

2025/26

Complaints Annual Performance Report

Housing Management

Executive Summary

Comparison of 2024/25 and 2025/26 Annual Complaint Reports

Overall complaints performance remained strong across both years, with total complaints falling from 410 in 2024/25 to 385 in 2025/26, reducing the monthly average from 34 to 32.

Stage 1 complaints decreased from 374 to 349, while Stage 2 complaints remained steady at 36.

Despite the lower overall volume, the proportion of Stage 1 complaints escalating to Stage 2 remained unchanged at 14 cases, indicating a continuing need to strengthen early resolution.

Performance against timescales was mixed. In 2024/25, 98.94% of Stage 1 complaints were closed on time in an average of 4.4 working days, compared with 96.85% in 2025/26 in an average of 4.8 days. While Stage 1 performance remained within the 5-day SPSO target, it showed a slight decline.

Stage 2 performance deteriorated more notably, falling from 92.5% closed on time in 15.1 working days in 2024/25 to 83.33% in 20.7 working days in 2025/26. This means Stage 2 exceeded the 20-day target in 2025/26 and represents the most significant area requiring improvement.

The profile of complaint outcomes also changed between the two years.

For Stage 1 complaints, upheld cases increased from 43% to 49%, while partially upheld cases fell from 34% to 25%, suggesting a greater proportion of complaints were either clearly substantiated or clearly not upheld in 2025/26.

At Stage 2, upheld outcomes reduced from 50% to 36%, while partially upheld outcomes rose from 17% to 28%. Complaints continued to be concentrated within Asset Management, which accounted for 79.9% of all complaints in 2024/25 and 81.8% in 2025/26, reflecting the volume and operational nature of work in this area.

Housing Management also increased slightly from 4.5% to 7.8%, while Capital Works reduced from 11.2% to 6.8%.

Both reports show a clear commitment to learning from complaints and translating this into service improvement. In 2024/25, lessons focused strongly on communication, contractor performance, repairs follow-up and service quality.

In 2025/26, the learning themes broadened to include administrative processes, stair cleaning standards, communication on outstanding repairs, out-of-hours response, and clearer housing offer procedures.

Positive customer feedback also increased, with compliments rising from 42 in 2024/25 to 64 in 2025/26, suggesting that while some complaint handling measures weakened, particularly at Stage 2, customer satisfaction with wider services remained strong.

Taken together, the comparison shows that 2025/26 brought a modest reduction in complaint volume and higher compliment levels, but also a weakening in timeliness performance, especially for more complex Stage 2 complaints.

The key priority for the year ahead should therefore be to retain the gains in service quality while improving response times, escalation handling, and consistency of communication across high-volume service areas.

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Introduction

This is the annual Complaints Performance Report for Angus Housing Association. This report provides detailed information regarding complaints recorded through the Association's Complaints Handling Procedure (CHP) during reporting year 1st April 2025 to 31st March 2026.

The Association's CHP is based on the Scottish Services Ombudsman (SPSO) Model Complaints Handling Procedure. Since its implementation, the Association's CHP remains an effective tool for managing complaints. The Association's CHP has been subject to regular reviews, the CHP Policy and Procedures were reviewed and approved by the Board in June 2024.

Effective complaints handling is a key element of the Scottish Social Housing Charter with outcome 2 (Communications) of the 'Charter' having a direct relationship with complaints handling.

The aim of this report is to provide the following:-

- Provide a wide range of facts and figures relating to complaints or statements of dissatisfaction recorded through the Association's CHP during 2025/2026 reporting year.
- Information regarding the outcome of complaints in terms of either being upheld, partially upheld or not upheld.
- An overview of how the Association has used the CHP bring about improvements in the service provision by actively learning from complaints.

Indicator One

The total number of complaints received

349

**Stage 1 Complaints
Received in Reporting Year**

36

**Stage 2 Complaints
Received in the Reporting Year
please see breakdown below**

14

**Stage 1 Complaints
Escalated to Stage 2
In Reporting Year 2025-26**

22

**Stage 2 Complaints
Received Directly at Stage 2
In Reporting year 2025-26**

**Total Complaints 385
Responded To 368
In Reporting year 2025-26**

This equates to 32 Complaints per Month

Indicator Two

The number and percentage of complaints at each stage which were closed in full within the set timescales of 5 and 20 working days

STAGE 1 COMPLAINTS

We closed 96.85% of Stage 1 Complaints within 4.8 working days.

96.8%

STAGE 2 COMPLAINTS

We closed 83.33% of Stage 2 Complaints received within 20.7 working days.

83.3%

Escalated Complaints

We closed 35.7 % of escalated Stage 1 Complaints within 20 days of escalation to Stage 2.

35.7%

Indicator Three

The average time in working days for a full response to complaints at each stage. Stage 1 Complaints 5 working Days, Stage 2 Complaints 20 working Days.

AHA 4.8 days

(SPSO Target 5 days)

Average Time Taken

To respond in full to Stage 1 Complaints

AHA 20.7 days

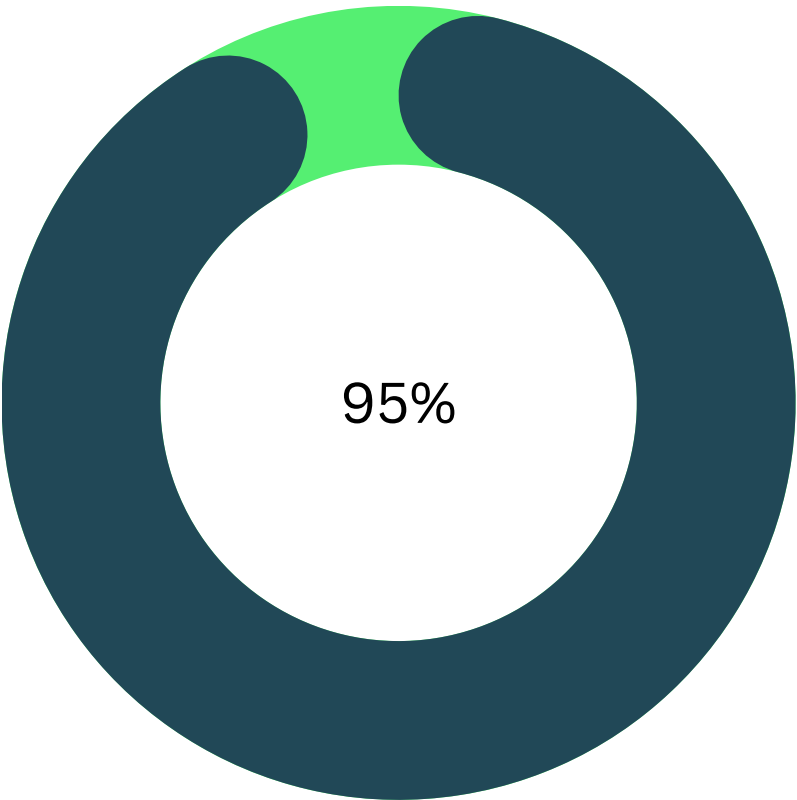
(SPSO Target 20 days)

Average Time Taken

To respond in full to Stage 2 Complaints

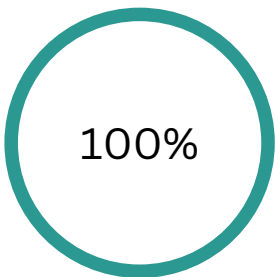
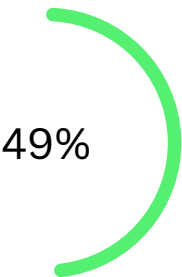
Total Complaints Resolved in Time

This is the same as 95% in 24/25



Indicator Four

The outcome of complaints at each stage.



of Stage 1 Complaints
Were Upheld

of Stage 1 Complaints
Were Partially Upheld

of Stage 1 Complaints
Were Not Upheld

of Stage 1 Complaints
Were Resolved

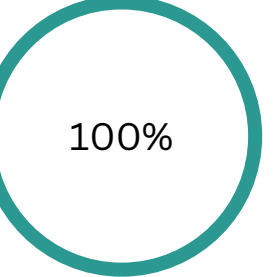
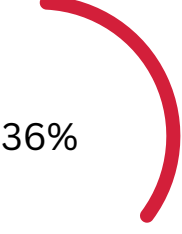
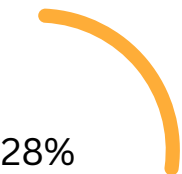
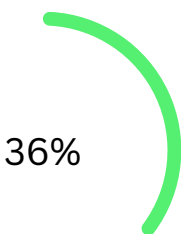


of all Stage 2 Complaints
were Upheld

of all Stage 2 Complaints
were Partially Upheld

of all Stage 2 Complaints
were Not Upheld

of all Stage 2 Complaints
were Resolved



of escalated complaints
were Upheld

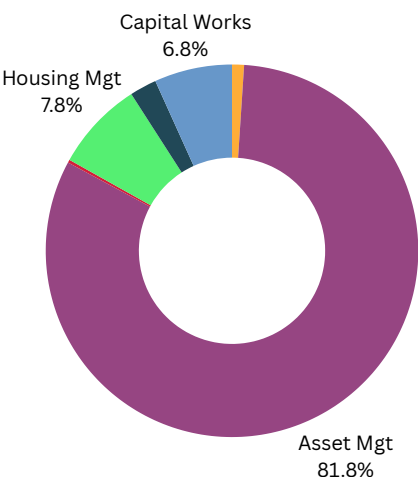
of escalated complaints
were Partially Upheld

of escalated complaints
were Not Upheld

of escalated complaints
were Resolved

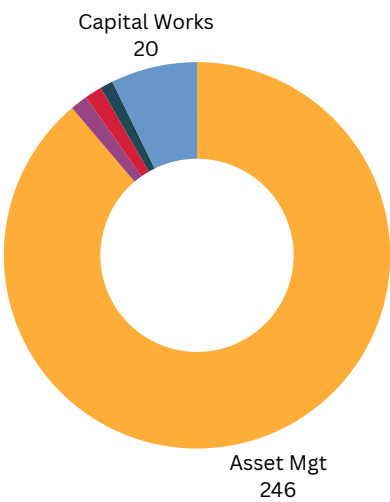
Complaints by Department

81.8% - Asset Management
6.8% - Capital Works
7.8% - Housing Management
2.3% - Development
1% - Customer Service
0.2% - Finance & Corporate



Upheld Complaints

1.4% - Development
88.8% - Asset Management
7.2% - Capital Works
1.1% - Customer Service
1.4% - Housing Management
0% - Finance & Corporate

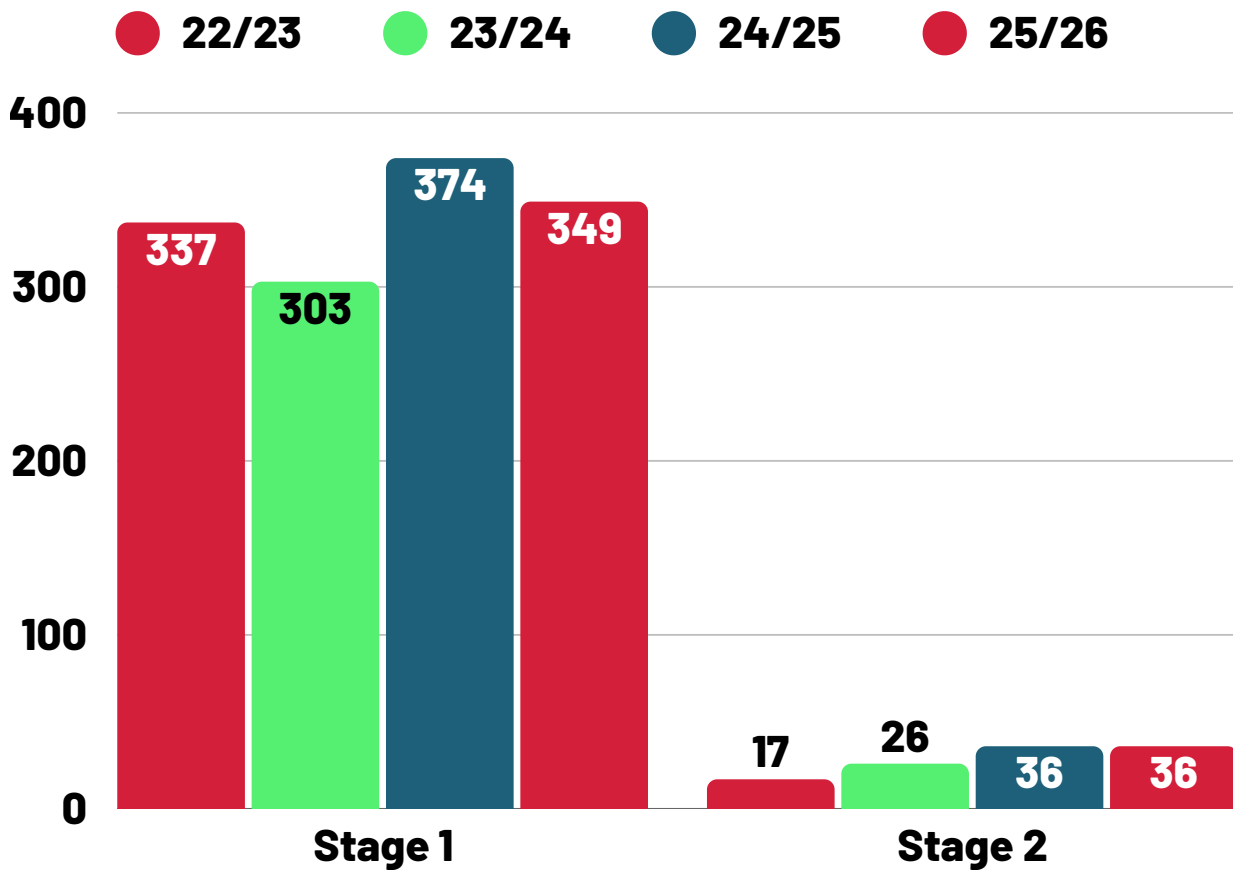


When it comes to upheld complaints, (including upheld and partially upheld) Asset Management again makes up a significant majority. This is not unexpected due to the face to face physical nature of the work that is carried out in this department. The top 5 sub categories resulting in complaints in Asset Management were;

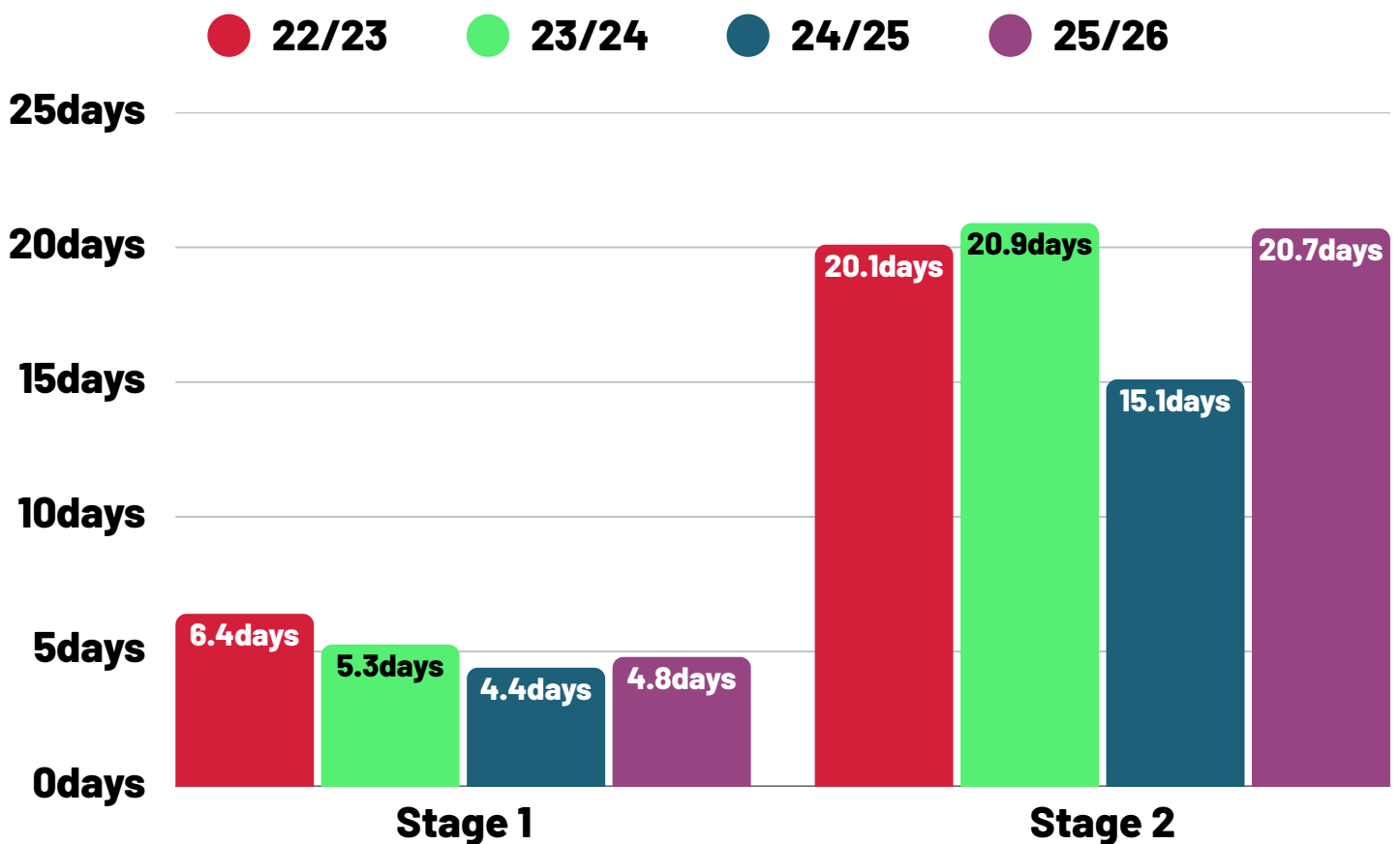
Department	Sub Category	Number of Complaints
Maintenance	Follow Up Repairs	150
Maintenance	Contractor	41
Maintenance	Poor Service	113
Maintenance	Staff	4
Maintenance	Administration	7

Trend Analysis over the last 4 years 2022 to 2026

Stage 1 & Stage 2 Complaints received between 1st April 2022 to 31st March 2026

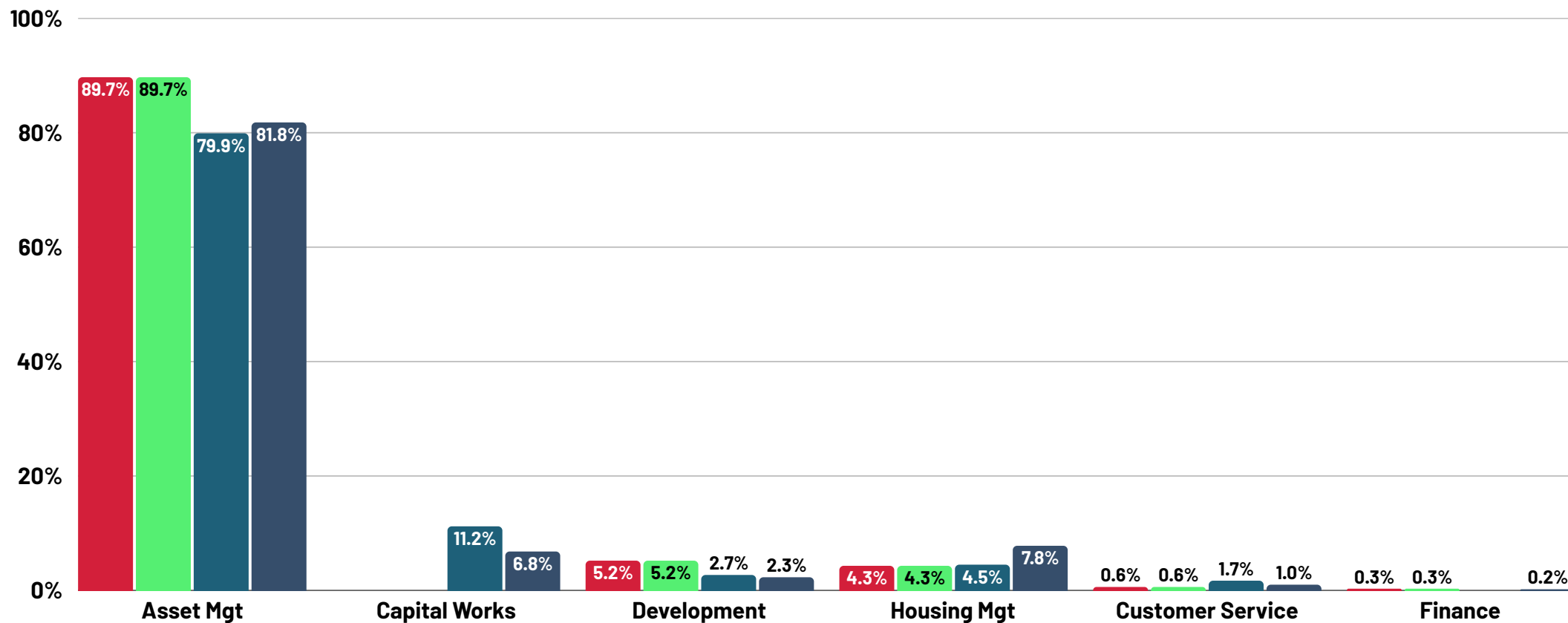


No of days taken to respond to Stage 1 & 2 Complaints between 1st April 2022 to 31st March 2026



% of Complaints received by Department from 1st April 2022 to 31st March 2026

● 22/23 ● 23/24 ● 24/25 ● 25/26



Learning from Complaints

Historically complaints are monitored quarterly by the Customer Service Team Leader (CSTL) who reports outcomes to Departmental Managers at their bi-monthly meetings before being presented quarterly to our Board of Management. It is felt that the CSTL will be chairing a Root Cause Analysis meeting to bring all the relevant teams together to dig down into the reasons behind the complaint and to share best practice and ideas about what we can do better.

Some Examples of what we have learned from Complaints this year:-

You Said

We Did

Administration process of credits and recharges to Deceased Tenants Estates



Procedural Reviews of recharges at void stage to be carried out

Stair Cleaning Cleaning Service not being carried out to a decent standard.



Meeting arranged with Tayside Contracts 16.03.26 to discuss poor service.

Tenant has called to say no one has been out for the following repairs - the door has been going on for about 3 years. See below the repair requests, various contact logs though out last year has been logged.



Better Communication about outstanding repairs - staff to ensure that tenant is updated about delays to repairs.

"I would like to file a complaint regarding the out of hours service i received this morning (Friday 5th Dec @ 7.20am). Phoned the Dundee Out of Hours number that is listed online to report that my boiler was leaking water to be told by the operator that there was nothing that could be done and no one that could be sent out. Was then advised to turn off the water at the mains and wait until the housing office was open to call it into them at 10am! It wasn't just a small leak but enough water to soak the majority of the floor something i would consider as a priority which was told to the operator but even then he was still adamant there was nothing he could do for me".



Issue has been raised with DCS OOH team re poor service - to be investigated internally and a response provided.

Applicant unhappy that withdrawl of offer of housing.



Change made to offer email and and HV email to clarify that offer is provisional (although this is already stated in advert)

Compliments

Whilst there is no requirement within the CHP to record compliments, the Association believe compliments recording plays a key part in its overall approach to providing excellent services. Complaints recording identifies where the Association needs to improve service delivery and compliments provides the evidence of where the Association is getting it right in terms of meeting customer expectations.

During the reporting year 64 Compliments were recorded by the Association. The compliments covered great customer service, great contractors carrying out repairs, great houses being allocated and great caretaking services. This has increased since 24/25

A Selection of some of the compliments received in 2025/2026 are below;

Compliments 25/26

"I'm very grateful for Mrs Fiona McFarlane's professional work. She provided all the necessary information, was very attentive and tactful."

"I would like to sincerely thank you for the recent improvements in our community, particularly the replacement of lighting in the playground and parking areas. This is a fantastic step in the right direction, and I am truly pleased to see such positive changes taking place.

Improved lighting not only enhances safety but also shows that our concerns as residents are being heard and addressed. I hope that further steps will follow this initiative, such as the installation of CCTV cameras in the playground and parking areas. This would further improve security and give peace of mind to residents and families.

It makes me genuinely happy to see progress happening, and I appreciate your continued efforts to make our neighborhood a better place to live. Thank you once again."

"Tenant called to compliment on how a good job and how the gardens were being maintained from the contractors and how nice they are looking."

"The gentleman Ben who visits and carries out repairs, the repair was brilliant. A credit to the company."

"Thank you for everything! 10 out of 10. The house was beautiful and really happy, it was fully decorated. This was a weight lifted."

"We are delighted with the efficiency of the work carried out to install an additional light at gable of the house. Job logged on 22/11/25. Visit following day by maintenance officer and job completed the day after. Excellent customer service!."

Tenant called to say thank you to John McGee for the prompt response regards sending a painter to his property. He was very happy with the quick response and good job the painter did.

I feel I should say this a.h.a thank you so much for Casey in helping me get my energy sorted out. She was with me from day one all the way through. THANK YOU CASEY GOD BLESS YOU.

"An amazing experience from start to finish, All staff have been great!"

"I have been meaning to do this for a while but I have been busy, so I am only getting a chance to do this now, but I would like to express my gratitude to Justin in the financial inclusion team he has shown nothing short of exceptional professionalism, he was very kind, understanding and patient. He made what was a very new, strange, and stressful situation for me very easy and I honestly cannot thank him enough for all the guidance and advice he has given and his attention to detail is second to none. Justin is a credit to AHA but it makes sense, only the best gets to rub shoulder with the best (the other best being AHA itself of course).

I would also like to thank everyone that I have ever spoken to or had any interaction with, it is always a pleasant experience whenever I've called about getting information or requesting a repair or just calling for peace of mind/to confirm something. Thanks again and all the best for 2026 and beyond."

Overview & Going Forward

This report has provided a detailed review of how the Association has performed in 2025/2026 in relation to complaints handling. There is no doubt that the CHP continues to be a key part of the Association's overall performance management framework as a result of the improvements put in place as a direct consequence of learning from customer complaints.

To ensure the Association's complaints handling procedure continues to provide the necessary information to drive performance - which in turns leads to increased levels of customer satisfaction in relation to service delivery - the following actions will be undertaken during 2026/2027 as part of an overall CHP improvement plan.

- Continue the necessary arrangement for collecting quarterly complaints performance information which will enable the Association to promote reporting information to our customers.
- To promote online Complaints Handling to customers and tenants.
- Continue to report quarterly reports to the Board of Management
- Continue Bi-monthly meetings with Departmental Managers to review
- Continue to roll out Complaint Handling Procedure training to new and existing staff members
- Attend SPSO Complaints Handlers network meetings to identify best practice for implementing as Angus Housing Association
- Continue to develop and implement new reporting functionality that will improve Complaint Handling timescales.
- All Staff to attend Handling Difficult Conversations training at D & A College
- Staff attended refresher Customer Service Training at D & A College.
- Housing Director and Customer Service Team Leader will be working on implementing the SPSO's new Child Friendly Complaints Handling Process Guidance.
- The Association are undertaking the Customer Service Excellence Standards in 26/27 and there may be changes required to the Complaints Handling Procedures in light of these standards internally.

We will continue to strive to provide an excellent quality of service to all our customers but understand that sometimes our service will fall short of a customers' expectations. We will continue to use our complaints to identify areas of improvement in our processes and procedures.