

# Salvation Army Housing Association



People...



# Chairman and Chief Executive's Statement

All housing associations are engaged in the world of 'statistics', 'performance indicators', 'league tables' and 'value for money' – the measurements and judgements that help us to justify the use of public funds for building homes and providing services to local communities.

Here at the Salvation Army Housing Association (SAHA), while we accept the need for such discipline in our work, our principal focus is still on 'people'. With the help of The Salvation Army and our other partners, our staff, Board members and funders, we work hard to support and encourage the many people that use or require our services.

While our community services extend from care homes to family accommodation, the majority of our work involves providing services and accommodation for single homeless people – helping them to become independent, and able to secure a home and a future for themselves.



**Colonel Lawrie Fisher,  
Chairman**



**Nigel Parrington,  
Chief Executive**

The recent Audit Commission inspection has helped us to re-examine the quality of our services to residents, and to make a number of improvements. We look forward to continuing the process of service development over this year and the next, and increasing the number of opportunities we are able to give our residents for independence, education and employment.

# Riverside Opening

In February 2007 we were delighted to have The Princess Royal to officiate at the opening of Riverside House, our new centre in the East End of London that provides accommodation for more than 50 homeless men who are in second-stage recovery from drug and/or alcohol addiction.

The Riverside complex has 31 en-suite rooms (with shared kitchen facilities) in Riverside House itself, and a further 20 one-bedroom flats in the adjacent Matthew House. The rehabilitation scheme is run jointly by The Salvation Army and SAHA, and provides residents with a drug and alcohol free living environment, plenty of individual support and a programme of education, home-building and personal well-being courses – all geared to helping them to prepare for independent living in the community.

The scheme cost £6.1m in total, and was made possible with the help of generous



grants from a number of sources including the Corporation of London (£3.1m), the Housing Corporation (£1.7m), Communities & Local Government (£1.1m) and The Salvation Army (£350,000).

Additional support services are available through the Harbour Recovery Centre, which is based on the fourth floor of Riverside House. This unit is funded by the Tower Hamlets Drug Action Team and the Primary Care Trust, and provides short-term residential detoxification facilities for members of the Bangladeshi community. The Harbour Recovery Centre comes under the umbrella of The Salvation Army's Grieg House Addiction Services Centre, which is located near to Riverside House.

# Shepherds Green Opening



In May 2006, the Earl and Countess of Wessex attended the official opening of our new refuge for women and children suffering from domestic violence. The refuge is located in Birmingham, and is run by SAHA in partnership with The Salvation Army. The entire project was made possible thanks to a £2.2 million investment from The Salvation Army and a further £1.6 million from the Housing Corporation.

The refuge can accommodate up to sixteen families – including 62 children – and four single women can be housed in self-contained flats and bed-sits, including two units built for the disabled.

The refuge provides women with a safe place to stay until they have the resources, the resilience and the self confidence to move on. With the support they receive from staff, and the help the residents give to each other, there is a tremendous sense of community within the refuge.

The staff at the refuge work with Birmingham City Council and other agencies to meet the housing needs of the families, with residents staying at the refuge for between three and six months on average before being re-housed.

At the opening ceremony, the Earl of Wessex congratulated all the parties involved with this “much needed” development, and told the residents that he hoped the refuge would provide them with a base from which they could restore their faith and trust, and build hope for the future.



# Inspection



During the year, our services to residents were inspected by the Audit Commission – an independent body responsible for ensuring that public money is spent economically, efficiently and effectively. In its summary report, the Audit Commission judged us to be providing a fair service, with promising prospects for improvement.

SAHA prides itself on providing services that improve the lives of the most vulnerable people in society. We were therefore pleased that the Audit Commission found our partnership with The Salvation Army to be 'a significant asset' that impacts directly and positively

on our residents. We were also delighted to hear that our staff are considered to be 'well managed', which provides a good framework for further improvements.

The Audit Commission also acknowledged our good track record in making improvements – something we are keen to keep up for the benefit of our residents.

We found the inspection to be a very valuable process, as we are always keen to learn and to improve our service. Over the coming year, together with our residents and partners, we look forward to implementing a number of the recommendations made in the Audit Commission's report.

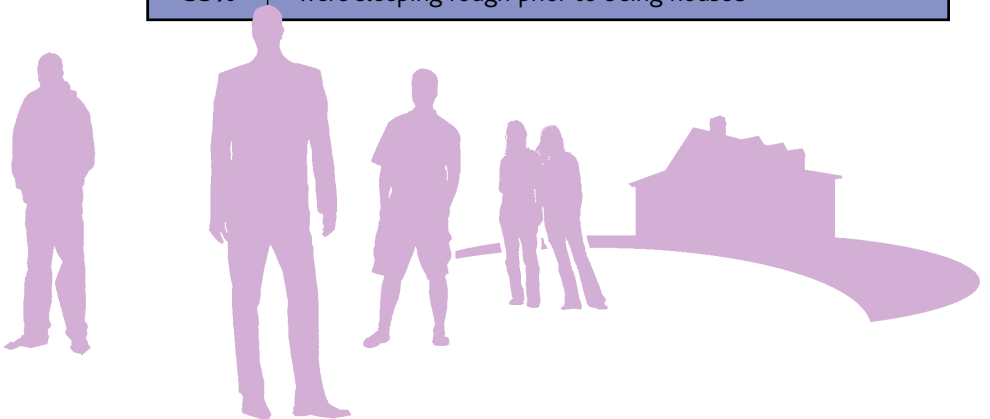
# Key Performance Indicators

The number of units under our ownership was:

Housing accommodation	1,334
Residential centre bedspaces	2,038
Foyer accommodation	134
Residential care home bedspaces	77
	<b>3,583</b>

Of the 7,400 people we housed last year:

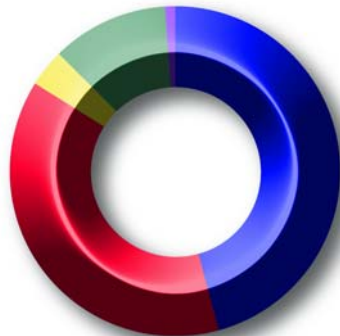
<b>29%</b>	were long term sick/disabled
<b>19%</b>	were from ethnic minority groups
<b>87%</b>	had a net weekly income of less than £100 per week
<b>42%</b>	left home either because of a relationship breakdown or because they were asked to leave
<b>33%</b>	were sleeping rough prior to being housed



# Income and Expenditure

## Income analysis 2006-2007

	£'000
<span style="color: blue;">■</span> Rents and service charges	18,638
<span style="color: red;">■</span> Local authority Supporting People fund	15,483
<span style="color: yellow;">■</span> Non social housing activities	1,392
<span style="color: green;">■</span> Other income and donations	4,599
<span style="color: purple;">■</span> Interest receivable	435
	<hr/>
	<u>40,547</u>



## Expense analysis 2006-2007

	£'000
<span style="color: blue;">■</span> Housing management costs	3,609
<span style="color: red;">■</span> Housing services costs	9,226
<span style="color: yellow;">■</span> Cost of Supporting People	17,685
<span style="color: green;">■</span> Repairs and maintenance	4,854
<span style="color: purple;">■</span> Interest payable	1,849
<span style="color: pink;">■</span> Non social housing activities	1,507
<span style="color: teal;">■</span> Other	948
	<hr/>
	<u>39,678</u>
	<hr/>
Surplus for the year*	<u>869</u>

\* To be used for future maintenance work

# Board and Executive Management

## The Board of Management

Colonel Lawrie Fisher, Chairman	Retired International Auditor
Mr Gerald Birkett	Retired Managing Director, Reliance Bank
Lieutenant-Colonel Keith Burridge	Secretary for Programme, The Salvation Army
Major Jane Cowell	Deputy Territorial Director of Social Services, The Salvation Army
Mr Andrew Fellows	Retired Housing Association Chief Executive
Ms Karen Hyman	Housing Solicitor
Mr Robin Jones	Retired Social Services Director
Ms Robin Millward	Business Development Director
Ms Samantha Nurse	Resident Board Member
Mr Nigel Parrington	SAHA Chief Executive
Mr Graham Roper	Property Developer
Major Peter Smith	Legal and Parliamentary Secretary, The Salvation Army
Mr Linbert Spencer	Personal and Organisational Development Consultant

## The Executive Management Team

Mr Nigel Parrington, BA (Hons) FCIH	Chief Executive
Mrs Margery Manfield-Cooke, MCIPD MIPSM	Deputy Chief Executive
Mr Nigel Hills, CPFA	Director of Finance
Ms Geanna Bray, BA (Hons) MCIH	Director of Supported Housing
Mr Stephen Holmes, MRICS MBA MSc	Director of Property Services
Mr Puneet Rajput, BA (Hons) ACIS	Director of Corporate Services

### Registered and Head Office:

Barber Surgeon's Hall • 1A Monkwell Square • London EC2Y 5BL

Tel: 0845 300 0008 • Fax: 020 7332 4837 • E-Mail: [head.office@saha.org.uk](mailto:head.office@saha.org.uk) • Website: [www.saha.org.uk](http://www.saha.org.uk)

Salvation Army Housing Association Limited, a charitable Housing Association  
Registered Number 15210R Housing Corporation Registration LH2429