



A REVIEW OF 2023/24

OUR SUSTAINABLE FUTURE

live • grow • thrive • together

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Read our corporate plan



In 2023, we launched our latest corporate plan – ‘Our Sustainable Future 2023-25’ setting out our key objectives for the next two years. Scan the QR code to find out more or [visit our website](#).

INTRODUCTION

Welcome to Salix Homes' review of 2023/24 which showcases our performance and achievements over the past year, explains how we've responded to the challenges we've faced and sets out our key priorities for the future.

As we reflect on the past 12 months, we're proud to report another year of strong progress and growth, in line with our corporate plan – **Our Sustainable Future**. We launched our revised corporate plan in 2023 with a renewed focus on three priority areas - our **sustainable homes**, our **sustainable business** and our **sustainable communities**.

This year has been about getting back to our roots and refocusing on our core values to provide good quality homes and services to our customers, through the launch of a new operating model and ways of working. We've been getting to know our customers and their homes better, improving the energy efficiency of our housing stock, delivering new, affordable and sustainable homes and championing building safety.

Our customers are at the heart of everything we do. We're passionate about ensuring their voices are heard and providing opportunities for them to help shape and improve our services.

Sustainability is at the forefront of our priorities, so it was an incredibly proud moment to welcome the first residents to our new Greenhaus development, which is the largest Passivhaus-certified, affordable housing scheme in the North West.

Everyone deserves a place to call home, and the journey that some of our new residents at Greenhaus have been on, really highlights the pressing need for more high quality, social and affordable housing. Greenhaus is testament to the difference that having safe and secure housing can make, which you can read more about in this report.

Building safety remains a key focus. With the Building Safety Regulator now established and new duties, laws and safety standards in place, we've been working hard to meet the new requirements to ensure all our homes are safe places to live, both now and in the future.

Social value continues to play a huge part of our business activity, so within this report you can also find out more about the difference we've made for our customers and communities that goes beyond bricks and mortar - from supporting people into work to investing in grassroots community projects.

We're operating in a very different environment than the one we were in 12 months ago. The spotlight is on the housing sector, the services

we provide and the actions we take. We're navigating new regulation, new consumer standards, new ways of working, and a revolving door of political leaders, all while continuing to support our customers during a cost-of-living crisis.

A significant change in senior leadership is also on the horizon for the coming year with the appointment of a new Chair of the Board and Chief Executive. However, with change comes opportunity and we're confident that by working closely with our partners, and of course our customers, Salix Homes can continue to face these challenges pro-actively and positively to meet the demands of a modern world, for our customers, our communities and our colleagues.



Sue Sutton
Chief Executive



Jim Battle
Chair of the Board

The Salix Homes Board

Salix Homes is governed by a board of non-executive directors. The Board is our main decision-making body with responsibility for the strategic direction of our organisation. It's the job of the Board, working closely with our Executive Management Team, to set and actively drive our social purpose, mission, values and ambitions, as well as monitor performance and risk and make sure we're meeting our legal and regulatory requirements.

Our 11 Board members are all appointed based on their skills, knowledge and lived experience to collectively support the successful running of the organisation.

In 2023 we appointed three new Board members to replace outgoing members who'd reached the end of their term. One of our Board members is also a customer.

Our members come from a range of different backgrounds, ensuring that the Board reflects the communities we serve.

The Board is supported by four committees who make recommendations and gain additional assurance on behalf of the Board.

These are:

- Audit and Risk Committee
- Assets and Sustainability Committee
- Remuneration and Governance Committee
- Customer Committee

Customer Committee

The Customer Committee is a diverse group of Salix Homes customers with the power to commission pieces of work to scrutinise any area of our organisation. This means that if they want to know more about how we do things, they can arrange an in-depth review of any service we deliver to really look closely at how we work, and suggest ways to improve.

Their role was strengthened further following a governance review in 2022. The Chair of the Customer Committee also sits on the Board - ensuring that there is a direct link between the Board and Committee, and to ensure customers' views are being considered by and are influencing the discussions being held at the Board.

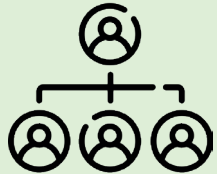
During 2023/24 the Board have:



Approved a refinancing proposal to ensure the long-term financial viability of the organisation – meaning we can continue to invest in our homes and services to customers.



Approved the development of new sustainable homes – to ensure we are continuing to provide affordable housing to the people of Salford.



Overseen a restructure of our housing management teams to make sure that we are delivering effective services to customers who need them.



Reviewed the performance of the teams in responding to any cases of damp, mould and condensation or day-to-day repairs and maintenance.



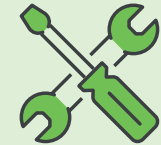
Reviewed the financial and operational performance of all aspects of the business and considered all associated risks to both the housing sector and more specifically to Salix Homes.

During 2023/24 the Customer Committee have:

Helped shape the new Settle In with Salix communications, as part of a review of our sign-up process and the information we provide to customers when they start a new tenancy with us.



Helped to develop and influence our approach to delivering Working in Neighbourhood (WIN) Days and agreed the questions we should ask as part of customer surveys to develop new Neighbourhood Action Plans.



Been involved in the in-depth review of our repairs service, agreeing an action plan for improving and changing the delivery of the service.



Commissioned a piece of scrutiny work into the way we deliver customer services, the outcomes of which have helped inform the priorities of our new Customer Service Strategy.



Reviewed and influenced our customer rent increase letters.

OUR *SUSTAINABLE* HOMES

We aim to provide high quality homes for our customers, making sure they are safe, affordable and energy efficient. We're committed to meeting the needs of our existing and future residents, as we deliver more homes for people in Salford and beyond, that are fit for the future.

SPOTLIGHT ON: Building Safety

With the new building safety regime now in place, we've been working hard to meet the requirements and ensure that all our properties are safe and great places to live.

For our customers, we want them to feel safe in their homes, as well as feel informed about building safety and empowered to challenge decisions and get involved in discussions.

We're successfully steering a shift within our own organisational culture to embed the ethos that everyone is responsible for building safety, from the top downwards. Everyone is encouraged to report safety concerns and can be confident we'll listen.

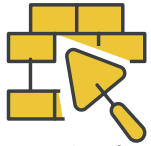
In line with the Building Safety Act 2022, we've developed Building Safety Cases for all 20 of our high rise blocks. It's a legal requirement that we also share this key safety and building information with customers, so we have summarised all the information to make it as easy as possible for customers to access and understand. We've created a dedicated area on our website where customers can access this information and translate it into their preferred language or format using our Recite Me accessibility tool.

We've also launched our new Building Safety Customer Engagement Strategy, which puts our customers firmly at the centre of our approach to building safety.

Scan the QR code to find out more or [visit](#) our website.



IN 2023/24 WE HAVE:



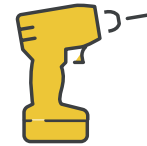
Built, acquired or have in development **311** properties

100%

Completed 100% of gas, fire, water and lift safety checks



Completed **467** home safety checks



Installed new kitchens and bathrooms in **1,061** homes



Invested **£13.55m** in improving homes



Achieved **92.5%** customer satisfaction rate with investment works

100%

Completed 100% of emergency repairs within target timescales



Carried out **27,318** repairs



83% of customers satisfied with their repair we've completed



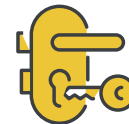
Opened our first development **outside of Salford** delivering 24 social homes in Partington, Trafford



Carried out a root and branch review of our repairs service and identified areas for improvement

x20

Developed building safety cases for all 20 of our high-rise buildings



Launched the Open the Door campaign to encourage customers to let us in for essential checks and repairs

LOOKING AHEAD Business Priorities:

By 2025 we will:

- Continue to deliver the requirements of the Building Safety Act
- Review our property quality standards and ensure we have a data-driven approach to the management of our assets
- Have built a minimum of **250** affordable homes, in line with our Growth and Development Strategy
- Increase customer satisfaction with our responsive repairs services to **80%**
- Implement the recommendations made in our repairs review to enhance the service and improve customer satisfaction



OUR SUSTAINABLE BUSINESS

Our business must be fit for today and prepared for tomorrow, making sure we remain efficient and well governed, as well as being a great place to work so we can attract and retain great talent and people that live and breathe our Salix Homes values.

We are
Trustworthy



We gain the confidence and trust of others through integrity and accountability.

Accountable: We will keep our promises and take responsibility for our actions.

Integrity: We will do the right things for the right reasons.

We are
Successful



We are constantly improving by remaining informed and work collaboratively to achieve success.

Informed: We will listen and learn to continuously improve.

Collaborative: We will build strong internal and external partnerships to deliver excellence.

We are
Inclusive



We advocate for others whilst embracing and promoting inclusion.

Advocate: We will speak up for those who are unable to do so for themselves.

Respectful: We will respect and value difference, promoting a sense of belonging.



To embed these values at all levels, we have rolled out a comprehensive learning and development programme for colleagues. We have also launched a reward and recognition system, called Living Our Values, which celebrates those who consistently go above and beyond in their working role, and embody our core values. **Scan the QR code to find out more or [visit](#) our website.**

SPOTLIGHT ON: Our Values - Trustworthy, Successful and Inclusive

At Salix Homes, we believe that social housing is about more than just bricks and mortar. We want to support our customers and provide opportunities for them to grow and thrive – this is woven into our culture and values and the actions we take.

In 2023, as part of our new operating model and ways of working, we also launched our new values and competencies. Our values matter to us, and they're borne out of our commitment to get back to our roots and get to know our customers and homes better.

Our values aim to make it clear what is important at Salix Homes, in terms of defining what our organisation stands for, how we approach the services we provide and the decisions we make.

Our customers' voices were critical to influencing and shaping our values, that's why the Salix Homes Customer Committee provided their input on the proposed new values and competencies, and we also incorporated the behavioural elements of our Customer Charter.

At the heart of our new values and competencies is the delivery of excellent customer service which remains central to how we approach our work every day.

IN 2023/24 WE HAVE:

£120m

Secured a
£120million
refinancing deal



Retained our **G1/V2**
(Governance and Viability)
rating from the Regulator
of Social Housing



Launched our '**Live, Grow, Thrive**' campaign for colleagues to embed a culture of learning from complaints

87%

A largely local workforce
with **87%** of our employees
living in Greater Manchester



Achieved a mean gender
pay gap of **-9.95%**
- the lowest percentage
difference we've recorded



Embedded our new
Values - **Trustworthy,**
Successful and Inclusive

LOOKING AHEAD Business Priorities:

By 2025 we will:

- Continue to be well-governed and regulatory compliant
- Retain our C1 (Consumer) G1 (Governance) and V2 (Viability) grading from the Regulator of Social Housing
- Have appointed a new Chair of the Board and Chief Executive
- Have embedded an established approach to comply with any new Competence and Conduct Standards
- Modernise and streamline our internal financial management processes
- Deliver year one of the IT Strategy
- Provide an inclusive working environment and embed our fresh approach to inclusion

OUR SUSTAINABLE COMMUNITIES

We're about so much more than just providing homes - we deliver services and provide support to help our customers, communities and colleagues to live, grow and thrive.

We are committed to providing first class services and investing in our customer service channels to ensure we are meeting and exceeding our customers' expectations.

SPOTLIGHT ON: Working In Neighbourhood Days

We have reintroduced Working in Neighbourhood (WIN) Days in a bid to get to know our customers and communities better.

Our WIN Day initiative has been given a re-boot as part of our new operating model and changes to the way we work so we can give our customers better access to support and services. The company-wide activity is held every three months as a way to be more visible in our communities and speak to customers.

Whatever role they do at Salix Homes, everyone gets involved in the WIN Days. They are proving a valuable opportunity for all our workforce to meet with our customers face-to-face, listen to their feedback – both good and bad, and better understand the communities we serve.

Each WIN Day has a different focus, with some prioritising community clean-ups and litter-picks, while others have focused on knocking on doors

and speaking to residents as part of our Getting to Know You campaign. This is an initiative to contact all our customers to learn a little more about them and their household to ensure our data is up to date. That data is being used to help us improve customer access to our services and support, and help us better understand the diverse range and needs of the people living in our communities.

We're on a mission to get back to our roots and refocus on our core values to provide good quality homes and services and our regular WIN Days form a key part of that commitment.

But it's not just the WIN Days when we're more visible in communities. We also have a team of new, dedicated housing officers in our Neighbourhood Teams who are out in our neighbourhoods and aim to be a familiar face, creating closer connections with customers.

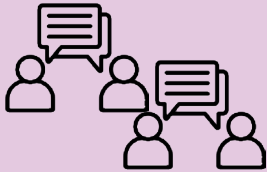
Getting to know our Neighbourhood Teams

We've enhanced our website, developing a dedicated area for customers to [find out who their housing officer is](#) and find out more about them and how to contact them.



Our Neighbourhood Teams also hold regular events and activities across our communities including surgeries, drop-in sessions and clean-ups, so we've developed an [events calendar](#) on our website, so people can check when we're in their area.

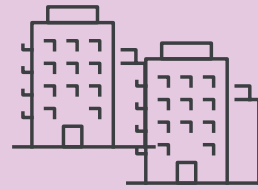
IN 2023/24 WE HAVE:



Reintroduced Working in Neighbourhood (WIN) Days in a bid to get to know our customers and communities better and surveyed over **700** customers during these events

3,634

Launched our 'Getting to Know You' Campaign and completed **3,634** customer surveys - this equates to **46%** of customers



Engaged with over **350** customers during our high-rise month of action



Carried out an in-depth review of our Repairs Service

88%

88% of customers who say we treat them fairly and with respect



Launched our new **Customer Engagement Strategy** and improved our website to provide more information about the different opportunities available for customers to get involved



85% of customers who agree that we keep them informed about things that matter to them



Had over **1,500** documents translated into different languages via our Recite Me accessibility tool, with **77** people using the tool every month



77% of customers who say they are satisfied that we listen to their views and act upon them

LOOKING AHEAD Business Priorities:

By 2025 we will:

- Continue to develop and enhance our approach to customer service including improved customer communications and accessibility
- Have implemented a new repairs delivery service model, with additional resources and increased hours of operation
- Increase the social value of our work
- Achieve 85% customer satisfaction, including increased satisfaction with complaint handling, and increased satisfaction that we listen to customers' views and act on them
- Achieve the Institute of Customer Service (ICS) accreditation
- Increase the number of diverse voices involved in influencing service outcomes for customers



Want to get involved and help influence services and make a difference at Salix Homes? Scan the QR code to find out more or [visit](#) our website.

SOCIAL IMPACT HOUSING

At Salix Homes, we're committed to making a positive impact in the communities we work in that goes beyond providing homes and services. We aim to make sure everything we do creates added social value.

Whether it's the environment, local economy, employment or building and improving homes, here are just a few of the ways we're making a difference....

SPOTLIGHT ON: Transforming lives at Greenhaus

Mature student Harriette Matthews was amongst the first residents to move in at Greenhaus.

Harriette, who is studying to be a counsellor, had been staying on her dad's sofa in his one-bedroom flat following a relationship breakdown. She has autism and also suffers with scoliosis, which is a curvature of the spine, and her difficult living conditions had been affecting both her physical and mental health.

Moving into Greenhaus has transformed her life. She explains: "I just can't put into words how much of a difference having my own home will make to my life. I've had a difficult few years, but I've been trying my best to get my life back together. It feels like the final piece of the puzzle has finally slotted into place and I can start living my life now."

Harriette is living in one of the 13 apartments available for affordable rent at Greenhaus.

Greenhaus, located on Chapel Street opposite Salford Cathedral, has been built to Passivhaus Classic certified standard, which is the leading low-energy design standard. Passivhaus homes offer high thermal comfort and improved air quality, providing a healthier living environment and homes that are cheaper to heat and run.

The building's eco-credentials are the icing on the cake for Harriette. She said: "I know all about Passivhaus as I'd seen it on Grand Designs, and I always said to myself that when I get my own place I want it to be Passivhaus, and now I'm living in one – it couldn't be more perfect."

At Salix Homes, we believe that everyone deserves a place to call home. The challenges of unstable living conditions that Harriette, and many of our other customers have experienced, really highlights the pressing need for more social and affordable housing and the difference that having a safe and secure home can make.

IN 2023/24 WE HAVE:



Re-let
332
homes to
new tenants



Let **117** homes
to people who
were previously
homeless

£251,000

Spent **£251,000**
on adaptations
to homes

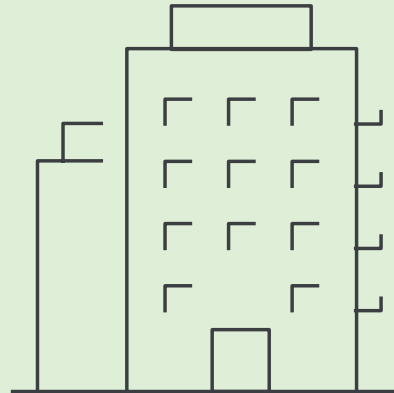


Launched our **Make Every Visit Count** campaign to encourage colleagues to think beyond their service area when meeting with customers



Launched our **e-bike fire safety** campaign

96



Opened **Greenhaus** – the largest Passivhaus development in the North West bringing 96 highly-sustainable, affordable homes to Salford.

Find out more:



Scan the QR code to watch our Greenhaus video or [visit](#) our website.





SPOTLIGHT ON: Let's Talk Housing with Salix Homes

We've taken to the airwaves with Salford City Radio to launch a brand-new radio show all about housing.

The monthly show – **Let's Talk Housing with Salix Homes** - aims to strengthen our connection with customers across Salford, providing an additional communication channel for people to engage with us directly.

We're using the platform to answer questions from customers on air, share important news and information about housing, services, events and activities, and provide practical advice and support.

Our CEO Sue Sutton has been in the hot seat addressing questions on key issues, including the rent increase, our repairs service, planned improvement work to homes, details about our Springboard fund, as well as some of the challenges people in our communities are facing and the support that is available.

We're committed to being open and honest with our customers and explaining the reasons behind the decisions that we make, so the show is proving a great way to talk directly to our customers and address the issues that matter most to them.



You can tune in at 94.4 FM every Wednesday at 10am. To listen to past episodes or send in your questions, scan the QR code or [visit](#) our website.

IN 2023/24 WE HAVE:

£20,000

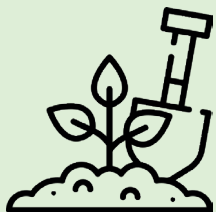
Invested more than **£20,000** through our community fund Springboard, supporting **24 projects**



Delivered **550** recycled furniture items to customers



Cleared **381.2 tonnes** of fly-tipping



Planted **2,100** square metres with our planting schemes



77.2% of customers who told us they are satisfied that we make a positive contribution to their neighbourhood



Launched a new radio show with **Salford City Radio**

£1,000

Awarded **£1,000** to Chandos Bowling Club – our Springboard Heroes 2023 winners

Find out more:



Scan the QR code or [visit](#) our YouTube channel to see the moment our Springboard Heroes winners were announced.

Springboard
community fund





SPOTLIGHT ON: Charlie's story

In 2016, Charlie and her family's lives were thrown into turmoil when their private landlord announced they were selling their home. To make matters worse her husband was made redundant from his job.

Charlie and her family were offered a Salix Homes property – a home they love and a move that has changed the course of their lives for the better.

On top of everything else Charlie was dealing with at the time, she was also diagnosed with psoriatic arthritis – a rare form of arthritis that can lie dormant and be triggered by stress.

"I was in such horrendous pain, particularly in my hands and knees," she said. "I had to give up my job at a supermarket as I couldn't physically stand all day or do the tills with my hands. It was devastating for me to give up work as I've never not worked. I felt so low at the time, and I lost all my confidence."

After trialling different medications, Charlie was eventually able to manage the condition and joined our Customer Committee.

She added: "Joining the Customer Committee marked a huge turning point in my life, and I've never looked back. It's helped me learn new skills and grow in confidence, and it's really opened my eyes to the housing sector."

Last October, Charlie successfully applied for a job in our call centre, which is the first point of call for our customers, and the team deal with a wide range of customer calls and queries, from raising repairs to taking rent payments.

Though it's meant Charlie has had to give up her place on the Customer Committee, it was the right move for her. She added: "Salix has been so supportive of me, particularly with my health condition. I think being a tenant as well as an employee also really helps me in the role as I can relate to customers and what they're feeling and I'll often say to them 'I'm a tenant too'. The best thing about the job is knowing that you're making a difference for our customers and that you've made their day that little bit easier, even if it's just by listening to them."

Sue Sutton, Salix Homes Chief Executive, added: "Charlie is an absolute asset to the Salix Homes team and her journey is testament to the transformative power of social housing."

"It's not just about providing a roof over someone's head; it's about creating opportunities and building communities. Social housing has the potential to change lives, giving people like Charlie the stability and support they need to rebuild their confidence, learn new skills and thrive."



Read more about Charlie's story:
Scan the QR code to find out more or
[visit](#) our website.

IN 2023/24 WE HAVE:



Supported **19** young people through the Build Salford traineeship



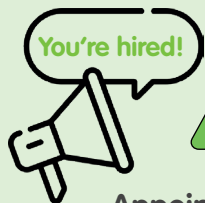
Provided **47** people with employment or training opportunities with our contractor partners via the Procure Plus framework



Supported **15** customers into full-time employment



Achieved **'Member'** status in the Greater **Manchester Good Employment Charter**



43%

Appointed **68** new recruits – 43% of who live in Greater Manchester



Supported **39** customers with training and development

Our commitment to good employment

We're proud to have achieved 'Member' status in the Greater Manchester (GM) Good Employment Charter, in recognition of our commitment to raising employment standards.



The GM Good Employment Charter sets out seven characteristics of good employment, which Members must meet, these are:

- Secure work
- Flexible work
- Pay
- Engagement and Voice
- Recruitment
- People Management
- Health and Wellbeing

One of the characteristics is around paying employees the Real Living Wage, and Salix Homes became the first accredited Living Wage Employer in Greater Manchester, back in 2012.

We pride ourselves on being a great place to work, offering an inclusive and supportive working environment and providing our employees with opportunities to grow and thrive. The GM Good Employment Charter perfectly complements our own values and objectives as an organisation, so we are incredibly proud to achieve 'Member' status and we look forward to continuing to embrace the principles of the Charter to further develop and enhance our working practices.

Scan the QR code to find out more or [visit our website](#).



SPOTLIGHT ON:



In 2023 we launched the Salix Seed Fund – a brand new initiative that empowers our colleagues to make a positive impact in the Salford community.

The Salix Seed Fund is a funding pot of £40,000 provided through our contractors that has been earmarked for 'social value' projects.

The initiative aims to promote community engagement, build better relationships with our customers, enhance health and wellbeing, improve lives, and increase opportunities for the people of Salford, by funding social value projects that directly benefit our customers and communities.

To ensure that the Salix Seed Fund is spent on projects that truly reflect the needs of our communities, we invited all colleagues to nominate projects for consideration. As we believe our dedicated teams, with their understanding of our communities' needs, are best positioned to identify projects that will have the most significant impact.

The projects we've allocated funding to include:

The Shed Creative Health – a project that supports vulnerable men with complex needs including physical and mental health issues, by providing support and access to arts, culture and heritage activities to help improve their health and wellbeing.

Salford Loaves and Fishes - a charity which supports homeless, isolated and vulnerable people across Salford. The Salix Seed Fund grant is being used to deliver a Flexible Learning Hub at the charity's Skills For Life Centre, to help people develop digital skills and complete online training courses. This includes maths, English and IT, as well as a range of accredited course in skills such as health and safety and food hygiene to help improve people's employment prospects.

School Sensory Garden – Children and staff at Wharton Primary School were left devastated when their sensory garden and all-weather pitch were targeted by vandals. The facilities provide vital outdoor space for children with special educational needs, but the school was left facing a hefty bill to fix the damage caused. Thanks to a helping hand from the Salix Seed Fund, we're supporting the school to fix the damage and help enrich the children's education.

DoSportUK – A project which provides sporting opportunities to people of all ages with disabilities. The Salford Knights inclusive basketball team is part of the DoSportUK initiative, providing a fun and inclusive environment for people with learning difficulties to play basketball, make friends and feel part of a team. The project is a lifeline for many of its members, helping to tackle the health and social inequalities that exist for people with disabilities.



IN 2023/24 WE HAVE:

£50,000

Awarded **£50,000** from the Salix Customer Support Fund, helping **244** customers who were experiencing financial hardship



Helped customers to claim benefits worth **£50,454**



Assisted **233** customers with claims for Universal Credit

Salix SeedFund



Allocated **£40,000** through our Salix Seed Fund social value grant programme



Raised **112** foodbank vouchers, helping **142** adults and **89** children with food parcels



Made **273** referrals to external support agencies.

Find out more:



Scan the QR code or [visit](#) our website to find out more about some of the projects we've supported with the Salix Seed Fund.





SPOTLIGHT ON: Solar panel project shines bright

We have installed solar panels on homes across Salford – saving hundreds of pounds for customers.

We completed solar panel installations to 49 properties after securing funding through the government's Social Housing Decarbonisation Fund (SHDF), and customers are seeing the benefits on their energy bills.

Julie Pemberton lives in Weaste and is thrilled with the eco-improvements to her home. She said: "I'm saving roughly £4 to £5 per week on my electricity. I know this as fact, as being on a pre-payment metre allows me to see my usage and expenditure. Having the solar panels installed will save me over £200 per year and helps with climate change – it's a win-win situation."

Harnessing the power of the sun through the solar panels, we are not only helping to

protect the environment, but also offering tangible benefits to residents which go beyond financial savings. By using clean, renewable energy, we are actively reducing the carbon footprint of our communities and supporting the transition to a greener, more sustainable future for all.

We secured £236,000 from the government's Social Housing Decarbonisation Fund (SHDF) to help fund the project, following a successful bid from the Greater Manchester Combined Authority (GMCA) on behalf of social housing providers across Greater Manchester.

The success of our solar panel project is another step forward in our ongoing commitment to sustainability and improving the lives and homes of our customers, as well as supporting our ambitions to be carbon neutral by 2038.

IN 2023/24 WE HAVE:



112 more properties improved to EPC C energy efficiency rating, with **86%** of homes now EPC C or above

72.97

Achieved an average **SAP** score for our homes of **72.97**



Achieved '**Gold**' accreditation in the **Sustainable Homes Index for Tomorrow (SHIFT)** assessment



Reduced carbon emissions - our stock now emits **20,600 tonnes** of carbon annually, averaging **2.76 tonnes** per property, which is lower than the North West average of **3.5 tonnes**



Installed Switchee smart thermostats in **2,445** homes after securing **£679,000** funding



Recycled **42.2 tonnes** of furniture through our furniture recycling scheme



Started work on a **£10million** green transformation of two of our high rise buildings

£4,991,000

Secured **£4,991,000** Social Housing Decarbonisation Funding

LOOKING AHEAD Business Priorities:

By 2025 we will:

- Assess all homes below EPC C to look at options to improve them to EPC C. This means that by 2030, Salix Homes, wherever possible, will have no properties below EPC C
- Improve another 130 properties to EPC C using funding from the next wave of the Social Housing Decarbonisation Fund (SHDF)
- Have completed a pilot project to install air-sourced heat pumps in some properties. The learning from this will enable a wider rollout of heat pumps during 2026
- Have started the transition to an electric fleet with the first service electric vehicles being used by colleagues

CUSTOMER VOICE

Our customers are at the heart of everything we do at Salix Homes. We're passionate about ensuring their voices are heard and providing opportunities for customers to help shape and improve our services.

Scan the QR code or [visit](#) our website to read our Customer Voice Report.



Customer groups

In addition to our Customer Committee, we have several customer groups, who focus on key areas of the organisation and give us suggestions and feedback to help us make improvements.

These customer groups include:

- **Apartment Living Forum** – they focus on our high rise blocks
- **Complaints Oversight Group** – they work closely with us to develop and review our complaints process and help to improve the experience for customers
- **Procurement Panel** – they have a say on our appointment of contractors to help ensure we're getting a good deal
- **Scrutiny pool** – this is made up of 'scrutineers' - a group of over 100 customers who can be called upon by our Customer Committee to take part in in-depth reviews of our services



SPOTLIGHT ON: Improving our repairs service

A rise in demand for repairs, coupled with an increase in complaints about the service prompted an in-depth review to identify the root causes, and to explore options to improve the service for our valued customers.

We began the review in 2023, ensuring the customer voice was at the forefront of our discussions.

We delved deep into analysing complaints, conducting consultations with dissatisfied customers, and gathering insights from colleagues and contractors involved in service delivery. We also completed a series of focus groups to further understand our customers' experiences and gather valuable feedback on areas needing improvement.

The review wasn't just about identifying problems; it's about finding solutions that directly address customer concerns and improve their overall experience of our repairs service. By listening to customer feedback, we're committed to implementing changes that make a tangible difference in how repairs are handled, ensuring a more efficient, transparent, and customer-focused service.

Moving forward, we're implementing a new repairs delivery service model, with additional resources and increased hours of operation, based on the feedback we received during the review.



Scan the QR code or [visit](#) our website to find out more.

KEY ACHIEVEMENTS DURING 2023/24:



Our Customer Committee met five times and agreed to meet monthly in 2024/25



Our customer sub-groups - **Complaints Oversight Group**, **Procurement Panel** and **Apartment Living Forum** - met six times to help shape and scrutinise policies and procedures



We agreed to relaunch our **Community Connectors** forum in 2024

OUR CUSTOMERS HAVE HELPED SHAPE:

- Repairs Review - improving our customer repairs model and service offering
- Settle in with Salix – a new approach for customers starting their new tenancy with us
- New Neighbourhood Action Plans and
- Community Involvement Strategy
- Customer Engagement Strategy
- Building Safety Customer Engagement Strategy
- Customer Service Strategy
- Improving our complaints response service



Scan the QR code or [visit](#) our website to find out more.

OUR CUSTOMERS HAVE SCRUTINISED:

- Our approach to delivering excellent customer service, for which nine recommendations have been made
- Our Customer Communications, for which 10 recommendations have been made



Scan the QR code or [visit](#) our website to view these reports.

LOOKING AHEAD

Looking ahead, we have agreed four business areas for scrutiny in 2024, which are:

- Continuation of the scrutiny of customer communications
- Our approach to equality, diversity and inclusivity
- Environmental services
- Tenancy sustainment



COMPLAINTS PERFORMANCE

Customer feedback gives us important information about how our customers view our services. It helps us see where we're doing well and where we can improve.

Scan the QR code or [visit](#) our website to read our Annual Complaints Performance and Service Improvement Report.



HERE'S SOME KEY FACTS AND FIGURES RELATING TO OUR COMPLAINTS HANDLING IN 2023/24



We received **319** formal complaints, of which **55** were escalated to Stage 2 review. No complaints were refused during this period.



We resolved **83%** of complaints at Stage 1, showing that our investigations were fair and thorough.

COMPLAINTS PERFORMANCE

99% of Stage 1 acknowledgements issued within 5 working days.

87% of Stage 1 responses dealt with within Code compliant timescales.

94% of Stage 2 responses dealt with within 20 working days.

THE TOP THREE THEMES FOR COMPLAINTS IN 2023/24 WERE:

33% of complaints related to unresolved issues where an issue is ongoing to a customer's dissatisfaction.

20% of complaints related to lack of communication or insufficient and ineffective communication with a customer.

12% of complaints related to the length of time taken to complete a repair or other service request.

Housing Ombudsman Service

If a customer is unhappy with how their complaint has been handled, they can escalate it to the Housing Ombudsman.

We received three Housing Ombudsman determinations in 2023/24 which contained four findings of maladministration. The maladministration determinations related to:

- Failure to find a lasting solution to a heating issue
- Outstanding repair works after completion of a mutual exchange.
- Call handling when speaking to a vulnerable customer
- Complaints investigation response

Within the determinations, we received 10 orders and have complied with 100% of these.

COMPLIMENTS 2023/24:



288

We received a total of **288** compliments



81% of the compliments we received from customers were about the standard of our service

THESE INCLUDED:

"I am really impressed by how attentive Salix Homes is regarding damp and mould. Whenever I call up to report a repair, the staff on the phone ask whether I have mould or damp in my home, which indicates they take this issue seriously."

Repairs Service

"Everyone that I have spoken to from Salix Homes is very respectful and the staff are always very helpful with any matter or query that I come to them with, so I am very happy with Salix Homes as a landlord."

Salix Homes Team

"Salix have always been extremely respectful, helpful and responsive whenever I have had any issue. For example, I was recently stressed about rent arrears that were building up, but Salix were excellent in organising a plan with me to resolve the issue and reassured me that it would be done swiftly."

Income Management Team

Tenant Satisfaction Measures

The Regulator of Social Housing (RSH) expects all social housing landlords to collect and report their performance through the Tenant Satisfaction Measures (TSMs).

The TSMs help the Regulator monitor how we're performing in our duties to provide good quality homes and services for our customers. In total there's 22 measures that we must record and share. The information we gather also helps us gain valuable feedback from our customers across key areas of our business – including their overall satisfaction with Salix Homes as their landlord, our repairs service, complaints handling, communications and more.

Scan the QR code or visit our website to view our TSM performance for 2023/24.



VALUE FOR MONEY

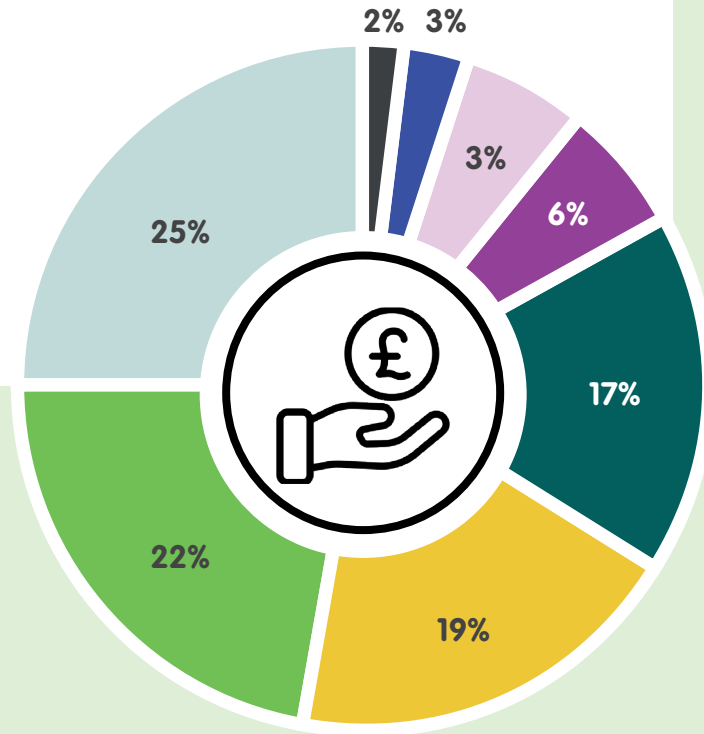
We are committed to ensuring that all our services provide value for money. This is something that the Regulator of Social Housing keeps a check on too.

We aim to:









- Provide a high-quality service to our customers and colleagues
- Optimise our income and financial return on our assets
- Improve the quality of life of our customers and those who live in our communities
- Increase the efficiency in the delivery of our services and use of resources

How we spend our money

To make sure our customers get the best value for their rent, we are continually looking at ways to improve the efficiency of how we do things, from investing in homes to providing better services.



Expenditure in £millions

- | | |
|--|---|
|  Building new homes £15,661m |  Interest and financing costs £3,817m |
|  Investment in homes £13,583m |  Service charge costs £3,598m |
|  Routine maintenance £11,384m |  Planned maintenance £1,551m |
|  Management and running costs £10,411m |  Investment in Hive homes £1,300m |
| | Other costs £256m |

VALUE FOR MONEY HEADLINES



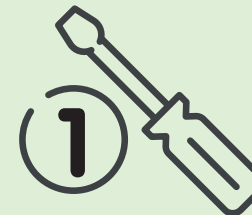
84%
of self-service transactions

£508,757

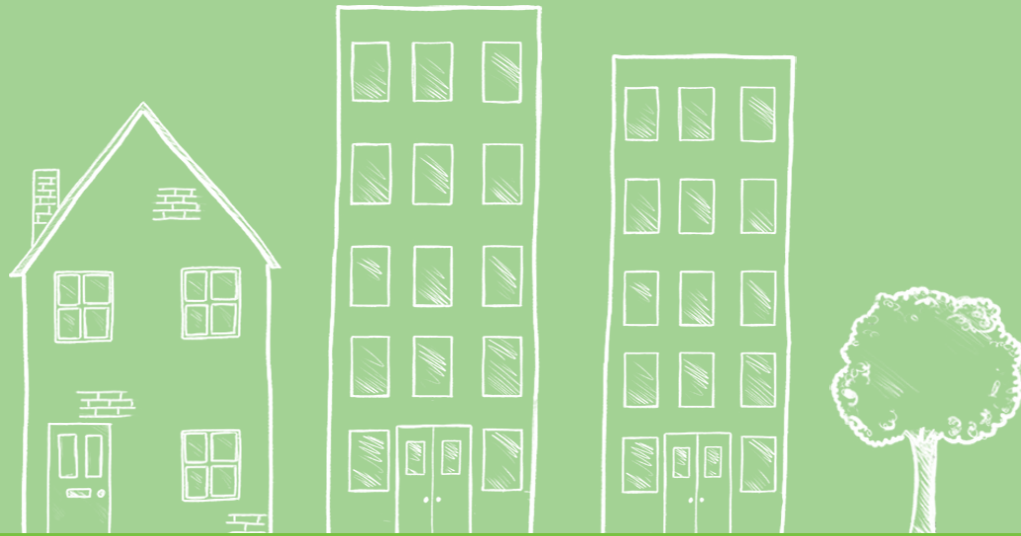
Saved **£508,757** through using the Procure Plus framework to appoint our contractors, which also channelled **£60,625** into social value projects



99.4%
of repairs appointments kept



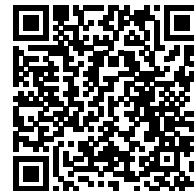
96.3%
of repairs completed in a single visit



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