



Annual Complaints and Service Improvement Report 2025/26

Contents page

	Statement from the Member Responsible for Complaints (MRC)
Section 1	Executive summary
Section 2	Complaint performance
Section 3	What customers told us
Section 4	What we learned and changed
Section 5	Housing Ombudsman learning
Section 6	Complaint Handling Code compliance
Section 7	Priorities for 2026/27
Section 8	Governing body response
Section 9	How to make a complaint

Statement from the Member Responsible for Complaints (MRC)

As Member Responsible for Complaints, I am pleased to present Beyond Housing's Annual Complaints Performance and Service Improvement Report for 2025/26.

Complaints provide an important opportunity to understand customer experiences, identify where services have fallen short of expectations, and ensure learning is translated into meaningful improvements. Alongside other sources of customer feedback and insight, complaints help us understand what matters most to customers and where we need to focus our efforts.

This report focuses on what customers told us, what we learned and what we changed as a result. In doing so, it also demonstrates Beyond Housing's continued compliance with the Housing Ombudsman's Complaint Handling Code and our commitment to effective governance, accountability and continuous improvement.

Complaint handling performance remained strong

The board has reviewed complaint performance, Housing Ombudsman outcomes, and the annual self-assessment against the Housing Ombudsman's Complaint Handling Code. It is satisfied that Beyond Housing continues to operate a robust complaints framework supported by clear governance, effective oversight, and a strong commitment to continuous improvement.

During the year, the organisation maintained strong performance against Complaint Handling Code timescales, completed a comprehensive review of the complaint framework, and remained compliant with the requirements of the Code.

Customer feedback - clear improvement themes

While the majority of customers receive services without needing to make a complaint, the feedback we receive provides valuable insight into where improvements are needed. Across our customer feedback sources; complaints, customer surveys, Tenant Satisfaction Measures, Housing Ombudsman learning, customer contacts and customer forum feedback, several recurring themes emerged during the year.

Customers told us they had to work too hard to get repairs completed, wanted clearer communication and ownership of issues, and highlighted the significant impact that damp, mould and more complex property issues can have on their experience.

These themes have shaped both our understanding of customer priorities and the improvements delivered throughout the year.

We use complaints and insight to drive meaningful service improvement

The most important measure of an effective complaints process is what changes as a result.

Feedback received throughout the year directly informed improvements across repairs, housing services, customer communications, digital services, vulnerability support and complaint handling arrangements.

The board is encouraged by the organisation's continued focus on learning and recognises the significant work undertaken to ensure customer feedback leads to tangible improvements for customers.

During 2026/27, our focus will remain on reducing customer effort, improving communication and ownership, strengthening services in areas where customers experience the greatest frustration, and increasing the role customers play in shaping and scrutinising services.

The strongest message from customers during 2025/26 was that they want services that are easier to navigate, clearly owned and consistently communicated. The board welcomes the improvements already delivered and supports the priorities identified for 2026/27. We aim to turn customer feedback into measurable improvements in the experience customers receive every day.

Becky Rogerson
Member Responsible for Complaints

Anne Parker
Chair of the Board
On behalf of the board of Beyond Housing

Section 1. Executive summary

During 2025/26, Beyond Housing received a total of 384 complaints, comprising 298 stage 1 complaints and 86 stage 2. Complaint handling performance remained strong, with 95% of stage 1 complaints and 97.3% of stage 2 responded to within the timescales set by the Housing Ombudsman's Complaint Handling Code. The organisation also remained compliant with the Code and completed a comprehensive review of the complaints framework during the year.

At the same time, customer feedback continued to provide an important source of insight into the customer experience, helping Beyond Housing to understand where services were working well and where customers continued to experience difficulties. Customer feedback sources were reviewed together to identify recurring themes and priorities for improvement.

2025/26 results

Measure	Result
Stage 1 complaints	298
Stage 2 complaints	86
Stage 1 responses on time	95.0%
Stage 2 responses on time	97.3%
Escalation rate	30.2%
Satisfaction with complaints handling (TP09)	30.74%
Housing Ombudsman determinations	7
Complaint exclusions	19

While complaint volumes and performance measures provide an important indication of how effectively complaints are handled, the most valuable insight comes from understanding what customers are telling us through their feedback.

Three themes consistently emerged across the feedback channels.

1. Repairs

Customers told us they were frustrated by repeat contact, having to chase updates, delays between appointments and uncertainty about who was responsible for progressing issues. While repairs may ultimately have been completed, customers often felt they had to invest significant effort to achieve a resolution.

2. Communication and ownership

Customers consistently highlighted the importance of clear communication and proactive updates. Feedback showed that uncertainty, conflicting information and a lack of visible ownership often contributed to dissatisfaction, even where services were ultimately delivered.

3. Damp, mould and complex property issues

Customers affected by damp, mould and more complex property issues often experienced longer customer journeys, multiple interactions and greater disruption to everyday life. Feedback reinforced the importance of clear oversight, proactive communication and effective case management in these higher-impact situations.

Service improvements

Customer feedback has directly informed a range of service improvements delivered during 2025/26 and continues to shape service priorities for the year ahead.

Reducing customer effort

We have reviewed repairs ownership arrangements, strengthened damp and mould processes, piloted video diagnostics and improved repair reporting routes to make it easier for customers to get issues resolved without unnecessary repeat contact.

Improving communication and ownership

We have strengthened customer communications, reviewed complaint handling arrangements and improved customer information. We have also piloted a location-based service model, designed to improve local accountability, communication and ownership by bringing housing and property services together around the communities they serve.

Early learning from the pilots has informed the wider rollout of the model and supports our ambition to provide customers with clearer points of contact, better coordinated services and greater confidence that issues are being actively managed.

Strengthening support for complex cases

Beyond Housing continues to invest in damp and mould improvements, whilst enhancing vulnerability recording arrangements. In addition, we have introduced new approaches to support customers whose homes are affected by more complex repair issues.

Using insight to drive improvement

Complaints are now considered alongside all other customer feedback to help identify recurring issues earlier and target improvement activity where it will have the greatest impact.

Increasing customer influence

We are continuing to strengthen customer involvement and scrutiny arrangements to ensure customers play an active role in shaping services and challenging performance.

Conclusion

The feedback received during 2025/26 has provided a clear picture of the areas that matter most to customers. While complaint handling performance and compliance remain strong, we recognise that customers judge us by how well we handle complaints and how effectively we improve the services that generate them.

The improvements described throughout this report demonstrate Beyond Housing's commitment to listening to customers, learning from feedback, and using insight to deliver meaningful and lasting service improvements.

Section 2. Complaint performance

Complaints provide an important opportunity to understand where customer expectations have not been met and to identify opportunities for improvement.

During 2025/26, Beyond Housing handled 384 complaints through its formal complaints process. Overall performance remained strong, with high levels of compliance against the Housing Ombudsman's Complaint Handling Code timescales and continued oversight of complaint outcomes, learning and service improvement activity.

Complaint numbers

During 2025/26, Beyond Housing received:

Complaint stage	2024/25	2025/26
Stage 1	553	298
Stage 2	91	86
Total	644	384

Complaints remain an important source of customer feedback and insight. Beyond Housing encourages customers to tell us when things have gone wrong so that concerns can be investigated, lessons learned and services improved.

Complaint handling performance

The Housing Ombudsman's Complaint Handling Code sets clear expectations regarding complaint response times. During 2025/26, complaint handling performance remained strong across both stages of the complaints process.

Stage 1 performance

- 95.0% of stage 1 complaints were responded to within target (compared to 99.12% in 2024/25)
- 51 complaints (17.1%) required an agreed extension (compared to 14.58% in 2024/25).

Stage 2 performance

- 97.3% of stage 2 complaints were responded to within target (compared to 86.6% in 2024/25)
- 10 complaints (11.6%) required an agreed extension (compared to 2.67% in 2024/25).

The use of extensions was generally limited to more complex cases where additional investigation or specialist input was required. Customers were informed where extensions were necessary and updated throughout the process.

Complaint outcomes

Complaint outcomes help us understand the extent to which service failures have occurred and identify opportunities to improve services.

Stage 1 outcomes

Outcome	2024/25	2025/26
Upheld	421	198
Not upheld	132	100
Withdrawn	16	15

Excluding complaints that were withdrawn, 66% of stage 1 complaints were upheld. This demonstrates the value of complaints in identifying service failures, resolving issues for customers, and strengthening services.

Stage 2 outcomes

Outcome	2024/25	2025/26
Upheld	67	44
Not upheld	19	42
Withdrawn	6	6

Excluding complaints that were withdrawn, 51% of stage 2 complaints were upheld. This reflects the importance of stage 2 reviews in providing an independent assessment where customers remain dissatisfied following a stage 1 response.

Escalation to stage 2

During 2025/26:

- 90 complaints progressed from stage 1 to stage 2 (compared to 91 in 2024/25)
- The overall escalation rate was 30.2%. (compared to 16% in 2024/25).

The increase in the escalation rate reflects the significant reduction in stage 1 complaint volumes during the year, while the number of complaints progressing to stage 2 remained broadly consistent with the previous year. This means that a greater proportion of stage 1 complaints progressed to stage 2.

We recognise that escalation is also an important indicator of how effectively complaints are resolved at the earliest opportunity. During 2026/27, we will continue to analyse the reasons customers escalate complaints, including the service areas and themes involved, to identify opportunities to strengthen resolution, communication and customer confidence at stage 1.

Escalation data provides valuable insight into customer confidence, communication effectiveness, and opportunities to strengthen resolution at the earliest possible stage. Escalated complaints continue to be reviewed to identify common themes and opportunities for improvement.

Customer satisfaction

The Tenant Satisfaction Measures (TSMs) provide an important indication of how customers feel about the way complaints are handled.

Satisfaction with complaints handling (TP09) - 30.74%

Satisfaction with complaints handling remains one of the most challenging measures across the housing sector. Beyond Housing recognises that improving satisfaction requires both effective complaint handling and improvements to the underlying services that generate complaints.

The service improvements highlighted later in this report have been informed directly by customer feedback and are intended to improve both service delivery and the customer experience over time.

	2023/24	2024/25	2025/26
Satisfaction	28.45%	32.85%	30.74%

Complaint exclusions

The Housing Ombudsman's Complaint Handling Code recognises that some concerns may be more appropriately addressed through alternative processes rather than the formal complaints procedure.

During 2025/26:

- 19 complaints were excluded from the complaints process.

The most common reasons for exclusion included:

- Alternative review, appeal or redress mechanisms being available
- Matters subject to legal or insurance processes
- Complaints raised by individuals who were not customers of Beyond Housing

- Requests to reconsider matters that had already exhausted the complaints process.

Each exclusion decision was reviewed on its individual merits and customers were provided with an explanation of the decision and details of any alternative routes available.

Complaint handling - learning and compliance

During 2025/26, the Housing Ombudsman identified two service failures relating to Beyond Housing's complaint handling.

The findings related primarily to complaint administration and procedural compliance rather than the substantive investigation of the underlying service issue. Learning resulted in a review of the complaint handling policies, procedures, templates, governance arrangements and quality assurance controls.

As a result, Beyond Housing introduced:

- Enhanced complaint handling procedures
- Strengthened complaint templates and customer communications
- Improved Housing Ombudsman signposting
- Increased quality assurance activity
- Clearer governance and oversight arrangements.

These improvements have strengthened consistency, transparency and compliance across the complaints process.

Compared to 2024/25, complaint volumes fell from 644 to 384 complaints. Complaint handling performance remained strong, with 95.0% of stage 1 complaints and 97.3% of stage 2 complaints responded to within target.

While the number of complaints recorded during 2025/26 reduced significantly, complaint outcomes, escalation data and customer feedback continue to highlight opportunities to improve customer experience, particularly in relation to repairs, communication and complex property issues. These themes have informed both the learning and service improvements described in the following sections.

Section 3. What customers told us

Complaints are only one part of the customer voice. To understand what matters most to customers, Beyond Housing considers all customer feedback sources.

When viewed together, these sources provide a consistent picture of the experiences that have the greatest impact on customers. While individual comments and issues vary, several themes emerged repeatedly throughout 2025/26 and were reflected across multiple feedback channels.

The themes outlined below have informed both the service improvements delivered during the year and our priorities for 2026/27.

Analysis

Our understanding of customer priorities was informed by analysing:

- **384** complaints
- **7,824** survey responses
- **6,079** customer comments
- Housing Ombudsman learning
- Customer forum scrutiny and challenge.

Together, these sources consistently pointed to three priorities for 2026/27:

1. Reduce customer effort

Customers want issues resolved without repeated chasing or unnecessary contact.

2. Improve communication and ownership

Customers want clearer communication, proactive updates and confidence that issues are being actively managed.

3. Strengthen support for complex property issues

Customers want greater confidence that damp, mould and other complex property concerns will be investigated, managed and resolved effectively.

Alongside these priority areas, customers also highlighted the importance of services recognising individual circumstances and delivering more joined-up experiences across teams and services.

Repairs

Customers told us that they often felt required to chase updates, make repeated contact, or seek reassurance that reported issues were progressing. Delays between appointments, uncertainty regarding next steps, and a lack of visible ownership contributed to frustration, particularly where repairs involved multiple teams or longer-term issues.

While customers generally recognised that some repairs are complex and cannot always be resolved immediately, feedback consistently highlighted the importance of clear communication, active case ownership and visible progress.

Why this matters

When customers feel they need to repeatedly contact us to obtain updates or move a repair forward, confidence in the service can reduce regardless of the final outcome.

Communication and ownership

Communication continued to be one of the strongest drivers of dissatisfaction across complaints, surveys and wider customer feedback.

Customers told us they wanted:

- More proactive updates.
- Clearer explanations when delays occurred
- Greater clarity about who was responsible for resolving issues
- Consistent information regardless of who they contacted.

Feedback showed that uncertainty often increased frustration, particularly when customers did not know what would happen next or when different information was provided by different teams.

Customers were generally more understanding where clear updates were provided, and expectations were managed effectively throughout the customer journey.

Why this matters

Good communication can significantly improve customer experience, even where issues are complex or take time to resolve.

Damp, mould and property condition

Feedback relating to damp, mould and wider property condition issues continued to feature throughout the year.

Customers told us they wanted confidence that concerns about their home would be taken seriously, investigated promptly and followed through to resolution. Feedback highlighted the significant impact that unresolved property issues can have on health, wellbeing and overall satisfaction.

In particular, customers wanted:

- Clear ownership of cases
- Better visibility of progress
- Confidence that underlying causes were being addressed
- Greater support where vulnerabilities or health concerns were present.

Why this matters

Issues affecting the safety, condition and comfort of a customer's home can have a disproportionate impact on customer experience and trust.

Additional themes raised by customers

Services need to recognise individual circumstances

Across complaints, surveys and wider customer feedback, customers highlighted the importance of services recognising individual needs and circumstances.

Customers told us that factors such as health conditions, disabilities, caring responsibilities, communication preferences and personal circumstances can significantly affect how they access services and experience outcomes.

Feedback demonstrated that customers value services that are flexible, personalised and responsive to their individual situations rather than relying solely on standard processes.

Why this matters

Customers should not be disadvantaged because of their personal circumstances. Understanding and responding to individual needs helps ensure services are accessible, fair and inclusive.

Customers want easier access and joined-up services

Customers increasingly expect services to be simple, accessible and connected.

Feedback highlighted frustration where customers needed to repeat information, navigate multiple contact routes or move between different teams to resolve a single issue.

Customers also identified opportunities to improve digital services, self-service options and access to information.

Many customers told us they wanted a more seamless experience, with better visibility of previous contact and greater coordination between teams.

Why this matters

Customers judge organisations on their overall experience rather than individual service interactions. Joined-up services reduce customer effort, improve efficiency and create greater confidence in the organisation.

While customers contacted us about a wide range of issues during 2025/26, the feedback was consistent. Customers want services that are easier to access, clearly communicated, actively owned and responsive to their individual circumstances.

The themes identified through complaints, surveys, customer contacts, Housing Ombudsman learning and customer scrutiny have directly informed the improvements delivered during the year and continue to shape our priorities for the future.

Section 4. What we learned and changed

Customer feedback is only valuable if it leads to action.

By reviewing these sources together, we identified a number of recurring themes and opportunities for improvement. The improvements delivered during the year are designed not only to address individual customer concerns, but to improve services for customers more broadly.

Repairs

What we changed

To improve the repairs experience, we:

- Continued implementation of actions identified through the damp and mould improvement programme
- Reviewed repairs ownership and escalation arrangements
- Improved repair appointment communications
- Piloted video diagnostics to improve issue identification before appointments are raised
- Introduced a new process to move people to temporary accommodation when customers are affected by significant property issues.

Expected customer benefit

Customers should experience clearer communication, stronger ownership of repairs, improved diagnosis of issues, and reduced need to repeatedly contact us for updates.

Communication

What we changed

To improve communication and ownership, we:

- Reviewed customer-facing communications and guidance
- Improved the consistency and quality of complaint responses provided to customers
- Improved complaint handling procedures and quality assurance arrangements
- Improved customer signposting and access to information
- Introduced stronger monitoring and accountability to ensure customer issues are followed through to resolution.

Expected customer benefit

Customers should receive clearer information, better updates, greater transparency and improved confidence that issues are being actively managed.

Services need to better recognise individual circumstances

What we changed

To improve support for customers with additional needs, we:

- Improved how customer information, support needs and preferences are recorded and shared
- Improved how we identify and support customers who may need additional help
- Implemented vulnerable customer evacuation arrangements within relevant schemes
- Strengthened consideration of support needs during service delivery and complaint handling.

Expected customer benefit

Customers should receive services that are more accessible, responsive and tailored to their individual circumstances.

Housing and tenancy

What we changed

To improve housing services and customer journeys, we:

- Introduced a new accommodation needs assessment process
- Improved digital sign-up arrangements and tenancy information
- Enhanced mutual exchange tracking and monitoring
- Automated elements of pre-tenancy checks and assessments
- Improved visibility of rent and service charge information.

Expected customer benefit

Customers should have a clearer understanding of key housing processes, improved visibility of progress and greater confidence throughout important tenancy journeys.

Making services more joined up

What we changed

To make services easier and more connected for customers, we:

- Piloted a location-based service model in two areas to bring housing and property teams closer to the communities they support. This will now be rolled out across the business during 2026/27
- Improved how teams share customer information so customers do not have to repeat themselves
- Introduced Clixifix to improve new-build aftercare and help customers get defects resolved more easily
- Simplified internal processes so customers receive quicker responses and updates
- Used automation in selected processes to reduce delays and improve consistency
- Continued to improve digital services so customers can access information and services more easily.

Expected customer benefit

Customers should receive a simpler, faster and more joined-up service, with fewer handovers and less need to chase.

As a number of these improvements were introduced or developed during 2025/26, their full impact will continue to be assessed during 2026/27. We will use complaint trends and themes alongside customer satisfaction, repeat contact, operational performance and wider customer feedback to understand whether the changes are delivering the intended benefits for customers and where further improvement is required.

These examples represent only a selection of the improvements delivered during 2025/26. Together they demonstrate how complaints, customer feedback, Housing Ombudsman learning, surveys and customer scrutiny are being used to identify recurring issues, inform decision making and improve services.

Beyond Housing remains committed to listening to customers, learning from feedback and ensuring that customer insight drives meaningful and lasting improvements for all customers.

Section 5: Housing Ombudsman learning

The Housing Ombudsman provides independent scrutiny of landlord services and plays an important role in helping organisations learn and improve.

While only a small proportion of complaints progress to the Housing Ombudsman, investigations provide valuable insight into how services, communication, processes and complaint handling can be strengthened. Beyond Housing reviews all Ombudsman determinations to understand the root causes of complaints, identify wider learning opportunities and ensure lessons are applied beyond the individual case.

[The Housing Ombudsman landlord performance report for 2025/26 can be viewed here.](#)

Housing Ombudsman determinations - 2025/26

During 2025/26, the Housing Ombudsman issued determinations on seven cases involving Beyond Housing.

Across these cases, the Ombudsman considered 20 complaint categories, issuing the following findings:

- 1 severe maladministration
- 4 maladministration
- 3 service failure
- 12 no maladministration.

The Ombudsman also issued:

- 21 orders
- 3 recommendations
- Total compensation awards of £3,301.99.

Beyond Housing complied with 100% of Ombudsman orders and recommendations within the required timeframes issued during the year.

The overall maladministration rate for 25/26 was 40% compared to 80% in 24/25.

Wider Housing Ombudsman learning

We also consider wider learning and good practice published by the Housing Ombudsman, including relevant spotlight reports and sector-wide findings. This learning is used alongside our own complaints and customer insight to challenge existing practice, identify potential risks and inform service improvement.

During 2025/26, particular consideration was given to learning relating to repairs, damp and mould, vulnerabilities, communication and record keeping, reflecting themes also identified through our own customer feedback and Ombudsman determinations.

While each Ombudsman investigation is unique, several consistent themes emerged from determinations issued during the year.

Repairs

Some cases highlighted the importance of maintaining clear ownership of issues, ensuring agreed actions are progressed promptly, and providing customers with visibility of progress throughout the lifecycle of a case.

Communication

The Ombudsman reinforced the importance of proactive communication, particularly where issues are complex, involve multiple teams, or cannot be resolved immediately.

Damp, mould and complex property cases

A number of findings highlighted the need for effective management of higher-risk cases, ensuring underlying causes are fully understood and customers remain supported throughout the process.

Record keeping and evidence

Accurate records remain critical to effective service delivery, decision making and complaint investigations. Ombudsman findings reinforced the importance of maintaining clear audit trails and contemporaneous records.

Complaint handling

The Ombudsman identified opportunities to strengthen aspects of complaint administration and procedural compliance, supporting the wider review of complaint handling arrangements undertaken during the year.

What we changed

Learning from Ombudsman determinations contributed directly to several improvement initiatives during 2025/26, including:

- Strengthening repairs oversight and escalation arrangements
- Continuing investment in damp and mould processes and controls
- Enhancing customer communications and update processes
- Improving governance, quality assurance and performance oversight
- Reviewing complaint handling procedures, templates and guidance
- Strengthening record keeping and case management arrangements.

This learning was considered alongside complaints, customer feedback and operational performance information to ensure improvements delivered wider benefits beyond the individual cases investigated.

Case Study: Learning from an Ombudsman determination

One Ombudsman investigation during the year concerned the management of property-related issues within a new-build home.

The investigation highlighted opportunities to strengthen:

- Defect management and follow-through
- Customer communication and updates
- Risk assessment and escalation
- Record keeping and evidence management
- Inspection and quality assurance arrangements.

Rather than treating the case as an isolated issue, Beyond Housing commissioned a wider review of new-build quality assurance, defect management and governance arrangements. Learning from the review informed broader improvements designed to strengthen future customer experiences and reduce the risk of similar issues occurring elsewhere.

Housing Ombudsman investigations provide valuable independent assurance and challenge. Beyond Housing remains committed to ensuring that learning from Ombudsman determinations is used alongside customer feedback, complaints and wider customer insight to continuously improve services and strengthen outcomes for customers.

No other relevant reports or publications from the Ombudsman in relation to Beyond Housing were issued.

Section 6. Complaint Handling Code compliance

The Housing Ombudsman's Complaint Handling Code sets out the standards landlords are expected to meet when handling complaints. The Code aims to ensure complaints are handled fairly, consistently and effectively, while also promoting a culture of learning and continuous improvement.

Beyond Housing is committed to maintaining a complaint handling framework that is accessible, transparent and aligned with the requirements of the Code. During 2025/26, the organisation completed a comprehensive review of its complaints framework, including policies, procedures, customer communications, governance arrangements and operational controls.

This review strengthened complaint handling arrangements and helped ensure continued compliance with the expectations of the Code.

Annual self-assessment

Each year Beyond Housing completes a formal self-assessment against the Housing Ombudsman's Complaint Handling Code.

The 2025/26 self-assessment reviewed compliance across all areas of the Code, including:

- Definition of a complaint
- Complaint exclusions
- Accessibility and awareness
- Complaint handling staff
- The complaint handling process
- Complaint stages
- Putting things right
- Reporting and compliance
- Scrutiny, oversight, continuous learning and improvement.

The assessment was supported by a detailed evidence review covering policies, procedures, customer communications, system controls, reporting arrangements and governance processes.

Compliance position

The self-assessment concluded that Beyond Housing complies with all sections of the Housing Ombudsman Complaint Handling Code.

One minor improvement area was identified relating to the inclusion of Housing Ombudsman signposting within all complaint exclusion responses. This issue was identified through the self-assessment process, and corrective action was implemented during the year through template updates and colleague guidance.

The board is satisfied that appropriate controls are in place to support continued compliance and that complaint handling arrangements remain aligned with the requirements of the Code.

Self-assessment summary

Code section	Outcome
Definition of a complaint	Compliant
Exclusions	Compliant (improvement identified and completed)
Accessibility and awareness	Compliant
Complaint handling staff	Compliant
Complaint handling process	Compliant
Complaint stages	Compliant
Putting things right	Compliant
Self-assessment, reporting and compliance	Compliant
Scrutiny, oversight, continuous learning and improvement	Compliant

Governance and oversight

Complaint handling performance is subject to regular scrutiny and oversight through established governance arrangements.

Throughout the year, complaint performance, complaint learning, Housing Ombudsman outcomes and service improvement activity were reviewed by senior leadership, the Member Responsible for Complaints and the board.

This oversight helps ensure that:

- Complaint handling remains compliant with the Code
- Performance is regularly monitored and challenged
- Learning from complaints is translated into action
- Customers continue to have access to a fair, effective and accessible complaints process.

Continuous improvement

Beyond Housing recognises that compliance is not simply about meeting minimum requirements. The organisation remains committed to using complaints as a source of

customer insight, strengthening complaint handling arrangements, and continually improving services based on customer feedback and learning.

The improvements described throughout this report demonstrate how compliance, customer insight and organisational learning work together to support better outcomes for customers.

Section 7. Priorities for 2026/27

The feedback received throughout 2025/26 provides a clear indication of the issues that matter most to customers and where we can have the greatest impact. While significant progress has been made during the year, we recognise that improving customer experience requires a continued focus on learning, accountability and service improvement.

Our priorities for 2026/27 have been informed by all customer feedback sources.

Reducing customer effort

Customers consistently told us they want services that are easier to access, simpler to navigate and require less effort to resolve issues.

During 2026/27, we will continue to focus on reducing avoidable repeat contact, strengthening ownership of customer issues, improving customer journeys and removing barriers that create unnecessary frustration.

Our aim is to make it easier for customers to get things resolved first time and reduce the need for customers to chase updates or repeatedly contact us for assistance.

Improving communication and ownership

Communication remains one of the strongest drivers of customer satisfaction and dissatisfaction.

We will continue to strengthen customer communications by improving the quality, consistency and timeliness of updates, ensuring customers understand what is happening, who is responsible and what they can expect next.

We will also continue to improve accountability and ownership across customer journeys to provide customers with greater confidence that issues are being actively managed.

Strengthening repairs and damp and mould services

Repairs, property condition and damp and mould issues continue to generate significant levels of customer feedback and dissatisfaction.

During 2026/27, we will continue to build on the improvements already introduced by strengthening repairs processes, improving oversight of complex cases and ensuring that damp and mould concerns are identified, managed and resolved effectively.

Particular focus will be placed on reducing delays, improving communication and ensuring that customers remain at the centre of decision making.

Using insight to identify issues earlier

We will continue to strengthen how feedback sources are brought together to identify recurring issues, emerging risks and opportunities for improvement earlier. By using customer insight alongside operational performance information, we aim to be more proactive in resolving issues before they result in wider customer dissatisfaction.

Increasing customer influence and scrutiny

Customers play an important role in helping Beyond Housing improve services.

During 2025/26, the customer forum played an increasing role in providing independent customer scrutiny and challenge of complaint handling. The forum received and reviewed complaint performance data, reviewed and approved the complaints policies and supporting procedures, and have reviewed the self-assessment and annual complaints performance and service improvement report as part of the annual assurance process.

During 2026/27, we will continue to strengthen opportunities for customers to influence decision making, challenge performance and scrutinise service improvement activity. This includes continuing to develop the role of the customer forum and ensuring customers can see how their feedback contributes to change.

Embedding learning

Complaints provide valuable learning opportunities, but their greatest value comes from how that learning is applied.

We will continue to strengthen our approach to organisational learning by ensuring insights from complaints, customer feedback and Housing Ombudsman determinations are consistently shared, monitored and translated into service improvements across all service areas.

This will help ensure that customer feedback not only resolves individual concerns but contributes to lasting improvements for all customers.

Looking ahead

The priorities outlined in this report reflect Beyond Housing's commitment to listening to customers, understanding the issues that matter most and using feedback to improve services.

Throughout 2026/27, we will continue to focus on delivering services that are easier to access, better connected, more responsive to individual needs and shaped by the experiences of the customers we serve.

Measuring our progress

We will monitor progress against these priorities using a combination of complaint performance and themes, escalation and repeat contact, relevant customer satisfaction measures, operational performance, Housing Ombudsman findings and wider customer feedback.

Customer scrutiny will also provide an important source of assurance and challenge, helping us understand whether the improvements being made are resulting in a better experience for customers.

This will enable us to move beyond measuring the activity we deliver and strengthen our understanding of whether changes are delivering the outcomes customers should experience.

Section 8. Governing body response

The board has reviewed the Annual Complaints Performance and Service Improvement Report for 2025/26, including complaint performance, Housing Ombudsman outcomes, the annual self-assessment against the Housing Ombudsman's Complaint Handling Code, and the learning and service improvements delivered during the year.

In considering the report and self-assessment, the board has considered the evidence supporting Beyond Housing's compliance with the Code alongside areas where performance and customer experience require continued improvement. This included consideration of complaint escalation, customer satisfaction with complaint handling, learning arising from Housing Ombudsman determinations and the effectiveness of arrangements for translating complaint learning into wider service improvement.

The board is satisfied that Beyond Housing continues to operate a robust complaints framework, remains compliant with the requirements of the Housing Ombudsman's Complaint Handling Code. It is also satisfied that appropriate governance, oversight and learning arrangements are in place to support continued compliance and improvement.

The board notes the improvement in Housing Ombudsman outcomes, with the maladministration rate reducing from 80% in 2024/25 to 40% in 2025/26. While this represents significant progress, the board was disappointed that the organisation received its first finding of severe maladministration during the year. The board expects the learning arising from this case to be fully embedded and monitored to reduce the risk of recurrence.

The Member Responsible for Complaints has reviewed complaint performance, Housing Ombudsman findings, the annual self-assessment and the evidence supporting it, providing additional assurance that the self-assessment reflects complaint handling practice across the organisation.

The board welcomes the progress made during the year to strengthen communication and ownership, improve how customer feedback informs service improvement, expand customer scrutiny arrangements and support the development of location-based approaches to service delivery.

The board recognises that further improvement is needed and supports the continued focus in 2026/27 on reducing customer effort, strengthening early complaint resolution, improving communication and ownership, enhancing repairs and damp and mould services, and ensuring complaint learning leads to measurable improvements in customer experience. Regular reporting will enable the board to monitor progress, maintain oversight and gain assurance that improvements are being embedded and delivering the intended benefits for customers.

Anne Parker
Chair or the board

Section 9. How to make a complaint

We want to make it easy for customers to tell us when something has gone wrong. A complaint is an expression of dissatisfaction about the standard of service provided by Beyond Housing, the actions we have taken, or a failure to act. We welcome feedback because it helps us put things right where appropriate, learn from customer experiences and improve our services.

You do not need to use the word 'complaint' for us to recognise that you are unhappy with the service you have received.

How to contact us

Online

Complete our online complaints form at: www.beyondhousing.co.uk

Telephone

0345 065 5656

Email

customer.feedback@beyondhousing.co.uk

Post

Beyond Housing
PO Box 138
Blyth
NE24 9FL

Through a representative

You can ask somebody to act on your behalf, including:

- A family member
- A friend
- A support worker or advocate.

We may ask for your permission before discussing your complaint with another person.

Our complaint process

We operate a two-stage complaints process.

Stage 1

We will investigate your complaint and provide a response within the timescales set out in our complaints procedure.

Stage 2

If you remain dissatisfied with our stage 1 response, you can ask for your complaint to be reviewed at stage 2.

Stage 2 is the final stage of Beyond Housing's complaints process.

Housing Ombudsman Service

The Housing Ombudsman provides a free and independent service for customers of social housing landlords.

You can contact the Housing Ombudsman Service at any stage of your complaint for advice and guidance.

If you remain dissatisfied after completing Beyond Housing's complaints process, you can ask the Housing Ombudsman Service to investigate your complaint.

Contact details

Website:

www.housing-ombudsman.org.uk

Telephone:

0300 111 3000

Email:

info@housing-ombudsman.org.uk

Post:

Housing Ombudsman Service
PO Box 1484
Unit D
Preston
PR2 0ET

Accessibility and support

We are committed to ensuring our complaints process is accessible to all customers. If you require:

- Large print
- Translation services
- Alternative formats
- Additional support accessing our services
- Reasonable adjustments.

Please let us know and we will do our best to support your needs.

Need help?

If something has gone wrong, we want to hear from you. Your feedback helps us understand your experience, put things right where possible and improve services for all customers.
