



Monmouthshire Housing
Tai Sir Fynwy

**Regulatory Self-Assessment
2018/19**

Introduction

Aligned with the new Welsh Government's Regulatory Framework, MHA has adopted a reporting mechanism compartmentalising the business into 6 areas (also known as the 6 Pillars, see below). This 'snapshot' presents relevant and topical information to the Board for consideration on a rolling programme throughout the financial year.

Each member of the Senior Management Team 'champions' a certain Pillar relevant to their remit. The combined Pillar reports form the basis of MHA's Annual Self-Assessment.

Board Meeting	Pillar of Self-Assessment	Designated Champion
May	Delivery	Director of Housing & Communities
July	Governance/Regulation	Head of Corporate Services
September	Assets/Liabilities	Head of Property Services
November	Opportunity	Head of Commercial Services
January	Money	Director of Resources
March	People	Head of HR/Training

MHA's 6 Pillars





Money

Current Activity (*snapshot March 2018*)

- We obtained a funding facility from Barclays Bank pre-transfer at extremely good borrowing margins. We produce an annual business plan (BP) which shows we can repay the facility which is submitted to and agreed by Barclays. The annual business plan is also submitted to Welsh Government and informs their financial viability assessment of the Association. We hold an annual review meeting with Barclays and our most recent round of meetings/telephone discussions concluded with a letter of variation being agreed at Board in November 2017. The process is now under way again to present the next version of the BP. We produce an annual budget and complete monthly management accounts which are returned quarterly to Finance and Governance Committee and Board. Copies are also sent to WG and Barclays as part of their monitoring requirements. We also produce regular cash flow forecasts and a free cash statement as part of the management accounts and budgetary/business planning processes. We continue to monitor our cash flow effectively and this year we have made fewer drawdowns on our facility than we anticipated in this financial year. We do anticipate making further drawdowns in this financial year to accommodate the expenditure we are making on our developments but this will still be well within the level agreed with Barclays and will ensure we stay well within our financial covenants.
- Our latest version of our BP includes the ability to stress test the model and allow Board to come up with a range of mitigations based on a number of problems all coming to pass at the same time e.g. the ability to weather the 'perfect storm'.
- We are currently in discussions with our funder to consider options for restructuring our facility to give MHA more flexibility to support our future ambitions – the discussions are being undertaken with the assistance of our treasury advisers. We anticipate they will be concluded in the next 12 months.
- We submit an annual return at the end of November on our progress against our commitments to tenants to WG and this is the basis of our request bi-annually for the next two years Dowry.
- Our annual updating of our treasury strategy is carried out in conjunction with our treasury advisers which ensures we minimise the Associations exposure to financial risk. The next iteration of the treasury strategy is likely to be presented at the May 2018 Board meeting.
- We produce a statutory set of annual accounts which are subject to external audit. We also have a comprehensive internal and external audit programme which is agreed with and monitored by our Audit Committee. Our Audit Committee and Board are also afforded time with the external and internal auditors without officers present.
- We complete development and investment appraisals for all of our schemes or new areas of business with a Board approved criteria for the scheme/new activity to proceed.

- The continued success of MHA both in terms of outperforming its budget and business plan has allowed and will continue to allow MHA to maximise its development opportunities as they appear.
- We have a Fraud policy and a Whistleblowing policy.
- We have a Code of Conduct and a Gifts and Hospitality policy and annually report to Board what we have accepted/declined under the policy.
- We have a comprehensive set of Standing Orders and Financial Regulations, incorporating a schedule of delegated authorities that are reviewed at least once a year. The latest iteration of the SOFR was agreed at Finance and Governance Committee in February 2018.
- We have acknowledged the impact of the Bribery Act 2011 and incorporated it into all of our policies and procedures as appropriate.
- We have undertaken a comprehensive review of our approach to service charges (“depooling”) and this has been completed in 2017/18 with the revised charges being notified to tenants and leaseholders and applied from April 2018.
- We receive an annual report from our internal auditors on our internal control framework.
- We issue a statement covering the internal control framework operated within MHA each year in our annual report and is subject to approval by Audit Committee, Board and the external auditors.

Performance Indicators

Performance Indicator	2017/18 – Qtr 3			
	Value	Target	Status	Trend Arrow
Loan Covenant - PI.FIN.P1.01	36.69%	75%	✓	▼
% Rent Collected - PI.FIN.P1.02	103.42%	98.9%	✓	▲
Management Accounts – December Quarter			⚠	
Fraud Register	Nil		✓	


Consultation


Consultation	Findings	What has been done (Outcome)
Overview of progress in business monitored on a monthly/quarterly/annual basis.	Maintain financial viability and strength without putting the association at risk of losing its funding facilities and terms	Updated Treasury Management Strategy to be completed to include review of existing funding facility and to consider options for going forward to increase financial flexibility and reduce costs

Weaknesses and Opportunities

<ul style="list-style-type: none"> Dependent on one funder (Barclays) and dowry from WG – Also dependent on WG Rent Policy Guidelines and Grant regime for developments Service Charge Review – process completed but full impact on tenants and leaseholders still difficult to assess despite consultation and information being sent on a regular basis informing everyone of what is happening Pension liabilities going forward will present MHA with difficult decisions on funding and options for staff benefits

Threats/Risk

Title	Status	Description	Internal Control	Mitigating Action	Due Date	Progress
Failure to meet the requirements of the financial business plan and lender covenants		Cause Poor monitoring of finances Ineffective budgeting and planning	Management Accounts produced monthly and sent to Managers. Presented to F&G Committee and Board	Key Risk Indicators to be added to management accounts that would highlight any issues early	31-Dec-2017	100%
		Effect Not meeting requirement of BP and lender covenants which could allow Barclays to reprice	Business Plan reviewed annually and approved by Board	Business Plan being prepared and will be presented to Board in May 2018	31-May 2018	25%
			Business Plan stress tested	Stress Test results and mitigations strategies to go to May Board 2018	31-May 2018	25%

Title	Status	Description	Internal Control	Mitigating Action	Due Date	Progress
		upwards the facility	Lenders covenants agreed annually and reported to Board compliance reported to Board quarterly	Key risk indicator of covenant compliance included in management accounts reported to Board	31-Mar-2018	100%
Failure of Capsel to generate profit and incur financial costs which can't be recouped via income		Cause Poor understanding of market Poor business plan Poor appraisal system Lack of resources Lack of equipment	Annual review of opportunities to grow as a business	Revised Business Strategy to be agreed by March 2018	31-Mar 2018	75%
			All new business initiatives go through appraisal process to ensure viability	Due diligence to be applied to future business opportunities	31-Mar 2018	80%
			Business Plan agreed	Will be agreed by Mar 2018	31-Mar 2018	80%
		Effect Failure to generate income	Close monitoring of Management Accounts by Managers and Capsel Board	Monthly Management Accounts prepared	18 th of each month following	80%
		Consequences Financial loss Business no longer viability Closure of all or part of business Reputational damage for group	Two Members of MHA Board on Capsel Board	Colin Lewis and John Barrow have joined Capsel Board	Complete	100%

Equalities

Our activities and services reflect the diversity of the communities where we operate, are free from discrimination and promote equality of opportunity

We apply equality throughout our service teams both in terms of staff and customers

Audit/Compliance

Name of Audit	Date taken place	Assurance Level
HR & Payroll	October 2016	Amber
Rent Setting	October 2017	Green
Budgetary Control	December 2017	Green
Income Recovery	January 2018	Amber
Insurance	December 2017	Green



Delivery

Current Activity (*snapshot taken in May 2018*)

Details about what is happening in the service

Delivery of front line services to customers revolves around initial contact by CSA team, this team received:

- ✓ 40k calls in 2017/18 (96.2% call handling rate)
- ✓ 41k calls in 2016/7 (97.35% call handling rate),
- ✓ 33k calls in 2015/16
- ✓ 41k in 14/15.
- ✓

During the past year, calls made to MHA has decreased (3.89%. Conversely, interactions through the Live Chat service has increased (from 46) to an average of 57 interactions per month. Current digital interactions are at 5% versus non-digital interactions at 95%.

After direct debit, income collected by phone is the second highest method of collecting rent. During the year the Customer Services Team collected a total of £1,021,041.41; 10.98% of the total income collected by MHA. However, Q4 2017/18 shows that this trend may be changing with Allpay payments (automated rent payment line) surpassing telephone payments for the last two months of 2017/18; an indicator that tenants are starting to channel shift and move away from more traditional methods of paying their rent.

Key issue: The new Housing Management system will include a tenant portal, it's certainly an improvement on what was originally proposed. Currently Civica seem to be sorting out some key issues so we may well go live in October, but our hopes have been dashed before. We are having a demo of the Repairs System in June and we are really eager to have this installed as our current system "Total" is very old, barely supported and allows for little or no innovation.

From a tenant perspective the repair service is one of our key deliveries,

Key information:

- 2017/18 we completed 10,522 repairs (at a cost of £1.539m, an underspend of £186k)
- 2016/17 we completed 11,694 repairs (at a cost of £1.667m £55k underspend))
- 15/16 11,226 repairs, (cost of £1.577m £29k underspend)
- 14/15 12,302 repairs, (cost £1.687m £257k overspend)
-

Some other key comparators are:

- ✓ Total number of lets 2017/18 was 286 – including quite a few new lets. We re-let 243 existing properties showing a clear year on year decline in the turnover rate which is great news for MHA. We do not anticipate it can go any lower.
- ✓ In 2016-17 we re-let 262
Total number of lets 2015/16 was 284
Total number of lets 2014/15 was 303

Key issue: We still need to dispose of poorly performing stock but will increasingly struggle to make new ones purchased on the open market stack up as prices , particularly in the South, are rising so much. On the other hand to date we have been purchasing 2.5 for every one sold and once it doesn't go below 1:1 it may well continue to make sense provided we are careful with our purchases.

Relets costs on average:

- ✓ 17-18 £3.2k per property – we do not believe on relets this will fall much further but shows we have created quite a few efficiencies
- ✓ 16-17 £993k (Ave. £3.8k)
- ✓ 15-16 £1.049m (Ave (3.7k)
- ✓ 14-15 £440k (Ave, £1.45k)

Key issue: A cost benchmarking exercise with similar organisations will be taking place over the course of this financial year and results will be reported to Board. Financial inclusion and Work and Skills Wise play a very important part of MHA's service delivery

Key information:

Money wise

- ✓ Number of people worked with by Money Wise – 400
- ✓ Energy and Utility advice - £18,051.01
- ✓ Benefits advice - £412,313.90
- ✓ Arrears at start - 127,182.76 reduced to £72,874.55

Work and skills wise

- ✓ Number of people worked with Work and Skills Wise – 219
- ✓ 50 tenants have been supported into employment
- ✓ 3 non MHA tenants have been supported into employment
- ✓ 18 Volunteering work placements have been brokered
- ✓ 13 paid supported employment work placements have been brokered
- ✓ 20 service user have completed the MHA accredited training programme and have received qualifications

The benchmark comparisons are from the 12 Welsh RSL's that have entered a combined GN and HfOP total figure in Housemark's benchmarking E-Form.

Key information:

- Overall Satisfaction with Services provided by MHA – 90.1% (UQ – 4th in Wales)
- Satisfaction that rent provides Value for Money – 88.6% (UQ – 4th in Wales)
- Satisfaction that MHA listens to views and acts upon them – 77.8% (UQ – 5th in Wales)
- Overall quality of the home – 88.1% (UQ – 4th in Wales)
- Satisfaction with neighbourhood as a place to live – 89.2% (UQ – 2nd in Wales)
- Overall satisfaction with the repairs and maintenance service – 85.5% (3rd in Wales)

Key issues from Restructure which are up to date:

- ✓ Re-let times (Standard) improved from 48 days in Q1 to 22 days in Q4
- ✓ Offers accepted at 1st offer 2015/16 80% 2016/17 86.62%
- ✓ Call answering times 15/16 15 secs, 16/17 16 secs but with 19% increase in calls across a wider range of services e.g. rents.
- ✓ Starter tenants in arrears in May 2016 64.81%
- ✓ Starter tenants in arrears in March 2017 33.92%
- ✓ Void income loss 15/16 1.6% (£280k)
- ✓ Void income loss 16/17 0.55% (£96k)

We benchmark the cost of the DLO by tendering for external work and have proven successful at getting some work but the issue has been to make it profitable. Lessons have been learned and we are improving so whereas Sandy Lane and Shirenewton were loss-making the latest development at Poplars made a profit albeit a small one.

Turnover in CAPSEL Home Essentials and CAPSEL Homes continues to improve and the current projections are that all strands of CAPSEL will be profitable this year, **Are we appealing to the obvious needs of our customers or do we know them well enough to appeal to a wider group of needs and tailor these services?**

We use tenant insight data to target resources and communications for welfare reform e.g. identifying those tenants at the greatest risk of arrears due to Universal Credit.

We have used linked the information to Experian data to target resources to help those who will be affected by universal credit and are in current financial stress. We also used tenant insight data to identify tenants with children who would benefit from free access to the summer play scheme run by Monmouthshire County Council. We have also used it to help understand the potential for digital migrants in our sheltered scheme. We have also used it to support our Big Lottery bid for funding for a project to support working families.

We use our tenant profiling data to assess the impact of welfare reforms and effectively target communications e.g. single claimants receiving JSA. We are constantly updating our profiling data and will use this to plan for the roll-out of Full Service Universal Credit which is being introduced into Monmouthshire in June 2018. We have used linked the information to Experian data to target resources to help those who will be affected by universal credit and are in current financial stress. Our Engagement Team used the tenant insight data to identify Caldicot as the area with the largest number of families and we worked alongside Flying Start to deliver interventions aimed at tackling obesity e.g. Jamie Oliver cookery school and open access play. We have also used this tenant insight data to identify tenants with children who would benefit from free access to the summer play scheme run by Monmouthshire County Council. We have also used it to help understand the potential for digital migrants in our sheltered scheme. We have also used it to support our Big Lottery bid for funding for a project to support working families. Moving Homesearch online and having a Phone App has proven to be very popular. The vast majority of our customers using the Monmouthshire Homesearch letting service do so online. Since Apr 2017, bids for the mobile app averaged 46.07 bids whilst the average through the website is 46.74 bids. Market research and analysis of bids on Homesearch have driven changes to approach to allocations, development and OAP policy.

In addition there is a lack of demand for OAP properties in Abergavenny, this was made evident recently where 3 new developments in Abergavenny became available, units were made up of 28 flats and 2 bungalows. Despite numerous methods of marketing which included an open day, newspaper adverts, postcard drop and social media campaign, we only received an average of 8 bids per property on the flats, 54.63% of these bids received were from applicants in band 5 (no housing need) . In contrast the 2 bungalows on the new developments attracted an average of 26.5 bids

For the past 2 years we have been operating a Local Lettings Plan in 4 streets in North Abergavenny, whereby preference is given to applicants who are economically active. During this time we have seen the % of unemployed households reduce by 12%, number of void properties reduced by 28% and the average number of bids per property increase from 4 to 28. However, it will take longer to make significant changes to the socio-economic profile of this area and despite average bids per property increasing significantly demand for properties is still considerably lower than the MHA average of 43 bids per property. In the last 12 months we have seen the number of ASB incidents reported increase which could indicate that the community is less tolerant of this type of behaviour and has confidence in MHA's ability to deal with issues raised. None of the alleged perpetrators were people who had moved in since the lettings policy was reviewed.

MHA currently owns 43 Intermediate and Market Rent properties, this number is increasing to meet the housing needs for a wider range of tenant. The properties are located on the perimeter outside the county enabling us to expand geographically they are all within sought after areas and attract a high number of bids.

Key information:

Due to declining demand for OAP flats, MHA has re-designated a total of 327 properties over the last 3 years. To date over 80 of these have become available and re-let to general needs applicants in housing need. We have also taken a more flexible approach to re-letting accessible bungalows to disabled applicants who are below pensionable age.

For OAP's the real need is for bungalows or similar and MHA have to devise a way to build more of these more often in the future. Cardiff University And MHA have successfully submitted two planning applications for our Start Up – Slim Down Scheme and we will be on site in late May/June.

Pilot for Universal Credit and Rent Management Review were key drivers for restructure in H and C. The pilot indicated the needs to both tenants and MHA into the future and allows MHA to anticipate resource requirements and tenant requirements and to decide what is reasonable.

We build and renovate homes to a good quality

Renovating existing properties and building new ones that are needed is a key part of MHA's Vision and Corporate Objectives. MHA carries out satisfaction surveys on new lets and relets, also after major renovations. MHA monitors the number of bids by property type and location to get a "feel" for future need. MHA is also looking to create efficiencies such as doing our own marketing which has saved money (Trevor

Bowen Gardens alone saved £40k), MHA has already started to market the new properties in Wonastow Road. MHA uses a high specification for procurement with a view to long term savings. MHA, along with MCC use housing need/demand information to help local authority specify mix of properties on s106 sites.

Key information:

- ✓ After a successful pilot during 2015/16, an improved voids standard was introduced to all MHA properties during 2016/17.
- ✓ 243 routine voids completed 2017/18, with an average cost of £3225 against a target of £3200.
- ✓ £14k spent on excessive voids, included structural alterations, renewal of kitchens and excessive clearance and cleans.
- ✓ The improved standard has resulted in increased customer satisfaction, reduced refusals, reduced responsive repairs, increased demand and shorter turnaround times.
- ✓ Budget for 2018/19 has been approved; £795k for 'routine' voids and £80k for 'excessive' voids.
- ✓ The improved voids standard has resulted in increased customer satisfaction, reduced refusals, increased demand and shorter void turnaround times.

We let homes in a fair, transparent and effective way (*changes to Allocations Policy/responses to what Homesearch is telling us – e.g. continuous bidding etc.*)

Changes were made to the Allocations Policy in September 2016 in response to changes to legislation, customer and staff consultation. A sample of these changes include; The Code of Guidance for Local Authorities on the Allocation of Accommodation and Homelessness 2015 initiated changes to the Exclusions Policy and changes to the priority of homeless applicants; Changes to Welfare Benefits prompted affordability assessments to be introduced; customer and staff feedback influenced the increased priority of applicants privately renting and receiving a DHP from MCC; an increase in transfer applicants moving when they had no housing need resulted in these tenants moving to the lowest housing need band.

Key information:

- ✓ At the end of 2017/18 3.66% of applicants registered for housing were identified as BME. 3.80% of lettings were made during 2016/17 to BME households
- ✓ 4.21% of lettings in 2016/17 were made to BME households.
- ✓ At the end of 2016/17, 3.81% of applicants registered for housing were identified as BME.
- ✓ 2.15% of lettings in 2015/16 were made to BME households.
- ✓ At the end of 2015/16 there were 3.43% of BME households registered on the Common Housing Register

We manage our homes effectively.

During 2016-17 we undertook a comprehensive restructure within the Housing and Communities Directorate. This included the creation of a specialist Income Recovery Team in preparation for the roll out of Universal Credit and direct payments. We also took the opportunity to invest in providing internal tenancy support and a New Homes Team to focus on pre-tenancy advice. To make best use

of resources we have been upskilling our Customer Service Advisors to deal with routine enquiries such as responding to estate management enquiries.

Key information:

- ✓ Arrears at the end of 2017-18 were 0.81% against a target of 2.1%
- ✓ Excluding credits arrears are 1.4% 2017-18 against a target of 2.1%
- ✓ Arrears at the end of 2015/16 were 0.84 against a target a 1.8% (Housemark)
- ✓ Arrears at the end of 2016/17 were 0.58 against target of 1.4% (Housemark) and when credits were excluded (MHA definition) arrears were 1.73% 2015/16 and 1.49% 2016/17 against target of 2.2%

















We provide fair and efficient services to owners

See info. for home owners (Leaseholders) in Consultation section.

MHA have expanded the range of homes it provides to include Shared ownership properties, building 7 for sale this year, all these have successfully sold with over 70 potential buyers contacting us per scheme. We currently have another 2 LCHO schemes being completed this year we already have a list of persons interested in these scheme and we anticipate a high demand for these properties.

Neighbourhood team now do management and income and collection collect services charges and other recharges. Other LSVT's have approached MHA with a view to having a joint Leasehold Team but this is some way off yet.

Performance Indictors

Performance Indicator	2017/18			
	Value	Target	Status	Trend Arrow
Re-let time (Standard Lets)	29.87	24		
% Properties with Landlord Gas Certificate	100%	100%		
% tenants satisfied with works	87.72%	98%		
% offers accepted at first time	79.02%	82%		
Satisfaction with complaints handling	68%	80%		
% New tenants satisfied with new home	98.81%	100%		
of repairs completed right first time	94.95%	95%		
Overall satisfaction with services from MHA	90.1%	90%		

Consultation

Consultation	Findings	What has been done (Outcome)
Annual Tenant Survey 2017/18	Slight decrease of the overall satisfaction level from 91.6% to 90.1% however MHA still scores in the upper quartile when comparing benchmarkable questions against other RSL's in Wales.	An improvement plan has been devised to take into account areas of improvement that the survey has recognised. These have already started to be implemented with further actions to be carried out when relevant in 2018/19.
Repairs Satisfaction Survey	Further decrease in satisfaction in 16/17 to 92.3, very marginal but below target of 97%. 2015/16 with 92.77, decreasing from 93.43% in 2014/15	MHA carries out two surveys an ongoing one as repairs are completed and an annual one as part of the global tenant survey. The results opposite are from the on-going survey. But we are now in contact with more tenants via SMS texting etc and this may be a better indicator of the true state of play.
Leaseholder Survey 2014/15	Overall satisfaction dropped from 82.2% in 2013-14 to 51.8% in 2014-15	. No survey carried out since 2014-15, however, this is something that Toby the new Service Charge & Leaseholder Officer is considering undertaking during the next 12 months
Best Companies Staff Survey 2015	MHA's overall position increased from 81 st to 51 st in the not for profit companies (19 th in the Housing sector)	Doing IIP and not Best Companies this year. Results back by end of June
Cleaning Service Consultation 2016	In February 2016, 665 tenants and leaseholders were consulted over the introduction of a cleaning service to communal entrances/stairwells.	. We are currently undertaking a review of the communal cleaning service following negative feedback from customers and ongoing issues with the contractor.

Exit Surveys	<p><u>2015/16 Results</u> Have previously found staff helpful – 93% Would recommend us to a family or a friend – 91.6% Rated the followings services with a positive result: Repairs – 81.4% Paying rent/rent advice – 93.4% ASB - 55.5% Moving home advice – 70.8% Communication and provision of information – 88.2% Survey changed in October 2016 following restructure.</p> <p>New Questions: How helpful were staff... 90.9% Family /friends.....92.3% Moving advice.....72% Communication88%</p> <p>So in conclusion not much movement, but in a year of so much staff changes we are feeling very pleased about this.</p>	<p>Survey was revised again in 2017/18 with some changes/new questions following service review and the responses of those who gave an answer and scored 6-10 satisfaction (from 1-10) in 2017/18 continue to improve: Repairs service : 95% Paying rent/ rent advice : 95% ASB service : 65% Tenant engagement : 86% Support during tenancy : 88% Recommend MHA to family or friend : 95% Demonstrating high levels of tenant satisfaction</p>
New Tenant Surveys	<p><u>2015/16 Results</u> Satisfied with Homesearch- 96% Found information sent to them useful – 82.66% Provided the correct information –95.5% Support enough support during the process – 95.1% Cleanliness of your new home was acceptable – 86.7% Satisfied that moving met the tenants expectations/ aspirations of their new home – 96.4%</p>	<p>The new tenant survey was changed for 2017/18, following a service review, with some revised/new questions and the results from those tenants, who responded 'satisfied/very satisfied' or scored '6-10' on questions remain high: Satisfaction with homesearch: 93% Read and understood tenancy conditions: 96.7% Felt more prepared to move after pre-tenancy visit: 97%</p>




	<p>Satisfaction with their new home – 99.7%% In 2016/17 a new survey changed on back of restructure and introduction of New HomesTeam</p> <p>Satisfaction with Homesearch 95% Read and understand tenancy conditions. 92.3% Felt more prepared to move after pre-tenancy visit ...87.5% Satisfaction with info. 98.9% Satisfied with sign-up process 98.9/5 Cleanliness of new home.... 95.7% Satisfied with new home 100% Satisfied we had decorated property..... ..93.9%</p>	<p>Satisfaction with viewing: 94.5% Satisfaction with sign-up process: 96.8% Cleanliness of home: 95.2% Satisfied we ad decorated: 96.8% Satisfaction with condition of home at letting: 94.9% Satisfied overall with lettings process: 97% Recommend lettings service to others: 97% Plan to stay in home for the foreseeable future: 97%</p>
Service Testing Team	The Service Team have completed checks on Estate Management, Rent Payment Line, Informal Complaints, Communal Cleaning, Capsel/LCHO within 2017/18. Customer Care, DFG work and External Works.	Results varied depending on the area and all of the individual findings can be found in each report.
Scrutiny	Scrutiny Panel have completed their Estate Management Review and a mini review on Anti-Social Behaviour, in addition they are also concluding their reviews on Communication with MHA.	<p>Numerous changes arise from each of the scrutiny panel reviews. Some of these recommendations are:</p> <p><u>ASB</u></p> <ul style="list-style-type: none"> • Positive case studies and stories to be reported through Tenant Matters to encourage others to report. • Introduce a centralised ASB reporting email.

		<ul style="list-style-type: none"> • Introduced text facility for reporting ASB issues and promote widely. <u>Estate Management</u> <ul style="list-style-type: none"> • Introduce service standards • Designated page on the website on estate management. • Introduce an online form for reporting Estate Management Issues
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Weaknesses and Opportunities

<p>Weaknesses</p> <p>Repair appointments</p> <p>Service standards across all core services</p> <p>Gaps in tenant profiling data and challenges in keeping data updated</p> <p>Sickness levels</p> <p>Lack of regular policing of estates regarding tenant responsibilities</p> <p>Tenants perception that we are still the Council</p> <p>Our IT limits our ability to work agilely leading to duplication and inefficiencies, lack of integration and some not user friendly</p> <p>Review of recharges approved by Ops in April and currently being implemented.</p> <p>Opportunities</p> <p>SP contract to be retendered this year</p> <p>Development – land banking and taking options on land outside of the LDP</p> <p>Capsel</p> <p>Civica Cx – implementation of Phase 1 including CRM and Tenant Portal and the new CX Contractor product later in 18/19</p> <p>External funding e.g. Active Inclusion</p> <p>Local government re-organisation</p> <p>Stock rationalisation via Asset Management Strategy</p> <p>Stock increase – purchasing off the shelf</p> <p>Joint working with MCC is shared housing and supported accommodation</p> <p>Multi-skilled and flexible trade personnel</p> <p>Possible JV with Edenstone and Melin.</p> <p>De-pooled service charges increases opportunity to recover cost of service or if not required remove it</p>

Threats/Risk

Lack of commercial acumen experience in residential development		Specialist consultants to be appointed to advise as necessary	Write and arrange training programme for key members of staff on commercial awareness	0%
Service Charges and de-pooling of rent		Annual Service Charge Statements produced	Carry out comprehensive consultation - give tenants as much information as possible.	0%
		Legal advice obtained	Full review of service charges to be carried out and outcomes implemented	40%
		Process to be run as a project	Get MCC's approval to de-pool the rent. Need full council agreement	100%
		Special Project Officer appointed to lead on re-modelling the service	Working group to be set up to lead on the work	100%
			Carry out training for key members of staff	0%
			Secure external funding to support customers who are in in-work poverty	20%
Future support not provided adequately for our tenants and communities		Pilot project being run for new model	Continue negotiations with MCC and agree on approach to providing floating support	0%
		Money Wise and Skills Wise providing support		
		MHA perusing external funding		
		Tenancy Coaches in post		

Equalities

Our activities and services reflect the diversity of the communities where we operate, are free from discrimination and promote equality of opportunity

MHA carried out Equality Impact Assessments on key service areas such as rent , Tenant Involvement and allocations. All appointments are monitored against targets reflecting gender and race in the area. MHA has well developed HR policies and training which help to monitor the key characteristics. Staff are given core training on equality issues especially around customer care and recent courses on topics such as mental health. CEO is the equalities champion signalling our intent. We have had no formal grievances on equality issues. We use Tenant Insight to gather and act on equality information from our tenants. We have set up a disability group to represent their issues.

- Inclusion projects targeting all diversities of our community that encourage inter-generational relationships e.g. older people reading in schools, Crafty Women to encourage resocialisation of victims of domestic abuse, Dad's Can
- Signing the Employer's Pledge to remove the stigma of mental health discrimination, supported by appropriate policies and procedures, and awareness raising amongst staff.
- Accessibility of services through various methods, e.g. Homesearch phone app
- Use of technology by staff to enable them to work remotely in tenant's homes

Audit/Compliance

Name of Audit	Date taken place	Assurance Level
Rent Setting – New Properties	October 2017	Green
Reactive Maintenance	November 2017	Amber
Income Recovery	January 2018	Amber
Starter Tenancies	February 2018	Green



Governance

Pillars of Self-Assessment: Governance & Regulation

This particular 'Pillar' focuses on: Health & Safety, Risk & Business Assurance, Governance & Regulation, Compliance with relevant legislation and tenant engagement at Corporate level.

Current Activity (*snapshot taken September 2018*)

Health & Safety

During this reporting period Monmouthshire Housing Group has:

- Been re-certified to the Environmental ISO 14001:2015 (revised standard) certification – February 2018. We received no non conformances
- Been recertified to the Environmental Green Dragon (Welsh Standard) level 5 recertification – December 2017
- Maintained Health & Safety BS 18001 certification – February 2018
- The Head of Facilities & Compliance reports to Board twice yearly on Health & Safety performance.
- Asbestos - MHA have made big improvements in this area and as a consequence we have implemented and maintained very good controls. Introduce a "clean shaven policy"
- Implemented the "Don't Walk By Policy".
- Fire Safety, we have a good fire safety monitoring system in place, however, as part of continuous improvement, we want to improve further. Fire risk assessments are carried out annually however timelines slipped slightly during 2018. These have since been completed and significant findings addressed. There is a corrective action plan in place to prevent a reoccurrence
- Gas - Our gas service monitoring regime is very robust. Performance has improved and maintained during this reporting period. We have consistently achieved 100% on the gas servicing programme since November 2017 – see comments under Risk.
- Legionella - We have a well-established and robust monitoring regime which covers our sheltered housing properties and domestic properties with gravity fed open vent (tank fed) systems

Risk

Some of the significant changes in relation to MHA Risk in the past year include:

- The inclusion of levels of Residual Risk on the Risk Dashboard
- The introduction of Operational Risk items to be reported to the Operational Committee
- Although the information reported for the percentage of gas servicing completed as at 31st March 2018 was deemed to be correct at the time, a Data Integrity Audit (carried out in June 2018) identified five properties on the Asset database that had not been included on MHA's gas servicing register. This meant that these properties did not have a valid CP12 Gas Safe certificate. Arrangements were made immediately to carry out the gas safety checks and all properties now have valid gas safe certificates (CP12). This matter was reported separately to the Housing Regulator by telephone and in writing on

29th June 2018 and has also been reported to MHA's Board, Audit and Risk and Operations sub groups.

- The introduction of a new Data Integrity risk was introduced to the Dashboard as a result of the above
- Key Measures in relation to the six pillars of regulation have been added to the Risk Dashboard

Governance & Board

During the past 12 months the following changes have occurred:

- We've said farewell to four board members and successfully recruited 6 new members (applying the revised recruitment and selection process). All have settled in well.
- Reviewed and updated the organisation's Rules of Association to reflect changes in the environment.
- Completed our annual regulatory assessment and awarded 'Standard' for Financial Viability, Governance and Services. Next assessment due at the end of the year.
- Introduced access to Pentana's (performance management system) dashboard for board members and currently preparing to roll out new Diligent software (replacing BoardPad).
- Conducted an annual review of the old Code of Governance. Currently awaiting news from Regulator re: level of information required for the new COG. Following clarification, the Board will undertake a 'snapshot' assessment.
- Introduced a new Disciplinary Procedure and revised Board Member Agreement.
- Conducted a review of the governance administrative procedures (see below)
- Conducted full individual and collective appraisals – in conjunction with Central Consultancy. Following this exercise (conducted May- August), the consultant's report has highlighted a number of actions requiring Board attention. Task and Finish sub-groups have been suggested to work through these issues to complete the full governance review over the coming months (see separate report presented on the 19th Sept).
- Presented the Scrutiny Panel and Service Testing Team's annual impact assessment to Board. Programmes/Reviews continue to run throughout the year.

Governance Admin Review

The following issues and remedies have been identified across the MHA Group. These actions (bulleted points) will be implemented. *For the full report please visit the Reading Room:*

Length of Meetings

- Review of SOFR – Consideration of current delegatory powers with a view to decreasing unnecessary operational discussions and improving effective use of Sub-Committees.
- Training for authors on report writing, submission and presenting.
- New Diligent I.T. being introduced with training provided.

- Introduction of a Development Committee with delegated authority for decision making on behalf of the full Board (following consideration of options).

Meeting deadline for compilation/distribution of board packs

- Tighter controls in place and more notice of reports due (3 weeks).

Turnaround of minute production and sign off

- New time-led protocol implemented

Consideration of reports/decisions outside of meetings (Capsel Only)

- Procedure to mirror MHA's



Accountability & Transparency–“Are we really accountable and transparent – taking into account commercial factors but not hiding these once they should be made public?”

A summary of the Board meetings are shared on our website following each meeting. We also publicise our annual self assessment online following submission to Welsh Government. We provide regular updates to staff following the board meeting and the CEO briefings and also in our staff newsletter Ebuzz_and Intranet.

Interdependencies of the group structure – “We are explicit about interdependencies within the group, have clear and separate identities, control potential conflicts of interest and ensure our assets are not put at risk by subsidiaries”

Our trading subsidiary, Capsel operates within its own control framework, is led by an Independent Chair and members of the MHA Board sit on the Capsel Board. Capsel is funded by a funding facility from MHA and this is subject to agreement by Barclays as part of their annual business plan approval process (currently £500k). MHA does not guarantee any Capsel activity in any way. A number of SLA's are being put in place between MHA and Capsel to ensure clearly defined boundaries on service delivery.

Performance Indicators

Performance Indicator	2017/18			
	Value	Target	Status	Trend Arrow
PI.FIN.P1.01 - Loan Covenant (YTD)	34.32%	75%		


Consultation



Consultation	Findings	What has been done (Outcome)
See notes on Governance Review and Appraisals above	See above	See above




Weaknesses and Opportunities


Weaknesses <ul style="list-style-type: none"> Attendance and quoracy issues for Board and sub-committees Ensuring members grasp ever-increasing requirements for responsibility for a more complex operation – do enough members grasp the issues sufficiently. Lack of strategic discussion If Board member time requirements become too onerous it may well be difficult to recruit in the future. 	Strengths <ul style="list-style-type: none"> Strong member expertise and level of challenge Continual review of governance processes Updated Rules which reflect our current operating environment. Excellent Regulatory judgements to date. Board appreciation of the Regulatory process Board engagement with VfM
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Threats/Risk

Title	Level of Risk	Internal Control	Mitigating Action	Due Date	Progress
Major fire related incident in tenants properties		Fire equipment serviced in accordance with statutory requirement	Actions identified from annual risk reviews to be actioned in accordance with the set timescales	30-Sep-2016	100%
		Internal Audit carried out annually	More regular inspections to be carried out in properties to ensure compliance with fire risk assessments	30-Sep-2016	100%
		Fire risk assessments / reviews carried out annually and mitigating actions implemented	Disaster Recovery Plans to be reviewed and updated	31-Aug-2016	100%
		Tenants encouraged to take out content insurance			
		Disaster Recovery plans in place			
		Don't walk by policy implemented - outlining staff's responsibility to			

Title	Level of Risk	Internal Control	Mitigating Action	Due Date	Progress
		report defects and hazards			
Major gas related incident in tenant properties - explosion, carbon monoxide poisoning		Public/Property Owners/Products Liability Insurance - £5m	Disaster Recovery Plan to be tested	31-Dec-2017	50%
		Disaster Recovery plans in place	Disaster Recovery Plans to be reviewed and updated	31-Aug-2016	100%
		Gas appliances serviced annually to comply with statutory requirements	Complete programme to install carbon monoxide detectors in 100% of properties	31-Dec-2018	80%
		Statutory Certificate held on file			
		External and Internal gas audits conducted annually by Gas Safe			
		No access procedure in place and enforced			
		Gas boiler replacement programme in place - high priority given to defective appliances			
Lack of necessary skills on MHA Board		Annual appraisal process in place for board members	2018's full appraisal completed. Currently working through actions	31.08.18	100%
		Training programme for Board Members in place linked to annual appraisal			
		Bi-monthly CEO update given to Board highlighting issues impacting the organisation and sector			

Title	Level of Risk	Internal Control	Mitigating Action	Due Date	Progress
		All board members have in-house subscriptions			
		Pre Board Member Training carried out			
		MHA complying with the code of Governance			
Legionella outbreak in one of our schemes or other property stock		Water Management Programme in place	A Risk assessment programme of all domestic properties to be implemented	31-Dec-2017	50%
		External Contractor appointed - Legionella Control Association	Audit plan to be put in place to ensure robustness of water management programme	31-Dec-2016	100%
		Monitoring procedures and roles and responsibilities in place. Each responsible person has signed a declaration to confirm their understanding.	TMV schedule to be put in place and monitored by DSO	31-Jul-2016	100%
		Audited by Internal Audit			
		Included on staff training matrix			
Welsh language standards bringing requirements to provide bilingual service		Welsh language strategy agreed with commissioner	Budget to be set for complying with the standard 2017/18 - consideration to be given to the most efficient way of translating	31-Mar-2017	100%
		Attending meetings and participating in all relevant consultations	Welsh speaking to be included as a desirable skill on all posts advertised	30-Nov-2016	100%
		Welsh lessons offered to staff			
Changes in Regulation in the		MHA complying with Code of Governance	Self assessment template reviewed	31.08.18	100%

Title	Level of Risk	Internal Control	Mitigating Action	Due Date	Progress
way of focus on different areas of the business			to include more focus on risk. New style COG to be rolled out this year.		
		Regular communication with regulator and annual attendance by MHA Board			
		Self Assessment submitted annually			
Failure to maintain adequate governance structure and rules		Audited by Internal Audit	Review Capsel Standing Orders and Financial Regulations to ensure they are adequate for Capsel	31-Mar-2018	0%
		Financial Regulations and Standing Orders			
		Member of MHA Board on Capsel Board			

VfM Initiatives

We:

- Embed a pro-active health and safety culture to avoid accidents and incidents
- Embed a culture of risk management to empower staff and Board to manage and understand the risks
- Maximise the service given by the Internal Auditors to ensure staff gain knowledge and experience through good practice and mentoring
- Ensure tenants are involved in key decision making on cost and spend
- Incorporate VfM considerations into policies and Board Reports
- Build VfM considerations into the Internal Audit framework

Equalities

Our activities and services reflect the diversity of the communities where we operate, are free from discrimination and promote equality of opportunity

Monmouthshire Housing Association is committed to equality of opportunity in employment and service delivery. In order to monitor the effectiveness of our

Equal Opportunities policy we ask all applicants applying through the independent & tenant board recruitment process to provide the relevant equality and diversity information.

In line with good practice and as advised by Tai Pawb we submit an annual return on Board Diversity to Welsh Government. The information is also used to form the basis of discussions with our Regulation Manager around our Boards diversity.

MHA is also committed to the Chartered Institute of Housing equality and diversity charter which is a flexible framework that helps us identify what outcomes fair and accessible housing service can deliver. Equality means that the housing sector is striving for a better balance in opportunities, resources, and decision-making processes for staff, customers and communities. Being more aware of and proactive about the diversity of customers through tenant insight data will ensure we are providing the right services and meet the right needs and aspirations of our customers.

Audit/Compliance

Name of Audit	Date taken place	Assurance Level
Data Integrity Audit	June 2018	Red
VFM	Due 2019/2020	
Governance	Due 2020/2021	



Assets & Liabilities

Pillars of Self-Assessment: Assets/Liabilities

This particular 'Pillar' focuses on: Performance of Assets, Asset Management Strategy, Development, Disposals, Insurance and Planned Maintenance

Current activity: *(snapshot taken in September 2018)*

This Self Assessment demonstrates how MHA responds to the following challenges:

1. What is the role of technology within MHA and how can we use it to improve/monitor maintenance of our assets?
2. Does our business plan reflect our true potential and use of assets or should we be extracting far more value from our assets?
3. Are our assets aligned against opportunity and threat? Will we use them more actively?
4. How do we monitor/protect the condition of our assets/liabilities?

The numerical and financial data included herein is for the period 1st April 2017 to 31st March 2018.

1. What is the role of technology within MHA and how can we use it to improve/monitor maintenance of our assets.

1.1 Assets

There are three systems that support the strategic and day to day management and maintenance of our properties, land and open spaces assets:

1.1.1 Keystone system – Asset Management system. This database holds all of our stock condition survey information which can be self-representing or cloned by base classification. This information includes:

- A central repository of information which can be widely viewed throughout the organisation. Restricted information can also be viewed externally through the internet kiosk.
- Our asset condition information such as details of components, type, installation /replacement dates, together with other electronic records such as photographs, certificates, plans, drawings etc.
- A summary of planned maintenance work completed by component with actual costs.
- Our future planned maintenance program.
- Our asbestos register which enables us to manage where asbestos is present, e.g. Risk assessment based on type, condition, occupancy. When last inspected, removed etc.
- Disabled adaptations register and HHSRS data.
- Details of EPC's issued, together with SAP ratings.
- Details of WHQS compliance certificates issued.

The system is used to:

- Provide long term maintenance costings for our 30 year business plan. Inputs into the co-existing relationship between the asset management strategy and business plan.
- Provide reports on the stock, such as energy efficiency and WHQS compliance.

- To assist in the preparation of our planned and cyclical maintenance programs. It includes the facility to carry out scenario modelling.
- Carry out sustainability modelling to highlight poor performing assets. Keystone has the ability to model various data e.g. financial (cost of repairs, rent income, management), tenancy (demand, length of tenancy). This information is used to predict the long term viability of our stock down to asset level, with the worst performing assets ending up on our “obsolete property list”.
- Monitor our performance against the Welsh Housing Quality Standard.
- The system now provides on line access, via a web portal, to the Asbestos Register, which has been made available to some contractors who regularly work with MHA. E.g. Capsel, A P Waters. (This system does not provide access to any personal data about our tenants).

The data in keystone is maintained in the following ways:

- Regular stock condition surveys carried out, either a representative sample of the stock surveyed every 5 years or 20% representative sample carried out annually or a combination of both.
- Stock surveys are either captured and entered:-
 - Electronically on tablet computer using Keystone Foundation mobile working platform which interfaces directly into keystone.
 - Captured by other means, and loaded into keystone via the Keystone Generic Interface.
- Completed works are entered into keystone either directly one at a time or in bulk via the Generic Interface. Completed works automatically update stock condition information.
- Information on new developed or purchased properties is uploaded.

A stock condition survey, based on a representative 10% (360 properties) of our housing stock, was carried out by Savills earlier in the year and fed into the annual valuation of our stock for Barclays.

Keystone incorporates a comprehensive advanced data reporting facility that allows the users to select and join the data tables within the data base which can be set up as user defined reporting templates. These templates can be used for providing reports required regularly, such as monitoring performance. The monitoring of performance is also currently supported through the use of additional spreadsheets. The Keystone system also has additional modules available for planned maintenance & servicing. MHA has recently instigated a project to purchase and implement the Servicing module and will in future manage its gas servicing and other servicing responsibilities via this system. It is anticipated that the new module will be installed and working during Q4 2019.

The Keystone system is now owned by Civica, hence potentially making it more integrated with our new system when implemented.

1.1.2 Total Repairs system – Responsive Repairs. This system records all reported responsive repairs and voids works, detailing the nature of the repair, works carried out and cost attributes; materials, labour, sub-contractors etc. It is MHA’s intention to replace the Total Repairs system with the new Civica Contractor repairs system, when development of the system has been

completed, so that integration can be obtained between the Housing Management, Asset Management and Responsive Repairs systems. MHA expects to be able to view the Civica repairs system prototype in Sept / October 2018.

- 1.1.3 GIS – Property, Land & Open spaces.** This system records and maps Land, Property and Open spaces belonging to MHA and can be used for a number of support activities e.g. to identify land that may be suitable for development opportunities and to provide information for landscaping and environmental such as the Grounds Maintenance contract. During 2018 we will be reviewing the current GIS system with a view to procuring a more user friendly and efficient system.

1.2 Liabilities

The Asset and Liability Register is presented to Board annually and at the 6 month period if there are any material changes. A development update report is provided to Board four times a year and provides information of current development schemes, pending contracts and proposed schemes. Award of individual contracts valued at over £100k are approved by board.

The A & L Register will contain a summary of all our assets and liabilities and will link back, where possible, to our audited accounts.

1.2.1 Development

The following development schemes are currently under contract:

Contract / Site	Contract Value	SHG*	HFG*
Brookside, Caldicot (Social rent)	£3,400,000	Y	
Oakley Way (Social rent)	£4,506,649	Y	
Llangynidr (Open market sales)	£2,999,520	N	N
Tintern (Social rented)	£524,914	Y (blended)	Y (blended)
Shirenewton (1x LCHO 2 x Social rent)	£186,552	N	N

*(SHG – Social Housing Grant at 58% HFG – Housing Finance Grant at 58% (payable over 30 years) or blended – both SHG / HFG at a total of 58%)

In addition to the above schemes, MHA was successful in bidding for Innovative Housing Programme funding in 2017 / 18 and has secured £963,794 toward the cost of building 4 x 1 bedroom courtyard bungalows and 4 x 1 bedroom mews style terrace houses. These are new designs and will be energy efficient homes. Planning consent was approved in March 2018 and works on two sites; one in Abergavenny, Monmouthshire and the other in Caldicot, Monmouthshire, has now commenced.

The following developments are pending approval of contract award in 2018/19

Dingestow: 60:40 site – 9 affordable houses (6 LCHO & 3 social rent) and 6 house open market sales. Estimated Contract Value between £2.6 - 2.9m
 Govilon: 19 new homes – 6 affordable houses (social rent) and 13 houses / bungalows open market sales. Estimated Contract value between £3.2 - £3.5m

1.2.2 Service / Maintenance Contracts (values are based on budgets and subject to variation depending on works programme):

- Fire contract - c£50K p.a. which covers reactive and servicing.
- Lift - c£20K (Service & reactive)
- Legionella - c£36K p.a. – Includes £10K servicing for MHA HQ & Estate
- Sewerage Treatment plants - £48K p.a. Includes £10K servicing
- Security (HQ) – c£30K p.a.
- Cleaning of MHA (Estate block of flats) communal areas – the cleaning contract is under review and will be retendered shortly. Est. value between £50k - £90k
- The Grounds Maintenance contract is also under review and will be re-tendered in Autumn 2018. It is anticipated that the contract value will be in the region of £270k per annum.

Other contracts will be included in the new Contracts Register system as it is populated over the coming months.

2. Does our business plan reflect our true potential and use of assets or should we be extracting far more value from our assets.

2.1 Corporate Plan / Directorate Objectives

1. Deliver the 5-year development programme – to build or acquire an average of 100 new homes per annum.
2. Through proactive asset management identify poor performing properties and make recommendations for appropriate changes e.g. alteration, disposal, re-designation etc.
3. Deliver the 2018/19 Planned Maintenance program, including cyclical decorations works and external works to gardens; walls, footpaths etc., in accordance with agreed targets and timescales.
4. Deliver the 2018/19 garage refurbishment / replacement programme for the garage sites that have no housing development potential.

3. How do we monitor/protect the condition of our assets/liabilities?

3.1 Governance

MHA's Asset Management Strategy (AMS) was reviewed in August 2017 and approved by MHA board in September 2017. The AMS follows active Asset Management principles:

- Holistic: asset management must be cross-disciplinary, total value focused
- Systematic: rigorously applied in a structured management system
- Systemic: looking at assets in their systems context, again for net, total value
- Risk-based: incorporating risk appropriately into all decision-making
- Optimal: seeking the best compromise between conflicting objectives, such as costs versus performance versus risks etc.
- Sustainable: plans must deliver optimal asset life cycles, ongoing systems performance, environmental and other long term consequences.

- Integrated: at the heart of good asset management lies the need to be joined-up. The total jigsaw puzzle needs to work as a whole - and this is not just the sum of the parts.

The AMS has three core aims:

- Increasing the Supply of Homes – through development and acquisitions.
- Maintaining our Homes – through planned maintenance programmes, e.g. cyclical works, WHQS works.
- Maximising the Performance of our Assets – major refurbishment works, disposals, change in use etc.

MHA's WHQS policy was approved by Board in March 2016, with minor amendments subsequently approved in March 2017. Individual property compliance certificates are recorded on the Keystone system. Our WHQS compliance as of 31/3/2018 is 100% (3625 properties) of which 61% (2,200 properties) are fully compliant and 39% (1,425 properties) are compliant subject to acceptable fails. A Director led officers group – the Housing Programme Board (HPB) was set up in 2016 to monitor performance of all development, major works, planned maintenance programmes, poor performing "obsolete" properties and individual projects. The HPB meets monthly and receives progress updates from service heads and / or project managers.

Requests for approvals; e.g. land purchases, disposals, award of contracts etc are via MHA Board.

Updates on performance are provided to MHA board and Operations Subgroup.

4. Are our assets aligned against opportunity and threat? Will we use them more actively?

4.1 Performance

Based on performance identified from data in the asset management system, poor performing properties are considered for alternative use and / or disposal. MHA currently has an "Obsolete Properties" list, which includes such identified properties. When such properties become available (unoccupied) MHA will consider the performance and housing demand to ensure the most advantageous outcome, which may include disposal of the property.







4.1.1 Disposals & Acquisitions

In 2017/18 MHA has sold 16 properties, 11 of those sold were identified as poor performing properties and the other 5 were sold under Right to Buy. MHA purchased 15 properties for social or intermediate rent. The table below shows further details of these transactions.

Table 4.1 Disposals, Right to Buy sales and Acquisitions (purchases).

	Year to March 2018	
Disposals		
Obsolete properties	27 Commercial Street	77,887.00
	23 Penallt Est	69,350.00
	33 Four Ash St	204,400.00
	28 Penllwyn Est	59,406.00
	29 Cinderhill	124,400.00
	12 Penallt est	89,400.00
	24 Chepstow Rd Sale	147,000.00
	10 Llanvair Rd	162,352.00
	37 Penllwyn Est	79,406.00
	154 St Davids	69,400.00
	43 Penllwyn	44,334.00
	Total income - obsolete properties	1,127,335.00
Right To Buy		
	12 Rocklea	10,417.41
	5 Somerset	128,127.00
	48 Goldwire	127,000.00
	18 Derwen	132,000.00
	17 St Brides	170,000.00
	Total income - RTBs	567,544.41
Acquisitions	17a Longfellow Road	112,955.44
	59 Caerwent Road, (Croesyceiliog)	139,432.40
	34 Ffordd Sain	155,852.00
	49 Cas Troggi	187,806.88
	13 Herbert Road	135,881.55
	1 Linden Close	175,940.93
	39 Llwynu Lane	91,981.64
	31 Llwynu Lane	84,300.23
	34 Hillcrest Road	85,083.28
	63 Rother Avenue	113,193.78
	23 St Helens Close	123,039.03
	24 Moorland View	189,240.24
	72 Woodland View	92,049.15
	9 Sunnyvale (Raglan)	164,091.23
	89 Underhill Crescent	107,771.00
	Total costs - one off acquisitions	1,958,618.78

4.1.2 Performance Indicators – Q4 / End of Year 2017/18

Performance Indicator	2016/17			
	Value	Target	Status	Trend Arrow
Percentage of properties that meet the Welsh Housing Quality Standard	100%*	100%		
Average SAP energy rating figure of the housing stock based on Energy Performance Certificates (EPC's)	75.85%	75.5%		
Percentage of properties with landlord gas safe certificate (CP12)	100%**	100%		

*Includes acceptable fails / qualified passes

**See comments under section 4.1.7 Audit/Compliance

4.1.3 Consultation

Consultation	Findings	What has been done (Outcome)
<p>New Development Pre Application Consultations:</p> <ol style="list-style-type: none"> 1. Oakley Way 2. Dingestow <p>Tenant Involvement in designs for Oakley Way environmental works</p>	<p>No Valid planning objections Schemes well received overall</p> <p>A range of preferences identified.</p>	<ol style="list-style-type: none"> 1. Some changes to design 3 x houses changed to 3 x bungalows. Works have now started on site. 2. Application will be submitted in 2018/19 <p>Draft scheme being drawn up for final comment.</p>

4.1.4 Weaknesses and Opportunities

<p>Consultation / Tenant Involvement has mostly focussed on new developments and majors refurbishments.</p>

4.1.5 Threats/Risks

Risk	Risk Score	Assessment	Related Actions		
			Action	Progress	Reviewed
RK.CRR.DEV.01 External influences on development programme - increase in material costs, skills shortage and reduced sales value	12	3 x 4 Major	Housing market being closely monitored. Risk impact considered as part of stress testing Business Plan.	Ongoing monitoring . MHA are also in regular contact with other developers and suppliers.	03/09/18
RK.CRR.DEV.02 Shortage of available development land in Monmouthshire	12	3 x 4 Major	Pro-actively looking for land within Monmouthshire. Seeking development opportunity outside Monmouthshire. Land secured for development for next 2 years. Pro-actively seeking other opportunities to develop – Section 106, Package deals	Contracts have been exchanged for the purchase of land in Bronllys, Powys for a 36 unit site. Discussions are in progress regarding the purchase of 36 affordable Housing units at the Rockfield Farm site, Undy in accordance with the s106 agreement.	03/09/18
RK.CRR.H&C.01 Welfare Reform leading to loss of income through increased arrears	20	4 x 5 Severe	Welfare Reform Project Group established to monitor impact of Welfare Reform and review	Regularly monitored by MHA	03/09/18

			effectiveness of mitigating strategies (see risk assessment for full details of internal controls)		
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4.1.6 Equalities

Our activities and services reflect the diversity of the communities where we operate, are free from discrimination and promote equality of opportunity

MHA have signed up to the Chartered Institute of Housing equality and diversity charter, which is a flexible framework that helps us identify what outcomes a fair and accessible housing service can deliver. Housing plays a fundamental role in everyone's life. Homes, and the communities in which they are located, directly influence access to key social and economic opportunities and affect wellbeing. Equality means that the housing sector is striving for a better balance in opportunities, resources, and decision-making processes for staff, customers and communities. Being more aware of and proactive about the diversity of customers through tenant insight data will ensure we are providing the right services and meet the right needs and aspirations of our customers. The charter includes a set of commitments which are underpinned by a range of outcomes - together, the commitments and outcomes provide a framework against which organisations can assess where they are now and where they aspire to be. MHA strategies and policies consider the needs and aspirations of our customers and where fundamental changes are made an Equality Impact Assessment may be carried out and the findings incorporated in the strategy, policy and procedure.

Monmouthshire Housing Association is committed to equality of opportunity in employment and service delivery. In order to monitor the effectiveness of our Equal Opportunities policy we ask all applicants applying through the independent board recruitment process to provide the relevant equality and diversity information. All new homes are advertised and let in accordance with Monmouthshire CC's General Housing Allocation Policy to ensure fair access to a home. On occasion MHA, in association with the Local Authority, may design and construct a purpose built home to meet the needs of a specific individual or family. MHA also works closely with MCC's Occupational Therapists, and other agencies if appropriate, e.g. RNIB to ensure that our homes are suitable or adapted, where possible, to meet the specific needs of individuals and families.

4.1.6 Audit/Compliance

Name of Audit	Date taken place	Assurance Level
Health & Safety healthcheck – Fire & Asbestos	April 2018	Amber
Health & Safety Healthcheck – Gas* & Legionella	Dec 2017	Green
Development	Dec 2017	Green
Reactive Repairs	Oct 2017	Amber

*Although the information reported for the percentage of gas servicing completed as at 31 March 2018 at 100% was deemed to be correct at that time, a Data Integrity Audit, carried out in June 2018, identified five properties on the Asset database that had not been included on MHA's gas servicing register. This meant that these 5 properties did not have a valid CP12 Gas Safe certificate. Arrangements were made immediately to carry out the gas safety checks and all properties now have valid gas safe certificates (CP12). This matter was reported separately to the Housing Regulator by telephone and in writing on 29 June 2018 and has also been reported to MHA's board and Audit and Risk and Operations sub groups. A new process has been put in place to validate the accuracy of data between both systems.



Opportunities

Current Activity *(Snapshot taken in November 2018)*

For the last few years MHA has been making real efforts to develop an entrepreneurial mind-set within the organisation. Much of this is driven by the vision of the organisation which states that we wish to be the highest performing social enterprise in Wales by 2023. MHA has embarked on a number of initiatives over the years both to improve the way we organise ourselves and to help reassure Board that our performance is upper quartile and to compare our cost and performance with the best in field.

Are we seeking to solve current or future issues, do we cast our eyes far enough forward?

At any one time MHA has an approved 30 year financial business plan, which is supported by a more detailed 5 year corporate plan. The Vision and the Corporate Objectives are reviewed each year and the 5 year plan is renewed on a rolling basis each year, but its main purpose is to deliver on the vision and objectives.

The Corporate Plan is an active document which can be changed and amended as priorities change over the course of the year. Essentially, as circumstances change so will the objectives that we work to. For instance, we believe that the projected development numbers will change over the course of the coming years as some opportunities come to fruition and others are discarded. At the Board Away day in November 2018 we discussed setting a target of having 5,000 homes in five years. That would act as a real impetus to our development programme over and above what we had planned already. But, with a new LDP (Local Development Plan), in addition to a new deal on finance, may be possible. On conclusion of the LDP consultation, we can set a more accurate target. Looking to the future, our "For Sale" developments will be much more market sensitive and MHA may stop or slow developments to take advantage of, or to mitigate against, changes in trading conditions (e.g. Brexit), with the desire to refinance, significant more finance will be available for development, the key impediment being access to land and people with the right skill sets.

The recent restructures have now settled down and teams are performing well. The final performance figures for 2017-18 were amongst the best since transfer. MHA continues to look at procurement in general and continues to resolve issues as to how the future trading relationship with CAPSEL will develop.

Our deployment of new I.T. has been frustratingly delayed, but now looks more certain to go live in March 2019. As a result, our desire to implement a new Customer Relations Management System and other initiatives to implement a real channel shift away from traditional forms of communication have been delayed.

MHA is currently looking at its structure to employ, during the course of new I.T. implementation, a Business Evolution Manager to help maximise the potential of the new I.T. and new ways of working. The post will be funded from savings accruing from not recruiting into the Assistant Director of Housing Post for the period of the secondment.

What is the role of technology and how can we use it to improve quality, drive down costs and make MHA market-leading in developing, letting and maintaining our assets.

MHA has recognised the need to update its I.T. systems to incorporate new ways of working. The new system, linked to the new technology which MHA has procured should significantly enhance the ability to work on-site. In addition MHA is seeking to update its website in the New Year to ensure that it improves the viewer experience and is easier to navigate around and acts as a gateway to all MHA services.

Issue to consider: The delay in implementing new ways of working and thus delays in efficiencies which MHA hoped to use to redeploy staff to the income team to cope with Welfare Reform issues. MHA have also contracted to work with Civica to develop a Repairs System which we are led to believe will be ready to launch by the middle of next year. If this is the case it will significantly de-risk the problems we are having with the current system.

The real issue is that the market for I.T. in RSL's is so small there are very few providers and no tried and trusted up to date, off the shelf products, so we can really only use Civica which seems to be ahead of the game as regards potential product but behind schedule in delivery.

How can we improve our strategic and operational agility/ability?

One of the advantages of having a trading subsidiary such as CAPSEL, is that it keeps MHA very much in the realm of the normal economy. MHA recognised some years ago that to fully realise its potential it couldn't just rely on the advantages of working in a counter cyclical way economically. The challenge for the future, especially with speculative developments will be for MHA to be able to withstand the twists and turns of a normal property market. This may entail different ways of procuring work and working in partnership with private sector partners who may be able to bring methods of working and supply chains offering better VFM (Value For Money) into the equation.

Many lessons have been learned from this initiative, primarily, what functions we can do well, where can we compete and how, and the importance of profit over turnover. MHA/CAPSEL have learned how to forecast better, as in its early days forecasting tended to be too optimistic, targets are still stretching but more achievable and the foundations are being laid for a vibrant future. The CAPSEL away day will be focussed on recasting the business plan going forward, testing the appetite of the Board for risk and with the current manager moving on a chance to re-orientate the business, particularly as MHA is now looking at off-site opportunities with other partners.

There are now better links between the two boards, as is to be expected as the company grows and it is better placed to take advantage of new opportunities such as new build. Some real opportunities are now presenting themselves on the development front and this will stretch both MHA and CAPSEL, as several are presenting themselves at the same time. Following on from the Trevor Bowen experiment MHA are now well positioned to sell properties and having a steady stream of sales and purchases, although the new Llangynidr site won't start to sell until the next financial year.

MHA is currently very active in trying to assemble a large site next to Abergavenny which will keep the organisation busy for some years. In total MHA is looking to get 270 acres put into the local development plan. Should this be successful a long period of negotiations with landowners will commence.

As part of their personal development, staff they are being encouraged to serve as Board members for other organisations. The opportunity is two-fold: staff get to make decisions at a strategic level, bring innovations back to MHA, and establish links with other boards. To date 5 members of staff serve on Boards or committees of other RSLs, plus a member on the Board of CHC and one member on the Board of CIH Cymru.

Issue to consider: Hiring of key staff and skill set of Board, there has been a significant intake of new Board members this year, bringing significant experience to bear, a new set of eyes to look at the business and new challenge to officers. Particularly important as the Regulator has ever increasing ambitions for the knowledge and judgement of Board Members. Continued overview of CAPSEL Board by the Group Board to ensure that we adhere to an agreed vision.

What avenues of diversification are we considering and how do we decide what to pursue and what not to pursue?

Currently we are in discussion with Edenstone, a local company based in Magor with a view to developing a long-term partnership. The two business models are quite different as we rely on traditional funding and they rely on funding through hedge funds. They have a lot of experience in private developments and construction and are eager to bring this experience to bear in any partnership. They not only want to build properties for MHA but also want to discuss the possibility of opening an off-site production facility in Mamhilad. While all of the proposals are exciting, a significant amount of due diligence will be required. It's hard to see how their build costs can match the large scale builders but they would probably be cheaper than we can procure.

In addition both Edenstone and MHA are discussion with Melin Homes, opportunities to build an off-site manufacturing facility to improve on site quality and have more control over costs. This is likely to manifest itself in a joint venture opportunity if the due diligence proves the case. If that is the case then our current funding arrangements will be a constraining factor on our involvement and the current discussions around restructuring our funding facility will become even more urgent.

We will continue to look at how we can develop our current Capsel offer. Last year the Board of Capsel agreed a five year business plan based around incremental growth in each of our core activities. This plan focussed on redressing the current negative reserves position whilst operating within the constraints of its current funding situation. With the potential for an increase in the on-lending from MHA as part of the funding restructuring discussions this would change the business dynamic quite considerably going forward. Capsel Board will be having further debate on how this could develop over the next few months.

The key areas to develop, as per our vision and objectives, are very much extensions of what we do already but enhancing them much further. MHA's ability to

help tenants into work is much greater, as is our ability to help tenants counter the effects of Welfare Reform.

Demand for properties is quite variable and demand for older person accommodation in the form of apartments is relatively low. But these are appropriate forms of accommodation, many existing units have been re-designated and some new ones became available this year with developments in Abergavenny in particular. Some on MHA land and others via s106. A key lesson learned going forward is to develop as much as possible without lifts to reduce service charges. Our research with Cardiff University will hopefully develop a model of accommodation that could suit older downsizers and first time buyers, but this is a market MHA/CAPSEL needs to understand.

At the Board away Day Members were cautious about referring to accommodation as Older Person Accommodation and this seems very insightful, as the tag alone may make perfectly good accommodation less attractive. MHA may then have to take the risk/opportunity of developing a new kind of market such as the new bungalows in the Mardy, Abergavenny and the starter homes in Caldicot. The market research would seem to indicate that the models of accommodation will prove attractive and the first two sites will become ready for occupation in February to March next year. They will first be used as opportunities for market research. If they prove to be popular they will be good models for the future to be repeated ad-nauseum.

Issue to consider: A key aspect of the desire to diversify is to form effective partnerships such as the one we are trying to develop with Edenstone and Melin, likewise with boiler manufacturers and estate/letting agencies in CAPSEL.

What is going on in the external environment and can we take advantage of this?

Some key areas for development are in new build due to the on-going housing crisis. Expanding this activity, alongside other CAPSEL activities, outside of Monmouthshire, provided it's profitable, will allow MHA to cross subsidise its activities in the county and to lower overheads if possible. Procurement through economies of scale should follow. Expanding into other counties should open doors to working with those authorities. Thus the expansion into Powys. The building industry suffers from an image problem due to quality of work, reliability etc. MHA/CAPSEL feels there is a real market for a reliable product where there is some control over supply chains and the end product is produced to a foreseeable price and will leave a quality finish.

There may well be opportunities to buy tenanted properties when the tax reforms start to hit small landlords in the pocket in 2020. Sale of our poorly performing assets and building a "war-chest" to purchase properties could give MHA a competitive advantage. The current war-chest is utilising funds from RTB (Right to Buy) and obsolete properties, in future it may come from resources made available through refinancing.

Developing the customer interfaces through improved IT should give people who contact MHA/CAPSEL a better experience and encourage them to return. The extension of the Metro to parts of the county will hopefully result in the LDP being

amended to free up more land in towns in the south of the county and around Abergavenny. Large infrastructure projects such as Hinckley Point, and the Metro could have positive knock on effects for MHA/CAPSEL as it could free up more space in our market for building and maintenance.

Issue to consider: These self-same infrastructure projects could lure away key staff and start unsustainable wage inflation. Some difficult decisions may then have to be made to wind down/reduce some key functions if they prove to be unprofitable or would generate more income by selling off than retaining.

Our culture supports the delivery of our purpose and outcomes, innovates, seeks new ideas and evaluates learning from others.

The last few years have been a real period of self-evaluation for MHA/CAPSEL. There have been significant restructures to tackle new ways of working, poorly performing assets have either been disposed of or in the case of older persons housing, re-designated or demolished. MHA is branching out into new markets and building on existing skills. The de-briefs following ventures have been business-like and devoid of emotion (disposal of waste), lessons have been learned and applied – e.g. not doing weather dependent work on sites which CAPSEL is seeking to build. The business is very much aligned around the vision and objectives.

MHA is now much more inclined to take a risk in recruiting for future needs, such as appointing an officer to bid for grant money, further development officers, and changing ways of working – SP (Supporting People) contract.

Issues to consider – the Board lost some key members this year, and real consideration has been given to the skill sets that are required to take the business forward. CAPSEL have availed of external expertise on its Board and may well require more. There continue to be issues recruiting into areas in which MHA/CAPSEL wishes to expand, and whereas the policy is to develop our own as much as possible will these staff be too inexperienced when the real risks are undertaken

Performance Indicators (These are suggestions, the regulator has a more comprehensive list)

Performance Indicator	2018/19			
	Value	Target	Status	Trend Arrow
Covenant Compliance	Yes	Yes		
New IT Implementation by end March 2019	Yes	Yes		
New Developments – To achieve a total stock of 5000 units by 2024 (5 years)	200			
Capsel Turnover to increase to £2.1m	£2.1m			
Capsel Profitability to increase to £180k	£180k			

Consultation

Consultation	Findings	What has been done (Outcome)
Name of consultation		Outcome
Older person and starter accommodation with Cardiff University	There would appear to be demand for both products with the OAP accommodation in particular proving popular. Nevertheless significant marketing may be required when moving onto properties for sale as it is a new product.	Now the properties are on site, on completion MHA intends to carry out an extensive marketing exercise to assess their popularity

Weaknesses and Opportunities

The possible weaknesses have been outlined in the main body of the report, they essentially revolve around access to markets and barriers to entry, whether they be financial or administrative (e.g. accreditations). Board and staff skill sets to realise opportunity and mitigate against risk. Overstretch from a staff and/or financial perspective. Reputational risk. External factors – e.g. impact of Brexit on consumer confidence. Inflation not matched by rising income/profitability. Poor choices leading to the lack of a sustainable business/product. Being risk adverse.

Threats/Risk

Risk	Risk Score	Assessment	Related Actions		
			Action	Progress	Due Date
Significant move to properties for sale exposes MHA to more risk.			MHA to seek partnerships with more experienced developers	Initial discussions already held with Edenstone and they are now on site at Llangynidr and have helped MHA with Marketing etc..	

Brexit			We are spectators, but can do things to mitigate risk once we know what the outcome is likely to be. For example not develop sites etc. Although part of MHA's mitigation for Brexit amongst others is to look at off-site manufacturing and new ways of procurement/		
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Equalities

Our activities and services reflect the diversity of the communities where we operate, are free from discrimination and promote equality of opportunity

An extensive Equalities report is going to November Board to explain how MHA seeks to deal with equality issues through every aspect of our culture and service delivery.

Audit/Compliance

Name of Audit	Date taken place	Assurance Level



People

Pillars of Self-Assessment: People

Current Activity – *(snapshot taken January 2019)*

Internal - HR Strategy 2017 – 2021

- **Health & Wellbeing** - We have a robust attendance management policy and management guidance, and provide training for all managers on how to deal with sickness absence and application of our Wellbeing Policy. However, quarterly sickness levels have been over target since October 2017. SMT are currently consulting on changes to the Capability Policy concerning formal warnings for sickness absence, and our current sick pay arrangements are being reconsidered. We have a proactive Health & Wellbeing group who arrange health promotion activities for staff. MHA was the first housing association in Wales to achieve the Platinum level of the Corporate Health Standard.
- **Learning & Development** - Our PDR and Supervision process encourages staff to develop and stretch their abilities. During 2018 we delivered a 10 year anniversary programme of management development to 50 managers, and 10 aspiring managers are completing an ILM level 3 course. We repeated our 'Future Leader' development activities and are working with 3 aspiring leaders to extend their development.
- **Organisational Development & Employee Engagement** – We carried out a Staff Survey in Sept/Oct 2018 with a 77% response rate, and retained our 1 Star Status which is an indicator of a 'Very Good' organisation. We are currently drafting directorate Action Plans in response to the feedback.
- **Performance** – We have recently introduced a method of Continuous Performance Management which provides feedback to employees throughout the year. This process will be reviewed early in 2019.
- **Employment & Reward** - Applicants are selected on the basis on their personal skills, aptitude and behaviours which are aligned with our corporate Values. In difficult to recruit roles, we employ people with potential and provide them with development. We attend Careers Fairs to try to develop interests in non-traditional roles for women, and are flexible working policies are open for all roles. Our Succession Plans identify critical posts and identifies our MAP (Monmouthshire Achievers Programme) employees that have potential for development into those roles. Turnover of staff is over our target which is based on the national average, however, some of these are leavers from fixed term or temporary posts. Where appropriate we seek to appoint apprentices and trainees to complement our succession plans. We work with universities to appoint Interns and in 2018 we engaged in a 5-year bursary to one undergraduate. We carried out a job evaluation exercise in 2017/18 to ensure that our pay is fair and competitive. Whilst we are not currently required to report on Gender Pay Gap information, we are monitoring this and benchmarking our position with other organisations. We regularly nominate staff for external awards. During the year one Head of Service was shortlisted for a CIH Housing Hero Leadership Award, and two of our female Trade Apprentices won at the CITB National Apprentice of the Year Awards.

Current Activity – External

- **Tenant Involvement** – following a comprehensive review of tenant involvement, MHA introduced a new engagement model last year. Our new approach to engagement has also resulted in an increase of younger tenants and families engaging with us and 43% of tenants attending events were aged under 55. Our first Tenant Network event held in Caldicot in April was attended by 200 residents and tenants contributed to the consultation on grounds maintenance and the event was used to raise awareness about Universal Credit. The 2018 Making a Difference Awards saw a 28.6% increase in nominations with 75% of the nominees being MHA tenants. Tenants have also contributed to service reviews via themed focus groups and we've launch a new digital group called "Virtual Voice", which now has 100 members. Tenants have also been actively involved in planning estate improvements at Estuary View, St Davids Road, The Haven, Jubilee Court and St Davids Close. As part of our new approach to engagement, we have also established a new strategic tenants group called "Forward Together" and have recruited 7 tenants (including one leaseholder) who will contribute to Corporate Planning and reviewing future pillar documents to ensure that we embed tenants' views into our approach to self-assessment. Forward Together will work alongside our already well-established Scrutiny Panel and Service Testing Team in closing the strategic link in Corporate Planning based on review and continuous improvement.
- **Engagement with Communities** – In April 2018 we launched our new Training & Skills Academy and to date have delivered training to 125 tenants. Outcomes include 31 tenants becoming dementia friends with the Alzheimer's Society. Eight tenants have completed the "Getting on Board" training and 5 intend putting themselves forward as potential Board Members at the next election. Other training courses include: Influencing Decision-Makers; Understanding Social Housing and Equality & Diversity courses. Of particular success was the Basic Cooking Skills course, which resulted in 5 of the 6 delegates gaining a BTEC qualification and 3 finding work in the catering and hospitality industry. MHA's "Pitch for your Project" funding continues to invest in local communities groups and the following groups have received funding so far this year: HomeStart, Coffee & Computers; Blue Phoenix Band and Caldicot Music Theatre Society. We are planning another round of nominations before the end of the year, which will make full use of the £25k budget. We have developed strong community partnerships with a range of community groups and organisations such as the Acorn Centre, Flying Start hubs; ACE partnership and Adult Learning Centres. Our strategic approach to community regeneration and neighbourhood planning will ensure that we deliver local solutions that are sustainable and fit for purpose. We have recently set up 2 neighbourhood planning groups (in The Mardy and Oakley Way areas) and have identified clear themes that are most important to our tenants. Activity provision will be co-created with tenants around the themes of food poverty and making your money last.
- **Inclusion Services**













The impact of Money Wise and Work & Skills Wise team for 2017/18 are:-

- Helped claim Welfare Benefits worth £412,313.90;
- The amount of income maximised to assist with fuel poverty: £18,051.01;
- The Moneywise use the “Rent First” principles as part of their team ethos and amount of income maximised/brought back into the organisation as part of their work is £100,711.93 i.e. Discretionary Housing Payments £3,504.03 and Housing Benefit £97,207.90; and
- Helped tenants in debt by: Counselling £301,032.63 worth of debt; renegotiating £55,029.44 worth of debt and achieving a write off amount of £7,458.54.

During 2017-18 the Work and Skills Wise Team have supported 220 tenants in the following ways:-

- 47 have been supported into employment;
 - 18 volunteering work placements have been brokered;
 - 26 recognised work related qualifications gained;
 - 25 bursaries totalling £3,441.72 awarded;
 - 14 basic skills courses completed;
 - 18 Computers in the community awarded;
 - 33 CV created;
 - 350 people attended Jobs Fayres;
 - Our externally funded Journey2Work project has received 49 referrals, 21 of these have gone on to engage with the project and 3 people have gone into work.
- **Community Benefits** - MHA aims to maximise spend within local communities and increase local business capacity through our community benefits as part of sustaining our business. During 2017-18 we have secured community benefits of £11,526.75 which includes work placements and volunteering days. We are using both clauses within the procurement documentation and fostering strong relationships with Contractors to support them in meeting corporate social responsibility objectives.

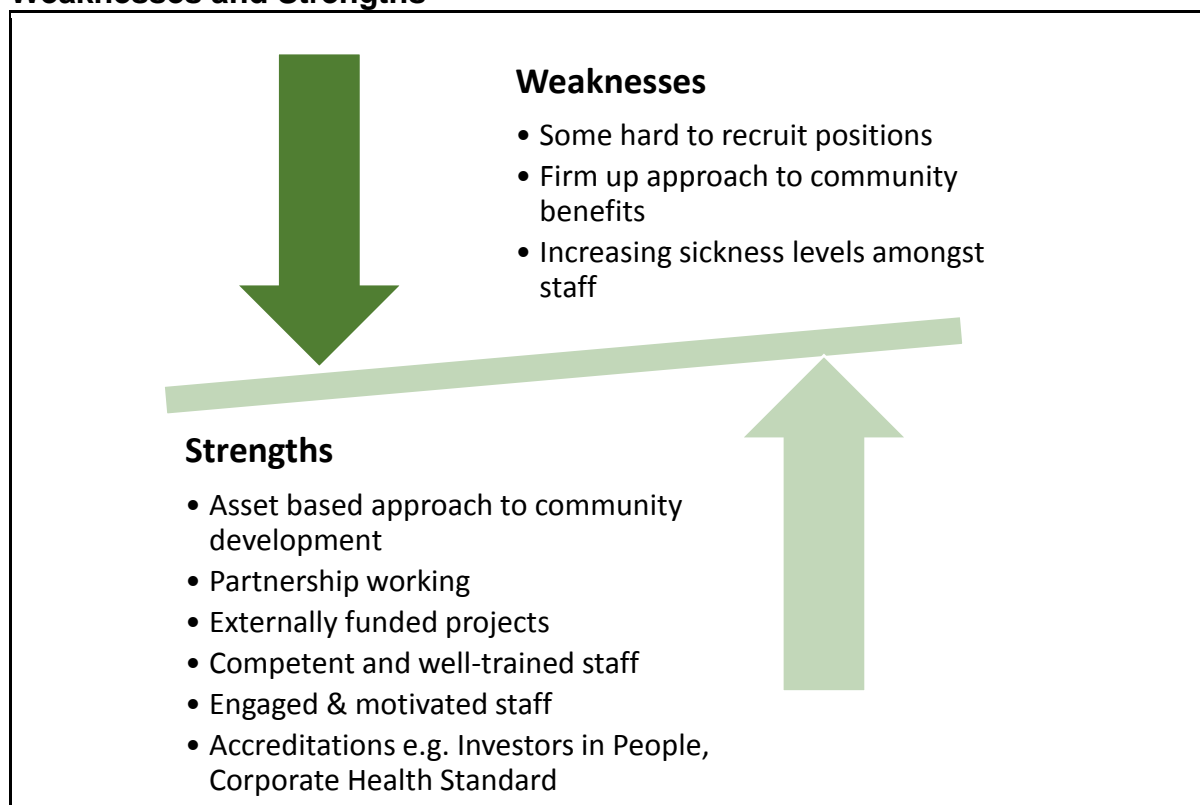
Performance Indicators

PI Description	Current Value Q2(18/19)	Status	17/18 Data	17/18 Target	Status
Overall Sickness Level (AMIN)	4.29		3.99	3.2	
Annual Staff Voluntary Turnover (AMIN)	-		9.89	8	
Short-term sick rate: MHA total (AMIN)	1.19%		1.51%	1.5%	
Long-term sick rate: MHA total (AMIN)	3.1%		2.48%	1.7%	
% BME applicants for posts (AMAX)	2.77		4.42%	2.2%	
Ratio of male to female applicants for positions (AMIN)	0.59		1.01	1	

Consultation

Consultation	Findings	What has been done (Outcome)
Best Companies Staff Survey 2018	We achieved 77% response rate.	Directors are currently compiling Action Plans based on the feedback.
Tenants Survey 2017-18 1. Satisfied with neighbourhood as a place to live 2. MHA listens to the views of tenants 3. People dealing with enquiries are helpful	89.2% 77.8% 82.9%	Neighbourhood Planning pilots are underway. New approach to engagement is being embedded and proving effective. Piloting First Call Resolution to improve and measure the customer's experience.

Weaknesses and Strengths



Threats/Risk

Risk	Risk Score	Action	Progress	Due Date
Welfare Reform Changes	20	Creation of specialist teams to target services more effectively and upskill staff. Keeping resources under review, in particular, support and income recovery.	Ongoing	31.03.19
		Tenant insight data being used to target resources and actions	Ongoing	
		Internal Welfare Reform Project Group ongoing – Phase 6	80%	31.03.19
Loss of Supporting People contract and suitability of service going forward	16	SP contracts extended until March 2020 with a view to MCC issuing invitations to tender during 2019-20. Potentially 5 posts at risk should we be unsuccessful or decide not tender.	20%	30.09.19
Failure to implement new Housing Management System (Civica CX) effectively	16	Detailed tested on all MHA hot fixes	100%	31.08.18
		Training plan to be created and rolled out once testing is complete	100%	31.03.17
		Benefit realisation plan to be written and benefits measured following go-live	50%	25.10.17
Delay in implementation of tenants portal	12	Following the successful implementation of Cx, the Tenant Portal will be launched this summer.	20%	31.08.19

Equalities

Our activities and services reflect the diversity of the communities where we operate, are free from discrimination and promote equality of opportunity. When undertaking service reviews we ensure customers are involved and given the opportunity to contribute this includes carrying out equality impact assessments.

Two detailed Equalities Reports were presented to Board in November 2018.

Some issues highlighted in these reports which we continue to act on include:

- Positive action to recruit to under-represented employment groups, and applicants with a disability;
- Remove any stigma around sexual orientation;
- Consideration of the impact of work on a national aging workforce;
- Provide training on Equality & Diversity for Board members;

- Maintaining up to date tenant insight data in accordance with GDPR requirements;
- Reviewing data sharing arrangements with key strategic partners to ensure that we can share sensitive information in order to sustain tenancies e.g. Social Services;
- Review our approach to disabled adaptations to ensure that we are targeting resources effectively and making the best use of the housing stock; and
- Establishing personal emergency evacuation plans (PEEPs) for our sheltered schemes to ensure that vulnerable older people stay safe.

Audit/Compliance

The following audits have been selected as having impact on either Health & Safety or Equality impact on People.

Name of Audit	Date taken place	Compliance Area	Assurance Level
Compliance 1	June 2018	Gas Safety	
		Lift Checks	
		Water Testing	
		Fire Risk Assessments	
		Electrical Assessments	
		Asbestos Assessments	
Data Integrity	June 2018	HR & Payroll	
Compliance 2	August 2018	Human Resources	
		Health & Safety	
		Void Management	
		Rent Arrears	
		Allocations & Lettings	
		Management of Anti-social Behaviour cases	