Grosvenor Hart Homes:

Annual Complaints Performance and Service Improvement Report 2024-25

GROSVENOR

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Introduction

At Grosvenor Hart Homes (GHH), we believe that a high-quality, secure home is one of the core foundations for a happy life. We are committed to delivering high-quality, supportive services to our customers which allow them to thrive in their home and community.

However, we recognise that sometimes we might get things wrong, and it is important that our customers have confidence that we will deal with complaints effectively and use them to drive genuine service improvements.

In line with our duties as a member of the Housing Ombudsman and our commitment to being transparent to our customers, this report provides an insight into the complaints received by GHH in our first full year of operation from April 2024 to March 2025. It also details the steps we have taken to improve our complaints handling procedures and the learning and service improvements that have resulted from complaints.

Our latest self-assessment against the Housing Ombudsman Service Complaint Handling Code is also available as an appendix to this document.

Context of GHH 2024/25

As we seek to build balanced, sustainable communities, GHH offers a combination of affordable and market rent homes.

Over the reporting period between April 2024 to March 2025, GHH owned the following properties across Chester and Ellesmere Port:

GHH Entity	Number of Properties owned	Number of tenanted properties 2024-5
GHH (POC) Limited	**29**	**29**
Grosvenor Hart Homes Limited (RP entity)	**14**	**1**
GHH Properties North-West Limited	**13**	**10**
TOTAL	**56**	**40**

The period between April 2024-March 2025 was one of transition for GHH after our entity Grosvenor Hart Homes Limited became a Registered Provider of Social Housing (RP) following approval by the Regulator of Social Housing (RSH) in June 2024.

We were delighted to formally ‘go live’ as an RP when our first tenant moved into our first RP property in Ellesmere Port in early March 2025, let at social rent. The transfer of our affordable

properties in Chester (let at intermediate rent) from a separate non-registered provider entity, GHH (POC) Limited to the regulated entity (Grosvenor Hart Homes Limited) took place in April 2025. Therefore, during the reporting period, we had a total of 39 occupied properties owned by our non-registered entity.

As an RP, we are mandated by law to submit information about the performance of our RP properties to the RSH and meet regulatory standards.

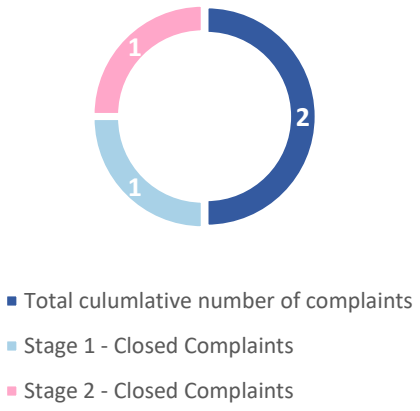
However, we are committed to maintaining the same high standards across our property portfolio and prior to becoming an RP, GHH was a voluntary member of the Housing Ombudsman scheme. Therefore, our Annual Complaints and Service Improvement Report 2024-5 to the Housing Ombudsman reflects complaints that GHH received across the whole of our property portfolio between April 2024 and March 2025.

GHH Complaints Reports 2024/25

HEADLINES – 2024-5
During the reporting period, GHH received a total of 2 complaints
Both complaints related to GHH (POC) Limited - the non-regulated entity
One of these complaints was dealt with at Stage 1
One of these complaints was resolved at Stage 2
100% of the complaints GHH received were dealt with in line with the timescales set out in the GHH Complaints Policy
There were no complaints GHH received in the reporting period that were not accepted as a complaint by GHH
No complaints to GHH were escalated to the Housing Ombudsman Service in the reporting period

The complaints touched upon the following themes:

- Issues related to the GHH Repairs and Maintenance Service
- The frequency and nature of contact from GHH staff and the timing of GHH events
- The GHH Housing Allocations Process and procedures followed to assess applications



Learning from complaints and improving complaint handling

As an organisation, we are committed to continuously improving the way we handle complaints and taking the learning from all complaints to improve the services we deliver to our tenants and other customers. This is important to our aim to foster a positive and transparent complaints culture.

The low number of complaints received in the reporting period reflects the relatively low number of GHH tenants in situ and we hope that to some degree, it also reflects our responsiveness and the quality of our services.

We recognise the need to ensure, however, that this low number is not a result of an inaccessible complaints policy and/or the fact that GHH tenants are not aware of how to register a complaint with their landlord, or do not feel they can. We will continue to empower our customers to ensure they have the tools, knowledge and confidence to make a complaint when things go wrong and know that their dissatisfaction will be dealt with efficiently and effectively.

Our learning from complaints to date has informed the following key actions:

- **Embedding lessons learnt as a key process in our complaints procedure** - with complaints a way to make things better for our customers, we dedicate time to reflect on each complaint we receive and assign tangible actions to each through a Lessons Learnt Tracker to ensure they lead to genuine service improvement.
- **Tweaking our operational complaints procedures to ensure consistency and efficiency in our approach** - our dedicated Performance and Quality (P&Q) team now act as a central hub for triaging and allocating complaints and oversee the progress of each complaints case. This helps us ensure that our procedures are applied consistently and that we are delivering a complaints service which is practical, transparent and empathetic.
- **Improving the systems we use to process complaints** - our new digital housing management system has a case management function that has been built to align with our complaints procedures, helping to ensure we meet our policy commitments, providing a robust audit trail for all complaints and making it easier to track key data. This helps us maintain oversight of how we are doing, spot trends and boost efficiency.
- **Giving our customers the opportunity to inform our policies and procedures** - supporting our aim to become best-in-class for customer voice, we are providing a range of mechanisms to enable customers to take an active role in improving our services, policies and procedures. To date, this has included scrutinising our Repairs and Maintenance and Complaints policies.
- **Undertaking Equality Impact Assessments (EIA) as part of our policy review process** - we are committed to being an inclusive organisation by eliminating all forms of discrimination and encouraging equality, diversity and inclusion. Therefore, as we review our operational policies, we conduct an EIA on each policy to help us assess the impact on different groups of people and identify any required improvements.
- **Improving the accessibility of our Complaints Procedure to tenants** - through a revised tenant handbook, ensuring any tenant who expresses dissatisfaction is signposted to our complaints policy and the roll out of the GHH website which provides FAQ style information for customers about our complaints procedure.
- **Improving transparency and clarity around our approach to housing allocation** - taking the direct learning from complaints, we are tweaking the language in our lettings policy and criteria for allocation so that applicants are clear on our decision making and appeals processes.
- **Creating a streamlined coordinated approach to tenant communication** - this involves recognising the different needs and preferences across our tenant group, ensuring key

information is communicated in a timely way and that our external repairs contractors meet our service standards. The recruitment of a dedicated Administration and Community Engagement Assistant and the roll out of a weekly tenant bulletin has supported this.

- **Building a broad community curriculum so our tenants feel included and involved in the GHH community-** with an active, supportive community critical to the GHH model, we are working with our tenants to create a diverse community curriculum which caters to the diverse needs of tenants and reflects their interests and lifestyles.
- **Implementing a process for sharing regular operational data with the GHH Board, including around complaints,** to provide Board oversight and scrutiny on how we are doing, informing feedback on how we can do better.
- **Nominating a Board Lead for complaints** to ensure direct oversight and scrutiny on complaints and that a positive operational complaint handling process is championed at Board level.

How can we do better in 2025/26?

Whilst we have made progress in improving our complaint procedures, we recognise that we are in the early days of operation, and we will always strive to do better.

Over the next year, we are looking forward to continuing to work with our customers and learn from best practice across the sector as we seek to improve our services and further empower our customers through an accessible and seamless feedback and complaints process.

For GHH, this involves the following:

- **Continuing to hone and strengthen our Complaints Procedures** to maximise efficiency and improve customer experience.
- **Bringing in-house a dedicated governance resource** to ensure we are operating at the equivalent of the RSH's highest standards of governance and consumer standards in line with all regulatory requirements.
- **Continuing to optimise the use of our new housing case management system** to create a robust knowledge and information management system.
- **Keeping abreast of developments across the sector** and implementing best practice recommendations as they evolve.
- **Cascading lessons learnt from complaints down to the wider GHH team** through quarterly whole-team lessons learnt sessions to embed a culture of learning and practice improvement.
- **Working with our tenants to make our procedures more accessible** through learning from regular Customer Voice and Neighbourhood forums, expanding how we promote and implement our complaints procedure to boost accessibility (e.g. by producing and displaying an easy-to-read complaints guide) and giving our tenants a voice in policy review and improvement.
- **Welcoming continued customer feedback** through our Customer Voice forums, the undertaking of Tenant Satisfaction Measures (TSMs) in early 2026 and through our 'open door' policy for feedback.

- **Enhancing our procedures and services to reflect evolving regulatory requirements and best practice** - this includes producing a new specialist procedure to manage damp and mould in line with recommendations of the Housing Ombudsman's 'Spotlight on: Damp and Mould' and implementing the recommendations around improving Knowledge and Information Management in its "Spotlight on: Knowledge and Information Management (KIM)"
- **Scrutinising a wider data set relating to complaints**- as volumes of complaints increase, we will monitor our data related to complaints, considering key demographic information, so we can more fully identify key trends, themes, and disparities to contribute to service improvements.
- **Continuing to ensure we meaningfully embed equality, diversity and inclusion requirements** within how we approach and deal with complaints- supported by our work with tenants to review how we are staying true to our EDI Policy and our internal work to improve the recording of customer data and vulnerability information.
- **Taking time to learn directly from customers who have been through our complaints process** about their first-hand experience and how we can improve the process.
- **Actively communicate lessons learnt and service improvements which have resulted from complaints to our customers** through our regular tenant bulletins, on our website, at regular neighbourhood forums and through our annual report.
- **Rolling out a dedicated tenant online portal** so tenants can access information about their tenancy on the go and communicate with their landlord more easily.
- **Invest in and develop a high-performing staff team** through a robust programme of training and professional development and a structured and multi-layered approach to quality assurance ensuring accuracy, compliance and effectiveness.
- **Commissioning an external advisory firm to undertake an internal audit focusing on customer voice and consumer standards** as part of a three-year audit programme to provide validation on our approach and advice on how we can improve.

GHH Board Response

The GHH Board have considered and approved the GHH Annual Complaints and Service Improvement Report for 2024-5 alongside GHH's most recent self-assessment against the Housing Ombudsman Complaint Handling Code 2024. The Board notes the significant progress that has been made this year to improve how GHH handles complaints and are reassured by the steps taken to ensure the learning from customer complaints leads to genuine service improvement. This is fundamental to creating a positive complaints culture, where complaints are owned, effectively managed and viewed as opportunities to learn and improve.

The Board will ensure that GHH continues to learn and endorses GHH's proposed roadmap for improvement across 2025/26, which focuses on boosting the accessibility and efficiency of the complaints process, making better use of data on complaints, and most importantly, listening to and learning from GHH customers.

Peter Vernon
Board Chair