

# Annual Complaints Performance and Service Improvement Report 2023/24

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# Message from the ExtraCare Board

The Board has reviewed the 2023/24 Annual Complaints Performance and Service Improvement Report.

We have seen a small decrease in complaints this year and have identified areas for improvement, particularly in relation to the timeliness of complaint resolution. Furthermore, the number of upheld and part-upheld complaints tell us there is scope to learn and improve. However, we have seen a reduction in escalated complaints compared to last year.

Alongside this report, we have reviewed the self-assessment against the Housing Ombudsman's Complaint Handling Code. This self-assessment has determined that we meet the Code requirements.

The Board has reviewed complaints performance for 2023/24 and agree that the details included within this report are an accurate reflection of the performance of the Charity in the year.

## COMPLAINTS ANALYSIS

### Types of complaints received

Type	Stage 1	Stage 2	Total
Maintenance	43	5	48
Staff	25	4	29
Care	21	2	23
Other	12	2	14
Policy/Process	8	4	12
Multiple	11	1	12
Financial	5	3	8
Development	3	1	4
Catering	1	0	1
Health & Safety	1	0	1
Housing	1	0	1
IT	1	0	1
Refurbishment	1	0	1
<b>Total</b>	<b>133</b>	<b>22</b>	<b>155</b>

Complaints have  
reduced by



**3.7%**

from 2022/23 to 2023/24

### Escalations from Stage 1 to Stage 2

**16.5%**

of complaints  
escalated



which is  
down from

**21%**

in 2022/23



## COMPLAINTS ANALYSIS

### Average working days to resolve complaints



Policy timescales: 10 working days Stage One and 20 working days Stage Two.

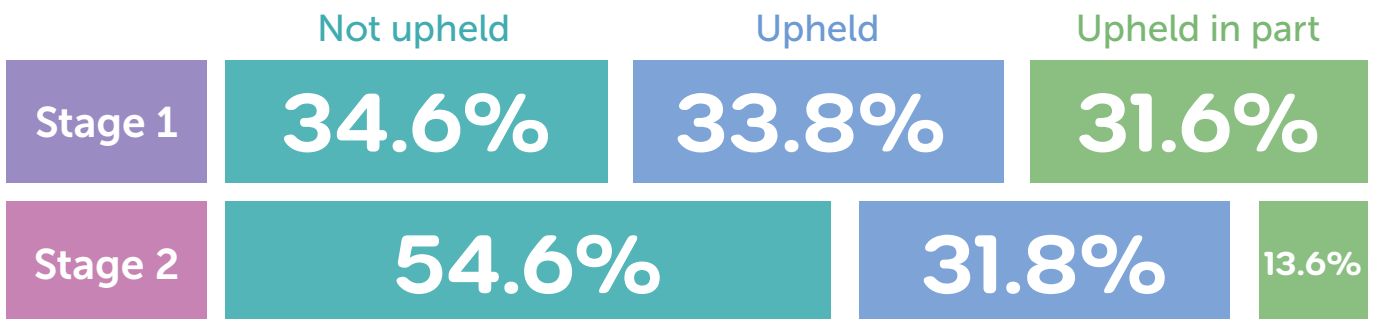


It is accepted that although this figure is an improvement on the prior year, it is still not at an acceptable level. Given recent improvements in the process, we expect to see this improve further through 2024/25.

### Complaints not resolved on time



### Complaint Outcomes



Learnings from upheld or partially upheld complaints are shown on pages 6-7 of this report.

## Service Improvements

Our complaints policy was reviewed and signed off by our Board of Trustees in December 2023.

Improvements	Policy and Procedures	Living our values
Improvements in signposting people who wish to complain in line within our policy	New policy issued and embedded	Compassion - Compensation options considered by way of an apology for service failure
Care complaints processes defined and embedded	Work instructions developed to assist complaint handlers and to help promote a positive complaint experience	Transparency - Internal audit completed by Mazars for external level of assurance, improvement action plan in place
Improvements made in relation to communication on the customer's complaint journey	Complaint handling training developed, implemented and delivered	Collaboration - Work with complainant to close complaint on a commitment to resolve the issue
Enhanced our internal reporting and regular benchmarking data received from HouseMark		

# LEARNING FROM COMPLAINTS

## Actions taken through upheld complaints



You were not happy with Stage 1 complaint outcomes

We provided additional training to our complaint handlers

We made policy improvements relating to decisions around compensation



You said that we needed to improve our performance regarding latent defects

We created a latent defects group to identify the root cause of issues and explore a resolution

We now triage latent defects to speed up resolution



You said we needed to improve our communication

We set up an internal Communication Group to help improve our communication

We improved our Complaints Policy in relation to signposting concerns

We now hold 'repair drop-in sessions' in our locations

We improved our internal complaints training



You said we needed to be better at resolving repairs

We now meet regularly with contractors on service delivery and seeking improvements

We improved our repair job process, ensuring residents can track their repair

We now hold 'repair drop-in sessions' in our locations

We implemented a regular 'Apartment MOT' programme

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## LEARNING FROM COMPLAINTS



You said the care provided was not of the expected standard

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We created a golden thread to ensure HR are notified of any complaint in relation to care practices

Our Care Forum now discuss and share examples of poor practice shared for wider learning

We changed the process to ensure that subject matter experts dealt with care complaints

We improved the Safeguarding Policy

## Housing Ombudsman Cases, Findings and Reports

- ExtraCare received outcomes from two escalated Ombudsman cases in 2023/24;
- One was determined as not being within the Ombudsman’s jurisdiction and one was determined as a service failure.

In accordance with paragraph 52 of the Housing Ombudsman Scheme, the case determined as a service failure resulted in ExtraCare being ordered to write an apology letter and pay £150 in compensation.

- The Housing Ombudsman made no findings of non-compliance within the code by ExtraCare;
- The Housing Ombudsman determined no cases of maladministration against ExtraCare.