



HOUSING OMBUDSMAN COMPLAINT HANDLING CODE

COMMUNITY GATEWAY ASSOCIATION

SELF-ASSESSMENT

APRIL 2024

This self-assessment demonstrates how we meet each of the requirements of the Housing Ombudsman Complaint Handling Code. We update this form and publish it each year. If you have any questions regarding this self-assessment, please contact our complaints handling team at complaints@communitygateway.co.uk

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence
1.2	A complaint must be defined as: <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>	Yes	Community Gateway (CGA) have adopted this definition within our Complaints Policy and practices.
1.3	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.	Yes	Colleagues across the organisation give residents the opportunity to make a complaint if they express dissatisfaction. Residents do not need to use the word complaint for it be treated as a complaint. Complaints made via a third party or representative are handled in line with the Complaints Policy. To ensure compliance with data protection, consent is obtained from the resident prior to progressing the complaint.
1.4	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.	Yes	CGA recognises the difference between a service request and a complaint and this is set out in our Complaints Policy. Service requests are monitored and reviewed regularly by all teams across the organisation.

1.5	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 address the service request if the resident complains.	Yes	Residents are given the choice to raise a complaint when they express dissatisfaction with their service request. If the resident wishes to raise a complaint, efforts to address the service request continue whilst the complaint investigation is taking place.
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	All surveys or requests for feedback sent by the organisation include details of how to raise a complaint.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence
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	The Complaints Policy has details of all exclusions. If a complaint falls within the list of exclusions, it is fully reviewed, and consideration given to accepting the complaint. If the complaint cannot be accepted as a formal complaint, CGA will continue to endeavour to reach a resolution with the resident.

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"> • The issue giving rise to the complaint occurred over twelve months ago. • 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. • Matters that have previously been considered under the complaints policy. 	Yes	<p>CGA's Complaints Policy details any exclusions.</p> <p>As noted above, if a complaint falls within the list of exclusions, it is fully reviewed and consideration given to accepting the complaint.</p> <p>Details of the exclusions are listed below:</p> <ul style="list-style-type: none"> • Anonymous complaints; • Complaints raised on behalf of a customer without their authority (CGA will make all available efforts to seek authority from the customer); • Complaints that have previously been fully investigated in line with this Policy (these will be reviewed on a case-by-case basis); • Where a customer is making a service request. A service request is when a customer is telling us about a problem for the very first time such as a repair (except where the complaint concerns the behaviour of a member of staff); • Legal proceedings have started in relation to the matter being complained about. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court; • Where the issue took place more than 12 months ago (unless the complaint relates to a health and safety or safeguarding matter); • Reports of anti-social behaviour – these will be referred to the Tenancy Management Team and handled in accordance with CGA's Anti-Social Behaviour Policy (except where the complaint is regarding CGA's handling of the case); and • Reports that raise a safeguarding concern - these will be referred to the Tenancy Management Team and handled in accordance with CGA's Safeguarding Policy.
2.3	<p>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</p>	Yes	<p>CGA accepts complaints for matters from the last 12 months, with consideration given to accepting complaints if they are regarding matters prior to this period.</p>

	apply discretion to accept complaints made outside this time limit where there are good reasons to do so.		
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 Ombudsman may tell the landlord to take on the complaint.	Yes	A full explanation is provided to the resident if a complaint is not accepted within the complaints process and details of their right to take the decision to the Ombudsman are provided.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	CGA considers each complaint and exclusion on its own merit and does not take a blanket approach. The Service Improvement Team have oversight of all complaints to ensure this approach is adopted and evidenced.

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence
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	CGA accepts complaints from all channels, including phone, email, face to face, social media and CGA's website. As per our Reasonable Adjustments Policy we tailor our complaints service around the residents individual needs to ensure the process is accessible to all.

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	Details of CGA's Complaints Team is communicated to all staff and training is provided to assist teams in identifying complaints and ensuring they are passed to the appropriate team in the organisation.
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	CGA understands the importance of feedback and has a dedicated team that oversees learning from a variety of insight channels (including complaints). The team monitors the number of complaints received and processes are in place to investigate any sudden changes in complaint numbers.
3.4	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.	Yes	CGA has a two stage complaints process and a copy of the policy is published on our website in a clear and accessible format.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	This information is included in the Complaints Policy.

3.6	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 meeting with the landlord.	Yes	CGA accepts complaints made by representatives on behalf of the resident. To ensure compliance with data protection, consent is obtained from the resident prior to progressing the complaint.
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	Details of the Ombudsman service are provided as part of the complaint acknowledgement.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence
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	The Service Improvement Team have overall responsibility for complaints handling. The Corporate Management Team and Board receive quarterly reports on Complaints, Compliments and learning outcomes.
4.2	The complaints officer must have access to staff at all levels to facilitate	Yes	The Complaints Officer has access to staff at all levels to ensure residents receive a timely and thorough response.

	the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.		
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	CGA has a dedicated team that is focused on complaint handling and learning from complaints and other insight channels. Training delivered by an external provider in November 2023 focused on the importance of learning from complaints and stopping recurring issues. Feedback and lessons learnt are also disseminated to managers and the Corporate Management Team on a regular basis.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence
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	CGA has one policy for dealing with complaints and all residents are treated equally.
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	CGA has a clear two-part complaint process. This does not include 'Stage 0' or 'informal complaint'.

	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.	Yes	CGA has a two-part complaint process.
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.	Yes	Any complaints handled on behalf of CGA by a third party are handled in line with the two-part complaint process.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Any complaints handled by a CGA appointed third party are managed in line with the organisations Complaints Policy.
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	Yes	The complaint acknowledgement includes details of the complaint and the residents desired outcome.

	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.		
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	The complaint acknowledgement clearly includes details of the aspects of the complaint CGA is responsible for and any areas it is not responsible for. Where possible, CGA provides signposting for any areas the organisation is not responsible for.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 	Yes	Complaints are allocated by the Service Improvement Team who ensure that the complaint handler is the best placed person to consider all aspects of the complaint impartially. Responses are reviewed to ensure full compliance.
5.9	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	Yes	Where a complaint falls outside of the timescales within the Ombudsman’s Code, CGA ensures the resident is provided with regular updates and agrees timeframes for contact with the resident.

	keeping them informed about their complaint.		
5.10	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 disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	CGA makes reasonable adjustments for residents in line with the Equality Act and the organisations Reasonable Adjustments Policy. Details of any adjustments are recorded on the Complaint Investigation Form.
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	Details of any exclusions are listed within the Complaints Policy. If a complaint falls within this list, it is fully reviewed, and consideration given to accepting the complaint. Where the complaint is not accepted the resident will be advised of the reasons why and where appropriate, will receive signposting to other organisations and agencies that can assist.
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 documentation such as reports or surveys.	Yes	A full record of the complaint, including outcomes, details of the investigation and associated correspondence are saved in a clearly defined folder.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints	Yes	CGA has processes in place to ensure complaints can be remedied at any stage of its complaints process utilising the

	process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.		guidance from the Ombudsman in relation to remedies to ensure an appropriate package is provided.
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	Unacceptable behaviour is managed in line with CGA's Unreasonable Behaviour Policy. Careful consideration is given before any restrictions are put in place and these are kept under regular review.
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	In line with the organisation's Unreasonable Behaviour Policy, restrictions are proportionate, and the provisions of the Equality Act are fully considered.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence
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	Yes	CGA has two pathways for Stage 1 complaints. The 'Resolve in Five' pathway is selected for any complaints that can be quickly investigated and resolved within five working days. The 'Investigate It' pathway is selected for any complaints that require further investigation. These complaints are handled within ten working days.

	resolved promptly, and an explanation, apology or resolution provided to the resident.		
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received.</u>	Yes	CGA's Complaints Procedure requires a complaint to be acknowledged within two working days.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	CGA provides a full response to Stage 1 complaints within five or ten working days (depending on the pathway that has been selected).
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	CGA will only extend complaint response timescales in exceptional circumstances and will ensure the resident is fully informed of the reasons why and aim to mutually agree the timescale.
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	If an extension is required, CGA discusses this with the resident and provides details of the Ombudsman
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	Yes	A response is provided at the earliest opportunity without waiting for outstanding issues to be addressed. The response explains the next steps and provides clear timescales for communication and completion of any actions.

	actioned promptly with appropriate updates provided to the resident.		A lead person is appointed for tracking the actions through to completion and this is also monitored by the Service Improvement Team.
6.7	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	CGA addresses all points of the complaint within the response and provides clear reasons for the decision. Where appropriate, details of the relevant policy or law are included.
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	CGA will consider any relevant further complaints and incorporate these into the Stage 1 if appropriate. If they are unrelated or a Stage 1 response has been issued, a new complaint is logged.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and 	Yes	These requirements are set out in the Complaints Procedure to ensure all complaint handlers include this information. Responses are reviewed by the Service Improvement Team prior to being issued to the resident which provides additional oversight.

	g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.		
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence
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	In line with the Ombudsman's code and CGA's Complaints Procedure, unresolved complaints are escalated to Stage 2.
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	CGA's Complaints Procedure requires a complaint to be acknowledged within two working days.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	The Service Improvement Team will make efforts to understand the reasons the resident remains dissatisfied. Where this information cannot be obtained, the team will log the complaint at Stage 2 of the process and a full review of the original complaint and response will be carried out.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	At Stage 2, complaints are reviewed by an independent Head of Service who was not previously involved in the complaint and does not manage the service area.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	CGA's Complaints Procedure requires a response to be provided within 15 days at Stage 2.

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	CGA will only extend complaint response timescales in exceptional circumstances and will ensure the resident is fully informed of the reasons why and aim to mutually agree the timescale.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Details of any extension include details of the Ombudsman.
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	A response is provided at the earliest opportunity without waiting for outstanding issues to be addressed. The response explains the next steps and provides clear timescales for communication and completion of any actions. A lead person is appointed for tracking the actions through to completion and this is also monitored by the Service Improvement Team.
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	CGA addresses all points of the complaint within the response and provides clear reasons for the decision. Where appropriate, details of the relevant policy or law are included.

6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.	Yes	These requirements are set out in the Complaints Procedure to ensure all complaint handlers include this information. Responses are reviewed by the Service Improvement Team prior to being issued to the resident which provides additional oversight.
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Stage 2 is CGA's final response and all suitable staff members are included in ensuring a complete and thorough investigation is carried out.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence
7.1	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: <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; 	Yes	CGA will ensure the response is tailored to the individual circumstances, and that it includes all information to acknowledge where things have gone wrong and provide assurance that the appropriate remedies/changes have been put in place. The Service Improvement Team have oversight of this process and ensure a consistent approach.

	<ul style="list-style-type: none"> • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 		
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	<p>Using the guidance from the Ombudsman, CGA will ensure that remedies reflect individual circumstances and the impact on the resident.</p> <p>As noted above, the Service Improvement Team have oversight of this process and ensure a consistent approach.</p>
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	<p>Full details of the remedy offer are included in the response to the resident.</p> <p>A lead person is appointed to follow these through to completion.</p>
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Remedies are offered in line with the guidance issued by the Ombudsman.

Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence
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"> a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. 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; c. any findings of non-compliance with this Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the landlord's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord. 	Yes	<p>The Service Improvement Team provide a quarterly update to the Board which includes qualitative and quantitative analysis of CGA's complaint handling performance, findings from the Ombudsman, lessons learnt, and improvements made from complaints and all other insight channels.</p> <p>An annual report will also be produced which includes the information detailed in the code requirement.</p>
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord's governing</p>	Yes	<p>This report along with the Board's response to the report will be published on the website.</p>

	body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.		
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	CGA will carry out a self-assessment following any significant changes to ensure ongoing compliance with the code.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	CGA will carry out a review of the self-assessment if requested to do so by the Ombudsman.
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	CGA will ensure the Ombudsman is informed if they are unable to comply with the code.

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence
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	The Service Improvement Team analyse all complaints both individually and collectively to identify where changes can be made to improve the service delivered.
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	Complaints are a key form of insight for CGA, with learning from complaints shared widely across the organisation. Learning from complaints and other insight channels is an integral part of the CGA's corporate plan and the delivery of excellent customer service.
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	Lessons learnt form part of reports to our tenants Committee (Gateway Central), Board and internally to colleagues in the organisation.
9.4	Landlords must appoint a suitably senior lead person as accountable for	Yes	The Executive Director of Customers and Communities is the lead person accountable for CGA's complaint handling. They receive

	<p>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.</p>		<p>regular updates in relation to complaints themes and trends to support them to identify recurring issues and highlight areas where further improvement is required.</p>
9.5	<p>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').</p>	Yes	<p>CGA had a member of the Board and tenants' Committee who was known as the 'Board Complaints Champion' and received information regarding the organisation's complaint handling. This person has now been formally appointed as the organisation's 'MRC'.</p>
9.6	<p>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.</p>	Yes	<p>The MRC meets quarterly with the Service Improvement Manager and receives information which includes:</p> <ul style="list-style-type: none"> • Details of CGA's complaint handling performance; • Redacted complaint responses to support the MRC to scrutinise the remedies offered and accountability taken; and • Details of recommendations made and implemented
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ol style="list-style-type: none"> a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; 	Yes	<p>A-C: Both the MRC and Board receive this information quarterly through the Customer Insight Report.</p> <p>D: The Service Improvement Team will provide this report annually, including learnings from complaints and changes implemented.</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>		
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 shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints</p>	Yes	<p>All CGA's employees and third parties are aware of the importance of a positive complaint handling culture and the learning and insight that can be gained from complaints.</p> <p>The organisation's values of 'We own it' and 'We put customers at the heart of what we do' further reinforces the importance of this.</p>

	as set by any relevant professional body.		
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