



CEO Welcome

Thank you for your interest in becoming a member of MHA's Board.

This is an exciting time to be involved with MHA as we deliver our new Corporate Strategy 2020-23 and continue to deliver our Community Investment strategy through our committed Community Investment team.

We are seeking a Board member to provide strategic thinking to match the ambitions of the organisation. The ideal candidate will have one or more skills and experience noted in the person specification, must have acumen and an interest or understanding of the social housing sector.

Role Description

- Defining and ensuring compliance with the values, vision, mission and strategic objectives of the organisation, ensuring its long-term success
- Operating within the framework for approving strategies, policies and plans to achieve those objectives
- Satisfying itself as to the integrity of financial information with annual approval of the accounts, budget and business plan
- Overseeing a framework and system of delegation and internal control which is reviewed annually
- Working within the agreed framework for the identification, management and reporting of risk to safeguard the assets of the organisation, and in this context, take consideration of MHA's risk appetite
- Approving policies and decisions on all matters that potentially create significant financial or other risk to the organisation, or that raise material issues of principle
- Monitoring the organisation's performance, taking account of customer feedback and benchmarking data
- Monitoring an effective mechanism for communicating and receiving feedback from the organisation's customers, stakeholders and shareholders
- Satisfying itself that the organisation's affairs are conducted lawfully and in accordance with generally accepted standards of performance, probity, and regulatory requirements
- Promoting the highest standards of corporate governance, including regular assessment for compliance against the Code of Governance and the Code of Conduct

- Establishing a strong working relationship between the Board, the Chief Executive and other senior staff

Person Specification

Core competencies

- Strong communication and interpersonal skills
- Strong team player, able to work consensually
- Strategic thinking, able to analyse information and contribute to rational decision making
- Support the mission, vision, and values of the organisation

Knowledge and Experience

We are looking for one or more of the following expertise:

- Housing Management Knowledge including Health & Safety
- Housing Development
- Housing Finance and Treasury Management
- Regeneration
- Digital Technology

Abilities

- The ability to be able to fully participate fully as a member and have effective questioning and debating skills to make informed judgements on both written and verbal information
- Able to challenge appropriately

Personal behaviour and style

- Actively acts as a role model, displaying professional conduct as expected of a Board Member
- Proactively demonstrates strong commitment to equality, diversity, and inclusion
- Listen to others and provides clear sighted decision making when it is required.
- Demonstrates credibility and integrity
- Open to learning and development
- Has the time and commitment to effectively discharge the responsibilities of a Committee Member

Brief overview of Interview & Induction Process

Following shortlisting each potential candidate will be invited to an interview w/c 18th October 2021.

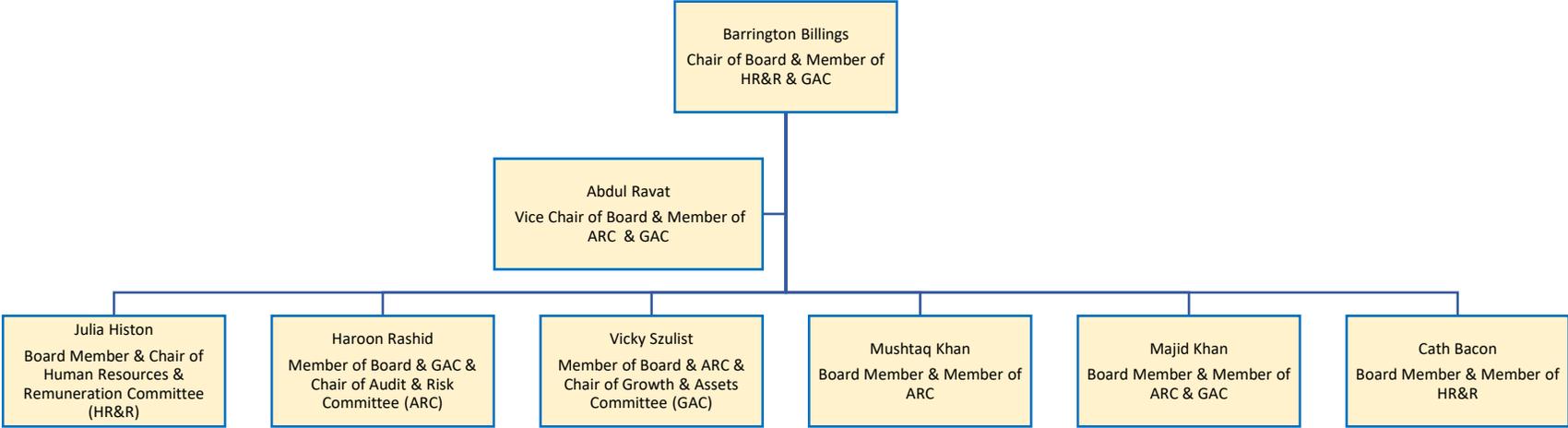
The Interview questions will be consistent between all candidates and comprise of competency-based questions.

The interview panel will consist of:

- Lee Bloomfield, MHA CEO
- Barrington Billings, MHA Chair of Board
- One other Board member

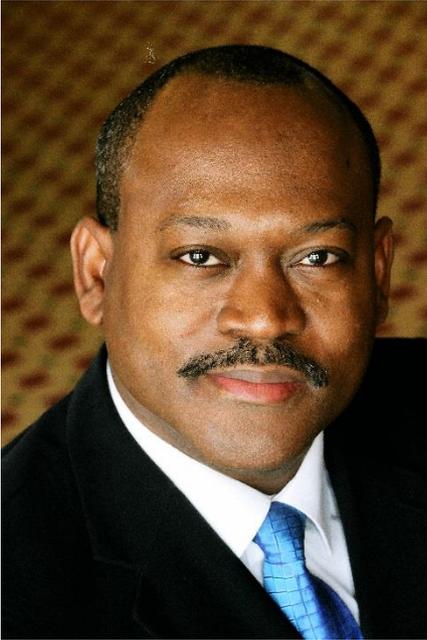
The successful candidate will shadow a Board member for 6 months and follow a formal induction process which comprises of a;

- Governance Handbook
- Welcome & Presentation by the CEO
- Introduction to MHA standard applications and training plan
- Induction around Bank House (MHA Office)
- Introduction to MHA Colleagues
- Scheme visit



Barrington Billings, Chair

Barrington's appointment as Chair is a key appointment for MHA. Following the regulatory downgrade, we needed someone who brought strength in governance best practice and experience of working in both a housing and non-executive capacity. We believe Barrington brings a wealth of knowledge and experience that will be of great benefit to MHA.



Barrington began his senior housing career in 1990 as an Executive Director at Hallmark Community Housing, where he worked for six years. Since then, he has held Executive-level posts at a number of Housing Associations, such as Prime Focus and Places for People, and is currently Interim Head of Asset Management and Development at Tuntum Housing Association. In addition to executive roles, Barrington has also served on a number of Boards; outside of sector he has been a non-executive at an Academy and an NHS Trust, and was Chair of the Joint Awarding Body of the Chartered Institute of Building from 2007-2008. Within the sector he has served on the Boards of Gentoo (2008-2017) and Arhag Housing (2007-2013), having Chaired the latter, and was also a Member of the Chartered Institute of Housing from 2000-2008, serving as President from 2005-2006.

Abdul Ravat, Vice Chair

Abdul Aziz Ravat has over 25 years of experience in the fields of housing, regeneration, investment and service delivery. He has a unique knowledge and practice of deploying funds through public and private investment models in both procuring affordable housing and sustaining places. He has previously worked for the Housing Corporation (HC) and the Homes & Communities Agency (HCA) and with over 50 housing delivery partners and had responsibility for coordinating and representing to boards the regulatory engagement and overall assessment of performance.

Abdul is a Fellow of the Chartered Institute of Housing, a Board Member of the Yorkshire & Humberside Branch and has completed his MBA at Bradford University. He joined the MHA Board in October 2016, having had a professional relationship for the best part of 15 years or so. Whilst at the HC and HCA, he was both its Lead Regulator and Contract Review Manager. Abdul believes that this is vital in understanding and demonstrating continuity for the organization as it progresses forward to serve its residents and communities.



Cath Bacon

Cath is the Labour Councillor for Keighley West ward and is an active member of the Council and local community. Cath holds a number of Council Committee appointments, including the Area Planning Panel for Keighley & Shipley; Corporate Overview and Scrutiny Committee; and Joint Health & Social Care and Children's Services Overview and Scrutiny Committee. She is also involved with a number of local community groups, UNISON, charities and education trusts.



Julia Histon

Julia is a highly experienced housing professional with many years' experience at a senior level in the sector. Julia is currently Chief Executive of York Housing Association. Prior to this role she had worked in housing and regeneration for over 25 years, and has worked for Housing Associations, Regeneration Companies and Local Authorities in the North East. Julia is Vice Chair of the Yorkshire & Humber National Housing Federation Chief Executive Group and a member of the Smaller Housing Associations Group. She is also the Housing Association representative on the Housing Board for York, North Yorkshire and East Riding LEP. She has been a member of the Chartered Institute of Housing for 25 years.



Vicky Szulist

Vicky is a chartered accountant and audit partner at Crowe Clark Whitehill LLP where she specialises in the audit of not for profit entities. Vicky has a number of housing clients and has been involved in the social housing sector throughout her career. Manningham Housing Association is a past audit client from her time as a senior manager at KPMG.

Vicky also chairs Healthwatch Manchester and sits on Manchester's Health and Wellbeing Board. She has an active interest in social value through procurement. She was previously the treasurer of Manchester Citizens Advice Bureau for six and a half years.



Haroon Rashid

Haroon is a chartered accountant with extensive financial management, treasury and reporting experience gained at KPMG and FGH. Whilst at KPMG, Haroon managed many Housing Association audits and due diligence exercises. Haroon currently heads the Central Finance department at Freemans Grattan Holdings and his responsibilities include Financial Accounting and systems, pensions, treasury and accounts payable. Haroon has also served as a school Governor and enjoys playing cricket in his spare time.



Majid Khan

Majid is a chartered accountant, having qualified with Ernst & Young in London. He has since worked for KPMG (Real Estate) and a number of large listed businesses in Yorkshire, including Morrisons Plc and IPF Plc. His most recent role is that of Commercial Finance Director at IPF PLC.

Other relevant experience includes a secondment to the HCA to advise on the allocation of funding to developers as part of the Kickstart programme. As part of this secondment, he worked closely with developers on a number of regional schemes to advise on all aspects of the development finance.

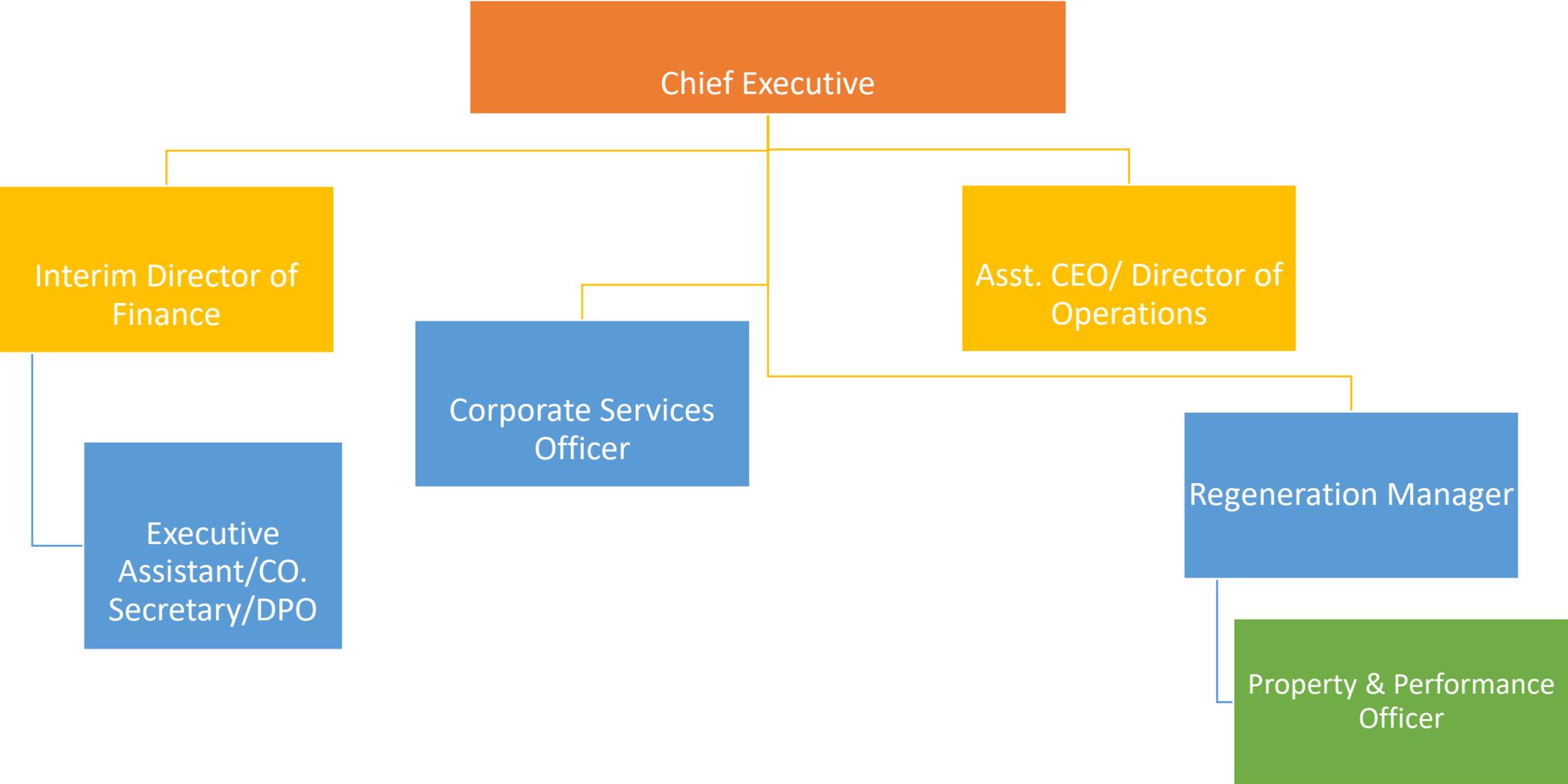


Mushtaq Khan

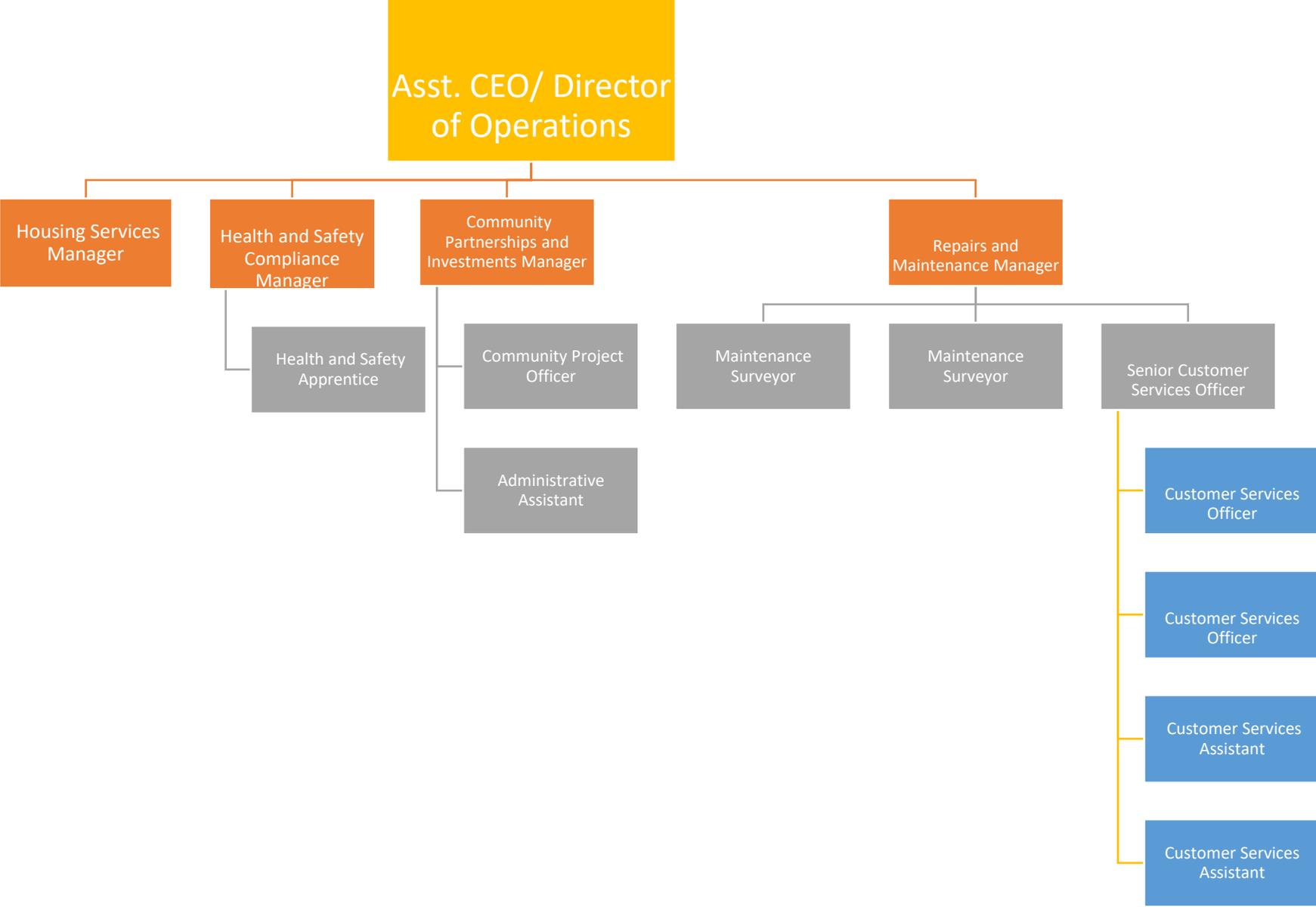
Mushtaq has worked for a number of housing and regeneration organisations throughout his career, as well as running his own consultancy business. He is currently Director of Commercial Partnerships at the Jigsaw Group; this involves overseeing and growing the Group's non-landlord business activity, with an annual income of about £15m. He has also worked at a senior level in local authorities for the over fifteen years. Mushtaq is particularly interested in ensuring that disadvantaged communities have access to housing, employment and training opportunities to move forward and achieve their potential. He has experience of a host of regeneration schemes, which have sought to address issues such as ethnic segregation.

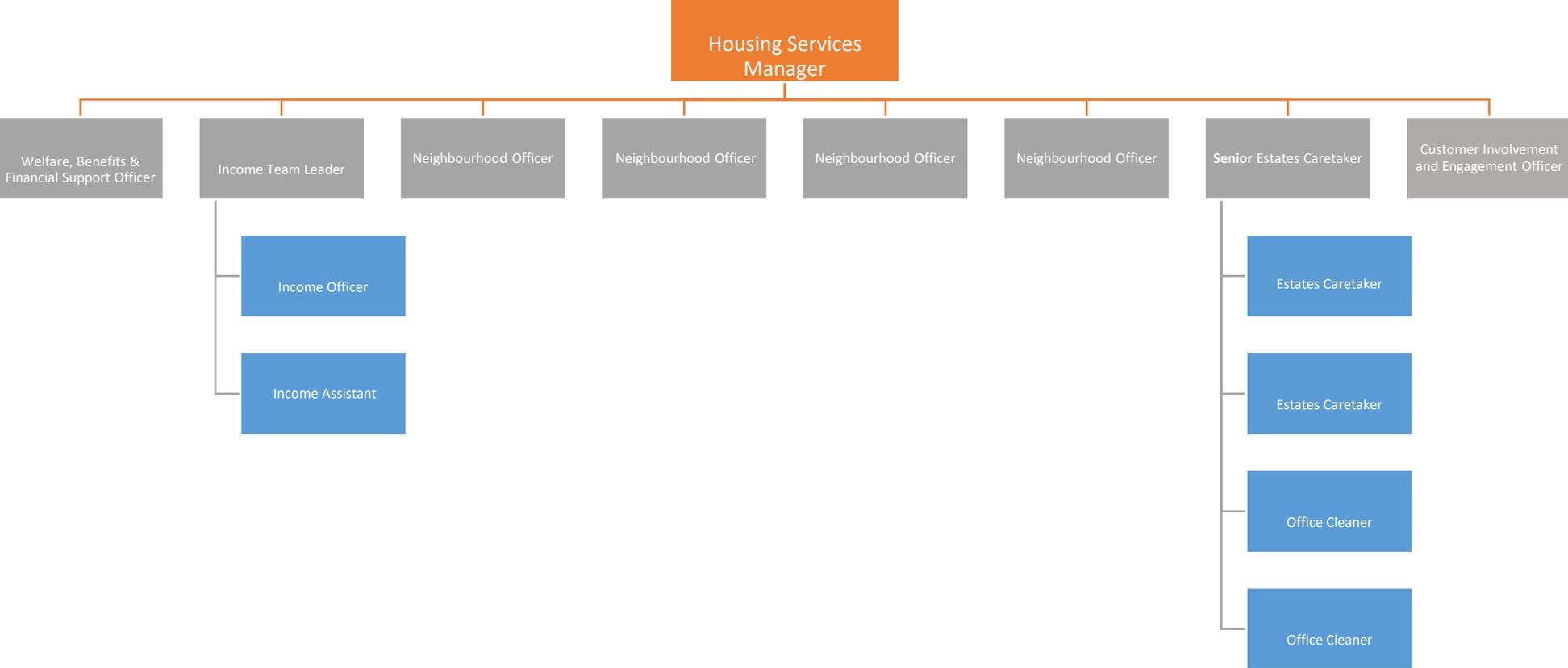


Corporate

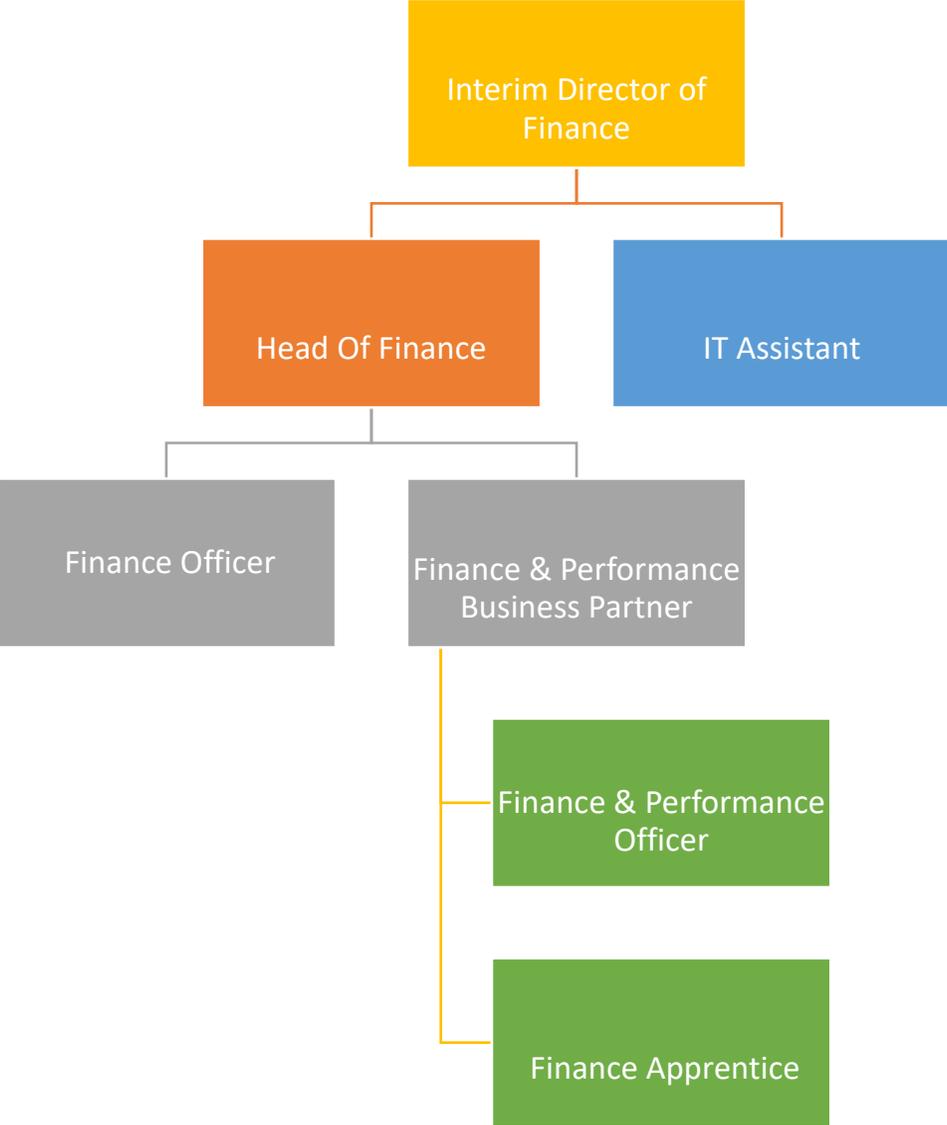


Operations





Finance



Corporate Strategy 2020-2023



manningham

H O U S I N G A S S O C I A T I O N

Introduction

Manningham Housing Association (MHA) has a proud track record of delivering homes and services to the communities in Bradford and Keighley. The organisation also has a small portfolio of properties in the Craven District Council area. MHA came into existence in 1986 following a piece of research undertaken into the housing needs of Black and Asian Communities in Bradford by the Bangladeshi Youth Organisation based in Bradford. This research proved that the needs of the South Asian Community were not being addressed and the government and the council supported MHA growing from an organisation with two properties to one that now has over 1430 homes and houses over 6000 residents.

MHA has remained true to its core purpose of providing homes for BME residents and others in housing need and as a consequence over two thirds of our homes have three bedrooms or more.

The MHA Board have decided that their core mission of ensuring that the housing needs of the South Asian community, particularly in the Bradford area, are met and is still an important and justifiable aim. The needs of the community are as great as ever and with the changes to welfare reform it is deemed a critical time for many families. Research from Bradford council and BME national groups are supported by our own waiting lists of evidence that the needs identified 30 years ago are as great as ever.

Development activity was paused in 2017 whilst the organisation created further capacity to provide more much needed homes. Following this short break the MHA Board have now approved our new growth strategy which means that we will again be able to provide more homes.

Never being complacent MHA has learnt from lessons in the past and has in place a strong Governance framework and Board supported by sound control on Finance and Risk.

National and Local Context

The Governments **Race Disparity Audit** published in 2017 highlights some significant challenges for the country as a whole in key areas of Community, Education, Labour market participation and income, housing, Crime and policing, Criminal Justice System, Health and Public Sector Workforce.

In respect of housing and community the figures are stark. The report shows that poor quality of housing was an issue for some groups, and Pakistani households were more likely to live in non-decent homes than White British households. Overcrowding, which reflects both family sizes as well as the nature and affordability of the local housing stock, was more common among ethnic minority households in general. Overcrowding affected 30% of Bangladeshi households in 2015/16, a far higher proportion than of White British households.

People in the most deprived neighbourhoods tend to be disadvantaged across multiple aspects of life. Pakistani and Bangladeshi people were overrepresented in

the most deprived neighbourhoods in England: 31% or around 343,000 of the Pakistani population and 28% or around 113,000 of the Bangladeshi population lived in the most deprived 10% of neighbourhoods in England. (By definition, 10% of the population overall lives in the most deprived 10% of neighbourhoods.) All the Black ethnic groups were also disproportionately likely to live in the most deprived neighbourhoods. Only Indian, White British, White Irish, Chinese and Other White ethnic groups were not disproportionately likely to live in these most deprived neighbourhoods

The disparities highlighted by this Audit are significant and cannot be tackled overnight nor by Government alone. It will require a concerted effort by Government, partners and communities working together. As a BME housing organisation deep-rooted in the community it is ever more important that we use our standing to influence both at a local and national level and must take every opportunity to play our part in addressing the issues affecting the communities in which we are a main Place-shaper.

The summary report can be accessed at: www.gov.uk/government/publications/race-disparity-audit

The latest edition of the English Indices of Deprivation was published by the Ministry of Housing, Communities and Local Government on 26th September 2019. The Indices measure relative levels of deprivation in the 32,844 Lower-layer Super Output Areas (LSOAs) or neighbourhoods in England. Bradford has 310 LSOAs.

The Index of Multiple Deprivation (IMD) 2019 places Bradford as the 13th most deprived local authority in England (where 1 is the most deprived and 317 is the least deprived). Bradford's position, relative to other English districts has worsened by six places since IMD 2015.

Of the 21 districts in the Yorkshire and Humber region, Bradford is the second most deprived behind the City of Hull. This relative position remains unchanged from IMD 2007, IMD 2010 and IMD 2015. A number of districts have improved their positions in the ranking: Hull, Ryedale, East Riding, Craven, Selby, Richmondshire, Hambleton and York. All other districts in Yorkshire & Humber have seen a worsening of their positions.

The most deprived areas are concentrated in and around central Bradford, in outlying Bradford housing estates – particularly Holme Wood, Ravenscliffe, Buttershaw and Allerton and in Keighley.

The least deprived areas are found mostly to the north of the district in Ilkley, Burley in Wharfedale and Menston, but also Bingley and rural villages to the north of the district.

Some key facts about Bradford show that: -

Bradford District ranks 6th most employment deprived local authority in terms of Rank of Employment Scale in England. This measures the actual number of people experiencing employment deprivation and is the same position as in 2010 and 2015.

Bradford District ranks 5th most income deprived local authority in terms of Rank of Income Scale in England. This measures the actual number of people experiencing income deprivation and is the same position as in 2010 and 2015.

The health and disability domain is based on the proportion of the population experiencing deprivation as a result of poor health and disability. 57 of the District's LSOAs are in the 10% most deprived areas in the whole of England and 99,700 people live in these areas. 1 of the District's LSOAs is in the 10% least deprived areas in the whole of England and 1,800 people live here.

The Education, skills and training domain captures the extent of deprivation in terms of education, skills and training. There are 102 LSOAs within the 10% most deprived for education, skills and training and 188,000 people live in these areas. There are 19 LSOAs within the 10% least deprived and 31,000 people live in these areas.

The living environment domain looks at the environmental quality of the area. 106 of the District's LSOAs fall into the 10% most deprived in the whole of England for the Living Environment domain and 195,700 people live in these areas.

Whilst this makes for grim reading it highlights the right decisions taken by the organisation that our commitment to the city and our corporate priorities are ever more important and relevant to addressing these issues. Our Community Investment and Partnership Strategy outlines our selected priorities which are: -

1. Building cohesive and resilient communities
2. Health and well-being
3. Employment, education, skills and training
4. Financial Inclusion

Our commitment to being a PlaceShaper in the neighbourhoods we work in is critical in working with the Partners and key Stakeholders to address the issues identified in the index.

Health and Safety

Ensuring our homes remain safe and of a high quality has been a key focus for MHA. Our Asset Management strategy, supported by robust stock condition surveys, has meant that we have good quality data that informs our decisions for future property investment which helps MHA keep our customers safe in their homes.

There has been an increased focus on our approach to managing health and safety over the last couple of years which included the recruitment of a dedicated staff resource. In addition we have invested in business systems, such as Gas Tag, an Asbestos Register portal and lone working applications to support the organisation in managing health and safety.

A key part of our health and safety management has been to develop our approach to more than ensuring that we meet our legal and regulatory compliance requirements

but to further developing an organisational culture where health and safety remains key part of operational decision making. We have already started to become more pro-active in sharing health and safety information with our residents and encouraging reporting of any concerns they may have.

Ensuring we continue to seek support and guidance from specialist health and safety advisors, providing regular performance information to our Board and Customer Panel, having annual Compliance and Data Integrity internal audits and having a proactive approach of communication with our customers we will remain a key priority for MHA.

Providing excellent customer services

We are proud that over 90% of our customers regularly tell us that there are either satisfied or very satisfied with the service they receive from MHA. Our Net Promoter Score remains consistently close to 40 meaning that our customers would happily recommend MHA to their family and friends. A Net Promoter Score of 40 is extremely high and benchmarks similar to organisations in the UK such as Nationwide, Aldi and John Lewis.

Our customers have been instrumental in providing MHA with feedback to continuously improve the services we provide. Customer First remains one of our key organisational values. To achieve this:

- We are committed to achieving excellence for our customers resulting in high levels of satisfaction.
- We have and we will continue to involve our customers resulting in high levels of satisfaction.
- We have and will continue to involve our customers in all aspects of our work. We have developed scrutiny arrangements through which customers will examine our performance in key areas and help us to improve.
- We are engaging with the National Housing Federation as one of the early adopters of the Together with Tenants Charter and will work with our customers to ensure we deliver against this charter
- We will provide a programme of development for all customers that are engaged in work with the Association which will raise their capacity and enable them to be effective in the various roles they will play.
- We will consider including an Operations Committee as part of our governance structure with the membership being majority of our customers to further increase our customers voice

Our Corporate Strategy

Our Board are keen to ensure that MHA isn't just a provider of homes but being a place shaper landlord in the neighbourhoods where we operate. We want to invest in neighbourhoods and people so that MHA can make a real difference towards addressing the housing needs and deprivation which exist for BME communities.

Our key priorities to deliver our Corporate Strategy are based on four strategic objectives which form the core of our corporate strategy:

- Providing more homes to meet the needs of BME communities in Bradford and in other BME communities
- Community Investment and partnerships
- Looking after our existing homes
- Being the voice of the BME community

Manningham Housing Association Vision and Values

MHA Vision

Excellent
Inclusive
Innovative

Customer First

We will put customers at the heart of everything we do.

We will understand customer needs, expectations and aspirations.

We will shape services based on diverse needs and expectations based in partnership with customers.

Passionate about our work

We will be innovative and creative about our work.

We will strive for continuous improvement.

We will make a positive difference to people's lives.

MHA Values

Accountability

We will always take responsibility for our actions.

We will always be open and transparent.

We will work in partnership to make things happen.

Embrace Diversity

We will treat everyone respectfully recognising individual needs.

We will create an inclusive environment where customers and colleagues will flourish.

We enjoy the challenge of responding to the diversity of our communities.

MHA Mission: To provide high quality, affordable homes to meet the needs of our customers, particularly South Asian families. We invest in and develop diverse neighbourhoods, where people want to live and thrive.

Corporate Strategy 2019-2022

Investing and Developing in Diverse Neighbourhoods, Where People Want to Live and Thrive

Providing More Homes

- ❖ New homes
- ❖ Purchase and refurb
- ❖ S106
- ❖ Empty homes
- ❖ Purchase from other Registered Providers
- ❖ RTA/Shared ownership repurchase

Community Investment and Partnership

- ❖ Create opportunities
- ❖ Partnership working
- ❖ Attract investment

Looking After Our Existing Homes

- ❖ Efficient procurement
- ❖ Understand our assets
- ❖ Investment programmes
- ❖ Safe and cost effective
- ❖ Manage standards of contractors

Voice of the BME Community

- ❖ Voice of the BME community
- ❖ Awareness raising locally and nationally
- ❖ Customer insight and engagement

Providing More Homes

Our Growth Strategy outlines our approach to acquiring and building more homes for the community.

We will consider homes that are right for us and right for the community which focus on meeting the needs of South Asian communities with: -

- Emphasis on larger family housing
- The aim of addressing unmet need not being addressed by other landlords
- Targeted interventions in areas of concern and interest where other RP's are divesting

Growth Programme

- Empty Homes
- Purchase and Refurbish
- Purchase Ready to Let
- Purchase from RP's
- Section 106
- RTA/Shared Ownership Repurchase
- New Property Development (mainly outside Bradford due to property values)

We will seek to leverage grant funding to subsidise activity in order to ensure the most effective use of MHA resources to maximise the number of additional units delivered.

We will identify neighbourhoods where MHA can make an impact and be a lead Placemaker to help make them resilient, sustainable, safe and cohesive.



Jasmine Terrace- Bradford

Community Investment and Partnerships

Being a place shaper is more than just providing more homes. Our Community Investment strategy will focus on developing initiatives which will make a real difference to people's lives.

In efforts to focus our community investment activity and streamline resources we have developed four priority themes.

In delivering our priorities we recognise the importance of understanding the complex local context and dynamics of local stakeholders and partners and will continuously engage with these.

Our selected priorities are: -

1. Building cohesive and resilient communities
2. Health and well-being
3. Employment, education, skills and training
4. Financial Inclusion

As the only BME social housing landlord in Bradford we aim to listen to, communicate and engage with our tenants and the wider community.



Jasmine Terrace



Hollins Square



Community Hub- Penzance Square

Looking after our Existing Homes

In 2017 Pennington's carried out a stock condition survey of our existing stock which confirmed that our homes are in good condition.

We have a long-term commitment to maintain high standards in our homes and the stock condition survey has allowed us to profile the level of investment needed to ensure our homes remain safe, decent and cost effective into the future.

Our priorities will be: -

- To set annual Investment programmes of work to maintain and improve our homes
- Ensuring homes are safe, decent, efficient and cost effective
- Efficient procurement to maximise our financial resources
- Effective and responsive day-to-day repair and maintenance services
- To review and understand our assets on a programmed basis
- To set high standards for our contractors in quality of work and customer experience
- To keep under review community demographics and understand the demand for our stock



Palmer Road



Bangla Court

Voice of the BME Community

As the only BME landlord in Bradford we have the leverage and standing within the City to become a lead voice for BME communities.

Our understanding of the demographics and nature of our communities allows us to inform, influence and shape both strategy and policy at both a local and national levels.

Our priorities will be: -

- Being a leading voice for BME Housing issues
- An awareness raiser locally and nationally of issues affecting our communities
- Informing, influencing and shaping government agenda on Race and BME issues
- Playing a key role in shaping the agenda for the Integrated Communities strategy
- Be a key PlaceShaper in our neighbourhoods
- Promoting the excellent work we in the community
- Addressing the stigma associated both locally and nationally with social housing



Clarendon Court



Mosaic designed by children at Clarendon Court



BME National event – House of Lords

Action Plan

Providing More Homes				
Action	By When	Lead	How we will achieve this	Outcomes
Empty Homes Sign Partnership Agreement with Local Authority to bring Empty Homes back into use	October 19	LB	Liaise with LA on suitable properties which they have purchased under their Empty Homes Strategy. Look at purchasing suitable properties on a case by case basis. Access Empty Homes funding from Homes England. Consider management of stock for others if the business case stacks up.	New units added to our portfolio which are let to applicants in housing need. Impact by helping to address issues of homelessness in our communities.
Purchase Ready to Let Explore opportunities to purchase open market properties in the right areas for the right price	2019-2022	LB	Identify larger suitable properties to purchase and let to our waiting list applicants.	New units added to our portfolio which are let to applicants in housing need. Impact by helping to address issues of homelessness in our communities.
Purchase and Refurbish Provide RP's with information on areas, types and size of properties we would consider purchasing	2019-2022		Liaise with RP's who are disposing of properties in our key operating neighbourhoods.	Become the "go to landlord" in key strategic operating areas for RP's divesting their stock. Define our role as a key PlaceShaper in these neighbourhoods.
Section 106	2019-2022		Explore with the LA opportunities for S106 within the right areas	New units added to our portfolio which are let to applicants in housing need.

			and the right property size.	
RTA/Shard Ownership Repurchase	2019-2022		Assess on a case by case business basis.	
New Property Development	2019-2022		Assess when opportunities arise.	New unit growth to existing property portfolio.

Community Investment and Partnerships				
Action	By When	Lead	How we will achieve this	Outcomes
Community Investment Deliver the Action Plan for the 2019-2022 Community Investment Strategy	2019-2022	UH	Delivering the agreed strategic outcomes. Use the HACT model and other monitoring mechanisms to demonstrate social impact	Communities are stronger and more resilient. Improved health and well-being for our residents and local communities. Our residents have better access to skills and training and are supported into employment. Improved BME educational attainments.

Looking After Our Existing Homes				
Action	By When	Lead	How we will achieve this	Outcomes
Stock Investment Use Pennington's Stock Condition Survey to profile future investment for our existing stock	2019-2022	UH DOF/R	Set an annual programme of investment works to ensure homes remain safe and decent. Ensure a cyclical programme of works for painting and other non- component works.	All our homes are safe, decent, efficient and cost effective. Demand for our homes remains healthy. Void and rent loss remains below

			<p>Smarter procurement to maximise spend we have available and ensuring social value is captured in all tenders.</p> <p>Utilise the information to understand the demand for our stock and changing demographics.</p>	<p>business plan targets.</p> <p>Our neighbourhood remain attractive places where people want to live and thrive.</p> <p>100% compliance across all Health and Safety areas of the business.</p>
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Voice of the BME Community				
Action	By When	Lead	How we will achieve this	Outcomes
<p>Become a leading voice Use our leverage and standing locally and nationally to influence, shape strategy and policy at a national and local level</p>	2019-2022	LB	<p>Strategic partnerships with the LA to deliver the Integrated Community Strategy for Bradford.</p> <p>Make best use of our position on the Executive Steering Group of BME National to lobby government and shape strategy on race and BME issues.</p> <p>Regular meetings with Local MP's to discuss issues of concern and for them to raise with government.</p> <p>Use PR and Communications to promote the work we do on Community Investment and Inclusion and raise the organisations profile locally and nationally.</p>	<p>Integrated Communities Strategy delivered and outcomes measured.</p> <p>Our influence makes a noticeable impact on strategy and policy and issues are high on the agenda for lawmakers.</p> <p>Closer working relationships with elected members formed and real change noticed.</p> <p>Our profile is raised and we are recognised as a lead landlord on these issues</p>