



A note from Vicki

One of the things I value most is hearing directly from customers. Whether that's through surveys, consultations, complaints, community events or involvement activities, it helps us understand what we're getting right, where we need to improve and what matters most to the people who live in our homes.

This edition of Customer Voice brings together some of the things you've told us in the last few months, the themes we've heard most often and some of the ways your feedback has helped shape decisions and improvements across Calico Homes.

Many of the messages will feel familiar. You've continued to tell us that communication matters, that repairs and the condition of your home matter, that feeling safe matters and that when you take the time to share feedback, you want to know it has made a difference.

Over the last few months, customers have helped shape future housing standards, our complaints policy and standards for empty homes. We've also continued to learn from the experiences customers have shared with us, both positive and negative. You'll see examples of that throughout this update.

What I like most about this publication is that it isn't just about what we've done. It's about what we've learned from you and how that learning is helping us make better decisions, improve services and focus on the things that matter most to customers.

Thank you to everyone who has taken the time to complete a survey, attend an event, join a consultation, raise a concern or share feedback with us. Every conversation helps us better understand your experience and where we should focus our attention next.

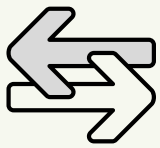
I hope you enjoy reading this update.
Vicki
Executive Director



This time

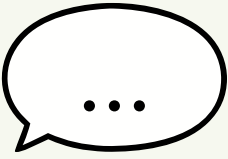
What you told us over the past three months, and what we've learned from it.

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Where we've heard from you (draft)

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Watch: you helped shape future housing standards

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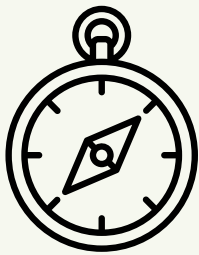
What you're telling us (draft)

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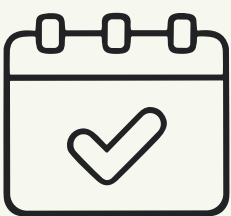
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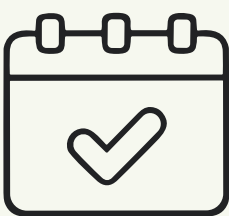
Real stories (draft)

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What's next (draft)

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Have your say (draft)

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This time

What you told us over the past three months, and what we’ve learned from it.



What you've told us

Many of the themes we've heard over the last year continue to come through in feedback today.

Communication, repairs, housing conditions, neighbourhoods and seeing feedback lead to visible change remain some of the strongest themes across customer feedback.

Clear communication remains a priority. You've told us that knowing what is happening, understanding what comes next and receiving regular updates makes a big difference to your experience.

Repairs and housing conditions continue to matter. Issues such as damp and mould, recurring repairs and the condition of homes are still influencing how people feel about the service they receive.

Feeling safe remains important too. Whether that's feeling safe in your home, dealing with anti social behaviour or seeing action taken in your neighbourhood, people want reassurance that concerns are being taken seriously.

And perhaps more than ever, you've told us that you want to see how your feedback is making a difference.



Where we've heard from you

Where we've heard from you

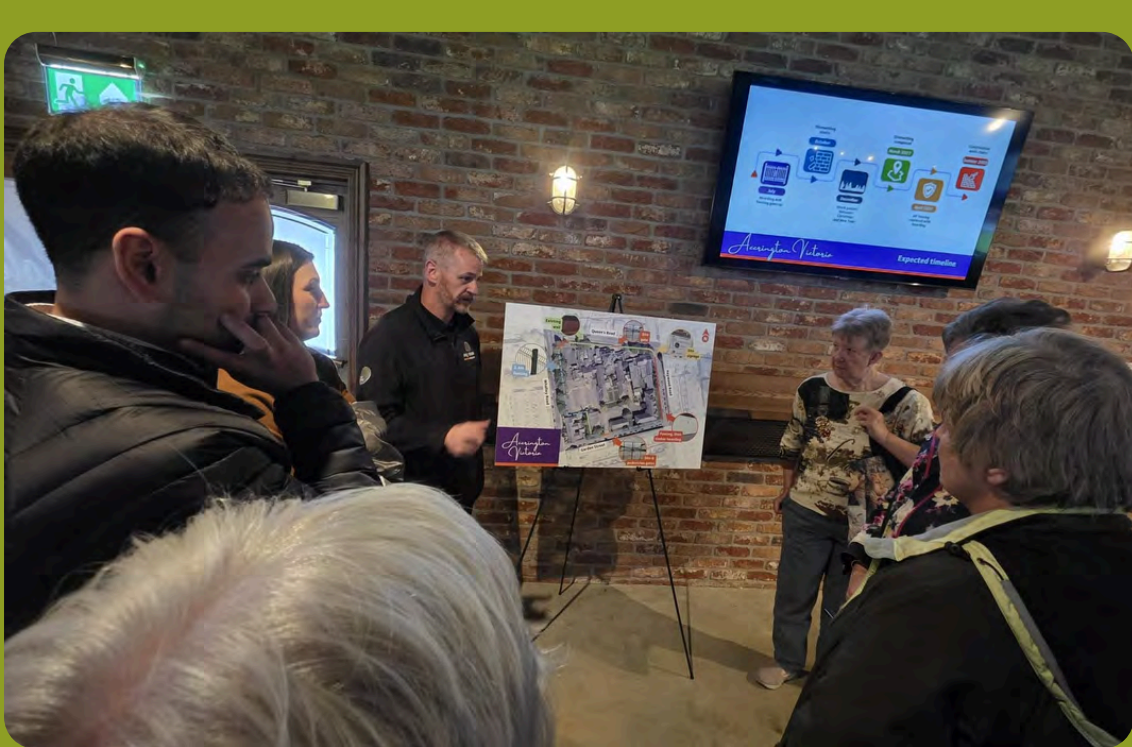
This quarter we've heard from people through:

- Tenant Satisfaction Measures (TSMs)
- complaints and compliments
- customer consultations
- customer feedback surveys
- neighbourhood conversations
- community safety events
- housing standards workshops
- community questionnaires
- customer involvement activity

One of the biggest pieces of engagement this quarter involved customers helping shape complaints standards, empty homes standards and future housing standards.

Key highlights

- Overall satisfaction increased.
- Satisfaction that Calico listens and acts increased.
- Satisfaction with neighbourhood contribution increased.
- Telephone performance improved, with shorter wait times and fewer abandoned calls.
- Customers helped shape key policies and future housing standards.
- Preparations began for a new Customer Committee to give customers a stronger voice in influencing decisions and reviewing performance.



Measure	2025–26	2024–25	Change
Overall service	74%	74%	0
Repairs service	80%	76%	+4
Repair time	78%	70%	+8
Homes well maintained	73%	72%	+1
Homes are safe	80%	79%	+1
Listens and acts	62%	64%	–2
Keeps informed	70%	72%	–2
Fair and respectful	78%	80%	–2
Complaint handling satisfaction	31%	38%	–7
Clean communal areas	75%	77%	–2
Neighbourhood contribution	66%	67%	–1
Handling anti-social behaviour	62%	67%	–5

At a glance

These results come directly from customer feedback and help us understand where we’re doing well and where we still need to improve.

Customer Voice focuses on the stories behind the numbers.

If you'd like to explore our full performance information, including repairs, safety, complaints, customer satisfaction and service standards, visit the Calico Homes performance pages.

Looking ahead

Alongside the feedback you've shared this quarter, we'll continue focusing on:

- communicating more clearly and consistently
- improving complaint handling and ownership
- responding effectively to damp and mould concerns
- improving repair journeys
- creating more opportunities for customers to influence decisions
- launching the new Customer Committee





Watch: you helped shape future housing standards

Customers influencing future decisions



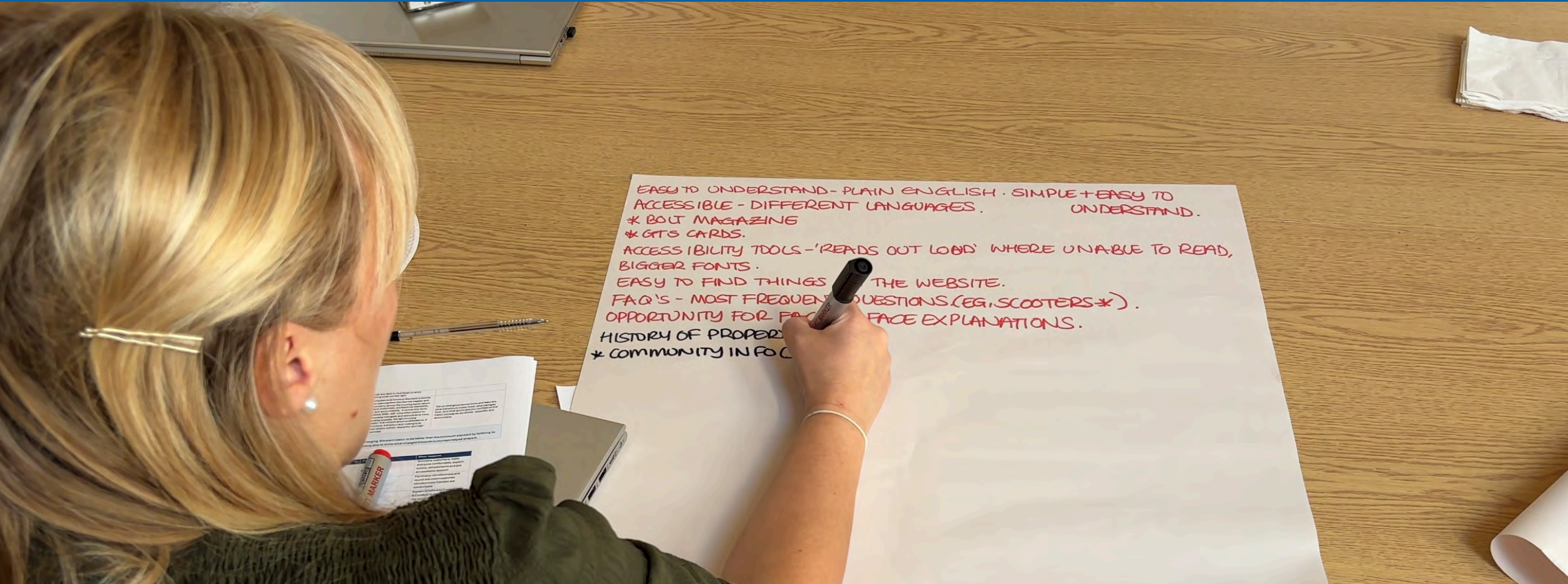
Customers recently joined us at Valley Street Community Centre to discuss new housing standards being introduced across social housing.

The session explored professionalism, accountability, customer service and access to information about homes and services.

Rather than simply introducing the new standards, we wanted customers involved from the beginning so their views could help shape our approach.

What you told us

- Housing providers should be open and accountable.
- Information should be easy to find and understand.
- Professionalism matters.
- Customers should have a voice in decisions that affect them.





What you're telling us

This section reflects the main themes coming through in feedback, surveys and complaints over the year.

Communication is still a priority

As in previous editions of Customer Voice, you've continued to tell us that communication matters.

People want updates that are clear, honest and easy to understand. Recent complaints feedback highlighted concerns around delays, lack of updates and uncertainty about who was responsible for resolving issues.

When communication works well, confidence grows. When it doesn't, frustration grows quickly.



Repairs and home condition continue to matter

This isn't a new issue. Over the last year you've consistently told us that repairs completed properly, homes that are well maintained and action on damp and mould remain important priorities.

You've told us that your home should be: Clean. Safe. Ready to live in.

People continue to highlight issues such as damp and mould, recurring repairs, unfinished work and the overall condition of homes.

Many of the improvements being planned or delivered across Calico Homes are directly linked to this feedback.

Feeling safe matters

People continue to tell us that feeling safe in both their home and local community is important.

- This includes:
- anti social behaviour
 - neighbourhood standards
 - community safety
 - support when concerns are raised

People want reassurance, visible action and confidence that concerns are taken seriously.



You want feedback to lead to change

This is one of the strongest recurring themes we've seen over the last year.

Across surveys, consultations, complaints and involvement activity, you've consistently told us that getting involved should make a difference.

This is one of the clearest themes emerging from recent consultations and involvement activities, and one we'll continue focusing on throughout the year.

The examples in the next section show some of the ways your feedback has directly influenced policies, standards and future decisions



You helped shape...



A better complaints policy

Earlier this year, people shared their experiences of using the complaints process.

- Several common themes emerged:
- communication wasn't always clear
 - updates could be inconsistent
 - people sometimes felt passed between teams
 - complaints could take too long to resolve
 - people wanted more empathy and understanding

Because of that feedback, the updated Complaints Policy includes:

- clearer communication commitments
- simpler language
- easier escalation routes
- a stronger focus on fairness
- greater emphasis on learning from feedback
- clearer expectations around customer experience

Most importantly, the policy now contains stronger commitments about using feedback to improve services.

What this should mean for you

You should find the complaints process easier to understand, receive clearer communication and have a better understanding of what happens next.

New standards for empty homes

Customers also helped shape our new Voids Repairs Policy and Lettable Standard.

The message was simple:

A clean, safe, ready home with no surprises.

People told us they wanted:

- homes ready to move into
- fewer unexpected repairs
- clearer information about property condition
- better workmanship
- stronger quality checks



That feedback has helped shape new commitments around:

- move-in standards
- quality assurance
- damp and mould management
- communication and transparency
- support for vulnerable customers
- customer choice in some situations

What this should mean for you

Future customers should have a clearer understanding of the condition of their home, better information before moving in and stronger assurances around quality and safety standards.

Other improvements and developments

These improvements haven't come directly from customer consultations, but they support issues that people regularly tell us matter.

Stronger focus on listening

A new coaching programme has been introduced across Customer Experience teams, helping colleagues strengthen listening and communication skills.

What this means for you

The aim is simple: helping people feel heard, understood and supported whenever they contact us

More flexible support

Teams across Calico Homes have continued making reasonable adjustments to help people access services in ways that work for them. During the last three months, 31 reasonable adjustments were completed to help customers access services in a way that met their individual needs.

This has included:

- moving appointments online when circumstances changed
- arranging appointments around caring, health and work commitments
- providing additional support for customers who felt anxious or uncomfortable attending appointments alone
- adapting services around individual needs where appropriate

What this means for you

The aim is simple: helping people feel heard, understood and supported whenever they contact us.

Improved communal security

Work is underway to replace 65 communal entrance doors and entry systems, helping improve security, accessibility and residents' overall experience.

What this means for you

Customers living in affected buildings should see improvements in security, access and reliability.

Better contact through our customer contact services

Telephone performance improved during the quarter, with shorter wait times and fewer abandoned calls.

What this means for you

It should now be easier to get through to us when you need support or information.



Real stories

Real experiences help show what change looks like in practice.



Growing stronger communities together

This summer, volunteers at Valley Street Community Garden celebrated the first harvest of the year after months of planting, maintaining and caring for the space together.

The garden has become a place where people can:

- meet others
- learn new skills
- spend time outdoors
- volunteer locally
- contribute to their community

The project shows how people can make a difference when they work together.



What we've learned

One of the strongest lessons from feedback this quarter is that solving a problem isn't always the same as helping somebody recover from the experience.

Following a fire in a neighbouring property, one customer who had been temporarily moved from their home later told us they felt abandoned, despite receiving support throughout the process. A Neighbourhood Officer spent time listening to the customer's experience, concerns and worries. Afterwards, the customer said their faith in Calico had been restored.

For us, the lesson was simple:
Sometimes the most important thing we can do is take the time to listen and understand what somebody has been through.

"I feel like I have been given a fresh start. I didn't think Calico would help me again, but you did. It's been so good to have someone to talk everything through with because sometimes it's all quite overwhelming."



What's next

What we will focus on next, based on what you've told us.

These priorities come directly from customer feedback and survey results.

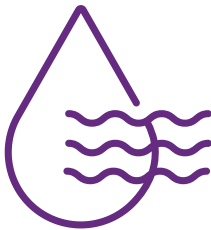
Based on what customers are telling us, our next focus areas are:



- **clearer communication and updates**



- **reducing the need for people to chase for information**



- **continuing to improve how we manage damp and mould cases**



- **improving repair journeys**



- **improving neighbourhood experiences**



- **making customer influence more visible**



- **creating more opportunities for co-design and involvement**



- **giving customers a stronger voice through the new Customer Committee**

These priorities build on themes we've been hearing consistently throughout the last year.



Have your say

There are lots of ways to share your views or influence decisions, whether you want to be closely involved or just have your say from time to time.



Help shape what happens next

This year alone, customers have helped influence housing standards, complaints policies, empty homes standards and individual service improvements. We want even more people to get involved in shaping what comes next.

Your views have already helped shape:

- our Complaints Policy
- our Voids Repairs Policy
- our Lettable Standard
- our approach to future housing standards

And we're just getting started.

Over the coming months, customers will have opportunities to:

- influence services and policies
- take part in consultations
- join involvement activities
- help shape future improvements
- contribute to the new Customer Committee

Get involved

Why get involved?

Getting involved is one of the most direct ways to influence decisions at Calico Homes.

Your feedback has already helped shape policies, standards and future plans. By sharing your experiences and ideas, you can help improve services for both current and future customers.

Your voice helps shape what happens next.

