



**Corporate Strategy**  
2019-2023

## Welcome to Broadland's Corporate Strategy

Broadland Housing Association was established in 1963, initially to provide affordable rented homes in the Norwich area. Since then we have expanded to help families and individuals in housing need across Norfolk and North Suffolk.

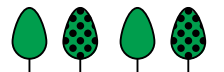
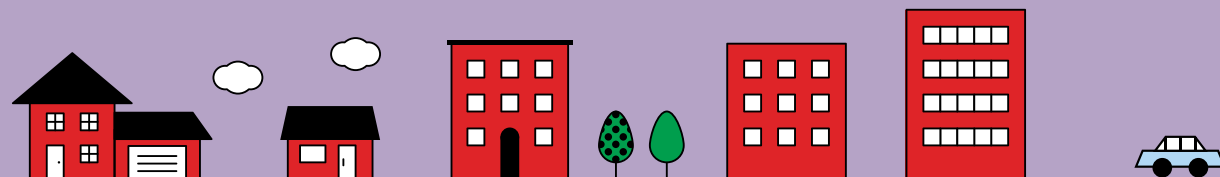
Our primary purpose is to provide high-quality affordable homes in these areas. It is a founding cornerstone of our strategy to help people access the support they need to maintain their tenancy.

### **Our overall priorities are to:**

- Provide good services that meet tenants' expectations
- Manage and maintain our properties well
- Ensure the safety of our tenants in their homes
- Support our tenants and minimise the number of tenancies that fail
- Involve our tenants in checking our performance and shaping our priorities
- Build as many new homes as possible
- Help reduce levels of homelessness in Norfolk and North Suffolk
- Cut the carbon footprint of our operations and the properties we manage.

### **To achieve these priorities we will:**

- Recruit and develop staff who have a strong customer focus
- Provide the right digital tools for our tenants and staff to use
- Continue to review and improve the value for money of our activities
- Maintain good standards of governance.

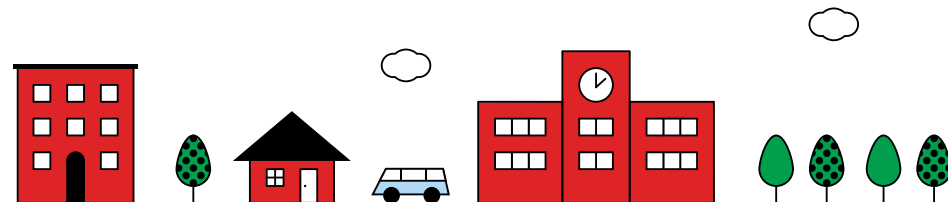


## Compliance and governance

Broadland's commitment to compliance and governance is the golden thread running through our strategy.

### We will:

- Comply with the Regulator of Social Housing (RSH)'s Tenancy and Neighbourhood and Community Standards, and report against these regularly to the board
- Comply with RSH's Home Standard and report against this regularly to the board
- Continue to ensure that our homes comply with the Decent Homes Standard
- Comply with RSH's Tenant Involvement and Empowerment Standard, and report against this regularly to the board
- Engage tenants to check our compliance against RSH regulatory standards and report their views to the board
- Comply with RSH's Governance and Financial Viability Standard.



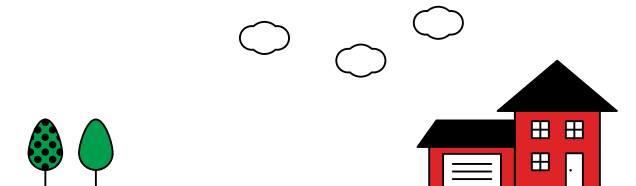
## Working with our tenants

### Statement 1 – providing services

We will provide a high-quality housing management and repair service.

### To do this we will:

- Ensure our lettings process is as easy as possible
- Encourage tenants to register for Tenants Online as part of sign-up
- Work with partner organisations to benefit our tenants and communities
- Ensure that tenants are aware of their responsibilities under the terms of their tenancy
- Respond quickly to reports of anti-social behaviour and seek to resolve issues through dialogue and mediation
- Improve our repairs scheduling so that at least 98% of repairs are done within publicised timescales
- Ensure tenants understand which repairs Broadland is responsible for and which repairs they are responsible for
- Continue to develop Tenants Online so that tenants can access our services online, including scheduling repairs
- Develop our digital offering from the perspective of the tenant, not Broadland's
- Develop Tenants Online so that tenants can talk to us without having to call customer services.



## Working with our tenants (continued)

### Statement 2 – supporting our tenants

We will support tenants at risk of losing their homes by working with them to minimise the number of failed tenancies.

#### To do this we will:

- Through our Tenancy Support service, continue to support tenants most at risk of losing their homes by helping them with budgeting, access to benefits and signposting to other agencies
- Ensure first-time tenants get the right support
- Support tenants with hoarding tendencies to reduce the health and safety risks for them and their neighbours
- Prevent eviction and homelessness by proactively working with any tenant who positively engages with us
- Ensure that homes let to homeless and other vulnerable people are ready to move into.

### Statement 3 – investing in our homes

We will invest in our homes to improve quality and energy efficiency.

#### To do this we will:

- Regularly survey the condition of our homes and upgrade them to maintain 100% Decent Homes Standard compliance
- Improve the energy efficiency of our homes, using funds from property disposals and sales of open market homes by Broadland St Benedicts
- Support tenants to move, if they wish, from homes that are not economical for us to bring up to acceptable standards
- Deliver a quality maintenance service, using Broadland Repairs Service
- Prioritise works to homes and communal areas that affect tenants' health, safety and wellbeing
- Identify and invest in/redevelop homes that do not reach our benchmark, if the tenant living in the property agrees.

### Statement 4 – involving tenants

We will involve tenants in shaping our services and reviewing our performance.

#### To do this we will:

- Continue to hold Community Conversations and 'Out and About' visits, visiting each scheme at least once every four years
- Encourage, support, listen to and consult with our tenants, particularly about new policies that affect them
- Use a variety of digital platforms to engage a wider range of tenants
- Respond quickly to tenants' questions, comments and feedback on social media.



## How we will meet local housing need



### Statement 5 – addressing homelessness

We will work with others to reduce homelessness in Norfolk and North Suffolk, and lobby for policy changes nationally that reduce the likelihood of homelessness.

#### To do this we will:

- Work with local authorities to help them develop and deliver their homelessness strategies
- Meet the needs of vulnerable tenant groups and work with partner organisations to provide homes for young people seeking shared accommodation
- Work with partner organisations to develop Housing First pilots in Norfolk
- Work with Norfolk County Council's People from Abroad team to develop housing options for migrants, particularly for people with no recourse to public funds
- Help Homes for Cathy to run the group nationally and to promote the nine commitments to other social landlords in the East of England
- Lobby local and national policymakers to support Crisis' 2018 plan to end homelessness.

### Statement 6 – building homes

We will build as many new affordable homes as we can each year, without compromising our ability to maintain our existing homes, our long-term viability or the safety of our tenants.

#### To do this we will:

- Aim to build an average of 150 new affordable homes each year over the next five years in Norfolk and Waveney. At least 100 of these new homes will be for rent at social, intermediate or affordable rent levels
- Build an average of 50 homes in mixed tenure schemes each year for sale on the open market. We will use funds from these sales to bridge the funding gap for new affordable homes and invest in energy efficiency measures for our existing homes
- Build environmentally sustainable homes (minimum EPC level B)
- Work with Homes England and local authorities in Norfolk and Waveney to provide housing that meets local needs
- Partner with other housing associations and private developers as necessary to meet local housing need.

## Our organisation



### Statement 7 – value for money

The focus of our financial management is to maximise efficiencies across Broadland, to provide better value for money for our tenants.

#### To do this we will:

- Prioritise spending against our strategy for the benefit of our tenants and people in local housing need
- Manage higher operating costs by finding ways to save money without any impact on our services
- Procure services and materials locally when possible
- When awarding contracts, consider quality and social value as integral to value for money
- Work with local organisations to explore the potential benefits of supporting or sharing services.

### Statement 8 – managing our money

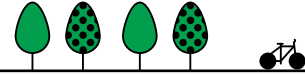
We will manage our money sensibly, borrowing funds and maximising grant funding to deliver our strategic objectives and improve the Group's financial performance.

#### To do this we will:

- Raise medium and long-term loans as necessary to support our strategy
- Comply with the repayment terms of our loan agreements
- Consider risk and reward when funding our homes and services
- Use capital grants from Homes England and local authority partners to help fund new affordable housing schemes
- Take advantage of our Group structure to reduce procurement costs
- Use surpluses generated by Broadland St Benedicts to build new affordable homes and improve the energy efficiency of our existing properties.



## Our organisation (continued)



### Statement 9 – running the group

We will ensure that our boards and committees are fit for purpose, reflect good practice and are compliant with all regulatory expectations. We will also ensure that we have effective executive management to lead and manage the staff team and deliver on the board's ambitions.

#### To do this we will:

- Carry out annual effectiveness reviews of each board within the Group and make any agreed changes to improve governance
- Appoint external consultants to do a Governance Review of the whole Group every three years, and carry out any agreed recommendations
- Regularly review and identify any training needs of the boards, and openly recruit to fill vacancies when they arise
- Continue to ensure we have tenants represented on our board
- Change the title 'shareholder' to 'member' and encourage tenants, business partners and members of the wider community to become members of Broadland Housing Association and participate in general meetings and other events.

### Statement 10 – being environmentally responsible

We will reduce our carbon footprint and our impact on the environment. We will consider sustainability in all our activities.

#### To do this we will:

- Improve our productivity by scheduling our BRS operatives more effectively
- Make more use of our area offices, video conferencing and agile working to cut unnecessary journeys
- Prioritise sustainability in our development and maintenance programmes
- Cut our paper use through digital solutions, including cloud storage
- Support the work of the Group's environmental champions.

### Statement 11 – being a good employer

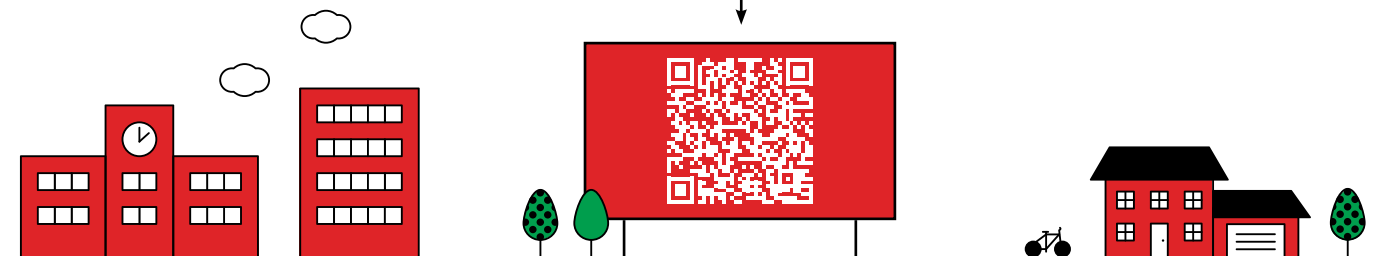
We will ensure that we encourage high levels of staff engagement and staff commitment to our tenants.

#### To do this we will:

- Continue to invest in the right digital tools and devices for our staff to work effectively
- Ensure that our workplaces are fit for purpose and allow staff to work effectively
- Increase staff engagement by using feedback from the Best Companies Survey
- Recruit and train apprentices across the business, using the Apprenticeship levy (subject to financial resources)
- Continue to train and develop our staff to enable them to do their jobs
- Recruit new staff based on their skills, experience and attitude to our enduring purpose, tenants, digital agenda and teamwork.

**This document is a summary of our corporate strategy. The complete strategy can be found at [www.broadlandgroup.org/about-us/governance-documents/corporate-strategy](http://www.broadlandgroup.org/about-us/governance-documents/corporate-strategy)**

or scan here



**BROADLAND  
HOUSING GROUP**



## Contacting Broadland Housing Group

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