



calico  
homes



Investing in local communities  
where everyone thrives





## A Message from Mark

**I'm Mark Beach and I began my role as Managing Director at Calico Homes back in May.**

2020 marks 20 years since Calico Homes was formed with the intention of improving homes and neighbourhoods across Burnley. During this time, we have developed and grown as part of The Calico Group but we have not wavered in our core purpose of investing in our communities and supporting customers to achieve more.

In the past year, we have delivered

significant improvements to our services in response to your feedback in the annual Views for Vouchers survey, which I would encourage you to take part in this year. We have launched a new complaints policy and procedures that will help us to respond more effectively and learn from our mistakes. Your views are so important and help us to decide what we should focus on.

This year, over 400 homes benefited from major improvements including external works and new boilers. We are also improving our repairs processes so that customers are given an appointment at the first point of contact.



What else have we achieved in the past year? Calico Homes takes its responsibilities around domestic abuse extremely seriously and has worked closely with our group partner, SafeNet,

to provide accommodation to those who need support. We have also successfully achieved DAHA (Domestic Abuse Housing Alliance) accreditation – the first housing association in the North West to do so.

We have continued to successfully deliver our development programme and, in the last year, 186 new homes were made available. This includes the refurbishment of 34 empty homes in the Burnley Wood area. We have supported 337 customers with money advice, and in this year's annual report, we hear from Janette, one of our fantastic Tenancy Sustainment Officers, on the great work her team does.



The effects of COVID-19 over the months have impacted everyone in a way we could not have imagined. However, during that time we have continued to deliver essential services and worked closely with partners to ensure our most vulnerable residents have received the help they have needed to see them through.

Since the start of lockdown, the Burnley Together project has helped over 2,500 households across the town with food parcels, medication and support around mental health and social isolation. The effects of the pandemic will remain with us in the months ahead but we will continue to speak to you and listen, to understand what is important to you and how we can work together to provide appropriate support and opportunities to make our communities a success.

**If you'd like more information,  
please contact us**

**[calicohomes.org.uk](https://calicohomes.org.uk)  
01282 686 300  
[contact@calicohomes.org.uk](mailto:contact@calicohomes.org.uk)**



## Burnley Together

Back in March, we were proud to join other local agencies to form Burnley Together; a community hub providing much-needed help and support to the people of Burnley during the coronavirus pandemic.

Thanks to the work of local organisations, businesses and individuals, we were able to help over 2500 households in just the first four weeks of lockdown. This support then evolved to meet the needs of the community and we have adapted along the way to help as many people as possible.

We helped to launch the 'Burnley Active Together' scheme this summer to encourage children and families to stay active over the school holidays. Alongside the food parcels and support that we delivered, we also provided 250 families with activity packs, including equipment such as balls,

balloons, cones and 'Activity Challenge' cards for families to take part in.

Over 100 partners have helped to deliver Burnley Together so far, including Ghausia mosque which has been running a foodbank to complement the work of the community kitchen, delivering family food parcels and essential toiletries across the borough.

Philip Jones, director for The Calico Group, said: "Everyone is pulling together to get us through this pandemic. The amount of work and offers of help we've had has been overwhelming and I'd like to thank everyone for their support. Without that we couldn't have made such a positive difference to people's lives in this difficult time. We will continue to work together to get us all through this."

The longer-term impact of the outbreak is only just beginning to surface, with issues such as people losing income whilst on furlough, job losses and illness causing further hardship for many people and families across our community.

We understand that people still need help and will continue to provide this ongoing support and service for those who need it.

**You can access support through our website, email, phone or social media:**

**[burnleytogether.org.uk](https://burnleytogether.org.uk)  
[contact@burnleytogether.org.uk](mailto:contact@burnleytogether.org.uk)  
01282 686 402**

 **/BurnleyTogether**

 **@togetherburnley**

## Our team can help with:

Providing food parcels  
Meal on wheels  
Dealing with social isolation and loneliness  
Financial and debt advice  
Collecting prescriptions  
Wellbeing  
Help with shopping  
Dog walking



## Testimonials

“What an amazing service that you are delivering. I am 200 miles away from my vulnerable relative, but now feel that I have someone to ring, should he need support.”

“From reaching out that day a few weeks ago, right up to now, you actually have no idea how much you have lifted off my shoulders. You have been the kindest people, so selfless and amazing. You are all wonderful and I’ll never be able to say thank you enough. You literally have changed things around for me.”

“Burnley Together contacted me out of the blue to ask if I was ok and did I need any help. It was so comforting to know that there was someone out there if I needed help. So a huge thank you from me and long may you continue.”



# Woodtop Wonders

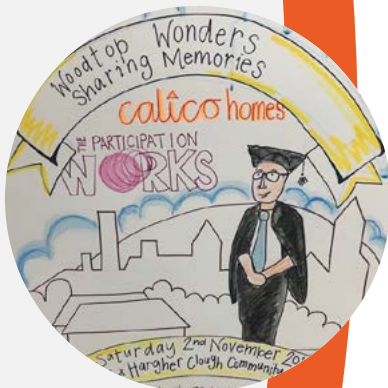
Earlier this year, we worked with the local community in South West Burnley and Burnley Council to look at how Woodtop School on Accrington Road could be given a new lease of life and help to enhance the area after the building had stood derelict for more a decade.

Along with The Participation Works team, we hosted events where former pupils and residents from South West Burnley came along to share their ideas and visions of how the building could be transformed to benefit the area and people in the local community, and provide the best possible outcome.

Following the consultation, we are continuing to engage with Burnley Borough Council to consider the potential future options for the site.

**You can watch the full video about the project by typing this link into your Internet search engine:**

**<https://youtu.be/hgpsokdaujA>**



# Perseverance Mill Begins Second Phase after Receiving Positive Feedback from Local Residents

We began work on Phase Two of the Perseverance Mill development in July after the first phase had proved successful and provided 56 affordable homes in 2018. The land had previously been left derelict for more than a decade after the old mill was demolished back in 2006. This led to many issues in the area, including ASB, fly tipping and infestations.

We have so far invested more than £6m into the project, which not only provides high quality housing

but has created several job and apprenticeship opportunities. The development went on to win a National RICS Award in the Regeneration category. This received praise for blending the new homes with existing heritage and the reopening of the river previously concealed for decades beneath the mill building. The riverbanks have been planted with natural wild flowers to encourage local wildlife in the area.

Phase Two has been welcomed by local residents and, with a further £1.3m investment, this will provide ten one bedroom self-contained apartments and reinstate a two bedroom house that was part of the existing building, retaining elements of the original heritage.



# Calico Homes Becomes First Housing Association in North West to Receive DAHA Accreditation

Earlier this year, we became the first housing association in the North West to gain a DAHA (Domestic Abuse Housing Alliance) accreditation. This is the UK benchmark for how housing providers and landlords should respond to domestic abuse in their neighbourhoods and communities.

As a Group, we have always actively championed initiatives to challenge domestic abuse through our partnership work with SafeNet Domestic Abuse and Support Services, participating in White Ribbon events and signing the Make a Stand pledge.

We have a 'Zero Tolerance' approach to domestic abuse and will always support and advise any of our customers, regardless of

age, gender, sexual orientation, religion, ethnicity, disability or financial status.

All of our staff are trained to provide you with support around domestic abuse issues and you can speak to them in confidence. Through our work with other agencies, we can help you access emergency, temporary accommodation and provide practical support and guidance.

**We are to help you. You can speak to us in confidence by phoning 01282 686300**  
(Lines are open 8am to 6pm Mon-Fri)

**or email**  
**[contact@calicohomes.org.uk](mailto:contact@calicohomes.org.uk).**

**Always call 999 in emergency situations.**



# Welcoming Our New Chair of the Board

We are delighted to welcome our new Chair of the Board, Bill Lacey. Bill was appointed earlier this year and will begin his role in November 2020 after spending time as a non-executive board member at Calico Homes since April 2018.

Bill brings with him more than 30 years' experience as a board member with many organisations and has a vast understating of issues such as homelessness, wellbeing services for vulnerable people and community development.

Bill commended us for the way we are focused on regenerating not just our homes, but the lives and economy of the local areas we work in, with a diverse range of services and support we offer to the community. He is also keen to focus on future investments to create more much-needed affordable homes for people in the North West.



**"I am looking forward to working with other board members in my new role. I've always admired The Calico Group values and their visions for growth and investment, both in our Burnley heartlands and the wider North West. The activities which the Group are involved in make a real difference to the lives of so many people and I am proud to have the opportunity to play some part in this."**

**Bill Lacey**

# The Calico Group: Working Together to Help Support Our Communities

As part of The Calico Group, we regularly work together with other Group services, using our combined resources and expertise to provide our customers with a high standard of support.

SafeNet Domestic Abuse and Support Services has been vital in guiding us and sharing their expert knowledge and experience with our teams as we implement new

policies and procedures to support our staff and customer around domestic abuse throughout our DAHA accreditation journey (and beyond). Our training provider, AFTA Thought, also provides powerful training for our teams around how they can spot the signs and safely support our customers in accessing help around domestic abuse.



# Empty Homes Scheme

Our Empty Homes Scheme has been more important than ever this year. During the COVID-19 lockdown, Ring Stones Maintenance and Construction continued to work on refurbishing more than a dozen empty homes to provide housing for vulnerable individuals who required a safe space to self-isolate during the pandemic. One service benefitting from the repurposed accommodation is our Gateway homelessness project providing essential support for people who are homeless or at risk of homelessness.

Several items were kindly donated by our Lancashire-based charity, Furniture Matters, to help furnish the homes and create a cosy, comfortable environment for our customers. Several vacant properties were also made available to SafeNet Domestic Abuse and Support Services to provide additional safe refuge for victims of domestic abuse across the North West. One individual who has been housed through this extra provision said: "It's helped me get off the streets and put a roof over my head – I have made new friends and hope to get my own place soon."



# Resident Recognition

Our Resident Recognition Scheme launched this year, which rewards Gateway residents who make positive changes, engage with programmes and take steps towards move-on accommodation, which is provided by Calico Homes. Earlier this month, Gateway resident Nick Thompson became the first person to benefit from the new scheme. Having been homeless for two years and after overcoming addictions spanning 25 years, Nick was referred to Gateway last year. Following almost 10 months living at Gateway, Nick has made enormous progress.

When a move-on apartment became available, the team were quick to offer the accommodation to Nick. After some initial hesitation, Nick seized the opportunity and continues to make huge strides towards securing his own tenancy. Nick's next goal is to secure employment and, following his positive experience, he has set his sights on a mentor role with Gateway.



**“The resident recognition scheme is a great way of highlighting just how successful you’ve been and how far you’ve come. The scheme acts as a reward to recognise what residents, like myself, have achieved. I’m putting the money towards a TV, It’ll give me something to do and keep my mind active. I’m pleased to be the first recipient and hope I can inspire others to make positive changes.”**

**Nick Thompson**

## Extra help for our vulnerable customers

As an inclusive company, we want to make sure that we can offer extra support to our vulnerable customers when they need it. This could include help with things like disabilities, health issues, anti-social behaviour, money concerns and domestic abuse.

We will do our best to tailor our services to suit your needs if you have any specific requirements. We also work with partner organisations, both within The Calico Group and in the local community, who are able to provide advice and support whenever you need it.

### **Please let us know:**

**When you move in – your Neighbourhood Officer will help you sign up and make a note of any additional needs we need to take into account. They will try to help you get the support you need and if you have any questions or concerns, they are your first point of contact.**

**For repairs and appointments – if you need extra support, or can only see us at specific times, we will work around you and be as flexible as we can.**

**When you are struggling – if you need help with financial worries, difficult neighbours or if you are experiencing domestic abuse, we have trained staff who can provide support, guidance and who can bring in other agencies to provide assistance.**

**For any help and assistance,  
please contact us on  
01282 686 300**

**or email  
[contact@calicohomes.org.uk](mailto:contact@calicohomes.org.uk)**

# Caretaking team

**Our caretaking team has been working hard to make sure that our homes and local community is kept to a high standard. Here is a snippet of the work they've carried out this year:**

## Grass Cutting

We undertake grass cutting between the months of March to October, weather depending. These areas include all of our Category Two schemes and various areas around Burnley, Padiham, Nelson and Hapton.

## Estate Inspections

Our Compliance Caretaker carries out regular estate inspections. This consists of eight different areas per month, with priority work logged through our call centre. This can be anything from fly tipping, graffiti and health and safety issues such as trip hazards and obstructions to walkways.

## Tree Work

The tree team consists of two member of staff. Our service offer is delivered in two ways:

**One is through customer requests. The work required will be determined by a tree inspection in person by our qualified staff member and these inspections are carried out every Friday of each week.**

**The other is a yearly tree inspection that is carried out on a three year cycle. Year One is all trees on our communal land. Year Two is all front garden trees on our property. Year Three is all rear garden trees. All findings from these surveys will be prioritised and added to our tree works list.**

## Testing

All of our 124 communal blocks have emergency lighting checks carried out each month, with any faults reported and logged through the call centre. A record of these checks is kept on our system.

## Cleaning Communal Areas

All of our communal blocks are cleaned on a rota basis, giving a total of seven cleans per block, per year. Over the winter months, our teams also carry out a deep clean to each communal block, including cleaning of all plastic doors and window frames.

## Other Services

The caretaking team carries out many ad-hoc tasks as and when they come along. They also visit all estates, removing fly tipping and general clean ups throughout the year.



# Your Neighbourhood Officer, Judith

As a Neighbourhood Officer, there is no such thing as a typical day for me! This role includes many different things, but my main focus is always around supporting our customers. I've been with Calico Homes for 12 years and I'm here to help people with issues such as anti-social behaviour, sustaining their tenancies, supporting mutual home exchanges, making sure that everyone feels safe and happy in their homes and that our neighbourhoods are somewhere people are proud to live.

I spend most of my time out and about in our communities, speaking to customers and finding solutions to any issues. I'm involved in welcoming any new customers to their homes and making sure they have everything they need

to settle in nicely. I'm also here to listen to people in confidence and signpost around things such as money worries, any mental and physical health needs that they need additional support with, domestic abuse, grievances with neighbours and much more. It can be quite tough some days, but the good things always outweigh the more difficult challenges. It's so rewarding when I see neighbours really supporting one another and the positive spirit this brings to the whole community.

When you first sign up to become a Calico Homes customer, you'll be given contact details for your local, dedicated Neighbourhood Officer who will be able to help you with any questions or queries you have.

## Judith Gizzi

Neighbourhood Officer at Calico Homes



If you're not sure who this is,  
you can call us on  
**01282 686 300**

or email  
[contact@calicohomes.org.uk](mailto:contact@calicohomes.org.uk).

# A Day in the Life of a Tenancy Sustainment Officer



I'm a Tenancy Sustainment Officer at Calico Homes, and I'm here to help make sure that customers can afford to live in their homes by offering advice around budgeting and benefits.

I work alongside the Income Management Officers to help collect rent but the main purpose of my role is to ensure that our people can afford, and can continue to afford, to live comfortably in their homes – especially when times are tough.

We support customers to find help when they are struggling financially – which has been on the rise since COVID-19 – by helping people to make the most of their money and access funds and support that is available.

In normal circumstances, I'd work face to face in the home or customers would make an appointment to see me in the office. This has changed due to coronavirus, so we've been finding new ways to help. This includes socially distanced visits and more support over the phone and email.

I also visit customers with other teams, such as our Neighbourhood Officers, Income Management Officers and Home Support Officers. By working together

we try to make sure that we're always offering a more joined-up service, and this helps to create successful, happy neighbourhoods and communities.

As a team, we try to always have an up-to-date understanding of Universal Credit and benefits systems, which are always changing and will directly affect our customers and their ability to pay the bills. To help do this, we work in partnership with other key agencies to respond to Government changes as and when they happen.

We know that everyone's circumstances are different and financial situations can quickly change. We're here to help and offer support.

**Janette Haworth,**  
Tenancy Sustainment Officer at  
Calico Homes.

**If you'd like to find out more about how we can help, you can contact your local Tenancy Sustainment Officer directly,**

**MoneyWise@calico.org.uk**  
**01282 686 300.**

# Our Vision:

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

Through our vision and 5 strategic objectives we ensure we meet the standards and deliver the best possible services for customers.



## Objective:

To create successful neighbourhoods where people choose to live.

## Achievements last year:

- ✓ We have continued to operate a choice-based letting system (B-with-us) and prioritise people with urgent homelessness, domestic abuse or medical needs.
- ✓ We have used local letting plans for new developments to ensure that local people with the greatest need are given priority.
- ✓ Customer satisfaction with “neighbourhood as a place to live” was 85% in the last Views for Vouchers Survey.
- ✓ We have been actively involved in Burnley Together, the local hub which has provided support for thousands of residents throughout the pandemic.
- ✓ Our Valley Street community centre has been used by a variety of organisations to offer community based activities including boxing, arts & textiles, and a baby & toddler group.
- ✓ We have also provided a holiday club for children in partnership with local primary schools. Each year we also work with community groups, Independent Living schemes, nurseries, schools and luncheon clubs to create lanterns for our festival.

**By the end of March, we had reduced the number of empty homes to 48 against a target of 80.**

## Some of our priorities for this year:

- We are reviewing our lettings and advertising processes, from when you first register to when to get your keys and move in.
- We will continue to improve the time it takes for us to re-let our homes– and reduce the amount of rent lost on empty homes.
- We will review and update our Successful Neighbourhoods Strategy.

## Objective:

To provide an excellent customer experience and a unique customer offer, working with the rest of the Group.

## Achievements last year:

- ✓ We worked with other companies in The Calico Group to provide extra help for customers with additional or complex support needs.
- ✓ Our Tenancy Sustainment Team supported 465 customers to improve their financial situation, wellbeing and mental health.
- ✓ We maximised the income for 72% of the customers we supported and reduced the debt for 51%.
- ✓ Our team assisted 35 Independent Living customers in getting an extra £133,710.45. (period Nov 19 – Mar 20) This was through benefits applications, utilities, pension credit applications, PIP, white goods, warm home discounts and much more.
- ✓ Our Independent Living Team delivered a person-centred, needs led service to 1133 customers.
- ✓ We welcomed 152 new customers into our Independent Living properties and contacted 100% of them within 2 days of their tenancy starting.
- ✓ We secured 60k of external funding to support community investment activities such as the Woodtop Wonders project.

**86% of new tenancies were sustained beyond 12 months.**

## Some of our priorities for this year:

- We will continue to build strong partnerships that will support better outcomes for customers, including the development of Burnley Together

- We will improve the service for customers booking repairs, giving them an appointment at the first point of contact.
- We will make improvements to our customer website and portal.
- We will deliver updated staff and manager training for complaints handling.
- We will carry out our annual Views for Vouchers survey to understand your future priorities.
- We will continue to support skills and employment opportunities in partnership with Calico Enterprise, such as Project Search and additional apprenticeship places.



## Objective:

To provide high-quality, safe and affordable homes through investing in new development and improving existing properties.

## Achievements last year:

- ✓ Homes England provided grant funding for our new housing developments, with more than £6.3 million allocated to us during the past financial year.
- ✓ 100% of our properties meet the Government's Decent Homes Standard, and this is checked every 3 months. Every 5 years we also undertake a stock condition survey to identify what improvements we need to make.
- ✓ We worked closely with Ring Stones to deliver £2.3m of major improvements to existing homes including 278 Central Heating upgrades, external improvements to 86 homes, and damp and roofing works to 196 properties.
- ✓ Through our work with Ring Stones, we also employed 5 apprentices (both office and site staff).
- ✓ We have worked with our supply chain partners and Calico Enterprise to create dozens more work placements for people in our communities.
- ✓ Our 2019/20 new build development programme outperformed expectations and provided 191 much needed homes, 38 more than required by the 2019/20 business plan.
- ✓ In addition to our planned developments and home improvements, we also purchased 121 bungalows from a private developer.
- ✓ We bought and refurbished 34 empty homes in Burnley which has provided accommodation for people in need during the pandemic, and has also improved the area.
- ✓ 100% of our properties have a gas safety certificate.

**100% of our  
properties meet  
the Government's  
Decent Homes  
Standard**



We purchased 6 new level access bungalows to support individuals with learning and physical disabilities. The residents moved in and are settling well into their new surroundings.



We completed 165 property MOTs - taking the overall proportion of homes that have had a survey to 78%. Alongside the existing stock condition survey, this will enable us to more accurately plan our next improvement programmes.



We have continued to ensure that all emergency repairs were completed during the lockdown.



89.86% of responsive repairs were completed at the first visit, against a target of 90%.



We have reviewed and updated our Responsive Repairs and Voids Repairs Policies.

#### Some of our priorities for this year:



We will focus on improving customer satisfaction with repairs and maintenance services (currently 78%).



We will continue to invest in our properties through ongoing improvement programmes and bring forward new developments.



We aim to refurbish another 50 empty homes in the next year.



We will review and update our Asset Management Strategy and our approach to investment planning.



## Objective:

To be a strong and well-governed business that provides value for money and is continually improving.

## Achievements last year:

✓ We achieved the highest governance and financial viability ratings from the regulator in November 2019.

✓ Customer satisfaction with their rent providing value for money was 84%.

✓ Rent collection was above target at the end of March, with extra help and support for people who are struggling as a result of the pandemic being made available.

✓ 71% of customers were satisfied that we listen to their views and act upon them. We have a number of ways that our customer get involved, including: Neighbourhood Reps, Tenants and residents associations/Community groups. We also carry out focus groups, workshops and community events, and our annual Views for Vouchers survey. We continued to strengthen our Board through the appointment of a new chair and two new Board Members after exiting member's terms came to an end.

**71% of customers were satisfied that we listen to their views and act upon them.**

## Some of our priorities for this year:

● We will complete a review of service charges to improve customer satisfaction in this area.

● We will continue to strengthen our Board through appraisal and our board development program.

● We will pursue future funding options to continue to support our New Build ambitions.

● We will deliver the objectives outlined in our Value for Money action plan.

## Objective:

To have happy, positive and connected teams who believe in our purpose and values.

## Achievements last year:



We have continued to deliver “Passionate About Customers” training to our staff in addition to unconscious bias, LGBT awareness and Domestic Abuse.



National Time to Talk Day, on 6th February, saw Over 300 staff attend a session with State of Mind Sport to hear a powerful presentation around mental health, and our mental health first aiders are becoming well established and providing much appreciated support.



We launched our ‘This is Me’ Diversity and Inclusion Strategy.



We completed our Gender Pay Gap reporting, highlighting a reduction in our gender pay gap to 9.19% from 16.46% in 2019.

**We improved our approach to remote working at the start of the pandemic to enable more staff to work from home and continue to deliver essential services for customers.**

## Some of our priorities for this year:



Continue to use new technologies to develop our approach to remote and flexible working, enabling staff to work in new ways whilst providing high quality services for our customers.



Continue to focus on safe ways of working and the well being of staff as we manage the effects of the pandemic.



Review our staff learning and development offer to include more virtual learning.

# The standards we need to meet

We strive to deliver an excellent service and be efficient in everything we do. This helps us to keep delivering quality homes and services to you, and helps us to invest even more into our homes and the community.

We carry out annual self assessments against these standards to ensure we meet them, and are identifying areas where we can improve.

## Governance and Financial Viability Standard

This standard ensures that we follow all the correct legislation for housing providers, have good governance arrangements in place to manage our business and any risks, and are accountable to our customers.

## Value for Money Standard

This standard makes sure that we are as effective and efficient in everything we do, with clear objectives for our business and an approach to value for money that helps us meet the needs of the community.

## Home Standards

### **Quality of accommodation**

This standard ensures that our customers' homes meet the standard set out in the Government's Decent Homes Guidance.

### **Repairs and maintenance**

This standard ensures that we provide a safe, cost-effective repairs and maintenance service which always aims to get things "right first time". This includes both your homes and communal areas.

## Tenant Involvement and Empowerment Standards

### **Customer service, choice and complaints**

This standard ensures that we provide choices, information and communication that is appropriate for our customers' needs and that we have an approach to complaints that is clear, simple and accessible. Complaints should also be resolved promptly, politely and fairly.

### **Involvement and empowerment**

This standard ensures that we give everyone a wide range of opportunities to influence and be involved in the work we do, such as housing policies, decisions about services and our performance.

### **Understanding and responding to the diverse needs of tenants**

This standard is about making sure that we treat all our customers with respect and understand their different needs.

## Rent Standard

This standard ensures that we set our rents in line with the Government's guidance.

## Neighbourhood and Community Standards

These standards ensure that we keep your neighbourhoods and communal areas clean and safe, working with partners to reduce nuisance and help promote social, environmental and economic wellbeing.

Our regulator has assessed us against these standards and said that we currently hold a V1/G1 rating which is the highest level you can get. The Calico Homes Board are responsible for ensuring we meet these standards and you can find out more about the work they do on our website [calicohomes.org.uk](http://calicohomes.org.uk) – where you can also contact them via email. You will also find details of our financial reports on the website too.



[calicohomes.org.uk](http://calicohomes.org.uk)

[contact@calicohomes.org.uk](mailto:contact@calicohomes.org.uk)

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