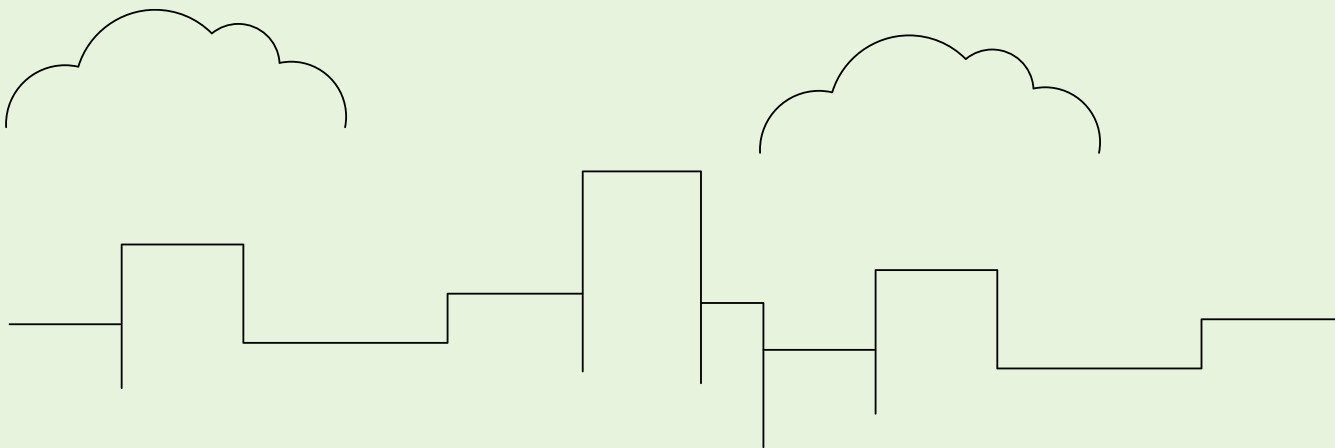




Customer and Communities Engagement Strategy 2026 – 2029

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Salix Homes 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 customers. This is *'The Salix Way.'*

Salix Homes Values:

Whilst our vision defines our aspirational future goal, our values set the principles that guide our behaviours as we set about achieving this goal. Our values are the core beliefs that shape our culture, and define our expectations, which are:

Trustworthy



We are trustworthy – We gain the confidence and trust of others through integrity and accountability.

Successful



We are successful – We are constantly improving by remaining informed and working collaboratively to achieve success.

Inclusive



We are Inclusive – We advocate for others whilst embracing and promoting inclusion.

Each of these values is supported by a set of behavioural competencies, that help translate these core beliefs into what we do every day for our customers, communities, the people who work here and what we do as a business.

Corporate Plan Ambitions

Our Corporate Plan, 'The Salix Way 2026 – 2029,' communicates and confirms where we will focus our activities over the next three years to support the achievement of our vision, through a set of five ambitions. They are as follows:

- 1. Our ambition for Customers –**
'Our Customers receive great customer service and value and trust Salix Homes as their landlord.'
- 2. Our ambition for Homes –**
'Our customers live in warm, safe and well-maintained homes.'
- 3. Our ambition for Communities –**
'Our customers live in well maintained neighbourhoods, and play an active role in making communities better places to live.'
- 4. Our ambition for Business –**
'We have an efficient, resilient and well managed organisation.'
- 5. Our ambition for Colleagues –**
'We have skilled, talented and engaged colleagues in an environment that enables and supports them to provide great customer service.'

This strategy is designed to achieve our ambition for communities.

Our Corporate Plan outlines what we mean by our ambition for communities as:

'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.'

Our Corporate Plan, 'The Salix Way 2026 – 2029,' communicates and confirms where we will focus our activities over the next three years

Strategic Priorities

To achieve our ambition for communities the following strategic priorities (outcomes) have been set:

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

Delivery of Strategic Priorities

Each of these strategic priorities are aligned to a set of strategic actions (outputs) which are the activities we will undertake to achieve these priorities. These will now be considered in turn, based on the principles that:

- **Year 1** activities (2026 – 2027) are focused on establishing the foundations and achieving alignment.
- **Year 2** activities (2027 – 2028) build on this progressing to development and maturation.
- **Year 3** (2028 – 2029) should result in embedding, optimisation and culture shift.

Strategic actions will be monitored and assessed regularly to ensure that they are delivering the desired impacts and remain an appropriate use of resources, noting that there may be times when we need to respond to new insights, resource requirements, changes to the external environment or other demands. This ensures that we always consider our actions within the wider context within which we operate.

The National Context

Over the last decade, following the Grenfell Fire tragedy of 2017 and the tragic death of Awaab Ishak in 2020, the sector has been called to strengthen the customer voice in social housing and ensure customers have the information and resources they need to have a genuine say in how their homes and services are managed. The need to strengthen the customer voice and put a greater focus on the customer and the services they receive from landlords has since been enshrined in law with the Social Housing (Regulation) Act 2023 and the Building Safety Act 2022.

The Social Housing (Regulation) Act 2023

The Social Housing (Regulation) Act 2023 puts tenants at the heart of social housing. It enables the Regulator of Social Housing (RSH) to carry out proactive consumer regulation and gives the RSH powers to enforce the regime. To enable this, the RSH has introduced a revised set of consumer standards. These set out clear standards landlords need to meet in relation to transparency, influence and accountability. These are:

- Registered Providers must take tenants views into account in their decision making about how landlord services are delivered.
- Provide tenants with information about landlord services so they can use services, understand what to expect from their landlord and hold their landlord to account.
- Collect and provide information to support effective scrutiny by tenants of their landlords' performance in the delivery of services.

This strategy aims to ensure that Salix Homes meets these standards.

The Building Safety Act 2022

The Building Safety Act 2022 aims to improve the fire and structural safety of residential high-rise

buildings. One of the requirements of the Act is that each high-rise building should have a Resident Engagement Strategy that sets out how we will include all residents in building safety decisions. This includes any decisions about the management of the building or the management of building safety risks.

This strategy aims to ensure that our approach to customer engagement takes these standards into account.

The Local Context

Salix Homes has a strong track record of customer engagement and involvement. In 2020 we further developed our approach to customer voice and influence to ensure customers are at the heart of decision making. We reviewed our customer engagement activities and put in place a strong customer engagement framework to ensure customers are able to get their voices heard in a way that suits them. We recruited to, and developed our Customer Committee who are a key part of our governance structure with delegated responsibilities from the Salix Homes Board. The Chair of the Customer Committee is also a board member to provide a clear customer link to the board. We recruited a pool of customers who carry out pieces of scrutiny on a task and finish basis. Since 2021 the Customer Committee has commissioned at least two pieces of scrutiny each year including anti-social behaviour, repairs, environments, investment communications, customer service and income management. These have led to a number of service improvements.

A number of specialist subgroups sit under the Customer Committee and each is chaired by a member of the Customer Committee. These include an Apartment Living Forum which discusses issues affecting apartment living including building safety, caretaking and cleaning, and security, a Complaints Oversight Group which reviews our approach to complaint handling



including learning from complaints, and a Procurement Panel which influences any procurement process that directly impacts customers, such as our investment programme. We have also worked with local groups to strengthen the link with our communities and estates, improved the insight we receive from our surveys and worked with our customers to review our website. We also signed up to the National Housing Federation's 'Together with Tenants Charter' and co-developed our Customer Charter with customers.

This strategy aims to build on this work and further strengthen our approach to customer engagement and broaden the opportunities customers have to influence services. This strategy has been co-created with customers at the Customer Committee strategy away day, and colleagues during workshop sessions at 'Leading Salix' and 'Team Salix Homes' events.

Against this backdrop, the following strategic priorities have been identified to deliver Salix

Homes' ambition for Communities over the period 2026–2029. Each priority is supported by phased actions across three years, moving from foundations and alignment, through embedding and development, to maturity and sustained cultural change.



1 Strategic Priority 1: Strengthen our engagement with customers at a local level so that a wider range of customer voices are heard.

This strategy sets out to build on our existing customer engagement framework. The framework aims to give customers and communities opportunities to engage with and influence Salix Homes in whatever way they wish – whether that’s staying informed through the provision of information, shaping local priorities, participating in community-led initiatives, or being part of the customer governance structure.

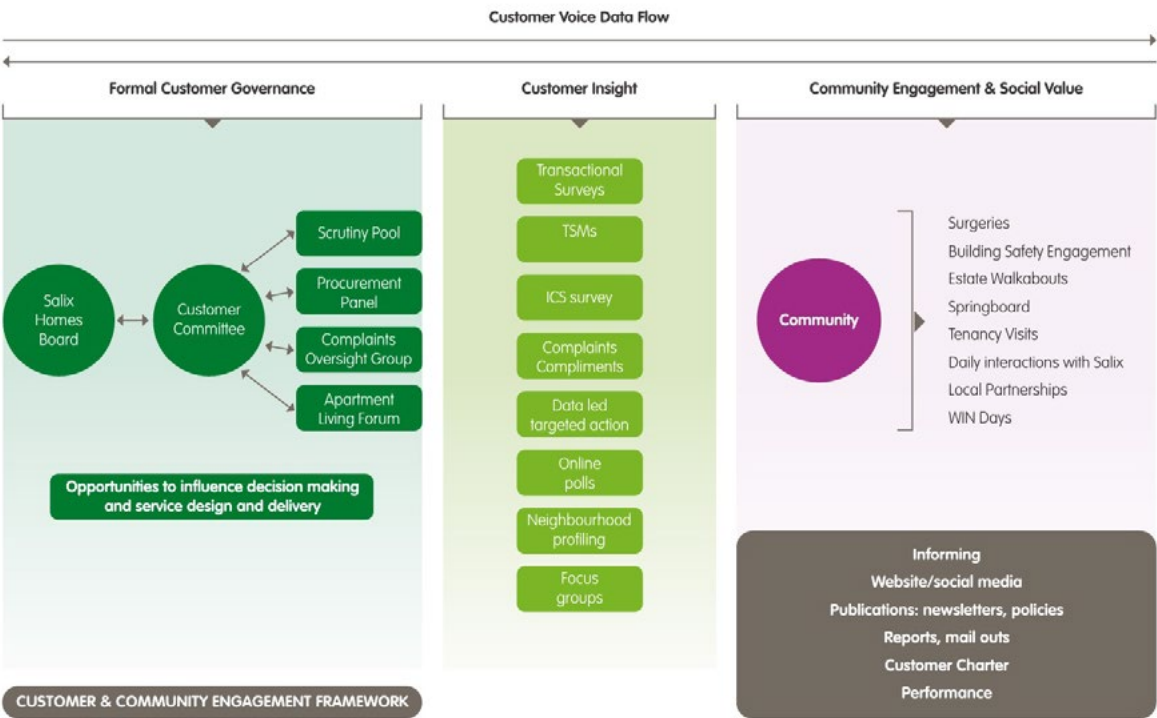
The framework recognises that different customers and communities want different things from their landlord, and that these needs, interests and levels of involvement may vary over time. It also acknowledges the important role that communities play in shaping places, strengthening relationships, and improving outcomes for customers and neighbourhoods alike.

The framework is split into three parts to broadly represent the different ways customers and communities can engage with Salix and influence services.

Customer Engagement and Governance

We provide opportunities for customers to be involved in the governance structure of Salix Homes as outlined above. Governance provides opportunities for customers and community representatives to influence strategic direction and ensure that local priorities and neighbourhood outcomes are embedded at the highest level of decision-making.

Our customer governance structure is robust, providing assurance that customers are influencing and shaping services at a strategic level. A position on the Board is reserved for the Chair of Customer Committee to hear the customer voice at the highest level.



Governance roles actively consider feedback from neighbourhood engagement, community insight, scrutiny findings, performance data and sector good practice to shape organisational strategy, service standards and investment priorities.

The Customer Committee:

- Reviews performance data and insight trends
- Influences policy and service standards
- Provides assurance to the Board
- Shapes strategic priorities
- Commissions scrutiny

The Procurement Panel:

- Evaluates contractor performance
- Participates in tenders with a large customer impact
- Influences value-for-money decisions
- Ensures service quality reflects lived experience

The Complaints Oversight group:

- Scrutinises complaint handling and performance
- Reviews learning from complaints to identify service improvements
- Monitors compliance and fairness
- Discusses possible trends and patterns

The Apartment Living Forum:

- Shapes services specific to apartment communities
- Influences estate management approaches
- Addresses shared space concerns including Building Safety
- Strengthens community cohesion

In addition to the Apartment Living Forum, customers living in high rise buildings can directly influence our approach to building safety. This is set out in the Building Safety Customer Engagement Strategy which aims to ensure customers feel informed about building safety and empowered to challenge decisions and get involved in discussions.

Scrutineers from the Scrutiny Pool:

- Undertake deep-dive reviews into service areas, using evidence-based challenge
- Test policy effectiveness
- Evaluate performance outcomes
- Recommend service improvements
- Hold the organisation to account

Scrutiny findings are shared with service area managers for a response before being approved by Customer Committee. Actions are tracked and scrutiny recommendations are published on our website.

Whilst our customer governance structure is robust and we hear the customer voice through feedback from various surveys and customer insight, we want to further strengthen our community engagement at a local level to ensure that we hear from a wider range of customers. In addition, we want to effectively capture social value activity to demonstrate the positive benefits and impact that our procurement activity and working daily with partners and within our communities is having on our customers. Social Value activity directly links to our Value for Money strategy.

Strategic Actions – Year 1 (2026 – 2027)

We want to listen to the views of all our customers and aim to understand where our ‘silence’ is to ensure the feedback we act on is representative of our wider customer base.

We also want to evolve transactional customer contact to visible, consistent, locally tailored engagement that builds trust and enables customers and communities to influence priorities at a local level. This will involve establishing partnerships with local organisations and building on these links to support customers, ensuring a visible presence in the local community.

The below actions will aim to achieve these outcomes:

- Introduce a programme of consistent community-based outreach sessions in accessible neighbourhood venues.
- Develop a communications and engagement approach that builds trust with customers, including reviewing the tone, timing and accessibility of customer communications.
- Establish and embed a framework for Social Value to improve visibility of impact and maximise opportunities.
- Map activities of statutory, voluntary and community organisations operating locally.
- Identify partners in the community where we can establish surgeries to engage with customers at a local level.
- Identify and engage with partners supporting specialist groups such as older people, asylum seekers, care leavers, and Manbassadors.
- Develop a shared Community Events and Campaigns calendar.

Strategic Actions – Year 2 (2027 – 2028)

Once a strong foundation for hearing and understanding the broader customer voice is established, we will develop and strengthen customer engagement at a local level. Therefore, the strategic actions for Year 2 are to:

- Review the use and impact of the online customer engagement tool to see where this could be used in different areas of the organisation to obtain customer feedback and hear the wider customer voice.
- Identify and support the development of local community action groups.
- Introduce and deliver regular surgeries, working with partner organisations.
- Strengthen partnerships with specialist groups in order to signpost customers for support and engagement.



Strategic Actions – Year 3 (2028 – 2029)

Once partnerships have been established in local communities and a more visible Salix Homes presence has been created, we will analyse the current engagement to understand where customers or groups may be overlooked.

- Carry out a gap analysis to identify and understand where quieter voices may be underrepresented.
- Develop methods of engagement to address the gaps and gain insight that represents our customer base.
- Publicise how we have provided Social Value through our contracts and engagement in the community.

Progress Measures

The progress measures used to evidence the effectiveness of these activities are as follows:

- **Y1:** Social Value framework developed and implemented.
- **Y2:** Increase in community-led initiatives and activities.
- **Y3:** Increased participation from underrepresented and seldom-heard groups.

2

Strategic Priority 2: Support the delivery of local priorities identified by customers in our communities.

We will systematically harness customer data and insight to inform and prioritise activity in local communities. By integrating and triangulating multiple data sets including demographic, vulnerability, tenure and property, communication preference, and equality, diversity and inclusion data, we aim to:

- Identify local priorities.
- Target support to customers most in need.
- Anticipate emerging risks (e.g., arrears vulnerability, fuel poverty, ASB hotspots).
- Personalise services and communication channels.
- Ensure equitable access to opportunities.

Strategic Actions – Year 1 (2026 – 2027)

- Implement a new approach to establish neighbourhood priorities to inform service delivery.
- Establish a programme of neighbourhood walkabouts with residents and partners.
- Hold local 'listening events' to identify neighbourhood priorities and engage residents in shaping improvements. Ensure events are spread across neighbourhoods including outlying communities.
- Work with local partners to identify neighbourhood priorities.
- Find areas where Springboard grants can deliver high impact and Social Value.
- Engage residents in shaping local priorities and improvement ideas.
- Establish the parameters for layering data from multiple sources and use the insight to identify emerging issues or neighbourhood priorities.

- Feed neighbourhood priorities into a 'wish list' for social value activity.

Strategic Actions – Year 2 (2027 – 2028)

These actions mainly build upon the activity in year 1:

- Deliver neighbourhood walkabouts and feed back outcomes using a 'You Said We Did' format.
- Use visible 'You Said We Did' feedback in communal areas, digital channels and neighbourhood specific communications to evidence customer influence.
- Analyse customer feedback from different sources both online and in person, to identify priorities for service improvements.
- Develop targeted actions for priority areas based on customer data and insight.
- Capture positive social value impact stories and contractor-supported social value activities.

Strategic Actions – Year 3 (2028 – 2029)

- Identify community leaders to share priorities from within their local community.

Progress Measures

The progress measures used to evidence the effectiveness of these activities are as follows:

- **Y1:** Neighbourhood priorities identified and incorporated into local service planning and delivery.
- **Y2:** Increase in customer awareness of how feedback has influenced services and decisions.
- **Y3:** Number of community leaders identified and actively engaged in sharing local priorities and community feedback.

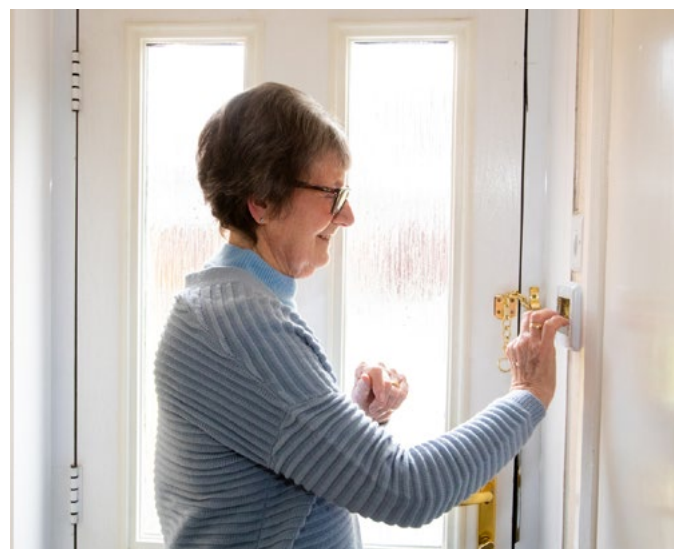
3 Strategic Priority 3: Create safe and sustainable communities for our customers.

We will work closely with local partners such as councils, community groups, support agencies and police, to align efforts and share information so services are joined up and deliver wider, positive and sustainable outcomes for neighbourhoods, not just individual housing issues.

We will use customer data and insight to identify emerging issues or hot spots in a particular area so it can be targeted using an informed and unified approach. In order to maximise the effectiveness of this activity, we will forge and develop close relationships with key community partners, both statutory and voluntary, working together to create safe and sustainable communities for our customers.

Strategic Actions – Year 1 (2026 – 2027)

- Strengthen community safety and cohesion by establishing links with key partners, working to prevent and address anti-social behaviour and hate crime in the local community, to create inclusive, sustainable communities.
- Attend or host quarterly partnership meetings in priority areas.
- Share information on complex cases where appropriate.



Strategic Actions – Year 2 (2027 – 2028)

- Build on the partnership network to deliver targeted actions in relevant areas to support and sustain community cohesion.
- Map neighbourhood intelligence and activity to identify where additional engagement, partnerships with local groups, or support may be required.

Strategic Actions – Year 3 (2028 – 2029)

- Support the development of local action groups to prevent and detect issues early so that targeted action can be taken.

Progress Measures

The progress measures used to evidence the effectiveness of these activities are as follows:

- **Y1:** Engage residents through surveys and outreach activities to ensure local people directly influence community safety priorities.
- **Y2:** Development of targeted action plans.
- **Y3:** Introduction of local action groups.

4 Strategic Priority 4: Maximise opportunities for young people within our communities through our patronage with Salford Youth Zone.

As a key patron and partner of Salford Youth Zone (SYZ), we are committed to supporting the work of SYZ and engaging with young people from our communities to better understand and capture their views as well as maximise opportunities for the future.

Strategic Actions – Year 1 (2026 – 2027)

- Establish partnership links with SYZ to understand a younger person's perspective on the services we provide.
- Explore opportunities for school engagement, apprenticeships, work experience and youth-led consultation activity to better engage younger customers.



Strategic Actions – Year 2 (2027 – 2028)

- Build on the relationship with SYZ to form a youth panel with clear Terms of Reference.
- Work with SYZ to identify young community leaders of the future and provide support as appropriate.

Strategic Actions – Year 3 (2028 – 2029)

- Develop the partnership with SYZ by embedding actions and priorities identified by the youth panel.

Progress Measures

The progress measures used to evidence the effectiveness of these activities are as follows:

- **Y1:** Gain insight from younger people.
- **Y2:** Creation of an established youth panel.
- **Y3:** Development of Youth Panel Action Plan.

Legal and Regulatory Compliance

Our organisation is committed to conducting all operations in full compliance with applicable laws, regulations, and industry standards. We maintain robust policies, procedures, and training programmes to ensure that employees understand and adhere to legal requirements. Through continuous monitoring, risk assessment, and transparent reporting, we proactively identify and address compliance risks. This supports us to foster a culture of integrity, accountability, and ethical conduct, which is aligned to our values and ensures that compliance is embedded into every aspect of our decision-making and business practices.

The following legislation and regulation form the context of this strategy:

- Social Housing (Regulation) Act 2023
- Building Safety Act 2022
- RSH Consumer Standards

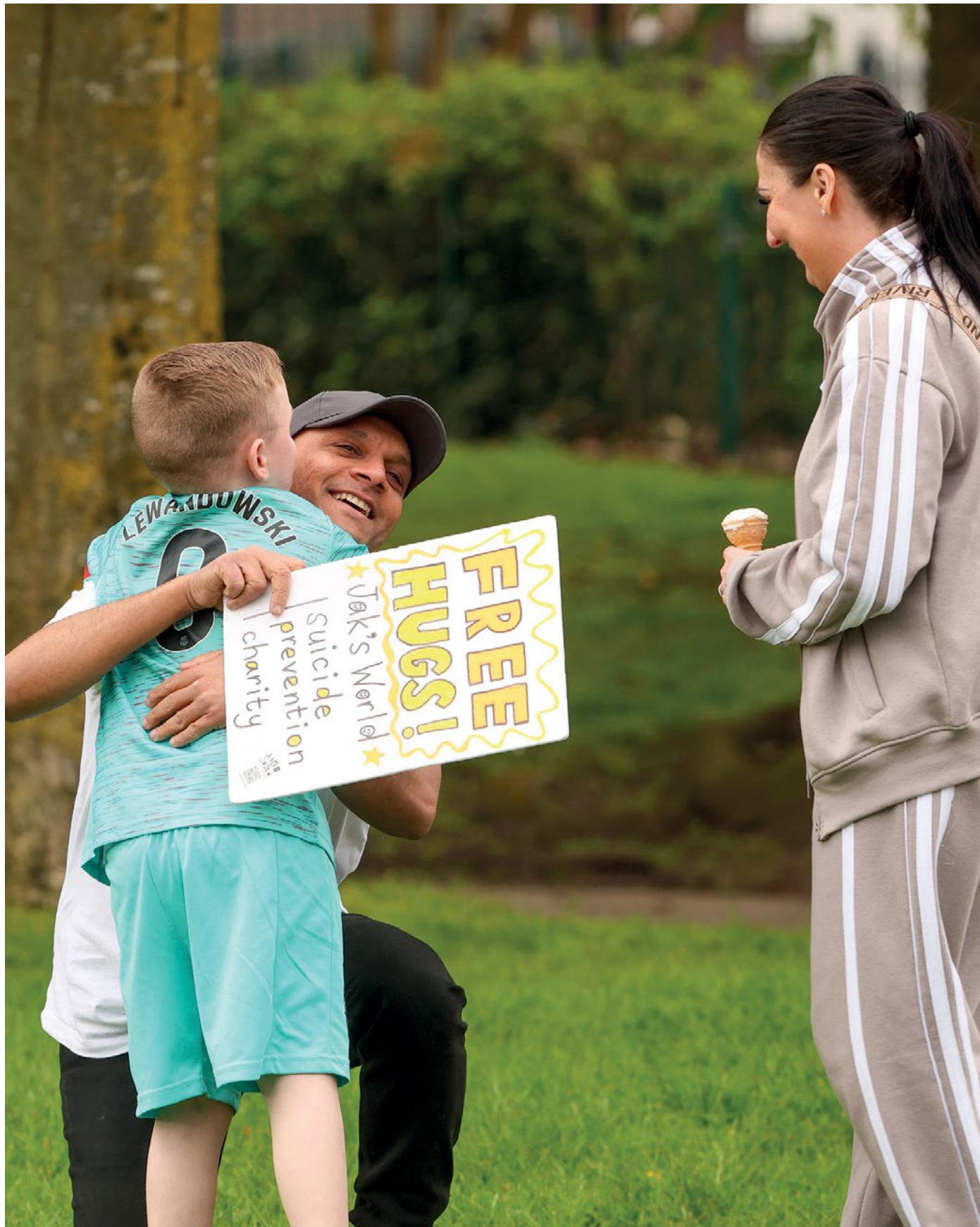
Equality, Diversity and Inclusion (EDI) Commitments

As noted earlier, 'Inclusion' is a core value of Salix Homes, however, we do not have a separate EDI Strategy. Instead, consideration is given to EDI in the setting of strategic priorities within our strategies. We believe that this approach supports an embedding of EDI into critical thinking and decision making, which ultimately has a greater influence in the delivery of our core services.

These EDI commitments can be identified in strategic action plans and are collated annually into an EDI Commitment document to centralise the monitoring and evaluation of progress. They are also published annually on our website for wider review.

Our EDI commitments are monitored by the Senior Leadership Team, Remuneration and Governance Committee and by Board.





Value for Money (VfM) Commitments

Over 80% of our income comes from the rent we receive from our homes and housing services. In deciding how best to spend the income we receive, we ensure that it meets at least one of the following:

- making sure we provide high quality services.
- investing in our assets.
- improving the quality of life of our customers.
- making efficiencies when appropriate.

We now mirror the approach outlined for EDI commitments to better identify and embed VfM in our decision-making processes. As a sound and transparent business, we publish our annual accounts to show what we spend and regular VfM reports.

Our VfM commitments are monitored by the Senior Leadership Team, Audit and Risk Committee and by Board.

Strategic Risk

Strategic risk management involves a comprehensive approach to identifying, assessing and mitigating risks that could impact an organisation's ability to achieve its strategic outcomes.

The strategic risks associated with this strategy are:

- R23 Complex case management and safeguarding.
- R28 ASB.

Details of which actions contribute to the management and mitigation of these strategic risks are identifiable in the strategic action plan associated with this strategy in a separate column entitled 'Strategic Risk'.

Board has set the risk appetite for 2026/27 related to the above risks as low.

Board annually reviews the Strategic Risk Framework and the Risk Appetite Statement, therefore this section will be considered in line with review.

How will we monitor and measure our success?

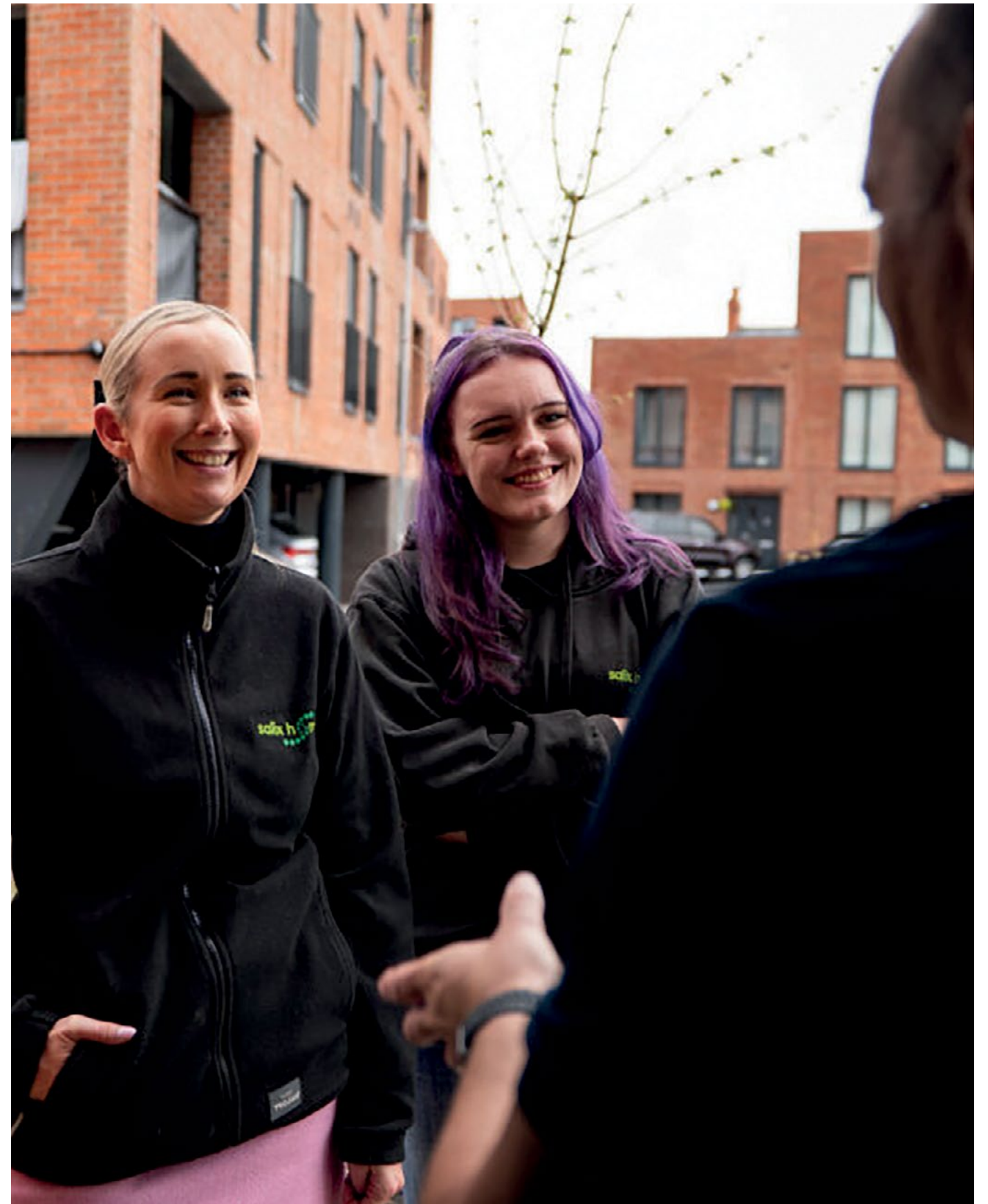
The progress of this strategy will be monitored by the Senior Leadership Team and Customer Committee on a bi-annual basis.

The Corporate Plan identifies the following measures of success to be achieved in 2029 that will demonstrate the successful delivery of our communities ambition as:

- 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.

In addition, we will use the Tenant Satisfaction Measure “Satisfaction that the landlord keeps tenants informed about things that matter to them” to monitor the effectiveness of this strategy.

Appendix 1 – Customer and Communities Engagement Strategy Action Plan.





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