



# Annual Complaints Performance and Service Improvement Report 2025/26



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# Introduction

**Customer feedback gives us important information about how our customers view our services. It helps us see where we are doing well and where we can improve.**

This report covers complaints and how we have responded to them from 1 April 2025 to 31 March 2026. It includes both qualitative (descriptive) and quantitative (numerical) analysis of our complaint-handling performance. The report also explains how we've followed the requirements set by the Housing Ombudsman Service, any changes we've made to our services based on what we've learned from complaints and any compliments received during the same period.

## Number of complaints received

In 2025/26, we received 663 Stage 1 complaints, and 187 requests for complaints to escalate to a Stage 2 review, including 10 where the Stage 1 complaint was raised in the previous year. This includes complaints received from all residents under our housing management, including 13 from private owners.

The total number of complaints has increased compared with previous years. Not only does this reflect a more challenging operating environment, but also our openness to accepting any customer dissatisfaction as a complaint and as an opportunity to learn and improve.

Four complaints were refused during this period. Two complaints were refused because they had already been investigated at Stage 1 and Stage 2, so the customers were directed to the Housing Ombudsman Service. The other two were refused due to the customers opening a legal disrepair case at the same time as a complaint about the same thing.

For complaints received from customers of social rent and shared ownership homes only, we received **77.1** complaints for every **1,000** properties managed by Salix Homes.

We resolved **72%** of the complaints at **Stage 1**, indicating that our investigations were fair and thorough. Further detail on the complaint themes identified can be found on Page 9 below.



# Equality, Diversity and Inclusion

To make sure our complaints process is accessible, fair and transparent for everyone, we monitor demographic information of our complainants, if available. If we notice any unexpected trends, we will investigate further to ensure there is fairness in how we treat our customers.

By looking at the themes of complaints across different customer groups, we gain insight into how consistent our service standards are across various customer characteristics.

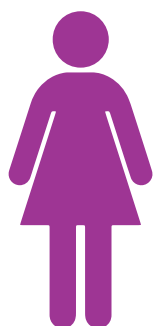
We currently record and analyse the following characteristics in relation to customers making a complaint: **age, gender, ethnicity, primary language and disability.**

In 2025/26, the age distribution of complainants was broadly in line with the wider tenant population across the **30-59** age groups.

Customers aged **50-59** remain the largest group of complainants (24%). Tenants aged **20-29** were somewhat overrepresented, making up **11%** of complainants against **7%** of all customers. While no specific reasons were identified, we will continue to monitor this to identify any underlying issues or contributing factors.

**42%** of complaints in the **20-29** age demographic were not upheld at Stage 1, which is higher than the overall percentage. Minor variations were also observed within the **30-39** and **40-49** age groups, though these differences were small.

By contrast, tenants aged **60** and over were less represented among complainants when compared to their proportion of the tenant population. This was most pronounced for those aged **60-69**, who accounted for **10%** of complaints while representing **18%** of all tenants. **68%** of these complaints were raised either over the telephone or via email, with **29%** being raised online via the customer portal. This demonstrates the importance of customers being able to raise complaints via various channels. An ongoing focus will be to ensure there are no barriers to complaints being raised by digitally excluded customers. Lower representation was also evident across the remaining higher age groups.



**Female tenants accounted for 53% of complainants**



**Male tenants made up 43% of complainants**

In 2025/26, the gender profile of complainants was broadly comparable to that of the wider tenant population. **Female tenants accounted for 53%** of complaints, compared with 57% of all customers, demonstrating only a slight underrepresentation. **Male tenants made up 43%** of complainants, aligned with their proportion of the tenant population (43%). Complaints from tenants identifying as other genders remained very low and proportionate to the overall tenant profile.

Customers who identified as having a disability accounted for **32%** of complaints, slightly above the tenant population of **28%**. However, tenants who said they did not have a disability were significantly underrepresented (15% of complaints vs 34% of tenants).

During the year, **30** customers who told us they have a disability raised multiple complaints. The most common complaint themes were poor level of service and staff attitude. Looking more broadly at all complaints raised by customers who identify as having a disability, **25%** of the complaints raised were about the poor level of service, whereas **12%** were about staff attitude and **20%** about an unresolved issue.



In terms of outcomes, **51%** of the complaints about poor level of service raised by people with a disability were upheld or partially upheld. For unresolved issues, **42%** of complaints were upheld or partially upheld and **16%** of the complaints about staff attitude raised by customers who identified as having a disability were upheld or partially upheld. Overall, **69%** of complaints raised by customers who identified as having a disability were upheld or partially upheld, which is slightly higher than the overall percentage. However, there was no clear trend to suggest that the customers' disabilities had any influence on the reason for complaint, the complaint outcome or service received. Further analysis will continue to be carried out to establish any trends or underlying issues, to ensure that customers who identified as having a disability receive the same level of service.

In terms of ethnicity, the **White British** population was more likely to complain than tenants of other ethnicities, making up **60%** of the customers who complained. The second highest ethnic group was **Black/Black British (African)** with **5%** of complainants, followed by **Asian (any background)** with **4%**, which is broadly in line with the tenant population.

Most complainants' primary language was recorded as **English**, which aligns with the tenant population.

However, there were also complainants who primarily spoke **Arabic, Farsi, French, Kurdish, Polish, Portuguese, Shona** and **Tigrinya**, indicating that language is not a barrier to making a complaint.

When we analysed complaints from individuals of **'White Roma'** origin, we found that **67%** of the **21** complaints were raised by female customers. This is slightly higher than the overall population of complainants, which is **53%** female.

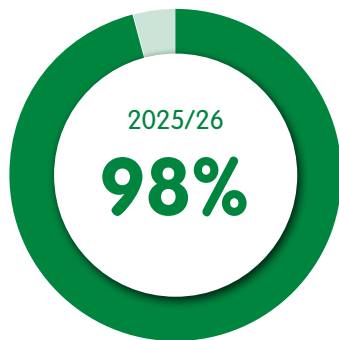
We will continue to gather information about our customers through surveys, tenancy visits, and through other customer interactions. This will help us to better understand our customers, so we can offer services that meet their needs more effectively.

It is important to note that although the number of complaints has increased since last year, customers are demonstrating a clear awareness of how to raise concerns, and know that we will accept complaints in line with the Complaint Handling Code. Nonetheless, complaints remain a small proportion of overall customer transactions.

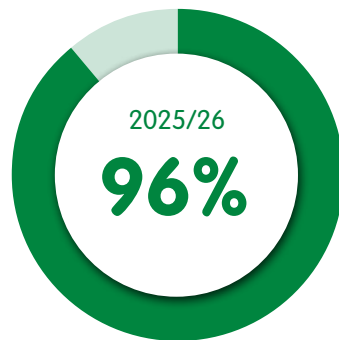


## Complaints Performance

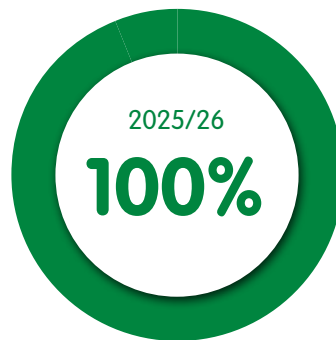
We evaluated our performance below based on the Complaint Handling Code 2024.



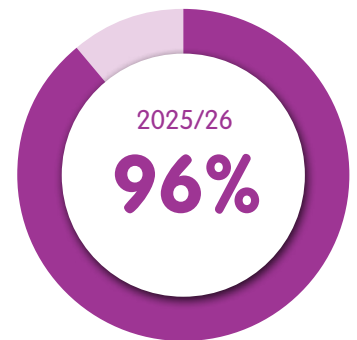
**Stage 1**  
acknowledgements sent  
within 5 working days  
of receipt.



**Stage 1**  
responses sent within  
10 working days of  
acknowledgement.



**Stage 1**  
responses sent within Code  
compliant timescales<sup>1</sup>.



**Stage 2**  
responses sent within  
20 working days  
of escalation.



## Complaint Outcomes

### Stage 1

Where our investigation finds that we are at fault in some way, we will partially or fully uphold the complaint. We will also inform customers about what we've learned and any steps we'll take to avoid similar issues in the future.

The overall outcomes of our formal complaints in **2025/26** were:

- **31%** were fully upheld
- **32%** were partially upheld
- **37%** were not upheld

Therefore, in **63%** of complaints, we accepted partial or full responsibility. Some complaints were complicated and included more than one complaint part, each of which received its own investigation outcome. You can see the details below:

- **35%** were fully upheld
- **20%** were partially upheld
- **45%** were not upheld

**Therefore, in 55% of each complaint part we accepted partial or full responsibility.**

<sup>1</sup> Code-compliant = extension deadlines met within an additional 10 working days with a Code compliant reason for extension.

## Stage 2

When a complaint is escalated to be reviewed by a more senior manager, they assess whether the investigation was fair and thorough. They may agree or disagree with the outcome from Stage 1. In **2025/26**, 187 complaints were reviewed. The Stage 2 reviews were completed with the following outcomes:

- **0%** were fully overturned
- **7%** were partially overturned
- **93%** were not overturned

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This includes where a complaint was upheld at Stage 1 and remained upheld at Stage 2.

The volume of complaint outcomes not overturned at Stage 2 provides assurance that the investigation process at Stage 1 is robust, thorough and effective. Where outcomes are partially overturned, this is discussed with the complaints team to ensure feedback and learning have been considered and improvements implemented.

At Stage 1, **37** complaints were upheld, and they remained upheld at Stage 2. In **14** of these, compensation was increased at Stage 2. Our compensation policy aligns with the recommended guidance provided by the Housing Ombudsman.

**73** complaints were not upheld at Stage 1. Out of those, **68** were still not upheld after being reviewed. **5** were partially overturned.

**76** complaints were partially upheld at Stage 1. **8** of these were partially overturned.



## Service requests

Apart from complaints, we also resolved 141 issues that were either raised by customers for the first time or were considered a report of anti-social behaviour, rather than a complaint about the service. These issues are reported as service requests in line with the Complaint Handling Code.



## Complaints by Team

The Repairs team received the most complaints (**36%**), followed by the Healthy Homes and Subcontractor team (**18%**) and our Housing teams with 15% of all complaints. As most customer transactions relate to the repairs service, this was in line with expectations. It is important to note that over **35,000** repairs were completed in the same period. The graph below illustrates the number of complaints received by each team:

Graph 1: Complaints by team 2025/26

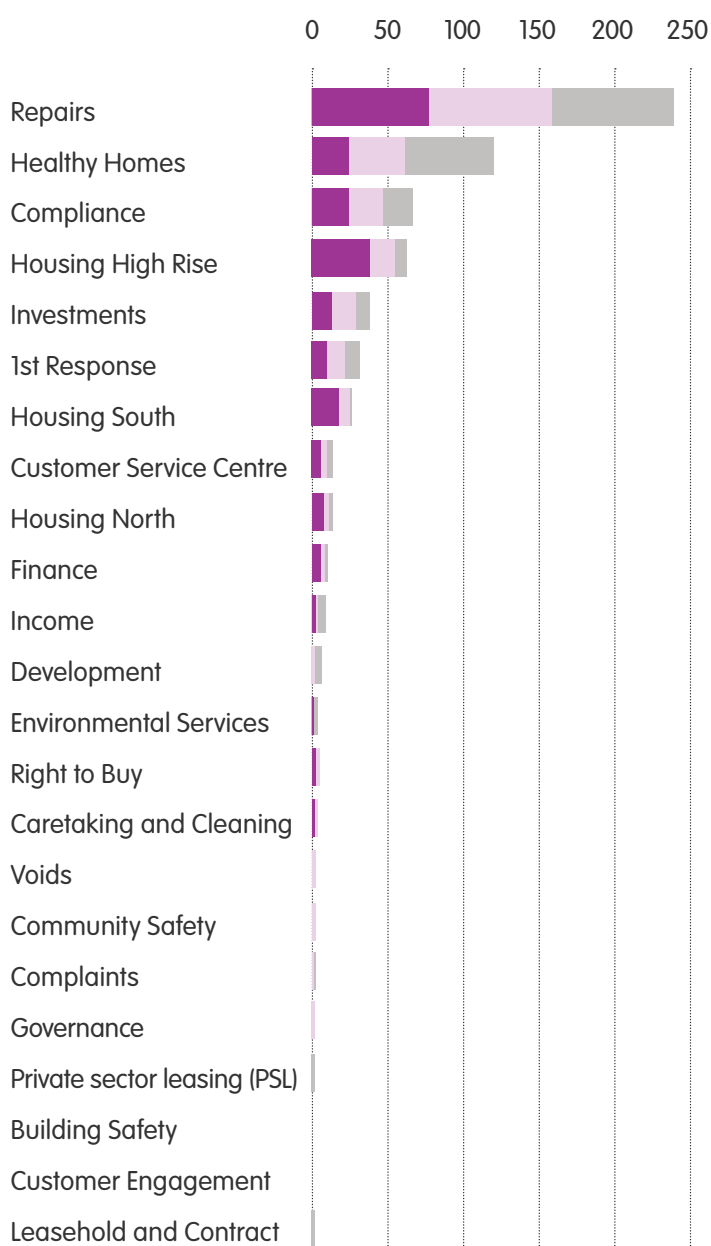


## Outcomes by Team

It is useful to understand where a team has accepted full or partial responsibility for a complaint. The graph below shows where we have upheld a complaint by team, including where it may only be partially upheld:

Upheld Partially Upheld Not Upheld

Graph 2: Outcomes by team 2025/26



## Complaints by Theme

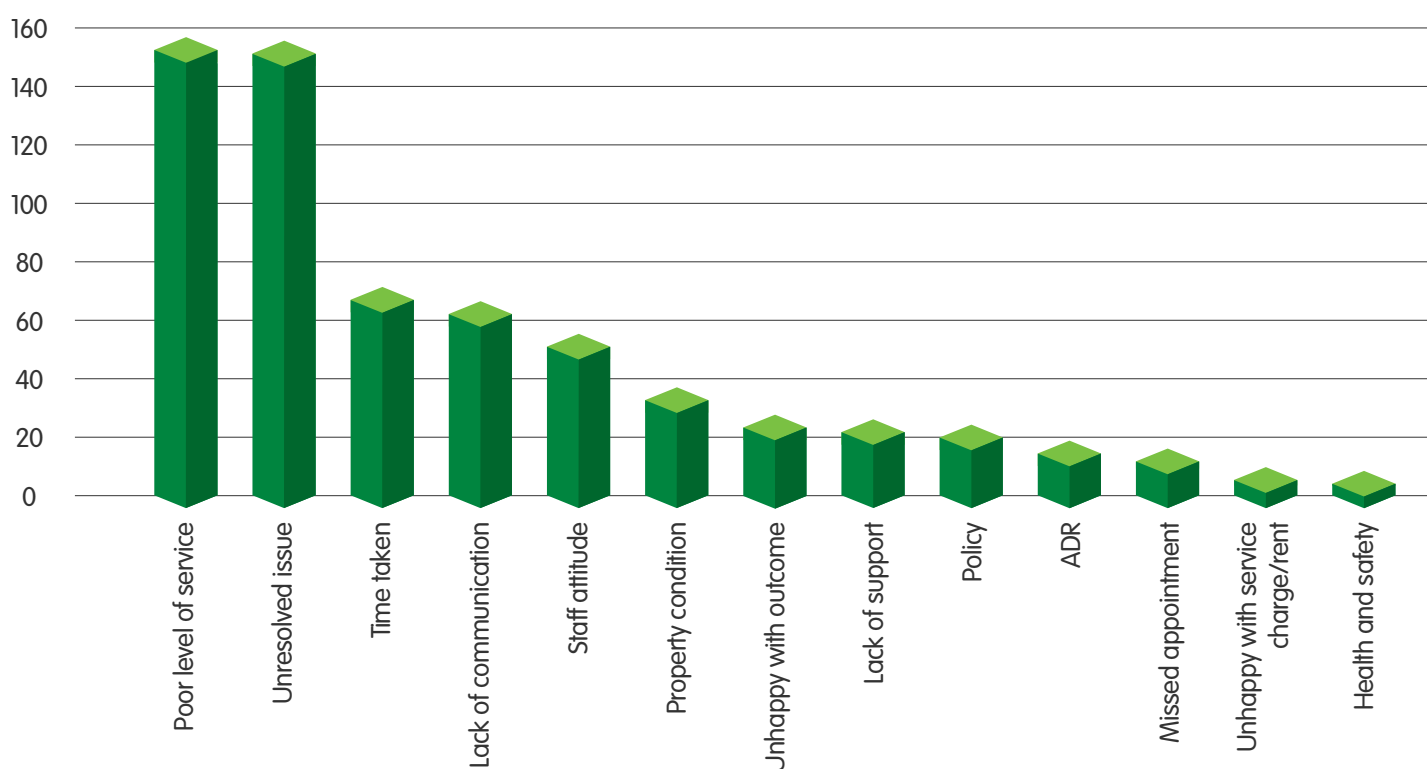
The top three themes for complaints in 2025/26 can be found in the graph below. These are:

- **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 causing dissatisfaction to a customer.

Out of the complaints concerning unresolved issues, **96** (62%) were related to both the Repairs Team and the Healthy Homes and Subcontractor Team. Of the complaints relating to poor level of service, **70** (45%) were related to the same service areas.

Regarding complaints about time taken, **53** (74%) were related to the Repairs Team and the Healthy Homes and Subcontractor Team, and **9** (13%) were about the Compliance Team. The remaining complaints were spread among several other teams.

**Graph 3:** Complaints by theme 2025/26





# Outcomes by Theme

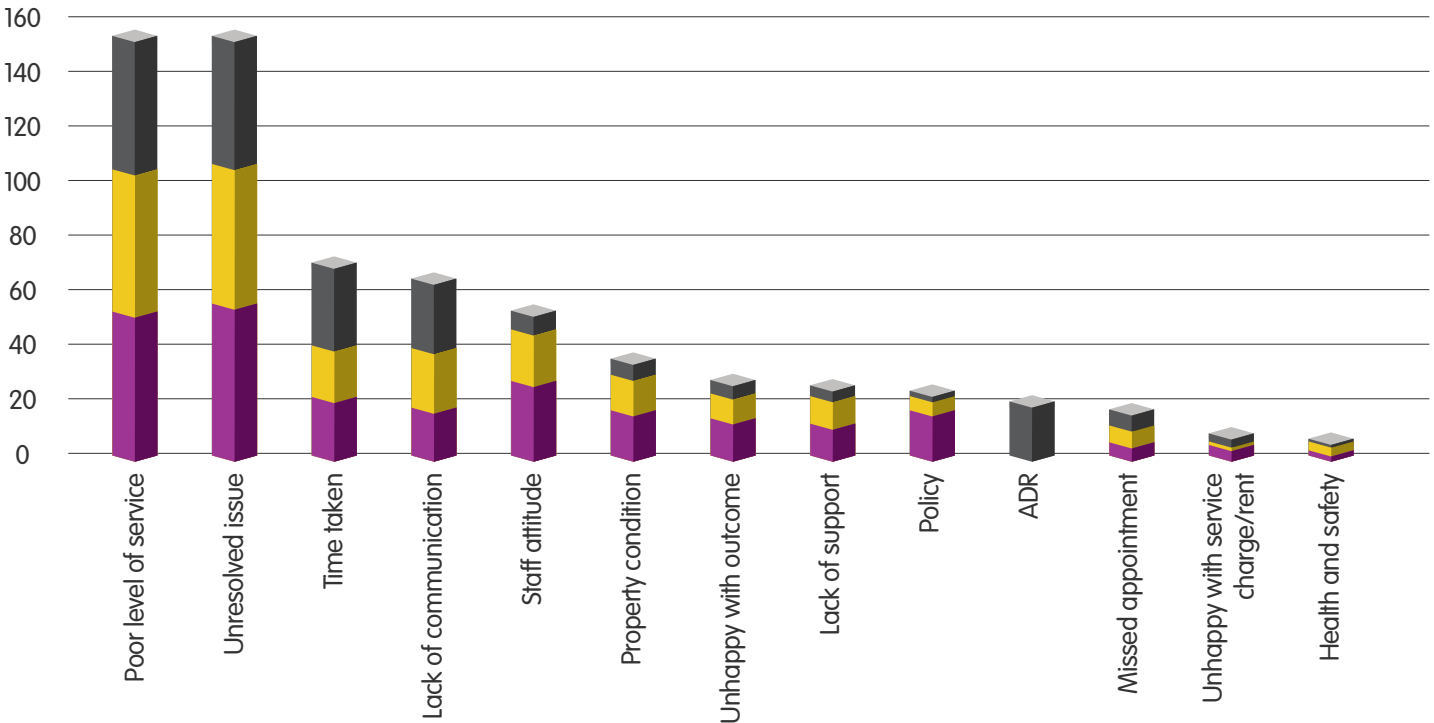
Looking at complaints by theme where the overall outcome was either fully or partially upheld helps us identify areas needing improvement in each department. We conducted a more detailed analysis to break down the joint-highest category of upheld complaints, which is 'poor level of service'.

For complaints fully upheld regarding poor level of service, 57% were linked to the Repairs and Healthy Homes and Subcontractor services. The highest areas of concern related to substandard works carried out in our customers' bathrooms. We have taken robust action to improve the follow-up and inspections of completed jobs, especially by our subcontractors, and this is discussed in procurement management meetings.

The graph below illustrates the outcomes of complaints by theme throughout 2025/26:

Graph 4: Complaints Outcomes by theme 2025/26

Upheld Partially Upheld Not Upheld



## MP/Councillor enquiries

We received 46 MP/Councillor enquiries relating to:

- Tenancy succession
- A neighbouring garden condition case
- Fly tipping
- Damp and mould
- Pest issues
- ASB / noise monitoring
- Two MP enquiries were also investigated as complaints.

# Housing Ombudsman Service (HOS)

We received **11** Housing Ombudsman determinations in 2025/26. **8** of these included **4** findings of maladministration and **8** 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 **2** determinations of no maladministration, **1** 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.



The Housing Ombudsman awarded compensation totalling £2,200 across eight determinations, which was paid to customers in full.

We received feedback and recommendations for improvements to our Customer Feedback and Complaints Policy from the Housing Ombudsman following a comprehensive review. All recommendations were implemented and the amended policy is available on our website. Furthermore, we continue to use the information and research from the Ombudsman Spotlight publications to evaluate and improve our services. We have also asked all relevant service areas to carry out up-to-date self-assessments against the recommendations contained within the spotlight reports.

After receiving the Ombudsman determination about the impact of lifts being out of service, particularly for vulnerable customers, we arranged a working group of stakeholders from our Housing, Compliance, Building Safety and Customer Service teams to review the roles and responsibilities in the event of an extended period of a lift breakdown. The Property Compliance Management Policy was also amended to show the actions we will take to support our customers should these events occur.



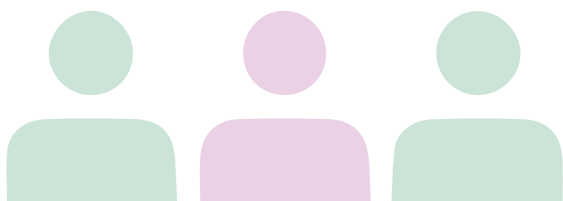
# Learning from Complaints

In 2025/26 we continued to focus on learning from feedback and complaints, to ensure that we are listening to the customer voice and making the necessary improvements to our service provision as a result. We accept that we do not always get things right, but we are committed to learning from our mistakes, sharing the learning with other internal departments and customers, and making positive changes to prevent the same issues from happening again.

Whenever a complaint is upheld, or partially upheld, and a learning action is identified by the investigator, this is shared with the relevant service manager. Follow-up actions are discussed, and a deadline for completion is agreed. This is then tracked to ensure all actions are completed, and to identify any recurring issues.

As a result of learning from customer feedback, we have already seen positive outcomes for customers, both in terms of reduced complaints in specific areas and improved overall service performance.

- **Follow-up actions are discussed**
- **Deadline for completion is agreed**
- **Tracked to ensure all actions are completed**



**We have been rigorous in our efforts to embed the importance of learning from customer feedback into our service culture.**

For instance, in quarter three of 2025/26, we received three complaints about communication with customers during major investment works in our high-rise blocks. Process improvements were made by the Investments team, and no similar complaints were received in quarter four. A customer scrutiny piece was also carried out into communication from the Investments team, with recommendations for improvements to be made. All recommendations have been implemented.

We have been rigorous in our efforts to embed the importance of learning from customer feedback into our service culture. This includes training for colleagues on how to identify and record learning as well as taking action to improve services as a result.

Additionally, improvements and positive actions resulting from feedback are shared with our Customer Committee and scrutiny panels whenever any relevant scrutiny pieces are undertaken.

**As a result of learning from customer feedback, we have already seen positive outcomes for customers, both in terms of reduced complaints in specific areas and improved overall service performance.**

Further examples of positive action we have taken to improve services as a direct result of learning lessons from complaints feedback can be found below:

## You Said

## We Listened, We Improved

 When a callback is raised for a manager, it is essential that someone calls the customer back within 24 hours. If the manager is away from work, another manager or team member should call the customer back to apologise, explain and manage expectations.

 Teams have an agreed process for monitoring their activities queue, so that one person should not be solely responsible or, where this is the case, a different person is designated as cover if that person is out of the business.

 If a subcontractor or a third party is carrying out work in a customer's home on behalf of Salix Homes, we expect their standards of service to align with ours.

 Subcontractor and Investment teams have reminded third parties of the standards of service expected from anyone acting on behalf of Salix Homes.

 If a customer is attempting to use the concierge service and their block does not pay for this, the buzzer should not be answered to avoid any confusion.

 The managers of both service areas operating the concierge service sent a reminder to both teams to ensure colleagues understand the process and reasons behind this.

 An ongoing repair with a communal door caused confusion for residents due to a lack of updates.

 Signs have been put up in communal areas to keep residents updated regarding ongoing communal repairs.

 Customer complaints should not be circulating around the business without being logged appropriately.

 A reminder was sent to the team that a complaint should be raised (or sent to Complaints) as soon as it comes into the business.

 Customers build relationships with their Housing Officers, so this can cause communication issues if a Housing Officer leaves the business and the customer is unaware.

 The Housing teams regularly check the website to ensure the details are accurate.

## You Said

## We Listened, We Improved



When a subcontractor was arranging an appointment with a customer, they only tried to contact them via telephone, and the appointment was not made.



Subcontractors will try an alternative method of communication, such as a letter or email, when unable to contact the customer by phone. This has already seen improvements.



A customer asked to speak to a manager during an out-of-hours telephone call, and no callback was raised.



This was addressed at a team meeting, and training delivered to the team.



Service charge queries were not responded to in line with service level agreements.



A new process is being agreed by multiple teams to confirm the most effective method of handling these enquiries to ensure that customers' questions are answered in a timely manner and to provide customers with an expected date for a response to manage expectations.



Multiple cancellations of the same job due to operative leave or a high number of emergency repairs.



The process has changed to consider the past history of the repair if a job needs to be cancelled – cancelled jobs falling outside timescales are now passed to subcontractors to avoid delays.

# Compliments

In 2025/26, our CRM recorded a total of 606 compliments. The Customer Service Centre team received the most compliments (65%), followed by the Repairs Teams (18%). Compliments were also given for various service areas and individuals, including those in housing, income management, environmental services, complaints and 1st Response teams.

Examples of compliments received from customers can be found below:

“ I would like to say a massive thank you to Jane Ellis, Mark Williamson and Noel Ebose. 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 and 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 definitely be recommending this service!.. **Environmental Services** ”

“ 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** ”

“ ..... 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** ”

**65%**  
of the compliments we received were given to the Customer Service Centre team.

“ 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** ”

“ The lady I spoke with was amazing – very polite and professional and clearly knows what she is doing, really good with people, I reckon...she was great. **Customer Service Centre** ”



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