



the
calico
group

A year in review
2021



About us

As a Group, we are unique in our structure and approach. We're made up of innovative charities and businesses, each with its own specialism and expertise across housing, healthcare, support, employability, and construction.

Individually, each of these specialist services are strong, but by listening to our customers, working with them, and bringing our own lived experience to the mix, our support meets their specific needs and fulfils their aspirations.

We combine our expertise with kindness, imagination, and passion, so that we make a long-lasting impact on the lives of our customers, and an even greater social impact in our communities.

Health, care and wellbeing

Our award-winning, life-changing support services tackle a range of issues including: homelessness, care, domestic abuse, complex needs, and help with drug and alcohol dependency.



Skills & employability

We provide a host of training activities, vocational skills, adult education, and employability programmes working with colleges, employers and local authorities to improve the prospects of the people who live in our communities.



Housing

We want to help people of all ages, backgrounds and needs to live peacefully, prosperously and healthily, in warm, secure homes and safe, friendly communities.



Construction

We're committed to developing new, affordable and ethical homes across the region, and creating new and contemporary communities in which people are proud to live.





In this year's annual report, you'll see how our life-changing support services are collaborating to address a range of issues such as homelessness, domestic abuse, complex needs, and help with drug and alcohol dependencies.

You'll also see how our combined healthcare, support, and employability services are underpinned by the strength of our housing and construction offers – which means that we're proud to provide an end-to-end, accommodation-based customer journey.

In the last twelve months, we have expanded our services into new geographical areas and built on partner relationships, enabling us to support more people than ever before, but we recognise that there are always opportunities for us to improve and do more.

What makes all this possible are our passionate, values-led people. They work with a strong combined sense of purpose; always focused on 'doing the right thing' in our customers' interests, and developing trusting partnerships that continue to strengthen our organisation, expanding our offer.

That's how, together, we'll meet our purpose of 'making a real difference to people's lives'. I hope you enjoy reading this report and that the case studies included give you a real insight into the essential services we deliver across the northwest.

If you would like to find out more about the work we do and how we can help, please get in touch.

Thank you

Anthony Duerden

Chief Executive, The Calico Group

Highlights



The Calico Group came 2nd in the Inclusive Top 50 Companies in 2021



The current percentage of locally employed labour at Ring Stones is 85%



In 2020/21 SafeNet supported 1497 adults and children over 12 months, 734 in safe refuge and a further 763 in the community via IDVA, floating support, community group work and outreach services



75% of Gateway residents move on to live happy and independent lives when they leave the service



Delphi services supported just over 3000 people last year in communities, prisons, and our inpatient detox facility



This year Calico Homes has re-developed land to create 148 new homes, and brought back to life 39 homes in the area through the Empty Homes project.



The Burnley Together partnership has supported 4936 households since it was formed (March 2020 – June 2021)



How we brought Burnley Together



The challenge:

Establishing a multi-agency community hub to support one of the most deprived areas in the country.

In March 2020, the world as we knew it changed, the Coronavirus pandemic arrived in the UK and talks of lockdowns and shielding began.

We knew we had a person led service model and the infrastructure that would enable us to coordinate the support of our customers and the wider community, working with Burnley Council and bringing together local partners to create the Community Hub, Burnley Together.

Reallocated staff
to support

Volunteers

Virtual call centre

Mobilised in
72 hours

Dedicated helpline
7 days a week

Lockdown:
stay at home

Front line services were limited due to
restrictions and safety



"I got the support and help I needed. You saved my life actually. That food parcel meant the world to me and my son. I was amazed and so grateful for it."

"The service was brilliant, you only need one number for what ever support or help you need."

"I have recommended my mum to your service, she is 88yrs old and isolating. She now has someone call her twice a week so thank you for all you do."

"Your service was brilliant thank you so much and my two girls say thank you too. I went from being fully employed as a hairdresser to no income while I was waiting for universal credit and your service saved my family over the two weeks when there was nothing in the shops and I had no money."



A group effort

Coordinating the care and support of over 100 organisations across a community

Burnley Together operates as an umbrella organisation bringing together charity, business, community, voluntary and faith sectors as well as individuals. It continues to be an informal partnership that provides a space for people to contribute to the town's efforts to overcome the global pandemic, creating a strong place-based partnership that has focused resources on getting things done.

The service has two key components, inbound contacts including calls, emails and messages via social media, and outbound contacts including calls to extremely vulnerable people, follow up calls and calls to complete satisfaction surveys.

From team members' dining tables, kitchens, and bedrooms we provide a one-stop-shop approach, meaning that whoever you are, and whatever you need, we can help. Service requests are channelled through our dedicated contact centre and referrals are made to local partner agencies who can provide the support.

Personalised conversations enable our contact handlers to understand the needs of the individuals and to ensure they get the help that will make a difference.

A real success

Burnley Together has built and strengthened connections within our communities enabling relationships to be formed around trust with our public, third, business and faith sectors. It has renewed relationships and created enthusiasm for continued collaboration.

The Burnley Together partnership has been successful in securing funding for a further two years. The service will be owned by the community, driven through partnership working and coordinated by our Group. The purpose of this partnership will be to continue to build a service that responds to local needs and the impact of COVID, especially people's wellbeing, the economy and jobs. Whilst continuing to deliver personalised services, building inclusion and trust in our communities and empowering our residents to be independent.



500 Christmas day meals



11,229 inbound calls in February 2021



8,000 Christmas presents delivered



No of outbound calls made 4,310
3,353 check ins with extremely vulnerable people
606 satisfaction surveys
351 follow up calls



£10,000 raised



8,390 referrals made
Including: food bank, befriending, shopping,
prescriptions, dog walking, housing, counselling,
transport



120 partner organisations involved



265 Volunteers



8,188 food parcels



4,000 Households supported





Continuing to support victims and survivors of domestic abuse across Lancashire under COVID-19 restrictions



The challenge:

SafeNet faced multiple pandemic challenges and subsequent lockdowns, which confined those living with domestic abuse to their homes 24 hours a day with their perpetrators. Incidents of domestic abuse and serious harm rose alarmingly as access to safety reduced. Covid-19 created severe disruption to routes to safety (home confinement; closure of referring agencies); reduced service capacity and staff shortages due to Covid-19 infections and isolation; and increased support needs for refuge residents and community clients. SafeNet needed to respond quickly to create safe access, Covid-safe service delivery and importantly to support the damaging effects of Covid and isolation on mental health of both survivors and staff.

During the last year Domestic Abuse services have been significantly impacted by the Covid-19 pandemic. With:

Decrease in fundraising opportunities

External agencies heavily reduced/suspended, so access to services severely restricted

Severe effect on mental health of both staff and clients due to isolation, lack of community support, worry over friends and family and decrease in activities

Support, Group work and group activities have had to be adapted in line with restrictions

Staff shortages due to Covid-19 infections and isolation, creating increased pressure on already stretched services, as well as difficulty in recruiting during Covid-19 restrictions



Recruitment due to growth of services and shortage of social care workers

Managing staff wellbeing throughout the pandemic

Developing and mobilising new services to meet emerging needs

Increased complexity of needs and vulnerability of customers

What we have done

SafeNet grew significantly in 2021 in response to 2 major developments. Firstly, to meet the demands of the pandemic and secondly in response to the Domestic Abuse Act 2021 which created statutory funding for domestic abuse accommodation services for the first time in the UK.

In relation to the pandemic, we increased provision of safe accommodation and community-based support services for survivors across Lancashire and in Greater Manchester. We are Lead Provider of Lancashire Refuges, the countywide domestic abuse service commissioned by Lancashire County Council, delivering services in partnership with several specialist partners. In addition, we are the commissioned specialist service provider for Rochdale Council and Bury Council. Here we delivered safe domestic abuse support services 24 hours a day, 365 days a year.

Positive Outcomes (all services):

- 194 supported to access treatment for mental ill-health
- 151 safely resettled with support
- 79 supported out of poverty to access public funds
- 31 successful Destitution Domestic Violence Concession applications
- 65 supported through CYP Contact Process
- 104 supported to report incident to police
- 46 supported to obtain Legal Aid
- 40 Supported to begin engagement with drug and alcohol services

Key Outcomes in 2021:

- 1182 adult survivors supported across all support service (77 of those were male victims)
- 453 adults were supported in accommodation services (including refuges and safehouses)
- 281 CYP supported in accommodation services
- 984 'on-line chats' with experienced practitioners to our 7day a week web-based service
- 1946 one-off or short-term support eg advice or emotional support to survivors not in service

Customer vulnerabilities covered (all services):

- 26.2% BAME
- 22.6% have a disability
- 52.1% have a mental health vulnerability
- 10.4% have an alcohol misuse issue
- 11.9% have drug misuse issue
- 72 clients have No Recourse to Public Funds (6.1%)
- 24% of clients have multiple vulnerabilities



Increased our accommodation capacity in Lancashire Rochdale and Bury and currently offer 165 accommodation units, and set up additional safehouses during the crisis to increase capacity for residents shielding/in isolation



Worked closely with survivors facilitating 'Finding Our Voice' sessions and undertaking wellbeing surveys to gain services feedback during Covid-19 restrictions, using that feedback to improve services



Awarded Lead Provider for a new Healthy Relationship Programmes in all Lancashire Schools, designed and delivering by November



Delivered Zoom training sessions to local authority staff on how to support victims of domestic abuse during the Covid-19 pandemic



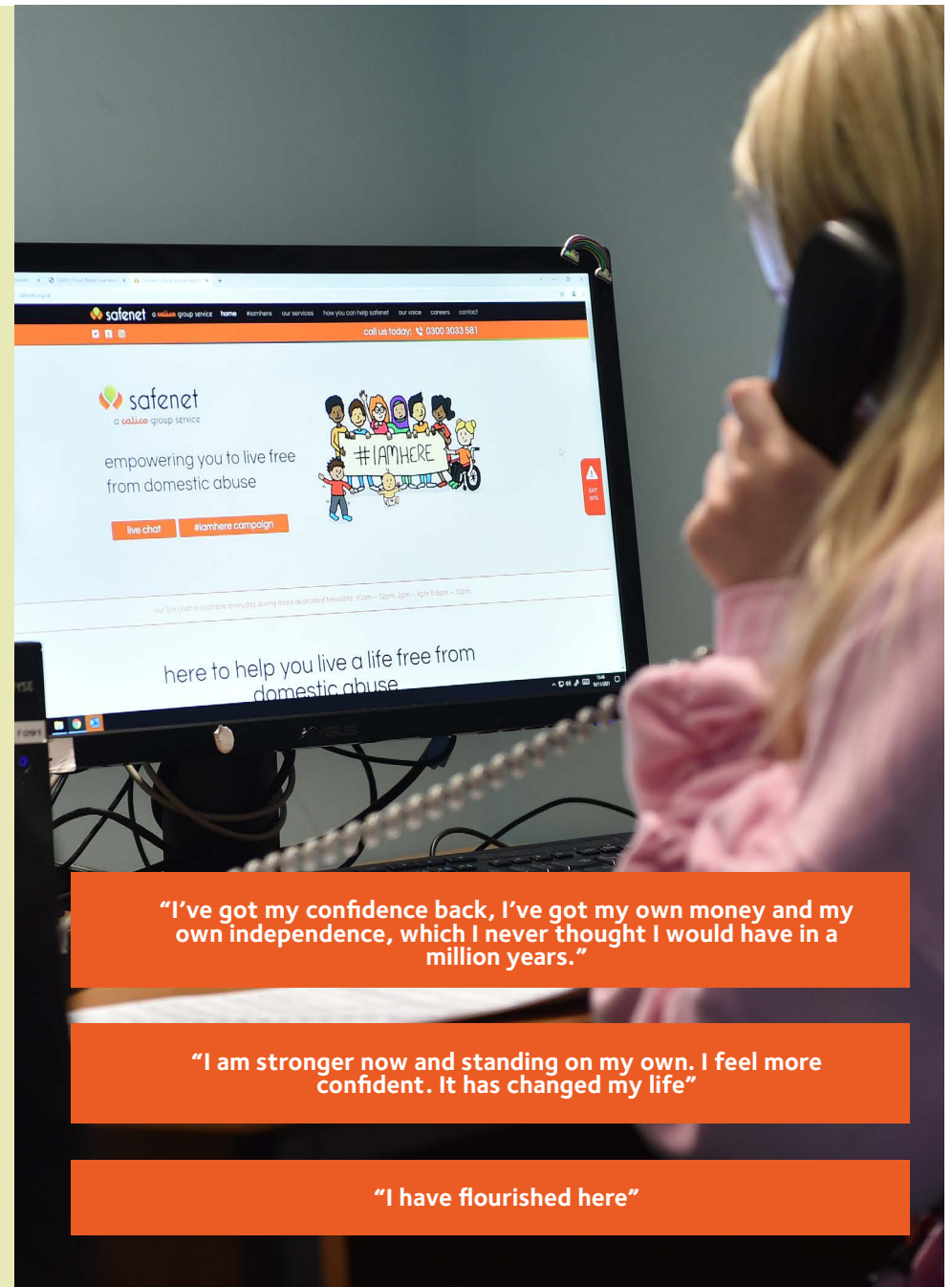
Launched the new county wide 'Safe-at-Home' Outreach Service an extension of Lancashire Refuges



Commissioned by Bury Council in May to deliver IDVA services followed by safe accommodation refuge services in November to go live in Spring 2022



Prevented digital exclusion by supporting residents via a tablet loan scheme and developed alternative methods of delivering support to meet lockdown guidelines eg Zoom Groups



"I've got my confidence back, I've got my own money and my own independence, which I never thought I would have in a million years."

"I am stronger now and standing on my own. I feel more confident. It has changed my life"

"I have flourished here"



Tackling the substance misuse challenge in Blackpool



The challenge:

Blackpool has had the highest rate of deaths related to drug misuse in any local authority in England and Wales since 2009. 14 deaths per 100,000 people in 2016 is almost double that of the next highest area (Burnley) and significantly higher than the England average of 1.9. In 2018 alone there were 38 drug-related deaths in Blackpool, an increase from 26 deaths the previous year, and part of an overall 59% increase in the number of drug deaths across the North West since 2007.

With drug-related harm at record levels and its impact being felt across the various services in Blackpool, it became increasingly clear to those services engaging people with problematic drug use that a bold new approach was needed.

Initially there was considerable uncertainty over the potential impacts of adaptations such as reduced supervision and increased take-home medication. While the full impact of the pandemic will only become evident with more time, early outcomes indicate that there are beneficial effects of the changes, including:

Successful liaison with rough sleeping services

Improved trust and service user empowerment

A notable reduction of drug related deaths during the 'lockdown' period. During lockdown there were no deaths of Horizon service users (there is usually on average around 4 deaths per month)



15,068 Number of people supported last 12 months

99% Client success against agreed plans

100% Contracted outcomes delivered



What we have done

“Integrated treatment and recovery pathways through strong partnerships”

Delphi Medical and Acorn Recovery Projects have delivered the Horizon drug and alcohol service contract funded by Blackpool Council since 2016.

We work in close collaboration with a wide range of partners to safeguard and protect the most vulnerable, improve health and wellbeing and support local, high quality employment opportunities. Our person-centred holistic approach includes wellbeing activities, recovery groups, and prison release support groups.

Our approach to prevent drug-related deaths is characterised by partnership working, proactivity and innovation, despite significant challenges. The various partners across the system have been able to deliver notable examples of good practice which have ultimately led to better support and outcomes for some of the most vulnerable people in society.

At the heart of Blackpool’s new approach is the Drug-Related Death and Non-Fatal Overdose (DRDNFO) Review Panel. The Panel, which first met in March 2019, brings together stakeholders from a wide range of services whose work frequently interacts with individuals at risk of drug-related death. The objective is to understand in depth the factors behind Blackpool’s DRDs and NFOs, and to drive action where change is needed. By co-ordinating this information and action, the different organisations in Blackpool can see “the big picture” and plan services in a way that would have been otherwise impossible.

The COVID-19 pandemic required rapid adaptation of Horizon services to continue delivering vital services safely and effectively. These include virtual support group meetings, providing mobile phones to enable telephone-based outreach and support, visiting clients at home where appropriate, to avoid travel to treatment centres, and individually risk-assessed increased quantities of ‘take-home’ medication where safe to do so.

"I'm a ex-prolific offender, ex-heroin, crack, methadone and spice addict who has some hope and direction in his life today."

"I've gone from a hopeless addict to one who has hope today and that's because of the opportunity I was given. This is something I never imagined writing 6 months ago. I'm a ex-spice addict who has some hope and direction in his life today."

Quality feedback

(July 2020 - June 2021)

HOW WOULD YOU RATE THE SERVICE YOU RECIEVED?

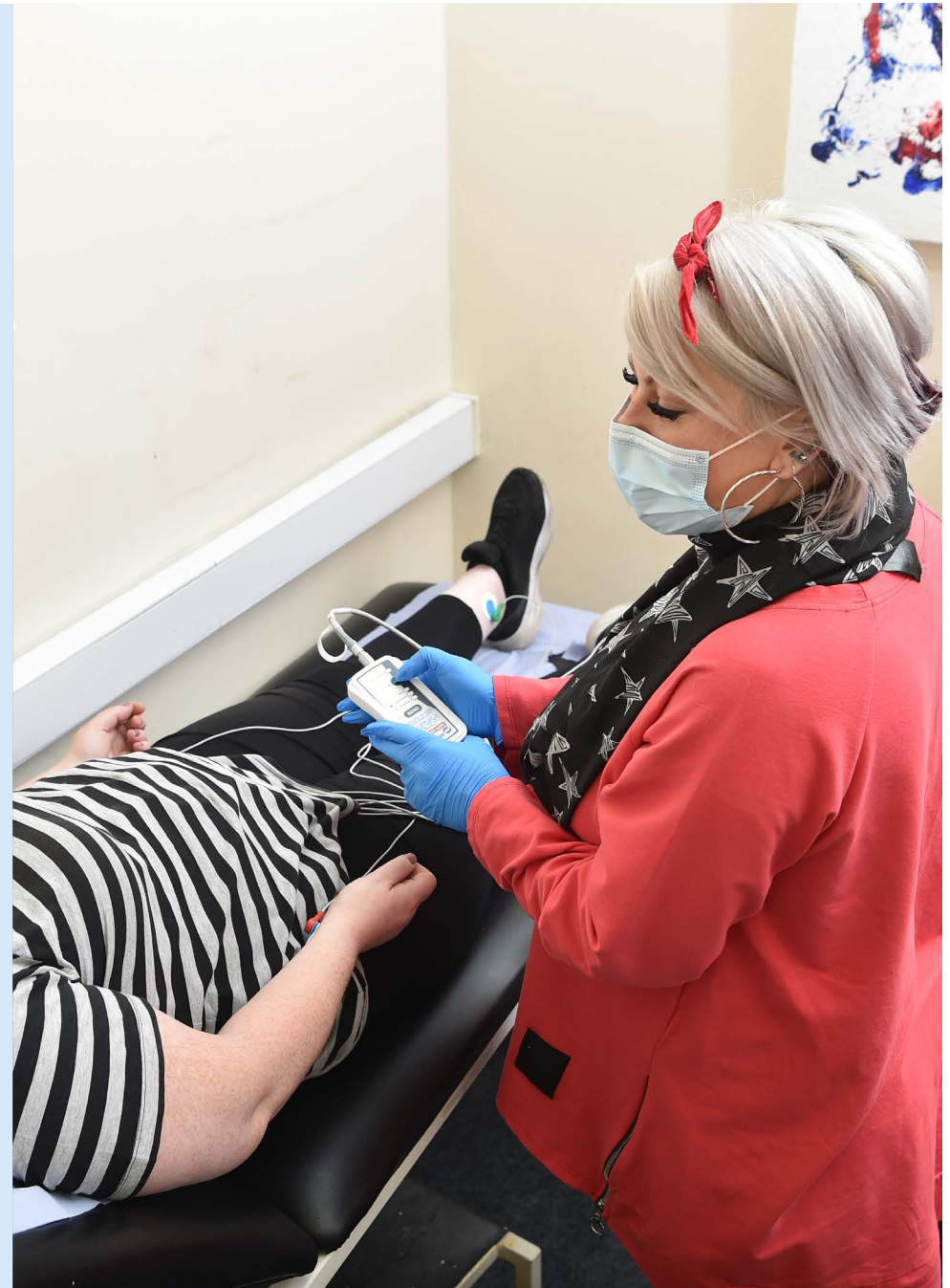
75%
"OUTSTANDING"

23%
"GOOD"

HOW WOULD YOU RATE THE GROUP SESSIONS YOU ATTENDED?

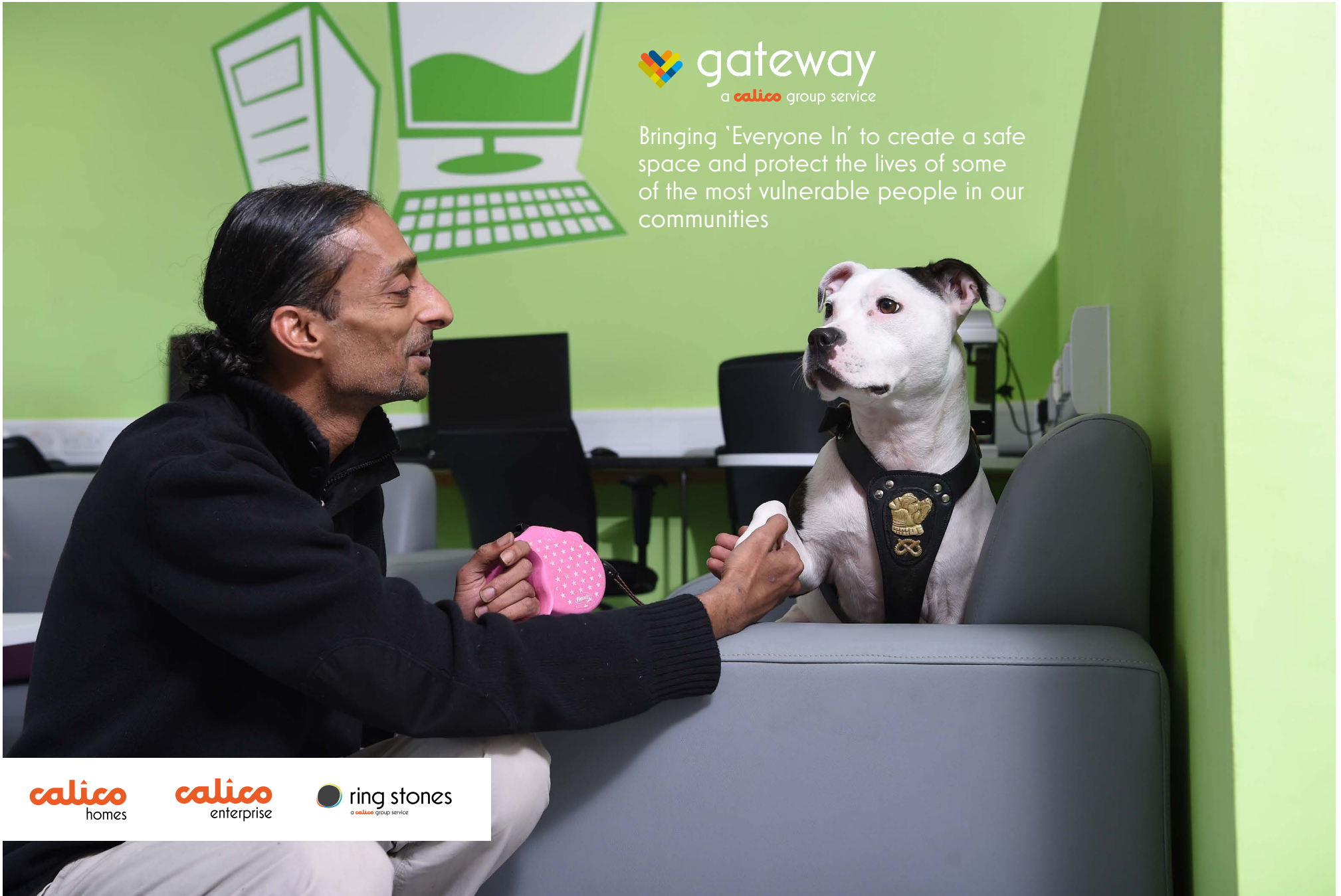
68%
"OUTSTANDING"

25%
"GOOD"





Bringing 'Everyone In' to create a safe space and protect the lives of some of the most vulnerable people in our communities



calico
homes

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enterprise

 **ring stones**
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The challenge:

Gateway brings together a wide range of services focusing on homelessness support, prevention, and resettlement across the North West.

At the start of the pandemic an estimated 500,000 people were already at risk of homelessness, and many people in temporary accommodation were faced with finding longer-term housing.

As the Coronavirus pandemic arrived, the 'Everyone In' initiative resulted in a surge in demand for services, and we knew our offer would need to play an important part in overcoming the challenge now facing Local Authorities. We also identified this as an opportunity for us to engage with the hard to reach individuals who had previously declined support.

"I finally have somewhere to get back on my feet and I love it here."

"Completely brilliant, service has gone above and beyond, communicated by phone and texts. Attended all appointments. Definitely would recommend this service to other people. My support worker has been like a social worker I have not had"

Bury Floating Support

"I am so grateful that you have come into my life as you have done more for me than my family have and I am really grateful"

Lancaster Rough Sleepers

Gateway at Burnley

30-bed supported accommodation for homeless individuals with complex needs.

Accommodation

Support to find housing solutions for those threatened by homelessness.

Global Resettlement Project

Resettling refugees.

Navigator Projects

Staff working to find solutions for those living on the streets.

East Lancs Families

Dispersed supported accommodation units for families experiencing homelessness.

Dispersed Housing

Support to find housing solutions for those threatened by homelessness.

Bury Floating Support

Support to prevent homelessness as well as dispersed supported accommodation for those who need it.





What we have done

Ensuring that our focus remained on supporting those who are homeless, fleeing their homes due to abuse, or are at risk of losing their homes.

Gateway is person-centred and solution-focused, giving clients the best chance to achieve long term change. Our range of services has expanded to meet the trend of people coming through services with more complex needs, as many preventative services have been financially impacted, both before and during the pandemic, resulting in an increased need for intensive interventions.

We urgently needed to adapt our service delivery to comply with Covid-secure regulations and safeguard those living with us. Urgency was key given the health demographic and chronic vulnerabilities of our customers; many of whom take risky behaviour as part of their everyday lives, and adhering to government regulations to safeguard themselves and the staff would compete against their other priorities. The team pulled together to take our support and personal resilience to the next level.

- Over 70 people moved into Gateway Burnley
- 59 individuals have successfully moved on from Gateway Burnley. 10% accessed recovery based settings and 96% stated they were better able and equipped to cope with life as a result of accessing the service
- 67 people were helped into suitable accommodation by our Outreach Navigators
- We increased our rooms to 46
- We secured 2 self-isolation properties
- Bury Services supported 461 individuals since March 2020 with 100% success rate in maintaining their tenancy 6 months after support finished.
- 16 student placements were provided.
- Bury launched its group work online to continue supporting people
- 206 individuals found accommodation through our Accommodation Finding Services in Chorley and Lancaster
- 19 Digital Champions were recruited from the refugee community across Lancaster to support the digital inclusion project.
- Launched Rough Sleeper pilot in Lancaster



Secured additional properties to enable self-isolation in the event of large outbreaks and to support the increased demand



Outreach staff roles changed overnight to provide 7-days-a-week support for people staying in hotel accommodation following hospital discharge



Daily temperature testing during welfare checks and restricted visiting at residential sites



Group work reshaped to create learner 'bubbles' with stringent safety measures. On-line groups launched



Supported those living in newly secured accommodation as part of the local authority response to the challenge



Bespoke support to manage any quarantine requests



Secured funding to increase our outreach team



PPE equipment adopted in line with a clinical setting



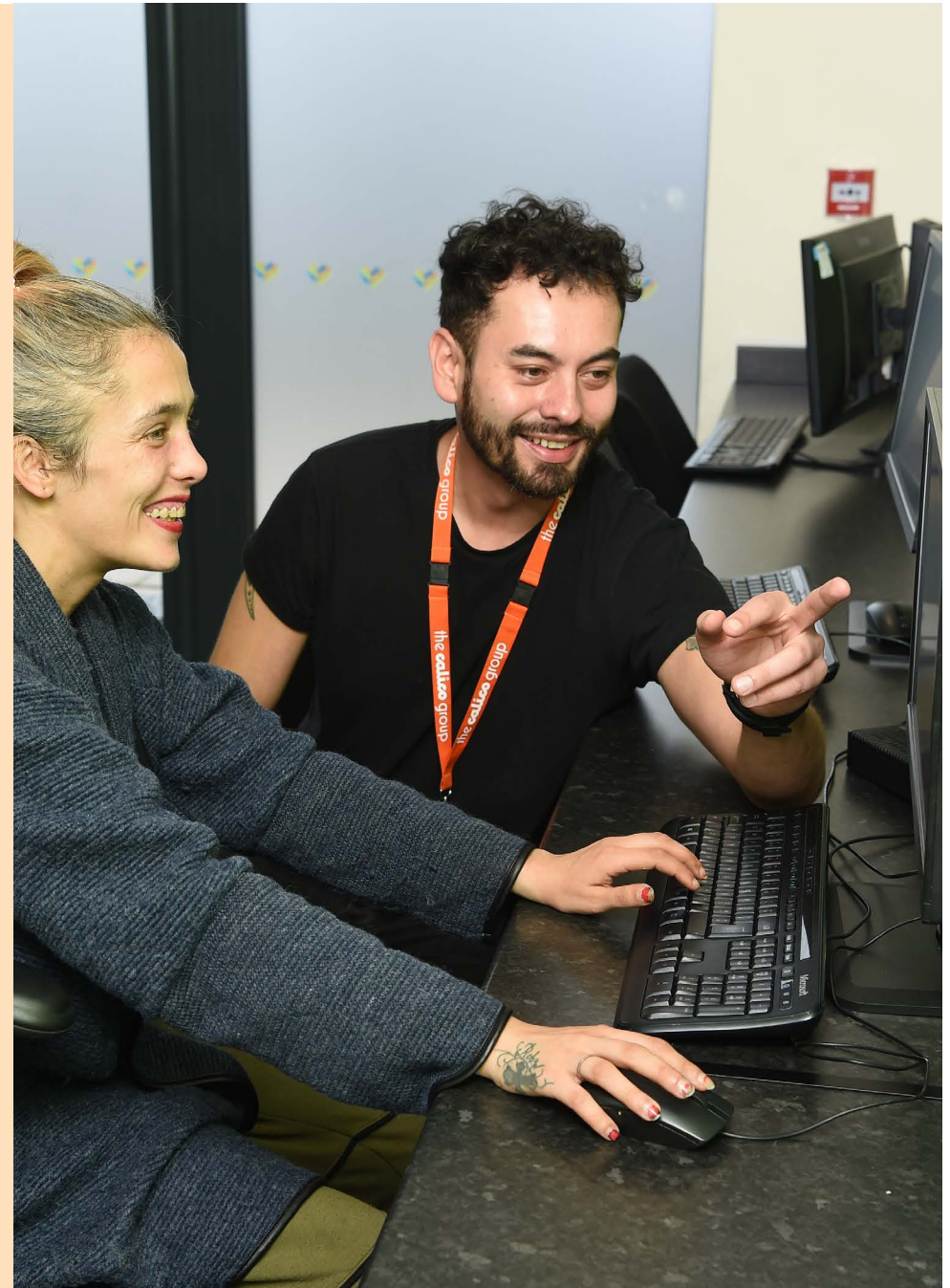
Risk assessments, procedures, and training in place to help staff manage scenarios such as non-compliance with self-isolating



Equipment and rooms reconfigured for social distancing



Reshaped our refugee arrival process to allow for safe entry and integration





Skills and employability

Providing practical help and support to residents in some of the most deprived areas of Lancashire to improve their skills and employment prospects.

calico
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The challenge:

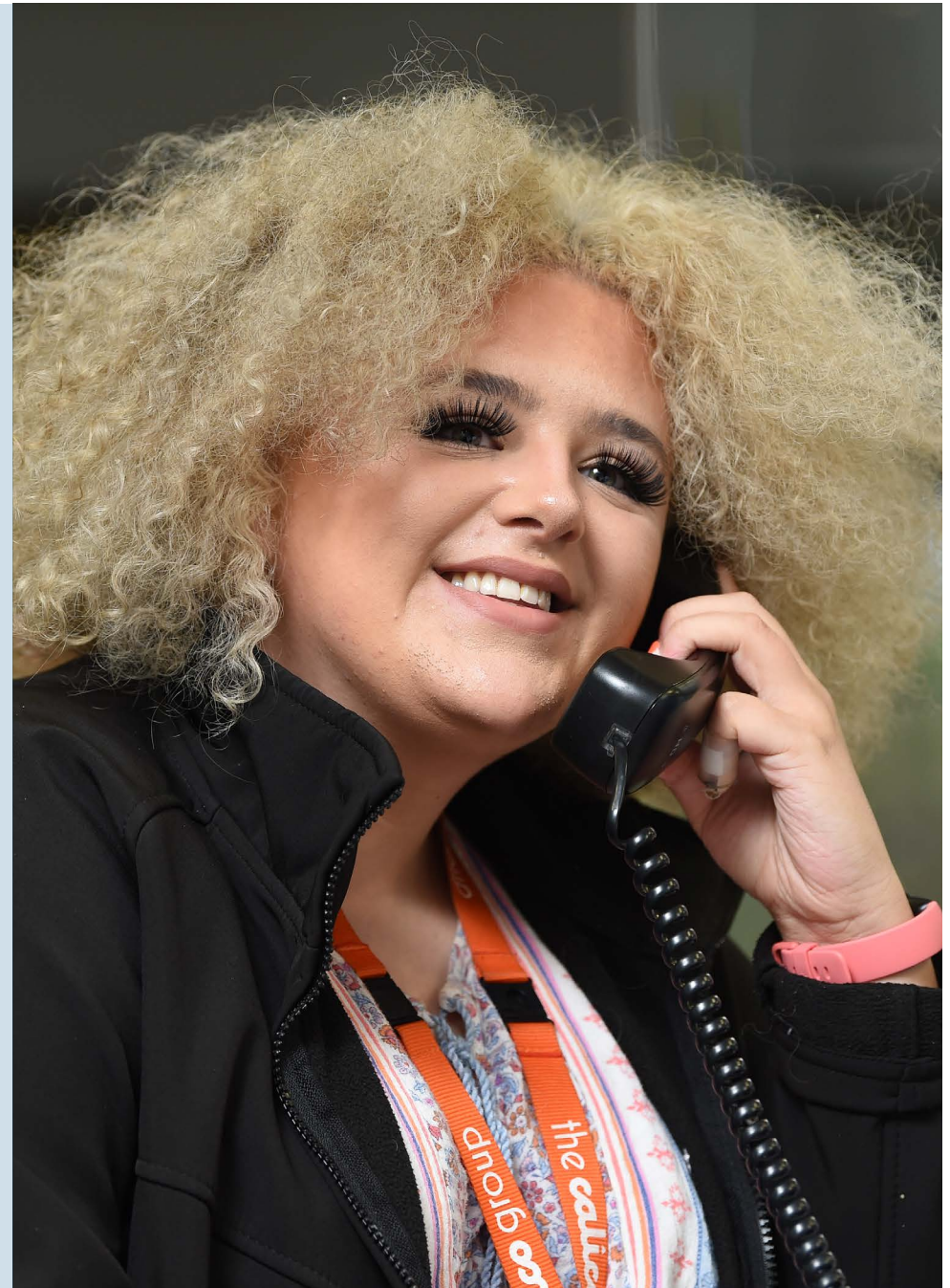
Calico Enterprise have supported people into work since 2007, delivering services which tackle the root causes and overcome the complex barriers that prevent individuals from accessing mainstream employment and training services.

The pandemic saw a disproportionate amount of people become unemployed which had an even bigger impact on those that have struggled with their journey to employment. We knew that we needed to enhance our offer so that we had a full range of support available to those that needed help, in particular young people who have been disproportionately affected.

"I feel a weight has been lifted and I feel happy again. My confidence has been boosted 100% and I can now start to plan for the future"

"Whilst in my life I have been totally self-supportive, I had reached a period of self-doubt and loss of direction & have received that support and direction from Maria. I have just felt totally supported in my time of need – I feel truly positive about the future, and for that I am very grateful."

"Calico have made a huge difference to me and have supported me to do what I really wanted to do – work. I have a paid job, I am training in a skilled profession and have a pathway. I know that I will do well with all the help I have had and still have. I've started my career now and I feel happy that I will go from strength to strength!"





What we have done

Creating local employment opportunities and apprenticeships for young people

Recognising the significant impact on young people, we pledged to create 100 opportunities for young people within 12 months across our organisation, creating 30 new apprenticeships, 30 Kickstart placements and supporting 40 young people to develop skills and experience through work placements.

We became an employer under the Government funded Kickstart programme, supporting those aged 16-24 in receipt of Universal Credit to gain paid work experience to improve their employment prospects and reduce unemployment.

Our Shared Apprenticeship scheme brought more than 30 young people who had been furloughed and at risk of unemployment back to work when restrictions started to lift.

Our Project SEARCH programme continued their transition work programme that transforms the lives of young people with learning disabilities and autism..



An additional 6 interns have joined our Project SEARCH programme, supporting 9 young people in total with learning disabilities or autism this past year.



Of those who accessed our employability support programmes, 20% gained employment and 19% moved into education or training (Since April 2020)



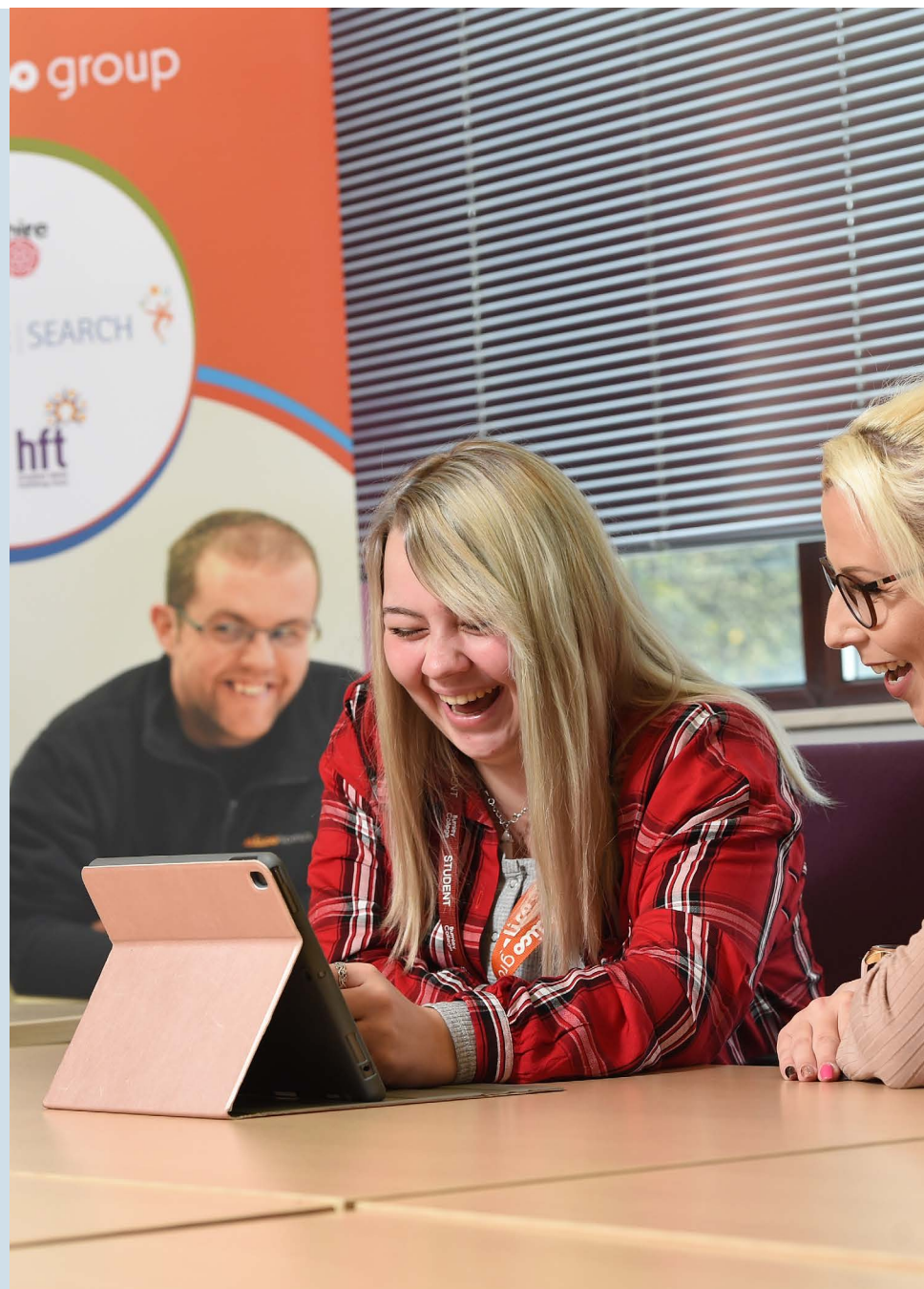
We created 56 Kickstart work placement roles and have made a commitment that at least 40% of the young people will go on to gain employment, or access education or training to further their career prospects. 34 have now finished their placement and of that 24 (70%) have progressed into work.



We are helping to deliver Thrive, Burnley's dedicated Youth Employment service, helping to ensure younger people in the area still have access to training, job opportunities and wellbeing services during what is a challenging time.



We have recruited 36 apprentices across the North West through our Shared Apprenticeship Scheme, delivered in partnership with CITB



A photograph showing a woman and a man, both wearing orange lanyards with 'the calico group' and 'calicohomes' text, standing outside a house. The woman is holding a notepad and pen, and the man is smiling. They appear to be talking to a resident whose back is to the camera. The background shows a garden and a fence.

Homes that enable
fulfilling lives

calico
homes

 **ring stones**
a calico group service

The challenge:

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

We want to deliver real social impact and influence others to do the same. Creating successful neighbourhoods is at the core of what Calico Homes does, and we are committed to investing in communities where everyone, regardless of their needs, has the opportunity to thrive.

Our core business is social housing, but our primary means of growth is to use our financial position and strong governance to support our wider Group offer, working with Local Authority partners to create integrated services that meet the specific needs of the community, providing an end-to-end customer journey and underpinned by a quality housing offer.

In this way, our complex needs and supported housing provision has seen steady growth and we are proud to work with a range of partners across the North West in delivering more much-needed schemes like these in addition to new care and extra care service.

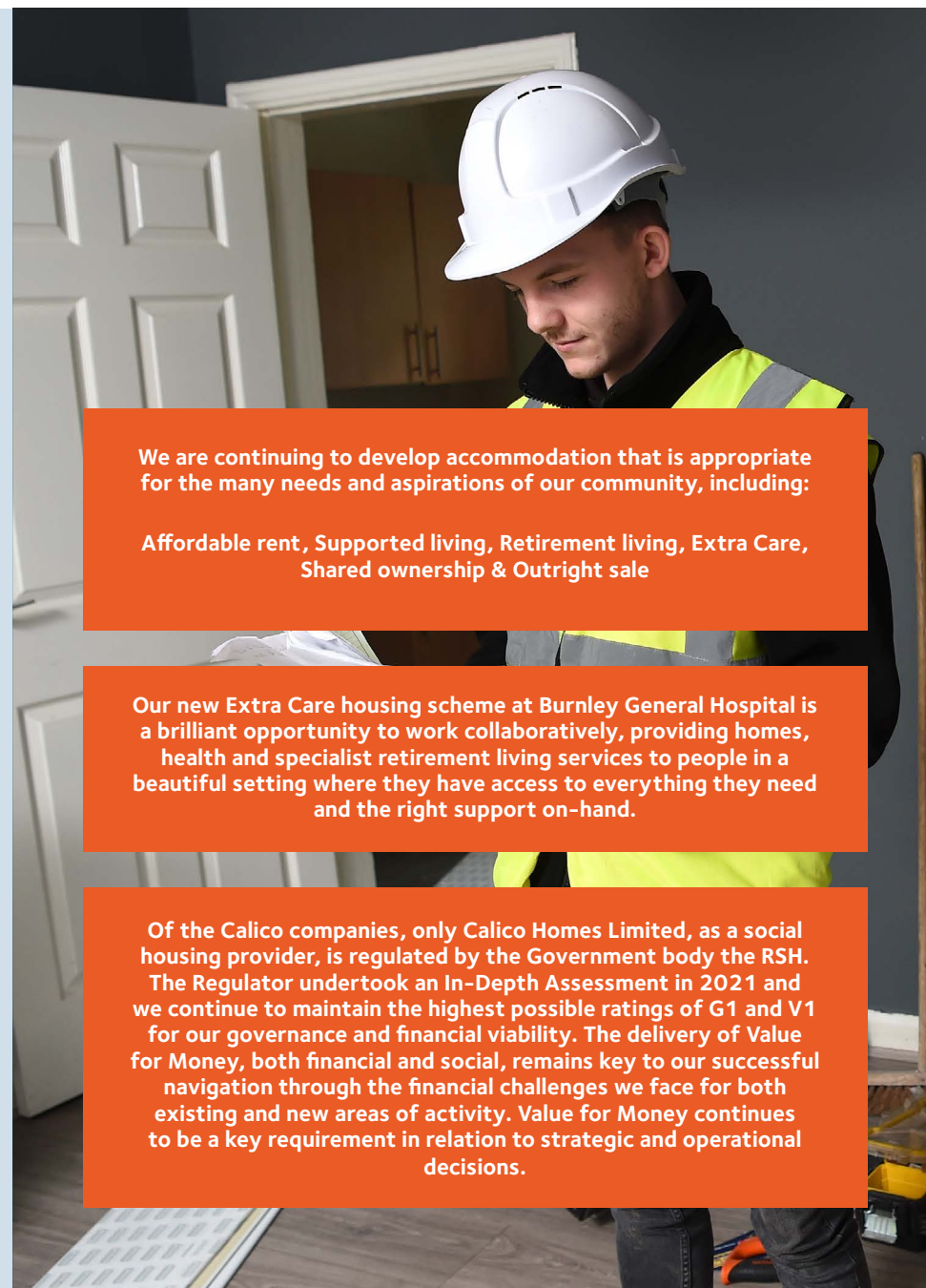


We're working with our construction company Ring Stones, to meet ambitious new energy efficiency standards and increase the thermal efficiency of our new homes from 2025.



daha
Domestic Abuse Housing Alliance

We became the first housing association in the North West to gain a DAHA (Domestic Abuse Housing Alliance) accreditation. This is the UK benchmark for how housing providers and landlords should respond to domestic abuse in their neighbourhoods and communities.



We are continuing to develop accommodation that is appropriate for the many needs and aspirations of our community, including:

Affordable rent, Supported living, Retirement living, Extra Care, Shared ownership & Outright sale

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

Of the Calico companies, only Calico Homes Limited, as a social housing provider, is regulated by the Government body the RSH. The Regulator undertook an In-Depth Assessment in 2021 and we continue to maintain the highest possible ratings of G1 and V1 for our governance and financial viability. The delivery of Value for Money, both financial and social, remains key to our successful navigation through the financial challenges we face for both existing and new areas of activity. Value for Money continues to be a key requirement in relation to strategic and operational decisions.

How we've performed

	2002	2013 (PRE GROUP)	2021
TURNOVER	£13m	£22m	£55m
SURPLUS FOR YEAR	(£5.5m)	(£0.3m)	£4.3m
RESERVES	(£15m)	(£19.72m)	£1m
VALUE OF PROPERTIES	£23m	£76m	£161m
NUMBER OF PROPERTIES	4673	4472	5169
BORROWINGS	£35m (£50m facility)	£72m (£85m)	£125m (£167m)
STAFF	199	209	813



