

Saltbox-HSH Annual Service Improvement Report 2025/26

This report reflects a full year position in relation to complaints received from residents from 1st April 2025 to 31st March 2026. Hawes Street Housing operates 30 units of general needs accommodation, and a management agreement is in place with Saltbox for a further 127 units of temporary social housing through the Restart scheme. The submission under the Complaint Handling Code, including this report, covers complaints received across both schemes.

The approach to complaint handling is outlined in the complaints policies for each scheme, and the focus is to develop a positive complaint handling culture which seeks to use complaints as an opportunity to learn and to improve the service provided.

Saltbox-HSH has completed the annual self-assessment as required by the code. This self-assessment is reviewed by the board alongside this report, and the governing body response produced in following the review of these items.

Continuous Improvement Noted in 2024/25

Over the last 12 months, we have increased our engagement in the Housing Ombudsman resources which has further improved our complaint handling approach.

In last year's improvement report it was noted that a new intranet was being developed by Saltbox which would have made guidance to staff more accessible. This has not happened due to development delays, however relevant staff still have the information and guidance they need to respond to complaints appropriately.

One significant development has been the development of a new website which ensures that information relating to complaints policy & process are readily available to residents across the schemes.

Complaints Performance

For this reporting year, no formal complaints were received by the HSH scheme.

The Restart scheme received 10 complaints from residents, all of which were resolved at Stage One. 50% of which were resolved in timeframe.

The complaints received from Restart residents included a variety of matters including issues with their housemates, staff conduct and staff's handling of situations. All complaints were dealt with, and relevant actions recorded. There are various actions noted under the 'Continuous Improvement' section below which will seek to address our failure to resolve complaints within timescale.

The TSM scores for complaint handling for 2025/26 were 100% for HSH and 60% for Restart. As previously mentioned, HSH received no formal complaints but one resident still responded to this question. This demonstrates that there is still some work to be done with residents to communicate clearly about complaints, but is encouraging that the resident's perception is that their complaints are dealt with satisfactorily.

Details of complaint performance will be published to HSH tenants as part of the annual newsletter distributed to tenants. This practice will continue to ensure transparency about performance.

Complaints Policy

We continue to use our Complaints Response template which ensures that all complaints are responded to appropriately, effectively and in line with the code. We continue to recognise that most complaints can be dealt with informally and adopt this approach wherever possible.

Complaints remain a standing item on the HSH Board agenda, this allows us to raise any relevant issues with trustees and also gives the trustees opportunity to ask questions or request feedback on complaint handling.

Complaints is also a standing item on the agenda for the weekly Restart Operations Meeting. This means all complaints and any relevant actions are recorded in the meeting minutes, and these are made available to members of the senior management team for regular review and comment if necessary.

Continuous Improvement

Saltbox-HSH is committed to continually improving our approach to complaint handling. The complaint handling team and the complaints officer will continue to engage in ongoing training and utilise various resources provided by the Housing Ombudsman to ensure that we are well equipped to fulfil our roles.

Within Restart, changes have been made to ensure that senior management receive notifications of complaints from residents when they are logged. Currently these are picked up as part of monthly checks, so notification when complaints are logged will ensure greater scrutiny throughout the complaint handling process.

We will also seek to utilise the provision for timescale extensions that are set out within the code. Upon review of the complaints received in 2025/2026, all of the complaints that were responded to outside of timescale would have warranted an extension to timescale on the grounds of either complexity of the complaint or the complexity of the investigation caused by lack of contact from the complainant. If extension to timescales had been utilised, then 100% of complaints would have been resolved within timescale.

In 2026/2027, HSH will be entering into further partnerships with other supported housing providers on similar terms to the partnerships with Saltbox-Restart. To ensure continuing compliance with the Complaint Handling Code across HSH's schemes, the Complaints Policy will be a key document for review prior to entering into any agreement to ensure that it is in line with the code prior to any partnership being agreed. Any partnership would involve regular cross-party meetings, and complaints & complaint handling would be standing items on the agenda for those meetings.