

# ANNUAL REPORT FOR CUSTOMERS 2020 – 2021

# Welcome to our Annual Report to you

Reflecting on last year, the pandemic has dominated everything. It is an extraordinary experience we have all shared, but at the same time everyone's experience has been unique to them.

We appreciate how this year will have tested your emotions and finances, and some of you will have lost loved ones for which you have our deepest sympathies.

We are very proud of our response to Covid-19 and would like to say a huge thank you to you for working with us as we adapted our services to respond to government guidance. Throughout the pandemic we were guided by the principles of keeping you and our colleagues safe. This included customers who needed a little extra support which we did in partnership with our partners and volunteers.

I am also immensely proud of my colleagues at Broadacres who responded positively to the pandemic and continued to show what **great people** they are. Our focus this year continued to be delivering a **great customer experience** despite the challenges.

During 2020/21 we continued to rollout the 'affordable warmth' programme which will ultimately improve the energy efficiency of all your homes. The programme focusses on making your homes energy efficient using the latest environmentally friendly technology. This continues our commitment to delivering **great homes** which are affordable to live in. We are also preparing for the future by making five homes as close to zero carbon as possible so we can do our bit for the climate emergency.

In 2020/21 the number of repairs we completed was only slightly less than the previous year and over 500 new customers joined us.

Broadacres once again showed we offer a **great customer experience** by increasing our score in the Annual Customer Satisfaction Survey to a very impressive 81.9. This is an incredible result as generally satisfaction across the country declined. This was backed up by 234 compliments we received in 2020/21. We think we've done well, but we recognise there's always room for improvement and continue to use your feedback to improve services.

We have also been an early adopter of '**Together with Tenants**' which focusses on strengthening the relationship between residents and housing associations. Together with Tenants requires Broadacres to be accountable to you and make us customer focused, something which we really believe in.

Our finances are strong, and we invested £16.7M in existing homes, while also spending £12.9M on building new affordable homes throughout North Yorkshire. The Board recently approved our 5-year financial plan, and we are looking forward to a positive and successful 2021/22.

Thank you once again for your continued support and looking forward to a better 2021/22.

*Gail Teasdale*  
Chief Executive



We invested

£16.7M

in existing homes



234

compliments  
received

# SECTION 1: GREAT HOMES

## INVESTING IN YOUR HOMES

In 2020/21, Broadacres looked after 6,532 homes (6,425 in 2019/20) an increase of 107 in a difficult year.



# 6,532

homes managed

## £16.7m

was spent on repairs, maintenance, and improvements  
(£14.6M in 2019/20)



## 69

kitchens replaced  
(76 in 2019/20)



## 39

roofs replaced  
(87 in 2019/20)



## 97%

of appointments were kept on time  
(98% in 2019/20)



## 99.36%

of homes were compliant with decent homes standard  
(98.52% in 2019/20)



## 182

homes had windows and doors replaced  
(273 in 2019/20)



## 51

gas & oil boilers replaced  
(184 in 2019/20)



## 33

bathrooms replaced  
(51 in 2019/20)



## 106

Air Source Heat Pumps installed  
(44 in 2019/20)



## 88.1%\*

of customers were satisfied with repairs and planned work  
(98.37% in 2019/20)

\*The decrease reflects the challenges of having colleagues isolating with covid and being unable to attend appointments at short notice.

## MANAGING YOUR HOMES

We let 610 homes in 2020/21, compared to 559 in 2019/20.

Work on empty homes is completed to a high standard. We get asked why this work is not done to occupied homes and the reason is some of the work is too invasive and dirty to be done to occupied homes.

On average it took us 110 days to re-let a general needs home compared to 71 days the previous year.

This increased to 146 days if the home required major works, compared to 107 days last year.

Most of the increase was due to additional covid restrictions changing how we worked including limiting the number of people in a home at any one time and during the first lockdown being unable to let homes.

# SECTION 1: GREAT HOMES

## AFFORDABLE WARMTH

We are committed to helping you to live in warm, comfortable homes which you can afford to heat, and this programme focusses on making homes energy efficient, using the latest environmentally friendly technology.

### In 2020/21, we:

- Installed 106 Air Source Heat Pumps (ASHP's) in your homes, compared to 44 in 2019/20.
- We received £370,000 to fund the replacement of failing cavity wall insulation in 170 homes and replace it with modern, more effective insulation.
- We removed non-insulated panels on 39 homes and replaced them with an insulated render system.

Over the coming year we are working on a pilot project to improve the energy efficiency of five homes making them as close to zero carbon as we can. We will use the knowledge gained to decide how best to invest in your homes in the future.

[CLICK HERE TO SEE HOW BROADACRES ARE HELPING OUR CUSTOMERS LIVE IN SUSTAINABLE AND ENERGY EFFICIENT HOMES](#)



## HEALTH AND SAFETY UPDATE

The health and safety of customers and colleagues remains our priority and we continue to apply the 3 P's approach:

**Prevent:** Work can be carried out without risk to health and safety, helping us reduce accidents and incidents by 25% in 2020/21.

**Protect:** We ensure all relevant and proportionate control measures are in place, and our new health and safety management system will help colleagues protect customers and allow them to identify any areas of concern or improvement.

**Promote:** To learn lessons and make good health and safety an integral part of what we do, including working with our contractors to improve standards.

[CLICK HERE TO SEE HOW BROADACRES IS LEADING THE SECTOR IN FIRE SAFETY](#)



We received

**£370,000**

to fund the replacement of failing cavity wall insulation

# SECTION 1: GREAT HOMES

## DEVELOPING NEW HOMES

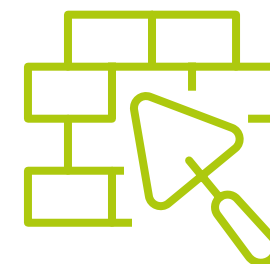
In 2020/21 we:

- Built 136 new homes, compared to 126 in the previous year, costing £12.9M (£26M including land purchases).
- Sold new homes to the value of £8M. The profits on these homes supported the development of new rented homes.
- Received grant income of £5.22M, compared to £3.2M in 2019/20.
- Started building 6 homes for people with additional needs.
- We also began work on 97 homes at Sowerby in Thirsk and 114 homes at Tall Trees in Yarm.
- Next year we are aiming to invest £31M in new homes, with an additional £4.5M Homes England Grant.



Work begins on a state of the art project to provide homes for people with complex needs in Brough-St-Giles near Catterick.

[CLICK HERE TO READ ABOUT SOME OF OUR AMAZING NEW HOMES](#)



# 136

new homes  
built

Next year we are  
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# £31M



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# SECTION 2: GREAT CUSTOMER EXPERIENCES

**YOU HAVE ONCE AGAIN INCREASED OUR SCORE IN THE ANNUAL CUSTOMER SATISFACTION SURVEY**

The 2021 Institute of Customer Service annual survey told us that you think Broadacres is a high performing organisation.



Our 2020/2021 satisfaction score is 81.9, an improvement of 0.4 on 2020. This compares well with the UK trend, which has overall satisfaction at 76.8, a decrease of 0.1 on 2020.

Our continued focus is to listen, understand and meet your needs.

We sent the survey to just under



**4,000**

customers by email and in the post, receiving 694 responses.



Customers move into their new homes at Carlton Miniott near Thirsk.

[CLICK HERE TO READ MORE ABOUT THE CUSTOMER SATISFACTION SURVEY](#)



# SECTION 3: GREAT PLACES TO LIVE

## INVESTING IN COMMUNITIES

Community investment is the work that we do alongside community members to support local people and is core to our role as a social housing provider.

Throughout the year we have provided ongoing **financial support for 3 foodbanks** in Hambleton and Richmondshire.

**Community Buddies**, a charity supported by Broadacres colleagues, has secured funding for outdoor gym equipment and a play area at our women's refuge.

Three customers have joined with tenants of other housing providers to form a new tenant led group called '**North East Tenant Voice**', providing people with a way for their collective voices to be heard.

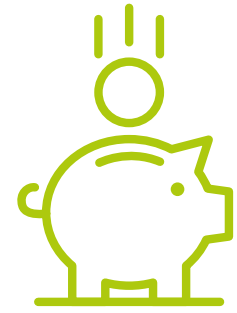
## SUPPORTING YOUNG PEOPLE

We have a longstanding partnership with Community Works, who have continued to provide support to young people and their families, on an individual basis and in youth clubs.

In partnership with the Greggs Trust we have supported a popular breakfast club at Alverton Community Primary School in Northallerton and a new breakfast club at The Sunbeck Centre, which provides an education for secondary school aged young people from across Hambleton and Richmondshire.

## COMMUNITY DEVELOPMENT FUND

Our Community Development Fund provides small grants for community and voluntary groups who deliver projects that benefit their communities. All grants are chosen by a panel of our customers.



This year  
we donated

**£12,500**  
to 30 local projects.



Young people at one of our Breakfast Clubs.

[CLICK HERE TO READ MORE ABOUT THE PROJECTS WE HAVE SUPPORTED](#)



# SECTION 4: GREAT PEOPLE

[CLICK HERE TO FIND OUT HOW THE WAY WE WORK HAS CHANGED OVER THE LAST 12 MONTHS](#)



## INVESTING IN OUR COLLEAGUES

In 2020/21 Broadacres employed 390 people from the local community, across many locations in North Yorkshire.

We continually invest in our colleagues and in 2020/21 we spent over £106,000 on a mixture of training and personal development.

Customer satisfaction remains high, and our colleague behaviour is highlighted as the main reason for many great customer outcomes and responses.

In 2020/21 we employed 6 apprentices or trainees, 4 of these were in Property Services, 1 in Catering and 1 in Communications.

We have now begun recruiting for next year's apprentices.



**We continually invest in our colleagues and in 2020/21 we spent over £106,000 on a mixture of training and personal development.**

## BROADACRES IS COMMITTED TO EMPLOYING A DIVERSE WORKFORCE

Below is the make-up of our workforce in 2020/21

	Ethnic Minority	Male	Female	Disability
The Board	0	10 (53%)	9 (47%)	0
Directors	0	3 (60%)	2 (40%)	0
Leadership Team	0	4 (50%)	4 (50%)	0
Managers & Supervisors	1 (2%)	26 (52%)	24 (48%)	3 (8%)
Colleagues	3 (1%)	166 (51%)	164 (49%)	10 (3%)
Total	4 (1%)	209 (51%)	203 (49%)	13 (3%)
Aspirational Target	3%	50%	50%	3%



# SECTION 5: GREAT GOVERNANCE

**Customer Engagement is a central pillar of Broadacres assurance framework which helps us manage some of the key risks.**

## PERFORMANCE AND IMPROVEMENT PANEL (PIP)

This Panel is made up of 7 customers who work with us to ensure quality services are provided to you, both now and in the future. They have continued to work throughout the pandemic despite the many challenges.

The actions and progress of this group are overseen by the Audit and Risk Committee, a sub-committee of the Broadacres board.

**In 2020/21 the PIP completed the following:**

- The implementation of recommendations to improve the experience of new customers.
- A review of the consumer standards, identifying areas where improvements could be made, and these recommendations are currently being implemented.

## CUSTOMER NETWORK

This group of customers give feedback via surveys sent by email. Set up in January 2019, the group currently has 273 members.

Their feedback in the past year has included editorial comments on a condensation leaflet for customers, and how Broadacres can reduce its impact on the environment, which contributed to the content of our Sustainability Strategy.

## LOCAL MONITORS

Local Monitors provide Broadacres with local monthly feedback regarding the landscape maintenance carried out by our contractors, and issues such as fly tipping.

We currently have 63 Local Monitors, although this number fluctuates throughout the year.

This group also highlighted concerns regarding contractors using unsafe working practices and highlighted safety issues with some walkways.

## COMPLAINTS

**This year we received 203 formal complaints, compared to 206 in 2019/20.**

**Our focus has been on 3 key areas where you told us you wanted to see an improvement.**

### AVAILABILITY

**You said:** You became frustrated and raised complaints when we cancelled and moved appointments at short notice, and in 2019/20 we received 14 availability complaints.

**We did:** We have set up new processes with teams working more closely together, resulting in only 1 availability complaint in 2020/21.

### QUALITY

**You said:** When moving into new homes there were issues with windows and doors.

**We did:** We identified one sub-contractor who had installed these defective components and issued instructions to any home builder we employed not to sub-contract work to this business.

### RELIABILITY

**You said:** Due to the different types of boilers in your homes, errors were made when ordering parts for repairs, resulting in frustrating delays.

**We did:** We now provide colleagues with software that identifies the correct boiler parts for a quicker, more reliable fix.

[CLICK HERE TO SEE HOW BROADACRES CUSTOMERS ARE HELPING THE HOUSING OMBUDSMAN](#)



# SECTION 5: GREAT GOVERNANCE

## COMPLIMENTS



This year we received

# 234

compliments, compared to 181 in 2019/20. Compliments from customers are always welcomed and our colleagues at Broadacres are informed of every compliment they receive.

### CUSTOMER COMMENT:

“I have worked in construction and am a bit OCD about my home, but the team who installed the boiler were exceptional and I can’t fault them.

“They dotted the I’s and crossed the T’s and their attitude and respect for my home was amazing.”

### CUSTOMER COMMENT:

“The job they did was absolutely amazing. It’s like having a new bathroom and it’s made me fall in love with my home again.”

# SECTION 6: GREAT FINANCES

## WHERE THE RENT IS SPENT:

	Frontline	Back Office	Total
New homes	28.7%	0.7%	29.4%
Repairs and maintenance	22.3%	5.1%	27.4%
Operating costs	16.1%	2.3%	18.4%
Interest payable		17.5%	17.5%
Supporting customers	3.2%	0.9%	4.1%
Other	2.5%	0.7%	3.2%
<b>Total:</b>	<b>72.8%</b>	<b>27.2%</b>	<b>100%</b>



We collected

**£33,96M**

in rent which equates a collection figure of 102.7% of rent due.

Rent collected (within 1% of budget)	2019/20	£32.6M (100.39% of rent due)
	2020/21	£33.96M (102.7% of rent due)
	2021/22	Target – £33.6M

Annual sales income (within 5% of budget)	2019/20	£5.3M
	2020/21	£8.2M
	2021/22	Target – £5.96M