

# Annual Complaint Report 2025-26

We follow the Scottish Public Services Ombudsman (SPSO) Complaints Handling Procedure, which sets out how we handle complaints. As part of this, we are required to publish an annual report sharing our performance and what we have learned from your feedback.

This year, we updated our process to include the SPSO's latest guidance, including child-friendly complaints. We also now ask if you need any adjustments to make raising a complaint easier.

**You can read the full Complaints Handling Procedure here:**

<https://www.glenoaks.org.uk/complaints-/>

We understand that figures and percentages aren't for everyone and can sometimes be hard to understand. The first page of this report gives a simple snapshot of our performance, with more detail in the rest if you'd like to read further.

If you want anything explained or have any feedback on our performance email [go@glenoaks.org.uk](mailto:go@glenoaks.org.uk) or call us on 0141 638 0999.

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## Our Values

**Dedicated**

**Aspiration**

**Transparent**

**Respectful**

## Snapshot of our performance this year . . .

**This year, the number of complaints we received reduced slightly** (107 compared to 139 last year).

### **57% of complaints are handled at frontline**

The SPSO recommends that 80% of complaints are resolved at frontline. We are currently at 57%, so this is an area we want to improve by helping staff resolve issues as quickly as possible. This year, 46 out of 107 complaints were escalated to stage 2, which take longer to investigate and require manager involvement.

### **Our average response times have improved**

Response times for stage 1 complaints have improved significantly, with the average now 4 days compared to 9.5 days last year. Stage 2 complaints are also below the 20-day target, with an average of 13.7 days.

### **The percentage of complaints within target timescales has improved**

We aim to respond to 100% of complaints within target timescales (5 or 20 days). This is still an area for improvement, although performance has increased – 84.1% for stage 1 (up from 55.4%) and 84.6% for stage 2 (up from 62.5%).

### **What happened to complaints raised?**

Most stage 1 complaints were upheld (44.4%), while most stage 2 complaints were partially upheld (36.5%).

### **Most complaints are about repairs or contractors**

Repairs remain the most common reason for complaints (22.6%), and this figure has reduced from last year. This reflects the fact that repairs are one of our main day-to-day services and the most frequent reason tenants contact us. While we carry out around 5,000 repairs each year, the number of complaints is low. We continue to use your feedback to improve the service and reduce issues in future.

## **How will we keep improving?**

**12** service improvements were implemented to improve our complaint handling.

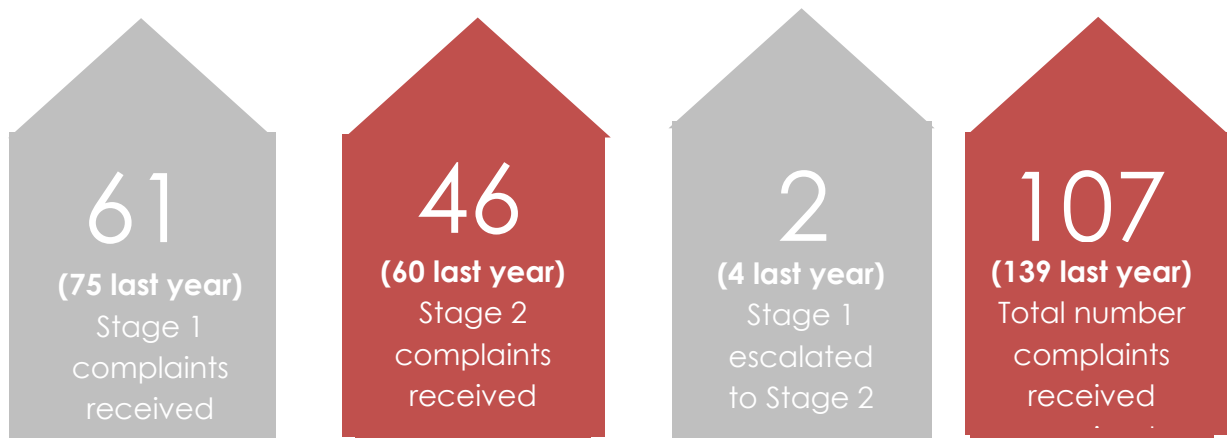
- ✓ Introduced a new Housing Management System to improve how we record and report repairs.
- ✓ Worked with tenants and staff at our BIG Conversation event to agree improvements to the repairs service.
- ✓ Increased pre- and post-inspections to make sure work is carried out to a high standard and you're happy with the service.



**100%** of our frontline staff completed accredited SPSO Good Complaint Handling training. All senior managers completed training on Investigation Skills for stage 2 complaints.

# The full report on our Complaint Performance

## Number of complaints received



Overall, the number of complaints we received reduced this year.

**Resolving more complaints at frontline** - We still want to see more complaints resolved at the first point of contact. Currently, 43% of complaints are being resolved at stage 2, where they need manager involvement and take longer to resolve. Our aim is to resolve as many issues as possible at frontline, quickly and effectively. The SPSO target is for 80% of complaints to be resolved at Stage 1, and we will continue working towards this.

### Using your feedback to shape our services

Our new Tenant Participation, Engagement and Scrutiny Strategy gives you more ways to share your views, including new surveys and more digital options.

Listening to tenants is a key priority for us. While we always aim to get things right first time, it's important that we learn from complaints when things go wrong. This helps us improve our services and prevent issues from happening again.


As part of our recent restructure, our housing, technical and tenant engagement teams now work together in one department. This helps us respond more quickly and make better use of your feedback. We record all negative feedback as complaints so we can learn from it. Positive feedback is also shared with our Board and staff as part of our performance reporting.

I find the staff very helpful and polite anytime I get in touch and always try to solve any problems I have

The person I spoke to was very polite and helpful. Got the right person for my repair which was sorted! Even the person who came out was very cheerful and polite keep up the good work Glenoaks

## Timescales for response

**Stage 1**



**5-day target**

### Stage 1 response times below target


Our average response time is 4 days, which is within the SPSO 5-day target.

### More complaints resolved within target timescales

The percentage of complaints resolved on time has improved by almost 30%. This reflects our focus on resolving issues more quickly at frontline, supported by our new housing management system, which makes performance easier to monitor.

| Stage 1   | This year<br>2025/26 | 2024-<br>25 | Trend |
|---|----------------------|-------------|-------|
| Average number of days taken to complete 1st stage complaints   | <b>4 days</b>        | 9.5 days    | 😊     |
| Total time taken to complete 1 <sup>st</sup> stage complaints   | <b>252 days</b>      | 875 days    | 😊     |
| % of 1 <sup>st</sup> stage complaints resolved within timescale | <b>84.1%</b>         | 55%         | 😊     |

**Stage 2**



**20-day target**

### Stage 2 response times have improved

The average response time for stage 2 complaints was 13.7 days, which is an improvement on last year.

### More stage 2 complaints resolved within target timescales

This year, 84.6% of stage 2 complaints were resolved within target timescales, up from 63% last year. While this is a strong improvement, our goal is to reach 100%.

| Stage 2   | This year<br>2025-26 | 2024-<br>25 | Trend |
|---|----------------------|-------------|-------|
| Average number of days taken to complete 2nd stage complaints | <b>13.7 days</b>     | 18.6 days   | 😊     |
| Total time taken to complete 2nd stage complaints             | <b>729 days</b>      | 1100 days   | 😊     |
| % of 2nd stage complaints resolved within timescale           | <b>84.6%</b>         | 63%         | 😊     |

## Complaint outcomes

Once a complaint has been investigated the outcome of the complaint is categorised as upheld, partially upheld, resolved or not upheld.



### Resolved

When both the staff and the customer agree on the actions needed to provide a full and final resolution quickly without investigation.



### Upheld

Where we investigated and found that something went wrong or could have been handled better.



### Not upheld

Where we found no evidence to support the allegations or that we acted correctly.

## 50/50

### Partially upheld

Where some elements of the complaint are valid.

**19.1%** of stage 1 complaints are **resolved**. This shows that staff seek a quick resolution for our tenants with 1 in 5 complaints raised. **44.4%** of the Stage 1 complaints we receive are upheld.

A lower percentage of Stage 2 complaints are upheld, **21.2%** with **30.8%** of them being not upheld after our investigation.

We aim to learn from every complaint we receive. Even when a complaint is not upheld, it can still highlight where we need to improve - for example, by communicating our policies or service standards more clearly so tenants know what to expect.

| Complaint outcomes         | Upheld |              | Partially upheld |              | Resolved |              | Not upheld |              |
|----------------------------|--------|--------------|------------------|--------------|----------|--------------|------------|--------------|
|                            | Count  | Percentage   | Count            | Percentage   | Count    | Percentage   | Count      | Percentage   |
| Stage 1 complaints         | 28     | <b>44.4%</b> | 8                | <b>12.7%</b> | 12       | <b>19.1%</b> | 15         | <b>23.8%</b> |
| Stage 2 complaints         | 11     | <b>21.2%</b> | 19               | <b>36.5%</b> | 6        | <b>11.5%</b> | 16         | <b>30.8%</b> |
| Total number of complaints | 39     | <b>33.9%</b> | 27               | <b>23.5%</b> | 18       | <b>15.7%</b> | 31         | <b>26.9%</b> |

**Note:** The total number of complaints closed down with an outcome differs from the number of complaints received in a reporting year as sometimes complaints are carried over from the previous reporting year or are not resolved in the current reporting year.

## Nature of complaints

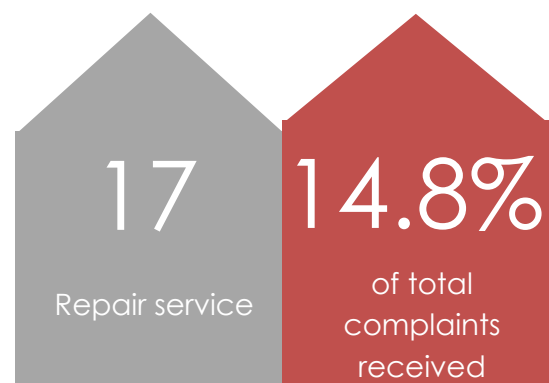
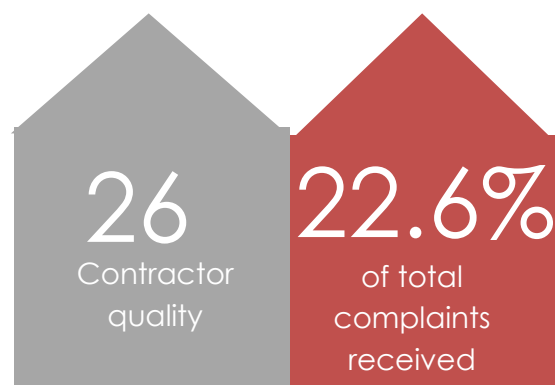
This year, the most common type of complaint was contractor quality (22.6%), followed by repair service (14.8%). Tenants raised concerns about the standard of work and repeat repairs. While these remain the top complaint categories, there has been an improvement compared to last year, with contractor quality complaints dropping from 37.6% to 22.6%.

Last year, we introduced new contractors and will continue to closely monitor satisfaction with the repair service and any complaints received.

Encouragingly, we are already seeing more tenants complimenting both the service and individual operatives.

We have also improved our internal processes to strengthen how we monitor repairs and contractor performance through our new Housing Management System. We are carrying out more post-inspections than ever before to make sure you are happy with the work completed and that it meets our standards.

| Complaint trends       | Annual total | % of total |
|------------------------|--------------|------------|
| Contractor quality     | 26           | 22.6%      |
| Repair service         | 17           | 14.8%      |
| Other                  | 12           | 10.4%      |
| Contractor delay       | 11           | 9.6%       |
| Service failure        | 9            | 7.8%       |
| General service        | 8            | 6.9%       |
| Policy dissatisfaction | 7            | 6.1%       |
| Delays in responding   | 7            | 6.1%       |
| Factoring apportion    | 5            | 4.3%       |
| Procedure failure      | 5            | 4.3%       |
| Staff attitude         | 4            | 3.5%       |
| Refurb                 | 2            | 1.8%       |
| Contractor attitude    | 1            | 0.9%       |
| Damp and mould         | 1            | 0.9%       |



## We value your feedback

Letting us know when we haven't met your expectations helps us identify trends, prevent recurring issues and improve our services. You don't need to make a formal complaint for your feedback to be heard, you can complete a survey, take part in a consultation, or simply speak to a member of staff.

Our [Customer Service Standards](#) sets what you should expect from us.

## You said, we did ...

Over the year, 12 service improvements were introduced or recommended to help prevent the same issues from happening again. The newsletter has been a valuable way of sharing these changes and improving understanding of issues raised through the complaints process.

Over the coming year, we will focus on reducing complaints about contractor quality and the repair service, while continuing to identify and deliver service improvements.

Our 2025 BIG Conversation event used your feedback from the Full Service Survey to “Discuss and Design” our repair service. Look out for our next event – come along and get involved in shaping our services

My flooring had to be uplifted and was damaged in the process. I am not happy I am out of pocket.

*As part of your tenancy agreement, flooring is the tenant's responsibility. If we need to access areas under the floor, we cannot be held responsible for any damage caused in the process - particularly with materials like lino or laminate, which can easily rip or crack.*

*Where major works are carried out, we do offer a disturbance allowance. We shared this policy in our newsletter last year to explain how compensation is calculated and what it covers.*

I am not happy with your response to my complaint I want to speak to a manager

*If you are unhappy with our response at Stage 1, you can ask for your complaint to be escalated to Stage 2 through our complaints handling procedure. At this stage, a manager will carry out a full investigation, and we will respond within 20 working days.*

*However, we always aim to resolve concerns as quickly as possible at the first point of contact. Our staff have received training to ask about your preferred outcome from the start, offer support to help you raise your complaint or communicate with us, and make sure you fully understand our response and decision.*