



Broadacres



CORPORATE STRATEGY
2018 - 2023

A MESSAGE FROM OUR CHAIR AND CHIEF EXECUTIVE:



2018 is a big year for Broadacres as it is our 25th anniversary.

We were established in 1993 as a stock transfer in Hambleton and over time we have grown. We now own and manage over 6,400 homes across the whole of North Yorkshire. At the same time the range of services we provide has expanded to include our own property maintenance team, four extra care schemes, a women's refuge, young homelessness accommodation, services for people with learning disabilities and mental health issues. Our team is over 300 strong including 100 people within property maintenance and a further 100 delivering care and support services across North Yorkshire.

It is important to reflect and celebrate the achievements of the past but just as important 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

We believe over the next five years we will do this by developing new homes, investing significantly in our existing homes especially around affordable warmth, 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.

To do this we will be investing in our people to ensure they have the skills to deliver our aspirational strategy.

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

OUR VISION:

‘To be the best rural housing association in the country’

Introduction:

We are an ambitious organisation going through a structural and cultural transformation from a customer service organisation to a customer experience based organisation embracing the digital agenda while ensuring we retain our local presence.

Broadacres currently has stock in Hambleton, Darlington, Richmondshire, Harrogate, Redcar and Cleveland, Ryedale, Scarborough, Selby, East Riding of Yorkshire, York and Leeds, and we provide homes for rent, shared ownership and outright sale, as well as providing a range of support services to different client groups including persons with mental health problems, learning disabilities, older persons, people with physical disabilities, those fleeing domestic abuse and single young people who are homeless.

Whether it is carrying out repairs to ensure our customers' homes are kept to the highest standards or providing ways of saving money, we strive to ensure our customers receive a first-class service and that, ultimately, they are proud to say they live in a Broadacres' home.

In 2017, the Board began consulting with customers, colleagues and our key stakeholders on the future direction of Broadacres. It is clear our customers and colleagues want Broadacres to focus on the rural, market and coastal towns of North Yorkshire. It is our area of expertise and where our customers aspirations are.

The outcome is our new Corporate Strategy to take us to 2023.



OUR MISSION:

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

The objectives of the Corporate Strategy are for Broadacres to create:

- Great homes to live in;
- Great customer experiences; and
- Great places to live.

Three things will make this possible;

- Great people;
- Great governance; and
- Great finances



OUR CORPORATE STRATEGY FOR THE NEXT FIVE YEARS:

We have developed a new **SMART** corporate plan around our **three** objectives:

Great Homes:

- Deliver 1,250 new homes by 2023 with 60% for social/affordable rent, 30% for shared ownership and 10% for outright sale. Where appropriate we will work in partnerships with key stakeholders to achieve this;
- Deliver £20m of investment in our existing homes focusing on improving their energy efficiency. We aim to achieve a minimum C rating for all our homes;
- Ensure the highest standards of health and safety are maintained.

Great Customer Experience:

- Move to an experience focussed approach ensuring our experience meets our customer expectations;
- Develop a digital vision so our customers can take advantage of the benefits new technology brings;
- Deliver a great repair service;

Great Places to Live:

- Deliver the care and support strategy to ensure that our more vulnerable customers can continue to live independently;
- Continue to work with our network of organisations contributing to the wellbeing of North Yorkshire;
- Ensure customer involvement remains at the heart of our decision making.



OUR FOUNDATIONS ARE:

Great People:

- Develop the culture at Broadacres to one of empowerment, accountability and realism that will enable **Great Customer Experience**; and
- Broadacres will become a modern social organisation.

Great Governance:

- Regain a G1/V1 grade from our regulator;
- Implement a modern performance framework to measure the outcomes from the corporate plan; and
- Ensure risks are in line with the board's aspirations

Great Finances:

- Ensure efficient funding is available at the right time; and
- Develop a pensions strategy.



OUR COLLEAGUE VALUES:

All our colleagues are recruited not only for their skills, but also for their customer focussed approach. We 'live' our values:

We are:

Passionate



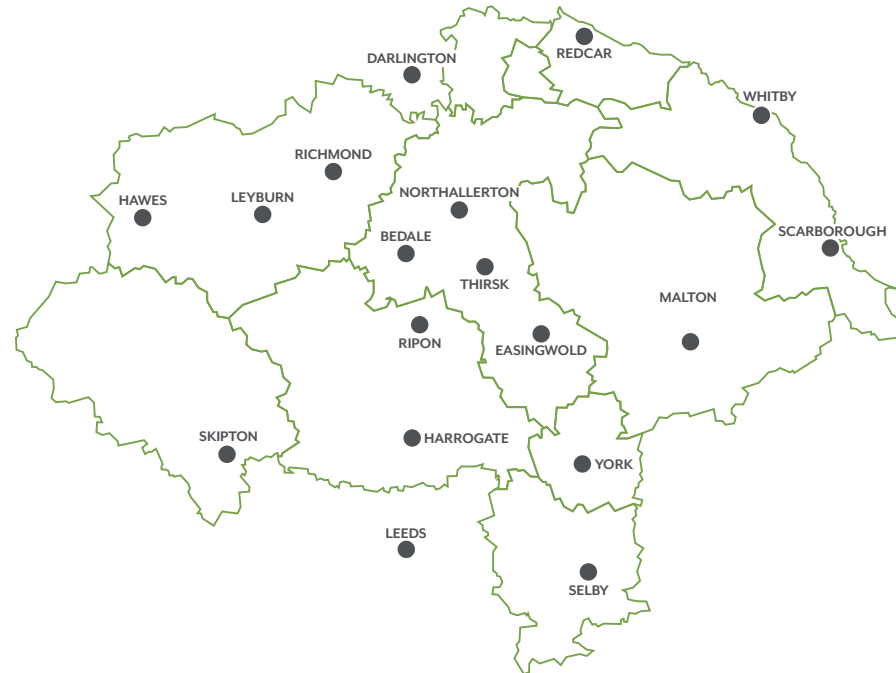
Empathetic



Respectful



“To be the best rural housing association in the country”



Broadacres Housing Association is an exempt charity, **Homes and Communities Agency number: LH4014**, and a registered society under the **Co-operative and Community Benefit Societies Act 2014, registered number: 27656R**

Authorised and regulated by the Financial Conduct Authority