



Calico Homes Corporate Plan

December 2020 to March 2024





Introduction

This corporate plan for Calico Homes sets out what we wish to achieve in the years ahead, how we intend to realise our aspirations and how we will measure our success.

Being part of The Calico Group means we are unique in our structure and approach.

The Group's innovative charities and businesses provide a diverse range of services, with each Group company having its own specialism, expertise and a track record – whether they work in housing, healthcare, support, employability or construction.

Working alongside the rest of our Group, we help people live safely, independently and with purpose – not only through good quality homes, but also with additional support such as: help to find work, building confidence, developing skills and supporting local communities.

Our purpose is to make a real difference to people's lives and our shared vision and values ensure we keep our customers and staff at the heart of everything we do.

A message from Mark Beach

As we transition out one of the strangest and most challenging 12 months most people can remember, Calico Homes has such an important role to play to help our customers and communities bounce back. Calico has always had the best interests of Burnley residents at its heart and we have a team of staff who are dedicated, passionate and know that achieving the best for our customers is what makes a good day.

The next few years bring a range of challenges. Delivering more sustainable, greener homes and communities, ensuring the safety of our residents and buildings and responding to new regulatory and statutory requirements. However, we also have opportunities – to deliver more responsive, modern and high quality services and to build more effective relationships with our customers who we will look to for our future direction. The recent renewal of G1, V1 status from the Regulator of Social Housing is validation of our current position and demonstrates that we have the financial strength and leadership to achieve further success.

Calico is a special organisation made of special people that taps into the strengths and knowledge of the wider group to innovate, grow and deliver more for a wide range of customers. Yes, the last year has been a difficult one and many challenges lie ahead, but that just strengthens our resolve and ambition to meet those challenges head on and help our communities to thrive.





The Calico Group vision and objectives

Our Group's range of services, geography, customers and job roles is diverse, we all share a common social purpose – to make a real difference to people's lives.

The way we will do this is described in our Group's vision:

Whoever you are and wherever you are at, we want to help you enjoy a better future. As a Group, we are strong and diverse. It is the passion, integrity and purpose of our people that makes things happen.

How this vision will be achieved

There are five strategic objectives:

- To work together to exceed our customers' expectations and to attract new customers
- To innovate, grow and diversify by securing and delivering new business opportunities
- To influence our external environment to help create a better society for everyone
- To develop a values-led organisation where people are happy and can thrive
- To be a strong and well-governed business that is continually improving





Context

Our history

The name Calico derives from the fabric produced by the textile industry that was a definitive part of East Lancashire's economic heritage. We came into being following the stock transfer of 5300 homes from Burnley Borough Council.

While housing provision remains a large part of our business, we have greatly diversified our service offering. This has supported business growth, which in turn strengthens our capacity to invest in our services and improve the ways we support our customers.

2020

At the end of 2019/20 and over the first few months of the current financial year, Calico's working arrangements and services were impacted by the effects of the pandemic lockdown, as was every other organisation in the country.

Much of the customer focus during those months was on ensuring essential/emergency services could still be delivered and vulnerable customers were being supported. This meant implementing new systems, and processes for staff with support to protect their wellbeing.

Some priorities were delayed during this period whilst more urgent responsive work was carried out. However, the organisation has continued to perform well in many areas and by late summer most services had fully resumed.

Whilst some areas of work, notably repairs, are still working through the effects of the lockdown, for most services, the next 6 months presents an opportunity for change and improvement.

Some of our priorities for the next 12 months include:

- Being ready to implement the new Charter for social housing residents
- Maintaining the successful start to the year around income collection and voids
- Continued work on our lettings review to inform future allocations policy and approaches
- Further analysis of tenancies failing within 12 months and implementing actions to improve performance
- Analysis of feedback from our customer satisfaction survey “Views for Vouchers” to inform future approaches
- Reviewing our Successful Neighbourhoods Strategy
- Continuing to develop our Burnley Together partnership
- Our work on the Burnley General Hospital project

Key challenges

- Our operating environment requires us to be agile, responsive to the health crisis and continued public expenditure pressures. Considerations include:
- The long-term impact of the pandemic on the economy, local employment and sustainability
- The levels of public subsidy being available to fund new social housing construction and the Government white paper
- Potential restructuring of the local authorities across Lancashire and the effect this may have on service provision across our estates.

As public spending continues to be affected, the financial environment may see further increases in demand for our services and offer more opportunities to grow. The delivery of this plan should position us positively in this respect and means we can approach the forthcoming period with confidence.





The Calico Homes Vision

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

FOR FAMILIES, INDIVIDUALS AND OLDER PEOPLE

SUPPORTED HOUSING

SAFE REFUGE FROM DOMESTIC ABUSE

PEOPLE IN RECOVERY

RESIDENTIAL CARE

5,500 HOMES IN LANCASHIRE



SOCIAL RENTED

SHARED OWNERSHIP

SERVICES FOR HOMELESS PEOPLE



Exceeding our customers' expectations

We aim to provide an excellent customer experience and a unique customer offer, by working with the rest of the Group.

As part of the Group we have access to the widest range of specialisms. Our Syncora companies provide health care and wellbeing services, plus employability and skills support. Ring Stones provides construction and asset investment services.

When we combine our shared expertise with purpose, imagination and passion we know we can go one step further with our customers.

We should help people to live fulfilling lives by providing personalised approaches to complex problems, with an end-to-end customer journey.

At the heart of this approach is a commitment to understanding customers' needs so we can personalise our services, and a readiness to listen to complaints with an understanding that "feedback is gold".

One Calico offer

Housing

We want to help individuals of all ages and backgrounds, and their families, live peacefully, prosperously and healthily, in warm, secure homes and safe, friendly communities. We are investing in our local communities because we have a passion for making our customers' lives better.



Health, care and wellbeing

Our life-changing support services help us to tackle a range of issues including: residential and dementia care, homelessness, domestic abuse, complex needs, and help with drug and alcohol dependencies.



Skills & employability

We provide a host of training activities, vocational skills, adult education and employability programmes. We work across neighbourhoods, through colleges, and with local businesses to improve the prospects of the people who live in our communities.



Construction

We're committed to developing new and affordable homes across the region and creating new and contemporary communities in which people are proud to live. Our ethical, values-led construction company works with us to create a better future through local jobs and investment. The delivery of this plan should position us positively in this respect and means we can approach the forthcoming period with confidence





What exceeding our customers' expectations looks like:

We will understand our customer's needs and aspirations and use this knowledge to improve our customer offer

Where our customers prefer or aspire to use digital ways of communicating with us, they can do so

We will create greater impact because we work collaboratively across the Group

We will achieve social profit that benefits the communities we serve by working with other services across the Group

We will play to our strengths and professional expertise across the Group to maximise opportunities for customers

Key projects include:

- We will improve our use of complaints learning to change and improve services
- We will widen options for customers to engage with us around our services and priorities including the launch of a digital engagement platform
- We will continue to build strong partnerships that will support better outcomes for customers, including the development of Burnley Together
- We will work with customers to improve our repairs service with a focus on quality and cost.
- We will improve the website experience for customers including the development of a new portal for online services
- We will carry out our annual Views for Vouchers survey and develop an action plan to focus on your key priorities
- We will continue to support skills and employment opportunities in partnership with Calico Enterprise, such as Project Search and additional apprenticeship places

A new refuge for Lancaster

In 2020, we refurbished a 20 bedroom property; developing the old run-down building into a fantastic, modern new refuge for those escaping domestic abuse.

Despite the pandemic, the project continued to be operational, with working practices changed overnight in order to complete the development in time.

This investment will enable additional 24 hour emergency accommodation and a higher level of support, alongside drug, alcohol and mental health recovery programmes; supporting women to take back control and move forward positively towards a life of freedom.



Responding to the pandemic



As a result of the COVID-19 pandemic, Calico Homes services have never been in greater need and we have worked to go one step further for our customers and community:



Calico Homes were proud to take a lead role in partnering with Burnley Council and other local agencies to form Burnley Together; a community hub providing much-needed help and support to the people of Burnley affected by the pandemic.



Thanks to the work of local organisations, businesses and individuals, we were able to deal with over 3000 contacts in the first four weeks of lockdown. This support has evolved to meet the needs of the community and we have adapted along the way to help as many people as possible.



There has been a significant increase in cases of domestic abuse – so we have continued to work alongside SafeNet and Ring Stones to develop new refuge accommodation across our region and promote domestic abuse awareness and training for our Homes staff.



Our latest refuge opened in Lancaster in 2020 (during lockdown), and this was an incredible achievement from all the services involved in renovating and readying the building ready for use.



The need for our homelessness services has increased as the economic impact of the crisis continues to take its toll, we have remained focused on people who are homeless, fleeing their homes, or are at risk of losing their homes.



Through our empty homes programme we have continued to provide renovated and refurbished housing, with support and employment opportunities to help keep a roof over people's heads, and a safe place to stay.



Through Burnley Together, and in partnership with Calico Enterprise, we are taking a leading role in creating local employment opportunities and apprenticeships in recognition of the impact the crisis has had on jobs across the North West.



We have always been proud of our reputation as an employer and our track record as a training provider, we know that we can play a vital part in helping our communities to access employment and new skills at this time.



We have continued to invest in new and expanded care, wellbeing and support services, working alongside local authorities and health care providers to create even more person-centred care and supported accommodation – such as our newly announced Burnley General Hospital extra care scheme.



The pandemic has dramatically highlighted the links between housing and health, with less affluent areas being hit the hardest. It is clear that our role in providing good quality accommodation is as important as ever.

None of this would have been possible without the collaborative “One Calico” approach across our Group.





Investing and growing

We aim to provide high-quality, safe and affordable homes by investing in new developments as well as improving our existing properties.

Calico Homes properties should be well maintained and provide warm, safe and secure accommodation for people and families.

To ensure that all of our homes continue to meet high standards, we manage our assets carefully and undertake planned improvement programmes.

Our Asset Management Strategy

To ensure that our assets will support financial viability, growth and social profit across the Group, it is important to manage them in a way which maintains and maximises their value whilst understanding the current and future needs of our customers.

This is the purpose of our Asset Management Strategy which will be reviewed in 2021.

To understand the “value” of our assets we consider whether:

The asset is fit for purpose – We should invest in and repair our properties, making sure they are well maintained, meet legislative and regulatory requirements and function to deliver their purpose. We regularly carry out routine inspections of our properties (“Property MOTs”) to assess this.

The asset is financially viable – We should understand how our properties are performing financially and use this information (and market intelligence) to inform future decisions about affordability, investment and efficiency.

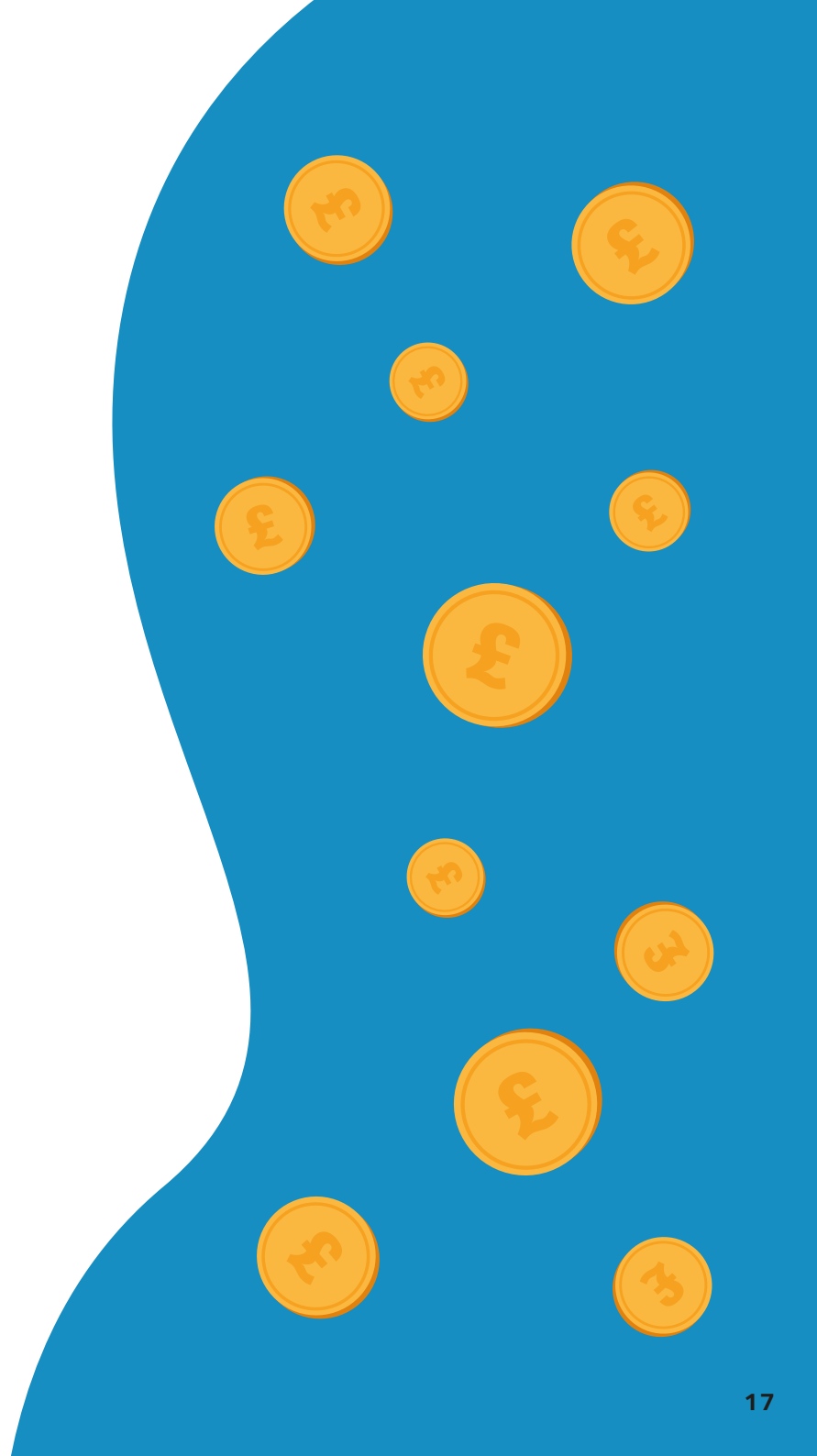
There is current and future demand for the asset – Our property portfolio should provide accommodation choices for people at every stage of life, and we should be responsive to our customer and market demands.

It contributes to creating social profit and growth – Our approach to asset management should contribute to growth across the Group, and allow us to manage risk, seize opportunities and create social profit.

In recent years we have also carried out significant programs of work to our existing homes that have made them more energy efficient.

In order to meet the Government’s new carbon targets (whilst meeting the ambition of upgrading all our stock to achieve EPC Band C by 2030), we will set out a clear strategy which will aim to:

- Support customers through the changes ahead
- Understand what our customers want
- Achieves positive social and financial outcomes.





Our Development Strategy

Our purpose is 'to make a real difference to peoples' lives', by which we mean making the biggest different to each individual, and continuing to grow so we can help the greatest number of people.

For Calico Homes, our primary means of growth is to develop and acquire new accommodation that will help us to create successful neighbourhoods.

In addition to building new social rented homes, we work with the rest of the Group to develop new types of supported accommodation, so that we can meet the wider needs of our communities.

In alignment with the wider Group growth strategy, we are continuing to develop accommodation that is appropriate for the many needs and aspirations of our community, including:

- Affordable rent
- Supported living
- Retirement living
- Extra Care
- Shared ownership
- Outright sale

The largest tenure within our development programme will continue to be affordable rent, however we also continue to promote home ownership options.

Our Retirement Living Strategy includes proposals for new build and refurbishment opportunities in the local geography.

Supported housing has seen steady growth across The Calico Group and there is interest

from a range of parties across the North West in delivering more schemes like this, in addition to additional care and extra care services which will broaden our retirement living offer.

Locally, we continue to be challenged by low property values and high land remediation costs affecting the viability of schemes.

Our relationships with Homes England, local authorities, commissioning bodies including the NHS and other partners is therefore critical to our approach. It is vital that we continue to build on existing relationships and create new ones.

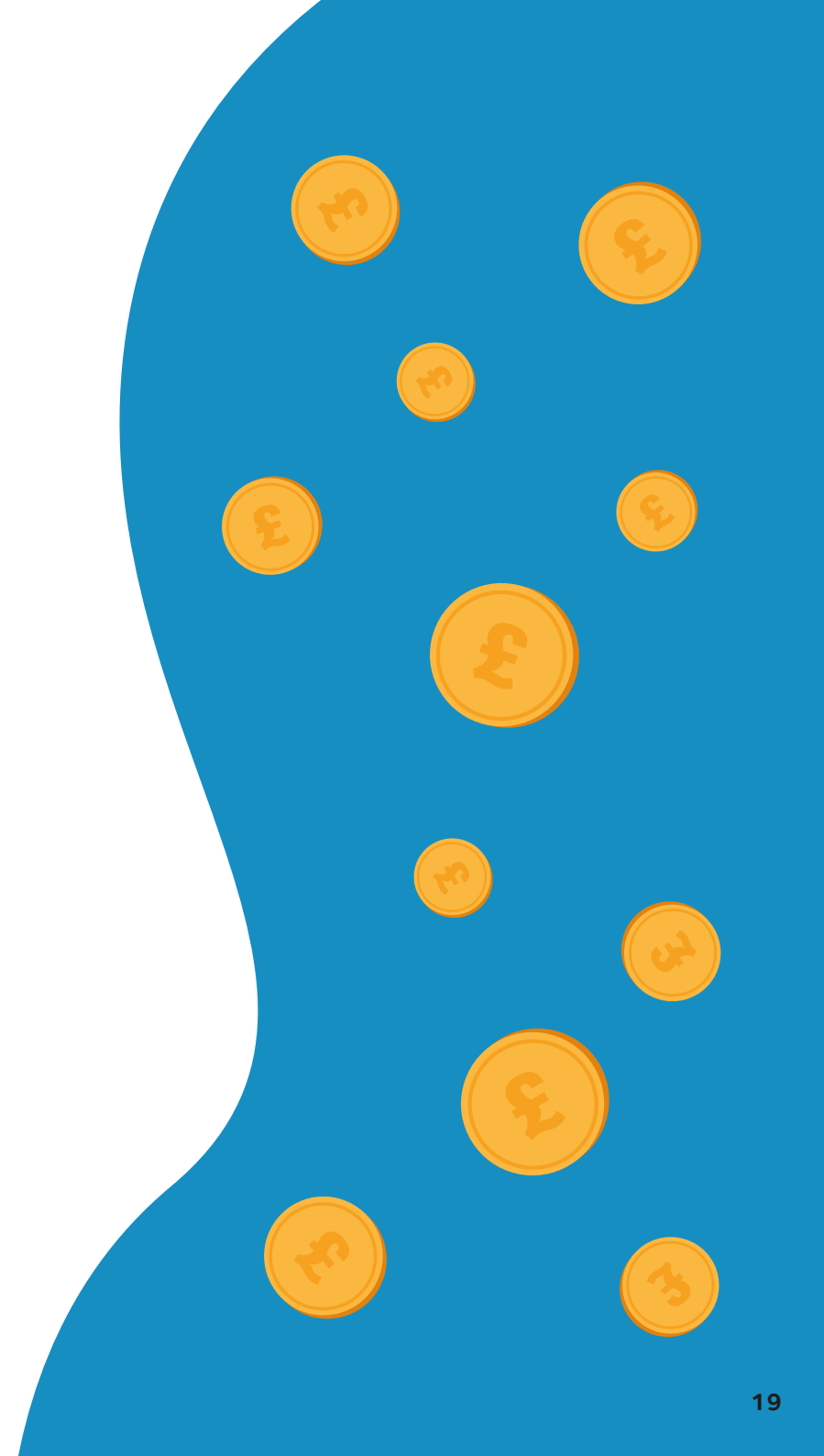
The Future Homes Standard will compel developers to meet ambitious new energy efficiency standards and increase the thermal efficiency of new homes from 2025.

To achieve this, we are working with Ring Stones to develop new ways of working, including offsite manufacturing (OSM) techniques and modern methods of construction (MMC) both of which can have a positive impact on the carbon footprint and energy efficiency of our new build homes.

Burnley Hospital Extra Care

Our new Extra Care housing scheme is a brilliant opportunity to work collaboratively, providing homes and specialist retirement living services to people in a beautiful setting where they have access to everything they need and the right support on-hand.

Extra-care accommodation is much needed within the local area and our project is set to make an enormous difference to people's health and well-being. The benefits will be felt across the wider community.





What innovating, growing and diversifying looks like:

Our customers will have access to safe, secure and good quality homes

We will have an increased property portfolio, including a wide choice of affordable accommodation & tenure options

We will have a larger and improved retirement and supported living offer for customers

Strong asset performance will ensure improved, or maximised, income

The overall condition of our assets will be improving

24 new accessible homes in South West Burnley

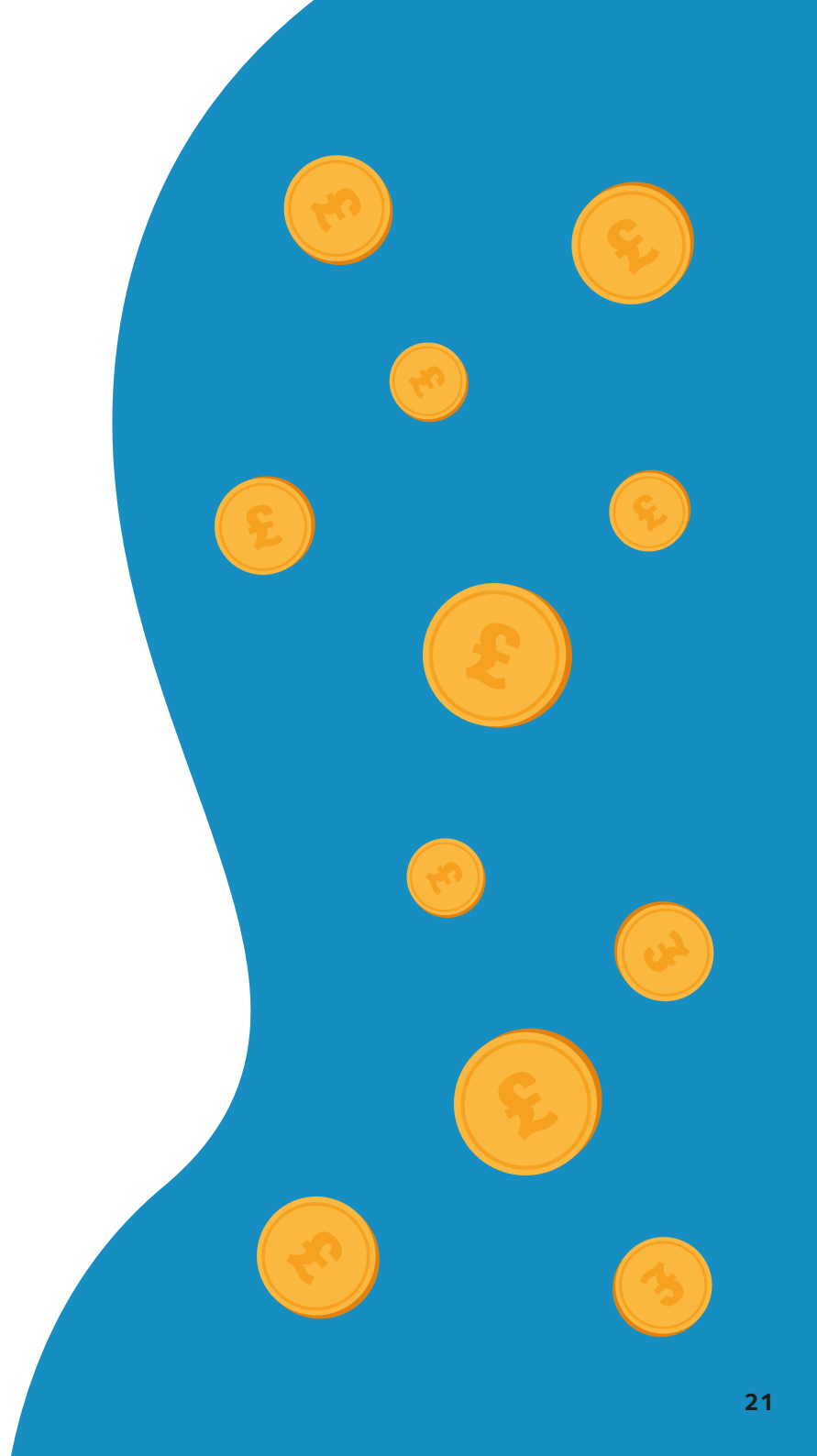
We're encouraging a multigenerational neighbourhood in our new Florence Avenue development, with many of the residents having moved into their brand-new homes just before Christmas 2020.

The 24 bungalows provide a mixture of independent living homes for over 55's, supported living for those requiring additional care and homes ideal for young families.

For people living in homes that are no longer practical, due to mobility issues or a change in family circumstances, these new bungalows provide an option to move into a more suitable property whilst maintaining a local connection, close to their support networks.

Key projects include:

- We will focus on improving customer satisfaction with their quality of their home (currently 76%)
- We will continue to invest in our properties through ongoing improvement programmes and bring forward new developments
- We will review and update our Asset Management Strategy and our approach to investment planning
- We will work with customers to improve our approaches to health and safety/building safety
- Tay Street – 42 homes for affordable rent
- Empty Homes Programme – purchasing and refurbishment of 50 older terraced properties around Burnley for affordable rent and supported housing
- Perseverance Mill – Refurbishment of an old office block into 10 self contained apartments for affordable rent, completing the regeneration of the area.
- We will also begin to develop our environmental approach by:
 - Carrying out an energy and zero carbon study of our existing homes and modelling potential costs
 - Agreeing standards and targets for carbon reductions and a timeline to achieve them
 - Evaluating investment options
 - Determine strategic approach through the imminent asset management strategy review
 - Carrying out more detailed engagement with customers around these issues and their priorities for the future





A better society for everyone

Our aim is to create successful neighbourhoods where people choose to live.

We want to deliver real social impact in our communities, and influence others to do the same.

Creating Successful Neighbourhoods is at the core of what Calico Homes does. Our strategy sets out how Calico would manage and improve our neighbourhoods in and around Burnley.

It focuses on not only the people who live in Calico Homes, but also the people who live and work in and around the area who are not customers, such as owner-occupiers and local organisations.

We define a “Successful Neighbourhood” as having:



A cohesive community – where people respect each other and value difference. Doing this involves providing opportunities for local people to have social contact. It also means considering the individual needs of customers to help us provide integrated support that helps them to live prosperously.



A positive environment – which is clean, safe and secure. To achieve this we have local action plans and work alongside community groups and partners to provide environmental improvement projects.

We have a responsibility to lead neighbourhood improvements; always encouraging and enabling the community to be heard and play an influencing role.

Likewise, we should also influence partners to act on common issues at a local level and coordinate efforts to improve neighbourhoods.

DAHA (Domestic Abuse Housing Alliance) Accreditation

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.





What creating successful neighbourhoods will look like:

Our customers will receive support from us to live a better life, through the range of services we offer and the partnerships we maintain

Our neighbourhoods and communities will be clean, safe and vibrant places, where people choose to live

Our neighbourhoods and communities will benefit from investment which increases social capital and wellbeing

Key projects include:

- Reviewing our lettings and advertising processes, from when customers first register to when they get their 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.
- Continuing to support our local community through Burnley Together, with a focus on improving the lives of the most vulnerable people in our communities
- Engaging the community in the Burnley Hospital development, shaping the provision of Extra Care for our area and the partnerships that will deliver this
- Developing an action plan around tenancy sustainment and those tenancies that fail within the first 12 months

Bringing a community centre back to life and bringing people together

We are renovating and reopening the Burnley Wood Community Centre following the approval of a license agreement with Burnley Council.

Our Community Investment Team will look at how they can best meet the needs of the community, through a range of cultural, educational, and social activities, encouraging people to come together and help prevent social isolation.

This will be a positive step forward in the development of Burnley Wood and its success as a place where people are proud to live and realising their potential. We are looking forward to seeing and working with local people to make the centre a success in the future.





Our people are happy and can thrive

Our aim is to have happy, positive and connected teams who believe in our purpose and values.

We're passionate, values-led, and our people are aligned and recruited on this basis.

Colleagues in Calico Homes work with a strong combined sense of purpose, always focused on 'doing the right thing' in our customers' interests.

The passion and commitment of our staff, and their alignment with our values, is unique.

Our shared values are embedded across the organisation, driving our language, behaviours and decision making – and demonstrating that we exist to make a real difference to people's lives.

We want to attract, develop, empower and retain people who support our businesses to thrive and grow – people who share our values and, like us, have a passion and integrity for making our customers' lives better.

We also believe in the value that "lived experience" brings to providing services and support for people most in need and positively promote this in our recruitment.



Going one step further
with our customers

Our values

We all commit to, and care about



Improving
and strengthening
ourselves and our
organisation



Our wellbeing
as individuals
and teams





Our People Strategy

Our People Strategy describes how we will achieve the high levels of employee engagement so that people are committed to the organisation and its goals.

Our aim is to create the right workplace conditions for all colleagues to give their best each day. Our strategy has 5 key workplace conditions to encourage this:



Meaningful Work – belonging to a team that is clear about how it makes a real difference to people's lives

Motivating Managers – relationships between colleagues and managers are built on genuine trust and care

Fantastic Environment – people feel well and ready for work

Realising Potential – colleagues have access to learning and development opportunities that address our future needs

Trust in the Leadership – colleagues feel inspired, listened to and valued for who they are

The wellbeing of our people is recognised as business critical, as we must be healthy and resilient to support our customers, who are often vulnerable with complex needs. Mental health is a primary focus of our extensive wellbeing programme – especially post-COVID.

Developing our people

Our “Step Further” framework supports our people to perform and grow, with a clear vision for their service with objectives setting out how they will achieve it. Colleagues understand the part they play through work priorities and regular 1-1 support from their manager. They are also given the space to develop and grow (My Time) so they can realise their potential.

We offer a wide range of learning and development opportunities for all our colleagues, with particular success in developing people and relationship skills through self awareness.

Our Leader’s Journey has been developed as a bespoke leadership development programme for all managers, supporting them to lead through values.

This Is Me

We have developed an innovative approach to diversity and inclusion embracing a “This is me” ethos. We recognise, value, and celebrate difference in its broadest sense; creating a culture and practices that embrace our unique attributes for everyone’s benefit.

We want people to bring their whole selves to work and feel safe in doing so. Understanding the different needs of our colleagues, customers and partners is essential to maximising our organisation’s potential.





What having positive, connected teams looks like:

We develop our leaders to lead through our values, with appropriate levels of both people and technical skills

We provide opportunities for staff to learn and grow so they develop to be the best they can be

We connect staff to the organisation and encourage collaboration and working together across the Group

We support the wellbeing of individuals and teams

We provide fair, competitive pay and creative benefit arrangements

Key projects include:

- 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

Project Search

We're proud to be involved in DFN Project SEARCH, which provides internships and employment training for people with a variety of learning disabilities and autism spectrum conditions aged 18-25.

As the host employer, our aim is to support interns through a work programme within Calico Homes, helping them to gain the skills they need to maximise their potential and to find paid employment.

The programme runs for one year during term time, starting each September. Throughout the year, we will rotate each intern through three placements, giving them a variety of opportunities to build on their skills.





Commercially strong

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

That means having excellent governance, high standards and an impressive track record – both in terms of performance and customer perceptions.

It also means that we continue to be accountable to our customers, putting tenants at the heart of how we operate so they can influence the way we make decisions.

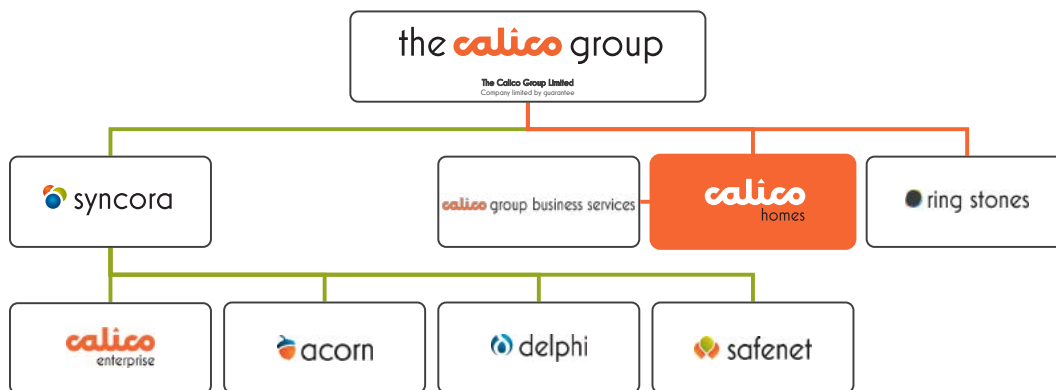
We are determined to continue strengthening our organisation, expanding our offer and better meeting our purpose of 'making a real difference to people's lives'.

Our Group Structure

In 2014 The Calico Group was restructured so that the parent company become a non-asset owning, non-HCA registered body.

In 2018 we established Syncora as a new holding company and common board for Health, Care and Skills services (Acorn; SafeNet; Enterprise; Delphi).

Our structure achieves the aim of protecting Calico Homes' social housing assets and reduces non-social housing activities in the core housing business. It also enables a stronger governance structure to be in place.



Our Regulatory Position

Of the Calico companies, only Calico Homes Limited, as a social housing provider, is regulated by the Government body the RSH. The Regulator undertook an In Depth Assessment in 2021 and we continue to maintain the highest possible ratings of G1 and V1 for our governance and financial viability.

The delivery of Value for Money, both financial and social, remains key to our successful navigation through the financial challenges we face for both existing and new areas of activity. Value for Money continues to be a key requirement in relation to strategic and operational decisions.

The Calico Homes Board

Our Boards hold us to account; they ask the right questions around performance and delivery, to ensure we are meeting their expectations – and those of our customers.

We want to deliver results that have a lasting, positive impact and with authentic leaders who support our staff as they adapt to change, and encourage continual learning and development as an essential part of our organisational culture.

The non-executive members on our Homes Board play an important role in setting the direction of travel for our organisation, as well as ensuring the highest standards of governance and integrity underpin our work.



Board Development

Making sure our Boards are connected, experienced and skilled is critical to our future success.

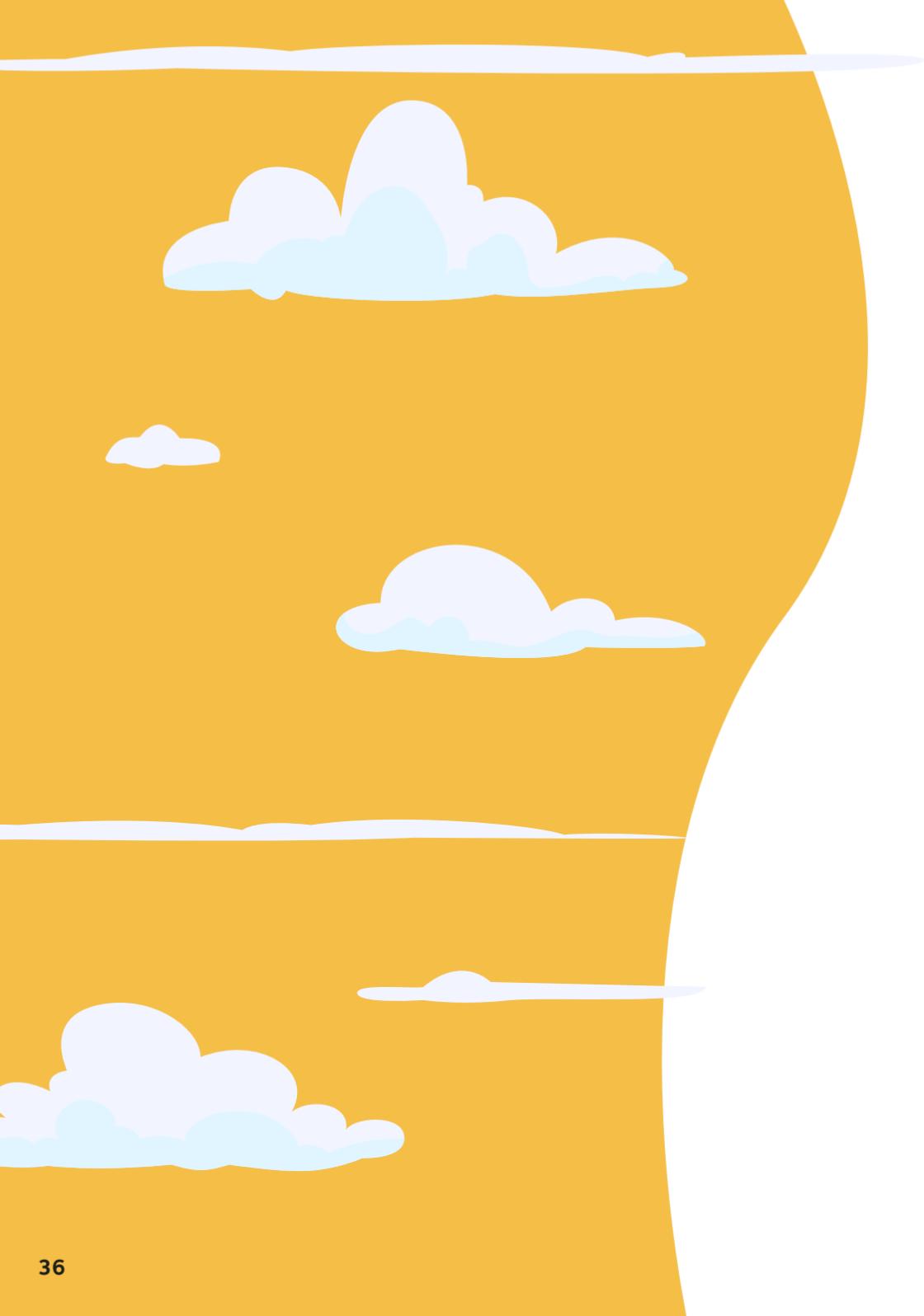
When we are stronger as leaders, we are engaging and authentic, and we are more able to successfully navigate through challenges we face – which is more important than ever as we work together to achieve the Calico vision in increasingly uncertain times.

That's why we have an engaging framework of Board development activities in place and we are committed to their ongoing development.



Boards Together is our exciting Board programme, and includes virtual workshops and presentations as well as being easy to access remotely, including:

- Q and As with the company leads
- Online training workshops
- Lively and topical round-table discussions
- Guest speakers
- Housing Finance and other topical presentations
- Regular appraisals and much more

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What being commercially strong looks like:

We will have a strong and effective governing body, supported by a sound approach to Board development and succession planning

We will be compliant with all regulatory and legislative requirements

We will have a strengthening balance sheet and provide Value for Money

We will be compliant with all regulatory and legislative requirements

We will have sufficient resources to fund a long term development/investment programme

We will have an effective and sound approach to co-regulation which represents the diverse needs of all our communities and customers who live within them

Key projects include:

- 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
- We will review the intra company agreements that ensure the Calico Homes gets best value from internal partnerships



calico
homes
calicohomes.org.uk

