Let's grow together
2020

Version 2.0 - Rethinking Housing
Rethinking Housing

In 2015 we set out on our five year journey to 2020 with our corporate plan, Let’s Grow Together.

Today’s world is forever evolving and we are not immune to these changes. We have therefore revisited our five year objectives to make sure we’re still heading in the right direction and focusing on the right things that will help us achieve our goals for our customers, communities and colleagues.

Rapid technological advances, a new mayor for Greater Manchester, Brexit and an evolving political environment, a growing housing crisis and welfare reforms are just some of the changes we, along with many others, are facing.

With these changes come opportunities: truly digital services for our customers; predictive asset management; a stronger voice to help tackle the housing crisis; working closer with health providers; even 3D printing new homes- Yes. WHY NOT!?

Our customers deserve to have their landlord support them to navigate this brave new world. This, our updated five year plan, meets these changes head on, with the ambition and forward-thinking that we pride ourselves on. The time is right for us to think differently about how we meet these challenges. We feel the time is right to Rethink Housing.

Lee Sugden
Chief executive
Grainne Heselwood
Chair of Board
The facts

We own and manage:
8,500 homes across Salford

We have:
One in ten people in Salford living in our homes

We’re investing:
£75m improving homes across Salford

We’re creating:
Hundreds of jobs and training opportunities for people in Salford

BY 2020:

Consumers will manage 85% of their transactions with organisations without interacting with a human

10,000 new homes will be needed in Greater Manchester each year

There will be roughly six connected devices for every person on earth

One person will develop dementia every three minutes
Our customers are at the heart of our organisation. Every decision we make has our customers as its focus. Changes to government policy, society and technology will impact on the lives of many of our customers and our plans make sure we meet changing needs to enable our customers to thrive.
To understand the individual needs of current and future customers

To improve, develop and diversify our housing offering

To provide accessible self-serve options for customers
Our new in-house Repairs and Maintenance Team is improving customer satisfaction.

SUCCESS MEASURES

How will we know we’ve done it?

OUTCOME MEASURE
An increase in self-service transactions to over 85%

PERCEPTION MEASURE
95% of customers satisfied with their most recent transaction

EXCELLENCE MEASURE
Institute of Customer Service service mark accreditation

MIDTERM REVIEW
From 2015-2017 we have:

CUSTOMERS
We’ve launched our new My Salix online account

We’re now accredited to the Institute of Customer Service

Our new in-house Repairs and Maintenance Team is improving customer satisfaction
Deliver services that exceed our customers’ aspirations, whilst encouraging their independence.

So, how will we do it?
Salford’s proud history is built on strong communities. We play a big role in keeping our communities safe and attractive places to live, creating job opportunities and harnessing the community spirit that makes this city great.
To increase training and employment opportunities within our communities.

Working in partnership with health and wellbeing providers, using our resources to achieve shared goals.

To improve safety and the perception of safety.

Encouraging pride in our communities by regenerating our homes and supporting people to be self-reliant.

To maximise the investment of our resources in the communities we serve.
SUCCESS MEASURES

How will we know we’ve done it?

OUTCOME MEASURE
Increase customers supported into work and training.

PERCEPTION MEASURE
Increase customers who are satisfied with the place they live from 82% to 90%

EXCELLENCE MEASURE
Achieve HouseMark ASB Accreditation and Keep Britain Tidy Platinum Neighbourhood Award

MIDTERM REVIEW
From 2015-2017 we have:

Opened
our cutting edge accommodation centre for young people, The Hive

Launched
Love Your Neighbourhood
our new approach to improving our communities

Improved
2,216 homes
By 2020 we will:

Have healthy communities where people aspire to live, work, invest and belong.

How we will do it?
The people that work here make things happen. Whether it’s sorting a repair, supporting someone with money problems, or tackling anti-social behaviour, it can’t happen without committed, skilled and happy employees, working together.
Our five year colleague objectives

- To have employees that are properly equipped for their role, with clear pathways for development
- To have bold, inclusive, successful and active colleagues working together for the good of Salix Homes and its customers
- To have happy, healthy and engaged employees
- To recognise colleagues who live our values and meet our business objectives
COLLEAGUES

SUCCESS MEASURES

How will we know we’ve done it?

OUTCOME MEASURE
A reduction in average annual sickness absence per employee from 10 days down to 7 days

PERCEPTION MEASURE
Increase employee satisfaction to 90%

EXCELLENCE MEASURE
To be recognised as an employer who values its employees

MIDTERM REVIEW
From 2015-2017 we have:

- We are now a Times Top 100 and Investors in People employer
- 674 colleagues supported through training
- We have a new Earn as You Learn apprenticeship scheme
By 2020 we will:

Have employees who feel empowered, valued, trusted, recognised and equipped.

How we will do it?
Being a leader in the sector, the region and a growing, thriving business can only mean good things for our customers and communities. Building on good governance and sound business foundations, our ambitions are far-reaching, and rooted in the interests of our customers.
Our five year corporate objectives

- To build financial capacity and be a high performing organisation
- To build a strong brand at a regional and national level
- To grow and diversify the business especially to support affordable home ownership
- To develop thriving partnerships to positively influence our communities
How will we know we’ve done it?

**OUTCOME MEASURE**
More than 400 new homes, acquired, built or in development

**PERCEPTION MEASURE**
To maintain highest standard of governance awarded by HCA and a high standard of financial viability

**EXCELLENCE MEASURE**
Annual financial performance improvement

**MIDTERM REVIEW**
From 2015-2017 we have:

- We’ve handed over keys for our first new development - Poet’s
- We’re a leading voice in Greater Manchester Housing Providers
- We’re a G1V2 rated organisation by the HCA
By 2020 we will:

Be a thriving business that is recognised as a leader and a key partner in Salford and the wider regions.

How we will do it?
I’m very pleased with the excellent work carried out

I have received great advice and guidance

Paying rent is easy and I’m always kept well informed
"Their help changed my life and allowed me to find the perfect job."

"Staff are proactive and go the extra mile for customers."

[Image of a person riding a bicycle and a van with the Salix Homes logo]
Watch how we are Rethinking Housing

Visit: www.salixhomes.org/rethinkinghousing