



saha
Transforming Lives

Annual Report



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Welcome to the saha annual report

Welcome to the saha Diamond Anniversary Annual Report. This report is all about saha's performance over the last year; the 60th year since we began our journey of Transforming Lives back in 1959.

We have seen a lot of change in the Association during the last year, 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.

[We hope you enjoy reading the report.](#)



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

We provide a range of General Needs, Directly Managed Supported 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

saha's Governance Structure

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.

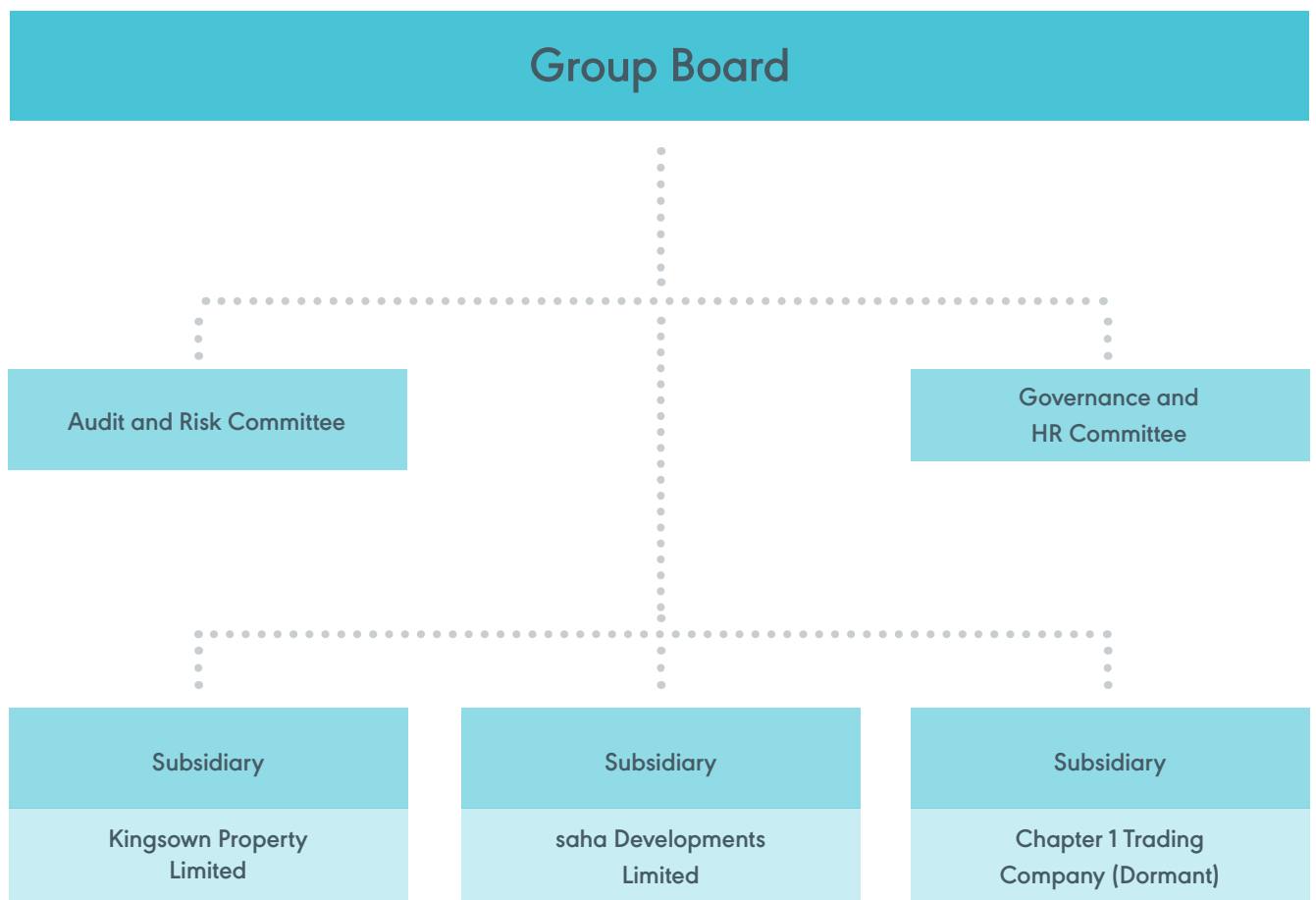
saha's governance framework helps to ensure excellent leadership from the Board and accountability to our stakeholders.

The framework helps to provide for:

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

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

Committee and Subsidiary Structure



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. We have a balanced scorecard of key performance indicators grouped into the four key areas of; People, Residents, Homes and Business. A summary of our performance against the main indicators is set out below

Key

We operate a colour coding for measuring our key performance indicators.

Green colour code

A green colour code indicates a good level of performance that is within, or better than, target

Amber colour code

An amber colour code indicates that whilst performance was not at the target level expected, it was better than performance at the previous year end

Red colour code

A red colour code indicates performance which has not met expected levels of performance and for which targeted plans are put into place to improve standards



*saha would like to confirm that the Fire Risk Assessment KPI did not achieve 100% at year end because of the cumulative effect on performance of one property having been inspected slightly outside its review cycle. Board were given assurance, however, that this property was inspected in the following month and all assessments were up to date at year end

£509,000
VFM saving

Built 39
New homes

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:



Asset Management

Responsive Maintenance and Compliance in 2018/2019:



We have made many internal changes to improve service delivery:

- Improved the speed of the authorisation process of works orders
- Utilised our principal contractors more based on Schedule of Rates to prevent delays in gaining quotes for works
- Improved internal communication to improve the customer experience
- Implemented new systems for managing compliance works
- Restructured the Property Services team to provide better management of service delivery
- Introduced Citrus Energy who are a Social Enterprise to clear off debt from gas and electric meters quickly and ensure our empty homes are ready for new tenants as soon as possible
- Reviewed our Void Policy and Procedure to improve performance time of voids to minimise the time properties are empty between tenancies

£4,122,084

Repairs and maintenance spend

£3,212,002

Major repairs spend

Stock Condition

saha has an on-going stock condition survey programme across its entire property portfolio, which enables it to maintain a fully up to date condition database to monitor and review the performance of the assets in terms of major repair programmes, decent homes standards compliance, energy efficiency and the Housing Health and Safety Rating System (HHSRS). **In 2018/19 we conducted 1,818 Stock Condition Surveys across our housing stock to maintain up to date information on the condition of our properties.**



Together **4** Residents



T4R is made up of residents from across saha's homes, who work together to help shape and improve our services.

Members bring a variety of different skills and perspectives to the group and focus on a particular service or issue.

T4R work together to carry out in-depth reviews of what is working and what might need improving in the services that saha deliver and produce reports of their findings to share with saha's Board.

T4R members have also visited saha schemes and met with others at residents' meetings, taken part in Get Involved roadshows and have helped to present saha's resident and volunteer awards across the year.

What has T4R helped to achieve?

We use all of the feedback that we receive during these sessions to help make positive changes to our services.

Our resident T4R scrutiny panel met this year to review service areas of Get Involved, Key to Key (voids and allocations) and Right First Time. They also looked 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:

- To rollout our resident involvement recording database for all of the saha services so that we can share best practice examples
- To make changes to the safeguarding leaflets and include more signposting details
- To 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

A word from the T4R chair – Caroline:



Hi my name is Caroline and I live in the Brindle Heath scheme in Salford.

Getting involved with T4R is a good way of meeting other residents who live in different schemes within saha and getting to know their opinions on services.

T4R meet 4 times a year to scrutinise the different services that saha offers us – its residents.

Being a member of T4R is very interesting and seeing recommendations being implemented and the positive changes this brings is rewarding.

One thing I will leave you with is: you can Get Involved in many ways as your opinion counts. It is a good way to build up your confidence and make a difference where you live.



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@SalvationArmyHA



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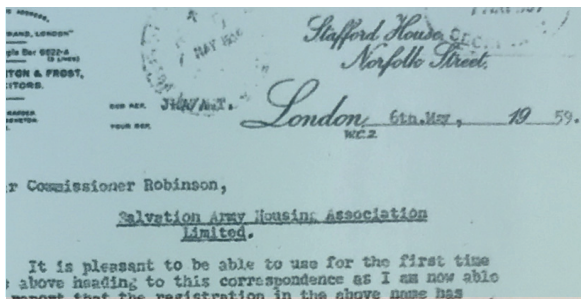
/SalvationArmyHousingAssociation

If you would like to know more about T4R and how you can get involved visit the saha website **saha.org.uk** or find us on **Facebook** or **Twitter**

History of saha

saha has developed a lot over the last 60 years and we are as committed as ever to our mission of 'Transforming Lives'. We would like to share our history with you.

1950s



saha was originally set up by The Salvation Army to manage the administration involved in housing newly retired officers.

1960s

In the late 1960's saha completed work on an old Salvation Army site in Essex and Board were considering applications from prospective residents.



1970s



The Housing Corporation, the Government regulator of housing associations, came into being as a result of the **1974** Housing Act.

1980s



Towards the end of the 80's there was an increase in homelessness, Edward Alsop was concerned the new housing point system was making it worse. In 1989 he spearheaded the sleep under the stars campaign, raising £32,268!

1990s

The flagship Braintree Foyer opened in **1994** with 33 bed spaces and an onsite Arts Centre. By the end of the nineties saha had opened an additional four foyers in Tyneside, Newhaven, Morecambe and Doncaster.



The Noughties



In **2002**, Her Majesty Queen Elizabeth II formally re-opened one of our refurbishment projects, the Booth House centre for single homeless people in Whitechapel.

2010 - Present

2010 - saha merged with our parent company The Salvation Army following an application to the Tenants Services Authority.

***The then Chief Executive Nigel Parrington said:**
"The new structure will help us to be more efficient in terms of costs and services".*

In **2019** saha said goodbye to Nigel Parrington following his retirement and welcomed new Chief Executive, Nigel Hills.



2017 - Chapter 1 became a subsidiary of saha in March of this year following the decision to combine the strengths of both organisations in 2016.

Transforming Lives

We asked some of our staff and residents what 'Transforming Lives' means to them:

Transforming Lives can mean a variety of different things to our residents, from a recent saha Rewards survey, our residents told us:

1

I think it's a great idea and to me it means everyone gets the chance to be supported through many different transitions in their lives

2

Transforming Lives is about giving people with multiple disadvantages the support they need to turn their lives around

3

Transforming lives, saha helps people who have had problems in their lives, offers people a safe home to live in and support where necessary

4

saha's strategic focus is on transforming lives. The organisation tries to do this through meeting, amongst other things, the physical and mental needs of individuals. In my case this means that, as an older single person, I am able to reside in an affordable home where I feel safe and valued. In addition, I am encouraged to get involved in activities that enable me to 'have a say' in issues that affect me and other residents. Being part of the saha family has certainly transformed my life

A Year in Support

Our mission is 'Transforming Lives by providing solutions to homelessness and enabling customers to develop their own potential'. We continue to work with our residents, staff, community partners and support service commissioners to develop and provide supported housing options to a variety of different client groups across the country.

A key objective in our Corporate Strategy is to effectively evaluate the impact and value of our Mission of Transforming Lives. To do this we use the 'Passport to Independence' model which utilises defined social purpose areas from which to monitor our progress toward 'Transforming Lives'.

Social Networks and Relationships

67% had commenced the Social Networks and Relationships Unit, **50% achieving a positive outcome**

Emotional and Physical and Mental Health

70% had commenced the Emotional and Physical and Mental Health Unit, **41% achieving a positive outcome**

Managing Tenancy and Accommodation

86% had commenced the Managing Tenancy and Accommodation Unit, **41% achieving a positive outcome**

Meaningful Use of Time

70% had commenced the Meaningful Use of Time Unit, **39% achieving a positive outcome**

Included within the Passport to Independence module we provide a Tenancy Sustainment Offer to residents which covers a further four units:

- Maximising Income Managing Money
- Moving In Moving On

- Being a Good Neighbour and Tenant
- Digital Skills and Digital Inclusion

In conjunction with the Passport to Independence, residents also have the opportunity to gain accredited AQA qualifications in each of the units and those of their own choice. Over the last financial year, we can report the following progress:

Maximising Income and Managing Money

74% had commenced the Maximising Income Managing Money Unit, **44% achieving a positive outcome**

Moving In and Moving On

64% had commenced the Moving in Moving on Unit, **32% achieving a positive outcome**

Being a Good Neighbour and Tenant

73% had commenced the Being a Good Neighbour and Tenant Unit, consisting of both current and new residents, **44% achieving a positive outcome**

Digital Skills Digital Involvement

67% had commenced the Digital Skills Digital Involvement Unit, consisting of both current and new residents, **56% achieving a positive outcome**

Transforming Lives Support Outcomes

In addition to the social metrics mentioned previously, saha also measure the results of the recorded support outcomes of residents that have left our services. A total of 549 directly managed residents passed through our services and their achievements are set out below:

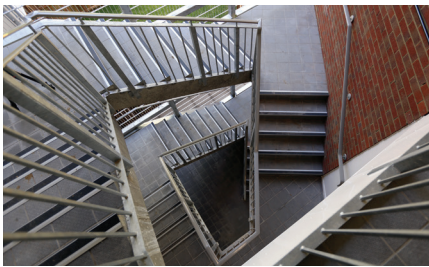
325

residents successfully moved on from our support in a planned way resulting in greater independence



427

residents were supported to maximise their income by claiming the correct benefits and reducing debts



169

residents were found to have established meaningful contact with family or friends

257

residents were better managing their physical health

210

residents participated in their desired training or education

85

residents were found to have better managed self-harm



88

residents gained a form of qualification

243

residents were better managing their physical health

390

were supported to avoid eviction and maintain their property, resulting in 245 remaining in their tenancy



284

residents secured/obtained settled accommodation

Principal Activities

Our principal activities are the development and management of social housing, primarily for single people. This includes Lifehouses for homeless people, Foyers offering support and training, housing with appropriate support services for vulnerable people, special housing for older people as well as self-contained rented homes at rents affordable to those on low incomes.

We operate nationally in 85 Local Authorities across England and have five main areas of operation:

- 1. Agency Managed Services**
(1,704 bed spaces)
- 2. General Needs**
(1,270 homes)
- 3. Accommodation for the over 55s**
(291 homes)
- 4. Directly Managed Supported Housing**
(618 bed spaces)
- 5. Registered Care Homes**
(58 bed spaces)

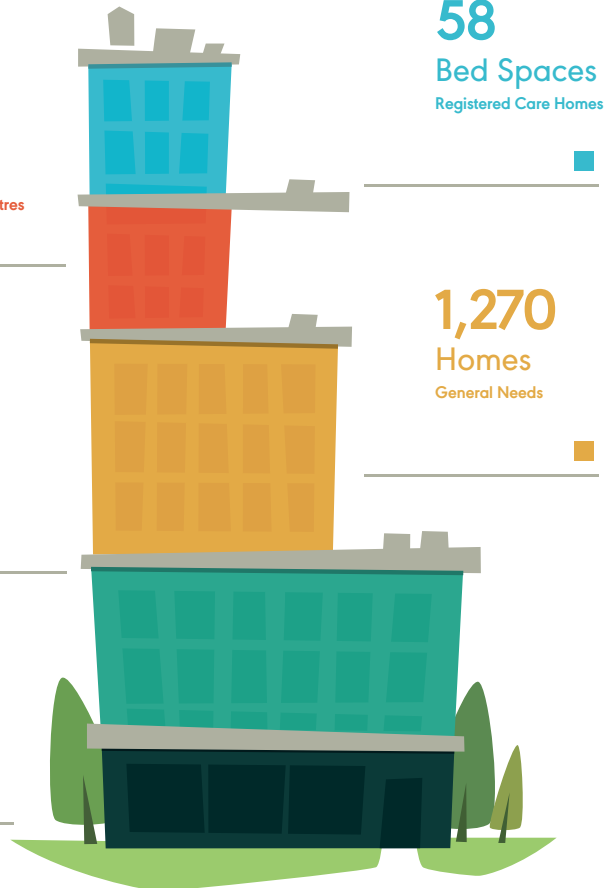
1,704
Bed Spaces
Agency Managed Centres

618
Bed Spaces
Directly Managed
Supported Housing

291
Homes
For those over 55

58
Bed Spaces
Registered Care Homes

1,270
Homes
General Needs



External contracts

855

We manage over 855 residential properties on behalf of The Salvation Army, providing a housing management service throughout the country

267

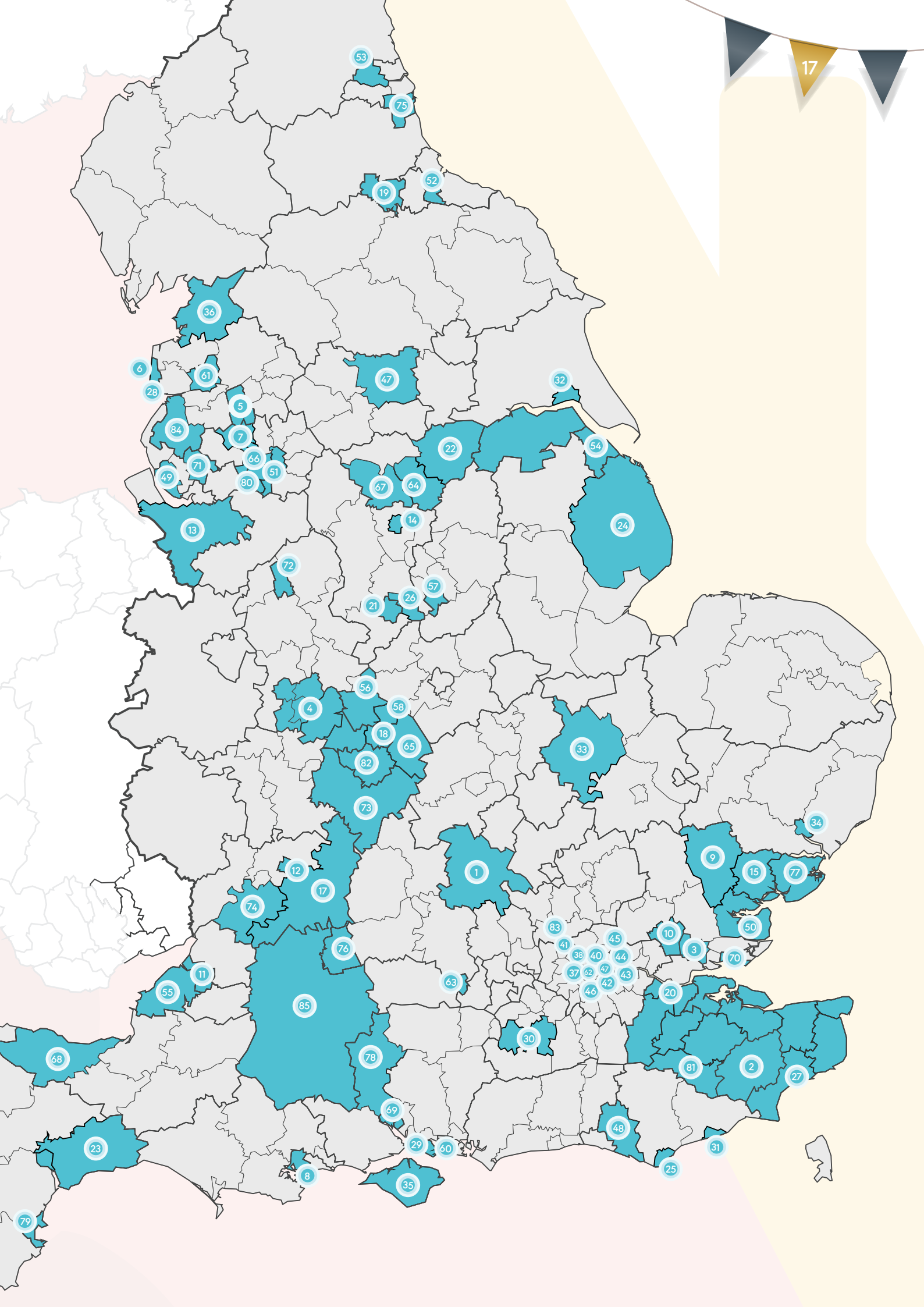
We manage 267 units of accommodation with our parent organisation The Salvation Army, providing a number of homelessness services

159

We have 159 units of student accommodation in London

We have services in 85 Local Authorities

- 1 - AYLESBURY VALE DISTRICT COUNCIL
- 2 - ASHFORD BOROUGH COUNCIL
- 3 - BASILDON BOROUGH COUNCIL
- 4 - BIRMINGHAM CITY COUNCIL
- 5 - BLACKBURN WITH DARWEN BC
- 6 - BLACKPOOL BOROUGH COUNCIL
- 7 - BOLTON METROPOLITAN BOROUGH COUNCIL
- 8 - BOURNEMOUTH BOROUGH COUNCIL
- 9 - BRAINTREE DISTRICT COUNCIL
- 10 - BRENTWOOD BOROUGH COUNCIL
- 11 - BRISTOL CITY COUNCIL
- 12 - CHELTENHAM BOROUGH COUNCIL
- 13 - CHESTERFIELD BOROUGH COUNCIL
- 14 - COLCHESTER BOROUGH COUNCIL
- 15 - CORNWALL COUNCIL
- 16 - COTSWOLD DISTRICT COUNCIL
- 17 - COVENTRY CITY COUNCIL
- 18 - DARLINGTON BOROUGH COUNCIL
- 19 - DARTFORD BOROUGH COUNCIL
- 20 - DERBY CITY COUNCIL
- 21 - DONCASTER METROPOLITAN BOROUGH COUNCIL
- 22 - EAST DEVON DISTRICT COUNCIL
- 23 - EAST LINDSEY DISTRICT COUNCIL
- 24 - EASTBOURNE BOROUGH COUNCIL
- 25 - EREWASH BOROUGH COUNCIL
- 26 - EXETER CITY COUNCIL
- 27 - FOLKESTONE & HYTHE COUNCIL
- 28 - FYLDE BOROUGH COUNCIL
- 29 - GOSPORT BOROUGH COUNCIL
- 30 - GUILDFORD BOROUGH COUNCIL
- 31 - HASTINGS BOROUGH COUNCIL
- 32 - HULL CITY COUNCIL
- 33 - HUNTINGDONSHIRE BOROUGH COUNCIL
- 34 - IPSWICH BOROUGH COUNCIL
- 35 - ISLE OF WIGHT COUNCIL
- 36 - LANCASTER CITY COUNCIL
- 37 - LONDON BOROUGH OF HAMMERSMITH & FULHAM
- 38 - LONDON BOROUGH OF BRENT
- 39 - LONDON BOROUGH OF CAMDEN
- 40 - LONDON BOROUGH OF HARROW
- 41 - LONDON BOROUGH OF LAMBETH
- 42 - LONDON BOROUGH OF SOUTHWARK
- 43 - LONDON BOROUGH OF TOWER HAMLETS
- 44 - LONDON BOROUGH OF WALTHAM FOREST
- 45 - LONDON BOROUGH OF WANDSWORTH
- 46 - LONDON BOROUGH OF WESTMINSTER
- 47 - LEEDS CITY COUNCIL
- 48 - LEWES DISTRICT COUNCIL
- 49 - LIVERPOOL CITY COUNCIL
- 50 - MALDON DISTRICT COUNCIL
- 51 - MANCHESTER CITY COUNCIL
- 52 - MIDDLESBROUGH BOROUGH COUNCIL
- 53 - NEWCASTLE UPON TYNE CITY COUNCIL
- 54 - NORTH EAST LINCOLNSHIRE COUNCIL
- 55 - NORTH SOMERSET DISTRICT COUNCIL
- 56 - NORTH WARWICKSHIRE BOROUGH COUNCIL
- 57 - NOTTINGHAM CITY COUNCIL
- 58 - NUNEATON AND BEDWORTH BOROUGH COUNCIL
- 59 - PLYMOUTH CITY COUNCIL
- 60 - PORTSMOUTH CITY COUNCIL
- 61 - PRESTON BOROUGH COUNCIL
- 62 - ROYAL BOROUGH OF KENSINGTON AND CHELSEA
- 63 - READING BOROUGH COUNCIL
- 64 - ROTHERHAM METROPOLITAN BOROUGH COUNCIL
- 65 - RUGBY BOROUGH COUNCIL
- 66 - SALFORD CITY COUNCIL
- 67 - SHEFFIELD CITY COUNCIL
- 68 - SOUTH SOMERSET DISTRICT COUNCIL
- 69 - SOUTHAMPTON CITY COUNCIL
- 70 - SOUTHEND-ON-SEA BOROUGH COUNCIL
- 71 - ST HELENS BOROUGH COUNCIL
- 72 - STOKE-ON-TRENT COUNTY COUNCIL
- 73 - STRATFORD-UPON-AVON DISTRICT COUNCIL
- 74 - STROUD DISTRICT COUNCIL
- 75 - SUNDERLAND DISTRICT COUNCIL
- 76 - SWINDON BOROUGH COUNCIL
- 77 - TENDRING DISTRICT COUNCIL
- 78 - TEST VALLEY COUNCIL
- 79 - TORBAY COUNCIL
- 80 - TRAFFORD BOROUGH COUNCIL
- 81 - TUNBRIDGE WELLS BOROUGH COUNCIL
- 82 - WARWICK DISTRICT COUNCIL
- 83 - WATFORD BOROUGH COUNCIL
- 84 - WEST LANCASHIRE BOROUGH COUNCIL
- 85 - WILTSHIRE DISTRICT COUNCIL





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