



Building a better future

Corporate plan 2026-29

Welcome

Building a better future is our corporate plan for 2026-29.

This plan sets out what we want to achieve over the next three years by focusing on where we can make the greatest difference to customers and communities.

Our last plan gave us strong foundations to build on. Together we delivered new homes across Knowsley and the Liverpool City Region, improved the safety, quality, and energy efficiency of existing homes, and strengthened relationships with customers and communities. Now we want to go even further. We're ready to build on this progress, so we can deliver even better outcomes for the customers and communities we serve.

Our plans for 2026-29 come at a time of change and we know there are challenges ahead. National policies are changing, costs are rising, and expectations for housing providers continue to grow. Here, in the Liverpool City Region and Knowsley, these pressures are felt every day. Many people need genuinely affordable homes and some of our communities continue to face real challenges linked to inequality.

With budgets under pressure, we need to change the way we work, to make sure that we focus on what matters most to customers and to deliver homes and services that support people to live well and thrive.

We will deliver **better customer experiences** by focusing on providing high-quality, reliable services that people can trust. We will continue to listen, act on customer feedback and design services together. We will deepen our understanding of the different needs in our communities, making sure that the services we deliver are **accessible to all**, and deliver **fair and consistent outcomes**.

We'll support **better living** by investing more into the safety, quality and sustainability of our homes. Over the next three years, we'll build new affordable homes to meet local needs, focusing investment where it will have the greatest impact.



We know we can make a bigger difference when we work together. By strengthening partnerships and targeting investment where it is needed most, we will continue to support communities to flourish. We'll focus on projects that meet local needs, create **better opportunities**, and deliver real and lasting impact.

To achieve these plans, we will develop **better ways of working, focusing our time, people and efforts** where they are needed most. We'll invest in, and make good use of, digital tools, data and technology to make better-informed decisions, and deliver the most value we can, from every investment and decision we make.

Our people are at the core of the future that we are building. They are passionate, dedicated and committed to making a difference. We'll continue to invest in them, making sure they are **better equipped** with the skills, confidence and support they need to deliver well.

As customer needs change and our understanding improves, plans may need to evolve. What will stay the same is our ambition to deliver **better services, better homes, better opportunities** and a **better future** – for customers, communities and our people.



Philip Raw
Chair of the board



Sharon Marsh
Chief executive

Who we are and what we stand for



Our vision

Unlock potential and give people and communities opportunities to flourish.



Our mission

Working together with our partners we will be the provider of choice for great homes, support and services.

Livv is a housing provider rooted in the community. We are proud to own and manage around 13,000 quality, affordable homes across Knowsley, the wider Liverpool City Region and the North West. We're committed to providing safe, quality affordable homes, delivering great services and helping local people to live well.

We do this by creating opportunities through apprenticeships, training, health initiatives and local projects, working with partners to provide services and support that focus on local need.

How we work

What we deliver matters. But how we do it makes us Livv. The values that guide us are:

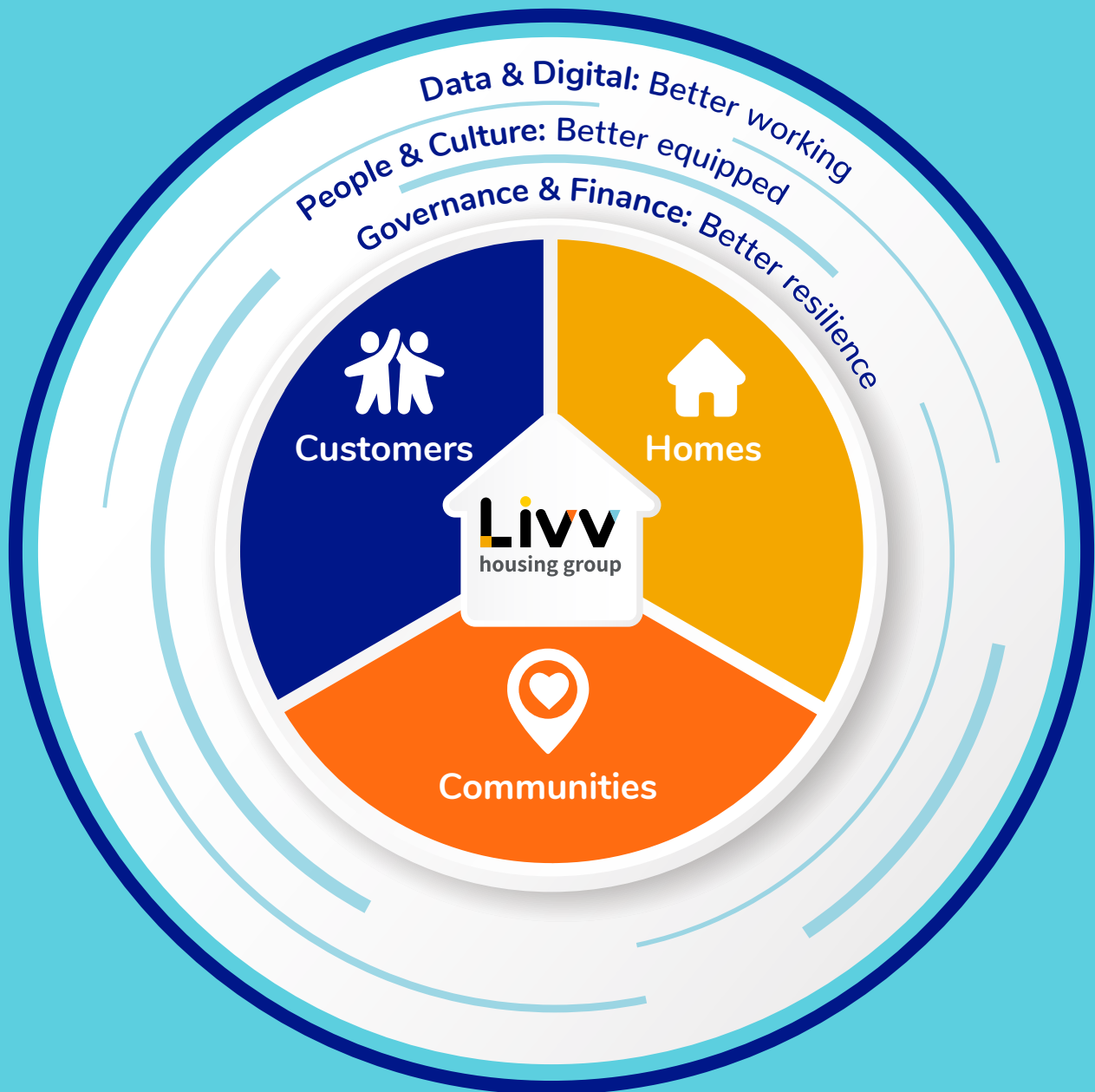
- **Making a difference daily** – investing in people, homes, and a fairer society
- **Positively open** – welcoming feedback to deliver first-class services and experiences
- **Forging the right way** – finding new approaches others will want to follow
- **Together as one** – working with customers and partners to create better outcomes.

We have an unwavering commitment to local communities and we stand for making a difference where it matters most.

Our focus

Our work for the next three years will focus on three key themes: **customers, homes** and **communities**. These are the areas that customers, colleagues and partners have told us matter most. Their feedback gives us the confidence that we are focusing on the right things.

To make our plans happen, we will invest in digital tools and technology, support and empower our people and make sure we are a well-run business that is financially strong and fit for the future.



What matters most

This plan sets out how we will deliver what customers have told us matters most: better homes, better services and better outcomes for customers and their communities.



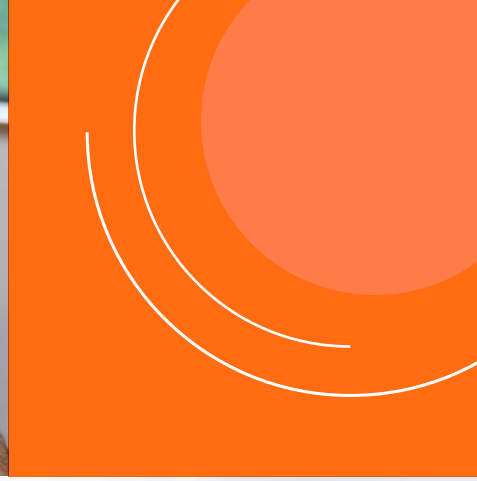
We've listened carefully to what people have told us about their homes, neighbourhoods and the services they rely on. Their feedback, together with that of colleagues and key partners, has shaped our priorities and given us a clear sense of where we can make the biggest difference.

Customers

Overall, customers feel the services we provide are good. When they contact us, experiences are largely positive, with short wait times, helpful colleagues and high levels of satisfaction. Our repairs service is especially important to customers. While most of the time we get it right, feedback and performance data show there is more to do to make sure everyone receives timely, quality and responsive repairs every time. Customers want to feel heard, valued and to know that their voice is making a difference.

Homes

Our priority is to provide homes that are safe, affordable and in good condition. Customers tell us the way that we invest in, and maintain, their home has a big impact on their experience. Clear communication about planned work, when it will happen and why, helps people feel informed and confident in the improvements we make. We also recognise the ongoing need for more genuinely affordable homes, so building new homes for the future is a key commitment in our plan.



Communities

Customers tell us they value visible, approachable teams in their community, who are easy to talk to if issues arise. They want to feel proud of where they live, and care about the condition of communal spaces and outdoor areas. Tenant Satisfaction Measures (TSMs) tell us that customers feel there is still more to do to tackle issues such as anti-social behaviour. Data and insight show there is also a need for community activities and investment that support people's health, wellbeing and financial stability.



Together, this feedback gives us a clear and consistent message about what matters most: reliable services customers can trust, safe and well-maintained homes they can be proud of, and strong, supportive communities where people can thrive.

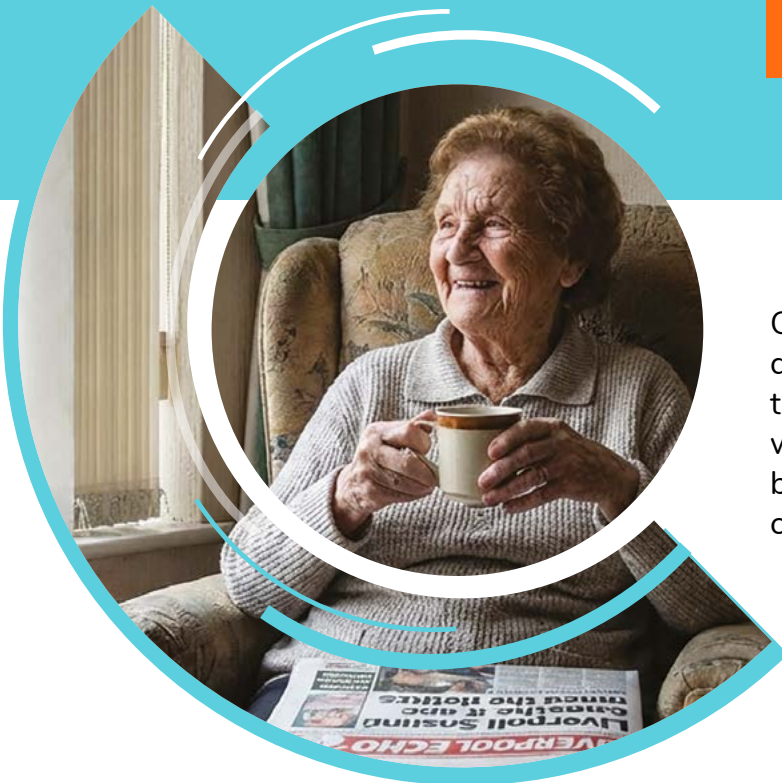




Customers

Delivering quality services that meet customer needs, driven by customer engagement.

Our aim is to improve customer experiences by consistently delivering easy-to-access services that meet diverse customer needs. We will strengthen how we listen to customers, act on their feedback, and involve them in shaping the services they receive.

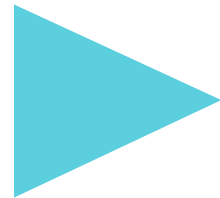







Customer insight and engagement will drive continuous improvement in areas that customers tell us matter most. We will remain proactive with support and be present in our communities helping customers to live well and flourish.

We will:

- Deepen our understanding of customer needs through data, insight and engagement.
- Provide services that are flexible, inclusive, and easy to access, so that customers can get the right support and services in a way that works for them.
- Strengthen how we listen to customers, making it easy for them to share their views, influence decision-making, shape our services and hold us to account.
- Deliver a consistent, reliable, and timely responsive repairs service, taking action where customers tell us we need to improve.
- Offer dedicated, proactive support to help customers to build financial resilience and live well in their homes.
- Support customers to access wellbeing, employment and training opportunities, working with partners to broaden services and strengthen impact.
- Provide a responsive, fair, and compliant complaints service that captures learning and drives service improvement.
- Design services with customers, working together to develop improvements and solutions that reflect their experiences and expectations.

What does success look like?



-  **Customers receive quality, reliable services that meet their needs.**
-  **Customers can easily access and receive the support they need to live well in their home and community.**
-  **Customer satisfaction remains consistently high across all key service areas.**
-  **Customers feel heard, valued, well-informed and able to hold us to account.**
-  **Customers can clearly see how their views have influenced decisions and shaped service improvement.**



Homes



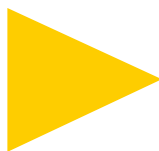
Providing safe, quality, and affordable homes that meet customers' needs now and in the future.



We want every customer to live in a home that is safe, well maintained and somewhere they are proud of. We can achieve this by investing in our existing homes through planned maintenance and improvements that enhance safety, comfort and energy efficiency.

By utilising technology, property data and customer insight, we'll understand more about the condition of our existing homes and the needs of customers, so that we can prioritise investment. This planned and proactive approach will ensure that our homes remain safe, compliant with evolving standards and fit for the future.

To respond to the current housing demand and meet local need, we will continue to build new homes using modern methods of construction and focusing on energy efficiency. We will build a range of new affordable homes including social rent, affordable rent and Rent to Buy. We will continue to develop new partnerships that help us maximise opportunities to develop new homes across our communities.



We will:

- Invest £127 million in existing homes through a planned maintenance programme focused on safety, quality and comfort.
- Prepare for upcoming regulatory requirements including the new Decent Homes Standard and emerging energy efficiency requirements.
- Use new technology to monitor the condition of our homes, target investment effectively and improve decision making and long-term planning.
- Continue to invest in energy-efficient homes as part of the journey to net zero, reducing carbon impact and keeping homes more affordable to run.
- Use customer insight and property data to target investment and improvement effectively.
- Make adaptations that help customers to remain independent and live well in their homes for as long as possible, tailoring improvements to individual needs.
- Aim to invest in 900 new homes across the lifetime of this plan, focusing on meeting local need and delivering lasting impact for communities.



What does success look like?

- ✔ Customers live in safe, well-maintained and energy-efficient homes that they feel proud of, and this is reflected in customer feedback and engagement.
- ✔ Homes consistently meet current and emerging regulatory requirements including the Decent Homes Standard.
- ✔ Technology, property data and customer insight are being used to inform decisions, target investment and customers can clearly see how their feedback is shaping the homes they live in.
- ✔ Customers that need adaptations can remain independent and live well in their homes for longer, supported by timely and appropriate improvements.
- ✔ New affordable homes are delivered as planned, meeting local needs and creating lasting positive impact within communities.
- ✔ Our new developments offer a blend of different tenures to create more diverse, inclusive communities.
- ✔ The overall quality, safety and sustainability of our homes improve year-on-year, reflecting a strategic, planned and future-focused approach to investment.



Communities

Supporting communities to flourish, through partnership working, targeted investment and tailored support.

Our vision is to help create flourishing communities, where people feel connected, supported and able to thrive. We will work with partners and local organisations to focus on neighbourhood safety, tackle issues such as anti-social behaviour and support community cohesion.

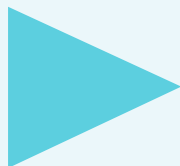


We will improve the physical environment in our neighbourhoods by supporting the upkeep and maintenance of communal spaces while working collaboratively with key partners to achieve better outcomes.

We will work with customers, communities and partners to create a programme of activity that promotes and supports skills development, employment opportunities, resilience and wellbeing. Using data and insight, we'll target activity where it is needed most to deliver locally-focused, positive social impact.

We will:

- Be present and active in our communities, so that customers can access the right support at the right time, either from our teams or partners.
- Work alongside partners, local agencies and community organisations to tackle community issues — including neighbourhood safety and the upkeep of shared and communal spaces.
- Maintain and improve communal areas and shared outdoor spaces, ensuring they are clean, accessible and contribute positively to the look and feel of communities.
- Invest in our communities through targeted activities that deliver positive social impact and create opportunities for people to thrive.
- Develop a coordinated programme of community activity with customers and partners that strengthens resilience and connections and supports health and wellbeing.
- Use data, insight and feedback to understand customer and community priorities, focusing investment where it will have the greatest impact.



What does success look like?

- ✔ Customers feel safe, connected and supported and this is reflected in customer feedback and engagement.
- ✔ Customers are satisfied that we make a positive contribution to communities with visible improvements in shared spaces, community activity and local opportunities.
- ✔ Customers feel confident to report anti-social behaviour, that their concerns will be taken seriously, acted on swiftly and managed well.
- ✔ Reported issues are responded to swiftly, acted on appropriately and customers feel supported throughout.
- ✔ Community investment is supported by data, insight and feedback, and delivers measurable social impact, and clear value, for customers and communities.

Data & Digital



Using data and technology well is how we'll make better decisions, provide better services and drive innovation that supports customers and communities.



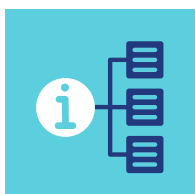
Efficient working

We'll invest in the right technology to strengthen service delivery, improve efficiency and deliver strong value for money. This includes adopting and developing AI solutions where they bring clear benefits. We'll update our core systems and infrastructure and make sure new tools are introduced well, embedded effectively and used consistently across the organisation to support better ways of working.



Improved digital services

We will develop straightforward, easy-to-use digital services that help customers to access services, get support and manage their homes online. Digital options will sit alongside our existing contact methods, so that customers can access the services and support that they need, in a way that works best for them.

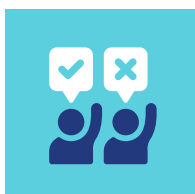


Better decisions

We'll strengthen how we use data to make better decisions. By improving how we collect, manage and access information, we'll help colleagues to respond more quickly and deliver services that reflect customers' individual needs.

People & Culture

*Our people make the difference.
Investing in colleagues will strengthen
our ability to deliver great outcomes for
customers, colleagues and communities.*



Engaged and empowered people

We're lucky to have a team of colleagues who work hard every day to make a positive difference for our customers and communities.

We'll continue to build a customer-focused, high-performance, collaborative culture where people feel valued, supported and inspired to be their best. We want colleagues to feel connected, proud of the difference they make, and confident and capable to deliver the services that customers need.



Fair and inclusive opportunities

We'll provide inclusive employment, underpinned by fair and competitive terms and conditions, to help us attract and retain talented people with diversity of experience and perspective. We'll provide opportunities for everyone to reach their potential.



Skilled, future-ready teams

We'll offer personal growth pathways, support to achieve professional qualifications and opportunities for career progression. We'll invest in continuous learning and development to give colleagues the skills, tools and confidence they need to reach their goals.

We'll invest in the next generation of Livv colleagues by providing apprenticeship opportunities for 5% of roles across our business.

Strategic enabler

Finance & Governance

A strong, well-run business built to deliver a better future



Strong, inclusive governance

We'll maintain strong, inclusive governance in line with the National Housing Federation (NHF) Code of Governance and the regulatory standards, ensuring transparency, accountability and customer voice are at the core of our decisions.



Effective risk management

We'll have a clear, proactive, and embedded approach to identifying, assessing, and managing risks that could impact our customers, homes, finances, services, compliance, and long-term viability. Our decision making will be guided by our Risk Management and Assurance Framework.



Greater financial resilience

We're in a strong financial position, giving us the confidence and borrowing ability to plan. We'll continue to manage our finances carefully, and review our borrowing strategies, to make sure we can meet financial commitments, whilst investing in new and existing homes and services.



Value for money

We're committed to delivering better value for money in everything we do:



Economy

spending every pound well



Efficiency

making the best use of our resources



Effectiveness

delivering better outcomes

Our services will be designed to maximise value without compromising customer experience. We'll continue to grow and strengthen strategic partnerships to drive efficiencies, support growth and build on shared success.

We will demonstrate the impact of our work by monitoring and reporting progress against value-for-money targets.



Measuring success

We are committed to making the greatest impact possible with the resources we have available. This means monitoring how we perform against the objectives in this plan and being transparent about where we are progressing well or where we may need to refocus to improve.



We'll track our progress and performance through our new **Performance Management Framework**. Here are some of our key measures:



Customers

- Customer satisfaction with how they are treated (TP08)
- Customer satisfaction with complaint handling (TP09)
- Customer satisfaction that they are heard and views are acted on (TP06)
- Customer satisfaction with information they receive (TP07)





Homes

- Customer satisfaction with repairs, including time taken to complete repair (TP02 / TP03)
- Customer satisfaction with the maintenance of their home (TP04)
- Customer satisfaction with the safety of their home (TP05)
- Percentage of homes meeting the Decent Homes Standard (TSM)



Communities

- Social value delivered*
- Number of customers accessing employment, training and volunteering opportunities
- Customer satisfaction with our contribution to communities (TP11)
- Customer satisfaction with our approach to handling anti-social behaviour (TP12)

* To measure social value, we use **HACT**, which applies a **Wellbeing Valuation approach** to assign monetary value to improvements in people's lives. This allows organisations to quantify the social, economic, and environmental impact of their work.

This plan is supported by the following key strategies. These provide further detail on how we will deliver the aims and objectives set out in this plan:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Asset Strategy • Net Zero Strategy • Regeneration & Development Strategy • Customer Engagement Strategy • Community Investment Strategy • People Strategy | <ul style="list-style-type: none"> • Equality, Diversity & Inclusion Strategy • Value for Money Strategy & Financial Plans • Risk Management & Assurance Strategy • Knowledge & Information Management Strategy |
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These strategies form part of our **Policy and Strategy Framework**. We recognise our framework may need to evolve during the life of the plan to ensure our approach reflects best practice and any relevant legislation changes.

Contact

To find out more about Livv Housing Group or talk about how we could work together, please get in touch:



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If you'd like to have this document in another language or format, please contact us on **0151 290 7000** or marketing@livvhousinggroup.com



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Data Protection registration number: ZA753444

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