



BUILDING BETTER FUTURES STRATEGY

2026-31

Regulator of Social Housing Number – L4463
Co-operative and Community Benefit Society Number – 29744R

Freebridge
COMMUNITY HOUSING

FOREWORD FROM THE CHIEF EXECUTIVE AND BOARD CHAIR

At Freebridge, our focus is simple: providing safe, good quality homes and services that people can rely on.

In recent years we have refocused on the fundamentals: listening harder, rebuilding trust, and improving what matters most. That work gives us a stronger platform for what comes next.

This strategy is about where Freebridge is heading over the next five years. It sets out how we'll keep getting the basics right – safe, good quality homes, strong communities, and a business that can weather whatever the economy throws at us. It's written for our customers first, and for the partners and funders who support what we do.

A good home is about more than bricks and mortar. It's about feeling secure, being treated with respect, and having the chance to build a life. As a locally rooted housing

association, Freebridge plays a real role in West and North Norfolk – investing in homes, neighbourhoods and long term social value. That sense of responsibility sits behind every part of this strategy.

So, what are we focusing on? Four clear priorities:

- **A reliable customer experience** – services that work first time, homes that are safe and well looked after, and communication that's straightforward and honest.
- **Growth** – putting money back into the homes we already have and building new affordable homes where they're needed most.
- **A great place to work** – a skilled, supported team who feel proud of the difference they make and ready for what's ahead.
- **Value for money** – spending wisely, using good data, and making sure Freebridge stays strong for the long term.



We exist to provide safe, good quality homes for people in need, **right here in our local area.**

Put together, this is the Freebridge we're aiming for: a landlord people trust, an organisation providing more much needed homes, a strong local partner, and a business that's resilient without losing sight of why we exist.

The Board will make sure Freebridge stays focused on customers, well governed and financially sound. As Chief Executive and Board Chair, we're committed to turning this strategy into real change – being open about progress, learning along the way, and being clear about what's different because of it.

We're confident in this direction – and in the people who will make it happen.

Anita Jones,
Chief Executive

Bob Walder,
Board Chair

Our objectives:

1. Reliable, good quality customer experience
2. Growth
3. A great place to work
4. Value for money



1. RELIABLE, GOOD QUALITY CUSTOMER EXPERIENCE

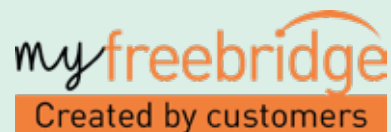
How will we know we have delivered?

By 2031:

- ✔ More than 80% of our customers will be satisfied with our overall service

How will we do it?

- Improve our repairs service, so issues are fixed first time and on time.
- Provide safe, well-maintained homes and neighbourhoods.
- Communicate. What we are doing, when. We will be transparent, evidence we respect and are responding to our customer voice.
- Provide better online services so customers can access what they need when it suits them.
- Bring all homes up to EPC C by 2035.
- Continue shaping services with our customers, not just for them.



2. GROWTH



How will we know we have delivered?

By 2031 we will:

- ✔ Have developed 200+ new Freebridge Homes
- ✔ Have improved the sustainability of our operating margin (18%)

How will we do it?

- Reinvest more money in existing homes, improving quality and condition.
- Build 200+ new homes in West and North Norfolk.
- Strengthen collaboration and sharing of services through our new cost sharing vehicle. This will grow capacity, drive growth, and efficiency.
- Borrowing – demonstrate a strong appetite for borrowing to fund growth and quality.
- Enhance our community impact through smarter resource allocation, working in partnership and not relying only on money to make a difference.



3. A GREAT PLACE TO WORK

How will we know we have delivered?

By 2031 we will be achieving:

- ✓ 90% colleague engagement
- ✓ 85%+ satisfaction

How will we do it?

- Deliver our new culture action plan and make our values part of how we work everyday.
- Through our Academy, invest in our colleagues to meet the needs of our business and customers. Support colleagues to be future skills ready.
- Improve systems so that they are easy to use, not frustrating.
- Provide more apprenticeship and graduate opportunities.
- Continue to benchmark our offer and modernise our policies and procedures to ensure Freebridge remains an employer of choice.

4. VALUE FOR MONEY

Our value-for-money goals are simple: to deliver good quality homes and services whilst retaining financial strength and resilience to fulfil our wider purpose.

How will we know we have delivered?

By 2031 we will be:

- ✓ Reducing customer servicing costs by 10%
- ✓ Improving productivity – from 1 operative per 100 homes to 0.85
- ✓ Achieving sector average operating costs

How will we do it?

- A robust focus on productivity.
- Proactively dispose of poorly performing properties.
- Invest in our technology to streamline operations, improve access, reduce cost and position Freebridge for success in a digital economy.
- High quality data – accurate and complete to optimise resource targeting, compliance, transparency, and long-term growth.





OUR PURPOSE AND VALUES

Our purpose being:

We exist to provide safe, good quality homes for people in need, right here in our local area.

Our values:



Think Customer



Own It



Belong



Be the Change



One Team



One Purpose

