Our strategy. 2016-20

Believing in the possible
Around four years ago we introduced the Bromford Deal, a new type of relationship between Bromford and our customers that aims to create real social change by helping our customers unlock their potential. We set about getting to know our customers, building relationships based on mutual trust that help them take control of their lives, make the right choices and work towards their goals.

“The Deal” has evolved over time, but our core belief in people is still at the heart of our approach and our business strategy.

With a focus on the neighbourhoods within our current operating area, we will focus on what people can do, rather than what they can’t, and help connect our customers with each other and with their communities so that they can thrive and grow. It’s a challenging world, but by helping our customers to develop resilience, make the most of their skills, talents and the assets within their communities - lives can be changed for good. That’s why at a time when others are scaling back services, we are investing more than ever in giving our colleagues the time they need to build those deeper and broader relationships with customers.

Of course developing new homes and helping to meet housing need remains as important to us today as it was when we opened for business in 1963. We will be delivering over 500 new homes every year, including retirement and supported housing, without reliance on government grant. And wherever possible, we’re building the homes ourselves on land we own, so we know they are the right sort of homes in the right places for our customers. It’s a sustainable approach and importantly it genuinely adds to the nation’s supply of new homes.

Believing in the possible

‘We’re here to inspire people to be their best.’

It’s a pretty bold statement, but we believe that if we have the right relationship with each customer and match them with the right home – they can achieve amazing things.

That’s the aim of this, our 2016-20 strategy.

Believe in the possible. Believe in people.
We are here to inspire people to be their best.

We believe that if we offer the right home and the right relationship every one of our customers can achieve more.
How we behave as a business.

Like a person, there are certain things that are fundamental to our personality and how we behave. We call this our DNA and each and every colleague applies it to all they do.

There are four strands to our DNA they are:
There are some non-negotiables that guide the decisions we make and what we do. They are the principles we live by.

- We are a business with a social purpose
- We won’t compromise on why we’re here. If it doesn’t help inspire people to be their best, we won’t do it
- We will make decisions that ensure we’re in control of our own destiny and we’ll do what we can to help customers to be in control of theirs
- We will do the things we have to do as efficiently as possible so that we can invest as much as possible in the things we want to do
- We are, and intend to remain, financially secure so that we are ready to face future challenges
- We recognise that we can’t do everything on our own - so we’ll seek out like-minded organisations, suppliers and partners we can work with
- We will take energy efficiency into account when making investment decisions
- We won’t do for customers or communities what they could do themselves. We will always take a coaching approach to support customers if they are struggling or don’t know how to do something
- We recognise that the principles of the Bromford Deal are the foundation for everything we want to achieve in this strategy
- We recognise and encourage the important part that family, friends and the community can play in our customers’ resilience and wellbeing.
- We won’t dismiss working outside of our current operating area, but our focus is definitely on working intensively in the communities we serve, rather than skimming a wider geographical area.
When we asked ourselves what we needed to do to achieve our purpose of inspiring people to be their best, there were three key things that we needed to get right – we call these our strategic objectives. We need to ensure that we offer:

- The right home for every customer
- The right relationship with each customer
- An increasing supply of homes

Of course to deliver these we need to also ensure we have the following four strategic enablers:

- Enough money
- The right people
- The right tools
- The right organisation

Together, these seven strategic objectives and enablers form the framework of our strategy. Every priority, colleague target, risk or measure of success should link back to them and ultimately back to our purpose of inspiring people to be their best.
The right home for every customer.

We need to ensure that each of our customers has the right home: one that meets their needs, which they can afford and that can be a springboard from which to achieve their aspirations.

The right relationship with each customer.

We establish a relationship with each customer so we can make the most of our resources and customers can get the best from our homes and services.
An increasing supply of the right homes.

We work to increase the supply of new homes. They will be homes of the right size, in the right locations to meet need and support the aspirations of new customers.

Enough money.

We want to have enough money to do the things we want to do without having to rely on grants or revenue contracts.
We want to have exceptional colleagues with the right skills and attitude to make this plan a reality on the ground.

The right people.

We want to equip our people and our business with the right tools.

The right tools.
We want to have the right scale and scope to remain attractive to lenders, developers and talented people.