



Self-assessment form

2025-26

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Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

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). <u>Complaints and compliments Salix Homes</u>	This exact definition is recorded in our Customer Feedback and Complaints policy and available on our website: <u>www.salixhomes.co.uk/contactus/complaints-and-compliments/</u>
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 a 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). <u>Complaints and compliments Salix Homes</u>	This is explicit in our Customer Feedback and Complaints policy and is explored in complaints training with front-line teams and responding managers. Colleagues are also encouraged to confirm with the complaints team if they are unsure whether a complaint should be raised.
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	Salix Homes' Customer Feedback and Complaints policy (Sections 4.1 and 4.2). <u>Complaints and compliments Salix Homes</u>	Both definitions of a service request and complaint are stated in our Customer Feedback and 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 through regular reporting to the customer committee. This is a discussion point in complaints training with front-line teams and responding managers to ensure understanding.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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). Complaints and compliments Salix Homes	In practice, the service request remains ongoing even where a complaint is raised later 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 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	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 Satisfaction Measures 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	Salix Homes' Customer Feedback and Complaints policy (Sections 4.2 and 4.3). Complaints and compliments Salix Homes	Four complaints were refused by Salix Homes in 2025/26. Two were complaints opened at the same time as a legal disrepair case, not about the handling of the disrepair. The other two were about issues which had already exhausted the complaints process.
2.2	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: • 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. • Matters that have previously been considered under the complaints policy.	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.3). Complaints and compliments Salix Homes	As above.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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). Complaints and compliments Salix Homes	Customers are always informed of the reasons why a complaint cannot be investigated if it falls outside the published timescales. We will still consider complaints outside the published timescales if there is sufficient evidence to justify an investigation.
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). Complaints and compliments Salix Homes	All four refused complaints referenced above were explained to the relevant customers.
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). Complaints and compliments Salix Homes	Complaints where they may not be accepted due to timescales are still considered if there is sufficient evidence to allow the matter to be investigated fairly and thoroughly.

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). Complaints and compliments Salix Homes	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). Complaints and compliments Salix Homes	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 notable increase in complaints received in 2025/26 when compared with previous years.	This has been viewed as evidence that customers are more aware of how to complain. There are also a number of customers who have complained more than once, which indicates a view that making a complaint is worthwhile and that their voice is being heard. This is also discussed in complaints training to foster a positive complaint handling culture, and is supported by the Chair of the Board and the Member Responsible for Complaints (MRC) to ensure this culture is embedded throughout the organisation.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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). Complaints and compliments Salix Homes	Salix Homes' website offers 'Recite Me' – a tool to support customers to access the complaints policy, including translation, colour and font adjustments, and read-aloud functionality.
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). Complaints and compliments Salix Homes	
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 behalf, 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 Ombudsman about their complaint.	Yes	Salix Homes' Customer Feedback and Complaints policy (Sections 4.6, 4.7, 4.10, 4.13 and 4.14). Complaints and compliments Salix Homes	The information is included in acknowledgement and response letters for Stage 1 and Stage 2.

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, including liaison with the Ombudsman, supported by the Complaints Manager and Director of Customer Experience. The team provides complaint outcomes, lessons learned and analysis to managers and service directors on a monthly basis, the senior management team on a quarterly basis, Customer Committee (which have delegated responsibility for complaints from the Board) twice a year, and through 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 autonomy to make decisions to ensure disputes are resolved promptly and fairly. The team is supported by the MRC who is a Board member and contacts the team directly as required.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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	Lessons learned within any complaints are shared with service managers before a response is sent to the customer, to ensure change can be implemented effectively.	Spotlight campaigns focusing 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 shared with service managers whenever any learning is identified, to foster a positive culture of ongoing improvement. A complaints learning tracker is shared with service managers to provide evidence and dates for completion when a lesson learned has been implemented within their area.

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). <u>Complaints and compliments Salix Homes</u>	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 and 4.7). <u>Complaints and compliments Salix Homes</u>	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 and 4.7). <u>Complaints and compliments Salix Homes</u>	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.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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. The investigation is carried out by Salix Homes, in line with the Code.
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.	Where a complaint is received in writing, such as through their customer portal or by email, the complaints officer will contact the customer for further clarification if required. If a customer chooses not to stipulate which part of a Stage 1 response they are unhappy with, the whole investigation is reviewed at Stage 2.
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 Salix Homes' responsibility, and the reasons why.	This is done before a complaint is acknowledged to the customer.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
5.8	At each stage of the complaints process, complaint handlers must: a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully.	Yes	The Complaints Team is centralised and independent, enabling them to investigate Stage 1 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 another service area will conduct the investigation.
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	Customers who have disclosed reasonable adjustment requirements are recorded on their profile on our CRM system.	

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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	No complaint escalations were refused in 2025/26.	
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	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 have access to this information and can update it accordingly. Each complaint is recorded as a case with its own specific reference number. All documentation attached within that case, including internal and external correspondence, file notes, photos and any other supporting information, is saved under the case reference number. 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.	

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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 to investigate the complaint and communicate 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 <u>within five working days of the complaint being received</u> .	Yes	98% of Stage 1 complaints were acknowledged within 5 working days.	This is an improvement of 2% from the previous year.
6.3	Landlords must issue a full response to Stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	96% of Stage 1 complaints were responded to within 10 working days.	This is an improvement of 7% from the previous year.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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 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.	Yes	Holding letters are sent to customers, explaining the reason 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 and Complaints Policy (Section 4.6, 4.7 and 4.10).	Housing Ombudsman contact details are included in Stage 1 acknowledgement letters, responses, holding letters, and Stage 2 acknowledgement letters, holding letters and 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 letter templates.	

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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 unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Stage 1 responses incorporate all issues relevant to the investigation, as long as they are raised before the investigation is completed. If the issues are unrelated, a new complaint is raised for the customer alongside the existing complaint.	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 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: 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	Stage 1 and Stage 2 letter templates 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 and 4.7). Complaints and compliments Salix Homes	
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).	
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	94% of Stage 2 complaints were acknowledged within 5 working days.	While we endeavour to understand which aspects of the Stage 1 response 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).	Stage 1 complaints are investigated by the Complaints Team. Stage 2 reviews are carried out by the senior managers or service directors, different to the original investigator in every case.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
6.14	Landlords must issue a final response to the Stage 2 within 20 working days of the complaint being acknowledged.	Yes	Salix Homes' Customer Feedback and Complaints policy (Section 4.7). 96% of Stage 2 complaint review responses were sent to customers within 20 working days.	This is an improvement of 1% from the previous year.
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	Salix Homes' Customer Feedback and Complaints policy (Section 4.7).	Extensions were all less than 20 working days when an extension letter was required, with the exception of seven Stage 2 complaints. For six of the seven complaints, a clear explanation was provided for the additional time required.
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.	

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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		

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
6.19	Landlords must confirm the following in writing to the resident at the completion of Stage 2 in clear, plain language: 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	Stage 2 complaint review letter template.	
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 in question.	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
7.1	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: • 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	Stage 2 complaint review letter template.	
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.	

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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 have 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	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: - the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. - 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; - any findings of non-compliance with this Code by the Ombudsman; - the service improvements made as a result of the learning from complaints; - any annual report about the landlord's performance from the Ombudsman; and - any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.	Yes	Complaints Performance and Service Improvement report published on Salix Homes' website alongside the self-assessment against the Complaint Handling Code and the Board's formal response.	

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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 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 Complaints Oversight Group (a customer subgroup of the Customer Committee), the 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. The annual self-assessment was carried out last year, in addition to a further review of the self-assessment as part of the Ombudsman's own review of our Complaints policy.	

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Following the HOS review of our Customer Feedback and Complaints policy and procedure in August 2025, the self-assessment was updated to reflect the HOS recommendations, alongside the 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 affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	N/A	In the event of exceptional circumstances such as a cyber incident, we will inform the Ombudsman and take all necessary action as required.

Section 9: Scrutiny and 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. Lessons learned and agreed actions are shared for every complaint where appropriate.	
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	The annual complaints 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	The Member Responsible for Complaints (MRC) is a Board and Customer Committee member. The Complaints Manager is responsible for the day-to-day management of complaints.	Any themes or trends are discussed with the Senior Leadership Team (SLT) to identify and prevent any potential systemic issues or risks.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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 (MRC).	Yes		
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		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. The Board also receives the annual performance report for assurance. The MRC has direct access to the Complaints Team should additional information, clarification or further discussion be required.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
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; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Regular reports are shared with the Board and Customer Committee which has delegated responsibility from the Board. These include: a. volumes, categories, outcomes and performance b. trends and themes c. HOS determinations, outcomes and compliance with orders d. Equality, Diversity and Inclusion analysis e. The annual complaints performance and service improvement report.	As above.

Code provision	Code requirement	Comply: Yes/No	Evidence	Commentary/explanation
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	a. Lessons learned and actions for completion are shared with service managers as soon as they are identified. b. The Complaints Team feeds back the lessons learned to service areas, and the Complaints Manager tracks the actions identified to ensure these actions have been implemented. c. The Complaints Team complies with the Complaint Handling Code 2024.	Complaints performance and complaints handling, including learning from complaints, are standard agenda items at cross-departmental service managers' meetings. We discuss complaints handling and agree positive ways forward to work together and prevent future recurrence. Refresher training is also offered to teams across the business whenever requested, or when a training need is identified.



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**If you would like to see this information in
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