



**Creating great homes and communities
with the people of Barnsley**

Barneslai Homes Board

4.00 p.m. - 7th December, 2023

Face to Face Meeting – Gateway Plaza, Level 10

PUBLIC AGENDA

		Decision/Approval/Information
1	Apologies	
2	Declarations of Interest	
3	'Lester's Story' (Video Presentation)	For information
4	Governance Update	For Approval
5	Strategic Plan and Annual Business Action Plan 2024/25	For Approval
6	Performance Report Q2	For Information
7.	Building Safety – RAAC Update	For Information
8.	Repairs First Update - Presentation	For Information
9.	Resources Reports:-	For Information
9.1	• Quarterly Risk Update	
9.2	• Board Members Fact Sheet	
10	Minutes/Actions from previous meeting 28/9/2023	For Approval
11.	Date of next meeting 22/2/2024	

Report Title	Governance Update	Confidential	No
Report Author	Head of Governance and Strategy	Report Status	For Approval
Report To	Board	Officer Contact Details	samantharoebuck@berneslaihomes.co.uk clairedenson@berneslaihomes.co.uk

1. Executive Summary	<p>1 <u>Chair of the Board</u></p> <p>1.1 Following a competitive recruitment process to engage a new Board Chair, Ken Taylor’s appointment is recommended by Remuneration Committee for approval by Board on 7th December.</p> <p>2 <u>Tenant Board Member Recruitment</u></p> <p>2.1 Following a competitive recruitment process to engage a new a new Tenant Board Member, Gez Morrall’s appointment is recommended by Remuneration Committee for approval by Board on 7th December 2023.</p> <p>3 <u>Trainee Councillor Board member proposal</u></p> <p>3.1 In line with proactive succession planning, it is proposed that the process to succeed the end of the Councillor board member 6-year term in September 2025 is to appoint a trainee Councillor board member in 2024-2025.</p> <p>4 <u>Delegations report review</u></p> <p>4.1 As part of the review of the delegation completed earlier this year, the Governance team agreed they would review the reporting lines to ensure it is clear which reports go to Board and/or committees and whether this is for decision or recommended approval to Board. This will be helpful for officers when writing reports and for committees when developing work plans. This can be found in Decision Times resources.</p>
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	<p>5. <u>Customer Voice/Impact</u></p> <p>5.1 Customer views were sought as part of the recruitment process for both the Chair and the Tenant board member recruitment, with tenant focus sessions held with the candidates and their feedback taken into account as part of the shortlisting process.</p>
<p>2. Recommendations</p>	<p>Board are requested to:</p> <ol style="list-style-type: none"> I. Approve the recommendation by Remuneration Committee that Ken Taylor be appointed the new Board Chair effective immediately. II. Approve the recommendation by Remuneration Committee that Gez Morrall be appointed the new Tenant Board Member effective immediately. III. Review and comment on the proposal to recruit a trainee councillor board member. IV. Review and comment on the completion of the review of Delegations.

3. Background

3.1 The purpose of this report is to provide an update to Board on a range of governance issues. This report builds on the previous reports and changes made in governance and provides an update on current Board membership.

3.2 To be a successful well-managed company, Berneslai Homes must uphold Governance as a priority. By ensuring that board members are fully informed and curious, we are supporting the role of good governance and the delivery of the Strategic Plan.

4. Current Position /Issues for Consideration

Chair of the Board – Ken Taylor

4.1 It is a requirement of the Berneslai Homes' Memorandum of Articles and Association that there shall be an independent Chair of the Board appointed by a competitive recruitment process and selected by an independent panel.

4.2 In line with the Memorandum of Articles and Association, the Chair can serve for a period of up to six years, with a review process after year three. Further to the resignation of Sinead Butters (following her three-year term), an independent recruitment for a new Chair was initiated by Campbell Tickell (an independent consultancy) and concluded in mid-October.

- 4.3 The position was advertised widely across both housing and non-housing networks during summer 2023. The recruitment exercise resulted in 10 applications, with 5 candidates progressed to the longlist and 4 candidates reaching the final interview stage.
- 4.4 The interview process involved discussions with tenants, staff and a formal interview process with a panel comprising of the BMBC Service Director for Regeneration and Culture (Kathy McArdle), Berneslai Homes Board Member, Cllr Kevin Osborne, the Interim Chair of the Berneslai Homes Board, Mark Johnson, supported by the Chief Executive of Berneslai Homes, Amanda Garrard.
- 4.5 Further to the interview process, the recommended candidate is Ken Taylor. Ken has previously been the Chair of Wakefield and District Housing Association and former CEO of Groundworks. He has a broad experience in housing, community engagement, mental health, and property development. Following recommendation for approval by the Remuneration Committee to Board, his position will be effective from 15th November. He will observe and be officially appointed at the 7th December Berneslai Homes Board.
- 4.6 Although this does not have to be formally notified to BMBC, it is best practice to formally inform BMBC at Cabinet, which was received on 1st November 2023.

Tenant Board Member recruitment

- 4.7 Tenant Board Member, Adriana Rrustemi's six-year board term concluded on 28th September 2023 at the AGM.
- 4.8 The vacancy went live on 25th August 2023, however, due to no suitable applications being received, the deadline for responses was extended to 12th November, with two candidates attending a formal interview on 30th November 2023. The interview panel comprising of the BMBC Service Director for Regeneration and Culture (Kathy McArdle), BH SID, Mark Johnson, and BH Board Chair, Ken Taylor, supported by the BH Executive Director of Customer and Estate Services, Dave Fullen.
- 4.9 Gez Morrall was the successful candidate, and it is recommended by Remuneration Committee for approval by Board that Gez Morrall be appointed the new Tenant Board Member effective immediately.

Trainee Councillor Board member proposal

- 4.10 In line with proactive succession planning, it is proposed that the process to succeed the end of the Councillor board member 6-year term in September 2025 is to appoint a trainee Councillor board member in 2024-2025. This proposal was discussed at Remuneration Committee on 14th November 2023.

Governance Handbook

- 4.11 The [Governance Handbook](#) in Decision Time Resources is a great tool for information related to internal and external governance information.

5. Customer Voice/Impact

5.1 This report is an update around the governance of the Board and therefore customer views have not been sought specifically for this report.

6. Risk and Risk Appetite

6.1 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to internal audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from regulators.

6.2 There is a risk that the Board do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The assurances provided within this this report ensures that effective mechanisms are in place for the management of associated risks.

7. Strategic Alignment

7.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. Good governance links to the successful achievement of all our ambitions:

- Hearing Customers
- Keeping tenants Safe
- Growth of Homes and Services
- Technology and Innovation
- Employment and Training
- Zero Carbon

8. Data Privacy

There are no data privacy implications arising from this report. No personal data has been processed and no DPIA (Data Protection Impact Assessments) is required.

9. Consumer Regulatory Standards

This report relates to the following elements of the Regulatory Standard:

- Governance and Financial Viability Standard - Good Governance ensures the organisation always act in the best interests of the business. This ensures improvement of performance, unlocks new opportunities, and reduces risk.

10. Other Statutory/Regulatory Compliance

To provide Board with assurance around our governance arrangements.

11. Financial

11.1 There are no financial implications arising directly from this report.

12. Human Resources and Equality, Diversity and Inclusion

12.1 The recruitment of new Board members provides an opportunity to further diversify the Board. A priority within the Code is Equality, Diversity, and Inclusion performance.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report

14. Associated Background Papers

14.1 [Succession, Recruitment and Induction Policy](#)

14.2 [Governance Handbook](#)

14.3 [Delegations](#)

15. Appendices

15.1 N/A



Creating great homes and communities
with the people of Barnsley

Report Title	Berneslai Homes Strategic Plan and Annual Business Action Plan	Confidential	No
Report Author	Chief Executive	Report Status	For Approval
Report To	Board 07/12/2023	Officer Contact Details	Sam Roebuck samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 The Strategic Plan and Annual Business Action Plan have been subject to annual review, as set out in the Services Agreement between BMBC and Berneslai Homes. The current Strategic Plan for the period 2021 to 2031 was approved by Board in December 2021.</p> <p>1.2 The Strategic Plan was developed following extensive consultation during 2021. The Plan was refreshed to be clear, concise, and presented in a simple format. The Strategic Plan also launched our new values Customer First, Can Do and Curious. All our activities during 2023/24 have been linked back to our Strategic Plan and our vision and values.</p> <p>1.3 Changes made to the Strategic Plan during the annual review:</p> <ul style="list-style-type: none"> • Minor changes have been made to the introduction (page 3). • Wording has been amended on page 5 to reflect the current external environment. • 7 success measures have also been amended to reflect discussions around evidencing success and where measures have been achieved. The success measures 'are now measurable based on data collection and continuous improvement can be plotted from the current baseline to 2031. It should be noted these success measures have been amended slightly as the plan moves into year 3 to better reflect our ambitions and the external environment. The success measures related to ESF funding have been removed due to funding having ceased from December 23. The main changes are identified in the table below:
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Current success measure	Proposed success measure
High levels of customer satisfaction	Peer group top quartile
Complaints rate in peer group top quartile	Complaints responded to in peer group top quartile
Tenants are satisfied with our actions to keep communal areas clean and safe	Tenants are satisfied with our actions to keep communal areas clean and well maintained
100% of apprentices secure a permanent position	100% of apprentices achieve a relevant qualification
80% of processes that don't add value will be automated	80% of processes have been reviewed, streamlined and where possible automated
5% reduction in the cost of day-to-day housing repairs through improved scheduling of work	10% increase in productivity through improved scheduling of work
Less than 2% subcontractor labour	90% of none specialist work will be delivered in house
Fleet 100% electric	Fleet 100% zero emissions

1.4 The draft updated Strategic Plan is attached at **Appendix 1**.

1.5 The Draft Annual Business Action Plan details the key actions and areas of focus for the coming year with associated budgets/costs, KPI's as set by the Council (and in line with the Regulator's requirements), a breakdown of what the management fee will be spent on and updated staffing/governance arrangements. A copy of the 2024/25 DRAFT Annual Business Action Plan is located at **Appendix 2**.

1.6 The Annual Business Plan, and Berneslai Homes' key priorities within it, are aligned to the Barnsley 2030 priorities under the objectives of Healthy, Learning, Growing and Sustainable Barnsley. The 2024/25 actions reflect the priorities identified to ensure that we can continue to deliver against our ambitions of:

- Hearing Customers,
- Keeping Customers Safe,
- Technology and Innovation,
- Zero Carbon,
- Improving Opportunities for Employment and Training, and,
- Growth of Homes and Services.

1.7 Key high level strategic actions for the coming year (in brief) include:

Healthy Barnsley	<ul style="list-style-type: none"> • Implement phases 1.1 and 1.2 of Repairs First and DRS and ensure the new system is used to deliver efficient, effective and timely customer services. • Improving data quality, accuracy and maturity and using this data to tailor services to tenants • Using technology to streamline services and review and • automate processes where possible
Growing Barnsley	<ul style="list-style-type: none"> • Implement the letting policy and reviewing its impact
Learning Barnsley	<ul style="list-style-type: none"> • Strategic workforce planning incorporating professionalism agenda, succession, and workforce planning)
Sustainable Barnsley	<ul style="list-style-type: none"> • To achieve EPC C by 2030 and Net zero by 2045 develop approach to sustainability)

1.8 A review of the current Annual Business Action Plan has been carried out by the Executive Management Team. Any strategic actions that won't have been completed by 31/3/2024 have been carried over to the new Business Action Plan for 2023/24. The action carried over is:-

- The NEC project phase 1.1 1.2 will be complete on target by end of 2024

1.9 Consultation

To ensure our new actions deliver to our 10-year ambitions, consultation has taken place with staff at Berneslai Homes, through team meetings and with tenants at a customer panel session at Gateway Plaza during October and part of the customer engagement visits to local communities. Tenant feedback was in line with the the high level areas we are focusing on, as their priorities were hearing our customers, communication and repairs. Their feedback will support the planning on how we can improve on these over the 24/25 period. These priorities have been weaved into the milestones as part of the Annual Business Action Plan. The documents have also been shared with BMBC and amendments to the Plan will be agreed as part of the BMBC approval process.

The Draft new Business Action Plan for 23/24 (Appendix 2) will ensure that we continue to progress against achieving our Strategic Ambitions within the Plan.

	<p>Progress against the Plan is monitored monthly by SMT and quarterly by EMT and BMBC as part of the overall governance arrangements.</p> <p>Our next step is to develop a clear 3 year vision for the organisation within the overarching ambitions of the 10 year plan. A session is booked to progress with Board and EMT on the 31st January.</p>
<p>2. Recommendation/s</p>	<p>Board is requested to: -</p> <ul style="list-style-type: none"> • Approve the light touch review of the 10-year Strategic Plan; • Approve the draft Annual Business Action Plan for the period 1st April 2024 to 31st March 2025 and delegate any minor amendments to the Strategic Plan and Annual Business Action Plan to the Chief Executive as the plans go through the approval process with BMBC; • Note the quarterly performance report includes an update against the actions agreed as part of Annual Business Action Plan.

3. Background

3.1 The current Strategic Plan for the period 2021 to 2031 was approved by Board in December 2021.

3.2 The Strategic Plan was formally approved by the Council in February 2022, and as part of the Services Agreement with the Council it is reviewed annually with a new Action Plan developed and agreed with BMBC each year.

3.2 The progress against the Strategic Plan is monitored by BMBC as part of the governance arrangements.

3.3 The Strategic Plan 2021 to 2031 was subject to a full overhaul at its 10-year review, ensuring our ambitions and success measures over the next 10 years were identified. The Strategic Plan also launched our new values Customer First, Can Do and Curious. All our activities are linked back to our Strategic Plan and our vision and values.

4. Current Position /Issues for Consideration

4.1 The current Strategic Plan has been subject to it's annual review:

- Minor changes have been made to the introduction (page 3).
- Wording has been amended on page 5 to reflect the current external environment.

- 7 success measures have also been amended to reflect discussions around evidencing success and where measures have been achieved. The success measures 'are now measurable based on data collection and continuous improvement can be plotted from the current baseline to 2031. It should be noted these success measures have been amended slightly as the plan moves into year 3 to better reflect our ambitions and the external environment. The success measures related to ESF funding have been removed due to funding having ceased from December 23. The main changes are identified in the table below:

Current success measure	Proposed success measure
High levels of customer satisfaction	Peer group top quartile
Complaints rate in peer group top quartile	Complaints responded to in peer group top quartile
Tenants are satisfied with our actions to keep communal areas clean and safe	
100% of apprentices secure a permanent position	100% of apprentices achieve a relevant qualification
80% of processes that don't add value will be automated	80% of processes have been reviewed, streamlined and where possible automated
5% reduction in the cost of day-to-day housing repairs through improved scheduling of work	10% increase in productivity through improved scheduling of work
Less than 2% subcontractor labour	90% of none specialist work will be delivered in house
Fleet 100% electric	Fleet 100% zero emissions

- 4.2 The Annual Business Action Plan is included within the Strategic Plan which details the key actions and areas of focus for that year with associated budgets/costs, stretching KPI's, a breakdown of what the management fee will be spent on and updated staffing/governance arrangements. To avoid duplication the KPI's and the action plan have been removed as appendices in the Strategic Plan as this all sits within the Annual Business Action Plan.
- 4.3 The documents have also been shared with BMBC and comments / amendments to the Plan will be agreed as part of the BMBC approval process.
- 4.4 The quarterly performance report includes an update on progress against the actions for each quarter and the 2023/24 annual update will be presented to Board in May 24.
- 4.5 The new actions in the Annual Business Action Plan reflect the priorities identified by Board, staff, our customers and BMBC to ensure we continue to deliver to our ambitions Hearing customers, Keeping Customers Safe, Technology and Innovation, zero carbon, Improving Opportunities for Employment and Training and growth of homes and services. These are all aligned to the BMBC Corporate Plan and 2030 vision.
- 4.6 The KPI's are set by the Council and the KPI suite and the Annual Business Action Plan includes a draft suite of KPI's for 2023/24 and further discussion will take place with BH and BMBC to finalise these over the next three months.

4.7 Our next step is to develop a clear 3 year vision for the organisation within the overarching ambitions of the 10 year plan. A session is booked to progress with Board and EMT on the 31st January.

5. Customer Voice/Impact

The Strategic Plan was developed during 2021 following extensive conversations with tenants and all stakeholders. The new Annual Business Action Plan for 24/25 has been developed following consultations with our stakeholders and customers. A customer panel was held in October 23 where views of our tenants were sought. Tenant feedback was in line with the the high level areas we are focusing on, as their priorities were hearing our customers, communication and repairs. Their feedback will support the planning on how we can improve on these over the 24/25 period.

6. Risk and Risk Appetite

The Strategic Plan and our ambitions and actions within that is cross cutting across all our Strategic Risks.

6.1 Financial The issue of zero carbon and retrofitting of homes will have a significant financial impact on the HRA. External funding will need to be maximised to achieve these targets. Risk Appetite – Balanced

6.2. Regulation and Compliance We need to provide assurance to tenants, Board, and the Council that we meet all necessary consumer and regulatory standards. Risk Appetite – Averse. We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues.

6.3 Operations the operational focus and resources have been increased to assist in the delivery of the priorities in the plan; however, there are still some unknowns.

6.4 Reputational Berneslai Homes has a key role to play in improving lives across the borough and delivering excellent services.

7. Strategic Alignment

The Strategic Plan and Business Action Plan set out Berneslai Homes Strategic Ambitions and align closely with BMBC Corporate Plan and 2030 vision.

- Hearing Customers
- Keeping tenants Safe
- Growth of Homes and Services
- Technology and Innovation
- Employment and Training
- Zero Carbon

8. Data Privacy

This does not involve the processing of personal data.

9. Consumer Regulatory Standards

This report relates to the following elements of the Regulatory Standard. Our Strategic Plan and Annual Business Action Plan sets out how the work that Berneslai Homes do supports our achievement of the standards.

- Governance and Financial Viability Standard
- Value for Money Standard
- Home Standard
- Tenancy Standard
- Neighbourhood and Community Standard
- Tenant Involvement and Empowerment Standard

10. Other Statutory/Regulatory Compliance

The actions within the Strategic Plan ensure that our activities are aligned to ensure compliance across all regulatory and statutory standards.

11. Financial

The plan includes improvements in technology and processes that will ensure Berneslai Homes delivers efficiencies as part of the 10-year ambitions.

12. Human Resources and Equality, Diversity and Inclusion

To assist in the delivery of the new plan, a restructure has been undertaken across the organisation to meet future requirements of the plan. The plan has a strong emphasis on equality, inclusion, and diversity. Underpinning the Strategic Plan is our Equality, Diversity and Inclusion strategy.

13. Sustainability Implications

Zero carbon is one of the objectives of the Strategic Plan and includes the actions that we will take to assist in achieving the zero carbon targets as a company. A key focus for the Business Plan for 2024/25 is to ensure that there is robust data to inform retrofit plans and to ensure that the Council and Berneslai Homes are best placed to access funding opportunities for insulation and renewable technologies, as they arise.

14. Associated Background Papers

Strategic Plan – Approved December 2021

15. Appendices

Appendix 1 - Draft Strategic Plan

Appendix 2 - Draft Annual Business Action Plan



Strategic Plan 2021-31
Roots in the past, eyes on the future.

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Welcome to our Strategic Plan 2021-31

Berneslai Homes continue to deliver high quality housing and responsive maintenance services, supporting tenants into work, and transforming our business to meet the needs of our tenants.

We move into year three of a 10-year contract with Barnsley Metropolitan Borough Council, providing housing management and maintenance services across the council housing stock. The council is a crucial partner for Berneslai and by building on this successful relationship we continue to drive improvements in the delivery of housing services. This partnership will ensure that we keep customers at the heart of everything we do.

The right home environment is critical to our tenants physical and mental health and wellbeing. Good quality, energy efficient and safe housing helps people stay healthy and provides the base to help achieve a decent quality of life. Berneslai Homes work with Public Health and other health partners to ensure our tenants can access information and support, to stay fit and well all year round and to provide additional help to keep warm and well during colder weather.

The cost-of-living crisis continues to put a great strain on tenants and staff and we are working in partnership with the council and a number of Barnsley services to providing support around housing, utility bills, food, budgeting, and services to help with mental health, and improving skills.

We have implemented significant improvements to strengthen assurance around building and fire safety. This is a key area for us to ensure we meet the requirements of the Building Safety Act and keep our tenants safe.

As we move into this new regulatory era, we are getting back to basics, carrying out work so we know who are tenants are and who lives behind the front door of our properties. This will help us to make sure we deliver a responsive and effective tailored service to our tenants. We are strengthening our partnership with tenants, getting out and speaking to our tenants in their homes and communities and involving tenants openly in our governance and assurance arrangements, co-designing services, and supporting tenants as they test and inspect our service.

In developing our Strategic Plan, we consulted extensively with customers, colleagues, and our shareholder Barnsley MBC. We are pleased that our ambitions are supported by key stakeholders and will help us provide thriving, vibrant and diverse communities for our residents. It is only with the commitment of our colleagues and partners and by working together that we can achieve our ambitions.



Amanda Garrard
Chief Executive



Ken Taylor
Chair

About us

Berneslai Homes is an arms-length management organisation (ALMO), 100% owned by the council, delegated to provide services to council housing across the borough.

Berneslai Homes is a company limited by guarantee and is overseen by a Board of Directors who attend Board and Committee meetings regularly throughout the year.

The implementation of policies and the day-to-day running of the organisation is delegated to the Chief Executive and the Executive Management Team. Our overall performance is reported to the council on a quarterly basis.

We employ 548 staff of which, around 3% are apprentices. Many of our apprentices go on to secure permanent employment with us.

We spend and invest wisely to achieve value for money.

Our tenants are at the heart of all we do.



Robust governance

We have strong and robust governance, audited on a yearly basis. We work to the highest possible standards when making and implementing decisions, always giving priority to the safety and security of our customers and colleagues.



Co-regulatory tenant involvement

Underpinning the Board and Committee structure is our co-regulatory tenant involvement and engagement model, including our Tenant Voice and Scrutiny panels and our local TARAs. Ensuring our customers are fully involved in developing, shaping and scrutinising our services.



Equality, diversity and inclusion

We respect equality, diversity and inclusion, we recognise and value differences amongst our customers and our colleagues. We act fairly in our dealings with all groups and individuals. We are a Housing Diversity Network accredited organisation.



Vibrant and cohesive communities

We have a flexible front-line service offer tailored to individual needs. We work together, with tenants, partner organisations, the third sector and communities to make every contact count and be more than just a landlord.

The external environment

Our Strategic Plan focuses on how we can build for the future, supporting our local communities, listening to our customers, and keeping our eye on the external environment.



The **Social Housing Regulation Act** is a regulatory change for housing. The Regulator of Social Housing and the new consumer standards rightly highlight our responsibilities to listen to the voice of our tenants, make sure this influences our services and ensures that we provide excellent quality services alongside effective mechanisms for listening and influence. The better social housing review and Action Plan make further recommendation to drive improvements in the quality of social housing.



The **Building Safety Act** is an important part of our future, and is designed to ensure that housing providers help people feel safe in their homes. A key area for us is making sure that we are serving our customers and are compliant with all the elements of the act.



We are underway on our **decarbonisation journey** to be carbon neutral by 2045. We have developed an approach to improving energy efficiency of the Council housing stock and reducing our environmental impact. We are taking a 'fabric first' approach to retrofitting homes. This will improve the environmental performance of properties by helping keep customers homes warm, reducing energy costs and alleviating fuel poverty. We continue to focus on tackling our carbon footprint with our fleet of vans, through our operational activities and the introduction of new renewable technology.

Barnsley
**20
30**




Ministry of Housing,
Communities &
Local Government

Barnsley - the place of possibilities

We embrace our role as an anchor organisation in Barnsley. We will work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision:

Healthy Barnsley

Keeping ourselves and our families well is the key to living productive and happy lives.

Learning Barnsley

Developing skills, talent and creativity within people of all ages will open up exciting prospects.

Growing Barnsley

Open for business, with our great location, excellent links to road network, digital connectivity and attractive local offer.

Sustainable Barnsley

We all have our part to play in protecting our borough for future generations.

Barnsley

2030

Our values

Everyone who works for Berneslai Homes will embrace these values and make them relevant to their role.

Our vision is clear:

Creating great homes and communities with the people of Barnsley.

Customer first

you'll be at the heart of all we do.

Can do attitude

we'll make change happen, fix problems and adapt to achieve.

Curious

we'll look beyond face value to get things right.

Getting the basics right

We acknowledge the need get the foundations of the business right: to be a high performing and learning organisation that continues to transform and learn from and use innovation to improve our services to tenants whilst being as efficient as possible.

Excellent customer services – We listen to our customers and their views are at the heart of our decision making. We continue to learn, grow and change so we adapt to any given situation.

Successful and well-managed company – We invest and spend wisely in our homes and communities whilst also supporting the local economy and investing in our town, ensuring we provide value for money services.

Partnership working – We are proud to work closely with Barnsley 2030 Board, our local communities and different businesses and organisations across all sectors to achieve their vision of Barnsley being a place of possibilities.

Sustainable communities - We embrace diversity and inclusion, provide work opportunities, support carers, and contribute to the zero-carbon agenda.

To ensure we continue to deliver, we have set out our ambitions over the next 10 years.



Our ambition for the next 10 years will be...



Hearing customers

We are a listening organisation: valuing and encouraging feedback from customers, working together to continuously improve services.

We will ✓

Co-design our services with tenants.

Ensure all our service reviews and strategies have strong tenant input.

Have an accredited complaints process (Housemark) used to improve services.

Ensure customer feedback is used to continuously improve services.

Offer a broad range of engagement and feedback opportunities aiming to hear from 50% of tenants annually.

Have a Customer Services Committee that has strong, direct links to engaged tenants and access to customer feedback and insight to ensure the tenant's voice is heard.

Use digital tools to obtain instant feedback about the services we offer.



How will we measure our success?



Peer group top quartile for customer satisfaction



High levels of engagement and feedback - **50%** of tenants annually.



Complaints responded to in peer group top quartile.



Keeping Tenants Safe

Keeping tenants safe is our priority.

Building Safety

We will ✓

Complete all major compliance type works for example, sprinkler installs, fire compartmentation.

Increase tenant's confidence with the security and safety of their home.

Reduce fire incidents in and around the home, due to awareness raising, removal of risk areas and improved systems/designs.

Ensure we have carbon monoxide and smoke detectors in all our homes.

Fit all homes with smart monitoring devices to allow for proactive maintenance.

Provide electronic access to compliance certificates for all our tenants.

Neighbourhood Safety

We will ✓

Work with partners to address tensions that anti social behaviour, crime and nuisance can cause so that tenants can live in their homes without stress and fear.

Work with partners to tackle poor estate designs to make neighbourhoods safer.



How will we measure our success?



100% compliance across gas, fire safety, asbestos, legionella, electrical and lifts.



100% in date Building Safety Cases and Building Assurance Certificate.



✓ **100%** sprinkler installation project for high-risk buildings completed.



90% of tenants are satisfied with their neighbourhood as a place to live.



100% of properties have carbon monoxide detectors fitted.



90% of tenants are satisfied with our actions to keep communal areas clean and well maintained.



Improving opportunities for employment and training

We will ✓

Increase the number of apprenticeships to represent 10% of our workforce by 2030.

Maximise social value through our procurements ensuring our suppliers and contractors provide opportunities for the residents of our town.

Deliver to the council's relaunched Employer Promise.

Work with the council to ensure that our tenants increase their confidence in accessing online services, skills and finding work.

Secure further funding to continue and expand our 'Achieve' Programme supporting tenants into jobs and higher paid employment.



How will we measure our success?



Year on year increase in apprentice placements within BH and our supply chain.



10% of BH workforce being apprentices by 2030.



100% of our apprentices achieving a relevant qualification



All tenants using the internet by 2030.



Technology and innovation

Developing the best use of technology for the business, our tenants, and communities.

We will ✓

Work with the council to ensure every neighbourhood has affordable digital connections.

Develop and implement IoT (Internet of Things) and other technology to improve the quality of our homes and deliver efficiencies.

Increase the use of automated processes to allow staff to focus on our customers.

Increase our use of technology building on the NEC housing system to enable easy access for customers and promote digital by choice.

Have digital noticeboards in our Independent Living Schemes and high-rise flats.

Explore and exploit the latest developments in technology to be at the forefront of the housing sector.



How will we measure our success?



90% of customer contacts will be online by 2031



50% of our tenants' homes will benefit from IoT (Internet of Things) technology by 2031



80% of processes will have been reviewed, streamlined and where possible automated by 2031.



10% increase in productivity through improved scheduling of work by 2025.



All tenants have access to affordable internet connections.



Growth of homes and services

Working with BMBC we will establish a future of council housing strategy that develops new homes, services, and products, benefiting the neighbourhoods in which we work. Without growth we cannot sustain services for our customers and undertake broader work.

New Homes

We will ✓

Have a stable stock due to Council build and acquisitions programme.

Develop further homes and services needed in the borough for example, provision for older people.

New Services

We will ✓

Reduce our sub-contractor usage and reduce the number of visits to customer's homes when major repairs are completed.

Seek to secure contracts to manage other non-HRA buildings in the borough.

Offer a trusted adaptations and repairs service to private owners.

Work with providers to review the possible rationalisation of social housing landlords in Barnsley and any opportunities this may bring.



How will we measure our success?



90% of none specialist work will be delivered in house.



Turnover increased by 20% for Construction Services.



Zero carbon

Meeting the targets locally and nationally by changing the way we work and investing in homes.

We will ✓

Construction services will operate exclusively on a zero emissions fleet by 2030

Increase staff expertise to deliver zero carbon measures throughout the borough.

Work closely with the council to maximise the success of the decarbonisation and future zero carbon initiatives.

Align with Barnsley 2019-2033 Transport Strategy and the targets within this.

Introduce an incentive scheme for staff to convert home heating to green alternatives and support to convert to electric vehicles.

Procure green energy for our operations.

Fit solar panels to our properties.

Have a modern and effective energy performance certificate process in place.

Introduce new heating systems with green alternatives for our customers.



How will we measure our success?



Mileage claims reduced by **50%**.



Fleet **100%** zero emission



100% success rate in obtaining Social Housing Decarbonisation Funding up to 2030.



100% EPC 'C' for all properties.



HRA business plan **100%** funded with additional income for zero carbon work.



25% tenant heating replaced with green alternatives – air/ground sourced or hydrogen.



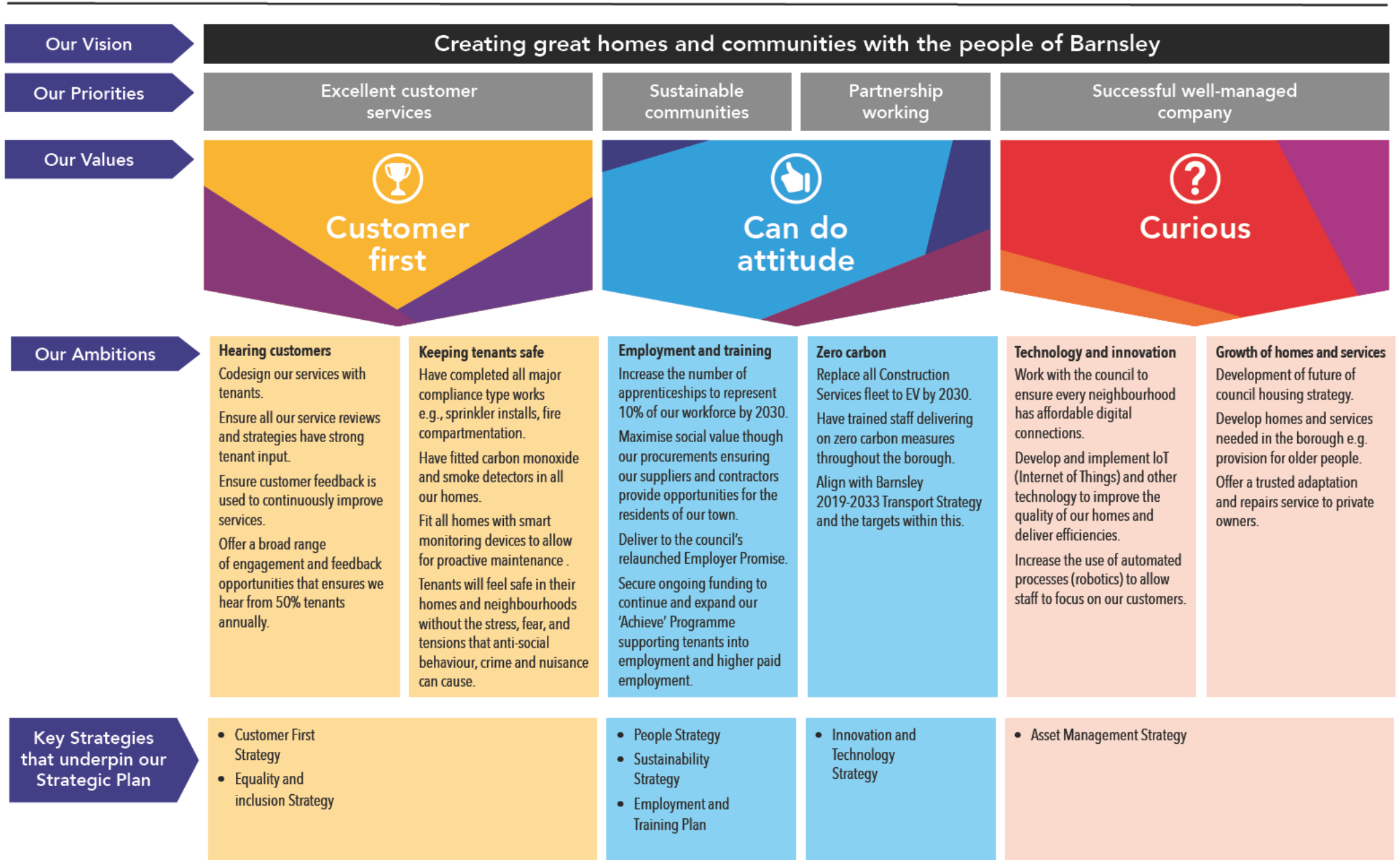
How we will measure success

- Quarterly reviews at management team and Board - considering key performance indicators and success measures.
- Our Strategic Plan will be reviewed on an annual basis by our Board and the Council.
- Performance reported to Barnsley Council and to our customers through our website, easy to read at a glance for tenants and meetings twice each year with involved tenants to discuss our performance and performance measures through the Annual Report and our Tenant Voice Panel.

Berneslai Homes is committed to the delivery of our 10 year ambitions.

As a hearing organisation, we welcome feedback on our plan. Please share any comments or questions with us about our Strategic Plan by emailing: governance@berneslaihomes.co.uk

APPENDIX 1: Plan on a page





www.barneslaihomes.co.uk

Barneslai 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: 10th floor, Gateway Plaza, Off Sackville Street, BARNESLEY, South Yorkshire S70 2RD.

November 2021

Overview

Berneslai Homes was established in December 2002 with Construction Services joining from 2005 and is an Arm's length Management organisation (ALMO), 100% owned by Barnsley Council; delegated to provide services to council housing across the borough.

BMBC

Barnsley Council operate a client function between BMBC, and Berneslai Homes. They also ensure that Berneslai Homes strategic priorities are aligned with those of the council. The council monitor the performance of the organisation through an agreed Assurance Framework and a set of review meetings. BMBC continue to provide some of the landlord services such as setting the lettings policy for council housing, regeneration, right to buy and homelessness. BMBC also provide several support services through service level agreements to Berneslai Homes, including ground maintenance, call centre services, IT services, Financial Services, Fleet, and high-level antisocial behaviour cases.

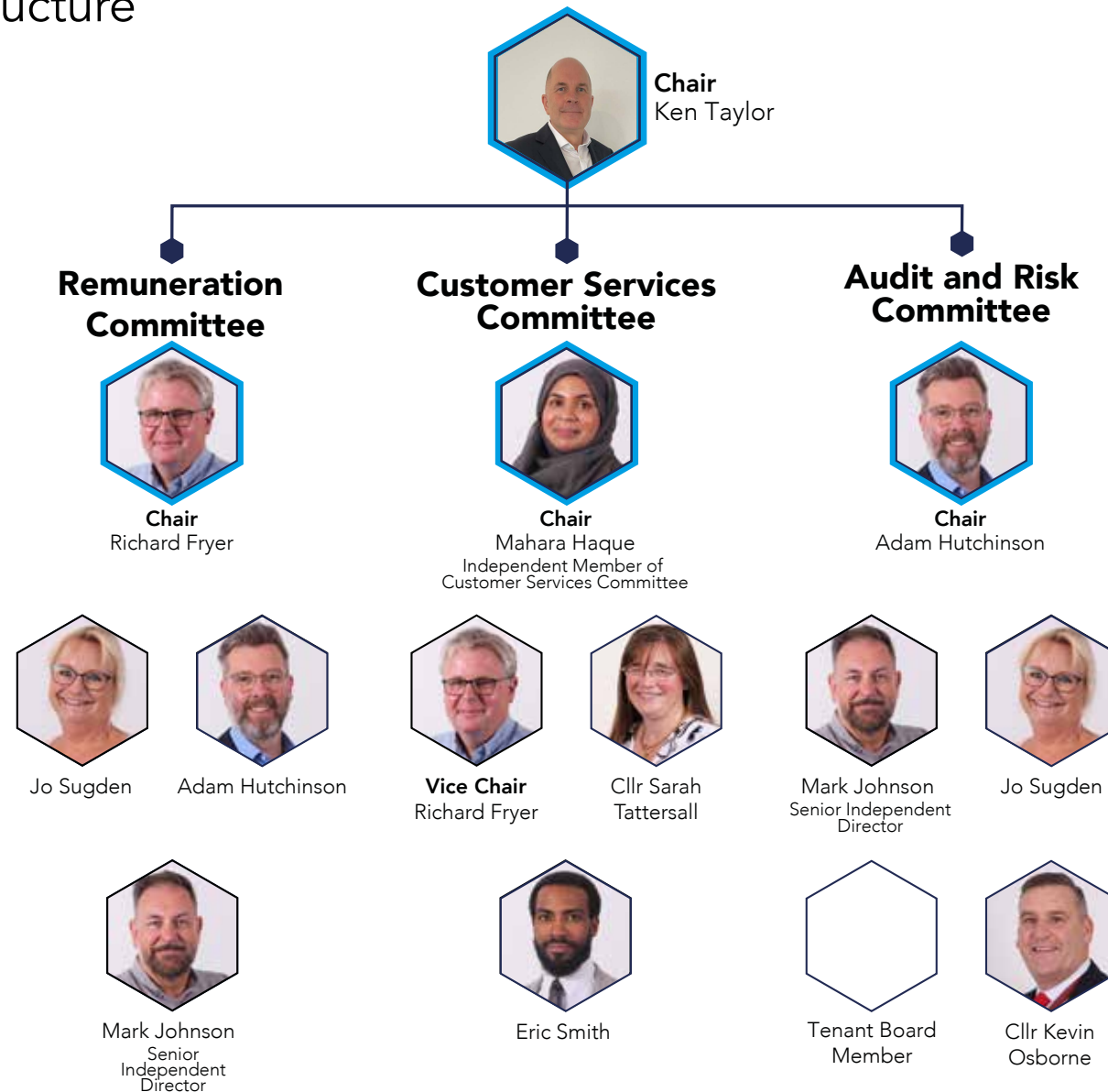
Berneslai Homes

As an Arm's Length Management Organisation we are delegated to carry out the day to day running of the council housing service.

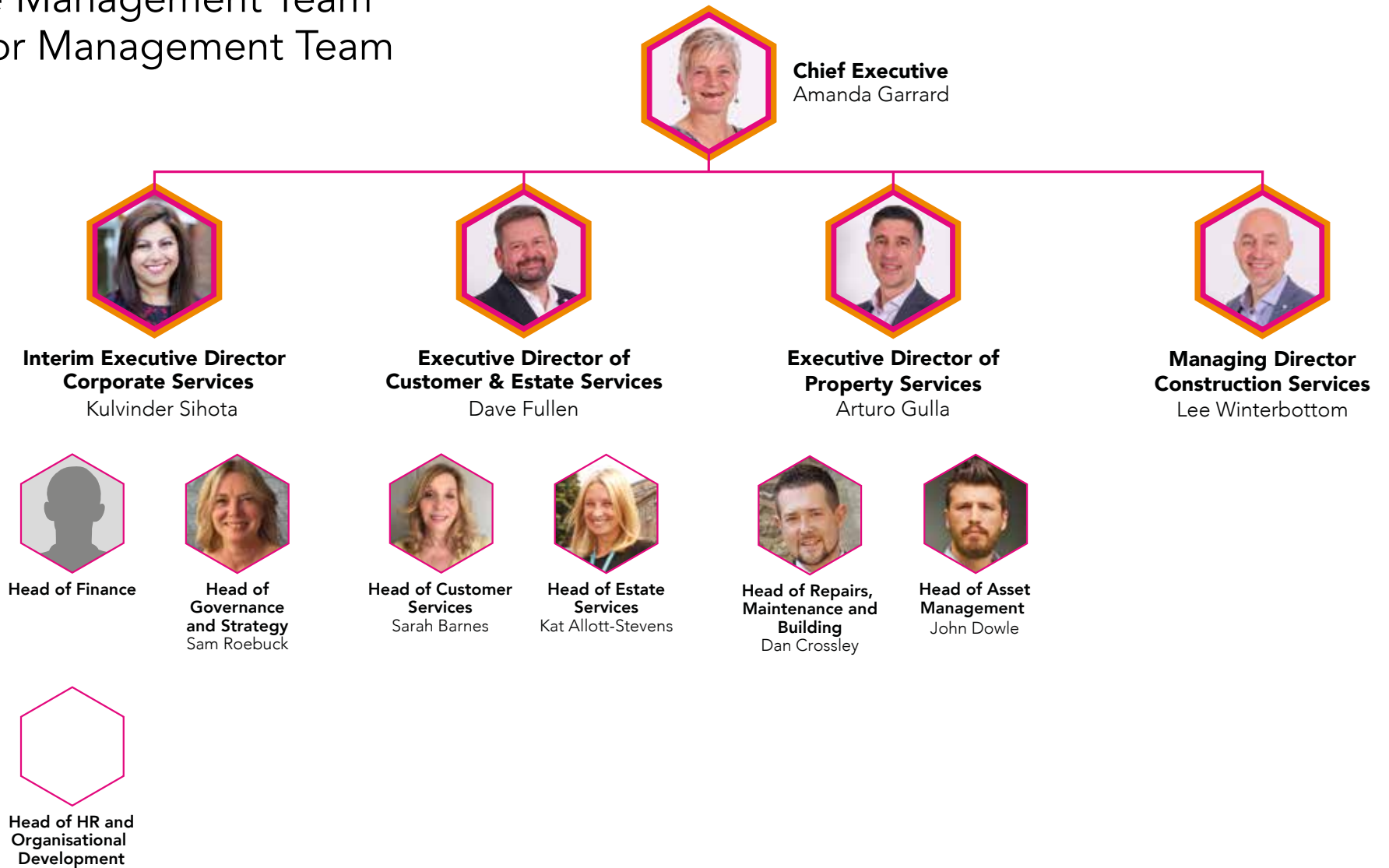
- We manage the waiting list for the council and let vacant homes,
- We collect rent,
- We repair, maintain, and improve our homes and estates
- We support people facing financial difficulty,
- We keep our estates clean and tidy and deal with issues of lower-level anti-social behaviour
- We support people to manage their tenancy
- We engage with and listen to our customers and communities
- We work with our shareholder Barnsley council to build and acquire new homes.



Board and Committee Structure



Executive Management Team and Senior Management Team



Berneslai Homes Key priorities and focus 2024/2025

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources
Corporate Priorities					
Healthy Barnsley	Implement phases 1.1 and 1.2 of Repairs First and DRS and make sure we use the new system to its full functionality to deliver efficient, effective and timely customer service (NEC Repairs First) DRS.	Technology and Innovation	<ul style="list-style-type: none"> Review of phase 1 repairs first implementation Phase 1.1 Repairs and Maintenance Implement 1.2 Asset Management. 	April 2024 June 2024 December 2024	Managing Director of Construction Services, Head of Asset Management, Head of Governance and Strategy
Healthy Barnsley	Improving data quality, accuracy and maturity and using this data to tailor services for our tenants.	Hearing Customers	<ul style="list-style-type: none"> Data Strategy and 3 year action plan to improve data approved by EMT Soft market testing of tools to enhance data quality across systems and business case to purchase software Improved induction for IT Systems and introducing data standards and data owners across the organisation. 	June 2024 October 2024 March 2025	Head of Governance and Strategy budget for data accuracy tool required
Healthy Barnsley	Using technology to streamline services and review and automate processes where possible.	Technology and Innovation	<ul style="list-style-type: none"> Agree 3 year programme of areas to review with EMT Work with BMBC in their digital transformation journey to improve automation for BH 	June 2024 March 25	Head of Governance and Strategy IT budgets

Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Healthy Barnsley	Hearing and responding to a wider tenant voice	Hearing Customers	<ul style="list-style-type: none"> Review successfulness of Insight and Engagement Strategy Fully develop insight IT platform Increase insight following successful launch of Knowing our Customers Project 	December 2024	Head of Customer Services Engagement Manager Head of Governance & Strategy - budget for insight platform
				June 2024	
				December 2024	
Healthy Barnsley	Bespoke approach to Neighborhood Management .	Hearing Customers	<ul style="list-style-type: none"> 12 month review of neighborhood and ASB structure All staff completed Housing Professional passport by December 202 Key Action Plans - Noise / ASB complete 	April 2024	Head of Estate Services Neighborhood Manger ASB Team Leader
				December 2024	
				April 2024	
Healthy Barnsley	All homes to be compliant with Building Safety and Compliance regulations/ legislation (Building Safety)	Keeping Tenants Safe	<ul style="list-style-type: none"> Ongoing monthly building safety scorecard reports to transfer to real time reporting via C365 EICR 100% to 5 year position (utilising warrant of entry for access) Lifts 100% compliant (utilising warrant of entry for access) Building safety cases - quarterly review with building safety project board awaiting contact from the building safety regulator Embed the damp, mould and disrepair team & produce a bespoke strategy Installation of IOT monitoring 	June 2024	Head of Repairs Maintenance and Building Safety

Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Healthy Barnsley	All homes will have up to date asset data used to support repairs, maintenance and investment (Stock Data)	Technology and Innovation	<ul style="list-style-type: none"> Review stock data completion rates and run a targeted mop up programme to attain full asset data set. Commissioning of data validation exercise of stock data. Rolling programmer of stock condition across 20% of the stock per annum, operating on a risk based approach in relation to property selection. 	<p>June 2024</p> <p>August 2024</p> <p>March 2025</p>	Head of Asset Management
Learning Barnsley	Strategic workforce planning (incorporating professionalism agenda, succession / workforce planning)	Employment and Training	<ul style="list-style-type: none"> Review of jobs in scope, current qualifications held and training needs. Review employee specs and recruitment process to meet competency and conduct requirements Review PDR process Agree workforce planning/ succession Planning framework 	<p>June 2024</p> <p>June 2024</p> <p>March 2025</p>	Head of HR&OD.

Berneslai Homes Annual Business Action Plan

Barnsley 2030 objective	Priority	BH Ambition	Key Milestones	Date	BH Lead and additional resources
Growing Barnsley	Implementing the Lettings Policy and reviewing its impact	Hearing customers	<ul style="list-style-type: none"> • Post Go live review of new policy. • Review wider service processes. • Obtain feedback from applicants 6 months after go live. • Completion of annual review report for board and BMBC. • Review mutual exchange service offer and provider. • Review service structure for efficiencies. 	<p>April 2024</p> <p>June 2024</p> <p>August 2024</p> <p>January 2025</p> <p>September 2024</p> <p>January 2025</p>	Head of Customer Services Lettings Manager
Sustainable Barnsley	To achieve EPC "C" by 2030 and Net Zero by 2045 (Development approach to sustainability)	Zero carbon	<ul style="list-style-type: none"> • Review exercise to be undertaken following completion of EPC "C" retrofit pilot, delivered via PRIP contractual arrangement. • Develop and agree approach with EMT and BMBC for a EPC "C" retrofit programme to deliver 2030 objective for all BH stock. 	<p>July 2024</p> <p>October 2024</p>	Head of Asset Management

Strategies

We are working with the council to develop a vision and strategy for the future of social housing in Barnsley, as part of the Borough’s wider housing strategy.

We have developed and will continue to review Berneslai Homes strategies that underpin our Strategic Plan.

Strategy	Key Dates
Strategic Plan 2021 - 2031	December 2024
Asset Management Strategy 2021 - 2026	2026
Communication Strategy 2022 - 2025	2025
EDI Strategy 2021 - 2025	2025
Innovation and Technology Strategy 2022 - 2024	2024
People Strategy 2021 - 2024	2024
Sustainability Strategy 2022 - 2027	September 2024

Finance and our budgets 2024/2025

<u>Income</u>			
Management Fee		-16,743	
Additional Management Fee		-307	
<u>Expenditure</u>			
Caravan Site		67	
Heating Services Unit		2,587	
Customer Service & Engagement Team		686	
Tenant First		1,306	
Chief Executive		203	
Board		66	
Central Housing Management Services		1,201	
Finance		540	
Lettings		904	
Housing Management Teams		2,154	
Income		1,012	
Asset Management		763	
Repairs, Maintenance & Building Safety		1,716	
Community Refurbishment Scheme		545	
Community Buildings Team		1,153	
Human Resources			831
Head Office			590
Performance & Information			1,114
Together Housing			23
Governance & Strategy			512
Damp, Mould & Disrepair			223
Dev 2 - Income Services Modernisation			
Total Expenditure			18,150
Interest on Cash low			-25
Surplus (-) /Deficit (Funding From Reserves)			1,075
Grounds Maintenance:			£1,429,818
Barnsley Connects:			£829,518
Community Safety and Neighbourhoods:			£620,742
Repairs:			£19,951,000
Capital Core Programme:			£19,108,000
Other Capital Investment (regulatory compliance):			£4,150,000
Housing Growth:			£8,900,000
			£4,300,000 expended to date.

How will we measure success?

We will have restructured our organisation to ensure we can deliver the ambitions in our Strategic Plan and ensure we achieve value for money.

- We will have restructured our Assets team and will deliver insight and data into the condition of our housing stock working closely with the council to ensure we are able to deliver the much needed zero carbon agenda.
- Increase in customer satisfaction from the new repairs system and DRS, improving the customer journey when reporting repairs.
- We will be meeting consumer and regulatory standards and publishing our results against these.
- Improved statutory compliance through a new compliance software system.
- Continue to implement schemes in the borough on social housing decarbonisation.
- Revised lettings policy implemented.
- Continued commitment to efficiency and value for money demonstrated through the annual value for money report.
- Target of 3% Apprenticeships met.

Theme	Measure	Description
Overall satisfaction	TP01	Overall satisfaction with the services provided.
Maintaining building safety	BS01	Percentage of homes that have had all the necessary gas safety checks.
	BS02	Percentage of homes in buildings that have had all the necessary fire risk assessments.
	BS03	Percentage of homes in buildings that have had all the necessary asbestos management surveys or reinspections.
	BS04	Percentage of homes that have had all the necessary legionella risk assessments.
	BS05	Percentage of homes in buildings where the communal passenger lifts have had all the necessary safety checks..
	TP05	Overall satisfaction that the home is safe.
Keeping homes in good repair	RP01	Proportion of homes non-decent.
	RP02 (1)	Proportion of non-emergency repairs completed in landlord's target time.
	RP02 (2)	Proportion of emergency repairs completed in landlords published target time.
	TP02	Satisfaction with overall repairs service.
	TP03	Satisfaction with time taken to complete most recent repair.
	TP04	Satisfaction that the home is well maintained.

Continued on next page.

Berneslai Homes Annual Business Action Plan

Theme	Measure	Description
Respectful and helpful engagement	TP06	Satisfaction that the landlord listens to tenant views and acts upon them.
	TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them.
	TP08	Agreement that the landlord treats tenants fairly and with respect.
Effective handling of complaints	CH01(1)	Complaints relative to the size of the landlord (Stage 1).
	CH01(2)	Complaints relative to the size of the landlord (Stage 2).
	CH02(1)	Complaints responded to within Complaint Handling Code timescales (Stage 1).
	CH02(2)	Complaints responded to within Complaint Handling Code timescales (Stage 2).
	TP09	Satisfaction with the landlord's approach to handling complaints (only those making a complaint in last year).
Responsible Neighbourhood Management	NM01(1)	Anti-social behaviour cases relative to the size of the landlord.
	NM01(2)	Anti-social behaviour cases relative to the size of the landlord (hate related).
	TP10	Satisfaction that the landlord keeps communal areas clean and well maintained.
	TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods.
	TP12	Satisfaction with the landlord's approach to handling anti-social behaviour (all tenants surveyed).

Theme	Measure	Description
Council Pulse	BH1	Void rent loss.
	BH2	Rent collected as a proportion of rents owed on HRA dwellings.
	BH3	Proportion of apprentices in workforce.
	BH4	To spend influenceable funds locally, supporting the Barnsley economy.
	BH5	Percentage of properties with an EPC C or above.
	BH6	Management fee efficiency saving.
	BH7	Meet all TSM satisfaction targets.

BMBC and BH dashboards of performance indicators that sit beneath the KPI's covering compliance, Financial, complaints, and Anti-social behaviour.

Report Title	2023/24 Quarter Two Performance Summary	Confidential	No
Report Author	Head of Governance and Strategy	Report Status	For Information
Report To	Board 07/12/2023	Officer Contact Details	Sarahdrafz3@berneslaihomes.co.uk

1. Executive Summary	<p>This report presents an assessment of Berneslai Homes' performance for quarter two of the 2023/24 financial year. The report also includes the quarter two update against the Annual Business Action Plan.</p> <p>Key performance highlights for the quarter include:-</p> <ul style="list-style-type: none"> • 100% compliance across the five building safety Tenant Satisfaction Measures (TSMs); gas, asbestos, fire, lift and water safety, • exceeding the target for the proportion of emergency repairs completed in the target timescale. <p>Key performance exceptions for the quarter include:-</p> <ul style="list-style-type: none"> • the proportion of rent lost due to void properties, • the proportion of stage one complaints responded to in target timescales. <p>Customer Services Committee were assured that appropriate measures were in place to address areas of under-performance. Comments from Customer Services Committee have been incorporated into this summary.</p>
2. Recommendation/s	<p>2.1 Board is asked to consider quarter two performance.</p> <p>2.2 Where performance targets have not been achieved Board should ensure they are satisfied with the explanations provided and there are adequate controls and actions in place.</p> <p>2.3 Board should identify any areas where they feel more detailed consideration is required by Customer Services Committee.</p>

3. Background

- 3.1 Berneslai Homes' performance is measured so that we can monitor the success of our Strategic Plan commitments, see how well different parts of the business are doing and see the difference we are making to our customers. On a quarterly basis a report showing company performance against a suite of KPIs is scrutinised at Customer Services Committee.
- 3.2 At quarter two of 2023/24 there were 20 KPIs identified as behind target. Where key exceptions were identified, commentary and trend data were included in the performance report scrutinised by Customer Services Committee.
- 3.3 The KPIs measured are segmented according to the organisation's mission; great place, great people, great company which supports the organisation's vision; creating great homes and communities with the people of Barnsley.

4. Current Position /Issues for Consideration

- 4.1 At quarter one 20 KPIs were reported as red/behind target, seven KPIs were rated as amber/narrowly missed target and 10 were green/met or exceeded target.
- 4.2 Since the last performance report we have received the results from our annual survey of tenants and residents, many of the questions included in this survey are perception based TSMs. 12 of the 20 KPIs reported as behind target relate to tenant perception measures and whilst our performance is behind internal stretch targets, data shows customer satisfaction across the UK has dropped to its lowest score since 2015. Across the Housing Sector, customer satisfaction scores have been significantly impacted by the cost-of-living crisis, inflationary rent increases and shortages in labour and materials. We remain committed to listening to our customers, hearing what they say and making sure they feel safe in their homes. We are in the process of reflecting on the feedback from our latest tenant survey and will be creating an action plan with tenants to document key actions we intend to take to build on satisfaction in light of the survey results.
- 4.3 59 of our homes or 0.33% of stock was classed as non-decent at year end of 2022/23. Actions were in place to address all 59 properties. Since year end, at quarter two 17 of the 59 properties are still classed as non-decent and require work to bring them up to standard. In the main, the remaining non-decent properties have un-surveyed elemental failures. Whilst performance against this measure is typically reported at the end of the financial year we are looking into the feasibility of reporting on a quarterly basis.
- 4.4 We achieved 100% compliance across the five KPIs reported under building safety which cover gas, asbestos, fire, lift and water safety. Keeping tenants safe is a strategic priority and Berneslai Homes is committed to ensuring we are compliant with all elements of the Building Safety Act. We have delivered on a number of Building Safety commitments which are included in our strategic plan such as the installation of sprinkler systems to high rise buildings and the installation of carbon monoxide detectors to our tenants' homes.

- 4.5 8,805 emergency repairs were carried out in quarter two and 99.70% were completed in the target timescale of 24 hours. Of the 17,885 non-emergency repairs completed in quarter two 96.16% were completed in target. This measure combines performance across our three non-emergency repair priority categories which includes those categorised as to be completed within 3, 7 and 25 days. We are working to implement our Repairs First project which will deliver a high standard repairs service to our customers through the use of innovation and technology. This is expected to positively impact on repairs performance.
- 4.6 Every complaint is an opportunity to hear our customers, act on what they are telling us and learn to improve services for the future and others. We have been working on our approach to complaints and introduced a raft of new measures and updated procedures. In quarter two we received independent accreditation of our complaints process. Key areas assessed were the leadership and strategic commitment, performance management culture leading to continual improvement, access to the complaints service, encouragement of customer influence in how services are delivered, a timely and effective dispute resolution and that we tackle the causes of complaints and put things right. So far this year 83.15% of the 352 stage one complaints received were responded to within Complaint Handling Code timescales. Performance has been impacted by an increase in complaints, with more than double the amount of stage one complaints received this year in comparison to last, particularly impacted by an increase in repairs related complaints. 96.72% of stage two complaints were responded to within Complaint Handling Code timescales. Since the quarter two performance report was published October data shows a decrease in the proportion of stage one complaints responded to within target with performance at 77.29%. There has been a marginal improvement in the percentage of stage two complaints responded to within target timescales with performance at 96.92%.
- 4.7 3.66% of our workforce were apprentices at quarter two against a target of 3%. We have both craft apprentices based at Construction Services and office apprentices at Construction Services and Corporate Services. Apprentices present the opportunity for us to grow talent and expand our skilled and qualified workforce.
- 4.8 Void rent loss has been impacted due to a spike in voids requiring extensive works to enable us to achieve a lettable standard for tenants. Performance to quarter two was 1.24% against a target of 1.05% or less which equates to £485k lost. Whilst we are conscious that void properties impact on potential income and the Council Housing waiting list, we recognise the importance of bringing properties up to standard before they are re-let. An action plan has been put in place and with agreement from the council we have re-prioritised budgets to progress bringing void properties up to a lettable standard. October data shows year to date void rent loss is 1.25% (£586k lost).

- 4.9 At quarter two our collection rate was 95.37% against a target of 97%. Performance follows a similar trajectory to last year and we expect to see an improvement for quarter three. Current rent arrears are 3.87% against a target of 3.5% or less and rated as slightly behind target. The Income Team continue to work closely with colleagues in Tenants First to support with financial assistance and advice with a focus on helping tenants to get more money coming in and less going out.
- 4.10 67% of influenceable funds were spent locally in the first half of the financial year against a target of 75%. Recruitment and contractor costs have contributed to an increased proportion of non-local spend.
- 4.11 73.9% of tenants surveyed reported satisfaction with responsive repairs completed right first time against target of 82%, an improvement of 3.2% points on quarter one. This measure is calculated based on tenants' responses to a transactional perception survey. Upon investigation the repairs of all those who said they were dissatisfied in quarter two had been completed within target. Further interrogation of the data is underway.
- 4.12 Since the start of the financial year staff sickness has continued to reduce month on month. At the end of quarter two the projected year end number of days of sickness per employee was 12.2 against a target of 9 days or less. Customer and Estates followed by Construction Services had the highest levels of sickness. The main cause of absence was 'Other - Acute Medical', accounting for 30% of all absence, followed by Mental Health. 76% of sickness absence was long term.
- HR continue to proactively monitor sickness absence and meet regularly with managers to ensure sickness is managed effectively and discuss any additional support required.
- 4.13 4.39% of the workforce at quarter two defined as disabled under the Equality Act definition against a target of 8%. Specific actions to improve representation are identified in our Equality of Opportunity report which includes a proposed data-refresh of the equality information we hold for existing staff to ensure we are capturing up-to-date figures.
- 4.14 78.08% of priority calls were answered in our target timescale of less than three minutes against a target of 80%. Performance is over 25% points higher than at the same point in the previous year. As we approach the winter months, we typically experience higher call volumes. We continue to monitor performance for this measure and recognise the importance of our customers being able to get through to us. Since the quarter two performance report was published, data for October shows an improvement with 80.27% of calls answered in our target timescale.
- 4.15 The Business Action Plan which illustrates the extent of work undertaken by Berneslai Homes to support our tenants is now included as an appendix to the performance report as a standing item.

5. Customer Voice/Impact

- 5.1 To ensure that tenants' voices are represented, Tenant Voice Panel members sit on the Customer Services Committee and are involved in scrutiny of quarterly performance. In addition, two tenant Board representatives are members of Customer Services Committee and provide scrutiny of company performance.

6. Risk and Risk Appetite

- 6.1 There are no risk register items which directly link to this report. Any compliance areas of concern linked to performance are included on the corporate risk register.

7. Strategic Alignment

- 7.1 Our KPIs are aligned to our mission; Great Place, Great People, Great Company, which supports our vision 'Creating great homes and communities with the people of Barnsley.' We work closely with the council to ensure we align our services and Strategic Plan to meet the challenges and opportunities of their new Corporate Plan and the Barnsley 2030 vision.

- 7.2 The performance report links to all the Barnsley 2030 Strategic Ambitions (listed below) as it is one of the mechanisms by which we monitor our performance against plan.

- Hearing Customers
- Keeping tenants Safe
- Growth of Homes and Services
- Technology and Innovation
- Employment and Training
- Zero Carbon

8. Data Privacy

- 8.1 No processing of personal data has taken place in the creation of this report.

9. Regulatory Standards

- 9.1 This report relates to the following elements of the Regulatory Standard:
- Governance and Financial Viability Standard
 - Value for Money Standard
 - Home Standard
 - Tenancy Standard
 - Neighbourhood and Community Standard
 - Tenant Involvement and Empowerment Standard
 - Tenant Satisfaction Measures Standard

By measuring and monitoring performance against our KPIs and involving tenants in this process we can effectively ensure we demonstrate progress towards achievement of our strategic objectives and compliance with multiple regulatory standards.

10. Other Statutory/Regulatory Compliance

10.1 There are no specific statutory or regulatory compliance implications arising directly from this report.

11. Financial

11.1 There are no specific financial implications arising directly from this report.

12. Human Resources and Equality, Diversity and Inclusion

12.1 There are no human resource implications arising directly out of the recommendations in this report.

13. Sustainability Implications

13.1 Various performance measures reported assess progress towards achieving our net zero ambitions which in turn links to our sustainability strategy.

14. Associated Background Papers

None

15. Appendix

Appendix A – Quarter Two 2023/24 Performance Report

Quarterly Performance Report Quarter 2 - 2023/2024



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Company Pulse	11
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GREAT PLACE

Annual Indicator  Tenant Satisfaction with Repairs	Annual Indicator  Time Taken Recent Repair	Annual Indicator  Satisfaction Home is Safe	 Gas Safety Checks
Annual Indicator  Well Maintained Home	 DHS Compliance	 Fire Safety Checks	 Asbestos Safety Checks
 Emergency Repairs	 Non-Emergency Repairs	 Water Safety Checks	 Lift Safety Checks
Annual Indicator  Positive Contribution to Neighbourhoods	Annual Indicator  Satisfaction with Communal Areas	Annual Indicator  Satisfaction with Handling ASB	 ASB Cases

HEADLINES


We were 100% compliant across the five Building Safety TSMs



ASB Cases Hate Incidents

GREAT PEOPLE

Annual Indicator  Tenant Satisfaction	Annual Indicator  Listening to Tenants
Annual Indicator  Keeping Tenants Informed	Annual Indicator  Treating Tenants Fairly
Annual Indicator  Handling Complaint	 Stage One Complaints
 Stage Two Complaints	 Stage One Response Time
 Stage Two Response Time	

GREAT PLACE	
 Annual Indicator Tenant Satisfaction with Repairs	 Annual Indicator Time Taken Recent Repair
 Annual Indicator Well Maintained Home	 Annual Indicator DHS Compliance
 Emergency Repairs	 Non-Emergency Repairs
 Annual Indicator Positive Contribution to Neighbourhoods	 Annual Indicator Satisfaction with Communal Areas

YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**	
83.1%	75.1%					83.1%		TP02: Tenant Satisfaction with Repairs Tenant Satisfaction with repairs
New	75.5%					80.4%		TP03: Time Taken Recent Repair Satisfaction with time taken to complete most recent repair
New	73.8%					82%		TP04: Well Maintained Home Satisfaction that the home is well maintained
0.33%	0.33%	Measured at the start and end of the year				0%	0%	RP01: DHS Compliance Homes that do not meet the Decent Homes Standard
100%	99.95%	99.70%				99.5%		RP02 2: Emergency Repairs Repairs completed within target timescale
New	96.74%	96.16%				99.5%		RP02 1: Non-Emergency Repairs Repairs completed within target timescale
New	59.6%					62%		TP11: Positive Contribution Satisfaction that the landlord makes a positive contribution to neighbourhoods
New	66.0%					66%		TP10: Satisfaction with Communal Areas Satisfaction that the landlord keeps communal areas clean and well maintained

*Year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

**Benchmark is based on sector wide upper quartile

GREAT PLACE	
 Satisfaction Home is Safe	 Gas Safety Checks
 Fire Safety Checks	 Asbestos Safety Checks
 Water Safety Checks	 Lift Safety Checks
 Satisfaction with Handling ASB	 ASB Cases
 ASB Cases Hate Incidents	

YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**	
83.4%	74.9%					83%		TP05: Home is Safe Satisfaction that the home is safe
100%	100%	100%				100%		BS01: Gas Gas safety checks
100%	100%	100%				100%		BS02: Fire Fire safety checks
100%	100%	100%				100%		BS03: Asbestos Asbestos safety checks
99.29%	99.64%	100%				100%		BS04: Water Water safety checks
100%	64.92%	100%				100%		BS05: Lift Lift safety checks
60.1%	48.3%					60%		TP12: Satisfaction Handling ASB Satisfaction with the landlords approach to handling anti-social behaviour
39.54	10.45	24.02				In line with peer group median		NM01 1: ASB Cases Anti-social behaviour cases
0.44	0.22	0.61				In line with peer group median		NM01 2: ASB Cases Hate Incidents Anti-social behaviour cases that involve hate incidents

GREAT PEOPLE

YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**
84.2%	76.8%					84%	
68.1%	59.6%					68%	
70.6%	64.5%					71%	
85.3%	76.9%					85%	
New	43.1%					62%	
New	9.34	19.57				In line with peer group median	
New	1.56	3.06				In line with peer group median	
New	88.08%	83.15%				90%	
New	100%	96.72%				90%	

TP01: Tenant Satisfaction
Overall satisfaction

TP06: Listening to Tenants
Landlord listens to tenants views and acts upon them

TP07: Keeping Tenants Informed
Landlord keeps tenants informed about things that matter to them

TP08: Treating Tenants Fairly
Landlord treats tenants fairly and with respect

TP09: Satisfaction Handling Complaints
Satisfaction with the landlords approach to handling complaints

CH01 1: Stage One Complaints
Stage one complaints relative to the size of the landlord

CH01 2: Stage Two Complaints
Stage two complaints relative to the size of the landlord

CH02 1: Stage One Response Time
Stage one complaints response time

CH02 2: Stage Two Response Time
Stage two complaints response time

 Annual Indicator Tenant Satisfaction	 Annual Indicator Listening to Tenants
 Annual Indicator Keeping Tenants Informed	 Annual Indicator Treating Tenants Fairly
 Annual Indicator Handling Complaint	 Stage One Complaints
 Stage Two Complaints	 Stage One Response Time
 Stage Two Response Time	

GREAT PLACE



EPC C or Above

HEADLINE

38.72% of properties had an EPC C or above against a target of 40%

GREAT PEOPLE



Proportion of Apprentices

HEADLINE

3.66% of the workforce were apprentices which exceeds the 3% target.

GREAT COMPANY



Void Rent Loss



Rent Collection



Barnsley Pound



Annual indicator

Management Fee Efficiency Target

Annual Indicator

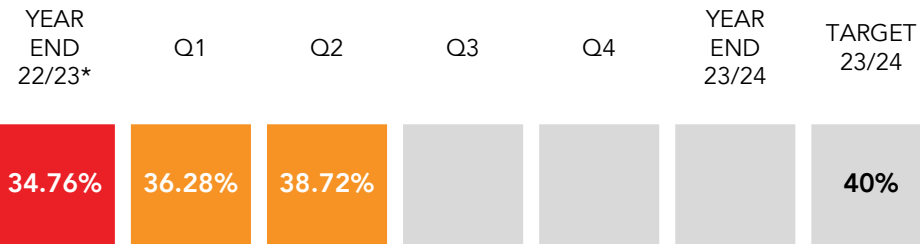


TSM Targets

HEADLINE

95.37% of rent was collected against a target of 97%.

GREAT PLACE



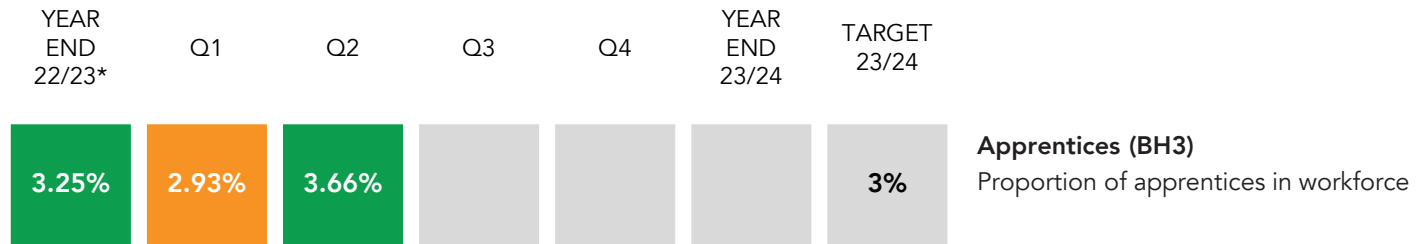
EPC Ratings (BH5)
Percentage of Properties with an EPC C or above.



EPC C or Above

*22/23 year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

GREAT PEOPLE



Proportion of Apprentices

*22/23 year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

GREAT COMPANY		YEAR END 22/23*	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24		
 Void Rent Loss	 Rent Collection	0.76%	1.31%	1.24%				1.05%	Void Rent Loss (BH1) Income lost due to void properties	
		96.06%	94.87%	95.37%				97%	Rent collection (BH2) Rent collected as a proportion of rents owed on Housing Revenue Account dwellings.	
 Barnsley Pound	Annual Indicator  Management Fee Efficiency Target	66.21%	65.00%	67.00%				75%	Local Spend (BH4) Spend funds locally supporting the Barnsley economy.	
		Achieved	Annual						1%	Management Fee (BH6) Management Fee Efficiency target as part of annual Value For Money report.
Annual Indicator  TSM Targets		New	8.3%						100%	TSM Targets (BH7) Meet all TSM satisfaction targets

*22/23 year end performance was assessed based on whether a target was achieved (denoted by green formatting) or missed (denoted by red formatting)

GREAT PLACE



Right First Time

HEADLINES

73.9% of tenants felt responsive repairs were completed right first time against a target of 82%.

GREAT PEOPLE

Annual Indicator



Staff Satisfaction



Staff Attendance



Equality Act



Minority Ethnic



HF Awarded



HF Supported

HEADLINES

550 Hardship Fund applications were approved so far this financial year against an annual target of 666.

GREAT COMPANY

Annual Indicator



Net Promoter



Current Tenant Arrears

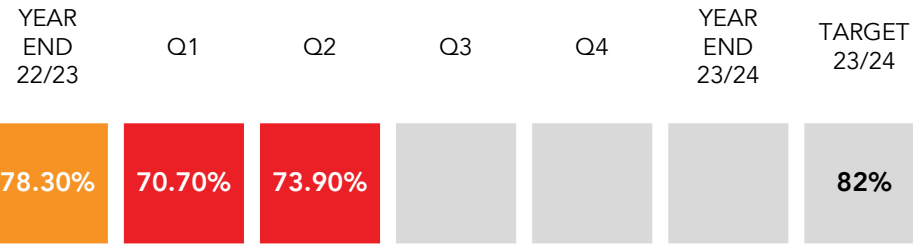


Contact Centre

HEADLINES

78.08% of priority calls were answered in the target timescale of 3 minutes or less.







GREAT PLACE



Keeping properties in good repair (KPI 1)
Responsive repairs right first time.



Right First Time

GREAT PEOPLE	
Annual Indicator	
	
Staff Satisfaction	Staff Attendance
	
Equality Act	Minority Ethnic
	
HF Awarded	HF Supported

YEAR END 22/23	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**
68%	Annual					68%	
12.12	14.28	12.20				9 days	
5.77%	4.77%	4.39%				8%	
2.69%	2.56%	2.38%				2.7%	
New	54,503	133,566				£500k	
New	268	550				666	

Staff Satisfaction (KPI 2)
Employee satisfaction rate. My organisation is a great place to work.

Staff Attendance (KPI 3)
Average number of days absent per full time equivalent employee.

Diversity (KPI 4)
Percentage of staff defining under the Equality Act definition of disability.

Diversity (KPI 5)
Percentage of minority ethnic staff in total workforce.

HF Awarded (KPI 9)
Hardship Fund awarded to tenants.

HF Supported (KPI 10)
Hardship Fund No. of successful applications.

GREAT COMPANY

Annual Indicator



Net Promoter



Current Tenant Arrears



Contact Centre

YEAR END 22/23	Q1	Q2	Q3	Q4	YEAR END 23/24	TARGET 23/24	BENCH MARK**
34.60	20.00					>34	
3.51%	3.74%	3.87%				3.5%	
65.03%	91.57%	78.08%				80%	

Net Promoter (KPI 6)

Likely to recommend Berneslai Homes.

Current Tenant Arrears (KPI 7)

Percentage of Current Tenant Arrears.

Contact Centre (KPI 8)

We will answer priority calls in less than 3 minutes (Contact Centre).

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q2
Corporate Priorities						
Healthy Barnsley	Ensure we have resources to deliver our strategic plan and provide value for money		1) Implement restructure across organisation. 2) Review of Admin teams, PMO's and IT. 3) Review success of restructure.	1) April 2023 2) July 2023 3) March 2024	Executive Management Team.	IT review to run alongside implementation of Reps First and once Business as usual determined.
	Cost of living- minimising hardships for staff and tenants	Hearing Tenants	1) Deliver BH Hardship Fund and evaluate impact.	1) Dec-23	Executive Management Team.	14/9 CoL Champion in place. Close monitoring of spend and action plan in place including Home from Home winter initiative
Growing Barnsley	Maximising Income.	Growth	1) Working in partnership with BMBC looking at Service Charges 2) De-pooling of rents 3) Maximising income for Construction	Throughout 2023/24	Executive Management Team.	4/9 Interim Income Manager in place; tasked with leading recovery plan to improve performance.
Healthy Barnsley	Customers voices are heard in our Governance arrangements.	Hearing Tenants	1) Develop overall approach for Board to hear the tenants voice – using best practice. 2) Ensure Board have ownership of the trends from complaints and learn from customer journey mapping. 3) Board use opportunities to meet and discuss services with tenants. 4) Board set the culture and develop culture changes for all staff.	1) October 2023 2) April 2023 3) October 2023 4) October 2023	Executive Director Corporate Services. Board Champion	14/9 - Customer Services committee to meet in community bases and extend opportunity for involved and local tenants to pre-meet. 14/9 TVP reps meet direct with BMBC (Strategic ALMO Meeting) 14/9 Accessible summary of committee and board meeting versions to be developed for Q3
	Modernization of Services.	Technology and Innovation	1) Deliver Repairs IT project including Dynamic Resource scheduling.	Phase 1 April 2023 Phase 2 July/ August 2023	Executive Director of Corporate Services and One Consulting.	Go live date of Jan 24
	Respond to new consumer regulatory standards and framework	Hearing Tenants	1) To be determined following issuing of new standards by the Regulator of Social Housing. 2) Ensure we can report on the new standards to BMBC to enable them to fulfil their landlord responsibilities.	1) Phase 1 April 2023 Phase 2 April 2023 2) April 2023	Executive Director Customer and Estate Services.	14/9 - All leads progressing well on SA's. Regulatory Board set up to include BMBC and tenant rep. Full schedule of SA presentations scheduled for October. 14/9 - Customer panel 21/9 focussing on regulation 14/9 - HQN attending bespoke session with EMT
	Embrace and embed the new professionalism standards for all Social Housing providers.	Employment and Training/ Hearing Tenants	1) Assess standards once published (core competencies v new standards). 2) Update employee specifications and PDR form in line with standards. 3) Identify and implement any training requirements including develop a management development program. 4) Undertake pilot Professional Passport in Housing Management.	1-3) December 2023 (pending publication of professionalism standards) 4) June 2023	Executive Director of Corporate Services.	4/9 Housing Professional Passport commenced across Neighbourhoods. 18/09 The core competencies and standards have not officially been published but are expected later this year. The current guidance has been interpreted. Monthly gov.uk updates are being closed followed. 18/09 A review has been undertake to identify all managers believed to be in scope and the qualifications they hold. Training providers to be identified for those wo do not hold the recognised qualification.

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q2
Learning Barnsley	Increase skills for the future and to ensure we achieve the ambitions in our Strategic Plan.	Employment and Training	1) Develop our graduate and apprentice opportunities. 2) Creative approach to opportunities and use vacancies to reassess options. 3) Obtain funding to support employment and	1) Mar 2024 2) Throughout 23/24 3) Dec 2023	Executive Director of Corporate Services.	4/9 - ESF Project manager tasked with identifying possible funding streams to support customers post December 2023. 18/09 - Hosting seven displaced Craft Apprentices via Efficiency North 18/09 - All Craft apprenticeship positions assessed when vacancies arise to identify skills gaps
Healthy Barnsley	Improve Customer Satisfaction.	Hearing Tenants	1) Learn from new call handling in-time feedback. 2) Implement new Housing Management Service Model and improvement plan with focus on professionalisation agenda	1) Sept 2023 2) April 2023	Executive Director Customer and Estate Services.	14/9 - Neighbourhoods Structures in place and embedding. HPP commenced.
	Increase and broaden customer engagement and feedback	Hearing Tenants	1) Develop Customer Portal. 2) Establish tenant Estate Champions as 'eyes and ears' in community. 3) Establish targeted local engagement plans.	1) 2023/24 2) June 2023 3) Dec 2023	Executive Director Customer and Estate Services.	14/9 - demos booked from Engagement IT Platform providers. 14/9 - Transactional Survey Development Plan commenced. 14/9 - series of community engagement tour underway with positive interaction and new tenants signed up to be more involved
Growing Barnsley	Implement and embed new lettings Policy.	Growth	1) Implement New Lettings Policy. 2) Establish 1st Annual Lettings Plan. 3) Undertake VFM review of BH approach to use of hotels as Temporary Accommodation. 4) Front-door market-place approach to new	1) April 2023 2) April 2023 3) May 2023 4) August 2023	Executive Director Customer and Estate Services.	14/9 - All outbound contact for band reviews now completed. Cancelled unreturned for bands 1-5. Working through reassessments and on track to complete full review on time. 14/9 - NEC commenced rebuild of system. 14/9 Lettings Board meeting as scheduled
Learning Barnsley	200 tenants per annum supported to get ready for work.	Employment & Training	1) Delivery of ESF funded 'Achieve' targets and generating additional profit.	1) April to December 2023	Executive Director Customer and Estate Services.	4/9 ESF project on track to meet delivery milestones 14/9 planning for closure of ESF contract (ending December 2023 inc final claim and report
Healthy Barnsley	Meeting Building safety requirement and keeping safety as our number one priority.	Keeping Tenants Safe	1) C365 software to be in place. 2) Comply with the Building Safety Act on the production and compilation of Safety cases. 3) Comply with new Fire Safety Act and ensure actions from this are implemented during 23/24 to ensure compliance.	1) December 2023 2) Throughout 2023/24 3) March 2024	Executive Director Property Services.	15/9 - All on track. Building Safety Compliance performance maintains upper quartile and requirements of the Building Safety Act, Fire Safety Act & Fire Safety Regulations being implemented within agreed target milestones.
Growing Barnsley	Meeting future requirements of social housing in Barnsley and exploring opportunities externally.	Growth	1) Work with the council on the future of council housing - new build and acquisition during 2023/24.	1) During 2023/24	Executive Director Property Services.	
Healthy Barnsley	Data Quality - ensuring we have up to date and accurate data including our stock conditions, health and safety including damp and mould and tenants vulnerability.	Keeping Tenants Safe	1) Review of current data held. 2) Action Plan to collect data, to ensure accurate and up to date. 3) Collecting appropriate data to increase the accuracy of data held. 4) Arrangements in place to ensure this	1) April 2023 2) May 2023 3) Throughout 2023	Executive Management Team Lead	14/9 - knowing our customer action plan agreed and project meetings established

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q2
Sustainable Barnsley	Installation of renewable technology, carbon reduction initiatives across the stock and business.	Zero carbon	1) Deliver 1000 solar PV working with BMBC and Energise Barnsley. 2) Use SHDF for fabric first improvements 3) Develop plan for EPC C by 2030. 4) Reskill sessions for existing staff for retrofit opportunities.	1) January 2024 2) March 2024 3) March 2024 4) March 2024	Executive Director Property Services.	04/9 Project likely to start now in Q3. EB Ltd to provide revised procurement and project programme. 04/9 SHDF Wave 1 (approx. 70 properties) be completed Sept 23. Wave 2.1 commencing in Oct/Nov 23. 04/9 EPC C retrofit pilot commenced with Task Group monitoring progress. Compliant PAS2035 designs currently being undertaken to allow for contract partners to produce GMP for the pilot project. 04/9 Project Liaison Officers now retrofit adviser qualified. Capital Projects Officers completed DEA qualification, which now allows them to complete Retrofit Assessor quals.
	Supporting Barnsley and the wider economy and supporting the move to zero carbon.	Zero carbon	1) Develop Fleet vehicle EV Plan. 2) Construction Services successfully accredited to PAS 2030.	1) April 2024 2) July 2023	1) Depot and transport Manager 2) CS Head of Operations	28/09 - Working with BMBC Fleet Services to look at suitable vehicles at time of renewal. Working up options around charging infrastructure and suitability of current premises should we need to form an overnight charging setup. 28/09 - Waiting on date for accreditation assessment following submission of application. NICEIC are the body who have been assigned to evaluate our application.
Healthy Barnsley	Modernisation of Construction Services.	Technology and Innovation	1) Embedding of Dynamic Resource Scheduling system to improve efficiencies within Construction Services. 2) New Business Plan for Construction Services to ensure continuous improvement and the development of proposals from this.	1) January 2024 – June 2024 2) Plan by April 2023 – development throughout 2023/24	1) Managing Director Construction Services. 2) Managing Director Construction Services and External specialist input into plan.	28/09 - DRS launch date now January 2024. 28/09 - Business Plan Strategy at board today for approval
Growing Barnsley	Growth of Construction Services.	Growth	1) Construction Services to provide maintenance of PV systems on behalf of Energise Barnsley. 2) Develop and upskill CS to be able to deliver plans around EPC C	1) March 2024 2) March 2024	1) Head of Operations 2) Head of Operations	28/09 - Agreements in place and now working with Energise Barnsley, also continuing with minor adaptations to private homes via SLA with BMBC
Healthy Barnsley	Supporting Barnsley voluntary organisations.	Hearing customers	1) Achieving the Social Value targets in PRIP to spend locally and provide training and employment opportunities	1) Throughout 2023/24	Managing Director Construction Services.	28/09 - Various opportunities planned throughout the year to contribute to achieving this outcome

Barnsley 2030 objective	Priority	Strategic Ambition	Key Milestones	Date	BH Lead and additional resources	Q2
Healthy Barnsley	Enforcing a proactive approach to damp and mould.	Keeping Tenants Safe	<ul style="list-style-type: none"> 1) Policy Review – Write & Implement a new Policy. 2) Systems (NEC) – Implementation. 3) Comms – New Website Launch / review letters & leaflets / Social Media Campaign. 4) Approach – Move from reactive to proactive. 5) Delivery – Utilise external specialists. 6) Training – Tenants / Front Line Staff / Specialist MSI. 	<ul style="list-style-type: none"> 1) April 2023 2) April 2023 3) March 2023 4) March 2023 5) April 2023 6) April 2023 	Executive Director Property Services.	15/9 - we have a robust policy in place with a proactive approach to managing damp & mould. Recruitment of a dedicated Damp, Mould & Disrepair team is underway. We hold an effective monthly task group with tenant representation and key stakeholder engagement including BMBC colleagues from public health. We continue to follow government guidance and instil best practice within the organisation.



Creating great homes and communities
with the people of Barnsley

Report Title	Building Safety Briefing Note - Reinforced Autoclaved Aerated Concrete (RAAC) Survey update	Confidential	No
Report Author	Kerry Hamilton Fire and Asbestos Compliance Manager	Report Status	For Information
Report To	Board 7/12/2023	Officer Contact Details	kerryhamilton@berneslaihomes.co.uk

1. Executive Summary	<p>This report provides the Board with an update on the original briefing note - Reinforced Autoclaved Aerated Concrete (RAAC) completed by John Dowle and presented to Board on 28th September 2023.</p> <p>Reinforced Autoclaved Aerated Concrete was mainly used in the construction of schools, colleges, hospitals and some other buildings from the 1950`s to the 1990`s. Due to its lightweight nature the panels were mainly used as part of the roof build up but are also found in both external and internal wall construction.</p> <p>On 25th and 26th October 20023 a combination of localised visual appraisals of exposed structure within specific, mainly communal, areas of the buildings (internal and intrusive), and to external only visual assessments of building type and construction (external visual inspection only) was completed by Curtins' Structural Engineers. Any initial checks for asbestos and intrusive opening up work were undertaken in advance by Berneslai Homes. The primary aim of the inspections was to verify that no Reinforced Autoclaved Aerated Concrete (RAAC) was present.</p> <p>The inspections were limited to the following :-</p> <p>Internal and Intrusive Inspections</p> <ul style="list-style-type: none"> • Albion House, 1-56 Union Street, Barnsley S70 1JT • Britannia House, 1-55 Duke Crescent, Barnsley S70 1JW • Buckley House, 1-55 Union Street, Barnsley S70 1JS
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- King Street, Block 1-33, Barnsley S70 1JU
- Honeywell Street, Blocks 118-128, 130-140, 142-152, 162-172, 174-184, Barnsley S71 1QA
- Cockerham Lane, Blocks 34-44, 46-56, 58-68, Barnsley S75 1AZ
- Cockerham Lane, Blocks 10-20, 22-32, Barnsley S75 1AZ
- Willowcroft, Block 1-35, Bolton on Dearne, Rotherham S63 8LF

External Visual Inspection Only

- Honeywell Street, Block 64-94, Barnsley S71 1QA
- King Street, Block 8-16, Hoyland, Barnsley S74 9JP
- Queensway 9A-15A, Worsborough Bridge S70 5EN
- Saville Road 2-8A, Gilroyd S75 3QN
- The Parade, Block 6-10, Hoyland, Barnsley S74 0HR
- Manor Drive 21A-25A, Royston S71 4JU

Both intrusive investigations and visual assessments indicates that no RAAC is present, or is considered to be present, within any of the properties listed above.

Although not within the scope of this inspection some properties were seen to exhibit varying degrees of deterioration through age, weathering and lack of recent maintenance. No settlement related issues were noted. Structural issues include signs of cracking and spalling through corroding reinforcement, e.g. Cockerham Lane, and long term deflection of roof spans, e.g. Manor Drive. Severe water penetration was noted at 1-33 King Street.

Aside from general repair and maintenance works the only recommendations would be to address the water penetration at King Street (urgent) and the carbonation related damage affecting the architectural window surrounds at Cockerham Lane (short term preventative works to reduce more widespread and expensive repairs at a later date).

Supporting Documentation	Appendix 1. Briefing Note - Reinforced Autoclaved Aerated Concrete (RAAC) completed by John Dowle Appendix 2. Curtins - Berneslai Homes Roof Structure Report Appendix 3 – Access e-mail including photographs
2. Recommendation/s	Board note that there are no properties with RAAC present and that repair orders will be raised for the defects noted in Curtins' structural survey recommendations.



Creating great homes and communities
with the people of Barnsley

Agenda Item No.

Report Title	Building Safety Briefing Note - Reinforced Autoclaved Aerated Concrete (RAAC) update	Confidential	No
Report Author	John Dowle	Report Status	For Information
Report To	Board	Officer Contact Details	johndowle@berneslaihomes.co.uk

1. Executive Summary	<p>Reinforced Autoclaved Aerated Concrete (RAAC) was widely used in UK construction from the mid-1950s to the 1980s. Filled with air bubbles and containing no coarse aggregate, the material was cheap and lightweight, and was particularly popular for flat roofs and external cladding.</p> <p>In late 2018, the Local Government Association (LGA) and the Department for Education (DfE) contacted all school building owners to draw attention to a recent failure involving a flat roof constructed using RAAC planks.</p> <p>More recently in August 2023 schools were issued new guidance advising that any space or area with confirmed RAAC should no longer be open without mitigations in place.</p> <p>In addition to schools, it was understood that RAAC planks are present in many types of buildings and has led to concerns about its use in other public buildings, such as courts and hospitals. It has been identified RAAC was also used in public housing projects – many of which are likely to still be in use with housing providers unaware of the risks.</p> <p>The government have advised, buildings built in the 60s and 70s and have a flat roof, then it's very possible if not likely to contain RAAC. If it is a tiled roof, then no. Tower blocks are less likely to contain the material. The most likely building to have RAAC are buildings, two to four storey high with a flat roof.</p> <p>In order to comply with regulatory and statutory obligations to keep homes and buildings safe, Berneslai Homes are identifying</p>
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whether any homes and other buildings contain RAAC and if so, assess the risk to safety arising from inspections. We have identified a number of buildings within the stock portfolio that are a match to the government's criteria, which could potentially contain RAAC.

Buildings listed for inspection.

Address	Blocks	Properties (Council owned)	Properties (all – inc. leaseholder, shop, community centre etc.)
Cockerham Lane Blocks 10 - 68 Barnsley South Yorkshire S75 1AZ	5	20	30
Honeywell Street Blocks 64 – 184 Barnsley South Yorkshire S71 1QA	10	58	62
Albion House Block 1 – 56 Union Street Barnsley South Yorkshire S70 1JT	1	46	56
Britannia House Block 1 – 55 Duke Crescent Barnsley South Yorkshire S70 1JW	1	40	55
Buckley House Block 1 – 55 Union Street Barnsley South Yorkshire S70 1JS	1	50	55
King Street Block 08 – 16 Hoyland Barnsley South Yorkshire S74 9JP	1	5	10
Queensway Block 09A – 15A Worsbrough Bridge South Yorkshire S70 5EN	1	4	8
Saville Road Block 2 – 8A Gilroyd Barnsley South Yorkshire S75 3QN	1	4	8
The Parade Block 06 -10 Hoyland Barnsley South Yorkshire S74 0HR	1	5	10
Manor Drive Block 21A – 25A Royston Barnsley South Yorkshire S71 4JU	1	3	6
King Street Block 01 – 33 Barnsley South Yorkshire S70 1JU	1	1	33
Willowcroft Block 01 – 35 Bolton On Dearne Rotherham South Yorkshire S63 8LF	1	36	36

To mitigate the risk associated and provide reassurance to all stakeholders Berneslai Homes have developed an effective approach/plan to address the situation.

The identified buildings have been subject to a stock condition data analysis check already. None of the buildings (individual

property stock information) have been reported from a Health & Safety perspective i.e., structural/envelope defect or failing.

The identified buildings are to receive a comprehensive roof and structural assessment by suitably qualified professionals (Curtins Structural Engineers) to establish their construction makeup. These have been commissioned as a priority and we expect them to be completed by October 2023.

If any RAAC material is found, this will be escalated to the BH lead officer (Fire and Compliance Manger) for appropriate action to be taken.

To ensure effective oversight of RAAC, it has been added as an agenda item on the BH / BMBC Building and Fire Safety Project Board. This will provide assurance to all stakeholders that the situation is being managed diligently.

We will be communicating suitably with tenants, and residents of the buildings where the RAAC inspections are due to be undertaken and follow up with outcomes and further action should it be necessary.

The Regulator of Social Housing contacted all providers on the 7TH September 2023 . Based on their current understanding, through engagement with sector advisors and stakeholders, RAAC is not widespread in social housing. However, it may be present in a small number of buildings dating from the identified construction period, particularly roof and panel structures. With Health and Safety of tenants being the highest priority of Landlords are required to establish the buildings that contain RAAC components. They must develop proportionate mitigation and remedial plans where required and also ensure they communicate appropriately where this is an issue. BH will also be required to report any buildings with the identified material present – letter attached from RSH appendix A.

2. Recommendation/s

Board have been brought up to date on the situation and the associated risks of RAAC.

Board acknowledge appropriate action has been taken to develop a suitable plan for the identification of RAAC materials within the Council housing stock.

BERNESLAI HOMES ROOF STRUCTURE IDENTIFICATION REPORT

Curtins Ref: 084684-CUR-00-XX-RP-S-00001

Revision: P01
Issue Date: 31 October 2023

Client Name: Berneslai Homes

Client Address: PO Box 627
Barnsley
S70 9FZ

Site Address: Various

Rev	Description	Issued by	Checked	Date
P01	First Issue	DS	JH	31 October 2023

This specification has been prepared for the sole benefit and use of the Client. Curtins liability, with respect to the information contained in the report, does not extend to any third party.

Author	Signature	Date
David Spurrell CEng MIStructE Associate		30 October 2023

Reviewed	Signature	Date
John Healey Consultant		30 October 2023

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3 Summary and recommendations	7

1 INTRODUCTION

Curtins are instructed to identify the roof structure types on a number of residential blocks in and around Barnsley. The primary aim of the inspection(s) is to verify that no Reinforced Autoclaved Aerated Concrete (RAAC) is present.

Reinforced Autoclaved Aerated Concrete was mainly used in the construction of schools, colleges, hospitals and some other buildings from the 1950`s to the 1990`s. Due to its lightweight nature the panels were mainly used as part of the roof build up but are also found in both external and internal wall construction.

Panels are usually 600mm or 450mm wide and between 2.4m and 3.6m in length (other widths and lengths may have been used) and typically have a chamfer along each edge. Density (weight) is around one third that of normal concrete. For economic reasons the panels were predominantly used in (steel framed) buildings with large footprints and with repetitive grids.

The inspections are limited to a combination of localised visual appraisals of exposed structure within specific, mainly communal, areas of the buildings (*internal and intrusive*), and to external only visual assessments of building type and construction (*external visual inspection only*). Any initial checks for asbestos and intrusive opening up work is being undertaken in advance by Berneslai Homes.

Note that the report does not cover any hidden or inaccessible areas, nor does it cover the remainder of each building, although comment and advice will be offered if considered appropriate.

Site visits were undertaken on 25 October and 26 October 2023.

2 BUILDING ADDRESS, DESCRIPTION AND ROOF TYPE

INTERNAL AND INTRUSIVE INSPECTIONS:

Albion House, 1-56 Union Street, Barnsley S70 1JT

Seven storey reinforced concrete frame with brick and glazed infill panels.

Roof structure around the lift motor room area is identified as cast insitu concrete (with a timber framed landing). The upper (lift motor room) roof is timber framed. Having previously investigated construction and condition we do not believe RAAC to be present in this building.

Britannia House, 1-55 Duke Crescent, Barnsley S70 1JW

Seven storey reinforced concrete frame with brick and glazed infill panels.

Roof structure around the lift motor room area is identified as cast insitu concrete. The upper (lift motor room) roof is timber framed. Having previously investigated construction and condition we do not believe RAAC to be present in this building.

Buckley House, 1-55 Union Street, Barnsley S70 1JS

Seven storey reinforced concrete frame with brick and glazed infill panels.

Roof structure around the lift motor room area is identified as cast insitu concrete. The upper (lift motor room) roof is timber framed. Having previously investigated construction and condition we do not believe RAAC to be present in this building.

King Street, Block 1-33, Barnsley S70 1JU

Two storey masonry construction with pitched, tiled roofs. Flat roofed entrance link between blocks.

Flat roofs are identified as timber framed with Stramit Board decking. (Main pitched roofs are considered likely to be standard timber framed construction.)

(Note severe water ingress around internal rwp. Saturation of decking and joists.)

Honeywell Street, Blocks 118-128, 130-140, 142-152, 162-172, 174-184, Barnsley S71 1QA

Three storey loadbearing brickwork and concrete construction. (Possibly Crosswall construction.)

Flat roofs are identified as timber framed with plywood decking. The ceiling is of separate timber framed construction.

Cockerham Lane, Blocks 34-44, 46-56, 58-68, Barnsley S75 1AZ

Three storey loadbearing masonry construction.

The flat roofs are identified as insitu concrete with cantilevered balcony overhangs.

(Note signs of longitudinal cracking to architectural concrete window surrounds on front elevation. Likely cause expansive corrosion of shallow embedded reinforcement through carbonation.)

Cockerham Lane, Blocks 10-20, 22-32, Barnsley S75 1AZ

Construction as Honeywell Street.

Three storey loadbearing brickwork and concrete construction. (Possibly Crosswall construction.)

Flat roofs are identified as timber framed with plywood decking. The ceiling is of separate timber framed construction.

Willowcroft, Block 1-35, Bolton on Dearne, Rotherham S63 8LF

Two storey loadbearing masonry with shallow pitched roofs. Small flat roofed links between blocks.

Flat roofs are identified as timber framed with Stramit Board decking. (Main pitched roofs are considered likely to be standard timber framed construction.)

EXTERNAL VISUAL INSPECTION ONLY:

Honeywell Street, Block 64-94, Barnsley S71 1QA

Traditional two storey cavity masonry construction with pitched timber framed roofs (incl. monopitch roofs and links).

King Street, Block 8-16, Hoyland, Barnsley S74 9JP

Three storey loadbearing masonry construction. Ground floor comprises retail units.

The first floor level deck at the rear (providing access to the residential properties) is considered likely to be of insitu concrete construction.

Queensway 9A-15A, Worsborough Bridge S70 5EN

Three storey loadbearing masonry construction with a pitched main roof. Ground floor comprises retail units.

Rear landings including staircases are of insitu concrete construction. The small central infill is of later construction and is likely provided with an insitu concrete or timber framed roof.

Saville Road 2-8A, Gilroyd S75 3QN

Three storey loadbearing masonry construction with a pitched main roof. Ground floor comprises retail units.

Rear landings including staircases are of insitu concrete construction.

The Parade, Block 6-10, Hoyland, Barnsley S74 0HR

Three storey loadbearing masonry construction with a pitched main roof. Ground floor comprises retail units.

The first floor level deck at the rear (providing access to the residential properties) is considered likely to be of insitu concrete construction.

Manor Drive 21A-25A, Royston S71 4JU

Two storey loadbearing masonry construction with flat roof. (Possibly Crosswall construction.)
Ground floor comprises retail units.

Both main roof and rear first floor terraces are of insitu concrete construction.

(Note signs of long term deflection of the main roof between party walls.)

3 SUMMARY AND RECOMMENDATIONS

Both intrusive investigations and visual assessments indicates that no RAAC is present, or is considered to be present, within any of the properties listed above. Bearing in mind the type, general size and construction of the properties none was expected to be found.

Building construction types identified include insitu concrete framed, traditional loadbearing masonry, and hybrid loadbearing masonry and insitu concrete (incl. Crosswall). Roof construction includes insitu concrete and timber framed.

Although not within the scope of this inspection some properties were seen to exhibit varying degrees of deterioration through age, weathering and lack of recent maintenance. No settlement related issues were noted. Structural issues include signs of cracking and spalling through corroding reinforcement, e.g. Cockerham Lane, and long term deflection of roof spans, e.g. Manor Drive. Severe water penetration was noted at 1-33 King Street.

Aside from general repair and maintenance works our only recommendations would be to address the water penetration at King Street (urgent) and the carbonation related damage affecting the architectural window surrounds at Cockerham Lane (short term preventative works to reduce more widespread and expensive repairs at a later date).

Note that Stramit Board (or Woodwool) roof decking may pose a safety risk if exposed to excess moisture. The boards may become brittle and at risk of failure under point loading, i.e. access. Precautions should be taken when accessing any roofs of this construction. (Note 1-33 King Street.)

From: [MH](#)
To: [KH](#)
Subject: RAAC Surveys
Date: 19 October 2023 11:04:52
Attachments: [20231018_093929.jpg](#)
[20231018_101046.jpg](#)
[20231018_101057.jpg](#)
[20231018_112348.jpg](#)
[20231018_113929.jpg](#)
[20231018_113938.jpg](#)
[20231018_114412.jpg](#)

Hi K

Over the last two days we have been out ensuring that access can be gained at the properties prior to the RAAC surveys.

For the three high rise blocks, access can be gained on the top floor through the loft/lift maintenance hatches. In the lift maintenance areas there are holes which expose the ceiling and appears to be strammit board. Must note that the access panel in Albion house is extremely heavy and caution is required.

Honeywell Street, all ceilings have had access made on the top floor, covered by a timber panel, screwed in with Phillips screws. They appear to show a timber roof.

Cockerham lane, the three blocks facing the road are concrete blocks, no suspended ceilings or anything so no inspection hatches have been made.

The two blocks on Cockerham Lane behind the road facing blocks are exactly the same as the blocks on Honeywell Street.

Willowcroft Flats, there is an artex ceiling that I will be getting a Licenced contractor in to create an access panel prior to inspection

Any issues please let me know.

Thank you

MH
Asbestos Control Officer
Berneslai Homes















Repairs First Update

Board Meeting 7th December 2023

Great place, great people, great company



Background

- Software supplier Korona bought out by American investors → One Advanced
- Technical infrastructure risk - Development / Test / Train / Live environments
- Project Management support – One Consulting
- Specification not detailed/specific
- ‘Go Live’ delayed due to risks – warning flags, 43+ outstanding issues, software supplier resource issues, workarounds not viable

Great place, great people, great company



July 2023 Position

- **Show stopper & high priority issues**
 - 1 high priority/show stopper issue being tested by BH
 - 7 medium/low priority issues re-catergorised to high/medium
 - Double checking all minimum viable functionality (MVF) delivered
- **Workarounds for non-standard features**
- **Discussions on-going with Wates re: their timelines**
- **Revised project plan → Go Live 2023/24 Q4**

Great place, great people, great company



Current Position

- **End to End testing completed in main**
 - No show stoppers
 - Stores and procurement o/s
 - Wates development o/s
- Super users trained
- **User Acceptance Testing (UAT) commenced**
- Training scheduled w/c 8th January
- **Go Live 31 January 2024**

Risks

- Reliant on small internal team
- Completion and testing:
 - Stores & procurement – commence UAT w/c 11th December
 - Wates development – completion 15th and testing w/c 18th December
- Any show stoppers from UAT

Thank you

Great place, great people, great company





Creating great homes and communities
with the people of Barnsley

Report Title	Quarterly Risk Update	Confidential	No
Report Author	Executive Director of Corporate Services	Report Status	For Information
Report To	Board	Officer Contact Details	Claire Denson, Risk & Governance Manager clairedenson@berneslaihomes.co.uk Sam Roebuck, Head of Governance and Strategy samantharoebuck@berneslaihomes.co.uk

1. Executive Summary	<p>1.1 To receive the quarterly update on the Berneslai Homes' Risk Framework.</p> <p>1.2 This report focuses on the Strategic Issues and Concerns Register, but the Board are also asked to note the Operational and Fraud issues and concerns registers, all available to view on the risk system. A summary of the current Strategic risks has been provided at Appendix A.</p> <p>1.3 The regular deep dive to Audit & Risk Committee delving into a key risk focused on Building Safety at the high-rise buildings and was presented to Committee by the Building Safety Manager as part of this report. The presentation is available on Decision Time.</p> <p>1.4 All Operational risks identified as requiring a Critical Response have been escalated to EMT for review and recommendations.</p> <p>1.5 The Annual Governance Statement (AGS) Action Plan will continue to be monitored by the Governance Team with progress updates available to view in Decision Time Resources.</p> <p>1.6 <u>Customer Voice/Impact</u></p> <p>The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.</p>
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2. Recommendations

It is recommended that Board:

- i. Review and comment on the quarterly Risk Update.
- ii. Review and comment on the Strategic Risks.

3. Background

3.1 This report provides a quarterly update on risk management performance including Berneslai Homes' strategic and operational issues and concerns.

4. Current Position/Issues for Consideration

4.1 Strategic Issues and Concerns

4.1.1 This report focuses on the Strategic Issues and Concerns Register, but Board are also asked to review and comment on the linked [operational issues and concerns registers](#).

4.1.2 The front page of the Strategic Register contains the headline details of each issue and concern to ensure they:

- i) Are visibly linked to the current RSH Risk Profile 2022, having been cross-referenced to ensure all risks which are relevant to Berneslai Homes have been captured.
- ii) Are visibly linked to the Governance Domains (High level strategic risk areas).
- iii) Follow the evolving level of concern, identifying where we are less, more or same concerned about a particular issue or concern since the previous review.

4.1.3 A summary of the current Strategic risks has been provided at **Appendix A**, with full details of mitigations available on the linked [risk system](#).

4.1.4 The regular deep dive to Audit & Risk Committee delving into a key risk focused on Building Safety at the high-rise buildings and was presented by the Building Safety Manager as part of this report. [The presentation is available on Decision Time](#).

4.2 NHF Code of Governance

4.2.1 We committed to the National Housing Federation (NHF) Code of Governance in 2021 and carried out an in-depth assessment. Each year following, we continue to undertake an annual self-assessment against the Code, which is then reviewed annually by Internal Audit.

4.2.2 Internal Audit undertook a review of our self-assessment in March 2023 to measure compliance against the NHF Code of Governance standards, which concluded a substantial assurance opinion with no findings or implications raised as part of the review.

4.2.3 The 2022-23 Action Plan against the 2022-23 self-assessment has been successfully completed.

4.2.4 The 2023-24 self-assessment and action plan commenced in November 2023 and will then be reviewed by Internal Audit and reported to Audit and Risk Committee in April 2024.

4.3 Risk Management Framework Update

4.3.1 The Annual Governance Statement Action Plan will continue to be monitored by the Governance Team with progress updates available to view in [Decision Time Resources](#).

4.3.2 The 2 Operational risks identified as requiring a 'Critical Response' were escalated to EMT for review and recommendations on the 26th September 2023. EMT discussed and were satisfied with the scoring and the actions. These can be viewed on the [risk system](#).

4.3.3 The latest live Fraud Issues and Concerns register is available to view on the [risk system](#) – filter 'Fraud' Risks.

5. Customer Voice/Impact

5.1 The aim of the review of risks is to scrutinise the internal risk management system and therefore customer views are not sought for this report. A number of risks and mitigations arising from reviewing our risks seek to enhance the customer voice.

6. Risk and Risk Appetite

6.1 There is a risk that the Board, Audit and Risk Committee and management do not appreciate Berneslai Homes' key vulnerabilities and take appropriate action to manage them. The Risk Management Framework ensures that effective mechanisms are in place for the management of risk.

6.2 Therefore, where required these controls are monitored via such as:

- The Strategic and Operational Risk Register reviews.
- As part of the Annual Governance Statement.
- Specific reporting to Board, such as financial reports, compliance reports, etc.
- Performance monitoring.

6.3 Strategic Risk Appetite – Risk Adverse: We aim to comply with all relevant legislation and have zero tolerance for regulatory compliance issues. We give high priority to Internal Audit recommendations and take immediate action to resolve concerns. We have zero tolerance for failure to meet deadlines from Regulators.

7. Strategic Alignment

7.1 The report aligns to the requirements from BMBC (Barnsley Metropolitan Borough Council) for the effective governance of Berneslai Homes. Good risk management links to the successful achievement of all our ambitions:

- Hearing Customers.
- Keeping Tenants Safe.
- Growth of Homes and Services.
- Technology and Innovation.
- Employment and Training.
- Zero Carbon.

8. Data Privacy

8.1 There are no data privacy implications arising from this report. No personal data has been processed and no DPIA (Data Protection Impact Assessments) is required.

9. Consumer Regulatory Standards

9.1 This report relates to the following elements of the Regulatory Standard:

- Governance and Financial Viability Standard - Good governance ensures the organisation always acts in the best interests of the business. This ensures improvement of performance, unlocks new opportunities and reduces risk.

10. Other Statutory/Regulatory Compliance

10.1 To provide Board with assurance around our risk management arrangements.

11. Financial

11.1 There are no financial implications arising directly from this report.

12. Human Resources and Equality, Diversity and Inclusion

12.1 Human Resources Policies and Procedures, including Equality, Diversity and Inclusion are key internal controls and seek to mitigate any associated risks.

13. Sustainability Implications

13.1 No specific zero carbon implications from this report.

14. Associated Background Papers on Decision Time

14.1 Live Strategic, Operational, Project and Fraud Issues and Concerns registers – [risk system on SharePoint](#).

14.2 Annual Governance Statement action plan progress update – [Performance Monitoring Section](#).

- 14.3 Deep Dive Risk Presentation – Building Safety in High-Rise Buildings – [Workshops and Briefing Sessions Section](#)
- 14.4 RSH Sector Risk Profile 2022 – [Governance Handbook section](#).
- 15. Appendices
- 15.1 Appendix A – Strategic Risks Summary.

Title of Risk / Issue	Description	Assessment	Status	Impact	Response Rating	Level of Concern since previous review	Issue/Concern Owner	Strategic Risk Area (Sector risk Profile)	Strategic Objective
The HRA does not cover service requirements	<p>Risk refreshed 05.10.22 (Zero-based risk review)</p> <ul style="list-style-type: none"> Rent caps, inflation, CPI, use of reserves, management fee Tenant financial hardship Insufficient resources to support vulnerable customers Pensions – impact on balance sheet Reduction in funding for repairs and investment in stock – PRIP - impact on CS profit – reputation Impact on Strategic plan - resources to deliver the priorities - reputation with BMBC Relationship with the Council is crucial Reliant on annual reserves to bridge the gap between management fee and resources to deliver services contract with BMBC - gap of approx £500k. Reliant on CS profits. Need the turnover guaranteed at £20m. <p>14.06.23: Concerned increased. Deficit for 24-25 is nearly £2m with another £2 the year after. Increasing requirements for both the zero carbon and the unknown expectations of stock condition. Irrespective of further changes inc Decent Homes.</p> <p>22.11.23: Concern remains increased.</p>	<ul style="list-style-type: none"> Insufficient funds in HRA and longer-term financial plan due to economic climate putting increased pressure on budgets and reducing stock numbers reducing income base. There was a financial overspend on Repairs and Maintenance budgets for 21-22. Increasing number of tenants on Universal Credit reducing rental income 	Actual	Actual	Critical	More Concerned ^	Chief Executive	Costs and Inflation	Well Managed
Business continuity	<p>New risk 10.10.22 (Zero based risk review)</p> <ul style="list-style-type: none"> Are we prepared for industrial action / civil unrest, power cuts, services going down, another virus outbreak? Are we prepared for a cyber attack Are we prepared for climate change – heat, fires, floods Impact on business, staff and tenants <p>22.11.23: Increased due to increased risks e.g. cyber attacks in the sector and recent floods.</p>	Are we prepared for potential impact of disaster situations to operations?	Potential	Potential	Critical	More Concerned ^	Chief Executive	Delivering Services to tenants	Well Managed
Mould, damp and condensation	<p>Are we keeping tenants safe by ensuring that damp, mould and condensation are not a health risk to tenants?</p> <p>A letter by Michael Gove says that govt expect landlords to be undertaking assessments of:</p> <ul style="list-style-type: none"> damp and mould issues affecting our properties, including the prevalence of category 1 and 2 damp and mould hazards; the action we have identified that may need to be taken in relation to damp and mould issues affecting our properties 	<p>Damp, mould and condensation have become a priority risk for all landlords, especially due to tenants being unable to afford to heat their homes due to the cost of living crisis.</p> <p>A letter by Michael Gove warns of the consequences of not taking responsibility and treating damp and mould seriously</p> <p>The issue is prevalent in the news and tenants are fighting back</p> <p>(Risk added as a result of EMT meeting 22/11/22)</p>	Actual	Actual	Critical	More Concerned ^	Executive Director of Property Services	Health and Safety	Sustainable Communities

Title of Risk / Issue	Description	Assessment	Status	Impact	Response Rating	Level of Concern since previous review	Issue/Concern Owner	Strategic Risk Area (Sector risk Profile)	Strategic Objective
Vulnerability of in-house and third party systems to cyber attack	<ul style="list-style-type: none"> • Vulnerability may be exploited leading to cyber-attack of in-house and/or third-party systems impacting confidentiality, integrity or availability of data and information. • This could lead to, amongst others, financial loss, fines, regulator intervention, inability to deliver services, reputational. • As a public sector organisation, we are more at risk from the current situation with Russia and Ukraine and the increased cyber-attacks in general. No evidence of increased attacks currently. 	<ul style="list-style-type: none"> • Cyber-attacks are increasing in number, the organisation is becoming more agile, there is an increasing volume of data held on IT systems and the systems are becoming more complex. • Legislation in place which means risk management is crucial. <p>24.11.23: More news of cyber attack risks due to current economic and political crisis.</p>	Potential	Potential	Critical	Same Concerned >	Executive Director of Corporate Services	Data Security	Well Managed
The cost-of-living crisis is impacting tenants and our communities	<p>New risk added 05.10.22 (Zero-based risk review)</p> <ul style="list-style-type: none"> • Condition of homes – changing behaviours • Vulnerable tenants – changing behaviours • Rent arrears, govt policy, • Less tenant turnover – reduction in void levels • Disrepair cases – legal costs – increasing • Communal heating systems - affordability • Unpredictability of tenant behaviour - increased violence and aggression towards staff, chaotic lifestyles • Sustainability of estates – increased ASB, crime, DV <p>Opportunity:</p> <ul style="list-style-type: none"> • Tenants may want to move to smaller accommodation, which will release family-sized properties. 	<ul style="list-style-type: none"> • Cost of Living • Reduced funding • More support needs 	Actual	Actual	Critical	Same Concerned >	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Delivering Services to Tenants	Sustainable Communities
Ability to deliver historical & in year R&M works within current financial resources available	Ability to deliver historical & in year R&M works within current financial resources available	<p>Increase in repair requests (in year)</p> <p>Historical Repairs (Backlogged)</p> <p>Recent new Consumer Standards placing additional pressure on Landlords to undertake repairs</p> <p>Pending Decent Homes 2 which 'may' incorporate repairs (such as plastering etc)</p> <p>Workshops taken place 6/9/23 with contract delivery partners to assist with the delivery of backlogged repairs.</p> <p>Delivery plan due 20/9/23</p>	Actual	Actual	Critical	Same Concerned >	Executive Director of Property Services	R&M	Well Managed

Title of Risk / Issue	Description	Assessment	Status	Impact	Response Rating	Level of Concern since previous review	Issue/Concern Owner	Strategic Risk Area (Sector risk Profile)	Strategic Objective
Reduction in customer satisfaction	New risk 10.10.22 (zero based risk review) - Incorporating 'Ability to meet statutory duties and tenant expectations as a result contact centre performance' and 'Customers unable to access repairs services online effectively'. <ul style="list-style-type: none"> Increasing demands from customers – they require increasing support Increasing regulatory demands Reduction in funding – more with less Contact Centre performance – we could miss significant issues Customers unable to access repairs services online effectively 22.11.23: Housmark mid-year TSM comparison - places BH mid quartile on most measures. This could change for year end as some of participants have rolling TSM measures.	<ul style="list-style-type: none"> Cost of living Planned repairs and reduced budgets Regulatory intervention 	Actual	Actual	Important	More Concerned ^	Chief Executive	Delivering Services to Tenants	Excellent Customer Services
The health and safety of tenants and staff	Refreshed risk 10.10.22 (Zero based risk review) - amalgamated relevant parts of "personal safety off staff" and 'Failure to meet statutory requirements in respect of property/assets including Building Safety' <ul style="list-style-type: none"> Statutory H&S requirements - Safe working practices to keep tenants and staff safe Failure to implement policies and procedures and associated communications / training. One working / personal safety / violence and aggression - JD 13.09.23 High value claims to BMBC / BH	Failure to comply with H&S legislation could result in injury or death and associated business risks.	Potential	Potential	Important	Same Concerned >	Exec Dir Customer & Estate Services and Exec Dir of Property Services	Health and Safety	Well Managed
The zero-carbon agenda is not sufficiently funded or skilled	Risk added 05.10.22 (Zero-based risk review) <ul style="list-style-type: none"> Questions around the sustainability of some estates – types of homes / energy efficiency Difficult to maximise funding opportunities – essential partnership working with BMBC Requires upskilling of staff – technical skills are more expensive Change in behaviour required of staff and tenants 	Strategic priority in line with local and national government	Actual	Actual	Important	Same Concerned >	Executive Director of Property Services	Delivering against expectations	Sustainable Communities
Increase in staff mental ill health and wellbeing	New risk added 05.10.22 (Zero-based risk review) <ul style="list-style-type: none"> Increased service demands, more difficult and complex cases to manage. Staff wellbeing is increasing sickness absence 21.03.23 - report to EMT re HWB survey undertaken in Feb 23 - stats say 22% of LT sickness is linked to mental ill health - therefore reduced from critical to Important Response	The economic climate is impacting on staff wellbeing as a result of circumstances at home and also increased demands on staff due to the impact on BH services.	Actual	Actual	Important	Same Concerned >	Executive Director of Corporate Services	Health and Safety	Well Managed

Title of Risk / Issue	Description	Assessment	Status	Impact	Response Rating	Level of Concern since previous review	Issue/Concern Owner	Strategic Risk Area (Sector risk Profile)	Strategic Objective
Failure to meet increasing and changing regulatory requirements	New risk 10.10.22 (zero-based risk review) - amalgamated 'Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing' and 'Failure to meet statutory requirements in respect of property/assets including Building Safety' and 'Upcoming regulations to mandate smoke and carbon monoxide alarms in social homes'. <ul style="list-style-type: none"> Statutory requirements in respect of property/assets including Building Safety, decent homes Reputational concerns due to new Regulatory approaches by the Housing Ombudsman and the Regulator for Social Housing - TSMs, neighbourhood agenda / investment in neighbourhoods We do not have the most effective software to do this. The Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 come into force on 1 October 2022. - New Consumer standards will be reviewed in 2023 inc new professionalism agenda (monitored as a dedicated operational risk in Corporate Services)	A change and strengthening in regulatory approach is being implemented nationally, including the professionalism agenda (CIH).	Potential	Potential	Important	Same Concerned >	Chief Executive	Delivering against expectations	Well Managed
Gap and lack of recent reviews in policies and procedures, leaves us at risk with the Housing Ombudsman and the Social Housing Regulator	Review of AM policy and procedures has identified some significant gaps in relation to the service area. Customer Services Team currently carrying out, organisational exercise. 26.06.23 - Risk moved from Operational Asset Management Risk to Corporate Risk responsible officer Head of Customer Services. This is due to the level of Policies and Procedures that have gaps throughout Property Services and Customer & Estate Services.		Actual	Potential	Important	Same Concerned >	Head of Customer Services	Delivering against expectations	Well Managed
Effective preparation for regulatory inspection	Risk added 07.06.23: - Shift towards proactive rather the reactive regulation. - Removal of serious detriment test - Intro of TSMs and spotlight on landlords underperforming - Once the self assessment has been undertaken, it may create additional tasks to align to expectations.	New RSH regulatory regime - inspections effective from 1 April 2024	Actual	Potential	Important	Same Concerned >	Executive Director of Customer and Estate Services	Delivering against expectations	Well Managed
Do we have the right data to make informed decisions (Data Quality)	New risk 10.10.22 (zero based risk review) <ul style="list-style-type: none"> Sufficient resources to implement data strategy and action plan Dynamic Scheduling system. Not meeting customer expectations - Poor reputation and satisfaction. Data regarding both customers and assets. 24.11.23: Less concerned as actions being undertaken to mitigate	We do not currently have fully effective data quality systems in place regarding customers and assets .	Actual	Potential	Important	Less Concerned v	Chief Executive	Delivering Services to Tenants	Well Managed
That we do not effectively embed a culture that acknowledges, promotes and celebrates the diverse talents and backgrounds of staff and tenants	Risk refreshed 10.10.22 (zero based risk review) <ul style="list-style-type: none"> We need to ensure that equality, diversity and inclusion is fully embedded and part of the DNA of Berneslai Homes. We need to ensure it is owned by all and that we recognise differences and take these into account to provide an effective and appropriate service to all our customers (internal and external). 17.11.23- New OD in post from 1.8.23- ED&I development back in progress.	Due to staffing resources, ED&I development lost it momentum. Following HDN assessment, ED&I was developed, launched and in the process of being fully embedded across the organisation.	Potential	Potential	Requires Attention	Less Concerned v	Executive Director of Corporate Services	Delivering Services to Tenants	Well Managed

Key information

Berneslai Homes is an arms-length management organisation (ALMO), 100% owned by Barnsley Council; delegated to provide services to council housing across the borough. We employ 550 staff. This year the Management Fee we receive is £15.52 million and forecast a £25 million turnover for the PRIP contract.



We also make sure that our strategic priorities are aligned with those of the council.

The council monitor performance through an agreed Assurance Framework and a set of review meetings. Barnsley Council continue to provide some of the landlord services such as setting the lettings policy for council housing, regeneration, right to buy and homelessness. Barnsley Council provide several support services through service level agreements to Berneslai Homes, including:

- Grounds maintenance
- Call centre services
- High-level antisocial behaviour cases
- IT services
- Financial services
- Fleet



BARNSELY
Metropolitan Borough Council

Our assets / our homes



Total homes

18,346 homes in management

Council Stock (17,996) 58% are houses (10,223)

69% are 3 x beds (7,091) 28% are 2 x beds (2,838)

Together Housing 53

Leaseholders (350) remainder social housing



Bungalows

25% of homes are bungalows (4,644)

mainly 1 and 2 beds



Flats

16% of homes are flats (2,993) mainly 1 and 2 beds

3 High rise buildings



Designation

67% of homes are general needs (12,187)

32% with restrictions (5,794)

11 Independent Living Schemes with 312 flats for over 60s



Age of stock

70% of homes were built before 1965



Attributes

743 blocks to maintain

46 community facilities

31 shops in management

90% of our homes are mains gas, 10% air source, biomass, ground source, other electrical and solid fuel



Condition

13,745 homes EPC surveyed (76.43%)

99.67% homes meet Barnsley Homes Standard

13,237 homes received stock condition survey (73.61%)

Building safety compliance

- ✓ Fire safety compliance
- ✓ Gas safety compliance
- ✓ Asbestos safety compliance **100%**
- ✓ Water safety compliance
- ✓ Lift maintenance

✓ Electric safety compliance (*) **99.02%**

(*) This is due to no access, which we're working on as a priority

Repairs and maintenance



75% Satisfaction with repairs in last 12 months

76% Satisfaction with time taken to complete repairs after being reported

24 Disrepair cases

193 Damp, mould and condensation treatment jobs inspected with 73 outstanding.

Managing estates

60% Satisfaction landlord makes a positive contribution to neighbourhoods

48% Satisfaction with landlord's approach to handling of anti-social behaviour

66% Satisfaction that communal areas are clean and well maintained



Letting homes

4,673 Number of people on housing register

145 Average number of applications per property advertised



Listening to tenants

43% Satisfaction with how we deal with complaints

60% Satisfaction that we listen to tenant views and act upon them

36 Service improvements made to our service following tenant feedback since April 2023

64% Satisfaction that we keep tenants informed

77% Satisfaction that we treat tenants fairly



Delivering value for money

- 77% of tenants say rent is value for money
- Collected 95.37% of rent due
- Tenant arrears 3.87%
- 67% of funds were spent locally, supporting the local economy and keeping the 'Barnsley Pound' in Barnsley
- Made over £154K of efficiency savings that was invested back into services



Data: September 2023



www.berneslahomes.co.uk

Last updated November 2023



Minutes of Berneslai Homes Board held 28th September 2023 at 4.00pm
Gateway Plaza

Present:

- Mark Johnson - Interim Chair (joined Virtually)
- Richard Fryer - Board Member
- Adam Hutchinson - Board Member
- Kevin Osborne - Board Member
- Adriana Rrustemi - Board Member
- Eric Smith - Board Member
- Jo Sugden - Board Member
- Sarah Tattersall - Board Member
- Mahara Haque - Independent Member and Chair of Customer Services Committee (Board observer)

In attendance

- Amanda Garrard - CEO
- Dave Fullen - Executive Director, Customer & Estate Services
- Arturo Gulla - Executive Director, Property Services
- Lee Winterbottom - Managing Director Construction Services
- Kulvinder Sihota - Executive Director, Corporate Services
- Sam Roebuck - Head of Governance and Strategy and Company Secretary
- Sarah Clyde - Head of Strategic Housing BMBC
- Maria Gbadamosi - Observer

Before the meeting commenced, MJ informed the meeting that as he has had to join Board virtually it would not be practical for him to Chair. Therefore following correct procedures he requested a vote be undertaken for a Chair to be chosen for this meeting. AGa nominated RF, Board unanimously agreed.

MG (observing the public meeting) was welcomed.

	ACTION
<u>Item 1 – Apologies</u>	
Kathy McArdle – Service Director (BMBC).	

Item 2 – Declarations of Interest

None were declared.

Item 3 – CEO Presentation

Before presenting the information AGa outlined the proposed new format for future meetings. This will hopefully commence at the December or February meeting. Instead of the CEO presentation taking place as the first item on the public agenda, this will be replaced by an item which hears the tenants voice incorporating a story/video. The CEO presentation will then be discussed on the confidential agenda.

The CEO presentation was then summarised covering national, regional, local and Berneslai Homes issues and priorities.

At a national level, Board's attention was drawn to the significant activity taking place relating to the Social Housing Regulation Act, moving from reactive to proactive. A link has been included on the slides showing the history behind the changes. Work is taking place on the consumer standard consultation and a Customer Panel took place last week on this. AGa thanked those Board members who attended.

The Building Social Campaign, launched by Inside Housing was highlighted. The meeting acknowledged the potential change in government at the next general elections. Therefore, the importance of influencing at a local and national level is vital and there will be opportunities for getting voices heard over the next few months as the conference season takes places.

At the National Housing Federation Conference the Shadow Housing Minister gave a positive speech about social housing, net positive and replacing the 14000 homes lost under the Right to Buy each year.

At a more regional level AGa advised of a good document produced by the NHC on net zero challenges in the north which is worth reading. Also noted the draft Housing Strategy developed by SC (BMBC) and her team.

Locally, reference was made to the new build at St. Michaels and the massive transformation plan for Goldthorpe. Board were advised that the net zero carbon homes at Billingley View are also progressing well and awaiting handover

From a Berneslai Homes perspective, the Remuneration Committee considered the IIP report, which will be uploaded into the Resources Section on Decision Time for Board to view. Although the result has moved from Gold to silver, there are positives, taken in the context of a major restructure taking place when the questionnaire was issued. The report contains some fantastic comments and shows the culture change, people feeling empowered and the 3 C's coming through. A reassessment is being undertaken in March 2024, until then the Gold accreditation is retained.

<p>The Housemark complaints accreditation award to Berneslai Homes was brought to Board's attention. This shows that the correct processes are in place. Work now is required on behavioural change. With regard to tenant satisfaction measures, a separate session has been arranged in the next few weeks.</p> <p>BH are proud of the new Tenants Annual report.</p> <p>The priorities were summarised.</p> <p>Resolved:</p> <p>Board received the update and thanked AGA for the useful and comprehensive presentation.</p>	
<p><u>Item 4 – Annual Governance Statement</u></p> <p>SR presented the report and highlighted the key areas.</p> <p>This has already been considered in detail at the last Audit and Risk Committee. AH confirmed they were sufficiently assured with the comprehensive information provided.</p> <p>Resolved:</p> <ul style="list-style-type: none"> • Board were satisfied that with the assurance provided in this report, in relation to internal control arrangements, is sound and forms a satisfactory basis for the Statement attached as Appendix A for inclusion in the 2022-23 Accounts. • Board noted the proposed 2023-24 Plan for improving the robustness of the system of internal control. • Board approved the Modern Slavery Statement 2022-23 for signature by the Interim Board Chair. • Board approved the Senior Information Risk Owner Annual Report 2022-23. 	
<p><u>Item 5 – Berneslai Homes Ltd Report and Accounts to the end of March 2023</u></p> <p>KS presented. These have already been considered by Audit and Risk Committee who recommended to Board for approval. The main changes since last year were outlined and the key issues within the report summarised, making reference to the financial statements, cash flows etc. Board's attention was drawn to the positive gain on pensions this year, due to interest rates and inflation. The reduction on reserves was also noted and the council's contingency of £2.5M.</p> <p>The key risks were outlined and include damp, mould and condensation and the cost of living, Board were reminded of the Hardship fund.</p> <p>AH fed back from Audit Committee that on considering the accounts they took assurance from External Audit who were in attendance to talk through</p>	

the changes and their methods of achieving assurance. Committee also discussed the pension situation and reserves and were confident that BH comply with the policy in this area.

Board referred to rent arrears and the reduction in reserves in relation to the cost of living increases and asked if consideration was being given to building in arrears increasing.

DF advised that since the beginning of the year rent collection has been behind target. However, Since the end of Q1 improvement has been seen. He referred to the hardship fund, of which around £120,000 had been allocated in grants to tenants. Demand in winter for this will increase, but funds are still available. The Tenants First Team continue to support tenants in gaining benefits and grants and so far have worked with 470 households, totalling around £0.5M. A Service Level Agreement remains in place for the Citizen Advice Bureau worker who has worked with 90 households, equating to £340K of debt. All this work will continue. In the medium term software options are being considered which will sit above the housing management system, using artificial intelligence and automation, enabling officers to deal with more complex cases.

Board were advised that the collection rate target is 97%. If this is not met the pressures would not fall directly to Berneslai Homes, but to BMBC as they are responsible for the HRA and 30 year Business Plan.

Board were interested in understanding uncollected rent in cash terms. DF said his would be approximately £3.2M. However, when arrears are looked at in more detail a lot relates to Universal Credit, particularly around the time lag and delays in receiving payments. Berneslai Homes are maximising the alternative payment arrangements that exist under the framework. Although this can take time, these arrears will be paid by DWP.

DF also referred to the agreed escalation policy in place which ultimately progresses to eviction in some instances.

Board stressed the importance of being mindful of the diminishing reserves and being prudent to ensure the appropriate level is maintained.

The Chair thanked KS and the team for their hard work.

Resolved:-

- 1. Board approved the Berneslai Homes Ltd Annual Report and Accounts for the period ended 31 March 2023 be approved;**
- 2. The Financial Statement were signed by the Interim Chair and the Chair of Audit Committee;**
- 3. Board noted the report of the External Auditor;**
- 4. Board approved the letter of representation be approved; and**

<p>5. The letter of representation was signed by the nominated Chair on behalf of the Board</p>	
<p><u>Item 6 – Risk Management Annual Report</u></p> <p>SR presented the report which reflects on the risk operations in 2022-23. It was reviewed by Audit and risk Committee in August 2023. The key points were highlighted.</p> <p>The Risk Management Framework Strategy has undergone a mid-year review, however this still remains dynamic. The Risk Management Statement was reviewed by EMT and Board in February. The overall objective is to ensure that there is a clear and robust approach managing risk and that all relevant laws, regulations are complied with to successfully achieve our Strategic Plan.</p> <p>AH referred to the responsibility of Audit and Risk of overseeing the framework, however he stressed that it is the responsibility of the Board to support and collectively decide the level of risk.</p> <p>A concern was raised in relation to damp and mould worsening in the winter months as tenants may worry about the costs of heating their homes and asked about the work BH are doing on this. AGu advised the work is taking place with council colleagues; a task group meets on a regular basis which also has tenant representation. Tenants are also referred to the hardship fund. Information is being collected on properties as part of the stock condition survey and this will identify those properties with no ventilation; if there are fans missing, these will be installed. Board were advised that a process is in place for dealing with all aspects of damp, mould and condensation. There are works identified that are bigger jobs, for example tanking, insulation and these have to be planned in. He acknowledges that the situation will be exacerbated in the winter, but provided assurance that Berneslai Homes are and will continue doing as much as they can to assist tenants.</p> <p>Resolved:-</p> <ol style="list-style-type: none"> 1. Board approved the Risk Management Annual Report for 2022-23. 2. Board approved the 2023-24 Action Plan at Section 11 3. Board agreed they felt sufficiently informed about risk management. 	
<p><u>Item 7 – Quarterly Performance Report for Q1</u></p> <p>DF presented the report, advising that this had been considered in detail at the Customer Services Committee. It has also been discussed at the ALMO Strategic Liaison meeting. He summarised the main focus areas of committee:-</p>	

- Rent collection and how this is being managed which has been covered in Item 5.
- Contact Centre – He was pleased to report on the significant improvements made and that performance continues to be maintained; service standards are being met. Board expressed their satisfaction with this positive trajectory and asked that their thanks be extended.
- Building Safety – There is strong compliance in this area, with the exception of lifts. AGu advised that since the report, lifts are now 100% compliant and provide an explanation of why delays had occurred.
- Void rent loss – The HRA Business Plan target is 1.05%, performance was significantly higher in Q1 and equates to a loss of around £250K. There is still significant work to do to ensure the right budgets are in place to release works. This will continue to be a focus area for Customer Services Committee.
- Staff sickness – This is a key focus area for EMT and SMT. Board suggested that as this is an area of concern Remuneration Committee consider in more detail (spotlight area), also taking into consideration Construction Services attendance in relation to their surplus contributing to reserves.
- Complaints handling and response times – Following the challenge from Board to improve, targets have been revised and improvements are being seen. Housemark accreditation for complaint handling has been awarded which is significant but BH acknowledges there is more work to do.
- Ombudsman Maladministration – DF advised that since the end of Q1 there has been 2 Ombudsman maladministration findings against Berneslai Homes. These are in relation to delays in carrying out repairs and the level/standard of communication with customers. Board were assured that lessons have been learned.
- Waiting list/lettings policy review – The team are working in assessing applications against the new criteria. Currently the number of applicants on the housing register is around 4,300, previously 9,500.

KS

MJ referred to the appraisal process and the opportunity for Board members to observe other Committees which has occurred and is still an option.

Resolved:

2.1 Board considered and commented on Berneslai Homes' quarter one performance.

2.2 Where performance targets have not been Board were satisfied with the explanations provided and that there are adequate controls and actions in place to address under performance.

2.3 Board agreed the areas identified by CSC for more detailed consideration.

Item 8 – Disrepair Annual Report

AGu presented the report and highlighted the key areas.

Statutory requirements are being met and the disrepair protocol is being followed.

Board’s attention was drawn to the Table in the Executive Summary of the report. As can be seen the total number of disrepair claims is 147 and equates to a significant amount of money being paid £400K.

There are 58 ongoing live claims, however some are dormant. Every effort is made to deal with them as quickly as possible. The main areas of disrepair are around damp and mould, ill-fitting doors and general repairs.

He referred to solicitors targeting tenants and the advice they are giving them with regard to denying access. BH are working with the Council’s legal team and are also in the process of introducing a disrepair policy. Board agreed this was vital to be clear on the steps due to the procedural nature. They also stressed the importance of cases being dealt with speedily, using detailed data/evidence and taking an aggressive/robust approach with the solicitors. It was noted that compared to Sheffield and Rotherham, Barnsley are in a much better position.

Recruitment is taking place for a damp and mould dedicated team with 2 disrepair surveyors being appointed. The Manager post is going out to advert again using a recruitment agency.

Board welcomed the measures that have been put in place.

Resolved:

Board noted the current disrepair position.

Item 9 – Building Safety Update

AGu presented the update, focussing particularly on RAAC . Berneslai Homes have taken a risk based approach and looked at buildings that could potentially have RAAC. This has resulted in 25 blocks being identified Structural Engineers have been commissioned to investigate and report back on their findings. BH are not overly concerned. Further updates will be provided as the situation evolves.

For information Board were also advised that the 3 high rise buildings have been registered as a requirement of the Building Safety Act.

Resolved:

- **Board were brought up to date on the situation and the associated risks of RAAC**

AGu

<ul style="list-style-type: none"> • Board acknowledged appropriate action has been taken to develop a suitable plan for the identification of RAAC materials within the Council housing stock. 	
<p><u>Item 10 – Resource Information Paper</u></p> <p><u>10.1 Sustainability Strategy Actions- Annual Update</u></p> <p>Resolved:-</p> <p>The update report was received.</p>	

Board Meeting 28 September 2023 - Actions

PUBLIC AGENDA			
Item	Action	By Whom	Comments
Item 7 – Quarterly Performance Report for Q1	Staff Sickness - Agreed that Remuneration Committee consider in more detail, taking into consideration CS attendance in relation to their surplus contributing to reserves	KS	A report on Sickness will be taken to the Remuneration Committee in the New Year.
Item 9 – Building Safety Update	RAAC – Updates to be provided as the situation evolves	AGu	Curtins Structural Engineers have surveyed approx. 20 buildings and have found no RAAC to date. Report on agenda.