

SNG Annual Complaints Performance and Service Improvement Report 2025/26



Foreword by Yvonne Arrowsmith, member of the SNG Board responsible for complaints

At SNG, we recognise that when customers take the time to tell us something has gone wrong, they are giving us an important opportunity to listen, learn and improve. Complaints provide valuable insight into customer experiences and play a vital role in helping us strengthen our services.

During 2025/26, we received 12,226 complaints, a 40% increase on 2024/25. While higher complaint volumes are being seen across the sector, we recognise that complaint levels remain higher than we would like. We are therefore focused on understanding the root cause issues, to drive improvements. We want customers to feel confident that their concerns will be heard, investigated fairly and used to accelerate meaningful change.

Alongside the increase in complaint volumes, we continued to strengthen our complaints framework and improve the way we respond to customers. Complaint handling performance improved significantly, with 89% of Stage 1 complaints and 87% of Stage 2 complaints responded to within target timescales. We also saw improvements in service quality, repairs and complaint handling performance, together with a reduction in Housing Ombudsman maladministration findings. These are encouraging signs that the changes we are making are having a positive impact.

The report highlights that responsive repairs, communication and service delays remain the main drivers of complaints. While progress has been made, the volume and nature of complaints demonstrate that there is more to do. We remain committed to understanding not only what has gone wrong for individual customers, but also the underlying issues behind recurring themes.

Encouragingly, the first quarter of 2026/27 has already seen further improvements in complaint handling and service delivery. We have strengthened oversight and accountability, enhanced learning processes and increased our focus on root cause analysis to ensure complaint insights lead to lasting improvements.

Looking ahead, we are delivering a number of significant transformation and service improvement programmes focused on improving processes, strengthening communication and making it easier for customers to access support. We expect these investments to deliver meaningful improvements in customer experience and contribute to a sustained reduction in complaint volumes over time.

While we are encouraged by the progress made, we remain realistic about the challenges ahead. Our focus will continue to be on learning from complaints, putting customers at the centre of decision-making and delivering the service standards our customers rightly expect.

On behalf of the Board, I would like to thank all customers who shared their feedback during the year. Your experiences help shape our improvement priorities and support our commitment to becoming a better organisation.

Yvonne Arrowsmith

SNG Board Member on behalf of the Board



SNG Annual Complaints Performance and Service Improvement Report 2025/26

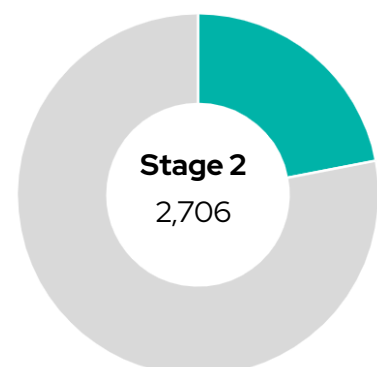
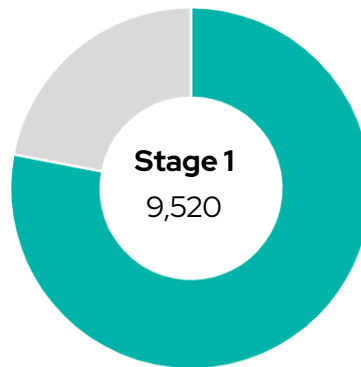


Total complaints
received

12,226

40% up on 2024-25

Number of complaints by stage



Top 3 reasons for complaints

Responsive Repairs

6,011 complaints (49%)

- How **long we take** to address an issue
- **Delayed or cancelled** work
- **Lack of** First Time Resolution

Communication

2,227 complaints (19%)

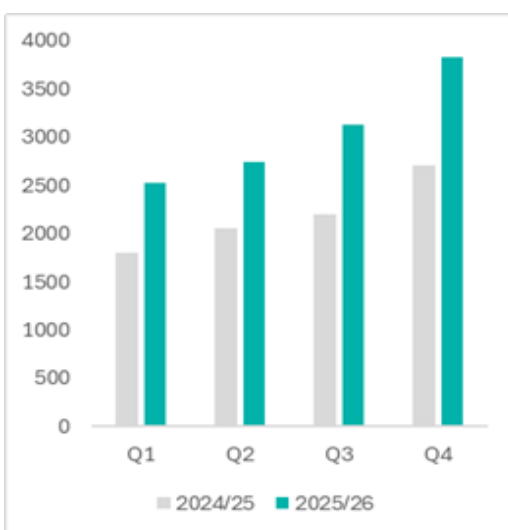
- Not **keeping customers updated**
- **Unclear** communication
- Not **explaining Decisions** or changes

Delays

1,251 complaints (10%)

- **Taking too long** to respond to an issue across our services
- **Changing dates** for appointments
- **Unclear** timelines

Complaint Volumes



In 2025/26, we received **12,226 complaints**, compared to 8,716 in 2024/25, an increase of **40%**. We are grateful that customers took the time to raise concerns. We aim to resolve complaints at Stage 1, with customers able to request a Stage 2 review if dissatisfied. In 2025/26, 22% progressed to Stage 2.

We have worked hard to improve how we acknowledge when things go wrong, seeing us respond to more complaints within timescale. We have also strengthened our repairs service, reduced Housing Ombudsman maladministration findings, and increased positive Ombudsman outcomes relating to our complaint handling from 15% to 34%.

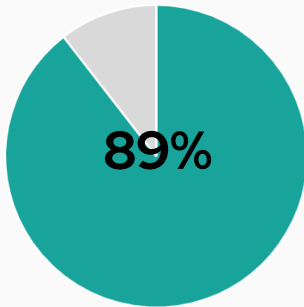
While our aim is always to resolve issues before a complaint is needed, we value all feedback and use the insight customers provide to improve our

services. We did not refuse any complaints during the year but did help **1,422 customers** who contacted us through our complaints channels with service requests, ensuring they received the right support and a timely resolution to their concerns.

Complaint outcomes

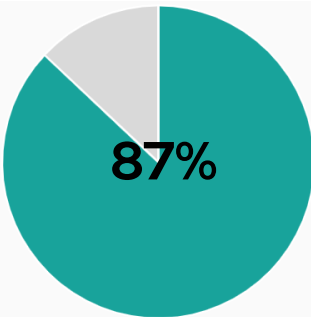
These figures include all complaints responded to in year. They differ from figures given to the Regulator of Social Housing, for Tenant Satisfaction Measures, as these are specific to low cost rental accommodation and low cost home ownership.

Stage 1



Responded within
10 working days

Stage 2



Responded within
20 working days

73% of complaints were Upheld or Partially Upheld

(6% down on 2024/25)

42%
Upheld

31%
Partially
Upheld

27%
Not
Upheld

Compensation

We award compensation in line with our Compensation Policy.

In 2025/26 we paid: **£972,059**

While it is important that customers are fairly compensated when things go wrong, our focus is on learning from complaints and addressing root causes.

Housing Ombudsman Complaints

204 complaints were accepted by the Housing Ombudsman Service (HOS) during 2025/26, 12 fewer cases than in 2024/25 (**216**).

HOS issued **435 findings** and found fault in our service in **292** instances. This gives us a Maladministration rate of **67%** - a **reduction of 4% points on the previous year**.

The findings from HOS:

- Severe Maladministration: 4
- Maladministration: 168
- Service Failure: 120

We received **one** Complaint Handling Failure Order, due to failing to issue a Stage 1 response.

We also **fully complied** with all orders HOS made when determining customers' complaints.

Internal review

We were instructed by HOS to complete 21 reviews which focused on services provided across our repairs, complaints, and customer & neighbourhood teams.

These led to improvements to:

Strengthening complaint and case management controls by clarifying roles, responsibilities, escalation routes, tracking arrangements, and quality assurance for works agreed through complaint responses.

Improving repairs and contractor information visibility by reviewing historic repair, maintenance, vulnerability, and property information shared with contractors and operatives before attendance.

Standardising and strengthening compliance processes by replacing fragmented local process maps with overarching processes that reflect learning, vulnerability considerations, sign-off requirements, and robust record keeping.

Improving customer communication and organisational learning by reviewing complaint responses, staff guidance and document disclosure procedures, and processes for communal cleaning, grounds maintenance, and reasonable adjustments.

Complaint improvements during the year

Customer Focused



- By working closely with our Customer Experience team, we have developed a better understanding of customers' individual needs and circumstances. This has helped us provide a more personalised complaints service, **ensuring customers receive the right support** and that we can achieve fairer outcomes, particularly for those who may be vulnerable or need additional assistance.
- We carried out a company-wide survey to understand how colleagues view complaints and complaint handling. The results have **helped us improve awareness** and understanding across the organisation, making it easier for customers to access our complaints process and helping ensure concerns are recognised and addressed more consistently.
- We have continued to use feedback from customers who have been through our complaints process to shape improvements. By **listening to customers' experiences**, we can focus on the changes that matter most to them and improve the service they receive in the future.

Taking Action



- We work closely with teams across the business to share learning from complaints and identify opportunities for improvement. This has already led to better experiences for customers moving into new homes, with complaints in this area **reducing by 24%** compared to 2024/25.
- We have also worked alongside our Locality teams to identify customers who were raising concerns through the complaints process when a different form of support was needed. By taking the time to understand their circumstances, we have been able to connect customers with the right teams, provide additional support and help **resolve issues more effectively**.
- Our Head of Complaints regularly engages with our Customer Influence Panel to discuss complaint performance, emerging themes and areas for improvement. This allows customers to **directly influence** how we deliver our complaints service. During the year, a panel member also contributed to a Lessons Learned Review, providing valuable customer insight that **helped shape service improvements**.

Continually Improving



- We have embedded Housing Ombudsman Service learning and training within our team, helping us continuously strengthen our complaint handling practices and deliver **fairer, more consistent outcomes** for customers.
- Our Quality Assurance Framework focuses not only on compliance but also on the quality of the customer experience. This helps ensure complaints are handled consistently, fairly and effectively, while contributing to a **reduction in maladministration** findings and increasing confidence in our complaint handling service.
- Improvements to our complaint management systems have given us **greater visibility and control over cases**. This helps us monitor performance more effectively, reduce delays and ensure customers receive responses within expected timescales.
- We have also changed how we communicate complaint outcomes to customers. We now place greater emphasis on the impact an issue has had on the customer and the actions we will take to put things right, helping us deliver **more meaningful and appropriate resolutions**.
- Learning is embedded throughout our complaints process. We use insight from individual complaints, emerging trends and regular review meetings to **identify opportunities for improvement** and help prevent similar issues from affecting customers in the future.
- When customers share concerns through our satisfaction surveys, we don't just listen, we take action. Through our **Close the Loop** initiative, we proactively contacted customers and resolved more than **350 issues** before they became formal complaints. By addressing concerns early, we were able to provide quicker resolutions and make it easier for customers to get the help they needed.