



**bcha**

find a way forward! help with housing, learning and living



## WORKING TOGETHER >

*building better lives  
better homes  
better communities*



ANNUAL **IMPACT REPORT**  
**2016**  
**2017**

# CHAIR'S MESSAGE >

## PETER HOYLE

Welcome to our 2016/17 Annual Impact Report, which gives a review of our activities and outcomes for the past year.



For the BCHA Board it has been a busy year working to develop a new Business Plan for the period 2017-2022. In developing the Plan, considerable consultation was undertaken with staff at all levels and fed into the Plan which has now been adopted. The Board has also been working to further strengthen our already strong governance arrangements, including a review of our group structure.

The good work of the BCHA Group has been formally recognised in two differing areas of activity. Our team in Devon scooped the 'Complex Needs System Optimisation Group' award at the Plymouth City Council (PCC) Star Awards ceremony. The annual event is an opportunity for PCC to celebrate achievements and success of its teams and partners. BCHA was part of a group nominated in the category of 'Our Partners Award', which recognises an individual or team who work within PCC partner organisations. This is recognition of the team in Plymouth who are working with other providers to create a whole system approach to support people with complex needs.

At a recent South West Region Awards Roadshow for all suppliers working on the National Offender Management Service contract, BCHA / RECOOP were recently recognised as the top performers (not just in the South West area but across all three regions – includes East of England and London). BCHA / RECOOP works across the largest geographical spread of prisons and it's the first joint

working partnership between the two organisations. These are but examples of the fine work undertaken by our group.

During the year we have continued to increase the number of owned properties and our support services have continued to provide help to hundreds of vulnerable people. In order to highlight the continuing needs of homeless people, BCHA joined 22 other Housing Associations and landlords in the 'Homes for Cathy' group to help to mark the 50<sup>th</sup> anniversary of Ken Loach's immensely influential television drama, 'Cathy Come Home', first broadcast on BBC television in 1966.

On behalf of the Board I thank our Chief Executive, Senior Leadership Team and all staff for their continuing dedication and hard work. Following the AGM I shall be stepping down from the BCHA Board. I am so grateful to the BCHA Board Members past and present and Chairs and Members of our subsidiaries' Boards who have worked alongside me for their hard work and support.

A handwritten signature in black ink that reads "P Hoyle". The signature is written in a cursive, flowing style.

**Peter Hoyle, Chairman of the Board**

# LOOKING FORWARD >

## CEO, MARTIN HANCOCK

The past year had fresh challenges, requiring BCHA to work collectively and creatively, developing new ways to respond to the difficult social, economical and political climate.



The uncertainty created by the Brexit vote and general upheaval within the main political parties has seen the focus on housing, homelessness and our customers fall further down local and national government priorities.

This means we have to make every effort to deliver on our Business Plan and to campaign, lobby and influence politicians, commissioners and our local populations of the value of our work and the need to continue to fund services and build homes.

We had some great opportunities to do this by joining the 'Homes for Cathy' group, as Peter Hoyle mentioned, marking the 50<sup>th</sup> anniversary of 'Cathy Come Home' (see page 5). Watching the film for the first time, it was a stark reminder that, apart from perhaps the conditions of homes, very little has improved in terms of long-term solutions or attitudes of governments, since 1966 in terms of housing and homelessness.

Despite ongoing uncertainties in the wider sector, the future for BCHA is very positive. We have increased our property portfolio in Plymouth with the purchase of 12 two bedroom houses, accommodating 24 people, for 'Move On' accommodation and also received confirmation of funding for the construction and refurbishment of three projects in Devon and Dorset, including the conversion of former BCHA office space in Bournemouth into six 2 bedroom flats for 12 young people to live in who are ready to access training or employment opportunities.

Our 'Investors in People Standard' was re-confirmed, which defines what it takes to lead, support and manage people well for sustainable results.

We have been moving forward within the organisation with the IT upgrade successfully delivered through our dedicated 'Project Nimbus' team and the delivery of our new housing 'Project Rainbow' management solution, OPEN Housing, that will improve the customer experience and create business efficiencies.

In October we decided on a slightly different approach to our annual all-staff 'Way Forward' event, this time taking it across our South West locations over eight separate sessions. All staff had an opportunity to shape our vision and mission, as part of a wider rethink about the future of BCHA, for the production of the new 2017-2022 Business Plan launched from April 2017.

It was very encouraging to see so much commitment and enthusiasm for BCHA and our customers, with a desire to find solutions in changing and tough times.

Working together, everyone at BCHA, has shown what can be achieved in the face of adversity with an unwavering dedication to deliver outstanding customer services across the South West to continue to help over 10,000 people each year take control of their lives and **find a way forward**.

Thank you to all our staff and volunteers for all their hard work and commitment during this past year.

**Martin Hancock**, Chief Executive

# OUR BUSINESS PLAN >

BCHA organised 8 localised all-staff 'Way Forward' events across the South West to give everyone the opportunity to participate and influence a review of our Vision and Mission to reflect the next 5 years of a new business plan, including its key strategies and objectives.

From these sessions our future Business Plan 2017-2022 was developed with four broad themes based around the letters BCHA. BCHA will be working on the following 12 main priorities over the next 5 years:

## **B** BUILDING RESILIENCE

*Promoting Inclusion*

*Inspiring Change*

Equipping our customers with the skills, confidence and opportunities they need to maximise their chances of finding and sustaining a home and work and become fully included and accepted in society.

## **C** CREATING OPPORTUNITIES

*Developing Communities*

*Developing Enterprise*

Seeking to grow the range of services we provide across our geography to fulfil or support our mission.

## **H** HOMES OF CHOICE

*Building & Owning More Homes*

*Providing Quality Homes*

Expanding the number of homes we own and ensuring that all of the stock we manage is of a high quality.

## **A** ACHIEVING VALUE

*Excellent People*

*Efficiency & Quality*

Ensuring we have the people and financial resources to deliver the Business Plan efficiently and effectively.

# HOMES FOR CATHY >

BCHA joined 22 other Housing Associations and landlords in the 'Homes for Cathy' group to help highlight the continuing needs of homeless people, marking the 50<sup>th</sup> anniversary of Ken Loach's seminal television drama, first broadcast on BBC television in 1966.

The drama about a young family's slide into homelessness and poverty was a defining moment in 1960s television, demonstrating how far drama could influence the political agenda. The controversy generated by 'Cathy Come Home' led to public outrage at the state of housing in Britain and up and down the country people came together to form housing associations in their communities, often in partnership with their local churches, to provide homes for homeless people, including BCHA in 1968.

DID YOU KNOW?

'Cathy Come Home' was watched by **12 million people** – a **¼ of the British population at the time** – during its first broadcast on 16<sup>th</sup> November 1966.



A 1998 Radio Times readers' poll voted 'Cathy Come Home' the 'best single television drama' and a 2000 industry poll rated it as the second best British television programme ever made.

50 years on from 'Cathy Come Home', Ken Loach sparked another national debate with the release of his biggest UK box office success, 'I, Daniel Blake' in 2016.



Unlike most BBC dramas at the time, which were filmed in a studio, director Ken Loach deliberately made it feel like a documentary, choosing to film on location using 16mm film and improvised scenes.

This year the new group worked collaboratively with the National Housing Federation, Shelter and Crisis to highlight the issues of homelessness and inadequate housing and protection for vulnerable people, which included a 'Homes for Cathy' House of Lords' reception which key organisations, politicians and some members from the Lords attended.



## CHARITY AND THIRD SECTOR

NEWS, VACANCIES AND EVENTS FROM SOUTH WEST CHARITIES AND THIRD SECTOR ORGANISATIONS

### BOURNEMOUTH CHURCH HOUSING ASSOCIATION JOINS HOMES FOR CATHY CAMPAIGN TO MARK 50 YEARS SINCE KEN LOACH'S TV DRAMA



**B**CHA recently joined the national Homes for Cathy group to help highlight the continuing needs of homeless people in the run-up to the anniversary of Ken Loach's seminal television drama.

With headquarters in Bournemouth, the housing and social care provider - which helps homeless and vulnerable people access the right housing, health, learning and work opportunities across the South West - has joined a number of housing associations across the UK to plan a series of events to mark the 50<sup>th</sup> anniversary of the first showing of Cathy Come Home.

The 1966 film, directed by Ken Loach, which highlighted the plight of a homeless family, led to public outcry about the problem of homelessness. Up and down



the country people came together, often in partnership with their local churches, to form housing associations, including BCHA in 1968, in their communities to provide homes for homeless people.

Paul Tucker, campaign manager at BCHA, said: "BCHA, like the other group members, was set up in the 1960s, so we're proud to be a member of the Homes for Cathy group to raise awareness of the continuing needs of homeless people. Unfortunately 50 years on, the problem of homelessness has not gone away. In fact it's getting much worse - and that simply has to change."

Last month BBC Breakfast covered the launch of the campaign. David Beggs, chief executive of Hightown Housing

Association and head of the Homes for Cathy group, said: "We are delighted to welcome BCHA to the Homes for Cathy group, who have already shown great enthusiasm and commitment to achieving positive outcomes from this campaign".

The Homes for Cathy group plans to work with the National Housing Federation, Shelter and Crisis on this, as well as with the Carlisle Citizens Theatre workshop, and will be organising a range of local and national events and initiatives in the run-up to November's anniversary.

Paul Tucker, campaign manager at BCHA, added: "Martin Hancock, our CEO, has recently met with the Homes for Cathy group and we are beginning to put plans together for some events and awareness-raising over the coming months."

For further info visit [bcha.org.uk](http://bcha.org.uk)



# IMPACT ON HOMES >

BCHA has successfully increased the availability of good quality and affordable shared accommodation, including the purchase of 12 two-bedroom houses with the support of a grant from the HCA (Homes and Communities Agency) and Plymouth City Council.

These are made available to people who are moving on from supported housing, who can often experience barriers in accessing private rented accommodation. This 'Move On' accommodation can help people gain a positive tenancy history and an opportunity to save for a deposit.



Ermington Terrace in Plymouth was a partnership between Harbour Drug and Alcohol service and BCHA.

Working together, the Harbour Drug offices were converted to deliver 10 self-contained units of accommodation to provide the opportunity for people affected by their use of alcohol or other substances to achieve a full and sustainable recovery.

BCHA was awarded funding from the Department of Health and HCA for the construction and refurbishment of three properties in Dorset and Devon.

Work has started on a three-storey extension in Bournemouth, which will see the conversion of former BCHA office space into 6 two-bedroom flats. Funding from the 'Platform for Life' scheme was allocated to help specialist housing providers create low-rent accommodation for young people aged 18 to 24 who are homeless or at risk of homelessness.

The refurbishment of both 10 St Paul's in Bournemouth and Gabriel House in Exeter, which both provide supported accommodation for people who are homeless, has also commenced using £1 million Homelessness Change funding per project, plus an additional £300,000 of BCHA's own money, to creating motivating places to live.



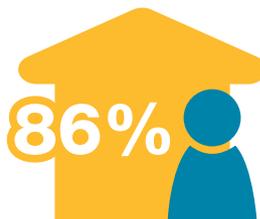
# IMPACT OF OUR SERVICES >



young people took part in **NCS** (National Citizen Service), where they volunteered over **12,810 hours** and raised over **£5,000** for the local community



of people accessing our support services managed to **re-establish contact** with friends and family



of **Salisbury Trust for the Homeless** customers moved on successfully to **independent living**



**117** people were **supported into employment** and **225** gained a **qualification** through BCHA's Learning and Work programme, while **57** began **volunteering**

**127 prisoners** were equipped by **RECOOP** to volunteer



in care and support to fellow prisoners

In **Plymouth**, around



were supported to **leave hospital** into accommodation safely and quickly

BCHA's **Financial Inclusion Officer** supported customers in our general needs homes to recover



**in benefits and refunds**, helping them to pay rent and bills

**1,141 prisoners** visited **RECOOP** Day Centres and services



to learn **social skills**, improve their **wellbeing** and **prepare for resettlement**



people living in our supported homes have seen **improvements in their physical health**, with a similar number reporting better **mental health**



At any time, around **500** people from the local community in Bournemouth **access our Floating Support Service** for support in sustaining their tenancy. Arrears, welfare reforms, home sales and anti-social behaviour mean that around **80%** are at risk of becoming homeless in the near future

Every homeless application costs a council an average **£2,724**. By supporting these people, the service **saves the local council**



# CUSTOMER IMPACT >

“ Thank you so much. You’ve given me the chance to get my family and life on track.  
**BCHA Customer,  
Yeovil Temporary Housing** ”

“ I didn’t think I would benefit from these workshops but I now have a better understanding of life and myself. I very much enjoyed my time here and all the workshops. They’ve helped me find myself and know what I want and steps to get there. **Ignite Customer** ”

“ In the time I have been at Unity House I have been respected, supported and encouraged. All of this has enabled me to leave, to live and run a home of my own. Thank you BCHA, Unity House and all its wonderful staff. **BCHA Supported Housing Customer, Wiltshire** ”

“ The work that all of you do for the ladies in the refuge and those out in the community is truly amazing and working with you all for this long has really shown me how many lives you save.  
**Placement Student, Bournemouth Women’s Refuge** ”

“ 7 months ago I was sleeping on the Hoe and was lucky enough to get into George House. All the staff was extremely helpful and within a month I was in a shared house with 3 other people. I found I have had the support I needed when I needed it and I know I can turn to any of the staff and ask any questions I need to, even when I get things wrong a bit. Having just moved into a brand new house this week, it is like a dream to me. It is lovely, and I understand the stress and hard work that was put into the place getting it ready. I can only say a big thank you. It certainly gives you hope for the future. **BCHA Supported Housing Customer, Devon** ”

“ I just popped in to the Day Centre and Sarah the Manager was overwhelmingly ecstatic about the work that your young (NCS) people did. She couldn’t speak highly enough of them - polite, reliable, hardworking and interacted with clients. **Councillor and Ward Member for Boscombe West** ”

“ I just wanted to pass on my thanks to those of the team for your support and assistance over the period of SWEP (Severe Weather Emergency Provision). The rough sleepers who accessed St Paul’s were genuinely appreciative of the chance to be out of the cold. The facilities and staff were fantastic. **Team Leader - Bournemouth and Poole Rough Sleeper Team** ”

“ Being able to help other prisoners, many who have very complex needs, disabilities and illnesses has given me so much more from life that I never knew existed to be fulfilled in this way gets me out of bed in the morning with a head and heart full of purpose and eager to start the day.  
**RECOOP Prison Buddy** ”

“ I wish to express my heartfelt thanks to Jeanette (Financial Inclusion Officer) who helped me with finances and the constant battle faced with the issues from housing benefits. She went above and beyond what ever could have been expected and fought my corner all of the way. She was always at the end of the phone or email whenever I needed help or advice, again, she is an absolute credit to BCHA. **BCHA General Housing Customer** ”

# IMPACT ON PRISONERS >

## AN INSPIRING EXAMPLE OF THE SUPPORT THAT OLDER PRISONERS BADLY NEED

When researching the challenges faced by older people in prison, one of the projects I have seen repeatedly referenced as a beacon of good practice is the Lobster Pot at HMP Leyhill. I was therefore delighted when RECOOP invited me to visit the project last month.

Once inside the Lobster Pot, it would be easy to forget you are in a prison at all. It looks and feels just like a busy day centre you might find in the community. There were men engaging in animated conversations and sociable activities to help pass the time. Others were sitting quietly, engrossed in a newspaper or a book. I was given the immediate impression that this was a safe, engaging and well valued space.

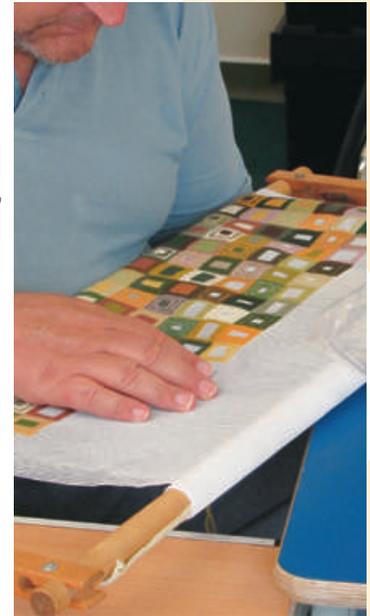
The biggest asset the Lobster Pot has is its staff. It was obvious that many of the men have a real sense of trust for the team. This was not just the case with the older prisoners that the project is aimed at – the team have clearly built strong relationships

with prisoners of all ages and with staff throughout the prison. As a result the Lobster Pot feels firmly embedded in the culture and day to day life of the prison as a whole.

My visit was completed with a session arranged at the day centre with a group of service users. As we discussed some of the challenges that people had experienced throughout their sentences, one fact became abundantly clear – the amount that they relied on projects like the Lobster Pot was enormous, and some were not sure how they would have managed their time in there without it.

With such apparent benefits to the population and to the prison in general, we really hope that funding for projects such as The Lobster Pot continue, and that these can be used across the estate as an inspiring example of the support that older prisoners badly need.

**Ryan Harman, Prison Reform Trust (July 2016)**  
*\*Ryan has since become a RECOOP Board Member*  
[www.recoop.org.uk](http://www.recoop.org.uk)



## KEY ACHIEVEMENTS >

**The Supported Housing team in Devon scooped the 'Complex Needs System Optimisation Group' award at the Plymouth City Council (PCC) Star Awards ceremony.**

The annual event is an opportunity for PCC to celebrate achievements and success of its teams and partners and BCHA was part of a group nominated in the category of 'Our Partners Award', which recognises an individual or team who work within PCC partner organisations.



**BCHA scooped the Sourcing Excellence Award for achieving the 'large project' highest resident satisfaction score 2016 at the Source Development Residents Conference**

for its project of 24 two-bedroom flats on Western Avenue in Bournemouth.

The site itself came forward as a redundant residential home from Bournemouth Borough Council.



At a **South West Regional Awards Roadshow** for all suppliers working on the National Offender Management Service (NOMS) Co-financing Organisation (CFO) 3 contract, **BCHA / RECOOP were recognised as the top performers.** This accolade was not just for the South West area but across all three regions, which also includes East of England and London.

# CAMPAIGNING IMPACT >

**BCHA has been involved in a number of campaigns to raise awareness and give our customers a voice through influencing. These campaigns included:**

**Michael Tomlinson MP** visited two BCHA supported services to **discuss the Homelessness Reduction Bill** that was introduced as a Private Members Bill in Parliament by Bob Blackman MP. MP for Mid Dorset and North Poole, Michael was a member of the Public Bill Committee scrutinising the bill to ensure that more people get the help they need to prevent them from becoming homeless in the first place.

**Submitting evidence on issues our customers face around financial exclusion** to the House of Lords' Select Committee on Financial Exclusion.

**BCHA was invited to a part of a Homeless Link roundtable discussion** with other larger organisations, including Crisis and The National Housing Federation, where the future funding of supported housing was the main topic.

**Hannah House was selected to participate in a DCLG (Department for Communities and Local Government) research project** looking at 10 services around the country meeting different needs. Hannah House will be the case study for best practice in setting up a service for those with alcohol dependency.

**Submitting evidence to the National Housing Federation** on the impact of the 1% rent cut.



# SUPPORT IMPACT >

Thank you to everyone who supported us and to those who helped us raise vital funds so that **BCHA** can continue to provide vital services to our customers. These included:



**Ali Budynkiewicz, 58, and Lisa North, 48** (front), two grandmothers from Poole in Dorset, who dubbed themselves the 'Gangsta Grannies', swam from Dover to France and back in just over 31 hours and raised more than **£3,000**.



**Avonbourne School Head Girls' Team** chose to support BCHA as their **Charity of the Year**, supporting Young People Services through a number of fundraising and awareness raising initiatives, including **generating hundreds of donations for customers, such as food and toiletries**.



**Plymouth Councillor Chaz Singh and Abul Azad**, owner of a local Indian restaurant, worked together to **provide food at Christmas** for all BCHA customers and staff at George House.



**A group of NCS (National Citizen Service) 16-17 years old**, led by BCHA, took part in a 12-hour rough sleep to **raise money** for young homeless people.

# THE YEAR IN FIGURES >

**BCHA has produced a full set of consolidated Financial Statements for the year ended 31 March 2017.** An extract from these Group accounts is set out below. A copy of the full set of our financial statements is available upon written application to the Company Secretary at BCHA's Registered Office.

## Membership Policy

Membership of BCHA is open to anyone 18 years of age or over, including BCHA's residents, and we particularly encourage applications from minority groups. Applications for shareholding membership or membership of the Board may be made in writing. Further information or copies of these recruitment policies and BCHA rules are available from the Company Secretary.



## balance sheet

	2016/17 £'000	2015/16* £'000
Housing Properties at Cost	59,310	55,651
Other Fixed Assets	3,170	3,334
	<b>62,480</b>	<b>58,985</b>
Debtors Due After 1 Year	0	23
Current Assets	6,232	4,098
Less: Current Liabilities	(3,719)	(3,865)
	<b>2,513</b>	<b>256</b>
<b>NET ASSETS</b>	<b>64,993</b>	<b>59,241</b>
Funded by:		
Loans & Mortgages	20,571	18,526
Other Creditors & Provisions	697	1,051
Capital Grants	33,693	29,819
Restricted Reserve	166	54
Accumulated Surplus	9,866	9,791
	<b>64,993</b>	<b>59,241</b>

## income and expenditure

	2016/17 £'000	2015/16* £'000
<b>INCOME</b>		
Gross Rents Receivable	11,989	13,579
Supporting People Contracts	4,230	5,505
Rent Losses from Voids	(547)	(693)
Revenue Grants	1,251	1,546
Learning & Work Initiatives	1,018	919
Other Income	3,353	2,189
	<b>21,294</b>	<b>23,045</b>
<b>EXPENDITURE</b>		
Staff Costs	8,939	9,460
Food & Welfare for Residents	344	349
Maintenance Costs & Provisions	2,576	2,390
Interest on Loans	739	801
Rents Payable	3,661	3,819
Depreciation	986	939
Other Expenses	3,987	4,516
	<b>21,232</b>	<b>22,274</b>
Surplus For Year	62	771
Surplus on Sale of Housing Property	125	664
Retained Surplus For The Year	<b>187</b>	<b>1,435</b>

\*The 2015/16 figures include prior year adjustments on Fixed Assets and Repair Dilapidations.

## our board of management

**Peter Hoyle** Chair / **Dee O'Neill** Vice Chair / **Gillian Downey** / **Paul Dyer**  
**Melanie Earnshaw** / **Rodger Hawkyard** / **Robin James** / **Julie Leigh**  
**Gerry Moore** / **Sally Reay** / **Jonathan Rickard** / **Graham Westwood**

## retirees

**Graham Brombley** / **Jane Cartwright** / **Rebecca House**  
**Michael Jenkins** / **Roy King-Underwood** / **Matthew Ostler**

## thank you to the Trustees of the BCHA Group

## help with housing, learning and living

Call **01202 410 500** / Fax **01202 410 600** / Email **enquiries@bcha.org.uk**  
St Swithuns House, 21 Christchurch Road, Bournemouth BH1 3NS

## find a way forward. [bcha.org.uk](http://bcha.org.uk)



Bournemouth Churches Housing Association Limited is a charitable registered society under the Co-operative and Community Benefit Societies Act 2014, registered with the Financial Conduct Authority No. 18497R and with the Homes and Communities Agency No. LH0155. Registered office: St. Swithuns House, 21 Christchurch Road, Bournemouth, Dorset, BH1 3NS.