



2023

annual report



WELCOME

to the 2023/24 annual report

Having arrived in February of 2023, my focus has been to improve the services we offer by working with customers and colleagues to deliver the changes you have requested via your feedback.

We have already taken steps to engage with customers in an interactive way by starting the modernisation and transformation of Calico Homes' process and systems. We have introduced a new Customer Experience Network who will be an integral part of this work, ensuring that the voice of the customer is effective and powerful, visibly influencing our decision making.

We will also continue to speak to customers through regular 'Make it Happen' surveys to understand if the changes being made are successfully improving delivery of our services in the ways you want to see.

Looking ahead, we know we are operating in a challenging environment with the cost-of-living crisis continuing to impact on our communities. Working alongside our partners and engaging with customers, we aim to provide much needed support for our customers whilst continuing to improve the appearance of our neighbourhoods.

I am looking forward to seeing what we can achieve together over the next 12 months.



Vicki Webb
Managing Director
Calico Homes



Overview

We manage over 5000 homes across Burnley and East Lancashire and our aim is to make a real difference to the quality of life of individuals and the wider communities in which we work. We provide accommodation for families,

individuals and older people, plus supported housing and services for homeless people. As part of The Calico Group, we also offer lots of other support to help people when they most need it.

Key



Performance on target or better than target



Performance just off target



Performance below target



Target not set, information only

BENCHMARK & PEER GROUP

This is how we compare our performance against other social landlords. We have benchmarked ourselves against social housing providers based in the North West with 10,000 to 20,000 properties using data from 2022/23.

MEDIAN

This is the middle point in the list of our peers.

Number of Calico Homes properties in 2022/23

General Needs	3881
Housing for Older People	1126
Supported	338
Total	5345

MEASURE	2022/23	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET
*Homes at decent homes standard	99.96%		100%	

*99.86% equates to 15 homes that didn't meet decent homes standard in 2022/23. From 2023/24, the way we calculate this will change in line with the new Customer Satisfaction Measures. You can read more on page 16.













Our aim is to ensure our homes are sustainable and safe for the future. That's why this year, we announced we're spending £25 million over the next five years.

Our planned investment will target areas of work that have been identified by our customers in a survey including our doors and windows programme, improving the energy efficiency of our homes and treatment for damp mould and condensation.

So far, 160 residents in Burnley have already benefitted from new window installations across properties in Cardigan Avenue, Girvan Grove and Fenwick Street. Additionally, external door works have been carried out for customers in Girvan Grove and Fenwick Street.

We have received positive feedback from customers on how much of a difference it has made to their homes and the standard of work that is being carried out by Ring Stones. We will continue to identify areas that are in most need of improvement with further announcements to come on planned work in 2024.



MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET
Number of emergency repairs completed	Responsive 1618	Responsive 1847		N/A	
	Gas 1160	Gas 1426			
Emergency repairs completed within target	Responsive 99.2%	Responsive 98.3%		99%	
	Gas 99.4%	Gas 99.0%			
Number of routine repairs completed	Responsive 9114	Responsive 8115		N/A	
	Gas 1768	Gas 1819			
Routine repairs completed within target	Responsive 78.5%	Responsive 83.0%		98% responsive 99% gas	
	Gas 95.9%	Gas 99.3%			
How satisfied are you with the repair service	78.3%	77.8%		83%	

MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22
£ Invested into our properties	£9,819,000	£8,794,000	↑
Average number of days for a responsive repair	Routine 20.9 Emergency 0.1 Urgent 1.5	Routine 19.9 Emergency 0.4 Urgent 1.8	↓



We recognise that times are tough and that we need to deliver the best value in everything we do to make sure every individual can live their best life.

We know we don't always get things right and we want to make sure our customers are happy in their home and that services are meeting their needs. This is why we are always trying to identify ways in which we can do more for our customers and engage with feedback on areas in which we can improve our service.

New Homes

Whilst a huge part of our work throughout the past year has been to invest and improve our current homes, we successfully progressed work on our largest ever development and Burnley's first extra care facility: **Dovestone Gardens**.

The £16m development is set to be completed in 2024 and has received positive feedback from Homes England with the work carried out so far. We have continued to involve potential customers in the development, seeking their feedback to shape how we move forward with the development.

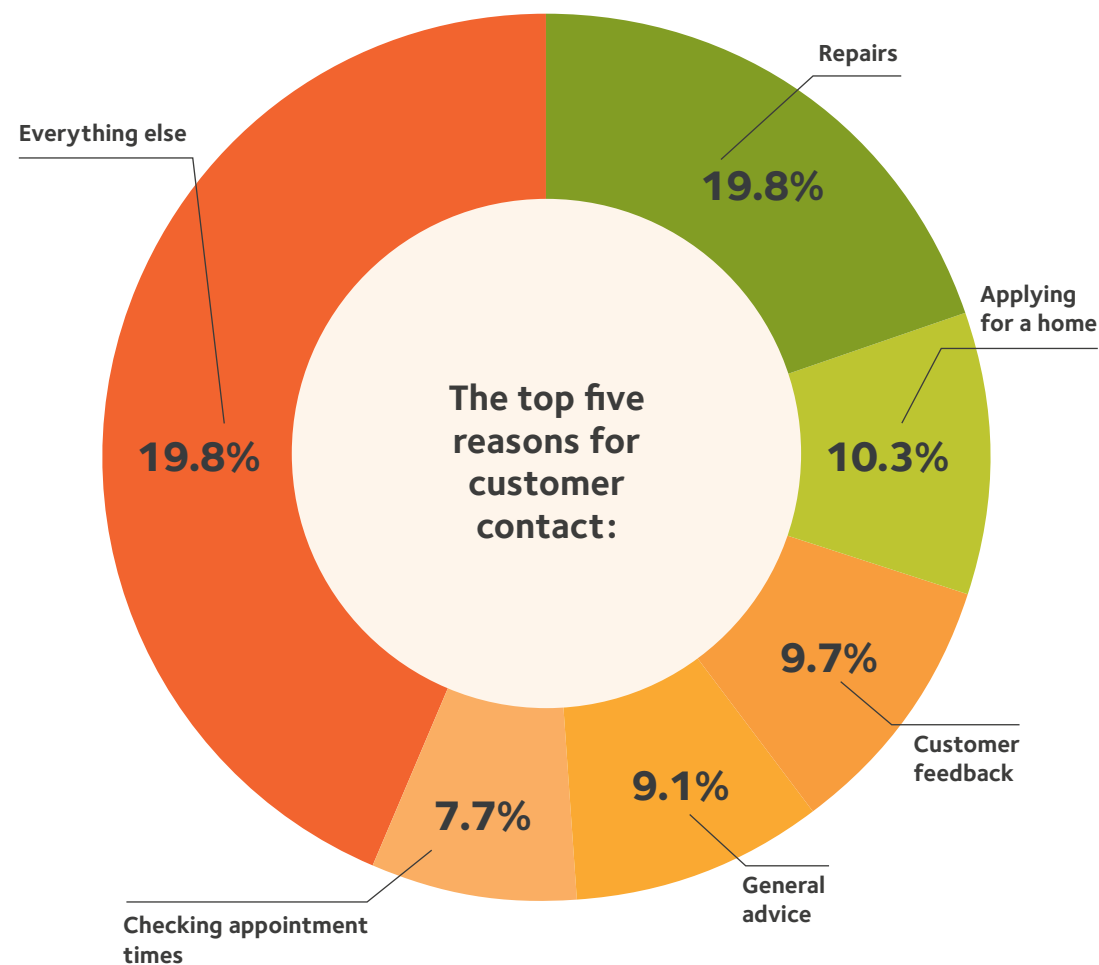
This year, we also progressed with work on phase 7 of our Empty Homes programme. So far, 15 properties have been refurbished and let to new customers, with a further 15 to be completed in the next year.







We also announced phase 8 of the programme, which saw us hit the milestone of 200 empty properties in Burnley being brought back to life.



Your Feedback

	Performance Month	LTM
Number of complaints logged	14	104
Number of complaints closed	8	93
Average days to close complaint	8.4	13.2
Number of complaints closed within 10 working days	8	84
% of complaints closed within 10 working days	100%	90.3%
% of customers satisfied with complaint handling		75%
% of customers satisfied with complaint outcome		63.9%



MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET
Net Promotore Score	+23	+22		+30	
Complaints resolved within 10-day service standard	90%	93%		95%	N/A
Number of complaints appealed	8	N/A		N/A	N/A
Percentage of customers satisfied with how we responded to their complaint	75%	49%		60%	



Customer Satisfaction Measures

In total, 79% of customers said they were happy with the overall service provided by Calico – this is very reassuring and is a fair reflection of the hard work our teams do in our communities every day. It was also pleasing that so many customers took the time to speak to us when we called, because it shows they have trust in us to listen and act upon their feedback.

84% of people were happy that Calico Homes treated them with respect and 80% of respondents were happy with the contribution we are making to their neighbourhoods. Also, 81% of residents who responded to our survey said their home was safe.

However, we know we need to find ways to better engage and support those that are less satisfied. It's clear that their confidence in us is not where it should be, and we are committed to restoring that confidence.

When customers contact us, they should know that when a repair needs doing, it will be done properly on the day we say we will. They should have confidence that our homes will be improved over time and know we will always keep them updated of our progress.

Above all, when customers speak to any of our colleagues, we want you to know that we understand where you are coming from and that we will work with you to put things right.

Our new Customer Experience Network and our 'Make it Happen' survey will ensure we are listening and engaging with our customers and making sure that what matters to them most is at the forefront of our decision making.

In the new year, we will be focusing on:



Investment in new technology and processes to make the repairs process more efficient and effective



More effective communication around planned improvement works to customers' homes



A project to improve the customer service provided to customers and ensure teams communicate more effectively with each other



Customer Perception Measures

March 2023 Satisfaction Measures

79%

Overall satisfaction with landlord

67%

Satisfaction with repairs

66%

Satisfaction with time taken to complete most recent repair

74%

Satisfaction that the home is well maintained

81%

Satisfaction that the home is safe

57%

Satisfaction that the landlord listens to tenant views and acts upon them

65%

Satisfaction that the landlord keeps tenants informed

84%

Agreement that the landlord treats tenants fairly and with respect

41%

Satisfaction with the landlord's approach to handling of complaints

61%

Satisfaction that the landlord keeps communal areas clean, safe and well maintained

80%

Satisfaction that the landlord makes a positive contribution to neighbourhoods

63%

Satisfaction with the landlord's approach to handling anti-social behaviour

Management Information Measures

2023 Housemark TSM



Complaints responded to within
Complaint Handling Code timescales

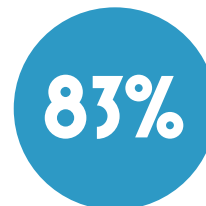
*First time resolution relates to Stage 1,
and final stage resolution relates to Stage 2



Percentage of homes
that do not meet the
Decent Homes Standard



Percentage of homes for which all
required fire risk assessments have
been carried out



Percentage of homes with
completed Asbestos surveys



Percentage of homes for
which all gas safety checks have
been carried out

Introducing our Customer Experience Network

Being part of our Customer Experience Network will give you the opportunity to shape the way our services work for you. You can choose when and how to get involved.

As a CEN member you will receive a quarterly newsletter and this will detail upcoming events to get involved. We will also from time to time contact you via your email for events you can be part of.

Examples include:

Providing input and feedback via a digital survey.
Coming along to a Focus Group.
Being part of Formal Groups.

For more information, please contact: cen@calico.org.uk



In the year ahead, we will be focusing on:



Embedding our new Complaints Scrutiny Group which includes designing and approving our new complaints process



Feeding back on service areas that we explore deeper, such as Grounds Maintenance



Feeding back on information customers would like to see more of such as our website content and ASB updates



There will be lots more activity to get involved with this year

New Leadership

We welcomed new management in 2023 as part of a change of direction.

We were delighted to announce the appointment of Vicki Webb as the new Managing Director and Laura Hodkinson who took on the new role of Group Director of Customer Transformation.

Aiming to ensure that customers are at the forefront of our decision making and that there is continued investment in homes and communities where it is needed most, the appointment came as part of the group's intention for transformational change.

As part of the Group's new corporate plan and customer strategy, Laura Hodkinson will deliver transformation to customer services across the Group.

Vicki Webb, our new Managing Director will also be part of the process in the modernisation and transformation of Calico Homes processes and systems.



Tackling Anti-Social Behaviour

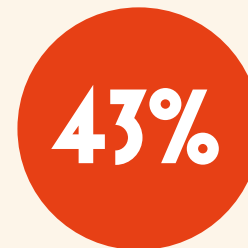
We are fully committed to tackling Anti-Social Behaviour and helping to bring about the earliest possible resolution to issues that are brought to our attention.

Once an issue is reported to us, our teams maintain regular contact with customers and ensure they are kept up to date with the case.

As part of our customer strategy, we are ensuring that our customers are at the forefront of our decision making. We understand how important it is to our customers that the communities they live in are happy and safe. We don't always get things right, but we are always looking for ways to develop and improve.

We have developed good working relationships with organisations in our communities including Lancashire Constabulary, Burnley Council and a range of support agencies. It has been over a year since we introduced our Community Safety Team.

Customer Satisfaction



ASB related cases
2022



ASB related cases
2023

In March 2022, customer satisfaction with ASB related cases was at 43%. One year later, this has increased to 70%, which is a huge step in the right direction, but we know there's still a lot to do.

A large part of our work is providing support through our support agencies to make sure our customers have the right support in place whether that be the cause or the subject of anti-social behaviour.

We are continuing to look at ways to improve and be transparent about the way we do things and will be continuing to make visits to our communities, speaking to residents to about any issues in the area.



Your Rent

We know that times are tough for lots of people right now, so we want to make paying the rent as easy as possible.

To ensure paying your rent is as simple as possible, we offer different payment methods. The rent we collect is how we pay for the repairs we carry out, the improvements we make to your homes, and the work we do in our communities.



MEASURE	2022/23	2021/22	PERFORMANCE COMPARED TO 2021/22	TARGET	PERFORMANCE AGAINST TARGET
Rent collected	99.6%	99.6%	↔	99.7%	☹️
Value of current customer arrears	£699,313	£635,211	↓	2.5%	😊
Value of former customer arrears	£596,445	£623,970	↑	0.9%	😊

New Generation

Steps were taken to integrate new generation at board level.

A 'New Generation' group of trainee board member secured permanent board positions on boards across The Calico Group as part of a Housing Diversity Network programme.

The Housing Diversity Network (HDN), 'New Generation' programme aims to bring younger and more diverse voices at board level to their host organisations. Training included discussion groups, community meetings, listening to customer feedback groups and workshops.

Tim Patel now has a position on Calico Homes' board with George Kimmance taking up a position on the Syncora board. Audrey Graham remains a trainee board member on the Calico Homes board and Rafida Khaliq has joined the SWAG board (SafeNet Women's advisory group).

The Group signed up to the programme aiming to improve the diversity of their boards and ensure their services best meet the needs of the whole community. This builds on the Group's reputation of being an inclusive employer.



Housing, Construction & Sustainability



Ring Stones Construction and Maintenance continued to progress throughout the year on multiple developments, including Dovestone Gardens and the Kinross Street project.

Ring Stones have also carried out repairs works as part of Calico Homes' investment programme and refurbishment works as part of the Empty Homes programme.

Ring Stones continues to make a huge impact in the community. In consecutive months this year, Ring Stones received their highest ratings to date from the Considerate Constructors Scheme. After being praised for work on Dovestone Gardens (achieving



42 out of 45), Ring Stones was awarded another 'Excellent Rating' for work carried out on the Kinross Street project (achieving at 43 out of 45).

The ratings recognised the teams hard work in all three aspects of community, environment and workforce. Feedback included the professional standard of sites and care for the environment. The feedback also noted the impressive work carried out in local communities by Ring Stones, including visits to local schools by hosting education sessions on the construction industry.





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