

# Serving people better every day

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Strategy 2021-26



Metropolitan  
Thames Valley



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# MTVH at a glance

Our organisation was built on a simple mission – to give people a safe, secure and affordable home. That’s as true today as it was in the 1950s, when our founder Molly Huggins established an organisation to provide homes for Windrush migrants in London.

Our core purpose is that ‘everyone should have a home and the chance to live well’ – putting people at the heart of everything we do and guiding every decision we make.

We own, manage and administer more than 57,000 homes. We also provide a range of care and support services, and our specialist areas include older people, mental health and transitional services which provide intensive support to marginalised or vulnerable people.



### Homes by tenure:

- Rented **57%**
- Shared ownership **15%**
- Supported **10%**
- Other tenures (including leaseholders) **18%**



Introduction:

## Serving people better every day

**Two and a half years on from the merger of Metropolitan and Thames Valley, we are delivering real value for the people we serve.**

We have taken important decisions that are making a difference to people – we have invested more in our existing properties to keep people safe, warm and dry, made more of our services available online, and delivered more new homes.

At the same time, there is still much more that we need to do. The needs and expectations of our residents and communities have changed. New challenges and inequalities have emerged during the pandemic, and barriers that existed before have grown. The Black Lives Matter movement has highlighted the urgent need for more to be done to address racial inequalities. Housing supply continues to fail to keep up with demand, particularly for those on lower incomes, and people's care needs are growing. The government has made the welcome commitment to achieve net zero carbon emissions by 2050, with the efficiency of existing homes having a major part to play. Against this backdrop we have a significant role to play, both as an organisation, but also as a sector; and it's one we want to take.

This report sets out our five year strategy and our ambitions to work towards our vision that everyone should have a home and the chance to live well. It outlines how we will contribute to the environment in which we live and work, help meet the challenges faced by communities, and ensure residents' voices are heard as we work together to provide the services that matter most to them.

Our colleagues are crucial to our success – and investing in them so they can effectively serve our customers and communities is central to our plans. We are fully committed to giving all of our colleagues the opportunity to develop, and providing a working environment that brings out the very best in people.

We firmly believe that by serving people better every day, we will support a healthier, better cared for, and more prosperous society in the future. Like our founders before us, we will leave a lasting legacy for future generations.



## Board Chair and Chief Executive's statement: **What kind of future do we want to see?**

**That was the question our founder Molly Huggins asked in the 1950s, and which led her to establish a charitable organisation to address the chronic lack of decent affordable housing in London as members of the Windrush Generation sought to make Britain their home.**

In 2021, in the wake of the pandemic, we have once again asked ourselves this question and challenged ourselves to say what we will do to help people to make a better future. Our teams have risen to the challenge of Covid with compassion and spirit, guided by our values which drive us to dare, care and collaborate. We have listened, adapted, and effectively delivered the services our residents needed during this time.

The pandemic has shown just how crucial good homes and strong communities are. Homes have become sanctuaries, workplaces, and classrooms. Communities have relied on each other like never before.

At our best, modern housing associations like ours are at the heart of our communities. By working with local people and partners on the issues that matter, we make a difference and help people to live well, gain new skills and feel more connected. We contribute to Britain's diverse social fabric and that means we will play as much a part in the societal recovery from the pandemic as the economic one.

At the centre of everything that we do are people – from residents and customers, to employees of local authorities, voluntary organisations and suppliers, to our own colleagues. It is the MTVH Way. We see every day that, when people work together, great things can be achieved.

This is our strategy for the next five years. It is our blueprint for how we will serve people better every day - working in partnership with others to make places better, and contribute to successful communities, from north London to Nottingham, and across all the places we are proud to be a part of.

Let's get started.

**Althea Efunshile CBE**  
Chair, MTVH



**Geeta Nanda OBE**  
Chief Executive, MTVH



# By 2026, we aim to have

Provided a quality customer experience – getting things right first time, raising overall satisfaction levels above 80%, and working with residents, stakeholders and colleagues to design and deliver the services and support that matter most.

Improved the quality of the environment people live in and develop an expected 5,000 new homes – investing in our properties and infrastructure, and helping to address the housing shortage. We will always maintain the highest standards of safety for our residents and colleagues.

A clear route to becoming a sustainable organisation which contributes to the country's net zero carbon targets.

An expanded role in providing support services, working with the health service to develop new models for integrating health and housing.

Helped tackle the barriers faced by our residents to living well – working directly with our communities and residents to empower futures, meet the challenges people face, tackle the root causes of inequality and make the case for change where it is needed.

Leveraged our influence and size to drive policy changes which positively impact our communities, environment and sector, and be known as an organisation which others come to for solutions.

Become a more diverse organisation from top to bottom and in all respects, reflecting the communities we serve. We will lead the charge as an anti-racist organisation.

Fully supported colleagues with the right resources, working environments and development opportunities to perform at their best – and deliver quality services and support to our residents.

# How we will make that happen

Our **three strategic priorities** will create long-term value for all of our stakeholders

## 1. Customer experience

**Ensuring residents' voices are heard as we work together to provide the services and support that matter most to them.**

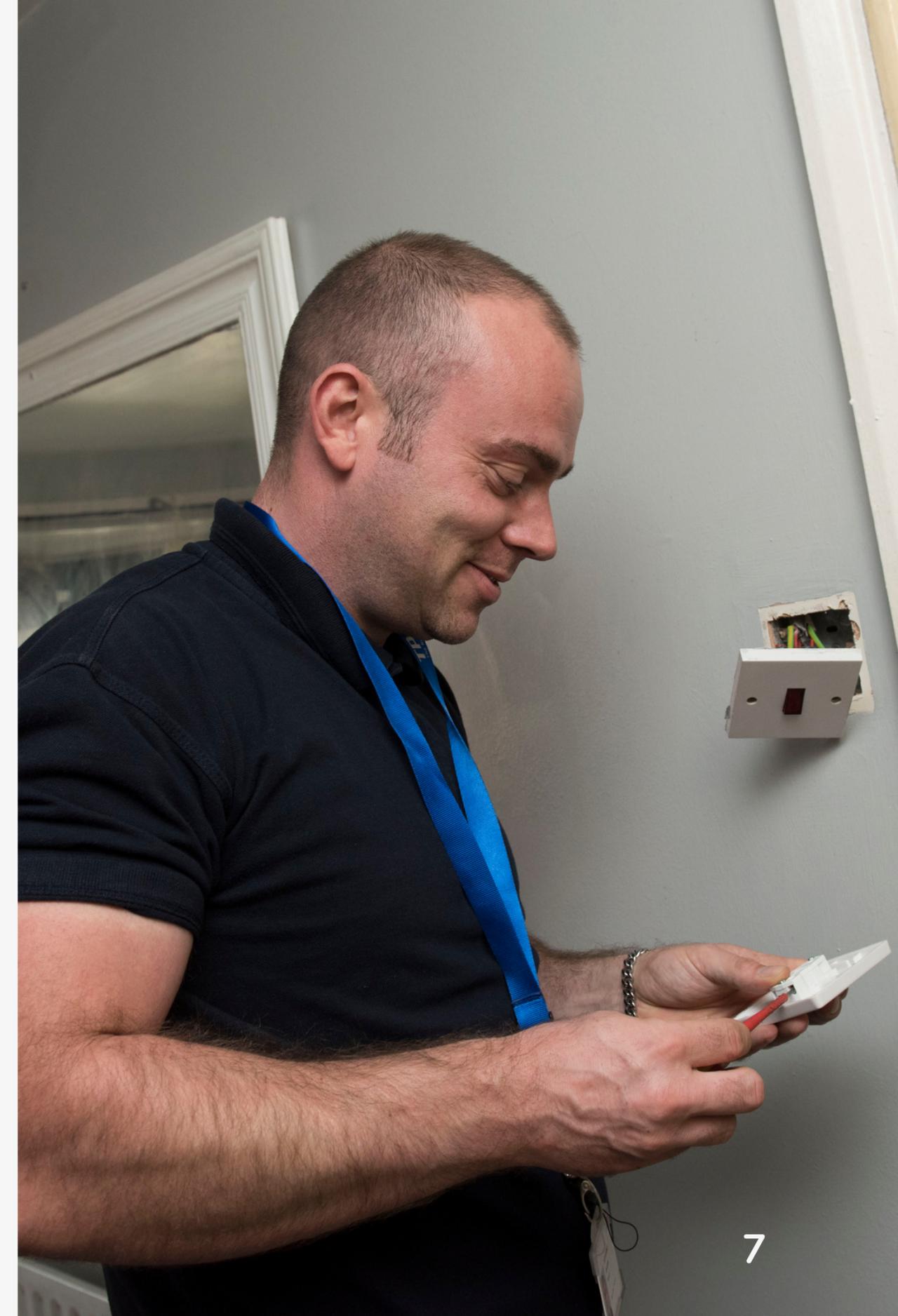
Through a new resident governance structure, we will work directly with residents to improve their experience of engaging with us and our services, and make sure their voices are prominent in everything we do.

To give residents greater assurance and confidence in our services charges, we will develop a more accurate and transparent system, and ensure that wider business decisions which have an impact on charges reflect residents' interests.

We will work with residents to improve our digital services. By 2026, 70% of residents will be ordering and tracking repairs, paying rent, and viewing statements online.

With clear communication, we will build trust and give residents certainty on their rights and responsibilities. Complaints will be managed in time and in accordance with the Housing Ombudsman's Complaint Handling Code.

We will check in with residents regularly, measuring satisfaction with a focus on our core services – including repairs, customer contact and new homes. Overall customer satisfaction will be above 80% by 2026.



## 2. People's homes

**Making great places to live, building new homes and investing in our existing properties to ensure they're safe, warm and dry for all of our residents.**

We expect to build 5,000 much-needed quality new homes over five years to rent and buy. To strengthen our long-term development pipeline, we will aim to be a strategic partner of Homes England and the Greater London Authority, and form joint ventures and partnerships with those across the public and private sector who share our vision. We will invest in well-planned and community-led regeneration, and strategically rationalise our property estate to better meet residents' needs.

We will invest £715m over five years in maintaining and improving our residents' homes. To support this, we will gather and maintain robust data on our homes, using building information modelling technology.

We will ensure that our homes meet all standards of safety through targeted investment, implementation of government guidelines and a safety culture informed by the Hackitt review.

By growing the coverage of our in-house maintenance services, we will have greater oversight of repairs and improve quality and responsiveness. We will drive improved performance of our contractors, through integrating the digital systems we use to monitor compliance and asset management. We will also work proactively with leaseholders to identify works to maintain their homes, making sure sinking funds are in place to offset one-off costs.

We will create new services which join the dots between health and housing – whether that's to assist our ageing population to plan for future care or provide housing for NHS keyworkers. An older persons' plan will ensure we are providing homes that suit the needs of this generation.

We will establish a long-term Corporate Sustainability Strategy, including investment in the energy efficiency of our homes and operations, with the aim of becoming carbon neutral by 2050. To ensure full compliance with the Sustainability Reporting Standard, we will report clearly and transparently on our environmental, social and governance performance.



## 3. Living well

**Helping to meet the challenges faced by communities, making the case for change where it's needed, and supporting people to live well.**

A resident census will improve our understanding of our communities, and establish ways of addressing the specific obstacles they face to living well. We will invest the time in listening to people, and use what we learn to determine how and where we offer services which meet the needs of local residents and communities.

We will ensure that a diverse group of residents is involved in shaping how the organisation is run at all levels. Speaking with residents to understand the challenges they face, we will use our connections and services to enable people to make changes in their lives and access the support they need.

To influence decision-makers to bring about change, we will partner with organisations who share our commitment to helping people to live well, cementing our position as an active community partner.

We will take opportunities to grow our care and support provision across the areas we serve, strengthening our commitment to the most vulnerable in society – including older people, those who are homeless, or people who have mental health needs or learning difficulties.



# The MTVH Way

Underpinning our strategic priorities is The MTVH Way. We are building a strong, customer-focused culture in which everyone understands the important part they play in delivering the aims of the organisation.

## People Powered Living

sums up the approach our colleagues take.

**People** because we are, above all, a people business – we exist to give people valued services that they trust.

**Powered** because we believe the best results come from working together – from residents and customers, to employees of local authorities, voluntary organisations and companies, to our own colleagues.

**Living** because we will be part of the solution to key social issues about where and how people are living.

Our colleagues are guided by our values:

## Dare, Care, Collaborate.

**Dare:** We dare to change by using our voice to challenge ourselves and others, and thinking differently to create new and better ways of doing things.

**Care:** We care about residents, colleagues and communities by listening to everyone's view to help us do the right thing, keeping people safe, and treating everyone with dignity and respect.

**Collaborate:** We collaborate by working as one team to solve problems and deliver the best outcomes, and partnering positively to achieve great things.



## Working together to make a difference.

Over the life of this strategy, we will continue to invest in our people so they can effectively serve our customers and communities.

Our cultural development programmes will create a culture of accountability, with care at its heart. We will develop our leaders and managers, who will exemplify our values and culture, with clear pathways for career progression and succession planning in place at all levels of the organisation.

Our diversity and inclusion action plan will embed a culture in which all individuals are treated with respect, and where prejudice and bias is not accepted. We are aiming for a workforce representative across all diversity strands and at all levels of seniority, and a colleague engagement score of 80%. As part of this, we will adapt our recruitment processes to actively level the talent playing field for people from under-represented communities.

Through the development and delivery of a new technology roadmap, we will equip colleagues with the tools they need to work in the most effective and agile ways, driving business efficiency and supporting collaboration across teams.

We will maintain our existing financial strength through responsible management and governance, providing the stable platform which enables us to invest in our residents and their homes. We will also apply prudent commercial judgment to the investments we make across the business, to ensure quality and value for money. In doing so, we will give the regulator confidence that we're a well-run organisation, maintaining our compliant ratings for financial viability and governance, and meeting all legal and regulatory requirements.



# MTVH Board



Lesley-Anne Alexander



Tania Brisby



Davinder Dhillon



Michael Dunn



Althea Efunshile CBE  
Chair



Gurpreet Gujral



Nigel Ingram



Ian Johnson  
Chief Financial Officer



Ofei Kwafo-Akoto



Grainia Long



Geeta Nanda OBE  
Chief Executive



Ingrid Reynolds

# MTVH Executive Team



**Guy Burnett**  
Executive Director, Development



**Mark Everard**  
Executive Director, Property



**Ann Gibbons**  
Executive Director, Customer Services



**Ian Johnson**  
Chief Financial Officer



**Jane Long**  
Executive Director, Corporate Services

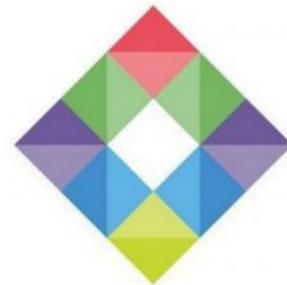


**Geeta Nanda OBE**  
Chief Executive

# Serving people better every day

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Corporate plan 2021



Metropolitan  
Thames Valley

Customer experience – ensuring residents' voices are heard as we work together to provide the services and support that matter most to them

| Quarter 1 – April to June 2021   | Quarter 2 – July to September 2021  | Quarter 3 – October to December 2021  | Quarter 4 - January to March 2022   |
|--|---|---|---|
| <b>Resident Voice</b> – Resident groups including regional panels hold initial meetings  | <b>Digital</b> – MyTVH and MTVH Online customer portals brought together and registration process simplified                      | <b>Digital</b> – Review and improve the customer journey for repairs, aiming to increase repairs completed right first time   | <b>CRM</b> – Launch of phase 1 for CRM, to include a single view of the customer and capture enquiry handling. All enquiries visible in MTVH Online |
| <b>Networks</b> – System and process review complete, deliver a roadmap for improvements | <b>Resident Voice</b> – Standards set for involving residents in processes and Customer Charter published                         | <b>Digital</b> - SoResi website improvement to enable sellers to list and manage their property sale more quickly. Homeowners will be able to easily calculate staircasing costs and buy an increased share of their property | <b>Single Housing System</b> – Review of Housing System complete to inform plan to bring Northgate and Universal Housing together                   |
| <b>Powercurve</b> – Launch of system to support management of arrears cases              | <b>Right Side Up</b> – Non-technical fire checks delivered in-house by Customer Services. Patches updated and reporting available | <b>Service Charges</b> – Resident consultation for changes to charges following detailed account reviews  | <b>Networks</b> – System improvements implemented providing stable integrated platform  |
|  |   | <b>Service Charges</b> – MySch system in place for all residents across MTVH  |   |
|  |   | <b>Right Side Up</b> – Putting the customer first, community-based housing colleagues receiving enhanced service delivery support from office-based teams   |   |

CRM programme, and process and technology improvements to support Right Side Up will run throughout the year

**People's Homes – making great places to live, building new homes and investing in our existing properties to ensure they're safe, warm and dry for all our residents**

| Quarter 1 – April to June 2021  | Quarter 2 – July to September 2021   | Quarter 3 – October to December 2021   | Quarter 4 - January to March 2022  |
|---|--|--|--|
| <b>BIM</b> – Building information modelling will be in place to capture information about new build properties                                    | <b>Safer buildings</b> – Finalisation of data, system and process requirements for MTVH and implementation plan in place | <b>Compliance system integration</b> – The project to integrate compliance workstreams will complete in October 2021 | <b>Sustainability</b> – Benchmarking of construction and demolition waste and targets set to reduce as part of sustainability strategy |
| <b>Sustainability</b> – Workplace services sustainability working group established. Metworks van fleet change will reduce carbon emissions by 5% | <b>Clapham Park</b> – Joint venture partner appointed, a partnership to deliver 2,500 new homes in Clapham Park          |  |  |
|   | <b>Development funding</b> – Proposal for changing the way we get funding for development will go to Board for approval  |  |  |

- Plan to deliver 527 new homes and invest £47.3m in capital planned works throughout the year
- Expect to sell 50 empty properties to improve our geographic footprint and locations providing income of £16,500,000
- Safer building programme to carry out intrusive surveys on high-rise blocks and carry out any remedial fire risk works

**Success Measures:**

- New homes handed over to residents
- New home defects
- Home safety compliance (gas, EICR, fire)
- Properties with an EPC rating of C or above

**Living Well – helping to meet the challenges faced by communities, making the case for change where it is needed, and supporting people to live well**

| Quarter 1 – April to June 2021  | Quarter 2 – July to September 2021 | Quarter 3 – October to December 2021  | Quarter 4 - January to March 2022  |
|---|------------------------------------|---|--|
| <p><b>Right Side Up</b> – An assessment and support hub is proposed to coordinate management of complex cases and make sure residents who have higher needs are supported</p> |                                    | <p><b>Standards for resident involvement</b> -<br/>Established for areas such as procurement, as part of a broader programme of improving how MTVH listens to residents</p> | <p><b>Care and Support system</b> – Replacement of the SUM system with a new support plan tool for C&amp;S colleagues (timeline TBC when solution is chosen)</p> |
| <p><b>Resident Census</b> – We will gather information about our residents that can be used to direct and shape our focus to support residents</p>                            |                                    |   |  |
| <p><b>Care &amp; Support</b> – Review of contribution model to make sure we are commercially competitive and able to deliver quality support</p>                              |                                    |   |  |

- **Community engagement activities will continue through the year, focusing on improving lives of residents**
- **We intend to grow our Care and Support business through bids and continued service over the course of the year**

**Success Measures:**

- **Number of residents MTVH has provided with intensive support**
- **Financial improvement for residents following MTVH support**
- **Care Quality Commission ratings**

## The MTVH Way – building a strong, customer focused culture in which everyone understands the important part they play in delivering the aims of the organisation

| Quarter 1 – April to June 2021  | Quarter 2 – July to September 2021  | Quarter 3 – October to December 2021   | Quarter 4 - January to March 2022  |
|---|---|--|--|
| <b>Performance management</b> – A new framework to deliver effective performance conversations and objective setting linked to corporate priorities | <b>Office move</b> – The Midlands office base will move to Waterfront House in Beeston                                | Full rollout of new <b>telephony</b> to all colleagues   | <b>Collaboration tools</b> , including shared drives, sharepoint and full rollout of Microsoft Teams functionality         |
| <b>Management development and leadership development programmes</b> – in place and running for leaders and line managers                            | Introduction of <b>reverse mentoring</b> to support diversity and inclusion   | <b>Health and safety induction programme</b> implemented for all colleagues and Board members  | <b>Health and safety culture</b> – Focus on communication to identify areas for improvement to support culture development |
| <b>Diversity and inclusion training</b> – In place for managers and senior leaders. Improved mandatory training for all colleagues                  | Workshops focused on cultural themes and behaviours for all colleagues to support <b>cultural development</b> of MTVH | <b>Succession planning</b> framework will be in place across the organisation  |  |
| Relaunch <b>colleague network groups</b> to champion diversity strands  | All main offices will move onto <b>new telephony system</b>   | Existing and potential <b>supplier decisions</b> will include demonstrable commitment on diversity and inclusion which match our own |  |
| <b>Colleague forums</b> to support programme of colleague engagement  | <b>Career paths</b> – to be in place for key roles across the organisation  |  |  |

New **telephone system** in place for Premier House and Waterfront House ready for when the office opens

### Success Measures:

- **Colleague engagement**
- **Internal recruitment for senior roles**
- **Mandatory training compliance**
- **BAME pay equality and gender pay gap**
- **RIDDOR incidents reported**
- **Financial metrics including social housing interest cover and operating margin**

**Health and safety framework** – Develop focus on culture, inc. initial plan to identify roles where H&S credentials are needed