



Salvation
Army Homes

Supported Housing Strategy 2030



Executive Summary

Salvation Army Homes is committed to our mission of Safe homes, Transforming lives and as a national supported housing provider, our work in this area is integral to delivering on this mission.

The supported housing we provide is a key tool in our ability to ensure the delivery of our mission to transform lives by providing solutions to homelessness and enabling people to develop and achieve their full potential

Our Supported Housing Strategy 2024-2030 outlines our ambition to be a leading provider of supported housing solutions as a direct provider of services and as a partner of choice with our parent company and for other agencies who have shared values and objectives which in turn, provides us with the opportunity to transform more lives.



The strategy has been written following consultation with a wide range of staff and residents who currently live and work in our existing supported housing services. It supports the delivery of our corporate strategy by outlining the steps our supported housing teams will take over the coming years to meet the strategic objectives outlined in that document.

- Deliver excellent customer service
- Invest in our existing homes
- Deliver more homes to help residents achieve independent living
- Be a great employer
- Maintain our financial strength

This strategy is also supported by several other documents including:

- Supported Housing Approach to Co-Production
- Supported Housing Co-Production Plans
- Supported Housing Service Development plans
- Supported Housing Strategy Action Plan (outcomes monitored by Operations Committee)

Strategic Context

The National Statement of Expectations for Supported Housing published in October 2020 outlined a wide range of households and communities of people who benefit from Supported Housing. This strategy concentrates on the services that we deliver for the following key groups:

- Young people leaving care, young people at risk, teenage parents and 16/17-year-old unaccompanied asylum-seeking children
- People with experience of the criminal justice system
- People experiencing mental health
- People with drug and alcohol dependency
- Homeless people with other support needs
- Rough sleepers
- People with multiple and complex needs

The Supported Housing (Regulatory Oversight) Act 2023 sets out a framework for the delivery of supported housing and introduces requirements for Local Authorities to oversee the levels and quality of supported housing provision in their areas. It introduces licencing regulations with enforcement powers, which aim to ensure that the National Supported Housing Standards that focus on the quality of support and the condition of the property supported housing is provided in alongside the requirement for Local Authorities to develop a supported housing strategy, identifying the need for supported housing in each area and any gaps in provision



The Supported Accommodation (England) Regulations 2023 were introduced, setting out the underpinning requirements, quality standards and outcomes that providers must achieve to provide supported accommodation for 16- and 17-year-old young people. A significant number of our Supported Housing services provide support to 16/17-year-old looked after children, including our specialist accommodation for unaccompanied asylum-seeking children. The regulations require Salvation Army Homes to register with Ofsted and be subject to regular monitoring visits to ensure we are complying with the regulations.

Since our Supported Accommodation covers a wide geographical footprint, there are a wide range of localised strategies and plans that seek to meet the needs of people needing the services we provide to achieve and maintain independent living and we expect our provision to support the delivery of these which may include:

- Homelessness preventions strategies
- Domestic abuse prevention strategies
- Housing strategies
- Health and wellbeing strategies
- Work and skills strategies
- Community safety strategies
- Children and young people's strategies



In developing this strategy, we asked residents in our supported housing schemes what was important to them and what their expectations were in relation to the way we deliver and develop our services. They told us they wanted to be included in any decisions that were made about our services and shared their expectations of us.



What we do now – Organisational context

1873 units Supported Housing

- 456 units of directly managed
- 1025 units across 22 TSA Homeless services
- 402 units with other managing agents
- 248 units – providing asset management support to the TSA

1294 units General Needs

- predominantly one person flats which include some repurposed schemes that were formerly supported housing
- between 250 to 300 of our general needs tenants receive floating support from other providers

293 units Older People

- a range of housing for people who are over 55 including some traditional sheltered housing schemes with on site scheme managers

700 Units Retired Officers

- management of 700 units of accommodation for retired Salvation Army Officers
- property inspections for TSA Modern Slavery and Anti Trafficking team



Our Supported Housing

Salvation Army Homes currently directly delivers supported housing solutions across 14 Local authority areas. In total these services house 509 people at any one time, with clients coming from a wide range of backgrounds and having a diverse range of needs.

We are Strategic Partners of the Foyer Federation, and our Foyer schemes provide young people with safe accommodation, as well as personal development opportunities, employability support and a nurturing environment where they can live, learn, and grow. We also have several specialist young people's schemes that are not registered as foyers, many people accessing these services are leaving care, are unaccompanied asylum seekers and have lived through a wide variety of adverse childhood experiences. Our schemes aim to provide space that creates opportunity and enables our young people to reach their full potential.

Our homelessness services work with people who have multiple and complex needs. Some have been homeless for many years, have experienced rough sleeping along with a range of other issues such as poor mental or physical health, substance misuse, offending backgrounds, social isolation and lack of family relationships or support networks. In addition, many have experienced abuse or neglect in childhood resulting in personal trauma that can have a long-term impact on their ability to engage with other people and form trusting relationships with services. Research has highlighted that women who present to homeless services are more likely to have experienced multiple disadvantages and a wide range of violence and abuse. Our women only services use gender and trauma informed approaches to deliver safe and effective support.

Our young parents' services provide accommodation with support that aims to transform the lives of vulnerable pregnant mothers and young families. Significant numbers of young parents struggle to manage.





Their health, education, and economic outcomes and that of their children remain disproportionately poor and almost 60 per cent of mothers involved in serious case reviews were under 21 when they had their first child. Our services provide young parents with support in preparation for the birth of their child and help them to build good emotional wellbeing and resilience, alongside support to enable them to maintain their tenancy and live independently.

Mental health can have a significant impact on the ability of an individual to live independently and cope with housing issues. Our specialist mental health services enable people to develop the skills they need to maintain their own tenancy and live independently while managing their mental health.

In addition to delivering services directly, we also have schemes across 27 Local Authority areas where support is provided by another provider in a building that is owned or leased by Salvation Army Homes. This arrangement is managed under a Housing Management Agreement (HMA). These HMAs support the delivery of a commissioned service providing support to 1,386 vulnerable people at any one time and while the majority are with our parent company The Salvation Army, we also work with other providers so we can continue to use our assets to support the delivery of our mission.

Trauma informed care

- People who are homeless are more likely to have experienced trauma than the general population, and homeless people with the highest support needs are also the most likely to have experienced multiple Adverse Childhood Experiences
- A Trauma informed approach aims to acknowledge and understand the causes and effects of trauma and to create environments and services that promote resilience and healing
- The final pillar of trauma informed care is the provision of support to front line workers and the opportunity for reflective practice in order to protect and enhance their own resilience in the face of the challenges, distress and often difficult behaviour that people with a history of trauma can often display

Psychologically informed environments

- Psychologically informed environments (PIE) are services that are designed and delivered in a way that takes into account the emotional and psychological needs of the individuals living and working in them. The aim of a PIE is to improve the psychological and emotional wellbeing of people accessing, or working in, the service.
- PIE enables our residents to feel valued and supports the development of self-worth. In addition to the trauma informed care and support interventions we provide, we also consider the impact the physical environment in which we deliver our services has on the people who live and work there

Advantaged thinking

- Advantaged Thinking is a philosophy about using the advantages we possess as humans – our assets, talents, resources and abilities – to create the conditions for a society in which everyone can thrive. Rather than getting lost in the safety net for supporting people's disadvantages, Advantaged Thinking looks for the springboard of positive action that will bring about sustainable change – The Foyer Federation
- The belief that everyone has the ability to be achieve in life, recognising, promoting and progressing talents, Advantaged Thinking is a core principle of the Strengths Based Approach and is a philosophy which challenges us to see assets and strengths where others might see only deficits or problems.

Our approach

Our approach when delivering services directly is based on the principles of inclusive practice, trauma informed care theories, psychologically informed environments and an advantaged thinking model that builds on the strengths and assets of each individual and creates strategies that transform lives, supports recovery, and enables positive behaviour.



Our people are recruited for their passion, commitment, and belief that individuals are capable of turning their lives around even when faced with setbacks and challenges. Our teams quickly become “trusted professionals” and build positive relationships with the people using our services. We are aspirational for the people we work with and our approach is co-produced, personalised and culturally sensitive.

The support and interventions we provide are tailored to the needs of each individual and allow a person to recognise and develop their own individual strengths rather than focusing on negative actions and experiences. Our belief that everyone has the inherent capacity to learn, grow and change, coupled with a culture of flexibility, allow us to react and change our approach quickly. Having consistent positive interaction and tailored interventions enables our residents to achieve some great outcomes and success.

We believe in creating a strong asset base around each individual that includes avoiding duplication of any other services that might be available in the community and to this end, work closely with a wide range of partners from both the voluntary and statutory sectors to develop our offer and to ensure that the needs of each individual are met effectively.

When services are delivered in our buildings under a Housing Management Agreement, we work with the support provider and the commissioner to ensure the support being delivered is of good quality and we meet regularly with our Managing Agents to ensure the services they are delivering continue to contribute to the achievement of our mission.

The aims of our Supported Housing Strategy

Key objective 1 Deliver excellent customer services

Our aims are ambitious and in order to achieve them we will meet the objectives outlined below.

Our most recent STAR Survey reported resident satisfaction with our directly managed supported housing services was at 96% which is above the target laid out in our corporate strategy which aimed to achieve 95% satisfaction by 2030. We will build on this excellent work by:

- Implementing a revised outcomes framework that has been coproduced with our residents, so we can measure the impact our services have on enabling people to transform their lives
- Demonstrating a strong commitment to EDI by working to ensure our staff teams are reflective of the communities our schemes serve, creating apprenticeship roles and targeting people who are experts by experience when recruiting for support roles.
- We will celebrate and raise awareness of a range of cultures and communities within our services
- Achieving the Houseproud accreditation and celebrate our LGBTQ+ colleagues and residents by getting involved in a range of Pride celebrations across the country
- Achieving Outcome 1 for our Ofsted regulated services where “Consistently strong delivery leads to typically positive experiences and progress for children. Where improvements are needed, leaders and managers take timely and effective action.

One of our strengths in our supported housing schemes is listening to what residents tell us about the building they live in and the support we provide and coproducing our service offer.

We will build on this approach with residents, creating an overarching coproduction strategy and plan specific to our supported accommodation offer and we will develop regional coproduction groups to oversee the delivery of this plan and formalise our approach to coproducing our supported housing services



Key Objective 2

Invest in our existing homes

The same STAR survey showed resident satisfaction in our Agency Managed services was at 71%. The survey explores our performance as a landlord within these schemes since the support is provided by the managing agent. Closer inspection of the specific feedback provided by residents in these services suggests that improved satisfaction with our responsive repairs and maintenance offer will significantly improve our overall satisfaction levels and our approach to this, alongside development and planned investments in our buildings, is outlined in our Asset Management Strategy.

We know that when residents feel safe and secure in their homes, that are maintained to a high standard, they are more likely to engage in the support services offered and achieve better outcomes

We will:

- Coproduce with residents, a minimum standard specification for new supported housing developments
- Ensure our supported housing schemes provide spaces that support our aim of delivering services within a psychologically informed environment, enabling residents to feel comfortable and safe in their homes
- Ensure that our schemes are non-institutional, furniture is comfortable and key worker/interview spaces are private, well kept, light and inviting.
- Use our space flexibly, keep communal spaces clean and inviting, consulting residents on any decoration, use of colour and furniture provided

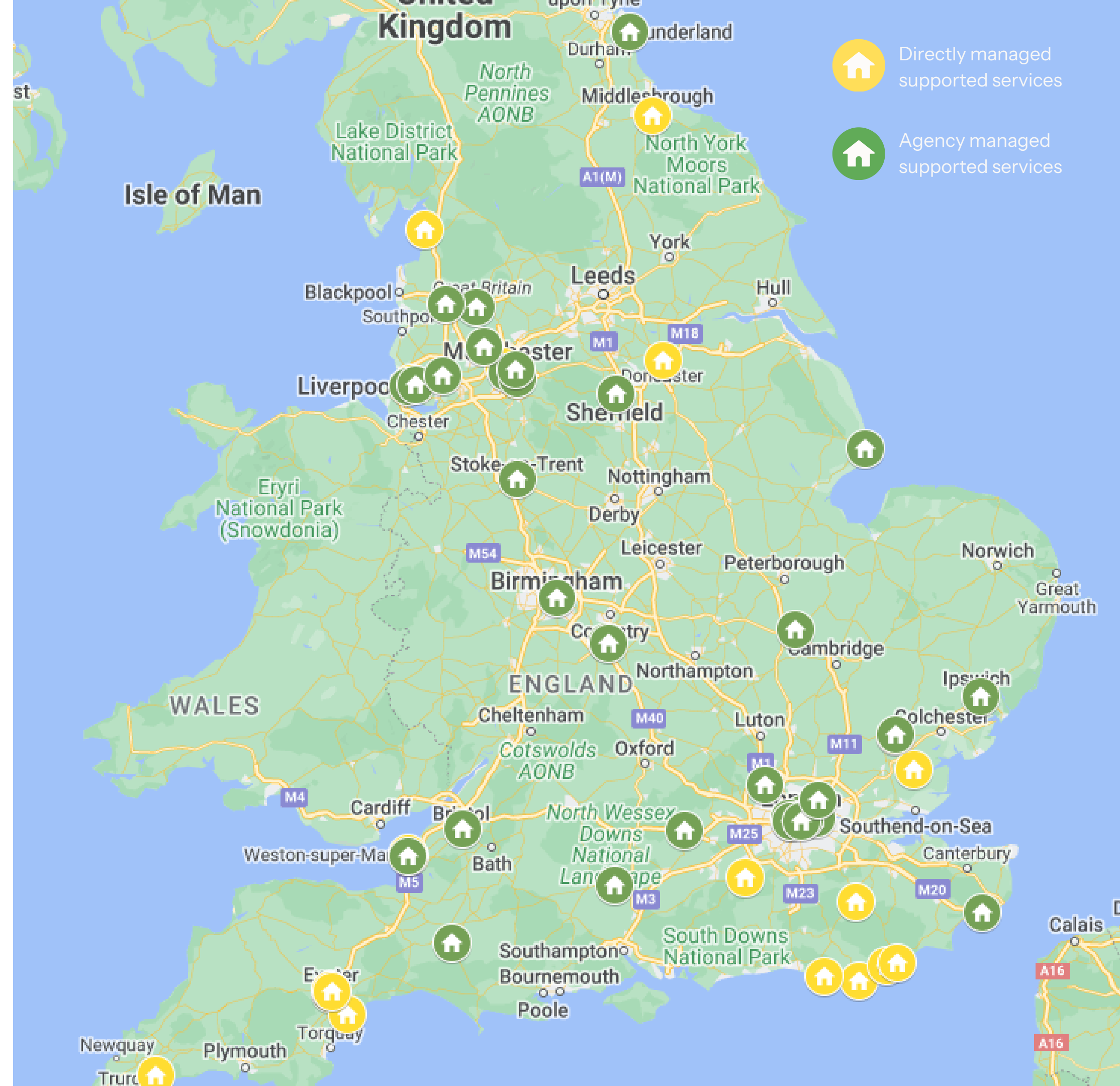
Key Objective 3

Deliver more homes to help residents achieve independent living

We aim to become a provider of choice for commissioners of supported housing services and develop schemes services across the country in a strategically planned way, building the Salvation Army Homes brand within the communities in which we operate.

As part of The Salvation Army family, we have an agreement with our parent company that outlines our approach to bidding for new or existing supported housing services to ensure we work to each other strengths and transform as many lives as possible.

These areas indicate the principal focus of our current development strategy and due to the co-location of existing properties and existing housing staff, Salvation Army Homes will primarily seek to focus its resources on housing related support commissioning opportunities within these localities, in partnership with TSA.



Consultation with Regional and Service Managers has enabled us to identify a list of areas around existing service provision and give them a priority in which we will consider opportunities when bidding for services.

These are outlined in the tender writing procedure

Working in line with these priority areas we will:

- Work with commissioners to identify gaps in provision as part of their responsibilities under the Supported Housing (Regulatory Oversight) Act 2023
- Develop our offer for 16- and 17-year-old looked after children and look to grow this area of our work under our Ofsted registration
- Develop our relationship with the Foyer Federation and prioritise opportunities to bid for new Foyers where these arise
- Be outward facing and take part in local and national forums to raise the organisational profile
- Tender for new and existing services in the above priority areas in partnership with The Salvation Army

When we discussed move on options with residents as part of the consultation for this strategy, the overwhelming response was that their preference would be independent accommodation such as their own flat with an element of resettlement support. We know this is not always viable due to housing benefit restrictions so we will work to support their aspirations by:

- Working with Salvation Army Homes development team to identify opportunities to purchase a range of self-contained and small shared move on properties in priority areas where we have existing supported housing schemes
- Rollout shared living AQA based learning opportunities across our services to help residents understand their move on options and manage expectations
- Utilise shared move on properties as a step-down provision in our residents' journey to independence and develop "matching" schemes in the services where this move on options available to increase the sustainability of this offer
- Incorporate targeted move on support into any commissioned service offer in order to give residents the best possible opportunity to successfully transition to independent living from our supported accommodation.
- Develop our digital offer to enhance the support we provide

Key Objective 4

Be a great employer

We want to attract and keep the best people to work in our supported housing services and to do this we will:

- Coproduce our job descriptions and ensure residents are involved in recruitment
- Ensure all supported housing staff are enabled to attend face to face induction training where the focus is developing the culture and ways of working within a psychologically informed environment
- Review the learning needs for each role in supported housing with our staff and residents
- Skill up a number of staff to enable them to develop and deliver training to other staff
- Work with The Salvation Army Addictions Unit to incorporate a programme of psychosocial and harm reduction-based training into our services
- Create safe working environments for staff, enabling them to develop to manage difficult and complex situations in a trauma informed way



Key Objective 5

Maintain our financial strength

We are operating supported housing in a difficult financial environment and many of the local authorities we work with have reduced the amount of money they have available to commission supported housing. To ensure our services are financially viable we will:

Factor an agreed % of the commissioned contract value into any tender submitted as a contribution to organisational overhead costs

Work to identify a range of grant provision that would enhance our commissioned services

Increase our social value offer to improve our ability to win new business

Build a range of paid student social work placements into our structures where we can offer appropriate opportunities for students to complete their learning objectives and utilise the money received to enhance the service provision