



Annual Review 2022

A year in review

The last two years have been possibly the most challenging for Broadland since we were established in 1963.

The pandemic and lockdowns had a massive impact on our performance in 2020/21. And while (hopefully) the worst of the pandemic is now behind us, it is still affecting how we deliver our services. Tenants and employees have been ill with Covid, and some tenants continued to shield throughout the last financial year.

As a result, in summer 2022, we are still having to cancel or rearrange jobs because of staff sickness. We recognise that many tenants judge our overall performance by how we manage their repairs, and we look forward to resuming a more normal maintenance service soon.

In September 2021 we started the journey of changing our organisational structure, to align staff more closely to where our tenants live. We have brought together local neighbourhood, repairs, cleaning and estate services teams so that they can work closely together to deliver the best possible service.

Homelessness

Back in 2020, during the first lockdown, there was a Government commitment to house people who were rough sleeping during the public health crisis. There is no doubt that many people benefited from that initiative, although the quality of accommodation provided was variable.

We believe that actions speak louder than words.

The Association worked in partnership with our local authority partners in King's Lynn and Norwich to provide 16 Housing First homes and 23 'move on' homes, in partnership with St Martin's Housing Trust, Magdalen Group and Home Group. We are partnering with Norfolk YMCA to deliver Housing First accommodation for younger people in 2022/23.

We also worked with the Police and Crime Commissioner's Office and Norwich City Council to provide 10 homes with support for people leaving prison.

We are convinced that local authorities, support organisations, health and housing associations must work together to end homelessness in Norfolk, and we are pleased to play our role.

Developing new homes

Building new homes is an important part of what we do. As long as there is housing need in Norfolk and north Suffolk, we will continue to build new affordable homes.

During 2021/22 we completed 136 new homes: 111 have been let at affordable rent; 25 have been sold to shared owners, helping people get on the housing ladder at a cost they can afford; and 32 have been sold on the open market to generate surpluses that make the affordable provision financially viable for us.

Partnership working is extremely important to us. We collaborate with local authorities and locally based contractors, as well as Norfolk-based developers - helping them deliver their S.106 obligations to provide some affordable housing on their schemes.

Benefits from sustainability

In 2020, we worked with MORhomes to access lower cost funds to help us build

new homes. This process involved having our sustainability performance assessed by Ritterwald, the leading assessor of environmental, social, and governance (ESG) criteria in the housing sector. Ritterwald considered how we safeguard the environment (including our policies addressing climate change); how we manage our relationships (with employees, suppliers, tenants and the communities where we operate); and our organisation's leadership (audits, internal controls, and member engagement).

We were the first medium-sized housing association to receive Ritterwald's Certified Sustainable Housing Label. The label is awarded to organisations which can demonstrate full compliance, and this reflects our commitment over many years to environmental sustainability, social impact and good governance.

New corporate strategy

Over the last year the Board and leadership team have been reviewing our corporate strategy. Over a series of meetings and away days, we explored what was really important to us, what we needed to deliver for our enduring purpose, and to ensure that we are fulfilling our legal obligations as required by the Government.



Kate Dodsworth, Director of Consumer Regulation at the Regulator of Social Housing (RSH), meeting tenants

Our work on the corporate strategy is now complete, and this year the new design of Annual Review highlights the work being undertaken in each strand. The 2022-26 corporate strategy will be available after the Annual General Meeting in September 2022.

Independent East

In 2019 we were one of five local housing associations to come together in a new informal alliance, called Independent East. All the members (Broadland, Freebridge, Havebury, Orwell and Saffron) are based in Norfolk and Suffolk, and each has fewer than 10,000 homes. Although we differ in our history, size and strategic priorities, we are all committed to providing our tenants with the best services achievable and to make a wider social impact in our operating area, including reducing homelessness.

Independent East members are currently working together on a number of initiatives, including:

- benchmarking performance
- decarbonisation strategies
- HR projects
- learnings from Internal Audit
- tenant involvement initiatives

The partnership is based on openness and transparency.

Broadland were delighted, on behalf of Independent East, to host an important meeting between the Regulator of Social Housing and tenants from across the Eastern region. It was one of only three such meetings taking place in England. Our tenants gave their



Chief Executive Michael Newey and John Lee of the YMCA, with funds raised from a sponsored sleep out

feedback on the Social Housing White paper improvement measures, which all landlords will be measured against.

Listening and engaging

Emerging from lockdown last year, we took the opportunity to get out and start seeing our tenants in person again. Although some activities, such as Community Conversations, continued successfully online during lockdown, tenants kept feeding back to us that they wanted to see us in person.

We continue to implement the new tenant engagement policy, and have set up a successful Housing for Over 55's Panel (HOP). The HOP have elected a tenant chair and vice chair for this panel and have already put together their plan for the next year, covering what is important to them.

The first meetings for the local delivery panels are

taking place, looking at what is important to tenants in their communities. The Tenant Assurance Panel (TAP) is probably one of the most exciting and ambitious panels we have set up. Work will continue in 2022, working in partnership with our tenants to recruit and establish this panel.

A big thank you to everyone who has participated over the last year and held us to account and helped shape our future services.

Finally

We began this review acknowledging the challenges in our operating environment over the past two years, and it is likely that the new financial year will be just as challenging.

We are presented with tough economic conditions, with energy prices at an all-time high since the financial year end. Costs continue to rise, affecting our budgets and particularly the cost of maintenance materials.

We recognise that many of our tenants are finding their current financial circumstances difficult and we will continue to support those willing to engage with us in maintaining their tenancy. Broadland is ultimately about people, and about helping those who find it difficult to compete in the open market have a secure home.

As Chief Executive, I would like to thank the whole of the Broadland team – staff and board members – for their continued commitment and contribution over the last year. We would not be able to deliver our enduring purpose without them. The fact that we have continued to make a positive contribution to communities in Norfolk and north Suffolk is because of the dedication of many employees and non-executive directors.

Governance

Corporate Strategy - 12 strands



In November 2021, the Board reviewed our 12-month interim strategy. This had been adopted following the outbreak of Covid-19, when we suspended our 2019-2023 Corporate Strategy.

The Board decided not to reintroduce the 2019-23 Corporate Strategy but instead to review our progress against it, despite the pandemic. Our new Corporate Strategy 2022-2026, agreed by the Board in March, reflects post-Covid changes, the publication of the Social Housing White Paper and the reality that climate change is becoming an even more serious challenge.

The 2022-2026 strategy sets out our aims for the next four years. We will continue to review it to reflect changes in our operating environment, including any further pandemic restrictions needed to keep people safe.

Executive team - who does what?

Michael Newey

Group Chief Executive -
Corporate Services



- Strategy
- Governance
- External affairs
- Executive services
- Human resources
- Corporate communications

Louise Archer

Executive Asset
Director - Asset
Management



- Planned maintenance works
- Fire, health & safety compliance
- Property surveys
- Facilities management
- Business IT

Iain Grieve

Executive Finance
Director - Central
Services



- Finance risk and assurance
- Digital services
- Procurement and tenders

Andrew Savage

Executive Development
Director - Development



- Planning and design of new homes
- Development of new homes
- Delivery of new homes
- Home sales
- Shared ownership

Catherine Little

Executive Housing
Director - Housing



- Housing
- Customer Services
- Tenancy Support
- Rent collection
- Tenant participation + tenant communications

Catherine Little & Louise Archer

- Local Delivery Teams

- Neighbourhood management
- Routine and emergency repairs
- Cleaning services
- Estate services

IDA

The Regulator of Social Housing (RSH) carries out IDAs (In Depth Assessments) of housing associations, usually every three years, to look at their governance and viability. We are very pleased that Broadland has retained its IDA G1 rating for governance and V2 rating for viability. This shows that we are meeting regulatory expectations and have sound foundations we can build on to continue improving our services and meet the challenges ahead.

Member events

We have been working to improve our membership offering, providing more opportunities for our Members to meet and engage with our staff and Board members. Member events had to be held virtually during the pandemic, but as restrictions are being lifted, we are trying to offer hybrid events so as many of our Members as possible can attend. Since May 2021, our exclusive Member events have covered our approach to sustainability, fire safety and our journey through the pandemic.

New Board members

We were pleased to welcome three new non-executive directors to the Broadland Board in March 2022: Joanna Ballman, Steve Dickinson and Moreen Pascal. The new Board members ensure our Board has the appropriate blend of skills, behaviours and backgrounds to reflect our core values and strategic ambitions. Joanna, Steve and Moreen will be formally appointed at our AGM in September 2022.



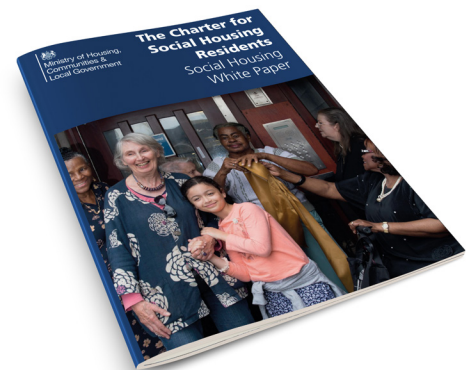
Members' event with CEO Michael Newey (centre)

Code of Governance

We adopted the National Housing Federation (NHF)'s revised Code of Governance in 2021. Our action plan, monitored by our Board, identifies gaps in compliance and the actions we need to take. We will assess our compliance with the code annually and publish a 'comply or explain' statement in our Financial Statements.

Social Housing White Paper

The White Paper sets out what social housing tenants should expect from their landlord. Our leadership group has put together a plan which shows where we already meet the requirements of the White Paper and where action is needed. The plan is monitored by both the leadership group and Broadland's Board.



New Board members: Joanna Ballman, Steve Dickinson and Moreen Pascal

Responsive repairs

Due to the impact of the pandemic, we had a backlog of repairs from earlier in the year. In addition, many of our repairs operatives were taken ill and we had to rearrange appointments. We are still working our way through the repairs backlog, with revised timescales as agreed with our tenants. Once we have cleared the backlog, we will revert back to our original repairs timescales.



Number of repairs reported

19,521



Number of completed repairs

17,761



Repairs completed at first visit

91%



Repairs completed within timescale

89%

Working with tenants to improve services

Tenants Online

Last year we made some enhancements to our online portal, Tenants Online, which will allow tenants to schedule their own repairs. A focus group of tenants then tested the upgrade for us, and as a result we have made further enhancements to the platform.

Tenant survey

We also invited tenants to complete a survey about our repairs and appointments service, to find out what is most important to them. We used a specialist research company to undertake the survey, which was carried out online or via a telephone call.

A wide demographic of tenants responded:

- Overall, tenants were happy with our repairs service
- 2 out of 3 had had a repair completed in the last 12 months, and of these, 72% were happy with the outcome
- There was a 50-50 split between tenants wanting to book specific days/times for appointments and those who want the repair completed as soon as possible.

“What matters most about your repair?”

1. Quality of the repair
2. Communication about the repair
3. Punctuality of service

We will use these insights in the review and investigate ways we can incorporate them into the repairs service.

Asset management



Bathrooms

46



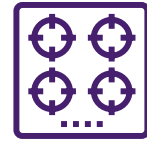
Heating and hot water systems

198



Communal heating upgrades

7



Kitchens

216



Doors

313



Fire doors

112



Windows*

186



Electric re-wires

18



Electrical upgrades

220



Roofs

35



Aids and adaptations

158



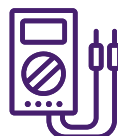
External decoration

218



Gas servicing

3,565



Electrical testing

1,495



Fire risk assessments

122



Smoke and carbon monoxide detector upgrades

207

*Number of windows relates to the number of new homes that received new windows, not the number of individual windows

Environmental responsibilities

Our carbon footprint



88%

Broadland homes rated EPC* C or above



214

additional homes now rated C or above



3%

increase since 2020/21

*energy performance certificate

Our carbon footprint for 2020/21 was calculated based on carbon generated from communal heating and lighting, waste, business mileage and commuter mileage. We are currently working on the same figures for 2021/2022. We have a corporate project that will look at setting targets for reducing our carbon footprint.

'Gold' for sustainability

We have maintained our SHIFT Gold Standard accreditation. SHIFT is the housing sector's sustainability standard, which assesses how 'green' an organisation is, against challenging environmental targets, including CO2 emissions, water use, landfill waste and response to climate change risks.

Sustainable bonds issued

In 2021 we were able to raise funding to develop new affordable homes by issuing £15 million of sustainable bonds. Working with MORhomes, a borrowing mechanism for the UK social housing sector, we had to demonstrate that we are a sustainable business and fulfil certain environmental, social and governance (ESG) criteria.

Sustainable Housing Label

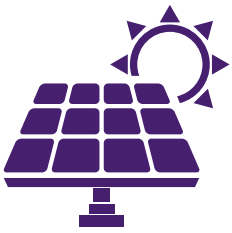
We were delighted to receive the Sustainable Housing Label from international consultants Ritterwald in January. This accreditation looks at more than 40 ESG criteria aligned to the Sustainability Reporting Standard for Social Housing.

The accreditation process scrutinises sustainability across the operations of an organisation. We are the first medium-sized housing association to receive the Sustainable Housing Label, which ESG investors increasingly look for.



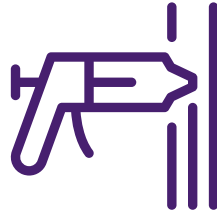
RITTERWALD
CONSULTING

Environmental upgrades



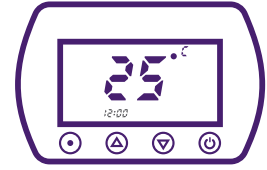
16

Homes fitted with solar PV panels



290

Cavity wall insulation top ups



106

Smart thermostat installations (Switchee)

Energy-efficiency projects

Burston Close, Bristol

Solar PV panels, air source heat pumps and battery back-up solutions have been installed to bring the homes from an energy performance rating of 'D' to a 'B'

Sorrel and Campion House, Norwich

Upgrading and improving the heating and hot water distribution pipework from the biomass boiler. This is a complex project, which has now past the halfway mark spanning 6 years with an estimated £4 million investment.

Switchee smart thermostats

Roll-out continues across suitable homes, to help tenants understand their energy consumption and change behaviours that lead to high energy usage.

The Switchee devices also help us to:

- remotely test boilers for faults and carry out repairs proactively
- identify high moisture levels that could result in damp and mouldy conditions so we can intervene at an early stage to prevent deterioration.



Switchee helps tenants understand how they are using energy in the home

Frontline housing management



482 Total number of homes allocated



General needs re-lets

222



Homeless households housed

163



Supported re-lets

29



Average total re-let time (days)

39

Antisocial behaviour



Number of ASB cases opened

226

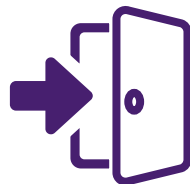
In 2021 we updated our Antisocial Behaviour (ASB) policy. We took on board feedback from tenant/ staff surveys and a dedicated ASB workshop. As a result, we have tightened up some of our processes, including how we monitor cases and communicate with tenants about their case.

Arrears



Arrears increased by

£57,320
(0.07%)



Evictions carried out

7 (3 for arrears
and 4 for ASB)

There was a slight increase in arrears last year but it is our policy not to refuse nominations for housing on the grounds of affordability alone. Evictions for arrears cover 2 years because of the ban on evictions during the Covid pandemic.

Complaints

Since the Housing Ombudsman's complaint handling code was introduced last year, we have continued to review our processes for handling tenants' complaints. This has provided opportunities for us to further improve in this area. We want to show our tenants that their complaints can help us learn and provide a better service to them. See page 22 for our learning from complaints.



Stage 1

175



Stage 2

15



Homelessness

The Covid-19 pandemic highlighted issues around homelessness, and there was a temporary ban on evictions. Our Homes for Cathy commitments and Corporate Strategy meant we could respond quickly to 'Everybody In', the Government's Covid-19 homelessness campaign.

Through our strong partnerships with local authorities, charities and other housing providers, we pulled together to provide homes targeted at people experiencing homelessness.

Our Homes for Cathy regional seminars helped to shape the debate on homelessness in our region. Guest speakers focused on issues around tenancy sustainment, Housing First and migrant homelessness.

There is now a 'can do' culture across Broadland, where staff take the initiative to help prevent and tackle homelessness, and set up people to succeed.

Action on local homelessness

For people who did not have a home, we have provided:



23 new homes



7 remodelled homes

Housing First

With YMCA Norfolk, Broadland successfully bid for Housing First funding for homeless young people in Norfolk. The project is the first of its kind in East Anglia. It will provide young people with homes as well as a support package to help them succeed in their tenancies and get their lives back on track. In March a group of Broadland staff slept out to raise funds for the project, raising more than £2,600.

Lakenfields

We worked in partnership with Norwich City Council to provide 6 new affordable homes at Lakenfields in Norwich for people experiencing homelessness.

The modular 1-bedroom, 2-person flats were built within three days in a former car park at Webster Court.



Sustaining tenancies

Our Tenancy Support (TS) team have recorded some significant results in the last year, despite the challenges of the pandemic:



452

individual
Covid-19
requests met



4%

more referrals to
Employment &
Training Coach
(total 81)



10%

more tenants
secured training
or work



27%

more referrals
to Tenancy Support
Coordinator
(total 322)



1,002*

total number
of tenants
supported

(*not counting the numerous one-offs calls the team responds to)

Tenancy Support intervention led to:

- 13% more annual benefit payments awarded (£325,020)
- 19% more household grants awarded (£35,453)
- 46% increase in amount of reduced rent arrears (£79,069)
- 32% more one-off benefit payments awarded (£91,677)
- 85% of TS referrals remain Broadland tenants 12 months later
- 87.5% of TS referrals not in rent arrears 12 months after their case is closed

Tenancy skills training

In January 2022, Independent East announced a partnership with Your Own Place to deliver their successful TILS+ (tenancy and independent living skills) workshops to Broadland, Freebridge, Orwell and Saffron housing association tenants.

The TILS+ workshops cover housing options, money, debt, personal safety, landlord/tenant responsibilities, digital skills, support/community networks, self-care and wellbeing. The sessions are fun and interactive, and build on tenants' existing skills to increase their confidence.

Life-changing support

“Our Tenancy Support officer has supported me and my family to get the right benefits, guiding us through and helping us fill out the relevant forms and paperwork. Personally, during periods of ill mental health, the support they offered has been invaluable. Broadland Housing’s tenancy support services have truly been life-changing for us throughout the last 12 months. Thank you.” Broadland tenant

Development



Number of homes completed 2021/22

136



Number of homes under construction to June 2022 (in open market)

198

2021-22 completions

111

Affordable rent freehold

25

Shared ownership

**Total
136**

Pipeline (not including open market)



2022/23 **150**

2023/24 **150**

2024/25 **150**

Canary Quay nearly finished

Our major development at Canary Quay, Norwich, is now in its final phase. Phase 4 comprises 101 x 1- and 2-bedroom apartments across two blocks, Ardea and Hathor. In total Canary Quay will provide 323 mixed-tenure homes on a former industrial site on the city riverside.

In October we hosted an official naming ceremony for the first two phases of Canary Quay, completed in 2020-21. The two apartment blocks, Patricia Hollis House and Richard Hawthorn House, are named after our former Chair and one of our tenant board members. The celebrations had been delayed because of the Covid pandemic.



Great Hockham

The first of 18 new homes at Wretham Road, Great Hockham, are scheduled for completion in autumn 2022. The remainder will be available from spring 2023. The scheme includes 8 affordable rent homes, prioritised for people with a local connection who are in housing need. There will also be 2 homes for shared ownership and 8 new open market homes.



Work underway

Work is underway to expand our Gypsy, Roma & Traveller site at Swanton Road, to create 13 additional pitches and a new day room for tenants. We have also started work on site to build 7 affordable rent homes at Ketts Hill (with Norwich City Council) and 18 homes at Great Yarmouth, in partnership with the council.



Consulting with residents

The Covid lockdowns challenged how we consult residents about new developments in their local area. We have continued to offer them the option to view and give feedback on our proposals via our website. Pre-planning online consultations were hosted for Salthouse, Great Yarmouth and Ketts Hill (Norwich). Our recent West Beckham consultation included both an in-person event and an online option.

At Edgefield, we consulted with residents a year after they had moved in. At an evening outdoor event, residents fed back their 'lived in' experience to architects, planners and project managers. This information will help us improve the design of future developments.



Chris Stammers, Ingleton Wood, consulting on design



Architectural drawing of proposed new homes at Ketts Hill, Norwich

Shared ownership

Shared ownership is increasingly popular choice for affordable housing, where the individual buys an initial share of a home (25%–75% of the current open market value) using a mortgage or savings. They then pay a reduced rent on the remaining share. This year we provided a range of attractive new shared ownership homes in the region.



Pott Row, King's Lynn



Hempnall

Involving residents

New resident involvement policy

Our Board approved a new resident involvement policy and procedure in July 2021. This new, ambitious policy will see the consolidation of the work we have been doing with our tenants over the last few years.

The Tenant Action Group and Homes Panel have been instrumental in helping us listen to our tenants' opinions and giving us feedback on our services. However, we want to expand our offering in a more geographical way, and provide ways to engage on a more local level.

As restrictions started to lift last summer, we held a number of events where we could finally get out and about again, meeting and talking with our tenants. We had over 190 tenants come along to events in Norwich, Gorleston, King's Lynn, Dereham and Aylsham.



HOUSING FOR OVER 55s PANEL (HOP)

As part of our new resident involvement policy, we have started up a new panel for tenants who live at any of our over 55s schemes or sheltered schemes. At the first meeting, the group identified the areas of business they wanted to look at and what was important to them. So far the panel has voted on a tenant Chair and Vice Chair and reviewed our draft pets policy.



Housing for older persons (HOP)

WHAT MATTERS MOST ...?
Top priorities identified by your 'HOP' panel members

- ENVIRONMENT**
 - Peaceful surroundings
 - Different housing types - what are they?
 - Garden & facilities
 - Communal rooms
 - Facilities to suit needs
 - Lighting at night
 - Accessibility of our home
- SAFETY**
 - Personal
 - Home
 - Buildings
 - Community
- LONELINESS & SUPPORT**
 - No one left in isolation without support
 - Support for the more vulnerable
 - Opportunity to socialise
- NEIGHBOURHOOD & OUR COMMUNITY**
 - Comfort & friendship
 - Creating a sense of community involvement
 - Acceptable behaviour
 - Good neighbours
 - Feeling valued
- EXTERNAL**
 - Handyman service
 - Public transport
- YOUR LANDLORD**
 - Who to contact to solve problems?
 - Repairs priorities
 - Anti Social Behaviour
 - Trust in landlord
 - Easy contact & access
 - Home to be proud of
 - 'You said, we did'
 - Informed about changes affecting our lives
 - Listened to and action taken
 - Feeling valued as a tenant

"OLD BUT NOT FORGOTTEN!"

Community Conversations

Our Community Conversations over the last year have continued online. These events are an invaluable source of feedback from tenants. Following their input, we have involved tenants in tendering for new replacement front doors and how we address fly tipping. As a result we have replaced gates to some bin stores, installed CCTV on some of our schemes, and reviewed and amended the process for how staff report fly tipping.

We have also made it easier for tenants to find their neighbourhood officer on our website.

Together with tenants

We have worked with a group of our tenants to put together Broadland's charter and action plan for the National Housing Federation's Together with Tenants charter.

After consulting with them, we have agreed an action plan and tenants have been monitoring the outcomes of the plan virtually over the last year.

Tenant Action Group and Homes Panel

Work has continued throughout lockdown with both the Tenant Action Group and the Homes Panel. Nearly all meetings over the last year were done virtually, but we held the final meeting of the Tenant Action Group in person last November.

Over the last year the two panels have been able to review and get information on our services. They have looked at a wide range of areas, including health and safety, fire safety, tenancy support, rents, service charges, complaints self-assessment, asset management and the new tenant engagement strategy.

Meeting the new Regulator

We were delighted to host the new Director of Consumer Regulation, Kate Dodsworth, from the Regulator of Social Housing, and Placeshapers, on behalf of housing providers for the East of England. Over 40 tenants attended and discussed the new Social Housing White Paper and what it means for them. This meeting, one of three held across England, was part of the consultation on tenant satisfaction measures.



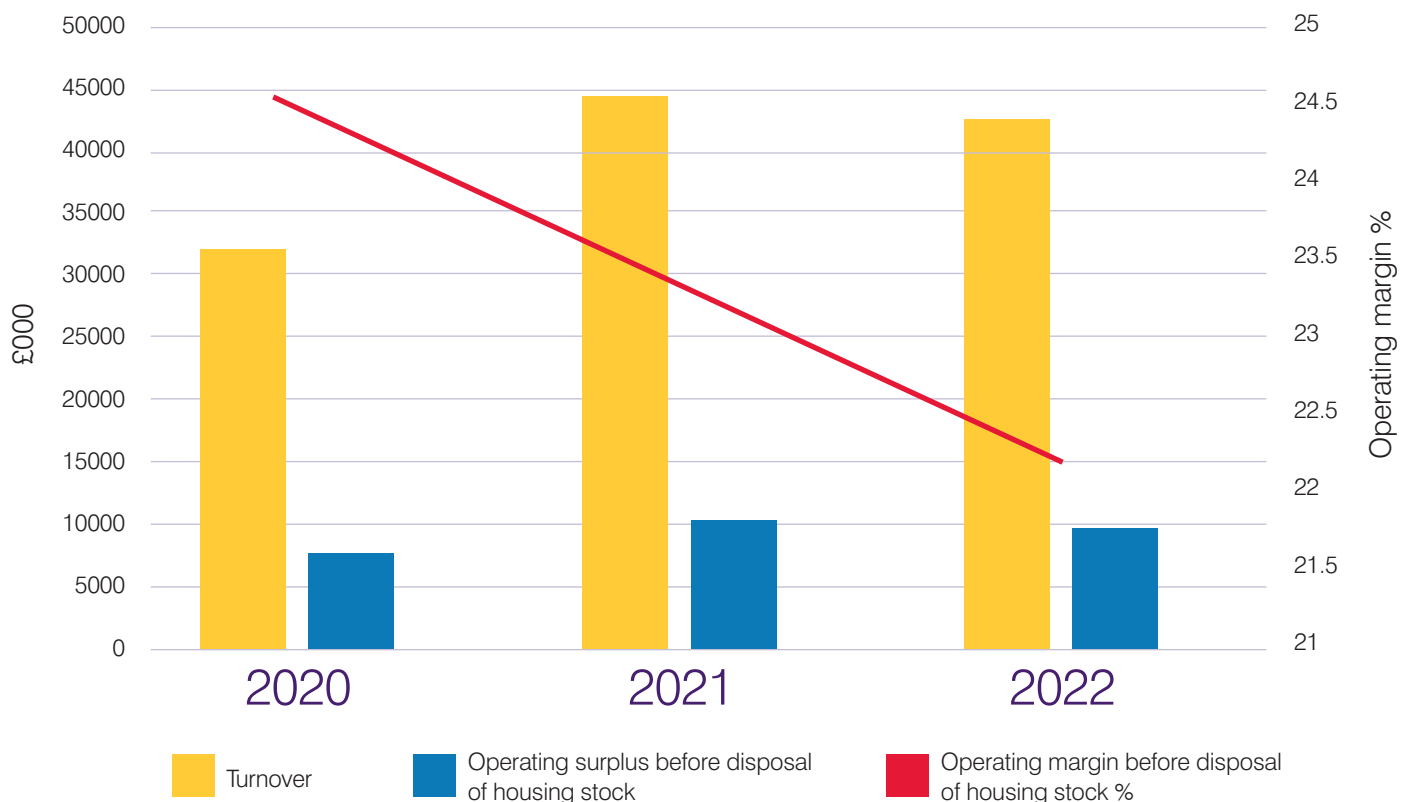
Tenants discussing the Social Housing White Paper

Financial resources

Extract from consolidated statement of comprehensive income

	2020 £'000	2021 £'000	2022 £'000
Total turnover	32,452	44,340	42,768
Operating surplus before disposal of housing stock	7,950	10,332	9,493
Net interest & other charges	6,089	6,092	6,001
Surplus before tax	2,235	4,435	3,706
Operating margin before disposal of housing stock %	24.5	23.3	22.2

Turnover, operating surplus and operating margin trend



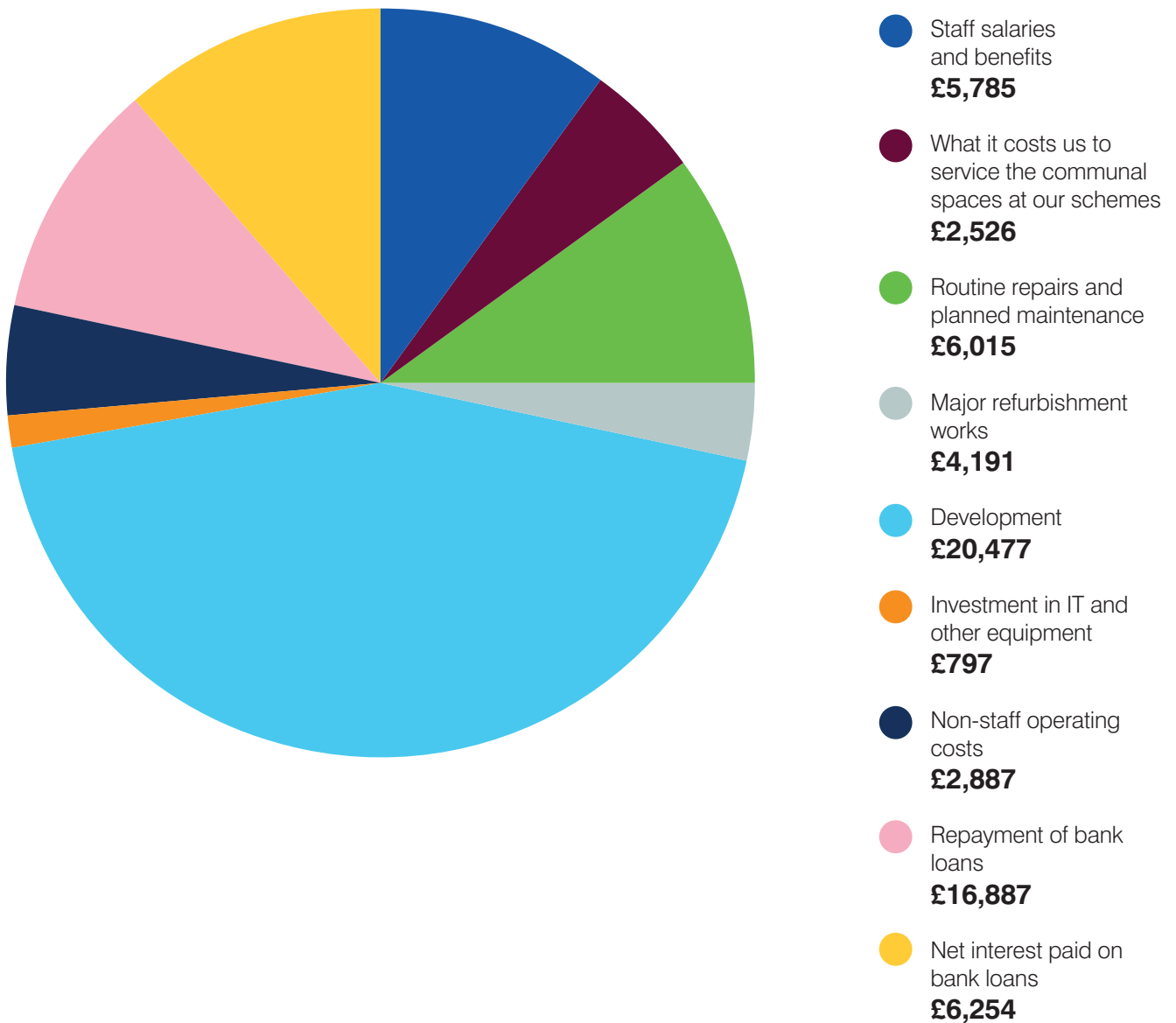
Broadland's group turnover reduced by c£2m because, despite an increase in our rental income in line with the current rent regime, we did not have as many open market sale homes available to sell in the year.

Broadland St Benedicts, our market sale development arm, sold a total of 32 homes compared to a budget of 27 homes, generating sales receipts of c£8.6m and a net profit of c£1.25m which will be gifted to Broadland Housing Association to support the delivery of new affordable homes. Within Broadland Housing Association, we completed 39 first tranche shared ownership sales, generating a surplus of c£1.0m. This exceptional sales performance is testament to the quality of the homes that we are developing and the strong demand for new homes in the region.

Our operating surplus before disposals fell by c£0.8m. This was predominantly as a result of additional investment required to undertake 'catch-up' works following Covid-19 restrictions being lifted and a £0.7m provision in the year end accounts, being our best estimate of a fine from the Health and Safety Executive (HSE) in respect of historic control weaknesses related to the prevention and reporting of Hand and Arm Vibration Syndrome (HAVS).

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

Broadland Housing Association expenditure 2021-22 (£'000)



Value for money

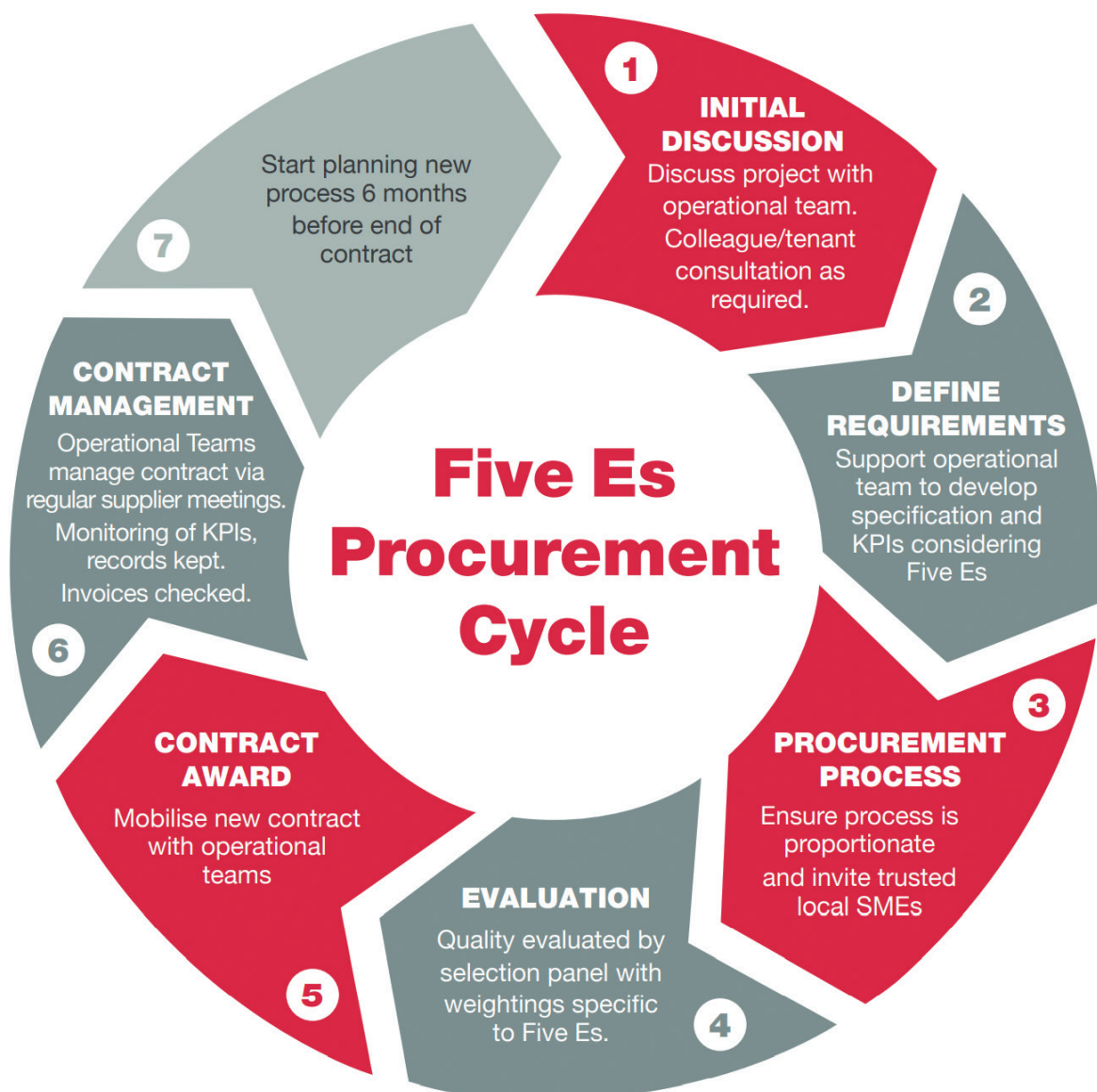
Broadland's new Corporate Strategy highlights the importance of achieving good value for money using the Five Es (Efficiency, Effectiveness, Environmental, Equity and Economy).

Our future tenders will use the Five Es as a framework to define our requirements and evaluate suppliers' submissions on how they propose to deliver them. The challenge is to keep the process as simple as possible for stakeholders and to consult them in the appropriate way.

Where possible we try to work with local SMEs and encourage suppliers to support the local area through their contracts. Apprenticeships, job opportunities and training schemes are a good way for suppliers to do this. We also have a social value fund that suppliers can contribute to.

We encourage our supply chain to work sustainably, seeking suppliers who share Broadland's focus on reducing carbon emissions and reducing the impact of their operations on the environment.

As a Living Wage employer since 2016, Broadland expects suppliers to pay the Living Wage and to uphold excellent standards in employment/working conditions and ensure that due diligence is carried out in their own supply chains.



People

Since the first lockdown we have tried to keep our staff and tenants safe at all times.

We ensured that our staff:

- were kept up to date with changes in Government guidelines and the implications for their roles (via a dedicated Microsoft Teams channel and videos from the CEO)
- knew how to reduce the risk to themselves and tenants from the virus while doing their jobs
- had the right equipment to do their job safely, and that all activities and offices had Covid-safe guidance to follow
- had regular online opportunities to interact informally and access our in-house Mental Health Champions. We recognised that supporting our employees' mental wellbeing was as important as protecting them from the virus

We continue to ensure that all our activities consider the risks from Covid and remain vigilant to the impact of the virus.

Independent East

In December Broadland joined with Freebridge Community Housing, Havebury Housing Partnership, Orwell Housing and Saffron Housing Trust to create Independent East. This

informal alliance of local housing associations allows us to share knowledge, experience and good practice, so we can deliver better services to our tenants and local communities. We also now form a collective lobbying voice for social housing in the region.

#Flourish

In March Broadland supported Independent East's #Flourish campaign. The campaign promotes equality, diversity and inclusion in our workplaces and communities through surveys, training and events. Each organisation has committed to scrutinise their internal processes to see how they could be improved.

Broadland has been running 'Challenge & Change', its own EDI event for staff, since 2015. The Challenge and Change programme includes talks and activities designed to challenge social and cultural preconceptions and encourage staff to review their attitudes and behaviour.

Best Companies













In May our staff voted us as 'outstanding' to work for in the annual Best Companies survey. As an employer, Broadland is now rated one of the top 10 UK housing associations.



Complaints

Summary of learning,
January 2021 to March 2022

Date	Learning	Outcome	Has the learning been implemented?	See key p23
January – June 2021	Improving communication about ASB and setting realistic expectations	There has been a decrease in formal complaints about ASB in the last 6 months.	Yes	
	Improving communication when we cannot complete repairs to the expected timescale.	There is a project looking at repairs and scheduling. The project team will consider formal complaints we have received as part of their scope to improving the service.	No	
	Improving how we deal with 'community complaints' by revising our Complaints Policy.	Our Complaints Policy has been updated and we are able to quickly recognise what is a community complaint. However, we need to do more work around how we record and update these.	Yes	
	Improving staff handling of complaints, especially how staff respond to and close complaints.	There is still room for improvement. The project team trained an additional 4 Senior Managers in December to respond to formal complaints, which will help us meet the timescales in the code.	Yes	
	Clarifying the timescale for paying compensation in our Compensation Policy.	The Compensation Policy has been updated and we have not received any further complaints.	Yes	
July – Nov 2021	Improving communication with tenants when repair appointments are cancelled or changed at short notice.	The project team will consider formal complaints we have received as part of their scope to improving the service.	No	
	Improving communication when we cannot complete repairs to the expected timescale.	The project team will consider formal complaints we have received as part of their scope to improving the service.	No	
	Improving the process for follow-on works to ensure staff are clear on what works are needed.	The project team will consider formal complaints we have received as part of their scope to improving the service.	No	
	Ensuring the Local Delivery Teams are more visible so tenants know who deals with issues in their neighbourhood.	We need to communicate to tenants about this. We have held resident involvement events so tenants can meet the teams.	Yes	
	Further training for staff to improve how we record information and log enquiries on our Customer Service system.	We remind all staff about the importance of logging all customer contact, including enquiries. We now report our performance on customer enquiries as part of Corporate Performance Report.	Yes	
	Addressing poor performance of the out-of-hours service at regular contract meetings.	We are investigating all complaints during contract meetings and holding the provider to account. The current service is under review as part of the contract ending this year.	Yes	
	More staff training to identify and deal with damp and mould.	We are in the process of identifying the right training course to meet our needs.	No	

Date	Learning	Outcome	Has the learning been implemented?	See key below
	Improving communication with the most frequently used repairs contractors through regular contract meetings.	These meetings are in place and have led to a reduction in complaints.	Yes	
Dec 2021 – March 2022	Improving communication with tenants when we carry out replacement works where they live.	We have improved internal communication between teams so information flows better to tenants.	Yes	
	Ensure out-of-hours service has contact information for all contractors outside office hours.	We have updated contact information for the out-of-hours service.	Yes	
	Considering how we manage tree safety where the tree is in a back garden and not in a communal area.	We have a plan in place to identify trees in individual gardens.	No, completion date is 31 March 2023, but no further complaints received.	
	Reminding out-of-hours service of the process to reset a fire alarm.	Complaint was raised and addressed at a contract meeting.	Yes	
	Providing refresher training to Customer Services and out-of-hours service on what to do when a tenant reports a gas leak.	Gas Manager and Team Leader will provide refresher training on the reporting process.	Yes	
	Updating Estates Services Risk Assessment on working near gas pipes.	We have reviewed the Risk Assessment.	Yes	
	Improving how we monitor ASB cases to ensure tenants receive a good service.	Line managers are monitoring for ASB every two months.	Yes	
	Reviewing parking policy and process.		To be completed by 30 June 2022	
	Reviewing how we deal with complex ASB cases.	Local Delivery Manager (ASB Lead) will review policy and procedures and discuss with Neighbourhood Officers.	Yes	
	More proactive on monitoring credits on rent accounts.	Income Team have put improvements in place.		
	Ensure staff are using the right software to share information with multiple tenants to ensure GDPR compliance.	Staff to use the correct software when sending multiple emails or texts.		



More complaints received



Further work or feedback needed



No repeat of complaint

Broadland Housing Group

NCFC, Carrow Road,
Norwich NR1 1HU

Customer Services

t: 0303 303 0003
e: enq@broadlandgroup.org

 @BroadlandHsg

 facebook.com/broadland/

 instagram.com/broadlandhousinggroup/

 linkedin.com/company/broadland-housing-group

www.broadlandgroup.org

