

BERNESLAI HOMES

DELIVERY PLAN

2008/12 (updated 2009)

A fresh approach to people, homes and communities

Berneslai Homes Limited is a company controlled by Barnsley Metropolitan Borough Council.
A company limited by guarantee, registered in England and Wales, number 4548803.
Registered Office: PO Box 627, Barnsley, S70 9FZ .
www.berneslaihomes.co.uk

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1. Foreword



Suzy Brain England OBE
Chair, Berneslai Homes Board

I am pleased to be able to introduce Berneslai Homes Delivery Plan for the period 2008 to 2012.

On the 1st December, 2007 Berneslai Homes celebrated the fifth anniversary of being responsible for the management of Council homes and estates in Barnsley.

The first 5 years for the company have seen major changes in the way in which services are delivered and the company is managed. The impact of the Decent Homes Programme and major estate regeneration is plain for everyone to see as you travel around the Borough. Berneslai Homes has played a major role in the transformation of Barnsley supporting strong and vibrant communities.

It's pleasing to see that the efforts of all staff and the Board working with our key partners such as the Council and the Tenants and Residents Federation are being positively received by our tenants. Status Survey tenant satisfaction now stands at 87% equalling that of the best performing ALMOs in the country and is up a massive 22% from when we were set up.

Due to our track record we have successfully concluded negotiations with our shareholder, Barnsley Council, and been issued with a new agreement to continue managing Council Homes and estates in Barnsley for another five years.

I am proud to have joined Berneslai Homes as Chair of the Board. My Board and I are committed to build on the Company's successes and we are delighted to achieve the top rating of 3 stars excellent with excellent prospects for improvement from the Audit Commission in their report published in June 2009. The next few years will be exciting times as we respond to the Government's agenda and we help ensure that new, affordable homes are provided in Barnsley to meet the needs of our local community. While maintaining our excellent performance on core business activities we will also continue to diversify and see how our skills and expertise can make a wider contribution to neighbourhood management and the regeneration of Barnsley.

This Delivery Plan sets out how the Board, Senior Management Team and all the staff working at Berneslai Homes will continue to take a fresh approach to people, homes and communities in Barnsley facing the key challenges and opportunities over the next five years, building on our strengths to deliver excellent customer services.

Note to readers:

This delivery plan was originally produced in December 2007 for the period 2008 to 2012. An annual refresh of the plan sees some key facts and figures updated. Although the main body of the report is not updated, Appendices 5 to 11 covering Key Performance Indicators and divisional service plans are subject to a full review each year.

2. Executive Summary

Berneslai Homes aims to provide cost effective, excellent customer focused housing services. Providing well managed homes and estates, treating our customers well, delivering value for money services, having a clear strategy to achieve Decent Homes in sustainable communities, and developing a clear vision on the future direction of the organisation including business diversification, to ensure we contribute in a significant manner to the strategic housing issues facing the Borough.

During 2006/2007 the organisation carried out a series of service reviews covering:

- Housing Management, including responding to the Government's Respect Agenda
- The Housing Stock Maintenance Partnering arrangement
- Resident Involvement
- Older Persons Services

Significant progress has been made in implementing the outcomes of these reviews which we hope will move us from our current two star rating to achieve three stars through excellence in all areas.

Improving on our core business activities as reflected in our benchmarking results and Key Performance Indicators has resulted in tenant satisfaction continuing to rise across all aspects of the business. At the same time we have seen the business begin to diversify. Examples including:

- Use of S215 planning powers in the Housing Market Renewal Area to tackle problem private sector properties
- Litter clearing notices
- Property Management Orders
- Development of a Property Management Service for private landlords
- Agreement to manage 130 new properties for Chevin Housing replacing the non traditional Reema estate
- Delivering external training on Plain English and Equality and Diversity
- Managing a cross tenure Family Intervention Project
- Project inspection and liaison services on Private Sector Improvement Schemes
- Competitive Dialogue Services on the Reema project
- Construction Services working for Private Sector Partners on Decent Homes Schemes and successfully procuring external contracts

Negotiations have been successfully concluded with our shareholder, Barnsley MBC, which resulted in a new five year contract to continue to manage the Council housing stock in the Borough. A major review of governance arrangements has been undertaken and implemented. A more streamlined governance structure supported by a revised Delegation Scheme will ensure that the company is efficiently and effectively managed and able to respond to the new challenges and opportunities set out in this plan.

This plan sets out the key challenges that Berneslai Homes faces and how we will respond to these over the next 5 years in order to significantly contribute to the sustainable communities agenda and ensure decent homes are maintained post 2010.

The Delivery Plan has been developed in partnership with customers, key stakeholders and staff. Any comments on this document are welcome throughout the year by contacting Dave Fullen, Director of Business and Customer Services, Berneslai Homes, P.O. Box 627, Barnsley, S70 9FZ. Telephone: 01226 772731.

3. Introduction

Vision, aims and objectives

Complementing the strategic direction set by the Council and its Partners, and giving full regard to the national, regional and sub-regional policy developments, the plan will significantly contribute towards the Local Strategic Partnership and delivery of the Sustainable Community Strategy (SCS) for Barnsley. The vision for the SCS 2008 - 2020 is:

“A successful, uniquely distinctive 21st century market town at the centre of a Borough that offers prosperity and a high quality of life.”

Within the strategy there are eleven ambitions of which Ambition 1 is:

“Our communities are attractive, clean and sustainable places to live.”

Each ambition has an outcome within the Local Area Agreement and Ambition 1's outcome is to:

“Improve the quality of life in our communities including the quality of the housing stock and protecting the community from crime, disorder and other risks to their safety.”

Our Delivery Plan is aligned to this outcome.

At a sub regional level we are aligned to the sub regional Sustainable Housing Market Strategy 2008 - 2018 which has the vision:

“To build and support sustainable communities and successful neighbourhoods where the quality and choice of housing underpins a buoyant economy and an improved quality of life.”

To achieve this vision, the Board recognise that we always need to adopt:

“A fresh approach to people, homes and communities”

and this is our mission statement.

In order to translate this mission into reality we have set four strategic objectives for the company. These are:

- *To deliver excellent Customer Services*
- *To continue to deliver sustainable communities which are safe, healthy and attractive neighbourhoods which are accessible to all*
- *To actively contribute to and influence partnership working within Barnsley and the sub-region*
- *To be a successful well managed company*

Company Values

Our approach to achieving these strategic objectives is embedded in a series of organisational values:-

Berneslai belongs to us all
Excellence in all we do
Respect all and reward effort
No-one should feel isolated
Empower each other
Strive to be excellent
Listen and Learn
Accept Responsibility
Investing in People is more than a label

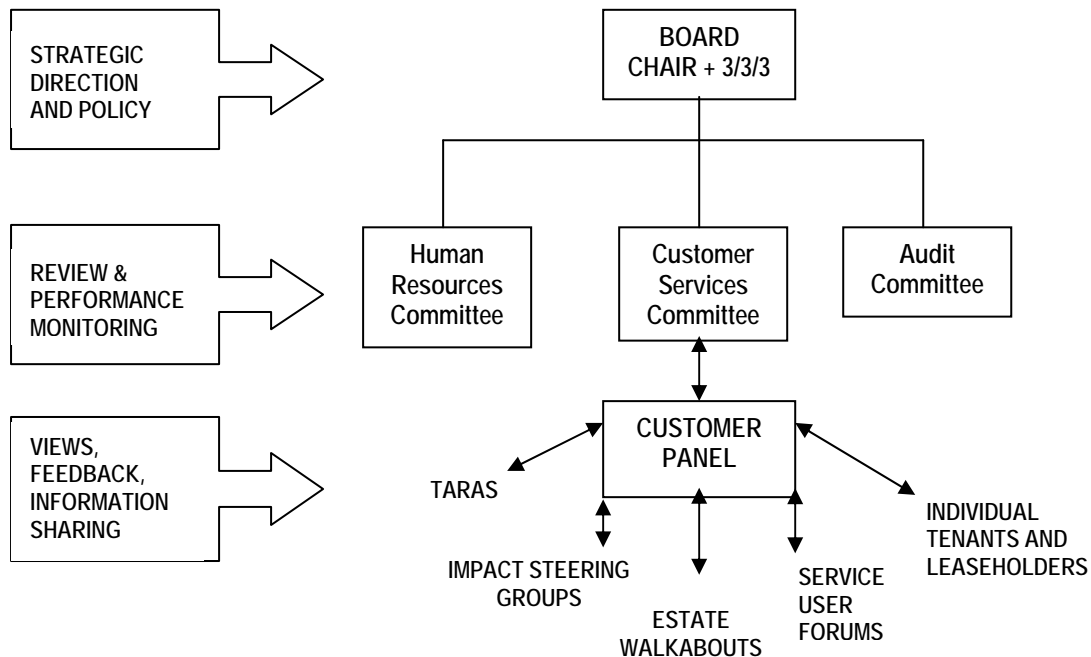
Honest and Open Culture
Only together can we succeed
Make a positive difference every day
Everyone is treated with dignity
Spend our money wisely

Who we are

Overseen by a Board of an independently appointed Chair and 9 Directors, comprising 3 tenants, 3 council nominees and 3 independent members, the company manages HRA Council homes and other housing assets. This will remain the core business of the company. However as part of our diversification strategy we are expanding the range of services provided including innovative work managing properties in the private sector and developing schemes in partnership with the Council and RSLs which will see Berneslai Homes using its expertise to manage RSL properties.

The Board is supported by three sub-committees as outlined below and a Remuneration Committee convened as required.

BERNESLAI HOMES BOARD STRUCTURE



Underpinning this structure is a tenant involvement and engagement structure, where customer interaction takes place on varying levels, with a key role being played by the Federation of Tenants and Residents Association. Bi-monthly meetings take place with the Board, Executive and Federation to ensure customer engagement on all key policy decisions is undertaken in a systematic way.

In 2007/08 working with the Council we fully reviewed this structure, ensuring longer term governance arrangements are streamline, efficient and fit for purpose in respect of the challenges ahead.

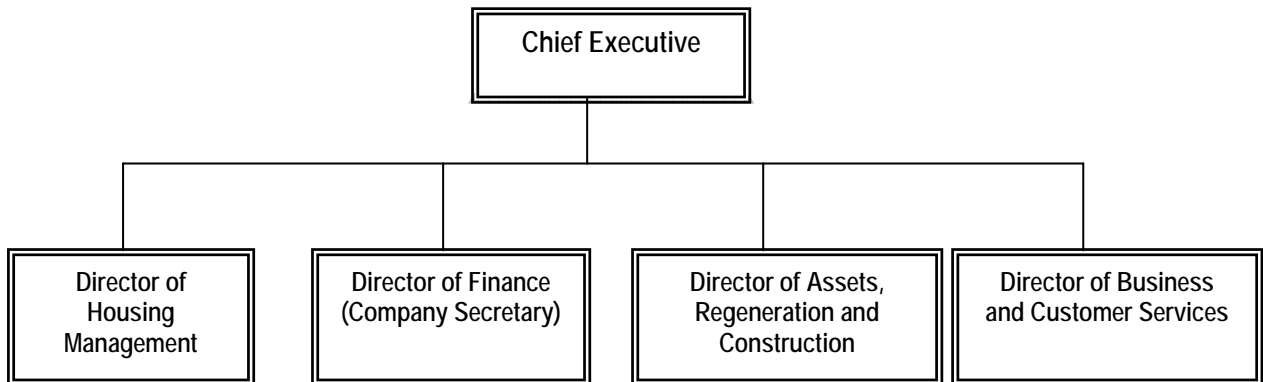
The company has a system of internal controls which covers health and safety, risk management, financial controls and governance. This is reported upon annually by the Chief Executive and an assurance statement provided in the Directors' Annual Report and Accounts.

The company's Memorandum and Articles of Association have been updated to reflect the new governance arrangements and a new services agreement for the next five years has been agreed with the Council.

Our scheme of delegations ensures the correct level of decision making takes place at Board, sub-committee and executive level. The company's schemes of delegations are contained in Appendix 13.

The implementation of the Board's policies and the day to day running of Berneslai Homes is delegated to the Chief Executive and the Senior

Management Team in line with the standing orders, financial regulations, policies and terms of reference of the organisation.
This overall management structure of the organisation is demonstrated below:



4. Leading Change

The Berneslai Homes Delivery Plan, which is reviewed annually, presents a medium to long term strategic framework for the transformation of social housing in Barnsley. The plan shows what we intend to achieve for our tenants and how we will continue to progress, working in partnership with a variety of organisations, the modernisation and maintenance of homes, the improvement of neighbourhoods and services and how we will manage the funds available to us to undertake these major challenges.

In considering our future direction of travel we need to have regard to the national, regional and local agenda.

In October 2006 the Government published the White Paper 'Strong and Prosperous Communities'. The key themes of the paper were responsive services and empowered communities, accountability, transforming local services, community cohesion and the concept of place shaper. Here at Berneslai Homes we are well placed to embrace these principles and work with our partners, in particular Barnsley Metropolitan Borough Council, to ensure our services contribute to making neighbourhoods and communities sustainable.

Social housing is becoming more of a priority on the national agenda. Professor John Hills, in his review "Ends and Means: The Future Role of Social Housing" published in February 2007 raised the issues of affordability, promotion of mixed income neighbourhoods and tackling worklessness. Professor Cave in his report 'Every Tenant Matters' advocated a single regulator for all social housing and ensuring that the tenants voice was heard at a national level. The Green Paper 'Homes for the future, more affordable, more sustainable' published in July 2007 focussed very much on the supply/delivery agenda of new build affordable homes.

In July 2008 the Housing and Regeneration Act came into force creating the new Homes and Communities Agency (HCA) with responsibility for strengthening and streamlining the delivery of an enhanced new build programme and regeneration activity. The HCA will bring into one body the various roles of the Housing Corporation, English Partnerships, Urban Regeneration Agency, Commission for New Towns and certain parts of communities and Local Government investment functions such as Housing Market Renewal, Decent Homes programme, stock transfer and PFI.

The Act also established the Tenant Services Authority which will be the single regulator for social housing. It will go live in December 2008 and following rounds of consultation with tenants and landlords it will start operating fully in Autumn 2009 and will impact on ALMOs from 2010. In addition, the National Tenant Voice (NTV) aims to ensure that tenants have the strongest possible influence over the development of policy and management of services nationally, regionally and locally.

The Barnsley Federation of Tenants and Residents contributed to the consultation process for setting up the NTV and as a result have established a South Yorkshire Federation Network

It is also important that Berneslai Homes has strategic fit with One Barnsley, the Local Strategic Partnership responsible for delivering the Sustainable Community Strategy and outcomes in the Local Area Agreement (LAA).

Within the LAA there are 35 stretch targets and Berneslai Homes is a named partner in the following ones:

- NI 1. Percentage of people who believe people from different backgrounds get on well together in their local area.
- NI 4. Percentage of people who feel they can influence decisions in their locality.
- NI 41. Number of vulnerable people achieving independent living.
- NI 186. Per capita CO2 emissions in the local authority area.

In addition to these Berneslai Homes are identified as a named contributor to other designated and non designated targets within the LAA, in particular around affordable worklessness, fuel poverty and perceptions of Anti-Social Behaviour. We have direct responsibility for NI 158 (% of decent homes and NI 160 (tenant satisfaction).

Berneslai Homes are also key players on a number of the One Barnsley delivery partnerships, namely:-

- Adults and Communities Well Being
- Environment
- Equalities, Diversity and Inclusion
- Safer Communities

Appendix 14 outlines the way in which our activities contribute to achieving LAA targets and outcomes.

One Barnsley recognises the significant contribution that housing makes to the regeneration of the Borough and that it is fundamental to supporting strong and vibrant communities.

In recent years Barnsley has seen an unprecedented rise in house prices leading to problems of affordability. Between 2000 and 2007 the average house price in Barnsley rose by 61% so that the average price of a house was 5.5 times higher than the average income, well above the commonly accepted affordability limit of 3.5 times average income. We are seeking to respond at a local level to the impact of the global financial crisis on supply, demand and affordability.

The challenge for Berneslai Homes is ensuring a focus is retained on delivering excellent core services and maintaining our existing stock whilst exploring what opportunities there are to increase the supply of affordable new build in Barnsley.

Our Fit

In December 2005 Berneslai Homes was judged to be a two star organisation with promising prospects for improvement by the Audit Commission. Since then we've looked at where we needed to change to make sure we are on the right track for achieving three stars.

Our first step was to look at our governance arrangements and ensure we were fit for purpose. On the 1st December, 2007 Berneslai Homes entered into a new five year service agreement with the Council, providing that commitment to our being key players in the long term deliverability of sustainable communities. The Board consisting of a Chair and nine Directors are committed to ensuring that we achieve three stars and to working effectively with tenants to deliver the services they need, at the right time and the right cost. They are also committed to ensuring they have the right skills and knowledge mix and to this end attend regular training and development workshops.

To deliver the Board's vision it is critical that we recognise that our greatest asset is our workforce. We wish to ensure a steady stream of committed, skilled and empowered employees whose working environment is underpinned by modern employment practices. Our Human Resources Strategy sets out how we will value and develop our people in order to maintain our success in the future and mark ourselves out as a best performing ALMO.

So what are our service challenges and where do we wish to be?

The Delivery Plan details our four main challenges, the vision we have and, the targets we have set ourselves.

- Integration and Community Cohesion
 - ensuring these principles are embedded in everything we do
- Customer Excellence
 - ensuring 'Every Tenant Matters' is a reality
- Decent Homes and beyond
 - how do we ensure we have sufficient funds to maintain our stock at the decency standard and how do we contribute/influence the number of affordable new build homes?

- From Housing Management to Neighbourhood Management
 - using our skills and expertise in landlord/tenant management in the wider neighbourhood management arena and asking can we provide our services to other user groups?

Meeting these challenges will lead to the achievement of our aspiration to achieve 3 stars by 2009.

We have recognised, along with our shareholder, that in order to maintain our homes as decent and to deliver to tenants' aspirations of a decent homes plus standard and consider revenue service enhancements the Council will have to commence a full option appraisal process in 2009. Our current 30 year capital programme projections and HRA Business Plan are predicting significant shortfalls from 2011/12 and 2010/11 respectively.

Option Appraisal will have to be considered within the context of the Government's Housing Subsidy Review which is due to be reported in Spring 2009. The options to be considered are:

- Stay as we are
- Return to the Council
- Self Financing ALMO
- Large Scale Voluntary Transfer
- Community Gateway Transfer
- Tenant Management Organisation
- Private Finance Initiative

The option appraisal conducted by the Council will be the biggest test and challenge facing the company during the 2009 to 2012 period.

5. Analysis of Business Strengths and Weaknesses

This section of the plan explains how we know how well we are doing?

Each year we produce an annual performance report which reviews our performance against the previous year and the promises/standards we have made for tenants. The Annual Report which is sent to every tenant's home also explains what we plan to do over the next year to strengthen and improve services.

We examine our operating environment assessing our business strengths and weaknesses. This enables us to focus our plans, budgets, service development and improvement actions in an appropriate way. Only in this way will we continue to improve our performance and deliver more efficient, higher quality services to our customers. This analysis is done in 3 main ways which are:

- A 'SWOT' analysis which assesses our strengths, weaknesses, opportunities and threats.¹
- A 'PEST' analysis which looks at the external environment broken down into the categories of Political/Legal, Economic/Environmental, Socio-cultural and technological.
- An analysis of benchmarking data arising from our membership of Housemark and Best Value Performance Indicators.

In addition to these methods we have a comprehensive framework for involving our customers and assessing their views and opinions on how well we are doing. The ways in which this is done is covered in Section 8 - Customer Excellence.

Performance management is central in ensuring the delivery of key business and service priorities. A comprehensive and robust performance management framework is in operation. The structure is detailed in Appendix 4.

Performance targets are challenging, meaningful and linked to the aims and objectives of the organisation. A balanced scorecard methodology is used which considers corporate and service directorate performance in the blocks of: financial perspective, customer perspective, internal business processes and, learning and growth. A monthly performance meeting consisting of the Senior Management Team and strategic managers brings together information from across the whole organisation for each element of the framework. The meeting is used to identify learning and agree actions to address any weaknesses and areas for improvement. Actions agreed are then integrated into team action plans.

¹ The PEST and SWOT analyses are contained in Appendix 3.

Our performance management framework is a continuous cycle of activity based around the 4 key stages of Planning, Implementation, Monitoring and Review/Evaluation.

Our performance framework includes both monthly and quarterly meetings with our shareholder at officer and cabinet portfolio holder/Board level respectively. We are keen to ensure our operational delivery and strategic direction are aligned to the Council's neighbourhood agenda. In 2006 the Council rolled out the concept of Area Boards with their focus on local service planning and priority setting. Berneslai Homes recognises the importance of a close working relationship with the Area Boards and as part of our Customer Engagement Framework established a post of Community Engagement Manager which includes the brief of Area Board liaison and establishing Housing Agreements.

A key performance measure is the satisfaction of our customers. A STATUS survey is undertaken annually in the summer. The sample undertaken enables findings to be profiled by household composition and demographics (gender, age and ethnicity). It also looks at income and benefits received, the incidence of long standing illness or disability and length of tenure. In addition, the report is broken down into Impact Team areas allowing managers to look at differences on a much more local basis. Given that 2009 was not a statutory year for STATUS we were able to boost the sample size in order to ensure that the responses received are representative of the profile of our customers.

The table below gives an overview of performance for headline indicators (combining general needs and sheltered tenants) from the survey and clearly demonstrates the positive direction of travel over recent years:

Question	2009	2008	2007	2006	2005	2004	Improvement
Overall satisfaction with Berneslai Homes as landlord	88%	86%	82%	76%	71%	65%	+23%
Value for money from rent	83%	79%	79%	74%	61%	66%	+17%
Overall satisfaction with the repairs and maintenance service	86%	81%	79%	77%	62%	58%	+28%

Berneslai Homes continues to be a member of the Housemark Benchmarking Club. Analysis of Housemark benchmarking data for the 61 ALMO members of the improvement club in September 2009 shows continued positive performance in relation to our ALMO peer group (Metropolitan ALMOs).

Membership of the improvement club is important as it helps us to:

- Compare costs with others and demonstrates year on year improvement
- Understand the relationship between cost and performance and compare quality and performance with others
- Identify areas of inefficiency prior to remedial action
- Set and review efficiency targets which feed into the Delivery Plan.

The table below summarises the top level cost and quality indicators which have been refined by Housemark to reflect the proposed new national service standards by the TSA.

Comparison with Metropolitan peer group

TSA Standard Summary for Berneslai Homes					
TSA Standard	Cost KPI	Cost KPI Quartile		Quality KPI	Quality KPI Quartile
		Berneslai Homes (2008/2009)			Berneslai Homes (2008/2009)
Quality of Accommodation	Direct cost per property of Major Works & Cyclical Maintenance			Percentage of tenants satisfied with overall quality of home (GN)	
				Percentage of dwellings failing to meet the Decent Homes Standard	
Repairs and Maintenance	Direct cost per property of Responsive Repairs & Void Works			Percentage of tenants satisfied with the repairs and maintenance service (GN)	
				Repairs completed 'right first time'	
				Average time in days to re-let empty properties	
Tenant choice and customer service	Direct cost per property of Housing Management			Percentage of tenants satisfied with overall services provided (GN)	
				% of tenants who contacted landlord in last 12 months and felt their landlord was able to deal with problem	
				Current tenant rent arrears as % of rent due	
				Percentage of tenants satisfied with complaints handling	
Neighbourhood and estate management	Direct cost per property of Estate Services			Percentage of tenants satisfied with their neighbourhood as a place to live (GN)	
Anti Social Behaviour and security	Direct costs per case of Anti social behaviour			Percentage of respondents satisfied with anti-social behaviour case handling	
Tenant Empowerment	Direct cost per property of Resident Involvement			Percentage of tenants satisfied that views are being taken into account (GN)	
Care and Support Needs	Direct SH & SP costs as % adjusted operating costs			Percentage of supported housing tenants satisfied with the services provided by their landlord	

Quartile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

The traffic light indicators use the convention that high performance and low cost are green (upper quartile). However, it is acknowledged that average or higher than average costs might be perfectly acceptable if they can be justified in terms of performance and/or user satisfaction.

Our performance against key performance indicators over the last few years as well as our targets for the next 3 years are set out in Appendix 5.

6. Risk Management

Approach to Risk Management

Risk Management is the process of identification, analysis and control of those risks that can impact on the Company's ability to deliver its priorities and objectives. It is not only about protecting the health, safety and welfare of Berneslai Homes staff and customers, it is also about the protection of our reputation in ensuring that we meet the service objectives we have agreed with Barnsley Council.

The purpose of risk management is not to remove all risk but to ensure that risks are identified and their potential to cause loss is understood and quantified. Based on this information, action can be taken to direct appropriate levels of resource at controlling risk and minimising any potential loss.

The new post of Risk Manager was filled in January 2008. Following a workshop to fundamentally review the Company's Strategic Risks, the Strategic Risk Register is now reviewed quarterly. Operational Risk Registers are also undertaken for each Directorate, again reviewed quarterly.

The Berneslai Homes Resilience and Continuity Plans were updated in September 2008, with the next review scheduled to be undertaken in conjunction with the 2009 move to the Gateway Plaza. Only minor amendments were required as the plans proved successful during the floods in June 2007.

The Health and Safety Management Groups covering Housing Management and Construction Services continue to meet to discuss and work on both Strategic and Operational Health and Safety Issues. An annual report is considered by the Human Resources Committee and the Board.

A new Anti-Fraud and Corruption Policy has been approved by the Audit Committee.

Main Risks

The main areas of risk for the Company have been identified by SMT, key strategic managers and Board members on the Audit Sub-Committee as follows:-

Maintaining and renewing the council stock and estate environment

The approved Decent Homes Programme is progressing well. However, the following points should be noted:

- The plan is not a full improvement programme it does not address aspirations such as Decent Homes Plus and Lifetime Homes.

- Reducing sales under the Right to Buy are increasing the number of properties to be brought up to the Decent Homes standard and reducing the capital receipts being generated.
- The budgets for Non-Decent Homes expenditure, including Replacement Items and Major Adaptations, continue to be under pressure, from time to time. There are some signs that the Decent Homes Investment Programme may have had an impact in reducing demand against these budgets but the position is not yet clear cut.
- There is no funding for stock renewal or for widespread estate and environmental works.
- There is a clear gap between estimated resources and requirement in the period following the Decent Homes programme completion.

We are working to get best value from current funding and to maximise opportunities from other funding sources.

Financial Viability

Almost all major risks have the potential to impact upon the financial viability of the company. As the business seeks to diversify and increase the level of external trading this will increase the financial risks of the Company. Consideration of these risks is an integral part of the monthly financial monitoring process and the preparation of medium term financial forecasts.

Information Technology/Systems

The company has made significant advances in terms of IT systems with the move to i-World in 2004, the implementation of SAP 1 in April 2005 and SAP 2 (pro-mobile) in November 2005.

Further progress is required to ensure that IT systems support the company's priorities in terms of mobile working and delivering efficiency savings. A major investment using Company surpluses has taken place during 2007/08 with the implementation of an Electronic Content Management System (Hyperwave) for document and records management. Implementation will continue into 2010.

Health and Safety

We are committed to ensuring the health, safety and welfare of all employees and everyone affected by our activities, including contractors and the public. Our health and safety policy, reviewed in 2008, sets out our duties and responsibilities from the Board to front line staff. We have comprehensive training in place and effective management reporting through the Joint Consultative Committee, a Health and Safety Committee and the Human Resources Committee. Risk assessment and risk mitigation focuses the organisation and ensures that our approach is fully embedded in the culture of the company.

The importance, scope and volume of work required to ensure the organisation is adequately covered in terms of Continuity Planning, Risk Management and Health and Safety is growing. To drive forward improvements in this area a new Risk Manager was appointed to coordinate this work.

The health and safety requirements of staff working alone on site is a key priority. Although covered by risk assessments and control measures we are looking to further enhance current arrangements by adopting an “identicom” initiative developed with Barnsley MBC Adult Services which helps minimise potential health and safety risks to relevant lone working staff.

A review of all the Health and Safety Strategic Assurance Standards and Occupational Risk Assessments was completed in 2009.

The Company intranet now hosts a dedicated Health and Safety section, which holds the current Policy, Risk Assessments, Strategic Assurance Standards and the Resilience and Business Continuity Plans.

Relationship with Council

We currently have a very positive, mature and supportive relationship with the Council. Ongoing, collaborative working to take advantage of emerging opportunities should promote the continuation of this as we move forward.

Future Development of the Company

Ensuring the financial viability of the company post 2010 is the most significant risk facing the company. A full option appraisal, led by the Council and contributed to by the company and its customers will identify the most appropriate delivery model to safeguard both excellent services and ensure a future for the company. The outcome of the government’s review into the housing subsidy system will be an important part of the process. We have been one of a number of social housing providers who have contributed into the workstream on the review of management and maintenance allowances. Legislation has now been drafted to enable this in practice. We will continue to follow this work and contribute to the national debate to ensure we are well placed to take advantage of any opportunities which may result from this work.

In addition, the core business of the Company is reducing due to loss of dwellings through ‘Right to Buy’ sales and as the Decent Homes investment comes to a conclusion. If the company is to avoid managing a declining business it needs to diversify. New governance arrangements for the Company are now in place with the aim of ensuring that they are ‘fit for purpose’ for the challenges that lie ahead.

Government Policy

In partnership with the Council we will continue to make the case to Government for additional resources to be invested in Barnsley through raising our profile, providing information on best practice, lobbying and responding to consultation exercises.

Audit Plan

Each year we set an Annual Audit Plan. The priorities and focus for internal audit activity which are contained within the audit plan are identified on the basis of the risk to the effective operation and governance of the company. The Plan is agreed between the Chair of the Audit Committee, Senior Management Team and the Council's Assistant Director Finance (Audit and Risk) and Assistant Director Strategic Housing. Audit reports arising from internal audit activity are reported to the Audit Sub-Committee which has responsibility for the monitoring of any action plans which are produced to respond to audit findings.

7. Integration and Community Cohesion

Berneslai Homes is committed to providing excellent customer services and being an employer of choice.

Our Shared Future published in 2007 by the Commission on Integration and Cohesion sets out practical proposals for building integration and community cohesion at a local level. The report launched a new definition of an integrated and cohesive community where:

- There is a clearly defined and widely shared sense of the contribution of different individuals
- There is a strong sense of rights and responsibilities
- Everyone has similar opportunities and access to services
- There are strong and positive relationships between people from different backgrounds in the workplace and neighbourhoods

Berneslai Homes has its own Community Cohesion Strategy which looks at what we mean by community cohesion and identifies specific actions by which we contribute to this agenda.

Deprivation, crime and Anti Social Behaviour are key influences on community cohesion. Berneslai Homes approach through our housing management service which is firmly rooted in rights and responsibilities, our leadership in the Respect Agenda and the move towards Neighbourhood management are crucial to supporting integration and cohesion.

There are clear correlations between satisfaction with an area as a place to live and opportunities for real participation and integrated communities. Our approach to customer excellence and engagement demonstrate the progress being made by Berneslai Homes in supporting this agenda.

A key part of this approach is to ensure that equality and diversity issues are fully considered and addressed and that equality of opportunity is promoted and achieved. As a public body we fully embrace our community leadership role in recognising, respecting and responding to different needs and securing equality of treatment for everyone regardless of race, ethnicity, nationality, religion, cultural background, gender, sexual orientation, domestic circumstances, age, disability and illness.

Partnership working is core to our approach on equality and diversity whether with the Council as part of the Corporate Equality Group, MAP (the multi agency Partnership), BBEMI (Barnsley Black and Ethnic Minority Initiative), supporting groups such as MARCO (Migrant, Asylum, Refugee, Community Organisation), our own BME Forum and many other community groups and individuals who have expressed an interest in being more involved through our resident involvement framework. In addition we actively participate in events such as the All Barnsley Diversity Festival, South Yorkshire Pride and the annual Holocaust Memorial event.

Developing links and learning from others via membership of organisations such as Stonewall is assisting Berneslai Homes in its duty to act as a community leader. Berneslai Homes actively participates in the Stonewall Workplace Equality Index in order to have an independent assessment of our policies and procedures and provide a benchmark score against which future progress can be measured. Feedback from this process is driving change such as the formation of an All Barnsley Public Sector LGB employee forum, the Barnsley Community LGBT group and Barnsley's first Gay Pride event.

Excellent progress has been made over the last few years. Comprehensive staff training commences as part of the induction process. However, we acknowledge that the profile of our employees is not fully reflective of the community we serve and have therefore embarked upon a scheme with PATH Yorkshire providing training placements for BME employees in housing management as well as in our Construction Services arm.

We have an equality standards monitoring framework which enables our progress in integration and community cohesion to be effectively monitored.

Our governance arrangements are strong. A model board profile has been developed to reflect the increasing diversity of the Barnsley area. Our Board, which is more reflective of the community than before has been profiled against that model board and targets set where gaps identified. Working towards this a BME capacity building/mentoring scheme was run in Spring 2009 for potential BME Board members.

8. Customer Excellence

In 2007 Berneslai Homes launched its Customer Excellence Strategy which aims to ensure that every customer receives consistently excellent services.

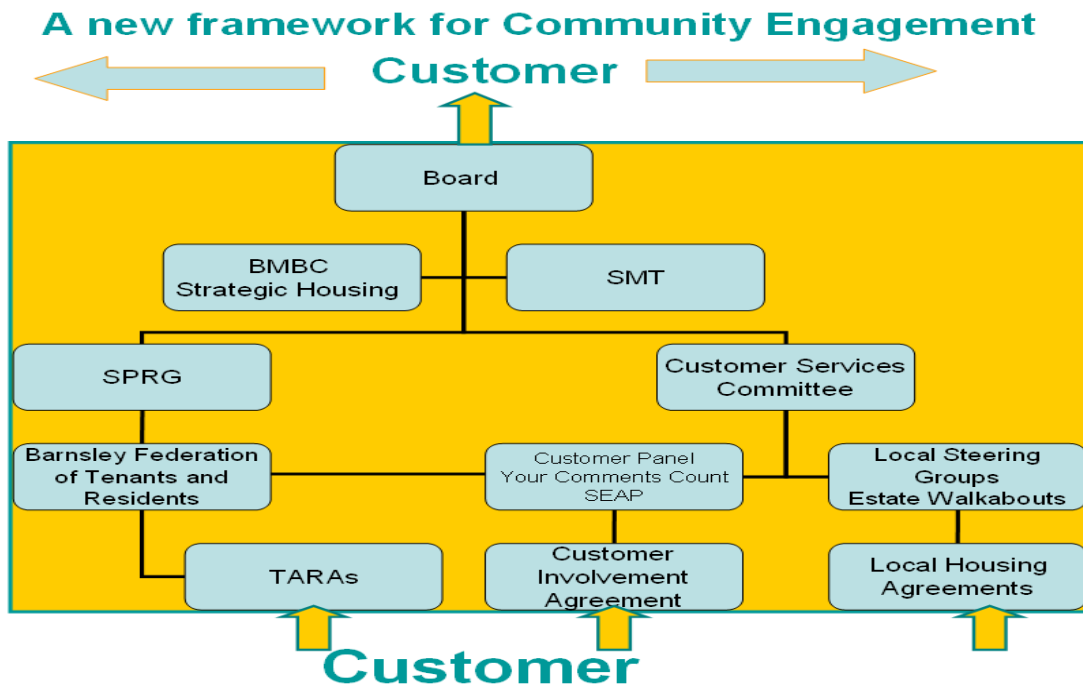
In addition a new Tenant Involvement and Engagement Framework was successfully launched which built upon our existing strengths of engaging with customers through traditional methods such as Tenants and Residents Associations and the Barnsley Federation of Tenants and Residents Associations. The new framework brought together many areas of activity which were launched over the last year such as our Menu of Involvement, work to engage with Young People and other 'harder to reach' groups e.g. the BME community into a new framework. Central to the framework is the Customer Panel which allows a more flexible form of involvement. Based around meetings every few months, the programme for the Customer Panel continues to be set by panel members.

With a Customer Services Champion (customerchampion@berneslaihomes.co.uk) appointed by the board of Berneslai Homes a direct route from residents into the Board has been created. Teams within Berneslai Homes have been restructured and additional resources made available to support our fresh approach to customer excellence.

The Customer Services and Engagement team fully integrates customer services and resident involvement into a co-ordinated, coherent function and is responsible for:

- *gathering customer views* – via mystery shopping, Status Surveys, satisfaction surveys, the Your Comments Counts Procedure
- *ensuring that all sections of the community are able to be involved* in influencing the decisions of Berneslai Homes in a way which meets their needs – from formal traditional structures to less informal methods such as our youth engagement projects; whether at service user forums, TARAs, attendance at conferences, the Customer Panel, and all of the other methods contained within the Menu of Involvement
- *the marketing and communication* of all our activities to our customers, giving feedback on what they have told us and how that has influenced and shaped our decisions, priorities and policies
- *Effective liaison* with other key organisations and bodies such as the tenants Federation and the Council's area boards
- *Using just in time methods* by website and telephone contact to seek views and opinions.

The chart below shows how the key elements of the engagement framework fit together



Customer excellence means providing services to meet customer’s needs in a friendly and efficient way. It includes:

- providing good quality information so that customers know what to expect;
- being responsive to customers needs;
- listening to customers;
- involving them in shaping the service;
- providing easy access to services;
- having good clear and up to date procedures;
- providing the best services within the budget available; and
- striving to constantly improve.

Our view is that Customer Excellence is as easy as **ABC**

Attitude
Behaviour
Culture

The Customer Excellence strategy sets out our core service standards as well as details of divisional service standards making clear commitments across all of our services.

Our Service Excellence Assessment Programme provides a structured way in which we involve customers in testing and assessing our services to ensure we deliver services to the standards that we have promised.

Sustainable Communities, Regeneration and Homes for the Future

Berneslai Homes fully recognises and supports the emerging government agenda towards more new sustainable and affordable homes. It will pro-actively work with the Council to explore and develop new build social housing opportunities and routes through development partnerships and/or direct development as is most appropriate. To this end Berneslai Homes has applied for and been granted Housing Corporation Registration, for new build.

Berneslai Homes recognises that investment in the public sector stock cannot be viewed in isolation from wider housing issues. Capital investment alone cannot be expected to create sustainable communities, thus the investment plan has been developed in the context of ensuring that Berneslai Homes contributes to the wider strategic objectives of the Borough, whereby Barnsley's continued regeneration takes place, where people are confident in their ability to realise their potential and communities are empowered to be active partners in delivering change. Within this context Berneslai Homes will work with the Council and actively engage with National, Regional and Sub Regional funding and regeneration agencies to improve joint working, share knowledge and funding opportunities.

The Berneslai Homes Asset Management Strategy seeks to ensure that the Government's Decent Homes standard is met by 2010. The strategy also shows the investment required for the next 30 years both in terms of maintaining decency and delivering a decency plus standard. The strategy has clear linkages to wider regeneration strategies, sustainability, energy efficiency, social inclusion, crime reduction, health and education.

A key issue for Berneslai Homes and the Council is how longer term investment funding can be attracted to maintain and improve the current decency standard within the housing stock as set out in the Asset Management Strategy. Berneslai Homes will work with the Council to examine emerging opportunities for organisational change to resolve this issue.

The key principle used to determine the lead organisation for regeneration in a given area is based on the majority market share of tenure. On this basis Berneslai Homes oversees activity in Kendray, Worsbrough, Athersley and New Lodge while the Council's Strategic Housing Division lead in the Housing Market Renewal area of the Dearne. In this area Berneslai Homes will engage and support Strategic Housing particularly where it can make a positive contribution to regeneration.

Berneslai Homes will continue to oversee area based planning for the Council sector stock, ensuring that the outcomes of work undertaken are fully informed by stakeholder priorities.

Regeneration activity is co-ordinated through a joint Housing Regeneration Forum to ensure that best practice is shared, and that all activity is set within the context of the Borough's Housing Strategy.

Housing Improvement Maintenance and Repair

Berneslai Homes, on behalf of the Council, manages the Revenue Repairs and Planned Maintenance Budgets together with the Housing Capital Programme.

The primary delivery vehicle for Repair, Planned Maintenance and the Decent Homes programme will be the Housing Stock Maintenance (HSM) Partnership, supported by an appropriate level of market testing to ensure value for money, or where capacity in the partnership is limited.

Performance improvement in Repairs and Maintenance continues and the HSM partnership has achieved upper quartile performance in almost all areas. Overall 86% of tenants are satisfied or very satisfied with our repairs service. This has increased from 76% in 2006, 79% in 2007 and 81% in 2008.

From April 2008 a new performance payment mechanism is being used with both Inspace and Berneslai Homes Construction Services operating under that new mechanism. The mechanism rewards success on 15 key housing related performance areas including Cost, Time and Quality measures. The targets set are stretching and focused to achieve upper quartile performance across all benchmarked area. A new suite of non-incentivised KPI's is also being used.

The partnership with Inspace ends in March 2010 and a further review of the HSM arrangement is currently taking place in preparation for re-tender. A project board has been established led by the Council to oversee the review process. Berneslai Homes is a key partner in the review and sits on the board and task teams. The review outcome will need Board and Cabinet approval.

A number of key improvements have been introduced, the main ones being:

- 24 hour repairs reporting
- The introduction of Energy Performance Certificates for new tenants
- The introduction of a void energy supply partner
- The introduction of a Void Decoration Voucher Scheme

The delivery of the Decent Homes plan will continue to have due regard to revenue programmes, cyclical maintenance and be based on the results of area profiling thus ensuring capital allocations are not spent on dwellings which are currently surplus to requirements or may become so in the short to medium term.

The underlying principle of Decent Homes delivery will continue to be the improvement of whole dwellings in a short period of time rather than on an elemental basis over a longer period. However where opportunities exist to tackle particular areas of element based need (e.g. solid fuel to gas conversion or thermal insulation works) these will be undertaken as part of the programme.

As of September 2009 the overall decency position of the housing stock is 95.8%.

An updated Asset Management Strategy and thirty year stock investment plan has recently been formulated, this is based on information from the Decent Homes programme and new survey work on the stock where no improvement work has been carried out and deemed to be decent up to 2010. This shows that we will achieve decency in 2010, but thereafter a growing financial gap exists if the standard is to be maintained into the future.

Construction Services

Berneslai Homes Construction Services underwent significant investment and reorganisation in 2007 as they continue to improve performance and gear towards increased efficiency and changing traditional workload patterns. A new single depot at Carlton was opened in November 2007 and vehicle tracking has been introduced to support existing mobile technology. Turnover in 2007 is expected to surpass targets set and this coupled with surpluses generated in the last two financial years indicates that the organisation has a sound footing.

The Construction Services Business Plan 2008 - 2011 identified that the workload requirement for the financial year 2008/09 would be £22.714M.

The projected workload available for Construction Services for the financial year 2009/10 includes £9.192M from Revenue Repair and Maintenance within the Housing Stock Maintenance Partnership and a total estimate of £12.543M from Capital Projects. Therefore the total known workload for 2009/10 is £21.735M. This represents a shortfall in workload of £1.425M

The budget for 2010/11 financial year and the workload available for Construction Services indicates a total of £19.251.M. This represents a shortfall in workload of £4.402M.

The Business Plan produced outlined the requirement to develop new business in line with the shortfall predicted in the Financial Projection. However, due to the global economic recession it subsequently proved very difficult to attract new business at a level which could offset the shortfall. As a consequence it has been necessary to downsize and restructure Construction Services in order to be fit for purpose and meet the requirements of the new HSMP contract which is operational from April 2010.

10. From Housing Management to Neighbourhood Management

Neighbourhood Management

Central to the philosophy of the Housing Management Division is 'people and communities'.

A cohesive community which is socially and financially included is the foundation upon which healthy communities are built and respect is shared between the generations.

Over the coming years, our approach to the early identification and provision of support to vulnerable tenants will be intensified. Our ethos of 'prevention is better than cure' is at the heart of service delivery and supported by our Vulnerability Strategy; 'Something Doesn't Look Right'. Berneslai Homes' front line staff are in a unique position of carrying out thousands of home visits every year (from new tenancy visits to repair visits) and our staff are therefore ideally placed to identify early warning signs and arrange interventions and support to prevent problems from escalating. The model links directly into the Safeguarding and Community Safety agendas and is further being developed to act as a referrer into Barnsley Development Agencies Opportunity Advisors to tackle the 'Worklessness' agenda.

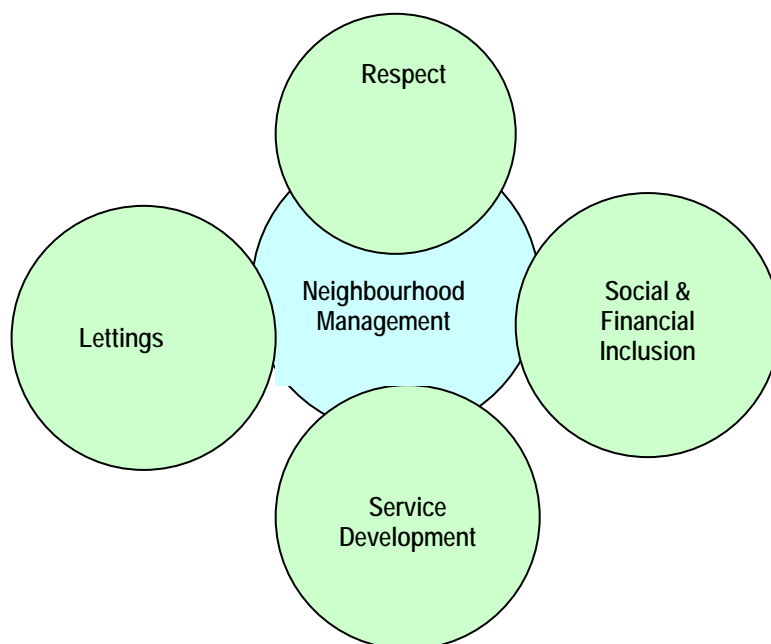
To avoid people feeling 'excluded' it is essential that they are engaged at the neighbourhood level.

As a 'front-line' service, the Housing Management Division is well equipped to deliver change 'on the ground'. The core front line services include:

- Tenancy and estate management;
- Tackling Anti Social Behaviour;
- The letting of the Council stock of properties and
- Rent collection and arrears management.

All of these functions can have a direct influence on people's enjoyment of their homes, environments and neighbourhoods.

The following model illustrates how this is achieved:



The critical role that Berneslai Homes plays in providing and contributing to the Respect agenda; the allocation of properties on estates; practical contributions to ensuring Social and Financial Inclusion and innovative provision of new services/coordination of services from a customer perspective, places Berneslai Homes in a pivotal position in terms of delivering Neighbourhood Management.

Berneslai Homes would like to develop the Impact Team service to help improve on the way Neighbourhood Management Services are delivered within the estates it manages. It aims to work with the Council to explore options available to do this within this delivery period.

Respect

Respect is about central government, local agencies, local communities and ultimately every citizen working together to build a society in which we can respect one another - where anti-social behaviour is rare and tackled effectively, and communities can live in peace together.

Embedded within Berneslai Homes partnership approach to achieving respect in our communities is prevention, support and enforcement. This approach is driven by the strategic objectives endorsed by the Local Strategic Partnership (One Barnsley) and have been clearly designed to respond to public priorities.

As a key front line provider, Berneslai Homes plays a vital role in the preventative and support agenda. This is delivered primarily by the Impact Teams whilst the more serious/specialist cases being dealt with by Berneslai Homes Tenancy Enforcement Team working under the Neighbourhood Safety Unit 'umbrella'.

The Impact Team model is designed to ensure a balance between enforcement and early intervention and support. Carrying out structured home visits has been a service objective since the model was adopted. At these visits customer information such as access requirements and diversity monitoring information are collected and allow not only an opportunity to market services available but to identify support needs at an early stage and make referrals to appropriate floating support service providers; very often negating the need at a later stage for enforcement action.

The vision for the 8 Impact Teams is that they should continue to move towards new, flexible ways of working which will enable them to spend the majority of their time out on the estates delivering visible and proactive services while reducing overhead costs. Hand-held technology has been replaced with Tablet PCs enabling more flexible working and improving the range of services which can be delivered to tenants in their own home. All teams are now based in HRA accommodation.

We continually review our staffing structures to ensure that they provide the best fit to emerging themes and our strategic objectives. In July 2008, an adjustment was made to the Impact Teams whereby 8 of the officers now specialise on enforcement activities with the remaining 30 dealing with support and mainstream activities. This reinforces our commitment to providing a proactive prevention and support service as opposed to providing a reactive service. The creation of a specialist Enforcement Team from within existing team resources ensures a more mobile, flexible resource to deal with emerging issues which require lower level interventions of both a support and enforcement nature ensuring that Tenancy Enforcement Team resources are appropriately targeted at the most complex and serious enforcement cases with the Impact Team resources focusing on support cases and general neighbourhood management. This also ensures enforcement is dealt with consistently across the Borough in line with our policy and procedure and areas are targeted appropriately.

Berneslai Homes is committed to working with our partners towards the Government's Respect Agenda. We are determined to challenge ASB and harassment in our local neighbourhoods. Our aim is to take whatever appropriate steps we can to make our neighbourhoods better places to live and work and to ensure, where possible, all tenants can have quiet enjoyment of their homes. We will try and do what we reasonably can to help local residents build a secure and safe community. Feedback via customer surveys reveal high and rising satisfaction with neighbourhoods as places to live (87% are satisfied/very satisfied with their neighbourhood).

Serious or persistent ASB cases are escalated to the Tenancy Enforcement Team which forms part of the ASB Enforcement Team within the Neighbourhood Safety Unit (a corporate partnership between Berneslai Homes, Barnsley MBC and South Yorkshire Police).

The team are responsible for the effective case management of anti-social behaviour determining timely appropriate outcomes through specialist interventions, comprehensive investigations, supporting victims and witnesses and legal outputs. Respect Task Force data shows the ASB Enforcement Team's use of tools and powers to tackle anti-social behaviour outstrips the regional and national rates.

Funding was established for a pilot cross tenure Family Intervention Project (FIP) which has been nationally recognised. The team work alongside the ASB Enforcement Team challenging and supporting families to address the causes of their anti-social behaviour and have been operational since the summer of 2007. The team are already achieving successful outcomes with 100% of cases recording a reduction in reports of anti-social behaviour and 75% of cases recording no reports of anti-social behaviour.

Berneslai Homes FIP have secured funding to create an additional strand to the already established project in order to pilot the Crime Prevention FIP approach in line with the Government's ongoing commitment to tackle Youth Crime as published in the Youth Crime Action Plan. It has been agreed with the Youth Taskforce that the 3 target areas of particular and most significant types of risks within families for the new referrals will be Domestic Abuse, Prolific Offending and Substance Misuse (Alcohol and Drugs). As with the existing FIP, we will put in comprehensive support to address the needs of all family members within accepted families whereby there is a young person or a member within their family who have been escalated through one of the following routes MARAC (Multi Agency Risk Assessment Conference), LOMP (Local Offender Management Panel), DAAT (Drug & Alcohol Action Team). This should ensure we target the most serious and persistent cases and ensure we capture a wider range of families that are known to be linked to offending and other poor outcomes for children and young people and in line with local priorities and needs.

Berneslai Homes signed up to the Respect Housing Management Standards following the public endorsement at the Tenants and Residents Conference in July 2006. As part of the Respect Housing Standard for Housing Management the Government launched a Performance Improvement Toolkit for Landlords in July 2007. We will involve our stakeholders in assessing our performance against the standard at a follow-up Tenants and Residents Conference.

Three times each year, a high profile campaign to identify and tackle the 100 worst gardens across the Borough takes place. This has proved to be extremely successful in tackling the appearance of estates. It also highlighted the need for Council Planning Services to review the use of its powers to act against owners of private properties. A protocol has been agreed with the Council to determine the role of Berneslai Homes in dealing with issues relating to RTB properties.

Arrangements have been put in place to provide greater monitoring of the Grounds Maintenance contract. This involves tenant volunteers formally monitoring and feeding back at the SLA meetings. Additionally, a pilot enhanced grass cutting specification has been implemented on 10 sites for the 2007 season. In the Autumn of 2007, satisfaction of the pilot and non-pilot areas was undertaken and resulted in no changes to the specification for 2008/09.

Carrying out highly visible estate based inspections is an important element of a proactive estate management service and can provide a flexible option for resident involvement. In order to improve upon the approach previously taken a programme of 'walkabouts' for the year has been planned and publicised to a consistent standard across the Impact Team areas in order to broaden the opportunity for participation. We developed a management system that will allow us, together with the local Steering Group to compare and grade the standard of all our estates throughout the Borough and aim to implement this in 2008/09. Consistency of 'grading' will be cross checked by a reciprocal arrangement with ALMOs in the Yorkshire region who will check a sample of our estates. We will support local steering groups in making a positive impact upon their local environment by increasing the devolved local environmental improvement budget from £112,000 in 2007/08 to £192,000 in 2008/09.

In addition, Berneslai Homes reviewed the tenancy agreement to ensure that it continues to reflect best practice and was approved by Barnsley Council in September 2008 following extensive tenant consultation. Formal notices were served in December 2008

Lettings

An effective Lettings service is essential to address housing need, meet aspirations and contribute to sustainable communities. It is key in ensuring fair access to housing and balancing the needs of different sections of the community from homeless households, those in need of sheltered housing or those setting up their home for the first time. Given that demand for social rent housing now far exceeds the supply, it is vitally important that the public view the letting of council properties as fair and transparent.

Significant improvements have been made in the last two years in reducing void turnaround times. Performance continues to be within the upper quartile for Yorkshire and the Humber.

The target for void turnaround is set at 26 calendar days with a local indicator being agreed to measure the impact of the change in void standards. While to support new tenants a void decoration voucher scheme was launched in October 2008.

The average (median) house price within the Borough of Barnsley has continued to increase over the last 2 years (by some 15.52% 2005/7). Although the rate of house price inflation has eased over this period it still outpaced average (median) household income growth which grew by 8.85% over the same period.

The capacity of the social rented sector to accommodate new households has fallen dramatically by 27.6% from 1672 households in 2005 to 1210 in 2007.

The annual net shortfall in affordable dwellings per annum has risen to 597 (in 2005 the shortfall was estimated to be 267 dwellings per annum).

Berneslai Homes have worked with all stakeholders in developing a new fully choice based lettings policy on behalf of the Council. The revised lettings policy implemented in January 2008 has the following aims:-

- Contribute to the development of balanced and sustainable communities
- Create and, wherever possible, maximise choice for housing applicants
- Provide flexible and affordable housing options which meets needs and expectations
- Promote social inclusion
- Make effective use of the housing stock
- Satisfy the Government's directive for all local authorities to have a choice based lettings policy by 2010
- Minimise re-let void periods and the incidence of difficult to let property
- Promote and achieve equality of opportunity
- Let Council accommodation fairly in an open and transparent way
- To adhere to relevant legislative and regulatory framework
- Assist the Local Authority in meeting its statutory and corporate responsibilities towards Barnsley residents including those accepted as homeless.

A review of the lettings policy during the first 9 months of 2008 have revealed that it is meeting these aims. A full review of the policy and the exploration of a regional CBL system will be undertaken in 2009/10.

The Property Management Service (PMS), launched in 2008, is growing steadily. The aim is to mainstream this service during 2009/10

Social and Financial Inclusion

Berneslai Homes continues to recognise its social and financial responsibilities to its customers. Work on financial capability, providing appropriate debt advice, and ensuring our tenants have access to affordable credit is ongoing.

Income collection remains a consistent area of strength. This is achieved not only through the effective operation of the arrears policy and ensuring the payment facilities are flexible to customers needs but also through working with other agencies to promote benefit take-up and the promotion of appropriate borrowing. Links and effective working relations with the Citizens Advice Bureau, Welfare Rights and the Credit Union remain important. We will continue to play a key role in working through the Financial Inclusion Partnership of One Barnsley to ensure a joined up holistic approach is taken and delivering our Financial Inclusion Strategy.

The structural changes implemented in the summer of 2007 deliver a dedicated resource to improving our performance on Former Tenants Arrears and Leaseholder management. Improved system generated reports have enabled staff to focus successfully on appropriate interventions. New working methods such as contacting tenants during the notice period, use of a debt collection agency and targeting specific groups of former tenants as well as dedicated staff resources on this area of work have resulted in significant improvements. In addition we have introduced text messaging as a means of contacting tenants over non payment.

Learning from the best practice we have developed in tackling ASB, we will develop a rent arrears toolkit to ensure staff are fully aware of all of the options available and when they are most appropriate to use. We will evaluate and rollout the pilot work carried out in the Dearne area on the use of Benecalc to make tenants aware of likely rent payable as part of the sign up procedure.

Implementation of the findings of the Older Persons Review was completed on target by June 2008, emphasis now turns to maximising the potential within the 23 Sheltered Housing Schemes and the Community Centres. The new model has brought about a fundamental change and modernisation of the warden service. Services and standards delivered in the Borough's new Extra Care Schemes will act as the model service to aspire to. Services provided in the Sheltered Schemes and Community Centres are proving to be an ideal catalyst for social inclusion via organised events for residents and the wider community which are seeing increased usage of facilities as a real community asset.

Berneslai Homes will deliver Supporting People contracted services in line with the requirements of the Council's Supporting People Team, including compliance with the Quality Assessment Framework, performance management frameworks and outcomes monitoring. A Supporting People Inspection took place in 2008 concluding in a Level C rating for the service.

Worklessness

Our Approach to Worklessness Strategy was developed during 2008 and has five strands:

- Financial Inclusion
- Supporting vulnerable tenants
- Building employment capacity and providing skills training
- Signposting and acting as a referral agent
- Partnership working

In October 2006 the Government published the White Paper 'Stronger and Prosperous Communities'. The key themes of the paper were responsive services and empowered communities, accountability, transforming local services, community cohesion and the concept of place shaper. Berneslai Homes as a key service provider and at the heart of many of Barnsley's communities is well placed to deliver to this agenda.

Neighbourhood Management

The concept of a 'council estate' is no longer a reality due to 'Right to Buy' and successful regeneration initiatives where significant infill developments of alternative forms of tenure have been achieved creating a sustainable tenure mix. Many of the properties initially purchased under 'Right to Buy' are now owned by private landlords.

In order to create sustainable communities and deliver effective interventions, the traditional 'landlord' approach is no longer appropriate.

Whilst Neighbourhood Management is the vehicle in which holistic and coordinated improvements are delivered, Berneslai Homes are developing initiatives which both diversify the business and demonstrate that the skills exist to deliver improvements in the non-council sector.

The areas of service development and diversification progressed will be ones that contribute to Berneslai Homes' strategic objectives. These initiatives include the Section 215 project in Thurnscoe (making use of Planning powers), the development of a Property Management Service (PMS) for Private Landlords and the joint initiative for Berneslai Homes to manage Housing Association properties on behalf of Chevin Housing Association on the former REEMA estate.

Neighbourhood Management as an approach is already a key building block for service delivery by Berneslai Homes. This is done through local Steering Groups bringing together all customer issues, action planning, performance and management ensuring all services are accountable and localised housing agreements.

We have entered into dialogue with the Council about Berneslai Homes being seen as the partner of choice and commissioned to deliver Neighbourhood Management on its behalf in areas with a predominant social housing mix. We are particularly keen to safeguard the investment and improvements that have occurred or are taking place in our regeneration areas.

11. Procurement of Other Goods and Services

Support Services

Berneslai Homes procures its support services in line with Best Value principles. An ongoing programme of reviews is undertaken to ensure support services continue to meet the needs and requirements of Berneslai Homes and provide Value for Money.

Importantly customers are actively engaged in the monitoring of those support services which most directly impact upon them including:

- Building Cleaning
- Neighbourhood Services
- Barnsley Connects

Service Level Agreements (SLA) are set for periods of between one and three years depending upon the outcome of that particular review. Extensions of up to 2 years may be given to an SLA agreement without a full review subject to satisfactory performance and agreement on costs. Evidence files are produced and maintained for each SLA Review. The achievement of improvements is monitored through performance meetings including tenants and board members where appropriate.

The review timetable for 2010/11 is set out below:

Support Service	Lead Officer	Review end Date
Insurance Services	Support Services Co-ordinator	June 2010
ICT	Performance and Information Manager/ Support Services Co-ordinator	October 2010
Health and Safety and Occupational Health	H.R. Manager/Support Services Co-ordinator	October 2010
Business Support Services	Director of Finance/ Support Services Co-ordinator	December 2010
Central Call	Older Persons Manager / Support Services Co-ordinator	December 2010
Barnsley Connects	Customer Services and Engagement Manager / Support Services Co-ordinator	January 2011

Support Service	Lead Officer	Review end Date
Internal Audit	Director of Finance / Support Services Co-ordinator	March 2011

Value for Money

Berneslai Homes has identified savings of £4million to include in the Council's annual efficiency statement. This process is co-ordinated by the Director of Finance.

In 2005 the Board approved the company's Procurement Strategy 2005 – 2008 and this was reviewed in May 2008. The strategy demonstrates a strong ongoing commitment to the principles of Egan and Gershon setting out our achievements to date as well as future targets. It is intrinsic to our approach that procurement not only complies with legislation but that our processes are transparent and ethical.

We are a founder member of the South Yorkshire Decent Homes Trailblazer Consortium. We are members of the Northern Housing Consortium, Yorkshire Purchasing Organisation and the Procurement for Housing purchasing consortium. We have worked with the Council to implement a new integrated financial system which is enabling the full benefits of e-procurement to be achieved.

We will continue to seek efficiency and value for money in the provision of our services and through goods and service which we buy in. In 2008/09 we will review cash collection services currently being delivered through Barnsley Connects to procure the most competitive cash collection service.

12. Financial Plan

Financial forecasts for the HRA to 2019/20 based upon the draft 2010/11 subsidy determinations have recently been prepared. These indicate that from 2011/12 further savings will be required to balance the HRA budget.

The revised capital plan developed during 2008/09 shows that over a 30 year period there is a shortfall in resources of £754M to maintain the Decent Homes Standard and £1,461M to deliver Decent Homes plus.

The 30 year capital and revenue plans are currently being updated to inform the consideration of future funding options including the Self Financing Offer we expect to receive from Government in February 2010.

A draft 2010/11 HRA budget and Capital Programme have been developed for consideration by the Council.

Management Fee

Each year the Berneslai Homes Delivery Plan is agreed with the Council.

Berneslai Homes is paid a Management Fee for delivering the services as set out in the plan. For the year ending 31st March 2010 the fee agreed with the Council amounts to £13.859M. The Management Fee is primarily funded from the HRA and the financial health of the HRA is therefore a key factor in determining the level of fee received.

The housing subsidy system and the adverse impact of the sale of dwellings under the 'Right to Buy' and demolitions continue to have an ongoing influence on the financial viability of the HRA.

We have received the housing subsidy determinations for 2010/11 and based upon the determinations the budget for 2010/11 has been developed. The management fee proposed for 2010/11 is £14.387M including savings of £0.533M and developments of £0.100M.

Construction Services

Construction Services is managed as a separate trading account within Berneslai Homes Ltd. It is paid by the Council based upon a monthly valuation rather than through the Management Fee.

Management of Council Budgets

Berneslai Homes manages the Housing Revenue Account and the Council Housing capital programme on behalf of Barnsley MBC. Although these transactions remain in the Council's accounts Berneslai Homes control the deployment of the resources within the agreed budget totals.

13. ICT Strategy

Berneslai Homes uses Barnsley Council's ICT systems, networks and equipment through a service level agreement. The company is in a period of stability in terms of core systems being bedded in for some time. Significant progress has been made in how core systems integrate and the quality of management information that can be produced.

During 2007 we made resources available to procure and introduce an Enterprise Content Management System that provides electronic post and the facility to store and manage electronic files and records. Business processes will be reengineered in order to maximise the opportunities for the introduction of up to date working practices and will lead to efficiencies in back office functions as well as improving customer services. In 2008 e-post went live followed by document management in 2009 supporting more efficient data storage and retrieval prior to the move to our new headquarters at Gateway Plaza. Records management will be introduced from 2010 onwards.

The ICT strategy and programme has been reviewed and updated setting out how we want to take advantage of ICT to deliver services in new ways to customers and continually improve upon the quality of management information. Initially this has included the implementation of on-line application forms and new Choice Based Lettings system that enables customers to register interest in vacant properties either by telephone or the internet.

Legislative Requirements

Our approach to ICT has been developed to ensure that Berneslai Homes works with BMBC to meet its aspirations in terms of CAA inspections. It is necessary to ensure our systems can cope with the ever increasing demand by Government to produce statutory returns and that they meet external audit requirements. It is also necessary that we meet the stringent requirements concerning the management of information contained within the Freedom of Information and Data Protection Acts.

Technological Developments

We will continue to ensure that we keep up to date with new software releases and any upgrade of hardware and infrastructure to take account of customer demands to access services in different ways.

Our key priorities for the future are:

- Continuing to expand the ways that customers access services
- Looking at ways that ICT can improve efficiency
- In terms of procurement of ICT services through the Council, which we continue to a service that demonstrates value for money

14. Organisational Development

Berneslai Homes is committed to ensuring excellence in coaching, training and learning activities and to creating a culture that will ensure that the organisation attracts, motivates, develops and retains the very best staff. We are proud to have been approved as an organisation that invests in its people, and we respect and appreciate the worth of all employees, and understand the importance of enabling and encouraging them to explore and develop their own potential. Our development activities will ensure that we will deliver a continuously improving service to our customers.

As an accredited Investor in People, Berneslai Homes will demonstrate its commitment to staff development and training by:

- Co-ordinating, monitoring and evaluating staff development and training
- Allocating a staff development and training budget linked to the strategic objectives of the company
- Utilising internal training capacity, skills and resources within the organisation
- Working in co-operation with other organisations to maximise development opportunities
- Accessing multi-agency training
- Maximising external partnership working to facilitate shared learning and development for all staff
- Exploring models of best practice to access staff development and training resources
- Providing dedicated time and space for staff training
- Creating and developing a Learning Resource Centre which will be available to all employees

Planning Staff Development and Training

Training and Development activities will be carefully planned and monitored, to ensure that return on investment can be identified and evaluated. The outcome of development activities must be to achieve key objectives by enhancing performance at individual, team and organisational levels. In order to ensure that individuals are motivated and assisted to continually improve their performance, all managers will be required to identify training needs effectively. This may be:

- To bridge the gap between present and desired performance, which is measured against an existing standard such as a competency framework
- To improve individual performance to achieve continually rising standards
- To innovate by doing new and better things to produce a step change

A Staff Learning and Development Plan will be produced each year, which supports the priorities highlighted in the Berneslai Homes Delivery Plan, and will evidence contribution to organisational achievements. It will indicate how priorities are to be addressed, and will identify cost benefits for the organisation.

Staff will be involved in the planning for staff development and training via a steering Group, which will include representatives from across the Company. Wider consultation will take place as and when necessary.

Performance Review

Every member of staff will have a performance and development review on at least an annual basis, and regular one-to-ones with their line manager, in order to monitor performance against targets and establish if there is any additional training need to be met.

Staff will receive guidance on the review process and how to get the most from it. They will understand which key objectives their job role supports, and will discuss what personal development may be required to meet key organisational, team and personal objectives at their review.

The Learning and Development Manager will monitor performance and development reviews. Training needs identified will be discussed with the staff Steering group, and priorities will be agreed with Senior Management Team.

In order to evaluate the effectiveness of development activities, learning objectives will be set, which clearly state the desired outcomes in terms of what staff should know and be able to do. Training will be evaluated for content, method, delivery and relevance. Staff will have debriefing discussions with their line manager, who will offer support to enable the learning to be transferred to the job. Performance will be monitored and feedback given to the training provider. Ultimate effectiveness and value for money of learning activities will be assessed by the impact of the learning upon the organisation with individuals and managers able to identify actual outcomes which link back to key objectives.

Every member of staff will have a training record, which will be kept up to date on our innovative and responsive Learning Management system and on individual personal development portfolios.

Equality Issues

We will ensure that everyone has equal access to development and training opportunities irrespective of whether they work full or part-time hours or shifts. Training opportunities will be effectively communicated across the Company, verbally at team meetings, via the Intranet and email, or through the external postal system. We will ensure that all employees understand how training needs are identified and prioritised.

All training activities will be monitored to ensure compliance our duties under relevant Equality legislation. The Learning and Development manager will work closely with the Equality and Diversity manager to optimise opportunities for Berneslai Homes to develop a more diverse workforce. This will be achieved through such activities as:

- job placements
- job shadowing initiatives
- shared training opportunities
- raising the profile of Berneslai Homes with established external agencies

In partnership with other ALMOs in the region we have established a Learning and Development Forum to explore best practice, provide peer review and support and to explore options for the joint procurement of learning and development activities.

Human Resources

In 2007 Berneslai Homes adopted its first Human Resources Strategy which covers the period 2007 to 2010. The Human Resources strategy has been developed to reflect the importance of effective human resource management in achieving organisational goals. We wish to ensure a steady stream of committed, skilled and empowered employees whose working environment is underpinned by modern employment practices. The strategy sets out our people objectives as:

- To be an employer of choice with a compelling employer brand and a robust workforce planning framework in place ensuring that a comprehensive set of local conditions are in place which are compliant with legislative requirements
- To be a developer of people and recognised for this with IIP accreditation
- To influence change through the establishment of a Managing Change protocol and framework and effective relationships with our Trade unions
- To value diversity with a workforce representative of the community we serve
- To make connections through effective communication systems

DECENT HOMES PROGRAMME 2009/10 TO 2010/11

2009/2010

Area	Number of properties
Hoyland Common	206
Pilley/Tankersley	89
Staincross Townsleys	91
Thurnscoe BISF	28
Royston Scheme 3	31
Bellbrooke	48
Royston Scheme 1	126
Goldthorpe	80 ²
Hoyland	104

2010/2011

Area	Number of properties
Barnsley (Central)	13
Bolton on Dearne	36
Darfield	48
Elsecar	69
Kendray	140
New Lodge	71
Thurnscoe	78
Ward Green	48
Wombwell	60
Worsbrough Bridge	87
Worsbrough Common	25
Worsbrough Dale	60

² The Goldthorpe and Hoyland schemes have been brought forward from the 2010/11 programme.

GLOSSARY/ABBREVIATIONS

ALMO	Arms Length Management Organisation
ASB	Anti Social Behaviour
BBEMI	Barnsley Black and Ethnic Minority Initiative
Benecalculator	A palm style device which calculates basic benefit entitlements
BMBC	Barnsley Metropolitan Borough Council
BME	Black Minority Ethnic
BVPI	Best Value Performance Indicator
CPA	Comprehensive Performance Assessments – a system by which the Government assesses council's performance. The work done by Berneslai Homes is taken into account when the council is scored.
CSC	Central Service Charges – the council's predominant method for recharging services between departments
CSR	Comprehensive Spending Review
DCLG	Department for Communities and Local Government
DDA	Disability Discrimination Act
ECEG	Executive Corporate Equality Group, a council group working towards improving equality and diversity which Berneslai Homes participates in
FTE	Full Time Equivalent posts – this is used as a measure given increasing number of employees taking advantage of flexible working options. E.g. 2 members of staff on job sharing a role and each working 18.5 hrs per week would be classed as one FTE
Golden Goodbye	A scheme to reward tenants where empty properties are returned clean, clear and in good condition enabling quick relet times as only basic safety checks are required
HAP	Housing Advisory Panel – a part of our formal tenant involvement structure
HCA	Homes and Communities Agency
HMR	Housing Market Renewal Area – an area in the east of Barnsley where the Council is undertaking major regeneration work
HRA	Housing Revenue Account
Housemark	An organisation which compares performance and costs between ALMOs who have joined it.
ICT	Information and Communication Technology
IIP	Investors in People – a national recognised scheme which assess how the workforce is involved in the business, managed and developed
KPI	Key Performance Indicator- how performance is assessed – usually used on repairs and maintenance
LAA	Local Area Agreement
LGBT	Lesbian, Gay, Bi-sexual, Transgender

LMS	Learning Management System
LVT	Leasehold Valuation Tribunal
MRA	Major Repairs Allowance
NTV	National Tenants Voice
Open House	Quarterly newspaper issued to all tenants and leaseholders
PCT	Primary Care Trust
PDR	Personal Development Reviews – the way in which staff performance is reviewed with managers and training and development needs are agreed on
PEST	analysis which looks at the external environment broken down into the categories of Political/legal, Economic, Socio-cultural and Technological
PI	Performance Indicator – a way of measuring how well a service is provided which allows comparison year on year and other organisations
Sanctuary Scheme	A scheme to enable victims of domestic violence to remain safely in their own home
SAP	1. The IT systems used to support many functions e.g. Finance, Repairs ordering 2. The standard assessment procedure used to calculate the energy efficiency of properties
SCS	Sustainable Communities Strategy
SP	Supporting People
SLA	Service Level Agreement – used when we buy in services from the Council such as Human Resources to set out standards and who does what
SMT	Senior Management Team
STATUS	A standardised survey to measure customer satisfaction across all social housing providers
Stonewall	A national organisation campaigning for equality for lesbians, gay , bisexual and transgender people
SWOT	A way to assess the Strengths, Weaknesses, Opportunities and Threats facing the company
TARA	Tenants and Residents Association
TSA	Tenant Services Authority
WLB	Work Life Balance – having flexible working patterns that support employees' different circumstances.

SWOT AND PEST ANALYSES

SWOT ANALYSIS	
Strengths	Opportunities
<ul style="list-style-type: none"> • A good service that has promising prospects for improvement • Successful negotiations with Council to extend contract for 5 more years • Area profiling of estates ensures that scarce resources are effectively targeted and that those areas with multiple issues and problems benefit from comprehensive master planning which involves the community • With over 10,000 homes having benefited from full modernisation and 2,500 from partial works, we remain on target to meet the Decent Homes standards by 2010 (exc. Tenant refusals) • Public Private Partnership in Housing Stock Maintenance delivering VFM and improved levels of performance • Effective capital programme management • Skilled and balanced Board • Low staff turnover • Value for Money 'with policy priorities and performance commensurate with costs in most areas and routine benchmarking, service review systems and SLA management in place'³ • The commitment and enthusiasm of staff at all levels in the organisation.⁴ • Guaranteed cash flow through the management fee • The HRA Business Plan prepared by Berneslai Homes was deemed fit for purpose – the first in the region. This clearly demonstrates the strategic capacity at the heart of our organisation • Comprehensive systems for tracking customer satisfaction through surveys, questionnaires and the mystery shopping programme demonstrating continued high levels of customer satisfaction 	<ul style="list-style-type: none"> • Opportunities for diversification and new business / new build to offset reduced income resulting from reducing Council stock e.g. RSL/PRS property management • Outcome of the Government's review of the housing subsidy system may lead to more freedoms and flexibilities to borrow against our assets • Increased / more flexible opportunities for resident involvement • Implementation of findings from the review of governance to streamline decision making process will allow the Board to focus on key strategic priorities and future vision for the organisation • The further integration of the Construction Services arm presents an opportunity to further reduce costs by making best use of the structure to avoid duplication and overhead costs, while improving customer service and providing a second income stream • The ongoing review of support services in line with Best Value principles gives opportunities to clarify service standards, costs and ensure that we achieve Value for Money • Membership of Procurement for Housing and other consortia arrangements presents the opportunity for future efficiencies and Value for Money • The positive relationship with our parent Local Authority allows us to explore development and regeneration opportunities in line with the Housing Strategy • More interactive services through website • Efficiencies and BPR arising from Electronic Document Management • PATH Yorkshire project to increase diversity of workforce

³ Audit Commission Report, February 2006

⁴ Life at Work Survey 2007

Strengths	Opportunities
<ul style="list-style-type: none"> • A culture of honest and open evaluation of our strengths and weakness. <ul style="list-style-type: none"> • Low management overheads when bench marked against other ALMOs while still delivering high quality services.⁵ • A strong history of enforcement of tenancy regulations, estate management and tackling Anti-social Behaviour • Robust procedures for providing/facilitating support to vulnerable tenants including Family Intervention Programme • A strong relationship with Barnsley Tenants and Residents Federation • Implementation of Older Persons Service Review • Leadership on community cohesion. • Recognition of need for company diversification and the development of projects generating non management fee income • A strong Resilience Plan 	
Weaknesses	Threats
<ul style="list-style-type: none"> • Lack of resources identified to retain stock at decency level post 2011 with specific funding gaps identified for environmental works and decent homes plus • Despite ongoing efforts it remains difficult to attract new tenants, especially from more diverse and underrepresented groups, to become involved. However, initial outcomes from the Customer Panel and a youth survey are promising • Board membership and staffing structures are not fully reflective of the local community • Outdated provision in some sheltered housing schemes 	<ul style="list-style-type: none"> • Outcomes of Job Evaluation process in terms of cost, recruitment, retention and morale still to be fully analysed • Any changes to the MRA resources would have a direct impact on our ability to finance capital expenditure. Any proposed changes would be subject to detailed analysis and the impact communicated to relevant parties through normal consultative processes • Capital plan reliant on income from Council land sales to fund the Decency Programme • A reliance on RTB and capital receipts to underpin the HRA business plan and help deliver transformational change at and New Lodge • The reduction in income from the Council, Supporting People budgets and central Government, although the company will seek to obtain new business to replace any loss of income • Failure to secure adequate head office accommodation of the right size, location at affordable cost

⁵ Housemark benchmarking report 2007

Weaknesses	Threats
	<ul style="list-style-type: none"> • Failure to ensure Value for Money through SLAs and quality services with the Council • FRS17 • Lack of reduction in revenue repairs spend despite Decent Homes investment • Search for new business / new build undermines core business activities
PEST ANALYSIS	
Political and Legal	Economic and Environmental
<ul style="list-style-type: none"> • Change in national Government • Change in political control of Council • Neighbourhood management • Community cohesion agenda • Respect agenda • Ongoing efficiency drive • Changes to capital and revenue funding arrangements including payment of grant v subsidy and access to Social Housing Grant • Freedoms and flexibilities for ALMOs • Regional Housing Boards, City Regions and sub-regional priorities • Changes in regulatory requirements • Comprehensive Spending Review 2007 	<ul style="list-style-type: none"> • Inflation / interest rates • Ability to diversify • Building cost inflation due to overheating of regional economy • Lack of skilled, trained labour • Poverty and deprivation • Unemployment /worklessness • Rising house prices • External funding opportunities • Environmental and green agenda
Socio-cultural	Technological
<ul style="list-style-type: none"> • Demographic changes leading to shifts in demand for location and types of property • Crime, Anti-social behaviour • Health and disability • Need for provision of need and affordable rented housing/intermediary tenancies • Increase in customer expectancies • Reduced stock turnover • Migration of workers • Increasing ethnic diversity in Barnsley • Regeneration of Town Centre • East/West of Borough economic divide 	<ul style="list-style-type: none"> • Levels of expertise in ICT • Barnsley Connects including call centre • Implementing e-Government • Mobile working / Home working

PERFORMANCE MANAGEMENT AND MONITORING FRAMEWORK

STRUCTURE	PERFORMANCE	FREQUENCY	PURPOSE
Strategic Managers and SMT	Core PI Score Card <ul style="list-style-type: none"> • Financial • Customer • Learning and Growth • Internal Processes Plus Delivery Plan targets	Monthly	Challenge Accountability Problem solving Tracking Ideas
Berneslai Homes SMT/BMBC Strategic Landlord	Monthly KPI's	Monthly	Liaison Challenge Exception reporting
Strategic Managers and SMT	Quarterly report plus Delivery Plan targets	Quarterly	Confirm actions and resolutions Preparation for Board and BMBC Quarterly Report
Berneslai Homes Board	High level score card and progress against Delivery Plan targets	Quarterly	Scrutiny and Challenge
Berneslai Homes Board and SMT/BMBC	Quarterly report plus Delivery Plan targets	Quarterly	Monitoring Delivery of contractual arrangements
BMBC Cabinet	Quarterly report plus Delivery Plan targets	Quarterly	Monitoring
Berneslai Homes Board/SMT and Federation	High level score card and progress against Delivery Plan targets	Bi-monthly	Shared understanding of direction of travel
Berneslai Homes Board	Year end results	Annual	Review and forward planning
All staff	Performance Development Review	Annual	Performance review against outcome measures and identification of development needs
All Staff	Team Meetings (Team Brief) and Tool Box	Monthly	Information sharing and feedback
All staff	121 Supervisions	Minimum 6 per year	Quality time update Performance review Support

PERFORMANCE INDICATORS

Performance Indicators							Proposed Targets
Indicator Ref.	Description	07/08 Outturn	08/09 Outturn	Upper Quartile	Target 09/10	Qtr 2	10/11
NI 158 (BV184a)	The proportion of local authority dwellings which were non decent dwellings at the start of the financial year	9%	5.12	21%	2.24%	Annual	2%
H4	Urgent repairs in time	94.34%	96.26%	97%	97%	99.09%	98%
H5	Average time for non urgent repairs	9.59 days	8.20 days	11 days	10 days	6.89 days	10 days
H6	Rent collected by the local authority as a proportion of rents owed on HRA dwellings	98.95%	98.89%	98.20%	99%	97.67%	99%
H8	Average time to re-let local authority housing (calendar days)	25.44 days	25.88 days	26.7	26	24.64 days	26
H11	Council Homes SAP rating	67	70	65	70	Annual	71
H12 NI 160	The percentage of all tenants, or a representative sample of council tenants stating that they are satisfied with the overall service provided by their landlord when surveyed.	82%	84%	92.50%	86%	88%	88%
H21	Percentage of planned to responsive repairs funded from Revenue Expenditure	32.95%	37.75%	54%	32%	41.69%	34%
BV74b	Satisfaction of ethnic minority tenants excluding white minority tenants with the overall service provided by their landlord	Sample too small	75%	Not applicable	86%	82%	88%
BV74c	Satisfaction of non-ethnic minority local authority tenants with the service provided by their landlord	82%	84%	Not applicable	86%	88%	88%

Performance Indicators							Proposed Targets
Indicator Ref.	Description	07/08 Outturn	08/09 Outturn	Upper Quartile	Target 09/10	Qtr 2	10/11
Old BV185	Percentage of responsive repairs for which the LA made and kept an appointment	94.17%	93.15%	97%	95%	95.09%	96%
BV211a	The proportion of Planned Repairs and Maintenance expenditure on HRA dwellings compared to Responsive Maintenance expenditure	72.76%		Not applicable	66%	76.13%	30%
BV11(a)	% of women in top 5% of earners	32.34%	43.33%	44.42%	44%	41.94%	44%
BV11(b)	% of BME in top 5% of earners	Nil	Nil	1.39%	2.50%	0%	2.50%
BV11(c)	% of staff defining under the DDA definition of disability in top 5% of earners	Nil	Nil	Not applicable	2.50%	6.45%	2.50%
BV16 (a)	% of staff defining under the DDA definition of disability	0.83%	5.69%	2.65%	6%	4.86%	6%
BV 17 (a)	% of BME staff in total workforce lost per FTE (Year end forecast)	0.38%	0.34%	6.80%	1.00%	0.50%	1%
BV12	Number of working days lost per FTE (Year end forecast)	12.6 days	14.77 days		10	9.56 days	9
	Time in calendar days for major adaptations (excluding extensions) from 1. Referral to Panel (BMBC), 2. Panel to completion (BH)	165 days		Not applicable	1) 36 days 2) 42 days (78 days)	1) 24.12 days 2) 37.84 Days Total 62.13 days	1) 36 days 2) 42 days (78 days)
	FTAs as a % of the rent roll	1.64%		1.19%	1.2%	1.56%	1.1%

Performance Indicators							Proposed Targets
Indicator Ref.	Description	07/08 Outturn	08/09 Outturn	Upper Quartile	Target 09/10	Qtr 2	10/11
	Number of complaints received	228		Not applicable	N/A	83 Stage 1 16 Stage 2 (cumulative)	N/A
	How good is BH at keeping you informed?	78%	80%		82%	85%	85%
	How satisfied are you that your views are taken into account?	81%	66% ⁶		76%	72%	76%

NB: 2011/12 targets to be established in consultation with BMBC as part of review of delivery plan, service standards and reporting mechanisms in light of TSA regulatory framework.

⁶ There was a change in the STATUS question in 2008

SERVICE BUSINESS PLAN 2009/10 – BUSINESS AND CUSTOMER SERVICES DIRECTORATE

Strategic Objective 1: To deliver excellent Customer Services

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Review and refresh Marketing and Communications Strategy	Customer Services and Engagement Manager Marketing and Communications Officer	June 2010	Commence review April 2010 Launch June 2010	
Undertake STATUS survey in line with national guidance	Customer Services and Engagement Manager	October 2010	Survey to commence June 2010	
Evaluate Tenants' Training Programme	Customer Services and Engagement Manager	August 2010	Completed by August 2010	√
Further develop on line services for customers	Performance and Systems Information Manager	Throughout 2010/11 June 2010 May 2010 August 2010	Evaluate efficiency and effectiveness and produce recommendations for future actions on Texting pilot. Phase 1 electronic forms Northgate functionality of on-line rent accounting	√

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Review the Customer Involvement Framework	Customer Services and Engagement Manager	August 2010	Assess performance against current framework Research options of wider engagement methods including on line Scope revised framework Consultation of proposals	√
Ensure compliance with TSA standards	Director of Business and Customer Services	October 2010 February 2010 1st October 2010 1st April 2011 1st July 2011	Ensure reports to tenants meet TSA standard Review final standards Publish annual report for tenants (including plans for compliance with standards) Local standards in place Publish report for 2009/10	
Review and maximise opportunities for customer involvement in SEAP	Customer Services and Engagement Manager	December 2010	To be completed by December 2010	√

Strategic Objective 3: To actively contribute to and influence partnership working within Barnsley and the Sub-Region

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
To continue to contribute to the Borough's community cohesion agenda	Equalities and Diversity Manager	Throughout 2009/10	Contribute to the development of All Barnsley Diversity Festival	
To work with One Barnsley on initiatives to reduce hate crime	Equalities and Diversity Manager	Throughout 2010/11	Evaluate hate crime reporting card initiative and report to MAP and BPaTH April 2010 and October 2010.	
Engage in job shadowing scheme with Refugee Support, Sheffield	Equalities and Diversity Manager	January 2010 April 2010 April 2010 September 2010	Commence pilot in Community Engagement Evaluate pilot Launch programme across Impact Teams Evaluate scheme	

Strategic Objective 4: To be a successful well managed company

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Maintain Top 100 status in the Stonewall Workplace Equality Index	Human Resources Manager Equality and Diversity Manager	January 2011	Produce Action plan based on previous years feedback April 2010 Submit application and evidence Sept 2010	
Achieve Equality Framework for Local Government 'excellence' standard	Equality and Diversity Manager	March 2011	Develop action plan April 2010 Confirm inspection date September 2010	
Prepare for IIP reassessment	Human Resources Manager	April 2011	Develop Training Evaluation Framework April 2010 Complete gap analysis and action plan against new IIP framework June 2010 Implement action plan August to December 2010 Undertake briefing sessions for managers and employees Nov 2010 to January 2011	

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Review Human Resources strategy and agree 3 year action plan	Human Resources Manager	March 2011	Review effectiveness of current strategy November 2010 Consult Managers, employees and unions December 2010 to January 2011	
Review Recruitment and Selection Code of Guidance	Human Resources Manager	December 2010	Draft code May 2010 Approve policy 2010 Train all managers August to October 2010	√
Implement Phase 2 of Technical Refresh Programme (Impact Officers and Construction Services)	Performance and Systems Information Manager	July 2010	To be completed by July 2010	√
Implementation of E- records	Performance and Systems Information Manager	During 2010/11 April 2010	Full implementation of records management by End March 2010 Establish e-records implementation plan	√
Review Performance Management Reporting to enhance in-house system	Performance and Systems Information Manager	July 2010	To be completed by July 2010	√
Review freedom of Information Publication Scheme	Performance and Systems Information Manager	December 2010	To be completed and updated on website by December 2010	

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Develop ICT Hardware Strategy	Performance and Systems Information Manager	December 2010	To be completed by December 2010	√
Undertake annual risk assessment of the confidentiality, integrity and availability of information	Performance and Systems Information Manager	October 2010	To be completed by October 2010	
Produce Learning and Development Plan	Learning and Development Manager	January 2011	Consult SMT and Managers September to December 2010.	√
Complete review of Community Buildings	Customer Services and Engagement Manager	June 2010	Establish action plan Establish consultation framework Develop marketing plan	√
Complete review of Community Centres (managed and under lease)	Customer Services and Engagement Manager	December 2010	Establish action plan Establish consultation framework	√

SERVICE BUSINESS PLAN 2009/10 – ASSET MANAGEMENT AND REGENERATION

Strategic Objective 1: To deliver excellent Customer Services

Task	Lead Officer (s)	Completion Date	Milestones	Contributes towards Improving VFM
Develop a long term strategy for regeneration and development of Berneslai Homes older persons supported housing facilities	Investment & Regeneration Manager	Mar 2010 Oct 2010 June 2010	Strategic Framework approved by BH board March 09 Upgrade of Emergency Call systems approved by SMT Oct 09 Engagement in and refresh of BMBC Older Persons Strategy	√
Ensure the new Stock Maintenance and Improvement contractual arrangements and ways of working are embedded within the Asset Management and Regeneration teams	Asset Manager Investment and Regeneration Manager	March 2011	Operation of new contract from April 2010 Development and Contribution to Task Teams, through out the year	√
Project manage the procurement of a new drainage maintenance contract	Asset Manager	March 2011	Commence procurement by April 2010 Appoint Contractor November 2010 New Contract to commence April 2011	√

Task	Lead Officer (s)	Completion Date	Milestones	Contributes towards Improving VFM
Continue to refine, develop and monitor the ongoing Decent Homes Programme delivered by Construction Services and Kiers in order to provide the best possible customer service evidenced by headline Key Performance Indicators	Investment & Regeneration Manager Construction Services Manager and Manager Kier	2010/11	Improve on 09/10 KPI performance	√
Complete Feasibility study held over from 09/10 into online repairs tracking	Asset Manager	September 10	Study and costed savings and development proposal	√
Work with customers to minimise the effects of reducing repairs and maintenance budgets	Asset Manager Director of Asset Management Regeneration and Construction	March 2011	Develop a communication strategy by April 2010. Ensure customer communications are effective at the end of each quarter Continue a dialogue with customers through out 10/11	

Strategic Objective 2: To continue to deliver sustainable communities which are safe, healthy and attractive neighbourhoods which are accessible to all

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Deliver New Lodge Master plan regeneration.	Investment & Regeneration Manager, Project Manager (New Lodge),	Dec 2010 April 2011 Dec 2010	Demolition Completion New Build by RSL Complementary Decent Homes	
Deliver Worsbrough Master Plan regeneration.	Investment & Regeneration Manager Project Manager (Worsbrough)	Dec 2010 April 2012 Dec 2010	Demolition Completion New Build by RSL Complementary Decent Homes.	
Complete remaining activity within the Kendray regeneration area	Regeneration Coordinator	April 2011 April 2012	New Build by RSL Complimentary Work	
Deliver LA Challenge Fund Schemes	Investment & Regeneration Manager Development and Partnership Manager	Dec 2009 Mar 2010 June 2010 April 2011	Grant approval Planning approval Start on Site Practical Completion	

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Explore potential funding for strategic acquisitions that enable regeneration and new build opportunities to flourish.	Investment & Regeneration Manager Development and Partnership Manager	July 2010 Sept 2010 Nov 2010 April 2011	Identify Target sites Agree with Strategic Housing Funding in place. Acquisition Complete	√
Contribute to wider ALMO debate on the long term funding of the Asset Management Strategy	Director of Assets, Regeneration and Construction Investment and Regeneration Manager Asset manager	2010/11	Input into decisions on future funding arrangements as required.	
Explore External Funding Opportunities for Energy Efficiency works and to combat fuel poverty	Investment & Regeneration Manager, Development and Partnership Manager Capital Projects Manager	Nov 2009 July 2010	Funding secured through Social Housing Energy Saving Programme CERT/CESP bids	

Strategic Objective 3 : To actively contribute to and influence partnership working within Barnsley and the Sub-region.

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Look at further opportunities to influence Local Area Agreements and development or regeneration funding through this route.	Investment & Regeneration Manager	During 2010/11	Funding outcomes. Specific Projects	
Continue to Contribute to HMR and Green Corridor initiatives and engage in new and emerging strategic strands relevant to Berneslai Homes	Investment & Regeneration Manager	During 2010/11	Engagement on specific projects Develop use of Green Corridor funding for CRS into new areas	
Contribution to Dearne Valley Eco Vision Initiative	Investment & Regeneration Manager,	2010/2011	Initiate/Respond as required	√
Work in partnership with BMBC to develop engagement with Homes and Communities Agency “Single Conversation”	Investment & Regeneration Manager Director of Assets, Regeneration and Construction	2009/2011	Initiate/Respond as required Funding Outcomes and Programme	

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Work in partnership with BMBC, other LA's in the South Yorkshire Region and the Homes & Communities Agency to redevelop existing and provide new schemes for the Gypsy and Traveller Community in Barnsley	Investment & Regeneration Manager Development and Partnership Manager	April 2010 August 2010 Sept 2010 March 2011	Start on Site Smithies Lane Redevelopment Phase 1 Funding bid for Phase 2 Identify 2 Other sites for New Development Bid for Further Funding	
Engage with Efficiency North Partnership specifically, Partnership Board, Repairs and Maintenance Group and Materials Procurement Framework	Director ARCON – Board Repairs and Maintenance Group – Performance and Business Development Manager Asset Manager – EN Procure	During 10/11	Materials framework established and used by Berneslai Homes and Kier.	√

Strategic Objective 4 : To be a successful well managed company

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Drive, explore and develop other new business opportunities e.g. management of empty homes for the private sector	Development and Partnership Manager	Dec 09 2010/11 2010 /11	Private Sector Leasing Service Level Agreement in place Follow up as required Other new business opportunities developed and operating	√
Continue to develop initiatives and good practice examples, which reduce the carbon footprint of the housing stock	Investment & Regeneration Manager Asset Manager Mechanical Services Manager	April 2011 2010/11 2010/11	Eco Homes project Worsbrough. Develop and deliver scheme Good Practise examples completed. Other initiatives developed Continue moves towards bio fuels as funding permits	√
Continue to develop Fire Risk Assessments and other management procedures required under the Regulatory Reform Fire Safety Order	Director of ARCON Director of Housing Management Asset Manager	April 2010	Appoint designated person Review Fire Risk Assessments Carry out recommended works and management procedures	

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Continue to develop asset data and its use	Investment & Regeneration Manager Asset Manager Principle Information and Research Officer	April 2011	Asset data more accessible and usable	√
Explore and implement as funds permit 10 year testing of domestic electrical systems	Asset Manager Director ARCON	During 2010/11	Scheme developed, costed and approved Implementation as affordable	

SERVICE BUSINESS PLAN 2009/10 – CONSTRUCTION SERVICES

Strategic Objective 1: To deliver excellent Customer Services

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Increase performance so that it falls between the min. and max. target on all the new Incentivised Headline KPI's in the HSM arrangement	Construction Services Manager	March 2011	In target zone for each quarterly performance report in 10/11	√
Increase performance towards the targets set for non incentivised KPI's	Construction Services Manager	March 2011	Improvement in performance in these areas	√
Increase the hours of service delivery to customers so as to offer additional evening and weekend appointments, without additional wage costs	Construction Services Manager and Director of Assets, Regeneration and Construction	March 2011 or earlier	Agreement with Trade Unions – May, 2010	√

Strategic Objective 2: To continue to deliver sustainable communities which are safe, healthy and attractive neighbourhoods which are accessible to all

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Improve re-cycling and waste management including the development of targets and benchmarks	Construction Services Manager	March 2011	Set new targets for 2010/11 by April, 2010	
Review vehicle leasing arrangements	Construction Services Manager	March 2011	Transport Manager included in new structure. Carry out tender exercise for replacement vehicles Sept. 2010	√

Strategic Objective 3 : To actively contribute to and influence partnership working within Barnsley and the Sub-Region

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Operate fully within the Housing Stock Maintenance Partnership Performance Payment Mechanism	Construction Services Manager	March 2011	Operational	
Increase procurement from procurement partnerships and frameworks e.g. South Yorkshire Decent Homes Partnership, Procurement for Housing or YPO, where it will generate efficiency	Commercial Manager	March 2011	Increased efficiency	√
Increase public/private partnership working with Kier within the HSM Partnership	Construction Services Manager	Throughout 2010/2011	Increased efficiency within the arrangement	√
To contribute to successful mobilisation of the new HSMP arrangement	Construction Services Manager	March 2010	Key staff members identified to contribute to task teams	

Strategic Objective 4: To be a successful well managed company

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Realign resources to deliver new HSM Partnering arrangement to commence in April 2010. Review impact of new structure	Construction Services Manager	July 2010	Review existing resources and develop strategy for realigning resources. Review impact of new structure against performance	
Review and develop the Supply Chain, including stores, sub contractor partnerships and supplies procurement	Commercial Manager	Sept. 2010	To be completed by September 2010	√
Upgrade mobile technology to maintain supported solution	Commercial Manager	March 2010	Barnsley Council to upgrade SAP 2010. CS to upgrade technology following Council upgrade	√
Achieve a surplus of between 1% and 4% subject to application of new HSMP payment mechanism to Construction Services	Construction Services Manager and Director of Assets, Regeneration and Construction	March 2010	To be completed by March 2010	√

SERVICE BUSINESS PLAN 2009/10 – HOUSING MANAGEMENT

Strategic Objective 1: To deliver excellent Customer Services

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Contribute to Borough wide strategic review of Older Persons' services and accommodation.	Sheltered Housing and SP Manager	January 2011	Milestones to be established by February 2010 to align to corporate project plan e.g. stakeholder consultation	√
Implement out of hours ASB reporting arrangements	ASB Manager	October 2010	Evaluate effectiveness of 775555 hours extension by April 2010 Implement outcomes of evaluation by October 2010	√

Strategic Objective 2: To continue to deliver sustainable communities which are safe, healthy and attractive neighbourhoods which are accessible to all

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Review effectiveness of Vulnerability Strategy and interventions	Director of Housing Management	April 2010	Consult and Review strategy by December 2009. Review monitoring arrangements by April 2010	
Ensure Property Management Service is effective and viable	Director of Housing Management/ Private Sector Initiatives Manager	April 2010	Report to Customer Services Committee December 2009. Increase portfolio throughout 2010/11	√
Review Introductory Tenancy Policy and Procedure	Impact Team Group Managers	October 2010	To be completed by October 2010	
Review Homeswapper Scheme	Lettings Manager	August 2010	To be completed by August 2010	

Strategic Objective 3: To actively contribute to and influence partnership working within Barnsley and the Sub-Region

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Review ASB Policy	ASB Manager	June 2010	Update to reflect toolkit and structures Consult and Launch Train staff	√
Evaluate long term sustainability of Family Intervention Project.	ASB Manager	March 2011	Raise issue of role, performance and funding with Board and Cabinet April 2010 Budget provision or exit strategy in place by September 2010	√
To contribute to the Borough wide Financial Inclusion Strategy	Rents Manager/ Leaseholder and Financial Inclusion Manager	Ongoing	Continued attendance at Strategic Financial Inclusion Group	√
Establish and embed BH role in BMBC's Neighbourhood Engagement Framework	Director of Housing Management	Ongoing	Attendance at Area Partnerships by designated Senior Officers Participation in Senior Officers Project Board	

Strategic Objective 4: To be a successful well managed company

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Achieve QAF level B for sheltered housing service	Sheltered Housing and SP Manager	March 2011	Milestones to be established in dialogue with Supporting People Team	
Evaluate Leaseholder management fees and service charges to ensure costs met and high collection rates	Leaseholder and Financial Inclusion Manager	April 2010	To be completed by April 2010	√
Achieve savings on cash collection including closure of Barnsley Connection offices	Director of Housing Management		Commence phased programme April 2010 Complete April 2011	√

SERVICE BUSINESS PLAN 2009/10 – FINANCE DIRECTORATE

Strategic Objective 4: To be a successful well managed company

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Carry out review of risk Management and report to Board	Director of Finance	May 2010	Review operation of risk management within the company. Agree action plan with SMT Report to Board	√
Produce annual communication for all staff on risk management	Director of Finance	July 2010	Draft communication Agree with SMT Include in Team Brief	
Attend the Council's Strategic Risk Management Group	Director of Finance	Ongoing	Attendance at meetings	
Carry out support service reviews in line with timetable in Section 11 of the delivery plan	Director of Finance	As per detailed timetable in section 11 of the plan	Reviews commenced Reviews completed and approved by SMT	√
Produce annual audit plan	Director of Finance	April 2010	Consider areas to be subject to audit at SMT Meet with Internal Audit/Chair Plan agreed by audit Committee	

SERVICE BUSINESS PLAN 2009/10 – CHIEF EXECUTIVE – CORPORATE SERVICES PLAN

Strategic Objective 3: To actively contribute to and influence partnership working within Barnsley

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Ensure Berneslai Homes activity is aligned with the strategic outcomes of the Local Area Agreement	Chief Executive	2010/11	Direct contribution to and influencing of outcomes within the LAA 35 stretch targets where Berneslai Homes is identified as a named partner. Contribution to Delivery Partnerships.	
Ensure continued strategic fit with BMBC Neighbourhood and Engagement Framework	Chief Executive	2010/11	Director level representation at Project Board and Area Partnerships.	
Maintain Board and Barnsley Federation working relationship	Chief Executive	March 2011	Attend Federation AGM, Annual Board/Federation Away Day and Tenants' awards event. Bi-monthly meetings of the Strategy Review and Policy Group.	

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Maximise networking and promotional opportunities	Chief Executive	Annual	<p>NFA Executive Steering Group three times a year.</p> <p>Northern ALMOs CEO quarterly meetings.</p> <p>Yorkshire ALMO Chair and CEO quarterly meetings.</p> <p>Member of Yorkshire and Humber Housing Forum, representing ALMOs.</p> <p>Promote Berneslai Homes through the NFA 'ALMOs in Action' magazine.</p> <p>Publicise Berneslai Homes best practice initiatives.</p>	

Strategic Objective 4: To be a successful well managed company

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Contribute to BMBC Option Appraisal for the future delivery of Council housing stock management and maintenance	Chief Executive	2011/12	Attend bi monthly Project Board and report to BH board. Financial modelling against all options by July 2010. Gauge tenant opinion on options July – October 2010 Determine a range of options by October 2010 Implementation 2011 onwards	
Continue to be an employer of choice and achieve recognition in the Top 100 companies	Director of Business and Customer Services	April 2011	Submit registration for July 2010 Survey September – Nov 2010 Results Jan – Feb 2011	
Continual review of governance arrangements	Chief Executive	April 2011	Board and Sub Committee timetable and forward plans Governance indicator bi-annual reporting to Audit Committee, October 2010 and March 2011 Chair and Board Director Appraisals scheduled for May and November 2010	

Task	Lead Officer	Completion Date	Milestones	Contributes towards Improving VFM
Deliver annual Board training and development programme	Chief Executive	January 10 – March 11	Individual and group training needs analysis outcomes December 2009 Programme of policy briefings and workshops established January 2010 Individual training programmes in place by April 2010 Annual Board residential event November 2010	√
Ensure delivery of Procurement Strategy	Chief Executive	2010/11	Bi-annual reporting to Audit Committee June 2010, December 2010.	√
Ensure that key outcomes, actions and priorities relating to risk are incorporated into the Performance Management Framework	SMT	Ongoing	PMF updated monthly to include key risk actions	√
Review results of risk exercises carried out by Divisional Risk groups and incorporate into Performance Management Framework	SMT	Quarterly	Risk exercises reviewed at Quarterly risk panel and significant issues captured in Strategic Risk Register	√
To explore with the other 3 South Yorkshire ALMOs options on achieving efficiencies of back office functions	Chief Executive	October 2010 During 2011/2012	Options to be presented to the 4 South Yorkshire Authorities Implementation	√

CUSTOMER PROFILE (As at November 2009)

Disabilities

	No of Tenants	Percentage
No recorded disability	14341	76.40%
Recorded disability	4429	23.60%*
	18770	100%

Breakdown of disabilities

Assisted walking	2385
Hearing Impairment	1308
Visual Impairment	696
Wheelchair user	420
Mental Health	401
Virtually no mobility	232
Learning Disability	153
Speech Impairment	105

*Some customers have more than 1 disability

Faith

	No of Tenants	Percentage
Christian	11023	58.73%
No recorded faith	5142	27.39%
No Religion	1810	9.64%
Other	399	2.13%
Prefer not to say	349	1.86%
Muslim	26	0.14%
Buddhist	13	0.07%
Hindu	5	0.03%
Jewish	3	0.02%
	18770	100%

Age

	No of Tenants	Percentage
Unknown	5320	28.34%
Under 18	2	0.01%
18-24	659	3.51%
25-34	1899	10.12%
35-44	2284	12.17%
45-54	2042	10.88%
55-64	1973	10.51%
65-74	1986	10.58%
75-84	1746	9.30%
85+	859	4.58%
	18770	100%

Gender Breakdown

	No of tenants	Percentage
Female	10037	53.47%
Male	7646	40.74%
Unknown	1087	5.79%
	18770	100%

Language

	No of tenants	Percentage
English	9811	52.27%
Not Recorded	8894	47.38%
Other	16	0.09%
Russian	14	0.07%
Albanian	10	0.05%
Polish	8	0.04%
Farsi	7	0.04%
Spanish	3	0.02%
Arabic	3	0.02%
Chinese	2	0.01%
French	1	0.01%
Bengali	1	0.01%
	18770	100%

Ethnicity

Ethnic Origin	no of tenants	Percentage
White	13795	73.49%
Not Recorded	4658	24.82%
Black African	62	0.33%
Prefer Not To Say	59	0.31%
Any Other White Background	55	0.29%
Any Other Ethnic Group	35	0.19%
White Irish	32	0.17%
Any Other Asian Background	13	0.07%
Chinese	12	0.06%
White/Black African	8	0.04%
White/Asian	7	0.04%
Any Other Black Background	7	0.04%
Indian	6	0.03%
White/Black Caribbean	5	0.03%
Black Caribbean	4	0.02%
Any Other Mixed Background	4	0.02%
Black British	3	0.02%

Ethnicity		
Asian British	2	0.01%
Pakistani	1	0.01%
Gypsy Traveller	1	0.01%
Gypsy Roma	1	0.01%
	18770	100%

DECISION MAKING FRAMEWORK – SUMMARY OF DELEGATIONS

		SMT	COMMITTEE	BOARD	COUNCIL
1	Annual Berneslai Homes Delivery Plan	®	®	<input type="checkbox"/>	<input type="checkbox"/>
2	Annual HRA Business Plan	®	®	<input type="checkbox"/>	<input type="checkbox"/>
3	Annual Construction Services Business Plan	®	N/A	<input type="checkbox"/>	
4	Annual Budget Approvals <ul style="list-style-type: none"> • HRA • Berneslai Homes • Construction Services 	® ® ®	N/A	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
5	Annual Company Accounts	®	®	<input type="checkbox"/>	
6	Use of Surplus	®	N/A	<input type="checkbox"/>	<input type="checkbox"/>
7	Annual Housing Investment Programme	®	N/A	For Information	<input type="checkbox"/>
8	Release of individual Decent Homes Schemes	<input type="checkbox"/>	◀	◀	
9	Variations to Capital Budget of less than £250K in total	<input type="checkbox"/>	◀	◀	

		SMT	COMMITTEE	BOARD	COUNCIL
10	Variations to Capital Budget of more than £250K in total	®	N/A	For information	<input type="checkbox"/> Cabinet Spokesperson
11	Disposals	<input type="checkbox"/>	◀	◀	
12	Demolitions				
	i) Consultation on schemes below £100K	<input type="checkbox"/>	◀	◀	
	ii) Decision to demolition below £100K	<input type="checkbox"/>	◀	◀	
	iii) Consultation on schemes between £100 - £250K	®	N/A	◀	<input type="checkbox"/> Cabinet Spokesperson
	iv) Decision to demolition between £100 - £250K	®	N/A	◀	<input type="checkbox"/> Cabinet Spokesperson
	v) Consultation on schemes above £250K	®	N/A	N/A	<input type="checkbox"/>
	vi) Decision to demolition above £250K	®		®	<input type="checkbox"/>
13	Area Based Regeneration	®	®	<input type="checkbox"/>	<input type="checkbox"/>
14	Funding Bids	<input type="checkbox"/>	◀	◀	
15	Partnership Deals	®	®	<input type="checkbox"/>	
16	Significant Policy Changes	®	®	<input type="checkbox"/>	<input type="checkbox"/>

		SMT	COMMITTEE	BOARD	COUNCIL
17	Service Level Agreement i) review ii) proposed change	<input type="checkbox"/> ®	◀ N/A	◀ <input type="checkbox"/>	
18	Significant Changes to terms and conditions	®	®	<input type="checkbox"/>	
19	Staffing levels below Management Team (up to £50K)	<input type="checkbox"/>	◀	◀	
20	Significant Restructures (see note)	®	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> (Para 54.6.1 of Service Agreement)
21	Senior Management Team Recruitment	N/A	<input type="checkbox"/>	◀	
22	Chief Executive Recruitment	N/A	®	<input type="checkbox"/>	

KEY	
Decision	<input type="checkbox"/>
Review and Recommend	®
Delegate	◀

BERNESLAI HOMES LAA TARGETS

From April 2008, all other sets of indicators, including Best Value Performance Indicators and Performance Assessment Framework indicators, will be abolished and there will be a suite of 198 national indicators.

Designated named	Berneslai Homes Action
NI 1 % of people who believe people from different backgrounds get on well together in their local area	<ul style="list-style-type: none"> • STATUS and booster survey outcomes fed into Delivery Plan • Tenant involvement and engagement framework • Community Cohesion Strategy • Impact staff report 'Hate Crimes' on BMBC website
NI 4 % of people who feel they can influence decisions in their locality	See N1 1
NI 141 Number of vulnerable people achieving independent living	<ul style="list-style-type: none"> • All sheltered accommodation have individual support plans in place where Supporting People funding is received • Furnished tenancy scheme (assisting financially vulnerable) • Ability to quantify those band 1 lettings as by nature of that band these are probably vulnerable by one definition or another • NASS contract • BH provide dwellings for Social Services group homes • Impact staff now record support to vulnerable clients • Deliver approved Equipment and Adaptations to the Council stock to enable independent living

Designated named	Berneslai Homes Action
NI 186 Per capita CO2 emissions in the LA area	<ul style="list-style-type: none"> • Biomass and pilots on alternative energy supplies in Council dwellings, contribute towards target as part of the Decent Homes Programme
Designated contribute	
NI 17 perceptions of anti-social behaviour	<ul style="list-style-type: none"> • Safety Neighbourhood Partnership • RESPECT agenda and Family Intervention Project • STATUS Survey
NI 152 Working age people on out of work benefits	<ul style="list-style-type: none"> • Worklessness brief and outreach work proposal • LA CORE
Non designated named	
NI 2 % of people who feel that they belong to their neighbourhood	See N1 1
NI 3 Civic participation in the local area	See N1 1
NI 155 Number of affordable homes delivered (gross)	<ul style="list-style-type: none"> • Regeneration schemes and new build agenda • Work with the Council and Housing Association partners, to increase the number of socially rented dwellings
NI 187 Tackling fuel poverty – people receive income based benefits living in homes with a low energy efficiency rating	<ul style="list-style-type: none"> • Improve the energy efficiency rating of Council dwellings as part of the Decent Homes Programme • Introduce Energy Performance Certificates for voids to enable tenants to make a more informed choice about energy costs when considering whether to rent a property

Direct responsibility	
NI 158% decent council homes	<ul style="list-style-type: none"> • Deliver the Decent Homes Programme.
NI 160 Local Authority tenants' satisfaction with landlord services	<ul style="list-style-type: none"> • STATUS Survey, annual surveys and booster surveys.
Contribute to	
NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police	<ul style="list-style-type: none"> • Safer Neighbourhood Partnership and RESPECT agenda • FIP • Logging of incidents and case management system
NI 22 Perceptions of parings taking responsibility for the behaviour of their children in the area	<ul style="list-style-type: none"> • As above and parenting contracts
NI 23 Perceptions that people in the area treat one another with respect and dignity	<ul style="list-style-type: none"> • As above
NI 24 Satisfaction with the way the police and local council dealt with anti-social behaviour	<ul style="list-style-type: none"> • As above and satisfaction survey on all ASB closed cases
NI 25 Satisfaction of different groups with the way police and local council dealt with anti-social behaviour	<ul style="list-style-type: none"> • As above
NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police	<ul style="list-style-type: none"> • As above and Multi Agency Action Groups (MAAGs)
NI 138 Satisfaction of people over 65 with both home and neighbourhood	<ul style="list-style-type: none"> • Older Persons Booster Survey
NI 142 Number of vulnerable people who are supported to maintain independent living	<ul style="list-style-type: none"> • Vulnerability Strategy and Safeguarding Boards
NI 154 Net additional homes provided	See N1 155
NI 156 Number of households living in Temporary Accommodation	

NI 159 Supply of ready to develop housing sites	See N1 155
NI 196 Improved street and environmental cleanliness – fly tipping	<ul style="list-style-type: none"> • Estate and environmental management approach. • Neighbourhood Services SLA
Local measure financial inclusion – membership of Credit Union	<ul style="list-style-type: none"> • Working protocols with Credit Union and financial support

<u>Key</u>	
Designated named	One of BMBC's 35 stretch targets and Berneslai Homes are a named partner.
Designated contribute	One of BMBC's 35 stretch targets which Berneslai Homes contribute to.
Non Designated named	BMBC local target and Berneslai Homes are a named partner
Direct Responsibility	Not identified by BMBC as a stretch or local target but one of the NI suite and that Berneslai Homes are responsible for.
Contribute to	Not identified by BMBC as a stretch or local target but one of the NI suite and that Berneslai Homes contribute to