

# A new us

Corporate Plan  
2022-2025



A new us

# Introduction

Our purpose is to make a real difference to people lives, and that purpose has never been as relevant as it is today.

At the time of developing this Corporate Plan, we find ourselves in unprecedented times, with inequality, poor health and poverty increasing in our society.

The next few years will be even more challenging for those people already hardest-hit by current crisis; people who find themselves at rock-bottom and in need of help.

We know that, as a Group, we are uniquely placed to bring together housing, health, and social care so that anybody, no matter how complex their needs, can live happy and fulfilled lives.

We see this not as an opportunity, but a responsibility...

It is our responsibility to show kindness and empathy, to value individuality, and to work with each customer so that the change we make in their lives is purposeful, positive, and sustainable.

To overcome the challenges we face, we know that our business must fundamentally change, but we must also keep our core values at the heart of everything we do.

It's about becoming "*A NEW US*"

Our Corporate Plan reflects the fundamental shift we want to see in The Calico Group over the next three years; building on our strengths, coming together as a community, and growing to do even more.

It sets out an ambitious new vision that will continue to transform our organisation, and influence change in those around us; ensuring that, together, we are strong, successful, and fit for the future.

We hope you will join us in making a real difference.

Anthony Duerden  
Chief Executive – The Calico Group



A photograph of two women in a kitchen, both wearing red aprons. The woman on the left has dark hair and is smiling while holding a wooden spoon over a pot on the stove. The woman on the right has blonde hair and is also smiling, looking towards the first woman. They appear to be cooking together. In the background, a microwave and some kitchen items are visible on the counter.

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## Our Purpose, Values and Vision

The PURPOSE of The Calico Group is to make a real difference to people's lives. That's what we do and what gets us out of bed in the morning.

And we can only do this if the people who work here commit to, and care about:

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

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



Our NEW VISION describes where we want to be as an organisation:

A community of people,  
working together with  
customers to close the  
equality gap and to show  
others how we create a fairer  
society

By striving to make this vision a reality, we believe we will best continue to fulfil our purpose for the next 3 years and beyond.

A photograph of a man with glasses and a mustache, wearing a purple shirt, hugging a person from behind. The person being hugged is wearing a dark, quilted jacket. The background shows an indoor setting with track lighting.

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## About The Calico Group

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 will meet their specific needs and fulfil their aspirations.

We will 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.







A new us



## Where we are now

### Our customers

We have recognised that listening to our customers' voices is essential if we are to truly deliver services that will have a positive impact on their lives. In particular, we need to close the gap between our Customer, Growth and Development strategies so that they are always aligned with the future needs of the communities we work in.

We are proud that so many of our colleagues bring the value of their lived experience to the work that they do every day. It is their experience along with empathy, compassion and kindness that enable us to truly understand the needs of our customers.

It is also essential that all our people feel confident and empowered to do the right thing - recognising that everyone is different, and tailoring the way we work to challenging circumstances and complex lives we encounter every day.

To offer choice and respond to changing needs in the community, we need to develop accessible and digital services for our customers.



## Our people

We are proud to say that our people are connected to our values and our purpose, and it is this and their lived experience that enables them to deliver the best possible services for our customers in return. We need to be continually focused on the wellbeing and personal development of our people, and we will provide a workplace that is always diverse and inclusive.

Employee engagement levels continue to be consistently high. However, we recognise the need to focus on recruitment and retention to ensure that we continue to have the best people in our group. We also recognise the need to take the next steps towards ensuring that our workplace culture and systems are fit for the future of work.

Our people will always be our greatest asset, but they have found the past two years especially difficult. The pandemic has seen additional challenges in maintaining a high level of engagement with customers and colleagues. Our people have been working at capacity throughout the crisis, often in isolation, and we know that people need connection. In Calico this is even more important because of the work that we do.



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### Our business

Financially, we have never been in a stronger position, having seen turnover, surpluses, our staffing and the number of properties we own increase during our Group's history.

This growth has been as a result of our desire to do even more for customers, through the development of new services, and the acquisition of new companies as we have sought to improve even more people's lives.

Our approach to growth, and our focus on doing more for our customers has been successful so far. If we continue to grow, and meet the challenges ahead, we anticipate that in three years' time, our group turnover will be £70 million and we will have more than 1000 employees.

We have maintained a top G1/V1 rating with our housing regulator. We continue to focus on retaining this rating in the face of increased regulation, and on achieving the best possible ratings with the CQC.

However, there is a need to improve the systems and data management that we use to drive our services forward. We also have a responsibility to take an active stance on the environment and show leadership across the business in this regard.

### Our calls to action

We have been engaging with our customers, our people, our boards and stakeholders and have identified a number of “calls to action”.

Taking action on the environment

Tackling inequality and creating a fairer society

Investing in our Calico Homes properties

Investing in new technology to improve service

Strengthening our employment offer

Improving our customer offer



## The challenges ahead

“A NEW US” is how we are responding to increasingly uncertain times, even though planning ahead is challenging.

Whatever happens, we know the impact on our customers is unlikely to be positive. Likewise, the impact on publicly funded services will also make our job more complex.

We have a role to play in tackling inequality in our communities. We also have a role to play in bringing about a zero-carbon workplace. Developing and retaining our people will be critical to the future of our organisation, as will strengthening the connections and the collaboration between them.

The regulation of our services will become increasingly complex, and the ways in which our customers want to access services will become increasingly reliant on digital channels of communication.



### Covid

We don't know the long-term impact this will have on public health, the economy and our ability to deliver services.



### Government finances

We can't predict the impact that Government spending, public debt and inflation may have on our business.



### Labour Market

Recent changes in the labour market have made it more difficult for us to recruit people.



### The Climate Crisis

We must all play a part in protecting the environment. At the same time, the energy supply market is increasingly volatile.



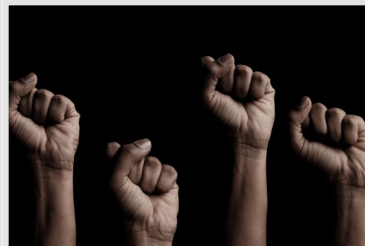
### Universal Credit / Food

Record numbers of people continue to use food banks in the UK and are struggling to afford the cost of living.



### Inequality widened

The pandemic and other economic factors have widened existing inequalities in our communities.



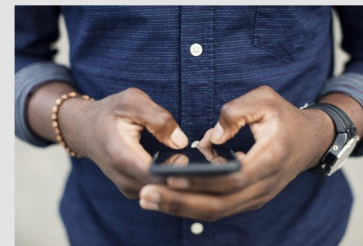
### Black Lives Matter

Public anger at racial and other inequalities has increased.



### Violence against Women and Girls

Demand for our domestic abuse services continues to rise.



### Society's Response

Media trends have made the debate more polarised, especially on the subject of inequalities in society.



### Regulation

Current and future regulatory changes will make managing our business more complex and difficult.



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## Our Vision and Objectives



## Vision:

A community of people, working together with customers to close the equality gap and to show others how we create a fairer society

### Objective:

To work collaboratively with our customers and communities, to create sustainable change, for existing and future generations

### Objective:

To ensure that our businesses are strong, well-governed and environmentally-friendly

### Objective:

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

### Objective:

To set an example, influencing people and organisations to bring about positive social change



A new us

To work  
collaboratively  
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generations

Improving people's lives is a shared agenda requiring collaboration, understanding and compassion at all levels. It is not enough to deliver services "to" or "for" our customers. We should deliver services "with" customers if the change we make is going to be sustainable for them and the communities they live in.

"A NEW US" means continuing to focus on growth as an organisation, not in terms of increasing our turnover, but increasing the number of people we help and the distance travelled for each person that we support, through kindness and more integrated customer journeys that are tailored to even the most complex needs.

The outcomes we will see:

- We will be led by customers (existing and future), ensuring those who are the most affected have the power to shape their experience and the offer available
- We will see customers as individuals, and our services will be shaped around getting the best outcomes for them
- We will collaborate within communities, sharing our strengths and playing a role in creating long-lasting impact
- Our relationships with customers will be built on equality, compassion, empathy and kindness
- We reach out, offering choices that stop people falling through the gaps (includes digital)



A new us

**To ensure that  
our businesses  
are strong, well-  
governed and  
environmentally-  
friendly**

Our ability to improve people's lives and deliver personalised services across the communities that most need them relies on us having a strong business at the heart of our group. We must continue to have a financially successful business, but also a well governed one too.

"A NEW US" means being prepared for future challenges and living up to our responsibilities as an organisation, both in terms of legislation and our ethical duties. We recognise that we must show leadership around environmental issues, committing as a business to action at all levels of the organisation, and not just talk.

The outcomes we will see:

- We will have financial performance across all companies that allows for re-investment into improving services for customers/communities
- We will keep our people, customers and buildings safe
- We will meet all regulatory and legislative requirements
- We will have effective boards making well informed decisions, which are influenced by customers, to optimise performance and outcomes
- We will create a culture of action around becoming more environmentally friendly".





A new us

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

Our people are our greatest strength. It is only when they are engaged, and connected to our vision and our values, that we see the impact they have in our communities and on our customers' lives.

"A NEW US" means recognising the challenges we have in continuing to recruit and retain the right people for our organisation at every level. New generations of colleagues and board members have different expectations around technology and flexible working, so we need an employer offer that is fit for the future.

The outcomes we will see:

- Our people will be connected to our shared purpose and living our values
- We will attract, develop and retain the talent we need to deliver our services
- We will look after the wellbeing of our people so they can look after our customers
- We will develop new ways of working that embrace digital technology and flexible working
- We will be a diverse and inclusive organisation where people can bring their lived experience to their work.



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**To set an example, influencing people and organisations to bring about positive social change**

If we are to fulfil our purpose of making a real difference to people's lives, we know that as an organisation and a group we can't do this alone. It is important not just for short term business benefits, but for the long-term impact we can have on our communities if we influence other organisations to follow our lead.

"A NEW US" means sharing our work with more partners and more people across our region and the country. Our ambition in this area is that in 10 years we will become a specialist voice, carrying out research and developing an educational arm to the Group that will enable others to bring about positive social change themselves.

**The outcomes we will see:**

- We will have increased partnerships with diverse organisations – building communities that support each other to bring about positive change
- We will collect data and insight, and openly share it with others to help them learn from our experiences
- We will use action not words in the key areas of: domestic abuse, diversity, lived-experience, being a values-led organisation, the personalisation of services, and in bringing together a community of people
- We will openly and honestly tell people about the work we do, with a focus on communication and not PR.

# Our Business Strategy

To help us fulfil our vision and achieve our objectives, our Business Strategy sets out the guiding principles that shape the way we make decisions, the choices we make, and what our priorities are as an organisation.

## People make the real difference

Our people, their lived experience, passion and diversity, are our biggest strengths. We will bring our “whole selves” to work, so that our culture benefits our customers’ wellbeing and each other’s.

## We do things for the right reasons

With both a business mind and a social heart, we will ensure that decision-making is always focused on ‘doing the right thing’ in our customers’ and colleagues’ interests, and for their safety.

## We are purposeful

We will be clear about why we do things; understanding how we can create real social impact, and moving forward with the focus and determination to see it become a reality.

## We are proud to be different

As a Group, we are unique in our structure and approach. We will use this to our customers’ advantage, providing personalised approaches to complex problems, and an end-to-end customer journey that other providers cannot.

## Together, we are remarkable

By combining our Group’s shared expertise and services with kindness, imagination and passion, we will find solutions to problems in exciting new ways and, working alongside our partners, will create a greater impact than we can alone.

## We will protect our Group

Our ability to make a real difference to people’s lives relies on us having excellent governance, financial viability, customer outcomes and reputation. We will make sure that these are always a factor in our decision-making and behaviour.

## We strive for a fairer society

Creating real social impact means working towards a better society and improved wellbeing for everyone. We will confront any barriers that prevent us from doing this – and we will influence others to do the same.

## We’re confident not complacent

We’re commercially strong with an impressive track record and we will continue to strengthen our organisation and grow. However, we will remain grounded and aware of our responsibilities to our business.

## We remain agile in a fast-changing environment

Our unique Group structure enables us to adapt, innovate and collaborate. We will evolve our plans to embrace emergent thinking and develop our approaches in response to the challenges we face.