



Tai Merthyr  
Merthyr Housing

*Merthyr Tydfil Housing Association*

# Corporate Plan 2025/2028



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# Introduction

## *Welcome to our Corporate Plan for 2025-2028*

This 3-year Corporate Plan outlines the future strategic direction of the association incorporating outcomes, action plans and financial performance.

The association has faced a number of challenges in recent years, including:

- BREXIT,
- the pandemic,
- and supply chain pressures.

The key challenge remains the cost-of-living crisis. This continues to adversely impact our tenants as well as increasing

costs for the association. Having an effective board and strong leadership has enabled the association to deal with these issues and continue to grow. Balancing the needs of the business with the needs of our tenants has been of paramount importance and a key focus of the board's work.

To recognise the changing environment facing us, this Corporate Plan will be updated annually for a rolling three-year period. This will allow us to adapt and change quickly if needed.

# Who We Are

We are 100% Merthyr – a community based housing association, operating solely in the borough of Merthyr Tydfil. The association was formed in 1977 and has grown through a series of acquisitions and developments. As of 31 March 2025, we have 1,257 homes. These comprise general needs, sheltered accommodation, management properties and a small portfolio of eight commercial units.

In keeping with our strong sense of history and community we have developed several landmark schemes which have assisted in the preservation of historic buildings.

Two examples of these are the elderly persons scheme at Dowlais Stables and Taibach Cottages in Pentrebach. We have also helped to regenerate the town centre through our work in restoring and then letting Flooks, Redhouse Old Town Hall: Hen Neuadd y Dref and 115 High Street. These are a mix of commercial and residential properties.

In developing new buildings, we are conscious of the existing environment and seek to complement surrounding buildings and enhance the community.

# How We Do Things

## Our values:

Our values identify what is important to us. These values influence behaviour and attitudes and should be reflected in how we behave to our stakeholders.

We believe that it is important to be:



*Knowledgeable*



*Accountable*



*Caring*



*Respectful*



*Efficient*



*Innovative*

## Our purpose:

Working with people to improve their lives

## Our vision:

We will work with people within the borough of Merthyr Tydfil and provide sustainable tenancies in quality accommodation within vibrant communities.

# Environmental, Social and Governance Reporting (ESG)

During 2024-25 we started to measure our performance against the Sustainability Reporting Standard for Social Housing. This is a voluntary disclosure framework which allows the housing sector in the UK to report on its ESG performance in a transparent, consistent and comparable way. Our progress against the framework's twelve themes will be published at the end of 2025-26.

# Engagement and Communication

Engagement, communication and consultation with all stakeholders is essential to achieving the outcomes of our Corporate Plan.

We aim to be a listening organisation, both internally and externally. We will develop mechanisms to listen to key stakeholders, deliver and take action when appropriate. We will also feedback to stakeholders to ensure that they feel involved in the process and the outcome.

# Partnership Working

We are committed to delivering value for money whilst achieving the best outcomes for our tenants, staff, and wider community. For example, we have worked with three other social landlords on a gas servicing contract. The joint procurement and ongoing management has reduced costs whilst ensuring that we can still offer an excellent service to our tenants. We will continue to work with our partners to develop best practice in gas safety and servicing.

We work in partnership with five voluntary organisations and the local authority to provide specialist housing and support services to vulnerable individuals. The type of scheme varies from floating support to shared housing.

We support local businesses through our commercial property portfolio. We work with the local authority to support new retail businesses in the town centre. We are active members of the Big Heart of Merthyr Tydfil (the Business Improvement District).



# Commitment to Stakeholders

## *Tenants:*

We are committed to hearing the voice of our tenants. Tenants are enabled and supported to influence our strategic decision making and help shape service delivery. We are focused on delivering high quality services to all of our tenants. We continue to explore ways to engage with more tenants in ways that they find meaningful.

## *Suppliers:*

We are proactive in working with suppliers to identify innovative solutions to challenges and opportunities. We will continue to work with local suppliers to support the local economy and to secure added social value. We are proud of the number of local suppliers with whom we work. A social value report is published annually.

## *Lenders:*

We are results focused ensuring that we are doing the right things and doing them effectively. We will continue to deliver strong financial performance results to protect our funders' investments and assets.

## *Government:*

Through regulatory and legislative compliance, we are accountable to our tenants, funders, and other stakeholders. We will ensure sound governance and strong financial performance demonstrating affordability and value for money in our activities.

## *Our People:*

Our people are who we are; we value and support each other. We will create and sustain a culture/working environment that seeks to support and improve the health and well-being of staff, board and volunteers. We value diversity and encourage opportunities for everyone. During this year, we will be seeking Investors in People Gold reaccreditation.

## *Community:*

We bring people together to build better communities. We will learn from, plan, collaborate and deliver services with other individuals, groups and organisations.

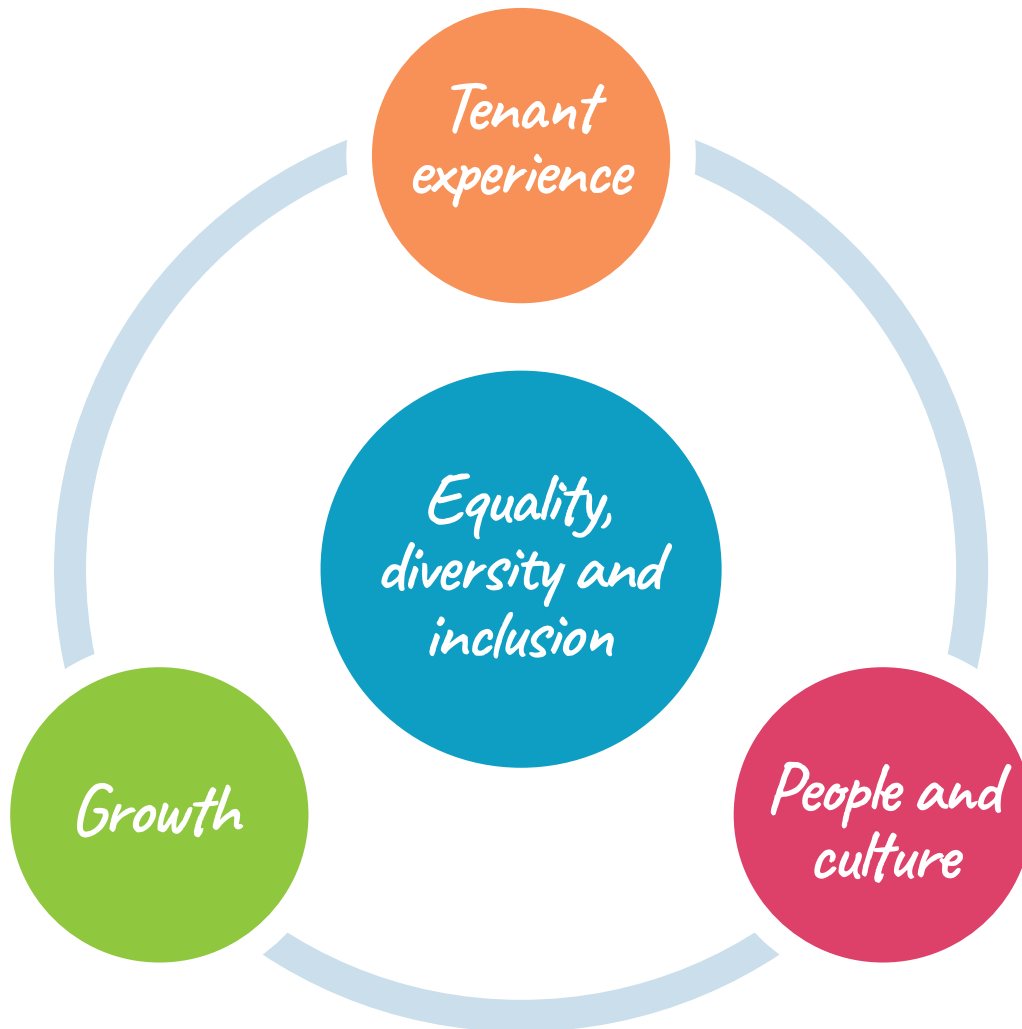
## *The Environment:*

Welsh Government has declared a climate emergency. We are committed to playing our part in cutting emissions, increasing the energy efficiency of our properties and helping to educate our tenants and their children, to ensure that they also take an active part in achieving our objectives.

## *Partner Agencies:*

We work in partnership with the Cwm Taf Morgannwg Health Board and partner agencies including the police, local authority and voluntary organisations to improve the lives of our tenants.

# Our Strategic Priorities



This Corporate Plan is focused on delivering against three priorities that will be used to take us forward, achieve our vision and sets out the key outcomes for each priority.

An action plan has been developed for each priority which outlines the purpose (the problem we are solving), the objectives (how we will solve the problem) and the outcomes (results).

*We will progress each of our strategic priorities:*

- Tenant Experience.
- People and Culture.
- Growth.

# Tenant Experience

We will achieve tenant satisfaction.

## *We will do this by:*

- ✓ Sustaining tenancies.
- ✓ Involving tenants in shaping services.
- ✓ Better understanding our tenants through good quality data.

## *Outcomes:*

- ✓ Increased tenant satisfaction.
- ✓ Increased tenant engagement.
- ✓ Fewer voids.
- ✓ Lower rent arrears.
- ✓ Service delivery led by data.

# People and Culture

Our greatest asset is our staff. To meet the needs of our tenants we will ensure that our staff are in the right roles, doing the right things in the right way at the right time to achieve the association's purpose.

## *We will do this by:*

- ✓ Recruiting and retaining staff who embrace our values and demonstrate them through behaviours.
- ✓ Having a skilled, productive and empowered workforce.
- ✓ Having a culture and practices which support the health and well-being of our staff.
- ✓ Attracting and retaining staff through reward and recognition.
- ✓ Engagement and communication with staff.
- ✓ Being an inclusive workplace, which reflects the communities in which we work.

## *Outcomes:*

- ✓ A happy and motivated workforce.
- ✓ Appropriate staff turnover and positive exit interviews.
- ✓ Low rate of short-term sickness absence.
- ✓ Retain Investors in People Gold and increase the number of platinum elements.
- ✓ People understand how their work contributes to the delivery of the Corporate Plan.
- ✓ Staff feel empowered to deliver excellent customer service.
- ✓ High level (75%) of effective staff engagement.
- ✓ High (75%) response rates to surveys.

# Growth

We will help to meet local authority housing needs by providing new homes across the borough of Merthyr Tydfil and to continue to grow.

## *We will do this by:*

- ✓ Increasing the total number of homes in management.
- ✓ Accessing all available Welsh Government grant funding and progress alternative innovative funding solutions. We will work effectively with key partners to be the development partner of choice.
- ✓ Measuring tenant satisfaction from the specific post development scheme questionnaire. Outcomes and learning will be used to inform and improve future schemes.

## *Outcomes:*

- ✓ 10% growth – 100% Merthyr.
- ✓ Deliver much needed high quality social rented homes in Merthyr Tydfil that people want to live in.
- ✓ Help people to stay in their local community.
- ✓ Provide homes that meet tenant needs.
- ✓ Increased availability and choice.
- ✓ Provide affordable housing.
- ✓ Reduced homelessness and people living in temporary accommodation.

Decarbonisation remains a key priority for the Association. The introduction of WHQS 2023 is guiding our approach to decarbonisation. During 2025-26, the Association will continue to work with its tenants to implement the requirements of WHQS23. Our guiding principle will be to ensure that no works will leave a tenant in fuel poverty wherever possible.



# Equality, Diversity and Inclusion

As a customer focused business, we are committed to meeting our tenants' evolving needs and preferences through improving services and building quality affordable homes where people want to live. Our Equality and Diversity Policy aims to create a cohesive approach to embed equality into the day-to-day work of the association and to value equality, diversity and inclusion. This applies to all services provided by the organisation, to employment practices and across all areas of our work including contractors and consultants who work for us. We are continuing to invest in our stock and working to improve communication processes.

## *We will:*

- Improve the amount of equalities data held on our tenants and staff and aim to tailor services and activities accordingly.
- Continue to use positive action in our recruitment and selection process.
- Report annually on the diversity of our tenants, staff and board members.
- Ensure that we meet our obligations under the Anti-Racism Wales Action Plan.
- Achieve reaccreditation under Tai Pawb's QED (Quality in Equality and Diversity) Award.



# Strategic Risks

As an organisation we have identified several strategic risks.

These are monitored by the Audit and Risk Committee and Board quarterly. There is an approved risk strategy and policy.

The board has set golden rules and risk appetite. These guide decisions taken to ensure that we remain compliant with our covenants and operate within our agreed risk levels.

# Staff and Board

To achieve our outcomes, we will rely on the skills, expertise and performance of all staff and the board. It is recognised that an efficient and effective organisation is reliant on high performing staff. Our staffing structure will look to optimise performance by ensuring that staff are trained, skilled and motivated through a fair pay and reward package. We aspire to have a trainee position within each team to facilitate career development and succession planning.

Board recruitment and succession planning will be managed in line with the nine-year rule. Board members will be recruited based on an initial assessment of any skills gap (via annual self-appraisal).

The Investors in People standard has played an important role in helping to shape the culture and people processes within the association. The relevance of this standard will be kept under review. We achieved Gold when we were reassessed in 2022 and are seeking reaccreditation this year.

We are committed to the health and well-being of our staff and as such will support activities that promote this aim.



# Hearing the Tenants' Voice

Tenants' needs and interests are vitally important to us. We will be further developing our tenant engagement activities to ensure that the tenants' voice:

- Influences strategic decision-making.
- Shapes service delivery.
- Drives service improvement.
- Provides activities that are inclusive for all.

We regularly survey our tenants to assess their satisfaction with the services we provide. The results of those surveys drive business improvements to continually enhance our services and processes for the benefit of our tenants.

# Tenants' Voice

The Tenants' Voice meet monthly and present views, ideas and feedback from a tenant's perspective.

We will engage deeper with Tenants' Voice and continue to better establish the link between tenants and the strategic focus of the association. An appointed board member attends Tenants' Voice meetings to relay information and update on strategic decisions taken at board meetings. Tenants' Voice members will be encouraged and supported to attend specific strategy focused board sessions.





Scan me!



Tai Merthyr  
Merthyr Housing

Working with people  
to improve their *lives*



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