

Group Strong Communities Strategy

2020 - 2024

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Our Corporate Plan 2019 - 2024 said:

We are committed to unlocking the potential that exists across communities and empowering the people who live in them.

Our Group Strong Communities Strategy commitment:

“Community investment is enshrined in the business model of our charitable arm, Torus Foundation, and is used intelligently to improve the lives of our customers, sustain tenancies and support the wider community to grow strong, to thrive and to be more resilient.”

“We will use profits generated through commercial businesses to reinvest directly into our communities. We’ll also focus on maximising grant funding and other income to increase our social impact.”



Purpose

Torus will become a leading growth and regeneration group for the North West. Our charitable organisation, the Torus Foundation, will become a sector-leader in supporting communities to grow stronger and to thrive, providing targeted services to support tenants, customers and communities most in need. With a strategic focus on Liverpool, St. Helens and Warrington, as well as key neighbouring areas, we will create better places to live and support sustained economic growth and regeneration.

We will operate at the forefront of strategic, development-led regeneration and place-making. By working closely with local authorities and other partners across our heartlands and beyond, we will deliver regional strategic growth objectives whilst unlocking the greatest benefits for communities where it is most urgently needed.

We will provide tailored training, support and advice for our vulnerable tenants and customers, helping to improve their quality of life and employment prospects.

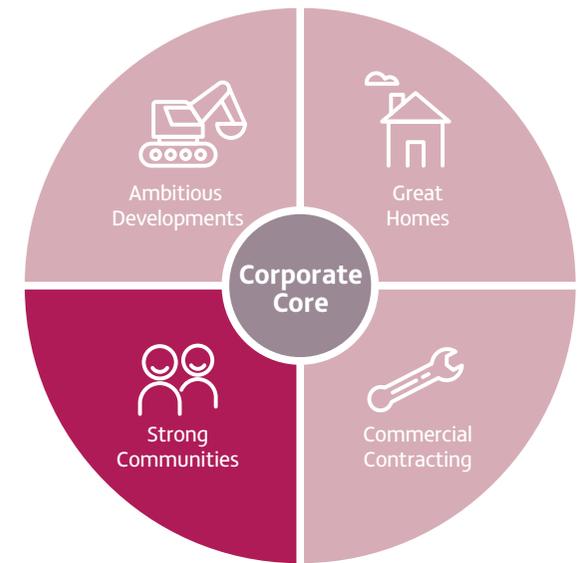
Strong Communities 2020 - 2024

Context

Strong Communities is one of five Torus group strategies published in 2020. These resources build on the commitments made in the group **Corporate Plan 2019 - 2024** and signify how Torus and its subsidiaries will work together to fulfil our vision of **'growing stronger communities'**.

Strong Communities therefore sets how we will work with colleagues in housing and partners in local authorities - and other key stakeholders - to increase capacity and resilience in our communities. We will work closely with our tenants and customers to improve their quality of life and the opportunities they have. The strategy will also outline how our ambitions for **Strong Communities** supports those ambitions within our **Great Homes, Ambitious Developments, Commercial Contracting** and Group **Corporate Core** Strategies.

At the heart of our Group Strong Communities Strategy is our charitable arm, Torus Foundation. The Foundation will unlock the potential that exists within our communities and will empower those



people living within them - providing support through the five key pillars of Health and Wellbeing, Digital and Financial Exclusion, Employment and Youth. Investing in our communities is enshrined within our business model and by utilising investment intelligently, we can help to improve outcomes for our tenants and customers – helping them to thrive and supporting the wider community to grow and prosper.

Our Foundation will work to address deprivation and promote inclusivity, with an emphasis on inclusive growth and tackling digital / social exclusion. Our core focus will be on supporting our residents and their neighbourhoods to build and maintain strength to become more independent and live happier, healthier lives.

A number of policies and operational strategies will be developed to shape our Strong Communities activities at both strategic and operational levels. Our strategies and policies will work within the existing national and sub-national policy framework.

The Corporate Plan

The objectives as set out within our **Corporate Plan 2019 - 2024** were as follows:

1. Improve skills and access to sustainable employment pathways
2. Provide free I.T training to reduce the number of digitally-excluded households
3. Tackle health inequalities by delivering tailored health and wellbeing projects
4. Help people to maximise income and stimulate economically active neighbourhoods

Our Group Strong Communities Strategy will be delivered via the following framework of operational strategies and policies



Our Locality Plans, to be published in June 2020, will coordinate the delivery of our five Group Strategies.

Locality Plans bring together all elements of our Target Operating Model and demonstrate how we will deliver our core Mission and Vision of 'growing stronger communities'

Objectives

Our objectives fall into three categories – **Core**, **Enhanced** and **Peak**. As an organisation we will prioritise all of our objectives across the five group strategies based on our ability to deliver and matched against our aspirations as a group.

We will work hard to achieve as many of our objectives as possible within a changing and potentially challenging external environment.



Core represents the commitments we consider to be fundamental to achieving our minimum standard of providing great homes and growing stronger communities for our existing and potential new customers. These commitments have been stress-tested as part of our strategic business planning activities.



Our **Enhanced** offer represents the commitments we consider to be realistically achievable by utilising the available resources and data in a more efficient way and by working more collaboratively with our sector and industry partners.



Our **Peak** offer represents the commitments we consider to be at the peak of our aspirations – to lead change, to drive inclusive growth and, through developing our strategic influence, to change the way in which the sector, and not only the business, operates.

Core and Enhanced represent the commitments as set out within the Group's Business Plan

- ▶ A **leading voice for the North West** within the community and social impact sector
- ▶ A **catalyst and influencer for large-scale transformation**
- ▶ Full implementation of Locality Plans to **deliver lasting change alongside local authorities partners**



Peak

- ▶ **Increasing our positive influence within new communities and geographies**
- ▶ Intelligent **collaborative approach to project delivery** - working more closely with public / social services
- ▶ **Up to 20% of resources will target community wide inefficiencies**



Enhanced

- ▶ **Targeted regeneration within our communities to embolden young people**, address socio-economic stigma and support specific vulnerable groups
- ▶ **Minimum of 80% of annual 'gift-aid'** to be targeted at supporting current tenants
- ▶ **Focused social impact provision** that complements our great homes offer



Core

Indicative Delivery timescale

Amalgamation 2018/2019

Group Transformation 2019/21

Medium Term Business Plan

Corporate Plan 2019 - 2024

Core	Enhanced	Peak
Getting the basics right Compliance Basic governance and assurance Focus across our Heartlands Becoming more efficient	Business decisions made using intelligent data Increased competency Efficiency a core principle Becoming leaner	Agility Influence External focus/growth Outward-facing Innovative Utilising the latest technology A 'lean' organisation

CORE & ENHANCED ACHIEVED 31ST MARCH 2022

PEAK ASPIRATIONS 31ST MARCH 2024

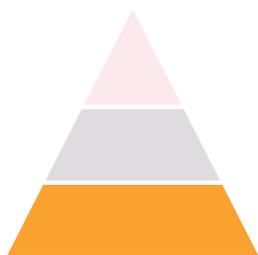
Core

Investing in our communities to help them grow stronger, become more resilient and to thrive

Our Group **Core** focus is on facilitating growth and regeneration across communities where it is needed most, delivering much-needed homes for people in the right places.

For **Strong Communities** this means making intelligent investment decisions to improve the lives of our tenants and residents, supporting our communities to grow strong, to thrive and to become more resilient. We will work to address inequality and promote inclusion by providing tailored services and interventions that help our customers to build personal resilience and enable people to lead better lives .

We will invest a minimum of £5million into our communities each year by 2024 to help improve the lives of people living in our homes and to strengthen and grow the neighbourhoods within which they live.



- ▶ **Targeted regeneration within our communities to embolden young people**, address socio-economic stigma and support specific vulnerable groups
- ▶ **Minimum of 80% of annual 'gift-aid'** to be targeted at supporting current tenants
- ▶ **Focused social impact provision** that compliments our great homes offer



Our key 'Core' commitments are:

Commitment	Links to other strategies
▶ Invest a minimum of £5million into our communities each year by 2024	Great Homes, Ambitious Developments, Commercial Contracting, Corporate Core
▶ Delivering services across 5 pillars: Health and Wellbeing, Employment, Digital Inclusion, Financial Inclusion and Youth	Great Homes, Ambitious Developments
▶ 80% of annual Gift Aid will be invested in supporting existing tenants and customers in our Heartlands with the remainder targeting community-wide initiatives which complement core services	Great Homes, Ambitious Developments, Commercial Contracting
▶ Focused social impact provision complements and enhances our Great Homes offer and is engineered specifically to ensure our communities are sustainable and able to grow	Great Homes, Ambitious Developments, Commercial Contracting
▶ Generating additional income through grants, corporate fundraising and other suitable sources ensuring maximum impact	Great Homes, Ambitious Developments, Commercial Contracting, Corporate Core

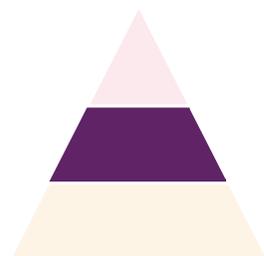
All of the priorities set out within our core offer provide an effective platform to achieve more and will enhance our ability to achieve our Enhanced offer.

Enhanced

Enhanced – Exploring new funding opportunities to invest beyond our existing communities

Our **Enhanced** commitments are designed to enhance the support we provide to our customers and communities, building upon our core commitments and extending beyond our use of grant funding to attract additional external investment. Up to 20% of our total income will be targeted at community-initiatives and regeneration for non-Torus customers and, as required, neighbouring communities.

We will become an increasingly dynamic anchor institution operating across the North West optimising social funds and grants and becoming a key delivery partner in schemes that help to improve the lives of people within our communities.



- ▶ **Increasing our positive influence within new communities and geographies**
- ▶ **Intelligent collaborative approach to project delivery** - working more closely with public / social services
- ▶ **Up to 20% of our will target community wide inefficiencies**



Our ‘Enhanced’ commitments are:

Commitment	Links to other pillars....
<ul style="list-style-type: none"> ▶ Broadening the offer from a reliance on grants, funds and gift-aid to using our assets to deliver commissioner-led specific services to young people. 	Corporate Core
<ul style="list-style-type: none"> ▶ Accelerating our position and profile locally, regionally and nationally as a key deliverer of inclusive growth and community transformation 	Great Homes, Ambitious Developments, Commercial Contracting, Corporate Core
<ul style="list-style-type: none"> ▶ Utilising enhanced intelligence available across the Group from both internal and external sources to positively support people within our communities building stronger communities 	Great Homes, Ambitious Developments, Commercial Contracting, Corporate Core
<ul style="list-style-type: none"> ▶ Working within and / or operating high-class community facilities across our heartlands that provide a safe place for people to gain access to support services, socialise and gain skills for sustainable employment e.g. FireFit Hub. 	Ambitious Developments, Commercial Contracting, Corporate Core

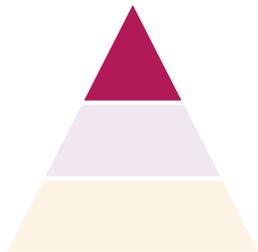
All of the commitments made within our ‘Enhanced’ offer will provide a platform to achieve our ‘Peak’ objectives.

Peak

To become a partner of choice for delivering positive change and better outcomes for people within communities across the North West

Our **Peak** commitments are designed to put us at the forefront as an influencer and as a partner of choice for partners and devolved / local authorities and partners across the community sector. We will enhance the reputation of our community hub, FireFit, and explore the potential for new hubs across our Heartlands to help deliver our strategic objectives and to transform lives.

We will enhance the reputation of Torus Group by driving positive change within communities, acting as a ‘placemaker’ to transform lives and outcomes for the communities we serve. We will use our growing influence to contribute to welfare reform that benefits our communities. We will also launch a Corporate Fundraising Strategy.



- ▶ A **leading voice for the North West** within the community and social impact sector
- ▶ A **catalyst and influencer for large-scale transformation**
- ▶ Full implementation of Locality Plans to **deliver lasting change alongside local authorities partners**



Our ‘Peak’ commitments in full are:

Commitment	Links to other pillars.....
▶ Becoming a leading voice for the North West within the community and social impact sector	Great Homes, Ambitious Developments, Commercial Contracting, Corporate Core
▶ Becoming a catalyst and influencer for large-scale transformation across all areas of operation - growing stronger communities	Great Homes, Ambitious Developments, Commercial Contracting
▶ Delivering outstanding commissioned services in line with our charitable objectives of improving lives and building stronger communities, helping people to thrive	Great Homes, Ambitious Developments, Commercial Contracting
▶ Using political influence and evidence of our social impact to affect positive change for customers and enhance our reputation	Great Homes, Ambitious Developments, Commercial Contracting
▶ Full engagement within and implementation of Group-wide Locality Plans across the heartlands and beyond	Great Homes, Ambitious Developments, Commercial Contracting
▶ Increased amount of income from wider sources with greater financial strength and a reduced reliance on Gift Aid	Corporate Core

Our ‘Peak’ commitments are designed to maximise growth opportunities for the organisation across the North West by extending our strategic influence.

Measuring Success

We will regularly evaluate how well we monitor our performance as a group against the commitments made within our Corporate Plan 2019 - 2024. The Corporate Plan set out a number of key priority areas across the organisation during a period of significant transformation following amalgamation. Our Performance Team will report regularly on the following.

Below is an example of the KPIs we will report against Corporate Plan objectives:

- £ Investment in Communities
- Match funding investment and in-kind funding £
- Number of people supported into employment
- Number of people supported into an apprenticeship
- Number of people supported into a work placements / volunteering opportunity
- Value of charitable grants and additional monies obtained for Torus customers
- Grant Income
- Corporate fundraising and major donor giving
- Torus Foundation Investment to Ratio

Our operational strategies will set out a number of other Key Performance Indicators against which we will assess the performance of our Strong Communities Strategy.



Document control

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Strong Communities Group
Strategy 2020-2024

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Approved by:
Torus Group Board
Torus Foundation Board

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