



10 YEARS ANNIVERSARY

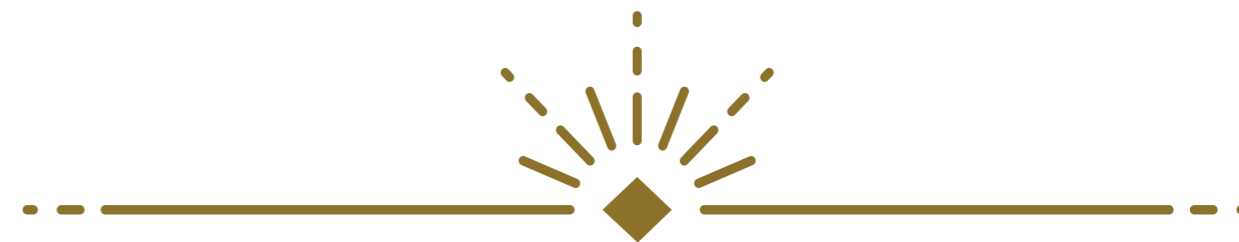
THE STORY SO FAR...

2015 - 2025





Thank you for the part
you have played in the
Salix Homes story.



Salix Homes is a high performing housing association based in Salford, Greater Manchester.

Since our journey as a stand-alone housing association began in 2015, we have been proud to serve the community - investing in our homes, neighbourhoods and people to create a brighter future together.

We own and manage more than 8,000 homes, encompassing a real mix of properties, including 20 high-rise tower blocks, a wide range of medium and low-rise apartment blocks, traditional terraced streets, large housing estates, and independent living schemes for older people.

This year, 2025, marks a significant milestone as we celebrate our 10-year anniversary. Over the past decade, we've grown, evolved and made a lasting impact in Salford.

We've worked hard to ensure all our properties are safe, modern, desirable, and energy efficient. We have continually invested in our customers' homes and communities through an ambitious and ongoing programme of improvement work.

We're committed to tackling the housing crisis and increasing housing choice by building new homes in Salford and beyond, including social and affordable housing. In the past decade we've built 560 new homes and invested £235million building new homes and improving existing homes and communities.

At the heart of everything we do is our people - both our customers and colleagues. Past and present, from our dedicated workforce, our visionary Board, and our engaged customers, everyone has played a part in the Salix Homes story and in shaping the organisation we are today. An organisation which is innovative, people-focused, and committed to making a difference for all.

For our customers, we're passionate about ensuring their voices are heard and providing opportunities for them to shape our services, helping us deliver a housing service we can all be proud of.

This year is one of celebration, as we look back on 10 incredible years of making a difference in Salford and look ahead to a bright and promising future.

This is our story...



2015



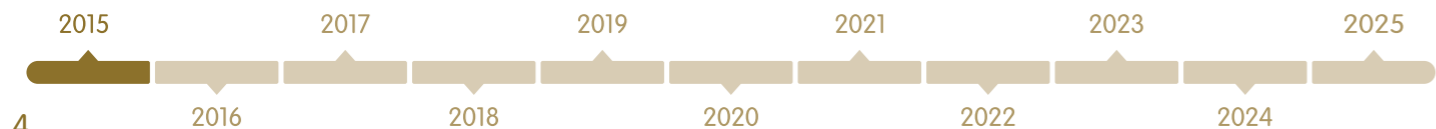
A HISTORIC DAY FOR HOUSING IN SALFORD



The Salix Homes that we are today was established in **March 2015** when our residents voted for us to take over ownership of their homes from Salford City Council, as part of a stock transfer – a move that unlocked millions of pounds worth of investment and marked a historic moment for social housing in Salford.

We promised to invest £75million in our homes and communities in the first five years, bringing every property up to the Government's Decent Homes standard, improving lives and communities, and creating a housing service in Salford we're all proud to be a part of.

In our first year alone, we invested £13.1million and unveiled some ambitious investment and development projects, including our very first new-build development.



TRANSFORMATION FOR TOWER BLOCK TRIO

One of our first major investment projects following the stock transfer was a multi-million pound transformation of three tower blocks – Mulberry, Magnolia and Sycamore Court.

Work began in **spring 2015** and included new kitchens, bathrooms, windows, doors and an energy efficient heating system. Externally, the tower blocks underwent a dramatic facelift, with new roofs and the exterior façade transformed. The ambitious investment project was completed in **summer 2017**, delivering high quality, modern and energy efficient homes for our customers.



Scan the QR code to find out more about our development and investment journey.



RENT REDUCTION CHALLENGE

Just a matter of months after the stock transfer, the Government announced a shock new policy in **summer 2015** to reduce rents for four years, starting the following year, throwing our business plan into turmoil.

The majority of our income, like any social housing provider, is derived from rents and service charges. As a not-for-profit organisation, that money goes back into managing our homes and delivering our services and that's how we manage, maintain, invest and develop our housing stock and ensure our long-term financial viability.

The rent reduction of 1% each year changed the face of social housing, as, like many other landlords, we were forced to make drastic changes and cuts to services and personnel in order to balance the books.

Through a combination of strategic financial management, cost-saving measures, and a focus on efficiency, we refocused our priorities and found new ways to deliver essential services for our customers and communities.

2015

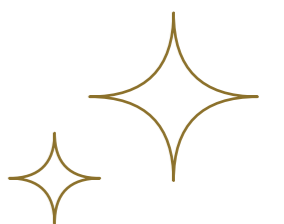


REPAIRS SERVICE BROUGHT IN-HOUSE

In **October 2015**, we introduced a transformational change to our repairs and maintenance service – bringing the service in-house, rather than being delivered by external contractors.

Many of the operatives who'd worked for our previous repairs contractor – Mears – joined Salix Homes and the move gave us much greater control over the service and the standard of repairs.

Ahead of the stock transfer earlier in the year, we made a promise to our customers that we would provide a new and improved repairs service, so we were delighted to be able to deliver on that promise so soon after transfer.



OUR SALFORD: BYGONES AND NEW BEGINNINGS

The changing face of Salford was brought to life at an exhibition to celebrate the city's social housing through the years.

More than 500 people attended *Our Salford: Bygones and New Beginnings* event at Ordsall Hall in **autumn 2015**. The event celebrated the stock transfer and we unveiled our five-year investment programme, which would see £75million spent on improving homes and communities across Salford.

The exhibition brought together old communities, as people reconnected with childhood friends and former neighbours to share memories and reminisce over times gone by. Visitors were able to take a trip down memory lane and browse old photographs of the city as well as catch a first-look at some of our exciting regeneration schemes and plans for the future.



THE BOXING DAY FLOODS

Boxing Day 2015 is a moment in time the people of Salford will never forget.

As households were embracing the Christmas festivities, Salford was experiencing the heaviest rainfall in its history, causing the River Irwell to burst its banks. Around 300 of our properties were devastated by flood water across our Spike Island and Riverside estates. Our workforce joined an army of volunteers and other agencies to support the clean-up and recovery operation over the following days, weeks and months.

Substantial flood defences have since been implemented, including the Environment Agency's £10million Salford Flood Improvement Scheme, and the creation of a flood storage basin. We also carried out a major programme of repairs to affected properties, which included additional flood prevention measures such as waterproof treatment to external walls.



SALIX STARS SHINE BRIGHT



2015 saw our final Salix Stars Awards – our annual awards event which aimed to recognise the unsung heroes making a difference in our communities across Salford.

The Salix Stars ran for eight years, and it was our way of recognising inspirational people and groups for their outstanding contributions

and dedication to their communities. Good neighbours, inspirational teenagers and charity volunteers were just some of those recognised over the years.

The Salix Stars was later replaced with the Springboard Heroes Awards.



POETS - NO ORDINARY NEW BUILD SCHEME ✨

Poets is a flagship project for Salix Homes – but it's no ordinary new-build scheme.

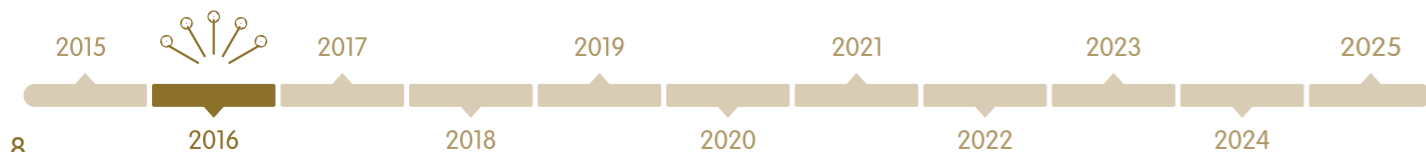
For many years, the housing estate in Swinton had been in desperate need of regeneration. Historic mining in the area had led to severe structural defects and subsidence in many properties – only demolition and redevelopment could provide a long-term solution.

The investment needed was huge, but with public money scarce, the estate remained untouched for decades. It was only the successful stock transfer that unlocked the much-needed funds that enabled Salix Homes to pick up the gauntlet of this challenging regeneration project.

In **2016**, work began and was delivered in phases in order to minimise disruption to residents. It's been a major redevelopment scheme, delivering 160 new homes, and was also our first new-build development.

As part of the programme, 146 defective properties were demolished. In their place, we built 120 new social housing properties, plus a further 40 homes for outright sale, available through the Government's Help to Buy scheme.

At the heart of the Poets Estate is its community, with many residents having spent their whole lives here. We ensured that residents were with us on this journey from start to end; united in our vision to build modern, affordable homes and breathe new life into the area, while preserving those community ties and friendships. It was a proud moment to see the project fully complete by **2022**.



£600,000 FACELIFT ON SALFORD'S 'STEEL' HOMES

In **summer 2016**, we completed a major improvement programme to 67 steel-built homes on Salford's Weaste estate.

Residents benefitted from new kitchens, bathrooms, windows, doors, electrics and heating systems – while the properties' distinctive exteriors were given a modern makeover.

The pre-fabricated steel-framed houses were built just after the Second World War, as part of a major drive nationally to quickly build millions of new homes.



Scan the QR code to find out more about our development and investment journey.



FIRST REGULATORY JUDGEMENT

In **summer 2016**, we were awarded our first Regulatory Judgement since becoming a stand-alone housing association.

We were awarded the G1 grading for governance – the highest rating – and a V2 for financial viability.

We've continued to retain our G1/V2 grading at subsequent assessments, meaning we're fully and consistently compliant with the regulatory framework.



Regulator of Social Housing





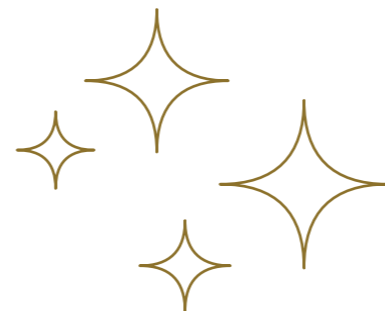
SHAPING OUR FUTURE

In **summer 2016**, we launched the Shaping our Future initiative, as part of a drive to deliver more efficient and improved customer services.

This initiative saw us introduce new ways of working for our Neighbourhood and Customer Services Teams, as well as implement a new state-of-the-art Customer Relationship Management (CRM) system, which aimed to provide our customers with a first-class, tailored experience.

Known as 'Ernie', the CRM system provided an easily-accessible 360-degree view of the customer, enabling us to keep track of customer enquiries, store all recent transactions and provide better and easier access to our data. It helped paved the way for our MySalix customer portal, which we launched the following year.

We also introduced our 'Golden Number' and new telephony system, which significantly reduced our call volume, enabling us to take omni-channel enquiries including webchat queries and use computer telephony integration to provide a more personalised service to customers.



MAJOR MAKEOVER AT AILSA HOUSE ✨

In **summer 2016**, we completed a £300,000 investment programme at Ailsa House – a once ageing housing block situated on a key gateway into Media City.

The block of 24 apartments on Langworthy Road benefitted from new windows and doors, while a new roof and modern glass balcony replaced the old deck access balcony, completely transforming the aesthetics of the building.

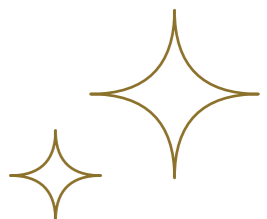


ENVIRONMENTAL SERVICES BROUGHT IN-HOUSE

At the end of **2016**, we launched our newly-integrated Environmental Services Team.

Historically, our gardening and grounds maintenance service was provided by Salford City Council. Bringing it in-house enabled us to deliver a more efficient service.

Many of the operatives who'd worked for the council joined Salix Homes, and the move helped bolster our new localised approach to making sure our streets are kept clean and safe.





TOP 100 EMPLOYERS

In **2017**, Salix Homes was recognised as one of the top employers in the UK.

We were ranked 82nd in the prestigious 'Sunday Times 100 Best Not-For-Profit Organisations To Work For' roll of honour.

The list is compiled based on detailed feedback and consultation with employees, with our workforce expressing their happiness with their teams, managers and how engaged they feel.

BUILD SALFORD



We were one of the founding organisations of the Build Salford initiative, launched in **2017**.

Build Salford is a city-wide partnership project between social housing providers, education providers, construction firms and Salford City Council to provide construction-based traineeships to young people.

Since its launch, Build Salford has provided education, training and employment opportunities to hundreds of young people, whilst helping to address the skills shortages within the construction and the built environment sector.



THE HIVE CREATES A BUZZ



In **summer 2017**, Greater Manchester Mayor Andy Burnham officially opened our Hive development – a groundbreaking scheme to provide affordable housing for young people in Salford.

The Hive was one of the first centres of its kind in Greater Manchester, providing affordable accommodation for up to 14 young people, aged between 18-25, while they finish their education, undertake training or work.

The Hive is aimed at young people whose ability to work or study is being hampered by their unsuitable living arrangements – it may be that they are sofa surfing or don't have a permanent place to live.



Scan the QR code to find out more about our Building Safety journey.



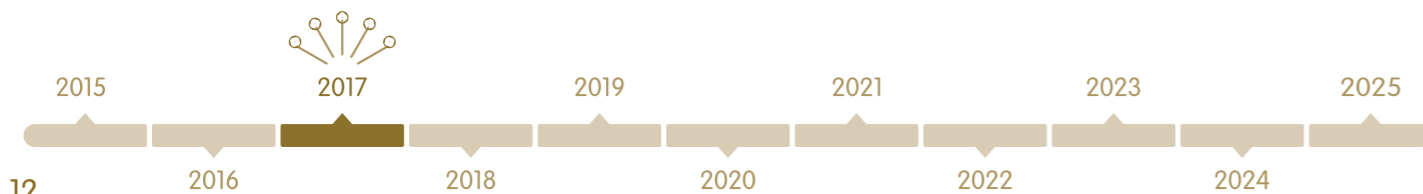
THE GRENFELL TOWER TRAGEDY

The Grenfell Tower tragedy is a moment in time that will never be forgotten, when 72 people lost their lives in the most tragic of circumstances.

We had eight high rise buildings which had failed cladding systems and we moved quickly to implement changes and carry out a significant programme of safety enhancement work to ensure the safety of our customers and their homes.

In the immediate aftermath of the tragedy in **June 2017**, we began removing the cladding from our affected high rise buildings, until an alternative solution was developed. We also implemented round-the-clock security and additional patrols as a precautionary measure to provide additional reassurance for our customers.

Since that fateful night, we've been at the forefront of building safety - raising safety standards within our own properties, advising government bodies on future recommendations and piloting and implementing the reforms in the Building Safety Act.





LOVE YOUR NEIGHBOURHOOD



In **summer 2017**, we hosted our first Love Your Neighbourhood (LYN) Week to encourage people to take pride in their communities.

It was part of a wider initiative to improve and transform our services for customers. Dedicated teams in each neighbourhood, knowledgeable staff on our estates and a right first-time approach to dealing with customer queries were all part of our new and improved ways of working.

The first LYN Week involved an action-packed schedule of activities, including community clean-ups, skips days, garden maintenance workshops and family fun days. Our teams were also on hand to chat to residents about any issues in their communities.

The concept was later given a re-boot in **2023** after our ways of working changed following the Covid-19 pandemic.



SPRINGBOARD



Summer 2017 saw the launch of our community grant programme, Springboard, which provides much-needed cash injections to local groups and initiatives.

Every year we allocate a funding pot to be distributed across our neighbourhoods to projects that boost community spirit, improve the environment, reduce isolation and promote health and wellbeing.

From gardening groups to sports teams to foodbanks; since its inception, Springboard has channelled more than £500,000 into local projects and initiatives, which for many has been a lifeline.

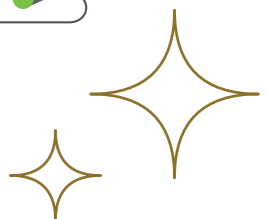


MYSALIX LAUNCHED

In **autumn 2017**, we launched the MySalix customer portal - helping customers to access online housing services quicker and easier than ever before.

Whether customers want to report a repair or just check their rent account, MySalix provides a quicker and more efficient way to get in touch and access a range of housing services.

We've continued to add new services and improvements to the portal as part of regular releases to customers.





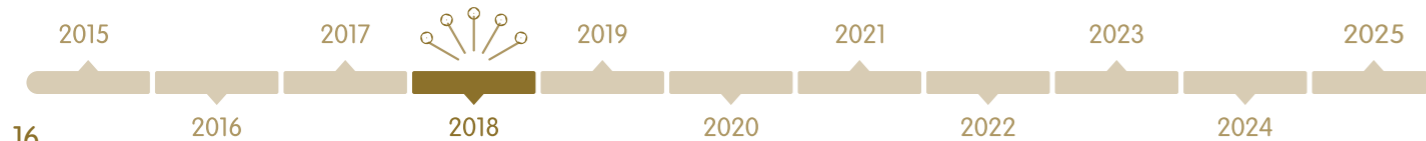
EXCELLENCE IN CUSTOMER SERVICE



In **autumn 2017**, we achieved a coveted accolade in recognition of our excellence in customer service. We were awarded the Institute of Customer Service (ICS) national ServiceMark accreditation, later retaining the status in 2021 and 2024.

ServiceMark is a national standard, which recognises an organisation's achievements in customer service, and its commitment to upholding those standards. The accolade came after we launched our new customer portal – MySalix – enabling customers to access online housing services quicker and easier than ever before.

We were particularly proud that the assessors complimented our response to the Boxing Day floods in 2015, and our actions taken since the Grenfell Tower tragedy to reassure and communicate with our customers.



RETHINKING HOUSING



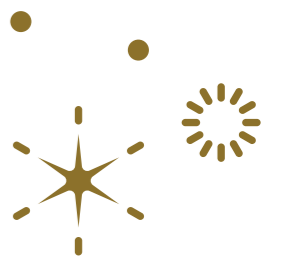
A new year saw a new approach to service delivery in **2018**, when we unveiled our plan for 'Rethinking Housing'.

Following the stock transfer in 2015, we'd set out on our five-year journey to 2020 with our corporate plan – 'Let's Grow Together'.

But like any organisation, Salix Homes is not immune to the changing world, so we revisited our five-year objectives to ensure we were still heading in the right direction and focusing on the right things.

Rapid technological advances, a new Mayor for Greater Manchester, Brexit, political uncertainty, welfare reforms and a growing housing crisis were just some of the changes we, along with many others, were facing. GM Mayor Andy Burnham helped us launch the Rethinking Housing concept at our staff conference.

But with change comes opportunities, and our renewed approach saw us focus on digital services, forging closer partnerships with health providers and becoming an even a stronger voice to help tackle the housing crisis.





MiiHOME TECH PILOT



In **2018**, we were part of a pilot project to trial smart home technology to help older people live more safely in their homes.

We began working with Salford Royal NHS Foundation Trust, The University of Manchester and The University of Salford on a ground-breaking research project dubbed MiiHome.

The pioneering project aimed to help elderly people maintain their independence by monitoring their wellbeing using artificial intelligence (AI).

The MiiHome trial involved sensors such as Microsoft Kinect technology, most commonly associated with the Xbox, fitted into people's homes to help understand changes in their behaviour and movement which could be an indicator that there was a health issue.

It was a trailblazing project led by Salford-based organisations, so we were very proud to be at the forefront of such cutting-edge research, which also supported our 'Rethinking Housing' approach.



NEW ENVIRONMENTAL SERVICES TEAM LAUNCHED

In **summer 2018**, we introduced a new-look Environmental Services Team to help ensure our communities across Salford are clean and green.

The new team was launched following consultation with customers, and saw a raft of new measures introduced to tidy up our neighbourhoods, including a dedicated Fly-tipping Team and a Gardening Team responsible for the maintenance and upkeep of communal gardens and green areas.

The new service also provided a number of apprenticeship positions for local people.



SPRINGBOARD HEROES

In **2018**, we launched our first Springboard Heroes Awards.

Four finalists who had received funding from our Springboard community fund throughout the year, were chosen as our 'Springboard Heroes' to be in with the chance of winning an extra £1,000.

It's down to a public vote to choose the winner and our first ever Springboard Heroes winner was unveiled as Lower Kersal Young People and Community Group – a charity which has transformed the lives of hundreds of people in Salford by providing support, activities and opportunities.

The Springboard Heroes Awards has continued in subsequent years and is our way of honouring some of the fantastic work that people in Salford are doing day in, day out to make our communities so special.



GMHP PARTNERSHIP

Salix Homes works closely with other housing associations in the region as part of the Greater Manchester Housing Providers (GMHP) partnership.

In **summer 2018**, GMHP unveiled its 'Ambition to Deliver' manifesto, setting out our collective ambitions to build 16,000 homes across Greater Manchester over the next five years.

Since then, we have been involved in various GMHP-wide initiatives, including projects focused on net-zero, building safety, and social value.





NEW HOMES FOR DOCTORS AND NURSES

In **2018**, we launched Alexander Gardens – a flagship development providing affordable homes for doctors, nurses and other clinical staff who work at Salford Royal NHS Foundation Trust.

We teamed up with the Trust after it was revealed they were struggling to fill vacancies at Salford Royal Hospital, with the lack of affordable accommodation cited as one of the barriers to attracting people to the area.

The site itself was a former sheltered housing complex which had stood empty after being devastated during the Boxing Day floods in 2015. This partnership with the NHS presented an opportunity for us to not only bring an empty building back into use and create desperately needed homes, but also to help our local hospital attract much-needed key workers into Salford, which benefits the whole community.

Salix Homes spent more than £2million converting the building into 26 modern, one and two-bedroom apartments.



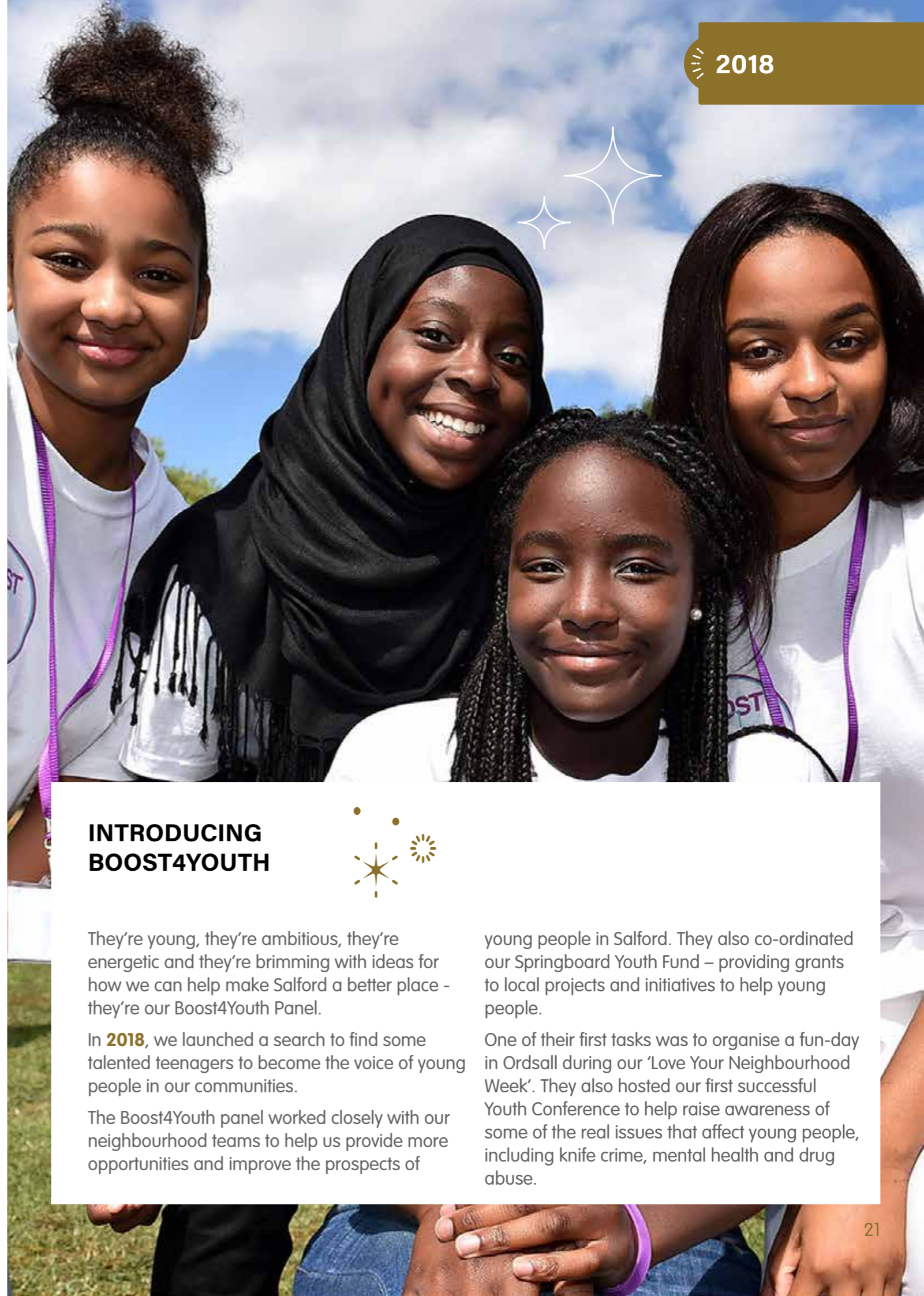
AN EARLY ADOPTER ✨

Following the Grenfell Tower tragedy, we became one of a handful of housing associations to become an 'Early Adopter'. This was an initiative set up in **2018** by the then Ministry of Housing, Communities and Local Government (MHCLG), tasked with working with the Government and other decision-making bodies to help test new ways of working, which would then shape the new building safety regime.

Our key role as an Early Adopter has seen us advising, trialling and testing the recommendations of Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety. We were also instrumental in the development of the National Building Safety Charter which was launched in **2019**, backed by the then Housing Minister Kit Malthouse MP.

The Charter commits those who have signed up to put people's safety first during the design, construction, refurbishment and occupation of residential buildings, and has paved the way for major reforms.

It was a year that also saw us launch a new standard of safety for our high rise buildings. The 'Safety Standard Promise' pulled together a range of measures we'd implemented, including dedicated Property Safety Officers, state-of-the-art fire alarm systems and a clear process for customers to report any concerns.



INTRODUCING BOOST4YOUTH ✨

They're young, they're ambitious, they're energetic and they're brimming with ideas for how we can help make Salford a better place - they're our Boost4Youth Panel.

In **2018**, we launched a search to find some talented teenagers to become the voice of young people in our communities.

The Boost4Youth panel worked closely with our neighbourhood teams to help us provide more opportunities and improve the prospects of

young people in Salford. They also co-ordinated our Springboard Youth Fund – providing grants to local projects and initiatives to help young people.

One of their first tasks was to organise a fun-day in Ordsall during our 'Love Your Neighbourhood Week'. They also hosted our first successful Youth Conference to help raise awareness of some of the real issues that affect young people, including knife crime, mental health and drug abuse.



EMPTY BUILDINGS BROUGHT BACK TO LIFE



With more than 6,000 people on the housing waiting list in Salford, Salix Homes has been tackling the housing crisis by bringing empty buildings back into use as housing.

As well as building new homes, we've also played our part in converting empty and derelict properties. But it's not just empty homes, we set our targets on empty buildings in general, which has included boarded up shops and a derelict pub being successfully transformed into housing.

Repurposing these buildings, which are often in key central locations, is helping to breathe life back into our high streets, regenerate communities and crucially help tackle the housing crisis.

Our success was also featured on BBC documentary series *The Empty Housing Scandal*, presented by Matt Allwright, which shone a spotlight on successful initiatives to turn empty buildings into homes.

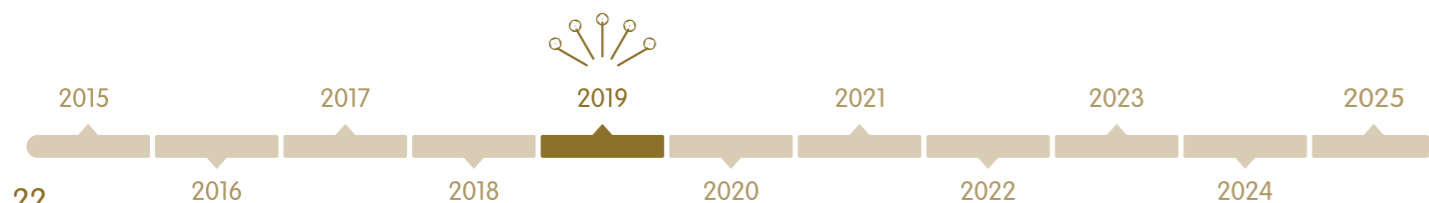
TOP 50 LANDLORD



In **summer 2019**, Salix Homes was named amongst the top 50 landlords in the UK for the second year running.

We were recognised in the 24 Housing Top 50 Landlords 2019 roll of honour. The accolade recognises the best social landlords from across the UK who are delivering significant change, both within their organisation and communities, and in the wider housing sector.

We were the only housing provider in the Greater Manchester region to make the list, after impressing judges with our innovation and commitment to doing things differently in a bid to create thriving communities, where people can be proud to live and work.



DERELICT WOMEN'S REFUGE TRANSFORMED INTO SOCIAL HOUSING

In **autumn 2019**, we opened Joan Lestor House after buying the derelict site in 2017 and transforming it into nine contemporary, one and two bedroom apartments for social housing rent.

The site was once home to a women's hostel but had stood empty for five years, becoming a target for anti-social behaviour and vandalism.

We carried out an £800,000 refurbishment and remodelling programme, and were proud to welcome the first residents, which included a young family who had previously been living in a one-bedroom flat on the 12th floor of a tower block.



FURNITURE RECYCLING SCHEME SUPPORTS PEOPLE AND THE PLANET



Thousands of items of furniture destined for landfill sites have been donated to families in need in Salford, thanks to our successful Furniture Recycling Scheme.

The scheme aims to reuse furniture that customers donate or leave behind in our properties by providing it for free to customers who need it.

By repurposing furniture, we're not only providing essential support to families in need, but also significantly reducing our carbon footprint.

We launched the initiative in **summer 2019** and since then it has kept hundreds of tonnes of furniture out of landfill sites, preventing it from being fly-tipped, and saving our organisation thousands of pounds in tipping costs.



INTRODUCING OUR CUSTOMER COMMITTEE



In **2020** we launched our ground-breaking Customer Committee designed to transform the way we engage with customers and give them a much stronger voice and platform to hold us to account.

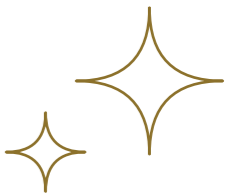
The Customer Committee is a strategic committee that sits alongside our Board as part of our formal governance structure. It's made up of a diverse group of customers with the power to commission pieces of work to scrutinise any area of our organisation. This means that if they want to know more about how we do things, they can request an in-depth review of any service we deliver to really look closely at how we work, and suggest ways to improve.

They have been involved in several projects, including reviewing how we deal with anti-social behaviour, and a review of our customer service and repairs and maintenance service.

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 by the Board.



NAVIGATING THE COVID-19 PANDEMIC



March 23 2020 was the day that the world as we knew it changed forever.

This was the day our nation was sent into lockdown following the outbreak of the Covid-19 pandemic. Coincidentally, it was also the five-year anniversary of Salix Homes.

Our offices closed, colleagues switched to working from home, and we had to quickly find a way to continue to deliver essential services while following Government guidelines to keep our colleagues and customers safe.

What followed was a remarkable display of Salford spirit from our teams and communities as together we rallied round to support our most vulnerable customers.

We were part of the Spirit of Salford network of organisations to provide help and support to people who needed it. Our employees made 45,000 phone calls to some of our older and more vulnerable customers and those who were self-isolating to check on their welfare and ensure they had access to food, fuel and medicine.

For our teams, we had to quickly adapt, finding ways to boost morale, improve health and wellbeing and keep teams working together, while staying apart. Central to this was the 'Salix Together' campaign – an initiative designed to keep colleagues informed, engaged and connected with the organisation and each other during these challenging times.

The pandemic may now be over, but its impact is still felt to this day as we continue to navigate the lasting changes it brought to our way of life and our organisation.



NEW LEASE OF LIFE FOR TOWER BLOCK

For many years, there was a question mark over the future of Fitzwarren Court in Salford, which had originally been earmarked for demolition as part of a wider regeneration of the area.

Thankfully, the demolition plans were halted when Salix Homes secured funding to modernise the block. In **2020**, we completed a £7.5million improvement project at the high rise building which has been completely transformed inside and out.

Work has included new kitchens, bathrooms, doors and windows, as well as a makeover for the communal areas. The exterior has been completely rendered and a sprinkler system and state-of-the-art fire alarm system was also installed, as part of our Safety Enhancement Programme across all our high-rise blocks in Salford.

Our significant investment has given the building a new lease of life, complementing the wider regeneration taking place in the area, and ensuring this iconic building can stand proud on the Salford skyline for many years to come.

NEW CHAIR OF THE BOARD APPOINTED

In **autumn 2020**, we appointed Jim Battle as Chair of our Board following his three-year position as Vice Chair.

Jim replaced Grainne Heselwood, who came to the end of her term after being appointed in 2015.

Jim has previously been GM Deputy Police and Crime Commissioner, Deputy Leader of Manchester City Council and was also the Head of the Northern Regions for the National Housing Federation.

Jim went on to serve on our Board until the end of his term in **September 2024** when he was replaced by Martin Warhurst. Jim has played an integral role in steering our organisation. His dedication, strategic vision and wealth of experience have been invaluable to our growth and success.

Under his leadership, we have achieved significant milestones which has seen us delivering new, affordable and sustainable homes, championing building safety and leading the way on customer engagement.

LEE STEPS DOWN AND SUE STEPS UP

2020 marked a year of significant change in senior leadership when the then Chief Executive Lee Sugden announced he was stepping down.

Lee had been our CEO since **2014**, leading us through the stock transfer process and playing a pivotal role in our development and growth. He was succeeded by Sue Sutton who had been serving as our Deputy Chief Executive at the time.

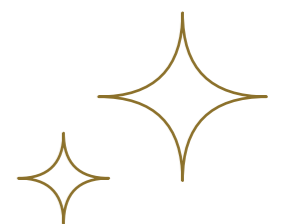
Sue has been a driving force at Salix Homes, first joining the organisation back in 2008 when we were an arms-length management organisation (ALMO) of Salford City Council. She's carried out various roles, steered us through the stock transfer in 2015, overseen several change programmes and navigated us through multiple challenges before picking up the reins as CEO in **2021** – right in the midst of the Covid-19 pandemic.

Having lived in social housing herself, Sue has made it her mission to shake off the stigma of social housing and ensure our customers are listened to. Speaking at the time of her appointment, she said:



"I want Salix Homes to continue to grow and go from strength to strength. When the time comes, I want to be in a position to be able to hand over an organisation that has safe buildings, a strong development programme, is in a secure financial position, has thriving communities, a strong community voice ethos and for our customers to know that they're listened to and heard."

And that time has come, as Sue will retire in **2025**. The legacy she leaves is one of unwavering dedication, compassion, and transformative change, refocusing our organisation towards our core values of providing quality homes and services, and creating a housing service in Salford we are all proud of.





REGULATORY JUDGEMENT RETAINED



In **2020**, we were proud to retain our grading from the Regulator of Social Housing.

We were once again awarded the G1 grading for governance – the highest rating – and a V2 for financial viability.

Despite the challenges we were facing with the Covid-19 pandemic at that time, the outcome was testament to the resilience and dedication of our workforce and Board.

DIGITAL LANDLORD OF THE YEAR

We ended **2020** on a high after being crowned Digital Landlord of the Year at the UK Housing Awards.

We picked up the prestigious accolade thanks to our innovative online services platform – MySalix. We'd launched a new and improved version of the customer portal the previous year, enabling customers to easily manage their tenancy at the click of a button or tap of a phone.

It included an innovative chat-bot and web-chat to save customers time and hassle when booking repairs. This followed a transformation of our IT infrastructure, which had seen us become the first housing association in the country to fully embrace the cloud.

Our digital innovation also helped us adapt quickly as a business during the Covid-19 pandemic, embracing and deploying new technology and systems to enable us to continue to deliver services and support our customers and colleagues.



Regulator of Social Housing



BUILDING A SAFER FUTURE



Since the Grenfell Tower tragedy, Salix Homes has been leading the way on building safety - raising safety standards within our properties, advising government bodies on future recommendations and piloting and implementing the reforms in the Building Safety Act.

In **2021**, we completed the multi-million-pound cladding remediation and safety enhancement work across our tower blocks. This included replacement cladding systems at our eight blocks with ACM cladding, and also extensive safety enhancements across all of our tower blocks, including state-of-the-art fire alarms and new sprinkler systems.



Scan the QR code to find out more about our Building Safety journey.



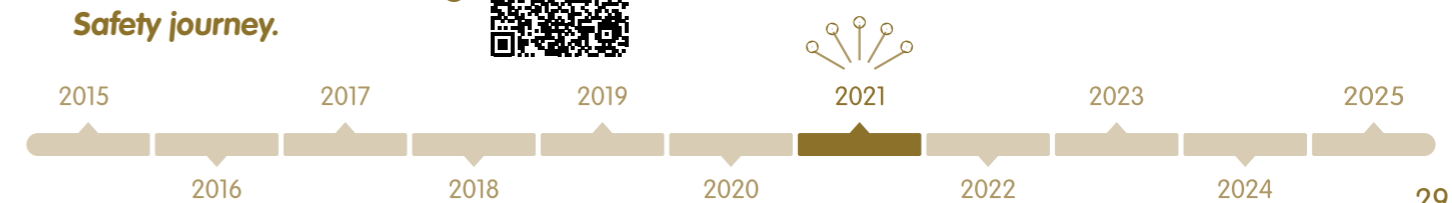
INTRODUCING WILLO HOMES

In **spring 2021** we launched Willo Homes – our new affordable home-ownership brand to support our bold ambitions to deliver more affordable homes to help tackle the housing crisis.

The launch of Willo Homes marked another major milestone in the Salix Homes journey, cementing our commitment to ensuring we can increase housing choice and deliver more affordable housing opportunities in Salford.

As a trusted social housing provider, with our foundations firmly rooted in Salford, we're perfectly placed to deliver the right type of housing in the right places and ultimately help tackle the housing crisis.

Willo Homes specialises in affordable home-ownership options including Help to Buy, Shared Ownership and Rent to Buy, as well as homes for market sale.

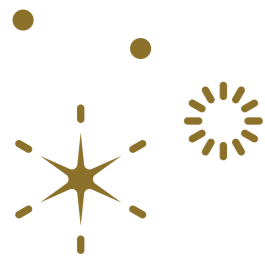


INVESTORS IN PEOPLE - TOP 20 GOLD ORGANISATION

We struck gold in **summer 2021** after being recognised amongst the top employers in the UK.

We were unveiled as one of the Top 20 Gold organisations in the Investors in People Awards in recognition of the way we develop, support and motivate our workforce.

It was a proud achievement, particularly in the midst of the challenges we faced with the Covid-19 pandemic at that time.



CUSTOMER CHARTER - OUR PROMISE TO YOU

In **2021** we were proud to launch our new Customer Charter cementing our commitment to providing the best possible service to our customers.

The Charter – titled ‘Our Promise to You’ – established a comprehensive set of new promises for customers so they know exactly what to expect from us as their landlord.

The promises were developed alongside our Customer Committee as well as wider consultation with customers. They are focussed around seven key areas: Voice, Respect, Communication, Safety, Services, Resolution and Accountability.

Providing customers with the best possible service has always been our priority, but following the Grenfell Tower tragedy in 2017, we pledged to do more, and our Charter represented the start of a new era of landlord and customer relationship, which puts customers firmly at the heart of the organisation.

Our Promise To You

Our commitment to delivering excellent services



CANON GREEN CAMPUS AND ARTIFEX



Our Canon Green Court Campus scheme is a major redevelopment project that has delivered more than 100 new, affordable homes and transformed existing properties.

As part of the project, we built a new apartment block – Artifex – within the expansive grounds of one of our existing blocks – Canon Green Court. The scheme was completed in **autumn 2021**, delivering 108 affordable apartments available under the Rent to Buy scheme, and bringing our vision to deliver more high quality, affordable housing to life.

Major improvement works were also completed at Canon Green Court for its existing residents, including new kitchens, bathrooms, heating systems, sprinkler systems and exterior re-facing and insulation, as well as an external facelift for neighbouring low-rise block, Westminster House.



Artifex was named in honour of Canon Peter Green, who was a rector at the nearby St Philips Church, as well as a published writer and pacifist who was passionate about fighting social injustice. During the First World War and until the 1950s, he wrote a weekly column in The Manchester Guardian under the pen name ‘Artifex’.

We wanted to pay our own tribute to this much-respected Salford son, whose fight against social injustice represents our own beliefs and values at Salix Homes and our ethos to deliver high-quality, affordable housing for everyone.



Scan the QR code to find out more about our development and investment journey.





SOCIAL HOUSING TENANTS CLIMATE JURY



Salix Homes customers made history after joining the Social Housing Tenants Climate Jury – the first of its kind in the UK.

The initiative saw 30 social housing tenants from across the North of England come together to discuss how climate change impacts their lives. In **winter 2021** they published a report making recommendations on how tenants,

social housing providers, and others, could work together to tackle climate change in their homes and neighbourhoods.

Tackling climate change requires big changes to homes and neighbourhoods – through the jury process, social housing tenants were able to have their voices heard.



OUR COMMITMENT TO TACKLING DAMP, MOULD AND CONDENSATION



At Salix Homes, we take the condition of our homes very seriously and we are committed to making sure all our customers have a healthy and safe home, free from damp, mould and condensation, and crucially that customers are listened to if they do raise a concern with us.

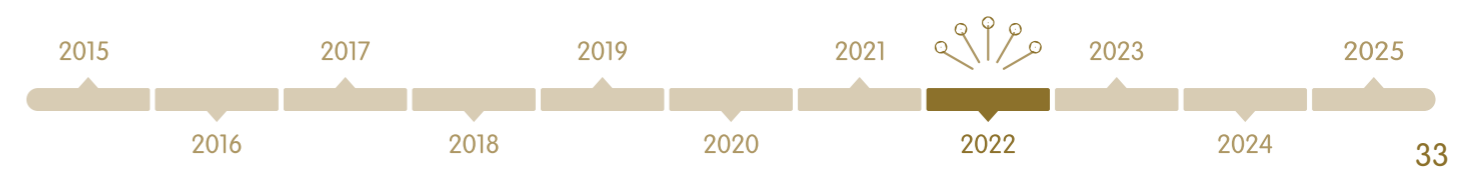
We were all deeply saddened by the tragic death of two-year-old Awaab Ishak in Rochdale. In the words of the coroner at the inquest in **November 2022**, it was a “defining moment” for social housing, and the tragedy has had a profound impact across the housing sector, and within our own organisation.

For us at Salix Homes, tackling cases of damp, mould and condensation in our properties is a critical priority. We are committed to continuous improvement and getting to know our customers and their homes better, to ensure they have the safe and healthy homes that everyone deserves.

We have adopted a proactive and robust approach to tackling damp, mould and condensation and have taken significant steps to increase resources and improve and strengthen our procedures.



Scan the QR code to find out more about the steps we've taken to tackle damp, mould and condensation.





E-BIKE SAFETY CAMPAIGN

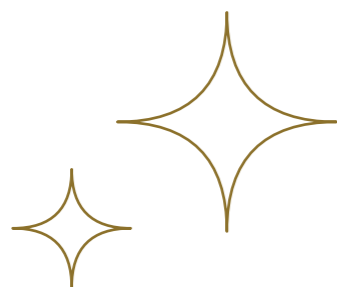
On the morning of **December 27, 2022**, a fire broke out in one of our tower blocks – Mulberry Court in Pendleton.

At the height of the incident, there were six fire engines and dozens of firefighters, as smoke and flames billowed from a 10th floor window. Thankfully, no one was hurt.

No-one ever wants to test a building’s fire safety measures in a real-life situation – however, this was the ultimate test, and it was reassuring to see the extensive measures we’d implemented performed exactly as they are designed to. This included the early warning alarm system which alerted the fire service directly.

Thanks to the sterling efforts of the fire service, along with the building’s safety measures, the fire, while devastating, was contained to the flat where it originated. However, the cause of the fire presented a new and growing risk - it was started by a faulty e-bike battery that had been charging in the bedroom.

In response, we launched an e-bike safety campaign to warn customers of the potential dangers and provide guidance to ensure they’re being used and charged safely and responsibly. The campaign also garnered interest on a national scale – we’ve been invited to talk about the issue at key sector events and have also shared our learnings and best practice with other housing providers who have since gone on to deliver similar safety campaigns.



NEW WEBSITE LAUNCHED

During **2022**, we were proud to launch the new and improved Salix Homes website.

Our website was re-designed from the ground up, making it quicker and easier for customers to access our services online or find useful details around their tenancy.

For the first time, the new website became fully accessible too. We introduced the Recite Me accessibility tool bar, so customers can have the information read aloud, translated into a different language, or displayed in one of many different, easier-to-read formats.

We’ve continued to enhance the website, introducing new features and functionality and improving access to services for our customers.



BOOSTING DIVERSITY IN HOUSING

We joined other Greater Manchester Housing Providers (GMHP) in **2022** to take part in the Boost Leadership Programme, aimed at improving diversity in leadership within the housing sector.

The programme focuses on creating leadership opportunities for individuals from ethnically diverse backgrounds. It features a unique reciprocal mentoring approach, where both mentees and mentors gain valuable insights, allowing for a deeper understanding of the challenges to inclusion.

It encourages participants to challenge systemic barriers and foster a more inclusive leadership culture. The success of the pilot phase led to the development of a broader inclusion strategy and the formation of an Inclusion Group within Salix Homes, contributing to long-term positive change.





BUILDING A SAFER FUTURE CHARTER CHAMPION

In **March 2023**, Salix Homes became one of the first housing associations to be awarded Building a Safer Future (BSF) Charter Champion status, having successfully completed BSF's new building safety culture change assessment scheme.

The BSF Charter Champion assessment is a robust benchmarking and verification process launched by the Building a Safer Future Charter to help organisations drive the systemic culture change required to put building safety first.

We're committed to doing everything in our power to ensure the safety of our customers and our buildings. As a small landlord of 8,000 homes and 20 tower blocks, we're proud to be leading the way.

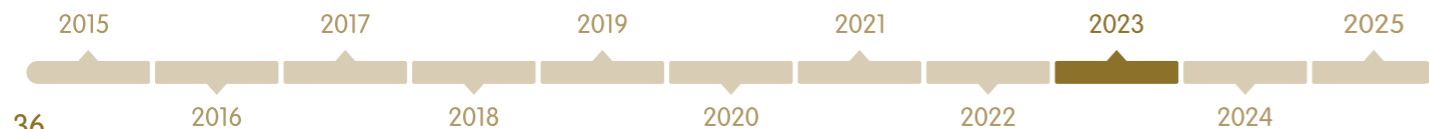
For Salix Homes, this has never been about accreditations or being the first past the post. This is about doing the right thing for customers. The BSF Charter Champion status marks another step forward on our building safety journey, and towards ensuring that people living in high rise and high-risk buildings are safe.

NEW-LOOK LEADERSHIP TEAM

In **2023**, we strengthened our leadership team, adding an additional executive director role.

Our four-strong Executive Management Team was now made up of CEO Sue Sutton; Sian Grant, Executive Director of Communities; Eric Tamanis, Executive Director of Resources; and Liam Turner in the newly created role of Executive Director of Assets, Growth and Sustainability.

The move helped us to refocus and strengthen our existing leadership team to ensure we have the right resources in the right place to enable us to meet the challenges we face, both as an organisation and across the sector.



GETTING BACK TO OUR ROOTS



During the **summer of 2023**, we launched a new operating model, which aimed to take us back to our roots and refocus on our core purpose to provide good quality homes and services to our customers.

The lasting impact of the Covid-19 pandemic was still being felt in our ways of working and our relationship with customers. As part of our new approach, we reintroduced Working in Neighbourhood (WIN) Days in a bid to get to know our customers and communities better.

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.

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 who are out in our neighbourhoods and aim to be a familiar face, creating closer connections with customers.

We also launched our new values and competencies framework. 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 are Trustworthy, Successful and Inclusive and at their heart is the delivery of excellent customer service which remains central to how we approach our work every day.

OUR SUSTAINABLE FUTURE

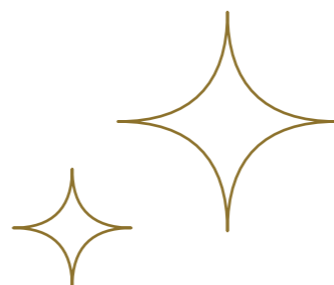
2023-2025



REFINANCING PACKAGE SECURES OUR FUTURE

In **summer 2023**, Salix Homes secured a £120million refinancing deal with our banking partner NatWest.

The deal marked another major milestone for our organisation, ensuring we can deliver the priorities set out in our business plan. These include continuing with our ambitious plans to deliver much-needed, new and affordable housing, as well as investing in our existing homes and communities.



OUR SUSTAINABLE FUTURE



We launched our new corporate plan – **Our Sustainable Future 2023-25** – setting out our key priorities for the next two years.

We revisited our objectives and priorities from our last corporate plan, which took us up to **2023**, to make sure we were still heading in the right direction. It takes us back to our roots and refocuses on our core values to provide good quality homes and services to our customers.

The new plan places customers and sustainability at its heart with the cost-of-living crisis, access to safe and decent homes, climate change, and the housing crisis all high on our agenda.

It focuses on three priority areas – Our Sustainable Homes, Our Sustainable Business and Our Sustainable Communities.



FORMER PUB SITE TRANSFORMED INTO SOCIAL HOUSING

In **autumn 2023**, we were proud to welcome the first residents to our new Wynt View development – our first new-build scheme outside of Salford.

The empty site in Partington, Trafford, was once home to a pub, but had stood empty for 30 years before we built a three-storey apartment block, comprising 24 two-bedroom homes, which have all been let for social housing rent.

At a time when social housing is in such short supply, we're delighted that this development has created modern, energy efficient and high-quality homes for people on the social housing register.



Scan the QR code to find out more about our development and investment journey.



GM GOOD EMPLOYMENT CHARTER



During **2023** we were announced as a 'Member' of the Greater Manchester 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. One of the characteristics is around paying employees the Real Living Wage, and Salix Homes was in fact the very 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 the Charter perfectly complements our own values and objectives as an organisation.





SALIX SEED FUND



In **2023** we launched the Salix Seed Fund – a ground-breaking initiative that empowers our colleagues to make a positive impact in our communities.

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.

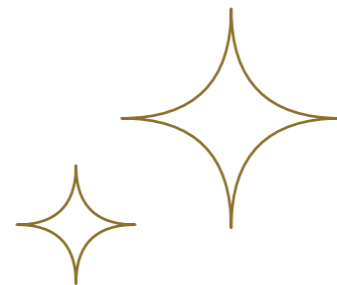


SOLAR PANEL PROJECT SHINES BRIGHT

During **2023**, we installed solar panels on 49 homes across Salford – saving hundreds of pounds for our customers in energy bills.

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 funding through the government’s Social Housing Decarbonisation Fund (SHDF). The project marks 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.



GREEN TRANSFORMATION FOR TOWER BLOCKS

In late **2023**, we began work on a significant investment programme at neighbouring tower blocks Grey Friar Court and White Friar Court.

The high rise buildings are undergoing a £10million refurbishment and eco-transformation, making them greener and more energy efficient. The work includes external wall and roof insulation, new windows and ventilation; while the façade and balconies are being completely rendered and transformed.

An eco-friendly ground source heating system is being installed, which, combined with the external insulation, will improve the thermal efficiency of the building and help reduce energy bills for our customers.



REGULATORY JUDGEMENT RETAINED

We ended **2023** on a high after retaining our G1/V2 grading from the Regulator of Social Housing.

This marked another positive outcome for Salix Homes to retain our grading despite the challenges facing the sector, the economy and the communities we serve.



Regulator of Social Housing





TAKING TO THE AIRWAVES



We've taken to the airwaves with Salford City Radio, launching a brand-new radio show in early **2024** all about housing.

The monthly show – **Let's Talk Housing with Salix Homes** - aims to strengthen our connection with customers, 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.

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.



GOLD FOR SUSTAINABILITY

Salix Homes struck gold in **2024** after being recognised for our efforts to reduce our environmental impact.

We were awarded the Gold accreditation in the Sustainable Homes Index for Tomorrow (SHIFT) assessment, which was assessed in **2023** and sets the sustainability standards benchmark for the housing sector, supporting housing providers to be more environmentally friendly.

Sustainability is a key priority, and we're committed to creating cleaner, greener homes and communities, so this accreditation reaffirms that we're on the right track towards achieving our mission.

CLEANER, GREENER AFFORDABLE HOMES DELIVERED AT GREENHAUS

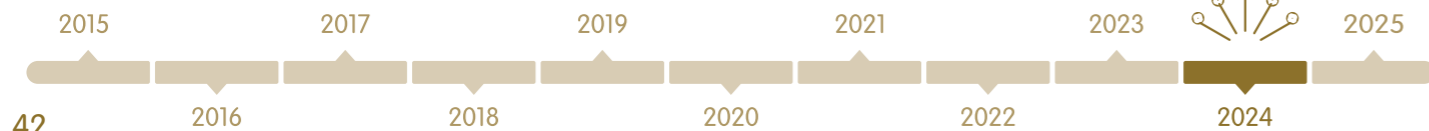
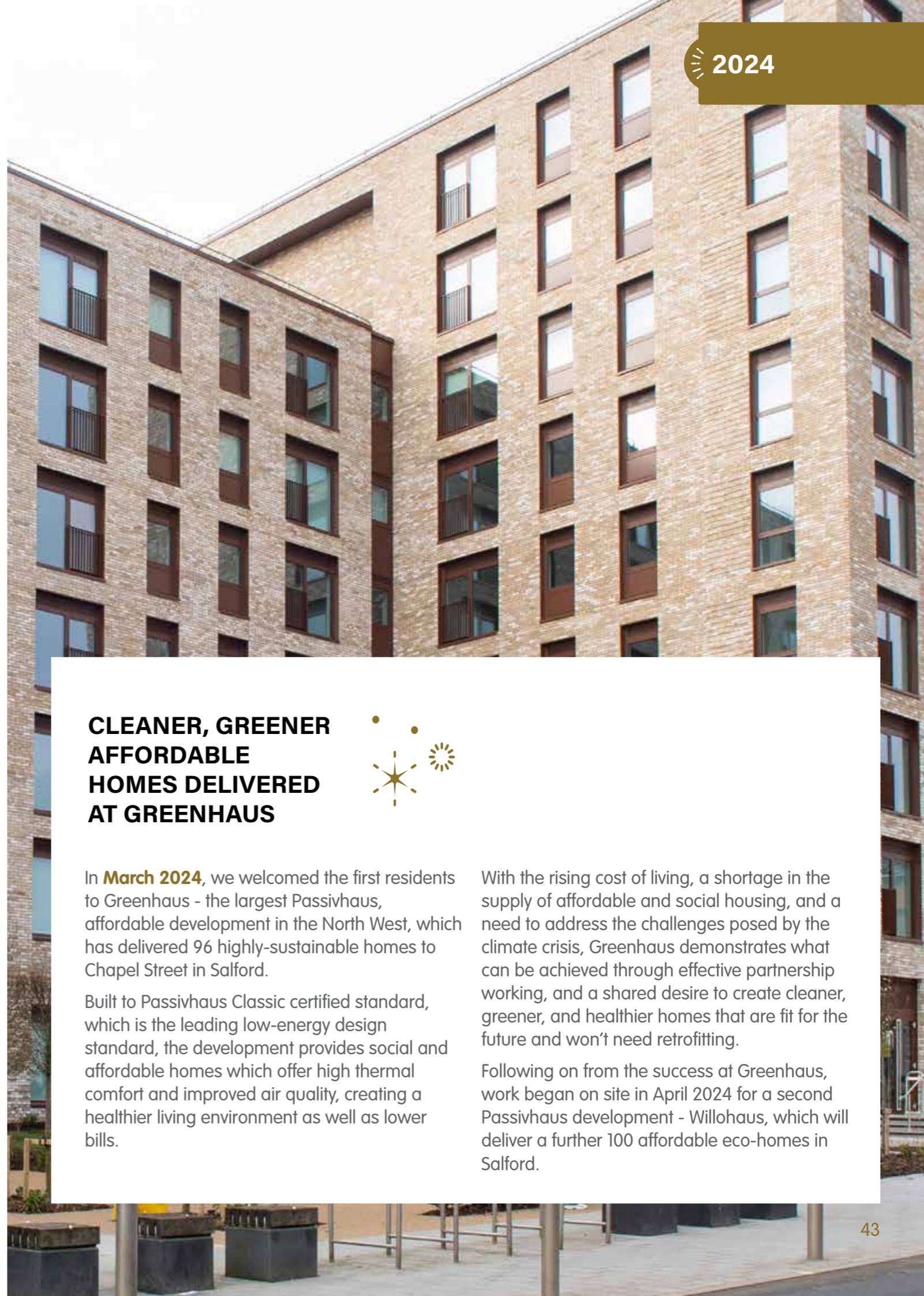


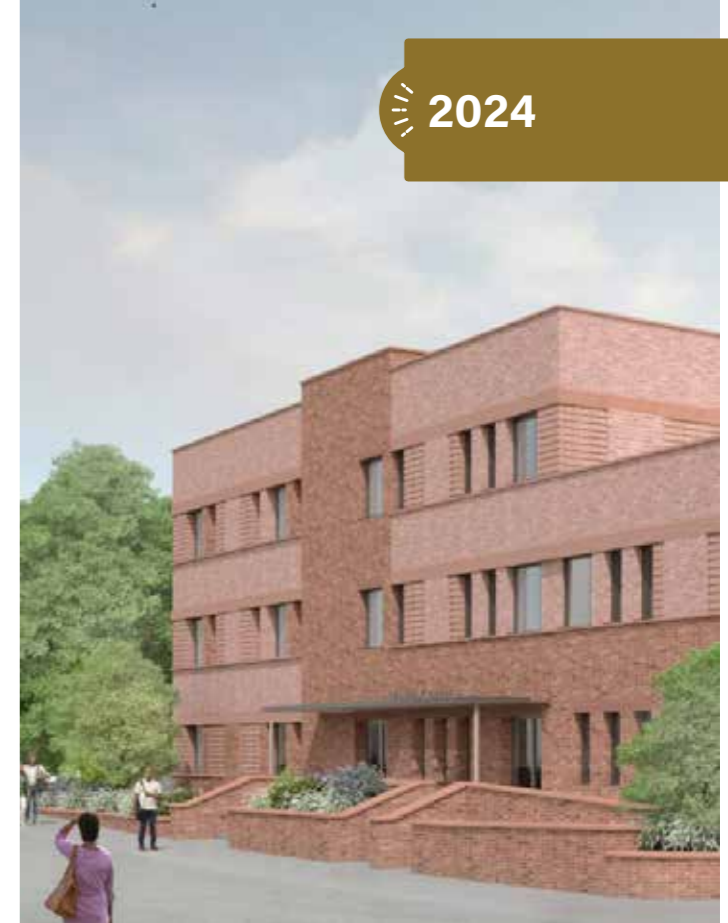
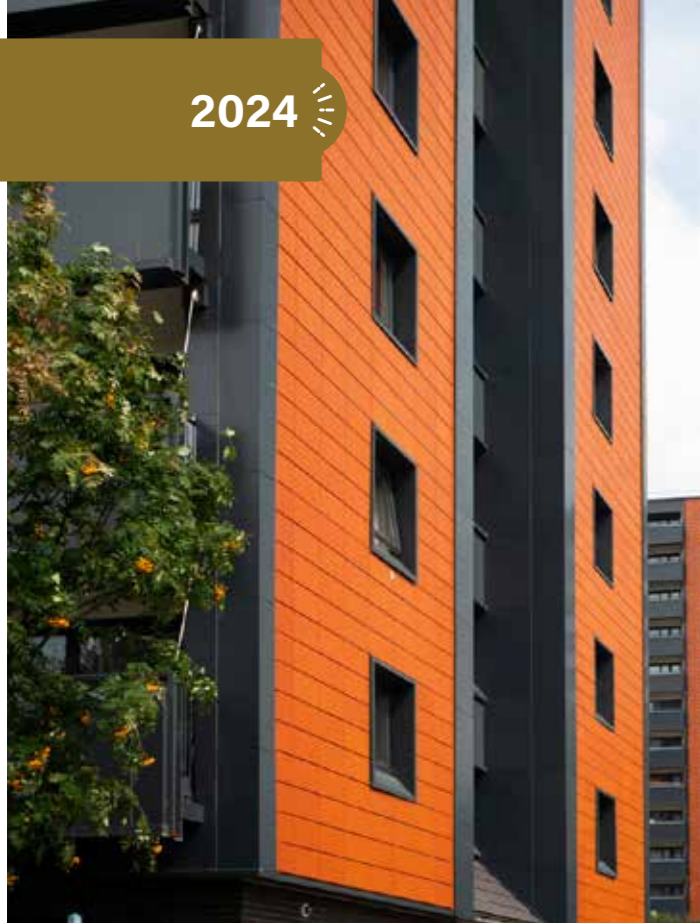
In **March 2024**, we welcomed the first residents to Greenhaus - the largest Passivhaus, affordable development in the North West, which has delivered 96 highly-sustainable homes to Chapel Street in Salford.

Built to Passivhaus Classic certified standard, which is the leading low-energy design standard, the development provides social and affordable homes which offer high thermal comfort and improved air quality, creating a healthier living environment as well as lower bills.

With the rising cost of living, a shortage in the supply of affordable and social housing, and a need to address the challenges posed by the climate crisis, Greenhaus demonstrates what can be achieved through effective partnership working, and a shared desire to create cleaner, greener, and healthier homes that are fit for the future and won't need retrofitting.

Following on from the success at Greenhaus, work began on site in April 2024 for a second Passivhaus development - Willohaus, which will deliver a further 100 affordable eco-homes in Salford.





LEADING THE WAY IN BUILDING SAFETY



Spring 2024 saw the introduction of a new building safety regime. 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.

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.

DELIVERING A NEW 'NEIGHBOURHOOD'

Neighbourhood is another flagship eco-friendly development, with the first homes completed in **spring 2024**.

We've worked alongside developer Step Places to deliver 157 new homes on two parcels of brownfield land in the Seedley area of Salford, which had stood empty for more than a decade. The scheme comprises social housing, homes for affordable rent and properties for shared ownership and outright sale.

The innovative design of Neighbourhood is a modern take on the traditional terrace house, complete with raised terrace gardens for some of the properties. There's a public green space at the heart of the development, new trees planted, and all houses have cycle storage and electric car charging points.

To mark the start of work at the site, Manchester poet Tony Walsh penned a new poem – *Salford Keys* – to honour the spirit of Salford and commemorate a new era of housing and regeneration in the city.

SMART TECH HELPS BATTLE DAMP AND MOULD



By **spring 2024**, we'd installed smart thermostats in 2,349 homes across Salford as part of our commitment to tackling damp, mould and condensation.

The Switchee devices deliver real-time data, acting as an early warning indicator to let us know if a property is at risk of damp, mould or condensation. They measure the temperature, airflow and humidity inside the home, and if they detect an issue, they send us a warning signal directly to let us know.

The installation of these smart devices, made possible after securing funding from the Social Housing Quality Fund (SHQF), also supports our ambitions to use data and technology to better manage our properties and identify areas for investment.



Scan the QR code to find out more about the steps we've taken to tackle damp, mould and condensation.



PLANS UNVEILED FOR SUSTAINABLE HOUSING FOR OLDER PEOPLE

In **summer 2024**, we unveiled plans for a new, highly sustainable social housing development exclusively for older people in Salford.

In partnership with NHS Greater Manchester, we're planning to build a 69-home 'independent living scheme' for the over 55s on disused land on Arrow Street in Broughton.

The proposed development, which also includes an on-site doctors' surgery and health clinic, will be built to Passivhaus standards, enabling a healthier living environment as well as lower energy bills.

We aim to provide desirable, comfortable and sustainable homes that better meet the needs and aspirations of older people. The inclusion of a GP surgery on-site further underpins our commitment to working collaboratively with the health sector to support people's wellbeing, and develop future-proof homes that enable people to live independently for longer and reduce pressures on the NHS.



NEW CHAIR APPOINTED AND FAREWELL TO JIM

In **summer 2024**, we appointed Martin Warhurst as the new Chair of our Board to replace our outgoing Chair Jim Battle as he reached the end of his term in September.

For seven years, Jim was an integral member of the Salix Homes Board, including four years as Chair. His dedication, strategic insight, and wealth of experience were crucial to our progress and achievements. Jim played a pivotal role in the journey of Salix Homes, helping to shape our direction and guide us through both challenges and opportunities. His contributions have left a lasting impact on our organisation and the communities we serve.

New Chair Martin initially joined our Board in 2023 as Chair of the Audit and Risk Committee, bringing with him more than two decades of experience within the social housing sector, with a particular passion for accessible, lifetime homes in inclusive communities.

Martin is a Chartered Accountant and is the Interim Chief Executive at Habinteg Housing Association.



PROUD TO BE A C1 GRADED ORGANISATION



In **summer 2024**, we achieved the highest grading from the Regulator of Social Housing (RSH) in recognition of the homes and services we provide for our customers.

Following an in-depth inspection process, we were graded as a 'C1' organisation. We also retained our 'G1' grading for governance and 'V2' grading for financial viability. We were incredibly proud to be amongst the first housing associations in the country to achieve the highest possible C1 grading under the new Consumer Standards, introduced to help drive improvements in the quality of social housing and services.

The result reflects our ongoing commitment to putting customers at the heart of our organisation and is testament to the dedication and hard work of our workforce, Board and Customer Committee.

It also underpins our collective efforts to ensure that our homes are safe and well-maintained, our customers are listened to and respected, and that our services are responsive and effective.



£20 MILLION INVESTMENT



We first unveiled our ambitious plans in **summer 2024** to invest more than £20million improving social housing across Salford, which would see 1,366 homes undergo improvement work.

The work is continuing into **2025** and beyond, with a £10million eco-transformation at neighbouring tower blocks Grey Friar Court and White Friar Court in Greengate forming a key part of the investment programme, aiming to make the buildings greener and more energy efficient.

We're also installing sprinkler systems in five more of our tower blocks, meaning 14 of our 20 tower blocks will have sprinklers, with the remaining blocks to follow.

Other improvement work includes new kitchens, bathrooms, windows, doors, roofs, rewiring and heating systems to hundreds of homes.



SUPPORTING YOUNG PEOPLE

In **autumn 2024**, we became a patron supporter for the new Salford Youth Zone (SYZ). This commitment will see us donate £100,000 over four years to support the early growth of the Youth Zone, as well as provide additional initiatives and opportunities for young members to access.

By supporting the Youth Zone, we're investing in the young people of Salford, giving them access to a safe space where they can grow, learn and thrive.

SYZ is being built in Pendleton and is set to open in summer 2025. It promises to usher in a new era for the city's youth, offering educational, recreational, and developmental opportunities in a safe and inclusive environment.



BSF CHARTER CHAMPION STATUS RETAINED



We ended **2024** on a high after retaining Building a Safer Future (BSF) Charter Champion status in recognition of our commitment to building safety.

After being one of the very first to achieve the accreditation the previous year, it reflects our continued dedication to ensuring the safety of our customers and their homes. With 20 high rise blocks in Salford, our mission has always been about more than just meeting standards – it's about doing what's right for our customers to ensure they are safe, and that they feel safe in their homes.

BSF Charter Champion status reinforces our efforts to build a culture of safety, transparency, and trust. While we're proud of this achievement, we recognise that building safety is a journey of continuous improvement, and we will continue to raise standards, listen to our customers, and ensure that safety is at the heart of everything we do.



Scan the QR code to find out more about our Building Safety journey.



NEW REPAIRS SERVICE LAUNCHED



The new year marked the launch of our new repairs service, designed to better meet the needs of our customers.

A significant rise in demand for repairs and an increase in complaints prompted us to conduct an in-depth review of the service, helping us to identify the root causes and make meaningful improvements.

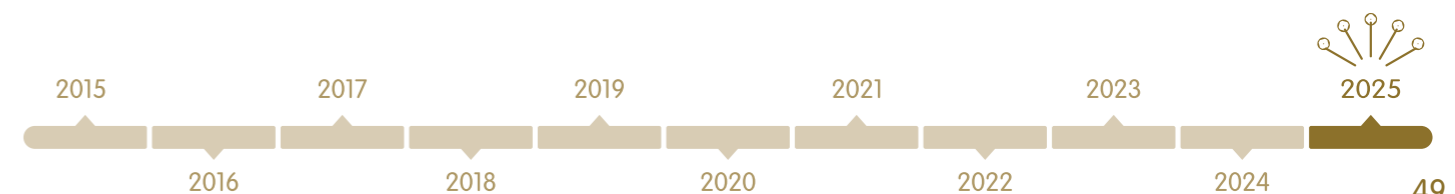
We listened to feedback from customers and other stakeholders, which led to the introduction of several new measures. These include expanded appointment times with evening and weekend slots, as well as the recruitment of additional operatives to reduce waiting times and improve overall efficiency.

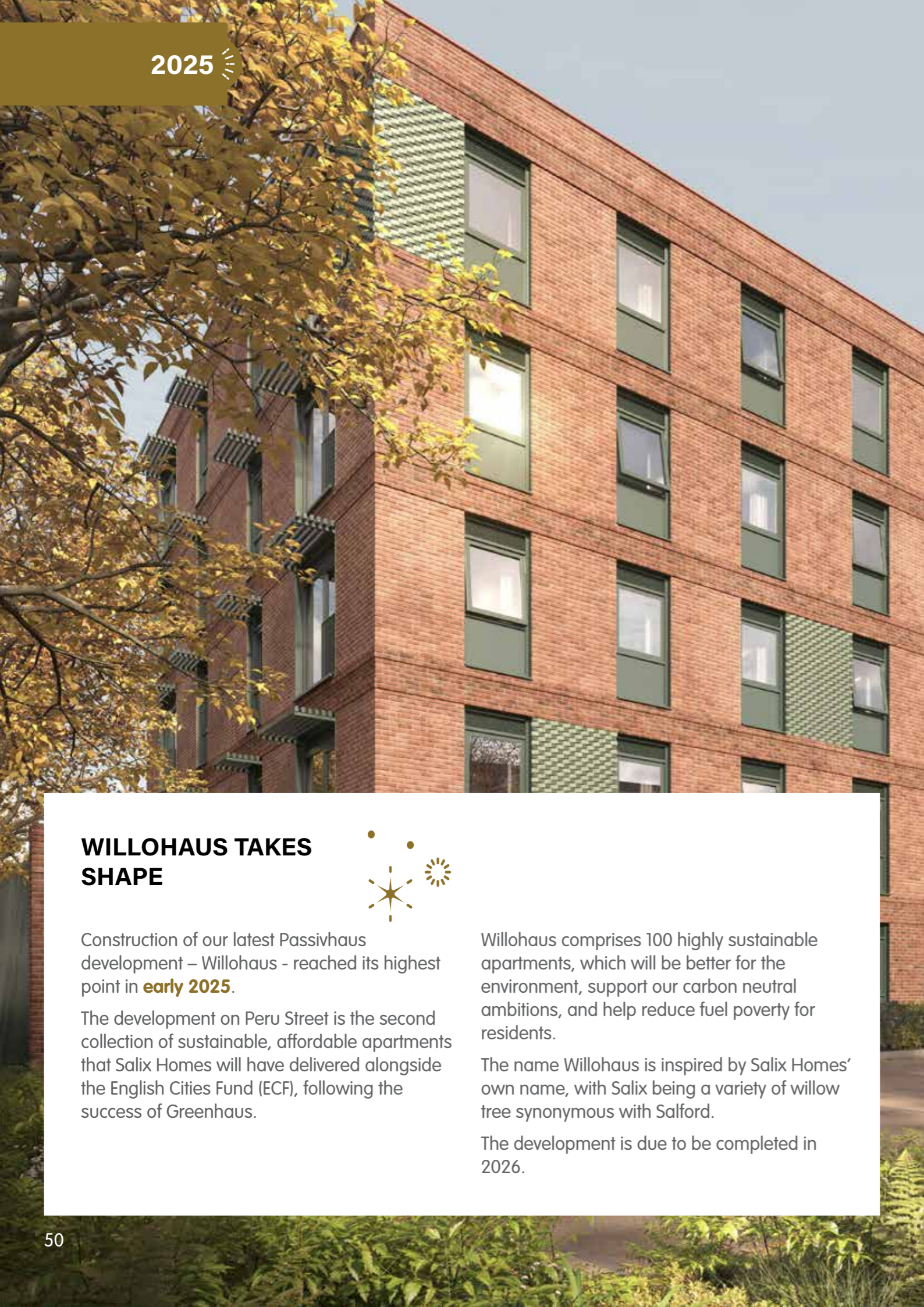
We also upgraded our online customer portal, MySalix, to make it easier for customers to book

repairs. The enhanced portal allows users to simply upload photos, book multiple repairs in one go, and make changes to their appointments at any time, day or night, without needing to wait for office hours.

Additionally, we introduced virtual video inspections, providing an even more convenient way for customers to report issues and receive quick, efficient assessments. In response to customer feedback, we also removed the chatbot to create a smoother, more intuitive user experience.

These changes reflect our ongoing commitment to improving the repairs service and delivering a better experience for our customers.





WILLOHAUS TAKES SHAPE



Construction of our latest Passivhaus development – Willohaus - reached its highest point in **early 2025**.

The development on Peru Street is the second collection of sustainable, affordable apartments that Salix Homes will have delivered alongside the English Cities Fund (ECF), following the success of Greenhaus.

Willohaus comprises 100 highly sustainable apartments, which will be better for the environment, support our carbon neutral ambitions, and help reduce fuel poverty for residents.

The name Willohaus is inspired by Salix Homes' own name, with Salix being a variety of willow tree synonymous with Salford.

The development is due to be completed in 2026.



LIAM BECOMES NEW CEO AS SUE RETIRES

In **2025** Liam Turner will become the new Salix Homes Chief Executive, as Sue Sutton retires following a 25-year career in housing.

Sue first joined Salix Homes back in 2008, initially on a three-month contract. She's worked in various roles across the organisation before taking on the role of CEO in 2021 – right in the midst of the Covid-19 pandemic.

She said: "After an incredible 25 years in the housing sector, and having had the privilege of leading Salix Homes for the past few years, I've decided the time is right for me to retire. It's been an honour to work with such a dedicated team that consistently goes above and beyond to deliver for our customers and communities.

"From navigating the challenges of the Covid-19 pandemic to the achievements we've celebrated together – like receiving a top C1 Consumer grading from the Regulator of Social Housing – it's been a rollercoaster, but I couldn't be prouder of all that we've accomplished."



I look forward to leading Salix Homes on the next stage of our journey, and working with colleagues, customers and our Board to help create a brighter future for Salford."

LIAM TURNER

Sue leaves behind a legacy of strong and compassionate leadership, a deep commitment to our people - both customers and colleagues - and a lasting impact on the organisation's growth and success.

Liam takes over the CEO role in **spring 2025**. With a housing career spanning almost two decades, Liam is the perfect example of homegrown talent, having first joined Salix Homes in 2013 as a Tenancy Management Officer, before working his way through the ranks and proving himself as a dedicated, compassionate and skilled leader with a broad range of experience.

Speaking at the time of his appointment, he said: **"I'm truly honoured to be appointed as the new Chief Executive. Sue has set an incredibly high standard during her time, and while I have big shoes to fill, I'm committed to continuing the legacy she has built, ensuring we deliver the highest quality homes and services to our customers and communities. I look forward to leading Salix Homes on the next stage of our journey, and working with colleagues, customers and our Board to help create a brighter future for Salford."**



SALIX HOMES - THE FUTURE



As we celebrate our 10-year anniversary, Salix Homes stands at the threshold of an exciting new chapter. Under the leadership of Liam Turner as our CEO, and with a strengthened senior leadership team being established, supported by our experienced Board, we are ready to embrace the future.

The past decade has brought significant challenges - from floods and economic pressures to building safety reforms, major regulatory changes, and political instability. Yet, despite the turbulence across the sector, and indeed the world, we've stayed focused on our core mission: providing safe, high-quality homes and services for our communities.

We are incredibly proud of what we've achieved together, especially given our size as a relatively small, local housing association. From leading the way on building safety and being amongst the first to achieve C1 status, to delivering highly sustainable new homes and pioneering innovative approaches to customer engagement, we've consistently punched above our weight.

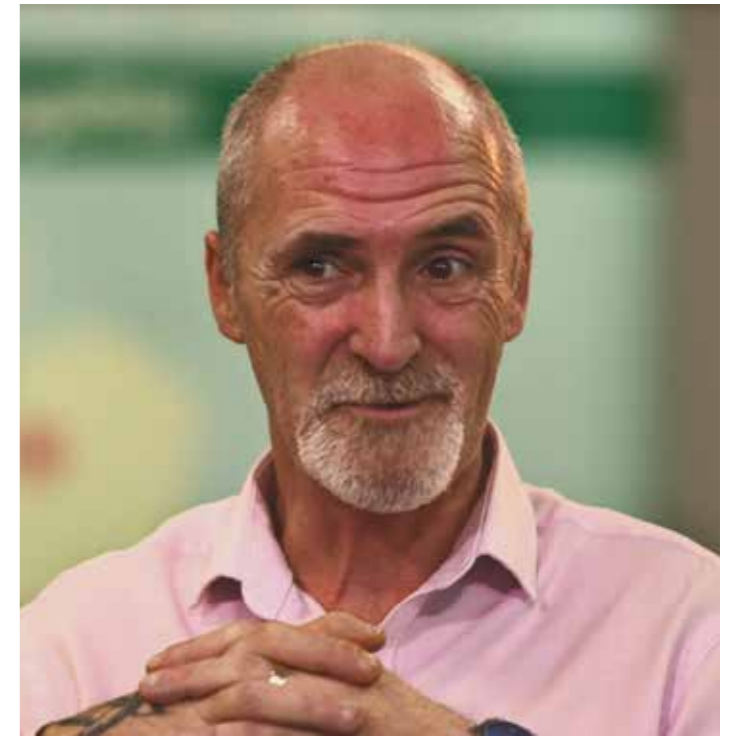
Looking ahead, as we develop our Corporate Plan for 2025 and beyond, we're concentrating on what matters most: our people - both customers and colleagues - while strengthening our core business functions, including repairs, investment, housing management, performance, financial viability, compliance, and standards.

If the last decade was defined by chaos and challenge, we hope for the next to be defined by stability and focus. With a clear commitment to our mission, together, we'll build on our successes and continue to deliver a housing service in Salford we can all be proud of.

We also recognise that none of this would be possible without the dedication and hard work of our colleagues, who are integral to the success of Salix Homes and to delivering the high standards we set for ourselves. As we move forward, we remain focused on supporting and developing our people, ensuring we're fully equipped to meet future challenges and continue making a difference for our communities.



Visit our website to keep up to date with our next steps, including our Corporate Plan for 2025 and beyond.



In loving memory of Tony Riley whose words remind us that making a difference for people and communities is at the heart of everything we do.

His legacy continues to inspire us.





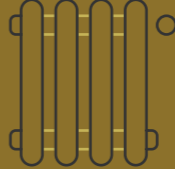

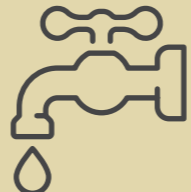







"I really believe Salix makes a difference, I really do. I've worked in social housing now for nearly 15 years and if you've never worked in social housing, it's quite educational when you start doing it. Ultimately, we're a people business. Everything we do is about people."

TONY RILEY



A DECADE IN NUMBERS

			Three regulatory inspections
560 new homes built, with a further 169 on site or planned		£235million invested building new homes and improving existing homes and communities	
	Secured £37.6million grant funding to build new homes or repurpose existing buildings		Supported customers to claim additional benefits worth £3.5million
Supported over 3,000 customers to transition to Universal Credit whilst maintaining high performance on rent collection		251,076 repairs carried out	
	Donated more than £500,000 through Springboard community grants		Re-let 4,010 homes to new Customers
Secured £8.9million grant funding for high rise cladding remediation work		Carried out 823 Fire Risk Assessments	

	Installed 5,997 new kitchens and bathrooms		Fitted more than 5,100 new doors
Installed 4,229 new heating systems		Over 10,000 electrical installation condition reports completed	
	Carried out 4,170 legionella checks, including 330 legionella risk assessments		Carried out 8,830 asbestos surveys and inspections
Raised 1,254 safeguarding cases to support our customers		Made over 45,000 welfare calls to customers during the Covid-19 pandemic	
	583 legal actions related to anti-social behaviour or tenancy management issues sought through the courts		More than 230 Board and Committee meetings held, totalling over 522 hours
Internal auditors completed 112 internal audit reviews		More than £16.3million saved through procurement	

SPOTLIGHT BOARD MEMBER ROLL OF HONOUR

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,

Peter Styche (Chair): 2007 – 2015

Hessel De Boer: 2010 – 2015

Michael Enoch: 2014 – 2015

Bill Gill: 2007 – 2015

Mike Cople: 2007 – 2015

Joe Murphy: 2007 – 2015

Julie Marsh: 2008 – 2016

Peter Connor: 2012 – 2016

Barbara Harper: 2015 – 2016

Tessa Fairweather: 2011 – 2016

Steve Wood: 2013 – 2017

Chris Bunton: 2015 – 2017

Ray Eckersley: 2017 – 2017

Jane Hamilton: 2016 – 2017

Tanya Burch: 2016 – 2017

Ade Alao: 2008 – 2017

Helen Calder: 2015 – 2018

Stephen Hesling: 2015 – 2018

Stephen Coen: 2017 – 2018

Darren Watmough: 2015 – 2018

Peter Fitzhenry: 2017 – 2019

Jim King: 2014 – 2020

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 past and serving Board members since we transferred from council ownership in 2015 are:

Barbara Betham: 2017 – 2020

Grainne Heselwood (Chair): 2015 – 2020

Darren Quirk: 2015 – 2021

John Cockerham: 2015 – 2021

Margaret Bryant: 2018 – 2023

Jo Tripney: 2021 - 2023

Paul Whitehead: 2017 – 2023

Greig Lees: 2017 – 2023

Jim Battle (Chair): 2017 – 2024

Khalil Rehman: 2018 – 2024

Greg van Enk-Bones: 2018 – 2024

Pamela Welsh: 2020 – 2025

Aisling McCourt: 2020 – ongoing

Mark Beyer: 2020 – ongoing

Paul Martin: 2021 – ongoing

Ahmed Abdulmalek: 2021 – ongoing

Charlotte Haines: 2020 – ongoing

Martin Warhurst (Chair): 2023 – ongoing

Philip Johnson: 2023 – ongoing

Monika Liskiewicz: 2024 – ongoing

Jason Ridley: 2024 – ongoing

SPOTLIGHT AWARDS AND RECOGNITIONS

Here are some of the key awards and accreditations we have been honoured to receive, each a testament to the hard work and passion of our entire team.

- ★ Greenhaus scoops Sustainability Award at the Insider Media North West Residential Property Awards 2024
- ★ Platinum Neighbourhood Award from Keep Britain Tidy 2018
- ★ Gold accreditation in the Sustainable Homes Index for Tomorrow (SHIFT) assessment 2023
- ★ The Hive development was Highly Commended in the Affordable Housing Scheme of the Year category in the 24 Housing Awards 2018
- ★ Best Approach to Building Safety in the Northern Housing Awards 2022
- ★ The Alexander Gardens development was Highly Commended in the Affordable Housing Scheme of the Year in the 24 Housing Awards 2018
- ★ Poets development scoops Regeneration Scheme of the Year in Northern Housing Awards 2022
- ★ Finance Team of the Year in the Housing Association National Accountancy (HANA) Awards 2017
- ★ Best Digital Transformation in the Northern Housing Awards 2021
- ★ Mulberry Court won the Regional Large Scale Project of the Year category in the North West Regional Energy Efficiency and Healthy Homes Awards 2017
- ★ Customer Committee scoops Best Resident Involvement Scheme in the Northern Housing Awards 2021
- ★ Recognised as one of the Top 100 not-for-profit organisations to work for in the UK in 2017
- ★ Colleagues and customers recognised in Spirit of Salford Awards 2021
- ★ Gold Standard in the Investors in People Awards 2016
- ★ Ranked fourth in the Digital Housing Top 30 Digital Landlords roll of honour for 2021
- ★ Ranked fourth in the Top 100 Connected Housing Index 2016
- ★ Top 20 Gold organisations in the Investors in People Awards 2021
- ★ Highly Commended in the Outstanding Campaign of the Year category at the UK Housing Awards 2015
- ★ Digital Landlord of the Year at the UK Housing Awards 2020
- ★ Excellence in Improving Private Rented Sector Standards in the Northern Housing Awards 2019
- ★ HouseMark's anti-social behaviour (ASB) accreditation
- ★ 24 Housing Top 50 Landlords 2018 and 2019
- ★ Institute of Customer Service (ICS) national ServiceMark accreditation

Salix Homes is proud to be an award-winning housing association.

Over the years, we have been consistently recognised for our achievements and dedication to delivering the highest quality homes and services in a range of prestigious industry awards and accreditations.

These not only highlight our commitment to innovation and quality, but also underpin our continuous efforts to improve and provide outstanding services to our customers, colleagues and communities.

PHOTO
GALLERY



