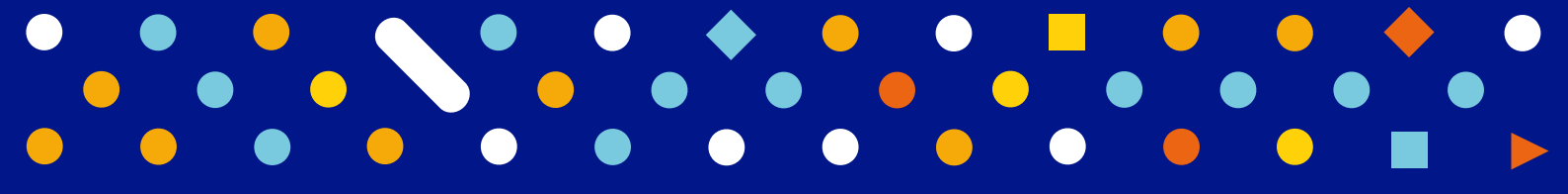




# Community Investment Strategy *2026-2029*





## Summary

By 2029, our ambition is to ensure that every customer has the opportunity, confidence and support they need to thrive – financially, socially and personally – within flourishing, connected communities.

Our vision focuses on removing barriers that prevent people from reaching their potential and ensuring access to the right support at the right time. We will focus our investment on six priority areas: financial wellbeing, employment and skills, mental health, physical health, digital inclusion, and opportunities for young people. Delivery will combine in house services, commissioned projects and strong partnerships to deliver effective support that best meets our customers' needs.

To achieve this vision, the strategy sets out six core objectives:

1. **Deliver meaningful and demonstrable social impact**, by strengthening our ability to understand, measure and communicate how our activities produce positive outcomes for customers.
2. **Increase awareness of support** so more customers understand and access the services available.
3. **Make support easy to access for all customers**, removing practical and emotional barriers and improving customer journeys and referral pathways.
4. **Ensure service design and delivery are evidence-based**, using customer insight, feedback and wider data to shape and adapt the offer.
5. **Embed social impact across Livv's operating model**, ensuring all teams contribute to positive outcomes and that social value is maximised through core activities.
6. **Maximise impact through partnership-working**, by aligning with local priorities, leveraging external funding, and ensuring support is delivered by the organisations best placed to achieve results.

Through this approach, we aim to enhance customer wellbeing, strengthen connectivity, and create sustainable, long term impact across the communities where we have homes.



# 1. Our vision

## Strategic Importance

Livv's vision is to “unlock potential and give people and communities opportunities to flourish”. Our Corporate Plan, ‘Building a Better Future’ (2026–29) supports this vision, setting out our ambition to help create flourishing communities where people feel connected, supported, and able to thrive.

Achieving this goes far beyond providing high quality homes and services. We seek to understand the barriers our customers may face to achieving their full potential, and provide access to support that helps to reduce those barriers.

Our approach to community investment and proactively supporting our customers enhances financial resilience, health and wellbeing, supports tenancy sustainment, and creates long term benefits for the communities we serve.

Community investment also contributes towards meeting the requirements of the Regulator of Social Housing (RSH) Consumer Standards, specifically the Neighbourhood and Community Standard and the Transparency, Influence and Accountability Standard – which includes Tenant Satisfaction Measures relating to customer perceptions of safety and the contribution we make to their neighbourhoods.

## High Level Vision

Our vision is for every customer to know about, and feel confident accessing, the support and opportunities that help them thrive across our six social impact priorities:

1. Financial wellbeing and resilience
2. Employment, skills and training
3. Mental wellbeing
4. Physical wellbeing
5. Digital inclusion
6. Young people's potential

Within these priority themes, we will focus our services and support on activities that enable our customers to sustain their tenancies and live flourishing, happy lives in their homes and local communities.

We will achieve this through close collaboration across internal teams and with external partners, to provide customers with seamless support to meet their individual needs.

This Community Investment Strategy outlines how we will strengthen and maximise our offer, ensuring support is targeted effectively and reaches the people and places that need it most.



## 2. Where we are now

### How we're performing

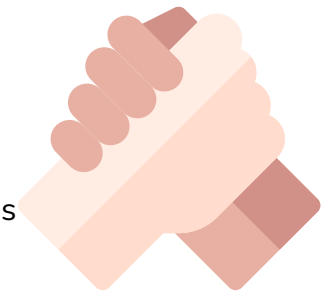
We've delivered significant impact over the three years of the previous Community Investment Strategy. We exceeded the targeted outcomes for each of our social objectives, resulting in over 30,000 positive outcomes for customers. We've established a strong blended approach to delivery of community investment activities, combining direct delivery with commissioned projects and partnership working, to provide customers with the right support at the right time.

Our delivery model provides us with the flexibility and agility to quickly respond to emerging customer needs or to adapt services to deliver greater impact. This was demonstrated in our response to the Cost of Living crisis and in improvements we made to our financial support and employment support services.

However, we recognise there is more we can do to identify customers' emerging needs and to ensure they are aware of the support we offer. We've recently invested in growing our Communities Team, with Housing Advisors now having a much more visible role in communities. More frequent conversations and engagement will allow us to connect more customers to the right services and support and identify any gaps that currently exist.

The Voluntary, Community, Faith and Social Enterprise (VCFSE) sector plays an essential role in connecting communities and providing services that improve social, economic and physical well-being. Our approach is to collaborate with the VCFSE sector and wider public or private partners, to deliver the most appropriate support for customers.

Our social investment fund, 'Livv and Flourish', also provides loans and grant funding to support the growth and sustainability of VCFSE organisations delivering positive impact in our communities. The fund comes to an end during the life of this strategy, and we will work with partners to explore future approaches to support the sector.





## What's happening in our communities

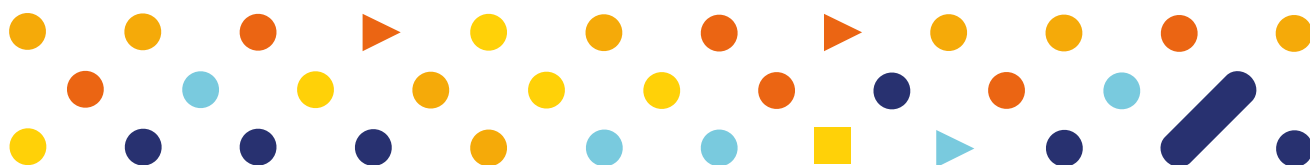
Knowsley is our home. It's where 97% of our homes and customers are. In recent years we have also built new homes to benefit customers living in Halton, Liverpool, Sefton, St. Helens and West Lancashire.

Knowsley and the wider Liverpool City Region are shaped by strong social connections, deep resilience, and a long tradition of communities working together. While some neighbourhoods continue to experience some of the highest levels of deprivation in England, they remain rich in local assets, community leadership, and the ambition to shape positive change. This is strengthened by a vibrant, well-established VCFSE sector—more than 11,500 organisations across the LCR—providing an extensive, community-rooted ecosystem that plays a vital role in supporting residents.

Health outcomes vary significantly between the most and least deprived areas. Many residents continue to face barriers to good health, with indicators worse than the national average. And rising levels of diagnosed depression in Knowsley indicate that many face mental health difficulties but may also reflect greater awareness and improved engagement with health services, enabling earlier identification and intervention.

Economic participation is increasing, and the borough's workforce continues to build skills and confidence. Although employment levels remain below regional and national averages, Knowsley now has its most highly qualified adult population on record—positioning the borough well for further growth in economic activity and opportunity.

Through our community investment activity, we will collaborate with local partners to address these challenges and create improved opportunities for customers. The Knowsley 2030 Strategy sets out the long-term vision for the borough, co-produced with residents, businesses, community groups, and local partners. Launched in 2020 following extensive consultation, it describes how Knowsley aims to develop socially, economically, and environmentally by 2030. Livv is an active partner in the delivery of this strategy and a member of numerous local partnerships and working groups. We will continue to work collaboratively to ensure our community investment activity directly supports delivery of the Knowsley 2030 Strategy and the wider priorities of the Knowsley Partnership.





## What's happening nationally

National welfare, health and employment policies are undergoing significant change, with increasing emphasis on reducing long term benefit dependency, tightening eligibility for disability related support, and encouraging more people into work. While the direction and detail of future reforms remain uncertain, the overall trend points toward greater conditionality, fluctuating income security for low income households, and continued pressure on those whose long term health conditions limit their ability to work.

These shifts are occurring against a backdrop of persistent inequalities and deepening poverty in many parts of the UK, alongside sustained strain on public services including health, social care and employment support. Research consistently shows that communities with poorer health outcomes and higher levels of disability, such as Knowsley, are likely to face disproportionate impacts from welfare reform and changes to income related support.

For Livv and other social landlords, these long-term trends make it increasingly important to understand customer circumstances early and respond to complex, interconnected challenges spanning health, employment, education, digital access and financial stability. As public services continue to experience capacity pressures and demand grows, housing associations will play an even more critical role in identifying vulnerability, coordinating support, preventing crisis, and strengthening the resilience of both households and neighbourhoods.

## What customers tell us

Customers have told us that the *breadth* of support we offer is highly valued, with more than 44% of customers saying that they or a family member would benefit from support relating to each of our six community investment priorities,

There are clear patterns between age groups and the types of support they prioritise. Younger customers show greater interest in employment support, digital skills, mental health, and cost of living assistance. Whilst older customers place more importance on initiatives that address social isolation, health and wellbeing, financial stability, and help accessing services.

Customers who have previously used our support services consistently gave positive feedback. However, fewer than half of all customers are currently aware of the full range of support available. Awareness also differs significantly by age, with younger customers being much less aware than older customers.



Preferences for communication channels used to promote available support also vary. Younger customers prefer digital routes such as web, email and social media. Older customers show a stronger preference for email or printed communications, including letters, printed newsletters, and noticeboards in communal areas.

The main barriers customers face when accessing support are anxiety, timing of sessions, and issues related to location or travel.

### 3. Where we want to be

#### Developing our objectives and social impact priorities

Our social impact priorities have been identified through insight into local and national context, and analysis of performance and feedback from our previous projects and activities.

Alongside delivering the direct outcomes for customers outlined in our six priorities, we recognise the importance of community connectivity in fostering a sense of safety, belonging and improved wellbeing. Promoting inclusion and connection is therefore a key principle in the delivery of all of our community investment activities.

Our strategy objectives have been shaped through a combination of reflection on our current position and engagement with both customers and colleagues. This has led to an understanding of what will most effectively strengthen our community investment offer and approach, achieving even greater impact for customers and their communities.

#### Objectives

##### **Objective 1: Our community investment activity delivers meaningful and demonstrable social impact.**

This objective directly supports our Corporate Plan commitments by ensuring we can clearly evidence how our time and resources translate into positive outcomes for customers. It focuses on strengthening our ability to understand, measure and communicate the difference our community investment activity makes. We will:

- Ensure services and commissioned projects contribute directly towards improved customer wellbeing and sustainability of tenancies.
- Demonstrate how our activities lead to long term change, supported by a theory of change for each of our six priorities that shows the pathway from short and medium term actions to meaningful customer outcomes.
- Continually improve the quality and impact of our Community Investment services, informed by regular evaluation and feedback that helps us understand what is working well and where improvements are needed.
- Improve how we communicate the impact of our work so that it is visible and relatable, with customer stories bringing outcomes to life and demonstrating how our support has made a difference to people's lives.
- Produce accurate, timely and trusted social impact reporting, enabled by improved automation.





## **Objective 2: Customers and stakeholders are aware of the range of support available and the contribution we make in communities**

This objective responds directly to customer feedback showing that over 50% of customers are not aware of the support services we offer. We will use a variety of communication channels to increase awareness, leading to increased uptake of support and improved customer understanding of Livv's contribution within their community. We will:

- Improve customers' and stakeholders' understanding of the range of support and services we offer, and the impact of our work.
- Adapt our communication so that different customer groups receive information in ways that work for them, through targeted communication strategies.
- Invest in selected high-visibility projects that strengthen our profile in communities.

## **Objective 3: Customers can easily access and receive the support they need.**

Customer feedback shows that many people face barriers when trying to access services and support. This objective focuses on identifying and removing those barriers, ensuring that customers have access to help in a way that feels easy, safe and supportive. It also recognises that some customers may need individualised assistance if they don't currently feel confident to engage with services themselves. We will:

- Ensure customers experience an inclusive, accessible and intuitive end to end journey, supported by clear customer journey mapping across each support area.
- Identify and address barriers to access, enabling us to 'reach in' and proactively support customers who may not be ready, confident or able to 'reach out' to us.
- Provide simple, effective and well-understood referral pathways.
- Work with trusted local partners with connections in our communities to improve reach and accessibility.
- Develop our offer in new and emerging communities, improving access and provision for customers outside of Knowsley.

#### **Objective 4: Our support-offer is evidence-based, with delivery developed based on customer insight or wider data.**

This objective ensures that our community investment activity directly reflects the identified and emerging needs of customers, leading to more relevant, effective and impactful support. We will:

- Shape our offer in response to by real customer need, with insight from customer facing teams and lived experience resulting in services that directly address emerging issues.
- Utilise wider external research and evidence to inform service design, ensuring customers benefit from solutions proven to be effective.
- Continually improve services based on customer outcomes and feedback.

#### **Objective 5: Social impact will be embedded into our operating model**

This objective ensures that positive outcomes for customers and communities are maximised across everything we do, not only through community investment services and projects, but through our core operations and culture. We will:

- Improve colleague engagement, so that colleagues across the organisation understand and champion their role in delivering social impact.
- Review our Social Impact Framework annually, ensuring we capture and evidence relevant activity across all areas of the business.
- Work with our supply chain to contribute to improved outcomes for customers and communities, with social value maximised through procurement activity and embedded within supplier expectations and contract management.
- Improve cross team collaboration to strengthen our overall impact, with teams working together to identify opportunities, share insight and embed social value into routine practice.

#### **Objective 6: We'll work in partnership to maximise impact and deliver value for money**

This objective recognises the importance of partnership working in achieving positive outcomes for customers and communities. By collaborating effectively, we make the most efficient use of our collective resources, minimise duplication, and unlock additional funding or support that strengthens our impact. We will:

- Ensure our activity aligns with and supports relevant local and regional strategies, contributing to better coordinated support for customers.
- Increase the reach and effectiveness of our support, by leveraging external funding and resources to enhance our offer.
- Design services so they are delivered by those most capable of achieving the best outcomes, whether in house or through expert external partners, ensuring value for money and high quality provision.
- Collaborate with partners to explore investment and support models that strengthen long term sustainability and increase the impact of local VCFSE organisations.



## 4. How we'll get there

Our expected plans for each year of this strategy are summarised below.

### ● Year one (2026-2027)

- Produce Theory of Change and Customer Journey Maps for Financial Wellbeing and Mental Wellbeing activities
- Review and map current referral pathways for external services, including related internal roles/responsibilities
- Develop understanding of customer barriers to accessing support
- Develop Hoarding Support offer
- Develop approaches to securing customer feedback/satisfaction for community investment services, including secondary feedback and insight from colleagues
- Produce a Social Impact Communications Plan (internal & external) to increase customer, colleague and stakeholder awareness of our activities and impact. Incl. approach to storytelling and targeted comms activity for younger customers who are currently less aware of our offer/impact
- Strengthen relationships with local partners to connect Livv customers and communities to our support and activities
- Identify and invest in selected high-visibility projects that will contribute to raising overall awareness of Livv's contribution to our communities
- Review social value expectations of suppliers - incl. updated 'social value in procurement' guidance and toolkit, and identified internal roles/responsibilities
- Produce Partner Directory for Knowsley, to help customer-facing colleagues identify and signpost to relevant support
- Support development and launch of LCR Social Investment Pathfinder

## ● Year two (2027-2028)

- Review customer feedback and colleague insight to identify potential service improvements.
- Produce Theory of Change and Customer Journey Maps for Employment Support and Digital Inclusion activities
- Develop targeted approach to removing or reducing customer barriers to accessing support
- Develop approach to Community Investment activity for customers outside Knowsley
- Implement greater automation of social impact reporting, including PowerBI dashboard
- Identify and invest in selected high-visibility projects that will contribute to raising overall awareness of Livv's contribution to our communities
- Review or commission external research to identify potential improvements to our support offer
- Embed 'social value in procurement' approach into business-wide procurement activity – incl. development of measurement and reporting approach

## ● Year three (2028-2029)

- Continuous review and improvement of services and approach based on customer feedback, colleague insight and journey mapping
- Produce Theory of Change and Customer Journey Maps for Physical Wellbeing and Young People's activities
- Complete customer engagement to understand movement in awareness of community investment activities
- Continuation of Social Impact Communications Plan (internal & external), incl. targeted comms activity for any customer groups less aware of our offer/impact
- Identify and invest in selected high-visibility projects that will contribute to raising overall awareness of Livv's contribution to our communities
- Develop the Community Investment Strategy for the next 3 years.



## 5. How we'll measure success

Successful delivery of this strategy be measured through:

- Overall volume of social outcomes achieved vs target
- Volume of social outcomes achieved vs target for each of the six community investment priorities
- Tenant Satisfaction Measure (TSM) TP11 – satisfaction that your landlord makes a positive contribution to your neighbourhood.
- Increased customer awareness of community investment activities (measured through customer engagement to be planned in Yr 2)
- Customer satisfaction with Community Investment services (measurement approach to be developed in Yr 2)



# Document control

<b>Version</b>	<b>1</b>
Applies to	Livv Housing Group; Livv Homes; Livv Maintenance
Approved by	Customer Committee
Approved on	7 May 2026
Replacing	Community Investment Strategy 2023-26
Review due	May 2029
Responsible Executive Director	Executive Director - Customer
Author	Director – Community Investment & Engagement
Equality Analysis	March 2026
Environmental Impact Assessment	Not required
Circulation	Intranet, Livv Housing Group website

Version control		
1	May 2026	New Strategy following three-year review.

