



# Asset Management Strategy 2024–27

---

live • grow • thrive • together

# Contents

<b>Introduction</b>	<b>3</b>
<b>Purpose of the Strategy</b>	<b>4</b>
<b>Strategic Drivers</b>	<b>5</b>
<b>Strategic Themes</b>	<b>7</b>
<b>Customer Experience</b>	<b>13</b>
<b>Challenges and Risks</b>	<b>14</b>
<b>Review and Monitoring</b>	<b>14</b>
<b>Asset Management Strategy Action Plan</b>	<b>15</b>

# Introduction

Salix Homes' Asset Management Strategy is a key aspect of delivering upon our mission to provide safe, healthy and sustainable home for customers. Combined with the Corporate Plan, the strategy provides clear objectives of how we will focus our investment and resources into the homes of our customers. The Asset Management Strategy links our strategic business needs with the sustainable management and active approach to asset management, to inform our future investment need plans.

Over the next three years, Salix Homes is planning to invest £36million on proactive maintenance and improvements across our 8,000 homes and the neighbourhoods in which they are located. This investment will be focused to ensure our homes provide our customers with quality, safe and warm homes that meet their aspirations.

The scale of this investment enables Salix Homes to have an unprecedented impact to enhance the lives of our customers and the wider communities in which we work.

With a heightened focus on the proactive management of our assets and on enhancing the quality and effectiveness of asset data, this document encompasses new and changing legislation, building on the significant progress that has been made under the previous strategy.

During April 2020 – March 2024 Salix Homes invested:

- **£35.7m million in property improvement works**
- **£4.4 million in fire safety works**
- **£24.7 million in responsive and voids repairs**



# Purpose of the Strategy

This strategy sets out the key strategic objectives which Salix Homes will deliver over the next three years to manage our assets, whilst ensuring the financial viability of the organisation, and meeting our customers' expectations.

The focus of the strategy includes:

- **Continuing investment in our homes ensuring standards are improved in line with legislation and regulation**
- **Increasing the data on our homes and delivering a more active method of asset management through a better understanding of individual property performance**
- **Investing further in building safety to ensure customers and their homes are safe**
- **Improving the sustainability of homes through improved energy efficiency measures and new technology**
- **Improving our repairs and maintenance service to provide reduced wait times for customers**



As such, the strategy plays a key role in achieving Salix Homes' mission and corporate objectives for our customers and the wider community.

This Asset Management Strategy is effective from December 2024 to March 2027. It identifies the required outputs and outcomes, whilst seeking improvements in the financial and physical performance of properties and achieving value for money. It covers all rented, shared ownership and leasehold homes.

The strategy is underpinned by the following key corporate objectives:

- **Revise our home-quality standard whilst building a safer and greener future**
- **Ensure all of our properties comply with all relevant building safety legislation and regulatory standards**
- **Ensure all properties provide warm, quality homes to our customers and achieve a minimum EPC C rating**
- **Deliver our carbon-neutral strategy to become carbon neutral by 2038**
- **Ensure a strong and influential customer voice through our customer engagement arrangements**
- **Support people and places to achieve their potential**
- **Develop our social value framework to maximise the positive impact of our investment**

# Strategic Drivers

The Asset Management Strategy is influenced by both external policy drivers and internal business and financial abilities, both of which need to be balanced to deliver an effective approach to asset management. These key drivers are:

## Statutory Requirements

Compliance with Health and Safety and Building Safety requirements shapes the investment in residents' homes and these requirements need to be integrated with the other activities in the Asset Management Strategy. These include:

- **Gas safety, including annual gas servicing for domestic and communal properties**
- **Carbon monoxide safety, annual checks**
- **Five year electrical safety testing**
- **Fire safety: fire risk assessments and resultant actions; remediation of non-compliant building components**
- **Installation and maintenance of carbon monoxide monitors in all properties with incoming gas supply**
- **Asbestos management**
- **Water hygiene/legionella**
- **Lift safety**
- **Automatic doors and gates**
- **Working at height systems**

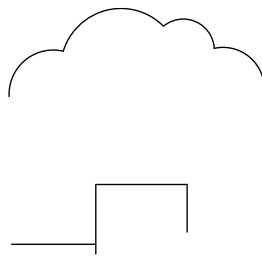
- **Building Safety Regulator's requirements – ensuring compliance and successfully securing Building Assessment Certificates for all high risk buildings.**
- **Compliance with the HHSRS requirements including proactively managing damp and mould in our properties.**

## Regulatory Standards

Salix Homes ensures that it complies with all standards set out by the Regulator of Social Housing. The strategy is largely aligned to the Safety and Quality Standard and will, as a minimum, ensure these standards are met and maintained. We will ensure that as a minimum all of our homes meet the Decent Homes Standard and update our approach once a new Decent Homes Standard has been announced which is expected during the life of this strategy.

The introduction of Awaab's Law will set out how landlords will address and action reports of reported or identified health hazards within specified timeframes. Awaab's Law is expected to be launched in 2024/25.

Salix Homes will take the steps necessary to ensure all homes meet the revised legislation and regulation are met and incorporated into our long-term investment plans. This will ensure all of our homes are safe, warm and free from significant hazards.



## Value for Money

Salix Homes' Value for Money Strategy, which aligns with the Regulator of Social Housing's Value for Money Standard, threads its way through all operations and strategic planning, and is also a key strand in the delivery of the Asset Management Strategy. Several approaches to achieving value for money across all activities covered by this strategy are outlined in various sections of this strategy however, the following are the key principles to achieving value for money under this strategy:

- **Measuring Net Present Value and the Return on Investment in every home to ensure effective use of our resources**
- **Delivering value through effective procurement and contract management**
- **Regular review of the 30-year Business Plan**
- **Strategically coordinated investment in homes that is underpinned by robust analysis of various investment required in residents' homes, including communal spaces**
- **Establishing the highest standard of data quality for all homes, to aid accurate and robust planning**



## Social Value

Generating social value is central to our business and so as part of this strategy, procurement of all services and goods from suppliers, such as contractors and consultants, includes an assessment of their social value contribution, which they are contractually obliged to achieve based on the financial size of their contract(s).

Suppliers' contribution to social value varies in its nature, however we will include details of our social value requirements in our procurement documentation when procuring new services. Our Customer Engagement Team will co-ordinate and record all social value and will support the Customer Procurement Panel in engaging in the procurement process, ensuring Salix Homes drives the social value of its investment, ensuring it benefits our customers and our neighbourhoods and aligning to our Wellbeing Strategy and associated initiatives.



# Strategic Themes

The strategy is split into five key strategic themes as set out below:

1. **Property Investment**
2. **Asset Data and Active Asset Management**
3. **Building Safety**
4. **Energy Efficiency and Net Zero Carbon**
5. **Responsive Maintenance**

## Property Investment

1

Investing in effective maintenance to the structure, fabric and components of our properties is essential to maintain their integrity, condition, safety, function and value. We recognise that property maintenance is one of the most important aspects of our service offer to our residents. The quality of the repairs, maintenance and property improvement services we provide has a direct correlation to overall levels of customer satisfaction with Salix Homes.

We aim to deliver planned investments that provide warm and quality homes for our customers that improve the living environment of our residents.

We will continue to maintain our properties to meet the current and future Decent Homes Standard as a minimum and consider the enhancement of this standard where it provides value for money.

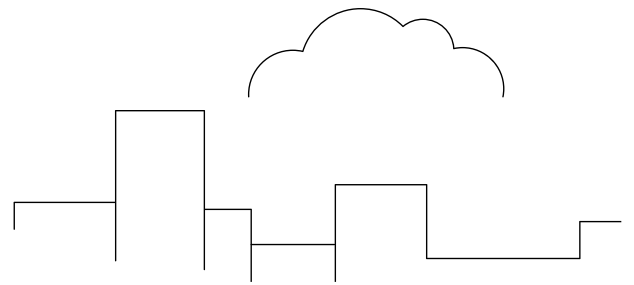
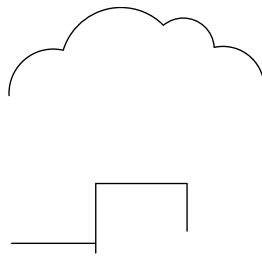
Aids and adaptations will continue to be delivered through our major works team. Since the stock transfer in 2015, we have continued to provide a good quality Aids and Adaptions Service in line with the transfer promises we made to our customers. During this period, we have spent over £3 million on major adaptations. We will continue with our commitment to allocate a budget towards the adaptation of properties over the life of this strategy. We will also be working with Salford City Council and Greater Manchester Housing Providers (GMHP) on a new approach to adaptations standards across the region and working together to make the best use of our housing portfolio and investment decisions.

## Asset Data and Active Asset Management

2

Salix Homes hold good information on our properties and have consistently surveyed our stock on a five-year cycle. However, we recognise that with recent changes in regulation and the consumer standards we can do more to improve the accuracy of our asset data and proactively identify any issues or risks that our customers experience.

As a result, Salix Homes has expanded resources to increase capacity within asset management, and has committed to undertaking a full stock condition survey to each of our properties on a three-year cycle, including communal spaces. These surveys will be completed predominately through our in-house team of qualified stock condition surveyors with the use of external surveyors minimised. The data generated by these surveys will be continually updated through capturing day-to-day activities in properties including the delivery of investment works, day to day repairs and void maintenance.



High quality asset data is critical in delivering effective investment in our properties and we will look to implement intelligent and innovative methods to collect and maintain our data to ensure we hold:

- **Stock condition data (internal and external parts of building)**
- **Building age and type**
- **Mechanical and electrical equipment data**
- **Projected costs for undertaking improvement works, embedded within our business plan**
- **Energy performance data – i.e. SAP ratings**
- **Projected replacement dates of components to comply with decent homes**
- **Investment planning and data modelling**
- **Smart technology devices which provide real time data in relation to our homes.**

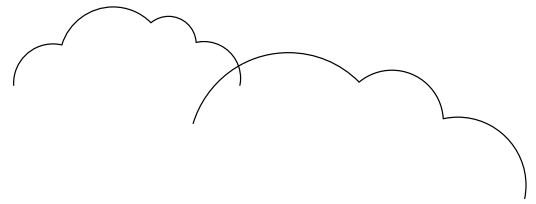
Salix Homes understand that accurate asset data is invaluable for both investment and business planning purposes, particularly as we continue to ensure our residents live in decent, safe and energy efficient homes. In addition to stock condition surveys, we will be implementing a planned programme of retrofit assessments as part of our commitment to sustainability and to inform our ability to secure retrofit funding to improve all of our homes to EPC C by 2030 in line with PAS2035 requirements.

To achieve value for money, we aim to drive more value from our assets without it being detrimental to Salix Homes' financial position. This approach will be underpinned by annual assessments of every property's Net Present Value (NPV). NPV is used to measure the profitability of a property over a 30-year period. This is by determining the existing cash value of an individual property, or a block, on all relevant 30-year income and expenditure assumptions about cash inflows and outflows. The expenditure includes the investment required based on the condition of the property, all costs of managing the property and other projected expenditure that arise from the strategic drivers set out above, alongside tenancy sustainability measures which include:

- **Number of terminations**
- **Re-let times**
- **Arrears levels**
- **Number of ASB / tenancy management cases**
- **Customer satisfaction data**
- **EPC data**
- **Number, and cost of repairs per property**

Calculating the NPV scores of properties helps us to understand and manage our properties more efficiently on a day-to-day basis and it is part of the holistic and integrated understanding of each property in our portfolio. The other key aim is to help us ensure that all the properties meet the strategic drivers, and ensure they are fit for purpose for our residents' needs.





A key driver of this strategy is ensuring we deliver value for money and a key objective is to move to become more commercially focused when planning for current and future investment requirements. This is balanced with our social purpose and the investment required to maintain our portfolio in good condition and ensure homes are safe and energy efficient for our customers. However, it is recognised that some of our properties may not be able to be energy efficient, safe and meet all modern standards without high levels of investment, which may either be economically unsustainable or unable to offer good value for money. Given Salix Homes' finite resources and competing investment priorities, we will develop a divestment policy, which will allow us to consider other options such as selling a property and reinvesting sale proceeds to support new developments or other priority investments, which provide greater value for money, and a more modern property offer to our customers. These properties will be identified using the NPV model, or for high-cost void properties (over £10,000). These two indicators will highlight properties which require a more in-depth appraisal to be undertaken.



This appraisal will consider the financial resource required to maintain homes, the geographical location of the home, the impact of disposing of a property within the local area on the housing market, and the demand for the property. This appraisal will cover a range of options available to Salix Homes by evaluating the different impacts on the NPV under different scenarios. These options include the following:

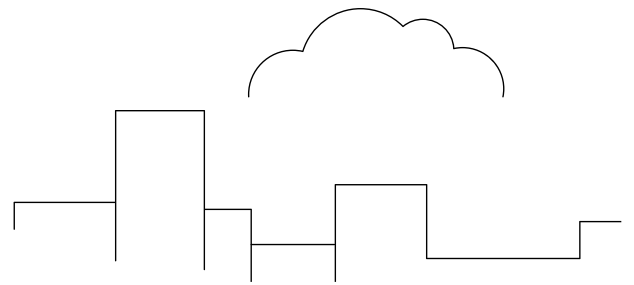
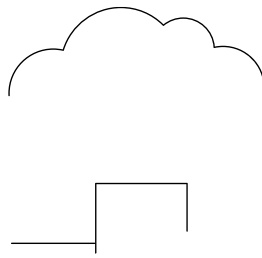
- **Repair and maintain**
- **Major refurbishment**
- **Redevelopment**
- **Disposal**

Retaining and improving our homes is of key importance to Salix Homes and disposal would only be considered as a last resort, and in accordance with our governance arrangements. Disposal of a property would only be considered in cases where:

- **A property requires significant investment to repair or improve it that would have an adverse impact on its economic sustainability.**
- **A property does not provide the type of accommodation required by our residents, thereby making it difficult to let.**
- **A property is difficult to achieve carbon sustainability targets.**
- **A property's standards cannot be sustained without significant long-term expenditure.**

Our approach to divestment will include a variety of factors, including both financial and non-financial. This includes geographical location of the property, its value within our communities, and potential future management arrangements.

Additionally, the Divestment Strategy will include careful consideration of how the property is disposed of to retain the maximum value of the asset within the community.



## Building Safety

3

Following the Grenfell fire disaster in 2017, the Department of Levelling Up Housing and Communities has been tasked with raising the bar to ensure fire and structural safety of high rise residential buildings (HRRBs). The subsequent report by Dame Judith Hackett and findings of the Grenfell Tower Public Enquiry led to the establishment of the Fire Safety Act 2021 and Building Safety Act 2022.

Both Acts have introduced additional duties on landlords and building owners of buildings in scope to ensure all buildings assess and mitigate the risk of fire and structural failure during the inception, construction, occupation, and demolition of those structures.

Salix Homes' response to the changes have included the establishment of a dedicated Building Safety Team to combine the existing obligation of property safety (i.e. gas, electric, fire etc.) and to prepare the organisation for the additional regulations being imposed by both Acts. The behavioural and culture changes both within our staff, our customers and supply chain are crucial to the successful delivery of building safety and as part of this work, we have instilled a positive 'safety culture' across our whole operation. This means all staff and contractors acting as 'eyes and ears' proactively identifying any safety issues, the presence of hazards and any problems with the general condition of homes and communal areas.

Salix Homes has complied with all new legislation including the development of individual Building Safety Case Reports for all High-Risk Buildings. These are accompanied by a Building Safety Resident Engagement Strategy and Mandatory Occurrence

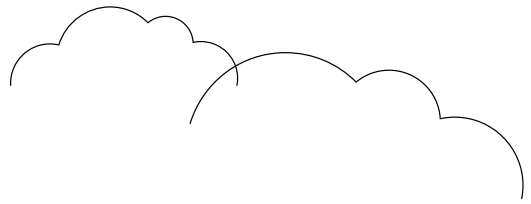
Reporting procedure which have been shared with and shaped by our customers.

Throughout the life of this strategy, Salix Homes will be directed to apply for Building Assessment Certificates (BAC) by the Building Safety Regulator for all high-risk buildings. This process gives independent assurance that the building is safe for occupation, and only once all conditions have been satisfied will the BAC be issued.

In March 2023, we became one of the first housing associations to be awarded Building a Safer Future Charter Champion status, having successfully completed BSF's new building safety culture change assessment scheme. As part of our continued commitment to building safety, we have resubmitted our application to retain this accreditation.

Salix Homes is committed to learning from and sharing good practice since our early involvement with Government as part of their Early Adopter programme. We continue to be an active member of the Greater Manchester High Rise Building Safety Task Force. Our Chief Executive Chairs the Greater Manchester Housing Partnership's Building Safety Group and we have attended the National Housing Federation's National Building Safety Group.





## Energy Efficiency and Net Zero Carbon

4

Salix Homes continues to invest in our properties to ensure all homes meet EPC C by 2030. Where possible we will access external funding to support the delivery of our retrofit programme and through the delivery of retrofit assessments, we will ensure that all measures are appropriate and maximise the energy efficiency of the properties requiring works.

As of October 2024, the average SAP rating of Salix Homes residential portfolio was 73.3. The table below shows the distribution of our properties across EPC Bands A – G.

EPC Rating (SAP Points)	Number of Properties	Percentage
A	76	0.95%
B	498	6.22%
C	6382	79.79%
D	985	12.31%
E	46	0.57%
F	9	0.11%
G	2	0.02%

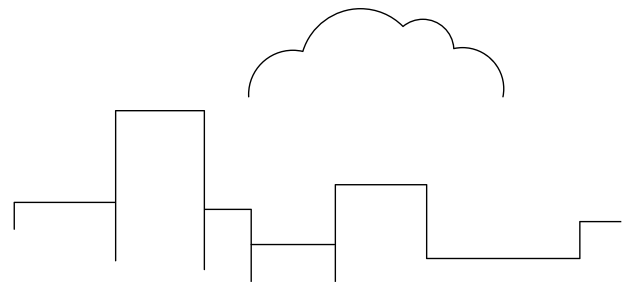
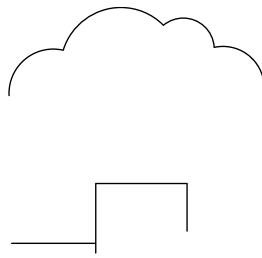


As set out in our Sustainability Strategy and targets contained within, we will tailor investment in our homes and improve our working practices to reduce the carbon footprint of our business activity to align with the government’s expected targets.

This will include working with residents to ensure they use the properties in a way that aligns with our overall target to achieve net zero carbon by 2038. In addition to the other property improvement works, e.g. replacement of windows and doors, which improve energy efficiency, we will undertake further energy efficiency improvement works such as loft insulation, electrical heating upgrades and external or internal wall insulation etc.

Through active asset management and by balancing the investment programmes, we will assess the financial viability of undertaking all the required energy efficiency works coupled with the timing of the works. In some cases, in the absence of external funding such as government grants, and based on the NPV assessments, we may consider completing an options appraisal of the affected property.

Whilst Salix Homes has an ongoing commitment to improving the energy efficiency of residents’ homes and investing in non-fossil fuelled technology, we will continue to undertake comprehensive analysis of the impact of these new technologies, with the assistance of independent specialists in the industry, in terms of the energy costs to residents. Installing these technologies will be considered as part of other works including investment programmes and in void properties to minimise disruption to customers.



## Responsive Maintenance

### 5

In early 2023, Salix Homes commenced a review with customers, contractors and frontline staff to develop and apply new standards which define what an outstanding repairs and maintenance service should look like. The Better Social Housing Review found that customer dissatisfaction with repairs and maintenance services is a major issue facing the sector, however we also recognised a number of other drivers to carry out this review including:

- **Customer feedback and satisfaction levels**
- **New approach to regulation - Consumer Standards**
- **Significant increase in repairs demand**
- **Improving the quality of homes**
- **Sector risk profile alignment**
- **Changing environment**
- **The Housing Ombudsman Spotlight Reports**
- **Social Housing Regulation Act and Awaab's Law**
- **Tenant Satisfaction Measures**
- **Expectations on services**
- **Our out-of-hours provision**
- **Driving value for money**

The Salix Homes Customer Committee were central to having oversight, and direct involvement in a review of all areas of the service. The review included a deep dive into the current delivery model and practices within the team, and setting out the proposed methodology to ensure customers influenced the review to help design a fit for purpose service.

The review was completed in January 2024 and the Board agreed an additional £1.2m would be added to the annual repairs budget to ensure performance was improved, and the organisation had sufficient capacity to cope with the increase in demand.

Following the review, a newly formed service is being implemented to embed the additional resources which will enable performance improvements, and increased levels of satisfaction to be realised over the new few years. We will ensure that continued improvements are made to the service to meet our customer aspirations, and ensure the service provides high levels of value for money.

We will undertake regular analysis of expenditure for each property in our portfolio, monitoring responsive and void repairs expenditure to ensure there is no further investment beyond the economic repair of a component.

Furthermore, we will regularly review the split of works between responsive and planned maintenance and develop processes to ensure more resource is directed towards planned works which provides proactive upkeep of the property. This will reduce the need for responsive repairs and provide better value for money.

In preparation for new regulatory requirements within Awaab's Law, we have reviewed and updated our policy, procedures and resource to ensure we are structured to deliver on the required standards.

We actively review all void properties with our Investment Team to establish capital component replacements are delivered in the most efficient way and to minimise potential disturbance to customers.

# Customer Experience

One of the cornerstones of this strategy is to ensure we continue to improve the customer experience when delivering our services and maximise our customers enjoyment of living in their homes and neighbourhoods.

Before we undertake our planned maintenance and property improvement works, we will share definitive programmes and will consult customers and where applicable, we will discuss their choices, such as colour of components. We will provide transparent and clear information on these programmes and for major planned improvement works, we will also ensure there is a resident liaison officer, or an equivalent, to ensure effective engagement with the programming and delivery of the works.

Customers have and will continue to be influential in the design and delivery of our Repairs and Maintenance delivery model. We will utilise customer data to tailor our services based on individual customer needs.

We use customer feedback data, including complaints, compliments and customer satisfaction surveys to analyse satisfaction and evaluate performance. This includes:

- **Customer Move-in Surveys**
- **Customer Transaction Surveys**
- **Tenant Satisfaction Measures**
- **Complaints and Compliments**



All responsive and void repairs will meet our published timescales for completion and will be of good quality.

We have clear, well understood void standards for conducting the works needed on empty homes to prepare them for reletting.

We will always ensure that customers are provided with clear instructions on how to use equipment in their homes, particularly for new technologies and this is coupled with providing them with any relevant demonstrations as part of the handover process.

Feedback from our Customer Committee, which feeds into this Asset Management Strategy, will be taken on board and used to respond accordingly as part of our on-going commitment to improving our service provision to customers, alongside annual reporting on the progress of the Strategy Action Plan.

All our contractors and consultants will sign up to Salix Homes' Customer Charter and deliver the same level of service to our residents as we would expect from our own staff.

# Challenges and Risks

There are significant challenges and risks to implementing the Asset Management Strategy and the key ones are listed below. These challenges and risks are recorded and regularly managed through our risk register, and specific team workplans:

- **Unexpected changes in government policy, which may have a significant impact on the delivery of this strategy.**
- **Balancing and prioritising the limited resources available to Salix Homes to deliver all its activities across the business that enable it to meet its customer needs. These activities include the anticipated high costs to meet net zero carbon targets.**
- **Developing effective partnerships with contractors, consultants, and the supply chain to deliver value for money for Salix Homes and its customers, meeting our environmental sustainability and net zero carbon targets, and our social value.**
- **Collating and maintaining high quality asset data and associated intelligence that underpins effective modelling as part of our robust strategic asset management of our property portfolio.**

# Review and Monitoring

The Asset Management Strategy will be monitored and reviewed every six months to ensure it is still relevant and aligned to the organisation's strategic objectives.

In addition, progress with the action plan will be monitored by the following sub-committees of the Salix Homes Board:

- **Assets and Sustainability Committee**
- **Customer Committee**

Both committees will have oversight of the strategy and receive reports on progress of the defined action plan, and also on any external factors that may affect the direction of strategy, and both committees will recommend changes accordingly.



# Asset Management Strategy Action Plan

1

## Strategic Theme: Property Investment

Strategic Objective	Action	When	Performance Measures
Create and maintain sustainable properties and neighbourhoods.	Deliver annual investment programmes to ensure our stock remains compliant with the Decent Homes standard.	Annually	Maintain 100% Decent Homes Standard compliance.
Create and maintain sustainable properties and neighbourhoods.	Review new Decent Homes Standard and assess compliance to develop improvement plans to meet new standards.	Following the release of the new Decent Homes Standard	Maintain 100% Decent Homes Standard compliance.
Understand our homes to make informed asset management decisions.  Deliver value for money through the management of assets.	Review, procure and implement planned works every three years to ensure all required work is captured, and the business plan reflects the planned works whilst still achieving value for money.	Every three years including annual reviews of the investment plan	Maintain 100% Decent Homes Standard compliance.  Customer satisfaction with investment works cost per unit metric.
Create and maintain sustainable properties and neighbourhoods.	Continue to deliver an aids and adaptations service which meets our customer requirements and work with partners to develop a new adaptations protocol.	Annually	Aids and adaptation service delivered within budget.

## 2

## Strategic Theme: Active Asset Management &amp; Asset Data

Strategic Objective	Action	When	Performance Measures
Understand our homes to make informed asset management decisions.	Review all properties against the NPV criteria.	Annually	Year-on-year average NPV score increases.
Understand our homes to make informed asset management decisions.	Implement a new NPV assessment model.	September 2025	Year-on-year average NPV score increases.
Understand our homes to make informed asset management decisions.	Implement a cyclical approach to stock condition surveys, ensuring all properties are surveyed every three years as a minimum.	Annually	100% homes have a stock condition survey no older than three years.
Understand our homes to make informed asset management decisions.	Review all asset data and create and complete action plan for development of the data set.	January 2025	Increased analysis of asset data and frequently shared across the business.
Understand our homes to make informed asset management decisions.	Implement a robust asset appraisal system that will be undertaken throughout the life cycle of this strategy to aid strategic decision making.	March 2025	Option appraisal undertaken on 100% high-cost voids, NPV outliers and proposed retrofit improvements.
Understand our homes to make informed asset management decisions.	Implement a new Asset Management Data Base to replace Keystone, enhancing our ability to automate analysis, and maximise the benefits of AI technology to move to a predictive and proactive approach to maintenance.	August 2025	New asset management database embedded within the business.
Understand our homes to make informed asset management decisions.	Develop and implement a Divestment Strategy.	May 2025	A new Divestment Strategy embedded within the business.



# 3

## Strategic Theme: Building Safety & Compliance

Strategic Objective	Action	When	Performance Measures
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Secure Building Assessment Certificates for all buildings in scope.	March 2027	100% BACs successfully achieved.
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Continue the development and maintenance of the golden thread of information to meet the statutory requirements of the Gateway regime.	Ongoing	Building safety information is available and accessible within the asset management database.
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	<p>Develop a competency framework for all staff who work in or around HRRBs to include role specific awareness training.</p> <p>Ensure the competence of the supply chain through appropriate specifications and procurement processes.</p>	March 2025	<p>Embedded competency framework across the business.</p> <p>Contractor competence is reviewed and recorded as part of the procurement and review process for HRRB operations.</p>
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Review Customer Engagement Strategy and individual engagement methods to ensure it is relevant and reflects regulatory and legislative requirements.	Annually	<p>% Satisfaction that the home is safe.</p> <p>% Satisfaction that the landlord keeps tenants informed.</p>

# 3

## Strategic Theme: Building Safety & Compliance

Strategic Objective	Action	When	Performance Measures
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	<p>Complete EWS and any identified remediation to achieve B1 rating to buildings which require them.</p> <p>Continue with the cyclical structural inspections to HRRB, within the cycles indicated on previous inspections.</p>	March 2026	<p>100% External wall Surveys complete for HRBs.</p> <p>100% Structural surveys complete with new cycle of inspections confirmed.</p>
Deliver value for money through the management of our assets.	Collaborate with the wider business to develop and implement a new approach to service charge setting, including new building safety elements which are recoverable.	March 2026	Clear process in place for efficient recovery of service chargeable services relating to building safety.
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Support a 'zero-tolerance' approach to safety through effective review and implementation of enhancements to providing safe and healthy homes.	Annually	100% Policy and procedures reviewed that underpin a robust safety management system that sets out all requirements, with planned programmes for testing, servicing, and checking of appliances and installations.

## 4

## Strategic Theme: Energy Efficiency &amp; Net Zero

Strategic Objective	Action	When	Performance Measures
Ensure our management of assets supports the delivery of the sustainability strategy to move us forward on our decarbonisation journey.	Low-cost energy efficiency measures to be included in all future investment programmes.	Annually	Annual reduction in carbon across all scopes.
Ensure our management of assets supports the delivery of the sustainability strategy to move us forward on our decarbonisation journey.	Have a clear programme of work with all measures identified to ensure all our properties are rated as a minimum of EPC C, including a submitted bid to the Warm Homes fund.	March 2025	3-year plan to achieve 100% EPC C across all homes.
Ensure our management of assets supports the delivery of the Sustainability Strategy to move us forward on our decarbonisation journey.	Ensure our strategic plans to sustainability are delivered and dovetail with our planned improvement programmes.	Annually in line with the Sustainability Strategy.	Alternative heating solutions and carbon reduction measures identified for use in investment programs.

## 5

## Strategic Theme: Responsive &amp; Void Repairs

Strategic Objective	Action	When	Performance Measures
Deliver value for money through the management of our assets.	Review and embed a new approach to out of hours provision, maximizing the value of our resources through assessing external options for external provision.	July 2025	100% of emergency jobs attended within target.  Reduced cost for delivering the out-of-hours service.
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Implement a well organised, timely and reliable repair service built around the need to respond effectively and efficiently to problems when they are reported or otherwise identified.	December 2025	Increase in customer satisfaction with the repairs service including: <ul style="list-style-type: none"> <li>• Tenant satisfaction measures</li> <li>• Right First Time</li> <li>• Performance against published</li> </ul>
Understand our homes to make informed asset management decisions.	Review options for expanding predictive technology to highlight the need for reactive maintenance at an earlier stage.	March 2025	Number of successful proactive intervention measures.
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Review the approved Awaab's Law legislation and make appropriate provision to ensure the organisation can deliver its expectations.	January 2025	% hazards inspected within 14 days.  % hazards with work commencing within 7 days of inspection.
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Review repairs operating systems and innovative technologies including the implementation of AI to support our transition from a reactive to proactive repairs and maintenance service.	March 2026	Increase in automated and self-servicing transactions.



**Salix Homes**

Diamond House  
2 Peel Cross Road  
Salford, M5 4DT

Telephone:

**0800 218 2000**



Email:

**[enquiries@salixhomes.co.uk](mailto:enquiries@salixhomes.co.uk)**



**[www.salixhomes.co.uk](http://www.salixhomes.co.uk)**