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Here for communities  
Here for you

# Complaints Handling Report 2024-2025

Complaints Handling Code Report

February 2026

**YMCA CHESHIRE**

Everyone should have a fair chance to discover who they are and what they can become.

## About YMCA

YMCA believes in fairness and opportunity. There are essential building blocks for a full and rewarding life: a safe home; acceptance; guidance; friendship; physical and mental health; academic support; employment skills; and access to real opportunities. Many young people have never known these things; other people have lost one or more as they grew up, but we all need them. All of us. At YMCA, we provide these critical foundations for a fresh, strong start for young people and a better quality of life in the community.

## Introduction

This report has been developed in line with the Housing Ombudsman's *Complaints Handling Code*. As set out in our Self-Assessment, we have identified several points for improvement in relation to our complaints-handling processes for action over the coming 12 months. However, we are pleased to report that our practices are otherwise in line with the statutory requirements and that we can respond to and handle complaints in a quality and timely manner.

In this report, you will find our self-assessment and a set of improvements for the next 12 months. Additionally, we make a note of the number of complaints received and analyse this data. The Board of Trustees reviewed the below at their meeting on 23<sup>rd</sup> September 2025, approving its publication with no further comment.





## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i></p>	Yes	Service User Complaints Policy	<p>A complaint is defined as an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents</p>
1.3	<p>A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord’s complaints policy.</p>	Yes	Service User Complaints Policy	<p>Our residents do not have to use the word ‘complaint for it to be treated as such. The definitions section of our Service User Complaints Policy defines this; A complaint does not need to be labeled as or expressed using the word ‘complaint’ for it to be treated as such.</p>

<p>1.4</p>	<p>Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.</p>	<p>Yes</p>	<p>Service User Complaints Policy</p>	<p>Complaints and service requests can be closely related. The initial reporting of a fault will normally be treated as a service request, and we will seek to resolve the issue outside of this procedure in the first instance. When assessing whether to treat a contact as a complaint or a service request each case will be considered on its individual merits, and consideration may be given to the following factors' As a landlord we do recognise the difference between a service request and a complaint. We follow the Housing Ombudsman definition on this matter.</p>
<p>1.5</p>	<p>A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to</p>	<p>Yes</p>	<p>Service User Complaints Policy</p>	<p>In this situation, we would follow the process in our Service User Complaints Policy to deal with the complaint separately to the request.</p>

	address the service request if the resident complains.			
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	Surveys	Information provided in survey communications.

## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Service User Complaints Policy	We respond to all requests within 5 working days, per our policy. To date, we have not refused a complaint.
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> </ul>	No	N/A	As we have never refused a complaint, this has not been included in our policy. We will update this at the next annual policy review

	<ul style="list-style-type: none"> <li>Matters that have previously been considered under the complaints policy.</li> </ul>			
2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Service User Complaints Policy	Discretion will be used in accordance with the Service User Complaints Policy to enable us to accept complaints within 12 months.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the	Yes	N/A	We will develop a template for this situation that directs the service user to the Ombudsman.

	Ombudsman may tell the landlord to take on the complaint.			
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Service User Complaints Policy	We approach all complaints the same way, as set out in our Service User Complaints Policy.

**Section 3: Accessibility and Awareness**

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Service User Complaints Policy	<p>Service users can complain via, digital, written or verbal channels. There is a QR code on the back of each resident door in our main service. If the service user needs adaptations to the process to accommodate additional needs, e.g., a language service, large print, or communication through a representative, YMCA Cheshire will tailor the process to that individual's needs.</p> <p>Staff are trained to respond correctly to complaints of any kind. Complaints policy training is included in the induction training for all new staff and updated as indicated</p>

				by any changes in the policy and procedures and in the light of the experience of addressing complaints
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Service User Complaints Policy	<p>All staff receive the Service User Complaints Policy and must sign to say they have read it on BrightHR.</p> <p>Housing staff are taken through the process in induction.</p> <p>We will add this to the core induction for new staff.</p>
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Service User Complaints Policy	Service users are given several ways of accessing the complaints process and are encouraged to do so or report issues by their Housing Coach.

<p>3.4</p>	<p>Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord’s website.</p>	<p>Yes</p>	<p>Service User Complaints Policy</p>	<p>The policy is available on our website, and the process via a QR code in multiple languages in each resident room.</p> <p>On induction to the accommodation, residents are asked if they know the complaints process and taken through it if not.</p>
<p>3.5</p>	<p>The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.</p>	<p>Yes</p>	<p>Service User Complaints Policy</p>	<p>This is defined within our ‘Service User Complaints’ Policy and this information can be found the complaints section of our website. There is a QR code on the back of each resident door in our main service and we have posters up in communal spaces around the building.</p>
<p>3.6</p>	<p>Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any</p>	<p>Yes</p>	<p>Service User Complaints Policy</p>	<p>This is stated in our policy.</p>

	meeting with the landlord.			
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	Service User Complaints Policy	<p>This information can be found the complaints section of our website.</p> <p>We have posters up in communal spaces around the building.</p>

## Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Service User Complaints Policy	<p>This is defined within our 'Service User Complaints' Policy.</p> <p>This is the HR and Administration Manager is the designated 'complaints officer' responsible for complaint handling.</p>
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	HR & Administration Manager Job Description	The HR & Administration Manager is employed to handle all HR related issues, acting impartially and fairly at all levels of the organisation. They have no conflict of interest in handling complaints.

4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	Service User Complaints Policy	Staff receive the Service User Complaints Policy and are expected to read and accept it via our HR platform BrightHR.  In Housing Coach inductions, we cover the process for handling a complaint.
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### Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Service User Complaints Policy	We have a single policy for handling complaints, which includes a standardised and equitable process.
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal	Yes	Service User Complaints Policy	Our process begins with Stage 1.

	complaint') as this causes unnecessary confusion.			
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	No	Service User Complaints Policy	Our policy states a 5-stage process, although the first 3 stages are part of the initial stage 1 complaint. However, throughout the process, the resident will be made aware of their right to contact the Ombudsman. In other words, although our policy states stage 5 as the point at which the resident would contact the Ombudsman, this would not be a restriction or enforceable and can be done at any time.
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	N/A	N/A	We handle complaints internally.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	N/A	We handle complaints internally.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Service User Complaints Policy	We do this verbally with the resident.  We are planning to introduce a requirement for a written log of this as well.
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Service User Complaints Policy	We do this verbally with the resident.  We are planning to introduce a requirement for a written log of this as well.
5.8	At each stage of the complaints process, complaint handlers must:  a. deal with complaints on their merits, act independently,	Yes	Service User Complaints Policy	This is our approach to handling complaints, in line with our company values.

	<p>and have an open mind;</p> <p>b. give the resident a fair chance to set out their position;</p> <p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>			<p>The HR and Administration Manager investigates all complaints in an impartial manner and in line with our GDPR policy.</p>
5.9	<p>Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.</p>	Yes	Service User Complaints Policy	<p>We respond to complaints within 5 working days, providing clear updates on the complaint when they become available, but always within that timeframe.</p>
5.10	<p>Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any</p>	Yes	Service User Complaints Policy	<p>We currently provide multiple avenues for raising a complaint, including providing a QR code with instructions in different</p>

	disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.			languages, based on our service users' needs.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Service User Complaints Policy	<p>If we refuse escalation to stage two, we clearly communicate the reasons that the exclusion ground applies when we decline to escalate the complaint. We include the Housing Ombudsman details in the refusal letter.</p> <p>Our escalation responses are done verbally and our staff are available 24-7 to help residents understand.</p>
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting	Yes	Service User Complaints Policy	We keep a hardcopy record of complaints and a digital copy on Microsoft Teams.

	documentation such as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	Service User Complaints Policy	We aim to respond to all complaints within 5 working days, setting out proposed or realised resolutions in all update correspondence with residents.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Behaviour Management Policy	All required information is set out in our Behaviour Management Policy and reviewed every three years by our Board of Trustees.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Behaviour Management Policy	The required information is detailed in our Behaviour Management Policy.

## Section 6: Complaints Stages

### Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Service User Complaints Policy	As per our policy, all complaints are handled as early as possible.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	Service User Complaints Policy	We respond to all complaints within 5 working days.
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes	Service User Complaints Policy	We respond to all complaints within 5 working days.

6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Service User Complaints Policy	We would do this, but our policy is to respond within 5 working days.
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Service User Complaints Policy	We do this and the information is also available in our policy and on our website.
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Service User Complaints Policy	We respond to complaints within 5 working days.
6.7	Landlords must address all points raised in the complaint definition and	Yes	Service User Complaints Policy	We address all the points and will updating our

	provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.			complaint templates to in order make reference where appropriate to policy, law and good practice.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	Service User Complaints Policy	We would do this in the course of the investigation and response.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: the complaint stage; the complaint definition; the decision on the complaint; the reasons for any decisions made;	No	N/A	We currently do this verbally.  We will introduce new paperwork to do this.

	<p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</p>			
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### Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Service User Complaints Policy	This is detailed in our Service User Complaints Policy.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Service User Complaints Policy	This is detailed in our Service User Complaints Policy.
6.12	Residents must not be required to explain their reasons for requesting a	Yes	Service User Complaints Policy	This is detailed in our Service User

	stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.			Complaints Policy.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Service User Complaints Policy	At stage 2, our CEO takes over the process. This is the stage at which the escalation moves from one person to the next, as per our policy.
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	Service User Complaints Policy	We respond to complaints within 5 working days.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Service User Complaints Policy	We respond to complaints within 5 working days.
6.16	When an organisation informs a resident about an extension to these timescales, they must be	No	Service User Complaints Policy	We respond to complaints within 5 working days. As such, we

	provided with the contact details of the Ombudsman.			do not notify service users of extensions.  Housing Ombudsman details are available to the service user at every stage of the process.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	Service User Complaints Policy	We respond to complaints within 5 working days.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Service User Complaints Policy	We address all the points and will updating out complaint templates to in order make reference where appropriate to policy, law and good practice.
6.19	Landlords must confirm the following in writing to the resident at the completion	No	N/A	We currently do this verbally.

	<p>of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</li> </ul>			<p>We will introduce new paperwork to do this.</p>
6.20	<p>Stage 2 is the landlord’s final response and must involve all suitable staff members needed to issue such a response.</p>	No	<p>Service User Complaints Policy</p>	<p>Our policy states a 5-stage process, although the first 3 stages are part of the initial stage 1 complaint. However,</p>

				throughout the process, the resident will be made aware of their right to contact the Ombudsman. In other words, although our policy states stage 5 as the point at which the resident would contact the Ombudsman, this would not be a restriction or enforceable and can be done at any time.
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### Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> </ul>	Yes	N/A	If we have identified through the complaints process that something has gone wrong, then we will look to address this and put things right in our response.

	<ul style="list-style-type: none"> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>			We will ask the service user for the resolution that they are seeking to help achieve this.
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	N/A	We would manage expectations at stage 1.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Service User Complaints Policy	As per our policy, we would communicate this in our response within 5 working days.

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	N/A	We would follow on advice or guidance issued.
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**Section 8: Self-assessment, reporting and compliance**

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>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;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of</li> </ul>	Yes	N/A	We have not produced such a report before but will introduce this to our Governance Cycle for the end of the 24/25 financial year.

	<p>the learning from complaints;</p> <p>e. any annual report about the landlord’s performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord’s governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body’s response to the report must be published alongside this.</p>	Yes	<p>Self-Assessment and Board Response on website</p>	<p>We publish the self-assessment and Board response on our website.</p>
8.3	<p>Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.</p>	Yes	N/A	<p>We have not had the opportunity to do this yet, but would do in future.</p>
8.4	<p>Landlords may be asked to review and update the self-</p>	Yes	<p>Previous Self-Assessment</p>	<p>This was done in December 2024.</p>

	assessment following an Ombudsman investigation.			
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes	N/A	We would do this if such an event occurred.

### Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Service User Complaints Policy	Per our policy, learning is handled by our HR & Administration Manager, CEO, and Board of Trustees following a complaint.
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	Service User Complaints Policy	Per our policy, learning is handled by our HR & Administration Manager, CEO, and Board of Trustees following a complaint.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	N/A	We would report any learning to our Board Advisory Panel and where required to funders.

9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Service User Complaints Policy	The CEO has ultimate responsibility for complaint handling.
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	No	N/A	We have not allocated this role to a Trustee but will add this to our Governance Cycle for our upcoming Board Meeting in January 2025.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	N/A	We have not allocated this role to a Trustee but will add this to our Governance Cycle for our upcoming Board Meeting in January 2025.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and</li> </ul>	Yes	N/A	We have not allocated this role to a Trustee but will add this to our Governance Cycle for our

	<p>outcomes of complaints, alongside complaint handling performance;</p> <p>b. regular reviews of issues and trends arising from complaint handling;</p> <p>c. regular updates on the outcomes of the Ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			<p>upcoming Board Meeting in January 2025.</p>
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any</p>	Yes	Service User Complaints Policy	<p>This is detailed in our Service User Complaints Policy.</p>

	<p>shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>			
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## **Improvement Plan**

Following the completion of the above self-assessment, we have identified the following actions for improvement over the next 12 months:

- Update paperwork to include information on complaints process in responses to feedback surveys
- Update Policy to reduce the number of stages involved in complaints handling
- Appoint a Trustee to be responsible for complaints

## **Data Analysis**

In 2024-2025, we received two complaints from residents, both of whom resided in properties we lease from private landlords. We resolved both complaints, which related to material, maintenance issues. To improve on this area, we have taken up additional responsibility to ensure flats are maintained, as well as reviewing the condition of all leased properties to ensure they are up to a high standard.

## **Service Improvements Made In-Year**

We began to update our existing paperwork to bring it in line with the Housing Ombudsman's guidelines.



# YMCA CREWE

For more information, please contact:

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**Here for young people**  
**Here for communities**  
**Here for you**

YMCA enables people to develop their full potential in mind, body and spirit. Inspired by, and faithful to, our Christian values, we create supportive, inclusive and energising communities, where young people can truly belong, contribute and thrive.

FAMILY & YOUTH WORK

HEALTH & WELLBEING

HOUSING

TRAINING & EDUCATION

SUPPORT & ADVICE