



The
Bromford.
Strategy
2019-2023

Who we are.

Bromford is a housing association – one that owns 43,000 homes; has individual relationships with more than 100,000 customers; has a very strong balance sheet; and plans to build a further 14,000 new homes over the next decade. All this is only possible because of the 1,800 people who work for the organisation.



“ I will always
admit any
mistakes ”

- Sarah Needham

Be.
Honest

All quotes were made by colleagues at the Bash 2018

Why we get up in the morning.

We exist to provide affordable homes for people who can't access market housing. We believe in providing safe, secure and warm homes, but we're ultimately a people business. Not only do we care about what happens to people who live in a Bromford home, we want people to thrive.

That's why our purpose is simple and honest.

We invest in homes and relationships so people can thrive.



“Hold myself responsible for getting results”

- Mark Grimmett

Be.
Brilliant

Our customers.

We believe that having a great place to call home is just the start and with the right relationships and someone who believes in your potential, almost anything is possible.

Our customers are the people that live in our homes for rent and shared ownership. Our customers are also those who rent our garages and our commercial buildings and those buying one of our homes for outright sale.

That's why we will continue to make a difference by investing in relationships and in connecting people so our customers get to where they want to be. Because when they succeed, we succeed.

“Develop myself, develop others, follow my dreams, change lives, make someone smile everyday”

- Lorna Sherwood

Be.
Bold

Our view of the world.

There can be no doubt that we are operating in changing, uncertain, and challenging times – and this could become more so in the years ahead. But just as we can be sure that the sun will rise every morning, we can be certain that everyone wants a safe, warm place to call home; a place not just to live but to put down roots, make friends and feel part of a community.

We want to play our part in helping houses become homes; streets become communities and goals become realities. We believe we have the best chance of achieving this if we are financially strong.

That is why we operate within a clear financial framework, are explicit about our risk appetite and risk capacity, are clear on what is and what isn't our core business; and then focus absolutely on working together to make as much of a difference as we can for our current, future and aspiring customers.



“Be truthful to yourself and be confident in your role, feel empowered”

- Sally Burford

Be.
You

What makes us unique.

We're here to provide much-needed affordable housing. But what makes us unique is that:

- We seek a relationship with each of our customers that builds mutual trust and respect and helps our customers achieve more for themselves, their families and their communities.
- Our colleagues, the culture and DNA of our organisation are precious and vital to our success.
- Our scale enables us to do more and be transformative for customers and whole communities.
- We know we need to be financially strong to achieve any of these things. So we do not apologise for giving financial strength central importance. Nor do we apologise for recognising that we will achieve far more by working in partnership with others than we will on our own.

Together these things make up the Bromford brand.



“ Fight for what I think is right to get the best for customers ”

- Jan Harvey

Be.
Bold

The elements that make up our strategy.

Our strategy is not just the strategic plan – the organisational ‘to do list.’ Our strategy comprises a number of distinct parts each of which plays an important part in helping us achieve the things we want to achieve over the period of the strategy. You can see how they fit together here.



“I will try my best in every situation and revolve every decision around what’s best for the customer”

- Mitch Thomas

Be.
Honest

Our DNA.

We uncovered our DNA by talking to our people; by asking them why Bromford is special for them, what makes us different and how we should operate in the future.

We held over 30 workshops in the summer of 2018 across our whole new operating area with nearly 500 colleagues attending and giving their views. Colleagues drafted what came out of the sessions. A further 10 workshops were then held with nearly 200 people attending. From these the final wording of our values, or as colleagues preferred to call them, our DNA, emerged. It is by colleagues working together that we will bring the DNA to life as it comes to inform all that we do and the way that we do it.



Our core business.

We describe core business as the primary activities that define Bromford and the main reason for which we exist. We will deliver our core business across all our operating geography. There are other value adding activities that we will only consider in places where we have a concentration of homes. If we deliver these activities we are likely to do so in partnership and will only do so where they strengthen our core business.

Having this clarity throughout the organisation enables us to reach decisions more quickly about which opportunities or initiatives we want to pursue and which ones we will not. We are clear that we will continue to deliver our core business activities everywhere, even when times get tough.



“Don't be afraid
to say and stand
up for what you
know and believe”

- Alex Snewing

Be.
Bold

Core business.

Management of social and affordable housing

Maintenance of social and affordable housing and associated facilities including garages

Neighbourhood coaching

Development of social and affordable rented homes

Development of shared ownership homes

Value adding activities.

New supported or specialist housing for the elderly or disabled

Investment in health, wellbeing, employability or education initiatives

Properties for sale as part of a mixed income mixed tenure scheme – including retirement living

Housing related support contracts

Market sale simply for profit

Non-core business.

Market rent and student accommodation

Social care or care homes

Commercial units

We are also explicit about what we term non-core business. These are activities where we will not pursue new business. Where we are still engaged in such activities, we are actively planning to sell or transfer them to other organisations who specialise in the activity. This will enable us to focus even more on our core business and ultimately our purpose. It will also be better for the customers of these services and for the colleagues who deliver them.

It is still our intention in the medium term to make a managed exit from our Supporting People contracts but we will retain them for the duration of current contracts (and consider extending contracts where they are largely tied to our homes) but with clear risk triggers identified that might bring forward our exit plans.

Where our current, future and aspiring customers live.

Around 53% of our customers live in just four areas – Lichfield, Tewkesbury, Cotswolds and South Gloucestershire. We call these the big four. These are the places where we are the majority social landlord and own up to 80% of all the affordable homes. We think this places a responsibility on us to play our part in the wider success of these places and we will actively look to develop a leadership role.

The other 47% of our customers live in homes spread across a further 47 areas. In some of these, we have significant concentrations of homes and we will consider delivering value-adding activities in line with our risk appetite. We call these the secondary areas.

“The people I work with are not just my colleagues, they’re also my friends”

Adam Heap - Adam Heap

Bramford

Be.
You

Our strategic focus and goals for the end of 2023.

We articulate the goals within our strategy across our five areas of strategic focus. Being transparent is part of our DNA and therefore we have included measurable targets for each of our five areas, so customers and wider stakeholders can hold us to account over the next five years. The five areas are:

Our relationships with customers

Homes that enable customers to thrive

Growing the business to enable even more customers to thrive

Keeping Bromford future ready

Enabling colleagues to thrive to create the best team we can



“ Find better ways to do the things we do. There is always another better way ”

- Chris Hendzel

Be.
Brilliant

Our relationships with customers.

We focus most of our time on our current customers and the homes they live in. Our relationships with customers are led by our neighbourhood coaches but importantly we recognise that we will only be ultimately successful if our coaches, engineers, operatives, customer service advisors, income and sales colleagues and more, work as one for the customer journey and experience.

We recognise that many of our customers may have aspirations to do something different and move to a new home. We believe strongly in social justice and alongside this we believe that we should invest in people rather than additional services. What we mean by this is that we will invest our resources into working with customers through a coaching approach that enables them to gain or maintain control of their lives and do more for themselves and each other. We want to build on what's strong and help our customers better connect with existing services, community groups and each other.

We are also very much aware of the needs of our many future customers who do not yet have a Bromford home, whether that is one for rent or shared ownership. Importantly, we recognise that around 30% of our income is generated by sales of shared ownership and other homes.

Between now and the end of 2023 our ambitious goals are:

How we will measure progress

Goal	How we achieve this	End of 2020	End of 2023
We want to create value for our customers by investing in them rather than additional services	Implementing neighbourhood coaching for all our customers	Customers would recommend us (advocacy) 85% Net arrears <3.0% Gross arrears <4.3% % of customer transactions resolved online 60%	Customers would recommend us (advocacy) 90% Net arrears <3.5% Gross arrears <4.6% % of customer transactions resolved online 75%
	By disposing of homes where it would be better for others to manage and maintain	Determined our area of operation and subject to consultation, commenced sales of homes	Concluded all sales
We want our customers to be able to interact easily with us so they can inform us early about any potential issues	Through neighbourhood coaching; our online offering; and contact centre	Customers agree: our services are easy to use and helped them resolve their issue 85% The average number of repairs per home <2.6	Customers agree: our services are easy to use and helped them resolve their issue 90% The average number of repairs per home <2.3
We want our customers to feel listened to and able to help shape the standard of services we provide	Through our neighbourhood coaches, customer governance structures and online experience	How good are Bromford at listening and acting on your views? 80%	How good are Bromford at listening and acting on your views? 85%
We want to improve social justice and play our part in reducing homelessness in our big four areas	We will work with local authority partners and others to understand the need and root causes We will invest resources in partnership with others to address crisis need and root causes	We will have determined our strategy and partnership and committed >£2m	We will have invested £10m into initiatives/buildings directly related to reducing homelessness

Homes that enable customers to thrive.

We believe it is a basic right to have a home that is safe, secure and warm. We won't compromise on ensuring our homes are all of this and more. We want to provide homes that customers are proud to live in, that work for them and their family and are the springboard they need to achieve their aspirations - not a barrier. We want to explore ways to use technology to help us identify emerging problems before they become an issue for customers.

Over the period of this strategy, we are planning to invest over £300m in maintaining and upgrading our homes whilst our new Strategic Property Planning service will consider whether we have other existing homes that may need to be remodelled, redeveloped or disposed of.

Between now and the end of 2023 our ambitious goals are:

How we will measure progress

Goal	How we achieve this	End of 2020	End of 2023
We want our customers to be spending less on their fuel bills so they have more money for other things	We will have improved thermal efficiency	All the homes we intend to retain are at a minimum SAP rating of D	All our homes are at a minimum SAP rating of D with >35% at C
We want to understand how our homes are operating and be able to address issues proactively	We will invest and where appropriate retrofit technology that provides us with data	We will have delivered a pilot in 400 homes and evaluated the impact to determine what we will roll out and where	Subject to evaluation, we will have completed the roll out of the first three years of the agreed programme
We want our homes to help our customers start to thrive from as soon as they move in	We will focus on our letting standard for both new and existing homes	We will have a letting standard that customers rate highly 92%	We will have a letting standard that customers rate highly 97%
		Average number of repairs raised in the first 6 months a new customer moves in <1.5	Average number of repairs raised in the first 6 months a new customer moves in <1.3
We want to deliver our services as effectively and efficiently as possible	We have the best supplier relationships in the country	We will have partnerships in place with clear targets to deliver to properties and vehicle and reduce waste in the supply chain	
		Repairs fixed in one visit 87%	Repairs fixed in one visit 90%
	We will have processes and systems in place that help support joining up appointments for customers where possible		

Growing the business to enable even more customers to thrive.

There are currently more than 10,000 people waiting for an affordable home in our big four local authority areas alone, with tens of thousands more across our operating geography. We have the financial position and skills to make a significant difference and therefore we will use our balance sheet strength to deliver thousands of new affordable homes over the life of this strategy. We will deliver homes for market sale but will do so where it is needed to deliver affordable homes.

We deliver new homes through a number of routes, which includes sites with planning, regeneration schemes, long-term strategic sites and option agreements. We will deliver some schemes directly through BDL, our in-house construction team, while others will be with partners through joint ventures. We are committed to delivering at least half of our new homes in Gloucestershire and South Gloucestershire.

Between now and the end of 2023 our ambitious goals are:

How we will measure progress

Goal	How we achieve this	End of 2020	End of 2023
We want to increase the number of affordable homes in sustainable communities in the areas where we operate	Through building directly; through joint ventures and through long term strategic relationships	We will have delivered 2,000 new affordable homes	We will have delivered 6,500 new affordable homes
		Our first two joint ventures will be in contract	We will have delivered 1,000 of these homes through joint ventures or strategic relationships
		90% of sales completions within one month	95% of sales completions within one month
	Regenerate areas which will not be fit for future purpose for customers	We will have delivered the regen priorities already in progress and have a Board approved position for the next phase	We'll have completed an additional 200 units of regeneration
We want to reduce building costs and our impact on climate change whilst securing production by reducing our reliance on traditional building methods	We will design our homes to reduce the impact on climate change and increase thermal comfort	We will have value engineered our standard house types to minimise waste and production costs by 5% on a like for like basis	We'll reduce the cost of our homes on a like for like basis by 7.5%
	By delivering homes via modern methods of construction (MMC)	We will have established our preferred route and have at least 3 schemes on site	We will be delivering at least 250 homes per year via offsite construction
We will explore merger and acquisition opportunities as a route to helping more customers to thrive	Leverage our purpose and scale to secure expansion by acquisition and merger building leadership positions in local markets	We will have determined our capacity and intent and identified early opportunities	We aim to have enabled more customers to thrive as a result of merger or acquisition.

Keeping Bromford future ready.

In 2017 we embarked on an ambitious programme to transform the way we work, and at the start of 2018 we signed an agreement with Microsoft and HCL to become our delivery partners. At the heart of the programme is a goal of increasing organisational capability through the simplification of our processes and ways of working. We will also move to a small number of integrated systems used across the whole of the new organisation, enabling clear efficiencies to be delivered as set out in the business cases to bring the three legacy organisations together. Importantly, the new ways of working enabled by the systems are scalable too.

Between now and the end of 2023 our ambitious goals are:

Goal	How we achieve this	How we will measure progress	
		End of 2020	End of 2023
We want to deliver a Bromford where there is a simpler more consistent experience for customers and colleagues	Through the delivery of programmeOne	We will have delivered key technology milestones of programmeOne as set out in the Business Case	
		73% of programme outcomes achieved	100% of programme outcomes achieved
		Cashable benefits will total £3.4m	Cashable benefits will total £28.4m
		Colleagues who believe the programme has delivered its objectives 80%	Colleagues who believe the programme has delivered its objectives 95%
We want to effectively integrate old Bromford, Merlin and Severn Vale into one organisation	Through a well-designed and executed Integration Project Plan	We will have completed the integration phase of the two business cases	We will be realising an annual saving of at least £5.2m
We want to explore the extra value we can deliver to our customers through the use of their data both at an individual and community level	By establishing one or more partnerships with organisations to share our data with to the benefit of customers directly or indirectly	A customer value metric to be determined in the future	A customer value metric to be determined in the future
	By using our customer data to inform a pipeline of service improvements		
We will have the workspaces we need to deliver the services that enable us to achieve our strategy	We will formulate and execute a workspaces plan that allows the business to deliver effectively the services our customers and colleagues need	We'll have a plan in place to improve the quality of how we work from a much smaller footprint	We'll have implemented our plan, reducing our workspace by >40,000 sq ft but creating great workspaces for colleagues

Enabling colleagues to thrive to create the best team we can.

Our culture and DNA is the most important aspect of our competitive advantage and it will enable us to achieve our goals. Our people are the reason for our success and will be even more so in the future. For our people to be successful, we must invest in creating brilliant leadership throughout Bromford. We will also make a step change and invest considerably in apprenticeships and graduates too.

Between now and the end of 2023 our ambitious goals are:

Goal	How we achieve this	How we will measure progress	
		End of 2020	End of 2023
We want our DNA to be the culture of Bromford	<p>Built on high support, trust and challenge, leaders will role model the DNA and colleagues will demonstrate the DNA every day</p> <p>We recognise the importance of colleague wellbeing</p>	<p>Annual Great Place to Work score 70%</p> <p>Voluntary turnover <18%</p> <p>Sickness 6.5 days</p>	<p>Annual Great Place to Work score 78%</p> <p>Voluntary turnover <15%</p> <p>Sickness 5 days</p>
We want to attract, develop and empower the next generation of performance orientated leaders who live our DNA	We will have a brilliant Leadership Programme operating for current and aspiring leaders	<p>Two cohorts of Leadership and Aspiring Leadership Programmes delivered</p> <p>I feel I can trust Bromford's senior leaders 65%</p>	<p>300 leaders and aspiring leaders</p> <p>I feel I can trust Bromford's senior leaders 75%</p>
We want to attract new people and develop them and our current people so they are ready to take on the roles of the future	<p>We attract fans who believe in our purpose and DNA</p> <p>We will have a leading apprenticeship and graduate programme</p>	<p>Year 1 turnover < 15%</p> <p>30 apprentices and graduates</p>	<p>Year 1 turnover <10%</p> <p>We will have attracted our 100th apprentice / graduate into Bromford</p>
We want our leaders to be visible and curious across the new organisation	All directors will be visible and will be absolutely focussed on health and safety	All directors will 'walk the floor' and visit schemes, sites and services giving particular focus to health and safety issues	Monthly visits to schemes, sites and services will be an embedded part of Bromford leaders' practice

Our risk appetite and capacity.

Effective risk management is at the heart of our business and has an important part to play in delivering our purpose. We have well-established risk management processes, and control frameworks, which guide and support how our colleagues work, behave and the decisions they make.

Put simply, our Board defines clear statements that set out the type and amount of risk we are prepared to assume as we deliver our strategy, plans and run our day-to-day operations. We measure and monitor this risk appetite, with agreed limits and forward-looking triggers in place.

This provides clarity to colleagues and key stakeholders on the way we do business; enabling informed individual decision making and empowerment, and a clear framework for considering risk and capacity when formulating strategic and tactical business decisions.

Our financial risk capacity (the amount of risk we can assume considering capital, liquidity, borrowing and regulatory requirements) is embedded within the financial framework and golden rules. But we also consider the non-financial aspects such as people, customers, capability and operational systems, and the cumulative impacts of these factors.



“To be positive and proud of the direction in which Bromford is going”

- Daisey McQuaid

Be.
Brilliant

Our financial framework.

Our strategy and current financial position makes us unique. To retain this, it is vital that we maintain financial discipline, use our strong balance sheet, cash generation capability and focused allocation of capital to achieve our goals.

We will lead Bromford to deliver consistent and sustainable levels of profit aligned to our purpose and within established parameters under which we will operate. As a result, underpinning our strategy is our Financial Framework. This interlinks with our risk appetite, establishes golden rules and sets out our ambitions for creating value, all of which we will reinvest into delivering our purpose and our goals.

Rule	Description	Aspiration	Golden Rule
1	Operating Margin	>38%	25%
2	Social Housing Operating Margin	>45%	30%
3	Interest Cover (EBITDA – MRI / Net Interest paid)	>2.1	1.5
4	Asset Gearing	<45%	50%
5	Net Debt Per Unit	£34k	£37k
6	Headroom above liquidity policy (either cash, facility or available security)	-	£100m
7	Level of market sales – WIP (includes land, market development and shared ownership)	-	£150m
8	Sales (land market development and shared ownership)	<28%	30%

“ Give a service I'd be pleased to receive ”

- Alison Lawson

Be.
Bold

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