



Monmouthshire Housing Association

Corporate Plan 2025

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Introduction



Tony Deakin – Group Chair



John Keegan – Chief Executive

We are excited to share MHA's Corporate Plan for 2025/26, outlining our strategic goals and initiatives. This plan serves as our roadmap for success, guiding our actions to ensure growth, environmental protection, and exceptional service delivery to our tenants and communities.

Our growth plans focus on managing 5000 homes by 2030. Additionally, developing a carbon dioxide emission model and rolling out the Wales Housing Quality Standard 2 programme. We will also undertake a rebrand in consultation with our stakeholders, to align with our growth strategy and future vision. This rebrand will reflect our commitment to becoming a developer, partner and employer of choice within our region.

We are eager to forge stronger partnerships and enhance the positive impact we make on our communities, and your unwavering support is invaluable as we strive together to build a brighter and more sustainable 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

Providing quality homes in sustainable communities where people feel proud to live and are supported to thrive.

Our Values



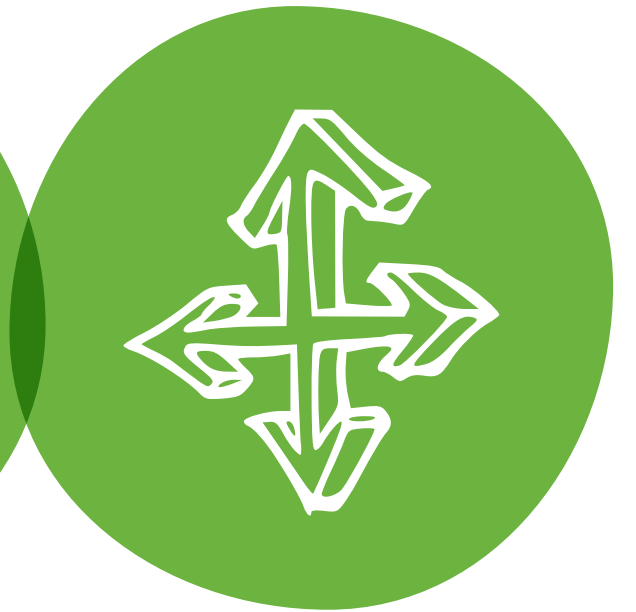
OPEN



FAIR



ACHIEVING



FLEXIBLE

The plan is built on four key pillars:



PEOPLE



PLACES



PROSPERITY



PLANET

Our People



Key challenges & opportunities Key Initiatives:

At MHA, satisfaction is a key driver of our success. We believe that happy tenants and happy staff are essential to achieving our ambitions. By fostering a positive and supportive environment, we ensure that our tenants feel valued and cared for, which in turn improves their overall living experience. Similarly, we prioritise the wellbeing and professional growth of our colleagues, recognising that a motivated and content workforce is crucial to delivering exceptional services. We are also planning to recruit apprentices and trainees this year.

As part of our commitment to fostering an inclusive and equitable environment we are excited to introduce our next 3-year EDI strategy. Building on solid foundations, this strategy will drive significant improvements to ensure that individuals from all backgrounds have equal access to our excellent services and feel empowered to live their lives free from discrimination.

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

Focus



Achieve 90% customer satisfaction with overall services



Develop improvement plans for two lowest areas of satisfaction



Ensure 95% of tenancies are sustained beyond the first year



Achieve 85% staff satisfaction

Measuring Success...

- Improved satisfaction from within our protected groups
- Meet or exceed 90% overall tenant satisfaction
- Meet or exceed 85% staff satisfaction

Our Places



Key challenges & opportunities

We aim to strengthen our impact by embracing innovation and new technologies to improve the way we deliver services. We have a very strong pipeline of new housing developments and during the next year we plan to expand our housing stock through both acquiring 30 additional homes, and developing a further 15, whilst also securing land to add 81 more to our existing pipeline – which will significantly contribute to our growth ambitions.

We are dedicated to improving the safety and wellbeing of our tenants, and continue to proactively discuss and address potential damp, mould and other health hazards or concerns. The new Homelessness legislation proactively tackles prevention at an earlier stage, prioritising the more vulnerable in our communities. As a result, we will review the Allocations Scheme and support the implementation of this new Bill. Similarly, with changes to the Building Safety Act.

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

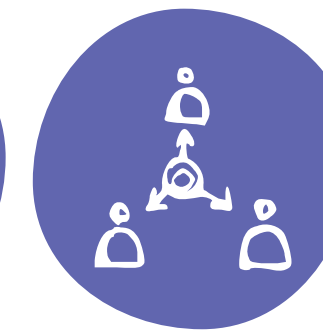
Focus



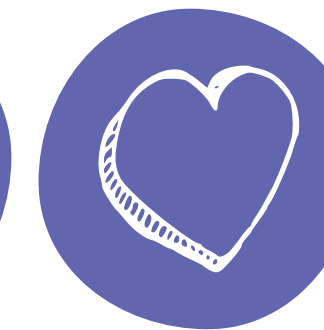
Produce a property CO2 emission model



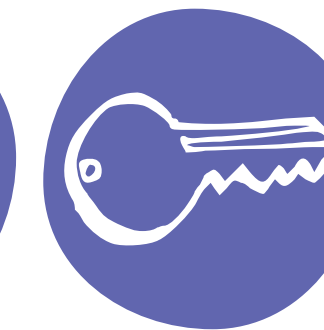
Roll out WHQS2 compliance programmes



Appraise 3 town centre regeneration opportunities



Join Newport & Torfaen's Common Housing Register



95% of new tenancies sustained beyond year 1

Measuring Success...

- Improvements in health & wellbeing
- Compliance with statutory requirements
- Increasing our house stock
- Improving tenant satisfaction

Our Prosperity



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

Key challenges & opportunities

We are committed to improving the tenant's offer, so all have an opportunity and a greater say in how they receive services. In addition, improve our social value and impact, maintain low rent arrears, achieve high income collection rates, and advance our Digital Strategy to increase usage of the tenant's MyMHA App.

Financial stability is a key objective, with goals to maintain a strong shadow credit rating and deliver a healthy operating surplus. We will implement Welsh Government's new Rent Standard and Policy, roll out a new Value for Money (VFM) Strategy, and ensure compliance with the new Regulatory Standards and Procurement Act. Additionally, we aim to achieve the 'Cyber Essentials' accreditation and improve our Cyber Response Plans so we can effectively respond to cyber threats quickly.

Focus



Compliance with Regulatory Performance Standards



Improving cyber security awareness



Maintaining overall rent arrears at a maximum of 3%



Achieving 99% of rent collected

Measuring Success...

- Achieving Regulatory Compliance
- Retaining a strong financial position

Our Planet



As 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.

Key challenges & opportunities

MHA is deeply committed to sustainability, actively working towards a greener future through the introduction of innovative technologies and comprehensive initiatives. Our primary goal is to increase compliance with ESG Sustainable Reporting Standards by 20%, ensuring that our operations align with global best practices for environmental, social, and governance criteria. Additionally, we are dedicated to developing a robust 10-year Green Space Strategy, which will focus on expanding and preserving green areas to promote biodiversity and improve community well-being.

To further our sustainability efforts, we aim to achieve an ambitious target of reducing waste to landfill to just 0.5%. This will be accomplished through rigorous waste management practices and the implementation of advanced recycling and waste reduction technologies. Conducting regular contractor audits is another critical component of our strategy, as it will ensure that all partners adhere to relevant legislation and uphold the highest standards of sustainable practices. By fostering a culture of accountability and continuous improvement, MHA is committed to making a positive impact on the environment and setting a benchmark for sustainability in our industry.

Focus



Introduce Phase 2 of the Operational Energy Net Zero pathway



Achieving 100% EPC 'A' ratings on new builds



Installing PV panels on 300 properties



Conducting 1,000 Whole Stock Assessments to enhance energy efficiency

Measuring Success...

- Meet environmental legislative requirements
- Improve health & wellbeing
- Improve financial stability of our tenants

Contact Us

 **0345 677 2277**

 **customerservices@monmouthshirehousing.co.uk**

 **www.monmouthshirehousing.co.uk**

 **Monmouthshire Housing Association
Nant-Y-Pia House, Mamhilad Technology Park
Mamhilad, Monmouthshire, NP4 0JJ**

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