

# Complaints Performance and Service Improvement Report

2023/24



## Purpose

Heylo Housing Registered Provider (HHRP) is a Registered Provider of Social Housing (registration number 4668) registered by the Housing Ombudsman, is a subsidiary of Heylo Housing Group Limited (HHGL) and works with its affiliates to provide shared ownership housing on a national basis. HHRP works with sister companies which are also controlled by HHGL and which own shared ownership homes that HHRP owns a legal leasehold interest. HHGL is a subsidiary of Manifesto Technologies Limited (Manifesto). The combination of HHGL, HHRP, and various Heylo Housing subsidiaries are referred to as “Heylo Group”.

In January 2024, the HHRP established the HHRP Customer Committee, a Committee wholly made up of HHRP shared owners to consult and engage in decision-making activities which impacted customers. ResiManagement Limited is the legal entity within the Manifesto Group which provides all management services to the Heylo Group as is directed by the Heylo Group. All ResiManagement Limited employees operate on behalf of and for the benefit of Heylo Group and its customers under management agreements.

HHRP has adopted the Housing Ombudsman’s Complaint Handling Code 2024. This report summarises Heylo’s complaints performance and service improvements based on complaints received between 1 April 2023 and 31 March 2024. This report seeks to give assurance that we have analysed our complaints service and included service improvements as a result of feedback from customers.

## Background

The Regulator of Social Housing (RoSH) published its new regulatory framework on 29 February 2024 which became statutory from 1 April 2024.

The Transparency, Influence and Accessibility (TIA) consumer standard sets out requirements and expected outcomes for complaints handling. It states that “registered providers must ensure complaints are addressed fairly, effectively and promptly”, and that “registered providers must ensure their approach to handling complaints is simple, accessible and publicised”.

In addition to the requirements of the TIA standard, we have a requirement to be compliant with the Housing Ombudsman’s Complaints Handling Code. Section 8 of the Code specifies:

“Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:

- a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements
- b. a qualitative and quantitative analysis of the landlord’s complaint handling performance - this must also include a summary of the types of complaints the landlord has refused to accept
- c. any findings of non-compliance with this Code by the Ombudsman

- d. the service improvements made as a result of the learning from complaints
- e. any annual report about the landlord’s performance from the Ombudsman
- f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord”

## Self-assessment against the Code

The self-assessment against the new Code and the Customer Feedback and Complaints Policy was presented to and noted by the HHRP Customer Committee on 8 May 2024, and then by the HHRP & HHGL Boards on 29 May 2024.

The self-assessment identified several actions to strengthen compliance against the Code, which include:

- Complaints and customer service training with relevant staff.
- Strengthening of the complaints process.
- Introduction of extra management controls including Executive independent scrutiny at stage 2 investigation level.
- Improving our learning from complaints.
- Increasing the number of service improvements as a result of complaints.

All actions identified from the self-assessment, above, are being implemented.

# Complaints Performance

## April 2023 – March 2024

### Overview

Between 1 April 2023 – 31 March 2024, Heylo have handled 130 complaints.

	Stage 1	Stage 2
Total number of complaints received	119	11
% of complaints responded to within timescale	90%	91%
Average time to respond (working days)	5	1.2

Of the above complaints, 32% were not upheld, 0% were partially upheld and 68% upheld.

We upheld 68% of stage 1 complaints, and 82% at stage 2.

Our customer feedback and complaints policy outlines matters we may refuse to hear as a complaint. In 2023/24 the only reason for refusal was in relation to those complaints raised regarding the rent going as a result of the rent review / contractual lease increase. When issuing communications in relation to the increases in rent, it was confirmed that the increase was in line with the contractual provisions of the lease and as such, the complaints process was not the proper means through which to raise any concerns. Any expression of dissatisfaction raised in relation to the rent review was checked to ensure that there were no other elements of a complaint which needed to be investigated before being refused for investigation.

We recognised that we were not responding to 100% of the complaints within the specified timescales and have taken action to improve performance. As set out in the service improvements section below, improved monitoring and management controls have been introduced including weekly complaints meetings involving business, risk, assurance representatives. We have also established technological solutions to ensure automated referral of complaints and reminders to relevant staff leads. This software allows daily reporting to senior management allowing for daily review, oversight and discussions with relevant leads.

### Root Causes

When our customers make a complaint we log the reason, then analyse the information so that we can understand what has gone wrong and how we can improve services.

The table below shows the main causes for complaints.

Reason	Stage 1
Delays with selling, staircasing & remortgaging	36
Rent increase	25
Snagging/defects	19
Service charges/management	16

Delays with selling, staircasing and remortgaging represents 30% of all complaints and was consistently the most common reason throughout the year. Analysis shows that common reasons for delays include land registry and time taken by solicitors.

Rent increases presented the second largest reason for complaints at 21%, and these were mainly relating to the amount the rent was going to increase in 2024/25. We upheld 0% of these complaints as this is a contractual term of the lease agreements that our leaseholders have entered into and there was no variation in applying this rent increase outside that which was specified in the lease.

Snagging/defects represented 16% of complaints which resulted from a lack of action from the housebuilders from whom Heylo and the shared owner had purchased their leasehold interest, or failed visits to complete snagging works. We upheld 100% of these complaints, Heylo then working with or requiring relevant action be taken by the relevant housebuilder or their agent. In certain cases, direct action was not possible but the complaint was upheld regardless, Heylo providing further information on how a resolution could be achieved.

## Complaints by Team

The table below shows the service areas which complaints were made about.

Team	Number of Complaints
Tenancy Management	60
Resales and Staircasing	36

The majority of complaints were made to the Tenancy Management Team with more than 50% of complaints falling within this area. It is not surprising that the Tenancy Management team received the most complaints as they have the highest number of transactions with customers, managing rent, snagging and service charge functions.

### Complaint handling performance

As part of the Tenant Satisfaction Measures we ask customers 'How satisfied or dissatisfied are you with Heylo's approach to complaints handling?'. Of 769 surveyed, 138 (18%) said they had raised a complaint. Of those 138, 5% were satisfied, 8% were neither satisfied or dissatisfied and 13% were dissatisfied.

## Housing Ombudsman Case outcomes

The Housing Ombudsman Service (HOS) investigates complaints and resolves disputes once a complaint has exhausted stage 1 and stage 2 of our internal complaints process.

In 2023/24, the HOS requested information from Heylo to aid them in their investigation of three complaints. Of the three complaints cases investigated:

- Two of the complaints are still being investigated by the HOS;
- One complaint was investigated by the HOS and subsequently closed. The determination from the HOS was:

"In accordance with paragraph 52 of the Housing Ombudsman scheme, there was no maladministration in the landlord's handling of the resident's complaint about her application for shared ownership".

Heylo did not receive any Complaint Handling Failure Orders (CHFO) in 2023/24.

## Service Improvements

Using complaints and lessons learned as a mechanism for improving services continues to be a focus for Heylo. Numerous service improvements have been made as a result of complaints in 2023/24, which include:

- Reviewing the ASB policy and amending it to clarify our role and responsibility
- Listing on the ResiManagement Limited internal staff intranet relevant domestic violence local authority and charity support and advice services available to sign post residents in order that we can better offer support to our residents should they be suspected of or report domestic violence in accordance with our domestic violence policy.
- An Executive member of staff now reviewing all Stage 1 and Stage 2 complaint investigation outcomes
- Improving the response times of service requests and complaints in the Resales and Staircasing team, which has reduced the number of delays in investigating and concluding complaint investigations.
- Training given to the Property Management team on complaints / dissatisfaction
- Launched ZOHO system arrangements for the management of complaints which streamlines the process and uses AI to identify any potential new complaint automatically as well as issue acknowledgments and internal staff reminders / actions automatically so as to ensure relevant timescales for acknowledgment and investigation are not missed.
- Weekly complaints performance reports and review by the ResiManagement Executive including business, risk and assurance representatives, and quarterly reports to our HHRP Customer Committee and Board to enable improved visibility and review of activities. Further the nominated Board member with oversight of complaints also now receives weekly update reports through which they obtain further assurance and opportunity to review.

The impact of these service improvements is being monitored and is expected to positively impact on performance indicators such as customer satisfaction, and complaint metrics.



Heylo and Heylo Housing are trading names of Heylo Housing group Limited (registered in England and Wales with company number 11104403) and its subsidiary companies.

The Registered Office of each of the group companies is 6 Wellington Place, 4th Floor (Ref: CSU), Leeds, LS1 4AP