

Annual Report to Residents
2022/23

Better lives for older people



Key facts

16
Villages



1,257
Staff working to a shared goal



4,199
Homes for older people



4
Schemes



£53.7M
Turnover

£311.6M
Reserves

4,653
Residents living better lives



Investors in People
Gold Award

Inside Housing Development Awards: Our Solihull Village

Best Older People's Housing Development Urban




£28.7M
Total comprehensive income



38
Charity retail shops



81
The average age of our residents



2,071
Volunteers supporting our Charity



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Welcome

With the support of our staff and residents, I am pleased to present this Annual Report to Residents, a story of achievement for what we have accomplished this year. We can be proud of our achievements this year and face the future with optimism.

It is wonderful to see how our communities across all our schemes and villages continue to thrive. I am immensely proud that we continue to provide a pioneering alternative to later living, that is as inspirational and innovative now as it was when the Charity was formed 35 years ago.

We have worked hard to support residents through an increasingly challenging environment. Through our financial strength, we have helped residents through the cost-of-living crisis by subsidising energy costs to keep utility charge increases to a minimum.

This year, we can also be proud of our investment to modernise our village centres and Lark Hill Village. We also started our modernisation at New Oscott Village.

We recognise the challenges we have due to rising costs in delivering our maintenance obligations, and we will be working hard to achieve improvements in the coming year.



Mick Lavery
Chief Executive

STATEMENT FROM OUR EXECUTIVE DIRECTORS

Welcome to this Annual Report to Residents. I am now in my third year at ExtraCare, and despite being new to this role, I have witnessed how hard our staff have worked with residents to help and support them through challenging times.

I am particularly proud of the progress we have made in working towards the objectives of the Corporate Plan 2022-27. Solihull Village achieved a 'good' inspection by the Care Quality Commission, Pannel Croft Village developed a wellbeing hub with a range of health care services, and we have incorporated intergenerational spaces into the design of our modernisation programme.

During the year I visited locations and met with many residents who shared how much they enjoy living in an ExtraCare community. I take this opportunity to offer a sincere thank you to our staff and volunteers who work so hard to deliver services to our residents.

2022/23 was the first full year of our new approach to repairs and maintenance services. This approach achieves the objective we hoped it would, however we still strive to improve on our performance. We will use resident feedback including any from the Annual Landlord Survey to continue to review our approach to our repairs and maintenance service.

This report gives a flavour of life in an ExtraCare community. In future reports, we will compare the data, and highlight where we are improving.

Matt Rickards
Interim Executive
Director Operations



Angela Carpenter
Executive Director Governance & Compliance



Chris Skelton
Executive Director Corporate Resources

EXTRACARE'S RESIDENT FORUM



ExtraCare's Resident Forum is made up of representatives across ExtraCare's locations. Each location can have up to three representatives. The Forum meets quarterly with residents working with key staff to help improve services. Across the year 2022/23, the highlights of the Forum included:

- Providing feedback on roll-out of new maintenance arrangements
- Consultation on the pets policy and accessing apartments policy
- Discussion on rising utility (energy) costs and the measures taken to reduce the impact on residents
- Information on measures taken

to improve staff recruitment

- Consultation on the new website and branding

Minutes of Residents' Forum meetings are available to all residents, please ask at your location. Suggestions for agenda items can be raised through the Forum reps, or by email direct: forum@extracare.org.uk

‘ I enjoy being part of the Residents' Forum and working with ExtraCare to address residents' issues ’

Derrick,
St Oswald's Village

Jennifer has found solace and inspiration in her retirement.

Lark Hill Village Beekeeper Jennifer has enjoyed a rich career working in theatre costume, for a television show, as a freelance interior decorator, and running a practice for a group of surgeons.

"I moved to Lark Hill Village to be closer to my son, especially as my husband's Parkinson's disease progressed. We wanted a supportive environment and a greater sense of security, and this village provided exactly that. After my husband passed away, I found solace in the feeling of safety and ease in obtaining help when needed. The community here is truly fantastic, offering a myriad of activities and events to choose from.

At 84 years old, I am surrounded at Lark Hill by inspiring role models in their 90s. People are thriving, especially in places like ours where an active lifestyle is encouraged. It truly keeps us going. I firmly believe that if it wasn't for activities like circuit training, line dancing, and everything else, I wouldn't be as physically fit as I am today."

Jennifer

Lark Hill Village

One of our
extraordinary
people



ANNUAL LANDLORD SURVEY

Survey Results

We surveyed our residents in 2023, in line with the new Tenant Satisfaction Measures introduced by the Regulator of Social Housing. Although the regulator requires us to survey only our social rented tenants, we also wanted to hear from our leaseholders (shared owners and outright owners).

The results of the survey are highlighted in the table. The answers from the survey relate to the period 2022/23. Going forward, we will be running a survey each year in March, the next one being March 2024. We will use the information to see where we are improving and advise of progress in the next Annual Report.

Tenant Satisfaction Measure	Overall	Social Rent	Shared Owner	Leaseholder
Overall satisfaction	70%	72%	73%	67%
Satisfaction with repairs overall	71%	70%	77%	67%
Satisfaction with most recent repair	65%	62%	71%	62%
Satisfaction that ExtraCare provides a home that is well maintained	74%	78%	77%	69%
Satisfaction that ExtraCare provides a home that is safe	79%	76%	80%	78%
Satisfaction that ExtraCare listens to views	52%	55%	56%	45%
Satisfaction that ExtraCare keeps residents informed	61%	61%	66%	57%
Satisfaction that ExtraCare treats residents fairly and with respect	75%	74%	78%	73%
Satisfaction with complaints handling	37%	36%	40%	34%
Satisfaction with communal areas	67%	70%	70%	64%
Satisfaction that ExtraCare makes a positive contribution to the neighbourhood	53%	57%	56%	48%
Satisfaction with ExtraCare's approach to anti-social behaviour	46%	53%	48%	43%

We will use the scores listed in the table above as our 'baseline' results for future surveys. In future Annual Reports to Residents we will show a comparison, to see if the results are improving or otherwise.

Survey Results Analysis

The Annual Landlord Survey are questions specifically on the landlord related services that ExtraCare provide, and not the other services we provide (such as care, catering, activities). We are pleased that overall satisfaction for our landlord service is relatively high. Satisfaction with repairs is also relatively high which is pleasing, particularly in light of the changes we made to the maintenance service in 2022. However, we recognise that there is still more to do to improve our repairs service. We will be working with the Resident Forum to address this.

We also collect satisfaction feedback on all of our services (not just our landlord services) through 'We're Listening'. This is where residents can rate their experience with ExtraCare. The main way of doing this is through the electronic tablets within our locations. The results of this demonstrates that residents are very satisfied with ExtraCare overall, and we are meeting our Corporate Plan Target. The results of this for 31 March 2023 were:



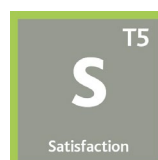
The difference in the results from the landlord survey and 'We're Listening' reflects the different methodology used to generate the results. We recognise that there is more work for us to do, especially in areas where we scored relatively low in the Annual Landlord Survey. As a result, the actions we are taking into 2023/24 are:

- Setting up a communication group with resident representation. The group will aim to explore how we can best listen to views and keep residents informed about the subjects that matter to them.

- Reviewing our Complaints Policy, and to agree with the Residents' Forum what further improvements can be made in relation to complaints handling.
- Reviewing our Anti-Social Behaviour Policy, and setting up a resident group to assist us with this.

Targets

This survey aligns with the following Corporate Plan target:



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.

ASSET MANAGEMENT

Building Safety

We are pleased to report that all our properties (rental & leasehold) meet the requirements for building safety. Below is the data that we are required to report by the Regulator of Social Housing. In addition, we can confirm that we were compliant with electrical safety checks in the year 2022/23.

Tenant Satisfaction Measure	Overall	Social Rent	Shared Owner	Leaseholder
Gas safety checks have been completed	100%	100%	100%	100%
Fire risk assessments have been completed	100%	100%	100%	100%
Asbestos surveys have been completed	100%	100%	100%	100%
Legionella risk assessments have been completed	100%	100%	100%	100%
Lift safety checks have been completed	100%	100%	100%	100%

ExtraCare's Tenant Satisfaction Measures for regulatory purposes are the figures for social rent. In addition:

94%

of emergency repairs completed on time

^ from **93%** 2021/22

80%

of responsive repairs completed on time

✓ from **92%** 2021/22

20,872

responsive repairs carried out

^ from **14,948** 2021/22



Environment & Sustainability

Our first Environment and Sustainability Strategy (2021-24) was approved by the Board of Trustees in September 2021. Following this, during 2022/23, our project team has been working to help identify ways in which we can make sure our locations become progressively carbon neutral. We have a target of reducing energy usage by 15%. We are monitoring our carbon footprint and are pleased to report that we reduced our emissions in the first year.

Case Study: Green Mark accreditation - Hughenden Gardens Village

Green Mark is a sustainability accreditation scheme. This provides the foundation to help organisations deliver on their environmental policy, whilst demonstrating commitment via an independent certifier. At Hughenden Gardens, residents were involved in making changes to help achieve accreditation. This included:

- Improved accessibility of recycling chutes
- Expanded recycling facilities to include dedicated spaces for hazardous and electric equipment waste
- Provided information posters as to what items can be recycled
- Regular updates in resident street meetings about the scheme

Targets and commitments

This strategy aligns with the following Corporate Plan target and commitment:



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.



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



MODERNISATION

Village Modernisation

ExtraCare's modernisation programme has the aim of redesigning and refurbishing our older village centres. This is to upgrade the centres to provide a more modern, contemporary feel. We also seek to incorporate the wishes of our residents in the redesign process. The modernisation programme has four aims. These are to create a more outward facing village; improved use of space; a more environmentally friendly village; and more technology-enabled village.

To date we have completed modernisations at Lovat Fields Village in Milton Keynes and Pannel Croft Village in Birmingham. In 2022/23, we completed Lark Hill Village in Nottingham. Currently we are working on the modernisation at New Oscott Village which began in May 2023. We also plan to start the Shenley Wood Village modernisation programme in May 2024.

Targets

This programme aligns with the following Corporate Plan target:



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

Case Study: Lark Hill Village

Lark Hill Village's modernisation started in April 2022 and completed March 2023 and it was completed over 4 phases:

Phase 1

Included a new toilet block, increasing number of WCs in the village centre, a new bar and food serving area, with new flooring and furniture.

Phase 2

Included an extension for a new Dementia and Mental Wellbeing Service.

Phase 3

Included works to the gym, with new equipment, and created a new studio suitable for yoga, pilates and dance. We also made improvements to the hair salon.

Phase 4

Made improvements to the main reception area, including new flooring.

Lark Hill before modernisation



Lark Hill after modernisation



Lark Hill restaurant before modernisation



Lark Hill restaurant after modernisation



Lark Hill Reception before modernisation



Lark Hill Reception after modernisation



COMPLAINTS

We aim to comply with the Housing Ombudsman Complaint Handling Code when seeking to resolve complaints for housing, staff and general services. We also aim to comply with the Local Government & Social Care Ombudsman when seeking to resolve complaints for care. The Regulator of Social Housing requires us to publish specific data on complaints. The data for 2022/23 is as follows:

Tenant Satisfaction Measure	Overall
Number of Stage 1 complaints per 1,000 properties	52
Number of Stage 2 complaints per 1,000 properties	8

Data based on social rent properties only, as per RSH requirement (to period 31 March 2023).

There were four complaints referred to the Housing Ombudsman in 2022/23. Of these four complaints, three were determined as 'no maladministration', with one case pending a decision. There were no complaints referred to by the Local Government & Social Care Ombudsman.



Case Study: Best practice in complaint resolution – Earlsdon Park Village

In December 2022, the Housing Ombudsman Service highlighted ExtraCare as an example of good practice in responding to a resident's concerns about emergency lighting. The Ombudsman concluded that ExtraCare had responded immediately to the emergency alarm; had carried out additional tests and inspections; and had reassured the resident by providing a plug-in light and pendent alarm. The Ombudsman stated that ExtraCare "clearly demonstrated how it actively, and swiftly, learnt from the incident".



In retirement Val feels empowered and helps others to feel the same.

Val is a local community champion, she supports and guides people in and outside of her village.

"I have been at Pannel Croft Village for just over a year. I used to have low self-esteem and now I empower women to recognise who they are with empowerment sessions at the village. I've facilitated two parliamentary workshops at the village too, it's educational outreach. I feel very settled at Pannel Croft. It is a very diverse culture, and you never feel isolated. There are so many activities which meet the needs of all people. The people here are friendly, we care and support each other, people ask how you are, it's about sharing and caring.

As for volunteering it brings inclusion, I really believe in equality, diversity, and inclusion, I am seeing people mixing with each other and it's very rewarding."

Val

Pannel Croft Village

One of our
extraordinary
people



Ray found the magic of volunteering brings new experiences later in life.

Magician Ray found magic later in life. After facing health issues he and his wife moved to New Oscott Village and he became a volunteer.

"I became interested in magic when my son joined a marching band and I started helping with their equipment. The band's leader happened to be a magician, and I became his assistant. He encouraged me to audition for the Magic Circle and I was accepted.

I think being at New Oscott Village has greatly helped me health-wise, I'm confident that if anything happens, I have people here to assist, and it's a nice, friendly atmosphere. I go to Tai Chi on a Wednesday, my wife volunteers at the bistro and the bar, and I'm a member of the gym. I use the gym four days a week. Even doing just a little bit of movement makes you feel better. You feel good here. You feel like you belong. My wife and I are 81 and 78 and we've just had the joy of learning how to pull a pint for the first time after volunteering at the bar."

Ray

New Oscott
Village

One of our
extraordinary
people



ANTI-SOCIAL BEHAVIOUR

We occasionally have issues of anti-social behaviour (ASB) within our locations, and we seek to resolve them in the first instance using non-legal remedies, such as offering mediation and voluntary agreements, called Acceptable Behaviour Contracts. We also seek to resolve issues by working in partnership with the Police and Local Authority. We only pursue legal options as a last resort, where non-legal remedies have not resolved the issue.

Tenant Satisfaction Measure	Overall
Number of ASB cases per 1,000 properties	18
Number of ASB cases that involve hate incidents per 1,000 properties	0

Data based on social rent properties only, as per RSH requirement. 'Hate incidents' have a specific meaning, being those recorded by the police as such.

40

Total number of ASB cases (all tenures)

Examples of ASB include noise, nuisance, verbal abuse, harassment.

Case Study: Working with residents to resolve ASB

During 2022, we worked in partnership with residents, police, social services and other agencies to seek to resolve an issue of on-going anti-social behaviour in one of our locations. We sought to ensure that the person causing the issues – which ranged from verbally abusive language to persistent noise – was appropriately supported by working with the Social Worker.

Regrettably, despite our efforts, the anti-social behaviour continued, and we were forced to take legal action through the courts. The person moved out following the court order and, through our partnership working with the council, they were moved to accommodation more suited to their needs.



WELLBEING SERVICE

This year the team have made great progress to enable healthcare students to join ExtraCare for work placements. We have worked with students from nursing, physiotherapy and occupational therapy courses. This means that many of our residents have benefitted from specialist input and faster access to equipment and support which otherwise may have taken longer to access. The students have also greatly benefitted from meeting our residents, many of whom have supported the learning of young people starting out in their healthcare careers.

Our Wellbeing Advisors continue to be in high demand, with visits to them remaining at high levels. Over the last year, there have been 10,000 visits to our Wellbeing Advisors across all locations.

Dementia & Mental Health Enablers

In October 2022 the Dementia and Mental Wellbeing service was assessed on how the service was being delivered. The service was able to evidence improvements across locations.

2022/23 also saw more residents opting to use our internal talking therapies service to prioritise their mental health. During the year we have continued to improve our customer insight data around dementia and can now more easily track the changes prevalence of dementia in our communities so we can target interventions and offer tailored support.

Targets

This service aligns with the following corporate plan target:



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





GOLD STANDARDS FRAMEWORK

The Gold Standards Framework (GSF) provides leading end-of-life care training for frontline staff. The framework is a practical and evidence-based method for providing the right care, at the right time during end-of-life. The ethos of the GSF fits with ExtraCare's own view – to ensure people live well, and that there are open conversations and choices on end-of-life.

During 2022, seven of our locations underwent preparation for Gold Standards Framework reaccreditation. Of these, two locations were formally assessed with Lark Hill Village and Shenley Wood Village gaining ExtraCare's first platinum accreditations in 2022. This was a significant achievement. The good practice from these locations have been shared with other locations, to assist with future assessments.



ARCO COMPLIANCE

ExtraCare belongs to a trade body, called the Associated Retirement Community Operators, or 'ARCO'. One of the aims of ARCO is to ensure that consumer standards are protected for people wishing to move to an integrated retirement community. As such, ExtraCare is assessed each year against the ARCO Consumer Code. In 2022/23, we were assessed by ARCO at four locations – Bournville Gardens Village, Earlsdon Park Village, Longbridge Village, and our Humber Court scheme.

The assessment process involves interviewing staff, assessing that our sales and rental documents are fit-for-purpose and 'mystery shopping' by ARCO.

The Assessor commended ExtraCare for the actions taken to evidence ongoing compliance with the Consumer Code. These actions included amending how we advertise properties through estate agents, reviewing and updating our Better Living brochure, and making an amendment to our tenancy agreement to better reflect the provisions with our ownership leases.



APPROVED OPERATOR

‘ We’re very grateful to the many ExtraCare staff who contributed to the assessments. ’

Alan Smith,
ARCO assessor

Shenley Wood on BBC Radio 4

The You and Yours special programme which aired on Wednesday January 18 2023 spoke with carers and industry experts all discussing the solutions and funding options essential towards easing the social care crisis. Reporter Carolyn Atkinson broadcast live from ExtraCare's Shenley Wood Village.

Joining the conversation was Helen Whately, the Care Minister, covering what the Government plans to do to fix the problems with social care. At the location, one of our residents David Tunney offered his voice on the subject.

Advocating integrated retirement communities as a solution to easing the care crisis, David shared the benefits of village life.

Solihull Village Development Award

The village took home the Best Older People Housing Development – Urban award at last year's Inside Housing Development Awards in London.

The award recognised homes for older people that are well designed to meet current and future care and support needs. Solihull Village which opened in 2020 was awarded for its technologically advanced innovation apartment highlighting the benefits of modern assistive technology, its intergenerational work in bringing pre school children to enjoy classes with residents, and for how it was developed and constructed with residents' wellbeing in mind.

Hagley Road Community Art Project

Hagley Road Village hosted young artists and art from Birmingham. A number of residents were presented with portraits as part of a cross generational community project.

Young artists visited ExtraCare's Hagley Road Village to chat to residents about their lives and living in Birmingham. The art and film exhibition created by young people from Birmingham aimed to inspire intergenerational discussion with residents and young artists. The exhibit featured over 20 original portraits of senior community members as well as short documentaries taken from visits to retirement locations and discussions with older members of the city. The young volunteer artists took the generous step of donating the portraits back to the subjects at Hagley Road Village after the exhibit ended.

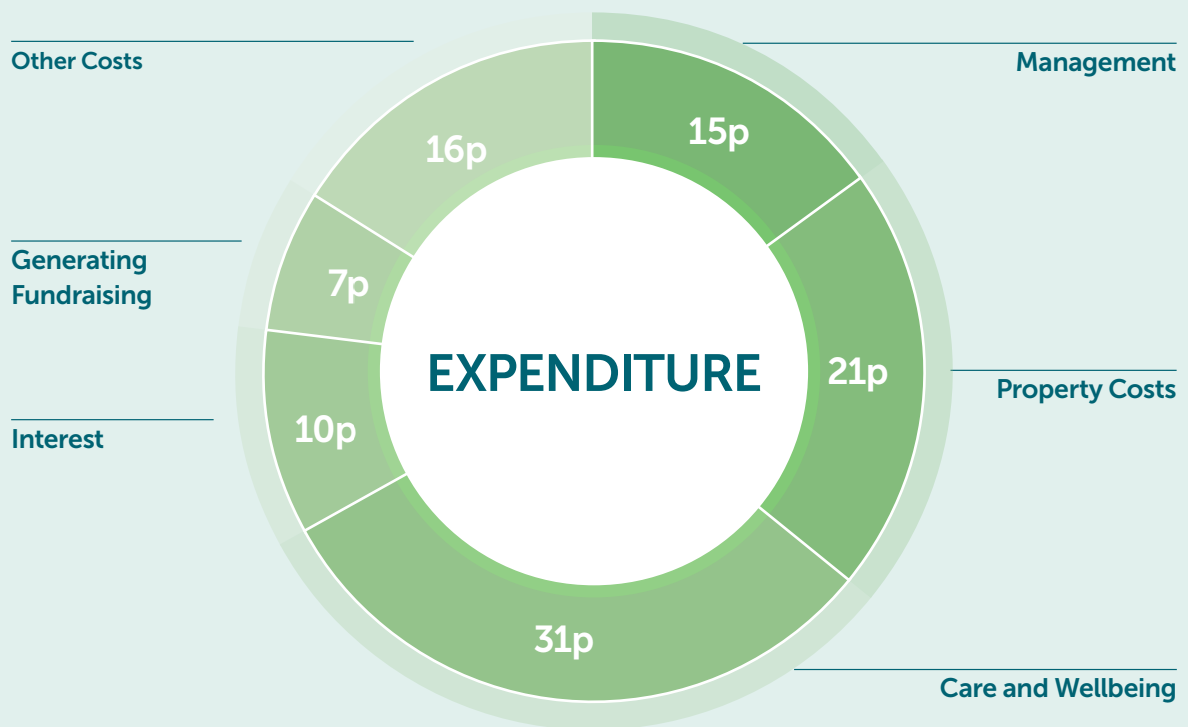
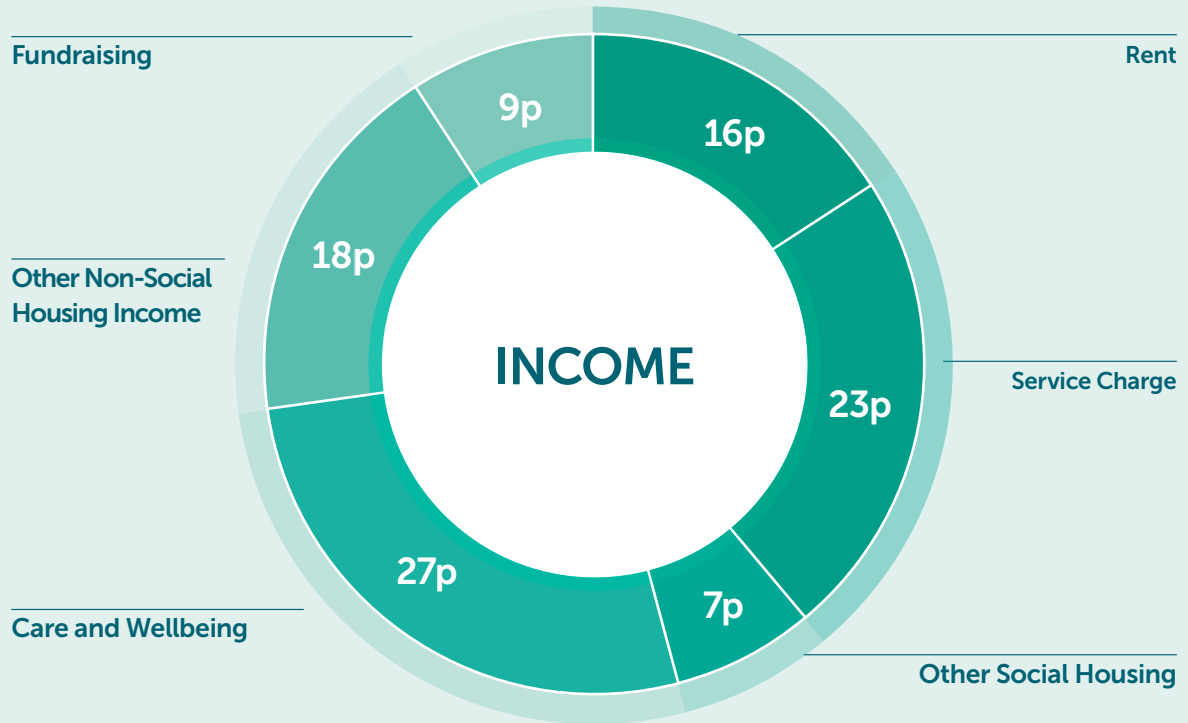
Stoke Gifford Knitted Soldier

Stoke Gifford Village's knitting group created an incredible 6-foot-tall Knitted Soldier to honour Remembrance Sunday.

Stoke Gifford Village's Knit & Natter group spent three months collectively creating the Knitted Soldier. The soldier is the work of 12 residents ranging in age from 63 to 93 years old. Supporting one another in their group the residents created an inclusive environment for all to enjoy, especially those with a past love for knitting who are now faced with challenges such as blindness, loss of dexterity or memory loss.

INCOME/EXPENDITURE 2022/23

This is the breakdown of how every £1.00 we receive or spend is made up*:




* This excludes income generated through sales and resales.



ExtraCare
Charitable Trust

If you would like to find out more about
The ExtraCare Charitable Trust and keep up
with the latest news, please get in touch.

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 www.extracare.org.uk

 [TheExtraCareCharitableTrust](https://www.facebook.com/TheExtraCareCharitableTrust)

 [ExtraCareOrgUK](https://twitter.com/ExtraCareOrgUK)

 [ExtraCareRetirement](https://www.instagram.com/ExtraCareRetirement)

 [ExtraCare Charitable Trust](https://www.linkedin.com/company/ExtraCare-Charitable-Trust)

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Coventry CV3 2SN

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Registered Social Landlord No. 4706

Company Registered No. 2205136