



*Living well*  
Our Corporate Plan  
2022-25



# Living well

As a housing provider, we have a direct relationship with 20,000 people who live in our homes and play a significant role within local communities. We take this responsibility seriously and make it our mission to enable people to live well in their homes and communities.

We're driven by our strong social purpose and are committed to providing good quality homes and services, making a difference in the communities we serve, providing more affordable homes, and supporting colleagues to enjoy work, learn and grow.

Communities need us more than ever. As living costs remain high, our customers continue to need our additional support. And with housing supply shortages and house prices out of reach for many, there is also a growing and urgent need for more affordable housing.

We need to make homes more energy efficient for residents and reduce our carbon footprint. Over 85% of our carbon emissions come from our existing homes, so we must invest in making them energy efficient and low carbon to become carbon neutral.

There are huge regional inequalities in the UK and across the city-region.

Whilst some areas of Greater Manchester continue to prosper, the gap has widened between the more affluent and disadvantaged communities - many of whom we serve.

We support the government's levelling up agenda and believe that housing associations are ideally placed to help with community place shaping. By working with the people in the communities we serve, we can improve the lives of those who live there.

Our Living Well plan addresses these challenges and is focused on doing the basics brilliantly for our customers. Driving up the quality of our homes and services, delivering more affordable homes and making a difference in the communities we serve. Our improvement plan which forms part of this plan pushes us forward to increase our impact, improve performance and manage changing expectations and regulatory requirements.

After more than 50 years in business, we remain a strong, values-driven organisation committed to the social purpose we were founded with - enabling people to live well in their homes and communities - *it's what we're all about.*

**Sasha Deepwell**  
CEO Irwell Valley Homes.



Irwell Valley Homes is all about people. The people who live in our homes, the people living in the communities we serve, and the people we work with.

# We will enable people to live well in their home & communities

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Providing safe, affordable and good quality homes



Making a difference in the communities we serve



Supporting colleagues to enjoy work, learn and grow

CUSTOMERS are supported to maintain successful tenancies.

CUSTOMERS are satisfied with us as a landlord.

CUSTOMERS live in a decent home which is well-maintained.

CUSTOMERS have peace of mind their home and building is safe.

CUSTOMERS believe their complaints are handled effectively and any learnings are acted on.

CUSTOMERS are treated with dignity and respect and have meaningful opportunities to engage with us.

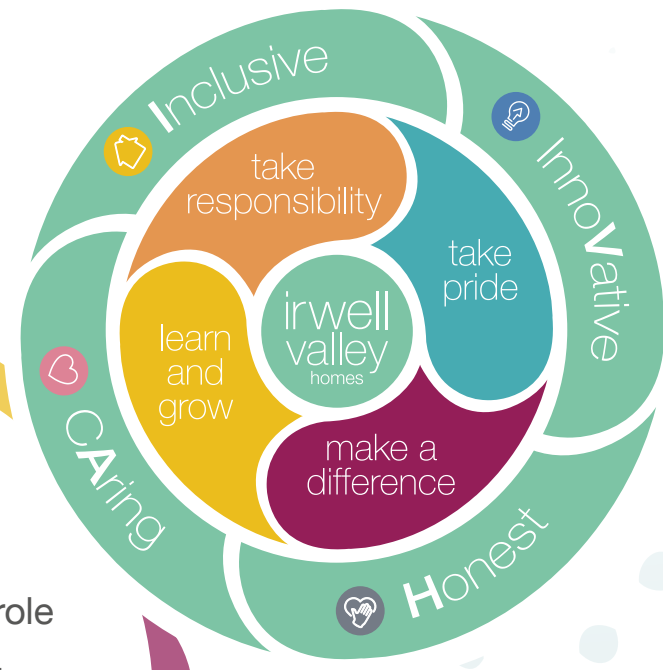
CUSTOMERS are proud of their neighbourhoods and view Irwell Valley Homes as a key partner in their community.

COLLEAGUES live our values and behaviours and are proud to work for Irwell Valley Homes.



**Our values**  
We are...  
Inclusive, Innovative, Honest and Caring.

**Our behaviours**  
Colleagues will...  
Take responsibility for their role in delivering our strategy.  
Make a difference for customers and the communities we serve.  
Take pride in their work.  
Learn and grow to be their best.



## our priorities

# We will provide safe, affordable and good quality homes and services.

Everyone deserves a safe, good quality place to call home. Social and affordable housing makes this possible.

We will support people to live well in a home that's right for them, and work with partners to reduce homelessness across the city region.





Every year we will invest in keeping homes safe and well maintained and improving them for the future. We will carry out fire safety improvement works and continue to ensure the buildings we manage are safe.

By tailoring our homes and services around people's individual needs, we will support customers to live well.

We will listen to our customers and give them opportunities to influence our work. By understanding what matters to them and working with them, we will deliver the services they need.



## We will help people to live well by:

- Providing good repairs and housing services. 
- Investing in homes to improve housing standards. 
- Listening to customers and keeping them informed. 
- Working with customers to shape, improve and scrutinise our services. 

## We will make a difference in the communities we serve.

We are committed to playing our part in tackling the housing crisis and are building more affordable homes across Greater Manchester. We're investing £128 million building 734 new affordable homes over the next five years.

This includes more high-quality supported housing, both ourselves, and in partnership with specialist providers. Delivering life changing support and easing pressure on health and social care services across the city region. We are committed to building more supported housing to allow more people to access the housing and support they need, where they need it.

Through our supported housing we will continue to enable older people, those with dementia, mental health issues, learning and physical disabilities, and those who have been made homeless or have experienced domestic violence to live well in their community.

We have completed phase 1 of our multi-million pound estate regeneration in Trafford – transforming the estate by building more affordable housing, improving existing homes and enhancing the environment and public realm with new roads, parking, walkways, cycle routes and environmental enhancements.

This is supported by significant investment in community initiatives to support residents to live well as we move forward with future phases.




We will maximise our ability to make a difference by working with the people in the communities we serve, playing to our strengths and developing our wide range of partners across the public, voluntary and charitable sectors.

Through our £2million charitable investment fund, the Irwell Valley Foundation, we will continue to invest around £100,000 of dividends every year to help people with their personal development and wellbeing, and fund projects that help the wider community.

We will provide access to services and support in local neighbourhoods at our community centres, and our colleagues will also volunteer their time and skills to support charities and organisations within the communities we serve, helping them to play an active role and make a difference.



## We will help people to live well by:

- Building new affordable homes to meet a range of needs. 
- Regenerating homes and investing in our neighbourhoods. 
- Working with partners to support communities, tackle inequalities and safeguard wellbeing. 

# our priorities

## We will support colleagues to enjoy work, learn and grow.




Good, stable, employment is key to living well. That's why we will continue to support people to be their best, in a role that is fulfilling and rewarding.

We will invest in personal development, training and coaching to ensure we have colleagues who have the right skills and maintain high standards in their roles, as well as offering career development to achieve their ambitions. Every year we will also employ apprentices and set targets for this within our procurement contracts to increase the number of apprenticeships available.

Our inclusive culture sets us apart and we will remain committed to increasing diversity and enabling colleagues to be themselves at work. We will continue to offer agile working and promote a good work-life balance, pay the real living wage and offer a wide range of benefits that support colleagues' health and wellbeing.



## We will help people live well by:

- Providing opportunities for colleagues to develop existing and new skills. 
- Investing in our culture to ensure we are inclusive and can perform at our best for ourselves, our team and our customers. 
- Working together to innovate and improve how we work. 



# living better - our improvement plan for 2022-25

Our improvement plan pushes us forward to increase our impact, improve performance and manage changing expectations and regulatory requirements.

We learn from our customer, colleague and partner feedback and use this to drive continual improvement in our services.

## Specifically we will:

Use our knowledge of our homes and customers to target and tailor our services.



Seek out funding and optimise how we work to support our ambitions.



Improve our customer services through process, digital and service innovation.



# measuring our impact

Irwell Valley Homes is all about people. The people who live in our homes, the people living in the communities we serve, and the people we work with. We want customers to be satisfied with us as a landlord. We monitor our services and the impact we are making using a mixture of direct feedback from customer, colleagues and partners and operational measures. We measure and monitor all the areas identified within the Regulators Tenant Satisfaction measures, alongside a few more which are of vital importance to us. Together these ensure we are delivering to our customers, on our Living Well plan, and are meeting our regulatory and financial commitments.

To achieve any of our objectives we need to remain a strong and financially viable organisation and achieve our financial covenants; Interest cover, asset cover and our gearing ratio (*how much equity we have to cover our debts*).



Providing safe, affordable and good quality homes

CUSTOMERS live in a decent home which is well-maintained.

We check that customers are satisfied with our repairs service and maintenance of their home through our regular transactional surveys and our annual Tenant Satisfaction Survey. We continually measure and aim to improve:

- The proportion of reported repairs which are completed within our target timescales.
- The proportion of our homes which meet the Decent Homes Standard.
- The proportion of our homes that are energy efficient (EPC level C and above).

CUSTOMERS have peace of mind their home and building is safe.

We continually measure our performance to ensure we meet all our statutory landlord obligations:

- Meet all our statutory landlord safety obligations.

CUSTOMERS are treated with dignity and respect and have meaningful opportunities to engage with us.

We check that customers feel we listen to their views and act upon them and keep them informed on things that matter to them through our transactional surveys and our annual Tenant Satisfaction Survey. The same survey also asks customers if they feel we treat them fairly and with respect.

CUSTOMERS believe their complaints are handled effectively and any learnings are acted on.

We check that customers are satisfied with complaints handling through our regular transactional surveys and our annual Tenant Satisfaction Survey. We continually measure and aim to improve:

- The proportion of complaints that are handled within Complaint Handling timescales.

CUSTOMERS are supported to maintain successful tenancies.

We continually measure:

- The time it takes to let a property - ensuring our homes are let as soon as possible to help meet housing need. We aim to re-let within 25 days.
- How much debt customers have with us. This ensures we are supporting them to minimise their arrears whilst working to secure our income.







Making a difference in the communities we serve



Supporting colleagues to enjoy work, learn and grow



  
CUSTOMERS are proud of their neighbourhoods and view Irwell Valley Homes as a key partner in their community.



  
COLLEAGUES live our values and behaviours and are proud to work for Irwell valley.



We check that customers feel their communal areas are clean and well maintained through our regular transactional surveys and our annual Tenant Satisfaction Survey. We also ask if they are satisfied with our handling of anti-social behaviour and if they feel we make a positive contribution to their neighbourhood.

We keep our colleagues informed and engaged through a regular programme of continuous development and calendar of events. In our annual colleague survey we check they remain proud to work for Irwell Valley Homes and explore if they feel supported, respected and valued in their roles.



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Irwell Valley Housing Association Limited is a charitable Community Benefit Society registered under the Co-operative and Community Benefit Societies Act 2014 with registered number 20684R. Registered address: First Floor, Soapworks, Colgate Lane, Salford, M5 3LZ.  
Registered provider of social housing registered with the Regulator of Social Housing with RP number: L0061

