



Monmouthshire Housing
Tai Sir Fynwy



Our Corporate Plan



Introduction

MHA Group believe that homes should be safe, secure, warm and dry where everything functions properly...

...A haven which is affordable in a place tenants can feel proud to live. It is not just about providing high quality, well designed affordable accommodation but creating integrated communities and striving to meet ever-increasing demand for homes. Our long-established services are aligned to MHA's ambitions and core purpose where colleagues are enthusiastic and passionate about delivering and maximising value and satisfaction to customers.

Emerging from the pandemic we are now stronger than ever before and excited about the opportunities to communicate and work in a different way. New technologies signify a more responsive, efficient and personalised customer service and improved work/life balance for colleagues. We continue to harness lessons learnt and develop further opportunities such as: access, training, self-serving platforms and improved two-way communication to meet customer expectations, whilst targeting much needed support to those most vulnerable.

In the wider context there are challenging times ahead as we support the Welsh Government's zero carbon targets and investigate other environmental sustainability initiatives. However, our focus remains firmly on core business, maintaining a strong financial status and meeting our statutory obligations.

We are very proud to present this plan to our stakeholders as it represents our determination and strive for excellence. We cannot achieve our ambitions without strong partnerships and our Engagement Strategy will guide us along this journey.

The above corporate ambitions for 2022 and beyond are designed around four key headlines: Landlord, Environment, Economic and People. Each themed with ambitious objectives but all centred around our tenants, our staff and the communities' needs and future aspirations.



Who We Are

Monmouthshire Housing is a not-for-profit, charitable housing group established in 2008 following a large-scale voluntary transfer from the local authority.

We create affordable, quality homes and services across Monmouthshire. We currently own, manage and maintain over **3,700** rented and **239** leasehold properties, including specialist homes for older people.

Our homes are available across a number of tenures, including rent and sale through our share equity scheme.

We provide a range of services to help improve the lives of our customers and consistently achieve very high levels of customer satisfaction, which are amongst the highest in Wales.

We employ **over 240 people** and everything we do is guided by our Vision, Purpose and Strategic Ambitions.

We pride ourselves on working together with our local communities, knowing and understanding our customers and working with local people to deliver the best services we can.

As we are a business with social objectives, we invest every penny we make and more into good quality homes and services for people in housing need. In 20/21 we generated a surplus of **£5.1m** and invested a total of **£7.5m** in developing, maintaining and improving existing and new homes and communities.

Our subsidiary Capsel Ltd provide a range of property and construction services. They also have a sales and lettings agency, and develop homes for outright sale, which is marketed through their growing Capsel Homes brand. Capsel also help us to explore and develop innovative and sustainable opportunities.

Our Values



Open

We will act honestly and with integrity and our decisions will be made inclusively and transparently.



Fair

We are committed to delivering services with an even-hand and ensuring equality of opportunity for everyone.



Flexible

We will be innovative and proactive and view change as opportunity.



Achieving

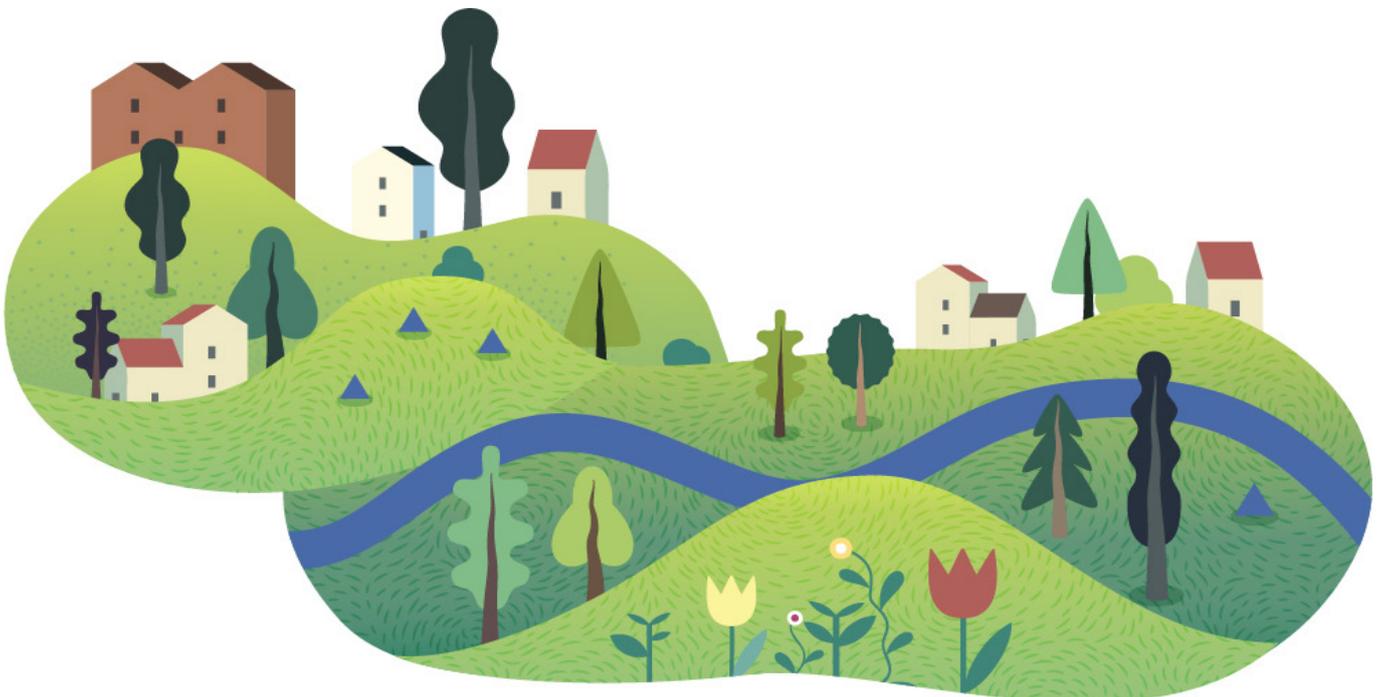
We will set and reach ambitious goals and targets.

Mission Statement

To provide **high quality homes and services** that put **people first**

Our Vision

MHA is known for providing high quality homes and services that meet stakeholders' expectations. Daily, we seek to transform lives by enabling communities to realise their ambitions. We have created an environment where people can have a brilliant quality of life, in areas where they aspire to live and work.



Achieving Our 'LEEP' Ambitions...

Landlord...

Our vision is to provide safe, high-quality homes and services that meet our stakeholders' expectations. Daily, we seek to transform lives by enabling communities to realise their ambitions and create an environment where people can have a brilliant quality of life, in areas where they aspire to live and work.

Building homes where people aspire to live and work...

Our targets for this year are to:

- Increase the supply of homes available by 75 through new development, regeneration and acquisitions
- Bring forward LDP allocated land opportunities
- Develop a pipeline of 200 properties for the next 4 years
- Secure a supply of land to enable the development programme to proceed
- Support the LA's supplementary planning guidance requirements for green infrastructure and biodiversity in new developments, seeking to expand on these requirements where the viability assessments support this.
- Work with the local authorities to identify and develop town centre regeneration & development opportunities
- In light of new grant regime develop wider strategic relationships and identify common aspirations

In partnership with our tenants deliver services that enhance our current offering and secure value for money...

Our targets for this year are to:

- Embed the Community Voice Committee into MHA's decision making and consultative process
- Maintain overall tenant satisfaction at 90%+
- Identify potential rebranding opportunities for MHA
- Develop a digital offer for tenants, giving 24-hour access to services through the introduction of a new Tenant Portal
- Complete phase 2 of MHA's local rent setting policy
- Explore avenues to alleviate fuel poverty for tenants

Transforming lives and enabling communities...

Our targets for this year are to:

- Enhance our digital offer to our tenants and introduce training, access to Wi-Fi, resources and support to assist them with a new way of living following the pandemic
- Play an active role by being a key partner and assisting Monmouthshire County Council deliver its Homelessness & Housing Support Strategy
- Implement the Renting Homes Act legislation
- Use neighbourhood plans as a tool to regenerate communities



Environment...

MHA will provide environmentally-friendly, sustainable homes and services, reducing our CO2 emissions and play our part in helping Wales to meet Welsh Government ambitions within the Zero Carbon programme.

Improve the energy efficiency of new and existing homes and set our pathway to net zero carbon...

Our targets for this year are to:

- Develop a funding strategy to deliver Welsh Government decarbonisation targets
- Develop a decarbonisation policy and follow later with an options analysis in response to zero carbon strategy

Reducing carbon through the ways we work...

Our targets for this year are to:

- Implement new ways of working policy – taking advantage of digital solutions to facilitate home working
- Moving pool cars towards fully electric solutions and investigate solutions for a hybrid trades fleet
- Promote MHA's salary sacrifice scheme for electric vehicles

Tackling the climate change agenda...

Our targets for this year are to:

- Secure initial agreements with relevant partners for wind farm project
- Undertake due diligence, options analysis and business cases for projects that will contribute towards reducing our carbon footprint

Provide innovative housing solutions....

Our targets for this year are to:

- Undertake due diligence and options analysis for Modern Methods of Construction project
- Respond to the climate change agenda through researching new innovations linked to carbon reduction in construction



Economic...

We will remain financially viable, build on our resilience and invest in our growth and diversification strategies to achieve additional income for reinvestment in core activities.

Seek out opportunities to partner with organisations to create investment that strengthens the communities we serve...

Our targets for this year are to:

- Identify development partnership opportunities, including outside Monmouthshire
- Deliver MHA's Stakeholder Engagement Strategy identifying strategic partnerships built upon trust and shared values

Diversifying and growing the business ...

Our targets for this year are to:

- Identify market sales options outside Monmouthshire
- Develop Capsel 5 year business plan and secure sustainable surpluses for future investment

Maintain financial viability and the confidence of funders and partners...

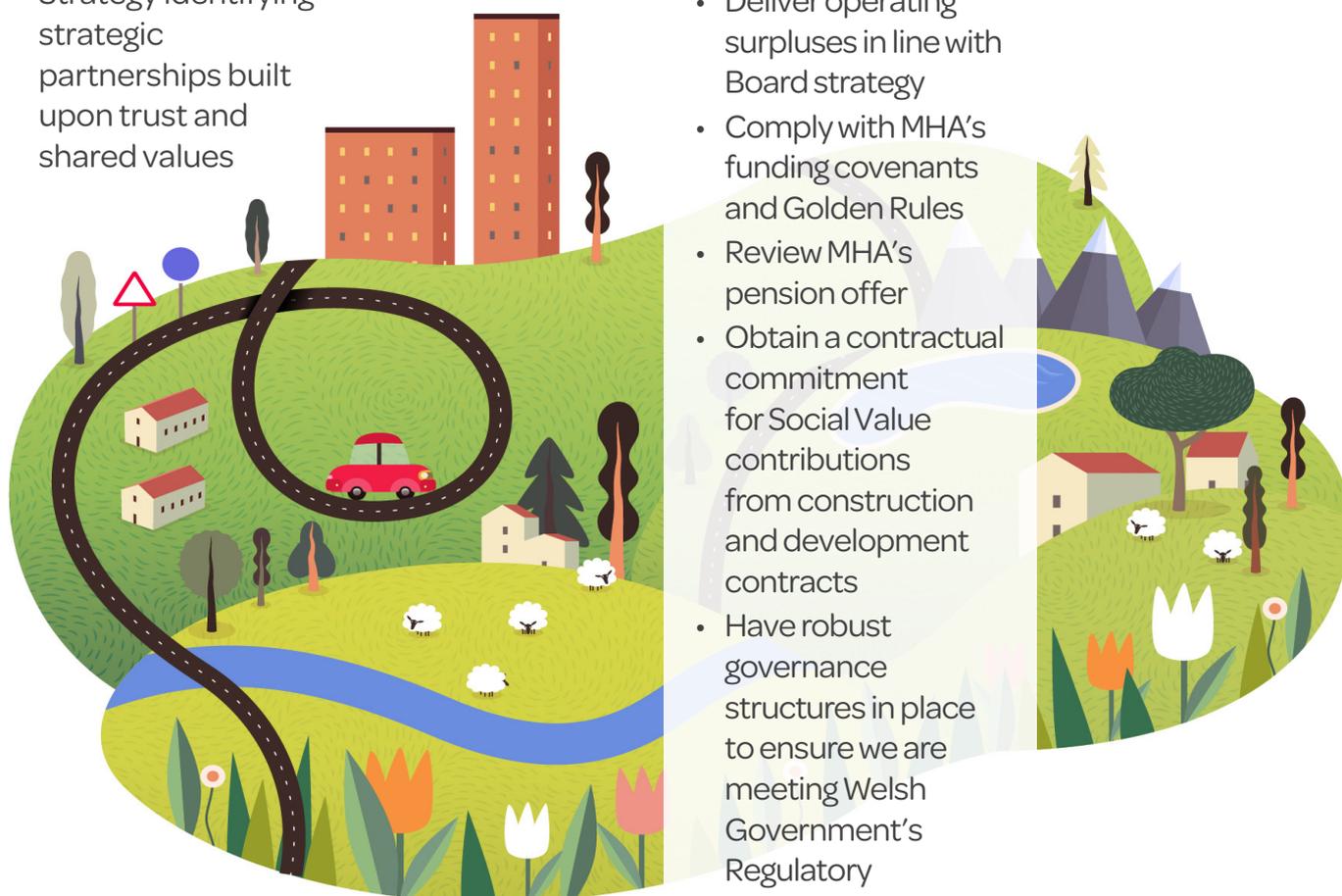
Our targets for this year are to:

- Implement new procurement strategy
- Create further efficiency savings in line with MHA's Procurement Strategy
- Maintain overall rent arrears at 3.0%
- Maintain Universal Credit arrears at 6%
- Deliver operating surpluses in line with Board strategy
- Comply with MHA's funding covenants and Golden Rules
- Review MHA's pension offer
- Obtain a contractual commitment for Social Value contributions from construction and development contracts
- Have robust governance structures in place to ensure we are meeting Welsh Government's Regulatory Standards

Working with the local supply chain...

Our targets for this year are to:

- Proactively promote & support MHA's local supply chain through the procurement policy where appropriate



People...

People are our business and we want to be an employer and landlord of choice, where people are able to realise their ambitions in inclusive and accessible environments.

Equality, Diversity & Inclusion...

Our targets for this year are to:

- Undertake a full review of our EDI policy and practices
- Deliver against Tai Pawb's Deeds Not Words 18 commitments
- Review our offer to meet the requirements of the Welsh Language Scheme
- Move 30 tenants into work through our Work & Skills Wise programmes

Wellbeing & Development...

Our targets for this year are to:

- Implement resources to encourage and support employees to look after their health & wellbeing, and resilience
- Equip colleagues with the information, skills and capacity to embed change in line with MHA's digital strategy
- Maximise apprenticeship opportunities (minimum 5% of workforce)
- Appoint 3 future leaders
- Implement year 1 of MHA's digital strategy

Engagement & Culture...

Our targets for this year are to:

- Review hybrid working arrangements
- Complete actions arising from MHA's Staff Survey



Future Plans

Beyond the next financial year we have set some longer term ambitions...

Landlord

2023-2027 we will also aim to:

- Increase our supply of homes by an average of 100 per annum
- Secure a supply of land for up to 200 properties and include options agreements where appropriate within the current and future Local Development Plan
- Support the LA's supplementary planning guidance requirements for green infrastructure and biodiversity in new developments and expand where the viability assessments support this.
- Enhance MHA's digital offer for tenants through the wider use of Apps and other innovative technology
- Review, and if appropriate, amend our 'moving in' standard of accommodation (void standard)
- Maintain overall tenant satisfaction levels at 90%+ and within the upper quartile within Wales
- Increase our rented social stock to 4175 by 2027

Environment

2023-2027 we will also aim to:

- Work in partnership with other providers to facilitate modern methods of construction in our developments
- Take forward projects to reduce our carbon footprint in line with options analysis and agreed timelines
- Through innovative development solutions have our stock fully carbon neutral by 2027
- Research feasibility of hybrid heating options

Economic

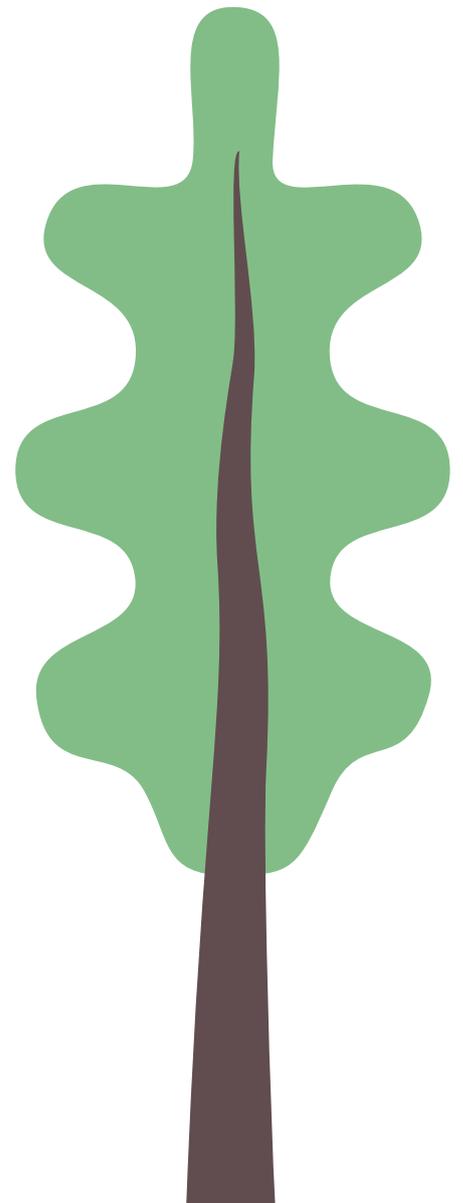
2023-2027 we will also aim to:

- Maintain Universal Credit arrears at 6.5% from 2023
- Maintain Regulatory Assurance Standard
- Identify innovative legal structures to create further investment opportunities
- Obtain a contractual commitment for Social Value contributions from construction and development contracts

People

2023-2027 we will also aim to:

- Develop 3 further leaders per annum
- Achieve two-star accreditation by Best Companies
- Improve working practices and policy to maximise inclusivity and address inequality in our communities in line with MHA's EDI policy
- Move 30 tenants into work per year





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