



MTVH 2030

PRIDE IN EVERY HOME, A FUTURE SHAPED BY YOU

Pride in every home, a future shaped by you

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Young Resident Leader at a Young Residents in Partnership event, Waterfront House, Beeston, Nottingham

Foreword

Our founder, Lady Molly Huggins, believed that a home should offer dignity, hope, and a sense of belonging, not just a roof over your head. Her belief still guides us today. Our aspiration is to provide homes that give our residents safety, comfort, and the foundations to live well. That purpose remains at the heart of who we are as it did when Molly Huggins founded MTVH to house the Windrush generation.

Our 2030 Strategy is about strengthening that purpose, making sure every resident feels heard, supported and genuinely proud of where they live. It challenges us to keep improving, to be the kind of organisation that earns residents' trust every day, and to be responsible with every pound so we can invest more in the homes and communities we serve.

While we are performing well today and are compliant across each of the regulators' standards, over the next four years this strategy will move us from compliance to excellence so every resident experiences the quality and care they deserve.

Everything starts with listening to our residents and providing opportunities for them to influence the decisions we make. This has been the case with this strategy where residents have been consulted every step of the way.

By 2030, their involvement will remain central to how we work, and how we measure the success of the 2030 strategy.

We consulted with our colleagues too, through surveys, conversations and an organisational development and culture programme. They told us what needs to change and what helps them do their best work. Their insights have shaped this strategy too, ensuring we support the people who support our residents.

At our heart, we are a partnership organisation. None of this happens alone. Our work with residents, community organisations, local politicians, housebuilders, government, institutional investors and funders will power our 2030 Strategy.

I am optimistic about what we can achieve by working together. By honouring the principles of our founders of dignity, inclusion, opportunity, compassion, we can help create a fairer and more prosperous society where everyone, irrespective of background, has the opportunity to live well. That is the future we are building together. ■

Althea Efunshile
Chair, MTVH



Introducing our 2030 Strategy

Our 2030 strategy sets out a simple, but powerful ambition: to make sure every resident has a safe, comfortable home, receives a service they can rely on, and sees hope for future generations through the new homes we build and the communities we serve. These are the three core areas on which this strategy is based.

As a not-for-profit social landlord, our role is rooted in care and long-term partnership. We are part of the communities we serve and we take that responsibility seriously. Residents have told us what matters most to them. Their voices shaped the heart of this strategy: Your Home, Your Service, Your Future.

A secure, good quality home is the starting point for everything. It is essential to allow our residents to thrive in all aspects of their lives. We will create homes where our residents are proud to live by maintaining properties to our own Home and Neighbourhood Standard.

Our most important partnership will always be with our residents. Our 2030 strategy commits us to know

each resident and their home better to drive tailored, forward-looking and seamless services that meet their needs, respect their diversity and promote inclusion.

We are also focused on our future residents. The housing crisis means that a generation of people are facing high rental costs, and home ownership is an increasingly distant dream. We want to help change that.

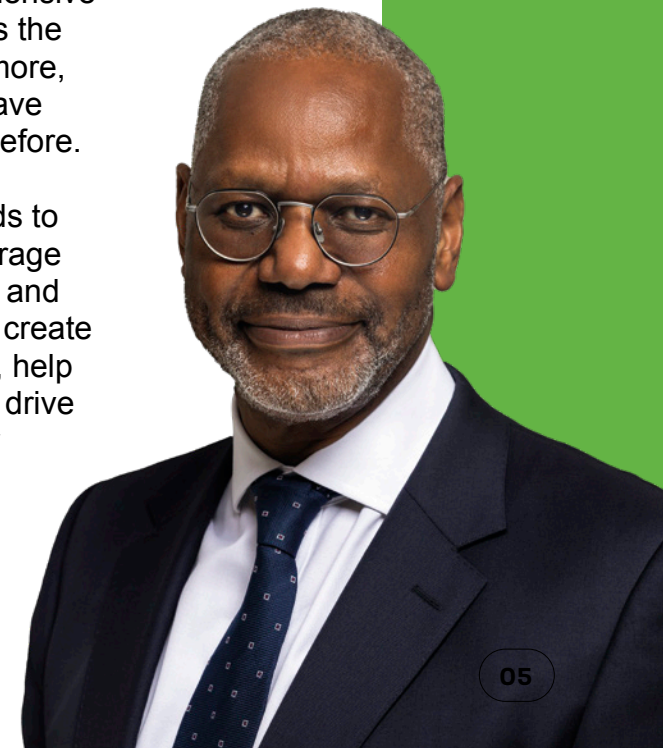
We have built strong partnerships over many years - with developers, housebuilders and local authorities, backed by banks and other lenders. Their trust in us, combined with our strong financial footing, means we can keep building the new homes people need at a pace that is both ambitious and sustainable.

A generational opportunity

We now have a once-in-a-generation opportunity. The Government's £39bn investment in affordable homes, announced in the June 2025 Comprehensive Spending Review, gives us the support we need to build more, reach more people, and have greater impact than ever before.

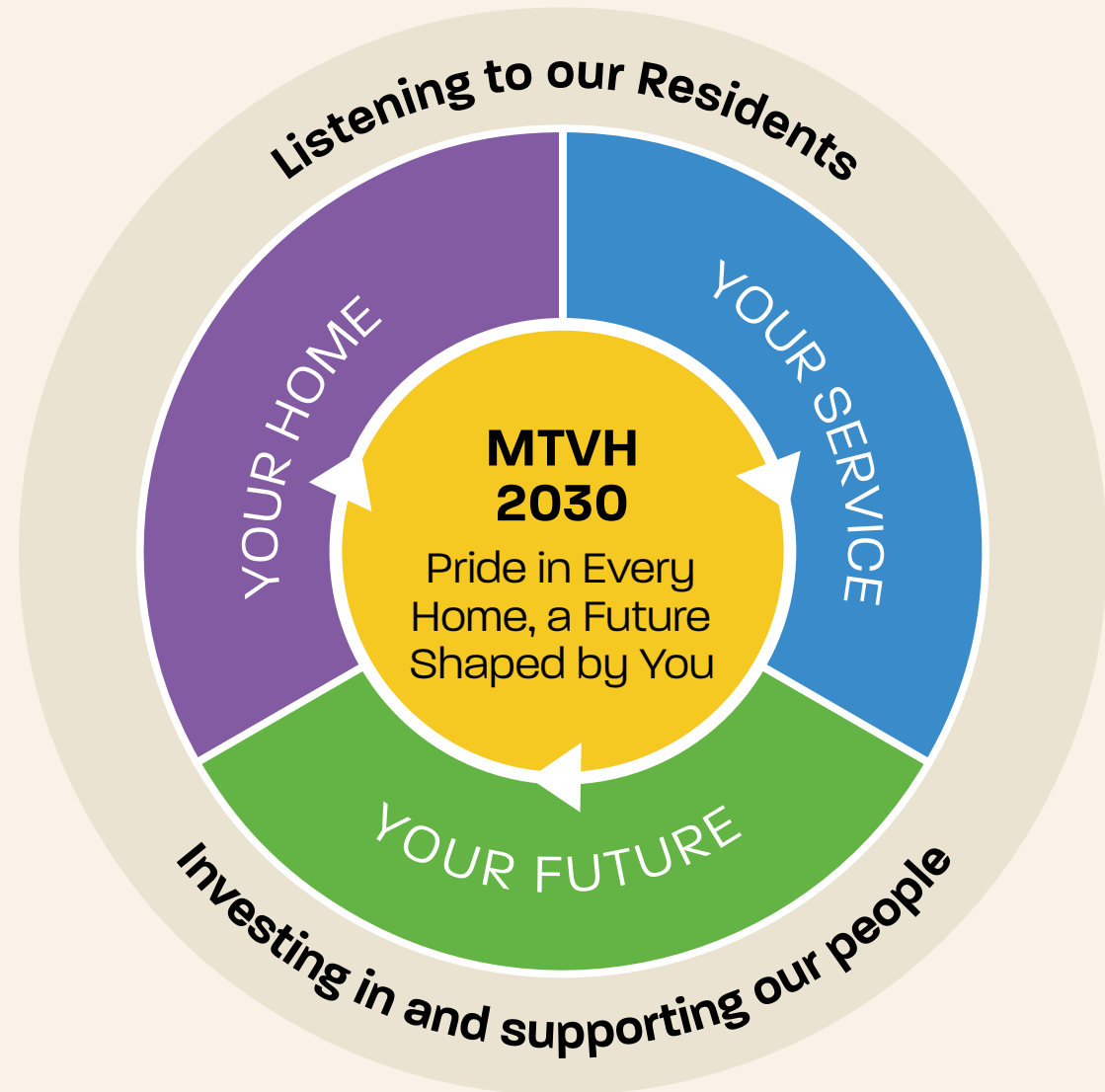
Our 2030 strategy responds to this opportunity. It will leverage the Government's backing and build the partnerships that create opportunities for residents, help communities succeed and drive wider economic growth for the UK. ■

Mel Barrett
Chief Executive, MTVH



MTVH 2030 - a summary

- We will invest in maintaining our homes to a clear standard to be places our customers are proud to live.
- We will have good knowledge of all our residents' housing needs and will deliver modern, seamless services to meet their diverse and evolving needs and preferences.
- We will build homes and neighbourhoods to meet the needs of existing and future generations, working with residents and communities to foster respectful partnerships.



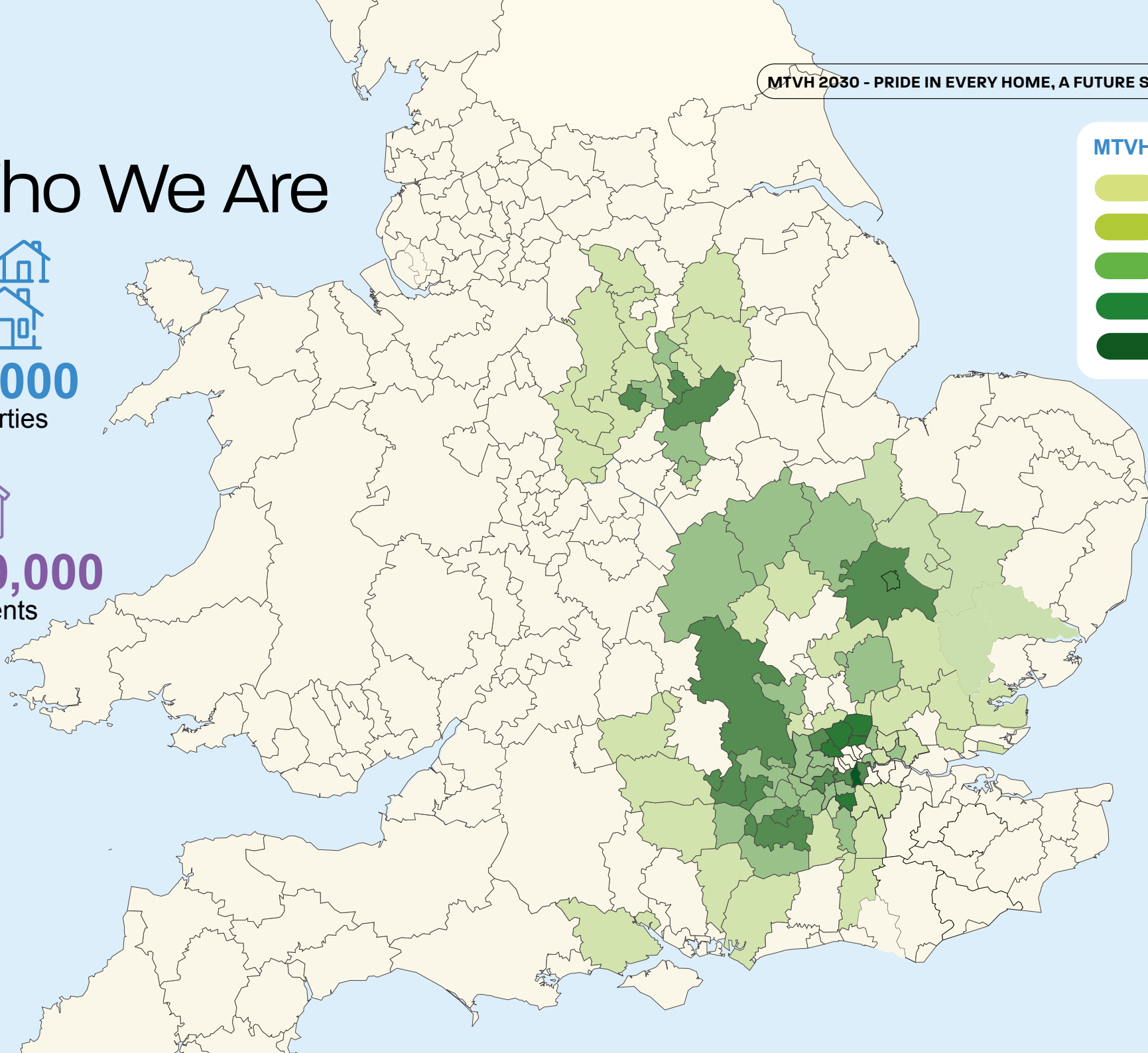
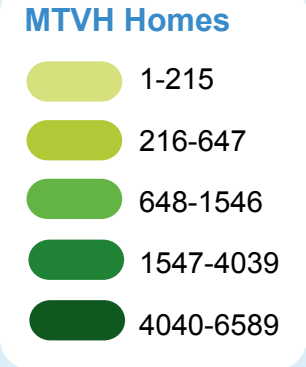
Who We Are



59,000
properties



130,000
residents



Our Purpose

Our History

Our story begins with the vision of Molly Huggins, who believed that housing should be about dignity, opportunity, and connection. To her, a home was never just a physical structure, it was the start of stability, opportunity, and connection for our residents. We've held fast to the idea. Molly Huggins championed these principles for the Windrush generation,

and they are equally relevant to us today. We see our role as far more than managing tenancies; we help our diverse residents build foundations for better lives.

We provide affordable housing for those with the greatest need, offering security to those who may not otherwise be able to find a home. ■



Residents at Easter Celebration Event, Green Towers Community Centre, Edmonton, London

Our Mission

Our mission is simple:

To provide people with good quality homes and the chance to live well. A home should be a place where you feel safe, respected, and able to build the life you want. That's the standard we strive for every day.

Our Values

Our values determine how we behave as we deliver our mission.

● Dare

Find better ways. We stay curious, try new ideas, learn from experience and make informed choices.

● Care

People first. We treat everyone with respect, listen, act and keep people safe.

● Collaborate

Work as one. We engage with purpose, involve early and build trust.

● Own

Take accountability. We step in, finish what we start and keep our customer at the centre of all we do.

2030 Strategy Vision

Pride in every home, a future shaped by you.

By listening to our residents and acting on their insights, we create homes they are proud of and support communities that thrive — shaping a future built on trust and excellence.

MTVH 2030 - Our strategy for 2026-30

Our ambition over the next four years is to deliver excellent service, homes, and opportunities for our current and future residents.

We will achieve this by pursuing the following three strategic objectives to benefit our residents:

YOUR HOME

Maintaining homes that residents can be proud of

YOUR SERVICE

Knowing our residents and delivering excellent service

YOUR FUTURE

Building homes, working with communities, and creating opportunities





Your Home

We want every resident to feel proud of their home. We will invest in maintaining our homes to a clear standard to be places our residents are proud to live. To achieve this, we will:

- Embed our Home and Neighbourhood Standard across all our homes. We will make significant, targeted investment to keep homes safe, secure, warm and good quality. Through proactive maintenance we will ensure our residents have the quality homes they deserve.
- Embed sustainability into our maintenance programmes, targeting investment that makes homes more energy efficient, cutting residents' day-to-day costs.
- Ensure residents' homes meet all safety and compliance standards. We will complete building safety works identified through our safer buildings programme, protect residents from associated costs where possible and keep them informed and engaged through what can be a disruptive process.
- Deliver high quality homes and services to residents by maintaining comprehensive information throughout the life of every MTVH home, providing clarity on our responsibilities.
- Provide cost-effective and excellent services to residents by investing in our in-house repairs and maintenance team, Networks.
- Take a proactive approach to maintaining homes, seeking innovation to improve the balance of repair and replacement to support long term investment in homes.
- Provide residents with clear communication about how we maintain their homes and update them every step of the way when work is underway.

In 2026...

Why we are making these commitments

- Over 80% of our directly managed homes are energy-efficient with Energy Performance Certificates of C rating or better, and we commit to do more. We understand the impact of putting money back into our residents' pockets through reduced energy bills.
- Three out of four residents are happy with the repairs we carry out. However, we want every resident to receive excellent service with problems fixed quickly and properly.
- Residents tell us that missed appointments, delays, and incomplete first-time repair works cause greatest dissatisfaction, and our strategy responds to this.
- We complete 83% of routine and 90% of emergency repairs on time. We are working to improve this and how we communicate and keep residents updated while work is happening.
- Safety remains our priority and our five-year building safety remediation programme for our high-risk buildings is underway. Improving how we engage with our residents whilst these works are carried out is a focus of this strategy.
- We want to make it easier for residents to tell us when something's wrong with their home and to get clear updates on what happens next.
- We want each resident to understand what good service looks like for their individual home - and for every colleague to deliver tailored services to meet this high standard. ■

What our residents told us



I want a home that feels like somewhere I can be comfortable and proud of.



Recently we had no water for a few hours, the contractor was great but communication between teams seemed to be lacking.



We want you to remember the basics. Know what property we live in. Know our history.



Your Service

We will have good knowledge of every resident's housing needs and will deliver forward-looking, seamless services to meet their diverse and evolving needs and preferences. To achieve this, we will:

- Listen to and understand what residents tell us; then act on what we hear to continuously improve services.
- Work together with residents to build strong relationships, enabling us to co-create solutions that improve service, communications, strategy and policy.
- Deliver services that are simple for residents to navigate, explain each step and set clear timings for actions. We will always be transparent with residents when we get things wrong.
- Tailor services to residents' diverse and individual circumstances by developing how we gather and use resident information to understand the needs of each household.
- Benefit residents by using data to evaluate opportunities to adapt services and technology to increase efficiency, simplify access and navigation of services.
- Develop our service standards, ensuring that they meet the evolving needs of our residents and regularly share our performance against these.
- Work closely with residents and commissioning partners in our supported homes to establish clear standards for additional services, that meet residents' needs and help them to live well.

In 2026...

Why we are making these commitments

- Around two-thirds of rental customers and one-third of homeownership customers are satisfied with our service overall. We want to make sure more feel that way.
- We've heard from residents that sometimes it can be hard to reach the right team or get a quick answer.

- We want to learn more about what matters most to our residents, so we can tailor our services and get things right first time.
- We want to be open about how we're performing and share our progress with residents regularly.
- Our Customer Voice Framework provides continuous feedback that we can act on in collaboration with residents. ■

What our residents told us



Your staff are lovely, but the process lets them and us down.



There is this lovely feeling that you do actually care about people, and that comes through.



It's about having clear standards. We need to know what 'good' looks like and trust that you'll deliver it.



Your Future

We will build homes and neighbourhoods to meet the needs of existing and future generations, working with residents and communities to foster respectful partnerships. To achieve this, we will:

- Build high quality affordable homes in areas of need, tackling the national housing crisis, working in partnership with diverse communities, developers, local authorities, government and funders.
- Proactively maintain and invest in homes for the future through robust governance, engaging with residents and long-term planning.
- Review our homes across the UK and focus on the areas where investment in renewal and redevelopment will bring the greatest positive impact for residents and communities.
- Deliver community well-being by considering the economic, social and natural infrastructure across our communities.
- Work in partnership with local organisations to help residents sustain their tenancies when they need us most. We do this through homelessness prevention, social mobility and community cohesion.
- Expand the fundraising and grant activities of our Molly Huggins Foundation charity to deliver the impact needed to benefit communities.
- Investment in new and existing homes while safeguarding our long-term financial stability. We will explore new borrowing options that may support additional investment in both existing and new homes, where this delivers clear benefit to our residents and aligns with our risk appetite.

In 2026...

Why we are making these commitments

- In the past five years we've built over 4,000 new homes, helping more people find a safe and affordable place to live. We are ambitious to deliver even more for future residents.
- We have a successful track record of working in partnership with communities, local authorities, housebuilders, and institutional investors to build new homes. We now have an opportunity to expand this work due to increased grant funding and access to secure debt announced by the Government.
- While 87% of residents are happy with their new home, we're learning from their feedback to make the experience even better.

- We can deliver better wellbeing and prospects for our residents by using our place-based regeneration expertise to deliver not only new homes but community renewal.
- Residents and stakeholders tell us that our social impact work is delivering good outcomes for our communities and meeting needs, especially where local authorities are operating in a more constrained funding environment.
- Investment in training and employment schemes for residents provides opportunities across communities that bring long term economic benefit.
- We can alleviate cost of living pressures impacting our residents. For example, in 2025 our community work helped residents achieve £3.4 million in financial savings and gains. ■

What our residents told us



Affordable paths into housing matter more than ever.



We build our own communities —you can support us by making sure homes are good quality and issues are sorted.



MTVH care, their engagement is a clear example of co-design in action. Thank you for being helpful and collaborative.



How we deliver our commitments

We focus the way we work on partnership, innovation, and excellence through three areas to create a fit for purpose organisation that delivers for our residents, customers, and stakeholders.

Listening to our Residents

Resident voices shaped this strategy from the very start. By putting residents at the heart of the process, we are building the trust that underpins every good relationship and ensuring the strategy reflects the realities of everyday life in our homes and communities

This engagement process was a vital opportunity to co-create a strategy that is grounded in resident priorities. Their insight didn't just inform our direction, it continues to guide how we deliver, communicate, and evolve our work over the next four years.

This commitment doesn't end now. We will continue to engage as we deliver on our strategy, committing to amplifying resident voices and embedding their feedback into service improvements. We will:

- Establish partnerships of equals with residents, colleagues, and external partners, all working together to deliver security and opportunity.
- Ensure the resident voice is listened to and heard at all levels of the organisation, and representative of our resident demographic.
- Test innovative approaches and new technologies, including automation, to move to more proactive ways to manage homes and deliver services to our residents.
- Work with residents to make it easier for them to access information about their home and our services, whilst offering options in the channels used to communicate.
- Have an improved and holistic view of our residents, maintaining robust data and a Customer Relationship Management system which allows all colleagues to deliver on our promises.



Residents at International Women's Day celebrations at Clapham Park, Clapham, London

- Enhance our ability to serve residents by investing in technology, becoming more efficient, positioning us for future success in the increasingly digital world our residents expect us to adapt to.
- Be a transparent organisation, being proactive, timely and clear in our communications with residents and colleagues, open about where we have done well, as well as when we might need to change our approach.



Investing in and Supporting our People



MTVH colleagues at International Women's Day, The Johnson Building, Farringdon, London



MTVH colleagues, The Johnson Building, Farringdon, London



No matter what our role is at MTVH, we will all contribute towards building excellent homes, services, and opportunities for our residents.

To enable our people to deliver, we will:

- Place culture and inclusivity at the heart of our success so our values are understood by our colleagues, come through in everything we do and recognises the strength of our diverse colleagues.
- Reduce waste by embedding efficiency in our culture to get the most from every pound we spend.
- Provide systems and build processes which make it easy for colleagues to deliver the level of service residents expect of us
- Build organisation wide skills, including a commitment to meet the Competence and Conduct Standards.
- Ensure we have the robust finances in place to deliver on our strategy and manage risk, striking the right balance between long term and short-term investment.

- Invest in our valued colleagues and be an employer of choice – with fair and equitable pay and benefits alongside competitive training and development – enabling our colleagues to deliver to their best potential.
- Embed sustainability into our culture to ensure we can provide sustainable homes for our residents now and in the future, positive community impact, and a great place to work for colleagues.
- Champion a speak-up approach to Health and Safety, where colleagues at all levels have the skills and knowledge and feel empowered to highlight hazards and propose improvements with solutions.
- Grow the financial surplus from our operations in a sustainable way year on year so, as a not-for-profit, we can re-invest that surplus into providing more homes and services for residents.
- Maintain strong cybersecurity and data protection to keep resident and colleague information safe.



MTVH colleague Katrina at Nottingham Good Grub Hub, Nottingham

- Regularly review and test the quality of our Governance processes to enable good decision making at the appropriate level alongside strong risk management.
- Provide access to data through an improved framework that will enable faster and more informed decision-making that supports our strategic initiatives and operational excellence. ■

Measuring Progress

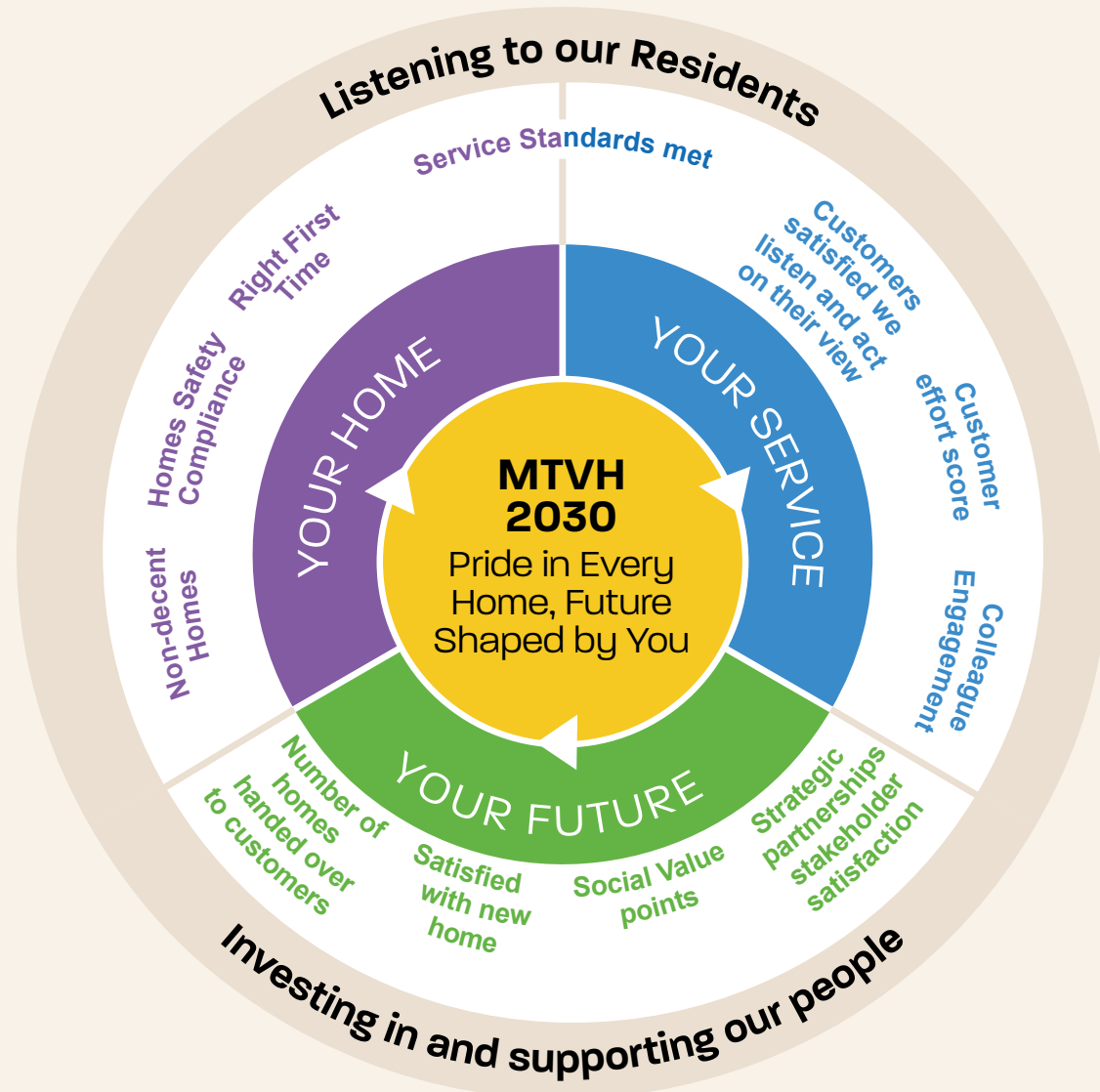
We are committed to delivering on our strategic promises to our residents and set out the following measures to track our progress.

We will review these measures every year with our residents and Board, adapting them to be more aspirational where we are ahead of the target we set, update them where we see a more appropriate measure and adapt where we need to take into account a changing operating environment.

Strategic Objective	Measures	26/27 Target	2030 Target
Your Home	Percentage of homes non-decent	2.8%	0.75%
	Percentage of homes meeting safety compliance	100%	100%
	Percentage repairs completed right first time	85%	95%
	Percentage of service standards met	87%	95%
Your Service	Percentage of customers satisfied we listen and act on their view	50%	60%
	Customer Effort satisfaction score	74%	85%
	Percentage colleague engagement	75%	80%
Your Future	Number of homes handed over to customers	982	6,000
	Percentage of residents satisfied with new home	85%	85%
	Social Value points delivered	2,650	10,000
	Percentage strategic partnership stakeholder satisfaction	To be defined with our partners	

How our measures align to our strategy

- We will invest in maintaining our homes to a clear standard to be places our customers are proud to live.
- We will have good knowledge of all our residents' housing needs and will deliver modern, seamless services to meet their diverse and evolving needs and preferences.
- We will build homes and neighbourhoods to meet the needs of existing and future generations, working with residents and communities to foster respectful partnerships.



How to get in touch

IF YOU ARE A RESIDENT

ONLINE

Our easy access forms are a quick and simple way to contact us about:

- Neighbourhood concerns
- Estate maintenance issues
- Payments
- Repairs
- Complaints

Visit www.mtvh.co.uk/contact-us

CALL US

Our phone lines are open 8am–6pm, Monday to Friday, with 24-hour emergency support available.

We offer a call-back feature, so you don't have to wait on hold.

Choose the call-back option when you phone and we'll keep your place in the queue and call you back.

Call us on **0203 535 3535**

MTVH

You can manage services at a time that suits you through your MTVH Online account, where you can:

- Request and track repairs
- Make payments
- Check your balance
- Available 24 hours a day, 7 days a week.

Visit www.mtvh.online

WRITE TO US

If you prefer to write, our postal address is:

MTVH
Waterfront House
Technology Drive
Beeston, NG9 1LA

TRANSLATIONS AND ACCESS SUPPORT

We provide:

- Interpretation, including British Sign Language
- Language translation
- Braille and large print

Request interpretation or translation support by completing the online form:

[mtvh.co.uk/contact-us/
customerservices-enquiry/](http://mtvh.co.uk/contact-us/customerservices-enquiry/)

If you have any other feedback on this document, please email us at residentcommunications@mtvh.co.uk

IF YOU ARE A PARTNER OR STAKEHOLDER

ONLINE

If you're contacting us as a partner, stakeholder, supplier or external organisation, you can use our online forms to get in touch about enquiries, collaboration or service-related matters.

Email us at corporateaffairs@mtvh.co.uk

CALL US

Our main contact number is available 8am–6pm, Monday to Friday, and our call-back option helps reduce waiting time.

Call us on **0203 535 3535**

WRITE TO US

You can also contact us by post at:

MTVH
Waterfront House
Technology Drive
Beeston, NG9 1LA

*Thank you for coming on the MTVH 2030
journey with us*



MTVH colleague with resident at Clapham Park Winter Fair, Clapham, London



mtvh.co.uk