



Livv
housing group

Doing more

Corporate plan 2023-26

Welcome

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The world around us is changing constantly and lots of challenges lie ahead. We need to deliver more sustainable, greener homes and communities, continue to make sure that our existing customers and buildings are safe, and provide support through the cost-of-living crisis. Our corporate plan is clear and focussed, with the commitment and ambition to create more opportunity, build more homes and have more impact.

Social housing will remain at the core of our business and we'll continue to make decisions based on data and insight. Strong business intelligence will be the driving force behind continuous improvement in all we do. We'll continue to invest in and improve our customer experience using customer persona analysis to tailor and develop our services based on the individual and evolving needs of the people who live in our homes. We'll listen to and act on feedback so that we can keep improving.

Our people are at the core of what we do and play an important role in creating a successful future for the business. They're ingrained in the communities that we work with and it's their dedication and determination to change lives and exceed expectations on a daily basis that makes us stand out.

Partnerships are another vital part of our approach. We'll actively look for further strategic partnerships to help us grow and build on our successes so far, bringing people with us along the way.

We remain committed to creating positive impact and building flourishing communities. Through environmental change, social investment and developing employment and skills, we'll strive to build homes and communities that we're proud of.



Léann Hearne
Chief Executive



Philip Raw
Board Chair

Who we are

We own and manage around 13,000 homes across Knowsley and the wider Liverpool City Region. We're committed to providing safe and warm homes while achieving positive impact and flourishing communities.

Our main objective is to work alongside our customers and local, regional, and national partners to be the provider of choice for great homes and much more. This means helping people with issues that they face like the cost of living, employment, skills, health and wellbeing.

In this ever-changing economic, social, and political climate, these are not easy challenges. But we're determined to tailor our services and continue offering the right support in ways that are easy to access.

Livv at a glance*



13,000**
homes



28,000**
customers



480
employees



87%
customer ease



85% overall customer satisfaction



83% satisfaction with repairs



87% of complaints resolved within 10 working days

Our vision and values



Livv stands for an unwavering commitment to serving local communities, by forging strong partnerships, pioneering new ways of working and building a highly skilled, steadfast team to deliver ambitious strategies.

We're here for the long term to help people live happy, successful and fulfilled lives in diverse, welcoming places where they want to stay.

Our mission is to provide homes and opportunities for our customers. The values that motivate us and underpin this are:



Making a difference daily

Investing in our people, customers and a fairer society



Positively open

Welcoming feedback to help us provide first-class homes and experiences



Forging the right way

Creating an inspiring road for others to follow



Together as one

Every team and person working cohesively to deliver better outcomes.

Achievements

from Corporate Plan 2020 – 2023

Our last Corporate Plan was about strengthening our core and unlocking potential. Over the last three years we've truly transformed as a business by exceeding our targets and creating opportunities and possibilities for people and communities. Here's what we did...



£70m investment in existing homes



£180,743,097 social impact value*



84.8% customer satisfaction



86.7% customer ease score**



444 people and families supported to buy their own home



10,000+ customers supported to be financially better off



469 customers supported into employment or training



620 new homes started, with investment in excess of **£95m**



6,245 days of employee training delivered



50% reduction in carbon emissions

* Figure includes estimated social impact created Jan 23 – March 23

** How easy it is for customers to get in touch or engage with us



83.4% repairs satisfaction



G1/V1 Governance/Viability rating from the Regulator of Social Housing



£16m invested in keeping our customers and homes safe



The first Merseyside provider to install evacuation alert systems in all high-rise blocks



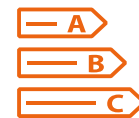
£5m invested in energy efficiency in our estate and our customers' homes



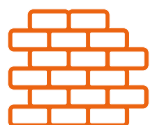
4,064 young people supported with skills, employment, aspiration and wellbeing



5% of our people are employed as apprentices



100% of homes with a completed Energy Performance Certificate



312 new homes built, with investment in excess of **£47m**



9% improvement in operating margin from 16% to **25%**

Our plan

Over the three years of this plan, we'll focus on six strategic themes to build on the strong foundations from our previous corporate plan:



These themes reflect the dynamic markets and landscape in which we operate. They'll help us to achieve our objectives, while being flexible and responsive to the needs of customers and communities.

We seek value for money as a priority, with decisions driven by data and insight, and success monitored through key performance indicators.

We want to continuously improve how we do things, so we're open to developing partnerships with organisations that can help us to grow, enhance our customer offer and maintain our strong financial position.





Customers

We'll deliver services shaped with and for our customers, and make ongoing engagement part of our organisational DNA.

We want to deliver continuously improving services based on customer feedback and engagement.

We'll build on our existing solid foundations for customer engagement – developing two-way conversations that are meaningful and inclusive. This means listening to, valuing and acting on customers' feedback to inform our decision making, doing more to exceed expectations and to be transparent about our performance.

We'll make sure it's easy to get in touch with us across all channels. We'll support customers to get online and strengthen our digital offer to improve the accessibility, responsiveness and reliability of our services.

We'll continue to review and improve our approach to customer engagement and scrutiny to make sure we achieve the right impact, in the right places at the right time.



How we'll do it:

- Listen to our customers' views – taking on board their feedback and understanding where and how we can be better
- If we get it wrong, we'll put it right and learn lessons along the way based on customer feedback
- Find ways to give our customers choices in the services we provide and make it easier to deal with us
- Create better digital channels that are easy to use and more relevant to our customers
- Benchmark our services against service providers that our customers would choose because of the great service they deliver
- Encourage our customers to challenge us and scrutinise the services we provide to them - listen and act on their input and feedback
- Use data to drive any changes and improvements that we make to what we do and how we do it and always strive to be better.

By 2026 we'll:

- Be consistently achieving **87%** overall customer satisfaction
- See **50%** of customer repairs requests made online
- Have **90%** customer ease (measuring how easy it is to get in touch or engage with us)
- Resolve **90%** of initial complaints to our customers' satisfaction within 10 working days
- Engage with an additional **1,300** customers, and have meaningful conversations that help us to improve what we do
- Be able to evidence how our customers' feedback has helped us to make informed strategic choices and improve our services.

Overcoming isolation

Challenge

Following the loss of his long-term partner, Ryan* moved into his new home in an unfamiliar part of the borough. Having never lived alone, juggling bills, contracts and budgeting soon became a huge source of anxiety, and a referral was made to our Advisory Services Team.

What we did

Jo works for Livv and supported Ryan with setting up his home, money management and applying for benefits. She also worked with our partners to help him get talking, and got him the tools to get online.

Outcomes

After receiving support from Jo, Ryan soon got back on his feet:

- He participated in virtual wellbeing sessions where he flourished and grew in confidence
- He took part in our 'Men vs Food' cookery project where he learnt how to cook and met new people face-to-face
- Ryan now actively takes part in community groups where he makes new friends and continues to build up his confidence.

What Ryan said:

"I must say, (Jo) has worked wonders for me. She's brought out my confidence and helped me in the way I speak to people."

"She's also helped me with day-to-day living and housing affairs... she's helped me to overcome my worries about running costs. In the past six months that I've known (Jo), she's turned my life around."



* Name changed to protect identity of customer

Our road to net zero

Challenge


As the UK strives towards net zero emissions by 2050, our drive around sustainability and reducing our carbon emissions will continue to be a real priority for us.

What we did

We had a target to reduce energy consumption and carbon emissions across our business. We're also carrying out work to our existing homes to improve thermal efficiency, and we're currently building a new development scheme in Kirkby to pilot three different energy efficiency systems.

Outcomes

- 20% reduction in energy consumption and 50% reduction in carbon footprint was achieved across all areas of our business.
- We used innovative technologies in our homes, which will save up to 70% of heat loss escaping through customers' windows.
- The Kirkby pilot will make sure all future new homes are built to the most energy efficient standards for our customers.



"We'll work closely with Liverpool John Moores University on the pilot project to analyse live data. We'll also work with our customers to review their perceptions of comfort, ease of use and control, and the impact of carbon improvements on their fuel bills."

Tony Cahill
Executive Director of Property



Homes

We'll maintain and manage homes to a high standard and in line with building safety regulations.



We want to provide high-quality and well-maintained homes that are safe and affordable. Livv homes should be places where people are proud to live, that support their health and wellbeing and a place where they can plan their future. We'll invest in creating 'brighter and better' shared spaces both inside and out to give a new lease of life to areas that need it the most.

Existing homes need to meet the same high standards as the new homes that we build. So we'll focus investment on improvements to existing homes and be guided by customer feedback about what needs improving.

How we'll do it:

- Listen to customers' priorities to shape our plans around improving their homes
- Make communal spaces better for our customers
- Follow best practice and invest in statutory compliance
- Use innovative technologies to help our customers to heat their homes efficiently
- Install mains-powered smoke detectors in all homes
- Install new kitchens and bathrooms that customers can be proud of
- Adapt customers' homes so that they can live independently
- Repurpose garage sites for new homes in ways that will benefit our customers and communities.

By 2026 we'll:

- Achieve **90%** satisfaction with repairs
- Make sure that **100%** of our homes are compliant with statutory safety obligations
- Make sure that **100%** of our homes meet Decent Homes Standard
- Invest **£80m** in existing homes
- Complete **1,000** bespoke area improvements
- Invest **£17m** in keeping our customers and homes safe
- Repurpose **25%** of our unused garage spaces.



Impact

We'll support customers and communities by providing opportunities that enhance their lives, with employment, skills, health and wellbeing.

Working with community-based businesses and targeting the right people, places and activities can have a hugely positive impact. This approach is at the core of how we invest in communities and create social impact, and we want to do more.

We want to support our customers to live healthy, fulfilling lives and achieve their full potential in the places where they live. We'll create programmes of support and activity that are driven by data and shaped by the people, business and communities that want and need them. We'll do this with our own investment as well as securing funding from other sources.

We'll work with relevant partners that can help to bring our vision to life, and together we'll create a positive impact. We'll enable and encourage people to access a range of support and opportunities to live happy, healthy lives.

We'll continue to support social enterprises and charities so that they can do more to help our communities flourish.



How we'll do it:

- Develop a social investment fund focused on creating opportunities for local businesses that positively impact our communities
- Work with organisations to promote and offer opportunities to build skills and support people into employment
- Work with partners to create opportunities that improve health, wellbeing, and financial and digital inclusion
- Help people to maximise their income with advice and guidance on budgeting and benefits, and signpost them to get the right support
- Support the creation of opportunities for young people to realise their aspirations and achieve their full potential
- Support people, neighbourhoods and communities to be strong and resilient and build places where people love to live.

By 2026 we'll:

- Create **£190m** of social impact value
- Support **4,000** people to improve their physical and mental health and wellbeing
- Support **6,265** people to be more socially included and digitally connected to improve access to wider opportunities
- Create **1,000** real and accessible opportunities for people to access employment, skills and training
- Support **3,000** young people to realise their aspiration and achieve their full potential
- Invest **£4.25m** in up to 50 social businesses to help them grow and increase their impact
- Help at least **25%*** of our customers to be digitally connected.

* One customer per home

Knowsley Young Minds

Challenge

The impact of the coronavirus pandemic on people's mental wellbeing has been significant. That's why we supported Evolving Mindset with the Knowsley Young Minds project.

What we did

We created a programme that offers young people between the age of 14-24 with access to free mental health support and training. This includes regular workshops, one-to-one mentoring, mental health qualifications, education support groups, voluntary opportunities and employability support.

Outcomes

In the 2021/22 financial year:

- More than 120 young people accessed the support
- 48 people engaged in one-to-one sessions with mental health professionals
- Over 50 family members or carers attended group or one-to-one sessions
- 58 of our customers were supported, which they tell us has had a massive impact on improving their wellbeing.

"I suffer with my mental health, depression and anxiety and it's a struggle to get through every day. Doing this course, especially the First Aid in Mental Health has opened my eyes to the reality that I'm not the only one who goes through it. I'm so much more confident now. I couldn't even go to the shop before, and now I've even been to Prescot School to deliver mental health presentations to students."

Jade, Evolving Mindset participant





Green

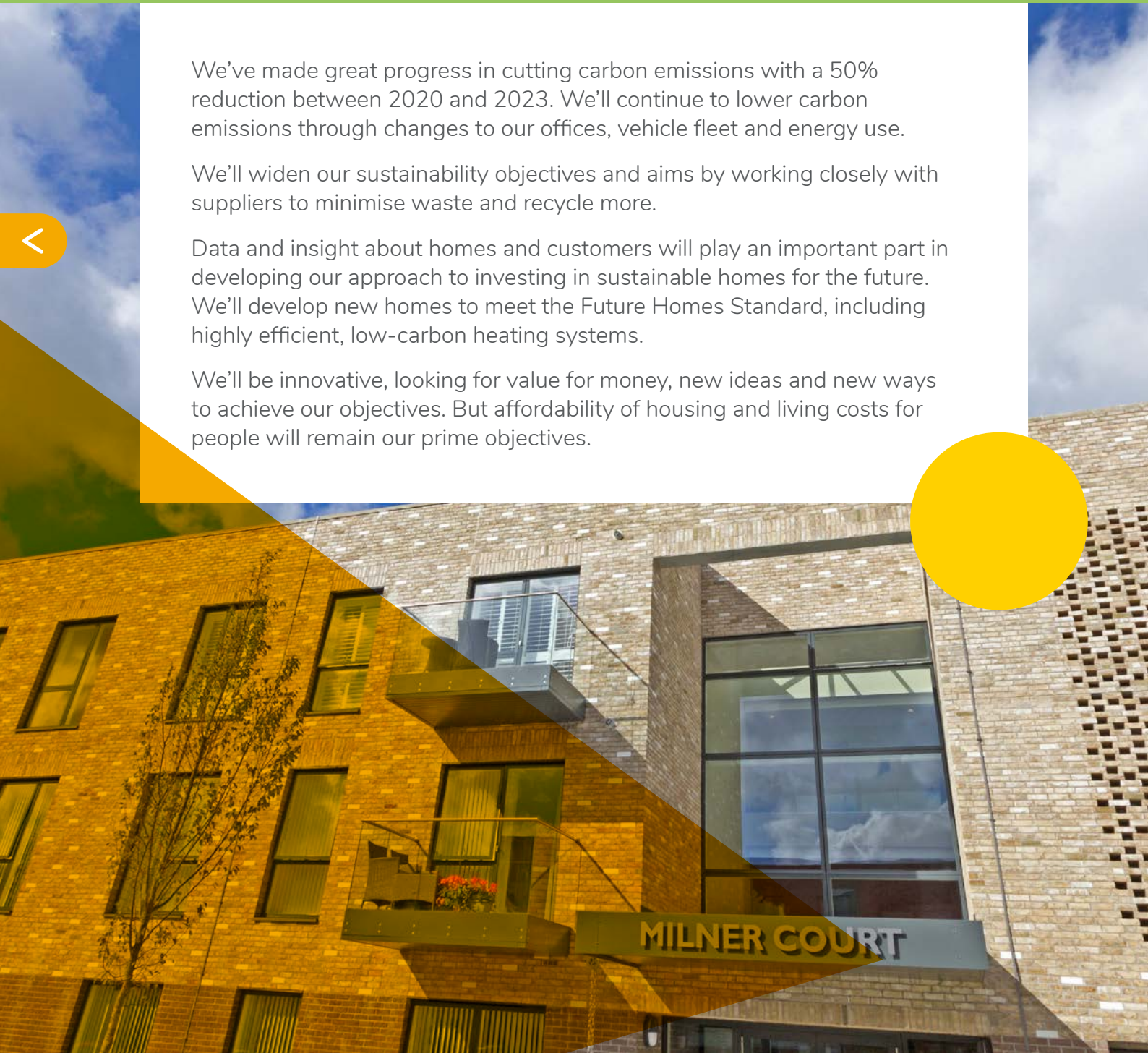
We want to create energy-efficient homes that provide affordable warmth for our customers, helping us to do our bit for the environment.

We've made great progress in cutting carbon emissions with a 50% reduction between 2020 and 2023. We'll continue to lower carbon emissions through changes to our offices, vehicle fleet and energy use.

We'll widen our sustainability objectives and aims by working closely with suppliers to minimise waste and recycle more.

Data and insight about homes and customers will play an important part in developing our approach to investing in sustainable homes for the future. We'll develop new homes to meet the Future Homes Standard, including highly efficient, low-carbon heating systems.

We'll be innovative, looking for value for money, new ideas and new ways to achieve our objectives. But affordability of housing and living costs for people will remain our prime objectives.



How we'll do it:

- Work on our approach to ESG (Environmental, Social and Governance) reporting, taking into consideration the Sustainability Reporting Standard
- Work with customers to reduce their energy consumption and carbon footprint
- Find innovative new partners to help us to achieve more
- Invest in energy reduction initiatives
- Work to remove single use plastics from our business
- Widen our programme of 'warmer home' improvements to help more customers stay warm in their homes.

By 2026 we'll:

- Make sure all our homes meet **Energy Performance Certificate Level C** (by 2025, five years ahead of government targets)
- Reduce our carbon emissions by a further **20%**
- Replace our leased fleet with vehicles that have a lower environmental impact
- Meet the **Future Homes Standard** for all new developments
- Invest **£7.8m** in energy reduction initiatives.

Food in the Community

Food in the Community (in partnership with Alchemic Kitchen) aims to support community cohesion, social inclusion and improved mental health through the delivery of food-based projects.

This includes providing customers with access to fresh and affordable fruit and vegetables from the Queen of Greens bus, cookery courses that bring people together to talk about mental health, and allotment projects that enable customers to grow their own fruits and vegetables throughout the year.

George's story

Challenge

An active member of our Halewood community, George has been determined to get Fairview Park Community Centre back up and running again post-pandemic. With the rising cost of living, he wanted to ensure that people can afford a hearty, homecooked meal each week, whilst bringing them together to reduce social isolation.

What we did

After completing our 'Men vs Food' cookery course last year and gaining an 'Introduction to Slow Cooking' qualification, we arranged for George to complete his Food Hygiene Certificate and provided him with £500 funding to get started.

Outcomes

Open every Wednesday, the Community Kitchen is currently running as a pilot scheme:

- Serving freshly prepared meals such as soup and fresh bread, apple pie and scouse
- Plans to expand once he's found his feet
- Project has given George a new lease of life, reducing social isolation for himself and others.

“We’ve been blown away by George’s enthusiasm, community spirit and selflessness. The whole reason that we run our food-based programmes is to support customers with mental health, social inclusion and community cohesion – and George is the ultimate example of someone who has really benefited, even taking it one step further to support those around him.”

Amanda Newton
Executive Director of Customer Insight





Places

We'll build homes, communities and create inspiring places, offering the opportunity for people to own their own home.

We'll build more homes and create better places for people to live, offering a greater choice of new homes with more flexibility for customers. We'll help customers to rent, make their first steps into home ownership and widen their home ownership opportunities.

We'll forge new alliances and partnerships to radiate growth into nearby areas. We're open to all opportunities to build, buy and create more quality homes.

We'll work with housebuilders, housing associations, developers and other partners to bring our vision to life. We'll build homes that incorporate technology to make them smarter and greener. This will include innovation and investment in new technologies to improve quality, efficiency and customer experience.



We'll look for and develop brownfield land and vacant sites, bringing vibrancy to places with the potential to be flourishing communities through community investment.

How we'll do it:

- Build and buy new homes across a range of tenures
- Dedicate at least 25% of new homes to providing customers with a pathway into home ownership
- Develop a new standard house model using innovative technologies in at least one area
- Evolve how we work with our development and regeneration supply chain partners
- Develop strategic relationships with new housebuilders and developers
- Use modern methods of construction, and deliver all new homes to the Future Homes Standard*
- Invest in creating aspirational places and communities.

By 2026 we'll:

- Provide **1,000** extra homes
- Have **10%** of new homes purchased by first-time buyers
- Develop regeneration plans for **two** communities
- Create **two** new strategic partnerships for development
- Make sure that **15%** of all new homes built be available through 'Rent to Buy'.

* From 2025



People

We'll be an employer of choice and a great place to work.

We've made great strides in changing our culture and defining an employer brand to help us attract and keep talented, committed colleagues. We've a unique culture and want colleagues to feel valued and that they belong.

Livv is an inclusive place where differences are respected. We'll continue to invest in making sure that equality, diversity and inclusion are embedded across our business and within our culture. We want everyone to believe in themselves, our business and our vision.

We'll continue to develop and offer flexible working patterns to support a positive work-life balance, while providing a fun, modern office base that's custom-designed for agile working, collaboration, inclusion and relaxation.

We look after our people and they look after our customers. We'll support people's health, safety and wellbeing to enrich their life at Livv. We'll inspire excellence and provide opportunities for colleagues to develop their careers. We'll also encourage colleagues to take part in local volunteering opportunities that help them gain new skills and experiences to boost their confidence and help them to see their direct contribution to our social impact.

Our people are dedicated and want to make a difference in our communities. So it's important that we provide opportunities for young people and find ways of offering apprenticeships, jobs and learning.



How we'll do it:

- Review our colleague offer to ensure it's attractive, flexible and fit for purpose
- Develop a leadership development programme to enhance the capability of all managers
- Evolve our approach to colleague health and wellbeing to ensure we provide choice around the support available
- Adopt digital technology to equip colleagues with the right tools to do their jobs
- Implement an innovative approach to recruitment so that we can attract and retain diverse colleagues
- Listen to feedback from colleagues and work with them to improve the experience for our people and customers
- Encourage continuous learning and development to inspire excellence and enable colleagues to reach their full potential.

By 2026:

- **80%** would recommend us as a good place to work
- **5%** of colleagues will be apprentices
- **80%** will agree that we communicate well with them
- **80%** will have taken part in volunteering opportunities
- **100%** of colleagues will have been involved in a wellbeing initiative
- **7,000** days training and learning opportunities will be delivered.

Contact us

To find out more about Livv or discuss how we might work together, please get in touch:



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