

# Annual Report to residents.



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# Welcome to the saha Annual Report to residents.

This report is all about saha's performance over the last year.

Welcome to the saha Annual Report to Residents for 2018.

saha has been established for almost 60 years and we are an organisation with a rich heritage, as well as a record of constantly evolving and modernising to better meet the 'whole needs' of the people we serve. We have built a strong reputation as a provider of quality social housing and support services, and our customers include homeless people, young mothers, ex-offenders, the elderly and those with mental health issues, as well as other vulnerable groups.

We have seen a lot of change in the Association during the last year with the completion of the merger between saha and Chapter 1, and with this we have seen new opportunities develop that will benefit all those residents living in saha homes.

This report celebrates the achievements that have been taking place across the whole of saha in the last year. From residents moving on independently to their own homes, to the learning taking place in the discovery colleges, we have had a truly amazing year.

Although we operate as an independent organisation, and serve and employ people of all faiths and none, we are proud to be part of The Salvation Army Group and our strong values and servant leadership ethos remain a strong feature of the organisation. Stemming from these values is saha's holistic approach and distinctive focus on delivering accommodation and support services which not only meet immediate and urgent need, but also genuinely transform lives.



Commissioner John Matear

I invite you to read the 2018 Annual Report to Residents that showcases some of this work that has taken place in the last year.



saha is a diverse, specialist provider of supported housing and support services across England.

We provide a range of General Needs, Directly Managed and Agency Managed supported housing. Our principal focus is upon providing services to rough sleepers, young homeless people, young mothers, families and ex-offenders.



Our mission of 'Transforming Lives by providing solutions to homelessness and enabling residents to develop their own potential' runs through every aspect of the work that we do.

The way that we work, our culture, the decisions that we make and putting the needs and wellbeing of the people that we serve first are guided by our mission.

S

Servant  
Leadership

Our organisation has a Christian faith basis which includes welcoming and involving those of other faiths and backgrounds and those of none. Caring for other people and putting their needs first is the rock on which our organisation is built. Our style of leadership is participative and collaborative. As servant leaders we encourage, support and enable each other to achieve our full potential and abilities.

P

Passion

We have a strong affinity for our organisation's purpose and a compelling desire to see those whom society classes as vulnerable develop and flourish. This engages and motivates us to give the best of ourselves in our respective areas of work in the knowledge that we are contributing towards the fulfilment of people's lives and our mission.

I

Inclusion

We understand the richness that diversity brings and that a healthy community, whether that is our group structure, our residents, a scheme, estate, team or office, is one in which people feel they belong. Having a sense of belonging – feeling respected, valued for who you are, the talents you have, feeling a level of supportive energy and commitment from others – is when we work at our best and this is how we strive to work at saha. In the modern world, this also necessarily extends to being digitally included.

R

Respect

We believe that everyone should have a positive feeling of esteem and that we should show consideration for people whether they are our residents, colleagues, partners or others, by the way we conduct ourselves through our language and our actions.

E

Effectiveness

We believe in being solutions-oriented, achieving our objectives successfully and performing over the long term. In an environment of finite resources, we work with agility and efficiency and we are advantaged and innovative in our thinking.

At saha we are committed to continually improving our services across all the areas of our business and we do this by working alongside our residents and stakeholders to gather feedback on areas for improvement.

Our focus going through to 2021 will be to continue to 'Transform Lives' by providing opportunities for our residents in our housing services.



saha is regulated by the Regulator of Social Housing who set out the regulatory standards that we have to measure ourselves against to demonstrate that we are meeting the needs of our stakeholders.



We work with our residents across these standards to develop, where possible, changes to our services that will increase efficiency and resident satisfaction.

We will continue to monitor how we are performing against the four Consumer Standards during the coming year and we always value your opinions of how we can do this better.

We would like to thank all of our residents who give their time and commitment to us to help develop and shape saha services. **If you would like to help us shape our services in the future please get in touch:**



0800 970 6363



@SalvationarmyHA



haveyoursay@saha.org.uk



/SalvationArmyHousingAssociation



# Scrutinising our performance.

At saha we set ourselves performance targets against the services that we offer. We use this information to drive our services, analysing the data to see what is going well and where we need to make improvements.

saha's year end (2017-18) figures are given below:

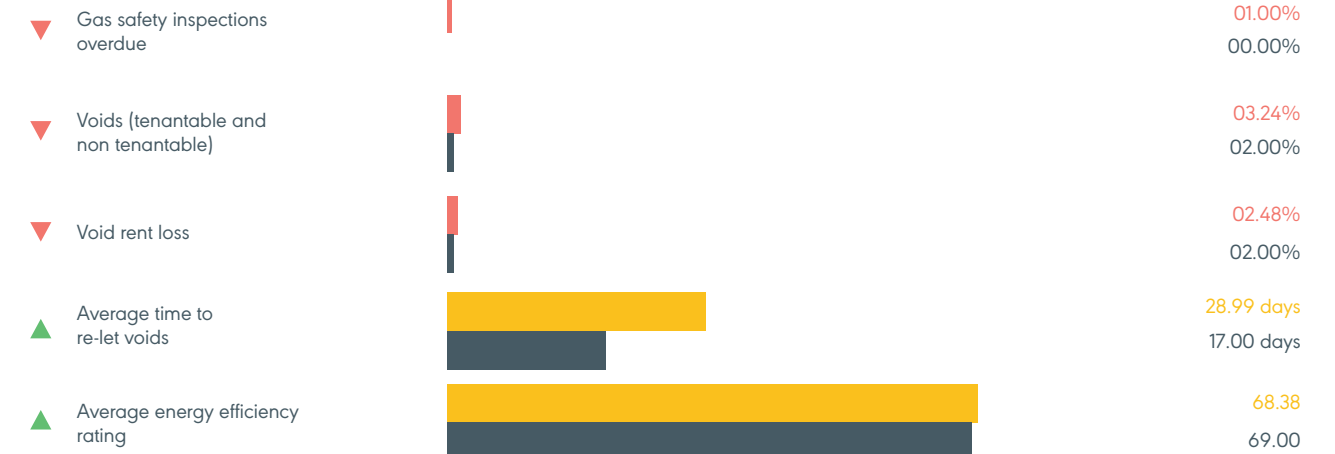
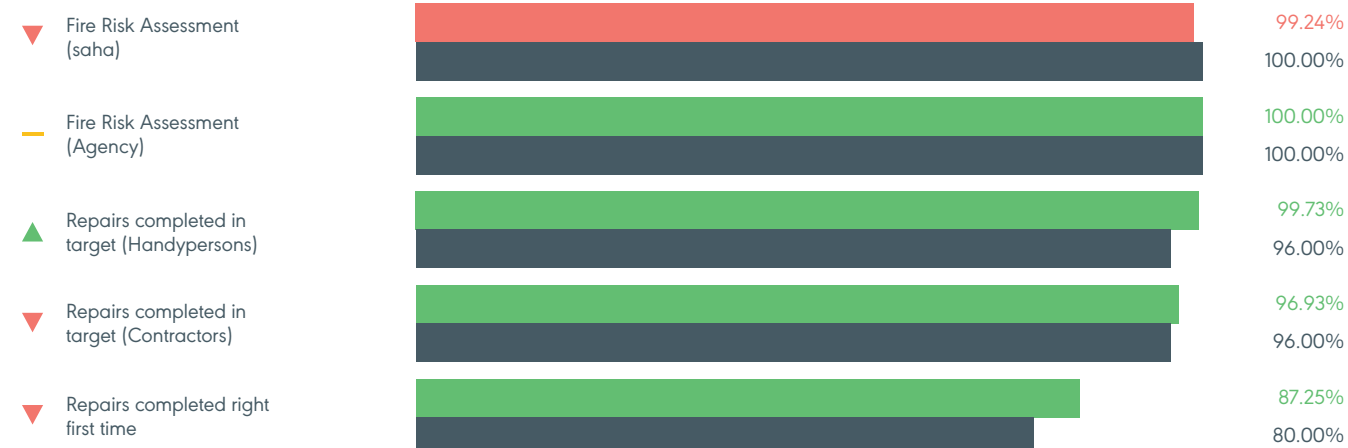
## People



## Residents



## Homes



## Business



### Key



▲ ▼ Movement on 16/1 (year end)





Together **4** Residents

## Hello from T4R!

We are the resident scrutiny panel here at saha.

T4R stands for Together 4 Residents. Following saha's merger with Chapter 1 we took the opportunity to create a new resident scrutiny panel that is truly representative of the combined organisation. T4R comes from the previous saha R2R (Resident2Resident) panel and resident representatives from the former Chapter 1 local services.

T4R meets regularly throughout the year to discuss important service-related questions and look to see where improvements can be made. We do this as a group; we all agree the topics to be reviewed and then we circulate this for feedback from other residents before we begin our reviews.



All our recommendations are presented in reports to the saha Board for consideration and potential implementation.

## Why I get involved in T4R:

### Steve

"The reason we get involved with T4R is to help residents and saha make living in saha properties enjoyable and safe living"

### Margaret

"The reason for my involvement in T4R, is to assist saha with ideas about what their tenants can do to get involved and ways they can communicate in their day to day lives. This was also to help with input on how saha can deal with tenant's repairs, complaints and other everyday activities. Being with T4R has broadened my scope."

### Shomaila

"Getting involved has given me more self-confidence. I feel that my views are listened to and respected. T4R meetings have a good vibe"

### Valerie

"It's really interesting to be involved and to meet other Residents from different schemes. I learn a lot from them"

### Caroline

"I got involved with T4R because I like meeting people and it is good to meet the other residents from the other schemes. I like to see how all the schemes all work differently from general needs to sheltered accommodation"

## What has T4R helped to achieve?

The last year has seen the T4R panel present reports to the Board on 'feeling safe' and 'resident surveys' and they have been the driving force behind visits to schemes and the new saha rewards scheme.



## Who we are

saha is made up of a strongly diverse community.

We are passionate about our mission to 'Transform Lives' and we are committed to knowing all about our residents, from what your talents are to your family make up. By being aware of who makes saha the Association that it is and what your individual needs are, means that we can truly help to transform lives.



**1,694**  
Bed Spaces  
Agency Managed Centres

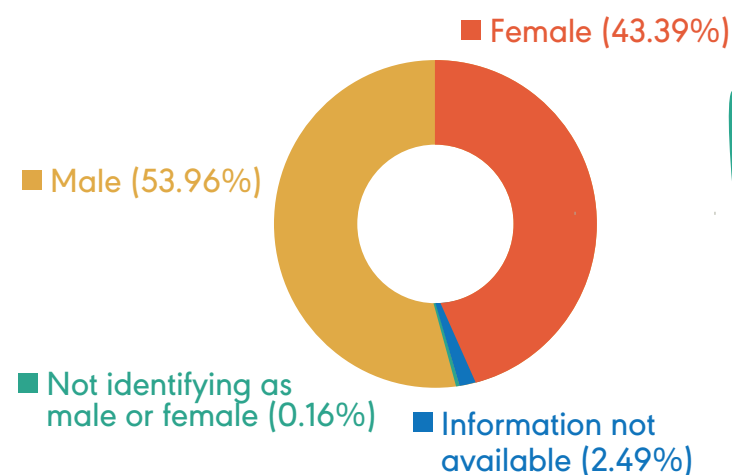


Residential Properties



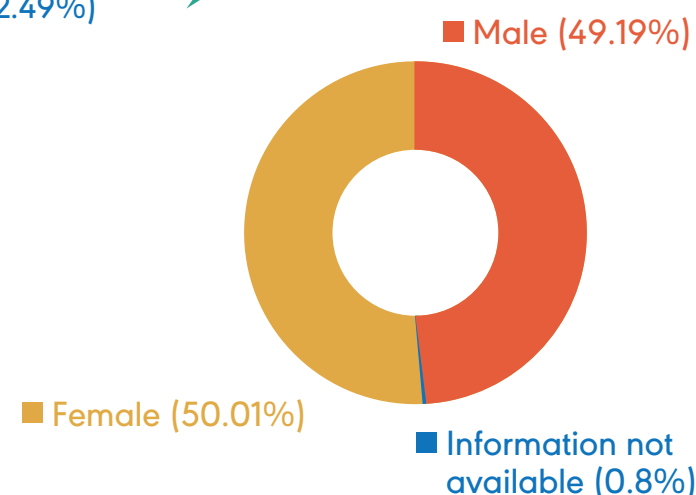
Student Accommodation

We manage over **728 residential properties** on behalf of The Salvation Army, providing a housing management service throughout the country. We also provide a supported housing inspection service to The Salvation Army and a number of external bodies and a housing management accredited service to supported housing providers.



At saha we have a breakdown of the following in terms of gender:

**Supported Housing**  
Male: (53.96%)  
Female: (43.39%)  
Not identifying: (0.16%)



What we know about you

**Older People Services**  
Male: (53.85%)  
Female: (44.74%)

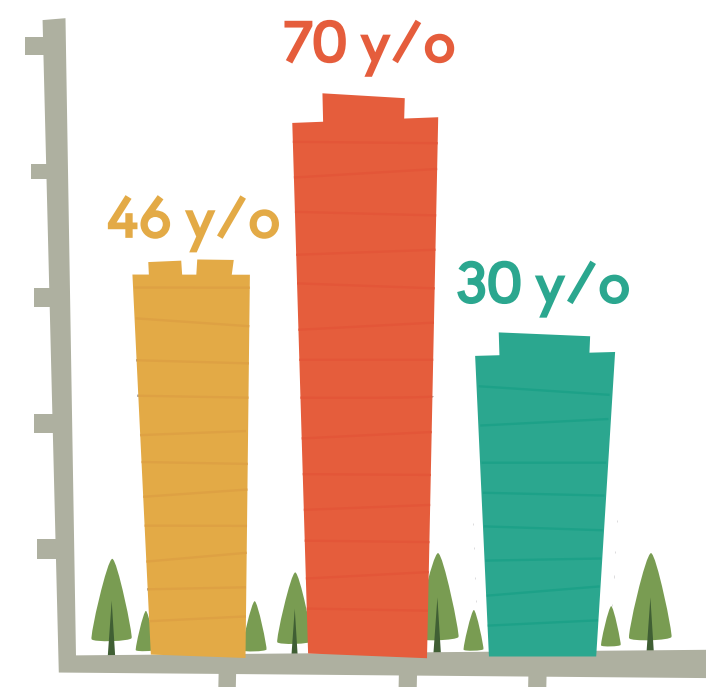
**1,242**  
Homes  
General Needs

**292**  
Bed Spaces  
Accommodation for over 55s

**58**  
Bed Spaces  
Registered Care Homes

saha operates in 86 different local authorities across England. The housing and support that we provide can be categorised as the following:

**650**  
Bed Spaces  
Directly Managed Supported Housing



Here at saha the average age of our residents broken down by housing type is:

**Older Peoples services** - 70 years old

**General needs** - 46 years old

**Directly Managed services** - 30 years old

At saha we have a breakdown of the following in terms of gender:

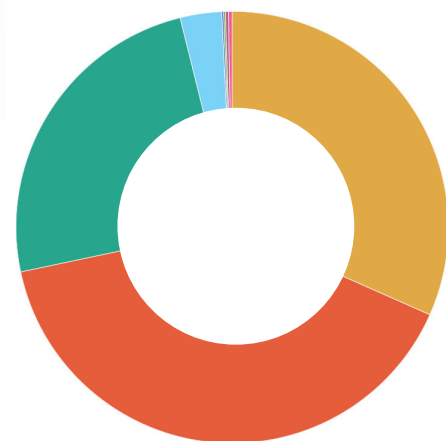
**General Needs**  
Male: (53.85%)  
Female: (44.7%)



Our residents speak a total of 20 different languages ranging from Arabic to English to Spanish!

There are many different religions celebrated in the saha community, broken down as:

- Christian - 30.59%
- No information - 23.63%
- Judaism - 0.13%
- Buddhist - 0.22%
- No Religion - 28.72%
- Islam - 3%
- Sikhism - 0.13%
- Hindu - 0.27%



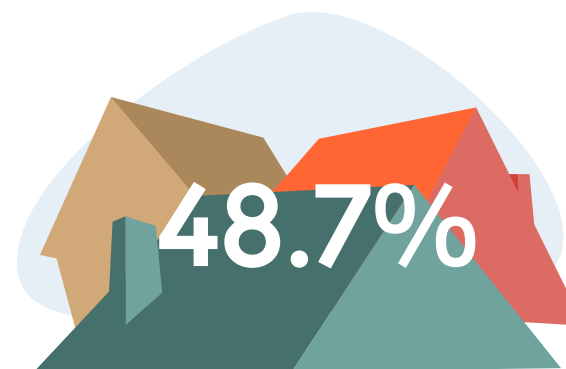
## General Needs Homes

**23.4%**

of our residents in our General Needs homes are in work.



28.09% are in receipt of benefits  
12.37% are actively seeking work  
4.43% are unemployed  
3.2% are retired  
0.93% are in training  
0.31% volunteer

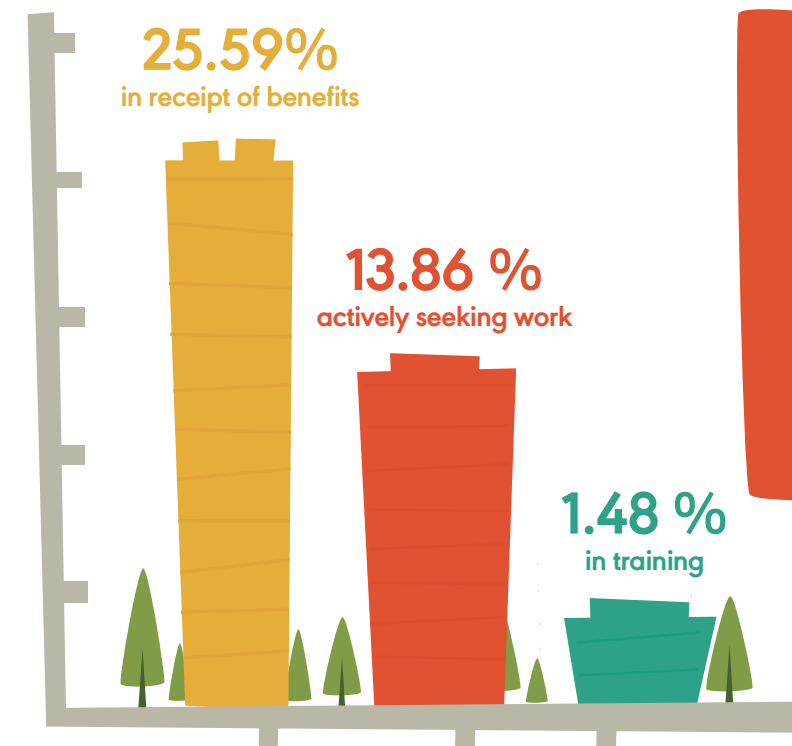


48.7% of residents have lived in their general needs homes for 5 or more years.

**6.69%**

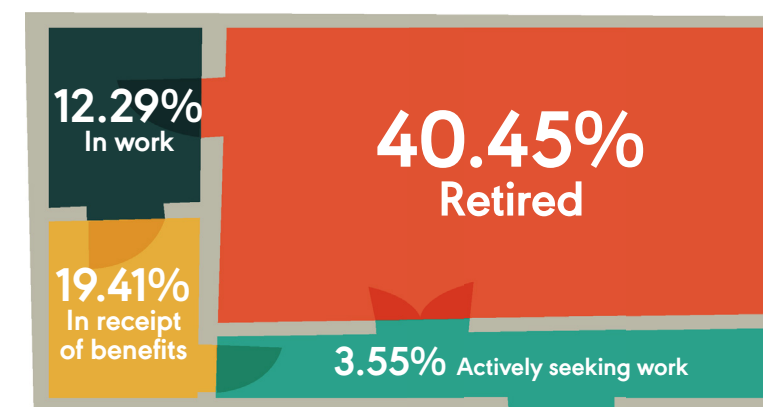
6.69% have lived in their homes for 20 or more years!

## Supported Homes



3.79% of our residents in our Supported homes are in work  
3.30% are unemployed  
0.66% are not seeking work  
0.16% are carers

## Older Peoples Service Homes



## In Closing

Knowing this information helps us to tailor the services to what you need them to be, as at saha we want to **empower our residents to develop their own potential**, and having this information is just as important as the relationships that we build.



It's not just the residents and staff that make us stand out though, we have an amazing group of volunteers who give their time each week to help support our staff and residents.

## Flo's case study

"Having been a Salvationist for many years and worked in the hostel for at least 11 years I have always been aware of the isolation and vulnerability of people when life has for many reasons put them into this situation. Becoming a befriender as a volunteer with saha gave me the opportunity to identify, along with Julie and Lynn, the people who needed some help. Sometimes just a visit, a cup of tea and a chat made such a difference.

For people to be able to share some of their life's history in confidence to someone was a great relief. The opportunity as well to encourage them to come out and meet others in the coffee mornings and activities on site was also lovely to see. For me as a volunteer there are great rewards. The satisfaction you feel when someone opens the door and is so pleased to see you is great. I have learned so much from speaking to people here making friends and sharing in some of their most painful moments is very humbling. So I would encourage anyone with an hour or so a week to spare to give that time to volunteering."



## Gary's case study

"In the summer of 2016, I saw that saha had a volunteering position available working within the ICT department at their contact centre in Bolton. Having just started a computing course at a local college, I thought that this would be a great opportunity for me to gain some hands on experience in the IT industry, with saha receiving an extra pair of hands - kind of a win-win situation for all involved. Two years later - I'm still here, and learning something new every time I step into the office.

From resetting users' passwords to configuring laptops, the technical knowledge I have gained in this role has proved vital for my studies - having recently completed the first year of a computing HND with 15 distinctions achieved from 15 assignments. On a personal note, my saha ICT mentor, Nick Houghton, has placed a huge amount of trust and faith in myself by exposing me to the daily tasks needed to keep the computer systems of a 'not for profit' ticking.

Finally, the biggest compliment I can bestow upon the countless saha employees I have come into contact with is that I have been accepted, embraced, and treated as if I was a full time employee.."





# Salvation Army Housing Association Board

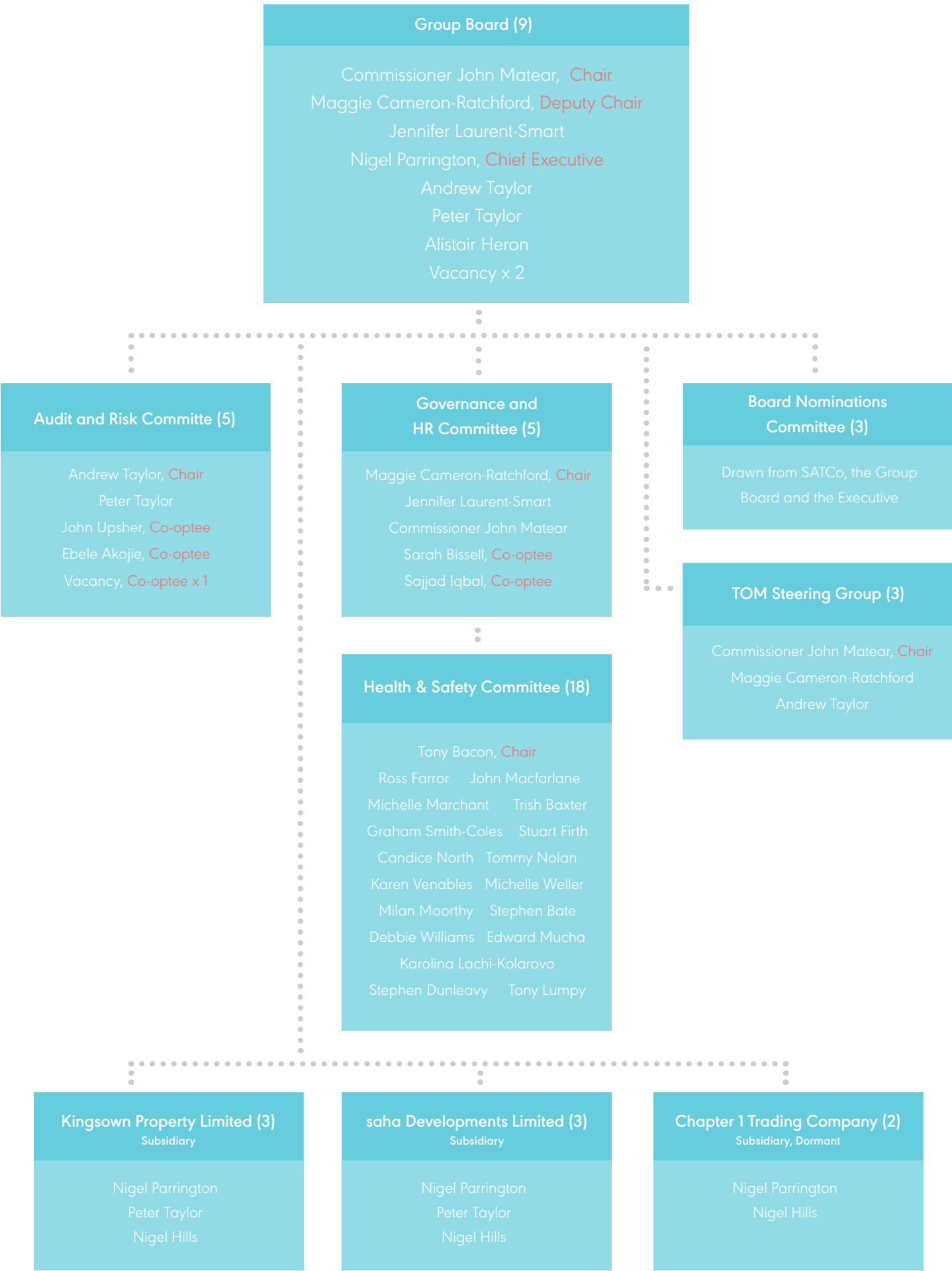
## Committee and Subsidiary Structure

saha’s governance framework helps to ensure excellent leadership from the Board and makes accountability real to residents, the Regulator and other stakeholders. The framework helps to provide for:

Effective relationships within saha, its Board, staff and residents that help the Board to monitor performance and make well-informed, well-judged and transparent decisions.

Effective intra-group relationship with The Salvation Army that helps to deliver added-value services both to saha and its residents.

Effective financial management, risk management and control to secure continued viability and growth.





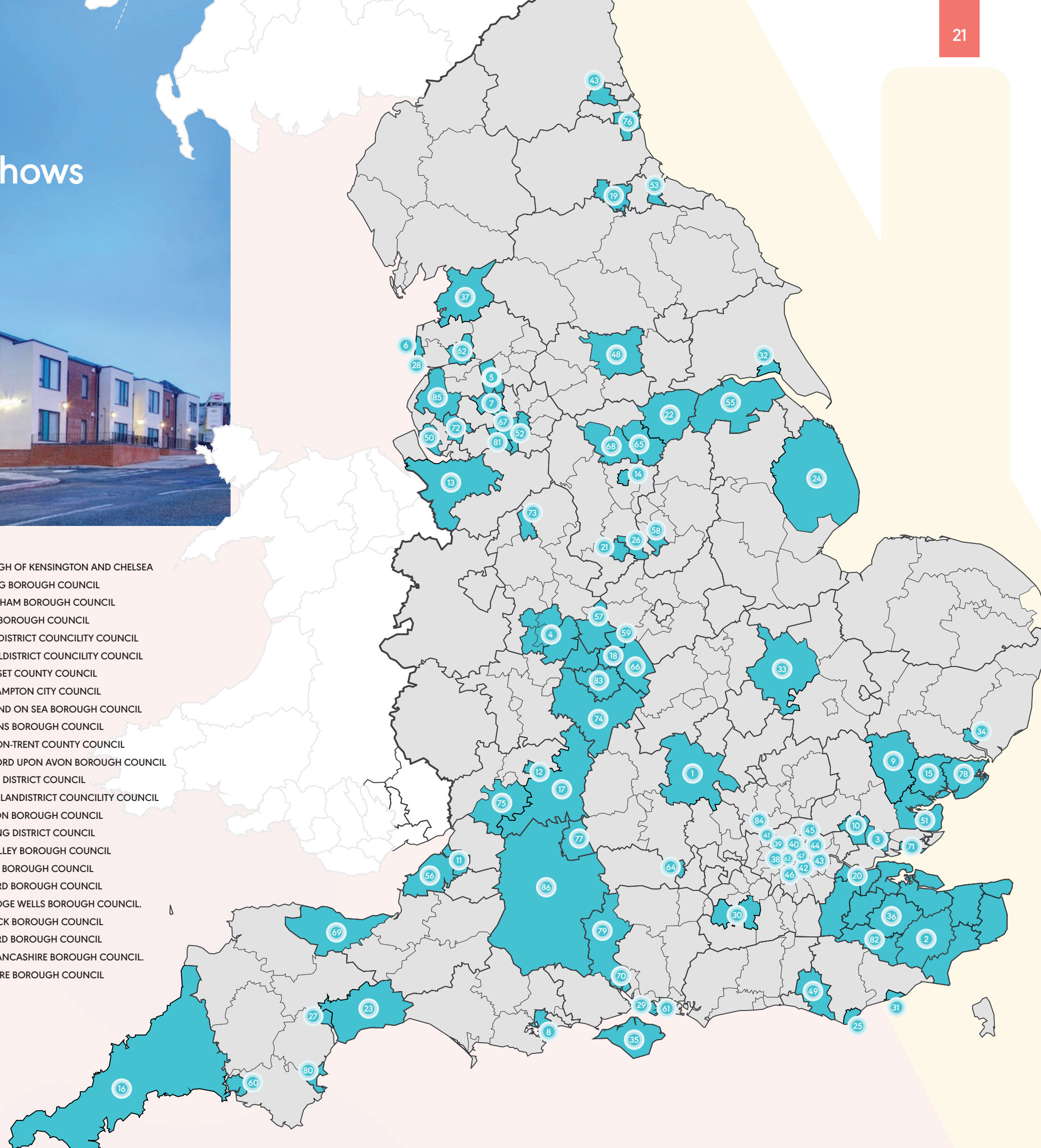
We have services in 86 Local Authorities, the map opposite shows where we operate.



- 1 - ALYESBURY VALE BOROUGH COUNCIL
- 2 - ASHFORD BOROUGH COUNCIL
- 3 - BASILDON BOROUGH COUNCIL
- 4 - BIRMINGHAM CITY COUNCIL
- 5 - BLACKBURN WITH DARWEN BC
- 6 - BLACKPOOL BOROUGH COUNCIL
- 7 - BOLTON BOROUGH COUNCIL
- 8 - BOURNEMOUTH BOROUGH COUNCIL
- 9 - BRAINTREE DISTRICT COUNCIL
- 10 - BRENTWOOD BOROUGH COUNCIL
- 11 - BRISTOL CITY COUNCIL
- 12 - CHELTENHAM BOROUGH COUNCIL
- 13 - CHESHIRE WEST AND CHESTER COUNCIL
- 14 - CHESTERFIELD BOROUGH COUNCIL
- 15 - COLCHESTER BOROUGH COUNCIL
- 16 - CORNWALL COUNCIL
- 17 - COTSWOLD DISTRICT COUNCIL
- 18 - COVENTRY CITY COUNCIL
- 19 - DARLINGTON BOROUGH COUNCIL
- 20 - DARTFORD BOROUGH COUNCIL
- 21 - DERBY CITY COUNCIL
- 22 - DONCASTER BOROUGH COUNCIL
- 23 - EAST DEVON DISTRICT COUNCIL
- 24 - EAST LINDSEY DISTRICT COUNCIL
- 25 - EASTBOURNE BOROUGH COUNCIL
- 26 - EREWASH BOROUGH COUNCIL
- 27 - EXETER CITY COUNCIL
- 28 - FYLDE BOROUGH COUNCIL
- 29 - GOSPORT BOROUGH COUNCIL
- 30 - GUILDFORD BOROUGH COUNCIL
- 31 - HASTINGS BOROUGH COUNCIL

- 32 - HULL CITY COUNCIL
- 33 - HUNTINGDONSHIRE DISTRICT COUNCIL
- 34 - IPSWICH BOROUGH COUNCIL
- 35 - ISLE OF WIGHT COUNCIL
- 36 - KENT COUNTY COUNCIL
- 37 - LANCASTER CITY COUNCIL
- 38 - LONDON BOROUGH OF HAMMERSMITH & FULHAM
- 39 - LONDON BOROUGH OF BRENT
- 40 - LONDON BOROUGH OF CAMDEN
- 41 - LONDON BOROUGH OF HARROW
- 42 - LONDON BOROUGH OF LAMBETH
- 43 - LONDON BOROUGH OF SOUTHWARK
- 44 - LONDON BOROUGH OF TOWER HAMLETS
- 45 - LONDON BOROUGH OF WALTHAM FOREST
- 46 - LONDON BOROUGH OF WANDSWORTH
- 47 - CITY OF WESTMINSTER
- 48 - LEEDS CITY COUNCIL
- 49 - LEWES DISTRICT COUNCIL
- 50 - LIVERPOOL CITY COUNCIL
- 51 - MALDON DISTRICT COUNCIL
- 52 - MANCHESTER CITY COUNCIL
- 53 - MIDDLESBOROUGH BOROUGH COUNCIL
- 54 - NEWCASTLE CITY COUNCIL
- 55 - NORTH LINCOLNSHIRE COUNCIL
- 56 - NORTH SOMERSET DISTRICT COUNCIL
- 57 - NORTH WARWICKSHIRE COUNCIL
- 58 - NOTTINGHAM CITY COUNCIL
- 59 - NUNEATON AND BEDWORTH BOROUGH COUNCIL
- 60 - PLYMOUTH CITY COUNCIL
- 61 - PORTSMOUTH CITY COUNCIL
- 62 - PRESTON BOROUGH COUNCIL

- 63 - BOROUGH OF KENSINGTON AND CHELSEA
- 64 - READING BOROUGH COUNCIL
- 65 - ROTHERHAM BOROUGH COUNCIL
- 66 - RUGBY BOROUGH COUNCIL
- 67 - SALFORD DISTRICT COUNCIL
- 68 - SHEFFIELD DISTRICT COUNCIL
- 69 - SOMERSET COUNTY COUNCIL
- 70 - SOUTHAMPTON CITY COUNCIL
- 71 - SOUTHEND ON SEA BOROUGH COUNCIL
- 72 - ST HELENS BOROUGH COUNCIL
- 73 - STOKE-ON-TRENT COUNTY COUNCIL
- 74 - STRATFORD UPON AVON BOROUGH COUNCIL
- 75 - STROUD DISTRICT COUNCIL
- 76 - SUNDERLAND DISTRICT COUNCIL
- 77 - SWINDON BOROUGH COUNCIL
- 78 - TENDRING DISTRICT COUNCIL
- 79 - TEST VALLEY BOROUGH COUNCIL
- 80 - TORBAY BOROUGH COUNCIL
- 81 - TRAFFORD BOROUGH COUNCIL
- 82 - TUNBRIDGE WELLS BOROUGH COUNCIL
- 83 - WARWICK BOROUGH COUNCIL
- 84 - WATFORD BOROUGH COUNCIL
- 85 - WEST LANCASHIRE BOROUGH COUNCIL
- 86 - WILTSHIRE BOROUGH COUNCIL





# Here at saha we have had an exciting year with lots to celebrate!

The saha merger with Chapter 1 was completed in September 2017, seeing the organisation grow into one of the largest providers of supported housing in the UK!

Across the organisation we saw a lot of amazing events and good news take place, below are just a few highlights of the fantastic work that has been taking place.

## Kitty Wheeldon grant funding

We are delighted to announce that Kitty Wheeldon Gardens in Sale has been successful in receiving grant funding. The Salvation Army were initially approached by a charitable trust to offer a potential final gift as the trust is winding down.

The Housing Team consulted with residents on what they would like to see investment in with the residents choosing the conservatory and the brickwork in the courtyard.

The conservatory was built over 20 years ago. The residents use this as a place to meet, however, there are some foundation problems and they wanted to extend the current conservatory to the gable end and have a proper extension roof on the existing one.

The brickwork in the communal garden is completely perished and needs replacing. The residents on the scheme play an active part in the up-keep of the gardens and have won awards over the years. They feel this would be a great benefit to the community and will ensure residents are involved in making the scheme a beautiful place to visit.



## Times Top 100

saha once again featured in The Sunday Times Top 100 Not-for-Profit companies to work for list. We are proud to be 41st in the list. This year also saw us place at number 16 in the best housing associations to work for list.

The survey of all saha staff covers opinions on the organisation, how staff feel to work for saha and how proud staff are to be a part of saha.



## Welcome to The Croal

Our stunning new development of affordable 1 and 2 bedroom properties located in Bolton Town Centre has welcomed its newest residents!

The Croal sits on the former site of three empty houses formerly used by staff at the now demolished Gilead House Hostel.

The £3m scheme was funded from three main sources; a loan taken out by saha whose repayments are funded from the rents paid by residents, grant funding from Homes England (central government), and internal funding from saha's own resources.

The Croal combines town centre living with an affordable rent. The Croal is located close to Muamba House and is the pilot for our Stay and Save programme.

The Stay and Save programme will offer the opportunity for those residents on a 5 year fixed term tenancy to receive cash back at the end of their tenancy dependent on meeting the terms of the programme.



## St Helens partnership with The Salvation Army

Our St Helens services have recently partnered with The Salvation Army Corps to create The Community Hub. The open day celebrated the partnerships, not only between saha and our parent organisation The Salvation Army, but the many local agencies who joined with us to create a new and innovative offer to the residents in the St Helens community. The Hub will be a focal point where people can come together to tackle social isolation and worklessness, all in a welcoming environment.





## Doncaster Foyer and The Prince's Trust Team projects

Residents from Doncaster Foyer teamed up with The Prince's Trust to deliver community projects in and around the Foyer.

The team project is a 12-week personal development programme, offering the chance to acquire new skills, gain a qualification and meet new people.

When residents sign up they are challenged to:

- Take on their own group community project, making a positive difference to the place where they live
- Take part in an action-packed residential trip
- Get two weeks' work experience in something they're interested in
- Develop their English and Maths skills

As part of the course, time is also spent developing their interview and CV skills to ensure that their confidence level is sky-high for when taking the next step.

Residents at the Foyer have also been taking part in two team projects.

The first project involved residents revamping a local church community room. The room was used to provide hot meals for local homeless people.

Residents fundraised to cover the costs of all of the materials used in the project.

The second project saw the residents create a video that helps to explain what homelessness means to them and how life is for them at the Foyer.

The video highlights case studies from the Foyer residents outlining their journeys at Doncaster Foyer.

## Discovery Colleges

saha's Discovery Colleges offer our residents an opportunity to develop their talents. The staff know that everyone is a creative person and has the capacity to create their own path in life.

The Discovery College courses are delivered by a mixture of volunteers, Foyer staff and the occasional paid tutor for specialist courses. You can read more about our discovery colleges on page 39.

The courses are designed to take residents to the next level and help develop their own pathway

whilst recognising their own talents. During 2017-18 132 people attended the Braintree Discovery College with a total of 2969 attendances, not including those who attended the Discovery College live gigs!

The attendees ranged from current and past residents of the Foyer, visitors from our general needs properties and members of the local community! The Discovery College delivered a multitude of courses from health and wellbeing topics like Gym sessions and 'Ladies that lift' (women only sessions) to building positive relationships and Careers and Story Lab.

## Story Lab

Story Lab is a project within Discovery College funded by the Braintree Youth Strategy Group. It aims to give students the skills to use Social Media productively and to avoid some of the potential dangers posed by social media. As part of this aim the Foyer are seeking to build partnerships with other organisations who can provide opportunities for saha's young people.

One partnership we have built has been with Asbo Magazine, a fashion magazine which aims to give young people from non-privileged backgrounds the opportunity to gain experience and access careers in the fashion industry. Foyer residents were given the opportunity to take over Asbo's social media accounts during specific events including being invited to take over the

Instagram account for ASBO Magazine for Graduate Fashion Week.

In total, four young people and one member of staff attended two days of the event, capturing photo and video content for both Instagram posts and Stories. The content created in that week reached almost 10,000 people and the young people got to experience the challenges and successes of representing a 'client' at a high profile event. Feedback has been extremely positive, with Davide Wheller, the ASBO Magazine editor said, "We're thrilled that you delivered everything you promised, got our content out to more people and increased our followers."

The coming year will see a greater emphasis on Independent Living Skills and Tenancy Sustainment courses that will lead to accredited AQA awards for the Foyer residents.

## How the Cowan Fund has helped residents

saha supports the personal development and initiatives of our residents by providing financial assistance to help with costs associated with training and employment opportunities through the Cowan Fund.

This could be helping with travel costs to interviews, offering help with training course costs or appropriate clothing for work.

**This year the Cowan Fund has helped towards:** Workshops that are facilitated at our Discovery Colleges, funding for provisional driving licences and equipment for social inclusion activities.



Transforming Lives underpins all of the work that we do at saha. We work with all our residents to help them reach their potential and get ready for the next steps in their journeys.



## Ronni

Ronni grew up in Liverpool with his family and after facing adversity in his childhood Ronni went on to spend time in prison. After his release Ronni was street homeless before applying to live at saha's Mildmay House.

Since Ronni has been at Mildmay House he has begun to volunteer with 2 separate charities in the local area helping to distribute clothing to those living on the street and working with veterinarian services to help care for those with animals on the streets. He also helps the other residents in the service as the resident representative, helping them both practically and helping to signpost them to services and activities.

Ronni is using all of the skills he is learning during his time as the resident representative and as a volunteer to gain experience that he is hoping to use in his dream job of being a support worker.



## Joe

We got to know Joe back in late 2015; he was the boyfriend to one of our residents. Joe was having issues at home, this came to a head and Joe became street homeless. Joe would then stay with his girlfriend 3 nights a week. Joe was advised to apply to live at Braintree Foyer and moved in in March 2016.

Since then Joe has worked hard with staff to gain independent living skills and to build confidence. Joe has made new friends via the Foyer, has been involved in some great projects and has been on trips.

Joe is now packing his last few items as he prepares to move in to a saha general needs property, the same week that Joe starts his new job!





# It's important to us that you're able to get in touch in a way that suits you.

The last year in numbers:



## Your feedback

saha strives to provide the highest quality service to each and every one of our residents. We carry out a number of surveys each year with our residents to find out how satisfied our residents are with our services. This year you told us:





# How we will improve

The Get Involved team will be visiting each scheme across the country to talk with residents about the ways in which they can get involved and look at new initiatives like saha rewards to get residents involved in a way that best suits them.

Our housing team are working with residents to gather feedback about their local areas and the services that they would like to see. We are looking at a training pilot in the Midlands to help decrease social isolation and worklessness.

## Learning from feedback

We received a complaint regarding a local procedure at a service – going forward staff will review local handbooks with residents on an annual basis.

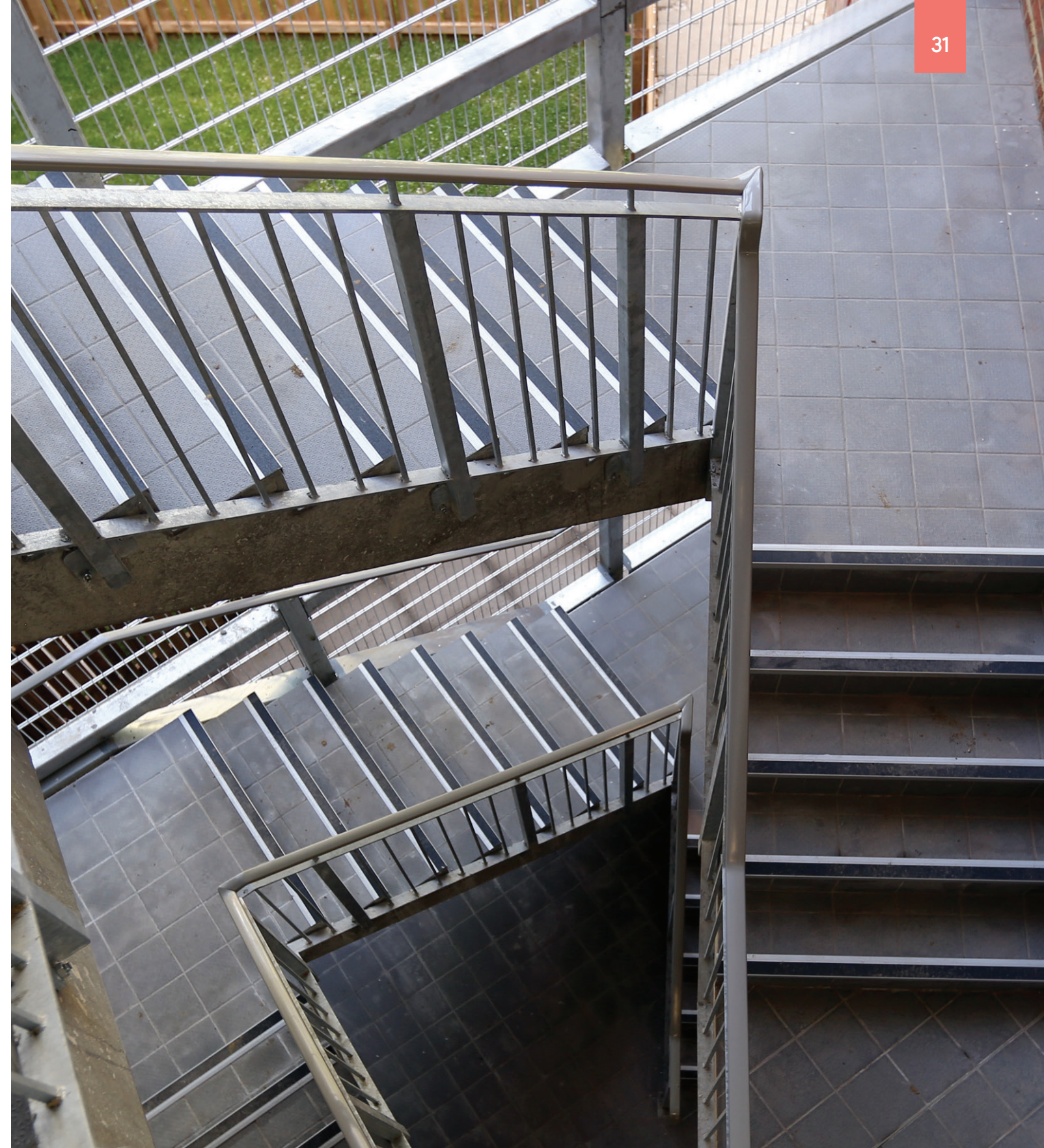
We received a complaint regarding a local scheme service – going forward saha will keep residents updated on progress and incidents within the service via notices, text messages and link work sessions.

To make residents aware of their right to call up a review if they are dissatisfied with the service and feel they are not being heard.

## Support outcomes

At saha we collect information and measure against a whole range of support outcomes from our supported housing service. Below are 10 key areas that we focus on and measure against the national average.

There are areas where our performance is below the national average benchmark and in the coming 12 months we will seek to develop and deliver better outcomes for residents in these areas.



Our values lie at the core of our culture, and describe the way that we work, guiding our behaviours and decision making and enabling us to give the best of ourselves and to put the needs and wellbeing of the people we serve first.



# Planned improvement

saha have completed a number of planned improvement programmes to our homes over the last year. saha are dedicated to improving the overall quality of our homes including better energy efficiencies for our residents. Our focus has continued to be on addressing electrically heated properties and replacing these with more efficient and controllable systems.

In the last year we undertook an extensive programme to install new gas main connections to a number of saha schemes in the South East, North East and Midlands regions, together with the installation of new gas central heating systems to replace outdated electric heating. Where it was not possible to install gas central heating we installed 'next generation' Quantum Dimplex storage heaters and hot water cylinders.

In the 2017 /18 planned maintenance programmes we installed 170 properties with gas mains and gas central heating and a further 103 properties had their electric heating and hot water systems replaced with next generation storage heaters and hot water cylinders, which are proven to be up to 25% more efficient.

## 103

Heating and hot water systems replaced with next generation storage heaters and hot water cylinders

## 170

Properties installed with gas mains and gas central heating

Further planned maintenance also took place to include external decorations, window and door replacements, kitchen replacements and where possible roof renewals. saha undertook works to a number of our Lifehouses that included:

Cluster kitchens in Charter Row being updated and future proofed to meet the emphasis on independent living.

Lyndon House had upgrades to communal shower rooms and Kings Ripton Court had upgrade works to a number of fire doors.

Following the recent acquisition of Chapter 1 services we have been making a number of improvements to the services including: Internal and external decorations, kitchenette replacements, floor coverings replaced, bathroom replacements and double glazing to name a few!

## 95.8%

Upon completion of all works all residents are given a customer satisfaction form to provide feedback and measure KPIs. Based upon the surveys that have been returned and analysed to date, Saha has achieved 95.8% resident satisfaction, with the majority of residents indicating they were "very satisfied" in all aspects of the delivery of the works. Saha also independently contact residents via the Customer Service Centre, in order to validate the surveys. A 10% sample of those residents who had been rated as satisfied, were found to be accurate against those provided by the contractor.

As part of the Essex and Kent areas contract, the contractor committed to giving £5 towards a community project of saha's choice for each installed boiler as part of the planned works. The regional Housing and Asset Management staff are working with the contractor and local residents to identify a suitable community project in which to invest the contribution.

Riverside House has recently been refurbished and during this feedback was received about the condition of the games room and adjacent kitchen. The consultant managing the works donated the labour to paint the rooms and the contractor undertaking the works very kindly donated the paints and materials.





## What's next?

As you've seen from this report there have been a lot of positive things that have been happening at saha over the last year but what about next year? How are we going to continue to Transform Lives?

This year we have reviewed our corporate strategy and we have identified 4 priority areas for saha over the coming years.



These strategic priorities will focus on saha's commitment to improve our performance across all of our business and will help us to continue to grow how we measure, understand and improve enabling saha to strengthen both its social business activities and its capacity to serve customers in the long term. saha will be focusing on the following strategic priorities:

1

Transforming  
Lives

### Transforming Lives

Our Transforming Lives offer will provide opportunities for people in either general needs, sheltered or supported housing to develop their own potential and transform their lives. In schemes supported by public funding, and where we can deliver maximum impact, we will optimise our capacity to cross-subsidise support services from the proceeds of our commercial business operations.

2

Viability &  
Governance

### Financial Viability and Good Governance

Financial Viability and Good Governance is a key strategic priority. Our vision to be a long term thriving social business.

3

Digitisation

### Digitisation

In an ever increasing digital by default society, we will look at ways we can embrace digital technology to develop services that are intuitive for customers to use and accessible from anywhere, anytime.

4

Organisational  
change

### Organisational and Cultural Change

We will ensure that our staff cultures and behaviours are closely aligned with our values and that the way in which we provide accommodation and services enables residents to create their own path to independence, and to realise their full potential. We will continue to strategically appraise our property assets, and will only invest in assets with a long term future, as these underpin the financial viability of our organisation.



# Specific Projects - Support Outcomes

saha will be working with our managing agents to monitor and evaluate the support and outcomes in our services. We will be looking at different factors of the support programme and working with our residents to help them continue on their journey.

saha will be looking at a range of support principles including:

- Our residents' emotional and mental health
- How our residents take responsibility for their own motivation
- How money is managed

We will work with our residents to map what positive changes are taking place during the support programme and where we can help residents progress in their journey.



# saha Rewards

The Get Involved team are rolling out a pilot this year called saha rewards.

The pilot will see a new customer loyalty group created who will be able to feedback to all departments in a structured way, offering clear goals and outcomes.

## How it'll work

Each member of saha rewards will earn points per activity that they take part in which can be swapped for vouchers.

We expect the rollout of saha rewards to be complete by April 2019, stay tuned for updates!





# Have your say

There are many ways in which you can have your say and help influence services.

We use all of the feedback that we get from you to make positive changes. You can get involved at one of our offices, from your service or scheme, you can even get involved from the comfort of your favourite chair. All you need to do is email us, call us or even drop us a message on Facebook or tweet us.

All it takes is a couple of minutes to let us know what you think and how we can improve!



0800 970 6363



@SalvationarmyHA



haveyoursay@saha.org.uk



/SalvationArmyHousingAssociation



## Listening to you!

Here at saha we are dedicated to listening to our residents and using your feedback to help shape the services that we offer.

We do this in a number of ways that meet the needs of our residents. In the last year we held in excess of 530 residents meetings, 169 coffee mornings, 3 scrutiny meetings and that isn't including activities such as arts and crafts sessions, I.T. classes or our Get Involved Roadshows.

### Feedback sessions organised



## Positive change

We use all of the feedback that we receive during these sessions to help make positive changes to our services. You can see some examples of how we have used your feedback below:

Our resident T4R scrutiny panel met this year to look at: Resident Surveys, Feeling Safe and planning of the Get Involved roadshows.

Some of the recommendations that have come out of the scrutiny meetings were:

- Rollout our resident involvement recording database for all of the saha services so that we can share best practice examples across all saha' services.
- Make changes to the safeguarding leaflets and include more signposting details.
- Identify more training options that residents can sign up for in their local areas.
- The Get Involved team to visit residents on their schemes to promote ways for residents to get involved.





## Get involved roadshows

This year also saw us start the Get Involved roadshows which saw the Get Involved team visit saha services and schemes up and down the country to get your feedback on how saha are performing against a variety of different topics including The saha Offer, the Customer Involvement and Insight Policy and training.

On the roadshows the team have so far visited 18 schemes this year and have spoken with over 100 residents.

The roadshows offer each resident the opportunity to meet a member of the Get Involved team to learn about the ways that each person can get involved with saha and give their feedback to help develop service delivery.

The Get Involved team will be continuing the Get Involved roadshows in the coming year.

## Commitment to talent

Open Talent is an initiative of the Foyer Federation to build a thriving network of Foyers focused on spotting, coaching and promoting young people's talents. Open Talent calls on those who work with young people to consider talent in the broadest possible sense; it is not an elitist word. Talent can be any positive characteristic or ability. By identifying and investing in these positives we can truly make a difference for young people and enable them to make a successful transition to adult independence.

Over the last few years saha have invested in a number of different initiatives that can be accessed by our residents to help identify, grow and nurture our residents' potential.

saha have a number of Discovery Colleges that are designed to enable our residents to try something different and test a particular skill they might have. The short courses are designed to allow our residents to develop their own pathways and develop existing skills. The courses are delivered by a mixture of volunteers and Foyer staff.

## Braintree Discovery College

At our Braintree Discovery College we saw 132 people attend for 2969 overall sessions! This isn't including those extra people who attended the Discovery College live events either.

The attendees are made up of current and ex-residents and have even included the local community.

At the Braintree Discovery College they have been delivering sessions on:

- Gym Sessions including 'Ladies that Lift' women only sessions
- Cooking Sessions
- Sound Academy (Music lessons, sound engineering, live wperformances)
- What Gives Meaning To Life (speakers from a range of backgrounds and beliefs talk about their life journey, their values and beliefs)
- Getting Into... (talks by people from different professions and industries)
- Digital Storytelling
- Careers and Story Lab
- Social Media
- Health and Wellbeing

The year going forward will see a greater emphasis on independent living skills and tenancy sustainment.



## Doncaster Discovery College

The Doncaster Discovery College delivered 30 different courses this year including one delivered by a current resident at the service!

In total 373 people attended the discovery college this year and following on from the courses 12 people went on to gain qualifications and 3 people gained employment!

This year saha have been fortunate in securing a contract to provide student accommodation which will provide a surplus in income that we want to use to develop some of our ongoing activities ranging from our talent bonds to our discovery colleges.

Sustainment courses that will lead to accredited AQA awards for the foyer residents.







# saha



[haveyoursay@saha.org.uk](mailto:haveyoursay@saha.org.uk)



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