



Investing in People, Planet and Place...



MSV is a longstanding diverse housing group, working nationally, regionally and with a local focus.

We are a **community anchor** in many neighbourhoods across the region, a proud member of Place Shapers and key partner in Greater Manchester, with the GM Housing Providers and other partners

We invest in **people** and **places**.



- **Value** and encourage 'being kind'
- **Are** a 'go to' organisation, providing affordable homes for people
- **Help** people with work and life opportunities
- **Focus** on partnerships – we do the decent thing with a personal touch

- **Genuinely** focus on people
- **Offer** a broad range of homes and support, including specialist homes for a diverse customer-base
- **Embrace** equality and inclusion
- **Are** local and regional with a national reputation

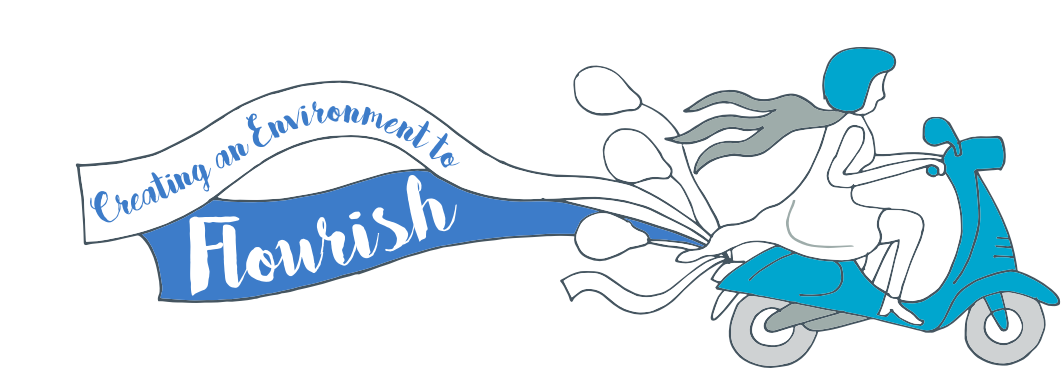


Phase 1 - Recovery

This stage will focus on **phasing back in services and adapting to a COVID-19 safe working environment**, along with dealing with the financial impact and anticipated recession/fiscal shocks.

Phase 2 - Re-imagining

This stage will focus on **rebuilding and recalibrating our customer offer**, dealing with mental health, homelessness and inequalities and the future ways of working. This will be blended with existing plans to do the basics well.



Our **Key Objectives** remain the same...



Phase 3 - Resilience

This stage will focus on **longer-term business strength**, implementation of key strategic plans and on community and individual resilience. A key component will be the refinancing, group structure review project aiming to create new capacity to do more in the long term and our partnership work in Greater Manchester and beyond.



THE MSV WAY

Our business is based on the values we hold dear to our heart.

We will always...

- ★ Do the decent thing!
- ★ Be flexible, open and transparent
- ★ Trust people and take personal responsibility
- ★ Focus on our customers
- ★ Work inclusively
- ★ Be kind



Our priorities now...

Phase 1 - Recovery

Covid 19 has traced the lines of entrenched inequality in UK society and unfortunately, we are now facing a worldwide recession, unemployment levels not seen for decades, increased poverty and an unfair and disproportionate impact on BAME communities, older people, those with underlying health conditions, families and young people. This is a once in a generation opportunity to act - it is vital that we pull together with our communities and stakeholders to put people first. We will work to ensure:

- we fully embrace our diversity and approach to **equality** and **inclusion**
- we stimulate a **greener, low carbon** and more **sustainable recovery**
- that communities **bounce forward** and a renewed focus on kindness and compassion
- there is no return to **rough sleeping**
- **incomes and livelihoods** are protected or rebuilt
- there is greater **health and wellbeing** and access to opportunity
- we improve **mental health** and less isolation and loneliness
- we invest in **safe and secure homes** and **communities**
- there is more integration of **health and social care**
- we work in a counter cyclical way to build a new generation of **social homes** people desperately need, including more specialist supported homes
- there is better access to **digital services** and connecting with people
- we secure the **wellbeing** of future generations – with a particular focus on opportunities for young people
- **flexible futures** in the way we work
- we promote **peace and harmony**
- we are **flexible** and fleet of foot in responding to **societal challenges**, fiscal events and possible further waves of the pandemic until a vaccine or treatment is in place.
- we **get the basics right** and do them well to ensure our **business is strong** and services are fit for purpose.



Our priorities over the next two years...

Phase 2 - Re-imagining

When the world is in crisis, **kindness matters more than ever**. During the Covid Pandemic we have been struck by the kindness of human beings, the appreciation of the NHS, care workers, shopworkers and the front line.

MSV as an organisation has always had kindness and compassion at its heart and **promotes peace and harmony** within our communities in an increasingly difficult world. We want to inspire our colleagues, customers and communities to choose kindness, this is core to our priorities now and in the future.

Our new plan is based on the three themes of people, planet and place and will be our focus for the next 2 years. **Our purpose is to create an environment to flourish**. We want people to start well, live well and age well in our homes and communities.

As a community anchor we have delivered services and homes, including specialist homes to meet a range of complex needs for **over 50 years**.



We are committed to investing long term and we want everything we do to be sustainable.



Our **customers and colleagues** are at the heart of what we do. We want to understand our customers better so we can provide a more focused service which meets changing needs. We want to attract and retain talented colleagues who are engaged, share our values and want to make a positive difference. We also want to celebrate and strengthen our diversity.

We are socially and ethically responsible and committed to playing our part in reducing the impact of our homes and business operations on **climate change** by operating in a more sustainable way. It is vital we consider the needs of future generations and have set challenging targets to deliver energy efficiency, drive out fuel poverty and carbon reduction through our services and the way we behave. We need to continue to invest in healthy homes and neighbourhoods where people can flourish.

Our customers should expect to live in **homes and communities** that are warm, safe and secure and that a new generation of high quality, sustainable and genuinely affordable homes is developed to meet increasing demand. Everyone deserves a decent place to call home and to be treated with kindness and respect.

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Head this way to see our **specific priorities** for each phase

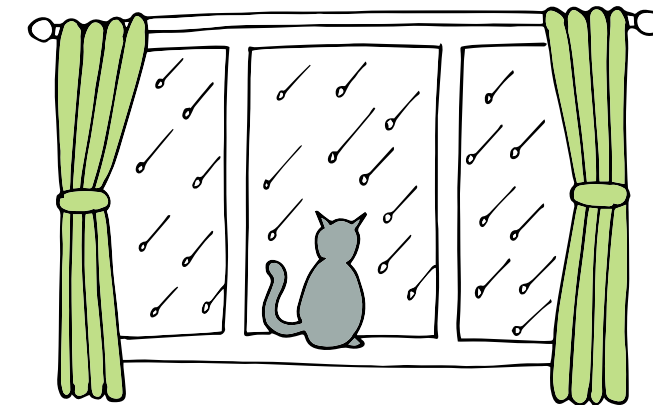
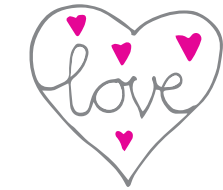




The MSV Way is our Strategic Corporate Plan covering the two year period, 2019 to 2021.

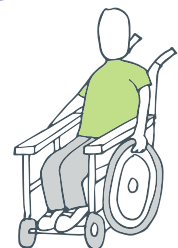
The plan has been shaped around three distinct themes:

- **People**
- **Planet** and
- **Place**



Our **Customers, Colleagues** and **Partners** have all contributed to the MSV Way.

Thank you



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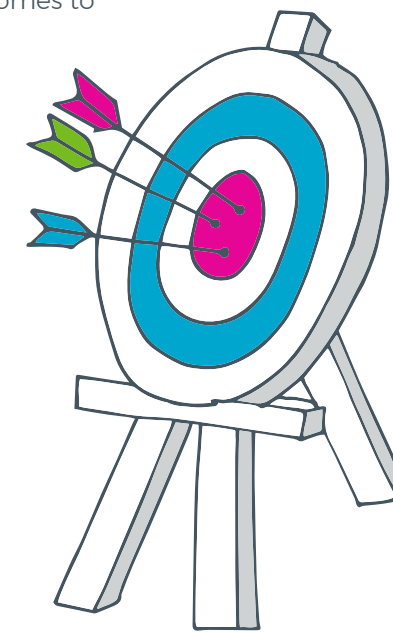
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#MSVPeople #MSVPlanet #MSVPlace

Our specific priorities

Phase 1 - Recovery

- **Continue** with our flexible response to support colleagues, customers and partners through the ongoing pandemic
- **Deliver** the 2021 Growth Programme
- **No return** to rough sleeping pledge with GM partners
- **Covid secure** working environments
- **Flexible** futures – the way we work
- **Finalise** our Investors in Diversity plan and tackle enduring equality
- **Enable** communities and voluntary organisations to recover
- **Engage** with customers to reduce bills with energy switch, behaviour change, smart meters- Target 500 customers p.a.
- **Launch** MSV Sustainability Strategy
- **Plans** complete to bring all our homes to EPC C with a Roadmap to B
- **Instruct** MSV Carbon Footprint Assessment
- **Deliver** a post COVID-19 repairs and compliance service
- **Commence** full Repairs review under 'Getting the Basics Right'
- **Elmswood Park** – Extra Care scheme completed
- **Asset** programmes – refocussed on roofing / external works, building safety & cyclical works
- **New** Funding facility to support investment plans
- **Continue** with the Back to Basics programme

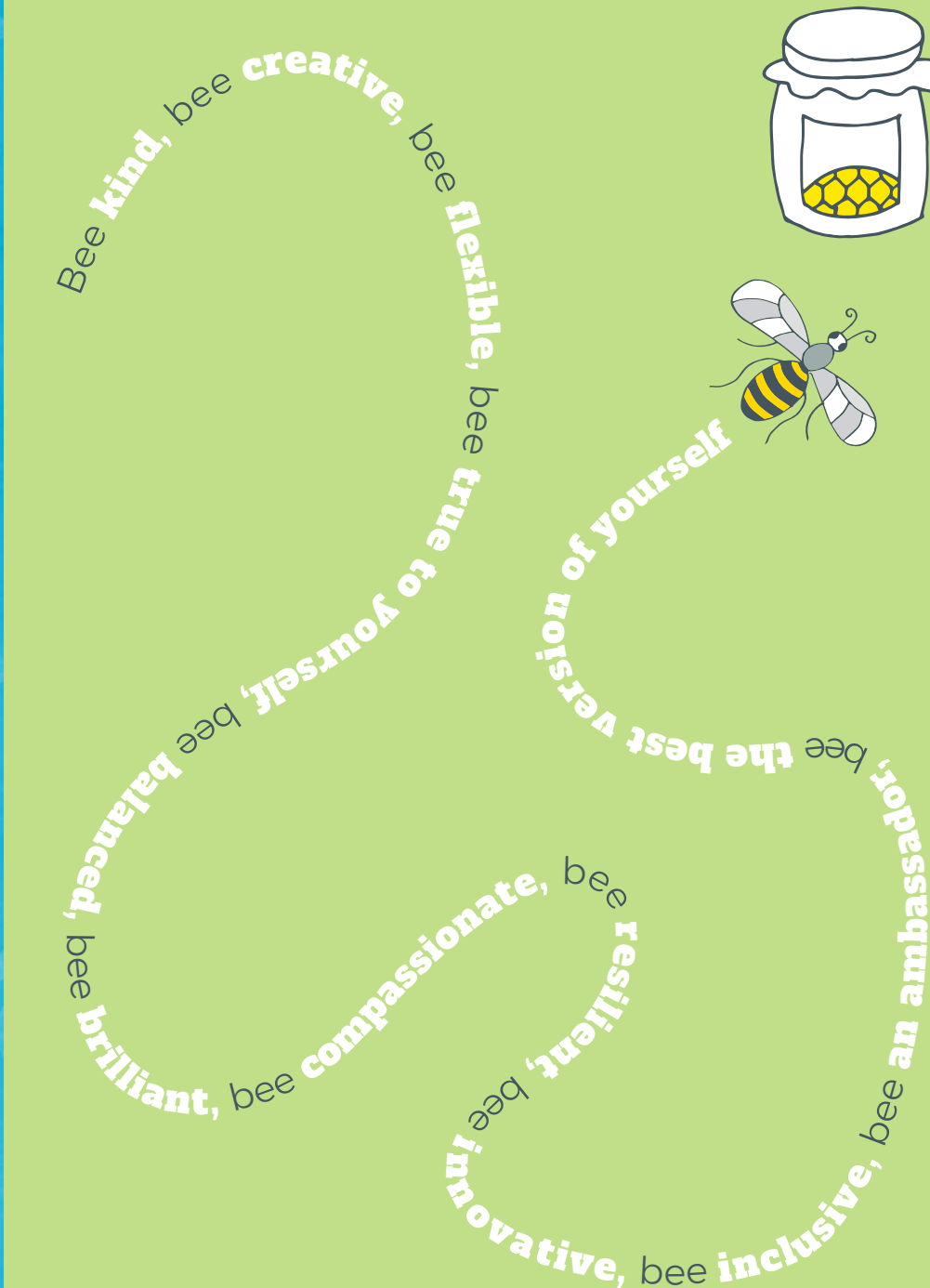


Phase 2 - Re-imagining

- **People** at the heart of everything we do
- **Recalibrating** the service experience for customers and enhanced customer engagement
- **Digital** with a heart and digital inclusion
- **Delivering** on our health and wellbeing strategies
- **Strengthening** our strategy to create opportunities for young people
- **Build** on and celebrate our diversity and support carers and key workers
- **Alignment** with the community and voluntary sector
- **Tackle** unfairness, inequality and poverty
- **Flexible futures** – new innovative ways of working and reimagining our collaboration spaces
- **Planet** – to be at the heart of all MSV policies and strategies
- **All newbuild** development schemes to meet a minimum of EPC B and retrofits to EPC C
- **Customer** programmes on energy switch, smart meters, behaviour change
- **Sustainable** Investment programmes commenced including deep retrofit
- **Care** leavers accommodation including MSV collaborative space at Great Western Street on site
- **Range** of supported housing, general needs rent and shared ownership housing delivered
- **Older Persons** review complete with action plan
- **Implementation** of building safety investment programme
- **2 HAPPI schemes** at St Columbas and The Depot on site
- **Options** appraisal module to support Strategic Asset Management
- **Deliver** an enhanced support offer for customers

Phase 3 - Resilience

- **Long term** investor in communities
- **Brilliant basics** – getting the services right and performing well
- **Full review** of our independent living offer – aiming to do even more
- **Flexible** Futures for our colleagues and attracting new talent
- **Tackle** injustice, poverty, inequality and homelessness.
- **Lobbying** for positive change
- **People** at the heart of all we do
- **£7m** in Business Plan to deliver Sustainability Strategy, match funding opportunities
- **Develop** skills in retrofit and new heating technologies both installation and servicing
- **Customer** engagement programmes tackling fuel poverty continued
- **Deliver** £2m project with Manchester Council on empty homes low carbon retrofit programme
- **Flexible Futures** – helping to deliver 40% reduction in MSV Carbon Footprint
- **Channel** Shift and Digital with a Heart delivering improved customer experience
- **Bicycles** with all newbuild properties and Green fleet measures
- **Work** with partners in Greater Manchester & beyond to deliver ambitions
- **190 homes** completed out of 1260 homes in our business plan
- **Improving** our neighbourhoods, the environment through our spend programmes
- **Building** Safety programmes underway inc sprinkler systems
- **Value** for Money savings of 10% across all spend areas
- **Procurement** delivering 10% savings over new contracts
- **Restructuring** our finance to support investment plans
- **Look** at partnership working to deliver more homes and services



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