



# The Salix Way

Our Corporate Plan 2026-2029





# The Salix Way

Making a real difference to people's lives

The **Salix Way** sets out our ambitions for the next three years, as we continue our journey to deliver safe, sustainable and high-quality homes and services that make a real difference to people's lives.

It's more than a plan - it captures the way we do things at Salix Homes. The *Salix Way* is built into how we work, how we make decisions, and how we deliver for our customers, colleagues and communities every day.

As the first Corporate Plan under our leadership as Chief Executive and Chair of the Board, it also marks an important milestone for us personally, and represents an opportunity to shape the future of Salix Homes with fresh perspectives, a shared vision, and a deep commitment to the people and communities we serve.

It builds on a decade of progress and transformation since our journey as a stand-alone housing association began in 2015, and marks the next chapter for our organisation.

We're proud of the achievements we have made, but we know there is more to do. Over the next three years, our focus is clear: we want our customers to feel valued and supported, our homes to be safe and sustainable, our colleagues to be empowered and successful, and our neighbourhoods to be places where people feel connected and proud to live.

The Salix Way Corporate Plan is centred around five core themes and ambitions: Our **Customers**, our **Colleagues**, our **Homes**, our **Communities** and our **Business**. Each one outlines our ambitions and sets out a vision for a better future. You can read more about these on pages 15 to 23.

We're here to make a difference for our customers and communities, especially when it matters most. The cost-of-living crisis, housing shortage and the effects of climate change are real challenges, but they also drive us to modernise how we operate, deliver greater value and to continue building a housing service Salford can be proud of.

We know we can't achieve our ambitions alone. By listening to our customers, working closely with our partners, and investing in our people, we believe Salix Homes is well placed to face the future.

Together, we're delivering our ambitions and staying focused on what matters most - our people, our homes, and our communities. This is our way of making it happen - this is **The Salix Way**.



**Liam Turner**,  
Chief Executive



**Martin Warhurst**,  
Chair of the Board





# Who we are



## Proud to serve the community

**Salix Homes owns and manages over 8,000 homes in Salford, which comprises a real mix of properties including tower blocks, large housing estates and independent living schemes for older people.**

We employ more than 300 people in a huge range of roles from repairs operatives, caretakers and Housing Officers out in our communities, to customer service advisors and teams who help the smooth running of the organisation.

We're a not-for-profit charitable organisation, which means we can invest any profits straight back into our homes and communities.

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

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

We're delivering even more affordable housing options across Salford and Greater Manchester, with a clear commitment to sustainability by building affordable, energy efficient homes.

# Salix Homes in numbers over the last ten years



**560**

new homes built, with a further **169** on site or planned

**£235m**

invested building new homes and improving existing homes and communities

**£37.6m**

secured in grant funding to build new homes or repurpose existing buildings

**£3.5m**

in additional benefits secured for customers

**3,000+**

customers supported to transition to Universal Credit while maintaining high performance on rent collection

**251,076**

repairs carried out

**4,010**

homes re-let to new tenants

**£500,000+**

donated through Springboard community grants

**£8.9m**

secured in grant funding for high-rise cladding remediation work

**823**

Fire Risk Assessments carried out

**5,997**

new kitchens and bathrooms installed

**5,100+**

new doors fitted

**4,229**

new heating systems installed

**10,000+**

electrical installation condition reports completed

**4,170**

legionella checks carried out, including **330** risk assessments

**8,830**

asbestos surveys and inspections carried out

**1,254**

safeguarding cases raised to support customers

**45,000+**

welfare calls made to customers during the Covid-19 pandemic

**583**

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

**230+**

Board and Committee meetings held, totalling over **522** hours

**112**

internal audit reviews completed by auditors

**£16.3m+**

saved through procurement



# Our vision

Salix Homes will provide more than good quality, affordable homes, it will support our customers and colleagues to achieve their potential, ensuring everything we do as an organisation will be for the benefit of our communities.

**This is The Salix Way**

# Our values

**Our values are more than just words.**

We're committed to doing our best, being responsible, and building strong connections with our customers, communities and colleagues.



## We are Trustworthy

- We gain the confidence and trust of others through integrity and accountability.
- We will keep our promises and take responsibility for our actions.
- We will do the right things for the right reasons.



## We are Successful

- We are constantly improving by remaining informed and working collaboratively to achieve success.
- We will listen and learn to continuously improve.
- We will build strong internal and external partnerships to deliver excellence.



## We are Inclusive

- We advocate for others whilst embracing and promoting inclusion.
- We will speak up for those who are unable to do so for themselves.
- We will respect and value difference, promoting a sense of belonging.



# How we are Regulated

Like any housing association, Salix Homes is regulated by the Regulator of Social Housing to ensure we're meeting certain standards in managing our homes and providing services to our customers.

Our current regulatory gradings are G1/V2/C1

We're monitored on our **Governance**, which relates to how effectively we are managed and ensures we're operating responsibly. We're monitored on our **Financial Viability** and **Value for Money**, which relates to our ability to manage our money effectively, remain financially secure and provide the best value for our investment and customers. We're also monitored against our compliance with the **Consumer Standards**, to ensure we're providing safe, high-quality homes, and that we're listening to our customers and addressing any issues effectively.

Updated Consumer Standards were introduced in 2024 to help drive up standards in social housing. The four Consumer Standards are:

- **Safety and Quality Standard:** Ensures that homes are safe and maintained to a high quality.
- **Transparency, Influence and Accountability Standard:** Requires housing associations to provide clear information to customers and to consider their views in decision-making.
- **Neighbourhood and Community Standard:** Focuses on how housing associations work with other local groups and organisations to create safe and welcoming communities.
- **Tenancy Standard:** Outlines how housing associations manage tenancies, including how they allocate homes and support tenants.

In 2024, Salix Homes became one of the very first housing associations in the country to achieve the highest possible **C1 grading** under the revised Consumer Standards framework, recognising our commitment to meeting regulatory expectations and delivering for our customers.

In addition, we must also comply with the **Building Safety Regulator**, which oversees how we manage and maintain the safety of our buildings, and crucially, how we keep the people who live in them safe, particularly in high-rise buildings.

Our ambitions and priorities in **The Salix Way** are shaped to ensure full compliance with these standards and regulatory requirements. But we're not stopping there. We're committed to going further - setting higher expectations for ourselves and delivering not just what's required, but what's right. **That's the Salix Way.**





# Our ambition for Customers

## Our Ambition

**Our customers receive great customer service and value and trust Salix Homes as their landlord.**

**We want every customer to feel valued, supported and confident in the services we provide. That means delivering high-quality, accessible services that meet people’s needs and reflect what matters most to them.**

We’re committed to listening and learning from our customers. By using data insights and intelligence, we can shape services that respond to real needs and experiences.

Our ambition for this plan is simple. We aim to build trust, deliver value and place customers firmly at the heart of everything we do.



### How we’ll do it

- Ensure colleagues have the right skills, capacity, training, and support to do their jobs well.
- Improve support for customers who face barriers to accessing our services and identify and reach those who are less engaged.
- Use insight 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.



### How we’ll measure success

- By 2029:
- **90%** of customers agree that Salix Homes treats them fairly and with respect.
  - **90%** Overall customer satisfaction.

Our ambition for

# Colleagues

## Our Ambition

We have skilled, talented, and engaged colleagues, in an environment that enables and supports them to provide great customer service.

We want every colleague to feel valued, supported and confident in their role, so they can deliver their best every day. That means creating a workplace where people are empowered, respected and able to thrive.

We're committed to building a culture that celebrates diversity, promotes wellbeing and champions personal and professional growth.

By investing in our people and shaping an environment where everyone can succeed, we'll strengthen our ability to deliver great services for our customers.



### How we'll do it

- Develop strong leaders who are equipped and empowered to champion our culture and values.
- Establish ourselves as a modern employer of choice.
- Continue to build a diverse workforce and strengthen our inclusive practices.
- Adopt a new approach to workforce planning, making sure colleagues are supported to succeed.



### How we'll measure success

By 2029:

- All colleagues are compliant with the competency and conduct standard.
- **90%** Overall colleague satisfaction.



# Our ambition for Homes

## Our Ambition

Our customers live in warm, safe, and well-maintained homes.

We want to continue to deliver high-quality homes that are safe, affordable, and energy-sustainable for all our customers. We are committed to meeting the needs of both current and future customers, ensuring we continue to maintain our existing homes, whilst also developing new homes that are built for the future.



### How we'll do it

- Deliver a high performing repairs and maintenance service.
- Improve the energy efficiency of our homes.
- Improve our knowledge of our homes through more stock condition surveys, using this data and insight to maximise the impact of our future investment plans.
- Continue to develop high-quality, energy efficient and affordable homes which meet the needs of Salford residents.



### How we'll measure success

By 2029:

- **95%** of our homes are rated EPC C or above.
- **100%** of our homes meet the Decent Homes Standard.



# Our ambition for Communities

## Our Ambition

**Our customers live in well-maintained neighbourhoods and play an active role in making their communities better places to live.**

**We want our neighbourhoods to be places where people feel safe, connected and proud to live. That means working closely with customers to support vibrant, inclusive communities that reflect the needs and aspirations of everyone who lives there.**



### How we'll do it

- Strengthen our engagement with customers at a local level so that a wider range of customer voices are heard.
- Support the delivery of local priorities identified by customers in our communities.
- Create safe and sustainable communities for our customers.
- Maximise opportunities for young people within our communities through our patronage with Salford Youth Zone.



### How we'll measure success

By 2029:

- **90%** of customers are satisfied that Salix Homes makes a positive contribution to neighbourhoods.
- **90%** of customers are satisfied that Salix Homes listens to their views and takes action.

# Our ambition for Business

## Our Ambition

We have an efficient, resilient, and well-managed organisation.

We want our business to be agile today and fit for the future, ensuring we stay efficient, well-governed and economically stable. We want to embrace new technology to ensure we can grow our business and keep it safe. We are committed to supporting our teams to deliver high quality services and provide value for money for all of our customers.



### How we'll do it

- Provide a modern, secure, and value driven ICT service.
- Strengthen our approach to risk management to maintain the protection of our organisation.
- Optimise our financial resilience and viability.
- Build on the success of the Regulatory Inspection, maintaining our G1, V2, C1 gradings.



### How we'll measure success

By 2029:

- Maintain G1, V2, C1 Regulatory Judgement.
- A minimum improvement of **£1m** in the overall surplus by 2029.



**Salix Homes**

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