



2023/25

Calico Homes Corporate Plan



Introduction

As we have developed this Corporate Plan, we have considered the many challenges our customers face and how these influence our priorities as an organisation.

We know that times continue to be particularly tough for many of our customers, and the housing sector is understandably under additional scrutiny and pressure to perform.

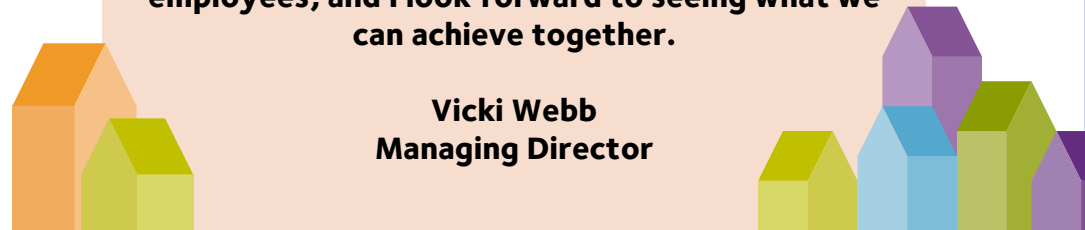
Through the Vision and Objectives set out in this plan, we have established a clear way forward, and through our Values we bring to life our passion for supporting our customers to live their best lives.

For Calico Homes, this means continuing to work closely with our customers to improve our services, understanding their priorities and the needs of the wider community, ensuring we are effective and delivering value for money at all times.



It's an exciting time for us, our customers and our employees, and I look forward to seeing what we can achieve together.

Vicki Webb
Managing Director



Our aspirations for Burnley and beyond

We want to help people of all ages, backgrounds and needs to live their best life in warm, secure homes within safe, friendly communities.

In order to do this, we recognise that our relationship with our customers must move beyond the transactional, to focus on transformational - that means understanding who our customers are, recognising and responding to their human needs, and always listening to what they have to say.

This Corporate Plan sets out our priorities so that we can work towards realising these aspirations.

Customers living
their best life

Customers happy with the services
they receive

Customers happy with their home and
neighbourhood

Strengthening financial position

Continually meeting regulatory and
legislative requirements



Our purpose and values

The PURPOSE of The Calico Group is: to make a real difference to people's lives.

As part of the group, Calico Homes shares that purpose. But we can only make a real difference if the people who work here commit to, and care about:

- Going one step further with our customers
- Our wellbeing as individuals and teams
- Improving and strengthening ourselves and our organisation.

These are our VALUES. They embody the culture of Calico and set out the behaviours we expect of all our colleagues and the Board for Calico Homes.



Going one step further
with our customers



Our wellbeing as
individuals and teams



Improving and strengthening
ourselves and our organisation

Our role in a changing world

In developing a new Corporate Plan for 2024, we have considered these factors and how they affect our customers, our people and our business.

In the last 12 months, there have been significant changes to housing regulation, customer lives and the economy.

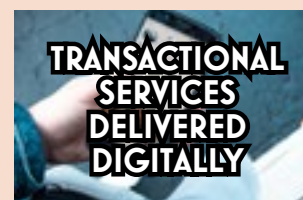
We realise there are significant challenges that come from an increased regulatory focus. We also continue to work within a difficult financial climate - which hits particularly hard in areas like Burnley.



Our customers' expectations

Through conversations with customers, we know in some areas there are improvements to be made.

By understanding the needs and priorities of our customers, and working with them, we will ensure we are always heading in the right direction.



Our vision and strategic objectives

Our new vision gives us a road map for the future which aligns with our values, responds to the challenges we face, and works towards achieving ours and our customers' aspirations.

Our strategic objectives set out how we will achieve our vision and include our priorities for the next 12 months.

“Going one step further with customers and local communities, to provide affordable, safe and quality homes, and personalised services; supporting customers to live their best lives in challenging times.”



1: PROPERTY

To provide safe and well-maintained homes through investment in existing and new properties



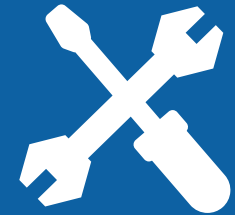
2: TENANCY SUSTAINMENT

To support customers to sustain tenancies (including community development)



3: IMPROVING SERVICES

To provide good quality and personalised repairs, customer and neighbourhood services



4: CUSTOMER RELATIONSHIP

To develop trusting relationships and to empower customers/communities to take the lead on the things that matter most



5: BUSINESS

To strengthen the business so it's strong, well-governed, environmentally-friendly and provides VFM for customers



6: PEOPLE

To create a place where people want to work now and, in the future



1: PROPERTY

To provide safe and well-maintained homes through investment in existing and new properties



Priorities for the next 12 months include:

- Reviewing our Development Strategy
- On-going delivery of our development programme
- Delivering our 5-year investment programme for existing homes
- Investment programme planning with Ring Stones
- A review of our Repairs Policy
- On-going management of disrepair issues
- Delivery of our Damp, Mould and Condensation (DMC) action plan
- Increasing our energy efficiency (EPC) ratings to 'C'
- Completing our Dovestone Gardens extra care development

Key strategies and policies:

- Asset Management Strategy
- Development Strategy
- H&S Framework



2: TENANCY SUSTAINMENT

To support customers
to sustain tenancies
(including community
development)



Priorities for the next 12 months include:

- Reviewing our Lettings Policy
- Reviewing our Neighbourhoods Strategy
- Developing our Burnley Wood Community Hub offer
- Burnley Youth Zone
- Achieving DAHA accreditation
- Completing Customer journey mapping (across the Calico Group)
- Embedding of Safeguarding procedures
- Developing our neighbourhood/service model for Dovestone Gardens

Key strategies and policies:

- Tenancy Sustainment Strategy
- Customer Strategy



3: IMPROVING SERVICES

To provide good quality and personalised repairs, customer and neighbourhood services



Priorities for the next 12 months include:

- Developing and implementing a Digital Strategy/Plan
- Carrying out a Customer Service review
- Undertaking a Repairs improvement project
- Providing an effective response to new consumer regulation
- Co-design of service improvements with our customers
- Ensuring customer insight is gathered and reported on
- Developing customer personas to help us better tailor services
- Completing a website review

Key strategies and policies:

- Customer Strategy
- Digital Vision
- Repairs Improvement Plan



4. CUSTOMER RELATIONSHIP

To develop trusting relationships and to empower customers/communities to take the lead on the things that matter most



Priorities for the next 12 months include:

- Customer Voice Framework
- Completing our annual “Make it Happen” survey
- Publishing Tenant Satisfaction Measures
- On-going engagement with our Customer Experience Network
- Data cataloguing – customers inc. D&I and personas
- Updating and delivering a Communications Plan
- Carrying out a repairs service/Repairs Policy consultation
- Embedding our Equality Impact Assessment approach

Key strategies and policies:

- Customer Strategy
- Customer Voice Framework
- Diversity & Inclusion Strategy



5. BUSINESS

To strengthen the business so it is strong, well-governed, environmentally – friendly and provides VFM for customers

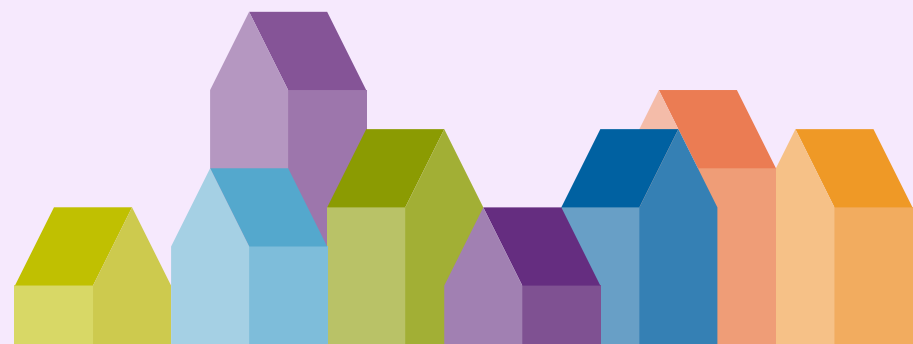


Priorities for the next 12 months include:

- Approval and delivery of a new Procurement Strategy
- Value For Money priorities identified as part of our efficiency review
- A review of our Group structure
- Transfer of Barley View to Syncora Care
- Treasury Strategy and policy review
- Pension review
- Data warehousing & cataloguing

Key strategies and policies:

- Value for Money Strategy
- Procurement Strategy
- Environmental Strategy
- ICT Strategy



6. PEOPLE

To create a place where people want to work now and, in the future



Priorities for the next 12 months include:

- Developing a new People Strategy and delivery of our People Plan
- Carrying out a pilot project of agile working
- Developing our colleagues' digital and project skills
- Volunteering offer
- New employee Inclusion Forum
- Employee voice
- Workforce planning

Key strategies and policies are:

- People Strategy
- Diversity & Inclusion Strategy



calico
homes

