

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

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	Complaint Handling Policy, section 8 https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	The policy uses the Housing Ombudsman definition of a complaint and the complaints webpage explains that customers do not need to use particular wording to raise dissatisfaction.
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	Complaint Handling Policy, section 8 https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	The policy confirms customers do not need to use the word complaint. Dissatisfaction can be raised verbally, in writing, by email, online, through the Calico Connect App, through a representative or advocate, or with any Calico employee.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their	Yes	Complaint Handling Policy, section 8 https://calicohomes.org.uk/our-policies/	The policy distinguishes between complaints, service requests, concerns and

	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.			compliments. Service requests are recorded, monitored and reviewed so that delays, repeat issues and learning can be identified.
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	Complaint Handling Policy, section 8 https://calicohomes.org.uk/our-policies/	The policy confirms that where a customer is dissatisfied with how a service request has been handled, a complaint will be raised while the service request continues to be progressed.
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	Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/ Complaint Handling Policy, sections 5 and 8 https://calicohomes.org.uk/our-policies/ Acuity Research & Practice Ltd Protocol	The complaints webpage explains how customers can make a complaint or provide feedback through a range of channels. Where wider customer feedback identifies dissatisfaction, customers are provided with clear routes to raise a complaint. We carry out circa 200 TSM surveys per month via Acuity Research & Practice Ltd. Although any dissatisfaction raised is not treated as a complaint Acuity Research &

				Practice Ltd flag any concerning responses to us to follow up, which may result in a complaint being raised.
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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	Complaint Handling Policy, section 9 https://calicohomes.org.uk/our-policies/	The policy confirms that where a complaint is not accepted, Calico Homes will explain why and outline the customer's right to refer the matter to the Ombudsman.
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	Complaint Handling Policy, section 9 https://calicohomes.org.uk/our-policies/	The policy sets out the limited circumstances where Calico Homes may decide not to accept a complaint, including matters already considered through both stages, issues older than 12 months with no good reason to consider now, legal proceedings, matters already determined by the Ombudsman, or issues outside Calico Homes' responsibility.

	• Matters that have previously been considered under the complaints 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	Complaint Handling Policy, section 9 https://calicohomes.org.uk/our-policies/	Complaints within 12 months are accepted unless another valid exclusion applies. Where an issue is older than 12 months, the policy allows consideration of whether there is good reason to consider it now.
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	Complaint Handling Policy, section 9 https://calicohomes.org.uk/our-policies/	Where a complaint is not accepted, Calico Homes will explain why and outline the customer's right to refer the decision to the Housing Ombudsman.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Complaint Handling Policy, section 9 https://calicohomes.org.uk/our-policies/ Complaints triage process	Complaints are considered individually and triaged on their own merits before any exclusion is applied. This ensures a blanket approach is not taken.

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	Complaint Handling Policy, section 5 https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	Customers can raise complaints in person, in writing, by telephone, by email, online and through the Calico Connect App. The policy requires staff to ask whether customers need support, including reasonable adjustments relating to disability, language, literacy, mental health, caring responsibilities or digital exclusion.
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	Complaint Handling Policy, section 8 Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	The policy confirms dissatisfaction can be raised with any Calico employee and through multiple channels. Employees are expected to recognise dissatisfaction and record it in line with the Housing Ombudsman Complaint Handling Code.
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	Yes	Complaint Handling Policy, introduction and section 7 https://calicohomes.org.uk/our-policies/	The policy actively encourages customer feedback and supports a positive complaints culture.

	complaint volumes are potentially a sign that residents are unable to complain.		Annual Complaint Handling and Service Improvement Report 2025-26 TSM's	The annual report uses complaints as insight to identify themes, learning and improvements.
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	Complaint Handling Policy Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/ Calico Homes policies webpage https://calicohomes.org.uk/our-policies/	The complaints webpage sets out how to complain, the two complaint stages and response timescales. The complaints policy is available on the website and supports a clear and accessible approach.
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	Complaint Handling Policy, sections 6, 13 and 14 Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	The policy commits Calico Homes to publishing complaint performance information regularly and completing an annual self-assessment against the Code. The website provides information and links relating to the Housing Ombudsman, the Complaint Handling Code and self-assessment.
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or	Yes	Complaint Handling Policy, section 5	The policy confirms Calico Homes accepts complaints through representatives or advocates and will provide support where customers need

	accompanied at any meeting with the landlord.		https://calicohomes.org.uk/our-policies/	help to make or manage a 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	Complaint Handling Policy, section 5 https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	Contact details for the Housing Ombudsman are provide on complaint letters at each stage. The policy and website provide information about the Housing Ombudsman Service, including contact details and how customers can access the Ombudsman.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	Customer Voice Manager role profile Complaint Handling Policy, glossary and section 14 https://calicohomes.org.uk/our-policies/	Calico Homes employs a Head of Customer Voice and a Customer Voice Manager whos role profile includes responsibility for managing complaints effectively, ensuring compliance with the Housing Ombudsman's requirements and acting as

				the organisational point of contact for the Ombudsman.
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	Customer Voice Manager role profile Complaint Handling Policy, section 14 https://calicohomes.org.uk/our-policies/	The Customer Voice Manager has responsibility for oversight of complaint handling, liaison with the Ombudsman, evidence gathering, learning reviews and compliance activity. Governance routes include management, SLT and Board reporting.
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	Complaint Handling Policy, introduction, sections 7 and 14 https://calicohomes.org.uk/our-policies/ Customer Voice Manager role profile Annual Complaint Handling and Service Improvement Report 2025-26	Complaint handling is treated as a core service area within Calico Homes. Complaint performance, learning and customer feedback are reported through governance arrangements, with themes used to identify service improvements and inform organisational learning. The Customer Voice Manager is responsible for oversight of the complaints function and promoting continuous improvement. Complaints are investigated by managers within the service areas where issues have occurred to ensure there is

				accountability for any failures as well as any resolutions required.
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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Complaint Handling Policy https://calicohomes.org.uk/our-policies/	Calico Homes has a single Complaint Handling Policy for complaints covered by the Code. The policy requires customers to be treated fairly and makes clear that complaint handling should be consistent, high quality and person-centred.
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	Complaint Handling Policy, sections 7 and 10 https://calicohomes.org.uk/our-policies/	The policy has a two-stage complaints process and commits to resolving complaints as quickly as possible. It does not include stage 0 or informal complaint stages.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	The policy confirms a two-stage process: Stage 1 investigation and response, followed by Stage 2 review as the final stage.

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	Complaint Handling Policy, sections 8 and 10 https://calicohomes.org.uk/our-policies/	Complaints about the actions or lack of action by Calico Homes, its employees, contractors or those acting on its behalf are handled under Calico Homes' complaints process. Customers are not expected to go through a separate complaints process for those acting on Calico Homes' behalf.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes	Complaint Handling Policy, definition of complaint and section 10 https://calicohomes.org.uk/our-policies/ Customer Voice Manager role profile	The policy includes contractors and those acting on Calico Homes' behalf within the complaint definition. Oversight of complaint handling and compliance sits within the Customer Voice Manager role.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Complaints are acknowledged, defined and logged within 5 working days. Acknowledgements confirm Calico Homes' understanding of the complaint, the outcome the customer is seeking and provide an opportunity to clarify any points before investigation

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	Complaint Handling Policy, sections 9 and 10 https://calicohomes.org.uk/our-policies/	The acknowledgement process includes defining the complaint and the outcome sought. Where Calico Homes is not responsible for part of the matter, the policy requires this to be explained, including where a complaint is not accepted.
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	Complaint Handling Policy, sections 7 and 10 https://calicohomes.org.uk/our-policies/	The policy requires complaints to be handled fairly, clearly and proactively. Stage 2 is an independent review, and responses must set out the decision, reasons and actions to put things right.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Where more time is needed, Calico Homes will explain why, agree how the customer will be kept updated and provide the Housing Ombudsman's contact details.

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	Complaint Handling Policy, sections 5 and 12 https://calicohomes.org.uk/our-policies/	The policy requires reasonable adjustments to be agreed with customers and kept under review. It also commits to considering individual vulnerability and tailoring the approach to meet customer needs.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	Complaint Handling Policy, sections 9 and 10 https://calicohomes.org.uk/our-policies/	The policy confirms customers can request Stage 2 where they are not satisfied with the Stage 1 response. Any refusal or exclusion must be valid, explained and linked to the policy.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/ Active H and complaint case records	Calico Homes maintains records of complaint definitions, correspondence, investigations, decisions, outcomes, remedies and outstanding actions. These records support quality assurance, learning, governance reporting and responses to Housing Ombudsman enquiries.
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints	Yes	Complaint Handling Policy, sections 7, 10 and 11	The policy focuses on putting things right, reducing customer effort and

	process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.		https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26	resolving issues promptly. Responses set out what Calico Homes has done or will do, including outstanding actions and responsibility.
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 Policy Complaint Handling Policy, section 12 https://calicohomes.org.uk/our-policies/	Calico Homes has arrangements in place to manage unacceptable behaviour. Restrictions are considered alongside equality, diversity, inclusion and individual circumstances.
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	Unacceptable Behaviour Policy Complaint Handling Policy, sections 5 and 12 https://calicohomes.org.uk/our-policies/	Any contact restrictions must be proportionate and take account of individual circumstances, vulnerabilities and reasonable adjustment duties under the Equality Act 2010.

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	Complaint Handling Policy, sections 7, 10 and 11 https://calicohomes.org.uk/our-policies/	The policy supports early resolution and requires complaints to be managed clearly, with named ownership, regular updates and consideration of individual circumstances, including vulnerability.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	The policy and webpage confirm complaints will be acknowledged within 5 working days. The policy also confirms complaints will be logged and defined at acknowledgement.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working</u>	Yes	Complaint Handling Policy, section 10	Stage 1 responses are issued within 10 working days from

	days of the complaint being acknowledged.		https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	acknowledgement, unless an extension is agreed and explained.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Where more time is needed at Stage 1, Calico Homes will explain why, agree how the customer will be kept updated and normally extend by no more than 10 working days unless there is a good reason.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	The policy confirms that where an extension is needed, Calico Homes will provide the Housing Ombudsman's contact details.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Complaint responses set out what Calico Homes has done or will do to put things right, including outstanding actions, who is responsible and when they will be completed.

	actioned promptly with appropriate updates provided to the resident.		Annual Complaint Handling and Service Improvement Report 2025-26	
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Stage 1 responses are required to set out Calico Homes' understanding of the complaint, the decision, the reasons for the decision, what will be done to put things right and any outstanding actions.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/ Complaint triage and case management process	Additional related issues raised before the Stage 1 response is issued are considered as part of the complaint where they can be addressed without unreasonably delaying the response. Unrelated new issues are logged separately.
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;	Yes	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	The policy sets out the required content of Stage 1 responses, including the complaint definition, decision, reasons, remedy, outstanding actions and how to escalate if the customer remains dissatisfied.

	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.			
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	The policy confirms customers can ask for a Stage 2 review if they are not satisfied with the Stage 1 response, and that Stage 2 is the final stage.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	The policy confirms Stage 2 requests will be acknowledged, defined and logged within 5 working days.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are	Yes	Complaint Handling Policy, section 10	Customers can ask for a Stage 2 review if they are not satisfied. Calico Homes

	expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.		https://calicohomes.org.uk/our-policies/	will review the complaint and make reasonable efforts to understand why the customer remains unhappy.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Stage 2 is an independent review and will check whether the Stage 1 response was fair and complete.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	The policy confirms Stage 2 responses will be issued within 20 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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Where more time is needed at Stage 2, Calico Homes will explain why, agree how the customer will be kept updated and normally extend by no more than 20 working days unless there is a good reason.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	The policy confirms that where an extension is needed, Calico Homes will provide the Housing Ombudsman's contact details.

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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26	Stage 2 responses set out the final outcome and any actions to put things right, including outstanding actions, responsibility and completion timescales.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/	Stage 2 responses include the final outcome and reasons for decisions, with consideration of whether Stage 1 was fair and complete.
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	Complaint Handling Policy, sections 5 and 10 https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/ Stage 2 example outcome letter	The policy and webpage signpost customers to the Housing Ombudsman. Stage 2 is the final response and customers are provided with the information needed to approach the Ombudsman if they remain dissatisfied.

6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/ Customer Voice Manager role profile	Stage 2 is the final stage of the complaints process and involves an independent review, with access to relevant staff and evidence needed to issue the final response.
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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	Complaint Handling Policy, sections 7, 10 and 11 https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26 Example letters	The policy commits to putting things right and learning from outcomes. Complaint responses set out what Calico Homes has done or will do to resolve the issue, including actions, responsibility and timescales.

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Complaint Handling Policy, sections 7 and 10 Compensation Policy https://calicohomes.org.uk/our-policies/	Remedies are considered in line with the impact on the customer and may include apologies, explanation, action to resolve the issue, outstanding actions or financial remedy where appropriate.
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	Complaint Handling Policy, section 10 https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26	Responses include any outstanding actions, who is responsible and when they will be completed. Complaint learning identified communication, ownership and customer updates as recurring themes, which have informed improvement priorities for 2026-27
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	Complaint Handling Policy Compensation Policy https://calicohomes.org.uk/our-policies/ Housing Ombudsman remedies guidance	Calico Homes takes account of the Ombudsman's expectations when considering appropriate remedies and uses policy, customer impact and complaint learning to determine fair outcomes.

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	Annual Complaint Handling and Service Improvement Report 2025-26 Complaint Handling Policy, section 13 https://calicohomes.org.uk/our-policies/	Calico Homes produces an annual complaints performance and service improvement report containing quantitative performance information and qualitative customer insight, including complaint themes, trends, root causes, learning, service improvements and Housing Ombudsman findings where applicable.

8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Annual Complaint Handling and Service Improvement Report 2025-26 Complaint Handling Policy, sections 13 and 14 https://calicohomes.org.uk/our-policies/ Calico Homes complaints and feedback webpage https://calicohomes.org.uk/make-a-complaint/	The annual report and self-assessment are prepared for scrutiny and publication on the complaints section of the website, alongside the governing body response once approved.
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Complaint Handling Policy, section 13 https://calicohomes.org.uk/our-policies/	The policy commits Calico Homes to completing an annual self-assessment against the Housing Ombudsman Complaint Handling Code. Self-assessment will also be reviewed following significant changes in structure, merger or procedure.
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Complaint Handling Policy, section 13 https://calicohomes.org.uk/our-policies/	Calico Homes will review and update the self-assessment if requested following an Ombudsman investigation or where

			Housing Ombudsman case management process	findings indicate that the assessment needs to be revisited.
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	Complaint Handling Policy, section 13 https://calicohomes.org.uk/our-policies/ Business continuity arrangements	If Calico Homes is unable to comply with the Code due to exceptional circumstances, this will be communicated to the Ombudsman, affected customers will be informed and information will be published with a timescale for returning to compliance.

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	Complaint Handling Policy, sections 7, 13 and 14 https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26	Calico Homes uses complaint data, customer feedback and complaint outcomes to identify themes, risks and improvement opportunities. Learning is analysed through root cause reviews and reported through the annual complaints performance and service improvement report
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	Complaint Handling Policy, introduction and sections 7 and 14 https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26	Calico Homes promotes a positive complaints culture by using complaints as a source of customer insight. Complaint themes, customer feedback and learning are used to identify service risks, opportunities for improvement and changes to service delivery
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report	Yes	Complaint Handling Policy, sections 13 and 14	Calico Homes reports complaint performance and learning through customer

	back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.		https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26 Customer Scrutiny Group arrangements	scrutiny, SLT and Board reporting. The complaints webpage also provides information for customers.
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	Complaint Handling Policy, section 14 https://calicohomes.org.uk/our-policies/	The policy identifies a senior lead responsible for complaint handling and confirms that complaint data and customer feedback are used to identify trends, risks and improvement opportunities.
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	Complaint Handling Policy, section 14 https://calicohomes.org.uk/our-policies/	Calico Homes has a Board Member Responsible for Complaints to support oversight and a positive complaints culture.
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	Yes	Complaint Handling Policy, section 14 https://calicohomes.org.uk/our-policies/	The Member Responsible for Complaints receives information through governance reporting, including regular complaint

	information and staff to perform this role and report on their findings.		Annual reporting and Board update process	performance, learning and annual reporting.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: 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; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	Yes	Complaint Handling Policy, sections 13 and 14 https://calicohomes.org.uk/our-policies/ Annual Complaint Handling and Service Improvement Report 2025-26 Quarterly Board and SLT reporting	The Board and Member Responsible for Complaints receive information on complaint volume, themes, outcomes, performance, learning, Ombudsman findings and the annual complaints performance and service improvement report.
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	Yes	Complaint Handling Policy, sections 7 and 14 https://calicohomes.org.uk/our-policies/ Customer Voice Manager role profile Customer Experience Standards and complaint handling training	Complaint handling expectations are embedded through objectives, one-to-one discussions, training, service standards and performance management arrangements. These expectations promote collaboration, ownership, accountability, learning and continuous improvement across service areas.

	c. act within the professional standards for engaging with complaints as set by any relevant professional body.			
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