

Annual complaints report 2024/25



Contents

Page 3
Introduction

Page 4
Learning from complaints

Page 6
Complaints trends and performance

Page 10
Compliments

Page 11
Case studies

Page 12
What's next

Wheatley is Scotland's leading housing, care and property management group, providing homes and services to over 210,000 people in 19 local authority areas across Scotland.

The Group is made up of four Registered Social Landlords (RSLs) – Wheatley Homes Glasgow, Wheatley Homes South, Wheatley Homes East and Loretto Housing – and property-management organisation, Lowther.

At Wheatley, we want our customers to be at the heart of everything we do.

We use the complaints and compliments we receive as an important way of engaging with customers and using their feedback as a way of improving our services.

Our 'Stronger Voices' programme helps customers shape our services in a range of ways, including through focus groups, surveys, panels, neighbourhood walkabouts and other activities.

The effective use of complaints and compliments is a vital part of that customer engagement framework and has helped identify areas of improvement over the past year and helped ensure our customers continue to shape what we do.

We can provide this document translated, in large print, in Braille, on tape or in another non-written format on request and at no cost. Visit: www.wheatleyhomes-glasgow.com/ways-we-can-help/accessibility

Learning from complaints

We analyse our complaints to identify themes which help us to improve customer service. We regularly report to our Executive Team on what we have learned and improved.

Here are some examples of what you reported and how we improved.



Complaints around our repairs service were the most common reported by customers in 2024/25, accounting for around half of all complaints received. This year, our analysis showed some customers were frustrated with the timescales to complete repairs and our communication about appointments.

Our reactive repairs service is in high demand. We carried out over 300,000 reactive repairs in 2024/25. While complaints received about our repairs service represent less than 2% of all repairs, we know it is a core service for customers and we recognise how important it is to work together to improve it.



We introduced a new approach to better understand the repairs issues experienced by customers, including changing our complaint repair categories to better reflect the issues reported and to allow us to analyse where the barriers were in our service delivery.

Following this, our repairs specialist team was tasked with overseeing complex repairs and engaging with our customers throughout

their repairs journey to ensure all issues had been resolved.

Customers told us having a single point of contact with a repairs specialist helped improve their experience, and the repairs specialist team now tracks commitments made in our repairs complaint responses and provides regular updates to customers on the progress of their repairs.

The repairs team meets with senior staff across Wheatley every month to review the complaints received and identify areas for improvement in our service delivery. Key themes included our response timescales, repairs which were not completed at the first visit, and the need for proactive communication with customers.

A range of recommendations were considered, including how we share customer feedback with our trades staff; identifying the areas with the highest demand for our services; and ensuring resources were aligned to meet this. This helps focus work on trade groupings and has already been implemented in the west and will be rolled out across all Group subsidiaries.

To support the completion of repairs at our first visit, we have reviewed the stock held in our works vans.



Learning from complaints

Here are some more examples



You said

Our staff interact with customers every day, including when customers call us, discuss their tenancy with us and provide access to their home for repairs. You told us we don't always get it right during these interactions, and complaints related to our staff can include delays in responding to enquiries and inadequate communication.



We did

We identified several actions, including making sure staff leave out-of-office messages on their work phones when they are unavailable; refreshed training for staff on our complaint handling process; and learning from complaints being shared at meetings of local housing teams.



You said

Customers told us our response to issues such as neighbour disputes and neighbourhood environmental services could be better, and that we did not always respond with the outcome they were seeking.



We did

We introduced our 'Safer Communities' system where we record incidents reported to us and attach supporting evidence, such as videos including ring door bell recordings, and photos. The system allows staff at our Customer First Centre (CFC) and housing officers to respond to customers' enquiries and take action where necessary. In addition, we introduced our new neighbourhood management policy and provided clear guidance for staff.

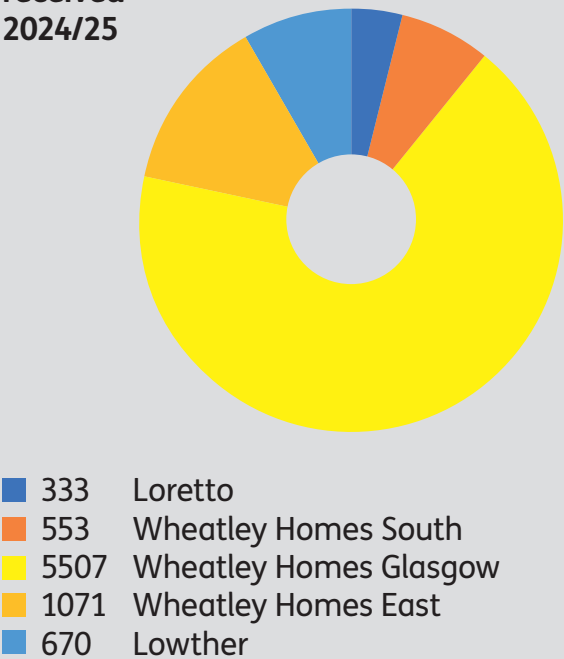
Complaints trends and performance

The chart below confirms the number of complaints received across Wheatley Group in 2024-25. Wheatley is made up of five subsidiary organisations which deliver housing services to customers throughout Scotland. Complaints related to factoring services delivered by Lowther on behalf of one of our RSLs are included within the numbers for that RSL.

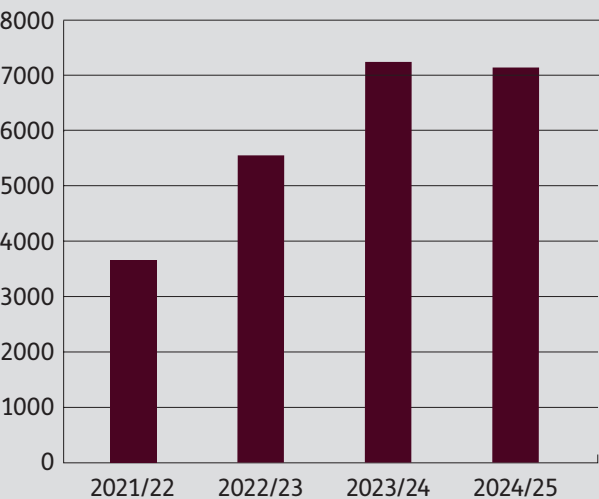
Complaint trends

While we have seen a steady increase in complaints in recent years, our figures per 1,000 customers are significantly lower than benchmarks. We continue to ensure the recording of complaints remains robust through ongoing staff training, monitoring and engagement with customers.

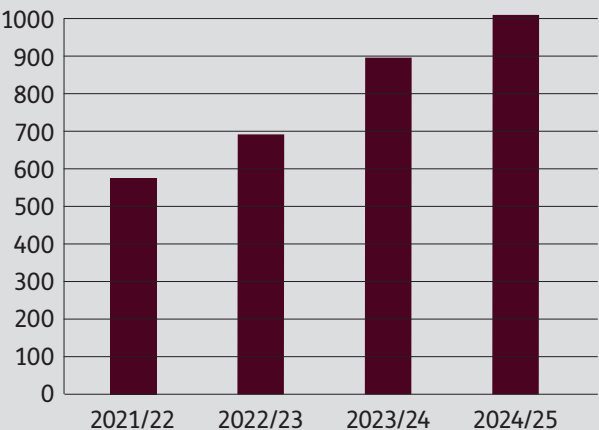
Complaints received 2024/25



Wheatley Group Stage 1 complaints



Wheatley Group Stage 2 complaints



Complaints trends and performance

Complaint handling performance

We aim to respond to Stage 1 complaints within five working days and Stage 2 complaints within 20 working days, but much sooner wherever possible. The table below shows the percentage of complaints dealt within timescale in 2024-25. Almost all timescales have improved from the previous year. Complaints taken directly to Stage 2 include those where multiple issues are raised and require a complex investigation.

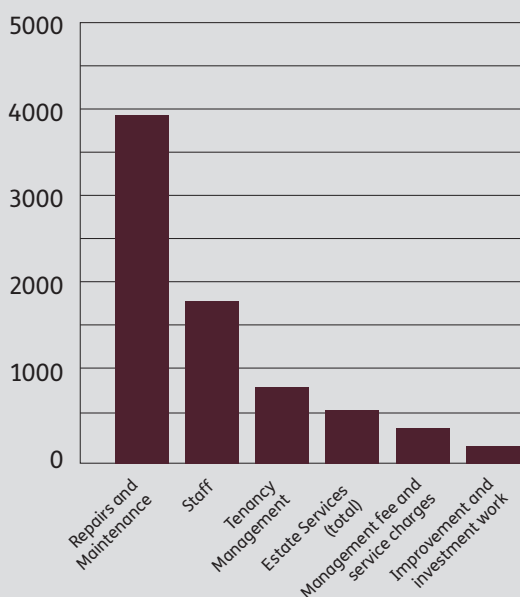
	Stage 1 Responded to within five working days	Stage 2 Responded to within 20 working days	Escalated complaints Responded to within 20 working days
Wheatley Homes South	95.92%	100%	100%
Wheatley Homes Glasgow	96.48%	100%	100%
Loretto	99.66%	100%	100%
Wheatley Homes East	97.78%	100%	100%
Lowther	96.38%	100%	100%



Complaints trends and performance

Repairs and maintenance continues to be the most common topic for complaints.

Top six complaint categories



Repairs service: Across Wheatley, we received over 300,000 repairs requests in 2024-25, including emergency repairs, general repairs and repairs to common areas.

Staff: Where we receive a complaint about a member of staff, line managers will normally interview those concerned. Where a complaint is upheld, appropriate actions are taken including additional training and support, and disciplinary processes are implemented if necessary. Confidentiality means we cannot report the detail of actions taken in relation to staff. Some complaints may be recorded as staff complaints because the staff member was unable to do what a customer wants – for example, where we do not provide the service.

Tenancy management: These complaints typically relate to a commitment in the tenancy agreement which the complainer believes has not been met. We review the issues reported to us and consider if there are ways to improve service delivery, even where these are not strictly a failure in commitments.



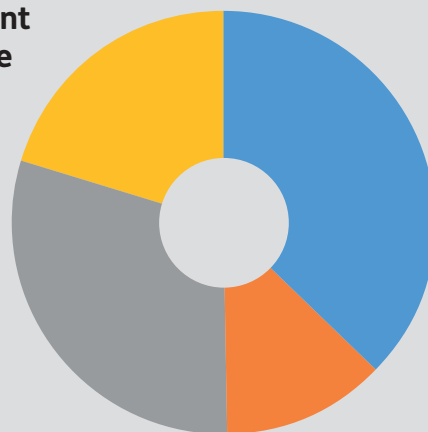
Complaints trends and performance

Estate services: Complaints in this area often relate to our stair cleaning service, back court maintenance and landscape works to land we maintain.

Management fee: Lowther provides factoring services for homeowners on behalf of Wheatley's RSLs and for some other customers. Complaints raised in this category typically relate to account issues or invoices issued for a share of repairs or investment works. Our aim is to get services right first time, although we recognise things can go wrong and service is not always delivered as we expected. We will apologise where we get things wrong and resolve the issues reported to us.

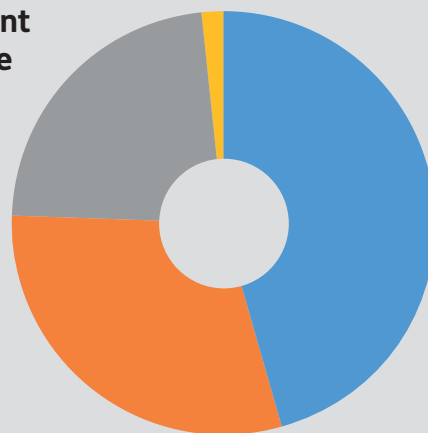
Investment work: The investment work we carry out in customers' homes, such as installing new bathrooms and windows or rewiring, can cause some disruption. We will always aim to get things right first time, but we recognise the work can be intrusive. We will apologise when things go wrong and aim to keep any disruption to a minimum.

**Stage 1
complaint
outcome**



2579	Not upheld
867	Partially upheld
2061	Resolved
1397	Upheld

**Stage 2
complaint
outcome**



458	Not upheld
301	Partially upheld
229	Resolved
14	Upheld

Compliments



Customers often take the time to tell us when we have done things well or made a difference to their lives. Here are some examples we received recently.

“Trades attended today to fix an issue with the plumbing. He was courteous, cheerful, quick and did the job efficiently, and I was happy with the work.”

“Many thanks for the repairs recently carried out to my shower and my sink. Very good and helpful.”

“I am extremely happy with the work done in the bathroom. It’s a fantastic job. Thank you.”

“I would like to compliment the joiner who fixed my bathroom door. He did a fantastic job, went above and beyond and was very polite.”

“Just wanted to say a massive thank you for the emergency repair. The tradesperson was out within an hour.”

“The electrician was lovely and did a really good job. I also appreciate you arranging the repair so quickly.”

“I want to thank the NETs team for cleaning the close and back area. They did a great job.”

“I would like to compliment my housing officer for requesting the job to cut back the work top above my fridge freezer.”

“I’d like to thank my housing officer for all her help and support in recent weeks. She has been great!”

“I want to pass on a thank you to the caretaker for helping me with the garden area. I really appreciate the great job he did in getting it in better condition.”

Case studies

Complaint 1: A customer complained they had not been allocated a suitable home within three months, and that not all homes were advertised on our choice-based letting system.

Our response: We explained that many types of homes – particularly larger homes, adapted homes, and homes in more popular areas – are in short supply and do not come up for let very often. As part of our housing information and advice policy, we match some properties to households who are in exceptional housing need and these are not advertised on our system. We consulted with customers on this approach in 2022 and it received overwhelming support, with 86% of those who responded agreeing with this approach. We also support local authorities in helping homeless households and some of our homes are also directly matched to these households who are in acute need. This complaint was not upheld.

Complaint 2: A customer complained their neighbour was not maintaining the garden hedge and, as a result, it had grown to an unacceptable height and was also growing on to a public footpath. The customer is unhappy we had not taken action to resolve this at an earlier stage.

Our response: We apologised for the delay and arranged for our environmental team to carry out a one-off cut to reduce the height of the hedge, including cutting back the hedge at the front and side. We had first agreed with the neighbour that they would maintain the hedge thereafter. This complaint was upheld.

What's next

A key priority for last year was to analyse the customer complaints journey to identify areas where we can both improve the process and reduce the need for customers to complain. This included phoning customers and engaging with our 'Stronger Voices' panels to help direct our continuous improvement.

Our priority for this year is to roll out the learning from this analysis, taking ownership of issues when they are first reported to us and focusing on resolving complaints at an earlier stage.

We continue to provide detailed analysis on complaints themes, particularly around repairs, to identify service improvements which meet customers' needs. We also review our recording and responses to ensure we maximise the learning from the information customers give us and deliver the best possible service.

Scottish Public Services Ombudsman

The Scottish Public Services Ombudsman (SPSO) published its review of the complaints handling procedure in January 2020 and all public sector organisations were required to adopt this guidance from 1 April 2021. Our process follows this guidance. In addition to providing reports on our complaint handling performance to our boards, the SPSO requires organisations to publish an annual complaints report.

In 2024/25, the SPSO published its Child Friendly Complaint Handling Principles and Guidance in response to the United Nations Convention on the Rights of Children (UNCRC) (Incorporation)(Scotland) Act 2024, and approved by the Scottish Parliament in June 2025. These principles are not intended to stand alone. Instead, they add to the main principles, adapting the complaints process to meet children's rights and needs. We are working in partnership with the SPSO, as are other housing associations across Scotland, to embed this in our complaints process. We continue to actively participate in the Scottish Complaint Handlers Network, where members promote and share best practice in relation to complaint handling.



