



**Christadelphian
Care Homes**

Annual Report 2023 - 2024

cch-uk.com



Our Objective

To be the **provider of choice** for our **Brothers and Sisters** within the Christadelphian community.

Our Mission Statement

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



Chairman's Introduction

Thank you to everyone who has kept Christadelphian Care Homes in your prayers – our Heavenly Father has richly blessed us once again throughout the last financial year.

I am grateful to each and every one of our 557 employees who tirelessly work to support our brothers and sisters day in, day out. Our employees work to our organisational values which are based on Bible teaching and we're very thankful for the love and care that they show to our residents.

We could not do what we do without the host of volunteers who support us. Each year, hundreds of volunteers enter our homes to support in various ways from leading the Bible readings to accompanying a resident for a walk around the garden to leading flower arranging. This sets us apart from other care providers and ensures



that our homes are full of life and occupation each and every day. What a blessing it is to have such willing helpers.

I mentioned last year about Christadelphian Care Homes developing a 20-year plan to ensure that the homes are fit for the future. We must ensure that our estate is appropriate to provide care in and that we have the resources, both financial and people, to provide this. The challenges of this are immense, but the executive who are working to deliver this are focused and dedicated to make sure that our Care Homes are where they need to be for us to continue to provide care to our community for the next 20 years.

Thank you too to the trustees who provide appropriate support, direction and challenge. They give freely of their time and expertise and are essential to the running of the organisation. The work that goes on behind the scenes is significant and ensuring that we have the right mix of skillsets on the Board is fundamental to us being successful. We are grateful too for co-optees and other volunteers at a strategic level from the community who also provide their time and skill to help Christadelphian Care Homes with specific considerations and decisions.

Once again, we pray for God's blessing on the Care Homes and look forward to that time when the Lord Jesus has returned and is ruling on the earth.

Brother Mark Buckler
(Chairman)



Managing Director's Reflections

The financial challenges of running a group of care homes are becoming more and more acute. We operate in an environment where we are more heavily regulated and scrutinised than ever before.

We need to ensure that we are complying with our regulators, the Charity Commission, employment law, safeguarding legislation, the Health and Safety Executive – the list goes on and on! Ensuring that we appropriately manage the balance of these things whilst trying to operate more efficiently as an organisation is always a key challenge.

We have some incredible leadership teams in all our homes and I am grateful to them for their passion and dedication. They go above and beyond each day and show our residents and colleagues love and care continuously. We're working with these teams to become more efficient without compromising the quality of care provided.

Our colleagues range from 15 to 85 years of age and all deliver great outcomes for those who make their home in our homes. The various skills that each colleague has help us to meet the needs of our residents. We recognise the need to invest into our colleagues so that we can continue to provide excellent care.

We have seen significant change in the last 20 years, and we have no reason to suppose that the next 20 years will be any different if our Lord remains away. This requires significant planning and thought due to the length of time needed to make changes. We know from our ecclesial survey that the demand from our community for care in the future will be there. Over the next 20 years we will need to redevelop existing sites,



we will need to close homes and we will need to build new ones to ensure that our homes are in the right place.

It is a privilege to be part of a team of colleagues and trustees who are looking to make decisions that will best serve the

brotherhood, both now and in the coming years, should our Lord remain away.

Brother Jeremy Brown
(Managing Director)



Reflections from the Director of Delivery

We continue to develop our people to meet the increasing care needs of those living in our homes and to ensure we deliver consistent and excellent care outcomes.

As our organisational title suggests, our purpose is to create homes and those homes are there for the care of our brothers and sisters and others who make their home with us. A key part of making our homes special is the spiritual environment that we create. Bible readings, hymn singing, prayers, sisters' classes are a key part of the day to day lives in the homes. Having

the ability to create this spiritual environment is augmented by the incredible volunteers who come and support. They make a huge difference to the lives of our residents and are a witness to the hundreds of non-Christadelphian colleagues who work in our homes.



We continually move forward with new technology systems that are required to appropriately evidence our care in line with regulations. These systems help us to identify any trends where we can improve and become more efficient. We recognise the financial challenges that we face and need to continuously work to reduce our costs whilst not impacting on the quality of care that we provide. Ensuring that the delivery of our aims and objectives is evidenced in our care outcomes is what we strive to do every day.

We're so thankful to our people who focus on supporting our residents to achieve their goals. Whether that be a goal of walking around the gardens every single day, or making a cup of tea again or being able to use an iPad to keep in communication with their family, our people work to help the residents do this. Their dedication is humbling!

Sister Sarah Owen
(Director of Delivery)



The Christadelphian Care Ethos

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.

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.



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.

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.

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.



Finance Director's Reflections

We spent the year working hard to improve our finances, after the difficult inflationary challenges we faced in 2022/23. We are pleased that we were able to deliver a financial result for the year that was much better than the previous year, but we know that we still need to improve further to enable us to meet our 20-year plan.

The greatest financial challenge is finding the right balance between the fees we charge, the amounts we pay our colleagues, how much we have to spend to subsidise those who can't pay our fees, and how much we should try to make as a surplus. Any surpluses we make are made solely for the purpose of reinvesting into our estate. If we don't make surpluses, then we don't generate the cash we need for capital expenditure and we deplete our reserves.

We have improved the quality and timeliness of the financial data provided to our home management teams which gives them some of the tools they need to set their budgets and manage their homes more efficiently. As a result of this and their hard work, our home management teams all delivered a surplus after depreciation for the first time ever.



There is no room for complacency though, and we continue to have a constant focus on our occupancy, which drives our income, and our wage bill, which is our biggest and most variable/volatile cost.

Thank you to all of you who have donated to help our brothers and sisters who can't afford to pay to live in our homes. In 2023/24, our non-fee income (donations, legacies, grants and dividends) totalled £1.3m, but the fees shortfall was £1.8m. The difference between these two figures (the funding gap) worsened the deficit

by £0.5m. We are looking at ways to reduce the £1.8m figure so that the amount that we need to raise through donations from our community is reduced, but realistically, if we want to be able to continue to support our brothers and sisters who can't afford to live in our homes, we are going to need more support from the community now and in the future.

Sister Anna Fitch
(Finance Director)



Chairs of our Sub-groups

As with any organisation, we have several workstreams. Our work is structured into five areas and the summary below shows what these groups are focusing on. One or more representatives from our home trustees sit on every sub-group.

Governance Regulation and Risk

Brother Mark Buckler

Governance, regulation and risk overarches everything we do. This group's remit is to ensure that our management of risk is robust and that we have sufficient trustee oversight of the various regulations under which we operate. A major focus of this group's work currently is to have oversight of the move to the new charitable company limited by guarantee, ensuring that our governance arrangements are fit for purpose. This is now planned to take place on 1st April 2025, God willing.

Care

Sister Anna Whittaker

The purpose of the care sub-group is to make sure that the care we are providing is as good as it can be and to ensure that we have the knowledge and skills within the teams to provide excellent care now and in the future. We meet regularly to review the standard of care being provided. We look at the various care needs that our residents currently have and anticipate future needs to ensure that we have plans

in place to meet these needs. David Morgan also sits on this sub-group which ensures his experience and knowledge of care is shared.

People

Brother Peter Anderton

We've been supporting Sarah and her team to deliver on several large projects including the development of a colleague handbook which includes all HR policies. Several consultations have taken place with all staff about their terms and conditions and new contracts are in place. Each year a survey is completed with the staff teams and we look at the results of this and see where improvements can be made. A key area now that is being focused on is embedding development within the teams to ensure that the homes are looking to the future. Development pathways have been designed to help ensure that we have colleagues ready to help with our succession planning. This is an essential way of ensuring that the quality of care delivered is maintained.

Estate

Brother Alistair Firth

The estates sub-group have worked over the last three years to understand the reality of each of our sites now. This has meant that we have up to date information, plans, surveys etc. to base our discussions on. We need to ensure that we have an appropriate estate to enable us to provide care to brothers and sisters in 20 years' time. We are well aware that if we had appropriate land and we chose to build a care home today, it would take around seven years before it would be operational. We need to ensure that we have the finances to enable us to make the much needed changes to our estate so are working closely with the finance sub-group. Recent developments include the purchase of a property adjacent to Newton Court, renovations at Fair Haven and designs being developed for the Olivet site.

Finance

Brother Alan Sutton

The finance sub-group is an amalgamation of the fees sub-group and the remuneration sub-group. Merging the two groups allows us to have a more holistic view of the charity's finances. We meet regularly to scrutinise the latest information about occupancy and pay costs and review the management accounts and annual financial statements. Our focus is on improving the finances so that we will be able to continue to deliver excellent care to our residents and fund improvements to our estate as needed.

Governance, Risk & Regulation

CARE
we
provide

(CARE)

WHO
provides
it

(PEOPLE)

WHERE
it is
provided

(ESTATE)

How *we* **PAY** *for it* **(FINANCE)**

Our Numbers

Full year	Homes & sheltered £000	Support centre £000	External income £000	Total 2023/24 £000	Total 2022/23 £000
Residential fees	12,613			12,613	11,293
Service charges	27			27	278
Surplus on sale of assets			-6	-6	136
Property rents	276		5	281	260
Donations - ecclesial	23		246	269	401
Donations - individual	18		305	323	280
Grants	322			322	352
Grants (Bon Accord and CBF)			194	194	213
Legacies			319	319	626
Bank interest			23	23	9
Dividends received			230	230	235
Other income	178	13		191	0
Fees shortfall	1,862		-1,862	0	0
Total income	15,319	13	-546	14,786	14,083
Salaries and pension contributions	9,772	827		10,599	10,045
Agency fees	256			256	265
Food and provisions	749			749	667
Building running costs	684			684	945
Other costs	1,082	641		1,723	1,979
Property improvements (flats only)	45	31		76	136
Repairs and renewals	542	3		545	595
Total expenditure	13,130	1,502	0	14,632	14,632
Surplus/(deficit) before depreciation	2,189	-1,489	-546	154	-549
Depreciation	-1,121	-47		-1,168	-1,179
Surplus/(deficit) after depreciation	1,068	-1,536	-546	-1,014	-1,728

Cash	2023/24 £000	2022/23 £000
Opening cash balance	1,839	953
Cash generated from operating activities	-657	500
Investment in fixed assets	-1,352	-1,026
Other investment activities	1,258	532
Sale of fixed assets	0	880
Closing cash balance	1,088	1,839

These figures show our finances at an organisation-wide level. Please note that the figures are quoted in thousands, so if you see 12,613, it means £12,613,000.

Looking at it like this allows us to see the income and costs of our homes and sheltered provision in the first column and the central overheads of the organisation in the second column. The third column shows our funding gap.

At any one time, around 20% of the brothers and sisters living in our homes cannot afford to pay our fees. These residents are usually funded by a local authority at a much lower rate than our fees – often at less than half the required amount. The difference between the amount the local authorities pay and the amount that we need to charge is known as the fees shortfall, and is in the table at £1,862,000. All the donations you make, whether directly to us, or through your ecclesias, are set against this amount, along with any grant funding we get from other Christadelphian charities, and legacies, bank interest and dividends. In 2023/24, these sources of funding totalled £1,316,000, which was not enough to cover the fees shortfall by £546,000.

Full accounts are available by contacting Phil Browne at the Support Centre. (philbrowne@cch-uk.com)

Auditors: RSM UK
Principal Bankers: National Westminster Bank PLC
Investment Advisors: Rathbone Greenbank Investments

Some of our Numbers

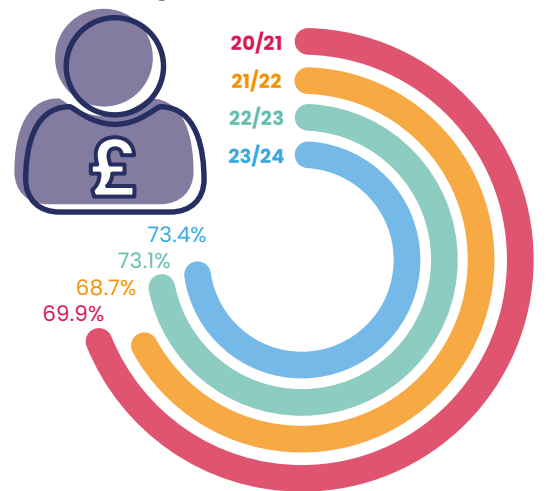
April 2023 – March 2024



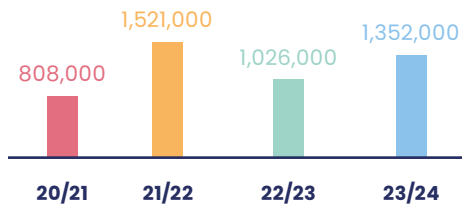
Total fees Received / Shortfall



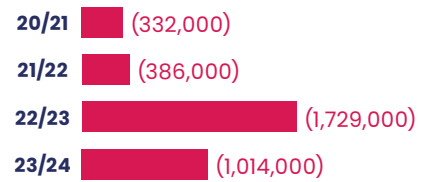
Percentage income spent on labour costs



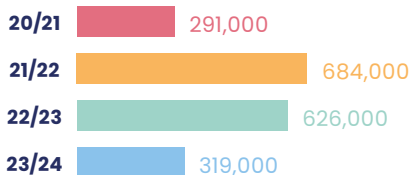
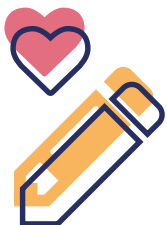
Investment in fixed assets



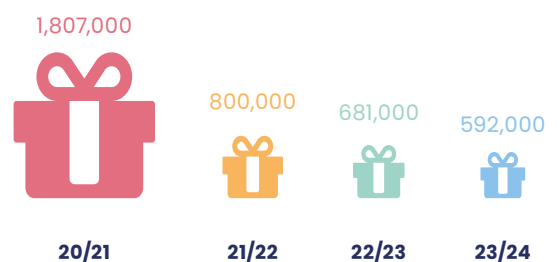
Surplus / (deficit)



Legacies



Donations





Care Stats

- » Average age of residents **87 years 4 months** old
- » Average stay of residents **2 years 5 months**
- » Percentage of residents who are male **33.87%**
- » Percentage of residents who are female **66.13%**
- » Number of admissions during the year **159**
- » Number of deaths in the year **73**



HR Stats

- » Number of **employees 557**
- » Our yearly **turnover is 29%**
- » Our **longest serving** staff member has worked for us for **46 years**
- » Our **youngest** staff member is **15**
- » Our **oldest** staff member is **85**
- » We have **139 Christadelphian employees** which equates to **25%** of our workforce
- » **19%** of our workforce are **male**



Ecclesial Survey Numbers

- » **194** ecclesias responded
- » **8867** Christadelphians in the UK
- » **2924** of them are working = **33%**
- » **Under 50** = 4113
- » **50-59** = 1101
- » **60-69** = 1116
- » **70-79** = 1308
- » **80-89** = 969
- » **90+** = 260



**We are always grateful for the support that you give to
Christadelphian Care Homes.**

We are a Registered Charity and all donations will be used to help meet the shortfall when our brothers and sisters cannot meet the full cost of staying in our homes. It does not cover the running costs of Christadelphian Care Homes.

If you are able to donate through gift aid, then for every £10 donation, we can claim back another £2.50 on top. If you are a higher rate taxpayer then you can get 20% tax back on your donations, so that £10 only costs you £8.



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 via admin@cch-uk.com so that we can ensure we receive and acknowledge your donation.

Just Giving:

JustGiving™

This is a way to donate online and still take advantage of Gift Aid. We would recommend that all donations are made through our Christadelphian Care Homes Just Giving web page. 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:

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If you are a UK income taxpayer, 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>

Future Focus

- » **Playing to our strengths** – With any team there are strengths and weaknesses and part of my role is to understand these and make sure that I am supporting people to play to their strengths as much as possible. This helps ensure that we are as efficient as we can be and that we are making the best decisions for the organisation.

We have had a re-structure within our executive team to enable us to focus on our strengths. Brother David Morgan is now focusing on the three Midlands homes for the organisation. His passion is the operational side of things and his love for care and creating great outcomes for residents is clear. There are some transformational changes that are required across these sites and David is prioritising our objective of getting the three homes to work more closely together so that we can benefit from efficiencies of scale and cohesion to deliver our organisational objectives. David is working to ensure better financial outcomes within the Midlands homes whilst generating confidence and engagement. He is focusing on relationship centred care outcomes. Whilst David is fulfilling that role, we have asked Sister Sarah Owen to oversee the other homes within the organisation and lead on how we deliver care at an organisational level through our people.

- » **Fair Haven** – Our care home in Bournemouth is currently undergoing major renovations on the ground floor. The aim of this is to enable the creation of more appropriate spaces that facilitate the delivery of relationship centred care to residents who have an increasingly diverse set of care and health needs. The work will also improve the facilities for the staff team. We have invested £1 million into this project (nearly £600k is the refurbishment element) and are excited to see the changes that are taking place currently. God willing, the project will be completed in December 2024. If you're in the area, please go and have a look!

- » **Engagement events** – We recognise the importance of engaging with the Christadelphian community so that we are able to share what we are doing and our plans for the future. We currently hold quarterly Saturday zoom update meetings which provide a great opportunity to share the big picture of the Care Homes. Alongside those, we also hold our Talking Topics which are shorter meetings focusing on various smaller aspects of our organisation. We have commenced in-person engagement meetings and have held these in Scotland and in the North of England so far. We are looking to continue this in other areas of the UK over the coming year, so please watch out for an invitation to come and share your thoughts on Christadelphian Care Homes.

Brother Jeremy Brown
(Managing Director)



Care Home Information

We invite anyone who might be interested in Christadelphian Care Homes to register an interest with their chosen home(s). Registering an interest does not commit you to anything but helps us to manage our waiting lists for rooms and apartments. Your registration is dated and will give you first refusal above those who have registered later. Please note that in some cases, emergency admissions for rooms usurp the date order.



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: Susanna Singleton (susannasingleton@cch-uk.com)

Garswood offers residential care.



Gowanlea

📍 4 New Road, Bannockburn, Stirling FK7 8LW

☎ 01786 811 460

Home Manager: Fiona Whittaker (fionawhittaker@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: Roger Varley (rogervarley@cch-uk.com)

Olivet offers residential and nursing care and apartments.



Newton Court

📍 Highpool Lane, Newton, Swansea SA3 4UX

☎ 01792 361 306

Home Manager: Katie Brown (katiebrown@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

Board of Trustees:

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

Home Trustees:

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

Strategic Trustees:

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

Support Centre:

Managing Director:	Bro. Jeremy Brown (Mumbles)
Director of Finance:	Sis. Anna Fitch (Bristol Downend)
Director of Delivery:	Sis. Sarah Owen (Mumbles)
Regional Director:	Brother David Morgan (Rugby) – of the central homes: Olivet, Eden House and Kingsleigh House

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

Anna Fitch

(Director of Finance)

annafitch@cch-uk.com

Sarah Owen

(Director of Delivery)

sarahowen@cch-uk.com

David Morgan

(Regional Director)

davidmorgan@cch-uk.com



Christadelphian Care Homes Support Centre

Acocks Green

Birmingham B27 6AD

0121 764 3540

www.cch-uk.com



**Christadelphian
Care Homes**