

# 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 the cost-of-living crisis continues to escalate, customers will need 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 basic's 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.

As we celebrate our 50th Birthday in 2023, we remain a strong, values-driven organisation with a new strategy to take us forward and enable 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



Providing affordable, safe and good quality homes and services



Making a difference in the communities we serve



Providing more affordable homes



Supporting colleagues to enjoy work, learn and grow



 PARTNERS rate us highly

 PARTNERS choose to work with us

 COLLEAGUES rate us highly as an employer

 COLLEAGUES feel they can be their best

 CUSTOMERS feel we treat them fairly and with respect

CUSTOMERS say their neighbourhood is a good place to live

 CUSTOMERS rate us highly as landlord

 CUSTOMERS feel their home is well maintained and safe to live in

## We will deliver our mission by...

- Ensuring we are an inclusive, fair and transparent organisation for customers and colleagues.
- Ensuring customers have a strong voice in shaping our services.
- Providing good services and doing what we say.
- Improving the quality and safety of our homes.
- Making a positive impact in the communities we serve.
- Regenerating neighbourhoods and tackling inequality.
- Delivering new affordable homes.
- Developing strategic partnerships to maximise our impact, enabling us to achieve more for our customers and communities than we can alone.
- Becoming a carbon zero organisation, building low and net zero carbon homes and improving all homes to EPC C and above.
- Empowering colleagues and always innovating to improve.
- Using insight to improve services and influence government policy.
- Staying financially strong and well governed.

## 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.





## We will provide affordable, safe 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.

We will make our existing home carbon neutral and help customers to reduce their energy usage.

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:

- Investing in our existing homes to improve quality and safety. 
- Providing good services and doing what we say. 
- Completing high risk fire remedial works by 2024. 
- Providing more homes to people in most housing need. 
- Engaging with customers in arrears, to support them to manage their finances and reduce their debt. 
- Supporting more residents to reduce their energy use at home. 
- Ensuring all homes are EPC C or better. 
- Improving insulation and installing low-carbon heating systems. 
- Ensuring customers have a strong voice in shaping our services. Carrying out two Resident Scrutiny Reviews each year and implementing the recommendations. 



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

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 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're underway with a multimillion-pound estate regeneration programme 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.

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:

- Investing 100% of the dividends from the Irwell Valley Foundation into the communities we serve. 
- Improving the social value delivered through our supply chain. 
- Delivering the Sale West regeneration programme. 
- Increasing the number of customers supported towards work. 
- Increasing additional benefits and grants awarded to customers. 
- Every colleague volunteering two days per year. 
- Working with partners to understand the needs in the different areas and targeting our resources and funding. 



## We will provide more affordable homes

There is a national housing crisis due to the housing market not delivering homes that people need or can afford.

The Greater Manchester Combined Authority has committed to delivering at least 50,000 affordable homes by 2037. We will continue to play our part by building homes of different types, sizes and tenures to meet local housing demand and reduce carbon emissions across the city region.

We are committed to developing 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.

We have already invested over 33.8 million in building 235 new affordable homes over the last three years and are committed to continuing to deliver more affordable new homes.

## We will help people to live well by:

- Delivering new affordable homes.



- Continuing to deliver specialist supported housing schemes with partners.



- Building all new homes with 30% less carbon emissions.



- Building 50 net zero homes by 2025.





## 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 help people to get on and 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:

- Empowering our colleagues and supporting them to improve our services. 
- Attracting talent to continue to offer excellent services. 
- Becoming known for supporting and developing individuals and facilitating work placements and apprenticeships. 
- Paying everyone the living wage or more, and increasing the number of our suppliers who pay real living wage. 
- Demonstrating our commitment to being an inclusive employer through Disability Confident accreditation and Houseproud Pledge Pioneer status. 
- Improving the ratio of CEO pay to lowest paid employee. 



# living better - our improvement plan for 2022-25



## We will increase our community impact by

- Developing our role as an anchor organisation.
- Continuing to improve our relationships with customers, communities, and partners.
  - Improving our understanding of where and how we can make the biggest impact.

## We will progress towards our zero-carbon ambition by

- Understanding our investment needs.
- Working with partners to increase our ability and impact.
- Accessing funding and trialling a range of approaches to decarbonisation.

## We will implement required changes to meet the consumer regulatory standard by

- Continuing to improve our data.
  - Enhancing our approach to customer engagement.
  - Delivering new customer and asset management strategies.

## We will follow all new building safety guidance by

- Delivering our roadmap to building safety compliance.
- Continuing to improve how we manage high risk buildings.
- Delivering our risk-based approach to remediation.

## We will maximise the impact from the investment in our homes by

- Ensure our resources are targeted using property and customer data.
  - Delivering new customer and asset management strategies.

## We will continue to enhance our approaches to secure our income by

- Improving our empty homes processes.
- Enhancing how we support all customers to prevent rent debt escalating.
- Maximising our income collection for all types of charges.

## We will continue to improve our colleague offer, processes and systems by

- Developing a new people strategy and colleague offer to support attraction, retention and reward.
- Implementing our digital strategy and approach to innovation to make things easier for colleagues and improve data and decision making.



We will measure our impact by asking...

Customers how satisfied they are with the service provided by us.



Customers how satisfied they are that we provide a home that is well maintained and safe.



Customers to what extent they feel we treat them fairly and with respect.



Customers how satisfied they are we make a positive impact in their neighbourhood.



Colleagues to what extent they are proud to work for IVH.



Colleagues to what extent they feel we value diversity and different perspectives.



Partners how they rate us as a partner to work with.



Partners if they want to work with us in the future.



This feedback will help us to measure our outcomes and enable us to monitor and improve customer, colleague, and partner satisfaction.

In addition, we have our vital stats which help us to monitor progress towards our strategic priorities, ensuring we have a balanced view of our productivity and service quality.

Both our outcomes and vital stats are supported by a wider suite of metrics which help us to operationally manage and continually improve our services and ensure we meet our customer offer and all our regulatory and financial commitments.

We will report our progress against these top 8 measures and our outcomes every quarterly via our website and annually to customers and stakeholders.

Vital stats	Why we have selected it	Target
Complaints	When things go wrong, we want to make it right. We measure how quickly we resolve complaints and ask everyone who makes a complaint how satisfied they are with how we handled it.	Respond in times set by Housing Ombudsman; with improving trend on speed and satisfaction.
Repairs	Repairs are a key concern for customers and have the biggest impact on satisfaction. We want to fix things right first time - this is important for customers. So, we measure the percentage of repairs 'right first fix' and carry out satisfaction surveys after every repair visit.	Completed within timescales and right first fix, with improving trend above 85% on right first fix and satisfaction.
Customer Debt	We want to support customers with the cost-of-living pressures, working with them to provide financial support, minimise their debts, and secure our income. We measure the overall level of arrears, the level of customer debt, and how many customers we're supporting.	Reducing trend on arrears and an increasing trend on customers supported.
Letting Homes	We want properties to be let quickly to provide homes to people in need and measure the average time it takes us to relet a property.	Reducing trend, with average re-let time below twenty-five days.
New Homes	We want to increase the supply of new homes and measure our progress in delivering them.	Delivery of number of new homes forecast in our financial plan.
Carbon Reduction	We want to improve the sustainability of our homes and reduce our carbon emissions and measure the percentage of homes meeting energy performance EPC level C.	Increasing trend.
Statutory Compliance	We want to meet all our statutory compliance obligations.	100% overall target; meeting all statutory compliance requirements.
Financial commitments	We need to remain a strong and financially viable organisation and achieve our financial covenants.	We meet all our financial covenants.





 0300 561 1111    [www.irwellvalley.co.uk](http://www.irwellvalley.co.uk)    [contact@irwellvalley.co.uk](mailto:contact@irwellvalley.co.uk)

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