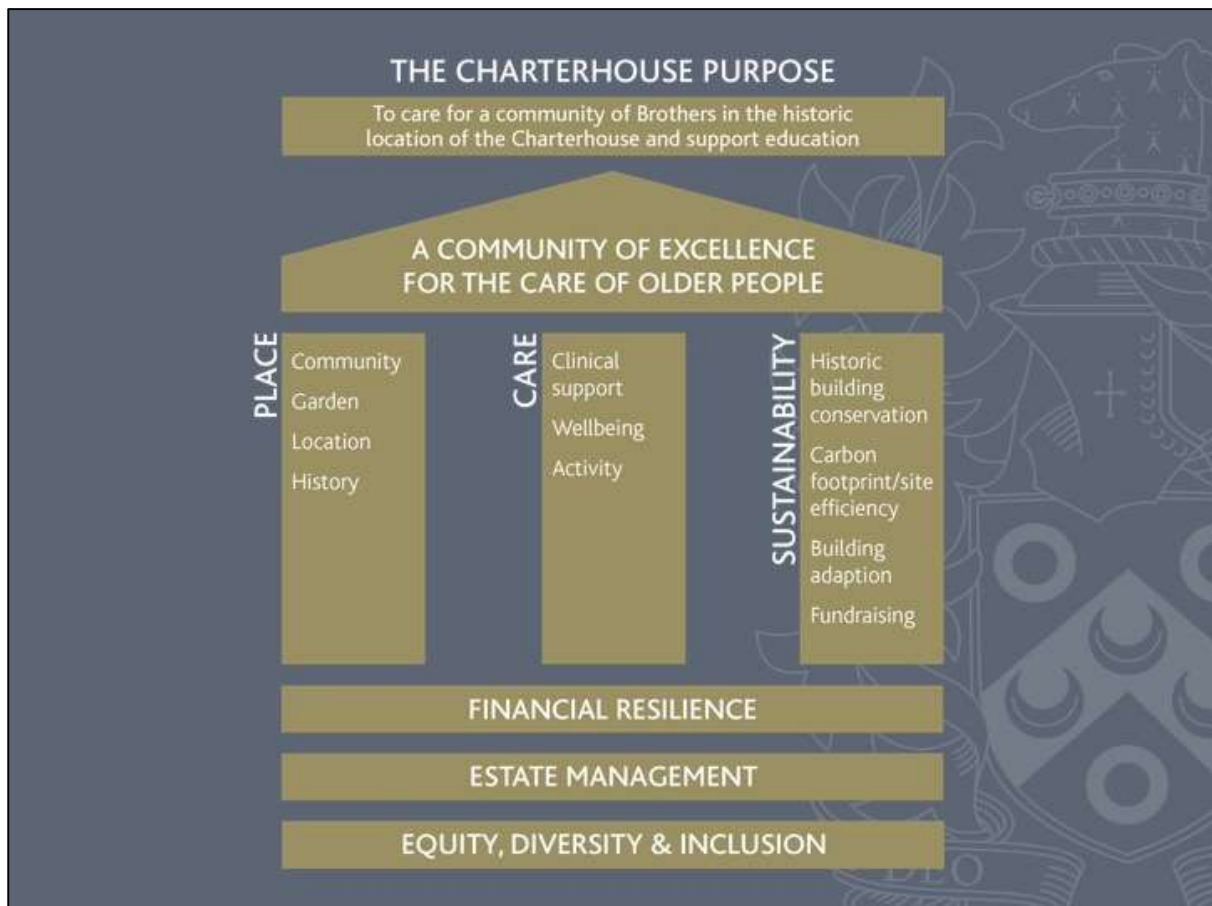




# the Charterhouse

**Creating a Community of Excellence for the Care of Older People**

**A New Strategy for the Charterhouse**



## **1.0 Introduction**

- 1.1 The Charterhouse is one of the most fascinating and historically important sites in London and England. The sheer arc of history that the Charterhouse represents, and the historic buildings that it continues to occupy, are often a distraction as to the true purpose of the charity.
- 1.2 This strategy reaffirms the purpose of the charity to be the care of our community of older people; our Brothers, as well as to support education by the provision of financial support to Charterhouse School.
- 1.3 Care is at the heart of all we do at the Charterhouse; care for our community. This strategy will ensure that we look at the long term evolution of care to our community to ensure that we can provide lifelong care wherever we can and care for everything in between.
- 1.4 The location and setting of the Charterhouse are intrinsic to the quality of life that our residents enjoy. It is worth the challenge of continually adapting our buildings for the care of our community, repairing the historic fabric, opening the museum, going to Chapel and keeping the grounds and gardens looking splendid. The strategy will take a view of all our activity to ensure that all our decision making is geared towards making the Charterhouse the best environment for the Brothers.
- 1.5 This strategy is also underpinned by the Charterhouse being a place that supports equity, diversity and inclusion. In our community, we oppose and will not tolerate discrimination of any kind and welcome applications to join as a Brother from all regardless of race, colour, gender, creed, sexual orientation or religion. We welcome single people, including those widowed or divorced. We are a Living Wage Employer and committed to promoting equity and diversity within our employment policies, practices and procedures and we want our community to reflect the diversity of our local community.
- 1.6 For the long term we need to look at our carbon footprint and towards greater environmental sustainability, both for the general good of the planet but also for the long term sustainability of the charity. Whilst looking to the future we need to continually adapt our buildings for the ongoing challenges of the care of older people.
- 1.7 The development of a long term capital programme will provide the framework within which we develop the site as efficiently and effectively as possible. The long term programme will inform the financial investment required over time, thus informing our fundraising challenge.
- 1.8 The whole strategy is further underpinned by sound management of our financial resources and excellent estates management.

## **2.0 Purpose**

- 2.1 The purpose of the Charterhouse is to care for a community of Brothers in the historic location of the Charterhouse in London.
- 2.2 The Charitable Objects of the Charterhouse are:

(1) in this clause, “beneficiaries” means single persons (who can be widows, widowers or unmarried) of good character who are in need of assistance and who, unless the governors otherwise decide in

any individual case: (a) are not less than 60 years of age; and (b) are, or have been, officers in any of the armed forces of the crown, clergy, merchants or persons engaged in public service or in trading, professional, agricultural or similar occupations. (2) the objects of the charity are: (a) the relief of beneficiaries by the provision of accommodation and care or in such other ways as the governors think fit; and (b) the advancement of education by the provision of financial support to the school (but only in accordance with the 'use of income' clause 29(1)(c) of the principal scheme). (3) the beneficiaries who are appointed to accommodation in the hospital may be known as "brothers" and/or such other name or names as the governors may from time to time determine (and in this scheme are referred to as "resident/s").

### **3.0 Strategy**

- 3.1 The proposed overall strategy for the Charterhouse is to create 'a Community of Excellence for the Care of Older People and Support Education'.
- 3.2 This strategic aim will encompass all the activity of the Charterhouse and use it as a lens by which we make decisions regarding all of our activity.
- 3.3 The term 'excellence' is important as it should become the defining feature of everything that we do whether it be care of the Brothers, site presentation, hospitality, staff motivation, Chapel or the museum. This is the standard that we need to set as the Charterhouse should be the best it can be in all areas.
- 3.4 In order to determine how we deliver the strategic aim stated above, there are three pillars which support it, these being Place, Care and Sustainability. The central pillar is Care.

### **4.0 Care**

- 4.1 This is the central pillar of the strategy and concentrates on how the Charterhouse will be able to deliver long term care for an ageing population. There is a clear increase in an older population in the UK. According to figures provided by Age UK , it is estimated that in 50 years or so there will be an additional 8.6million people aged over 65 and by 2030 one in five people in the UK will be aged 65 or over. The 85+ age group is the fastest growing and is set to double to 3.2million by mid-2041 and treble by 2066 to become around 7% of the UK population.
- 4.2 The implications of an older population are a significant consideration for the Charterhouse as the likelihood of being disabled and/or experiencing multiple chronic and complex health conditions increases with age, according to the Office of National Statistics (2018). The result is that as life expectancy has increased, the time spent in poor health has increased.
- 4.3 Statistics suggest that single people, without family, have poorer health and higher mortality risks than those in partnerships; with larger difference for men.
- 4.4 Although the Charterhouse selection criteria states that applicants need to be in good health on arrival, there is the increased potential that if a Brother enters the Charterhouse at 60 years old, they could well still be living here 40 years later, with the potential of multiple health conditions. There are also further considerations to be made regarding supporting the wellbeing needs of the community. It is clear that mental health awareness has risen significantly at all age levels and ongoing support needs to be carefully considered. Dementia is an increased risk as people age and the Charterhouse needs to be clear on how it intends to manage the potential increased prevalence of this.
- 4.5 The Charterhouse needs to be confident that we can provide adequate health care and support to our community well into the future. This care needs to balance the promotion of

independent living within the community without creating a sense of dependency. Support also needs to be available for more significant and critical care when this may eventually be required. The Charterhouse aspires to creating a place where we can support a two-way development of care, a co production developing the relationship between Brothers and adult social care, providing some choice and control.

- 4.6 A specific Care strategy will be created for the Charterhouse. The development of this strategy will carefully consider our existing provision and how we provide excellence in the care of the current community, adapt to future needs, work with local health providers and the NHS, and any physical alterations to buildings that may be required to accommodate any changes. This strategy could be a significant part of the overall capital programme.

## **5.0 Place**

- 5.1 The almshouse at the Charterhouse has been a constant on the current site since 1611. Thomas Sutton intentionally endowed an almshouse and a school on the site. Although the school moved in 1872, the almshouse remained.
- 5.2 The Governors have agreed that they are committed to the Charterhouse remaining in situ. This is an important consideration as it sets the context for future investment.
- 5.3 There is little doubt that the environment of the Charterhouse contributes to the quality of life for our beneficiaries. There are beautiful gardens, some of the most important historic buildings in England and the world class city of London at the doorstep. The continuity of occupation of the Charterhouse is an important element of the 'place' of Clerkenwell and the City. The benefit of the site remaining in the same use as well as being open to the public is much broader than just the beneficiaries of the charity. Work will continue to improve the physical environment. We will respect and share the history of the Charterhouse from the plague pit to the vibrant modern residential community. We will continue to support the Chapel and the provision of a Preacher at the Charterhouse. The Chapel provides an important rhythm of the day at the Charterhouse as well as providing an important spiritual and pastoral service.
- 5.4 The Chapel, as continually open to the public, is an important part of the outreach of the Charterhouse and provides for the spiritual needs of the community.
- 5.5 The Museum is also important to the future of the Charterhouse as we can welcome visitors in to share our history and this provides roles for the Brothers. The Museum can also begin to develop an archive of the Brothers of the Charterhouse so that our community can be recorded for the future.
- 5.6 The community itself is the most important part of the Charterhouse, it is the reason for the charity's continued existence. It is essential that the selection of Brothers, staff and tenants are made with the very best interests of the community of excellence in mind. It is important that the community is a supportive and happy place and that the values of the organisation are shared by everyone who participates in it.
- 5.7 Tradition plays an important role in the success of the Charterhouse. It is essential that there is an ongoing dialogue with the Brothers over the pattern of life at the Charterhouse. There will be scope to adapt and evolve how the community operates over time, through consultation, retaining the best of the traditions and even introducing some new ones.
- 5.7 This strategy commits to remaining in the Charterhouse, that we continue to care for our historic surroundings and gardens and that we respect and share our history.

## **6.0 Sustainability**

6.1 There are four main elements to this pillar of the strategy:

- Historic building conservation
- Reduction of our carbon footprint/site efficiency
- Building adaptation for the care of older people
- Fundraising

### **6.2 Historic Building Conservation**

6.2.1 The recent Quinquennial Inspection Report (Feb 2022) has identified near to £6m of building repairs across the estate. This costing does not take into account any adaptation or modernisation that may be required, it is purely fabric repairs. The historic fabric across site will need investment as the roofs are very near the end of their life having had their last major refurbishment immediately after the Second World War. The ambition of the strategy is to see the historic buildings in excellent repair and functioning well for the care of older people. A clear conservation repair philosophy will need to be created to tackle historic building repairs across the estate, which will determine the choice of materials and approach to replacement of fabric.

### **6.3 Reduction of our carbon footprint/site efficiency**

6.3.1 In being custodians for the future it is essential that the Charterhouse carefully considers its carbon footprint, especially in how green and efficient our buildings and energy usage are. The gas boilers supplying the site have around 10 years of operational life left and so within this long term strategy, replacement will have to be considered, which may also be driven by the cost of energy and when to invest in new plant.

6.3.2 Given the nature of our historic buildings, although they represent a huge quantity of embedded carbon, they are problematic in terms of thermal efficiency. There are no quick fixes as the impact of any mitigation measures on the internal environment of the buildings and the historic fabric need to be carefully considered.

6.3.3 It is essential that we understand our existing carbon footprint, and this will be the buildings, but also our suppliers, how our staff travel and how our visitors travel to site. Once a carbon footprint baseline is created then a strategy for reduction can be developed.

### **6.4 Building Adaptation for the Care of Older People**

6.4.1 It is important that we consider the long term development of older person care. As stated previously the trend is that we will have many more older people with poor health and the Charterhouse needs to be prepared for this eventuality. The space and the types of space that we have available for Brothers' accommodation needs to be reviewed in the light of equipment for higher dependency care, improved access across the whole site and any other considerations. These decisions may necessitate a complete review of the accommodation provision across the site to identify the optimum population size with the most effective form of accommodation.

6.5 It is essential that all the buildings considerations; historic fabric repair, carbon footprint reduction and building adaptation are planned with care. The aim is to build a long term strategic programme which can identify capital works, phase them to greatest effectiveness

and establish the costs. Once we have an idea of the overall cost of the programme we can begin to fundraise with an effective plan.

## **7.0 Financial Resilience**

- 7.1 All of the pillars of the strategy need to be underpinned by the financial resilience of the Charterhouse. The strategy will provide a long term capital programme for the Charterhouse which will need to have funding. The use of the charity's financial resources will be key to the successful delivery of the programme and, of course the ongoing sustainability of the operation.
- 7.2 Commercial income is an essential part of the Charterhouse's financial resilience and is the most likely area for the Charity to grow for income. The continued development of our events and filming income is important. The business plan should be developed with the overall strategy in mind; how the business will contribute to the Community of Excellence for the Care of Older People.

## **8.0 Estates Management**

- 8.1 Effective Estates Management is crucial to ensure that investment in the site is as efficient as possible. The approach needs to ensure that all aspects of the buildings are safe and compliant and that regular cyclical maintenance of the fabric and of plant is undertaken and recorded. This work will also include our approach to Fire Safety and Health and Safety across the estate.

## **9.0 Conclusions**

- 9.1 In order to deliver this overall strategy there is a great deal of work to be undertaken. Charterhouse will require a long term Wellbeing and Care strategy, along with a major capital programme to conserve this very special place and that it is in good repair, fit for purpose and sustainable as a Community of Excellence for the Care of Older People and Supporting Education.
- 9.1 In order to deliver this overall strategy there will be a need to ensure that the Charterhouse has the necessary skills in the appropriate staff structure. There will need to be a review of the current staff structure and some changes are likely to be necessary.
- 9.2 There is great opportunity for the Charterhouse to provide an excellent home for older people and to expand the work that we do to more beneficiaries, either as residents or visitors.
- 9.3 The Charterhouse can continue to record its history by the creation of living archive all about our community.
- 9.4 This strategy is proposed to ensure a sound platform that the Charterhouse can continue to thrive in its longevity.

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