



CHRYSALIS

SUPPORTED ASSOCIATION

"A safe home, A fresh start, A bright future!"[®]

ANNUAL REPORT 2022

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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

For The Year Ended 31 December 2022

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 2022 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 (resigned 22 June 2022)
M Bennett - Executive Director-Buildings and Technical Maintenance
G Borg - Non-Executive Director
J Klich - Non-Executive Director (resigned 22 June 2022)
R. Ferrigno - Non-Executive Director (appointed 22 June 2022)
Michael Meanley - Non-Executive Director

The Board of Management present the financial statements for the year ended 31 December 2022.

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.

2022 was not without its challenges and in equal measure causes to be celebrated, was the gradual return to a 'new normal' and the long awaited and anticipated official end to the global pandemic which in no short measure is superseded by the events in Ukraine and ongoing global unrest.

This meant in practice we were all faced with upwardly spiralling costs on living, fuel, interest rates and raw building materials and contractors' costs. As ever we have been on the front foot ensuring we have supported our tenants, staff and stakeholders wherever possible and negotiating ways to minimise future impact.

2023 will see us finally set off in our journey into our new group structure which will inevitably begin to see efficiencies and improved governance and internal management whilst providing a more varied set of opportunities as we continue to grow steadily and securely in the years to come. One of the key things to look out for will be the publication of our group business plans and strategy documents that will give a comprehensive overview of the landscape both from a historical perspective but also, and more relevantly, from a future perspective.

To this end I would like to thank the entire board, our staff teams and our legal teams who have worked hard over the last few years to enable us to prepare for this transition. I am also excited and very much look forward to the establishing of the new management structures and onboarding of much desired skill sets in line with our desire to remain ever focused on our tenants, service users, staff and stakeholders in delivering excellent homes, quality focused bespoke services and a highly skilled knowledge base that ensures all partners have total confidence in our products and services.

I would also like to extend a fond farewell to our longstanding NED Janusz Klich who has stood down after many years of devoted service throughout his tenure. Janusz it has been a pleasure to work with you and we wish you every success in your future ventures. I would also like to welcome Rino Ferrigno who was appointed to the board as a NED and who will take Janusz's seat we all look forward to your contributions in the years to follow.

I would also like to extend a wholehearted congratulations to the entire OPOKA organisation who have worked hard through 2022 to bring into existence its first supported accommodation services going live in 2023 set up to support women and children fleeing domestic abuse from the Polish Community.

The Compass project remains dormant for the time being with ambitious plans throughout 2023 and 2024.

As ever it is a blessing and a privilege to lead Chrysalis and I am very fortunate to have so many committed individuals who genuinely want to see us make a real observable impact and positive change in our tenants and service users' lives. I think this year's report demonstrates clearly just how much our services realise that ambition and it is such a pleasure to play a role to this end.

Comments from our Chair – Malcolm Evans

The year, 2022 proved to be equally as challenging as 2021. COVID health issues reduced, only to be replaced by the cost-of-living increases, high double-digit inflation, and higher energy costs. Chrysalis has proved to be robust in these challenges delivering a healthy surplus for the year, whilst increasing its fixed asset base to just under £2million.

Delivery of high-quality services, excellent health and safety standards, a continuation towards environmental commitments and high tenant satisfaction ensuring tenants are safe in their homes and improving their wellbeing, has continued throughout the year. Chrysalis also re-launched their website which has a new look and enables users to navigate our services much more easily along with accessing Company information and reports at the touch of a button.

Chrysalis continually look to improve its overall operating efficiency and financial management. To this end the Group pursues with its restructure which is anticipated to come into force toward the end of 2023. This will lead to positive impacts through commercial investment opportunities and help Chrysalis Supported Association continue its expansion for new homes for the most vulnerable people in our society.

I would like to congratulate the CEO, Executive Directors, Board Members, and all employees for their tireless efforts. It is also noteworthy to record 20 years of operation under Colin Mackell who is the founder, leader, and inspiration for Chrysalis Supported Association. Also as noteworthy is that Opoka (CIO), has also completed their first year of independence and have become a self-funding subsidiary of the organisation.

Malcolm Evans
Chair



Managing Director – Maxine Gall

2022 has been yet another year of steady and strategic growth. We continue to focus on our tenants, the quality and safety of our housing stock, and our team to ensure that we remain a consistent and reliable landlord, service provider and employer.

Following our tenant satisfaction survey published in last years annual report and the introduction of 'Tenant Satisfaction Measures' by the 'Regulator of Social Housing', I am delighted to confirm that we have employed the services of 'The Good Economy' to continue facilitating our independent tenant surveys. I welcome the opportunity to be able to report on these measures, knowing that this will not only help Chrysalis to monitor and improve services, but the sector as a whole.

I am proud to announce that in December 2022 we achieved 'Silver' accreditation from 'Investors in People'. We believe that it is just as important to look after our employees as it is our tenants and I'm thrilled that this has been recognised!

Although our growth in terms of housing stock has remained steady, we have been working hard behind the scenes on our governance and housing management processes. The objective being that we continue to build on strong foundations, ensuring we are well-equipped for the next stage of organisational change and growth.

After 5 years of service with Chrysalis; I know that we never stand still which makes me excited for next phase!



Another successful year ensuring our tenants live in homes that are safe and well-maintained, and I am proud to be able to congratulate my team on another year of 100% compliance results across the portfolio.

I would like to mention ‘Awaab Ishak’ who unfortunately died from a respiratory condition caused by exposure to mould in his housing association home. This rightly so, has increased awareness of the risks that damp and mould present if not treated and managed in homes. In response to this, we have completed a full assessment of all properties, created resolution and management plans if needed, implemented a specific ‘Damp & Mould Policy’ and provided risk specific training across our team of Maintenance Operatives and office support staff.

We have started to review ‘EPC’ ratings and look for ways to improve energy efficiency. We are also in discussions with some of the property investors asking for support with this. This will be an ongoing project over the next 2-3 years.

We continue to focus on reducing our carbon footprint, with all maintenance and housing vehicles complying with the Euro 6 diesel regulation. We are also looking at how we can monitor our carbon emissions as an organisation and hope to be able to report on this in the near future.

I would like to take this opportunity to thank the team for all their hard work and commitment throughout 2022!



Michael Meanley – Non-Executive

Chrysalis continues to grow rapidly with strong leadership and excellent core values. It is a pleasure to work alongside the team facing the challenges of working in a post Covid and post Brexit environment. If the progress over the last two years is reviewed it is something to be proud of.

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 residentials, 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 2022

Lauren Young
Maintenance Manager

Health and Safety

The overarching focus for the Chrysalis Maintenance team, is to ensure our tenant's homes and our staff are safe. There are strict policies and procedures that we adhere to and review regularly to ensure these guidelines are met.

Certification

Chrysalis follows Government guidelines relating to reporting and certifying the health and safety for all our properties. We ensure that we are compliant with the required certification including gas, statutory servicing and health and safety responsibilities.

Our Maintenance Operatives ensure our health and safety compliance is met and our cyclical obligations are carried out along with repairs which are also carried to specific timescales.

Compliance

We use a 40-point checklist which we carry out on every cyclical visit to record and document for compliance purposes. Any issues that arise from the report are either immediately rectified, or a plan is put in place to complete the work as soon as possible.

CHAS

In May of 2022 we received our Advanced Compliance Health and Safety accreditation (CHAS). It showcases that Chrysalis' processes are not only met, but exceed business Health and Safety standards.

It confirms we excel in the following areas:

- Health and Safety policies
- Insurances
- Financial policies
- Environmental policies
- Quality assurance
- Equality policies
- Anti-bribery & corruption polices
- Modern slavery polices
- Corporate and professional standing
- Identity polices

Damp and mould

With the serious health implications of damp and mould, and in light of recent media attention, the following process are in place to ensure these issues are addressed as quickly as possible:

- Maintenance teams check for damp and mould every month as part of the health and safety checklist, including behind furniture and window coverings.
- Housing officers check for damp and mould every visit, and feedback any issues noticed by tenants or care staff.
- Care staff and tenants have been provided with an easy to read template on how to report damp and mould issues to Chrysalis. The template also contains information on how to manage and reduce mould growth in the home.

Throughout 2022 we had 38 mould issues reported and resolved.

Out of the 38 repairs, 3 of those were relating to the building. Chrysalis immediately arranged for contractors to attend and repair. Most of the damp and mould issues were due to lack of ventilation and management. We are therefore working closely with care providers to educate on how to remedy damp and mould problems in the future.



Repairs

Every repair reported to Chrysalis is given a time frame for these works to be responded to. We are proud to state Chrysalis respond to 100% of repairs reported within the specified timeframe. We aim to have these repairs completed by our Maintenance Operative or a registered, trusted contractor. The categories fall into the following timeframes;

- Non-Urgent repairs are smaller repairs that can be managed by the properties whilst Chrysalis arrange for completion. The timeframe for these repairs is to have them be resolved within 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.
- Emergency response time from Chrysalis are either the same day or the next working day to complete the works

We also have a category for planned repairs. These are works that require an external contractor for a longer period than the average maintenance operative visit. These are carried out within 20 weeks.

Throughout 2022 we had a total of 2,353 reactive repairs (excluding planned maintenance) reported to Chrysalis.

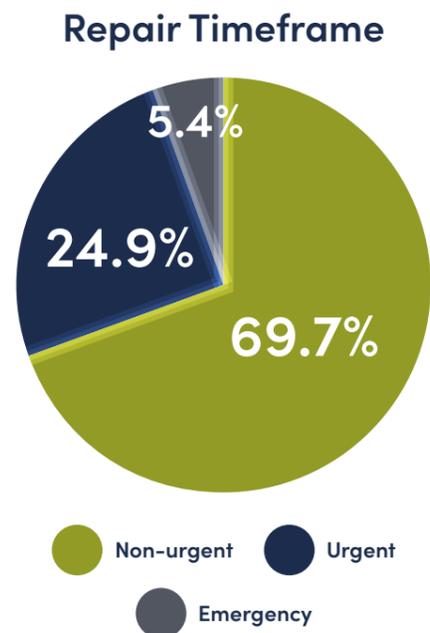
Repair Timeframes

The graph shows that out of the 2,353 repairs we had reported to Chrysalis, our largest category was non-urgent repairs at 69.7%.



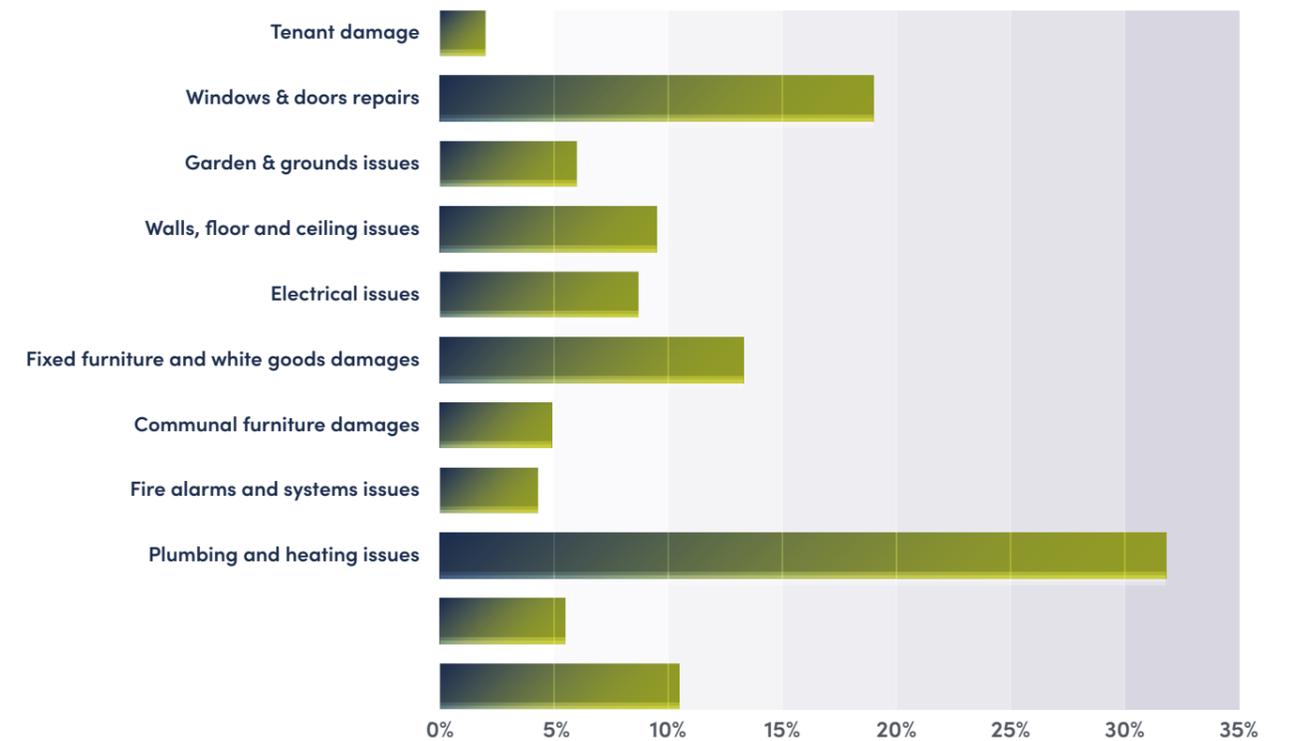
Response times

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

From all repairs reported, we can categorise these into 9 distinct groups which are detailed below. The largest category of repairs reported in 2022 was plumbing and heating issues (31.8%) along with window and door damages (19.4%).



Maintenance Team Testimonials

I joined Chrysalis in November 2022 and have been warmly welcomed by all. I have been given the relevant support and advice by the Maintenance Team which has enabled me to settle well into my new role.

In the short time I have been with Chrysalis, I have got to know most of the tenants I visit. It fills me with joy to witness their journey. For example, one tenant would barely leave the house when I first met him, but he now has so much more confidence, and he has got a part time job in a local shop. This really pleases me, and it is wonderful to see the care staff supporting the tenants create somewhere they can call home.

The work we do at Chrysalis is invaluable and so rewarding. The work we do to make our tenant living environment that bit more comfortable by overseeing repairs and maintenance of their homes.

Steve – Maintenance Operative

I continue to lead the Maintenance Team and I am extremely proud of the service we deliver. We continue to strive for excellence with our main focus being the delivery of a first class, fully compliant Health & Safety record which remains our overall main focus for the safety and security of our tenants.

My role at Chrysalis continues to be rewarding and fulfilling and I look forward to the coming year as we expand our portfolio.

Lauren – Maintenance Manager



Property Specification

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

We ask that any new properties entering the Chrysalis portfolio have, but not limited to:

- LED lighting.
- Boilers over 7 years old must be replaced.
- EPC rating of at least a C, in preparation for the change with the Future Homes Standard in 2025
- Appliances are highly rated in their energy efficiency.
- Double glazed windows.
- Insulation is upgraded.
- Compacity for repurposing.
- Ensuring all pre work reports and certificates are complete.
- Any potential adaptations are identified.

In 2022, we continued to work collaboratively with local authorities and care providers to provide bespoke work specifications for highly complex needs to help deliver and ensure homes are fit for purpose.

Maintenance Improvements

We work with Occupational Therapists, social workers, and care providers to source funding for necessary adaptations, which improves the suitability of our tenants homes. These include:

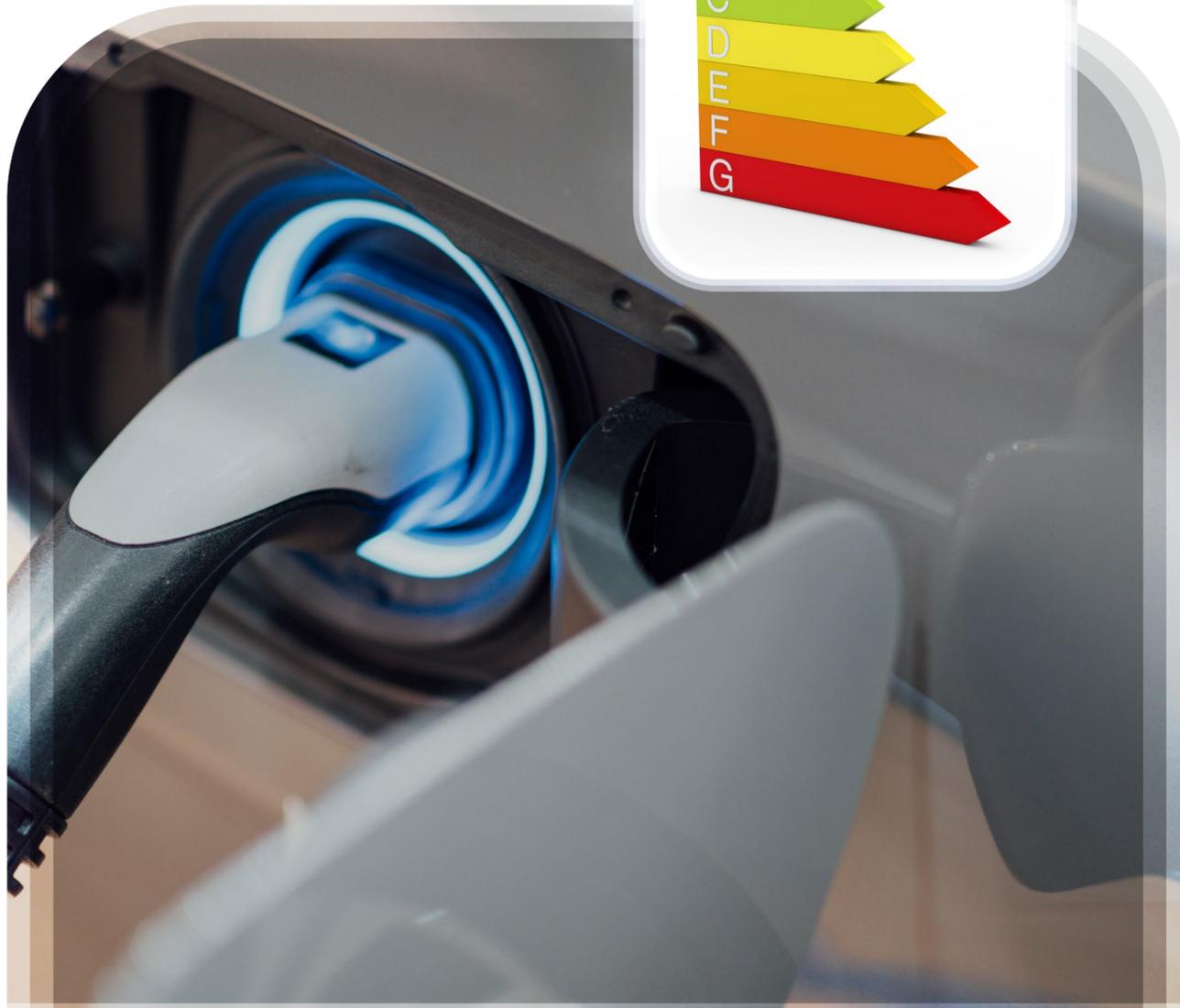
- Installation of hand/grab rails
- Bathroom adaptations ie, converting bathrooms into full wet rooms
- Supply installation of external storage ie, sheds

[Pictures to follow]



In 2022 we continued our research into ways of further reducing our carbon footprint:

- Self-charging electrical vans
- Alternative heating solutions in preparation for the Future Homes Standard in 2025
- Research all available funding to update our homes to be more energy efficient
- Raise all EPC's to at least a C in preparation for the legislation change in 2028



Overview of Services

I am not quite sure where a year has gone since our last Annual Report, but it has been another exciting and fulfilling year at Chrysalis. The Housing Team continues to develop and has a team of 9, experienced and dedicated Specialised Supported Housing Officers who make a positive impact to vulnerable people's lives.

I continue to lead the Housing Team and work alongside our Housing Operations Co-Ordinator and our Housing Management Co-Ordinator. I have also had the opportunity to visit some of our properties, tenants and care providers.

The key relationships between our SSHOs and tenants, who often have complex mental health needs and learning difficulties is extremely gratifying and rewarding. There is no hiding the genuine look of joy on our tenants faces when our Housing Officers visit. Witnessing these interactions is heart-warming.

Every story is unique and comes with its own challenges, but seeing our tenants developing as individuals, growing in confidence and being able to live more independently, is our main aim and goal. Of course, we can't do all of this alone, without the care, support and dedication from our care provider partners, none of this would be possible. Working collaboratively with them to achieve our outcomes, is what brings me job satisfaction.

I know I speak for the whole of the Housing Team, when I say that we are all very passionate about our role at Chrysalis and with every day comes a new experience. We are very lucky to work for such a diverse and ever-changing company that makes such a difference to so many lives. I look forward to seeing what the next 12 months has in store.

Tash Edwards

Specialised Supported Housing Liaison Manager



Social Housing Officer Testimonials

I have been working for Chrysalis for just over a year. I returned to work after having my son and I was a little apprehensive at first. But right from the start I have felt happy and supported by the team.

I have thoroughly enjoyed getting to know all my tenants and care providers and have developed good working relationships with them.

I'm still learning, but I know that I can ask any of my colleagues who are always happy to help.

Working for Chrysalis has been the most positive work experience I've had and I am looking forward to what the future holds.

Zoe Lundie – SSHO – Oxford

I have only been with Chrysalis since January 2023. My dedicated areas are covering parts of London and the South East. I feel supported by all members of my team. Everyone has been so pleasant and welcoming. I am really enjoying my role as a Specialised Supported Housing Officer.

Shauna Williams Young – SSHO – South East

It has been wonderful to get back working in housing after taking some time out to raise my son.

Chrysalis has made my return such a positive experience. I have received great support which in turn makes it easy to pass on to my tenants.

Christine Harrison – SSHO – Peterborough



I have been working for Chrysalis for four years and enjoy meeting and catching up with my tenants on a weekly basis. Some like to greet me with a cup of tea and others like to tell me what they have been up to. They all say that I am a good listener, and some have even asked me to be their support worker.

I have built excellent working relationships with my tenants and thoroughly enjoy working for Chrysalis. I really enjoy working part of a great team and an organisation who all work well together. My manager, TE, is very supportive and KC is helpful if I need help with administrative queries.

Although I live the furthest away from the team, I still feel close to them because of the interaction we have. My properties and tenants are great, and I feel very lucky to be part of their lives.

Ishy Shaukat – SSHO – North

I have only been working for Chrysalis since January 2023 and I am thoroughly enjoying the role so far. I have built relationships with all my tenants and care providers which I am finding is extremely rewarding.

I am looking forward to a bright future working for Chrysalis.

Holly Hall – SSHO – Midlands

I have been working for Chrysalis for almost two years and my background is the residential care sector where I was a registered manager during Covid. These were incredibly tough times which affected me deeply. So much so, I knew I needed to change career paths to protect my own wellbeing.

I secured the role and from day one I have been welcomed by everyone at Chrysalis. They are always incredibly supportive, and my manager in particular is respectful and trusting. This is so important to me because there are some days that are quite tough emotionally due to the nature of the role.

Whilst I'm part of the housing team, I work independently visiting my tenants in their properties. In November 2022 I was promoted to Senior Specialised Supported Housing Officer which will give me the opportunity to develop with the company.

The most rewarding aspect of my job is getting to know our tenants. No two days are the same which keeps my job so interesting. Our tenants look forward to my visits where I am a friend as well as a housing officer.

Their determination to overcome the trials and tribulations they face every day inspires me and makes me want to perform even better within my role. When they call me and say "Sheenagh, where are you? You're running late, your tea is getting cold" or "I've got a board game out ready to play", I feel honoured they want to talk and share things with me.

Working together with the care providers means we are all working towards the same goal so that our tenants feel happy and safe in their homes living as independently as possible.

I look forward to my future even more with Chrysalis.

Sheenagh Arnold – Senior SSHO – London



I have worked for Chrysalis for several years and during that time I have had the pleasure of seeing the organisation grow and develop from a few properties in Bristol, to growing further nationwide.

I have seen how effective and productive our relationships are between tenants and care providers and how they have evolved to serve our tenants. I witness this first hand when I visit our tenants who provide feedback, when I am auditing the properties. Each audit regularly highlights how happy our tenants are in their homes, which is immensely rewarding.

It makes me very proud to be part of an organisation that takes such pride in providing people with beautiful homes and delivering a service which makes so many people very content and happy.

Nick Askew – Housing Operations Co-Ordinator

Tenant Testimonials

I used to live at a different house but there was a lot of bad behaviour and drug taking. This had a massive negative affect on my mental health and well-being. When another tenant set fire to the house, I was moved to a safer and better environment.

When I visited my new home, I got to choose my room. I was moved with another tenant who I lived with in the other house. Together we are happy and safe because there is 24-hour care, and the staff are available when I need cheering up. One of the carers, is very kind and professional and always knocks on my door when he comes on duty to make sure I am ok. No one else does this and this makes me happy.

I am happy with Chrysalis and very thankful I have this lovely home. I am so happy when I see Jason the maintenance man because he keeps me busy and positive. I am also happy when I see Sheenagh because she is very professional and always smiling.

My mental health is so much better, and I feel calmer and more positive. I use music to calm me down regularly. I try and help all my house mates out and we all get on very well.

GW - Harrow



I moved into my flat in July 2021 and I have loved living here ever since. I get on with the care providers and sometimes sit with them in the office to have a chat.

ER - Wolverhampton



I have lived in my home for 2 and a half years. I live in a shared house with other people who all help each other as a team. We have support to help us with our confidence and our skills to be more independent. I want to help other people with LD and Autism.

I love the house inside and outside and I love living here.

OW - Yate

"It's quiet, it's safe and I have support. They take me out. We go to garden centres and the shops. I'm very happy living here. It's my home, I can do whatever I need to do."

CW - Wisbech

Tenant Testimonials

Chrysalis is a very important organisation as they provide a lifeline to people like me with a history of addiction and mental health issues. It would have been so much harder and more challenging for me to live a relatively normal life in recovery as well as achieve my academic goals in my old environment.

Chrysalis adhere to high standards both maintaining our surroundings and vetting new clients. This adds to feelings of safety and security, which really matter in supported accommodation. The facilities are great and the landlords make sure that there is electrical or other maintenance help at hand.

The renovation project of this scale with live-in residents has been challenging, however, the result should exceed all our expectations.

Nick has been very supportive and kind throughout. His 12 years of experience really shows he understands clients' needs and solving problems diplomatically and efficiently.

OH - Bristol



I like living here because it is clean and tidy. The staff respect me, and I respect them. It is a really nice place to live, thank you. It is a nice environment to live in and I like it very much.

DR- Newport

I like living in my home and am very happy in my room and the staff are very supportive. I enjoy Sheenagh's visits and she always makes me laugh.

AG - Harrow



I am grateful and enjoying my time in my new home. I have a very good friend whom I moved with from our other Chrysalis home, so we do lots of things together.

I have 2 holidays booked. I am going to Clacton with my son and Benidorm with my friend in June.

Before I moved to both my Chrysalis homes, I used to be a recluse. I was skinny and not looking after myself. Now I have gained some weight and I am more sociable.

I am thankful to the staff and I am happy to see the housing officer when she visits because she is always so positive.

If I had stayed where I was before I moved to my Chrysalis home, I would be in hospital by now.

Thank you to all the staff. I am quite happy now.

LD - London



Tenant Testimonials

Chrysalis has been a very helpful and supportive place to live. I'm very grateful to have the opportunity to live somewhere where I can work on myself and my recovery. The house is always kept in excellent condition. If there are any problems they are sorted very quickly and efficiently.

The support is genuine and caring. Nick the housing officer is always on the end of the phone if I need a chat or any help. I have come a long way in recovery since living here.

A big thank you to Chrysalis for the supported housing they provide.

Tenant - PM



I am so excited to move into my flat, the care providers and housing team have made me feel welcome. I am excited for the future in my new home when I move in.

JJ - The Wirral

I have recently moved into Chrysalis Supported Housing. I am amazed at the standard of property I live in and how well decorated it is. It feels homely and provides a place for me to feel enthusiastic. The high standards give me a renewed energy with a better approach to my life.

I live with other people like me who are welcoming and supportive. We share meals and cleaning duties working together to keep a happy home. We have a house group meeting every week when we get the chance to talk through any personal issues in a calm and constructive way. This leaves me feeling listened to and supported. It's great to get feedback on how I can improve my life.

I'm really impressed with the approach from Chrysalis when I experience difficulties as they come up with constructive ways to help me.

AG - Bristol

I enjoy living at in my home. I feel that I have progressed well since being in supported living and I have staff support whenever I need it. The location of the house is good for the bus routes. This is preparing me for living independently.

CS - Newport

I have lived in my Chrysalis home for 6 months. I really like it.

I enjoy being with my housemates and it's nice to have new friends. My support staff are nice too, they help me learn new things.

I am becoming more independent. I now walk to my mums on my own and I have made more friends. We do lots of nice things together.

Thanks so much.

Tenant - JC



Parents' Testimonials

My daughter has been living in her Chrysalis Supported Living Home for two and a half years. It's fair to say, since moving in, she hasn't looked back!

The house is in a lovely residential street and the gardens are well maintained. If there are ever any issues with the property, these are addressed and sorted promptly and professionally.

My husband and I have nothing but praise for Chrysalis. We would wholeheartedly recommend anyone who requires this sort of provision to explore their services, and liaise with the friendly, helpful Chrysalis team.

You won't be disappointed!

Parent of Tenant

My son is 26 and lives Nottingham. He has lived in his home since May 2022.

Chrysalis are fantastic. They decorated his room when he returned after recovering from Covid. If there are any issues they come straight away and deal with it and the property is maintained to a very high standard.

I would recommend Chrysalis to anyone considering moving into one of their properties.

Parent of LP



We spent many years looking for supporting living accommodation for my daughter. But nothing felt like home until we found Chrysalis Supported Association.

She was nervous and anxious to make the big step to independence but, from the initial visit she knew it would be a place she could call home and be happy.

Chrysalis have been so supportive with the application process including the paperwork, and housing benefit application. The team explained in detail the breakdown of funding and service charges. We knew we were in good hands.

Chrysalis maintains the property to a very high standard and responds quickly to any repairs or maintenance. They have been so accommodating and allowed my daughter to add a touch of colour to her bedroom, which she loves.

My daughter has not looked back since moving into her new home. We therefore, highly recommend Chrysalis to anyone in search of supported living accommodation.

Parent of CM

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.

Tenants commence 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.

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



In December 2022, Chrysalis was awarded their Silver Accreditation from Investors in People.

We are extremely proud of our accreditation which goes to show that the organisation is investing in the people that work for us. The accreditation comprised of an employment survey followed by a two day assessment with all employees. The assessment was conducted at the Head Office in Bristol and via MS Teams for our colleagues who live a little further afield.

Our consultant Jenny Goward was extremely complementary to the teams and how enthusiastic and keen everyone was to provide a first-class service to all our tenants and service users.

This is a fantastic acknowledgement by such an esteemed accreditor and one we are immensely proud of. Only 15% of organisations achieve silver and at the heart of it, it means that the right principles are in place but more than that, it means all of us are making active efforts to make sure we're consistent and that everyone in the organisation feels the effects!

Paul Devoy, CEO of Investors in People, said: "We'd like to congratulate Chrysalis Supported Association on their Silver accreditation. We invest in people is a remarkable effort for any organisation, and places CSA in fine company with a host of organisations that understand the value of people."

We believe that the success of your organisation begins and ends with people. If we make work better for everyone, we make work better for every organisation. And if we do that... we make society stronger, healthier and happier.



Equality & Diversity

Ethnicity	Tenants
Arab	1
Asian / Sri Lankan	1
Asian / Indian	3
Asian / Iraq	1
Asian / British	0
Asian / Pakistani	1
Bangladeshi	1
Berber North African	1
Black African	6
Black Caribbean	2
Black Caribbean / White / Black African	1
Dual Heritage	1
Eastern European	1
Indian	12
Pakistani	0
Sri Lankan	1
White / Black African	2
White / Black Caribbean	12
White British	177
White Irish	4
White Italian	1
White South African	1
Not Disclosed	23

Sexual Orientation	Tenants
Asexual	1
Bisexual	2
Doesn't Know	37
Gay / Lesbian	3
Hetrosexual / Straight	115
Not disclosed	93
Other	2

Religion	Tenants
Atheist	5
Buddhist	2
C of E	1
Catholic	2
Christian	73
Hindu	2
Jewish	1
Multi	1
Muslim	11
Rastafarian	0
Satanism	0
Sikh	5
Spiritual	0
Not Disclosed	86
None	61
Other	3
Other	4

Age	Tenants
19-24	20
25-30	51
31-40	54
41-50	52
51-60	42
61-70	24
71-81	10

Disability	Tenants
Learning Disability	118
Mental Health	74
Eating Disorder	2
Drug & Alcohol	3
Physical Disability	24
Epilepsy / Seizure Disorder	5
Downs Syndrome	6
Autism	18
Other	3



Care Provider Partner Testimonials



Bringing Opportunities to Life

ISL have worked in partnership with Chrysalis since 2019 to provide a supported living service to clients with Learning disabilities and other complex needs in Mersey Gardens.

Since the service opened in 2019, we have worked in conjunction with Chrysalis to provide support for people to maintain independent tenancies, enabling people to move on from residential, hospitals and other higher support settings, and having a service like Mersey Gardens has supported people to become more independent.

It's great to see the difference and impact that good quality housing and support that we deliver in partnership makes to individuals lives and we hope to deliver further services with Chrysalis in the future.

Nichola Bastow | Registered Operations Manager | ISL



Since joining SIL just over 2 years ago, I have worked closely with Chrysalis. I have regular contact with our Housing Officer and the Housing Manager, who are very friendly, professional, and approachable. At times, we can be faced with some quite complex situations with our tenants, Chrysalis work collaboratively with us to resolve any issues that may arise. Chrysalis are always very responsive, helpful and proactive with anything from tenancy related queries, maintenance issues and finance queries. Our Housing Officer and Housing Manager make an effort to get to know our tenants to ensure they have an understanding of some of the challenges they may face with managing their own tenancy and how best to work with them to manage this. Chrysalis work with us to enable us to give people an opportunity to have their own tenancy and a chance to live as independently as possible in the community.

We often receive complimentary feedback from visiting professionals, relatives and tenants about the site and the flats.

Libby Crookes | Scheme Manager | SIL



Live. Love. Thrive. Belong.

Since I joined SeeAbility in 2022 I have worked very closely with Chrysalis setting up a new supported living service in Oxfordshire for people with Autism and Learning Disabilities. Chrysalis have been engaged and present throughout this journey, ensuring the environment meets the needs of the people we support, whilst also helping SeeAbility to build Applewood into a home where people can thrive and be happy.

We receive weekly visits from Zoe our Specialised Supported Housing Manager and Kevin our Maintenance person. Both Zoe and Kevin have forged great relationships with the team and people we support at Applewood. Zoe shows genuine interest in how the people we support are spending their time, and always asks if there is anything more she can do.

Kevin is always ready with a smile and happy to give advice on day-to-day maintenance issues, he completes jobs in good time and ensures the building is safe.

As the manager of Applewood it is important for me to have a good, open and honest relationship with all of the team at Chrysalis. Thus far my experience of working with Chrysalis has been positive, team members who both visit the service but also work from head offices have gone above and beyond to help me meet the individual needs of everyone at Applewood. I look forward to further building our relationship with Chrysalis over the coming year.

Grace Harrold | Manager | SeeAbility



Empowering U
Transforming Choices

Working with Chrysalis is a joy. They approach every situation with professionalism, clear policies and a good dose of humour. Chrysalis are responsive and helpful and work with us, never against us. We are several years into our working relationship and each year it goes from strength to strength.

Many thanks

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



It is a breath of fresh air to work closely with a team who are proactive and are always available to offer support when needed. The housing coordinator is easily approachable, and I have a great working relationship with him. When either the tenants or myself need anything there is always someone available to support us and if they can't help they point us in the right direction of someone who can. It is a pleasure to work side by side with the team and Chrysalis.

Kyra Davies | Senior | Priory Supported Living



5 gentlemen moved into this property in Dec 2021, and since that time the property has evolved into a "Home for Life" for the tenants, this has been made more possible with the good working relationship with Chrysalis as landlords and the team from United Response.

They work closely together to deal with any issues that arise and therefore are dealt with in a timely manner where possible, this means that the tenants do not become anxious or worried.

Any maintenance issues are quickly dealt with by the maintenance man every week and has become, part of a regular Monday catch up with the tenants...

We hope that this good relationship continues, with thanks.

Tony Field | Service Manager | United Response

OneCare has seen a positive impact on our clients through the specialised accommodation Chrysalis provides, from the initial tenancy sign up to ensuring the safety of the homes, prioritised maintenance services, regular visits from the housing officer and addressing housing benefit issues. Chrysalis support is available to OneCare day or night ensuring their Clients and Care Providers safety.

It is a great pleasure for our team to continue to work with a reputable social housing provider who takes pride and has an empathetic approach to our clients needs".

Mahmood Awan | Director | OnceCare



As landlord, we have worked with Chrysalis on several Specialised Supported Housing schemes over the past 5 years.

We have found that Chrysalis consistently deliver a strong housing management service on a well-maintained portfolio with a pro-active approach to issues raised.

We welcome the opportunity to work with Chrysalis on new schemes in the future.

Vicky Amlot | Fund Manager | Henley Real Estate



We have worked with Chrysalis on a number of projects and they are a valued strategic partner within Oxfordshire supporting our rolling programme of supported living developments.

Chrysalis excel when it comes to bespoke and creative solutions for people with complex needs and have always worked in a collaborative and innovative way with Oxfordshire Council, the people we support, families and wider partners including health.

It has been particularly heartening to see the impact for someone who has been supported when discharged from hospital when there have been previous environmental challenges with the property they lived in prior to admission with another landlord.

Partners such as Chrysalis support Oxfordshire Council to meet the NHS's Long-Term Plan to assure transformation and the system wide "Building the Right Support" community model for people with a learning disability and/or autism.

**Sharon Paterson | Commissioning Manager
Live Well Commissioning Team | Oxfordshire County Council**

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:

- 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

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’.

T1 - Affordability

C1

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

As of 31st December 2022, 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:

- there was no, or negligible, public assistance, or
- 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	2021 (as a No.)	2021 (as a %)
General Needs	n/a	n/a
Affordable Rent	n/a	n/a
Supported Housing	279	71%
Housing for Older People	n/a	n/a
Low Cost Home Ownership	n/a	n/a
Care Homes	116	29%
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	2022 (as a No.)	2022 (as a %)
General Needs	n/a	n/a
Affordable Rent	n/a	n/a
Supported Housing	304	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

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 2 years to only deliver new properties with a rating of 'C' or above.

We are currently reviewing all properties with an EPC rating of 'C' and below with a view to improving the energy efficiency.

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.

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 measured 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.

The report is now published on our website.

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 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.

Following the implementation of the ‘Tenant Satisfaction Measures (TSM)’, we have employed the services of ‘The Good Economy’ who will be conducting an independent survey on our behalf.

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%

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 personal and communal areas are checked for damage and cleanliness and both the tenants and the support provider are asked for feedback in regard to the tenants well-being and engagement with support.

Chrysalis also attend multi-agency meetings where necessary to promote tenancy sustainment.

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.



Climate Change

C14

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

EPC Rating	% Properties
A	1%
B	33%
C	36%
D	24%
E	6%
F	0%
G	0%
No Data	0%

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

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 have thermostatically controlled heating systems and radiators installed. 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).

These topics are then revisited regularly to ensure effective management of risks.

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 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 years.

C23

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

Chrysalis properties have been developed following a specific and standard work specification (not including bespoke adaptations). This enables the organisation to better manage and reduce waste as materials and stock can be used across the portfolio.

However, we aim to assess this further implement strategies within the next 3 years.

C24

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

Chrysalis aim to assess and implement strategies within the next 3 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 2022, 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

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?

This is being reviewed

C38

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

20 years

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, recorded and managed accordingly.

Staff Wellbeing

C42

Does Chrysalis pay the Real Living Wage?

Yes, Chrysalis is an accredited 'Living Wage Employer'.

C43

What is the gender pay gap?

On average, women employed by Chrysalis Supported Association Ltd earn approximately £1,789.95 per annum 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 2022, the average number of sick days taken was 1.95 days per employee.



INTRODUCTION

In 2022, OPOKA continued with its core work of supporting Polish women and their children with our provision of a holistic, high-quality specialised domestic abuse and support service. This work is supported and provided by our specialist team of highly trained bilingual staff and volunteers, whose roles include staffing the helpline, providing practical support, outreach work, crisis response as well as providing counselling in the Polish language. Our staff provisions began being restructured at the beginning of 2022 in order to strengthen our outreach and prevention work. As the cost-of-living crisis bites harder, we remain fully committed to meeting the increased need from our community, with support from our generous donors and by maximising and utilising all available resources as efficiently and effectively as practical.

OVERVIEW OF CLIENT SUPPORT

Women and their children who received our support.

Our helpline team responded to 6612 calls, thus playing a key role in helping them to understand, make sense of and process their experiences and empowering them to make their own decisions about how they want to move forward in light of the trauma and abuse suffered. Our outreach and advocacy team worked with a total of 413 women in 2022. This followed comprehensive and specialised assessments that are utilised in order to identify the women's needs and targeted interventions to help them meet these needs and reduce, eradicate and or prevent a worsening of the situation or bringing this to a satisfactory conclusion. Our professional staff team offered a range of services, including counselling, children's mental health programmes, safety planning, risk reduction, emotional support, access to legal options, benefits advice, counselling, and psycho-educational workshops such as The Freedom Programme and the Power of Change. These avenues of support are a core feature of what we offer Polish women, making available a confidential space to tell us what's happening to them and to give them added reassurance that they will be heard and that we will take each of their support needs seriously.

"The whole process was an extremely supportive and such as positive experience. My IDVA (independent domestic violence advisor) was really great. I am really grateful for the service I received. I never thought there would be a light at the end of the tunnel."

A.P. 2022.

CHILDREN WHO RECEIVED COUNSELLING AND OTHER SUPPORT

Our children's and young person counsellor delivered the 1-2-1 'Healing Together' programme to 8 children in primary schools across Bristol. The children have experienced significant trauma as a result of their direct exposure to domestic abuse in the home, and these weekly sessions are crucial in their recovery process. In addition to the 8 children receiving the 1-2-1 program, a further **366** children of the women working with Opoka's DA Outreach staff - benefitted both directly and indirectly from the safety advice and ongoing support provided to their mothers.

PARENTAL GUIDANCE

During our psycho-educational programs we included parental guidance and managed to positively engage 174 mothers in order to better support their children through this very difficult time in their lives.

BILINGUAL IDVA SERVICE

We worked with 154 women who had experienced domestic abuse and sexual violence. Our Independent Domestic Violence Advisor (IDVA) supported 20 women to explore their options around the criminal justice system and continued supporting those who chose to proceed on the journey from reporting abuse to the police and onwards through to court, 47 women were able to receive specialist counselling through our Polish counselling service helping them work through and safely process their trauma.

OVERVIEW OF EDUCATION AND OUTREACH

We were proud to launch our new Awareness Raising and Community Outreach Approach to recognising, preventing, and responding to Domestic Abuse and Sexual Violence workshops for the Polish community in Bristol reaching out hundreds of Polish families across our community in Bristol and South Gloucestershire.

SCHOOLS

Over the year we worked with 10 primary schools across Bristol delivering 47 trauma informed sessions. Since the start of the 2022 academic year, we also delivered 5 workshops and training to teachers and held a webinar for parents from 5 schools, with 35 parents in attendance.

COMMUNITY ENGAGEMENT

Throughout the year we have been delivering drop-in sessions, educational workshops, awareness raising, and we started another new project called the 'Polish Community Hub' the main idea of this new project was to help some of the most vulnerable women in our city to reduce isolation and to help them break through barriers that prevented them from speaking out about domestic abuse in their families. Over the course of the year we ran an additional 14 talks for 98 people across a range of settings including a range of diverse institutions and other community events.

RESEARCH

In June 2022, in Manchester the first-ever conference 'Understanding and Responding to Polish Women's Experiences of Domestic Violence and Abuse in the UK' took place during which a very important piece of research was published. In 2020 Lincoln University invited Opoka to collaborate on this research, together with other organisations such as VESTA Family Support, and under the leadership of Dr Iwona Zielinska, Prof Sundari Anitha, Dr Michael Rasel, and Dr Ros Kane this research has become a hugely important step towards understanding how to support Polish women and their children who experience domestic violence and abuse in the UK. It has been a huge amount of work and tremendous collaboration from the many Polish bilingual professionals and survivors who have contributed to this project by sharing their life experiences, expertise, and knowledge. OPOKA feels humbled and privileged to have been part of this project.

This report presents key findings of the first research project (2020-2022) to investigate Polish women's experiences of domestic violence and abuse, and service responses to Polish women in the UK. It seeks to understand why domestic abuse services receive very few referrals from Polish women despite the Polish community constituting the second largest foreign-born group in the UK with over 700,000 residents. Migration is well-known to exacerbate the risk of domestic abuse and increase barriers to accessing support.

The report draws on data from 28 life history interviews with Polish survivors of domestic violence and 18 semi-structured interviews with practitioners from domestic abuse, statutory and voluntary services across the UK. Interviews were mostly online due to the COVID-19 pandemic and all transcripts were coded and analysed by two team members. Ethical approval was granted by the University of Lincoln Research Ethics Committee.

RECOMMENDATIONS FOR RESEARCH

- Include Polish and East European communities in discussions about inequalities in welfare, violence and service responses in the UK driven by racialisation and othering.
- Expand research to consider factors and interventions that can work with perpetrators of domestic abuse within the Polish community.
- Seek to understand the experiences and service responses to cases of domestic abuse faced by Polish women arriving after the UK's withdrawal from the European Union.

OPOKA STRIVES FOR EXCELLENCE!

At the end of the year, after a very long and meticulous process, Opoka was awarded the National Quality Standard! In a letter from Women's Aid, it read:

22nd December 2022,

Dear Aneta,

The Quality Assessment Panel met on 16th December 2022 and their conclusions are listed below. The Panel has great pleasure in announcing that Opoka has passed its assessment and has been awarded the Women's Aid National Quality Standards Stage One.

Panel Findings:

They Panel were impressed by Opoka's passion and commitment to providing a quality service for Polish women and their children through your ground-breaking work as the only Polish specialist domestic abuse organisation in the UK. The Panel heard that your services are delivered by highly trained specialist bilingual domestic violence experts who provide opportunities to help women and children to recover free from abuse by tailoring your services to meet their needs. The Panel heard that you have strong referral policies and procedures. The Panel heard that you have an informative and professional website, with an option for translation into Polish, and noted the striking statistics on your home page showing the impact of your work. The Panel commended the shop section of your website where you sell clothing for women and children as part of your fundraising work, and the empowering statements featured on these garments. The Panel heard that your biggest plan is to open a refuge provision. Opoka's bravery, commitment, and ambitious plans for the year ahead were commended by the Panel.

Well done!

**Yours sincerely,
Pp Jess Street
Quality Assurance Officer**

Rehaila Sharif Head of Membership & Chair of Quality Assessment Panel

Of course, our next step in 2023, will be to prepare for the new challenge of opening our new service and our very first 'Safe Accommodation with specialist structured support' for Polish women with children who are fleeing domestic violence and abuse. Opoka believes that no-one should have to live with domestic abuse and sexual violence. Especially those who have faced multiple barriers, including discrimination and inequality mainly because they require higher levels of support because of their cultural and language needs, insecure or developing status in the UK or other nationality matters.

Who is the service for?

The service will be for Polish women who:

- Are survivors of domestic violence
- Have up to two children.
- Find it difficult to find support and suitable housing.
- Struggle to access services because of language barriers or knowledge about available and accessible support systems
- Are isolated, vulnerable and have limited financial independence.
- Who are unable to access safe and culturally sensitive support in Polish elsewhere.

Why are we best placed to help?

Opoka has over 11 years’ experience in helping Polish women who have suffered from domestic violence to transform their lives. Opoka’s services are delivered by Polish women with life experience of domestic violence. Since 2012, Opoka has come a long way and has grown and expanded to meet the needs of the Polish community and has reached thousands of vulnerable and isolated women and children.



Period – January 2022 to 31 December 2022

Short term Work – Helpline and requests/contacts by service	Value
Helpline	6612
• Information	3780
• Emotional support	1280
• Safety advice	542
• DV Outreach	1010

Contact Type of Support	Value
Email	2347
Online Chat	145
Helpline/Telephone	6612
Facebook (Messenger)	43

Support Provided To	Value
Caller / client not eligible for support	276
Professional	1682
Survivor/victim	3098
Third party	47

Client Gender	Value
Female	6084
Male	528

Contacts by month	Value
January	1163
February	583
March	702
April	401
May	496
June	473
July	858
August	946
September	295
October	339
November	322
December	33

Client Nationality	Value
Polish	6084
British	528

Contact by Reporting Area	Value
England	5706
Scotland	637
Wales	269

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

Period – January 2022
to 31 December 2022



Long term cases	Value
Total Cases	413

Service	Value
Counselling/Therapy	47
Freedom Programme	174
IDVA	154
Healing Together Programme	8

Case Gender	Value
Female	413
Male	0

Case has Children	Value
Yes	366
No	47

Case has Drug Support needs	Value
Yes	26
No	387

Case has Alcohol Support needs	Value
Yes	19
No	394

Case has Mental Health needs	Value
Yes	354
No	59

Service Length Narrative	Value
1 day 2	498
6 Days or Less 7	8
1 - 3 Months 25	63
3 - 6 Months 121	12
6 - 9 Months 127	34
9 - 12 Months 59	30
12 - Months and more 39	26

Service Outcome	Value
Client engaged	380
Client disengaged	5
Client never engaged	7
Completed programme of support (non-refuge only)	357
Moved out of area/Been Relocated	11
No longer needs our support	5
Realised ineligible for support after started	2
Service closed due to loss of funding	0
Support needs to high	26

Cases by Reporting Area	Value
England	393
Scotland	11
Wales	9

Health, safety, and financial improvement outcomes	Value
Health improvements	89%
Safety Improvements	79%
Financial stability improvements from employment	61%
Financial stability improvements from benefits system	82%



As another year reaches its conclusion, we reflect on the challenges that continue to face us all. Whilst Covid has subsided in the nation's focus this has been replaced by the cost of living crisis. Despite the turbulent and challenging times, we are experiencing, Chrysalis continues to deliver a dynamic service that ensures we continue to meet our tenants' needs while proactively managing any risks.

During 2022, the finance team have, in conjunction with our colleagues, strived to ensure that our tenants receive the best value for money, monitoring and minimising costs where we can. Chrysalis' focus is to provide an unparalleled service that Chrysalis believes its tenants deserve.

Chrysalis's finances remain strong, as evidenced within the enclosed accounts, ensuring that we can continue to deliver the service that our tenants have become accustomed to.

In 2023, the Board plan to separate out some key services into other companies and form a group structure. There will be a focus of evaluating the governance and financial structures to make sure it is able to support an evolving group structure which allows for growth into the future. There is many opportunities for the Association to expand its work to meet an ever growing need and the board will ensure that the Association is ready for this opportunity.

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 both overall and on an individual project basis. This process is currently being reviewed by the board to ensure it remains robust and responsive to the strategic ambitions of the Company while the quality of care is maintained at the highest standards..



For The Year Ended 31 December 2022

FINANCIAL REVIEW

The Association's total incoming resources for the year was £7,818,551 (2021 - £6,739,189) from which £7,596,818 (2021 - £6,423,426) was expended to leave a surplus of £221,733 (2021 - £315,763) 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 £2,424,087.

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 £565,293.

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:

1. Reinvestment is 100% having spent our surplus on adding to our owned housing stock.
2. New supply is one as there was a single new property purchased during the year.

Report of the Board of Management

3. Gearing is 26%.
4. EBITDA MRI Interest Cover is 11.2.
5. The headline social housing cost per unit is £17,663. 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 3.01% and the overall operating margin in the period standing at 2.83%.
7. The Return on capital employed (ROCE) was 6.3%.

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 2023.

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.

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: 12 June 2023

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 2022 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 2022, 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 2022.

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 2023

Statement of Comprehensive Income

for the year ended 31 December 2022

	Note	2022 £	2021 £
Turnover	3	7,818,551	6,739,189
Operating expenditure	3	(7,596,818)	(6,423,426)
Operating surplus	3	221,733	315,763
Interest receivable		-	-
Surplus on ordinary activities before taxation		221,733	315,763
Taxation	8	-	-
Surplus for the year		<u>221,733</u>	<u>315,763</u>

The only recognised gain is the surplus for the year of £221,733.


.....
M Bennett - Director


.....
M Gall - Director


.....
M Evans - Secretary

Approved by the board of directors on 12 June 2023.

The notes on pages 64 to 70 form part of these financial statements.

Statement of Changes in Reserves

as at 31 December 2022

	Income and expenditure reserve £
Balance as at 31 December 2020	1,886,591
Surplus for the year	<u>315,763</u>
Balance as at 31 December 2021	2,202,354
Surplus for the year	<u>221,733</u>
Balance as at 31 December 2022	<u><u>2,424,087</u></u>

The notes on pages 64 to 70 form part of these financial statements.

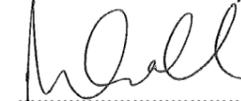
Statement of Financial Position

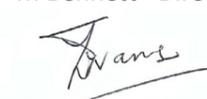
as at 31 December 2022

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible fixed assets	10		1,858,790		1,394,341
Current assets					
Debtors	11	1,001,073		627,253	
Cash at bank and in hand		<u>1,731,123</u>		<u>1,715,510</u>	
			2,732,196		2,342,763
Creditors: amounts falling due within one year	12		(1,082,337)		(614,346)
Net current assets			<u>1,649,859</u>		<u>1,728,417</u>
Creditors: amounts falling due after more than one year	13		(1,084,562)		(920,404)
Net assets			<u><u>2,424,087</u></u>		<u><u>2,202,354</u></u>
Capital and reserves					
Share capital	15	2		2	
Share premium	15	2		2	
Income and expenditure reserve		<u>2,424,083</u>		<u>2,202,350</u>	
			<u><u>2,424,087</u></u>		<u><u>2,202,354</u></u>

These financial statements were approved and authorised for issue by the Board on 12 June 2023.


 M Bennett - Director


 M Gall - Director


 M Evans - Secretary

The notes on pages 64 to 70 form part of these financial statements.

Statement of Cash Flows

as at 31 December 2022

	Note	2022	2021
		£	£
Cash flow from operating activities	16	557,929	660,632
Interest paid		(26,474)	(19,297)
Net cash flow from operating activities		<u>531,455</u>	<u>641,335</u>
Cash flow from investing activities			
Net payments to acquire tangible fixed assets		(499,172)	(293,188)
Issue of new loans		-	(25,000)
Repayment of loans		-	400,000
Net cash flow from investing activities		<u>(499,172)</u>	<u>81,812</u>
Cash flow from financing activities			
Repayment of loans		(16,670)	(18,394)
Net cash flow from financing activities		<u>(16,670)</u>	<u>(18,394)</u>
Net change in cash and cash equivalents		15,613	704,753
Cash and cash equivalents at beginning of the year		1,715,510	1,010,757
Cash and cash equivalents at end of the year		<u><u>1,731,123</u></u>	<u><u>1,715,510</u></u>

The notes on pages 64 to 70 form part of these financial statements.

1. Legal Status

The association is incorporated in England under the Cooperative and Community Benefit Societies Act 2014 ("The Act"). 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 2022. 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 associations long-term business plan shows that it is able to meet long term debt requirements. The board consider the historic impact of COVID-19 on its operations is not significant and 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 2023.

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.

2. Accounting policies continued

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).

Fixed asset investments

The Association has a subsidiary, Opoka Charitable Incorporated Organisation Charity No: 1195206. There is no share capital so no provision is made in the balance sheet. The board is satisfied that the inclusion of the subsidiary's financials is not required in these financial statements, as the Association meets the exemptions set out in the Act.

Leases

Rentals payable under operating leases are charged to the income and expenditure account on a straight-line 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.

3. Particulars of turnover, operating costs and operating surpluses

	Note	Turnover 2022 £	Operating costs 2022 £	Operating surplus 2022 £
Social housing lettings	4	7,301,301	(7,081,289)	220,012
Other social housing activities				
Other		248,851	(248,851)	-
		<u>7,550,152</u>	<u>(7,330,140)</u>	<u>220,012</u>
Activities other than social housing		268,399	(266,678)	1,721
		<u>7,818,551</u>	<u>(7,596,818)</u>	<u>221,733</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 £268,399 (2021 - £638,940).

		Turnover 2021 £	Operating costs 2021 £	Operating surplus 2021 £
Social housing lettings		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>

4. Particulars of income and expenditure from social housing lettings

	General needs £	Supported housing £	Care homes £	31 Dec 2022 £	31 Dec 2021 £
Rent receivable net of identifiable service charges	-	5,595,785	1,535,781	7,131,566	5,991,123
Service charge income	-	169,735	-	169,735	109,126
Net rental from social housing lettings	-	<u>5,765,520</u>	<u>1,535,781</u>	<u>7,301,301</u>	<u>6,100,249</u>
Management	-	(425,100)	(34,525)	(459,625)	(446,019)
Service costs	-	(4,521,242)	(1,483,969)	(6,005,211)	(4,750,066)
Routine maintenance	-	(429,245)	-	(429,245)	(367,627)
Planned maintenance	-	(183,962)	-	(183,962)	(182,759)
Bad debts	-	-	-	-	(42,330)
Depreciation of housing properties	-	(3,246)	-	(3,246)	(2,739)
Operating costs on social housing lettings	-	<u>(5,562,795)</u>	<u>(1,518,494)</u>	<u>(7,081,289)</u>	<u>(5,791,540)</u>
Operating surplus on social housing lettings	-	<u>202,725</u>	<u>17,287</u>	<u>220,012</u>	<u>308,709</u>
Void losses	-	-	-	-	-

5. Accommodation in management

The number of units under management and development for social housing accommodation was 299 (2021 - 280) of which 8 was owned (2021 - 8) and 291 was managed (2021 - 272).

The number of units under management for residential care homes was 116 (2021 - 116) of which none were owned (2021 - none) and 116 was managed (2021 - 116).

6. Operating surplus

This is stated after charging:

	2022 £	2021 £
Depreciation - owned assets	49,143	44,153
Auditors' remuneration - audit	7,800	7,500
Auditors' remuneration - non-audit	14,479	12,702
Operating lease rentals:		
- Housing	<u>3,963,130</u>	<u>2,856,887</u>

7. Employees

Employee costs were as follows:

	2022 £	2021 £
Salaries and wages	763,646	828,135
Social security costs	72,046	76,121
Pension costs	<u>10,166</u>	<u>15,749</u>
	<u>845,858</u>	<u>920,005</u>

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

	2022 No.	2021 No.
Management and administration	4	5
Housing	10	11
Development and maintenance	9	9
Opoka & Drug and alcohol services	<u>1</u>	<u>5</u>
	<u>24</u>	<u>30</u>

8. Key management personnel

The aggregate remuneration for key management personnel charged in the year is salaries of £232,333 (2021 - £250,313) and pension contributions of £3,544 (2021 - £5,224).

The emoluments payable to the highest paid senior executive were £103,500 (2021 - £107,692).

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

8. Key management personnel continued

Four employees earned more than £60,000 during the year (2021 - 4).

	2022 No.	2021 No.
£60,001 to £70,000	3	3
£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>4</u>

Remuneration paid to non-executive board members during the year totalled £18,308 (2021 - £14,000).

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 2022	1,296,090	118,153	146,005	43,439	1,603,687
Additions in period	402,337	68,960	40,990	5,632	517,919
Disposals	-	(33,000)	(629)	-	(33,629)
At 31 December 2022	<u>1,698,427</u>	<u>154,113</u>	<u>186,366</u>	<u>49,071</u>	<u>2,087,977</u>
Depreciation					
At 1 January 2022	3,681	62,172	111,340	32,154	209,347
Charge for the period	3,246	24,659	16,225	5,013	49,143
Eliminated on disposal	-	(29,100)	(202)	-	(29,302)
At 31 December 2022	<u>6,927</u>	<u>57,731</u>	<u>127,363</u>	<u>37,167</u>	<u>229,188</u>
Net book value					
At 31 December 2022	<u>1,691,501</u>	<u>96,382</u>	<u>59,003</u>	<u>11,904</u>	<u>1,858,790</u>
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>

11. Debtors

	2022 £	2021 £
Trade debtors	439,231	317,972
Other debtors and prepayments	561,842	309,281
	<u>1,001,073</u>	<u>627,253</u>

Included in the association's other debtors and prepayments is an amount of £nil (2021: £25,000) due after more than one year.

12. Creditors: amounts due within one year

	2022 £	2021 £
Trade creditors	569,694	378,636
Bank loans	16,670	18,460
Other creditors	21,106	114,916
PAYE and social security	17,078	17,889
Accruals and deferred income	457,789	84,445
	<u>1,082,337</u>	<u>614,346</u>

Bank loans totalling £16,670 (2021 - £18,460) 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 tracked against base rate.

13. Creditors: amounts due after more than one year

	2022 £	2021 £
Other creditors	-	2,456
Bank loans	612,721	627,601
Deferred income	471,841	290,347
	<u>1,084,562</u>	<u>920,404</u>

Bank loans include an amount of £548,810 (2021 - £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	
	2022 £	2021 £
Within one year	4,403,240	4,208,277
Between one and five years	19,004,220	18,316,754
In more than five years	74,113,455	60,342,752
	<u>97,520,915</u>	<u>82,867,783</u>

Notes to the Financial Statements

For the year ended 31 December 2022

Accreditations

15. Share capital

	2022 £	2021 £
Shares of £1 fully paid and issued	2	2
Share premium of £1 per issued share	2	2
	<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

	2022 £	2021 £
Surplus for the year	221,733	315,763
Depreciation of other fixed assets	49,143	44,092
Surplus on disposal of fixed assets	(14,420)	-
Interest payable	26,474	19,297
Interest received	-	-
(Increase) / decrease in trade and other debtors	(373,820)	668,709
Increase / (decrease) in trade and other creditors	<u>648,819</u>	<u>(387,229)</u>
Net cash generated from operating activities	<u><u>557,929</u></u>	<u><u>660,632</u></u>



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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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