

Strategic Vision & Plan

2024 - 2030

The Road to 2030

Update!



Welcome..

The changes you see here are based on clear customer insight, honest conversations about what is working well and what can be improved, and a practical view of the challenges facing our communities.

The Board has looked closely at the thinking behind this update and it is good to see a review that reflects what customers are telling us and how their needs are changing.

We will continue to focus on using customer insight to guide decisions and keep attention on what works for the people who rely on Magenta. This refreshed strategy gives Magenta a clear direction and goals that are grounded in evidence, and I am confident it will help us make steady, meaningful progress on the 'Road to 2030'.



Ged Lucas
Chair of Board

Over the past few years, we've made real and meaningful progress together. We've modernised how we work, strengthened how we communicate and improved the experience we offer to customers and communities. That progress has been shaped by customers sharing their insight with us, and by our colleagues' commitment to doing the right thing.

As we look ahead, it's essential that our strategic plan reflects the world around us today. New technology, including AI and video assistance, is opening up opportunities to improve services in a safe and practical way. Many households continue to feel the pressure of rising costs, and we are supporting this through benefits advice, community partnerships and by making our homes more energy efficient. Regulation is also strengthening, particularly around health and safety, and the shortage of affordable homes remains a serious challenge across the region.

This refreshed plan responds to those changes and sets out how we will keep meeting customers' expectations. People want choice, reliability and services delivered by colleagues who listen and act. They also want us to be open and easy to work with, and this plan reflects that.

Our updated goals and targets show the change we want to create. They demonstrate our ambition and the progress we are making, grounded in our role as Wirral's largest social landlord and our commitment to communities across the Liverpool City Region.

Magenta Living is an anchor organisation. We do more than provide homes. We help create stability, opportunity and stronger futures for the people and places we serve. This plan is our roadmap to 2030 and a firm foundation for the years that follow.



Andy Lomas
Chief Executive Officer

“We are listening, making practical changes, and keeping focus on what matters most to customers.”

“I'm incredibly proud of what we've achieved so far.”

By sharpening our priorities and strengthening the link between purpose, performance and lived experience, we're more aligned with our value of doing the right thing.

This refreshed direction strengthens our ambition for 2030 to be:

- **Customer-led**
- **Financially resilient**
- **Environmentally responsible**
- **Rooted in strong values & culture**

Our refreshed plan

Since we launched our six-year strategic plan in 2024, Magenta Living has continued to evolve. Our customers' needs are changing, our communities are under new pressures, and the ways people want to connect with us are shifting too. This update keeps our direction clear and makes sure our words open doors. It helps everyone understand what we are here to do, the progress we've made, and what we are working towards by 2030.

As part of this refresh, we have strengthened the things customers tell us matter most. People want choice, and they want access to good quality, reliable services delivered by colleagues who listen and can anticipate what they need next. Many are also open to new ways of working with us when it helps us solve issues sooner or prevent them altogether.

The updated strategy also supports the wider changes shaping the world we work in. Advances in AI present new opportunities to improve how we deliver services, and when used ethically and with transparency they can help make life easier for customers without losing the human connection people value. At the same time, the rising cost of living continues to affect the communities we serve, and regulation is strengthening. Some challenges remain firmly the same, including the shortage of affordable housing.

Throughout this process, we've stayed true to the direction we set in 2024. Rather than starting again, we've refined our goals to reflect today's realities and the future we want to create together. We remain proud to be rooted in Wirral and to play a positive role across the wider Liverpool City Region.

This plan sets out our ambition for customers, colleagues and communities. It is our roadmap to 2030 and a strong foundation for the years beyond.



Our strategic goals reflect all of this, reinforcing our commitment to providing safe and affordable homes for the people who need them most.

What's changed

We have refreshed our strategic plan on April 2026 - so it reflects the progress we have made since 2024, the pressures our communities are feeling and the ambitions we are setting for 2030.

Key updates

More new homes

We're increasing our commitment from **1,000** to **1,300** new homes by 2030, showing our determination to meet growing local housing need.

Customer satisfaction

We've adjusted our satisfaction target from **90%** to **85%**. This reflects top performers in the sector while keeping our focus on giving customers the best service we can.

Operating margin

We're setting a **20%** operating margin target for 2030 to give a clearer picture of how efficiently Magenta runs its services.

Carbon reduction

We're cutting carbon emissions by **18,000** tonnes, roughly the energy use of **16,000** homes a year, using a clearer measure that lets us track progress properly.

Social value

We've passed our **£30** million social value target, so we're raising it to **£60** million to reflect our commitment to the communities we serve.

Our apprenticeship programme reflects our commitment to developing people, opening up opportunities and supporting progression into long-term careers within our organisation.



Our **journey** so far

Since launching our strategic plan in 2024, we've made a strong start and we're already seeing real progress for customers, colleagues and communities.

The progress we've made gives us a strong foundation for our Road to 2030, rooted in our values and doing the right thing, every day.

What we've **achieved**

Since launching our strategic plan in 2024, we've made a strong start and we're already seeing real progress for customers, colleagues and communities.

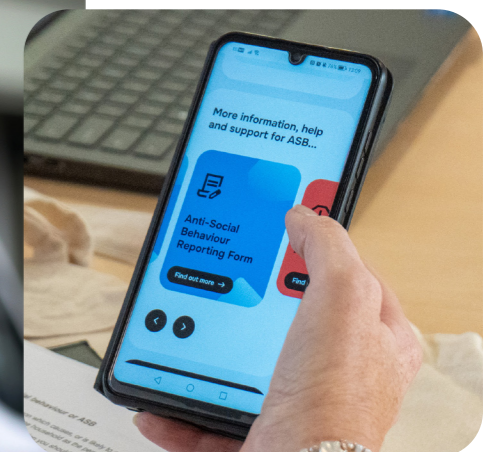
We've delivered more than **500 new homes**, helping more people find a place they can be proud to call home. This includes homes built with improved energy efficiency in mind, and one that delivers zero energy bills, showing what's possible as we work towards a more sustainable future.

Creating a great place to work matters just as much as the homes we provide. We continue to focus on improving our **culture score** year on year, moving us closer to our target of 8 out of 10. This reflects the commitment, care and passion our colleagues bring every day, and the steps we're taking to listen, learn and improve together.

We've also made an exceptional start on **social value**. We achieved our 2030 target in the very first year, thanks to fantastic work in our neighbourhoods. A key part of this was the **£170,000** awarded through our 20th Anniversary Community Fund, supporting local projects and helping communities thrive.

Looking after **existing homes** remains a top priority. To date, we've invested more than **£67.85 million** in customers' homes, including major programmes of cladding removal and reapplication, improvements to communal areas and retrofit works. These investments help keep homes safe, comfortable and fit for the future.

We're also making it easier for customers to manage their homes in ways that work for them. We've invested in better **digital services**, including video remote assistance, a new Salesforce CRM system and simple online options to pay rent and book repairs. These improvements give customers more choice, more control and quicker access to support when they need it.



Our purpose, vision & values

Our purpose explains why we exist. Our values guide what we believe in. Our behaviours guide what we do.

WE VALUE

Doing the right thing!

OUR BEHAVIOURS

Put people first Be brave Work together

OUR VISION

Homes full of love Communities full of life World full of possibilities

OUR PURPOSE

Empowering people

Our strategic goals

These goals turn our purpose and vision into clear priorities. They show what we want to achieve by 2030 and the difference we want to make for our customers, colleagues and communities.

OUR STRATEGIC GOALS

- 85% customer satisfaction
- 50% digital enquiries
- £60M social value
- 1,300 new homes
- 18K tonnes reduction in Co2e
- 100% of homes EPC-C+
- £166M invested in homes
- £100M turnover
- 20% operating margin
- 8+ culture score





Our HouseProud accreditation reflects our commitment to inclusive homes, where LGBTQ+ people feel safe, respected and able to be themselves.



A final word from our MCCC Chair

As Chair of Magenta Living's Customer and Communities Committee, I am pleased to add my voice to this second edition of the Road to 2030.



Sean Yewdale
Chair of MCCC

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Our homes are designed to meet different needs, including properties with additional support that help people live well and independently.



Staying on track and keeping you updated

We keep a close eye on the risks and challenges that could affect this plan, and we manage them through strong financial oversight and regular review.

Magenta will report progress against our goals each year in our annual report, and we'll share updates on our website so customers, colleagues and partners can see how we are doing. This helps us stay open about what is going well and where we need to improve.





magentaliving.org.uk

Doing the right thing

Empowering people

Opening doors