



# Customer Voice Report

## 2023/24

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# Introduction

**At Salix Homes we are committed to ensuring our customers have a voice and are able to influence, monitor and be involved in the services we deliver.**

The Customer Voice Report 2023/24 sets out how customers have influenced and shaped our service delivery in the last year.



# Our Customer Engagement Framework

Our customer voice activities and performance against our customer engagement framework during 2023/24 is set out below.



## Informing

We give our customers information about our policies, services and events that may affect and interest them.



Website and social media



Publications – policies, reports etc



Customer charter – Our promise to you



E-newsletters and mail outs



Performance information



Customer Committee



## Insight

Opportunities to give views on service delivery, policy and procedures.



High rise engagement strategies



Focus groups



Customer satisfaction surveys



Neighbourhood and community days



Complaints and compliments



Online polls and tools



## Involving

Opportunities to influence decision making and service design and delivery at a local and strategic level.



Apartment living forum



Complaints oversight group



Scrutiny pool



Procurement panel



Community Connectors



Estate walkabouts



## Governance

Involvement in the governance structure of Salix Homes and in managing homes and services.



Customer Committee



New Barracks TMO

Our customer engagement framework is set out below. The framework is split into four quadrants to represent the different ways customers can engage with Salix Homes and influence services. These are as follows;



### Informing

We give our customers information about our policies, services and events that may affect or interest them. The activities under informing intend to ensure that our customers have the information they need to understand our services and are able to compare them to others. This information ensures customers can access our services and can form views about us as an organisation and the services we offer. This provides a gateway for customers who want to share their views of our services and influence how we deliver them.



### Insight

Opportunities for customers to give views on service delivery, policies, and procedures include participating in surveys and polls, joining estate walkabouts or community events, and providing feedback through complaints and compliments. This enables customers to share their views and insights on our services easily and without a lot of time commitment. These opportunities can be both local (at community events and estate level) and at a more strategic level through surveys, polls and focus groups. The views shared through insight opportunities will be fed back to our customer groups, into customer scrutiny and to customer committee and board to influence service delivery and policies and procedures.



### Involving

Opportunities for customers to influence decision making and service design at a local and strategic level are available for those who want to get more involved. This includes joining one of our specialist groups, becoming a Community Connector, participating in the scrutiny of our services, or getting more involved in community groups. These opportunities to influence our services at a strategic or local level require a greater time commitment than our insight opportunities. These groups will receive insight gathered through our customer satisfaction surveys, community groups and complaints and compliments along with opportunities to speak to staff and managers delivering services. This will help them make recommendations to improve how we deliver our services to our Customer Committee and Board.



### Governance

Opportunities to be involved in the governance structure of Salix Homes, actively influencing and making decisions on how services are delivered based on feedback from customer insight, customer scrutiny, performance and good practice. These are options for customers who are happy to commit time and effort to being directly involved with Salix Homes.





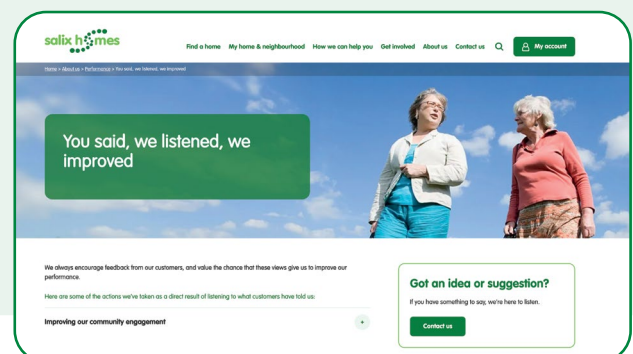
## Informing

We give our customers information about our policies, services or events that may affect or interest them.

During 2023/24 we made a number of improvements to how we keep our customers informed about what matters to them. One of our main approaches to keeping customers informed is through our website. Building on the work we undertook with customers in 2022 to redesign our website, we have continued to use customer feedback to improve the navigation and increase the information we provide to customers on our services, policies and performance.

### Improvements we have made to our website in 2023/24 include;

- An updated and refined navigation menu, based on user feedback, giving us greater scope to improve user journeys, and create new, additional content areas of the website.
- An updated **complaints and compliments page** to make it clearer to customers how to submit a complaint, along with more detailed information on our complaints performance, and the lessons learned from complaints.
- Vastly expanded and improved the **Building Safety pages** in line with the new Building Safety regime. This includes publishing **Building Safety Cases** where customers can access specific information about their block, which summarise the very detailed and technical information of the Cases in a language and a format that suits them, along with our new **Building Safety Customer Engagement Strategy**.
- An improved suite of **Salix Homes business information**, making more of our policies accessible, and publishing more detailed information on our performance and the roles of our Board and involved customer groups.
- A **brand-new events calendar**, highlighting and promoting our new Working in Neighbourhood days, housing officer drop-ins, local activities, and more.
- Developed a dedicated **Cost of Living resource** page for our customers linked to a cost of living support campaign on our social media. The page acts as a one stop shop for customers experiencing difficulty with rising living costs. These pages have an engagement time almost 2.5 times longer than average for our website.
- A **'menu of engagement'** in our 'Get Involved' area, giving customers different options to engage with us, based on how much time they are able to commit.
- A dedicated **performance section** showing how we make continuous improvements based on customers views and feedback.



To ensure that our website is accessible to as many customers as possible, we aim to ensure the website is user-friendly and easy to navigate. We had our 'Internet Crystal Mark' renewed in October 2023 by the Plain English Campaign. The award is given to websites that demonstrate a commitment to good user experience and accessibility.

We also use the Recite Me tool to help make our website digitally inclusive. This is a cloud-based accessibility tool. The toolbar offers a read-aloud function, multiple screen reading aids, styling options and on demand translation into over 100 languages.

Accessible versions of our key letters, and all new printed marketing materials are published online, allowing customers to access documents in their preferred language or format through our accessibility tool. Over 80 customers translated their rent increase letters this way and an average of 100 visitors per month make use of the tool. The most frequent translation requests have regularly included Amharic, Afrikaans, Polish and Arabic. This reflects some of the data on the most common first languages amongst our customers.

During 2023/24 we have also worked with our Customer Committee to develop a new Welcome Pack and an updated tenancy agreement for new customers which walks customers through moving into one of our homes step by step. This includes support and regular check ins with their housing officer to ensure they are settling into their new home.

We have developed a **Home Safety Guide** for customers, with essential information, tips and advice about keeping safe in their home – including information on fire safety, electrical and gas safety, water hygiene, asbestos, and damp, mould and condensation, all in accessible language and terminology.



In **2023/24** we have increased our performance on satisfaction with keeping you informed to **85%** from **79%** in **2021/22**.



## Insight

Opportunities to give views on service delivery, policy and procedures.

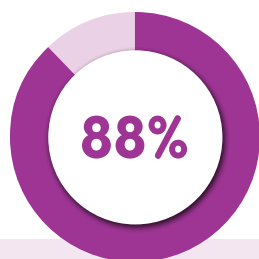
Customers have had a number of opportunities to share their views on service delivery, policies and procedures during 2023/24 through surveys, focus groups, neighbourhood days and through complaints and compliments.



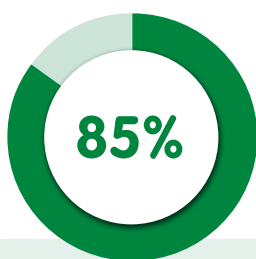
### Customer satisfaction surveys

We carry out a number of customer satisfaction surveys. These include the Tenant Satisfaction Measures. The Tenant Satisfaction Measures are set by the Regulator for Social Housing and include both perception measures – how satisfied customers are with different aspects of our services – and operational data relating to how well our services are performing. These are all submitted to the Regulator for Social Housing at the end of each financial year so the regulator can monitor how well Salix Homes is performing.

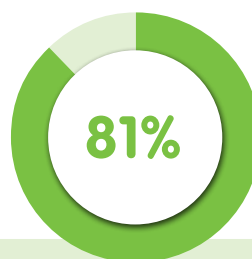
We measure the perception measures by carrying out a monthly survey of our customers to find out how satisfied they are with different aspects of our services. Overall, 75% of customers were satisfied with Salix Homes against a target of 80%. Other insights from the survey are as follows:



Agreement that the landlord treats tenants fairly and with respect

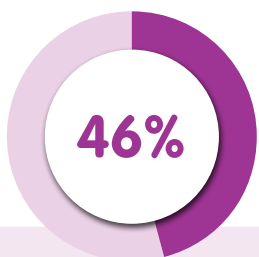


Satisfaction that the landlord keeps tenants informed about the things that matter to them

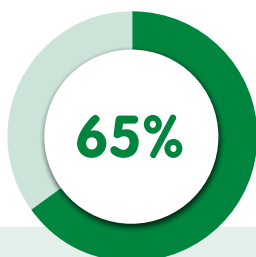


Satisfaction that the landlord keeps communal areas clean and well maintained

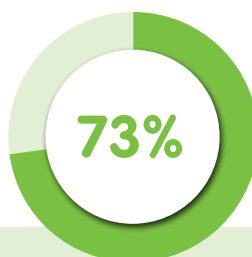
You can view the full report [here](#).



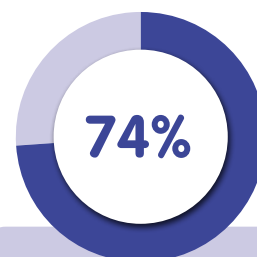
Satisfaction with the landlord's approach to handling complaints



Satisfaction with the time taken to complete the most recent repair



Satisfaction with repairs



Satisfaction with the landlord's approach to handling ASB





We also carry out transactional surveys at the point of service delivery for repairs and the customer service centre. These surveys enable us to monitor satisfaction with services in real time. Where a customer is dissatisfied with the service, we call the customer to discuss their concerns and see if there is anything we can do to resolve the issue.



**75%**

of customers were satisfied with the service from our customer service centre and 65% felt that their query was dealt with right first time.



**83%**

of customers were satisfied with our repairs service and 77% felt their repair was completed right first time.



**89%**

of customers were satisfied that the operative was friendly and professional and 88% were happy with the tidiness of the operative when carrying out the repair. Key themes from the dissatisfied comments included not receiving communication about a change to the job or an issue that had not been fully resolved.

In 2023/24 we also carried out the Institute of Customer Service survey as part of our reaccreditation with the Institute of Customer Service. This survey focuses on customer views of our customer service. 83% of customers were satisfied with Salix Homes. Customers were most satisfied with the helpfulness of staff, competence of staff and attitude of staff.

They were least satisfied with the speed of handling issues and resolving complaints, and the outcome of their complaints.

We have used the feedback from the all the customer satisfaction surveys to put in place a number of improvements in those service areas where customers are most dissatisfied;

Service area

Improvement actions



Repairs

- Carried out a root and branch review of the repairs service during 2023/24 to identify areas for improvement.
- Carried out a number of trials of different ways of working including Saturdays and evenings.
- Changed processes to improve communication to customers – for example improved communication before a repair to reduce the number of no access visits.
- Carrying out a restructure of the repairs service to add additional resources to improve communications and time taken to complete repairs.



Complaints

- Reviewed our complaint responses including language and tone of our responses to ensure they are easy to understand.
- Improved how we learn from complaints to ensure we improve how we deliver services to customers including sharing learning internally.
- Carried out further training with managers on investigating and responding to a complaint.



Anti-social behaviour

- We have carried out a review of our approach to anti-social behaviour and we are currently consulting with customers on separating our noise nuisance from our anti-social behaviour policy. The aim of this is to be clearer with customers on what they can expect from an anti-social behaviour case or a noise nuisance case.
- Clearer guidance to customers on what is anti-social behaviour and what is not anti-social behaviour.
- Leaflet on anti-social behaviour included in Welcome Pack at sign up.
- Monitoring of anti-social behaviour cases to make sure the process is being followed correctly and support is being provided to customers experiencing anti-social behaviour.





## Neighbourhood and community days

As part of the Our Future Together restructure, we introduced our Working in Neighbourhood days, a programme of estate walkabouts and quarterly surgeries in our sheltered schemes. These are all advertised on our website and on notice boards.

At the Neighbourhood days we knocked on doors on our estates and in our high-rise buildings to survey customers on whether they had any concerns about their neighbourhood and ask them what their priorities for their neighbourhood or block were. Overall, we surveyed around 700 customers.

The results of these surveys have been developed into Neighbourhood Action Plans – one for every area. The Neighbourhood Action Plans detail the top priorities for each area and how we will address them.

The priorities for each neighbourhood will also inform our neighbourhood days and estate walkabouts going forward.

Local councillors and residents are invited to join us on our estate walkabouts. This provides customers with an opportunity to raise any issues they have with their neighbourhood or our services. The housing officer for each area keeps a log of all the issues identified on the walkabout and works with key partners to resolve the issues raised.

In 2023/24 we held three Neighbourhood Days, carried out a High-Rise Month of Action in our high-rise blocks, and carried out 338 estate walkabouts or block inspections since October 2023.



## Complaints and Compliments

We also receive customer insight from our complaints and compliments and use this insight to improve our services. In 2023/24 we placed an even greater focus on learning from feedback and complaints, to ensure that we are listening to the customer voice and making the necessary improvements to our service provision as a result. We accept that we do not always get things right, but we are committed to learning from our mistakes, sharing the learning with other internal departments and customers, and making positive changes to prevent the same issues from happening again.

This year we launched our internal 'Lessons Spotlight' campaign which focusses on one theme at a time, with 'putting yourself in the customer's shoes' as a thread running through all the Spotlights.

Our first theme was 'Communication' and incorporated a hard-hitting campaign about the importance of effective communication and the impact on customers when we do not get this right. We also shared success stories to ensure that good practices were understood and adopted by different areas of the organisation.

We made complaints and learning a regular agenda item in our monthly meetings with service managers. During these sessions, we review the latest performance and share any identified learning points. We collaborate to determine actions that can enhance our overall performance. Additionally, we have introduced a 'Learning Tracker' to monitor the progress and assess the impact of our actions on future complaint themes, as shown in the table below:

Lesson Learned	Actions	Progress	Owner
Time taken to complete repairs is too long.	Repairs Review: Temporary increase of operative resource and overtime approved.	Only 2 complaints about 'time taken' received in quarter 4. <u>Reduced</u> from 12 in quarter 2.	Repairs manager
Lack of communication when changing/cancelling repairs.	Repairs Review: Trial of enhanced communication, process and technology review.	Lack of communication category <u>reduced</u> to 3 complaints in February from 10 complaints from the previous month.	Repairs manager
Lack of communication: customer call backs exceeding 24 hours as per the Customer Charter.	Monthly monitoring of customer call backs.	92% customer callbacks made in 24 hours (Feb) <u>increased</u> from 52% in July.	All service teams
Unresolved issues of Damp and Mould (D&M).	Additional resource added to D&M team. Installed 'Switchee' devices in properties to monitor humidity.	Internal audit <u>completed</u> April – positive outcome.	Repairs manager

As a result, we have already seen positive outcomes for customers, both in terms of reduced complaints in specific areas and improved overall service performance.

For instance, in quarter three of 2023, we received 14 complaints about 'lack of communication', particularly concerning delays in returning calls and not informing customers about changes to repair appointments. In response, we began closely monitoring our call-back performance to ensure it aligns with our Customer Charter commitments. This data is now shared monthly and discussed in operational manager meetings. We also implemented a proactive communication approach in the repairs team as part of a comprehensive service review.

Both initiatives improved performance and customer service while also decreasing the number of related complaints. Our customer callback performance has risen from under 70% in September 2023 to 92% in February 2024.

We have been rigorous in our efforts to embed the importance of learning from customer feedback into our service culture. This includes training for colleagues on how to identify and record learning as well as taking action to improve services as a result.

Additionally, improvements and positive actions resulting from feedback are discussed in our 'Complaints Oversight Group', which is one of our Customer Committee sub-groups.



Further examples of positive action we have taken to improve services as a direct result of learning lessons from complaints feedback can be found below:

## You said

There was confusion about how to apply a policy concerning pest infestations in a shared loft space.

The customer's working schedule was not properly communicated to the contractor, causing them to miss an appointment.

A customer said that we did not adequately address their vulnerabilities during a call to the customer service centre.

There can be a lack of communication with customers when changing or cancelling repairs.

Multiple customers were complaining about the length of time taken for certain repairs to be completed.

A customer struggled to understand a new device that had been installed in their property.

## We Listened, We Improved

✓ We revised and updated our policy to clearly include treatment of infestations in shared loft spaces.

✓ We improved our process by adding an extra step to ensure that the contractor receives complete information about customers' availability.

✓ We have reassessed our approach to supporting vulnerable customers. This involved collaborating with colleagues and customers to create a new policy, along with implementing systems and tools to assist officers when customers share sensitive information.

✓ As part of our comprehensive repairs review, we experimented with providing customers with improved communication before appointments. We also examined and updated our processes, along with exploring the use of technology.

✓ Within our repairs review, we assessed demand against our resources to recruit additional trades operatives as well as offering customers additional appointments out of office hours.

✓ We enhanced our information and training on the device to ensure that this was clear and easy to understand for all customers.

Our full Annual Complaints Performance and Service Improvement report will be available from 30 June 2024.





## Involving

Opportunities to influence service delivery and design and delivery at a local and strategic level.



## Customer scrutiny

In 2023/24 the Customer Committee commissioned two pieces of scrutiny as part of their 2023/24 scrutiny plan. These were customer service and customer communications. Due to the restructure we carried out in 2023/24 we only managed to support the Scrutiny Pool to carry out and complete the customer service scrutiny. The customer communication scrutiny was started in March 2024 and is due to report back to the Customer Committee in July 2024.

### The purpose of the customer service scrutiny was to:

- Understand and scrutinise our customer service standards and how they are embedded across the organisation.
- Understand how excellent customer service is defined, recorded and good practice implemented across the organisation.
- To scrutinise our level of customer care – understand how we demonstrate our values, respect and fair/consistent treatment of our customers within different interactions.
- Effectiveness of Salix Homes' approach to capturing and achieving 'Right First Time' for customers.
- Understand how negative 'Right First Time' feedback informs change.



**The scrutiny panel scrutinised customer service across a number of different service areas and identified a number of strengths in relation to customer service at Salix Homes. These included:**

- High level of training for customer service centre staff, including a focus on showing empathy with customers.
- Monitoring of call quality on a regular basis provides training opportunities and timely feedback. Senior officers or supervisors are always available when more complex calls need to be escalated to them
- Salix Homes takes all complaints seriously – a complaint arises when something has not been dealt with 'right first time' or as the customer expected.
- Complaints are viewed as an important way of learning and making improvements.
- A need for more face-to-face interaction with customers was at the heart of the 2023 restructure, providing larger customer-facing teams. This has provided greater opportunities for teams to be more visible to customers, and therefore identifying issues or support needs more effectively.
- The panel was impressed with the level of care and the wide-ranging knowledge and skills of the housing teams.
- Clear support from the executive team for timely and appropriate communications with customers.
- The panel thought the model of proactive communication in the repairs team from the liaison officer was a very positive one, and something to consider in other customer-facing areas.

The full customer service scrutiny report can be found [here](#).



The scrutiny panel also made a number of recommendations for improvement which are currently being implemented. These are;

1

**Share examples of great customer service** (using the customer charter data) on a regular basis across the organisation to promote best practice in real-life situations (internal communications team to share examples).

2

**Create a clear set of customer service standards**, in conjunction with involved customers, to set out exactly what is expected of all Salix Homes employees and contractors (Customer Committee to nominate a sub-group to devise these standards.)

3

**Use the new customer service standards** to define and measure the expected standards more clearly across the organisation (action tracker to be set up to measure performance, similar to the customer charter tracker.)

4

**Use customer feedback** to support process changes in specific areas, where there is a clear trend that we are not getting it 'right first time' (lessons learned evidence should be recorded and acted on, which should provide supporting evidence for process changes where required.)

5

**Prioritise sharing 'lessons learned' information** across the business after a complaint has been received and resolved. This should enable other departments to make positive changes (internal communications team will roll out a campaign highlighting the importance of lessons learned in all departments.)

6

**Recruit specialist support staff**, specifically to support more vulnerable customers, especially those with mental health issues. (Approval for new members of staff is required at board level.)

7

**Take a proactive approach to interactions** with more vulnerable customers, making welfare calls to make early interventions where required (housing teams to prioritise interactions with customers as part of their weekly work).

8

**Change the 24-hour call-back promise to 48 hours**. This is more achievable and means the customer's interaction with Salix Homes is 'right first time' (Customer Committee and Board to approve this change to the Customer Charter).

9

**Prioritise capturing accurate customer feedback** through 'CX feedback' after transactions with customers, particularly the customer service centre (issues with CX Feedback need to be resolved urgently to ensure the surveys are being captured.)





## Customer panels

There are three customer panels which sit under the Customer Committee (see section 6 below) which provide customers with an opportunity to get more involved in specific areas of Salix Homes. These are the Apartment Living Forum, the Procurement Panel and the Complaints Oversight Group.

**The Complaints Oversight Group** has been the most active of the three panels during 2023/24. The group has continued to shape and influence our approach to complaints, focusing on the tone and clarity of our complaint responses. The group agreed a framework for scoring complaints to ensure a standard approach was being taken. The scoring framework is based on the requirements of the Housing Ombudsman Complaint Handling Code and looks at;

- ✓ Language & Tone
- ✓ Labelling
- ✓ Response to the original complaint and dissatisfaction
- ✓ Findings and Conclusion
- ✓ Policy & Law
- ✓ Apology & Explanation
- ✓ Outcome
- ✓ Timescales & Actions
- ✓ Redress
- ✓ Learning
- ✓ Signposting
- ✓ Escalation

The group review a selection of redacted complaint responses at each meeting and score them based on this framework. Recommendations for improvement are either fed back to individual managers where they relate to a specific complaint or where the feedback relates to all complaints, changes are made to our overall approach.

The group has recommended changes to the standard letter templates that have been adopted as a result of this approach, which should make complaint responses more accessible to customers.

The Complaints Oversight Group also receive performance information and updates on the complaints learning tracker.

**The Apartment Living Forum** met twice during 2023/24 and discussed the Our Future Together restructure, resident engagement strategies and building safety priorities for high rise living.

The Apartment Living Forum reviewed both its focus and its membership during 2023/24. The forum has agreed that going forward they will focus on 1st Response (including a review of 1st Response), caretaking and cleaning, and building safety. The forum increased their membership to five core members to ensure a wider representation of views at their meetings.

In 2023/24 the **Procurement Panel** completed the scoring of the investment programme tender. They also met to discuss their work plan for 24/25. They identified Void Clearance and Pest Control as two possible tenders they would like to be involved in. They will also be more involved in social value and how this is recorded and delivered by suppliers.



## Governance

Involvement in the governance structure of Salix Homes and in managing homes and services.



## Customer committee

The Customer Committee is a group of Salix Homes customers who reflect our diverse range of customers, who have delegated powers from the Board, including responsibility to ensure we deliver high quality services to our customers. The Customer Committee also has the power to commission a piece of work to scrutinise any area of our organisation. This means that if they want to know more about how we do things, they can arrange an in-depth review of any service we deliver to look closely at how we work, and suggest ways we can improve.

We held five Customer Committee meetings and two strategy days during 2023/24. The Customer Committee shaped and influenced a number of areas during 2023/24 including:



## Area

## Outcome

### Review of repairs service

During 2023/24 the Customer Committee were involved in influencing the wider customer consultation that was carried out as part of the review. The committee considered the results of the wider consultation and agreed an action plan for improving and changing the delivery of the repairs service. That action plan is currently being implemented.

### Review and challenge of rent increase letters that were sent to customers to inform them of 2024/25 rent increase.

Challenges included tone of voice and how the information in the letters was presented to customers. The committee also asked for more information to be provided to customers about how their rent was spent and on support available to customers who were struggling to pay their rent.

### Redesign of the sign-up process and new sign-up packs and process

The outcome of this is 'Settle in With Salix'. This includes a new and comprehensive welcome pack and an updated tenancy agreement. Customers will be taken on an eight-month journey to ensure they settle into their new home and feel supported, including regular communications and check-ins with their dedicated housing officer.

### Commissioned Customer Service scrutiny

The outcome of this was very positive with the scrutiny making 10 recommendations for improvements. The full scrutiny and the recommendations can be seen [here](#). The scrutiny also informed the refresh of the Customer Service Strategy.

### Commissioned Customer Communications Scrutiny

This scrutiny is currently ongoing and due to report back to committee in July.

### Influenced the development and approved the customer service strategy 2024 – 2027

During 23/24 the committee was involved in developing the objectives for the new customer service strategy. The committee considered the results from wider customer consultation on customer service and the drivers of excellent customer service including the customer service scrutiny piece. The committee approved the final strategy which set out the customer service objectives for the next 3 years.

### Influenced the development of and approved the customer engagement strategy 2024 – 2027

The committee influenced the development of the new customer engagement strategy which includes a greater focus on local, neighbourhood engagement. The strategy can be viewed [here](#).

### Influenced the development of our Tenancy Audit Policy

Challenged and influenced the development of our tenancy audit policy and approach including visiting high-risk properties more frequently, carrying out tenancy audits at the same time as property surveys, ensuring that the ID requirements did not make customers have to get expensive ID and not carrying out unannounced visits unless the customer was happy with this. The policy can be viewed [here](#).

### Shaped our approach to developing Neighbourhood Action Plans

Challenged and influenced the neighbourhood action plan survey and the design and content of the neighbourhood action plans.

### Shaped the development of our Building Safety Engagement Strategy

Influenced the development of the Building Safety Engagement Strategy. The strategy can be viewed [here](#).



They also held us to account through scrutinising and monitoring;

- ✓ **Our service performance.**
- ✓ **Our performance against the customer charter 'Our Promise to You'.**
- ✓ **Our compliance with the Regulatory Consumer Standards.**
- ✓ **Our complaints performance and learning.**
- ✓ **Our compliance against the Housing Ombudsman's Complaint Handling Code.**
- ✓ **Our compliance with building safety requirements.**
- ✓ **Delivery of scrutiny action plans.**

The minutes of the Customer Committee meetings can be found [here](#).

Outside of committee meetings members of the Customer Committee were also involved in the following projects:

- Procurement of the new online repairs reporting tool.
- Procurement of a research company to support us to develop our customer segmentation and persons.
- Repairs review project.

Following a governance review in 2023/24 we worked with the Customer Committee to strengthen their role within our governance structure in line with other Salix Homes' committees. This increased the powers of the Customer Committee, giving them delegated responsibility from the Board for customer related areas.

This includes:

- ✓ **Oversight, involvement and responsibility for customer service delivery and complaints.**
- ✓ **Oversight, review, and responsibility for the Customer Engagement Strategy and ensuring customer voice is heard throughout the organisation.**
- ✓ **Oversight and responsibility of Customer Scrutiny including identification of topics to provide assurance.**
- ✓ **Providing formal assurance to Salix Homes Board that the Consumer Standards are being met.**
- ✓ **Providing assurance on customer involvement in the "Building a Safer Future".**

The governance review also recommend that a board member should chair the Customer Committee. As a result, the current Chair of the Customer Committee has become a full board member. Going forward it would be expected that the board member taking this role was also a customer of Salix Homes.



## New Barracks Tenant Management Organisation

New Barracks is a Tenant Management Organisation set up under the Right to Manage. New Barracks manage 74 properties on behalf of Salix Homes and carry out the following functions:

- **Repairs**
- **Income collection and arrears management**
- **Tenancy management including ASB**
- **Allocations and lettings**

New Barracks TMO receive an annual allowance from Salix Homes in order to deliver these services to tenants of the TMO. Salix Homes meet with the TMO on a regular basis and ensure they are delivering services to agreed performance standards. The TMO also submit their annual accounts to Salix Homes every year to provide assurance they are managing their budgets effectively.

Every five years the TMO are required to hold a ballot of all the tenants covered by the TMO to ensure they still want to manage their own homes. We will be working with New Barracks TMO to hold a ballot this year.







## Performance on customer voice

The tenant satisfaction measures were introduced in 2023/24 and measure tenant satisfaction with a number of services across the year. Two of the questions relate to customer voice. These are:

- Satisfaction with being kept informed.
- Satisfaction that the landlord listens and takes tenants views into account.

We can measure the improvement in these satisfaction measures against the customer satisfaction survey carried out in 2022/23. We have seen improvements in both performance measures with satisfaction with being kept informed increasing from 79% in 2021/22 to 85% in 2023/24. Satisfaction that the landlord listens and takes tenants views into account has increased from 60% in 2021/22 to 77% in 2023/24.





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