



# CHRYSLIS

SUPPORTED ASSOCIATION LTD

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

## ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG) REPORTING

**January – December 2021**

# About us

Chrysalis Supported Association Ltd is a registered provider of social housing, specialising in delivering 'Specialised Supported Housing' to vulnerable adults with learning difficulties, mental health problems, acquired brain injury, physical disabilities and those who are seeking recovery from addiction.

Working in partnership with local authorities and specialist care providers, we play a vital role in enabling vulnerable adults to live a more independent and fulfilling life away from institutions.

By providing an intensive housing management service which promotes tenancy sustainment, we are able to work with individuals who may otherwise find it difficult to maintain a tenancy.

We also provide a 24-hour repairs and maintenance service to ensure that our homes are safe and well maintained at all times.

# 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
<b>Social</b>	T1	Affordability and Security
	T2	Building Safety and Quality
	T3	Resident Voice
	T4	Resident Support
	T5	Placemaking
<b>Environment</b>	T6	Climate Change
	T7	Ecology
	T8	Resource Management
<b>Governance</b>	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'.

## T1 - Affordability

### C1

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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
<b>Supported Housing</b>	<b>292</b>	<b>72%</b>
Housing for Older People	n/a	n/a
Low Cost Home Ownership	n/a	n/a
<b>Care Homes</b>	<b>116</b>	<b>28%</b>
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
<b>Supported Housing</b>	<b>327</b>	<b>74%</b>
Housing for Older People	n/a	n/a
Low Cost Home Ownership	n/a	n/a
<b>Care Homes</b>	<b>116</b>	<b>26%</b>
Private Rental Sector	n/a	n/a

## C4

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### ***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:

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### ***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**

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***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**

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***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:**

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***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 last 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.



## 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**

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***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**

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***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**

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***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**

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***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**

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***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**

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***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

**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**

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***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**

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***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**

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***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**

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***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**

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***What % of the board are non-executive directors?***

60%

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**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.

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