

Proposal for changes to Enham Trust's care model

Information for staff, residents and their families,
volunteers, commissioners and the public

26 November 2019

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About our care services and the Trust

Enham Trust has been providing care services in their current form for the last 20 years across three registered care homes and a care at home service, with the addition of Coopers Chase, our transitional service in 2011.

The registered care homes, Elizabeth, William and Michael have 56 bedrooms and are commissioned to deliver 24-hour care for people with a range of physical and learning disabilities, together with some mental ill-health needs.

Care at Home is commissioned to provide support to people with a similar range of needs, within their own homes, across Enham Alamein, Andover and Alton.

Coopers Chase is a ten-bedroom transitional service, commissioned to provide people with the opportunity to learn the daily living skills they need for a more independent life, often after living in a registered care home.



Our Vision

A world where disabled people really do choose how they want to live and what support they need to do this.

Our Mission

To make Enham Trust a viable, sustainable, high performing organisation, that prides itself on giving an excellent customer experience, together with listening and learning from the people we work with.

One that enables disabled people to live as independently as possible and to have choice and control.

To be recognised for delivering excellence, attracting the best staff, and having the willing support of volunteers and donors.

To build a vibrant village, that sits at the heart of a Trust with many outward reaching limbs. Creating a place where people want to visit, work and live.



Introduction to the proposal

This consultation is about a proposal for the future of the services we provide in our three registered care homes (Elizabeth, William and Michael Houses). The current care model has been running for around 20 years and is no longer financially viable. It is becoming increasingly difficult in an ever-evolving care market for us to deliver the kind of care to our residents that we would like.

For the next twelve weeks we will be taking feedback and views on the proposal set out in this document, to help us shape the future care services offered by Enham Trust.

We have no choice but to consider change. Despite the huge efforts that we have made to improve the finances of Enham Trust over the last three years, it has become clear that the current model we operate across the three care homes is unsustainable. Income from residential care services in the 2018-19 financial year accounted for over a quarter of Enham Trust's income but its scale of losses, approaching £400k, prevented the Trust from generating a surplus.

We are also the registered social landlord for Enham Alamein, where we have approximately 270 homes, as well as owning and renting some properties outside the village, including Bradbury Place in Andover.



We deliver information, advice and guidance services from Plymouth, throughout the South West of England and into Hampshire, as an essential way for disabled people to control their own care and employ their own care teams.

We provide employment services to support disabled people into work, working with local employers and employing a high percentage of disabled people throughout Enham Trust, including in our social enterprises. In addition, we support disadvantaged young people to gain the skills and education they need to get into work across South Hampshire.

When you add to this our day activities and the other opportunities offered to disabled people, by living and working in the supportive environment that is Enham Alamein, it's not difficult to understand that the work we do has never been more important. It is imperative that we are able to continue this into our second century.



Over the last three years we have worked through a Trust-wide turnaround, restructuring our internal corporate teams, removing loss-making services and reconfiguring those we retained, to ensure they generate a surplus so that we can reinvest, grow and build reserves. This has resulted in our headcount reducing from 390 Whole Time Equivalent (WTE) staff at the end of 2016, to a current level of 210 WTE in October 2019. While these wide-sweeping changes have had a positive impact on our finances, moving us from an operating deficit of £1.4m in March 2017, to one of £65k in March 2019, more needs to be done to ensure Enham Trust can continue to provide services for its entire range of beneficiaries for the coming years.

The funding gap in care is something which we have been working closely with our commissioners on over the last three years, however the gap between our costs for providing care in our registered care homes and the funding we currently receive is £300k per year. This annual drain on our finances is not

something the charity can sustain in an environment where costs of delivering care are also increasing. Alongside this are the national pressures on recruiting care staff, which we struggle with due to the density of staffing needed in our current model. Costs of employing care staff continue to grow with national living wage increases and agencies charging a premium for temporary staffing all having a cumulative effect on our ability to run in our current form.

As an organisation we have additional pressures which place demands on our finances and mean we must be in a position to generate surpluses. We have a historic pensions liability which demands high levels of investment together with servicing loans that have been taken out historically and will run for some years to come. These cash costs amount to approximately £400k per annum on top of our operating costs.

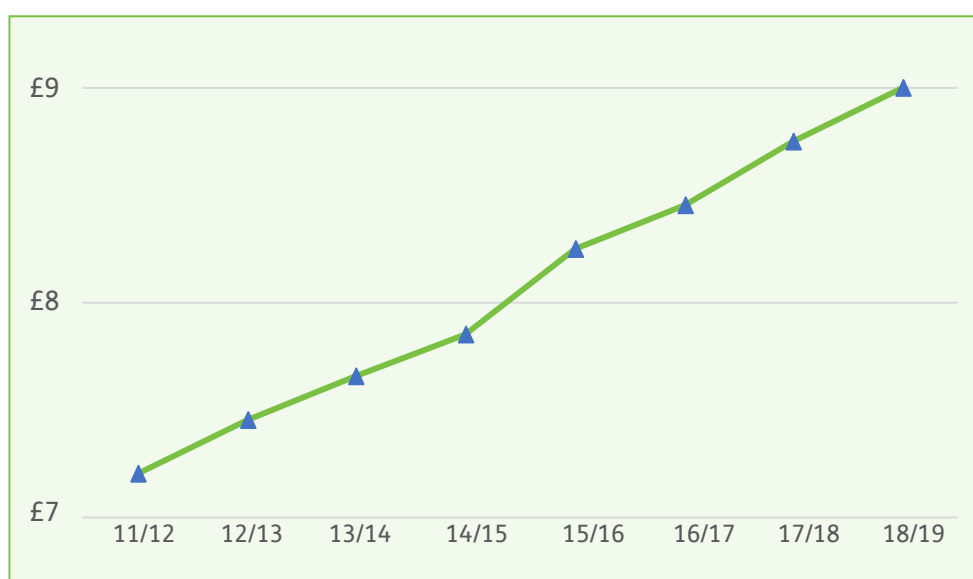
The care services are one of the last areas in the Trust to be reviewed, due to the impact that change could have for the people who benefit from this service and the complexity and focus needed on the other areas of the turnaround to date.

A number of factors contribute to the services creating a negative financial impact on the Trust, all of which have been building over a considerable number of years.

- The model is no longer aligned with the national direction of current and future commissioning aims, with a drive coming from local authorities to have fewer people reliant on registered care services. Instead, authorities are moving towards more complex packages being delivered in people's homes, by multi-agency approaches.
- Many of the people who we are currently commissioned to provide services for would not be referred to a registered care home in today's climate. As a result, 35% of the residents in the three care homes are funded below the baseline for providing a very basic level of a care home support. This is without adding the costs of the existing 1-1 needs most residents have.
- Staffing is becoming increasingly difficult for services that require high levels of 1-1 care and while we recognise this is a national problem, Enham Trust has a history of peak-and-trough success in recruiting to

our care homes. This creates an over-reliance on agency staff which presents issues of consistency and cost. Efforts to address these costs came under criticism from the Care Quality Commission and families in 2018. The resulting reversal of the ratio of staffing has had an impact of more than £200k per year on staffing costs, without any additional funding.

- The national living wage is beginning to catch up with our rates of pay, which were once well placed in the local market. This means that our hourly rate, and associated staff costs, will need to increase significantly over the coming years to ensure we are an attractive employer.



Living wage growth 2011-2019 (Living Wage Foundation)

- In addition, recent unbudgeted investment such as £80k on fire doors in 2018, plus the planned work over the coming years on boilers, lifts and systems, mean it would be necessary to significantly increase the income and the bottom line of the care homes to keep up with costs.

In common with many providers of registered care, we have invested significantly more on delivering and supporting our services than the fees we have been paid to provide them. We have had to subsidise any shortfall from income generated from the other areas of the Trust. This is not sustainable in the long-term.

The Senior Leadership Team (SLT) presented to Trustees the challenges posed and outlined the position created by the above. What became clear was that for the good of the care services and longevity of Enham Trust, we needed to urgently review our approach to delivering care, in order to prevent this activity adversely affecting the wider beneficiaries of the Trust and to ensure that we could provide the best quality of service into the future.

Trustees requested the SLT to pull together a range of options for the future model of care, taking into account the need for the Trust to be a sustainable organisation, whilst continuing to improve governance and viability, as we have been doing successfully during our turnaround period. As part of the review, Trustees asked the SLT to consider the option of organisational merger.

We are proud of the services our staff deliver in the care homes and we take seriously our ethical and moral responsibility to the people we are commissioned to provide care and support for in all three of our registered care homes. These proposals have not been easy to put together and have been done so, with the utmost consideration for the impact these changes would have, if implemented, on those we support and our staff.

Our staff are the backbone of the care services we deliver at Enham Trust and are an essential part of the organisation. It is important to us that we retain their expertise, passion and knowledge to make sure that we can deliver the best quality of care to the people we support. As we consider what our future model of care may look like, which should be both fit for purpose and sustainable, our staff will remain central to how any future services look and feel.



Range of options considered

The SLT presented a range of options to Trustees, which were narrowed down for financial modelling and options appraisal. The options considered were:

1. Continue to work with commissioners to incrementally increase package values
2. Source a partner organisation to deliver care packages in the care homes
3. Sell all three care homes as a stand-alone business
4. Give notice and close all care homes, leaving the buildings dormant until future use was determined
5. De-register the care homes and design a new model of delivery for people, based on level of complexity and independence
6. Merge the whole of Enham Trust with an appropriate organisation

As well as each option having individual points of consideration, the consistent criteria applied across all options were:

- Impact on our beneficiaries across the wider Trust
- Impact on the beneficiaries specific to care and to deliver the best care for their needs in the future
- Viability and sustainability of the Trust and to ensure we make long-term surpluses
- Time required to implement
- Fit with care market

Outcome of review

Based on the criteria above and the individual points of consideration raised by each option the Board of Trustees made the following decisions in principle, subject to consultation:

- Options 1 – 4 were rejected
- Option 5 & 6 were accepted as potential routes forward
- Option 5 is the preferred option, which led to the development of the proposed model.

Options in more detail

1. Continue to work with commissioners to incrementally increase package values

This was the first option considered and was presented with a high level of data around our current operating model, to give context ahead of further options.

Trustees recognised the inherent risks in taking this approach, together with considerations being given to our moral and ethical responsibilities to the people currently living in our care homes. There would undoubtedly be an impact on our current residents and staff in the time it would take to engage local authorities and increase packages to a sustainable level. This itself would mean many people having to be found alternative accommodation as their care needs would not meet the levels currently required for commissioners to refer to registered care.

When added to the capital investment required to enable us to run these services as registered care homes in the future and the wider impact on the Trust's other activity it became clear this option was not viable.

2. Source a partner organisation to deliver care packages in the care homes

Trustees discussed this option in detail, ultimately rejecting it on the basis that sourcing a suitable partner with the right reputation, governance, scale and expertise to ensure the experience of our residents was not adversely affected would be difficult, when combined with the impact this change would have on our residents and their families.

This would also have the additional complexity of placing multiple providers on one site and the potential confusion this would cause residents and our other beneficiaries.

In addition, we would have to secure a partner who was happy to rent the care homes, and either take over the contract, or subcontract for the delivery of care, neither of which are preferred in the care market.

When considering this option, Trustees recognised that while there are likely to be some organisations that would be capable of delivering the care required, the risks to residents and the reputational impact on Enham Trust associated with the provider failing would be too great.

3. Sell all three care homes as a stand-alone business

This option was ultimately discounted as it would be extremely difficult to secure any guarantees about the future for existing residents. Whilst it is likely that there would be prospective buyers in the market, these would likely be private sector organisations. Any prospective purchaser would need to make the care service work, both financially and in-line with the changing market. As such, they would be under similar pressures to the Trust to change the service with the added commercial pressure of delivering a return on their capital investment. Additionally, the disposal of the freehold over the care homes and the associated land, which sits at the centre of the Enham Trust site, would be complex and potentially have a detrimental effect for other beneficiaries of the Trust either living within the Trust or using other services.

4. Give notice and close all care homes, leaving the buildings dormant until future use was determined

Trustees discussed the range of impacts this would have on residents, families, staff, our finances, given the loss of income and costs of redundancy, together with our reputation as a charity providing disability services.

The outcome of which was unanimous agreement that this was not a viable option because of those impacts.

5. De-register the care homes and design a new model of delivery for people, based on level of complexity and independence

This is our preferred option, subject to this consultation and pending a final decision by the Trustees following the feedback we receive.

Trustees considered that this option had the potential to have the least impact, on the greatest number of residents, if a combination of models were used.

New models were discussed, supported by market / local authority intentions for the future shape of care. These included the following variations:

- Extra care setting; where care would be funded by local authorities and Housing Benefit pays the rent for accommodation. People would have their own tenancy and be entitled to Universal Credit.
 - Registration required for care with CQC – domiciliary care.
 - This service would be staffed and for people with more complex needs who are able to live in an environment where staff are available in-house. We would provide access to staff on a 24-hour basis to meet care needs. Residents would also be able to maintain a tenancy, with support if required, and live in their own flat. It is likely that people who would use this service would have varying levels of need and complexity with a range of disabilities and / or mental health needs.
- Care at Home model (highlighted in Hampshire County Council's model of supported living) with care funded by local authorities. Housing Benefit or individuals would pay rent for accommodation and each resident would have their own tenancy.
 - Registration required for care with CQC – domiciliary care.
 - Staff based in a local office. Providing support to people with a range of disabilities and / or mental health needs on a peripatetic basis.
 - Local authorities across the country have been moving towards this model as the preferred way to support disabled people for a number of years and Enham Trust has responded with our own Care at Home service, as well as developing purpose-built accommodation to help people live in this way, such as Weston Court and Bradbury Place. Many of our tenants in these developments have lived in registered care homes and have moved on to live more independently, in some cases, with Coopers Chase supporting them to develop the life skills they need to help with this transition.

We think that many more people could benefit from moving to this model of care.

6. Merge the whole of Enham Trust with an appropriate organisation

The option was explored in detail. Consideration was given to the process of merger, regulatory requirements, the potential types of organisation that could be a suitable partner, possible criteria for evaluation and the potential impact on different groups of beneficiaries. The Trustees were mindful of the regulatory requirement that the rights of social housing tenants have to be protected in any merger and were clear that any potential merger partner would have to meet this obligation.

Trustees identified that a merger could offer opportunities arising from greater group financial resources, including refinancing of loans which could remove constraints from growth and the redevelopment of land. The breadth of Enham Trust's activities meant that Trustees recognised that it was unlikely that any future merger partner would have existing expertise in all Enham Trust's activities. Trustees recognised that the merger process itself posed risks and that it could be reasonably foreseen that operational changes would arise with any merger partner. How a merger would impact beneficiaries was likely to be dependent upon the final choice of partner with different groups of beneficiaries being impacted by different choices of partner.

Trustees concluded that if the care remodel fails to deliver the improvements to the organisation that are required, this could become the default option that Trustees implement, depending on the consultation.

This could mean the loss of one of Hampshire's oldest stand-alone charities, with a great heritage and huge potential to do good for the disabled people of our country.

The proposed model

De-register the care homes and design a new model of delivery for people, based on level of complexity and independence

Our proposed model is based on the preferred route of Option 5 as stated earlier in this document. It would fit with the strategic direction of the organisation and local authorities and would provide us with the best opportunity to ensure a sustainable future for current beneficiaries as well as future beneficiaries of Enham Trust.

The care model would be based around:

- One staffed extra care service of 18 flats, in the current Elizabeth House.
- Supported living or Care at Home services in the remaining 36 flats, currently William and Michael Houses. These would be rented to residents who, after being assessed by their local authority, would be deemed to be right for this service.

The extra care service would be based on a model that has been market tested and is well received by commissioners. We are confident that a number of our current residents, with more complex needs, would be assessed by their local authority to be appropriate for an extra care setting.

Following assessment by local authority social workers, it would be necessary for people to move to a flat which best suited their needs and for their residential care package to be moved over to either a supported living or extra care package.

Again, following assessment by local authorities' social services teams, residents who could be supported by care at home teams would again need to move to a flat that best meets their needs. Their package would be changed from a registered care home package to one for supported living, a personal budget, or direct payment.

Enham Trust has Information, Advice and Guidance (IAG) teams that are very experienced with these funding models and would provide support to residents and families around the changes if they are implemented. Some residents would be financially better off under the new model and would have more control over how their care and support funding gets spent.

We offer a service (Coopers Chase) which supports people to gain the daily living skills they need to live more independently. This could be aligned with the new care model to give people support and a place to move to if that would be helpful in the transition.

Unfortunately, it is likely that there would be a small number of residents, who, after discussions with local authority teams would need a higher level of care than Enham Trust can provide in the future, with some needing to move to alternative registered care or nursing homes. We would work closely with the people affected in this way, their families and their social services teams, to ensure a smooth transition to their new home. We understand that the transition to a new care setting, together with leaving Enham Alamein and the people they have lived with, would be difficult. These moves would, in some cases, result in residents moving closer to their families as many are commissioned from outside of Hampshire.

This model, if implemented following consultation and a final decision by the Trustees, would meet Enham Trust's strategic aims and improve our ability to support disabled people to live more independently, giving them greater levels of choice and control over how they live. The assessments, carried out by social services teams, following a decision by Trustees, would also ensure everyone is getting the right level of care to meet their future needs.

This model would also offer the best outcome in terms of future sustainability and a platform for growth for the Trust. It would deliver a more stable income in terms of rental from flats and reduces the costs for the running of the current care homes, as the tenants will be responsible for their own bills, food, activities and transport, from their new income.

It would also deliver the ability to realise overhead savings from our central costs, making it more likely we will be able to deliver a year-on-year surplus and move to a position where we can develop accessible homes again, in line with our overarching strategy, as well as invest in developing our whole range of services.

Big picture



The strategic direction of the Trust is to enable disabled people to access housing, care and employment opportunities and we believe that would be best served by a change in the model of care we currently provide. This would ensure that people who had the capacity to manage their own tenancies would be able to rent a one bedroom flat in either Michael, William or Elizabeth Houses, giving them purpose built, accessible accommodation, with the benefit of having on site care provision if required.

Our strategy is predicated on our ability to deliver an improved quality of life for disabled people, whilst ensuring the longer-term sustainability of the Trust. The financial model supports the strategic case for a change of care model.

Our local authorities have an increasing pressure on their budgets and a drive towards supporting people out of the Registered Care Home model, which has led to an increase in the number of people being supported in their own homes.

There is also a shift towards having more people living within closer proximity to each other and delivering the economies of scale, ease of delivery and subsequent reductions to local authority budgets that are required to make the care system sustainable.

A shift by Enham Trust would fit into the longer-term plans of Hampshire County Council (HCC) and neighbouring authorities. A change in model would also deliver a more independent way of living for the people that the Trust supports,

focussing more on our strengths in delivering excellent transition services, to support people to live more independently.

It would also mean that more people would benefit from investment that the Trust would be able to make in care delivery, in addition to the co-existing services of housing, employment and skills development and the positive cultural benefits from living as part of the Enham Alamein community.

HCC state in their 2018 'Adults Health and Care Strategy' their intent to make an intentional move away from residential (registered) care over the following five years.



(Excerpt from HCC five-year strategy 2018)

HCC also set out their vision for increasing the provision of extra care and supported living services for people with learning disabilities and physical disabilities – 'backed by up to £70m of investment'.

This investment in supported living services from HCC is in line with the patterns in national expenditure for disability care.

Nationally the care sector has been impacted by an overall drop in funding from 2010/11, with spending in 2017/18 being £700m lower than that of seven years ago (slight increase of 3% over 2016/17). This puts additional pressure on providers like Enham Trust to consistently review and improve care delivery models in line with available public funds and commissioning intentions.

The wider Trust

An important part of considering how we approach potential changes to our model of care, in addition to bearing in mind the impact on the people directly affected, are the benefits and disadvantages to the beneficiaries of the charity as a whole, across the entire range of our activities.



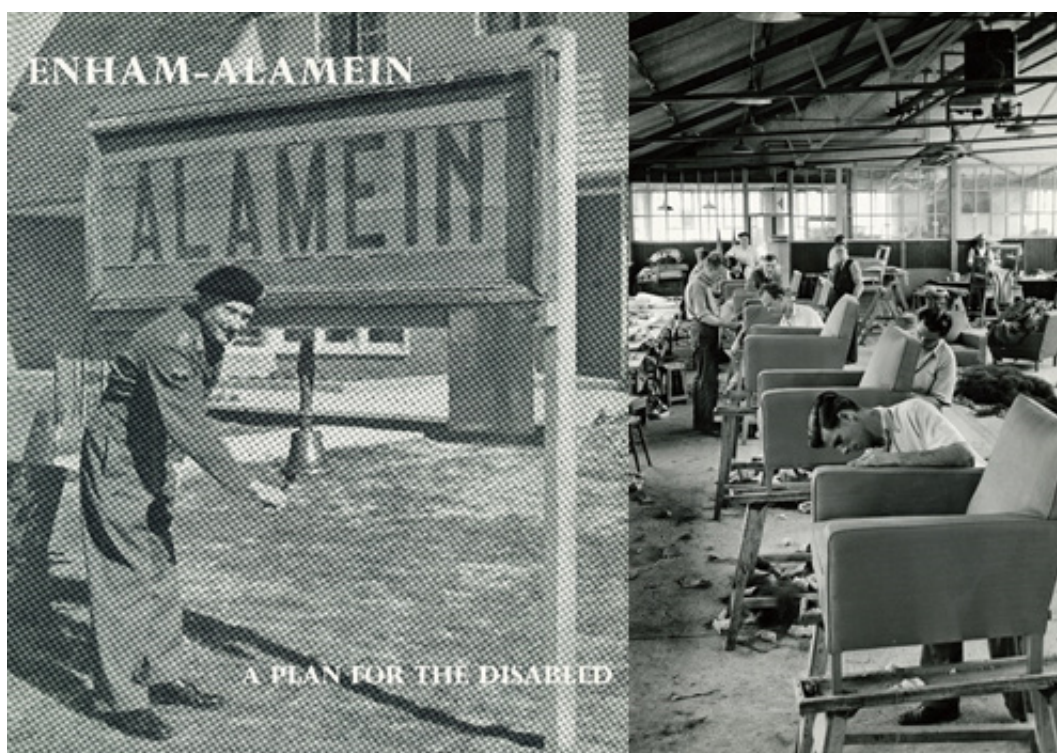
Enham Trust is a registered provider of social housing and as such has a responsibility to our tenants across Enham Alamein, which is made up of over 270 homes, some of whom have lived in the village for many years. Alongside our landlord's responsibilities to provide homes of the right standard, that meet the needs of those living in them, we also have a responsibility to the wider integrated community. To this end we work closely with the Parish Council, with our local Councillors and MPs to ensure Enham Alamein is a thriving community.

We provide support for more than 60 people through our care at home services across Enham Alamein Village and in Alton. This service is provided directly into people's homes, by our Care at Home teams and delivers care that supports them to live as independently as possible, mostly commissioned by the local authority.

Part of supporting disabled people to live more independently is helping them to employ their own care staff and we do this through our Information, Advice and Guidance services. From Swindon, all the way through Somerset and down

to Plymouth, we support almost six thousand people every year to use their personal budgets and direct payments to take control of their own care. We will be providing this service across Hampshire from November 2019. This shift in control is becoming more common across the country with more disabled people choosing to control their care delivery in this way, sometimes supported by their families.

One of the founding reasons for Enham Trust was to provide employment and skills services to returning war veterans, after the First World War. This strand of our charitable aims has never been as important as it is today. Through our supported employment places we employ over 40 disabled people across all areas of Enham Trust, giving us a rich and diverse workforce and first-hand experience of how to support disabled people to gain, and remain in employment.



We have recently extended this work into the local community, by being the first organisation of our kind to achieve Disability Confident Leader status and supporting local employers to understand how they can employ and retain disabled people as a valuable part of their own workforces.

Our Social Enterprises provide us with a unique platform for delivering training, skills development and employment for disabled people and has recently seen us start to develop relationships with local businesses and local schools to help younger disabled people start their own journey towards greater independence.



In addition, these areas of Enham Trust allow us to raise awareness of the charity and increase the footprint and profile of Enham Trust, giving us greater exposure to potential volunteers, donors and local people.

Enham Trust's fundraising efforts are an essential part of how we can go above and beyond that which is funded by statutory services and contract delivery. It is this area that allows us to provide the added value elements that people tell us they find to be essential to their lives. We intend to continue to increase our range of fundraising asks and work with an ever-increasing pool of donors to deliver exciting new projects.

Our corporate support services underpin all the important work we do at Enham Trust and it is essential that we invest in the people that are every bit as committed to what we do as those who provide front line services. To this end, we must attract the brightest talent and develop the dynamic and passionate individuals that work alongside our operational teams.

Your feedback

It is really important to us that we hear from you over the twelve weeks of this consultation. Your input and views will shape the future of not only the care services, but the Trust as a whole and the great future we are able to deliver for the people we work with and support.

Thank you for taking the time to read this document and in advance for sharing your views and thoughts on our proposal.

I am confident that this proposal gives us the best chance of delivering the experience all our beneficiaries deserve.

You can give us feedback in many forms but our primary feedback channel will be through our website – www.enhamtrust.org.uk/cmc



Heath Gunn
CEO
Enham Trust

Ways to give feedback

Online	www.enhamtrust.org.uk/cmc
Phone	01264 345800
Post	Enham Trust, Enham Alamein, Andover, SP11 6JS
Face to face	121 meetings for residents


Timescale

26 November 2019	Consultation begins <ul style="list-style-type: none"> • Staff, residents and families informed • Consultation document shared in this format and Easy Read • Dedicated web page live • Feedback opens
02 December 2019	121 resident meetings begin
17 February 2020 (23:59)	Final opportunity for feedback Consultation ends
18 February 2020 to mid March 2020	Trustees consider feedback and review the decision and outcome
Mid March 2020*	Decision announced

* Subject to successful completion of consultation period

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