

## LiveWest strategy 2019-2022

### Introduction

12 months on from merger, our Board has been looking at the original reasons for creating LiveWest in order to make sure that we are focussing on the right areas going forward.

These discussions, have taken place across the different teams in the organisation, and the board recently agreed our strategy. This plan runs to 2022 and sets out where we want to be as an organisation and what our aims and targets are.

The strategy is broken up into different sections, and you can read more below.

### Our Values

Our values are what make us different to other companies. They are a key part of our culture and govern how we work together to achieve our strategy.

LiveWest are:

- customer focused
- challenge convention
- together we deliver

These values have led LiveWest to identify a set of behaviours for all staff so that we reflect our values in everything that we do.

### Purpose and vision

Our purpose is to provide high-quality, safe and secure homes in the South West for people who otherwise would not be able to meet their long-term housing requirements at an acceptable quality or cost.

In addition to the provision of homes and landlord services we exist to create social value through supporting the development of successful neighbourhoods and communities where people can live independently. We provide and facilitate services to people with specific permanent or transitional housing-related support needs.

We summarise our purpose as “to enable access to a quality, affordable home for everyone”, or like the strapline in our logo - ‘LiveWest – a home for everyone’.

Our vision is that we have highly-satisfied customers who feel good about the services LiveWest provide, and that we are the company that they would choose to come to and stay with if they had a free-market choice.

As well as this, we want to be a financially resilient and stable organisation with a reputation for being focussed on our values and an employer people are proud to say they work for.

We can summarise our vision as:

- trusted by our customers

- homes and communities that people love to live in
- proud to work here
- a growing business, fit for the future.

## Sub-strategies

Our corporate strategy is supported by a framework of sub-strategies and plans.

The strategies being developed can be categorised by how they relate to our overall vision, but they all interact and overlap to contribute to the overall vision and purpose of the business.

### Trusted by our customers

- customer service strategy

### Homes that people love to live in

- asset management strategy
- development strategy
- communities strategy
- housing support strategy

### Proud to work here

- people strategy

### A growing business, fit for the future

- digital strategy
- external communication strategy

- Customer Service

This strategy includes all of our customer contacts and communications, and looks at all aspects of LiveWest customer service – from new homes and repairs through to servicing and improvements.

The strategy is going to look specifically at the shift away from face-to-face and phone contact to online services and how these will be more efficient for customers to use as well as more cost effective for the business. This move will also aid us in creating a seamless service, one where LiveWest is seen as one business rather than a collection of separate departments.

Policies around the safety and improvement of our homes, maintenance and where necessary, disposal of our assets are key to the asset management strategy.

The piece of work is looking at creating a homes standard for LiveWest that goes beyond the Decent Homes Standard and looks at the environment that people live in, not just their homes. The strategy also looks at a planned schedule of maintenance so that our customers continue to be satisfied with LiveWest as a landlord. Investment in stock, including those for older people and those with learning difficulties, is also a part of this strategy.

- Asset Management

The asset management strategy also looks to the future –how energy and water efficiency can save our customers money, and how Smart Homes fit in to our digital strategy.

The digital sub-strategy includes implementation of Civica CX. It will also look at how we can use data and IT to support colleagues regardless of whether they are in LiveWest offices or in the field, and alongside that ensure we have high levels of data security and effective data governance.

The strategy will support a lot of the other sub-strategies at LiveWest and will enable a point where services are available online as self-service via a range of different devices so that they can be accessed and booked at a time and place that meets the need of the customer.

- Development

Key aspects in the development strategy include our continued focus on delivering a volume of affordable homes (16,000 over the next 10 years) of different tenures and types, and in both urban and rural locations across the south west.

Our developments will continue to create diverse communities that have a varied property size, and we will support our work through the limited development of properties for outright sale, subject to internal limits.

As part of being a developing organisation, the strategy will include reference to continued work with Homes England as wave funders, and set out plans to engage with different stakeholders including local authorities and Local Enterprise Partnerships across the region.

- Housing Support

This sub-strategy includes how we go beyond our obligations as landlord to keep people in their homes, and how our social purpose includes providing services to those with housing-related support needs, whether transitional or permanent.

The strategy will emphasise our leading role in addressing homelessness and sustaining tenancies within our general rented and shared ownership homes and will also set out our investment programme for housing older people and those with learning disabilities.

- People

Key aspects of the people strategy include making sure that we create the right environment which means that people are proud to work here and that we recruit and retain staff with the right attitudes to thrive and deliver.

The strategy confirms that we will continue to invest in our workplaces to underpin our high-quality working environment, and that our business processes and performance and improvement approaches have equality, diversity and inclusion at their heart.

LiveWest as an organisation will look to improve our talent management to identify and grow staff through self-reflection and development opportunities as part of succession planning, and we will support colleagues through the changes in expectations that come with our other strategies.

- External Communications

The implementation of our corporate strategy will be supported through effective engagement with key stakeholders, the media and wider public.

Our external communications strategy looks to cement our reputation as the south west's leading housing association and extend it to emphasise our role as an influential business with significant economic impact as a major investor and employer.

This strategy also looks at ways to support staff and board members to communicate externally about LiveWest at all levels so that we can continue to publicise the success of LiveWest and develop our employer brand.

Work is well underway to ensure that these sub-strategies are completed by the end of the financial year.

## Where next?

Over the next few months we will be making sure that we communicate our plans for the future with our customers and other external stakeholders.

Our corporate strategy is usually reviewed every two years.

Given the current extent of political, sector and organisational change, the Board has decided to conduct a light-touch review of the strategy in March 2020 to ensure it remains fit for purpose. A full review of the strategy will be completed in March 2021.