

Complaints Performance and Service Improvement Report

2024/25



Purpose

Heylo Housing Registered Provider (HHRP) is a Registered Provider of Social Housing (registration number 4668) registered by the Housing Ombudsman, and is a subsidiary of Heylo Housing Group Limited (HHGL) . It 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 impact 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 2024 and 31 March 2025. 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 **7 May 2025**, and then by the HHRP & HHGL Boards on **4 June 2025**.

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

- Improving our learning from complaints and increasing the number of service improvements as a direct result.
- Increasing satisfaction with the complaints handling service.
- Strengthening our investigation process including improvements in our complaint handling management system.
- Improved monitoring of trends and root causes.

Complaints Performance

April 2024 to March 2025

Overview

Between April 2025 and March 2025, Heylo handled a total of 138 complaints. Of these, 109 were resolved at Stage 1 and 29 progressed to Stage 2. Stage 1 complaints had a 90% response rate within the agreed timescales, while Stage 2 has a response rate within the set timelines of 86%.

	Stage 1	Stage 2
Total number of complaints received	109	28
% of complaints responded to within timescale	90%	86%

Overall, 63% of complaints were upheld or partially upheld, and 36% were not upheld. By Stage, Stage 1 had 62% of complaints upheld or partially upheld and 37% not upheld while stage 2 had 65% upheld and partially upheld and 35% not upheld.

Outcome	Stage 1	Stage 2	Total
Upheld	36	10	48
Partially Upheld	32	7	39
Not Upheld	41	12	51

Our Customer Feedback and Complaints policy outlines reasons for which we may not accept a complaint. In 2024/25 the reasons for not accepting complaints were in relation to rent increases in line with the Rent Review outlined in their shared ownership lease and those complaints in regard to affordability upon application to become a Heylo Housing Shared Owner.

When issuing communications in relation to complaints not accepted, a formal letter was provided detailing why, in line with our policy we would not accept it as a complaint and provided information on how to appeal our decision and raise it with the Housing Ombudsman for escalation. Any expression of dissatisfaction raised in relation to non-accepted complaints 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 complaints within the specified timescales and have taken decisive action to improve our performance. As outlined in the service improvements section, we have strengthened governance by introducing weekly complaints performance reviews led by the ResiManagement Executive. These are complemented by quarterly reporting to the HHRP Customer Committee and Board to ensure appropriate scrutiny and follow-up action. We are also addressing staffing gaps by recruiting into key complaint-handling roles, while fostering a culture of accountability, learning, and continuous improvement across the organisation.

Root Causes

When our shared owners make a complaint, we log the reason by category and then subcategory, 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

Category	Stage 1	Stage 2	Total
Poor Communication	35	10	45
Charges	27	5	32
Building	14	6	20
Third Party	12	4	16
Lease	10	1	11

Poor communication was the most frequent cause, with 45 complaints (33% of the total). This category main reasons where due to unclear updates, delayed responses, or inconsistent information provided to customers. Although only 22% of poor communication cases escalated to Stage 2, the overall volume indicated a clear need for improvement in how we communicate with customers.

Charges were the second most common cause, with 32 complaints (23%). These issues, which often involve monthly payments, service charges and errors to charges on accounts. As most were resolved at Stage 1, this shows that clarification was made to customers on their responsibilities for payments under the shared ownership lease and further information on third party charges such as service charges were provided to customers.

Building-related complaints accounted for 20 cases (15%) but had the highest escalation rate to stage 2 at 30%. This suggests that these issues, often involving snagging ang defect repairs, are harder to resolve to the customer's satisfaction in the early stages. This is due to other third parties being involved and responsible for rectifying the issues and Heylo intervening in the process as the middleman to assist our shared owners and ensure the developer is taking the correct actions to rectify the issues.

Overall, the data indicates that our priority areas for reducing complaints should be improving the quality and timeliness of our communication with shared owners and strengthening processes for managing building-related and third-party service issues.

Complaints by Team

The below information outlines the service areas which complaints are about.

Team	Stage 1	Stage 2	Total
Tenancy Management	50	12	62
Resales	23	3	26
Staircasing	18	12	30
Credit Control	12	2	14

The Tenancy Management team recorded the highest complaint volume with 62 cases in total, 50 at Stage 1 and 12 at Stage 2. This represents a significant proportion of all complaints across the company and shows that while most cases were resolved in the early stages, a sizeable number still progress to Stage 2 escalation. The main categories within this team’s complaints included Building, such as property defects, Charges, Poor Communication and Third-Party matters, indicating a broad spread of operational and customer service challenges.

The Resales & Staircasing team received 26 in terms of resale complaints, the relatively low escalation rate shows that most issues were resolved early. The repeated themes for this team where of Poor Communication, Lease-related matters, and Third-Party involvement such as solicitors. In relation to staircasing complaints, the team recorded 30 complaints and the escalation rate here was higher, with nearly 40% of complaints moving to Stage 2. Poor Communication, including delays featured prominently.

The Credit Control team received 14 complaints. These complaints related to Charges Poor Communication.

Year-on-Year Complaint Performance Analysis

Compared to the 2023/24 reporting period, the volume and complexity of complaints in 2024/25 have increased, reflecting both and increase in customer engagement and evolving service expectations. This year, Heylo handled 138 complaints, up from 130 the previous year a 6% increase. Notably, while Stage 1 complaints decreased from 119 to 109, Stage 2 escalations surged from 11 to 29, marking a 163% rise.

In terms of outcomes, 63% of complaints were upheld or partially upheld in 2024/25, compared to 68% upheld in 2023/24. Not upheld complaints rose from 42 to 51.. Response times remained consistent at 90% within timescale for Stage 1 but dipped slightly for Stage 2 from 91% to 86%, highlighting an opportunity for further process refinement.

Root cause analysis also reveals a shift in customer concerns. In 2023/24, the leading complaint category were delays with selling, staircasing, and remortgaging (36 cases, 30%), followed by rent increases (25 cases, 21%) and snagging/defects (19 cases, 16%). In contrast, 2024/25 saw poor communication emerge as the top issue, with 45 complaints (33%), followed by charges (32 cases, 23%) and building-related issues (20 cases, 15%).

Team-level data reinforces these trends. The Tenancy Management team remained the most impacted, receiving 62 complaints (up from over 50% of total complaints last year), while the Staircasing team saw a notable increase in escalations, with 12 of 30 complaints (40%) progressing to Stage 2. This points to persistent challenges in managing complex processes involving third parties and lease terms. Additionally, the number of cases referred to the Housing Ombudsman Service (HOS) doubled from 3 to 6.

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 2024/25, 6 complaints were escalated and opened with the HOS, out of those 6, 2 are still under the Status “within landlord’s internal complaints procedure” and can confirm that they have now completed our complaints procedure. The other statuses are referral assessment, evidence gathering or awaiting investigation.

One complaint was investigated by the HOS and subsequently closed. The determination from the HOS was:

- There was No Maladministration for the handling of the resident’s reports, the landlord showed it listened to the resident’s concerns; it supported the resident to raise these concerns.
- Service failure for the handling of the resident’s reports of defects. There was a delay in the landlord supporting the resident to report defects to the developer, resident updated.
- Maladministration for the landlord’s complaints handling. The landlord did not deal with the complaint in line with the HOS requirements and did not acknowledge the failings.

All orders from this case were actioned upon receipt and communicated with our customer. It is important to note on this case, since the initial complaint was raised with Heylo Housing, we have improved our handling of complaints, with new systems and team members, improving the monitoring and quality of these and ensuring that all of our complaints are dealt with in line with our complaints policy and the HOS.

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 2024/25, which include:

- Clarifying the distinction between service requests and complaints in our policies and ensuring all are recorded appropriately on our housing management system.
- Treating all expressions of resident dissatisfaction as complaints, even when the term “complaint” is not used.
- Enhancing record-keeping for investigations, including correspondence, supporting documentation, and all relevant evidence being saved alongside the complaint.
- Training all staff on complaint procedures, with new hires receiving this training as part of onboarding and sharing sector best practices company-wide to strengthen our complaint-handling culture.
- Using lessons learned and service improvements from complaints to inform practical service improvements and ensuring actions following complaints are completed and any changes communicated to relevant teams.
- Improving oversight and handling of complaints related to third-party managing agents, including analysing trends, addressing recurring issues, and collaborating with those third parties to improve the services they provide to our shared owners.
- For instance, after receiving feedback regarding customer service and the dissemination of inaccurate information about aids and adaptations, comprehensive training was provided to all relevant staff in these areas. Additionally, dedicated team members are assigned to proactively contact customers, monitor the progress of individual cases, and offer ongoing support to ensure prompt resolution of concerns. This approach has been consistently applied to matters related to resales, service charges, and arrears complaints.
- Strengthening governance through weekly complaints performance reviews by the ResiManagement Executive, with quarterly reporting to the HHRP Customer Committee and Board for scrutiny and action.
- Enhancing investigation processes to ensure thoroughness, transparency, and use of Housing Ombudsman guidance when determining remedies.
- Recruitment to fill gaps in complaint-handling roles and fostering a culture of accountability, learning, and continuous improvement across the organization.

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

Compliments

During this period, we received 142 service reviews on Trustpilot, achieving an average star rating of 4.59.

Of these reviews, 85% were rated five stars, while only 8% were rated one star.

The majority of five-star reviews highlighted the quality of service provided by our teams, specifically noting staff friendliness, efficiency, and positive personal experiences with our processes.

Each one-star review was addressed promptly; we reached out to reviewers individually to offer support and resolve their concerns.

Additionally, we collect transactional data following the completion of email correspondence with customers. This process is currently implemented within our Customer Care, Resales, and Staircasing teams. Collectively, 60% of interactions across both teams have received positive ratings from customers.

The Year Ahead

We plan to introduce a survey for customers once a complaint has been closed, in order to gather additional feedback for the complaints team. The survey will seek input on the complaint, outcome, actions taken, and also the handling of the complaint. This information will be used to support process improvements.

Further changes are being considered to enhance the reporting and tracking of complaints, with the intention of ensuring all actions identified from complaint responses are addressed promptly.

Customer service teams are working to improve the collection of transactional feedback, aiming to incorporate customer input into communication and procedural updates.



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.

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