



calisco



ANNUAL REPORT

2014

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Welcome to this year's Annual Report!

It's a real pleasure to be appointed Chief Executive. I'm really looking forward to taking on this new role, building on the wonderful example set by my predecessor, Michael Birkett.

In many ways, this has been a year of big changes. This year also saw the introduction of some vital new services to the Calico Group, including Acorn Recovery Projects, Whitworth Care Trust and Furniture Matters.

We're all feeling the continued impact of welfare reform and the tough economic climate. Our Money Wise team continue to do excellent work to help ease your money worries and ensure you are able to better manage your finances.

This Annual Report looks back at all the work we've done throughout the year, and also explains how you can access these services as and when you may need them.

For more information about anything you read in the Report, give us a call on **0800 169 2407** or **01282 686300**.



Anthony Duerden

Chief Executive



Your Home



We're committed to providing affordable, high-quality housing across East Lancashire.

We provide a range of different options for people, including new homes for sale, rent, shared ownership schemes, and student accommodation.

Last year, work began on our new £6m Primrose Mill development. The development will consist of 48 two and three bedroom houses and bungalows, and 12 apartments.

Working in partnership with several agencies, we also acquired funding this year to purchase and refurbish 35 homes across Burnley that had been empty for some time.

Homeswapper

If you have been affected by recent changes to welfare and benefits, you might be considering moving home.

We've teamed up with Homeswapper to provide a quick and easy way for you to find other residents to swap homes with, either locally or nationally.

For more information, visit
www.calico.org.uk/homeswapper

SfA Services for All – Fair Access

One customer who moved from Poland to live with their daughter was re-homed in one of our sheltered schemes. To overcome the language barrier, we provide an interpreter on all support visits.

Our Older People's Service team worked closely with the family and interpreter, providing the support required to set up the tenancy. Staff also ensured the customer was receiving the best tariff from his utility services and the correct benefits to which he was entitled, as well as helping to find local activities to prevent loneliness.

SfA Services for All – Selkirk Street

Our Supported Living team identified that the layout of our Selkirk Street scheme was not meeting customers' needs, with some residents unable to access the shared kitchen.

Working with tenants, Support Providers, our Investment team and Ring Stones, we redesigned the layout to meet current residents' needs whilst also looking to the future. These improvements will help tenants become more independent and self-sufficient.

CI Customer Impact – Empty Homes Inspectors

Eight customers became Empty Homes Inspectors last year, looking at our empty properties and telling us if the work we carry out meets residents' needs.

Using their feedback, we developed a new "Taking care of your new home" booklet, which will explain what new customers' expect with their new home. We have also amended our Voids Standard to include showers over baths, and pathways.

The Inspectors helped improve standards for new customers and raised awareness of the Void process.



902
 people moved into a Calico Home last year.

82%
 of our customers are satisfied with our overall service.

86%
 are satisfied with the quality of their home.

83%
 say their rent provides value for money.



Home Maintenance

Your home should be well maintained, and provide warm and safe accommodation for you and your family.

To ensure your homes meet the highest possible standards, we undertake a planned improvements programme alongside the standard repairs we carry out.

Last year, we received the Housing Quality Network's (HQN) Accredited mark in recognition of our dedicated Repairs, Gas and Voids teams. The award reflects the high quality of service our operatives provide.

Reporting a repair couldn't be easier. Simply:

- Visit www.calico.org.uk/repairs
- Call 0800 169 2407 or 01282 686300
- Visit our offices: Centenary Court, Croft Street, Burnley.

SfA Services for All – Temporary Accommodation

One couple were due to have permanent hoists fitted to help transfer the husband from his bed to his wheelchair.

When work started, loose asbestos debris was discovered in the loft space. The couple were told they would have to temporarily move out of the property while the asbestos was removed.

Our Investment team arranged for the couple to stay in a specially adapted room at the Holiday Inn which allowed space for the hoist, the wheelchair and a hospital bed. A mini bus was also arranged to transport the couple and their luggage to the hotel.

CS Customer Service - Repairs Surgeries

Our Repairs team held surgeries in your neighbourhoods for you to report issues and share your thoughts about our service.

By going directly to you, staff were able to complete repairs jobs there and then.

CI Customer Impact – Mystery Shopping

We trained customers as Mystery Shoppers to test our services. Customers choose their own topic to shop - from logging a repair to asking for simple advice. The feedback our Mystery Shoppers provided has highlighted that, overall, we are meeting our service standards.

CI Customer Impact – Neighbourhood Feasts

Last year, 263 customers shared their views about our Repairs and Anti-Social Behaviour (ASB) services at our summer Neighbourhood Feast events. The Feasts gave residents the chance to discuss issues face-to-face and enjoy a free hot meal.

Using customer feedback, our Neighbourhoods team are looking to improve their ASB service, and to publicise support for victims. Feedback will also inform future local offers our Repairs team provide.

Following the event, 43 referrals were made to our National Careers Service.

100%
of our homes have a valid Gas Safety Certificate (for the third year running).

99.64%
of emergency repair jobs were completed within 24 hours.

92.2%
of repair jobs were 'done as promised', our local offer for repairs.

80
disabled adaptations were completed.

103
Property MOTs were completed.





Your Community

We aim to create clean, safe and vibrant communities in which people are proud to live.

We have a number of services available to support you if you ever have issues in your neighbourhood.

Visit www.calico.org.uk/neighbourhoods or call 0800 169 2407 or 01282 686300 for more information.

HCA STANDARD
Tenancy -
Neighbourhood
and Community

Embracing Culture

We're dedicated to promoting and celebrating the positive effect that diversity has in our communities. Last year, we held our second annual Embracing Culture event, providing staff and customers with a chance to learn more about different cultures.



CS Customer Service - Double Glazing

A failed double-glazing window was spotted at a property during a Neighbourhood Action Team inspection. Staff arranged for our Repairs team to replace it.

The customer, who doesn't leave her home, can now see clearly outside her window, giving her a connection to the outside world.

CI Customer Impact – Gardening Consultation

We asked customers what their top priorities are with regards to our gardening service. You told us you would prefer to choose how often your grass is cut, as well as the type of work carried out in your gardens.

We've now changed the way grass cutting takes place. You can now choose who does the work from an approved list of gardeners, and have more choice about what work is done and how often. These changes also help save money on administrative costs.

CI Customer Impact – ABC Fund

Our ABC Fund provides grants of up to £300 for local community activities. Last year, we supported 18 projects, including free Christmas meals at the Central Methodist Church, and Palace House and Woodbine Tenants and Residents Association's day trip to Cleveleys.

The events we funded support community cohesion, reduce loneliness and provide funding to groups who may not otherwise be eligible for support.

CI Customer Impact – SPACE Bus

We are proud sponsors of the SPACE Bus, which provides support and advice to young people on our estates. Young people can take part in a range of activities on the bus, from arts and crafts to sports and gaming.

The SPACE Bus helps to reduce anti-social behaviour, raises awareness of local services and agencies, and supports young people to reach their full potential.

ci Customer Impact – Community Groups

We support a number of local community groups that play a vital part in creating successful neighbourhoods. They consist of volunteers, and sometimes paid staff, who offer services with a positive impact on local residents' lives.

Seven community groups across the borough benefitted from funding last year, helping to fund a range of things, from regular meetings and IT facilities, to events and trips. The community groups we fund help to reduce anti-social behaviour and promote inclusion in our neighbourhoods.

ci Customer Impact – Neighbourhood Action Teams

Our seven Neighbourhood Action Teams (NATs) consist of staff from across Calico who help improve our neighbourhoods.

This year, our NATs carried out a range of activities, including a Summer Fun Days, Christmas Carol Concerts, Neighbourhood Quizzes and dog microchipping events. These events were well attended and provided opportunities for tenants to discuss any issues they may have.

The NATs also help to identify and resolve environmental issues, which has a positive impact on our neighbourhoods.

82.8%
of people who reported
anti-social behaviour to us
said we'd helped improve
their quality of life.

88%
of our customers said they
are satisfied with their
neighbourhood.





Money Wise

Our Money Wise team offer practical advice and guidance with money and debt issues. Whether you're struggling with debts or would like budgeting tips, our Money Wise team can provide the help you need.

As part of Debt Awareness Week 2014, the team provided essential support to over 60 customers to help ease their money worries.

We have also published our 'Stay Warm with Calico' booklet, containing helpful tips and guidance to help you keep your homes energy efficient and keep your energy bills low.

To find out how our Money Wise team can help you, visit www.calico.org.uk/moneywise or call 0800 169 2407 or 01282 686300.

CS Customer Service – Budgeting Workshops

Our staff held budgeting and tenancy workshops with people with emotional and behavioural problems leaving care, helping them to feel supported.

SFA Services for All – Money Wise

A family was referred to our Money Wise team for income advice.

It was discovered that they were in significant rent arrears, had multiple debts with doorstep lenders, and were unable to pay for their water. They had no food and were worried about Christmas.

The team arranged for food parcels, made referrals to reduce their utility bills, put together an emergency budget, and arranged a rent arrears payment agreement.

As a result, the family's finances are much better off.



Involvement

It's important that you have both the chance to share your thoughts about the services we provide to you, and access to opportunities to improve your quality of life.

Our Involvement team are dedicated to providing a range of learning and involvement opportunities to help you do just that.

Our Opening Doors community learning programme was nominated in the 'Investing in People' category of the regional Community Impact Awards.

The nomination recognises the dedication the programme has shown in tackling unemployment and financial exclusion, helping people find jobs, manage their money and gain new skills.

Many of you attended our Neighbourhood Feasts. The Feasts, which took place at venues across Burnley and Padiham, gave you the chance to share your thoughts about our Repairs service and how we deal with anti-social behaviour.

Some of you also called the shots at our annual 'Moving Targets' event, which saw service managers answering tough questions about their performance. Customers then voted on new targets.

To find out more about our involvement opportunities, visit www.calico.org.uk/getinvolved or call 0800 169 2407 or 01282 686300.

CS

Customer Service - Prince's Trust

Staff delivered pre-tenancy sessions as part of the Prince's Trust activities, informing young people about their roles and responsibilities as tenants.

CS

Customer Service - Calico Academy

Our Involvement team followed up on some issues raised at a Calico Academy session from customers taking part.

Customers said this made them feel they were being listened to and that their suggestions and questions were valued.

28

training sessions were provided to 113 customers last year.

85%

of our customers are satisfied with the way we keep them informed.

72%

said they were satisfied with the way we listen to and act on their views.

79.17%

of our customers are satisfied with the way their complaint was handled.

CI

Customer Impact – Steering Groups

Last year, 75 customers took part in steering group meetings, working with staff to improve the services we provide. The groups provided feedback on a range of topics.

Throughout the year, steering groups have approved new literature, raised awareness of key services, and increased customer accountability.

CI

Customer Impact – Calico Crew

The Calico Crew was introduced to provide a more convenient way for you to provide feedback. Using post and email, over 60 customers shared their thoughts on a range of topics. 90 customers are now signed up to the Calico Crew

The Calico Crew has allowed us to gather more representative feedback to help improve our services, and has saved significant time and resources.

CI

Customer Impact – RAISE

Last year, RAISE - our customer scrutiny panel - reviewed our Anti-Social Behaviour service, as this was the service you said you were least satisfied with on the 2012 STAR Survey.

RAISE published a report detailing what works well with the service and what could be improved. Following RAISE's recommendations, it is now easier to report a concern to our Call Centre, and any calls received out of hours will be passed onto your Neighbourhood Officer the next working day.

Dates and times of Neighbourhood Action Team inspections are now advertised on our website and social media, and our Anti-Social Behaviour leaflet is more widely available.

CI

Customer Impact – Zoo Trip

Twelve families joined our Community Involvement team for a day at Blackpool Zoo. The aim was to engage residents who have never taken part in any involvement activities, with customers also taking part in a learning session to find out more about the opportunities we provide.

Two customers are now taking part in involvement sessions.



It's important that you feel able to live independently in your own home and always feel involved. Each year, we help thousands of people across the region get the most out of life.

A number of our support services have been given a measure of official recognition for the difference they make to people's lives.

Our Floating Support, Elizabeth Street Project, and Older People's Service teams achieved the level 'A' - the highest grade possible - for the 'Fair Access, Diversity and Inclusion' objective of the Quality Assessment Framework, the standard by which local support providers are measured.

Read on to find out more about each of the services we provide.

SfA Services for All – LGBT

One customer suffered from depression for years.

On completing their support plan review, it became apparent that one of the causes was the confusion of coming to terms with their sexuality. Following a long period of support from the customer's Home Support Officer, they felt comfortable enough to disclose this.

We referred them to a support group who specialise in helping people make confident choices. As a result, the customer is now engaged with lots of groups and activities, and feels more confident and happy.

SfA Services for All – Support Provider Handbook

Some of the care our Supported Housing team provides is delivered by external support providers who are commissioned by Lancashire County Council.

We created a 'Guide to Calico' handbook for support providers to help them gain a greater understanding of our services and to support customers to understand their rights and responsibilities as tenants, access local services and help shape our services.

The information is easy to find, and feedback has been extremely positive.

CS Customer Service – Pendle Community Hospital

One of our staff went to Pendle Community Hospital to sign up a customer who was leaving care and moving straight into a Calico home.

This provided the customer with peace of mind, and allowed us to fully adapt her property to meet her needs.

CS Customer Service - Employment

Staff helped one customer find paid employment. The customer, who was also signposted to Help Direct and National Careers Service, works full time, is completing a part-time college course, and receives support for child care.

CI Customer Impact – Disability Forum

Our Disability Forum helps make sure our services are accessible to all customers.

Last year, the group looked at the Safety in Town scheme, our Opening Doors training programme, our Occupational Therapists, and the new Co-regulation framework. Customers also influenced key policies.

The group helps ensure our services meet customers' diverse needs and has increased awareness of our key support services.





Older People's Services

Our Older People's Services provide a range of support to help you stay independent, and to enjoy easy access to services when you need it.

Last year, residents from our sheltered scheme took part in a host of parties, events and celebrations alongside local school children.

What ever your circumstances, we offer a range of services that can provide as much or as little support as you may need.

To find out more, visit www.calico.org.uk/ops or call 0800 169 2407 or 01282 686300.

SfA Services for All – Alcohol Dependency

One customer revealed that alcohol was having a severe impact on his life.

We increased visits to respond to his support needs, helping him access services to address the cause of his problem while also reducing his alcohol use. The customer now feels greater control in his life.

CS Customer Service - Pension Referral

One elderly customer was struggling to maintain his independence living alone. A referral was made to the Pension Service to arrange help with completing forms for Attendance Allowance and Pension Credit.

He now receives both of these. He is now able to employ someone to help with shopping and cleaning, and to help him go out socially. He is able to remain in his own home and feels less lonely.

CS Customer Service - Fall Detector

One customer kept falling in her home. The falls mainly occurred at night while on her own. Staff advised her family to speak with her GP. Within a week, the customer had a commode and a zimmer frame. Staff also provided support for a number of other issues.

After another fall when visiting family in Jersey, staff recommended the Calico Assure fall detector. The family thought this was a great idea and can sleep safer at night.

CI Customer Impact – Seniors' Forum

Our Seniors' Forum gives customers the chance to influence our service. Last year, the group were involved in a range of activities.

As part of the Seniors' Forum, customers are shaping services, reducing loneliness and meeting Supporting People requirements.

CI Customer Impact – Social Activities

Throughout the year, 241 of our sheltered scheme residents took part in a range of activity sessions, including arts and crafts, easy armchair exercise, and rookie golf. These activities helped to reduce loneliness.

96.88%

of our customers where satisfied with the Older People's Service last year.

% of customers who achieved the following outcomes through their support plans:

97% - Economic Wellbeing.

99% - Enjoy and Achieve.

100% - Be Healthy.

100% - Stay Safe.

99% - Positive Contribution.

143

of our customers now receive our private community alarm service.

98.24%

of referrals to our sheltered accommodation were completed within two days.



Whitworth Care Trust

This year, Whitworth Care Trust officially became a part of the Calico Group

Formed in 1976, Whitworth Care Trust provides a range of services, including Sunnyside Rest Home, and Sunnybank Day Centre, which offers Day Care, Luncheon Club and Meals on Wheels.

As an organisation, Whitworth Care Trust is already well established within the community, and our services are delivered by staff from the area.

For more information, visit www.whitworthcaretrust.org.uk
or call 01706 659917.



Floating Support

Our Floating Support service provides free support to anyone who needs help to live independently. We are here to listen, and our support will help guide you towards the reassurance you need.

Staff and service users have also taken part in fundraising events throughout the year, including a Christmas toy collection, a Macmillan Coffee Morning and several promotion days.

We now provide the Bury Rough Sleepers service, dedicated to making sure that anyone identified as a rough sleeper will not sleep out for another night.

For more information, visit www.calico.org.uk/floating-support or call 0800 169 2407 or 01282 686300.

1000+ people from across East Lancashire have received help from Floating Support.

94% of our service users are now living independently.

92% of people who were identified as needing to maximise their income did so.

89% of people who required help to establish contact with friends/family have successfully done so.



Elizabeth Street Project

Elizabeth Street Project provides emergency accommodation for people who are either homeless or at risk of homelessness.

We are more committed than ever to improving the lives of our residents. This year, two of our former Project residents successfully gained full-time employment with us after completing our training programmes.

For more information, visit www.calico.org.uk/elizabethstreet or call 0800 169 2407 or 01282 686300.

SfA Services for All – Elizabeth Street Project

After being discharged from hospital, a customer was referred to the Elizabeth Street Project (ESP) with severe mental health issues. It was clear that the customer's support needs were extremely high.

Working with hospital staff and the Community Re-Start team, a risk management plan was developed. This reduced a number of risks, allowing for a coordinated approach to meet the customer's needs.

Following assessment, the customer was accepted by ESP and a risk management plan was agreed upon, along with daily visits for extra support. After a few weeks, the visits were reduced to twice weekly.

ESP now receives several referrals from the Mental Health Service, and a partnership agreement is now in place with Community Re-Start.

91%
of Elizabeth Street
residents this year
are now living
independently.

CI Customer Impact – Customer Activities

Elizabeth Street Project staff delivered a range of activities to help residents gain skills to live independently. These range from cookery and budgeting to health sessions and National Careers Service workshops.

The activities have helped improve residents' health and wellbeing, and reduced loneliness.





This year, we also welcomed nationally renowned alcohol and drugs abstinence service Acorn Recovery Projects into the Calico Group.

Set up in 1997, the Stockport-based charity provides a range of innovative rehabilitation services across the North of England, including:

- Reduction and motivation programmes
- Abstinence-based treatment programmes
- Supported accommodation
- Social enterprise and employment opportunities.

For more information, call Acorn at their Stockport base on **0161 4840000**.





SafeNet

SafeNet provide life changing support to victims of domestic violence and abuse across Lancashire.

Last year, we opened a new Refuge building in Lancaster. The new premises were completely renovated, and are staffed with a new team of specialist workers and volunteers.

Earlier this year, our Burnley Refuge received a visit from Lancashire's Police and Crime Commissioner, Clive Grunshaw, who said the experience "served as a reminder – if one was needed – of how important it is we stand together to fight domestic abuse."

For more information about the services SafeNet can provide, call in confidence on **07866 510 728** or visit www.calico.org.uk/safenet

691
referrals were made to the SafeNet service last year.

278
children were referred to the service last year, of which 90 were admitted.

114
women were admitted to the SafeNet service last year.



Help Direct

Provided on behalf of Lancashire County Council, Help Direct offers free and local support in Burnley, Pendle, Rossendale, Hyndburn and Ribble Valley.

Last year, following the ending of funding for STAN (Services to a Neighbourhood), Help Direct's mobile benefit, advice and support unit, to visit Pendle, a new home for the service was found in Nelson.

To find out more, visit www.calico.org.uk/helpdirect or call 0303 333 1111.



Customer Service - Partnership Work

A young man who left Ireland following a relationship breakdown is now living in Bacup, with our support. The customer received support to maintain a tenancy. He received food parcels and is now working full time.

13,500

people received support from Help Direct last year.

25,100

issues were dealt with by Help Direct last year.



Calico Creative

Calico Creative aims to provide better access to employment opportunities in the creative and digital sector.

Commissioned by Lancashire County Council, Calico Creative involved over 150 children across East Lancashire in developing a series of animations to promote road safety.

The 'No Bones' films have been made available in all schools across Lancashire as part of the Council's ongoing road safety educational programme for the next ten years.

The young people were also involved in a number of other aspects of the films' production, which included animation, music, graphic design, and a trip to MediaCityUK in Salford.

For more information, visit www.calico.org.uk/creative or call 0800 169 2407 or 01282 686300.





Skills and Enterprise

We are dedicated to improving our customers' lives. We offer a range of successful schemes to help you improve your chances of securing long-term employment.

Last year, a cross-party parliamentarians' inquiry called upon other organisations to follow our example in creating apprenticeship opportunities for young people in the construction sector.

We were chosen as the lead case study for our work in developing the Constructing the Future shared apprenticeship scheme, one of the first of its kind in the country, which helps construction and other companies access apprentices.

HCA STANDARD
Empowerment

We also organised a special Careers Day, which gave 150 visitors a chance to speak with local employers, training providers, agencies and support groups to find out more about opportunities in their organisation, and how to improve their skills and experience.

Visit www.calico.org.uk/jobsandtraining to find our latest jobs and training opportunities.

Constructing the Future

Constructing the Future is a shared apprenticeship scheme developed in partnership with Lancashire Housing Partnership, CITB Construction Skills, and local authorities.

The apprentices are employed by Constructing the Future, and placed with local contractors for work placements.

Last year also saw the appointment of Constructing the Future's 100th apprentice. Lee Kirkham, 17, from Blackpool, joined developer Lovell on Blackpool Council's £22m Queens Park housing development. Lee is the first of 12 new apprentices set to build their careers with Lovell at Queens Park.

Constructing the Future apprentices worked on a number of high profile developments last year, including the new Integrated Urgent Care Centre at Burnley General Hospital.

For more information, visit www.calico.org.uk/ctf

Building Foundations

Building Foundations is an intensive course, which provides training in a range of construction skills, aiming to help people secure a long-term future in the industry.

The Building Foundations scheme has already seen 60 young people successfully complete the programme, with 39 trainees finding employment and 21 moving closer to real jobs with real employers.

For more information, visit www.calico.org.uk/bf or call 0800 169 2407 or 01282 686300.

Calico Interiors

Calico Interiors provides a range of decorating services, with a unique focus on the training and personal growth of individuals, helping people into employment.

The teams consist of a mix of local modern apprentices employed by Calico or recruited through Constructing the Future, and trainees that complete on-site assessment and training to obtain qualifications in painting and decorating.

To find out more, visit www.calico.org.uk/interiors or call 0800 169 2407 or 01282 686300.

National Careers Service

The National Careers Service provides essential information and advice to help you make decisions on learning, training and work opportunities.

The team can provide confidential, helpful and impartial advice, supported by qualified careers advisers.

The team can help you:

- Find the right job
- Get new qualifications
- Assess your skills
- Train at work
- Get financial support for your learning
- Develop your CV
- Open a Lifelong Learning Account.

Last year, National Careers Service attended a number of local employment events, including the Calico-organised Careers Advice Day.

For more information visit www.calico.org.uk/ncs or call 0800 169 2407 or 01282 686300.

86%

of people our Skills and Enterprise team have supported have since moved into work or further education.

78

employment opportunities have been provided across Calico Interiors and Constructing the Future Lancashire.

2,386

people applied for jobs at Calico last year.

Performance last Year

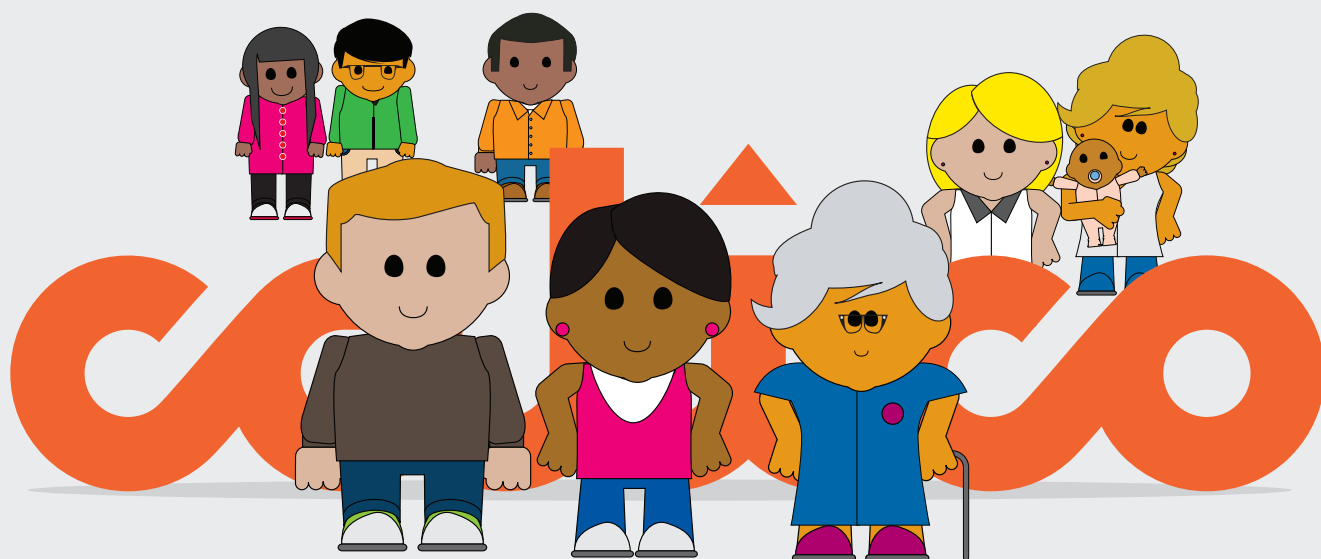
Last year, we proposed a series of Local Offers, based on targets set by customers. These were the promises to help improve the services we provide. This year, we can report on the work that has been done, how much it costs, and the impact it has had on you. The results on the following pages show how we performed against these Local Offers over the past 12 months.




From 2014, when it comes to customer steering groups, we're putting you at the very heart of what we do.

We've restructured our steering groups to ensure they're more customer-led. We've also set up a new customer co-regulation panel – the RIGHT (Repairs, Investment, Gas, Home Team) Group – who will meet quarterly to provide a customer perspective on our compliance with the HCA "consumer" regulatory standards.


Each group has carried out an exercise to ensure you have influenced what they'll be looking at this year. They're now setting agenda items to help ensure they're making a real difference to how we deliver our services.

For more information about the RIGHT (Repairs, Investment, Gas, Home Team) Group, call us on **0800 169 2407** or **01282 686300**.



We said we would:	We have:	Changes to Local Offer for 2014/15	Have we met it?	Cost
Ensure the Neighbourhood Action Teams and the Neighbourhood Services Team work to address the priorities set by customers in each of our neighbourhoods. We'll keep you informed of progress through Neighbourhood News.	<p>We continued to work as a service, and with Neighbourhood Action Teams, to address issues from the 2012 STAR survey, and produced a Plan for each neighbourhood. We consulted with customers on the best methods for letting them know what's happening in their neighbourhood. We regularly attend neighbourhood meetings and events to talk to customers and keep them up to date.</p> <p>We didn't produce Neighbourhood News this year as we were reviewing its effectiveness and value for money.</p>	We'll regularly work in our neighbourhoods to offer customers an opportunity to talk to us about what matters to them. We'll communicate with customers about our work in neighbourhoods through a range of media, including Bolt, the website and social media.		<p>The average cost of delivering our Neighbourhood Management service is £2.84 per household per week.</p> <p>Down 10p from 2012/13.</p> <p>The average cost for those who receive our Caretaking and Estate Management service is £2.05 per household per week.</p> <p>Up 16p from 2012/13.</p>
Make sure 70% of customers who report anti-social behaviour agree our interventions improved the quality of their life and made them feel safer.	<p>We have exceeded the target this year – we actually achieved 82.8%. Some of the actions we have taken include:</p> <ul style="list-style-type: none"> • Introducing monthly legal surgeries for Neighbourhood Officers to seek advice from solicitors about difficult cases. • Launching quarterly training workshops to ensure Neighbourhood Officers' awareness of the tools available to tackle ASB remains current. • Revised our approach to 'end of case' quality checks to help line managers sense check how satisfied you are. • Designed a new ASB leaflet, also available in EasyRead. • Raised the profile of ASB with Neighbourhood Action Teams. • Completed a customer scrutiny of our ASB service, which found it to be good. We've incorporated some recommendations from this review in our ASB action plan. 			
Deliver the annual Fencing Programme (to be completed by 2015). We plan to replace wooden fencing at the front of your properties with new metal fencing by 2015.	<p>We have completed metal fencing to the front of properties across 12 estates to date. A further four estates will be completed in 14/15. The final four will be completed in 15/16.</p> <p>The programme is being reviewed constantly and all outstanding works will be completed as quickly as possible.</p> <p>Customer satisfaction with the work is currently 100%.</p>			

We said we would:	We have:	Changes to Local Offer for 2014/15	Have we met it?	Cost
Achieve 95% of repairs "jobs done as promised" by focusing on doing it when we say we will, within the timeframe we have agreed, and ensuring you're satisfied with our service. This is part of our commitment to delivering a high quality repairs service.	<p>We achieved 92.2% for the 2013/14 financial year.</p> <p>Whilst we did not achieve our target, we have demonstrated an improvement over the last 12 months.</p> <p>However, we identified at the beginning of the financial year that this Local Offer no longer met your needs and was too complex a measure, so we agreed with RAISE to review this measure following customer consultation.</p>	<p>Following customer consultation, we have identified your priorities in relation to repairs, which will inform our new Local Offer.</p> <p>We will be measuring 'Right First Time' and have completed benchmarking to establish the most effective way of measuring this, ensuring the service is improving.</p>	✗	<p>The average cost of delivering our Gas Servicing and Repairs service is £2.77 per household per week.</p> <p>Up 5p from 2012/13.</p> <p>The average cost of delivering our Responsive Repairs service is £7.69.</p> <p>Down 19p from 2012/13.</p>
Agree, and continue to maintain, a standard with customers for their homes which is higher than the Decent Homes Standard, and have a programme in place to meet it.	100% of our properties currently meet the Decent Homes Standard. We have a programme in place to replace kitchens and bathrooms where works have previously been refused by the customer.		✓	
Offer a Passport to Housing training course for new and existing customers who are struggling to learn how to maintain a tenancy.	We delivered the Passport to Housing course as part of the Opening Doors programme twice in 2013/14.	Accrington and Rossendale College are unable to continue funding the course. Therefore, it won't be included in the Opening Doors programme for 2014/2015.	✓	
Work with the local Credit Union, so they will have a base in our office for customers to access their services with ease.	<p>Pennine Community Credit Union is now based in our Centenary Court office. This year:</p> <ul style="list-style-type: none"> • 8846 people have visited the credit union • 791 new loan applications have been accepted • 382 new accounts (adults) have been set up • 20 new accounts (juniors) have been set up • 124 Calico customers have opened accounts. 		✓	<p>The average cost of delivering our Income Management service is £1.50 per household per week.</p> <p>Up 6p from 2012/13.</p>

We said we would:	We have:	Changes to Local Offer for 2014/15	Have we met it?	Cost
Set aside an annual budget to allow us to complete Aids and Adaptations to our customers' homes in a timely and cost effective manner.	<p>A budget of £179,900 was allocated for 2013/14 and 52 major adaptations were completed, including level access showers, stair lift installations and ramps.</p> <p>A large number of minor adaptations i.e. installation of grab rails, lever taps, etc., have also been completed.</p> <p>We continue to employ our own occupational therapist, who assesses our customers' needs.</p>	A budget of £159,292 has been allocated for 2014/15 to complete works.		<p>On average, we spent £2,900 for each major disabled adaptation.</p> <p>Up £462.35 from 2012/13.</p>
Ensure that, if you live in one of our older people's properties, your Housing Support Officer will visit you at least once a year to see how things are going. The visits are usually more regular, depending on your need.	100% of customers were visited and personal information has been updated once a year as a minimum. Most customers are seen on a much more frequent basis.			<p>The average cost of delivering our Older People's Service is £14.17.</p> <p>Up 12p from 2012/13.</p>
Support the creation of volunteering opportunities each year.	<p>We deliver a range of services that provide volunteering opportunities, including:</p> <ul style="list-style-type: none"> • Help Direct, who recruit volunteers across the region • Our new Traineeship programme, providing real work experience for people looking to find work • Acorn Recovery Services, who offer a variety of volunteering opportunities for former service users. 			
Generate local jobs by ensuring that a minimum of two job opportunities are created for every £1 million we invest in improving our current homes or building new ones.	40 people have secured employment this year. We have also provided careers service advice to over 900 people.			
Work with partners to create 80 training/ apprenticeship opportunities each year.	57 people have secured an apprenticeship with us – 29 have since progressed onto further training.	We have recently launched our new Traineeship programme, offering high quality work experience for over 100 people.		
Hold two Calico Academy training courses each year, teaching residents about the wide range of services we provide, and encouraging them to improve their prospects and become further involved in their communities.	We successfully delivered two Calico Academy programmes in 2013.			<p>The average cost of delivering our Community Involvement activities is 64p per household per week.</p> <p>Up 1p from 2012/13.</p>
Carry out a customer scrutiny review of at least one service each year.	RAISE have scrutinised the Anti-Social Behaviour service and our New Tenancy Packs.			<p>The average cost of delivering our Customer Services is £1.37 per household per week.</p> <p>Up 1p from 2012/13.</p>

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