



ANNUAL REPORT 2015/2016



**Helping adults
to live independent lives
in their home and
community**



Care



Housing Management



Support





Hello, I am Sally Dubery and have been with the Cherchefelle Board since 2002. I have a background in the voluntary sector and support to vulnerable people and more particularly those with learning difficulties. I am therefore steeped in the Cherchefelle culture and traditions and was asked to cover Cathy Rollinson's long term absence last November.



This year has been dominated by the delivery of the Board's strategic plan, driven by Cathy, to seek ways of strengthening the organisation by delivering growth or to merge with a compatible organisation. We also needed to have a clear succession plan for the number of senior managers approaching an age where retirement might be the chosen option. Indeed Martin Bellinger our CEO gave advance notification last year of his intention to retire in February 2017.

Given our own limited resources, growth opportunities have been few, particularly during a period of national austerity. An opportunity to merge with a sister organisation with very similar values to ours presented itself which would enable the Cherchefelle ethos to continue, albeit under another name. The merger would strengthen services to tenants and clients whilst securing staff jobs with no planned compulsory redundancies. More details of the merger are covered on page 8 & 9 of this report but suffice to say that the Cherchefelle Board are delighted that the merger plans are proceeding with a target for completion of the transfer of engagements to Surrey Community Development Trust, trading as Transform Housing & Support, on 31.10.16. I have known the work of Transform over many years which is complementary to that of Cherchefelle and Martin has worked quite closely with Paul Mitchell, Transform's CEO, over the last 9 years and in particular as representatives of all housing support providers across Surrey at Surrey County Council forums.

Our tenants, clients, staff and stakeholders were all consulted on the proposed merger with favourable responses and a good understanding of why an appropriate merger was the favoured option.

The due diligence requirements of a merger on both organisations are substantial and praise is due to all involved for meeting these whilst at the same time ensuring the day to day tasks of running the business are maintained. The main challenge has been to recruit sufficient staff to meet the demand. This is a sector wide problem and particularly acute in Surrey where we compete in the jobs market with employers a short commute away to inside the M25 ring around London which secures substantially higher rates of pay. However, we value our staff, offer excellent terms and conditions and our investment in them has been rewarded by their loyalty and commitment and recognised with the

Investors in People Silver accreditation in December 2015. A remarkable achievement during a period of great uncertainty for staff and the whole organisation is rightly very proud of this award.

In June 2016 Cathy Rollinson resigned from the Board of Management. Cathy felt that to return after her lengthy absence during the development of the detailed merger business plan might be disruptive. We will miss her leadership but fully understand her reasons for resigning. I include a note from Cathy for this report below.

"I have been proud to be associated with Cherchefelle over the years and have always admired the commitment of staff to support people, often far beyond the specific requirements of their job. I wish to pay particular tribute to Martin, whose energetic leadership, professionalism and passion have inspired his staff and earned respect from stakeholders and others in the care sector.



As the plans to merge Cherchefelle with Transform are now coming to fruition, I send my good wishes to all concerned and am confident that the combined organisation will prove stronger and more resilient to the challenges it will undoubtedly face in the coming years."

I can but echo Cathy's sentiments. There are so many things to be proud of in Cherchefelle - past and present. The quality support and care to the thousands of tenants and clients would not have been possible without the dedication over the past 46 years of over 600 paid staff and our wonderful volunteers who have given their time and energy so freely - Board members, shareholders, tenant and client befrienders and office support. I applaud you all. I am so pleased to have been a part of it and to be able to take this opportunity to thank everyone concerned for their contribution.

We take that Cherchefelle brand with us into the future. Just under 100 staff, 3 Board members including myself and our volunteers will merge with Transform Housing & Support on 31st October 2016.

Not the end but a new beginning and new opportunities. I look forward to being a part of it.

Sally Dubery





Access Day



Access Day is Cherchefelle's annual event raising awareness of the range of services available for people with diverse needs.

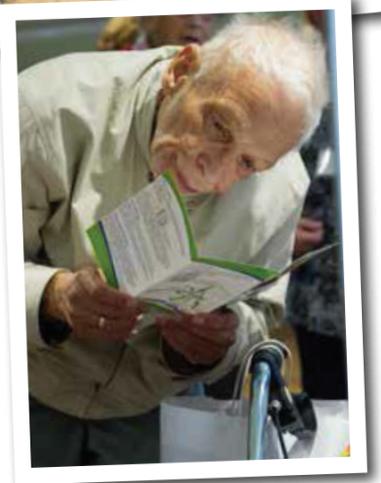
The event was again held at the Redhill and Reigate Golf Club, the same venue as last year, as this had proved so successful. A mix of stalls and comfortable seating in groups meant opportunities for staff and clients to find out about all sorts of services, and have a chat with one another too.



Amongst the organisations who attended were Richmond Fellowship, WEA (Workers Educational Association), Sight for Surrey, Reigate Stepping Stones and Surrey Fire and Rescue Service, not forgetting Wiltshire Farm Foods and their delicious samples for tasting.

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A rainy day meant that no-one ventured outside, but there was boccia (seated bowls) to enjoy, some aerobics, that could be done both seated and standing, and a delicious buffet lunch.



We also held a survey for everyone on the day; all clients and tenants were asked to complete a short questionnaire, on what they would like to be called. The options were Clients, Tenants, Customers, Service Users, People who use our services or other. This is a good example of how the people who use our services – the preferred option – are encouraged to engage and participate in matters like this.

This event is an opportunity to share the day with outside organisations and gain some new knowledge – a two way process which benefits all those who take part.



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Investors in People



Investors in People is the UK's leading accreditation for business improvement through people management, and provides resources to help businesses to innovate, improve and grow.

Cherchefelle has held the Investors in People accreditation since October 2004, and was awarded the Bronze Standard in January 2015 and then the silver standard in December 2015. The silver standard, which requires meeting a further 53 requirements over and above the Bronze Standard is only achieved by 6% of Investors in People accredited organisations, so we are justifiably proud of this achievement.



Some of the things we put in place to achieve this new standard involved building on work we had already done to get the bronze award. For instance, the RESPECT core values, which had been devised by staff, have been embedded right across the organisation. All the staff induction, probation and performance review documentation makes reference to the core values and how staff embody them. RESPECT is also a standing item on team meeting agendas and we now carry out values based recruiting. We have some lovely posters to brighten up the office space and remind staff themselves how what they do every day reflects these values.



We have improved our induction and performance review procedures and designed new folders for staff, both new and existing, so that they are clearer about the processes themselves, the organisation and its history and structure and how what they do feeds into corporate objectives. This has helped them see how much support the organisation provides. Improved reporting mechanisms have given staff more ownership of their training records and also provided the organisation with a clearer overview of training and development needs. New banners incorporating the silver logo have been designed as a recruitment aid.





Possible merger with Transform Housing & Support



During the year there were discussions about an exciting way forward for Cherchefelle, involving a merger with Transform Housing & Support ("Transform") by what is called a transfer of engagements. The effect of the proposed merger would mean that all Cherchefelle's assets (including the properties) would pass to Transform. The enlarged Transform Housing & Support would then become the new landlord for our tenants and Cherchefelle would disappear as a separate organisation altogether. The Boards of both organisations agreed that the proposed new organisation will be called Transform Housing & Support. This also provides an opportunity for Transform to take on a care service and for the merged organisation to increase the amount of care it can deliver in Surrey and West Sussex.

Transform is a well-established and well respected local provider with very similar aims, approach and values to Cherchefelle. Transform is slightly larger than Cherchefelle.



By merging, we become stronger and more financially secure but we can remain an independent local organisation, focused on local needs. We can combine our skills and expertise, learning from each other to improve what we do.

Communities Agency, (HCA) we were pleased to consult with tenants on the proposed merger transfer of engagements, so letters were sent to all of them. They were entitled to comment and give feedback on the proposals, and several of them took the opportunity to do so. We wrote to all our care clients to inform them of the proposal. All staff in both organisations received letters and the opportunity for consultation, and the news was announced on the websites of both organisations.



Cherchefelle Housing Association and Transform Housing & Support

Working together to enhance people's lives, supporting them to live more independently

Experienced and trusted organisations

Cherchefelle
Committing with the Community
Founded 1970

transform
housing & support
Founded 1972

Providing homes for 803 local people

Cherchefelle: 140 Transform: 308

Giving care and support to a further 579 people

Cherchefelle: 370 Transform: 208

211 expert and professional staff

Cherchefelle: 95 Transform: 116

Working across the south east region

Surrey: 7 boroughs
Crawley, West Sussex
Richmond

Surrey: 11 boroughs
Westminster, Berkshire
Wokingham, 2 boroughs
Buckingham

Both Cherchefelle and Transform are housing associations (registered with the Homes and Communities Agency) and supported housing providers with similar aims and objectives. This means tenants are unlikely to experience any change in the way that their property is managed at the moment. For example, the staff they deal with will remain the same, at the same offices and they will be working under the same policies as before. Their tenancy and rights as an assured shorthold tenant will be unaffected and rents and charges will continue to be calculated in the same way that they are now. Under guidance issued by the Homes and



It had originally been hoped that this would all be completed by the end of the financial year, but the process, including due diligence, took longer than anticipated, and final approval from the HCA is still awaited and at the time of writing, we hope that the new organisation will come into existence on 31 October 2016.





Care

Client W has no movement in her legs and very little movement in her hands. She often suffers with incontinence and has no control over her bowel movements. She does not go to bed, but stays in her riser recliner chair 24 hours a day. This is because she is unable to lie flat. She has restricted movement of her head, and her chin is almost constantly on her chest. This had become worse recently.



Providing personal care for client W is challenging due to her limited movement and muscle spasm; care and support workers need to be observant at all times and watch for any signs of breakdown of her skin. Staff are in regular communication with her specialist nurse. The care and support she has received, involving over 40 hours per week of personal care as well as social and domestic duties, have enabled her to stay in her own home and not move into residential care.

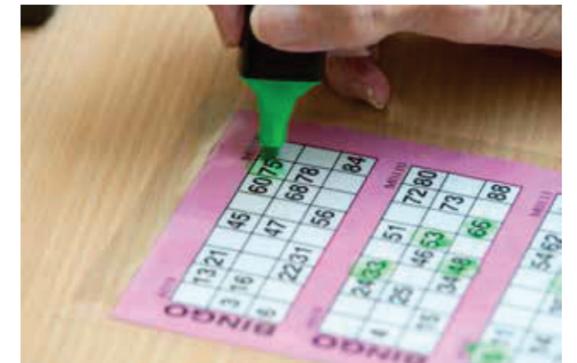
Housing Management

Our tenant, client H, has had a diagnosis of schizophrenia for many years and has also been a victim of emotional and financial abuse.

These circumstances have contributed to client H being a regular user of mental health services and he has experienced imposed in-patient treatment for his mental health problems and has sought help with addiction issues. Client H suffers with a chronic lack of confidence in his own decision making which appears to have impeded him in his attempt to lead a more structured, orderly and happy life.

The consistent encouragement, support and unconditional positive regard offered to client H over the last 12 months have helped him to identify and work towards some major personal goals. The work has included constant revisiting of the aims behind these goals, talking about and acknowledging the positive outcomes sought in working on these goals, and practical and emotional support including accompaniment to appointments to ensure he has stayed on track. Additionally, client H was taken through some very practical steps, such as teaching him how to use public transport, budgeting, and familiarising himself with day centre staff.

For the first time ever, client H now attends a day centre regularly and independently. He admits to loving time spent at the day centre and has recently booked and attended a trip away, independently, with the group. Cherchefelle staff still visit client H weekly and he often talks about day centre activities including bingo at which he has been a winner!



Support

Client G is a woman in her 40s with two teenage children, who was referred to our services after being placed in B&B accommodation following extensive domestic violence perpetrated against her which required her to leave the family home for her own safety.

Her partner had chronic alcohol dependency issues and had a history of being physically, verbally and emotionally violent to all family members. As a result of his behaviour, there was on-going police and social services involvement with the family.

The work of our team, to date, has demonstrated the flexibility of the service, and multi-dimensional nature of the work.

Considerable time and perseverance was necessary in order to achieve many of the outcomes for Client G and her children who were very appreciative of the support they received.

Eden View

Eden View, our flats for adults with learning disabilities has just celebrated its 10th anniversary. This has been an enormous success, with the tenants who were there at the beginning still there today. The help and support they have received from Cherchefelle staff has enabled them to lead independent lives, involving work and volunteering, and social activities including singing in an inclusive choir. The support has been funded by Surrey County Council and a recent grant from Tandridge District Council for the residents in another of our properties has enabled them to make links with one another, to the mutual benefit of all concerned.





Statement of comprehensive Income

For the year ended 31 March 2016

	2016 £000s	Restated 2015 £000s
TURNOVER	2,784	2,749
Operating expenditure	(2,706)	(2,590)
OPERATING SURPLUS	78	159
Interest and financing costs	(53)	(68)
Total comprehensive income for the year	25	91
Retained surplus brought forward	1,528	1,437
RETAINED SURPLUS CARRIED FORWARD	1,553	1,528

NOTES:

1. The financial statements have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Full copies are available on request from the office.
2. The Association has no recognised surpluses or deficits other than the surplus shown above.
3. All amounts relate to continuing activities in the current and previous years.
4. These Financial Statements were approved by the Board and signed on 26th July 2016.

Statement of Financial Position

As at 31 March 2016

	2016 £000s	Restated 2015 £000s
FIXED ASSETS	9,123	9,154
Housing properties	44	48
Other property, plant and equipment	9,167	9,202
CURRENT ASSETS		
Debtors	290	299
Cash at bank and in hand	80	309
	370	608
LESS: CREDITORS		
Creditors - Amounts falling due within one year	(408)	(503)
NET CURRENT (LIABILITIES)/ASSETS	(38)	105
TOTAL ASSETS LESS CURRENT LIABILITIES	9,129	9,307
CREDITORS		
Creditors - Social Housing Grant	4,881	4,945
Creditors - Amounts falling due within one year	2,432	2,652
Less refinancing costs	(65)	(69)
	2,367	2,583
Defined benefit pension liability	328	251
Net Assets	1,553	1,528
CAPITAL AND RESERVES		
Share capital	0	0
Revenue Reserves	1,553	1,528
Total reserve	1,553	1,528





Cherchefelle aims to comply with the National Housing Federation's Code of Governance except that it has not agreed overall maximum terms of office for individual Board Members. Board Members are unpaid.



Cathy Rollinson
Joined January 2010.
Elected as Chair January 2013.
Former Chair of East Surrey Health Authority and Surrey Oaklands NHS Trust.



Nicke Johnston
Joined June 2012.
Practice Development Manager (Care & Support) at Genesis Housing Association. Previously worked for YMCA.



Sally Dubery
Joined February 2002.
Director of Central Surrey CVS. Previously worked for people with learning disabilities with local authorities and the voluntary sector.



Nathan Burns
Joined September 2014.
Senior Consultant at Baringa Partners, previously Strategy and Effectiveness Advisor at KPMG.



Edward Moseley
Joined May 2015.
Partner/Head of Commercial Property at Morrisons Solicitors.



Steve Moody
Joined July 2014 - Resigned Dec 2015.
Chartered Member of the Chartered Institute of Housing. Has worked for a number of housing providers in Surrey.



Anne-Marie Morais
Joined December 2012 - Resigned Dec 2015.
Chartered Certified Accountant.
Works in the Further Education Sector.



Martin Bellinger
Chief Executive



Peter Lewis
Senior Operations Manager



Eleanor Smith
Registered Operations Manager



Jan Bennett
Registered Operations Manager



Tracey Baker
Registered Operations Manager



Helen Dickens
Compliance Support officer



Sam Brehme
Office Administration Team Manager



Kate Cudlip
Quality Manager, Resources



Kasey Tan
Head of Finance



Bob Johnson
HR Consultant
Co-opted Board member Feb 2015



We would like to thank the following for their continued support:

Surrey County Council
County Hall
Penrhyn Road
Kingston upon Thames
Surrey KT1 2DN

West Sussex County Council
County Hall
Chichester
West Sussex
PO19 1QT

London Borough of Richmond upon Thames
Civic Centre
44 York Street
Twickenham TW1 3BZ

Crawley Borough Council
Town Hall
The Boulevard
Crawley
West Sussex RH10 1UZ

Reigate & Banstead Council
Town Hall
Castlefield Road
Reigate
RH2 0SH

Mole Valley District Council
Pippbrook
Reigate Road
Dorking
RH4 1SH

Tandridge District Council
Station Road East
Oxted
Surrey RH8 0BT

Epsom & Ewell Council
Town Hall
The Parade
Epsom
Surrey KT18 5BY

Spelthorne Borough Council
Council Offices
Knowle Green
Staines-upon-Thames
TW18 1XB

Homes & Communities Agency (HCA)
Fry Building
2 Marsham Street
London SW1P 4DF

BANKERS

Barclays Bank PLC
Gatwick Group
90/92 High Street
Crawley, West Sussex
RH10 1BP

COIF Charity Funds
80 Cheapside
London
EC2V 6DZ

Bank of Scotland
600 Georgie Road
Edinburgh
EH11 3XP

LEGAL ADVISORS

DMH Stallard LLP
100 Queens Road
Brighton
East Sussex
BN1 3YB

AUDITORS

Mazars LLP
Times House
Throwley Way
Sutton
Surrey SM1 4JQ

PROPERTY CONSULTANTS

BRM Associates
1st floor Kent House
27-33 Upper Mulgrave Road
Cheam
Surrey SM2 7AY

We would like to thank everyone featured who gave us permission to use their photographs in this report, and to all the staff who contributed the articles for this review.





Celebrating 10 years of Eden View

Cherchefelle Housing Association Ltd.
Enterprise Court, 3 Mill Street, Redhill, Surrey RH1 6PA

T: 01737 244312

E: info@cherchefelle.org.uk

W: cherchefelle.org.uk



Cherchefelle is registered under the Co-operative and Communities Benefit Societies Act 2014, Homes & Communities Agency registration H0399 and is registered with CQC with Provider ID 1-101643336.

