

syncora

the calico group together

Corporate Plan

2026 - 2030

Introduction

Syncora companies form a distinct element within the Calico Group and work closely with a wide range of commissioners and other delivery partners to provide accessible and relevant services in communities across Lancashire and Greater Manchester.

Syncora provides specialist services across substance misuse, care provision for older people, homelessness and prevention interventions, domestic abuse community and accommodation-based services and skills & employability provision.

We recognise that we work within complex and deep-rooted issues, but we remain committed to tackling social inequality and this plan sets out our ambition to make a real difference to the lives of people accessing our services.

In developing the plan we have consulted widely with customers, community representatives, employees, and wider stakeholders and we have brought all this feedback and thinking into our plan.



Syncora Companies

Calico Enterprise delivers employment, skills and training programmes that help people move into work and build confidence.

It also includes Syncora Care and Gateway services that provide support and accommodation for people who have care needs, and those who are homeless or at risk of losing their home.

SafeNet Domestic Abuse Services: Protects and supports victims and survivors of domestic abuse through safe refuge, inclusive support services and preventative work across the North West.

Delphi Medical: Provides clinically led drug and alcohol treatment services supporting people through every stage of recovery.

Acorn Recovery Projects: Provides peer-led, lived-experience-based drug and alcohol recovery services that support individuals and families toward emotional, social and lifelong recovery.

Syncora service delivery also includes- Afta Thought, Acorn Academy and Bad Kamra.



We have four overarching objectives which encompass the diverse range of our services and provide a coherent delivery model for the whole of Syncora:

1. We will work closely with our customers to understand their needs and their aspirations and to ensure that their voice and experience shape our offer
2. Our workforce will represent the diversity of our communities and people will see a long-term career in Syncora
3. Our service delivery will be of the highest quality and underpinned by robust governance systems
4. We will continue to work in partnership with many different organisations and ensure that these collaborations work in the best interest of our customers and communities.

Purpose, Vision, and Values

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

The Group vision of a "One Calico" community is central to fulfilling our purpose. By working side by side with customers, we create meaningful partnerships that drive sustainable change.

A one calico community, working side by side with customers, creating opportunities for people to live the best life they can.

The Syncora Vision; **Healthier, Happier, Safer Together.**

This new Vision has been created to unify the specialisms within Syncora, with a focus on the intended impact for people accessing the services.

Values



Going one step further with our customers



Our wellbeing as individuals and teams



Improving and strengthening ourselves and our organisation

Next

Strategic Context

National and local politics have a direct impact on Syncora and the services we deliver. Many of our services are commissioned by Local Authorities and public sector bodies meaning we operate in a dynamic environment that must respond to political decisions.

The advent of Integrated Care Boards, the more recent reorganisation of the NHS and the Department of Health and the emerging Lancashire County Combined Authority all require Syncora to continuously evolve to ensure our services remain relevant and effective and best serve the people who need them.

Syncora operates in some of the most deprived communities in England. These communities are experiencing increasing levels of inequality, whether health, social or financial, leading to increased demand on statutory services and by extension, our services.

An ageing population, increasing numbers of people living with long-term conditions and more people facing multiple disadvantages mean that people are presenting with more complex needs which require higher levels and often longer-term support.

Despite those challenges, we receive high levels of customer satisfaction in our services, which remained at above 95% during 2024-25. Our Care Quality Commission (CQC) Regulated services are rated as Good and through our internal Quality Assessment Framework, our non-regulated services are also rated at least Good.





Our colleagues tell us through regular Hive surveys that they enjoy working at Syncora and feel supported to deliver our services. Due to the nature of the work we do, we know that we need to pay particular attention to the wellbeing of our colleagues to ensure they can continue to deliver safe, effective care and support to the people that need it.

Our robust safer recruitment process and recruiting for values approach ensures the right people are joining our organisation and our comprehensive benefits package and Learning & Development offer supports physical and mental wellbeing as well as professional development. Regular One Calico events support a sense of belonging and internal collaboration.

Our digital systems and how we analyse and use the data we hold to improve services for our customers require further development. More effective and timely reporting will support more informed decision making and enable us to better respond to emerging need within our communities.

Feedback from customers demonstrates consistently high levels of satisfaction with the services we deliver. We use a range of feedback methods to gain insight from the people who use our services, but we know we can do more to effectively analyse and use this information to further develop our services.

We have a high success rate in the retention of existing contracts and the winning of new work, we have developed a number of delivery partnerships which build on the expertise of the individual organisations to better support the people who need it.

We also know that by partnering with Syncora, smaller, local organisations can participate in larger more stable contracts which supports them to develop and grow.

External Environment

- Devolution and political changes locally and nationally
- Move of NHS England into Department of Health and Social Care and cuts to Integrated Care Board budgets
- Ongoing pressure on public sector budgets
- Increasing need and levels of complexity – cost of living, health inequalities
- Housing crisis
- Introduction of new regulations
- Funding for 1.5m new houses by 2029, inc. supported housing
- NHS 10-year Health Plan – from hospital to community, from analogue to digital, and from sickness to prevention



Internal Environment (SWOT Highlights)

- Strengths - diverse services, experienced workforce, track record of high-quality delivery, lead provider model.
- Weaknesses – [outdated] systems, varied digital capability, resource constraints and low margin services.
- Opportunities - Strategic partnerships, digital transformation, innovative housing and support initiatives.
- Threats – tight financial envelopes, increasing health inequalities, rising costs, competition for funding and talent

Stakeholder Needs

People accessing our services across Lancashire and Greater Manchester are facing increasingly challenging circumstances, with the rise in the cost of living, a national housing crisis, pressure on social services and long waiting times for healthcare appointments and treatment. This is against a backdrop of ongoing pressures on public finances and a divisive political environment.

Next

The next sections outline Syncora’s strategic objectives and the key outcomes we aim to achieve in alignment with our vision and values.

These objectives provide a framework for delivering high-quality services, fostering strong community connections, and ensuring sustainable growth.

Each objective is supported by measurable outcomes that demonstrate our commitment to raising standards, creating opportunities, and enabling everyone to live their best life.



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Objective:
Customers

To understand and meet the diverse needs of our customers and communities by designing accessible, inclusive, high-quality services that make a measurable difference in people's lives.

Outcomes:

By 2030:

- Services are co-designed with customers and partners to ensure they are accessible, inclusive, and responsive to diverse needs and lived experiences
- A clearly defined customer voice framework is in place that ensures meaningful and authentic relationships with our customers
- Customer feedback and lived experience are actively used to shape services, policies, and continuous improvement
- There is increased engagement within wider communities and minoritised groups (to gain deeper insight into communities and customers)
- Services make a measurable difference to people's lives, with clear evidence of improved wellbeing, opportunity, and satisfaction





Outcomes:

By 2030:

- Customers consistently report positive experiences, with services meeting or exceeding expectations
- Customers access services equitably and experience fair, meaningful outcomes
- Customers are effectively safeguarded across all services
- Robust customer data is held (including EDI) and supports service delivery



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Objective:
Workforce & Culture

To attract, empower, train, and retain a diverse and talented workforce by fostering a culture of inclusion, growth, and purpose. We are committed to creating trauma-informed environments that value lived experience and support meaningful career pathways.

Outcomes:

By 2030:

- A diverse and values-led workforce is attracted through inclusive, safer recruitment practices, increasing representation across all levels
- Colleagues are empowered through AI and Microsoft 365 tools, with a positive digital culture embedded across Syncora
- Employees feel safe, valued and supported, with lived experience recognised and embedded in organisational culture and decision-making
- We engage and support a diverse volunteer workforce to support their individual goals
- All colleagues have access to meaningful training and clear career progression routes, with increased succession planning and development opportunities





By 2030:

- Colleague retention improves through purposeful engagement, with regular feedback showing increased satisfaction, wellbeing and alignment with the Group values
- Teams consistently deliver high-quality services through collaborative working, shared ownership, and values-led behaviours
- Leaders model inclusive, trauma-responsive practices and foster a culture of growth, inclusion, and purpose across the organisation. Leaders are demonstrating our leaderships principles consistently



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Objective: **Governance, Compliance & Quality**

To operate within a robust governance framework that ensures full compliance with legislative and regulatory requirements, while promoting a culture of continuous improvement to effectively manage risk, drive operational excellence, and maintain transparency and accountability.

Outcomes

By 2030:

- Our documentation describes our systems, principles and processes in a clear and concise manner, and always complies with legislation/regulation
- Our governance, compliance and quality systems monitors compliance with legislation and regulation, provides a clear picture, asks the right questions, is transparent and purposeful, highlights non-compliance in a timely manner & offers context and solutions





By 2030:

- Governance supports our purpose without stifling creativity or being too rigid - our focus is proportionate to doing ‘the right thing’ and we continuously improve through learning
- Our services are performing consistently well against contracted outcomes
- Our data is safe, accurate and reliable
- We continuously minimise our carbon footprint, striving towards net-zero



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Objective: **Collaboration, Influence & Growth**

To develop and participate in inclusive, sustainable and innovative partnership models within the Group and external organisations.

Outcomes

By 2030:

- We have strong strategic alliances with partner organisations to co-design and deliver evidence-based interventions
- We have a proactive culture that delivers greater impact through meaningful collaboration beyond contractual duties
- We develop and sustain effective internal partnerships to support the achievement of shared goals
- We use the perspective gained from diverse service delivery to provide insight and knowledge to influence policy and practice and support other organisations





By 2030:

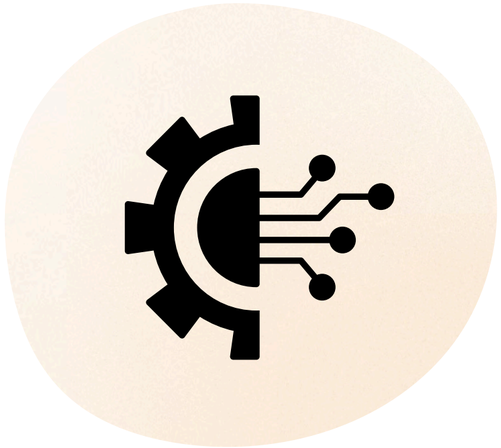
- Syncora is positioned as a lead organisation in evidence-based practice, demonstrating the value of collaborative approaches
- Syncora is financially strong and sustainable; we proactively manage business risks and strengthen our reserves, ensuring long-term financial viability
- Syncora has increased its supported accommodation offer, improving access to safe, stable homes

Previous Next



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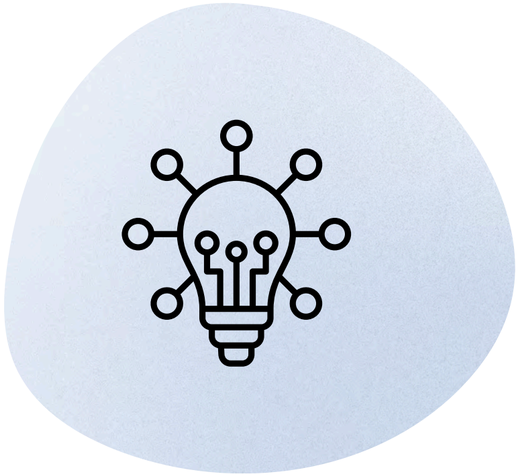
Key Priorities



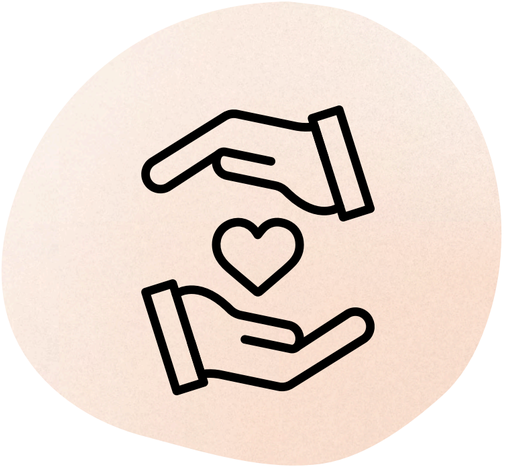
Digital transformation and data/data quality (cross-cutting)



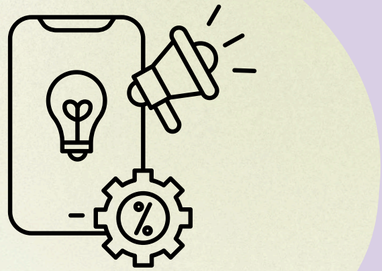
Partnership model externally and internally with Group Business Services and Calico Homes



Innovation Hub



Syncora Care development (care for older people)



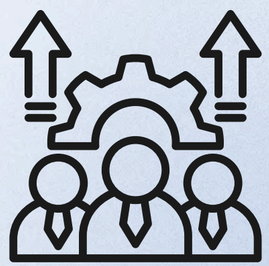
Promote the Brand & Reputation



Increase supported housing portfolio



Co-production & customer voice framework



Workforce development and succession plan

Previous Next

Governance and Monitoring

Accountability and Oversight

- The Board has overall responsibility for overseeing delivery of this Corporate Plan.
- The Executive Team is accountable for implementation, resource management, and performance.
- Relevant sub-committees (e.g., Audit & Risk, Operations) will monitor specific areas of delivery.

Performance Monitoring

- Progress will be tracked through a performance dashboard aligned to the Outcomes, KPIs, and Key Results.
- Monitoring will include both quantitative KPIs and qualitative outcome evidence (e.g., case studies, customer feedback).

Board Review & Reporting

- A bi-annual progress review will be undertaken by the Board (twice per year).
  - o Review of delivery against strategic objectives.
  - o Assessment of KPI performance and outcome achievement.
  - o Identification of key risks, challenges, and required corrective actions.
- Quarterly performance reports will be provided to the Executive Team and Sub-Committees to ensure ongoing oversight.

Customer Voice & Stakeholder Engagement

- Feedback from customers and partners will be embedded into performance reviews.
- Mechanisms include surveys, forums, complaints analysis, and direct engagement.

Plan Refresh

- The Corporate Plan will be reviewed and refreshed annually to ensure it remains relevant and aligned to Group strategy and external factors.

Previous