



CHRYSALIS

SUPPORTED ASSOCIATION LTD

"A safe home, A fresh start, A bright future!"™



ANNUAL REPORT 2021

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Advisors and Bankers

Registered Office:	3 Brook Office Park Folly Brook Road Emersons Green Bristol BS16 7FL
Independent Auditors:	Fawcetts LLP Chartered Accountants Windover House St Ann Street Salisbury SP1 2DR
Principal Banker:	Triodos Bank Brunel House 11 The Promenade Bristol BS8 3NN

Report of the Board of Management

For The Year Ended 31 December 2021

LEGAL STRUCTURE

The Association is a charitable Registered Association under the Cooperative and Community Benefit Societies Act 2014. It is registered with the Financial Conduct Authority with a registration number of IP29818R. The Association is registered with the Homes and Communities Agency as a Registered Provider of social housing with a registration number of 4751.

BOARD MEMBERS

Members of the Board of Management of the Association who served during the year ended 31 December 2021 were as follows:

M Evans - Non-Executive Director and Chairman
C Mackell - Chief Executive Officer
M Gall - Executive Managing Director
E Fletcher - Executive Finance Director
M Bennett - Executive Director-Buildings and Technical Maintenance
G Borg - Non-Executive Director
J Klich - Non-Executive Director
Michael Meanley - Non-Executive Director

The Board of Management present the financial statements for the year ended 31 December 2021.

PRINCIPAL OBJECTIVES AND ACTIVITIES

The Association was set up to provide the following for the benefit of the communities in England and Wales:

- 1) The provision of Social Housing, houses, hostels and such other types of accommodation as may be appropriate for the provision of abstinence based and other kinds of non-limited supported accommodation with support services (including without limitation, counselling, treatment and advice for people in recovery or seeking help from addiction and for those experiencing domestic violence);
- 2) The advancement of education, training and skills to enable people in recovery from addiction to re-engage with the wider community and obtain employment and improve their conditions of life;
- 3) The furtherance of the charitable work of the Association by the advancement of such other charitable purposes as the directors shall from time to time decide.

From our CEO & Founder – Colin Mackell

2020 left us all wondering what the future would bring in terms of restrictions, government policy and both ours and the country's financial positions. However, I am delighted to start on a positive note, reporting that 2021 has been a positive year for Chrysalis both in terms of development, consolidation, and growth.

The previous year's challenges gave us the opportunity to review costs, working practices, governance, structure and policy, which in turn enabled Chrysalis to mature and become more deliberately focused and subsequently more resilient than in previous years.

As always, this would not have been possible without the commitment and passion of the Chrysalis team, who have tirelessly worked to ensure tenants and service users are safe, accessing the right services and appropriately cared for in homes that meet their needs.

Chrysalis has continued to work closely with local authority, support, and care partners to deliver homes based purely on the specific demand of individuals and which meets local and commissioned need. We look forward to continuing to grow these relationships further and support vulnerable adults to integrate into their homes and local communities.

Last year we paused publishing our long-term business plan due to the ongoing uncertainty of the pandemic. This year, the Board have again decided to issue an 'intermediate' business plan (which will run from April 2022 to December 2023) whilst we further review the Chrysalis strategy, values, and growth plan in line with demand and continue to review our group structure and aligned strategy for stability diversification and growth.

Staff received a moderate salary increase in line with CPI this year, whilst Directors all agreed to not take an increase mirroring 2020. This will be the same for next year also whilst the economy recovers from the pandemic and other wider issues.

I am pleased to share that our first ESG report will be issued at the end of March 2022, reviewing 2021's performance and position and I look forward to sharing this with all relevant stakeholders.

The 'Compass Project', a social enterprise scheme and originally part of Chrysalis, has come home! This service will provide essential work-based skills and targeted clinical and psycho-social support to vulnerable adults seeking recovery from addiction. I personally, am extremely excited to have this back with Chrysalis and am very much looking forward to getting personally involved with this project.

Lastly, I would just like to mention the Opoka Bristol Domestic and Sexual Violence Service that has now become a 'Charitable Incorporated Organisation (CIO)'. Opoka will still very much be a big part of Chrysalis and will remain a wholly owned subsidiary. We wish them and the new board every success and look forward to seeing them continue to grow and deliver valuable lifesaving services to women and children fleeing domestic violence from the Polish community and of course we will continue to support them as they do so.

Comments from our Chair – Malcolm Evans

Chrysalis like many other organisations in 2021 has been through another year of disruption with Government restrictions which has affected us all.

We have continued to increase the number of occupied units and extend the number properties in our portfolio.

We have maintained our excellent Health and Safety standards and customers services with our tenants through this challenging period.

At the same time, we have embarked on our strategy design looking at the restructure of the group objectives and key outcomes.

We have produced a good financial result managing to produce a surplus which will be reinvested into the future growth of Chrysalis.

In this year we have also embarked on the first part of our restructure which has seen the Opoka organisation, a subsidiary become its own CIC which had an immediate impact by attaining a substantial Lottery Fund for its own objectives.

I would like to thank our CEO, Executive Directors, Board Members and staff for exemplary service during this time and our valued stakeholder's support. We believe that 2022 will be another exciting year on our future growth of the group.



Managing Director – Maxine Gall

It is extremely rewarding to be part of a team that despite the challenges over the last two years, have continued to grow the business, improved our financial position and maintained our unrivalled intensive housing management standards.

As Managing Director, I have the privilege of overseeing and working with colleagues who genuinely care about the service we provide and the tenants and service users we serve and as a 'smaller' organisation, I also have the privilege of knowing many of our tenants and families. This is an opportunity that I don't take for granted and genuinely appreciate.

Chrysalis has been on a steady and strategic growth curve since I joined the organisation in May 2018, with quality over quantity always being in the forefront of our minds. It has always, and will continue to be imperative that we only deliver homes that are safe, 'fit for purpose' and meet a local need so we can ensure sustainability and viability.

We continue to be alert to challenges in the sector and consistently review our governance and viability to ensure that we are doing all we can to remain viable and ethical.

I am delighted to have published (and include in this report) our first 'Economic, Social & Governance (ESG)' report, following on from our registration as an 'early adopter' last year and I'm especially looking forward to seeing how we can reduce our carbon footprint over the next 3-5 years.



Director of Buildings & Maintenance – Mathew Bennett



Now that we have finally emerged from the full restrictions of the pandemic, the Maintenance Team has taken on board a great deal of knowledge and adapted new ways of working by tailoring our Processes, Policies and Procedures to accommodate the obstacles that COVID presented to us.

Our dedicated Maintenance Team continued to visit all our properties throughout the pandemic ensuring our tenants homes were fully maintained inside and out. Our tenants outside spaces became extremely important to them during this time as they spent more time enjoying the glorious weather.

We have made some changes to our team in the last 12 months with a newly appointed Maintenance Manager and Administrator. Both have settled extremely well into their new roles ensuring we meet our specific timescales guaranteeing our tenant's homes are compliant and safe. We have also appointed two further Maintenance Operatives who work collaboratively with our Housing Team providing an all-round first-class service.

Throughout the last year Chrysalis has been looking at ways of how to reduce its carbon footprint not only in our homes but our head office and our maintenance vehicles. We have replaced 90% of our vans to Euro-6 and will be changing the remaining vans within the next 12 months. We encourage recycling thus reducing our general waste and we continue to make improvements, however small, to protect our environment.

As an organisation we have established ourselves with an excellent reputation with several Local Authorities and work in close partnership with many developers to provide bespoke homes for challenging client groups. We continue to grow and expand our Drug & Alcohol services and we are currently in the process of resurrecting the Compass Project which is an exciting challenge for all involved.

We look forward to another busy year ahead of us.

Non-Executive Director – Michael Meanley

I am pleased to see that once again Chrysalis has worked hard to increase its portfolio and manage the "headwinds" of 2021 to deliver a satisfactory financial result.

I am always delighted to see the "one team" philosophy at the heart of Chrysalis and am sure the foundations are in place for a strong future.

Chrysalis Values & Mission

Our Vision:

Our Vision is an aspirational statement setting out what we hope to have achieved by the conclusion of this Business Plan period.

As an organisation we intend to grow and diversify our business and to become recognised as an ethical, customer focused provider of high quality specialist supported housing.

Mission:

Our Mission sets out what our organisation will do on a day to day basis, providing operational grounding to our aspirational Vision.

As an organisation we intend to “safeguard and promote the wellbeing of our residents and community across the UK providing high quality services and home that provide good value for money.

Values:

Our Values define how we will approach the delivery of our Mission and the pursuit of our Vision. Taken together, they form the guidelines for how we will interact with our stakeholders – be they residential, partner organisation or internal staff.

Passion

We are committed to going the extra mile to meet each resident's needs and will ensure that everyone we deal with feels valued by the organisation. Understanding and respecting the diverse needs of our residents is a key ethical driver for us.



Quality

As a provider of housing, the quality of our homes and related services is central to our business. We will ensure that our homes and services are as of high a quality as possible without impacting on affordability and will seek to continuously improve our service provision.



Integrity

In carrying out the day to day running of our organisation, we will always be mindful of the best interests of our stakeholder and will ensure that we consistently act in these best interests. Our interactions with stakeholders will always be honest and open at all times.



Pragmatism

We are committed to meeting the needs of all our stakeholders and will seek to do this as far as possible. In meeting these needs, we will take a realistic approach guided by evidence-based conclusions.



Maintenance Report 2021

Lauren Young, Maintenance Manager

I have worked for Chrysalis for over two years and I thoroughly enjoy my role and the vital part I play in what the Maintenance Team delivers on a daily basis. During this time, I have been a key member of the team when re-evaluating and improving our systems as to how we log repairs, report statistics and communicate these changes to our Partners.

As a team we face many challenges, one of those was the continuation of the Covid lockdown which was still in force as we began 2021. Because of the significant improvements we had made in our reporting systems, we were able to navigate and manage these challenges completing our repairs and works in a time efficient and effective manner.

I am extremely proud to be part of such a dedicated and hard working team who are providing and maintaining high quality specialised homes that are not only welcoming but provide security and peace of mind for all our tenants and their families.

Health and Safety

The overall overarching focus is to ensure our tenant's homes and our staff are safe. There are strict policies and procedures that we adhere to ensure these guideline are met.

1. Certification and Compliance

All of Chrysalis' properties follow the government guidelines relating to health and safety certificates, risk assessments, and reports. Our Maintenance Operatives are all trained in legionella management and carry out legionella management plans on their cyclical visits. They also are trained in PAT (Portable Appliance Test) certification for all our appliances and communal electrical items. Each of our properties also have an asbestos risk register created following the asbestos reports at development stage. Chrysalis is delighted to report we are 100% compliant in all our certification, which includes:

- Gas safety
- Electrical safety
- Fire alarm service
- Emergency lighting service
- Asbestos risk assessment and management plan
- EPC (Energy Performance Certificate)
- PAT certification
- Operational FRA (Fire Risk Assessments)

2. Reporting health and safety

We have improved our process of health and safety reporting for our properties by implementing a simple and easy to read report that our maintenance operatives carry out every month during their health and safety checks. If any item were to fail, an immediate action plan from the maintenance operative is raised. These issues can be fixed immediately or a plan put in place to resolve the issue by either returning at a later date or arranging for an external contractor to attend.

Categories within the health and safety report include:

- Fire safety
- Security
- Legionella management
- Plumbing and heating
- Electrics and white goods

3. C2 Safety

In 2021 Chrysalis employed an external health and safety company, C2 Safety, to assist us with our health and safety compliance. Throughout the year we have revised our health and safety policy for the entire company. This involved discussing and introducing new practices around reporting accidents and near misses which in turn helped us work towards achieving a CHAS accreditation for Chrysalis.

4. Covid

During 2021 Chrysalis continued to closely monitor Governments guidelines surrounding Covid policies. We continued with most of the Covid measures followed from 2020 but from 2021 we also ensured the following guidelines were followed:

- Any staff members entering our properties to be a minimum of double vaccinated and have access to their COVID pass to prove this
- Lateral flow testing 3 times a week for all staff, including in the office
- Continued use of PPE (Personal Protective Equipment) within our properties, such as face masks and gloves
- Continued use of sanitation products such as hand sanitiser and cleaning of any surfaces where repairs were carried out
- Care providers contacted every Friday if a maintenance operative were to attend for cyclical maintenance and repair works for the following week

As the restrictions started to ease towards the end of 2021, Chrysalis still adhered to all these practices for the continuation of safety for our tenants.



Repairs

Every repair that is reported to Chrysalis is given a timeframe for these works to be completed by either our Maintenance Operative or a trusted contractor; Non-Urgent, Urgent, Emergency and Planned.



I have been working for Chrysalis for over three years and have found it a great place to work. Every day is different and it's great that we are helping people from so many backgrounds.

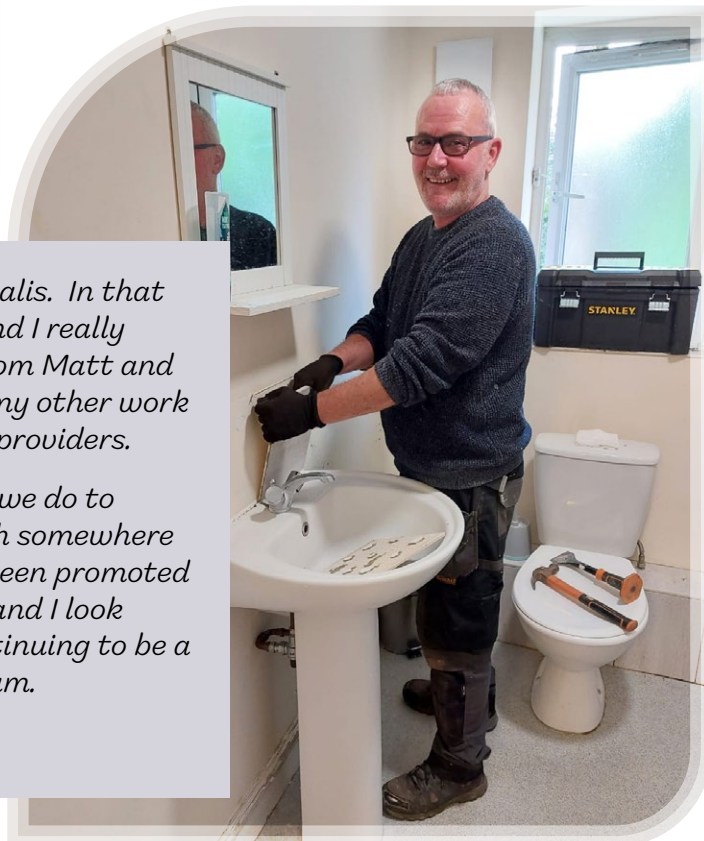
Scott Bennett

- Non-Urgent repairs are smaller repairs that can be managed by the houses whilst Chrysalis arrange for one of the MOs to visit. The completion timeframe for these repairs is 28 days of the repair being reported.
- Urgent repairs have a response time of 3-7 working days, but Chrysalis strive to complete these works sooner if needed.
- Emergency response time from Chrysalis is either the same day or the next working day to complete these works.
- Planned repairs are works that require either an external contractor or a longer period of time than the average maintenance operative visit. These are carried out within 20 weeks.
- Throughout 2021 we had a total of 1,411 reactive repairs (excluding planned maintenance) reported to Chrysalis.

I am now in my third year working for Chrysalis. In that time I feel I have done well in my role and I really enjoy what I do. I have had lots of support from Matt and Lauren and I have a good relationship with my other work colleagues as well as the residents and care providers.

I find this job very fulfilling because of what we do to support our residents and provide them with somewhere safe and supportive to live. I have recently been promoted to Buildings and Maintenance Coordinator and I look forward to expanding my skill set while continuing to be a vital and useful member of the Chrysalis team.

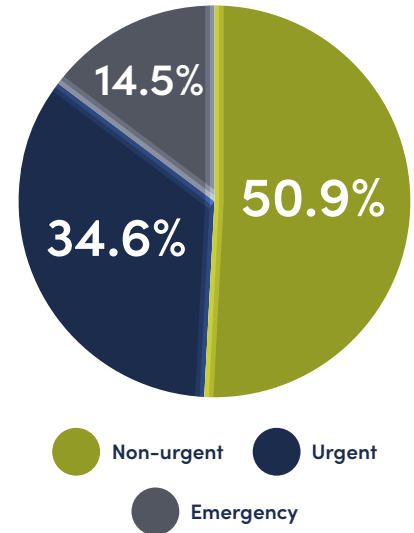
Jason Whyte



Repair timeframes

The graph opposite shows that out of the 1,411 repairs we had reported to Chrysalis that our biggest category was non-urgent repairs at 50.9%.

Repair Timeframe



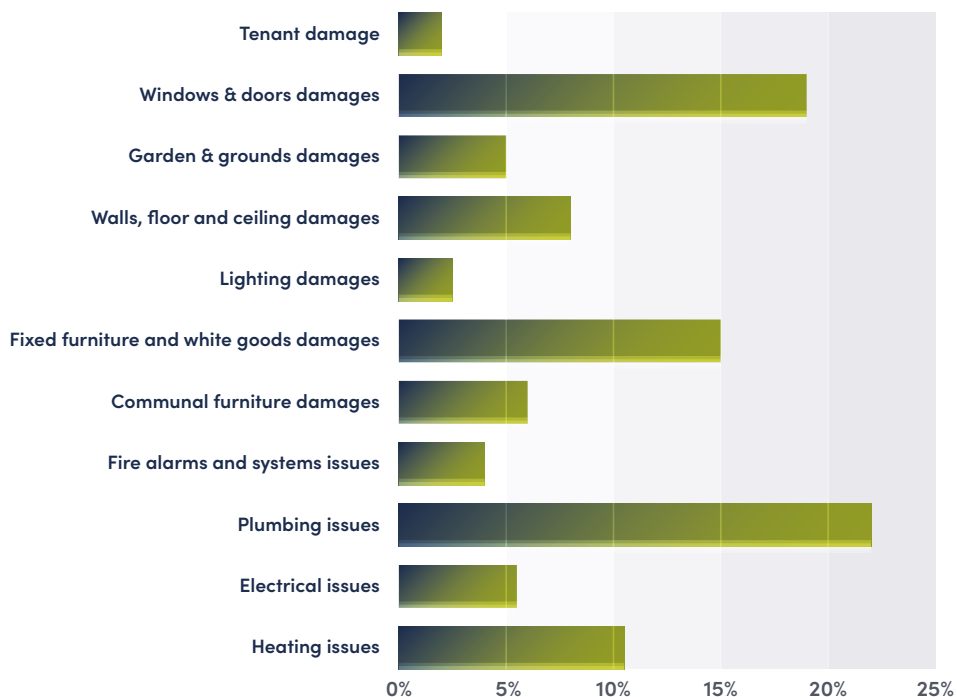
Response times

In line with Chrysalis' response times policy, we are delighted to report that all our repairs were responded to, and actions were in place within our published timescales.

Types of repairs reported

From all repairs reported we can categorise these into 11 distinct categories. As shown below, the largest category of repairs reported in 2021 are plumbing issues (22.0%) along with window and door damages (19.1%)

Types of repairs



Property Specification

Chrysalis prides itself on having an exceptionally high property specification. Not just cosmetically and aesthetically, but works that are carried out, meet strict health and safety guidelines in order that major maintenance issues can be eliminated or reduced.

Chrysalis has full responsibility of insuring and maintaining all properties. This enables us to deliver a first class maintenance service. We also ensure that during the development stages of new schemes, we ask for the following to be completed to minimise future requirements/issues:

- Roof survey and any additional works required
- Drain survey and any additional works required
- Asbestos survey and any additional works required
- Pre-occupational Fire Risk Assessment
- EPC and any works to achieve a C or above



Going Green

We have started to review our working practices and consider how we can reduce our carbon footprint. We aim to have a policy in place by the end of 2022 with results being reported in the ESG Report.

Energy Efficiency

Within our houses there are many green practices that, with the support of care providers and our Housing Officers, our tenants are encouraged to:

- Recycle as much as possible
- Make sure unnecessary lights are switched off
- Heating is only on when needed
- Ensure they are conscious about their water usage
- Turn off and unplug electrical equipment when not in use

We also do what we can in the office as well to ensure we are reducing our carbon footprint:

- Our lights in the office are on a motion sensor so only turn on when there is motion in the room and have a 20-minute timer. After 20 minutes, the lights switch off
- We are cutting down on plastic waste, such as purchasing less plastic water bottles or fruit in plastic tubs
- We send any required documentation in e-form as opposed to paper copies
- Chrysalis are part of the Cycle to Work scheme

EPC

As mentioned previously, our property specification is to have all new homes to be a minimum of a C or above. We have also expanded this across all our properties and are currently collating the information we need to achieve this. We have also spoken to, and are working with, some of the funds to achieve this goal.

Vehicles

All our vans are currently Euro-6 which is the highest standard a van can be to reduce its levels of harmful emissions. Furthermore, our employees who are required travel to our properties, are encouraged to plan their route carefully to reduce emissions.

It is intended that all future vehicles purchased will be eco-friendly electric or hybrid thus reducing our carbon footprint even further enabling us move away from diesel vehicles completely.



Housing Report 2021

Overview of Services – Tash Edwards, Supported Housing Liaison Manager

The housing department at Chrysalis is ever changing, developing but continues to grow with a team of 10 experienced and dedicated staff. We have worked hard to structure the team with strong administrative support at Head Office along with an equally strong and experienced team on the road visiting our tenants. The housing team has that special balance of the right people in the right place which works extremely well.



As the Specialised Supported Housing Liaison Manager, based at Head Office in Bristol, I manage the day to day running of the Housing Department and liaise with our care providers daily to ensure we work collaboratively to deliver a positive experience to our tenants, making sure they feel happy and safe in their homes.

Our 'Specialised Supported Housing Officers (SSHO's)' provide 'Intensive Housing Management (IHM)' to a total of 71 properties and 222 tenants that span from as far South as Weymouth and as far North as Whitby. We currently have three full time SSHO's, three part time SSHO's and a part time Therapist & Senior Support Practitioner who oversees our Drug & Alcohol service.

Our SSHO's are with the tenant from the very start and every step of the way with their journey with Chrysalis. The SSHO's carry out the tenancy sign ups when this is most likely the first time they will meet each other. Following introductions, they will complete the tenancy sign up explaining all the documentation. We have a bespoke easy to read pack to help our tenants (and their families) understand the process. Our SSHO's will let the tenants know what is expected of them and that they are there to offer support whilst living in their homes.

The Housing Officers visit their properties either weekly or biweekly. They have their own portfolio of properties in the specific area dedicated to them. This enables them to build strong working relationships with both tenant and care providers. During their visits they will complete an Intensive Housing Management Report for each individual tenant at that property. The SSHO's also carry out weekly scheme inspection reports checking for any damage and reporting any maintenance issues.

This Report concentrates on the tenant making sure they are happy, safe and secure in their home and further records whether the tenants are keeping their homes clean and tidy and engaging with the support offered by the care providers. This report will further details what activities they have been doing and an opportunity for the tenants to share stories with them. This builds invaluable trust for all concerned.

If the tenant is not engaging with the care staff and housing officer and their home is untidy and not kept in good order, they work collaboratively with the care providers to implement measurable goals, such as property improvement plans. The tenant is expected to work with the care providers and take ownership of their rooms and communal areas to encourage them to keep things clean and tidy. After

all supported living is designed to help our tenants gain confidence in domestic and life skills providing them the ability to live as independently as they possibly can.

Many of our tenants look forward to the housing officer visits and can sometimes be found waiting at the gate to welcome them with a cup of tea.

For all of us in the housing team our jobs are extremely rewarding and fulfilling. We face regular challenges that test us, however we use such challenges to learn from and use them to add to our valuable experiences.

My role as Specialised Supported Housing Liaison Manager is incredibly rewarding and I draw on new experiences every day. I thoroughly enjoy building strong working relationships with our care partners and seeing the positive effects that we have on our tenants.

At Chrysalis we believe that everyone deserves a chance to live the life they truly want and aspire towards and that they should have access to a good, safe, well-resourced home that is of a certain quality and design, enabling them to live a life that is as independent as possible.

We have an incredible team at Chrysalis and I look forward to my continuing journey with them in the future.



Team Testimonials

“What I like about working for Chrysalis is that I am trusted to carry out my role and duties. I enjoy the work and working with the tenants and properties which I oversee.

My team is very supportive, and even though I am based up North I still feel part of a team and can speak to anyone when I need too.

I feel Chrysalis has come such a long way over the past 12 – 18 Months. I had to adapt new way of working due to COVID and I did struggle with the lack of personal contact. However, as time went on, I did get used to new ways of working. Chrysalis was very supportive in these difficult times.

I really enjoy working for Chrysalis and see myself in this role for many years to come. I feel part of the journey which Chrysalis is undertaking.”

Ishy - North

I can't believe I have been working for Chrysalis for nearly a year. I like to think I have made a difference and I really enjoy the day to day interaction with care providers and tenants. I really enjoy being part of the Maintenance Team.

Mark - London



“I started working for Chrysalis in January 2022, from the start I have been welcomed into the team and supported. I love the role of Specialised Supported Housing Officer, from the tenants to the trust and independence I get, the challenges that get pushed my way and being part of a great team. I can genuinely say, to date this is the best job I have had and I get job satisfaction every day that I work.”

Jeorga – Wirral

"I have worked for Chrysalis for a year working as a SSHO covering the London based properties. The values and approach of Chrysalis are something that drew me to wanting to work for them.

Our approach is always person centred and we have a genuine desire to help those that are most disadvantaged regardless of race, disability, sex etc. I've always lived by these values and tried to implement into my day-to-day life.

We are not only housing officers but we are always there for that chat and a shoulder and I've found this is a big part of our tenants healing and recovery.

I work with a great team; we are not a number, we are treated as individuals and respected and that is what drives me to always do my best."

Sheenagh – London

I have only been employed with Chrysalis for a short time, but so far, I am really enjoying my time with Chrysalis as the people are very helpful and pleasant and they are a nice firm to work for.

Kevin – Oxford



"There are many different areas of my role that I enjoy.. I like the variety that my position gives me. I am part office based, which gives me the opportunity to work alongside the Bristol office-based team as well as working with the housing officers that work remotely. I feel that we have an exceptional team, that works well together, who are all comfortable to support each other and take support when needed. My role is also out in the field which gives me the opportunity to work directly with care providers and my tenants and build the satisfying relationships that I have with them. I also have the additional variety of carrying out property audits, where I am able to visit the full range of our properties, tenants and care providers on a monthly basis."

Nick – South West (National)

Tenant Testimonials

"I used to live with other people which I did not like as the things that they used to do affected my peace and quiet, I used to shout and misbehave because I did not like the noise as I like peace and quiet. Since moving to my new home I have my own bedroom, kitchen, and bathroom. My home is nice, and it is my home and I like it very much. I have a small garden that I enjoy I plant flowers and have barbeques with my support staff, my housing officer visits weekly who chats with me and helps me with any problems, I do not want to leave my home as this is my home where my family and friends can visit, and I have peace and quiet".

AT

"I lived here roughly around 7 months and feel less stressful the staff and Jeorga have made me feel welcome and helped me out a lot and I feel a lot more safe"

KB

"I love living in my flat and the location is great for me to go to mum's, friends and the shops and the staff are very nice and friendly and helpful. The housing officer whose name is Jeorga is a lovely lady and helpful and very nice person"

KAM

"I like living here and do not want to move to another place. The carers are helpful. Ishy visits weekly and sees how I am doing and ask if I have any concerns and Ishy likes to talk to me. Excellent!"

DC



"I feel really happy in my house. The staff are very supportive, and I always feel praised when I achieve something, no matter how small it is. I have art therapy and go to football and feel because I have a solid home base I can achieve so much more and be a better person.

Because Sheenagh (SSHO) visits every week I feel happy with these visits because I know I have to keep my room tidy and when I have a bad day Sheenagh is helpful and helps me herself if I need it. Thank you Chrysalis".

AB

"I like my home, very happy in my room and staff are very supportive. I enjoy my visits from Sheenagh and she always makes me laugh!"

AG

Parents' Testimonials



"I would like to affirm that we are truly grateful to Chrysalis for the help, support, encouragement, and friendship that our son has been given. He is a totally different person since living there, and it has made a huge difference to the way he conducts his daily living.

He is much happier, more focused, more responsible and a much better person who is able to live a much better and satisfying life. Thank you Chrysalis".

"My daughter moved into a Chrysalis Supported home almost two years ago now. She is extremely happy there! As a parent I have nothing but praise for Chrysalis, who visit, check, repair and maintain the property to a very high standard. The COVID Pandemic has undoubtedly affected every businesses capacity to respond and perform at their usual capacity - however, Chrysalis have done a great job throughout, and have always been contactable and happy to help with any issues.

I would have no hesitation in recommending Chrysalis to other parents or anyone that might be considering using their services. Thank you all very much!"



Drug and Alcohol Supported Accommodation Services

Chrysalis's abstinence specialised housing service continues to provide high quality, safe accommodation along with medium to low structured support for people recovering from substance misuse and/or dependency.

We at Chrysalis believe that living in a shared safe, supportive and communal environment helps individuals work towards developing healthy relationships, structure and self-discipline. By residing in a change-focused setting, our clients can work at a realistic pace towards positive self-directed goals and aspirations.

Shared Accommodation:

All our clients who come through Chrysalis, start their residency in our four-bedroom, beautifully furnished house in Soundwell, Bristol. Each client has their own double bedroom; a shared bathroom, kitchen, utility room and garden. The property is of a very high standard and the expectation is that all residents commit to maintaining the quality and general upkeep of the house as a condition of their stay.

The Support Services

Trauma-Informed 1:1 Therapy

From a humanistic, person-centred and trauma informed approach, a weekly 1:1 session is a mandatory and integral aspect of Chrysalis life and personal recovery. These sessions offer the space for clients to explore their internal world, challenge their life-scripts and work through painful emotions.

Residential Feedback Groups

All residents are expected to attend the weekly group meeting at the house. Group engagement can provide much-needed space for evaluating and confronting difficult dynamics amongst their relationships with one another.

Psycho-Educational Workshops

On a fortnightly basis, the residents participate in a structured group activity, debate, or theme to deepen their understanding of themselves and others. This is a therapist led session.

Chrysalis Community Lead Gatherings

This is a fantastic opportunity for all the residents to come together on an informal basis which is purely client led. They might decide to have a BBQ in the garden or to spend time participating in a hobby that someone else in the programme is enjoying.



Mentoring

Aside from 1:1 therapy, as the Support Practitioner, I offer practical support such as signposting to other services, propose reading material, discussion and support when seeking employment, education, and/or voluntary work.

We have had many success stories in the past year which highlights the structure Chrysalis has instilled at Soundwell Road and proves that with commitment, our clients can go on to lead independent lives.

SC – a resident who was with us for a year left in September 2021 continues to maintain a strong and healthy recovery.

PM – a current resident has taken a great interest and passion looking after the garden and is growing plenty of vegetables for us all to share – it looks fantastic and we can't wait to taste the end results.

This resident has also built a meaningful relationship with his young child and is becoming the father that he always aspired to be. He is making positive inroads in finding employment and working towards independence to step away from the Chrysalis journey.

Two clients moved on earlier this year and both continue to hold a strong recovery. JS has set up his own business which is such a fantastic achievement and requires enormous dedication and commitment. AS has found employment and is working in the mental health sector.

There is always so much to celebrate in this work.

Emma Powell

Therapeutic Support Worker (Abstinence Specialised)

Chrysalis Supported Association Ltd are delighted to announce that we have achieved We invest in people standard accreditation!

Accreditation means that every single person in our organisation is involved in supporting each other and is doing their best to make Chrysalis a better place to work.

Our We invest In People assessment was a great opportunity for us to hear from our staff and we've learnt a lot from what they told us, as well as being delighted to hear that they believe that we 'lead the business with care and compassion', that they 'love to work for Chrysalis' and that 'we care about our tenants'.

We are very proud to share this with you as this forms part of our growth and development strategy.

**INVESTORS
IN PEOPLE**®

Equality & Diversity

Ethnicity	Tenants
Asian / Sri Lankan	1
Asian / Indian	3
Asian / Iraq	1
Asian / British	1
Asian / Pakistani	1
Bangladeshi	1
Berber North African	1
Black African	5
Black Caribbean	4
Black Caribbean / White / Black African	1
Dual Heritage	1
Eastern European	1
Indian	6
Mixed Black Caribbean	1
Pakistani	3
Sri Lankan	1
White / Black African	2
White / Black Caribbean	4
White British	182
White Irish	4
White Italian	1
White South African	1
Not Disclosed	24

Sexual Orientation	Tenants
Asexual	1
Bisexual	3
Doesn't Know	38
Gay / Lesbian	4
Heterosexual / Straight	127
Not disclosed	76
Other	1

Religion	Tenants
Atheist	6
Buddhist	3
C of E	3
Catholic	2
Christian	71
Hindu	4
Jewish	2
Multi	1
Muslim	12
Rastafarian	1
Roman Catholic	1
Satanism	1
Sikh	5
Spiritual	1
Not Disclosed	83
None	50
Other	4

Age	Tenants
19-24	30
25-30	53
31-40	44
41-50	49
51-60	48
61-70	18
71-81	8

Disability	Tenants
Learning Disability	55
Mental Health	28
Eating Disorder	5
Drug & Alcohol	40
Physical Disability	37
Epilepsy / Seizure Disorder	19
Downs Syndrome	10
Learning Disability / Autism	21
Mental Health / Learning Disability	35



Tenant Satisfaction

The below independent survey was conducted between January and February 2022 in partnership with 'The Good Economy (TGE)'.

In total, 190/195 survey responses were received.

The objective of the survey was to gather insight from residents living in housing managed by Chrysalis to understand the impacts their accommodation is having on their lives.

TGE's Resident Outcomes Survey for SSH residents focuses on the following five outcome areas:

1. Physical health
2. Social connections to others
3. Quality of support network
4. Confidence levels
5. Feelings of independence



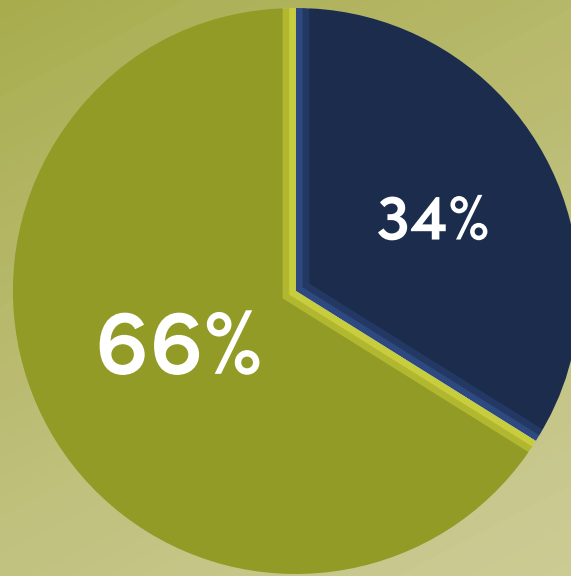


Points 2 to 5 aim to provide insight into the mental health of residents.

- Mental health is less observable, and often more multi-dimensional than physical health, and this range of outcome areas aims to account for this added complexity.
- Also, some surveys will not be completed by residents themselves (due to their limited capacity), but rather by support workers or family members on their behalf. Using these more observable measures as proxies, allows the survey to provide a picture of a resident's mental health even when they are not completing surveys themselves.
- Though there is not a standardised approach to assessing the wellbeing outcomes of residents living in SSH, these five outcome areas aim to align with government guidance on SSH and research into the broader impact of housing on mental health.

*Due to this being funded by the investors we works with, an additional 20 tenants were not included in the sample, based on their property investor.

Gender

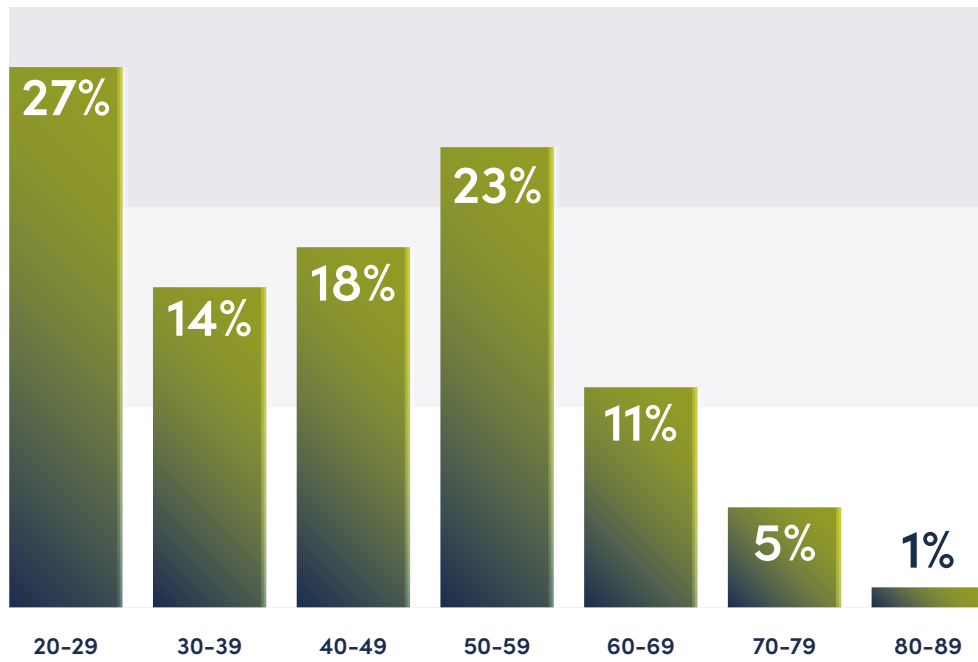


Male

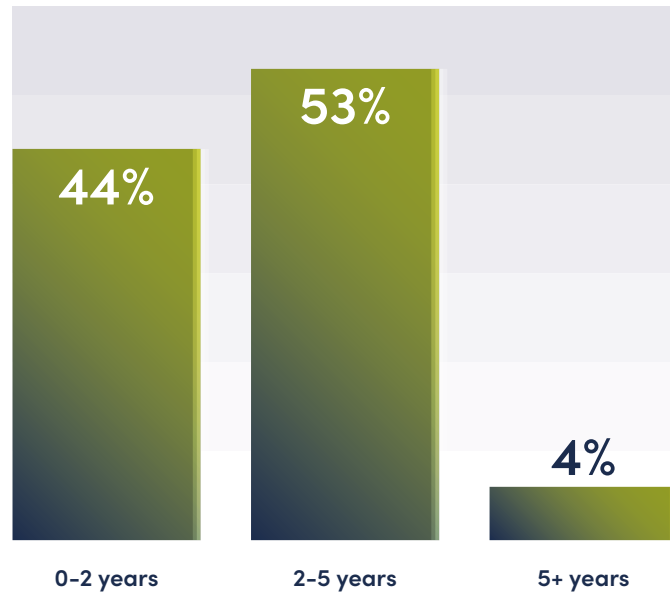


Female

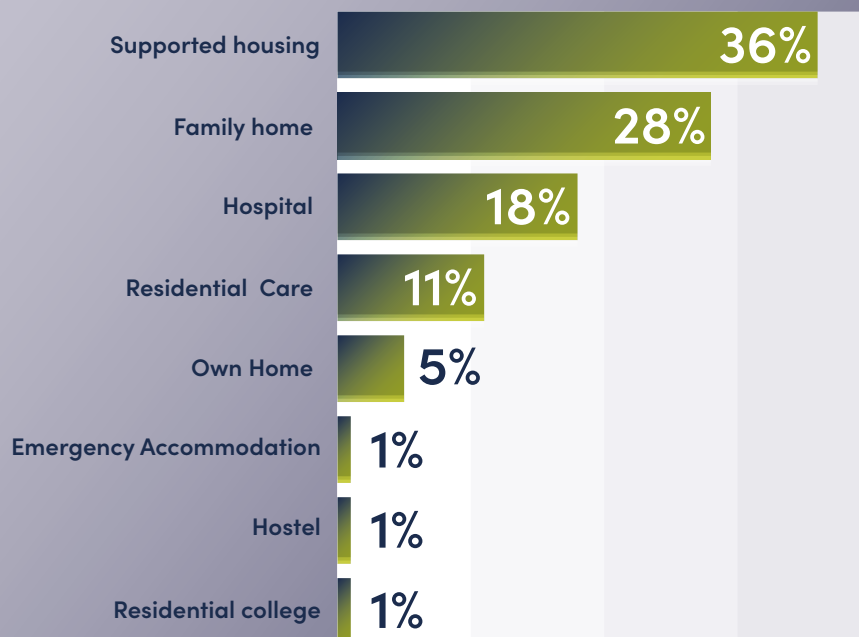
Age Breakdown



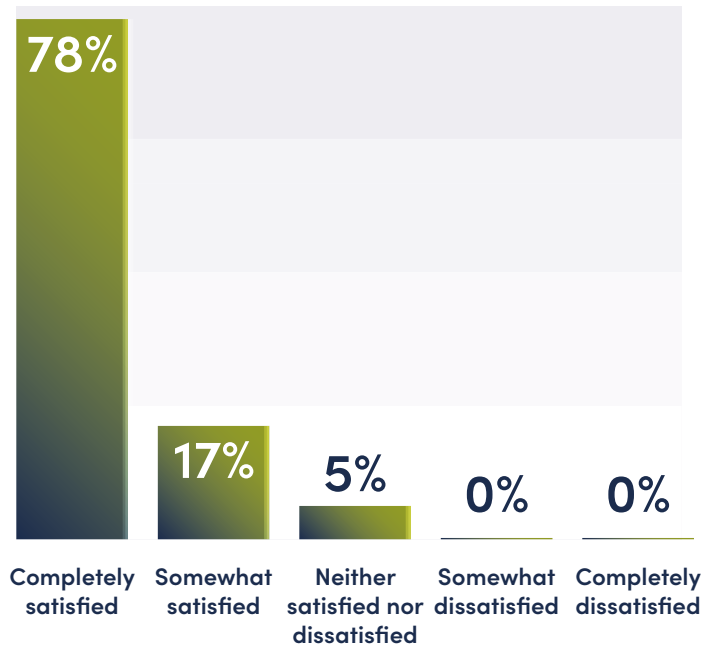
How long have you lived in your current home?



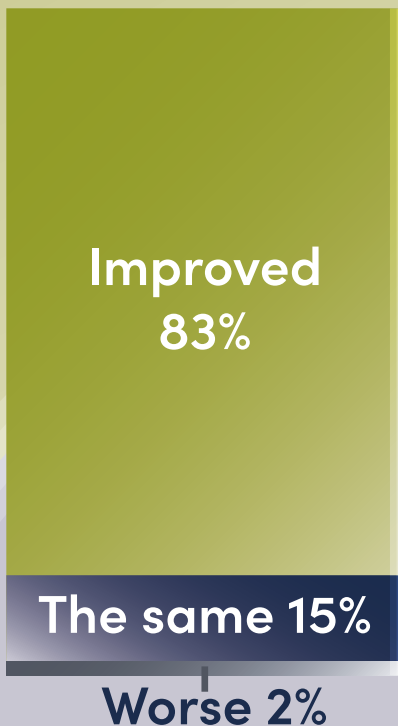
Previous form of accommodation



How satisfied are you with the quality of your home?



Comparison of satisfaction with quality of previous home



What residents had to say:

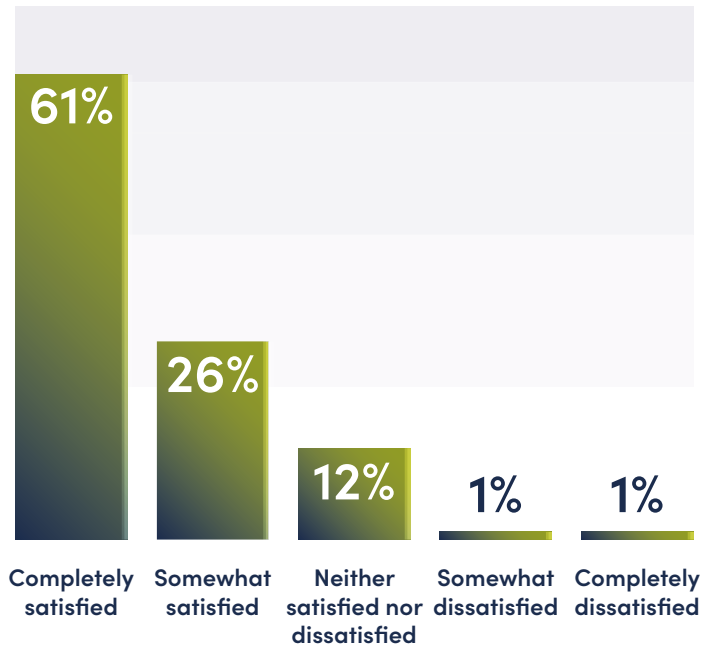
"I like the accommodation and feel that it is very good."

"This is the best place I've been. I'm very happy here and settled."

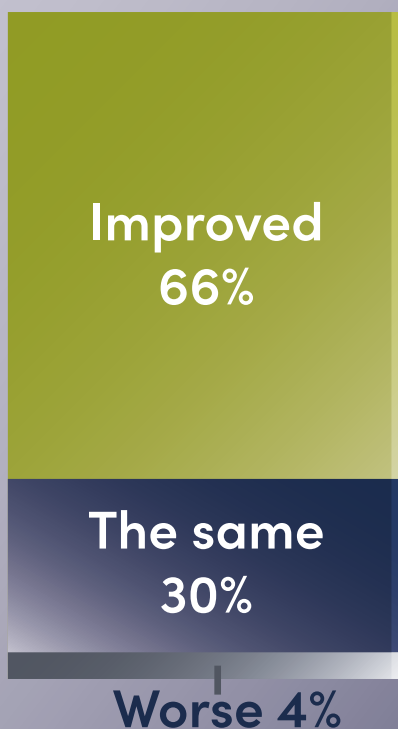
"Tenant is very happy in their home, which has resulted in tenant becoming settled and more engaged with services."

"I really like it, I have my own space and my living room. I really like my living room and I can go out when I want."

In your current home, how satisfied do you feel with your level of physical health?



Comparison of satisfaction with level of physical health in previous home

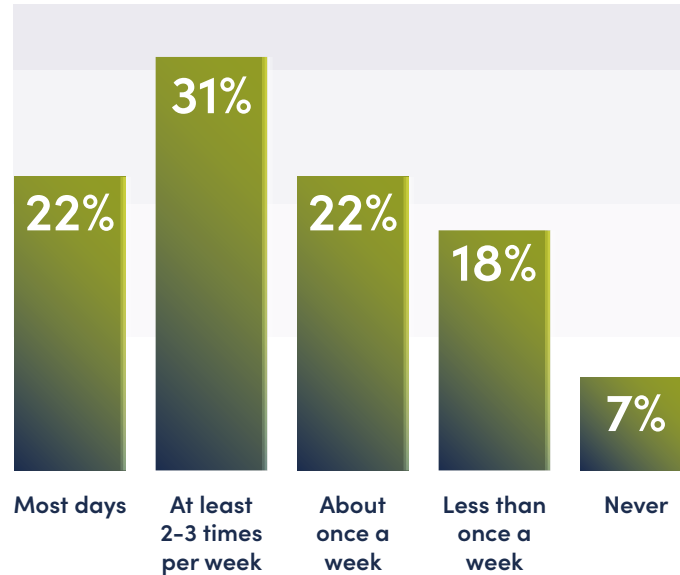


What residents had to say:

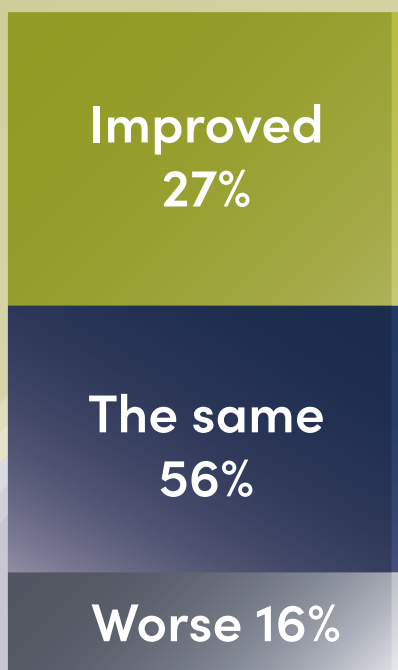
"He has flourished since moving in. He is more independent and proactive, and much less abusive to himself."

"Physical health has deteriorated due to ill health. This is not related to the accommodation."

In your current home, how often are you in contact with your family or friends?



Comparison of how often resident saw family or friends in previous home



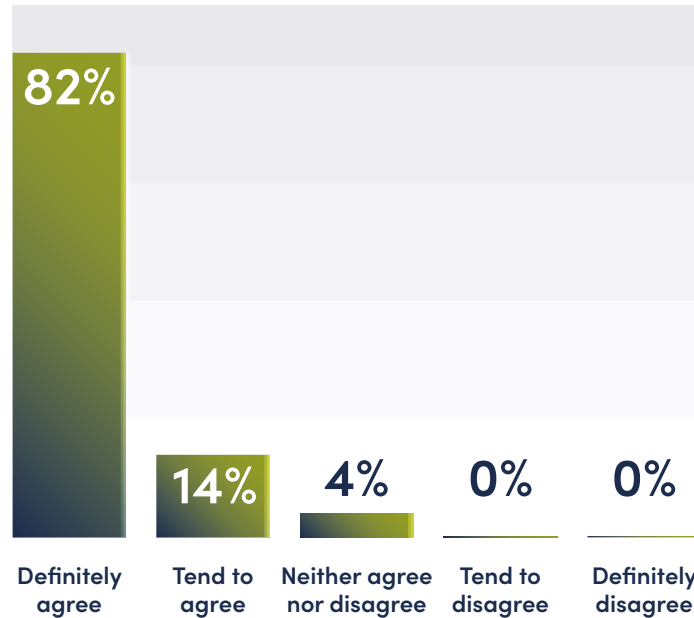
What residents had to say:

"I was unable to go out when I was in hospital and my family were unable to visit. I am able to go out when I want now that I am living here."

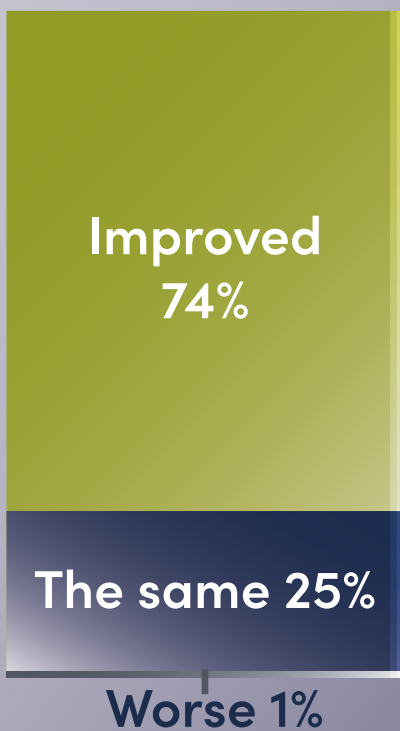
"Very happy, loves the house and has a very good relationship with other tenants."

"He needs some support from the staff due to his mental health and mobility. He cannot live at home due to his relationship with his sister. He has just moved in and very happy in his new home."

In your current home, when you need help, are there people there to support you?



Comparison with support network in previous home



What residents had to say:

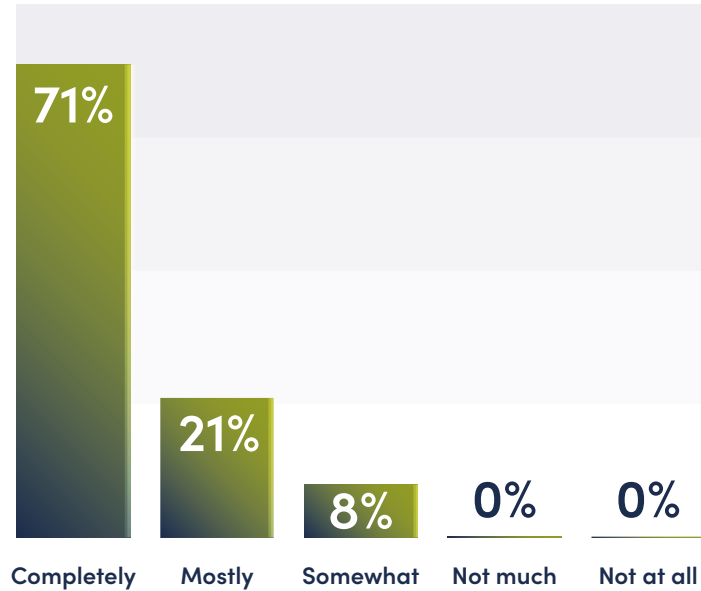
“Really like my own room and still having the support from care providers.”

“Really nice, I have my own flat and support from the care provider. Really good and I don’t have to share with others.”

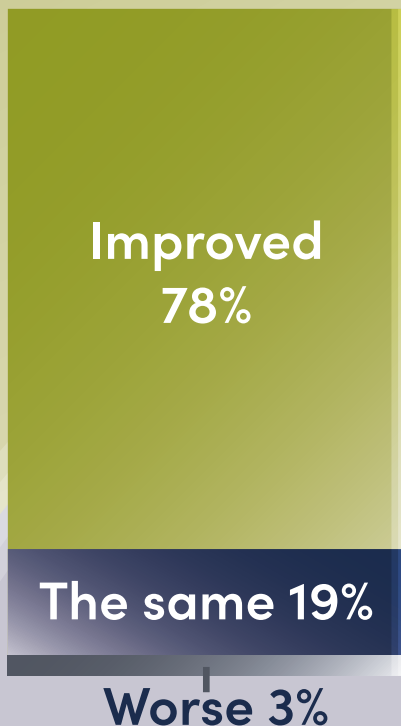
“He is independent with outings, food and drink, but due to his learning difficulties, he requires staff to monitor, encourage and prompt him with his life skills.”

“This tenant receives a minimum of 2-to-1 support at all times. They have very limited capacity.”

In your current home, how confident do you feel?



Comparison of level of confidence in previous home



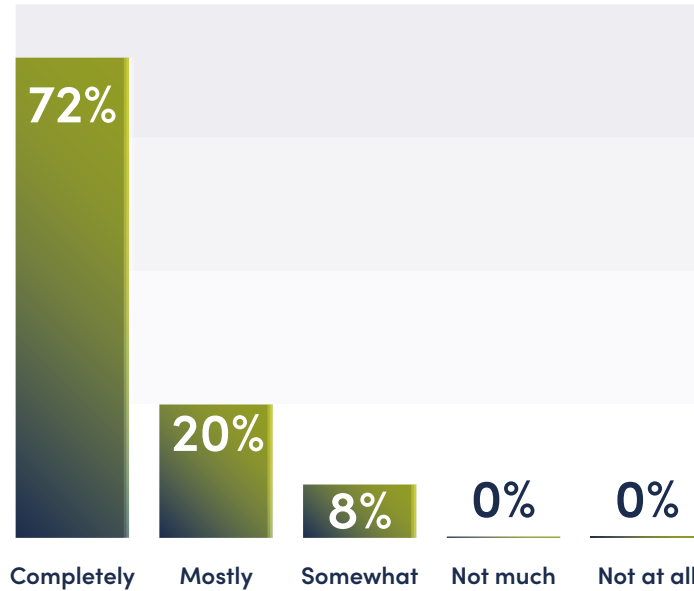
What residents had to say:

"I feel very happy and safe living in my home. I like the support here and it gives me confidence going forward."

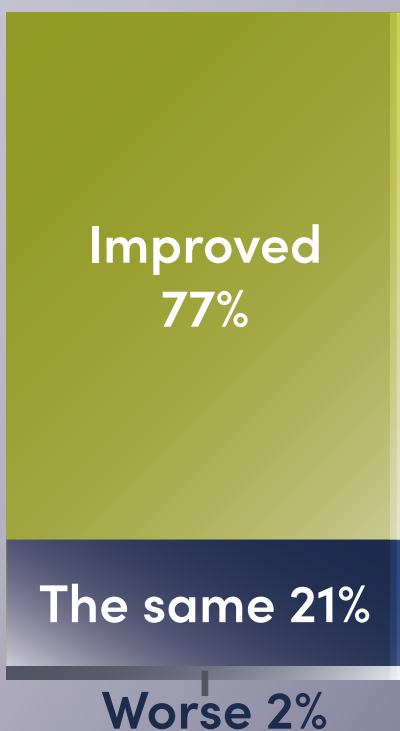
"EI has settled in really well and engages well with the staff. She is more confident than when she moved in and she seems to enjoy her independence away from home."

"Tenant lived in shared accommodation prior to living in current property where she had shared support. Living in own home has allowed tenant to be more confident and independent."

In your current home, how independent do you feel?



Comparison with level of independence in previous home



What residents had to say:

“He has just moved in and is transitioning from a hospital setting to supported living. He is independent with most of his day to day tasks and some life skills. Staff support him if and when required.”

“He manages his own day-to-day tasks and some life skills. Due to his learning difficulties he does require some encouragement and prompting from the staff for some tasks and life skills. He accesses the community independently.”

“I like my own independence and company, I feel I get this living here.”

“She is independent with some tasks and needs support with some life skills. She goes out independently but requires monitoring due to her age, mobility, learning difficulties.”

Case Studies

Hello, my name is Chris and first I would like to say thank you for our forever homes. I am very grateful.

Before coming here I was sectioned under the Mental Health Act. I was sectioned because I had some bad experiences in my past which resulted in me drinking and taking drugs and abusing my body. I didn't have the best childhood.

When I was told I would be moving to this house I was very apprehensive and nervous. I had been in hospital for a long time and I wasn't sure what kind of facility it was and who I would be living with. On the day I signed my license agreement all my concerns were a thing of the past because I met my Chrysalis Housing Officer, Sheenagh. Sheenagh really put me at such ease and after an hour I felt like I had known her for ages.

As time has gone on, Sheenagh has given me constant praise about my artwork when she comes to visit me. She was always telling me I should go and study Design because I was so good. Even when I thought my designs weren't good, Sheenagh kept telling me how good I was. I made the decision that I should go and learn more about Design & Fashion. I registered at Westminster Adult Education Services studying for Level 2 Diploma in Art & Design (Fashion). I am now studying for Level 3 and really enjoying it.

I also design and print my own clothing and thoroughly enjoying it. I would have not gone to college if it wasn't for people like Sheenagh telling me how good my work is and how I can get my life back on track and succeed.

It's not only me, but I've seen Sheenagh with the other house mates and how she helps them with everything. She helps sort out their benefits and always has a big smile on her face. When people have had bad experiences and need a fresh start in life, it's people like Sheenagh that we need around us. Her smile is genuine but when she is serious it's because I'm not doing my best. I really want to succeed for myself more now than I did a year ago.

Thank you Chrysalis for our forever homes and giving us this opportunity to live in comfort whilst we work on ourselves. Our home is clean, well maintained and if anything goes wrong, it is fixed with no questions as long as it is not negligence. The maintenance team that visit are also so friendly and willing to help. Chrysalis truly have a great team.

Not everyone has a second chance and such a great support network.

Thank you

CE





CS moved into our property in January 2021. He came from Ty-Gwyn Hall hospital and had been there for a year and a half before moving in with us.

CS was very nervous and shy when he first arrived and although was independent with his skills, he required a lot of support and prompting. CS took time to settle into the property as this was a big adjustment for him moving from a hospital setting into supported living. However, CS worked very hard with the staff team and engaged in all activities including cooking and cleaning.

Throughout the year CS has worked with the staff team to become more independent and now requires little support in the areas previously mentioned. He no longer requires support to manage his money and will access the community independently if needed. In the past this would have caused CS a great deal of anxiety.

CS has fully settled into supported living and enjoys living here. He has grown in himself and is fully independent with everything. CS sticks to his activity planner and enjoys having structure in his life.

CS is the most settled he has been in 15 years and he would now like to look for a voluntary job. CS is a very happy sociable person and believes voluntary work would help his social skills grow.

It has been a pleasure to support CS in his time here.

DC moved into our property in January 2019. DC came from Ty-Skirrid which is a psychiatric hospital, and he was there for roughly 2 years. When DC moved into his supported living accommodation, he had little skills to promote independent living. DC required a lot of verbal prompting and emotional support from the staff team. When DC first moved in, he lacked in personal hygiene and keeping his environment clean. DC has worked extremely hard with the staff team to maintain his tenancy and although has received a warning, this was some time ago. DC took this on board and has made a conscious effort not to put his tenancy at risk.

DC has learnt a lot of new skills since being at the property and is now independent with all aspects of daily living although he needs prompting at times. DC has worked very hard to keep his environment clean and will seek support if required.

DC feels he can now live independently, and this is his plan for the next 12-18 months.

DC has stated numerous times that supported living has been the best place he has lived and although does want to move, he's doing this slowly as he enjoys living here.



Partner Testimonials



“We have been working with Chrysalis for over 4 years now and have always found them to be very professional, organised and supportive. Their maintenance department are very reactive and have a very good turnaround on any reported issues/requirements. The team at Chrysalis really do put the tenants first and go above and beyond to support us as a care provider to make sure our adults have a safe and homely environment.”

Alan Jarvis | CEO | Forget Me Not Caring



Tenants were really pleased with house layout and that it was well designed and spacious.

Chrysalis have been good at helping to resolve some issues and working with the team to that effect, to rectify. Maintenance team have been helpful and responded well.

Tony Field | Service Manager | United Response



“We like working in partnership with Chrysalis as we share that same core values, putting the people we support at the centre of what they do.

We have had positive experiences where Chrysalis stepped in to purchase a property and develop it to the specification we required, and to support one very complex individual to understand his tenancy. This was all done at very short notice, this whole experience could have been very difficult to navigate, but Chrysalis made the process smooth for us as the support provider and the individual moving in.

As a support provider it’s refreshing to work in partnership with a housing provider that is solution focussed and understands that every day is different and one size does not always fit all. As a support provider we are always advocating for Chrysalis to be a preferred housing partner with our key commissioning relationships, especially when it comes to our new development growth projects”.

Anthony Miller | Head of Business Development (South) | Aspirations



Empowering U

Transforming Choices

“Chrysalis Supported Housing Association and Empowering U Care have had a working relationship for around 4 years. It has not been without its challenges but with Chrysalis’s approachable nature and clear communication style any issues are dealt with promptly and in everyone’s best interest.

I, as the manager who is not based onsite fulltime is kept up to date with everything no matter how big or small via weekly phone calls and emails if I haven’t been able to meet in person with them. I have contact details for his manager who also calls me regularly for no reason other than to ‘check in’ which is always appreciated.

The housing provider and my care team both have strict processes but at core of both businesses are our tenant/service users, Chrysalis accept that sometimes we both have to be flexible to allow for the human element, this understanding allows us to work side by side and achieve the best outcome for the very person we all do this job for. I hope our successful partnership continues on”.

Andrea Welsh | For and on behalf of Empowering U Care Limited



“Chrysalis are always very person centred and make us feel that they prioritise our needs Chrysalis Housing have been a key team member in supporting Atlas Care and our client as they moved into the community and live an independent life with support in their new home.

Wayne and the team have been helpful in solving any issues we have had and have been easy to build a professional relationship with and are available to contact to discuss any concerns.”

Angelica Glynn | LD Service Manager | Atlas Care Services Ltd



“I have been working at Optima since October 2021, I believe when I started there had been some communication issues with the previous management. This was an issue that got resolved very quickly, I have been involved with weekly calls with Chrysalis where we discuss any issues or any work that is outstanding. We built on our working partnership and the services are supported to a high standing with repairs and health & safety checks. We are able to discuss there and then if there have been any problems from Optima or Chrysalis. The experience continues to be a positive one when working with Chrysalis.”

Nina Webb | Supported Living Operations Manager | Optima Care

My experience of working with Chrysalis has always been very positive, we have developed a good working relationship and work in partnership with one another. Our Housing Officer calls and visits regularly, he has a very flexible approach and often goes above and beyond to support us, he has a good understanding of our tenants and some of the challenges that they face I also receive regular catch-up calls from the Housing Manager.

We often receive positive feedback from our tenants and professionals that visit about the quality of the flats and the site.

Maintenance issues are resolved swiftly, we are always informed when maintenance are due on site and they are always very helpful and friendly.

When we have experienced any issues, our Housing Officer has been available to support us, and worked with us to find a resolution.

Chrysalis are always very helpful when we have new tenants moving in, there have been times when we have had a very tight deadline and Chrysalis have worked with us to make it possible”.

Libby Crookes | Scheme Manager | SIL



“We are immensely pleased with the support Chrysalis Supported Association provides to the partner care providers and the standards of services our residents are receiving. The tenant support services such as repairs and regular maintenance of the properties are excellent and a benchmark for other housing associations to follow”.

Kumar V Singh | Deputy Director and Registered Manager | CARE Spectrum

“ISL work in partnership with Chrysalis to provide supported living services to adults with learning disabilities and other complex needs at Mersey Gardens in the Wirral. Since opening in 2019, the service has supported people to gain and maintain independent tenancies and move on from residential, hospital and other higher support settings. It is great to see the difference that quality housing and support delivered in partnership makes to individuals and we hope to deliver further services with Chrysalis in the future”.

Nichola Bastow | Registered Operations Manager | ISL





“Creed Housing has worked with CSA for several years now and together we have delivered many quality specialised supported housing schemes across different local authority areas that have had positive outcomes for service users, whose homes these properties have become. We look forward to working with CSA on delivering more successful schemes in future.”

Charles Hallett | Managing Partner | CREED Housing

“As an organisation Safe As Houses have worked closely with Chrysalis across a number of developments, with more in construction and in the pipeline. I have always been impressed with their consideration for the tenant, ensuring no stone is left unturned with regards to their safety and well-being. We have collaborated closely on specification for developments, and continue to work together from as early on in the process as possible. My personal working relationship is mostly with Maxine, who I find a pleasure to work with. Communication is good, open, honest and transparent. We speak regularly, and she is always quick to respond to any queries. A great organisation to work with and we look forward to many more years developing fit for purpose specialist homes together.

Stuart Nicoll | Head of Care Development | Safe As Houses Care



“As a Mental Health Support provider, working alongside Chrysalis Housing. I have found them to be pro-active, in tune with the needs of their clients and always approaching their need, in a person-centred manor.

Chrysalis are professional, approachable and always puts the Tenants needs first”!

Clive Pullen | Scheme Manager | SIL

Economic Social & Governance Report

ESG Reporting

We recognise and understand that we must commit to embed the ESG factors in to our organisation in order to ensure that we are providing a sustainable service that meets social need which enhances the lives of those we house, whilst being delivered in line with our internal and external governance requirements.

The three factors are:

Social criteria assesses the affordability, security, safety and quality of our housing stock and measures how we support our tenants and communities.

Environmental criteria assesses how our organisation reduces the impact we have on climate change, ecological sustainability and resource management of natural sources and what actions we are taking towards making improvements.

Governance criteria examines how we govern ourselves by looking at the structure of the organisation, the quality of the Board of Trustees and how we support employees. This section also considers our supply chain management and whether we are procuring responsibly.

Chrysalis are proud to be early adopters of the ESG and along with other housing associations, have committed to the following:

- Report against the final version of the Standard by 31/03/22 for the financial year ended 31/12/21.
- Continue to report against the Standard on an annual basis for as long as we remain an Adopter.
- Provide feedback on the Standard as a way of supporting the further development of the Standard.
- Encourage others to adopt the Standard.

The reporting standard evolved from the ESG Social Housing Working Group, a unique collaboration of 18 banks and investors, housing associations, service providers and impact investing organisations.

The Good Economy, a specialist impact advisory firm, led the process of researching and developing the ESG criteria, and a culmination of work led to the initial [White paper](#).

You can read [‘The Sustainability Reporting Standard for Social Housing’ full report here](#)

Summary

Summary

The reporting requirements focus on twelve core themes under the headings 'Social', 'Environmental' and 'Governance'.

ESG Area	Theme #	Theme Name
Social	T1	Affordability and Security
	T2	Building Safety and Quality
	T3	Resident Voice
	T4	Resident Support
	T5	Placemaking
Environment	T6	Climate Change
	T7	Ecology
	T8	Resource Management
Governance	T9	Structure and Governance
	T10	Board and Trustees
	T11	Staff Wellbeing
	T12	Supply Chain Management

Each core theme is then broken down into forty-five detailed criteria points (C1 – C47) which are either classed as 'Core' or 'Enhanced'.

Social – ESG Report

T1 – Affordability

C1

For properties that are subject to the rent regulation regime, report against one or more Affordability Metric.

As of 31st December 2021, Chrysalis does not own/manage any properties that are subject to the rent regulation regime in accordance with the Ministry of Housing, Communities & Local Government (MHCLG) 'Policy statement on rent for social housing' (Chapter 5) which states:

This policy statement does not apply to certain categories of low cost rental accommodation. These excepted categories are:

- Shared ownership low cost rental accommodation
- Intermediate rent accommodation
- **Specialised supported housing**
- Relevant local authority accommodation
- Student accommodation
- PFI social housing
- Temporary social housing
- Care homes 5.2

Specialised Supported Housing is then defined as housing as defined in chapter 2 of the report:

(a) which is designed, structurally altered, refurbished or designated for occupation by, and made available to, residents who require specialised services or support in order to enable them to live, or to adjust to living, independently within the community;

(b) which offers a high level of support, which approximates to the services or support which would be provided in a care home, for residents for whom the only acceptable alternative would be a care home;

(c) which is provided by a private registered provider under an agreement or arrangement with a local authority or a health service (within the meaning of the National Health Service Act 2006);

(d) for which the rent charged, or to be charged, complies with the agreement or arrangement mentioned in paragraph (c); and

(e) in respect of which at least one of the following conditions is satisfied:

i. there was no, or negligible, public assistance, or

ii. there was public assistance by means of a loan (secured by means of a charge or a mortgage against a property).

C2

Share, and number, of existing homes (homes completed before the start of the previous financial year) allocated to: General needs (social rent), Affordable rent, Supported Housing, Housing for older people, Low cost home ownership, Care homes, Private Rental Sector.

Measure	2020 (as a No.)	2020 (as a %)
General Needs	n/a	n/a
Affordable Rent	n/a	n/a
Supported Housing	292	72%
Housing for Older People	n/a	n/a
Low Cost Home Ownership	n/a	n/a
Care Homes	116	28%
Private Rental Sector	n/a	n/a

C3

Share, and number, of new homes (homes that were completed in the previous financial year), allocated to: General needs (social rent), intermediate rent, Affordable rent, Supported Housing, Housing for older people, Low-cost home ownership, Care homes, Private Rental Sector.

Measure	2021 (as a No.)	2021 (as a %)
General Needs	n/a	n/a
Affordable Rent	n/a	n/a
Supported Housing	327	74%
Housing for Older People	n/a	n/a
Low Cost Home Ownership	n/a	n/a
Care Homes	116	26%
Private Rental Sector	n/a	n/a

C4

How is Chrysalis trying to reduce the effect of fuel poverty on its residents?

All properties have a rating of 'E' or above (reported in detail under criteria C14) with the focus over the last 12 months to only deliver properties with a rating of 'C' or above.

We provide 'Intensive Housing Management' to all tenants to promote tenancy sustainment which includes managing utilities in shared properties and working closely with tenants in self-contained units to reduce energy consumption and manage finances through education and awareness.

Where possible (and appropriate), Chrysalis apply to the 'Department of Work and Pensions' (DWP) for tenants service charges to be deducted at source. This supports tenants who may otherwise struggle managing finances, by ensuring they do not get into arrears and/or debt with utilities.

We install only the most energy efficient white goods and combi boilers that are available into our properties. Generally combi boilers have an energy efficiency of around 86%. However, by using Worcester Bosch combi boilers ('A' rated) we are able to increase this efficiency to approximately 93%.

'Low Surface Temperature (LST)' radiators are now standard in our work specification. These have an increased energy efficiency rating than standard radiators as they are thermostatically controlled. This benefit is of course in addition to the protections it provides to our vulnerable tenants at risk of burns.

In properties where Chrysalis manage the fuel, at the end of each contract we will research the most cost effective options/provider for the next term.

C5:

What % of Chrysalis rental homes have a three year fixed tenancy (or longer)?

0%

Chrysalis do not offer fixed term tenancies.

Chrysalis offer tenants either 'Assured Shorthold Tenancies (AST)' or 'Excluded Licences' dependent on the risks they present, also considering future potential risks and individual circumstances.

To ensure and record why a tenant has been granted an AST rather than a licence, Chrysalis complete an 'Equality Impact Assessment' and provide feedback to the tenant and appointee/care provider/ local authority.

T2 – Building Safety

C6

What % of Chrysalis homes with a gas appliance have an in-date, accredited gas safety check?

100%

Chrysalis employ the services of a national energy provider to carry out gas safety checks and issue certificates.

C7

What % of Chrysalis homes have an in-date and compliant Fire Risk Assessment?

100%

All properties have an in-date and compliant 'Fire Risk Assessment (FRA)'.
The FRA's are carried out at the point of occupation and are reviewed annually by our internal Maintenance Operatives who have been trained to do so.

Should the property have a change in client group or configuration, then a new FRA would be completed.

C8:

What % of Chrysalis homes meet the Decent Homes Standard?

100%

We have completed an internal review of all homes and measuring them against the Decent Homes Standard.

We are extremely proud to confirm that all properties in the portfolio either meet or exceed the standard and it is our commitment to our tenants that they will remain so throughout their tenancies.

We aim to publish this report on our website this year.

T3 – Resident Voice

C9

What arrangements are in place to enable the residents to hold management to account for provision of services?

Where appropriate, tenants are visited weekly by the housing officer to promote tenancy sustainment. During this time, the housing officer completes checks with both the tenant and the care provider to ensure that the tenant is happy in their home and that there are no outstanding repairs/issues.

Where there are capacity limitations, Chrysalis liaise with appointees, care providers and local authority representatives to ensure that the tenants voice is heard.

What this enables is a culture of ongoing 'real time' feedback from all stakeholders.

We have also adopted the Housing Ombudsman latest complaints and compensation and redress in our March 2021 updated Complaints Policy. We regularly capture tenant feedback through our Intensive Housing Management function and speak to appointees, families, guardians and care/support providers to ensure tenants are actively involved regardless of whether there is capacity or not.

C10

How does Chrysalis measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?

The weekly 'Intensive Housing Management function consistently checks for tenants satisfaction. This significantly reduces complaints as issues are discussed in person at the time which enables Chrysalis to address concerns face to face, in a timely and responsive manner.

Chrysalis has been operating in the 'Specialised Supported Housing' sector for just over four years. However, have provided supported housing to vulnerable adults for over 20 years. In the least 3 years, we have tried several ways to measure tenant satisfaction through surveys. However, going into 2022, we will be working with 'The Good Company' who will be collecting this information on behalf of Chrysalis and asking a broader range of questions.

The latest survey completed for 2021 states the following:

78% of tenants are completely satisfied with their home, 17% are somewhat satisfied and 5% are neither satisfied or dissatisfied. 0% were somewhat dissatisfied or completely dissatisfied.

Tenants said;

- "I like the accommodation and feel that it is very good."
- "This is the best place I've been. I'm very happy here and settled."
- "Tenant is very happy in their home, which has resulted in tenant becoming settled and more engaged with services."
- "I really like it, I have my own space and my living room. I really like my living room and I can go out when I want."

72% of tenants said that they felt more independent in their current home, 20% said mostly, 8% said somewhat and 0% said either not much or not at all.

C11

In the last 12 months, how many complaints about Chrysalis have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practise within Chrysalis?

0%

Chrysalis have not received any complaints that have had to be escalated to the Ombudsman.

However, we have adopted the Ombudsman's latest complaints and compensation and redress in our March 2021 updated Complaints Policy to ensure that complaints are handled efficiently and in line with standard practice.

T4 – Resident Support

C12

What support services does Chrysalis offer to its residents? How successful are these services in improving outcomes?

Where appropriate Housing Officers visit tenants weekly in their homes to provide 'Intensive Housing Management Services', promoting tenancy sustainment.

During these visits tenants wellbeing is checked and monitored with any issues being addressed, their personal and communal areas are checked for damage and cleanliness and the support provider is asked for feedback in regard to the tenants wellbeing prior to the visit.

Chrysalis provide cyclical maintenance, along with a 24 hour emergency repairs service. All properties have home care cover which covers hot water, heating and plumbing. The cover also commits to respond within Chrysalis' published response times.

T5 – Placemaking

C13

Provide examples or case studies of where Chrysalis has been engaged in placemaking activities.

As a small provider of 'Specialised Supported Housing' across the UK we are currently reviewing ways that we can engage in placemaking.

This is one of our objectives for the next 3-5 years.



Environmental – ESG Report

Climate Change

C14

Distribution of EPC ratings of existing homes (those completed before the last financial year).

*Properties with a 'D' rating or below will be reviewed and action plan agreed to improve efficiency rating over the next 12 months.

EPC Rating	% Properties
A	1.28%
B	11.54%
C	39.74%
D	37.18%
E	10.26%
F	0%
G	0%
No Data	0%

C15

Distribution of EPC ratings of new homes (those completed before the last financial year).

Not applicable as no newly constructed homes in this financial year

C16

Scope 1, Scope 2 and Scope 3 greenhouse emissions – How are these reported?

We do not currently track emissions. However, plan to do so by the end of 2023.

C17

What energy efficiency actions has the housing provider undertaken in the last 12 months?

As standard, Chrysalis use LED lightbulbs in all properties and only install energy efficient appliances.

As of January 2021, we ensure that all new schemes joining Chrysalis' portfolio reach a minimum EPC rating of 'C'.

We are also currently researching energy saving practices with the aim of reducing our carbon footprint by creating an action plan to address this. These actions will include the installation of;

- Cavity wall insulation
- Polycrystalline solar panels
- Increased energy efficient heating systems

C18

How is the housing provider mitigating the following climate risks:

Increased flood risk – Chrysalis do not purchase or enter into leases on properties with unmanageable flood risk. Those that have manageable flood risks have had additional drainage installed and are monitored closely to ensure drains are kept clear at all times.

Increased risk of homes overheating – All properties are well ventilated and thermostatically controlled heating systems and radiators. Ongoing advice is also provided to tenants and support staff in regard to managing heating.

C19

Does the housing provider give residents information about correct ventilation, heating, recycling etc? Please describe how this is done.

Once the property is ready to handover to the tenants/support provider, Chrysalis provide a 'property induction' which goes through all aspects of health & safety and general housekeeping which includes heating, recycling and ventilation (for mould and bacteria management).

Ecology

C20

How is the housing provider increasing Green Space and promoting Biodiversity on or near homes?

This is not something that Chrysalis are currently able to contribute to, based on the operating model. However, we strive to provide accessible gardens and outside spaces for tenants and their carers/visitors to enjoy.

C21

Does the housing provider have a strategy to actively manage and reduce all pollutants?

Chrysalis aim to assess and monitor this in the next 3-5 years.

Resource Management

C22

Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works?

Chrysalis aim to assess and implement strategies within the next 3-5 years.

C23

Does the housing provider have a strategy for waste management incorporating building materials?

Chrysalis aim to assess and implement strategies within the next 3-5 years

C24

Does the housing provider have a strategy for good water management?

Chrysalis aim to assess and implement strategies within the next 3-5 years

Structure and Governance – ESG Report

C25

Is the housing provider registered with the national regulator of social housing?

Yes. Registration number 4751

C26

What is the most recent regulatory grading/status?

Chrysalis operate under 1,000 units. This is currently only applicable to housing providers with over 1,000 units.

As of 31st December 2021, there has been no regulatory involvement of judgements against Chrysalis.

C27

Which Code of Governance does the housing provider follow, if any?

Chrysalis follows the Charities Commission Code of Governance.

C28

Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?

Chrysalis is a not-for-profit organisation and an exempt charity.

C29

Explain how the housing provider's board manages organisational risks.

New developments – Chrysalis have a robust 'Development Risk Appraisal (DRA)' in place which assesses risks in regard to new developments. This is a Board approved document.

Risk Register – this is in place to acknowledge both financial and operational risks. This is reviewed regularly by the operational team and the Board.

Treasury, Audit & Remuneration Committee (TAR) – this committee is made up of 'Non-Executive' Board Directors who will make decisions on items where conflict may exist with Executive Directors.

Stress Testing – Chrysalis complete annual financial 'stress testing' on the business to understand what areas are at risk and/or may require focus.

C30

Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?

No

Board and Trustees

C31

What are the demographics of the board? And how does this compare to the demographics of the housing providers residents, and the area that they operate in?

The Board is made up of 8 Board Members with 70% of the trustees being male and 30% being female. The board has a 25% BAME representation. This compares with 27% of tenants across the portfolio.

C32

What % of the board AND management team have turned over in the last two years?

12.5% of the Board have left

25% of the Executive team have left

25% of the Management team have turned over

C33

Is there a maximum tenure for a board member? If so, what is it?

The Rules require one third of the directors to retire by rotation and seek re-election at each AGM, with each director being subject to re-election at intervals of not more than three years.

Non-executive directors (NED's) are typically expected to serve two three-year terms but may be invited by the Board to serve for any additional period. Any term renewal is subject to Board review and AGM re-election.

NED tenure will follow the Charities Code of Governance best practice as appropriate.

C34

What % of the board are non-executive directors?

60%

Structure and Governance – ESG Report

C35

Number of board members on the Audit Committee with recent and relevant financial experience.

3/4

C36

Are there any current executives on the Remuneration Committee?

No

C37

Has a succession plan been provided to the board in the last 12 months?

In progress

C38

For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

Since 2004

C39

Are the roles of the chair of the board and CEO held by two different people?

Yes

C40

How does the housing provider handle conflicts of interest at the board?

In line with the 'Conflicts of Interest Policy' any conflicts are identified and logged.

Staff Wellbeing

C42

Does Chrysalis pay the Real Living Wage?

Yes, we are an accredited 'Living Wage Employer'.

C43

What is the gender pay gap?

On average, women employed by Chrysalis Supported Association Ltd earn approximately £1,122.16 more than male co-workers.

C44

What is the CEO-Worker pay ratio?

4:1

C45

How does Chrysalis support the physical and mental health of their staff?

We recognise that it is imperative that we support our employees wellbeing to ensure they are able to access appropriate services when needed.

We enrol all employees (and their partner/spouses and dependent children) who have completed their probationary period on to a health cash plan which offers the following benefits:

- Access to a 24 Hour Advice and Information Line.
- Confidential guidance on medical, legal and domestic issues from experienced counsellors, lawyers and medical advisors.
- Unlimited use of a confidential telephone service, giving employees and their family support from a team of qualified professionals.
- Access to health and wellbeing resources on a portal and app.
- Access to counselling for emotional problems and support on issues such as stress, anxiety, family problems, depression, relationships, problems at work and substance misuse.
- Support for issues that cause anxiety or distress including debt management, consumer, property or neighbour disputes.
- Qualified and experienced counsellors will help with grief plus access to legal advisors to help with related legal matters.
- Qualified nurses to offer support on a range of medical or health-related issues offering practical information and advice.
- CBT self-help modules, informative factsheets and invaluable advice videos from leading qualified counsellors.
- Cycle to work scheme.

C46

Average number of sick days taken per employee?

In 2021, the average number of sick days taken was 4.8 days per employee. The national average for this period was 5.8.

Performance and outcomes - Long-term-cases (LTC)

Period – January 2021
to 31 December 2021



Long term cases	Value
Total Cases	509

Service	Value
Counselling/Therapy	263
Freedom Programme	180
IDVA	308
Healing Together Programme	88

Case Gender	Value
Female	498
Male	11

Case has Children	Value
Yes	366
No	143

Case has Drug Support needs	Value
Yes	13
No	496

Case has Alcohol Support needs	Value
Yes	26
No	483

Case has Mental Health needs	Value
Yes	279
No	230

Service Length Narrative	Value
1 - 2 Months	498
1 - 2 Weeks	8
2 - 3 Months	63
2 - 3 Weeks	12
3 - 4 Months	34
3 - 4 Weeks	30
4 - 5 Months	26
5 - 6 Months	141
6 - 7 Months	23
6 Days or Less	20
7 - 8 Months	46
8 - 9 Months	17
9 - 10 Months	12
10 - 11 Months	13
11 - 12 Months	14
More than 12 Months	4

Service Outcome	Value
Client engaged	501
Client disengaged	5
Client never engaged	3
Completed programme of support (non-refuge only)	487
Moved out of area/Been Relocated	12
No longer needs our support	1
Realised ineligible for support after started	3
Service closed due to loss of funding	0
Support needs to high	10

Cases by Reporting Area	Value
England	478
Scotland	19
Wales	12

Health, safety, and financial improvement outcomes	Value
Health improvements	89%
Safety Improvements	91%
Financial stability improvements from employment	54%
Financial stability improvements from benefits system	67%



Performance and outcomes – Short-term-Work (STW)

Period – January 2021
to 31 December 2021



Short term Work – Helpline and requests/contacts by service	Value
Helpline	12,836
• Information	5,126
• Emotional support	2,721
• Safety advice	4,511
• DV Outreach	478

Contact Type of Support	Value
Email	5,253
Online Chat	145
Helpline/Telephone	12,836
Facebook (Messenger)	283

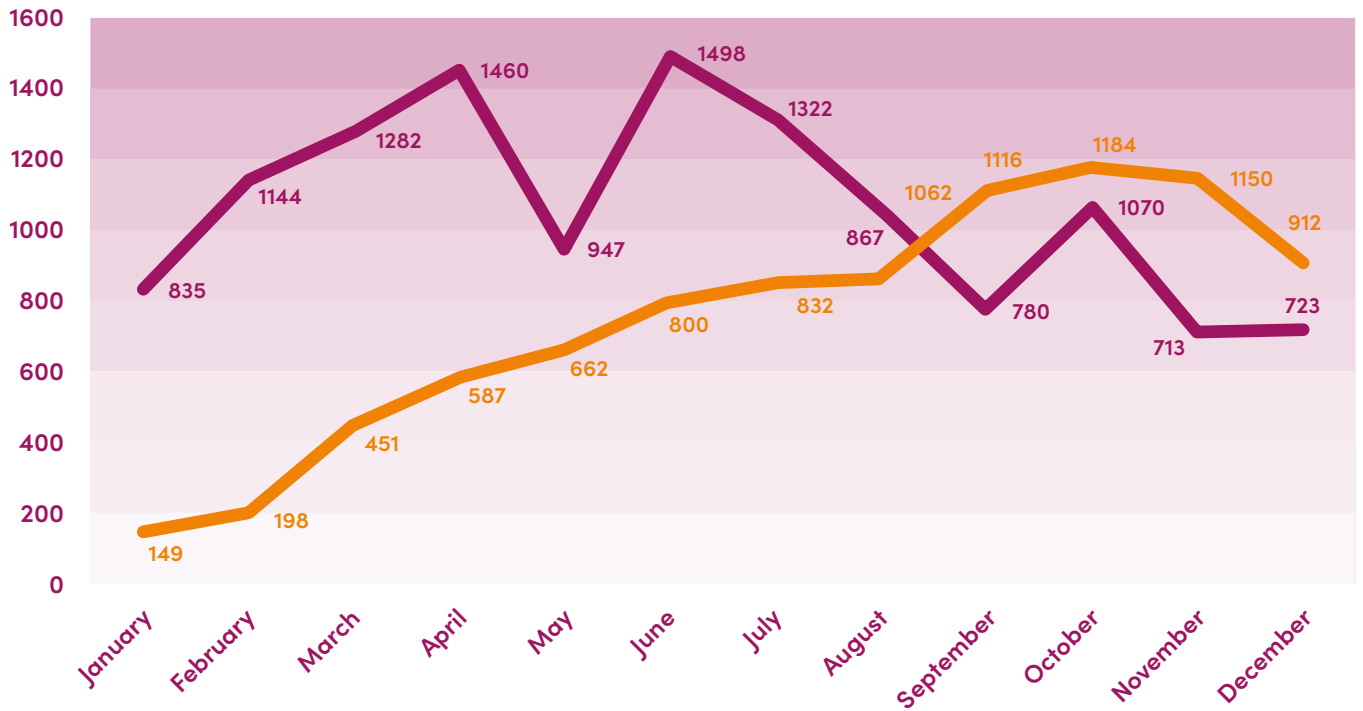
Support Provided To	Value
Caller / client not eligible for support	413
Professional	1,254
Survivor/victim	10,698
Third party	471

Client Gender	Value
Female	12,461
Male	375

Contacts by month	Value
January	835
February	1,144
March	1,282
April	1,460
May	947
June	1,498
July	1,322
August	1,062
September	780
October	1,070
November	713
December	723

Client Nationality	Value
Polish	9,875
British	1,003
Lithuanian	3
Slovakian	8
Ukrainian	1
Romanian	3
Hungary	1

Number of calls to Opoka Service in the year 2020 and 2021



Balvinder Singh – Finance Controller

Since joining Chrysalis as a Finance Assistant in September 2018, I have progressed within the organisation and am now the Financial Controller heading up the Finance Department. With the support of the Finance Assistant, we ensure that the wider business has access to real time information regarding rents and costs.

During my time with Chrysalis, I have implemented numerous system improvements to ensure the effective and efficient running of the department. Working collaboratively and in conjunction with other departments, the teams have collectively designed systems that allow us to monitor and manage the property and the tenant's financial commitments.

Chrysalis is a dynamic organisation providing an invaluable service of the highest standards and of outstanding quality to its tenants. Being a part of Chrysalis and assisting in the provision of this service fills me with a sense of pride and encouragement that Chrysalis is safeguarding the interests of the most vulnerable members of our society.



Report of the Board of Management

For The Year Ended 31 December 2021

FINANCIAL REVIEW

The Association's total incoming resources for the year was £6,739,189 (2020 - £5,365,118) from which £6,423,426 (2020 - £5,136,589) was expended to leave a surplus of £315,763 (2020 - £228,529) which has been added to reserves. In line with the management's careful strategy on maintaining high standard, supported living accommodation and growing its portfolio, the Association has seen growth in its units under management.

The trustees recognise the need to maintain the properties in good order as these are critical to upholding the standards and key objectives of the charity. Accordingly the trustees are pleased to report a retained surplus for the year that provides increased financial stability. The Association has a net asset value at the balance sheet date of £2,202,354.

RESERVES POLICY

The directors regularly review the requirement for reserves maintained by the Association and wish to continue the Association's policy of retaining a minimum reserves level. The current level of free reserves is £808,013.

FINANCIAL AND NON FINANCIAL MEASURES

The Board has established a set of Key Performance Indicators with targets to ensure they can monitor success in achieving their key aims and objectives. These are:

- Effectively Manage Housing Stock To Maintain A Low Percentage Of Voids
- Effective Rent Collection In order To Safeguard Tenancies
- Effective Complaints Management
- Comply With Published Emergency Repairs & Response Times
- Provide 100% Of Intensive Housing Management Visits
- Provide An Effective Responsive Repairs Service
- Involve All Key Stakeholders And Service Users In The Design And Planning Of Ongoing Management For All Housing & Housing Related Services.
- Continue To Develop High Quality Housing Stock

VALUE FOR MONEY

Value for Money (VFM) is central to our activities to ensure our business strategy of delivering high quality safe affordable homes, strong performance and financial viability is met. We are committed to demonstrate the principles of VFM, Economy, Efficiency and Effectiveness. We will maximise our social value, make best use of resource, be regulatory compliant, provide excellent customer service whilst maximising opportunities through efficient procurement and collaborative partnerships.

The VFM Standard and Code of Practice introduced by the Regulator for Social Housing includes a set of standard metrics which we are required to publish annually. These metrics are intended to enhance the consistency, comparability and transparency of VFM reporting in the sector. Our VFM metrics are set out below:

Report of the Board of Management

1. Reinvestment is 18.3% having spent our funds on improving our owned housing stock.
2. New supply is nil as there were no new property purchased during the year.
3. Gearing is 50%.
4. EBITDA MRI Interest Cover is 16.4.
5. The headline social housing cost per unit is £12,575. This is higher than the sector average because of the specialised client group that the Association supports.
6. The operating margin for specialised supported housing was 5.25% and the overall operating margin in the period standing at 4.69%.
7. The Return on capital employed (ROCE) was 10.1%.

FIXED ASSETS

During the year, the Association, while continuing to lease residential properties, invested in the refurbishment of owned properties to raise standards of living and care and will continue to acquire and develop its own freehold portfolio in 2022.

TREASURY MANAGEMENT

The Board is responsible for determining the Association's treasury strategy including any borrowings. Treasury management revolves around the maintenance of a stable financial position ensuring the Association has sufficient and appropriate facilities available to it to meet its funding needs and sound cash management.

INTERNAL CONTROL

The Board has overall responsibility for establishing and maintaining the whole system of internal control and reviewing its effectiveness.

The Board recognises that no system of internal control can provide absolute assurance or eliminate all risks and that the system of internal control is designed to manage risk and to provide reasonable assurance that key business objectives and expected outcomes will be achieved. It also exists to give reasonable assurance about the preparation and reliability of financial and operational information and the safeguarding of the Association's assets and interests.

The Board confirms that there is an ongoing process for identifying, evaluating and managing the risks faced by the Association, that was put in place during the year under review and that this process will be regularly reviewed by the Board.

CODE OF GOVERNANCE

The Directors have adopted the Charity Governance Code in its entirety as the most appropriate example of good practice for the charitable nature of the Association.

Rigorous application of this and annual review of its effectiveness and our governance mechanisms in general will ensure that the Board demonstrates good governance by understanding their role collectively and individually to control the Association and ensure it delivers the aims and objectives with integrity and in a transparent, open and accountable way.

Our internal governance arrangements, roles and responsibilities of the Directors and of the chair, reporting and audit arrangements, details of matters reserved for the Directors and a forward plan of agenda items are documented.

For The Year Ended 31 December 2021

Review of our risks and monitoring of progress towards the Association's strategic objectives are standing agenda items for Board meetings.

The Directors have developed and adopted a comprehensive and coherent set of policies and procedures at management and operational level which are reviewed cyclically and at least every three years or in response to relevant changes to legislation or guidance.

The Rules provide that the Directors are elected at the AGM with one third retiring by rotation at each AGM. Directors can be subsequently re-elected without an absence from office.

The Board seeks to choose suitable new directors from such individuals who have either worked previously with people in recovery from addiction and/or by personal recommendation from the existing Board and from those who possess the necessary specialist skill sets to support Chrysalis' governance responsibilities and growth ambitions.

STATEMENT OF RESPONSIBILITIES OF THE DIRECTORS

The Directors are required to prepare financial statements for each financial period, which give a true and fair view of the state of affairs of the Association and of its income or expenditure, for the year. In preparing those financial statements the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association will continue in operation.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Association and which enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. The Directors are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.


So far as each of the Directors at the time the report is approved are aware:

- there is no relevant audit information of which the auditors are unaware; and
- they have taken all the steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

INDEPENDENT AUDITORS

Fawcetts LLP were appointed as the Association's auditors and have expressed their willingness to continue in that capacity.

By order of the board of management


.....

M Evans – Secretary
Dated: 24 June 2022

Independent Auditors' Report

To the Members of Chrysalis Supported Association Limited

Opinion

We have audited the financial statements of Chrysalis Supported Association Limited (the 'association') for the year ended 31 December 2021 which comprise Income and Expenditure Account, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including *Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the association's affairs as at 31 December 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2020.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the board's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the board has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the association's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The board is responsible for the other information. The other information comprises the information included in the Report of the Board of Management, other than the financial statements and our

auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- the association has not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation; or
- the revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the association's books of account; or

we have not obtained all the information and explanations necessary for the purposes our audit.

Responsibilities of the board

As explained more fully in the board's responsibilities statement set out on page 61, the board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the board is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations we consider the following:

- the nature of the industry and sector, control environment and financial performance;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the association's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following area: revenue and surplus recognition. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We have also obtained an understanding of the legal and regulatory frameworks that the association operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements.

Audit response to risks identified

As a result of performing the above, we identified revenue and surplus recognition a key audit matter related to the potential risk of fraud. Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing any correspondence with the Regulator of Social Housing and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the association's members, as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's members as a body, for our audit work, for this report, or for the opinions we have formed.



Nicholas Jones FCCA (Senior Statutory Auditor)
for and on behalf of Fawcetts LLP
Chartered Accountants
and Statutory Auditor
Windover House
St Ann Street
Salisbury
SP1 2DR

Dated: 27 June 2022

Statement of Comprehensive Income

	Note	<u>2021</u> £	<u>2020</u> £
Turnover	3	6,739,189	5,365,118
Operating expenditure	3	<u>(6,423,426)</u>	<u>(5,136,589)</u>
Operating surplus	3	315,763	228,529
Interest receivable		<u>-</u>	<u>-</u>
Surplus on ordinary activities before taxation		315,763	228,529
Taxation	8	<u>-</u>	<u>-</u>
Surplus for the year		<u><u>315,763</u></u>	<u><u>228,529</u></u>

The only recognised gain is the surplus for the year of £315,763.



.....
M Bennett - Director



.....
M Gall - Director



.....
M Evans - Company Secretary

Approved by the board of directors on 27 June 2022

The notes on pages 70 to 76 form part of these financial statements.

Statement of Changes in Reserves

	Income and expenditure reserve
	£
Balance as at 31 December 2019	1,658,062
Surplus for the year	<u>228,529</u>
Balance as at 31 December 2020	1,886,591
Surplus for the year	<u>315,763</u>
Balance as at 31 December 2021	<u><u>2,202,354</u></u>

The notes on pages 70 to 76 form part of these financial statements.

Statement of Financial Position

as at 31 December 2021

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible fixed assets	10		1,394,341		1,145,245
Current assets					
Debtors	11	627,253		1,670,962	
Cash at bank and in hand		<u>1,715,510</u>		<u>1,010,757</u>	
			2,342,763		2,681,719
Creditors: amounts falling due within one year	12		(614,346)		(455,657)
Net current assets			<u>1,728,417</u>		<u>2,226,062</u>
Creditors: amounts falling due after more than one year	13		(920,404)		(1,484,716)
Net assets			<u><u>2,202,354</u></u>		<u><u>1,886,591</u></u>
Capital and reserves					
Share capital	15	2		2	
Share premium	15	2		2	
Income and expenditure reserve		<u>2,202,350</u>		<u>1,886,587</u>	
			<u><u>2,202,354</u></u>		<u><u>1,886,591</u></u>


These financial statements were approved and authorised for issue by the Board on 27 June 2022



.....
M Bennett - Director



.....
M Gall - Director



.....
M Evans - Company Secretary

The notes on pages 70 to 76 form part of these financial statements.

Statement of Cash Flows

	Note	<u>2021</u> £	<u>2020</u> £
Cash flow from operating activities	16	660,632	296,261
Interest paid		(19,297)	(1,346)
Net cash flow from operating activities		<u>641,335</u>	<u>294,915</u>
Cash flow from investing activities			
Net payments to acquire tangible fixed assets		(293,188)	(761,744)
Issue of new loans		(25,000)	(450,000)
Repayment of loans		400,000	50,000
Interest received		-	6,270
Net cash flow from investing activities		<u>81,812</u>	<u>(1,155,474)</u>
Cash flow from financing activities			
Proceeds from issue of new loans		-	666,250
Repayment of loans		(18,394)	(1,795)
Net cash flow from financing activities		<u>(18,394)</u>	<u>664,455</u>
Net change in cash and cash equivalents		704,753	(196,104)
Cash and cash equivalents at beginning of the year		1,010,757	1,206,861
Cash and cash equivalents at end of the year		<u><u>1,715,510</u></u>	<u><u>1,010,757</u></u>

The notes on pages 70 to 76 form part of these financial statements.

Notes to the Financial Statements

For the year ended 31 December 2021

1. Legal Status

The association is incorporated in England under the Cooperative and Community Benefit Societies Act 2014. It is registered with the Financial Conduct Authority and with the Regulator for Social Housing as a Registered Provider of social housing. The registered office is 3 Brook Office Park, Folly Brook Road, Emersons Green, Bristol, BS16 7FL. Chrysalis Supported Association Limited's principal activity is to provide supported housing.

2. Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards including Financial Reporting Standard 102 The Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Statement of Recommended Practice for Social Housing Providers 2018, and comply with the Accounting Direction for Registered Social Housing Providers of Social Housing in England 2020. The financial statements are also prepared under the requirements of the Housing and Regeneration Act 2008 and the Cooperative and Community Benefit Societies Act 2014. The financial statements are presented in Sterling (£) which is the functional currency of the charity.

The association is a public benefit entity whose financial statements have been prepared in accordance with FRS 102.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going concern

The association has adequate financial facilities in place to resource its day to day operations and service its financial commitments. The association's long-term business plan shows that it is able to meet long term debt requirements. The board have considered the impact of COVID-19 on its operations and have concluded that there is reasonable expectation that the association has adequate resources to continue in operational existence for the foreseeable future. No other significant concerns have been noted in the business plan updated for 2022.

Therefore, the association's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. Foreseeable future being at least twelve months after the date that the report and financial statements are signed.

Turnover and revenue recognition

Turnover represents rental and service charge income receivable in year (net of void losses) and grants and voluntary donations.

Income is recognised once the association has entitlement to the resources, it is certain that the resources will be received and the monetary value of income can be measured with sufficient reliability. Rental income is recognised from the point when leased properties under development reach practical completion and are formally let. Grants and voluntary donations are recognised when the conditions for receipt of the income stream are met. In particular, grants are recognised as income as the same period as the expenditure to which they relate, one reasonable assurance has been gained that any funding conditions have been met and the grant will be received.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the association to the expenditure. All expenditure is accounted for on an accruals basis, and has been classified under headings that aggregate all costs related to the category. Expenditure includes attributable VAT which cannot be recovered.

Operating lease commitments

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the period in which they fall due.

Taxation

No taxation is payable on the primary purpose surpluses of the association, as it has charitable status.

Debtors

Short-term debtors, including tenant arrears, are measured at transaction price less provision for amounts considered unlikely to be received.

Creditors

Short-term trade creditors are measured at the transaction price.

Employee benefits

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

Fixed assets and depreciation

Expenditure on fixed assets is capitalised except for expenditure incurred on the replacement of assets of low value with a short life. Repair, renovation and replacement expenditure is written off as expenditure in the statement of financial activities.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Buildings	- 1% straight line basis (see below)
Leasehold property improvements	- 20% straight line basis
Fixtures and fittings	- 25% straight line basis
Plant and motor vehicles	- 25% straight line basis
Computers	- 33.33% straight line basis

Depreciation is charged on 25% of the cost of buildings due to the high residual value of these assets which is ensured by a regular programme of repair and refurbishment (the cost of which is charged to the Statement of Comprehensive Income).

Leases

Rentals payable under operating leases are charged to the income and expenditure account on a straightline basis over the lease term, unless the rental payments are structured to increase in line with expected general inflation, in which case the association recognises annual rent expenses equal to amounts owed to the lessor.

Value Added Tax

Irrecoverable VAT which can be attributed to a capital item or revenue expenditure is added to the cost of the capital item or expenses where practicable and material.

Notes to the Financial Statements

3. Particulars of turnover, operating costs and operating surpluses

	Note	Turnover 2021 £	Operating costs 2021 £	Operating surplus 2021 £
Social housing lettings	4	5,876,400	(5,567,691)	308,709
Other social housing activities				
Other		223,849	(223,849)	-
		<u>6,100,249</u>	<u>(5,791,540)</u>	<u>308,709</u>
Activities other than social housing		638,940	(631,886)	7,054
		<u>6,739,189</u>	<u>(6,423,426)</u>	<u>315,763</u>

Other social housing activities income represents recharge of costs to developers and care providers.

Activities other than social housing includes grants and voluntary income totalling £638,940 (2020 - £467,584).

	Turnover 2020 £	Operating costs 2020 £	Operating surplus 2020 £
Social housing lettings	4,821,239	(4,663,117)	158,122
Other social housing activities			
Other	66,025	(66,025)	-
	<u>4,887,264</u>	<u>(4,729,142)</u>	<u>158,122</u>
Activities other than social housing	477,854	(407,447)	70,407
	<u>5,365,118</u>	<u>(5,136,589)</u>	<u>228,529</u>

4. Particulars of income and expenditure from social housing lettings

	General needs £	Supported housing £	Care homes £	31 Dec 2021 £	31 Dec 2020 £
Rent receivable net of identifiable service charges	-	4,523,357	1,467,766	5,991,123	4,792,320
Service charge income	-	109,126	-	109,126	94,944
Net rental from social housing lettings	-	<u>4,632,483</u>	<u>1,467,766</u>	<u>6,100,249</u>	<u>4,887,264</u>
Management	-	(404,239)	(41,780)	(446,019)	(297,129)
Service costs	-	(3,343,414)	(1,406,652)	(4,750,066)	(3,883,452)
Routine maintenance	-	(143,778)	-	(143,778)	(274,826)
Planned maintenance	-	(182,759)	-	(182,759)	(178,712)
Bad debts	-	(42,330)	-	(42,330)	(28,056)
Depreciation of housing properties	-	(2,739)	-	(2,739)	(942)
Operating costs on social housing lettings	-	<u>(4,119,259)</u>	<u>(1,448,432)</u>	<u>(5,567,691)</u>	<u>(4,663,117)</u>
Operating surplus on social housing lettings	-	<u>513,224</u>	<u>19,334</u>	<u>532,558</u>	<u>224,147</u>
Void losses	-	-	-	-	-

5. Accommodation in management

The number of units under management and development for social housing accommodation was 280 (2020 - 292) of which 8 was owned (2020 - 8) and 272 was managed (2020 - 284).

The number of units under management for residential care homes was 116 (2020 - 116) of which none were owned (2020 - none) and 116 was managed (2020 - 116).

6. Operating surplus

This is stated after charging:

	2021	2020
	£	£
Depreciation - owned assets	44,092	33,768
Auditors' remuneration - audit	7,500	7,300
Auditors' remuneration - non-audit	12,702	9,234
Operating lease rentals:		
- Housing	<u>2,856,887</u>	<u>2,111,303</u>

7. Employees

Employee costs were as follows:

	2021	2020
	£	£
Salaries and wages	828,135	689,439
Social security costs	76,121	64,392
Pension costs	<u>15,749</u>	<u>21,327</u>
	<u><u>920,005</u></u>	<u><u>775,158</u></u>

The average monthly number of employees (including the executive directors), expressed in full-time equivalent of seven hours per day are as follows:

	2021	2020
	No.	No.
Management and administration	5	5
Housing	11	9
Development and maintenance	9	7
Opoka & Drug and alcohol services	<u>5</u>	<u>3</u>
	<u><u>30</u></u>	<u><u>24</u></u>

8. Key management personnel

The aggregate remuneration for key management personnel charged in the year is salaries of £250,313 (2020 - £239,963) and pension contributions of £5,224 (2020 - £3,081).

The emoluments payable to the highest paid senior executive were £107,692 (2020 - £101,387).

The chief executive is not included in the association's occupational pension scheme.

Notes to the Financial Statements

8. Key management personnel continued

Three employees earned more than £60,000 during the year (2020 - 3).

	2021 No.	2020 No.
£60,001 to £70,000	3	2
£70,001 to £80,000	-	-
£80,001 to £90,000	-	-
£90,001 to £100,000	-	-
£100,001 to £110,000	1	1
	<u>4</u>	<u>3</u>

Remuneration paid to non-executive board members during the year totalled £14,000 (2020 - £10,250).

9. Taxation

The association is a charitable Housing Association for tax purposes. As such its main sources of income and gains, received under Part 11 of the Corporation Tax Act 2010, are exempt from taxation to the extent that they are applied exclusively to its charitable objectives.

10. Tangible fixed assets

	Freehold property £	Plant & motor vehicles £	Fixtures & fittings £	Computers £	Total £
Cost					
At 1 January 2021	1,095,381	88,785	109,597	32,266	564,285
Additions in period	200,709	55,258	36,408	11,173	303,548
Disposals	-	(25,890)	-	-	(25,890)
At 31 December 2021	<u>1,296,090</u>	<u>118,153</u>	<u>146,005</u>	<u>43,439</u>	<u>841,943</u>
Depreciation					
At 1 January 2021	942	49,348	104,889	25,605	180,784
Charge for the period	2,739	28,353	6,451	6,549	44,092
Eliminated on disposal	-	(15,529)	-	-	(15,529)
At 31 December 2021	<u>3,681</u>	<u>62,172</u>	<u>111,340</u>	<u>32,154</u>	<u>209,347</u>
Net book value					
At 31 December 2021	<u>1,292,410</u>	<u>55,981</u>	<u>34,665</u>	<u>11,285</u>	<u>1,394,341</u>
At 31 December 2020	<u>1,094,439</u>	<u>39,437</u>	<u>4,708</u>	<u>6,661</u>	<u>1,145,245</u>

11. Debtors

	2021	2020
	£	£
Trade debtors	317,972	1,148,572
Other debtors and prepayments	<u>309,281</u>	<u>522,390</u>
	<u><u>627,253</u></u>	<u><u>1,670,962</u></u>

Included in the association's other debtors and prepayments is an amount of £25,000 (2020: £300,000) due after more than one year.

12. Creditors: amounts due within one year

	2021	2020
	£	£
Trade creditors	378,636	248,946
Bank loans	18,460	18,335
Other creditors	114,916	25,637
PAYE and social security	17,889	14,468
Accruals and deferred income	<u>84,445</u>	<u>148,271</u>
	<u><u>614,346</u></u>	<u><u>455,657</u></u>

Bank loans totalling £18,460 (2020 - £18,335) are secured by specific charges on the associations housing properties. The bank loan terms of repayment are series of instalments with the final repayment due in 2045 and interest is payable at 2.94% pa.

13. Creditors: amounts due after more than one year

	2021	2020
	£	£
Other creditors	2,456	27
Bank loans	627,601	646,120
Deferred income	<u>290,347</u>	<u>838,569</u>
	<u><u>920,404</u></u>	<u><u>1,484,716</u></u>

Bank loans include an amount of £548,810 (2020 - £567,270) which falls due after five years and which is payable by instalments. The payment terms and interest rate for the bank loan for which an amount falls due after five years is given in note 12.

14. Operating lease commitments

The association has minimum lease payments falling due as follows:

	Land and buildings	
	2021	2020
	£	£
Within one year	4,208,277	3,714,367
Between one and five years	18,316,754	14,857,467
In more than five years	<u>60,342,752</u>	<u>47,013,110</u>
	<u><u>82,867,783</u></u>	<u><u>65,584,944</u></u>

Notes to the Financial Statements

15. Share capital

	2021 £	2020 £
Shares of £1 fully paid and issued	2	2
Share premium of £1 per issued share	2	2
	<u>4</u>	<u>4</u>
	<u>4</u>	<u>4</u>

Shares have limited rights and carry no entitlement to dividend. They are not repayable and do not carry rights to participate in a winding up.

16. Cash flow from operating activities

	2021 £	2020 £
Surplus for the year	315,763	228,529
Depreciation of other fixed assets	44,092	33,768
Interest payable	19,297	1,346
Interest received	-	(6,270)
Increase / (decrease) in trade and other debtors	668,709	497,985
(Increase) / decrease in trade and other creditors	<u>(387,229)</u>	<u>(459,097)</u>
Net cash generated from operating activities	<u>660,632</u>	<u>296,261</u>

Accreditations



INVESTORS IN PEOPLE®
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Membership Organisations



Voluntary Organisations Disability Group (VODG)

is a national charity that represents leading not-for-profit organisations who provide services to disabled people in ways that promote independence, choice and control.



Nations Council Voluntary Organisation (NCVO)

is the umbrella body for the voluntary and community sector in England.



Bristol Green Capital Partnership

is a unique network of organisations that have pledged to work towards a sustainable city with a high quality of life for all.



Chartered Institute of Housing (CIH)

is the professional body for those working in the housing profession in the United Kingdom.



National Care Forum (NCF)

is the membership organisation for not-for-profit organisations in the care and support sector.



National Housing Federation (NHF)

is a trade association for member social housing providers in England.

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Chrysalis is a Registered Society under the Co-operative and Community Benefit Societies Act 2014, with registered number 29818R, set up for the benefit of the community as a not for profit organisation, regulated by the Financial Conduct Authority (FCA) and is also a Non-Profit Private Registered Provider of Social Housing Registered Number: 4751, Regulated by The Regulator of Social Housing (RSH). CSA are members of the Housing Ombudsman and subscribe to their standards of complaints management and fair practice procedures for all tenants. Registered Office 3 Brook Office Park, Emersons Green, Bristol BS16 7FL