

ESG Report 2025-26



Introduction



The Sustainability Reporting Standard for Social Housing (SRS) provides the framework through which Salvation Army Homes measures, manages and reports its Environmental, Social and Governance (ESG) performance.

By aligning our activities to the Standard, we can demonstrate our commitment to delivering ethical, sustainable and well-governed services, while creating positive outcomes for residents, colleagues and communities.

Welcome to our 5th ESG report, covering the year ended 31 March 2026

Founded in 1959 by The Salvation Army, Salvation Army Homes exists to deliver our mission of Safe Homes, Transforming Lives. We provide a range of housing solutions, including general needs, supported and agency-managed accommodation, serving some of the most vulnerable people in society. Our residents include former rough sleepers, young people, young families, ex-offenders and individuals experiencing homelessness.

As a charitable housing provider, our purpose extends beyond the provision of homes. We are committed to creating sustainable communities, supporting resident wellbeing, protecting the environment, and maintaining strong governance and accountability.

This report sets out the progress we have made against our ESG commitments during the year, highlighting both our achievements and the areas where we are focused on further improvement.

Through transparent reporting and continuous improvement, we aim to ensure our homes, services and investment decisions deliver long-term value for residents, stakeholders and the communities we serve.

Values

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 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 Sustainability Reporting Standard for Social Housing (SRS) is a voluntary ESG reporting framework developed specifically for the social housing sector. Launched in 2020 through collaboration between housing associations, lenders, investors and sector experts, it provides a consistent and transparent way for housing providers to measure, manage and communicate their environmental, social and governance performance.

The Standard helps organisations demonstrate how they are creating positive social impact, managing environmental responsibilities and maintaining strong governance arrangements. By using a common reporting framework, housing providers can deliver clear, comparable and credible ESG information to residents, regulators, funders and other stakeholders.

For Salvation Army Homes, the SRS provides a structured approach to reporting our progress, supporting transparency, accountability and continuous improvement, while helping us evidence how we deliver on our mission of Safe Homes, Transforming Lives.

Environmental

Environmental sustainability is an increasingly important part of how Salvation Army Homes delivers its mission of Safe Homes, Transforming Lives. As a responsible social landlord, we recognise the need to balance investment in existing homes with the development of new homes, ensuring our housing remains affordable, energy efficient and fit for the future.

Improving the environmental performance of our homes not only supports the transition to a lower-carbon future but also helps residents by reducing energy consumption and improving thermal comfort. This is particularly important at a time when many residents continue to face cost-of-living pressures.

As part of our commitment to environmental sustainability, we retendered our energy contracts during the year and selected a renewable electricity provider, helping to reduce the carbon footprint of our operations.

The energy efficiency of our existing homes remains strong, with 82% of properties achieving an EPC rating of C or above. This provides a solid foundation for future improvement programmes and demonstrates our ongoing commitment to maintaining and enhancing the quality of our housing stock.

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



During the coming year, Salvation Army Homes will further strengthen its approach through the introduction of a new Environmental and Sustainability Policy.

The policy will provide a clear framework for our environmental ambitions, supporting decision-making across asset management, development, procurement and day-to-day operations. It will also help us identify opportunities to reduce our environmental impact, improve the energy efficiency of our homes and ensure sustainability considerations are embedded within our long-term business planning.

Through continued investment and a clear strategic focus, we are committed to improving the environmental performance of our homes and services while supporting residents, communities and the wider transition towards a more sustainable future.

Social

Ensuring affordability of existing homes
Providing affordable and secure homes is central to our mission. We are committed to ensuring people who are unable to access housing in the private rental or home ownership market have access to good-quality homes at rents remain affordable.

Our portfolio includes a range of general needs, supported and older persons' accommodation, enabling us to meet the diverse housing needs of residents while maintaining affordability.

The table below shows the average weekly net rent charged across our housing stock by property type.

Property size	Average weekly rent	
	General Needs	Supported and Older People
Non self contained / bedspace		£110.69
Bedsit	£118.37	£111.24
1 - Bedroom	£109.98	£133.28
2 - Bedrooms	£130.54	£131.87
3 - Bedrooms	£153.28	£247.55
4 - Bedrooms	£156.08	
5 - Bedrooms	£208.82	

In addition to affordability, we are committed to providing residents with the security and stability which comes from having a safe and settled home. By offering secure tenancies and specialist supported accommodation where needed, we help residents build independence, improve wellbeing and create positive futures. This is particularly important for many of the individuals and families we support, including those who have experienced homelessness, rough sleeping or other forms of housing insecurity.

Salvation Army Debt Advice

Supporting residents to sustain their tenancies continues to be a core priority. During the year, we enhanced our early intervention approach by introducing referrals to the Salvation Army Financial Inclusion Unit, before the Notice of Seeking Possession stage. This proactive measure has increased resident engagement with support services and enabled earlier access to financial advice.

We have further strengthened our partnership with the Salvation Army Debt Advice Service, with caseworkers attending seven targeted Income Patch Days throughout the year to provide face-to-face support for residents seeking financial guidance. These events have generated positive engagement and will continue as part of our ongoing resident support programme.

In addition, we have embedded referrals to the Salvation Army Debt Advice Service within our arrears recovery process, ensuring residents are offered tailored support at an earlier stage. The service provides holistic financial guidance which extends beyond rent arrears, helping residents maximise their income, improve financial resilience and maintain sustainable tenancies. Through this collaborative approach, we are supporting residents to achieve greater financial stability while reducing the risk of tenancy failure.

Delivering more homes – our Development and Growth Strategy

Our Development and Business Growth Team continues to strengthen the foundations for sustainable future growth. Through a combination of strategic investment, partnership working, and targeted development activity, we are well positioned to expand our housing portfolio and meet increasing demand for high-quality affordable homes.

Our ambition is to deliver at least 250 additional homes by 2030, while establishing a sustainable pipeline of development opportunities both independently and in partnership with The Salvation Army.

During the year, we completed the stock transfer of 12 general needs homes in Surrey, comprising five one-bedroom flats and seven two-bedroom flats, increasing the availability of quality housing for local communities.

We also delivered eight new flats in Liverpool. The properties were originally rated EPC D; following refurbishment and energy efficiency improvements, all homes achieved an EPC B rating, enhancing environmental performance and reducing potential energy costs for residents.

In partnership with The Salvation Army, the Jeremiah Project in the Blackpool area is now underway. The first home is scheduled for completion in Autumn 2026 and will be managed by our General Needs Housing Team.

The development will provide a mix of flats and houses and through this partnership, we are creating long-term housing solutions which support individuals and families while contributing to the growth of sustainable communities.

Looking ahead

Looking ahead, we have a strong pipeline of developments which will further increase the supply of affordable, high-quality homes. In Weston-super-Mare, we are progressing a 10-unit new-build scheme, comprising eight flats and two houses, with handover expected in September/October 2026.

One of the homes has been part-funded by the local authority and will provide much-needed temporary accommodation, supporting local housing needs.

We are also advancing plans for a 20-home development in Woodcote, Oxfordshire, which will deliver a mix of social and affordable rent homes. This scheme will further strengthen our general needs housing offer and contribute to the delivery of safe, sustainable homes for individuals and families.



Building Quality and Quality

Decent Homes

Maintaining the quality of our homes is a key element of our environmental and asset management approach. During the year, 97% of Salvation Army Homes properties met the Decent Homes Standard, demonstrating our commitment to providing safe, warm and well-maintained homes for residents. This performance reflects continued investment in our housing stock and helps ensure homes remain fit for purpose, support resident wellbeing and provide a strong foundation for future sustainability improvements. As we look ahead, our investment plans will continue to focus on both maintaining decent homes compliance and improving the environmental performance of our properties.

Keeping residents safe in their homes

Providing safe, high-quality homes is fundamental to our mission. The safety and wellbeing of residents remains our highest priority and underpins every aspect of our asset management, maintenance and compliance activities.

While resident safety remains our highest priority, we did not achieve 100% compliance across all building safety checks during 2025-26. Full compliance was achieved for lift safety inspections; however, performance across other compliance areas was affected by two key factors: difficulties gaining access to properties and contractor delivery issues.

Safety Check	2024 -25	2025 -26
Gas safety checks	98.64%	96.75%
Fire risk assessments	78.48%	91.17%
Asbestos surveys / re - inspections	77.80%	76.80%
Legionella risk assessments	57.34%	89.99%
Lift safety checks	96.03%	100%

A small number of residents did not respond to repeated attempts to arrange appointments, preventing essential inspections and checks from being completed within required timescales. In addition, contractor performance did not consistently meet our expectations in several areas with significant impact on our overall compliance position.

In response, we have undertaken a review of our approach to compliance and assurance. This has included restructuring our Asset and Compliance team, creating additional specialist posts, strengthening performance monitoring arrangements, and introducing a formal cross-departmental access protocol with Housing Management colleagues. These changes are designed to improve access rates, enhance oversight of contractor performance, and provide greater assurance statutory safety obligations are met. By focusing on compliance, preventative maintenance and continual improvement, we help ensure residents live in safe, secure and well-maintained homes.

Board oversight

The board takes direct accountability for building safety compliance. A compliance exceptions report is presented at every board meeting.

Residents and Community

Understanding the key drivers of resident satisfaction

Each year, on behalf of Salvation Army Homes, Acuity Research and Practice carry out the Tenant Satisfaction Measures (TSM) resident satisfaction perception survey, collecting a random sample of residents from across general needs, directly managed and agency managed services.

	2023 - 24	2024 - 25	2025 - 26
Overall Satisfaction	73%	74%	74%
Resident satisfaction with repairs (last 12 months)	75%	69%	74%
Resident satisfaction with time taken to complete most recent repair	73%	70%	71%
Resident satisfaction that the home is well maintained	75%	74%	71%
Resident satisfaction that the home is safe	79%	74%	74%
Resident satisfaction that the landlord listens to tenant views and acts upon them	63%	65%	68%
Resident satisfaction that the landlord keeps tenants informed about things that matter to them	66%	73%	73%
Agreement that the landlord treats tenants fairly and with respect	77%	78%	80%
Satisfaction with the landlords approach to handling complaints	40%	50%	42%
Satisfaction that the landlord keeps communal areas clean and well maintained	71%	72%	74%
Satisfaction that the landlord makes a positive contribution to neighbourhoods	65%	70%	71%
Satisfaction with the landlords approach to anti-social behaviour	64%	66%	68%

Key takeaways

Overall performance is stable

Overall satisfaction has remained steady over three years indicating consistency with limited upward momentum, suggesting service delivery is being maintained

Repairs recovery after a dip

Repairs satisfaction fell sharply in 2024-25 but recovered strongly in 2025-26. Time taken to complete repairs shows a similar pattern recovering more slowly.

Property condition perceptions are weakening

Satisfaction that homes are well maintained declined year on year and satisfaction that homes are safe dropped from a high baseline and has not yet recovered.

Engagement and communication are improving

There are strong positive trends in Landlord listens and acts and keeps tenants informed, indicating our investment in resident engagement and communication is paying off and should be sustained.

Trust and respect is a clear strength

Agreement that we treat residents fairly and with respect is the highest scoring and improving measure and provides us with a strong foundation for tackling weaker operational areas.

Complaints handling remains our biggest area for improvement

Despite improvement in 2024-25, satisfaction fell again in 2025-26, whilst complaints volumes increased and handling performance against the Housing Ombudsman Complaint Handling Code improved.

Place based services show steady gains

Communal areas, neighbourhood contribution, and ASB handling all show gradual, consistent improvement.

Resident focused approach to improving services





The Together for Residents (T4R) Scrutiny Panel provides resident-led oversight of Salvation Army Homes' services, playing an important role within the governance framework. Through scrutiny, challenge and collaboration, the panel supports co-production, strengthens accountability, and helps ensure compliance with both the Code of Governance and regulatory standards.

T4R provides valuable insight into a wide range of customer-focused activities, enabling the organisation to identify opportunities for improvement and respond proactively to resident feedback. The panel is made up of residents who collectively represent the diverse needs and perspectives of the Association's tenure groups.

Throughout the year

During the year, T4R consisted of five active members, including four residents from General Needs services and one resident from Older People's Services. Membership levels reduced during the reporting period, and targeted recruitment activity is underway to strengthen representation and participation across the panel.

An annual review of T4R's activities is presented to the Operations Committee, alongside reports on scrutiny reviews undertaken by the panel. In July 2025, T4R presented a new resident engagement approach for Planned Investment Works, focusing on the customer journey before, during and after works are completed. The panel's recommendations highlighted opportunities to improve communication, resident experience and overall service delivery throughout the investment process.

T4R also completed a scrutiny review of the Gardening and Arboriculture service, with findings presented to the Operations Committee in February 2026. Recommendations arising from scrutiny reviews are translated into action plans for operational teams, with progress monitored. This approach ensures transparency, accountability and ongoing evaluation of the impact of service improvements for residents.

Striving to achieve best practice in complaint handling

Our complaints picture in 2025-26 - Volume up, handling improved

Rising complaint volumes with improving handling is a sign of a more open, accountable organisation. We received significantly more complaints this year than in 2024-25. The increase reflects challenges in our repairs service, principally contractor performance which we are working hard to address.

289	70.63%	83.78%
Total complaints received Up 49% on 2024-25	Stage 1 response within time Target: [10 working days]	Stage 2 response within time Target: [20 working days]

While complaint volumes rose, the quality of our complaint handling improved across all key indicators compared to 2024-25. We are proud of this progress, it reflects investment in our complaints team, clearer processes, and a genuine cultural shift toward treating complaints as an opportunity to learn.

Learning from complaints

We see complaints as providing important insight into how we deliver our services. Continuous learning from complaints informs meaningful changes to specific service areas such as repairs. The Operations Committee receive a quarterly Complaints and Lessons Learned Report which includes volume and theme analysis, response time performance, Ombudsman referrals and a summary of the service changes which have resulted from complaints in the period. The table below sets out some service improvements made in 2025-26 as a direct result of complaints:

Residents told us	What we did
Contractors were closing jobs without them being completed satisfactorily	Within new contracts, contractors are now required to provide before and after job completion pictures prior to payment being issued
The length of time taken to complete repairs was too long	Contractors have completed training on customer service, our values and our customer promise
Communication from the Income Management Team was not always appropriate	Communication styles have been reviewed to ensure they are working in a trauma informed way
Communal cleaning was not up to standard	Contracts were re-tendered and alternative suppliers were introduced

Housing Ombudsman Complaint Handling Code

We completed our annual self-assessment against the Complaint Handling Code in April 2025. The self-assessment was reviewed by Operations Committee and approved by Board in May 2025. The self-assessment is published in full on our website and is available to all residents on request. Our complaint handling performance was subject to internal audit in February 2026 and provided further assurance we are meeting the requirements within the Complaint Handling Code.

Housing Ombudsman Determinations and Findings

During the year, we had two determinations from the Housing Ombudsman. One determination found no maladministration on our behalf and one determination found maladministration with an order to pay compensation.

Looking ahead

Following approval at Board in July 2026, our Annual Complaints Performance and Service Improvement Report will be published. An improvement plan will include continuing to build on our positive complaint handling culture through internal training for colleagues, increasing the response rates to our CX Feedback survey tool and actions to ensure, not only do we continue to capture valuable learning from complaints, but we use learning to inform meaningful change to service delivery.



Resident Support



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

Partnership Trophy

Salvation Army Partnership Trophy: Promoting Wellbeing Through Partnership and Participation
Our valued partnership with The Salvation Army continues to create meaningful opportunities to support the health, wellbeing and social inclusion of residents. This year's Salvation Army Partnership Trophy, held at Goals Manchester, brought together teams from across the country for a day of positive competition, teamwork and personal achievement.



By encouraging physical activity, fostering social connections and building confidence, these events play an important role in supporting both the mental and physical wellbeing of residents.

The day was made even more memorable by the attendance of former England international Stuart Pearce and Manchester City player Calvin Phillips, who spent time with participants and presented the medals and trophies. Following a highly competitive tournament, Doncaster Foyer emerged as champions, lifting the trophy for Salvation Army Homes.

AQA

Supporting residents to develop new skills, build confidence and achieve their personal goals is an important part of our social impact. Through our supported housing services, residents are encouraged to participate in learning and development opportunities enhancing independence, wellbeing and future life chances.

As an approved AQA Centre, Salvation Army Homes can provide formal accreditation through the AQA Unit Award Scheme, enabling residents to gain recognised awards for a wide range of learning, skills development and personal achievements. The programme helps residents evidence their progress, celebrate success and build confidence as they move towards education, training, employment or independent living.



During the year, **76%** of residents moving on from supported housing services achieved an AQA-accredited qualification, demonstrating the positive outcomes being delivered through our person-centred support approach and our commitment to helping residents realise their potential.

Resident impact metrics in our supported housing services

Our services are delivered through a trauma-informed approach, recognising many individuals may have experienced significant adversity and ensuring support is provided in a way which promotes safety, trust, choice and empowerment. By focusing on the strengths, abilities and potential of each person, our staff work alongside residents to build confidence, develop skills and support sustainable progress.

During the year, residents achieved positive outcomes across a range of areas which contribute to long-term stability and improved quality of life.

83%

engaged in education, training or skills development activities

91%

reported improved physical health and wellbeing

76%

experienced improvements in their mental health

53%

secured employment

73%

reduced their levels of personal debt

68%

moved on with a planned housing outcome

These outcomes demonstrate the positive impact of our support services and our commitment to helping residents overcome barriers, build resilience and achieve their personal aspirations. By providing tailored support alongside safe and secure accommodation, we enable individuals to make meaningful progress towards independent and sustainable futures.





Placemaking

Community volunteering at Tom Raine Court, Darlington

Our role goes beyond providing homes. The quality of residents' neighbourhoods, including safety, cleanliness, feeling safe, and community spirit, is just as important. During the year, a community investment activity focused on a scheme clean-up at Tom Raine Court in Darlington. Residents had raised concerns about the condition of the communal areas and green spaces, overgrown planting, and general litter. Rather than commissioning a contractor, staff and residents got together to improve a neighbourhood which both groups care about.

In directly managed supported housing schemes, we continued to invest in neighbourhoods and green spaces alongside residents, helping to create safer, more welcoming environments which support wellbeing and community pride.

Enhancing outdoor spaces has been particularly valuable for residents experiencing mental health challenges, providing opportunities to connect with nature, improve wellbeing, and take part in meaningful shared activities.

Staff have volunteered their time to support these improvements. One colleague who lives close to the Roseberry Service in Middlesbrough and has a passion for gardening, shared their expertise by donating plants and vegetables grown from seed at their home allotment. Working alongside residents, they provided practical guidance on planting and maintaining healthy crops, helping to create a thriving green space residents could enjoy and take pride in. The project has already delivered visible results, with residents seeing the benefits of nurturing and growing plants together while strengthening community connections.

Wider Community Investment Activity



Staff volunteering programme

During the year, staff have been able to take advantage of a paid volunteering day to support community activities. Here are a couple of case studies of the impact this has generated.

Justine - Therapy Dogs Nationwide

“My hound and I volunteer with Therapy Dogs Nationwide, visiting care home residents, including those living with dementia. The joy these visits bring is remarkable, and I am continually humbled by the impact of this "fur-apy". Faces light up, conversations flow, and treasured memories of beloved pets are shared. To raise awareness of the benefits of therapy dogs, encourage new volunteers and support fundraising, we helped represent the charity at Crufts. Events like these are invaluable, relying on the commitment of volunteers and their dogs to engage with the public and showcase the positive difference this service makes to people's lives”

Emma Frew has been recognised for her voluntary work at MAIN Allotment Community Garden Initiative

On behalf of everyone involved in MAIN's Allotment Community Garden Initiative, we extend our sincere thanks for your exceptional support. Your contribution has gone above and beyond expectations, from providing plant seedlings and practical horticultural advice to facilitating a partnership with KBS Polytunnels, enabling the purchase of a polytunnel at a significantly reduced cost.

Your commitment is a powerful example of social value in action, demonstrating how effective collaboration between charities can deliver lasting benefits for local communities. Through your support, the garden has created opportunities for people to improve wellbeing, develop new skills, reduce social isolation, and build stronger community connections.

We are extremely grateful for your generosity, enthusiasm, and dedication. Your support has been instrumental to the success of the initiative and has helped create a lasting positive impact for the community.

Social Value and Responsible Procurement

Embedding Social Value into Service Delivery

As a provider of supported housing and homelessness services, Salvation Army Homes creates social value through service delivery, procurement and partnership working, contributing to positive social, economic and community outcomes.

During the year, following the establishment of an internal Social Value Group, we strengthened the integration of social value considerations across procurement, contract mobilisation and operational delivery. This included improving the identification, measurement and reporting of social outcomes generated through our services, supply chain and community partnerships, supporting a more consistent and evidence-based approach to social value management

In addition to value generated through existing supplier and contractor relationships, social value objectives were embedded in the mobilisation of two major supported housing services: Bruce House (Westminster) and West Farm (Dorset).

At Bruce House, social value commitments included creating local employment opportunities, promoting careers in housing and social care, supporting voluntary and community organisations through skilled volunteering, strengthening partnerships with local charities, and delivering environmental initiatives which encourage sustainability and community participation.

At West Farm, social value is embedded through meaningful occupation, environmental engagement, community integration and progression towards independence. The rural setting provides opportunities for accredited learning, therapeutic gardening, environmental projects, skills development, community volunteering and pathways into employment. Through local partnerships and resident-led activities, the service supports young people to build confidence, resilience and practical life skills while contributing positively to their local community.

Another key development during the year has been the continued evolution of the Social Value Pathfinder concept. Developed through our work on new tenders and commissioned contracts, the Pathfinder model is designed to bring together businesses, community organisations, commissioners and residents to create additional social value opportunities. Through this approach we seek to connect residents with work experience opportunities, mentoring, skills development, digital inclusion initiatives, practical move-on support, volunteering opportunities, and community investment activities.

Supply Change Management .. supporting SME's

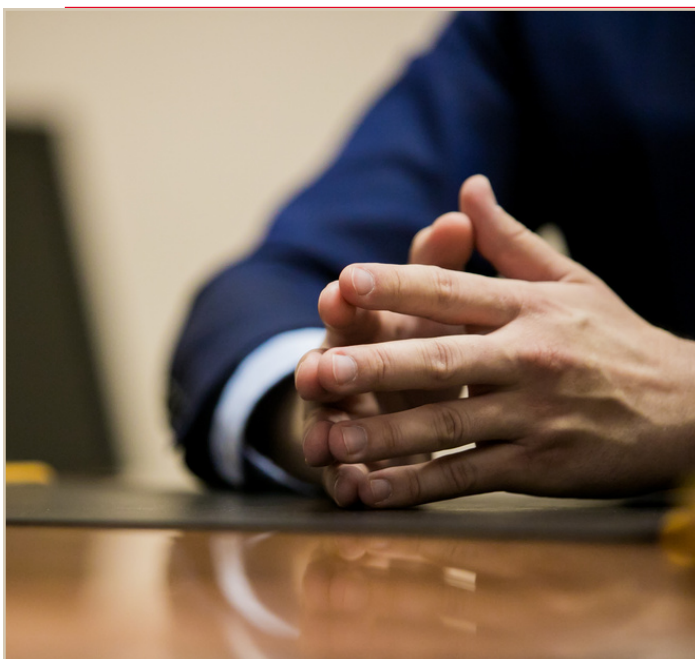
Our responsible procurement approach integrates social value across our supply chain, prioritising collaboration with regional suppliers, local organisations and community partners to maximise positive economic impact within the communities we serve. Through local employment opportunities, voluntary sector partnerships, resident development programmes and community-based initiatives, we support independence, wellbeing and community resilience while delivering measurable social, economic and environmental outcomes.

55% Small / medium sized enterprises spend.

11% Voluntary, Community and Social Enterprises spend

Social Value and Responsible Procurement

	Commitment
Creating employment, training and progression opportunities	Work placements, apprenticeships and internships for young people Job-readiness workshops and employability support Mock interviews, mentoring and careers activities Accredited learning opportunities and vocational skills development Community placements and volunteering opportunities linked to progression into employment
Supporting independent living	Practical life-skills development including budgeting, cooking, tenancy management and digital literacy Access to furniture, household items and move-on support for young people entering independent accommodation Digital inclusion initiatives and access to equipment to support education, learning and employment
Strengthening local communities	Partnerships with local colleges, voluntary organisations, charities and employers Community volunteering opportunities and social action projects Use of community networks to improve access to services and opportunities for residents Collaboration with local organisations to tackle issues affecting young people and vulnerable communities
Empowering resident voice and participation	Resident leadership opportunities and peer educator programmes Resident-led projects supported through micro-grants Youth forums, co-production activities and resident involvement in service development Opportunities for young people to shape their local environment and influence decision-making
Leveraging social value through partnerships	Development of the Social Value Pathfinder model Engagement with local businesses and employers to generate additional opportunities Brokerage of support, donations, mentoring, training and employment opportunities Building long-term partnerships that generate sustainable community benefit beyond contractual requirements



Governance

Structure and Board

To support effective governance, Salvation Army Homes has adopted the National Housing Federation's Code of Governance 2020 and Code of Conduct 2022. Compliance with both codes is reviewed annually, with a self-assessment against the Code of Governance presented to the Board each May.

The Board is supported by three committees with delegated responsibilities: the Audit & Risk Committee, People and Organisational Development Committee, and Operations Committee. A Board Nominations Committee also supports governance arrangements. Each committee operates within its own approved Terms of Reference, enabling detailed scrutiny and oversight across key areas of the business.

Our Regulatory Grading

G1 / V2 / C2
RSH Regulatory rating
September / December 2024

As a Registered Provider, Salvation Army Homes is regulated by the Regulator of Social Housing. Following our inspection in September 2024, our Governance rating was upgraded to G1, while our V2 Financial Viability rating was maintained. We also received a C2 grading under the new Consumer Standards, with the gradings published in December 2024 and confirmed at the stability check in November 2025.

While the C2 grading confirmed compliance with the Consumer Standards, it also identified areas requiring improvement. These findings have informed a Regulatory Action Plan focused particularly on the Quality and Safety and Transparency, Influence and Accountability standards. Progress against this plan is monitored by the Board and will support our ambition to achieve a C1 grading at the next inspection.

Managing organisational risks

Risk management is an integral part of the way Salvation Army Homes operates and is supported by an established Risk Management Framework (RMF), which was reviewed and updated during 2025, where likelihood definitions were reviewed and amended.

The Board is responsible for determining the organisation's risk appetite and overall approach to risk management.

The Board retains ultimate responsibility for the strategic risk register, which identifies key risks, the controls in place to mitigate them, and actions designed to reduce either the likelihood of risks occurring or their potential impact. The Board also establishes and reviews the organisation's systems of internal control.

The Audit and Risk Committee has delegated responsibility for scrutinising and evaluating the effectiveness of risk management and the internal controls framework. Supported by independent assurance from internal and external audit and other external sources, the Committee provides confidence robust risk management arrangements are operating effectively. Together, these processes provide assurance to the Board material risks are appropriately identified, managed and mitigated.

Board and Trustees

Diverse input into governance

We recognise effective governance is strengthened by a broad range of skills, experiences and perspectives. We are committed to maintaining a Board which reflects the diversity of the communities we serve and value the insight different backgrounds and experiences bring to decision-making. This includes seeking opportunities to incorporate lived experience of social housing within our governance arrangements.

Monitoring Board effectiveness

Salvation Army Homes maintains a clearly defined governance framework, supported by robust independent review and ongoing Board development. The most recent independent Board Effectiveness Review (BER) was completed by Altair in January 2024, with a further review currently underway, being conducted by GGI. These reviews provide assurance governance arrangements remain effective and continue to support the organisation's strategic objectives.

The membership of the Audit and Risk Committee evolved during the year, with the appointment of two new members: one independent member and one Board member. A new Committee Chair took office in April 2025. At year-end, the Committee comprised five members, including two independent members, providing an appropriate balance of skills, experience and independent challenge. The Committee meets at least four times each year, with minutes and key matters routinely reported to the Board.

Maintaining a skilled and informed Board remains a key priority. New Board and Committee members receive a tailored induction programme, including sessions delivered by the Executive Team to support a comprehensive understanding of the organisation, its operating environment and key strategic priorities.

Board development continued throughout the year through a programme of training, engagement and learning activities. This included in-house safeguarding training and dedicated Board Strategy Days, helping members maintain effective oversight of key risks, opportunities and regulatory requirements. Board members are also encouraged to attend external conferences and seminars and to visit Salvation Army Homes schemes to gain first-hand insight into resident experiences and service delivery. As part of their annual away day in May 2025, members visited schemes in Liverpool, providing valuable opportunities to engage directly with colleagues, residents and frontline services.

Employees

Investing in our People

Our people are central to delivering our social purpose. We employ over 280 members of staff nationwide, providing housing management, asset management, support, finance, and corporate services.

Workforce diversity

We are committed to building a workforce which reflects the diversity of the communities we serve. Our workforce diversity data is collected through voluntary self-declaration. We are actively working to increase declaration rates and during the year have seen disability disclosure rates rising to 13%, an increase of 6.5%, enabling us to better understand, support and respond to the needs of our employees.

Characteristic	Our workforce	Senior management	Board Members
Female	65.75%	66.67%	41.18%
Male	34.25%	33.33%	58.82%
BAME	25%	8.33%	17.65%
Disability	13.36%	16.67%	0%
Age 16–24	2.05%	0%	0%
Age 55+	33.90%	50%	52.94%

Equity, Diversity and Inclusion (EDI)

We are proud of the progress made and the strong foundations established through the successful delivery of the final year of our three-year Equality, Diversity and Inclusion (EDI) Strategy. The achievements outlined in this section demonstrate our commitment to fostering an inclusive workplace culture, improving representation, and ensuring all colleagues feel valued, supported and empowered to thrive.

The diversity of our workforce has continued to strengthen, with the proportion of employees from ethnic minority backgrounds increasing to 25%, representing a 12% increase since our previous reporting period. We have also achieved an equitable gender balance across all levels of seniority. In addition, disability disclosure rates have risen to 13%, an increase of 6.5%, enabling us to better understand, support and respond to the needs of our employees.

Gender Pay Gap

At April 2025, our mean gender pay gap was 0.7%.

Strengthening inclusivity through employee resource groups

LGBTQ+

Neurodiversity

Men's Mental health

Employees under 30

Menopause Support

Employee Voice

Accreditations

Our commitment to creating an inclusive workplace has been recognised through several respected external accreditations and partnerships.

Housing Diversity Network
HouseProud Pledge Pioneer
Accredited Menopause Friendly Employer
Disability Confident Level
Investors in People Silver Status

National industry recognition

During the year, Salvation Army Homes was shortlisted for several prestigious awards, including the Northern Housing Awards, the Housing Innovation Awards and shortlisted for employer of the year at the Housing Heroes Awards 2026.

We have continued to expand learning and awareness across the organisation through our Inclusion Calendar, webinars, workshops, guest speakers and e-learning programmes. As part of our commitment to the HouseProud Pledge, we developed dedicated LGBTQ+ awareness training for employees.

Co-production in action

Following our participation in Brighton Pride, staff with resident support were inspired and empowered to organise and deliver their own community Pride event in Braintree, Essex, demonstrating how inclusion initiatives can extend beyond our workforce and create meaningful social impact in the communities we serve.

Building on these achievements, our EDI Strategy 2026–30 outlines an ambitious programme of work to further strengthen inclusion, reduce barriers, and create lasting positive change across Salvation Army Homes.

Staff 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.

We are committed to the physical and mental health of our employees. A healthy, engaged workforce delivers better outcomes for residents. Our approach covers prevention, early support and crisis intervention:

Employee Assistance Programme (EAP)	24/7 confidential support covering mental health, financial, legal and personal wellbeing, available to all staff and their immediate families.
Mental health first aiders	We have 17 trained mental health first aiders embedded across our teams, providing immediate support and signposting.
Menopause Policy	We have a published menopause policy, providing guidance to employees and managers, access to workplace adjustments, and signposting to specialist support.
Occupational health	All staff have access to occupational health referral, covering both physical and mental health conditions.
Flexible and hybrid working	Many roles are available on a flexible or hybrid basis, supporting staff with caring responsibilities, health conditions, and work-life balance.
Absence management	Our average employee absence rate in 2025-26 was 11 days per employee. We use absence data to identify teams or individuals who may need additional support, not as a performance management tool.

Health & wellbeing metric	
Average employee absence (days/employee/year)	11 Days
Employee turnover rate	16%
Mental health first aiders (number)	17
Menopause Advisors	10
Staff satisfaction score	68%
Accident Frequency Ratio	1:3.58
Average time to resolve accidents	3.11 days

Employee Voice Forum

Our Employee Voice Forum has become firmly embedded within the organisation as the recognised platform through which colleagues can share ideas, raise concerns and help shape decision-making.