

2022-2023

Annual Report to residents



MESSAGE FROM LYNNE - CHIEF EXECUTIVE & STEPHEN - CHAIR OF THE BOARD

We are proud to present our 2022-23 annual report for residents on behalf of the Saha Board and management team.

2022-23 was a busy year for Saha. We are a new team. Stephen was appointed in September 2022 as the new Chair and Lynne was appointed permanent Chief Executive in May 2023.

We remain committed to providing safe, affordable homes and to deliver our mission of transforming lives to those in most need

2022-23 saw intense scrutiny of the housing sector following the circumstances of the tragic death of two-year-old Awaab Ishak in Rochdale. Saha has a comprehensive action plan to eradicate damp and mould in our homes. Rising inflation and fuel poverty also continue to impact residents.



Lynne Shea

Together with our parent The Salvation Army, we remain committed to transforming lives of those most in need

A new welfare advice team has been created to help support residents and a support fund was set up for those requiring emergency help.

Significant investment was made to install resident Wi-Fi in all our supported schemes and over £3m was invested in our planned investment programme for existing homes.

In May 2023 the Regulator of Social Housing regraded Saha to G2 V2 following the successful delivery of a number of improvements to our Governance. This was very much a joint effort with our parent, The Salvation Army who we continue to work closely with on a range of projects and initiatives.

This report demonstrates our commitment that **residents remain at the heart of everything we do.**

We hope you enjoy reading it and learning about all the amazing work our colleagues have delivered over the last 12 months.

We have included a glimpse into 23-24 to share our plans for next year as we remain committed to be the best we can and continue to transform lives.

#SahaOneTeam

Lynne Shea
Chief Executive

Stephen Stringer
Chair of the Board



**We remain
committed to
providing safe,
affordable
homes.**

Stephen Stringer

Mission, Values and Priorities



Mission

To Transform Lives by providing solutions to homelessness and enabling people to develop and achieve their full potential.

Values

The values of the organisation have been agreed with residents, staff and stakeholders and centre around the acronym SPIRE: Servant Leadership, Passion, Inclusion, Respect and Effectiveness.

Priorities

Our strategic priorities are to enable Saha to strengthen both its social business activities and its capacity to serve customers in the long term.

1266
General
Needs
Properties

509
Directly
Managed
Supported
Properties

1472
Agency
Managed
Supported
Properties

291
Older
Persons
Properties

79
Local
Authorities



This year's highlights

In the last year we have been focusing on.....

Supported Housing

This year we have been focusing on recruiting to our housing vacancies to get the right people into place to provide the support that residents need.

Staff have been undertaking training to help provide support in a way that understands residents' background and history to allow them to provide a supported environment that is based on their individual needs and this year saw us introduce our peer review process to continue to deliver on quality.

Customer Voice

A highlight to the year has been the T4R scrutiny panel, we welcomed new members, undertook lots of training and agreed to be chaired by three different members of the panel to allow more of the team to be upskilled. This is on top of reviewing Neighbourhood managers and Service Charges!

Welcoming new residents

At Saha we are always excited to welcome new residents into our communities. We firmly believe everyone deserves a safe and comfortable place to call home.

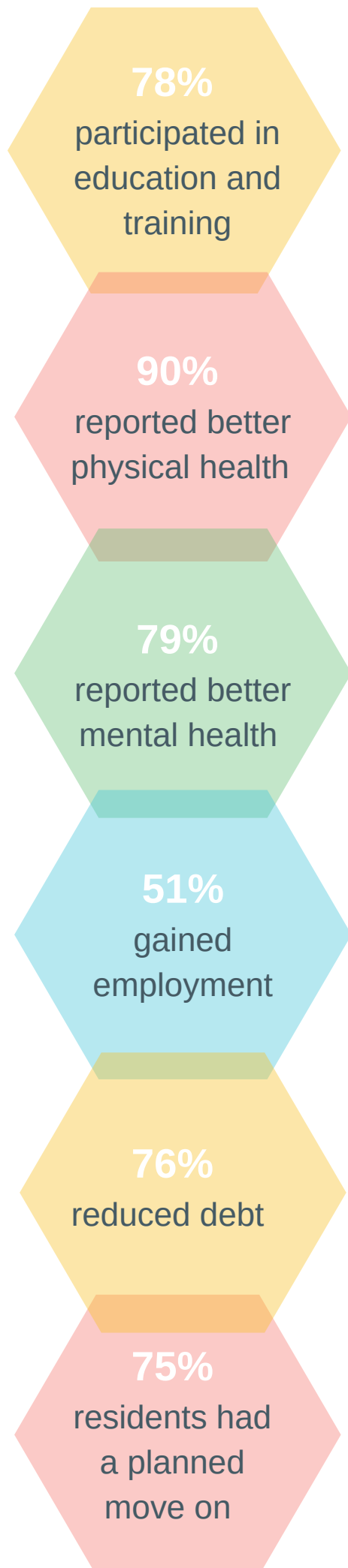
626

Residents welcomed into a home this year



'You Said, We did'

Following feedback about the scheme , we recruited a new member of the team to be based at Tom Raine Court intended to focus on the needs of the residents.



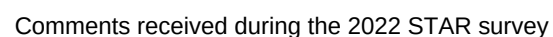
Resident Support

Our approach when delivering services is based on upholding our mission of putting the residents at the heart of everything that we do.

Tracking the outcomes achieved by those residents who journey through our accredited foyers and specialist support services, enables us to demonstrate the significant positive impact that our 'Transforming Lives' activities have on residents' health, wellbeing and personal development.

We help residents to fulfil their potential across the four social metric themes of:

Social networks and relationships, emotional and mental health, meaningful use of time and managing a tenancy and accommodation.



Delivering Services



114

Cases of Anti
social Behaviour



626

New residents welcomes into
a home.



99.20%

Rent collection rate



367

Safeguarding reports



**Suicide
awareness training
has been delivered
to staff**



14

Evictions for rent arrears in
the past year



30

**Home adaptations
undertaken**



8,409

**Repairs completed in
the last year**



136

**Complaints Received
in the last year**



1

**Complaint upheld by the
Housing Ombudsman**

Rents

This is a breakdown of rents per property type in the last year

Property Type	General Needs - average weekly rent £	Supported Housing - average weekly rent
Bedspace (non self contained)	66.86	89.26
Bedsit	100.47	102.15
One bedroom	91.38	109.13
Two bedroom	109.53	112.05
Three bedroom	127.50	143.51
Four bedroom	131.41	-
Five bedroom	176.44	-

Performance

Rent arrears

6.59%

All housing services

Void rent loss

4.00%

All housing services



Paul's Story...


Paul is a resident at St Andrews which is a mental health service, in the last few months Paul experienced a decline in his physical health that resulted in him being admitted to hospital.

The hospital discharged him back to St Andrews but there were additional services that needed to be put into place to make sure that Paul could remain living independently.

St Andrews support team worked with Paul to make sure that he was comfortable, helping him when needed. The team went on to work with outside agencies to get Paul re-admitted to a rehabilitation ward for additional help when it became apparent that he would need more help.

Whilst in the hospital, the team were able to keep his room at St Andrews so that he could return home and worked with the external teams to ensure that Paul will be able to maintain his tenancy to allow him to access the support that he needs for his health.



A man with short blonde hair and black-rimmed glasses is sitting at a white desk. He is wearing a black short-sleeved shirt with thin, vertical rainbow-colored stripes. He is smiling slightly and looking towards the camera. His left hand is resting on a black computer mouse on a white mousepad that has yellow stars on it. He is wearing several wristbands on his left wrist, including a rainbow-colored one and a black one. A silver ring is on his left ring finger. His right hand is resting on the desk. In the background, there is a window with a white frame showing green foliage outside. The desk also has a black telephone and some other small items on it.

"They are very good. If I want anything doing and give them a ring they do it straight away."

Clacton - On - Sea resident

Keeping you safe in your home



Keeping you safe and comfortable in your home is our top priority. From carrying out annual gas safety checks to providing tips on fire safety, we're here to give you everyday practical help and advice. Below is some of the very important safety work that we have been doing in the last year to make sure your homes are safe.

Gas servicing - to date *99.31% of our general needs homes & 100% of supported homes had a compliant gas certificate, we are working with our residents to complete all the gas servicing.

Fire safety - 89% of Saha homes had a fire risk assessment with an expiry date of 12 months or more. - 88.63%

Decent Homes standard -*95% of Saha homes meet the Decent Homes Standard. 94 were identified as not fully meeting and have been prioritised in the 23-24 planned works programme.

Keeping you safe in your home



Legionella- Saha has a new water risk assesment programme that will assess every Saha property giving us full assurance regarding the control and management of legionella. To date we are 97.17% compliant.

Lifting equipment - All of Saha's passenger lifts are serviced as part of the yearly servicing. To date we are 100% compliant.

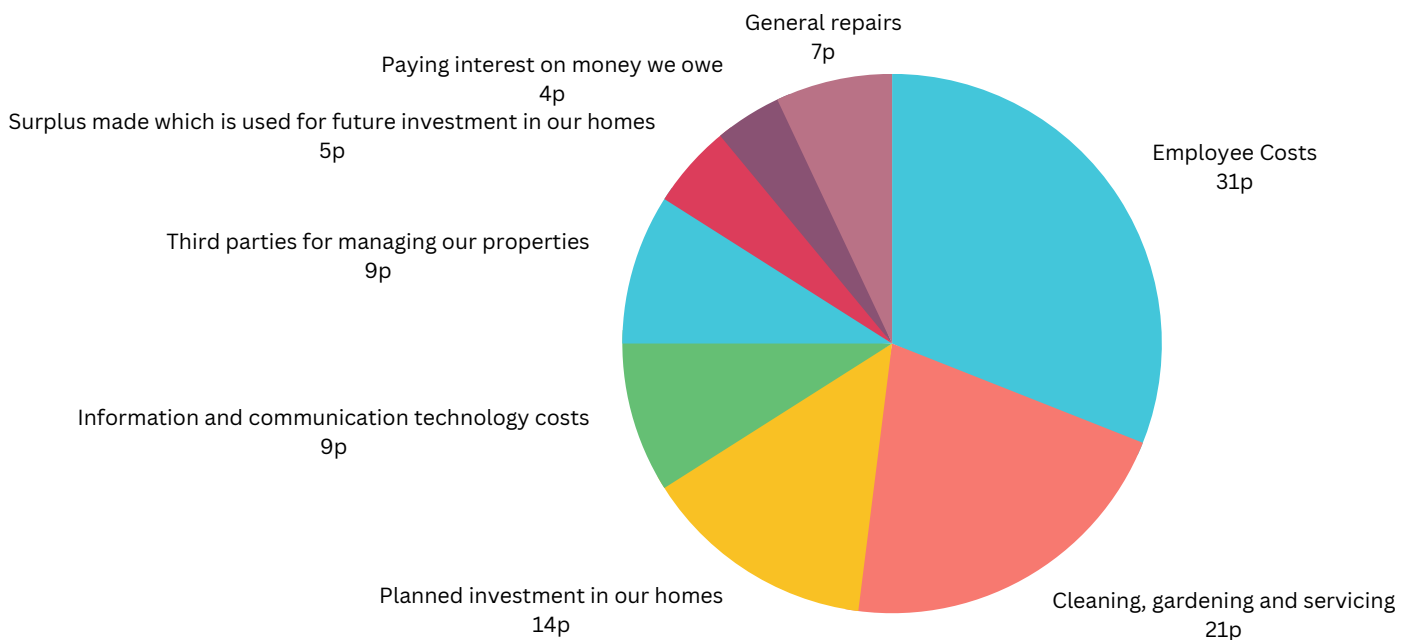
Asbestos - Saha has an asbestos surveying programme in place to complete management surveys on all properties built before the year 2000. To date we are 100% compliant.



For every £1 we receive.

It's important to us that every penny of income we receive through rents, service charges and commissioned services is spent wisely for the benefit of residents.

We spend our income on keeping your home safe, in good repair, and improving the quality of the services we deliver to our residents. We are a charitable organisation and any surplus we make is reinvested back into Saha so we can continue to provide more homes and accommodation and improve the services we deliver.



For every £1 we receive through rents, service charges, and commissioned services we spend:

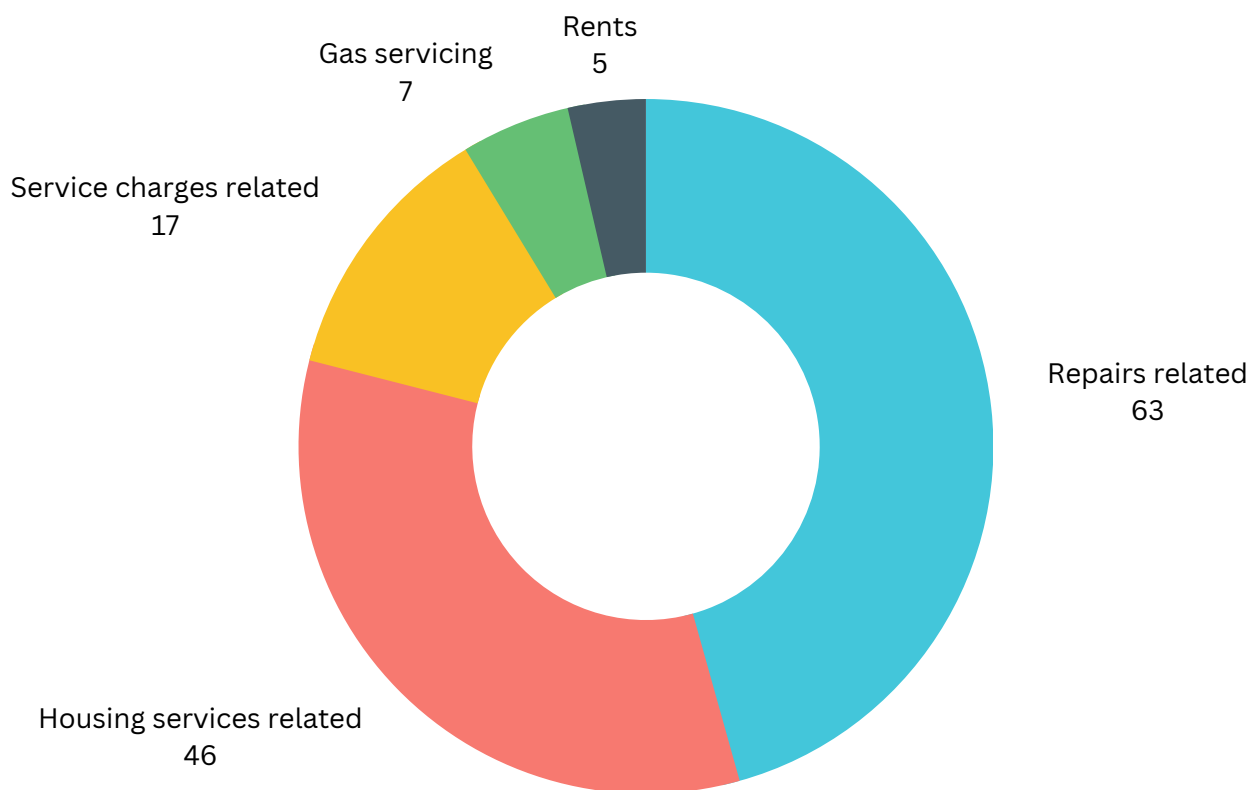
- 31p on employee costs
- 21p on cleaning, gardening and servicing
- 14p on planned investments in our homes
- 9p on Information and communication technology costs
- 9p on third parties for managing our properties
- 7p on general repairs to residents homes
- 4p on paying interest on money that we owe

This leaves 5p that we keep for future investment into our homes.



Learning from complaints

Here at Saha we firmly believe that complaints play a vital role in shaping our success. We understand that complaints are not just expressions of dissatisfaction but opportunities for growth. In the last year we received **136** complaints with one referral to the Housing Ombudsman being upheld.



The chart above shows the types of complaints received during the year. A primary issue for us, has been staff vacancies in our housing management and repairs teams.

This has significantly hampered our ability to respond to complaints quickly. Customers have been understanding of our recruitment issues and appreciated that this has hampered our ability to respond quickly.

During the year **we responded to 68% of complaints within performance times**. Of the 136 complaints received, 62% were upheld and 38% were not.

We need to complete more inspections on repairs that have been completed

We need to improve how we communicate with customers

We need to improve information on rent and service charge increases

We need to improve how we enforce our maintenance contract to bring about improved performance – this year we organised Contract Management courses

We need to improve information provided to customers about communal gardening and frequency of service

We need to be available speak to customers





Resident Voice

We want to hear your comments and thoughts on the services that we offer you. Each year we ask you to fill in the STAR satisfaction survey so that we can continuously improve. In the 2022 -2023 survey you told us:

74%

Were satisfied with the services provided

77%

Were satisfied with the quality of their home

75%

Were satisfied with safety and maintenance

72%

Were satisfied with the upkeep of communal areas

80%

Were satisfied with their neighbourhood

67%

Were satisfied with Saha's contribution to neighbourhoods

70%

Were satisfied with the repairs over the last 12 months

62%

Were satisfied with the repairs service overall

71%

Were satisfied with being kept informed

64%

Felt that Saha listened to and acted on their views

80%

Felt that they were treated fairly and with respect

87%

Of supported residents were satisfied with their support plan



Amy's Story...

Amy has an exceptional artistic talent and has been working through some complex mental health issues.

One of her coping mechanisms is immersing herself in creating pieces of art.

Amy applied to the Cowan Fund to get financial help in setting up a stall at Portobello market covering her insurance and some of her trader's fees.

Now she can create art allowing her to manage her health and sell the pieces, allowing her to become more financially stable.





Enhancing our green spaces and connecting residents to nature

We want to make a positive difference to the communities we serve. We improve green spaces across our neighbourhoods and create community gardens as positive wellbeing spaces within our supported housing services. Enhancing these spaces directly with residents, and working on planting and growing initiatives, promotes the importance of biodiversity within their homes now, and in the future.

Resident Repairs

We always want to keep our homes in tip top condition.

We want you to have a home that you are proud of and investing in the houses we have is part of this. In the last year £4.5million in total was invested and **raised 14,523 repairs in total (of these were):**

1,578

24 hour
emergency
repairs

3,357

7 day repairs

7,691

28 day repairs

Here is a snapshot of the repairs that were reported this year.



130



Repairs to fire alarms and
hard wired smoke alarms



87

Repairs completed
following vandalism



296

Door entry repairs



42

Repairs reported about key
fobs



310

Repairs were reported
using our Out of Hours
service



184

Bulk rubbish removals from
schemes - this includes fly
tipping

Planned Maintenance

In the last year **£3.2 million pounds** in total was invested on our planned maintenance programme, this meant that we could deliver:

£1.1 million 
On kitchen and bathroom
upgrades

317
Full kitchens and
bathrooms in total

£875,000 
On new windows and doors

239 
Windows and doors in total


£120,000 
On new roofs

£70,000 
On new heating systems

13 
Door entry and CCTV upgrades

5 
Emergency lighting upgrades

6 
Fire Alarms

21 
Gas boilers

15 
New kitchens upgraded
when the property was empty

22 
Communal heating and hot water
upgrades in our larger blocks of
accommodation



Together 4 Residents



Meet Mandy, Co - Chair of T4R

I joined T4R initially due to the issues our estate had during Covid. Being part of a team means being part of the solution and preventing further issues. I love being able to listen to the issues and work together to find solutions. It's great having those suggestions taken by the Board and implemented. I love meeting the T4R members on our quarterly trips.

Recently I was asked to help judge the resident awards for the amazing work the tenants do within their communities. It's a huge honour to read how their efforts affect the people and community.

Environmental, Social and Governance Reporting



The Environmental, social and Governance report allows us to understand, manage and demonstrate the impact that all of us at Saha have on people and the environment. It helps to show that the work carried out across Saha is naturally aligned to the theme of ESG.

During the last year we have invested in a new housing management system - Rubixx, Within the system is a software called SAVA that will allow us to analyse and model future energy related works to make sure that we can maximise our return on investment to improve the energy efficiency of our homes.

Replacement of key components is a fundamental part of the energy efficiency of our homes. Over the last year we have been committed to ensuring that all the plant room boiler replacements that we have undertaken have included the installation of more efficient boiler and pump systems.

Residents at Roseberry in Middlesbrough took part in the annual Great British Clean and headed to the coast working with volunteers to clear the local beaches of litter.

ESG Reporting



We created a winter advice booklet for residents and staff to offer guidance and help signpost people to any help that they may need including:

- The energy bill support scheme
- Staying well in winter
- Keeping warm in winter
- Foodbanks and warm rooms in the UK

Alongside our dedicated Welfare Advice Team within our general needs services, we have launched our Resident Support Fund in 2022.

Saha has allocated **£20,000** to support those residents in financial hardship.

Residents are directly represented within our governance structure with two resident members on our Operations Committee.

We have a fully resident resourced Together4Residents scrutiny panel who during the year undertook Scrutiny Review Training with tenant engagement experts TPAS.



Lam's Story...

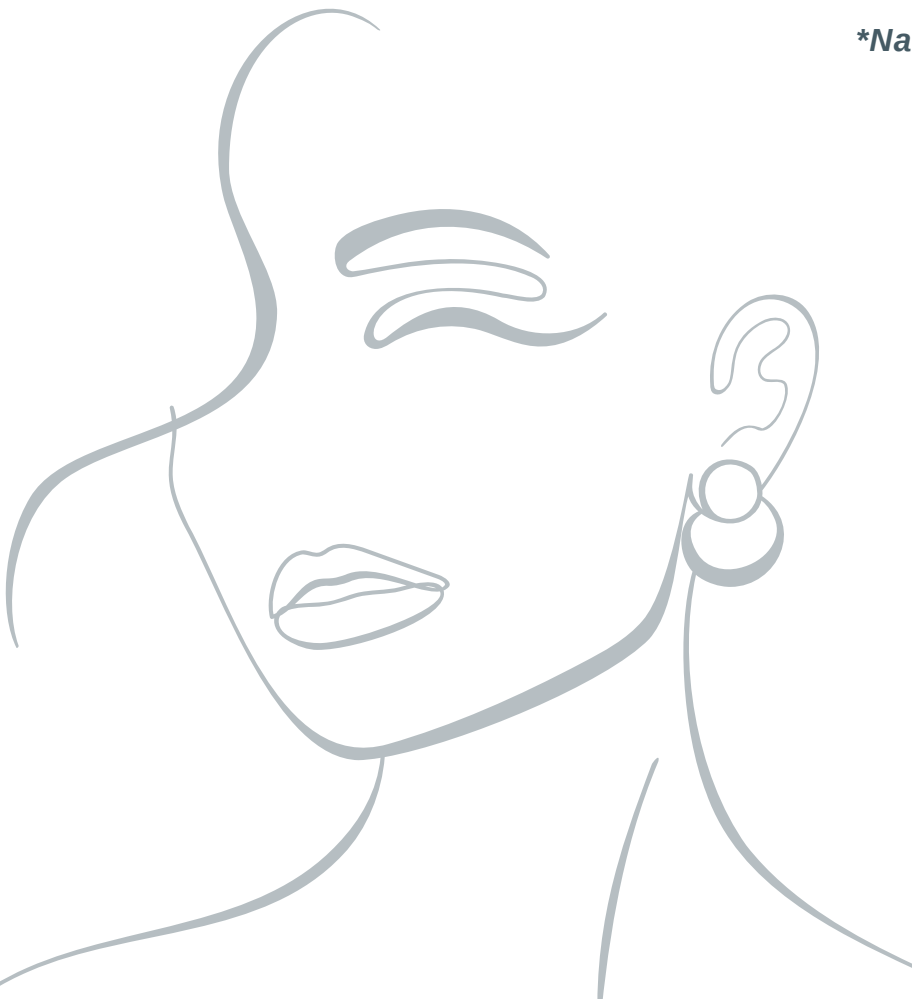
Lam* a resident of Dashwood House, arrived into the UK immigration system three years ago.

She was originally from Vietnam and was a victim of human trafficking. In 2022 she was granted her refugee status.

To help move on and gain new skills she wanted to start her education.

Through the Cowan Fund she was able to apply for a student starter kit, uniform and locker for her hair and beauty course which she started in September 2022!

**Name has been changed*



Equality, Diversity and Inclusion



Equality, Diversity and Inclusion is integral to everything that we do here at Saha. Our vision is: **"To create an inclusive environment where diversity in our employees and residents is welcomed and celebrated".**

Over the last year we have:

Provided unconscious bias training for our hiring managers

Implemented EDI champions, an EDI Strategy and action plan across Saha

Started working on the data held on our residents and staff to better understand underrepresented groups

Ensured all our contractors have an EDI Policy in place.



Supporting Residents by focusing on quality.

This year we introduced a peer review process at Saha's supported services that focusing on improving quality across all the services provided to residents. Working together, residents and staff are able to follow a plan to look at the services being delivered at each service and look at ways that quality can be raised.





Together 4 Residents

"Inspiring change"

In the last year the T4R scrutiny panel have been focusing on what matters to you.

Following on from feedback received on visits and in surveys, the team reviewed both service charges and the Neighbourhood Manager role as part of their scrutiny work.

Some of the suggestions for improvements that they made included:

- Residents must receive information on services provided and how the service charges are calculated
- Looking into a system for Saha schemes so that Neighbourhood Manager time can be used more effectively by focusing on areas where more attention is needed.
- All information to residents should be presented in plain language, free of jargon and easy to understand



David



Brian



Leroy



Margaret



Mandy



Russell



Elaine's Story...

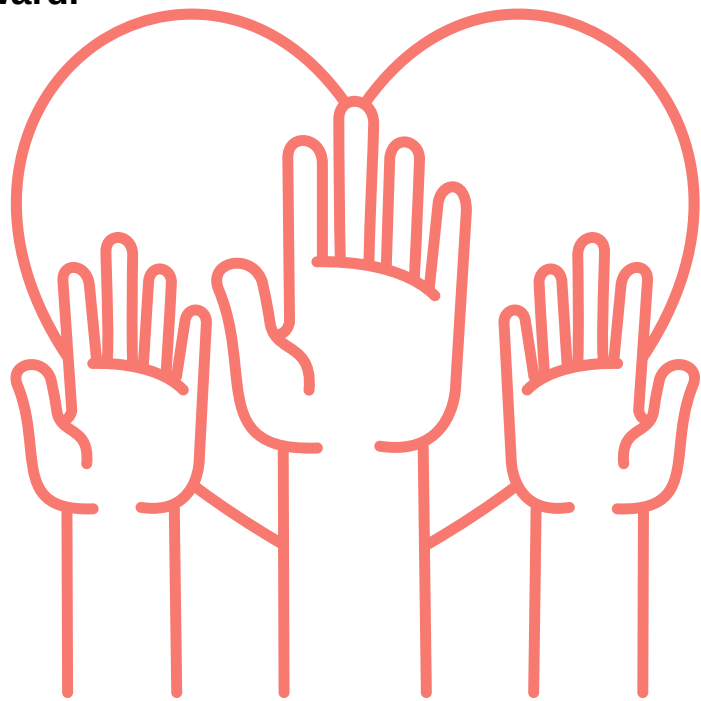
Elaine moved into Braintree Foyer, whilst here she volunteered to join the Power Pioneers programme run by the Foyer Federation, where she worked with young people from other foyers across the country.

The programme is aimed to equip young people with the skills, experiences and support they need to make their voices heard.

She has put her new skills into practice as a youth leader, volunteering hundreds of hours in the last year at the Foyer, painting rooms, organising social activities and helping to co-deliver AQA sessions!

She has taken every opportunity over the past year and has grown in confidence and ability to the extent where she would like to become a Support Worker when she leaves the foyer.

Elaine has been nominated and is a finalist for the Inside Housing Housing Heroes Tenant of the Year award.



Working in Partnership



Braintree Foyer / The Salvation Army Donation Centre – Residents volunteer on a weekly basis. In recognition of this, the donation centre provided funding to the foyer which enabled the Service Manager to take residents to a central London Christmas event. We have also created a video with staff from the Donation Centre and The Salvation Army's Volunteer co-ordinator. The video will be used to promote the Donation Centre opportunities to the other Saha Service Managers to encourage further joint volunteer working

Dashwood House, London have established links with their local TSA corps enabling the residents to use the facilities at the corps including the professional kitted kitchen.

Copper Beech, Leeds is going from strength to strength with weekly resident involvement in maintaining the scheme complemented with follow up monthly resident meetings. Leeds City Council have additionally donated money to enable the residents to participate in wider social activities together.



What's next for Saha

The next year will see Saha continuing to grow. Our aim is to continue to provide homes and communities that residents are proud to live in. We will be investing in our staff teams through recruitment and training and will be working closely with residents to review and monitor the services that they receive to ensure that they are satisfied.

2023

LISTENING TO YOU

Scheme contacts will be up and running allowing you to give feedback at your local level.

2023

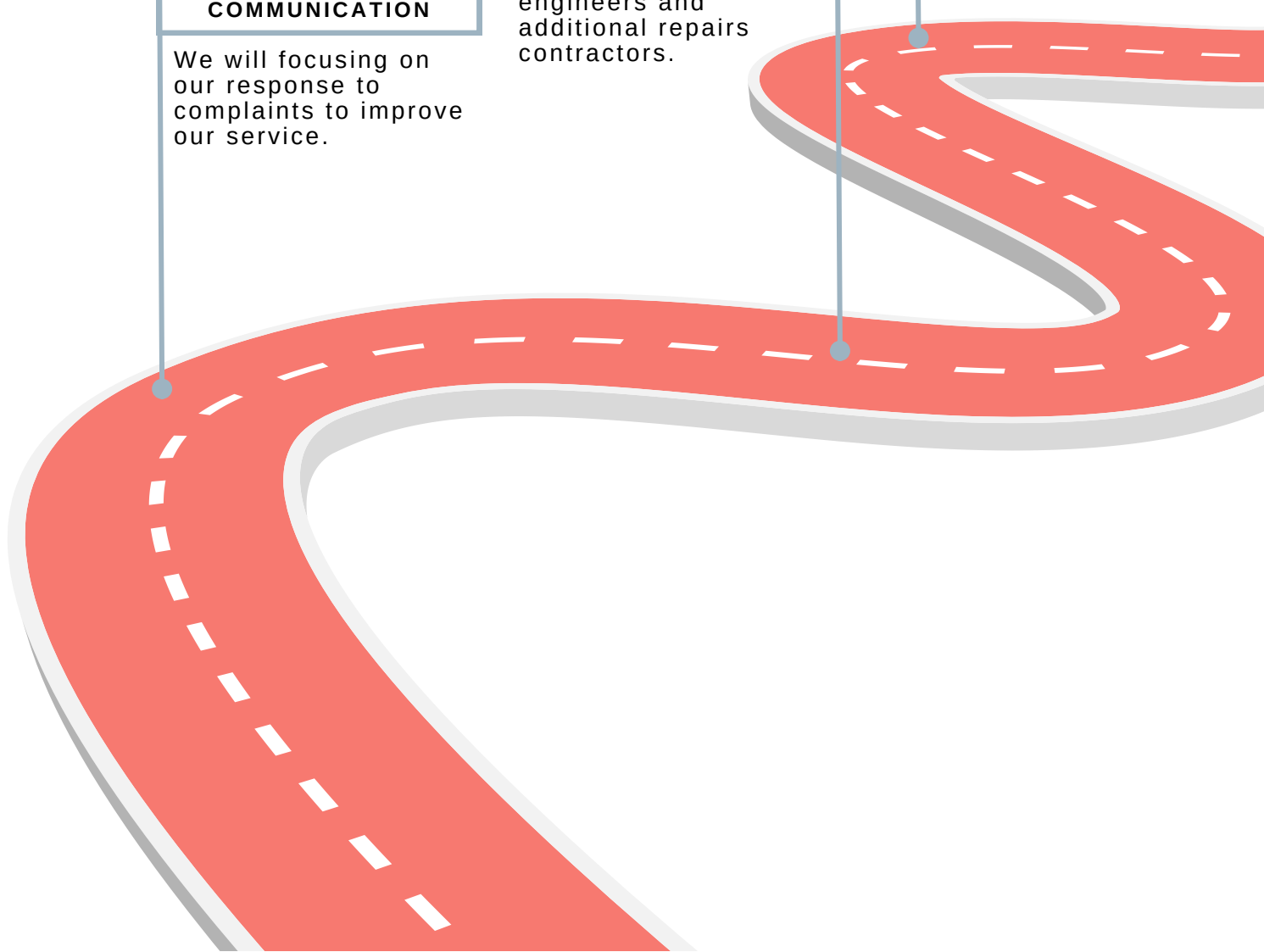
MAKING A DIFFERENCE

We will be delivering a better repairs service with new gas and electrical engineers and additional repairs contractors.

2023

IMPROVING COMMUNICATION

We will be focusing on our response to complaints to improve our service.





Contact Us



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