



Annual Complaints & Service Improvement Report 2025/26



Message from our Board: Response to Annual Complaints and Service Improvement Report

Welcome to our Annual Complaints and Service Improvement Report. It provides a comprehensive summary of the number of complaints we have received and our complaint handling performance.

In last year's report we committed to improving complaints performance and we are pleased to report that we've made significant progress. The timeliness of our complaint responses has improved significantly and there has also been an increase in satisfaction with our approach to complaint handling. This tells us that we are moving in the right direction, but we are always seeking to improve our complaint handling and processes.

Recognising the importance of resident involvement, we engaged the views of our residents with a Complaints Scrutiny Group review in 2025. This provided us with invaluable resident insight and helpful recommendations for improving the complaint journey from the complainant's perspective.

In line with the Housing Ombudsman's Complaint Handling Code, a self-assessment has been completed and confirms that we meet the Code requirements.

At ExtraCare we take complaints seriously and recognise that trust is built on transparency (one of our ExtraCare values). We are committed to continuing to improve over the coming year by:

- Introducing resident friendly complaints literature
- Sharing learning and good practice and compliments with complaint handlers
- Maintaining a continual focus upon how we can learn and improve from complaints

Kim Wootton

Member Responsible for Complaints

On behalf of ExtraCare Charitable Trust Board

Complaint numbers

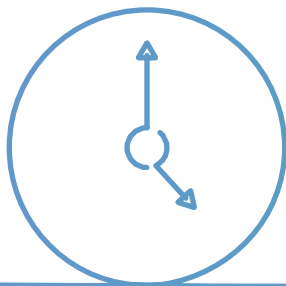
We have experienced a decrease in complaints compared to last year. The reduction in the number of Stage 2 complaints raised this past year indicates that we have been more effective at managing complaints at Stage 1.

Year	Stage 1	Stage 2	Total
2025/26	112	24	136
2024/25	148	38	186

✓
27%
decrease
year on year

Complaint timelines

We have improved the timeliness of our complaint resolution in year by reviewing and improving our complaints processes, close monitoring of timeliness, alongside increasing the resources in our Complaints Team. This had a positive impact on our performance.



99.2%
of complaints resolved on time.
Up from 74.1% year previous



99.1%

of Stage 1 complaints resolved on time. Up from 72.3% year previous



100%

of Stage 2 complaints resolved on time. Up from 81.6% year previous



8.1

average working days to resolve Stage 1 complaints. Down from 14.3 year previous



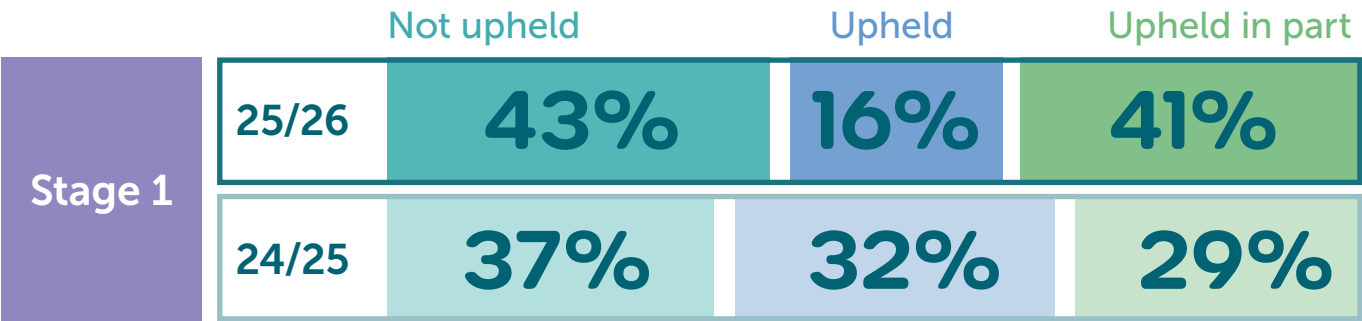
15.7

average working days to resolve Stage 2 complaints. Down from 23.5 year previous

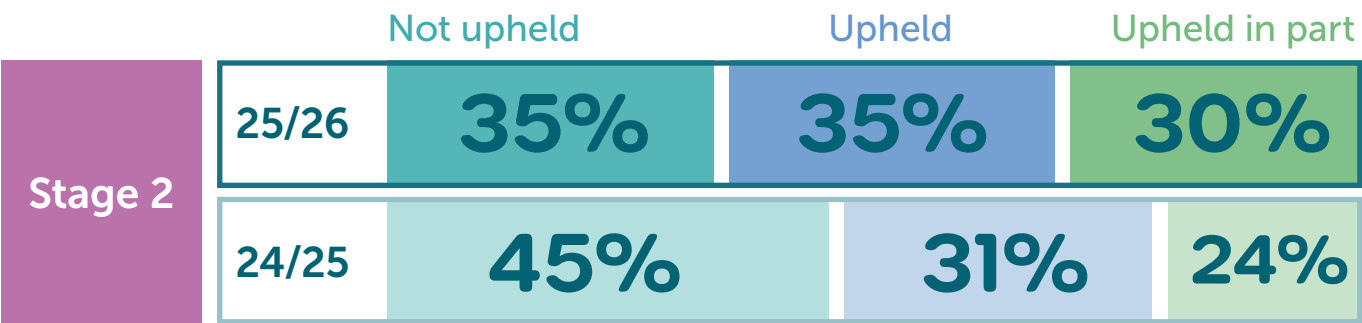
Policy timescales: 10 working days Stage 1 and 20 working days Stage 2.

Complaint outcomes

Where our investigation finds that we are at fault in some way, we will partially or fully uphold the complaint. We will also inform complainants about what we have learned and any steps we will take to avoid similar issues in the future. We accepted partial or full responsibility in the majority of Stage 1 and Stage 2 complaints.



Note: 2% of Stage 1 complaint outcomes in 2024/25 were deemed to be 'Inconclusive'. The definition 'Inconclusive' has not been used in 2025/26 and will not be used in the future.

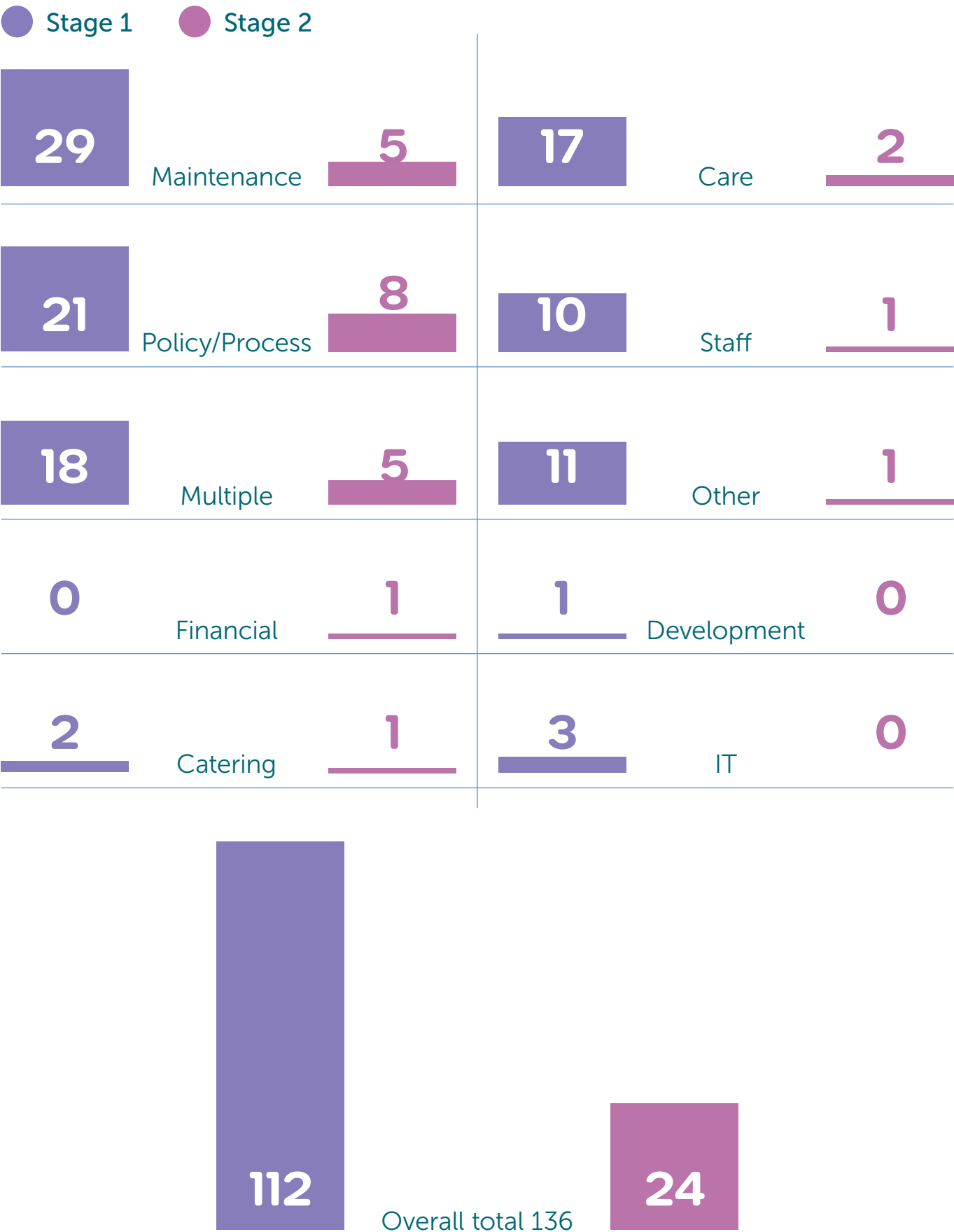


Escalations from Stage 1 to Stage 2



Complaint types

Over the past year, Care complaints have fallen by 42% and Maintenance complaints by 35%. A quarter of maintenance complaints related to repair delays.



Complaint extensions

The number of response extensions issued has decreased year on year. We have placed an increased focus on timeliness this past year to reduce the need to issue extensions.

Year	Extensions Issued	% of complaints
2025/26	11	8%
2024/25	55	29%

Complaints and service improvement

We are always looking to improve our complaints process and the services we provide. Staff share learning and improvement ideas through our Learning & Improvement Group. The Group agrees actions and co-ordinates the organisational learning from complaints. This has helped us make a range of improvements, including:

Learning

We have improved the way that we learn from complaints by:

- Including lessons learnt on internal reporting.
- Monitoring the implementation of actions identified via the complaint process.

Internal and external auditing

We have improved the oversight of our complaint processes by:

- Commissioning an independent third party auditor to assess the effectiveness of our complaint handling and processes.
- Conducting an internal 'Deep Dive' into complaint performance to identify potential improvements we can make in complaint management, analysis and handling.

Resident scrutiny

We have improved the way we engage with and learn from residents by:

- Conducting a Complaints Scrutiny Group throughout 2025/26, involving residents from different Villages and Schemes.

Care

We have improved the way we provide our care services which has contributed to reducing care complaints by:

- Proactively providing guidance and support to the Care and Wellbeing Team.
- Introducing regular Registered Care Management meetings to share best practice.
- Adding the Family App onto Birdie, providing a more transparent view of daily care call activity and tasks undertaken.

Resident feedback

In year we contacted residents who had raised a complaint to seek feedback on their complaint handling experience to help inform and refine our processes and training. This is some of the feedback we received:



My meeting with the Village Manager to discuss my complaint was very good. She did understand my situation and checked on my present mental health.



Complaint Handlers should call, before visiting to discuss a complaint, to ensure that the resident is in and the visit time is convenient.

Complainant satisfaction

Complaint Journey: The majority of complainants expressed that they were satisfied or very satisfied with the complaint journey (78%). This is an increase from 55% in 2024/25.

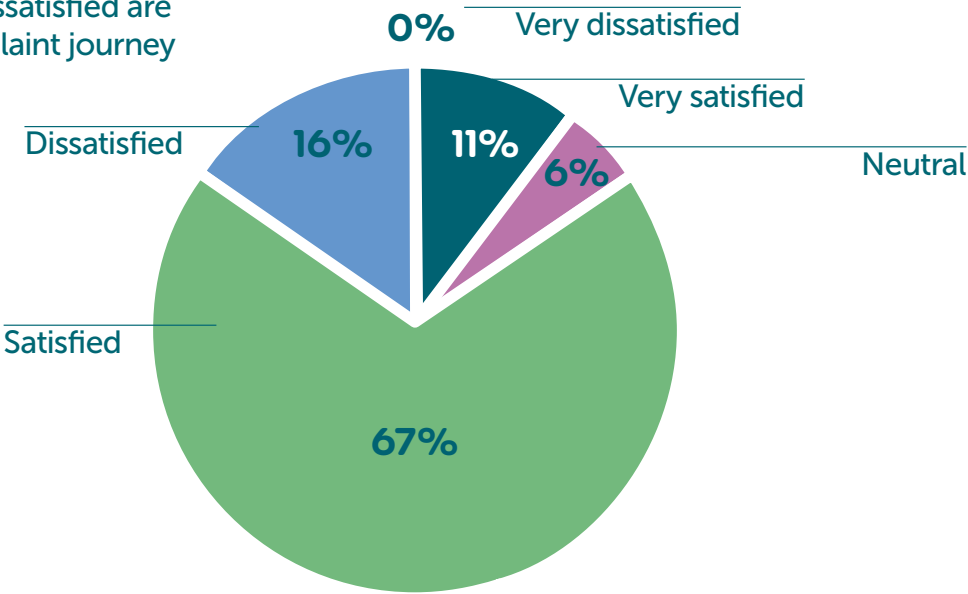
ExtraCare’s approach to complaint handling: 78% of complainants stated that they were satisfied or very satisfied with our handling of complaints. This is an increase from 70% in 2024/25.

Complaint Outcome: The majority of complainants (53%) found the outcomes fair, with a small proportion (22%) who indicated a negative sentiment. This is broadly similar to 2024/25.

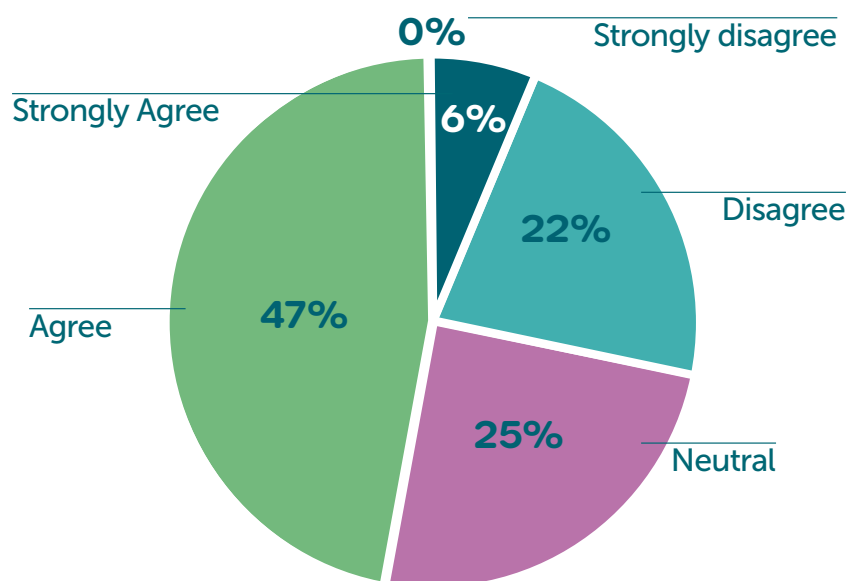
Feedback Response Rate: 57% of complainants contacted provided feedback.

Tenant Satisfaction Measures (TSM’s)
TP09 Complaint Handling: 38.1% (+4.1% from 2024/25).

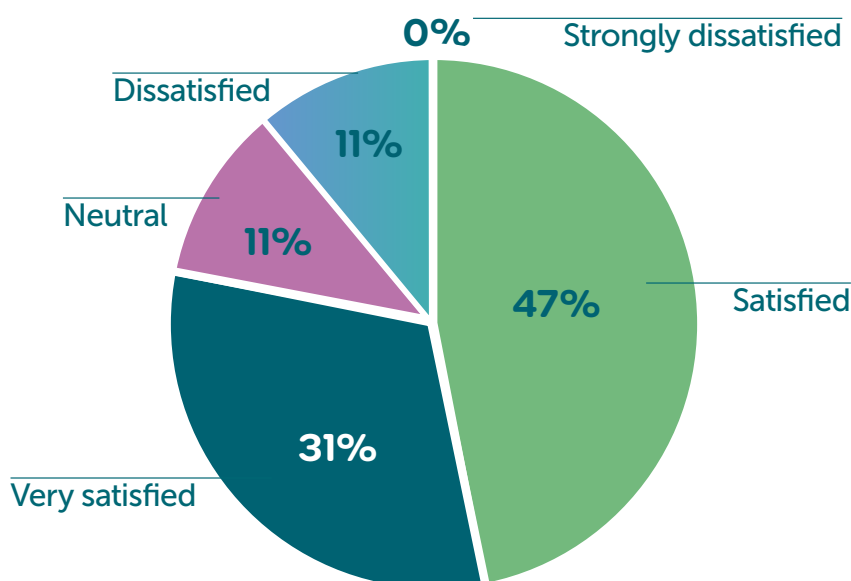
Taking everything into account, how satisfied or dissatisfied are you with the complaint journey



To what extent do you agree or disagree with the following: "The outcome reached following the complaint investigation was correct/fair"?



How satisfied or dissatisfied are you with ExtraCare's approach to complaints handling?



Ombudsman cases, findings and reports

We received outcomes from three Housing Ombudsman cases in 2025/26:

- In the first case, no maladministration or service failure was found.
- In the second case, a service failure was found in our handling of a complaint. We were ordered to pay £100 in compensation for the impact of the complaint handling failures identified.
- In the third case, maladministration was found with our response to the complaint and a service failure was determined regarding our handling of the complaint. We were ordered to pay £200 in compensation for the maladministration and £100 in compensation for the complaint handling failure.

Learning from complaints - action taken

In the 2024/25 Annual Complaints and Service Improvement Report we identified 13 actions to improve our complaints handling and resident experience:

We said	What we have done
• We would complete a Resident Scrutiny Group review of complaints handling to improve the complaint processes.	✓
• We would update our Complaints Policy.	✓
• We would review our complaint handler training materials/documentation.	✓
• We would identify e-learning modules to supplement our current complaint handler training.	✓
• We would require that complex complaints are handled by senior managers to reduce escalations to Stage 2.	✓
• We would embed a new internal escalation procedure into our complaint handling to improve compliance with our policy timescales.	✓
• We would define an approval process for extensions to complaint deadlines.	✓
• We would seek the views of residents on their complaints experience following a complaint conclusion to identify learnings.	✓
• We have conducted quality control checks on complaint handlers to enable complaints handling performance to be built into our staff appraisal process in the coming year.	✓
• We would enhance our internal reporting by introducing themes and trends e.g. tenure type, geographical area and resident demographics.	✓
• We would implement a mechanism to ensure that actions arising from complaints are implemented.	✓
• We would enhance our complaints reporting to Board by providing our Operations Committee with better oversight through the Member Responsible for Complaints.	✓
• We would streamline our complaint categories into three categories (Service, process and staffing).	✗

Following further review, we decided not to streamline our complaint categories, as the existing framework effectively supports trend analysis and learning.

Learning from complaints – future action

In the coming year we will undertake the following to improve our complaints handling processes and the experience of residents who raise complaints. We will:

- Create resident friendly complaints literature.
- Review the process by which residents can raise a complaint at Villages and Schemes using the 'Tell Us Your Concern' form.
- Improve our processes by sharing good practice and compliments with complaint handlers.
- Explore opportunities to broaden the capabilities and skillset of our Complaint Handling Team.
- Explore how we can strengthen Board oversight of complaints.
- Streamline our internal complaints reporting.
- Enhance our analysis and reporting of repeated complaint types.
- Review the ExtraCare website and the provision of information in relation to complaints.
- Work with our Communications Team to share some of our complainant experiences.



Review



Learn



Improve



Implement

We will provide an update on performance against the above actions in next year's report.