

ANNUAL COMPLAINTS AND SERVICE IMPROVEMENT REPORT 2025-26



Welcome

Tenant Hub

At Community Gateway Association, every complaint, comment and compliment helps us understand what we are doing well, where we can do better and what matters most to our customers.

Our Service Improvement Team brings together feedback from a wide range of sources to understand customer experiences and highlight opportunities for improvement. The insight we gather is shared with our Tenant Committee, Board and colleagues across the organisation, helping to inform decisions, shape priorities and drive continuous service improvement.

Independent tenant assurance is an important part of our complaints process. Each quarter, Pam Watson, our tenant Board Member Responsible for Complaints, reviews a sample of complaints to provide assurance that they have been investigated fairly, responses are clear and appropriate action has been taken.

This report provides an overview of our complaints performance during 2025/26. It highlights what we have learnt, the actions we have taken and how tenant feedback is helping to shape and improve our services.

Saleha Gani

Saleha Gani
Head of Service Improvement



At Community Gateway, we want our information to be accessible to all. To read this report in a different language or use accessibility tools, please scan the QR code or visit our website.

STAGE 1

COMPLAINTS RECEIVED

182

This is 25.91 complaints per
1,000 homes

Stage 1 complaints
responded to in timescale

98.45%

STAGE 2

COMPLAINTS RECEIVED

46

This is 6.55 complaints per
1,000 homes

Stage 2 complaints
responded to in timescale

100%

Total number of complaints received

228

12 more than last year

% complaints upheld:

55.7%

17.5% less than last year

NUMBER OF COMPLAINTS REFUSED

0

These figures relate to all complaints received by CGA, including complaints from tenants in low-cost rental accommodation (general needs, sheltered and supported housing), shared ownership, market rent and customers in non-CGA homes.

Housing Ombudsman Determinations

The Housing Ombudsman is an independent, impartial and free service for social housing tenants. The Ombudsman has set clear standards for complaint procedures through the Complaint Handling Code, which we are committed to adhere to.

If a tenant is not happy with the investigation of their complaint, they can contact the Housing Ombudsman to request a review of our decision and complaint handling.

When the Housing Ombudsman reviews a complaint, they will make a decision, known as a determination. They may also make recommendations for how the landlord can put things right and improve services.

We have had six complaints reviewed by the Housing Ombudsman. Across those complaints, the Ombudsman made 16 determinations (individual complaints can include more than one determination).

Below is a summary of findings:

7 FINDINGS OF NO MALADMINISTRATION

(no issues were found with how the complaint was handled)

2 FINDINGS OF REASONABLE REDRESS

(we had already taken the appropriate action to put things right)

6 FINDINGS OF MALADMINISTRATION

(5 service failures where minor issues were identified and improvements were needed)

(1 maladministration where something went wrong and action was needed to put things right)

OF FINDINGS OF SEVERE MALADMINISTRATION

(serious failings were identified with significant impact on the tenant)

1 CASE OUTSIDE OF JURISDICTION

(the Ombudsman could not investigate this case)

We are committed to learning from feedback and continuously improving our services. Where concerns have been identified, we have taken appropriate action to put things right.



SELF-ASSESSMENT

In line with the requirements set out in the Housing Ombudsman Complaint Handling Code, we complete and publish our annual self-assessment to demonstrate our compliance with the code on our website. Scan the QR code to see our annual self-assessment for 2026-27 or visit: www.communitygateway.co.uk/complaints-and-compliments



HOUSING OMBUDSMAN - LANDLORD REPORT

Scan the QR code to read our full performance report from the Housing Ombudsman Service

Service Improvements

Throughout the year, we continued to use complaints and customer insight to shape our services and drive improvements.

The key themes arising from complaints this year related to improving how we keep tenants updated on the progress of their enquiries, ensuring information is clear and consistent and reducing delays in arranging follow-up repairs.

To address this, we continue to make changes to drive improvements. Some examples are:



INCLUSIVE AND RESPONSIVE CUSTOMER SERVICE UNDERSTANDING TENANTS' NEEDS

We delivered training focused on our Vulnerability and Reasonable Adjustments Policy, equipping colleagues to recognise when additional support may be needed and adapt services accordingly. This is helping us deliver a more inclusive, respectful and responsive service.



CUSTOMER EXPERIENCE KEEPING TENANTS INFORMED

We are introducing a new Customer Experience Strategy to improve the consistency of our communication. The strategy will establish clear communication standards, set expectations for response times and ensure customers are kept informed about the progress of their enquiry every step of the way.



NEW COMPLAINTS SYSTEM MANAGING FEEDBACK

We introduced a new complaints system to help us manage feedback more effectively, improve communication and strengthen how we learn from complaints.



REPAIRS INSPECTIONS **CLEARER AGREEMENTS ON REPAIRS**

We have strengthened our repairs inspection process so surveyors can record and agree all required works during damp, mould and disrepair visits. Tenants can now review and sign a repair agreement during the appointment, providing greater clarity about the repairs that will be carried out and the next steps.



MULTI-PURPOSE CAMERAS **IMPROVING REPAIRS INVESTIGATIONS**

We have invested in new multi-purpose inspection cameras to help investigate repairs in hard-to-reach areas, such as behind kitchen units and inside wall cavities. This enables colleagues to identify problems more quickly and reduces the need for additional contractor visits, helping resolve issues more efficiently.



SELF-HELP REPAIRS VIDEOS **SUPPORTING TENANTS AT HOME**

We introduced a library of step-by-step self-help videos on our website to help tenants carry out simple repairs safely and confidently. Covering tasks such as resetting boilers and bleeding radiators, these resources make it easier for tenants to resolve straightforward issues independently.

TENANT INFLUENCE

To find out more about how tenants are influencing our services, visit www.communitygateway.co.uk/tenant-voice-making-a-change



Complaints Culture Scan

During 2025-26, colleagues, members of our Tenant Committee and Board took part in an independent Complaints Culture Scan alongside five other housing associations. The scan explored how organisations handle complaints and learn from feedback to improve services.

The findings recognised a number of strengths in our approach, including colleagues who feel empowered to do the right thing, a compassionate and customer-focused culture and strong leadership support for complaint handling.

The scan also identified opportunities to build on these strengths. As a result, we are focusing on three key areas to help us continue improving our services and the experience of our customers:

Learning – strengthening how we capture, share and act on learning from complaints so that improvements are embedded across the organisation and similar issues are less likely to happen again.

Systems – improving how complaints are monitored and tracked to provide greater visibility, streamline the process and keep customers informed about the progress of their complaint.

Culture – continuing to build a culture of curiosity, accountability and continuous improvement, where feedback is valued, learning is shared and complaints help shape better services.

The Complaints Culture Scan has provided valuable insight into where we are performing well and where we can improve. We will use these findings to strengthen our approach to complaint handling, ensuring feedback continues to drive positive change across the organisation.

Board Response

The Board acknowledges the contents of this report and the detailed updates received throughout the year in relation to complaints, customer insight and service improvement.

We welcome the continued oversight provided by our Board Member Responsible for Complaints and value the additional scrutiny and assurance provided through our Homes and Services Committee and Tenant Voice Group following changes to our governance framework in 2025.

We are pleased to see customer insight and learning from complaints continue to inform service improvements across the organisation. We also recognise the positive feedback received through compliments, which demonstrates the commitment of colleagues and the positive difference they make to our tenants. It is important that we learn from what works well, as well as where services have not met the standards we expect.

We welcome the positive findings from the independent Complaints Culture Scan, while recognising that further improvement is required in some areas to ensure greater consistency across the organisation. Learning from the Culture Scan, alongside wider insight from tenants, colleagues and the Housing Ombudsman is informing the development of our new Customer Experience Strategy.

We support the Strategy's focus on establishing a clear and consistent service offer that is understood by both tenants and colleagues, helping to provide greater clarity around the services tenants can expect and how these will be delivered.

We note the Housing Ombudsman determinations received during the year and are assured that the findings and learning arising from these are being acted upon and used to inform service improvement.

We look forward to continued updates on complaints performance, customer insight, progress with the Customer Experience Strategy and the impact of improvements across our services.

*This report is
also available at
communitygateway.co.uk
where you can use
'Recite Me' to
translate it into another
language or read it out loud.*

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