



Monmouthshire Housing Association

Corporate Plan 2024



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Introduction



Tony Deakin – Group Chair



John Keegan – Chief Executive

As we embark on our journey over the next few years, we recognise the importance of a robust Corporate Plan that serves as our roadmap for success. It sets our strategic direction as a business, outlining our goals and guiding our actions so we continue to grow and protect our surroundings whilst delivering exceptional services and support to our tenants and the communities.

In developing our plan, we have engaged with our key stakeholders to gain a clear understanding of their needs and aspirations, proving invaluable in shaping our priorities and strategies.

MHA Group are excited about the opportunities and partnerships that lie ahead and are confident that our goals and plans will deliver positive maximum impacts to those important to us.

Thank you for your continued support as we work together to build a better future.

A bit about us



We manage
3,800 homes.



We employ 236
staff.

Powys

Blaenau
Gwent

● Abergavenny

Monmouth ●

Torfaen

Monmouthshire

Caerphilly

Chepstow ●

Newport

Caldicot ●

4

Cardiff

Our vision is **to provide sustainable homes and create thriving communities that meet our stakeholders' expectations**, daily we seek to transform lives by enabling our communities to realise their ambitions, we do this by delivering safe, high-quality homes, services and support.

Our Values



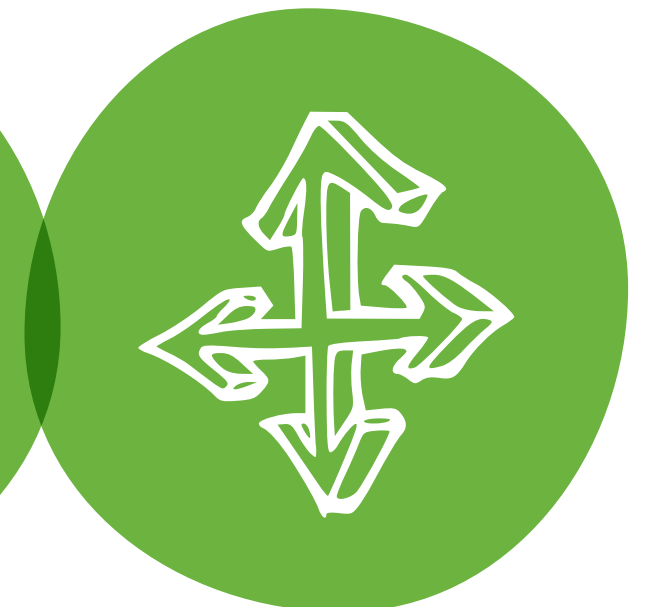
OPEN



FAIR



ACHIEVING



FLEXIBLE

The plan is built on four key pillars:



PEOPLE



PLACES



PROSPERITY



PLANET

Our People



Key challenges & opportunities

In the face of mounting pressures on maintenance programmes and other essential services, our commitment remains focussed on maintaining high satisfaction levels to continually improve people's lives and homes.

Effective communication is key, as we strive to transparently convey our efforts to enhance both health and the environment, while also inspiring others to take ownership of their well-being. With a focus on prioritising support services for the most vulnerable amongst us, we are supporting people through the current economic climate and fostering a sense of inclusivity and care within our communities.

Moreover, as we celebrate this enchanting part of Wales, we recognise the importance of increasing the use of the Welsh language. By contributing to the government's targets of nurturing 1 million Welsh speakers by 2050, we not only preserve our cultural heritage but also enrich the fabric of our society for generations to come.

Our focus for 2024-27



Maintaining upper quartile customer satisfaction.



Inclusivity and engagement is at the core of what we do.



Investing in our colleagues to meet their potential.

Measuring Success...

- Maintaining overall tenant satisfaction levels @ 89%
- Maintain staff turnover at 10% or less.
- Achieve minimum of 85% staff satisfaction across all factors of engagement.

By championing a culture of inclusivity, diverse talent and healthy living we will support people to flourish and fulfil their true potential.

Our Places



Key challenges & opportunities

We are deeply passionate about our mission to improve lives and foster thriving communities. Central to this vision is ensuring that our tenants not only feel safe but also take pride in their homes—a vision that resonates throughout everything we do. As we navigate the ever-increasing demand for affordable housing, we remain committed to seeking out every opportunity to expand our housing stock, matching our ambition with action. Tackling homelessness is a priority, and we actively collaborate with local authorities on rapid rehousing strategies to provide sustainable solutions. Our aim is to be the landlord and developer of choice, offering quality homes and exemplary service. However, we recognise the challenges posed by maintenance and the escalating costs of materials and labour, particularly in meeting the Welsh Housing Quality Standard (WHQS2). Despite these challenges, we remain steadfast in our dedication to providing safe, affordable, and high-quality housing for all.

We are committed to delivering high quality, safe and affordable homes with vibrant surroundings, collaborating with partners to create thriving communities.

Focus for 2024 and beyond



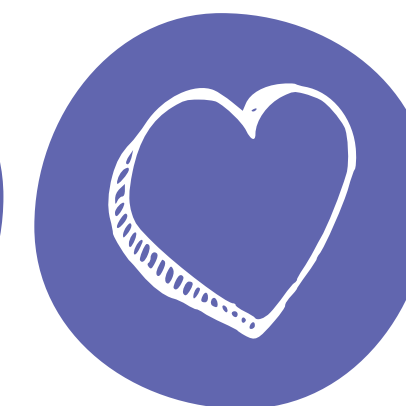
Maintaining high quality homes and surroundings



Increasing our housing stock to 5,000 by 2030



Partnering with organisations to create investment.



Enhance the wellbeing of the communities that we serve

Measuring Success...

- That our Void Gold Standards meet the requirements of WHQS2
- Identify funding streams to increase supply of supported housing
- Deliver yr 3 to meet the targets set for iConnect project
- Deliver the development programme

Our Prosperity



Investing in growth we will remain a financially strong and resilient business, championing fair and local procurement.

Key challenges & opportunities

In our ongoing efforts to ensure financial stability and support our tenants, we remain dedicated to maintaining low rent arrears. Concurrently, we are continuously reviewing our services and prioritising value for money (VfM), as outlined in our VfM Statement available on our website. To further strengthen our leadership team and ensure we are equipped with the right skills for the challenges ahead, we are conducting a comprehensive Board Performance review. Additionally, cyber security remains a top priority, and we are actively reviewing our protocols to bolster our defences. Building on the success of our Digital strategy, the foreseeable focus will remain on creating efficiencies and enhancing digital capabilities. These strategic initiatives underpin our commitment to providing effective and sustainable management for the next three years and beyond.

Focus for 2024-27



Ensuring MHA delivers the highest standards of governance



Securing value for money in the services MHA provides



Embracing innovation and new technologies to improve the way we deliver services.

Measuring Success...

- Externally validate Board performance, skills and competencies to deliver future ambitions.
- Deliver operating surplus in line with the Financial Plan, Treasury Strategy and Golden Rules.
- Maintain overall rent arrears at 3%
- Maintain UC arrears at a maximum of 6%
- Achieve a channel-shift increase of 10% this year through MHA's digital strategy
- Digitalise analogue systems and create a new care line alarms service

Our Planet



Key challenges & opportunities

As adopters of the Sustainable Reporting Standard, we're committed to reducing our carbon impact through an ambitious improvement plan. This parallels efforts to achieve Phase 1 of the Net Zero Standard by 2027 and align with the Welsh Government's Sustainable Access to Procurement (SAP) targets by 2029.

Demonstrating our dedication to sustainability, less than 0.5% of our business waste currently ends up in landfills, and we're continuously striving to decrease this figure. Leveraging our stewardship role, we actively encourage positive environmental behaviours within our communities, fostering a culture of sustainability for a greener future.

Adaptable stewards of the environment, we will continue to build sustainable and eco-friendly homes, championing ecological resilience and contributing towards national zero carbon targets.

Our focus for 2024-27



Reducing our carbon footprint through the ways we work.



Influencing positive environmental and sustainable behaviours



Building healthier communities

Measuring Success...

- Secure EPC assessments for all void properties
- All new homes built achieve EPC 'A' rating
- That Business waste to landfill does not exceed 0.5%
- Carbon literacy training rolled out to all relevant staff

Contact Us

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