



A REVIEW OF 2024/25

OUR SUSTAINABLE FUTURE

live • grow • thrive • together



CONTENTS

Introduction	3
Looking Ahead to the Future	4
Our <i>Sustainable Homes</i>	6-7
Our <i>Sustainable Business</i>	8-9
Our <i>Sustainable Communities</i>	10-11
Social Impact	12
• <i>Housing</i>	12-13
• <i>Communities</i>	14-15
• <i>Employment</i>	16-17
• <i>Support</i>	18-19
• <i>Environment</i>	20-21
Equality, Diversity and Inclusion	22-23
Customer Voice	24-25
Complaints Performance	26-27
Value for Money	28-29

OUR SUSTAINABLE FUTURE

2023-2025



Read our corporate plan



In 2023, we launched our latest corporate plan – ‘Our Sustainable Future 2023-25’ setting out our key objectives for the next two years. Scan the QR code to find out more or [visit our website](#).

INTRODUCTION

Reflecting on a remarkable journey – from Sue Sutton

Welcome to Salix Homes' Annual Review for 2024/25, which showcases our performance and achievements over the past year and highlights how we've responded to the challenges we've faced.

This review is particularly special for me, as it marks my final reflection ahead of my retirement this autumn. After 17 years with Salix Homes, including the last four as CEO, it has been an incredible privilege to lead an organisation that means so much to me and plays such an important role in the lives of the people we serve.

As I look back, 2024/25 has been a landmark year in our history – marking a decade since Salix Homes became a stand-alone housing association. Since the stock transfer, it's been a rollercoaster of highs and lows, but we have always remained focused on delivering safe, affordable, high-quality and sustainable homes, alongside services that genuinely support people and strengthen communities.

One of the proudest moments during my time as CEO came in summer 2024, when Salix Homes became one of the first housing providers in the country to receive the highest possible C1 Consumer grading from the Regulator of Social Housing. This milestone reflects the dedication of our teams, Board and customers, and our unwavering commitment to putting people at the heart of everything we do.

While I officially handed over to Liam Turner as CEO in March this year, I've remained in an interim capacity to support a smooth transition to the new leadership team. I feel confident that Salix Homes is in safe hands and will continue to thrive, delivering excellent homes, services, and social value for Salford.

Thank you to everyone – our customers, colleagues, Board and partners – for your support and trust throughout this incredible journey. It has been an honour to serve you.



Sue Sutton

Sue Sutton

LOOKING AHEAD TO THE FUTURE

This past year has been one of milestones and transition for Salix Homes. As Sue Sutton begins her well-earned retirement after a 25-year career in housing, we want to acknowledge the lasting impact she has had. 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 can all be proud of.

We are both honoured to have stepped into the roles previously held by Sue and our former Chair of the Board, Jim Battle, and we're privileged to carry forward the legacy they have shaped as we lead Salix Homes into its next chapter.

Within this report, you'll find spotlight stories that highlight the positive impact we're making through the three core themes of our current Corporate Plan: Our Sustainable Future, which are Sustainable Homes, Sustainable Business and Sustainable Communities.

These include delivering pioneering new homes that set the benchmark for sustainability, enhancing our repairs service to better meet customer needs, and committing our support to young people by becoming a patron of Salford Youth Zone. Together, these achievements reflect the progress we're making and the social value we continue to generate across our communities.

Looking ahead, we remain committed to ensuring our customers are listened to and supported, our homes are safe and sustainable, our colleagues are valued and empowered, and our communities are connected and thriving.

We're excited about what lies ahead and will continue to drive positive change, deliver exceptional homes and services, and make a real difference to people's lives.



Liam Turner

Liam Turner
Chief Executive



Martin Warhurst

Martin Warhurst
Chair of the Board



OUR *SUSTAINABLE* HOMES

We aim to provide high quality homes for our customers, making sure they are safe, affordable and energy efficient. We're committed to meeting the needs of our existing and future residents, as we deliver more homes for people in Salford and beyond, that are fit for the future.

SPOTLIGHT ON: Building green homes fit for the future

At Salix Homes, we're proud to be leading the way in delivering sustainable, affordable homes that are fit for the future.

Construction is now underway on two new Passivhaus developments in Salford, as part of our commitment to building greener homes and healthier communities.

Our Arrow Street scheme in Broughton will provide 69 high-quality social homes exclusively for the over-55s. It will also incorporate a new, purpose-built GP surgery for NHS Greater Manchester, which will be a valuable addition to the community.

Designed to rigorous Passivhaus standards – the gold standard for low-energy housing – the development will offer residents a more comfortable living environment, with improved air quality, greater thermal comfort, and lower energy bills. Eleven homes will be fully accessible for people with mobility needs, supporting older people to live independently for longer.

Meanwhile, Willohaus on Peru Street will deliver a further 100 affordable Passivhaus-certified apartments. With features like Juliet balconies, secure bike storage and ultra-low energy consumption, it's a future-proofed scheme helping Salford move closer to its 2038 net-zero ambitions.

Both developments, which in total will deliver 99 homes for social rent, and 70 homes for affordable rent, are due for completion in 2026. They follow the success of Greenhaus – the largest Passivhaus affordable housing scheme in the North West.

Backed by funding from Homes England and key partners, these pioneering projects demonstrate our ongoing commitment to building more social and affordable homes that are better for our customers and the planet – homes that help tackle fuel poverty, support wellbeing, and create resilient communities for generations to come.

Artists impression of Arrow Street

2024/25 highlights:



We have built, acquired or have in development **46** properties

998

electrical installation condition reports completed



Completed **1,489** home safety checks



Installed new kitchens and bathrooms in **351** homes

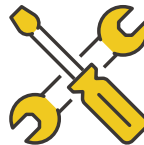


Invested **£11,675,970.80** in improving homes



99.1%

customer satisfaction rate with investment works



32,830 repairs carried out

120

Fire Risk Assessments carried out



88.8% of customers satisfied with their repair we've completed



Retained Building a Safer Future (BSF) Champion status

Carried out **116** asbestos surveys and inspections



£10,845m grant funding secured to build new homes



305 new heating systems installed

Carried out **417** legionella checks, including **34** legionella risk assessments



Developed building safety cases for all **20** of our high-rise buildings



Fitted **103** windows and doors

LOOKING AHEAD Business Priorities:

- Deliver a high performing repairs and maintenance service
- Continue to develop high-quality, energy efficient and affordable homes, which meet the needs of Salford residents
- Ensure 100% of our homes meet the decent homes standard
- Maintain 100% home safety compliance
- Review our property quality standards and ensure we have a data-driven approach to the management of our assets
- Deliver 99 homes for social rent and 70 homes for affordable rent, including 69 independent living scheme homes for over 55s



OUR SUSTAINABLE BUSINESS

Our business must be fit for today and prepared for tomorrow, making sure we remain efficient and well governed, as well as being a great place to work so we can attract and retain great talent and people that live and breathe our Salix Homes Values.

SPOTLIGHT ON: Top rating from the Regulator

Salix Homes was one of the first housing providers in the country to be inspected under the new Consumer Standards introduced by the Regulator of Social Housing, and we are incredibly proud to have received the highest possible C1 (Consumer) grading.

The inspection formed part of a new approach to regulation in line with the new Consumer Standards introduced to help raise the quality of social housing and services. They place greater focus on the customer experience and aim to drive improvements across key areas.

These are:

- Safety and Quality
- Transparency, Influence and Accountability
- Neighbourhood and Community
- Tenancy

Receiving a C1 grading reflects our ongoing commitment to putting customers at the heart of everything we do. 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.

The Regulator highlighted several areas of strength, including how we involve customers in shaping services, our approach to managing building safety, and the steps we're taking to improve our repairs and maintenance service.

Alongside our C1 grading, we also retained our G1 grading for Governance and V2 grading for Financial Viability, demonstrating strong leadership and a continued focus on using our resources wisely.

These gradings are testament to the dedication of colleagues, customers, our Board and Customer Committee, and while we're proud of this recognition, we know the work doesn't stop here. We'll keep learning, improving, and listening to deliver the kind of housing service that our customers deserve.

2024/25 highlights:



Received the highest possible **C1** (consumer) grading from the Regulator of Social Housing and retained our **G1** (Governance) rating and **V2** (Viability) rating



Achieved the Institute of Customer Service (ICS) national ServiceMark accreditation for the third time



A largely local workforce with **88%** of our employees living in Greater Manchester



Internal auditors completed **7** internal audit reviews



Board and committees met **31** times (excluding training sessions) totalling almost **80** hours

LOOKING AHEAD Business Priorities:

- Focus on using insights and intelligence from our customer data to influence, shape and improve the services we deliver
- Review our performance and service standards to improve the customer experience
- Continue to build a diverse workforce, and strengthen our inclusive practices
- Maintain G1, V2, C1 regulatory judgement
- All colleagues are compliant with the competency and conduct standard
- Achieve 90% satisfaction rate for colleagues to feel satisfied with Salix Homes as an employer

OUR *SUSTAINABLE* COMMUNITIES

We're about so much more than just providing homes – we deliver services and provide support to help our customers, communities and colleagues to live, grow and thrive.

We are committed to providing first class services and investing in our customer service channels to ensure we are meeting and exceeding our customers' expectations.

SPOTLIGHT ON: Salford Youth Zone

At Salix Homes, we know that building strong communities means supporting people of all ages, especially young people who are the future of Salford. That's why we're proud to be a Founder Patron of the new Salford Youth Zone (SYZ) – a purpose-built space dedicated to giving young people a safe and welcoming place to grow, learn and thrive.

Our commitment includes a pledge of £100,000 over the next four years to support the Youth Zone's early growth and help them deliver a wide range of opportunities, from educational and recreational activities to employment, volunteering, and mentoring schemes.

This partnership reflects our wider mission – to go beyond providing homes and invest in the lives and potential of our customers and the wider community. SYZ is located right in the heart of our communities on Belvedere Road in Pendleton, giving young people access to free meals, activities, employability skills workshops,

and trusted adults to talk to.

Membership is free, with a 50p charge per session. The opportunities and activities on offer are endless and include an outdoor football pitch, fully equipped gym, climbing wall, dance studio, music and recording studio, training kitchen, and art workshop. Open seven days a week, SYZ is open to people aged 8-19, or up to 25 for those with an additional need or disability – providing a safe, welcoming and inclusive place where they can grow, connect, and build skills for the future.

By supporting SYZ, we're helping to create opportunities that empower young people to reach their full potential and contribute positively to their communities. This commitment is part of our ongoing dedication to nurturing vibrant, resilient neighbourhoods where everyone can thrive. We're proud to be working alongside the Youth Zone and other local partners to make a lasting difference in the lives of Salford's young people.

2024/25 highlights:



42 legal actions relating to anti-social behaviour or tenancy management issues sought through the courts

2,098

people accessed our digital Neighbourhood Action Plans



Delivered **131** recycled furniture items to customers

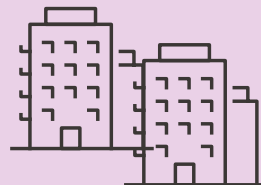


79% of customers told us they are satisfied that we make a positive contribution to their neighbourhood



4,001

web pages and documents viewed with our Recite Me accessibility tool, to translate or access information in alternative formats



Introduced building safety drop-in sessions to help increase **customer engagement** in our high rise buildings

LOOKING AHEAD Business Priorities:

- Improve support for customers who face barriers to accessing our services
- Strengthen our engagement with customers at a local level so that a wider and more diverse range of customer voices are heard
- Maximise opportunities for young people within our communities through our investment and patronage with Salford Youth Zone
- Achieve 90% satisfaction rate with customers who say they are satisfied that Salix Homes makes a positive contribution to neighbourhoods
- Achieve 90% satisfaction rate with customers who say they are satisfied Salix Homes listens to their views and takes action

SOCIAL IMPACT HOUSING

At Salix Homes, we're committed to making a positive impact in the communities we work in that goes beyond providing homes and services. We aim to make sure everything we do creates added social value.

Whether it's the environment, local economy, employment or building and improving homes, here are just a few of the ways we're making a difference...

SPOTLIGHT ON: One year at Greenhaus – Harriette's Story

In spring 2024, we welcomed the first residents to Greenhaus – our pioneering, eco-housing development. Built to Passivhaus standards, Greenhaus is designed to reduce energy use by up to 90%, helping to tackle climate change and reduce fuel poverty.

Among the first to move in was Harriette Matthews. One year on, she shares the impact it's had on her life...

"I always wanted to design my own house. Something sustainable, and a place to put down roots. Greenhaus, in Salford, has become my home, but it's more than just somewhere to live, it's made a massive difference to my life.

"Moving back from Dubai in 2020 after an abusive relationship, I was diagnosed with autism and fell into alcohol and substance abuse. I battled with homelessness and, when I came out of rehab in 2022, was found a place in supported accommodation.

"It didn't help me, though, as I needed security and distance from others fighting their own battles.

"Having a home at Greenhaus has already made a massive difference to my life. I feel secure, lucky, and have renewed strength and belief in myself. I've started to build my own furniture and introduce my personality. It feels like home.

"Studying animal behaviour, I'm enrolled in university and set to graduate in 2027. It's not easy, and the work is challenging, but I now have a warm and secure place to study. I can walk or get the bus to lectures, and I have a platform for a fulfilling and exciting future career.

"Greenhaus has been a fantastic experience and is helping me thrive in a way which I would have thought difficult just two or three years ago. I'm proud to live here, and I'm proud of the direction my life is going."



Scan the QR code to read more about Harriette and her journey at Greenhaus on our website.

2024/25 highlights:



Re-let
410
homes to
new tenants



Let **133** homes
to people who were
previously homeless

£564,697.99

Spent on adaptations supporting
people to maintain their homes



Started work to build

69

highly sustainable
homes for an
independent living
scheme for older
people, all for social
housing rent.



Completed our Neighbourhood development –
delivering **157** new homes, comprising homes
for social and affordable rent, as well as properties
for shared ownership and outright sale



Following the completion of Greenhaus, we commissioned a year-long study once residents had moved in to help us better understand the building's performance and impact.

Passivhaus buildings must meet stringent energy-efficiency targets, and while Greenhaus had already achieved certification, the real test was how it performed in day-to-day use.

The results exceeded expectations: Greenhaus outperformed industry benchmarks and other comparable developments, in both energy use within individual flats and the building as a whole.

For people who live there, this means their homes are warmer, cheaper to run, and provide a healthy environment free from damp and mould, with comfortable temperatures even in the summer months.

A dedicated Passivhaus Liaison Officer supported residents in getting the most from their new heating and hot water systems. Feedback has been very positive and is helping to further improve our guidance for residents to help them maximise the benefits of the technology.

The insights from Greenhaus are now shaping our next Passivhaus project, Willohaus, which we are confident will match the success of Greenhaus.



SPOTLIGHT ON: Helping save the voices of Salford

At Salix Homes, we're committed to supporting the community in every way we can, which is why we've been backing a campaign to save Salford City Radio – a much-loved local station that has been serving Salford for 18 years.

With the station's future at risk due to a funding shortfall, we helped launch a campaign to keep it on air. As part of our support, we awarded £1,950 through our Springboard community grant and we continue to sponsor the station to help sustain its operations.

Salford City Radio is run by more than 65 volunteers, aged between 21 and 80. But it's more than just a radio station – it's a community. For its volunteers, it offers the chance to build skills, find support and a sense of purpose, particularly for those facing challenges such as illness, disability or isolation.

Among them is Steve Pendlebury, a long-time volunteer and engineer at the station. After surviving a stroke and undergoing a kidney transplant, Steve is disabled and has limited mobility. He helps manage the technical side of the station while presenting his own show – a powerful example of how the station enables people to stay active, involved and feel valued.

We also use the platform to host our own monthly show, Let's Talk Housing, where we share news and updates, answer questions and connect with our customers across Salford.

This campaign is about more than saving a radio station, it's about protecting an essential part of our community and giving local people a voice.



Scan the QR code to read more about the campaign to save Salford City Radio.

2024/25 highlights

£33,000

Invested through
our community fund
Springboard



Advertised **89**
Salix Homes and local
community events in our
online events calendar



40 people in need
provided with bikes
as part of the Bike
Bonanza partnership
project



Planted **340** square metres (3800
plants) with our planting schemes



We paid for **60** people to become
members of the Community Shop food
club at St Andrews Church, providing
low-cost food for people on low incomes



Hosted **9** episodes of
our 'Let's Talk Housing'
show with **Salford City
Radio**, all available to
listen online



86 books borrowed by
children through Bonding with
Books sessions, encouraging
reading engagement with both
children and their caregivers

Find out more:

Scan the QR code to find out
more about our community
fund programme Springboard,
that offers cash
injections to much
needed local groups
and community
activities.



Springboard
community fund





SPOTLIGHT ON: Helping young people thrive at The Hive

The Hive in Kersal is a pioneering housing scheme providing affordable accommodation for young people aged 18-25 who are facing homelessness or unsuitable living conditions.

This year, the Hive has welcomed a new cohort of residents, offering a safe and stable place to live while they work, study, or complete training. Originally opened in 2017 by Greater Manchester Mayor Andy Burnham, the scheme supports up to 14 young people in shared accommodation.

A dedicated housing officer is on site regularly, and Salix Homes also works in partnership with local skills and education providers to offer training sessions and activities as well as holistic support.

One of The Hive's original success stories is Alex Chaloner. Born in Salford, but raised in Wales, Alex moved back to Salford to pursue his dream career in plumbing.

He explained: "When I arrived in Salford, I just had the clothes on my back and £500 in my back pocket. I didn't know how I was going to survive – I was effectively homeless and sofa-surfing until I got a place at The Hive and an apprenticeship, and that was the start of being able to turn my life around."

Alex successfully secured an apprenticeship in plumbing, heating and gas engineering. Based at sites across Manchester, he would cycle to work every day while living off food banks. Fast forward to today, and he's a successful domestic and commercial gas engineer and plumber.

He added: "There were some dark times looking back, but my story is one of triumph – I was determined to succeed, and I did it. I've now got my dream career and a new home. Getting a place at The Hive and landing that apprenticeship changed everything for me."

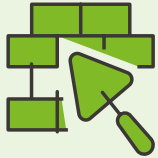
Alex recently moved with his girlfriend into Neighbourhood, one of Salix Homes' newest developments, where in a bizarre twist of fate, he also worked on the development commissioning the boilers and heat pumps.

Alex's story is a powerful reminder of why The Hive exists – to provide young people with not just a roof over their heads, but the foundation to build a brighter future, and we're proud to support the latest group of young people as they follow in Alex's footsteps.

Scan the QR code to read more about Alex and his journey at the Hive on our website.



2024/25 highlights:



Supported **29** young people through the Build Salford Traineeship



Supported **61** people with employment or training opportunities



Supported **78** customers with CVs, job searches and applications



Supported **14** women (including **8** Salix Homes customers) through the Women in DIY programme, alongside our housing partners



Helped fund the Reporter's Academy employability project with partners – a free training programme for young people interested in media and podcasting, which aims to boost their confidence and develop new skills





SPOTLIGHT ON: Support when it matters the most

Life isn't always straightforward, and for some customers, personal challenges like poor mental health, addiction, domestic abuse, or hoarding can make it even harder to manage a home.

In October last year, we launched our new Customer Support Service in response to a growing demand to better support our customers with complex needs.

The new service introduced dedicated Customer Support Officers working alongside our frontline teams to provide tailored, meaningful support when it's needed most.

From managing benefits and mental health challenges, to providing practical help with issues like hoarding or substance abuse, our new Customer Support Service is already making a meaningful impact, often in ways that are proactive and preventative.

For example, through a targeted Pension Credit campaign, we contacted 383 older customers who may have been missing out on pension benefits they were entitled to, with more than 270 responding and 26 referred to Age UK for help applying.

By stepping in earlier and supporting people properly, either through our own services or by signposting them to our network of partner support agencies, we're helping customers stay safe and independent, and reducing the need for potential enforcement action.

We're also committed to improving, with our Scrutiny Panel of engaged customers now helping shape how the service continues to evolve.

2024/25 highlights:

£57,107

from the Salix Customer
Support Fund, helping
227 customers



Helped customers to claim
additional benefits worth
£121,872



Assisted **641**
customers making
their new claims for
Universal Credit



Given out **£3,926**
worth of energy vouchers



Raised **198** foodbank
vouchers, helping **136**
households with food
bank parcels



Referred **310**
people to external
support agencies



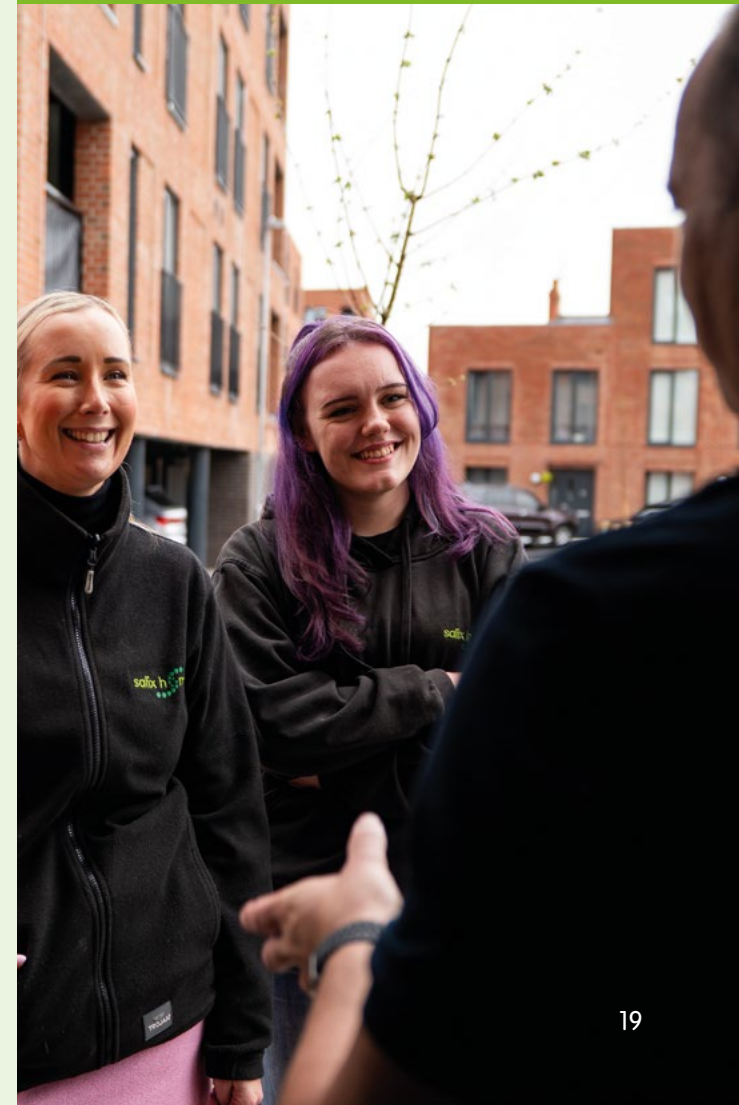
Contacted **383** people
through our Pension
Credit campaign



Raised **123** safeguarding referral cases
to support our customers and launched
our new Customer Support Service

Find out more:

Scan the QR code or
visit our website to
find out more about
support resources and
activities available.



A woman with long blonde hair, wearing a red sweater and a colorful scarf, is shown in profile, reaching out to touch a white smart thermostat mounted on a wall. The wall is decorated with various children's drawings, including a large deer head and a heart. The background shows a white door with a window.

SOCIAL IMPACT ENVIRONMENT

SPOTLIGHT ON: Switchee...

By spring 2024, we'd completed the installation of smart thermostats in 2,457 homes across Salford as part of our commitment to tackling damp, mould and condensation.

The Switchee devices provide 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, enabling us to intervene before problems escalate.

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, identify areas for investment, and support our customers.

As part of this, we launched a targeted campaign to identify households potentially experiencing fuel poverty or struggling to heat their homes. By analysing Switchee data, we identified properties where temperatures regularly fell below 16°C and were able to provide additional support to help our customers to stay warm and well, which included issuing fuel vouchers where required.

2024/25 highlights:



112 more properties improved to EPC C energy efficiency rating, with **89%** of homes above EPC C



Achieved an average SAP score for our homes of **73.20**



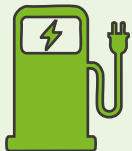
Achieved '**Gold**' accreditation in the Sustainable Homes Index for Tomorrow (SHIFT) assessment



Reduced carbon emissions. Our properties emit on average **2.71** tonnes of carbon per property, which is lower than the North West average of **3.5** tonnes



37 managers completed Climate Literacy training



Introduced our first electric vehicles

£72k

of funding secured for heating system optimisation studies to cut carbon emissions in our tower blocks.

LOOKING AHEAD Business Priorities:

- Improve energy efficiency of our homes with 95% rated EPC C or above
- Complete retrofit works at Grey and White Friars including insulation and low-carbon heating
- Develop future programmes and secure funding to improve hard to treat homes (roofing and insulation)
- Secure funding to upgrade gas powered heating systems in three tower blocks
- Support new residents at Willohaus to benefit from innovative heating and hot water
- Shape Salix Homes' strategic response to meet new Minimum Energy Efficiency Standards (MEES) in line with the new Decent Homes Standard
- Plan medium term decarbonisation schemes
- Deliver new Sustainability and Environmental Strategies



EQUALITY, DIVERSITY AND INCLUSION

SPOTLIGHT ON: Helping our customers most in need

At Salix Homes we're committed to supporting our customers in every way we can. Over the past year we've introduced new Vulnerable Customer and Reasonable Adjustments policies, alongside specialist training for more than 200 frontline employees to help them better identify and support customers in need.

The sessions, attended by staff from across the organisation, aimed to improve awareness and understanding of a wide range of vulnerabilities, from mental health challenges and disabilities to financial hardship, abuse, and self-neglect. The training used theory from the CARE and TEXAS models which are recognised models when dealing with the disclosure of vulnerability.

The training builds on insights gathered through our Getting to Know You (GTKY) survey, tenancy audits, sign-ups, and community engagement such as door knocking.

This has helped us identify customers who require additional support and helped us capture the full complexity of each individual's circumstances.

By equipping staff with the skills to ask open questions and record key information, we can ensure that support is tailored to each customer's needs, and that they don't have to repeatedly explain their situation. This allows our employees to approach every interaction with empathy, dignity and consistency.

2024/25 highlights:



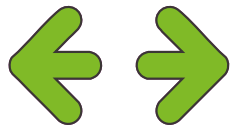
85% of colleagues expressed satisfaction with Salix Homes as their employer

87.4%

of customers say we treat them fairly and with respect



85% of colleagues feel that equality and diversity is important at Salix Homes



Ethnicity Pay Gap reduced by **16%**



Became a patron of **Salford Youth Zone** (opened July 2025) which provides young people with a safe space to go and engage in productive and fun activities



Introduced new **Vulnerable Customer** and **Reasonable Adjustments** policies and training



Launched our **Customer Support Team** to provide additional support for customers with complex needs



Refreshed **safeguarding training** tailored for colleague groups



Secured funding for the **Manbassador Programme** to support men's mental health

LOOKING AHEAD Business Priorities:

- Review strategic plans to strengthen EDI commitments
- Continue to work with Salford City Council and GM to develop protocol to make better use of adapted properties for those on waiting lists
- Continue proactive home safety checks and introduce personal emergency evacuation plans (PEEPS) for customers living in high rise buildings.
- Maximise opportunities for young people through Salford Youth Zone patronage
- Grow Customer Engagement Team partnerships with local organisations
- Establish Community Manbassadors Hub and recruit local business partners
- Expand use of customer demographic data to improve services
- Continue involvement in GM Boost Leadership Programme
- Promote inclusive culture via Values, Inclusion Group and diverse recruitment initiatives
- Maintain high colleague inclusion satisfaction

CUSTOMER VOICE

Our customers are at the heart of everything we do at Salix Homes. We're passionate about ensuring their voices are heard and providing opportunities for customers to help shape and improve our services.

Customer groups

In addition to our Customer Committee, we have several customer groups, who focus on key areas of the organisation and give us suggestions and feedback to help us make improvements.

These customer groups include:

- **Apartment Living Forum** – they focus on our high rise blocks
- **Complaints Oversight Group** – they work closely with us to develop and review our complaints process and help to improve the experience for the customers
- **Procurement Panel** – they have a say on our appointment of contractors to help ensure we're getting a good deal
- **Scrutiny pool** – this is made up of 'scrutineers' – a group of over 100 customers who can be called upon by our customer committee to take part in in-depth reviews of our services



SPOTLIGHT ON: New repairs service launched

2024 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 our 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 and evolving the repairs service to deliver a better experience for our customers.

KEY ACHIEVEMENTS DURING 2024/25:



Our Customer Committee met **9** times and had one strategy day



78.2% of customers say we listen to their views and act upon them



85.4% of customers agree that we keep them informed on things that matter to them

OUR CUSTOMERS HAVE HELPED SHAPE:

- The redesign of our rent letters for clearer language, layout and support information.
- Our tenancy and neighbourhood management policies.
- Involved in shaping improvements to the repairs process and the way we track progress.
- Involved in shaping improvements to the way we communicate, through the communications review.
- The testing of a new online repairs reporting tool.
- The development of our customer segmentation and personas, through input to the procurement of a research company.
- Customers involved in the assessment process for the consumer standard rating, helping us achieve a C1, which is the top rating.

OUR CUSTOMERS HAVE SCRUTINISED:

- Equality, Diversity and Inclusion (EDI), with a focus on how accessible services are for all customers, ten recommendations were made.
- Environmental services with eight recommendations made.
- All recommendations from the scrutiny reviews in 2023/24 were tracked by the Customer Committee to ensure they were delivered and embedded across 2024/25.



Scan the QR code or visit our website to view these reports.

LOOKING AHEAD

Looking ahead we have agreed two business areas for scrutiny, which are:

- Customer Communications in Planned Investment Works
- Repairs



COMPLAINTS PERFORMANCE

Customer feedback gives us important information about how our customers view our services. It helps us see where we're doing well and where we can improve.

Scan the QR code or visit our website to read our annual complaints performance and service improvement report



HERE'S SOME KEY FACTS AND FIGURES RELATING TO OUR COMPLAINTS HANDLING IN 2024/25:



We received **434** formal complaints, of which **88** were escalated to Stage 2 review. **1** complaint was refused during this period



We resolved **80%** of complaints at stage 1, showing that our investigations were fair and thorough

COMPLAINTS PERFORMANCE

96% of Stage 1 acknowledgements issued within 5 working days.

86% of Stage 1 responses within 10 working days of acknowledgement.

93% of Stage 1 responses within Code-compliant timescales.

88% of Stage 2 responses within 20 working days of escalation.

THE MAIN THREE THEMES FOR COMPLAINTS IN 2024/25 WERE:

- **Unresolved Issue** – where an issue is ongoing to a customer's dissatisfaction.
- **Poor level of service** – where tasks or jobs have not been completed to a customer's satisfaction.
- **Time taken** – unsatisfactory time taken to complete service request.

Housing Ombudsman Service

If a customer is unhappy with how their complaint has been handled, they can escalate it to the Housing Ombudsman.

We received **five** Housing Ombudsman determinations in 2024/25 which contained **one** finding of maladministration and **two** findings of service failure.

The maladministration determination related to:

- Handling of reports of a neighbour breeding dogs.

We also received **one** determination of no maladministration and **one** determination of the complaint being outside the HOS jurisdiction.

Within the determinations, Salix Homes received **nine** orders and complied with **100%** of these.

COMPLIMENTS 2024/25:



256

We received a total of
256 compliments



70% of the compliments we received from customers were about the standard of service while others praised the quality of work, staff attitude, and speed of service

THESE INCLUDED:

"Susan called and spoke to Brittany who is still training – she said that she was very helpful and lovely to speak to. She states she has spoken to a lot of people from Salix and she wishes everyone was like her."

Customer Service Centre

"Thanks to the lads who came this morning and cleared the car parking area of refuse including a large carpet tile, some discarded wooden fencing material, bottles, paper and an amount of rotting leaf matter which had collected in the puddles on the uneven surface. Looks so much better now."

Environmental Services

"I wanted to say thank you to Lorissa for coming out for my damp and mould inspection, she has sent all the jobs across and she was a very, very lovely lady."

Healthy Homes

"Tenant Erica would like to compliment plumber Ryan Heard who attended her property yesterday. Ryan was friendly and helpful every step of the way and explained everything he was doing as he went along when replacing a corroded pipe in the bathroom. The tenant was very happy with the work carried out."

Repairs

Tenant Satisfaction Measures (TSMs)

The Regulator of Social Housing (RSH) expects all social housing landlords to collect and report their performance through the Tenant Satisfaction Measures (TSMs).

The TSMs help the Regulator monitor how we're performing in our duties to provide good quality homes and services for our customers. In total there's 22 measures that we must record and share. The information we gather also helps us gain valuable feedback from our customers across key areas of our business – including their overall satisfaction with Salix Homes as their landlord, our repairs service, complaints handling, communications and more.

2024/25 highlights:

- **81.2%** of customers say that they are satisfied that their home is safe
- **80.3%** of customers say that they are satisfied that their home is well maintained
- **100%** of emergency responsive repairs completed within our target timescales
- Completed **100%** of gas, fire, water, Asbestos and lift safety checks



Scan the QR code or visit our website to view our TSM performance for 2024/25.

VALUE FOR MONEY

We are committed to ensuring that all our services provide value for money. This is something that the Regulator of Social Housing keeps a check on too.

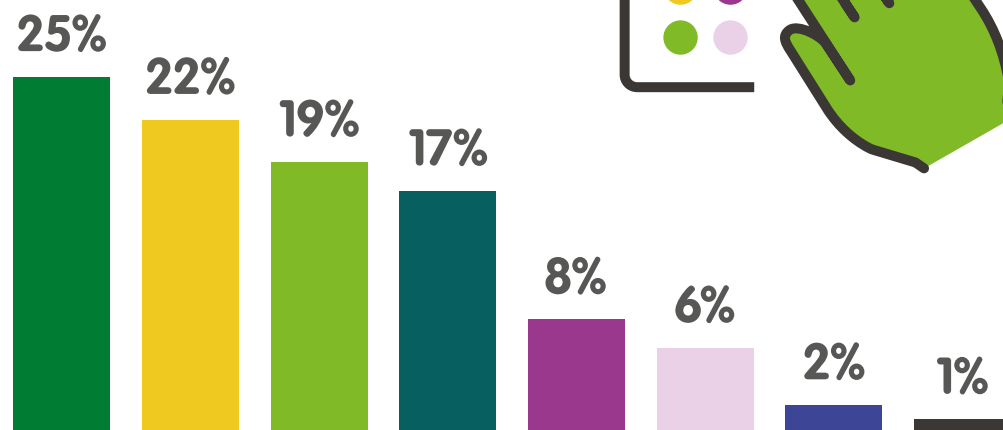
We aim to:

- Provide a high-quality service to our customers and colleagues
- Optimise our income and financial return on our assets
- Improve the quality of life of our customers and those who live in our communities
- Increase the efficiency in the delivery of our services and use of resources



How we spend our money

To make sure our customers get the best value for their rent, we are continually looking at ways to improve the efficiency of how we do things, from investing in homes to providing better services.



Expenditure in £millions

Building new homes £15,213m* *70% of the new build investment was funded by grants	Interest and financing costs £4,952m
Routine maintenance £13,182m	Service charge costs £3,755m
Investment in homes £11,589m	Planned maintenance £1,429m
Management and running costs £10,374m	Other costs £343

VALUE FOR MONEY HEADLINES



99.62%

of repairs appointments kept



94.63%

of repairs completed in a single visit

£640,060

saved through procurement



Cleared **270** tonnes of fly-tipping and waste removals



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salix homes