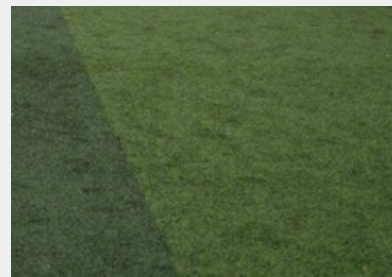
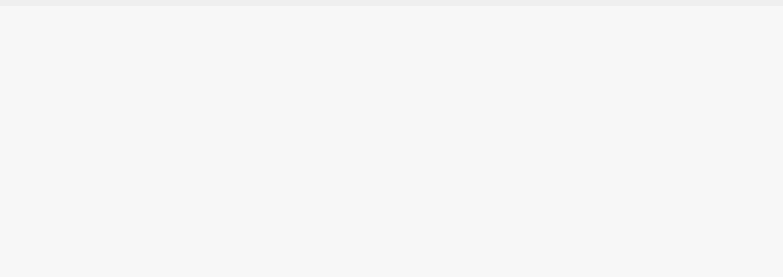
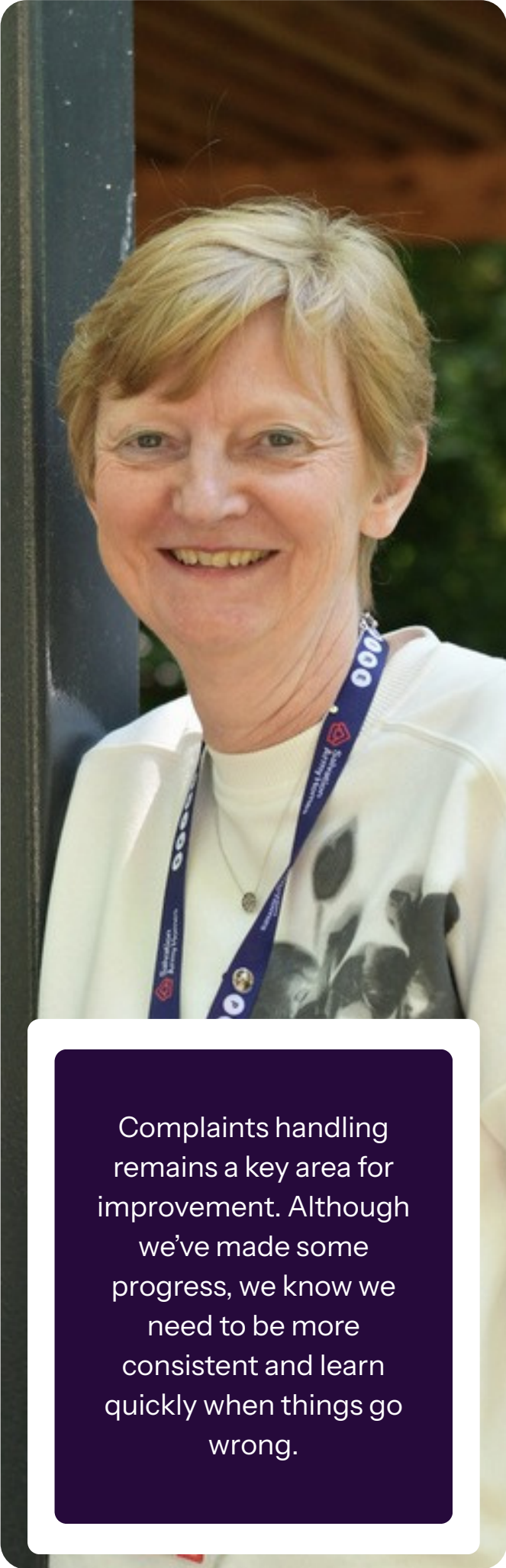


Annual Report to residents 2025 -26



A portrait of Lynne, a woman with short blonde hair, smiling. She is wearing a white patterned top and a blue lanyard with a badge. The background is slightly blurred, showing some greenery and a dark structure.

Welcome

As we reflect on the past 12 months, we are proud to share the progress, achievements and milestones which have shaped another important year for Salvation Army Homes. We have stayed true to our mission to provide safe homes and transform lives, and this report includes powerful stories from residents, showing the real difference our services make—from moving into new homes to taking part in events that bring communities together.

Overall satisfaction has remained steady this year, showing we are delivering a consistent service. We've seen some positive improvements, particularly in how we communicate—more residents feel listened to and better informed—and trust in how we treat people continues to grow. Neighbourhood services are also improving steadily, which is encouraging.

There are, however, areas where we must do better. While repairs satisfaction has improved following last year's dip, we know this remains the most important service for residents and one we must get right every time. We are working closely with new contractors to deliver on our customer promise. We've also seen a decline in how residents view the condition and safety of their homes, which we are taking seriously.

We will continue to listen carefully to your feedback and use it to shape our services. We really value the perspective Together for Residents (T4R), our scrutiny panel provides and are looking forward to strengthening the resident voice further as we work with our local Champions for Residents (C4R).

I hope you enjoy this report as we celebrate what has gone well and openly recognise where we need to improve.

Complaints handling remains a key area for improvement. Although we've made some progress, we know we need to be more consistent and learn quickly when things go wrong.

Lynne

Welcome to this year's Annual Report to Residents.

Over the past year, we have achieved a great deal that we can all be proud of. From welcoming new services, such as West Farm, into Salvation Army Homes, to continuing to provide safe, secure homes for our existing residents, our focus has remained firmly on delivering quality services and support.

This report highlights our ongoing commitment to ensuring that residents are at the heart of everything we do. As Chair of the Board, this is a responsibility I take very seriously, and I am proud of the progress we have made together over the last 12 months.

Throughout the year, our teams have worked hard to support residents in a variety of ways. Our Income Management team has worked closely with our parent organisation to help residents access advice and support when they need it most. We have also continued to invest in our homes through our planned maintenance programmes, helping to ensure that residents live in safe, comfortable, and well-maintained properties.

I hope this report gives you a clear picture of the work we have undertaken over the past year and the difference it has made. We are determined to continue to improve the service we provide, and the support we give, to our residents.

Thank you to our residents, colleagues, and partners for your continued support as we work together to build thriving communities and deliver services that make a positive impact.

Stephen



The year in numbers

Our year at a glance

Who we are – We provide safe homes and support people to live independently and thrive.

What went well this year

Residents are satisfied

74% Overall resident satisfaction
This is the same as last year.

Repairs improved

74% resident satisfaction
This is up from 69% last year.

We are listening better

68% of residents feel we listen and act on feedback. Better than previous years.

Respect and fairness

80% of residents feel they are treated fairly and with respect. Our best result.

Investment in our homes

£3.3m spent on repairs.

£6m spent on planned improvements.

7,902 repairs completed.

Supporting residents

100+ residents received support through our funds. help included:

- furniture
- household items
- education and training
- travel costs
- support for families

“—

"When I moved in, I only had a couch and a mini fridge that broke within a week. It was tough, but I didn't ask for help—I hid it and said I was fine.

Over coffee, Louise told me about the Support Fund. We got a bed frame, mattress, dining set, cleaning items, a microwave, and even tea towels! It was a great help setting up my home."

—Tom, resident in the North East

—”

What we need to improve

We know we can do better 

Complaints

42% satisfaction this is lower than last year. We know residents want quicker and clearer responses.

Condition of homes

71% feel their home is well maintained. This has reduced over time.

Feeling safe

74% feel their home is safe, fewer residents told us that they felt safe than in previous years.

You said, we did

You told us	We did
Complaints took too long	Hired a new Complaints Manager
Repairs needed improving	Residents helped choose new contractors
Information was hard to find	Created a new resident handbook
Cost of living was difficult	Worked with the financial inclusion team

Our priorities for next year

Improve repairs

Improve complaint handling

Keep homes safe

Listen to residents

Strengthen resident voice

Tenant Satisfaction Measures

Understanding the key drivers of resident satisfaction

Each year, on behalf of Salvation Army Homes, Acuity Research and Practice carry out the TSM resident satisfaction perception survey, collecting a sample of tenants from across general needs, older persons services, directly managed and agency managed services.

Over the last three years, overall satisfaction has remained stable, and service delivery has been maintained. Residents are indicating stronger satisfaction in fairness, respect and communication and their home being safe, but complaints handling and property condition remain key improvement priorities.

	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 Voice

Understanding the key drivers of resident satisfaction

	2023-24	2024-25	2025-26
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% ↑

-  Improving
-  Stable
-  Needs Improvement

Key themes

Performance is steady

Overall satisfaction has stayed about the same over the last three years (73% → 74% → 74%). This shows we are delivering a consistent service. We are working with residents and the comments provided to continually look at how we can improve.

Repairs are improving again

Satisfaction with repairs dropped in 2024–25 (75% to 69%) but went back up in 2025–26 (74%).

Satisfaction with how long repairs take followed a similar pattern and is improving more slowly.

Views on home condition are getting worse

Fewer people feel their home is well maintained (75% → 74% → 71%).

Fewer people also feel their home is safe, dropping from 79% to 74%. We will be looking at all of the feedback provided to look at areas we can improve.

Communication is getting better

More people feel we listen and act (63% → 68%) and keep them informed (66% → 73%).

This shows our work on communication is making a difference and should continue.

Respect and fairness are a strength

Most people agree we treat them fairly and with respect, and this is improving (77% → 80%).

This is one of our strongest areas.

Complaints need more work

Satisfaction with complaints improved (40% → 50%) but dropped again to 42% in 2025–26.

This is still our biggest area to improve.

Neighbourhood services are improving steadily

Satisfaction with communal areas, neighbourhoods, and anti-social behaviour is slowly going up year on year.

Adrian



After walking away from a toxic relationship, I lost my home and spent two and a half years on the streets of London.

At my lowest, I was experiencing addiction and sleeping in the doorways of shops in London. With support from outreach teams and hostels, I began to rebuild my life, reducing my medication, taking part in courses and learning essential life skills.

In 2019, I moved into my own flat with Salvation Army Homes in Darlington. By 2020 I was completely clean.

Today, I'm vegan, smoke free and passionate about meditation, music and nature.

From rock bottom to inner peace, I've found a freedom and a new sense of self.

Learning from feedback

289

Total complaints received this year.
Up 49% on 2024 -25

70.6%

Stage 1 response within time
Target: [10 working days]

83.8%

Stage 2 response within time
Target: [20 working days]

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

This year we saw a rise in the number of complaints we received compared to 2024-25.

We are being transparent about this: the increase reflects challenges in our repairs service, principally contractor performance which we are working hard to address.

Complaints handling

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.

Our Operations Committee receive a quarterly Complaints and Lessons Learned Report that includes volume and theme analysis, response time performance, Housing Ombudsman referrals and a summary of the changes we have made to services, which have resulted from complaints in the period.

Learning from feedback

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	We introduced within new contracts the requirement for contractors to show 'before and after' pictures to confirm completion.
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 (how organisations should manage complaints) in April 2025. Our self-assessment was reviewed by Operations Committee and approved by Board in May 2025. Our self-assessment is published in full on our website at [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 (Ombudsman decision) from the Housing Ombudsman. One determination found no maladministration (service failure) on our behalf and one determination found maladministration with an order to pay compensation.

Looking Ahead

Following approval at Board our Annual Complaints Performance and Service Improvement Report will be published. Our 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 the learning to inform meaningful change to service delivery.



PARTNERSHIP Working

Over the last year we have seen a significant shift in the partnership working between various organisations to help provide opportunities for residents to enhance their skills, gain confidence and employment.

Working with The Salvation Army group, volunteer opportunities were identified across charity shops, cafes and in different activities in the community like sporting events and community support.

I was approached by two staff members who had residents who wanted to volunteer in the South West. We were able to get them volunteer roles at the local charity shop.

Residents from Derby have been volunteering at the local Salvation Army café with additional success after one of the original long term café volunteers was also able to find a home on one of our schemes.

Interested in volunteering but don't know where to start? Get in touch on 0800 970 6363.

Partnership Cup

Each year, with our parent organisation The Salvation Army, we host the Partnership football Cup.

We returned this year to Goals in Manchester and we're thrilled to say Doncaster Foyer were crowned champions after a very intense final match.

During the day former England player Stuart Pearce and Manchester City Player Calvin Phillips joined the teams with Stuart handing out the winners medals and trophies.

After a day of great football, the Doncaster Foyer team lifted the trophy, with Captain Umar also named Player of the Tournament.

Reflecting on the day, he said: "This type of tournament means a lot to everyone, today has been excellent."

"We're incredibly proud of all the teams that took part in this year's Partnership Cup. To see Doncaster foyer crowned champions is a fantastic achievement. The Partnership Cup is a great example of what can be achieved when organisations work together." - Lynne Shea, Salvation Army Homes, Chief Executive.



PARTNERSHIP Working

In the last year we have been working more closely with The Salvation Army Financial inclusion team to help signpost residents who may be struggling with debts.

We held 32 rent 'drop in' surgeries across the country to offer early interventions, offer support to residents who might be navigating the complex welfare system, and build relationships with our Income Team, 70% of these delivered in partnership with The Salvation Army Team.

Of the cases which have been referred to the team they have been able to help write debt off totalling **£14,994.**

If you would like to know more, please contact 0800 970 6363 to speak to your Income Management Officer.



Investing in our homes

Over the last year we have spent:

£3.3Million

On Responsive Repairs

£6Million

On Planned Maintenance

We completed:

7,902

Repairs in homes



Investment in numbers

Within this years investment programme we have spent over £6Million.

191

Bathrooms installed

117

Kitchens installed

159

New boilers installed

98.8% general needs homes had a compliant gas safety certificate

93.6% homes with a fire risk assessment expiry of 12 months or more

81.5% of properties at EPC rating C or above



Residents at Monyash Close had new bathrooms fitted this year and praised the quality of the workmanship, saying there was minimal disruption to them and they were pleased with the overall outcome.



Supporting Residents



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 have supported **over 100** residents through our various funds ranging from help with washing machines and cookers to travel and training.

£20k

Support Fund for one off emergencies

£10k

Estranged Parents Fund to help rekindle relationships

£21k

Cowan Fund to support resident development

“

When I moved in I only had a couch and a mini fridge which broke within a week. I had nothing, it was really tough but I just had to deal with it - I hated asking for help, I hid it and said I was fine.

I spoke to Louise during a coffee morning who told me about the Support Fund. We were able to get a bed frame and mattress, bedding, a dining set, cleaning items including a Hoover and a microwave we were even able to get tea towels!

It was a great help setting up my home.

Tom - resident in the North East

”

Estranged Parent Fund – Nathan's Story

Nathan didn't plan to leave his family home. When he did, it was at one of the lowest points of his life admitted to hospital, physically and emotionally exhausted from years of drug and alcohol use.

He describes himself at the time as **“broken and busted.”**

That moment became a turning point. With the help of a nurse who recognised withdrawal symptoms, Nathan began detox. Soon after, he reached out to one of our services and moved into abstinence-based, supported accommodation. There, through 12-Step recovery, mutual aid groups, and a strong support network, he began to rebuild his life – one day at a time.

But while Nathan was making progress, one part of his life remained incredibly difficult: being a dad.

Nathan's two young sons live 45 miles away. In theory, that distance isn't far but in reality, it came with complex emotional and practical challenges. Returning to his previous family home to see them meant stepping back into the environment where his addiction had taken hold. It brought risks he wasn't prepared to take.

“I only wanted to give my children quality time,” Nathan explains. **“Time without fear, without risk.”**

The supported accommodation he lived in wasn't suitable for children, and visits often meant staying inside, avoiding the outside world, worried about running into people from his past or triggering old habits. Creating normal family moments, days out, celebrations, simple experiences felt out of reach.





When Nathan was able to access support through the Estranged Parent Fund, it opened up a different possibility. With funding for hotel stays, he could spend time with his children in a safe, neutral space away from the pressures and risks of his past.

That change made all the difference.

For the first time, Nathan could show his children the life he was building. They could see where he lived, meet his community, and experience the city which was becoming his new home. Together, they went to the cinema, visited parks, watched football, went swimming even just went shopping. Ordinary moments, but deeply important.

“They can see I’m okay,” Nathan says. **“That I’m safe, and that I’m building a life here.”**

The impact wasn’t just practical it was emotional. It strengthened his relationship with his children, supported co-parenting, and removed the need to return to high-risk environments – helping him stay focused on his recovery.

Nathan continues to live one day at a time, actively involved in his recovery, his faith, and his community. **Most importantly, he’s able to be the dad he wants to be.** His experience has also helped highlight how important it is for parents facing different challenges to have access to safe, supportive ways to spend meaningful time with their children.

For Nathan, it’s simple:

“This support has been a lifeline. It’s helped me rebuild not just my life but my relationship with my children.”

Supporting Residents



Over the last year in our Older Persons services there have been lots of activities taking place across the different schemes from:

- Armchair exercise Tuesdays
- Fish and Chip Thursdays
- Wednesday Coffee mornings
- Gardening on a Saturday
- and Quiz afternoons

to name a few of the things that residents have been taking part in.



Over the year there have been over 84 who regularly get involved.

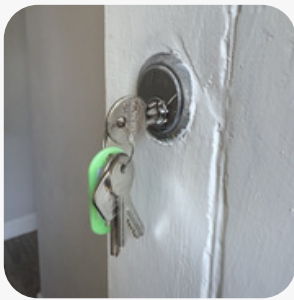
These activities help keep people mobile create friendships and as one resident said:

“Here at Hazelwood Court, we’re a close knit community, all friends and we all help each other. Most of us have small gardens that we tend to on our own but if we can’t manage it ourselves, then everyone sort of chips in and helps each other.”

“I’ve lived here just a year next week and it’s the best year I’ve had, thank you everybody”

West Farm





Delivered in partnership with Dorset Council, Homes England, the Ministry of Housing, Communities and Local Government, and Salvation Army Homes, West Farm represents a significant investment in homelessness prevention and early intervention.

More than just a housing scheme, West Farm provides a supportive environment where young people can build life skills, establish routines and develop self-belief. Set within a peaceful countryside location, the scheme offers a unique space for residents to grow in confidence while preparing for a positive future.

The project involved the complete renovation of the farmhouse, including improved communal spaces, refurbished bedrooms and sustainable upgrades such as solar panels. Support from community partners, including IKEA, helped create welcoming, trauma-informed interiors designed to promote wellbeing and recovery.

As the final Single Homelessness Accommodation programme scheme to open this year, West Farm marks an important milestone in our commitment to ensuring young people facing homelessness have access to safe accommodation, tailored support and the opportunity to thrive.

T4R

Together4Residents (T4R) is Salvation Army Homes' resident scrutiny panel, bringing residents together to review services, assess performance and make recommendations for improvement.

During the year, T4R completed a review of the Gardening and tree maintenance Service, with a focus on understanding whether services were being delivered fairly, consistently and safely, and whether residents were receiving value for money.

The review also explored how effectively contractors are monitored, the quality of communication with residents, and how easy it is for residents to provide feedback and influence service delivery.

The review found residents want greater transparency around service charges, including clear evidence they are only paying for work which has been completed. It also highlighted the need for more consistent contract management, with stronger monitoring of contractor performance and clearer service standards.

T4R identified opportunities to improve communication, ensuring residents are kept informed about planned work and can easily provide feedback or raise concerns.

The review further recommended regular scheme inspections with greater resident involvement, clearer processes for tree management, and stronger social value commitments from contractors through community activities and resident-led environmental improvements. The findings and recommendations from the review will help shape future service improvements.



T4R Scrutiny Panel

The Sharon Sandford Cup

Following feedback from residents about the value of bringing people together through shared events, we introduced a new community event this year: The Sharon Sandford Cup. Named in memory of our much-loved colleague Sharon, who sadly passed away, the event honours her legacy while creating opportunities for residents to connect and celebrate together.

Despite challenging weather and some travel delays, 14 teams took part, each playing four games at Hollywood Bowl, Birmingham.



It was a close and enjoyable competition, with Scott Johanson (Head of Asset Management) achieving the highest number of strikes (12), and Michael from Abbott Lodge finishing as runner-up with seven strikes.

After closely fought semi-finals and an exciting final game, the team 'Mulled Berries' were crowned overall winners.

Thank you to everyone who attended and helped make the event such a success, and to the team at Hollywood Bowl Resorts World for their excellent support and hospitality. We're looking forward to building on this and hosting the tournament again next year.

**4
Games**

**14
Teams**

Supporting Residents

Within our Supported Services provision, value is measured through the achievement of its mission, Transforming Lives and providing key objectives that help to measure the positive impact we have on residents lives.

They are:

- **Social networks and replacements**
- **Emotional and mental health**
- **Meaningful use of time**
- **Managing tenancy and accommodation**

Measure	Target	Actual
Increased contact with external services	85%	99%
Improved mental wellbeing	75%	76%
Gained employment	50%	51%
Participated in education and training	75%	82%
Reduced overall debt	75%	71%
Moved out in a planned way	80%	69%

The table to the right highlights some of the measures we have and how we have performed against our targets this year.

Supporting Residents

Here are some of the highlights of the year from across Supported Housing:

Residents at Abbott Lodge created a 2026 tree, full of goals to achieve and accomplish this year. Setting goals for the new year is a great way to focus your energy and make meaningful progress throughout the year. Having clear goals helps the residents stay motivated.

Roseberry residents celebrated Diwali Festival of light this year, colouring wooden decorations, and had discussions about the festival and what it means.

Calverley Grow Your Own fruit and veg patch was born from a resident idea for a project to encourage resident ownership and a sense of achievement and the outcome of that is now residents cook dinner together with ingredients they have grown.

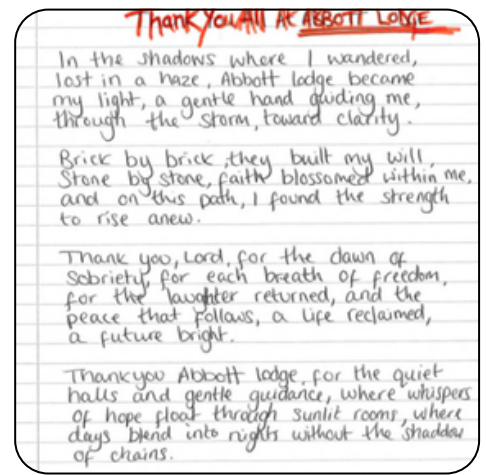
Braintree Foyer resident Laura has been appointed as a Trustee of the Foyer Federation. Laura's first task as a trustee was to participate in a meeting with a major national funding organisation. Kate Russell, the Head of Operations and Network for the Foyer Federation, said Laura's contribution to this meeting was outstanding.

Laura has done some incredible work in the time she has been a resident at Braintree Foyer including supporting Salvation Army Homes LGBTQ+ Housing Pledge application and being a key member of the Braintree Pride organising committee.

“

Residents have entrusted us with their most personal information. We owe them nothing less than the best support and protections we can possibly provide.

”



This year **8**
residents from
Doncaster
Foyer started
volunteering!

This year
69% of
residents
moved out in a
planned way.

This year we
welcomed
493 new people
into our services

282 people
successfully
completed a
training unit.

Performance

Performance indicator	Actual 2023 - 24	Actual 2024 - 25	Actual 2025 -26	Year end target
Total current arrears - money owed in unpaid rent (gross all housing services)	5.95%	7.66%	6.49%	5%
Total void loss - empty home (all housing services)	4.65%	1.98%	4.13%	2%
Employee turnover - staff who have left the organisation	23.17% (Voluntary & Involuntary)	15.25% (Voluntary)	15.96%	17% (Voluntary)
Employee satisfaction - how happy staff teams are	71%	73%	68%	75%
Repairs completed in target - how many repairs were complete on time (non emergency)	87.8%	84.07%	84.39%	96%
Satisfaction with repairs - how happy residents are with the repairs service	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 **492** in supported housing.



During the year, we carried out **28** evictions across all general needs and older persons services, tackling issues such as rent arrears and anti-social behaviour.

FINANCIAL PERFORMANCE

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

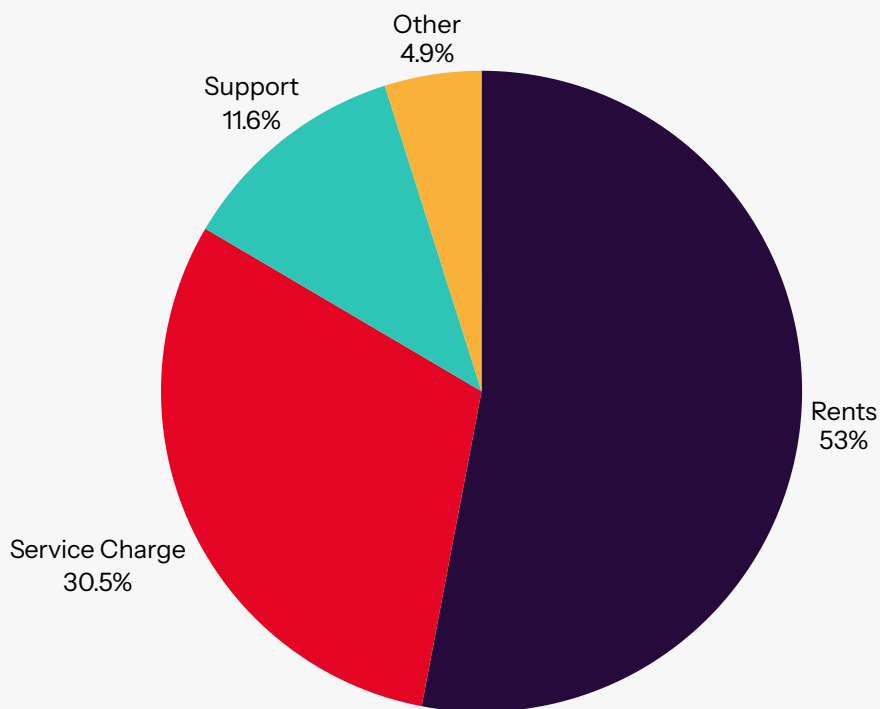
Cost per unit for the highest paid director is £49.74

Cost per unit for directors is £121.82

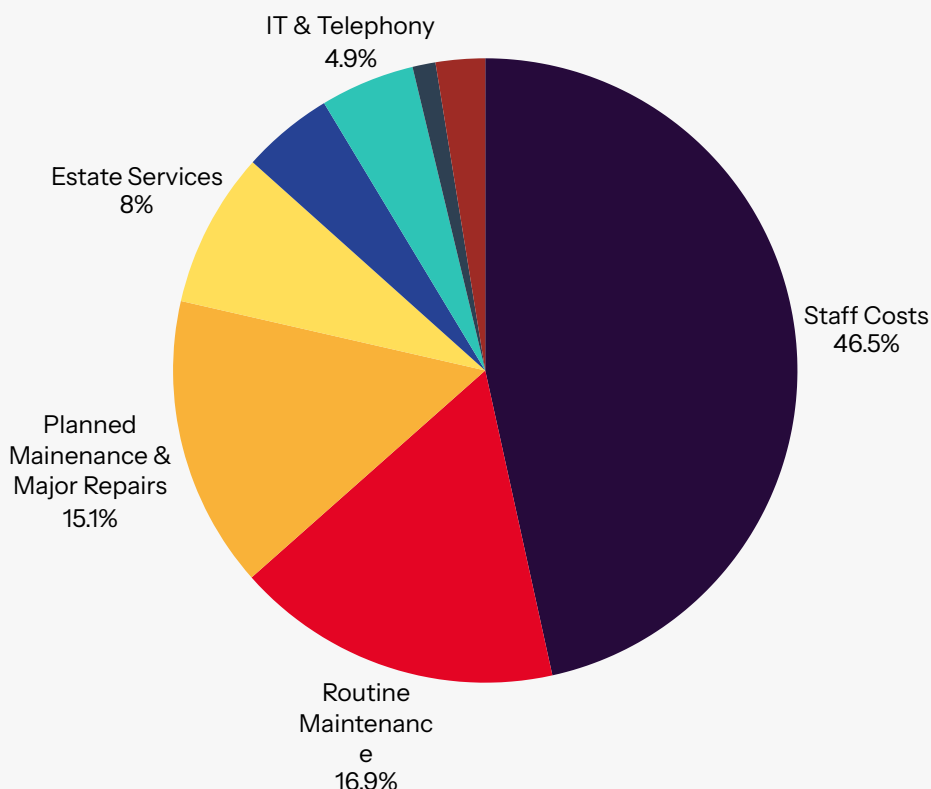
The income graph breaks down our income by the different types of housing type and the expenditure graph outlines how we allocate this income across the different areas of operation.

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

Income Generated



Expenditure



Cathryn

When Cathryn* first arrived at one of the Foyers, she was unable to speak to anyone. Her initial assessment was carried out through a series of nods and shrugs. Having experienced significant hardship from a young age – including sofa surfing from the age of fourteen – she had learned to trust nobody.

With no family support and only her college tutor acting as her advocate, she faced the world entirely alone.

Despite this, the team at the Foyer saw her potential and offered her a place to stay. Looking back, Cathryn has since shared we didn't simply offer her accommodation – we gave her a life back.

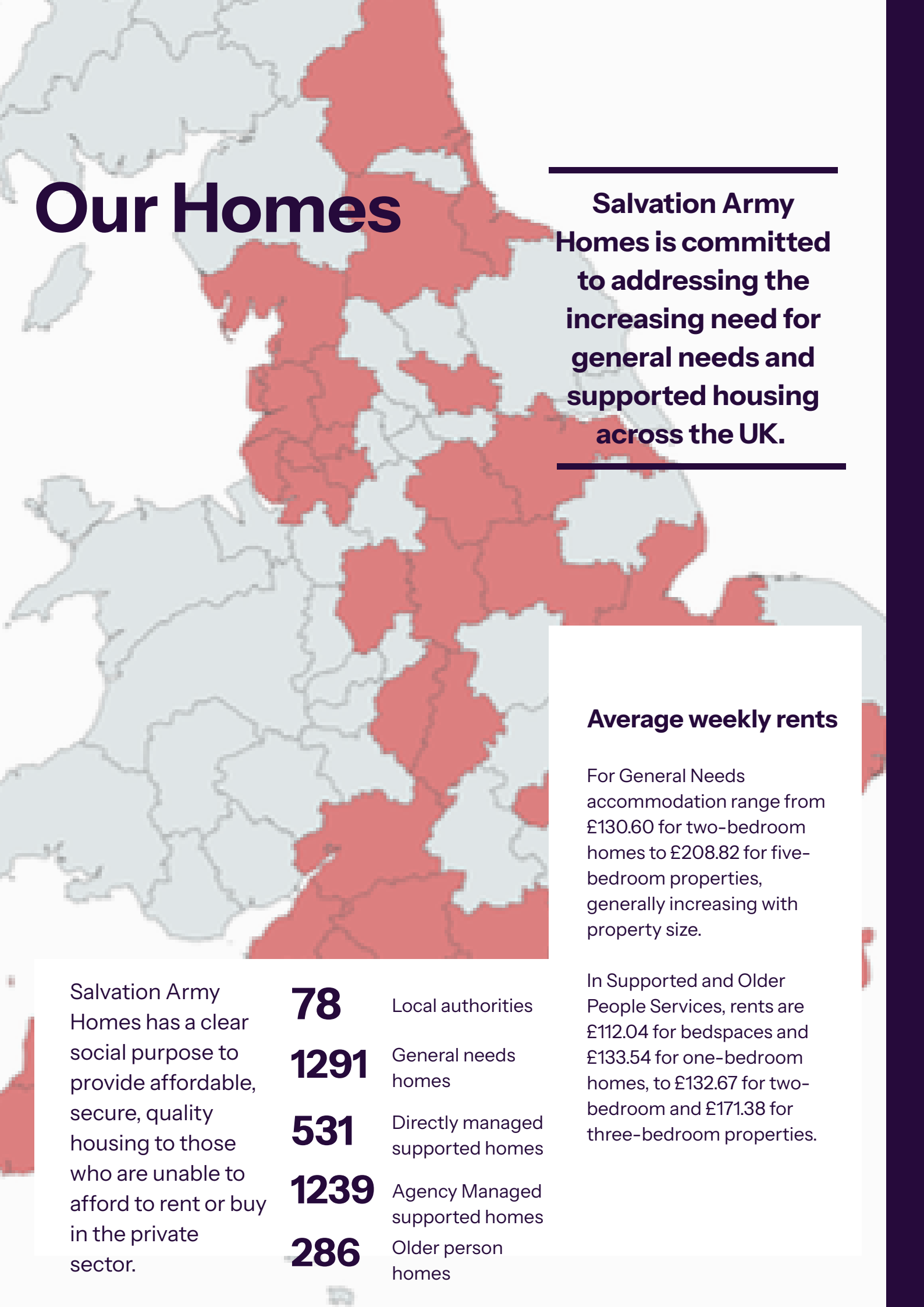
Through the tenacity and compassion of her project worker and the wider Foyer team, Cathryn gradually opened up. Over time, she blossomed into a confident, proud young woman. Her journey wasn't without its challenges, but through a coordinated multi-agency approach involving the NHS, Housing for Young People, and ongoing efforts to help her reconnect with her family, Cathryn now lives independently and is a devoted mother to her daughter.

Cathryn's project worker, Nathan, says he could not be prouder of the woman she has become – or of the team who stood beside her, helping to transform her life.

***Not her real name**

S





Our Homes

Salvation Army Homes is committed to addressing the increasing need for general needs and supported housing across the UK.

Average weekly rents

For General Needs accommodation range from £130.60 for two-bedroom homes to £208.82 for five-bedroom properties, generally increasing with property size.

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.

78

Local authorities

1291

General needs homes

531

Directly managed supported homes

1239

Agency Managed supported homes

286

Older person homes

In Supported and Older People Services, rents are £112.04 for bedspaces and £133.54 for one-bedroom homes, to £132.67 for two-bedroom and £171.38 for three-bedroom properties.

Carter

When Carter first applied to one of the Foyers, the written reports painted a bleak picture. Professionals described them as a significant challenge, and the references provided were overwhelmingly negative. Yet on the day of assessment, it was immediately clear to the Foyer team there was a difference between the person they were reading about and the person standing before them.

Many of the difficulties Carter had faced stemmed from being placed in unsuitable accommodation and receiving support which was neither trauma-informed nor rooted in advantaged thinking. That changed from day one at Doncaster Foyer.

Recently, Carter wrote a heartfelt letter to their project worker, Nathan, reflecting on the impact of this shift in support:

“To Nathan, I want to thank you for all the things you have done for me. From helping me to move in and settle into the Foyer, to always doing your best to be available when I need to have a chat. You reminded me of all I need to do, such as keeping my room clean and tidy. You helped me get my bus pass, you supported me when I got into college and then supported me when I left. You then took me to an open day to help me find a more appropriate course for me. You are always looking for opportunities for me and are sorting it out for me to volunteer at a café, and have supported me to get a diagnosis for my ADHD and EUPD. All the things people have promised me in the past and not delivered. I thank you. I appreciate it..”

We are incredibly proud Carter came to the Foyer, as it has given us the privilege of supporting them to transform their own life.

You said, **we did.**

Working with you to make changes

Over the last year you have fed back to us through different ways, including the TSM survey, via T4R and C4R, through performance surveys and face to face meetings about things you would like to see improved across our schemes and services.

We are happy to say we have been working hard in the background.

Here are some of the things we have implemented:

Older Persons Strategy

You told us: You wanted services which better reflect the needs of older residents.

We did: By speaking directly with residents in our schemes, we worked alongside you to shape our new Older People's Strategy, ensuring your voices are reflected in how services are designed and delivered.

Repairs and maintenance

- **You told us:** Repairs needed to be more reliable and better managed.
- **We did:** Residents helped assess and interview potential contractors, and new contractors are now in place, ensuring residents had a real say in who carries out work in their homes.

Complaint Management

You told us: Our complaint responses needed to be clearer and quicker.

We did: We appointed a new Complaints Resolution and Disrepair Manager. As a result, more complaints are now being responded to within agreed timescales

Resident Handbook

- **You told us:** Resident information needed to be quicker to access
- **We did:** We created the digital resident handbook with important sections on support, repairs and rents.

You said, we did.

Cost of living

- **You told us:** Residents were sometimes struggling with the rise in cost of living and managing debt.
- **We did:** We started to work with our parent, The Salvation Army and their financial inclusion team, to help residents work with case workers to minimise debts where possible.

Resident voice

- **You told us:** We needed to recruit more residents to have a say.
- **We did:** We relaunched C4R this year and already have over 40 members enrolled!

Excelling in supported housing

- **You told us:** Our supported services needed to continue to excel to support those aged 16+
- **We did:** All of our services which are Ofsted registered have received their accreditations!

Damp and Mould

- **You told us:** 129 customers (21.5%) who took part in the TSM survey told us they were experiencing issues with damp and mould in their homes.
- **We did:** We contacted all residents who reported damp and mould issues to assess their individual circumstances and identify any actions required.

Why your feedback matters

The changes above came directly from what residents told us over the last year. By taking part in surveys, meetings or scrutiny you will help shape the next set of improvements.

Jane

Jane* moved into a support service in Liverpool in 2025 following a period in temporary accommodation with limited support.

On arrival, she was experiencing challenges related to alcohol use, medication management, and her overall wellbeing.

Staff took a patient, person-centred approach, building trust at Jane's pace and providing both practical and emotional support. This included helping her register with a new doctor, introducing a structured medication routine, and supporting her to explore ways of reducing her alcohol use.

Through ongoing encouragement, Jane engaged with local health services, attended doctor appointments, and accessed support from Transforming Choices. While she has not yet accepted a treatment placement, she has completed an assessment and remains open to exploring this option in the future.

As a result of this consistent support, Jane has made positive progress, including improved medication management, a reduction in alcohol use, reduced incidents of challenging behaviour, and a GP-supervised reduction in prescribed pain medication. Staff have also encouraged participation in recreational activities, with Jane discovering a love of pool, helping her build positive relationships and spend more time engaging with others.

Jane continues to work towards her goals, developing confidence, independence, and healthier routines. Her journey highlights the importance of building trust, meeting people where they are, and celebrating each step towards positive change.

Name changed to protect anonymity.