

Corporate Strategy 2022-2026





Welcome to Broadland's Corporate Strategy

Broadland Housing Association was established in 1963, initially to provide affordable rent homes in the Norwich area. Today we provide homes for people across Norfolk and north Suffolk.

Our enduring purpose is to help families and individuals in housing need access high-quality, affordable homes.

Over the years we have evolved as a business and have two subsidiaries: Broadland St Benedicts and Broadland Development Services. These subsidiaries focus on providing new open market 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.

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 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



Our 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 are expected to uphold our 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 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.



Our compliance commitments

Broadland's commitment to regulation and governance is an important part of how we run the business.

To do this 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 the RSH's Home Standards and report against these regularly to the Board
- Comply with the RSH's Decent Homes Standard
- Develop and deliver a plan to comply with the new requirements of the Building Safety Act and Fire Safety Act
- Comply with the RSH's Tenant Involvement and Empowerment Standard
- Comply with the RSH's Value for Money Standard
- Comply with the RSH's Governance and Financial Viability Standard



Frontline housing management

Our aim: to provide high-quality housing management services that meet the needs of existing tenants and potential new tenants.

To do this we will:

- Continue to develop efficient and customer-focused ways that encourage tenants to talk to us digitally
- Continue to provide alternative ways to access services for those who cannot use digital services or would prefer to meet face to face
- Continue to make our neighbourhood teams more visible and proactively communicate with our tenants
- Not refuse potential new tenants for social rent homes on the grounds of affordability, but support new tenants to maintain their tenancy
- In partnership with local authorities, ensure our eligibility policies take into account the unique circumstances of a potential new tenant
- Ensure that homes for people coming from a homeless background are ready to move into
- Review and develop our service standards with tenants to ensure tenants are aware of their responsibilities under the terms of their tenancy
- Respond promptly to reports of anti-social behaviour

Why is it important?

Broadland is here to provide safe, secure homes. We will ensure our services make it possible for tenants to live well in their homes.



Frontline responsive repairs

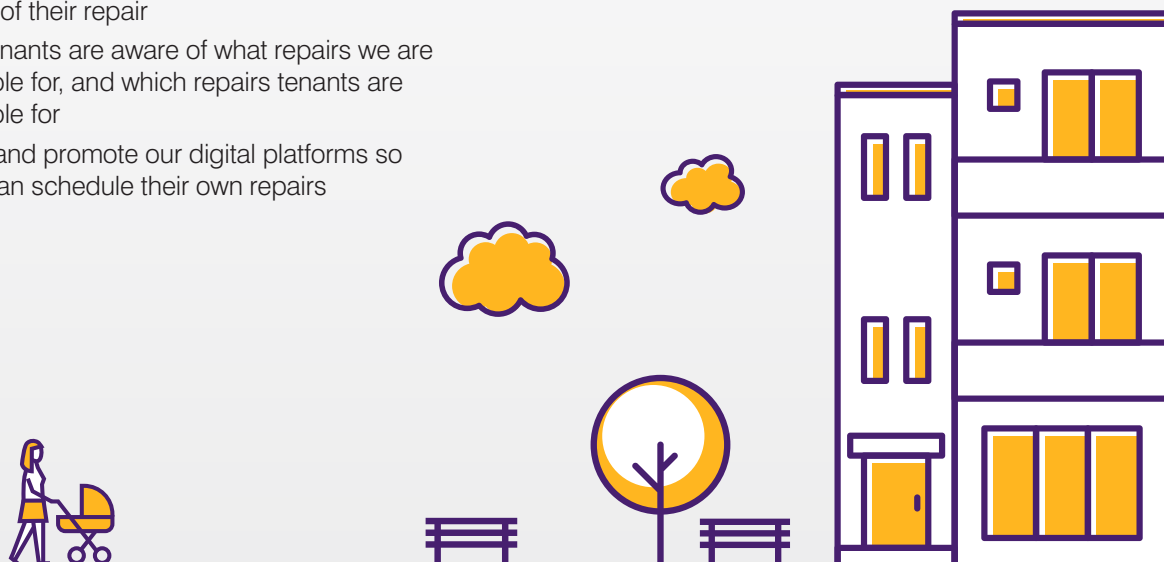
Our aim: to provide high-quality repair services that meet the needs of our tenants.

To do this we will:

- Ensure that at least 98% of repairs are done within our publicised timescales
- Review our service standards with tenants to ensure we understand their priorities and take on board their recommendations wherever possible
- Aim to get 95% of our non-emergency day-to-day repairs completed on our first visit
- Prioritise any health and safety repairs
- Improve communication with tenants about the progress of their repair
- Ensure tenants are aware of what repairs we are responsible for, and which repairs tenants are responsible for
- Develop and promote our digital platforms so tenants can schedule their own repairs

Why is it important?

When tenants contact us about a repair in their home, we must ensure it gets done as quickly and efficiently as possible. This is particularly important for repairs in homes and communal areas where there is a risk to tenants' health and safety.



Sustaining tenancies

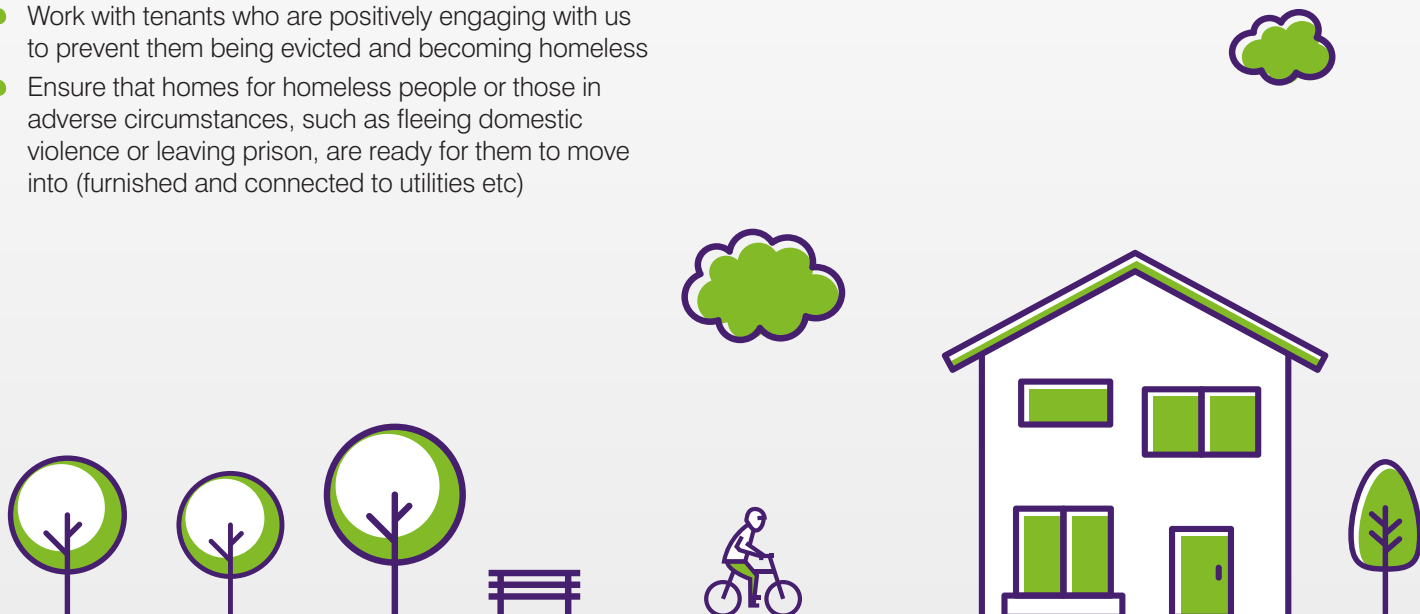
Our aim: to support tenants at risk of losing their homes by working with them to minimise the number of failed tenancies.

To do this we will:

- Support tenants who are at risk of losing their home by helping them to budget and access benefits, and signposting them to other agencies
- Ensure first-time tenants have the right support to sustain their tenancies
- Work with tenants who have hoarding tendencies to support them and reduce the risk this poses to them and their neighbours
- Work with tenants who are positively engaging with us to prevent them being evicted and becoming homeless
- Ensure that homes for homeless people or those in adverse circumstances, such as fleeing domestic violence or leaving prison, are ready for them to move into (furnished and connected to utilities etc)

Why is it important?

Supporting our tenants to stay in their homes is a solution that benefits everyone.



Asset management

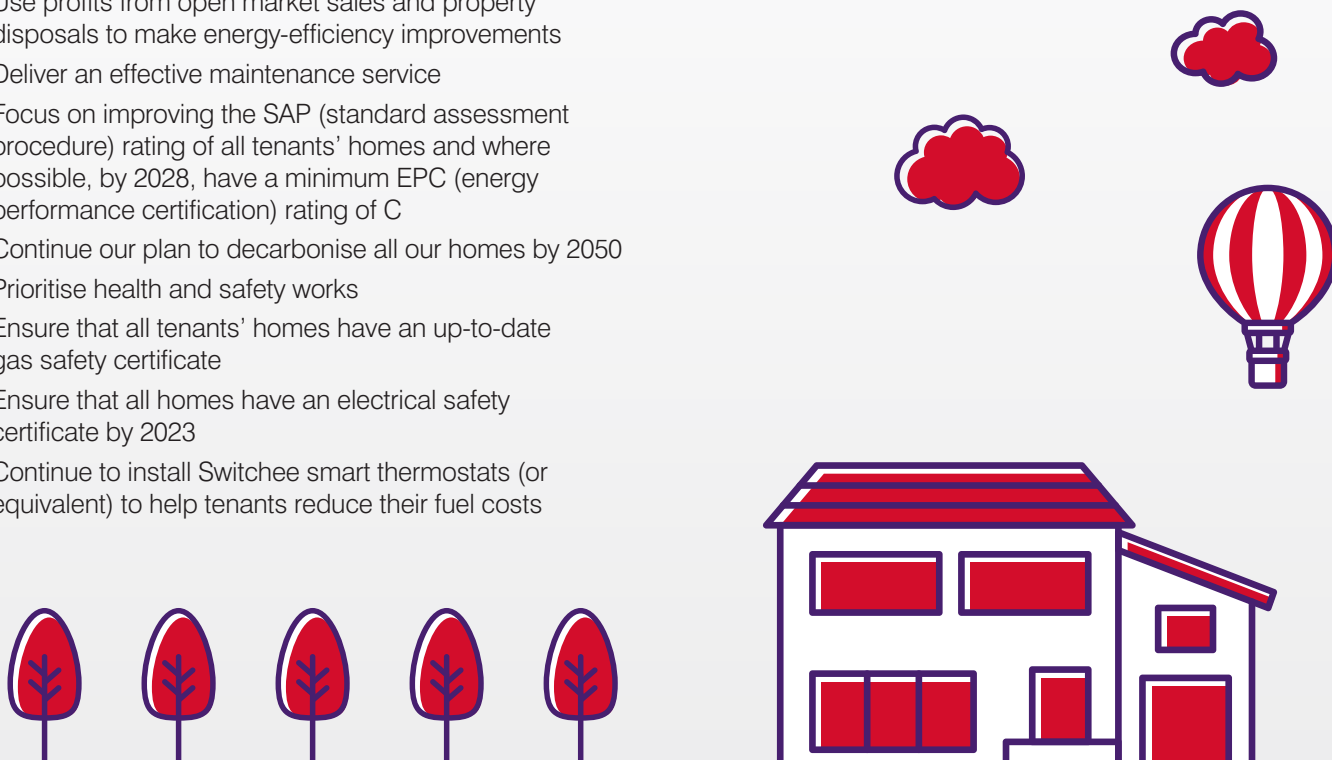
Our aim: to invest in our tenants' homes to improve quality and energy efficiency.

To do this we will:

- Keep up-to-date stock condition surveys of our properties
- Develop and deliver planned works
- Use profits from open market sales and property disposals to make energy-efficiency improvements
- Deliver an effective maintenance service
- Focus on improving the SAP (standard assessment procedure) rating of all tenants' homes and where possible, by 2028, have a minimum EPC (energy performance certification) rating of C
- Continue our plan to decarbonise all our homes by 2050
- Prioritise health and safety works
- Ensure that all tenants' homes have an up-to-date gas safety certificate
- Ensure that all homes have an electrical safety certificate by 2023
- Continue to install Switchee smart thermostats (or equivalent) to help tenants reduce their fuel costs

Why is it important?

We are the custodians of the properties we own. We need to make sure they are good, safe places to live - both now and in the future.



Involving residents

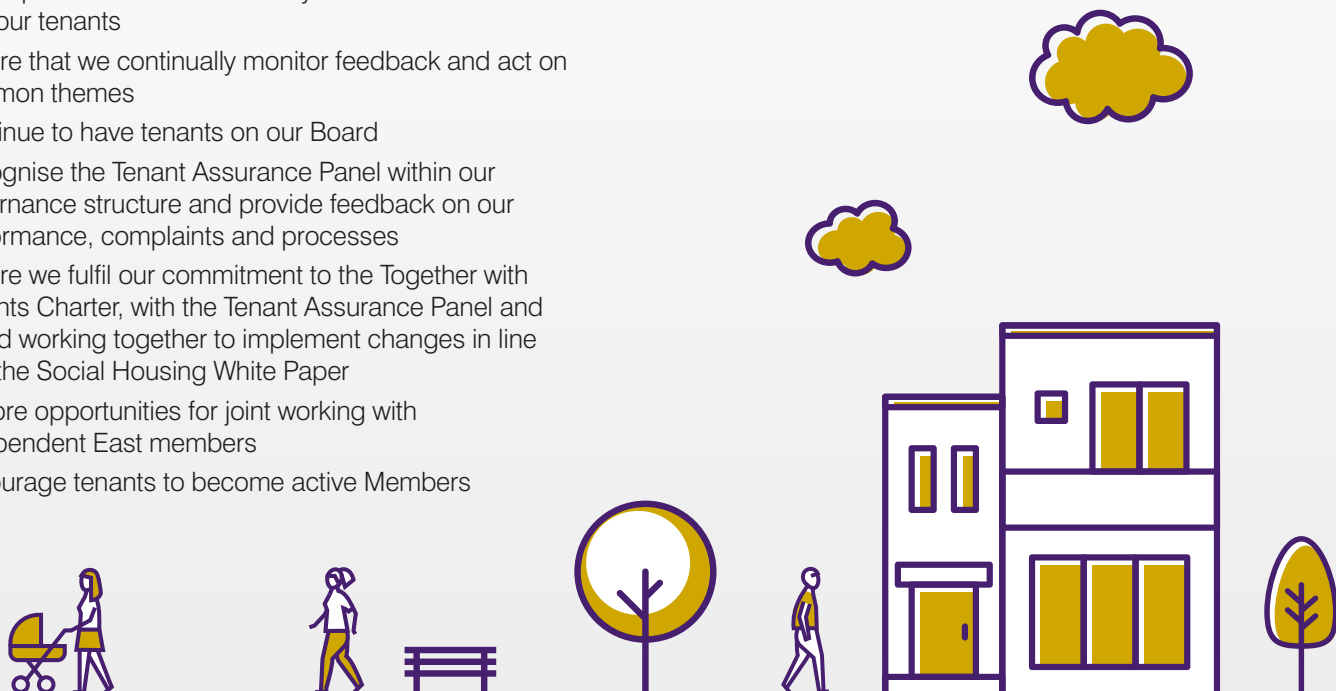
Our aim: to involve and listen to our tenants in shaping our services and be accountable to them on how we deliver our services and spend our money.

To do this we will:

- Continue to develop, in partnership with our tenants, the Resident Involvement Plan - ensuring we meet tenant expectations
- Deliver an effective complaints service, focusing on putting things right and learning from complaints
- Develop and monitor the delivery of service standards with our tenants
- Ensure that we continually monitor feedback and act on common themes
- Continue to have tenants on our Board
- Recognise the Tenant Assurance Panel within our governance structure and provide feedback on our performance, complaints and processes
- Ensure we fulfil our commitment to the Together with Tenants Charter, with the Tenant Assurance Panel and Board working together to implement changes in line with the Social Housing White Paper
- Explore opportunities for joint working with Independent East members
- Encourage tenants to become active Members

Why is it important?

We need to listen to our tenants and ensure that they influence our priorities and activities, look closely at our performance and hold us to account.



Homelessness

Our aim: to work to reduce homelessness locally and lobby for policy change nationally to reduce the likelihood of homelessness.

To do this we will:

- Collaborate with and support local authorities and strategic housing partnerships to deliver their homelessness strategies
- Work with charities and agencies offering support and services
- Work in partnership to provide homes for young people seeking shared accommodation and others in adverse circumstances
- Work in partnership to provide Housing First schemes
- Work in partnership with Norfolk County Council's People from Abroad team to provide housing options for migrants, especially those with no recourse to public funds
- Actively support and help run Homes for Cathy nationally and promote the 9 commitments in the East of England
- Actively lobby policymakers, both nationally and regionally, to support the Crisis 2018 plan

Why is it important?

Affordable homes are the solution for ending homelessness. We were set up to provide affordable homes. We need to play our part to end homelessness, both visible and hidden, in our neighbourhoods.



Development

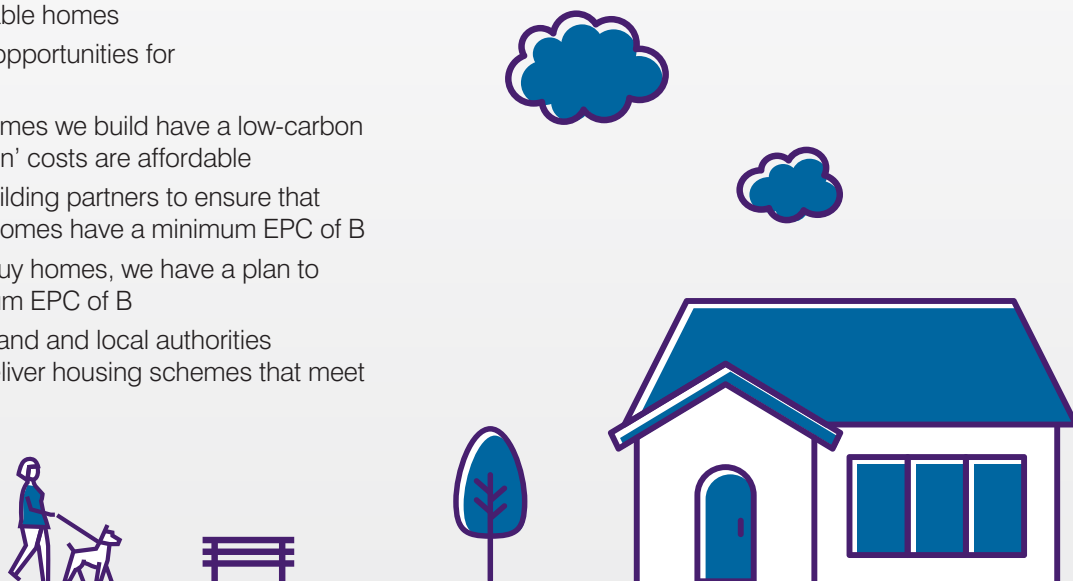
Our aim: to maximise the number of new affordable homes we build each year, without comprising services to existing tenants or threatening our long-term stability.

To do this we will:

- Aim to deliver 150 new affordable homes each year over the next three years
- Aim to build 100 new affordable homes from 2025/26 and 75 new affordable homes each year from 2031
- Ensure at least two-thirds of the affordable homes will be for rent at social, intermediate or affordable rent levels
- Increase the number of open market homes developed by Broadland St Benedicts by 25% to generate profits to build more new affordable homes
- Promote and improve opportunities for high-quality design
- Ensure that the new homes we build have a low-carbon impact and their 'lived in' costs are affordable
- Work with our housebuilding partners to ensure that purchased new-build homes have a minimum EPC of B
- Ensure that when we buy homes, we have a plan to bring them to a minimum EPC of B
- Work with Homes England and local authorities across the region to deliver housing schemes that meet local needs

Why is it important?

Many families and individuals are excluded from the housing market and private rented market in Norfolk and north Suffolk. This is due to the high cost of housing in our region or their personal circumstances. We will continue to provide new affordable homes in our communities to help meet this need.



Value for money

Our aim: to use our financial resources as responsibly and effectively as possible to deliver our strategic aims. We will measure value for money against the Five Es: efficiency, effectiveness, environmental, equity and economy. See page 18.

To do this we will:

- Check that our works and investments offer value for money against the Five Es of procurement
- Review up to 4 areas of the business annually against the Five Es, to assess our performance
- Prioritise our spending to benefit our tenants and those in housing need
- Offset increases in our operating costs by finding ways to save money without affecting the quality of our services
- Buy services and materials locally wherever possible
- Consider sharing services with Independent East and other organisations if it provides better value for money
- Continue to invest in our digital services for tenants, offering them access to services whenever it is convenient to them

Why is it important?

We need to make the best use of our financial resources so we can deliver our purpose. Value for money underpins all the strands of the Corporate Strategy.



Financial resources

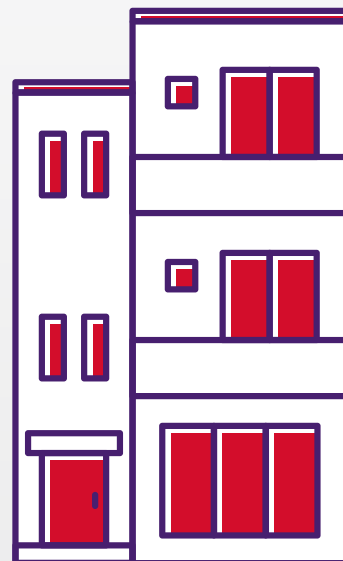
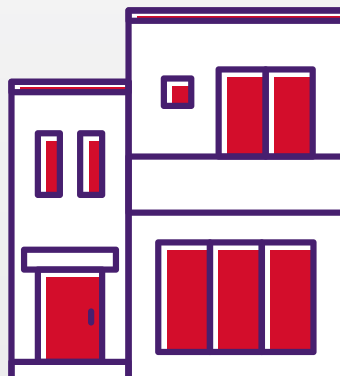
Our aim: to manage our financial resources sensibly when borrowing money and make the most of grant funding.

To do this we will:

- Secure medium and long-term loans to carry out our Corporate Strategy and future plans in line with our Treasury Policy
- Comply with the terms and conditions of our loan agreements
- Assess the financial risks of borrowing to build new homes or invest in our existing homes and services
- Secure as much grant funding as possible from the Government and local authority partners to help us build new affordable homes and meet our decarbonisation targets
- Use profits from the sale of open market homes via Broadland St Benedicts to build more new affordable homes and reinvest in our current homes
- Continue testing our business plans so they can withstand adverse conditions in the future

Why is it important?

We need to borrow money responsibly, secure grants and generate funding from market home sales to help meet housing need and deliver improvements to our homes.



Governance

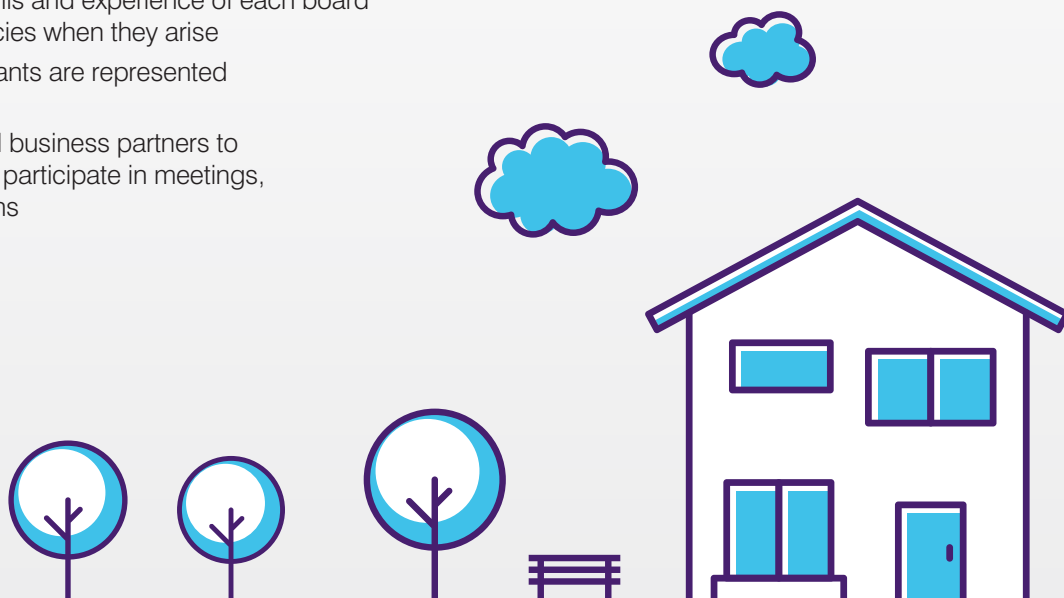
Our aim: to ensure our boards and committees are fit for purpose, reflect good practice and comply with all the relevant regulations. We also need to ensure our leadership team can effectively lead our employees so we deliver on the Board's ambitions and our enduring purpose.

To do this we will:

- Review the effectiveness of the Group's boards and committees each year and carry out any agreed changes
- Use external consultants to carry out a governance review of the whole Group every three years
- Regularly review the skills and experience of each board and recruit to fill vacancies when they arise
- Continue to ensure tenants are represented on our Board
- Encourage tenants and business partners to become Members and participate in meetings, events and consultations

Why is it important?

Our boards need to be effective, with the right skills and behaviours to set our strategy and assess our performance. The executive team need the right skills and experience to lead the employee team and deliver the Board's strategies.



Environmental responsibilities

We aim: to reduce the carbon footprint of our homes and our activities.

To do this we will:

- Continue to improve the data we hold on our homes, so we know where to focus our decarbonisation efforts
- Further develop our plans to decarbonise all our homes by 2050
- Focus on improving the EPC rating of all our homes to a minimum of C by 2028
- Continue to improve the carbon footprint of our business activities
- Continue to find ways to reduce the costs for our tenants of living in our homes
- Continue to use digital communication to reduce our costs
- Develop a plan to reduce the amount of waste in our operations
- Support the work of our Environmental Champions
- Tell our tenants, Members and stakeholders about our environmental impact and our plans to reduce it

Why is it important?

We need to minimise the harmful environmental impact of all our activities, from building new homes to turning up to carry out a repair at a tenant's home.



People

Our aim: to ensure we are a good employer, engaging well with staff who are committed to our tenants.

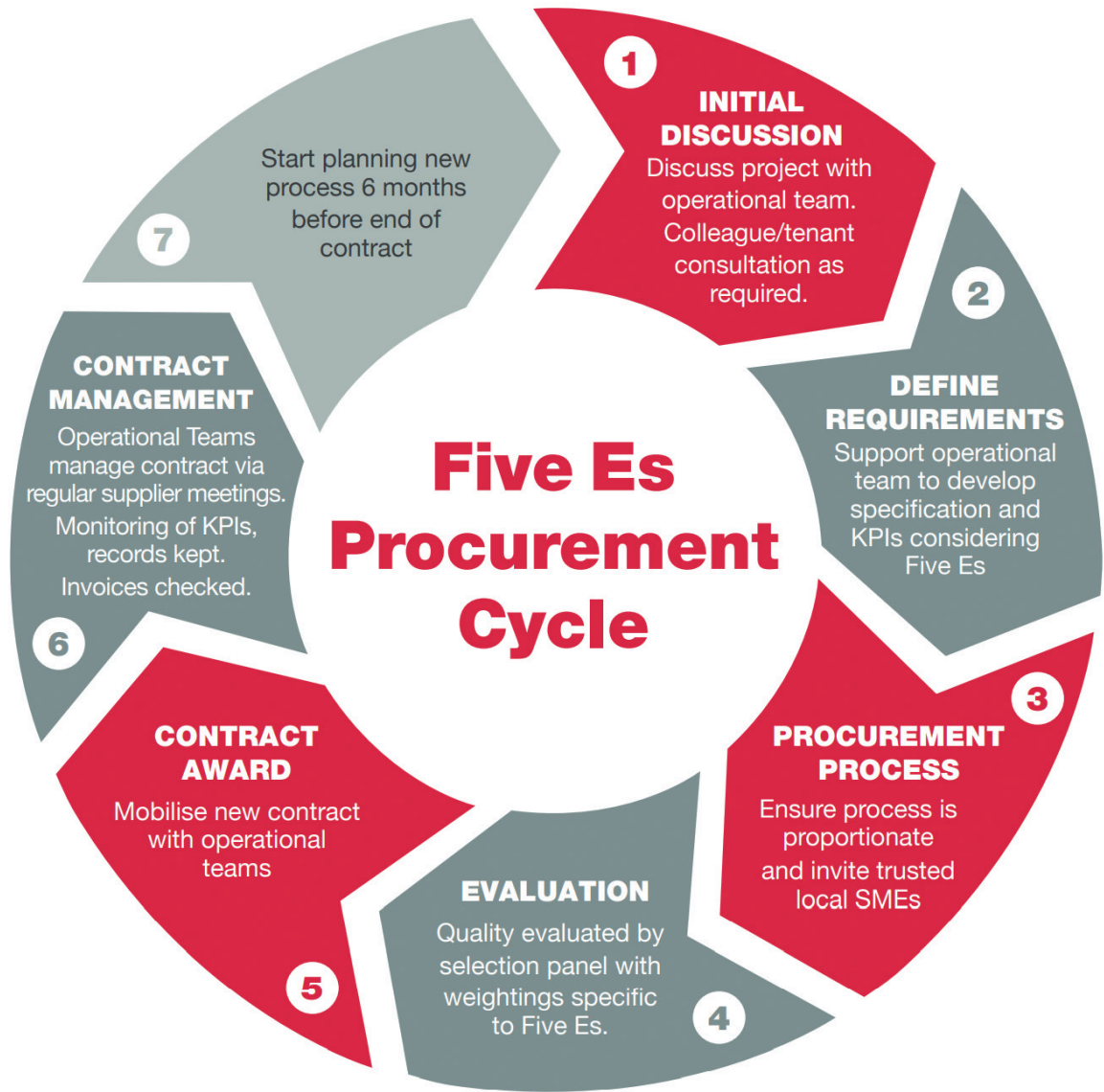
To do this we will:

- Provide our staff with the right digital tools to do their job
- Ensure that staff can work and interact effectively in our workplaces
- Increase staff engagement by using feedback from Best Companies
- Share new initiatives and stories so that all employees understand how they affect tenants' lives
- Support and train our apprentices across the business, using the apprenticeship levy
- Continue to train and develop our employees so they can do their jobs
- Continue to support our employees, through training and inclusive events, to understand the importance of equality, diversity and inclusion
- Recruit staff with the right skills, experience and attitude to our tenants in line with our purpose and values

Why is it important?

We need to provide the right environment and development opportunities to attract staff who can help us deliver our strategy.





Our terminology explained

EPC

An EPC (Energy Performance Certificate) indicates the energy efficiency of a home. It includes estimated energy costs and energy performance-related features, such as windows, doors, and insulation in the walls or loft.

Government legislation requires Broadland to ensure that all its homes are rated at least EPC D.

Independent East

Independent East is an informal group of 5 local housing associations (Broadland Housing, Saffron Housing, Freebridge, Havebury and Orwell Housing).

The aim is for Independent East members to collaborate, inspire and support each other for the benefit of our staff and tenants.

We are working on joint projects such as Equality, Diversity and Inclusion (EDI) to increase understanding of the issues our tenants and staff are facing. With Tenant Voice, we hope to bring tenants together from all 5 organisations for discussions and to share information and training.

By sharing resources our aim is to drive down costs and improve services.

Homes for Cathy

Broadland is a founding member of Homes for Cathy, a national alliance of housing associations dedicated to raising awareness of the needs of homeless people.

The Homes for Cathy group works alongside Shelter, Crisis and the National Housing Federation to campaign for more housing and better support for people experiencing homelessness.

See our website www.broadlandgroup.org/about-us/homes-for-cathy for more information about how Broadland is supporting Homes for Cathy and our work to reduce homelessness.

Switchee

Switchee is a smart thermostat for domestic heating systems, which helps tenants understand their energy use and save money on their fuel costs. Switchee is easy to use and is one of the initiatives we have launched to address fuel poverty among our tenants.

Data is shared with Broadland and we can then gain insight to help our maintenance and support teams in real time. This gives us insight into homes which might be suffering from damp and mould and enables us to be proactive in helping tenants.

SCAN ME



This document is a summary of our Corporate Strategy. The complete strategy can be found at **www.broadlandgroup.org/aboutus/corporate-strategy** or scan the QR code.



Contact Broadland Housing Association

Broadland Housing Association

NCFC
Carrow Road
Norwich
NR1 1HU


Customer Services

T: 0303 303 0003
E: enq@broadlandgroup.org

 @BroadlandHsg

 broadland

 @broadlandhousinggroup

 broadland-housing-group

www.broadlandgroup.org

