



Salvation Army Homes

Tenant Satisfaction Measures – Summary of Approach 2026/27

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Introduction



The Tenant Satisfaction Measures (TSM) Standard mandates that all registered providers develop and report TSMs in accordance with the guidelines set by the regulator. As part of this requirement, it is necessary for Salvation Army Homes to inform its customers about its approach to conducting the TSM Perception survey and collecting data.

This document details Salvation Army Homes' methodology and outlines the criteria specified in the Regulator of Social Housing's publication, Tenant Satisfaction Measures Return.

The Tenant Satisfaction Measures (TSM) Standard requires all registered providers to conduct tenant perception surveys and report performance annually as specified by the RSH. TSMs are intended to make landlords' performance more visible to tenants so that tenants can hold their landlord to account. TSMs consist of 22 measures: 10 providing management information from data held by the landlord and 12 satisfaction measures gathered from tenant surveys. In addition to overall satisfaction with landlord services, the measures cover five key themes:

- ▶ Keeping properties in good repair
- ▶ Maintaining building safety
- ▶ Respectful and helpful engagement
- ▶ Responsible neighbourhood management
- ▶ Effective handling of complaints

Providers must publish a summary of the survey approach used to generate published tenant perception measures. This must be made clearly available alongside each set of tenant perception measures published by the provider.

Summary of Achieved Sample & Sample Method



Salvation Army Homes works with Acuity Research & Practice Ltd, an accredited organisation that is dedicated to providing research services in the social housing sector. We use survey information to understand how our tenants feel about their homes and services and how we can improve. Acuity was commissioned for collecting, generating and validating reported perception measures.

In 2026/27, Salvation Army Homes completed TSM surveys with a sample of general needs and older persons tenants but a census approach was used for those living in agency managed and directly managed schemes. The sample size was chosen to ensure that the level of statistical accuracy set out by the Regulator of Social Housing was met. Salvation Army Homes must ensure that they survey enough residents to meet a statistical accuracy (margin of error at 95% confidence interval) of +/- 4%.

For Salvation Army Homes during 2026/27, 919 TSM surveys were achieved; . Salvation Army Homes have 3,238 properties which means that a statistical accuracy level of +/- 2.7% was achieved, which is a greater level of accuracy than required.

No tenant was removed from the sample frame.

No incentive was offered.

Timing of Survey



Salvation Army Homes carried out a total of 919 surveys between 28/04/2026 and 26/06/2026.

Collection Method(s)



The TSM Surveys were completed online via email, telephone and post. The rationale for using a mixed methodology approach is:

- ✓ **Accessibility and Inclusivity:** Ensuring accessibility for all tenants, which aligns with our goal of reaching a broad and representative sample.
- ✓ **Engagement and Data Quality:** Indirect interaction by paper and online, and direct interaction over the phone tends to enhance engagement, allowing participants to answer clarifying questions and leading to more accurate and detailed responses. This is particularly valuable for nuanced satisfaction metrics.
- ✓ **Response Rates:** Using a mixed method approach maximises the robustness of our data and ensuring the results truly reflect the tenant base. Continuing to include a telephone aspect also allows Salvation Army Homes to be reactive to flags and alerts, which improves customer recovery.
- ✓ **Reliability and Consistency:** Maintaining consistency with previous years' methodologies allows for more reliable trend analysis. It also enables richer information to be gathered.
- ✓ **Independence:** Using Acuity, an independent market research agency, means that participants are free from influence from the rest of the organisation.

Sample Method



A census approach was used for Agency Managed, Directly Managed and three of the Older Person schemes as Salvation Army Homes requested a postal survey be sent to each property. Acuity contacted a random selection of current tenants from General Needs and the remaining Older Persons properties to participate in a telephone survey based on quotas set on housing stream and management area. All tenants had the opportunity complete the survey online by either requesting to do so when speaking to an interviewer or using the QR code or hyperlink provided on the cover letter in the postal survey pack. The survey is carefully scripted to ensure a professional and consistent process.

Survey responses are immediately shared with Salvation Army Homes, who then manage a follow up and review process which includes both responding to feedback as necessary, and analysing the feedback, to understand how we can improve.

Representativeness



The final survey data was weighted on Management Area to ensure that the survey was representative of the tenant population as a whole. The characteristics by which representativeness was determined were:

Housing Stream

Agency Managed Services
General Needs
Directly Managed Services
Older People's Services

Population	Sample
38%	20%
40%	45%
13%	18%
9%	17%

Management Area

Agency Managed Services
Devon and Cornwall GN
East Anglia GN
London and South East GN
Midlands GN
North East GN
North West GN
Older People Services GN
South West GN
Supported – London/South East
Supported – North
Supported – South
Supported – South West

Population	Sample
38%	20%
1%	1%
7%	8%
10%	11%
6%	7%
6%	7%
8%	9%
5%	11%
6%	7%
3%	4%
5%	10%
2%	2%
2%	2%

Ethnicity

Arab or other ethnic group
Asian or Asian British
Black, African, Caribbean or Black British
Mixed or Multiple ethnic groups
Not collected
Prefer not to say
Unknown
White

Population	Sample
3%	3%
2%	3%
5%	7%
2%	2%
2%	3%
1%	2%
40%	21%
44%	59%

Length of Tenancy

- A. < 1 year
- B. 1 - 3 years
- C. 4 - 5 years
- D. 6 - 10 years
- E. 11 - 20 years
- F. Over 20 years
- Unknown

Population	Sample
5%	7%
20%	25%
5%	6%
13%	16%
13%	18%
5%	7%
40%	21%

Age Group

- 0 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 59
- 60 - 64
- 65 - 74
- 75 - 84
- 85 +
- Unknown

Population	Sample
8%	10%
8%	9%
11%	11%
10%	13%
6%	8%
6%	8%
8%	13%
4%	7%
1%	2%
39%	20%

Religion

- Buddhism
- Christianity
- Hinduism
- Islam
- Judaism
- Sikhism
- No Religious Beliefs
- Other
- Prefer not to say
- Not collected
- Unknown

Population	Sample
0%	0%
18%	30%
0%	0%
3%	3%
0%	0%
0%	0%
20%	21%
2%	2%
9%	10%
8%	11%
40%	21%

Questionnaire & Introductory Text



Here is a copy of the cover letter and questionnaire used for the postal surveys, the introductory text and question that was used for the Salvation Army Homes telephone fieldwork:

 Salvation Army Homes Safe homes. Transforming lives.	 intelligence. insight. improvement. PO Box 395 Umberleigh EX32 2HL 01273 287114 acuity@arap.co.uk www.arap.co.uk
{#respondentname#} {#address1#} {#address2#} {#address3#} {#address4#} {#postcode#}	
27 April 2026	
Dear {#respondentname#},	
Re: Salvation Army Homes tenant satisfaction measures survey	
Salvation Army Homes has asked Acuity to carry out an independent survey of residents to help them improve services. They want to understand what the most important issues and priorities are for you, so please take a few minutes to give us your views.	
The survey should take around 10 minutes to complete and will be used to calculate annual tenant satisfaction measures to be published by Salvation Army Homes and reported back to the Regulator of Social Housing.	
Complete online! If you would prefer to complete the survey online, go to: www.starsurveys.co.uk/sah and input your unique reference code {#respcode#} or scan the QR code below.	
All of the information that you give will be kept strictly confidential. The information you provide in the survey will be given to Salvation Army Homes anonymously unless you give permission otherwise at the end of the survey. It will only be used by Salvation Army Homes to assess its performance and compare it with that of other social housing providers. If you have any difficulties in completing the survey, please call us on 01273 287114 or email acuity@arap.co.uk.	
Please return your completed survey by 1st June 2026 using the FREEPOST envelope provided. Salvation Army Homes offers their thanks in advance for your reply.	
Yours faithfully Acuity	{#pw-insert- registration- qr#}

Overall Services

1 Taking everything into account, how satisfied or dissatisfied are you with the service provided by Salvation Army Homes?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

2 How likely would you be to recommend Salvation Army Homes to other people on a scale of 10 to 0, where 10 is extremely likely and 0 is not at all likely?

Extremely likely 10 9 8 7 6 5 4 3 2 1 0 Not at all likely

Your Home

3 How satisfied or dissatisfied are you that Salvation Army Homes provides a home that is well maintained?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

4 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Salvation Army Homes provides a home that is safe?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied Not applicable / don't know

Repairs and Maintenance

5 Has Salvation Army Homes carried out a repair to your home in the last 12 months?

Yes (Go to 6) No (Go to 9)

6 How satisfied or dissatisfied are you with the overall repairs service from Salvation Army Homes over the last 12 months?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

7 How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

8 Which part of the repairs process matters most to you? Tick one option only

Booking the repair Communication / updates Contractor behaviour Quality of completed repair Needing multiple visits

Something else, please state in the box below:

Communal Areas

9 Do you live in a building with communal areas, either inside or outside, that Salvation Army Homes is responsible for maintaining?

Yes (Go to 10) No (Go to 11) Don't know (Go to 11)

10 How satisfied or dissatisfied are you that Salvation Army Homes keeps these communal areas clean and well maintained?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

Your Neighbourhood

11 How satisfied or dissatisfied are you that Salvation Army Homes makes a positive contribution to your neighbourhood?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied Not applicable / don't know

12 Please tell us one thing that could be improved about your neighbourhood.

13 How satisfied or dissatisfied are you with Salvation Army Homes's approach to handling anti-social behaviour?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied Not applicable / don't know

14 If you have experienced ASB, what was it related to? Please tick all that apply

Noise Animals Criminal damage Vehicles Drugs or Alcohol Arguing / Fighting

Rubbish / Fly tipping Harassment / Intimidation Other Not applicable

Customer Service, Communications and Information

15 How satisfied or dissatisfied are you that Salvation Army Homes listens to your views and acts upon them?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied Not applicable / don't know

16 How satisfied or dissatisfied are you that Salvation Army Homes keeps you informed about things that matter to you?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied Not applicable / don't know

17 To what extent do you agree or disagree with the following "Salvation Army Homes treats me fairly and with respect"?

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Not applicable / don't know

18 Which one of the following options is most important to you when engaging with Salvation Army Homes? Tick one option only

Staff who follow up and sort things out Getting clear and quick answers Regular updates on what is happening Informing me what will happen next and when Being honest when things are delayed

Something else, please state in the box below:

19 How satisfied or dissatisfied are you that Salvation Army Homes is easy to deal with?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

Making a Complaint

20 Have you made a complaint to Salvation Army Homes in the last 12 months?

Yes (Go to 21) No (Go to 22)

21 How satisfied or dissatisfied are you with Salvation Army Homes's approach to complaints handling?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied Fairly dissatisfied Very dissatisfied

22 What would have improved your experience of the complaints process?

Your Well-being

23 Do you currently struggle with any of the following?

Paying rent or service charges Household bills Energy / fuel bills None of these Prefer not to say

24 Would you like Salvation Army Homes to contact you about support?

Yes No

25 Does your home currently suffer from any damp or mould issues? (If you tick 'Yes', we will pass on your name and address to Salvation Army Homes, which will be kept separate from your responses given to other questions if preferred.)

Yes (Go to 26) No (Go to 26)

26 Where in the property is the issue? Please tick all that apply.

Bedroom Bathroom Kitchen Living Room Other

27 Has it been reported to Salvation Army Homes already?

☐ Yes ☐ No

Permissions and Confidentiality

28 Would you like to be involved in tenant groups or activities that help improve our services?

☐ Yes ☐ No

29 Salvation Army Homes would welcome the opportunity to see your individual answers and comments. Are you happy for your individual responses to be passed back to Salvation Army Homes?

☐ Yes (Go [to 30](#)) ☐ No (End)

30 Are you happy for Salvation Army Homes to contact you regarding any information you have provided in this survey?

☐ Yes ☐ No

If you are dissatisfied with the service provided by Salvation Army Homes, they do have a complaints process you can access by calling 0800 970 6363, by emailing info@salvationarmyhomes.org.uk or by completing a form on their website where you will find more information (www.salvationarmyhomes.org.uk/residents).

THANK YOU!

Thank you for taking the time to complete this survey. Please return the questionnaire in the FREEPOST envelope provided (you do not need a stamp). Salvation Army Homes will inform you about the results.



Hello is that [Respondent Name],

My name is [Interviewer Name] and I'm calling on behalf of [Organisation Name] from an independent research agency called Acuity. We are carrying out short satisfaction surveys with [description] to find out how satisfied you are with your home and the services you receive from them. Would you be able to spare [Survey Length] minutes to go through the survey with me now? IF NO ASK; can I call back at another time?

No appointments after [Project End Date]

IVR READ OUT: The survey will be used to calculate tenant satisfaction measures to be published by [Organisation Name] and reported back to the Regulator of Social Housing.

If the customer would like to verify the validity of this survey they need to contact [Organisation Name] by email [Email Address] or by phone [Telephone Number].

NB: Data sharing if challenged – “Your landlord will, from time to time, share your personal data with third parties for “legitimate interests”. This could be transferring it to repairs contractors to carry out repairs or for research purposes such as this, to ensure they are giving the best service possible. When signing your application form or agreement, you are automatically included in this legitimate interest clause which can also be found in the data privacy statement on your landlord's website. You can however opt out of this by contacting your landlord. If you are not happy that your landlord has passed your details to us and would rather we did not contact you again, we can remove your details from system and flag this back to your landlord. I however urge you to contact them to request your details are not shared with other parties.”

Before we start, I need to make you aware that we are bound by the Market Research Society Code of Conduct. All calls will be recorded for training and quality purposes. Any information that you give us will be treated in confidence and will be used to find ways of improving the service that [Organisation Name] provides. [Organisation Name] will be able to identify you from your survey responses, are you happy to continue?

NB: If asked – call recordings are stored for 90 days to allow our company to verify and validate the quality of interviews.

- ☐ Yes
- ☐ No

Label	Question text	Rating scale
Overall Satisfaction	Taking everything into account, how satisfied or dissatisfied are you with the service provided by Salvation Army Homes?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied
NPS	How likely would you be to recommend Salvation Army Homes to other people on a scale of 10 to 0, where 10 is extremely likely and 0 is not at all likely?	10 – extremely likely, 9, 8, 7, 6, 5, 4, 3, 2, 1, 0 – not at all likely
Well Maintained Home	How satisfied or dissatisfied are you that Salvation Army Homes provides a home that is well maintained?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied
Safe Home	Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Salvation Army Homes provides a home that is safe?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied, Not applicable / Don't know
Repairs in Last 12 Months	Has Salvation Army Homes carried out a repair to your home in the last 12 months?	Yes, No
Repairs Last 12 Months Satisfaction	How satisfied or dissatisfied are you with the overall repairs service from Salvation Army Homes over the last 12 months?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied
Time Taken Repairs	How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied
Repairs Process	Which part of the repairs process matters most to you? Tick one option only	Booking repair, Communication / updates, Contractor behaviour, Quality of completed repair, Needing multiple visits, Something else (please state)
Communal Areas?	Do you live in a building with communal areas, either inside or outside, that Salvation Army Homes is responsible for maintaining?	Yes, No, Don't know
Communal Area Satisfaction	How satisfied or dissatisfied are you that Salvation Army Homes keeps these communal areas clean and well-maintained?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied
Contribution To Neighbourhood	How satisfied or dissatisfied are you that Salvation Army Homes makes a positive contribution to your neighbourhood?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied, Not applicable / Don't know
Contribution to Neighbourhood comments	Please tell us one thing that could be improved about your neighbourhood	Open ended
Approach to ASB	How satisfied or dissatisfied are you with Salvation Army Homes's approach to handling anti-social behaviour?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied, Not applicable / Don't know
Type of ASB	If you have experienced ASB, what was it related to? Please tick all that apply	Noise, Animals, Criminal damage, Vehicles, Drugs or Alcohol, Arguing / Fighting, Rubbish / Fly tipping, Harassment / Intimidation, Other, Not applicable
Damp and Mould	Does your home currently suffer from any damp and mould issues? <i>(if you tick yes, we</i>	Yes, No

will pass your name and address to Salvation Army Homes)

Listens and Acts	How satisfied or dissatisfied are you that Salvation Army Homes listens to your views and acts upon them?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied, Not applicable / Don't know
Keeps you Informed	How satisfied or dissatisfied are you that Salvation Army Homes keeps you informed about things that matter to you?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied, Not applicable / Don't know
Fairly and with Respect	To what extent do you agree or disagree with the following 'Salvation Army Homes treats me fairly and with respect'?	Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree, Not applicable / Don't know
Engagement	Which one of the following options is most important to you when engaging with Salvation Army Homes? Tick one option only	Staff who follow up and sort things out, Getting clear and quick answers, Regular updates on what is happening, Informing me of what will happen next, Being honest when things are delayed, Something else (please state)
Easy to Deal With	How satisfied or dissatisfied are you that Salvation Army Homes is easy to deal with?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied
Complaints in Last 12 Months	Have you made a complaint to Salvation Army Homes in the last 12 months?	Yes, No
Complaints Handling	How satisfied or dissatisfied are you with Salvation Army Homes's approach to complaints handling?	Very satisfied, Fairly satisfied, Neither satisfied nor dissatisfied, Fairly dissatisfied, Very dissatisfied
Complaints Handling comments	What would have improved your experience of the complaints process?	Open ended
Cost of Living	Do you currently struggle with any of the following...?	Paying your rent or service charges, Household bills, Energy fuel bills, None of these, Prefer not to say
Support	If you answered yes at Q25, would you like Salvation Army Homes to contact you to discuss this?	Yes, No
Damp & Mould	Does your home currently suffer from any damp or mould issues? (If you tick 'Yes', we will pass on your name and address to Salvation Army Homes, which will be kept separate from your responses given to other questions if preferred.)	Yes, No
Location of Damp & Mould	Where in the property is the issue? Please tick all that apply	Bedroom, Bathroom, Kitchen, Living Room, Other
Reported Damp & Mould	Has it been reported to Salvation Army Homes already?	Yes, No
Getting Involved	Would you like to be involved in tenant groups or activities that help improve our services?	Yes, No

Permission 1	The results of this survey are confidential. However, would you be happy for us to give your responses to Salvation Army Homes with your name attached so that they have better information to help them improve services?	Yes, No
Permission 2	Would you be happy for Salvation Army Homes to contact you to follow up on any of the comments or issues you have raised?	Yes, No

If you are dissatisfied with the service provided by Salvation Army Homes, they do have a complaints process you can access by calling 0800 970 6363, by emailing info@salvationarmyhomes.org.uk or by completing a form on their website where you will find more information (www.salvationarmyhomes.org.uk/residents).

We have now come to the end of the survey. Just to confirm my name is [INTERVIEWER NAME and I've been calling from Acuity on behalf of Salvation Army Homes, thank you very much for your time in completing the survey.

Report by Acuity Research & Practice



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