



# Independent Living Strategy

**April 2026 to March 2029**

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## Purpose of Strategy

This strategy sets out how Mosscafe St Vincent’s Housing Group (MSV) will transform and future-proof Independent Living services over the next three years. It ensures services remain responsive to customer insight, resilient to external pressures, and aligned with regulatory change.

By 2029, MSV Independent Living will:

- Deliver outcome-focused services shaped by customer insight and enhanced wellbeing outcomes
- Enable ageing-in-place pathways with flexible housing choices and intergenerational models that bring different age groups together, reduce isolation, and create supportive, mixed-age communities where older residents can remain independent for longer.
- Build the capacity of a skilled, resilient workforce equipped with trauma-informed practice and digital skills
- Expand digital inclusion and strengthen community connectedness across all service strands
- Align assets and service design to maximise impact, respond to local demand, and targeted growth through new schemes
- Ensure all Independent Living services, new schemes, and partnership arrangements deliver clear value for money for both MSV and customers, supported by transparent costs and measurable outcomes.
- Lead on regulatory compliance with continuous review, assurance, and readiness for future reforms

## Vision

Independent Living at MSV is about more than just providing homes — it is about creating vibrant, inclusive communities where every individual feels safe, valued, and empowered. We are committed to designing future-proofed places and services that enable our customers to thrive with dignity, choice, and independence, while fostering connection, wellbeing, and opportunity for all.



This Independent Living Strategy is aligned with *The MSV Way 2024–2027*, our three-year corporate plan that sets out how we put customers first, provide homes people can be proud of, and work in partnership with communities. Embedding the MSV Way ensures that Independent Living services are delivered consistently with our organisational values and ambitions.

## Introduction

The Independent Living (IL) Strategy 2026–2029 sets out MSV’s vision and priorities for delivering high-quality, inclusive, and future-proofed Independent Living services. It aligns with MSV’s broader ambitions in asset management, growth, and customer experience and wellbeing, and reflects our values of *Healthy Homes* and *Fair and Friendly Service*.

Independent Living is central to MSV’s mission of enabling people to live with dignity, choice, and independence. It represents a substantial part of MSV’s overall housing portfolio, making up over 16% of our housing provision.

Our IL services are grouped into three core areas:



This strategy defines MSV’s Independent Living offer, addresses current gaps, and responds to national and local drivers. It is shaped by customer and stakeholder feedback, ensuring services remain relevant, responsive, and inclusive.

## Strategic Context

**National and Regulatory Drivers** The landscape is shaped by the Social Housing (Regulation) Act 2023, Tenant Satisfaction Measures, the Supported Housing Oversight Act, Ofsted requirements, and new obligations under Awaab’s Law and

Building Safety legislation. Together these frameworks strengthen compliance, accountability, and the expectation of higher standards across supported housing services.

**Financial Pressures** Funding volatility, cost of living impacts, and evolving commissioning models continue to place pressure on budgets, requiring efficiency, innovation, and clear demonstration of value for money in all service delivery. This reinforces the need for all Independent Living services, partnerships, and new accommodation models to demonstrate strong value for money, cost-effectiveness, and clear customer benefit.

**Workforce Challenges** Recruitment and retention remain difficult, with a need to embed trauma-informed practice and ensure resilient frontline services. Sustained investment in staff training and development is vital to build a skilled, confident workforce, supporting service quality, resilience, and long-term retention.

**Digital Transformation** Digital inclusion is a priority, with investment needed to tackle exclusion, improve access to services, and ensure ethical and secure use of data to drive insight, accountability, and better customer outcomes.

**Local and Regional Strategies** Alignment with Greater Manchester and other key operational areas in Lancashire and West Yorkshire is critical. This includes delivering on the Care Leavers Covenant, supporting local housing strategies, advancing Ageing Well initiatives, and meeting health and social care priorities in line with Safeguarding Adults Board requirements. Our membership of the Greater Manchester Complex Needs group further strengthens this alignment and supports collaborative responses to regional priorities.

**Internal Insights** Internal drivers include stock condition, customer segmentation, and strengthening partner relationships, underpinned by robust risk and governance frameworks reported through our governance structures to ensure compliance, resilience, and accountability across the organisation.

**Alignment with Growth and Asset Management Strategies** The Independent Living Strategy is closely aligned with MSV's Growth Strategy and Asset Management Strategy to ensure that service design, investment decisions and future development are fully integrated.

The Growth Strategy shapes the scale, location and type of future Independent Living provision, including specialist housing such as extra care, learning disability and later living schemes, aligned to local authority housing and commissioning priorities. Independent Living growth therefore supports MSV's ambition to deliver the right homes, in the right places, for customers with a wide range of support needs.

The Asset Management Strategy underpins the future-proofing of existing Independent Living schemes through informed investment, refurbishment, remodelling and option appraisal. This ensures homes remain safe, accessible, adaptable and compliant with building safety, quality and regulatory requirements over the lifetime of the strategy.

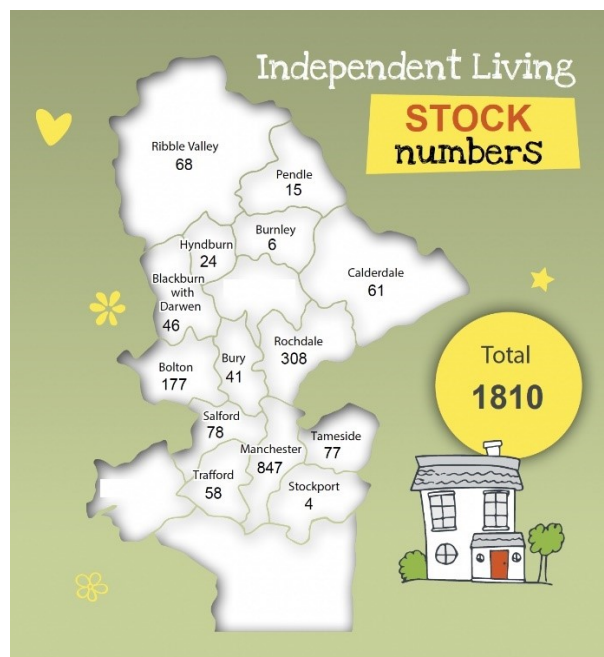
Appendix 3 provides an overview of the synergies between the Independent Living, Growth and Asset Management strategies.

## Looking Ahead

While these drivers reflect the current operating environment, MSV recognises that the housing and supported housing landscape is continually evolving. National policy, local priorities, and customer needs may change over the lifetime of this strategy. Our Independent Living approach is therefore designed to remain flexible, responsive, and resilient to future shifts.

## Independent Living Insight

Independent Living is a core part of MSV's supported housing offer, making up over 16% of housing provision. It supports a wide spectrum of customers — from older residents and care leavers to those with trauma, long-term support needs, or experiencing homelessness — delivered directly by MSV and in partnership with specialist providers and managing agents. This collaborative model ensures customers receive the right mix of housing, management, and support.



## What Customers Value

Consultation with customers and stakeholders highlighted consistent priorities:

- Safety and security
- Respect and inclusion
- Independence with support
- Community connectivity and belonging

- Digital confidence and access

Across all groups, people want secure homes, trusted support, and the ability to make their own choices.

## Consultation and Insights

Consultation has been wide-ranging, drawing on customer surveys with 140 responses (a 15.7% return rate), structured stakeholder engagement with providers, adult social care and commissioners, and ongoing monitoring through Tenant Satisfaction Measures (TSMs). Feedback confirmed strong alignment on key outcomes: promoting independence and wellbeing, safeguarding vulnerable residents, and strengthening community ties. At the same time, challenges were identified around workforce shortages, funding pressures, regulatory change, and gaps in pathways and provision. Stakeholders also emphasised the importance of embedding trauma-informed practice, ensuring affordability, advancing digital readiness, and building stronger community integration.

## Current Services and Gaps

While MSV delivers a strong Independent Living offer, several areas require further strengthening to meet evolving needs:

- **Accommodation quality and accessibility** — ensuring homes are safe, modern, and adaptable
- **Community safety and confidence** — Creating safer environments and building lasting trust within communities
- **Digital engagement and inclusion** — addressing barriers to digital access and literacy
- **Scheme suitability and geographic reach** — ensuring services are available where demand is greatest and aligned to emerging needs and MSV strategic priorities
- **Clarity of service offer and customer pathways** — making it easier for customers to understand and navigate Independent Living services. MSV will set out the end-to-end customer pathway, from initial enquiry and assessment through to ongoing support and future housing options, ensuring pathways are clear and accessible.
- **Value for money and partnership accountability** — ensuring all commissioned or partner-delivered services provide transparent costs, measurable outcomes, and clear benefit to customers and MSV.

These insights provide the foundation for MSV's Strategic Priorities. They highlight both the strengths of our Independent Living services and the areas where change is needed, ensuring the next stage of the strategy is firmly grounded in customer voice and evidence.

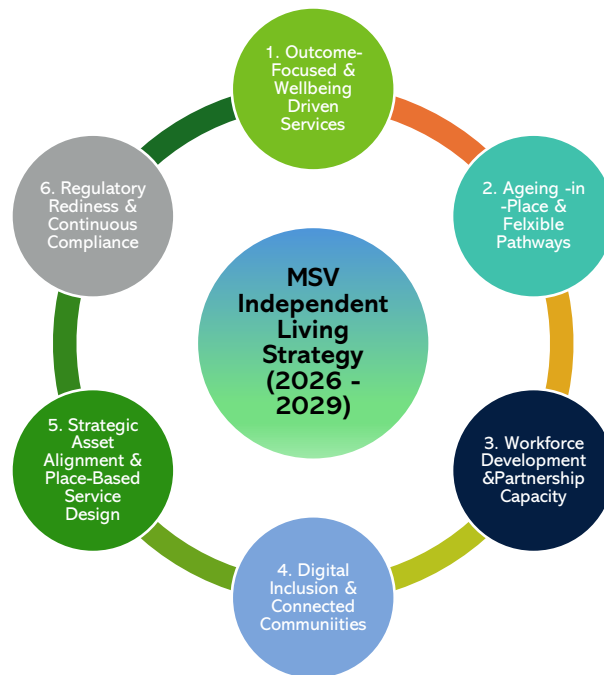
# SWOT Analysis

This SWOT analysis highlights MSV’s strong Independent Living foundation and opportunities to lead on compliance, ageing-in-place, and digital innovation. It also identifies workforce resilience, funding volatility, and regulatory risk as key challenges. These insights directly shape the six strategic priorities set out in this strategy, ensuring MSV remains responsive, resilient, and future-focused.

 <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Established Independent Living stock (16% of supported housing provision) with strong customer base</li> <li>• Clear vision and values: Healthy Homes, Fair and Friendly Service</li> <li>• Strong partnerships with support providers, managing agents, and local authorities</li> <li>• Customer consultation embedded (TSMs, surveys, stakeholder engagement)</li> <li>• Alignment with Greater Manchester strategies and national policy frameworks</li> <li>• Commitment to digitalisation and innovation (smart tech pilots, dashboards, AI exploration)</li> <li>• Synergy and strategic alignment with other core strategies e.g. Asset Management and Growth</li> <li>• Strong foundations for delivering cost-effective services and maximising social value.</li> </ul>	 <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Workforce recruitment and retention challenges, especially for trauma-informed practice</li> <li>• Funding volatility and reliance on external commissioning models</li> <li>• Gaps in geographic coverage and scheme suitability</li> <li>• Limited clarity of customer pathways across different Independent Living strands</li> <li>• Digital exclusion among customers, with varying levels of confidence and access</li> <li>• Lack of clarity and prioritisation of government policy and spending commitment.</li> </ul>
 <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Regulatory change creates chance to lead on compliance and quality</li> <li>• Growth potential through asset alignment, remodelling, and innovative housing models</li> <li>• Expansion of ageing-in-place pathways to meet demographic trends</li> <li>• Strengthening community integration and wellbeing partnerships</li> <li>• Leveraging digital inclusion initiatives to improve customer independence</li> <li>• Co-design with customers and stakeholders to build responsive, inclusive service models</li> <li>• strengthen VfM through smarter commissioning and clearer service specifications</li> </ul>	 <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Rising cost of living impacting affordability and service sustainability</li> <li>• Increasing complexity of customer needs</li> <li>• Regulatory burden and risk of non-compliance</li> <li>• Funding cuts or changes in commissioning priorities</li> <li>• Competition from other housing providers</li> <li>• Risk of reputational damage if safety, quality, or customer voice are not consistently delivered and maintained</li> <li>• Rising costs may reduce VfM unless services and partnerships are tightly monitored and performance-managed.</li> </ul>

# Strategic Priorities (2026–2029)

Building on customer insight, stakeholder consultation, and service gap analysis, MSV has identified six strategic priorities to shape the future of Independent Living. These priorities ensure services remain outcome-focused, resilient, and aligned to both customer aspirations and regulatory requirements.



## 1. Outcome-Focused and Wellbeing-Driven Services

- Embed customer voice and insight into service design and evaluation, ensuring services deliver what matters most to residents — safety, independence, respect, and wellbeing.
- Directly reflect customer feedback and Tenant Satisfaction Measures (TSMs) to drive continuous improvement in service provision.
- Ensure services demonstrate value for money through clear outcomes, transparent costs, and measurable customer benefit.

## 2. Ageing-in-Place and Flexible Pathways

- Develop clear pathways that enable older residents to remain independent in their homes for longer.
- Work in partnership to deliver key properties within the wider ageing-in-place agenda for Greater Manchester and beyond, offering choice and flexibility in housing pathways.
- Promote right-sizing options that support residents to move into homes better suited to their changing needs, enhancing wellbeing and independence.

### **3. Workforce Development and Partnership Capacity**

- Strengthen skills and capacity across MSV and partner organisations to meet rising complexity of needs.
- Focus on trauma-informed practice, safeguarding, and digital skills.
- Strengthen value for money by ensuring workforce structures, training investment, and partnership arrangements deliver efficient, high-quality services.

### **4. Digital Inclusion and Connected Communities**

- Review and expand digital inclusion initiatives — assess current investment to ensure customers have access to skills, devices, and connectivity, then broaden the offer based on findings to maximise reach and impact.
- Modernise service delivery through digital platforms and smart technology, improving efficiency, accessibility, and reducing isolation by strengthening community connectedness.
- Ensure clear, accessible communication standards so all customers — including those with low digital confidence or additional needs — can engage confidently and equitably.
- Maximise and leverage the use of assistive technology to enable people to live independently in their homes for longer.
- Maximise value for money by investing in digital tools and smart technology that reduce long-term costs and improve efficiency.

### **5. Strategic Asset Alignment & Place-Based Service Design**

- Review and streamline Independent Living schemes to ensure resources are targeted where demand and impact are greatest. Align Independent Living assets with MSV's Asset Management and Growth Strategies, using stock condition data, place-based needs and commissioning priorities to inform investment, refurbishment, remodelling and new development decisions.
- This strategy is aligned with MSV's Growth Strategy 2024, which sets a 10% target for specialist schemes within the overall development programme. This ensures Independent Living growth is balanced across the portfolio, while continuing to invest in later living, supported housing, and specialist schemes where demand and local authority priorities are strongest.
- Explore opportunities for new development, including Learning Disability provision and Extra Care schemes, explicitly linked to local authority strategies and regional priorities.
- Invest in refurbishment and modernisation to future-proof schemes, ensuring they remain safe, accessible, and adaptable to evolving customer needs.

### **6. Regulatory Readiness and Continuous Compliance**

- Ensure compliance with the Supported Housing Regulatory Oversight Act (one fully enacted), Ofsted regulation, TSMs, and other evolving frameworks.
- Build robust governance, data, and reporting systems, with annual compliance reviews to demonstrate quality, safety, and value for money.

## Summary

Together, these six priorities set out a clear roadmap for MSV's Independent Living services between 2026 and 2029. They respond directly to customer voice and stakeholder feedback, tackling challenges around safety, accessibility, digital inclusion, workforce capacity, and regulatory change. By embedding outcome-focused services, strengthening ageing-in-place pathways, investing in workforce development, driving digital inclusion, aligning assets with growth and place-based needs, and ensuring continuous compliance, MSV will deliver Independent Living that is resilient, inclusive, and future-focused — fully aligned with our aspiration to build safe, supportive, and thriving communities.

## Evaluation and Measuring Success

- Annual review to the Customer and Communities Committee
- Tenant Satisfaction Measures (TSMs) for Independent Living
- Customer and colleague feedback
- Regulatory audit outcomes
- Staff wellbeing, retention and training outcomes

## Embedding Value for Money and Risk Assurance

Each of the objectives within the corporate plan and associated strategies are supported by a medium term financial business plan and inter-dependencies between core strategies and corporate cross cutting strategies. This is further supported by a link to the strategic risk framework and MSV's approach to achieving value for money.

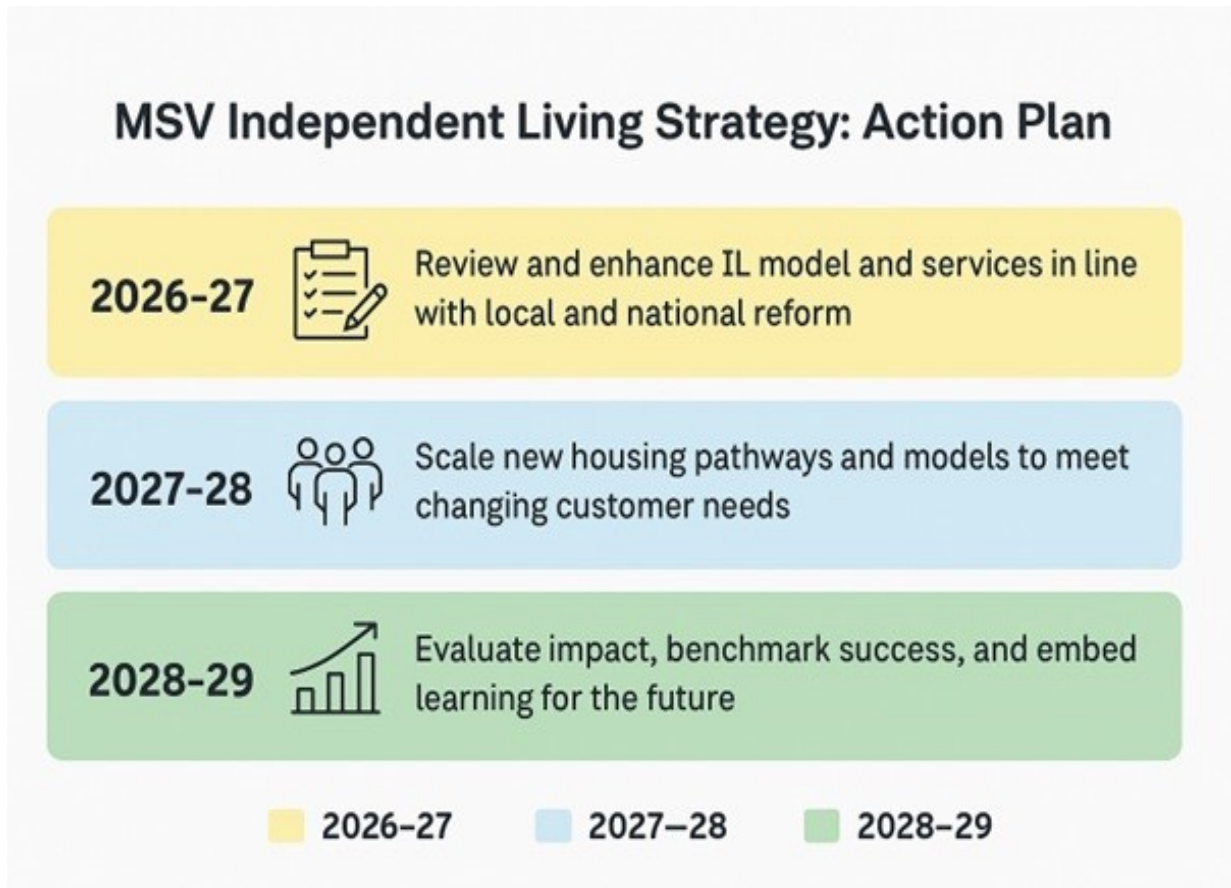
MSV measures itself against the Value for Money Metrics set out by the Regulator of Social Housing. Also, in line with the MSV Value for Money strategy, each strategy and business function has targets to make best use of social housing assets and resources available. Regular reporting will be presented to the Board on value for money in delivering this strategy, tested through customer voice, impact and influence, achievement of budgets, appropriate procurement and continuous performance improvement.

This strategy is also aligned with the Strategic Risk framework, setting out how it will be delivered and progress measured, ensuring risk mitigations are in place. This strategy is linked with key aspects of the current strategic risk register, which will be identified within each risk and strategy update report in this area, with triggers in place to signal any risk of non-delivery.

This will be supported by a small suite of Independent Living-specific value for money metrics, including rent collection performance and rent arrears, alongside contract values and capital grant rates, to strengthen transparency, oversight and long-term financial sustainability.

# Action Plan

The infographic below summarises the overarching focus of each year within the Action Plan. Full thematic breakdowns follow.



# MSV Independent Living Strategy: Action Plan (2026–2029)

Strategic Theme	2026–27 Actions	2027–28 Actions	2028–29 Actions	Lead	KPIs
<b>1. Outcome Focused &amp; Wellbeing Driven Services</b>	<ul style="list-style-type: none"> <li>• Audit specialised supported stock</li> <li>• Retender Manchester &amp; Blackburn Foyers</li> <li>• Update safeguarding policy</li> <li>• Co-design new IL schemes</li> <li>• Launch Staying Close (Manchester)</li> <li>• Embed GM Care Leavers Pledge</li> <li>• Begin embedding intergenerational principles into new scheme design</li> <li>• Strengthen early intervention and support approaches to improve rent collection and reduce rent arrears, recognising the links between income stability, wellbeing and tenancy sustainment.</li> </ul>	<ul style="list-style-type: none"> <li>• Embed Foyer outcomes</li> <li>• Track young people's outcomes</li> <li>• Review Later Living dispersed model</li> <li>• Continue embedding intergenerational design in new and existing schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate new scheme designs</li> <li>• Review tender contracts/extensions</li> <li>• Benchmark support standards</li> <li>• Evidence intergenerational outcomes</li> </ul>	Heads of Service & Service Leads	<ul style="list-style-type: none"> <li>• % compliance with Oversight Act; TSM improvement; safeguarding policy approved; Foyer KPIs; CAT 1 accommodation evaluation</li> <li>• GM care leavers outcomes</li> </ul>
<b>2. Ageing in Place &amp; Flexible Pathways</b>	<ul style="list-style-type: none"> <li>• Deliver GM ageing in place targets</li> <li>• Align Manchester Reno project</li> <li>• Relaunch IL pathways</li> <li>• Establish GM rightsizing group</li> <li>• Identify tripartite opportunities</li> <li>• Embed GM Healthy Homes pledges (M4(2), M4(3), wet rooms as standard)</li> <li>• Integrate intergenerational models into scheme planning</li> <li>• Progress Chorlton HAPPI, Mount Carmel Extra Care, Moss Side Reno HAPPI</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate dispersed support models</li> <li>• Pilot resident-led age-friendly scheme</li> <li>• Co-produce neighbourhood action plan</li> <li>• Continue delivery of GM Healthy Homes pledges</li> <li>• Continue intergenerational model development and testing</li> <li>• Continue delivery of HAPPI and Extra Care schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver GM ageing priorities</li> <li>• Expand flexible pathways</li> <li>• Scale resident-led pilot</li> <li>• Deliver Moss Side Reno intergenerational outcomes</li> <li>• Complete delivery of Healthy Homes pledges across schemes</li> </ul>	Head of Service / Later Living Lead	<ul style="list-style-type: none"> <li>• Pathway framework published; 1 pilot delivered; number of right size delivered in new scheme delivery; resident plan evaluated; Moss Side outcomes evidenced</li> </ul>

<b>3. Workforce Development &amp; Partnership Capacity</b>	<ul style="list-style-type: none"> <li>• Align workforce with retendered services</li> <li>• Evaluate trauma-informed training</li> <li>• Define workforce needs</li> <li>• Review structures for Oversight Act</li> <li>• Strengthen partner monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Oversight Act changes</li> <li>• Invest in digital &amp; AI skills</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce resilience review</li> <li>• Embed digital skills</li> </ul>	People & Talent / Service Leads	% staff completing training; resilience survey scores; retention rate; trauma-informed practice embedded
<b>4. Digital Inclusion &amp; Connected Communities</b>	<ul style="list-style-type: none"> <li>• Independent review of digital offer</li> <li>• Review sheltered WiFi investment</li> <li>• Upgrade WiFi Phase 1</li> <li>• Review Ofsted digital standards</li> <li>• Digitalise YP outcome data</li> <li>• Streamline audits via digital tools</li> <li>• Review smart tech options</li> </ul>	<ul style="list-style-type: none"> <li>• Implement digital review</li> <li>• Expand digital literacy programmes</li> <li>• Pilot smart tech</li> <li>• Upgrade WiFi Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade WiFi Phase 3</li> <li>• Evaluate digital pilots</li> <li>• Scale smart tech</li> </ul>	Service Leads & ICT	% schemes with WiFi; customer digital confidence scores; smart tech pilots scaled

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>5. Strategic Asset Alignment &amp; Place Based Design</b></p>	<ul style="list-style-type: none"> <li>• Rolling stock review</li> <li>• Investment/refurbishment per plans</li> <li>• Progress Salford Extra Care scheme</li> <li>• Bring on board new IL schemes including Homeless move on and Happi scheme during Y1</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilise LD schemes</li> <li>• Explore new YP opportunities</li> <li>• Identify LA housing needs</li> </ul> <p>Bring on board new Learning disability scheme in Stockport</p>	<ul style="list-style-type: none"> <li>• Continue Learning disability mobilisation</li> <li>• Extra Care launch</li> <li>• Refurbishment delivery</li> </ul>	<p>Asset Strategy / Development Growth / IL Leads</p>	<p>Asset strategy embedded; handovers completed; 2 LD schemes approved; Extra Care launched; % schemes refurbished</p> <p>200 units, are firm or at committee stage and will be delivered in line with local authority strategies</p> <p>Rent collection performance for Independent Living services monitored and reported annually, with clear targets agreed.</p> <p>Year-on-year reduction in Independent Living rent arrears.</p> <p>Annual reporting of Independent Living value for money measures covering rent arrears and rent collection, contract values, and supported housing grant rates.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>6. Regulatory Readiness &amp; Continuous Compliance</b></p>	<ul style="list-style-type: none"> <li>• Prepare for Oversight Act licensing</li> <li>• Embed quality assurance with partners</li> <li>• Prepare for Renters Reform</li> <li>• Ofsted inspection/response</li> <li>• Implement Awaab's Law</li> <li>• Achieve Foyer accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Oversight Act &amp; Renters Reform</li> <li>• Ensure Ofsted compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Embed compliance systems</li> <li>• Review regulatory impact</li> <li>• Maintain Foyer standards</li> </ul>	<p>Service Leads</p>	<p>100% licensed schemes that require licencing; quarterly compliance reviews; zero critical inspection failures</p>

## Related Documents

This Independent Living Strategy should be read alongside the following key documents and frameworks, which together provide the foundation for delivery, compliance, and alignment with MSV's wider organisational ambitions:

- The MSV Way 2024–2027 (or any subsequent replacement corporate strategy during the lifetime of this strategy)
- MSV Asset Management Strategy
- MSV Growth Strategy
- MSV Customer Voice Strategy 2024–2027 (or any subsequent replacement during the lifetime of this strategy)
- MSV Customer Experience Strategy 2024–2027 (or any subsequent replacement during the lifetime of this strategy)
- MSV Value for Money Strategy
- Safeguarding Policy
- ICT, Digital & Data Strategy
- Workforce Development & Training Plans
- National and Regulatory Frameworks and guidance
  - Social Housing (Regulation) Act 2023
  - Supported Housing (Regulatory Oversight) Act 2023
  - Competence and Conduct Standard
  - Tenant Satisfaction Measures (TSMs) guidance
  - Awaab's Law
  - Building Safety Act
  - Ofsted regulatory framework for young people's services
- Regional and Local Strategies:
  - Greater Manchester Ageing Well Strategy
  - Care Leavers Covenant
  - Local Authority Housing & Commissioning Strategies (Manchester, Lancashire, West Yorkshire)
  - Safeguarding Adults Board priorities

# Appendices

## Appendix 1 Equality Impact Assessment (EIA)

### EQUALITY IMPACT ASSESSMENT (EIA) Pro-forma

<b>Name of Strategy</b>	Independent Living Strategy
<b>Date of Assessment</b>	15/12/2025
<b>Name &amp; Role of Assessors</b>	Asif Iqbal, Director Independent Living
<b>What are the desired outcomes of the Strategy?</b>	<p>To transform and future-proof Independent Living services between 2026–2029.</p> <p>Ensure services are responsive to customer voice, resilient to external pressures, and aligned with regulatory change.</p> <p>Deliver safe, inclusive, outcome-focused housing and support that promotes independence, wellbeing, and community connectedness.</p>
<b>Who are the main stakeholders in relation to the function?</b>	<p>MSV customers, colleagues and Board.</p> <p>Local authorities and commissioners</p> <p>Specialist support providers and managing agents.</p> <p>Regulators (Regulator of Social Housing and Ofsted)</p>
<b>Who will be consulted and what types of consultation will be carried out?</b>	<p>Customers: Surveys, Tenant Satisfaction Measures (TSMs)</p> <p>Stakeholders: survey</p> <p>Colleagues: Independent Team heads of service and leaders, senior leadership feedback, Executive Team</p> <p>Board strategy day feedback</p>
<b>Summarise any evidence considered</b>	<ul style="list-style-type: none"> <li>• Customer survey (140 responses, 15.7% return rate).</li> <li>• Tenant Satisfaction Measures (TSMs).</li> <li>• Stakeholder engagement with providers, adult social care, and commissioners.</li> <li>• National policy frameworks: Social Housing Regulation Act, Supported Housing Oversight Act, Awaab’s Law, Building Safety Act, Ofsted requirements.</li> <li>• Regional strategies: Greater Manchester Ageing Well, Care Leavers Covenant, local housing strategies.</li> </ul>

Could the function have a differential impact on:		What evidence exists to support your analysis?
	<b>Yes / No</b>	
<b>Race</b> Consider language and cultural factors	Yes	language and cultural factors may affect access and engagement.
<b>Gender reassignment</b> Consider people proposing to or have undergone a process of having their sex reassigned.	Yes	services must be inclusive and respectful of gender identity.
<b>Disability</b> Consider physical, visual, aural impairment, mental, learning difficulties	Yes	physical accessibility, digital inclusion, and trauma-informed practice are central.
<b>Age</b> Consider Elderly or young people	Yes	strategy explicitly addresses older residents and young people (care leavers, foyers).
<b>Sexuality</b> Either know or perceived	Yes	commitment to respect and inclusion applies to LGBTQ+ customers.
<b>Gender</b>	Yes	services must be equitable and sensitive to gendered experiences of housing/support.
<b>Religion or belief</b> Consider religious or cultural observance including non-belief, practices of worship	Yes	cultural observance and practices of worship may affect housing and community design.
<b>Other protected or vulnerable characteristics:</b> <ul style="list-style-type: none"> <li>• marriage or civil partnerships</li> <li>• pregnancy or maternity?</li> </ul>	Yes	pregnancy/maternity, marriage/civil partnerships may affect housing needs.
<p><b>If the answer is NO to <u>all</u> questions and no differential treatment has been found there is no requirement for a full Equality Impact Assessment. Please go back regularly and review the cycle.</b></p> <p><b>If the answer is YES to any of the questions please complete the rest of the form.</b></p>		
<b>In what areas could the differential identified be considered to have an adverse impact in this function and what solutions will be introduced to overcome these adverse impacts?</b>	<p>Language barriers → Provide accessible communication standards, translation, and alternative formats.</p> <p>Digital exclusion → Expand digital inclusion initiatives, offer non-digital communication routes.</p>	

	<p>Accessibility gaps → Invest in refurbishment and modernisation to ensure homes are safe, adaptable, and inclusive.</p> <p>Workforce awareness → Embed trauma-informed practice and equality training.</p>
<p><b>In what areas could the differential identified be considered a positive impact in this function and what strategies will be introduced to safeguard and spread these positive impacts?</b></p>	<p>Ageing in place pathways → Positive impact for older residents, enabling independence and wellbeing.</p> <p>Care leavers pledge → Positive impact for young people, supporting transition to independence.</p> <p>Trauma-informed practice → Positive impact for vulnerable customers, improving trust and resilience.</p> <p>Digital inclusion → Positive impact for customers with low confidence, reducing isolation and increasing independence.</p>
<p><b>Which Action Plans have these solutions/strategies been transferred into?</b></p>	<p>Independent Living Strategy Action Plan (2026–2029).</p> <p>Workforce Development &amp; Training Plans.</p> <p>Safeguarding Policy.</p>
<p><b>Who will be responsible for monitoring these Action Plans?</b></p>	<p>Heads of Service &amp; Service Leads – operational delivery.</p> <p>People &amp; Talent Team – workforce development and training.</p> <p>Customer &amp; Communities Committee – annual review and oversight.</p> <p>Board &amp; Executive Team – strategic assurance and compliance.</p>

**Ratified by: Board    Date: 18<sup>th</sup> Feb 2026**

(Highlight as appropriate)

## Appendix 2 Glossary of Acronyms & Key Terms

- **IL** – Independent Living
- **MSV** – Mosscares St Vincent’s Housing Group
- **TSM** – Tenant Satisfaction Measures (nationally mandated performance indicators for social housing providers)
- **GM** – Greater Manchester
- **EIA** – Equality Impact Assessment
- **Oversight Act** – Supported Housing (Regulatory Oversight) Act 2023
- **Ofsted** – Office for Standards in Education, Children’s Services and Skills (regulator for young people’s services)
- **Awaab’s Law** – A new housing law in England requiring social landlords to investigate and fix reported damp, mould, and other serious housing hazards within strict timeframes to protect tenants’ health and safety.
- **Later Living** – MSV housing and support offer for older residents
- **Younger Living** – MSV housing and support offer for care leavers, foyer residents, and young people
- **Supported Living** – MSV housing and support offer for customers with long-term or complex support needs
- **CAT 1** – Category 1 accommodation that is more independent but has element of mobile monitoring to assist customers
- **HAPPI** – Housing our Ageing Population Panel for Innovation (design principles for age-friendly housing)

## Appendix 3 MSV Specialist Housing Strategic Overview

This appendix provides a summary overview of the links between the Independent Living, Growth and Asset Management strategies and outlines the main areas of synergy between the three core strategies in respect of operational service delivery, growth and asset management.

### 1. Geography of our portfolio

Local Authority	Older persons	Supported housing	Total	LA%
Manchester	282	306	588	42.49%
Stockport		5	5	0.36%
Rochdale	120	164	284	20.52%
Bolton	133	33	166	11.99%
Ribble Valley	48	4	52	3.76%
Trafford		19	19	1.37%
Tameside	8	66	74	5.35%
Salford	71	4	75	5.42%
LA's with less than 200 units	16	105	121	8.74%
<b>Grand Total</b>	<b>678</b>	<b>706</b>	<b>1384</b>	<b>100.00%</b>
<b>Management type %</b>	<b>7.48%</b>	<b>7.79%</b>	<b>15.27%</b>	

The MSV Supported housing portfolio is similarly spread across our geography but with even more pronounced cluster in just a few local authority areas, namely Manchester, Rochdale and Bolton which alone represent 75% of our room spaces. The Supported Housing portfolio in Manchester is broadly in line with the general needs stock proportion with higher numbers in Rochdale and Bolton and far lower in Stockport.

### 2. Supported Housing & Later Living “Health Check”

To understand the performance and long term viability of this diverse portfolio, we have developed a structured assessment framework built around three thematic performance data sets:

#### 1. Care and Support (Management)

2. Asset Management
3. Financial performance.

These ratings provide a clear framework to support decision making across the Independent Living Strategy and Asset Strategy, ensuring that intervention, investment and potential disposal decisions are grounded in transparent and consistent evidence. This exercise also provides a mechanism for identifying properties requiring targeted interventions such as tenure change, Investment works and renegotiation of care contracts as well as disposal.

The following table sets out the findings of the review:

RAG	Overall Score Range	No. of Schemes	No. of Units	% of Portfolio (Scheme/Unit)
Red	12-29	33	89	15.35%/5.06%
Amber	15-18	19	383	8.84%/21.76%
Green	6-14	163	1288	75.81%/73.18%

33 schemes were identified as having an overall Red RAG rating, signaling they require an option appraisal to be undertaken to establish the right intervention to rectify this. Collectively, these schemes account for 89 units, representing a small proportion of the overall portfolio but highlighting concentrated areas of risk. These schemes typically score poorly due to limited economies of scale, higher management and maintenance costs per unit, and challenges in achieving sustainable long-term viability.

Several of these properties also fall within MSV's disposal areas, with the data showing that over half of the red-rated schemes are already flagged for potential disposal due to their location. This cohort of properties will undergo option appraisals in 2026/27 with recommendations for interventions channeled through the Growth and Investment Committee.

### 3. Development of New Supported and Specialist Housing

A core part of MSVs purpose is to provide housing for those persons in our communities that are in most need of specialist accommodation and as a response to

demand driven by an ageing population. Specific areas of continued investment and development of existing expertise will be:

**Later living accommodation** – MSV will continue to consider opportunities for rent for persons in later life. This will include specialist accommodation such as Extra Care and schemes supporting the HAPPI principals as well as bungalows incorporated into general needs and shared ownership developments. In very specific circumstances and where the market evidence strongly supports the case, MSV may consider a small number of units for sales in this type of development. MSV will look particularly favourably on such developments where their new scheme will replace or compliment an existing MSV later living scheme which requires modernisation and / or provides the ability to move customers out of an existing MSV facility to support the outcome of an options appraisal.

**Young Persons Accommodation** - MSV owns and manages a significant portfolio of young person's accommodation, which includes housing provision for U18's. We are now Ofsted regulated and received the highest rating at our recent Ofsted inspection in early 2026. As a business we are trusted partners and have developed a strong specialism in delivering these services over many years, which we consider to be part of our core purpose. MSV will therefore continue to provide accommodation of this type where the right partnership exists with the sponsoring local authority. This will include the potential exploration of new opportunities subject to the relevant feasibility criteria.

It is our intention to drive up the quality of the specialist housing we provide, not to reduce the amount of it we have in absolute numbers. As such alongside a process of review of our existing schemes which is likely to result in decisions to exit some of these arrangements, we intend to continue to build new high quality specialist housing that meets some of the current need.

**Growth target** – It is our target to deliver circa 10% of our development programme as supported housing, with priority being given to developments located in local authority areas where we have the strongest commissioning relationships and for schemes where we have a specialism of providing the type of support under consideration. The table below sets out these priorities and is broadly based on existing partnerships and current areas of operation.

Local Authority	Customer Group					
	Older Persons - Extra Care/Happi	Younger Persons	Learning Disabilities/Autism	Homeless	Domestic Violence	Mental Health
Manchester	Yes	Yes	Yes	No	No	No
Bolton	Yes		Yes			
Salford	Yes					
Bury	Yes		No			
Trafford		Yes				
Stockport			No			
Tameside						
Rochdale	Yes		No	No		
Oldham						
Wigan						

As we will be exiting some of existing specialist housing arrangements as an outcome of our specialist housing review, the number of new homes we provide may flex above the proposed 10% cap in recognition that absolute numbers of specialist homes we provide will begin to fall along with a reduction in the overall risk profile of the portfolio as we address the properties of greatest concern. The proposal is therefore a new build programme that equates to either 10% of new build programme, or “no net gain” on this figure where the specialist disposals programme exceeds the 10% cap.

This dual approach of rationalisation of more problematic older assets and development of new accommodation tailored to current standards and needs allows us to continue to provide new much needed specialist accommodation, whilst reducing our risk profile and not increasing our overall exposure to this tenure type as percentage of our portfolio as a whole.

So for example, our current pipeline of proposed specialist housing for redevelopment currently stands at circa 231 homes which is 12.2% of our overall programme.

% Specialist Housing of current Dev Prog	No. of new homes	% of programme
Complete	20	1.1%
Plus on site	119	6.3%
Plus G2 Approved	219	11.5%
Plus pipeline	231	12.2%

If however, we consider the net impact of this programme on our portfolio as a whole when we account for specialist housing disposals, (which have either already taken place, and planned or are likely as a result of the above review,) the impact of the same programme is as follows.

<b>% Specialist Housing - Less complete, in process and planned disposals</b>	<b>Net Growth less disposals</b>	<b>% of programme</b>
Complete	-29	-1.5%
Plus on site	51	2.7%
Plus G2 Approved	121	6.4%
Plus pipeline	44	2.3%