Caledonia
HOUSING ASSOCIATION

# ANNUAL COMPLAINTS HANDLING REPORT

2025/26

# Complaint Overview

The Complaints Handling Procedure defines a complaint as, 'An expression of dissatisfaction by one or more members of the public about our action or lack of action, or about the standard of service provided by or on behalf of the Caledonia Group'; and that complaints can be made by tenants or other customers, or their representatives. The volume and outcome of complaints is monitored, along with the time taken to respond. In summary, during 2025/26:

- 535 Stage 1 complaints were responded to, a rate of around one complaint for every 9 properties owned and managed. This is an increase on the number handled in each of the previous two years (468 and 404 respectively).
- 23 Stage 2 complaints were responded to. This is slightly less than the number handled in 2024/25 (26) and slightly more than the number handled in 2023/24 (21).
- 400 Stage 1 complaints (74.8%) were responded to within the target timescale of 5 working days. The average time taken was 4.88 days.
- 18 Stage 2 complaints (78.3%) were responded to within the target timescale of 20 working days. The average time taken to respond was 17.91 days.
- 271 Stage 1 complaints (50%) were fully or partially upheld, while 164 (31%) were not upheld. Complaints can be "resolved" when both the Association and the customer agree what action (if any) will be taken to provide full and final resolution for the customer, without deciding on whether the complaint is upheld or not upheld. 100 Stage 1 complaints (19%) were "resolved."
- 14 Stage 2 complaints (60.9%) were fully or partially upheld, while 6 (26.1%) were not upheld. 3 Stage 2 complaints (13%) were resolved.



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# Complaint Summary

- We note an increase in the volume of Stage 1 complaints responded to in 2025/26 in comparison with 2024/25. This increase in complaints volume is believed to be the consequence of various factors including organisational growth, and the corresponding increased number of tenants and service interactions, staff training and awareness raising, and changes in tenant and customer expectations. We are currently undertaking further analysis and benchmarking our experience against that of other similar organisations.

- Ensuring complaints are handled fully and effectively at the frontline (Stage 1) to prevent escalation wherever possible remains an important objective.

| Complaints Received | 2023-24 | 2024-25 | Notes | 2025-26 |
|---|---|---|---|---|
| Stage 1 | 404 | 477 | 11% increase against 2024/2025 figure. Average of 471 over three-year period. | 532 |
| Stage 2 | 21 | 27 | Average of 25 over three-year period. | 27 |
| **Complaints Responded to** | **2023-24** | **2024-25** | | **2025-26** |
| Stage 1 | 404 | 468 | Average of 134 responded to per quarter. (High of 155, low of 100) | 535 |
| Stage 2 | 21 | 26 | Average of 5.8 responded to per quarter. (High of 10, low of 3) | 23 |

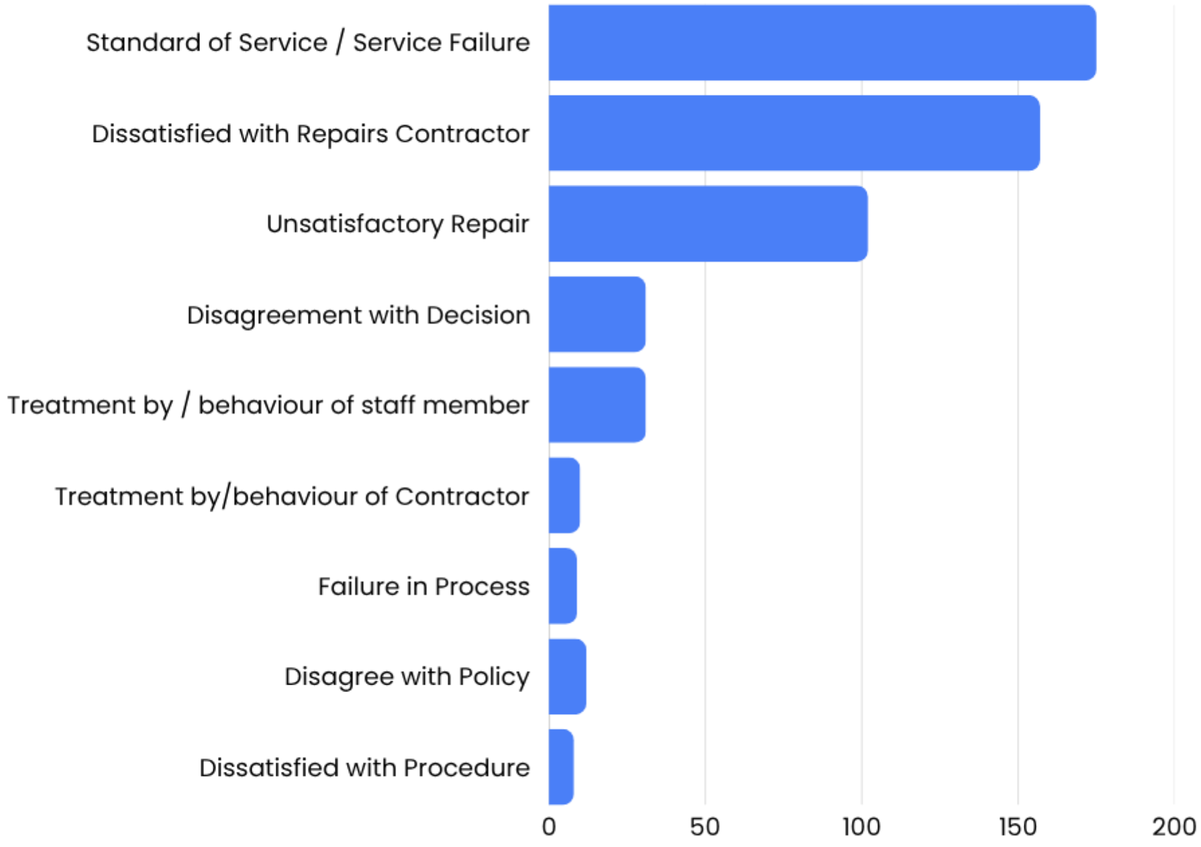
# Category of Complaints

## Stage 1 Complaint Categories

Complaints are logged under general category headings, and Table 2 indicates the volume and proportion responded to in each. Carrying out repairs and maintenance remains our most used service and accounts for a significant proportion of Stage 1 complaints (48.4%), whether relating to the quality of works undertaken or the performance of contractors.

The "Standard of Service / Service Failure" category continues to cover a broad range of issues, including estates and tenancy management services, communal cleaning and grounds maintenance, factoring, planned maintenance, and general customer service and communication concerns.

Proportionately, the categorisation of Stage 1 complaints during 2025/26 was largely consistent with that recorded in 2024/25.






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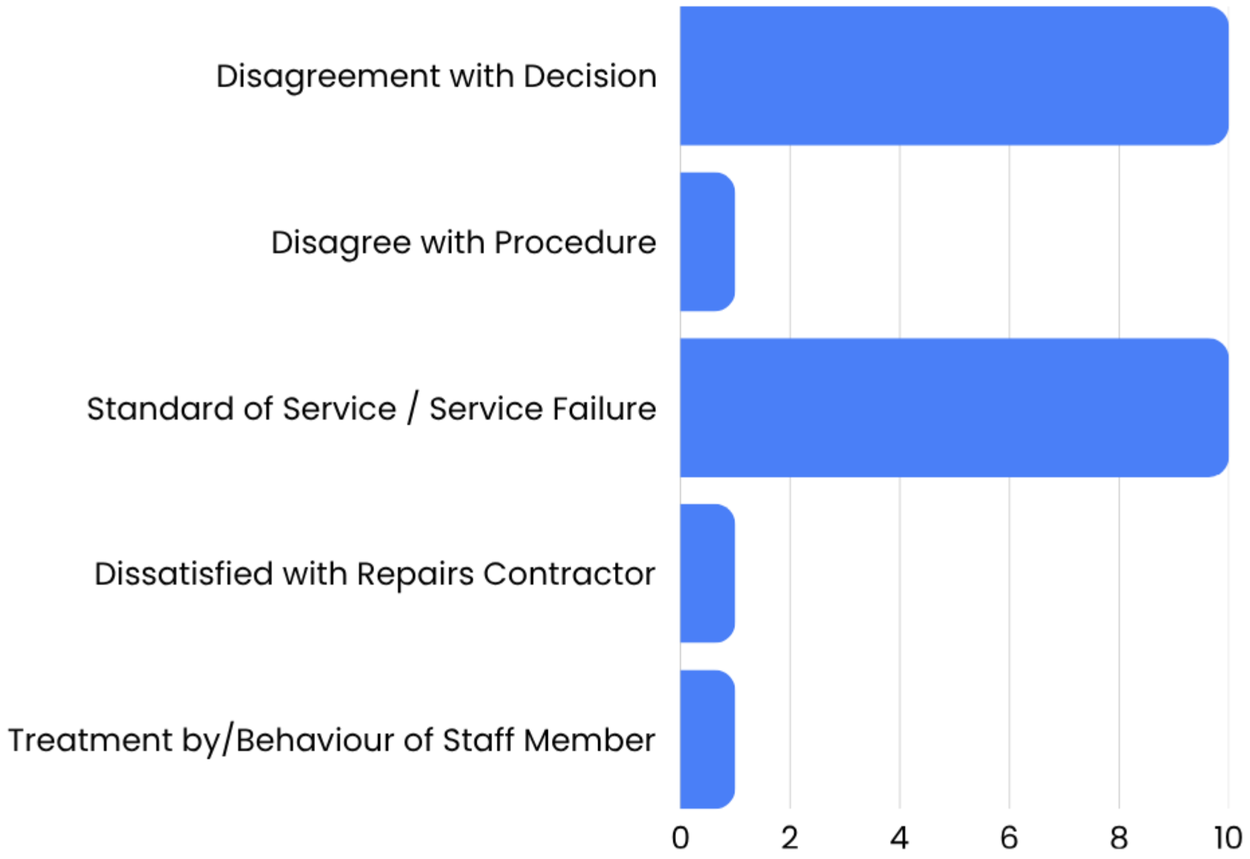
# Category of Complaints

Stage 2 Complaint Categories

There were some notable changes in the categorisation of Stage 2 complaints during 2025/26. A lower proportion related specifically to contractor performance, while a larger proportion arose where customers remained dissatisfied with a decision reached at Stage 1 and requested a further review.

Of the Stage 2 complaints involving a review of the original Stage 1 decision, 20% concluded that the Stage 1 decision was correct and required no change. In 60% of cases, the original decision was overturned or amended following further investigation, while the remaining 20% were resolved through agreement or other actions without a formal determination being required.

This indicates that Stage 2 reviews continue to provide an important mechanism for ensuring complaints are fully considered and that outcomes can be revised where appropriate.






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# Response Timescales

Stage 2 Complaint Categories

On average Stage 1 complaints were responded to within the target of “less than 5 days.” There has been an increase in the overall average response time and a slight reduction in the proportion of complaints responded to on time.

Our analysis has identified various reasons for complaints requiring additional days to complete. This included the absence of key staff, and the need to obtain feedback or input from third parties, such as our repair's contractors or other local agencies. We have also identified a proportion where it was necessary to meet or discuss matters with the complainant, and the completion timescale was dictated by their availability. Similarly, there are instances where the complainant did not respond to our contact and the complaint remained open while follow up attempts were made. Guidance on practical arrangements for completing cases in such instances was provided during the recent staff training sessions.

We have maintained our performance in responding to Stage 2 complaints, with the average response timescale broadly comparable to that achieved in the previous reporting year. Of the five complaints that took longer than 20 days to resolve, two took 21 days, one took 23 days, one took 25 days and one took 31 days. A gain, a common factor in these cases was the availability of key staff who were required to provide input to the complaint investigation. The case which took 31 days involved particularly complex and challenging issues. In all cases, we ensured the complainant was informed of the need to extend the completion timescale and the reason for this.

| Average time (working days) | 2023/24 | 2024/25 | 2025/26 | Comments |
|---|---|---|---|---|
| Stage 1 | 3.54 | 4.38 | 4.88 | Quarterly performance ranged from a low of 4.5 days to a high of 5.2 days over the year. |
| Stage 2 | 17.52 | 17.77 | 17.91 | Quarterly performance ranged from a low of 14.7 days to a high of 19.6 days. |
| Stage 1 (within 5 days) | 83.6% | 78.63% | 74.77% | Quarterly performance ranged from a low of 69.7% to a high of 80.7% over the year. |
| Stage 2 (within 20 days) | 85.7% | 76.92% | 78.26% | Quarterly performance ranged from a low of 67% to a high of 100% over the year. |



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# Learning From Complaints

| You Said | We Did |
| --- | --- |
| Compensation felt inadequate | Additional payments offered and reviewed redress policy |
| Unclear explanations | Communications simplified |
| Gaps in monitoring of ground maintenance | enhanced record keeping and increased Clerk of Works involvement |

During the year we have further strengthened our approach to identifying learning and improvement opportunities from cases handled. Includes support provided by Governance team to operational team leaders through monthly engagement meetings; and discussion of performance, themes and trends at monthly Operational Portfolio meetings. Key learning themes and improvement actions include:

• Importance of early resolution, robust case management (including ownership of complaint outcomes and follow up on agreed resolution actions) to improve complaint outcomes.
  - Training and guidance has highlighted key principles and approaches, supported frontline staff, and reduced administrative errors. Further training to follow this year.

• Value of effective repairs oversight, including effective contract management arrangements
  - New reactive maintenance contract framework procured; with process improvements helping minimise delays and improve customer experience.

• Importance of clear, effective and empathetic communication that acknowledges lived experience and priorities of tenants and customers; while fully explaining decisions made, evidence considered and any associated constraints
  - New tenant engagement framework is supporting actions to better understand tenant needs and priorities, and influence strategic policy and investment decisions.
  - Neighbourhood teams encouraged to tailor communication methods to suit individual needs, circumstances and vulnerabilities
  - Developing use of AI to support written communications

• Strength of investigative work and decision making at Stage 2, mitigating risks of adverse regulatory findings.
• Complaint and Quality officer role designed to ensure appropriate resource in place to sustain complaints handling performance and standards.



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Social Housing Regulator – Reg. No. HEP224