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# Our Value for Money Statement 2017/18

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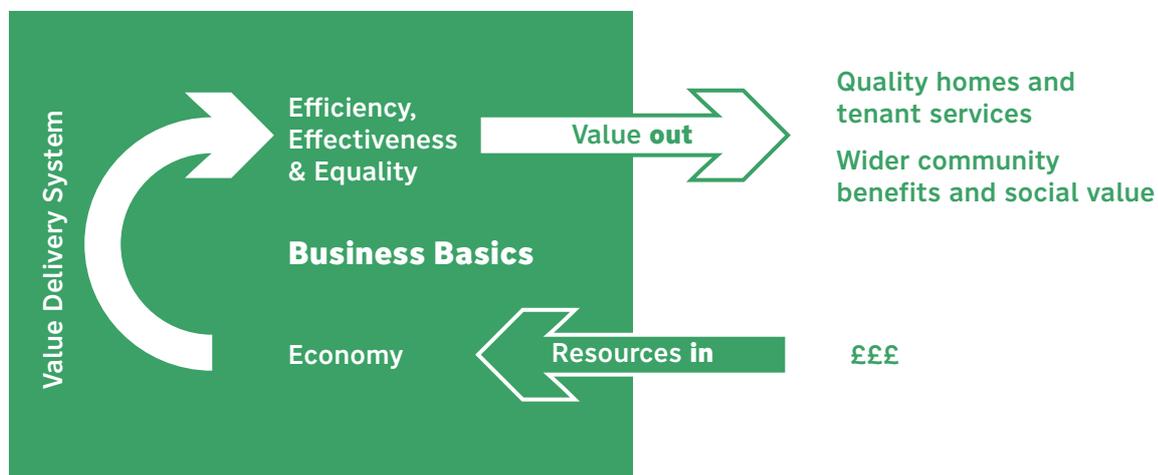
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# 1 Introduction

Value for Money isn't just about saving money, it's also about the positive impact Melin has on society.

At Melin, we want to make sure that we do things effectively (so that we get the right results), we do things efficiently (so that we get the best results for the resources we use) and that we do them economically (so we don't waste money). We are also concerned about the Equity of our services, making sure that we spend money taking the requirements of those in greatest need into account. We always aim to achieve the best balance between high performance and high tenant satisfaction whilst considering costs.

A model for understanding Value for Money can be shown in a simple diagram:



Our approach to Value for Money ensures that we continue to be able to deliver our mission to **“make a positive impact on neighbourhoods by providing high quality social housing to those who need it”** and our vision **“we exist to create opportunities for people and communities to thrive”**. We work closely with local authorities and other partners to build thriving communities by ensuring that our services are accessible and enhance the lives of residents.

We have been developing our vision, strategy and delivery objectives to ensure that Value for Money is at the centre of our business model. We think that by embedding a Value for Money culture across Melin, we will be maximising our chance to deliver on both our mission and vision.

This year our Value for Money statement outlines the value or satisfaction our services deliver, how much they cost and how well they perform. We will look at:

- The actual and comparative costs of delivering specific services
- The actual and comparative performance of those services
- The satisfaction or value that those services bring to residents
- The added social value that our services bring to wider communities
- Some key financial indicators that show we have a healthy and sustainable business
- The Value for Money gains, or savings, that we have made

We believe that Value for Money is more than just the efficiencies that we can drive in our business. Our residents are at the core of everything we do, and our tenant groups make sure that the services we delivery have a positive impact on our communities. At Melin, we make sure that residents are at the heart of designing and monitoring our services. This means that we get things right first time and we can evidence the positive impact the things we do have on our communities. We couldn't do that without the commitment, dedication, skills, knowledge and experience of our residents who commit time and energy for the benefit of others.

## 2 VfM headlines for 2017/18

**£4,061,670<sup>.23</sup>**

worth of social value generated  
across all our activities

**121**

new affordable  
homes built for  
people living in  
south-east Wales



**87.8%**

of our residents say they are  
happy with our overall services

Management costs  
per social housing unit  
down to

**£1,877**

We have a  
net promoter  
score of

**38.5**

which is considered good. Meaning  
that the majority of residents would  
recommend Melin as a landlord

**85%**

of our residents tell us their  
rents provide Value for Money

**99.28% of rent**

collected whilst working hard to sustain  
the tenancies of those under most strain

**83.1%**

of residents were satisfied with  
the repairs and maintenance  
service they received



We reduced the rent  
lost because of empty  
properties to

**1.24%**

bringing in an extra

**£24,000**

in rental income on  
the previous year

**81%**

of residents  
trust Melin

**13,068**

repairs to residents' homes

We assisted 52 young people into apprenticeships  
and sustainable employment creating a social  
value figure of

**£81,243**

On average we've spent

**£1,651**

per property on repairs  
and improvements

### **3 Our approach to embedding value across Melin**

At Melin we are committed to providing good quality homes, and accessible, excellent and responsive services to our residents which enable them to live independently in their communities. We want to get the best use out of all the resources available to us. By considering Value for Money (VfM), we can provide high quality services to our residents at relatively low cost and with the best possible outcomes. We look to maximise our income and minimise our costs and we use the money we have left to provide new homes, improve existing homes and to provide services that add genuine value to our residents and to the wider community.

Over the last few years we have been working hard to develop our Value for Money framework across many areas, ranging from comparing our performance to other Housing Associations to looking at our impact through measuring social value. This document will outline how our costs and performance compare to other Housing Associations and will look at the wider impacts the money we spend in local communities has.

We place a lot of emphasis on listening to what our residents want from our services while managing expectations within the quality of service that we provide. We continue to work with residents to make sure that they are embedded in how we look at and evaluate services, building on the excellent work of our Customer Services Group.

We continue to look at realising efficiencies and gains across the business with a specific focus on our asset performance. We want to make sure that our homes are performing to the highest of industry standards to ensure we are maximising the use of our assets to support our wider business and service aspirations.

We will continue to maximise efficiencies and opportunities through all our procurement activities, particularly maximising contracts with community benefit clauses to support our residents and communities.

Most importantly we want to continue to measure the wider impact we have on the wellbeing of our residents. We will continue to support residents and wider communities and measure the wider social value we help create. The HACT (Housing Associations Charitable Trust) Social Value Bank tool is an industry leading and accepted tool, and like many other Housing Associations across the country, we use this tool to measure Social Value.

This diagram details how we provide Value for Money as a social landlord. We will ensure that each area identifies a balance of excellent services that are efficient, effective and valued by residents.



## Our strategy will have several key themes:

- We will focus on delivering services in an efficient and effective way, balancing costs and performance of our services against our resident satisfaction levels.
- We will continue to explore new and innovative ways of delivering services, making more services available through digital platforms where residents tell us that's appropriate.
- We will get better at understanding how our property assets perform to ensure that we achieve greater value from them.
- We will work with all staff and contractors to ensure they understand their role in Melin's Value for Money journey.
- We will focus our time on delivering services that add value to our customers, as interpreted and evidenced by them.
- We will maximise income and other opportunities for our customers using existing and new partnerships.

This will embed our approach and increase business performance.

## We are going to embed Value for Money by:

- Ensuring that there is equal focus on **Value** and **Money** in the VfM conversation.
- Continuing to develop our approach to Value for Money as a multi-thread Framework, with everyone knowing how they fit into the VfM picture.
- Working closely with staff and contractors to understand their key drivers of cost and performance.
- Using Net Present Value (NPV) to evaluate our global stock performance and actively use this business intelligence as part of our active asset management strategy.
- Continuing to enhance our use of business intelligence to drive improvement across Melin. We want to use tools and techniques to drive a cross organisational culture of improvement where Value for Money is a constant element of the thought process.
- Being innovative and thinking differently about how we approach current and future operational challenges and delivering services in the most effective way possible.
- Being a digital business that embraces changes in technology and supports our residents on their digital journey.
- Delivering the majority of our repairs and maintenance services in-house, giving more control over service and procurement efficiencies.
- Making our cost, performance and satisfaction benchmarking data more visible across Melin.
- Working with our managers and wider staff groups to use the benchmarking data to evaluate where we are year on year, and to make evidence-based decisions to drive service improvement.

## 4 Corporate health

Our mission at Melin is to “make a positive impact on neighbourhoods by providing high quality social housing to those who need it”.

So, how are we doing?



We measure our residents' satisfaction by using a range of survey methods throughout the year. We use transactional surveys (once residents have accessed some of our services) on an ongoing basis and our annual STAR (Satisfaction of Tenants and Residents Survey) perception survey to compare our performance against other similar landlords and to see how satisfaction is changing from year to year. In the main, satisfaction remains reasonably high, and above average compared to other Housing Associations in Wales. Residents can confidently and independently give us feedback about the services we provide. We know from resident feedback that repairs and maintenance continues to be the most important driving factor for satisfaction and we continue to closely monitor this important service to residents.

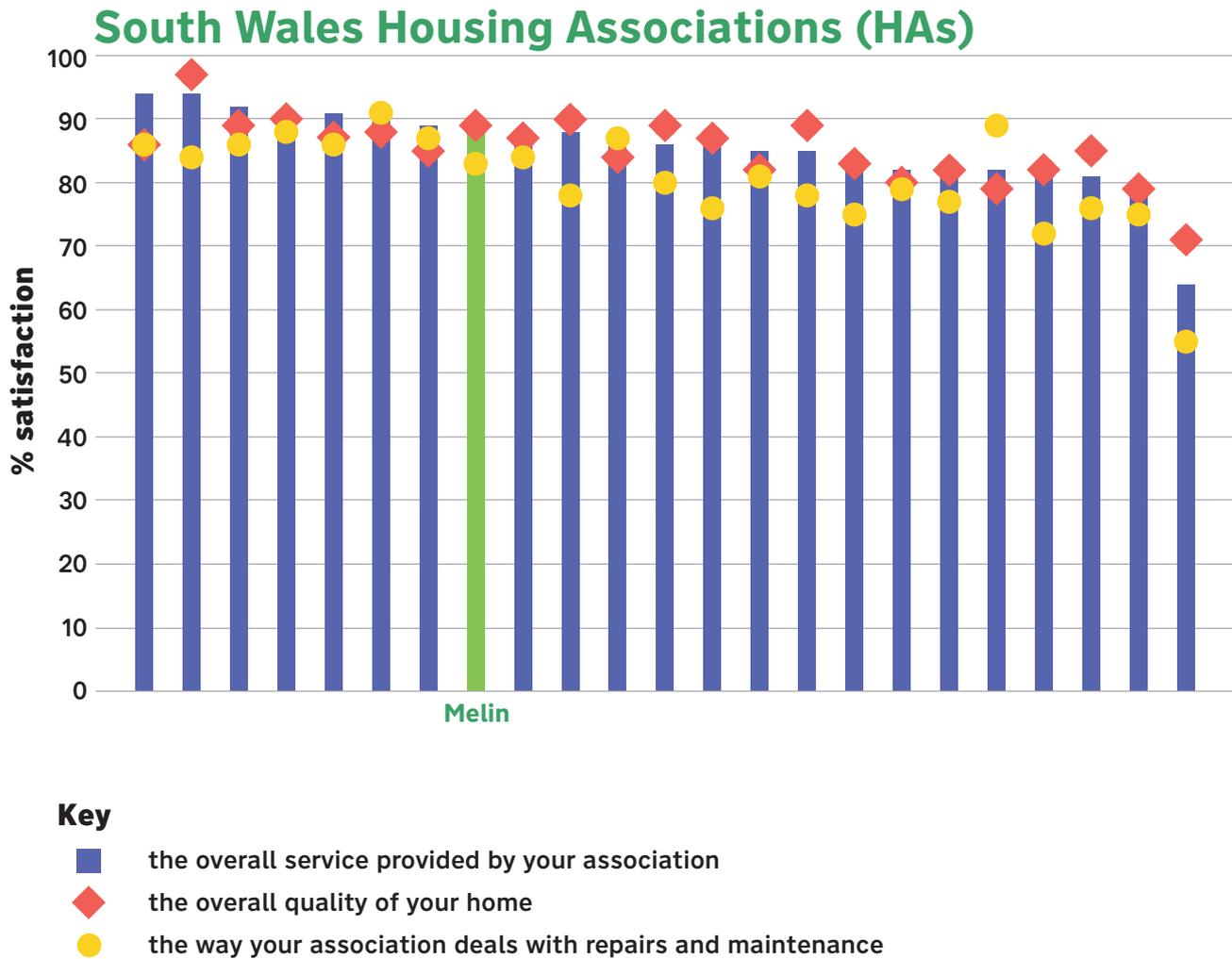
As well as overall satisfaction we have set ourselves a challenging indicator, net promoter. This measures the percentage of residents who would actively promote our services minus the ones who would not recommend us. We have a net Promoter score of 38.5, which is in the "good" category and puts Melin in the top half compared to other Housing Associations in Wales.

We continue to build on the success of previous financial years with strong corporate health. Our operating margins in respect of social housing activities being over 17.5%.

We continue to support the development of new affordable homes in south-east Wales, building 121 new affordable homes in the year. Our financial strength is reflected in our treasury management with strong interest cover on our borrowing. Our debt per unit has increased to £22,385, supporting our programme for the delivery of new homes.

Our corporate costs such as overheads are effectively managed which is reflected in an average overhead cost of 14.6% in the year. We have continued to demonstrate strong financial management and corporate health. Satisfaction with rent providing Value for Money is something that we have continued to focus on to ensure that we maintain affordable rents for our residents. We are pleased that this year, more of our residents feel that their rent does offer Value for Money than in 2016/17 but we recognise that there is still work to do here. We are closely monitoring feedback on the Value for Money for our rents and service charges to ensure we reflect this in our ongoing rent setting and service delivery approach.

This chart compares Melin to other Housing Associations in south Wales. Overall satisfaction remains strong in comparison to others. Comparable results show that satisfaction with the overall quality of residents' homes and satisfaction with repairs and maintenance remains relatively high for Melin residents. Together, the overall quality of a tenant's home and the quality of the repairs and maintenance services residents receive have been the key drivers for tenant satisfaction. We recognise that at Melin, and as a result we have focused on ensuring that these services are as effective as they can be.



(Source: HouseMarks STAR benchmarking service. Where landlords don't take part in this service it has been supplemented with data from Welsh Governments Housing Association

comparison site.)

Our corporate plans set out that we want to maintain strong corporate health regarding our financial and customer service levels. Melin are members of the HouseMark benchmarking club and this table sets out how our performance compares against our peers in both Wales and England. In Wales we compare ourselves against all Housing Associations who take part in the HouseMark club, whilst across the rest of the UK we compare ourselves to all traditional Housing Associations of a similar size to us who take part in the club (58 landlords in the peer group). Where there isn't enough Welsh data contained with the HouseMark club, we have used the Welsh Government Housing Association Comparison Tool (marked with \*).

Indicator	This table shows Melin's data and how it compares to:			
	Wales	UK Housing Associations (excl. London) with 2500-5000 properties		
	17/18	17/18	16/17	15/16
Satisfaction with overall service	87.8%	87.8%	89.2%	90.1%
Satisfaction that rent provides VfM	85.03%	85.03%	84.9%	85.9%
Satisfaction with the way calls are handled (local indicator)	76.7%	76.7%	68.7%	
Percentage of residents who trust Melin* (WG indicator.)	81%		82%	79%
% of calls answered	87%	87%	95.9%	94.5%
Average seconds to answer inbound calls	27	27	10	11
Net promoter score	38.5%	38.5%	42.8%	42.1%
Adjusted net leverage (debt against total assets)	32.9%	32.9%	41.8%	30.4%
Number of affordable units developed	121	121	128	123
Debt per unit managed	£22,385	£22,385	£30,931	£21,654
Overheads as % of adjusted turnover	14.6%	14.6%	11.56%	14.81%
Gearing (HouseMark definition)	31.26%	31.26%	31.26%	25.88%
Interest cover	137%	137%	95%	119%
Return on capital employed (ROCE)	1.38	1.38	4.24	0.25
% of responsive repairs expenditure to planned maintenance expenditure (local indicator)	58.3%		73%	53%
Headline social housing cost per unit	£3,407	£3,407	£3,196	£2,950.50
Operating margin (social housing)	17.64%	17.64%	18.96%	21.23%
Rent loss due to voids	1.24%	1.24%	1.47%	1.71%
Chief Executives salary per property (Welsh comparison only)	£28.75 per prop		£28.48 per prop	£32.64 per prop

**Key**   upper quartile   upper median   median   lower median   lower quartile

Source: HouseMark data/Welsh Government Housing Association Comparison tool/Welsh HA Global Accounts/Local Performance Information

## 5 Cost and performance indicators

Understanding how much things cost is important in getting an understanding of Value for Money BUT **Value for Money isn't just about costs**. The relationship between cost and performance is key, just looking at 'money' might mean we understand the cost of everything but the value of nothing. To get a rounded and holistic view of VfM we need to understand the money in relation to outcomes, which include performance, value and satisfaction. The Value for Money indicators we use at Melin are linked to our corporate objectives and we make sure that we take a balanced view of how we are performing, and the views of our residents are vital in helping us form those opinion. We look at our costs, the quality of our services, how our services perform year on year and in comparison, to other similar landlords, and possibly most importantly the value (or satisfaction) of the services we deliver to our residents.

Our Value for Money performance indicators are linked to make sure we deliver our vision. We look at a balance of costs, performance and satisfaction to make sure that whilst providing efficient services our residents are happy with the quality of service, we provide for the rents we charge them.

We provide our board and executive team with regular reports and performance information to give them assurance that our performance is good and that day to day services are helping us meet our corporate objectives.

## 6 Housing Management

Our housing management services impact on almost everyone who lives in the communities where Melin has homes. Our services, and the way we deliver them can affect many areas of an individual's life, ranging from the support people can access to help them manage their finances and pay their rents, the help they can receive if they have problems with neighbours to the quality of their local environment and the enjoyment they can derive from that. Due to the importance, and wide-ranging scope of the services, our corporate plan is clear about the importance of maintaining good quality, high performing and constantly improving housing management services. It is pleasing to note that over 85% of our residents feel that their rent provides Value for Money, and this puts Melin in the top half of Housing Associations in south Wales. Conversely, only 80.2% of residents are satisfied with their neighbourhood as a place to live, putting Melin in the bottom 25% amongst our peers.

We know that our residents lead busy lives and want to be able to access services outside of the traditional 9–5 timescales. To help address this we have extended the times that our Customer Contact centre is open and have introduced a new flexi-time system for staff so that service hours can be extended to evenings and weekends if we need to at some time in the future.

In the year we experienced unprecedented staff turnover, coincided with long-term sickness in our Customer Contact Team. As a result, our time taken to answer inbound calls showed a significant increase to an average of 27 seconds. This figure still compares favourably with other Housing Associations in Wales, but we have implemented plans to ensure that residents don't experience similar disruption in the future.

The time it takes Melin to let its general needs properties has reduced by 50% from 2016/17, meaning that families are able to move into their new homes much sooner than before and we collect more rent because homes aren't empty.

Despite the ongoing bite of Welfare reforms our current tenant arrears remain low at 2.14%, meaning that Melin are in the top 25% of performers in this area whilst we collected 99.28% of rent due. This is even more pleasing in the context of the costs of Melin's housing management services, which at £408 per property is in the lowest 25% when compared to our local peers. This table sets out how our performance compares against our peers. Satisfaction with services remains strong whilst the costs of housing management have steadily reduced year on year. Performance is generally remaining steady or showing gradual improvements, which shows that we are becoming more efficient in what we do.

Indicator	This table shows Melin's data and how it compares to:			
	Wales	UK Housing Associations (excl. London) with 2500-5000 properties		
	17/18	17/18	16/17	15/16
Satisfaction with service charges providing VfM (STAR)	70.51%	70.51%	67.9%	90.1%
Satisfaction with neighbourhoods as a place to live (STAR)	80.22%	80.22%	82.7%	85.9%
Satisfaction that rent provides VfM (STAR)	85.03%	85.03%	84.9%	85.9%
% satisfied with the condition of their new home at time of letting (transactional) (local measure only)	81.1%		66.2%	
% satisfied with the lettings process (transactional)	84.9%	84.9%	80.3%	
% satisfied with the way ASB complaint was handled (transactional)	66.7%	66.7%	54.7%	
Total cost per property of housing management	£408.50	£408.50	£417.88	£441.08
Total cost per property of estate services (e.g. grass cutting)	£226.87	£226.87	£218.41	£221.03
% of tenancies that ended that are classed as failed tenancies (local indicator)	13.4%		12.96%	15.6%
Tenancy turnover	8.21%	8.21%	7.85%	8.49%
Current tenant arrears as a percentage of annual rent debit	2.14%	2.14%	1.97%	2.24%
Percentage of rent collected	99.28%	99.28%	99.15%	98.96%
Former tenant arrears as a percentage of annual rent debit	0.89%	0.89%	0.88%	1.06%
Bad debt percentage written off	0.35%	0.35%	0.53%	0.6%
Average re-let time of vacant dwellings	54 days	54 days	60 days	68 days
% of properties vacant and available for letting	1.39%	1.39%	1.41%	0.32%
% of rent lost due to void properties	1.24%	1.24%	1.47%	1.71%

**Key** upper quartile upper median median lower median lower quartile

Source: HouseMark data/Welsh Government Housing Association Comparison tool/Welsh HA Global Accounts/Local Performance Information.

## **7 Responsive repairs, empty property management (voids) and planned/cyclical maintenance**

Repairs and maintenance are one of the most important services that we provide to our residents at Melin, it is something that everyone makes use of from time to time. It is pleasing that satisfaction with our repairs service remains high, and that the satisfaction levels with the quality of our homes has increased year on year and now sits at 89%, putting Melin in the top 25% compared to our peers. The time it takes to do repairs has significantly increased but we now do more repairs by appointment, so we do repairs at a time that is convenient for our residents.

We have spent lots of time in 2017/18 integrating our newly acquired repairs and maintenance provider into our wider staff grouping. Having an internal workforce means that we now have more control over the delivery of our planned works (such as putting new kitchens and bathrooms in residents' homes) and of our day-to-day responsive repairs service. Initially we have seen an increase in the time it takes to deliver our repairs service, but this can partly be accounted for because we are now offering our residents a range of appointment options to suite their lifestyle and other personal commitments. In the year we kept 98.43% of all repair's appointments. This has helped drive a significant increase in satisfaction with the last repair, moving from around 78% to over 87%. There is still work to do here because 87% doesn't compare favourably to our peers, but shows satisfaction is improving. The average cost of a responsive repair has shown a slight increase but shows that we still compare well with our peers.

Last year we identified that our empty property (also called 'voids') management service wasn't performing like we wanted it to and wasn't providing Value for Money. As a result, the way the service was delivered underwent a major review. This year we have seen the average cost of a void repair reduce by £1,250 and the amount of rent we lose because of empty properties reduce by over £24,000. There is still work to be done to improve our void property performance, but we are pleased with the progress made so far.

Indicator	This table shows Melin's data and how it compares to:			
	Wales	UK Housing Associations (excl. London) with 2500-5000 properties		
	17/18	17/18	16/17	15/16
Satisfaction with quality of the home (STAR)	89.03%	89.03%	88.4%	88%
Satisfaction with repairs and maintenance (STAR)	83.1%	83.1%	84.6%	85.35%
% satisfied with the repairs service (transactional)	87.4%	87.4%	78.4%	
Total cost per property of major works and cyclical maintenance (£)	1,352.03	1,352.03	982.58	983
Total cost per property of responsive repairs and void works (£)	1,110.43	1,110.43	1,335.78	1324
Average cost of a responsive repair (£)	139.22	139.22	137.53	159.05
Average cost of a void repair (£)	1,690.65	1,690.65	2,954.49	2,693.27
Total repair and maintenance jobs completed (local indicator)	24,727		24,673	23,451
Total cost per property of lettings (£)	£49.88	£49.88	£49.17	£47.54
Average number of responsive repairs per property	4.1	4.1	4.7	4
% of responsive repairs expenditure to planned maintenance expenditure (local indicator)	58.3%		73%	53%
Average energy efficiency rating of property by SAP rating	75.15	75.15	75.2	76
% of gas safety checks completed by the anniversary date	98.83%	98.83%	99.91%	100%
Percentage of rent lost through dwellings being vacant	1.24%	1.24%	1.47%	1.71%
Average re-let time of vacant dwellings (days)	54	54	60	68
Percentage of appointments kept	98.43%	98.43%	98.28%	99.8%
Average time taken to complete a repair (days)	16	16	8	6

**Key** upper quartile upper median median lower median lower quartile

Source: HouseMark data/Welsh Government Housing Association Comparison tool/Welsh HA Global Accounts/Local Performance Information.

## **8 Resident involvement – the customer services group**

At Melin, we understand the importance of involving our residents and designing and evaluating the services we deliver. Residents invest significant amounts of time to help ensure that the services we deliver are the right ones and are good quality. To help facilitate this involvement, we commit staff time and money to make sure our Residents' Panel have the resources and support they need to monitor and help improve our services. The resources we commit to making sure our residents are involved in the work we do compares very favourably to our peers, but we still have significant work to do so that our wider tenant base feel that we listen to their views and act upon them

The Customer Services Group (CSG) is our dedicated resident led audit and review group. The CSG use lots of information, including our satisfaction results to decide which services they will review. We collect satisfaction through our periodic STAR tenant satisfaction surveys and from the ongoing monthly feedback about services that we collect from our transactional satisfaction surveys.

In 17/18 our CSG carried out two service reviews, one looking in detail at the cleaning service we provide for common and communal areas around Melin's homes and a second looking at the way we deal with reports of Anti-Social Behaviour. The review of cleaning looked at how the service was managed, and the standards and quality of the cleaning carried out. As a result of the review, a new standard of cleaning and specification was agreed. We also began the process of contracting out our cleaning services to provide a more consistent and cost-effective service. The review of how we deal with reports of Anti-social behaviour resulted in more calls being dealt with at first point of contact by our Customer Contact Team. This meant that residents received a faster and more response service when they contacted us about ASB issues. We are also creating a Frequently Asked Questions section about ASB on our website so that residents can access up to date general advice and information around ASB at any time of day or night.

Indicator	This table shows Melin's data and how it compares to:			
	Wales	UK Housing Associations (excl. London) with 2500-5000 properties		
	17/18	17/18	16/17	15/16
Satisfaction that views are listened to and acted upon (STAR)	69.91%	69.91%	71.5%	72.4%
% of residents who trust Melin as a landlord (Welsh Government)	81%		82%	79%
Total cost per property of resident involvement (£)	£43.34	£43.34	£38.97	£43.91
Social Value generated	£4,061,670			

**Key** upper quartile upper median median lower median lower quartile

Source: HouseMark data/Welsh Government Housing Association Comparison tool/Welsh HA Global Accounts/Local Performance Information.

## 9 Delivering social value in our communities

At Melin we do all we can to provide good quality, safe and secure homes to our residents. We also aim to do a lot more than this by working with people and communities to improve the quality of their lives more broadly. This might be funding for community projects, free advice about how to reduce energy bills, working with contractors to offer apprenticeships to local people and providing free access to advice and support for those wanting to improve their chances of getting a job.

### What is Social Value?

Social Value is the outcomes that you may not see straight away. It's the value to wider financial and non-financial impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment. For example, helping someone to get long-term sustainable employment may mean that they are then able to pay their bills, get themselves out of debt and increase their confidence, adding value to them and to wider society.

### Why measure Social Value?

We need to know that we are focusing and targeting our resources where they are needed most, and we want to show our residents, communities and partners that we are doing so. To do this is not easy or an exact science. The value of a community clear up cannot be fully captured in words or numbers. The impact on someone's life of a new home, or better insulation goes way beyond the financial cost. Helping someone reduce their debts can significantly lower levels of stress, which is difficult to pin down in a figure. We aim to do so much more than simply provide a home and we hope this report demonstrates that.

### How do we measure Social Value?

We provide Social Value to our communities and measure this through a mix of facts, figures, stories and case studies. We also use a tool developed by the Housing Association Charitable Trust known as HACT, that calculates a monetary figure to measure outcomes that you normally wouldn't be able to see. The values are derived using a methodology that complies with the strictest technical guidelines and requirements set out by HM Treasury and the UK Government who endorse the vast data sets used to attribute the social values. We can also look at our services and determine how much Social Value we generate for every £1 we spend.

# In 2017/18 we generated **£4,061,670.23** worth of social value across our activities

**£2,853,912.37**  
was generated by improving  
people's health and wellbeing



**£19,061.58**  
was generated by  
improving people's  
environment

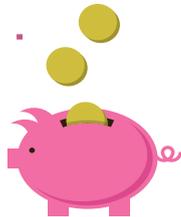


**£356,240.63**  
was generated through  
resident's attendance in  
social groups and events

**£45,115.38**  
was generated  
by activities that  
improved confidence  
in young people



**£98,074.63**  
was generated from  
improving people's  
financial circumstances



We've supported  
**122 residents**  
through our tenancy  
sustainability service

**£5478** We've given £5478 to community groups  
and individuals pursuing their career goals

**20** We helped 20 people into  
full time employment

**£689,265.64**  
was generated from helping  
people into employment/training



**For our positive measured outcomes we generated  
£4.23 in social value for every £1 we spent**

# 10 Procurement, efficiencies and community benefits

At Melin, procurement covers the development of new homes, maintenance and investment in existing homes and the purchase of all other goods, products and services.

Procurement offers Melin serious opportunities but also poses major challenges. It has a significant role to play in achieving efficiency savings (which could have a major impact upon our budgets and the services that we provide) whilst ensuring that we have access to the right goods and services to meet the evolving needs of our tenant base. We recognise the importance of getting procurement right and the part it plays in achieving our vision and objectives and improving the delivery and cost effectiveness of quality services to our residents.

To address these challenges and exploit these opportunities we developed a dedicated in-house procurement function. We recognise that how we spend money can have major impacts across south-east Wales as well as the wider country. We are committed to increasing the positive impact we have on the Welsh economy, building on procurement and community benefit best practice. We continue this focus and evaluation with the Value Wales Toolkit on our social housing activities. In addition, we now let all our contracts with a community's benefits clause, ensuring that the wider communities in which we work directly benefit from the work we do and the money we spend.

In 2017/18, we continued to demonstrate impact through our asset management and development activities. During the year our contract spend was £5,036,220.41. Of this spend £4,482,763.85 has gone to Welsh businesses, that's an impressive 89% of our contract spend being put back into the economy here in Wales.

Our newly formed procurement team assisted in the procurement of £334,420.97 worth of contracts, making 12.4% savings on estimated contract spend. Our Community Benefit clause has generated £3,585.10 to support our schools programme in its pilot phase.

This impact has seen the benefit to the Welsh economy almost double, for every pound we spend on this activity we generated £1.94.

At Melin we understand that young people are all our futures, and so we have committed significant resources engaging with the schools in the communities we work. We spent over 100 hours working with pupils in 15 schools across the area, we delivered 46 sessions with 1,172 pupil contacts. We covered areas ranging from careers fairs, mock interviews and advice around CV writing for older children to fun activities and ECO workshops for primary schools.

We had a contract spend of

**£5,036,220**

with an impressive **89%** being put back into the economy here in Wales

An illustration of a man in a suit and a woman in a white shirt shaking hands, with the man holding a briefcase.

Our contracts generated **£3,585.10** to support schools programmes in the community benefits pilot program

Our newly formed Procurement team assisted in the procurement of

**£3334,420.97**

worth of contracts

An illustration of a pink piggy bank with three gold coins floating above it.

We made **12.4%** savings on estimated contract spend

We committed

**over 100 hours**

and had

**1,172** pupil contacts on our schools' program



# 11 The future

This report outlines our ongoing commitment to achieving Value for Money for our residents and wider stakeholders so that we make the best use of every £ we spend. The document has detailed several areas where we are doing well, but we will not sit on our laurels because there is still work to do. We know that we need to make sure the services delivered by Melin offer Value for Money and continue to do so, and we know that we need to focus on some areas to deliver improvements. We will be developing strategies and operational plans to help make those improvements happen.

Despite an uncertain economic, regulatory and political operating environment, made more uncertain by the ongoing Brexit debate, our evolving Value for Money approach will set our ambitious plans to transform the way we run our organisation and the way we deliver services to residents and wider communities. We will continue to explore the use of technology to make our services more efficient to deliver and easier for customers to access. We will explore partnerships where appropriate to bring added value to existing or new services.

Delivering and demonstrating Value for Money is something that never stops. Our regulator's view of Value for Money continues to evolve, and our approach will be under constant review to reflect the fluid nature of the environment we operate in.

Building on our strong development programme we plan to significantly increase our capacity to build a range of good quality affordable homes for rent and sale across south-east Wales. We will reinvest the additional income to continue to deliver quality services to our residents.

We are confident that as we continue to develop our organisation, we will be able to drive further efficiencies, improve our service offer to residents and continue to create social value for residents and the wider communities. We have a mature, self-aware and sustainable business that will continue to deliver good quality affordable homes for the people of south-east Wales.