

# A2Dominion Community Investment Plan 2023



## Our ambition

**A2Dominion's Community Investment plan sets out our ambition to work with customers and partners to deliver social impact in our communities.**

We will achieve this by:

- a. delivering services that can be sustained by local partners, community organisations and customers;
- b. providing access to advice and support to enable our customers to live well; and
- c. providing homes people love to live in.

Our work will contribute to A2Dominion's overall customer satisfaction, and in three specific areas of tenant perception:\*

- **TP06:** Satisfaction that the landlord listens to tenant views and acts upon them
- **TP07:** Satisfaction that the landlord keeps tenants informed about things that matter to them
- **TP11:** Satisfaction that the landlord makes a positive contribution to neighbourhoods.

\*Tenant Satisfaction Measures, as outlined by the Regulator of Social Housing (April 2023)





# Context

Over the last three years the pandemic and rising cost of living have had a significant impact on our customers, partners, and the business. In response to a fragile economy and rise in general health and wellbeing needs we have seen more customers and local communities coming together to support one another as access to key support services have been reduced.

To sustain and help customers to be safe and secure in their homes and neighbourhoods, build back community resilience and most importantly support the core business, Community Investment will deliver the following five objectives as part of its three year plan.

1. **Create strong, resilient neighbourhoods** through: a) working within new neighbourhood teams alongside leasehold and neighbourhood colleagues b) co-design and implementation of local plans in new priority hot spot (patch) areas, trialled across homes and communities and c) leading on customer consultations/engagement and on going needs analysis.
2. **Strengthen the capacity of resident-led groups** and voluntary and community organisations to deliver and sustain local projects and services in identified hot spot areas through our grant giving programme; securing £500K external funding annually, increasing social value commitments from our contractors and providing community-based fundraising training for community organisations/customers.

3. **Provide better access to health and wellbeing services** through our emotional wellbeing programme and delivery team, assisting residents to set up and run local health initiatives and growing our partnerships with mental health organisations, NHS, and health-based community groups across our areas of operation.
4. **Soften Impact of Cost of Living on our Customers** through our new employment and business skills projects and activities delivered in partnership with Income and Specialist Housing.
5. **Champion the customer voice** by supporting A2Dominion’s customer involvement strategy, scoping and piloting customer-led estate-based inspections in priority hot spot areas, establishing a young customers forum and increasing customer involvement, decision making in our grant-giving.

Community Investment will contribute to the corporate plan objectives leading the following initiatives on behalf of the business.

<p><b>Customer care: respond and resolve with respect</b></p>	<ul style="list-style-type: none"> <li>■ Co-design with internal teams and customers strong local plans for the identified hotspot neighbourhoods</li> <li>■ Work with partners to deliver emotional wellbeing service for customers</li> <li>■ Target our grant giving to respond to priority customers and schemes</li> </ul>
<p><b>A strong, sustainable, and effective organization</b></p>	<ul style="list-style-type: none"> <li>■ Secure £500K through external funding and partnerships</li> <li>■ Maximise income from community centres</li> <li>■ Review and report on financial and social value impact of community investment</li> <li>■ Increase social value commitments from contractors</li> <li>■ Train staff to work within multi-disciplinary patch teams</li> <li>■ Increase resident involvement through volunteering, community champions and community connectors</li> <li>■ Work with Income Team, Specialist Housing, G15 and partners to deliver cost of living activities which a) provide pathways into work and business b) reduce energy waste and customers’ household bills c) refurbish and re-use furniture and white goods and d) redistribute food to individuals and communities who need it most</li> </ul>
<p><b>Homes that are safe, high quality and sustainable</b></p>	<ul style="list-style-type: none"> <li>■ Work alongside neighbourhood and leasehold colleagues to coordinate support to customers in hot spot areas</li> <li>■ Deliver Great Places to Live Fund to improve customer homes and neighbourhoods</li> </ul>
<p><b>Development to meet housing needs</b></p>	<ul style="list-style-type: none"> <li>■ Support Development on new bids and delivery of Section 106 commitments across existing and new schemes</li> </ul>



# Activities

The following section outlines the core activities Community Investment will deliver over the next three years.

1. Create strong strategic partnerships in priority areas.
2. Use customer insight to review data from neighbourhoods and set clear targets.
3. Provide community investment support to new neighbourhood patch areas.
4. Consult with our customers to create clear local plans which improve customer satisfaction and reduce ASB and complaints through casework and community initiatives.
5. Encourage customers to get involved in resident-led panels, empowering them to feed in ideas and solutions to support business improvement.
6. Publicise and promote the work we are doing in our communities through various communication platforms.
7. Secure up to £500K a year through partnerships, social value, and fundraising, with a focus on capacity building local community organisations, resident groups and partners to deliver services to support local plans.





## Who we'll work with

The following section outlines key stakeholders who Community Investment will work with.

### Internal

- Our customers
- Homes and Communities
- Procurement
- Specialist Housing
- Communications
- Customer Experience
- Customer Insight

### External

- Local voluntary and community sector
- Local authorities and central government
- HACT
- G15 housing associations
- DWP and NHS
- Funders and charities
- Local businesses
- Supply chain partners





# How we'll organise ourselves

The table below outlines who will be responsible for key activities.

	Who	Responsibilities
1	Community Investment Manager and Partnership and Fundraising Manager	Responsible for delivery of A2Dominion's Community Investment Programme
2	Community Investment Manager	Lead for internal strategic partnerships and communication
3	Partnership and Fundraising Team	Lead for external strategic partnerships
4	Communities Manager and Communities Partners	Responsible for coordination and delivery of new hot spot plans
5	Communities Manager and Enterprise Coordinator	Responsible for Health and Wellbeing Programme and Pathways
6	Business Improvement Manager	Responsible for Community Centres
7	Partnership and Fundraising team	Responsible for Social Value, grant-giving, funding to capacity-build the community and cross-cutting objectives, CI Evaluation Programme

## New systems and processes

The section below outlines new systems and processes we will be introducing during the next three years.

1. New local hot-spot plans will prioritise resources and partnership and fundraising effort in agreed areas, providing a focus for a collaborative, targeted intervention
2. 60-Second Customer Referrals launched through FFP will enable customers, Customer Contact Centre, and frontline service to better access the support provided through Community Investment and its partners
3. All projects, casework and funding opportunities will be managed through FFP
4. Business case for new portal to manage our grant-giving programme
5. Implement new portal to increase our social value through A2Dominion's supply chain.

## Training

1. Producing effective local hot-spot plans
2. Multi-discipline team working
3. FFP
4. Fundraising for community groups /organisations
5. New Area Manager Training
6. Community Champion Training

## Budget

Our annual Community Investment Budget is c£1.2m. All changes to the delivery model will be met through existing CI budgets, external funding, social value funding or through cross-departmental budgets. We will review Community Investment budget quarterly. An increase in partnership working will enable us to make annual savings.



# How we'll know we've got there Key Performance Indicators

The table below outlines key performance indicators which we will measure and report on quarterly.

	2023/24	2024/25	2025/26
<b>Social Value Achieved (HACT)</b>	£12m	£12.5m	£13m
<b>External funding and partnerships</b>	£0.5m	£0.5m	£0.5m
<b>Social Value commitments achieved through contractors (not HACT)</b>	£50,000	£60,000	£70,000
<b>Number of customers engaged in community projects</b>	5,000	5,500	6,000
<b>Number of customers supported through 121, wellbeing and employment projects</b>	1,200	1,200	1,200
<b>Community Organisations supported through funding/grant giving</b>	40	50	55





# How we'll know we've got there / Key Performance Indicators *continued*

The table below highlights key outcomes which will be measured through progress reports and impact reports.

What we'll do	How we'll do it
<b>1. Create strong, resilient neighbourhoods</b>	<ul style="list-style-type: none"> <li>▪ Through the development and implementation of customer-focused and partnership-led locality plans in new areas across the group</li> </ul>
<b>2. Strengthen capacity and sustainability</b>	<p>Resident-led groups, community and voluntary sector organisations supported to deliver and sustain locality-based projects and services through the following:</p> <ul style="list-style-type: none"> <li>▪ A2D grant-giving programme</li> <li>▪ £0.5 million annual external funding</li> <li>▪ Services and projects already funded by local partners</li> <li>▪ Community-based fundraising training</li> </ul>
<b>3. Better access to health and wellbeing services</b>	<ul style="list-style-type: none"> <li>▪ Increasing referrals to our emotional wellbeing programme</li> <li>▪ Assisting residents to set up and run local health initiatives</li> <li>▪ Growing our partnerships with mental health organisations, NHS, and health-based community groups across our areas of operation</li> <li>▪ Ongoing needs analysis and service mapping</li> </ul>
<b>4. Soften the impact of the cost of living</b>	<ul style="list-style-type: none"> <li>▪ Increasing referrals to our employment pathways, enterprise, and business skills projects</li> <li>▪ Growing our apprenticeship and employment offer internally and through our suppliers</li> <li>▪ Designing, delivering, and evaluating a group-wide customer cost of living support programme in partnership with Income and Specialist Housing</li> </ul>
<b>5. Champion the Customer voice</b>	<ul style="list-style-type: none"> <li>▪ Involving customers in the co-design and evaluation of community investment projects and locality plans</li> <li>▪ Increasing customer involvement in our grant-giving programme and neighbourhood or customers panels</li> <li>▪ Ensuring the customer perspective is represented within internal and external forums</li> <li>▪ Supporting communities to deliver customer-led services by consulting with residents and key local partners to understand their needs.</li> </ul>
<b>6. Support our core business</b>	<ul style="list-style-type: none"> <li>▪ Working as team with colleagues from Neighbourhoods and Leasehold to ensure the following for customers in designated patches:                         <ul style="list-style-type: none"> <li>a. Voices are championed</li> <li>b. Clear pathways for increased customer involvement are in place</li> <li>c. Local plans outlining support from A2D and partners are embedded. Clear focus on help for customers struggling financially, with physical or mental health needs or whose communities are disproportionately impacted by anti-social behaviour, particularly youth crime.</li> </ul> </li> <li>▪ Coordinating wellbeing support for high cost-to-serve customers with an emphasis on reducing complaints, building trust, and connecting them with local services.</li> <li>▪ Securing external funding and partners to support most disadvantaged customers and communities.</li> </ul>



# Community Investment Plan 2023-2026

The following section provides a high-level plan of activities which Community Investment and partners will deliver over the next three years.

## Year 1 2023/24

Ambition	Activity	When will we achieve it	How will we measure
<b>Create strong, resilient neighbourhoods</b>	<ol style="list-style-type: none"> <li>1. Data collection</li> <li>2. Customer consultations/surveys</li> <li>3. Team away day</li> <li>4. Neighbourhoods agreed</li> <li>5. Community Partner leads identified</li> <li>6. Partnership groups</li> <li>7. Launch of new locality plans</li> <li>8. Grants programmes in place to support local activity</li> </ol>	<ul style="list-style-type: none"> <li>▪ Launch of local hot spot plans January 2024</li> <li>▪ Progress reported quarterly</li> <li>▪ Annual Impact Reports</li> </ul>	<ol style="list-style-type: none"> <li>1. New hot spot plans agreed internally and with key partners</li> <li>2. Local hot spot plan steering groups in place, led by community partners, mix of internal and external partners</li> <li>3. Local hot spot plan steering groups meeting regularly to monitor plans</li> <li>4. Customer engagement in activities, including volunteering</li> <li>5. Partnerships and external funding secured to support plan</li> <li>6. Social Value – customer before and after surveys</li> <li>7. Social Value from contractors secured to support plans</li> <li>8. Number of community organisations and customers supported through grants programme</li> <li>9. Contribute toward customer satisfaction (TP11)</li> </ol>
<b>Health and Wellbeing</b>	<ol style="list-style-type: none"> <li>1. Increase knowledge and awareness of existing Emotional Wellbeing offer - staff and customers</li> <li>2. Identify gaps in provision, map potential partners to support local plans</li> <li>3. Identify partners in key local authority areas to include in directory</li> <li>4. Expand the Health Entrepreneur programme</li> <li>5. Social Prescriber Offer established in Ealing</li> </ol>	<ul style="list-style-type: none"> <li>▪ Progress reported quarterly</li> <li>▪ Annual Impact Reports</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase in numbers accessing Emotional Wellbeing offer, including Mind My Home &amp; Safe Spaces, Ealing, and Spelthorne</li> <li>2. Health and Wellbeing partners contributing to local plans</li> <li>3. Directory produced of Health and Wellbeing partners we can refer customers to in key local authority services</li> <li>4. Increase number of Health Entrepreneurs</li> <li>5. Increase number of Health Entrepreneurs supporting locality plans</li> <li>6. New Mind/Social Prescriber in place; 30 referrals from Neighbourhood team supported by Social Prescribers</li> </ol>
<b>Supporting our Customers with Cost of Living</b>	<ol style="list-style-type: none"> <li>1. Cost of Living Plan</li> <li>2. Establish Cost of Living Evaluation Group</li> <li>3. Agree programme of activities</li> <li>4. Launch new enterprise programme</li> <li>5. Promote Pathways Employment and Training Support</li> </ol>	<ul style="list-style-type: none"> <li>▪ Progress reported quarterly</li> <li>▪ Annual Impact Reports</li> <li>▪ Quarterly Cost of Living Review</li> </ul>	<ol style="list-style-type: none"> <li>1. Cost of Living Plan produced</li> <li>2. Programme of evaluation agreed. Project evaluations produced annually and used to shape offer. Resident focus group in place - Spelthorne and Hounslow</li> <li>3. Numbers of customers accessing support</li> <li>4. Increased numbers of customers participating in enterprise c80-100 per annum. Increased number of partners supporting.</li> <li>5. 80-100 customers supported through Employment and Training annually</li> </ol>



# Community Investment Plan 2023-2026 *continued*

## Year 2 2024/25

Ambition	Activity	When will we achieve it	How will we measure
<b>Create strong, resilient neighbourhoods</b>	<ol style="list-style-type: none"> <li>1. New locality plans, supported by customers, delivered through partnership steering groups</li> </ol>	<ul style="list-style-type: none"> <li>■ Progress reported quarterly</li> <li>■ Annual Impact Reports</li> </ul>	<ol style="list-style-type: none"> <li>1. New hot spot plans agreed internally and with key partners</li> <li>2. Local hot spot plan steering groups in place led by community partners, mix of internal and external partners</li> <li>3. Local hot spot plan steering groups meeting regularly to monitor plans</li> <li>4. Customer engagement in activities, including volunteering</li> <li>5. Partnerships and external funding secured to support plan</li> <li>6. Social Value – customer before and after surveys</li> <li>7. A2D Grant-Giving Programme</li> <li>8. Social Value secured through A2D Contractors</li> <li>9. Contribute toward customer satisfaction (TP11)</li> </ol>
<b>Health and Wellbeing</b>	<ol style="list-style-type: none"> <li>1. Increase knowledge and awareness of existing Emotional Wellbeing offer - staff and customers</li> <li>2. Expand the Health Entrepreneur programme</li> </ol>	<ul style="list-style-type: none"> <li>■ Progress reported quarterly</li> <li>■ Annual Impact Reports</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase in numbers accessing Emotional Wellbeing offer, including Mind My Home &amp; Safe Spaces, Ealing and Spelthorne</li> <li>2. Increase number of Health Entrepreneurs</li> <li>3. Increase number of Health Entrepreneurs supporting locality plans</li> <li>4. Increase in referrals to Social Prescriber service in Ealing</li> <li>5. Customer referrals to projects supporting health and wellbeing</li> </ol>
<b>Supporting our Customers with Cost of Living</b>	<ol style="list-style-type: none"> <li>1. Cost of Living Plan</li> <li>2. Establish Cost of Living Evaluation Group</li> <li>3. Agree programme of activities</li> <li>4. Enterprise programme delivery</li> <li>5. Promote Pathways Employment and Training Support</li> </ol>	<ul style="list-style-type: none"> <li>■ Progress reported quarterly</li> <li>■ Annual Impact Reports</li> <li>■ Quarterly Cost of Living Review</li> </ul>	<ol style="list-style-type: none"> <li>1. Annual Cost of Living Plan produced</li> <li>2. Programme of key project evaluations completed, and results publicised</li> <li>3. Customer referrals to projects supporting Cost of Living</li> <li>4. Increased numbers of customers participating in enterprise c80-100 per annum. Increased number of partners supporting.</li> <li>5. 80-100 customers supported through Employment and Training annually</li> </ol>



# Community Investment Plan 2023-2026 *continued*

## Year 3 2025/26

Ambition	Activity	When will we achieve it	How will we measure
<b>Create strong, resilient neighbourhoods</b>	<ol style="list-style-type: none"> <li>1. New locality plans, supported by customers, delivered through partnership steering groups</li> </ol>	<ul style="list-style-type: none"> <li>■ Progress reported quarterly</li> <li>■ Annual Impact Reports</li> </ul>	<ol style="list-style-type: none"> <li>1. New hot spot plans agreed internally and with key partners</li> <li>2. Local hot spot plan steering groups in place led by community partners, mix of internal and external partners</li> <li>3. Local hot spot plan steering groups meeting regularly to monitor plans</li> <li>4. Customer engagement in activities, including volunteering</li> <li>5. Partnerships and external funding secured to support plan</li> <li>6. Social Value – customer before and after surveys</li> <li>7. A2D Grant-Giving Programme</li> <li>8. Social Value secured through A2D Contractors</li> <li>9. Contribute toward customer satisfaction (TP11)</li> </ol>
<b>Health and Wellbeing</b>	<ol style="list-style-type: none"> <li>1. Increase knowledge and awareness of existing Emotional Wellbeing offer - staff and customers</li> <li>2. Expand the Health Entrepreneur programme</li> </ol>	<ul style="list-style-type: none"> <li>■ Progress reported quarterly</li> <li>■ Annual Impact Reports</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase in numbers accessing Emotional Wellbeing offer, including Mind My Home &amp; Safe Spaces, Ealing and Spelthorne</li> <li>2. Increase number of Health Entrepreneurs</li> <li>3. Increase number of Health Entrepreneurs supporting locality plans</li> <li>4. Increase in referrals to Social Prescriber service in Ealing</li> <li>5. Customer referrals to projects supporting health and wellbeing</li> </ol>
<b>Supporting our Customers with Cost of Living</b>	<ol style="list-style-type: none"> <li>1. Cost of Living Plan</li> <li>2. Agree programme of activities</li> <li>3. Enterprise programme delivery</li> <li>4. Promote Pathways Employment and Training Support</li> </ol>	<ul style="list-style-type: none"> <li>■ Progress reported quarterly</li> <li>■ Annual Impact Reports</li> <li>■ Quarterly Cost of Living Review</li> </ul>	<ol style="list-style-type: none"> <li>1. Annual Cost of Living Plan produced</li> <li>2. Programme of key project evaluations completed, and results publicised</li> <li>3. Customer referrals to projects supporting Cost of Living</li> <li>4. Increased numbers of customers participating in enterprise c80-100 per annum. Increased number of partners supporting.</li> <li>5. 80-100 customers supported through Employment and Training annually</li> </ol>



# Keeping the plan alive

The section below highlights actions community investment will take to keep the community investment plan alive.

1. KPIs collected and monitored quarterly through the Homes and Communities KPI-monitoring framework. Successes shared at community investment weekly meetings, Homes, and Communities monthly Virtual Information Centre, EMT and CSC.
  - Social Value achieved
  - No. of customers participating in community projects
  - No. of customers participating in support and pathways projects
  - Level of funding secured
2. Corporate KPIs monitored and reported quarterly through corporate plan. Results reported within A2Dominion annual reports
3. Annual Community Investment Impact Report produced, highlighting progress against plan and targets. Impact report publicised internally and to external stakeholders
4. Service Level Agreements, with clear targets and reporting schedules, signed with community organisations and training providers in receipt of A2Dominion funding
5. Communication and Marketing Plan monitored monthly at Community Investment meetings
6. External evaluation of key projects

## Publication

The plan will be published June 2023 together with our 2022/23 Community Investment Impact Report.





# Appendix

How the Community Investment Strategic Plan will support our Regulatory Requirements.

## Regulatory requirements

Legislation/regulation	Requirement/section	What we will deliver	How will we measure
<b>Create strong, resilient neighbourhoods</b>	<b>Respectful and helpful engagement</b> <ul style="list-style-type: none"> <li>Ensuring we listen to tenants' views and act upon them</li> <li>Keeping tenants informed about things that matter to them</li> <li>Ensure we treat customers fairly and with respect</li> </ul>	<p>To deliver the Community Investment Strategic Plan at local level and group-wide we will use consultation and customer engagement in the areas we work.</p> <p>We will speak to customers and agree how to provide updates, and frequency.</p> <p>To deliver the Community Investment Strategic Plan we will involve a diverse cross-section of the community and a broad range of perspectives in shaping the plan.</p> <p>We will involve customers in grant decision-making panels.</p> <p>We will ensure the support on offer is easily accessible and affordable.</p> <p>We will prioritise support to disadvantaged groups and communities through our offer.</p> <p>We will ensure translation services are accessible to customers with English as a second language.</p> <p>Ongoing - Community Investment Staff Training – Equality, Diversity.</p> <p>We will embed a customer first approach to the implementation of the Community Investment Plan.</p> <p>We will deploy staff with the skills to help mediate and advocate on behalf of customers experiencing multiple barriers and health challenges.</p>	<p>Community Investment project feedback and customer evaluations</p> <p>Community Investment Marketing and Communications Plan</p> <ol style="list-style-type: none"> <li>Project feedback and evaluations</li> <li>Customer testimonies and case studies</li> <li>Demographic data included in project reports</li> <li>Carry out equality impact assessments on key projects</li> <li>Customer focus groups</li> <li>Staff training completed</li> <li>Customers with medium/high needs supported</li> </ol>
	<b>Responsible Neighbourhood Management</b> <ul style="list-style-type: none"> <li>Customers are satisfied we make a positive contribution to their community</li> </ul>	<p>Involving customers and partners to deliver Community Investment strategy through locality plans.</p> <p>Evidencing the improvements for residents to clearly see how the work has contributed.</p>	<ol style="list-style-type: none"> <li>Project satisfaction surveys/feedback</li> <li>Level of investment through grants and external funding support</li> <li>Number of local community organisations and customer-led projects funded in specific neighbourhoods</li> <li>Number of projects supported through Great Places to Live Fund</li> </ol> <p>Data to evidence improvements in specific areas – highlighting reductions, and improvement in satisfaction in specific measured areas (dependant on the activity).</p>