

Annual Review 2020



A year in review

2020 will probably always be remembered as the ‘Coronavirus Year’. It seems incredible to think that even as we celebrated the New Year, we had no idea that by the end of March we would have been placed in lockdown by the Prime Minister, with tremendous restrictions on how all of us were to lead our lives and how Broadland Housing could operate.

It would be easy to lose sight of our work over the last 12 months due to the pandemic, but the reality is that the last year was a positive one for the Association. This review shares many of our highlights, including our work on meeting the needs of homeless people in our area; in supporting many tenants to sustain their tenancies; in continuing to improve our tenant

involvement opportunities; and making significant investments in our tenants’ homes to make them better places to live. We also celebrated a large development programme – delivering a record number of new rented and shared ownership homes.

Just over a year ago we consulted many tenants and local stakeholders on our strategic ambitions, and the Board agreed a

challenging corporate strategy to take us through to 2023. We had begun to make good progress on many strategic projects by March and then, of course, lockdown arrived and our priorities had to quickly change.

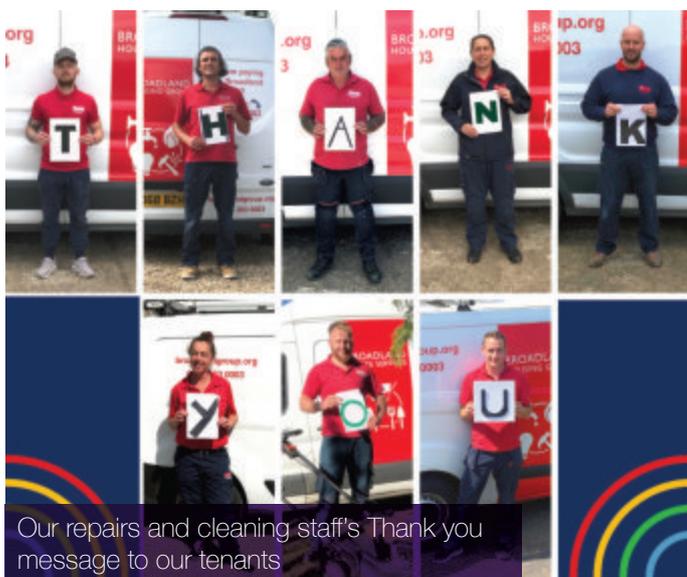
Our most immediate concern was tenant and employee safety – what work could we undertake to ensure that our tenants’ homes remained safe and decent places to spend lockdown in, without exposing either tenants or our workforce to increased health risks?

We prioritised emergency and urgent repairs, suspending our routine repair services until Government guidance suggested it was safe to resume. We continued to look after our communal gardens, recognising that the work could be done safely, but also that the appearance of schemes has

an impact on our tenants’ sense of wellbeing.

Our office-based staff transitioned overnight to working from home and attending meetings with tenants, colleagues, partners and stakeholders on video rather than face to face. Our Board maintained consistent oversight of what was happening, meeting by video initially weekly, before settling into fortnightly meetings in May. The Board approved an interim corporate strategy and revised budget in April, reflecting the reality of the restrictions placed upon all of us and prioritising projects that had a direct impact during the pandemic.

Almost six months after lockdown, there remains considerable uncertainty on when the pandemic might be behind us, but we have established a new normal. We were delighted that, following extensive tenant



Our repairs and cleaning staff's Thank you message to our tenants



Michael (right) with Elaine, Cleaning Supervisor, sanitising York Place

consultation, we were able to reintroduce our routine repair service at the start of July and current repair requests suggest that we have cleared a large proportion of delayed work. We were also able to fully resume lettings to people nominated by our local authority partners, and we are working extensively with local authority and other housing association partners to

tackle homelessness in our region.

We have a lot to celebrate from the previous 12 months, and can be pleased by how we responded to probably the most significant business continuity event in our history. I am hugely grateful to our tenants for their patience and understanding over the past six months, and for the

active support and encouragement that many have given to our team. I am also exceptionally proud of the Broadland staff team for the commitment they have shown to our tenants, to each other and to the Association. My thanks go to each and every one of them.

Michael Newey
Group Chief Executive

Number of homes let 2019-20



Total number of homes allocated

527



General needs re-lets

287



Housing for older people re-lets

122



Homelessness re-lets

82



Supported re-lets

22



Average re-let time (days)

18.87



100.15%
of rent due was collected



Number of ASB complaints

121

Care homes rated 'outstanding'

The CQC (Care Quality Commission) has rated the Lawns in Great Yarmouth and Lisbon Court in King's Lynn, two of our housing with care schemes, as 'outstanding'. Nationally, just 3% of care is rated outstanding by the CQC.

Our partner NorseCare provides care and support services at the two schemes, which were both inspected by the CQC in 2019. The inspectors spoke to tenants, relatives and staff at The Lawns and reported that: "...the service was exceptional in placing people at the heart of the service with a strong person-centred caring and responsive ethos."

Broadland tenants told the inspectors that they were "treated with exceptional kindness, compassion and respect." One tenant described the staff as "absolutely wonderful, always there when I need them and always cheerful".

The CQC report on Lisbon Court remarked how staff: "...went above and beyond what was expected of them to help ensure people were not isolated and continued to be engaged in the service and wider community and take part in meaningful activity."

Supporting our tenants

Our Tenancy Support team actively engage and support our tenants who are at most risk of losing their homes, working to get the most positive impact for the tenant, their family and the community.

Number of tenants Tenancy Support team worked with

348

Amount that tenants' benefits payments were increased by

£277,529

Reduction in tenants' rent arrears

£45,821

Number of tenants supported to get a better energy deal

131

Tenants referred to Education & Training Coach

70

(**33 supported** into education/skills training, **18 supported** into paid employment)

Number of enrolments on to New Horizons project (employment and budgeting support)

70

(project target 46)

New confidence, new job

Our Employment and Training coach worked with a single mother who had not worked for several years due to her family commitments. Together they reviewed the tenant's transferable skills from previous employment as well as new skills gained since becoming a mother. With a new CV and her confidence restored, the tenant successfully secured a full-time paid job with a government service. We also helped her access funding for a bicycle to ensure that she was still able to cover school runs and get to work on time.

From homeless to hopeful

With rent arrears accruing, a young pregnant mother who was living in temporary accommodation was referred to Tenancy Support. The tenant was sleeping on an air bed, facing possible eviction and had little trust in those in authority. Even worse, she feared that her baby would be taken into care when born, because of her situation.

The Tenancy Support team slowly gained the tenant's trust and confidence. Working with Broadland's Housing team, they helped her to claim all the benefits she was entitled to and to register with the council for a permanent home.

Once the tenant was in her new home, the Tenancy Support team worked with local agencies and successfully applied for grant funding to furnish it and provide items for the baby.

Our Employment and Training Coach is now helping the tenant to explore study options for getting some qualifications, so she can return to more fulfilling work in the future and provide for herself and her new daughter.

A recent text from the tenant read: "I love this home of mine now... Thank you for all your help, always appreciate it, don't know what I would have done without you."

Homes for Cathy

We are very proud of the work we have done over the last year to help reduce homelessness in our region. Our 9 Homes for Cathy commitments have given us a renewed focus in helping to tackle homelessness.

We are proud to say that Michael Newey, our Chief Executive, is a board member of Homes for Cathy, which became a charity in its own right in 2020.

We know that building strong partnerships across the region with other housing associations, charities and local authorities among others, will have the most effect in ending homelessness for ever.

Following the successful first East Anglian Regional Homes for Cathy meeting in February 2019, Broadland

proudly hosted its second meeting in October 2019. At this event the morning workshop looked at ways to influence change to meet commitment 2 (on flexible allocations), commitment 6 (housing options) and commitment 8 (ending migrant homelessness). We were also delighted to welcome three speakers to the meeting. Tony Stacey, CEO of South Yorkshire Housing Association, talked about their response to ending homelessness. Martin Hilditch, editor of Inside Housing, gave an insight into how we can change and influence

the narrative of the media on homelessness, to become a more positive force.

Our final speaker was Lesley Burdett, Hub Manager for Shelter. Lesley challenged us as housing providers on how we can help a tenant keep their home. Go to our website to see the highlights and video from the day.

<https://www.broadlandgroup.org/east-anglia-regional-meeting-october-2019/>



Our tenants working with us...

Our tenants' views matter to us, that is why over the last year we have substantially grown the ways we can gain feedback and work more closely with them.

During 2019 we held 10 Community Conversations across the county and into north Suffolk. We have gained some valuable feedback on where we need to make improvements to our services. Using this feedback, we are now in the process of setting up the first Communications Task Force for 2020.

Our Tenant Action Group and Homes Panel continue to do outstanding work: challenging us, but also encouraging and supporting us as we continue to improve. We have for the first time this year used Microsoft Teams to create video links between Norwich and Great Yarmouth and Norwich and Dereham meetings. We have cut down the amount of time for travel and increased our green credentials!

The number of Community Inspectors this year has grown, but more importantly the inspectors have helped us address fly tipping on their schemes and ensure health and safety issues are raised.



Kessingland 25th anniversary - the scheme celebrated with a street party for the tenants



Patricia Hollis House - first tenants get together after moving in during September and October

We have also gained new Mystery Shoppers, who are now based in Great Yarmouth, Norwich, Dereham and King's Lynn. The Mystery Shoppers continue to ensure that our empty homes are meeting the standards we have set ourselves. We have also introduced a mystery shop of our Customer Services team, for when tenants are booking a repair, and to check up on our reception areas.

June 2019 also saw the relaunch of our Community Improvement Fund. We had 6 successful applications, ranging from setting up a children's allotment to installing garden furniture for a housing with care scheme and water butts for a community garden.

In October we held our first ever Tenant Involvement Seminar, when we were honoured to welcome Carole Knitter, former Chair of Soha Housing, who talked about her involvement journey. We also heard from our own tenant board member, Siobhan, about why she got involved in our board.



Gorleston beach - sandcastle competition winners



Gardening competition - winner of best small garden 2019



Brooks Green - celebrating the 10th anniversary of the scheme

Building together

More than ever, collaborative working has been the key to our development success this year.

In 2019-20 we delivered 288 new homes - the highest number ever built in Norfolk by Broadland. A further 183 homes were under construction. Until the Coronavirus lockdown started in March 2020, we were on target to build 85 in 2020-21, 92 in 2021-22 and 249 in 2022-23. We aim to get back on track as safely and quickly as possible.

Thanks to strong working partnerships with architects, structural engineers, builders, landscape architects and local councils, we have created stunning new rural developments at Binham, Erpingham, Edgefield and in the market town of Watton. These exemplary schemes are sensitively designed to complement the existing village architecture.

A mix of affordable rent, shared ownership and open market properties on these sites is helping to meet the desperate need for affordable housing in rural Norfolk. At Erpingham, for example, demand for shared ownership was so high that we converted 2 market sales into shared ownership. At Watton the need identified was a mix of rent and shared ownership.

We have also continued to work with local housebuilders in purchasing section 106 properties (the legal requirement on developers with the local planning authority to provide affordable housing on new schemes) throughout Norfolk.

With more Broadland schemes in the pipeline at Great Hockham, Roughton, Happisburgh and Northrepps,



we are finding that the key to success is good communication with local residents. We consult with people who are already living in the neighbourhood through the design process to explain our proposed build, address their concerns, and also gain invaluable local knowledge about the area. We often amend our designs following these consultations.

In March 2020 we completed Phase 2 of our Canary Quay

development in central Norwich, comprising 34 intermediate rent and 55 open market properties. Phase 3 of Canary Quay is already under construction and 73 affordable rent apartments will be completed in 2021.

This former industrial site on the riverside will eventually include a total of 323 stylish 1 and 2-bedroom apartments.





New affordable homes at Erpingham, Norfolk

Archers Way in the north Norfolk village of Erpingham (population 700) contains 8 affordable rented homes, 6 shared ownership homes and 10 open market homes, designed by award-winning Hudson Architects and built by local firm Carter Homes. The tenure mix was adjusted to increase the number of shared ownership units (at the cost of open market units) due to demand.

Most of the open market and shared ownership homes have been bought by people with a local connection, demonstrating the need for this kind of development in rural Norfolk. Broadland St Benedicts, our market housing subsidiary, sold the open market homes, with all surplus ploughed back into building more affordable homes.



Number of homes completed 2019-20

288



Number of homes under construction (to June 2020)

183

Number of homes in 3-year pipeline



Total	426
2020-21	85
2021-22	92
2022-23	249

Performance on repairs



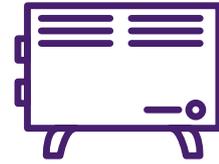
Total number of repairs

20,385



Bathrooms

35



Storage heaters

62



External windows
& or doors

339



Electrical rewires

11



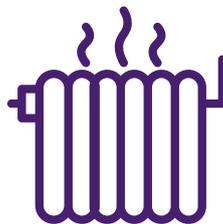
Electrical upgrades

38



Gas heating
systems

89



Radiators upgrade

24



Solar PV panels
installed

55



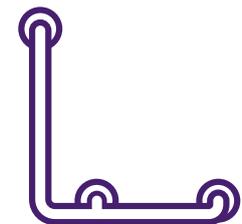
Gas services

3,845



External
decorations

203



Aids and
adaptations

38

Tenants Online

Over the last year we have been working hard to improve our Tenants Online portal, following the re-branding and relaunch in 2018. We now have more than 1,200 tenants signed up.



We have also made some exciting changes to improve the user experience:

- The portal is now a progressive web application. This means it works seamlessly on any type of device, using a browser to access the portal. On Android and iOS, you can save the portal to the home screen so that it works in a similar way to an app.
- The account creation process has been improved and now uses mobile or email to send a code to verify the tenant's details. This is a more secure way of verification and the process only takes a few clicks.
- A new function is the ability to set up a Direct Debit for payments through Tenants Online, making this process more convenient.
- Password recovery has also been improved to make it more secure, as well as quicker and easier for tenants to reset their password.

In January 2020 our tenants trialed scheduling repair appointments via Tenants Online. The trial lasted around 8 weeks and gave us great insight into how this new and exciting functionality will work when we launch it later this year. The test group provided valuable feedback, which we are now incorporating into the portal. This included:

- How we categorise our repairs, to make it easier to understand
- Replacing the drop-down view of the repairs with a search box to make it easier to find the right repair
- Improving how the appointment slots appear

SWITCHEE - A SMART SOLUTION

In 2019 we began installing Switchee 'smart thermostats' in tenants' homes. Switchee optimises the home heating system, helping tenants to save money on their energy bills and alleviate fuel poverty, as well as making the property more comfortable. Switchee is also helping us to diagnose potential issues, such as mould risk or poor insulation, and so improve our maintenance service.

So far more than 130 Switchee devices have been fitted. Below are the results of a 2020 satisfaction survey of these households:

92%

Response rate

85%

Happy using Switchee

88%

Switchee provides heating and hot water when needed

Around a fifth of tenants also reported reduced energy bills (tariff changes etc made it hard for most tenants to calculate exactly how much they had saved on fuel). However, several respondents stressed that even if their energy costs remained similar to before, Switchee had improved their wellbeing or they had gained a warmer home as a result.

Value for money

We always seek to deliver the best value for money in our procurement, and take advantage of our Group structure to reduce costs. We procure services and materials locally wherever possible.

When awarding contracts, we consider quality and social value as integral to value for money. We include a social value question in all tenders, and any supplier who makes an offer is contractually bound to deliver this offer.

Projects **24**

Total financial benefits **£473,023**

Broken down as:

cashable savings **£259,359**
non-cashable savings **£213,664**

This **£473,023** represents **16.3%** of the **£2,901,200** of the total spend influenced.

Completed projects include:

- Fire alarm systems, emergency lighting, fire extinguishers, warden call systems, door entry systems
- Re-roofing at Shipfield, Norwich (second phase)
- Asbestos surveys and asbestos removal
- Re-pipe project (phase one) at Sorrel and Campion House
- Legionella surveys and maintenance
- 39 x PV installations

Social value in King's Lynn

Our Procurement team incorporates social value requirements into all tenders. In 2019-20 we focused on St James Lodge Garden and Play Area Project in King's Lynn. This scheme provides accommodation for tenants who may otherwise be homeless. Currently the garden is quite sparse and there is no play equipment.

We contacted our suppliers to ask if they would help with this project. Several suppliers gave financial contributions while others donated free materials. Work is unfortunately on hold due to Coronavirus, but will start again once restrictions are eased.

Due to the cost of the play equipment, we had to find some funds in-house. The Procurement team carried out a tender to ensure we achieved good value for money on this contract.

Our Procurement team has worked closely with Estates Services on the project, and our Repairs team also contributed to a cycle store for the tenants.

2019-20 highlights

Growing our own

A new polytunnel at The Elms, Norwich, will make us self-sufficient in landscaping plants within two years. The 7m x 4m polytunnel has an automatic watering system. Our Estates Services team have also repurposed the old bowls hut as a propagation and potting shed, with a heated propagator and grow lights fitted by Broadland's electrical engineers. The new facilities allow us to propagate plants all year round. Estates Services team member John Breame, who led the sustainability project, said: "The potting shed will constantly replenish our stocks, with the polytunnel giving weather protection and excellent growing conditions."

PROMOTING GOOD MENTAL HEALTH

Our Chief Executive Michael Newey signed the Time to Change Employer Pledge at our staff conference in September. The pledge commits Broadland to a 12-month plan to promote positive mental wellbeing at work.

In May 2019 Broadland launched its team of fully trained Mental Health Champions, who offer a confidential support service to their colleagues and raise awareness of mental wellbeing across the organisation.

Broadland employees also selected MIND as their charity of the year, raising a total of £3,380, including £1,800 from a sponsored staff bike ride through the Norfolk countryside.



GREEN CARSHARE DEAL

We have signed a transport partnership with Norfolk Car Club that will save money for tenants and reduce our impact on the environment.

Norfolk Car Club offers pay-as-you-go use of a fleet of 50 new cars and vans in Norwich (with dedicated parking). Members have smaller carbon footprints because they travel fewer miles, in more efficient cars.

Broadland tenants can join the Car Club free (saving a £25 joining fee), remain a member for free (saving £5 per month minimum spend), and receive a £25 free driving credit. National research shows that car club members who drive fewer than 6-8,000 miles annually could save up to £3,500 a year. The new deal will also reduce the amount of congestion on our roads, lower fuel emissions and improve air quality, helping to reduce the impact of our operations on the environment.



SENSORY GARDEN DELIGHTS TENANTS

Broadland's Estates Services team has created a beautiful new sensory garden at Oakes Court, in Downham Market. Many of our tenants at the housing with care scheme have sight issues or dementia, so the team deliberately selected plants with plenty of colour, texture and smell - specially the herb garden, which features mint, thyme, rosemary, sage and strawberries.

The brick paving and colourful garden ornaments re-use materials that would otherwise have been thrown away. Gwen and Stella, tenants at Oakes Court, said they were thrilled to "sit outside in the garden and feel and smell all the lovely new plants".

SOCIAL IMPACT AWARD FOR PATRICIA HOLLIS HOUSE

Patricia Hollis House, Phase 1 of Canary Quay in Norwich, is 100% affordable rent and provides 60 1- and 2-bedroom apartments. The first tenants moved in during autumn 2019. In February 2020, the building was shortlisted for a RICS (Royal Institution of Chartered Surveyors) Positive Social Impact Award, recognising its positive and transformational contribution to society.

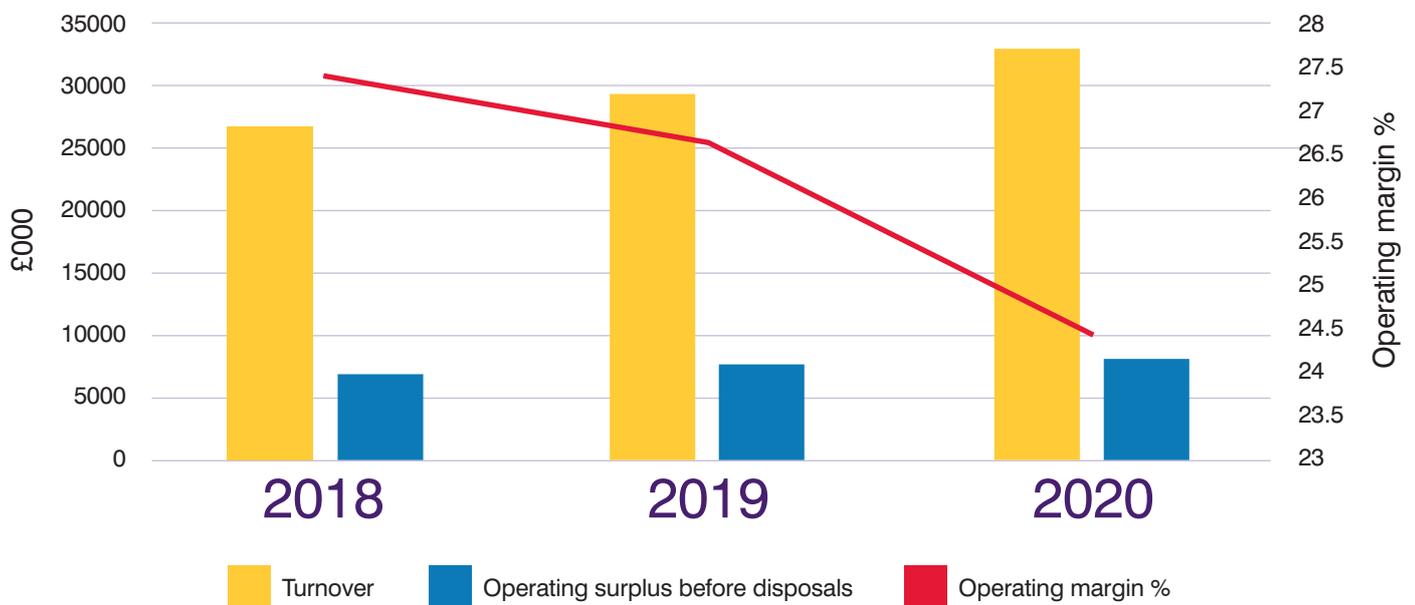
Financial overview

Broadland had a strong year in 2020 financially with the proceeds from market and shared ownership sales. Market sales have slowed due to the Coronavirus pandemic, but we have 17 reservations across 4 sites. Income from these sales help us to keep building more homes for social rent.

We have seen a drop in our operating margins this year. Following the Grenfell disaster the Association has made some

significant improvements to our fire safety and health and safety standards. This has been one of the reasons for our lower operating margin, but we wanted to ensure that our tenants' safety was the priority and felt that this was money well spent.

Turnover, operating surplus and operating margin trend



We publish our full financial statements at our Annual General Meeting in September, and they can be found on our website.

BROADLAND HOUSING GROUP GOVERNANCE



Jon Barber
Vice Chair, BHA Board
Chair, Group Audit & Risk Committee



Martin Clark
Member, Broadland St Benedicts Board



Andrew Hill
Member, BHA Board



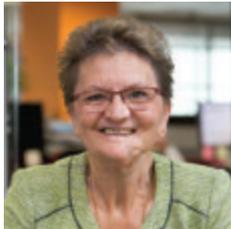
Chris Ewbank
Chair, Broadland Housing Association



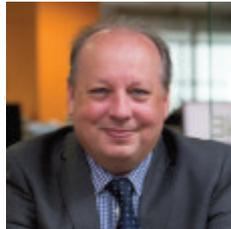
Simon Hibberd
Member, BHA Board



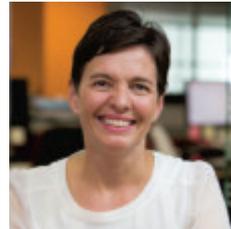
Amanda Ellis
Member, Broadland Meridian Board



Jenny Manser
Member, Broadland Meridian Board



Andrew Savage
Member, Broadland Development Services Board



Helen Skoyles
Member, BHA Board
Member, Broadland St Benedicts Board



Kate Slack
Member, BHA Board



Iain Grieve
Member, Broadland Development Services Board
Member, Broadland St Benedicts Board



Michael Newey
Group Chief Executive
Member, BHA Board
Chair, Broadland St Benedicts Board
Chair, Broadland Development Services Board



Sean Tompkins
Member, Broadland St Benedicts Board



Siobhan Trice
Member, BHA Board



Paul Slyfield
Member, BHA Board
Chair, Remuneration and Membership Committee



Gavin Tempest
Member, BHA Board
Chair, Broadland Meridian Board



BROADLAND EXECUTIVE TEAM

from left to right:
Andrew Savage (Executive Development Director),
Louise Archer (Executive Property Director),
Iain Grieve (Executive Finance Director),
Michael Newey (Group Chief Executive),
Catherine Little (Executive Housing Director)



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