

Broadland Housing Group

Corporate Strategy 2022/2026

“...helping families and individuals in housing need access high-quality, affordable homes”

Introduction

Broadland Housing Association was set up in Norwich in 1963, initially to provide affordable rented homes in the Norwich area. Over the succeeding decades it has grown to provide homes for people who cannot afford homes in the open market across Norfolk and north Suffolk.

The Association is still headquartered in Norwich, with hubs in Great Yarmouth, Colton, Dereham and King's Lynn. It provides housing and asset management services. It also has a maintenance workforce looking after responsive, cyclical and planned works.

Over the years the Association has set up a Group structure. Two subsidiaries, Broadland St Benedicts and Broadland Development Services, focus on providing new homes across Norfolk and Waveney. Broadland Meridian, a charitable fund, works with the Norfolk Community Foundation to support mental health and wellbeing charities in Norfolk.

Broadland Housing now employs over 240 people. It is strategically led by 12 non-executive directors (independents and tenants) over the four companies, working with an executive of five who manage the Group's operations.

Context – the pandemic and revisions to our Corporate Strategy

Broadland Housing Association's Board agreed a new Corporate Strategy in June 2019 to decide our priorities and direct our strategic ambitions up until 2023.

However, there was an outbreak of a novel coronavirus called Covid-19 in China during the winter of 2019/20, which then spread to become a global pandemic. In March 2020, the British Government introduced significant restrictions on daily life for the entire UK population, which needed significant changes in the way Broadland was able to work.

We instigated immediate operational changes in March 2020, namely:

- We closed all our area offices, leaving the Colton Stores as the only open facility.
- We moved all office-based staff to working from home with immediate effect.

- We reduced our maintenance service to emergency and urgent repairs only. We also continued gas servicing and other health and safety checks, where we were allowed access.
- We moved all face-to-face business meetings, including board and committee meetings, to video conferencing.
- We engaged with our tenants and prospective tenants mostly via telephone or online.
- We ensured that any employees who needed to shield were able to.
- In March, most activity on our development sites was suspended by contractors.

There was a relaxation of restrictions in the summer of 2020 and during that time we were able to undertake works to our office accommodation to:

- Create 32 Covid-safe workstations across our five office facilities
- Create a Covid Secure meeting space at The Elms in Norwich for up to 20 people, so that Board, committee, leadership group and directorate management meetings could take place safely and face-to-face

Lockdowns were reintroduced by the Government on 31st October 2020 and 6th January 2021.

These are the key changes we made to our operational model when restrictions were relaxed:

- Reintroducing our routine responsive maintenance service, after consulting with our tenants on priorities
- Reintroducing planned maintenance programmes, acknowledging that it would be difficult to catch up with 2020/21 ambitions

The Board suspended our 2019/2023 Corporate Strategy in April 2020 to reflect immediate priorities during the pandemic and issued an interim corporate strategy. When it became obvious that the pandemic would last well over a year, the Board introduced a new interim strategy in November 2020 to take the Group through to November 2021, by which time the Board hoped that the Group could resume more normal activities.

The Board recognised that it would not be sensible to reintroduce the 2019/23 Corporate Strategy. Instead, it decided to review the progress made with the 2019 strategy despite the pandemic. The new strategy reflects changes that have resulted because of the pandemic, the publication of the Social Housing White Paper and the reality that climate change is becoming an even more serious challenge.

This strategy therefore explains our strategic aims for the next four years. It will be subject to ongoing review to reflect circumstances in our operating environment, including any further pandemic restrictions, that are required to keep people safe.

What we were set up to do:

Our primary purpose is **to help families and individuals in housing need access high-quality, affordable homes** in Norfolk and north Suffolk.

Since 1963 everything we do within the Group relates to delivering our purpose.

What this means in 2021:

We offer a range of housing options, including low-cost rented and low-cost home ownership. We are committed to helping people on low incomes access high-quality, well-managed and well-maintained homes.

Our overall priorities:

- Supplying good services that meet tenants' expectations
- Managing and maintaining our properties well
- Ensuring the safety of our tenants in their homes and our employees as they do their jobs.
- Supporting our tenants and minimising the number of tenancy failures
- Involving our tenants in scrutinising our performance and shaping our priorities
- Optimising the number of new homes we build to help meet housing need
- Helping reduce levels of homelessness in Norfolk and north Suffolk
- Planning and delivering the decarbonisation of our homes and operations

To help us achieve these priorities we will:

- Focus on being a good employer, recruiting, keeping and developing employees who have customer focus
- Ensure that we have the right digital tools for both tenants and employees to use
- Continue to review and improve the value for money of our activities
- Maintain good standards of governance

Values and behaviours

We are a 'values'-driven organisation.

Our values form a central part of our working culture and how we want to collaborate with tenants, employees, partners and stakeholders.

All members of the Broadland team, whether non-executive directors, employees or volunteers, must behave in ways that are consistent with our values. Members, previously described as shareholders, are expected to support these values and behaviours.

Openness

We will be open and transparent with our tenants, regulators and partners.

Responsible

We will allocate our resources carefully to optimise the community benefits of our activities.

Collaborative

We will work in equal partnerships with others to deliver our objectives.

Fair

We will treat our tenants and our staff fairly and with impartiality.

Innovative

We will be creative and imaginative in finding solutions that work for our tenants and partners, learning from successes and setbacks to deliver our objectives.

Reliable

We will take ownership of issues and deliver against our commitments.

Trustworthy

We will behave professionally and with integrity in a way that enables our tenants and partners to trust us.

Competency

Our staff will be able to deliver their role as described in their job description and perform it competently.

Ongoing review

This is a four-year Corporate Strategy. The Board will start reviewing it during financial year 2024/25 with the aim of agreeing a new rolling Corporate Strategy in the summer of 2025.

Our customer-facing activities

Statement number 1	Frontline housing management
OUR AIM:	We will provide high-quality housing management services that meet the needs of our tenants and those nominated to become our tenants
WHAT WE ARE GOING TO DO:	<p>Access to services and homes</p> <ul style="list-style-type: none"> • We will further develop customer-focused and efficient ways to access services online and encourage the use of digital tools for engaging with us. • We will continue to provide alternative ways to access services for people who cannot use digital technology and for conversations that need to be face-to-face. • We will further develop our local delivery model to have a more visible neighbourhood presence where possible and to communicate more proactively with tenants. • We will not refuse nominations for social rented homes on the grounds of affordability alone but will instead support new tenants to sustain their tenancy. <p>Partnerships</p> <ul style="list-style-type: none"> • We will, in partnership with our local authority partners, use flexible allocation and eligibility policies that allow an individual applicant's unique set of circumstances and housing history to be considered fairly. • We will collaborate with partners, including other housing associations, if it means we can provide better services to our tenants and the communities they live in. • We will let homes that are ready to move into for people coming from a homeless or other vulnerable background, in partnership with other local charities. <p>Relationships with our tenants</p> <ul style="list-style-type: none"> • We will review and develop our service standards with tenants and will ensure that tenants are aware of their responsibilities under the terms of their tenancy. • We will respond promptly to reports of anti-social behaviour (ASB) and, where possible, will seek to resolve issues through dialogue and mediation before any tenancy enforcement actions. <p>Compliance</p> <ul style="list-style-type: none"> • We will comply with the RSH (Regulator of Social Housing)'s Tenancy and Neighbourhood and Community Standards and report against these regularly to the Board.

WHY WE ARE DOING THIS:	<p>Fundamentally Broadland only exists to provide safe, secure homes to people who are excluded from the open market due to cost. We need to ensure that our services make this possible and do not get in the way of them enjoying their home. Tenants rightly judge us by our services, and we must make sure that we meet their reasonable expectations.</p> <p>Many, although not all, of our tenants expect us to provide easy-to-access and easy-to-use online tools for them to manage their relationship with us and access our services. It is important that we deliver the right digital environment that not only meets tenants' needs but is also cost-effective and efficient for Broadland. There will be tenants for whom accessing services online is not right and we need to ensure that we have the resources to invest more time with digitally excluded tenants, both in person and on the telephone.</p>	
WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	2022	2023
	<p>To be developed at annual planning leadership group meetings following adoption of the strategy.</p>	
<p>We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.</p>		
HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> • Re-let times in line with targets • Tenant happiness with new home • Tenant happiness with how we managed their ASB report • Overall satisfaction with Broadland • Net promoter score • Number of active registered users on My Broadland • Use of channel shift data (i.e. fewer calls and more online transactions) 	

Statement number 2	Frontline responsive repairs
OUR AIM:	We will provide high-quality repair services that meet the needs of our tenants.
WHAT WE ARE GOING TO DO:	<p>Repair scheduling</p> <ul style="list-style-type: none"> We will ensure that at least 98% of responsive repairs are undertaken within our approved and publicised timescales. We will review our service standards with tenants to ensure that we understand their priorities and will follow their recommendations, subject to financial and organisational capacity. <p>First time fix</p> <ul style="list-style-type: none"> We aim to ensure that 95% of our non-emergency reactive repairs are completed at our first visit. <p>Health and safety</p> <ul style="list-style-type: none"> We will prioritise any repairs with health and safety implications. <p>Communication and My Broadland</p> <ul style="list-style-type: none"> We will improve our communication with our tenants about the scheduling and progress of their repairs We will ensure that all tenants are aware of what repairs the Association is responsible for and what repairs tenants should undertake themselves We will continue to develop and promote our digital platforms so that tenants can schedule their own repairs on both desktop computers and mobile devices <p>Compliance</p> <ul style="list-style-type: none"> We will comply with the Regulator of Social Housing's Home Standards and report against this regularly to the BHA Board
WHY WE ARE DOING THIS:	The main reason most of our tenants contact us is when things go wrong in their home, and they need a repair undertaken. We need to ensure that we manage their repair efficiently and without undue delay. We must repair faults quickly, both in our tenants' homes and any communal areas, which represent a risk to their health and safety.

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HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> • Repairs completed within agreed targets • Repairs completed at first visit • Tenant satisfaction with our repair service (transactional) • Number of outstanding works needed to deliver health and safety compliance in homes and communal areas 	

Statement number 3	Sustaining tenancies	
OUR AIM:	We will support tenants at risk of losing their homes by engaging with them to minimise the number of failed tenancies.	
WHAT WE ARE GOING TO DO:	<p>Working with our tenants</p> <ul style="list-style-type: none"> • We will continue to invest time with those tenants most at risk of losing their homes by supplying a tenancy support service that includes budgeting support, access to benefits and signposting to other agencies. • Working through the Independent East partnership with Your Own Place, we will ensure that first-time tenants have suitable support to sustain their tenancy through training and coaching. • We will work with tenants with hoarding tendencies to support them in reducing the risks that hoarding represents to both them and their neighbours. • We will proactively work with any tenant who is positively engaging with us, to prevent their eviction and homelessness. • We will continue to promote awareness of our commitment to support tenants facing the loss of their home. <p>Partnerships</p> <ul style="list-style-type: none"> • We will ensure that homes let to homeless and other people in adverse circumstances, such as those who have been victims of domestic abuse and prison leavers, are ready to move into. <p>Measuring impact</p> <ul style="list-style-type: none"> • We will explore and develop qualitative measures of tenancy support so that there is a more tangible way of gauging our success and the success of our Independent East Partnership with Your Own Place. 	
WHY WE ARE DOING THIS:	We believe that when a tenant loses their home unwillingly it is a personal calamity for the tenant and normally expensive for the Association. If we can support tenants to stay in their homes, it is a solution where everyone benefits.	
WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	2022	2023
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HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none">• Number of evictions• Number of abandonments• Current gross tenant arrears as a percentage of annual rent due• Number of tenants provided with a home having previously been under the threat of homelessness
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Statement number 4	Asset management
OUR AIM:	We will invest in our tenants' homes to improve their quality and energy efficiency
WHAT WE ARE GOING TO DO:	<p>Knowing our homes</p> <ul style="list-style-type: none"> • We will keep up-to-date stock condition surveys of our properties. • We will develop and deliver planned programmes of work in line with the Regulator of Social Housing's new Decent Homes Standard. • We will use our data, together with tenant experience and feedback, to inform and prioritise our resources. <p>Improving energy efficiency</p> <ul style="list-style-type: none"> • We will reinvest surpluses from property disposals, and some profits from sales of open market homes by Broadland St Benedicts, to improve the energy efficiency of our tenants' homes. • We will support people who want to move from homes that are not cost-effective to bring up to acceptable standards. <p>Delivering asset management</p> <ul style="list-style-type: none"> • We will deliver an effective maintenance service using, where possible, our in-house teams. • We will use data to identify and plan for investment/ redevelopment of homes which do not reach our benchmark, but only with the agreement of individual tenants living in these homes. <p>Decarbonisation</p> <ul style="list-style-type: none"> • We will focus on improving the SAP (Standard Assessment Procedure) rating of all our tenants' homes and will ensure that, where possible, by 2028 all properties will have a minimum EPC (energy performance certificate) rating of C. • We will continue to plan how to decarbonise our tenants' homes by 2050 and will develop deliverable plans and milestones for the period between 2025 and 2030. <p>Health and safety</p> <ul style="list-style-type: none"> • We will prioritise works to our tenants' homes and communal areas that affect their wellbeing and particularly their health and safety. • We will ensure that all our tenants' homes have an up-to-date gas safety certificate and other health and safety checks, such as asbestos and fire safety checks. We will use legal routes to gain access when necessary.

	<ul style="list-style-type: none">• We will continue to transition our electrical safety programme to ensure that all our tenants' homes have an electrical certificate less than five years old by 2023 and
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	<p>will use legal routes to gain access when necessary.</p> <ul style="list-style-type: none"> • We will focus on identifying homes which are at risk of damp and mould and will prioritise works to address these problems. • We will install 250 Switchee, or equivalent, units per annum in tenants' homes to help tenants avoid fuel poverty and to help us target support. <p>Compliance</p> <ul style="list-style-type: none"> • We will comply with the Regulator of Social Housing's Decent Homes Standard and report against this regularly to the BHA Board. • We will continue to ensure that the homes we own comply with the Decent Homes Standard. • We will develop and deliver a plan to comply with the new requirements of the Building Safety Act and the Fire Safety Act. 		
WHY WE ARE DOING THIS:	We are custodians of the properties that we own and need to make sure that they are good places to live, both now and in the future, as judged by our tenants.		
WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	<table border="1" data-bbox="435 1037 1396 1093"> <tr> <td data-bbox="435 1037 916 1093">2022</td> <td data-bbox="916 1037 1396 1093">2023</td> </tr> </table> <p>To be developed at annual planning leadership group meetings following adoption of the strategy.</p>	2022	2023
2022	2023		
<p>We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.</p>			
HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> • Delivery of approved investment plans in the homes we own, including component replacement • Tenant satisfaction with their homes • Annual improvement in the average SAP rating of our homes • Improvement in the financial and quality performance of our homes • Home safety compliance • Electrical testing certificates in line with the improvement plan 		

Statement number 5	Involving residents
OUR AIM:	We will involve and listen to our tenants in shaping our services and be accountable to them for service delivery and how we spend our money.
WHAT WE ARE GOING TO DO:	<p>Broadland Together</p> <ul style="list-style-type: none"> • We will deliver our approved resident involvement plan, Broadland Together. This includes the establishment of both formal engagement and scrutiny panels and informal engagement, both online and in the communities our tenants live in. • We will regularly evaluate progress and all aspects of value for money, using engagement and feedback from our tenants to amend our involvement plans so that they meet our tenant expectations and are deliverable. • We will deliver an effective complaints service, focusing on putting things right and learning from complaints. • We will develop and monitor the delivery of any new service standards with tenants. • We will use data from complaints, surveys, social media, interactions with staff and informal involvement to understand and act on any common feedback themes. <p>Board engagement</p> <ul style="list-style-type: none"> • We will continue to have tenants on the Broadland Housing Association Board as equal non-executive directors. • The Tenant Assurance Panel, once established, will be recognised in our governance structure. It will engage with the Board and supply feedback on our performance, complaints processes and the effectiveness of tenant influence. • The Tenant Assurance Panel, once set up, will work with the Board to assess whether we are fulfilling our commitment to the Together with Tenants Charter and appropriately implementing changes in line with the Social Housing White Paper. <p>Partnerships</p> <ul style="list-style-type: none"> • We will explore opportunities for joint working on resident involvement with other Independent East members and community agencies. <p>Membership of Broadland</p> <ul style="list-style-type: none"> • We will encourage tenants to become Members of Broadland and to actively take part in Members' events, including General Meetings, and in other formal and informal opportunities for involvement.

	<p>Compliance</p> <ul style="list-style-type: none"> We will comply with the Regulator of Social Housing’s Tenant Involvement and Empowerment Standard and report against this regularly to the BHA Board. <p>Digital</p> <ul style="list-style-type: none"> We will further develop our approach to social media as a way of listening and responding well to tenants’ feedback. 	
<p>WHY WE ARE DOING THIS:</p>	<p>Broadland exists to provide affordable homes and the people who live in our properties are our most important stakeholders. We need to listen to our tenants and ensure that they have an influence on our priorities and activities, as well as the ability to scrutinise our performance and hold us to account.</p>	
<p>WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?</p>	<p>2022</p>	<p>2023</p>
	<p>To be developed at annual planning leadership group meetings following adoption of the strategy.</p>	
<p>We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.</p>		
<p>HOW WE MEASURE OUR SUCCESS IN DOING THIS:</p>	<ul style="list-style-type: none"> Annual improvement in tenant satisfaction, with opportunities for them to be involved. (Subject to confirmation of the RSH measures when introduced) Number of tenant Members actively involved Annual report from the Tenant Assurance Panel to the Board, including presentation by the TAP Chair at the September Board meeting following the AGM 	

Our ambition to address unmet housing needs

Statement number 6	Homelessness
OUR AIM:	We will work to reduce homelessness locally and will lobby for policy changes nationally that reduce the likelihood of homelessness.
WHAT WE ARE GOING TO DO:	<p>Partnership working</p> <ul style="list-style-type: none"> • We will play an active role in the Norfolk Strategic Housing Partnership and the Norfolk Homelessness Forum. • We will collaborate with our partner local authorities, supporting them to develop and deliver their homelessness strategies. • We will work with charities and agencies offering support services. • We are committed to helping meet the needs of people in adverse circumstances and will work in partnership with others to provide homes for young people seeking shared accommodation. • We will, working in partnership with others, provide Housing First schemes in Norfolk and will continue to promote this model. • We will work in partnership with Norfolk County Council's People From Abroad team to provide housing options for migrants, and particularly for people with no recourse to public funds. <p>Lobbying</p> <ul style="list-style-type: none"> • We will actively support and engage with Homes for Cathy, helping to run the group nationally and promoting the nine commitments to other social landlords in the East of England. • We will promote the need for and work towards a revenue model going forward that sustains our response, and those of our partners, to homelessness in our neighbourhoods. • We will actively lobby policymakers, nationally and regionally, to support Crisis' 2018 plan to end homelessness.
WHY WE ARE DOING THIS:	Affordable homes are the solution to homelessness and as such Broadland is a key player in helping to solve the problem of homelessness in our communities. Broadland was set up to provide affordable homes to those excluded by circumstances and, when there is homelessness, both visible and hidden, in our neighbourhoods, we will play our part in finding solutions

WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	2022	2023
	To be developed at annual planning leadership group meetings following adoption of the strategy.	
We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.		
HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> • Annual report to the Board giving oversight of our performance in reducing homelessness in Norfolk and in delivering the objectives of Homes for Cathy • Number of homeless households housed each year, including people previously in temporary housing 	

Statement number 7	Development
OUR AIM:	We will optimise the number of new affordable homes we build each year, without compromising our services to our existing tenants and without threatening our long-term viability.
WHAT WE ARE GOING TO DO:	<p>Meeting housing needs</p> <ul style="list-style-type: none"> • We will aim to deliver up to 150 new affordable homes each year over the next three years in Norfolk and East Suffolk. • We will aim to build 100 new affordable homes each year from 2025/26, then 75 new affordable homes per annum from 2031. • At least two-thirds of the affordable new homes developed will be for rent at social, intermediate or affordable rent levels. • We will increase the number of open market homes developed by Broadland St Benedicts by 25%. This will generate surpluses to bridge the funding gap for new affordable homes and invest in the decarbonisation of our existing affordable housing stock. <p>Design</p> <ul style="list-style-type: none"> • We will promote and improve the use of high-quality design with BHA developments. • We will review each project to understand the benefit of a modern method of construction (MMC) approach. <p>Sustainability</p> <ul style="list-style-type: none"> • When we build homes ourselves, we will ensure that they have a low carbon impact and that their 'lived in' costs are affordable to the individuals and families who will live in them. • We will work with our housebuilding partners to ensure that any purchased new-build homes have a minimum EPC of B. • We will ensure that when we buy second-hand homes, we have achievable plans in place to bring them up to at least an EPC of B. • When building new homes, we will be mindful of each site's environmental biodiversity and will look to protect wildlife and enhance residual natural habitats. <p>Partnerships</p> <ul style="list-style-type: none"> • We will work in partnership with Homes England, Norfolk County Council and local authorities in Norfolk and east Suffolk to find and deliver housing schemes that meet local needs.

	<ul style="list-style-type: none"> We will work in partnership with Independent East members and private developers, if working together means we are better able to meet housing need in our area. 	
WHY WE ARE DOING THIS:	<p>We have a national housing crisis – both in the lack of new housing supply and the unaffordability of owner-occupied and private rented markets. Housing delivery in Norfolk and north Suffolk has not kept pace with demand. As a result, many families and individuals are excluded from the private market due to their financial circumstances. Broadland was set up to help meet housing need and we will continue to provide new affordable homes when there is proven need in our communities.</p>	
WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	2022	2023
	<p>To be developed at annual planning leadership group meetings following adoption of the strategy.</p>	
<p>We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.</p>		
HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> Annual delivery against approved business plan and annual budget targets Amount of capital grant from central and local government Annual report on development activity, including quantitative analysis of outturn costs compared with BHA, BSB Board and RAP (risk assessment panel) approvals Scrutiny of our partnership arrangements to deliver new homes 	

Our infrastructure

Statement number 8	Value for money
OUR AIM:	We will ensure that we use our financial resources prudently to ensure that we maximise our positive impact in the delivery of our strategic aims. Value for money does not mean the cheapest, but includes quality measures around environmental responsibility, effectiveness, efficiency and equity.
WHAT WE ARE GOING TO DO:	<p>Organisational</p> <ul style="list-style-type: none"> • We will consider the value for money of our operational and investment plans against the Five 'E's': <ul style="list-style-type: none"> ○ economy ○ effectiveness ○ efficiency ○ environmental responsibility ○ equity • We will undertake an annual programme of value for money reviews of up to four functional areas of the business to assess their performance against the Five Es and to consider options for improving value for money. <p>Finance</p> <ul style="list-style-type: none"> • We will prioritise our spending against our strategic priorities to maximise the benefit to our tenants and those in local housing need. • The Five Es of value for money will be part of our budget-setting process from 2022/23 to help ensure that we are using our financial resources appropriately. • We will manage increases in our operating costs by seeking ways of saving money without affecting the quality of the services we provide. <p>Procurement</p> <ul style="list-style-type: none"> • We will enhance our reporting on procurement activity, clearly showing how we are delivering the Five Es of value for money when buying supplies and services. • We will, when obtaining services and materials, look to spend money locally when viable. • When considering tenders for supplies and services, we will identify the right weighting against the Five Es before considering submissions. <p>Partnerships</p> <ul style="list-style-type: none"> • We will work in partnership with Independent East and other local organisations to consider the potential benefits of sharing services to deliver enhanced value for money.

	<p>Digital</p> <ul style="list-style-type: none"> We will continue to invest in online services for tenants so they can transact with us when convenient to them. Any enhancement of our digital tools must deliver value for money improvements in the business and will be subject to reviews once introduced to ensure that the business case is achieved. <p>Compliance</p> <ul style="list-style-type: none"> We will comply with the Regulator of Social Housing's Value for Money Standard. 	
<p>WHY WE ARE DOING THIS:</p>	<p>We need to spend money responsibly to optimise the impact of our financial resources in delivering our purpose. Value for money underpins all the strands of the Corporate Strategy.</p>	
<p>WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?</p>	<p>2022</p>	<p>2023</p>
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<p>We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.</p>		
<p>HOW WE MEASURE OUR SUCCESS IN DOING THIS:</p>	<ul style="list-style-type: none"> Compliance with the Regulator of Social Housing's Value for Money Standard and report against this regularly to the BHA board Performance against our own value for money objectives Performance of the procurement team showing value for money Our annual value for money statement Annual report to the Board from the leadership group on the value for money reviews undertaken 	

Statement number 9	Financial resources
OUR AIM:	We will manage our financial resources sensibly, borrowing funds and maximising grant funding to deliver our strategic aims and improve the Group's financial performance
WHAT WE ARE GOING TO DO:	<p>Borrowing money</p> <ul style="list-style-type: none"> • We will raise medium and long-term loans to support our strategy and financial plans, including our agreed development ambitions, in accordance with our Treasury policy and in line with our business plan. • We will comply with funding covenants and repayment plans contained within our loan agreements. • We will consider risk and reward when seeking funding for new homes, investment in our existing homes and services. • We will set our 'golden rules' at a suitable level to optimise our delivery of our strategic objectives, while maintaining sufficient financial capacity to absorb risk and maintain full compliance with them in line with our approved business plan. <p>Grant funding</p> <ul style="list-style-type: none"> • We will look to maximise capital grants from central Government, Homes England and our local authority partners to help fund new affordable housing schemes and help us achieve our decarbonisation targets. <p>Broadland St Benedicts</p> <ul style="list-style-type: none"> • We will use surpluses generated by Broadland St Benedicts from open market sales on mixed tenure schemes to facilitate the development of new affordable homes and to invest in energy-efficiency works to homes we already own. <p>Stress testing</p> <ul style="list-style-type: none"> • We will continue to enhance our approach to stress testing, providing clarity around the implications of adverse scenarios on our business plans and strategic ambitions. • We will monitor financial and sector forecasts and their potential impact on our trigger points, so we can take mitigating actions to protect the viability of the organisation. <p>Compliance</p> <ul style="list-style-type: none"> • We will comply with the Regulator of Social Housing's Governance and Financial Viability Standard.

WHY WE ARE DOING THIS:	We need to responsibly borrow money, secure grants and generate our own subsidies to help meet housing need and to deliver great asset management.	
WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	2022	2023
	To be developed at annual planning leadership group meetings following adoption of the strategy.	
We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.		
HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> • Compliance with loan covenants and 'golden rules' • Grants secured for new development and decarbonisation works • Viability rating by the RSH • Surplus of subsidiaries in line with business plan expectations • Delivery of our business plan • Blended cost of borrowing • Security availability (unencumbered stock) 	

Statement number 10	Governance
OUR AIM:	We will ensure that our boards and committees are fit for purpose, reflecting good practice and compliant with all regulatory expectations. We will also ensure that we have effective executive management to lead and manage the employee team and deliver on the Board's ambitions and our enduring purpose.
WHAT WE ARE GOING TO DO:	<p>Capable boards</p> <ul style="list-style-type: none"> • We will undertake annual board effectiveness reviews of each board and committee within the Group, including a compliance review with the appropriate governance code, and will implement any agreed changes to improve our governance arrangements. • We will appoint external consultants to undertake a governance review of the whole Group every three years and will implement any recommendations, if supported by the respective board. • We will regularly review what skills and experience each of the boards within the Group needs to undertake their responsibilities and shall openly recruit to fill vacancies when they occur. • We will continue to ensure that we have tenants on the Association's Board. • We will ensure that our boards comprise non-executive directors with the right skills, knowledge, experience and values, together with sufficient time capacity, to direct and supervise our activities in line with our enduring purpose. <p>Shareholding membership</p> <ul style="list-style-type: none"> • We will encourage tenants to become Members of Broadland Housing Association and to participate actively in our General Meetings, consultations and member events. • We will encourage business partners and members of the wider community to become Members of Broadland Housing Association and to participate actively in our General Meetings, consultations and member events. <p>Compliance</p> <ul style="list-style-type: none"> • We will comply with the Regulator of Social Housing's regulatory requirements, including the Governance and Financial Viability Standard. • We will link evidence of compliance with regulatory requirements into the risk and assurance registers.

WHY WE ARE DOING THIS:	To succeed, organisations need effective strategic leadership. We therefore need to ensure that our boards are effective, skilled and qualified to both determine our strategy and undertake scrutiny of our performance. We also need an effective executive team, with appropriate skills and experience, to lead the employee team and deliver against the Board's strategies.	
WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	2022	2023
	To be developed at annual planning leadership group meetings following adoption of the strategy.	
We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.		
HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> • Maintain G1 in any IDA (in depth assessment) by the RSH • Annual board effectiveness reviews • Tri-annual external governance review • Delivery of planned training programme for board members • Increased numbers of Broadland Members • Executive and non-executive annual appraisals • Six monthly reports to the Board on the delivery of the Corporate Strategy • Compliance report on all regulatory requirements 	

Statement number 11	Environmental Responsibility
OUR AIM:	We will reduce the carbon footprint of both our homes and our activities.
WHAT WE ARE GOING TO DO:	<p>Data</p> <ul style="list-style-type: none"> We will continue to improve our property data and keep abreast of technical good practice to inform where and when to best focus our investment in decarbonising our homes and our operational activities. <p>Decarbonisation</p> <ul style="list-style-type: none"> Over the next three years, we will further develop our plans for decarbonising our homes by 2050, including establishing key short, medium and long-term milestones We will focus on improving the average EPC rating of our homes, to ensure that by 2028 all homes have a minimum EPC rating of C, where this is reasonably achievable. We will calculate the carbon footprint of our business activities and measure and report on improvements annually. We will continue to focus on reducing the 'lived in' costs for our tenants We will look for external funding to help meet the costs of decarbonisation. <p>Better scheduling</p> <ul style="list-style-type: none"> We will improve maintenance productivity through better scheduling of our maintenance operatives. <p>Hybrid working and agile working</p> <ul style="list-style-type: none"> We will encourage and optimise the use of digital tools, including video conferencing, to reduce unnecessary travel by our employees. We will aim to secure the maximum environmental benefits of hybrid working without reducing the effectiveness of our teams. <p>Reducing waste</p> <ul style="list-style-type: none"> We will develop and publish a plan to reduce the amount of waste in all our operations and we will report against our delivery of it annually. <p>Environmental Champions</p> <ul style="list-style-type: none"> We will support and encourage the work of the Group's Environmental Champions.

	Communication <ul style="list-style-type: none"> We will actively communicate what we are doing and the impact we are having to our tenants, members and stakeholders. 	
WHY WE ARE DOING THIS:	The planet's resources are finite and increasingly under pressure. We need to minimise the harmful environmental impact of our activities.	
WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?	2022	2023
	To be developed at annual planning leadership group meetings following adoption of the strategy.	
We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.		
HOW WE MEASURE OUR SUCCESS IN DOING THIS:	<ul style="list-style-type: none"> Report on progress of our carbon footprint Maintain our Gold SHIFT rating Develop a series of KPIs (key performance indicators) in relation to decarbonisation and helping our tenants with the energy costs of living in their homes Carbon footprint calculator 	

Statement number 12	People
OUR AIM:	We will ensure that we are a good employer with good employee engagement and employee commitment to our tenants.
WHAT WE ARE GOING TO DO:	<p>Employee remuneration</p> <ul style="list-style-type: none"> We are undertaking a review of our pay and reward systems across the Group in 2021/22 to ensure that they are still appropriate and will implement any changes in 2022/23. <p>Hybrid – home, agile and mobile working</p> <ul style="list-style-type: none"> We will ensure that we provide our employees with the right digital tools and devices to work effectively. We will continue to invest in Broadland Business Systems and other digital tools to provide employees with effective tools to do their jobs from wherever they are working. We will ensure that our workplaces are right for our business purposes, and enable employees to work and interact effectively. <p>Employee engagement</p> <ul style="list-style-type: none"> We seek good employee engagement and will review messages annually from the Best Companies Survey and implement changes, when possible. We will, through the sharing of business activities, new initiatives and success stories, ensure all employees understand how they affect tenants' lives and remain engaged with our enduring purpose. <p>Employee representation and support</p> <ul style="list-style-type: none"> We will actively encourage and support: <ul style="list-style-type: none"> CARE (Consult, Assist, Represent, Empower), our employee representative group, to ensure that employees are consulted on changes that affect them and have a confidential route to raise any concerns and ideas. our Mental Health Champions, as they raise awareness of mental health, campaign to remove the stigma associated with mental health and provide a confidential support service to all employees our Social and Fundraising Team members, as they help us raise funds for our nominated charity and organise social events for employees to enjoy We will actively engage with any trade union that employees have voted to be recognised, to negotiate pay awards and to be consulted on any proposed changes to terms and conditions of employment for those employees whose roles are within any recognition agreement.

	<p>Training and development</p> <ul style="list-style-type: none"> • We will support apprentices across the business, using the Apprenticeship Levy, subject to financial resources and organisational capacity. • We will continue to invest in the training and development of our employees to enable them to do their jobs. • We will actively encourage and support those employees who organise our Challenge and Change activities during the year, which helps our understanding of equality, diversity and inclusion issues, as well as encouraging healthier lifestyles. • Through ongoing learning opportunities, such as Challenge and Change, informal learning and other formal training, we will ensure the staff team understand the importance of equality, diversity and inclusion and how staff can help support each other and our tenants. <p>Recruitment and retention</p> <ul style="list-style-type: none"> • We will not just recruit against skills and experience, but also take account of potential recruits' attitudes to our enduring purpose, our residents and our values. • We will regularly benchmark our pay and benefits packages to ensure we are competitive in the market and are able to attract the people we need. • We will ensure through regular management conversations and business-wide communications that the whole staff team know and understand the required behaviours and performance standards in their role. <p>Fit for purpose organisational structure</p> <ul style="list-style-type: none"> • We will regularly review the organisational structure to ensure that it is fit for purpose, aligned to our enduring purpose, and delivers value for money. 	
<p>WHY WE ARE DOING THIS:</p>	<p>Broadland is a people business – it is run by people for people.</p> <p>Our success lies in recruiting, developing and keeping the right people. We must provide the right environment to attract good people, with the right attitude, skills and experience, to enable us to deliver this strategy, specifically in the medium term, and the organisation's purpose in the longer term.</p>	
<p>WHAT ARE THE SHORT-TERM INITIATIVES AND PROJECTS TO HELP DELIVER THIS?</p>	<p>2022</p>	<p>2023</p>
	<p>To be developed at annual planning leadership group meetings following adoption of the strategy.</p>	

<p>We will adopt a rolling two-year programme of projects. These projects will be priorities during the next two calendar years.</p>	
<p>HOW WE MEASURE OUR SUCCESS IN DOING THIS:</p>	<ul style="list-style-type: none"> • Best Companies Annual Survey overall score and directorate analysis • Employee turnover • Average working days sickness lost per FTE per month • Profiling of recruitment campaigns • Pulse cultural survey