TRIGGERS FOR COMMUNITY INVESTMENT

BELMONT 3 & 4

Angela Corner, **Thirteen**

Ralph Facey, **Octavia Foundation**

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Homes. Communities. Support.

Community triggers

Angela Corner, Head of Communities

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At a glance

We're a **C1 / G1 / V1** rated housing association providing housing and support services across England's North East, Yorkshire and Humber regions.

Today, we own and manage over 36,000 homes, with over 1,600 colleagues providing services for around 100,000 customers.



Our ambition is to become the most trusted housing association with happy customers

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Community Strategy

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Community Resilience strategy 2022 - 2027

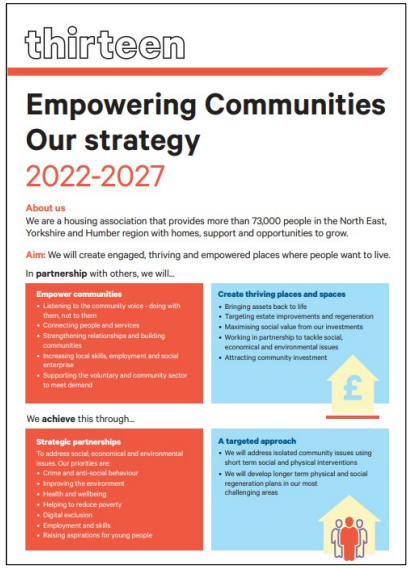
Create engaged thriving communities where people are proud to live

Strategic partnerships to address social, economical and environmental issues at a customer and community level

Targeting **challenging areas** with focussed community investment

Our model

Place based, Data led but customer driven







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Community Investment levers

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How we invest in communities

Contractor social value

Donations
Local jobs
Apprenticeships
Volunteering hours
Specialist support
Financial Rebates e.g. prosper
Development & investment framework
Social Value Lead
Match my Project
Impact platform

Community Teams

Community Housing approach
Community connectors
Community engagement and codesign
Capacity building
Community Volunteering
Locality funding
Estate Improvement

Direct service delivery

LDHF
Hardship
Tenancy Support
Domestic abuse
Employability
Furniture packages
Environmental community
Contracted services

Corporately

Corporate volunteering
Community Centres
Customer funding
Strategic partnerships and MOU's
Charity of the year
Apprenticeships
Female trades (EDI work)
Donation digital devices
The recycling centre

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Community investment data triggers

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Our focus

Becoming the most trusted

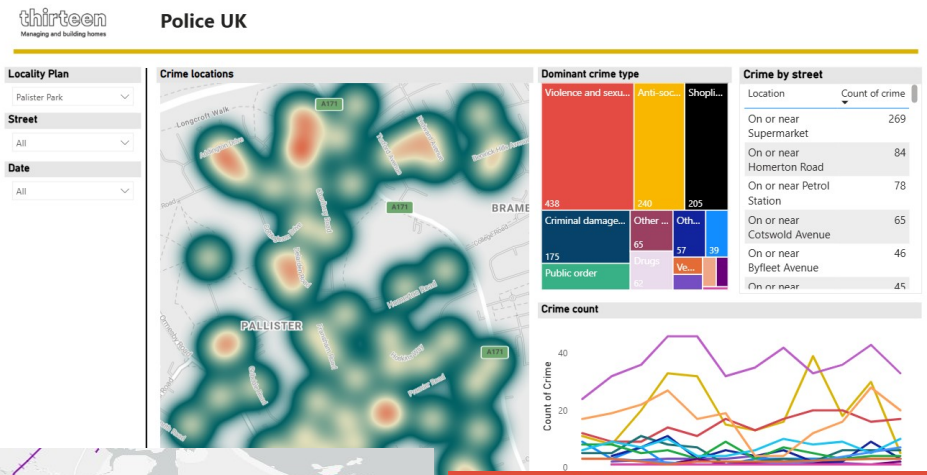
- Improving satisfaction
- Reducing complaints

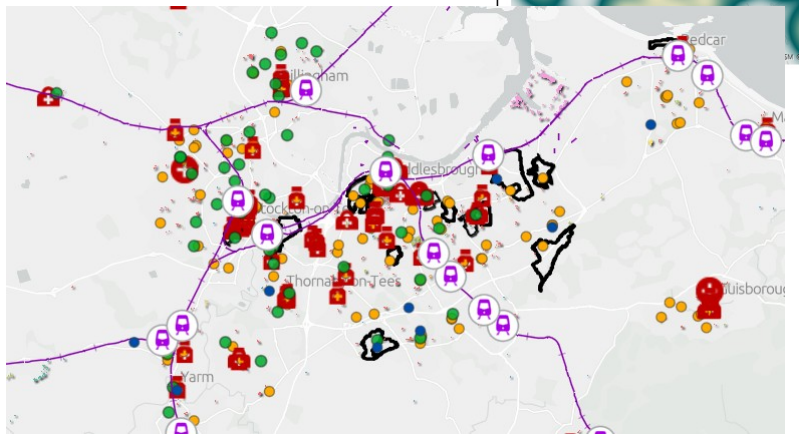
Improving performance

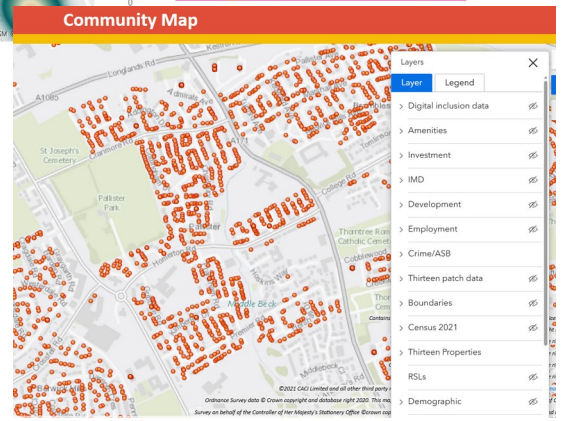
- Turnover/low demand
- ASB and crime
- Arrears and tenancy risk
- Fly-tipping
- Estate scores

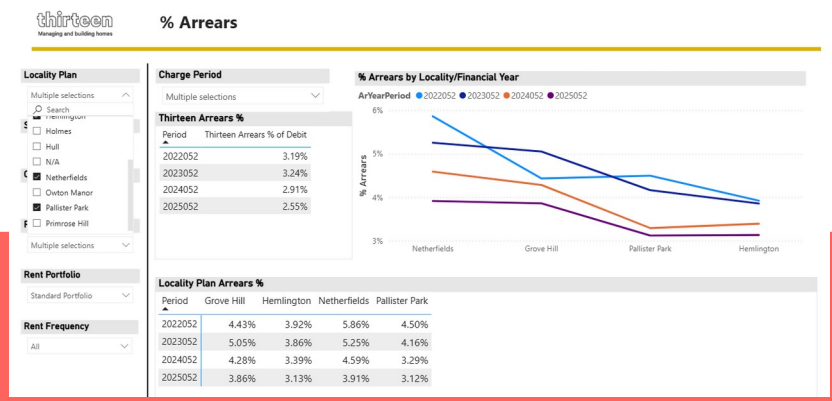
Using our resources more effectively

- Unnecessary demand on services
- Using our hardship funds in a more impactful way
- Being more proactive around tenancy support and safeguarding









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What does this look like in practice

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Making our money go further - VFM

Data trigger

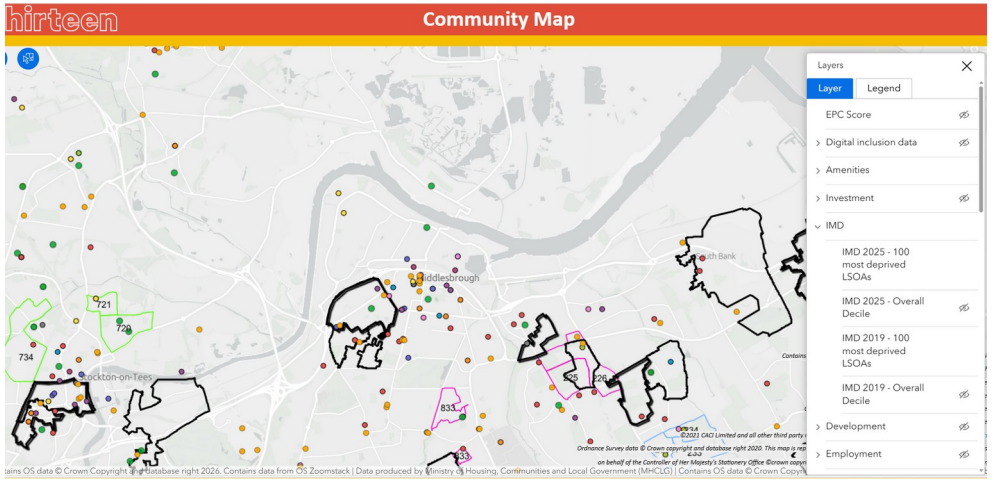
- Large requests for hardship payments
- Food vouchers and support
- £**200k** - 2000 payments one year

Approach

- Identifies hotspots
- Mapped local affordable food provision – identified gaps
- Worked with LA/local provision/community to develop solution

Action

- ✓ One off payment to fund TBBT **£50k match funding**
- ✓ 5 affordable food hubs created
- ✓ **400** people supported each week with affordable food provision





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Reducing unnecessary demand on frontline teams

Data triggers

- ✓ Demand on estates services
- ✓ Demand on housing teams
- ✓ Demand on ASB teams
- ✓ Repairs costs
- ✓ Void property and costs
- ✓ High turnover
- ✓ Complaints

Action

- ✓ Customer engagement
- ✓ Codesigning solutions
- ✓ Bringing back community pride
- ✓ Year 3 bonfire stopped







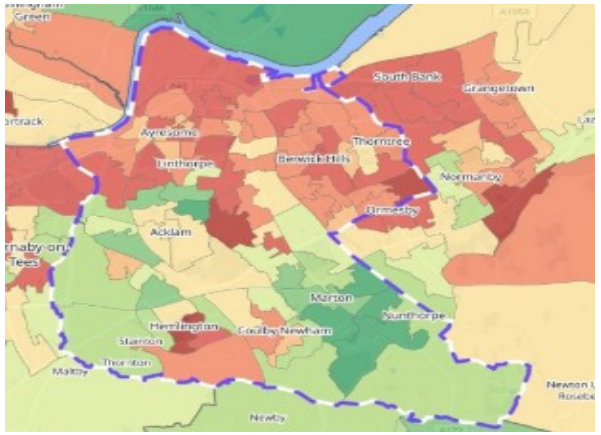


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Aligning community investment to our development programme





KPIs

Priority	Thirteen average	2022	2023	2024	2025
Turnover	6.95%	9.07%	12.75%	9.29%	4.45%
Arrears %	2.55%	4.31%	4.28%	3.70%	2.96%

KPI	Q1 2020	Q1 2025	Change
Fly-tipping reports	324	115	-64.5%
ASB Police Reports	523	90	-82.8%
Crime police reports	814	306	-64.4%
PRS-Empty properties	262	279	6.5%

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Becoming the most trusted – improving customer satisfaction

OVERALL NEIGHBOURHOOD SATISFACTION	SAFETY HOW SAFE PEOPLE FEEL	THIRTEEN SATISFACTION WITH OUR CONTRIBUTION
4.9	4.6	5.0

ASB & Crime – antisocial behaviour, theft, vandalism and disorder.
Drugs – drug dealing, drug use and associated activity.
Environment – rubbish, fly-tipping, weeds, overgrown gardens and poor appearance.
Motorbikes – off-road bikes, e-bikes, speeding and nuisance riding.
Community – neighbours, sense of belonging, people looking out for each other and, for some, satisfaction with the area.

Drugs – drug dealing, drug use and associated activity.
Intimidation – gangs, threatening behaviour, masked individuals and fear of retaliation.
Crime & Violence – theft, robbery, vandalism, fighting and weapons.
Motorbikes – off-road bikes/e-bikes, speeding and dangerous riding.
Night-time Safety – residents avoiding going out after dark, poor lighting and feeling vulnerable

Environment – litter, fly-tipping, weeds, grass cutting, overgrown areas and general appearance.
Visibility – residents not seeing or knowing agencies in the area, housing officers or neighbourhood presence.
Responsiveness – reports not being acted on, delays, missed visits and perceptions that “nothing gets done”.
Safety – concerns about ASB, drugs, problem properties, security and what residents feel Thirteen can do to help.
Community – requests for greater community support, activities, engagement and help for residents, alongside some positive recognition of existing support

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Why we use community investment triggers

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1 Demonstrate value for money

Show leadership how targeted investment reduces demand, avoids cost and makes limited resources go further.

2 Build stronger business cases

Provide clear evidence for additional funding, investment and partnership contributions.

3 Target resources using evidence

Focus support where combined customer, community and service pressures are greatest.

4 Act earlier and prevent escalation

Spot emerging risks before they become more costly tenancy, neighbourhood or safeguarding issues.

5 Measure impact and learn

Set a baseline, track change and understand which interventions deliver the best outcomes.

6 Align decisions and partners

Create a shared evidence base for teams, contractors and partners to coordinate their response.

Triggers turn insight into targeted action, measurable impact and better investment decisions.

The Octavia Foundation

Ralph Facey – 21st October 2026

To become the anchor for Abri Octavia's social purpose, strengthening communities, expanding opportunity, sustaining tenancies, and addressing poverty through place-based investment, learning and influence

Our data driven and customer feedback informed decision-making approach to CIZ

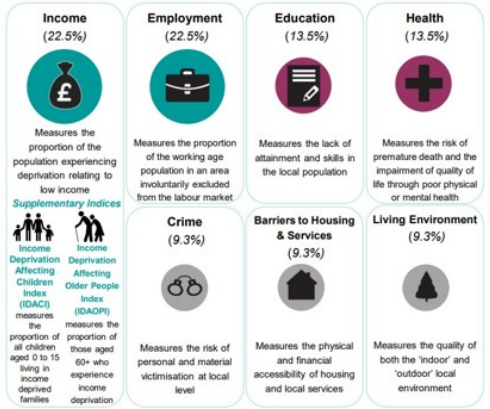
By triangulating data from the IMD and our customers, we will target investment where the need is greatest and most impactful

The IMD 2025

- The official level of relative deprivation within England
- Ranks every small area (LSOA) from 1 (most area deprived in England) to 32,844 (least deprived area in England.)



- Combines 7 domains of deprivation into one overall ranking (IM



- These can then be grouped into deciles, with 1 being within the 10% most deprived areas in England and 10 being within the 10% least deprived areas in England

Abri Octavia units and customer data

- Our plans will also consider:

Property count (#)

Property value[1] (£)

TSM Satisfaction (%)
ASB cases per 1,000 homes
Complaints per 1,000 homes

Arrears (%)

The 9 CI zones identified

Our Business Intelligence team have mapped need and housing management data to target investment:

Area	IMD Decile 1 (most deprived)	Overall % homes – 20% most deprived	Satisfaction Score	ASB cases per 1,000 homes	Complaints per 1,000 homes	Arrears % (Nov-25)	Property Count
Portsmouth CC	29%	47%	61.9%	261	1,370	30%	775
Southampton	16%	39%	74.4%	187	1,157	29%	2,380
Yeovil	13%	44%	82.5%	106	642	20%	2,687
North Paddington	12%	45%	-	-	-	48%	1,421
Chard	0%	50%	88.1%	170	716	20%	979
Bristol	0%	12%	88.9%[2]	420	1,231	46%	147
Windsor and Maidenhead	0%	0%[1]	75.6%	129	1,335	26%	3,165
Whitehall and Bordon	0%	0%[1]	81.3%	73	767	24%	834
Bracknell Forest	0%	0%[1]	76.4%	37	561	23%	6,121

Scorecard

Three layers across the established zones, with South East summary rows.

Zone	Layer 1: Participation		Layer 2: Direct outcomes				Layer 3: Core data and local context		
	Unique participants	Partici-pation hours	% reporting wellbeing gain	% sense of belonging	% confidence in public spaces	% financial resilience gain	Tenant satisfaction	Rent arrears	ASB reports
	Priority 1	*Priority 1*	*Priority 1*	*Priority 1*	*Priority 1*	*Priority 1*	*Priority 2*	*Priority 2*	*Priority 1*
Area 1	410	2,600	65%	61%	50%	57%	86%	2.4%	38
Area 2	520	3,250	60%	55%	44%	53%	89%	1.9%	31
Area 3	480	3,100	61%	57%	46%	54%	87%	2.3%	35
South East: All customers	–	–	–	–	–	–	84%	3.2%	412
South East: CI participants	1,820	11,400	62%	58%	47%	55%	88%	2.1%	104

Indicator values are illustrative.

Triggers for Community Investment

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HACT Community Investment Conference

Presented by: Necia Lewis,
Stori Interim CEO
21st October 2026

What triggers community investment?

Investing in homes through a trauma-informed lens

Standards are essential, but compliance alone cannot tell us what it feels like to live there.

PHYSICAL

WHQS and HHSRS provide the discipline: safe, warm, secure and well-maintained homes.

EMOTIONAL

Privacy, predictability and reduced disruption help people begin to feel safe.

RELATIONAL

Trust grows through clear communication, choice, respect and reliable follow-through.

The bricks and mortar can provide physical safety. Our ambition is a place where somebody can begin to feel safe.

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What guides our investment?

01	**STANDARDS**	WHQS and HHSRS
02	**SAFETY**	Building and personal safety
03	**EVIDENCE**	What data and experience tell us
04	**PEOPLE**	What it feels like to live here

WHQS is the starting point, not the finish line.

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What does it actually feel like to live here?

What looks like “non-engagement” may be communication about safety, trust, memory or control.

- **A knock at the door** may feel threatening
- **Entry into the home** may feel like a loss of control
- **Noise or disruption** may trigger distress
- **A missed appointment** may reflect competing crisis, memory or trust
- **A closed door** may be a boundary, not refusal

Trauma can shape how housing services are experienced

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That's where tenant voice comes in

We must keep listening.

SAFETY

DIGNITY

CHOICE

INFLUENCE

"You said , we did. This is what changed."

Tenant voice becomes influence when it shapes decisions, investment and change

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Good intentions are not enough

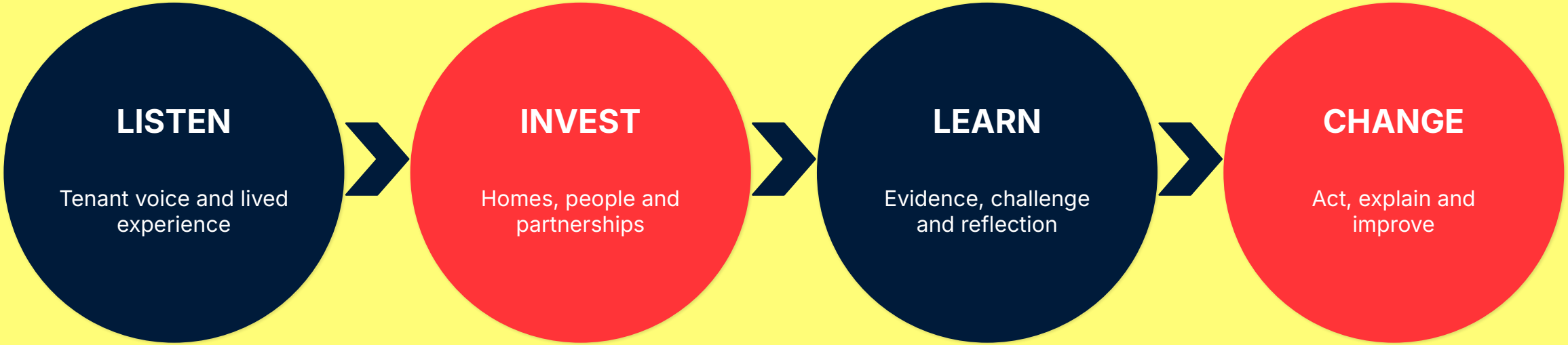
Investing in our workforce is investment in what tenant's experience.

TRAINING	This is skilled work.
SUPERVISION	People need support to make difficult judgements.
REFLECTION	People need time to learn and challenge practice.
PSYCHOLOGICAL SAFETY	People must be able to say: “I’m not sure. I’m worried. I need help.”

STAFF SAFETY = TENANT/CLIENT SAFETY



Governance turns intention into accountability



Listen. Invest. Learn. Change. Then listen again.

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“

WHQS can tell us about the quality of a property.

Tenants can tell us whether we have helped create a home.

The home. The people. The voice. The accountability.

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Reflection in the room

- Consider what principles you are guided by to make investments and direct your resources

