



Broadland Housing Association Organisational Strategy 2025 - 2029

The Broadland ENDURING PURPOSE

What do we exist to do?

Established in Norwich in 1963, our enduring purpose is **to help families and individuals who cannot afford housing in the open market access high-quality affordable homes** in Norfolk and North Suffolk. For the past 62 years, we have worked to fulfil that vision set by the Association's founding Board.

The Broadland VISION

What does our Enduring Purpose mean in 2025?

We aim to offer safe, affordable, quality homes in Norfolk and North Suffolk¹ for those most in need, including those facing homelessness.

The Broadland MISSION

What are we trying to achieve over the next four years?

- △ We will put residents living in affordable homes at the heart of what we do
- △ We will aim to create communities and homes fit for the future
- △ We will use our skills and knowledge to help end homelessness in Norfolk and North Suffolk.

- △ We will aim to be sustainable and efficient in everything we do.

The Broadland OBJECTIVES

How will we deliver the Broadland Mission?

- △ We will provide affordable homes for people in housing need in Norfolk and North Suffolk.
- △ We will work with our partners to help reduce homelessness in Norfolk and North Suffolk.
- △ We will invest in our residents' homes to ensure they are safe decent places to live.
- △ We will provide services that help residents to stay in their homes
- △ We will invest in our residents' homes to improve their energy efficiency and reduce their utility bills
- △ We will cut our carbon footprint to help the environment.
- △ We will make sure that residents are involved in making decisions about the future of the Association, their feedback is taken into account in managing their homes, and they receive prompt responses to any issues they raise.
- △ We will run the organisation effectively and efficiently, complying with any applicable regulations.

¹ Broadland owns properties in North Suffolk, but will only develop new

homes in Norfolk and the Waveney area of East Suffolk.

Broadland - BEHAVIOURS at the heart of our strategy

We are a “**values-driven**” organisation. Our values shape our behaviours and are at the heart of how we work with residents, employees, partners, and stakeholders.

Everyone in the Broadland Team, whether they are board members, Resident Panel Members, employees, or volunteers, is expected to work in line with our values. Members, previously described as shareholders, are expected to support these values and behaviours.

Openness

- △ We are open and transparent with our residents, regulators and stakeholders.

Responsible

- △ We use our resources efficiently to maximise the benefits for the community. We will never judge our success by the balance sheet, but the balance sheet needs to be sustainable for us to be successful.

Collaborative

- △ We work equally with our partners to reach our goals.

Fair

- △ We treat our residents and staff with fairness and impartiality, taking account of their circumstances and background.

Innovative

- △ We find innovative and creative solutions to benefit our residents and partners, learning from both successes and setbacks to achieve our goals.

Reliable

- △ We take responsibility for issues and fulfilling our obligations.

Trustworthy

- △ We act professionally and with integrity to earn the trust of our residents and stakeholders.

Competency

- △ We ensure that our team members (Board Members, employees and volunteers, including tenant volunteers) possess the necessary skills and experience to perform their roles effectively.

Being objective

- △ We use data effectively to shape our services, identify issues that require improvement and measure our performance.

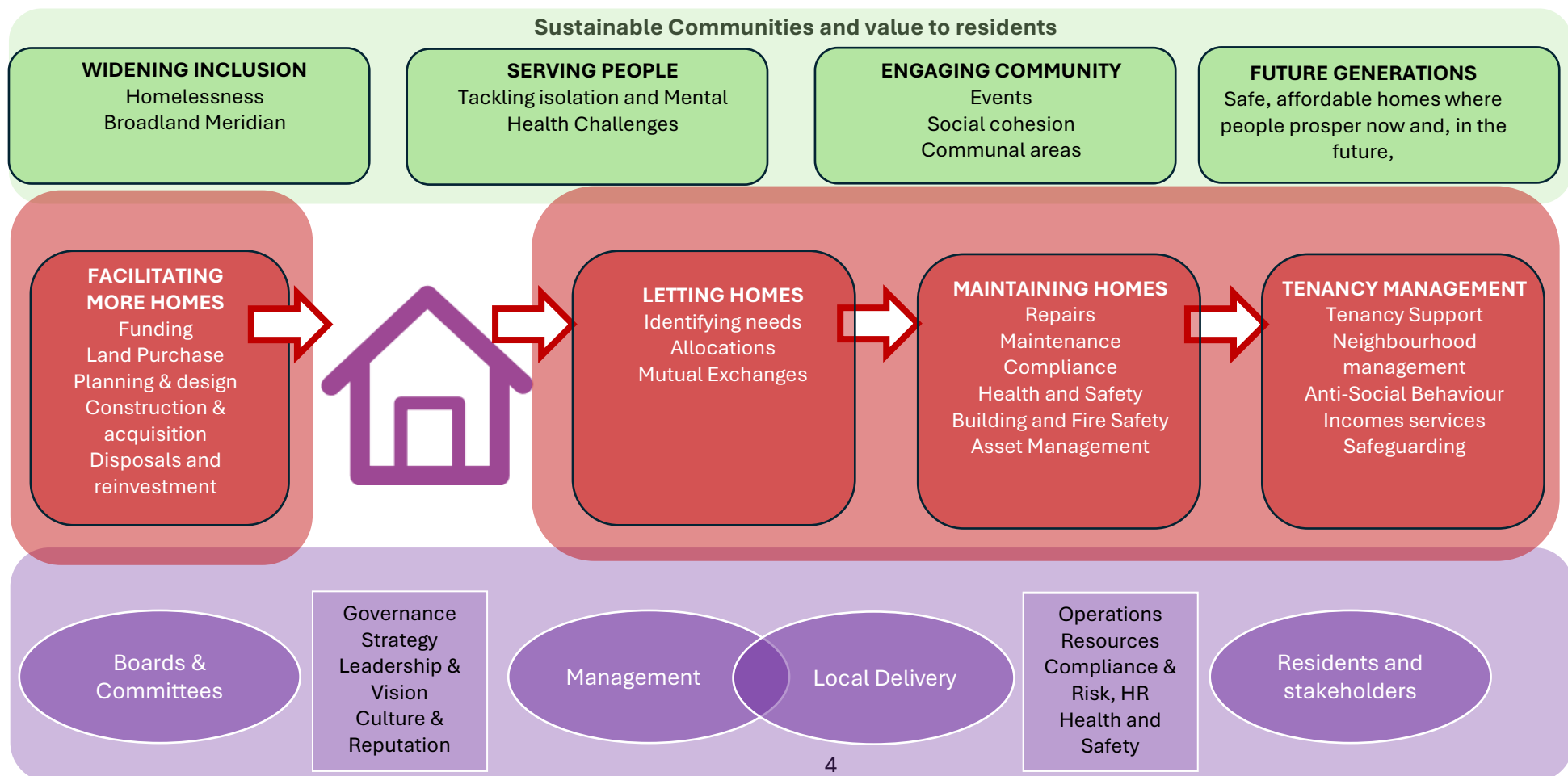
Being local

- △ We are a local organisation, close to our residents and their communities. In 2004, we committed to only building new homes in Norfolk and East Suffolk.

Broadland – The VALUE CHAIN that explains us.

We do more than own houses and flats—we aim to create homes and communities where people can thrive. Over the last six decades, we have built and bought over 5,700 properties, but adding these potential homes to our housing stock is only the start of our work. Our job is to make sure homes are well-maintained, tenants are supported, and communities are cared for. We listen to residents,

help them feel safe and secure, and work with local partners to tackle issues like homelessness and fuel poverty. We also invest in our staff and systems to keep improving our work. This joined-up approach—linking homes, people, and communities—is our Relationship Value Chain.



Unpacking Broadland's **WHOLE VALUE** Approach

Our strategy is guided by the principle of *Whole Value*, which considers not just what we deliver, but how we work with people and the wider impact we create. It ensures our actions contribute meaningfully to residents, communities, and society as a whole.

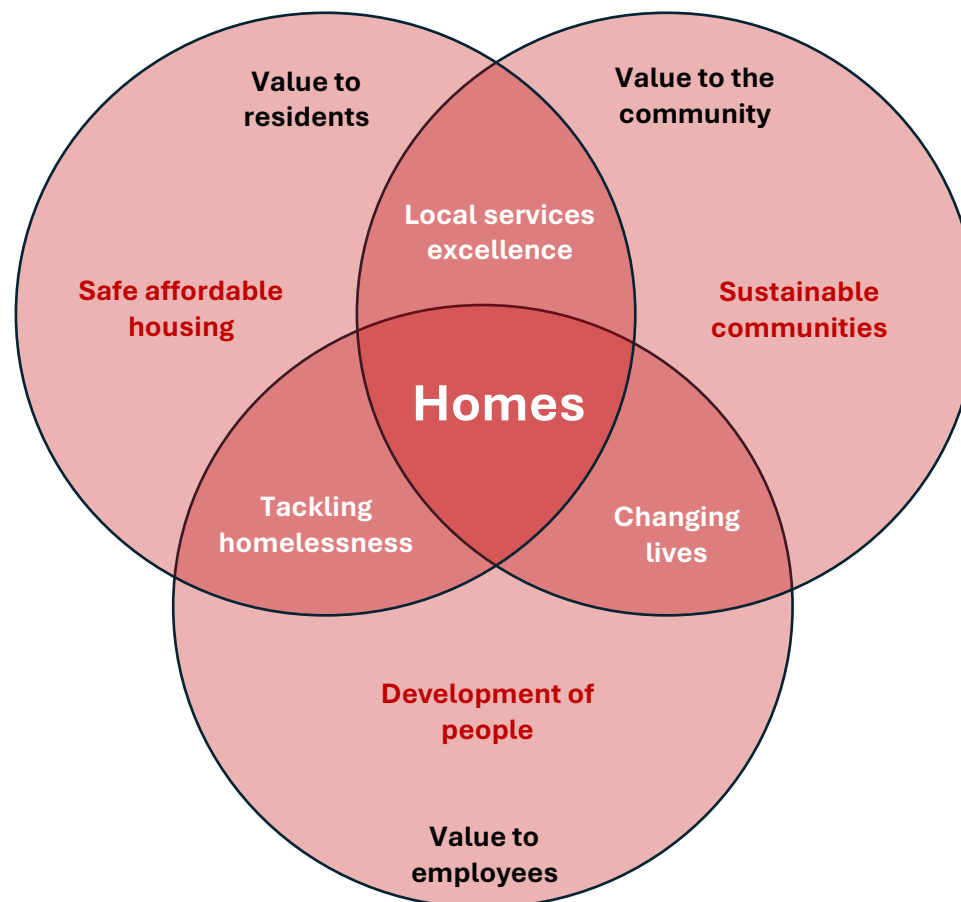
Our enduring social purpose is to provide affordable homes where tenants feel safe and happy with us as a landlord

Good property and tenancy management is core to how we work and who we are.

We go beyond providing safe homes to support tenants and help them sustain their tenancy,

Our reputation is for local services, commitment to ending homelessness and willingness to be innovative.

We committed to the long term and ensuring that Broadland can continue to serve communities for generations to come.



We offer more than housing: we are providing homes that change lives.

We build and own homes in communities people want to live in.

ESG² isn't just a regulatory duty, it is a moral responsibility.

Our enduring purpose gives meaning, and significance to daily work.

Our development of people builds long term commitment to the Association and our customers.

Our scale and area of operations builds a connected work culture where empathy is core to all we do.

² Environmental, Social and Governance

Broadland – Our PRIORITIES Matrix

Broadland's visual matrix outlines six core priorities, each backed by specific activities that guide operations and strategic planning. Each area includes targeted strands, from improving our repair service, energy efficiency and tackling damp and mould, to enhancing tenant scrutiny and engagement and

providing tenancy support. This visual approach ensures transparency, helps align resources with community needs, and reinforces Broadland's commitment to delivering safe, affordable, and inclusive housing within local communities.

Providing people with affordable homes	Looking after our tenants' homes	Helping people living in our homes	Empowering residents to shape Broadland	Ensuring the long-term viability of Broadland	Running Broadland efficiently and effectively
Responding to homelessness and housing needs	Promptly responding to reports of damp and mould	Supporting engaged tenants, whose tenancy is at risk, stay	Supporting proactive scrutiny by the Teant Assurance Panel	Complying with all applicable regulations	Having an effective governance structure to deliver our purpose
Ensuring our homes are affordable to live in	Providing a timely effective, responsive repair service	Supporting tenants to navigate benefits, debt and similar issues	Welcoming complaints and learning from them.	Reducing the carbon footprint of our operations	Proactively managing the <u>risks</u> we are exposed to
Building new energy-efficient, affordable homes	Ensuring all our homes meet the Decent Homes Standard	Investing in smart thermostats to help tenants in fuel poverty	Supporting and listening to resident panels and forums	Transitioning from leased to freehold occupation space	Learning from benchmarking to improve our services
Letting homes ready to live in to homeless people	Responding quickly to any health and safety issues	Undertaking our Out and About programme to learn from feedback	Learning from the Tenant Perception Survey results annually	Maintaining hybrid working for desk-based staff	Proactively engaging with Internal Audit to improve our services
Minimising the number of days homes are empty	Investing in our homes to ensure that they are energy efficient	Helping create sustainable communities	Ensuring that at least three tenants are BHA Board Members	Borrowing money appropriately to facilitate our activities	Recruiting and retaining high performing staff
Selling homes that we cannot make energy efficient		Working with partners to reduce homelessness		Managing our finances responsibly to facilitate our activities	Proactively using data analytics to improve our services
					Ensuring that BBS is fit for purpose to manage our activities
					Investigating the potential of Artificial Intelligence to improve services

Providing people with affordable homes – WHAT we aim to do

Responding to homelessness and housing needs	Working with partners to drive system improvements	Clear commitment to deliver against all the Homes for Cathy Commitments	Working with local authority partners on efficient housing allocations	Flexible allocation policies ensure applicants' circumstances and housing history are fairly considered, and nominations are not refused due to affordability, but support provided.	
Ensuring our homes are affordable to live in	Full compliance with the RSH's Rent Standard	All our homes will have a minimum EPC of C by 2030	Continued installation of Smart Thermostats prioritising those at risk of fuel poverty.	Development of deliverable plans to achieve Carbon Net Zero	Identification of grants to accelerate energy efficiency upgrades
Building new energy-efficient, affordable homes	Build more low-carbon rented and shared ownership homes in high-need communities.		Build open-market homes in Broadland St Benedict's to support the financial viability of new affordable homes		
Letting homes ready to live in to homeless people	Homes let to homeless and other people in adverse circumstances, such as prison leavers and survivors of domestic abuse, are ready to move into and make a home				
Minimising the number of days homes are empty	Prioritising void works to empty homes to minimise unoccupied days.				
Selling homes that we cannot make energy efficient	Disposal of up to 260 homes where an Energy Performance Rating of C is not financially achievable, when the property is empty		Residents of homes that are energy-inefficient and cannot be upgraded due to construction methods or high costs will have the option to move to a warmer home. No tenants will be relocated without their consent.		

Providing people with affordable homes – how we will MEASURE our strategic performance

Responding to homelessness and housing needs	Relet times by tenure and type	Homeless families or those at risk of homelessness housed	Compliance with RSH's Tenancy Standard
Ensuring our homes are affordable to live in	Current tenant arrears	Compliance with RSH's Rent Standard and local housing allowances	
Building new energy-efficient, affordable homes	Homes built in line with budgets	Minimum New Build Energy Performance Certificate of B	
Letting homes ready to live in to homeless people	Tenancy sustainment by people coming from a homeless background.		
Minimising the number of days homes are empty	Average days vacant by tenure and type	Number of terminations and abandonments per month	
Selling homes that we cannot make energy efficient	Reduction in number of homes with an Energy Performance Certificate below C		

Providing people with affordable homes – the VALUES sitting behind our priorities

Responding to homelessness and housing needs	Long-term homes where lives are built and families prosper	Affordable homes with stable tenancies where residents feel secure	Local presence and strong connection with tenants	Our groundbreaking commitment to Homes for Cathy	Willingness to take risks, innovate and engage creatively with problems to provide more than a roof
	Our shared commitment to purpose lived out and visible to the world	The moral imperative to be part of the solution to homelessness and house the un/badly housed	Homes needed by our communities	All treated with equal dignity, every housing need catered for and the excluded included	
Ensuring our homes are affordable to live in	Long-term homes where lives are built and families prosper	Affordable homes with stable tenancies where residents feel secure			
Building new energy-efficient, affordable homes	Attractive to funders	Homes that enrich lives	Homes needed by our communities	Well-designed communities people want to live in	Homes designed to be platforms people can achieve from
Letting homes ready to live in to homeless people	Our groundbreaking commitment to Homes for Cathy				
Minimising the number of days homes are empty	Our groundbreaking commitment to Homes for Cathy				
Selling homes that we cannot make energy efficient	Issues of fuel poverty in our homes tackled				

Looking after our tenants' homes – WHAT we aim to do

Identification of homes which are at risk of damp and mould and will prioritise works to address these problems	Promptly responding to reports of damp and mould	Establishment of a new dedicated Damp and Mould team comprising one surveyor and two multi-skilled operatives to enable prompt responses where damp is identified.		
Non-emergency reactive repairs should be completed at the first visit.	Providing a timely effective, responsive repair service	Plan and deliver a reduction in the timescales for the majority of repairs	Delivery of the Repairs Improvement and Scheduling Projects to improve productivity and efficiency	
Regular appropriate inspections of residents' homes to ensure that they are safe to live in,	Ensuring all our homes meet the Decent Homes Standard	Up to date stock condition surveys and informed planned investment in homes.		
Prioritisation of any repairs with health and safety implications.	Responding quickly to any health and safety issues	Compliance with appropriate safety tests including electrical, gas, fire, asbestos, water and lifts	Actively engage and support the Fire and Building Safety Panel, responding proactively to issues of concern	
Improve homes with poor energy efficiency unless there are exceptional circumstances relating to individual properties.	Investing in our homes to ensure that they are energy efficient	Continued installation of Smart Thermostats prioritising those at risk of fuel poverty.	Identification of grants to accelerate energy efficiency upgrades	Ensure that our homes meet the Government's Energy Efficiency and decarbonisation requirements.

Looking after our tenants' homes – how we will MEASURE our strategic performance

	Promptly responding to reports of damp and mould	Compliance with Awaab's Law (Social Housing (Regulation) Act 2023)		
Achieve 95% of our non-emergency reactive repairs should being completed at the first visit	Providing a timely effective, responsive repair service	Plan and deliver a reduction in the timescales for the majority of repairs to 28 days by 2028.	Repairs within approved timescales	Repairs completed at first visits
Compliance with the Decent Homes Standard	Ensuring all our homes meet the Decent Homes Standard	Delivery of component replacement programme in line with budget.	Proportion of homes with a valid Stock Condition Survey	
Compliance with Health and Safety legislation (Exception reporting)	Responding quickly to any health and safety issues	Compliance with the Building Safety Act (Exception reporting)	Compliance with the RSH's Safety and Quality Standard (Tenant Management Information Measures ³)	
.Number of homes of homes with an Energy Performance Certificate below C.	Investing in our homes to ensure that they are energy efficient	Ensure that the minimum EPC of homes is C by 2030, unless there are exceptional circumstances relating to individual properties		

³ Gas, Fire, Asbestos, Water and Lifts (proportion of homes that comply)

Looking after our tenants' homes – the VALUES sitting behind our priorities

Tenants listened to and their concerns genuinely heard	Promptly responding to reports of damp and mould	Repair and maintenance of homes first time	A trusted service provider with reliable delivery that exceeds expectations	Pride in providing resident-focused services	Work practices that pursue excellence to be fit to deliver our enduring purpose
Repair and maintenance of homes first time	Providing a timely effective, responsive repair service	Local presence and strong connection with tenants	A trusted service provider with reliable delivery that exceeds expectations	Pride in providing resident-focused services	
Long-term homes where lives are built and families prosper	Ensuring all our homes meet the Decent Homes Standard	Homes that enrich lives	Work practices that pursue excellence to be fit to deliver our enduring purpose.	Issues of fuel poverty in our homes tackled	Improvements to our homes and the lives of our residents is an ongoing aspiration
Residents listened to and their concerns genuinely heard	Responding quickly to any health and safety issues	Repair and maintenance of homes first time	A safe and secure living environment (ASB)	A trusted service provider with reliable delivery that exceeds expectations	Pride in providing resident-focused services
Long-term homes where lives are built and families prosper	Investing in our homes to ensure that they are energy efficient	Attractive to funders	Work practices that pursue excellence to be fit to deliver our enduring purpose.	Issues of fuel poverty in our homes tackled	Improvements to our homes and the lives of our residents is an ongoing aspiration

Helping people living in our homes – WHAT we aim to do

Support tenants with arrears who engage with us to reduce the possibility of their eviction	Supporting engaged tenants, whose tenancy is at risk, stay	Respond to domestic abuse effectively, prioritising the safety and housing of survivors			
Support tenants who are at risk of losing their homes by engaging with them to minimise failed tenancies		Supporting tenants to navigate benefits, debt and similar issues	We will not refuse nominations of potential tenants on the grounds of affordability, but will provide support for those who need it		
Continued rollout of Smart Thermostats in resident homes, prioritising homes where residents are more likely to experience fuel poverty			Investing in smart thermostats to help tenants in fuel poverty		
	Undertaking our Out and About programme to learn from feedback			Continue “Out and About” visits to schemes, prioritising those with below-average satisfaction, so we can understand and respond to the reasons behind dissatisfaction	
Support the establishment of independent scheme and neighbourhood resident associations		Helping create sustainable communities		Responding proactively to reports of Anti-Social Behaviour	Build more low-carbon rented and shared ownership homes in high-need communities
Lobby for policy changes locally and nationally to reduce the likelihood of homelessness			Working with partners to reduce homelessness	Active commitment to Homes for Cathy, the national lobbying body for housing associations	

Helping people living in our homes – how we will MEASURE our strategic performance

Minimum number of evictions for arrears.	Supporting engaged tenants, whose tenancy is at risk, stay	
Cumulative value of additional income for tenants through tenancy support.	Supporting tenants to navigate benefits, debt and similar issues	Number of households provided with support by the Tenancy Support Team.
Cumulative number of homes with Smart Thermostats	Investing in smart thermostats to help tenants in fuel poverty	
	Undertaking our Out and About programme to learn from feedback	Cumulative number of schemes with tenant satisfaction below 50% visited in the financial year
Number of ASB cases opened per month per 1000 homes	Helping create sustainable communities	Social value fund
	Working with partners to reduce homelessness	Qualitative summary of activities by quarter

Helping people living in our homes – the VALUES sitting behind our priorities

Long-term homes where lives are built and families prosper	Affordable homes with stable tenancies where residents feel secure	Supporting engaged tenants, whose tenancy is at risk, stay	Tenants listened to and their concerns genuinely heard	Our ground breaking commitment to Homes for Cathy	Pride in providing resident-focused services
All treated with equal dignity, every housing need catered for and the excluded included			Our shared commitment to purpose lived out and visible to the world		
Long-term homes where lives are built and families prosper	Local presence and strong connection with tenants	Supporting tenants to navigate benefits, debt and similar issues	Pride in providing resident-focused services	All treated with equal dignity, every housing need catered for and the excluded included	
Pride in providing resident-focused services		Investing in smart thermostats to help tenants in fuel poverty	Doing the right thing when it comes to our homes and the planet	Affordable homes with stable tenancies where residents feel secure	
Tenants listened to and their concerns genuinely heard		Undertaking our Out and About programme to learn from feedback	Local presence and strong connection with tenants		
Long-term homes where lives are built and families prosper	Tenants listened to and their concerns genuinely heard	Helping create sustainable communities	A safe and secure living environment (ASB)	Homes that enrich lives	Reputation as independent provider of quality sustainable homes
Doing the right thing when it comes to our homes and the planet			Well designed communities people want to live in		
Local presence and strong connection with tenants	Our groundbreaking commitment to Homes for Cathy	Working with partners to reduce homelessness	The moral imperative to be part of the solution to homelessness and house the un/badly housed		

Empowering residents to shape Broadland – WHAT we aim to do

Support effective resident scrutiny that meets the expectations of the Regulator of Social Housing by resourcing an independent Tenant Assurance Panel (TAP) and supporting any reviews the Panel instigates.		Supporting proactive scrutiny by the Tenant Assurance Panel	Implementing TAP recommendations following reviews where feasible.
Respond promptly, efficiently, fairly and without any defensiveness to any complaints our residents raise with us,		Welcoming complaints and learning from them.	Compliance with the Housing Ombudsman's Complaint Handling Code
Support and listen to our residents in shaping our services by supporting and, when appropriate, facilitating resident groups including the Housing for Older People's Panel, the Digital Panel, the Fire and Building Safety Panel, Community Inspectors and Mystery Shopping by residents.		Supporting and listening to resident panels and forums	Support the establishment of new and more independent scheme and neighbourhood resident associations
	Undertake and respond to the results of the Annual Tenant Perception Survey	Learning from the Tenant Perception Survey results annually	Annual action plan in response to the Tenant Perception Survey
Continue having three residents on the Broadland Housing Association board as equal non-executive directors.		Ensuring that at least three tenants are BHA Board Members	

Empowering residents to shape Broadland – how we will MEASURE our strategic performance

		Number of TAP recommendations to the Board implemented	Supporting proactive scrutiny by the Tenant Assurance Panel		
Number of complaints at Stage 1 and Stage 2 received per 1000 homes	Compliance with the Housing Ombudsman's Complaint Handling Code		Welcoming complaints and learning from them.	Relationship between the number of customer enquiries and number of complaints per 1000 homes per month.	Formal annual review of learnings from complaints and implementing changes as a result.
		Performance against the Resident Engagement Plan	Supporting and listening to resident panels and forums	Number of active panels & Forums meeting quarterly	
	Delivery of approved annual action plans following the Tenant Perception Survey.		Learning from the Tenant Perception Survey results annually		
			Ensuring that at least three tenants are BHA Board Members	Number of residents who are also BHA Board members.	

Empowering residents to shape Broadland – the VALUES sitting behind our priorities

	All treated with equal dignity, every housing need catered for and the excluded included	Tenants listened to and their concerns genuinely heard	Supporting proactive scrutiny by the Tenant Assurance Panel	Tenants listened to and involved in decisions affecting their future	Sustainable mechanism for tenant scrutiny
	Tenants listened to and their concerns genuinely heard	Pride in providing resident-focused services	Welcoming complaints and learning from them.	All treated with equal dignity, every housing need catered for and the excluded included	
	Tenants listened to and their concerns genuinely heard	All treated with equal dignity, every housing need catered for and the excluded included	Supporting and listening to resident panels and forums	Tenants listened to and involved in decisions affecting their future	
		Tenants listened to and their concerns genuinely heard	Learning from the Tenant Perception Survey results annually		
		Tenants listened to and involved in decisions affecting their future	Ensuring that at least three tenants are BHA Board Members	Tenants listened to and their concerns genuinely heard	

Ensuring the long-term viability of Broadland – WHAT we aim to do

We will publish annually our compliance with the Sustainability Reporting Standard for Social Housing which includes reporting on: Affordability, Carbon emissions and Energy efficiency; Safety; Equality, Diversity and Inclusion; and Resident Voice.		Complying with all applicable regulations	Compliance with all the Regulator of Social Housing's standards.
Improve our environmental sustainability by taking steps to reduce our operational carbon footprint	Work with suppliers who prioritise sustainability and aim to reduce the carbon footprint of their operations.	Reducing the carbon footprint of our operations	Start moving our commercial fleet to electric vehicles
	We aim to secure freehold rather than leasehold operational space, where we have control of the carbon footprint and can invest in Electric Vehicle charging facilities	Transitioning from leased to freehold occupation space	
	Continue hybrid working for desk-based employees to reduce the environmental cost of commuting as well as the energy cost of operational space.	Maintaining hybrid working for desk-based staff	
Compliance with our funding covenants and repayment plans contained within our loan agreements	Ensuring adequate headroom in our loans to cover decarbonisation capital expenses not funded through rental and grant income as well as building new homes.	Borrowing money appropriately to facilitate our activities	
Sufficient headroom in our funding arrangements to meet our asset management costs and the costs of our approved development programme	Manage our financial resources sensibly, borrowing funds appropriately and maximising grant funding to deliver our strategic ambitions.	Managing our finances responsibly to facilitate our activities	Annual business planning including adequate stress testing.

Ensuring the long-term viability of Broadland – how we will MEASURE our strategic performance

		Compliance and exception reporting	Complying with all applicable regulations	
		SHIFT (Sustainable Homes Index for tomorrow) assessment	Reducing the carbon footprint of our operations	Carbon footprint of our business operations (annual)
		Reduction in operational premises leased and replaced with freehold space	Transitioning from leased to freehold occupation space	Number of EV chargers installed at our operational premises
		Average office floor area within occupation premises per employee (m ²) – annual	Maintaining hybrid working for desk-based staff	Staff satisfaction with hybrid working every two years
Number of months before need to raise additional loans	Compliance with funding covenants	Borrowing in line with business plan assumptions	Borrowing money appropriately to facilitate our activities	Gearing capacity to raise new loans
	Expenditure in line with approved budgets	Maintaining a minimum regulatory judgement of V2.	Managing our finances responsibly to facilitate our activities	Viable approved business plan

Ensuring the long-term viability of Broadland – the VALUES sitting behind our priorities

Attractive to funders	Proactive compliance with all regulatory requirements	Work practices that pursue excellence to be fit to deliver our enduring purpose.	Complying with all applicable regulations	Sustainable mechanism for tenant scrutiny
	Affordable sustainability and reduced carbon footprint across operations		Reducing the carbon footprint of our operations	Doing the right thing when it comes to our homes and the planet
	Affordable sustainability and reduced carbon footprint across operations		Transitioning from leased to freehold occupation space	Money spent wisely
	Affordable sustainability and reduced carbon footprint across operations		Maintaining hybrid working for desk-based staff	Work practices that pursue excellence to be fit to deliver our enduring purpose.
		Attractive to funders	Borrowing money appropriately to facilitate our activities	Money spent wisely
Money spent wisely	Long-term homes where lives are built and families prosper		Managing our finances responsibly to facilitate our activities	Local knowledge and commitment to local suppliers

Running Broadland efficiently and effectively – WHAT we aim to do

Succession planning to ensure Boards remain competent	An appropriate governance structure to effectively manage our activities,	Non-Executive Directors and Trustees in the Group with appropriate skills and experience to direct the Group	Demonstrable compliance with Nolan's Seven Principles of Public life by all Board, Panel and Leadership Group Members	Having an effective governance structure to deliver our purpose
Effective business planning and stress testing to protect the Association's financial health and secure residents' homes.	Effective management of our risks aiming to bring risks in line with Board tolerance where possible.	Compliance with the National Housing Federation's Governance Code		Proactively managing the risks, we are exposed to
	Benchmarking our performance against Independent East landlords to identify areas of weakness and positive learnings	Undertaking regular reviews of service areas to ensure that our policies and procedures are appropriate and will deliver effective results.		Learning from benchmarking to improve our services
	Proactive internal audits prioritising areas of the business where risks are outside tolerance and risks identified in the Sector Risk Profile.	Delivery of any Internal Audit Recommendations in line with any agreed timescales		Proactively engaging with Internal Audit to improve our services
Fit for purpose and fair pay, benefits and terms and conditions of employment	Effective staff performance management to improve productivity.	Appropriate training and development to ensure all employees have the knowledge and skills to undertake their role.		Recruiting and retaining high performing staff
		Optimising our use of data analytics to assist performance management and enable effective performance reporting		Proactively using data analytics to improve our services
	Maintaining existing functionality in BBS to enable staff to undertake their roles effectively.	Delivery of planned improvement and enhanced functionality projects on budget and on time.		Ensuring that BBS ⁴ is fit for purpose to manage our activities
		Research good practice to identify opportunities for improved efficiency, improved customer service and better data analytics.		Investigating the potential of Artificial Intelligence to improve services

⁴ BBS – Broadland Business Systems

Running Broadland efficiently and effectively – how we will MEASURE our strategic performance

Maintaining an RSH Regulatory Judgement of G1.		Annual board effectiveness reviews and annual reviewing of Standing orders.		Tri annual external governance review.		Having an effective governance structure to deliver our purpose
Number of unavoidable risks outside approved board tolerance that cannot be mitigated.			Number of unavoidable risks outside approved board tolerance that can be adequately mitigated.			Proactively managing the risks we are exposed to
Quarterly analysis of the Independent East Benchmarking to identify under performing areas. .			Annual Housemark Benchmarking report on the Tenant Perception Survey Results and analysis of learnings			Learning from benchmarking to improve our services
			Number of Internal Audit Recommendations made and our compliance with timescales.		Overall Annual Assurance Rating and individual Internal Audit judgements	Proactively engaging with Internal Audit to improve our services
Staff stability index – annual and five yearly.	Staff sickness levels and days lost through short and long term sickness		Staff turnover		Recruiting and retaining high performing staff	Engagement surveys including Best Companies and Culture Survey
			Number of data projects initiated/completed per quarter		Proactively using data analytics to improve our services	Rolling four year programme of team efficiency and effectiveness reviews
			Time from insight to implementation			Ensuring that BBS is fit for purpose to manage our activities
			Impact of AI pilots on service KPIs			Investigating the potential of Artificial Intelligence to improve services

Running Broadland efficiently and effectively – the VALUES sitting behind our priorities

Attractive to funders	Work with vocational purpose led by visionary leaders	Good governance and a clear, accountable structure that supports ethical leadership, effective decision-making, and organisational integrity		Having an effective governance structure to deliver our purpose
			Attractive to funders	Proactively managing the risks we are exposed to
Collaboration with other social housing providers to serve our communities		Work practices that pursue excellence to be fit to deliver our enduring purpose		Learning from benchmarking to improve our services
		Attractive to funders	Work practices that pursue excellence to be fit to deliver our enduring purpose.	Proactively engaging with Internal Audit to improve our services
Staff engaged with an enduring social purpose that builds long-term commitment	Life-enhancing progression and development of our people to be their best		Recruiting and retaining high performing staff	Recruiting and retaining high performing staff
Work with vocational purpose led by visionary leaders	Reputation as independent provider of quality sustainable homes		A culture that cares for the wellbeing staff and helps them thrive	
Data and systems informing an organisation that’s better equipped for the future		Work practices that pursue excellence to be fit to deliver our enduring purpose		Proactively using data analytics to improve
Scale enabling bespoke systems that we have ownership over and deliver what we need	Data and systems informing an organisation that’s better equipped for the future		Work practices that pursue excellence to be fit to deliver our enduring purpose.	Ensuring that BBS is fit for purpose to manage our activities
			Work practices that pursue excellence to be fit to deliver our enduring purpose.	Investigating the potential of Artificial Intelligence to improve services