

Complaint Handling Code Self-Assessment Form



The Housing Ombudsman Service requires landlords to carry out an annual self-assessment of their complaints handling procedures, against the Ombudsman’s Complaint Handling Code 2024. Landlords must also publish the results of this assessment.

Salix Homes sets out the following evidence, in accordance with these requirements.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	Yes	<ul style="list-style-type: none"> Customer Feedback & Complaints Policy p.3.2 	This exact definition is recorded in our Customer Feedback & Complaints policy and available on our website: www.salixhomes.co.uk/contact-us/complaints-and-compliments/
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third	Yes	<ul style="list-style-type: none"> Customer Feedback & Complaints Policy p.4.2.9 	This is explicit in our Customer Feedback & Complaints policy and is explored in complaints training with front line teams and responding managers.

	party or representative must be handled in line with the landlord's complaints policy.			
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.3.1 and p.3.2 • Customer Relationship Management (CRM) system • Quarterly complaints analysis 	Both definitions of a service request and complaint are stated in our Customer Feedback & Complaints policy and procedure which includes flow charts suggested by the Ombudsman to differentiate between the two. Service requests are also recorded on our Customer Relationship Management (CRM) system and reported in quarterly complaints analysis to the senior management team as well as regular reporting to customer committee. This is a discussion point in complaints training with front line teams and responding managers to ensure understanding.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address	Yes	<ul style="list-style-type: none"> • CRM cases • Complaints response template letters • Customer Feedback & Complaints Policy p.4.1.2 	In practice, the service request remains ongoing even where a complaint is raised subsequently by the customer - any service request updates are then

	the service request if the resident complains.			included in the investigation response. As soon as the complaint outcome is established, this will be shared with the customer, even if actions to resolve the service request are outstanding. In these cases, appointment dates/details are included in the investigation response along with agreed contact with the customer for ongoing updates.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.1.7 • Written surveys inc. TSMs 	Written transactional surveys include a link to the complaints section of Salix Homes' website. When customers are contacted via phone to complete TSM survey, they are also informed of how to complain should they wish.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.3 & p.4.4 	
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. 	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.4 	

	<ul style="list-style-type: none"> Matters that have previously been considered under the complaints policy. 			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	<ul style="list-style-type: none"> Customer Feedback & Complaints Policy p.4.4.1 & p.4.5.1 	
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	<ul style="list-style-type: none"> Customer Feedback & Complaints Policy p.4.4.2 	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	<ul style="list-style-type: none"> Customer Feedback & Complaints Policy p.4.4.1 	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.2.4 	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.2.4 & p.4.2.14 	
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	<ul style="list-style-type: none"> • Annual complaints performance and service improvement report • TSM performance • Customer Feedback & Complaints Policy p.4.1.4 & p.4.2.4 	This is also discussed in complaints training to foster a positive complaint handling culture and supported by the Chair of the Board right through the organisation.

3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.2.7 • Salix Homes' website 	Salix Homes' website offers 'Recite Me' - a tool to support customers to access the complaints policy, including customers with dyslexia, diverse languages, colours, larger font, read aloud etc.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.2.7 	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.6 	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	<ul style="list-style-type: none"> • Complaints response template letters • Customer Feedback & Complaints Policy p.4.2.7 & p.4.7.5 & p.4.8.7 	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	<ul style="list-style-type: none"> Complaints Support Team Customer Feedback & Complaints Procedure p.19 	The dedicated complaints support team comprises two complaints support officers and the customer engagement manager, who are specifically assigned the responsibility for complaint handling supported by the customer service and engagement manager. They provide complaint reports and analysis to managers and service directors on a monthly basis, senior management team on a quarterly basis, customer committee (who have delegated responsibility for complaints from the Board) twice a year, and an annual report to the Board.
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and	Yes	<ul style="list-style-type: none"> Complaints support team role profile 	The complaints support team are in daily contact with staff at all levels including the Chief Executive and have authority and support to

	autonomy to act to resolve disputes promptly and fairly.			make decisions to ensure disputes are resolved promptly and fairly. The team is supported by the MRC who is Chair of the Board and can contact them direct if required.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy 4.18 • Salix Homes' website and internal spotlight campaign on learning from complaints • Managers meetings standard agenda item • CRM system • Learning action tracker 	Complaints are reported to and discussed at SMT on a quarterly basis to ensure complaint handling and learning are prioritised. The importance of learning from complaints is explored in regular complaints training with front line teams and responding managers to foster a positive culture of ongoing improvement. Recording learning and actions taken as a result on our CRM system is included in this training. Complaints learning tracker is monitored in monthly managers meetings where complaint handling is a standard agenda item.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy • Complaints analysis reports with EDI analysis 	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy 4.1.2 	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy 	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy 	Complaints relating to a third party who provide a service on behalf of Salix Homes will be investigated and responded to by Salix Homes and not the third party.

	expected to go through two complaints processes.			
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy 	Complaints relating to a third party who provide a service on behalf of Salix Homes will be investigated and responded to by Salix Homes and not the third party.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.2 • Complaints response template letters 	Where a complaint is received in writing, such as through their customer portal or via email, the complaints officer will contact the customer for further clarification if required.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.4.1, p.4.4.2 & p.4.4.3 • Complaints response template letters 	
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; 	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7 • Customer Feedback & Complaints Procedure p.24, p.25 	

	<p>b. give the resident a fair chance to set out their position;</p> <p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.11 	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.2.4 • Vulnerabilities Policy 	
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.3 	

5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	<ul style="list-style-type: none"> • CRM system 	Our end to end complaints process is embedded and managed within our CRM system. All relevant staff has access to this information and can update accordingly. Each complaint is recorded as a case with all documentation attached within that case including internal and external correspondence, file notes, photos and any other supporting information. This is also used for reporting purposes.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.9 	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.16 	

5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	<ul style="list-style-type: none">• Customer Feedback & Complaints Policy p.4.16.7	
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Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.5 • Customer Feedback & Complaints Procedure p.26 & p.27 • Complaints support team • Vulnerabilities Policy 	The complaints support team work closely with colleagues to ensure that complaint responses are not unnecessarily delayed, and customers receive a prompt outcome without compromising the quality of investigation.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.2 	
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.5 	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.4 	

	of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.			
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.4 	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.5 • Customer Feedback & Complaints Procedure p.26 & p.27 • Complaints response template letters 	
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.5 • Customer Feedback & Complaints Procedure p.25 • Complaints response template letters 	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy 2.1 • Complaints response template letters • Staff training 	The complaints support team regularly puts this element of the Code into practice by advising colleagues where additional issues are raised to ensure they are relevant to the

	unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			existing complaint and if not, a new complaint will be raised. This is clarified with the customer to ensure they understand how the additional issues will be treated.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.5 • Complaints response template letters 	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8 	

6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.6 	
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.4 	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.5 	
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.7 	
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.11 • Complaint holding letters 	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.7 • Complaint holding letters 	

6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.1.5 • Customer Feedback & Complaints Procedure p.26 & p.27 	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.7 	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.8.7 	

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	<ul style="list-style-type: none">• Customer Feedback & Complaints Policy p.4.8.7• Stage 2 responses	
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Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.7.5, 4.8.7 & 4.9 	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.9 • Compensation Policy 	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.9 • Compensation Policy 	

	must be followed through to completion.		<ul style="list-style-type: none">• Complaints response template letters	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	<ul style="list-style-type: none">• Compensation Policy	

Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <p>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</p> <p>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>	Yes	<ul style="list-style-type: none"> • Complaints performance and service improvement report • Self-assessment against the Complaint Handling Code 2024 • Annual report from the Ombudsman, where applicable 	
8.2	The annual complaints performance and service improvement report must	Yes	<ul style="list-style-type: none"> • Board minutes 4 June 2024 	

	be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.		<ul style="list-style-type: none"> • Salix Homes' website 	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		Should we carry out a restructure the organisation which directly impacts our complaint handling processes, this will trigger a new self-assessment against the Code to ensure ongoing compliance.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		We will action and comply with any such request from the Ombudsman.
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes		In the event of exceptional circumstances such a cyber incident, we will inform the Ombudsman and take all necessary action as required.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p.4.10 • Managers meetings minutes • Learning action tracker • Salix Homes' website complaints page – Learning from Complaints • Complaints response template letters 	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	<ul style="list-style-type: none"> • Customer Feedback & Complaints Policy p. 2.1 & p.4.10 • Managers meetings minutes • Learning action tracker • Salix Homes' website complaints page – Learning from Complaints • Complaints response template letters 	
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	<ul style="list-style-type: none"> • Customer Committee meeting minutes • Complaints Oversight Group meeting minutes • Senior Management Team meeting minutes • Salix Board meeting minutes 	

			<ul style="list-style-type: none"> • Salix Homes' website complaints page – Learning from Complaints 	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	<ul style="list-style-type: none"> • Executive Director for Customers & Communities and Customer Service & Engagement manager are accountable for complaint handling 	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	<ul style="list-style-type: none"> • Chair of the Board has been appointed as the MRC 	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	<ul style="list-style-type: none"> • Salix Board meeting minutes • Customer Committee meeting minutes 	Salix Homes' Customer Committee has delegated responsibility for complaints assurance from the Board and receives regular detailed information and insight on our complaint handling performance. Board also receive the annual performance report for assurance. The MRC has direct access to the complaints support team

				should additional information be required.
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <p>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</p> <p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>	Yes	<ul style="list-style-type: none"> • Salix Board meeting minutes • Customer Committee meeting minutes 	As above.
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p>	Yes	<ul style="list-style-type: none"> • Salix Homes' values and competencies. • Standard agenda item at service managers meetings 	Complaints performance and complaints handling, including learning from complaints, is a standard agenda item at cross departmental service managers meetings. We discuss complaints handling and agree positive ways forward to work together and prevent future recurrences.

	c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
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