

Annual Complaints Performance and Service Improvement Report

2024 - 2025



Contents

	Slides
Board and member responsible for complaints response to the report	3
Executive summary	4
Performance 2024-25	
Complaint handling performance summary	5 - 8
Ombudsman complaint case flow	9
Non-compliance summary and analysis	10 - 11
Learning from complaints 2024-25	
Housing Ombudsman Service (HOS) recommendations	12
Service improvement	13 - 17
Reports	
Ombudsman annual report 2023-24*	18
Other Ombudsman reports 2024-25	18
Annual complaints self-assessment	19

* 2024/2025 report will be available on the HOS website following its reporting calendar realignment.

Board and member responsible for complaints response to the report

REPORTING PERIOD
APRIL 2024 – MARCH 2025



The board and the member responsible for complaints commend the team's proactive approach to handling customer complaints, as detailed in the 2024/2025 Annual Complaints Performance and Service Improvement Report. We acknowledge the comprehensive breakdown of complaint data and the service enhancements made throughout the year.

We also commend the thoroughness of the self-assessment according to the Complaint Handling Code and appreciate that Beyond Housing fully complies with all nine sections.

While the report reflects an increase in overall complaint volume, it's important to note this is partially attributable to the proactive introduction of the new complaint handling code on 1st April 2024. This code eliminated the 'concerns' stage of the Beyond Housing process, leading to more complaints being formally logged.

Benchmarking across the sector in 2023/24 indicated an 18% annual increase in recorded dissatisfaction, with a UK-wide median of 51.3 stage 1 and 2 complaints per 1,000 properties. This trend may persist in 2024/25, and we await the publication of the benchmarking report to confirm this.

At Beyond Housing, customer feedback is valued. We see the increase in complaints from 479 in 2023/24 to 553 in 2024/25, an increase of 15%, as an opportunity to learn, improve our services, and demonstrate our commitment to open communication, transparency, and accountability.

The report highlights the increase in the complaint handling tenant satisfaction score, from 28% in 2023/24 to 33% in 2024/25 and note this increase reflects the positive impact made within the business to address complaints efficiently.

Beyond Housing is committed to learning from complaints to continuously improve service delivery and enhance the customer experience. Two key areas of service improvement focus to be taken forward in 2025/2026 are:

- Increasing customer engagement in complaints through the Customer Forum
- Strengthening areas where tenant satisfaction scores indicate a need for improvement.

We believe open communication and a commitment to timely resolution are key to fostering a positive and strengthened customer experience.

The board encourages the business to continue this level of attentiveness to customer needs.



Anne Parker
Chair of the board



Cath Owsten
Member responsible for complaints

Beyond Housing is committed to listening and learning from customers when things don't go as planned or meet expectations, to investigate what happened, accept where we are at fault, and how we could do better. We work with customers and aim to resolve complaints efficiently and fairly.

In 2024/25 Beyond Housing:

- Received **553** complaints (compared to **479** received in 2023/24)
- Of the **553** complaints received, **421** were upheld.

From the Housing Ombudsman Service, Beyond Housing received:

- **0** complaint handling failure orders
- **18** enquires
- **15** cases.

We received **5** maladministration and **2** service failure determinations from the Housing Ombudsman Service. Of these, **1** maladministration and **1** service failure related to the handling of complaints. The others related to handling of repairs, communal areas and mould & damp. Following the determinations, we made improvements to procedures to prevent future cases and improve the customer experience for all customers.

Annual assessment

All landlords are required to conduct an annual assessment against the Housing Ombudsman Complaint Handling Code to understand their position against the expectations of the code.

Beyond Housing completed the assessment in April 2025 and pledge to continuously refer to the code in the design of any complaint service improvements.

Complaint handling Performance summary

REPORTING PERIOD
APRIL 2024 – MARCH 2025

Stage 1 complaints

In 2024/25 Beyond Housing received 553 stage 1 complaints.

This is an increase of 15% in stage 1 complaints from 479 in 2023/24.

Of the 553 stage 1 complaints received:

- 76% were upheld

Of these complaints:

- 99.12% were responded to within the SLA (10 working days) or within the extended deadline agreed with the customer
- 14.58% of cases were extended.

Stage 2 complaints

Of the 553 stage 1 complaints received, 91 (16%) were escalated to stage 2 complaints.

This is a decrease of 31% in stage 2 complaints from 131 in 2023/24.

Of the 91 stage 2 complaints received:

- 74% were upheld

Of these complaints:

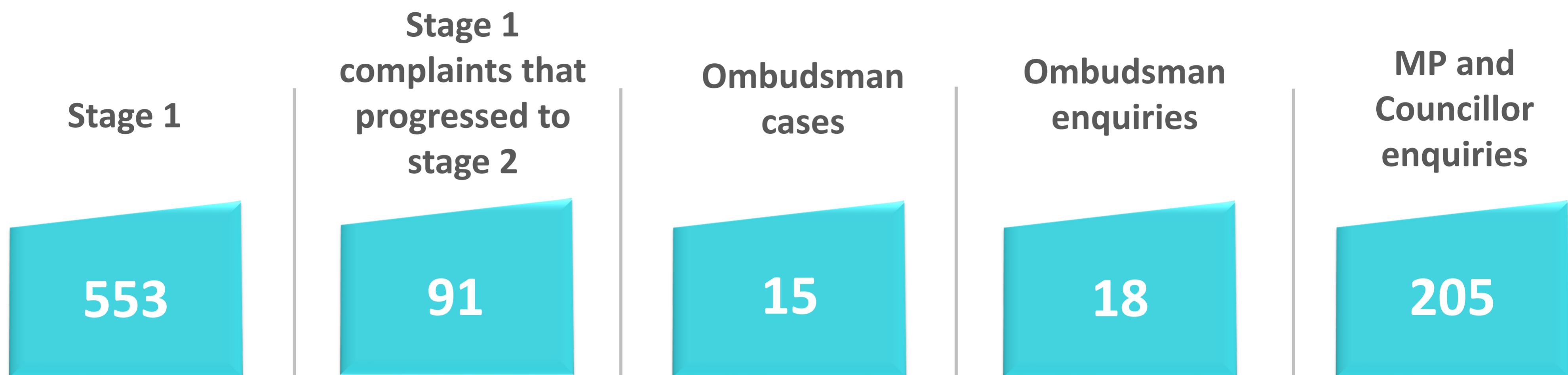
- 86.6% were responded to within the SLA (20 working days) or within the extended deadline agreed with the customer
- 2.67% of cases were extended.

Reasons for increases

- **Stronger alignment with Housing Ombudsman Complaints Handling Code** – an improved focus on formally acknowledging expressions of dissatisfaction, rather than trying to get the customer a resolution outside of the complaints process.
- **Scheduling** - Customers frustrated by unannounced visits and lack of communication when cancelling or moving appointments. Lack of communication with customers on 'next steps' when renewing a major component in their home, including kitchens, bathrooms, doors and windows.

Complaint handling Performance detail

REPORTING PERIOD
APRIL 2024 – MARCH 2025



UPHELD	DECLINED
421	132
314	144

UPHELD	DECLINED
67	19
65	51

MALADMINISTRATION		SERVICE FAILURE	OPEN*
YES	NO		
5	3	2	9
1	0	1	2

553
TOTAL COMPLAINTS**

£35,060
TOTAL
DISCRETIONARY
COMPENSATION PAID

■ CURRENT PERIOD
APRIL 24 – MARCH 25

■ PREVIOUS PERIOD
APRIL 23 – MARCH 24

*Open due to waiting response from Housing Ombudsman
** Total complaints exclude Ombudsman cases/enquiries

Drivers of complaints received

REPORTING PERIOD
APRIL 2024 – MARCH 2025

TOP TEN DRIVERS OF COMPLAINTS

Stage 1	Total	Stage 2	Total
Lack of resolution or action	144	Lack of resolution or action	21
Lack of communication	51	New build defects	13
Damp (Lack of resolution or action)	50	Damp (Lack of resolution or action)	8
Property condition (Diagnosis/decision)	50	Property condition (Timescales)	7
Timescales (Property condition)	50	Property condition (Decisions)	6
Colleague attitude	40	Moving to a home (Decisions)	5
New build defects	38	Tenancy management (Decisions)	4
ASB (Lack of resolution or action)	20	ASB (Lack of resolution or action)	4
Tenancy management (Decisions)	16	Colleague attitude	4
Moving to a home (Decisions)	15	Lack of communication	3

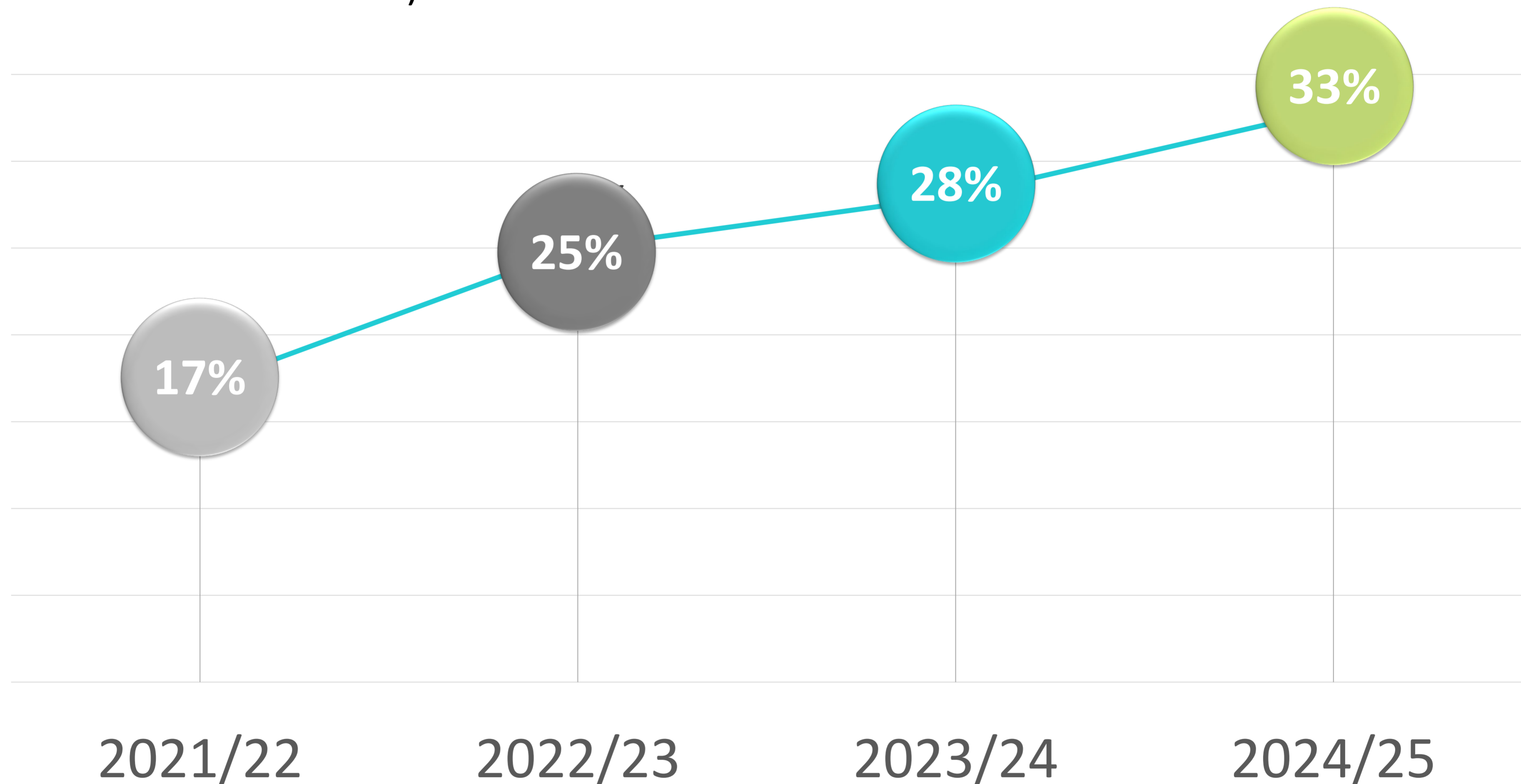
HOUSING OMBUDSMAN CASE AND ENQUIRY DRIVERS

Reason	Total
Damp (Lack of resolution or action)	12
Lack of resolution or action	11
Standard of property (Voids)	2
Moving to a home (Decisions)	2
New builds (Defects)	2
ASB (Lack of resolution or action)	1
Tenancy management (Decisions)	1
Property condition (Decisions)	1
Alleged damage by Beyond Housing	1

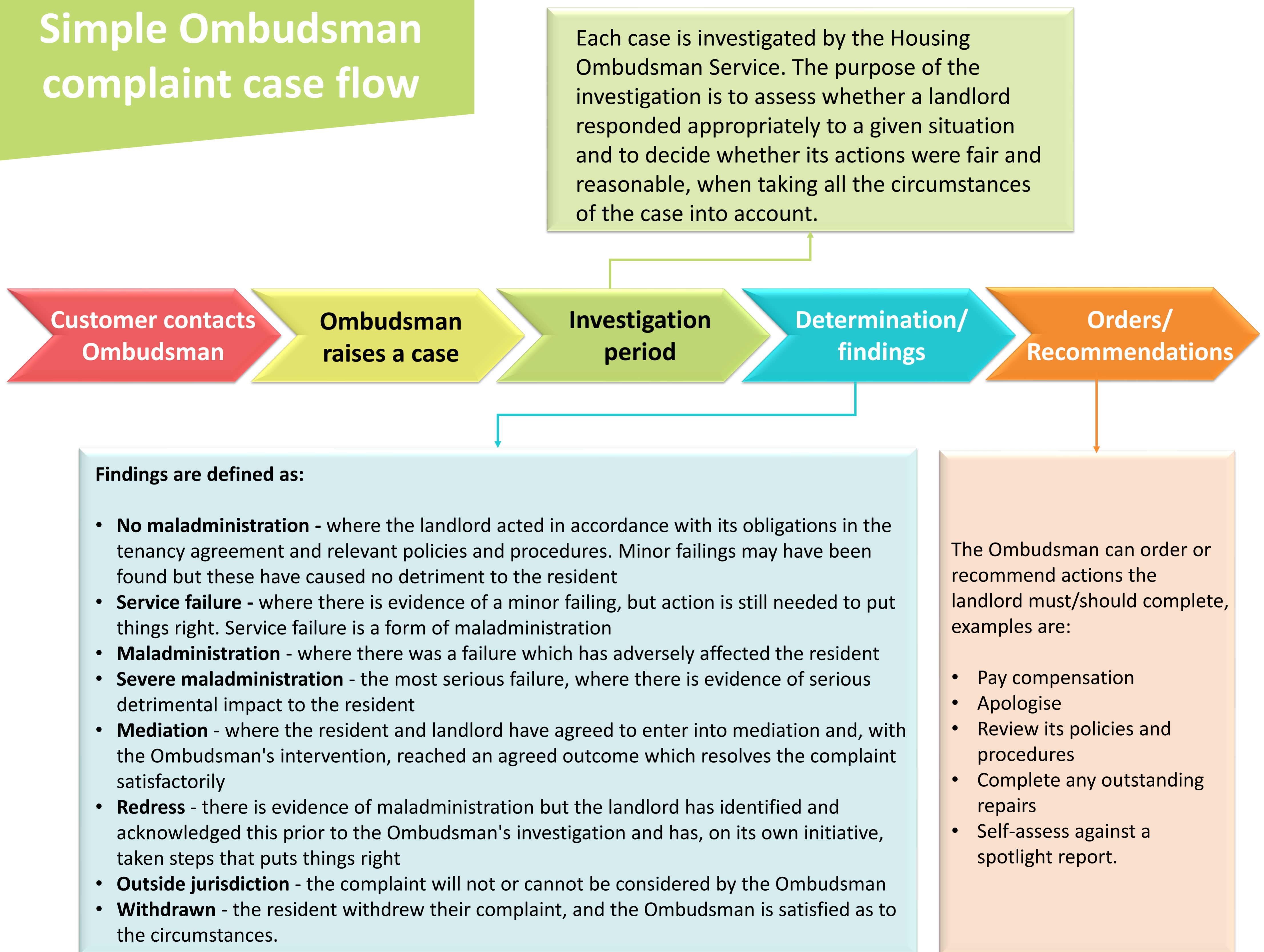
Tenant satisfaction

REPORTING PERIOD
APRIL 2024 – MARCH 2025

Year on year comparison of the satisfaction customers have with our approach to handling of complaints (tenant satisfaction measures).



Simple Ombudsman complaint case flow



Non-compliance summary

REPORTING PERIOD
APRIL 2024 – MARCH 2025

15
new cases
in 24/25

- 6 of the 15 cases have been closed (see table)
- We await the determination from the Housing Ombudsman Service for the remaining 9 cases.

A determination can include multiple findings that are derived from the elements outlined in the complaint.

	Closed case findings		
	No maladministration	Service failure	Maladministration
Case 1		1 x path access 1 x complaint handling*	1 x repairs
Case 2	1 x pest control		1 x communal area
Case 3			1 x repairs
Case 4	1 x damp & mould		
Case 5	1 x housing transfer		
Case 6			1 x damp & mould 1 x complaint handling*

*See next slide for details

Non-compliance of compliant handling code

REPORTING PERIOD
APRIL 2024 – MARCH 2025

Failure findings

Learning and improvement

Case 1

1 x service failure
- Complaint handling

- The landlord failed to respond to the resident's stage 1 complaint within its policy timescales and the formal response failed to acknowledge or apologise for these complaint handling failures
- Ordered to pay compensation.

Case 2

1 x maladministration
- Complaint handling

- The landlord failed to acknowledge the severe delays in investigating and responding to the resident's complaint
- Ordered to pay compensation ordered.

- These cases relate to quarter one of 2024/25. Since then, we have significantly strengthened the complaints procedure, introduced case management within CRM, increased resource in the complaints team, and delivered new training to the complaint officers to ensure they consistently log all customer complaints, whether initial reports or escalations, at the very first point of contact.

Learning from complaints

REPORTING PERIOD
APRIL 2024 – MARCH 2025

HOS recommendations

Formal responses

Recommendation – Beyond Housing should ensure that in its formal responses, any compensation offers are clearly broken down with an explanation of how it arrived at the calculation.

What we did:

We reviewed letter templates to ensure that the reason why, and the breakdown of compensation is clear.

Knowledge and Information Management

Recommendation – Beyond Housing should review the Ombudsman's Spotlight report of Knowledge and Information Management.

What we did:

We reviewed the spotlight report and completed the knowledge and information management self-assessment.

Compensation

Recommendation – Beyond Housing's complaints compensation procedure states that if a customer disagrees with a final complaint decision, they can refer their complaint to an MP/councillor or refer it to the Ombudsman 8 weeks after the final decision date. The procedure is dated November 2020. New legislation took effect on 1 October 2022 to remove these filters, meaning residents can now refer their complaint directly to this Service with no waiting period. The Ombudsman wrote to member landlords at the time to ask them to update their policies accordingly. Whilst its complaints policy and the phrasing of its final response is correct in this regard, Beyond Housing should review and update its complaints compensation procedure if it has not already done so.

What we did:

We reviewed the complaints compensation procedure to ensure it is in line with the new legislation.

Service improvement Learning from complaints

During 24/25,
we listened and improved...

Signing for a new home

Customers told us:

The process of signing a tenancy agreement was time-consuming, especially when they were already busy with the logistical challenges of moving home. They struggled to find time to visit the office to sign important documents in person.

What we did:

We introduced a new digital sign-up. Customers can now easily access and review information about signing a tenancy agreement at their convenience, making it easier to make an informed decision on moving home.



Faster response

Customers told us:

Long wait times and delayed responses when trying to get assistance through telephone calls, Me & My Home messages, chatbot interactions, and emails led to frustration in being unable to get timely help for their enquiries.

What we did:

We recruited six more team members to the service centre to handle calls, Me & My Home messages, chatbot interactions, and emails, ensuring that assistance is readily available for enquiries.



Right person first time

Customers told us:

Navigating the options when calling was confusing and time-consuming. Customers often struggled to reach the right person, leading to frustration and delays in getting the help they needed.

What we did:

We've reviewed the options a customer needs to press to get through to the right person when they call and simplified it, making it easier and faster for the customer to speak to the person they need.



Service improvement Learning from complaints

During 24/25,
we listened and improved...

Follow on repair

Customers told us:

When an operative couldn't complete the work, the follow-up appointment was often scheduled without consulting them first. This led to inconvenience and frustration as they had to rearrange the appointment to fit their availability.

What we did:

We've enhanced the process for when an operative needs to return to complete a job. Operatives can now schedule the work while they are with the customer, ensuring the appointment date is convenient for them.



Me & My Home

Customers told us:

The registration process for Me & My Home was difficult to complete, with confirmations and notifications not automated leading to frustration and delays in creating an account.

What we did:

We've overhauled the process to make it easier, simpler, and quicker for customers to create an account.



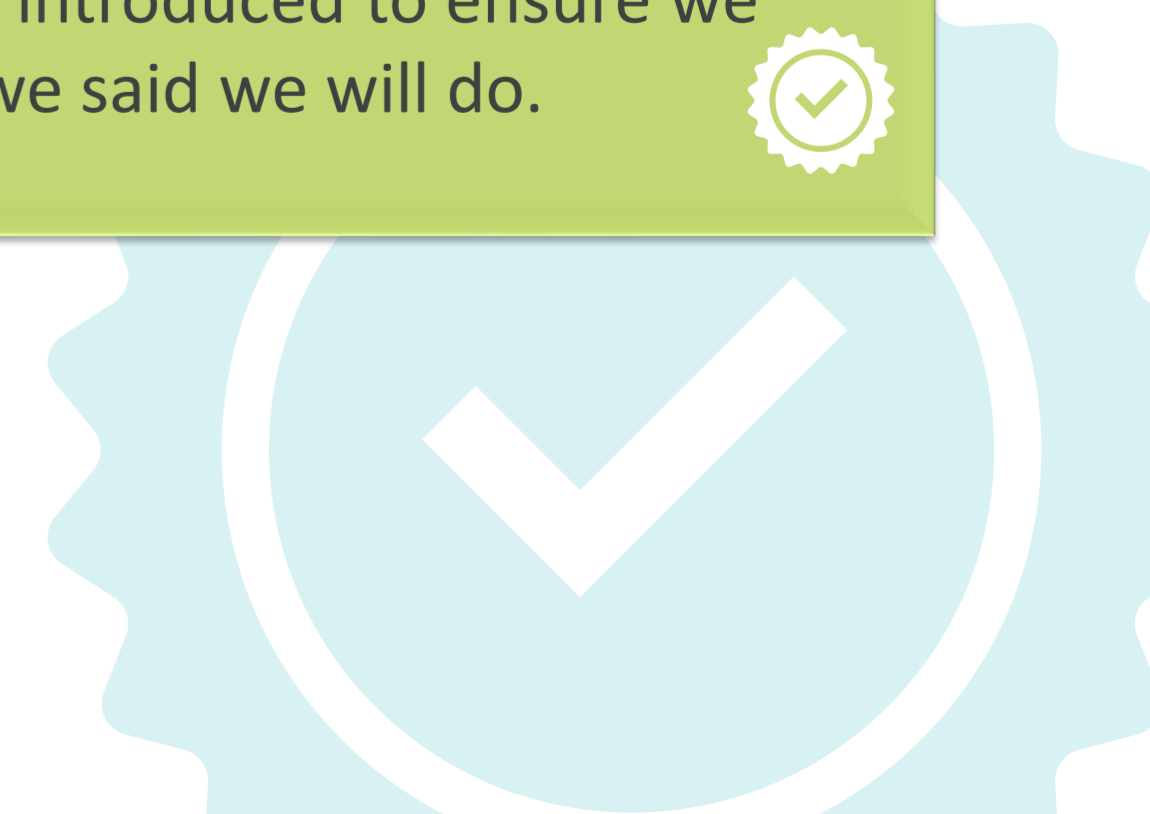
Keep your promises

Customers told us:

When resolving complaints, promises were often made but not actioned as promised. This led to disappointment and a lack of trust in our ability to address their concerns effectively.

What we did:

We introduced an internal 'Customer Promise' case assignment for these promises, ensuring colleagues have visibility of when these actions are due. Reporting and escalation for these cases have also been introduced to ensure we do what we said we will do.



Service improvement Learning from complaints

During 24/25, we listened and improved...

Know my repair

Customers told us:

When contacting us, they often couldn't easily identify which repair they wanted to discuss. This led to confusion and inefficiencies in handling their enquiries.

What we did:

We've enhanced our automated text messages with additional information to make it easier for colleagues to handle customer enquiries when they contact us.



Let me tell you

Customers told us:

It was difficult to give feedback, whether praise or concerns, on the service centre advisor immediately after the call. This made it challenging to share thoughts and help improve the service.

What we did:

To help us improve and gather feedback, we've implemented a new survey tool that allows customers to share their thoughts at the end of a call.



Let me show you

Customers told us:

Explaining repairs was challenging without the technical knowledge to ensure the right repair was logged. This often led to incorrect diagnoses and multiple visits, delaying resolutions.

What we did:

We have started using video calling technology to help diagnose repairs and address damp and mould issues. This reduces the need for extra visits and helps us speed up resolutions for our customers.



Service improvement Learning from complaints

During 24/25,
we listened and improved...

Mutual exchange

Customers told us:

Finding and arranging mutual exchanges was difficult and time-consuming. This led to frustration and delays in securing a new home.

What we did:

We implemented a new way of working to streamline and automate mutual exchanges. Providing regular updates to the customer and tracking all compliance areas through to completion to ensure the property is in tip-top condition before the customers switch home.



Anti-social behaviour

Customers told us:

The process to report anti-social behaviour was difficult and added an extra level of challenge to an already stressful situation. This made it harder for them to seek help and address the issues they were facing.

What we did:

We launched a new tool to address anti-social behaviour, aimed at enhancing the efficiency and speed of our resolutions for ASB. The new customer portal offers a more user-friendly and efficient method for customers to report ASB incidents and a quicker process for submitting evidence to us.



Pre-tenancy checks

Customers told us:

The pre-tenancy checks required before being offered a new home were lengthy and cumbersome. This led to delays and frustration in moving into their new home.

What we did:

We streamlined and automated parts of our pre-tenancy checks to speed up the process and get customers into their new home sooner.



Service improvement

Learning from complaints

During 24/25,
we listened and improved...

Inspection regime

Customers told us:

Multiple gas safety visits caused inconvenience, requiring them to take additional time to allow access. This led to frustration and disruption in their daily routines.

What we did:

We've reduced the number of times we need to visit a customer's home each year to look at their gas appliances.



Damp & mould

Customers told us:

The importance and impact of damp and mould on their living conditions were not always recognised. This led to concerns about their health and the safety of their families at home.

What we did:

To comply with Awaab's Law and the new legislation to protect homes from severe damp and mould, we have implemented new working methods.



Improved visibility

Customers told us:

Operatives not fully understanding ongoing repair issues while in the home made it more difficult to resolve with a lasting fix.

What we did:

We enhanced the information colleagues see when they are in a customer's home. They can now view previous repairs, helping to identify ongoing issues that need fixing.



Landlord performance report

An Ombudsman's landlord report is produced when landlords have five or more findings determined each year (April – March).

The report shows the categories of complaints received, decision outcomes, the types of order issued and timeliness in complying with the orders. It also includes comparisons with the average performance of similar landlords by type and size.

[You can read the Ombudsman landlord report for Beyond Housing 2024-25 here.](#)

Other Ombudsman reports

Beyond Housing has not received any other reports or publications from the Ombudsman regarding its work, services, or complaint handling.

Complaints self- assessment

REPORTING PERIOD
APRIL 2024 – MARCH 2025

2025 annual self- assessment

All landlords are required to conduct an annual assessment against the Housing Ombudsman Complaint Handling Code. Each landlord is expected to answer the questions within the self-assessment in order to understand their position against the expectations of the code and to enable the Ombudsman to monitor our compliance with the Code. It ensures that all landlords provide information in a consistent way, to allow effective analysis and insight into compliance with the Code.

[You can read Beyond Housing's 24/25 annual self-assessment against the code here.](#)