



Christadelphian
Care Homes

Annual Report 2020 - 2021

cch-uk.com



Chairman's Report

This year has certainly been dominated by one subject – the COVID pandemic. It is often when times are difficult that we place more reliance on our Heavenly Father than when life is running smoothly. How grateful we are that our Heavenly Father has blessed us so well over the past year in many ways.

The support of the Christadelphian community has been outstanding. Whether it has been in the response of the younger generation to work for us as volunteers, or the financial response which has enabled us to cover many of the additional costs during the year and the welfare teams who have shown great initiative in caring for those they could not visit in person – to you all, we give our heartfelt thanks.

Our gratitude is also due to our loyal and dedicated staff who, in very trying and dangerous circumstances, have given service beyond the call of duty. Others will talk about this later on in the report.



Chairman's Report

Before the pandemic we had made a decision to look at the trustee structure and decided to recruit additional trustees as strategic trustees with specific skills to complement the home trustees. We are grateful to those who accepted the invitation to join us and it has proved a very useful and timely addition to the work of the trustees. We have appointed five strategic trustees in the year. Three home trustees have retired and been replaced by new home trustees.

Our thanks are due to brethren Michael Dawson Bowman, Roger Griffiths and sister Anna Clarke for their hard work and commitment over many years. The trustees have not met together face to face for over 18 months and we look forward to the time when we can. We are very grateful for the work the trustees do in freely giving of their time and experience to the organisation.

This has been a challenging year in adapting and changing some of the ways in which we operate. Some of the things we have learnt we shall carry forward with us as we learn to 'live with COVID'. It has not, and will not, go away so we shall continue to be challenged in the days ahead as we continue to strive to provide loving, caring homes for our brethren and sisters. But we recognise that we cannot do it on our own – we continue to need our Heavenly Father's blessing and the support of our community until the Lord comes.

Bro. Mark Buckler
(Chairman)



Treasurer's Report

Financially, as in many other ways, the year was a year of highs and lows. Quite rightly, we spent what we had to spend to keep everyone as safe as possible. Expenditure on additional labour within our homes was approximately £1,500,000 during the year: payments to colleagues who needed to isolate or shield, payments to temporary colleagues who covered their roles, and employing extra colleagues on each shift to allow cohorting, safe visiting and additional cleaning.

The 107 temporary colleagues were recruited predominantly from the Christadelphian community, and we are so pleased that more than 40 of them have stayed with us as permanent colleagues.

Another £300,000 went on PPE and cleaning equipment, technology to enable residents to keep in touch with their relatives and friends, and the addition of the visiting pods. We are so blessed to have had the reserves to allow us to spend on all those items without worrying about where the money would come from.



Treasurer's Report

Although we were able to buy everything we needed, our cash reserves started to erode to the point where we were having to dip into our longer-term reserves, which are earmarked for future improvements to our estate. In late January 2021, we appealed to the Christadelphian community to help us to fund these additional costs. The response was so positive, swift and generous. Thank you so much. Total additional income from donations and legacies for the whole year was £1,700,000, of which £767,000 was from additional personal donations – a staggering amount.

We continued to benefit from the expertise of our investment advisors who guided us through the year in making sensible and ethical investment decisions. The value of our investments rose by £1,868,000 during 2020/21, although part of that gain was reversing the £1,000,000 loss we suffered in 2019/20 due to the onset of the pandemic.

Our challenge now is to reset our expectations, financial and otherwise, as we learn to live with covid. We must continue to ensure that we spend charitable funds wisely, especially on our largest item of expenditure – our labour costs. We are concentrating management energy on understanding how and why some of our homes run more efficiently than others while still achieving outstanding care, and trying to replicate their models of delivery in other, less efficient homes. In addition to this, we are overhauling our fee structure, by updating the way that we assess care needs and the costs that we ascribe to those needs to ensure that everyone continues to pay a fair and equitable fee.

Sis. Anna Fitch

(On behalf of David Hanley – interim Treasurer)



Managing Director's Report

What a year!

The term 'pandemic' sometimes makes it onto an Organisation's Risk Register. Invariably, it is rated 'high impact' but with such a 'low likelihood' that the risk is regularly ignored. But not anymore...

The way that Christadelphian Care Homes has negotiated the challenges presented by COVID-19 has set us apart from other Care Home providers. This is, in part, because of.

- » the way in which we had 633 sign-ins to a zoom update demonstrating the huge support of our community.
- » the many voluntary financial contributions ensuring we are not compromised in our decision making.
- » the unrelenting work, kindness and generosity of our Welfare Committees, volunteers and Ecclesias meaning that our colleagues have continued to receive 'bags of love' encouraging them through this challenging time.
- » our Board of Trustees who know our 'business' and understand our purpose. The support, motivation and counsel they have given has been incredible.

When you read through our COVID statistics later on in this report they demonstrate some of the extraordinary work that has been done.

Reflecting on the above, prompts me to think about the future. There has been a paradigm shift from 'coming out of COVID' to 'living with COVID'. Living with COVID has many implications and repercussions within the Care Home sector. It necessitates many changes to our policies and procedures and brings with it new regulations and new norms of practice. The 'ups and downs' of COVID continue. There have been events over the past year that have provided relief and hope – vaccines, relaxation of rules, visiting . . . all of which feel like we are progressing to some form of 'normality'. Then there is a situation that hits hard emotionally, physically and mentally, when outbreaks occur, with residents falling asleep despite being fully vaccinated. Living with COVID becomes very real. I have been using the analogy of 'snakes and ladders' to illustrate some of the feelings that this COVID-19 journey has taken us on. There is real joy when progressing along and ascending the occasional ladders . . . this is then soon overtaken by a depth of loss and despair when descending the allegorical snake. Yet, this is not a game.

We have grown as a team through the pandemic and this continued development will be essential in facing the coming weeks and months. The strength, resilience and courage of our home teams and head office working together has been inspirational.

We have used a Bible verse that was shared in a number of updates. It is most apt as we reflect on the last financial year.

"Come, my people, enter your chambers, and shut your doors behind you; hide yourself, as it were, for a little moment, until the indignation is past. For behold, the Lord comes..." (Isaiah 26:20-21)

Bro. Jeremy Brown
(Managing Director)



Our Homes & Care

In last year's annual report, we wrote about the need to create homes to ensure that we deliver our organisation's purpose.

Yet, as we were writing the report, life in our homes was under threat by the unprecedented challenges of the COVID pandemic.

The closing of our care homes to all non-essential visitors in line with national guidance suddenly restricted our ability to provide our ethos and values, and the subsequent isolation had the potential to take the heart out of our homes. Our greatest challenge this year has been balancing risk while preserving the home and protecting life whilst promoting life.

Immediately we actively secured supplies of PPE, providing our colleagues with the confidence and assurance to deliver individualised, empathetic, loving care, whilst protecting the residents, themselves, and their families from possible harm.

Then, with our doors closed, we made the immediate commitment to fill our homes with activity, laughter, and companionship. Our colleagues, supported by our new recruits, diligently promoted existing relationships with family, friends, and our community – bringing the heart into our homes. In these 12 months, the team have facilitated approximately 9,500 phone calls, 22,000 Zoom, Skype, and FaceTime calls and shared over 100,000 photos and videos, through 30,000 WhatsApp posts.



Our Homes & Care

Following an early decision to create visiting pods, and latterly face-to-face visits, the team have also facilitated over 4,000 visits across our homes

Your help and support have been essential in underpinning all the above. Our residents have loved your cards, calls, messages and visits. Our colleagues will be eternally grateful knowing that you appreciated their endeavours and compassion. We did not even know what 'bags of love' were before this year!

Looking back perhaps our greatest achievement despite the "unprecedented challenges" has not simply been the continued delivery of our organisation's purpose - to create 'homes': it has been that this delivery has been enhanced. We have learnt so much about what makes a home, about the importance of people, connections, and empathy, all of which we are committed to retain, in order to help us face the challenges of a 'new norm'.

Above all, we have reaffirmed that there is nothing new, regardless of challenge, there is only ever one 'norm', one constant - God

...and that in Him, and in His abundance, and in His everlasting love we are and always will be 'more than conquerors' (Romans 8:31-39).

Bro. David Morgan
(Director of Operations & Care)



Our Mission Statement



To **provide** loving individual care
enabling people to lead fulfilling lives
within a spiritual environment
centred on the Christadelphian Care ethos.



The Christadelphian Care Ethos

1. Strong Sense of Family

(Leviticus chapter 19 verse 18 – 'thou shalt love thy neighbour as thyself')

Our ethos is to treat people in the way we would like to be treated. In doing this we create a friendly, caring environment where we are delighted to do the best for those we work with. We exhibit this philosophy in our homes.

2. Integrity in Action

(Psalm 101 verse 2 – 'I will behave myself wisely in a perfect way')

We will deal at all times in an honest, transparent way maintaining trust and dignity. We match our behaviours to our words and take responsibility for our actions.



3. Humility to Understand

(Acts chapter 20 verse 19 – ‘serving the Lord with all humility of mind’)

Humility distinguishes the wise from the foolish. We recognise that everyone has something to learn, we will seek to understand and then to be understood. We will go into all situations planning to learn from whatever happens.

4. Compassionate in Delivery

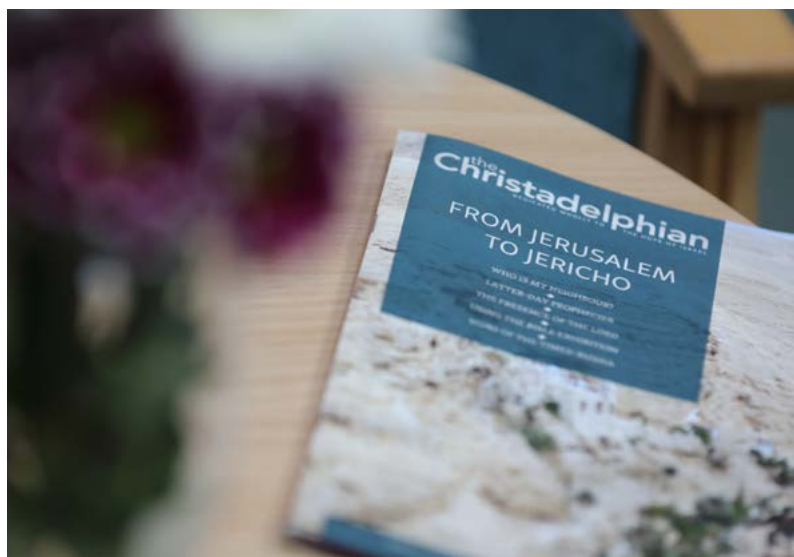
(1 Peter chapter 3 verse 8 – ‘having compassion one of another, love as brethren, be pitiful, be courteous’)

We strive to do the best in everything we do. We are determined to inspire compassion and confidence in every action.

5. Diligent Work Ethic

(Proverbs chapter 31 verse 31 – ‘give her of the fruit of her hands; and let her own works praise her in the gates’)

We are motivated to grow and learn. We are conscientious and disciplined to achieve our goals. We will persevere to exceed expectations.



Our People & Their Support

The first 12 months of the pandemic certainly threw in many and varied challenges!

Our committed colleagues were thrown into the deep end and yet continued to provide loving individual care enabling our residents to lead fulfilling lives within a spiritual environment centred on the Christadelphian ethos. Balancing an extra busy work life with a demanding home life, whether that be through home schooling children, accommodating family members suddenly working from home or being furloughed, meant our colleagues had to rise to the challenge and give of their best. We are truly thankful for the care they showed to our residents and the support they gave to each other throughout this time.



It soon became evident that working in care during a pandemic carried a risk. Some of our colleagues felt that risk was too great to take and others fell into the extremely vulnerable category where they were able to be placed on furlough. For those colleagues who continued in their roles we were able to mitigate the risk through an abundance of PPE, effective infection control procedures and clear and thorough training. It was impossible to eliminate the risk and all colleagues worked together to keep COVID at bay.



As a result of our depleted workforce and our doors being closed to families, friends and volunteers we set about recruiting extra support. Within a matter of weeks we were able to recruit 107 temporary colleagues – the vast majority coming from within the Christadelphian community! What an incredible blessing that our Heavenly Father provided for us in this way. These temporary recruits helped to fill the void that resulted from the closing of our doors. They observed our practices and our routines and sometimes challenged the way that we did things. Christadelphian Care Homes was suddenly brought to the attention of many more people in our community.

Our homes are now increasingly re-opening to visitors as we, along with society in general, are having to learn to 'live with COVID'. Five of our managers have never operated in that role outside of COVID but, along with our residents and colleagues, they are looking forward to welcoming you into the homes. Thank you, once again, for your continued support. It is just what is needed!

Sis. Sarah Owen
(Organisational Delivery)



Our Numbers

Full year	Homes £000	Sheltered £000	Head office £000	Other income £000	Total 2020/21 £000	Total 2019/20 £000
Residential fees	10,219				10,219	10,018
Service charges	5	260			265	257
Fees on sale of flats		11			11	5
Property rents	10	238			248	221
C19 income			800		800	
Donations - ecclesial				962	962	223
Donations - individual				845	845	79
Grants (Bon Accord and CBF)				197	197	275
Legacies				291	291	64
Bank interest				10	10	14
Dividends received				199	199	308
Fees shortfall	1,248			-1,248		
Total income	11,482	508	800	1,257	14,047	11,464
Salaries and pension contributions	9,097	101	556		9,753	8,049
Agency fees	61				61	53
Food and provisions	510	1			510	480
Building running costs	644	79			723	687
Other costs	629	59	430		1,117	1,438
Property improvements (flats only)		88			88	137
Repairs and renewals	382	55	6		443	496
Additional C19 costs	300	4	267		570	95
Total expenditure	11,621	385	1,258		13,265	11,437
Surplus/(deficit) before depreciation	-139	123	-458	1,257	782	28
Depreciation	-845	-214	-55		-1,114	-1,095
Surplus/(deficit) after depreciation	-984	-91	-513	1,257	-332	-1,067

Our Numbers

Cash	2020/21 £000	2019/20 £000
Opening cash balance	2,218	3,264
Cash generated from operating activities	408	1,814
Investment in fixed assets	-808	-3,117
Other investment activities	875	257
Closing cash balance	2,692	2,218

These figures are presented in a new format which we're now using to report and review our finances at an organisation-wide level. It allows us to see the income and costs of our homes and sheltered provision, the central overheads of the organisation (head office), and then the other income that supports our work. Please note that the figures are quoted in thousands, so if you see £510, it means £510,000.

Sometimes our brothers and sisters cannot afford to pay their fees. The line at the bottom of the income section, entitled 'fees shortfall' shows that £1,248,000 had to be contributed to the income of the homes from Christadelphian Care Homes' reserves during the year. The shortfall is a similar amount each year, and donations and legacies are essential and very much welcomed as they help us to pay for that shortfall.

Full accounts are available by contacting Phil Browne at Head Office. (philbrowne@cch-uk.com)

If you would like a standing order form please contact Jaqueline Webb on admin@cch-uk.com

Auditors:	RSM UK
Principal Bankers:	National Westminster Bank PLC
Investment Advisors:	Rathbone Greenbank Investments
Solicitors:	Shakespeare Martineau LLP (Birmingham)



Some COVID Numbers

April 2020 – August 2021

Colleague Numbers:

107 temporary colleagues were employed to support with the care and wellbeing of our residents
40+ of these colleagues have now taken on permanent positions

'Support1@cch-uk.com' – we created a specific e-mail address to support our colleagues. It has made a massive difference in helping colleagues who might need to isolate due to becoming symptomatic, testing positive on an LFT or PCR or having contact with positive or symptomatic individuals. This support provided clarity in what colleagues needed to do and how. It also ensured Christadelphian Care Homes knew how many of our team were not able to work. It enabled us to view trends and provide assurance to our Trustees and our regulators that we were managing the situation proactively.



603 colleagues have needed to isolate



235 of those colleagues tested positive for COVID19 themselves



£208k has been spent in supporting colleagues financially to ensure there is no pressure to make the wrong decision



5000+ e-mails have been sent and received in managing this



45+ 'Coffee boosts' have been held to provide 'time out' for our senior teams through an independent expert



1800+ 'Bags of love' have been sent by volunteers to colleagues in all Care Homes to support, motivate and inspire



26 'Oxygen masks' presentations have been provided for senior teams of all the homes to help with perspective, endurance and care of self

22 'Oxygen masks' presentations have been provided for all colleagues of all homes to help with mental health, endurance and care of self



60+ documents created for clarity from constantly changing guidance – these were in the form of ‘frequently asked question’ documents, flow charts, updates. These have been shared with many other organisations



350+ captured meetings between David Morgan, Sarah Owen and Jeremy Brown to review cases, news and priorities each day and actions taken



25 updates have been shared with 400+ relatives and volunteers about coming into our homes as the guidance has changed



175+ recorded team meetings with the senior teams of all the homes – these are kept in a central repository for record, assurance and good governance



100+ video messages to colleagues, relatives, residents and volunteers



19 ‘live’ general updates!
(With up to 633 sign-ins at one time!)



1.7m additional income from the Christadelphian Community, volunteers and relatives together with some from local authority grants



We received 50+ scrubs in two days from volunteers who made them and delivered them

We are very grateful for the continued work, commitment and care that our colleagues deliver.



We are always grateful for the support that you give to Christadelphian Care Homes. If you would like to help us financially then please do!

We are a non-profit Registered Charity and all donations will be used to help meet the shortfall between income generated from fees and the actual cost of care delivery. There are many ways that you are able to donate.



How to Donate

Electronic donations:

You are able to make a direct electronic donation as follows:

- » Account name: Christadelphian Care Homes
- » Account number: 52071790
- » Sort Code: 60-20-11



If you do send a payment direct please will you also send an email to us so that we can ensure we receive and acknowledge your donation.

Amazon Smile:



This provides a way of supporting Christadelphian Care Homes while you shop. Through Smile, Amazon will donate 0.5% of the purchase price of things you buy to your chosen charity. To set up, please click the link below and select Christadelphian Care Homes. Please then remember to select smile.amazon.co.uk when shopping, and Amazon will do the rest.

<https://smile.amazon.co.uk/gp/chpf/homepage?q=Christadelphian+Care+Homes&orig=%2F>

Just Giving:



This is a way to donate online. We would recommend that all donations are made through our Christadelphian Care Homes Just Giving webpage. From there you can make a single donation or set up a regular payment and you can choose from any one of the following payment methods:

- » Bank transfer
- » Google Pay
- » Credit or Debit Card
- » Paypal

This link will take you to the Just Giving webpage:

<https://www.justgiving.com/christadelphian-carehomes>

Donations via post:



Please make cheques payable to "Christadelphian Care Homes" and post these to:

- » Christadelphian Care Homes, 17 Sherbourne Road, Acocks Green, Birmingham, B27 6AD

Gift Aid:



If you are a UK income tax payer, then your donation can be increased at a no cost to you through Gift Aid. This link will take you to the Gift Aid form:

<https://cch-uk.com/pdfs/Gift%20Aid%20Donation%20Form.pdf>

Standing Order:

If you would like a form please let Sister Jacqueline Webb know and this will be sent out to you.

Care Home Information

We invite anyone who might be interested in Christadelphian Care Homes to 'register an interest' with their chosen home(s). This simply means that we will keep you informed of what we are doing at that home and keep you posted on how many people we have on the 'interested' list. We have some Brothers and Sisters who have had their names down as interested in a home for over 30 years!

You can register an interest in as many homes as you would like to – your name can come off at any time and being on the list does not commit you to anything. Your registration is dated and will give you first refusal above those who have registered later. Please note that in some cases, emergency admissions usurp the date order.



Bethesda

📍 25 Croft Road, Torquay TQ2 5UD

☎ 01803 292 466

Home Manager: Sharon Mercer (sharonmercercch-uk.com)

Bethesda offers residential care.

Eden House

📍 Lloyd Crescent, Coventry CV2 5NY

☎ 02476 448 383

Home Manager: c/o David Morgan (davidmorgan@cch-uk.com)

Eden House offers residential care and apartments.



Fair Haven

📍 23 Knyveton Road, Bournemouth BH1 3QQ

☎ 01202 553 503

Home Manager: Naomi Palmer (naomipalmer@cch-uk.com)

Fair Haven offers residential care.

Chesswood Lee Apartments

📍 48 Chesswood Road, Worthing, West Sussex BN11 2AG

☎ 07837 253 238

Home Manager: Gill Cooper (gillcooper@cch-uk.com)

Chesswood Lee Apartments offers independent living.





Garswood

📍 32 Trafalgar Road, Southport PR8 2HE

☎ 01704 568 105

Home Manager: Andrew Jenkins (andrewjenkins@cch-uk.com)

Garswood offers residential care.

Gowanlea

📍 4 New Road, Bannockburn, Stirling FK7 8LW

☎ 01786 811 460

Home Manager: Martin Turton (martinturton@cch-uk.com)

Gowanlea offers residential care and apartments.



Kingsleigh House

📍 37 Harbinger Road, Kings Norton, Birmingham B38 0AD

☎ 01214 599 995

Home Manager: Alan Taylor (alantaylor@cch-uk.com)

Kingsleigh House offers residential care and apartments.

Olivet

📍 17 Sherbourne Road, Acocks Green, Birmingham B27 6AD

☎ 01216 838 700

Home Manager: David Fry (davidfry@cch-uk.com)

Olivet offers residential and nursing care and apartments.



Newton Court

📍 Highpool Lane, Newton, Swansea SA3 4UX

☎ 01792 361 306

Home Manager: Sarah Owen (sarahown@cch-uk.com)

Newton Court offers residential care and apartments.

West Royd House Apartments

📍 2 Water Royd Lane, Mirfield WF14 9SB

☎ 01924 497976

Home Manager: Roger Eglen (rogereglen@cch-uk.com)

West Royd House Apartments offers independent living.



Committee of Management

We have a Board of Trustees who are made up of two sub-boards – the Homes Trustees who are each aligned with one of our residential homes and the Strategic Trustees

Board of Trustees:

Chairman:	Bro. Mark Buckler (Ashby-de-la-Zouch)
Vice Chairman:	Bro. Alan Sutton (Mumbles)
Treasurer(Interim):	Bro. David Hanley (Ashton U Lyne)

Home Trustees:

Newton Court	Bro. Alan Sutton (Mumbles) – <i>Chair of Home Trustees</i>
Garswood	Bro. Darren Guy (Ormskirk)
Eden House	Bro. Geoff Purkis (Kings Heath)
Fair Haven	Bro. Jonathan Edwards (Bournemouth Central)
Gowanlea	Bro. Lindsay Yuile (Glasgow-Central)
Olivet	Sis. Lorraine Dray (Shirley)
Bethesda	Bro. Nigel Arscott (Plymouth)
Kingsleigh House	Sis. Rosemary Hanson (Birmingham South)

Strategic Trustees:

Bro. David Hanley (Ashton U Lyne) – <i>Chair of Home Strategic Trustees</i>
Bro. Alan Sutton (Mumbles)
Bro. Alistair Firth (Cannock)
Sis. Anna Whittaker (Stirling)
Sis. Chloe Cave (Hall Green)
Bro. Peter Anderton (Burton)

Head Office:

Managing Director:	Bro. Jeremy Brown (Mumbles)
Director of Operations & Care:	Bro. David Morgan (Rugby)
Organisational Delivery*	Sis. Sarah Owen (Mumbles)
Director of Finance (Interim):	Sis. Anna Fitch (Bristol Downend)

* Sis Sarah Owen is also the Manager of Newton Court

Contact information

Further information about Christadelphian Care Homes, the services that we offer and the accommodation available can be obtained from:

Jeremy Brown
(Managing Director)

jeremybrown@cch-uk.com

Sarah Owen
(Organisational Delivery)

sarahowen@cch-uk.com

Phil Browne
(Finance Manager)

philbrowne@cch-uk.com

Dave Morgan
(Director of Operations & Care)

davidmorgan@cch-uk.com

Anna Fitch
(Director of Finance - interim)

annafitch@cch-uk.com

Jacqueline Webb
(Personal Assistant to Managing Director)

jacquelinewebb@cch-uk.com







NB. Not all of the pictures in this report were taken during the pandemic.

Christadelphian Care Homes Head Office

Acocks Green

Birmingham B27 6AD

0121 764 3540

www.cch-uk.com



**Christadelphian
Care Homes**