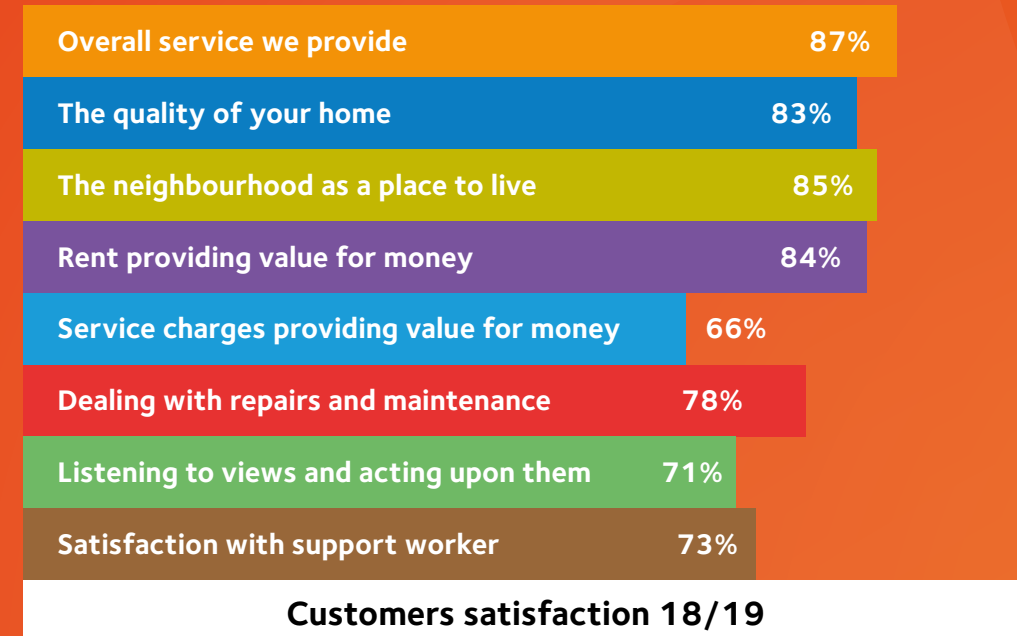


Thank you to everyone who took part in this year's Views for Vouchers satisfaction survey. More customers took part this year than ever before, and we really appreciate all of your feedback, whether that's telling us what we are doing well or what we can do better, it's all gold to us.

We've taken your views and it's helping us to shape our services going forward.

Please visit calicohomes.org.uk/vfv/ to find out how your feedback is changing the way we're doing things.



Welcome to the 2019 Calico Homes Annual Report

We've had a very busy year improving our homes and neighbourhoods and supporting local people to live as well as possible.

We've been listening to customers this year, hearing the challenges many of you are facing and shaping our services so we can help. In particular we have heard how Universal Credit is affecting so many people. Through our relationships with food banks, Job Centre Plus and the Department of Work and Pensions we have been able to help hundreds of people work out their finances so they can live well in their homes.

We've also been spending lots of money to improve existing homes and create new ones. Our ambition is to provide a good quality and safe home to all of our customers and to offer you different options for different stages of life. Our new care home, Barley View is now open and creates an affordable option for older people who need care and support.

Perhaps, more important than ever in these challenging times, our focus on communities remains a priority. With an emphasis on connecting people together, Valley Street Community Centre in South West Burnley is proving that communities can create change. We were delighted that one of our projects 'Happy and Proud' won at the Northern Housing Awards.

At Calico we are proud to have been part of East Lancashire's story for the last 20 years. We have plans in place to continue to grow and do more for local people and communities well into the future. As ever, we will work with you to do this.

I hope you enjoy the report. Please do get in touch if you have any comments or questions.



Helen Thompson
Executive Director of
Group Operations

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investing in people

Calico Homes is part of The Calico Group. Our purpose is to make a real difference to people's lives.

We want to help people of all ages and backgrounds live peacefully and prosperously in warm, secure homes and safe, friendly neighbourhoods. We have a passion for making our customers' lives better.

Neighbourhood Representatives

Neighbourhood Representatives are passionate about the places in which they live and the people in their communities, and are actively involved in shaping service delivery.

Neighbourhood Representatives get together regularly in an informal setting – including during the weekends – to discuss ways to help break down the barriers between landlord and community, and to engage hard-to-reach customers at a grass-roots level. They also scrutinise the results from our Views for Vouchers customer survey.

News Stories

Barley View, our purpose built care home in Whitworth, has officially opened its doors for residents.



We have signed up to the Chartered Institute of Housing's pledge to tackle domestic abuse in housing.



Views for Vouchers

87% Overall Service
Satisfaction with Overall Service has remained consistent over the last four years. It is encouraging that many of you have expressed positivity towards our services through the Views for Vouchers survey.

84% Rent Value for Money
Some of you have expressed concerns with your rent being too high or struggling to meet rent payments. Also, some of you have asked for more flexibility with rent payments. We are looking at ways to meet your needs.

71% Listening to Views
Some of you have commented that you struggle to communicate with us, and that you are unhappy with the service that you have received when contacting us. We are currently looking at ways to improve this, including improving how we deal with complaints.

73% Satisfaction with Support Worker
We've developed a Retirement Living strategy which encompasses what our customers have told us they would like. This will be implemented to meet their needs and aspirations of the type of service we deliver, the activities on offer and the properties, enabling people to live a full and active life.

Universal Credit

THIS YEAR, OUR TENANCY SUSTAINMENT TEAM HAS HELPED HUNDREDS OF OUR CUSTOMERS MIGRATE OVER TO UNIVERSAL CREDIT.

245 cases managed by our Tenancy Sustainment Officers between Nov 18 – April 19, making sure residents have the support they need to maintain their tenancies.

265 pre-tenancy assessments completed by our Tenancy Sustainment Officers.

262 new tenancy visits completed by our Tenancy Sustainment Officers.

53 cases managed by our Complex Case team.

964 (25%) customers currently claiming full Universal Credit.

Our Gateway service has now been open for a whole year, and provides opportunities for vulnerable and homeless people to develop their skills and employability, and get the support they need to move on to permanent accommodation. In October, the team won 'Homelessness Scheme of the Year' at the prestigious 24 Housing Awards.



investing in property

We always work hard to ensure your home is well maintained, and provides warm and safe accommodation for you and your family.

Property Services

We have spent **£2.3m** on improvements of our properties, improving the appearance of properties most in need of renovation.

£1.1m
spent on Brunshaw external works

£450K
spent on boiler upgrades/central heating

£483K
spent on damp works

£50K
spent on aids and adaptations

£238K
spent on roofing

100%
customer satisfaction

News Stories

We completed work on our £6m Perseverance Mill development, which is providing 56 new homes in Padiham. The development has been well received, and won the RICS North West Regeneration Award for "successfully blending new homes with existing heritage".



We transformed former shops and maisonettes on Brunshaw Estate, Burnley, into 20 open plan living apartments and level access properties as part of a £1.4m housing renovation project.



Work has started on our £3m affordable homes project on Florence Avenue which will consist of 24 bungalows.



After two successful pilot projects, our Board approved a further investment of £2.8m into refurbishing empty homes in Burnley.



New customers have been welcomed into our £4.3m housing development on Priory Chase, Nelson.



Views for Vouchers

78% Repairs
The majority of your comments highlighted our Repairs and Maintenance service as the biggest area for improvement. We have identified a number of actions to make it easier for you to get a repairs appointment and to improve how we deal with any follow-on work required after the first visit.

83% Quality of Home
We are pleased to see that satisfaction with the Quality of your Home has remained consistent over the past twelve months. We will be using feedback from the survey to help us prioritise investment programmes in future years and consulting with the Neighbourhood Representatives to agree what these priorities should be.

communities that thrive

It's important to us that you're happy where you live and that you have access to opportunities to improve your quality of life.

Our Vision

This year, we introduced a new vision for Calico Homes:

Investing in local communities where everyone thrives – through innovation, strength and collaboration

We have also launched our new objectives:

Unlocking opportunities for customers, neighbourhoods and communities

Achieving our growth aspirations and maximising our assets to strengthen our organisation

Being easy to deal with and delivering an excellent customer experience

Following a leadership approach that aims to have happy, positive and connected teams who believe in our purpose and values

Learning from and working with the rest of the Group to ensure a unique offer for our customers and staff

Having effective and forward thinking governance, supporting financial strength across The Calico Group

Views for Vouchers

70% Service Charges Value for Money

Many of you have asked about the purpose of your service charges, as you could not see any benefit from it. We will look at ways to clarify this.

85% Neighbourhood as a Place to Live Feedback related to this indicator has suggested anti-social behaviour, general outdoor maintenance, parking and access, and waste removal as issues in your neighbourhoods. We will work on these areas with partner agencies to help improve how you feel about where you live.

Your Community

13 young girls from South West Burnley took part in our 'Happy and Proud' project, helping them to boost their self-esteem and teaching them the importance of developing themselves outside of the school environment.

The project was a huge success, and was awarded with 'Resident Support Initiative of the Year' at the 2019 Northern Housing Awards.



Involvement

Alicia Foley, our Community Investment Manager, has been announced as a finalist in the 2019 Inspire Women Awards in the SHERO category.



local offers

We have designed our local offers to help improve services for people who live in our homes and those which we manage. Customers review the offers every year to make sure they are always relevant and support our existing customer service standards and performance targets.

people

To offer a range of services, advice and training to help customers manage their tenancies successfully and live independently depending on their level of need, including:

Money Wise tenancy sustainment services.

We have assisted customers in migrating onto Universal Credit and now have 25% of customers claiming the new benefit.

Our Tenancy Sustainment Team have carried out over 265 pre-tenancy assessments to ensure customers have the support they require in place to sustain their tenancy.

We have seen more customers with complex needs and the team have worked with more than 50 of these customers.

We have strengthened relationships with the Department of Work and Pensions and Citizens Advice Bureau to widen our support offer to customers.

Independent Living support plans/visits for older people and customers with long term support needs.

In 2018/2019 we have welcomed 100+ new customers into the service.

We are currently supporting 1262 residents. Each having a tailored Support Plan and receiving the required contact.

We are now offering our support to 14 customers living in our General Needs properties, with an additional 5 due to come onto the service.

Two customers with a higher need are receiving a more intensive support from our service.

Supported Living options for people with additional needs.

We have worked with and assisted Lancashire County Council to provide 8 units of bespoke supported living accommodation for individuals coming through the Transforming Care Framework in East Lancashire and North Lancashire.

We have also established partnership working with a teenage parents service and provided 2 properties for their use in supporting these families.

We have also worked collaboratively with colleagues from Calico Enterprise to successfully set up accommodation for homeless families across East Lancashire and also create move on accommodation for homeless individuals with complex needs from the Gateway service.

To work with our partners and contractors to create local jobs and training opportunities through our investment and house building programmes.

Ring Stones have 5 full time apprentice placements across our Development programme through Constructing the Future, our shared apprenticeship scheme.

90% of staff employed from Ring Stones are from the local area.

Ring Stones provided 104 training days to all employed staff.

Ring Stones provided 13 weeks of placement for schools / volunteers.

Ring Stones have recruited one person from Project Search.

place

To make sure 70% of customers who report anti-social behaviour agree that our interventions improved the quality of their life.

We have noticed that there has not been a significant response to our Anti-Social Behaviour surveys, which we send out after every report. We recognise this is an area for improvement, and we are working on this in the next twelve months.

If you have a good idea about how we could capture this information, please let us know by emailing contact@calico.org.uk

property

To continue to deliver a programme of external works to improve the energy efficiency and look of our properties.

This year we carried out £2.3m external improvement works to 588 properties across Burnley. The works required are property specific and have been highlighted from surveys and may include:

- Roofing repairs
- Replacements of fascias, soffits and bargeboards
- Replacement of rain water goods
- Replace timber front and rear doors
- Brickwork/render repairs
- External painting

We continue to work in Brunshaw and over 93 properties had been completed by the end of 2018/19. We have also completed renovation works to the Brunshaw shop units and the maisonettes above them.

To develop a 'Right First Time' approach to repairs jobs which will ensure we deliver a high quality repairs service.

Our repairs operatives are multi-skilled and aim to complete responsive repairs during their first visit. In 2018/19, 87% of responsive repairs were completed at the first visit, against a target of 90%.

We are working on several areas to improve our 'Right First Time' performance, by:

- Introducing some productivity analysis of the repairs service
- Ensuring repairs are correctly diagnosed at the first point of contact, and enough time is allocated on the operatives planner to complete the repair
- Ensuring that our materials supplier have the required parts in stock

To continue to invest in our properties to ensure they are well maintained, structurally sound, secure, and meet the minimum regulatory standards.

Boiler Upgrades

We are replacing boilers and heating controls where the estimated remaining life on the boiler is one year or less. We carried out boiler replacements to 238 properties in 2018/19. This work is on-going, and we aim to replace approx. 300 boilers this year.

Cost of the programme = £450,000

Damp programme

We have carried out remedial work to 198 properties with damp issues. This work includes:

- Internal damp proof course
- External work
- Removal of defective cavity wall insulation

Cost of the programme = £483,000

Roofing programme

This year, we carried out roofing works to 59 properties. The works required through our roofing programme are property specific and have been highlighted through surveys. Work may include:

- Roofing repairs
- Full re-roof
- Chimney repairs
- Demolition of chimney stack

Cost of the programme = £238,000

Catch-up kitchen programme

This work involves the replacement of full kitchens where they do not meet decent homes standards or have not been renewed over the last 25 years. We carried out this work to 13 properties.

Cost of the programme = £25,000

Asbestos programme

This year, we carried out asbestos surveys to our properties. We also removed asbestos-containing materials from properties.

Cost of the survey = £24,000

Cost of removal = £46,000

To provide a range of opportunities for people in our neighbourhoods to be actively engaged in reviewing and scrutinising our services, telling us what their priorities are, and supporting each other through a network of Neighbourhood Representatives.

This year we have recruited two new tenant Board Members onto the Calico Homes Board. This ensures that the voice of the customer is heard at Board level. We have developed stronger links between the Board and our Neighbourhood Reps with a member of the Board attending Reps Days and talking to the Reps about topics under discussion.

Our Reps continue to meet and this year have:

- Allocated ABC funding against the priorities set by themselves
- Fed into the development of our Retirement Living Strategy
- Discussed the results of the Views for Vouchers survey
- Discussed how Calico Homes invest in their properties and how these decisions are made

Our work across the neighbourhoods continues with events such as the annual Lantern Festival and a series of Community Chat events to hear about what is important to local residents where they live and how we can work collaboratively to address local issues. We have also worked in partnership with local groups and Ring Stones to protect local community assets.