Customer Feedback & Complaints Procedure

(Related to Customer Feedback & Complaints Policy)

Directorate: Customers
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1. Introduction

1.1. Salix Homes welcomes feedback from our customers as an opportunity to improve the delivery of services. Salix Homes attempts to get things right first time, yet we understand that sometimes we do not get things completely right. If things go wrong, we will listen to our customers, understand their point of view, correct mistakes and, where possible, learn from them.

1.2. Customer compliments let us know when we do a good job and give us a chance to thank our staff and teams for their good work.

2. Related Policies

2.1. This procedure is directly linked to the Customer Feedback and Complaints Policy, it is also linked to the following policies, procedures and IT software:

- Compensation policy
- Anti-social behaviour, hate crime and domestic abuse policy
- Vulnerable Customer and Reasonable Adjustments policy
- Complaints template letters
- Complex case and misuse of the process form
- Customer Relationship Management (CRM) system
- Online Complaints Form and MySalix portal account

3. Service Requests

3.1. A service request is defined as:

"A request from a customer requiring action to provide a service or fix a problem when reported."

3.2. We will always attempt to resolve service requests at the first point of contact. This will be done by:

- Dealing with the customer's concerns immediately where possible
- Taking responsibility for the customer's concerns and being sympathetic
- Listening to fully understand the issue
- Taking ownership of the issue

- Letting the customer know what we will do, when they should expect it to be done and the reasons for any delay

3.3. Actions that staff may take to resolve a service request at 'point of contact' may include:

- Scheduling a repairs appointment
- Passing on readily available information (e.g. dates for meetings / updates on account balances)
- Explaining a misunderstanding, for example where there has been a lack of or unclear communication

3.4. Resolution of issues at 'point of contact' are not limited to the above actions and the member of staff may choose to consider other resolutions within their abilities at the time.

3.5. A service request is often the first time the customer has reported an issue. Officers in the customer service centre will attempt to resolve the issue which may involve support from colleagues in other teams. If support is unavailable on the call, they will use the internal customer call back process within CRM giving the relevant colleague an opportunity to call the customer within 24 hours to discuss the issue. The complaints team will be notified of this call back request so they can monitor the outcome and resolution of the service request. If the customer is not happy with the handling of their service request, they may raise this as a Stage 1 complaint.

3.6. The officer taking the initial contact will record the service request on the CRM system, including the category and relevant service area. We will run regular reports from the system to identify if there are any patterns to issues dealt with as service requests and if there is anything we can learn to take forward.

3.7. Examples of situations where an issue could be considered a service request or complaint can be found in the flow charts at Appendix 1.

4. Complaints

4.1. There are times when our attempts to resolve service requests at 'point of contact' are not sufficient to address the customer's concerns and it is necessary to investigate these using our complaints process. Salix Homes defines a complaint as:

"An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by Salix Homes, its own staff, or those acting on its behalf, affecting a resident or group of residents."

4.2. We understand that not every customer will present their complaint in the same way, and it may not always be obvious whether something is intended as a complaint. Customers may not explicitly mention the word 'complaint' when raising an issue. Examples of this may include:

- "You have sent someone out three times to fix the communal door intercom, but it is still not working, and it is impacting on my deliveries"

- "The lift has broken and I have been unable to get out of the flat for several days as I am in a wheelchair"
- "You have done nothing about the anti-social behaviour I've been reporting to you over the last year. I don't think you're taking the case seriously"

4.3. Customers will also use a variety of channels to tell us they are unhappy with a service, including:

- Calling our customer service centre
- Using our website or MySalix portal
- Speaking to a Salix Homes employee
- Sending an email
- Writing a letter
- Using social media
- Visiting our office

4.4. In line with the Equality Act 2010 we will make reasonable adjustments to enable customers to access the complaints process, including support for vulnerable customers who may find it difficult to articulate their complaint. Reasonable adjustments can be considered at any or all stages of the complaints process as appropriate and may include:

- Telephoning or visiting a customer at home to discuss and understand their complaint
- Engaging with the customer's chosen representative
- Providing regular updates and support throughout the complaint process
- Talking through the outcome of a complaint response
- Changing the text size of any written correspondence
- Ensuring that customers are aware of how to access the Ombudsman Service

4.5. This is not an exhaustive list, and any reasonable adjustments should be considered and agreed with the customer on an individual basis and in line with our Vulnerable Customers and Reasonable Adjustments policy.

4.6. A complaint can occur when:

The customer initiates the complaints process
This happens when the customer expressly asks for their complaint to be entered into the complaints process or when a customer describes a service failure that requires further investigation and cannot been resolved quickly. The member of staff will ask relevant questions to establish that it is a complaint.

A designated person initiates the complaints process on behalf of a customer
Salix Homes recognises that a representative of a customer may initiate the complaints process on the customer's behalf. We will attempt to obtain the customer's permission to liaise with the designated person if their details are not already recorded on our system.

Salix Homes initiates the complaints process
Salix Homes may use the complaints process to reach a resolution with a customer in

relation to an ongoing concern. In such cases, a relevant member of staff will advise the customer that they are considering resolving the concern using Salix Homes' complaints process. If the customer agrees, they will raise a complaint on CRM and include the circumstances in the notes.

An internal member of staff initiates the complaints process (internal trigger)
A member of staff may feel that a customer concern is not being dealt with properly and they can trigger the complaints process on behalf of a customer. The customer will be advised that their concern will be entered into the complaints process. The internal trigger will be treated in confidence and the investigator will be advised that the complaint is a result of the internal trigger but not necessarily informed who initiated the process.

4.7. Once the issue has been established as a complaint, we will:

- Verify the customer's details
- Listen to the customer to understand and clarify the reasons for their complaint
- Establish what action(s) we have taken so far to try and resolve the issue
- Ask who has been involved with the matter so far
- Establish what outcome or resolution the customer is seeking
- Be clear on what we can and cannot do for the customer – we should never make false promises to a customer
- Thank the customer for their feedback

4.8. The officer should keep clear and concise records of the information gathered and include these in the CRM case.

5. Complaint Exclusions

5.1. Salix Homes will not treat the following as a complaint:

- A service request as described above.
- A comment or series of comments where the customer is making a suggestion about how we may improve or maintain our service. The relevant service manager will consider these outside of the complaint process unless the customer expressly requests a complaint.
- A question or series of questions where a customer is requesting information about a service we provide.
- MP enquiries – when local Councillors and MPs contact Salix Homes on behalf of our customers requesting assistance or information, these will be recorded and addressed outside of our formal complaints' process unless the representative expressly asks the matter to be treated as a complaint.

5.2. The following may not be accepted as a complaint, although each situation will be considered on its own merits:

- The issue giving rise to the complaint occurred over twelve months ago, or within 12 months of the individual becoming aware of the issue – although discretion may be exercised in certain circumstances such as:
    - Individual personal circumstances such as bereavement or illness

    - Vulnerabilities
    - Where the resident has not been aware of the issue and could not reasonably be expected to have brought the complaint forward sooner
- Where the same issue has previously exhausted the internal complaints process.
- 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. Also, any matter that has already been subject to legal action and an order made in a court of law or tribunal.
- Where there is criminal or fraudulent investigation involved.
- Where the complaint is anonymous.
- Where the complaint relates to a service that Salix Homes does not provide.
- Where the complaint is malicious or vexatious – see misuse of the complaints process below.
- If the customer specifically requests that a complaint is not logged (this decision and reason(s) will be recorded to ensure a clear audit trail).

5.3. If a complaint is refused or refused to be escalated, it will be explained to the customer why it is being refused and a record will be kept of the contact and refusal.

5.4. In these cases, the customer should be advised of their right to refer their case to the Housing Ombudsman Service to investigate the refusal.

6. Complaint Time Limit

6.1. A complaint will not normally be considered if it is made more than twelve months after the issue became known to the customer. This is because complaints that happened more than twelve months ago are often difficult or impossible to investigate in a full and fair manner. However, Salix Homes will consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.

7. Complaint Receipt Date

7.1. When a complaint is received by Salix Homes through whatever channel, it will be raised as a case on CRM as soon as practicable. It will be logged, defined and acknowledged within 5 working days of the complaint being received in normal working hours, with the next working day being ‘day one’. If a complaint is sent via email and not picked up straight away for example, the received date is still calculated according to when the email was received, not when it was first reviewed by an officer. The same principle applies to the received date of a request to review a complaint at Stage 2.

8. Administration of the Complaints Process

8.1. The complaints team will be responsible for administering the complaints process. CRM is the elected system to record service requests and complaints. Once a complaint is received, the member of staff will raise a complaint case on CRM as soon as practicable. CRM will be used throughout the complaints process to ensure that

every individual's actions are recorded on the system and each individual is given a timescale in accordance with the policy.

9. Stage 1 – Assigning a Complaint

9.1. The complaints team will review the complaint and liaise with relevant service areas to gather information to support the investigation. The investigator is responsible for ensuring that all elements of the complaint are addressed in the response.

9.2. The complaints team will:

- Acknowledge the complaint in writing within 5 working days from receipt of the complaint. Complaints can be acknowledged via email, telephone or through the MySalix online account at the customer's request.
- Include a summary of the complaint in the acknowledgement letter, as well as the name of the investigator and the target date for completion of the investigation.

9.3. Salix Homes has 10 working days from the date of acknowledgement in which to conduct an investigation and send an outcome letter to the customer.

10. Stage 1 - Complaint Investigation

10.1. The complaint should be fully investigated by obtaining and reviewing all the facts relating to the matter. This may involve one or more of the following:

- Contacting the customer for further details about their complaint to assist with the process
- Speaking to relevant members of staff within the service area involved
- Searching internal IT systems for records relating to the customer complaint including call recordings where relevant
- Visiting the customer's home, communal areas or our estates
- Contacting partner organisations (e.g. contractors) for further information pertaining to the matter
- Ensuring the handling of the customer's case has complied with our policies and procedures

11. Stage 1- Complaint Response

11.1. Following conclusion of the complaint investigation, the response should include as a minimum:

- Overall outcome of the complaint
- A thank you to the customer for their feedback
- Summary of the issues
- Outcome(s) the customer is seeking
- Steps taken to investigate the complaint
- The findings and conclusions for each element of the complaint, referencing evidence relied upon and relevant policies/procedures/legislation

- Apologies and explanations, including a genuine apology and explanation for any service failure where relevant
- Redress, if applicable, explaining what it is for and referencing the compensation policy
- Learning identified, including changes and improvements that will be put in place as a result of the learning
- Signposting to other services or sources of advice or support if applicable
- Details of any outstanding actions, including expected completion dates
- Next steps that the customer can take if they are unhappy with the outcome of the complaint investigation
- A neutral and clear tone, using plain English

11.2. The complaint must be responded to as soon as the outcome is known, not when the outstanding actions required to resolve the complaint are completed. Any outstanding actions or remedies should be clearly communicated within the response along with any agreed ongoing communication updates to the customer, until all actions are fully completed.

11.3. Where the outstanding issues involve undertaking work which may take weeks or months to complete, we should inform the customer of the timescale for the works to be completed and track and action the outstanding work expeditiously, whilst providing regular updates to the customer. This gives the customer an opportunity to challenge the conclusions of their complaint, including whether the proposed actions are appropriate.

11.4. Any offer of redress should clearly set out what will happen and by when, in agreement with the customer where appropriate. Any remedy proposed must be followed through to completion.

12. Stage 1 - Conclusions

12.1. The investigation will establish whether Salix Homes does or does not uphold the customer's complaint and the customer will be informed of this in their complaint response letter. The conclusions for each element may be:

- **Upheld** – We agree with the customer that we have not performed to our agreed standards. The response should include a genuine apology and details of the lesson(s) learned for each element upheld. Details of the lessons and actions taken must be recorded on CRM.

- **Partially upheld** – We may agree with part of the complaint, but not all of it (e.g. the customer may complain that we completed a repair after the agreed date and to a poor standard. If only the latter part is found to be true, the complaint will be partially upheld). Again, this should include an apology and details of the lesson(s) learned for each element partially upheld. Details of the lessons and actions taken must be recorded on CRM.

- **Not Upheld** – In these instances, our investigation has found that we complied with our agreed service standards / policies / procedures in the matter and do not uphold the customer's complaint. Evidence supporting this judgement

should be included in the investigation response letter.

13. Stage 2 – Investigation Reviews

13.1. In most cases, the complaint investigation will resolve the customer's concerns but in some cases a customer may remain unhappy with the response or outcome of the investigation. If this is the case the customer can request for the complaint investigation to be reviewed. The purpose of the complaints review is a consideration of how the investigation was conducted (i.e. was it fair and thorough), and not a new investigation.

13.2. Where a customer raises new issues within a request for a review, these should be considered as a new Stage 1 complaint. However, if the customer raises additional information related to the original complaint this may be considered within the Stage 2 review.

13.3. Should a customer wish for their complaint to be escalated for a review, they must make the request within 10 working days of the date of the investigation response. They do this by contacting the investigator. Review requests made later than 10 working days will be considered in extenuating circumstances.

13.4. When a customer requests for their case to be reviewed at Stage 2 the Stage 1 investigator may contact the customer to discuss the outcome in more detail. The following may be discussed to help understand the customer's perspective:

- The reasons they are unhappy with the Stage 1 investigation
- What elements of the complaint they wish to be reviewed at Stage 2
- Any new relevant facts that need to be considered at Stage 2
- What outcome the customer wants from the Stage 2 review

13.5. However, if the customer chooses not give answers to any or all of the above, this must not prevent a Stage 2 review request being accepted.

13.6. Once a review request has been received, this must be updated in CRM against the complaint case as soon as practicable. As with Stage 1, the review must be logged and acknowledged within 5 working days in normal office hours, with the next working day being 'day one'.

14. Stage 2 – Assigning Reviews

14.1. The complaints team will review the complaint to consider who would be the most appropriate manager to conduct a review. This is usually the service director of the area involved but must always be a different person to the investigator. As with Stage 1, when the complaint relates to multiple service areas, the complaints team will decide who will lead on a response and will arrange for the other elements to be reviewed by other directors. The lead reviewer will be responsible for ensuring that all relevant elements of the complaint are reviewed. In cases where a complaint is about the conduct of a manager and investigated by a director at Stage 1, another director will be elected to complete the review at Stage 2.

14.2. Once the complaints team receives a review request, they will:

- Acknowledge the review request within 5 working days of receipt of the request. Review requests can also be acknowledged via email, telephone or through the MySalix online account at the customer's request.
- Include in the acknowledgment who will be conducting the review and the target date for completion of the review.

14.3. The complaints team will pass the complaint on to the reviewer to progress. Salix Homes has 20 working days from the date of acknowledgement in which to conduct a review, upload it to CRM for review and send the outcome letter to the customer.

14.4. When conducting a review, the senior manager or director should consider the following:

- A Stage 2 review is a review of the way in which the complaint was initially investigated, not an independent assessment of the complaint's validity. The reviewer should consider all the information relating to the matter and decide if they agree or disagree with the findings of the initial investigation.
- A complaint review should not consider additional points or angles to the complaint (i.e. attempts to expand the parameters of the initial complaint), only if it is relevant to the initial complaint. Additional unrelated points will be considered as a new Stage 1 complaint and treated accordingly.
- When reviewing a complaint, it may become apparent that the initial investigation did not consider all information pertinent to the matter (e.g. due to information not being available, or not being requested). In these cases, the reviewer should request this information and consider it as part of their review.
- Whilst it is important to offer a consistent voice across the organisation, reviewers should ensure their reviews are rigorous and offer a robust assessment of the initial investigation. Where it is clear that the initial investigation was not of a sufficient standard, the reviewer disagrees with the findings of the initial investigation or does not feel that the remedial actions proposed were proportionate, it is important that this is highlighted to the customer and acted upon.

14.5. Following completion of the review, the response should include:

- The overall conclusion of the review.
- Summary of the original complaint.
- Reasons for dissatisfaction with the original investigation and outcomes sought.
- The findings of the original investigation.
- The findings of the review against each element of the complaint investigation and the reasoning.
- Apologies and explanations for any service failure.
- Redress, if applicable, explaining what it is for (referencing the compensation policy)
- Learning identified, including changes and improvements that will be put in place as a result of the learning.
- Signposting to other services or sources of advice or support if applicable.
- Whether the Stage 1 investigation was fair and thorough, covering all aspects

of the original complaint.
- Whether any of the conclusions made at investigation stage have been overturned, confirming if upheld, partially upheld or not upheld.
- Any outstanding actions.
- Answers to any questions that may not have formed part of the original complaint.
- If customer is not happy with the review outcome, details of how they can progress their complaint to the Housing Ombudsman.

15. Delayed Responses

15.1. Salix Homes aims to respond to all our complaints and review requests within the 10/20 working day timescales, but occasionally there may be a requirement to extend the investigation or review such as where the investigation is complex.

15.2. If a response is expected to be extended, this must be recorded on CRM as soon as practicable and within the target response times. The investigator should progress the investigation as far as possible and may be able to provide the customer with an interim update on the areas that have been investigated to that point.

15.3. The investigator will attempt to ring the customer to explain the reason for the delay and provide an update on their investigation/review so far. The customer will be sent a letter confirming the extension, the reason for the extension and the date when the customer can expect a full response, which should be no longer than an additional 10 working days for a Stage 1 complaint and 20 working days for a Stage 2 review, unless in exceptional circumstances.

15.4. Salix Homes will report on delayed responses which will be kept to a minimum in line with the Ombudsman's Complaint Handling Code.

16. Reviewing Responses

16.1. The complaints team will review responses at both stages of the complaints process and directors may be involved in reviewing responses at Stage 1. The purpose of this is to verify:

- spelling and grammar
- tone of the response
- that all the issues have been clearly addressed
- whether information in the letter is correct and up to date
- that the conclusions for each element of the complaint are evident
- that the response includes all elements required by the Ombudsman

16.2. The investigator will send the service area manager a copy of the outcome letter so they are aware of any potential issues within their service and/or learning from the complaint investigation.

17. Learning from Complaints

17.1. When responding to a complaint at any stage, if any element of the complaint is upheld or partially upheld, any lessons learned must be identified and the full details, including actions, logged on CRM. Any changes or improvements to services should be recorded and collated by the complaints team in a learning action tracker and reports shared internally and externally.

17.2. If the complaint is not upheld, the investigator may still identify lessons learned and take any necessary actions to implement changes or improvements to service delivery.

18. Progressing a Complaint

18.1. Salix Homes aims to resolve as many complaints as possible through our internal complaints process. However, if the customer remains dissatisfied with the complaint following the review stage, they may refer their complaint to the Housing Ombudsman Service.

18.2. If the complaint is in connection to the handling of personal data or requests for personal data, the customer may be signposted to the Information Commissioner's Office (ICO) to pursue their complaint. They can also raise concerns when they are dissatisfied with the way their requests have been dealt with in relation to:

- Freedom of Information
- Subject Access
- Environmental Information request

18.3. The Governance Team will be the first point of contact for the ICO.

19. Housing Ombudsman Service

19.1. The Housing Ombudsman Service is a legal body established to impartially consider complaints and disputes between tenants / leaseholders and their landlords. They will consider all the evidence from both sides of any dispute and can make recommendations to both parties on how to rectify both the matter at hand and to ensure that such a situation does not occur again.

19.2. A customer may seek advice or support from the Ombudsman at any point in the complaints process. However, they can bring a complaint to the HOS for investigation if they have completed Salix Homes' internal complaint process and the issues have not been resolved.

19.3. Making a referral to the Ombudsman is free and further details can be found on their website: www.housing-ombudsman.org.uk.

19.4. Salix Homes will publish an annual Complaint Performance and Service Improvement report including a self-assessment against the Ombudsman's Complaint Handling Code.

19.5. The complaints team will be the first point of contact for the Housing Ombudsman Service. The team will liaise with the relevant colleagues to facilitate the gathering of

information. Salix Homes will fully comply with all requests by the Housing Ombudsman Service within the deadlines specified by them. The complaints team will circulate any determinations made by the Housing Ombudsman to the Executive Team for review.

20. First-tier Tribunal (Property Chamber) ("the Tribunal")

20.1. Leaseholders can make an application to a Tribunal if they have a dispute with Salix Homes on a number of issues such as:

- The terms and price of buying the freehold or extending a lease
- The liability to pay, and reasonableness of, a service charge, or an extra management scheme charge
- Building insurance
- The appropriateness of appointing a new manager in a block of flats
- Whether a residential long lease (primarily of flats) should be varied
- Disputes relating to the right to manage
- Alleged breaches of a lease prior to a landlord serving a notice under Section 146 of the Law of property Act 1925
- Whether a dispensation should be granted in respect of the consultation requirements under section 20 of the Landlord and Tenant Act 1985

20.2. There are fees involved in making an application to the Tribunal and most applications are subject to a fee payment of £100 which is a fixed amount. Where an application fee is paid and the matter proceeds to a hearing, this will be subject to the payment of a fixed fee of £200 which is payable on receiving notice of a hearing date. No hearing will take place unless both fees have been paid. There are arrangements for the fees to be waived in certain circumstances.

20.3. Proceedings at the Tribunal are semi-formal. Neither side is required to be represented by a barrister, solicitor or valuer. A representative (whether legally qualified or not) can be appointed by a party to represent them in the proceedings subject to written notice of appointment (that is; the representative's name and address) being given to the Tribunal and the other parties. At a hearing a party may be accompanied by another person whose details need not have been given to the Tribunal but who, with the Tribunal's permission, may act as a representative or otherwise help in preparing the party's case at the hearing.

20.4. An application to a tribunal can be made at any time although it is recommended that Salix Homes tries to deal with the complaint using our own process first.

20.5. Advice on the tribunal and how to make an application to it can be found at: www.lease-advice.org/advice-guide/application-first-tier-tribunal-property-chamber

21. Complex cases and nuisance to landlord

21.1. Where misuse of the complaints process or a complex customer case has been identified, reasonable steps should be taken to inform the customer that their actions are unacceptable. Should the behaviour persist, the case may be referred internally to the Senior Leadership Team for consideration. Any Salix Homes officer can refer

an individual under this process, by completing the complex cases and misuse of the process referral form.

21.2. Officers completing the form should ensure that all sections are completed in full and that appropriate evidence is included in support of the referral. Please note that for the referral to be considered, one or more of the following conditions must have been met:

- Repeatedly raising the same or similar matters
- An unreasonable length / number / intensity of complaints
- Being persistent with complaints even after the complaints process has been exhausted
- Displaying behaviour which is aggressive, abusive, bullying, insulting or patronising towards employees
- Malicious complaints raised with the sole intention of creating work for Salix Homes or undermining individual staff members
- Attempts to make use of the complaints process for purposes other than the resolution of a grievance (e.g. making requests for information under the guise of a complaint)
- Attempting to bypass the process, (e.g. by contacting more than one person about a complaint, in the hopes of receiving a different answer)
- Displaying behaviour which could otherwise be considered unreasonable

21.3. The referral, along with any supporting evidence, will be considered at a Senior Leadership Team meeting. Officers may be asked to attend the meeting to answer questions relating to the referral. The meeting will consider the case and collectively decide whether they consider there has been misuse of the complaints process or support the identification of a complex case and agree proportionate actions.

21.4. Should a referral not be upheld the referral will be closed and referring officer informed of the decision. Any materials should be retained to allow for consideration in any future referrals.

22. When a Nuisance to Landlord Referral is Upheld

22.1. Salix Homes will always attempt to offer customers multiple channels through which they can resolve their dissatisfaction. Should misuse of the complaints process or a nuisance to landlord case be upheld, a decision may be made to put in place one or more of the following alternative contact arrangements:

- Establish a single point of contact.
- Establish a single method of contact between ourselves and the individual.
- Establish a list of topics that will no longer be discussed with the individual (i.e. matters which have already been resolved, or which have exhausted our formal complaints process).
- Establish a meeting or regular meeting between ourselves and the individual at which all of their concerns will be discussed, rather than raising them through the formal complaints process.
- Seek reimbursement for the cost of responding to complaints which are about matters that are subsequently found to be false or as a direct result of the

individual's actions.

- Remove an individual's licence to attend our office.
- Draw up a list of personalised service standards to better enable us to resolve their individual grievance(s).
- Establish a suitable third-party advocate (agreed by both parties) through which all correspondence will be conducted.
- Establish whether the customer has underlying support needs that Salix Homes may be able to help them to address.
- Other suitable arrangements.

22.2. Where any of the above conditions are put into practice, a timescale for review (typically 6 months) will also be set up. After this timescale has been reached, the contact arrangements will be reviewed by the Senior Leadership Team to ensure that they remain effective and proportionate and continue to offer the customer suitable opportunity to resolve any dissatisfaction they may have.

22.3. Where it is found that the current arrangements are no longer working or appropriate, the Senior Leadership Team may remove, alter or add additional arrangements in place to ensure the process remains fit for purpose. Any such changes will be liable to another review timescale.

23. MP / Councillor Enquiries

23.1. Enquires received from the MP or local Councillor that require a written response will be recorded on CRM as an MP Enquiry. The enquiry will initially be acknowledged in writing within 5 working days of receipt and managed by the complaints team.. The target for a response is 10 working days from acknowledgement of the enquiry and the response will be reviewed by the Chief Executive Officer before being sent to the customer and MP's office.

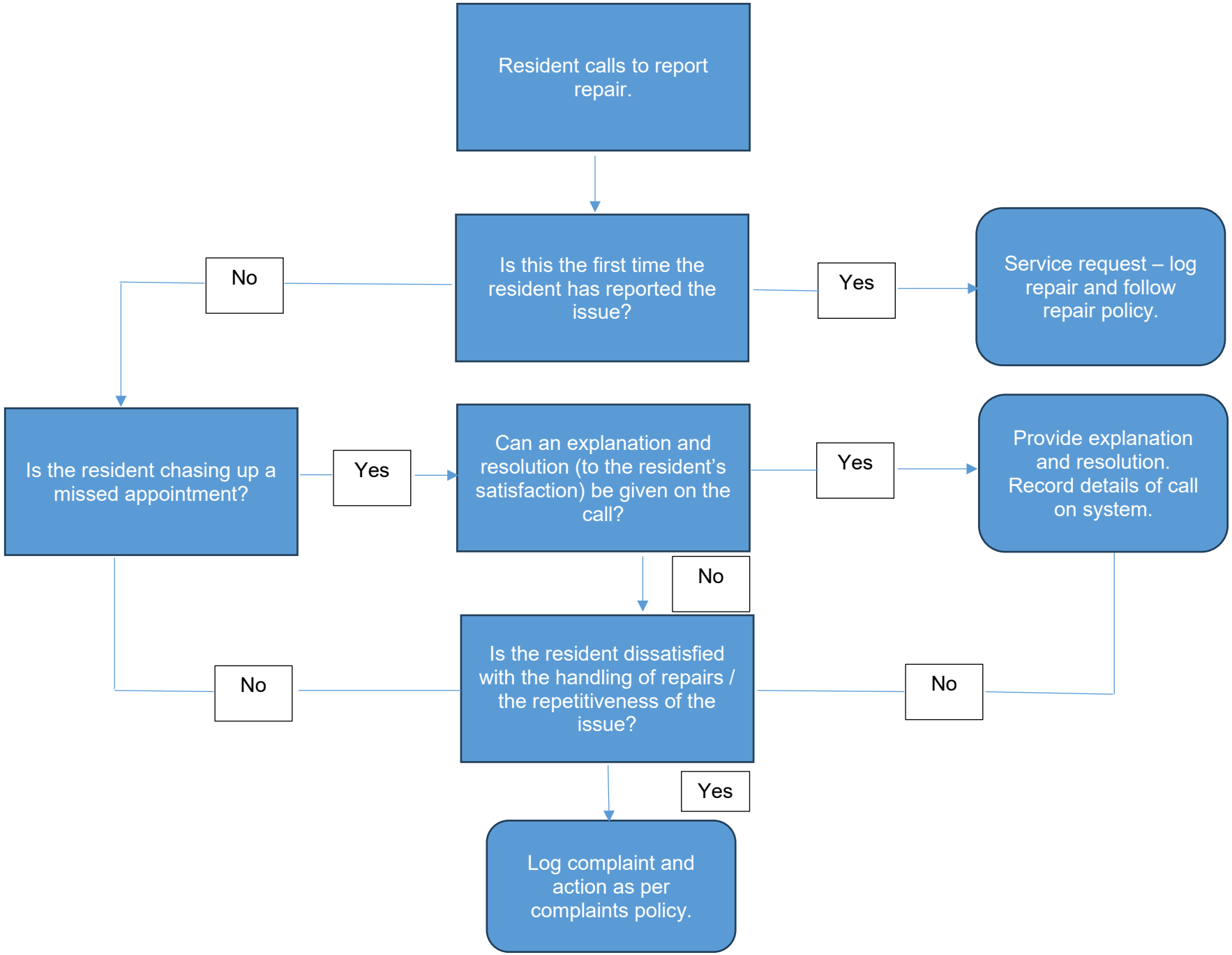
23.2. If the customer approaches Salix Homes to enter their enquiry into the complaints process and their concern has already been addressed as an MP Enquiry, the complaint will enter the complaints process at Stage 1.

23.3. If a representative of the customer, such as an MP or Councillor, requests a complaint be raised on behalf of a customer, this will be logged as a case on CRM and processed in the same way as with any other complaint. The response will be sent to the customer and MP's office.

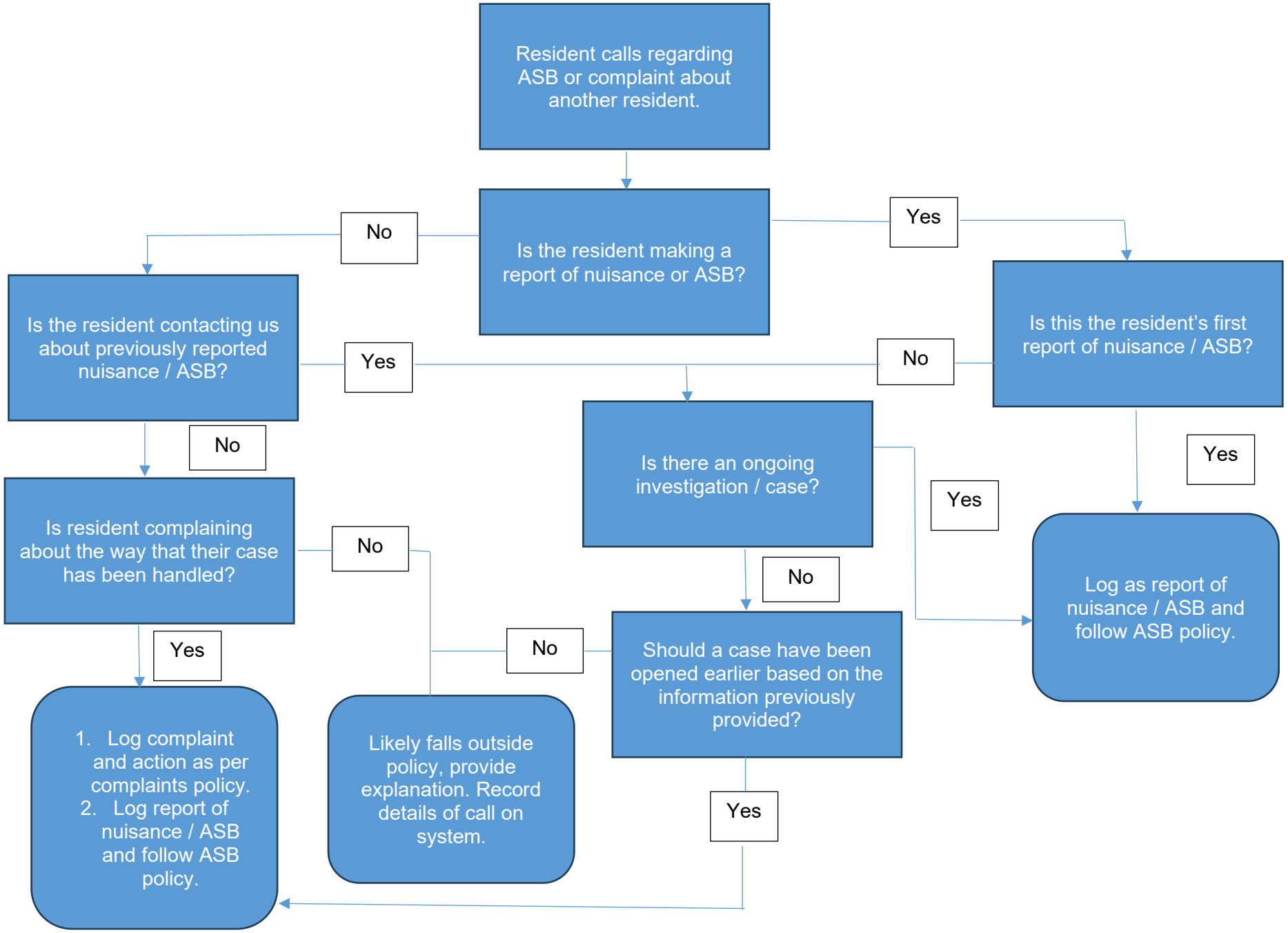
24. Customer Compliments

24.1. When a customer compliment is received by a member of staff, they will raise a case on CRM. Compliments shared through the MySalix portal will automatically create a case on CRM. Compliments will be assigned to the manager of the relevant service area. The compliment will also be automatically sent to the Marketing and Communications Team who may choose to publish it in our weekly staff bulletin. Managers share the positive feedback with their team members.

Appendix 1 – Service Request or Complaint – flow charts



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