

2017/18
**Report to
Members**





Chair's Message

Dear members,

Welcome to our Report to Members 2017/18. I'm Fran Bevan, and I've been Chair of our Democratic Body since January 2017. I have been involved with Merthyr Valleys Homes from the very beginning as a tenant representative on numerous panels and forums, and I served on the Board as a tenant representative and its Vice-Chair for many years.

The Democratic Body has worked really hard over the past year on behalf of members, and we will be sharing some of the highlights with you in this report. Back in 2016 we developed 'Yfory' our plan for the next few years. It is an ambitious plan, but we are really pleased with what has been achieved over the past year in line with our values and our aspirations. You can read more about what's been achieved in our Annual Report.

We have made some important decisions on behalf of tenants and employees, and the Democratic Body is a great example of how powerful influence can be, and how our voice (on your behalf) is being heard and listened to. It is also a shining example of collaborative working. When you walk into a Democratic Body meeting, you could not identify who is a tenant member or who is an employee member – everyone works together for a common goal. Our relationship with the Board and the Executive Management Team has strengthened, and there is a real feeling of mutualism throughout the organisation.

I am proud to have led the Democratic Body during this time – being a representative is a very rewarding role. It's been great to see the real difference we have made and can make in the future as 'together we **are** stronger'.

Fran



Introduction

Welcome to your second 'Report to Members' – your report from us, the Democratic Body.

Inside you will find an account of our activities during the last financial year (April 2017 – March 2018) – what we have achieved and the decisions that we have influenced and made on behalf of the members of Merthyr Valleys Homes. By working together we are stronger, and this report demonstrates what can happen when members 'have a say'.

It has been two years since Merthyr Valleys Homes changed its legal structure to become Wales' first tenant and employee owned mutual housing association. Our mutual is owned by our tenant and employee members, and these members are at the heart of the decision making. The Democratic Body are here to act on your interests, and the wider interests of our communities in Merthyr Tydfil, and we represent you.

The Democratic Body has a number of key roles and responsibilities:

Key Functions

To appoint (and remove) Non-Executive Directors to the Board of MVH

To approve the appointment (by the Board) of the Chief Executive

To work with the Board and the Chief Executive to ensure the good governance of the mutual

To work with the Board and the Chief Executive in developing the mutuals' business plan, including setting the strategic direction and approving the policy framework

To approve the programme of internal audit and to monitor the performance of the organisation

To set a Membership Strategy and to monitor its progress



Meet the Democratic Body

The Democratic Body is made up of eleven elected tenant representatives (elected by tenant members); eight elected employee representatives (elected by employee members) and two nominated Local Authority representatives (one Officer and one Councillor).

Here you can find out a little bit more about each of us:



Frances Bevan
Chair (Tenant Representative)

Frances Bevan has been involved with Merthyr Valleys Homes since its inception in 2009. She has served as the Chair of the Democratic Body for almost two years, after serving as its Vice Chair since May 2016. Prior to this appointment, Frances served on the Board for a number of years as a Tenant Board Member, and was Vice Chair of the Board for two years. Fran feels passionate about our mutual – the service we provide to tenants, the wider community and its commitment to change to meet new challenges.

Frances' background is in general and psychiatric nursing, National Health Service management and served as a Nursing Manager for 12 nursing homes in the private sector. Frances has served as Chair of Governors of a local high school. She sat on the South Wales Independent Advisory Group, a police group relating to race relations and diversity.

Frances lives in Trefechan, and enjoys spending time with her daughter and two grandchildren. In her spare time she enjoys watching her grandson play rugby, and is also a very big fan of musical theatre.



Natalie Ryan
Vice Chair (Employee Representative)

Natalie started her career in MVH working in our ICT department, before joining the Engagement & Ownership Team in 2016 as our Digital Communications Officer. Natalie has been on the Democratic Body since 2016, and has served as Vice Chair since 2017. Natalie is due to take over as Chair in the autumn.

Natalie lives in Merthyr Tydfil with her husband and young daughter and their dog. She is very community orientated, and is keen to develop services for tenants and residents alike across the borough, believing that having projects or centers that bring people together is vital for our tenants and the wider community. Natalie has previously undertaken lots of volunteering work, and has worked in one of Merthyr's largest youth clubs, Forsythia Youth Club, after attending herself as a young person and seeing the benefits of this provision first hand.

Natalie has enjoyed seeing the progress that the Democratic Body has made, and how it has grown in strength. Natalie feels that she has grown in confidence too, and this was demonstrated in her delivering a speech in the Houses of Parliament recently.

Tenant Representatives



Gaynor Bradley

Gaynor is mother to 4 boys and is a Director on the board of a local charity. Gaynor volunteers in the community and has a keen interest in drama and theatre production.

Gaynor returned to college and completed a BTEC diploma in business and internet systems. In her spare time she makes bespoke celebration cakes and greeting cards.



Marlene Burns

Born and bred in Merthyr Tydfil Marlene has worked in the town in a variety of jobs including the NHS. After Marlene retired she took up a number of voluntary positions

with charities including Merthyr Tydfil Credit Union, of which she was a founding member.

Marlene has served on the Board of both Merthyr Tydfil Housing Association and Merthyr Valleys Homes, and is a tenant representative on several panels and forums. Marlene brings a wealth of housing experience with her onto the Democratic Body, and enjoys the level of influence that members have. Marlene was pleased to have been voted back on to the Democratic Body in 2017.



Vivian Evans

Vivian lives in the lower end of the borough in Quakers Yard, and has been a tenant of MVH for ten years.

Although Vivian is a newer member of the Democratic Body, joining in September 2017, he can already see that talking things through with the ability for all representatives to have their say is a great way to solve problems and come up with new ideas.



Kim Ford

Kim has been a Merthyr Valleys Homes tenant for over 6 years. Kim is originally from Cardiff but has lived in Treharris for over 25 years. She is a fully trained

hairdresser and beautician and trained at Merthyr Tydfil College and she currently works in a local school.

Kim is a proud mam to five beautiful but crazy and amazing children, and is most passionate about her community and ensuring that children have opportunities and safe areas to play. Kim enjoys being on the Democratic Body as she is always learning something new.



Val Lloyd

Born and reared in Aberfan, Val worked in Kayser Bonder wages office in Pentrebach as well as the local Mothercare store in the town centre. Val

has and continues to undertake voluntary roles with Citizens Advice Bureau, Visually Impaired Merthyr, Marie Curie, W I and others.

Val lives in a community living scheme where she joined the Tuesday group and the gardening club. She enjoys every meeting of the Democratic Body and Val hopes that we will be joined by more young people as they are the future for our long-term success.

Meet the Democratic Body



Joan Marshall

Joan was born in Merthyr and attended Troedyrhiw Secondary Modern School. Joan moved away from Merthyr, got married and had

3 children. She returned to Merthyr Tydfil in 2014. Joan has a Social Policy Hons Degree, specializing in deviance alongside community & urban development, followed by a PGCE in further education. Joan's paid and voluntary work has never been far from public sector concerns and in her leisure time she enjoys creative activities.



Nigel Phillips-Gunter

Nigel was brought up and educated in Merthyr Tydfil, and originally graduated with a B.Ed. (Hons) in Cardiff. Later in his career, Nigel re-trained as a Business Analyst. Being

involved on the Democratic Body and other forums and groups has allowed Nigel to gain a wide variety of skill sets, and takes great pride working for the betterment of tenants and employees alike.

In his "free" time, Nigel sings with the choir at St David's Church Choir in Merthyr, is a member of the Pastoral Chaplaincy Team, PCC Secretary and Deanery and Diocesan representative. He is also studying for a B.Theol at St. Michael's College in Llandaff with a view to ultimately qualifying as a Hospital Pastoral Chaplain.



Tracey Powell

Tracey is originally from Swansea, but has been living in Merthyr Tydfil since 1991. Tracey has five children. Tracey has been an active

tenant representative for almost seven years sitting on several forums and panels, and served as a Tenant Board Member for several years. Tracey has been a representative on the Democratic Body since 2016, and was pleased to have been voted back on in the 2017 elections. Tracey's role is all about representing tenants and having a real say in what matters for them.



Olga Thomas

Olga lives in Georgetown, Merthyr Tydfil with her husband, and has resided there for 21 years, four of these as a Merthyr Valleys Homes tenant.

In addition to the Democratic Body, Olga gives a lot of her spare time to MVH serving on our Residents Participation Forum and Grants Panel. Olga is also the Secretary of the Georgetown Tenants Association and is a voluntary member of the Georgetown Foodbank

Employee Representatives



Alex Bartlett

Alex moved to Merthyr Tydfil from his hometown of Milford Haven in 2016, to come and work in Merthyr Valleys Homes as an Infrastructure

Support & Development Officer. Alex has recently changed roles within the organization to Performance Officer. Alex was keen to join the Democratic Body to make his contribution towards improving our mutual and the services we provide to our communities.

Alex has vast experience in volunteering roles, offering his ICT and administration skills, and was the Secretary of the local branch of the Royal British Legion. Alex currently resides in Taf Fechan Housing Co-operative, the first housing scheme of its kind in Merthyr Tydfil, and serves as it's Secretary.



Kevin Clifford

Kevin is a Maintenance Supervisor working in the Homes and Property Team at Merthyr Valleys Homes. Kevin was brought up and educated

in Merthyr Tydfil and originally qualified as a toolmaker, he then re-trained as a carpenter and joiner with a large contractor for a few years before moving back to Merthyr to join the Council's Planned Works team. Since the transfer to Merthyr Valleys Homes Kevin progressed to Supervisor.

Kevin was voted onto the Democratic Body in 2016, and finds his role to be very rewarding. His interests out of work are martial arts, and family life with his wife, four daughters and three grandchildren.



Robert Davenport

Bob is a Community Housing Officer with Merthyr Valleys Homes and is involved in all aspects of housing management. Bob has

worked in this role for 30 years both with MVH and the Local Authority (before transfer). Bob is also a Trade Union representative and is an active member of the Merthyr Tydfil Trades Council.

Bob believes that social housing is crucial in raising living standards for all in the community and that our 'mutual model' is vital in keeping the tenants and employees of MVH on board with the aims and values of our mutual.



Mark Davies

Mark works in our Neighbourhood and Environmental Team as a Grounds Maintenance and environmental operative.

Born and bred in Merthyr Tydfil, Mark has worked since the age of 16 doing a variety of roles including working his way up to Lance Corporal in the Army and running his own business. Before joining MVH, Mark worked as a Grounds Maintenance Operative in the local council.

Mark is very community focused. He set up and is the Chairman of Cyfarthfa Community Group – a group of around 30 volunteers around Cyfarthfa Ward which carry out litter picks and light grounds maintenance work.

Meet the Democratic Body



Mansell Mason
Mansell Mason is a Plasterer in our Homes and Property Team. Mansell transferred over to Merthyr Valleys Homes in 2009 from the Local Authority, where he had worked for many years prior to transfer. Mansell plays an active role as an employee, and as well as being an Employee Representative on the Democratic Body, Mansell is a Trade Union steward and a Health & Safety representative.



Ceri Price
Ceri is a Tenant Liaison Officer within the Homes and Property Team. Ceri has been with the organisation since transfer in 2009, and prior to that was employed by Merthyr Tydfil County Borough Council and has over 13 years experience working in the housing sector. Ceri enjoys being on the Democratic Body and feels that it is really important for both tenants and employees to have the opportunity to be able to feed in and influence the decisions that are made.

Ceri was brought up and educated in Merthyr Tydfil. Outside of work Ceri has a busy life, she has four children – a 13 year old daughter and 10 year old triplets (two boys and a girl). Ceri enjoys holidays, socialising and keeping fit and has also been involved in several charity fundraising events across Merthyr. Ceri currently lives with her children in Heolgerrig, Merthyr Tydfil.



Stephen Puddy
Stephen has worked in Merthyr Valleys Homes since its inception in 2009, and transferred from the Local Authority. He is currently employed as the Procurement Manager for the Homes and Property Team at Merthyr Valleys Homes and is a member of the Chartered Institute of Purchasing and Supply (MCIPS). Stephen is also a member of the Audit Committee and the Complaints Panel, and these roles allow him to better understand the risks and financial complexities associated with running a busy housing association, whilst appreciating the hard work our organisation does to ensure that tenants are at the heart of what we do.

Stephen was raised and educated in Merthyr Tydfil, and currently resides in Cardiff. He finds it very rewarding to work with tenants and employees on the Democratic Body, and observing first hand how they can have a real say in the way they would like to see the organisation heading.

Local Authority Representatives



Julian Pike
Julian is employed as the Housing Manager at Merthyr Tydfil County Borough Council, managing a wide range of housing services. Julian qualified as an Environmental Health Officer in 2002 and later achieved an MSc Management Qualification in 2012. Professionally Julian is passionate about all things housing, regeneration and community safety.

Julian is originally from the Rhondda, and currently resides in Aberdare with his wife and two children. Julian is passionate about rugby, and describes himself as having a rugby addiction.



Cllr Tanya Skinner
Tanya is the nominated Councillor from Merthyr Tydfil County Borough Council, and is an Independent Councillor representing the Park Ward. Tanya has been a Local Councillor since May 2017.

Originally from Cardiff, Tanya has lived in Merthyr Tydfil for over 15 years, and currently resides in Georgetown. For her 'day job', Tanya is the Social Enterprise Manager at Fir Tree Community Association.

Resignations in 2017/18

Graham Walmsley – Tenant Representative
January 2018

When you walk into a Democratic Body meeting, you could not identify who is a tenant member or who is an employee member – everyone works together for a common goal.



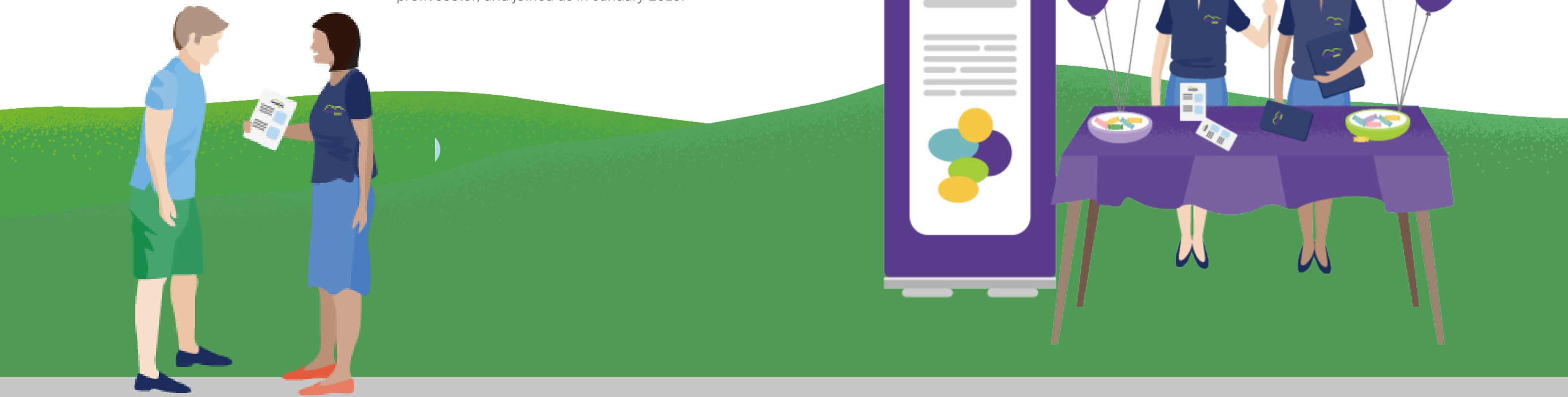
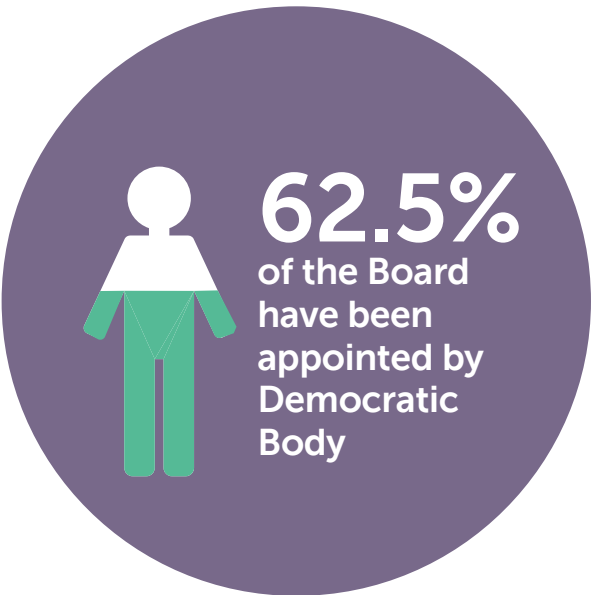
Our Key Activities

Appointments

During the past year we have appointed another Non-Executive Director to the Board. The Democratic Body approved the advertisement, and established a sub-panel to interview shortlisted candidates. When interviewing candidates, as well as ensuring that they have the right skills and expertise, the panel ensure that they have the right values and beliefs that fit with our mutual. The successful candidate, Jonathan Tumelty, was recommended to the Board for appointment, and joined the Board in October 2017. Jon is the Community Safety Manager at Trivallis (a Housing Association that operates in Rhondda Cynon Taff) and brings a wealth of experience in his field.

To date, since 2016, the Democratic Body have appointed 5 of the 8 Non-Executive Directors on the Board. These appointments have been successful, and by having the majority of the Board appointed by the Democratic Body, this encourages accountability back to the body that appointed them. Our co-operative values are being put into practice around the Board table, and this is evident from the decisions being made and the collaborative working between the Board and the Democratic Body.

We also get involved in the appointment of senior positions within MVH, including Director and Head of Service posts. This year we assisted in the recruitment of a new Head of ICT and successfully appointed Jan Ryan. Jan has over 30 years experience working in ICT, in central and local government and the not-for-profit sector, and joined us in January 2018.



Yfory and Annual Plan

Back in 2016, we worked on a new vision for Merthyr Valleys Homes – ‘Yfory’ (‘Tomorrow’ in English). Yfory sets out how we want to shape our future together to make it a better place. It is a brave, aspirational document, with lots of goals and objectives, but one we feel is achievable, building on the good work that MVH has done over the past few years.

The Democratic Body has the powers to hold the Board to account. Even though we have every confidence that the Board will deliver against the goals that we have set out in Yfory, we have been monitoring the organisation’s performance and progress against an ‘Annual

Plan’ of tasks and objectives. We reviewed and scrutinised the Annual Plan looking at the performance during 2017/18, including a full review of all of the areas where targets haven’t been fully achieved. We also looked at areas that are of particular interest to us and the members we represent, including repairs and maintenance; empty properties; rent and income and housing management.

We are satisfied that the Board and the Executive Management Team are performing well, and that the objectives outlined in Yfory are being progressed as they should.



‘We reviewed and scrutinised the Annual Plan, including the areas of particular interest to us, and are pleased with what has been achieved’

Governance

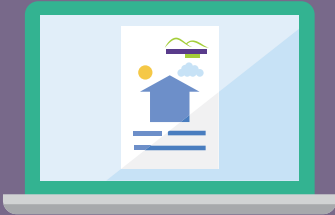
We did a lot of work to set up our new structure in 2016/17, so this year we have received some refresher training, and have taken the opportunity to put our policies and processes into practice. We are keen to hear from members, and for members to assist us in influencing and decision-making. As you read through our report, you will see the ways in which members have been involved this year.



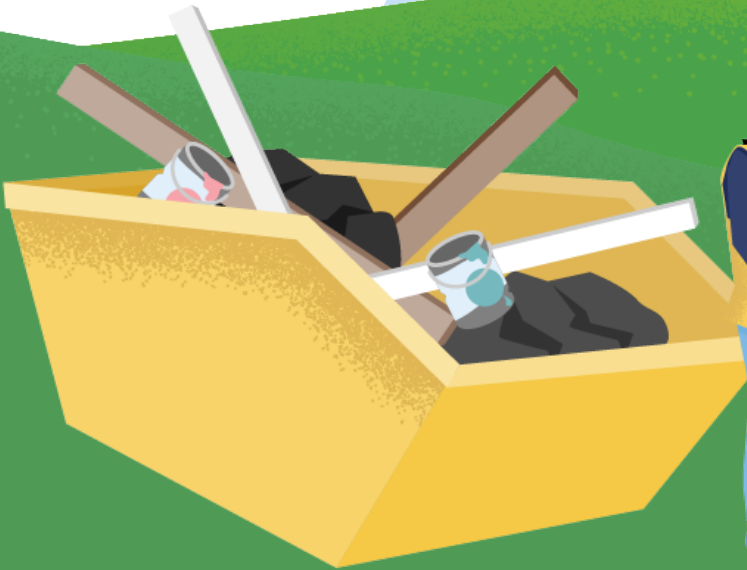
This year we have been looking at ways in which members can become involved in influencing and making decisions

One of the responsibilities of the Democratic Body is to appoint the external auditors. External auditors play a critical role in checking an organisation’s finances, and provide an independent review. Our external audit services contract expired in March 2018, so we participated in a tendering exercise. After a fair and open process, we appointed Mazars as our external auditors for the next three years.

The role of internal audit is to review our arrangements for managing governance and risks, and to ensure that our internal policies and processes are operating effectively. These reviews help to protect our mutual, as they are an independent review of whether we are complying with the law and best practice, and providing good services. We checked the audit reports from the last financial year), and set the plan for the year ahead, making sure that all of the key risks are being covered. We also have representatives on Audit Committee, who alongside representatives from the Board, are responsible for reviewing and monitoring external and internal audit and risk.



You can find ‘Yfory’ on our website – please take a look



Rent Setting

We have been discussing our rents and how affordable they are during the course of the year. At a joint away day session with the Board in October 2017, we agreed some clear principles including affordability, maintaining frontline services and fairness. We want to apply these principles to rent setting for 2018/19.

The responsibility for rent setting sits with the Board, however, in line with our collaborative way of working, the Board asked the Democratic Body to comment on a new approach to rent setting – one based on fairness and affordability. It is important for us to get the rent levels right so we can continue to provide services, and we discussed and agreed what this means to us. But we were also mindful of setting a rent that was affordable and fair. We looked at the rent setting options

available, and recommended a new, affordable rent policy which we have called 'living rent'. We were also asked to consider whether we should move away from the 48 rent weeks to 52 rent weeks in 2018/19. Paying over 48 weeks is becoming less relevant – for our direct debit payers (over 1,400 households) who make regular payments over the year and for those tenants who are on or will be moving on to Universal Credit. It also makes rent setting clearer and easier to understand for our tenants as all of the information from the Welsh Government is based on a 52 week rent year. We asked for a wider consultation with our tenant members, and over 600 tenants were contacted to give us their opinion. The majority of tenants were in favour, and we instigated this change from April 2018.



We agreed some clear principles, including affordability, maintaining frontline services and fairness



We contacted over 600 tenants asking for their opinion



We recommended a new, affordable rent policy which we have called 'living rent'

Value for Money

In July 2017, the Democratic Body discussed MVH's current approach to Value for Money (VfM), and considered what VfM means to tenants and staff. Following a discussion it was agreed that a VfM Strategy was needed, and we held a special meeting in August to draft our approach.

We are in a unique position in MVH as our tenant members (who generate our income through paying rent) and our employee members (who utilise our income) worked together to decide how we could create the best Value for Money. For us it is not just about "the money" it is about maximising the resources available to us to deliver excellent services to tenants and to benefit the wider community. We agreed on two key goals:

- 1. To spend our tenants' rent wisely.**
- 2. To deliver our Yfory (our Corporate Plan) successfully.**

We also set out a series of rules which we expect staff to follow when making decisions on behalf of Merthyr Valleys Homes, including:

- **to set a fair rent**
- **to maintain our homes and services at a high standard**
- **to buy good quality products and services at a good price**



We developed a Value for Money Strategy, and we will be monitoring performance and progress twice a year.



We held six focus groups to find out tenants' views on how best to spend our money

Last autumn we undertook a tenant survey, called 'STAR Survey'. Although overall tenant satisfaction increased, there was a drop in the number of tenants who think that their rent is value for money. We were disappointed with this and wanted to understand why tenants feel this way. The Engagement & Ownership Team ran a survey with members, and followed this up with six focus groups across the borough to find out tenants' views on how we spend our money; what areas of our work they would like us to focus on in terms of value for money (VfM) and how they would like us to communicate this to them. The services that were most important were:



Community Living Schemes and Support Services



Community Initiatives



Improvement Programme

The focus groups were extremely successful and many of the tenant members who took part expressed their interest in being involved in focus groups in the future.

Budget Setting

Each year the Board needs to approve a budget in line with the organisation's business plan. This year we participated in a 'Star Chamber' session (a panel consisting of the Executive Management Team, Democratic Body representatives and a Board representative) to scrutinise any increases or savings (over £3,000) in departmental budgets, and we also looked at the Capital Programme budget. We were able to influence the budgets that were set, and we took into account some of the feedback that was gathered from the Value for Money focus groups with members to ensure that money was being spent in the areas most important to them.

Other Decisions

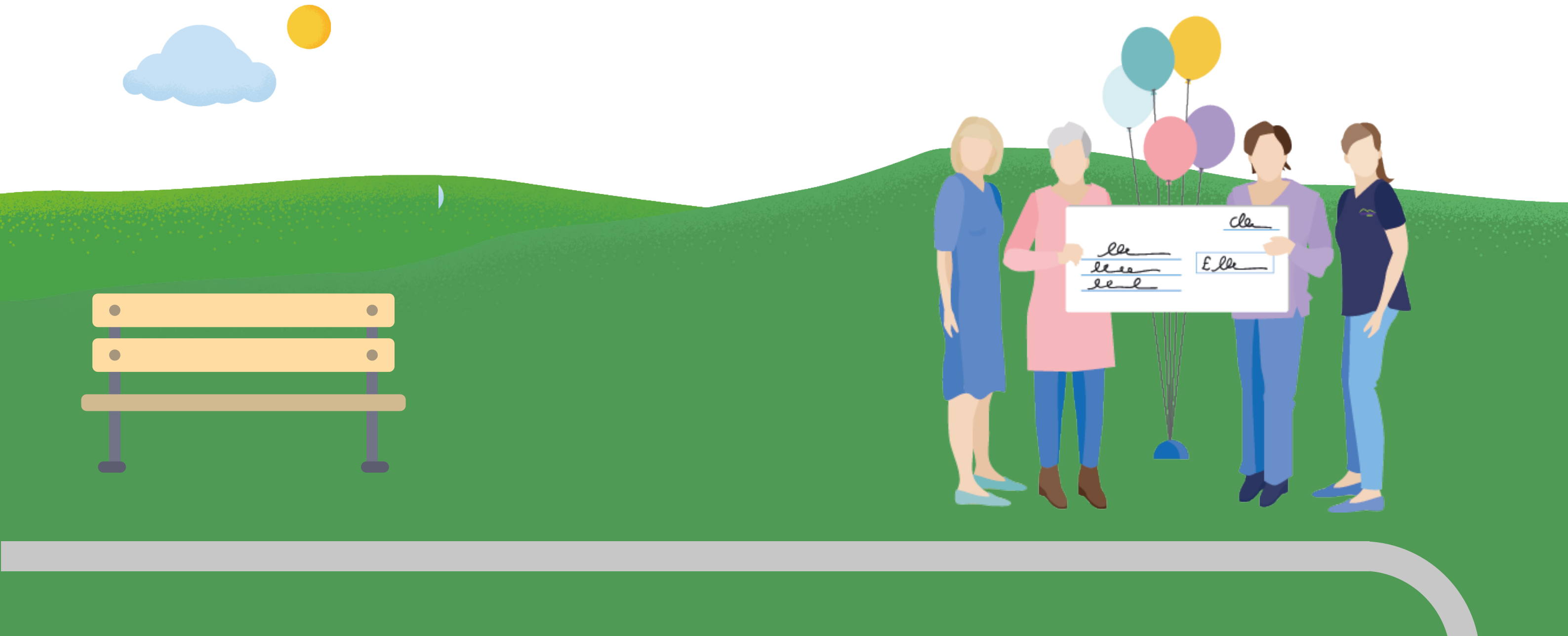
The Democratic Body are able to influence strategies and policies that affect tenants and employees. This year we have assisted in the development of a Procurement Strategy, setting out the principles we will follow when we buy goods and services. We also fed into the service standards that have been set by our Residents Participation Forum.

We also get involved in wider pieces of work with the Wales Co-operative Centre and their 'Mutuals' Alliance', and with the Confederation of Co-operative Housing, where our Vice-Chair, Natalie Warner, spoke in the Houses of Parliament about MVH, our mutual structure and the difference it is making. That made us quite proud!

Members' Involvement

As well as getting involved in rent setting and Value for Money, members have been having their say throughout the year. Members named our new office, voting for 'Ty Brychan'. Our Grants Panel (made up of tenant and employee members) awarded over £30,000 in grants to assist community groups in the provision of activities, projects and services within Merthyr Tydfil.

Members have been offered training and development during the year, including picking up skills and tips from our 'Handy Homes Hints' event, to First Aid Training. We are intending to offer more opportunities for members in 2018/19, so look out for more information.



Members' Charity

Our Members' Charity of the Year in 2017/18 was Merthyr and the Valleys Mind. We supported them at the World Mental Health Day event at the College, and worked in partnership with them on the 'Project 5' initiative co-ordinating activities to the over 50s in sheltered accommodation. Throughout the year we held various fundraising events with lots of members getting involved! Our donation will help fund their 'Talk to Me' services – free counselling for those who need to speak with a qualified counsellor quickly.

It has been a great year, and we will continue to work in partnership with Merthyr and the Valleys Mind in the future.



**We raised a total
of £1,929.30**

Members also voted on our Charity of the Year for 2018/19 – the Alzheimer's Society.

'Through the support of Merthyr Valleys Homes we have been able to raise the profile of our organisation and have been able to promote our services and projects'.

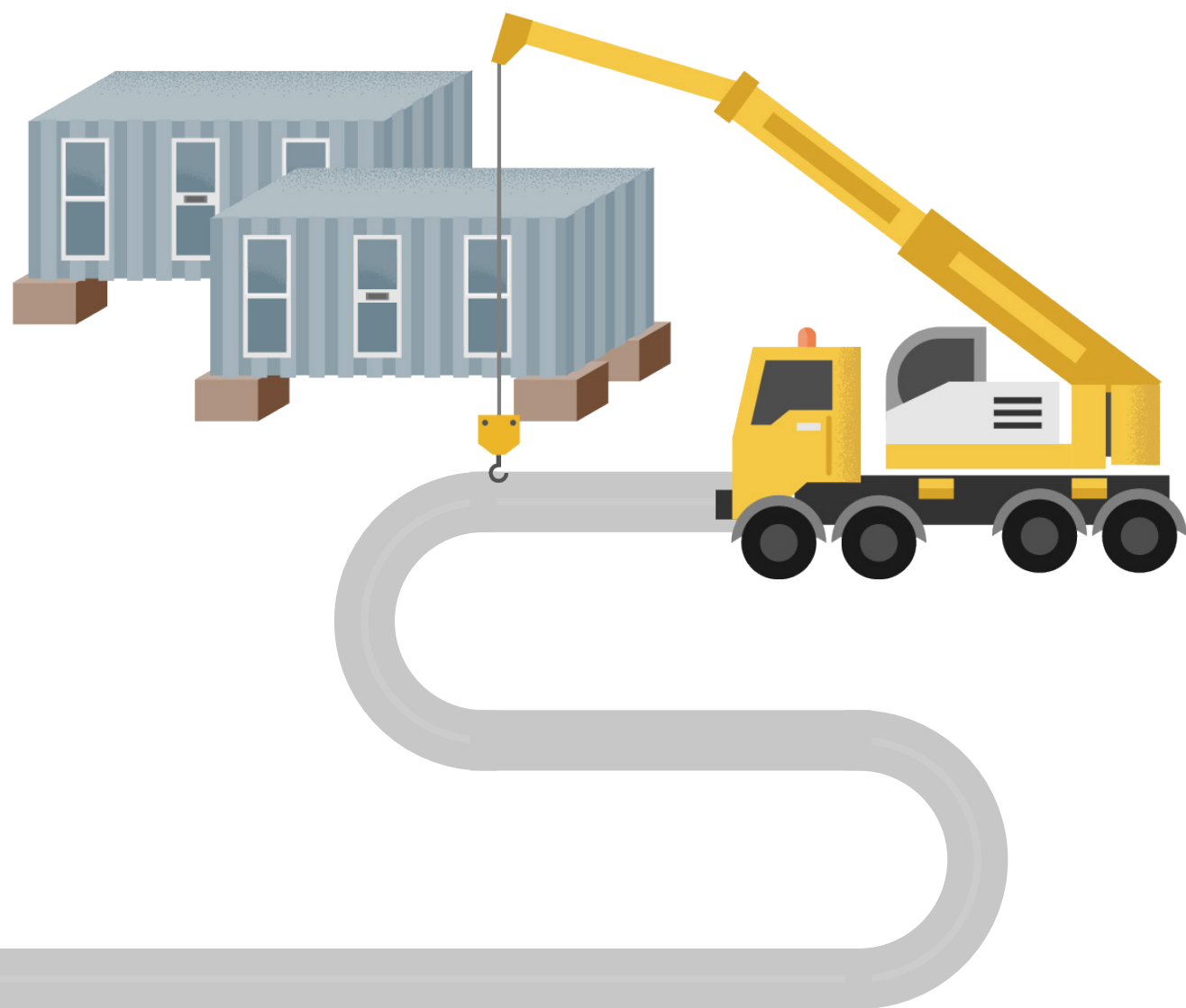
**Merthyr and the
Valleys Mind**



Progress against the Membership Strategy





In September 2016, we developed a Membership Strategy to support our development as a mutual. The Strategy sets out our aims to build an engaged, diverse and representative membership. It outlines how we will progressively build membership, and how we will ensure that we effectively communicate and engage with members so that they can play an active role in the organisation.

We are responsible for monitoring progress against the Strategy – here is the update for 2017/18.






Aim #1

To grow and maintain membership numbers to ensure that Merthyr Valleys Homes is a truly member owned organisation and to achieve a 10% annual growth target year on year for the first three years. To ensure that membership is representative of the communities the organisation serves.

Objective	Comments	Have we complied?
1. Demonstrates a strategic approach to and delivery of value for money across the business.	Significant work has been undertaken on this area of compliance and we have adopted 'Yfory Cryf' (our Value for Money Strategy) along with our golden rules and subsequent reporting mechanisms. We have produced a Value for Money report for the last 4 years.	
2. To take steps to ensure the membership reflects the diversity of the communities that Merthyr Valleys Homes serves	We regularly check our membership database to identify any areas of underrepresentation (including in terms of area, age, gender). We currently have a good balance against these factors	
3. To develop a simple and accessible process for becoming a member	Our application form is simple and easy to complete – and is available online and in hard copy	
4. To maintain an accurate membership database which meets statutory requirements and aids membership development	We keep a Membership Register (statutory requirement) and membership database	




Aim #2

To communicate effectively with members, potential members and other stakeholders

Objective	Comments	Have we complied?
1. To promote membership and the organisation's work	We promote membership locally with tenants, employees and other stakeholders, and nationally at meetings, conferences etc. We also promote digitally via website and social media platforms.	
2. To identify further opportunities for two-way communication between members and the organisation	We identify members' preferred communication method, and communicate in this way. We have made good use of social media, including Facebook.	
3. To ensure communications encourage engagement with members	All members receive a welcome information pack on sign up. We keep members informed of events, meetings, vacancies, decisions, consultations and elections via a range of methods including direct targeting, members newsletter (Membership Matters) our intranet (for employees), website and social media channels.	



Aim #3

To engage with members and encourage involvement to ensure that members have an opportunity to influence decisions

Objective	Comments	Have we complied?
1. To identify a range of opportunities for members to get involved and have a say	This year members have had more of an influence than the year before, ranging from rent setting and value for money, to naming our new office and choosing our members' charity of the year.	
2. To ensure the views of members are understood and acknowledged	This year we have used members' feedback to inform some key decisions, including rent setting and budget setting. We are also using social media to encourage a two-way conversation, and feed back views to assist with policy setting and reviews.	
3. To encourage more members to stand for election to the Democratic Body	We had a lively campaign for both tenant and employee elections in 2017, and are actively encouraging members to consider putting themselves forward in 2018.	

Aim #4

To provide opportunities for members to benefit

Objective	Comments	Have we complied?
1. To identify what benefits/ incentives/discounts members want	We actively encourage members to put forward ideas to determine what they could benefit from.	
2. To develop partnership working with a range of businesses across the borough	We have continued to work in partnership and this year have increased the number of businesses that participate in our membership benefits scheme. We intend to do more work in this area in 2018/19	
3. To review the use of the benefits scheme	This is a task that we haven't completed in 2017/18. However, we are putting some additional resource in to assist with meeting this objective in 2018/19.	