

YEAR END REVIEW OF BUSINESS PLAN 2023/26, YEAR 2 (2024/25)

1.1 In accordance with the Business Plan 2024/25 Planning Cycle, the MC is asked to discuss the undernoted Year 2 yearend review of the Business Plan priorities performance covering the period April 2024 to March 20254.

- The key strategic business priorities set by the MC in the Business Plan.
- Linking to the Business Plan, the major service area priorities set out in the various Work Plans for 2024/25.

1.2 Using the undernoted performance traffic lights system, a review of the current strategic business objectives was undertaken at the MC/LT Business Planning Day held on 22.02.25. The feedback, which will be included in the Year 3 BP review, is as follows:

- ✔ Green (Achieved)
- ⚠ Amber (Achieved & Ongoing)
- Red (Ongoing)

- ⚠
- 8 x were at green
- 2 x amber moved to green
- 1 x remained at amber
- 2 x remained at red
- 14 x red moved to amber







Implementing the above changes resulted in the following:
As at year end, the **27** Business Plan Priorities for 2024/25 now read:







- 10 x ✔ Green (Achieved)
- 15 x ⚠ Amber
- 2 x ● Red

1.3 The MC is asked to note that regular updates will be uploaded onto our website and included in future newsletters.



	CUSTOMER SERVICES	UPDATE MARCH 2025
1	Develop a Customer Services Strategy, including setting up a new specialist customer services team to work with our tenants.	⚠ The MC approved the Customer First Strategy in September 2024. Work is ongoing, staff training will take place early April

		2025 to reinforce the principles of Customer First Strategy
2	Patch-based housing officers to carry out annual tenants' visits.	⚠️ Over 840 completed visits as at 31.01.25, on target to complete 100% visits.
3	Conduct research into tenants' future needs, expectations, and aspirations so that these are at the heart of decision-making about homes and services.	⚠️ MHA uses every opportunity to consult with tenants on our service delivery (e.g. pop-up events, annual tenants visit etc.). Work will continue to ensure MHA meets the consultation requirements outlined in the updated SHR guidance. Open Days planned to begin next financial year.
4	Promote use of the digital mechanisms to communicate with our customers.	⚠️ New factoring system and portal for owners recently launched. New tenants' portal will be launched shortly. Work continues to keep our website and Facebook up to date. Increased use of email and text messaging.
5	Continue to assist tenants who are making the change from HB to UC. Manage threats to MHA's rental income that the change may cause.	⚠️ MHA's IM team continue to work through cases as tenants change. The team also support new tenants to submit claims. IM Officer is trained on dealing with complex UC claims. Migration slower than anticipated.
	ASSET MANAGEMENT	UPDATE MARCH 2025
6	Update the AM strategy as this is the key to the delivery of business objectives and ensure continued financial viability, compliance with obligations to lenders and safeguarding the interests of all stakeholders.	✅ The Asset Management Strategy was reviewed by the Maintenance & Development Sub-Committee on 22.10.24
7	Monitor and effectively manage the performance of existing assets. The asset management strategy should assist the Committee in assessment of whether the current or future homes are fit for purpose	⚠️ MHA continue to measure compliance with SHQS. Where opportunities arise, poorly performing assets receive targeted investment.

8	Develop an appraisal model that will scrutinise the performance of MHA homes considering a set of inputs effectively a measure of property performance, or cost benefit analysis.	 MHA has agreed a standard NPV model and has used this to appraise individual homes for acquisition and disposal. A further exercise is required to appraise each of the key stock archetypes identified in the AM Strategy.
COMMUNITY SUPPORT		UPDATE MARCH 2025
9	Provide or enable a range of community support services, including community engagement, income maximisation and community halls.	 MHA continues to provide a range of non-core housing support activities for the community. The MC will continue to review how this is delivered by partner agencies.
10	Review the affordability of existing wider role commitments to MHA's overall business and what the priorities for support should be in future.	 Through on-going monitoring and a recent internal audit, providing wider role activities is a cost to MHA. Work is on-going to address this (e.g. MCE Board has ceased, looking for partner organisations to manage non-MHA owned buildings like the sports hub and Bluevale Hall) and a review of our remaining community halls and café will be undertaken shortly.
FACTORING		UPDATE MARCH 2025
11	Conduct an options appraisal to review the feasibility of expanding the scale of the current factoring service.	 This objective will be carried forward to 2025/26 to allow the revised changes to be fully implemented and a feasibility study undertaken to determine the future of managing the fixed factoring properties.
12	Develop new digital platforms to streamline operations.	 New CPL factoring system recently introduced. Owners receive communication via email and text messaging.
DEVELOPMENT		UPDATE MARCH 2025
13	Monitor the outcome of the financial & risk appraisal, including grant rates & funding, of MHA agreeing to develop the site of the former primary school. Any development will be compliant with the SHR Thematic	 Regular MC meetings took place during 2024. Regular updates to MC (most recent early Feb. 2025)

	Study on development of new build homes.	provided a project timeline for the former primary school. The SHR has been issued with regular updates on the financial and risks elements for this development.
	GOVERNANCE & ORGANISATIONAL MGT.	UPDATE MARCH 2025
14	Maintain MHA's compliance with regulatory standards and guidance.	 <p>MHA's status with the SHR is Compliant. A rolling programme is in place to review and update evidence to demonstrate MHA's continuous compliance. Positive BP meeting held early January 2025.</p>
15	Retain and attract local people to serve on the MC and the subsidiary board.	 <p>Election for the MC held at the September 2024 AGM. This is a key objective of MHA as we are a CBHA, we continually seek to retain and attract new MC members. A paper on MHA Membership was discussed by the MC at the November 2024 meeting.</p>
16	Continue to evaluate MHA's structure, governance and staffing structure, to help identify any inefficiencies, overlaps, or gaps in responsibilities.	 <p>This was reviewed as part of the Business Planning year 2, the Annual Staffing Report 2024/25 and the Committee Skills Appraisals.</p>
17	Finalise the change of the MHA Organisational Review.	 <p>The original organisational review for 2022/23 and continued into 2023/24 is complete. It is only the few residual changes that will be addressed by the end of March 2025/early April 2025.</p>
18	Implement the Digital Transformation Strategy.	 <p>A range of work has been implemented to date which improves service delivery. Staff training has also been undertaken to ensure the digital changes improve efficiencies.</p>
19	MC Performance Management of MHA's strategy and priorities, scrutiny and being assured about achievement and holding staff	 <p>The MC are presented with regular updates on Business Plan</p>

	to account. Tools like a balanced scorecard will be used to provide assurance meeting the BP objectives and achieving VFM.	priorities, KPI's, financial management. A session held in October 2024 examined the support provided by senior managers to the MC. Now working to performance traffic light system.
	VALUE FOR MONEY (VFM)	UPDATE MARCH 2024
20	Monitor MHA's-wide VFM Strategy, against set priorities for future VFM initiatives and organisational frameworks for ensuring VFM objectives are taken forward robustly in all parts of MHA's business.	● MHA's VFM Strategy was reviewed by the MC in December 2024. This included reviewing the performance of the various targets, KPI's and benchmark priorities.
21	Hold conversations with our tenants to understand what their needs and priorities are, to inform decisions about where we should provide better VFM.	⚠ Linked to point 3 above
22	Build upon our improved performance achieved on VFM indicators.	✔ MHA's ARC return evidenced an improvement in rent & void management, financial position and still maintaining high tenant satisfaction levels for service delivery. Using GWSF'S analysis of ARC returns, as a benchmark for comparison with performance of CBHA sector of RSLs. The MC monitoring the above on a regular basis.
23	Keep firm control over MHA's running costs and reduce non-essential expenditure, to maximise resources available for investment in tenants' homes.	✔ MHA continue to review all non-essential expenditure. Key non-essential costs have reduced (e.g. Consultancy has dropped by £6,789, Digital costs by £7,500, PR by £5,000 and Governance costs by £1,000) Yearend surplus £1.5m
24	Seek opportunities for efficiencies in procurement costs.	⚠ MHA will continue to review our Procurement Policy to spot opportunities for greater efficiency.
25	Continue to implement the new MHA rent structure, which seeks to make our rents fairer and more consistent.	✔

		<p>MHA currently in year 2 (2024/25) of the 7-year rent harmonisation exercise.</p> <p>Figures support that the objective of the harmonisation is working (e.g. Year 1, 114 properties and year 2, 1,556 properties were harmonised). The gap has narrowed by 6%.</p>
26	<p>Develop a financial plan for covering operating costs and funding required investment in the housing stock. This includes a plan for future rent increases to bring MHA's current exceptionally low rents to a level that will bring income & costs into a more sustainable balance and continue to offer tenants good VFM.</p>	<p> A rent harmonisation table is used to provide the starting point for rent review and the levels that they need to be at. There is, however, a larger review that is required specifically getting a planned maintenance program in place so that we can control this spend. We also need to get the reactive maintenance costs looked so more planned preventative actions can take place which would allow MHA to manage the costs.</p>
27	<p>Test rent affordability against the MHA benchmark.</p>	<p> Most recent figures (2024/25) demonstrated that all MHA tenants meet the 30% rent affordability test.</p>