



# Asset Management Strategy

2023 - 2026



live • grow • thrive • together

## Introduction

Salix Homes owns and manages over 7,900 homes in the Salford area of the Greater Manchester Region. Salix Homes has an ambitious target of developing or acquiring over 200 homes per year and, working with the Greater Manchester Combined Authority, is committed to delivering more social housing in the region.

Salix Homes' Asset Management Strategy is a key aspect of the delivery of our mission to enable customers to 'Live, Grow and Thrive Together', and combined with the corporate plan, provides clear objectives of how to focus investment into Salix Homes' properties. The Asset Management Strategy links our strategic business needs with the sustainable management and utilisation of our assets and future investment needs.

During April 2020 – March 2023 (the period covered by the previous Asset Management Strategy), Salix Homes invested:

- £23.8 million in property improvement works
- £4 million in fire safety works
- £16.8 million in responsive and voids repairs

Asset management in social housing is changing. The world is moving towards more sustainable methods of fuelling our homes, raising significant challenges for social housing providers across the country. The development of new and improved building safety regulations will deepen this challenge and strengthens Salix Homes' resolve to ensure we are providing safe and secure homes for all our customers.

Despite the challenges, Salix Homes is committed to continued investment in our homes including developing plans to make them sustainable and safe, energy efficient and continuing to deliver our robust approach to building safety, as recognised at the Northern Housing Awards for the Best Approach to Building Safety in 2022.



## Strategic Context

Salix Homes' Asset Management Strategy plays a key role in achieving Salix Homes' mission and corporate objectives for its residents and the wider community.

The Asset Management Strategy provides the strategic framework within which we will manage, maintain, divest and invest in our residents' homes and communal spaces. We aim to do this in both an economically and environmentally sustainable way that enables us to deliver on the needs of our current and future residents in the short, medium and long-term.

This Asset Management Strategy is effective from April 2023 to March 2026. 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.

Salix Homes' Property Services Directorate leads on the delivery of the Asset Management Strategy by working collaboratively with other teams, both internally and externally, and with the Board, residents and other key stakeholders.

The strategy is underpinned by the following key corporate objectives:

- Sustain our home-quality standard whilst building a safer and greener future
- Maintain 100% home safety compliance
- Develop a sustainability strategy to become carbon neutral by 2038
- Develop a contemporary standard of homes for older people
- 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 capacity, 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
- 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
- Compliance with the HHSRS requirements including proactively managing damp and mould in our properties.

### Regulatory Standards

In 2006, the Department for Communities and Local Government set out a minimum Decent Homes Standard for social housing assets, which is part of the Regulator of Social Housing's Home Standard. The pending update to the Decent Homes Standard is expected during the life of this strategy and is anticipated to increase the Standard and extend to sustainability and communal open spaces elements in line with the white paper. Salix Homes will fully adhere to the new Decent Homes Standard.

### 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.
- 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 analyses 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.



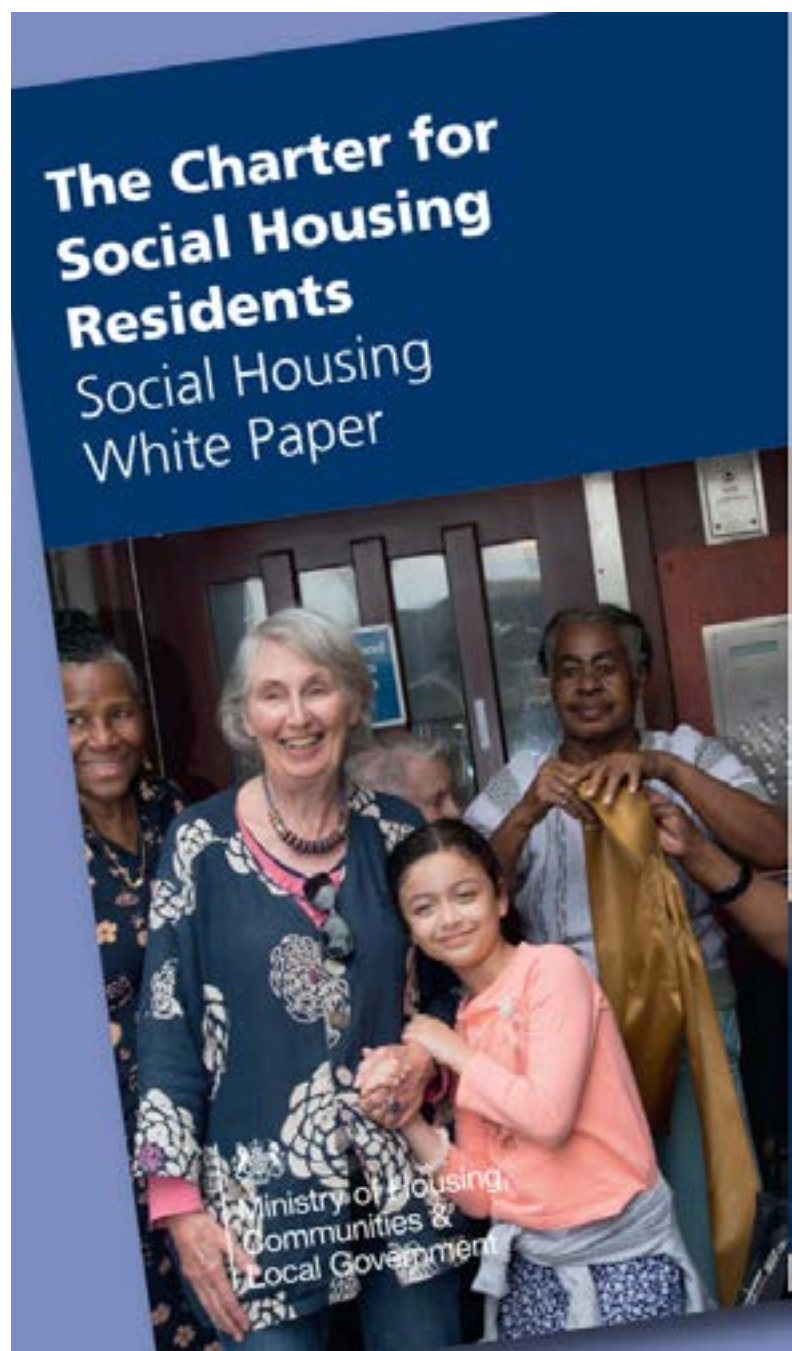
## Social Value

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.

## Social Housing White Paper

The drivers and themes running through this strategy align with the requirements outlined in The Charter for Social Housing Residents: Social Housing White Paper. Our strategy tries to achieve the principles in this White Paper and ensures that we align performance measures, and their availability to customers, with the requirements set out by the new consumer standards.



## Aims and Objectives of the Asset Management Strategy

The Asset Management Strategy aims to ensure we provide homes that are decent, safe, energy efficient, affordable to both residents and Salix Homes, and can be adapted to meet the changing needs of our residents. Our aim is to do that without having an adverse impact on Salix Homes' financial viability, the environment, the quality of residents' homes and their neighbourhoods. As such, the strategy supports Salix Homes' wider role in the community, its corporate plan and strategic priorities.

The key strategic aims and objectives of the strategy are to:

- Understand our homes to make informed asset management decisions.
- Create and maintain sustainable properties and neighbourhoods.
- Deliver value for money through the management of our assets.
- Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.
- Effectively consult and communicate with our customers regarding their homes, services meet customer need and respond effectively and efficiently to complaints
- Ensure our management of assets supports the delivery of the sustainability strategy to move us forward on our decarbonisation journey.



## Strategic Themes

### Asset Data & Active Asset Management

Currently, we hold good information on our properties, most of which is stored in our asset management database. This asset data is captured mainly via our rolling programme of stock condition surveys undertaken every five years for every property, including communal spaces, by a team of qualified stock condition surveyors. This asset data is continually updated not just by the recurrent stock condition surveys, but also through day-to-day activities in properties including repairs and maintenance, void maintenance and the building safety team. High quality asset data is critical in delivering effective investment plans for our properties and the data contained within the asset management database includes:

- Stock condition data (internal and external parts of building)
- Building age and type
- Plant and equipment data
- Projected costs for undertaking improvement works
- Energy performance data – i.e. SAP ratings
- Projected replacement dates of components to comply with decent homes
- Investment planning and data modelling.

Salix Homes considers asset data to be invaluable for both investment and business planning purposes, particularly as we continue to ensure our residents live in decent, safe and energy efficient homes. Furthermore, we will be implementing a planned program of retrofit surveys as part of our commitment to sustainability to enable energy efficiency improvements to be installed in our homes in line with PAS2035 requirements

We will continue to ensure we have high quality data that meets our needs, and review what additional data or analysis is required to achieve this, which will be essential to delivering effective investment programmes, whilst recognising that local knowledge and residents' needs are also invaluable to our decision-making process.

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 regular 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

Each sustainability measure has a set score and weighting and is combined with the property and cost data relating to the property to produce an NPV score.

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 focussed 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 one that is safe and energy efficient for our residents. However, it is recognised that some of our properties may not be able to be energy efficient, safe and meet all modern standards with 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, at times we may need 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.

A new toolkit that utilises that data (provided by NPV) will be introduced to help in appraising the options available to Salix Homes in instances where a property is no longer financially viable or fails to meet the strategic objectives. Where an options appraisal of a property is undertaken, it will entail calculating the NPV, and the open market value of 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 does not meet Salix Homes' key strategic objectives.

### Property Investment

Implementing effective maintenance to the structure, fabric and installations in 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 customer 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 put in place planned maintenance and property improvement investment programmes to maintain our properties and 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 or enhances the safety of our buildings.

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 & Adaptions Service in line with the transfer promises we made to our customers. During this period, we have spent over £2.5million on major adaptations. We will continue with our commitment to allocate a budget towards the adaptation of properties over the next three years. We will also be working with Salford City Council and 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.

### Building Safety

Following the Grenfell fire disaster in 2017 the Department of Levelling Up Housing & 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 required by the new regime was considered as part of the Build Back Better initiative in 2020. At this time, a new Building Safety Team was established to combine the existing obligation of property safety (in terms of gas, electric and hazards as described in the HHSRS requirements 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. We are already a signatory to the Building a Safer Future Charter and are being assessed for Charter Champion Status which has assisted in the design of an appropriate behavioural change programme.



Salix Homes continues to work with Government as part of its Early Adopter programme. We have participated in Policy Design Trials which is assisting Government with the development of strategies to assist the new Building Safety Regulator. The trials will enable our teams to develop processes to meet the requirement of the new building safety regime and test our progress towards implementation.

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. We Chair the Greater Manchester Building Safety Group and have attend the National Housing Federation’s National Building Safety Group. Salix Homes are also the only housing provider in the country to attend the Joint Regulatory Group Working Group 1 meetings, which is a meeting of the Building Safety Regulator.

**Responsive and Void Repairs**

Following the review of the responsive repairs service and establishment of a new delivery model in 2022, we will continue to monitor the effectiveness of this change to ensure it continues to improve our responsiveness, increases completion of repairs on the first visit, provides an excellent customer experience and higher customer satisfaction, achieves value for money and maintains the property in good condition.

As part of achieving value for money in our repairs service, we will undertake regular analysis of expenditure for each property in our portfolio, via 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.

**Energy Efficiency and Net Zero Carbon**

Salix Homes continues to undertake inexpensive targeted retrofit works to improve the energy efficiency of properties that have a SAP Rating below 69. This is being achieved by undertaking works outlined below.

As of July 2022, the average SAP rating of Salix Homes residential portfolio was 72.4. The table below shows the distribution of our properties across EPC Bands A – G.

EPC Rating (SAP Points)	Number of Properties	Percentage
A	0	0%
B	447	5.64%
C	6034	76.08%
D	1348	17.00%
E	91	1.15%
F	9	0.11%
G	2	0.03%

However, in line with our Sustainability Strategy and milestones and targets contained within, we will invest in improving the energy efficiency of our properties with the initial aim to get all the properties in our portfolio to EPC Band C by 2030, which also aligns with the government’s expected target.

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, based on the NPV assessments as explained above, we may consider completing an options appraisal of the affected property.

Whilst Salix Homes has an on-going 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, on both the wellbeing and energy costs to residents. Installing these technologies will be considered as part of other works including investment programs and in void properties to minimise disruption to customers.

## Customer Experience

One of the cornerstones of this strategy is to ensure we continue to improve the customer experience when we deliver our services and our residents enjoy living in their homes and neighbourhoods.

Before we undertake our planned maintenance and property improvement works, we will share definitive programmes that we will have drawn up and we will also 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.

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

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.

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 residents, alongside bi-annual reporting on the progress of the strategy action plan.



## 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 & Monitoring

The asset management strategy action plan will be monitored internally on a monthly basis as part of the organisations approach to managing all strategic actions. In addition, the strategy and progress with the action plan will be reviewed twice per year by the following sub-committees of the Salix Homes Board:

- Growth & Development 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.



## Appendix 1 - Action Plan

Strategic Theme: Active Asset Management & 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.	Develop toolkit for assessing and rating the financial and social performance of the stock portfolio.	October 2023	Year-on-year average NPV score increases.
Understand our homes to make informed asset management decisions.	Develop toolkit with clear criteria and recommendations for properties which are underperforming and ensure appropriate governance and oversight arrangements are in place to enable the board to make informed decisions on the recommendations of officers	October 2023	Year-on-year average NPV score increases.
Understand our homes to make informed asset management decisions.	Carry out annual stock condition surveys, ensuring all properties are surveyed once every five years.	Annually	100% surveys carried out over a five-year period.
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.	October 2023	Increased analysis of asset data and frequently shared across the business.

Strategic Theme: Property Investment			
Strategic Objective	Action	When	Performance Measures
Create and maintain sustainable properties and neighbourhoods.	Deliver annual investment programs to ensure our stock remains compliant with the decent homes standard.	Annually	Maintain 100% decent homes standard compliance.
Understand our homes to make informed asset management decisions.	Review the decent homes framework once published and implement this in our planned programs and asset management software to ensure we remain compliant.	July 2023	Maintain 100% decent homes standard compliance.

Understand our homes to make informed asset management decisions.	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 accurate stock condition information.
Deliver value for money through the management of assets.			
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.

**Strategic Theme: Building Safety & Compliance**

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.	Continue to review the performance of the team based on the KPIs within the property compliance section and to review the progress of change within the Building Safety Act and reflect the team structure to meet any new or emerging resource implications	Annually	KPI measures achieved each year Building safety Team reviewed in October of each year to ensure relevance with the legislative requirements
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Continue the development of the golden thread of information to meet the statutory requirements of the Gateway regime	March 24	Building safety information is available and accessible within the CX Module
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Develop a competence framework for all staff who work in or around HRRB's to include role specific awareness training.  Ensure the competence of the supply chain through appropriate specifications and procurement processes	March 24	A role specific description of the competence for all staff working on or around HRRB's is provided and training delivered  Contractor competence is reviewed and recorded as part of the procurement and review process for HRRB operations
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Continue to provide Board with building safety awareness sessions periodically and as part of the induction process and continue to provide assurance to board on the safety of our homes.	Annually	Building safety updates provided to the Board annually and an awareness session provided as part of the induction process for new Board members

Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Develop block specific resident engagement strategies which are recorded and communicated to customers.	March 24	Residents are involved in the creation of customer engagement strategies  Communication strategies support and enable effective customer engagement
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Complete EWS and any identified remediation to achieve B1 rating to block which require them.  Continue with the cyclical structural inspections to HRRB, within the cycles indicated on previous inspections.	March 24  March 26	External wall Surveys complete and all HRRB's have a B1 rating  Structural surveys complete with new cycle of inspections confirmed
Ensure our homes are safe and comply with all relevant building safety legislation and regulatory standards.	Continue membership of the Early Adopter Programme, JRGWG1, GMHFBSTF, GMBSG and NHF National Building Safety Group.	Annually	Participate in membership of the group or body
Deliver value for money through the management of our assets.	Continue to ensure budgets are estimated within Business Plan Projections.	Annually	Budget reviews completed and submitted to finance in October each year
	Develop a service charge policy to enable cost recovery for building safety charges when the legislation permits.	March 24	Work with the Finance Team on estimates of the cost recoverable items once these have been advised by Government

**Strategic Theme: Responsive & Void Repairs**

**Strategic Objective**

Understand our homes to make informed asset management decisions.

**Action**

Ensure all properties are inspected annually to capture outstanding repairs and proactively review the condition of our assets particularly in relation to damp and mould, and further roll out the use of sensor technology to identify properties which may be at higher risk of having damp associated problems

**When**

Annually

**Performance Measures**

100% properties inspected annually

Deliver value for money through the management of our assets.	Ensure the out of hours emergency service meets the needs of customers whilst also providing value for money.	December 2023	Increase in value for money associated with the out of hours service provision
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Work collaboratively to review the customer journey, minimising unnecessary steps and remove any waste from processes to improve our service to customers.	Annually	Increase in customer satisfaction with the repairs service Increase in customer transacting with the repairs service digitally
Deliver value for money through the management of our assets.	Continue to review subcontractor jobs to establish what work can be brought in house to increase value for money.	Annually	Decrease in the % jobs undertaken by subcontractors year on year

**Strategic Theme: Energy Efficiency & Net Zero**

Strategic Theme: Energy Efficiency & 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.	Annual low costs energy efficiency measures to be included in all future investment programs.	Annually	Comparable energy costs reduced for customers.
Ensure our management of assets supports the delivery of the sustainability strategy to move us forward on our decarbonisation journey.	Have a clear program of work with all measures identified to ensure all our properties are rated as a minimum of EPC C.	May 2023	% properties below EPC C reduce year on year through implementation of the plan.
Ensure our management of assets supports the delivery of the sustainability strategy to move us forward on our decarbonisation journey.	Review the changes to SAP legislation and understand how this will impact our properties, further developing a clear program of measures to ensure our properties remain at EPC C.	July 2023	Annual SAP evaluation completed against new targets.
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 programs.	Annually in line with the sustainability strategy.	Alternative heating solutions and carbon reduction measures identified for use in investment programs.

Strategic Theme: Customer Experience				
Strategic Objective	Action	When	Performance Measures	
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Publish our timescales and ensure these are met, reporting monthly on our performance against these measures.	Annually	100% of all repairs meeting their respective timescale indicator.	
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	All procurement activity across property services has the Customer Charter commitments contained within the contract specification, and all contractors commit to upholding these standards.	Annually	100% of all contractors signed up to the customer charter and evaluated annually.	
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Provide six-monthly updates on the progress of the strategy to customer committee and utilise feedback to improve the service.	Six-monthly	Detailed reporting to customer committee bi-annually	
Effectively consult and communicate with our customers regarding their homes and ensure our services meet customer needs.	Have a clear framework for customer engagement for all planned works schemes including consultation, feedback mechanisms and a log of how we have utilised feedback from customers.	Annually	Increased customer satisfaction with the investment delivery team.	



## Appendix 2 - Profile of Property Portfolio

Salix Homes owns and manages a diverse portfolio of residential properties. These properties are predominantly located in the Salford Local Authority area, in the Greater Manchester Region of the North West. There is a diverse range of housing tenures across the stock which include general needs, sheltered housing, shared ownership, market rent and properties managed by a Tenant Management Organisation.

The table below shows the age profile of properties owned and managed by Salix Homes:

Age Range	Number of Properties	Percentage
Pre 1945	1278	16.11%
1945-1964	1083	13.66%
1965-1974	2308	29.10%
1975-2009	2936	37.02%
Post 2009	326	4.11%

The table below shows the different types of homes in our portfolio, which range from bedsits to houses:

Type of Home	Number of Properties	Percentage
Bedsit	30	0.38%
Bungalow	129	1.63%
Flat (High Rise)	1676	21.13%
Flat (Low Rise)	1923	24.25%
House	4096	51.65%
Maisonette	77	0.97%

The table below shows the number of bedrooms for all self-contained properties:

Number of Bedrooms	Number of Properties	Percentage
1	1913	24.12%
2	3442	43.40%
3	2158	27.21%
4	415	5.23%
5	2	0.03%
6	1	0.01%

The table below shows the distribution of our portfolio's tenure types:

Tenure Type	Number of Properties	Percentage
General Needs	7528	89.33%
Salix Private Sector Letting	13	0.15%
Sheltered	320	3.80%
TMO	70	0.83%
Leaseholder	496	5.89%

The table below shows the location of our properties across city and local regions:

Local Area	Number of Properties	Percentage
Broughton	2299	28.99%
Claremont, Beechfarm, Weaste & Seedley	1439	18.14%
Duchy, Kersal & Charlestown	1864	23.50%
Ordsall & Langworthy	2329	29.37%



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