



# A NEW DAY

Group Corporate Plan 2021 – 2026

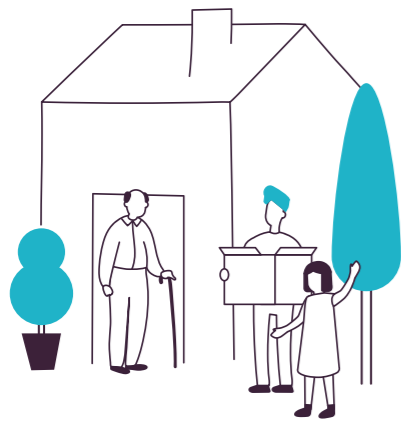


Our world has changed, and we need to respond. The future is unpredictable and we need to be ready - to support our tenants and residents, our communities, our partners, our region and our people.

Communities feel more vulnerable now than they have done in generations. The unprecedented nature of 2020 and early 2021 means we cannot simply go back to 'business as usual'. New approaches are needed and every organisation with a role in supporting, developing and renewing communities must step up.

Our new 'Corporate Plan 2021-2026: a new day' sets out this vision of stepping up to drive even bigger impacts, of growing stronger communities at a time of intense socio-economic disruption, of working with our strategic partners to tackle critical themes including the housing crisis, the net-zero carbon agenda, innovation, skills and levelling up.

In times of challenge, we must pull together. At its heart, our new five-year Corporate Plan sets out the role we're determined to play to help our region and the people who live and work here build back stronger, better and more resilient than ever.



**Steve Coffey**  
Chief Executive



**Graham Burgess**  
Chair of Board

## Mission

Growing stronger communities

## Vision

To support the development of economically vibrant communities and independent lives

# Contents

At a glance	4
Torus at work	5
Context	6
Mission	8
Making Change Happen	10
Investment	11
Resilience	12
Intelligence	13
Influence	14
Measuring our performance	15



# At a glance

A growth and regeneration group with a strong social purpose, Torus works in partnership with Liverpool City Region and the North West region to improve lives and create thriving, vibrant communities through support, investment, development and regeneration.

We own and manage around **40,000 homes** in Warrington, St Helens, Liverpool and beyond, making Torus the region's largest affordable housing provider.

100% of the profits generated by group members Torus Developments and HMS are reinvested into our charitable arm Torus Foundation, a community anchor institution, to fund projects that build social capital and fulfil our mission of 'growing stronger communities'.



# The numbers



**40,000 homes**

- 33,000 for general needs
- 3,500 homes for older people
- 1,100 homes for future ownership
- 650 supported living homes



**3 heartlands**

- St Helens
- Liverpool
- Warrington

Active in **11** Local Authority areas



**£100m+**

Annual investment in existing and new homes



**5,600**

New homes will be created in the next 5 years



**7500+ people**

Benefiting from social projects every year

# Torus at work

Working together, our five key business areas will create opportunities that make things happen across the neighbourhoods we serve.



We will provide high-quality homes and housing services that represent value for money, support the most vulnerable and create thriving, vibrant neighbourhoods.

In partnership with tenants and communities we'll prioritise safety first, transparency, accountability and empowering all those who live in Torus homes.



We will develop quality new homes and neighbourhoods. We'll adopt a broad-based tenure focus that meets the needs of a growing, multi-generational population.

Above all, we will work to reshape places whilst generating financial surpluses to reinvest in our communities.



We will support the Group's activities and provide the platform for change and transformation.

Providing consistently high-quality standard and value for money corporate services, we will underpin a culture of continual improvement and guide strategic decision-making.



We will deliver positive community regeneration interventions that improve lives, sustain tenancies and help communities to grow, to thrive and to build resilience.



We will provide efficient, cost-effective and competitive construction, maintenance and repairs service for the Group as well as third party clients.

We'll work every day to exceed customer expectations whilst achieving sustainable commercial returns to fund meaningful social initiatives.





## Context

**This plan has been produced against the backdrop of dramatic change, both for our sector and for the communities we serve. Unprecedented impacts from the coronavirus pandemic, Brexit and other macro factors will be felt for years to come.**

We need to renew the emphasis we place on our social purpose, on transparency and our tenant voice, on homes, communities and our services.

We need to join up as one Group and as a critical anchor institution to support recovery, growth and the sustainability of communities across the North West. We must step up in partnership to meet the challenges and uncertainties that lie ahead.



### Recovery and growth

The Government's 'Build Back Better: our plan for growth' paper focuses on investing in skills, infrastructure and innovation. It also stresses the need to 'level up' communities that historically have had lower levels of investment funding, in order to tackle inequality.

Local and regional partners have embraced these national priorities. Local Authorities across our heartlands and the Liverpool City Region Combined Authority have all published recovery plans to help communities move out of economic contraction and back into sustained growth.

This Corporate Plan is designed to reflect this critical impetus from policy-makers, to move communities forward over the next five years. It aims to tackle both today's challenges as well as key longer-term issues made worse by the coronavirus pandemic.

Torus is well placed to play a pivotal role in the renewal and re-imagining of communities. That's why our key themes range from domestic abuse, homelessness, the mental health crisis and our ageing communities to the ongoing chronic shortage of affordable homes.



### Sustainability

The push for communities, regions and the country as a whole to get to a net-zero carbon future is stronger than ever before. Big solutions are needed to achieve the ambitions for green growth set out in the Government's 'Ten-Point Plan for a Green Industrial Revolution'.

Our sector will need to respond – starting now and planning an acceleration in the coming years. Plans to make buildings more efficient were set out in the Energy White Paper and are likely to be implemented through the Future Homes Standard and the Heat and Buildings Strategy.

These, as well as increased support for more sustainable communities, will shape how we manage our portfolio and develop new homes.

As the City Region's largest housing provider, we fully support the City Region's goal to achieve the net zero by 2040 target included in its Climate Action Plan.



### Homes and communities

We support the commitment made in Liverpool City Region Combined Authority's Housing Investment Strategy to increase the availability of quality affordable housing. This links directly to our mission of creating thriving, vibrant, sustainable and aspirational neighbourhoods.

The coronavirus crisis has done many things. It has sped up the pace of technological change and the demand for new skills and innovation. Inequality has become even more entrenched, but there are clear pathways for recovery, renewal and growth.

Above all, it has shown how vital resilient communities are and the importance of having a good quality home. What has become increasingly clear is that less can be achieved in isolation.

Only a strong collaborative approach can deliver the real lasting change that our communities desperately need.

**Our five-year priorities and actions have been shaped by national and regional plans as communities recover from the shock of Covid-19. Here are some:**

#### National

- Social Housing White Paper
- Ten-Point Plan for a Green Industrial Revolution
- Energy White Paper: Powering our Net Zero Future
- Build Back Better: our plan for growth
- Skills for Jobs: Lifelong Learning for Opportunity and Growth
- Affordable Home Programme
- UK's Sixth Carbon Budget

#### Regional

- Warrington Borough Council Corporate Strategy 2020-2024
- St Helens Borough Council Economic Recovery Plan - Roadmap to Recovery
- St Helens Council Together Approach – Our Borough Strategy 2021-2030
- Liverpool Economic Recovery and Renewal
- Our Housing Ambitions for the Liverpool City Region 2019-24
- Liverpool City Region Housing Investment Strategy
- LCR Year One Climate Action Plan 2021-22
- Building Back Better: LCR Economic Recovery Plan



# Mission

We have identified **six key themes** of delivery for the lifetime of this plan. These will inform the actions we need to take for each Torus Strategic Focus to achieve our mission of **‘growing stronger communities’**.



## SAFE

**Everything starts with safety, both in the home and in our neighbourhoods. We will strive to support communities to be and to feel safe.**

### Achieved by:

- Delivering of the Torus ‘Safety Plus’ approach: focusing on Safer Buildings, Safer Neighbourhoods and Safer Working
- Empowering tenants and other Torus customers to review and shape building safety and investment plans
- 100% compliance with our safety obligations across all our activities and working practices

1

## CONNECTED

**Effective digital and human connections are an essential part of individual and community resilience and link people with opportunity.**

### Achieved by:

- Working to close the digital divide, tackling digital exclusion through skills building and affordable, effective Internet access
- Inspiring people to build strong and positive relationships at home, in the community and at work

4

## HEALTHY

**Places that support healthy behaviours and choices help residents to thrive and fulfil their potential, both now and in the future.**

### Achieved by:

- Providing a broad-based Health & Wellbeing service across communities, helping people to thrive and reach their potential.
- Extending partnership working arrangements with commissioners, agencies and other like-minded organisations across Torus geographies
- Designing and creating homes and places around health principles

2

## SUSTAINABLE

**Solutions that enhance local environments and economies will support stronger communities - today and tomorrow.**

### Achieved by:

- Creating and implementing a whole-organisational Environmental Sustainability Strategy that responds to the low and net-zero carbon agenda
- Working with vulnerable groups to support personal sustainability through direct intervention and referrals

5

## INCLUSIVE

**Reflecting and responding to the changing needs of our diverse, multi-generational communities is integral to our mission.**

### Achieved by:

- Ensuring a diversity and inclusion mindset across the organisation, reflecting community demographics and responding to different local needs
- Supporting people to make choices and control the way they want to live, encouraging their active participation and always listening and learning
- Being transparent, accountable and accessible at all times

3

## ASPIRATIONAL

**Strong communities are places where people can grow to reach their full potential, whether that’s through independent living, moving on, moving up or striving to move forwards.**

### Achieved by:

- Maintaining a firm focus on Employment & Skills to unlock opportunity and personal progression, helping people to be Ready to Aspire
- Creating homes for future ownership, helping first-time buyers to move onto the property ladder

6



# Making change happen

Four key Strategic Focuses will define a whole organisational approach to improve lives and grow stronger communities over the next five years.

We will complement our focus on investment, resilience, intelligence and influence with a commitment to service excellence and partnership working, to make sure we're continually making a difference.



# 1

## Investment

**We will invest in communities, in new and existing homes, and in our people, business infrastructure, supply chains, partnerships and services.**

We will invest with a strong place-making focus to unlock the greatest outcomes for our tenants, residents, communities, our region and our business.

### We will:

- Deliver excellent services driven by quality, value for money and changing demand
- Embed exemplar standards of safety across homes and communities and our working environments
- Tackle the green agenda to create healthy, sustainable places
- Embrace innovation and technology to drive efficiency and enhance services.





# 2 Resilience

Our activities will focus on increasing the resilience of communities in our heartland areas and within our own business operations.

Now more than ever, equipping our communities and our business to withstand difficulties and be future ready.

**We will:**

- Provide a firm platform for growth to withstand challenges
- Practice good business across the Group and its supply chains
- Build, regenerate and transform places and communities
- Foster partnerships that develop communities where people thrive



# 3 Intelligence

Putting intelligence at the heart of our business, we will use data, insight and experience to drive decision-making. Intelligence will help us learn, adapt and evolve.

Optimising data-led insight, trend analysis, experience and impact monitoring, we will evaluate and respond more effectively to community and market conditions.

**We will:**

- Provide tailored solutions based on an understanding of need and aspiration
- Drive effective organisational performance, strength and influence
- Listen, act and respond to shape places and services
- Embed a culture of evidence-based improvement and learning from experience





# 4 Influence

We will maximise our influence at community, regional and national levels and develop strategic partnerships to deliver change intelligently and effectively.

We will leverage and amplify our voice so that our call for change where it's most needed is heard, supported and acted on.

**We will:**

- Be a catalyst of change to transform places
- Influence people, networks and markets to unlock opportunity
- Be seen as a dynamic growth and regeneration business that delivers
- Use the Group's voice to shape the external policy environment



## Measuring our performance

Effective processes for monitoring, reviewing and reporting on our Corporate Plan goals and aspirations will ensure we are clear on our priorities and how they are being delivered.



**Strategy & Policy Framework**

Defining our five-year goals



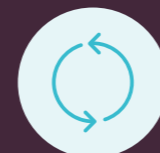
**Operational Plans**

Creating annual delivery actions and targets



**Performance Management**

Maintaining a comprehensive suite of KPIs



**Outcomes Framework**

Evaluating the impact of our activities across communities



**Monitoring and Review**

Ensuring we remain on track to meet our priorities

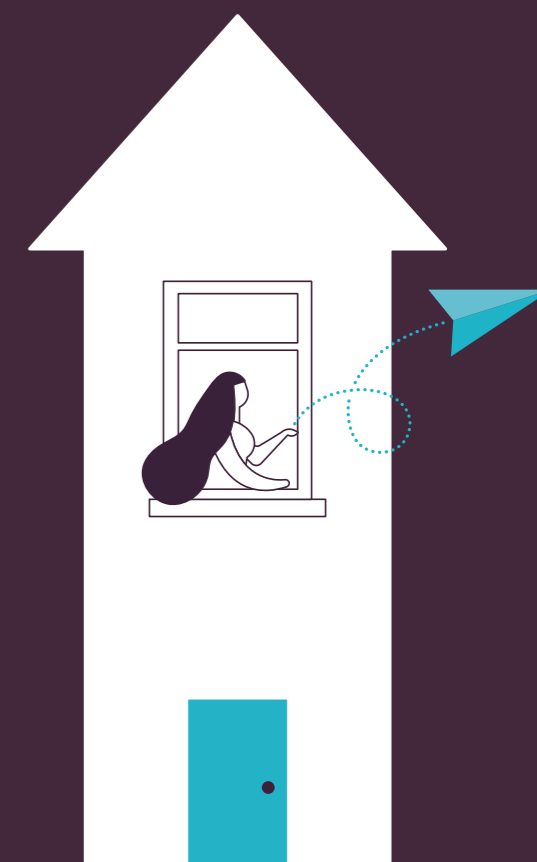


**Reporting**

Maintaining the highest levels of transparency and accountability

Tracking, monitoring and evaluating our activities is key to managing our projects and measuring the effectiveness of our impact, But it also provides critical opportunities to learn, to adapt and to enhance our future activities.

Rome wasn't built in a day, and our communities won't become stronger overnight. They'll be built over time, through commitment, collaboration and consistent, responsive, sustained action. This is what our communities need now. This what Torus is determined to deliver.





**Call:** 0303 303 2015  
**Email:** [hello@torus.co.uk](mailto:hello@torus.co.uk)  
**Visit:** [www.torus.co.uk](http://www.torus.co.uk)

---

**Head Office:**

The Observatory  
1 Old Haymarket  
Liverpool  
L1 6RA

**Registered Office:**

4 Corporation Street  
St Helens  
Merseyside  
WA9 1LD

Torus62 Limited, trading as Torus, is an exempt charity, a registered provider of social housing and a community benefit society. Registered in England.

FCA Registration Number. 7973

RSH Regeneration Number. 5065

