Manningham Housing Association (MHA) Corporate Strategy 2026–2029

Vision

To provide quality homes, empower BME and other communities, and create opportunities that help people live well and thrive.

Mission

To deliver safe, affordable homes and support communities through partnership, innovation, and inclusion — going beyond housing to improve lives. We value our heritage but adapt to the changing needs of our customers and communities.

Our Values

- **Integrity** – We are open, honest, accountable and ethical.
- **Respect** – We are inclusive, value diversity, and treat everyone with dignity.
- **Excellence** – We strive for quality and continuous improvement.
- **Community** – We listen, collaborate, and empower.
- **Sustainability** – We embed a positive ethical culture to protect our people, partners and the planet.

Strategic Priorities & Objectives (2026–2029)

1. Putting Customers at the Heart

We will listen, respond, and co-create services with our tenants and communities and residents' views will at all levels including Board will be heard at all levels.
Objectives:

1. Implement the **Tenant Engagement Strategy 2025–2028**, ensuring diverse voices are heard in decision-making.
2. Deliver **Community Investment Strategy** priorities, tackling inequalities and improving quality of life through education and inclusion initiatives.
3. Strengthen complaints handling, customer insight, and satisfaction monitoring.
4. Embed customer experience to inform culturally competent approaches to service delivery.
5. Adapt to the changing needs of customers, specifically BAME communities and provide opportunities through training, well-being, employment pathways and social collective cohesion.

2. Delivering Quality Homes

We will provide safe, well-maintained, and energy-efficient homes that meet the needs of our diverse communities.
Objectives:

1. Maintain high compliance and safety standards in all properties.
2. Implement the **Asset Management Strategy 2025–2028** to maximise value and lifecycle performance.
3. Invest in planned maintenance and retrofit programmes to meet net-zero targets.
4. Improve repairs, maintenance, and customer satisfaction through digital tools and service redesign.

3. Driving Growth & Sustainability

We will grow responsibly to meet housing needs while protecting financial strength.
Objectives:

1. Deliver the **Growth Strategy** housing targets with a focus on affordable, energy-efficient homes by maximising grant funding opportunities through the SAHP 2026-2029.
2. Secure sustainable funding through robust **Treasury Management** and partnerships.
3. Integrate value-for-money measures into all projects and operations.
4. Explore joint ventures and partnerships to unlock land and regeneration opportunities.

4. People, Culture & Inclusion

We will be an employer of choice that attracts, develops, and retains talented, motivated people.
Objectives:

1. Deliver the **People and OD Strategies**, focusing on skills development, leadership, and succession planning.
2. Embed the **EDI Strategy** in recruitment, policy, and everyday practice.
3. Support staff wellbeing through flexible work options, recognition programmes, and learning opportunities.
4. Strengthen internal communications and staff engagement initiatives.

5. Digital Transformation & Innovation

We will harness technology to improve services, efficiency, and decision-making.
Objectives:

1. Deliver the **Digital Business Strategy**, including customer and contractor portal expansion.
2. Increase adoption of AI, automation, and data analytics to improve productivity, insights and reduce the use of paper in day-to-day operations.
3. Support tenants' digital inclusion through training and access schemes.
4. Strengthen cyber security, data governance, and GDPR compliance.

6. Partnership & Influence

We will work with stakeholders to shape housing policy and attract investment.
Objectives:

1. Strengthen local, regional, and national partnerships to influence housing and community agendas.
2. Play a leading role in sector forums, including the **NHF and BME Networks**.
3. Collaborate with local authorities, developers, and the Voluntary and Community Frontline Sector to deliver shared goals.
4. Promote MHA's impact through targeted external communications and campaigns.

7. Environmental Sustainability

We will protect the environment and support climate resilience.
Objectives:

1. Reduce carbon emissions in homes and operations.
2. Deliver biodiversity and green space improvements in line with place-shaping goals.
3. Balance ethical and financial decisions for the long-term sustainability of our organisation.
4. Support tenants with energy efficiency advice and retrofit opportunities.

Developing & Delivering the Strategy

Our strategy will be developed and delivered in partnership with customers, staff, and stakeholders through a clear process:

- **Engagement & Co-Creation** – Ongoing consultation with tenants, Customer Panel, staff, and partners.
- **Action Planning** – Each priority will have a detailed delivery plan with timelines, leads, and KPIs.
- **Monitoring & Reporting** – Quarterly reporting to the Board and annual tenant and customer performance progress and updates.
- **Review & Adaptation** – Mid-term review in 2028 to adapt to emerging challenges and opportunities.

Measuring Success

We will track progress through:

- Tenant satisfaction and engagement metrics.
- Key Performance Indicators (KPI's).

- Delivery against housing, growth, and investment targets.
- Staff engagement, retention rates and staff satisfaction measures.
- Financial performance and VFM indicators.
- Environmental performance measures (carbon reduction, biodiversity).
- Community investment impact (social return on investment).

Conclusion

The MHA Corporate Strategy 2026–2029 builds on our strengths and successes, integrates all our thematic strategies, and sets a clear path for growth, innovation, and community impact. It reflects our belief that housing is more than bricks and mortar. It's about people, places, and possibilities.