Riverside

Care & Support Impact Report

2025/26





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Foreword from John Glenton
Chief Care & Support Officer

Reflecting on the breadth and impact of our work over the past 12 months is always my favourite activity of the year.

This year we have seen the transition to a new, five-year strategy, Brighter Future Together. It's been a time to look back at what we've achieved and to look forward to delivering an exciting new strategy we've created with customers, colleagues and stakeholders.

This Impact Report is all about people and telling stories that bring our fantastic achievements and outcomes to life. Reading them I am filled with pride and a real sense that we continue to make a huge impact for so many people.

You'll read about the breadth of our services and the impact we have on customers and communities; using our voice to help make positive change; how we ensure we're delivering safe and high-quality services; and our brilliant co-production work and how we involve customers in what we do.

I hope you enjoy reading about our work as much as I did. If you'd like to know more about what we do, please get in touch.



John Glenton
Chief Care & Support Officer

Our strategy

As we closed our 2023-26 Care & Support Strategy and prepared for the next stage of our work, 2025/26 marked an important milestone. Over the last three years, the strategy has helped us improve homes, strengthen services and create better experiences for customers.

This work delivered real benefits for customers, colleagues and communities. Highlights included investing £5m in six supported housing schemes, completing our £46m Retirement Living Investment Programme across 50 schemes, opening three new Extra Care schemes and achieving Ofsted registration.

Our learning over the last three years, together with feedback from customers, commissioners, governance colleagues and other stakeholders, has shaped our new Care & Support Strategy 2026-31. The strategy aligns with our wider Customer, Homes and People priorities and focuses on four goals: developing innovative services, influencing change to help end homelessness, strengthening our offer for older people and building a sustainable business that continues to deliver value for customers.



Sarah Lanham
Director of Business Development and Strategy

Who we are

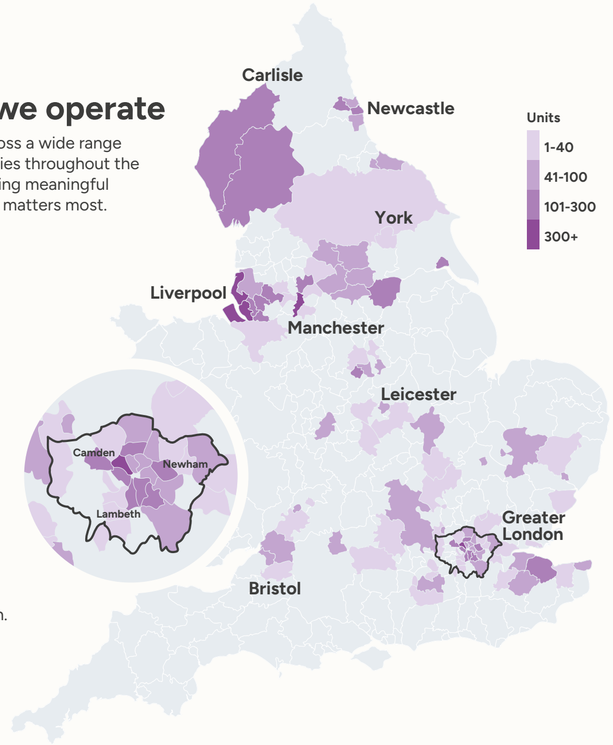
As well as being a social landlord with over 75,000 homes nationwide, Riverside is one of the leading providers of Care & Support services in the country – operating in 96 local authority areas, employing over 1,500 colleagues and serving over 16,000 customers per year.

Across the country, alongside our award-winning CQC-registered Care and Extra Care services and our national portfolio of over 190 Retirement Living schemes, we are one of the country's largest providers of services for people affected by homelessness – providing accommodation-based services, outreach, specialist veteran accommodation, Ofsted registered young people's services and floating support.

Through our managed agents team we provide over 3,000 homes in which services are provided by another organisation.

Where we operate

We operate across a wide range of local authorities throughout the country, delivering meaningful impact where it matters most.



Our presence spans
96
local authority areas.

Total stock
11,509
units of accommodation.

Our history

Delivering Care and Support services has been part of our story since 1882. It's built into our foundations, shaped by our values and driven by our passion to help people thrive.

While we have evolved through mergers, transformation and name changes over the years our mission to support those in most need has remained the same.

1882
Church Army - Founded by philanthropist Rev Wilson Carlile, to help people impacted by homelessness.

1924
Church Army Housing - Established hostels across the country.

1977
Church Housing Association - Established as a Registered Provider of social housing.

1991
English Churches Housing Group - Established following a merger with Baptist Housing.

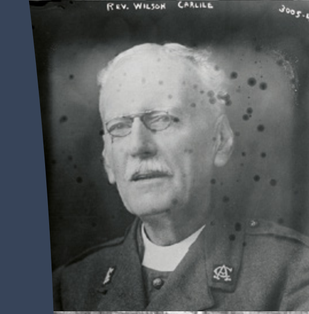
2006
ECHG - A name change to simplify things.

2010
Riverside ECHG - A merger with Riverside.

2023
Riverside - A merger with One Housing Group.

Present
Riverside









Our year at a glance 2025-26

3,512
people experiencing homelessness received accommodation and wraparound support.

2,710
people at risk of homelessness were supported to keep their home through our floating support services.

1,152
people moved on from supported accommodation into their own home or other suitable accommodation.

85%
of people we supported reported improved physical health.

74%
of people we supported reported improved mental health.



Our impact

Housing with Support

We provide safe homes and practical, person-centred support for people whose housing needs are linked to wider support needs and circumstances. Through accommodation-based services, floating support and outreach we work with: people experiencing or at risk of homelessness, families, young people, veterans, people with mental health support needs, people affected by domestic abuse, substance use or contact with the criminal justice system and others facing complex barriers to independent living.

Working alongside customers, local authorities and partners, we help prevent crisis, sustain tenancies, improve wellbeing and support positive move-on. We create safe, welcoming and empowering services, shaped by customer voice and delivered by colleagues who care deeply about making a difference.

Case study. Andrew's story

Scan to watch Andrew's story. A powerful reminder that when we listen, build trust and see the person, we can make a life-changing difference.



Our Housing with Support services in numbers

3,701
homes provided.

Up to **2,052**
people supported at any one time through our floating support services.

134
veterans supported through our veteran accommodation services.



Case study. Supporting customers in Camden

One customer, a gay Iranian refugee, joined our Camden Mental Health service while experiencing severe trauma, PTSD and depression. He found it difficult to trust others, engage with support and manage everyday life independently.

Using a person-centred, trauma-informed approach, colleagues worked with him to build trust, develop coping strategies and increase confidence. Through regular support sessions and partnership working, he engaged with services, education and community activities.

He now manages his medication, healthcare appointments, tenancy and finances independently. In education he has advanced from Level 3 to Level 4 Accounting and Payroll studies and received an Outstanding Learner Award.

He is ready to move on from supported housing while pursuing his education and employment goals.

Case study. Funding for customers with Church Homeless Charity

Church Homeless Charity (CHC) has been a close partner of Riverside's for many years and provide grants for individual Riverside customers of up to £200 each. These are tailored to meet the needs of each person impacted by homelessness at that moment in time and help with items such as clothing, ID, a phone, a rent deposit or furniture. Last year they awarded grants of over £200,000 to Riverside customers.

Case study. Specialist LGBTQ+ support in Manchester

Withington Road provides a safe, inclusive home for LGBTQ+ people experiencing homelessness, offering specialist support that helps customers rebuild confidence, improve their wellbeing and take positive steps towards independent living. Through personalised support, the team helps people develop life and tenancy skills and reconnect with their communities.

Part of Greater Manchester's A Bed Every Night programme, the service helps prevent repeat homelessness by supporting customers into long-term housing. Strong partnerships provide access to specialist LGBTQ+ services, mental health support, safeguarding, community activities and practical assistance, creating a holistic network that helps people overcome barriers to sustain tenancies.

Retirement Living

Our Retirement Living schemes provide safe, affordable homes for people aged 55+ who want to live independently, with support close at hand when it is needed. Across a national portfolio of schemes, we create welcoming communities where customers can feel connected, maintain their independence and enjoy life.

Following significant investment through the Retirement Living Investment Programme in 2025/26, we are continuing to review and develop our offer so our homes and services remain vibrant, viable and fit for the future.

Watch this short film and hear from colleagues and customers about the positive impact of our £46 million Retirement Living Investment Programme, which modernised 50 retirement living schemes across the country, including Welton Court in Camberwell and Langtry House in Bromley.

Our Retirement Living services in numbers

4,763
Retirement Living homes provided.

197
Retirement Living schemes.

5,442
customers living in our Retirement Living schemes.

Case study. Creating a hedgehog haven at Hamlet Court

At Hamlet Court a Retirement Living scheme in Liverpool, customers have transformed an underused outdoor area into a vibrant community garden that is improving wellbeing, reducing isolation and creating opportunities to connect with nature. Part of Riverside's Green Spaces pilot, customers played a leading role in co-designing Hedgehog Haven.



Working alongside colleagues, volunteers and sustainability specialists, customers created a wildlife-friendly garden filled with wildflowers, pollinator plants, raised planters and habitats for hedgehogs. Over 12 weeks, they learned about local wildlife, climate resilience and nature recovery while enjoying gardening, crafting and social activities.

Every decision was led by customers. Their ideas and experiences shaped the design and the project has encouraged customers to spend more time outdoors, build friendships and take pride in a space they created together.

One customer said: *"I think it's wonderful. My granddaughter is delighted too, and we spend time together in the garden."*

Another proudly shared: *"I learned how to use a rake."*

Case study. Enhancing safety through digital telecare

As the UK moves from analogue telephone lines to digital networks, we are delivering a major Telecare upgrade programme to ensure customers continue to receive safe, reliable support. This is particularly important as traditional equipment depends on analogue phone lines that will be switched off by January 2027.

We have successfully upgraded 100% of dispersed Telecare equipment to digital signalling, compared with the UK average of 80%.

To deliver this, we introduced a phased approach. Digital converters were installed to enable existing systems to work on digital networks with minimal disruption, while longer-term plans are underway to replace legacy equipment with fully digital technology.



By moving to digital technology, we are helping to ensure emergency calls connect with assistance when customers need it most.

The programme not only safeguards vital services today but also creates a foundation for future innovation, giving us greater flexibility to meet individual needs and helping customers live independently in their own homes for longer.

Housing with Care

Our Extra Care offer provides modern, affordable homes for people with care needs who want to live independently. Our schemes combine self-contained apartments, welcoming communal spaces and personalised support, helping customers maintain choice, dignity and control as their needs change.

By bringing housing management, care, wellbeing and community connections together, Extra Care provides a flexible alternative to traditional residential care and supports people to stay safe, well and connected in their own home. This year, our Housing with Care services have continued to grow, adapt and make a positive difference to customers' lives.

Our Housing with Care services in numbers

609
homes.

654
customers with care needs supported.

18
Extra Care schemes.

Case study. Gary calls Harbour Place home

For 44-year-old Gary, moving into Extra Care at Harbour Place was a life-changing step. Living with cerebral palsy, he had spent his entire life in the family home in Whitehaven, cared for by his mum after the loss of his father.
As caring responsibilities became more challenging, Gary faced an uncertain future and when Harbour Place was suggested, felt anxious about leaving the only home he had ever known.



Despite his worries, Gary has settled into his adapted apartment much more quickly than he expected. With the care and support he needs, he has gained both independence and confidence.



Today, he is surrounded by friends, enjoys trips around the harbour, attends country music festivals, and shares a special friendship with fellow residents.

Gary's journey shows how Extra Care living can transform lives, replacing isolation with independence, friendship and a true sense of belonging.

Case study. Afusat's impact at Lime Tree Gardens

Afusat is the Registered Manager at our CQC-registered service, Lime Tree Gardens – a residential mental health service in Camden, North London.

When Afusat took on the role, the service was rated as 'Requires Improvement'. Through her determination, clear vision and unwavering commitment to both customers and colleagues, she led a transformation that resulted in a 'Good' CQC rating in March 2026, a significant achievement for the service and the people we support.

Her impact goes far beyond compliance and quality standards. Afusat rebuilt confidence within the team, creating a positive, motivated and high-performing culture where people feel empowered, valued and accountable. The result is a stronger service delivering better outcomes for customers.

Afusat's influence continues across the region through her work as Acting Regional Care Practice Manager. She mentors Registered Managers, shares her expertise in complex mental health services and is developing future leaders by coaching her Deputy Managers to step confidently into leadership roles.

Committed to continuous learning, Afusat is also studying towards her Level 5 Operational Management Qualification.



Influencing

Using our voice to affect change

Giving customers and colleagues a voice in the decisions and policies that affect them is a key priority for us.

Over the past year, we have strengthened our influence with government, policymakers and sector partners through proactive media engagement, political advocacy and strategic partnerships. We secured significant national and trade media coverage in outlets including Inside Housing, The Big Issue and The Guardian, helping to raise awareness of issues affecting our customers, including rough sleeping, temporary accommodation, supported housing reform, family homelessness and veterans' services.

Our political engagement included supporting the National Housing Federation's Save Our Supported Housing campaign, with John Glenton, our Chief Care & Support Officer, joining sector leaders at Downing Street to present a letter to the Prime Minister.

At the Labour Party Conference, we hosted a fringe event focused on ending homelessness, took part in influential policy roundtables on supported housing, homelessness prevention and social housing funding, and engaged with senior politicians and decision-makers.

Our influencing work helped secure funding extensions and longer-term support for veterans' housing services and the Op FORTITUDE referral pathway.

We also strengthened our policy influence through active involvement in parliamentary groups. As members of the APPG (All Party Parliamentary Group) for Older People and Housing we made a significant contribution to the Creating Intergenerational Communities inquiry report and we also secured a place on the APPG for Ending Homelessness Steering Group.

Following consultation and direct engagement with the Ministry of Housing, Communities and Local Government (MHCLG) on the new Supported Housing Regulatory Oversight Act, our feedback and insight, shared on behalf of the supported housing sector, contributed to a revised second draft. This included changes to proposals that could have had a significant negative impact on the sector including;

- enabling the managed agent (where the support provider and the landlord are different entities) to be the licensee - which has prevented vital accommodation from being lost from the sector
- the exemption from licensing of older people's services and Ofsted regulated services.

Alongside this, we have built a strong partnership with the National Housing Federation to champion the value of supported housing and influence future homelessness policy, funding decisions and local authority supported housing strategies.



Labour Party Conference

Our CEO Paul Dolan sharing our voice and influencing change at the Labour Party Conference.



Intergenerational APPG

We were proud to launch this report in Parliament - bringing generations together to build stronger, more connected communities.



Keeping veteran homelessness on the agenda

We have helped give veterans a voice in the sector, supporting them to reconnect, and access support, services and a roof over their head.



Save Our Supported Housing at Number 10

John Glenton and sector colleagues championing the issues that matter most to our customers at the heart of decision-making.



Supported Housing (Regulatory Oversight) Act

Lee Buss-Blair, Director of Operations, demonstrating that every conversation, every connection, every opportunity gives our customers a voice.

As we commence delivery of our new Strategy, we will continue to focus on influencing to bring about positive change for our customers and colleagues and a dedicated group of colleagues is tasked with achieving just this.

Our commissioned services

Extending our reach through trusted partnerships

Many of our services are commissioned or funded by local councils or other public bodies. We provide accommodation, support and specialist help for people facing issues such as homelessness, mental health challenges and domestic abuse.

Before a contract is awarded, providers often need to go through a tender or procurement process to decide who is best placed to meet local need, deliver effective support, and offer value for money.

In 2025/26 we secured successful outcomes across a range of services supporting people experiencing homelessness including tender wins, direct awards, contract extensions, funding uplifts and service redesign.

This work is possible through working together with commissioning teams, local partners, colleagues and customers. Combining local insight, customer voice and financial understanding, we keep services financially viable, and respond to changing needs.

2025/26 at a glance

94%
tender success rate.

£4.78m
annual contract income secured through tenders and direct awards.

£27m
total contract value secured over contract lifetimes.

Around **1,000**
customers supported through retained, renewed or newly secured services.



Case study. Working in partnership in Kent

In Medway, Kent, Elizabeth Court provides intensive support for pregnant women or young mothers and their babies. As part of the tender, the Riverside Foundation funded the accredited Incredible Years Parenting Programme, which helps parents build confidence and support their babies' early development.



Jeannette Kilinc, Senior Partnership Commissioner, Medway Council:

"As a local authority, we value the contribution Elizabeth Court makes supporting some of our most vulnerable families. The service provides far more than accommodation; it offers parents a unique opportunity to develop the skills, confidence and resilience needed to create safe, stable and nurturing homes for their children.

The relationships developed between staff and residents are at the heart of the service, helping parents feel valued, supported and empowered to make positive changes in their lives."

Case study. Innovating in partnership to solve problems in Wirral

When Wirral Council faced sustained pressure on temporary accommodation and rising reliance on B&B placements for single homeless households and Riverside had a long-term empty property - both parties sensed an opportunity for a creative solution.

The result is a two-year Temporary Accommodation pilot at Balls Road, Birkenhead, providing 24/7 concierge and intensive housing management, with the Council's Temporary Accommodation Team based on site providing customers with support and case management. This shared model strengthens on-site presence and helps manage risk.

Outstanding partnership working overcame barriers, including refurbishment costs, financial viability, lone working, move-on arrangements, Housing Benefit considerations and legal complexity. Wirral Council funded the project through their Capital Programme as an "invest-to-save" model where the capital investment reduces revenue expenditure on alternative, more costly hotel/B&B accommodation, while both organisations agreed clear responsibilities through service level agreements and a bespoke licence arrangement.

Looking ahead, our focus remains on working with key stakeholders to keep services available, sustainable and focused on what customers and communities need most while taking a measured approach to growth over coming years.

Discover more about the Riverside Foundation and how we support communities, visit www.riv.org.uk/riverside-foundation

Quality and improvement

Supporting safe, effective services

The Quality & Improvement (Q&I) team supports Care & Support colleagues to deliver safe, effective and well-governed services for our customers. It provides specialist assurance, guidance and improvement support, helping services understand what good looks like and take practical action where standards need to improve.

Service audits

Q&I's audit programme helps services identify strengths, address gaps and agree targeted action plans so that improvement is practical, impactful and measurable.

101
service quality audits completed, with action plans introduced to improve standards and strengthen assurance across services.

Case study. Audit driving sustained improvement

The audit programme has helped services move beyond compliance and embed learning. At our Keys to Succeed young people's service in Cumbria, a revisit audit showed improvement from 69% to 90%, demonstrating stronger ownership of quality standards and the transfer of learning across wider services. At Pembroke House Retirement Living in Liverpool, follow-up audit activity showed clear progress since the initial audit, supported by reflective practice, improved consistency and positive customer feedback.

Riverside colleague: *"The audit process gave us a picture of where we stand and the actions we need to take for improvement."*



"For me, quality and improvement is about creating a golden thread that connects our standards, values and everyday practice. Our team helps turn learning into action, ensuring we deliver safe, legally compliant services while continually improving. Most importantly, it's about making a real difference for customers, so they experience support that is safer, more responsive, and easier to trust."

Laura Wood
Assistant Director of Quality and Improvement

Regulation

Q&I has supported Care & Support to prepare for changing regulatory expectations while maintaining assurance against existing standards.

Search for CQC Inspection Reports for Riverside services at www.riv.org.uk/cqc

Supported Housing (Regulatory Oversight) Act: Work has started to prepare for the new regulatory requirements, with readiness a key priority for 2026/27. This will support Riverside to prepare for local authority licensing, new standards for supported housing and stronger assurance expectations.

18
young people's services successfully registered with Ofsted, providing **338** units of supported accommodation.

2
CQC inspections completed, with **Lime Tree Gardens** and **Laurel Court** rated Good across all five key questions.

Business support

Q&I's business support work in 2025/26 focused on improving the tools, data and guidance that services rely on to deliver consistent, high-quality support.

In-Form: a new customer relationship and case management system was implemented in Spring 2025. In-Form provides colleagues with one platform for customer records, support plans, care plans and customer interactions, improving consistency and visibility across services.

Policies and procedures: Q&I completed 15 policies, procedures and guidance documents during 2025/26, including new documents and full reviews of existing materials. This gives colleagues clearer, up-to-date guidance and supports more consistent practice across services.

Incident, safeguarding and assurance: Q&I strengthened oversight of safeguarding, incident management and customer safety through improved reporting, quality assurance activity, specialist support and manager dashboards.





Customer involvement and co-production

Co-production means working alongside customers as equal partners to shape, improve and review our services, making sure decisions are informed by lived experience and focused on what matters most to the people we support.

"I've been inspired by the impactful co-production work already happening across Care & Support. I'm committed to working with more colleagues and customers to further strengthen co-production within our services and across the wider organisation."



Danielle Leonard
Co-Production Lead

Highlights from this year

88
colleagues completed Riverside's co-production training.

10,038
customer activities delivered across our services.

1,684
activities co-produced or co-designed by customers.

327
customer consultations undertaken.

Care & Support Customer Panel

Our Customer Panel is made up of Care & Support customers from across the country and will ensure customers have a stronger voice in how our services are shaped and improved.

"We are aiming to encourage as many customers as possible to get involved and share their views, whether through our digital iCommunity, the Customer Panel, the Customer Inspector Programme, or Customer Hubs. The latter two initiatives are currently being developed and will be introduced where there is sufficient interest. Visit our website for details: www.riv.org.uk/get-involved"



Rupa Aujla
Care & Support Customer Engagement Officer

Panel member, Ross Anson, said, *"Setting an example yourself is the best way to make the changes you wish to see" which reflects the panel's commitment to leading positive change through meaningful customer involvement and demonstrating the impact customers can have when given a genuine opportunity to influence services."*



Ross Anson
Panel Member

Through an accessible, person-centred recruitment process we appointed the first seven panel members and are actively seeking new members to represent our diverse customer groups.

Get involved by joining our Care & Support Panel. Visit our website for details.

www.riv.org.uk/get-involved

Customer satisfaction survey results

Housing with Support

90.2% satisfied overall.
(Up 2.3% on last year.)

91.9%
feel they can have their say.

90.5%
say communication is easy.

85.5%
say service has a positive influence.

Lowest scores:

76.6%
satisfied with repairs.

51.7%
satisfied with complaints.

How we're responding to customers' feedback about repairs and complaints

Launching 'Brilliant at Basics', a new program focused on resolving key repairs and maintenance 'pain points' to deliver a more reliable service for our customers.

Housing with Care

92.9% satisfied overall.
(Up 0.6% on last year.)

96.6%
on respect and privacy.

95.4%
treated with dignity.

94.5%
say communal areas are clean and well maintained.

Lowest scores:

81.7%
satisfied with repairs.

40.6%
satisfied with complaints.

Relaunching our Complaints Learning Forum to review complaints, identify learning and drive improvement, alongside introducing a new Customer Group focused on improving the complaints experience.



New communal area at Centre 28

Centre 28: Young people shaping their future home

Centre 28 is a 25-room supported accommodation service for young people in Hull.

In 2025 the service was struggling to attract new residents and utilising funding from Riverside's Care & Support Investment Programme budget a plan was put in place with a clear goal: to create a service that met new regulatory standards and, more importantly, felt like a place young people could be proud to call home.

From the outset, young people were at the heart of the redesign. They shared ideas on layouts, facilities and what would make the service work for them.

Co-production became part of almost every decision. Young people helped choose room names, furniture, colours and flooring, researching options and voting on their favourites.

The result is more than a refurbished building. It is a service shaped by the people who live there, supported by colleagues, commissioners and partners working together.

Case study. Working together to deliver great services

For 25 years, Old Tea Warehouse has supported people in High Wycombe experiencing homelessness to rebuild their lives and move on towards a brighter future.

In this time the service has helped hundreds of people, providing safe supported accommodation, person-centred support and step-down housing for those ready to move on to independent living.



Its success has been built on strong partnership working with Buckinghamshire Council, healthcare providers, police, criminal justice organisations, local voluntary groups and the wider community.

A special 25th anniversary celebration brought together customers, staff, former staff, partners and local councillors while current and former customers shared their experiences, welcomed guests and showed the positive relationships the service continues to maintain long after people move on.







Case study. Michael's story

My journey as a Care & Support customer began with homelessness and a hostel room at Arlington House. Scrutiny was new to me, and Susan Biddle, then Chair of local scrutiny, taught me to look beyond the obvious and appreciate whatever one discovers. Good or bad.

That advice led to my joining T.R.I.P., where, with former director Andrea Thorn's guidance, we developed the 7 Steps Programme and the various customer led panels including Care & Support, which I now Chair. Shortly afterwards I applied for a seat on the Care & Support Committee and was successful.

Anything is possible.

Michael Edetanlen
Customer Panel Member



If you need this information in another format, or help to understand it, call us on 0345 111 0000. We'll work with you to find a suitable option.

Special thanks to our Care & Support Customer Panel, who were involved every step of the way and helped shape this report from start to finish.

Contact

To find out more about the incredible work we do, please visit our website **riverside.org.uk**

To help tell the stories behind our work and bring our services to life, some images in this report are illustrative and may not represent the specific people, places or services described.

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