

The ExtraCare Charitable Trust

# Corporate Plan 2022-27





Better lives for older people ... creating sustainable communities that provide homes older people want, lifestyles they can enjoy and care if it's needed.

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## 1. EXECUTIVE SUMMARY

### 1.1 The ExtraCare Charitable Trust

The ExtraCare Charitable Trust is proud to be a charity that has supported older people for over thirty years. Our vision – *better lives for older people* – is as relevant today as it was when the charity was founded to provide an alternative to the prevalent, ageist and rather depressing societal view of getting old and later living. Our mission is *creating sustainable communities that provide:*

- i. **Homes** older people want;
- ii. **Lifestyles** they can enjoy; and
- iii. **Care** if it's needed.

We were the pioneers of independent retirement communities and our ambition is to remain innovators, providing best-in-class supported retirement living opportunities and advocating on behalf of older people.

### 1.2 Our unique model

We have a unique model of multi-tenure homes, lifestyle and care that delivers a safe and supportive environment with significant and proven benefits to our residents, which reduces the pressure on the NHS, social care system and the taxpayer.

Nobody else builds villages the size of our largest villages. Nobody else has an affordable multi-tenure model that allows residents from all walks of life to live in one of our locations. Nobody else has a truly integrated model that focuses on developing communities, encouraging active lifestyles and volunteering, as well as building homes and providing care. Nobody else has worked with universities to validate the benefits of what they do and use the research findings to drive innovation.

Our model is genuinely unique, much admired and really does change people's lives for the better.

### 1.3 The Covid-19 pandemic

The last couple of years have been challenging for our residents, our staff and society in general. Our unique model helped us to keep the vast majority of our residents safe and well during the pandemic and helped our charity remain financially strong. The pandemic accelerated the use of technology, as more of our residents went on-line and as a large number of staff worked from home. Following the first wave of the pandemic we worked with Aston University to evaluate our response and learn lessons for the second and subsequent waves. The pandemic meant that we had to fundamentally alter some of the ways we operated and some of these changes have now become the new 'business as usual'.

Most importantly the pandemic exposed the pressures that our sector are under, particularly our reliance on front-line care staff. Recruiting, retaining and rewarding them continue to be an ongoing challenge.



Finally the pandemic also highlighted some societal issues around environmental sustainability, equality, diversity and inclusion - and their increased importance has been reflected in this corporate plan.

#### 1.4 Our operating environment and focus

Notwithstanding Covid-19, the environment in which we operate 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 costs have increased significantly whilst labour market pressures have made the recruitment and retention of staff more difficult. To continue to navigate our way successfully through this challenging environment, we will focus on ensuring our services meet our existing and future residents' needs, offering value for money and investing in our people. During the five years of this corporate plan, we will continue to develop and operate villages and schemes that:

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

We will also continue to become more digital, introducing 'smart' technology that supports our residents to live independently and our staff to operate more efficiently.

We will work closely with our residents to address our current and future challenges.

The demand for what we do is strong and is expected to grow. Our challenge is to grow sustainably – whilst protecting our unique model.

#### 1.5 Our key strategic targets

We have six key targets for the five years of this corporate plan that focus on our strategic priorities of growth, satisfied residents and staff, meeting our regulators' expectations and making a surplus to reinvest in our locations. Our six key targets are to:

- i. Develop one new village and two village extensions (subject to funding);
- ii. Maintain our high resident satisfaction scores;
- iii. Maintain our high staff satisfaction scores;
- iv. Provide a CQC rated 'good' or 'outstanding' quality care service in all our locations;
- v. Generate a total surplus of at least £10m each year; and
- vi. Ensure we meet the Regulator of Social Housing's expectations.

#### 1.6 Conclusion

This corporate plan (2022-27) continues the journey we started under the last corporate plan (2017-20), building on our successes and using our research and lessons learned to continuously improve our offer.

It has more of an 'operations' focus than the last corporate plan, which was 'development' focused out of necessity (following the transfer of a portfolio of villages and schemes back to one of our housing partners). It will also see us becoming significantly 'greener' and more digitally inclusive.

But at the core of this corporate plan is the preservation of our unique model – a model that supports older people to stay active, healthy, safe and independent for longer and helps deliver our vision of *better lives for older people*. As we said in the last corporate plan (2017-20), what we do works, what we do matters and what we do transforms the lives of older people for the better.

## 2. INTRODUCTION

### 2.1 ExtraCare as a charity

The ExtraCare Charitable Trust was founded in 1988 and was a 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 independently. Having existed for over thirty years, our vision of *creating better lives for older people* is as relevant today as when we were founded.

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, 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 services and supporting those who need us most. Our funding model is a mixed one that relies on those that can afford to pay (paying at least the full cost) and those who are supported through public funding and cross-subsidy (see section 4.6). But being a charity doesn't mean we don't operate like a commercial organisation. Being efficient, delivering value for money and generating a surplus (for a purpose) is the best way of ensuring we remain successful and financially 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). We believe the best way of doing this is to remain as an independent charity – and one that both directly supports, and advocates on behalf of, older people.

### 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 integrated retirement 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 wellbeing. We help our residents to 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 sometimes ageist view of older people in our society.

The benefits of our 'extra-care' model have been independently validated by Aston and Lancaster Universities as being good for residents' health, wellbeing and happiness, as well as taking significant pressure off the NHS and social care system 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 Our operating environment

People are living longer and the UK population is steadily ageing. By mid-2018, there were 1.6 million people in the UK aged 85 years and over. By mid-2043, this number is expected to nearly double to 3 million (ONS release – 10/2019). At ExtraCare, we see this as a really positive opportunity. However, enabling everyone to enjoy a good and healthy later life requires challenging the prevalent ageist attitudes in society, coupled with tailored support, particularly for those living with dementia or multiple health conditions.

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. Recent government announcements regarding the funding of social care and 'levelling up' give us some cause for optimism, but it's very unlikely funding will ever return to previous levels.

Whilst government funding for us and our residents has been gradually reducing, there has been a steady increase in our regulatory environment and the associated cost of ensuring we remain compliant. Similarly, as the number of independent retirement community operators grows, the level of interest and scrutiny from government is also increasing.

As founding members of ARCO (Associated Retirement Community Operators) we are working with other providers to address the common challenges and opportunities the integrated retirement community sector faces.

Our resident mix has also changed over recent years, from one that was predominately made up of tenants, to one that is now a mixture of owners, shared owners and tenants – some with care needs, but the majority living independently. More of our residents have a financial stake in our villages and schemes than ever before, whether that's outright owning or owning an equity share in their apartment, or paying for the services or support they receive from us, or the facilities they use. Our residents' expectations have also changed over recent years. They want to live independently yet expect to be consulted about, and involved in, decisions made about the issues and choices facing their village or scheme community. This is something we welcome.

Our residents are also more technology savvy than ever before, and this trend (accelerated by the pandemic) will continue. The use of technology is part of everyday life for most of our residents and they expect access to technology like wifi, electronic payment facilities, electric car charging points and electronic communications as standard features in our locations. Their increasing interest in smart technology will allow us to continue introducing technology applications that support independent living and reduce social isolation.

The use of smart technology also helps, 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 of people needing care and support increase. Developments in areas such as artificial intelligence, robotics and sensor technology can help fill this gap and we will continue to work with universities and research institutions to trial and roll out solutions that benefit our residents.

However, despite the ageing population, the provision of specialist retirement accommodation is not meeting current needs. There remains a strong demand to live in one of our new villages or existing villages and schemes.

## 2.4 Our vision, mission and values

Our vision, mission and values reflect what we do and how we do it.

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

Our mission describes what we do and is – ***creating sustainable communities that provide:***

- i. ***Homes*** older people want;
- ii. ***Lifestyles*** they can enjoy; and
- iii. ***Care*** if it's needed.

Our values reflect how we operate and behave with our residents, staff and our stakeholders. We have four values. They are:

- i. ***Empowering:*** we encourage and support our staff to provide outstanding services to our residents;
- ii. ***Compassionate:*** we show empathy and compassion to our residents;
- iii. ***Collaborative:*** we work together as one team for the benefit of our residents, staff, volunteers and customers; and
- iv. ***Transparent:*** we are open, transparent and honest in our dealings with our residents, staff, volunteers and customers.

We essentially do three things to deliver our vision, mission and values. Firstly, we **develop** new villages, secondly, we **operate** villages and schemes and, finally, we **support** our villages, schemes and our 'extra-care' model through fundraising, research and advocacy. Each of these three things is described in turn in the next three chapters.

### 3. DEVELOPING NEW VILLAGES



Homes	Lifestyle	Care
<h1>400</h1> <p>new <b>environmentally sustainable</b> homes</p>	<p>Outward facing villages that become part of the <b>local community</b></p>	<p>Homes that are designed to be <b>accessible and flexible</b> – to meet residents' changing needs</p>
		



### 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. Each new village requires careful planning and design, the right location, continuous innovation and the right number and mix of residents, as well as revenue and capital 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 grow cautiously, drawing on our finite in-house resources.

There is now very little public funding available to support the development of new villages. We are competing with the private sector for sites and have to pay near full-market value for sites in many instances. New villages have traditionally been funded by a mixture of bank loans and income from the sale of apartments. Given this reliance on sales, we can only build villages in areas where house prices can support the purchase or part-purchase of a village home (apartment).

We have developed ‘clusters’ of locations and are now working hard to use this cluster approach to improve our operational efficiency and sustainability – sharing resources, ideas, learning, facilities, activities, opportunities and good practice. Our cluster approach also allows us to consider developing new villages that are either mainly owned/part owned by residents or villages with a higher proportion of tenants – by maintaining a tenure mix of owners, shared owners and tenants across the cluster.

We know that our locations need a critical mass of people (residents and external visitors) using the facilities for them to be sustainable. Each new (traditional) village commissioned during the corporate plan period will therefore be a minimum of 250 apartments. We will also extend some of our existing villages to maintain or increase their critical mass of residents and we will continue to open our locations up for use by the local community.

Wherever possible, we will build new villages on brownfield land sites. We will also actively explore re-purposing existing buildings (such as former retail sites in town centres) to see if they could be converted into a new type of village - an alternative to our traditional village model (see section 3.3).

Traditionally our development programme has been funded by a mixture of loans and sales income. We can't currently borrow on acceptable terms and new developments will therefore need to be funded from sales. As each new village costs between £60m - £70m (with extensions costing up to £30m) the pace of development during this corporate plan period will be constrained by the funding available.

To improve efficiency and value for money, we will standardise the design of our apartments. Reflecting the modest public funding available we will also look to develop some smaller apartments in our new villages which will increase choice and help those with less money to be able to buy or part-buy an apartment. We will also look to develop larger apartments to give us the flexibility to meet our sales income target, by offering fewer but more expensive apartments for outright ownership.

In summary, we aim to grow sustainably, building new (traditional) villages with a minimum of 250 apartments, by extending existing locations and by re-purposing existing buildings.

### 3.2 Villages that are well-designed and welcoming

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 continue to refine the design of our village centres using resident feedback and space utilisation information to maximise usage, creating accessible, flexible spaces that can be re-configured for different purposes.

We will also standardise the design of our apartments to ensure they are accessible, and we will also look at the possibility of designing more flexible spaces in apartments – allowing residents to configure their apartment layout and finish (at point of sale) in a way that suits them and that can change as their circumstances change.

Our villages are part of wider 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 design new villages that are open, outward looking and part of the local community – but always with the safety of our residents in mind.

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 and electronic communications (email/text). Whilst building or designing existing technologies into our new villages is relatively straightforward, it is harder to predict which emerging technologies will become mainstream. With the growth in smart technologies to support independent living there are almost an endless number of opportunities we could pursue. But introducing new smart technology is risky as new technology can be unreliable and early adoption can be expensive. We will therefore seek to work with partners to reduce the risk. We will also continue to showcase smart technology in an ‘innovation’ apartment in each new village to pilot or trial new technologies and see what works for residents and what we could introduce into future developments. We will offer (smart) technology solutions to residents in all our villages by the end of this corporate plan period (see section 5.4).

We will increase intergenerational contact and support as we design and develop new villages – introducing pre-school nurseries, play areas or after school clubs into our retirement communities. Such facilities can significantly benefit both older people and the children or young adults involved, as well as generating income for reinvestment.

We will 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 both new and existing villages. Working with residents we will review each (owned) village on or around the 10th anniversary of its opening and, subject to funding, approve a package of modernisation works which will aim to do just that and ensure we improve our locations. These improvement works are in addition to our ongoing maintenance and asset investment programme – see section 4.9).

### 3.3 Building ‘greener’ villages

There is increasing evidence that demonstrates environmentally friendly villages and apartments are not only good for the environment and residents’ finances (particularly as energy prices rise) but they are also good for residents’ health and wellbeing. All new villages will therefore be

built to the BREEAM ‘Very Good’ standard and we will work with residents to reduce energy consumption (see section 4.8). Each new village will also have electric charging points and we will explore retrofitting them across our existing portfolio of locations.

However, the most environmentally friendly approach we can take is to build any new village on a brownfield site. Our approach will be brownfield by default. Additionally, we will explore repurposing existing buildings to see if they could (with modification or extension) be turned into a new village. Not only would this approach be significantly better for the environment, but it could also save money as we estimate repurposing an existing building would cost around 20% less than building a new purpose built village.

### 3.4 Working with partners

ExtraCare has a long history of working collaboratively with partners including Homes England, local authorities and construction partners. We have also worked closely 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. During the course of the corporate plan we will review our partnerships with housing partners and our construction partners to ensure they remain fit for purpose.

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

Nevertheless, we are always open to new ideas and approaches. 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 an extension to our cluster approach, enabling a greater number of older people to be supported without the need to develop and maintain new and expensive village centres. Any new models or partnerships that we develop, however, will stay faithful to our unique multi-tenure integrated homes, lifestyle and care approach.

### 3.5 A new village design brief

We are currently updating our new village design brief to capture the lessons learnt from our village development programme and to reflect our aspiration to be more environmentally friendly and embrace modern methods of construction.

Our next new village will reflect the innovations and aspirations contained in our new village design brief.

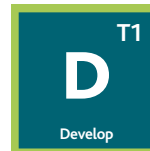
### 3.6 Potential residents

It is important that we learn from residents moving into our new villages and to communicate regularly with potential (future) residents (see section 4.3). We will carry out regular market research on both groups to understand what residents like about our communities, the facilities they use most and how they think we can improve. This will include their feedback on any new technology that we are planning to introduce to new villages and apartments. The market research that we carry out will help inform our decision making as we design ExtraCare villages of the future.

We will also look to improve our digital offer by implementing our Digital and IT Strategy and making our website easier to navigate and more user-friendly. We want to increase the number of enquiries we generate through digital forms, which should reduce our spend on more expensive forms of marketing like direct mail. Increased use of social media and a more user-friendly website will help drive the number of enquiries we receive through these forms.

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

## 3.6 TARGETS DEVELOPING NEW VILLAGES



Develop one new village and undertake two village extensions during the life of this corporate plan\* delivering 400 new homes.

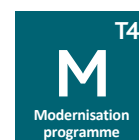
(\*subject to funding)



All new villages and village extensions will achieve the BREEAM 'Very Good' standard and be compliant with relevant accessibility standards.



Introduce modern methods of construction into our village design including modular (stacked) apartments and (offsite constructed) kitchen and bathroom pods.



Introduce a rolling modernisation programme, modernising up to five owned villages during the life of this corporate plan.

#### 4. OPERATING OUR VILLAGES AND SCHEMES



##### Homes

Villages and apartments that are **well maintained** and (progressively) **greener**



##### Lifestyle

**Active healthy lifestyles** promoted and supported



##### Care

Tailored **care** and **support services** at all stages of need



#### 4.1 Welcoming communities

We want all our villages and schemes to be welcoming places where residents enjoy living and where their families and friends and the local community can enjoy the facilities when they visit. We are particularly keen to encourage and promote intergenerational activities because of the significant benefit they can bring to older people, the children or young adults involved and the wider community.

We are committed to upholding the highest standards of equality and diversity because we passionately believe all our residents, staff, volunteers and customers deserve that respect. We will work with residents, staff and volunteers to ensure everyone, regardless of their ethnicity, religious beliefs, sexuality or disability, feels welcome in our villages and schemes. We will challenge anyone whose behaviour does not respect the diversity of a village or scheme community (in line with our community charter and unacceptable behaviour policy). We will implement our Equality, Diversity and Inclusion Strategy which captures our ambitions during the life of this corporate plan.

The ExtraCare model promotes active independent living in a safe and supportive environment, with care available for those residents who need it now or may need it in the future. It is independent retirement living in a supportive 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 community (see section 4.7).

#### 4.2 Service standards

We will focus on providing quality homes and communal spaces for our residents to a level we can all be proud of by embedding new service standards consistently across all our locations. These standards will be developed with residents, so they have a clear understanding of the level of service they can expect from us. We will also invest in systems and technology to provide effective management and performance information to report back to residents on how we are meeting the standards they have set with us. We will also efficiently manage our tenancies and let and sell our properties to ensure we minimise (void) income loss, while ensuring our communities remain 'balanced' communities.

#### 4.3 Working with our residents

Our relationship with our residents needs to be one of partnership and involvement.

Our operating environment is challenging, but also presents opportunities – as chapter 2 sets out. We stand the best chance of dealing with challenges and taking advantage of opportunities if we better understand all our residents needs and work together with them to find solutions and provide choices.

We will continue to improve and develop our approach to resident engagement. We will embed our 'involve, consult and inform' engagement framework to ensure we gain an understanding of the needs of our residents and engage with them to improve their experience of living in an ExtraCare location. We will make changes to ensure their voices are clearly heard within our governance structure, whilst making it clear that we will manage our locations on behalf of all our residents. We will work hard to offer a range of ways for residents to engage with us, providing support and training to residents where needed. We will pay particular attention to improving our communication with residents and use technology alongside traditional forms of communication to support this.

#### 4.4 Healthy lifestyles

Maintaining an active and healthy lifestyle is beneficial for our residents' physical and mental wellbeing and is an integral part of the way we design, build and operate our villages and schemes (our unique model). We will work with residents to encourage and support them to enjoy the facilities on offer and benefit from healthy, active and participative lifestyles through our activities, gyms, wellbeing checks and volunteering opportunities.

Our village and scheme volunteers are essential to the success of each of our villages and schemes, and we will continue to actively recruit, train and recognise them (see section 5.1).

We will continue to promote and improve our wellbeing services. All residents have a wellbeing assessment prior to moving in and this is repeated annually. We have also developed a resilience tool for residents who are, or are becoming frail. This tool assesses their current level of frailty and is then used again to review and track any improvements that they have made.

To enhance and broaden the reach of our onsite wellbeing services, we will explore piloting health and wellbeing hubs. These will integrate our current offer and enable residents to maximise their independence through physical and mental wellbeing activities, health promotion and encouragement to take part in village life. The hubs will be a 'one stop shop' for residents' health and wellbeing needs. A natural evolution for our hubs will be to encourage local GPs, pharmacies and healthcare professionals to base themselves at a location, which we know, from consulting our residents, is something they would like.

#### 4.5 Care and support

Provision of care for those who need it is also an integral part of our model. Most of our care services lose money as the amount that local authorities are prepared, or able, to pay for care has fallen below the cost of providing care over recent years. The government's commitment to better funding for social care offers some optimism but won't fully close the funding gap. 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. We will continue to ensure our care services are as efficient as possible by adopting a cluster approach and using smart technology to help us (see section 5.4). We will, however, cap the level of subsidy we provide for care and support and 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 self-funders of care and other additional services to minimise the overall losses from our care services.

In addition to the provision of care services we also provide additional services to those residents who want them – such as our accredited GSF (gold standard framework) end-of-life care, escorting, housekeeping or handy-person services. We will continue to develop our existing service offer for residents and will explore the suitability of new services that residents have told us they would like us to provide, such as funeral planning or support putting wills and power of attorney arrangements in place. As with care, we will review our charges for those residents who self-fund these services to ensure we are not making a loss on them.

We will also look at the new services we could offer that take advantage of the growing assisted living/smart technology markets. This could include services such as a village TV channel and the use of smart technology to promote an activity or event taking place in the village or scheme. Smart technology also has the power to reduce social isolation – connecting residents to family and friends wherever they are, whenever they want.

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. As our holistic homes, lifestyle and care model is unique, it 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 but one of our villages and schemes have achieved a rating of 'good' or 'outstanding' from the CQC (as at March 2022) and our minimum target is for all locations to be rated as 'good' (see section 4.10).

#### 4.6 Financially sustainable

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

We will continue to make a number of changes to improve our financial sustainability. These include implementing our care and support strategy that caps the amount of subsidy we will provide for care and support, reviewing our charges so that our self-funders pay at least the full cost for their care or other services. We will continue to introduce a community charge for all new residents in our new and existing locations and explore the possibility of doing the same in partner owned locations. We will also focus on better management of our costs and delivering better value for money.

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 which helps keep costs down and enhances their vibrancy. But 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.

In line with our cluster strategy, we are progressively moving to a 'cluster' approach where we will manage locations in clusters (such as our six Birmingham and Solihull villages) to share resources, ideas, facilities, activities and good practice and to enhance career development opportunities - all of which should improve our operational efficiency and financial sustainability.

#### 4.7 Sustainable community balance

Getting the right blend of residents in each village and scheme community is complicated. 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 evolve our village profile model which seeks to balance all these components. We will also retain the current minimum entry age requirement of 55 years – reflecting residents' strong preference not to raise it.

The prevalence of dementia in society is increasing as the average age of the population rises. The proportion of those suffering from dementia among our residents is similar to that across society for the same age groups. We have developed an award-winning support programme and employ specialist staff to help those residents living 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 don't want to live in a community that is too orientated towards older people with dementia. We will aim to balance these concerns and continue to reflect the prevalence of dementia in society in the resident profile of our villages and schemes.

As mentioned earlier (section 4.1) we support independent living and will only intervene in the way residents live their lives if it adversely affects other residents or the location community. To help residents, staff and visitors to live and work together harmoniously in our locations, we will implement our Equality, Diversity and Inclusion strategy to ensure our community charter and unacceptable behaviour policies are adhered to, and that we manage anti-social behaviour effectively.

We will advise and encourage residents to adopt a healthy and active lifestyle which is proven to be beneficial. For example, we will continue to encourage only those with specific mobility issues to use a mobility scooter. When used by people who don't really need them, mobility scooters are shown to accelerate loss of mobility. In addition, they increase wear and tear on locations and can give the impression that our locations are more like care homes.

#### 4.8 Environmentally sustainable ('greener') locations

While each of our new villages and extensions will be built to the Building Research Establishment Environmental Assessment Method (BREEAM) 'Very Good' standard, minimising the energy requirement of the building itself, our biggest environmental challenge (and cost) is energy usage in both new and existing villages and schemes. Energy prices are rising significantly and unless we reduce energy usage, residents' charges will also rise significantly.

Our environmental taskforce will work with residents and partners like local authorities to deliver our Energy and Sustainability Strategy to improve our environmental performance at each village and scheme and map out how we will become carbon neutral by 2035.

We will support residents to track energy usage and explore ways of reducing consumption (e.g. by adopting energy efficient habits). We will also work with residents to increase recycling, reduce use of single use plastic and explore the possibility of introducing car (sharing) pools – all things that will help us to become progressively more carbon neutral and all things that our residents have expressed a real interest in.

#### 4.9 Maintaining and investing in our owned locations (assets)

Our oldest owned villages are over 15 years old and we have three schemes that were built in the 1990s. To ensure that they continue to be well maintained, we will undertake stock condition surveys every five years and include the costs of any works necessary into our long-term asset investment (replacement) programme which we will incorporate into our 30 year financial plan (see section 7.1) – ensuring that expenditure is planned for. We will also look at every opportunity to reduce the carbon footprint of our locations as we maintain and improve them. This asset investment programme combined with our modernisation programme (which seeks to improve our locations – see section 3.2) will ensure our locations remain in a good state of repair, are attractive places for our residents to live, are increasingly carbon neutral and also support our resales programme.

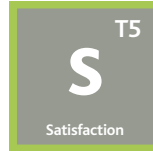
We will also improve the way we deliver repairs, property and ground maintenance in our (owned) locations by appointing facilities management companies (from 1/4/2022) to provide specialist services to complement our local maintenance teams – improving our responsiveness and efficiency to deliver better value for money for our residents.

#### 4.10 Health and safety

We take the health and safety of our residents and staff very seriously. We are currently upgrading the fire protection elements of our locations in line with emerging legislation and building safety regulations. Any new requirements via the Building Safety Regulator or the Decent Homes Standard will be built into our investment programme. We will continue to be transparent with residents about health and safety issues and ensure our staff are properly trained to develop and deliver a healthy and safe working environment.

We will also develop a more rigorous health and safety reporting regime.

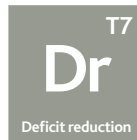
### 4.11 TARGETS OPERATING OUR VILLAGES AND SCHEMES



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.



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' overall.



Each individual village and scheme or cluster will progressively reduce their operational deficit and break-even or generate a surplus by the end of year 4.



Each location will progressively become carbon neutral, reducing their energy usage by 15% and reducing their usage of single use plastic by 50% by the end of the corporate plan period.



Our repairs and maintenance service will be an appointment based service with 95% of appointments being kept and resident satisfaction with the service being a minimum of 80%.



Minimise our rental and sales voids, aiming for a maximum rolling average of six weeks and 12 weeks respectively.



Increase the number of residents who say they are never or hardly ever feel lonely to 90%.





## 5. SUPPORTING OUR VILLAGES AND SCHEMES



### Homes

Smart technology and innovation embedded in villages and apartments



### Lifestyle

Volunteering that benefits the volunteer and the charity



### Care

Raising funds to subsidise essential care and support services



### 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 from the use of our facilities. Donating and fundraising are particularly important as more traditional sources of funding from local or central government have reduced or disappeared.

Volunteering is known to be beneficial to an individual's wellbeing as well as being of enormous benefit to the community and to ExtraCare. We have around 2,200 volunteers working in our locations and shops, many of whom are residents. We will continue to recruit, retain and recognise our volunteers (including staff volunteers). We will also continue to train volunteers for specific roles, such as the resident volunteers who support fellow residents who have suffered a bereavement or who are living with dementia.

We will continue to develop our partnerships with businesses to encourage corporate volunteering opportunities, to become their charity of choice or for donations or sponsorship. Similarly, we will continue to work with further and higher education providers to offer work experience placements and to build our volunteer base across the generations.

We will also continue to evolve our retail strategy and look at how we can attract larger quantities and better quality donations of clothing and other items for sale, how we can improve our Gift Aid recovery using electronic sign-up, and how we can develop our in-shop and online offer, potentially in partnership with like-minded charities.

As a charity we currently raise modest amounts of funding via grants, donations or legacies. We will continue to refine our charitable 'message' to articulate what we do (for all potential supporters, including existing and potential residents) and what we use donations or legacies for. We will also work to make leaving a donation or legacy as easy as possible.

We will expand opportunities to raise our fundraising profile and run events to raise money – both in our locations and with our partners (e.g. an annual golf day). Where possible and mutually beneficial, we will work in partnership with other organisations and charities.

In tandem we will develop our consultancy offer to generate a return for sharing our expertise and showcasing our villages.

We will use our retail surpluses and the money we receive from consultancy, grants, donations and legacies to subsidise our care and support services in our villages and schemes (albeit capped – see section 4.5).

## 5.2 Advocating on behalf of older people and promoting our unique model

ExtraCare is a significant provider in the retirement housing sector in the UK, but our impact and influence extends far beyond our direct provision. As pioneers of 'extra-care', and with extensive independent academic research to prove the benefits of our model for residents, the local community and the NHS, we are uniquely placed to articulate the benefits of supported, independent living for older people.

Given the size of the societal problem we are facing, we believe that promoting our model in order to catalyse other providers to replicate it could potentially have a more significant impact than developing and operating villages ourselves, whilst still fully contributing to the delivery of our vision – better lives for older people. We will implement a comprehensive marketing strategy to target potential residents, setting out the significant benefits of village/scheme life for them and also to target and influence policy makers, other providers and partners to advocate the benefits of our unique model. Our marketing activity will progressively become more digital as we move in step with our competitors, our workforce and our current and future residents' preferences (see section 3.5).

We will also (selectively) enter national awards to maintain and enhance our profile.

We will continue to improve our insight into our current and future customers, focusing particularly on our future residents' aspirations and expectations. We will use our learning from existing residents as we collect feedback via our Resident Portal. We will also review our brand profile and explore ways to enhance and adapt it as required.

Finally, we will ensure our internal communications activity is focused on our existing residents and staff to facilitate two-way communications, to promote the benefits of our model and our services and to improve our transparency and accountability to them.

## 5.3 Research and innovation

As pioneers of the 'extra-care' model we have always challenged perceived wisdoms.

The rapid expansion of the assisted living/smart technology market, coupled with a rapidly growing shortfall in people interested in care as a career, has the potential to radically alter how care is delivered and how people live independently and well for longer. This presents both challenges and opportunities for us and other providers.

We have developed our research and innovation approach to fully explore and embrace these opportunities and to be more innovative in the way we design and build our villages and provide our services. We will continue to invest in this area – trialling and piloting new smart technology and new services – adopting what works well and learning from things that don't. We will also start trialling technology as a financially sustainable service in several locations during this corporate plan period.

We will continue to partner with research and innovation partners such as universities, the NHS and assisted living/smart technology/artificial intelligence providers and developers to help us fund or access funding for this work.

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

We will also use the evidence base we have accrued over the years from our research to drive innovation.

#### 5.4 New services and partnerships

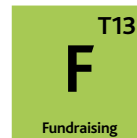
During this corporate plan we will continue to explore new opportunities and partnerships to develop and improve existing services as well as to deliver new services which generate income to support our vision of better lives for older people. This will include partnerships with universities, innovation agencies, local authorities or local NHS providers to take forward student placement opportunities (e.g. for medical, dental, physiotherapy and nursing students), step-down accommodation, reablement support, use of our village/scheme facilities or other initiatives. We will also look to develop partnerships with recognised think tanks and relevant charities to advocate on behalf of older people – reaching a wider audience and influencing policy makers in areas that impact on our charity as well as the wider sector.

We will continue to develop our technology and innovation provision, offering our residents access to smart technology applications which can help to improve quality of life, maintain or improve health and prolong independence. We will work in partnership with technology businesses as well as healthcare providers and innovation agencies to deliver leading-edge technology pilots and living-lab demonstrator facilities in our locations.

### 5.5 TARGETS SUPPORTING OUR VILLAGES AND SCHEMES



Benefit from over 500,000 volunteer hours per annum (with an indicative value of over £5m per annum).



Raise £1m per annum from our retail sales, grants, donations, legacies, fundraising events and consultancy by the end of the corporate plan period.



Our charitable purpose, key messages and fundraising goals are well understood and can be articulated by our internal stakeholders and key external stakeholders.



Offer (smart) technology solutions (for purchase or rental) to residents in all our villages by the end of this corporate plan period.

## 6. OUR PEOPLE, PROCESSES AND TECHNOLOGY



## 6.1 Our people

ExtraCare employ around 1,200 people and enjoy the support of around 2,200 volunteers (including staff volunteers) – who work in our villages, schemes and shops. 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 equally committed to our people – training them well and traditionally paying better than most of our competitors (although the introduction of the national living wage has partly eroded this differentiator). To ensure this differential is not further eroded we will review our pay scales and, as a minimum, become an accredited real living wage employer by the end of the corporate plan period.

We were especially pleased to again be awarded IIP Gold in 2019 in recognition of our commitment to training and developing our people – we are one of only 200 organisations in the UK to hold this award. We will maintain our IIP accreditation throughout this corporate plan period. Despite the high levels of training and loyalty of our workforce, recruitment and retention is becoming more challenging so we will review 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 charity and supporting and rewarding those that just want to carry on doing a good job for us.

Following the introduction and development of a senior management team (SMT) we will continue to work with them individually and collectively to develop their capabilities and reduce our succession risk. Specifically, we will implement our People Strategy during the course of this corporate plan – which is aimed at enhancing retention, reducing agency staff usage and improving staff satisfaction.

Working with local further and higher education providers, we will continue to explore opportunities for recruiting staff and supporting apprenticeships and placements, particularly into care roles. In addition, we will continue to develop our cluster approach to ensure we use our people 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.

Staff working in our villages and schemes, particularly those delivering care, are 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, such as the Charity Commission, the Regulator of Social Housing, the Care Quality Commission and the Information Commissioners Office, have increased the level of scrutiny on us and other housing and care organisations. This has inevitably increased the cost of ‘corporate overhead’. Protecting support for the frontline (our villages and schemes) is more of a challenge now than it has ever been – but we will continue to recognise that running our villages and schemes and providing great service to our customers is the most important thing we do.

Equality, diversity and inclusion (EDI) are becoming increasingly important concepts across society. During this corporate plan period we will implement our Equality, Diversity and Inclusion Strategy to encourage our staff and residents to treat everyone with respect, to support the recruitment and retention of new staff and to create an environment where all our staff feel comfortable bringing their best/real selves to work.

We will also review our organisational culture during the course of this corporate plan to ensure it provides the right environment to attract and retain an increasingly scarce/mobile workforce.

Building on our staff awards (Liz Taylor Awards) and monthly recognition scheme (extra-milers) we will hold an annual awards ceremony to celebrate the great things our staff do.

Finally, we will review our target operating model (TOM) during the course of this corporate plan to ensure we have the right in-house skills and benefit from the best balance between in and outsourcing. We will also develop a more systematic and consistent approach to the way we operate across our locations.

## 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. Capturing resident information will enable us to inform decisions, challenge our assumptions or improve our service to our residents – for example, tailoring our methods of communication or highlighting events or activities in which they may be interested. Similarly, removing ‘cash’ and encouraging residents to pay electronically and/or monthly rather than weekly can make life easier for our residents and make us more efficient. Technology can also help take pressure off the frontline by enabling staff to undertake training at a time convenient for them via e-learning, or allowing care staff to access resident information electronically and record visit updates efficiently. Technology can help reduce social isolation, by connecting our residents to their loved ones.

However, introducing new technology can be 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 result in benefits. We will therefore look to improve our project management and process management capabilities across the organisation, with the help of our Project Management Office, to introduce our change projects successfully. Given the importance of sales and resales to our financial sustainability, we will prioritise the mapping and improvement of these key processes.

## 6.3 Going digital

A more ‘digital’ approach will help us improve our customers’ experience whilst simultaneously delivering efficiency savings.

We will therefore implement our ambitious Digital and IT Strategy to help us deliver services that are straightforward, convenient and efficient by involving our residents and staff (our users) in their design and by using process management and automation to continually improve them.

We recognise that some of our staff lack digital skills so we will undertake a major digital training programme to address this.

We will also improve our efficiency by consolidating the number of different I.T products we use so that information is captured once. This process is one of the first of our Digital and IT Strategy projects.

Information and cyber security have become a significant issue for all organisations, especially for organisations like ours that hold confidential information about our residents’ health and finances. We will continually review our approach to information security and cyber 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. Specifically, we have adopted the National Institute of Standards and Technology (NIST) framework to benchmark and improve our performance.

## 6.4 Our values

Our values form part of our vision, mission and values trilogy and reflect how we operate and behave with our residents and stakeholders. Our four values are captured by the acronym ECCT and are as follows:

- i. **Empowering:** we encourage and support our staff to provide outstanding services to our residents;
- ii. **Compassionate:** we show empathy and compassion to our residents;
- iii. **Collaborative:** we work together as one team for the benefit of our residents, staff, volunteers and customers; and
- iv. **Transparent:** we are open, transparent and honest in our dealings with our residents, staff, volunteers and customers.



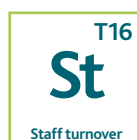
Our values are becoming embedded as the foundation of our culture and we will continue to ask our staff and residents whether they believe we are living up to them. Whilst staff currently believe they are compassionate and (reasonably) empowered, they also believe there is room for improvement in terms 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). We will continue to focus on these areas for improvement by building on 'Workplace', our shared communication and collaboration tool for all staff, which has helped us make some progress.

Whilst our values are becoming the foundation of our culture, given our increasing regulatory environment, 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 culture is 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 to improve the services we provide. As the original pioneers of 'extra-care', it's in our DNA to be innovators and we will continue to encourage and support staff to be innovative and reward good ideas.

## 6.5 TARGETS

### TARGETS – OUR PEOPLE, PROCESSES AND TECHNOLOGY



Staff turnover will be a maximum of 25% in schemes, head office and villages each year.



Maintain 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.



Maintain our IIP Gold accreditation throughout this corporate plan period.



Deliver our Digital and IT Strategy and improve the digital skills of our staff.



By the end of this corporate plan period, all our residents and customers will be paying us electronically.



Achieve a minimum level 3 rating (out of 5) on the NIST (information security/ cyber security) framework by the end 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 has always funded our development programme. We currently have two lenders: Lloyds Bank, our long-term funding partners, and BAE Pensions who came on board in 2016. Between them they have loaned us some £128m worth of secured funding. Our loans 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 minimise our overall financial risk and to continue to make us an attractive investment option to existing and new investors.

We have developed a medium-term financial plan 2022-27 (see appendix 1) that sets out our finances in more detail for this corporate plan. Given our reliance on sales, we have also developed a long-term 30-year financial plan and we regularly 'stress test' it and hold 'cash backed' contingency reserves to ensure we can cope with any unforeseen events. We will also continue to update our mitigation plan so that we can quickly respond to unforeseen events (such as a pandemic) or anything that causes a deterioration in our finances.

The three developments planned during this corporate plan will be funded from sales proceeds as we cannot currently secure any additional loan funding on acceptable terms. However, we continually review funding options and our partnering opportunities and if we secure new loan funding we will scale our growth ambitions accordingly. We will review our buy-back model during this corporate plan, comparing our 1% capped at 10 years (10%) against other provider models and future residents' expectations.

Our villages and schemes need to be financially sustainable. Although most break-even or make a small surplus when resales are excluded, some make a loss. We will (with our residents) 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. We will also take a more 'strategic' look at our owned schemes and how we might develop them in the future, given that they can't generate the same level of income (because of their size) or offer the same range of experiences for residents that a village can.

## 7.2 Our risk appetite

We have a mixed risk appetite, accepting only a low level of risk (averse) for things like legal and regulatory compliance reflecting our view that these must never be compromised.

However, we accept a moderate level (cautious) for things like our development activity and an open level of risk for sales and for use of technology – reflecting our appetite to grow and our appetite to become more digital and to explore new assisted living/smart technologies.

## 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 there's always room for improvement. We will focus on delivering our value for money strategy and will seek to improve our performance over a number of areas including energy usage, procurement of goods and services (such as maintenance services – see section 4.9), 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 continue to use benchmarking (externally and between locations) to see how we compare to others and then set ourselves ambitious targets to drive continuous improvement.

Our Project Management Office will continue to embed a project management culture and benefits realisation discipline within our projects, which will in turn help focus project objectives and delivery timescales and cost as projects move through to completion.

Given the cost of developing each new village is between £60m - £70m, we will use our recently reviewed new village design brief to take advantage of modern methods of construction (including off site construction) and other building innovations. This should/will minimise lifetime costs and make best use of new materials and approaches whilst maximising the quality, standardisation, accessibility and value for money from each new development.

#### 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, Regulator of Social Housing (RSH), Care Quality Commission (CQC), the Information Commissioners Office (ICO) and health and safety agencies, as well as our trade body ARCO (Associated Retirement Community Operators).

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.

We will continue to refine our comprehensive assurance framework that captures, prioritises and aligns the various regulatory standards and requirements (and the health and safety requirements) that we must comply with in an efficient way, with minimal duplication or bespoke working required.

We will adopt an open book approach with our regulators and adopt 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 volunteer 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 strategic direction and priorities. The recruitment of Trustees is staggered to ensure continuity and they 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 individual trustee appraisals – with training then provided.

The Board's key focus during this corporate plan period is to make sure that ExtraCare continues to grow sustainably – in terms of new villages and village extensions – whilst rebalancing its focus towards operations and staying true to its vision, mission and values.

The Board is supported by the Executive Director of Governance and Compliance.

#### 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 has developed key performance indicators for its area of responsibility and a balanced scorecard, which feeds into the corporate balanced scorecard, so that our overall performance can be easily tracked at both committee and board level.

In addition, during the course of this corporate plan, 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 (see sections 4.2 and 4.3).



## 7.7 TARGETS OUR FINANCES AND GOVERNANCE

T22

Lv

Loan to value

Reduce our loan to value ratio during the life of this corporate plan from 50% to below 35%.

T23

Uc

Unit costs

Benchmark and reduce our unit costs and ensure that by the end of the corporate plan period we will be more efficient than (broadly) comparable organisations.

T24

Ra

Rating

Ensure we are capable of achieving a G1, V2 rating from the Regulator of Social Housing (RSH).

T25

Su

Surplus

Generate a total surplus in excess of £10m each year and our Operating deficit will progressively reduce, reaching break-even in year 4.

## OUR TARGETS AND COMMITMENTS

Our six key strategic targets are in bold.



### DEVELOPING NEW VILLAGES

#### T1

Develop one new village and undertake two village extensions during the life of this corporate plan\* delivering 400 new homes. (\*subject to funding)

#### T2

All new villages and village extensions will achieve the BREEAM 'Very Good' standard and be compliant with relevant accessibility standards.

#### T3

Introduce modern methods of construction into our village design including modular (stacked) apartments and (offsite constructed) kitchen and bathroom pods.

#### T4

Introduce a rolling modernisation programme, modernising up to five owned villages during the life of this corporate plan.

#### C1

Review our cluster strategy and develop or grow existing clusters.

#### C2

Introduce intergenerational space in all new villages.

#### C3

Review tenure options (including a private rent option).

### OPERATING OUR VILLAGES AND SCHEMES

#### T5

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.

#### T6

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' overall.

#### T7

Each individual village and scheme or cluster will progressively reduce their operational deficit and break-even or generate a surplus by the end of year 4.

#### T8

Each location will progressively become carbon neutral, reducing their energy usage by 15% and reducing their usage of single use plastic by 50% by the end of the corporate plan period.

#### T9

Our repairs and maintenance service will be an appointment-based service with 95% of appointments being kept and resident satisfaction with the service being a minimum of 80%.

#### T10

Minimise our rental and sales voids, aiming for a maximum rolling average of six weeks and 12 weeks respectively.

#### T11

Increase the number of residents who say they are never or hardly ever feel lonely to 90%.

#### C4

Develop and implement our equality, diversity and inclusion strategy.

#### C5

Deliver a rich and varied programme of activities in all our locations.

#### C6

Pilot at least one health and wellbeing hub.

#### C7

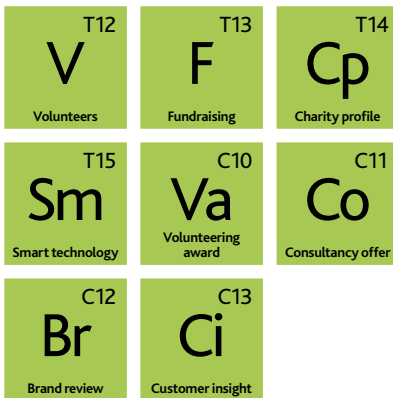
Update and implement our care and support strategy.

#### C8

Set up an environmental taskforce and develop a green (environmental) strategy for our locations.

#### C9

Maintain and invest in our assets in line with our asset replacement programme.



## SUPPORTING OUR VILLAGES AND SCHEMES

### T12

Benefit from over 500,000 volunteer hours per annum (with an indicative value of over £5m per annum).

### T13

Raising £1m per annum from our retail sales, grants, donations, legacies, fundraising events and consultancy by the end of the corporate plan period.

### T14

Our charitable purpose and key messages are well understood and can be articulated by our internal stakeholders and key external stakeholders.

### T15

Offer (smart) technology solutions (for purchase or rental) to residents in all our villages by the end of this corporate plan period.

### C10

Achieve a recognised award for volunteering.

### C11

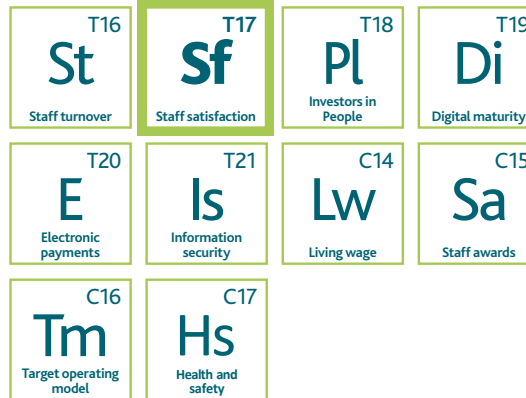
Prepare and publicise a priced consultancy offer.

### C12

Review our brand.

### C13

Use customer and market insight to drive service improvement.



## OUR PEOPLE, PROCESSES AND TECHNOLOGY

### T16

Staff turnover will be a maximum of 25% in schemes, head office and villages each year.

### T17

Maintain 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.

### T18

Maintain our IIP Gold accreditation throughout the corporate plan period.

### T19

Deliver our Digital and IT Strategy and improve the digital skills of our staff.

### T20

By the end of this corporate plan period all our residents and customers will be paying us electronically.

### T21

Achieve as a minimum a level 3 rating (out of 5) on the NIST (information security/cyber security) framework by the end of the corporate plan period.

### C14

Become an accredited real living wage employer.

### C15

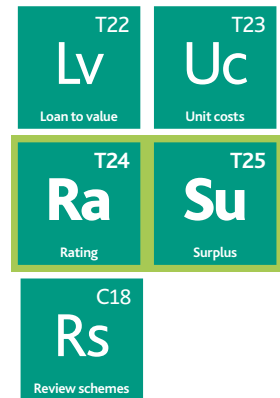
Introduce annual staff awards ceremony.

### C16

Review our target operating model (TOM).

### C17

Develop our Health and safety culture and reporting regime.



## OUR FINANCES AND GOVERNANCE

### T22

Reduce our loan to value ratio during the life of this corporate plan from 50% to below 35%.

### T23

Benchmark and reduce our unit costs and ensure that by the end of the corporate plan period we will be more efficient than (broadly) comparable organisations.

### T24

Ensure we are capable of achieving a G1, V2 rating from the Regulator of Social Housing (RSH).

### T25

Generate a total surplus in excess of £10m each year and our Operating deficit will progressively reduce, reaching break-even in year 4.

### C18

Review our owned schemes and partner owned locations.

## APPENDIX 1

### OUR MEDIUM TERM FINANCIAL PLAN 2022-27

#### Corporate Plan Period

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
<b>Develop</b>					
Net Lease income	3,179	3,139	3,327	3,506	3,674
Costs not capitalised	(4,308)	(1,435)	(1,328)	(2,042)	(2,170)
Corporate costs	(1,346)	(1,363)	(1,390)	(1,418)	(1,446)
<b>Total</b>	<b>(2,475)</b>	<b>341</b>	<b>609</b>	<b>46</b>	<b>58</b>
<b>Operate</b>					
Owned Locations	3,862	4,471	4,890	5,533	5,797
Partner Owned Locations	330	368	395	430	467
Corporate costs	(5,119)	(5,256)	(5,360)	(5,468)	(5,575)
<b>Total</b>	<b>(927)</b>	<b>(417)</b>	<b>(75)</b>	<b>495</b>	<b>689</b>
<b>Support</b>					
Retail (online/shops)	630	600	700	800	800
Fundraising Income	15	15	11	9	7
Project Management Office	(250)	(255)	(260)	(265)	(270)
Corporate costs	(470)	(479)	(488)	(497)	(506)
<b>Total</b>	<b>(75)</b>	<b>(119)</b>	<b>(37)</b>	<b>47</b>	<b>31</b>
<b>Surplus/(deficit) before fair value</b>	<b>(3,477)</b>	<b>(195)</b>	<b>497</b>	<b>588</b>	<b>778</b>
Fair value movement	15,600	16,066	22,735	19,434	17,937
<b>Total surplus</b>	<b>12,123</b>	<b>15,871</b>	<b>23,232</b>	<b>20,022</b>	<b>18,715</b>

#### Development Profile

The following developments are included in the MTFP:

Type	Location	Start on Site	Cost
Extension	Shenley Wood	2022/23	£27m
Extension	Wixams	2023/24	£11m
New Village	Currently unidentified	2026/27	£70m



## NOTES

This document can be provided in other languages and formats on request.

Please contact the Communications Team on **024 7650 6011** or **betterlives@extracare.org.uk**

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