

Complaints Report 2025 - 2026



This report provides an overview of complaints received by Ark between April 2025 and March 2026.

It aims to:

- Be transparent about how we handle complaints
- Show how well we are meeting national standards
- Demonstrate how we use feedback to improve services

Complaints are an important way for us to learn and improve the quality of our housing and care services.

Complaints Received

Total complaints:

- 103 complaints received in 2025–26
- Increase from 90 complaints in 2024–25

Breakdown by stage

- Stage 1 (early resolution): 73 complaints
- Stage 2 (investigation): 30 complaints
- 4 complaints escalated from Stage 1 to Stage 2

Key complaint themes

The main issues raised were:

- Staff conduct
- Communication
- Quality of care and support
- Repairs and contractor services
- Estate management and service delivery

Performance and Timeliness

We aim to respond to complaints within:

5 working days (Stage 1)

20 working days (Stage 2)

Performance results:

Stage	Target	Avg Response Time	% Within Target
Stage 1	5 days	4.56 days	78%
Stage 2	20 days	21.72 days	68%

Key points:

- Stage 1 responses remain within target on average
- Stage 2 responses exceeded target times, largely due to more complex cases and external involvement
- Performance declined compared to earlier in the year, particularly in Quarter 4

Complaint Outcomes

Complaints are resolved in different ways:

Stage 1 outcomes:

- Upheld: 29
- Partially upheld: 12
- Not upheld: 21
- Resolved early: 56

Stage 2 outcomes:

- Upheld: 14
- Partially upheld: 28
- Not upheld: 10
- Resolved: 4

What this means:

- Many complaints were upheld or partially upheld, showing that concerns raised by customers were valid
- A high proportion were resolved early without needing full investigation

Referrals to External Bodies

Scottish Public Services Ombudsman (SPSO)

- 4 complaints escalated
- All were reviewed and no further action required (handled appropriately by Ark)

Care Inspectorate

- 2 complaints referred
- Both were investigated and not upheld

You Said, We Did

We are committed to listening to our customers and learning from feedback and complaints. Every concern raised gives us an opportunity to improve our services.

Below are some examples of what our customers told us this year and the actions we have taken in response.

You Said, We Did

Theme	You Said	We Did
Communication	It was difficult to get in touch or receive a timely response.	Introduced a Customer Charter with clear response times and improved call and email management.
Communication	I didn't always receive updates about repairs, incidents or planned work.	Introduced automatic updates and clearer escalation processes.
Quality of Support & Workforce Conduct	Support was sometimes missed or changed without notice.	Improved rota management, scheduling and monitoring processes.
Quality of Support & Workforce Conduct	Staff didn't always understand my care plan or risk assessments.	Reviewed and improved care plans and Good Life Plans.

You Said, We Did

Theme	You Said	We Did
Repairs, Contractors & Property Works	Repairs took too long and updates were limited.	Introduced text message updates and improved repairs tracking.
Repairs, Contractors & Property Works	Contractors arrived without notice or work quality was poor.	Changed underperforming contractors and strengthened contract management.
Estate Management, Service Charges & Pest Control	I wanted more information about service charges and how they are calculated.	Committed to tenant consultation, itemised rent information and a full service charge review.
Estate Management, Service Charges & Pest Control	I wanted reassurance that trees and landscaped areas were being managed safely.	Commissioned an organisation-wide tree survey.

You Said, We Did

Theme	You Said	We Did
Medication & Safety	I was concerned about medication being managed safely.	Introduced medication competency checks, refresher training and clearer medication protocols.
Medication & Safety	I wanted reassurance that risks were being managed appropriately.	Updated risk assessments and Good Life Plans to strengthen safety measures.

Governance and Oversight

- Complaint performance is reviewed quarterly by senior management
- The information within this report has been considered by the Senior Leadership Team and Business Performance & Compliance Sub-Committee
- We follow the Scottish Public Services Ombudsman (SPSO) Model Complaints Handling Procedure

Key Takeaways

- Complaints increased during 2025–26
- Response performance declined slightly, particularly at Stage 2
- Most complaints relate to communication, staff conduct, and service quality
- Complaints continue to drive meaningful improvements across services

Our Commitment

We remain committed to:

- Listening to feedback
- Learning from complaints
- Improving services for all tenants and supported people

Get in Touch

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<https://www.arkha.org.uk/about-us/complaints/>

