

The MSV Way

2024 - 2027



msv



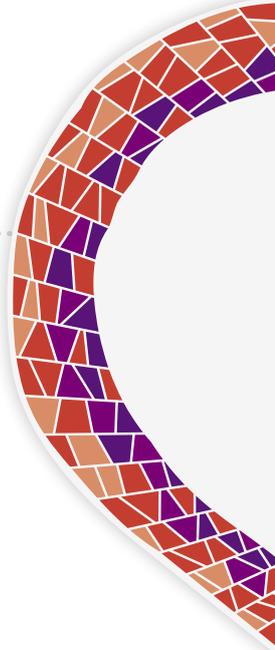
OUR VISION...

Places where

EVERYONE

can flourish





A BELTIN' GOOD PLAN

For the next three years...

Welcome to the MSV Way, our business strategy for next three years.

Our plans are ambitious and sets out our clear intentions to put customers first, provide homes people can be proud of and work in partnership within the community, focusing on:

- Reliable services, doing things **BETTER** and **DIFFERENTLY**
- **HIGH QUALITY, HEALTHY** homes for **ALL**
- **FAIR AND FRIENDLY** services through a **STRONG** transparent business and **A BIG HEART**

THANK YOU to everyone who helped shape our plan for the future - our customers, customer committee, scrutiny panel, Board, colleagues and partners.

We are chuffed to bring you this exciting new plan and roadmap, which we will be living and breathing for the next 3 years.



Come on in!
you are very...



HOME is where the HEART is!



Our promise to customers

- ★ **Healthy** homes
- ★ **Fair and friendly** services



Our values

- ★ Do the **decent thing**
- ★ Be **customer focused**
- ★ Be **open and transparent**
- ★ Be **accountable**
- ★ Be **inclusive**
- ★ Be **kind**

Where we've come from

MSV sprung to life in the 1960's as Mosscares and St Vincent's, coming together in 2017 as MSV Housing.

We are one of the original *Cathy Come Home* organisations, building much needed new homes and tackling inequality with a firm belief in fairness, justice and access to opportunity. We were part of the housing revolution in the 60's and we have **built on this ever since**, respecting our heritage and developing our ambitions to do even more. The need for more homes, greater opportunities and breaking down barriers to equality are just as prevalent today and **we are determined to play our part.**

We have progressed over the last 60 years and now manage around 9,000 homes across the North.

Our part of the world, and particularly Manchester, is known for innovation; and as **we are a proper northern business**, we seek to do things differently, and better - honouring the past whilst innovating for the future.

Our vision

Places where **everyone** can flourish

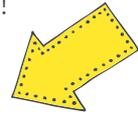
MSV is an ethical and responsible business.

We are regulated by the Regulator of Social Housing.

Our THREE Priorities



Our Three Priorities are **so important to us**, we stuck 'em in our logo!



PEOPLE

- **Excellent customer experience**, first time, all the time - sorted!
- A truly **inclusive and diverse** environment
- Professional people - always learning and everyone **the best they can be**

PLACE

- **Warm, healthy, safe and affordable homes** to start well, live well and age well
- **Investing in existing and new homes** that people feel proud to live in
- **Partnerships** for the good of our customers and communities

PERFORMANCE

- **A great business** - financially strong, well governed and assured
- **High performing** 'team of teams'
- **Doing things differently** - systems, insight and data for purpose



OUR PEOPLE PRIORITY...

sets out how we will completely reinvent our offer. It's about **customers influencing all that we do** and making their lives easier by providing the right services with the right levels of support.

We've found new and better ways to hold conversations with customers and are making our communications more responsive and even friendlier. We are simplifying our processes so customers can get **straight to the heart of the matter** and opening up by being even more transparent and accountable.



OUR PLACE PRIORITY...

focuses on **providing homes MSV customers can feel proud of**. Customers say, "a safe, warm and secure space which promotes good health and wellbeing" shouldn't be too much to ask - somewhere to start well, live well and age well.

We will also continue to build new properties to **help tackle the ever growing shortage of quality homes in the North**. Our homes will be attractive, sustainable and importantly affordable; meeting the needs of young people and first time buyers, families, people with particular needs and those in retirement.

Our neighbourhood colleagues, who are **out and about** and our hubs will continue to **provide a vital link** with customers.



OUR PERFORMANCE PRIORITY...

recognises that the road to revolutionising customer experience lies in reliable and relevant data and meaningful customer insight, working alongside local knowledge of neighbourhoods and communities.

The more we know about our customers and their needs and how this links to their home, the better we can deliver services and drive-up satisfaction.

We will collect bang up-to-date data to develop and mould targeted services.



But we will also focus on our new digital strategy, making best use of the latest technology and exploring new ways that customers can easily access our services – our plan is to co-design this in the first year of this 3 year plan.

We can only do all the things we want to do though if we have a **strong financially viable business** which means 'every penny and every person counts'. We'll watch what we spend, work transparently with our customers and get the most from our people.



PEOPLE



Our number one priority has always been - and remains - keeping people safe in their homes and places.

Specific Actions:

Excellent customer experience, first time, all the time

- **We'll listen up!** Make sure customers are heard and that their lived experiences shape and influence our services
- **Make it easy** for customers to contact us, however they wish including best use of technology
- **Customer scrutiny** will flow through our work and teams
- We'll support customers by **investing** in tenancy sustainment, financial resilience and specialist support
- Improve our **use of data** and insight to anticipate customer needs, preferences and tailored services
- **Support young people**, making sure we achieve value for our partners while delivering Ofsted's requirements



- Establish **new strategies** and a defined offer for *Customer Experience and Customer Voice*
- A strong and **visible local presence** with named points of contact and local hubs

A truly inclusive and diverse environment

- Services which reflect and **value diverse communities**
- **A diverse and inclusive** workplace and culture
- Work proactively with communities and partners to **champion** equality, diversity and inclusion
- Deliver on the new **Equality, Diversity and Inclusion Strategy**





Empowered, competent, capable colleagues – everyone the best they can be

- **A culture** where people are valued, feel safe, engaged and empowered to perform and deliver excellent customer service
- A learning culture where our people can **develop and flourish** and can raise any problems without fear
- Attract and retain **the best people** from a diverse talent pool
- Promote and support the **health and wellbeing** of colleagues
- Deliver our new **People Strategy**



How we will measure success:

- Our strategies for **People and Culture**
- The **Consumer Standards and Tenant Satisfaction Measures** will provide a great framework for us to measure against and we have a 3 year plan to move to top quartile performance
- Our **Customer Voice Strategy** and plans – based on communication, relationships, insight and action
- Using actual feedback from conversations with customers and our scrutiny panel to shape a **'You Said, We Did'** approach
- Our Board, committees and workforce will **reflect the communities they serve**, bringing in lived-experience and local knowledge, allowing them to challenge performance – with targets in place to achieve this



PLACE

Specific Actions:

Warm, healthy, safe and affordable homes to start well, live well and age well

- Properties that are **safe, secure and fully compliant** with all building safety requirements
- Homes that are **energy efficient, warm and as affordable** as possible
- Homes **free from hazards** such as damp and mould
- **A value for money repairs service**, ensuring homes are maintained to a high standard
- **Ethical disposal** of homes that cannot meet the standards we have set within our strategies

New homes that people feel proud to live in

- Support the delivery of national plans for a **long term housing strategy** and local housing plans e.g. *Places for Everyone* in Greater Manchester
- Build **200** new sustainable homes a year and **1,457** new homes by 2029-30
- Deliver our ambitious new plans with *Manchester City Council* on the **Reno regeneration site**
- Provide a **mix of homes** of different sizes and types to meet local need, including affordable, specialist and homeownership
- Build all new homes to **meet sustainability standards** – warm, efficient and with no gas boilers
- Deliver our new **Growth Strategy**, clearly defining where, what and how we will build or acquire new homes





Promote strong partnerships

- Collaborate with our partners with a clear focus on **supporting everyone to flourish**
- Create skills and employment opportunities through our **Positive Futures programme**
- **Work with partners** to support, invest and maximise community capacity
- Promote activities that create cohesion and **safe places to live**
- Work in partnership with local authorities in Greater Manchester and across the North to **help improve outcomes** for people
- Our contractors and partners will **share our values and help deliver the MSV Way** through training and signing up to our standards and values. We have a clear plan in place for this

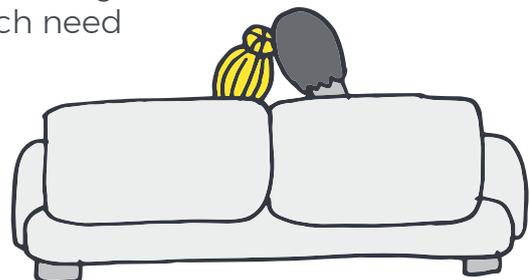
Neighbourhoods

- We will use our **'boots on the ground'** approach to neighbourhood services, where our colleagues know our customers, and are a friendly face in their community
- Our hubs will provide a **welcoming space** for customers to drop in – either to talk to us or get together with each other



How we will measure success:

- We will work with *Homes England, Greater Manchester Combined Authority* and our Local Authority partners to meet our target to **build homes**
- We will ask our customers if we are providing them with a place they **can feel proud** of and act on their feedback
- We will **align investment priorities** with accurate, up-to-date and ongoing stock condition data and the financial business plan
- We will achieve a minimum of **SAP C** on all homes by 2030 (currently 87% of all homes meet the standard) and moving towards **net zero MSV Fabric-First approach**, building on the learning from the *Cosy Home*, by 2050.
- **Investment plans** over the next 3 years, including our pre-1919 properties and schemes which need modernisation. We will have an investment plan for **every home**
- **Deliver** on our new *Growth Strategy, Environmental Strategy, Neighbourhood Strategy and Asset Strategy*



PERFORMANCE

Specific Actions:

A great business - financially strong, well governed and assured

- **Financially strong and resilient**, with solid long-term viability
- **Excellent standards** of governance which meet all statutory and regulatory requirements
- **Manage risk well**, guarding against threats to the business and our customers, such as cyber attacks, financial risks and keeping people safe
- Efficient, cost effective, and **always looking for better ways of operating**, whilst still delivering a quality service





High performing team of teams

- Delivering our new **Project Management approach**
- **Improve and monitor performance** to achieve top quartile performance by year 3 of the plan (see separate performance strategy)
- Meet all new **Consumer Standards**
- Create and embed a **High Performing teams' framework**

Doing things differently - systems, insight and data for purpose

- Enhance the governance, management and quality of data to facilitate **better decision making** and insights
- **Invest wisely** and for the benefit of customers, now and in the future
- Develop and implement our procurement strategy to **drive social value** for customers and communities
- **Update and develop** IT systems to reduce the risk of cyber-attacks
- **Maximise partnerships** for the good of our customers

- **Use our influence and voice in the housing sector** to strengthen our relationships with local and national government and other policy makers
- **Ensure transparency** at all times to help customers understand our processes, for example in setting service charges

How we will measure success:

- Delivery of our budget, **30 year business plan** and meeting the covenants set by funders
- We will implement and monitor **recommendations** from our *Board, Audit and Customer and Communities Committee* and our regulators
- We will **move into the top quartile** for local benchmarking by 2027 across a defined range of metrics, including *Tenant Satisfaction Measures*



Our 3 year targets against the Tenant Satisfaction Measures

Taken from Housemark benchmarking half year results.

Year 1
we want to achieve
2nd quartile
nationally if not there already

Year 2
we want to achieve
1st quartile
nationally if not there already

Year 2
we want to achieve
1st quartile
locally if not there already*

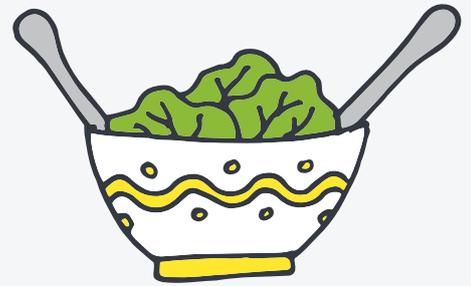


* (Northern housing providers with less than 10,000 homes)



Behaviours that uphold our Values

(what customers have told us)



DO THE DECENT THING

- **We say** what we'll do - then do it!
- **We listen**, understand and are empowered to make the right decisions
- **We work** with people to find solutions and better ways to do things

BE CUSTOMER FOCUSED

- **We use** insight to create and deliver our services
- We always **put customers first**
- **We keep** our promises

BE OPEN AND TRANSPARENT

- **We tell it how it is**
- **We act** with integrity
- **We actively encourage** challenge



Our values

- ★ Do the **decent thing**
- ★ Be **customer focused**
- ★ Be **open and transparent**
- ★ Be **accountable**
- ★ Be **inclusive**
- ★ Be **kind**

BE ACCOUNTABLE

- **We own** it
- **We deliver** results
- **We think** about the implications of our actions

BE INCLUSIVE

- **We celebrate** and draw strength from our differences
- **We actively respond** together to tackle all forms of hate and discrimination and consciously adapt our behaviours to address our own biases
- **We listen** and are open to different viewpoints

BE KIND

- **We are compassionate** and empathetic
- **We focus** on respect
- **We deal** with difficult issues sooner rather than later

