

SNG Annual Complaints Performance and Service Improvement Report 2024/25



Foreword by Barbara Brownlee, member of the SNG Board responsible for complaints

Complaints have remained a key focus for the SNG Board throughout the year. At each Board meeting, we receive detailed reports that enable us to closely monitor performance and identify areas for improvement. This will continue to be a priority in the year ahead.

I recognise the importance of delivering an effective complaints management service—one that not only resolves issues for our customers but also fosters continuous learning and service enhancement. I'm therefore pleased to introduce our Annual Performance and Service Improvement Report.

Whilst we made significant strides in improving our complaints performance during 2024/25, we recognise that there's still more to be done. It's pleasing to note that we've already seen an increase in the volumes of complaints being responded to within the required timeframes, with performance of 91% for Stage 1 and 86% for Stage 2 in the first half of 2025/26. We remain confident that this positive momentum will continue into 2025/26, as we plan to conduct more in-depth analysis of complaints and address their root causes.

We are committed to enhancing the services we provide, and communication is a key area for improvement. We will focus on ensuring that customers are kept informed, and that we contact them when we say we will and when they need us most.

The Housing Ombudsman Service completed a review of our Complaints Policy against their Complaint Handling Code. We're pleased to confirm that we've made our Policy clearer as a result of this review, and believe this will benefit our customers.

As a Board, we remain dedicated to ensuring that SNG delivers the highest quality service to our customers. When things go wrong, we're committed to putting them right swiftly and supporting our customers every step of the way.

In addition to our regular reviews, I have also:

- engaged regularly with our Complaints Leadership Team to gain assurance on performance and progress against our improvement plans
- supported a comprehensive complaints review, which was presented to the Board.

I hope you find this report both informative and encouraging. I look forward to seeing how the actions outlined here will continue to strengthen this vital service.

Barbara Brownlee

SNG Board Member - on behalf of the Board



SNG Annual Complaints Performance and Service Improvement Report 2024/25

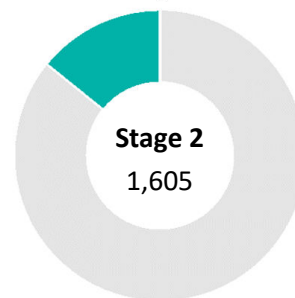
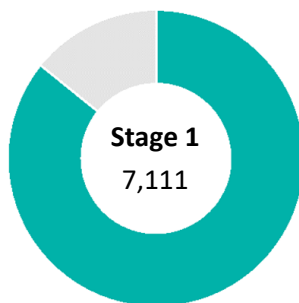


Total complaints received

8,716

7% down on 2023-24

Number of complaints by stage



Top 3 reasons for complaints

Responsive Repairs

4,851 complaints (56%)

- How long we take to address an issue
- The quality of the work we carried out
- Delayed or cancelled work

Communication

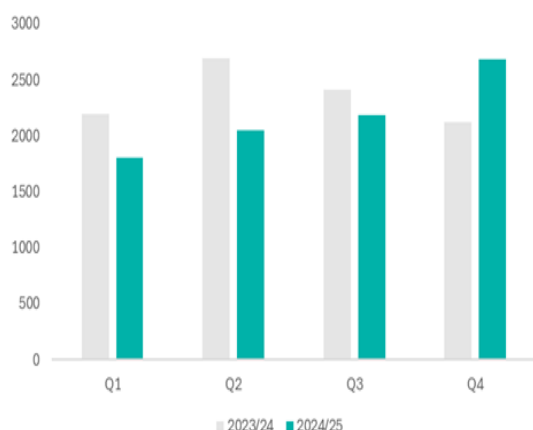
1726 complaints (20%)

- Not keeping customers up-dated
- Unclear communication
- Not contacting customers when we said we would

Planned Works

847 complaints (10%)

- Poor quality work
- Not resolving the issue
- Not completing work on time



Complaint volumes

In 2024/25, the total number of complaints **decreased by 7%**, from **9,406 to 8,716**. However, we experienced a rise in complaints during **Q4 (January to March)**, largely due to the impact of severe weather conditions.

We fully support our customers' right to complain, and our complaints policy is designed to ensure the process is simple and accessible. While our goal is to deliver services that prevent the need for complaints, we welcome all feedback as an opportunity to learn and improve.

Although we did not refuse any complaints, we identified **652 cases** where customers used our complaints channels to raise service requests. These were redirected to the appropriate teams to ensure customers received the support they needed.

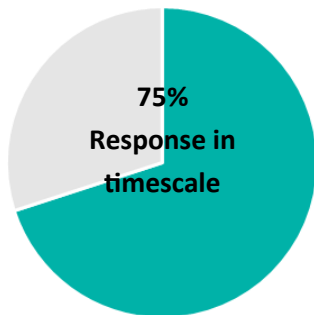
Escalations

We aim to resolve all complaints at **Stage 1** wherever possible. However, if a customer remains dissatisfied with the outcome, they have the right to escalate their complaint. In 2024/25, **18%** of complaints were escalated to **Stage 2**.

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



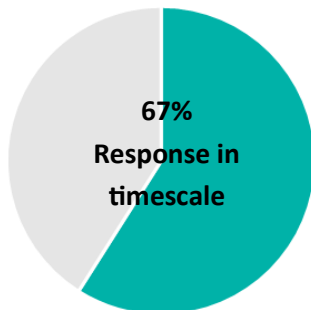
78% of complaints were Upheld or Partially Upheld

50% Upheld

28% Partially Upheld

22% Not Upheld

Stage 2



Compensation

In line with our Compensation Policy, we make payments to recognise our failings and the impact on customers.

Last year we paid: **£864,225**

Housing Ombudsman Complaints

216 complaints were accepted by the Housing Ombudsman Service (HOS) during 2024/25, 135 more cases than in 2023/24.

HOS issued **259 findings** and found fault in our service in **184** instances. This gives us a Maladministration rate of **71% - a reduction of 6%** on the previous year.

The findings from HOS:

- Severe Maladministration: 10
- Maladministration: 119
- Service Failure: 55

We received **one** Complaint Handling Failure Order, due to unreasonable delays in progressing a complaint.

Internal review

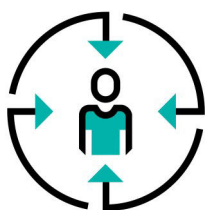
We were instructed by the HOS to complete 4 separate reviews which focused on our repairs service, complaint management, data quality and reporting.

These reviews resulted in improvements to:

- the quality of our complaint responses
- the systems we use to case manager our customers complaints
- our Policies and Procedures relating to complaints and disrepair.

As part of our own lessons learned framework, we proactively undertake reviews of cases where we feel our response has not been good enough.

Complaint improvements during the year



An aligned approach

- In September 2024, our **Head of Complaints** became responsible for complaints across SNG.
- We reviewed and updated our **Complaints Policy** in October 2024, meaning no matter where our customers live, they will see the same approach taken to resolve their complaint.
- We **recruited additional people**, and fully centralised our Complaints team, in all but four of our localities (we will complete full centralisation by the end of 2025). This has ensured a consistent and sustained improvement in response times and how we resolve our customers' concerns. It also means we have a wider range of skills and experience in our team, to deliver improved support for our customers.

Being accountable

- To help our customers understand our complaints process, we published our **Complaints Customer Promise** in December 2024. We also have a number of controls in place to measure the impact this makes, and have seen improvements in our complaint outcomes and also Customer Satisfaction with complaint handling.



- Supported by our **Member Responsible for Complaints**, our Customer Operations and Customer Experience Directors, provided a detailed overview of our complaints performance to our Board. Who were given assurance that our plans to improve our service were robust.

- Our Head of Complaints attended our **Resident Engagement Panel**, and **Scrutiny Coordination Group** giving our customers the chance to challenge our performance and seek clarity on the improvements being made. We valued the insights we gain from these sessions and will continue to work with our customers via our new **Customer Influence Panel** and other resident groups.

Continually improving

- To ensure we manage complaints effectively and provide clear responses, we have **enhanced our training programme** with the HOS eLearning a key part of this.



- We enhanced our **Quality Assurance Programme**, to ensure our customers received the right outcomes with clear and concise responses.

- We've made **improvements to our systems** giving us clearer visibility of response deadlines, this helps us manage performance, and ensure customers get responses on time.

- We **learn** from individual cases, complaint trends and also from our weekly complaint review meetings, so we can **continue to develop** how we manage our customer's concerns and provide the right outcomes for each individual case.

- Our **Close the Loop** initiative allowed us to help customers who left survey feedback by proactively contacting them to discuss any concerns. This allowed us to resolve these and meant **more than 340** of these issues were resolved without the need to raise a complaint.