



## 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.

Published: September 2025

## 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	Salix Homes’ Customer Feedback and Complaints policy (Section 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	This exact definition is recorded in our Customer Feedback and Complaints policy and available on our website:  <a href="http://www.salixhomes.co.uk/contactus/complaints-and-compliments/">www.salixhomes.co.uk/contactus/complaints-and-compliments/</a>
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 party or representative must be handled in line with the landlord’s complaints policy.	Yes	Salix Homes’ Customer Feedback and Complaints policy (Section 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	This is explicit in our Customer Feedback & Complaints policy and is explored in complaints training with front line teams and responding managers.
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	Yes	Salix Homes’ Customer Feedback and Complaints policy (Sections 4.1 & 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	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

	regularly.			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 the service request if the resident complains.	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	In practice, the service request remains ongoing even where a complaint is raised subsequently by the customer - any service request updates are then 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	Yes	Customers who provide negative feedback through surveys are contacted and offered the opportunity to raise a complaint if they wish to.	Written transactional surveys include a link to the complaints section of Salix Homes' website. When customers are contacted via phone to complete the Tenant

	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.			Satisfaction Measures survey, they are also informed of how to complain should they wish.
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## 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	Salix Homes' Customer Feedback and Complaints policy (Sections 4.2 & 4.3). <a href="#">Complaints and compliments   Salix Homes</a>	One complaint was refused by Salix Homes in 2024/25, due to potential legal action being taken against the customer.
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"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• 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.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.3). <a href="#">Complaints and compliments   Salix Homes</a>	As above. In addition to this, one stage 2 request was refused due to the customer commencing legal action against Salix Homes about the same issue.

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	Salix Homes' Customer Feedback and Complaints policy (Section 4.3). <a href="#">Complaints and compliments   Salix Homes</a>	
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	Salix Homes' Customer Feedback and Complaints policy (Section 4.3). <a href="#">Complaints and compliments   Salix Homes</a>	Both the refused complaints referenced above were explained to the relevant customers. The Stage 1 complaint was later reopened, once the potential legal action concluded.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.3). <a href="#">Complaints and compliments   Salix Homes</a>	

### 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	Salix Homes' Customer Feedback and Complaints policy (Section 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	Most customers complain via telephone or web portal, but a complaint can be made using any of the methods outlined in the policy.
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	Salix Homes' Customer Feedback and Complaints policy (Section 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	All staff receive training on how to raise a complaint themselves, or who to contact to raise a complaint if this is not appropriate in their role.
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	There has been a significant increase in complaints received in 2024/25 when compared with 2023/24.	This has been viewed as evidence that customers are more aware of how to complain. There is also a significant number of customers who have complained more than once, which is evidence that they feel that making a complaint

				is worthwhile and their voice is heard. 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	Salix Homes' Customer Feedback and Complaints policy (Section 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	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	Salix Homes' Customer Feedback and Complaints policy (Section 4.2). <a href="#">Complaints and compliments   Salix Homes</a>	
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	Salix Homes' Customer Feedback and Complaints Policy (Section 4.5).	Customers can give a trusted person authority to act on their account, who can represent them during the complaints process or raise complaints on their behalf.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the	Yes	Salix Homes' Customer Feedback and Complaints policy (Sections 4.6, 4.7, 4.10, 4.13 & 4.14). <a href="#">Complaints and</a>	



	Ombudsman about their complaint.		<a href="#">compliments   Salix Homes</a>  This is also included in Stage 1 and Stage 2 complaint response letters.	
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## 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	Salix Homes employs a dedicated Complaints Team. The team includes a Complaints Manager, Complaints Investigators and a Complaints Administrative Officer.	The dedicated centralised complaints team is 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 autonomy to act to resolve disputes promptly and fairly.	Yes	The Complaints Team investigates and responds to Stage 1 complaints. This involves speaking with staff at all levels. The team also makes decisions regarding complaint outcomes and compensation awards.	The complaints team is in daily contact with staff at all levels including the Chief Executive Officer and has authority and support to make decisions to ensure disputes are resolved promptly and fairly. The team is supported by the

				MRC who is a Board member 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	Monthly meetings are held with managers of service areas when one or more complaints has been upheld.	Spotlight campaigns focussing on learning from complaints, both internally and externally encourage a positive complaints culture. Complaints are reported to and discussed by the SLT 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. A 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	Only one complaints policy exists.	
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	Salix Homes' Customer Feedback and Complaints policy (Section 4.1). <a href="#">Complaints and compliments   Salix Homes</a>	Swift resolution of issues is always considered as part of the complaint handling process.
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	Salix Homes' Customer Feedback and Complaints policy (Sections 4.6 & 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	There are only two stages in the complaints process at Salix Homes.
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 expected to go through two complaints processes.	Yes	Salix Homes' Customer Feedback and Complaints policy (Sections 4.6 & 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	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.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaints are handled internally by the Complaints Team, even if the complaint is about a third party, for example a contractor.	The third party is asked to provide evidence for the complaint to be investigated fairly and thoroughly.
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	Stage 1 and Stage 2 complaint acknowledgement letters include this.	If a customer is unwilling to stipulate which part of a stage 1 response they are unhappy with, the whole investigation is reviewed at stage 2. 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	Customers are informed if any aspect of their complaint is outside the responsibility of Salix Homes.	This is done before a complaint is acknowledged to the customer.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> </ul>	Yes	The Complaints Team is centralised and independent, enabling them to investigate complaints about other service areas. If a complaint is about a member of the team, a different investigator is assigned.	If a complaint is about all members of the team, a manager of an alternative service area conducts the investigation.

	d. consider all relevant information and evidence carefully.			
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	Holding letters are sent to customers explaining the reasons for the delay and giving a new date for the complaint response to be sent out.	
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	Any customers who have disclosed any requirements they have in terms of adjustments are recorded on the customer's profile on our CRM system.	
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	Only one complaint escalation was refused, due to a legal claim being received about the same issue.	
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	Yes	Evidence files are kept for each complaint case, including relevant correspondence and any supporting documents referred to as part of the investigation.	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.

	any relevant supporting documentation such as reports or surveys.			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	Customers have the option to accept an apology and/or redress at both stages of the complaints process.	
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	The only restrictions in place are for those customers who have been the subject of 'nuisance to landlord' legal action.	
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	As above	

## 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	Vulnerable Customers and Reasonable Adjustments policy.	Customer vulnerabilities are considered when handling a complaint, in terms of the most effective way of investigating and communicating the findings. The Complaints Team works 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 <b><u>within five working days of the complaint being received</u></b> .	Yes	96% of Stage 1 complaints were acknowledged within 5 working days.	
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes	89% of Stage 1 complaints were responded to within 10 working days.	
6.4	Landlords must decide whether an extension to this timescale is needed	Yes	Holding letters are sent to customers, explaining the reason	



	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 10 working days without good reason, and the reason(s) must be clearly explained to the resident.		for the delay, and providing a new date for the investigation outcome.	
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	Customer Feedback & Complaints Policy (Section 4.6, 4.7 & 4.10). <a href="#">Complaints and compliments   Salix Homes</a>	Housing Ombudsman contact details are included in Stage 1 responses, holding letters, and Stage 2 responses.
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	Our standard approach is to include a follow-up call from the relevant service area, within a defined timescale, to complete any outstanding actions.	
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	Stage 1 and Stage 2 complaint 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	Yes	Stage 1 responses incorporate all issues relevant to the investigation, as long as they are raised before the investigation is complete. If the issues are unrelated, a new complaint is	The Complaints Team regularly puts this element of the Code into practice by advising colleagues where additional issues are raised to ensure they are relevant

	been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.		raised for the customer alongside the existing complaint.	to the 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"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Yes	Stage 1 and Stage 2 template letters demonstrate this.	

## 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	Salix Homes' Customer Feedback and Complaints policy (Sections 4.6 & 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	94% of Stage 2 complaints were acknowledged within 5 working days.

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	Salix Homes' Customer Feedback and Complaints policy (Section 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	
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	Salix Homes' Customer Feedback and Complaints policy (Section 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	Whilst we endeavour to understand which aspects of the Stage 1 the customer was unhappy with, the Stage 2 review will proceed regardless of whether clarification is obtained.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	Stage 1 complaints are investigated by the Complaints Team. Stage 2 reviews are carried out by senior managers or service directors.
6.14	Landlords must issue a final response to the stage 2 <b>within 20 working days</b> of the complaint being acknowledged.	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	95% of Stage 2 complaint review responses were sent to customers within 20 working days.
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	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.7). <a href="#">Complaints and compliments   Salix Homes</a>	Extensions were all less than 20 working days when an extension letter was required.

	working days without good reason, and the reason(s) must be clearly explained to the resident.			
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	Housing Ombudsman contact details are included in Stage 1 responses, holding letters, and Stage 2 responses.	
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	Our standard approach is to include a follow-up call from the relevant service area, within a defined timescale, to complete any outstanding actions.	
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	Stage 2 complaint review letter template.	
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"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> </ul>	Yes	Stage 2 complaint review letter template.	

	g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	The final response is written by the senior manager or director of the service area being complained about.	

## 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"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or</li> </ul>	Yes	Stage 2 complaint review letter template.	

	practices.			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Stage 2 complaint review letter template.	
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 must be followed through to completion.	Yes	Stage 2 complaint review letter template.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Guidance and learning from HOS determinations has been incorporated into policies and procedures, including the 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> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</li> </ul>	Yes	Complaints Performance and Service Improvement report published on Salix Homes' website alongside the self-assessment against the Complaint Handling Code and formal response from the Board.	

8.2	The annual complaints performance and service improvement report must 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.	Yes	The annual report is presented to the Salix Homes Customer Committee, and the Salix Homes Board. It is also published on the Salix Homes website, alongside the Board's response.	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	No mergers or changes in procedures have taken place since 2015. Annual self-assessment carried out last year, and this year, since the complaints team was restructured and centralised.	Should we carry out a restructure of 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	Further to the HOS review of our Customer Feedback and Complaints policy and procedure in August 2025, this self-assessment was updated to reflect the HOS recommendations, alongside implementation of all recommendations within the policy and procedure.	The revised policy, procedure and self-assessment have been published on our website.
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	Yes	N/A	In the event of exceptional circumstances such a cyber incident, we will inform the Ombudsman and take all necessary action as



	affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.			required.
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## 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	Lessons learned examples show service improvements such as the repairs service restructure.	
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	Lessons learned examples show where service improvements have been implemented. Regular meetings with service areas at team and manager level reinforce a positive complaint handling culture.	
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	Annual report is shared with the Customer Committee and Complaints Oversight Group.	
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	Member Responsible for Complaints is a Board and Customer Committee member. Complaints Manager is responsible for the day-to-day management of 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	As above.	
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	The MRC attends Board, Customer Committee and Complaints Oversight Group meetings.	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 receives the annual performance report for assurance. The MRC has direct access to the Complaints Team should additional information be required.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling;	Yes	Regular reports are shared with Board and Customer Committee which has delegated responsibility from the Board. These reports include:  a. volumes, categories, outcomes and performance b. trends and themes c. HOS determinations and	As above.

	<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>		<p>compliance with orders</p> <p>d. The annual report at the end of quarter four.</p>	
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> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	<p>a. Monthly meetings are held between the Complaints Manager and any service managers where a complaint was upheld or partially upheld in the previous month.</p> <p>b. The Complaints Team feeds back the lessons learned to service areas, and the Complaints Manager meets with the service manager to ensure these actions have been implemented.</p> <p>c. The Complaints Team complies with the Complaint Handling Code 2024.</p>	<p>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.</p>