

## Complaints Report, 2025 – 26

### 1.0 Purpose

1.1 This report contains information for complaints handled in line with the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure (MCHP) as is part of regulatory submission for ARC and used in benchmarking. The report covers the period 1<sup>st</sup> April 2025 to 31<sup>st</sup> March 2026. The report summarises key trends, areas of success, learning from complaints, and outlines actions being taken to drive service improvement and ensure compliance with SPSO standards.

### 2.0 Background

2.1 The Complaints report is produced to assist the Audit, Performance and Risk Assurance Sub-committee’s understanding of our performance, interpretation of the volume and nature of complaints handled within the organisation.

#### Headline summary: total complaints received in 25/26: 252

	No	
Resolved at frontline (Stage 1):	198	80%
Resolved at Investigation (Stage 2):	46	18%
Complaints Resolved at stage 3 SPSO	5	2%
Average response time, stage 1 (5 days)	4.5	(Target 5)
Average response time, stage 2 (20 days)	15.6	(Target 20)
Complaints closed on Time Stage 1	86%	(Target 100%)
Complaints closed on Time stage 2	89%	(Target 100%)

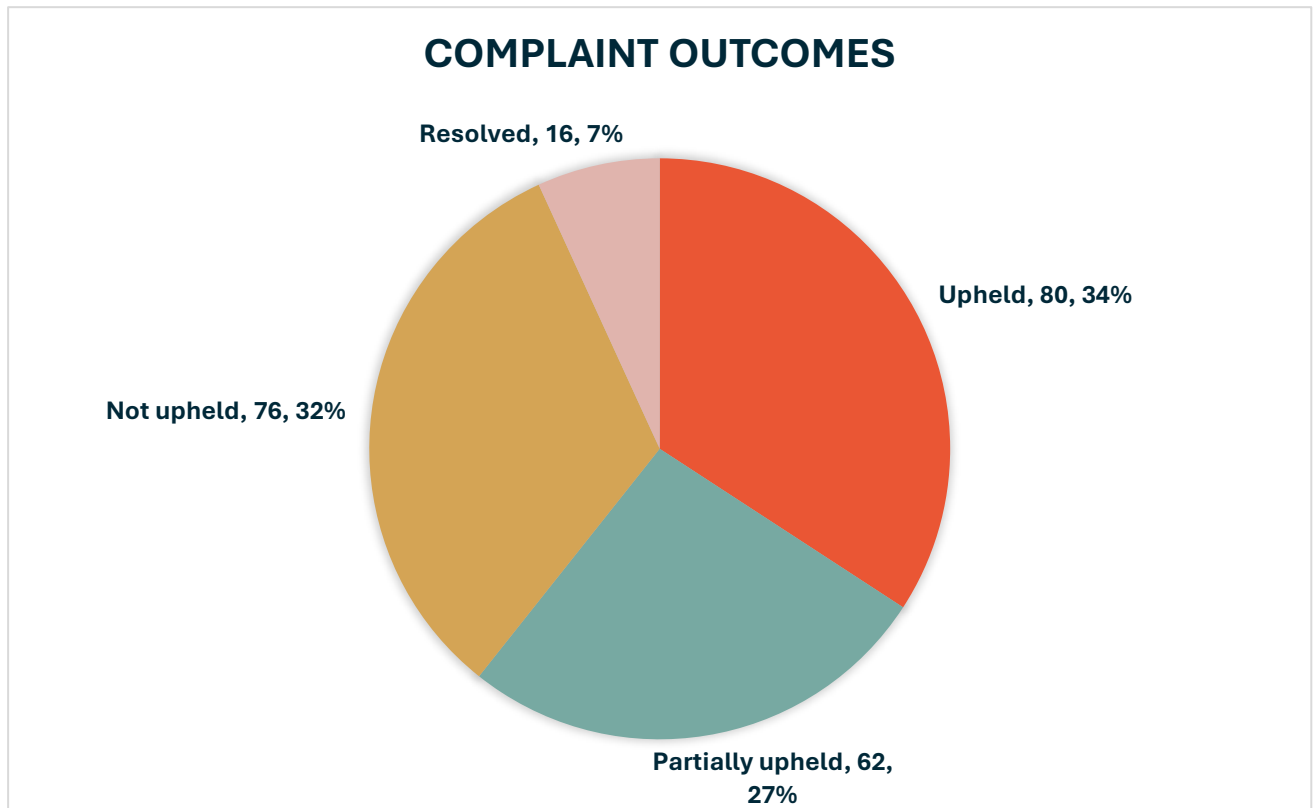
### 2.2 Outcomes

The outcomes below are defined by the MCHP:

- **Upheld**, we have got things wrong.
- **Partially upheld**, some of the complainants’ points were valid others were not
- **Not Upheld**, we believe we didn’t do anything wrong, or the complaint was unjustified.

- **Resolved:** we acted to resolve the issue straight away and the complainant was satisfied.

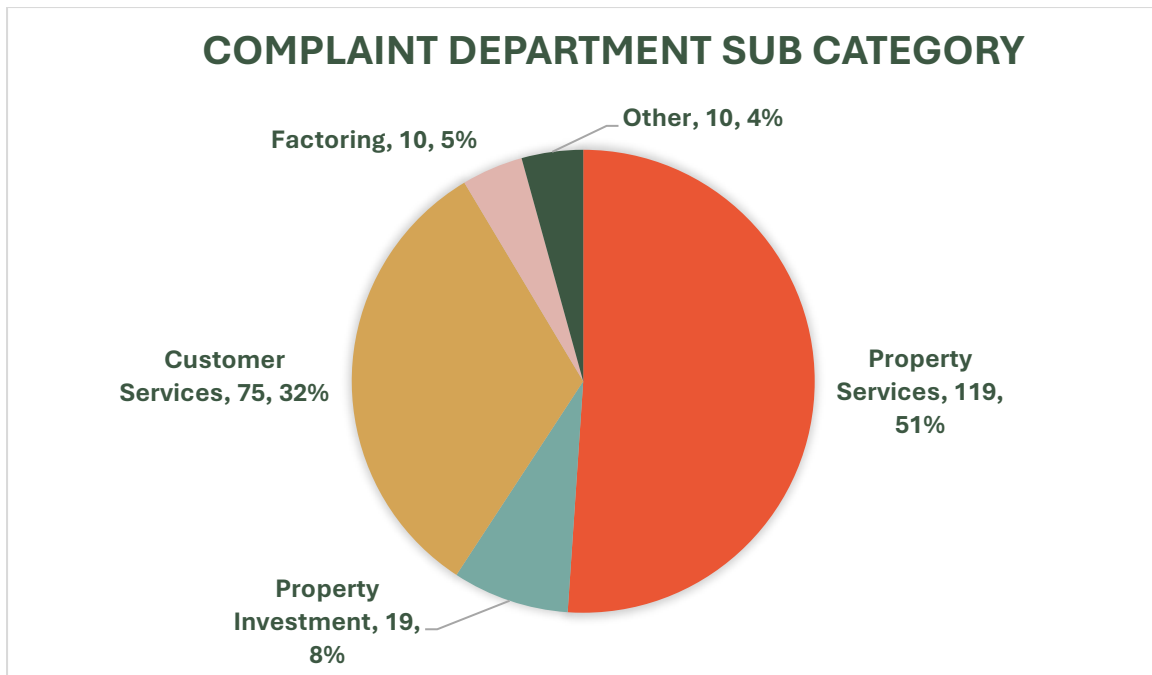
Of these definitions we mostly upheld complaints on lack of communication and timeliness of repairs and did not uphold the majority of complaints relating to staff conduct.



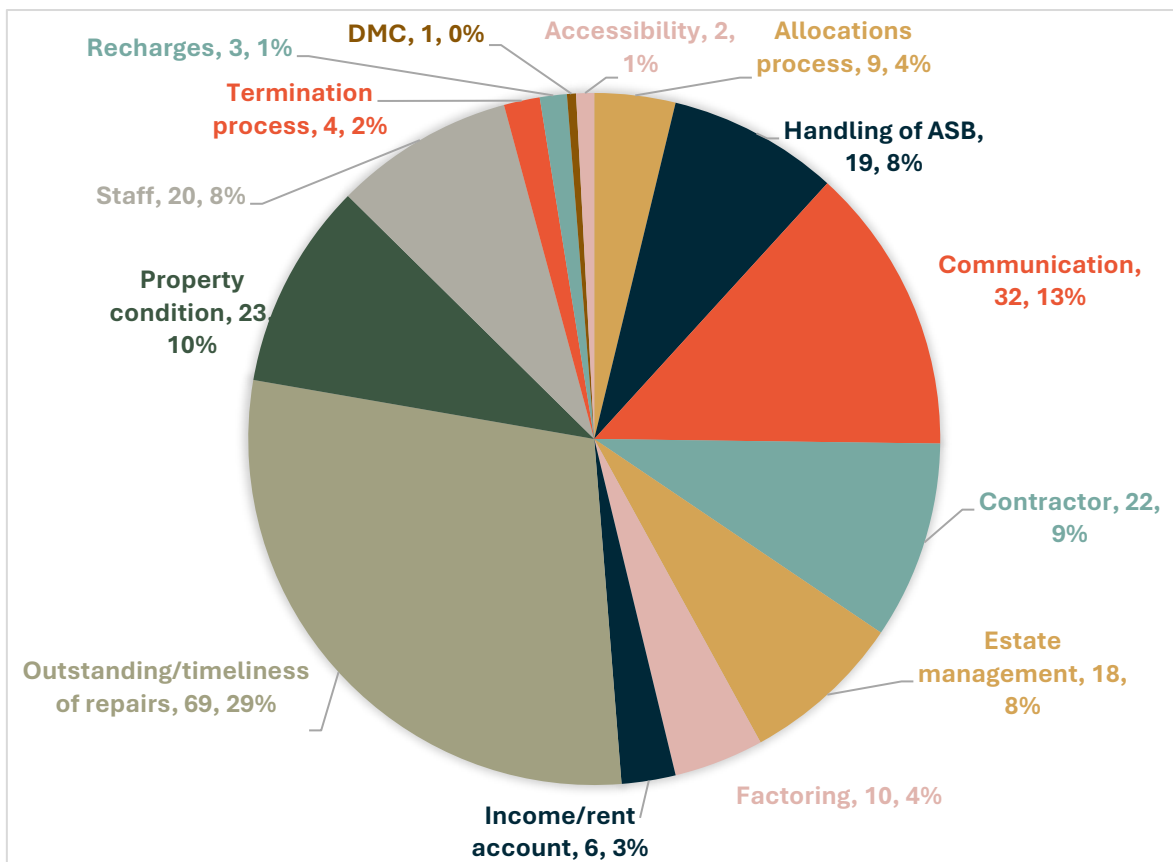
### 3. Overview

#### 3.1 Complaint volumes and types

The below graph displays the subcategory selected at the time of logging. The graph shows that the majority of complaints sit with Property Services (51%) followed by Customer services (32%).

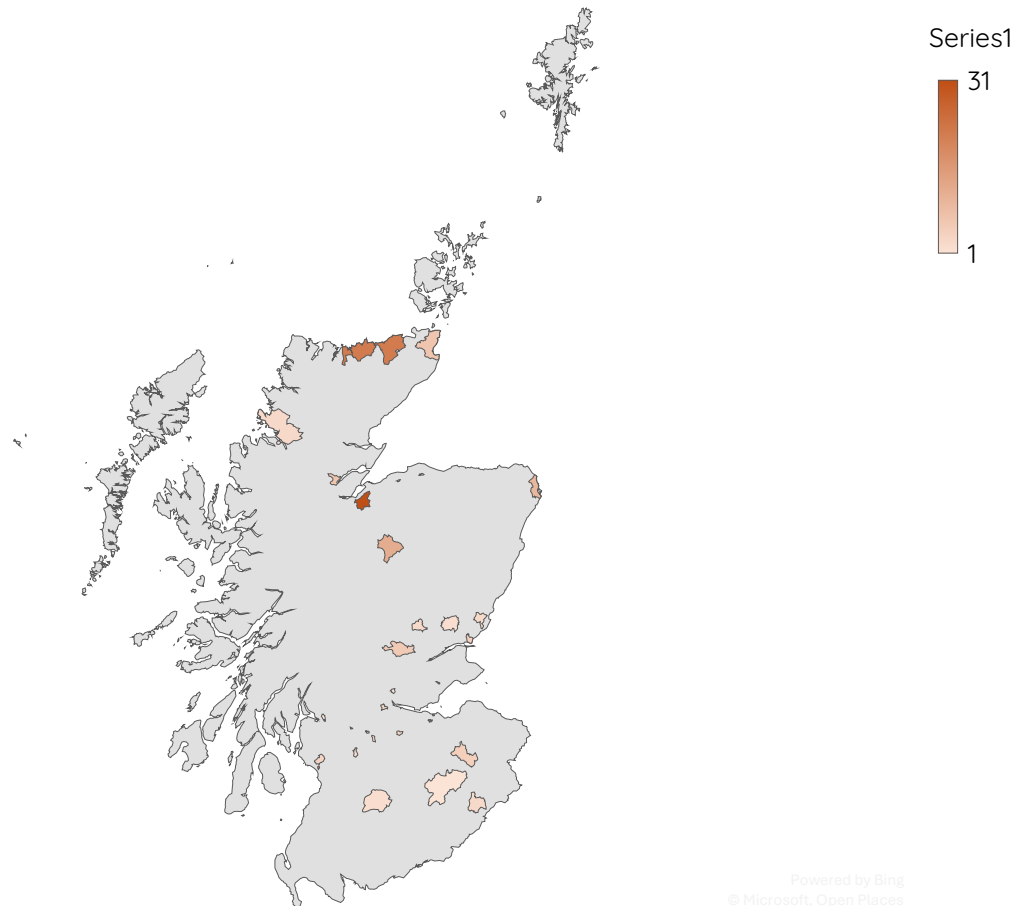


The graph below delves deeper into the actual reason for the complaint. The biggest reason for complaints this year was outstanding works and the timeliness of repairs alongside communication.



The below map shows the distribution of complaints across the country. The higher concentrations can be found in Caithness (KW14) and Inverness (IV2). There are very few complaints in the west compared to the east despite higher stock numbers.

Complaints Received by Postcode Area - All Teams



## 4. Quality and learning

### 4.1 Quality of responses

Of the complaints received, these were quality scored against a matrix using SPSO quality principles.

Internal review scoring (average from spot checks)

Criteria	Target	25/26 Score
Clear explanation given	95%	74%
Evidence referenced	90%	79%
Apology included (If applicable)	100%	80%
Learning identified	85%	70%

## 4.2 Examples of good practice

Demonstrating our values through complaints:

**Customer first:** Our response quality, whilst still in need of improvement, has improved dramatically since the start of the year. We have focused on staff training, both in-house and from external providers to boost confidence and competence throughout the teams. Mandatory learnPro training was reviewed and a new course created and completed by all colleagues. There was also the opportunity to take part in SPSO complaints investigation training, an all-day course designed to empower colleagues when investigating and responding to complaints; this too was well attended.

**Accountability:** We have also put an emphasis on accountability for complaints and ensuring they are closed within timescales. Guides on how to create rules in Outlook as well as workflows for automation of day 3 and day 10 reminders have been introduced. Following recommendation from the Learning from Complaints Group we have also started escalation of complaints which have breached the 5/20 days timescale to line managers which has improved performance management and oversight of complaint cases.

## 4.3 Areas for improvement

**Learning from complaints:** Capturing learning from complaints and transforming these into actionable recommendations remains an area of focus and we will continue to monitor and support in the coming year. Our Learning from Complaints Group is now established and meets quarterly to discuss case studies, best practice and provide recommendations for service improvement.

**Performance against timescales:** We are placing an increased focus on our performance against both internal KPIs and regulatory requirements. For 26/27, we have introduced target setting of 4 days for stage 1 and 15 days for stage 2. These targets, while achievable, are ambitious and in order to meet them we will need to ensure that complaints are prioritised and responded to in a timely manner. We have also introduced a quick resolution workflow to promote frontline resolution where possible.

## 5. Next steps for improvement

Improvement Area Action	Responsible	Target Date Progress
Performance management locally within teams to ensure targets are met	Team managers and colleagues	Ongoing
Learning from complaints to lead to action plan for improvement	Insights, Performance and Projects	Ongoing

	Team/Learning from Complaints Group	
Consistency of response quality to improve to meet the targets set against SPSO quality principles	Insights, Performance and Projects Team/colleagues	Ongoing
In-depth reporting an analysis of complaints to recognise themes and trends	Insights, Performance and Projects Team	Ongoing

## 6. Conclusion

During 2025/26, we handled a high volume of complaints which consistently increased throughout the year, as colleagues grew more confident in recognising, categorising, and logging complaints. We remained compliant with the Scottish Housing Regulator’s ARC indicator targets, which has led to the introduction of internal KPI targets for 26/27. The majority of complaints were resolved at the earliest possible stage, with evidence of improving timeliness compared to previous periods. This highlights a continued commitment to early resolution and a customer-focused approach to complaints handling, which we have been working to embed across the organisation.

The analysis has identified clear themes, particularly around outstanding works, timeliness of repairs, and communication. While these areas continue to drive dissatisfaction, they also provide valuable insight into where service improvements should be prioritised. Importantly, the outcomes data and quality assurance findings demonstrate an increasing awareness of learning from complaints, alongside improving accountability and ownership across services.

Although progress has been made, there remain areas requiring sustained focus, particularly in relation to response quality, consistency against SPSO quality principles, and meeting both internal and regulatory timescales. The actions outlined, including enhanced performance management and in-depth analysis of complaint themes, will be central to driving further improvement in 26/27.

Overall, complaints continue to provide a valuable source of customer insight. By embedding learning, maintaining strong oversight, and prioritising timely, high-quality responses, we are well placed to further strengthen complaint handling and improve customer experience in the year ahead.