



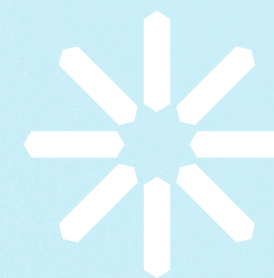
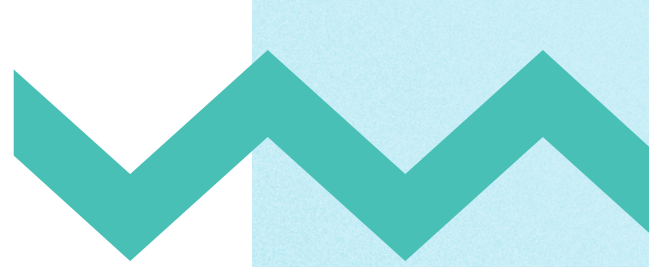
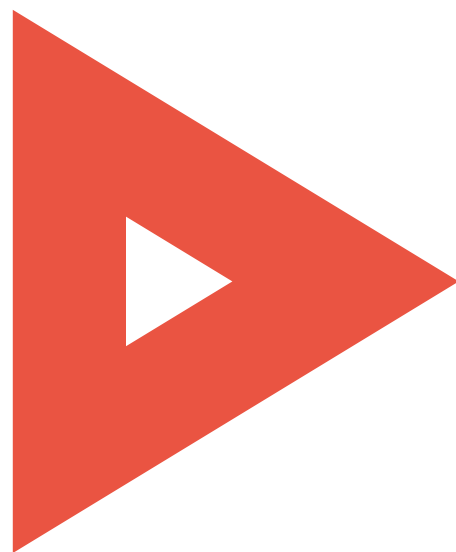
# Neighbourhoods and Communities Strategy

2025-2030



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# 01

## Foreword by Ian Mitchell

### – Managing Director (Housing)

One year on from the launch of One Vision Housing's (OVH) first Neighbourhood & Communities Strategy, we are proud of the work we have been undertaking with our partners and communities to improve our neighbourhoods, making them better places to live and thrive.

Whether that is playing a pivotal role in high level strategic forums which help decide on local policy directives, making best use of resources and driving continuous improvement or actively organising and getting involved in community clear-up days, it makes a real difference to people's lives and contributes to our vision of achieving 'a better future' for all.

This annual review of the Neighbourhoods & Communities Strategy gives us an opportunity to reflect on the things we know have worked well and that we can refine and replicate in other areas or as part of wider projects.

It also helps us focus on issues where there is a need for greater collaboration, where there may be gaps in services, where support needs are not being adequately met, identifying the things that are most important to our customers and where partnership working would have the greatest impact.

Looking to the future and taking into account contextual issues, we know that the Government are planning to introduce a revised Decent Homes Standard that will have implications for both the social rented and private rented sectors but also has greater focus on the management of shared spaces and the periphery of properties.

We know that this presents an opportunity for greater collaboration from all concerned and we will look to start these important conversations ahead of the finalised Standard being introduced, over the course of this Strategy.

We have always had a strong tradition of partnership working at OVH, be that with our customers, other housing providers in our areas of operations, voluntary and specialist service providers, local authorities or other statutory agencies.

This strategy reaffirms these commitments and sets out a framework for continuous improvement to make our neighbourhoods and communities even better places to be.

**Ian Mitchell**  
Managing Director (Housing)



# 02

## Background and Context

As a modern housing provider, One Vision Housing (OVH) has overseen diversification in its role and core functions over recent times. This has included an expansion of its property portfolio through a successful and progressive development programme, but also a wider range of products as we have adopted new forms of tenure, including market rent, shared ownership and rent to buy.

Alongside the greater number of properties and variety of housing products has come a diversification of our service offer that is borne, in part, through changing customer expectations and in part through challenges in the external operating environment.

The financial pressures on statutory and voluntary service providers over recent times have meant that they are being asked to provide more support for communities but with reduced resources.

This has meant other organisations such as housing associations have had to rethink their service offer to help plug gaps or at least develop more effective partnerships to ensure

support for communities is maintained.

The reduced support from statutory agencies, better staff training and reporting mechanisms means OVH has seen a marked increase in recent times of customers presenting with multiple and complex needs and this requires a joined-up approach.

OVH has embraced this collaborative ethos and has developed effective strategic and operational partnerships across all areas, in particular services that provide support for those who experience anti-social behaviour, domestic abuse or hate incidents.

Whilst the existing partnerships are strong and deliver positive outcomes for our neighbourhoods and communities, we always strive for continuous improvement.

Since the first iteration of this Strategy approved by OVH Board in September 2024, we have further enhanced our partnership approach by increasing our presence at local strategic forums and by delivering several joint initiatives with local authorities, police services and community groups.

Over the course of this version of the Strategy we will look to build on these strong foundations, assessing where we can work best together, what are the gaps in provision and how these needs can be met, how we can maximise our resources by playing to our collective strengths

and addressing the most pressing needs identified by our customers in their communities.

Our Strategy is built around the four key areas for action as outlined in the Neighbourhoods and Communities Standard of the Regulatory Framework for Social Housing, including:

- Safety of shared spaces
- Local co-operation
- Anti-social behaviour and hate incidents
- Domestic abuse

This Strategy is closely linked to OVH's wider strategic objectives and those of The Sovini Group, of which it is a key partner. Operation of the Strategy is in line with the Group-wide vision, mission and values, as follows:

**Vision:** A better future

**Mission:** Creating opportunities, changing lives

**Values:**

- Success** – we will be the best
- Passion** – we love what we do
- Authenticity** – we do what we say
- Courage** – we dare to be different
- Enterprise** – we never stand still

# 03 Where are we now?

OVH has a long-standing history and track record of partnership working, having established effective working relationships with a wide variety of external agencies and is part of several multi-agency forums, at local and regional levels for strategic influence and more effective day-to-day operations.

These mutually beneficial arrangements ensure there is a joined-up approach to local service delivery, the right expertise and specialisms are in place, duplication is reduced, and the use of resources is optimised.

To facilitate a comprehensive coverage of partnership arrangements and to ensure workloads in maintaining attendance / input required is evenly distributed, OVH maintains and keeps under review a register of all external meetings and collaborative groups.

The register is updated on an annual basis but also in response to any events or situations that require co-ordinated and localised actions e.g. an increase in anti-social behaviour activity or facilitation of community celebration events.

Working with our customers we have also established a Vulnerable Persons and Reasonable Adjustments Policy to ensure we make best use of every customer interaction to meet customers' needs in our service delivery and ensure this information is kept up to date.

The below details our current provisions and promises in the following four key areas:

- Safety of shared spaces
- Local co-operation
- Anti-social behaviour and hate incidents
- Domestic abuse

This following also provides non-exhaustive examples of the kind of work we are already doing in these areas and the partnerships we have formed.

## Safety of shared spaces

OVH recognises that residents' perceptions of neighbourhoods and communities are influenced by a multitude of factors that go beyond the appearance and condition of properties and areas where it has management responsibilities.

This includes all other areas within the built and natural environment that adjoin its properties such as pathways, roads, streetscapes and local amenities such as greenspaces and parks.

Although the responsibility for upkeep of these areas may lie with other partner agencies or private entities, OVH acknowledges it has a pivotal role to play in making sure they are safe and well maintained and it will often be one of the first agencies that the community approaches to raise awareness of issues (due to OVH's accessibility, presence and ability to reach out to the wider partnership).

OVH's promises for the safety of shared spaces include:

- Passing-on information / need for action to relevant agencies when it is informed by its customers or through its own observations (e.g. reporting fly-tipping or graffiti to local authorities)
- Working with other agencies on the formulation of joint action plans / projects where required
- Based on customer feedback and intelligence, we work with key partners to deliver a series of monthly 'days of action', engaging local residents and addressing environmental issues in the shared space across our communities. Over 2024/25 OVH have delivered 15 days of action positively impacting over 3,500 households (not just OVH customers). One OVH customer commented on the day of action: "It has improved the appearance of our area. It has been kept clean and tidy since then; it was just what we needed. OVH are very good, helpful and whatever needs getting done, they get it done"

Examples of current initiatives / partnerships include:

- Working with Police and community groups and local authorities on the 'Clear, Hold, Build' (known locally as EVOLVE) projects to promote lasting community safety in areas that have suffered gang related activity or prolonged anti-social behaviour (includes improvements to physical spaces such as play areas, parks and investment in community gardens). This project in the Netherton area has delivered notable successes according to a Merseyside Police report into the EVOLVE initiative (August 2025) including:
  - All crime has fallen by 32%
  - ASB has fallen 74%
  - Knife crime has fallen by 14%
  - £40,000 has been awarded to community groups in the area (with monies seized from criminal activity)
  - Delivered targeted workshops on topics such as drugs and alcohol, mental health awareness, staying safe online and equality and diversity to 40 young people
- We work with Sefton MBC to address fly tipping and other environmental challenges affecting our communities. Over 2024/25 three large litter picks have been organised in the Sefton area and OVH have been a key player in helping to develop and deliver the successful Sefton MBC 'Why Fly tip?' campaign
- Over 2024/25 a comprehensive audit improvement programme has been undertaken on 11 playground areas in OVH's ownership including area clean-ups and replacement of play equipment

# Local co-operation

As a major landlord that (as of August 2024) provides employment for 166 staff and 100’s more in its supply chain, as a major investor into existing homes and with an extensive development programme, OVH recognises the significant role it plays in the local economy, as an environmental champion and in promoting the health and wellbeing of its customers.

Through its close partnership working with Housing Options Teams and role as a member of the Contract Board for Property Pool Plus (sub-regional choice-based lettings scheme), OVH also plays a key role in enabling the strategic housing function of local authorities it operates in, to be discharged.

## OVH’s promises to promote local co-operation include:

- OVH is committed to creating local employment opportunities through direct job roles, through support for apprenticeship programmes and pathways into employment such as work experience and targeted internships
- OVH is committed to contributing to sector wide and local action to reduce carbon emissions and improve the energy efficiency of its housing stock via delivery of the Sovini Group Carbon Reduction and Environmental Management Strategy and the OVH Asset Management Strategy (refreshed on an annual basis)
- OVH will endeavour to capture and keep up-to-date comprehensive customer data records and will assess customers support needs and (with customer permissions) will make relevant referrals to internal support mechanisms and external partner agencies to ensure health and wellbeing is maintained

- Through nomination agreements and close partnership working with local authorities’ Housing Options Teams OVH will ensure statutory housing duties (including homelessness prevention) are met and best use is made of available accommodation
- In partnership with Local Authorities, OVH will implement jointly agreed local lettings policies where required to promote sustainability and wellbeing

## Examples of current initiatives / partnerships include:

- Working with the ‘Education Business Partnership for the Liverpool City Region’, ‘The Learning Foundry’ and local schools on projects such as our supported internship programme for neuro diverse students, in conjunction with our wider Sovini Group partners. This initiative achieved ‘Best Partnership Working Award’ at Liverpool City Council’s Supported Internship Graduation and Awards Ceremony. Over 2024/25 OVH have also supported 4 young people through the traditional apprenticeship route

- OVH will continue to work closely with the Liverpool City Region Housing Association (LRCHA) Group - made up of housing associations with stock in the Liverpool City Region (LCR) to progress carbon reduction initiatives. The group will work closely with the combined authority to identify which properties / areas would benefit most from carbon reduction measures (i.e. those in worst condition and / or with the highest prevalence of fuel poverty – it is estimated that 65% of homes in the region are EPC band D or worse). This will include a unified front for ensuring:
  - The evidence base to support applications for central government funding is strong
  - There is cross organisational involvement in energy infrastructure projects e.g. district heat networks linked to new development plans
  - Efficiency is achieved through pooled budgets, achieving economies of scale and utilising shared resources

- As a Scheme Administrator for the Property Pool Plus (PPP) sub-regional Choice-Based-Letting Scheme in Sefton and a key representative on the Contract Board that oversees delivery of the scheme in the wider Merseyside area, OVH will continue to be a key enabler of local authorities strategic housing function, meeting identified housing need and preventing homelessness
- OVH’s work in providing a specialist officer to support ‘care experienced young people’ has played a part in Sefton MBC Children’s Services achieving a ‘good’ grading in 2025



## Anti-social behaviour and hate Incidents

With a well-resourced and specialist Community Safety Team in place and a clear policy outlining partnership arrangements / full range of legal powers, OVH has a comprehensive and effective approach to dealing with anti-social behaviour within our communities and neighbourhoods.

OVH has taken the decision to separate out its policy and operational response to 'anti-social behaviour', 'harassment and hate crime' and 'domestic abuse' to ensure ease of reporting and appropriate, prompt and nuanced support is provided to customers that experience these types of behaviour.

OVH's promises in dealing with acts of anti-social behaviour and hate incidents include:

- OVH takes seriously all reports of anti-social behaviour, from or directed towards its customers and staff, taking prompt action to prevent harm, keeping victims informed of likely timescales for actions and using the full range of legal powers to bring about lasting solutions
- OVH will maintain close working protocols with the Police and all statutory agencies to deliver the most appropriate and effective response to anti-social behaviour or hate related incidents and will develop joint action plans for those that transpire at the neighbourhood level
- OVH's Customer Access Team will act as a 'Hate Crime Reporting centre' providing a safe, secure environment with trained staff for making alerts

Examples of current initiatives / partnerships include:

- OVH have developed a joint 'Cells – Behavioural Intervention' project with Merseyside Police, aimed at young people who may be at risk of becoming involved in criminality (in areas where there is a high prevalence of anti-social behaviour). In 2024/25 this project was delivered to 40 young people

- OVH are Board members and take an active role in operational meetings of the hate crime multi-agency risk assessment conference (MARAC) in areas of our operations. We are active members of the Sefton Safer Community Safety Partnership (CSP) and sit on the subgroups which form part of that such the MARTHR (Multi agency response to threat, harm, risk). In Liverpool we are members of the ASB Strategic Group
- OVH have worked with 'Everton in the Community' to deliver a range of sporting activities for young people in danger of engaging in ASB
- In 2025 OVH introduced a 'Good Neighbour Policy' – encouraging positive behaviours and prevention of issues reaching anti-social behaviour levels
- In 2024 (and as an annual event going forward) OVH participated in 'Hate Crime Awareness Week', delivering training to front line staff in conjunction with Sefton MBC, increasing awareness of ways to report hate crimes and spreading the HOPE message:
  - Hate crime awareness
  - Operational responses to hate crime
  - Preventing hate crime
  - Empowering Communities





# Domestic abuse

From discussions with other housing providers in our area of operations (August 2024) we have found that we are dealing with a much higher number of cases of domestic abuse cases than our peers.

We believe this is not necessarily due to a greater prevalence of abuse being perpetrated within our properties, but more down to the fact we have provided domestic abuse awareness training to all our front-line staff (including our contractors carrying maintenance work on our behalf), have easy systems for reporting and have a strong track record of taking decisive / sensitive actions to support and protect victims/survivors.

## OVH's promises for dealing with domestic abuse include:

- OVH will offer accessible, timely, proactive and effective services for all customers that may experience domestic abuse, regardless of protected characteristics
- OVH will provide training for all front-line staff (directly employed by OVH) so that they understand the potential and far-ranging, detrimental impacts that domestic abuse, in all forms, can have on the lives of survivors
- OVH will work in partnership with external agencies and advocate groups to provide appropriate support for domestic abuse victims/survivors

## Examples of current initiatives / partnerships include:

- OVH has partnered with a specialist support provider to facilitate a refuge facility for survivors of domestic abuse. This facility has delivered positive performance for victims and their families. In the first quarter of 2025 alone, the facility has delivered circa 500 face-to-face support sessions and secured permanent moves for victims with on-going support packages in place
- OVH is member of the Domestic Abuse Partnership Board (Sefton), a standing member of the domestic abuse MARAC, is a key delivery partner in the 'prevent and protect' initiative and is also an integral part of the Sefton Community Safety Partnership. The above activity and wider service driven provision contributes to achievement of the objectives of the Domestic Abuse Strategy for Sefton MBC (the local authority area where the majority of OVH's stock is located), in line with the Domestic Abuse Act 2021 requirements
- OVH have appointed a new resource to manage both safeguarding referrals and support domestic abuse victims/survivors based in the Independent Living Team
- OVH have improved processes for dealing with domestic abuse and wider safeguarding issues both externally and internally – providing a single point of contact for attending MARAC's to ensure OVH has an input into all relevant cases heard and providing direct internal link for operatives working on OVH's maintenance, repairs and investment contract to report concerns





# 04

## Where do we want to be?

As can be seen by the table above, OVH already have a wide range of services and partnership arrangements in place to address and manage the four key areas outlined in the Neighbourhood and Communities Standard of the Regulatory Framework.

Actions in these four areas weave their way through other strategic documents and will be updated as these plans are reviewed on an annual basis, including:

- The OVH Strategic Plan
- The Sovini Equality, Diversity, and Inclusion Strategy
- OVH Independent Living Strategy
- OVH Customer Voice Strategy

We also cover the more traditional aspects of the landlord function that are important to the physical fabric of neighbourhoods i.e. maintenance, investment / improvement of properties and development of new ones to meet housing need in asset focused strategies, including:

- The OVH Asset Management Strategy
- The Sovini Group Carbon Reduction and Environmental Management Strategy
- The OVH Development Strategy

Despite this seemingly comprehensive coverage, as with everything we do at OVH we are always striving for continuous improvement.

The 'where we want to be' is therefore not a finite destination but is a progressive movement that contributes to the following key strategic aims:

- Improve customer satisfaction in OVH's role of managing neighbourhoods and communities
- Meet and maintain the required outcomes / specific expectations of the Neighbourhoods and Communities Standard of the Regulatory Framework
- Contribute to the strategic aims of partner organisations
- Improve overall perception of neighbourhoods as thriving and inclusive places to be

As part of this journey and in line with the ethos of the 'Transparency, Influence and Accountability Standard' of the Regulatory Framework, we have conducted a consultation

exercise with those involved with our 'Customer Voice' engagement mechanisms and more generally for all customers, via our website.

The responses to this consultation exercise confirmed that OVH is currently working with the right kind of partner agencies to provide joined-up responses to community issues although could improve communication of when these partnerships meet, what the remit is and how local people can get involved.

Taking these suggestions on board as part of the action plan that supports delivery of this Strategy, OVH will look to improve publicity of joint meetings / forums where it is appropriate and when the public can have an input.





05

## How are we going to get there?

Listed below across the four themes outlined in the Neighbourhood and Communities Standard are actions or objectives that will contribute to the achievement of the aims set out above.

These actions will be incorporated into Service Delivery Plans and assigned to the relevant teams or individuals across the organisation for monitoring progress and ensuring they remain on track within expected timescales through the performance management system. As well as 'action-owner' monitoring, this system allows collated performance reports to be produced for senior management and Board monitoring to assess effectiveness and to instigate any mitigation measures should for any reason performance not reach the levels expected.



## Safety of shared spaces

- OVH will continue to work with Merseyside Police Authority using pooled information of criminal activity and incidence of anti-social behaviour for targeted application of the 'Clear, Hold, Build' partnership. This will include, where appropriate, investment and improvement of environmental facilities such as community gardens, in particular in the 'build phase' of the projects
- In 2025-26 OVH will continue to evolve management of neighbourhood areas to drive efficiency. This will free-up capacity for partnership working and joint initiatives such as 'estate walkabouts' to identify and remedy any issues causing concern for shared spaces. This action has been carried forward from the 2024-2029 iteration of the Strategy due to a number of vacancies in the Neighbourhood Services Team and implementation of a new housing management system
- In 2025/26 OVH will continue to work with other registered providers and Sefton MBC on the 'Poets Streets Project Partnership' aimed at putting residents at the centre of positive change. Building on the successful 'days of action' in 2024/25 we will work with other partners on delivering the first Poets Streets - street party event to celebrate the area's transformation
- Over 2025/26 OVH will continue delivery of the alleyways clean-up project in partnership with Sefton Environmental Protection service with pre and post neighbourhood engagement, tackling fly tipping and encouraging greater community use through provision of seating areas, raised beds and hanging baskets

## Local co-operation

- OVH will always ensure all vacancies are advertised locally and will encourage applications from a diverse pool of talent (including links to over 30 specialist advocacy and support groups)
- Alongside partners from within the Sovini Group, OVH will continue to support the hugely popular apprenticeship programme offering pathways into training and employment for local school leavers and facilitation of 'work taster' sessions for year 11 students to help them decide career paths
- OVH will continue to work in partnership with the 'Mersey-care Integrated Health Team' to find tailored support packages for customers with acute health needs and via 'social prescribing' solutions. OVH have worked with this partnership on establishing a similar model for 'complex needs' support e.g. working with those with drug and alcohol dependencies. This work has resulted in OVH joining the Complex Lives Steering Group in Sefton and this will continue over the course of this strategy
- Through continued active membership of strategic forums e.g. Sefton Corporate Parenting Board, Sefton Children and Young Peoples Partnership Board, Sefton Partnership Board and Housing Options Teams, OVH will contribute to local authorities' strategic aims and legal compliance e.g. with Supported Housing (Regulation) Act 2023, Domestic Abuse Act 2021 and Homelessness Reduction Act 2017
- OVH will continue to be a key delivery partner of the 'Housing First' initiative to reduce street homelessness alongside other housing organisations / statutory care providers and similar initiatives specifically for veterans and in collaboration with probation services. Working on a fully funded arrangement by Sefton MBC, OVH will recruit to a 'Rough Sleepers Post' from 2025 onwards for prevention initiatives and recovery from street homelessness
- Commencing in 2025 OVH will be working with local authorities (Liverpool and Sefton) on providing 'direct lets' for vacant properties to reduce the need for use of temporary accommodation for families and single people owed the homelessness duty
- Over 2025/26, OVH will work with customers to improve public awareness / participation in local partnerships, building this into the delivery of the 'Neighbourhood Café' initiative (a series of safe spaces and informal environments for communities to discuss issues of local concern). This is in addition to the wide range of customer engagement mechanisms and forums, outlined in detail in the OVH Customer Voice Strategy
- OVH will continue to work with partner agencies to maximise funding opportunities from the Warm Homes; Social Housing Fund and any funding made available to the Liverpool City Region Combined Authority to improve energy efficiency and lower carbon emissions in its housing stock
- Over the course of this strategy OVH, as part of The Sovini Group, will continue with its approach to contract management of suppliers, clearly defining and maximising contributions to social value activity. This approach coupled with the work of Sovini Charities organising sponsored events will enhance the resources available for community development activity and grants available (Community Development Fund) for community safety projects
- Launched in September 2025 and ongoing through the course of this Strategy OVH have signed up to Care Leavers Careers Commitment with Sefton MBC, providing support across three key areas:
  - Work experience
  - Recruitment
  - Career workshops / training



## Anti-social behaviour and hate Incidents

- Over the course of this strategy, OVH will continue to develop signposting to support networks / partnership working with external agencies e.g. Victim Support in anti-social behaviour or domestic abuse cases (including customer self-access directory with localised information, available to customers)
- Over the course of this strategy, OVH will continue to triage low level ASB reports, to ensure they are assigned to the appropriate teams and our response is effective / proportionate and all potential vulnerabilities of customers are taken into consideration
- As part of our ongoing improvements to 'Customer Voice' activities and strategic objectives of the Customer Voice Strategy we will look to establish special interest forums, including a forum specifically to drive positive change in anti-social behaviour / hate crime management
- To ensure OVH's services for managing anti-social behaviour and hate crime are externally verified and to match or exceed best practice OVH will continually benchmark with other housing providers and will keep all actions required to retain the 'Resolve accreditation for housing providers' up-to-date, ready for a re-accreditation process in 2025/ 26
- As a 'Peer Assessor' of the Resolve Accreditation we will work with other housing providers to help them reach the necessary levels required of the Standard and have developed a unique apprenticeship role in the Community Safety Team, with training being provided by the Resolve partnership
- Over 2025-26 we will work with Sefton MBC on delivering training for front line staff understanding hate crime incidents and how best to support victims

## Domestic abuse

- OVH will continue to support a specialist domestic abuse refuge facility on an agency-managed basis and will explore possibilities of developing additional specialist housing support services over the course of this strategy
- OVH will continue initial assessment / risk assessment processes for anti-social behaviour cases to ensure any potential domestic abuse is identified and wider vulnerabilities are considered
- Over the course of this strategy OVH will review actions required to achieve the 'White Ribbon Accreditation' addressing the root causes of violence and harmful attitudes against women
- Over the course of this strategy OVH will access training provided by a key third sector delivery partner for Independent Living and Community Safety Teams to recognise and deal with 'control / coercion' and 'managing risks when a victim leaves' to improve support services and practice provision for domestic abuse victims
- OVH will also be rolling out internal training on adopting a 'trauma informed approach' for Community Safety Team members to improve their knowledge when dealing with cases that have domestic abuse elements to them





06

# How are we going to measure it?

The key themes that are outlined in the Neighbourhoods and Communities Standard are also included in the Tenant Satisfaction Measures (TSM's) that have been introduced for all social housing providers.

The TSM's include a standardised set of questions and performance monitoring categories so that meaningful comparisons can be made between different housing providers nationally. Below is OVH's performance in the relevant categories to this strategy for the period 2024/25:



OVH is required to publish performance at least annually against the TSM's but will also provide quarterly updates and this information will be shared with the Service Review Group (quarterly), Executive Management Team (on a monthly basis) and the Board.

This information will be used by the Scrutiny Team to hold OVH to account and by the Board to assess progress against the strategic aims outlined in this and other strategic plans.

As many of the issues in this strategy involve a collaborative approach with external partners and service providers, OVH will also explore options for future iterations of this strategy for developing joint perception surveys and analysis at the neighbourhood level (i.e. canvassing the

views of wider stakeholders other than just OVH customers), to drive continuous improvement and to determine future areas for action.

OVH will also look to adapt and repeat the consultation excise with customers, outlined on p- 13 above, when the strategy is due its annual review, to ensure the objectives continue to meet customer expectations.

To ensure all actions outlined in the Strategy remain on track, the OVH Board will receive a mid-year update and it will be subject to an annual review before Board approval.



# 07

## Risk Management

OVH operates a number of detailed processes to identify, manage and mitigate risk. This risk management framework includes:

- A comprehensive set of Risk Registers that are maintained within The Group-wide integrated performance management system
- Individual 'Risk Owners' who are assigned responsibility for managing and reporting on specific risks from the Registers and for instigating any remedial actions, where required
- Deployment of the 'Three Lines of Defence' model that includes Risk Identification / Internal Controls / Sources of Assurance for all existing and emerging risks
- Verification of the effectiveness of risk management via a programme of Internal Audits (that will review all identified risks on a cyclical basis)
- A review of risk management at each meeting of the Group-wide Executive Management Team
- A report on risk management at every Board meeting

Through the above controls and checking mechanisms, OVH monitors and manages the following Risk Register entries relevant to the Neighbourhoods and Communities Strategy:

- **OVH.A.02.0.12** - OVH's inability to manage risks related to estate management including communal areas and spaces
- **OVH.A.02.0.13** – Strategic partnership failure
- **OVH.A.03.0.01** – Inadequate monitoring and reporting of the strategic plan
- **OVH.A.07.0.05** – Failure to deal effectively with ASB, which leads to reputational challenge
- **OVH.A.07.0.08** – Safeguarding failure
- **OVH.C01.0.03** – Failure to comply with the requirements of the RSH regulatory framework which results in regulatory downgrade





If you need assistance understanding the information in this document, please contact us on **0300 365 1111**.

**Chinese** – 如果您需要幫助了解本文檔中的信息，請致電 0300 365 1111 與我們聯繫。

**Lithuanian** – Jei norite, kad Jums kas nors padėtų suprasti šiame dokumente pateiktą informaciją, prašome su mumis susisiekti tel 0300 365 1111.

**Polish** – Jeśli potrzebujesz pomocy, by zrozumieć informacje zawarte w tym dokumencie, skontaktuj się z nami pod numerem 0300 365 1111.

**Portuguese** – Caso necessite de assistência para compreender a informação constante neste documento, deverá contactar-nos através do 0300 365 1111.

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