

**Annual Complaints  
&  
Service Improvement  
Report**

**2025/2026**

# INTRODUCTION & METHODOLOGY

Phoenix Futures continue to develop a unique housing pathway in England that provides specialist support for residents at all stages of their recovery journey: those ready to access treatment; those who have achieved abstinence and require further support to maintain their recovery; as well as those who are ready for independent living.

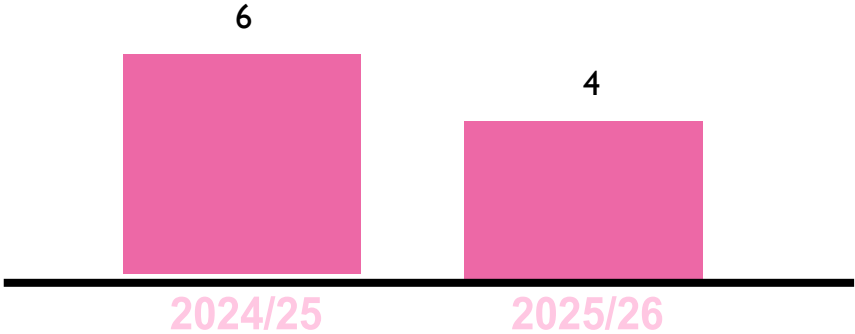
This report provides an overview of all complaints received by the Quality and Performance Department in relation to our Housing Services for the period April 2025 - March 2026 across England. It includes the number of complaints received over the year, the outcome of the complaints as well as detail regarding learning and improvements identified through the complaints process.

All complaints received by the Quality and Performance Department have been processed in line with our Compliments and Complaints policy. Over the last year, we have not declined to investigate a complaint.

As a specialist treatment provider that holds registered housing provider status, we have unique insights into the challenges faced by those with substance dependency and housing issues.

# NUMBER OF COMPLAINTS

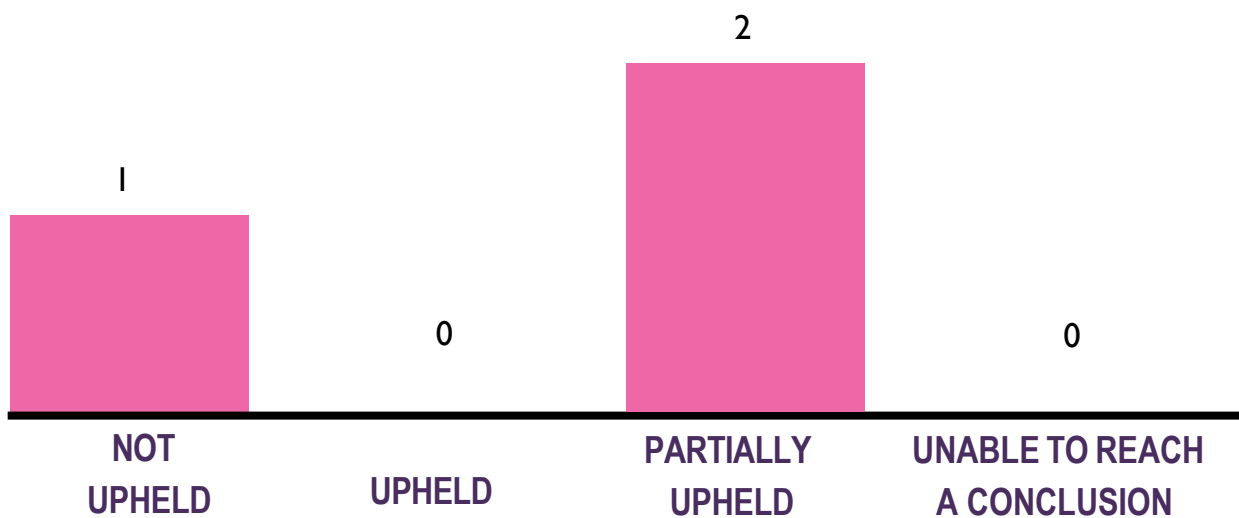
Of the 192 people we supported across our housing provision in 25/26, the organisation received four complaints in 25/26 (2.08%). Six complaints were received in 24/25 out of 204 people supported (2.94%).



# COMPLAINT OUTCOMES

Of the four complaints received, one could not be investigated. This complaint was submitted by a resident’s family member who did not engage in the process. Despite attempts by the Quality and Performance Team to obtain further information, none was provided, and the complaint could not be progressed.

The graph below illustrates the outcomes of the complaints: not upheld, upheld, partially upheld and unable to conclude.



In February 2026, our Compliments and Complaints Policy was updated as part of our ongoing commitment to continuous improvement and alignment with best practice.

This review was informed by feedback from residents who use our services, Investigating Managers’ experience of the complaints process, alongside learning from recent complaints. The review identified a small number of improvements to strengthen consistency, clarity, and timeliness in our complaints handling. This includes a new process around allocation of Investigating Managers, as well as new guidance documentation and supplementary complaint handling drop-in sessions facilitated by the Quality and Performance Team.

A key focus of this review has been reinforcing our commitment to placing the complainant at the heart of the process. This includes ensuring residents are listened to, treated with respect, and kept informed throughout, with their concerns clearly understood and appropriately addressed.

Our updated internal complaint handling guidance emphasises a person-centred, trauma-informed approach, encouraging investigators to consider the resident's experience, the impact of the issue raised, and the outcomes that matter most to them. While outcomes should reflect residents' priorities where possible, they must also be realistic, with clear expectations communicated from the outset, as it may not always be possible to achieve the exact outcome the resident wants.

# KEY AREAS OF LEARNING

Notwithstanding the above complaint outcomes this year, we continue to improve the organisations approach to sharing learning from complaints wherever possible.

In addition to a comprehensive review of our Compliments and Complaint policy in February 2026, we have implemented a number of other changes to improve our delivery of housing services including:

## **Establishing a Maintenance Log/Spreadsheet:**

- Recording every maintenance issue reported by residents.
- Including the date reported, staff member responsible, actions taken, and expected completion date.

## **Supporting Effective Staff Communication:**

Phoenix Futures is confident in the effective communication demonstrated by our staff. In two instances during 2025/26, it was identified that staff should continue to promote the consistent use of clear, empathetic, and respectful language when engaging with residents. This is particularly important in situations where tenants may feel anxious or concerned about their health or property matters.