

Corporate Strategy 2020-2023

(Revised May 2022)



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 BAME 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 BAME 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 approved our 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 BAME 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 proactive 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.

Following discussion with the Board in May 2022 we updated the wording of our key priorities to continue to deliver our Corporate Strategy and these are based on four strategic objectives which form the core of our strategy:

- Providing more affordable homes to meet the needs of BAME communities in Bradford and in other BAME communities
- Community Investment and partnerships
- Looking after our existing homes and tenants
- Tackling Inequalities in the BME Community

Manningham Housing Association Vision and Values



Corporate Strategy 2019 - 2022

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

Providing More Affordable Homes

- New homes
- Purchase and refurb
- S106
- Empty homes
- Purchase from other registered providers
- STA/shared ownership repurchase

Looking After Our Existing Homes and Tenants

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

Community Investment and Partnership

- Create opportunities
- Partnership working
- Attract investment

Tackling Inequalities in the BME Community

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

Providing More Affordable 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 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.



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



Jasmin Terrace



Hollings Square



Community Hub- Penzance Square

Looking after our Existing Homes and Tenants

In 2017 Pennington's carried out a stock condition survey of our existing stock which confirmed that our homes are in good condition. Dysons stock condition survey in 2022 gave us a new set of information to feed into the business plan.

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

Tackling Inequalities in the BME Community

As the only BAME landlord in Bradford we have the leverage and standing within the city to become a lead voice for BAME 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 BAME Housing issues
- An awareness raiser locally and nationally of issues affecting our communities
- Informing, influencing, and shaping government agenda on Race and BAME issues
- Playing a key role in shaping the agenda for the Integrated Communities strategy
- Be a key PlaceShaper in our neighbourhoods
- Promoting the excellent undertaken by us in the community
- Addressing the stigma associated both locally and nationally with social housing



Clarendon Court



Mosaic designed by children at Clarendon Court



The children with the mosaic



BME National event – House of Lords

Action Plan

Providing More Affordable 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	JK	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	JK	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	JK	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	JK	Assess on a case-by-case business basis.	
New Property Development	2019-2022	JK	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 and Tenants				
Action	By When	Lead	How we will achieve this	Outcomes
Stock Investment Use Dysons Stock Condition Survey to profile future investment for our existing stock	2022-2023	UH JK	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 remain 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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Tackling Inequalities				
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>

