

Annual Complaints Performance and Service Improvement Report

1st April 2025 – 31st March 2026

1. Introduction

This report provides an overview of complaints handling performance across the organisation for the period 1 April 2025 to 31 March 2026. It has been prepared in line with the Housing Ombudsman's Complaint Handling Code and is intended to support transparency, accountability, and continuous service improvement.

2. How many complaints have we received during the year?

We received 10 complaints between 1st April 2025 and 31st March 2026. This is an increase of 1 from the previous year.

3. What were the complaints about?

3 complaints related to our Early Years Services (2 in the previous year)

1 complaint related to Corporate Services (0 in the previous year)

2 complaints related to our Programmes Services (4 in the previous year).

4 complaints related to our Housing Services (3 in the previous year)

4. How quickly did we deal with complaints?

100% of complaints were acknowledged and responded to in line with our internal complaints policy timescales. Performance against timescales is monitored internally, and no significant delays were identified during this reporting period.

9 of the complaints were dealt with at Stage 1.

1 complaint was resolved at Stage 2.

5. How were complaints resolved?

We dealt with all points raised in the complaints and provided clear reasons for any decisions. Complaints have been resolved in a number of ways.

Upheld – There had been a failure in the service for all areas of the complaint, and the complaint is fully upheld. 0 cases were upheld.

Partially upheld – There had been a failure in the service for some elements of your complaint, but in others we acted in line with our policies. 0 cases were partially upheld.

Not upheld – We acted in line with our policies and there has been no failure in service. 10 cases were not upheld.

6. Have we refused a complaint?

We have not refused to hear any complaints.

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7. What have we done as a result of the complaints?

Remedial action was taken in 2 cases, including reviewing and amending policies and creating a code of conduct for use in the Gym.

In 8 cases no individual service failure was identified; however, all complaints contributed to wider learning and service improvement actions outlined in this report.

8. Complaints referred to the Housing Ombudsman Service

No complaints were referred to the Housing Ombudsman Service.

9. Service Requests

During the year we received 27 service requests across our Housing Services and 6 were escalated outside of the Housing Project as complaints to be reviewed by the Head of Housing or higher.

That means of the 632 individuals that lived in our properties, 4.2% had cause to raise a concern.

Of the service requests received we upheld 4, partially upheld 4, and 19 were not upheld. We reiterated to residents in their Annual Report, that sometimes we may agree with the nature of the service request, but it isn't upheld because it doesn't represent a failing on the part of the YMCA. We reassured residents that their voice has still been heard and hopefully we have been able to deal with the issue.

The service request themes were as follows:

- 2 – Conduct of an external contractor
- 4 – Regarding our processes
- 3 – Regarding Policies and Procedures
- 2 – Maintenance of our property
- 13 – Conduct of a resident
- 3 - Conduct of staff

10. Location of Service Requests:

Location of Service Request	Number of Service Requests
Cannock Road	5
Pendeford	1
Harney Court	2
Phoenix Street	1
Rugeley	3
Stanley Lodge	1
Western Gateway	6
City Gateway	1
Green Lane	2
Highland Road	3
Living Springs	2

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11. Tenant Satisfaction Measures

Of the individuals that raised a complaint, according to our Tenant Satisfaction measures, 61% were satisfied with our approach. Though this is better than the YMCA benchmarked average and an improvement on last year's performance, we still want to do better.

12. Learning from Complaints and Service Requests

Although none of the formal complaints were upheld, analysis of complaints and wider service requests highlights important themes and learning opportunities.

Key themes identified

- Resident-on-resident conflict remains the most common issue, particularly in housing services
- Complaints are frequently linked to interpersonal disputes, including noise, perceived anti-social behaviour, and relationship breakdowns
- Some complaints arise from differing perceptions of events rather than clear service failure
- Complaints relating to staff conduct and support processes were less frequent but more likely to result in an upheld or partially upheld outcome, usually linked to communication style, perceived tone, or delays in response. Complaints relating to staff interactions highlight the importance of communication style, tone, and boundaries

What we have learned

- Early intervention is critical in preventing escalation of resident disputes
- Residents may use the complaints process during ongoing conflicts, requiring careful triage and management
- Clear, consistent communication with residents helps reduce misunderstandings
- Even where no service failure is identified, the impact on residents can still be significant

13. Planned improvements (2026–2027)

- Conflict resolution approach: Introduce earlier intervention and mediation for resident disputes
- Staff development: Strengthen training in communication, de-escalation, and professional boundaries – all Housing Managers to complete Course 1 - Dispute Resolution eLearning module
- Resident engagement: Reinforce expectations around behaviour and community living
- Complaint handling clarity: Improve communication with residents on what constitutes a complaint versus a service request

These actions are intended to reduce escalation, improve resident experience, and strengthen service delivery.

14. Self-Assessment against the Housing Ombudsman Complaint Handling Code

A self-assessment against the Housing Ombudsman Complaint Handling Code has been completed and is published alongside this report. The self-assessment has been scrutinised by the Governance Committee. This is available on our website.

15. Statement by the Governance Committee and Member Responsible for Complaints

A statement of support has been provided by the Governance Committee and Member Responsible for Complaints (MRC) as follows:

“We have reviewed the Annual Complaints Performance and Service Improvement Report and are satisfied that it provides a transparent and accurate account of complaints handling during the year. We recognise the importance of learning from complaints and are committed to ensuring that the identified improvements are implemented and monitored. We will continue to oversee complaints performance to ensure compliance with the Housing Ombudsman’s Complaint Handling Code and to support continuous service improvement.”

16. Conclusion

Complaint volumes remain low, and there is no evidence of systemic service failure. However, the analysis highlights the significant impact of resident conflict and the importance of effective communication and early intervention.

The organisation remains committed to:

- Learning from complaints
- Improving resident experience
- Strengthening service delivery
- Ensuring full compliance with the Complaint Handling Code