



Providing quality services that make a difference to people's lives

Annual  
**Report** 09







## A Top 100 Company

People are our best and most important resource

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# Introduction

Michael Birkett

Calico Chief Executive

Welcome to Calico’s Annual Report, which provides information on both of our companies – Calico Housing and Calico Enterprise – and describes how they meet their shared objective of providing quality services that make a difference to people’s lives.

The last twelve months has seen Calico continue to grow and prosper through increased turnover from new business, strong operational performance and many innovative and successful community involvement initiatives. We were also inspected by the Audit Commission in February through their new Short Notice Inspection regime and were pleased to receive an extremely positive assessment that included the judgement of “excellent” prospects for improvement.

We were particularly proud this year to be named in ‘The Sunday Times Top 100 Companies to work for’ list, finishing 28th overall and being the highest placed

housing organisation in the North. We are very lucky to have such excellent staff and this award is fantastic recognition of their achievement in creating a workplace that has great teamwork, a strong ethos of learning and development and ultimately an overriding desire to provide the very best services to our customers.

We continue to grow – particularly through Calico Enterprise - and we now provide services across Lancashire, Cumbria and (shortly) Greater Manchester. However, we recognise that as we grow, we must never take our eye off the ball of providing excellent service to our tenants and this is always at the forefront of our minds.

Our AGM in September will mark the retirement of Winn McGeorge as our Chair after just over nine years in the post. Without doubt, Calico would not be the successful organisation it is today without Winn’s

phenomenal commitment, determination and passion to improve the lives of local people. We are delighted that despite stepping down as Chair she will remain on the Board for the next twelve months.

Also retiring at the AGM will be Marian Brown and Kate Smythe, both of whom have served on the Board since we were set up in the year 2000. Marian and Kate have made enormous contributions to Calico and their dedication and expertise will be sorely missed – we owe them a big debt of gratitude.

The last twelve months have seen us make a big impact upon peoples lives in everything that we do. Our job in 2009/10 is to make an even bigger impact and it is one that we can approach with confidence.

## Audit Commission and Sunday Times

### The Audit Commission say...



We are one of the first housing associations to go through the Audit Commission’s new Short Notice Inspection. We’re proud to say their report confirms we deliver high quality local services for our customers.

The inspectors said that our strengths outweigh our weaknesses in areas that were inspected, and that Calico had “*excellent prospects for improvement.*”

### The Sunday Times say...



This year we were also awarded a spectacular 28th place in The Sunday Times 100 Best Companies supplement.

The Award recognised our “*outstanding*” achievement in creating new job opportunities and an environment where staff are motivated to do their very best to deliver a range of services across Lancashire that will make a difference to people’s lives.

**Look out for further details throughout our Annual Report.**

## The Calico Companies

### Calico is divided into two organisations



**Calico Housing** is a housing association that owns and manages approximately 4,000 homes in and around the Burnley area and seeks to make quality of life improvements for individuals and the wider community.



**Calico Enterprise** is a registered charity that undertakes a range of activities across Lancashire, Cumbria and Greater Manchester including housing related support, provision of worklessness initiatives and information and advisory services.



**Realising our full potential:**

Board member Susan Cunliffe  
and Helpdesk Officer Nick  
Houghton celebrate our Sunday  
Times award





# People

**People are our best and most important resource.**

**As an “employer of choice” and a Sunday Times Top 100 Company (number 28 in fact) we like to make sure that our people are able to realise their full potential.**

**Customers, staff and the wider community - when we do well, everyone benefits.**



This year we developed a new People Strategy which will shape our approach to managing and developing our staff and customers for the future.

Achieving the Sunday Times and Best Companies status has demonstrated that (along with our performance for the year) we're a great employer and people want to work here.

We have increased staff numbers across the whole of Calico and maintained low sickness levels compared to other Housing Associations. We provide staff with high levels of quality training and offer assistance to staff through our Calico Wellbeing programme.

Our challenge for the future will be sustaining the fantastic performance we have achieved this year, while implementing our new People Strategy. Calico has a lot to offer it's staff and we want to ensure that everyone can realise their potential.



## Behind the Scenes

Around 70 Calico customers and local residents attended a special event to find out what it's like to work at a Sunday Times "Top 100" company. In April we opened our doors for customers to come behind the scenes and chat with staff from across the company about the range of jobs we do.

Customers were also able to request "taster" days, where they shadowed the team of their choice to learn more about our work.

Information and help was available to help people back into work, including assistance with completing application forms and CVs, and details of current vacancies.

*"I came to Calico's open day having done voluntary experience before. I've since been involved in estate inspections, the senior forum and I've made good friends too.*

*I'd been through a bad patch, but now Calico is giving me opportunities I wouldn't have had otherwise."*

**T. Lomas**, resident

## Angela Steel

Meaningful work experience is helping disabled people to maintain their independence and get into work, thanks to our partnership with the Oaklea Trust.

This year, we provided placements for three individuals from the Oaklea Trust, one of whom now has a permanent job with our Help Direct team.

Angela Steel was the first placement from Oaklea Trust and was looking for experience back into the workplace following an illness. Angela worked in several departments and has since obtained a permanent job.

Angela says the support she received was invaluable,

*"At first I was a little sceptical, because I did not have a lot of experience and I couldn't go back to my previous employer as it involved a lot of heavy lifting. That's why I chose office work.*

*The Oaklea Trust gave me all the encouragement and confidence I needed though. Everyone I worked with was totally supportive and very nice to me. I got the chance to work in different departments of Calico, and now it's turned into a full time job."*



Performance Update

	2009	2008	Target
Labour Turnover (Voluntary Resignations)	1%	4%	10%
BME Staff in employment (YTD)	8.4%	6.0%	7.2%
Staff self-identifying as disabled	7.0%	6.0%	6.5%
Long term Sickness Absence (Avg YTD)	1.4%	2.2%	1.8%
Short term Sickness Absence (Avg YTD)	1.8%	2.0%	2.0%
Number of training courses attended by staff	133	128	



The Sunday Times say...

Calico’s spectacular 28th place in The Sunday Times 100 Best Companies supplement recognises Calico’s “outstanding” achievement in creating new job opportunities and an environment where staff are motivated to do their very best to deliver a range of services across Lancashire that will make a difference to people’s lives.

Calico is the highest placed housing association from the North of England, and the third highest nationally. It is also one the highest scoring companies for team working (third highest in the UK) and is also commended for its strong, inspirational leadership:

“Morale is high at the Lancashire housing association, which is committed to developing staff to help them reach their full potential through good leadership.

Employees believe they can make a valuable contribution to the success of the organisation, earning an 80% positive score, love their job (76%) and are excited about where it is going (75%).

Chief Executive Michael Birkett meets all new starters individually at Meet Mike sessions, and encourages employees to submit ideas. Together with directors, he gives interactive briefing sessions on business progress at least twice a year.

The workforce has a great deal of faith in him (51% a top score), finds him inspirational (78%, another, top result) and thinks Birkett runs the company on sound moral principles (79%).

Managers too, are well thought of for talking honestly and openly (80%) sharing important information (78%, a top 10 result) and regularly expressing their appreciation (76%).

Rewarding and recognising the efforts of staff is critical to the culture of the firm, which promotes personal growth too (80%) through Calico Know How, an in-house career development programme. Employees are not bored (76%), think the firm makes a positive difference to the world (75%) and feel the experience they gain is valuable for their future (79%).

People like it here — almost a third of the staff have been on the payroll for five or more years. Maybe that’s because colleagues go out of their way to help each other (84% a score bettered by only two firms) and are fun to work with (90%).”



The Audit Commission say...

Calico is a strong organisation in an area with significant challenges and high levels of deprivation. Human resource management is strong, staff feel valued and supported, they are well trained, Calico recognises and rewards staff for their contribution, and sickness levels are low as a result.



# Financial Information and Providing Value for Money to Our Customers

**Value for money... to many a phrase that means cutting costs, but our culture is one that aims for continuous improvement; so we’re looking for new ways to deliver services that will be more effective.**

This year we’ve challenged our staff to “Be Smart” – not just save money or cut costs - but to be truly innovative.



Key achievements for the year are:

- Launch of the ‘Be Smart Register’
- Approval of our Procurement Strategy
- Efficiency targets reported to June Board
- Efficiency targets included in budgets
- Procedures developed to recover service charges from lessees/ right to buy/right to acquire properties
- Staff Pay and Reward Package reviewed
- Raising the profile of performance information challenges teams to continuously improve

- Retendering our vehicle supply, and delivery of our new fleet, gets more reliable vans on the road to deliver front line services
- Upgrading our Housing Management Systems enables the business to more easily monitor our performance
- Savings on our investment programme are recycled into improving the repairs service and brings about better response times
- The tendering of the materials supply agreement, provide increased value for money, and a more prompt and efficient repairs service
- Adding a simple warning to the envelopes of our gas servicing letters leads to an increase in customer response
- Carrying out our own STATUS Survey and Customer Census provides a comprehensive understanding of customer needs, opinions and priorities
- Recruiting our own designer and retendering our printing supply enables publications like our popular community magazine, BOLT to reach a wider audience than ever at no extra cost
- Recycling investment programme savings provides extra resource for update/investment in our sheltered schemes
- Developing a new ICT Strategy supports and assists in the delivery of Calico’s vision and corporate growth

## Group Income & Expenditure (£’000s)

Turnover	17476
Operating Costs	20889

## Income & Expenditure from Social Housing Lettings Income (£’000s)

	General Housing	Sheltered Housing	Total for all housing
Turnover from Social Housing Lettings	11407	3335	14742

## Expenditure (£’000s)

Management	3352	981	4333
Services	463	448	911
Routine Maintenance	2796	819	3615
Planned Maintenance	758	222	980
Major Repairs	5974	1749	7723
Bad Debts	103	30	133
Depreciation of Housing	140	114	254
Impairment of Housing	(9)	-	(9)
Other Costs	178	170	348
	13755	4533	18288





### Winning Ways

Community Involvement Co-ordinator,  
Mandy Morgan, with the Calico-funded  
Brunshaw Bees

Why we are making a difference

at home with

**calico**



# Quality Homes

**After substantial investment our homes now exceed the Government’s Decent Homes Standard and following the restructuring of our repairs service - with challenging new targets to match - customer service is at an all-time high.**

With our investment programme completed a year ahead of schedule - two years work in one - more tenants have now got the improvements their homes needed.

Our new repairs policy has helped customers understand how we work, and improved performance over the last year means that we’re getting round to repair jobs quicker than ever.

Opening our new Burnham Gate depot has ensured that the repairs teams are more centrally based, have quick access to materials and are more able to meet targets.

Following on from a new stock condition survey and our customer roadshows, we’ve now started on a new 10 year programme. It’s improving bathrooms, facilities in sheltered properties and more besides.

Improving repairs performance meant introducing a new effective repairs policy, clearing the backlog of repairs and improving the way work is managed

Bringing the gas service in-house was also a major challenge. The team had to learn all new skills - new IT, the legislation and technology - a huge task but they all rallied together to make sure that the service didn’t suffer. In fact, performance is offering better value for money than ever.

Our repairs targets are now even more challenging. We’re looking to offer a more flexible service with more appointments offered to our customers - and taking their individual needs into account, offering more choice. We’ll be asking customers about our working hours and seeing how we can become even more efficient throughout the year.

Customers tell us how satisfied they are with the work we do on their homes and satisfaction rates have improved each year.

# Quality Homes

## Investing in Homes

Having completed our last investment programme ahead of schedule, we carried out a new stock condition survey to help identify what works were needed on our properties next.

Using this information, combined with the results of last year’s customer roadshows and our surveyors’ stock condition report, we developed a new 5-year investment programme which promises upgrades to bathrooms, insulation and external painting.

The programme will also help further reduce the demand for home adaptations in the future by providing several adaptations as standard—such as level access showers and lever taps for people with disabilities.

During 2008/09 we completed more than 50 shower installations, in addition to ramps, internal alterations and stair lift installations. Another £151,000 has been allocated to adaptations this year. One satisfied customer said

*“Thank-you very much for my new bathroom, it’s very much appreciated. It’s a lot easier than it was, because I don’t have to stride into the bath like I did before. It’s a lot better and safer.”*

S Wyld – Calico Customer

## Investing in Neighbourhoods

In April we unveiled a £700,000 plan to bring 11 empty homes back into use, and revitalise properties that have stood unoccupied for years; awaiting long term development plans.

This important project ensures that properties which have needed substantial work do not remain unoccupied for longer than necessary, or cause concern for local neighbourhoods.

The work further continues our commitment to invest in, and provide affordable homes, refurbished to a high standard that meets customers’ needs.

## Making Homes More Accessible

Providing customers with an easy access to and choice to our homes is one of our key services. A review of our Choice Based Lettings system, with more than 100 customer surveys returned, highlighted opportunities for improvement in March 2009.

Listening to customers, we updated our policy to enable customers, for the first time, to down-scale to a smaller home that better meets their needs. An increase in the number of priority bands provides a better picture of

customer needs and high priority for those with a greater housing need, while giving people more choice.

## New Homes

Nine family homes were bought on the new St Mary’s Court development in August. The availability of three and four bedroomed properties gives a boost to families on Calico’s housing membership list, who were delighted to move into their new homes.

The new residents sign a “community pledge” before moving in, setting out their promise to be considerate to each other. These new properties represent an important addition to our housing stock and contribute to local neighbourhood regeneration.



Performance Update

	2009	2008	Target
Planned Improvement programme completed	100%	100%	100%
Customer satisfaction with Planned Improvement	96%	93%	90%
Homes with valid gas safety certificates	99%	98%	100%
Properties without valid gas certificates where we are now taking action to obtain access	100%	100%	100%
Emergency repairs completed on time	97%	93%	95%
Urgent repairs completed on time	98%	97%	95%
Routine repairs completed on time	81%	93%	95%
Customer satisfaction with repairs	94%	92%	90%

Calico Stock (2009)

	Total	Let	Void
General Needs Housing	3243	3175	68
Older People & Supported housing	1194	1164	30



The Audit Commission say

Improvements are being made and are leading to high levels of satisfaction; customer feedback is acted upon and directs change.

Satisfaction is measured for a range of services and the most up to date information shows that tenant satisfaction with Calico as a landlord is above average.

The response repair service is customer focused. There is a high degree of customer care within the repairs service, particularly for vulnerable tenants.

In the last six months improvements are leading to a reduction in the average numbers of days taken to complete repairs.

Empty homes are repaired to a satisfactory standard and are managed effectively.





## The Big Tidy-Up

Working with the community to make an impact in our neighbourhoods

Supporting Communities

calico



# Neighbourhoods

**Calico makes a difference to people’s lives. Our focus is on creating sustainability and supporting communities.**

**Helping customers to manage their households, and working with residents to manage their neighbourhoods – the aims are always the same: to bring about improvements in the quality of residents’ lives.**

**The work of every team at Calico feeds into, and contributes to, the improvement of neighbourhoods across Lancashire.**

We’ve just finished bringing all our neighbourhood services together with the aim to take a neighbourhood management approach - dedicated staff working together in each area, getting closer to residents and providing better support on the ground.

We’ve been doing our very best to help residents maximise their income whilst spearheading a campaign to tackle loan sharks, and to promote financial inclusion. We have once again kept our rent collection performance at one of the highest levels in the country (despite the recession) by offering support in the community wherever we can.

We’ve also been pioneering new ways to engage the community. We’ve seen the rewards in terms of the numbers of people getting involved.

Without a doubt the biggest challenge we set ourselves was to complete a census of all our customers - a survey of

every household to help us understand our customers and use the data to help us meet their needs. We set ourselves a target of 70% by the end of March 2009 but achieved this by January, and ended the year on a return rate of 78%.

We’ve been looking at how we manage our neighbourhoods and have seen that on average one in seven customers will leave their Calico homes during the year. That’s nearly 600 customers in one year.

We’re now working to bring about a reduction in this figure and have set a target of only 450 for the year – that’s roughly ONE in TEN of our homes. We’re focussing on why people move to see if we can’t provide help to keep them in their homes instead. It makes good sense for the business, and it will help to create stable communities.

**To support our approach to creating sustainable communities we have a funding pot that provides up to £300 for activities that will benefit the local people.**

## ABC Fund

It was a remarkable year for our ABC Fund, more than £8,000 has been awarded this year, supporting 30 local projects. The funding pot provides up to £300 for activities that will benefit the local community. More than £8000 has been awarded this year, supporting 30 local projects.

Projects that received funding benefitted families (42%), older people (25%), disabled people (4%) and under 16s (29%).

Coal Clough Lane Community Association – *“I would like to take this opportunity on behalf of all our residents who attend the dinner club & other residents who are part of the group, to say thank you to Calico for funding our group activities so that we were able to attend the Chinese Boat Festival 2008”.*

Burnley & Pendle Miniature Railway – *“The coach sponsored by Calico means that the club now have four 8’ coaches & therefore more passengers can be accommodated on trains when they are running”.*

Lancashire Constabulary – *“Children were taught basic road safety advice & all those who took part received rear LED lights for their bikes provided by the ABC fund. Cycling proficiency certificates, with the Calico logo were presented to all the participants”.*

East Lancs Women’s Refuge – *“The children had a fantastic Christmas party. They gathered together to be entertained by ‘Taz’ the children’s entertainer. Everyone came to the party; they were dancing, laughing, singing & playing games. Without donations like this, we could not provide such parties for the children in the refuge, who are all escaping domestic abuse.”*

Other beneficiaries include, Brunshaw Primary School, Burnley Community Farm, Sir John Thursby College, and the Burnley Disabled People’s Network.



## Cleaning Up

Neighbourhood Action Teams from Calico made a New Year’s resolution to make estates cleaner, safer and greener, and challenged other local agencies to assist the community in having a Big Tidy-Up.

Our teams held a series of 22 “Tidy Ups” in January, and were joined by volunteers from across the community. We committed the majority of our office staff to the two week campaign which proved popular; winning backing from local councillors, community groups, faith organisations and the police.

Over the fortnight Calico staff and local volunteers:

- Filled 50 skips with rubbish
- Collected 330 bags of litter
- Worked with 18 partner agencies
- And involved 92 school children in events

*“We’d like to thank Ken and the Caretakers for being so polite and caring. They deserve a great deal of praise, and recognition for the work they do on our estates.”*

**M Hall** – resident





### Kicking Off

Further strengthening our relationship with Burnley Football Club, we helped give 100 young people, the opportunity to participate in the Duke of Edinburgh Bronze Award programme in April.

The scheme was run by the Football Club and gave young people the opportunity to develop themselves socially; building confidence, responsibility and encouraging young people to think for themselves.



### Helping Out

Incentive schemes at three secondary schools in the area encourage students to regularly attend school and better realise their full potential. Calico funding helped pay for activities and rewards for improved performance and attendance.

The schools, and students themselves, identify significant behavioural improvements amongst some previously persistent non-attendees.

*“I feel happier coming to school now; I seem to know more about my lessons and what is being taught and my books are fuller. I get on better with my tutor and the form because I feel part of it.”*

**Year 9 Hameldon student**

### Pitching In

Building upon existing relationships with the community, we continue to support local resident groups this year (both formally and informally) to improve the areas in which they live.

In a determined effort to provide a stronger community

resource, the partnership agreement between the Brunshaw Estate Management Board and Calico was renewed in February.



The EMB pledge to work to a challenging set of performance targets, including taking part in monthly Neighbourhood Action Team estate inspections, an annual estate survey to establish local support for their activities, and delivering a range of community involvement activities from their new base at Brunshaw Avenue (the former Training & Advice Centre).

Residents can expect to see more consultation and opportunities to get involved with the group; and be better informed about how they contribute to improving the quality of services to the area.



### Watching Out

Free advice to help tackle money problems was published by Calico in December; aimed particularly at financially excluded residents. The leaflet “Make the Most of Your Money” was designed to help people access financial services that they are most likely to miss out on, and give advice on basic money matters.

Meanwhile, those who would prey on the vulnerable were targeted by our efforts to oust Loan Sharks. Embarking on a door-to-door campaign in some of Burnley’s most deprived neighbourhoods, we warned people of the dangers of loan sharks operating in the area.

Efforts to hunt down the loan sharks were strengthened with the added support of local agencies: Sure Start, Burnley Borough Council, Age Concern, The Family Intervention Project and Burnley Credit Union.

*“Calico is tackling the problem of loan sharks head-on. They are raising awareness and providing support and advice to residents in the grassroots of our community.”*

**Kitty Ussher MP**

### Brushing Up

Over 20 entrants from five local schools entered our art competition themed ‘Life in your new school.’ The event celebrates the improvements being made in the community as a result of Lancashire County Council’s Building Schools for the Future programme.

The competition was co-sponsored by Lend Lease, the county council’s private sector partner and Calico



Enterprise, and was organised and managed by Mid Pennine Arts of Burnley.

The winner and her classmates won a day with a local artist and an outing to Burnley’s Towneley Hall museum and art gallery.

### Standing Out

As part of the Community Safety Partnership, our

successful efforts to reduce anti-social behaviour by tackling the root causes were recognised by the Audit Commission.

The Family Intervention Project is aimed at providing intensive support to families who are at risk of losing their homes because of antisocial behaviour. It is proving to be a phenomenal success; bringing about positive changes to the lives of families that might previously have been described as ‘families from hell’.

Burnley’s Space Bus provides a safe environment for young people to meet and learn about local activities and opportunities.

Throughout 2007/08 the SPACE Bus was deployed in areas where criminal damage was problematic and contributed to notable reductions in offending behaviour: for example, in Burnley Wood crime fell by 35 per cent and ASB by 19 per cent over a ten week period.

Family intervention and parenting support projects have assisted more than 100 families over the past year.

Together, these initiatives are helping to divert youngsters from crime and improve quality of life for the borough’s residents.





The Audit Commission say

“Calico is an active partner in addressing issues of community cohesion and invests in local initiatives to build additional capacity in the community.

There is a clear and comprehensive corporate approach to equality and diversity and steps are taken to address the needs of diverse groups.

Effective systems help to deal with harassment and domestic violence. Frontline staff, including repairs operatives, have been adequately trained and Calico is part of a multi agency response to hate crime.”

Performance - update

	2009	2008	Target
Proportion of rent available that was collected	99.8%	99.5%	99.3%
Rent arrears of current tenants as a proportion of rent due	1.7%	3%	1.5%
Response time to race hate crime reports (days)	0.7	0.7	1
Caretaking jobs completed on time	100%	99%	96%

Calico Impact Report (2009-2009)

Every year we carry out an impact assessment to identify what difference our community involvement activities are making. This year, for the first time ever, we invited a panel of customers to look at what we’ve done and judge for themselves what impact the activities have had and whether they represent value for money.

The activities they considered include our partnership with Burnley Football Club, our work with schools, customer training, customer focus groups and many more.



Contact Calico on 0800 169 2407 to request a copy or log onto [www.calicohousing.co.uk/impact](http://www.calicohousing.co.uk/impact).



## Independent Living

Improving quality of life through tailored support and smart investment



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# Helping People to Live Independently

**Over the last year there has been a significant change for Calico’s older customers. Our Home Support and Extra Care services now provide the very best in flexible support, designed to encourage and promote people’s independence.**

**Customers now have a greater understanding of how our services can adapt to suit their needs, and how they can be much more closely involved in shaping service delivery than ever before.**

A significant achievement for us this year was the assessment of one of our sheltered schemes and re-housing the residents to other accommodation. We received really positive feedback from the people after the move – one recently said it felt like we’d added ten years to their life.

90% of the residents feel that their feelings and opinions were taken into account during the move;

95% said that their individual needs were understood and fully catered for during the process;

95% were happy with the assistance we offered with packing and unpacking all their belongings;

and more than a third (40%) already felt a significant improvement to their health, within just weeks of moving.

We’ve defined a clear set of service standards for all our older residents. Helping them get a better understanding of how our services work - how we can be flexible whenever they need us to, and how we’ll provide support in changing circumstances.

Our older generation deserve sustainable vibrant positive communities to live in. Our task is to continue to provide homes that meet the needs of an increasingly elderly population, and develop our services in new and cost effective ways.



# Helping People to Live Independently

## Fit for the future

A £1.2m programme significantly improved the quality of life for residents at our communal sheltered schemes across Burnley and Padiham. The investment programme saw a refurbishment of many communal facilities, the installation of new kitchens and provided a facelift for sheltered housing complexes.

Work focussed on over 200 flats and apartments designed for older people, ensuring that the sheltered schemes are attractive now and for the next 20 years.

The improvement works were delivered in partnership with White’s Building Services and Emmanuel Whitakers, who previously ensured our 4000 homes to meet the Government’s Decent Homes Standard, years ahead of the national target of 2010.

*“You fitted a shower over my bath and new tiles around the shower. This really has made my life much easier - I have difficulty using the bath due to problems in my knees and lower legs, so thank you for that.”*

**K Mason**

## Fit for sport

Calico’s older residents keep fit and have fun, thanks to a new scheme delivered in partnership with Burnley Football Club.

The exercise-to-music programme was piloted and subsequently rolled out at our sheltered schemes by the club’s Community Sports Trust team.



The project is the latest of our free activities for both young and old alike, to promote self-confidence, healthy living and teamwork in the community alongside Burnley’s newly promoted Premiership side.

*“It gets everyone together to enjoy themselves, creating a sense of togetherness - and afterwards, there’s a happy feeling that stays with you - a real feel-good factor amongst residents.”*

**Audrey Hartley (77)**, Viking Place

## Fit for the purpose

Hirst Gardens scoops the Design in Health Award in November. Having seen their bungalows completed last year, the residents’ efforts were rewarded when the scheme (which they helped design) was chosen by the East Lancashire PCT as the outstanding example of housing that improves people’s lives.

*“The move into our new homes has brought many of us closer together. We’re all good friends and we’ll be staying close to each other; living together and looking out for each other as neighbours should. I think this has always been a nice area, and it’s definitely going to be one for years to come.”*

**M Broadbent (73)**, Hirst Gardens



The Senior Forum

Calico’s Senior Forum has undergone changes, introducing new members from within the Older Peoples Service and electing a new chairman.

Keeping older people informed and giving them the opportunity to influence decision making, the forum discussed and influenced: improvement programmes; new Home Support Service literature; benchmarking of the Extra Care Service; and interrogating United Utilities regarding high charges and advice to keep water costs down.

*“My vision for the Senior Forum is to carry on with monthly meetings, and to recruit more members, which will give us a variety of ideas and different venues within the areas. I feel that in the time I have been involved with the Senior Forum we have achieved many goals”*

Robert Kennedy, Senior Forum Chairman

Performance - update

	2009	2008	Target
Home Support			
% of assessments completed within one week of moving in	96%	88%	90%
Extra Care			
% of assessments completed within one week of moving in	100%	100%	90%



Listening & Acting  
Our senior forum getting together at Calico



A group of five young men are posed for a photograph. From left to right: a man in a black jacket holds a Tesco gift card; a man in a black t-shirt stands behind him; a man in a white patterned shirt holds a gift card; a man in a grey t-shirt with 'MR. MESS' on it holds a gift card; and a man in a black and white striped shirt holds a gift card. All gift cards feature a colorful Easter egg design. The background is a plain, light-colored wall with a small green plant on the left.

**calico**  
*Enterprise*

### **Building Foundations**

One of the successful ways Calico Enterprise is creating jobs and training opportunities, and providing support for local communities



# Support

**Floating Support is a vital service for the community; designed to help adults live independently and with dignity. Floating Support helps people to make the most of themselves, and gain skills to manage their households accross East Lancashire.**

This year, our contracts to deliver support services were officially assessed by Lancashire Supporting People, who fund them. The assessors examined the quality of support we provide and the overall results indicate that we obtained a Level B for our Floating Support Service.

Our support services have seen changes in recent months. Customer involvement has improved; service users now understand and have input into the support they receive. Their opinions are valued and it provides opportunities to develop their skills and our services.

Our Floating Support service has been restructured to reduce waiting times in Pendle and Rossendale for customers, and improve relations with stakeholders. We've also expanded the capacity of our Floating Support service to meet extra demand.

The staff provide vital services to the community on behalf of Calico, and we are rightly proud of the work they do. Clearly our Floating Support service is right on track at the end of its first 15 months of operation.

Feedback from the service users, for both services, who were interviewed show that we are making an invaluable difference to people's lives. They are engaged by the support processes we have in place and report high levels of overall satisfaction

We're now aiming to measure ourselves against a new and more challenging Quality Assessment Framework by September 2010. We're looking to go even further to make sure we deliver quality services to our customers.

Our excellence in providing Floating Support services is being increasingly recognised and just before publication

of this report we were delighted to be awarded a new contract in Greater Manchester.

## Performance - update

	2009	2008
Number of individuals receiving Calico floating support across East Lancashire	380	328

## The Audit Commission says



Calico actively seeks out the views of its customers with diverse needs and takes those views into account when improving services.

Calico provides support to ensure tenancies are retained for longer through the provision of floating support services.





# Training and Job Opportunities

**Young people from East Lancashire who are struggling to find employment within the Construction Industry are now being given an opportunity to improve their prospects and make a better future for themselves, and their families.**

Thanks to our Building Foundations programme we have seen a number of trainees complete the course – and now we’ve been chosen to deliver the programme on behalf of the Cumbria Housing Partners – as well as the Lancashire Housing Partnership.

Of the 22 trainees who completed the programme this year, 14 found apprenticeships with local employers almost immediately.

The Calico Interiors team started as a small training enterprise for local young people and it has since developed into a team that competes for commercial painting and decorating contracts.

Reinvesting the revenues provides further training opportunities for people from our local communities, and retaining our painting and decorating apprentices is

allowing them to further develop their own skills to help build successful careers.

## Shaping the Future

The Lancashire Housing Partnership was proud to announce the results of the 2009 Building Foundations Awards in June.

The evening showcased the best and most committed individuals from the Building Foundations programme, which provides training in buildings, maintenance and construction skills, and is run by Calico Enterprise on behalf of the Lancashire Housing Partnership.

The awards recognise those trainees with the determination to succeed and the courage to complete the most rigorous and intensive training course of its kind. Of the 22 trainees who completed the programme, 14 had already found apprenticeships with local employers.

*“Building Foundations has turned my life around. Before the programme I had no prospects of a job but now have an apprenticeship as a plumber with Whites Building Services. It really has helped me get a life.”*

**Aaron Hargreaves** - Building Foundations trainee



**Aaron Hargreaves**  
“Building Foundations has turned my life around”



# Help Direct



**Got a problem? No problem.**

**Help Direct knows how to get things done and who can do them.**

**Help Direct is a sign posting service for all adults and is dedicated to helping people find the right information, advice, and guidance to get the most out of life. The scheme operates across the Burnley, Pendle, Hyndburn, Rossendale and Ribble Valley areas, is funded by Lancashire County Council, and delivered by Calico Enterprise.**

This year, we launched our service to the public. This involved setting up a new network of contacts across the region, in each community, and establishing steering groups made up of local service providers and partners.

So far we've helped more than 2000 people (in just 6 months) and provided guidance and advice that is clearly of benefit.

We're helping find solutions for adults of all ages, with all sorts of problems such as: where to collect pensions; support for people returning to work; support groups for the vulnerable, and dependable tradesmen for jobs around the house.

It's been a busy first year, but we've got a very strong foundation now, with links across East Lancashire – and we're using that to really raise the profile of the service.

Throughout that period we've been taking calls and helping people – hopefully making a difference to their lives.

Initially, there was some scepticism that we weren't going to deliver what we set out to, from a few agencies and partners. We've worked hard to turn that around by demonstrating what we can do. That's down to the persistence and effort from our staff in each district.

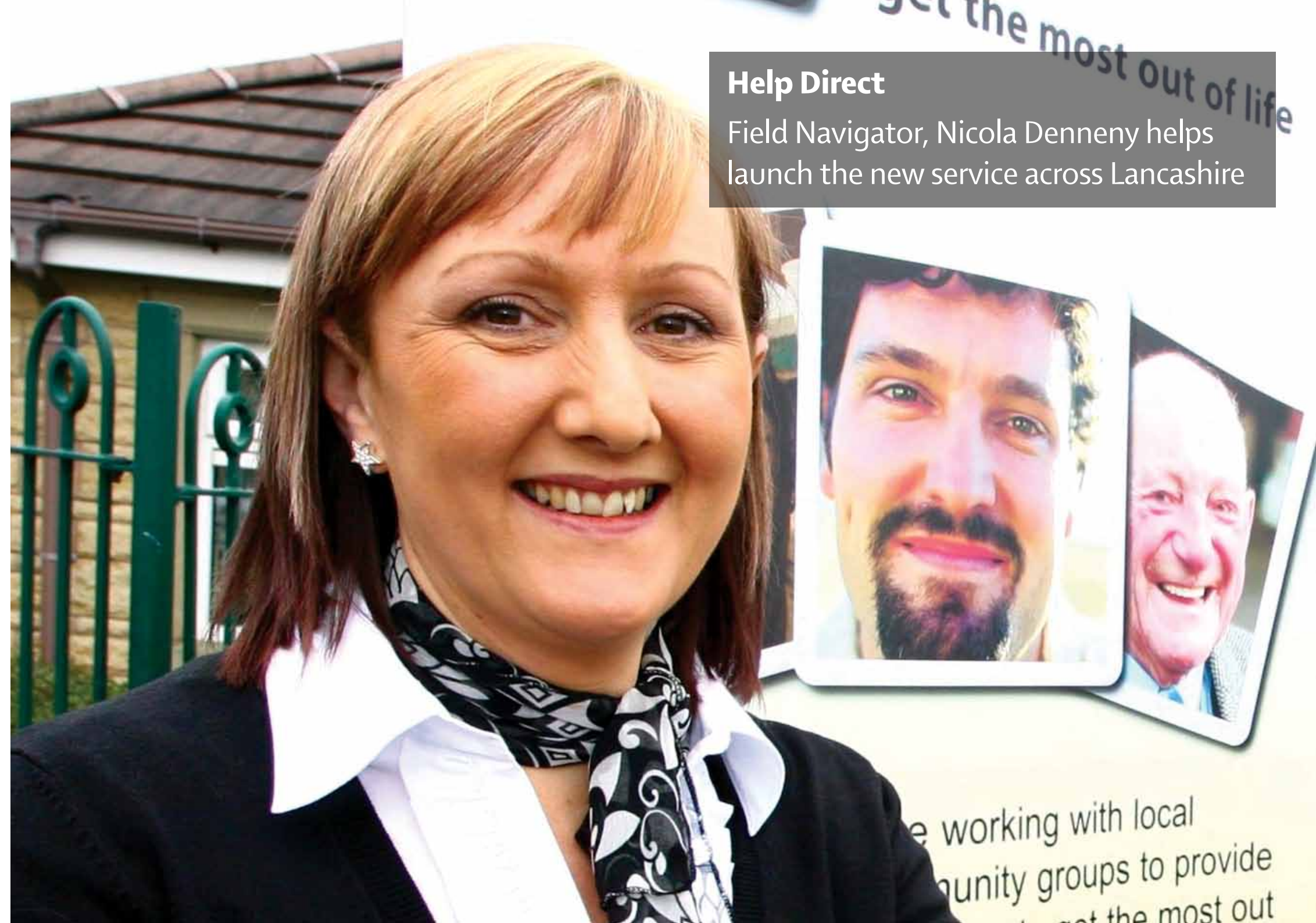
Getting the message embedded and the service easily recognised is our next objective.

We're finalising an outreach strategy that will make sure we can get in touch with people through their local community centres and the services that already go into their homes. We're developing a network which can get truly the message out – and provide a comprehensive resource for the community.

We're also setting important service agreements for face-to-face providers of the Help Direct service, so staff from all sorts of partners can provide advice and guidance in an easily accessible, consistent way.

## Help Direct

Field Navigator, Nicola Denney helps launch the new service across Lancashire







# Mud Buggies

Calico-funded activities rewarding Sir John Thursby Community College students

# Calico Board Members

**calico**

**Winn McGeorge**

Chair of the Board

**Patrick Collins**

Vice Chair of the Board

**Marian Brown**

**Tom Miskell**

**Kate Smyth**

**Alan Bullas**

**Kate Ingram**

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**Pasha Shah**

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*Enterprise*

**Lee Sugden**

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Language Line  
services

Informacja w języku polskim pod numerem 0800169 2407

অনুরোধ সাপেক্ষে অনুবাদের ব্যবস্থা করা হয়। ফ্রী ফোন নাম্বার ০৮০০১৬৯ ২৪০৭

مانگنے پڑا نسلیشن دستیاب ہے۔ مفت ٹیلیفون نمبر: 0800 169 2407

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