

What's Next?

A Summary of our Strategic Plan for 2011-2015



Contents

This is a summary version of the latest five year plan for The ExtraCare Charitable Trust. It outlines a strategic direction following consultation with our stakeholders.

The plan shows key activities for 2011/12 and will be reviewed next in 2013.



1. Introduction to ExtraCare	5
2. Enhancing Our Services	7
Joined-up Care	
Enriched Opportunities Programme®	
Award Winning Well-being Service	
Care For Life	
Nursing Services	
Housing Services	
Design	
Welfare Benefits	
Activities	
3. Village Development Programme	11
4. Fundraising and Shops	13
5. Quality and Customers	15
6. Partnerships	16
Housing Associations	
Local Authorities	
7. Employees	19
8. Communications and Influencing	21
9. Technology	23





1. Introduction to ExtraCare

Our Vision:

Better lives for older people.

In 2011, we revised our mission statement and values:

Our Mission Statement:

To give older people an independent, safe and secure future in a network of inspirational communities.

Our Values:

1. We respect our residents as individuals who deserve the opportunity to live safely and healthily in high quality affordable homes.
2. We listen to our residents, volunteers and each other so that we can continuously improve, always aiming for excellence, in a world of openness and accountability.
3. We embrace diversity, recognising that everyone has something enriching to contribute to the vibrant community in which they live and work.
4. We value our staff and encourage them to deliver unparalleled person centred services in a caring, consistent and timely way.
5. We strive to create welcoming environments, where residents, local older people, volunteers and staff can enjoy each other's company and feel fulfilled.

Key Information About ExtraCare

- ExtraCare operates 11 villages and 17 smaller housing developments across the Midlands and North.
- Two villages in Birmingham and a second village in Milton Keynes are under construction, with further villages proposed.
- The Charity is run by a Board of voluntary trustees and employs more than 1,500 staff members, the majority involved directly in the provision of care services for residents.
- A growing network of over 60 shops, selling second hand goods, generates additional funds for the Charity.
- Staff in ExtraCare's villages, housing schemes and shops are supported by 4,000 volunteers.
- ExtraCare's annual turnover is approximately £50m and the capital programme for 2011-2015 is £150m.

ExtraCare is a charity that prides itself on providing excellent 'housing with care', offering older people an active and healthy lifestyle with volunteering opportunities and community involvement.

The Charity's work has been recognised through a number of awards from external bodies. It is acknowledged among its peer organisations as delivering first class housing and facilities, excellent care and a pioneering ethos.

Our existing homes and new village developments will continue to be available to older people, whether they wish to buy or rent their home, whether they require significant care or no care at all.

ExtraCare will remain at the forefront of 'housing with care' provision, meeting increasing demand for its homes, care and lifestyle opportunities amongst older people across the 'Greater Midlands'.

Since our inception in 1988 we have been at the forefront of developments in housing, care and support for older people. We have received accolades for our ground breaking approach and now provide homes for over 3,500 older people across the Midlands and the North.

2. Enhancing Our Services

Our priorities for the next five years are to develop our services in nine key areas. This is a summary of what we will aim to do in each of these areas.

1. Joined-up Care

ExtraCare's business model has been to deliver care within its housing schemes and villages where it can be confident of delivering a joined-up service. This is a service where all care staff, activities staff and hospitality staff are directly employed by the Charity.

The Government is now moving towards providing individual budgets to people with assessed care needs. This means our residents may look to buy their care from other care providers. Local authorities may also tender their care and Supporting People contracts.

What will we do?

- Where local authorities require care contracts to be tendered, the Charity will ask them to consider, instead, offering individual budgets to residents so that they can choose their service provider.
- Additionally, the Charity will adapt its staffing model to respond to local circumstances, allowing it to deliver appropriate care for residents in its own schemes and villages and also for people living nearby.



2. Enriched Opportunities Programme® To Support Residents With Dementia

Following the success of an award winning research programme with Bradford University, ExtraCare agreed, in 2010, to roll out its programme of Enriched Opportunities®. This would ensure that our specialist dementia-support staff (EOP Locksmiths®) became available to support residents across all our locations.

What will we do?

- ExtraCare will also offer the Enriched Opportunities Programme® to older people in nearby local communities, where appropriate financial support can be obtained.

3. Award Winning Well-being Service

ExtraCare's Well-being nurses offer residents advice on preventative healthcare across all of its locations. The service embraces all aspects of physical and mental health as well as lifestyle and fitness, diet and even health and safety around the home. The service has won a number of regional and national awards in recent years.

What will we do?

- ExtraCare will extend this service to more older people in local communities in which it operates.
- Research will be commissioned to assess the benefits of the service.

Enhancing Our Services

4. Care For Life

In recognition of the difficulties faced by older people confronted by the onset of illness in later life, and the consequent need for support, ExtraCare has developed a product called Care for Life. In return for a premium, Care for Life offers appropriate care and support to an ExtraCare resident for the remainder of their life. A resident receiving Care for Life will not need to finance their future care by using their savings, or by selling their assets.

What will we do?

- The Charity has introduced Care for Life on a pilot basis, during the marketing of new homes at Shenley Wood Village in Milton Keynes.



5. Nursing Services

It is evident that a small number of ExtraCare residents with high care needs are still moving to nursing homes, even from housing schemes or villages where a nurse-led service is in place. However, ExtraCare believes it can provide a full nursing service, including palliative care, to all residents.

What will we do?

- The Charity will evaluate if it is able to provide high level nursing care in its smaller housing schemes.
- ExtraCare will also establish a relationship with at least one General Practitioner Consortium, to explore future funding options. This will enable the Charity to position itself appropriately to work positively with the new GP Consortia and Foundation Trust arrangements when they come into operation.

6. Housing Services

ExtraCare is already an accredited provider of landlord services with the Tenant Services Authority. In addition, the Charity is seeking 'Registered Provider' status. This status will enable the Charity to own and manage social rented housing in its own right (and to continue to bid for grants from the Homes and Communities Agency).

What will we do?

- Achieve 'Registered Provider' status. By mid-2012.

7. Design

ExtraCare offers residents spacious comfortable homes which are affordable and accessible to all. Many of our housing schemes and villages provide a wider range of facilities than are currently available to many older people living in 'housing with care' schemes. However, there is room for further development and improvement.

What will we do?

- The Charity will research technology and aids that can better assist residents in their own homes, developing appropriate specifications for residents' individual apartments.
- The Charity will review the range of facilities on offer in its village centres, considering the viability of additional facilities which are currently offered by some other providers; for example, GP surgeries, a pharmacy, internet café.

9. Activities

ExtraCare has emphasized the importance of having a range of activities in which residents are encouraged to take part. These include local interest groups and activities, and major events - Traditions - which bring together residents from across the Charity's housing schemes and villages.

8. Welfare Benefits

ExtraCare is one of the few organisations within the sector that provides a dedicated in-house welfare benefits service for prospective residents moving into new homes.

What will we do?

- The Charity will make regular benefits advice surgeries available to all residents, and will include debt counselling as part of the service.
- Residents need to have a clearer explanation of their annual, monthly or weekly charges. Discussions will continue with residents to find the best way to explain these charges.
- In time, the Charity will extend its welfare benefits advice to support older people in the wider communities surrounding its housing schemes and villages.

What will we do?

- Residents, staff and volunteers will be able to take part in a number of Traditions events which will include: choir singing to produce a CD, talent competitions, Olympic celebration challenges, dancing events, an annual concert, gardening shows, sponsored walks and a snooker competition. Involving 100 -1800 participants, these Traditions will complement the activities and challenges taking place, daily, at each ExtraCare location.

3. Village Development Programme

Our Aim is for Steady Growth

Between 2011-2015, ExtraCare will aim to build its portfolio prudently and at a steady rate, opening five to eight mixed-tenure villages. The Charity will generally aim to fund this growth from its bank credit line whilst continuing to seek other additional funding sources for the longer term.

What will we do?:

- Agree a funding package to support ExtraCare's ongoing village development programme (beyond those villages already in development).
- Open Milton Keynes, Shenley Wood Village, Phase 1 (184 homes) by Spring 2012.
- Open Milton Keynes, Shenley Wood Village, Phase 2 (116 homes) by Spring 2013.
- Open Birmingham, Pannel Croft Village, (180 homes) by Spring 2013.
- Open Birmingham, Hagley Road Village, (240 homes) by Spring 2014.
- Agree the development of two further mixed-tenure villages in Birmingham.



Hagley Road Village - opening 2014



Shenley Wood Village - opening 2012



Pannel Croft Village - opening 2013

- Agree the development of two additional mixed-tenure villages (outside Birmingham) within 90 minutes travelling time from Coventry/Birmingham.
- Explore the possibility of working in partnership with contractors on new village projects, sharing funding and surplus. In this respect, create a development prospectus.
- Research options to construct new villages under a franchise or consultancy model, dedicating staff resources to provide a consultancy service.

As a charity we receive income from a variety of sources including payment for our housing, care and support services, funding from statutory agencies, charity appeal donations, legacies and income from our charity shops. The activity, social and leisure facilities at the heart of each village are supported through charitable appeals as are our Well-being Service and Enriched Opportunities Programme®.

4. Fundraising and Shops

Institutional Fundraising

Significant funds from a number of agencies have supported the Charity's five-village development programme in Birmingham:

The Homes and Communities Agency
£6.35m (awarded)

The Homes and Communities Agency
£11.3m (pledged)

The Department of Health
£7m (awarded)

The Department of Health has also provided £131,000 (over three years) in support of an innovative Fracture-Free project which will fund the early identification of ExtraCare's residents at risk of osteoporosis.

'Skills for Care' has delivered £120,000 towards staff training for NVQ qualifications, with a further £79,000 pledged.

Trust Fundraising

During 2011, the Charity has received £400,000 from two London Trusts for Birmingham's Pannel Croft Village with further applications pending.



Shops

The Charity manages 60 shops providing over £600,000 p.a towards ExtraCare activity and well-being projects. In the last 12 months the Charity has successfully opened four shops co-located with supermarkets, as follows:

Leyland	- Lancashire
Sinfin	- Derby
Irlams O' Th' Heights	- Salford
Bedgrove	- Aylesbury

The Shops Team has successfully negotiated a new recycling contract which will provide an additional £105,000 a year, whilst a co-branding partnership with Wilcox textiles is expected to yield a further £20,000 a year in revenue funding.

What will we do?

- The Charity will continue to develop institutional and Trust fundraising opportunities whilst developing its revenue stream for an expanding network of shops.
- The Charity will evaluate proposals to target and attract legacy funding.
- To ensure ExtraCare's resources are maximized within the current economic climate, a review is also underway about the future role of the Charity's dedicated fundraising team.





5. Quality and Customers

Customer-led Quality

ExtraCare has successfully developed satisfaction surveys which are used across all of its housing schemes and villages. The Charity will build on the quality of this work by fully adopting a Quality Excellence model with the aim of achieving formal accreditation.

What will we do?

- The Charity will evaluate a new resident satisfaction survey methodology.
- The Charity's policies, procedures and process management systems will be improved and an internal 'Quality Excellence' model will be adopted prior to achieving the formal accreditation of the 'European Framework Quality Model'.

Improve resident involvement in the Trust's governance to:

- Pilot a Resident Forum. Invite resident representatives from each housing scheme or village to attend and debate governance issues, quarterly.
- Establish a framework to assist residents to set up and manage their own residents' associations at each housing scheme or village.
- Improve the management of complaints through a robust analysis which identifies trends and shares information and learning with residents and staff.



6. Partnerships



Housing Associations

The Charity works with some of the UK's most forward-thinking housing partners, bringing together the skills, expertise and finance to create new environments where older people aspire to live.

Once, all ExtraCare developments were undertaken with partners. Some still are, whilst others are developed and run solely by ExtraCare with a huge input from residents themselves.

What will we do?

Where ExtraCare works with a partner organisation, it will ensure greater resident involvement in all major maintenance and improvement works. This includes cyclical, planned and response maintenance together with scheme or village improvement programmes.

Local Authorities

ExtraCare's relationships with a number of innovative local authorities continue to involve teams and services across planning, legal, care, housing management and supporting people.

In discussions, it has become clear that the Charity needs to demonstrate that its villages are doing more to engage with the wider communities in which they are located. Therefore, ExtraCare will extend its present arrangements with 'Friends Groups' (where local people volunteer at schemes and villages and are able to use facilities).

What will we do?

- The Charity will increase its participation with the wider communities in which its new villages are located. This initiative will be made clear to potential residents as part of their application and sales process so that they understand what they are buying into.
- ExtraCare will use funding provided by Birmingham City Council to develop external services for people living near to Pannel Croft Village (opening 2013) and New Oscott Village (opened 2010).



7. Employees

A Great Place To Work

ExtraCare values its staff and wishes to be known as an employer of choice. As well as gaining re-accreditation under Investors in People (IIP) during 2010, and going on to achieve a bronze accreditation under IIP's new rating system, the Charity conducted a staff survey during 2010. This survey showed a significantly higher degree of satisfaction with ExtraCare as an employer than was evident in 2007.

Investment in training has remained at a high level and programmes to strengthen the recruitment and induction of new staff have been successful.

In 2011, ExtraCare introduced a number of incentives to support staff and their families including childcare vouchers, flexitime/time off if in lieu, a cycle to work scheme, shopping discounts and a confidential employee assistance programme.

Together, these factors have all helped to account for a significant reduction in staff turnover.

What will we do?

- Ensure the completion of the Equality and Diversity Strategy action plan to help embed an equality and diversity culture across ExtraCare.
- Revise all people-related literature to reflect the new Mission Statement and Values - re-launch ExtraCare's daily 'staff-line-ups', helping to promote them.
- Ensure the smooth transfer of staff to a new Central Office in November 2011.

ExtraCare will continue to develop strong communication networks across central and local government and amongst residents, donors and partners. The Charity will raise the profile of its work in the print, digital and broadcast media both nationally and within communities in which it operates.

8. Communications and Influencing

Better Connected

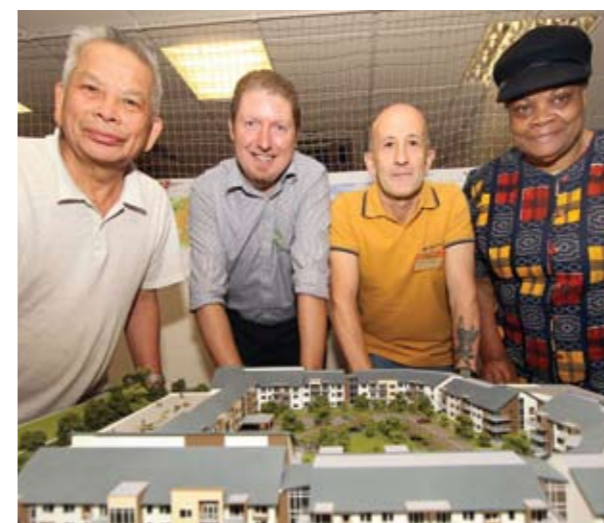
In 2011, ExtraCare launched a new website which better engages current and prospective residents, partners, potential staff, volunteers and donors. This has now been delivered at www.extracare.org.uk.

What will we do?

- Re-design the Charity's newsletters and launch a new annual report to provide clearer information for each of ExtraCare's target audiences.
- Partner with Birmingham's Aston University in a three-year research study: Does ExtraCare's model deliver positive outcomes for healthy ageing and result in cost savings?



- Maintain a strong media focus on new village development areas whilst increasing ExtraCare's presence in the regional and national media to include strategic development news across all areas of the Charity's work.
- Maintain and develop a programme of partnership, corporate and consultation events that engages local communities and raises the wider profile of the Charity's development work.
- Working closely with staff, support and encourage our 'resident's voice' across all areas of media work and event publicity.





9. Technology

Grasping the Future

Historically, information technology (IT) has not been critical for ExtraCare, where the business focus has been solely directed at improving the lives of people who live in the Charity's schemes or villages. This focus on people remains our prime goal but there is a requirement for a clear IT strategy. Innovative use of IT in our services and service delivery will enable ExtraCare to meet the future confidently.

Aims of the Charity's IT Strategy:

- To enrich the resident experience and to help create inspirational communities through use of technology.
- To empower staff to use IT in the most efficient and effective manner.
- To encourage innovation with emerging technologies.
- To ensure continuity of system and service operation.
- To deliver excellence in IT service and exceed the expectations of customers and stakeholders.

What will we do?

- Bring ExtraCare's IT services in-house.
- Specify requirements for an assistive technology solution for residents.

Better Lives for Older People



The ExtraCare Charitable Trust | 7 Harry Weston Road | Binley Business Park | Binley | Coventry | CV3 2SN

www.extracare.org.uk

T: 024 7650 6011 | F: 024 7650 6299 | E: betterlives@extracare.org.uk



The ExtraCare Charitable Trust Registered Office: 7 Harry Weston Road, Binley Business Park, Binley, Coventry CV3 2SN.
Registered Charity No. 327816 Registered in England No. 2205136