



A REVIEW OF 2025/26

OUR SUSTAINABLE FUTURE

live • grow • thrive • together

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INTRODUCTION

Welcome to Salix Homes' Annual Review for 2025/26, which showcases our performance and achievements over the past year, and highlights how we've continued to deliver for our customers and communities across Salford.

This review marks the final chapter of our previous corporate plan, **Our Sustainable Future**, which has guided our priorities since 2023. It's been a year of real progress across our three core themes of Sustainable Homes, Sustainable Business and Sustainable Communities, and the stories throughout this review reflect the difference that progress has made to real people's lives, from customers like Yaad and colleagues like Fama, to the communities we're proud to support.

In April 2026, we launched our new three-year corporate plan, The Salix Way, setting out our ambitions to deliver safe, sustainable and high-quality homes and services that make a real difference to people's lives. The plan reflects our culture and values, guided by our vision to provide more than good quality, affordable homes – supporting our customers and colleagues to achieve their potential, and ensuring everything we do as an organisation is for the benefit of our communities.

The Salix Way is centred around five key themes: Our Customers, Our Colleagues, Our Homes, Our Communities and Our Business, each setting out

clear ambitions for the future. It has been shaped collaboratively with our Board, our customers, and colleagues across the organisation, reflecting a shared vision and commitment to the people and communities we serve.

As this review looks back on the achievements of 2025/26 under Our Sustainable Future, we're already looking forward to the difference The Salix Way will make in the years ahead. Our focus remains 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.

Thank you to everyone, our customers, colleagues, Board and partners, for your continued support and trust as we begin this next chapter together.



Liam Turner
Chief Executive



Martin Warhurst
Chair of the Board



Read our new corporate plan



In April 2026, we launched **The Salix Way 2026-29**, our new corporate plan setting out our ambitions for the next three years. Scan the QR code or visit www.salixhomes.co.uk/the-salix-way to find out more.

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 customers, as we deliver more homes for people in Salford and beyond, that are fit for the future.

SPOTLIGHT ON: Building Safety

Salix Homes became one of the first housing associations in the country – and the first in Greater Manchester – to receive a Building Assessment Certificate (BAC) from the Building Safety Regulator (BSR), starting with Nine Acre Court in Ordsall. We've since received a second BAC for Fitzwarren Court.

The BAC marks a major milestone under the new building safety regime introduced by the Building Safety Act 2022, established in response to the Grenfell Tower tragedy. It places new legal duties on landlords to actively manage and prove the safety of high-rise residential buildings, particularly in relation to the risk of fire and structural failure.

As a landlord of 20 high-rise buildings, we've developed Building Safety Cases for all our blocks across Salford, which include key safety and building information that we also share with our customers.

Liam Turner, Chief Executive at Salix Homes and Chair of Greater Manchester Housing Providers' Building Safety Group, said: "This is a significant moment in our building safety journey, and one that reflects the hard work and dedication of our teams. We've been at the forefront of building safety reforms and continue to take our responsibilities seriously."

We'll continue to work with the Building Safety Regulator as it sets out its next steps for further building assessments.



Scan the QR code to find out more
or visit our website.



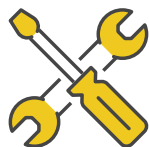
2025/26 HIGHLIGHTS:



162 asbestos surveys and inspections carried out



158 new kitchens and bathrooms installed



37,859 repairs carried out



76% of customers satisfied with their repair



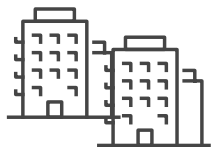
£14,203,544 invested in improving homes



98.7% customer satisfaction rate with investment works



34 fire risk assessments carried out



1,011 home safety checks completed



New repairs hub opened, giving our operatives faster access to parts, materials and training, alongside on-site recycling, helping us provide a faster, more efficient service for our customers.



236 windows and doors fitted



178 monthly legionella checks carried out, including **34** legionella risk assessments

1,084

electrical installation condition reports completed

LOOKING AHEAD: Delivering The Salix Way

Among our Year 1 priorities under The Salix Way, by 2026/27 we will:

- Develop a plan to improve all properties to EPC C.
- Complete delivery of the Grey Friar and White Friar Court retrofit programme.
- Implement phase 2 of Awaab's Law.





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: How we measure up

Excellent customer service isn't something we take for granted, it's something we check is being delivered. We take part in independent surveys run by the Institute of Customer Service, one asking customers about their experience of our customer service, and another asking colleagues about our delivery of customer service. Both are scored and compared against organisations across the UK including social housing, so we know not just how we're doing, but also how we compare to different types of organisations.

The latest results were strong. When customers rated their overall experience with us, we scored 84.7 points out of 100, well ahead of the average score across all UK organisations (77.3), and significantly ahead of the average for housing associations specifically (66.3). Customers also told us that when something did go wrong, more people felt confident telling us about it so we could put things right.

Colleagues were also surveyed on how well they think Salix Homes puts customer service into practice, from day to day decisions to leadership priorities. That score rose to 78.1, up from 73.68 the last time we ran the survey, and ahead of the national average.

Lorraine Giddings, Director of Customer Experience at Salix Homes, said: "Independent feedback like this matters because it's honest. It tells us where we're delivering well and where we can do even better. We're proud of what these results show, and we're already using them to shape what comes next."

2025/26 HIGHLIGHTS:

 **34%**

of employees living in
Greater Manchester



Retained our **C1 / G1 / V2**
regulatory judgements



ICS ServiceMark accreditation
retained and achieved our
highest ever ServiceMark
score of **84.7**

25



Board and
committee meetings
held, totalling **40 hours**



Internal auditors completed
4 in-depth audit reviews and
4 control visits across critical
business areas, including
complaints, repairs, compliance,
health & safety, anti-social
behaviour, voids, arrears,
finance and GDPR



Hosted our Colleague
Conference to launch
The Salix Way, bringing
colleagues together to
celebrate our culture
and values

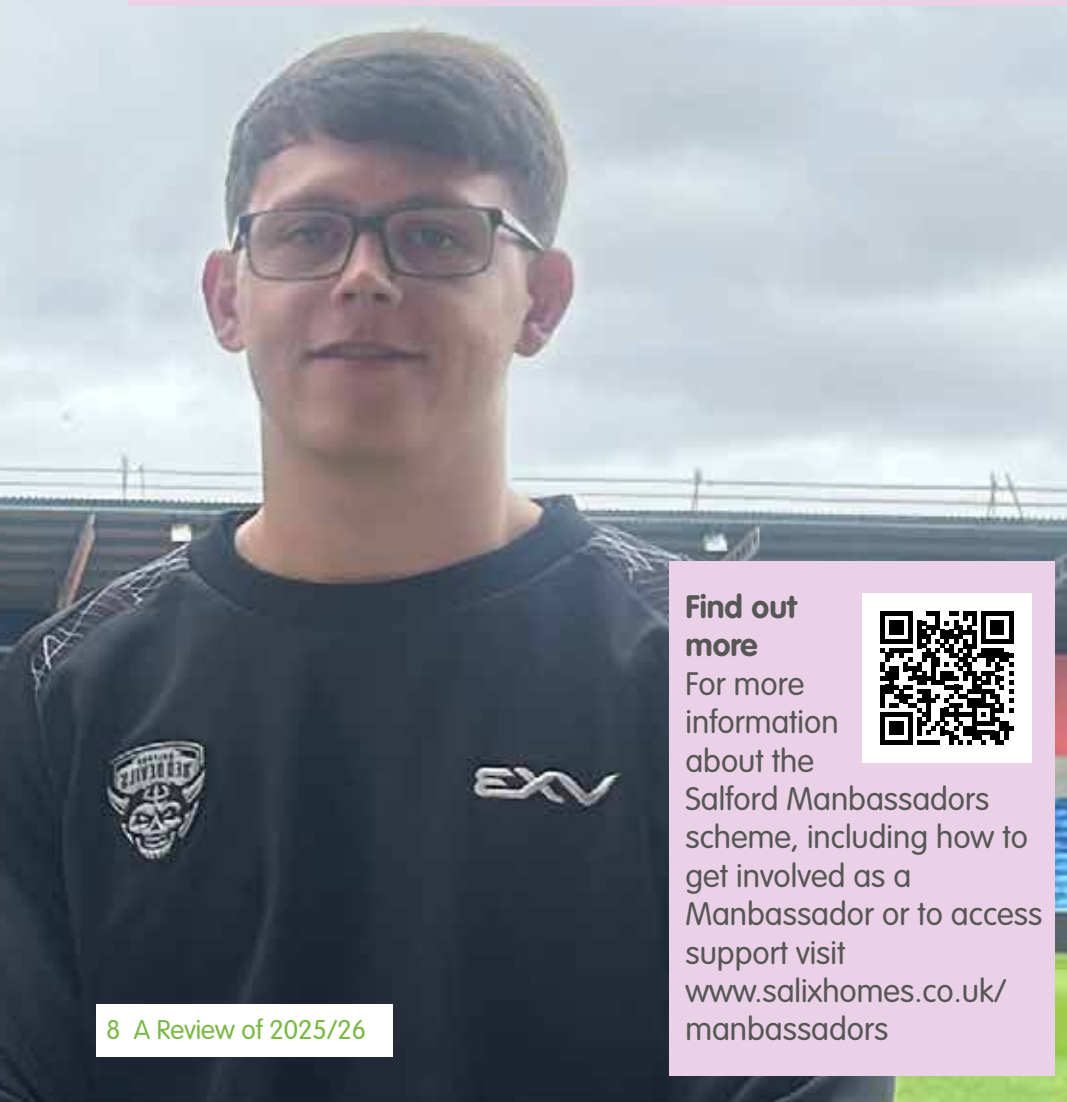
LOOKING AHEAD: Delivering The Salix Way

Among our Year 1 priorities
under The Salix Way,
by 2026/27 we will:

- Establish clear standards for conduct, performance and competence, including a new Code of Conduct.
- Embed the use of customer data to improve insights and better respond to customer needs.
- Review our performance and service standards to improve the customer experience.

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.



Find out more

For more information about the Salford Manbassadors scheme, including how to get involved as a Manbassador or to access support visit www.salixhomes.co.uk/manbassadors



SPOTLIGHT ON: Salford Manbassadors

Every conversation has the power to change a life.

Salix Homes is leading the rollout of Salford Manbassadors, a growing network of local businesses and organisations working together to support men's mental health, reduce stigma and help people access the support they need.

The scheme launched on 10 October 2025, to coincide with World Mental Health Day. The need has never been greater. According to the Office for National Statistics, there were 7,147 registered suicides in England and Wales in 2024, with three quarters of those deaths being men.

Manbassadors creates a network of trusted local businesses and volunteers where men feel comfortable seeking help or simply having a conversation, whether that's a barbers, café, pub, gym, sports club, community centre or workplace.

Kate Burns, Salix Homes Housing Manager and Salford Manbassadors Project Lead, said:

"Too many men in our communities are suffering in silence, and the Manbassadors scheme is about breaking down barriers, starting conversations, and letting men know that it's okay to ask for help. By creating safe spaces in these everyday places, we can reach more men, offer support, and give them the confidence to speak out when they're struggling."

The first official Manbassador in Salford was Salford Red Devils Foundation, who kick-started their support with a 16-week health and wellbeing programme for local men, giving participants the chance to meet players from the club backing the scheme.

Behind the scenes, our Customer Support Team is also playing a direct role, connecting men facing challenges such as isolation, poor mental health or bereavement with the right local services before problems reach crisis point, as part of the wider person-centred support they offer all our customers.

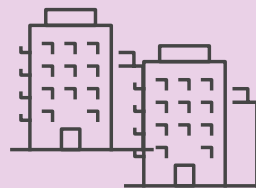
2025/26 HIGHLIGHTS:



Salford Youth Zone officially opened, with Salix Homes a Founder Patron pledging **£100,000** over four years



Salford Youth Zone and Salix Homes' partnership recognised with the Travis Perkins' Better Together Community Award, securing a further **£5,000** to support its work across the city



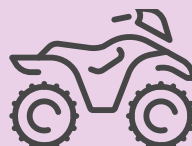
79%

of customers satisfied that we make a positive contribution to their neighbourhood



4,072

web pages and documents viewed with our Recite Me accessibility tool



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

LOOKING AHEAD: Delivering The Salix Way

Among our Year 1 priorities under The Salix Way, by 2026/27 we will:

- Establish and embed a framework for Social Value, to improve visibility of our impact and maximise opportunities.
- Establish and embed links with statutory partners, voluntary organisations and local customers to create inclusive, sustainable communities.
- Partner with Salford Youth Zone to understand younger people's perspectives on the services we provide.

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.

SPOTLIGHT ON: Yaad's story

Salix Homes works with social impact investment company Resonance to provide much-needed housing for people in crisis or stuck on long waiting lists, there are more than 6,000 people on Salford's housing waiting list alone. As one of Resonance's three housing association partners for its National Homelessness Property Fund 2 (NHPF2), we manage tenancies and provide specialist housing services for people often priced out of the private rental market, with rents set at Local Housing Allowance rates to keep them affordable.

Yaad and his family are among those we've been able to help. Three years ago, Yaad, his wife and their two young daughters were forced to flee Iran and start again in the UK.

Yaad said: "One of the worst years I experienced was having to leave my country, where I used to have a good life, running my own restaurant. Because of my

religious conversion, my whole life was taken away from me and destroyed, and now I have to start all over again."

Referred to Salix Homes through the NHPF2 partnership, Yaad and his family were housed in a two-bedroom home in Greater Manchester, close to his workplace at a supermarket.

"We are in the new house, it is warm, and the garden is safe where my children can play comfortably," Yaad said. "Our new house means peace and enjoyment of life for us."

Looking ahead, Yaad said he hopes to support his children to reach their full potential and make their best contribution to society, and that having a safe, stable home means the family can now start working towards that future together.

2025/26 HIGHLIGHTS:



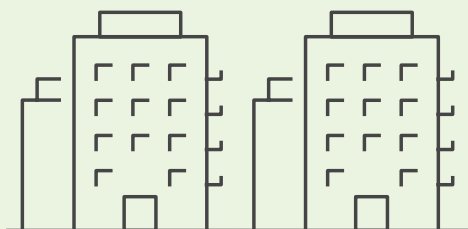
325
homes re-let
to new tenants



35.75 days
Average managed
re-let time (beating
our 40 day target)



£659,100
spent on adaptations
supporting people to
maintain their homes



100
affordable Passivhaus homes under
construction at Willohaus, with the first
apartment and brick exterior completed

Find out more:

We're working hard to deliver new homes that are high-quality, sustainable and energy efficient, while investing in our existing housing stock, developing an enhanced Salix Homes property standard.

Scan the QR code
to find out more.



SPOTLIGHT ON: Salford students get smart about money

Students in Salford are getting financially savvy, learning the skills to budget, save, and stay safe from online gambling and gaming risks, thanks to funding from our Springboard Community Fund.

Community Safety Education, a Community Interest Company with over 20 years' experience working with schools across the North West, received a Springboard grant to deliver their financial literacy project, Moneywise, at Albion Academy in Salford. The programme teaches young people aged 11 to 16 essential financial skills such as budgeting, saving, spending, credit and debt, alongside the dangers of predatory lending and online gambling disguised as gaming.

The funding allowed Community Safety Education to stock up on resources and learning materials, as well as provide teacher training to support ongoing education, with an estimated 400 young people set to benefit from the project.

Callam Smith, Project Manager at Community Safety Education, said: "We are sincerely grateful, and proud to be working with Salix Homes on such a relevant and important topic – financial literacy in young people.

"With Salix Homes' help, we are confident of having a profound impact for young people in Salford, making them aware of contemporary financial dangers, whilst encouraging responsible financial habits."

Warren Carlon, Salix Homes' Director of Communities, added: "Debt levels among young people are rising, and many face financial pressures that can make them vulnerable to exploitation. We are proud to support projects like Moneywise which is helping young people build the skills, confidence, and awareness to manage their money responsibly and stay safe from online risks."

2025/26 HIGHLIGHTS:

£33,000

invested through
our community
fund Springboard



332 recycled furniture
items delivered to customers



2,340 square metres planted through
our planting schemes, that's **3,800** plants



Social value projects
delivered with our
contractors, including the
redecorating of Salford
Loaves and Fishes'
community spaces



Five episodes of Let's
Talk Housing hosted
with Salford City Radio

51

Salix Homes and local
community events
advertised in online
events calendar



Find out more:



Scan the QR code to
read about our 25/26
Springboard Heroes
winners.

Springboard
community fund



SOCIAL IMPACT EMPLOYMENT



Watch: See Fama tell her own story in this video about the Salford Futures programme.



SPOTLIGHT ON: Fama's fresh start

After ten years out of work raising her family, Fama joined Salix Homes on a six-month Salford Futures placement, unsure what to expect. She left it with a permanent job and a Rising Star Award.

Fama Jallow, 33, moved to Salford from Belgium with her husband and children in 2024. Having recently completed a law degree with the Open University, she was ready to return to work but wasn't sure where to start.

"I took a break from work to focus on my family," she said. "When my youngest daughter turned three, I knew I wanted to get back into work, but I was really nervous after being unemployed for so long."

A friend told her about Salford Futures, a work experience scheme run by Salford City Council to help people gain the confidence and skills to move back into employment. Fama joined Salix Homes' People Services Team on a six-month placement.

"It was scary at the beginning," she said. "I wasn't confident speaking up, but the team have been brilliant in guiding and supporting me and that has made a big difference, and my confidence has grown."

By the end of her placement, Fama had gained new skills and experience, and something she hadn't expected: a permanent job in our Community Safety Team. She's now our Community Safety Admin Officer, and recently won the Rising Star Award at the Salford Futures awards ceremony.

"It felt like everything I'd been working towards," she said. "Even without a job at the end I would have still got so much out of it, but getting the job was the icing on the cake."

Neil Stephenson, People Services Talent Manager at Salix Homes, said: "This is exactly what programmes like Salford Futures are all about. At Salix Homes, we're committed to more than just providing homes – we want to create opportunities, support people to develop, and help them move forward in their lives and careers."

2025/26 HIGHLIGHTS:



10 women supported through the Women in DIY programme, which then led to the Women into Maintenance programme, seeing another 6 women trained and supported into paid roles in the social housing sector



Provided hands-on work experience placements for local young people across our teams



Attended careers fairs run by Salford City Council and hosted sessions to support with CV writing and offer guidance, supporting over 200 Salford residents

2



people supported through the Salford Futures Placement Scheme, helping long-term unemployed people get back into work

SPRINGBOARD IN ACTION

Helping Salford back into work

£1,200 from our Springboard Community Fund helped Salford charity Audacious Foundation expand its Re-Work employability programme, supporting around 100 people a year, with 75% in work within three months of completing it.

“Working with the Re-work programme has truly changed the way I see myself professionally,” said one participant. “I gained the confidence, courage and boldness to believe I genuinely have what it takes.”

Read more:



Find out more about the Audacious Foundation's Re-Work project and how Springboard funding is helping.





SPOTLIGHT ON: The right support at the right time

Hoarding disorder is a complex mental health condition that can severely impact a person's wellbeing, relationships and safety, and for some customers, it can make it hard to manage their home safely.

Last year, we introduced our new Customer Support service in response to growing demand to better support customers with complex needs. Our dedicated Customer Support Officers provide practical, person-centred support for issues such as hoarding, mental health challenges and difficulty managing a home.

One of the service's first success stories involved a customer whose home had become severely cluttered due to hoarding behaviours. The condition of the property meant vital safety checks couldn't be carried out, and our teams had been unable to gain access despite repeated attempts. Traditional routes, like enforcement or referrals to partner agencies, hadn't worked, and the customer

felt overwhelmed by the scale of the issue.

That's when our Customer Support Officers stepped in. Building trust with the customer over time, they arranged specialist hoarding support, including a company experienced in hoarding clearance, working closely with the customer to make steady, manageable progress.

As a result, the property has vastly improved, long-overdue safety checks have been completed, and essential repair work carried out. Ongoing support continues to help the customer maintain their home and prevent issues from building up again.

This case is a powerful example of why we created the Customer Support service, to offer the right support, at the right time, for the people who need it most. By listening and responding to individual needs, we can help people better manage their homes and improve their quality of life.

2025/26 HIGHLIGHTS:

£46,192

from the Salix Customer
Support Fund, helping
200 customers



£113,310

in additional benefits
claimed for customers



£1,913 worth of
energy vouchers given out



705

customers
assisted making
new Universal
Credit claims



138 foodbank
vouchers raised,
helping **121**
households



129

people referred
to external
support
agencies



232

safeguarding
referral cases
raised



SOCIAL IMPACT ENVIRONMENT



Watch: Hear more from Shaun about having a ground source heat pump installed.



SPOTLIGHT ON: A warmer welcome home

Salix Homes customer Shaun used to go to bed early to avoid the cost of heating his flat, as running his electric storage heaters was too expensive for him. Following an energy efficiency project at Grey Friar and White Friar Court in Salford, his home is now kept warm with a ground source heat pump (GSHP), and he's spending less than before, around £2 a day.

Shaun said: "It's comfortable all the time. I didn't really use a lot of the storage heaters because of the cost. Now I've got this new heating system, I've got hot water that gets heated every night and I've got six radiators on 24 hours a day, and it's actually cheaper.

"I used to go to bed early because it was too cold in here, then when I'd get up in the morning it was absolutely freezing. Now, it's not hard to get out of bed in the morning. My house is the same temperature now in the morning as when I'm going to bed."

Salix Homes manages more than 8,000 properties in Salford and is working to bring low energy-performing homes up to at least an EPC band C by 2030. Progress has been accelerated with funding from the government's Social Housing Decarbonisation Fund (SHDF) Wave 2.1, delivered through a multi-member consortium led by Greater Manchester Combined Authority, alongside 18 other local authorities and housing associations.

David Malsom, Salix Homes Sustainability Manager, said: "Shaun's experience shows the real difference these works can make, from having a warmer home and reliable hot water to feeling more comfortable day to day. We hope his story gives other residents confidence as we continue to improve homes."

2025/26 HIGHLIGHTS:



417 more properties improved to EPC C energy efficiency rating

73.9

Average SAP score, beating the 2026 target of 73.40



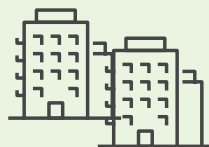
93.5% of homes above EPC C



Average carbon emissions of 2.46 tCO₂e per home, beating the 3.05 tCO₂e target



342 new heating systems installed



£1.2m

secured to assist with heating efficiency upgrades to three of our high rise buildings



£364,000

secured through the Greater Manchester Warm Homes: Social Housing Fund

LOOKING AHEAD: Delivering The Salix Way

In 2026/27 we will:

- Use our pilot schemes to begin a wider roll-out of renewable energy, but only where it benefits customers.
- Help our suppliers become more efficient in the programmes they deliver for us.

LOOKING TO THE FUTURE: Testing the technology behind tomorrow's homes

We're piloting heat pumps, solar panels and home batteries together in place of gas boilers - and the results are promising. Carbon emissions have fallen by nearly 80%, and our modelling suggests homes could cost around £698 less per year to run.

This pilot is shaping what low-carbon homes of the future could look like for Salix Homes.

A man and a woman are in an office setting, looking at a large, colorful map or mural on the wall. The man, in the foreground, is wearing a red and white patterned polo shirt. The woman, behind him, is wearing a blue top and a green vest with a yellow horse logo. They are both looking towards the right side of the frame. The background shows office lights and other people working.

EQUALITY, DIVERSITY AND INCLUSION

SPOTLIGHT ON: Closing the gap on ethnicity pay

Unlike gender pay gap reporting, there's no legal requirement for us to report on our ethnicity pay gap. We've chosen to measure it anyway, as part of our ongoing commitment to understanding barriers to entry and progression, and building a workplace that's fair and inclusive for everyone.

Since we began reporting on this measure, when our ethnicity pay gap stood at around 27%, we've reduced it by almost 20% over the last 2 years, for 2025/26 this has now reduced to 7.92%.

Behind the numbers is a genuine shift: more colleagues from ethnically diverse backgrounds are choosing to declare their ethnicity than in previous years, and more are represented in senior roles that attract higher salaries.

Representation is also spreading more evenly across the organisation, rather than being concentrated in lower-paid grades, as it was in the past.

We've continued to take part in the Boost Leadership Programme, a reciprocal mentoring and change programme developed by Greater Manchester Housing Partnership with Manchester Metropolitan University, designed to share ideas and best practice in promoting ethnically diverse colleagues into senior leadership roles.

We've also introduced new inclusive recruitment practices, including diverse interview panels and new ways of attracting candidates, to help build a workforce that better reflects the communities we serve.

2025/26 HIGHLIGHTS:



90.2% of customers say we treat them fairly and with respect



95% of colleagues think that Salix Homes values the diversity of its employees



Became an official sponsor of DOSportUK, supporting the Salford Knights inclusive basketball team and creating accessible sport opportunities for people with disabilities



199 personalised emergency evacuation plans put in place with customers living in our high-rise homes, ahead of new national fire safety requirements



Ethnicity pay gap reduced by **7.92%**

LOOKING AHEAD: Delivering The Salix Way

Among our Year 1 priorities under The Salix Way, by 2026/27 we will:

- Assess current inclusion practice, including BEE Neurodiverse Code and GM Good Employer benchmarks.
- Build inclusive leadership capability and confidence.
- Develop a clear, prioritised inclusion action plan.

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 Committee

The Customer Committee is a group of Salix Homes customers with delegated powers on behalf of the Salix Homes Board. The Customer Committee review and advise on different areas of Salix Homes' work such as:

- Customer experience, drawing on their own lived experience of social housing
- The customer voice and our engagement with customers
- Oversight of how we are following the Consumer Standards
- Monitoring operational performance and customer satisfaction
- Neighbourhood planning and customer engagement
- Customer service and complaints
- Community and customer projects, schemes and funds

They can also arrange an in-depth review of any service we deliver to look more closely at how we work and suggest ways to improve.

The Customer Committee also oversees the work of our Customer Groups, which are made up of customers, who focus on key areas of the organisation to provide suggestions and feedback on service improvement.

Customer Groups

We have several customer groups, each with a specific focus:

Apartment Living Forum

A dedicated group of customers, chaired by a member of Customer Committee, who meet regularly to discuss matters relating to building safety and high rise living, providing feedback and a sounding board.

Procurement Panel

Meeting on a more ad-hoc basis to ensure customer focus in our procurement decisions.

Complaints Oversight Group

Another group of customers, again chaired by a member of Customer Committee, who meet regularly to hold the business to account in the way we manage complaints and drive improvements.

Scrutiny pool

Our scrutineers also work with us on more in-depth reviews of our services, making recommendations for improvements across all of our work, via an agreed annual programme.

SPOTLIGHT ON: Shaping standards

In April, we consulted our customers on the introduction of the new Competence and Conduct Standard, a new requirement for the housing sector aimed at ensuring staff are properly equipped, trained, and supported to provide the best possible service.

We started with a series of in-person events, held at our office at Diamond House and across community spaces, giving customers the chance to share their views directly. In total, we held four events, attended by 66 customers. Using what we learned from those sessions, we followed

up with an extensive survey sent to all our customers across all tenures, which received 369 responses.

The feedback gathered has directly shaped our new Code of Conduct and our Performance, Conduct and Development Policy, documents that set out what customers can expect from every colleague they deal with at Salix Homes. The Code of Conduct itself was amended based on customer feedback, and we'll continue to review it with customers on an annual basis.

LOOKING AHEAD: Delivering The Salix Way

In 2026/27, our scrutiny panel will be looking more closely at two areas:

- Tenancy Management, with a focus on the way we start people off in their tenancies.
- Repairs, looking later in the year at the way we carry out repairs, arrange appointments and attend properties.

2025/26 HIGHLIGHTS:

In 2025/26, scrutineers worked with staff to review the way we communicate with customers who are having investment work carried out in their homes, resulting in 11 recommended areas for improvement.

The Income Management scrutiny review, taking a closer look at the way we support customers regarding paying their rent and who may be experiencing arrears or require further support, saw a total of nine agreed recommendations.

All recommendations and actions are monitored by the Customer Committee to ensure they are delivered.

High-rise safety

Our customers have helped to shape the Home Safety Guides issued to all customers who live in our high-rise properties, and were invited to comment on the Building Safety Customer Engagement Strategy.

78%

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

86%

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

7 meetings

Our Customer Committee met 7 times, including 2 strategy days.

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.



KEY FACTS AND FIGURES



663 formal complaints received, of which **187** were escalated to **Stage 2**



72% of complaints resolved at **Stage 1**

98% of Stage 1 acknowledgements issued within 5 working days

96% of Stage 1 responses within 10 working days of acknowledgement

100% of Stage 1 responses within Code-compliant timescales

96% of Stage 2 responses within 20 working days of escalation

THE TOP THREE THEMES FOR COMPLAINTS IN 2025/26 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 a repair or other 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 **11** Housing Ombudsman determinations in 2025/26. **Eight** of these included **four** findings of maladministration and **eight** findings of service failure.

The maladministration determinations related to:

- Handling of reports of ASB and staff conduct
- Time taken for lift repairs
- Responsive repairs
- Unresolved pest issues

We also received **two** determinations of no maladministration, **one** determination of reasonable redress, and in one case the complaint was outside the HOS jurisdiction.

Within the determinations, Salix Homes received **26** orders and complied with **100%** of these.

COMPLIMENTS 2025/26:



606

We received a total of
606 compliments

THESE INCLUDED:

"The lady I spoke with was amazing - very polite and professional and clearly knows what she is doing, really good with people...she was great."

**Customer Service
Centre**

"I would like to say a massive thank you to Jane, Mark and Noel. Jane very kindly (as always) arranged to have some furniture collected from me for the recycling scheme. Mark and Noel attended and were both very helpful and polite. The recycling scheme is an amazing incentive that supports so many people & this wouldn't be possible without people like Jane, Mark and Noel who work hard to keep this running. Thank you all very much and I will be recommending this service."

Environmental Services

Tenant called to pass on a compliment for bricklayer Stuart who carried out work at her property today, she said the op was wonderful, he carried out the work perfectly, and provided amazing customer service by talking her through the work he had done and answering her questions when he had finished the job.

Repairs

"Having booked a 'Large Items' removal to be removed from Floral Court, Duncan helped me take the items down to the ground floor. He did this as I am not physically able to do this myself. I'm so grateful for this help. He goes above and beyond the call of duty, as the expression goes!"

Caretaking and Cleaning

"I just wanted to say a HUGE thank you for all your help recently. You have gone over and beyond what you had to do, and I can't thank you enough. It's fair to say you excel at your job and are a pleasure to deal with."

Investments

Tenant Satisfaction Measures (TSMs)

The Regulator of Social Housing expects all social housing landlords to collect and report their performance through the Tenant Satisfaction Measures (TSMs). In total there are 22 measures that we must record and share. These include 10 operational and 12 tenant perception measures, covering key areas such as repairs, ASB, complaints, communication and overall satisfaction.

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.

2025/26 HIGHLIGHTS:

- **84.7%** of customers say that they are satisfied that their home is safe
- **80%** of customers say that they are satisfied that their home is well maintained
- **100%** of emergency responsive repairs completed within target timescales
- **100%** of gas, fire, water, asbestos and lift safety checks completed



Scan the QR code or visit
our website to view our TSM
performance for 2025/26

VALUE FOR MONEY



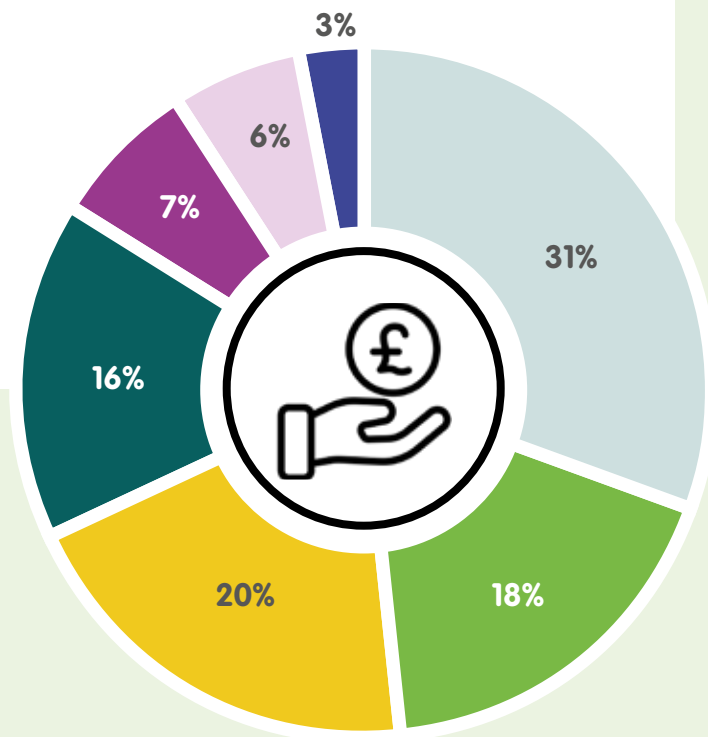
We are committed to ensuring that all our services provide value for money. This is something that the Regulator of Social Housing keeps a check on too.

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 £22.133m	 Interest and financing costs £4.827m
 Investment in homes £13.081m	 Service charge costs £4.049m
 Routine maintenance £14.266m	 Planned maintenance £2.190m
 Management and running costs £11.711m	Other costs £112m

VALUE FOR MONEY HEADLINES

£773,377

Saved through procurement

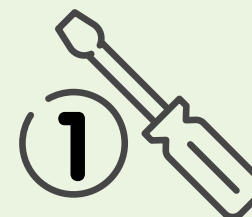


99.4%

of repairs
appointments kept

553

553 tonnes of fly-tipping
and waste removals cleared



96.6%

of repairs
completed
in a single visit

Accessibility



العربية čeština فارسی français كوردی polski ភាសាខ្មែរ



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