

# Annual Report

for customers



2018-2019



**“ WE CONTINUE TO PROVIDE SUPPORT  
TO SOME OF THE MOST VULNERABLE  
PEOPLE IN OUR COMMUNITIES, WORK  
WHICH WE ARE VERY PROUD OF**

# 01

# Welcome to Broadacres' Annual Report

**Our mission is to deliver great homes to live in, great customer experiences and great places to live. By doing this we will realise our vision of becoming the best rural housing association in the country.**

This year the UK CSI survey gave Broadacres a score of 77.2, compared to 77.7 for all companies in the UK. There is still lots of hard work ahead, but this Annual Report shows that we are already making great strides towards improving this score and our services.

## **It's been a fantastic 12 months for Broadacres:**

We invested £13m in our existing homes, including securing funding which is enabling us to tackle fuel poverty by installing more energy efficient boilers in many of our properties, at the same time, we completed new developments in Gilling West, Helmsley and Colburn, providing high quality, affordable homes for local people in housing need.

We also bought privately owned homes that had fallen into disrepair and refurbished them to a high standard to provide even more affordable homes in our communities and improve the

areas where they are located. This can take time and often looks like work is at a standstill but there's lots of activity going on behind the scenes.

We started work on several new developments across North Yorkshire, which will ultimately see 1,250 new homes being provided by the end of 2023.

We continue to provide support for some of the most vulnerable people in our communities, work which we are very proud of.

We're also making other positive contributions in our communities, whether it's providing funding for local projects through our community development fund, helping local people clear green spaces or offering free workshops to prevent online fraud.

I was also very pleased that after a lot of hard work, at the beginning of 2019 we were returned to regulatory and financial compliance by the

Regulator of Social Housing. That has provided us with a real springboard for the future.

Becoming the best rural housing association in the country will not be easy, but I am confident we have the people, financial strength and governance structure to deliver this vision for you, our residents.

*Colin Wilkie*

**Colin Wilkie, Chairman**



# 02 Great homes to live in: Investing in your homes



**£13m**

SPENT ON REPAIRS,  
MAINTENANCE AND  
IMPROVEMENT WORK



**98.29%**

OF RESIDENTS WERE SATISFIED  
WITH THE REPAIR SERVICE AND  
PLANNED MAINTENANCE



**192**

GAS & OIL  
BOILERS  
REPLACED



**88**

BATHROOMS  
REPLACED



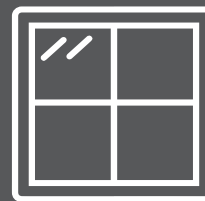
**97.96%**

OF ALL OUR  
APPOINTMENTS  
WERE KEPT ON TIME



**6,326**

HOMES MANAGED  
FOR 10,043  
RESIDENTS



**291**

WINDOW & DOOR  
REPLACEMENTS



**157**

KITCHENS  
REPLACED



**654**

HOMES WERE LET,  
75 MORE THAN  
LAST YEAR



**94.83%**

OF HOMES WERE  
COMPLIANT WITH DECENT  
HOMES STANDARD



**90**

ROOFS  
REPLACED



“

THE MOST IMPORTANT  
ASPECT OF LAURA'S ROLE  
HAS BEEN TO LISTEN AND  
TALK AT THE RESIDENTS  
OWN PACE



# 03

## Great homes to live in: Helping our most vulnerable tenants

**Broadacres has invested in additional Housing Officers whose objectives include contributing to sustainable communities and delivering high quality neighbourhoods.**

Additionally, we have agreed to fund a pilot team supporting more vulnerable residents. Why do we do this? Sometimes we all need a little extra help.

Housing Officer, Laura Wright, has been working with a tenant who suffers severe mental ill health. She worked with the resident to gain her trust and as a consequence she has been able to engage positively with us and her community.

Laura attended all her outstanding repair appointments and stayed with the resident until she was satisfied with the completed work. This prevented the resident becoming anxious and confused.

During this time Laura also helped with a number of additional issues that were causing the resident anxiety due to difficulties with communication, such as: making GP appointments, liaising with the DWP, introducing her to the Independent Domestic Abuse Service and sharing information with other supporting agencies.

The most important aspect of Laura's role has been to listen and talk at the resident's own pace. This has enabled Laura to build a trusting relationship in which the resident has spoken to Laura about things that she had never spoken about before.

The resident said "Laura has helped me to see the value of my life and the positive impact I have on those around me. She's reminded me of what I have achieved and what I can now go on to achieve."

Laura said: "For me it's the small victories like this that give me job satisfaction."



# 04

## Great Homes to live in: Affordable Warmth

### Warm Homes Fund:

**Staying warm in winter is a worry for many so we have made making your homes easier to keep warm at a sensible price a priority.**

**In 2018/19 we received up to £860,000 from the Warm Homes Fund.**

This funding will allow Broadacres to install gas central heating in up to 323 homes currently heated by old and inefficient storage heaters or solid fuel. This will help to reduce energy bills and provide a more efficient and effective form of heating.

We make this process as easy as possible by helping to move furniture, offering to carry out decoration after the work has been done and providing support with gas and electricity tariffs through our Money Advice Team.

### Some of the comments we received:

‘Fast and efficient, the work was mostly done in a day’.

‘Polite and friendly, they fully explained the working of the boiler and central heating’

‘The standard of workmanship is fantastic.’

‘I’m looking forward to using the heating in the winter as the storage heaters were not keeping me warm’.

### Air Source Heat Pumps:

We are increasing the number of Air Source Heat Pumps (ASHP) that we install in rural areas where there is no mains gas supply. In 2018-19 we installed 57 ASHP’s, in 2019-20 we are aiming to install 100.

Air Source Heat Pumps provide an effective and controllable form of heating and are particularly suitable for homes where there is no mains gas supply.

### How we improve our empty homes

Once a home becomes empty, we carry out an Energy Performance Certificate survey to identify work that will make the home more energy efficient, such as installing more loft insulation, installing energy efficient light bulbs and upgrading the heating system.

We improve all empty properties above Decent Homes Standard to help ensure that our properties are as energy efficient as possible.

As part of the Broadacres ‘Affordable Warmth Strategy’ we provide a switching tariff service led by a team of colleagues trained by National Energy Action to ensure that we provide the best advice to our customers to help them save money on their energy bills.



A close-up photograph of a hand turning a white plastic radiator valve. The valve has a snowflake icon and the numbers '0' and '5' printed on it. The background is a blurred blue wall and a white radiator.

“

I'M LOOKING FORWARD TO  
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KEEPING ME WARM

“

THE PEOPLE AT BROADACRES  
WERE SO KIND, HELPFUL AND  
EFFICIENT AND THEY KEPT ME  
UPDATED THROUGHOUT THE  
WHOLE PROCESS



# 05

## Great homes to live in: Investing in new homes

**In 2018/19 we built 193 new homes, an increase of 79 compared to 2018, with a total cost of £14.2M, including grants from Homes England of £2.2M.**

- Of the new homes built: 136 were for rent, 38 for shared ownership and 19 for sale
- In 2018/19 we completed the sale of 82 new homes

### Janet's Story

I am a 62-year-old divorcee and I have worked for most of my adult life.

Unfortunately, around 12 years ago I began to have health problems, which resulted in my first spine operation. Since then I have had eight further operations on various parts of my body. Due to my ever decreasing mobility, it soon became apparent I would probably not be able to maintain a full-time job again.

Around this time, I had to change my mortgage to interest only payments, due to lack of income, and I realised that when my mortgage term came to an end, I would never be able to pay off

the remaining balance. My future became uncertain and this became a constant worry for me as I could not see a very bright future. It was a very stressful period of my life.

I began to explore the possibilities available and whilst researching I came across many 'Help to Buy' schemes, including one where a home could be purchased for 60% of the market value with a covenant that any future sale could only be for 60% of the value.

I contacted Broadacres to enquire about purchasing a house using this scheme and because the people at Broadacres were so kind, helpful and efficient and they kept me updated throughout the whole process, I began to feel there was hope. Eventually I found the right property for me and everything fell into place.

Now a year later I have a beautiful 'forever home', close to my children which is a comfort as

the years roll on. I cannot describe the immense relief for me. I consider myself fortunate that I found out about Broadacres and I will be forever grateful. I would never be able to find the words to express how I feel. My very uncertain future is now a stress free, happy and secure one.



# 06

## Great customer experiences: Listening to your views

**The Performance and Improvement Panel (PIP) is a group of Broadacres tenants who work with us to ensure quality services are provided to residents both now and in the future.**

In 2018/19 the panel undertook a review of residents whose homes were fitted with an air source heat pump (A.S.H.P), influencing several improvements including better advice and information, clearer communication and alternative options for smaller homes.

The panel also completed a review of Broadacres self-assessment of compliance against the consumer standards, concluding that most of the standards were being met. However they expressed concerns about the availability of information for customers in a non-digital format and non-compliance with the 'Decent Homes Standard'. Broadacres are working to improve this.

### Complaints

Last year we received 66 formal complaints and dealt with many expressions of dissatisfaction.

As part of the UK CSI survey (mentioned on page 14), some residents told us that when reporting a problem or making a complaint they felt let down by the way we responded and the speed in which we handled issues.

Resolving complaints is really important to us, and we want you to feel confident that we will listen and put things right when a complaint or expression of dissatisfaction is made.

Following this feedback, we are reviewing the way we respond to complaints.

### You said, we listened

**You said:** "Broadacres should deal with complaints on behalf of our residents and not refer customers to our contractors"

**We did:** All complaints will now be discussed with the contractor and resident in the first instance and an appropriate plan will be agreed by both parties.

**You said:** "We need to raise leaking roofs as urgent or emergency jobs and then continue to deal with them as high priority until the problem is fixed."

**We did:** All roof leaks will now be treated as emergencies.

**You said:** "Housing Officers should be trained to identify the early indicators of damp"

**We did:** A number of Housing Officers completed damp training in January and February 2019.



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# 07

## Great customer experiences: Listening to your views

**Broadacres works very hard to listen to you, our residents, and to improve our services with the help of your feedback.**

In 2018/19 we had an amazing response to a UK CSI survey regarding your experience of Broadacres services.

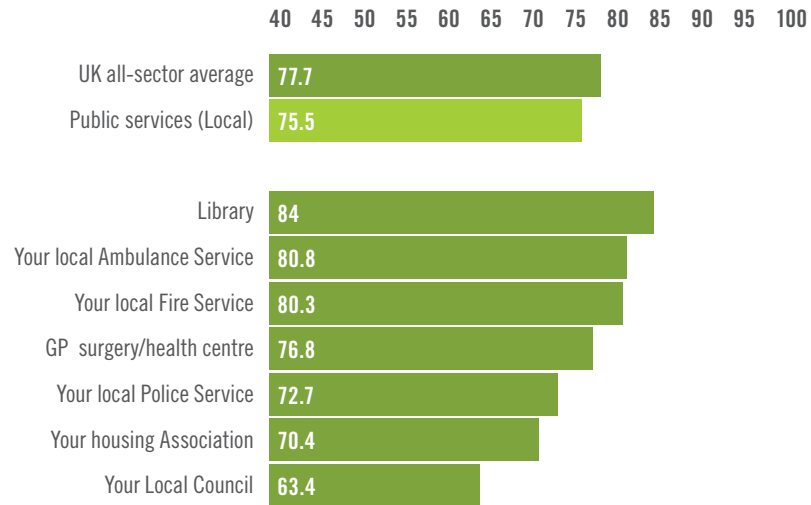
The survey, carried out by an independent company, measured 26 aspects of customer experience including: customer effort, right first time, trust, reputation, channel use and satisfaction, before measuring the results against other companies across the country, including those from the private sector.

These results act as a barometer of the state of customer satisfaction in the UK and gives Broadacres an indication of our performance in comparison.

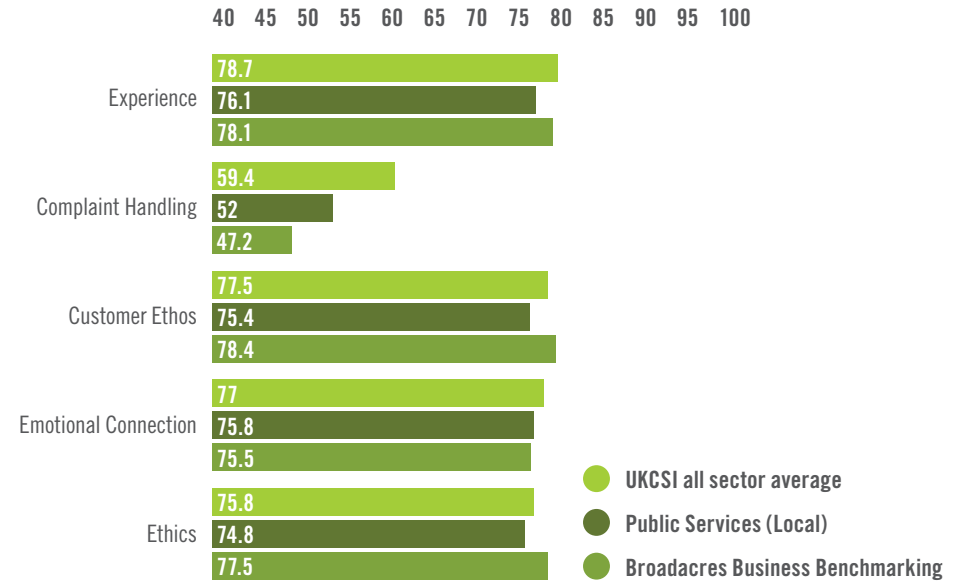
Broadacres scored 77.2 for satisfaction compared to the UK all sector average of 77.7 This is a positive result for Broadacres and is a good indication that you, our customers, are generally happy with the experience we provide.



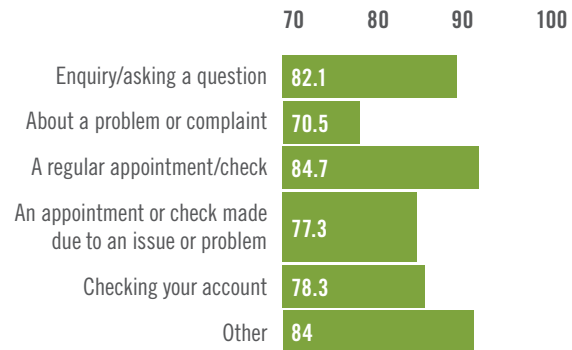
## UK Customer satisfaction index



## Customer priorities



## Satisfaction by reason for contact



# 08

## Great customer experiences: Supporting our vulnerable residents

**Broadacres has two Mental Health Supported Accommodation services, one in Northallerton and one in Leyburn.**

In 2018/19 the Board adopted the Broadacres Care and Support Strategy, which endorsed a commitment to ensure that our more vulnerable residents can continue to live independently. This involves Broadacres supporting the work of a network of organisations contributing to the wellbeing of North Yorkshire, including children's and adult services, prevention of homelessness, supporting community safety and the NHS.

### **Pauline's Story**

Pauline was referred to the service by a Community Psychiatric Nurse in August 2017 and moved to Leyburn Lodge in September 2017. Pauline has a diagnosis of Schizophrenia.

"I lived at home looking after my Dad and didn't wash myself much or change my clothes often as I didn't own many clothes.

"Broadacres, along with my support worker, helped me get my current accommodation.

"Sarah Beniams, Broadacres Mental Health Scheme Manager, came to see me at my Dad's house and talked to me about moving into a flat and I moved in September 2017. I now have somebody to help me take a shower every day, I wash my own clothes in the laundry room, Hoover, wash the dishes and keep my flat tidy.

"I have done loads of things to improve my well-being and I've worked at the local charity shop for almost two years. I go to Scarborough four times a year with Jenny, my friend who lives at the same house as me. I do my own cooking, I'm a good cook, I learnt from my Mum. I sometimes cook Spaghetti Bolognese for Jenny.

"I now communicate more with people, I was very shy when I came here and I'm more independent than before. I've come a long way since September 2017."

"I am due to leave my flat and move to an independent home in September 2019."



“

I NOW COMMUNICATE MORE  
WITH PEOPLE, I WAS VERY SHY  
WHEN I CAME HERE AND I'M  
MORE INDEPENDENT THAN  
BEFORE. I'VE COME A LONG WAY  
SINCE SEPTEMBER 2017





“

IT'S TAKEN 18 MONTHS OF HARD  
WORK BY EVERYBODY INVOLVED  
AND WE'RE DELIGHTED TO  
BECOME THE FIRST HOUSING  
ASSOCIATION IN YORKSHIRE TO  
ACHIEVE THE ACCREDITATION

09

## Great customer experiences: Supporting our vulnerable residents

**In 2018/19 Broadacres signed up to the 'Make a Stand' national campaign launched by the Chartered Institute of Housing in partnership with the Domestic Abuse Housing Alliance (DAHA) and Women's Aid.**

This shows our commitment to supporting our residents who suffer from domestic abuse.

We also became the first housing association in Yorkshire, and only the 10th in the country to achieve a nationally recognised accreditation which sets out how housing providers should respond to domestic abuse in the UK.

The Domestic Abuse Housing Alliance (DAHA) accreditation forms part of the Government's "Ending Violence against Women and Girls Strategy".

It took Broadacres 18 months to achieve the award, including staff volunteering to be workplace champions and housing officers receiving legal training to enhance their response and service to customers suffering domestic abuse.

Gail Teasdale, Broadacres' Chief Executive, said: "Broadacres has always taken domestic abuse very seriously and this includes running our own women's refuge which helps women and their children who have been affected by abuse.

"We wanted, however, to go a step further and become even more proactive in this area and as the DAHA accreditation is the UK benchmark for how housing providers should respond to domestic abuse, this was the logical next step for us.

"It's taken 18 months of hard work by everybody involved in the project at Broadacres, and we're delighted to become the first housing association in Yorkshire and one of only a handful in the entire UK to achieve the accreditation.

"All Broadacres staff are now more aware, confident and proactive when dealing with domestic abuse and this has led to some front-line staff helping customers who needed support and advice on how to break the cycle of domestic abuse."

# 10

## Great Places - Improving Our Communities

### John's story:

**I was in an abusive relationship for 3 years during which time my partner was often violent towards me. I realised that I needed to escape, not just for my own sake but also for the well-being of my two young children.**

I contacted the Independent Domestic Abuse Service (IDAS) for support and advice and I was also given a Social Worker who helped me contact agencies who could offer me some assistance.

I had already bid on a Broadacres property, but the situation suddenly got much worse and we needed to move quickly. My Social Worker and the Police contacted Simon Hislop, Broadacres Housing Officer, and explained the seriousness of our situation and the need to act quickly.

Simon did everything he could to make sure that we got the keys to our new home as soon as possible, he was brilliant every step of the way and he always kept me informed.

This is my first experience of social housing and it's been great, it really couldn't have gone any better. I can't praise Simon highly enough, he was

there when I really needed someone. Simon listened to my story and really understood the difficulties me and my two children were experiencing, he is such an asset to Broadacres, he's been fantastic.

My children have settled well in their new home, much quicker than myself. But without the help of Simon our lives would have been so much more difficult.





**“ THIS IS MY FIRST  
EXPERIENCE OF SOCIAL  
HOUSING AND IT’S  
BEEN GREAT**



“

THIS FUND IS AN  
IMPORTANT PART  
OF BROADACRES  
COMMITMENT TO  
INVESTING IN  
COMMUNITIES





# 11

## Great places to live: Contributing to the well-being of North Yorkshire

**In 2018/19 Broadacres  
awarded £12,500 to 28  
community projects  
including funding for:**

- An all-weather shelter for the friends of a school group
- Weekly Zumba classes at an extra care scheme
- A defibrillator for a community care organisation

This fund is an important part of Broadacres commitment to investing in communities, providing an opportunity for local groups to access money for community led projects.



12

# Great People: Investing in our team

In 2018/19 Broadacres employed an average of 348 people from the local community, spread across 20 offices in Northallerton, Easingwold, Brompton, Leyburn, Richmond, Hurworth, Colburn, Thirsk, Stokesley and Romanby.

We continually invest in all our teams and in 2018/19 we spent £138,000 on training our colleagues in a mixture of statutory training, technical, awareness training and personal development.

In 2018/19 we employed 12 apprentices or trainees. 9 of these were in Property Services, one in the Technical Team, one in Finance and one in Housing. This year three apprentices have completed their training and gone on to be employed by Broadacres.

## Apprentices Achieve Awards

Three Broadacres apprentices, Joseph Elliott, Isaac Maury and Edward Kerridge, were recently recognised for their hard work by Richmond's Company of Fellmongers.

They were among just 15 local apprentices chosen to receive an award and were presented with medals and certificates of achievement at a ceremony in Richmond Town Hall.

Conducted by Baroness Angela Harris, Master Fellmonger, and Barry Dodds, the Lord

Lieutenant of North Yorkshire, the awards celebrated the talent, ambition and hard work of apprentices throughout the local area.

Joseph, Edward and Isaac demonstrated that they have the skills, knowledge and behaviours we need to deliver our vision of being **'the best rural housing association in the country'**.

Broadacres is committed to employing a diverse workforce. Below is the make up of our workforce in 2018/19.

	BAME	Male	Female	Disabled
The Board	0	10 (62.5%)	6 (37.5%)	0
Directors	0	3 (60%)	2 (60%)	0
Leadership Team	0	5 (55.6%)	4 (44.4%)	0
Managers & Supervisors	0	21 (45.65%)	25 (54.35%)	3 (6.52%)
Colleagues	3 (1.01%)	146 (49.32%)	150 (50.68%)	10 (3.38%)
<b>Total</b>	<b>0.81%</b>	<b>185 (49.73%)</b>	<b>187 (50.27%)</b>	<b>13 (3.49%)</b>
<b>Aspirational Target</b>	<b>5%</b>	<b>50%</b>	<b>50%</b>	<b>5%</b>







“

THIS IS GREAT NEWS AS  
IT MEANS OUR OVERALL  
OPERATING SURPLUS  
CONTINUES TO BE  
GENERATED BY HOME  
RENTALS



# 13

## Great Finances: Your rent and how it's spent

**A regulatory rent reduction of 1% again limited our income in 2018/19, and we sold less land and homes than the previous year. Despite this, we still improved our rental income by £0.6m, compared to last year, due to an increase in the number of homes available to let.**

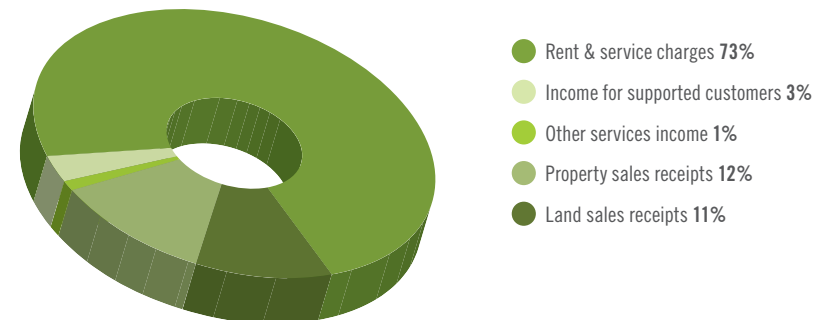
This is great news as it means our overall operating surplus continues to be generated by home rentals. This is our core business and the surplus allows us to continue investing in improvements to existing properties and building new homes. Importantly, it also allows us to repay our loans.

Customers can continue to pay rent online, over the phone, by direct debit or at the network of post offices, shops and other outlets accepting All Pay payments.

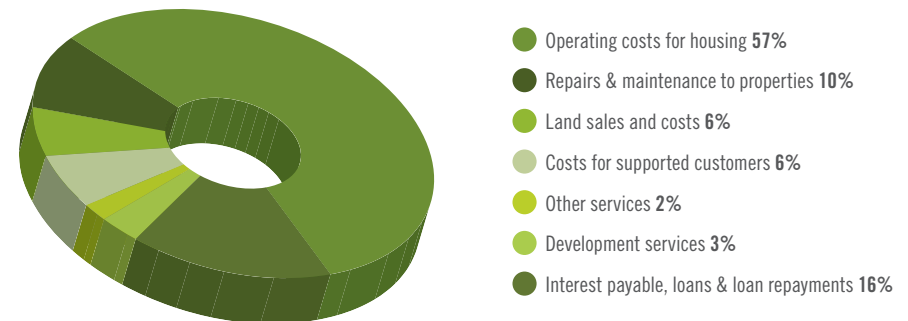
Our Income and Money Advise Teams offer support to residents. If you are experiencing difficulties paying your rent, please don't suffer in silence, just pick up the phone and give us a call. We are here to help.

In 2019/20 we will spend more than £120m on new homes and £65m improving existing homes, including our focus on making warmth affordable by addressing energy inefficiency.

**Consolidated Income 18/19 (£44m)**



**Consolidated Operating Costs 18/19 (£44m)**



Broadacres Housing Association Limited is an exempt charity and a registered provider of social housing, 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



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