

A photograph of a middle-aged man with thinning hair, wearing a white textured sweater over a blue collared shirt. He is leaning on a white utility box with his arms crossed, smiling at the camera. The background is a red brick wall.

# Environmental, Social and Governance Report

2024-25

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



# Foreword from our Chair

Broadacres manages almost 7,000 homes across North Yorkshire and beyond, employing more than 400 colleagues, and we know we have an important role to play in improving the sustainability of your homes and communities, protecting the environment and reducing our carbon emissions.

This report outlines the work we have done over the past year to improve how we look after the local environment, what we do to promote and improve our social responsibility in the communities we work and how our governance helps us to achieve our sustainability goals.

Reporting on the past year's activities can identify areas where we need to improve and also helps us to prepare for any regulatory changes that may affect how we deliver our services to you in the future.

Broadacres is an ambitious, forward-thinking organisation, and we continue to work towards our target of ensuring that all your homes have an energy rating of EPC C or better by 2028. Much of this will be achieved through our retrofit programme, which has seen us improve the energy efficiency of 400 homes since April 2023, using funding from the Social Housing Decarbonisation Fund.

2024-25 has also seen us introduce more electric vehicles in our fleet, work with contractors to deliver social value projects in your communities and ensure that all new build homes have an energy rating of EPC B or better.

We are proud of the achievements this report sets out, and we look forward to building on these as we continue to improve your homes, invest in your communities and deliver sustainable services now and into the future.



Helen Simpson,  
Broadacres Chair

## The United Nations 17 sustainable development goals



The United Nations (UN) 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 work with them.



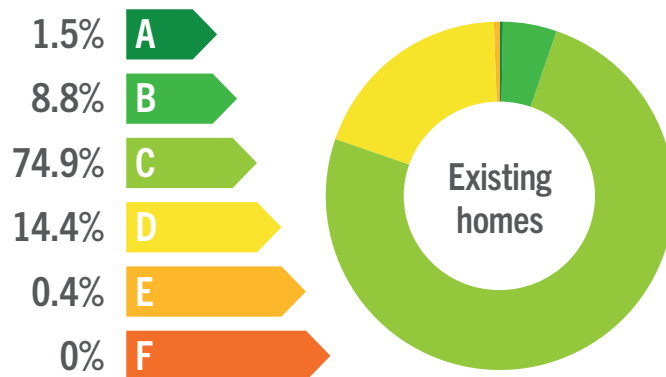
# Great homes

## Climate change

We are now two years into our five-year Sustainability Strategy which outlines the key environmental areas that Broadacres will focus on. Each year, we work with colleagues across the organisation to make sure they consider sustainability in their work, from engaging with our customers about retrofit, to ensuring our colleagues are trained in sustainability and improving our green spaces.

We know that climate change and its impacts are ever-changing, so we continue to stay up-to-date with new sustainability developments such as new regulations and the latest technology.

The average SAP rating for **existing homes** is **74 (EPC C)** Energy use intensity of existing homes **135 kWh/m2/yr**

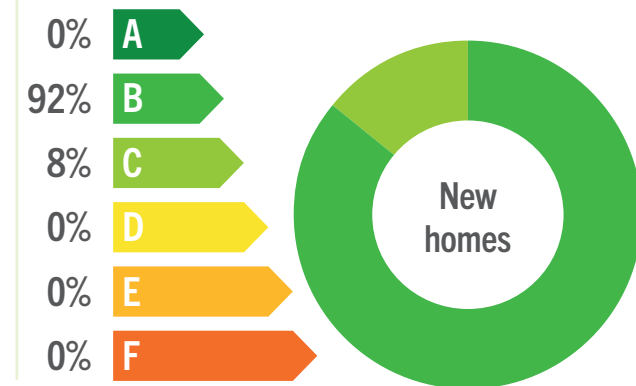


Our Sustainability Strategy demonstrates our continued commitment to ensuring all new and existing homes achieve a minimum Standard Assessment Procedure (SAP) rating of 69 or above (equivalent to Energy Performance Certificate (EPC) band C) by 2028. Improving the energy efficiency of your homes will reduce energy use and ensure all our customers are warmer and more comfortable in their homes.

Funding from the government's Social Housing Decarbonisation Fund has helped us retrofit 400 homes in the last year. This work, alongside our boiler upgrades and window and door replacements, means that 294 more homes have had their SAP rating improved to 69 or above.



The average SAP rating for **new homes** completed in the last financial year is **84 (EPC C)**





## The road to net zero

We aim to have net zero business emissions by 2030 and net zero emissions across the whole organisation, including the homes we manage, by 2050.

Our Sustainability Strategy sets out the priorities for the next 5 years and looks ahead at long-term sustainability actions and goals for the next 30 years. Each year from 2023 to 2025 has its own Sustainability Action Plan to keep Broadacres on track to deliver the full Sustainability Strategy by 2028. This helps us to embed an internal culture where our sustainability practices benefits customers and the wider world.

### Net zero by 2030 on business emissions

We are dedicated to achieving net zero carbon, whilst ensuring this transition includes our customers on the journey. We have targets to reduce our direct business emissions, electricity and fuel use across our operations and equipping our colleagues with the knowledge and skills to implement sustainable practices in their everyday work.

All colleagues complete sustainability awareness training which covers waste, fuel use, retrofit, net zero and our carbon footprint. Many colleagues also complete carbon literacy training, helping teams to incorporate new environmental actions into their ways of working. We have also worked with our finance team to include sustainability considerations in our Procurement Policy and we will continue to support managers to consider sustainability when



buying materials and services.

These are just some of the great sustainability improvements that Broadacres made last year to help us to achieve our ambition of net zero on our business emissions by 2030.

### Net zero by 2050 on all emissions

Whilst we have ambitions to reduce our waste and water use, our customers' homes make up the majority of our overall carbon emissions. The 7,000 homes we manage contribute 87% of our overall carbon footprint. This means decarbonising your homes and their heat supply is vital in reaching our net zero carbon target. We have made great progress towards this by retrofitting an additional 400 homes after receiving funding from the Social Housing Decarbonisation Fund. This helped us to install solar panels, air-source heat pumps, loft insulation, underfloor insulation and smart ventilation, with many customers already feeling the benefits of having a warmer home that is cheaper to run.

After securing another round of funding from the Warm Homes Social Housing Fund, we are excited to continue our retrofit work on another 600 homes over the next 3 years. Our dedicated team of Customer Liaison Officers ensure that customers are consulted and listened to throughout the work. We also have plans to include more customers at our Carbon Literacy training sessions to help them to adopt sustainable practices in their home.

We've worked with the construction team to include sustainability features in our new build homes, these include low flow taps, integrated recycling bins, bike storage and bat roost ridges.

We've developed a New Home User Guide for customers moving into their new home to provide information about repairs and maintenance, as well as tips to make their homes more eco-friendly. Tips include: efficient water use, gardening advice and maps of local bus and cycle routes.



# Retrofitting for energy efficiency

We completed our 2-year retrofit programme under Wave 2.1 of the Social Housing Decarbonisation Fund which saw us retrofit 400 homes. This included installing solar panels on 399 homes, completing 156 loft insulation top-ups and installing 53 air-source heat pumps (ASHPs), 15 under floor insulations and 24 ventilation bricks.

This work has contributed to our corporate target of achieving SAP 69 or above on all our homes by 2028. We now only have 951 homes below this target, and these homes will have their energy efficiency improved in the next 3-years.

Every customer whose home has had energy efficiency improvements is asked to provide feedback about their experience and the results have been overwhelmingly positive, with many customers reporting a reduction in energy use and feeling warmer and more comfortable in their home.

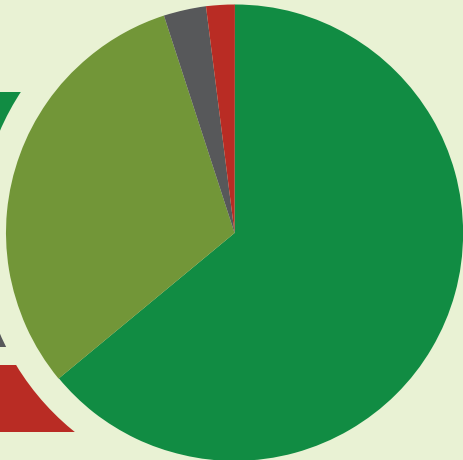
“We are very appreciative. Financially it has been a success, and our comfort/health levels have massively improved. I was hoping my bills would drop by at most 20%, but it has actually been closer to 30% which is great.”

“I feel more comfortable due to the increased level of warmth and my home feels cosier. There are no cold spots like there was before.”

## Retrofit experience survey

The question asked was:

Please rate the experience you had with the advice and support from Broadacres throughout the retrofit process.

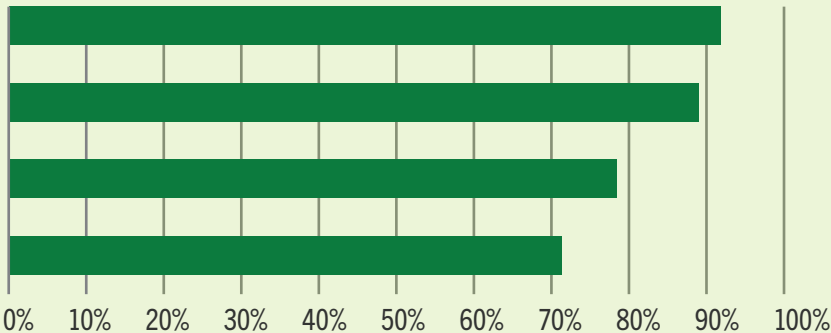


Lessons learnt from our deep retrofit work on 4 homes has helped us understand which improvements perform best in a typical Broadacres home, and which improvements our customers are most satisfied with.

This project has shaped the delivery of our retrofit programme and helped us improve how we communicate with customers, carry out follow-up visits and work with contractors to coordinate the work.

Which of the following contributed to making this a positive experience?

- Our Customer Liaison Officers (CLOs) were supportive and helpful
- The contractors were friendly and efficient
- I am now happier with my home
- The leaflet was informative



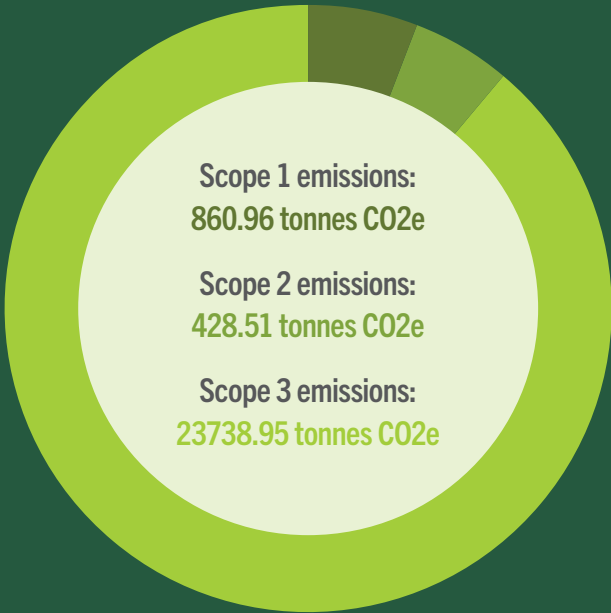
Our carbon footprint



Scope 1, 2 & 3:

Total emissions  
25028.42 tonnes CO2e

Total emissions per home  
3.86 tonnes CO2e



## Flooding and overheating

We are aware of the ever-increasing risk that climate-induced extreme weather poses to your homes, with flooding and overheating happening more often. We are determined to make sure your homes are prepared for the current and future risks that extreme weather brings.

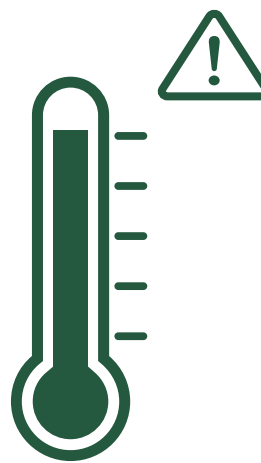
In response to these events, we have established an extreme weather group to review the risk posed to homes managed by Broadacres. Over the last year the group has looked at flood risk data, to ensure that predicted flood risks are not based on historical events but on data that accounts for ever increasing extreme weather events, as we are seeing homes experience flooding more frequently than projected.

This analysis means that we know which homes are most at risk of flooding now and in the future, and if these need any work to reduce the risk.

All our developments are designed to withstand a 1 in 100-year flooding event. If homes are built in flood zone 2 areas, work to reduce flooding risk is undertaken and local flood authorities approve this work. We do not build new homes in flood zone 3 areas.

Overheating in homes has increased in recent years and in response we have identified homes most at risk and we continuously monitor these to identify if any further action is needed to reduce overheating. We have reviewed and updated the advice given to colleagues and customers in relation to overheating risks.

We have considered how to reduce overheating risks in new build homes, and carried out an independent overheating assessment on some at risk homes to identify areas where design features could offer solutions to reduce the risk of overheating.





## Nature

Our biodiversity net gain target for new build homes is 10%, in line with current government requirements. An ecology consultant is brought onto each new development site to assess the ecological condition of the site before building work begins, including a tree survey and protection plan. We are committed to improving our new build specification to include more biodiversity improvements, and over the coming years we will implement biodiversity measures that align with local commitments such as those in North Yorkshire and York's Local Nature Recovery Strategy.

We have also invested in several community projects using our Sustainability Fund, whilst also hosting a series of colleague volunteering days to tidy gardens, including installing bird boxes, plants, shrubs, hedges and benches.





### Incredible Edible, South Milford – June 2024

Incredible Edible, based in South Milford near Leeds, is a community garden initiative which is part of the wider Incredible Edible network that promotes local food growing to create stronger, more connected communities.

The funding was used to purchase a storage shed at their community garden.

### Ripon Walled Garden – May 2024

Ripon Community Link is a charity based at Ripon Walled Garden that supports young people and adults with disabilities. Their mission is to provide meaningful opportunities for personal development, skill building and community engagement in a welcoming, nature-focused environment.

The grant was used to buy much needed gardening equipment to keep their gardens looking beautiful and to improve the sales area. Items bought included two wheelbarrows, seeds, plants and a variety of tools.



### e50K Community Interest Company – June 2024

e50K CIC are dedicated to enhancing the lives of armed forces families by bridging the gap between military and civilian life. They are a female-led social enterprise with a varied approach to sustainable community development.

The grant was used to buy plants, equipment and a noticeboard for a 72ft polytunnel they opened at Bramble Woods, Catterick Garrison. It serves as a space for growing a variety of fruits, vegetables and herbs enabling year-round cultivation.



# Resource management



## Responsibly sourced materials

We work with our contractors and suppliers to make sure the products and materials they supply or use are as sustainable as possible, including how they source raw materials, their manufacturing process, and the how the products are disposed at end of life.

Sustainability is now an essential part of our Procurement Policy, and we work with colleagues responsible for buying services and materials to help them choose sustainable materials, products and services.



## Waste management

In 2024-25, we reviewed how we disposed of waste across the Broadacres organisation, and this year we will analyse our waste management requirements, including construction waste, with the aim of collecting accurate data about the type and volume of waste we produce, to inform a new waste management procedure.



## Water management

We do not currently have a water management strategy; however we are now including water use data into our carbon footprint calculation, and we will consider water management in our transition to net zero.

When we review our Sustainability Strategy in January 2026, we will introduce ways to monitor water use and set targets to use water more efficiently.

# Affordability and security

## Rent regulations

Rent compared to private rental sector: 67%

Rent compared to local housing allowance: 89%

Home type	Number of homes
General needs (social rent)	5,529
Intermediate rent	68
Affordable rent	647
Supported housing	248
Housing for older people	0
Low-cost home ownership	438
Care homes	0
Private rented sector	0
Other	0

## Reducing energy costs for our customers

Our Money Advice Service supports customers in many ways, including working with individual customers to review their energy costs, switch suppliers or signpost them to additional support services. As part of the Broadacres Customer Support Fund they also help customers to buy white goods that are A-rated for energy, carpets and other floor coverings and offer energy vouchers for those struggling with high energy costs. This team also completes training with the charity National Energy Action to support customers in fuel poverty and keep up-to-date with energy legislation or relevant changes.



Our sustainability team provides support to customers who have recently had solar panels installed, including working with them to identify their energy suppliers tariff and help them get Smart Export Guarantee payments.

Our tenancies are provided in line with our Tenancy Policy and with the Tenancy Standard, these include general needs tenancies, periodic assured tenancies and 12-month probationary tenancies to new customers if this is their first tenancy. Once this probationary period ends, their tenancy could convert to a lifetime tenancy.



## Building safety and quality



**100%**

of gas checks have been completed



**100%**

of fire risk assessments have been completed



**100%**

of electrical safety checks have been completed



**100%**

of asbestos surveys have been completed



All legionella inspections have been completed



**100%**

of lift safety checks have been completed



**99.87%**

of our homes meet the national housing quality standard

Some homes that do not meet the national housing quality standard are undergoing improvement work or are included in planned maintenance programmes.

We carry out a damp and mould survey on all rented homes every five years. Colleagues are trained to identify issues and are prompted via handheld devices to ask customers about damp, mould, or other hazards when completing work in the customer's home. If concerns are raised, a risk assessment is completed on site and where damp or mould is confirmed, a mould clean is completed. A surveyor then investigates the cause and provides a written report detailing any further actions needed.

## Customer voice

### Tenant Satisfaction Measures survey (TSM)

87% overall satisfaction

The results of the TSM survey have helped us to improve communications with customers which has reduced the number of avoidable complaints, with less customers asking for a 'call back' from Broadacres colleagues.

The TSM survey results have helped us to:

- introduce a learning and development programme to help colleagues deliver a personalised service which has resulted in a reduction in complaints where the cause was identified as colleague behaviour or attitude
- develop our new Anti-social Behaviour (ASB) Strategy which includes actions to improve the service and performance
- review complaint handling to improve customer satisfaction

Our Customer Engagement Framework Model outlines the different activities that we support to 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

Our customer engagement framework includes:



#### Customer feedback

Customer engagement activities are both digital and paper based and we use complaints, compliments, suggestions, Local Monitor surveys and Service Reviews to shape our service delivery.



#### Accountability

Customers are at the heart of our decision making and we co-regulate our services with them through the following: Board membership, Group Customer Experience Committee and the Customer Scrutiny Panel.



#### Community and culture

We invest in communities using a community development approach and customers contribute to lots of the things we do, such as Community Action Days, estate walkabouts, community investment activities and the Community Development Fund.



#### Service development

We listen to our customers through a combination of customer engagement activities that take place digitally or face to face, including focus groups, the Customer Network, consultations, focus groups and journey mapping.



We have a Customer Scrutiny Panel (CSP) made up of Broadacres customers from across the area. This group is responsible for reviewing the services we deliver by looking at performance information in key services. The panel is a subgroup of the Board and use feedback from customers to highlight key areas to review based on performance data.



### **The Housing Ombudsman has made 6 determinations.**

To improve complaint handling we have delivered training to colleagues about how to conduct complaint interviews, gathering evidence and how to make informed decisions based on their findings.

We have developed a Vulnerability, Reasonable Adjustments and Protected Characteristics Policy alongside customers and colleagues to ensure all customers who need help to access our services are supported to do so.



## Customer support

### Customer support services

Money Advice Service, extra care schemes, sheltered housing schemes, ECHO, supported housing services.

#### How successful are these services in improving outcomes?

Our Money Advice Service offers free and confidential help and advice to customers, including checks to see if they qualify for benefits. Over the last year this has generated £1.94 million in income for customers including helping customers to receive Personal Independence Payment (PIP), Universal Credit, housing benefits, discretionary housing payments and Council Tax reductions.

Broadacres has four extra care schemes which provide 181 homes including flats and bungalows for people to live independently with 24-hour care provision on site should it be required. These support individuals to live as independently possible. They also benefit from on-site catering, providing a freshly cooked three-course lunch time meal 365 days a year and other meals can be purchased separately. A laundry facility is on site as well as communal lounges.

We also have 2 sheltered housing schemes offering 61 homes for people who have a vulnerability. Laundry facilities are available on site as well as communal lounges. Extra care and sheltered housing schemes have designated support staff to provide housing management linked to the customer's tenancy, and help people to maintain and understand their tenancies. Additional support is provided around budgeting, bills, benefits and maximising income, mental and physical health, hobbies, housing and giving individuals a voice.

ECHO comprises of six individual, detached, 2-bedroom bungalows in Colburn, Richmond, North Yorkshire. One bungalow houses staff and meeting rooms.

The scheme provides long-term accommodation for NHS patients who are subject to section 117 aftercare and are identified as having needs beyond what the care provided by the commissioned mainstream health and primary care services can provide.

The supported housing service includes a women's refuge, rough sleeping accommodations service, The Crossing young persons homeless service, learning disabilities and mental health services. Support is tenancy related and empowers individuals to maintain and understand their tenancies.

Additional support is offered around budgeting, bills, benefits and maximising income, mental and physical health, education, getting into paid or voluntary work, hobbies, moving on and giving individuals a voice. The women's refuge has 14 homes which can be used for a 12-month period. 34 women and 29 children have moved from the refuge into safe and secure accommodation this year.

The UK government is committed to ending all forms of homelessness and ending rough sleeping by 2027. Homelessness is estimated to cost the government £24,000 to £30,000 per person annually. In 2023 - 24 government figures showed that local councils spent £2.3 billion on temporary accommodation; a 29% increase from the previous year and a 97% increase over the last 5 years.

Broadacres have 18 homes for homeless people which can be used between 2 and 3 years. In the last reporting year we have had 8 people move on who are now living independently.

1 in 4 people in England will experience a mental health problem each year and 1 in 6 people report having a common mental health problem in any given week. Broadacres mental health service has 22 homes with support and 6 people have moved on to live independently in the community. Broadacres floating support service has 57 customers who have been referred to the service.



Mental health problems are estimated to cost the UK government £117.9 billion each year and there are approximately 1.5 million people with a learning disability which costs the government 6.1 billion (Mencap).

Broadacres learning disabilities service has 17 homes offering long-term accommodation, where individuals are supported to live as independently as possible.





## Placemaking

### Investing in your communities

- Breakfast clubs:** Last year we supported breakfast clubs at 3 schools: Alverton Primary School, Sowerby Primary Academy and Sunbeck Centre (SEND school). We've provided approximately 24,000 free breakfasts, some of which have been given to children during the summer holidays. The initiative encourages children and families to attend breakfast clubs to support educational and family development.
  - Community Development Fund:** This fund provides small grants to community and voluntary groups for projects that benefit your communities.
- All grants are approved by a panel of our customers and last year, we donated £14,895 to 33 community initiatives and local projects across North Yorkshire. Projects included equipment for local sports teams, training for therapists, games and activities for children with learning difficulties, IT equipment for a women's support group and improved road safety equipment and signage.
- Foodbanks:** We have donated money to foodbanks including the Colburn Hub, Community Works, Hambleton Foodshare, Influence Church and Selby & District foodbank.
  - Community Action Days:** We worked alongside statutory agencies, community groups and volunteer services to ensure we engaged with all customers at 10 Community Action Days across the region.





## Structure and governance

- Broadacres is registered with the Regulator of Social Housing
- We received a G2/V2/C2 grading from the Regulator of Social Housing in October 2024
- We follow the National Housing Federation Code of Governance
- Broadacres is a not-for-profit organisation

ESG risks are captured within the Strategic Risk Registers and our executive team reviews the Strategic Risk Register on a monthly basis and detailed review of controls and assurances is undertaken by the Head of Governance and Risk on a quarterly basis.

The Strategic Risk Register is presented quarterly to the Group Audit and Risk Committee where controls and assurances are subject to review and challenge by the Committee ahead of review by the Board. Quarterly deep dives are conducted on two risks at each Committee, which included ESG related risks.

The Strategic Risk Register is presented quarterly to the Board, along with the outcome of the deep dives at Committee. The Board oversees the management of strategic risks at each Board meeting, where they discuss risks and the actions being taken to address these.

A horizon scanning report is tabled at each Board meeting. This sets out economic, political and regulatory changes the Board need to consider in the management of these risks or to indicate a new risk is relevant.

Are ESG risks incorporated into the housing provider's risk register?  
- Yes

The Board also oversees the Sustainability Strategy which supports the management of ESG related areas.

Broadacres has not been subject to any adverse regulatory findings in the last 12 months.

## Board and trustees

### Inclusion in governance

The customer voice is embedded in our governance framework. The Group Customer Experience Committee, subcommittee of the Board, includes three customer members, ensuring direct customer representation at the highest level. Additionally, the Customer Scrutiny Panel has nine customers and reports directly to the Board. The Panel reviews complaints and performance data to identify areas for in-depth scrutiny, such as the recent review of complaints management.

To ensure customer perspectives shape decision making, all reporting templates used by the Board, Committees and Leadership Team include prompts to consider how customer engagement has influenced service design and delivery. Insights are gathered through a wide range of channels, including: general customer satisfaction surveys, Institute of Customer Service annual survey, Tenant Satisfaction Measures annual survey, focus groups, digital Customer Network, Community Action Days, complaints and feedback.

A Customer Voice Report is also presented at each Group Customer Experience Committee meeting, with annual updates provided to the Board. Complaints data is reviewed at every Board meeting, while the Group Customer Experience Committee receives more detailed analysis. Feedback is used to develop action plans to improve service delivery, with oversight provided by the relevant Committee or the Board.

To ensure inclusivity, feedback is analysed by location, disability, gender and other characteristics.

In line with the Board and Shareholder Policy, appointments to the Board and Committees are guided by the following principles:

- **Skills and Experience:** Ensuring the full range of expertise is met to govern effectively.
- **Behaviours:** Fostering a culture of constructive challenge through probing, critical thinking and supportive dialogue.
- **Profile:** Building a diverse membership that reflects a range of backgrounds, lived experiences or insight into the communities served by Broadacres.

Recruitment packs are reviewed against the Inclusive Recruitment Toolkit to ensure that recruitment processes are fair, accessible and inclusive.

55%

of Board members are women

0%

of Board members are black, Asian or minority ethnic

0%

of Board members are residents

0%

of Board members have a disability

57.4

is the average age of Board members

3.3

is the average Board member tenure

18%

Board turnover in last 2 years

40%

senior management turnover in the last 2 years.

2 board members have financial experience: The Chair of the Audit and Risk Committee is a chartered accountant and a fellow of the The Institute of Chartered Accountants in England and Wales. One other member is an associate of Chartered Global Management Accountant (professional accounting body).

100%

of our Board members are non-executive directors.

A succession plan has been provided to the Broadacres Board in the last 12 months.

Broadacres' current external audit partner has been responsible for auditing the accounts for **3 years**.

The last independently run board effectiveness review was **15th May 2023**.

Declaration of interests is a standing agenda item for all Board and Committee meetings. Where an interest is declared, the individual concerned cannot participate in discussions or decisions. Additionally, dependent on the nature of the conflict, Board members may be asked to leave the meeting until the discussion is complete.

An annual declaration of interest process is in place for all Board members, committee members, Customer Scrutiny Panel members and colleagues. Board declarations are published on the Broadacres website.

## Colleague wellbeing

Broadacres pays the Real Living Wage.

**21.2%** is our median gender pay gap

**5.7:1** is the Chief Executive Officer to median-worker pay ratio

Equality, Diversity and Inclusion (EDI) training is an essential skill course that all colleagues complete and renew every 3 years. In addition, we run campaigns aligned to EDI events throughout the year.

We have an Employee Assistance Programme, which is promoted to colleagues and includes free counselling services. We have mental health first aiders, annual health surveillance, health campaign signposting and use of Occupational Health services.

We support the professional development of colleagues through covering professional memberships and qualifications and we have an active apprenticeship programme.

## Supply chain

### Creating social value

We worked with our retrofit contractor to encourage them to fund and deliver in social value activities with our customers. We have plans to work with our biggest suppliers and contractors to encourage them to invest in local projects in Broadacres communities.

### Sustainability in our supply chain

To consider sustainability in our supply chain, we will work with our biggest suppliers and contractors to improve their sustainability credentials and to make environmentally friendly changes to their practices. We will work with managers to embed sustainability criteria into the procurement process and ensure that questions are tailored appropriately to the different types of materials or services required.





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Authorised and regulated by the Financial Conduct Authority