



Corporate Strategy 2023 - 2028

‘To be the Best Rural Housing Association in the country’

Great people providing great homes and great customer experiences across our rural communities

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Corporate Strategy

2023 - 2028

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Foreword by our Chair and Chief Executive

Broadacres is proud to be the rural housing association focused on North Yorkshire from its market towns and coastal communities to the more rural areas. Our new Corporate Strategy builds on the learning from our successful previous strategy and is launched at an exciting time for North Yorkshire. Local government reform has created a single council for this diverse and vibrant area and devolution will mean powers are transferred from Westminster to our new mayor.



Photo by: James Hardisty

Customers have always been at the heart of our decision making. The next five years will see us embed customer insight into every area of our organisation and continue to focus on energy efficiency.

We are incredibly proud of our colleagues and how they delivered through COVID and beyond; and as a major employer in North Yorkshire, we will continue to invest in the skills of our workforce to ensure we have the new green skills to deliver our exciting programmes. We will do this through upskilling our existing colleagues and through our continued apprenticeship programme.

We are looking forward to playing our part in the success of North Yorkshire.

Helen Simpson OBE
Chair

A safe, secure and warm home in a good community is the basis of a good life.

We all know North Yorkshire is an amazing place to live; however, that has meant house prices have increased faster than local incomes so that it is one of the most unaffordable places to buy or rent a home in the North. Consequently, increasing the number of good quality affordable homes is vital for our communities and the local economy. We will develop another 1,000 new energy efficient homes over the next 5 years.



We will also continue to invest in our existing homes focussing on energy efficiency. We have set ourselves the ambitious target that all our homes achieve SAP C or better by 2028. This will be supported by excellent customer focussed support.

As an integral part of North Yorkshire we will continue to work with partners to deliver support services aligned in our homes. We are proud of our extra care and supported living schemes which deliver security at times of stress and enable our customers to lead successful lives.

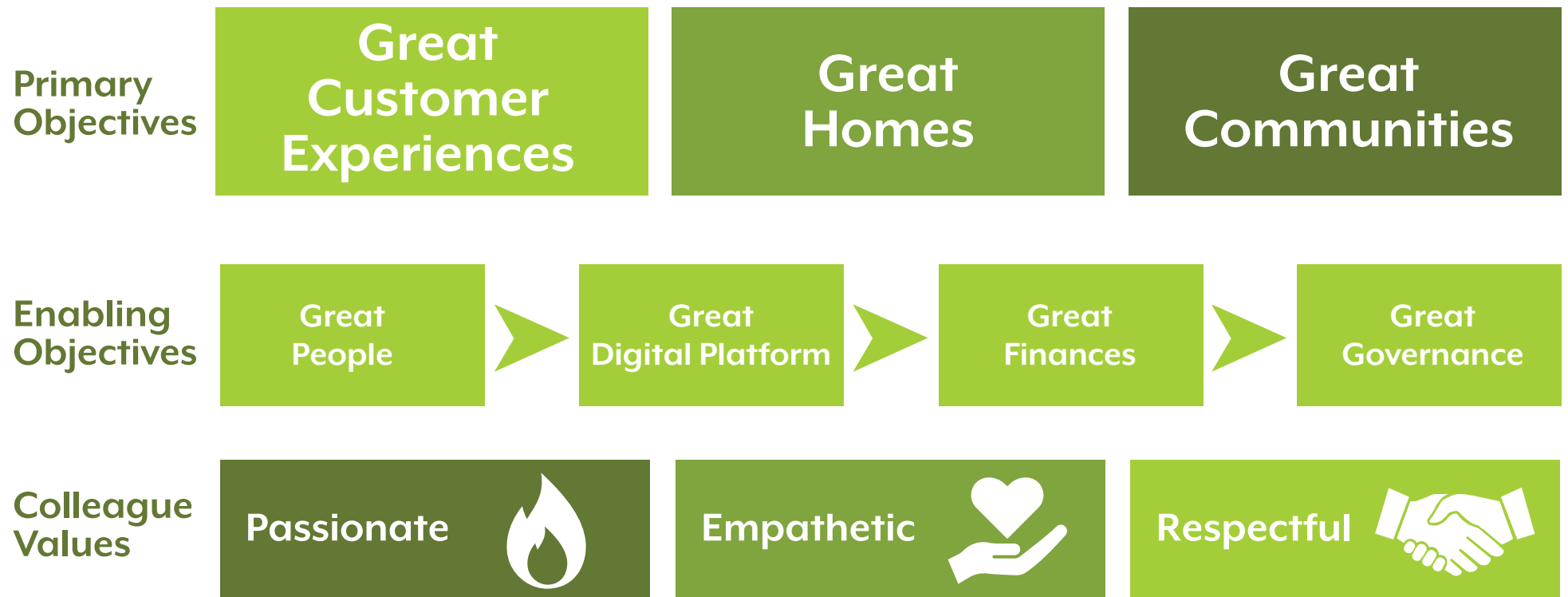
All of this will mean we are the Best Rural Housing Association in the country.

Gail Teasdale
Chief Executive

Our Compass

Vision 'To be the Best Rural Housing Association in the country'

Mission Great people providing great homes and great customer experiences across our rural communities'



About Broadacres

‘To be the Best Rural Housing Association in the country.’

We are the only housing association based in North Yorkshire. Established in 1993 as a stock transfer from Hambleton DC we now own and manage over 6,600 homes across the whole of North Yorkshire.

We provide homes for rent and low-cost home ownership including shared ownership. Our rental homes are a mixture of flats and houses from 1 bed to 4 bed.

We also have a range of accommodation designed to sit alongside support services. This includes extra care schemes, supported living, a women’s refuge, young homelessness accommodation, a scheme for those with dependency needs, services for people with learning disabilities and mental health issues.

We deliver most of our services in-house and where we need additional specialist services, we try to use local contractors.

In a typical year we will spend £40m, which makes us a significant contributor to the local economy.

DISTRICT	GENERAL NEEDS	SUPPORTED	LEASEHOLD	TOTAL
Darlington	4	0	0	4
East Riding	29	0	1	30
Hambleton	4,631	261	139	5,031
Harrogate	315	0	34	349
Leeds	29	0	12	41
Redcar	23	0	0	23
Richmondshire	348	59	34	441
Ryedale	197	0	33	230
Scarborough	146	6	16	168
Selby	256	0	15	271
York	66	0	0	66
Total	6,044	326	284	6,654

Our team is over 400 strong including 150 people within property maintenance and facilities team and a further 150 supporting our customers in the community. We deliver our own cleaning and catering services ensuring high quality and long term relationships with our customers that enables customer requirements to be at the heart of our decision making.

The quality of the homes we offer is very important to our customers and to us. Our customers told us of the challenges keeping warm. As a consequence, we have been investing in our homes significantly above Decent Homes Standard and particularly in energy efficiency measures over the last five years. We plan to continue to do this.

We have an active development programme building homes for rent, shared ownership and outright sale. Our new homes are built above current requirements to anticipate future home standards.

We are an ambitious organisation that has changed from a customer service based organisation to a customer experience based organisation embracing the digital agenda while ensuring our customers can choose the channel they wish to contact us. Being able to talk to or meet one of our colleagues in person when you have a problem is hugely valued by our customers and something we will continue to do.



It is important to reflect and celebrate the achievements of the past but just as important is not to stand still in a world that is changing fast. To this end we have been consulting with customers, colleagues, board members and other stakeholders about what Broadacres should do in the next five years.

The outcome of all these conversations is our new Corporate Strategy.

There were some clear messages:

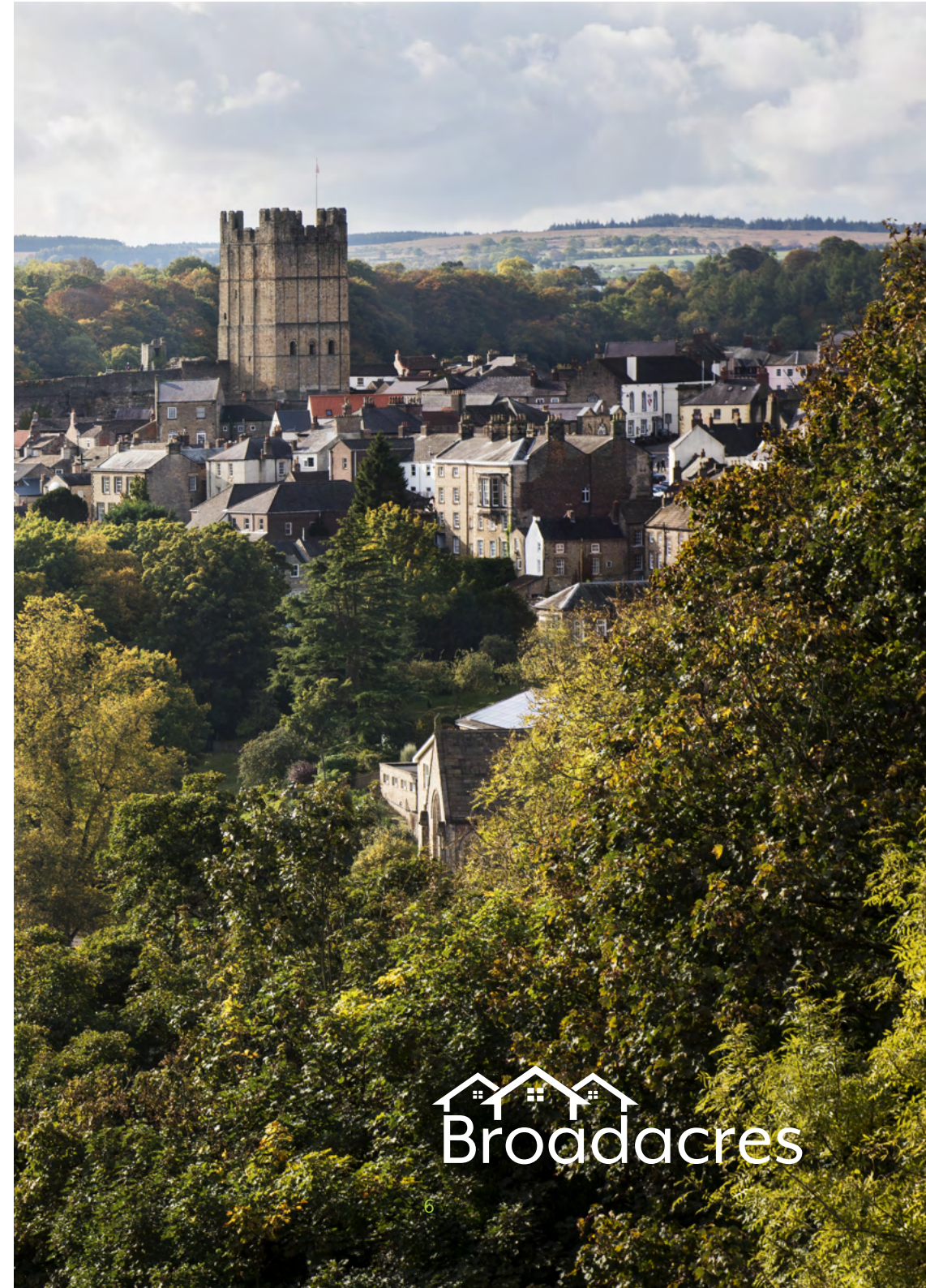
- We understand the opportunities and challenges of rural life.
- We are focussed on North Yorkshire.
- We are committed to working with partners to improve life in North Yorkshire.
- Energy efficiency and quality of home remain paramount.
- Customer experience expectations are changing and we need to reflect this.

We believe over the next five years we will do this by developing new homes across a variety of tenures and sizes, investing significantly in our existing homes especially around energy efficiency, developing our services so they are focussed on customer experience and by working with a wide variety of partners so we can contribute to the well-being of North Yorkshire.

Customers have and will continue to be at the heart of our decision making. We will do this by traditional methods, through customer consultation, but will also be using data analytics to try and predict when home components are likely to fail, for instance.

To do this we will be investing in our people to ensure they have the skills to deliver our aspirational strategy and our digital platform so that we are easy to interact with.

In summary, we have set ourselves the challenge to becoming the best rural housing association in the country and we are confident that we have the people, digital services, financial strength, and good governance structure to deliver that vision.



Context for this Plan

We live in changing times...

The past three years has seen huge changes in the global world. Brexit repositioned us then we had Covid-19, and now war in Europe.

At a local level there is local government reorganisation to create the largest rural unitary in the country and a devolution deal which will see York and North Yorkshire gain a mayor and powers will be allocated from national government. This presents huge opportunities to have policies driven by local requirements. As an organisation with good opportunities to promote the voice of the customer, we are well placed to influence decision makers on building stronger and more sustainable communities.

Local economy

The importance of a local workforce has been highlighted by the pandemic and ensuring that workforce has somewhere affordable to live will be a constant theme through the next five years.

Inflation and cost of living

Costs for our customers have increased disproportionately, as those on lower incomes have been hit hardest by rising prices. At the same time our borrowing costs are rising, our supply chain is disrupted, and labour markets are changing. This puts pressure on our core repairs services.

Climate change

We must not lose sight of climate change which is already impacting on homes and services. Extreme weather events are becoming more common and affect our homes and services increasing costs. The financial impact of zero carbon policies will be a theme for the next generation.

Customer and stakeholder expectations are changing...

Major incidents at Grenfell Tower and the death of a toddler in Rochdale Boroughwide Housing have created an impression that social housing landlords lack care and empathy, and that the quality of homes is sub-standard.

Several reports have been published by sector agencies and new legislation (Social Housing Bill) is imminent.

In this corporate strategy we plan to redouble our efforts so that we know our customers more deeply, we understand what their expectations are, and we can deliver a customer experience tailored to the individual. This is supported by continued investment in modern digital technology.



Our Region has different challenges...

We are lucky to live, work and play in beautiful North Yorkshire, proud of our surroundings and culture. But living here comes with different challenges, especially for those living in our properties, communities, and small towns.

The housing market has evolved again with house prices increasing significantly and the availability of rental homes declining due to second homes and holiday lets. This has seen affordability decline further and the demand for local social housing increase.

In rural areas house prices are 36% higher than in urban areas (excluding London), There has been a 61% reduction in the number of houses to rent post pandemic. Rent takes up 47% of household income in rural areas compared with 43% in urban. The fuel poverty gap is almost twice as high (£501 [rural] vs £223 [urban]). Average transport costs are £113.90 per week in rural areas (urban is £76.20).

Never has affordable, safe, and warm housing been needed more...

This is not only our purpose, but the purpose of the sector as described by the National Housing Federation (NHF):

- To provide homes that are affordable to people in housing need.
- To provide safe, good quality homes and services.
- To offer services that enable residents to live well.
- To play our part in building successful places where people want to live.

In this corporate strategy, we describe how we will play our part for our customers, and our communities.

This means building 1,000 new homes, investing in our existing homes and the services that will support our customers and being a partner of choice in the region.

1. Rural cost of living: Overview of key differences in cost of living between rural and urban locations (July 2022). Rural Services Network

<https://rsnonline.org.uk/images/publications/rural-cost-of-living.pdf>

2. <https://www.housing.org.uk/about-us/what-do-we-do/business-strategy-2022-25/>

All this will mean we are:

‘the Best Rural Housing Association in the country.’

How customers are at the heart of decision making

Listening and understanding our customers has never been more important. We will continue to embed customers into our decision making both operational and in our governance structures over the next five years. This approach will be through a mix of active and passive approaches.

We adopt the NHF purpose:

- To provide homes that are affordable to people in housing need.
- To provide safe, good quality homes and services
- To offer services that enable residents to live well.
- To play our part in building successful place where people want to live.



We adopt the seven recommendations of the Better Social Housing Review

We use key performance Indicators to ensure outcomes are customer focussed.

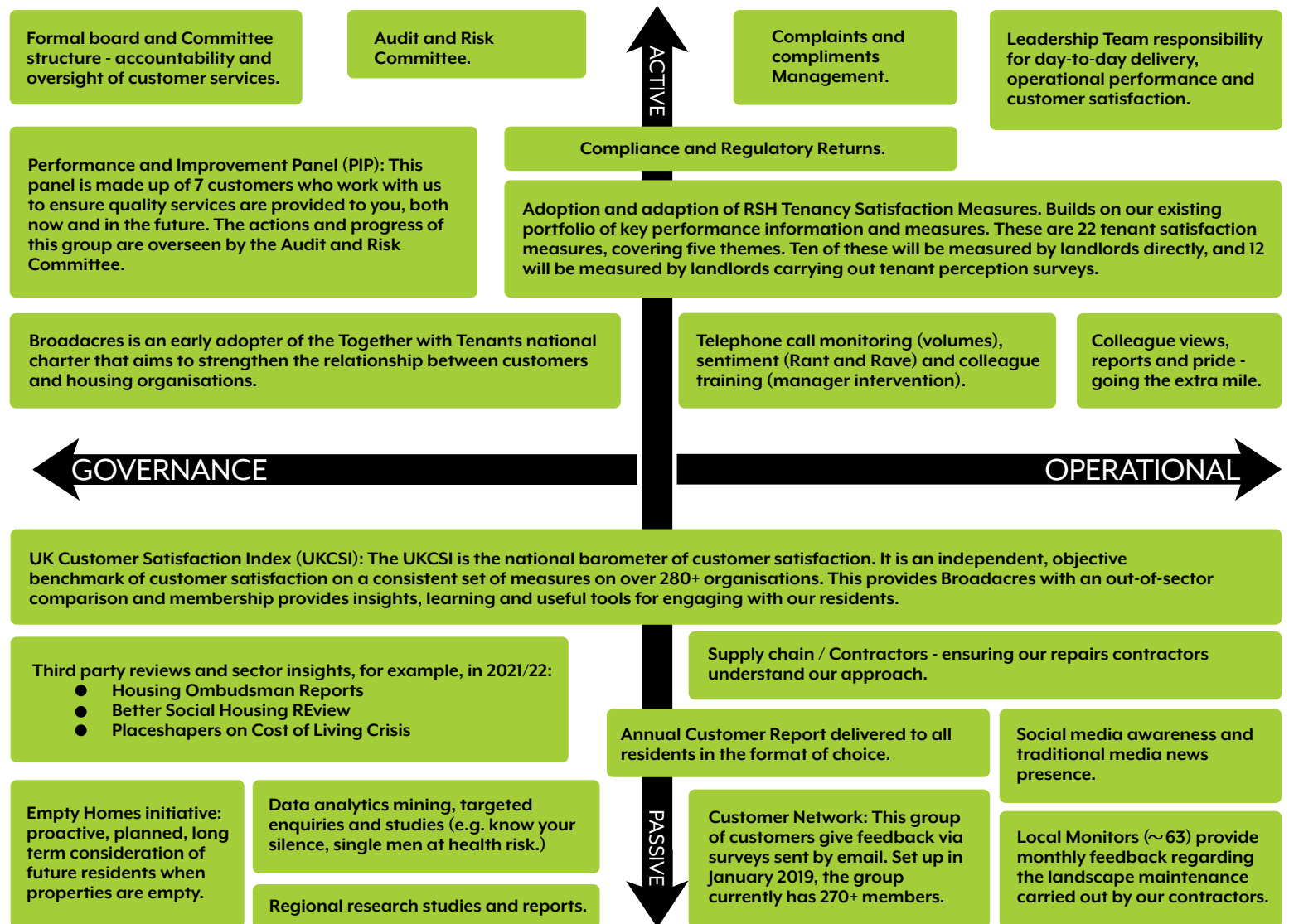
We adopt the use of Business Benchmarking through an independent Business Benchmarking survey. Through the UK Customer Satisfaction (UKCSI) survey we are able to benchmark our results against several sectors, not just housing.

We will adopt the tenant satisfaction measures.

TSM04: Satisfaction that the home is well maintained and safe
RP01: Decent Homes

TSM01: Overall Satisfaction
TSM02: Satisfaction with repairs

TSM09: Satisfaction that the landlord makes a positive contribution to neighbourhoods



Objective 1:

Great Customer Experiences – delivering services so customers feel safe and secure.

Our ambition:		Our priorities:	
<ol style="list-style-type: none"> 1. Be a “listening and learning” organisation so changes to services are informed by customers. 2. Deliver services personalised to our customers. 3. Deliver services that mean customers can have ‘pride in their home.’ 		<ul style="list-style-type: none"> • Provide a great repairs service. • Continue to offer a variety of communication channels so customers can choose the one that suits them (telephone, webchat, email, appointment). • Ensure rent remains affordable. Provide positive advice and active support to customers. • Use data to create insight for service development. By understanding customer needs and expectations more deeply a tailored experience can be delivered to each customer. • Implementing new tenant satisfaction measures to complement our existing measures. • Keep reviewing customer engagement so the voice of customer is core to developing our services. Engaging under-represented groups actively and passively. 	
Measures of success	Year One	By Year Three	By Year Five
Use data to create insights to drive decision making.	Real-time data collection and dashboard presentation to compliment periodic surveys.	Journey mapping has delivered intuitive services that are instinctive to use.	External benchmarking demonstrates best rural service provider.
Customers find engaging with us easy and empathetic.	Begin replacement of core ICT systems making us easy to interact with and meet core requirements of customers.	Use insight and predictive technology to anticipate service need.	Resources focussed on proactive rather than reactive activity.
Expand financial inclusion service. Ensure our support is effective.	Respond with practical help and support to Cost of Living crisis issues.	Work with research partners to influence policy in the local area.	Influence national rural policies. Be able to anticipate the changing needs of our customers.
Customer personalisation data and choice.	Continually challenge the data needed to support decision making.	Customer and home data delivers insight to develop customer experience.	Persona and data led service provision aimed at generating targeted relevant services to reduce rural exclusion.

Objective 2:

Great Homes - investing in our existing homes and building new homes.

Our ambition:		Our priorities:		
1.	Build 1,000 quality homes.	<ul style="list-style-type: none"> Build 1,000 quality homes to provide choice for people who cannot access the market (focus on rent and low-cost ownership schemes). Aim that schemes should “feel like a Broadacres development”: modern, warm, complementing local area. All homes and communal areas continue to meet the evolving health and safety standards. Development of long-term decarbonisation plan for our existing homes. Involve customers in the review and setting of the standards they can expect relating to the quality of their home and planned programmes to maintain them. Review how we can gain even greater knowledge about our homes and how to sustain the quality. Involve customers in looking at component failure and under-performance. Use ‘Internet of Things’ monitoring devices to enhance insights. Energy efficient programme to include rewiring infrastructure; insulation and energy source plan for each home; and retrofit plan. Use empty home periods to accelerate improvements. 		
2.	Deliver our Decent Homes Plus Standard.			
3.	All homes energy efficient to at least SAP C standard by 2028.			
Measures of success		Year One	By Year Three	By Year Five
1,000 new homes.		200 new homes.	500 new homes.	1,000 homes to at least SAP B.
Quality of home standards.		100% compliance with Broadacres Decent Homes Standard.	Broadacres standard updated for changes in expectations and sustainability measures.	Decarbonisation retrofit plan is developed.
EPC rating C 2028.		<1,300 homes at below SAP C.	<1,000 homes below SAP C.	99% homes achieved EPC rating C.
Personalised Home Plan.		Stock condition data supports understanding of the energy efficiency of homes.	Stock condition data includes energy and insulation assessment and supports plan.	Personalised home plan reflects the needs of the current and future residents.



Objective 3:

Great Communities – being an active community partner of choice in North Yorkshire.

Our ambition:		Our priorities:	
<ol style="list-style-type: none"> 1. Be the go-to Housing Association in North Yorkshire and the go-to rural housing association nationwide. 2. Partner of choice in North Yorkshire for NYC, care providers, NHS. Strong relationships with the third sector. 3. Deliver homes that are affordable to live in. 		<ul style="list-style-type: none"> • Establish and formalise relationships with new North Yorkshire County and combined Authority and Mayor. • Build relationships with National Parks, estates, third party agencies and community groups. • Assist North Yorkshire County to deliver its commitments to more affordable homes, reducing the carbon footprint of North Yorkshire and improving infrastructure and boosting health and well-being. • Deliver quality accommodation-based supported housing provision for a range of customers. • Deliver the Neighbourhood Offer and Promise and develop them through the next five years, including a focus on anti-social Behaviour. • Integrate a range of third-party local services into communities and neighbourhoods. For example: women's refuge, mental health, digital inclusion (skills and infrastructure). 	
Measures of success	Year One	By Year Three	By Year Five
Influence housing policy to reflect rural needs.	Review and audit of external communications and networking representation.	Known as the “voice of rural housing” at local and national forums. UKCSI rural leading service.	Measurable demonstration of the best rural housing association in the country.
Influence North Yorkshire governmental bodies on affordable housing provision.	Establish and formalise relationships. Build reputation and influence.	Understanding of Broadacres residents in relation to other local services. Gap analysis.	Aligned to a better North Yorkshire vision for affordable homes and specialist homes.
Enhance local communities by aligning / integrating services.	Providing a range of homes to meet all housing needs.	Directory of services available for Broadacres residents.	Persona and data led service provision aimed at reducing rural exclusion..
Encourage neighbourhoods to support each other.	Embed the Neighbourhood Offer and Promise.	High levels of satisfaction measured by UKCSI.	Strong networks across North Yorkshire.

Our Pillars:

	Great People	Great Digital Platform	Great Finances	Great Governance
Ambition	<ol style="list-style-type: none"> 1. Ensuring we have the right people with the right skills to deliver the Corporate Strategy. 2. Our people have the values of Passion, Empathy and Respect. 3. Our Culture is of empowered professional colleagues focussed on customer experience. 	<ol style="list-style-type: none"> 1. Enables easy digital interaction for customers and colleagues. 2. Enables personalisation of services. 3. Delivers cyber secure platforms, with cyber risks reviewed regularly. 	<ol style="list-style-type: none"> 1. Ensure the organisation is in a strong position to secure the next round of financing. 2. Ensure the organisation is in a strong financial position and demonstrate our financial stability publicly. 3. Deliver greater VFM from the perspective of customers. 	<ol style="list-style-type: none"> 1. Governance structure ensures customers are at the 'heart of decision making.' 2. Maintain G1/VI rating. 3. Meet our customer experience standards, including the Consumer Standards.
Priorities	<ul style="list-style-type: none"> • Ensure BHA is an attractive proposition to join and stay with. • Focus on "grow our own" especially our apprenticeship programme. • Prioritise learning and development to support careers and ensure colleagues are suitably qualified. 	<ul style="list-style-type: none"> • Transformation of core digital platforms including process re-engineering. • Support agile digital working: hubs, devices, skills. • Develop data driven decision making. Improve data governance. • Continual investment in cyber security protection and assurance. 	<ul style="list-style-type: none"> • Develop and agree a Pensions Strategy. • Review procurement processes and systems to drive VFM. • Compliance with covenants. • Obtain additional discretionary funding, for example Social Housing Decarbonisation Funding. 	<ul style="list-style-type: none"> • Review Group structure so it aligns to the Corporate Strategy. • Review governance structure to ensure customers are at the heart of decision making. (How Customers are at the heart of decision making, page 9). • Annual review against the consumer standards and economic standards.


Our Values:



RESPECT

We work together in our different roles to achieve our vision to be the Best Rural Housing Association in the country.

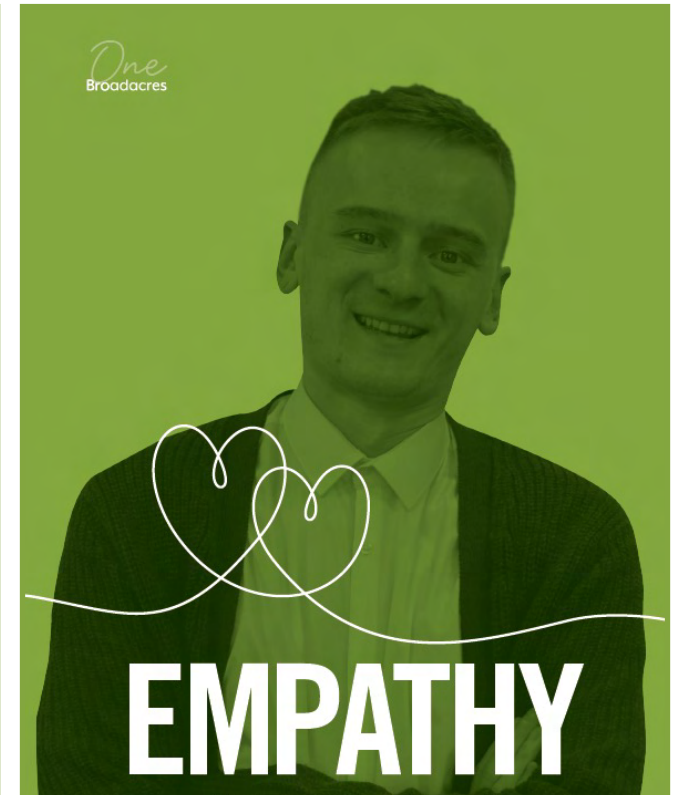
- We listen
- We respond
- We work together



PASSION

We are motivated by the work we do and the people we work with to do our best.

- We are creative
- We are proud
- We strive for better



EMPATHY

We take time to listen to others and understand their point of view.

- We care
- We are aware of our impact
- We recognise effort

Regulation, governance and risk management

<p>Broadacres is committed to ensuring its activities are well governed and transparent. Customers are involved in our governance arrangements, ensuring we put our customers at the heart of decision making. We adopted the National Housing Federation (NHF) Code of Governance 2020 from 31 March 2021, were early adopters of the NHF Together with Tenants initiative, we continue to retain our G1/V1 rating (the highest rating possible) from the Regulator of Social Housing following our last review in 2023.</p>			
We are:	<p>Broadacres Housing Association Limited Broadacres House Mount View Standard Way Northallerton North Yorkshire, DL6 2YD</p>	Board Members:	https://www.broadacres.org.uk/about-us/how-are-we-governed/meet-the-board/
		Executive Team:	https://www.broadacres.org.uk/about-us/how-are-we-governed/meet-our-management-team/
Subsidiaries:	<p>Broadacres Services Limited (Development of building projects) Mulberry Homes Yorkshire Limited (Development of building projects) Marketgate Residential Management Company (Renting and operating of Housing Association real estate)</p>	Memberships:	<p>Member of UKCSI Member of National Housing Federation Member of CIH Member of Placeshapers Member of Housemark</p>
Legal Status	<p>The Association is registered under the Co-operative and Community Benefit Societies Act 2014. It is also registered with The Regulator of Social Housing (RSH), registration number LH4014. The Association has charitable rules registered with HMRC.</p>	Accreditations:	<p>DAHA Together with Tenants Disability Confident</p>

Contact us: Please call us on 01609 767900, email info@broadacres.org.uk, or visit website <https://www.broadacres.org.uk>

RESPECT - PASSION - EMPATHY




Broadacres