

**PARAGON HOUSING ASSOCIATION
ANNUAL COMPLAINTS REPORT
2024/25**

Staff Committee Owners Charges
Estate Management
Allocations Neighbour complaint
Repairs Annual Rent Arrears
Annual Maintenance
Maintenance Repairs
Contract Work Service Standard

October 2025

Our Approach to Complaints

- We have adopted the Scottish Public Sector Ombudsman (SPSO) Model Complaints Procedure
- We welcome & value complaints
- Complaints are an opportunity to put things right if we have not got it right
- We aim to learn from complaints
- We regularly report on our complaints' performance on our web site
- We provide information about how to make a complaint on our web site
- Staff have been trained in handling complaints
- We are working with our Tenant Scrutiny Panel on complaint handling and reporting
- Complaints are reviewed at senior management level and we look at trends
- We report performance to our Management Committee
- We always seek to improve how we respond to and manage complaints

Complaint Types

Stage 1: Frontline response

For issues that are straightforward and simple, requiring little or no investigation 'On-the-spot' apology, explanation, or other action to put the matter right. Complaint resolved or a response provided in five working days or less (unless there are exceptional circumstances). Complaints addressed by any member of staff or alternatively referred to the appropriate point for frontline response. Response normally face-to-face or by telephone (though sometimes we will need to put the decision in writing). We will tell the customer how to escalate their complaint to stage 2.

Stage 2: Investigation

Where the customer is not satisfied with the frontline response, or refuses to engage at the frontline, or where the complaint is complex, serious or 'high-risk'. Complaint acknowledged within three working days. We will contact the customer to clarify the points of complaint and outcome sought (where these are already clear, we will confirm them in the acknowledgement). Complaint resolved or a definitive response provided within 20 working days following a thorough investigation of the points raised. If complainants are not satisfied with the outcome at Stage 2 then they can complain to the Scottish Public Services Ombudsman (SPSO).

Feedback From the Tenant Scrutiny Panel (TSP)

The TSP has gone from strength to strength during 2024-25 and has been shortlisted for an award at the Chartered Institute of Housing's National Housing Awards 2025 in the Excellence in Tenant Scrutiny as "Small but Mighty". Throughout the year they have been an integral part of the Association's work on improving standards and service delivery.

As with last year's report, the members of the TSP have worked alongside Management Committee members and staff to produce the 2024/25 Annual Complaints Report.

A clear brief was set for this report

- Use visual ways to present information but give a narrative and explanation behind these
- Highlight what is getting complained about, who is complaining and the locations complaints are coming from
- Have a spotlight again – this year it's on Estate Management. This service area is the second most complained about area behind Repairs and Maintenance, which was the spotlight topic in 2023/24.
- How are we learning from complaints and what are we doing about complaints?

We hope that you find this report helpful .

Performance Workshop 2025



The Statistics

2024/25 Performance Summary	Complaints Received in the Year	Carry Forward Complaints from previous year completed 2024/25	Complaints Completed in Year	Upheld Fully	Partially Upheld	Resolved	Not Upheld	% completed in target response times	Average Time in Days to Respond
Frontline Complaints	108	2	110	41 (37%)	17 (15%)	25 (23%)	27 (25%)	94.5%	4.02
Investigative Complaints	52	1	53	11 (21%)	21 (39%)	11 (21%)	10 (19%)	86.8%	20.08
Total	160	3	163	52 (32%)	38 (23%)	36 (22%)	37 (23%)		

2023/24 Performance Summary	Complaints Received in the Year	Carry Forward Complaints from previous year completed 2023/24	Complaints Completed in Year	Upheld Fully	Partially Upheld	Resolved	Not Upheld	% completed in target response times	Average Time in Days to Respond
	123	2	125	50 (40%)	15 (12%)	34 (27.2%)	26 (20.8%)	96%	4.2
	37	3	39	15 (38.5%)	14 (35.9%)	4 (10.2%)	6 (15.4%)	97%	18.69
	160	5	164	65 (39.6%)	29 (17.7%)	38 (23.1%)	32 (19.6%)		

Dealing with complaints - Performance Comments

- The number of complaints received in 2024/25 was comparable to the previous year of 2023/24.
- The number of Investigative complaints were higher in 2024/25.
- Outcomes were similar across the 2 periods, but a lower proportion of complaints were fully upheld in 2024/25
- The target response times for dealing with complaints in 5 days for frontline complaints and 20 days for investigative complaints
- Average response times for dealing with frontline complaints improved with an average response time of 4.02 days from 4.2 days the previous year.
- Average response times for dealing with investigative complaints declined with an average response time of 20.08 days from 18.69 days the previous year.
- Further analysis showed that there were several complex complaints in this category which increased the average response days. For example, in one instance the complaint took 56 days to complete as a specialist survey was required.
- If “outliers” are discounted, then the average response days are more in line with performance in the previous year.

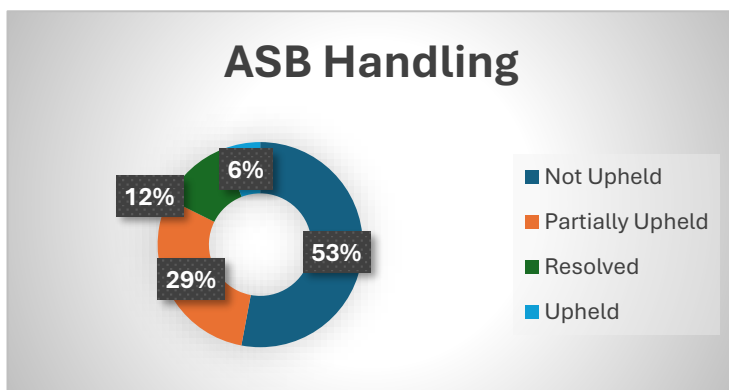
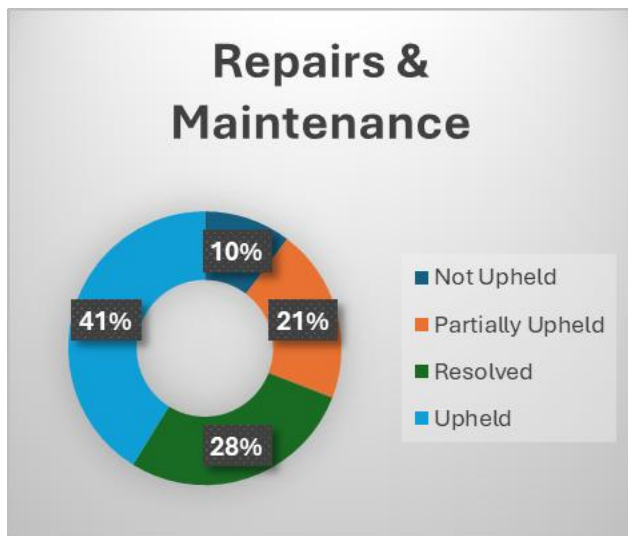
How does the Association compare with other landlords?

- The Association is member of Scotland’s Housing Network (SHN) which is a benchmarking / good practice organisation for housing associations and local authority housing services.
- Tenant Satisfaction Surveys are carried out by an independent survey organisation, Knowledge Partnership. Feedback is received on a range of service areas including complaints. Those taking part in the survey are offered an opportunity to have a call back from staff to discuss any areas of dissatisfaction.
- In October 2025 a Performance Workshop was held with SHN and Knowledge Partnership coming together with Association tenants, committee members, contractors and staff to review performance together, including complaints.

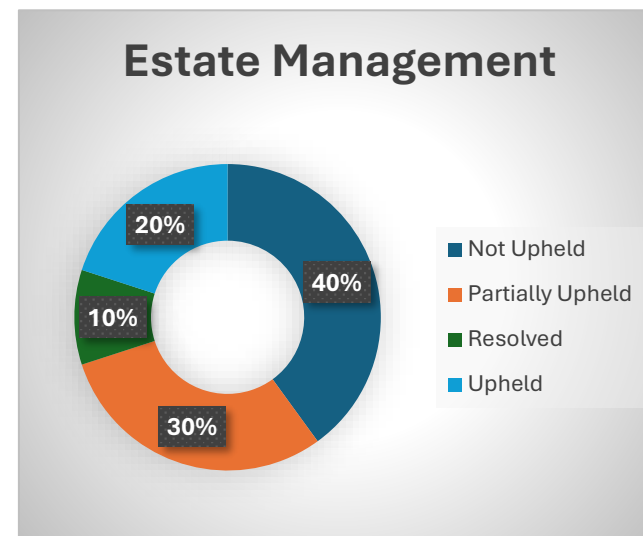
Average Days To Respond	Frontline	Investigative
Paragon HA	4.02	20.08
Peer Group (group of similar housing associations)	4.47	20.19
Housing Associations	3.89	17.62
All SHN responses	4.95	19.06

What are the main topics of complaint and what were the outcomes?

42% of complaints were about Repairs and Maintenance

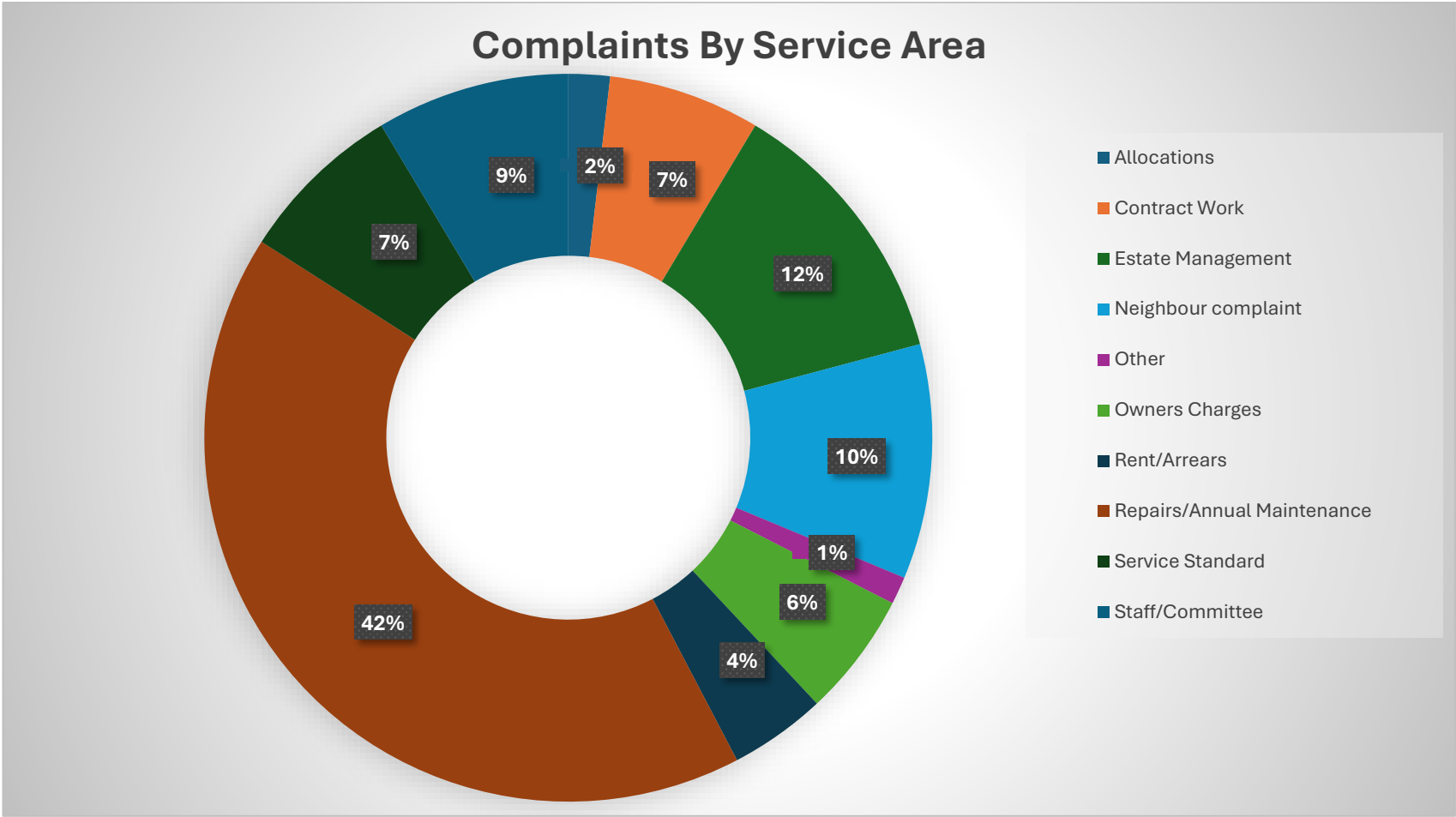


12% of complaints were about Estate Management

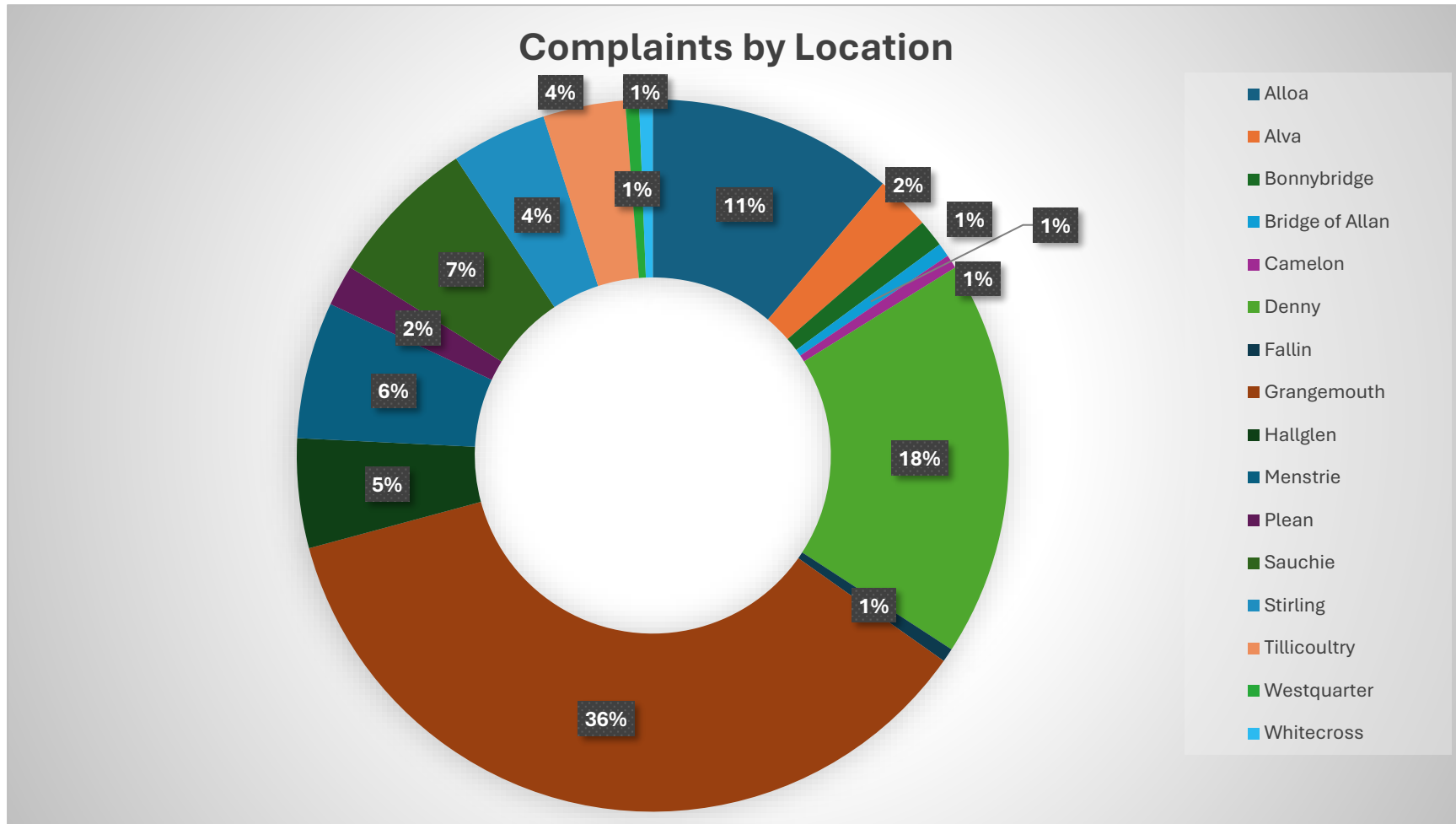


10% of complaints were about the Management of Anti-Social Behaviour Cases (this is about case handling – not ASB cases)

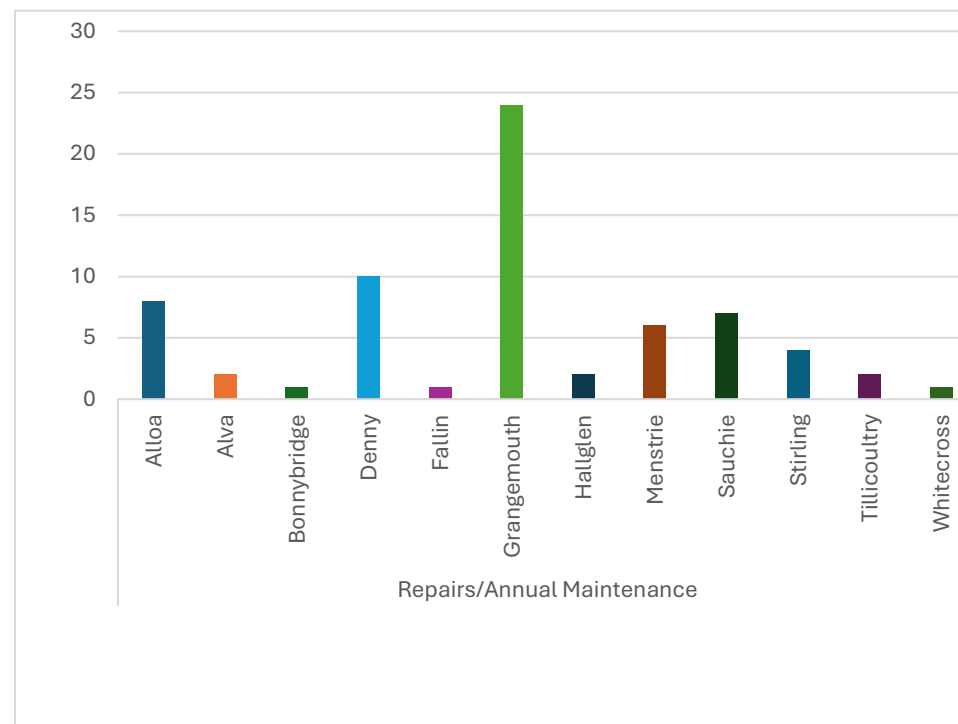
Complaints by Service Area



Complaints by Location



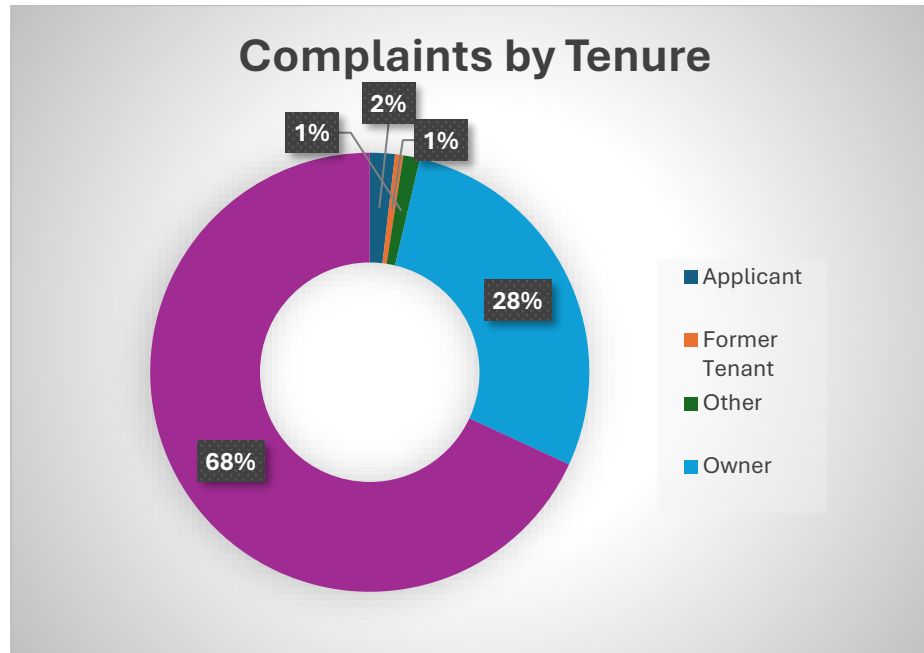
- The highest percentage of complaints were from the Grangemouth area.
- This is where the Association has the highest concentration of housing stock.
- Many of the properties in this area are flatted with communal areas.
- Waste management services are provided by the local authority, but the Association frequently deals with issues relating to this including fly tipping, bins etc.
- Repairs and maintenance complaints are the most frequently complained about service area across locations.
- These most frequently came from Grangemouth, Denny and Sauchie.



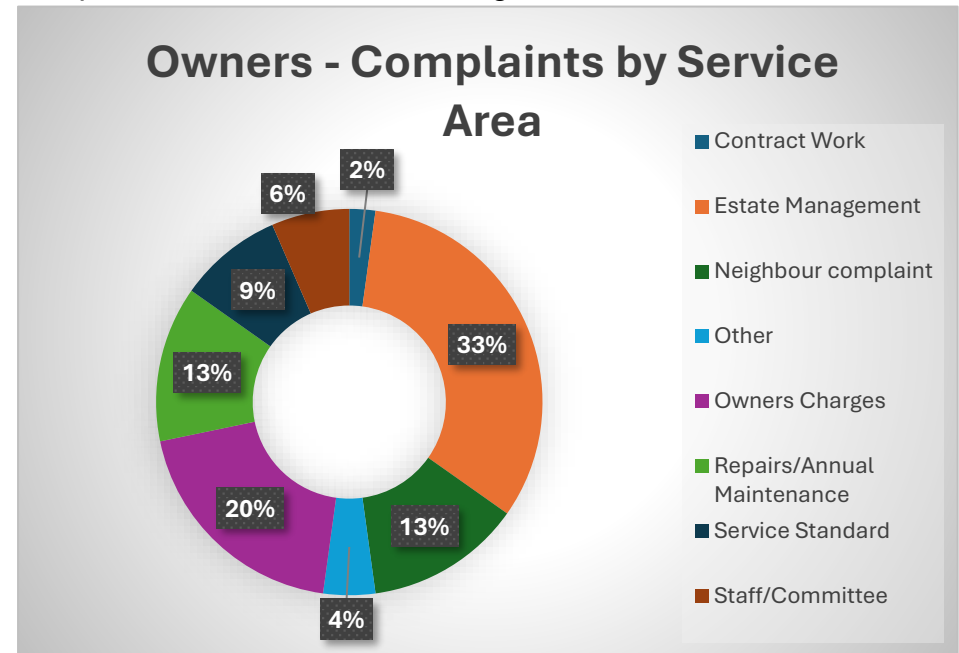
Repair and Maintenance Complaints by Location

Who complains?

The majority of complaints were received from current tenants but there were a significant number from owners. They might live on estates owned and managed by the Association or on neighbouring estates



Complaints from owners are on a range of service areas but the highest percentage were about Estate Management. These are often regarding trees and/or lack of response from the Association. The next highest of percentage of owners complaints concern Owners Charges.





Estate
Management
Spotlight

Estate Management Spotlight

Estate Management In Context

As at 31st March 2025 the Association owned 1455 properties. This is an increase of 5 properties from the previous year. There are a wide variety of properties in urban and rural areas, ranging in types including flats, houses and maisonettes. The homes are of varying age profiles – from pre 1919 tenement flats to more recent new builds. These are spread over 3 local authority areas.

What is Estate Management?

Estate Management covers several service areas including the management of common areas, close conditions, bin storage area condition, general estate appearance, soft and hard landscaping, garden condition and more. The front-line service is mainly managed by the Estates Team, but they require to work closely with all other departments across the Association and other partners such as local councils, particularly around waste management. For example, there may be a minor breach of tenancy which then becomes a major issue therefore they will require to work alongside the Tenancy Management Team. The Team also organises and takes part in community events such a community safety event in our Plean amenity housing complex.

The Team is regularly on site. They carry out regular estate inspections. They record the findings and arrange follow up actions.



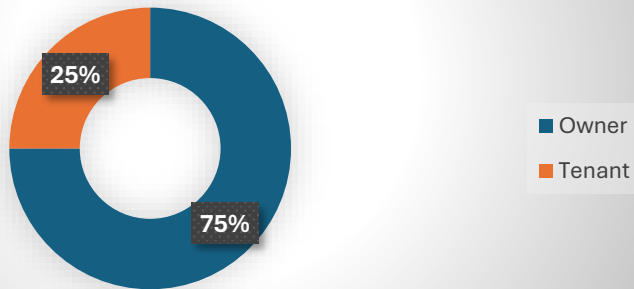
What is being complained about, who is making complaints and which locations are these coming from?

The Team deals with many enquiries and service requests throughout the year. During 2024/25 there were 20 specific complaints relating to how we are managing estate management issues.

By tenure most of these complaints came from owners in our estates or adjacent neighbourhoods (15 from 20 complaints). These are separate from complaints about owners' charges (9 were made in the year). The total of owners' complaints made up 28% of all complaints completed in the year.

By location the majority of estate management complaints came from Grangemouth. Given that this is the area with the greatest concentration of flatted properties with common closes and bin stores this is unsurprising.

Estate Management Complaints By Tenure

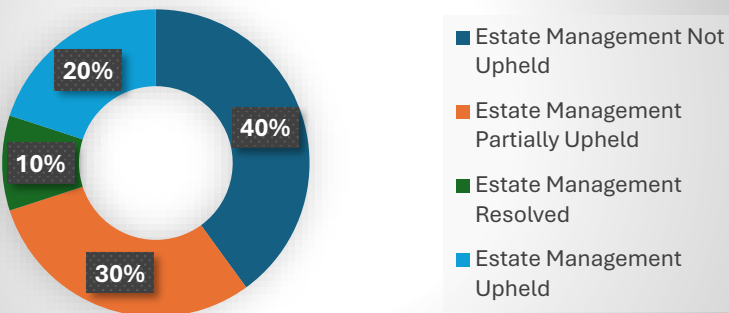


There are issues around managing expectations when dealing with some estate management issues as it may not be possible to share actions being taken with the complainants eg if it involves actions relating to other residents on issues such as garden condition. Trees are a common source of complaint and the Association will not remove healthy trees because of leaf drop etc.

There is an even split in outcomes with 50% being upheld/part upheld and 50% being resolved or not upheld.

The Estates Team is on site regularly and frequently meet with residents on site. Earlier this year there was a joint on site inspection with the Tenant Scrutiny Panel

Estate Management Outcomes



Issues & Actions

A word cloud visualization of survey responses. The words are arranged in a non-linear fashion, with varying font sizes and colors. The most prominent words are 'response' (large, light green), 'lack' (large, teal), and 'enquiry' (large, purple). Other visible words include 'trees', 'condition', 'regarding', 'tenant', 'area', 'dealt', 'unhappy', and 'enquiry'.

response
trees
condition
regarding
enquiry
tenant
area
lack
dealt
unhappy

Main Estate Management Issues

- Tree management and maintenance
- Lack of response to enquiries
- Communal areas
- Condition of neighbouring gardens

Learning & Responding Estate Management

- Comprehensive digital Tree Register in place
- Trees identified and numbered.
- Inspected by independent specialist with priority for maintenance or removal identified.
- Planned maintenance programme being developed to deal with trees according to priority.
- Owners to be consulted on this as they will have responsibility for some of the work costs.
- Tree advice leaflet on web site
- Range of Estates Team responses including Facebook invites to residents to join estate inspections.
- Tenant Scrutiny Panel onsite inspection
- Stair Head meetings for residents regarding close conditions
- Discussions on waste management with local authority
- Improved ways to record and respond to on site issues.
- Monitoring of enquiries to ensure responses are prompt.



 Paragon Housing Association Ltd
10 October at 10:00 · 🌐

Estate Inspections – Come and Have Your Say!

We will be carrying out our estate inspections over the next few weeks, and we would love residents to come along. These visits help us keep our neighbourhoods looking their best – from checking communal areas and gardens to spotting repairs or maintenance that might be needed.

If you would like to join us on an inspection in your area, just get in touch with the Estates Team to find out when we will be visiting your street.

It is a great way to share your views and help keep our estates clean, safe, and well looked after.

Your community, your voice – let us keep it looking great together.

estates@paragonha.org.uk
📞 01324 664966



A photograph of a white van with orange and black accents. The van has 'PARAGON' and 'ESTATES TEAM' written on the side, along with the phone number '01324 664 966'. The van is parked in a residential area with other cars visible in the background.

Learning & Responding Across All Complaints

- Repair and Maintenance issues continue to be the top area complained about
- Often the issues are around communication or quality of works.
- There are continuing ongoing meetings with repairs contractors to discuss individual repairs issues, communication and overall performance.
- Use of date and timed photographs to establish actions required/ taken.
- There is engagement with the Tenant Scrutiny Panel on repairs.
- Both main repairs contractors attended a Performance Workshop with other stakeholders to gain wider appreciation of the impact on performance on service users
- There continues to be ongoing monitoring on individual Anti-Social Behaviour cases by more senior staff to ensure effective case management.
- A communications profile has been developed to allow tenants to tell us the best way to communicate with them and take account of individual needs.
- Tenant engagement continues to be promoted so that we can engage directly on issues that affect tenants.
- The Tenant Scrutiny Panel were involved in reviewing the Anti-Social Behaviour policy and were able to bring lived experience to that work.

Promoting the Profile

Paragon Housing Association Ltd
18 July · 🌐

 We're trying something new and we need **YOUR** help!

Paragon is piloting 3 versions of a new Tenant Communication Profile – co-designed with tenants to help us communicate better, smarter, and in ways that work for YOU.

 Prefer texts over phone calls? Need large print?
Want staff to avoid certain times of day? This profile makes sure we get it right. 

We'll be testing the profiles over the next few months and would love your feedback.

Come see it at the Clackmannanshire Community Carnival on 25th July or message us to get involved!

 Communication that works for you, not just us.

Thanks for taking the time to read this report.

We can produce this document in different formats such as in larger print or audio-format; we can also translate the document into various languages as appropriate.

Useful Links & Contacts

Paragon Housing Association

Address

Invergrange House, Station Rd, Grangemouth, FK3 8DG

Web Site: www.paragonha.org.uk

Link to complaints section

<https://paragonha.org.uk/complaints/>

Phone: 01324 664966

E mail: enquiries@paragonha.org



Scottish Public Services Ombudsman (SPSO)

Address

Bridgeside House 99 McDonald Road Edinburgh EH7 4NS

Freephone: 0800 377 7330

Fax: 0800 377 7331 By Post:

Freepost SPSO. This is all that needs to be written on the envelope (no street name, no postcode) and no stamp is required

Web Site : <https://www.spsso.org.uk/making-complaint>

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Property Factor PF000282