum of 10% in schemes and head office and no more than 15% in villages, each year.

**T13** We will achieve the following staff satisfaction scores: 75% of our employees will be satisfied with ExtraCare as an employer and 90% of our employees will be fully committed to our vision.

**T14** We will improve our digital maturity score (using RSM, our auditors, 5 scale benchmark) by 2 points during this corporate plan period.

**T15** By the end of this corporate plan period all our residents will be paying us electronically and written communications with our residents and potential residents will also be electronic.

**T16** In relation to information security, we will achieve Cyber Essentials Plus accreditation, then maintain our accreditation for every year of the corporate plan period.

**Our Commitments**

**C17** Develop our volunteer strategy: recruiting, retaining and recognising volunteers, build partnerships with business, HE/FE (S&O).

**C18** Develop our people strategy: review our culture, staffing model, flexible working arrangements, skill gaps, multi-skill opportunities and partnerships with HE/FE (PPT&O).

**C19** Review re-locating some HO staff to villages.

**C20** Set up a Project Office (S&PPT).

**C21** Encourage staff innovation.

**Our key targets are:**

**D** Develop  
**Cq** Care quality  
**S** Satisfaction  
**Sf** Staff satisfaction  
**Su** Surplus

**Our finances and governance**

**Our Targets**

**T17** We will reduce our loan to value ratio during the life of this corporate plan from 73% to 65%.

**T18** We will generate an overall operating surplus of between £1-3m each year and a total surplus in excess of £10m each year.

**T19** We will benchmark our unit costs and ensure that by the end of the corporate plan period we will be more efficient than comparable organisations.

**T20** We will ensure we are capable of achieving a G2, V2 rating from the Homes and Communities Agency (HCA) – but will work towards achieving G1.

**Our Commitments**

**C22** Review our charges: introduce more payment options and choice. Increase numbers of private payers paying full cost (F/G&O).

**C23** Externally validate our cashflow model.

**C24** Develop our VFM strategy: including benchmarking and procurement and track our VFM performance.

**C25** Develop balanced scorecards for committees and the Board.

## Three year financial plan 2017-20

Operating and Total Surpluses	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
<b>Developing new villages</b>				
Development profit	8.984	17.563	31.727	20.436
Costs not capitalised	-6.386	-6.534	-3.580	-3.691
Trf to new village development	2.118	1.675	1.706	1.739
Village refurbishments	-	-750	-764	-779
Buy-backs	338	232	294	384
Head office costs	-1.275	-1.287	-1.307	-1.328
<b>Development Surplus</b>	<b>3.779</b>	<b>10.899</b>	<b>28.076</b>	<b>16.761</b>
<b>Operating our villages and schemes</b>				
Owned locations	5.970	5.759	6.793	7.885
Partners owned locations	708	678	688	696
LIFFT locations	2.639	2.577	1.055	-
EOP costs	-651	-469	-537	-607
Head office costs	-5.357	-5.408	-5.383	-5.259
<b>Operating Surplus</b>	<b>3.309</b>	<b>3.137</b>	<b>2.616</b>	<b>2.715</b>
<b>Supporting our villages and schemes</b>				
Retail (shops, on-line, villages)	480	552	600	750
Donations, grants, legacies	150	115	200	250
Restricted donations, grants, legacies	-120	-92	-160	-200
Fundraising investment	-	-100	-100	-100
Research & innovation investment	-	-150	-153	-156
Marketing investment	-	-150	-150	-150
Trf to new village development	117	180	183	186
Head office costs	-637	-818	-836	-855
<b>Support Total</b>	<b>-10</b>	<b>-463</b>	<b>-416</b>	<b>-275</b>
<b>Total Surplus</b>	<b>7.078</b>	<b>13.573</b>	<b>30.276</b>	<b>19.201</b>

NB: 2018-19 & 2019-20 are indicative. Apartments at end of 2017-18: c4,200; 2018-19: c3,700; 2019-20: c4,200.





Appendix 2

## Ten year development plan 2017-28

Ten year development plan 2017-28				
Years	Confirmed	Likely	Possible	Cost
<b>2017-20</b> years 1 to 3	Bournville Cottages (16) Longbridge RV (260) High Wycombe RV (260) Stoke Gifford RV (261) Bedford RV (230) Solihull RV (260) 1,287 units		Earlsdon Extension (60)      60 units	1,347 units @ £190k per unit      £256m
<b>Total Portfolio units</b>	<b>Circa 4,200 units</b>		<b>Circa 4,260 units</b>	

Years	Confirmed	Likely	Possible	Cost
<b>2020-25</b> years 4 to 7		Earlsdon Extension (60) Shenley Extension (130) Birmingham 6 RV (260) Essex 1 RV (Chelmsford) (260) Essex 2 RV (Colchester) (260) 970 units	Essex 3 RV (Basildon) (260) RV hub-spoke* 1   260 units	1,230 units @ £200k per unit     £246m
<b>Total Portfolio units</b>	<b>Circa 4,200 units</b>	<b>Circa 5,230 units</b>	<b>Circa 5,490 units</b>	

Years	Confirmed	Likely	Possible	Cost
<b>2025-28</b> years 7 to 10		Essex 3 RV (Basildon) (260) RV hub-spoke* 1   260 units	Worcs/Glos Cluster RV (260) Bucks/Beds Cluster RV (260) RV hub-spoke* 2  520 units	780 units @ £220k per unit     £172m
<b>Total Portfolio units</b>		<b>Circa 5,750 units</b>	<b>Circa 6,270 units</b>	

\*hub-spoke is a concept ranging from a small scale village extension to purchase or lease of properties near to an existing village



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