



Chrysalis Supported Association

“A Safe Home, A Fresh Start, A Bright Future!”

## VALUE FOR MONEY SELF ASSESSMENT

November 2017 – May 2018



Chrysalis Supported Association Limited  
204 Cheltenham Road, Cotham, Bristol BS6 5QZ

Date of last review: 15<sup>th</sup> June 2018

# UK Wide Specialist Structured Housing Schemes for Vulnerable People

We currently deliver several specialised structured supported accommodation schemes across the UK and Wales which are in partnership with local commissioners and local commissioning strategies. These schemes benefit from our contracted care and support agreements with CQC registered care providers. This kind of Housing provision is very different from general needs housing in a number of ways:

- Services are designed and delivered to vulnerable people with complex needs.
- The services are specialised in terms of the kinds of care and support offered, which is delivered by trained and regulated Housing, Care & Support professionals.
- It provides adequately provisioned services through Intensive Housing Management Functions with a responsive 24 hours 365-day emergency on call service, and the properties are regularly and routinely supervised and maintained with all Health & Safety functions maintained to the highest of standards.
- These services are locally and nationally strategic often meeting local commissioning agendas, they are specifically commissioned via local commissioners and will have they're full backing and support often being directly requested in this way.
- These are specialised high-quality accommodations delivered in purpose New Build or specially adapted accommodation fit for their intended purpose.
- These are funded through specialised Private Finance arrangements requiring no upfront Capital Cost to the Public Purse.
- Local subsidy arrangements in place usually mean that local authorities can reclaim up to 100% of the subsidy paid above LHA (Local Housing Allowance) rates for supported accommodation.
- These services are part of the modern support and care agenda that is moving away from the traditional Registered Care home route in order to provide greater independence, choice, freedom and flexibility.

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# Our Approach

Chrysalis grew out of a genuine desire to help and enable those people in society who are most in need and most disadvantaged by promoting values of fairness and integrity in all aspects of everything we do. Here at Chrysalis we believe that everyone regardless of their social status, age, gender or ability, deserves the right to be valued and to be treated equally and fairly at all times.

We believe that everyone deserves a chance to live the life's they truly want and aspire toward and to have access to a good, safe, well-resourced home that is of a quality and design that enables them to live a life that is as independent as possible.

Our business is person driven and designed around the needs of each individual regardless of how complex the need is. We have grown throughout the years to learn that the relationship with all of our tenants is the very driver that continues to inform our ongoing approach. We have learned our approach by doing it, not by theorising about it and by remaining open to continually learning from our tenants who tell us what works and what doesn't!

Our services are therefore designed for those who need and use them and so by being user led and user informed we have developed a philosophy that is centred in this way and continues to remain at the very heart of all of Chrysalis' service designs.

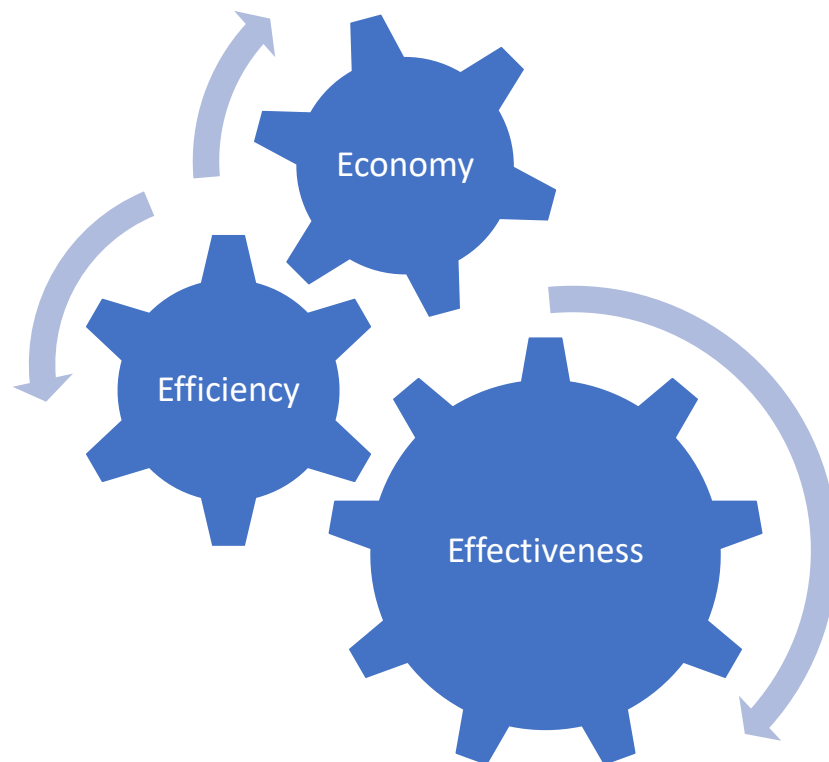
This enables us to remain true to our core operational values of Fairness, Honesty and Integrity as it was when we started many years ago and continues to be right up to the present day!

## Our Overall Aim

We at Chrysalis Supported Association believe that Value for Money (VfM) builds on existing good practice with the key objective of improving organisational economy, efficiency and effectiveness.

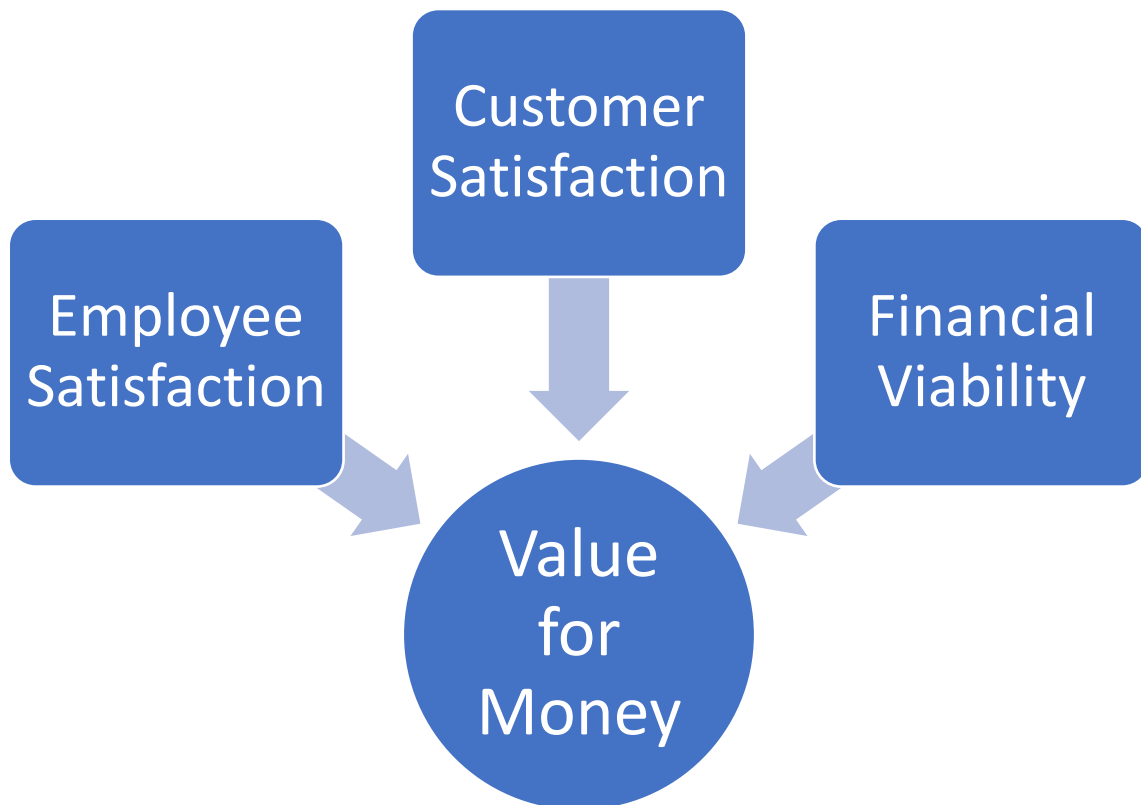
We have adopted the attitude that VfM encourages the best use of resources. It will allow and support reinvestment into new or improved services, making our organisation stronger, ensuring long term viability.

The aim is to assess whether or not our organisation has obtained the maximum benefit from our available resources, how well we have worked collaboratively with our tenants, care providers and investors whilst meeting the expectations of the Homes England – Regulator of Social Housing and how we have positively impacted local communities.



## Our Value for Money Strategy

In order to achieve our overall aim, we are focusing on the below three main objectives considering the input, output and outcome of each.



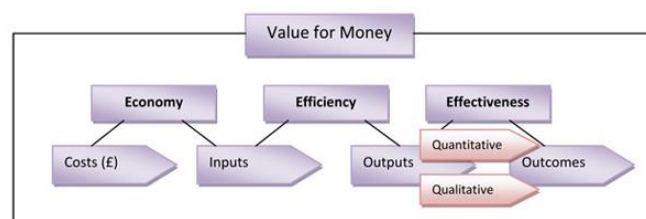
We are aware that all actions need to be sustainable to ensure long terms satisfaction and viability.

# Customer Satisfaction

This objective is at the heart of everything we do. Our passion and commitment ensure that we strive daily to consistently improve and develop not only as an organisation but as individuals.

To achieve this objective, we will:

1. Work with our tenants, care providers, supporting and encouraging a nurturing environment where our tenants feel cared for, valued and respected, reassessing the service provided at regular intervals.
2. Support and promote safe places to live and work both in our houses and local communities, applying a zero tolerance for anti-social behaviour, carrying out regular visits to the property, asking tenants and care providers for feedback and working with local police and other statutory and/or voluntary services where necessary.
3. Liaise with our tenants, care providers and investors to ensure properties are well maintained and customers are kept well informed. By implementing our planned preventative and reactive maintenance services, then ensuring this is maintained through carrying out regular visits and having a good working relationship with tenants and care providers.
4. Align with our customers to deliver exceptional service, actively seeking tenant feedback and acting when needed. By listening to our tenants and care providers, understanding their needs and acting on feedback provided.
5. Embed the VfM culture firmly within Chrysalis to ensure we remain financially viable and regularly review our VfM objectives and the effectiveness of our financial controls.
6. Only accept or personally develop, high quality homes into our portfolio, ensuring homes are modern, well located and when required, adapted to enhance the tenant's quality of life. By personally ensuring all properties are aligned with our rigorous specific scope of works which is created in addition to our standard work specifications, therefore ensuring that both are strictly adhered to understanding the tenant, and the intended use of the property whilst capturing the care provider's needs.
7. Encourage tenant involvement with items such as fundraising, property décor and peer support. By asking for feedback and ideas, listening, making suggestions and being engaged with the wellbeing and satisfaction of our tenants.



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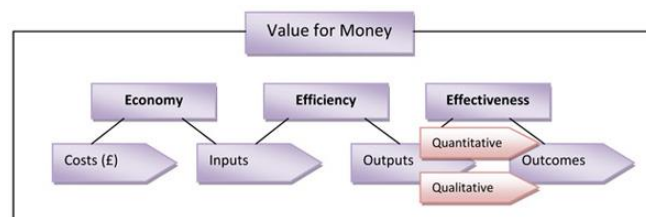
# Employee Satisfaction

Our team is our greatest asset. We believe that in order to provide the level of care and service that we pride ourselves on, we must invest in our team.

We encourage employee involvement ensuring their views are respected. We provide regular training and support to promote and encourage team engagement, empowerment and ownership.

To achieve this objective, we will:

1. Provide regular specific and relevant training for all members of team. Encouraging development, empowerment and accountability at all levels. By assessing the individual's needs, objectives and ambitions, by leading by example, setting clear and achievable targets and ensuring the team are aligned with Chrysalis' core values and objectives.
1. Provide and request regular feedback to/from our staff and stakeholders. Share this feedback with the team, re-assess ways of working following this. By holding weekly team and senior management meetings, by creating a culture of open and honest communication and respecting the team's views.
2. Ensure the safety of staff and tenants always. By completing regular risk assessments and conducting supervision sessions with the team. Making the team aware how important their safety is to Chrysalis by adhering to our essential policies and procedures to this end such as safeguarding and lone working policies.
3. Collaborate and share information at all levels to support the development and growth of the business and to consistently improve the tenant experience. By creating standard monthly reports which provide clear, accurate information, by involving the team and the Board in all decision-making situations and by sharing company updates and developments with tenants, care providers and investors.
4. Embed the VfM culture firmly within Chrysalis to ensure we remain financially viable. Regularly review our VfM objectives and review the effectiveness of financial controls.
5. Develop a team within Chrysalis who are dedicated to making a difference; for our tenants, our company and local communities. By creating a culture that encourages empathy, passion and commitment, by standing by our aims and objectives and remaining ethical throughout growth.



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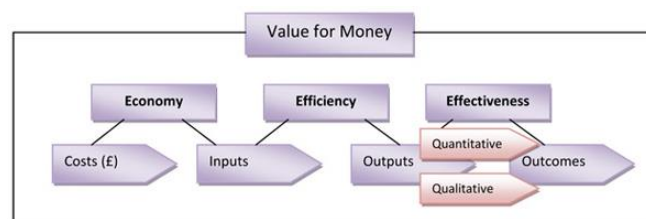
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# Financial Viability

To ensure the long-term wellbeing of our tenants, our staff and our business, we must ensure that we remain financially viable, regularly reviewing our finances, methods of working and objectives.

To achieve this objective, we will:

1. Ensure all financials, policies and procedures are reported to the Board for review and direction. By embedding a structured reporting system and due diligence process with all stakeholders.
2. Review current ways of working regularly; look for ways to increase economy, efficiency and effectiveness. By seeking feedback from tenants, service users, care providers, staff and stakeholders. Working collaboratively to achieve common goals and company objectives ensuring alignment at all levels.
3. Implement robust procurement procedures which compare cost, quality and logistics. By working collaboratively with tenants, service users, care providers, staff and stakeholders to ensure we are using the most effective, efficient and economic suppliers and by regular reviews of our finances.
4. Implement best practice for staff travel to support reduced fuel costs and efficiency. By holding each member of Chrysalis accountable for reducing fuel costs and ensuring maximum efficiency in their weekly planning. Regular checks and reviews will support this.
5. Implement preventative and reactive maintenance schedules for all properties, anticipating well in advance repairs and replacements. This will in turn reduce the need for reactive maintenance call outs and higher costs of repair.
6. Actively review and identify ways to reduce costs without compromise to tenants, employees and investors. In line with the above and always looking for excellent quality at a realistic price and sustainable price which never compromises on quality or safety.



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# Monitoring the Value for Money Strategy

Having a clear Value for Money strategy and setting specific, measurable, achievable, realistic and timed (SMART) objectives gives us clear direction on how we are going to embed a VfM culture within Chrysalis and how we are going to consistently demonstrate Value for Money year after year.

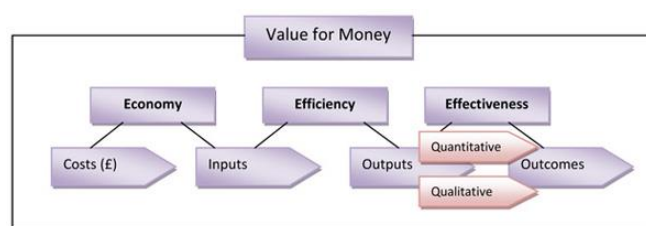
To ensure we achieve the desired results, we now need to monitor the strategy at regular intervals and where necessary, have the ability make changes.

Chrysalis want customers, employees and Board to contribute positively and pro-actively to the VfM strategy. So, to achieve Value for Money Chrysalis will;

1. Train all staff so that they understand what VfM is and how this is monitored.
2. Keep the culture of VfM alive in the business by regularly discussing in team meetings, business and employee reviews. Setting individual targets to encourage ownership and accountability.
3. Recognise achievements and celebrate successes with our customers, employees and Board.
4. Consistently seek feedback and suggestions from stakeholders.
5. Appoint a VfM Champion; ensuring they carry these aims forward, driving awareness and compliance.

Chrysalis will then apply the following measures to monitor success:

1. Customer and employee feedback surveys to be reviewed and reported monthly. Results to be discussed at Board level where changes are required.
2. Property maintenance issues, resolution and timescales to be reviewed and reported monthly. Results to be discussed at Board level.
3. Monthly financial reports to be reviewed monthly and discussed at Board level.
4. KPI's to be measured quarterly and results discussed at Board level, shared with team and action plans implemented if required. This will include a review of the effectiveness of these KPI's and a flexible approach will be taken so KPI's can be amended if our customers, employees and business would benefit.
5. VfM Assessment to be reviewed and updated annually. This will then be published for and review by employees, stakeholders and customers to ensure transparency, and be a standing agenda item at each AGM.



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# The Story So Far.....

From November 2017 – May 2018, we are delighted to report the below statistics:

Homes (Units-Lettable Rooms/Spaces) in use that meet or are above the decent homes standard: **100%**

Lease Arrears: **0%**

Amounts falling due that we cannot oblige: **0%**

Voids for May on lettable units that are not covered elsewhere from capitalised sums: **0**  
(*Would have been 2 however Care Provider encumbered to cover this*)

Voids actuals not covered elsewhere: **1**

Rent arrears due from HB on lease and eligible charges: **0**  
(*i.e no money outstanding from any HB Department*)

*\*Rent arrears on ineligible costs to tenant's circa £200 pounds which are rolled into repayment plans. This is fully managed via the Financial Controls adopted by Chrysalis.*

Number of Intensive Housing Management Visits as part of planned visit arrangements: **100%**

Repairs responded to within set and publicised timescales: **100%**

Health & Safety Issues reported: **0%**

Gas Certs/Electrical Certs/Asbestos/Legionella (where appropriate)/EPC to acceptable score/RADON (where appropriate)/Fire Alarms to regulations or above and Fire Safety Protocols and Measures (Fire Doors/Testing? Maintenance) adhered to and maintained on time and up to current regulations: **100%**

Complaints from Tenants: **0%**

Complaints from Tenants not acted upon and resolved: **0%**

Complaints about Care or Support Providers: **0%**

Complaints from Care or Support Providers about Chrysalis or our contractors: **0%**

Safeguarding Issues/Reporting: **0%**

Immediate Financial Risks: **0**

Lone Working Risks: **0**

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