



ANNUAL REPORT 2024-25



LETTER FROM the CEO

As we reflect on the past 12 months, we are proud to share the progress, achievements and milestones which have shaped another successful chapter for Salvation Army Homes.

We have continued to stay true to our mission to provide safe homes and transform lives. There are some amazing stories in this report of residents journeys and how our services have made a difference in people's lives. From welcoming residents into new homes to hosting events that brought people together.

Of course, there is always room for improvement. We will continue to listen to your feedback, to shape our services accordingly and to learn when we get it wrong. We really value the perspective T4R provides and look forward to expanding the resident voice as we work with local scheme Champions for Residents (C4R).

We know our repairs service is the number one service we need to get right, and we will be working hard with our new contractors to deliver on our new customer promise.

I hope you enjoy this report as we celebrate the highs and acknowledge the lows of the past year.



WELCOME FROM T4R -Together4Residents

It's been an absolute pleasure to be involved with T4R for the past year in supporting Salvation Army Homes make policy changes that will benefit all residents no matter what schemes you all live in.

The past year has brought challenges where we said goodbye to long standing T4R and staff members who moved on to pastures new.

We have taken part in the recruitment of new staff members and new T4R members.

Members showed their passion scrutinising damp and mould making many suggestions of how to implement changes to make health a priority.

Our committee went to great lengths to find a way all tenants can feel safe in their homes in relation to Anti Social Behaviour and hate crimes. Streamlining the process and making all documents transparent focusing on what ASB is and isn't. Highlighting this from the very start of the tenancy agreement and good neighbours agreement. We scrutinised the time frames involved and used the housing management system to hold neighbourhood managers accountable to proceed to court as required. Moreover to offer support to both perpetrator and victims as required to prevent evictions.

As T4R we are also residents and have valued working with other residents and the C4R (Champions4Residents) committee with research in our current project of planned investments in people and property and out of hours service to make the processes more transparent in future. We have also recruited new members in our committee and have already seen **the passion** they have in particular areas to scrutinise in the future.

As the new chairperson this year I have a hard act to follow the previous chairs and I'm blessed to work with such a supportive team.

Thank you for your faith in me.

Mandy



OUR YEAR'S HIGHLIGHTS

Improved governance rating

We were delighted late last year to have been upgraded to G1, the highest grading for governance by the Regulator of Social Housing, reflecting the strength of our governance framework. This was our first inspection to take place under the new Consumer Standards, for which we achieved a C2 rating. There is a regulatory improvement plan in place to achieve a C1.

A new name and a new mission

In 2024 we rebranded and updated our mission – Safe Homes, Transforming Lives. The changes underpinning our commitment to providing homes for people who need shelter but also support to make positive changes to their lives and empower people to live independently.

New homes

This year we welcomed new homes in Liverpool. We were successful in bringing in new supported housing services in East Lancashire, Preston Foyer and Merriweather as well as a service in Bexhill, East Sussex.

Braintree hold their first ever pride!

In August 2024 Braintree Foyer residents organised the first ever Braintree Pride event in just a few months. It took a huge amount of hard work, but the result was a successful event which brought the whole community together.

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.

Supported Housing Co - production groups

We hosted our first LASER (London and South East Region) Co-production Day, bringing together residents from five different services. This event was followed by discussions with our North Region and South West Region groups, where we covered a range of topics including inductions, activities within the services, and the co-production strategy. This year we also held our first national partnership committee bringing together representatives of supported housing from across England.

120 residents started AQAs

Over the last year 120 residents commenced various AQA Units. 120 residents successfully completed their chosen AQA Units.

Behind the door

The Behind the Door project has started to enable us to look systematically at data and use the information to improve our service. As an example, where we have health data about a customer this allows us to prioritise repairs to tackle things such as reported damp and mould. We have written to some customers in their first language to ask how they would like to be communicated with in the future.



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



TENANT SATISFACTION MEASURES

The Tenant Satisfaction Measures (TSMs) have been introduced by the Regulator of Social Housing in England to assess how well landlords are doing in providing good quality homes and services. To see our performance against all of the Tenant Satisfaction Measures please scan the QR code.



The measures focus on four key themes:

- Resident Satisfaction
- Keeping properties in good repair
- Building safety
- Complaints and Neighbourhood management

74%

Overall satisfaction

74%

Satisfied that their home is safe

66%

Satisfaction with ASB handling

78%

Agreement that their landlord treats them fairly

69%

Satisfaction with repairs

74%

Satisfied that their home is maintained

65%

Satisfied that their landlord listens

50%

Satisfaction with complaints handling



MEET GARY

When Gary first moved into the supported service at Abbott Lodge, he faced many challenges. With learning difficulties and autism, he was unable to do many things on his own and relied heavily on others. Life felt very limited for him.

Since moving in, and with support Gary become more independent. Slowly, Gary started to learn new skills. He discovered he could do much more than he had ever imagined.

One of Gary's proudest achievements is becoming financially independent. He learned to manage his money and make his own financial decisions. This was a huge step for him.

Before moving to Abbott Lodge, Gary could only go to a few places due to his vulnerabilities. Now, he travels on his own. He loves transport, especially buses from Stagecoach. Gary also volunteers at a charity shop once a week. This has given him a sense of purpose and belonging. Helping others makes him happy.

Gary is excited about his next big step. He will soon be moving to his forever home. While he looks forward to this new chapter, he will miss the staff at Abbott Lodge

INVESTMENT IN PROPERTIES AND PEOPLE

In 2024 - 25 we spent:

£4.7Million

On Responsive Repairs

£3.8Million

On Planned Maintenance

£2.0Million

On Safety and Servicing





INVESTMENT IN NUMBERS

95.5% General Needs homes
had a compliant gas
safety certificate

Within this years investment programme we have spent over
£300,000 on installing new bathrooms.

Over **£229,000** on installing new kitchens and

Over **£51,000** on installing new windows and doors.

We completed **10,764** routine repairs appointments in the year

78.5% Homes with a fire risk
assessment expiry of
12 months or more

80% of properties at EPC
rating C or above



56 bathrooms installed

35 Kitchens installed

55 Windows and doors
installed



FINANCIAL PERFORMANCE

The Transparency, Influence and Accountability Standard requires all registered providers to provide tenants with accessible information about their directors' remuneration and management costs of the association.

These are some of the terms we use:

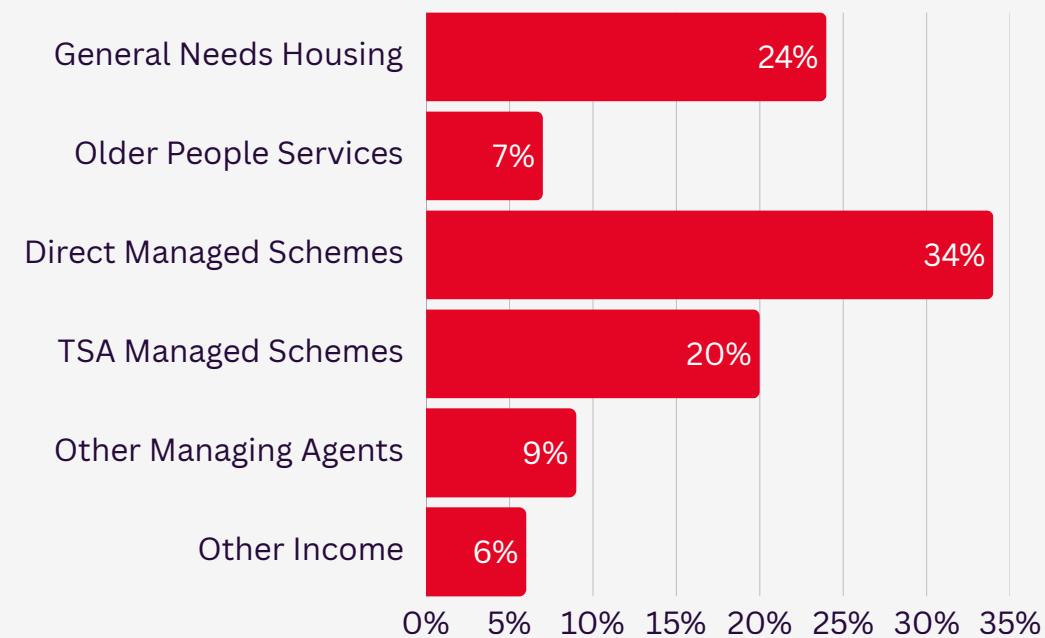
remuneration – the money paid to our directors (salary).

In the last financial year, this amount averaged £156.19 per home.

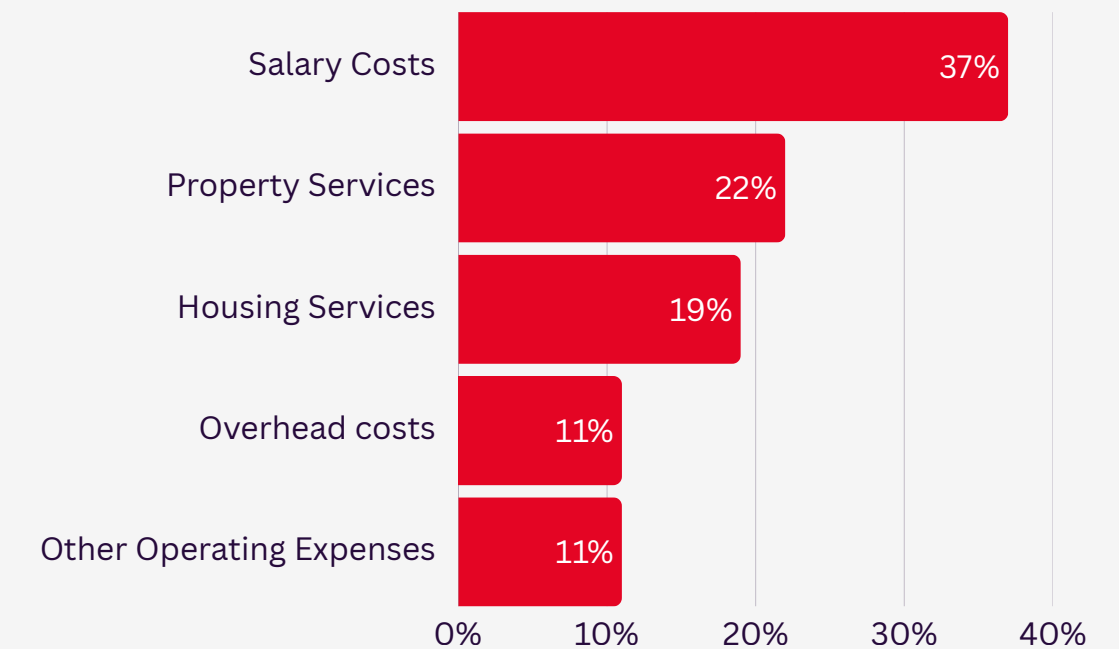
The income graph breaks down our income by the different types of housing tenure and expenditure graph outlines how we allocate this income across the different areas of operation.

It gives a clear picture of how we spend money on different aspects such as maintenance, improvement, staff costs and other services.

INCOME



EXPENDITURE





JULIA'S STORY

Julia started drinking in her early 30s. It had become a regular part of her life before her mum passed away. After the funeral, she left London and moved in with her stepfather in Guildford. It was a quiet arrangement at first, but things began to change during the COVID-19 lockdowns.

Like many, Julia found that isolation and stress made things worse. Her drinking increased, and the situation at home became tense. She was asked to leave and spent months sofa surfing, with no stable place to live. Eventually, she was placed in temporary accommodation. That's when she was referred to Mulberry House.

At Mulberry House, Julia was given the chance to start again. She took part in training, built up her confidence, and made the decision to go into rehab. With support, she stopped drinking. She's now been sober for 15 months.

Julia now lives in her own flat nearby. She began volunteering at Mulberry House not long after she moved in. That led to a paid relief worker role, doing a few hours a week.

She says coming back to the service in a staff role felt like coming home. She wants to support women going through what she went through. Her lived experience means she understands what residents are facing in a way others might not.

Staff value her input, and the women living there trust her. Julia's story shows the reality of what can happen without stable housing – and what's possible when that support is in place

LEARNING FROM FEEDBACK

Resident feedback including complaints, is important as it helps us to improve service quality and to address any concerns.

In the year 2024-25, **83%** of complaints were resolved at Stage One of the process, with **63.98%** addressed within the Ombudsman's specified timescales. This marks a significant improvement from just **22%** in 2023-24.

It's important to note that complaints can often be intricate, requiring various interventions over extended periods and do not always follow a clear path at Stage One.

Additionally, an impressive **97%** of Stage Two complaints were resolved within the established timescales.

194 Complaints
received

161 Closed as stage
one complaints

33 Closed as stage
two complaints

55%
Complaints relating to repairs
and maintenance

45%
Complaints split over housing
management issues

LEARNING FROM FEEDBACK

Following on from the feedback received we have made the following service improvements:

- From October 2024 a Complaints and Disrepair Manager started in post and reviewed processes to improve performance.
 - Training has been provided both externally and internally to improve communications with customers.
 - Increased focus is on ensuring complaints are answered on time, with additional training provided to colleagues who do not meet the deadlines.
 - Quarterly lessons learnt reports have been produced to ensure services improve. This helps avoid repeat service failure.
 - A new complaints inbox has been created to make it easier for residents to contact the team.
 - From June 2025 real time surveys are being conducted to get a quicker understanding of how residents feel about the handling of their complaints. This will also include ideas from residents on how to improve the service.
- Procurement of new repair contractors. Those new contracts commenced in May 25. Contract management training has been provided to the asset management team to ensure contractors are held to account. This should improve the customer experience for the repairs service.
 - More resources devoted to the voids service, reducing the number of voids and making the experience more straightforward for incoming residents.
 - Closer working between the Customer Service Centre and Asset Management teams to improve initial diagnosis of repairs.
 - New Damp and Mould policy in place.
- Quarterly meetings with Asset and Housing teams to improve joint working.
 - New roles created for Assistant Neighbourhood Managers at the estates in Derby, Darlington, Manchester and London to provide a more proactive and empowered service.
 - New gardening contractors were procured at a regional level rather than national following feedback from residents.
 - A new proactive rent management system has been procured. This will enable the income team to signpost residents to welfare support much earlier and prevent high arrears occurring.
 - New cleaning contractors are being procured.

A man with extensive tattoos on his arms and a grey flat cap is bent over, working in a garden bed. He is wearing a dark green t-shirt and camouflage-patterned trousers. The garden bed contains various plants, including some with pink flowers. In the background, there are more plants and a paved area. The scene is outdoors on a sunny day.

**Adrian - Tom Raine Court
Resident, volunteering at
the gardening day**

**“Knowing I’ve helped create a better
environment helps me feel better”**

T4R's year at a glance

This year has brought some changes to the Together4Residents – T4R Scrutiny Group. We bid farewell and expressed our gratitude to David and Valerie, while warmly welcoming Tim and Kieran to the team.

We have been working with Beever and Struthers who have delivered key training for the group which included:

The role of the Chair: Facilitating (keep to timing and agenda items), encourage contribution and participation (ensuring no-one dominates), task delegation and time keeping.

Your role as a scrutineer for a social housing landlord: Understand how to review and challenge how we are performing and delivering services.

The T4R has been reviewing issues related to damp and mould, as well as anti-social behaviour, and has made significant recommendations to the Operations Committee.





“Together I believe that we truly can achieve our goals and make a difference in people’s lives.”
Tim - T4R member

This year T4R held two in depth scrutiny meetings looking at damp and mould and ASB and hate crime. From these scrutiny meetings the group made recommendations that fell into three categories: must do, could do and should do. Below are the key recommendations from each scrutiny meeting.

T4R’s damp and mould audit was a response to the Housing Ombudsman’s ‘Spotlight on: damp and mould, it’s not a lifestyle’ report. The panel wanted to investigate and review the customer journey through damp and mould issues, from sign up to reporting, resolutions and customer feedback afterwards.

Key points for addressing damp and mould (D&M) issues include:

- Audit: Review properties with D&M history to assess risk.
- System Improvement: Add a D&M tab on Rubixx for tracking.
- Ongoing Updates: Regularly update resident vulnerability information and train staff.
- Post-Repair Follow-Up: Verify resident satisfaction within 24 hours after repairs.
- Ongoing Review: Analyse data, identify trends, and adopt best practices.

The ASB (Anti-social behaviour) and hate crime audit was focused on the investigating of the process, policy, recording of data and documentation used when this is reported to Salvation Army Homes, with a focus on general needs and older persons housing.



- Questioning Protocol: Customer Service Staff should use a list of questions to gather detailed information from residents, ensuring consistency in ASB data collection.
- Risk Assessments: Immediate risk assessments are necessary to determine if callers pose risks to themselves or others, supported by staff training.
- Housing management enhancements:
- Website and Customer Portal Improvements:
- Improve Case Management
- Preventive Measures: Work with ASB perpetrators to reduce repeat offenses and keep senior management updated on court dates for timely actions on tenancy agreements.

PERFORMANCE

Performance indicator	Actual 2022 - 2023	Actual 2023 - 2024	Actual 2024 - 2025	Year end target
Total current arrears (gross all housing services)	6.59%	5.95%	7.66%	5%
Total void loss (all housing services)	5.91%	4.65%	1.98%	2%
Employee turnover	22.99% (Voluntary & Involuntary)	23.17% (Voluntary & Involuntary)	15.25% (Voluntary)	17% (Voluntary)
Employee satisfaction	75%	71%	73%	75%
Repairs completed in target (non emergency)	90.6%	87.8%	84.07%	96%
Satisfaction with repairs	62%	64%	69%	75%

This performance dashboard provides an overview of key performance indicators and achievements throughout the last year.

Over the past financial year, we successfully rented out **178** homes in general needs and older persons properties, alongside **472** in supported housing.

During the year, we carried out **21** evictions across all general needs and older persons services, tackling issues such as rent arrears and anti-social behaviour.

SUPPORT FUNDS

Salvation Army Homes is committed to our mission of safe homes, transforming lives. Through this mission we aim to support residents navigate different experiences, opportunities, or difficulties they may face throughout their lives.

Support offered includes assisting with education, training and employment opportunities, unexpected financial costs that are causing hardship and costs associated with maintaining relationships with children under the age of 17. Funding is also available to help with costs associated with neighbourhood scheme-based activities.

In the last year we were able to help **65 residents with the Support Fund**, **40 residents with the Cowan Fund** and **2 residents with the Estranged Parents Fund**. If you would like to find out more please visit [Salvationarmyhomes.org.uk](https://salvationarmyhomes.org.uk)

£20,000 pot

Support Fund for one off
emergencies

£45,000 pot

Cowan Fund to support
resident development

£10,000 pot

Estranged Parents Fund to
help rekindle relationships



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.

Financially, Negasi relied entirely on Universal Credit. He set up a standing order to ensure his rent was paid on time and managed his funds carefully, focusing on essential expenses like food and phone call cards. He avoided spending on clothing or non-essential items.

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.

“I didn’t have any friends here, but after joining the football team, I’ve made some good friends. I used to feel very alone, but now I feel much better.”

OUR HOMES

We provide safe homes to over 3,400 residents.
This is made up of:

75 Local authorities

1274 General needs homes

1239 Agency managed supported homes

535 Directly managed supported homes

293 Older person 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	-

Supporting residents

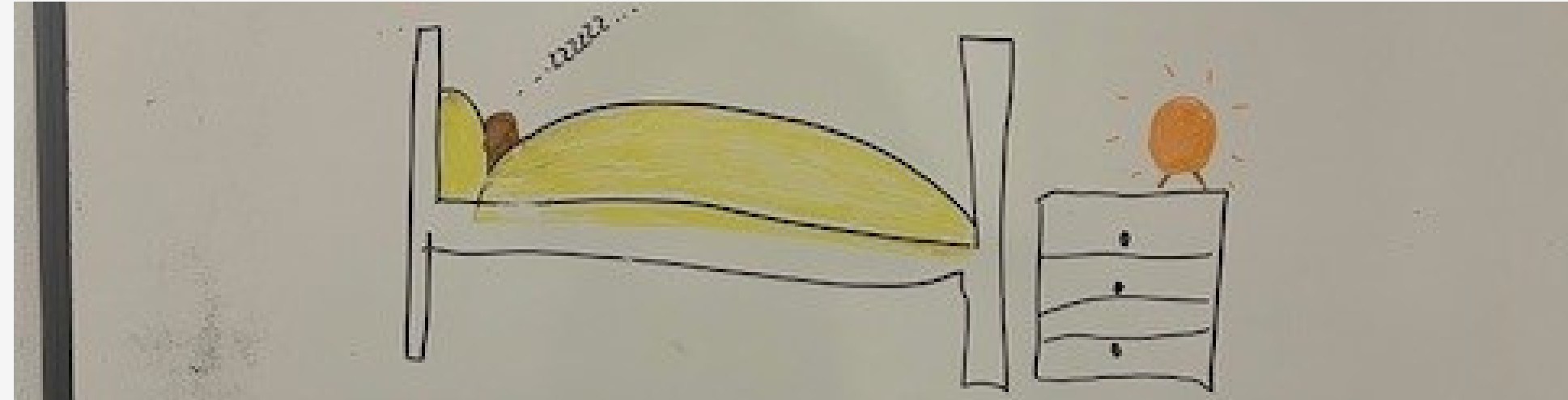
Within our Supported Services provision, value is measured through the achievement of its mission, Transforming Lives and providing Safe Homes. Salvation Army Homes has identified three key objectives measuring Social Impact, Investment and Business Strength to demonstrate how value is being created. The key objectives are categorised as:

- The positive impact we have on residents' lives.
- Investment in existing housing accommodation.
- Our business strength measured through The Regulator's value for money metrics.

Impact on residents' lives - The aim of this objective is to demonstrate the positive impact that Salvation Army Homes has had on improving residents' quality of life by enabling them to develop and achieve their full potential.

Social networks and relationships - Developing social networks and relationships is fundamental to improving residents' confidence, social interaction and independent living.

Newhaven Foyer has introduced 'HOT TOPIC OF THE WEEK' and are starting with the importance of clean bedding to support a good night's sleep. Making your room and bed a place you want to be and feel safe and cosy in.



At Roseberry they celebrated Eid with staff and residents. The talent suite was decorated and sweet cones were made, which were given out by one of the residents. Some traditional treats were provided and a general knowledge quiz on Eid was held. The event was enjoyed by all who took part. Residents fed back that they enjoyed learning more about Eid and the reason behind the celebration.



Supporting residents

Emotional and mental health - Improvement in emotional and mental health is measured through four specific indicators.

Measure	Target	Actual
Improved mental wellbeing	75%	76%
Improved physical wellbeing	75%	95%
Better managed self harm	75%	96%
Better managed substance abuse	65%	71%



In August 2024 Braintree Foyer residents organised the first ever Braintree Pride event in just a few months. It took a huge amount of hard work, but the result was a successful event which brought the whole community together. There were more than 30 community stalls, free fun fair rides for children and a full programme of entertainment which included singers, dancers, drag artists and circus performers.

The Salvation Army Family Worker provided a range of children’s activities, and The Salvation Army Donation Centre brought sofas and armchairs to create a quiet storytelling area. After the event the reflection by the group looked at what went well and what could be better for 2025. The key things they identified was that Braintree Pride had a clear and valuable unique selling point as a family friendly ‘Pride for All’ event and that it was vitally important to give themselves more time to properly plan and prepare for Braintree Pride 2025.

This year 9 residents volunteered at The Salvation Army donation centres

Alongside The Salvation Army we were able to provide £624 worth of vouchers

We undertook joint visits with The Salvation Army debt advice team to support residents

231 residents gained a qualification