



Monmouthshire Housing Association

Corporate Plan 2026

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Introduction



Tony Deakin – Group Chair



Gwyndaf Tobias – Chief Executive

Positioning MHA for Growth While Staying True to Our Communities.

The year ahead marks an important moment for MHA as we introduce our new identity. One that supports our ambition to grow while staying firmly connected to the people and places we serve. Our 2026 Corporate Plan sets out a clear programme of work focused on the priorities that matter most to our tenants and communities: safe, good quality homes; strong and welcoming neighbourhoods; financial resilience and environmental responsibility. As we move forward under our new identity, our commitment to listening and responding remains unchanged. High levels of satisfaction will help show where we are making a positive difference, but we will continue to challenge ourselves to do better and never take trust for granted.

While this year is our primary focus, everything we deliver is designed to lay the groundwork for the bigger ambitions we have set for 2030 and beyond: a growing, modern and resilient organisation supporting thriving communities across Monmouthshire and beyond.

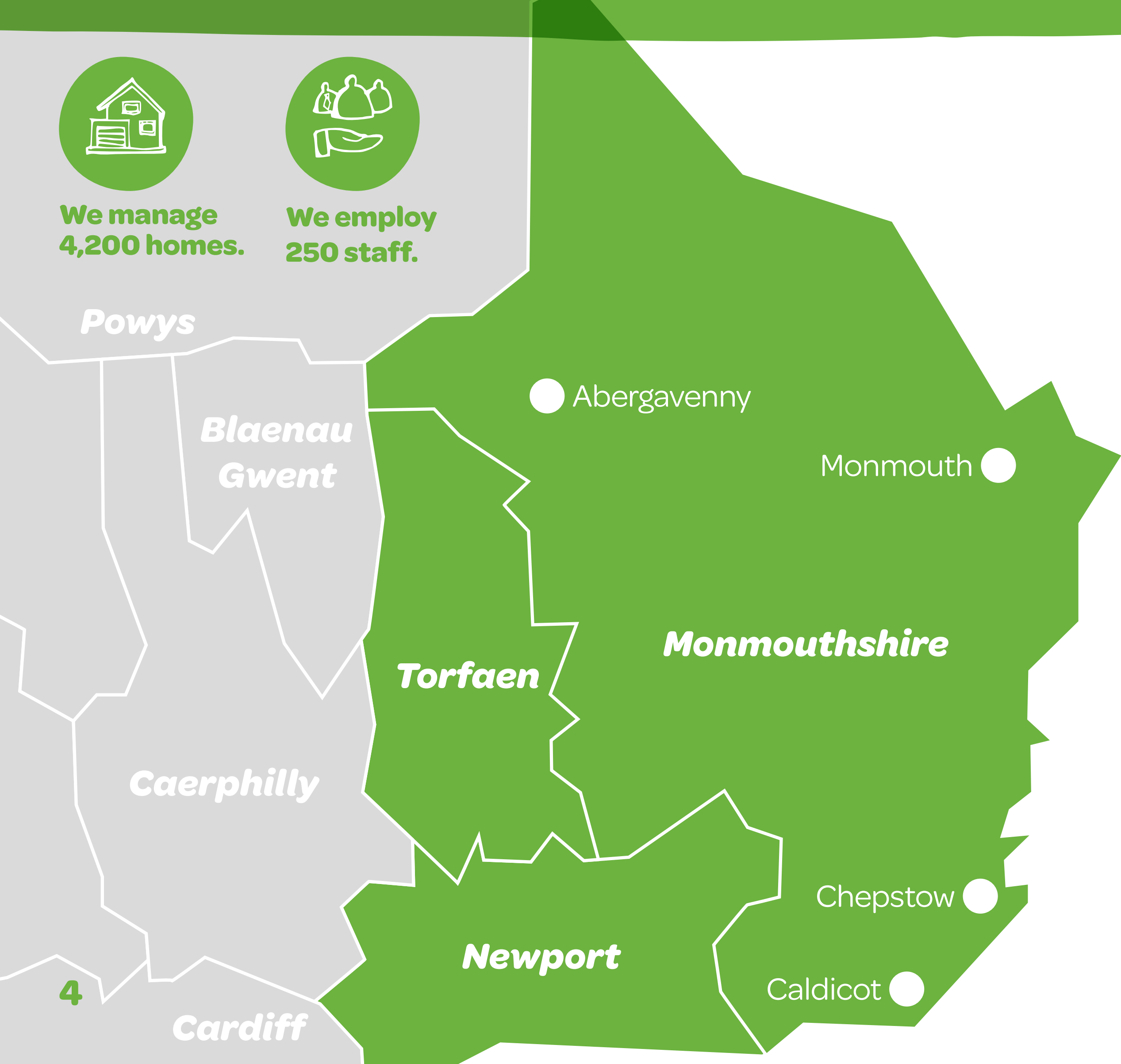
A bit about us



We manage
4,200 homes.



We employ
250 staff.



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

Our Values



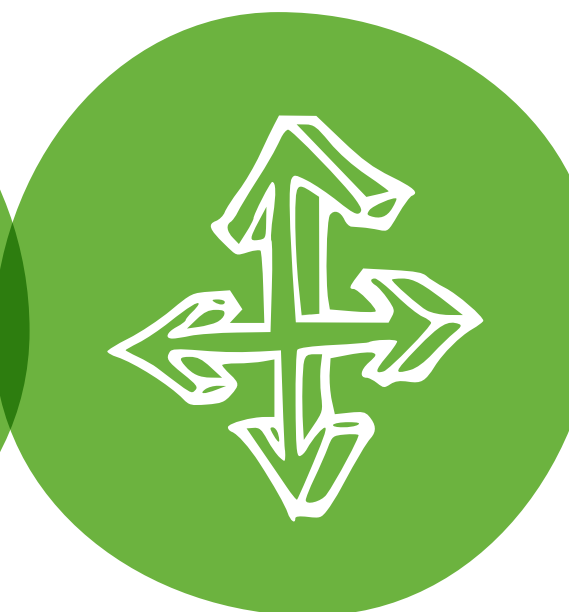
OPEN



FAIR



ACHIEVING



FLEXIBLE

The plan is built on four key pillars:



PEOPLE



PLACES



PROSPERITY



PLANET

Our People



Empowering people, strengthening communities, investing in potential

Focus

People remain at the heart of our mission. In 2026/27 we will deliver improvement plans for the services with the lowest satisfaction scores, laying foundations and continuing to achieve 90+% overall satisfaction in the years ahead.

We will widen our engagement approach, creating new routes that better reflect the diversity of our communities and ensuring tenant voice is embedded in service redesign, performance reporting and Board oversight.

Community wellbeing continues to be a central priority. This year we will map all existing health and wellbeing initiatives, develop a Community Resilience Plan, and launch at least one new wellbeing programme, creating the basis for deeper support, stronger partnerships and expanded opportunities in later years.

For colleagues, 2026/27 is an important year of reflection and growth. We will carry out a full workforce capability and culture assessment, refresh our competency framework and conduct our staff engagement and satisfaction surveys.

Measuring Success...

- Two lowest satisfaction service areas improved
- New engagement routes launched for under represented tenant groups
- Community Resilience Plan delivered
- Minimum 85% staff satisfaction achieved
- 3% of the workforce recruited as apprentices/trainees

Our Places



Homes that feel secure. Communities that feel alive

Focus

This year, we turn plans into progress across our homes and neighbourhoods. Our revised Asset Management Strategy becomes the framework that guides us through new legislation, so everything from property investment to safety improvements. We will review our WHQS2 position, continue decarbonisation work where funding allows, and act quickly wherever hazards are identified in homes.

Our long term goal remains clear—5,000 homes by 2030—and 2026/27 is a purposeful step toward it. We will purchase 30+ homes off the open market, deliver completions within our development programme, and secure additional units of land to sustain growth in future years. Alongside this, we begin shaping our first Tenure Strategy, opening the door to mixed tenure developments that reflect changing local need.

We also continue to act as a partner in regeneration. From appraising town centre opportunities to aligning our neighbourhood investment with local authority placemaking priorities, we will strengthen the places where our communities live, work and connect.

Measuring Success...

- 30 homes purchased
- New homes completed within development programme
- All safety/wellbeing improvements completed where hazards are identified
- Reduction in damp/mould inspections

Our Prosperity



A resilient organisation built for long term confidence

Focus

Prosperity means keeping MHA strong - financially, digitally and in governance. In 2026/27 we will strengthen leadership through succession planning, assess the impact of our new identity and prepare for the Welsh Language Standards, maintaining a strong regulatory position.

Cyber security remains a priority. We will implement recommendations from our independent review, achieve Cyber Essentials accreditation, test our response plans and build organisation-wide awareness.

Financial resilience underpins our ambitions. We will maintain an upper-quartile shadow credit rating, deliver our planned operating surplus and review future funding needs to support growth.

We will publish our new Procurement Strategy, embed greater social value in commissioning and introduce a unified VfM dashboard to improve insight into cost, performance and impact.

Finally, 2026/27 will see the launch of our Innovation and Business Change Hub and a refreshed Digital Strategy, supporting a more modern and efficient organisation by 2031.

Measuring Success...

- Succession plan and Board recruitment process completed
- Cyber Essentials accreditation achieved
- Cyber response plans and penetration tests completed
- Upper quartile shadow credit rating maintained
- Innovation & Business Change Hub established
- Full audit of digital systems and data completed

Our Planet



Taking responsibility for today, protecting tomorrow

Focus

Our environmental ambitions continue to grow in scale and confidence. In 2026/27 we will deliver Phase 2 of our Operational Energy Net Zero Pathway, alongside major actions within the Targeted Energy Pathways programme - 1,000 whole stock assessments, PV panels on 150 homes and SAP75 improvements for 2,450 properties. All new homes completed this year will meet EPC A.

We will increase compliance with the Sustainable for Housing's responsible business standards, create a 10 year Green Space Strategy, and deliver the first project within it—enhancing biodiversity, access to nature and outdoor spaces in our communities.

Our long term plans set out a clear route to national targets, including meeting WHQS2 SAP75 standards across all homes by 2030 and integrating our renewable installations to 500 homes per year from 2027 onward.

Measuring Success...

- Phase 2 of Net Zero Pathway delivered
- 1,000 whole stock assessments completed
- PV panels installed on 150 homes
- SAP75 achieved on 2,450 homes
- 100% EPC A ratings for new builds
- 20% increase in SRS compliance
- First Green Space project delivered

Contact Us



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