

ring stones

a calico group service

Corporate Plan

2026 - 2030

Introduction

Ring Stones are a values driven construction company based in East Lancashire, recognised for delivering high quality development and regeneration projects that combine commercial excellence with long term community benefit.

We are passionate about employing local people, generating long lasting social value, and investing in places that thrive for future generations.
As an ethical and sustainable contractor, we prioritise customer satisfaction, environmental responsibility, and excellence in delivery.

We are committed to developing our workforce, through meaningful opportunities and personal growth, ensuring our people, partners, and communities share in our successes and help shape a better, more sustainable future for the next generation.





The Ring Stones Corporate Plan has been developed collaboratively through engagement with colleagues, stakeholders, and employees across the business. It reflects our shared ambitions and collective understanding of the challenges and opportunities ahead.

The plan is structured around five key themes, which together provide the foundations for achieving our strategic objectives and ensuring that our work continues to deliver lasting value for our communities and people.

The plan covers a four-year period from 2026 – 2030.

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 PURPOSE of The Calico Group is to make a real difference to people’s lives.

This corporate plan outlines how Ring Stones will contribute to The Calico Groups wider strategic objectives, working towards our shared purpose of making a real difference to people lives.

Values



Going one step further with our customers



Our wellbeing as individuals and teams



Improving and strengthening ourselves and our organisation

Strategic Context

The strategic context for Ring Stones is shaped by our role as a locally focussed construction company delivering both new build development and regeneration projects across Lancashire.

We operate within a challenging construction environment influenced by economic pressures, skills shortages, and increasing expectations around sustainability and social value.

Our corporate plan is centred on being an ethical, values driven contractor that prioritises quality, local employment, and long-term community benefit. We aim to build a resilient, customer focused organisation that supports personal development, champions workplace opportunities, and contributes to a sustainable and inclusive local economy.



External Environment

- The construction sector has a significant shortage in skilled labour and alongside an ageing workforce and with fewer apprentices entering the sector, the demand for quality tradespersons means recruitment and retention can be volatile.
- Material price volatility & supply chain risks create uncertainty which can lead to increase costs and unavailability of supply chain for competitive costs.
- Regulatory & green transition pressures for net-zero, higher building-performance standards and retrofit requirements raise technical complexity and up-front costs and pose a threat to the skills of current and available work forces.
- Delays in planning applications and utility provisions are now beginning to have a negative impact on development projects.
- £39 billion Social and Affordable Homes Programme – aims to deliver 300,000 homes over 10 years means competitiveness across many areas.



Internal Environment (SWOT Highlights)

- Strengths: Ring Stones strengths lie in our people, with their leadership, technical expertise, commercial awareness and dedication to quality that reflect our values, and ensure we deliver all projects with integrity, professionalism and purpose.
- Weaknesses: Key weaknesses centre on capacity constraints, difficulties in attracting and retaining talent, limited financial headroom, and an ongoing reliance on Homes to provide continuous work which highlight the need to strengthen our independence, resilience and work force capacity.
- Opportunities: Opportunities exist through effective succession planning, developing and delivering our own projects, accessing external funding and opportunities within the housing sector including environmental and green works, and in strengthening key skills to support future growth and sustainability.
- Threats: Key threats include the potential loss of key employees, challenges around labour availability amid rising costs, limited technology and digital capability, and the increasing difficulty of delivering projects with the current schedules amid a demanding economic and construction climate.

Stakeholder Needs

- Customers: Safe, high quality, energy efficient works with minimal disruptions.
- Communities: Responsible construction practices that enhance communities, provide local employment, and create long lasting social value.
- Partners & Clients: Transparency, collaboration, compliance, innovation, and opportunities for long term partnership approaches.

Next

The next sections outline Ring Stone’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:
People

Being a place where people choose to work, stay and grow.

Outcomes:

By 2030:

Our people will bring our values to life through a culture of care, collaboration, and shared responsibility and where people feel valued for the difference they make

- We will grow and develop our workforce based on the skills and capabilities needed for the future, enabling us to meet new challenges and do more for our customers
- We will have new ways of working that embrace digital technology, giving our people the skills, freedom and tools to adapt and deliver the best outcomes for our customers
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Outcomes:

By 2030:

- We will personalise wellbeing, learning, and development to meet the needs of colleagues at different points in their career and life ensuring fairness, opportunity and support
- We will nurture a culture where colleagues feel safe to speak up, shape decisions, and bring their experiences to influence how we work and the services we provide.
- We will ensure our people's work supports our environmental and social commitments, encouraging a shared effort to make a real difference for our communities and environment.
- Leaders will be demonstrating our leadership principles consistently



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Objective:
Business

To be a well-run, agile organisation that optimises resources, and embeds data driven decision making at all levels.

Outcomes:

By 2030:

- We will maintain strong financial management and cost control across all projects.
- We will build resilience to external pressures such as inflation, material costs, and supply chain volatility.
- We will generate sustainable profit margins that enable reinvestment into people, skills, innovation and equipment.
- We will comply with all relevant legal, regulatory and contractual obligations.
- We will embed strong risk management, governance and assurance processes across operations, including health and safety





By 2030:

- We will build trust with partners through transparency, ethical practice and values-led leadership
- We will invest in digital systems to improve efficiency, collaboration and project delivery.
- We will deliver projects on time, to budget, and to the agreed quality and safety standards.
- We will achieve measurable savings through effective procurement, innovation and smarter ways of working.
- We will maintain compliance with the procurement act with published supplier payments and procurement regulations



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Objective:
Growth

Driving sustainable growth through safe, high-quality and responsible construction

Outcomes

By 2030:

- We will expand our market presence by winning more work with existing and new clients, increasing our tender success rate, and securing a strong forward order book.
- We will strengthen our financial resilience, maintain healthy margins, and increase cash reserves year on year.
- We will build our reputation as a trusted and responsible contractor, evidenced by high client satisfaction, repeat business, and positive community feedback.





By 2030:

- We will deliver community impact through apprenticeships, work placements, local jobs, supply chain spend, and fulfilment of social value.
- We will secure a sustainable pipeline of regeneration and development projects that safeguards employment, supports local economies, and grows our future capacity



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Objective:
Quality

Consistently delivering safe, sustainable and high-quality construction works across development and regeneration projects

Outcomes

By 2030:

- We will deliver projects consistently to a high-quality standard, ensuring all clients expectations are met as a minimum requirement.
- We will embed safety into everything that we do, ensuring safe sites and full compliance with health and safety standards, and legislation.
- We will apply innovation and best practice to raise standards within all our works and the construction sector.





By 2030:

- We will minimise our environmental impacts by reducing carbon, managing waste, and by using sustainable materials wherever possible.
- We will deliver sustainable outcomes that create long-term value for clients and communities, and for the environment.
- We will be a recognised as a trusted and responsible contractor through reputation, accreditations and regulatory compliance.



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Objective:
Customer

Partnering with internal and external clients to provide safe, reliable and sustainable projects that deliver a positive customer experience.

Outcomes

By 2030:

- We will support excellent customer satisfaction by minimising disruption, communicating clearly, and treating customers with respect throughout all works.
- We will strengthen safety and compliance by embedding the highest standards into all aspects of service.
- We will help our partners deliver on their customer standards by aligning services with client priorities and customer needs.
- We will build trust and strong relationships by listening, sharing feedback, and putting customers at the forefront of how services are designed and delivered.



Governance and Monitoring

Accountability and Oversight

- The Ring Stones 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, Nominations and Remuneration) will monitor specific areas of delivery.

Performance Monitoring

- Progress will be tracked through a performance dashboard aligned to the Outcomes 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 and key associated strategies.
  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 Boards to ensure ongoing oversight.

Customer Voice & Stakeholder Engagement

- Feedback from tenants, service users, 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.

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