



COMPLAINT HANDLING CODE SELF-ASSESSMENT 2026-27

The Housing Ombudsman provides a self-assessment form for landlords, which is separated into the nine sections detailed in the Complaint Handling Code. Each provision of the Code is listed individually, enabling us to review our policies and procedures against these standards.

The completed self-assessment below outlines and demonstrates how we comply with the Code.



The Recite Me toolbar on our website
provides assisted reading support

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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	Complaints Policy - Section 3.1	Community Gateway Association (CGA) has 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	Complaints Policy - Section 3.2 and 4.2	Colleagues across the organisation give customers the opportunity to make a complaint if they express dissatisfaction. Customers do not need to use the word complaint for it be treated as such. 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 customer prior to progressing the complaint.
1.4	Landlords must recognise the difference between a service request	Yes	Complaints Policy - Section 8.1	CGA recognises the difference between a

	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.			service request and a complaint and this is set out in our Complaints Policy. Service requests are monitored and reviewed regularly by individual 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	Complaints Policy - Section 3.2	Customers are given the opportunity to raise a complaint when they express dissatisfaction with their service request. If they wish 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	Customers completing surveys will be made aware of how to raise a formal complaint by providing them with contact details for the Complaints Team and also directing them to Complaints and compliments .	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	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	Complaints Policy – Section 8	The Complaints Policy has details of all exclusions. If a complaint falls within the list of exclusions, it is fully reviewed and consideration is 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 customer and provide appropriate signposting.
2.2	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: - 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.	Yes	Complaints Policy – Section 8.1	CGA's Complaints Policy details all exclusions. As noted above, if a complaint falls within the list of exclusions, it is fully reviewed and consideration given to accepting the complaint. Details of the exclusions listed within the Complaints Policy are detailed below: - Anonymous complaints. - Complaints raised on behalf of a customer without their authority (CGA will make all

	Matters that have previously been considered under the complaints policy.		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
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				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). • 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	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	Complaints Policy – Section 8	CGA accepts complaints relating to matters that occurred within the last 12 months or that the customer became aware of within the last 12 months. Complaints concerning matters older than 12 months are considered on a case-by-case basis, taking into account the reasons for the delay and the circumstances of the complaint.
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,	Yes	Complaints Policy – Section 8.2	A full explanation is provided to the customer if a complaint is not accepted within the complaints process alongside details of The Housing Ombudsman Service and the right to take the decision to the Ombudsman.

	the 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	Complaints Policy – Section 8	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.

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	Complaints Policy – Section 2.4, 4.1 and 4.2 Complaints Procedure – Section 1.4 and 3.3	CGA accepts complaints through a range of channels, including by phone, email, in person, via social media and through CGA's website. We are committed to ensuring our complaints process is accessible to everyone and will make appropriate adjustments to meet individual needs where required, enabling all customers to raise complaints in a way that works for them.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be	Yes	Complaints Policy – Section 4.1 Complaints Procedure – Section 1.4 and 2.1	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

	aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.			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	Complaints Policy – Section 1.2 demonstrates CGA's approach to feedback and complaints.	CGA understands the importance of feedback and has a dedicated team that oversees feedback and learning from a variety of insight channels, including complaints. The team actively monitors complaint volumes and has processes in place to investigate any significant changes or emerging trends.
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	Website - Complaints and compliments Complaints process is a two stage process – Complaints Policy Section 5 and 6	CGA's Complaints Policy and process is clear and accessible on the website. This is available in alternative formats if required. The two stage complaints process and timescales are all published within these documents.
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	Complaints Policy – Section 2.7 and 7	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	Complaints Policy – Section 4.2	CGA accepts complaints made by representatives on behalf of the customer and customers can be accompanied to any meetings by their representative. To ensure compliance with data protection, consent is obtained from the customer 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	Complaints Policy – Section 7 Website - Complaints and compliments Tenant newsletter - Gateway News	Details of the Housing Ombudsman Service are provided within this policy, on the CGA website, publicised through CGA's tenant newsletter and included in written correspondence issued throughout the complaints process.

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	Yes	Complaints Policy – Section 4.3, 4.4 and 9.3	The Service Improvement Team has overall responsibility for complaints

	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.			handling and for liaising with the Housing Ombudsman Service.
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	Complaints Policy – Section 9.3 and 9.4	The Service Improvement Team (Complaints Officer) has access to staff at all levels to ensure customers receive a prompt, fair and thorough response.
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	Complaints Policy – Section 2.6, 9.2 and 10.01 Complaints Procedure – Section 2.4 and 11	CGA has a dedicated team responsible for complaint handling and learning from complaints and other insight channels. All relevant staff receive training on the importance of learning from complaints, identifying recurring issues, and using feedback to drive service improvements. Lessons learned are shared across the organisation to support continuous improvement.

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	Complaints Policy	CGA has one policy for dealing with complaints and all customers 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 complaint') as this causes unnecessary confusion.	Yes	Complaints Policy – Section 5 and 6	CGA has a clear two-part complaint process, this does not include 'Stage 0' or 'informal complaint'.
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	Complaints Policy – Section 5 and 6	CGA has a two-part complaint process which is detailed within the Complaints Policy.
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	N/A	Currently, no complaints are handled by a third party. If this changes in the future, these complaints will be managed in accordance with the two-stage complaints process.

5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	N/A	As noted above, currently no complaints are handled by a third party. If this changes in the future, these complaints will be managed in accordance with the two-stage complaints process.
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	Complaints Policy – Section 5.2 and 6.2	When a complaint is logged at Stage 1 or escalated to Stage 2, the complaint acknowledgement sets out CGA’s understanding of the complaint and the outcome the customer is seeking. Where any aspect of the complaint or desired outcome is unclear, the customer is contacted to obtain clarification before the complaint is registered.
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	Complaints Policy – Section 5.2 and 6.2	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: 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 Policy – Section 2.5 and 2.6	Training has been provided to all complaint handlers on how complaints should be handled. 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 also reviewed by the team 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 keeping them informed about their complaint.	Yes	Complaints Policy – Section 5.4 and 6.4 Complaints Procedure – Section 7	Where a complaint falls outside of the timescales within the Ombudsman's Code, CGA ensures the customer is provided with regular updates and timeframes for contact are agreed with the customer.
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	Complaints Policy – Section 2.4 Complaints Procedure – Section 1.4 and 3.3	CGA makes reasonable adjustments for customers in line with the Equality Act and its commitment to providing an accessible and inclusive complaints service. Details of any adjustments are recorded on the complaints system. Where information about adjustments is relevant to

				supporting the customer across other services, this is also recorded on the central housing management system.
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	Complaints Policy – Section 8	Details of any exclusions are listed within the Complaints Policy. If a complaint falls within this list, it is fully reviewed, and consideration is given to accepting the complaint. Where the complaint is not accepted, the customer 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	Complaints Policy – Section 11.1	A full record of the complaint, including details of the investigation, outcome, and associated correspondence, is retained in accordance with CGA's data protection policy.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints	Yes	Complaints Policy – Section 2.6	CGA has established procedures to ensure complaints can be appropriately

	process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.		Complaints Procedure – Section 8, 9 and 10	resolved at any stage of the complaints process. Remedies are considered on a case-by-case basis and can be provided at any stage without the need for escalation, taking into account the circumstances of the complaint and any relevant guidance.
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	Complaints Procedure – Section 12	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	Complaints Procedure – Section 12	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	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	Complaints Procedure – Section 3 and 4	CGA has two pathways for Stage 1 complaints to ensure they are responded to as effectively and proportionately as possible. The ‘Resolve in Five’ pathway is used for complaints that can be investigated and resolved promptly, with an appropriate explanation, apology, or resolution provided within five working days. The ‘Investigate It’ pathway is used for complaints that require further investigation due to factors such as complexity or the circumstances of the complaint. These complaints are managed within ten working days, ensuring sufficient time for a

				thorough response and appropriate resolution.
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	Complaints Policy – Section 5.1	CGA acknowledges complaints 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	Complaints Policy – Section 5.3	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	Complaints Policy – Section 5.4 Complaints Procedure – Section 7	CGA will only extend complaint response timescales where necessary and will ensure the customer is informed of the reasons for the extension. CGA will seek to agree a revised timescale with the customer wherever possible.
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	Complaints Procedure – Section 7.2 .	If an extension is required, CGA provides the customer with written confirmation of the reason for the extension, the revised timescale and details of the

				Housing Ombudsman Service.
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	Complaints Procedure – Section 2.4	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. The relevant team track the actions through to completion.
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	Complaints Procedure – Section 4.5	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	Yes	Complaints Procedure – Section 3.6	CGA will consider any additional issues raised during a complaint investigation. Where the issues are related to the existing complaint and a Stage 1 response has not yet been issued, they will be

	delay the response, the new issues must be logged as a new complaint.			incorporated into the Stage 1 process. Where the issues are unrelated, the Stage 1 response has already been issued, or incorporating them would unreasonably delay the response, they will be logged as a new complaint.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 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 stage 2 if the individual is not satisfied with the response.	Yes	Complaints Procedure – Section 4.5	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 customer which provides additional oversight.

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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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	Complaints Policy – Section 6.1	In line with the Ombudsman's code and CGA's Complaints Policy, 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	Complaints Policy – Section 6.2	CGA acknowledges complaints 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	Complaints Procedure – Section 6.4	The Service Improvement Team will make all efforts to understand the reasons the customer 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	Complaints Policy – Section 6.3	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	Complaints Policy – Section 6.3	CGA provides a response to Stage 2 complaints within 15 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	Complaints Policy – Section 6.4	CGA will only extend complaint response timescales in exceptional circumstances and will ensure the customer 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	Complaints Procedure – Section 7.2	If an extension is required, CGA provides the customer with written confirmation of the reason for the extension, the revised timescale and details of the Housing Ombudsman Service.
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	Complaints Procedure – Section 2.4	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.

				The relevant team track the actions through to completion.
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	Complaints Procedure – Section 4.5	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	Complaints Procedure – Section 4.5	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 customer 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	Complaints Procedure – Section 6.9	Stage 2 is CGA's final response stage. Appropriate staff members are involved to ensure a complete,

			thorough and impartial investigation is carried out before the final response is issued.
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Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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: • Apologising; • Acknowledging where things have gone wrong; • 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.	Yes	Complaints Procedure – Section 4.5, 4.6 and 8	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.

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaints Procedure – Section 8, 9 and 10	Using the guidance from the Ombudsman, CGA will ensure that remedies reflect individual circumstances and the impact on the customer. As noted above, the Service Improvement Team have oversight of this process and ensure a consistent approach.
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	Complaints Procedure – Section 4.5	Full details of any remedy offered are included in the response to the customer. A lead person is assigned responsibility for ensuring agreed actions are followed through to completion.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaints Policy – Section 2.6 Complaints Procedure – Section 10.4	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	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: 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	Complaints Policy – Section 10.1 Complaints Procedure – Section 11.2 and 14.2	The Service Improvement Team provides quarterly updates to the Board or appointed committees, including qualitative and quantitative analysis of CGA's complaint handling performance, Housing Ombudsman findings, feedback from the Member Responsible for Complaints, lessons learned and improvements identified through complaints and other insight channels. An annual report is also produced, incorporating the information required by the Code.
8.2	The annual complaints performance and service improvement report must	Yes		The report is presented to the appointed Committee

	be reported to the landlord's governing 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.		Complaints Procedure – Section 11.2 and 14.2 Annual Complaints and Service Improvement Report published on website - Complaints and compliments	and the Board for consideration and is published on the CGA website alongside the Board's response.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Complaints Procedure – Section 14.2	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	Complaints Procedure – Section 14.2	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	Yes	Complaints Procedure – Section 14.3	As detailed in our procedure, in the exceptional circumstance where CGA is unable to comply with the Code, we will notify the Housing Ombudsman and provide a

	must provide a timescale for returning to compliance with the Code.			timescale for returning to compliance. Affected customers will also be informed, and our website will be updated accordingly.
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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	Complaints Procedure – Section 11	The Service Improvement Team analyse all complaints both individually and collectively to identify where changes can be made to improve the services 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 Policy – Section 2.8 and 2.9 Complaints Procedure – Section 11.1	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	Complaints Policy – Section 10.1 Tenant newsletter - Gateway News	CGA recognises that accountability and transparency are integral to a positive complaint handling culture. Lessons learned and service improvements identified through all insight including complaints is reported through quarterly reports to the Board or any designated committee appointed by the Board. Key learning and improvements are also shared with tenants through the tenant newsletter, ensuring stakeholders are kept informed of how feedback is used to improve services.
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	Complaints Policy – Section 9.2	The Executive Director of Customers and Communities is the lead person accountable for CGA's complaint handling. They receive regular updates in relation to complaints themes and trends to support them to

				identify recurring issues and highlight areas where further improvement is required.
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').	Yes	Complaints Policy – Section 9.1	A member of CGA's Board and tenant committee has lead responsibility for complaints and has been appointed as the organisations Member Responsible for Complaints.
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	Complaints Policy – Section 9.1 and 9.4	The MRC meets quarterly with the Head of Service Improvement and receives information to support effective oversight and scrutiny of CGA's complaint handling performance. This includes: • Quantitative and qualitative information on complaint handling performance. • Details of complaint trends, themes, and areas identified for improvement. • Complaint responses and case reviews to support scrutiny of the investigation process, ensuring complaints

				have been handled fairly, in line with the policy and that appropriate remedies and accountability have been considered. • Housing Ombudsman determinations, including progress against associated orders and recommendations. • Details of complaint handling training delivered to colleagues.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: - regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; - regular reviews of issues and trends arising from complaint handling; - regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and	Yes	Complaints Policy – Section 9.1 and 10.1	The Service Improvement Team provides quarterly updates to the MRC and the designated committee appointed by the Board. These updates include complaint volumes, categories, outcomes, complaint handling performance, emerging trends and learning identified through complaint handling and customer feedback. Updates also include outcomes from Housing

	d. annual complaints performance and service improvement report.			Ombudsman determinations and progress against any associated orders and recommendations. The annual complaints performance and service improvement report is also shared, which incorporates key learning from complaints and the improvements implemented.
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body.	Yes	Complaints Policy – Section 2.5	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. 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.