



Arawak Walton Housing Association

Community Engagement Strategy 2026-2029

Approved by	Board				
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Strategy Ownership	Operations Director				
Strategy Author	Operations Director				
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Tenant Consultation	Tenant Wide Survey (postal and on-line) Tenant Quality Panel x 2 Tenant Experience Committee				
Version	2.0				
Corporate Objectives	Customers and Communities: Providing excellent services, listening to tenant voices, and ensuring safe homes				
Regulatory Standards	Consumer Standards: Transparency, Influence and Accountability				
Strategic Risk	<table border="1"> <thead> <tr> <th>Ref</th><th>Risk</th></tr> </thead> <tbody> <tr> <td>S2</td><td>Legal/Regulatory Compliance <i>Risk Appetite - Averse</i></td></tr> </tbody> </table>	Ref	Risk	S2	Legal/Regulatory Compliance <i>Risk Appetite - Averse</i>
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Arawak Walton Community Engagement Strategy 2026-2029

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Related Documents:

- Corporate Plan 2025 - 30
- 30-Year Financial Plan 2025-2055
- Value for Money Strategy 2025-2028

- Financial Regulations
- Standing Orders
- Complaints, Concerns and Compensation Policy
- Vulnerable Tenant Policy
- Customer Charter
- Anti-Social Behaviour and Hate Crime Policy
- Annual Budget
- Tenant Involvement Strategy 2026 - 2029
- Tenant Insight Strategy 2026 - 2029
- Equality and Diversity Strategy

1.0 Context and Strategic Rationale

- 1.1 Arawak Walton Housing Association was formed in 1994 and is the largest independent Black and Minority Ethnic housing association in the North West. We have a long-standing commitment to providing culturally sensitive, personal service to a diverse customer base. We also have a strong tradition of contributing to local regeneration activities, tackling social deprivation, and making a positive difference to people's lives.
- 1.2 The association works closely with a number of trusted partners and stakeholders to enable us to deliver our mission of providing quality affordable homes in sustainable, multicultural neighbourhoods. This Community Engagement Strategy provides a framework for investing in community-led activities, working in partnership with local organisations, and ensuring our community engagement reflects the priorities of our tenants. It operates across three local authorities - Manchester, Trafford and Stockport.
- 1.3 This Strategy has been shaped directly by what our tenants told us through the 2026 tenant-wide survey (104 responses) and follow-up focus sessions with the Tenant Quality Panel and Tenant Experience Committee. Tenants shared their views on community priorities, the issues that matter most to them, and how we can work with local groups to support neighbourhoods. These will be validated against the wider Tenant Satisfaction Measures and future surveys over time.

2.0 Purpose and Strategic Objectives

- 2.1 The purpose of this Strategy is to:
- Direct Arawak Walton's community investment towards projects and activities that matter most to our tenants
 - Build partnerships with local organisations that address community needs
 - Create accessible, valued community engagement opportunities for tenants and the wider community
 - Ensure our community investment is appropriate across Manchester, Trafford and Stockport
- 2.2 Supporting strong and empowered communities is as important as providing excellent quality affordable homes. Positive, community-enhancing activities connect people to place. This Strategy aligns with our mission and values by seeking partners and alliances to help us engage with all sections of our communities.

3.0 Regulatory Context and the Importance of Tenant Voice and Place

- 3.1 Social Housing Regulator and Consumer Standards - Key Expectations for Registered Providers

3.1.1 A commitment to playing a wider role than just housing within the communities within which our tenants reside is an explicit expectation of the Consumer Standards, specifically the Transparency, Influence and Accountability Standard and the Neighbourhood and Community Standard (effective from April 2024)

3.1.2 Core outcomes for tenant involvement (Transparency, Influence and Accountability Standard)

Registered providers must:

- Be open, fair and respectful with tenants
- Provide meaningful opportunities for tenants to influence and scrutinise strategies, policies and services
- Demonstrate how tenant views are taken into account in decisions and communicate back how those views have been used
- Operate a simple, fair and effective complaints process and share clear, timely performance information
- Enable tenants to hold the landlord to account, including supporting tenant-led scrutiny activities
- Collect and report Tenant Satisfaction Measures (TSMs) annually.

3.1.3 Core outcomes for community engagement (Neighbourhood and Community Standard)

3.1.4 Registered providers must:

- Engage with tenants, local authorities, police and community groups to ensure safe, well-maintained neighbourhoods where tenants feel safe
- Contribute to the social, environmental and economic sustainability of their neighbourhoods
- Prevent and address anti-social behaviour and maintain clean, well-lit, properly managed estates.

3.1.5 What the Regulator looks for in practice:

- Evidence that engagement reaches all tenants (not just the most active) and that complaints data is used to spot systemic issue
- Providers must take proactive, documented and inclusive steps to involve tenants and engage communities

3.2 Arawak Walton HA Corporate Plan 2025-30

3.2.1 Our commitment to community engagement is emphasised and underlined within the Corporate Plan, as set out below.

3.2.3 Our Values:

- We value people - we shall listen and respond to the needs of all people involved with Arawak Walton
- We are proud of our roots - we provide homes, not houses, and support and promote our communities whenever we can.

3.2.4 Our Strategic Themes - Customers and Communities:

- Know our tenants
- Know our neighbourhoods and support community cohesion
- Recognise and challenge racism, particularly in areas where Black and Minority Ethnic (BME) residents are underrepresented
- Assess the changing demographics of Manchester's communities to ensure services stay relevant

3.3 Local Context and Community Profile

3.3.1 Arawak Walton operates across 3 local authority areas within Greater Manchester:

- Manchester
- Trafford
- Stockport

3.3.2 As the vast majority (95%) of our stock is located within the Manchester local authority area, this is the primary focus of our resource and activity.

Manchester is a diverse city where 43% of residents identify with an ethnic minority background (significantly above national average). Asian/Asian British (21%) and Black/Black British (12%) are the largest minority groups.

3.3.3 While Manchester-specific tenure-by-ethnicity data is not available, national patterns strongly indicate over-representation of Black Caribbean, Black African, Bangladeshi, and Mixed White/Black Caribbean households in social housing, and under-representation of Indian and Chinese households. With 32% of Manchester households in social rented accommodation and a high minority population, these trends are expected to hold locally.

3.3.4 Key challenges for BME tenants:

- Overcrowding - particularly among Bangladeshi, Pakistani, and Black African households
- Homelessness risk - driven by structural inequalities, poverty, and immigration vulnerabilities
- Cost-of-living pressures - disproportionately affecting deprived and BME residents

- Health and socio-economic inequalities - intersecting with poor housing conditions and barriers to navigating housing systems
- Language barriers - affecting access to services, tenancy rights, and repairs reporting

3.3.5 Implications:

3.3.6 BME tenants are a significant and distinct group within Manchester's social housing sector. Their experiences are shaped by historical and structural factors, requiring targeted, equitable approaches in housing strategy, service delivery and tenant support.

4.0 Our Vision and Approach to Community Engagement

4.1 *"Investing in communities. Building partnerships. Creating lasting change."*

4.2 We will achieve this vision by:

- Focusing our community investment on the themes that tenants told us matter most
- Working with trusted local partners to amplify our impact
- Providing both small-scale flexible funding and larger strategic donations
- Ensuring appropriate distribution of community investment across our three local authority areas
- Applying a "place-based" approach that supports sustainable community-driven development

5.0 Tenant Insight and Community Priorities

5.1 Through a tenant wide survey undertaken in the spring of 2026, we asked tenants to rate the importance of different community themes. The results were clear:

- Health and wellbeing was rated important by 63% of tenants
- Financial inclusion/Cost of living by 60%
- Community facilities by 55%
- Employment, skills and training by 53%
- Environment by 46%

5.2 Tenants told us that these issues affect their everyday quality of life. Health, money matters, local facilities, and opportunities for training and employment are what matter most. These themes have shaped our community investment priorities and will continue to do so.

5.3 In addition, tenants told us that feeling safe in their neighbourhood matters. We have listened to that feedback and have strengthened our focus on community safety within this Strategy.

6.0 Community Investment Priorities (Core Themes)

- 6.1 Our community engagement is organised around five core themes, reviewed and endorsed by the Tenant Quality Panel. Tenant survey data confirms these remain the right priorities.

Theme	Examples of partners and activities we will support
Health and Wellbeing	Food banks, clothing banks, charities tackling social isolation, healthy eating projects, community-based sports clubs, support services for those with additional needs, organisations working on recreational facilities, mentoring projects
Financial Inclusion/Cost of Living	Debt advice agencies, fuel poverty charities, ethical financial advisors, Credit Unions, benefit advice charities
Community facilities and infrastructure	Community-led projects, youth initiatives, crime reduction initiatives, organisations creating and improving physical spaces for play and community interaction, charitable digital training and resource providers, events that highlight and reward community innovators
Employment, skills and training	Supplementary schools, community-based homework clubs, training providers, youth organisations, self-employment initiatives, education charities, local learning institutions, employment resource organisations
Environment	Recycling projects, charities supporting better use of outdoor facilities, environmental education projects, community-led initiatives to improve neighbourhood surroundings, community-led carbon reduction and climate change projects
Strengthening Community Safety and Building Community Cohesion	Projects and initiatives that create inclusive, connected neighbourhoods where residents from different backgrounds feel a sense of belonging, mutual respect and

	shared responsibility for their communities
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7.0 Delivery Model and Engagement Mechanisms

- 7.1 We will use a range of mechanisms to engage with groups and initiatives that align with our core themes and ensure they are accessible to all tenants through the provision of translation and interpretation services or multilingual outreach.

Mechanism	Purpose/Description
Community Investment: Donations Fund (Small Grants)	To provide a flexible fund that can provide swift, small-scale support to an event or activity that fits with one or more of the core themes
Strategic Community Investment and Partnerships (Multi-Year Support)	To enable the Association to provide greater support that require greater levels of funding and support Initiatives should have strong links to the aims, objectives and legacy of the association and link directly into current tenant and community issues
Strategic local co-operation	Provision of staff resources where possible to represent the Association on local partnerships that support the development of the 5 core themes e.g. local authorities, third sector agencies
Supporting Community-Led Initiatives and Partner Delivery	Providing practical and financial support to community-led projects and partner organisations that improve outcomes for local communities, including assistance with funding, promotion, partnership development and tenant engagement.
Supporting Tenant-Led Activities and Community Participation	Social events aimed at tenants aged over 55 living in our 4-x housing over 55's schemes and general needs properties

Self-promotion and recording	Build the Associations profile to ensure our contribution is recognised and valued in the wider community
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7.2 Community Investment: Donations Fund (Small Grants)

7.2.1 A flexible fund providing swift, small-scale support for events or activities that fit with one or more of our five core themes and align with the following:

1. Arawak Walton's Mission & Priorities
 - Projects should align with the key priorities of the strategy and directly benefit residents in Manchester, Stockport, or Trafford, particularly in neighbourhoods where Arawak Walton operates.
2. Demonstrable Community Impact
 - Clear evidence of how the project will improve lives for local residents
 - Measurable outcomes (e.g., number of people helped, long-term benefits)
 - Engagement with local people in project design.
3. Organisational Eligibility
 - Open to registered charities, CICs (Community Interest Companies), voluntary groups, or social enterprises
 - Some funding may be restricted to locally based organisations (operating within Manchester, Stockport, or Trafford)
 - Proper governance (e.g., a constitution, bank account, safeguarding policies if working with vulnerable groups)
4. Financial Accountability
 - Clear budget breakdown showing how funds will be used
 - Evidence of other funding sources (if applicable) to demonstrate sustainability
 - Compliance with financial reporting requirements
5. Project Feasibility & Sustainability
 - Realistic timelines and delivery plans
 - Potential for long-term impact beyond the funding period
 - Where possible, projects should be co-designed with Arawak Walton residents
6. Exclusion Criteria
 - Projects that do not benefit Arawak Walton communities

- Political or religious activities (unless broadly inclusive)
- For-profit businesses (unless delivering clear social value)

7.3 Strategic Community Investment and Partnerships (Multi-Year Support)

- 7.3.1 We will identify a number of organisations to receive enhanced funding and support, with commitments potentially structured over multiple years. They must have strong links to the aims, objectives and legacy of the association and should link directly to addressing current issues faced by our tenants and the wider community. The Chief Executive and Chair of the Board may also directly influence allocation if they identify an organisation that links strongly to Arawak Walton's aims.
- 7.3.2 As well as funding, the association will provide some staff time as appropriate, but not to the detriment of the successful running of the association.
- 7.3.3 Applications will be assessed against an assessment criteria and scoring matrix with clear, weighted criteria against which to score objectively whilst retaining sufficient flexibility as community projects can vary a lot.

8.0 Funding Governance, Assurance and Evaluation

- 8.1 All successful applicants will be required to sign a Terms of Donation agreement which sets out the terms and expectations of any donation and/or sponsorship agreed.
- 8.2 We will also assess the impact of events, initiatives, individuals, or community groups they have supported financially through sponsorships or donations. This ensures accountability and measures the effectiveness of funded projects.

9.0 Strategic Partnerships and Local Collaboration

- 9.1 We will maintain and strengthen strategic partnerships across Manchester, Trafford and Stockport. Senior staff will represent Arawak Walton on local partnerships, Strategic Housing Partnerships, and area-based co-operation networks, focusing on the five core themes.

10.0 Supporting Community-Led Initiatives and Partner Delivery

- 10.1 We recognise that the best projects and initiatives are those which are generated and led by communities and tenants. We will therefore work with tenants and community groups to ensure that support is provided in an appropriate and timely manner, including the identification of a lead point of contact, direct financial support and support to access external funding.
- 10.2 In addition we will provide similar support for events and initiatives led by other partner organisations e.g. Registered Providers.

11.0 Supporting Tenant-Led Activities and Community Participation

11.1 Inclusive Community Events and Participation Opportunities

11.1.1 Arawak Walton has nearly 150 tenants in accommodation for people aged 55 and over, as well as many more in general needs homes. We will:

- Encourage social events at sheltered schemes, opening certain events to general needs tenants and the wider community
- Co-ordinate trips available to residents of all schemes
- Place residents at the heart of these events, with staff taking a supporting role
- Ensure events are self-financing, with residents expected to make a contribution where appropriate

12.0 Community Cohesion

- Maintain a visible neighbourhood presence across all patches
- Work effectively with local partners to address anti-social behaviour (ASB) and support safe communities
- Raise tenant awareness of how to report ASB, including online reporting options
- Ensure our ASB response is consistent, fair and effective
- Make ASB reporting information clear and accessible on our website
- Review ASB cases regularly to ensure high standards of case management
- Promote activities and events that bring together residents from different backgrounds, cultures and age groups
- Support resident-led initiatives that strengthen community identity, belonging and pride in place
- Use Community Donations Fund and wider community investment to prioritise projects that promote inclusion, shared spaces and community interaction
- Encourage early intervention and informal resolution of neighbour disputes through mediation and engagement approaches
- Work with partners to address hate crime and discrimination alongside ASB and promote respect across diverse communities
- Actively promote understanding and positive relationships between different cultural, faith and community groups
- Use local intelligence, complaints data, ASB trends and tenant feedback to identify areas where community cohesion may need targeted support
- Work with voluntary, community and faith sector organisations to deliver initiatives that strengthen inclusion and reduce isolation
- Encourage intergenerational activities that bring younger and older residents together
- Support initiatives that reduce social isolation and increase participation from under-represented or less engaged groups

- Monitor tenant feedback and perception of neighbourhood belonging and community connection as part of performance reporting
- Promote shared responsibility among residents for maintaining respectful, safe and welcoming neighbourhoods

13.0 Showcasing Impact, Learning and Community Voice

13.1 We will build Arawak Walton's community engagement profile through:

- Promotion of supported projects via our newsletter, website and social media
- Use of video and visual content to showcase supported projects
- Engagement of tenants as ambassadors to promote community funds by word of mouth
- An evidence bank of activities to demonstrate impact to internal and external stakeholders
- Quarterly and annual reporting to the Board and Tenant Experience Committee on community donations and overall strategy progress
- Capture and promote case studies and real-life stories that demonstrate how community activities have strengthened community cohesion, inclusion and neighbourhood belonging
- Ensure tenant voice is central within communications, including testimonials, co-produced content and "you said, we did" messaging linked to community engagement activity
- Promote community projects that bring together different groups, highlighting positive interactions across cultures, ages and backgrounds
- Use communications channels to actively reinforce messages of respect, inclusion and shared community identity
- Share learning and good practice from funded projects with tenants, partners and stakeholders to support wider community benefit
- Record and report on outcomes as well as outputs, including measures of participation, inclusion and community connection where available
- Develop simple impact reporting frameworks for community projects to evidence longer-term social value and cohesion outcomes
- Ensure that promotion of activities is accessible and inclusive, using a range of formats and channels to reach different tenant groups
- Increase awareness and visibility of community funding opportunities to ensure equitable access across all neighbourhoods and demographic groups
- Link promotional activity to strategic priorities, demonstrating how community engagement contributes to safer, more cohesive neighbourhoods
- Use digital platforms to encourage wider engagement and interaction, including feedback, comments and participation in community initiatives

- Maintain a consistent and branded approach to communications to strengthen recognition of Arawak Walton's role within communities

14.0 Governance, Performance Monitoring and Review

- 14.1 Monitoring: Progress against this strategy will be monitored through a detailed Action Plan with clear owners and timelines.
- 14.2 Reporting: The Board and Tenant Experience Committee will receive quarterly reports on activity and performance.
- 14.3 Review: This strategy will have a formal review every three years (next in 2029) with an annual refresh to ensure it remains relevant.

15.0 Equality, Inclusion and Fair Access

- 15.1 Our approach to community engagement is rooted in equality, diversity and inclusion while respecting the needs of the diverse communities that we serve. All community groups operating in Arawak Walton neighbourhoods have a fair opportunity to access our donation funds and support.
- 15.2 We will:
- Monitor the diversity profile of donation applicants to ensure it reflects the profile of the communities that Arawak Walton serves
 - Report annually on the diversity profile of residents who have participated in events and activities
 - Ensure our five themes attract a diverse range of organisations addressing varied community needs
- 15.3 An Equality Impact Assessment (EIA) has been conducted on this strategy. We recognise that our tenant base has diverse needs. Our approach to tenant involvement will be sensitive to this, ensuring that our homes and services are accessible and appropriate for all, regardless of race, religion, disability, age, or other protected characteristics.

16.0 Risk Management and Regulatory Assurance

- 16.1 This strategy is intrinsically linked to the strategic risk register, primarily mitigating:

Ref	Risk	Notes
S2	Legal / Regulatory Compliance	Failure to comply with legal and regulatory requirements and expectations. Weak and ineffective governance arrangement

	(including Governance)	
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