

LiveWest

A home for everyone

Corporate strategy

2021-2024



Our purpose – a home for everyone



Our purpose can be summarised as “LiveWest – a home for everyone”. We set out this in more detail as:

1. Providing and investing in high-quality, safe, secure and environmentally sustainable homes in the South West (for rent at below market levels or for shared ownership sale) for people who otherwise will not be able to meet their long-term housing requirements at an acceptable quality or cost.
2. Enabling the building of as many of these homes as possible to meet housing demand.
3. Creating vibrant communities in addition to us providing homes and landlord services in respect of:
 - a. Supporting the creation of connected and cohesive communities
 - b. Considering customers’ individual needs
 - c. Actively supporting the economic prosperity and wellbeing of our customers.



Introduction to our strategy

Our corporate strategy sets out who we are and where we are going. The strategy also incorporates insight and direction from external sources including the government’s Social Housing White Paper November 2020, Building Safety Bill, Fire Safety Bill, the Planning For The Future White Paper August 2020 and the National Housing Federation’s new Code of Governance. It has been written in light of external events such as Covid-19 and Brexit.





Our vision

Our vision is used as:

- A description of the outcomes that will be achieved through the delivery of our strategy.

Our vision is:

- Trusted by our customers
- Homes and communities that people love to live in
- Proud to work here
- A growing business, fit for the future.

We will measure the delivery of our vision through setting challenging but deliverable targets, not only to aim for but as a clear measure to know when the strategy has achieved its objectives.

Our values

Our values provide a clear framework for how we work and form a key part of our culture. They are the core principles that govern how we work together to achieve our strategy.

Our organisational values are:

- We are customer focused
- We challenge convention
- We deliver together.

Our three values now form a fundamental part of our work. We will reinforce and embed these across the organisation as part of achieving our desired culture.

Our three organisational values are supported by our commitment to demonstrating high standards of behaviour in everything we do. We continuously measure our values and our culture to ensure that these are embedded in the behaviours of all colleagues.

Our risk appetite

We embrace risk as a necessary part of achieving our ambitions and encompass it within our decision making. The Board determine our risk appetite statement, which is a cornerstone for shaping our corporate strategy and the parameters within which we seek to operate.

This is reviewed on an annual basis and then feeds into the annual strategy review. Our approach to risk is managed and mitigated with regular reporting and assurance to the LiveWest Board through the Audit and Risk committee and the Executive team.

Cross-cutting themes, sub-strategies

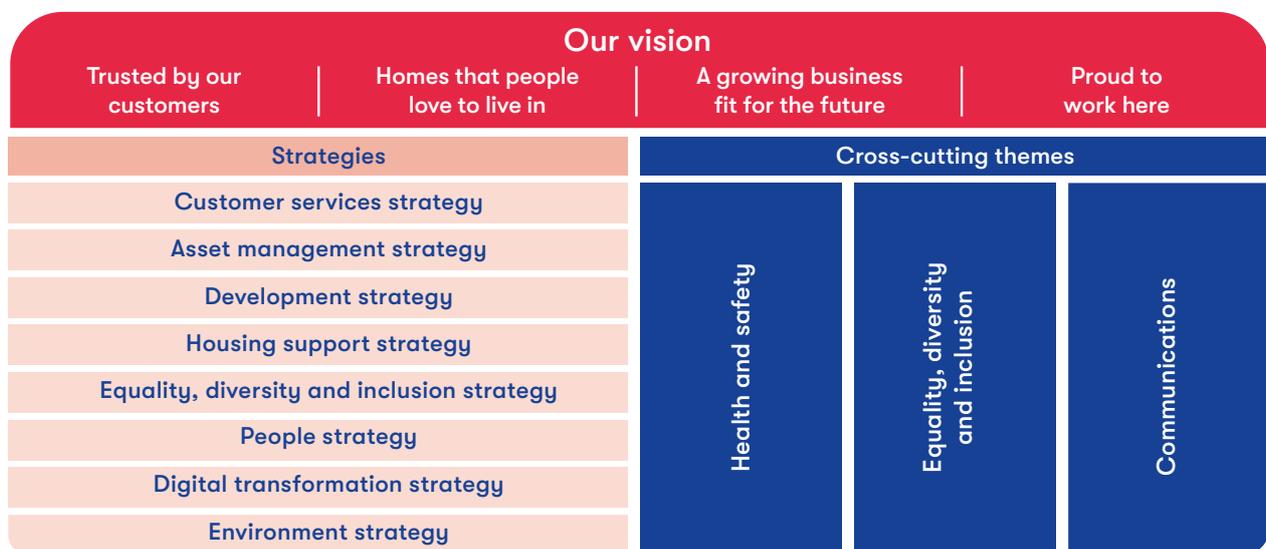
Integral to our corporate strategy are a number of cross-cutting themes, these are; health and safety, equality, diversity and inclusion and communications. Cross-cutting themes are areas of focus that apply to everything we do. They are explicit within our strategy to ensure they are clear for everyone.

The sub-strategies support our corporate strategy and plans, enabling our overall vision to be realised. Our cross-cutting themes of health and safety, equality, diversity, inclusivity and communications are a fundamental element of the strategy and sub-strategies.

All sub-strategies will be informed by the parameters in this corporate strategy, which include our agreed risk appetite. They will be governed by our overall corporate policies including risk management.

All the sub-strategies include the fundamental importance of us listening to our customers’ voices on aspirations, service design, standards and delivery. It is through this that we will exemplify our value of customer focus, our vision of being trusted by our customers, and homes and communities that people love to live in.

As part of this, all appropriate sub-strategies will also include ongoing engagement with a wide range of customers through diverse channels, including our InFocus scrutiny group, social media, focus groups and meetings, and an extensive suite of metrics on customer satisfaction and sentiment.



Joint ventures and working in partnerships

We consider our relationships with customers, partners and stakeholders as integral to our success. Our value “we deliver together” incorporates not only our internal ethos, but also our commitment to work with partners. As such LiveWest actively seeks out and promotes relevant partnerships and joint ventures that will enable us to deliver against our purpose and strategic ambitions.

We use other benchmarking sources such as the Institute of Customer Service and Housemark where this provides a more challenging comparison or additional insight. For other areas of work, such as the scale of our development programme, our benchmark is our own ambition, capacity and deliverability.

Metrics and strategic projects

As an ambitious organisation focused on performance and outcomes, our default target for all areas of service is to achieve performance within the top 25% of English housing associations.

Further metrics will be defined, and the current metrics reviewed in line with the new key performance indicators that the regulator will be implementing as part of the Social Housing White Paper from November 2020. We measure our values and culture through the measurement of our culture descriptors.

We report to the Board on our targets, including comparisons to the Sector Scorecard and our Moody’s rated peer group.

Strategy review

We will review our corporate strategy on an annual basis to ensure it remains relevant based on changes in our internal and external environments.

We will always be guided
by our purpose, our vision
and our values



Our front cover shows a LiveWest community fun day full of planting and revitalising green spaces to launch a new after-school growing club in Cornwall.

Corporate strategy 2021/2024 for LiveWest
Community Benefit Society registration number: 7724
Regulator of Social Housing registration number: 4873

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