



## Calico Homes

# TSM Annual Report 2025/26

Prepared by: Acuity Research & Practice



# Introduction

Calico Homes (Calico), which has around 5,500 LCRA homes in the Burnley area, has commissioned Acuity to complete quarterly tracker surveys throughout 2025/26, following on from the surveys completed in 2024/25. With these complete, the results of all four quarters are collated in this report and compared with the results of 2024/25. The survey was designed using the Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory to collect from April 2023, were reported upon for the first time in 2024 and are required annually from now on.

The survey uses a mixed mode with the aim of completing 20% online and 80% by telephone interview. The survey is designed to collect the views of approximately 800 tenants for the year, out of a total population of around 5,479 LCRA tenants, proportionately sampled by tenure, area, and age. This report presents an analysis of the results based on the 857 completed interviews and includes 56 incomplete interviews, which are required to be included by the Regulator. Of these responses, 668 were by telephone interview and 245 online.

This report uses sentiment analysis to better understand tenants' comments and why they have responded to the satisfaction questions the way they have. Information about how this works is shown at the end of the report and adds an extra layer of focused insight to the results to help Calico better understand what is driving satisfaction, what tenants are most concerned about, and what could be improved.

The telephone survey is confidential, and the results are sent back to Calico anonymised unless tenants give their permission to be identified. A total of 74% of tenants gave permission to share their responses with their details attached, and 93% of these tenants are happy for Calico to contact them to discuss any information they provided.

This survey aims to provide data on tenants' satisfaction, which will allow Calico Homes to:

- Provide information on tenants' perceptions of current services.
- Compare the results with the previous surveys completed.
- Inform decisions regarding future service development.
- Report to the Regulator of Social Housing annually, as required.

For the overall results, Acuity and the Regulator of Social Housing recommend that landlords with between 2,500 and 9,999 properties achieve a sampling error of at least  $\pm 4\%$  at the 95% confidence level. For Calico, 907 responses to the overall satisfaction question were received in 2025/26. This response is high enough to conclude that the findings are accurate to within  $\pm 2.97\%$  annually (at the 95% confidence level), which is well within the required margin of error.

*The majority of figures throughout the report show the results as percentages. The percentages are rounded up or down from two decimal places in the results file to the nearest whole number, and for this reason, may not in all cases add up to 100%. Rounding can also cause percentages described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together. The base numbers for responses to individual questions are also shown as n=...*

Key TSM Metrics

Annual Summary

NPS

Wellbeing

Further Insight

Trends

Summary

Annual Demographics

74%



## Overall Satisfaction

Three-quarters (74%) of tenants are satisfied with the overall service provided by Calico in 2025/26, remaining stable compared with 2024/25.

Two of the measures achieved a satisfaction level of 80%, these being the provision of a safe home and the overall repairs service in the last 12 months. Five other measures scored well in the 70% range, while three are in the 60% range.

However, at the other end of the scale, just one measure falls far behind, with three out of ten tenants (31%) satisfied with the handling of complaints. This is a measure that most landlords across the sector find challenging, and some recommendations to support improving complaints handling are made at the end of this report.

This annual report combines the results of all surveys in 2025/26 and compares them with those from 2024/25. By analysing tenants' comments, using key driver analysis, and providing benchmarking against other landlords, this report will explore any changes Calico can implement to improve satisfaction for its tenants.

## 2025/26 TSM Key Metric

### Keeping Properties in Good Repair



Well Maintained Home 73%



Safe Home 80%



Repairs Last 12 Months 80%



Time Taken Repairs 78%

### Respectful & Helpful Engagement



Listens & Acts 62%



Kept Informed 70%



Fairly & with Respect 78%



Complaints Handling 31%

### Responsible Neighbourhood Management



Communal Areas 75%



Neighbourhood Contribution 66%



Approach to ASB 62%



# Annual Summary



The charts summarise satisfaction and dissatisfaction with the 2025/26 survey measures.

Sometimes, where satisfaction is low, the remaining tenants can be split between those who fall into the neutral middle ground and those who are actually dissatisfied. This difference can signal areas where tenants do not have strong opinions or areas where a high percentage of tenants are actually dissatisfied.

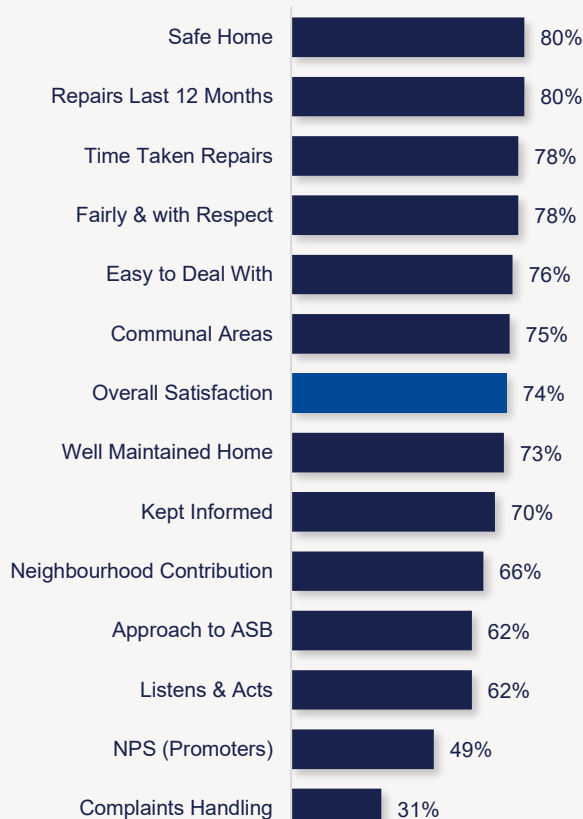
For Calico, it generally follows that measures with high satisfaction also have low dissatisfaction, and vice versa.

The highest proportion of tenants who do not feel strongly either way is for those responding to the approach to handling ASB question (17%). Although this measure has relatively low dissatisfaction and high satisfaction, the remaining neutral responses suggest that these may not have personally experienced ASB.

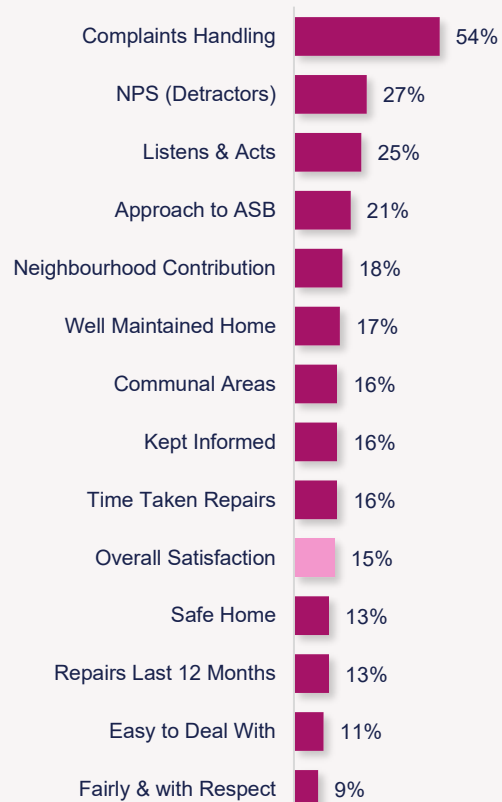
In terms of dissatisfaction, there is generally below a fifth of tenants dissatisfied with the range of services offered, except for how tenants' views are listened to and acted upon and the handling of complaints, although only the latter has more dissatisfied (54%) than satisfied (31%).

# Annual Satisfaction & Dissatisfaction

## Satisfaction with Measures 2025/26



## Dissatisfaction with Measures 2025/26





# Key Driver Analysis

Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for tenants' overall satisfaction. Each landlord has its own unique pattern of influence.

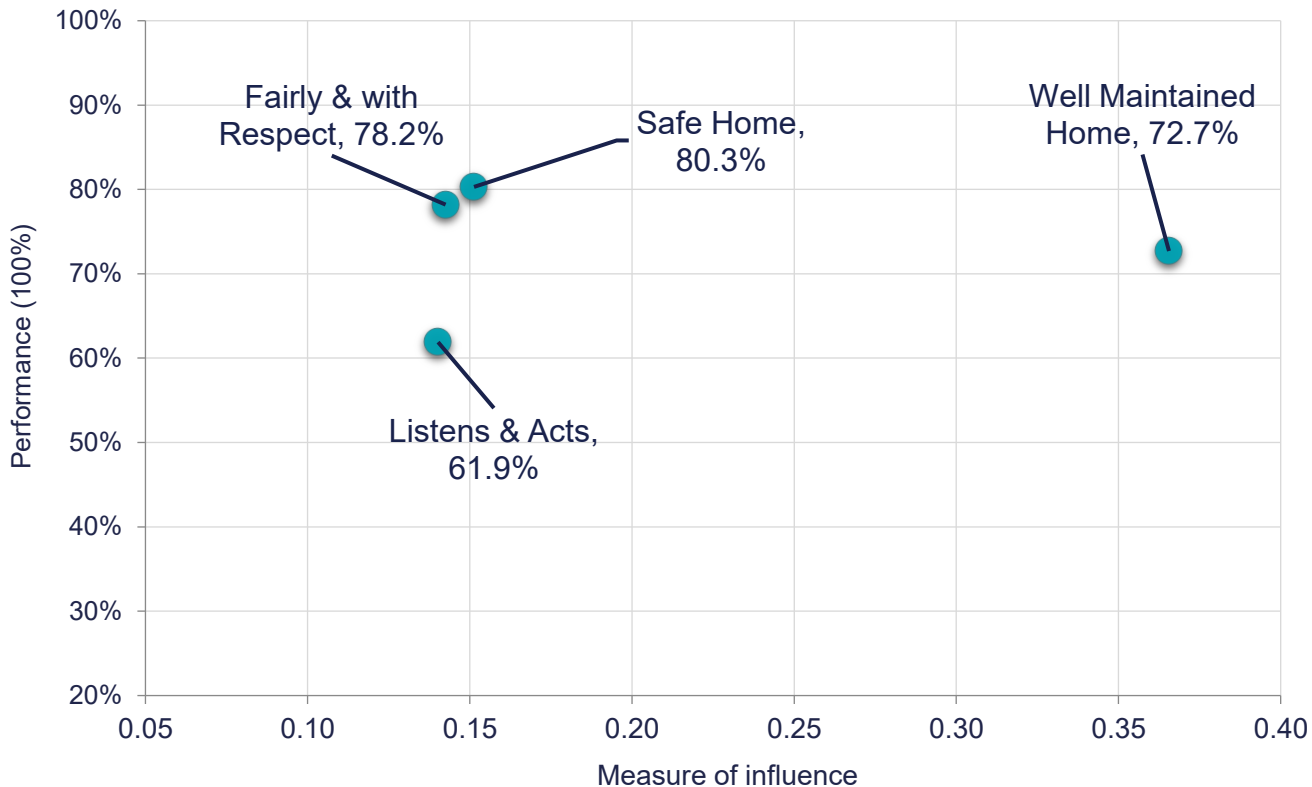
When combining all the results for 2025/26, the most important driver for tenants' satisfaction with the overall service provided is that they have a well maintained home.

This aligns with the key driver analysis of over 200,000 responses from TSM surveys completed in 2024/25 that Acuity recently undertook, which demonstrates that the maintenance of the home had the strongest influence on overall satisfaction.

The provision of a safe home, tenants being treated fairly and with respect and how views are listened to and acted upon, are also important, but not as influential.

The implication of this analysis is that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall service provided.

### Annual Key Driver Analysis – Overall Satisfaction





# Benchmarking – RSH Results 2024/25 (LCRA)

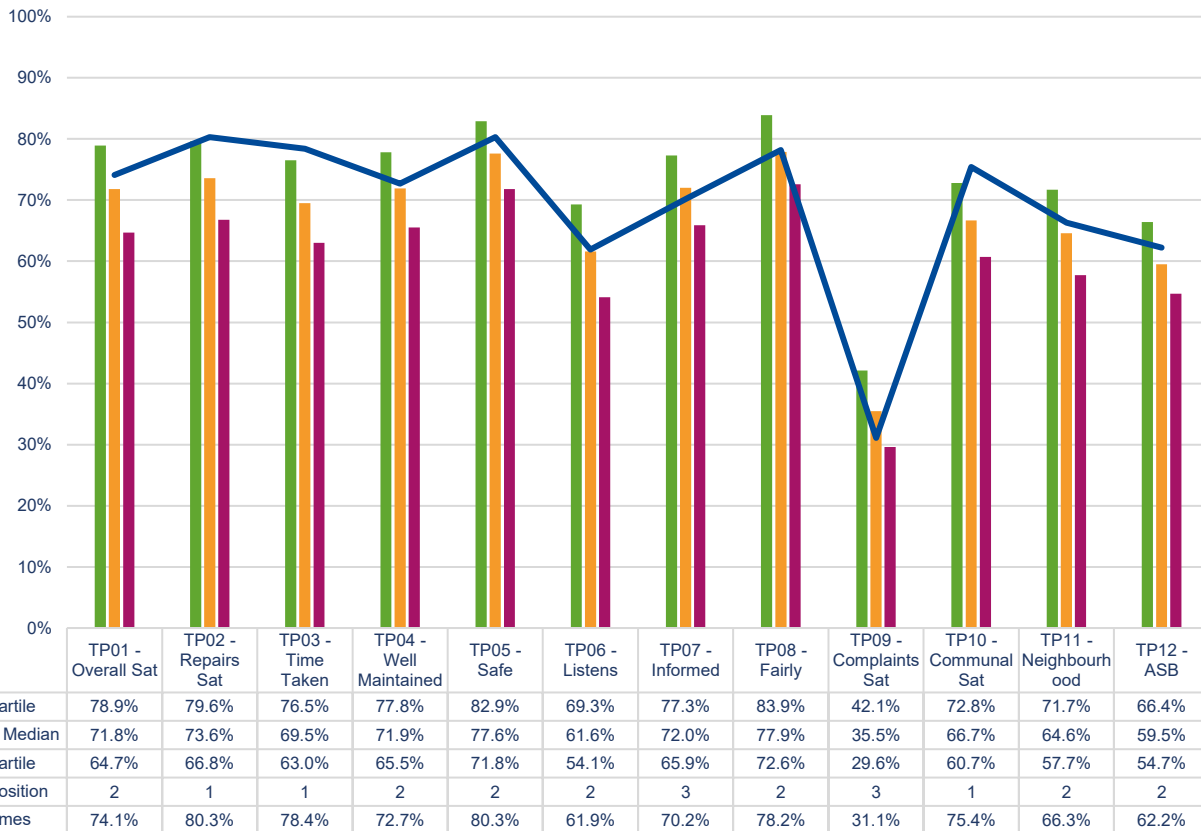
All registered providers with over 1,000 units were required to submit their TSM results for 2024/25 to the Regulator of Social Housing by the end of June 2025. The full set of results was then released late in the year, so it is possible to compare the Calico results against these.

Calico compares well against this group, with three measures in the upper quartile. These are the satisfaction with overall repairs service in the last 12 months (80.3%), the time taken to complete the most recent repair (78.4%), and the cleaning and maintenance of communal areas (75.4%).

Seven further measures exceed the group median and stand in the second quartile, including overall satisfaction (74.1%).

Only two measures are in the third quartile, namely, tenants feeling that they are kept informed about the things that matter to them (70.2%) and the handling of complaints (31.1%).

The majority of the measures stand above the group median, showing consistently high satisfaction from Calico tenants.





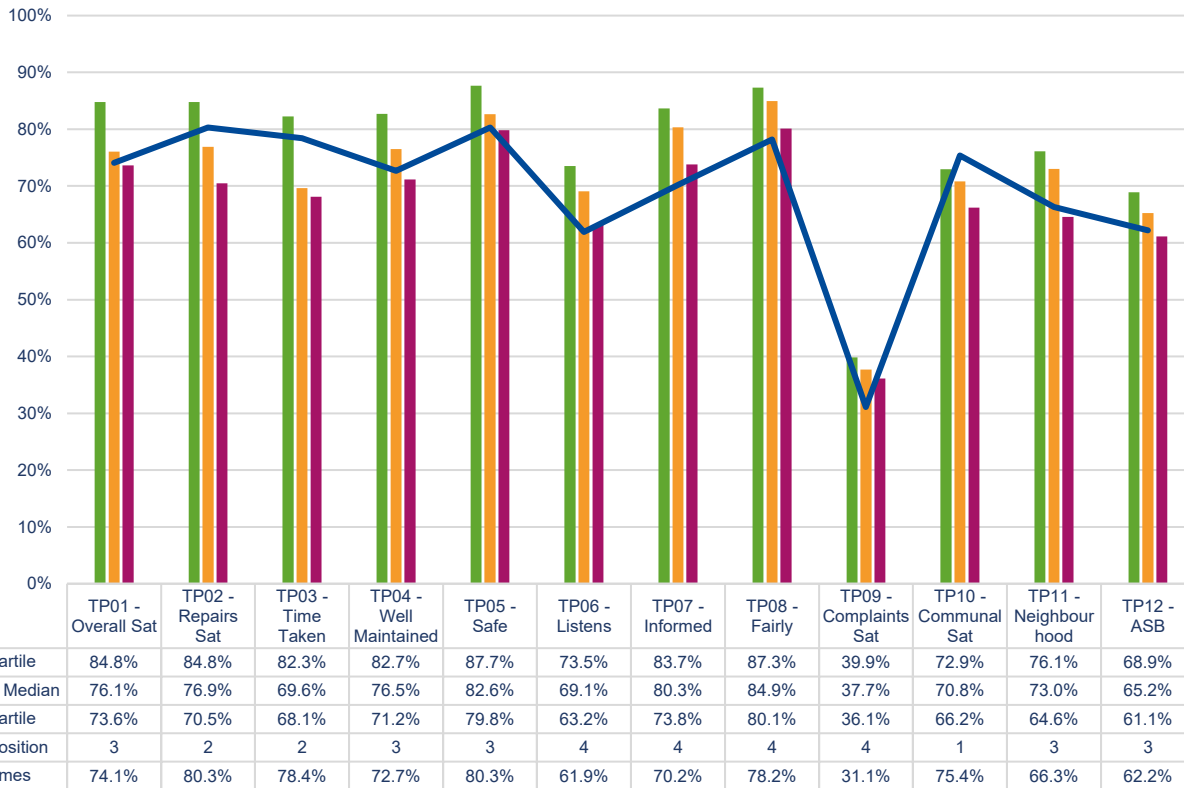
# Benchmarking – RSH Results 2024/25 (Housing Associations)

Calico's results can also be compared with those of other housing associations in order to contextualise them more specifically.

Here, just one measure (the cleaning and maintenance of communal areas) exceeds the upper quartile value, while two (satisfaction with the overall repairs service over the last 12 months and the time taken to complete repairs) are in the second quartile.

Five measures are in the third quartile, including overall satisfaction, although this is only 2p.p below the Regulator median.

The remaining four measures are in the lower quartile. Of these, the handling of complaints is the closest to reaching the group median (6.6p.p below).



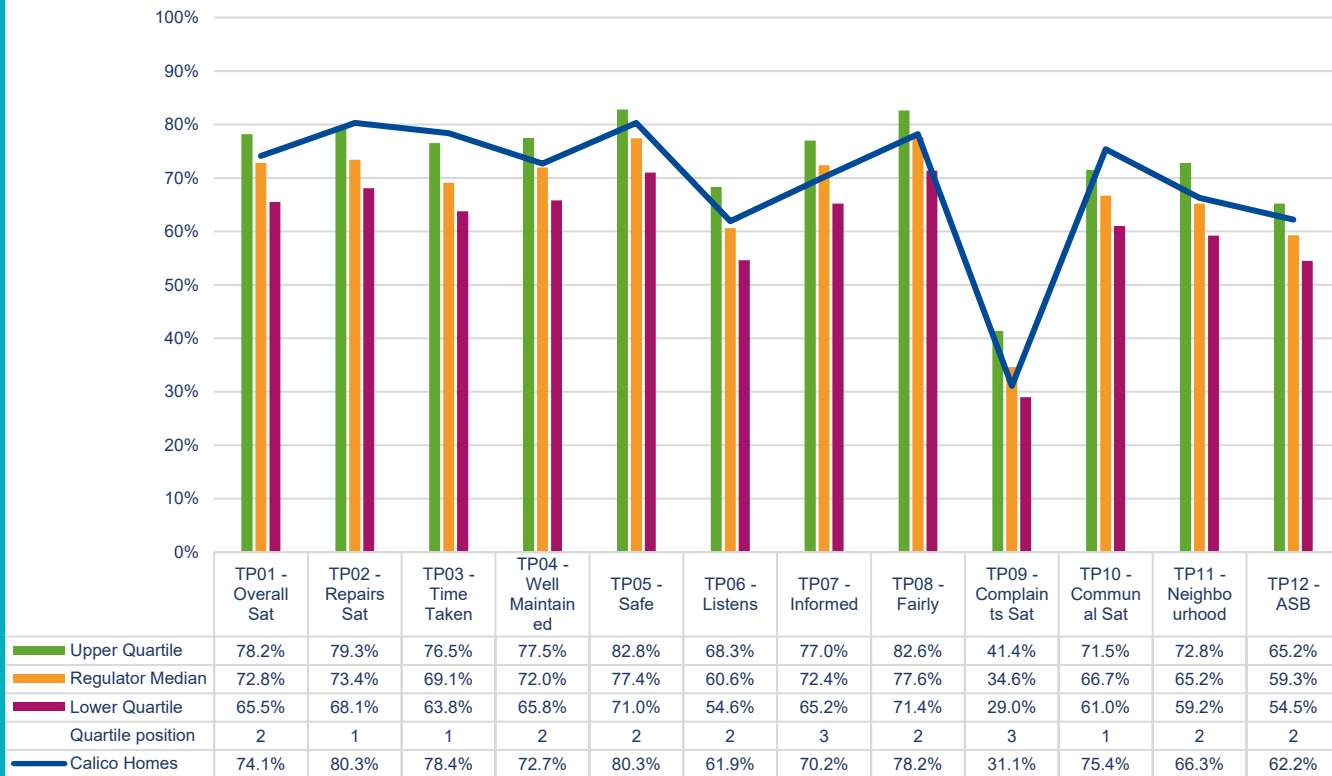


# Benchmarking – RSH Results 2024/25 (5,000 to 10,000 Units)

Similarly, it is also possible to compare Calico's results with those of other landlords of a similar size. This group consists of those with between 5,000 and 10,000 properties.

Here, three measures exceed the upper quartile, these being satisfaction with the overall repairs service in the last 12 months, the time taken to complete the most recent repair, and the cleaning and maintenance of communal areas.

A further seven measures are in the second quartile and exceed the group median, including overall satisfaction, while the remaining two measures are in the third quartile.





The comment responses to the open questions were categorised using sentiment analysis and subdivided by theme. These themes are shown to the right, ordered according to how many times they were mentioned across the open questions.

The most frequently mentioned theme is the timeliness/responsiveness of the repairs service, with 405 comments, scoring -0.52 overall. In total, 47% of the comments are positive, 55% are negative, and 15% are neutral, indicating that this is an important issue for respondents, and that more than half are dissatisfied. There are 246 Other comments regarding responsive repairs, with a similar sentiment score of -0.65.

The general condition of the property received a positive sentiment score (+2.16), across 207 comments, of which 65% are positive, 23% are negative, and 13% are neutral.

Customer service and contact is mentioned across 187 comments, scoring +3.57. Here, 82% of comments are positive, just 5% are negative, and 15% are neutral, indicating high levels of satisfaction in engagement measures.

Of the seven comment themes which were mentioned in at least 20% of comments, four are positive, indicating that multiple of the most common response categories have a positive sentiment overall.

## Top 30 Comments

	%	Count	Score
Property Services - Responsive Repairs - Timeliness / Responsiveness	52.19%	405	-0.52
Property Services - Responsive Repairs - Other	31.70%	246	-0.65
Property Condition - General Condition	26.68%	207	2.16
Housing Services - Customer Service & Contact - Satisfaction	24.10%	187	3.57
Property Services - Responsive Repairs - Resolution	22.16%	172	-1.93
Property Services - Responsive Repairs - Quality of Work / Service	20.36%	158	0.88
Housing Services - Customer Service & Contact - Staff Conduct	20.23%	157	3.43
Property Condition - Window/doors	18.69%	145	-2.70
Housing Services - Customer Service & Contact - Other	16.75%	130	1.10
Uncategorized Comments	14.43%	112	0.70
Property Condition - Damp	13.79%	107	-3.29
Housing Services - Customer Service & Contact - Communication / Transparency	13.66%	106	1.71
Property Services - Responsive Repairs - Communication / Transparency	12.50%	97	-0.71
Housing Services - Customer Service & Contact - Timeliness / Responsiveness	12.24%	95	1.36
Property Services - Responsive Repairs - Satisfaction	10.95%	85	3.76
Housing Services - Communal Maintenance - Quality of Work / Service	10.31%	80	1.86
Housing Services - Grounds Maintenance - Quality of Work / Service	8.76%	68	-1.11
Property Condition - Bathrooms	6.96%	54	-2.46
Property Condition - Roofs & Gutters	6.96%	54	-1.83
Building Safety - Door/window/gate security	6.70%	52	-0.54
Property Services - Responsive Repairs - Worker Conduct	5.93%	46	2.90
Housing Services - Customer Service & Contact - Resolution	5.93%	46	1.49
Housing Services - Grounds Maintenance - Timeliness / Responsiveness	5.93%	46	-2.61
Property Condition - Kitchens	5.80%	45	-3.15
Property Services - Responsive Repairs - Safety	5.67%	44	-0.96
Housing Services - Customer Service & Contact - Quality of Work / Service	5.67%	44	2.31
Housing Services - Customer Service & Contact - Listening / Acting	5.54%	43	0.36
Property Services - Responsive Repairs - Appointments / Convenience	5.41%	42	-2.94
Property Services - Responsive Repairs - Effort	5.28%	41	-2.13
Equality, Diversity & Inclusion - Vulnerabilities	5.15%	40	-3.39



# National Context

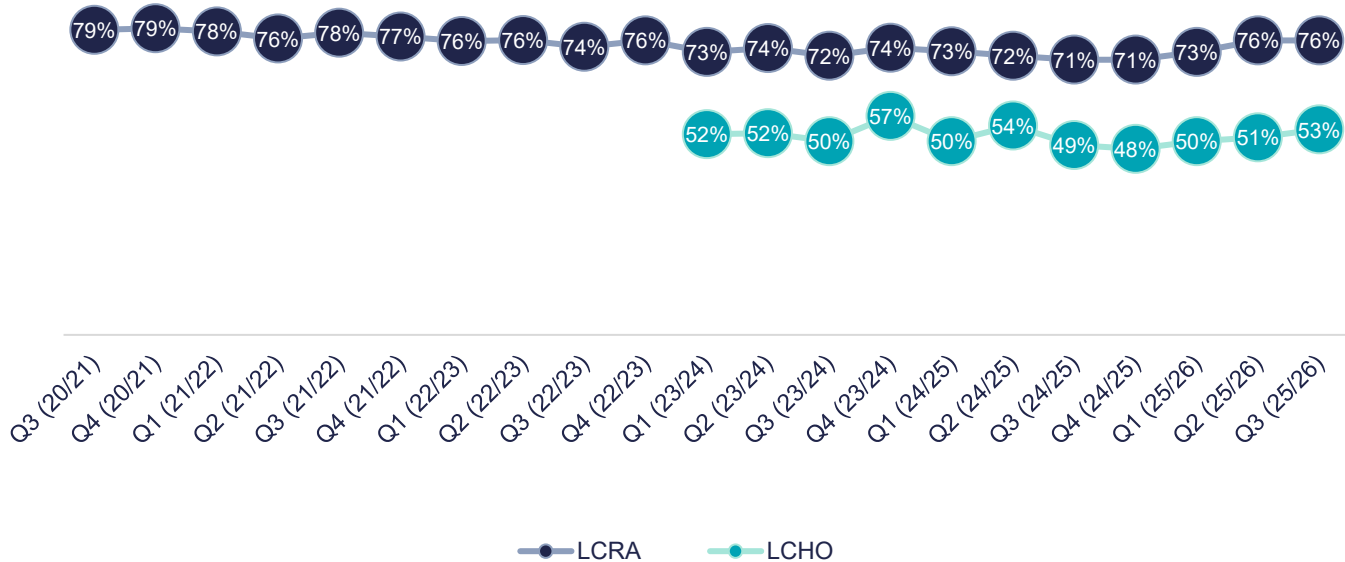
When considering the results, the national context and external factors must also be taken into account.

Satisfaction is based on perception rather than specific values, so it can be affected by these factors and how positive people feel about their lives.

Tenants have had to face considerable challenges in recent years, particularly the ongoing cost-of-living crisis, political changes and some will still be recovering from the disruption caused by the pandemic of 2020 and the effect it had on the delivery of services.

The graph demonstrates how overall satisfaction has changed over time for Acuity's clients (tracker only). The trendline is downward over the last few years, but there are signs that it is starting to increase again as we move through 2025/26.

### Overall Services (Acuity Clients)





**Net Promoter**



# Net Promoter

Tenants were asked, "How likely would you be to recommend Calico Homes to other people on a scale of 10 to 0, where 10 is extremely likely, and 0 is not at all likely?"

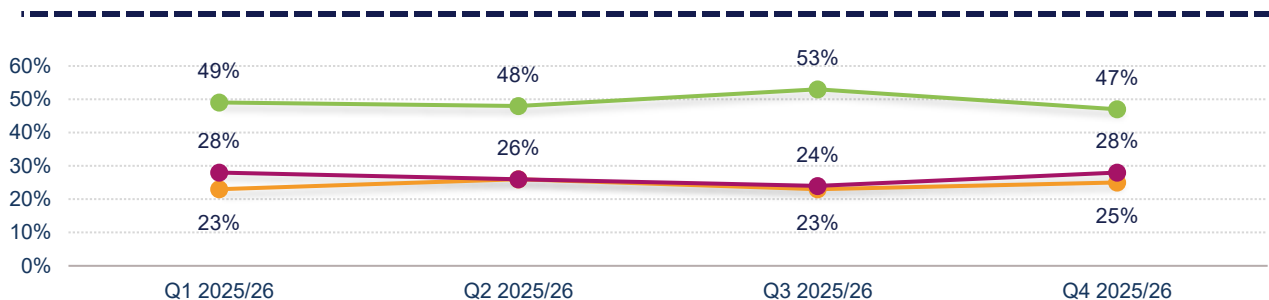
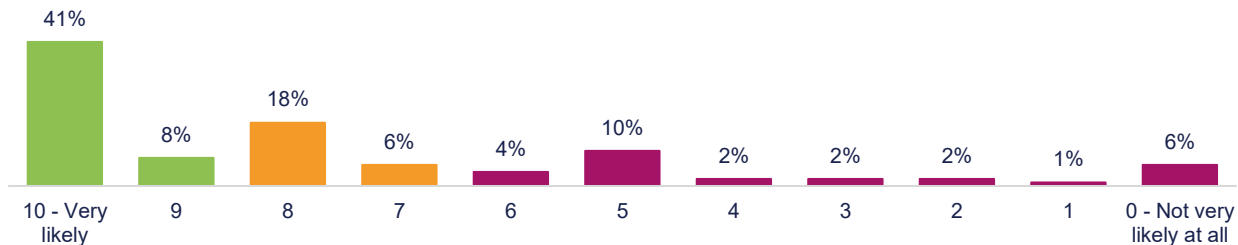
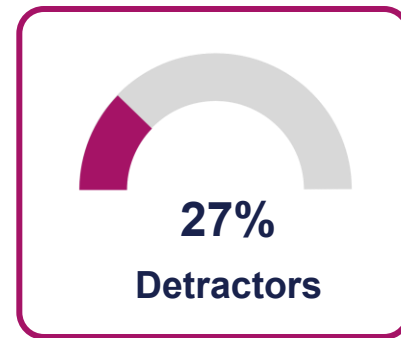
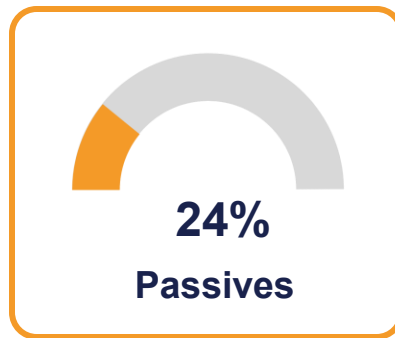
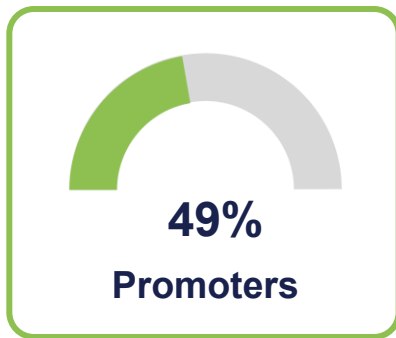
Around half the tenants are promoters, meaning that they are happy to promote Calico to other people (49%), with 41% of tenants giving a score of 10 out of 10.

Close to a quarter of tenants are currently passive and could be persuaded either way (24%), whilst almost three out of ten are detractors (27%), and likely to have negative views about Calico.

For those who are currently passive but close to becoming promoters, it would be interesting to know how this group could be converted into promoters. An additional question asking tenants for the reason behind their score would help in this regard.

The Net Promoter Score (promoters minus detractors) is +23 for 2025/26, which is an increase of three points compared with 2024/25.

**+23**  
**NPS**





**Wellbeing**



Tenants were also asked how the cost of living was affecting them, and around three-quarters of tenants are concerned about it (76%), with 41% very concerned and 35% slightly concerned. The proportion of those very concerned has remained the same since 2024/25, while those slightly concerned have decreased marginally by 1p.p.

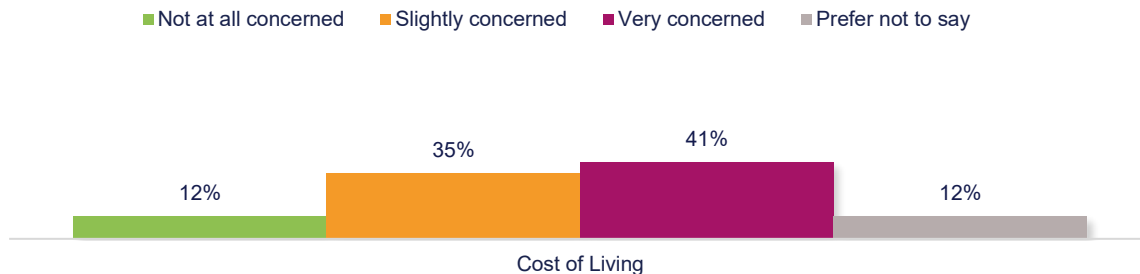
Similar surveys from other social landlords show that tenants who are concerned about their financial situation and the cost of living are less satisfied across the range of survey measures.

This is the case for Calico, where those who are not at all concerned have higher satisfaction for every measure. It also follows that tenants who are very concerned have the lowest level of satisfaction across all measures, although they share the same score with those who are slightly concerned regarding the handling of complaints (29%).

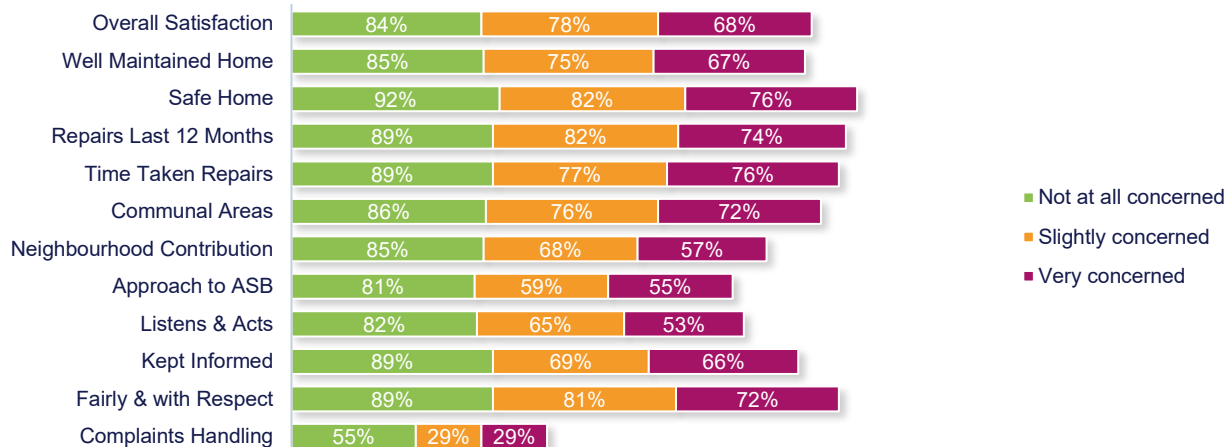
As such, any additional support Calico can provide, such as benefits, budgeting, or financial advice, could not only help improve satisfaction levels but also positively impact the wellbeing of those affected.

## Cost of Living

### Cost of Living Concern



### Cost of Living Concern & Satisfaction





**Further Insight**

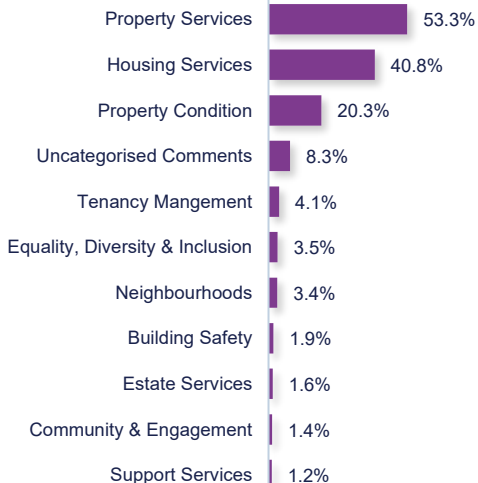
# Overall Satisfaction

Please describe your specific experiences that have shaped your view of Calico Homes' service.

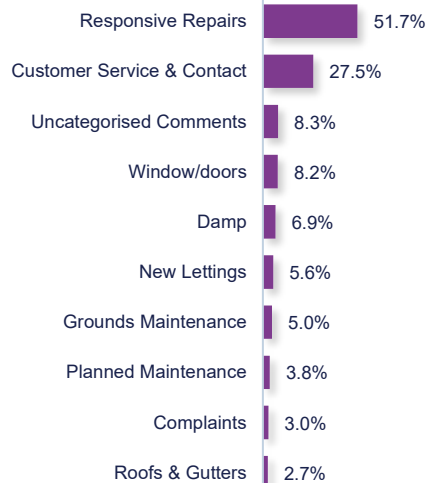
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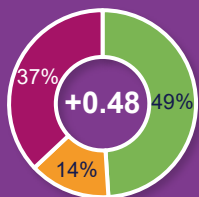
## Categories



## Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Timeliness / Responsiveness	282	44.3%	-0.01
Subcategory, no attribute (yet)	138	21.7%	+0.36
Resolution	114	17.9%	-1.18
Quality of Work / Service	85	13.4%	-0.32
Satisfaction	85	13.4%	+3.60
Communication / Transparency	52	8.2%	-0.63
Listening / Acting	32	5.0%	-1.88
Staff Conduct	29	4.6%	+3.45
Effort	21	3.3%	-0.62
Appointments / Convenience	17	2.7%	-1.65
No Comments	13	2.0%	-0.38
Worker Conduct	12	1.9%	+2.50
Safety	9	1.4%	-4.56
Accountability	8	1.3%	-4.75
Empathy	7	1.1%	-1.43
Trust	7	1.1%	+0.71
Accessibility	4	0.6%	-1.00
Fairness	3	0.5%	+1.00
Consistency	-	-	-



Tenants were asked to describe the specific experiences that have shaped their view of Calico's service. Many tenants express satisfaction with timely repairs, polite and professional staff, and effective maintenance of urgent issues like heating and plumbing.

However, others report problems with slow or incomplete repairs, poor communication, and unaddressed long-term disrepair, such as damp, mould, broken windows, outdated kitchens, and bathrooms. Several face difficulty getting responses or appointments, with recurring repairs often taking months or years to resolve. Issues with ASB and lack of effective support are also noted, alongside concerns about unsuitable or unsafe properties, especially for disabled or elderly tenants. Some tenants feel neglected in terms of property upkeep, with repeated comments about poorly done or superficially addressed repairs.

While some tenants report positive experiences with support workers and accessibility adaptations, others struggle with inadequate attention to their living conditions, highlighting inconsistency in service delivery and tenant satisfaction across the portfolio.

For further information about Acuity's Resident Sentiment Index, please see appendix

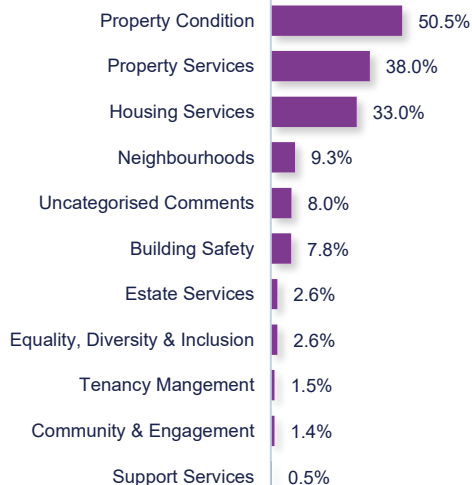
# The Home

Share your views on the safety and maintenance of your home and the cleanliness and maintenance of any communal areas.

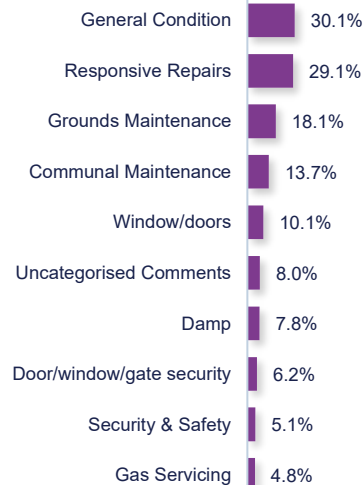
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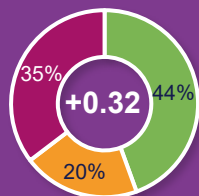
## Categories



## Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Quality of Work / Service	145	34.5%	+0.91
Timeliness / Responsiveness	128	30.5%	-1.39
Subcategory, no attribute (yet)	101	24.0%	-0.58
Safety	69	16.4%	+0.58
Resolution	41	9.8%	-2.34
Communication / Transparency	30	7.1%	-1.53
Satisfaction	24	5.7%	+3.13
Effort	13	3.1%	-3.46
No Comments	9	2.1%	-1.11
Listening / Acting	7	1.7%	-2.43
Accountability	6	1.4%	-2.83
Appointments / Convenience	6	1.4%	-5.00
Consistency	3	0.7%	-2.33
Empathy	3	0.7%	-4.33
Worker Conduct	3	0.7%	+0.33
Trust	2	0.5%	-2.50
Accessibility	1	0.2%	-5.00
Fairness	1	0.2%	-5.00
Staff Conduct			-



Tenants were asked to share their views on the safety, cleanliness and maintenance of their home and communal spaces. Many tenants feel safe due to regular gas and electrical safety checks, secure doors and windows, and active neighbourhood vigilance.

However, tenants cite slow or inadequate repairs, especially concerning damp, mould, leaking roofs, old kitchens and bathrooms, broken windows, and faulty doors. Tenants report poor responsiveness to repair requests and unresolved damp problems, sometimes lasting years, leading to health and safety concerns. Communal areas receive varied feedback; while some find them clean and well maintained with regular grass cutting and cleaning, others describe them as neglected and dirty, with overflowing bins, rubbish, and fly-tipping issues. Garden maintenance and fence repairs are cited as inadequate or the tenants' responsibility, causing frustration. Some tenants also highlight ASB and security concerns in communal spaces.

Overall, while safety checks are appreciated, there is dissatisfaction with the quality and timeliness of maintenance, and with communal area upkeep, impacting tenants' comfort and perception of their living environment.

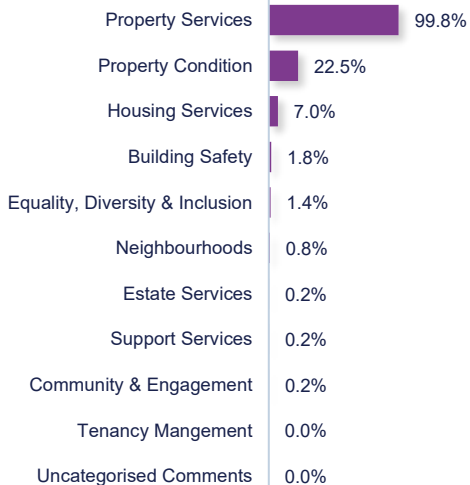
# Repairs & Maintenance

Tell us more about your experience with the repairs service over the last 12 months.

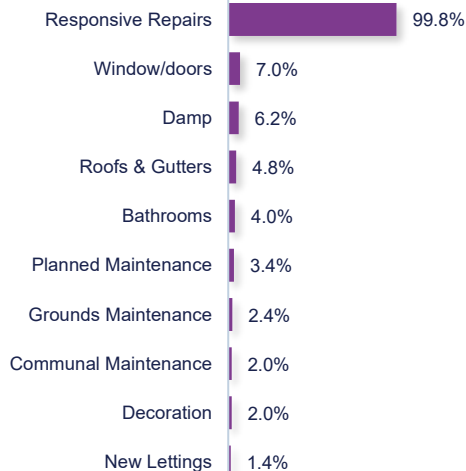
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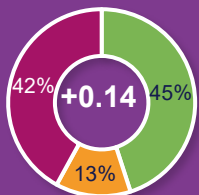
## Categories



## Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Timeliness / Responsiveness	220	43.8%	+0.04
Subcategory, no attribute (yet)	152	30.3%	-0.99
Resolution	78	15.5%	-1.54
Quality of Work / Service	71	14.1%	+2.04
Satisfaction	50	10.0%	+4.06
Worker Conduct	29	5.8%	+3.31
Communication / Transparency	22	4.4%	-0.14
Appointments / Convenience	18	3.6%	-2.17
Effort	13	2.6%	-1.77
Listening / Acting	7	1.4%	-3.29
Empathy	5	1.0%	+1.60
No Comments	4	0.8%	+1.25
Accountability	2	0.4%	-4.00
Safety	2	0.4%	-4.00
Staff Conduct	2	0.4%	-1.00
Consistency	1	0.2%	+5.00
Accessibility			-
Fairness			-
Trust			-



Tenants were asked to describe their experiences with the repairs service over the last 12 months. Many tenants praise the professionalism, friendliness, and politeness of repair staff, noting timely or same-day responses, especially in emergencies. Positive feedback highlights completed repairs to boilers, windows, bathrooms, roofs, and heating systems, often acknowledging workers' respectful behaviour and effective communication.

However, concerns emerge around delays, incomplete or repeated repairs, poor communication, and a lack of proper follow-up. Several tenants report waiting weeks or months for fixes, with some repairs left unfinished or only partially addressed, especially regarding damp, mould, roofing, doors, and heating issues. Multiple comments highlight dissatisfaction with the quality of some repairs and the inconvenience caused by repeated visits and poor scheduling. Others note damage to property during repairs, inadequate cleanliness, and insensitive handling of tenants' homes. Additionally, some tenants express frustration over bureaucratic obstacles, such as contractors not arriving or passing responsibility elsewhere.

Overall, while repair workers are often regarded positively, systemic issues in responsiveness, timeliness, and repair quality remain key challenges.

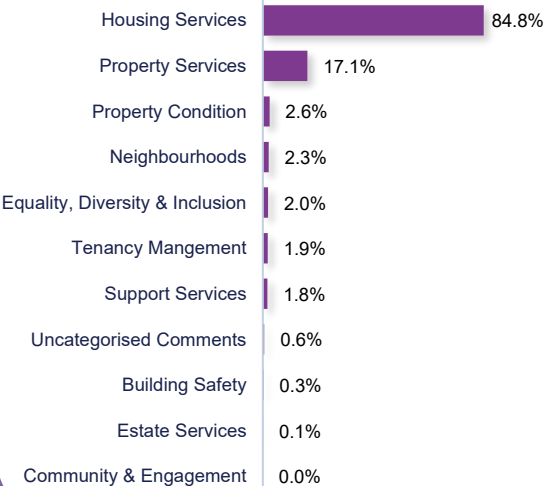
# Customer Service & Communication

Describe your experience with the customer service and communications you receive.

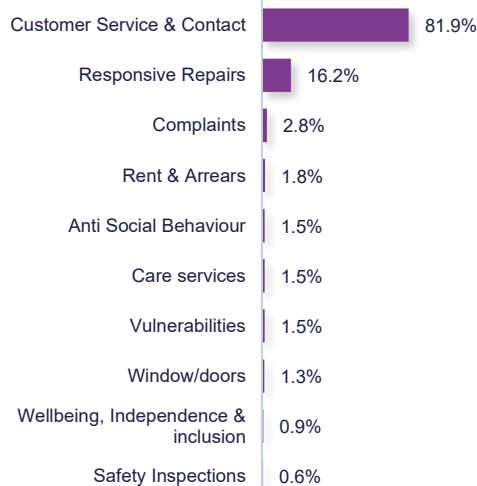
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## Categories

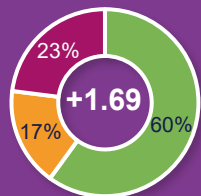


## Top 10 Subcategories



## Attribute

Attribute	Count	%	Sentiment Score
Satisfaction	144	21.4%	+3.54
Staff Conduct	137	20.4%	+3.26
Subcategory, no attribute (yet)	134	19.9%	+0.93
Communication / Transparency	126	18.8%	+1.51
Timeliness / Responsiveness	96	14.3%	+0.45
Listening / Acting	48	7.1%	+0.35
Quality of Work / Service	48	7.1%	+2.25
Effort	38	5.7%	+0.03
Resolution	38	5.7%	+0.89
Empathy	19	2.8%	+0.95
No Comments	18	2.7%	0.00
Appointments / Convenience	14	2.1%	-1.14
Worker Conduct	7	1.0%	+1.43
Fairness	6	0.9%	-0.83
Consistency	5	0.7%	0.00
Accountability	3	0.4%	+1.00
Safety	3	0.4%	-2.33
Trust	3	0.4%	-1.67
Accessibility	2	0.3%	0.00



Tenants were asked to describe their experience with the customer service and communications they receive. Many tenants appreciate polite, friendly, and helpful staff, especially when using the app for reporting repairs, which is generally seen as efficient and convenient. Some praise specific individuals and note timely responses, good communication regarding safety checks, and effective support from wardens or independent living officers.

However, a number express frustration with slow or poor follow-up, difficulty reaching staff by phone due to long waiting times or transferred calls, and inconsistency in service quality. Several tenants feel ignored, disrespected, or subjected to rude treatment, particularly over the phone or from certain departments, with complaints about a lack of empathy and poor handling of sensitive issues like disabilities or ASB. Communication gaps are highlighted, including inadequate updates on repairs, failure to notify about appointments, and absence of newsletters or meaningful engagement. Some tenants report repeated lengthy delays for repairs, unresolved issues, and experiences of being passed around without resolution.

Overall, while some experiences are positive, many responses indicate ongoing challenges in responsiveness, respect, and clear, proactive communication.



**Trends**



## Year-on-Year Change

The table shows the annual results for 2025/26 against those for 2024/25, with positive changes shown in green and negative in purple.

Six measures have seen an increase since last year, with the largest of these being the time taken to complete the most recent repair. This has increased from 70% in 2024/25 to 78% in 2025/26, up 8p.p.

Conversely, seven measures have seen a decrease, of which the largest is for the handling of complaints, down by 7p.p to 31%.

To be statistically significant, changes need to exceed the combined margins of error of the last two years, in this case around 6p.p. As such, the increase for the time taken to complete repairs (up 8p.p) and the decrease for the handling of complaints (down 7p.p) are the only measures which reach this threshold.

	2024/25	2025/26
Overall Satisfaction	74%	74% (0)
Well Maintained Home	72%	73% (+1)
Safe Home	79%	80% (+1)
Communal Areas	76%	75% (-1)
Repairs Last 12 Months	76%	80% (+4)
Time Taken Repairs	70%	78% (+8)
Listens & Acts	64%	62% (-2)
Fairly & with Respect	80%	78% (-2)
Kept Informed	72%	70% (-2)
Easy to Deal With	75%	76% (+1)
Neighbourhood Contribution	67%	66% (-1)
Approach to ASB	67%	62% (-5)
Complaints Handling	38%	31% (-7)
NPS (Promoters)	48%	49% (+1)



## Quarterly Change 2025/26

The table shows the quarterly changes which have taken place throughout 2025/26.

Satisfaction with the overall service provided decreased by a total of 3p.p between the beginning and end of the year, ending at 73%.

The biggest change seen between quarters is the 11p.p increase in satisfaction for the cleaning and maintenance of communal areas in Q3, although this went on to decrease by 5p.p the following quarter.

The changes are relatively small overall, and nine measures have a higher Q4 score than their Q1 score.

Calico should not be unduly worried about these quarterly fluctuations, as satisfaction remains high, especially compared with the group of other LCRA landlords.

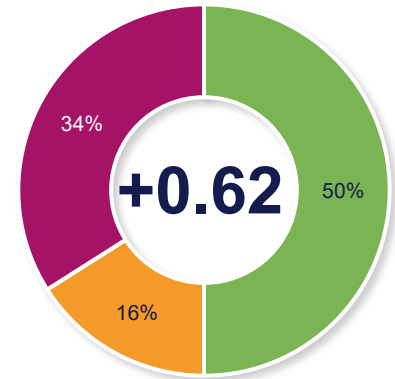
	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26
Overall Satisfaction	76%	73% (-3)	74% (+1)	73% (-1)
Well Maintained Home	74%	72% (-2)	78% (+6)	68% (-10)
Safe Home	78%	77% (-1)	87% (+10)	80% (-7)
Communal Areas	74%	70% (-4)	82% (+11)	76% (-5)
Repairs Last 12 Months	79%	83% (+4)	84% (+0)	76% (-7)
Time Taken Repairs	76%	75% (-1)	83% (+7)	80% (-3)
Listens & Acts	60%	60% (0)	67% (+8)	61% (-6)
Fairly & with Respect	80%	78% (-2)	81% (+2)	74% (-7)
Kept Informed	68%	73% (+5)	69% (-4)	71% (+2)
Easy to Deal With	75%	73% (-2)	78% (+4)	76% (-2)
Neighbourhood Contribution	65%	65% (+0)	68% (+3)	66% (-2)
Approach to ASB	61%	60% (-1)	64% (+3)	64% (+1)
Complaints Handling	23%	32% (+9)	33% (+2)	38% (+4)
NPS (Promoters)	49%	48% (0)	53% (+5)	47% (-6)



# Summary

# Overall RSI Score

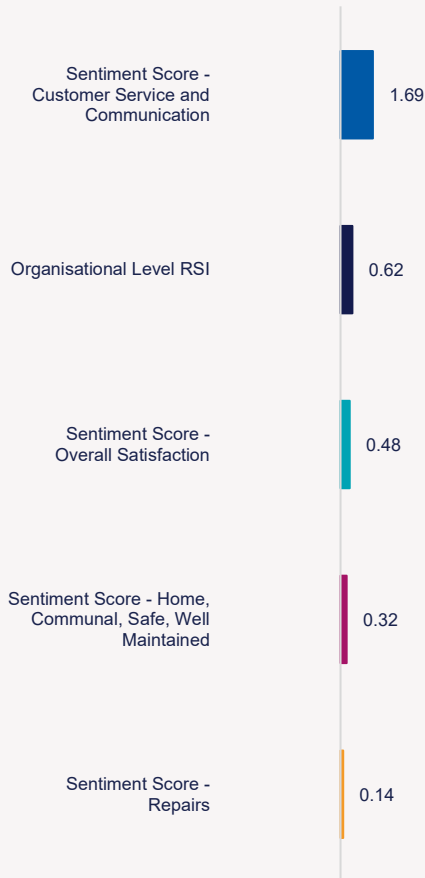
The Organisational-Level RSI offers a single, headline metric that captures the overall emotional tone of resident feedback across all key service areas. It is based exclusively on responses to the 7 core RSI open-ended questions. It reflects how positively or negatively residents feel about the organisation's performance across these key areas. Please note, if your organisation does not ask all 7 core RSI questions, you are unable to benchmark your Organisational RSI Score. Each individual RSI question will be analysed in its relevant section throughout the report.



■ Positive ■ Neutral ■ Negative



## Sentiment Scores



# Summary

## Overall Satisfaction

Many tenants praise the promptness and politeness of repairs staff and appreciate efficient fixes for urgent issues like boilers and plumbing. However, others complain about long delays, incomplete or poor-quality repairs, and inadequate communication. Recurring issues include damp, mould, outdated kitchens and bathrooms, blown windows, heating problems, and maintenance backlogs spanning years. Tenants also report dissatisfaction with anti-social behaviour management, accessibility concerns, and garden upkeep. While some feel supported by staff, others highlight poor customer service, neglect of long-term tenants, and inconsistent responsiveness across departments. Overall, service reliability and property condition remain concerns.

## The Home

Many tenants feel safe and appreciate regular gas and electrical checks, while others report security concerns like faulty doors and ineffective locks. Maintenance issues are widespread, including persistent damp, mould, outdated kitchens and bathrooms, delayed or incomplete repairs, and poor communal area upkeep. Garden and fence maintenance frequently falls on tenants, causing frustration. Tenants also highlight slow or inadequate responses to repair requests, especially for damp and structural problems. Communal areas are sometimes clean but criticised for infrequent cleaning, litter, and fly-tipping. Overall, safety is generally rated better than maintenance quality.

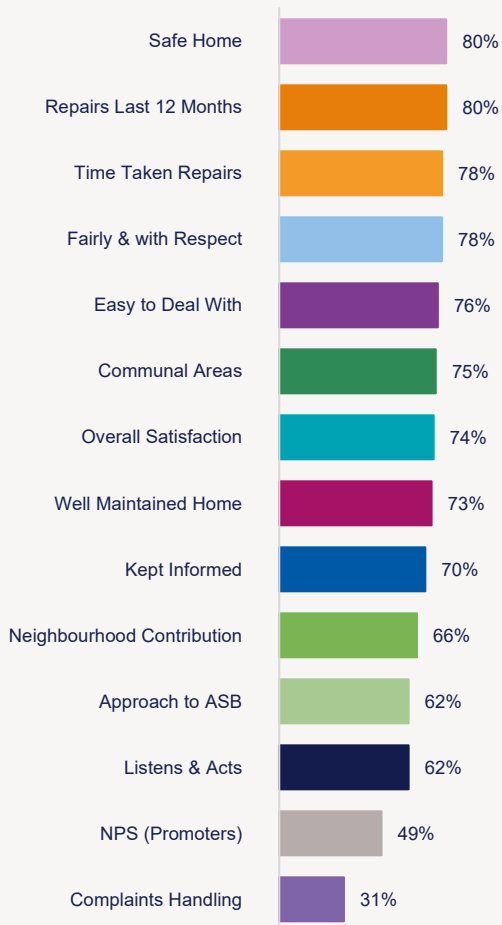
## Repairs

Many tenants praise the professionalism, friendliness, and promptness of repair workers, especially for emergency boiler, heating, and plumbing issues. However, there are concerns about delays, sometimes weeks or months, poor communication, incomplete jobs, and repeated visits for the same problems. Damp and mould issues recur, and some repairs leave damage or mess behind. Multiple tenants note inadequate response to window and door repairs, as well as dissatisfaction with contractors' workmanship and the passing of responsibility between parties. Overall, while repair staff are often courteous and skilled, long waiting times and unresolved issues undermine tenant satisfaction.

## Customer Service & Communication

Many tenants appreciate polite, helpful, and friendly staff, with several noting improvements through an app for reporting repairs and receiving updates. However, concerns include poor responsiveness, long phone wait times, inconsistent communication (especially post-repair follow-ups), and reports of dismissive or rude attitudes. Tenants mention issues with repair delays, lack of clear appointments, and inadequate action on complaints, especially regarding anti-social behaviour. Some tenants feel ignored or disrespected, highlighting a communication gap between departments and a need for more consistent, timely, and empathetic engagement.

## Satisfaction with Measures



## Conclusion

Calico Homes commissioned Acuity to complete quarterly tracker surveys throughout 2025/26, following on from the surveys completed in 2024/25. Here, the results of the quarterly surveys undertaken in 2025/26 are combined and compared with the results of 2024/25. The survey was designed using the Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory to collect from April 2023.

Satisfaction scores are again fairly high, with the highest ranked measures being the provision of a safe home and the overall repairs service in the last 12 months, both now standing at 80%. Overall satisfaction ranks in the middle of the list of measures at 74%, having remained stable compared with last year. The biggest increase can be seen for the time taken to complete the most recent repair, going up by 8p.p to stand at 78%, the third-highest score in 2025/26.

Conversely, the lowest-scoring measures are the handling of complaints (31%), the way Calico listens to tenants and acts on their feedback and their approach to handling anti-social behaviour (both 62%). The biggest decrease this year is for the approach to handling complaints, down by 7p.p.

Around half of tenants are promoters (49%) and would recommend Calico to other people, whereas 27% are detractors who would not. This makes the Net Promoter Score +23, up three points from the previous year. Around a quarter of tenants are passive (24%), and potentially could become promoters if Calico focuses on their concerns.

Although there has been some positive news around the current cost of living crisis, around three-quarters of tenants in this survey are at least slightly concerned about the cost of living (76%), only a 1p.p decrease since last year. Across all measures, this correlates with lower satisfaction rates, as higher satisfaction correlates with those who are not worried at all.

Four open-ended questions were included in the survey to allow tenants to expand on their reasons for satisfaction and dissatisfaction and suggest improvements. The repairs service again features as the top theme in tenant comments, and in particular, the timescales to complete repairs, outstanding/forgotten repairs and the quality of repairs carried out. The condition of properties, including the presence of damp and mould, and the need for home improvements such as new windows/doors, kitchens or bathrooms, are also highlighted by some tenants. Others commented on maintenance issues relating to communal areas.

This report also breaks down satisfaction scores by different demographics and subgroups. This analysis can be seen in the following pages of the report, after the recommendations. This shows that newer tenants are generally the most satisfied, as are those in Housing for Older People accommodation and older tenants.





# Recommendations

Calico Homes commissioned Acuity to complete compliant surveys based on the TSM questions from the Regulator of Social Housing.

Surveys for 2025/26 were completed on a quarterly basis and show high performance in some areas, while also highlighting areas where improvements could be made.

In addition to the TSM questions, the comments made by tenants provide more insight into issues that concern them the most. These can help Calico Homes target services for improvement as a priority.

Shown opposite are some recommendations, building on the results of previous surveys and for this year, that Calico Homes may wish to follow up on to help improve satisfaction in the future.

## Repairs and Maintenance

It should be noted that the repairs measures rank very well in 2025/26, and the time taken to complete repairs has seen the biggest improvement. Nonetheless, issues relating to the repairs service and, in particular, the time taken to complete repairs and dealing with outstanding repairs, are the most commonly given reasons for tenant dissatisfaction across the open question comments in this survey. Ongoing repairs and maintenance is a common reason for tenants to be in contact with their landlord, and as such, is important in assessing their satisfaction with Calico overall. Rising costs and sometimes a shortage of labour following the pandemic have meant that these issues are seen across the social housing sector. However, it is important that improvements are made wherever possible, and that priority is given to cases where tenants' health or safety is at risk, for example, where there are problems with damp and mould in the home, as has been indicated by several tenants. Improvements to communications about the progress of repairs, in addition to good customer care and support for tenants when reporting repairs and throughout the process, is likely to help manage tenants' expectations and limit reasons for dissatisfaction. As has been suggested in the previous quarterly reports, ensuring that completed, rescheduled, and cancelled works are adequately recorded and that details are available to customer services, will improve communication aspects.

## Complaints Handling

Since the introduction of the TSMs, the handling of complaints has been consistently the lowest-rated service, and it is also the lowest-rated in 2025/26. One fifth of tenants said they had made a complaint, but the question of 'what is a complaint?' to tenants continues, so it is not clear how many of these are genuine complaints or service requests. Dissatisfaction is high at 54%, and although the survey did not include any follow-up questions, this is often linked to the quality and frequency of communications. Where landlords do well with complaints, it is usually because they are clear on how and when tenants should complain, what they can expect in terms of service and have regular updates on progress. While the effective handling of complaints is an issue for all social landlords, Calico may wish to review processes to ensure responses are adequate and tenants' frustrations are addressed. Some landlords have included further questions to find out more about the process and where things do not work as well as they should; this is something Calico may wish to consider for the future.

## Communication and Customer Contact

Good communication and customer care are important to tenant satisfaction across many service areas, and as such, improvements in these aspects have the potential to positively influence satisfaction in these areas and with Calico generally. While most tenants feel that they are treated fairly and with respect by Calico, satisfaction that their views are properly listened to and acted upon is much lower. Perhaps Calico could address this by expanding opportunities for tenant involvement, more face-to-face contact and open meetings to discuss tackling problem areas and provide feedback to tenants. In addition, when asked about reasons for dissatisfaction with customer services, some tenants commented that they had difficulty getting through to Calico staff on the phone, and that phone calls or emails were not returned and that they did not receive the care or support from staff that they had expected. Increased pressure on customer service staff during busy periods is likely to have an impact; however, additional staff training, as well as ensuring that there are enough staff available, would help improve the service.



# Annual Demographics



# Tenure

Calico offers different tenure types in its services, with general needs, housing for older people and supported housing surveyed here.

As is often the case across the sector, older people are more satisfied than their general needs counterparts, and this is the case for Calico.

It is not entirely clear why this is, but one theory is that older people are generally less likely to complain and, perhaps, accept lower standards of service, whereas younger tenants can have higher expectations of what they feel services should look like.

Nonetheless, tenants in supported housing have the highest level of overall satisfaction at 92%, while those in general needs accommodation have just 69% by comparison.

It should, however, be noted that supported living tenants are the least represented in terms of survey respondents (13), followed by those living in housing for older people (264) and general needs tenants (636).

	All Tenants	General Needs	Housing For Older People	Supported
Overall Satisfaction	74%	69%	85%	92%
Well Maintained Home	73%	68%	82%	92%
Safe Home	80%	76%	89%	100%
Repairs Last 12 Months	80%	77%	88%	63% *
Time Taken Repairs	78%	77%	85%	38% *
Communal Areas	75%	71%	81%	100% *
Neighbourhood Contribution	66%	61%	76%	82%
Approach to ASB	62%	60%	69%	67% *
Listens & Acts	62%	57%	72%	73%
Kept Informed	70%	65%	81%	82%
Fairly & with Respect	78%	75%	85%	90%
Easy to Deal With	76%	72%	85%	67%
Complaints Handling	31%	29%	40%	0% *
NPS (Promoters)	49%	47%	57%	33%

\*Base below 10



## Neighbourhood

Calico operates over multiple neighbourhoods, but only those with more than 20 responses in this survey are shown here.

Of the neighbourhoods shown here, tenants in Eastern Estate and Barden have the highest satisfaction across the most measures, although those in Clifton Farm have the highest level of overall satisfaction at 92%.

The lowest level of overall satisfaction belongs to Griffin and Barclay Hills at just 55%, 37p.p lower than the highest score.

Regarding the key driver of a well maintained home, Eastern Estate and Barden have the highest satisfaction score (80%) while Griffin and Barclay Hills has the lowest (56%).

Reviewing the higher and lower-scoring areas would be beneficial to understand what has changed to create such a difference in overall satisfaction between Eastern Estate and Barden, and Griffin and Barclay Hills. Factors such as ASB, the age of the housing stock, and resourcing can affect differing satisfaction rates across neighbourhoods.

	Abingdon and Whitegate	Belvedere	Brunshaw	Casterton/Lanehead/Kibble Bank	Clifton Farm	Eastern Estate and Barden	Griffin and Barclay Hills	Hargher Clough	New palace house/Palace house/Woodbine
Overall Satisfaction	86%	73%	77%	77%	92%	75%	55%	72%	73%
Well Maintained Home	79%	71%	76%	70%	71%	80%	56%	77%	72%
Safe Home	84%	88%	80%	78%	91%	85%	68%	74%	79%
Repairs Last 12 Months	72%	93%	83%	73%	81%	84%	56%	81%	79%
Time Taken Repairs	69%	96%	81%	71%	69%	83%	47%	71%	76%
Communal Areas	75% *	75%	83%	67%	88% *	83%	88% *	94%	71%
Neighbourhood Contribution	57%	64%	69%	55%	74%	79%	58%	66%	72%
Approach to ASB	52%	52%	61%	55%	69%	79%	30%	66%	67%
Listens & Acts	69%	60%	66%	48%	71%	76%	67%	62%	58%
Kept Informed	68%	80%	75%	69%	76%	79%	67%	73%	60%
Fairly & with Respect	66%	66%	84%	84%	91%	85%	75%	78%	78%
Easy to Deal With	70%	72%	80%	77%	83%	82%	73%	77%	71%
Complaints Handling	29% *	25% *	53%	43%	0% *	18%	33% *	30%	23%
NPS (Promoters)	44%	44%	54%	34%	54%	64%	50%	51%	46%

\*Base below 10



## Neighbourhood Continued

To continue the analysis of satisfaction scores by neighbourhood, tenants living in Springfield Bank/Oxford Road/Burnley Wood have the highest level of overall satisfaction (85%) of those shown here, as well as the highest level of satisfaction across the most measures.

Turf Moor is the neighbourhood with the lowest level of overall satisfaction, at 65%, although this is closely followed by Stonemoor Bottom/St Johns and Pendle, which both score 67%, and Rosehill, which scores 68%.

	Pendle	Ribble Valley	Rosehill	Rossendale	Slade Lane and Garden Street	Springfield Bank/Oxford Rd/Burnley Wood	Stonemoor Bottom/St Johns	Stoops and Plane Tree	Turf Moor
Overall Satisfaction	67%	88% *	68%	75%	77%	85%	67%	70%	65%
Well Maintained Home	71%	100% *	62%	69%	62%	84%	76%	70%	62%
Safe Home	87%	88% *	81%	81%	79%	90%	81%	78%	72%
Repairs Last 12 Months	83%	100% *	79%	91%	82%	88%	88%	72%	83%
Time Taken Repairs	92%	100% *	74%	82%	85%	88%	83%	77%	83%
Communal Areas	83% *	80% *	25% *	25% *	88% *	84%	71%	68%	66%
Neighbourhood Contribution	71% *	71% *	65%	78% *	61%	81%	65%	60%	55%
Approach to ASB	50% *	75% *	77%	60%	67%	86%	44%	52%	56%
Listens & Acts	57%	71% *	58%	42%	62%	76%	65%	48%	57%
Kept Informed	64%	75% *	68%	62%	68%	87%	60%	61%	67%
Fairly & with Respect	79%	100% *	72%	85%	73%	87%	86%	75%	63%
Easy to Deal With	67%	88% *	77%	71%	78%	86%	76%	71%	64%
Complaints Handling	0% *	0% *	50% *	0% *	60% *	63% *	17% *	21%	25%
NPS (Promoters)	60%	63% *	44%	53%	45%	60%	53%	43%	42%

\*Base below 10



## Age Group

Again, it is common in these types of surveys that satisfaction increases with age, and this is generally the case for Calico, also.

Tenants aged 85+ have the highest level of satisfaction across the most measures, although those in the unknown group have a 100% score for overall satisfaction. The lowest level of overall satisfaction belongs to those aged between 35 and 44, at 63%.

Tenants aged 24 and under are the most satisfied with Calico's neighbourhood contribution, at 92%, while those aged 35 to 44 are the least satisfied with this measure, at 48%.

Overall, all age groups score lower on complaint handling, and tenants aged 85+ years are the most likely to be promoters.

Those with fewer than 10 responses (marked with an \*) are difficult to analyse accurately and are included for information only.

	All Tenants	0 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85 +	Unknown
Overall Satisfaction	75%	74%	71%	63%	69%	74%	75%	86%	86%	89%	100%
Well Maintained Home	73%	72%	66%	62%	63%	73%	72%	85%	89%	94%	90%
Safe Home	81%	74%	79%	67%	75%	81%	86%	93%	89%	90%	100%
Repairs Last 12 Months	80%	83%	71%	72%	77%	77%	85%	91%	92%	100%	67% *
Time Taken Repairs	78%	75%	77%	67%	75%	82%	77%	90%	89%	91%	33% *
Communal Areas	76%	67% *	77%	60%	70%	74%	79%	77%	84%	92%	100% *
Neighbourhood Contribution	66%	92%	70%	48%	61%	63%	62%	81%	75%	85%	89% *
Approach to ASB	62%	75%	73%	52%	53%	52%	67%	68%	73%	85%	80% *
Listens & Acts	62%	50%	51%	50%	51%	62%	65%	76%	75%	84%	78% *
Kept Informed	70%	77%	59%	57%	62%	67%	70%	88%	82%	94%	89% *
Fairly & with Respect	78%	83%	80%	66%	72%	77%	77%	87%	89%	94%	100% *
Easy to Deal With	76%	74%	74%	64%	70%	72%	78%	90%	85%	95%	80%
Complaints Handling	30%	25% *	42%	19%	19%	36%	28%	43%	55%	0% *	- *
NPS (Promoters)	49%	53%	52%	38%	42%	50%	52%	62%	54%	65%	40%

\*Base below 10



## Length of Tenancy

It is often said that, as those with the longest tenancies are often among the oldest, satisfaction tends to be high in groups with the longest tenancies.

At the same time, those in newer tenancies are highly satisfied, perhaps being happy to have received a tenancy after waiting for some time. This appears to be the case for Calico, where those with under a year of tenancy are the most satisfied for the majority of measures, including overall satisfaction (85%).

Overall satisfaction drops in the following year, although it reaches its low point for those who have between 11 and 20 years of tenancy (66%). However, satisfaction generally increases across most measures for those who have been living in their home for over 20 years. This could also relate to a feeling of comfort developing after multiple decades, beyond the provision of specific services.

	All Tenants	< 1 year	1 - 3 years	4 - 5 years	6 - 10 years	11 - 20 years	Over 20 years
Overall Satisfaction	74%	85%	79%	71%	74%	66%	77%
Well Maintained Home	73%	86%	79%	72%	68%	65%	74%
Safe Home	80%	87%	86%	72%	81%	75%	82%
Repairs Last 12 Months	80%	86%	87%	71%	80%	76%	82%
Time Taken Repairs	78%	80%	81%	74%	79%	77%	80%
Communal Areas	75%	91%	78%	68%	68%	74%	70%
Neighbourhood Contribution	66%	84%	75%	62%	61%	55%	71%
Approach to ASB	62%	76%	64%	65%	54%	61%	67%
Listens & Acts	62%	78%	67%	51%	58%	58%	67%
Kept Informed	70%	84%	71%	69%	66%	64%	80%
Fairly & with Respect	78%	92%	82%	75%	76%	69%	86%
Easy to Deal With	76%	90%	78%	69%	76%	68%	84%
Complaints Handling	31%	22% *	43%	20%	23%	29%	53%
NPS (Promoters)	49%	71%	55%	46%	42%	44%	49%

\*Base below 10



This research project was carried out to conform with ISO20252:2019 and the MRS Code of Conduct.

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