

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2023-24



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

  
Broadacres

# FOREWORD FROM OUR CHIEF EXECUTIVE

As a housing association owning and managing more than 6800 homes across North Yorkshire and employing more than 400 colleagues, Broadacres has a key role to play in improving the sustainability of our communities, protecting the environment and combatting climate change.

We have already made great strides to reduce our environmental impact and to improve the energy efficiency of our customers' homes, but we recognise that to be a truly sustainable organisation there's still more to do. This ambitious strategy will see us building on our good work to date. We will have a coordinated and proactive approach so all our customers' homes will be EPC C or better by 2028 and our new build homes will be at least EPC B whilst working to achieve net zero carbon emissions as an organisation by 2050.

At Broadacres, our customers are at the heart of everything that we do. We know that living in a home which is energy efficient and warm in one of the top priorities of our customers. We also know our customers are likely to be some of the most adversely affected by climate change and we want to ensure that we are contributing to reducing the impacts of climate change. This strategy will see us delivering on these aspirations.

Taken together all of this will contribute to us being the Best Rural Association in the country.



**GAIL TEASDALE, CEO**

## THE UNITED NATIONS 17 SUSTAINABLE DEVELOPMENT GOALS

The UN's 17 Sustainable Development Goals are the 17 key areas that the UN has identified as vital for a sustainable planet and for future generations. At Broadacres we are passionate about the role our organisation has in acting upon and driving these goals and we are continuing to develop and align our sustainability ambitions with them.



# GREAT HOMES

## CLIMATE CHANGE

In 2023 we launched a five-year [Sustainability Strategy](#) which outlines our priorities and objectives for the next 5 years whilst looking ahead towards 2050. Our strategy commits us to achieving net zero carbon by 2050 in line with the UK government target.

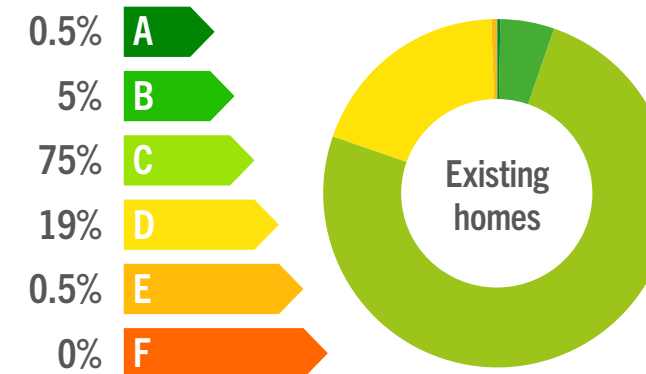
Through our strategy we will focus on ensuring new and existing homes are energy efficient and achieve a minimum SAP score of 69 (EPC band C) by 2028. This will reduce the incidence of fuel poverty, as well as ensuring that our homes are future proofed. The strategy outlines our plans to ensure colleagues have the skills to deliver our sustainability ambitions, how we will address the impacts of climate change, how we will engage with our customers about retrofitting their homes and improve our green spaces.



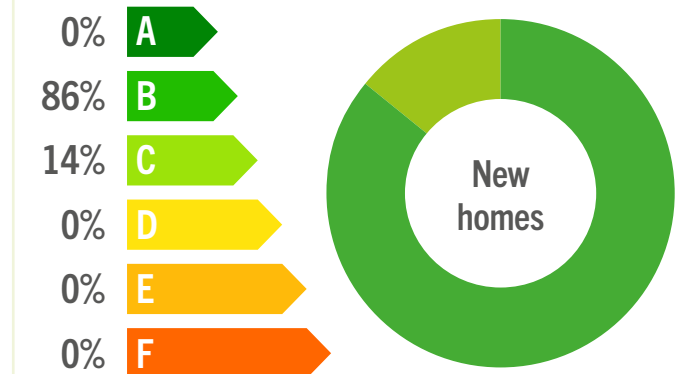
## ENERGY PERFORMANCE RATINGS

Our homes account for **94%** of our total carbon emissions.

The Energy Performance Certificate (EPC) ratings for our existing homes are:



The Energy Performance Certificate (EPC) ratings for our new homes completed in the last financial year are:





## ENERGY EFFICIENCY

We were awarded **£2.4 million through Wave 2.1** of the government's Social Housing Decarbonisation Fund. To deliver this programme, we have adopted a worst-first approach so that the customers living in homes most in need of energy efficiency improvements are the first to receive them. By completion of the project in March 2025 we will have retrofitted **400 homes** ensuring that they achieve a minimum EPC Band C. In the last 12 months we have installed solar panels in **226 homes, ASHPs in 34 homes, loft insulation in 98 homes, floor insulation in 8 homes and smart bricks in 7 homes.**

In 2022-23 we completed our deep retrofit pilot project and this year we have collected qualitative and quantitative data in relation to what it has been like for our customers to live in a deeply retrofitted home. Through this, we identified measures that customers instantly see the benefits of, such as solar panels and

mechanical ventilation heat recovery, whilst also identifying areas for improvement such as customers wanting more guidance on using the ASHP and more energy efficiency advice from housing officers and heating engineers.

We are continuing to implement the lessons learnt from this retrofit pilot by enhancing all of our major works' specifications.

We also started work on a retrofit project whereby 17 properties are being fitted with solar panels, external wall insulation, replacement roofs, upgraded ventilation and insulated bay windows.

**Broadacres in the news!**  
[Click here!](#)

Broadacres also contributed Heartwarming Homes, a toolkit compiled by The Northern Housing Consortium. [Click here](#) to see the resources on offer and to hear from one of our customers about their retrofit experience.



We recently fitted 160 homes with solar panels, loft insulation and ASHPs

## OUR CARBON FOOTPRINT

### Scope 1 emissions:

are emitted predominantly from the fuel our fleet uses

### Scope 2 emissions:

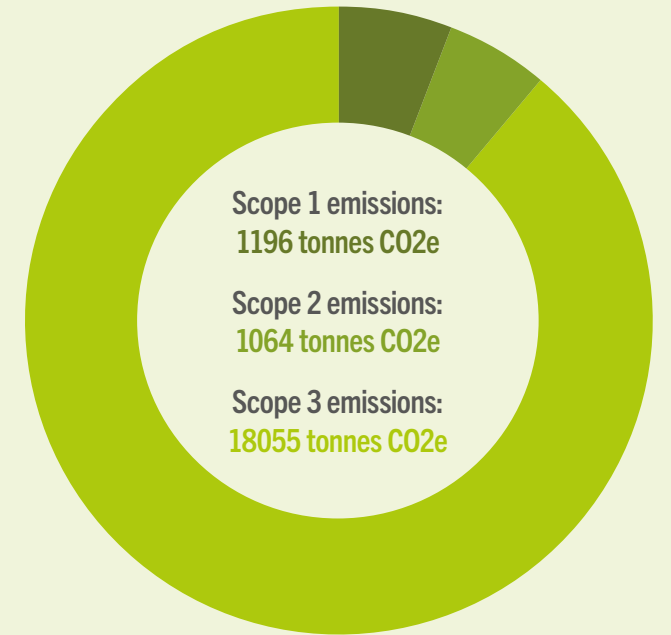
are the associated emissions that are generated to deliver electricity to our offices

### Scope 3 emissions:

are all our indirect emissions such as those from our suppliers and customers.

### Scope 1, 2 & 3:

Total emissions	<b>20315 tonnes CO2e</b>
Total emissions per home	<b>3 tonnes CO2e</b>



## FLOODING AND OVERHEATING

Flooding and overheating are becoming an increasingly evident impact of climate change. When reviewing prospective land to build new homes on, we ensure the areas withstand a 1 in 100-year flooding event, and that no schemes are built in flood zone 3 areas. For developments that are built in flood zone 2 areas, we ensure that remedial actions can be taken. We also ensure local flood authorities approve all flooding defence work.

For our existing homes, we have now purchased property specific future flood risk data to assess the potential risk from pluvial, fluvial and coastal flooding to our properties. Through our Sustainability Action Plan, we will analyse this data to identify those homes and communities most at risk and then identify measures to mitigate these risks such as flood doors and sustainable drainage measures.

To mitigate overheating, all new schemes have mechanical ventilation installed and consultants have been employed to provide advice on this.



### We will become greener by making sure:



- our cars and vans are electric or hybrid
- we buy materials that are friendly to the environment
- we work with suppliers and contractors to lower their carbon footprint
- we get rid of our waste in an environmentally friendly way



### We will provide training for people who work at Broadacres including:

- making sustainability part of applying for a job at Broadacres
- giving people who work at Broadacres the skills to deliver this strategy

### We will prepare for the impacts of climate change, including:



- identifying and protecting homes most at risk of flooding

### We will work with partners, including:



- North Yorkshire Council and others to deliver sustainability improvements



### We will make sure your homes are energy efficient, including:

- improving the energy efficiency of your homes to EPC C or above
- building 1000 homes to EPC B
- creating a plan to decarbonise all your homes by 2050

### We will put sustainability at the heart of all we do, including:



- getting the platinum Carbon Literacy standard
- supporting managers at Broadacres to make improvements in their work

### We will look after your outdoor spaces, including:



- working with you to plant trees and make areas for wildlife
- using nature in the areas where we build new homes

### We will help you to live sustainably by:



- learning from customers who have had energy efficiency improvements to their homes
- offering you Carbon Literacy training
- asking you for feedback to help us improve your homes

## SOCIAL - RESOURCE MANAGEMENT

We are committed to engaging with our suppliers and contractors to encourage sustainable working practices. We have plans to identify our biggest contractors and suppliers and work with them to review the materials they source, how they dispose of waste and whether any areas can be improved to promote a circular economy.

We also have plans soon to better incorporate sustainability criteria within our procurement process. We aim to work with teams across the organisation to ensure that sustainability criteria are tailored to the procurement activity in question.

We are reviewing our waste disposal processes and the information we retain and analyse about the waste that we generate. We have plans to launch a new waste management procedure and improve the accuracy of the data we hold about the type and volumes of waste generated by all parts of the business. Within this, we also have a wider ambition to embrace the circular economy approach where possible.

We do not currently have a water management strategy, but we have plans to integrate water efficiency into our customer engagement work when we carry out retrofit on their homes. We understand that encouraging and enabling our customers to adopt water saving behaviours will reduce water use and reduce the associated energy use.

Within our new build homes, we install appliances that conserve water such as low flow taps. We are reviewing the water efficiency of the appliances we install when replacing kitchens and bathrooms in existing homes bringing them in line with what is installed in our new build homes. We also hope to influence our contractors and suppliers by incorporating criteria about water usage into the procurement process.





GOVERNANCE -  
SUPPLY CHAIN



Within our Sustainability Strategy we have plans to contribute, quantify and then set targets to increase the social value activities happening at our new build development sites. We have already made a start on this by reaching out to schools, and community groups in the areas we are developing new homes in. We have plans to engage with them and run workshops around construction and the economic benefits that new homes can bring to an area, as well as about sustainability, climate change and nature.

Within our Sustainability Strategy we will be considering the sustainability criteria that we include in our procurement process. We then have plans to embed enhanced sustainability criteria and support colleagues across the organisation to assess this within their remit. Our next step will then be to have established sustainability criteria and share these resources with our contractors and suppliers. Through the sustainability action plan, we have plans to determine what sustainability criteria we can include within our procurement process and ensure that the questions we are asking are tailored appropriately to different types of procurement activity.



SOCIAL - BUILDING  
SAFETY AND QUALITY



-  **99.88%**  
of our homes have a valid gas safety record
-  **100%**  
of our homes have a compliant fire risk assessment
-  **99.8%**  
of homes have a compliant electrical inspection record
-  **100%**  
of our homes have had relevant asbestos and legionella tests
-  **99.37%**  
of our homes meet the Decent Homes Standard

Managing Pollutants

We currently manage pollutants through our asbestos management plan, asbestos policy, electrical safety policy, fire safety policy, gas safety policy and water hygiene policy.

Damp and Mould

We have trained our operatives to be able to deal with damp and mould issues. For all 761 customers that reported a damp and mould issue in their home, an appointment was made for one of our team to visit and address the issue.

GREAT CUSTOMER EXPERIENCE

AFFORDABILITY AND SECURITY



Every year we benchmark our rents to ensure that they remain affordable for our customers. The average cost of our rent to customers is 76% of the median rent in the private rented sector in North Yorkshire. The average cost of our rent to customers is 86% of the Local Housing Allowance.

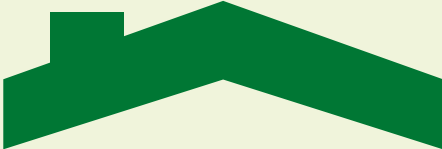
OUR HOMES

We have a total of  
**6655 properties**  
across the following tenure types:

PROPERTY TYPE	AMOUNT	%
General needs	5387	81
Affordable rent	592	9
Low-cost home ownership	293	4
Supported housing and Elderly housing	258	4
Intermediate rent	125	2



In the last year we have built  
**160 new homes**  
across the following tenure types:



20 General needs	13%
77 Affordable rent	48%
63 Low-cost home ownership	39%



## FUEL POVERTY

We continue to help our customers in relation to fuel poverty by:

- Retrofitting our customers' homes to ensure they all achieve a minimum SAP score of 69 by 2028.
- Supporting customers to apply for the Smart Export Guarantee tariff if they've recently had solar panels installed.
- Our Money Advice Team provide specialist advice to maximise income, help with budgeting and debt and provide grants.
- Our Customer Support Fund enables us to provide food vouchers, energy top-up vouchers and white goods to our most vulnerable customers.
- We carry out pre-tenancy checks to ensure that prospective customers have the skills, knowledge and finance to maintain their tenancy.
- Our Housing Support Team work to support our most vulnerable customers.
- We also facilitate referrals to the Living Well Team, local food banks and local authorities for specific services.

We understand that having a secure tenure is really important for our customers. As such, any new customers (who are not transferring from secure or assured tenancies) are offered a starter tenancy for 12 months which then automatically convert to assured lifetime tenancies, subject to suitable behaviour and meeting the terms of the tenancy agreement.

## CUSTOMER VOICE

Our **Customer Engagement Framework Model** outlines how we effectively engage with customers. The framework shows:

- how these activities link together.
- the amount of influence and challenge our customers have.
- how the outcomes and outputs from engagement impacts Broadacres.

From this, we collect customer feedback and use this to shape our service delivery. This includes how we respond to complaints, compliments, suggestions from surveys, service reviews and from our local monitors.



### Accountable:

Customers are at the heart of our decision making and we include them in our decision making by involving them in Board membership, Customer Experience Committee and the Customer Scrutiny Panel (our resident scrutiny panel).



### Community and Culture:

Each year, we run several Community Action Days, Estate Walkabouts, Community Investment activities. These all help us to invest in our communities and relationships with customers and ensure a hands-on community development approach.



The most recent tenant satisfaction surveys provided us with a Tenant Satisfaction Measure of

**86%** 



Our **Customer Scrutiny Panel** is made up customers from across Broadacres entire operating area. 300+ customer feed into this group and the CSP are then responsible for carrying out review of services committed to delivering customer experiences. They can highlight key areas for a customer review based on service area performance.

In the last year, the Housing Ombudsman determined one complaint as maladministration. All investigating officers now undergo our Complaints training, to ensure all elements of the complaint is answered and at no point do we delay the escalation of a stage 1 to a stage 2.



## RESIDENT SUPPORT



We offer a range of support to our customers, including:



### Money Advice Team:

Supported 724 customers, obtained an additional income of £1.6m through welfare benefits, accessing support funds and debt write-offs.



### Housing Support Service:

Provided support to 185 vulnerable customer to help them maintain their independence and sustain their tenancy.



### Floating Support Service:

This year we supported 68 individuals who struggle with their mental health.



### Learning Disability Service:

We have 16 long-term supported accommodation units. Individuals are supported to live independently.



### Mental Health Refuge:

We have 22 supported accommodation units. This year 5 people have moved on to live independently.



### Women's refuge:

We have 14 accommodation units available for a 12-month period. This year 36 women and 33 children have moved on from the refuge into safe and secure accommodation.



### Homelessness service:

We have 18 accommodation units available for 2 to 3 years. This year 13 people have moved on to live independently.



### Extra Care and Sheltered Schemes:

We have 181 extra care flats and bungalows, and 76 sheltered flats for people aged over 55. 24-hour care is provided on site and our catering team provide them with a 3-course lunchtime meal, 365 days a year. Laundry and hairdressing facilities are also available. Designated support workers also provide our customers here with understanding their tenancies, helping them to budget and understand their bills, benefits and maximise income.

## PLACEMAKING

In 2023/24, we invested **£14,000 in community grants** and **£2,500 in food banks**.

We've organised **9 Community Action Days** in Broadacres' communities where we've worked alongside statutory, community groups and volunteer services to engage with all customers across our operating area. We've also partnered with local agencies to ensure investment occurs in areas where customers felt it was most needed.



## SUSTAINABILITY FUND ROUND-UP

The Sustainability Fund provides funding of up to £500 (£1,000 in exceptional cases) for local projects which:

- protect or create areas for wildlife
- encourage or help people in the community to grow their own fruit and/or vegetables
- involve tree planting
- protect or create an outdoor space for local communities to enjoy

Below are some of the projects that have received grants:

### Community garden benefits from sustainability grant

The grant paid for new compost bays which help to nourish Reeth Community Orchard Garden, including its wildflower meadow, perennial border and apple orchard featuring 26 different varieties.

A haven for bees, butterflies and other insect life, the garden is open throughout the year and is tended by an 8-strong team of enthusiastic volunteers.



One of the orchard garden volunteers at the new compost bins.

### Supporting the Wetherby garden project

A grant from the Sustainability Fund is helping to provide essential work clothing and tools to help to transform a derelict walled garden into a thriving community garden accessible to the public.

The non-profit social enterprise Living Potential Care Farm runs a working farm near Wetherby that provides outdoor opportunities for adults with learning and physical disabilities.



Volunteers prune trees in the garden.



## GREEN SPACES

Through our Sustainability Strategy we are committed to managing our green spaces sensitively for the benefit of both wildlife and our customers. We continue to support local sustainability initiatives through our Sustainability Fund, and this year have funded six local community initiatives in this way, including projects such as Ripon Walled Garden and Living Potential Care Farm in Wetherby.

We have further plans to develop our green spaces for the benefit of customers and wildlife through our Sustainability Action Plan in coming years, such as planting trees and bulbs and by amending the specifications of our new build and maintenance contracts.

We comply with Biodiversity Net Gain (BNG) requirements on our new development sites using the services of an ecological consultant where necessary. They support our BNG calculation as well as conduct a tree survey and protection plan. In future, we are committed to reviewing BNG best practice and sharing this learning with other housing associations.





# GREAT PEOPLE



## STAFF WELLBEING

Our mean gender pay gap is

**13.8%**

Our CEO:median-worker pay ratio is

**1:5**

Broadacres ensures that all colleagues (except for apprentices) receive at least the real living wage. Apprentices receive the national living wage banded at 21+ regardless of age.

To promote equality, diversity and inclusion, all colleagues at Broadacres attend mandatory Equality, Diversity and Inclusion (EDI) training, as well as Sustainability Awareness training within first 6 months of employment, then again every 3 years. In addition to this we also provide in depth role-specific training for all colleagues.

There is an active EDI group that champions EDI work across the business through promotion of events and awareness days.

We also have a catalogue of training options for colleagues to enrol onto at their leisure. One of the training sessions we offer is the accredited Carbon Literacy training where colleagues learn about the effects of climate change and how they can reduce carbon emissions and make positive environmental changes within their job role.

Our employee assistance programme is available to all colleagues. This includes 6 counselling sessions, a 24/7 support line, and online resources. We provide Occupational Health support and an annual health surveillance. We also have colleagues who are trained mental health first aiders.

To support the professional development of our staff, Broadacres colleagues are encouraged to complete professional qualifications relevant to their role. We fund or part-fund these qualifications and colleagues are supported through a learnings agreement discussed and agreed with their line manager.



## STRUCTURE AND GOVERNANCE



Broadacres is a not-for-profit Housing Association registered with the Regulator of Social Housing and awarded a G1/V2 grading. We follow the NHF Code of Governance 2020.

Our Board oversees our Risk Management Framework. They delegate the day-to-day monitoring of risk to our Executive team. Our Risk Management Framework includes risk appetite statements, quarterly risk reporting, and a strategic risk register that is presented quarterly to the Group Audit and Risk Committee (GA&RC) which is responsible for scrutinising how we are mitigating our risks.

**The Risk Management Framework was last reviewed and approved by the Board in March 2023 and includes:**

- Risk appetite statements, supported by key risk indicators.
- A strategic risk register which is presented quarterly to the GA&RC ahead of review by the Board.
- Quarterly risk reporting to the Board.
- Quarterly deep dives conducted on two strategic risks at each GA&RC and work has been undertaken to enhance the format of the deep dives in the year.

The operational risk register is monitored and updated by the Leadership Team and overseen by the Director Management Team (DMT). The operational risk register is reviewed on a six-monthly basis by GA&RC. DMT discuss risk monthly to identify any emerging risks or potential changes in the risk profile for consideration by the GA&RC and Board. Risks are assessed in terms of their impact and probability, along with gross and net impacts of controls in operation. Actions required are then determined and tracked to resolution. Stress testing is conducted using the risk registers and Sector Risk Profile to build multi-factor stress testing scenarios. The outputs of the stress testing inform the key risk indicators set.

The risk registers include environmental and governance related risks.

Broadacres has not been subject to any adverse regulatory findings.





# BOARD AND TRUSTEES

Who is on our Board?

**45%**  
of our Board are women

**56.8 (years)**  
Average age of Board members

**0**  
of our Board are BAME



**0**  
of our Board are customers

**0**  
of our Board have a disability



**HELEN SIMPSON,  
BROADACRES CHAIR**



We have 3 customers on our **Group Customer Experience** Committee (a sub-committee of the Board). We have several customers on our **Customer Scrutiny Panel** which also reports to Board.

**2 of our Board members have financial experience:** one is a chartered accountant, and another is a chartered and certified accountant with over 30 years' experience.

**Crowe UK LLP** have been appointed to audit our financial statements.

**100%** of our Board are non-executive directors.

Our last independently run board effectiveness review was in 2022/23. We have provided a succession plan to our Board. **36%** of our Board have left in the past 2 years due to succession planning.

It is important that our Board don't have a conflict of interest with our business, so this is a standing agenda item at each Board meeting. Board Members and Committee Members are required to complete a declaration of interest certification which is then reviewed by the Company Secretary and a summary published on the Broadacres website. The Board runs as a Conterminous Board, and conflicts of interest that may arise between the entities are governed by a Coterminous Board Policy.







**Broadacres House, Mount View, Standard Way, Northallerton, DL6 2YD**



**01609 767900**



**info@broadacres.org.uk**



**www.broadacres.org.uk**

Broadacres Housing Association Limited is an exempt charity. It is a registered provider of social housing (registration number LH4014), regulated by the Regulator of Social Housing, and is a registered society under the Co-operative and Community Benefit Societies Act 2014, society number 27656R.

Authorised and regulated by the Financial Conduct Authority