



# ESG REPORT

2024 - 2025





# INTRODUCTION

The sector wide ESG Standard, the Sustainability Reporting Standard for Social Housing (SRS), provides us with the framework to deliver and measure our ESG commitments, ensuring that we deliver ethical, sustainable and well governed services for the residents of Salvation Army Homes.

Welcome to our third Environmental, Social and Governance (ESG) report, covering the financial year ending 31 March 2025.

Salvation Army Homes was founded in 1959 by The Salvation Army. Our mission is to provide Safe Homes, Transforming Lives. Working with former rough sleepers, young families, young people, ex-offenders and single homeless, we provide general needs, supported and agency managed accommodation



# Our Values

**SAFE HOMES.**  
**TRANSFORMING LIVES.**

**S**

## **SERVANT LEADERSHIP**

We help people thrive. We set high benchmarks with an encouraging and supportive leadership style

**P**

## **PASSION**

We love our work. We invest in the lives of residents and strive to do better for them

**I**

## **INCLUSION**

This is a team effort. We provide an environment where everyone has a sense of belonging and feels respected and valued

**R**

## **RESPECT**

We show respect for all. We create a place where residents, colleagues and partners and are all encouraged to contribute

**E**

## **EMPOWERMENT**

We have trust. We involve employees and residents in everything we do

# STRATEGIC OBJECTIVES

1

**Deliver** excellent customer service

2

**Invest** in our existing homes

3

**Deliver** more homes to help residents  
achieve independent living

4

**Be** a great employer

5

**Maintain** our financial strength

# THE SUSTAINABILITY REPORTING STANDARD (SRS) FOR SOCIAL HOUSING



The Standard is a voluntary reporting framework, launched in November 2020 by the ESG Social Housing Working Group. Covering a range of criteria across ESG considerations such as affordability, carbon emission, energy efficiency, safety, EDI and resident voice, it provides a consistent and transparent reporting framework for Salvation Army Homes to align and drive improvements in its ESG performance.

# OUR ESG ACHIEVEMENTS



**£270K**

spent on improving energy efficiency



**80%**

EPC C or better



**£455K**

Spent on window and door installations



**9 DAYS**

sick days per employee



**94%**

Decent homes



**0.7%**

Mean gender pay gap



**56%**

residents gaining employment



**71%**

Planned resettlement



**10%**

Social value weighting in procurement



**27%**

Female committee members



# ENVIRONMENTAL

Sustainability needs to be at the heart of our corporate objectives – investing in our existing homes and developing more homes.

## WARM HOMES: SOCIAL HOUSING FUND WAVE 3

Salvation Army Homes has secured £2.1m grant allocation under the Warm Homes: Social Housing Fund Wave 3. The fund supports social housing providers to insulate social homes, improve energy efficiency, upgrade heating systems and deliver carbon savings to progress toward Net Zero 2050.

Over the next three years, it will help Salvation Army Homes invest in our existing homes and develop a roadmap to meet 2030 EPC targets by upgrading our existing stock through retrofit programmes and help tackle fuel poverty for residents. Adopting a ‘fabric first approach’ incorporating modern building techniques, high performance insulation and efficient heating systems to future proof homes ensuring long-term durability and reducing maintenance expense.

### Distribution of energy efficiency (EPC) ratings in our existing homes

<b>6%</b>	of homes EPC rating B
<b>74%</b>	of homes EPC rating C
<b>17%</b>	of homes EPC rating D
<b>2%</b>	of homes EPC rating E
<b>0.5%</b>	of homes EPC rating F
<b>0.2%</b>	of homes EPC rating G



# SOCIAL

## Affordability and Security

Ensuring affordability of existing homes

Salvation Army Homes has a clear social purpose to provide affordable, secure, quality housing to those who are unable to afford to rent or buy in the private sector.

Average weekly rent

	General Needs	Supported and Older People Services
Non self contained / bedspaces	0.00	107.14
1 Bedroom	115.53	115.52
2 Bedrooms	107.87	129.30
3 Bedrooms	149.48	241.04
4 Bedrooms	151.98	-
5 Bedrooms	203.33	-



## Delivering more homes – our Development and Growth Strategy

Our recent improved grading from the Regulator to G1/V2/C2 and the introduction of a new Development and Business Growth Team, puts us in a strong position to set the foundations for continued growth. Our goal is to provide at least an additional 250 units by 2030 and establish an ongoing pipeline of projects, both internally and in partnership with The Salvation Army.

Working in partnership with the Salvation Army, the Jeremiah Project in the Blackpool area will deliver ten properties under our ownership, managed by our general needs housing team. The project will consist of a combination of flats and houses and will help deliver our mission of Safe Homes, Transforming Lives.

In partnership with Liverpool City Council, the provision of eight units of accommodation have been developed to provide accommodation for refugees, with wrap around support from the local authority for two years. Also in the north west, we have developed three units of youth offenders resettlement accommodation for young males in Manchester, through the Greater Manchester Youth Remand Funding Pilot.

We have successfully strengthened our Foyer portfolio winning the contract for Preston Foyer, alongside 11 units of supported accommodation also in Preston. Additionally, we have grown our supported housing stock with the acquisition of 14 units in East Sussex for mental health provision.

## UK Housing Awards

This year saw Salvation Army Homes being shortlisted as a finalist in the Resident Employment and Training Award at the recent UK Housing Awards, being proud of the Cowan Fund and the opportunities that it gives for residents.







## REMOVING BARRIERS TO OPPORTUNITIES

Alan moved into his new home without many personal belongings. He applied to the Support Fund to help purchase carpets for his new home.

Alan said that “he would not be in such a good place without the help of the fund”

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Negasi had no family or friends in the UK and initially faced significant challenges, especially with the English language. However, he showed remarkable determination. He enrolled at Doncaster College, studying English and Maths with the guidance of his tutor, Miss Amanda.

One of his dreams was to join a football team. With support from the Salvation Army Homes Cowan Fund, he received football gear and successfully joined a team, which positively influenced his social life. He shared that he made good friends after joining the team, helping him overcome feelings of loneliness.





# BUILDING SAFETY AND QUALITY

## **Decent homes**

As at March 2025, 94% of our properties met the Decent Homes Standard.

## **Keeping residents safe in their homes**

As at 31 March 2025, 78.5% of Salvation Army Homes had a Fire Risk Assessment with an expiry date of 12 months or more.

95.5% of our general needs (domestic) and 100% of our supported (commercial) homes had a compliant Gas Safety Certificate.

# RESIDENT VOICE

## Holding us to account for the services they receive

In May 2024, Acuity Research and Practice carried out our annual resident satisfaction survey. Selecting a random sample of tenants from across our general needs (including general needs supported), older people services, directly managed services and agency managed services, 539 responses were received.

Satisfaction levels varied across our different housing streams with residents in our directly managed services consistently being more satisfied than our other residents.

Code	Tenant satisfaction measure	
TP01	Overall Satisfaction	74%
TP02	Satisfaction with repairs (last 12 months)	69%
TP03	Satisfaction with time taken to complete the most recent repair	70%
TP04	Satisfaction that the home is well maintained	74%
TP05	Satisfaction that the home is safe	74%
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	65%
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	73%
TP08	Agreement that the landlords treats tenants fairly and with respect	78%
TP09	Satisfaction that the landlords approach to the handling of complaints	50%
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	72%
TP11	Satisfaction that the landlord makes a positive contribution to the neighbourhood	70%
TP12	Satisfaction with landlords approach of handling of anti-social behaviour	66%



# CO - PRODUCTION IN ACTION

Our Co-production Strategy, launched this year, set out our plans to build a culture that **embraces co-production** across all our supported services. Ensuring that we maintain a person-centred perspective in our work, we are committed to services that are **collaborative** in design and delivery. Celebrating the launch, residents and staff, represented from across all supported housing services, met during three regional co-production days. The events focused on exploring current and **future opportunities** for co-production projects and the real and sustained benefits that these can generate in terms of positive outcomes and social value.

## Older People Services Strategy

In consultation with residents, this year has seen the exciting development of our Older People Services Strategy. The Strategy has been shaped directly with residents across all schemes who want to be involved in any decisions that impact them. We gained critical insight into what was important to them, where we were falling short in their satisfaction and where we need to direct our resources next year.

## Braintree Pride

Hot on the heels of Brighton Pride, the first ever Braintree Pride took place, organised by the resident LGBTQ+ group at Braintree Foyer, with amazing Barbie, Ken and Allan boxes that were created by our contractors Givehand





## RESIDENT FOCUSED APPROACH TO IMPROVING SERVICES

Co-regulating our compliance with the Regulatory Standards, residents are directly represented within our governance structure with two resident members on the Operations Committee. We aim to strengthen this representation next year with the appointment of two additional members.

Resident oversight and scrutiny of our performance as a landlord is delivered by our customer group Together 4 Residents (T4R). T4R are an established and structured forum, who deliver a formal programme of Board approved scrutiny activity, assessing and reviewing the effectiveness of our landlord services. Outcomes and recommendations have been reported to Operations Committee and Board throughout the year, in areas of ASB and damp and mould.

T4R have also played a crucial part in the national Schedule of Rates contractor procurement process during the year and on a local level have had a vital input into the appointment of new grounds maintenance contractors and their scope of works.

We continue to deliver our services across a broad geographical area. We want to strengthen our two-way communication with residents to help better understand local issues and support residents to make involved decisions that affect their homes and communities. Our intention is to create a network of Champion for Residents (C4R) representatives at all schemes which comprise of ten units or more, who can voice the concerns and opinions of residents within their community.



# STRIVING TO ACHIEVE BEST PRACTICE IN COMPLAINT HANDLING

Although our latest survey reported satisfaction with complaint handling at 50%, (an increase of 10% compared to previous year) this performance does compare well to others in the sector.

We know there are more improvements that we can make. We appointed a dedicated Complaint Resolution and Disrepair Manager during the year who is working with teams to provide training to ensure that we strengthen our complaint handling performance, whilst identifying complaints trends and embedding opportunities for learning.

Lessons learned and associated actions from complaints have continued to be reported to the Operations Committee throughout the year, including the re-procurement of communal cleaning contractors, improved repairs contractor performance management and improved awareness for residents on how to raise a repair.

Moving into next year, the Complaints Resolution and Disrepair Manager will conduct a deep dive into some of the more complex complaints cases, to gain greater understanding of the underlying issues and causes, as well as reviewing how effectively we are handling complaints cases to prevent similar cases in the future.

# RESIDENT SUPPORT

**Transforming Lives and creating opportunities that build on the strengths, talents and assets of each individual resident**

**Confidence ignites in young people at Margeret House in Weston Super-Mare**



In partnership with Weston College and the Fire Service, the Ignite Course empowers our young people to believe in themselves, grow their team working abilities and develop the employability skills to thrive in the world of work.

## **AQA**

As an approved AQA centre, our supported housing services can offer residents the opportunity to have their achievements formally recognised with approved accreditation. The Unit Award Scheme is a powerful tool for recognising individuals for specific knowledge, skills and experiences gained through any valid educational activity.

**120**

Residents  
gained an AQA  
qualification in  
the last year




# BEHIND THE DOOR

Guided by the Consumer Standard, 'Transparency, Influence, and Accountability', there are specific expectations of Registered Providers including the ongoing collection and maintenance of resident profile data, which will enhance our understanding of our performance throughout the community. During the year we worked with Acuity Research and Practice to gather information about our residents, through a project called Behind the Door. Gaining meaningful insights, this will enable us to drive service improvements, ensuring fair and equitable outcomes for both current and potential tenants. An example of where the Project has helped directly shape service delivery has been through the identification of where residents do not have English as their first language, which has enabled a more tailored approach to communication with our residents through translations where needed.



As part of our commitment to social value, this year we will be engaging staff across the organisation to put something back into our local neighbourhoods. Community events, with a focus on improving our outdoor spaces at our general needs schemes in Darlington, will see staff volunteers working alongside residents to enhance our green spaces.



## Resident impact metrics in our supported housing services

**87%** Education and training

**95%** Better physical health

**76%** Better mental health

**56%** Gained employment

**78%** Reduced debt

**71%** Planned move



# GOVERNANCE

**This theme seeks to assess the overall structure and approach to governance.**

## **Our charitable purpose**

Salvation Army Homes is a charitable provider of Social Housing, reinvesting our surplus into improving our homes, providing new homes and investing in people and communities to realise our vision and mission of safe homes, transforming lives

## **Our Code of Governance**

Salvation Army Homes has adopted the National Housing Federation's Code of Governance 2020, and Code of Conduct 2022. A self-assessment against the former is presented to Board annually in May, alongside our Code of Conduct which meets the requirements of the 2022 Code.

## **Governance Structure**

The Salvation Army Homes Board is served by three Committees with delegated responsibilities – Audit & Risk Committee, People & Organisational Development Committee, Operations Committee. There is also a Board Nominations Committee. Each has its own Terms of Reference.

## **Our regulatory grading**

As a Registered Provider we are regulated by the Regulator of Social Housing. At our re-inspection in September 2024, we were proud to have our Governance rating upgraded to G1, and our V2 Financial Viability rating confirmed. We also received a C2 grading against the new Consumer Standards. Gradings were published in December 2024.

Our C2 grading reflects that there are some weaknesses that need to be addressed. These have helped inform a Regulatory action plan to recognise and improve areas, particularly in the Quality and Safety, and Transparency, Influence and Accountability, standards. Progress against this plan will be monitored by Board and will assist in our aim to achieve a C1 grading at re-inspection.



# GOVERNANCE

## Managing organisational risks

Salvation Army Homes recognises that risk management is an integral part of day-to-day business as well as a Regulatory requirement. Salvation Army Homes has an established Risk Management Framework, (RMF) which was reviewed and updated during 2024. Board is responsible for setting the organisation's appetite and direction for risk management and agreed new appetite levels and risk category definitions during the year.

Our Board has ultimate responsibility for ownership of the strategic risk register, which identifies our controls to mitigate risks, and details plans in place to reduce the likelihood of the risk crystallising, or the impact to the organisation in the event that this did happen. Board establishes and reviews systems of internal control

Audit and Risk Committee have delegated authority to scrutinise and evaluate risk management and the internal controls framework, which is reflected in their Terms of Reference. The Committee obtains external assurance, from sources such as internal and external audit, that robust risk management arrangements are in place. Our risk management processes ultimately provide assurance to Board that material threats to the business have appropriate and proportionate mitigation plans in place.

## Board and Trustees

### The demographics of our Board and Committees

This theme assesses the quality, suitability and performance of Board and Trustees. We recognise that a diverse governance structure promotes stronger performance, both organisationally and on behalf of our residents. When recruiting new members, we are conscious of balancing the need for the skills and experience required to perform the respective role with our ambition to proactively attract a diverse range of candidates. Our Operations Committee structure includes two resident members. Recruitment is currently underway to appoint two new members to the Committee. One new Board member was appointed in January 2025, and a second appointed in March 2025.

### Monitoring Board effectiveness

Salvation Army Homes has a clearly defined Governance structure. Board effectiveness will be reviewed internally against a skills matrix, following an externally commissioned Board Effectiveness Review carried out in 2024. An action plan from the Board Effectiveness Review was completed during the year.

Of all Board and Committee members, 27% are female and 18% are from ethnic minority groups.

# INVESTING IN OUR PEOPLE

## EQUALITY, DIVERSITY AND INCLUSION

Our work is delivered across diverse communities by a diverse staff team. EDI is important to us and our strong EDI approach positions us well to serve those communities.

During the year, we have:

- Developed our own digital LGBTQ+ awareness training
- Delivered being a neuro inclusive colleague workshops, with colleagues sharing lived experience of being neurodiverse and how to develop a strengths-based approach
- Become a member of Housing Diversity Network (HDN)
- Invested in HDN training to our EDI Steering Group
- Commissioned Acuity to deliver our customer profile data project, Behind the Door
- Strengthened our EDI Champions group, assessing and enhancing our inclusivity, challenging the status quo and driving meaningful change

During the year we are proud that we achieved the IIP (Silver Accreditation)



# Supporting employee health and wellbeing

Our vision for health and wellbeing is to create and maintain a healthy work environment for our employees in which they are treated with dignity and can flourish and reach their potential.



## Salvation Army Homes staff conference

Employee health and wellbeing was the theme for the annual Sunrise staff conference in Derbyshire. A wellbeing marketplace with stalls hosted by internal and external wellbeing specialists, gave colleagues the opportunity to sample a range of holistic wellbeing sessions from Pilates and mindfulness to head message and mini health checks.

## Staff sickness

The average number of sick days taken per employee during 2024-25 was nine days, a slight increase on the previous year.

Our first health and wellbeing survey gave real insight into how our employees feel about our health and wellbeing offer, in response we have:

- 1 Increased our Mental Health First Aiders and Menopause Specialists
- 2 Delivered a series of Optimal Rest and Recovery Westfield Health Webinars
- 3 Rolled out menopause training and drop in sessions
- 4 Increased our Westfield Health Benefits package to Level 2
- 5 Raised awareness of men's health issues with a host of activities and dedicated speakers
- 6 Delivered a series of financial wellbeing webinars
- 7 Facilitated a number of special interest forums including Neurodiversity, Employee Voice and Under 30's Group



## **Commitment to Real Living Wage**

Salvation Army Homes is a median market paying employer, achieving all salaries in line with the Real Living Wage and London Living Wage

## **Supply Change Management**

## **Social Value Group**

We know, as a provider of social housing that our activities generate huge social value. Through the creation of affordable homes and sustainable communities, to driving social inclusion and having a positive impact on the long term economic and environmental strategies of the local communities where we work. The creation of our internal Social Value Group will strengthen our approach to how we measure the social outcomes we generate and will focus on maximising the social value opportunities generated through our supply chain.

## **A commitment to creating social value**

Integrating key social value themes and targets into our procurement process and supply chain, we are able to consider how our supply chain can be maximised to create additional environmental, economic, or social benefits.

As part of their social value commitment, this year, our internal auditors, Beever and Struthers, have delivered capacity building sessions directly to our T4R Scrutiny Panel members. Covering topics such as the role of an effective scrutineer for a social housing landlord and the role of a Committee Chair, upskilling members in the delivery of their performance scrutiny work. In the coming year, our cloud migration partner will be providing an 18 month apprenticeship to one of our residents and we'll be working with our new repairs and maintenance contractors and grounds maintenance contractors to produce some social value for the various regions they are operating in.

## **Local economic benefits of responsible procurement**

Listening to local services in the Northeast, the procurement of a small local repairs' contractor has generated further local employment, whilst in the Northwest and Southwest, employing our own multiskilled operatives has had a positive impact on resident experience. Following the success of the SME contractor in the Northeast, we targeted our repairs and maintenance and grounds maintenance tenders to smaller regional companies and have replaced four large national contractors with eight SMEs working in their local regions creating more jobs and keeping our money in the region it comes from.



## **Employee Voice Forum**

Employee Voice is an inclusive and supportive environment where colleagues, who meet monthly, can openly share experiences and feedback to help influence how things are done. During the year, the work of the active members has helped launch pension awareness sessions, influenced employee policies, supported the work of EDI Group and introduced retirement gifts.