



Monmouthshire Housing Association

# Corporate Plan

2023/24



## 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 2023 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 **3,800** rented and **231** 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 **£785k** and invested a total of **£20m** 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

To provide high quality homes for both existing and new customers. We seek to transform lives and help people realise their ambitions within vibrant communities and areas where they aspire to live and work.

# Achieving Our 'LEEP' Ambitions...

## Landlord...

Our vision is to provide high quality homes for both existing and new customers. We seek to transform lives and help people realise their ambitions within vibrant communities and 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 100 through new development, regeneration and acquisitions
- Secure a supply of land to enable the development programme to proceed – both within and outside of Monmouthshire
- Work with the local authorities to identify and develop town centre regeneration & development opportunities where we want to expand to and work with MCC in Developing theirs
- Support the LA's supplementary planning guidance requirements for green infrastructure and biodiversity in new developments and expand on this where the viability assessments support this

### **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 into MHA's decision making and consultative process and monitor their work programme for progress and to identify new skills required and training/briefing requirements
- Maintain overall tenant satisfaction at 90%+
- Deploy new brand and seek new opportunities on back of stakeholder strategy
- Develop a digital offer for tenants, giving 24-hour access to services through the introduction of a new Tenant App
- Work with CHC and other RSL's to develop a new Rent Setting Methodology
- Explore avenues to alleviate fuel poverty for tenants, including SDG in CHC, also evaluate the effectiveness of the Fuel Poverty project with Warm Wales and attempt to secure future funding if streams are available

### **Transforming lives and enabling communities...**

#### **Our targets for this year are to:**

- Deliver Year 2 iConnect objectives and reduce the number of tenants who are digitally excluded.
- Implement the Renting Homes Act legislation (and FFHH)

# 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 once WHQS2 criteria has been established
- Deploy decarbonisation policy and follow later with an options analysis in response to zero carbon strategy and commission a Savills survey to determine resources vis a vis new criteria in WHQS2 guidance

## Reducing carbon through the ways we work...

### Our targets for this year are to:

- Work with Carbon Trust to revisit 2011 Energy Savings Survey and CO2 emissions in stock to gauge progress and cross reference to new WHQS2 Guidance
- Implement measures for evaluating sustainability in the procurement process including supply chains

## 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 via wind farm

## Provide innovative housing solutions...

### Our targets for this year are to:

- Undertake further due diligence and options analysis for Modern Methods of Construction project should attractive projects/ methodologies come into view
- 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 of Monmouthshire in particular in Torfaen/Newport and Cardiff
- 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 opportunities to support the delivery of the Capsel Business Plan

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

**Our targets for this year are to:**

- 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
- 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
- Ensure social value commitments are obtained in all major works contracts (Asset Management & Development)



# People...

People are our business and we want 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:**

- Review our offer to meet the requirements of the Welsh Language Scheme once Commissioner has outlined the necessary criteria. In the interim, continue with Welsh Language Training at work
- Review Work and Skills Wise Programme and identify if new priority is to move resources towards Financial Inclusion as that is now where the shortfall in the market is

## **Wellbeing & Development...**

### **Our targets for this year are to:**

- 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 2 of MHA's digital strategy

## **Engagement & Culture...**

### **Our targets for this year are to:**

- Commission new staff survey using a new company and methodology





# Future Plans

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

## Landlord

**2024-2028 we will also aim to:**

- Increase our supply of homes by an average of 100 per annum
- Secure sufficient land, including options agreements where appropriate, to enable delivery of the development programme.
- 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 4250 by 2028

## Environment

**2024-2028 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 new stock fully carbon neutral by 2027

## People

**2024-2028 we will also aim to:**

- Move 30 tenants into work per year, please note target above as resources may be reorientated towards Financial Inclusion.
- Commission further Staff Surveys and Tenant Surveys to ensure we are an Exemplar employer and Landlord

## Economic

**2024-2028 we will also aim to:**

- Maintain Universal Credit arrears at 6.5% from 2024
- Maintain Regulatory Assurance Standard
- Identify innovative legal structures to create further investment opportunities



## Monmouthshire Housing Association

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