

Environmental, Social and Governance Report



This Environmental, Social and Governance (ESG) report uses both qualitative information and quantitative metrics to measure Broadacres' performance against ESG risks, opportunities, and related strategies, and helps our customers and stakeholders to form a view about our activities and test these against the UN development goals. (below)

This is a new, annually produced report adopting the model format of the Sustainability Report Standard. Broadacres is proud to be an early adopter of reporting against this standard.

If you have any questions, please email:

info@broadacres.org.uk

David Smith Resources Director

Joy Whinnerah Development Director

Broadacres Housing Association provides a range of services to approximately 6,500 homes in the North of England. Established in 1993, Broadacres has grown both in terms of the number of properties we manage and our awareness of the needs and aspirations of our customers.

As a major stakeholder in many communities throughout the North of England, including Hambleton, Darlington, Richmondshire, Harrogate, Redcar and Cleveland, Ryedale, Scarborough, Selby, East Riding of Yorkshire, York and Leeds, we have a responsibility to make positive improvements for our residents and the planet as a whole.

Our Vision

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

Our Mission

To be the best rural housing association in the country.

Our Values

Passionate, respectful and empathetic.



UN DEVELOPMENT GOALS



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

From <https://sdgs.un.org/goals>



AFFORDABILITY & SECURITY

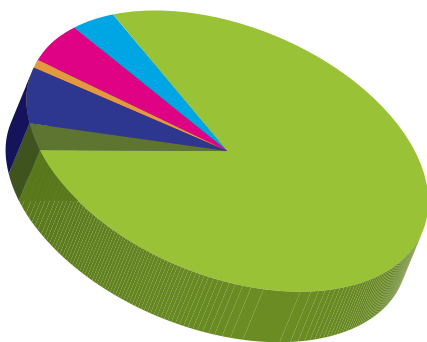
For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:



Monthly Rents (Apr 20 – Mar 21, two-bedroomed homes)

Area	Private Sector Median £	Broadacres Rent £
Hambleton	565	386
Richmondshire	545	378
Ryedale	575	405
Scarborough	550	382
Harrogate	725	416
Selby	550	391
York	765	393

Share, and number, of existing homes (homes completed before the last financial year) allocated to:



General needs (social rent)

5,149
79%

Other social

162
3%

Supported social rent

479
7%

Supported affordable rent

69
1%

Affordable rent

413
6%

Private rented sector

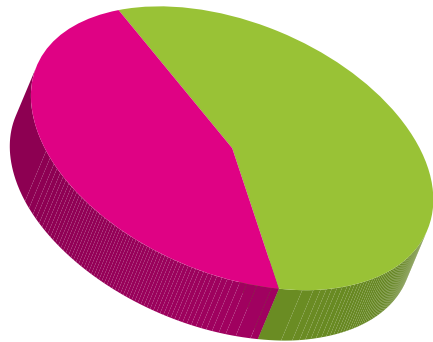
0
0%

Low-cost home ownership

245
4%

TOTAL
6,517

Share, and number, of new homes (completed in the last financial year), allocated to:



Affordable rent

71
56%

General needs (social rent)

0
0%

Supported housing

0
0%

Private rented sector

0
0%

Low-cost home ownership

55
44%

Intermediate rent

0
0%

Housing for older people

0
0%

Care homes

0
0%

How is Broadacres trying to reduce the effect of fuel poverty on its residents?

We aim to achieve a minimum SAP score of C for all of our homes by 2030 at the latest.

Work includes:



Replacing storage heaters and solid fuel



Installing air source heat pumps and gas central heating

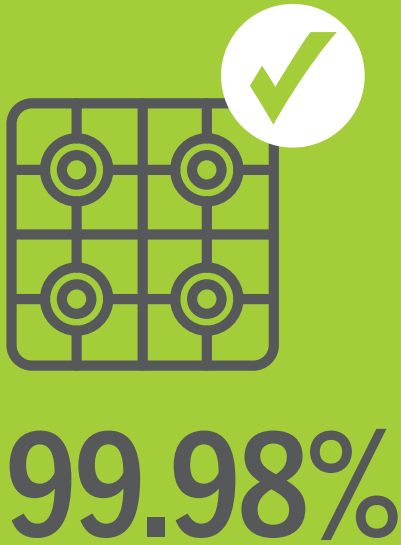
Our Money Advice Team and Customer Liaison Officers provide advice on energy tariffs, energy debt and dealing with energy providers, and we engage with agencies such as National Energy Action, our local Warm and Well partnership, and Yorkshire Energy Doctor.

What % of rental homes have a 3-year fixed tenancy agreement (or longer):

0%
of homes

BUILDING SAFETY & QUALITY

What % of homes with a gas appliance have an in-date, accredited gas safety check?



What % of buildings have an in-date and compliant Fire Risk Assessment?



What % of homes meet the Decent Homes Standard?



RESIDENT VOICE

What arrangements are in place to enable the residents to hold management to account for provision of services?

Customers are at the heart of our decision making and we co-regulate our services with them through:

- Board membership
- Customer Experience Committee (a sub-committee of the Board)
- A resident scrutiny panel
- Customer Liaison Group
- Focus groups
- The Customer Network (digital feedback)
- Specific consultations
- Journey mapping

We adopted the National Housing Federation's national initiative '**Together with Tenants**', a commitment to focus on strengthening the relationship we have with our customers.

How does Broadacres measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?

An annual customer satisfaction survey, based on the same measures used in the UK Customer Satisfaction Index (UKCSI), is sent to over **4,000** customers by email and post.

Our score increased over the last 3 years, and results from March 2021 told us that while average customer satisfaction across the UK dropped to **76.8**, our score increased by **0.4** to **81.9**.

In the last 12 months, how many complaints have been upheld by the Ombudsman.

There were zero complaints upheld by the Ombudsman in the last 12 months.

How have these complaints (or others) resulted in change of practice within the housing provider?

No complaints that have been referred to the Housing Ombudsman have been upheld. All complaints are recorded, investigated, and analysed so we can improve and learn.



RESIDENT SUPPORT

What support services does Broadacres offer to its residents. How successful are these services in improving outcomes?

We offer a range of support services to customers including:

Money Advice Team: preventing and reducing rent arrears and tenancy turnover by providing debt support, income maximisation and money management. During 2020/2021 over 200 people were supported, and the team obtained over £700k additional income for customers.



Learning Disabilities Service: housing support for up to 16 customers.



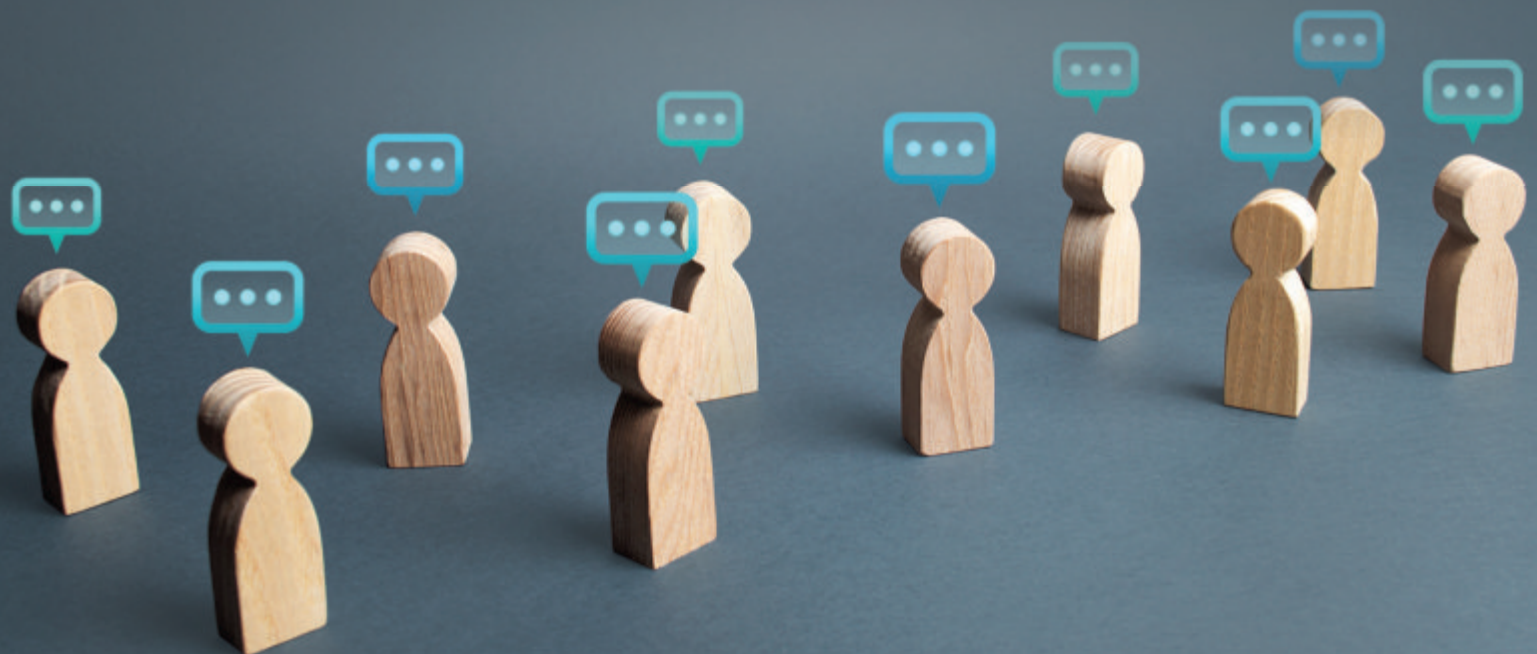
Mental Health Service: housing support services across North Yorkshire for 18 customers.



Women's Refuge: accommodation based Supported Housing Scheme with 14 flats for women and children affected by domestic abuse. In 2020/21 the service had 48 customers, with 97% successfully moving on to other accommodation.



Young Persons' Housing Service: accommodation for young homeless people, or those at risk of becoming homeless. This is part of the North Yorkshire Young People's partnership, and during 2020/21 we supported 20 customers using this service.



PLACEMAKING

Examples or case studies of where Broadacres has been engaged in placemaking or placeshaping activities.

Some examples:



Hundreds of children per week use our breakfast clubs in three North Yorkshire schools with the support of Greggs Foundation.

With financial support from Broadacres, a new wildflower orchard has been created in Great Ayton.



We helped to fund new play equipment at Hunton village.



We support Colburn Hub and Community Café, a space to help local people who are socially isolated.

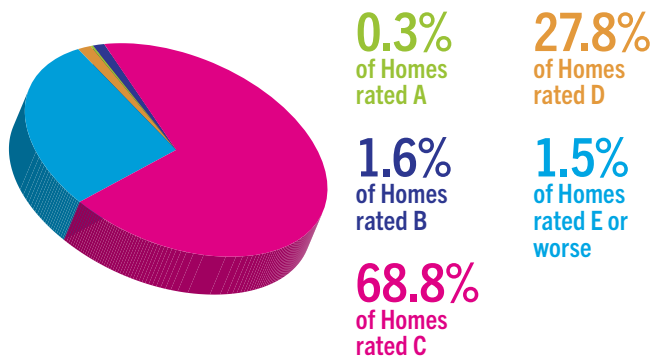


We helped a Thirsk-based charity set up a tool lending library after Housing Officers reported that some people were struggling to maintain their homes and gardens due to not being able to afford to buy basic tools.

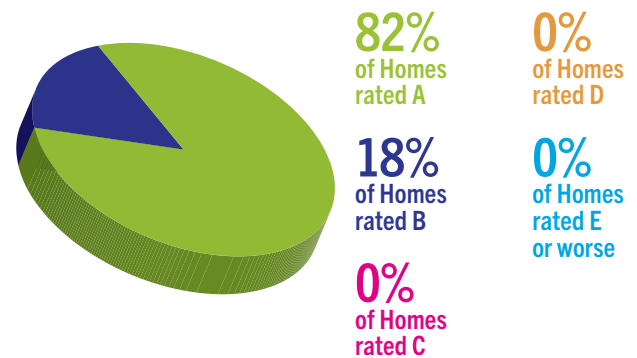


CLIMATE CHANGE

Distribution of EPC ratings of existing homes (those completed before the last financial year)



Distribution of EPC ratings of new homes (those completed in the last financial year)



Scope 1, Scope 2 and Scope 3 greenhouse gas emissions

1,831,931 KgCO₂e - this calculation includes our Scope 1 and 2 emissions, but most of our Scope 3 emissions are not included due to complexities in calculating this.



46.1%
of our emissions come from the use of gas



33.7%
from transport



20.2%
from electricity use

What energy efficiency actions has Broadacres undertaken in the last 12 months?

In 2020-21 we:

- Obtained Board approval for a 30-year Sustainability Strategy.
- Reduced the amount of paper used, seeing a 64% reduction in paper use between 2017-18 and 2020-21.
- Improved the average SAP score of customer's homes from 70.91 to 71.26.
- Reduced the number of homes with an average SAP score of less than 69, from 2,036 in March 2020 to 1,884 in March 2021.
- Installed Air Source Heat Pump's in 106 homes.
- Installed insulated render on 35 properties to improve energy efficiency.
- Carried out cavity wall extraction and refill in more than 180 homes.

How is Broadacres mitigating the following climate risks?



Increased flood risk



Increased risk of homes overheating

- All Broadacres new build schemes must withstand 1 in 100-year flooding events, and no schemes are built in flood zone 3 areas.
- For developments in flood zone 2 areas, remedial actions can be taken, and local flood authorities must approve all flood prevention work.
- Our existing stock is being mapped to identify properties in higher risk flood zones.
- To mitigate overheating, all new schemes have mechanical ventilation installed and consultants are employed to provide appropriate advice.

Does Broadacres give residents information about correct ventilation, heating, recycling etc.

Customer Liaison Officers work closely with customers to provide information about the most effective use of heating systems and tariff advice.

Information about ventilation and condensation is provided to our customers by Property Surveyors, face to face and an information leaflet.



ECOLOGY

How is Broadacres increasing Green Space and promoting Biodiversity on or near homes?

Our Sustainability Group meet regularly to discuss how green spaces can be enhanced for the benefit of biodiversity and for our customers, and we are developing relationships with partners, such as the Environment Agency and charitable organisations.

Through these partnerships we will look to deliver projects which will see us planting trees in communal green spaces and developing some of these spaces to benefit wildlife, through planting appropriately, creating habitats and adjusting our landscaping and grass cutting timetables.

We work with our materials supplier, using the annual rebate that we receive from them, to develop sustainability initiatives by sourcing local, seasonal, and appropriate items which can be distributed to customers to enable them to lead greener lifestyles, including peat-free compost, bird boxes, hedgehog houses, vegetable seeds, etc.

Does Broadacres have a strategy to actively manage and reduce all pollutants?

If so, how does the housing provider target and measure performance?

Yes.

The disposal of hazardous waste is part of our Waste Management Procedure. Hazardous Waste is segregated from non-hazardous waste before being disposed of by approved contractors. We audit our waste management contractors to ensure that waste is being disposed of appropriately.



RESOURCE MANAGEMENT

Does Broadacres have a strategy to use or increase the use of responsibly sourced materials for all building works?

We do not currently have a strategy, with no plans to develop one within the next 12 months.

Does Broadacres have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

- Using our ISO14001 Environmental Management System, we audit waste management contractors to ensure that waste is being disposed of in line with legislation.
- Waste generated by in-house teams is segregated for recycling before being collected by a waste management contractor.
- We carry out environmental and waste management audits of our new build development sites as well as contractors working on our behalf. Waste Management is audited by BSI during our twice-yearly ISO14001 audits.

Does Broadacres have a strategy for good water management?

We have no strategy for good water management and no plans to develop one.



STRUCTURE AND GOVERNANCE

Is Broadacres registered with a regulator of social housing?

We are registered with the Regulator of Social Housing.

What is Broadacres most recent viability and governance regulatory grading?

G1/V1 in December 2020.

Which Code of Governance does Broadacres follow?

The National Housing Federation's 2020 Code of Governance.

Is Broadacres not-for-profit?

Yes.

Explain how Broadacres' Board manages organisational risks

Broadacres Board delegates day-to-day monitoring of risk to the Executive Team and the Group Audit and Risk Committee is responsible for scrutinising controls in operation to mitigate key risks and the adequacy of assurance obtained.

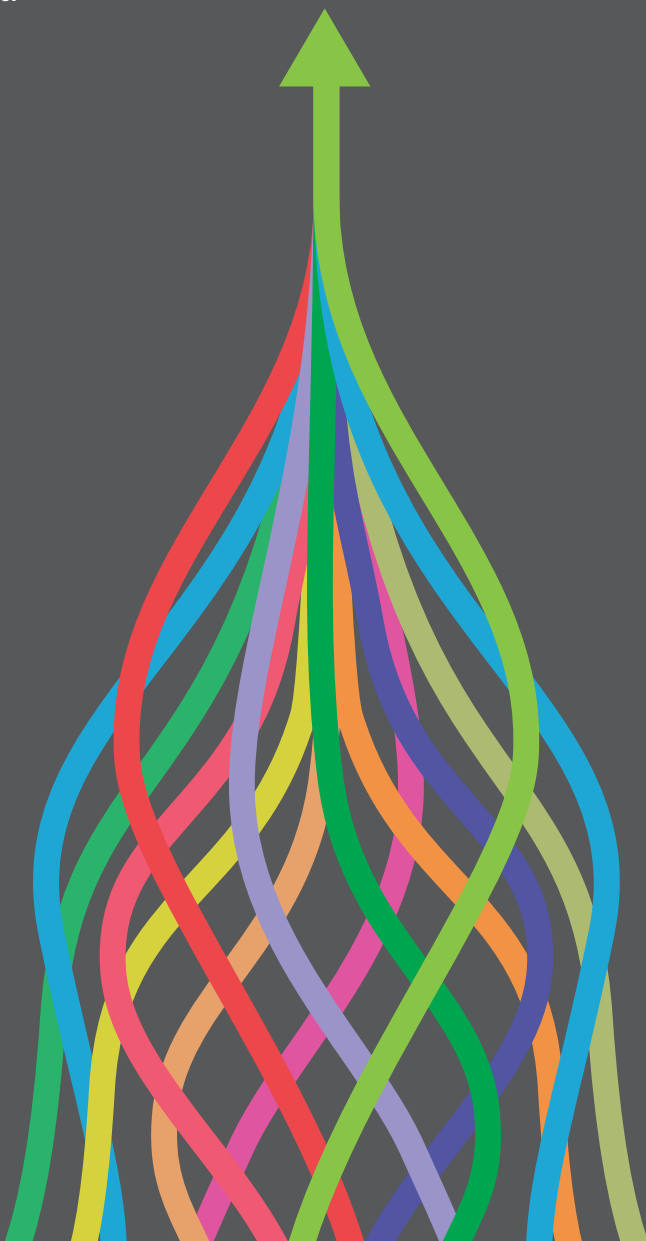
The risk framework, reviewed and approved in October 2020, was supported by Sue Harvey of Campbell Tickell, a multi-disciplinary management consultancy and industry risk expert, focusing primarily on the statutory and not-for-profit sectors.

Broadacres' risk management framework comprises:

- An annual Board review setting our risk appetite, most recently January 2021.
- The Board risk register is presented quarterly to the Audit and Risk Committee, where risks are subject to review and challenge.
- Quarterly 'deep dives' on at least one risk in each Group Audit and Risk Committee are facilitated by the respective risk owner.
- A quarterly risk report to the Board, along with minutes of the previous Audit and Risk Committee.
- Each report tabled at the Board and sub-committees considers associated risks.
- The Directors and Management Team risk register is monitored and updated by the Leadership team as part of their monthly Governance Account Meetings with the Governance Manager.

Has Broadacres been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) - that resulted in enforcement or other equivalent action?

No.



STAFF WELLBEING

Does Broadacres pay the Real Living Wage?

We pay our colleagues above the Real Living Wage.

What is the gender pay gap?

12.8% mean average.

What is the CEO-worker pay ratio?

The ratio is x4.64 median.

How does Broadacres support the physical and mental health of their staff?

We offer referrals, counselling and physio assessments through our Occupational Health (OH) provider.

We have an Employee Assistance Provider (EAP) with 24-hour counselling access supplied through our insurance. We hold regular training for mental health and have appointed 30 Mental Health First Aiders in our organisation.

Average number of sick days taken per employee 0.82 days.



BOARD AND TRUSTEES

What are the demographics of the Board? And how does this compare to the demographics of Broadacres residents, and the area that they operate in?



The Board:

55%
of the Board are women

0%
of the Board are from
an ethnic minority

0%
of the Board have
a disability?

Customers:

62.12%
of customers are women

4.48%
of customers are from
an ethnic minority

55
is the average age
of the Board

2.4 years
is the average tenure
of the Board

13.52%
of our customers
have a disability

52.45
is the average age
of our customers

What % of the Board and management team have turned over in the last two years?

Board comprises 11 members. Four members have stepped down in the last two years, with new members joining.

We have two new members out of five in the Management Team in last 2 years.

Is there a maximum tenure for a Board member? If so, what is it?

The maximum tenure for Board membership is 6 years. In exceptional circumstances this can be approved in increments of 1 year up to 9 years.

What % of the Board are non-executive directors?

100%. All 11 Board members are non-executives.



Number of Board members on the Audit Committee with recent and relevant financial experience.

There are 5 Board members on the Group Audit and Risk Committee, including two accountants, plus a third accountant who is an independent committee member.

Are there any current executives on the Remuneration Committee?

No.

Has a succession plan been provided to the Board in the last 12 months?

Yes, to the Group Governance and Remuneration Committee in June 2020.

For how many years has Broadacres' current external audit partner been responsible for auditing the accounts?

3 years.

When was the last independently-run, Board-effectiveness review?

In November 2019, the Gatenby Sanderson review.

Are the roles of the Chair of the Board and CEO held by two different people?

Yes, the Chair is Helen Simpson, the CEO is Gail Teasdale.

How does Broadacres handle conflicts of interest at the Board?

We have a coterminous Board structure and Board policy that handles conflicts with Board and committee members required to indicate any conflicts of interest at each Board or sub-committee meeting.

We have an annual declaration of interest whereby Board and committee members are required to declare potential or actual conflicts. These are reviewed by the Company Secretary.



SUPPLY CHAIN

How is Social Value creation considered when procuring goods and services?

A social impact section is assessed as part of submission documents for all contracts exceeding £10,000, and scored based on impact to Broadacres' customers, communities, and North Yorkshire.

In the last five years Broadacres has recorded social impact from suppliers, including financial rebates for reinvestment in the community or direct funding for local schools (breakfast clubs, tablet computers etc) as well as the landscaping of green areas.

How is Environmental impact considered when procuring goods and services?

The impact of Broadacres' supply chain is assessed during the tender stage.

We ask bidders to minimise or off-set travel and its carbon costs, and contributions from suppliers to tree planting, landscaping green spaces and combining deliveries wherever possible to reduce traffic are encouraged as part of the tender process.

Commitments made by bidders at tendering stage are scored at the time and followed up after appointment.



LOOKING FORWARD BROADACRES WILL

- Set targets to reduce our carbon footprint
- Embed the delivery of the Sustainability Strategy into the culture of Broadacres
- Consider the financial implications of delivering the Sustainability Strategy
- Review the 'Driving at Work Policy' to encourage colleagues to make environmentally sound decisions when travelling as part of work
- Begin trialling electric vehicles
- Use data from fuel cards to monitor vehicle fuel efficiency
- Consider how to embed sustainable thinking into everyday decision making by connecting into the People Strategy
- Decide future growth plans and sustainability standards within Broadacres house types, Section 106 and other purchase agreements
- Decide when to stop installing gas boilers in new homes
- Ensure the Asset Management Strategy is aligned to the Sustainability Strategy
- Run deep retrofit trials on five existing homes aiming to achieve net-zero carbon, and learning key lessons on specification and delivery
- Review the specifications of our Decent Homes programmes to identify opportunities for improvement to achieve an increase in SAP scores
- Complete 200 ASHP installations in homes previously heated by solid fuel, storage heaters or oil
- Complete insulation works to six poorly insulated homes
- Trial ways of managing our green spaces so they benefit biodiversity
- Decide when to stop installing gas boilers on our Decent Homes Programme
- Establish a plan for training, recruitment, and retention for sustainability skills within Broadacres

ADDITIONAL INFORMATION

Table of spend

Our work addressing Compliance, Affordable Warmth and Energy Efficiency, as outlined in our Corporate Strategy 2018-23, continues with great enthusiasm. The global pandemic meant that we spent less than the previous year, but the reduction didn't affect our great compliance statistics or rolling out energy efficient components to our customers.

Expenditure on works to existing properties

	Group and Association	
	2021	2020
	£000	£000
Components Capitalised		
Affordable Warmth	1,405	1,821
Compliance	330	413
Major Components	2,075	2,619
	3,810	4,834
Amounts charged to the income and expenditure account	3,273	3,921
	7,083	8,755

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



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